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CITY OF SAVANNAH
SERVICE PROGRAM AND BUDGET
1987



CITY OF SAVANNAH, GEORGIA
PROPOSED SERVICE PROGRAM AND BUDGET

January 1 - December 31, 1987

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City Manager's Message

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

November 21, 1986

Mayor and Council Members
City of Savannah
City Hall
Savannah, Georgia

Dear Council Members:

I submit for your consideration the recommended 1987 budgets for the City's ten operating funds. These budgets, after adjustments for interfund transfers, total $85,026,471. In addition, there are $18,207,759 in capital projects. After adjustments, the total budget is $96,477,787. This is an increase over total projected spending for 1986 of $8,087,142, or 9.1%.

Each of these budgets sets out the work programs and performance objectives for each of the various departments and agencies covered by it. In addition, each budget presents the costs by category that will be required to perform the various work programs,and presents the means that are proposed to pay these costs.

Each budget is balanced so that the costs that will be incurred in 1987 are covered by sufficient revenues to pay for them. The revenues required to cover these costs are to come from three sources: current revenue charges, unallocated cash reserves carried forward from prior years, and proposed increases in revenue charges.

In providing the revenues to fund the 1987 costs, we have been careful to maintain an unallocated reserve of almost $3 million. This reserve is provided to protect the City against catastrophic losses in revenues or a catastrophic disaster. Further, by providing this reserve for these contingencies we help protect the AA bond rating we now enjoy on our General Obligation bonds. This rating helps to hold down the interest rate we must pay on bond issues.

In the sections which follow, the budget proposals for 1987 are presented in more detail. The first section lists the critical issues facing the community and describes for each the program changes proposed in 1987 to address them; the second section presents the proposed budget for each fund and provides an explanation for the increases in cost proposed for 1987 over projected 1986 spending; the third section presents the new revenues needed to fund the proposed 1987 budget; and the final section of the message compares the cost of services in Savannah with the cost of services in comparable southeastern cities.

THE WORK PROGRAM FOR 1987

The work program proposed for 1987 is an ambitious one. In addition to the ongoing services provided by the City, the proposed work program addresses a number of issues now facing the community. These issues were reviewed in detail in the October 30th planning session, and include: crime, parking, economic development, housing, future planning, needed program improvements, needed capital projects, and flooding.

Crime

One issue confronting the City is the crime problem. At the October 30th briefing I presented to you an analysis of this problem which pointed out that the neighborhoods with the most serious crime problems were those with high levels of unemployment, high levels of poverty, a high proportion of female-headed households, a high proportion of school dropouts, and a high proportion of dependent children living in poverty. This analysis also pointed out that much of the crime committed in this community was committed by young black males from the high crime neighborhoods who are the products of under-education, poverty, neglect, unemployment, and other disadvantaged conditions. The analysis went on to say that if this community is committed to reducing crime, then it must attack the conditions that are producing the offenders.

The work program for 1987 proposes to make a modest beginning toward addressing these conditions. An allocation of $150,000 has been made for this purpose. Projects that are proposed to be funded from this allocation include:

1. A teen-age pregnancy Control Program: Teen-age pregnancy is a serious problem in this community and is an underlying contributor to the conditions that produce criminal offenders. From 1980 and through 1985, twenty-three percent of all black births were to unmarried teen-age girls. Most of these teen-age mothers live in poverty, are school dropouts, have not obtained adequate pre-natal care, and lack household management skills or child care.

Further, many of these teen-age mothers are themselves the children of mothers who were teen-age mothers. Children born into these conditions are confronted with handicaps that will affect their ability to progress successfully through school, or to find a job, or otherwise achieve a decent quality of life.

It is the children of this environment that become the criminal offenders in this community. For this community to achieve a significant and lasting reduction in crime, then, a way must be found to substantially reduce or eliminate the number of children born into such an environment. To begin addressing this problem, an allocation of $50,000 is proposed for a teen-age pregnancy control program. This allocation will not fund a total program. However, it can serve as seed money to establish a program that hopefully will attract private participation, County participation, school board participation, and State participation.

2. Neighborhood Assistance Worker: One of the obstacles to successfully address the crime problem in high crime, poverty neighborhoods is the absence of the neighborhood cohesiveness that brings neighbors together to address the crime problems in the neighborhood. This absence of cohesiveness prevents neighbors from exercising peer pressure and social sanctions that can produce neighborhood safety from the criminal conduct of neighborhood residents. To address this problem, an allocation of $50,000 is proposed to establish a Neighborhood Assistance Worker program. Under this program the worker would seek to bring together the people and institutions within the target neighborhoods to work together to attack the neighborhood crime problems and other neighborhood needs and concerns.

3. Social Service Planning Agency: At the October 30th briefing I pointed out that the community is faced with a variety of complex and difficult social problems. These include the problems of the homeless, of infant mortality, of unmarried teen-age mothers and teen-age pregnancy, of black unemployment, of a high school drop-out rate for poverty-level black children, of drug and alcohol abuse, and of family violence. Many of these conditions are major factors in the City's crime problem.

The unfortunate fact is that although we know these problems exist, we know very little about their composition and magnitude. Further, we have no effective means of evaluating the success or failure in addressing them and we have no means of establishing priorities for the allocation of resources to address them.

To provide a more rational and systematic basis for addressing the social problems in this community, I propose that as a part of the program of work for 1987 a Metropolitan Social Problems Planning Program be established either as a part of the Metropolitan Planning Commission or as a separate commission. If possible, this program should involve the city, county, and possibly private sector agencies. But if this cooperation is not possible to achieve, then the project should nevertheless move forward. An allocation of $50,000 is proposed for 1987 to help establish the program.

In addition to the projects devoted to addressing the social conditions underlying the crime problem, the program of work also calls for strengthening the Police Department's capacity to suppress crime. An allocation of $994,382 is proposed for this purpose. This allocation will be used to add eighteen sworn officers and ten communication officers to the department. The manpower assignments will be as follows:

a. Seven patrol officers will be added to the Traffic Division. This unit will answer all accident calls between 8:00 a.m. and midnight, 7 days a week. This will free beat patrol officers from time-consuming accident calls and permit them to spend more time on crime suppression activities.

b. Ten civilian communications specialists will be added to the communication division. These persons will be used to provide a telephone response to police service calls. The department estimates that from 16,000 to 25,000 of the 120,000 calls a year for service received can be handled in this manner. This action will eliminate the need to dispatch a patrol car to these calls and thus free up patrol units for crime suppression work.

c. Seven patrol officers will be added to the Directed Patrol unit. This unit will then be divided into three squads: a burglary control squad, a robbery control squad, and an auto-theft squad. Each squad will operate 7 days a week and will devote full-time to suppressing the crime category assigned to it. A variety of strategies will be used by these squads, including strategic park and walk patrol, vehicle patrol, target hardening assistance to business and dwelling occupants, selective vehicle stops, selective pedestrian and bicycle stops, and stake-out and decoy operations.

d. Three officers will be added to the Vice Squad. In 1984, a special unit was established within the Police Department to combat vice and drug trafficking. Since that time the unit has been effective in making drug cases, seizing illegal drugs and cash, deterring vice activities, and developing information related to robberies, burglaries, and theft throughout the community. Currently the unit has 6 officers, including 1 lieutenant and a sergeant. The present limited staffing of the unit hinders its ability to investigate drug and vice cases.

e. A sworn officer will be added to devote full-time to the Neighborhood Watch Program. Neighborhood Watch programs have been established or are being established in all of the neighborhoods in the city that are particularly vulnerable to property crimes. The programs have had varying degrees of success in the past because there is no on-going mechanism for working with the Neighborhood Watch groups on the programs and strategies they can use to help protect their neighborhood from crimes. This officer would work very closely with the Neighborhood Service Worker program in the disadvantaged neighborhoods in developing effective watch programs in these neighborhoods.

The overall objectives of these manpower additions are to accomplish four things:

a. To increase the time available in the Patrol division to suppress crime;
b. To increase police visibility through more officers on the street and through a mixture of strategies for the use of crime suppression time including strategic park and walk patrol and vehicle patrol;
c. To reduce the fear of crime through better communications between the police and the public;
d. To help businesses, citizens, and neighborhoods protect themselves from crime by providing them with target hardening advice and with assistance in operating these Neighborhood Watch programs.

To further support the enhanced crime control capacity of the department, funds in the amount of $150,000 are also included in the allocation to establish a new data processing system for the department. This new system will be used to make crime analyses and to provide better management of the manpower time of the department.

As further support to the department, a program of work for 1987 proposes to assess the feasibility of establishing a bicycle registration system as a means of curtailing bicycle thefts. Under such a system, a bicycle would be required to carry a license tag and would be required to be registered with the Police Department. The fees for registration would help cover the cost.

Parking

A second issue confronting the City is the parking problem in the downtown area. In 1986, the City opened a 474 space parking garage on State Street and in January, 1987 will open a second 500 space garage on Jefferson Street. In addition, the City operates three parking lots at the Civic Center and regulates parking on the streets with parking meters and parking time limitations. The parking dilemma is that parking spaces are needed both for workers in downtown who need all-day parking spaces and for the shopper or business client who needs a short-term space. Clearly, both groups cannot occupy the same spaces at the same time.

For businesses in the downtown area to prosper, shoppers and business clients need to be able to park at a spot convenient to the place of shopping or business. The most convenient spots are on the street close by the shopping or business destination. In recognition of this, short-term parking zones have been designated. Unfortunately, the long-term parkers are pre-empting these spaces rather than parking in the off-street lots, in a parking garage, or in on-street spaces set aside for their use. To correct this situation, the program of work proposes in 1987 that the parking fees at short-term parking spaces be increased to discourage all-day parking; that the fine for parking violations be increased to discourage the all-day parker from remaining at an expired meter; and that multiple ticketing be carried out when a violation remains in place.

The proposed revised parking meter fees and overtime parking fines are as follows:

- raise the hourly rate on meters from $.20 for all meters to $.40 for meters in the core area, Barnard Street to Abercorn and the River to Oglethorpe Avenue, and $.25 for meters outside this area;
- raise overtime parking violation fees from $3 to $5 for those paid within 5 days and from $5 to $10 for those paid after 5 days; and
- raise the cost of a citation for parking in a handicapped zone from $15 to $25.

As a part of the 1986 budget we indicated that we would be designing an independent fund for the Parking Management program. This new fund is now in place and a budget for it is a part of the 1987 budget package.

The costs that will be paid out of this fund are:

1.	Parking enforcement program	$ 418,402
2.	Parking meter collection	13,229
3.	Parking meter maintenance	47,480
4.	Parking Garage and Parking Lot Operation	496,557
5.	Debt costs for Parking Garages	904,332
	Total	$1,880,000

Revenues to cover the cost of the Parking Management program will come from the following sources:

Source	Current Revenue	Revenue from Fee Changes	Total
Meter fees	$ 538,000	$ 96,000	$ 634,000
Parking lot fees	45,000	5,000	50,000
Parking garage fees	327,000	-	327,000
Fines	600,000	156,000	756,000
Park & Shop lease	77,000	-	77,000
Interest	36,000	-	36,000
Total			$1,880,000

Economic Development

A third area of concern in this community is economic development. Efforts are now under way by the Savannah Port Authority and the Chamber of Commerce to establish a more systematic and comprehensive approach to industrial development. For this approach to work, both the City and the County must be active partners in the effort to ensure that the infrastructure system needed to support industrial development will be available. The program of work for 1987 calls for the City's active support in the industrial development effort program through the strategic management of the water supply system, and through strategic extension of water and sewerage services.

In addition to participation in industrial development, the program of work for 1987 will continue the City's efforts to facilitate minority business development and to help minority businesses survive. A study of the minority business development problem in the city was started in 1986 and will be completed in 1987. The study will determine the strategies that will be needed to address the minority business problem.

Another area of activity in economic development that will be a part of the 1987 work program is the continuation of the efforts to revitalize business districts. A study is now under way to develop a plan for revitalizing the business strip on Waters Avenue. A second project is under way to develop a business strip revitalization plan for West Broad Street. A third project that is under way is the revitalization plan for Broughton Street. All three of these projects will be a major focus of the City's economic development efforts in 1987.

Housing

A fourth area of concern in the community is the housing problems facing poverty-income and low-income families. Many of these families pay 40% or more of their incomes for housing, much of which is substandard and overcrowded. The 1987 program of work proposes that we define more precisely the housing problem of low income persons and our goals and objectives for meeting the housing needs of these housing-disadvantaged people and that we then develop policies and programs for meeting these objectives.

Savannah in the 21st Century

A fifth area of concern is the kind of place we want this community to be at the beginning of the 21st century. To develop a blueprint for the future and to develop strategies to achieve our goals, it is proposed that a cross-section of citizens within the community be organized into a task force to address such issues as:

a. Education
b. Unemployment
c. Environment
d. Economic development
e. Housing
f. Governmental services and facilities
g. Social conditions
h. Land use
i. Infrastructure needs.

To help with this effort, we propose that funds be allocated to obtain the services of the Institute of Community and Area Development at the Univerity of Georgia. The Institute would help design the task forces, would provide the background information needed by each task force for its deliberations, and would help draft the document setting forth the recommendations of the various task forces. The cost for this assistance is estimated to be $38,000. An allocation in this amount is proposed in this budget. However, the County should be a partner in this project and should fund one-half of the cost.

Maintaining Responsive Services

A sixth area of concern is the need to ensure that the service programs of the City are responsive to growth and development, and are responsive to the needs of the citizens. To these ends, the following program improvements are proposed:

1. To improve the condition of the City's tree population in the parks and squares:

   Contractual Tree Removal $ 90,000

   The City's population of 50,000 trees is an important asset. During 1986 a tree census survey was conducted to determine the exact number and condition of the City's trees. Approximately 3,500 of the trees have been determined to be unhealthy and need to be removed. However, removal of these trees by Park and Tree crews will only further hinder the preventive maintenance that is needed on healthy trees. We recommend the removal of 270 unhealthy trees by contract at a cost of $90,000. This contract removal combined with removals by Park and Tree crews will achieve removal of 1,000 unhealthy trees in 1987.

Tree Stump Removal $ 67,000

As unhealthy trees have been removed from the City's tree population, a backlog of over 2,000 stumps is now left on the tree lawns adjacent to city streets. Stumps are unsafe and unsightly and they prevent the replanting of new trees. A contract in the amount of $67,000 is proposed in order to remove 1,000 stumps in 1987.

Irrigation Maintenance Worker $ 28,529

Irrigation systems are essential to keep lawns and foliage alive in city parks and squares. The Park and Tree department now maintains 35 irrigation systems throughout the city, but due to present staffing limits, two-week delays occur before repairs can be made when needed. Consequently, lawns and foliage die and are unsightly, and expensive replacement of plants is often necessary. An additional maintenance worker is requested so that repairs can be made within a standard of three working days. This worker would also repair park furniture, drinking fountains, and other fixtures in the parks and squares.

2. To improve the effectiveness of fire emergency dispatch services:

Fire Dispatcher $ 17,394

The Fire department's communication center is currently being operated with 5 full-time dispatchers; however, this number is not adequate to handle the call load, to supervise the computerized dispatching system, and to enter all necessary reports within required time limits. An additional dispatcher is requested to adequately handle incoming calls and to enter necessary information into the Fire department's emergency response computer system.

3. To ensure that building inspections meet Code requirements and that they are promptly performed:

Additional Inspectors $ 103,501

The current level of staffing within the Inspections department is inadequate to perform all of the inspections required by the Southern Building Code Congress. A specific number of site visits are required in order to properly certify building, electrical, and plumbing/mechanical inspections. Three additional inspectors are requested so that all required inspections can be performed on a timely basis in response to requests from builders.

Management Analyst $ 28,011

The Inspections department staff includes 16 inspectors who handled an estimated 63,500 individual inspections and permit applications during 1986. An analyst is needed to help avoid delays in processing applications and to help insure that applications are processed in accordance with Code requirements.

4. To improve the cleanliness of streets, lanes, and lots:

Retain/Rehabilitate 2 Packer Trucks $ 47,000

The Sanitation department operates a special pickup service to remove homeowners' large trash items upon request. The large-item pickup program has proven to be essential to the sustained cleanliness of streets and lanes throughout the city. Bulk item collection crews handle over 200 requests per month and average over 300 requests during some seasons.

The equipment which is currently available is insufficient to handle this number of service calls. Calls must sometimes be delayed, which results in a large amount of debris being dumped into lanes and streets. This debris is extremely unsightly and serves as harborage for rats. Two additional vehicles are recommended for the program through the retention and rehabilitation of two trucks which had been scheduled for disposal.

Street Sweeper Addition $ 119,350

The City street sweeping program currently covers 28 planning units within the city on a schedule which is calculated to maintain streets in a clean (i.e. Condition 3) status. Streets are rated on a scale of 0 to 4, with 4 being the best, and 0 the worst. Achievement of this standard requires 29,000 curb miles of sweeping per year conducted in 60 routes with 9 sweepers. Since 1983, approximately 75 curb miles have been added to the sweeper routes. The current number of sweepers is inadequate to handle this load and cleanliness standards are not being consistently met throughout the city. An addition sweeper is requested to maintain all routes in at least a Condition 3 status.

Sanitation Code Enforcement Officer $ 27,115

The City's staff of 5 inspectors must now conduct 11,000 monthly inspections in 28 planning units. Sufficient staffing is only available to routinely inspect 14 of the 28 planning units; the other 14 are inspected on a complaint/demand basis. An additional inspector is needed to provide routine preventive inspections in all 28 planning units and more effectively enforce the newly-adopted property maintenance ordinance.

5. To improve recreational programs especially for use at Neighborhood Centers, playgrounds, and at the new softball complex:

Softball Complex $ 143,366

The Allen E. Paulson Softball Complex is scheduled to open in 1987, and includes 5 lighted fields and a service building. It is expected to accommodate over 2,200 games played by 112 teams involving over 11,000 participants. To maintain the complex in a Priority I (first-class condition) the field must be mowed twice weekly, litter must be picked up twice daily, and the turf in the infield must be cared for daily. Four maintenance workers will be needed to properly maintain the field; in addition, equipment, materials, supplies, electricity, and other support services will be needed for the facility.

Operation of Lincoln Street Community Center $ 102,590

The City has purchased the old Jenkins Boys Club Center and will renovate it for use as a community center. The center is expected to serve over 2,900 persons, most of whom will be disadvantaged minority youths who have been specially targeted for constructive recreational activities. The new Center will be oriented towards after-school hours and summertime programming. Four part-time lifeguards, a custodian, and two recreation leaders will be needed to properly staff the facility. Funds are also needed to provide materials, supplies, and commodities.

Add 5 Part-time Playground Leaders $ 14,082

Within the last two years 6 playgrounds have been constructed or renovated; these parks serve a total target population of over 6,100 persons, most of whom are 1 to 19 years of age. They are located in Barjan Terrace, Tremont Park, Carver Village Parks, Sunset Neighborhood, and the Southside Community Park. Recreation leaders are needed to operate the parks and to conduct organized programs and to ensure the parks stay in Priority I condition.

Golf Equipment Mechanic $ 15,541

In 1986 the Golf Course was expanded from 18 to 27 holes. At the same time, the number of pieces of maintenance equipment was expanded from 12 to 16. The current maintenance mechanic at the Golf Course is not able to properly maintain the mowers, tractors, and other specialized golf course maintenance equipment. When equipment breaks down the condition of the fairways, greens, and other areas suffers immediately. An additonal mechanic is needed to help insure that the course is consistently maintained in a good condition.

6. To protect the City's data processing operation:

Data Processing Disaster Recovery Plan $ 24,325

The City of Savannah operates a large data processing center for approximately 800 trained users working on over 350 terminals and on-line personal computers. Users are in City and County programs. The center operates on a 24-hour per day basis with over 3,000 major applications including critical functions such as revenue collections, payroll and bill-paying, court scheduling, time tracking, and processing child support payments.

A lengthy breakdown of this system could have dire consequences for the operation of City and County government. While the Data Processing department has a disaster plan to help avoid breakdowns, it is becoming outdated and inadequate. Funding is requested to properly update and maintain the disaster plan.

7. To enhance the Science Museum Program:

Science Museum $ 50,000

The Savannah Science Museum is conducting a capital improvement fund drive. The museum has requested a $50,000 contribution from the City.

8. To provide more complete, timely, and useful information about City programs and activities:

Public Information Officer $ 40,000

A public information program headed by an information officer is proposed to better inform, and to receive comments from: neighborhood organizations, businesses, citizen groups, and the public in general about City programs. The cost of this program is $40,000.

Flooding

A seventh issue confronting the City is the flooding of structures, land and streets within the city. Estimates have placed the cost of reducing or eliminating the flooding problems at more than $40 million. Clearly, a start, even though modest, must be made toward addressing this problem. To make this start, I recommend that as a part of the work program for 1987 we establish a permanent Drainage System Improvement Reserve Fund into which will be placed each year the receipts of a 1 mill tax levy. Expenditures would be made from this reserve only for capital projects to reduce or eliminate flooding. Further, a project would not be authorized until sufficient funds were available in the reserve to pay for it. Further projects would be funded from the reserve according to their place on a priority list of projects adopted by City Council.

Infrastructure Maintenance and Improvements

The eighth issue is the need to keep the City's infrastructure system in good repair and responsive to the health, safety, and convenience needs of the citizens. To these ends, the budget proposes a total allocation of $18,207,759 for capital projects to improve and maintain the infrastructure system. Included in the projects scheduled for 1987 are:

a. Pollution abatement projects needed to meet federal and state polution abatement mandates;
b. Drainage system improvement projects;
c. Park renovation projects;
d. Street paving projects;
e. Renovation or expansion of facilities housing City agencies and departments.

1. To deliver adequate and safe water and sewer services to the community, now and in the future:

Water System Improvements $3,901,000

A number of capital improvements will be planned in the City's water system to meet growth in the city's Southside, to extend the water system into areas opening for development, to provide an adequate supply of water for industrial development, and to keep the existing system in good repair. The cost of capital projects in 1987 will be $3,901,000.

The following water projects will be initiated in 1987:

- Line Improvements or extensions;
- Well improvements or replacements; and
- Pump station improvements or replacements.

Line Improvements or Extensions

a. White Bluff - Abercorn to Windsor Road $1,280,000
Will connect 1985 White Bluff Project to the Windsor Forest system completing North to South Loop b. Waters - Eisenhower to Montgomery Xrds $ 350,000
15" water line to provide additional service capacity to the growing Mall area
c. Montgomery Crossroads
White Bluff to Waters Avenue $ 610,000
A new main is needed to serve the fast-growing service demands of the Montgomery Crossroads area
d. Improvements Constructed as Part of
Paving Projects $ 130,000
Utility relocation or replacements during city street paving programs

e. Miscellaneous Water Line Improvements $ 400,000
An ongoing program to replace or upgrade deteriorated or substandard water lines in the City water system

f. Extensions to Unserved Areas $ 150,000
Necessary funding to identify and to extend water service to areas of planned development

g. Cost Sharing for Oversizing $ 50,000
To compensate developers for any oversizing or improvements to new systems that will be dedicated to the City

h. Travis Field I & D Loop $ 200,000
Connection of the Travis Field system to the I & D system to provide greater service capacity in the Travis Field area

Well Improvements or Replacements

a. Well Preventive Maintenance Program $ 110,000
An annual program to inspect and perform minor maintenance on 5 selected water well pumps

b. Upgrade Well No. 22 to 1.5 MGD $ 156,000
Increase capacity of existing Wilmington Island Well to meet future needs for water

c. Auxiliary Power - Well No. 12 $ 130,000
Provide auxiliary power to Well No. 12 in Victorian District

d. Dutch Island Well Replacement $ 200,000
To upgrade the firefighting capability in this area

Pump Station Improvements or Replacements

a. Rehabilitate Pump House - Columbus & Abercorn $ 50,000
Existing pump house is not compatible with houses in the neighborhood. Project will provide major facelift for the existing structure

b. Travis Field Booster Pump Improvement $ 85,000
Install one high service booster pump and direct drive auxiliary unit to improve Travis Field water system

Sewer System Improvements $7,760,000

A number of capital improvements will be needed in the sewer system to meet the requirements of the Federal Clean Water Act, to extend sewer services into growth areas, to service developed areas which are now serviced by failing septic tanks, to provide for industrial expansion, and to keep the existing system in good repair. The cost of these planned 1987 capital projects in $7,760,000.

Four of the proposed sewer projects are due to mandates from the federal and state governments. While these projects are mandated, the federal government is not expected to provide any funding for the projects. Furthermore, President Reagan recently vetoed the Clean Water Act which would have provided funding for a major portion of several key sewer projects. The table below lists the projects which would have received funding, the cost of the projects, and the amount of funding the City would have received if the Clean Water Act had been signed by the President.

Project	Cost	Clean Water Funding
Travis Field	$1,100,000	$ 605,000
Wilshire/Windsor	1,705,000	937,750
Wilmington	5,555,000	3,055,250
Cloverdale	951,500	523,325
	$9,311,500	$5,121,325

Listed below are the sewer projects which are proposed for 1987:

Federally Mandated Projects

The State Environmental Protection Department and Federal Environmental Protection Agency have mandated that several treatment plants discontinue discharge of effluent into small streams and that the discharge of these plants be relocated to the Savannah River through the President Street Plant. We are required to promptly complete relocations at the following plants:

Plant	Cost
Wilmington Island to President Street*	$2,750,000
Wilshire/Windsor	1,230,000
Travis Field	485,000
Cloverdale	1,700,000

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* This is the 1987 cost. The full cost of this project is $5,500,000.

Sewer Line Improvements and Extensions

a. Line Extensions which will be necessary to areas which are not currently served — $ 490,000

b. Expansion of newly developed systems — 175,000
Funds are needed to pay developers to upgrade systems under construction to accommodate future City sewerage needs in the general area of the development.

c. Hopkins Street Line Rehabilitation — 250,000
A major sewer main in the Hopkins Street area will require rehabilitation.

Lift Stations and Treatment Plants

a. Georgetown — $ 150,000
Plans must be made for the improvement of the Georgetown treatment plant and the relocation of its effluent to the Ogeechee River.

b. Lift Station Rehabilitation — 530,000
Funds are needed to renovate existing lift stations.

2. To continue the paving of unpaved streets:

Street Paving — $2,993,125

Approximately 45 miles of streets within the city are unpaved: about 50% of this total was annexed into the city within the last eight years. Plans for paving are based on a long-range plan, using priorities based on the function and traffic loads of each street. 4-1/2 miles of street paving is planned for 1987. Paving includes installation of curbs and gutters, drainage facilities and other required improvements.

The table below lists the streets and length (in feet) of road surface which will be paved.

Coffee Villa Rd.	3,750	Apache Ave.	2,300
White Bluff Ave.	3,500	Mohawk St.	1,000
Clinch/Whatley Sts.	4,700	Dutchtown Rd.	650
Ogeechee Rd.(access)	600	53rd St.	870
Carson St.	200	Bullock St.	260
Dempsey St.	450	Stevens St.	260
Hickory St.	1,725	Artic St.	900
Live Oak St.	210	Page St.	1,700
		Ryals St.	800

The cost of these paving projects is $2,993,125, which will be funded as follows:

Source	Amount
General Obligation Bonds	$1,970,000
General Funds	354,000
Community Development Block Grants	176,000
Property Owners	200,000
Water/Sewer Funds	233,125
Private Developers	60,000
Total	$2,993,125

3. To upgrade traffic safety and movement at Five Points and at Abercorn and Lewis Streets:

Signal and Intersection Improvements, Wallin and Bonaventure $ 250,000

The "Five Points" intersection is one of the busiest in the city--with a traffic flow of 22,800 vehicles daily, yet the signal equipment is out-dated and its physical layout cannot handle the number of vehicles using the intersection, especially during rush hours. Replacement of the signal equipment and physical improvements to the intersection will improve volume to capacity rating from 1.14 to .67. A rating above 1.0 indicates a major traffic flow problem. The estimated cost of these improvements will be $250,000. The State is being requested to help fund these improvements.

Signal Installation, Abercorn and Lewis $ 50,000

The intersection of Abercorn and Lewis Drive between Montgomery Crossroads and Tibet Avenue does not have a signal but warrants one due to traffic accidents and traffic disruption. The State is expected to help fund signalization of this intersection.

4. To correct potential flooding problems in the Fell Street area:

Drainage $ 481,000

The Fell Street drainage system handles the storm water runoff from a 2 square mile area around East Bay Street. The Fell Street basin is more susceptible to incidents of structural flooding than any other drainage area in the City. The basin drains into the Savannah River at Bay Street and Lathrop Avenue through a pump station that uses three large above-ground pumps. These pumps are out-dated and over-sized so that when a storm occurs they cannot operate continuously to handle rainwater. The pumps must be periodically turned off to "cool down", and during these cool-down periods the likelihood of up-stream structural flooding is considerably increased. The pumps need to be replaced at a cost of $481,000.

5. To restore the lake at Daffin Park:

Daffin Lake Repairs $ 330,000

The four-acre lake located in Daffin Park has been an important community resource since the construction of the park. However, within the last five years the lake has repeatedly lost its water due to leakage into two major storm drainage lines located adjacent to the lake. The leaks now prevent the lake from holding water. Funds in the amount of $330,000 are proposed to repair the storm lines and to make repairs to the stone walls surrounding the lake.

6. To provide a contingency fund for critically needed drainage, street, sidewalk and pedestrian bridge repairs:

Infrastructure Repairs $ 175,000

The City maintains 291 miles of open and closed drainage channels. Each year several areas experience an unanticipated failure and require major repairs. Contingency funds in the amount of $100,000 are established to make these necessary repairs during the year.

In addition, capital repairs are required on streets and pedestrian facilities, including the operation of the pavement crack-sealing program, repair of pedestrian bridges over canals, repair of broken and unsafe sidewalks, and the raising and repair of worn-out curbing. These miscellaneous street and pedestrian facilities will cost $75,000.

7. To improve the condition of park and recreation facilities:

Lincoln Street Community Center $ 250,000

The Lincoln Street Center which was recently acquired by the City consists of a gymnasium, swimming pool, locker rooms, and related facilities. In order to properly operate this new center, repairs are needed to the pool, gym, and restrooms. The cost of these repairs will be $250,000. A Community Development Block Grant will provide $220,000 in funding for this project and $30,000 in General Funds will be contributed to the project. The property was purchased by the General Fund in 1986 for $225,000.

Emmet Park Strand Design $ 30,000

The Bay Street strand area from City Hall east to East Broad Street including Emmet Park, is an important part of the downtown streetscape. However, this strand is currently in poor condition due to inadequate irrigation, insufficient lighting, and deteriorating turf and shrubbery. Funds in the amount of $30,000 are requested to install irrigation as needed and to design long-range improvements for the area.

Paulson Softball Complex $ 462,134

A major softball complex is under construction. The financing plan calls for a private gift of $425,000 and General Fund payment of $37,134 in 1987. The final payment will be $462,134 from the General Fund in 1988.

Forsyth Park Fountain Renovation $ 35,000

The Forsyth Park Fountain was constructed in 1858. Major renovation to the fountain has not been conducted in at least 25 years. A study of the fountain conducted in 1985 showed that its electrical system is substandard and is becoming dangerous. The inside and outside of the fountain are becoming rusted and corroded. Plumbing and electrical improvements and painting are needed to maintain this important City landmark. The cost of repairs will be $35,000.

Ambuc Stadium Lighting $ 70,000

The Ambuc stadium in the north end of Daffin Park is a major baseball facility serving over 340 participants and 500 spectators each year. The lighting system in this park is nearly 30 years old and is obsolete. The out-dated incandescent lighting system will soon be unrepairable. A new lighting system in the stadium is recommended at a cost of $70,000.

Grayson Stadium Box Seats $ 38,400

A major portion of the seating in Grayson Stadium consists of folding chairs which are easily damaged and have a limited life. The existing seating is unsatisfactory for baseball games, concerts, and other stadium activities. Replacement of the seats with permanent box seating is recommended.

Pave Golf Cart Paths $ 116,600

The Bacon Park Golf Course currently has about 8,900 linear feet of golf cart paths. However, a number of heavily used areas are not served by paved paths. This results in damage to grassy areas and an inability to rent carts during and after rainy weather. An additional 26,700 feet of paved paths are needed within the Golf Course. In 1987, an additional 10,600 linear feet are proposed at a cost of $116,600. Part of the cost of this project can be offset by an increase in cart fees. Upon paving the cart paths, golf cart rental rates should be raised by $.75 per round. This proposal is explained in more detail under the Revenue section.

8. To make repairs needed to keep City buildings in operating condition.

Agonic Road Area $ 30,000
The Agonic Road area is becoming a major operations area for the City's public services. A crew building and restroom facilities are needed.

Additional Office Space $ 10,000
Additional office space is needed to alleviate overcrowding in Clean Environment's offices.

Roof Replacements $ 20,500
Roof replacements are needed at Fire stations 3 and 9.

Police Building Improvements $ 100,000
The Police Department is following a five-year facilities improvement plan. The roof at the police headquarters buildings at 323 East Oglethorpe Avenue leaks. The interior of several rooms has been damaged due to the leaking. A consultant has reviewed the situation and has recommended that the roof be repaired in the areas of most damage. The 1987 proposed allocation of $100,000 will be used to repair the roof and any interior areas which are damaged.

In addition to the issues listed above, two other matters must be addressed in the 1987 program of work.

Transit Authority

The first is the Transit Authority. On January 1, 1987, the Chatham Area Transit Authority is scheduled to take over the transit operation that is now under the Savannah Transit Authority. If this happens on schedule, then the City will no longer subsidize the cost of operating the transit system. However, at this point, although the County has announced its intention to do so, it has not yet completed all of the formalities required to put the Transit Authority into operation under the County Authority and under the transit service tax district that is to be established under this new transit service arrangement.

In 1986, the subsidy paid by the City to the Transit Authority was $887,250. Because of the uncertainty about the completion of the formalities by the County, we have included the same amount, $887,250, in the 1987 budget. If the necessary transactions are completed, this amount can be dropped from the budget, and if it is, a reduction of .7 of a mill can be made in the tax rate proposed by this budget for 1987.

Great Savannah Exposition

The second is the Great Savannah Exposition. In August 1986, the City was requested by the banks to take over the operation of the Great Savannah Exposition. This request was made under the provisions of agreements worked out between the City, the banks, and Parsons, Brinkerhoff, the developers of the Exposition. It was made when it became obvious that Parsons would be unable to make the January 1987 payment on the loan made by the banks to the project. Under the agreement executed for the project, the City is required to set aside from the gross revenue of the Exposition the amount needed to meet each debt payment when due. Any funds left over can then be applied to the operating cost of the Exposition. We have determined that the gross revenues of the Exposition will provide sufficient funds to cover the debt costs for the Exposition in 1987 but will fall short by some $1.2 million of the amount needed to pay all operating costs. The budget provides an allocation of $1.2 million to make up this operating cost shortfall.

As pointed out in the October 30, 1986 briefing, we are working diligently to reduce the cost of the Exposition operation, and to increase both gross and net revenue. Progress is being made in this endeavor and we are optimistic that the actual funds needed from the City in 1987 will be less than the $1.2 million allocation that is provided. One action we are now working on to reduce the allocation is a plan to obtain a savings in the annual interest cost on the debt. We expect this to be in place in 1987. In addition to this action, we are also looking at other cost savings options.

RECOMMENDED APPROPRIATION FOR 1987

To carry out the work program for 1987, the proposed combined appropriations for all funds, after adjustments for interfund transfers is $96,477,787.

The appropriations proposed for each budget are divided into three groups: the base budget appropriation, the capital projects appropriation, and the program improvements appropriation.

The appropriations for the base budgets total $76,169,842, an increase over projected 1986 spending of $3,564,063 or 4.9%. The appropriations for the base budget cover the costs of current level services. The current revenue charges in place in each of the ten funds along with the carryforward cash reserves from prior years are adequate to balance the appropriations recommended for each of these budgets.

The appropriations for capital projects total $18,207,759. These projects are needed (1) to extend infrastructure facilities in the areas which do not have adequate facilities; (2) to make capital maintenance repairs to existing infrastructure facilities; and (3) to enhance the capacity and performance of infrastructure facilities in order to accommodate growth and development. Funds to cover the appropriation for capital projects will come from the receipts of a General Obligation bond issue, from the receipts of a Revenue Bond issue, from an increase in revenue charges, and from the capital projects reserve fund.

The appropriations proposed for program improvements total $2,100,186. The proposed program improvements are those needed to improve the efficiency or effectiveness of particular programs, or to respond to the need for new services. To fund the proposed appropriations for program improvements, increases in revenue charges will be required.

The table which follows lists the budgets for the ten operating funds, and shows within each budget the proposed base appropriation, the capital projects appropriation, and the program improvements appropriation. The table also shows the amount of new revenue that will be needed for each budget. Following the table is an analysis of the base appropriations.

Proposed Budget by Fund for 1987
New Revenue Requirements
Projected Spending by Fund for 1986

Fund	Proposed 1987 Budget	New Revenue Needed	Projected 1986 Spending	Diff. Between 1987 Budget and 1986 Spending Amount	%
GENERAL FUND					
Basic Budget	$50,879,957	$ 0	$49,928,328	$ 951,629	1.9%
Capital Improve.	3,076,034	1,794,820	1,851,094	1,224,940	66.2%
Program Improve.	1,891,180	1,891,180	N/A	1,891,130	N/A
Total	$55,847,171	$3,686,000	$51,779,422	$ 4,067,749	7.9%
WATER FUND					
Basic Budget	$ 5,341,303	$ 0	$ 5,087,838	$ 253,465	5.0%
Capital Improve.	1,151,362	465,000	995,967	155,395	15.6%
Program Improve.	N/A	0	N/A	N/A	N/A
Total	$ 6,492,665	$ 465,000	$ 6,083,805	$ 408,860	6.7%
SEWER FUND					
Basic Budget	$ 9,171,806	$ 0	$ 8,779,434	$ 392,372	4.5%
Capital Improve.	2,372,447	242,000	2,773,090	-400,643	-14.4%
Program Improve.	N/A	0	N/A	N/A	N/A
Total	$11,544,253	$ 242,000	$11,552,524	$ -8,271	0.0%
I & D WATER FUND					
Basic Budget	$ 3,611,882	$ 0	$ 3,124,434	$ 487,448	15.6%
Capital Improve.	N/A	0	N/A	N/A	N/A
Program Improve.	N/A	0	N/A	N/A	N/A
Total	$ 3,611,882	$ 0	$ 3,124,434	$ 487,448	15.6%
GOLF COURSE FUND					
Basic Budget	$ 988,167	$ 0	$ 931,670	$ 56,497	6.1%
Capital Improve.	116,600	43,459	N/A	116,600	-
Program Improve.	15,541	15,541	N/A	15,541	N/A
Total	$ 1,120,308	$ 59,000	$ 931,670	$ 188,638	20.2%
CIVIC CENTER FUND					
Basic Budget	$ 1,372,019	$ 19,000	$ 1,380,543	$ -8,524	-.6%
Capital Improve.	N/A	0	N/A	N/A	N/A
Program Improve.	N/A	0	N/A	N/A	N/A
Total	$ 1,372,019	$ 19,000	$ 1,380,543	$ -8,524	-.6%

Table (Continued)
Proposed Budget by Fund for 1987
New Revenue Requirements
Projected Spending by Fund for 1986

Fund	Proposed 1987 Budget	New Revenue Needed	Projected 1986 Spending	Diff. Between 1987 Budget and 1986 Spending Amount	%
PARKING FUND					
Basic Budget	$ 1,880,000	$ 257,000	$ 1,022,542	$ 857,458	83.9%
Capital Improve.	N/A	0	N/A	N/A	N/A
Program Improve.	N/A	0	N/A	N/A	N/A
Total	$ 1,880,000	$ 257,000	$ 1,022,542	$ 857,458	83.9%
SANITATION FUND					
Basic Budget	$ 7,101,624	$ 311,535	$ 6,921,115	$ 180,509	2.6%
Capital Improve.	40,000	40,000	N/A	40,000	N/A
Program Improve.	193,465	193,465	N/A	193,465	N/A
	$ 7,335,089	$ 545,000	$ 6,921,115	$ 413,974	6.0%
REVOLVING FUND					
Basic Budget	$ 8,575,873	$ 0	$ 8,125,052	$ 450,821	5.5%
Capital Improve.	N/A	0	N/A	N/A	N/A
Program Improve.	N/A	0	N/A	N/A	N/A
Total	$ 8,575,873	$ 0	$ 8,125,052	$ 450,821	5.5%
PUBLIC DEVELOPMENT					
Basic Budget	$ 2,994,128	$ 0	$ 2,983,914	$ 10,214	.3%
Capital Improve.	N/A	0	N/A	N/A	N/A
Program Improve.	N/A	0	N/A	N/A	N/A
Total	$ 2,994,128	$ 0	$ 2,983,914	$ 10,214	.3%
REVENUE SHARING	$ 0	$ 0	$ 1,578,514	$-1,578,514	-100.0%
CIP FUND	$18,207,759	$ 0	$ 15,784,866	$ 2,422,893	15.3%
GRAND TOTAL	$118,981,147	$5,273,000	$111,268,401	$ 7,712,746	6.9%
Less Adjustments	-22,503,360	0	-22,877,756	374,396	1.6%
ADJUSTED GRAND TOTAL	$ 96,477,787	$ 5,273,000	$88,390,645	$ 8,087,142	9.1%

Base Budget Expenditures and Revenues

The base budget expenditures and the needed revenues to balance these expenditures are reviewed for each of the operating funds. In several funds fee adjustments are needed to provide for higher expenditures or to reduce the subsidy from the General Fund.

General Fund

The General Fund's slight 1.9% increase is less than the overall projected inflation rate of 2.5%. This is because inflationary adjustments are offset by several large decreases such as a reduced contribution to the medical insurance fund, reduced expenditures for equipment replacement, and smaller interfund transfers.

General Fund current revenues of $48,981,055 plus prior years' carryforward of $1,898,902 are sufficient to fund the basic programs which will provide current service levels. The base budget of $50,879,957 is balanced without revenue adjustments.

Water Fund

The Water Fund base budget totals $5,341,303 in 1987, a $253,465 or 5% increase over 1986. Two factors primarily contributed to this increase--a contingency allocation to provide for unexpected or emergency situations and a general inflationary increase.

The Water Fund's base budget of $5,341,303 is balanced with expected revenues at current rates. The base budget includes all aspects of regular current service level operations costs and debt cost but does not include capital improvements, which will be discussed later.

Sewer Fund

The 1987 Sewer Fund base budget increases $392,372 or 4.5% to $9,171,806. The bulk of this increase is attributed to inflationary adjustments and the provision of a contingency for emergency situations that may occur.

Projected revenues at current rates cover the Sewer Fund's base budget of $9,171,806. The base budget includes all operational costs but does not include capital improvements, which will be discussed later.

I & D Water Fund

The 1987 budget for the I & D Water Fund is $3,611,882, a $487,448 or 15.6% increase over the 1986 budget. Most of this increase is related to a new issue of bonds; debt service increases $448,701.

The revenue for this fund is charged to the customers who use this water. Customer charges are sufficient to balance this budget.

Golf Course Fund

The proposed appropriation for the Golf Course funds basic budget is $931,670, an increase over projected spending for 1986 by $56,497. This increase is to cover the full year's cost of operation of the expanded 27-hole course placed in operation in June 1986. Over two-thirds of the increase is to provide for additional grounds maintenance needs. The balance of the increase is to cover inflation caused by cost increases and will produce $734,211.

The base Golf Course budget is balanced by a General Fund contribution of $253,956. The Golf Course's revenues cover 74% of total costs. In order to reduce this subsidy, fee adjustments will be proposed later in this message. Revenues from the fee structure now in place at the Course will provide an estimated $734,211, without a rate adjustment, a subsidy of $253,956.

Civic Center Fund

A .6% decline in the Civic Center Fund's base budget chiefly reflects reduced capital outlay requirements and lower debt service payments. These decreases were partially offset by inflationary adjustments resulting in a total decrease of $8,524.

The Civic Center base budget is balanced by a planned General Fund contribution of $670,019 and by the current revenues of $702,000. Civic Center fees and charges fund 51% of the base budget. Adjustments to these fees will be proposed to reduce the General Fund subsidy.

Parking Fund

The Parking Fund's $857,458 increase is attributed to the planned consolidation of all parking-related services. Specifically, the major components of this increase include: the full year's cost of operating State Street Garage, the start-up and partial year's cost of Montgomery Street Garage, and debt service payments for these construction projects.

At present fees, the Parking Fund's current revenues are expected to total $1,623,000, which will require a contribution of $174,021 from the General Fund to balance this fund. Adjustments to the current fee structure will be proposed to reduce this subsidy.

Sanitation Fund

At $180,509 or 2.6%, the Sanitation Fund's increase over 1986 projected expenditures is small. Most of this amount, $166,939, reflects inflation adjustments.

The Sanitation Fund's current revenues, without fee adjustments, are expected to total $4,856,634 or 68% of the base budget. A General Fund subsidy of $2,244,990 is needed to balance this base budget. In order to reduce this subsidy, fee adjustments are proposed which will be described later in the budget message.

Revolving Fund

The Revolving Fund total budget for 1987 is $8,575,873, which represents a $450,821 or 5.5% increase from projected 1986 expenditures. A large part of this amount results from Data Processing increases related to the upgrade of the mainframe. The remainder of the increase is related primarily to inflationary increases in most departments.

The Revolving Fund is an intergovernmental service fund. The revenues to this fund are primarily charges to City departments plus some charges to outside agencies. The principal non-City agency is Chatham County, which is expected to purchase $662,478 of data processing services in 1987. The Revolving Fund base budget is balanced.

Public Development

Entitlement for 1987 is estimated at $2,204,950, a 5% decrease from the 1986 entitlement. This estimate is based on information received from the Department of Housing and Urban Development.

1987 Base Budgets

The base budget includes the funds necessary to continue the operation of present programs at current levels during the 1987 fiscal year. Every effort has been made to minimize the cost of operating the ongoing programs.

As stated above, the adjusted base appropriations for all fund budgets total $76,169,842. This is an increase over projected spending for 1986 of $3,564,063. The following table shows the breakdown of the total base appropriations for all budgets by major object code and compares them with 1986.

Adjusted All Funds 1986/1987 Budget Comparison
By Major Expenditure Category

	1986	1987	Difference	%
Personal Services	$38,807,553	$39,774,235	$ 966,682	2.5%
Contractual Services	13,257,881	13,911,805	653,924	4.9%
Commodities	5,696,515	6,000,307	303,792	5.3%
Capital Outlay	1,186,825	887,697	-299,128	-25.2%
Debt Service	6,494,219	7,453,703	959,484	14.8%
Contributions/Interfund Transfers	7,162,786	7,522,095	359,309	5.0%
Contingencies	0	620,000	620,000	- %
Base Budget Total	$72,605,779	$76,169,842	$3,564,063	4.9%

Personal Services

Personal services costs cited increased over 1986 by $966,682. This is due primarily to salary increases. Some $1,251,260 is to provide for a 2.5% anniversary increase for eligible employees, a 2.5% across the board cost of living pay adjustment and pay adjustments for modular promotions. Other increases in this category are offset by a decline in the City's contribution requirement for Group Medical expenses.

Employee Benefit Changes

Included in the Personal Services program for 1987 are a number of recommended changes in employee benefits. These are needed so that we can continue to be competitive in attracting and retaining skilled employees. These are:

Pay Adjustments

On the basis of a survey of 37 comparable employers in the Savannah region, we found that 1986 salaries paid by the City are 4.62% or more below the median pay of comparable employers. Our goal is to keep our pay equivalent to the median pay of comparable employers. Therefore, the budget proposes a 2.5% cost of living pay adjustment, effective January 1, 1987, in addition to the normal annual adjustments.

Annual Leave Increase

The pay and benefit survey found that vacation time granted City employees was below that granted by most of the surveyed jurisdictions. Based on this survey, the budget proposes additional vacation time according to the following table:

Years of Service	Days Under Current City Policy	Days Under Proposed City Policy	Increase
1-4 years	12	12	0
5-9 years	14	14	0
10-14 years	17	18	1
15-19 years	19	20	1
20-24 years	21	22	1
25 or more years	22	23	1

Note: Since Fire employees do not work a 40-hour work week, their vacation leave will change in proportion to their work week.

Pension Changes

As a part of the annual survey of pay and benefits, we compared the City's Pension Plan and related benefits with the plans and benefits provided by other cities in the southeast region and other employers in the Savannah area. For several years we have found that key provisions of our Pension Plan are not in line with the benefits granted by other cities and area employers. To correct these conditions, we propose that in 1987 the following provisions be changed:

a. Normal retirement age: Our survey shows the average retirement age for other cities in the southeast region is age 62. In addition, a General Accounting Office study showed that age 65 is no longer the standard retirement age for most employees in the private sector; instead, the median age is 62.

   The City of Savannah's established normal retirement age is now 65 for general employees. Reducing our normal retirement age to 62 for general employees would bring our plan in line with other cities in our region.

b. Vesting: In most other cities, employees are vested in the Pension Plan after 5 years of service. The federal government has mandated that private sector pension systems provide vesting benefits after 5 years of employee service. The City's Pension Plan provides vesting after 10 years of service. We recommend that our employees become vested after 5 years of service.

c. Disability Income Provisions: Our survey of benefits shows that we have a gap in our benefits in the event an employee suffers a non-job-connected disability. Most other cities provide better benefits than Savannah. Currently, a City employee is not eligible for any disability income (due to non-job-connected causes) during the first 10 years of employment. Even after 10 years of service, an employee receives a modest income (calculated by multiplying the employee's years of service by 2%. For example, an employee who experiences a non-job-connected disability after 10 years of service receives a pension of 20% of their final pay.) Most employers provide some disability income after 3 years of service, and the income is usually 50% or more of the employee's final pay. We recommend that our benefits be improved to this level.

d. Retiree Medical Benefits: Our survey shows that most other cities provide retirees who are above the age of 64 the same medical benefits as those given to active employees. We propose to provide retirees with the same medical benefits as current employees. We do this to prevent retirees from suffering serious financial hardship in the event they experience major health problems. Since retirees' pensions are fixed, this benefit change will also help retirees pay for increasing medical costs. The actual benefit provision for retirees would still continue to coordinate with Medicare and Medicaid.

The costs of implementing these proposed employee benefit improvements are as follows:

- The proposed Pension benefit changes will cost approximately $375,000 annually, however no actual contribution to the Pension Fund will occur until 1988. Therefore, the improvements will have no effect on the 1987 budget;

- Improvements in non-job-connected disability benefits will cost approximately $130,000. This cost can be met through the use of existing self-insurance reserves.

- Improvements in retiree medical benefits will cost approximately $30,000 per year. The cost of these improved benefits can be paid for from existing medical fund reserves.

Contractual Services

Contractual Services costs will be increased by $653,924 or 4.9% over 1986. This increase is caused primarily by inflation. Included in this increase is $234,443 to cover higher electricity costs and a $72,267 increase to cover the contract for fire protection obtained from the Southside Fire Department.

Commodities

Commodities increase by $303,792 over 1986. The major factors are higher costs for fuel ($72,685), construction materials for street, water, and sewer repairs ($31,617), and vehicle parts ($25,125).

Capital Outlays

Capital Outlays decrease by $299,128 below 1986. This reduction is caused by the decrease in major equipment items that must be replaced in 1987.

Debt Service

Debt Service costs are increased by $959,484 over 1986. Interest and principal payments for the 1985 General Obligation Bond Issue represent $232,231 of this cost increase. The other major components of this increase are $448,701 for the 1986 I & D Water bond issue and $323,472 for the 1986 Parking Garage Bond issues.

Interfund Transfers and Contributions

Interfund Transfers and Contributions are increased a total of $324,191 over 1986. Decreases in the Parking Services Fund General Fund subsidy and the STA contribution are offset by an increased contribution to the Savannah Exposition for a full year of operation.

Contingency Funds

Contingency Funds totaling $620,000 are provided in the Water Fund, Sewer Fund, General Fund, and Parking Services Fund.

The table below provides a summary for the percent increase for each fund in the proposed base budget.

Fund	$ Increase in Base Budget	% Increase in Base Budget
General	$ 951,629	1.9%
Water	253,465	5.0%
Sewer	392,372	4.5%
I & D	487,448	15.6%
Golf Course	56,497	6.1%
Civic Center	-8,524	-.6%
Parking	857,458	75.7%
Sanitation	180,509	2.6%
Revolving	450,821	5.5%
Community Devel.*	10,214	.3%
Adjustment **	-67,826	-
Total All Funds	$3,564,063	4.9%

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* Community Development's 1987 budget of $2,994,128 is composed of the following components: 13th Year CDBG entitlement (1987), $2,204,950; General Fund transfer, $61,141; and carryforward CDBG funds from prior years, $418,037.

** Adjustment for double counting.

PROGRAM IMPROVEMENTS

In the Work Program section of this message, I presented and explained the proposed new programs or program improvements. These new or enhanced programs are needed to assure that the City service programs are responsive to growth and development. Each program has been discussed in detail earlier. A summary of new programs follows:

PROGRAM IMPROVEMENTS SUMMARY

Social Services	
Teenage Pregnancy	$ 50,000
Neighborhood Programs	50,000
Social Services Planning	50,000
Subtotal	$ 150,000
Police	
Vice	$ 118,379
Traffic	211,510
Differential Response	202,577
Directed Patrol	272,917
Crime Prevention	38,999
Information Processing	150,000
Subtotal	$ 994,382
Facilities Maintenance	
Contractual Tree Removal	$ 90,000
Stump Removal Contract	67,000
Irrigation Maintenance Worker	28,529
Subtotal	$ 185,529
Fire	
Fire Dispatcher	$ 17,394
Inspections	
Additional Inspectors	$ 103,501
Inspections Management Analyst	28,011
Subtotal	$ 131,512
Sanitation	
Retain/Rehabilitate 2 Packer Trucks	$ 47,000
Add Street Sweeper	119,350
Add 1 Code Enforcement Officer	27,115
Subtotal	$ 193,465

Leisure Services	
Softball Complex	$ 143,366
Lincoln Street Center Operations	102,590
Add 5 Playground Leaders	14,082
Golf Equipment Mechanic	15,541
Subtotal	$ 275,579
Interdepartmental	
Data Processing: Disaster Recovery Plan	$ 24,325
Savannah 2000	38,000
Science Museum	50,000
Public Information Officer	40,000
Subtotal	$ 152,325
GRAND TOTAL	$2,100,186

All but four proposed new programs are in the General Fund. Three new programs are in the Sanitation Fund and one is in the Golf Fund.

The General Fund program improvements number 22, and will cost $1,891,180. While the General Fund base budget is balanced with current revenues and prior years carryforward, these new programs will require revenue adjustments.

Funding for this major capital program will come from these sources:

Program Improvements Funding Sources

General Fund	
Revenue Adjustments	$1,891,180
Sanitation Fund	
Revenue Adjustments	193,465
Golf Fund	
Revenue Adjustments	15,541
Total	$2,100,186

A variety of tax and fee adjustments will provide the needed revenue adjustments in the General Fund, Sanitation Fund and Golf Course Fund required to pay for these new programs. These will be discussed in the Revenue Section later in this message.

CAPITAL IMPROVEMENTS

Earlier in this message I proposed a capital improvements program which addresses the city's infrastructure deficiencies. Each project has been described in detail and its importance explained. This proposed program has 51 projects and is expected to cost $18,207,759. The projects are summarized by funding source below:

CAPITAL PROJECTS SUMMARY

General Fund	
Street Paving*	$ 354,000
Signal Upgrade/Intersection Improvement Wallin & Bonaventure	250,000
Signal Installation - Abercorn & Lewis	50,000
Fell St. Pump Replacement, Phase 3	481,000
Daffin Lake Restoration, Phase 1	330,000
Infrastructure Repairs	175,000
Drainage Contingency ($100,000)	
Sidewalk Rehabilitation ($35,000)	
Pavement Crack Sealing ($10,000)	
Pedestrian Bridge ($10,000)	
Curbing Repairs - Gordonston ($20,000)	
Lincoln Street Center Facility Renovation	30,000
Emmet Park and Bay Street Strand Design	30,000
Paulson Softball Complex	37,134
Forsyth Park Fountain Repairs	35,000
Ambuc Stadium Lighting	70,000
Police Building Improvements	100,000
Roof Replacements - Stations 3 and 9	20,500
Drainage Improvement Reserve Fund	1,075,000
Grayson Stadium Box Seats	38,400
TOTAL	$ 3,076,034
Sanitation Fund:	
Clean Environment's Office Expansion	$ 10,000
Agonic Road Vehicle Facility - Crew and Time Clock Shed	30,000
Total	$ 40,000

Golf Course Fund:	
Golf Course Cart Paths (10,600 linear feet)	$ 116,000
Other Street Paving:	
Street Paving*	$ 200,000
Private Developers*	60,000
Water/Sewer Paving*	233,125
Total	$ 493,125
Water Fund:	
Miscellaneous Water Line Improvements	$ 200,000
Well Preventive Maintenance Program	110,000
Cost Sharing for Oversizing	50,000
Improvements Constructed as Part of Paving Projects	130,000
Extensions to Unserved Areas	150,000
Upgrade Well No. 22 to 1.5 MGD	156,000
Travis Field Booster Pump Improvements	85,000
Auxiliary Power - Well No. 12	130,000
Rehabilitate Pump House - Well No. 9	50,000
White Bluff - Abercorn to Windsor Road	1,280,000
Waters - Eisenhower to Montgomery Crossroads	350,000
Montgomery Crossroads - 15" Water Line White Bluff to Waters Avenue	610,000
Acquired Systems Upgrade	200,000
Dutch Island Well	200,000
Travis Field I & D Loop	200,000
Total	$3,901,000
Sewer Fund:	
Islands to President Street Transmission System	$2,750,000
Wilshire/Windsor Plants Upgrade Transmission System	1,230,000
Travis Field Effluent Improvement	485,000
Lift Station Rehabilitation	275,000
Sewer Line Rehabilitation (30" Hopkins Outfall Line)	250,000
Summerside Sewer Extension	400,000
Engineering Plans for Georgetown Plant Expansion and Outfall Line to the Ogeechee River	150,000
Cost Sharing for Oversizing Projects	175,000
Sewer Line Replacement Due to Paving	80,000
Miscellaneous Sewer Extensions	10,000
Lift Station Monitoring	30,000
Acquired Systems Upgrade	100,000
Cloverdale Treatment Plant Transmission System	1,700,000
Betz Creek Lift Station	125,000
Total	$7,760,000
Community Development Block Grant:	
1987 Street Paving - Summerside*	$ 176,000
Lincoln Street Recreational Facility Renovation	220,000
Total	$ 396,000

Special Gift:	
Allen E. Paulson gift to the Paulson Softball Complex (2nd year installment)	$ 425,000
Total	$ 425,000
GRAND TOTAL	$18,207,759

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* Street Paving is funded from several sources which are recapped below:

General Fund	$ 354,000
Property Owners	200,000
General Obligation Bonds	1,970,000
CDBG	176,000
Water/Sewer Fund	233,125
Private Developers	60,000
	$2,993,125

Funding for this major capital program will come from these sources:

CAPITAL PROJECTS FUNDING SOURCES

General Fund		
Prior years fund balance	$ 766,820	
Revenue adjustments	2,309,214	
Total		$ 3,076,034
Property Owner Assessments		200,000
General Obligation Bonds Proceeds		2,000,000
Sanitation Fund--Revenue adjustments		40,000
Water Fund		
Current funds	$ 686,362	
Revenue adjustments	465,000	
Reserves	2,749,638	
Total		3,901,000
Sewer Fund		
Current funds	$ 2,130,447	
Revenue adjustments	242,000	
Reserves	5,387,553	
Total		7,760,000
Golf Fund Fee Adjustments & Additional Contributions		116,600
Community Development Block Grant 13th Year		396,000
Private Developers		60,000
Water/Sewer Paving		233,125
Special Gift		425,000
GRAND TOTAL		$18,207,759

As you can see from the above tables, some $18,207,759 is needed to fund the proposed capital programs. To raise this revenue, several actions are needed:

1.	The sale of $2,000,000 in General Obligation Bonds for street paving	$ 2,000,000
2.	The appropriation of current funds and prior years' fund balances:	
	General Fund	$ 766,820
	Water Fund	3,436,000
	Sewer Fund	7,518,000
	Total	$11,720,820
3.	Revenue adjustments and additional contributions which will be proposed in the Revenue Program section:	
	General Fund	$ 2,309,214
	Golf Course Fund	116,600
	Sanitation Fund	40,000
	Parking Services Fund	257,000
	Water Fund	465,000
	Sewer Fund	242,000
	Total	$ 3,429,814
4.	Use of these funding sources to augment the street paving projects:	
	Property Owners Assessment	$ 200,000
	Community Development Block Grant	176,000
	Water/Sewer	233,125
	Private Developers	60,000
	Total	$ 669,125
5.	Use of Community Development Block Grant funding for renovation of the Lincoln Street Center:	$ 220,000
6.	Special Gift	$ 425,000
	GRAND TOTAL	$18,207,759

THE REVENUE PROGRAM FOR 1987

The revenue charges now in place, combined with allocations from unencumbered cash reserves from prior years, will produce sufficient revenues to balance the current service level appropriations proposed for each budget. However, these sources will not provide sufficient revenue to cover the cost of the proposed program improvements and the proposed capital projects.

This revenue shortfall is caused in part by the cutbacks in federal grants that in the past have helped cover both operating costs and capital improvement costs.

One of these grant programs was General Revenue Sharing. Under this program, the City received about $3 million to $4 million per year for the years the program was fully funded. However, in 1986, the City only received $1.57 million from this source, and in 1987 it will receive no revenue sharing funds. The equivalent of a 1.3 mill tax levy will be needed to replace the $1.57 million and the equivalent of a 2.5 mill levy would be needed to replace the $3 million.

Another grant program that has been cut back is the Community Development Block Grant Program. In the past three years we have had our allocation under this program reduced by more than $1 million. In 1987, it will be reduced by another $200,000. The cutback of more funds has reduced the grant monies that have been available to us for capital projects. We have had to make up these losses by increasing local revenue charges. This we must do in 1987. To replace the $200,000 loss for 1987, we will need to bring new revenue charges equivalent to a .2 mill tax levy.

A third grant program that has virtually disappeared is the Federal Pollution Abatement Grant Program. Under the Clean Water Act, which President Reagan pocket vetoed, the City expected to receive $5.2 million in grants to help pay for a $10 million pollution abatement capital improvement program. Unless new authorization is enacted by Congress, we will be required to pay the full cost of these projects--which are mandated by the Federal Government and must be completed by July, 1988.

Because of these cutbacks, we will need to impose greater revenue charges than would have been required if these cubacks had not occurred.

As stated previously, the base budget of each of the City's 10 operating funds is balanced; current service programs and projects can be funded within existing revenue sources. However, new revenues will be needed to fund proposed new programs or capital projects--or to reduce the funds' subsidies from the General Fund. The General Fund is described first, followed by each of the subsidized funds. Then additional funding for capital projects in the Water and Sewer Funds is described.

General Fund

Total additional funds needed within the General Fund are:

Funds needed for new programs*	$1,891,180
Funds needed for CIP*	3,076,034
Total of needed funds	$4,967,214
Available from reserves	$1,281,214
Therefore, new revenues are needed as follows	$3,686,000

We recommend that these new revenues be provided from the sources listed below:

1. We propose a property tax increase of 3 mills $3,225,000

   a. 1.3 mill of this levy will be used to establish a Drainage improvement projects reserve fund (1 mill), and cover the cost of capital projects (.3 mill).
   b. 1 mill will be used to fund the program changes proposed for the Police Department.
   c. .7 mill will be used to fund the City's contribution to the Transit Authority, if this operation is not taken over by the County on January 1, 1987. If this transfer occurs, then the tax increase can be reduced from 3 to 2.3 mills.

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* These figures represent the net General Fund costs and do not include Golf Course or Sanitation Fund costs.

2. Inspection Fees $ 132,000

The Inspections program has been paying its own way through the fees charged for inspections. To provide more effective service, the number of inspections have been increased and an analyst has been added to ensure prompt processing of applications. To cover these added costs, a 20% increase in building, plumbing, mechanical, and certain other fees is proposed, with the addition of a building plan review fee.

a. Building Inspections: Increase 20%
b. Plumbing Inspections: Increase 20%
c. Mechanical Inspections: Increase 20%
d. Gas Inspections: Increase 20%
e. Demolition Inspections: Increase 20%
f. Sign Inspections: Increase 20%
g. Fence/Wall Inspections: Increase 20%
h. Building Plan Review: Create a fee of .035% of construction value

3. Engineering Fees $ 37,000

The City Engineering Department reviews site plans and plats for private developers. They currently charge fees for review of site plans and final plats. The following changes in site plan review fees are proposed:

	Current	Proposed	Change
a. Final Plat Review	$30/lot	$60/lot	$ 30
b. Site Plan Review	$30/acre	$60/acre	$ 30
c. Preliminary Plat Review	$ -	$10/lot	$ 10

4. Regular Business License $ 120,000

We propose to increase the regular business license fees by 10%.

5. Alcoholic Beverage Sales Business License $ 59,000

We propose an increase in alcoholic beverage license fees of 10%.

6. Recreation Fees $ 96,000

To help recover the cost of providing recreation services we are proposing a variety of increases in both athletic and recreational fees.

	Current	Proposed	Change
a. Softball			
2 games/wk	$260/team	$300/team	$ 40
1 game/wk	-	$175/team	$ 175
b. Basketball	$175/team	$200/team	$ 25
c. Soccer	$165/team	$200/team	$ 35
d. Volleyball	$165/team	$185/team	$ 20
e. Grayson Stadium			
football	$350	$375	$ 25
baseball (day)	$100	$125	$ 25
baseball (night)	$150	$175	$ 25
f. Senior Field			
day rental	$ 50/day	$ 60/day	$ 10
night rental	$100/night	$110/night	$ 10
g. Half Rubber	$ 35/team	$ 40/team	$ 5
h. Ceramics	$ 5/student	$ 6/student	$ 1
i. Tennis			
Daffin Park	$1.50/hour	$2.00/hour	$ .50
Bacon Park			
day	$1.00/hour	$1.50/hour	$ .50
night	$1.50/hour	$2.00/hour	$ .50
Jrs.	$ .50/hour	$ .75/hour	$ .25

7. Cemetery Burials $ 17,000

The General Fund currently subsidizes approximately $38,000 of the annual cemetery burial expenses. To reduce this subsidy, we propose a 28% increase in these fees. Regular fees will increase as follows:

	Current	Proposed	Change
a. Adult Burials			
Regular	$ 135	$ 170	$ 25
Saturday/Overtime	$ 205	$ 230	$ 25
Sunday/Holiday	$ 270	$ 295	$ 25
b. Child Burials			
Regular	$ 80	$ 105	$ 25
Saturday/Overtime	$ 120	$ 145	$ 25
Sunday/Holiday	$ 160	$ 185	$ 25
c. Ashes Burials			
Regular	$ 90	$ 115	$ 25
Saturday/Overtime	$ 135	$ 160	$ 25
Sunday/Holiday	$ 180	$ 205	$ 25

Parking Services Fund

While no new programs are proposed for the Parking Services Fund, revenues available to the fund are projected to be $1,623,000. However, with this amount of revenues, the General Fund must provide a $257,000 subsidy to the Parking Services Fund. The proposed changes in parking fees and charges will produce $257,000, and eliminate the subsidy.

Parking fees and violation penalties $ 257,000

The Parking Management program has been set up as a separate fund. To eliminate the subsidy and at the same time reduce the use of spaces intended for short-term parkers by long-term parkers, we are proposing the following fee and penalty charges:

		Current	Proposed	Change
a.	Short-Term Parking Meters	$ .20/hr.	$ .40/hr.	$ .20
b.	Long-Term Parking Meters	$ .20/hr.	$ .25/hr.	$ .05
c.	Overtime Parking Tickets	$ 3.00	$ 5.00	$ 2.00
	(after five days)	$ 5.00	$10.00	$ 5.00
d.	Parking in Handicapped Zone	$15.00	$25.00	$10.00
e.	Liberty St. Parking Lots	$20/mo.	$25/mo.	$ 5.00
		$1/day	$ 1.50/day	$ .50

Golf Course Fund

Total additional funds needed within the Golf Course Fund are $132,141.

Funds needed for new programs	$ 15,541
Funds needed for CIP	116,600
Total of needed funds	$ 132,141

If this new program and the capital improvement project are approved and fees are not adjusted, then the General Fund subsidy will increase $132,141 to $386,097. Fee increases are proposed to raise $59,000 which will reduce the General Fund subsidy to the Golf Course Fund to $327,097. Therefore, the funds needed for the Golf Course's new program and capital improvement project will be obtained from $59,000 in new revenues and $73,141 in additional General Fund base subsidy to the Golf Course.

Golf Course Fees $ 59,000

The Golf Course has opened 9 additional holes. The enlarged facility requires additional maintenance and upkeep efforts. To help cover the cost of the expansion of these services and reduce the General Fund subsidy to this program, fee changes are proposed.

		Current	Proposed	Change
a.	Daily Green Fees/Round:			
	Adult - weekday	$ 7.50	$ 8.00	$ .50
	-weekend	$ 9.25	$ 10.00	$ .75
	Senior-weekday	$ 4.00	$ 4.50	$ .50
	9-Holes-weekday	$ 4.00	$ 5.00	$ 1.00
	-weekend	$ 5.00	$ 6.00	$ 1.00
b.	Annual Green Fees/Pass:			
	Adult - weekday	$270.00	$300.00	$30.00
	-all days	$400.00	$430.00	$30.00
	Sr./Jr.-weekday	$150.00	$180.00	$30.00
	-all days	$250.00	$280.00	$30.00
c.	Motor Cart Rentals/Cart:			
	18-holes	$ 12.00	$ 13.00	$ 1.00
	9-Holes	$ 8.00	$ 9.00	$ 1.00
d.	Driving Range (bags of balls)	$ 1.44	$ 2.00	$ .56
e.	Concessions (food, beverage and golf supply prices)	Increase by 5%		

Civic Center Fund

While no new programs are proposed for the Civic Center Fund, revenues available to the fund, without an increase in parking fees, are projected to be $702,000. However, with this amount of revenues, the General Fund must provide a $670,019 subsidy to the Civic Center Fund. The proposed changes will reduce the subsidy to $651,019.

Civic Center Parking $ 19,000

We propose to increase the daily rate for Civic Center parking.

	Current	Proposed	Change
a. Daily Parking Rate	$ 1.00/day	$ 1.50/day	$ .50

Sanitation

Total additional funds needed within the Sanitation Fund are $233,465.

Funds needed for new programs	$ 193,465
Funds needed for CIP	40,000
Total needed funds	$ 233,465

In order to fund these new programs and capital projects for 1987, the General Fund subsidy to the Sanitation Fund would be $2,478,455. However, increases in Sanitation fees are proposed to raise $545,000 in new revenues and to reduce the General Fund subsidy to the Sanitation Fund in 1987 for Residential Refuse to $1,933,455.

Residential Refuse fees and Disposal fees — $ 545,000

The Refuse Collection program is operated under the Sanitation Fund. To reduce the General Fund subsidy to Refuse Collection and free up General Fund revenues for program improvements and capital projects, we are recommending that Refuse Collection fees be increased by $1.25/month. This will increase the monthly fee from $4.50 to $5.75.

We are also proposing that Landfill Disposal fees be increased from $7.50/ton to $8.00/ton.

	Current	Proposed	Change
a. Residential Refuse Coll.	$ 4.50/mo.	$ 5.75/mo.	$ 1.25
b. Landfill Disposal	$ 7.50/ton	$ 8.00/ton	$ .50

The $545,000 will be allocated as follows:

Capital Projects - Sanitation Fund	$ 40,000
Program Improvements - Sanitation Fund	193,465
Reduction of General Fund subsidy which will provide funds for General Fund Capital Projects and Program Improvements	311,535

WATER FUND REVENUES

Additional water revenues are needed to fund capital projects as follows:

Water Capital Projects

Total Costs for Capital Projects	$3,901,000
Funds Available	
Current Revenues	-686,362
Reserves	-2,749,638
Needed from Rate Increase	$ 465,000

As shown in the table, new revenues in the amount of $465,000 are needed to carry out essential capital projects. To raise these funds, an adjustment in both base charges and consumption charges is recommended. The table which follows shows the present water rates as well as the new rates recommended for 1987. The new rates would apply to all bills issued after January 1, 1987.

Water Rates		Current Rate	Proposed Rate
Inside City:	Base charge (bimonthly)	$ 7.80	$ 8.80
	First 1,500 cu. ft. per 100 cu. ft.	.19	.19
	1,600 to 2,000 cu. ft. per 100 cu. ft.	.19	.30
	Over 2,000 cu. ft. per 100 cu. ft.	.30	.30
Outside City:	Base charge (bimonthly)	$11.70	$13.20
	First 1,500 cu. ft. per 100 cu. ft.	.28	.28
	1,600 to 2,000 cu. ft. per 100 cu. ft.	.28	.45
	Over 2,000 cu. ft. per 100 cu. ft.	.45	.45

The typical residential City bimonthly water bill (for 2,500 cubic feet consumption) would increase from $13.10 to $14.65, which is an average monthly increase of $.78.

SEWER FUND REVENUES

Additional sewer revenues are needed to fund capital projects as follows:

Sewer Capital Projects

Total Costs for Capital Projects	$ 7,760,000
Funds Available	
Current Revenues	-2,130,447
Reserves	-5,387,553
Needed from Rate Increase	$ 242,000

As shown in the table, new revenues in the amount of $242,000 are needed to carry out essential capital projects. To raise these funds, an adjustment in both base charges and consumption charges is recommended. The following table shows the present sewer rates as well as the new rates recommended for 1987. The new rates would apply to all bills issued after January 1, 1987.

Sewer Rates		Current Rate	Proposed Rate
Inside City:	Base charge (bimonthly)	$ 6.94	$ 6.94
	First 1,500 cu. ft. per 100 cu. ft.	.60	.60
	1,600 to 2,000 cu. ft. per 100 cu. ft.	.60	.90
	Over 2,000 cu. ft. per 100 cu. ft.	.90	.90
	Class D	.60	.60
Outside City:	Base charge (bimonthly)	$10.40	$10.40
	First 1,500 cu. ft. per 100 cu. ft.	.90	.90
	1,600 to 2,000 cu. ft. per 100 cu. ft.	.90	1.35
	Over 2,000 cu. ft. per 100 cu. ft.	1.35	1.35

The typical residential City bimonthly sewer bill (for 2,500 cubic feet consumption) would increase from $23.44 to $24.94, which is an average increase of $.75 per month.

NEW REVENUES SUMMARY

General Fund

Property tax — $3,225,000
- Increase 3 mills

Inspections and Engineering fees — 169,000
- Inspections Department ($132,000)
  - Increase building, plumbing, mechanical, gas, demolition, sign, and fence/wall fees by 20%
  - Create a .035% Building Plan Review Fee
- Engineering fees to Private Developers ($37,000)
  - Increase lot rates for final plat review from $30 to $60
  - Increase acre rates for site plan review from $30 to $60
  - Create a $10/lot fee for preliminary plat review

Regular Business License — 120,000
- Increase all license fees by 10%

Alcoholic Business License — 59,000
- Increase all license fees by 10%

Recreation fees — 96,000
- Softball ($81,000)
  - Increase for teams playing 2 games/week from $260 to $300
  - Create a $175 fee for teams playing 1 game/week
  - ($74,000 is from a volume increase with the opening of the new softball complex)
- Basketball ($800)
  - Increase team fee from $175 to $200
- Soccer ($280)
  - Increase team fee from $165 to $200
- Volleyball ($280)
  - Increase team fee from $165 to $185
- Grayson Stadium ($600)
  - football - increase from $350 to $375
  - baseball (day) - increase from $100 to $125
  - baseball (night) - increase from $150 to $175
- Senior Field ($90)
  - Increase day rental from $50 to $60
  - Increase night rental from $100 to $110
- Half Rubber ($150)
  - Increase team fee from $35 to $40
- Ceramics ($1,800)
  - Increase student fee from $5 to $6
  - (Increases in greenware costs and an increase in the greenware fee from 12% to 15% as well as increased firing costs are also projected)

Tennis ($11,000)
Daffin Park
Increase hourly rate from $1.50 to $2.00
Bacon Park (day)
Increase hourly rate from $1.00 to $1.50
Bacon Park (night)
Increase hourly rate from $1.50 to $2.00
Bacon Park (Juniors)
Increase hourly rate from $.50 to $.75

Cemetery Burials 17,000
Increase regular adult burial from $135 to $170
Increase Saturday/Overtime adult burial from $205 to $230
Increase Sunday/Holiday adult burial from $270 to $295
Increase regular child burial from $80 to $105
Increase Saturday/Overtime child burial from $120 to $145
Increase Sunday/Holiday child burial from $160 to $185
Increase regular ashes burial from $90 to $115
Increase Saturday/Overtime ashes burial from $135 to $160
Increase Sunday/Holiday ashes burial from $180 to $205

GENERAL FUND TOTAL $3,686,000

Parking Services Fund

Parking fees 257,000
Parking Meters ($96,000)
Increase hourly rates from $.20 to $.40 on short-term meters
Increase hourly rates from $.20 to $.40 on long-term meters
Parking Citations ($156,000)
Increase overtime fines from $3 to $5
Increase rate after five days from $5 to $10
Increase parking in handicapped zone fine from $15 to $25
Lot fees ($5,000)
Increase monthly rates from $20 to $25
Increase daily rates from $1 to $1.50

Golf Course Fund	
Golf Course fees	$ 59,000
Daily green ($20,000)	
Increase 18-holes weekday from $7.50 to $8.00	
Increase 18-holes weekend from $9.25 to $10.00	
Increase senior weekday from $4.00 to $4.50	
Increase 9-holes weekday from $4.00 to $5.00	
Increase 9-holes weekend from $5.00 to $6.00	
Annual green ($3,000)	
Increase adult weekday from $270 to $300	
Increase adult all days from $400 to $430	
Increase senior/junior weekday from $150 to $180	
Increase senior/junior all days from $250 to $280	
Motor Cart Rentals ($12,000)	
Increase 18-holes from $12 to $13	
Increase 9-holes from $8 to $9	
Driving Range ($21,000)	
Increase bag of balls from $1.44 to $2.00	
Concessions ($3,000)	
Increase prices on food, beverage and golf supplies by 5%	
Civic Center Fund	
Civic Center Parking	19,000
Increase daily rate from $1.00 to $1.50	
Sanitation Fund	
Refuse fees	545,000
Residential Refuse ($542,000)	
Increase monthly charge from $4.50 to $5.75	
Landfill Disposal ($3,000)	
Increase ton rate from $7.50 to $8.00	
Water Fund	
Inside City Rates	$ 390,953
Base ($307,831)	
Increase monthly rate from $7.80 to $8.80	
Usage ($83,122)	
Increase per 100 cu.ft. rate for 1,600 to 2,000 cu.ft. from $.19 to $.30	
Outside City Rates	74,047
Base ($51,390)	
Increase monthly rates from $11.70 to $13.20	
Usage ($22,657)	
Increase per 100 cu.ft. rate for 1,600 to 2,000 cu.ft. from $.28 to $.45	
WATER FUND TOTAL	$ 465,000

Sewer Fund

Inside City Rates	$ 194,946
Increase per 100 cu. ft. rate for 1,600 to 2,000 cu. ft. from $.60 to $.90	
Outside City Rates	47,054
Increase 100 cu. ft. rate for 1,600 to 2,000 cu. ft. from $.90 to $1.35	
SEWER FUND TOTAL	$ 242,000
GRAND TOTAL	$5,273,000

COMPARABLE CITIES STUDY

Every effort has been made to insure the 1987 budget is reasonable and economical. One way to determine the reasonableness of City expenditures is to compare per capita costs of the 1987 General Fund budget with budgets from similarly sized cities in the Southeast.

In some cases, it was necessary to adjust General Fund figures in order to achieve a valid basis for comparison. The wide variation in budget structures and local government activities requires such adjustments. For example, Raleigh, NC operates its civic center from the General Fund. Although Savannah has a civic center, it is administered under a separate fund and, therefore, only the General Fund subsidy would be included in Savannah's per capita cost of government. In other cases, activities were eliminated from a city's General Fund because they are most often provided by county government. For example, as a consolidated government, Columbus, GA performs functions that are handled by the county government in Savannah (e.g. Sherriff's office, State Court). These activities were deducted from the General Fund budget to allow a fair comparison.

If, however, a city is providing a service in its General Fund that Savannah does not provide at all (such as a city zoo), this cost is included, since it contributes to the overall cost of government. Throughout the study, the composition of Savannah's General Fund was used as the standard.

The following tables summarize information derived from budgets for each city. The budgets used were the most recent ones available.

RANKING OF PER CAPITA COST OF GOVERNMENT (PCCG)

Rank	City and State	Adjusted General Fund	Population*	PCCG
1	Richmond, VA	$147,368,431	219,056	$673
2	Chesapeake, VA	78,210,985	126,031	621
3	Virginia Beach, VA	190,755,563	308,664	618
4	Atlanta, GA	254,433,411	426,090	597
5	Orlando, FL	71,342,852	137,145	520
6	Raleigh, NC	87,770,726	169,331	518
7	Winston-Salem, NC	72,730,590	143,366	507
8	Portsmouth, VA	54,523,004	107,961	505
9	Greensboro, NC	79,912,025	159,314	502
10	Charleston, SC	33,624,155	67,108	501
11	Augusta, GA	22,799,581	46,024	495
12	Knoxville, TN	83,489,788	173,972	480
13	Huntsville, AL	67,657,474	149,527	452
14	Newport News, VA	68,586,637	154,560	444
15	Hollywood, FL	52,920,700	120,175	440
16	Durham, NC	40,916,959	101,997	401
17	Shreveport, LA	87,542,200	219,996	398
18	Albany, GA	31,881,793	84,970	375
19	**Savannah, GA**	**50,684,657**	**145,014**	**349**
20	Lexington-Fayette Co., KY	71,409,360	210,150	340
21	Dekalb Co., GA	166,531,788	501,871	332
22	Macon, GA	39,137,997	119,758	327
23	Columbia, SC	31,712,220	98,634	322
24	Jackson, MS	66,941,601	208,810	317
25	St. Petersburg, FL	75,013,000	241,294	311
26	Mobile, AL	57,270,628	204,923	280
27	Columbus, GA	47,128,043	174,824	270
	Average			$442

The table above ranks 27 local governments by per capita cost of government (PCCG). Savannah's PCCG of $349 places it $93 (21.0%) below the average of $442. Since the average PCCG can be swayed by extreme values, the median offers a useful means of comparison. The median PCCG is $444; that is, half of the cities are above this figure, half below. Savannah's PCCG is $95 (21.5%) below the median.

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* Population figures are from:
U.S.Bureau of the Census, Current Population Reports, Series P-26, No. 84-5-5C. South: 1984 Population and 1983 Per Capita Income Estimates for Counties and Incorporated Places, U.S. Government Printing Office, Washington, D.C. 1986.

1987 PER CAPITA COST OF GOVERNMENT BY FUNCTION

Function	Sav'h*	Grnsb	St.Pete	Winston Salem	Average
GENERAL FUND					
General Administration	7	10	10	9	9
Finance/Mgt. Services	25	41	23	55	34
Facilities Maint.	59	64	29	99	57
Inspections	7	8	10	10	9
Fire	51	67	46	48	52
Police	88	114	122	140	117
Leisure Services	26	70	48	47	48
Other	47	64	45	53	52
SANITATION	39	19	86	41	51
DEBT SERVICE	15	13	56	45	35

While the earlier table looks at total General Fund expenditures, the above table provides a detailed look at eight elements of the General Fund, Sanitation, and Debt Services for selected cities. These three cities were selected because their size and budget presentation are comparable to Savannah's. Savannah's cost is below the average in seven of eight General Fund functions. It is 22.2% less than the average for General Administration; 26.5% less for Finance/Management Services; 22.2% less for Inspections; 2.0% less for Fire services; 24.8% less for Police protection; 45.8% less for Leisure Services; and 9.6% less for "Other". Only the cost for Facilities Maintenance is $2 (3.5%) more than the average.

Sanitation's per capita cost is $12 (23.5%) less than the average.

Savannah's cost for Debt Service is $20 (57.1%) less than the average of the studied cities.

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* Proposed Base Budget

1987 PER CAPITA PERSONAL SERVICES EXPENDITURES
FOR SELECTED FUNCTIONS

City and State	Budget Year	Police	Fire	Street Maint.	Refuse Coll.	Leis. Svcs.
Savannah, GA	1987	$ 67	$ 38	$ 7	$ 22	$ 16
Greensboro, NC	1986-7	93	56	15	23	39
Winston-Salem, NC	1986-7	77	37	19	24	31
St.Petersburg, FL	1985-6	64	29	16	56	24
Columbus, GA	1986-7	52	36	7	11	10
Mobile, AL	1985-6	50	48	6	15	12
Columbia, SC	1986-7	66	58	15	12	20
Shreveport, LA	1986	57	57	12	21	18
Atlanta, GA	1986	82	34	12	16	27
Knoxville, TN	1986-7	72	71	10	*	10
Macon, GA	1986-7	65	61	14	14	21
Hollywood, FL	1985-6	140	79	16	22	23
Huntsville, AL	1985-6	51	44	13	14	15
Augusta, GA	1986	68	54	17	15	*
Raleigh, NC	1986-7	59	51	19	49	14
Charleston, SC	1986-7	94	59	11	19	26
Orlando, FL	1986-7	132	101	20	26	34
Albany, GA	1986-7	55	45	6	19	15
Average		74.	50	13	24	21

Although it is difficult and time-consuming to compare costs of various functions for a number of cities, Personal Services costs provide a readily comparable and good indicator of a broader range of expenditures. This table summarizes the per capita Personal Services expenditures for four General Fund functions and one from the Sanitation Fund, in eighteen Southeastern cities. Per capita costs for Savannah were lower in all of the functions studied. They were 9.4% lower for Police; 24.0% lower in Fire services; 46.2% lower in Streets Maintenance; 8.3% lower in Refuse Collection; and 23.8% lower in Leisure Services.

The preceding information indicates that the citizens of Savannah enjoy a significantly lower per capital cost of government than residents of comparable cities in the Southeast. Services are provided not only effectively, but at a reasonable cost as well.

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* Data unavailable

CONCLUSION:

In the preceding pages, I have presented a summary of the budget and work programs for 1987 and listed some of the objectives to which the budget and work programs are directed. All budgets are balanced as proposed. All programs are determined to be both effective and productive.

Fiscal Year 1987 promises to be a year of challenge and a year of progress. It will, in addition, be a year of substantial public activity, both in terms of programs and projects funded in 1987 and in terms of previously funded projects that will be staffed or completed.

The programs of work which have been presented are designed to ensure that the activity in 1987 will further the City's efforts to improve and maintain the livability of the community and its neighborhoods and to keep its economy strong.

I recommend the adoption of the proposed budget as submitted.

Sincerely,

Arthur A. Mendonsa
City Manager

Budget Ordinance

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET OF THE CITY OF SAVANNAH AND TO APPROPRIATE FUNDS FOR THE OPERATION OF THE VARIOUS DEPARTMENTS FOR FISCAL YEAR 1987.

BE IT ORDAINED by the Mayor and Aldermen of the City of Savannah in Council assembled and it is hereby ordained by authority thereof, that

WHEREAS, the City Manager has submitted a proposed budget appropriating funds to the various functions and purposes of the City of Savannah for the fiscal year 1987 as follows:

EXPENDITURE SUMMARY

GENERAL FUND

BASE BUDGET APPROPRIATION		$50,879,957
PROGRAM IMPROVEMENTS APPROPRIATION		1,891,180
Social Services		
Teenage Pregnancy	$ 50,000	
Neighborhood Programs	50,000	
Social Services Planning	50,000	
Police		
Vice	$118,379	
Traffic	211,510	
Differential Response	202,577	
Directed Patrol	272,917	
Crime Preventon	38,999	
Information Processing	150,000	
Facilities Maintenance		
Contractual Tree Removal	$ 90,000	
Stump Removal Contract	67,000	
Irrigation Maintenance Worker	28,529	
Fire		
Fire Dispatcher	$ 17,394	
Inspections		
Additional Inspectors	$103,501	
Management Analyst	28,011	
Leisure Services		
Softball Complex	$143,366	
Lincoln St. Ctr. Operations	102,590	
Add 5 Playground Leaders	14,082	
Interdepartmental		
Data Disaster Recovery	$ 24,325	
Savannah 2000	38,000	
Science Museum	50,000	
Public Information Officer	40,000	

CAPITAL IMPROVEMENT PROJECTS APPROPRIATION		$ 3,076,034
Facilities Maintenance		
Street Paving	$ 354,000	
Signal Upgrade/Intersec.Impr. Wallin & Bonaventure	250,000	
Signal Install.-Abercorn & Lewis	50,000	
Fell St. Pump Replace., Phase 3	481,000	
Daffin Lake Restoration, Phase I	330,000	
Drainage Contingency	100,000	
Sidewalk Rehabilitation	35,000	
Pavement Crack Sealing	10,000	
Pedestrian Bridge	10,000	
Curbing Repairs - Gordonston	20,000	
Drainage Improvement Reserve Fd.	$1,075,000	
Parks & Recreation		
Lincoln St. Ctr. Fac. Renovation	$ 30,000	
Emmet Pk. & Bay St. Strand Design	30,000	
Paulson Softball Complex	37,134	
Forsyth Park Fountain Repairs	35,000	
Ambuc Stadium Lighting	70,000	
Grayson Stadium Box Seats	38,400	
City Buildings		
Police Building Improvements	$ 100,000	
Roof Replace. - Stations 3 & 9	20,500	
TOTAL GENERAL FUND APPROPRIATION		$55,847,171
GOLF COURSE FUND		
BASE BUDGET APPROPRIATION		$ 988,167
PROGRAM IMPROVEMENTS APPROPRIATION		
Golf Course Mechanic		15,541
CAPITAL IMPROVEMENT PROJECTS APPROPRIATION		
Golf Course Cart Paths		116,600
TOTAL GOLF COURSE FUND APPROPRIATION		$ 1,120,308
CIVIC CENTER FUND		
BASE BUDGET APPROPRIATION		$ 1,372,019
PARKING FUND		
BASE BUDGET APPROPRIATION		$ 1,880,000

SANITATION FUND		
BASE BUDGET APPROPRIATION		$ 7,101,624
PROGRAM IMPROVEMENTS APPROPRIATION		193,465
Residential Refuse		
Retain/Rehab. 2 Packer Trucks	$ 47,000	
Street Sweeping		
Add 1 Street Sweeper	$119,350	
Clean Environment		
Add 1 Code Enforcement Officer	$ 27,115	
CAPITAL IMPROVEMENT PROJECTS APPROPRIATION		40,000
Agonic Rd. Crew & Time Clock Shed	$ 30,000	
Clean Environment		
Office Expansion	$ 10,000	
TOTAL SANITATION FUND APPROPRIATION		$ 7,335,089
WATER FUND		
BASE BUDGET APPROPRIATION		$ 5,341,303
CAPITAL IMPROVEMENT PROJECT CONTRIBUTION		1,151,362
TOTAL WATER FUND APPROPRIATION		$ 6,492,665
SEWER FUND		
BASE BUDGET APPROPRIATION		$ 9,171,806
CAPITAL IMPROVEMENT PROJECT CONTRIBUTION		2,372,447
TOTAL SEWER FUND APPROPRIATION		$11,544,253
I & D FUND APPROPRIATION		$ 3,611,882
PUBLIC DEVELOPMENT FUND APPROPRIATION		$ 2,994,128
REVOLVING FUND APPROPRIATION		$ 8,575,873
CAPITAL IMPROVEMENT FUND APPROPRIATION		$18,207,759

REVENUE SUMMARY

GENERAL FUND	
Property tax	$ 3,225,000
Increase 3 mills*	

* Modified by Council. See Addendum

Inspections and Engineering fees		$ 169,000
Inspections Department	$132,000	
Increase building, plumbing, mechanical, gas, demolition, sign, and fence/wall fees by 20%		
Create a .035% Building Plan Review Fee		
Engineering fees to Private Developers	$ 37,000	
Increase lot rates for final plat review from $30 to $60		
Increase acre rates for site plan review from $30 to $60		
Create a $10/lot fee for preliminary plat review		
Regular Business License		120,000
Increase all license fees by 10%		
Alcoholic Business License		59,000
Increase all license fees by 10%		
Recreation fees		96,000
Softball	$ 81,000	
Increase for teams playing 2 games/week from $260 to $300		
Create a $175 fee for teams playing 1 game/week		
($74,000 is from a volume increase with the opening of the new softball complex)		
Basketball	$ 800	
Increase team fee from $175 to $200		
Soccer	$ 280	
Increase team fee from $165 to $200		
Volleyball	$ 280	
Increase team fee from $165 to $185		
Grayson Stadium	$ 600	
football - increase from $350 to $375		
baseball (day) - increase from $100 to $125		
baseball (night) - increase from $150 to $175		
Senior Field	$ 90	
Increase day rental from $50 to $60		
Increase night rental from $100 to $110		
Half Rubber	$ 150	
Increase team fee from $35 to $40		

Ceramics	$ 1,800	
Increase student fee from $5 to $6 (Increases in greenware costs and an increase in the greenware fee from 12% to 15% as well as increased firing costs are also projected)		
Tennis	$11,000	
Daffin Park Increase hourly rate from $1.50 to $2.00		
Bacon Park (day) Increase hourly rate from $1.00 to $1.50		
Bacon Park (night) Increase hourly rate from $1.50 to $2.00		
Bacon Park (Juniors) Increase hourly rate from $.50 to $.75		
Cemetery Burials		$ 17,000
Increase regular adult burial from $135 to $170		
Increase Saturday/Overtime adult burial from $205 to $230		
Increase Sunday/Holiday adult burial from $270 to $295		
Increase regular child burial from $80 to $105		
Increase Saturday/Overtime child burial from $120 to $145		
Increase Sunday/Holiday child burial from $160 to $185		
Increase regular ashes burial from $90 to $115		
Increase Saturday/Overtime ashes burial from $135 to $160		
Increase Sunday/Holiday ashes burial from $180 to $205		
GENERAL FUND TOTAL		$3,686,000

PARKING SERVICES FUND		$ 257,000
Parking fees		
Parking Meters	$ 96,000	
Increase hourly rates from $.20 to $.40 on short-term meters*		
Increase hourly rates from $.20 to $.25 on long-term meters		
Parking Citations	$156,000	
Increase overtime fines from $3 to $5		
Increase rate after five days from $5 to $10		
Increase parking in handicapped zone fine from $15 to $25		
Lot fees	$ 5,000	
Increase monthly rates from $20 to $25		
Increase daily rates from $1 to $1.50		
GOLF COURSE FUND		$ 59,000
Golf Course fees		
Daily green	$ 20,000	
Increase 18-holes weekday from $7.50 to $8.00		
Increase 18-holes weekend from $9.25 to $10.00		
Increase senior weekday from $4.00 to $4.50		
Increase 9-holes weekday from $4.00 to $5.00		
Increase 9-holes weekend from $5.00 to $6.00		
Annual green	$ 3,000	
Increase adult weekday from $270 to $300		
Increase adult all days from $400 to $430		
Increase senior/junior weekday from $150 to $180		
Increase senior/junior all days from $250 to $280		
Motor Cart Rentals	$ 12,000	
Increase 18-holes from $12 to $13		
Increase 9-holes from $8 to $9		
Driving Range	$ 21,000	
Increase bag of balls from $1.44 to $2.00		
Concessions	$ 3,000	
Increase prices on food, beverage and golf supplies by 5%		

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* Modified by Council. See Addendum.

CIVIC CENTER FUND		$ 19,000
Civic Center Parking		
Increase daily rate from $1.00 to $1.50		
SANITATION FUND		$ 545,000
Refuse fees		
Residential Refuse	$542,000	
Increase monthly charge from $4.50 to $5.75		
Landfill Disposal	$ 3,000	
Increase ton rate from $7.50 to $8.00		
WATER FUND		$ 390,953
Inside City Rates		
Base	$307,831	
Increase monthly rate from $7.80 to $8.80		
Usage	$ 83,122	
Increase per 100 cu.ft. rate for 1,600 to 2,000 cu.ft. from $.19 to $.30		
Outside City Rates		74,047
Base	$ 51,390	
Increase monthly rates from $11.70 to $13.20		
Usage	$ 22,657	
Increase per 100 cu.ft. rate for 1,600 to 2,000 cu.ft. from $.28 to $.45		
WATER FUND TOTAL		$ 465,000
SEWER FUND		
Inside City Rates*		$ 194,946
Increase per 100 cu. ft. rate for 1,600 to 2,000 cu. ft. from $.60 to $.90		
Outside City Rates*		47,054
Increase 100 cu. ft. rate for 1,600 to 2,000 cu. ft. from $.90 to $1.35		
SEWER FUND TOTAL		$ 242,000
GRAND TOTAL		**$5,273,000**

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* Modified by Council. See Addendum.

ADDENDUM

WHEREAS, the proposed budget has been reviewed by the Mayor and Aldermen and revised as follows. The Council:

a. Appropriated $25,000 for a Probation Officer position in the Recorder's Court Department.

b. Changed the core area short-term parking meter rate to $.30 (thirty cents) per hour, reducing revenue by $27,000.

c. Changed the garage parking space monthly rental rate to $35 provided the space is leased on an annual basis, reducing revenue by $6,000.

d. Increased the appropriation for the Savannah Area Convention and Visitors Bureau operations by $2,500 and appropriated $15,000 to the Savannah Area Convention and Visitors Bureau as a City contribution to a State of Georgia tourism promotion campaign.

e. Deleted the $887,250 appropriation for the Savannah Transit Authority and reduced the property tax rate by .7 mills upon the establishment of the Chatham Area Transit System.

f. Appropriate $13,000 to M. L. King Commemoration cultural events and $16,000 to the Benue Festival.

g. Appropriate an additional $5,000 to the Safe Shelter, an additional $3,000 to the Rape Crisis Center, and an additional $1,000 to Senior Citizens, Inc.

h. Increased the appropriation from General Fund carryforward monies by $113,500.

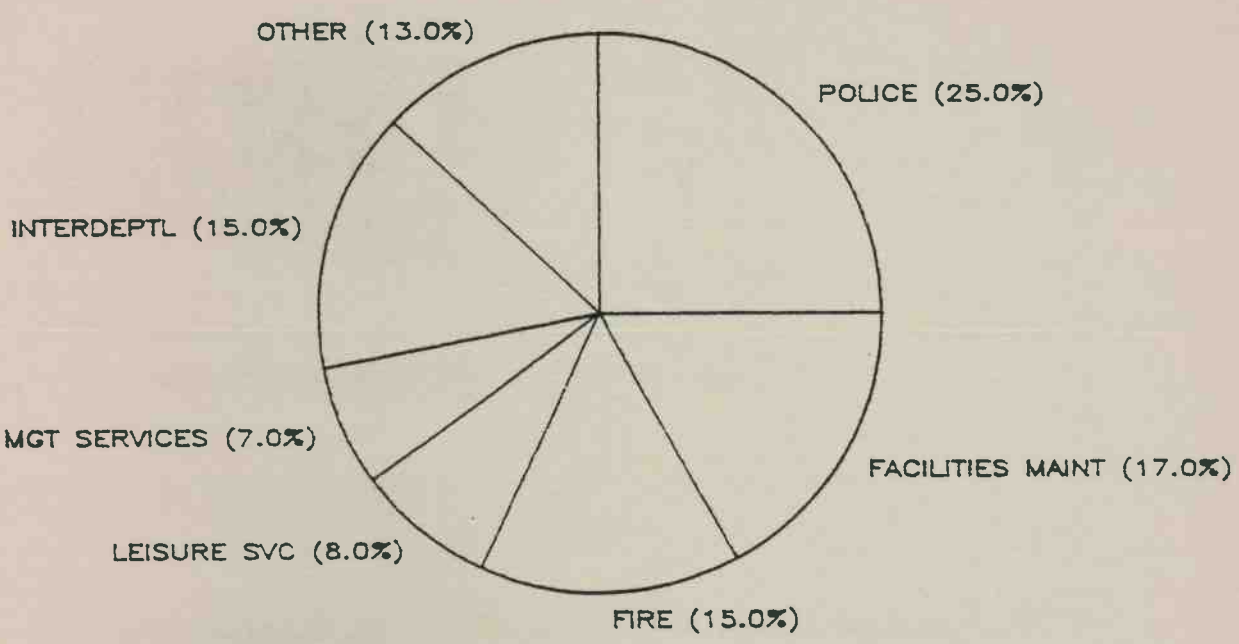
i. Changed the Sewer Base Rate to $7.44 inside the City and $11.15 outside the City per bimonthly billing cycle to produce an additional $179,000 for sewer capital projects.

NOW, THEREFORE, BE IT RESOLVED that said budget as amended is hereby adopted and the amounts shown therein as "adopted budget" are hereby appropriated to the various funds for the fiscal year 1987.

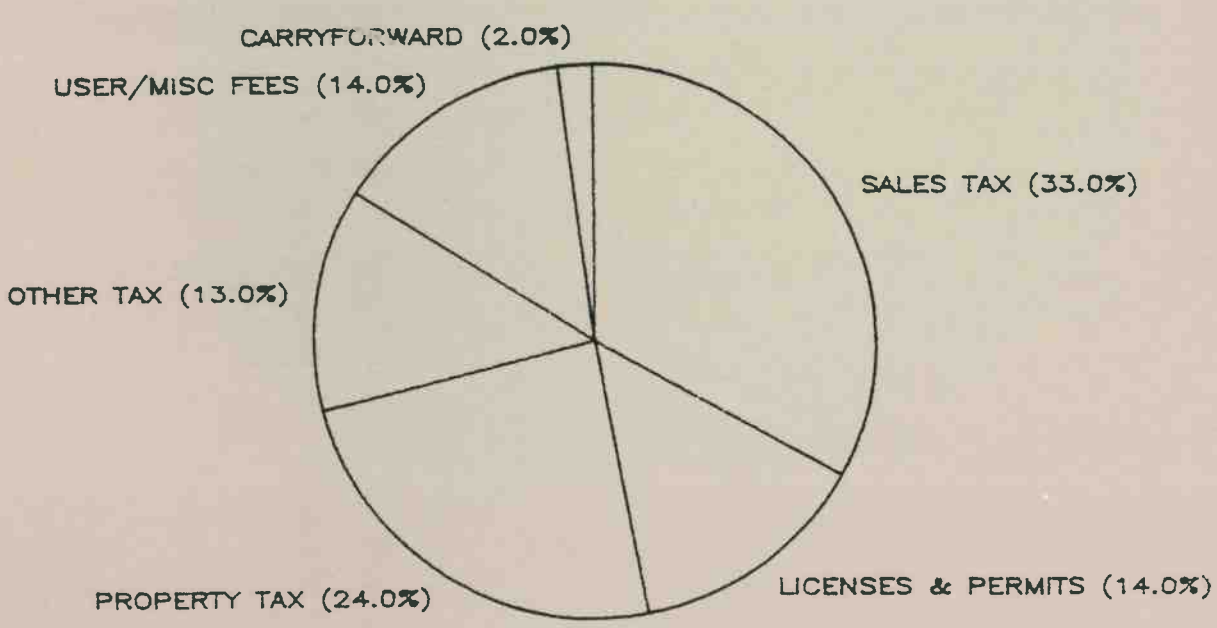
General Fund

1987 GENERAL FUND BASE BUDGET

EXPENDITURES



REVENUES



Adopted Budget Summary
General Fund Expenditures

The General Fund's proposed base budget of $50,879,957 is described in detail on the pages which follow. Several new programs which total $1,916,180 will also be implemented. The implementation of these programs as well as the expenditure changes specified in the budget ordinance addendum will increase the General Fund's operating budget to $51,565,972. An additional $3,076,034 is budgeted for capital improvement projects. The total adopted General Fund budget for 1987 is $54,642,006. The table below outlines the major components of this fund's total budget. Descriptions of each program improvement are included in the subsequent bureau sections.

Activity	Base Proposal	New Programs	Final Budget
GENERAL ADMINISTRATION			
Mayor and Aldermen	$ 277,321	$ 0	$ 277,321
Clerk of Council	90,628	0	90,628
City Manager's Office	399,665	0	399,665
Legal	188,385	0	188,385
Total	$ 955,999	$ 0	$ 955,999
FACILITIES MAINTENANCE			
Facilities Maint. Dir.	$ 155,263	$ 0	$ 155,263
Park and Tree	1,573,763	185,529	1,759,292
Cemeteries	868,018	0	868,018
Traffic	2,597,971	0	2,597,971
Drainage	1,556,490	0	1,556,490
Streets Maintenance	1,791,740		1,791,740
Total	$ 8,543,245	$ 185,529	$ 8,728,774
INSPECTIONS			
Inspections	$ 973,429	$ 131,512	$ 1,104,941
POLICE			
Police Chief	$ 193,330	$ 0	$ 193,330
Operations/Patrol	7,541,772	484,427	8,026,199
Investigation	1,695,369	118,379	1,813,748
Aux.& Tech.Services	2,164,072	352,577	2,516,649
Management Services	1,076,729	38,999	1,115,728
Police Academy	140,941	0	140,941
Total	$12,812,213	$ 994,382	$13,806,595
RECORDER'S COURT			
Recorder's Court	$ 927,867	$ 25,000	$ 952,867
FIRE			
Fire Chief	$ 231,206	$ 0	$ 231,206
Firefighting	7,122,157	17,394	7,139,551
Total	$ 7,353,363	$ 17,394	$ 7,370,757

Activity	Base Proposal	New Programs	Final Budget
LEISURE SERVICES			
Leisure Svc. Director	$ 222,177	$ 0	$ 222,177
Athletics	562,038	16,307	578,345
Neighborhood Centers	881,666	62,908	944,574
Adult Day Care	244,090	0	244,090
City Golden Age	480,554	0	480,554
Bldgs. & Grds. Maint.	1,405,396	180,823	1,586,219
Total	$ 3,795,921	$ 260,038	$ 4,055,959
MANAGEMENT & FINANCIAL SVC.			
Asst.City Mgr.,Mgt./Fin.	$ 146,808	$ 0	$ 146,808
Research & Budget	379,886	0	379,886
Personnel	389,468	0	389,468
Management & Auditing	402,443	0	402,443
Finance	657,829	0	657,829
Revenue	623,478	0	623,478
Water & Sewer Revenue	744,712	0	744,712
Purchasing	245,360	0	245,360
Total	$ 3,589,984	$ 0	$ 3,589,984
INTERDEPARTMENTAL			
Jail Svc./Chatham Co.	$ 814,254	$ 0	$ 814,254
Contingencies	250,000	0	250,000
Debt Service	2,212,917	0	2,212,917
Other Expenses	310,013	152,325	462,338
Cultural Contrib.	400,560	79,000	479,560
Social Contrib.	126,100	109,000	235,100
Savannah Expo [1]	1,200,000	0	1,200,000
Other Contrib. [1]	1,797,331	-869,750	927,581
Interfund Trans.	61,141	0	61,141
Contrib. to Sanitation [2]	2,244,990	-311,535	1,933,455
Svc. by Sanitation	1,412,634	0	1,412,634
Contrib. to Civic Center [3]	670,019	-19,000	651,019
Contrib. to Golf Course [4]	253,956	73,141	327,097
Contrib. to Parking [5]	174,021	-141,021	33,000
Total	$11,927,936	$ -927,840	$11,000,096
SUBTOTAL	$50,879,957	$ 686,015	$51,565,972
CAPITAL IMPROVEMENTS (Current Funds)	N/A	N/A	3,076,034
TOTAL	$50,879,957	N/A	$54,642,006

[1] Difference between STA deletion ($887,750) and increases of several social and cultural contributions ($38,000) per addendum.

[2] Subsidy reduction due to new revenue increases ($545,000) exceeding new program ($193,465) and CIP expenditures ($40,000).

[3] Subsidy reduction ($19,000) due to new revenue increase.

[4] Subsidy increase due to new program ($15,541) and CIP expenditures ($116,600) exceeding new revenue increases ($59,000).

[5] Subsidy decrease due to new revenue increase ($141,021).

Adopted Budget Summary
General Fund Revenue

The table below reflects all increases to General Fund revenue as well as the changes specified in the budget ordinance addendum. The final budget totals $54,642,002 and includes $2,798,750 in new revenue.

Activity	Base Proposal	New Revenue	Final Budget
PROPERTY TAX			
Real Property Tax (Current)	$ 8,175,000	$ 2,337,750	$10,512,750
Vehicle Tax	1,115,000	0	1,115,000
Personal Property Tax (Current)	1,120,000	0	1,120,000
Real Property Tax (Delinquent)	700,000	0	700,000
Personal Property Tax (Delinquent)	110,000	0	110,000
Mobile Home Taxes	8,300	0	8,300
Industrial Area Taxes	350,000	0	350,000
Intangible Tax	225,000	0	225,000
Public Utility Tax	515,000	0	515,000
Total	$12,318,300	$ 2,337,750	$14,656,050
SALES TAX	$16,750,000	$ 0	$16,750,000
OTHER TAX			
Beer Tax	$ 1,800,000	$ 0	$ 1,800,000
Liquor Tax	355,000	0	355,000
Wine Tax	245,000	0	245,000
Insurance Premium Tax	2,805,000	0	2,805,000
Hotel/Motel Tax	970,000	0	970,000
Total	$ 6,175,000	$ 0	$ 6,175,000
TAX FEES & INTEREST (PENALTIES)			
Execution Fees	$ 60,000	$ 0	$ 60,000
Interest on Delinquent Taxes	40,000	0	40,000
Total	$ 100,000	$ 0	$ 100,000
LICENSES AND PERMITS			
Electric Franchise Fees	$ 2,975,000	$ 0	$ 2,975,000
Telephone Franchise Fees	610,000	0	610,000
Gas Franchise Fees	600,000	0	600,000
CATV Franchise Fees	140,000	0	140,000
Regular Business Licenses	1,205,000	120,000	1,325,000
Insurance Licenses	90,000	0	90,000
Alcoholic Beverage Licenses	590,000	59,000	649,000
Bank License Tax	277,000	0	277,000
Professional Tax	183,000	0	183,000
Street Maintenance Decals	222,000		222,000
Total	$ 6,892,000	$ 179,000	$ 7,071,000

Activity	Base Proposal	New Revenue	Final Budget
FINES, FORFEITS & PENALTIES			
Recorders Court Fines	$ 1,235,000	$ 0	$ 1,235,000
INTEREST EARNED			
General Investments	$ 600,000	$ 0	$ 600,000
Interest/Perpetuity Lots	120,000	0	120,000
Total	$ 720,000	$ 0	$ 720,000
RENTS			
Recorder's Court	$ 245,000	$ 0	$ 245,000
Miscellaneous Rent	40,000	0	40,000
Total	$ 285,000	$ 0	$ 285,000
LEISURE SERVICES			
Grayson Stadium	$ 15,000	$ 600	$ 15,600
Concessions	10,000	38,000	48,000
Athletic Fees	42,000	55,600	97,600
Ceramic Fees	35,000	1,800	36,800
Recreation Fees	42,000	0	42,000
Total	$ 144,000	$ 96,000	$ 240,000
OTHER AGENCIES			
General Purpose Grant	$ 705,700	$ 0	$ 705,700
Savannah Housing Authority	33,750	0	33,750
State Grant/Elderly	83,000	0	83,000
State Grant/CAPDC	150,000	0	150,000
Police Academy Contract	105,000	0	105,000
Board of Education Pool Contract	21,000	0	21,000
Total	$ 1,098,450	$ 0	$ 1,098,450
INSPECTION FEES			
Zoning Inspections	$ 16,000	$ 680	$ 16,680
Building Inspections	350,000	70,000	420,000
Electrical Inspections	185,000	0	185,000
Plumbing Inspections	90,000	18,000	108,000
Street Cuts (Gas Inspections)	1,600	320	1,920
Mechanical Inspections	45,000	9,000	54,000
Fire Inspections	3,000	0	3,000
Subdivision Developers Fees	18,000	37,000	55,000
Fuel Tank Inspection Fees	5,000	0	5,000
Building Plan Review	N/A	34,000	34,000
Total	$ 713,600	$ 169,000	$ 882,600
CEMETERY FEES	$ 80,000	$ 17,000	$ 97,000

Activity	Base Proposal	New Revenue	Final Budget
INTERFUND FEES			
Service to Labor Resources	$ 15,800	$ 0	$ 15,800
Service to Golf Course	38,818	0	38,818
Service to Water Fund	682,124	0	682,124
Service to Sewer Fund	663,027	0	663,027
Service to I&D Fund	55,719	0	55,719
Service to Sanitation Fund	226,287	0	226,287
Service to Parking Fund	124,430	0	124,430
Total	$ 1,806,205	$ 0	$ 1,806,205
GENERAL SERVICES			
Police Report Fees	$ 45,000	$ 0	$ 45,000
Traffic Movement Report Fees	4,000	0	4,000
Fire Protection Fees	36,000	0	36,000
Harbor Fees	50,000	0	50,000
Sidewalk Repair Fees	16,000	0	16,000
Total	$ 151,000	$ 0	$ 151,000
OTHER REVENUE			
Advertising Fees	$ 10,000	$ 0	$ 10,000
Telephone Locations	1,500	0	1,500
Damage Claims	12,000	0	12,000
Sale of Land	50,000	0	50,000
Miscellaneous Revenue	250,000	0	250,000
Total	$ 323,500	$ 0	$ 323,500
SUBTOTAL	$48,981,055	$ 2,798,750	$51,689,805
Carryforward	1,898,902	N/A	2,952,201
TOTAL	$50,879,957	$ N/A	$54,642,006

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GENERAL 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, streets maintenance, and drainage. The major revenue sources are property taxes, sales taxes, and service fees.

The total 1987 General Fund base budget is $50,879,957. Total base budget expenditures increase $951,629 or 1.9% over the 1986 projection. 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.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$25,116,968	$25,699,319	$ 582,351	2.3
Contractuals	5,838,231	5,882,345	44,114	.8
Commodities	1,664,862	1,743,837	78,975	4.7
Revolving Fund	4,319,003	4,686,963	367,960	8.5
Capital Outlay	784,010	473,706	-310,304	-39.6
Debt Service	1,978,586	2,210,817	232,231	11.7
Interfund Trans [1]	10,226,668	9,932,970	-293,698	-2.9
Contingency	0	250,000	250,000	-
Total Base Budget	$49,928,328	$50,879,957	$ 951,629	1.9
Program Improve	N/A	1,891,180	1,891,180	N/A
Capital Projects [2]	1,851,094	3,076,034	1,224,940	66.2
Total Budget	$51,779,422	$55,847,171	$4,067,749	7.9

[1] For budget presentation purposes, 1986 expenses related to the Parking Enforcement activity are included in this category. A General Fund activity through 1986, the Parking Enforcement activity is part of the 1987 Parking Services Fund.

[2] An additional $1,970,000 in Capital Projects funded by General Obligation Bonds is provided for street paving projects in 1987.

EXPENDITURES BY ACTIVITY

Department/Activity	1985 Actual Expenses	1986 Projected Expenses	1987 Proposed Budget
GENERAL ADMINISTRATION			
Mayor and Aldermen	$ 250,034	$ 264,332	$ 277,321
Clerk of Council	71,314	88,546	90,628
City Manager's Office	323,742	348,737	399,665
Legal	176,323	181,877	188,385
Total	$ 821,413	$ 883,492	$ 955,999
FACILITIES MAINTENANCE			
Facilities Maint. Dir.	$ 138,367	$ 143,182	$ 155,263
Park and Tree	1,314,605	1,612,321	1,573,763
Cemeteries	806,022	875,963	868,018
Traffic	2,344,334	2,528,984	2,597,971
Drainage	1,348,747	1,519,093	1,556,490
Streets Maintenance	1,723,205	1,777,893	1,791,740
Total	$ 7,675,280	$ 8,457,436	$ 8,543,245
INSPECTIONS			
Inspections	$ 840,416	$ 997,447	$ 973,429
POLICE			
Police Chief	$ 176,170	$ 199,172	$ 193,330
Operations/Patrol	6,962,797	7,294,197	7,541,772
Investigation	1,543,408	1,639,089	1,695,369
Aux.& Tech.Services	1,967,246	2,236,385	2,164,072
Management Services	908,711	1,025,467	1,076,729
Police Academy	101,758	133,885	140,941
Total	$11,660,090	$12,528,195	$12,812,213
RECORDER'S COURT			
Recorder's Court	$ 690,157	$ 868,912	$ 927,867
FIRE			
Fire Chief	$ 183,947	$ 261,524	$ 231,206
Firefighting	6,270,010	6,848,937	7,122,157
Total	$ 6,453,957	$ 7,110,461	$ 7,353,363
LEISURE SERVICES			
Leisure Svc. Director	$ 186,647	$ 219,875	$ 222,177
Athletics	551,234	568,643	562,038
Neighborhood Centers	809,089	866,976	881,666
Adult Day Care	216,003	231,833	244,090
City Golden Age	441,955	472,517	480,554
Bldgs. & Grds. Maint.	1,238,335	1,416,448	1,405,396
Total	$ 3,443,263	$ 3,776,292	$ 3,795,921

Department/Activity	1985 Actual Expenses	1986 Projected Expenses	1987 Proposed Budget
MANAGEMENT & FINANCIAL SVC.			
Asst.City Mgr.,Mgt./Fin.	$ 158,355	$ 143,868	$ 146,808
Research & Budget	313,966	372,037	379,886
Personnel	317,104	369,686	389,468
Management & Auditing	329,696	405,239	402,443
Finance	549,387	635,731	657,829
Revenue	655,622	599,615	623,478
Water & Sewer Revenue	720,513	733,199	744,712
Purchasing	226,719	244,454	245,360
Total	$ 3,271,362	$ 3,503,829	$ 3,589,984
INTERDEPARTMENTAL			
Jail Svc./Chatham Co.	$ 761,005	$ 794,394	$ 814,254
Contingencies	0	0	250,000
Debt Service	1,707,130	1,980,686	2,212,917
Vehicle Purch.Contrib.	317,937	53,900	0
Other Expenses	661,616	384,165	310,013
Cultural Contrib.	285,835	372,363	400,560
Social Contrib.	155,376	128,100	126,100
Savannah Expo	0	529,000	1,200,000
Other Contrib.	1,713,113	2,061,562	1,797,331
Interfund Trans.	922,856	999,437	985,116
Sanitation	6,245,055	N/A	N/A
Svc. by Sanitation	N/A	1,371,489	1,412,634
Contrib. to Sanitation	N/A	2,167,626	2,244,990
Parking Expenses	342,715	379,706	N/A
Contrib. to Parking	N/A	579,836	174,021
Total	$13,112,638	$11,802,264	$11,927,936
TOTAL BASE BUDGET	$47,968,576	$49,928,328	$50,879,957
PROGRAM IMPROVEMENTS	N/A	N/A	1,891,180
CAPITAL IMPROVEMENTS	3,239,523	1,851,094	3,076,034
TOTAL GENERAL FUND BUDGET	$51,208,099	$51,779,422	$55,847,171

BASE BUDGET REVENUE SUMMARY

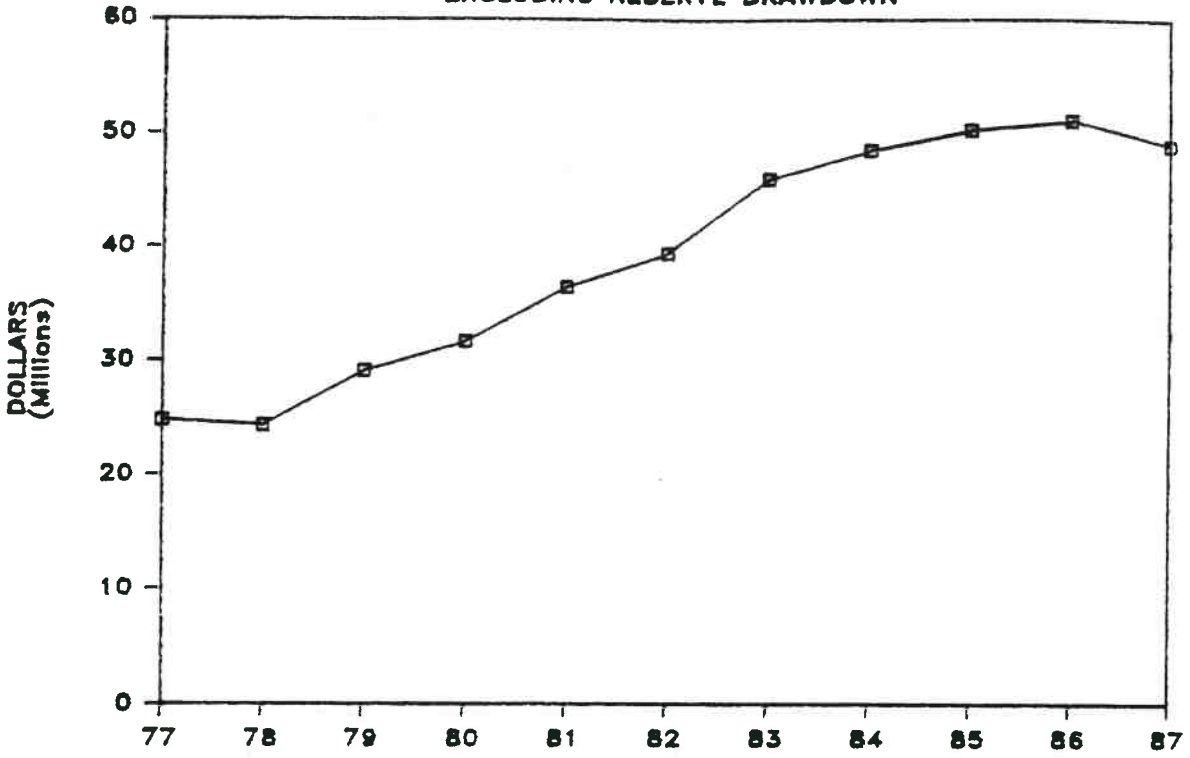
	1986 Projection	1987 Base Only Projection
PROPERTY TAX		
Real Property Tax (Current)	$ 7,775,000	$ 8,175,000
Vehicle Tax	1,072,000	1,115,000
Personal Property Tax (Current)	1,025,000	1,120,000
Real Property Tax (Delinquent)	775,000	700,000
Personal Property Tax (Delinquent)	120,000	110,000
Mobile Home Taxes	8,000	8,300
Industrial Area Taxes	335,000	350,000
Intangible Tax	215,000	225,000
Public Utility Tax	495,000	515,000
Total	$11,820,000	$12,318,300
SALES TAX	$16,200,000	$16,750,000
OTHER TAX		
Beer Tax	$ 1,800,000	$ 1,800,000
Liquor Tax	355,000	350,000
Wine Tax	245,000	250,000
Insurance Premium Tax	2,805,000	2,935,000
Hotel/Motel Tax	970,000	1,025,000
Total	$ 6,175,000	$ 6,360,000
TAX FEES & INTEREST (PENALTIES)		
Execution Fees	$ 60,000	$ 62,000
Interest on Delinquent Taxes	40,000	42,000
Total	$ 100,000	$ 104,000
LICENSES AND PERMITS		
Electric Franchise Fees	$ 2,825,000	$ 2,975,000
Telephone Franchise Fees	575,000	610,000
Gas Franchise Fees	590,000	600,000
CATV Franchise Fees	132,000	140,000
Regular Business Licenses	1,195,000	1,205,000
Insurance Licenses	90,000	90,000
Alcoholic Beverage Licenses	578,000	590,000
Bank License Tax	259,000	277,000
Professional Tax	180,000	183,000
Street Maintenance Decals	222,000	222,000
Parking Meters	525,000	N/A
Total	$ 7,171,000	$ 6,892,000
FINES, FORFEITS & PENALTIES		
Recorders Court Fines	$ 1,200,000	$ 1,235,000
Parking Citations	595,000	N/A
Total	$ 1,795,000	$ 1,235,000

	1986 Projection	1987 Base Only Projection
INTEREST EARNED		
General Investments	$ 800,000	$ 600,000
Interest/Perpetuity Lots	127,000	120,000
Total	$ 927,000	$ 720,000
RENTS		
Recorder's Court	236,000	245,000
Miscellaneous Rent	40,000	40,000
Total	$ 276,000	$ 285,000
LEISURE SERVICES		
Grayson Stadium	$ 14,000	$ 15,000
Concessions	10,000	10,000
Athletic Fees	42,000	42,000
Ceramic Fees	34,000	35,000
Recreation Fees	42,000	42,000
Total	$ 142,000	$ 144,000
OTHER AGENCIES		
General Purpose Grant	$ 705,700	$ 705,700
Savannah Housing Authority	33,750	33,750
State Grant/Elderly	83,000	83,000
State Grant/CAPDC	150,000	150,000
Police Academy Contract	105,000	105,000
Board of Education Pool Contract	21,000	21,000
Total	$ 1,098,450	$ 1,098,450
INSPECTION FEES		
Zoning Inspections	$ 16,000	$ 16,000
Building Inspections	400,000	350,000
Electrical Inspections	200,000	185,000
Plumbing Inspections	100,000	90,000
Street Cuts (Gas Inspections)	1,800	1,600
Mechanical Inspections	50,000	45,000
Fire Inspections	3,000	3,000
Subdivision Developers Fees	18,000	18,000
Fuel Tank Inspection Fees	5,000	5,000
Total	$ 793,800	$ 713,600
CEMETERY FEES	$ 125,000	$ 80,000

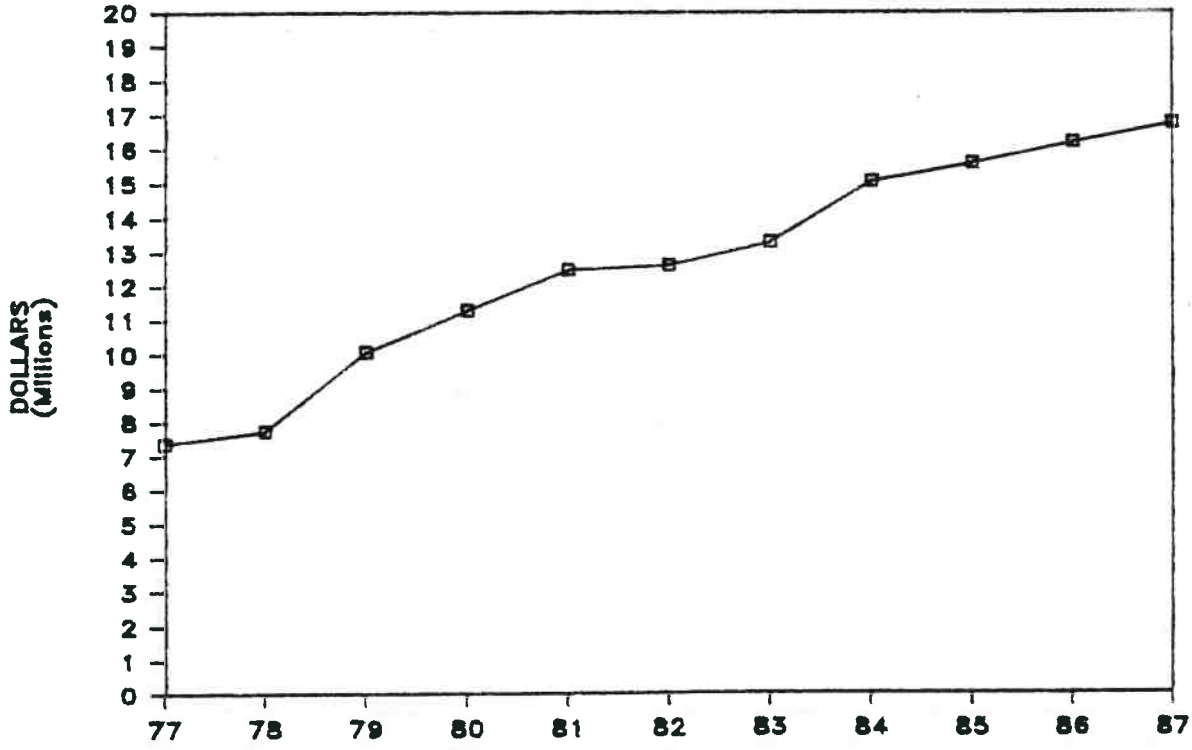
	1986 Projection	1987 Base Only Projection
INTERFUND FEES		
Service to Labor Resources	$ 15,000	$ 15,800
Service to Golf Course	37,688	38,818
Service to Water Fund	662,256	682,124
Service to Sewer Fund	643,716	663,027
Service to I&D Fund	54,096	55,719
Service to Sanitation Fund	219,696	226,287
Service to Parking Fund	0	124,430
Total	$ 1,632,452	$ 1,806,205
GENERAL SERVICES		
Police Report Fees	$ 45,000	$ 45,000
Traffic Movement Report Fees	4,000	4,000
Fire Protection Fees	36,000	36,000
Harbor Fees	72,000	50,000
Parking Lot	60,800	N/A
Sidewalk Repair Fees	16,000	16,000
Total	$ 233,800	$ 151,000
OTHER REVENUE		
Advertising Fees	$ 9,500	$ 10,000
Telephone Locations	1,500	1,500
Damage Claims	12,000	12,000
Sale of Land	75,000	50,000
Miscellaneous Revenue	300,000	250,000
Total	$ 398,000	$ 323,500
TOTAL BASE REVENUE	$48,887,502	$48,981,055
Carryforward	1,040,826	1,898,902
ADJUSTED TOTAL BASE REVENUE	$49,928,328	$50,879,957

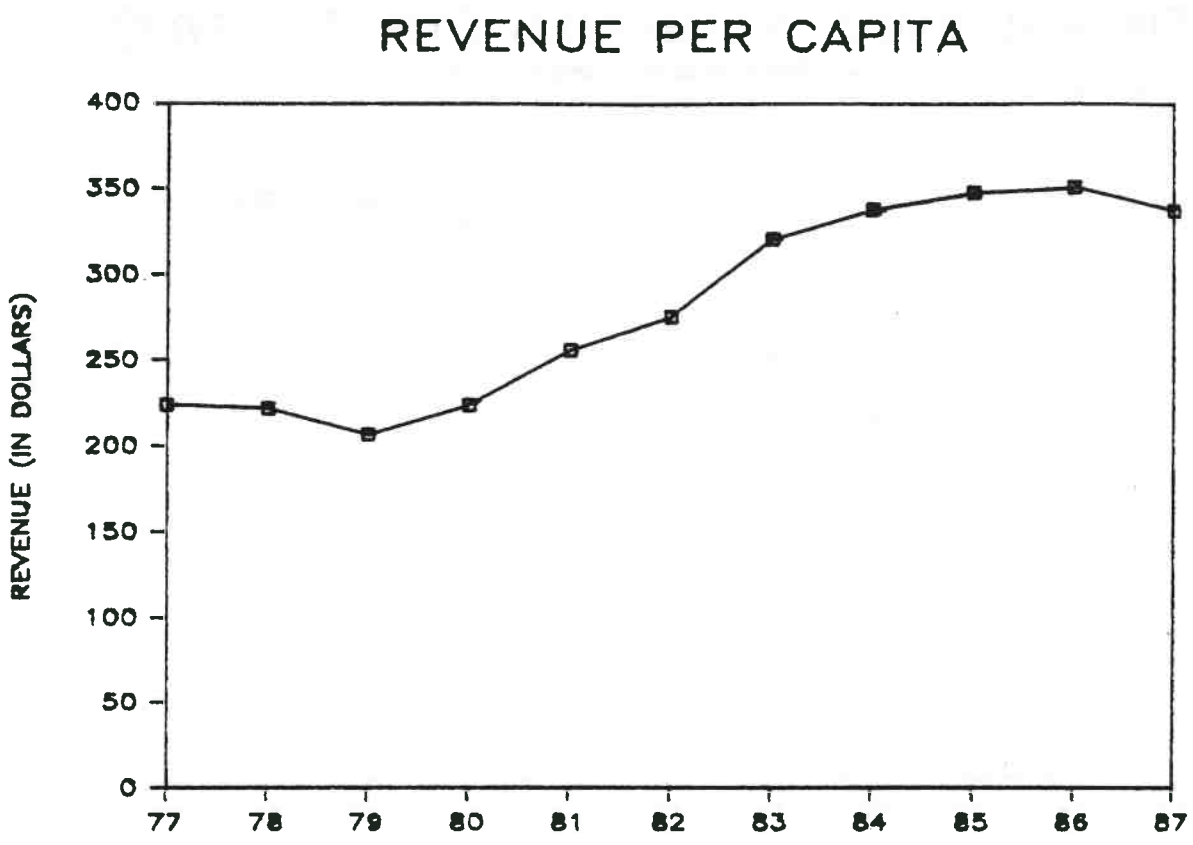
GENERAL FUND REVENUES (1977–1987)

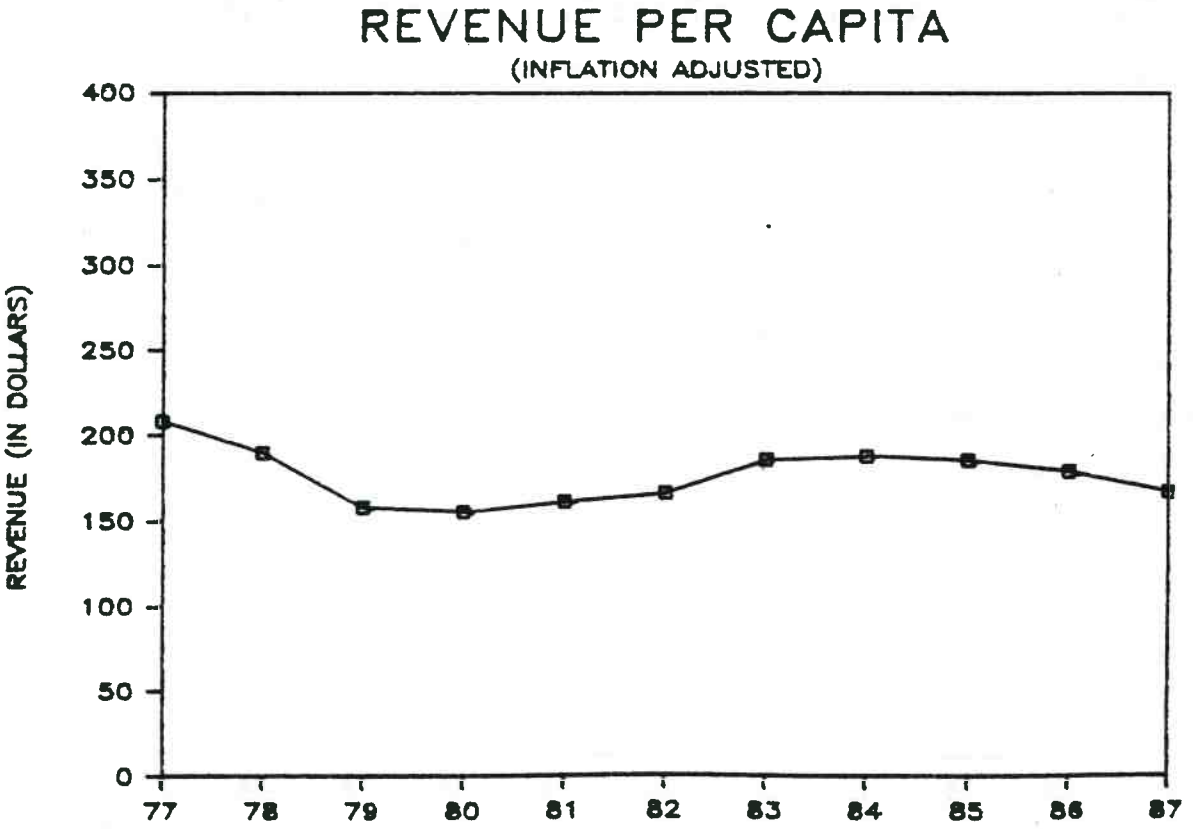
EXCLUDING RESERVE DRAWDOWN



SALES TAX REVENUES (1977–1987)

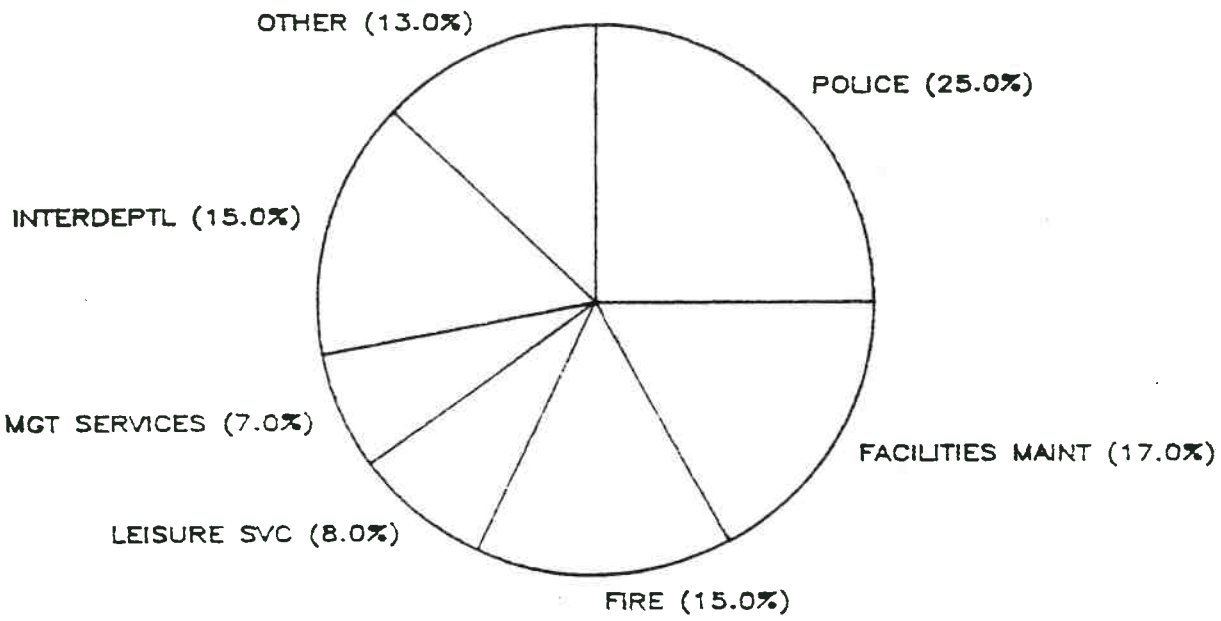



REVENUE PER CAPITA
REVENUE (IN DOLLARS)
400
350
300
250
200
150
100
50
0
77
78
79
80
81
82
83
84
85
86
87

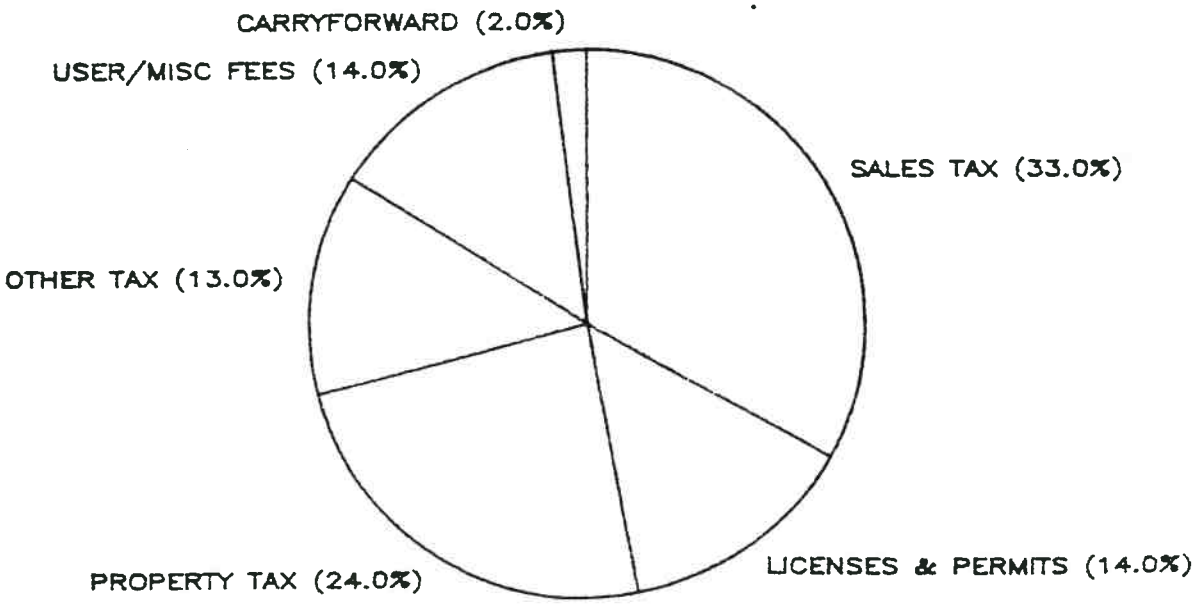

REVENUE PER CAPITA
(INFLATION ADJUSTED)
REVENUE (IN DOLLARS)
400
350
300
250
200
150
100
50
0
77
78
79
80
81
82
83
84
85
86
87

1987 GENERAL FUND BASE BUDGET

EXPENDITURES



REVENUES



GENERAL FUND

BASIC PROGRAM COSTS

SUMMARY

The 1987 Proposed Base Budget for the General Fund is $50,879,957. This amount is $951,629 or 1.9% greater than 1986 Projected Expenses. While the General Fund budget's size remains fairly stable, there are several significant changes from 1986 which are listed below:

+ $994,193	Salaries and WAges
+ 671,000	Savannah Exposition
+ 232,231	Debt Service
+ 125,631	Data Processing
+ 117,822	Engineering
+ 93,947	Electricity
+ 80,241	Garage Services
+ 72,267	Southside Fire Services
+ 59,402	Social Security
- 987,357	Other Contributions
- 530,150	Group Medical Insurance
- 310,304	Capital Outlay
- 108,082	Professional Fees

The following sections review expenditures item by item and explain the major changes between the 1986 projected expenditures and the 1987 proposed allocations.

PERSONAL SERVICES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Salaries & Wages	$19,832,917	$20,827,110	$ 994,193	5.0
Social Security	1,153,203	1,212,605	59,402	5.2
Police Pension	72,880	74,140	1,260	1.7
Medical Insurance	1,397,837	867,687	-530,150	-37.9
Life Insurance	121,524	121,553	29	-
Unemployment Comp	4,421	6,400	1,979	44.8
Worker's Comp	354,375	356,385	2,010	.6
Pension	1,560,386	1,579,788	19,402	1.2
Longevity	173,267	199,847	26,580	15.3
Overtime	265,717	276,482	10,765	4.1
Court Overtime	144,500	144,500	0	-
Temporary Labor	35,941	32,822	-3,119	-8.7
Total	$25,116,968	$25,699,319	$ 582,351	2.3

The 1987 proposed allocation for Personal services in the General Fund totals $25,699,319. There are four major expenditure areas in this category: Salaries and Wages, $20,827,110; Pension, $1,579,788; Social Security, $1,212,605; and Medical Insurance, $867,687. Other significant accounts are Worker's Compensation, $356,385; Overtime, primarily in Police and Facilities Maintenance, $276,482; and Longevity, $199,847.

Salaries & Wages	**increase** $994,193 for a 2.5% anniversary increase, a 2.5% pay adjustment, and modular promotions.
Social Security	**increases** $59,402 or 5.2% to provide for higher salaries and other factors.
Police Pension	**increases** $1,260 or 1.7% from projected 1986 levels, due to an anticipated increase in Recorder's Court fines. Police Pension is a retirement program mandated by the State legislature and funded by a portion of Recorder's Court revenues for Police retirement.
Medical Insurance	**decreases** $530,150 or 37.9%. Medical insurance benefits are self insured. This account represents only the City's share of the contribution to the Group Medical Self Insurance Fund; employees provide 22% of the total contribution to this fund to provide coverage for dependents. The City's contribution declined primarily due to the recent stabilization of the annual growth rate of expenditures.
Life Insurance	**increases** $29, reflecting stable costs. This is the City's share of employee Group Life Insurance coverage.
Unemployment Comp	**increases** $1,979. This is the City's cost of providing unemployment insurance to eligible terminated employees, as required by state and federal governments.

Worker's Comp	**increases** $2,010, representing less than 1% over 1986. This is the payment of personal injury claims, including salary benefits, medical expenses, and ambulance services, to employees, former employees, and heirs. Also included is the City's share of administrative costs to the State Worker's Compensation Board.
Pension	**increases** $19,402 or 1.2% over the 1986 projection. This is the City's contribution to the employees' retirement fund. This allocation is recommended by the Pension Actuary in order for the City to remain in compliance with the State law governing retirement systems for public employees.
Longevity	**increases** $26,580 or 15.3%. This is the special pay granted personnel after ten years of City service with increases in five-year increments for further service. The major beneficiaries are employees in the Fire Department (39.3%), Police Department (38.6%), and Cemeteries (4.7%).
Overtime	**increases** $10,765 or 4.1%. This increase is attributed to the City's compliance with the federal Fair Labor Standards Act (FLSA) concerning overtime pay. The major portion of this account is used by the Police (47%).
Court Overtime	**does not increase or decrease** in 1987. This is for the overtime paid to off-duty police officers to appear in court. Neither the rate of $20 per appearance, nor the number of appearances, is expected to change.
Temporary Labor	**decreases** $3,119 from the 1986 projection. This is for payments to individuals working for the City in a casual labor capacity. Major users include the Revenue Department and Building and Grounds Department.

CONTRACTUALS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Electricity	$1,711,657	$1,805,604	$ 93,947	5.5
Natural Gas	62,766	63,896	1,130	1.8
Communications	200,537	180,775	-19,762	-9.9
Transportation	171,339	160,747	-10,592	-6.2
Advertising	31,669	29,467	-2,202	-7.0
Insurance	208,175	222,777	14,602	7.0
Rentals	183,270	193,217	9,947	5.4
Dues/Periodicals	60,604	64,391	3,787	6.2
Professional Fees	566,164	458,082	-108,082	-19.1
Southside Fire	926,500	998,767	72,267	7.8
Building Repair	74,598	72,837	-1,761	-2.4
Equipment Maint	88,474	88,080	-394	-.4
Photocopying	107,203	115,943	8,740	8.2
Printing	108,847	112,560	3,713	3.4
Medical Costs	38,788	39,936	1,148	3.0
Other Contract	503,246	461,012	-42,234	-8.4
County Jail Svc	794,394	814,254	19,860	2.5
Total	$5,838,231	$5,882,345	$ 44,114	.8

A $5,882,345 budget is recommended for Contractual services. The changes planned for 1987 are detailed below.

Electricity — **increases** $93,947 or 5.5%. Electrical service for City facilities is paid from this account. Street lights and traffic signals represent the largest allocations. An anticipated rate adjustment (3.3%) and greater kilowatt hour usage comprise this account's increase.

Natural Gas — **increases** $1,130 or 1.8%. Natural gas and fuel oil service are included in this allocation. Leisure Services' neighborhood and senior citizens centers are the largest users. The projected increase reflects a small rate adjustment.

Communications

decrease $19,762 or 9.9%. Major components of the 1987 cost are for private lines, long distance usage, and switching equipment. The decrease is due to less long distance usage, full-year savings on less expensive lines and lease payments that were eliminated by replacing leased telephones with purchased ones. Other telecommunication components are in the Central Services budget.

Transportation

decreases $10,592 or 6.2%. This is for travel and training expenses, which include the cost of transportation, tuition or registration fees, books and materials, meals and lodging. Travel budgets have not generally increased since 1983 and none are planned to increase in 1987.

Advertising

decreases $2,202 or 7.0%. The costs of classified and legal advertising are provided by this allocation. Less recruitment advertisements in Facilities Maintenance and Inspections totaling $5,000 offset an inflationary increase. Managerial personnel for each of these activities were recruited during 1986.

Insurance

increases $14,602 or 7.0%. Included in this account are four self-insurance categories (Boiler and Machinery, Fire and Content, Bodily Injury, and Judgments and Losses) plus Purchased Insurance. Boiler and Machinery provides protection for catastrophic failures. The Fire self-insurance account provides coverage for all buildings and contents. The Bodily Injury account provides for the liability to non-City employees who are injured on City property or by City equipment. Judgments and Losses provides liability coverage for various types of claims and lawsuits, primarily vehicular accidents. Finally, Purchased Insurance provides excess property coverage for City buildings and contents. This coverage is provided for catastrophic events that cost in excess of $50,000. The increase in this account is primarily caused by the $9,863 or 23% increase in Purchased Insurance costs. Additional increases of 20% to Boiler and Machinery and 15% to Bodily Injury contribution rates provide the remainder of the change.

Rentals	**increase** $9,947 or 5.4%. This allocation is for facilities or equipment rented for City use (excluding photocopying equipment). The full year's cost of Management and Auditing's rental space comprises $6,000 of the total increase.
Dues/Periodicals	**increase** $3,787 or 6.2%. A cost adjustment accounts for $1,047 while $2,740 is for additional professional memberships.
Professional Fees	**decrease** $108,082 or 19.1%. A large portion of the decrease, $63,696, is due to reduced tree removal work. A $23,000 decrease is related to the completion in 1986 of the Savannah Housing Authority's Study of which the City paid 50% of the cost. An additional $22,360 decline is due to completion of improvements to Daffin Park's soccer field during 1986.
Southside Fire	**increases** $72,267 or 7.8%, providing for an anticipated price adjustment. Under a contractual arrangement, the Southside Fire Department provides fire protection services in the southern sector of the city.
Building Repair	**decreases** $1,761 or 2.4%. This allocation is for the cost of labor and materials supplied by outside contractors to repair City facilities. While DRI/PIN's 2% inflation adjustment was used for major accounts, there was a $3,378 quantity decrease due to completion of several 1986 projects.
Equipment Maint	**decreases** $394. This account provides for contracted repair services for equipment maintenance.
Photocopying	**increases** $8,740 or 8.2%. This category covers the rental expense of the machines, paper, and supplies for producing photocopies. The increase is primarily due to anticipated higher costs (3.0%) and the full year's cost of copiers that were upgraded in Revenue and the Police Academy.
Printing	**increases** $3,713 or 3.4%. This account provides for printing and reproduction services provided by outside shops. The budget document, City manuals and brochures are all published by outside sources. The budgeted increase is attributed to inflation.

Medical Costs — **increase** $1,148 or 3%, largely due to a general price increase. This cost primarily involves pre-employment physical examinations and medical treatment for prisoners. The Police Department is the major user of this account (81%).

Other Contract — **decrease** $42,234 or 8.4%. This category provides for miscellaneous contractual services. A large portion of the 1987 allocation is for meals and transportation for Leisure Services' senior citizen programs. Local mileage reimbursement is also budgeted in this account. This decline is primarily attributed to a non-recurring 1986 cost for the City Election.

Jail Services — **increase** $19,860. These costs are the contractual payments to the County for City prisoners housed in the County jail. This anticipates an increase in the contractual amount paid the County, from $30 to $37 per prisoner day. Costs for 1987 are calculated on 22,007 prisoner days.

COMMODITIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Supplies	$ 64,973	$ 69,963	$ 4,990	7.7
Postage	117,041	119,460	2,419	2.1
Personal Supp	191,564	187,699	-3,865	-2.0
Operating Supp	382,137	419,448	37,311	9.8
Small Fixed Asset	31,124	46,678	15,554	50.0
Sports/Craft Supp	117,025	120,225	3,200	2.7
Chemicals	83,081	87,311	4,230	5.1
Equip Repair Part	89,488	88,017	-1,471	-1.6
Construction Supp	530,252	542,947	12,695	2.4
Water Constr Mat	3,747	3,901	154	4.1
Tools & Shop Supp	17,356	17,077	-279	-1.6
Gasoline	21,879	24,406	2,527	11.5
Diesel Fuel	12,004	13,389	1,385	11.5
Oils & Grease	3,191	3,316	125	3.9
Total	$1,664,862	$1,743,837	$ 78,975	4.7

Planned City purchases of Commodities will cost an estimated $1,743,837 in 1987.

Office Supplies	**increases** $4,990 or 7.7%. This includes items such as paper, pens, printer ribbons and all office related items. This increase is related to an increase in computer supply purchases and anticipated price increases.
Postage	**increases** $2,419 or 2.1% over the 1986 allocation due to increased mailings. This category covers the fee for conveying letters or packages. The major users of the account are Water/Sewer Revenue (49.5%) and Revenue at (20.1%).
Cloth/Pers. Supp	**decrease** $3,865, or 2.0%. This $187,699 allocation is for uniforms, boots, linens, etc. The Police and Fire departments are the two major users.
Operating Supp	**increase** $37,311. This consists of most of the various supplies used by departments, ranging from ammunition in the Police Bureau to trees for Park and Tree. The increase over 1986 projections is primarily due to an additional $32,584 to replace damaged trees in Park and Tree, and anticipated inflation.
Small Fixed Asset	**increase** $15,554. This account is for small capital purchases such as tables, chairs, and calculators. In addition, items with unit costs between $250 and $500 previously purchased as capital outlays will now be charged to this account.
Sports/Crafts	**increase** $3,200 or 2.7%. Items such as balls, bats and clay which are used in Leisure Services' athletic and recreational programs are included in this account. An inflationary increase is reflected in the 1987 allocation.
Chemicals	**increase** $4,230 or 5.1%. Supplies such as insecticides, herbicides, pesticides, and fertilizers are included. Heavy users are Drainage and Buildings and Grounds with 48.1% and 26.9%, respectively. The budgeted increase is primarily due to a $4,531 increase in Buildings and Grounds to purchase chemicals needed for mole cricket eradication. Quantity increases were slightly offset by decreases in price levels as forecast by DRI/PIN.

Equip Rep Parts	**decrease** $1,471 or 1.6%. This account includes repair parts for all non-vehicular equipment. The major consumer in this category is Traffic Engineering, with 70% of the total cost. The bulk of these expenditures are for traffic signal and parking meter parts.
Construction Mat	**increase** $12,695 or 2.4%. Materials for buildings, streets, parks, etc., such as lumber, bricks, clay, sand, and paint are included in this account. The projected increase is attributed to a general increase in prices.
W/S Construc Mat	**increase** $154 or 4.1%. This involves water/sewer-related materials such as sprinklers used primarily by the Cemetery Department.
Tools	**decrease** $279. These are the various hand tools used by departments, especially Facilities Maintenance.
Fuel	**increases** $3,912 or 11.5% over 1986. This is the gasoline and diesel pumped from isolated tanks such as the ones at the Police garage and the President Street Plant. Other fuel is supplied by Vehicle Maintenance. The reference source, DRI-PIN, was used in projecting 1986 and 1987 expenditures. Because of developments since its publication and the recent volatility of fuel prices, a 10% buffer was added to the 1987 projection of $.72/gallon (gasoline) and $.73/gallon (diesel). Average per gallon rates for gasoline are $.71 for 1986 and $.792 for 1987. Diesel Fuel's average per gallon rates are estimated at $.72 for 1986 and $.803 for 1987.
Oils & Greases	**increase** $125 due to anticipated inflation in this account, which covers oils and greases used by departments other than those normally supplied by Vehicle Maintenance.

REVOLVING FUND

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Service Desk	$ 94,260	$ 98,210	$ 3,950	4.2
Data Processing	1,309,611	1,435,242	125,631	9.6
Engineering	0	117,822	117,822	-
Garage Services	2,026,520	2,106,761	80,241	4.0
Central Services	888,612	928,928	40,316	4.5
Total	$4,319,003	$4,686,963	$367,960	8.5

Charges to the General Fund for services provided by Revolving Fund departments total $4,686,963. The primary expense is $2,106,761 for the operation of the vehicle fleet. Data Processing costs are $1,435,242. Central Services charges primarily for mail services, electronic equipment maintenance, and building repair work total $928,928. Engineering charges total $117,822. City Service Desk charges, mostly to the Facilities Maintenance Department, will cost $98,210. The changes are:

Service Desk — **increases** $3,950 or 4.2%. The Service Desk handles citizens' service requests and complaints for several activities. The Streets Maintenance, Drainage Maintenance, and Traffic Engineering activities represent 67% of the total General Fund costs. The projected increase is primarily related to the full year's cost of the additional customer service representative that was added in 1986 as a program improvement.

Data Processing — **increases** $125,631 or 9.6%. This account includes system design services, program development, and monthly program data runs. The increase is attributed to additional equipment rental expenses, as well as equipment maintenance and consultation fees. Most of the increase is attributed to an additional $97,448 for purchase of a new mainframe computer and an additional $26,483 in software upgrade costs.

Engineering — **increases** $117,822. This allocation provides for Services to Private Developers, including inspections and site plan preparation as well as for the fulfillment of miscellaneous department requests. In previous years, this cost was shown as part of the Capital Improvements program.

Garage Services — **increase** $80,241 or 4%. These are the charges made for fuel and maintenance provided by Vehicle Maintenance. As previously indicated, fuel costs are estimated at rates 10% higher than DRI/PIN projections: gasoline and propane average $.71 per gallon for 1986 and $.792 for 1987; and diesel fuel averages $.72 per gallon for 1986 and $.803 for 1987. Other maintenance costs are either stable or declining.

Central Services — **increase** $40,316 or 4.5%. This account includes charges made for services provided by the Central Services Bureau, which includes the Central Services Director, Inventory Management, Switchboard, Custodial and Mail Services, Building Maintenance, and Electronic Equipment Maintenance. The increase is due to planned energy conservation projects and building repair projects.

CAPITAL OUTLAY

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Bldgs/Fixed Equip	$225,000	$ 0	$-225,000	-
Office Equipment	39,929	24,275	-15,654	-39.2
Oper/Const Equip	519,081	449,431	-69,650	-13.4
Total	$784,010	$473,706	$-310,304	-39.6

The allocation for Capital Outlay (new or replacement items) is $473,706, most of which, $449,431, is for Operations Equipment such as power tools, air conditioning units, weapons, and push lawn mowers. Also included in the total allocation is $24,275 for Office Furniture and Equipment. Major changes are:

Bldgs/Fixed Equip — **decreases** $225,000 to zero in 1987, reflecting the 1986 purchase of the Jenkins Boys' Club property.

Operations Equip — **decreases** $69,650 or 13.4%, primarily due to 1986 non-recurring purchases in Police of $87,253 and in Facilities Maintenance of $62,200 which were partially offset by 1987 replacement needs.

DEBT SERVICE

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Bond Principal	$ 936,092	$1,081,092	$ 145,000	15.5
Bond Interest	1,042,494	1,129,725	87,231	8.4
Total	$1,978,586	$2,210,817	$ 232,231	11.7

The 1987 Debt Service requirements total $2,210,817 for: Bond Principal, $1,081,092; and Interest, $1,129,725. The changes are:

Principal — **increases** $145,000, reflecting the payment schedule for existing bond issues and the full year's cost of the 1986 general obligation bond issue.

Interest — **increases** $87,231, also reflecting the debt payment schedule for existing bond issues and the full year's cost of the 1986 general obligation bond issue.

INTERFUND TRANSFERS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Svcs by Others	$1,725,003	$1,813,774	$ 88,771	5.1
Contrib/Other	6,162,242	5,174,885	-987,357	-16.0
Contrib/Cul & Soc	500,463	526,660	26,197	5.2
Contrib/Sav Expo	529,000	1,200,000	671,000	-
Veh Purchase Contr	1,309,960	1,217,651	-92,309	-7.0
Total	$10,226,668	$9,932,970	$-293,698	-2.9

An allocation of $9,932,970 is provided for payments and contributions to other City funds, other public agencies, and private, non-profit agencies who sell services to or receive contributions from the City. A budget of $5,174,885 covers Contributions to Outside Agencies and Other Funds. Contributions to Cultural and Social Agencies are budgeted at $526,660. Services provided by Other Funds and Outside Agencies cost $1,813,774. Vehicle Purchase Contributions total $1,217,651. Major changes are:

Contrib/Sav Expo	**increases** $671,000 to $1,200,000 for 1987 to provide for a full year's operating costs.
Contrib/Others	**decrease** $987,357 or 16.0%. This decrease primarily reflects the transfer of the Parking Enforcement activity[1] to the Parking Services Fund in 1987; a $405,815 reduction in the Parking Services Fund's subsidy due to the transfer of General Fund revenues; and a $341,500 decline in STA funding associated with the purchase of 33 buses and the implementation of the downtown loop in 1986.

CONTINGENCIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Contingencies	$ 0	$ 250,000	$250,000	-

There is a $250,000 Contingency reserve in the General Fund for unplanned expenditures in 1987.

[1] The 1986 Parking Enforcement activity was captured in this category for budget presentation purposes.

BUDGET SUMMARY

1987 TOTAL BASE REVENUE		$50,879,957
Base Revenue	$48,981,055	
Carryforward	1,898,902	
1987 NEW REVENUE		3,686,000
Property Tax	$3,225,000	
Inspection Fees	132,000	
Engineering Fees	37,000	
Regular Business License	120,000	
Alcoholic Beverages Business Lic.	59,000	
Recreation Fees	96,000	
Cemetery Burials	17,000	
1987 Additional Carryforward		1,281,214
TOTAL REVENUE		$55,847,171
1987 BASE BUDGET		$50,879,957
1987 NEW PROGRAMS		1,891,180
Social Services		
Teenage Pregnancy	$ 50,000	
Neighborhood Programs	50,000	
Social Services Planning	50,000	
Police		
Vice	$118,379	
Traffic	211,510	
Differential Response	202,577	
Directed Patrol	272,917	
Crime Prevention	38,999	
Information Processing	150,000	
Facilities Maintenance		
Contractual Tree Removal	$ 90,000	
Stump Removal Contract	67,000	
Irrigation Maintenance Worker	28,529	
Fire		
Fire Dispatcher	$ 17,394	
Inspections		
Additional Inspectors	$103,501	
Inspections Management Analyst	28,011	

Leisure Services		
Softball Complex	$143,366	
Lincoln Street Center Operations	102,590	
Add 5 Playground Leaders	14,082	
Interdepartmental		
Data Proc: Disaster Recovery Plan	$ 24,325	
Savannah 2000	38,000	
Science Museum	50,000	
Public Information Officer	40,000	
1987 CAPITAL PROJECTS		$ 3,076,034
Street Paving	$ 354,000	
Signal Upgrade/Intersection Impr. Wallin & Bonaventure	250,000	
Signal Installation Abercorn & Lewis	50,000	
Fell St. Pump Replace., Phase 3	481,000	
Daffin Lake Restoration, Phase I	330,000	
Drainage Contingency	100,000	
Sidewalk Rehabilitation	35,000	
Pavement Crack Sealing	10,000	
Pedestrian Bridge	10,000	
Curbing Repairs - Gordonston	20,000	
Lincoln St. Ctr. Fac. Renov.	30,000	
Emmet Pk & Bay St. Strand Design	30,000	
Paulson Softball Complex	37,134	
Forsyth Park Fountain Repairs	35,000	
Ambuc Stadium Lighting	70,000	
Police Building Improvements	100,000	
Roof Replace. - Stations 3 & 9	20,500	
Drainage Improvement Reserve Fd.	1,075,000	
Grayson Stadium Box Seats	38,400	
TOTAL BUDGET		$55,847,171

A more detailed explanation of the Capital Improvement Projects, Program Improvements, and New Revenues is presented in the City Manager's Message.

General Administration

Budget Proposal: General Administration is composed of the Mayor and Aldermen, Clerk of Council, City Manager's Office, and Legal functions. The 1987 proposed budget for this department is $955,999, an increase of $72,507 or 8.2% over 1986 projected costs. A comparison of General Administration's 1987 budget recommendation with its 1986 projected expenditures is presented below.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 634,735	$ 668,347	$ 33,612	5.3
Contractuals	146,391	160,156	13,765	9.4
Commodities	13,756	18,935	5,179	37.6
Revolving Fund	79,364	95,349	15,985	20.1
Capital Outlay	7,200	11,095	3,895	54.1
Interfund Trans	2,046	2,117	71	3.5
Total Base Budget	$ 883,492	$ 955,999	$ 72,507	8.2

BASIC PROGRAM COSTS

Personal Services: The total budget for Personal Services is $668,347. At $562,396, Salaries and Wages comprise the largest allocation. Salaries for the newly-elected City officials will be $35,000 for the Mayor and $67,200 for the eight Council members ($8,400 each). Three other accounts with significant budget allocations are: Pension, $43,124; Social Security, $33,148; and Medical Insurance, $18,155.

Contractual Services: The $160,156 in this series principally provides funds for operations, photocopiers, rentals, and professional subscriptions and memberships.

Commodities: Expenditures totalling $18,935 estimated for the Commodities include Office Supplies, $8,238; Operating Supplies, $4,165; and Postage, $3,562. Most of the $5,179 increase is related to the expanded library programs.

Revolving Fund: Almost all of the $95,349 Revolving Fund allocation, $91,329, is for Central Services, which increases $15,557 for the expanded library and arts programs as well as for improved telephone services in the department.

Capital Outlay: Recommended Capital Outlays totalling $11,095 are for:

Clerk of Council	
1 Filing System	$3,000
3 Secretarial Chairs	750
City Manager's Office	
1 Micro-Cassette Dictaphone	520
Steel Shelving (Library)	2,825
1 Index Table (Library)	1,250
1 Desk (Library)	800
Wood Shelving	500
1 Card Catalog and Base (Library)	550
1 Code of Georgia Annotation (Library)	900
Total	$11,095

Interfund Transfers: Vehicle Replacement Contribution is budgeted at $2,117.

GENERAL ADMINISTRATION

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Mayor and Aldermen	$ 250,034	$ 264,332	$ 277,321
Clerk of Council	71,314	88,546	90,628
City Manager's Office	323,742	348,737	399,665
Legal	176,323	181,877	188,385
Total	$ 821,413	$ 883,492	$ 955,999

PERSONNEL SUMMARY

GENERAL ADMINISTRATION

POSITION TITLE	RANGE	STAFF YEARS
MAYOR		1.00
ALDERMEN		8.00
CITY MANAGER		1.00
CITY ATTORNEY		1.00
ASSISTANT CITY ATTORNEY		4.00
RESEARCH LIBRARIAN	78	1.00
SPECIAL ASSISTANT TO MAYOR	78	1.00
ASSISTANT TO CITY MANAGER	78	1.00
ARTS DIRECTOR	78	1.00
CONFIDENTIAL SECRETARY	66	1.50
ADM ASST TO CITY MANAGER	66	1.00
CLERK OF COUNCIL	66	1.00
CATALOGING LIBRARIAN	64	1.00
ADMINISTRATIVE ASSISTANT	56	1.50
ASST CLERK OF COUNCIL	56	1.00
TOTAL		26.00

MAYOR AND ALDERMEN

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 171,036	$ 178,633	$ 192,865
CONTRACTUAL SERVICES	$ 54,142	$ 57,982	$ 58,013
COMMODITIES	$ 5,242	$ 4,650	$ 4,650
REVOLVING FUNDS	$ 19,614	$ 23,067	$ 21,793
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 250,034	$ 264,332	$ 277,321

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
MAYOR	1.00	1.00		$ 35,000
ALDERMEN	8.00	8.00		$ 67,200
CONFIDENTIAL SECRETARY	1.00	1.00	68	$ 26,500
SPECIAL ASSISTANT TO MAYOR	1.00	1.00	78	$ 28,512
TOTAL	11.00	11.00		

CLERK OF COUNCIL

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 42,650	$ 44,896	$ 44,584
CONTRACTUAL SERVICES	$ 5,673	$ 6,973	$ 8,936
COMMODITIES	$ 2,416	$ 1,730	$ 1,730
REVOLVING FUNDS	$ 17,344	$ 29,947	$ 31,628
CAPITAL OUTLAY	$ 3,231	$ 5,000	$ 3,750
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 71,314	$ 88,546	$ 90,628

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
ASST. CLERK OF COUNCIL	1.00	1.00	56	$ 15,904
CLERK OF COUNCIL	1.00	1.00	68	$ 23,457
TOTAL	2.00	2.00		

CITY MANAGER'S OFFICE

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 221,539	$ 252,803	$ 267,170
CONTRACTUAL SERVICES	$ 54,339	$ 61,662	$ 73,388
COMMODITIES	$ 8,049	$ 7,126	$ 12,305
REVOLVING FUNDS	$ 24,475	$ 22,900	$ 37,340
CAPITAL OUTLAY	$ 13,261	$ 2,200	$ 7,345
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 2,079	$ 2,046	$ 2,117
TOTAL	$ 323,742	$ 348,737	$ 399,665

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CITY MANAGER	1.00	1.00		$ 85,000
ADMINISTRATIVE ASSISTANT	1.50	1.50	56	$ 22,569
CATALOGING LIBRARIAN	1.00	1.00	64	$ 18,379
ADM ASST TO CITY MANAGER	1.00	1.00	66	$ 21,802
RESEARCH LIBRARIAN	1.00	1.00	78	$ 26,500
ASST TO CITY MANAGER	1.00	1.00	78	$ 29,938
ARTS DIRECTOR	1.00	1.00	78	$ 29,216
TOTAL	7.50	7.50		

LEGAL

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 148,103	$ 158,403	$ 163,728
CONTRACTUAL SERVICES	$ 25,014	$ 19,774	$ 19,819
COMMODITIES	$ 115	$ 250	$ 250
REVOLVING FUNDS	$ 3,091	$ 3,450	$ 4,588
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 176,323	$ 181,877	$ 188,385

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CITY ATTORNEY	1.00	1.00		$ 45,523
ASSISTANT CITY ATTORNEY	4.00	4.00		$ 88,214
CONFIDENTIAL SECRETARY	.50	1.00	68	$ 19,775
TOTAL	5.50	6.00		

Adopted Budget Summary
Facilities Maintenance Bureau

The Facilities Maintenance base budget of $8,543,245 is described in detail on the pages which follow. Three new programs, which total $185,529, are also described. The implementation of these programs will increase the Bureau's budget to $8,728,774. The table below outlines the major components of this Bureau's total proposed budget. A brief description of each program improvement by activity is provided following the table.

Activity	Base Proposal	New Programs	Final Budget
Fac. Maint. Director	$ 155,263	$ 0	$ 155,263
Park & Tree	1,573,763	185,529	1,759,292
Cemeteries	868,018	0	868,018
Traffic	2,597,971	0	2,597,971
Drainage	1,556,490	0	1,556,490
Streets Maintenance	1,791,740	0	1,791,740
Total	$8,543,245	$ 185,529	$8,728,774

Park & Tree: Three new programs will be implemented in this activity. An allocation of $90,000 is provided for Contract Tree Removal. It is projected that 270 unhealthy trees should be removed by the contract. Funds amounting to $67,000 are provided for Contract Stump Removal. One thousand contract stump removals are projected. The third program improvement adds an irrigation maintenance worker and truck to provide more responsive service to the 35 irrigation systems currently maintained by Park & Tree.

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Facilities Maintenance Bureau

Budget Proposal: The Facilities Maintenance Bureau is comprised of the following General Fund activities: Facilities Maintenance Director, who is responsible for the coordination and administration of the bureau's activities; Park and Tree, which services parks, trims and removes trees, and repairs structures in public areas; Cemeteries, which assists with interments and maintains gravesites and surrounding areas in City-operated cemeteries; Traffic Engineering, which regulates traffic signal timing devices and maintains street markings, traffic signs, and street lights; Drainage, which cleans and repairs open and closed drainage systems to remove storm water and minimize flooding; and Streets Maintenance, which maintains paved and unpaved streets and mows grass to facilitate safe traffic flow.

The 1987 Base Program Budget recommended for the Facilities Maintenance Bureau is $8,543,245. This reflects an increase of $85,809 or 1% over 1986 projected expenditures. Major allocations and changes are outlined below.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 3,944,866	$ 4,025,475	$ 80,609	2.0
Contractuals	1,848,810	1,865,399	16,589	0.9
Commodities	854,112	893,641	39,529	4.6
Revolving Funds	1,046,277	1,044,370	-1,907	-0.2
Capital Outlay	150,591	94,011	-56,580	-37.6
Interfund Trans	612,780	620,349	7,569	1.2
Total	$ 8,457,436	$ 8,543,245	$ 85,809	1.0

Basic Program Costs:

Personal Services: Expenses for Personal Services are $4,025,475 in 1987. Major components are: Salaries and Wages, $3,188,791; Pension, $240,654; Social Security, $234,209; and Group Medical Insurance, $162,645. Major changes are discussed below:

Salaries & Wages **increase** $158,439 due to a general wage increase and a $14,756 increase related to transferring an Administrative Secretary to Drainage from Water/Sewer Administration.

Medical Insurance **decreases** $96,989 due to a Citywide decrease.

Social Security — **increases** $11,205 reflecting a general increase in salary levels as well as the addition of the Administrative Secretary in Drainage.

Contractuals: Contractual services are up $16,589 to $1,865,399 for 1987. Major allocations are for Electricity, $1,550,377; Professional Services, $111,540; Insurance, $65,079; and Rentals (of equipment for emergency and occasional use), $38,845. Major changes are listed below.

Electricity — **increases** $86,171 due to a projected rate increase ($51,955) and installation of new street lights ($34,216).

Professional Svc — **decrease** $61,365 or 35.5% in 1987 primarily due to a $47,000 decrease in funds provided for contract removal of hazardous trees.

Commodities: Funds totalling $893,641 are provided for 1987 Commodities. Major components are: Construction Materials, $483,872; Operating Supplies, $207,659; Equipment Repair Parts, $84,127; and Chemicals, $60,024. Major changes are discussed below.

Operating Supp — **increase** $34,624 due to the planned planting of an additional 483 large trees.

Construction Supp — **increase** $5,772 reflecting anticipated price increases.

Revolving Fund: The budget for 1987 Revolving charges is $1,044,370. Major components are: Garage Services, $811,950; Central Services, $116,039; and Service Desk, $98,050. Major changes are discussed below.

Garage Services — **decrease** $9,778 based on a lower estimated need for repairs in 1987.

Capital Outlays: Capital expenditures for 1987 are projected at $94,011. A listing of Capital Outlay items is provided on the next page.

CAPITAL OUTLAYS

Facilities Maintenance Director		
1	Radio	$ 1,750
Park & Tree		
2	30" Mowers @ $2,730.50	$ 5,461
1	Hydraulic Saw	750
1	Chainsaw	575
1	Portable Washer	1,750
1	Pickup Tank	525
2	Drinking Fountains @ $750	1,500
	Subtotal	$10,561
Cemeteries		
10	Engine Assemblies @ $250	$ 2,500
2	Dirt Tampers @ $2,200	4,400
	Subtotal	$ 6,900
Traffic Engineering		
1	Heating/AC Unit	$ 700
3	Traffic Signal Counters @ $6,500	19,500
2	Traffic Counters @ $2,000	4,000
50	Parking Meters @ $120 (complete meter)	6,000
100	Parking Meters @ $90 (mechanism)	9,000
2	Radios @ $2,000	4,000
4	Traffic Signal Poles @ $1,750	7,000
2	sets Flashing School Zone Signs @ $2,300	4,600
	Subtotal	$54,800
Drainage		
2	Radios (Multichannel) @ $2,000	$ 4,000
Streets Maintenance		
2	Compactors @ $1,500	$ 3,000
3	Lawnmowers @ $933	2,800
1	50-gal. Spray Tank	3,000
2	Radios @ $2,000	4,000
1	Trailer	3,200
	Subtotal	$16,000
	TOTAL	$94,011

Interfund Transfers: An allocation of $620,349 is budgeted for Interfund Transfers. The major components of this amount are Vehicle Replacement charges at $383,626 and Services by the Water Fund at $147,918.

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Fac Maint Director	$ 138,367	$ 143,182	$ 155,263
Park & Tree	1,314,605	1,612,321	1,573,763
Cemeteries	806,022	875,963	868,018
Traffic	2,344,334	2,528,984	2,597,971
Drainage	1,348,747	1,519,093	1,556,490
Streets Maintenance	1,723,205	1,777,893	1,791,740
Total Base Budget	$ 7,675,280	$ 8,457,436	$ 8,543,245

PERSONNEL SUMMARY

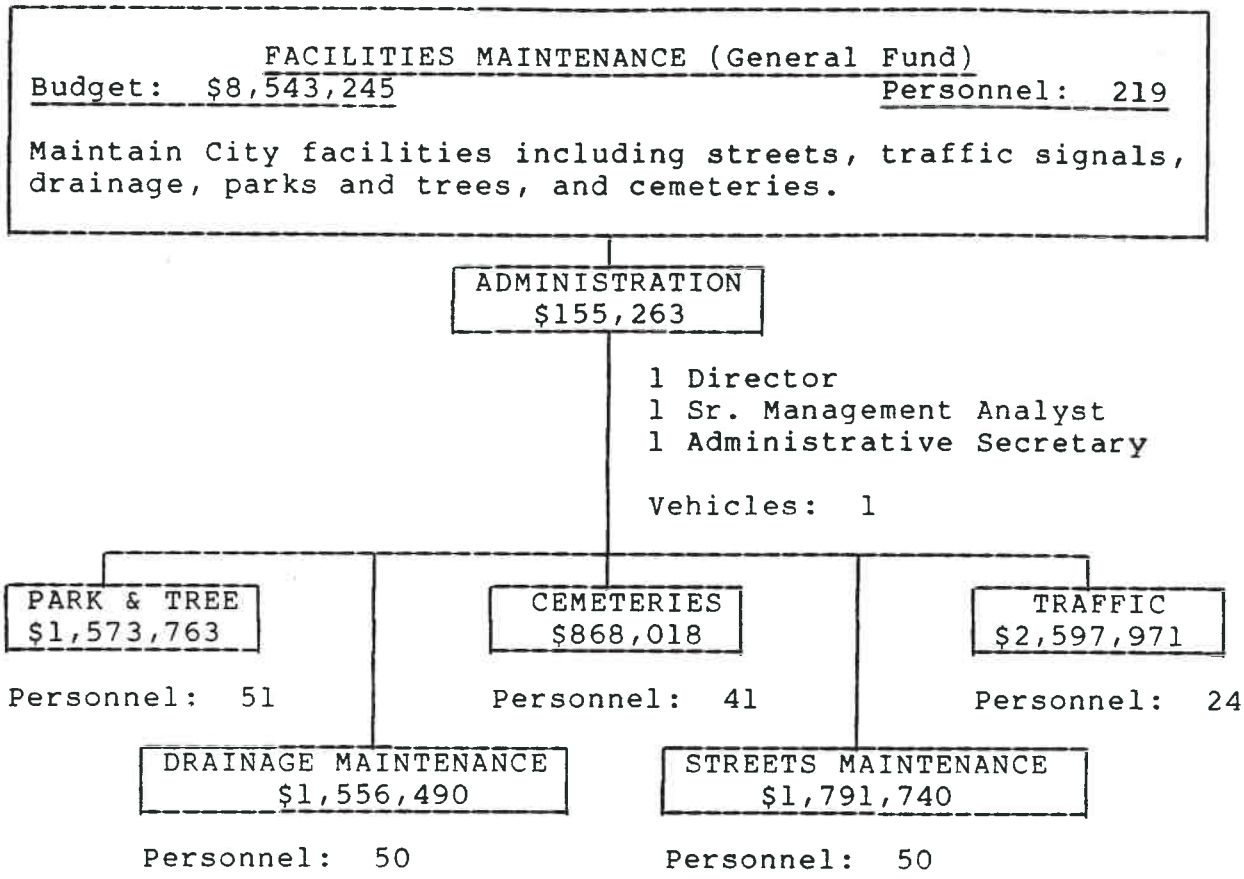
FACILITIES MAINTENANCE

POSITION TITLE	RANGE	STAFF YEARS
FACIL MAINT DIRECTOR	99	1.00
ASST FAC MAINT DIRECTOR	93	1.00
TRAFFIC ENGINEERING DIRECTOR	90	1.00
PARK & TREE DIRECTOR	89	1.00
CEMETERY DIRECTOR	87	1.00
ASST TRAFFIC ENGINEER	81	1.00
ASST PARK & TREE DIRECTOR	79	1.00
SENIOR MANAGEMENT ANALYST	78	1.00
TRAFFIC ENGINEERING COORD	77	1.00
TRAFFIC SIGNAL SUPERINTENDENT	74	1.00
STREET MAINT SUPERINTENDENT	71	1.00
DRAINAGE MAINT SUPERINTENDENT	71	1.00
CONSTRUCTION INSPECTOR	68	1.00
TRAFFIC MAINT SUPERVISOR	68	1.00
GROUNDS MAINT EQUIP SPEC	67	1.00
HORTICULTURIST	67	1.00
TRAFFIC PLANNER	65	1.00
PKS MAINT SUPERVISOR	64	3.00
CEMETERY SUPERVISOR II	64	1.00
FIELD MAINTENANCE SUPERVISOR	64	6.00
TRAFFIC CONTROL SYSTEM TECH	64	6.00
CEMETERY REHAB SPECIALIST	63	1.00
CEMETERY SUPERVISOR I	63	2.00
TREE MAINT CREW CHIEF	62	1.00
GROUNDS MAINT EQUIP MECHANIC	59	1.00
CEMETERY MAINT CREW CHIEF	59	1.00
STREETS MAINT CREW CHIEF	59	1.00
HEAVY CONST EQUIP OPERATOR	59	5.00
HEAVY EQUIPMENT OPERATOR	57	9.00
TRAFFIC SIGNAL ELECTRICIAN	57	2.00
TRAFFIC SIGNAL TECHNICIAN	57	1.00
SR ENGINEERING AIDE	57	1.00
ADMINISTRATIVE ASSISTANT	56	1.00
ADMINISTRATIVE SECRETARY	56	2.00
TREE TRIMMER II	56	1.00
LANDSCAPE GARDENER	56	1.00
PKS MAINT CREW CHIEF	56	4.00
CONST SITE SAFETY MONITOR	55	1.00
SECRETARY	53	1.00
TREE TRIMMER TRAINEE	53	8.00
TREE TRIMMER I	53	4.00
TRAFFIC MAINTENANCE SPECIALIST	53	1.00
SUPV MAINTENANCE SERV WORKER	53	7.00
PARKING METER TECHNICIAN	51	1.00

PERSONNEL SUMMARY

FACILITIES MAINTENANCE

POSITION TITLE	RANGE	STAFF YEARS
SENIOR CLERK TYPIST	50	1.00
SENIOR CLERK	49	1.00
APPR MAINT CR WORKER	49	2.00
MEDIUM EQUIPMENT OPERATOR	49	19.00
SR MAINT SERVICE WORKER	48	21.00
LIGHT EQUIPMENT OPERATOR	47	5.00
SR GROUNDS MAINT WORKER	46	3.00
INT MAINT SERVICE WORKER	46	16.00
SR TRAFFIC MAINT WORKER	46	3.00
GROUNDS MAINT WORKER	43	13.00
MAINTENANCE SERVICE WORKER	43	43.00
TRAFFIC MAINTENANCE WORKER	43	2.00
TOTAL		219.00


FACILITIES MAINTENANCE (General Fund)
Budget: $8,543,245
Personnel: 219
Maintain City facilities including streets, traffic signals, drainage, parks and trees, and cemeteries.
ADMINISTRATION
$155,263
1 Director
1 Sr. Management Analyst
1 Administrative Secretary
Vehicles: 1
PARK & TREE
$1,573,763
Personnel: 51
CEMETERIES
$868,018
Personnel: 41
TRAFFIC
$2,597,971
Personnel: 24
DRAINAGE MAINTENANCE
$1,556,490
Personnel: 50
STREETS MAINTENANCE
$1,791,740
Personnel: 50

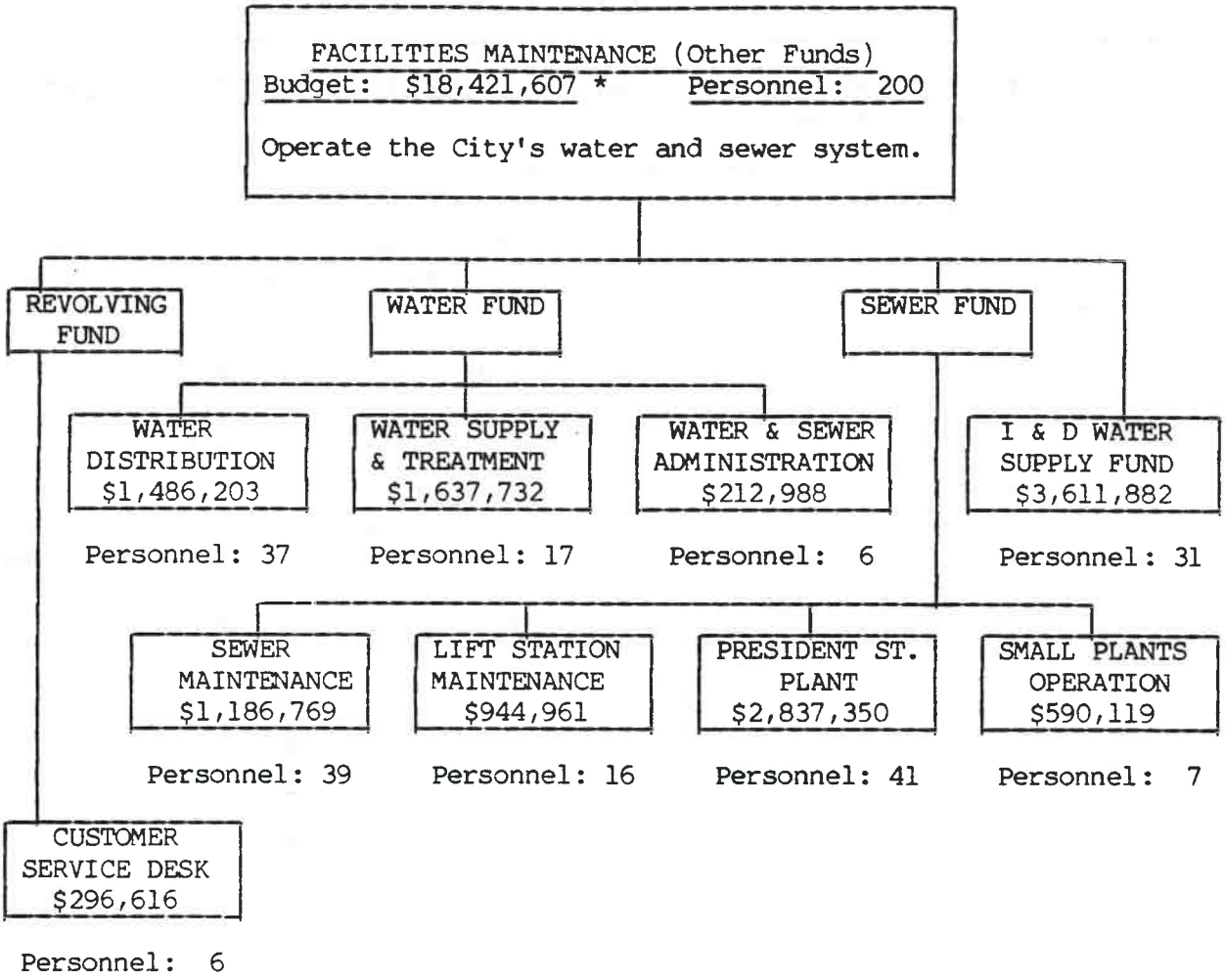
FACILITIES MAINTENANCE DIRECTOR

PURPOSE: COORDINATE WATER, SEWER, INDUSTRIAL AND DOMESTIC WATER FUND ACTIVITIES AND THE FOLLOWING GENERAL FUND ACTIVITIES: PARK AND TREE, CEMETERIES, TRAFFIC ENGINEERING, DRAINAGE MAINTENANCE, AND STREETS MAINTENANCE.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 97,432	$ 113,058	$ 116,400
CONTRACTUAL SERVICES	$ 3,884	$ 5,618	$ 5,671
COMMODITIES	$ 1,431	$ 1,203	$ 1,479
REVOLVING FUNDS	$ 34,070	$ 21,470	$ 18,066
CAPITAL OUTLAY	$ 0	$ 0	$ 1,750
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,550	$ 1,833	$ 11,897
TOTAL	$ 138,367	$ 143,182	$ 155,263

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
ADMINISTRATIVE SECRETARY	1.00	1.00	56	$ 18,005
SENIOR MANAGEMENT ANALYST	1.00	1.00	78	$ 26,602
FACIL MAINT DIRECTOR	1.00	1.00	99	$ 53,970
TOTAL	3.00	3.00		



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* Includes $2,004,380 for Water Interdepartmental and $3,612,607 for Sewer Interdepartmental.

FACILITIES MAINTENANCE

GOAL: TO COMPLETE ALL SPECIAL AND REGULAR PROJECTS ON TIME AND WITHIN THE BUDGET.

OBJECTIVE 2010-A :
To ensure that all regular and special objectives are met within the adopted budget in the Facilities Maintenance Bureau's departments.

	1985	1986	1987
(A-1)	80%	90%	100%

% of Projects Completed

STRATEGY:
1. Enter all objectives for special projects on the computer.
2. Monitor and provide status reports to the department heads on a regular basis.
3. Evaluate effectiveness on a quarterly basis and provide this information to the City Manager.

FACILITIES MAINTENANCE

GOAL: TO PROVIDE ALL RESIDENTS WITH A PROMPT, COURTEOUS RESPONSE TO THEIR SERVICE REQUESTS OR COMPLAINTS.

OBJECTIVE 2010-B:
To ensure that all responses to Priority I Service Requests[1] in the Facilities Maintenance Departments are completed within standard.[2]

	1985	1986	1987
(B-1)	91%	95%	100%

% Priority I Service Requests Completed Within Standard

STRATEGY:
1. Monitor all work programs to determine what improvements can be made.
2. Increase employee awareness of personnel policies and revised procedures.
3. Review Service Desk reports to remain abreast of overall service delivery effectiveness.

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1 "Priority I Service Requests" are those which represent an immediate need or hazard or a situation which, if not promptly addressed, will become a hazard or need.

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

FACILITIES MAINTENANCE

GOAL: TO IMPROVE THE QUALITY OF WORK PERFORMED BY THE DEPARTMENTS IN THE FACILITIES MAINTENANCE BUREAU.

OBJECTIVE 2010-C:
To reduce the number of call-backs due to faulty work by 10.

	1985	1986	1987
(C-1)	113	75	65
		Call-backs[1]	

STRATEGY:
1. Establish quality standards for individual tasks.
2. Formally evaluate the work performed by the departments at least once a quarter.
3. Develop incentives for employees to accept established standards for their own performance.

OBJECTIVE 2010-D:
To reduce the amount of sick leave by .1 day.

	1985	1986	1987
(D-1)	6.02	6.20	6.10
		Days Taken Per Employee	

STRATEGY:
1. Reduce unscheduled sick leave.[2]

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1 Represents approximately 0.25% of the 45,000 requests projected for 1985.

2 Unscheduled sick leave includes those doctor's appointments not previously "cleared" through the office, non-verified sick leave, etc.

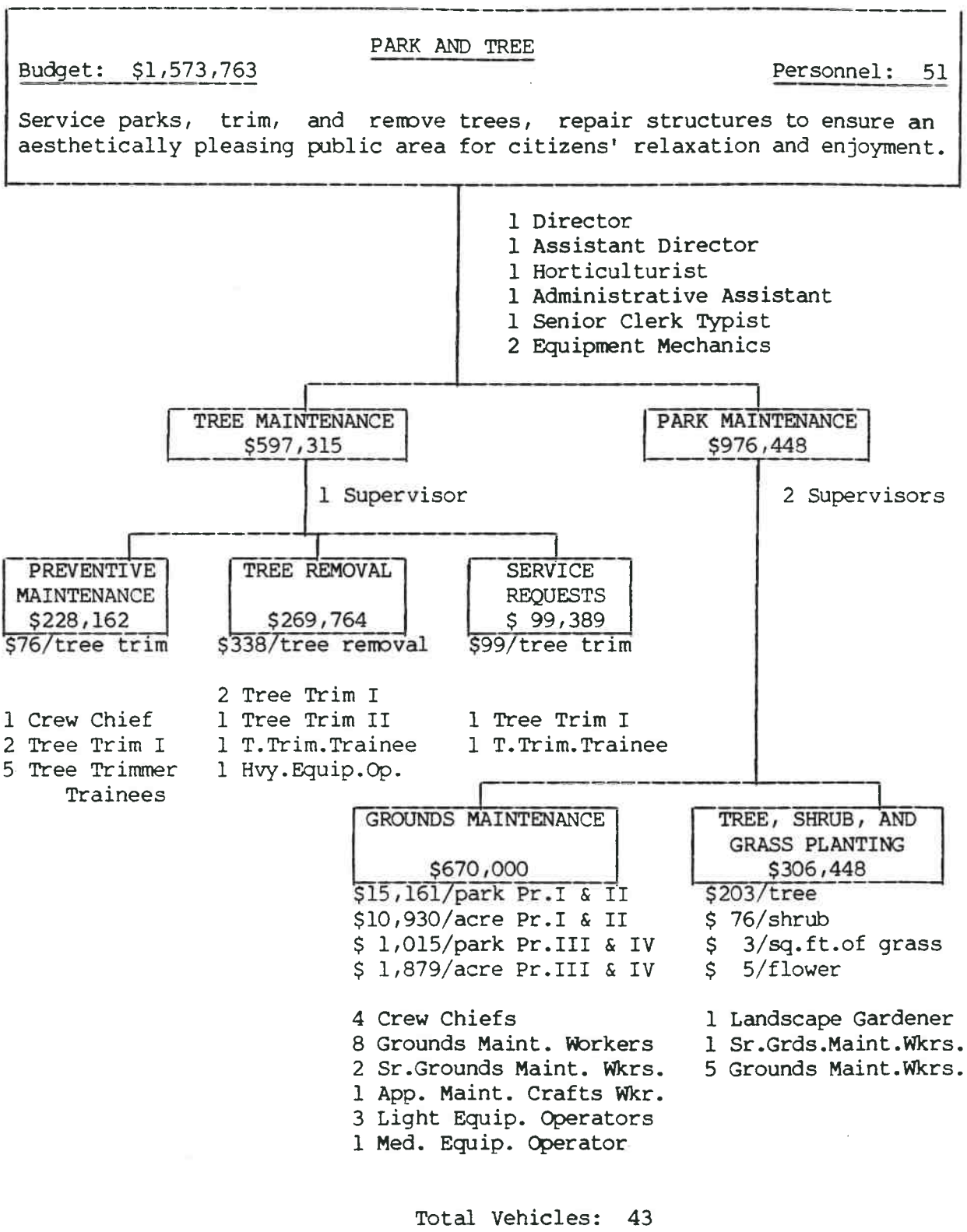
PARK AND TREE

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 841,490	$ 896,634	$ 917,276
CONTRACTUAL SERVICES	$ 60,774	$ 250,424	$ 185,290
COMMODITIES	$ 81,279	$ 90,797	$ 123,935
REVOLVING FUNDS	$ 166,906	$ 212,679	$ 207,385
CAPITAL OUTLAY	$ 19,156	$ 27,545	$ 10,561
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 145,000	$ 134,242	$ 129,316
TOTAL	$ 1,314,605	$ 1,612,321	$ 1,573,763

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
GROUNDS MAINT WORKER	13.00	13.00	43	$ 115,088
SR GROUNDS MAINT WORKER	3.00	3.00	46	$ 42,545
LIGHT EQUIPMENT OPERATOR	3.00	3.00	47	$ 43,794
MEDIUM EQUIPMENT OPERATOR	1.00	1.00	49	$ 12,666
APPR MAINT CR WORKER	1.00	1.00	49	$ 13,436
SENIOR CLERK TYPIST	1.00	1.00	50	$ 14,108
TREE TRIMMER TRAINEE	8.00	8.00	53	$ 112,399
TREE TRIMMER I	4.00	4.00	53	$ 62,216
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 15,554
LANDSCAPE GARDENER	1.00	1.00	56	$ 15,554
PARKS MAINT CREW CHIEF	4.00	4.00	56	$ 63,047
TREE TRIMMER II	1.00	1.00	56	$ 17,147
HEAVY EQUIPMENT OPERATOR	1.00	1.00	57	$ 17,571
GROUNDS MAINT EQUIP MECHANIC	1.00	1.00	59	$ 16,331
TREE MAINT CREW CHIEF	1.00	1.00	62	$ 18,005
PARKS MAINT SUPERVISOR	3.00	3.00	64	$ 57,194
GROUNDS MAINT EQUIP SPEC	1.00	1.00	67	$ 19,851
HORTICULTURIST	1.00	1.00	67	$ 20,843
ASST PARK & TREE DIRECTOR	1.00	1.00	79	$ 30,795
PARK & TREE DIRECTOR	1.00	1.00	89	$ 40,274
TOTAL	51.00	51.00		


PARK AND TREE
Budget: $1,573,763
Personnel: 51
Service parks, trim, and remove trees, repair structures to ensure an aesthetically pleasing public area for citizens' relaxation and enjoyment.
1 Director
1 Assistant Director
1 Horticulturist
1 Administrative Assistant
1 Senior Clerk Typist
2 Equipment Mechanics
TREE MAINTENANCE
$597,315
PARK MAINTENANCE
$976,448
1 Supervisor
2 Supervisors
PREVENTIVE MAINTENANCE
$228,162
$76/tree trim
1 Crew Chief
2 Tree Trim I
5 Tree Trimmer Trainees
TREE REMOVAL
$269,764
$338/tree removal
2 Tree Trim I
1 Tree Trim II
1 T.Trim.Trainee
1 Hvy.Equip.Op.
SERVICE REQUESTS
$ 99,389
$99/tree trim
1 Tree Trim I
1 T.Trim.Trainee
GROUNDS MAINTENANCE
$670,000
$15,161/park Pr.I & II
$10,930/acre Pr.I & II
$ 1,015/park Pr.III & IV
$ 1,879/acre Pr.III & IV
4 Crew Chiefs
8 Grounds Maint. Workers
2 Sr.Grounds Maint. Wkrs.
1 App. Maint. Crafts Wkr.
3 Light Equip. Operators
1 Med. Equip. Operator
TREE, SHRUB, AND GRASS PLANTING
$306,448
$203/tree
$ 76/shrub
$ 3/sq.ft.of grass
$ 5/flower
1 Landscape Gardener
1 Sr.Grds.Maint.Wkrs.
5 Grounds Maint.Wkrs.
Total Vehicles: 43

PARK AND TREE

WORK PROGRAMS

WP 2020-1: Mow, trim, prune, edge, and fertilize lawns and plants; control pests and weeds; remove litter, maintain structures and manual irrigation systems

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	31	31	31	$ 446	$ 472	$ 470
	Priority I and II Parks			Unit Cost:	$15,161/park	
2)	43	43	43			
	Acres Maintained			Unit Cost:	$10,930/acre	
3)	198	198	198	$ 190	$ 202	$ 201
	Priority III and IV Parks			Unit Cost:	$1,015/park	
4)	107	107	107			
	Acres Maintained			Unit Cost:	$1,879/acre	

WP 2020-2: Plant Trees

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	461	600	933	$ 146	$ 175	$ 189
	Trees Planted			Unit Cost:	$203/tree	

WP 2020-3: Plant Shrubs

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	591	1,000	1,000	$ 75	$ 76	$ 76
	Shrubs Planted			Unit Cost:	$76/shrub	

WP 2020-4: Plant Grass

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	10,605	5,000	5,000	$ 14	$ 14	$ 13
	Square Feet Planted			Unit Cost:	$3/sq. ft.	

PARK AND TREE

WORK PROGRAMS

WP 2020-5: Plant Flowers

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	5,045 Flowers Planted	6,000	6,000	$ 20 Unit Cost: $5/flower	$ 29	$ 28

WP 2020-6: Inspect and trim trees per preventive maintenance program

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,528 Trees Trimmed	3,000	3,000	$ 189 Unit Cost: $76/tree trimmed	$ 229	$ 228
2)	1,841 Trees Inspected	3,960	3,960			

WP 2020-7: Remove dead and dangerous trees

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	933 Trees Removed	1,500	800	$ 158 Unit Cost: $338/removal	$ 315	$ 270

WP 2020-8: Trim trees per service request

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	873 Trees Trimmed	1,000	1,000	$ 77 Unit Cost: $ 99/trim	$ 100	$ 99

PARK AND TREE

GOAL: TO PROVIDE THE CITY WITH AN URBAN FOREST IN SAFE STRUCTURAL CONDITION, EXCELLENT HEALTH AND AESTHETICALLY PLEASING APPEARANCE AT ALL TIMES.

Tree Division

OBJECTIVE 2020-A: To decrease the incidence of tree-related accidents by 10% each year.

	1985	1986	1987
(A-1)	260	241	217
	Tree-related Accidents*		

STRATEGY:
1. Inspect for, identify and remove dead and hazardous trees and limbs obscuring traffic control devices.
2. Continue preventive maintenance pruning program by areas as resources allow.
3. Implement a spot-check quality control system.
4. Continue training to improve safety, quality and quantity of work performed.

OBJECTIVE 2020-B:
To replant the same number of trees as were removed two years ago.

	1985	1986	1987
(B-1)	933	1,500	800
		Trees Removed	
(B-2)	461	600	933
		Trees Planted	

STRATEGY:
1. Identify planting site and tree specie matches.
2. Develop a three-year planting schedule.

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* Fallen limbs or trees, vehicular accidents blamed on trees obscuring traffic control devices.

PARK AND TREE

GOAL: TO ENSURE THAT ALL CITY RESIDENTS HAVE EQUAL ACCESS TO PASSIVE PARKS WHICH ARE IN EXCELLENT CONDITION AT ALL TIMES.

Parks Division

OBJECTIVE 2020-C:
To ensure that Priority I and II parks are in good[1] to excellent condition and Priority III and IV parks are in good condition.

	PRIORITY	STANDARD	1985	1986	1987
(C-1)	I	3.5	3.225	3.5	3.5
(C-2)	II	3.5	2.95	3.5	3.5
(C-3)	III	3.5	2.775	3.0	3.0
(C-4)	IV	3.0	2.80	3.0	3.0

Average Rating

STRATEGY:
1. Establish mowing schedules necessary to achieve turf appearance standards and ensure schedules are met at least 90% of the time.
2. Ensure that damaged shrubs, flowers and turf in Priority I and Historic District projects are repaired as soon as possible after being identified.
3. Implement quarterly inspection and evaluation of Priority I and Historic District parks to identify problem areas.

Project Priority:
- I Johnson Square, Riverfront Park, City Hall, Civic Center, Visitors Center
- II Squares, Parks, and Medians in the Historic District
- III Abercorn Parks, parks outside the Historic District
- IV e.g. Culs-de-sac and entrance median markers

Rating Scale: 4.0 = excellent; 3.0 = good; 2.0 = fair; 1.0 = poor.

[1] Good Condition: Turf is well established, but may have small bare spots, slight color variation, and only 5% weeds. Turf shows slight growth variation and recent evidence of trimming and edging. Some tree and shrub leaves are apparent on the ground, but do not cover more than 5% of the area. 75%-90% of shrubs appear well-groomed and healthy. No more than four pieces of obvious litter are in the area. No deadwood larger than 4" in diameter and 4' in length in any trees. No pedestrian or vehicular traffic obstructions caused by trees.

PARK AND TREE

Parks Division

OBJECTIVE 2020-D:
To maintain mowing equipment for each serviced department according to the following schedule of minimal operational levels:

	Department	# Mowers	1985	1986	1987
(D-1)	Park & Tree	25	75%	93%	95%
(D-2)	Cemeteries	36	91%	91%	95%
(D-3)	Sts. & Drainage	16	92%	92%	95%
				% Operational	

STRATEGY:
1. Expedite the receipt of equipment parts.
2. Expedite repairs of mowing equipment.
3. Initiate preventive maintenance programs.
4. Improve operator training.
5. Acquire sufficient resources for equipment repair and maintenance.
6. Develop a weighted scale to adjust the measurements to include critical unit need in addition to downtime.

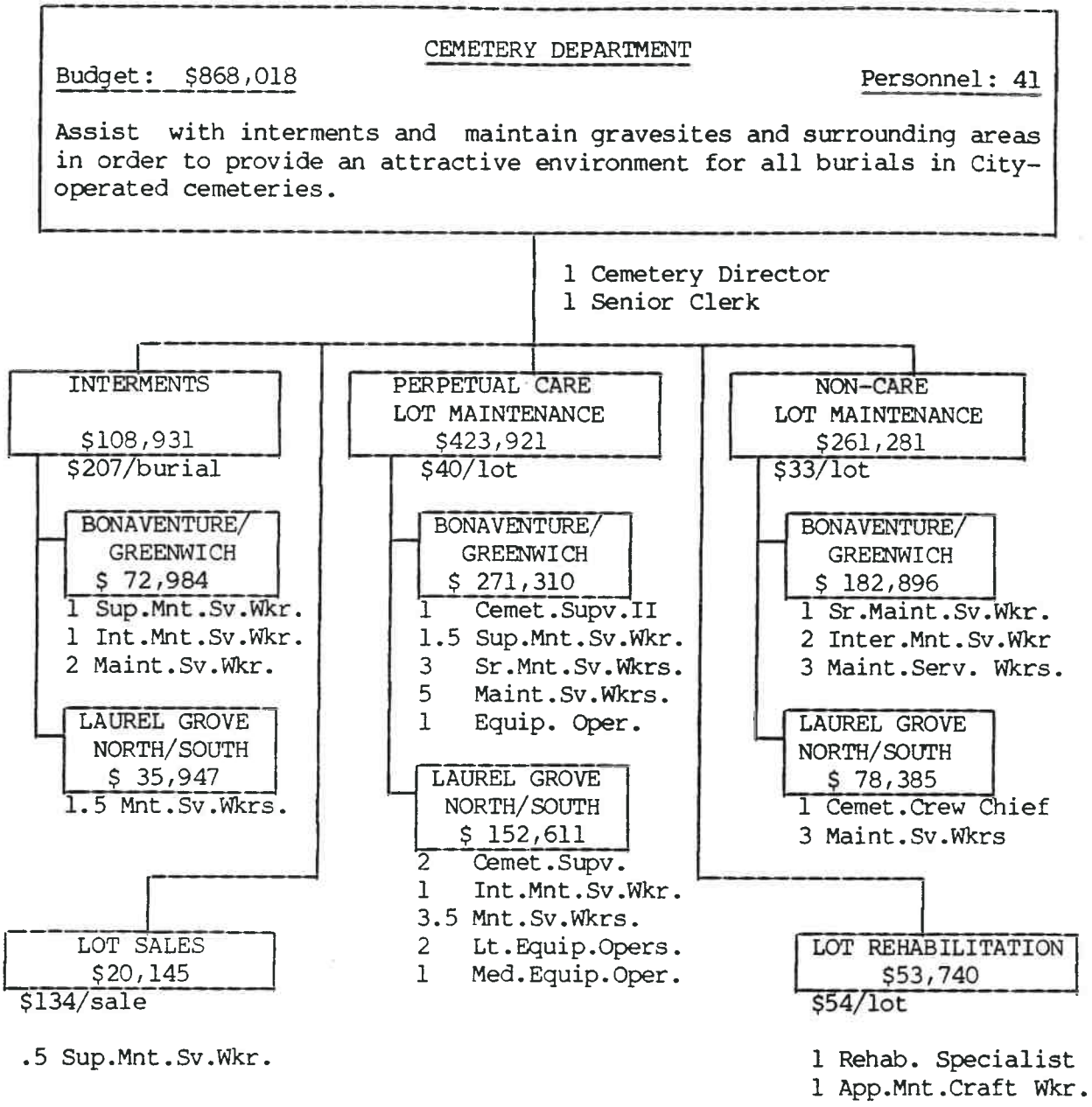
CEMETERIES

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 658,994	$ 696,386	$ 699,456
CONTRACTUAL SERVICES	$ 28,734	$ 24,405	$ 28,232
COMMODITIES	$ 36,570	$ 41,876	$ 41,985
REVOLVING FUNDS	$ 58,087	$ 72,267	$ 69,919
CAPITAL OUTLAY	$ 2,826	$ 20,231	$ 6,900
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 20,811	$ 20,798	$ 21,526
TOTAL	$ 806,022	$ 875,963	$ 868,018

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
MAINTENANCE SERVICE WORKER	18.00	18.00	43	$ 195,531
INT MAINT SERVICE WORKER	4.00	4.00	46	$ 47,081
LIGHT EQUIPMENT OPERATOR	2.00	2.00	47	$ 24,335
SR MAINT SERVICE WORKER	4.00	4.00	48	$ 60,365
APPR MAINT CR WORKER	1.00	1.00	49	$ 13,436
MEDIUM EQUIPMENT OPERATOR	2.00	2.00	49	$ 25,592
SENIOR CLERK	1.00	1.00	49	$ 13,112
SUPV MAINTENANCE SERV WORKER	3.00	3.00	53	$ 52,289
CEMETERY MAINT CREW CHIEF	1.00	1.00	59	$ 18,005
CEMETERY REHAB SPECIALIST	1.00	1.00	63	$ 17,932
CEMETERY SUPERVISOR I	2.00	2.00	63	$ 36,900
CEMETERY SUPERVISOR II	1.00	1.00	64	$ 19,372
CEMETERY DIRECTOR	1.00	1.00	87	$ 38,356
TOTAL	41.00	41.00		



Total Vehicles: 14

CEMETERY DEPARTMENT

WORK PROGRAMS

WP 2030-1: Prepare and repair gravesites and assist with burials

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	526	525	525	$ 99	$ 109	$ 109
	Burials			Unit Cost:	$207/burial	

WP 2030-2: Provide attractive cemetery plots for sale

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	63	150	150	$ 9	$ 20	$ 20
	Lot Sales			Unit Cost:	$134/lot sale	

WP 2030-3: Provide maintenance to perpetual care lots and general care areas

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	9,486	10,536	10,561	$ 416	$ 429	$ 424
	Lots Maintained			Unit Cost:	$40/lot	

WP 2030-4: Provide maintenance to non-perpetual care lots

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	8,011	8,025	8,000	$ 234	$ 265	$ 261
	Lots Maintained			Unit Cost:	$33/lot	

WP 2030-5: Repair safety hazards and maintenance obstacles

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	500	1,000	1,000	$ 48	$ 53	$ 54
	Lots Repaired			Unit Cost:	$54/lot rehab.	

CEMETERY DEPARTMENT

GOAL: TO ENSURE THAT ALL CITY RESIDENTS HAVE ACCESS TO CITY CEMETERIES THAT ARE FREE OF DEBRIS, LITTER, WEEDS, OVERGROWN VEGETATION, SAFETY HAZARDS, AND ROADWAY EROSION, PLUS ADEQUATE GRAVESITES FOR SALE.

OBJECTIVE 2030-A:
To ensure that all burial site preparations are carried out in a manner that produces no more than 13 complaints.

	1985	1986	1987
(A-1)	8	10	5
	Complaints - Burial Site Preparations		
(A-2)	8	9	8
	Complaints - Maintenance Functions		

STRATEGY:
1. Maintain site preparation standards and hold each crew accountable for compliance with the standards.
2. Provide the training required to ensure that each crew can maintain the standards.
3. Maintain a monthly record of complaints and of the crews performing the work that produced the complaint.

CEMETERY DEPARTMENT

OBJECTIVE 2030-B:
To ensure that the aesthetic rating established below is maintained in all parts of each City cemetery.

	1985	1986	1987
(B-1)	4	3.5	2
	Bonaventure Minimum Rating		
(B-2)	4	3.5	2
	Greenwich Minimum Rating		
(B-3)	4	3.5	2
	Laurel Grove North Minimum Rating		
(B-4)	4	3.5	2
	Laurel Grove South Minimum Rating		

STRATEGY:
1. Divide each cemetery into maintenance areas and rate the condition of each area for each rating period.
2. Identify each area that falls below the accepted standard.
3. Develop and implement a corrective action plan including cost estimates and a schedule for achieving the standard.

OBJECTIVE 2030-C:
To reduce the number of safety hazards from 550 to 0 during 1987.

	1985	1986	1987
(C-1)	1,100	550*	0
		Safety Hazards	

STRATEGY:
1. Review all present work elements to determine what improvements can be made.
2. Maintain lot rehabilitation program and review monthly.
3. Evaluate all work processes to determine any improvements needed.

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*

Cemetery	No. Hazards
Laurel Grove - South	20
Laurel Grove - North	85
Bonaventure	445
Total	550

Rate Scale: 0 = Well groomed
4 = General appearance of care
8 = Slightly irregular appearance
13 = Ragged appearance

TRAFFIC ENGINEERING

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 534,222	$ 597,250	$ 606,724
CONTRACTUAL SERVICES	$ 1,403,658	$ 1,494,172	$ 1,575,133
COMMODITIES	$ 211,282	$ 194,973	$ 195,394
REVOLVING FUNDS	$ 99,941	$ 112,533	$ 112,678
CAPITAL OUTLAY	$ 44,862	$ 78,615	$ 54,800
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 50,369	$ 51,441	$ 53,242
TOTAL	$ 2,344,334	$ 2,528,984	$ 2,597,971

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
TRAFFIC MAINTENANCE WORKER	2.00	2.00	43	$ 21,670
SR TRAFFIC MAINT WORKER	3.00	3.00	46	$ 38,465
PARKING METER TECHNICIAN	1.00	1.00	51	$ 13,189
TRAFFIC MAINT SPECIALIST	1.00	1.00	53	$ 14,456
SECRETARY	1.00	1.00	53	$ 17,571
SR ENG AIDE	1.00	1.00	57	$ 14,456
TRAFFIC SIGNAL ELECTRICIAN	2.00	2.00	57	$ 29,857
TRAFFIC SIGNAL TECHNICIAN	1.00	1.00	57	$ 18,450
TRAFFIC CONTROL SYSTEM TECH	6.00	6.00	64	$ 136,960
TRAFFIC PLANNER	1.00	1.00	65	$ 18,905
TRAFFIC MAINT SUPERVISOR	1.00	1.00	68	$ 22,426
TRAFFIC SIGNAL SUPERINTENDENT	1.00	1.00	74	$ 27,259
TRAFFIC ENGINEERING COORD	1.00	1.00	77	$ 25,335
ASST TRAFFIC ENGINEER	1.00	1.00	81	$ 32,335
TRAFFIC ENGINEERING DIRECTOR	1.00	1.00	90	$ 45,498
TOTAL	24.00	24.00		

TRAFFIC ENGINEERING

Budget: $2,597,971

Personnel: 24

To ensure that vehicular traffic as well as pedestrians move in an efficient and safe manner throughout the City, and congestion and traffic delay remain as minimal as possible.

1 Director
1 Senior Clerk Steno

OPERATE SIGNALS REVIEW TIMING

1 Asst.Traffic Eng.

TRAFFIC SIGNS/ PAVEMENT MARKING
$ 341,937

1 Traf.Mnt.Supt.
1 Traf.Mnt.Spec.
3 Sr.Traf.Mnt.Wkrs.
2 Traf.Mnt.Wkrs.

- STREET PAVEMENT MARKINGS $ 87,118
  - $.05/lin. ft.
  - $131/intersection
  - $.30/lin.ft.curb
  - $ 2/parking stall
- PLASTIC PAVEMENT MARKINGS FOR CROSSWALKS/ARROWS $ 66,209
  - $662/intersection
  - $ 12/sq.ft.
- PLACE/REMOVE BARRICADES $ 17,030
  - $31/trip
- INSTALL/MAINTAIN TRAFFIC SIGNS $171,580
  - $29/repair

TRAFFIC SIGNAL DIVISION
$2,013,399

1 Traf.Sig.Supt.
6 System Techs.
1 Signal Techs.
2 Signal Elecs.

- INSTALL/MODIFY SIGNALS $ 32,870
  - $1,370/modific.
- HIGHWAY LIGHTING $ 79,309
  - $163/light
  - $ 72/repair
- PUMPS/FOUNTAINS $24,474
  - $306/repair
  - $510/pump
- STREET LIGHTS $1,402,646
  - $ 69/light City OM
  - $ 36/repair
  - $138/light SEPCO OM
- OPERATE/MAINTAIN SIGNALS/MASTER CONTROL $450,976
  - $687/signal
  - $ 65/repair
- MONITOR SIGNALS ALONG PRIORITY CORRIDORS $ 23,124
  - $8/location

TRAFFIC OPERATIONS COORDINATOR

1 Traf.Eng.Coord.
1 Traffic Planner
1 Sr.Eng.Aide

PARKING METER MAINTENANCE
$ 45,646

1 Pkg.Meter Tech.

- REPAIR PARKING METERS $ 29,342
  - $9/repair
- RELOCATE/ REPLACE METERS $ 16,304
  - $41/relocation
- CORRIDOR ANALYSIS $ 26,045
  - $ 445/location - collect data
  - $4,677/location - indepth analysis
- DESIGN/AUTHORIZE STREET LIGHTS $ 29,078
  - $73/light
- MONITOR SIGNALS/ TIMINGS $ 19,777
  - $180/location
- STUDY COMPLAINTS, CONDUCT TRAFFIC COUNTS $122,089
  - $24/complaint
  - $33/traffic count

Total Vehicles: 18

TRAFFIC ENGINEERING

WORK PROGRAMS

WP 2031-1: Paint center, edge and lane lines, crosswalks, stop bars, curbing, parking stalls and miscellaneous markings

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	672,550	675,000	675,000	$ 42	$ 42	$ 44
	Lin. Ft. - Lines Painted			Unit Cost:	$.05/lin. ft.	
2)	293	290	290	$ 36	$ 37	$ 38
	Intersections Painted			Unit Cost:	$131/intersec.	
3)	10,059	10,000	10,000	$ 3	$ 3	$ 3
	Lin. Ft. - Curbing Painted			Unit Cost:	$.30/lin. ft.	
4)	1,153	1,000	1,000	$ 2	$ 2	$ 2
	Parking Stalls Painted			Unit Cost:	$2/stall	

WP 2031-2: Lay plastic pavement markings at intersections and install miscellaneous plastic markings

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	100	100*	100*	$ 62	$ 64	$ 66
	Intersections Marked			Unit Cost:	$662/intersec.	
	* 5,500 sq. ft.				$ 12/sq.ft.	

WP 2031-3: Design and authorize street light installation

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	400	400	400	$ 28	$ 28	$ 29
	Lights Installed			Unit Cost:	$73/light	

TRAFFIC ENGINEERING

WORK PROGRAMS

WP 2031-4: Operate and maintain street lights

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	980	980	985	$ 66	$ 66	$ 68
	City-owned Lights Operated			Unit Cost: $69/light		
2)	1,084	1,000	1,000	$ 35	$ 35	$ 36
	Repairs Performed			Unit Cost: $36/repair		
3)	8,727	9,000	9,400	$1,239	$1,271	$1,300
	SEPCO Lights			Unit Cost: $138/light		

WP 2031-5: Monitor signal system and revise timings

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	109	110	110	$ 16	$ 19	$ 20
	Locations Revised			Unit Cost: $180/location		

WP 2031-6: Operate and maintain traffic signals and master controller

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	208	210	210	$ 119	$ 141	$ 144
	Signals Operated			Unit Cost: $687/signal		
2)	4,702	4,702	4,702	$ 250	$ 300	$ 307
	Repairs Performed			Unit Cost: $65/repair		

WP 2031-7: Install new signals and modify existing signals

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	24	24	24	$ 32	$ 32	$ 33
	Installations/Modifications Performed			Unit Cost: $1,370/modif.		

TRAFFIC ENGINEERING

WORK PROGRAMS

WP 2031-8: Corridor analysis

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	27	27	27	N/A	$ 12	$ 12
	Locations			Unit Cost: $445/location		
2)	3	3	3	N/A	$ 14	$ 14
	In Depth Locations			Unit Cost: $4,677/location (in depth)		

WP 2031-9: Operate and maintain highway lighting (I-16, Loop 21, 37th St. Connector)

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	393	393	393	$ 53	$ 62	$ 64
	Lights Operated			Unit Cost: $163/light		
2)	212	210	210	$ 13	$ 14	$ 15
	Repairs Performed			Unit Cost: $72/repair		

WP 2031-10: Operate and maintain pumps and fountains

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	29	30	30	$ 15	$ 14	$ 15
	Pumps Operated			Unit Cost: $510/pump		
2)	13	30	30	$ 8	$ 9	$ 9
	Repairs Performed			Unit Cost: $306/repair		

WP 2031-11: Maintain traffic signs

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	5,779	6,000	6,000	$ 167	$ 166	$ 172
	Repairs Performed			Unit Cost: $29/repair		

TRAFFIC ENGINEERING

WORK PROGRAMS

WP 2031-12: Place and remove barricades for special events

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	427	550	550	$ 17	$ 16	$ 17
		Trips		Unit Cost:	$31/trip	

WP 2031-13: Repair parking meters

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3,297	3,300	3,300	$ 28	$ 28	$ 29
	Repairs Performed			Unit Cost:	$ 9/repair	

WP 2031-14: Relocate/replace meters

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	235	400	400	$ 16	$ 14	$ 16
	Meters Relocated/Repaired			Unit Cost:	$41/relocation	

WP 2031-15: Investigate/study complaints, suggestions and conduct traffic counts

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4,463	4,500	4,500	$ 84	$ 105	$ 109
	Complaints Investigated			Unit Cost:	$24/complaint	
2)	633	400	400	$ 13	$ 13	$ 13
	Counts Conducted			Unit Cost:	$33/count	

TRAFFIC ENGINEERING

WORK PROGRAMS

WP 2031-16: Monitor traffic signal operation along Priority I, II & III corridors as follows:

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	1,500	2,900	$ N/A	$ 22	$ 23
	Locations Reviewed			Unit Cost:	$8/location	

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3 Priority I corridors, 5 times/week
9 Priority II corridors, 2-1/2 times/week
10 Priority III corridors, 2 times/week

TRAFFIC ENGINEERING

GOAL: TO ENSURE THAT STREETS WITHIN THE CITY FUNCTION EFFECTIVELY, ACCIDENT FREE, WITHIN COMPLIANCE WITH THE MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES AND THAT THE V/C RATIO DOES NOT EXCEED 1.0.

OBJECTIVE 2031-A:
To ensure that all streets within the high crime area meet the minimum street light standard of .25 footcandles. Currently there are 550 street lights within the high crime area resulting in an approximate 28% deficiency. There is a need for approximately 100 additional street lights in the high crime area.

	1985	1986	1987
(A-1)	11%	1%	1%

Street Lighting Deficiency

STRATEGY:
1. Expand high crime boundaries to include the area between Victory Drive, West Broad, Columbus Drive and Waters Avenue.
2. Determine areas where relocation of existing lights will improve illumination.
3. Determine areas where tree trimming will improve light distribution.
4. Install 400 new lights in 1987. Install 100 lights in the high crime area. Install 300 new lights in other areas based on citizens' requests and need identified by Traffic Engineer.
5. Evaluate areas where new lights have been installed to determine the level of light distribution.
6. Determine need for extending high crime area boundaries.

TRAFFIC ENGINEERING

OBJECTIVE 2031-B:
To provide street name signs at all previously unsigned intersections. Of the 3,300 intersections within the city, approximately 330 intersections currently have not had street name signs installed. This results in a 10% deficiency. This deficiency will be reduced by 5 percentage points per year through 1987.

	1985	1986	1987
(B-1)	10%	5%	2% *
	Intersection Street Name Sign Deficiency		

STRATEGY:
1. Determine street name signing deficiency in Planning Units 3, 10, 14, 15, 16, 27, 28.
2. Fabricate and install 150 new street name signs in 1987.
3. Determine deficient locations in the priority planning units for 1988.
4. Determine rate of vandalism for planning units previously completed.
5. Replace vandalized signs to maintain signing at each intersection previously completed.

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* It is expected that the percentage of deficient street name signs can never be reduced below approximately 2%, due to accidents, construction and obstructions by trees and shrubs.

TRAFFIC ENGINEERING

OBJECTIVE 2031-C:
To ensure that 80% of the time Priority I corridors and 90% of Priority II and III corridors' average peak or off peak travel times do not exceed the corridor's established average travel time.

	1985	1986	1987
(C-1)	N/A	80%	80%

Priority I Corridors
% of Time Average Travel Time Not Exceeded

(C-2)	N/A	80%	90%

Priority II and III Corridors
% of Time Average Travel Time Not Exceeded

STRATEGY:

1. Determine a.m. or p.m. hour travel time on Priority I corridors 3 times per week.
2. Determine either a.m. or p.m. peak hour travel time on Priority II corridors once every 2 weeks.
3. Determine off peak travel times twice per week on Priority I, II, and III corridors.
4. Determine signal equipment problems contributing to any variation in travel time, i.e. signal off line, detector problems, bulb outages, or locations that warrant review due to possible phasing problems.
5. Take necessary corrective actions to reduce problems.
6. Develop CIP's to address problems outside routine maintenance activities.
7. Note any significant changes (either positive or negative) along each of the corridors.
8. Review intersection accident records and perform on-site inspection of each location to determine corrective actions for high accident locations.
9. Determine corrective actions to be taken on:
   a. signal timing adjustments
   b. accident reduction measures
   c. improved signs and markings
   d. lane relocations
   e. geometric modifications
10. Develop corrective actions; include Capital Improvement signs and markings, signal modification.

TRAFFIC ENGINEERING

OBJECTIVE 2031-C (Continued):

	Length	Average Travel Time* A.M. Peak	Off Peak	P.M. Peak
Priority I Corridors:				
Abercorn St. - Stephenson to Montgomery Xrds.	1.45	2:51	3:06	3:10
Victory Dr. - West Broad to Waters	1.40	3:39	3:46	4:05
Bay St. - Fahm to East Broad	0.69	1:46	*	1:48
Priority II Corridors:				
Drayton St. - Victory to Broughton	1.98	4:01	3:45	4:10
Whitaker St. - Broughton to Victory	1.98	4:12	4:26	5:00
Skidaway Rd. - Henry to LaRoche	2.50	*	*	*
White Bluff Rd. - 61st to Abercorn	2.55	*	*	*
Montgomery Xrds - Abercorn to Waters	1.40	4:00	*	4:43
Waters - Victory to Montgomery Xrds	4.11	9:29	*	11:07
Henry St. - West Broad to Waters	1.40	3:15	3:22	3:22
Anderson St. - West Broad to Waters	1.40	3:15	3:22	3:39
DeRenne Ave. - Montgomery to Waters	1.30	3:19	3:11	4:00
Priority III Corridors:				
Oglethorpe - E.Broad to W.Broad	0.76	3:58	*	4:16
Liberty - East Broad to West Broad	0.76	3:22	*	3:22
Montgomery St. - Victory to Broughton	1.98	*	*	*
West Broad - Bay to Victory	2.12	5:22	*	5:42
East Broad - 37th to President	1.52	*	*	*
Habersham - Victory to Stephenson	2.85	*	*	*
Hodgson - Eisenhower to Montgomery Xrds.	.95	*	*	*
Eisenhower - Abercorn to Waters	0.85	2:00	*	2:10
37th - West Broad to Waters	1.40	4:41	4:40	4:56

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* To be conducted in 1986

TRAFFIC ENGINEERING

GOAL: IDENTIFICATION AND SURVEILLANCE OF HIGH ACCIDENT LOCATIONS.

OBJECTIVE 2031-D:
To reduce the base year (1984) average rate of accidents and number of accidents at 20 high hazard locations by 5%.

		1984		1987	
		Rate	No.	Rate	No.
(D-1)	Barnard & Liberty	3.96	18	3.76	17
(D-2)	Liberty & Whitaker	3.58	23	3.40	22
(D-3)	Broughton & Drayton	3.50	16	3.33	15
(D-4)	Drayton & Liberty	3.49	22	3.32	21
(D-5)	Hopkins & Victory	3.40	12	3.23	11
(D-6)	Abercorn & Anderson	3.26	17	3.10	16
(D-7)	Abercorn & Montgomery Xrds	3.16	61	3.00	58
(D-8)	Liberty & Montgomery	3.19	20	3.03	19
(D-9)	Anderson & E. Broad	3.00	11	2.85	10
(D-10)	Henry & Waters	3.10	12	2.95	11
(D-11)	Louisville & W.Boundary	3.00	17	2.85	16
(D-12)	Bull & Liberty	2.90	15	2.75	14
(D-13)	Bay & W. Broad	2.80	30	2.66	28
(D-14)	Montgomery Xrds & Waters	2.60	33	2.47	31
(D-15)	E. Broad & Gwinnett	2.53	7	2.40	6
(D-16)	Price & Victory	2.50	19	2.37	18
(D-17)	Bay & E. Lathrop	2.40	19	2.28	18
(D-18)	Tibet & White Bluff	2.40	10	2.28	9
(D-19)	Anderson & W. Broad	2.40	17	2.28	16
(D-20)	Gwinnett & W. Broad	2.40	19	2.28	18
			Accidents		

TRAFFIC ENGINEERING

STRATEGY 2031-D:

1. Investigate the target locations.
2. Develop accident collision diagrams to determine type and severity of accidents.
3. Review each location in the field to determine:
   a. sign distance limitations;
   b. signal timing;
   c. visibility of traffic control devices;
   d. general traffic flow operations including capacity analysis.
4. Prepare recommendations to correct the safety hazards at the high accident locations where the City exercises control over accident causing factors.
5. After improvements are implemented, perform a before-and-after analysis to determine the effectiveness of the implemented improvements. A 12-month period will be required to get the accident experience after the improvements have been implemented.
6. As part of the identification and surveillance of high accident locations, set up quarterly meetings with the Police Departament Traffic Division representatives to review high accident locations based on current traffic accidents, which will be compiled on a quarterly basis, and discuss possible methods for their correction.

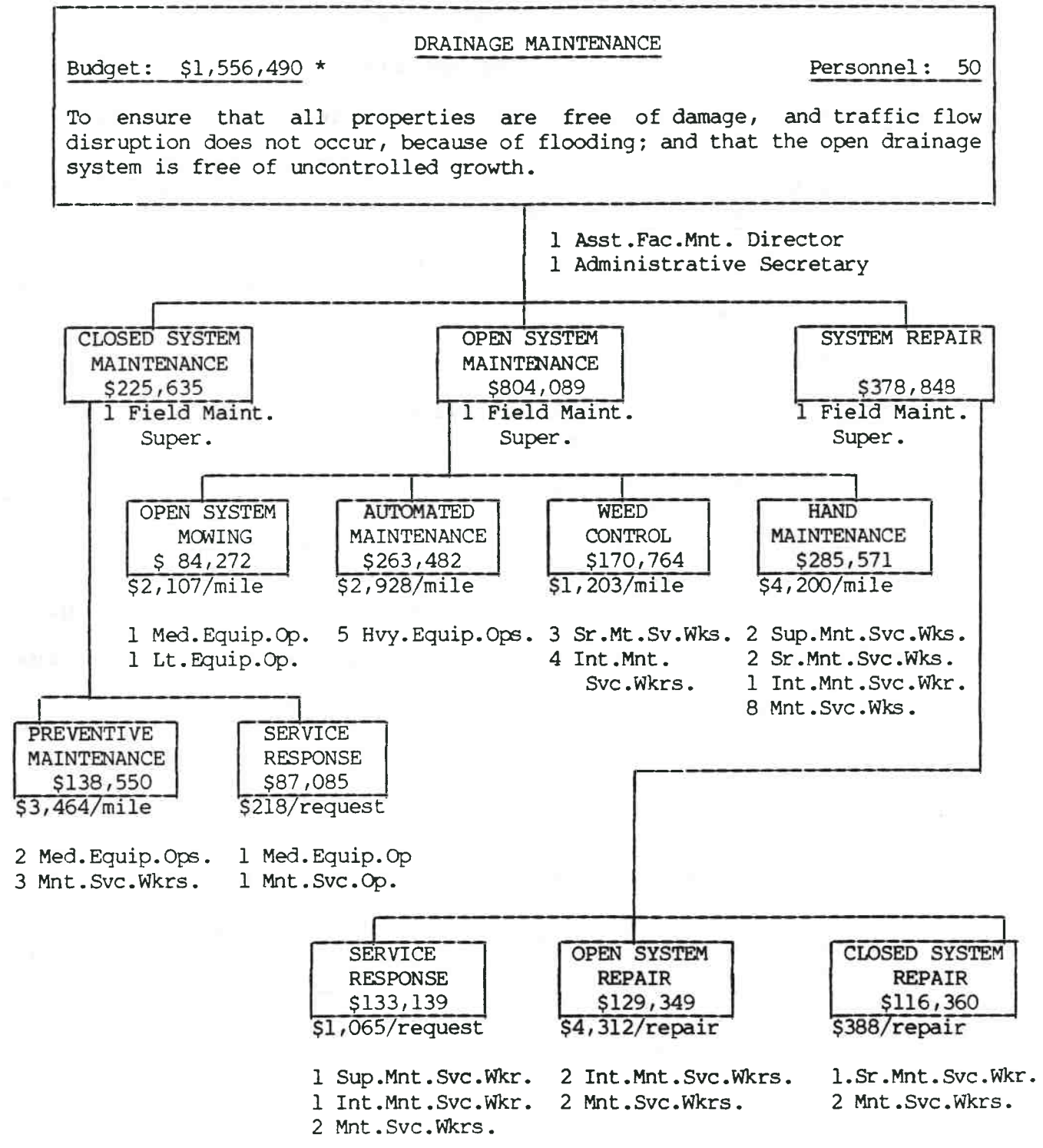
DRAINAGE MAINTENANCE

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 708,504	$ 797,342	$ 830,101
CONTRACTUAL SERVICES	$ 35,154	$ 40,779	$ 41,180
COMMODITIES	$ 103,242	$ 112,295	$ 110,344
REVOLVING FUNDS	$ 261,091	$ 247,002	$ 252,271
CAPITAL OUTLAY	$ 10,894	$ 15,100	$ 4,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 229,862	$ 306,575	$ 318,594
TOTAL	$ 1,348,747	$ 1,519,093	$ 1,556,490

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
MAINTENANCE SERVICE WORKER	17.00	17.00	43	$ 175,252
INT MAINT SERVICE WORKER	8.00	8.00	46	$ 95,524
SR MAINT SERVICE WORKER	5.00	5.00	48	$ 62,435
MEDIUM EQUIPMENT OPERATOR	4.00	4.00	49	$ 53,815
SUPV MAINTENANCE SERV WORKER	4.00	4.00	53	$ 63,113
ADMINISTRATIVE SECRETARY	1.00	1.00	56	$ 15,013
HEAVY EQUIPMENT OPERATOR	1.00	1.00	57	$ 15,554
HEAVY CONST EQUIP OPERATOR	5.00	5.00	59	$ 83,287
FIELD MAINTENANCE SUPERVISOR	3.00	3.00	64	$ 55,382
DRAINAGE MAINT SUPERINTENDENT	1.00	1.00	71	$ 22,426
ASST FAC MAINT DIRECTOR	1.00	1.00	93	$ 43 332
TOTAL	50.00	50.00		



* Includes a $112,918 Contribution to Water & Sewer Fund for Maintenance of 3 Storm Pump Stations and a $35,000 contribution for a water tapping crew.

Vehicles: 31

DRAINAGE

WORK PROGRAMS

WP 2033-1: Inspect/clean closed storm drainage lines and inlets

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	66.7 Miles cleaned annually on a scheduled basis	40	40[1]	$ 134	$ 140	$ 139
2)	3,768 Inlets cleaned annually	3,000	3,100[1]	Unit Cost:	$3,464/mile	

WP 2033-2: Respond to closed system service requests within 7 calendar days

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	313 Service Responses	500	400	$ 81	$ 87	$ 87
				Unit Cost:	$218/request	

WP 2033-3: Clean open storm drainage system by automated means

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	90 Miles Cleaned Annually	90	90[2]	$ 233	$ 263	$ 263
				Unit Cost:	$2,928/mile	

WP 2033-4: Clean open storm drainage system by hand

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	62 Miles Cleaned Annually	68	68[2]	$ 270	$285	$ 286
				Unit Cost:	$4,200/mile	

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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, each mile being cleaned annually.

DRAINAGE

WORK PROGRAMS

WP 2033-5: Apply herbicides to open system

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	260	142	142	$ 165	$ 171	$ 171
	Miles Sprayed Twice Annually (April - September)			Unit Cost: $1,203/mile		

WP 2033-6: Respond to open system service requests within 14 calendar days

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	215	200	125	$ 123	$ 133	$ 133
	Service Responses			Unit Cost: $1,065/request		

WP 2033-7: Perform system repairs

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	387	300	300	$ 116	$ 116	$ 116
	Closed System Repairs Performed			Unit Cost: $388/repair		
2)	34	40	30	$ 126	$ 129	$ 129
	Open System Repairs Performed			Unit Cost: $4,312/repair		

WP 2033-8: Kayton Box, Fell St. & Gwinnett St. Storm Stations

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3	3	3	$ 101	$ 111	$ 113 [1]
	Pump Stations			Unit Cost: $37,667/station		

[1] Represents contribution to Water and Sewer Fund

DRAINAGE

WORK PROGRAMS

WP 2033-9: Mow open systems

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	0 Miles	40 Mowed Twice Annually	40	N/A	$ 84 Unit Cost: $2,107/mile	$ 84

WP 2033-10: Water tapping crew

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	N/A	N/A	$ 35*

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* Represents contribution to Water and Sewer Fund

DRAINAGE MAINTENANCE

GOAL: TO INSURE THAT ALL PROPERTIES ARE FREE OF DAMAGE, AND TRAFFIC FLOW DISRUPTION DOES NOT OCCUR BECAUSE OF FLOODING, AND THAT THE OPEN DRAINAGE SYSTEM IS FREE OF UNCONTROLLED GROWTH.

OBJECTIVE 2033-A:
To reduce the number of requests for ditch cleaning to not more than 8 per mile for any planning unit.

	1985	1986	1987
(A-1)	19	10	8

Maximum Requests Per Mile
Received For Any Planning Unit

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 semi-annual evaluations of an average 10% of the Open System.

OBJECTIVE 2033-B:
To reduce the number of street flooding incidents in the top 3 areas as identified in the RPSQ to not more than 25.

	Planning Unit	1985	1986	1987
(B-1)	13	53	30	25
(B-2)	18	34	30	25
(B-3)	19	40	30	25

Street Flooding Service Requests

STRATEGY:
1. Conduct a preventive maintenance program.
2. Conduct an in-the-line inspection for all major outfall systems in the target neighborhoods.
3. Monitor Customer Service requests to determine placement of resources.

DRAINAGE MAINTENANCE

OBJECTIVE 2033-C:
To maintain 72% of the Open Drainage System at a Condition Level 1 in the growing season, and in the non-growing season 85% at a Condition Level 1.[1]

	1985	1986	1987
(C-1)	96%	72%	72%
	Percent of Open System in Condition Level 1 During Growing Season		
(C-2)	86	65	65
	Miles of Open System in Condition Level 1 During Growing Season		
(C-3)	59%	85%	85%
	Percent of Open System in Condition Level 1 During Non-Growing Season		
(C-4)	53	77	77
	Miles of Open System in Condition Level 1 During 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 semi-annual evaluations of an average 10% of the Open System.

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[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.

DRAINAGE MAINTENANCE

OBJECTIVE 2033-D:
To respond to 95% of Priority I* service requests within the standard response time of the same day to 7 days.

	1985	1986	1987
(D-1)	94.4%	95%	95%
	% Responses Within Standard		
(D-2)	600	675	675
	No. Responses Within Standard		
(D-3)	36	36	36
	No.Responses Not Within Standard		

STRATEGY:
1. Review service desk printouts monthly to determine delinquent work sites.
2. Review work codes to determine appropriate priority.
3. Educate supervisors as to the importance of priorities and meeting objectives.

OBJECTIVE 2033-E:
To respond to 98% of Priority II* service requests within the standard response time of 14 days to 90 days.

	1985	1986	1987
(E-1)	98.9%	98%	98%
	Responses Within Standard		
(E-2)	195	195	195
	No. Responses Within Standard		
(E-3)	2	4	4
	No.Responses Not Within Standard		

STRATEGY:
1. Review service desk printouts monthly to determine delinquent work sites.
2. Review work codes to determine appropriate priority.
3. Educate supervisors as to the importance of priorities and meeting objectives.

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* Priority

I	Cave-in
	Broken Catch Basin
	Clogged Catch Basin
	Missing Manhole Cover
II	Trash in Ditch
	Weed Growth
	Eroded Bank
	Manhole - Grate Height Adjustment

DRAINAGE MAINTENANCE

OBJECTIVE 2033-F:
To respond to 97% of Priority III* service requests within the standard response time of 180 days.

	1985	1986	1987
(F-1)	96.9%	97%	97%
	Responses Within Standard		
(F-2)	675	700	700
	No. Responses Within Standard		
(F-3)	22	22	22
	No. Responses Not Within Standard		

STRATEGY:
1. Review service desk printouts monthly to determine delinquent work sites.
2. Review work codes to determine appropriate priority.
3. Educate supervisors as to the importance of priorities and meeting objectives.

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* Priority
III Pipe Installation
Drainage Construction

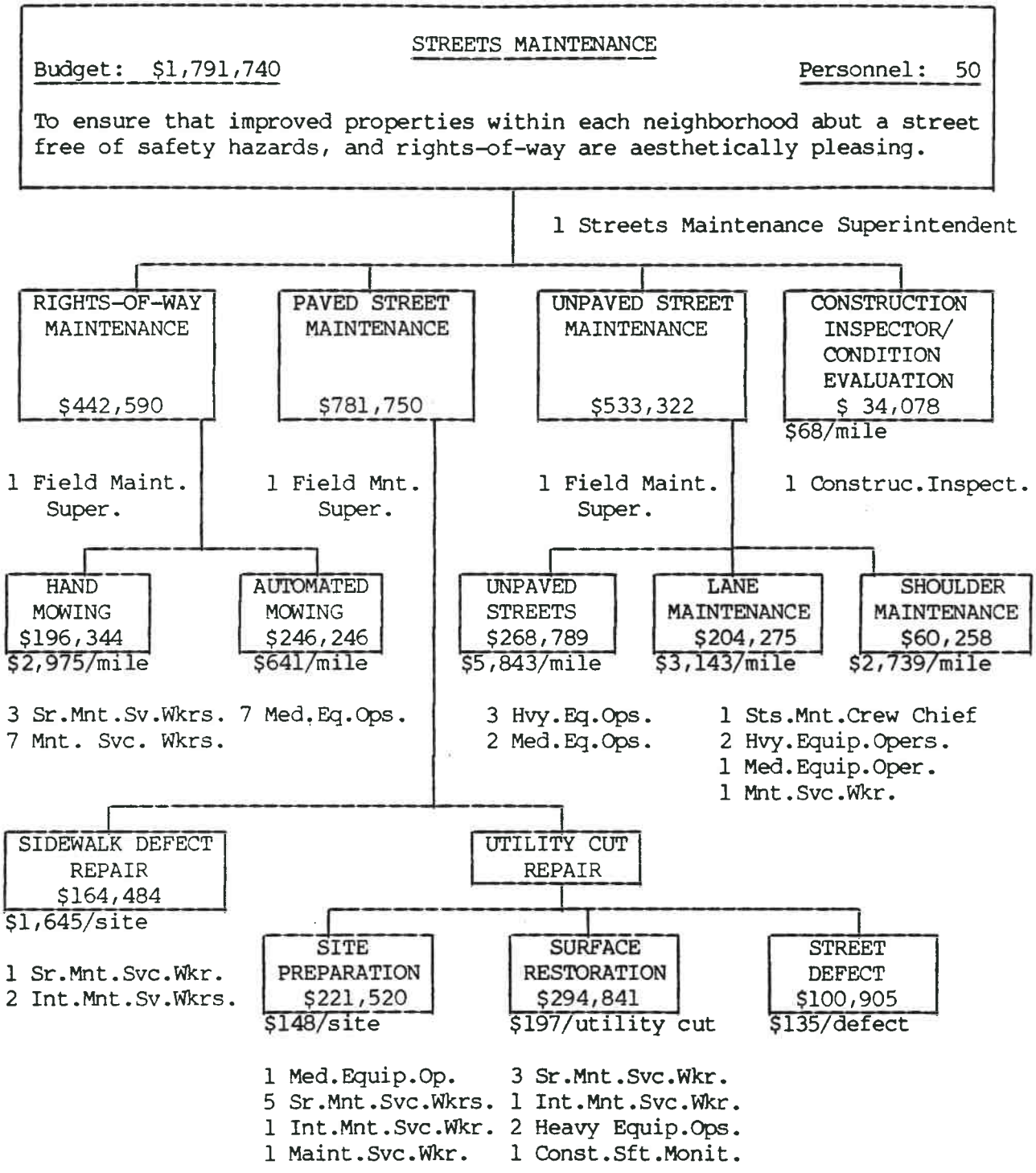
STREETS MAINTENANCE

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 796,186	$ 844,196	$ 855,518
CONTRACTUAL SERVICES	$ 7,651	$ 33,412	$ 29,893
COMMODITIES	$ 385,809	$ 412,968	$ 420,504
REVOLVING FUNDS	$ 386,271	$ 380,326	$ 384,051
CAPITAL OUTLAY	$ 20,693	$ 9,100	$ 16,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 126,595	$ 97,891	$ 85,774
TOTAL	$ 1,723,205	$ 1,777,893	$ 1,791,740

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
MAINTENANCE SERVICE WORKER	8.00	8.00	43	$ 94,267
INT MAINT SERVICE WORKER	4.00	4.00	46	$ 47,204
SR MAINT SERVICE WORKER	12.00	12.00	48	$ 153,475
MEDIUM EQUIPMENT OPERATOR	12.00	12.00	49	$ 145,700
CONST SITE SAFETY MONITOR	1.00	1.00	55	$ 14,813
HEAVY EQUIPMENT OPERATOR	7.00	7.00	57	$ 107,551
STREETS MAINT CREW CHIEF	1.00	1.00	59	$ 17,571
FIELD MAINTENANCE SUPERVISOR	3.00	3.00	64	$ 62,291
CONSTRUCTION INSPECTOR	1.00	1.00	68	$ 20,341
STREETS MAINT SUPERINTENDENT	1.00	1.00	71	$ 24,129
TOTAL	50.00	50.00		


STREETS MAINTENANCE
Budget: $1,791,740
Personnel: 50
To ensure that improved properties within each neighborhood abut a street free of safety hazards, and rights-of-way are aesthetically pleasing.
1 Streets Maintenance Superintendent
RIGHTS-OF-WAY MAINTENANCE
$442,590
PAVED STREET MAINTENANCE
$781,750
UNPAVED STREET MAINTENANCE
$533,322
CONSTRUCTION INSPECTOR/ CONDITION EVALUATION
$ 34,078
$68/mile
1 Field Maint. Super.
1 Field Mnt. Super.
1 Field Maint. Super.
1 Construc.Inspect.
HAND MOWING
$196,344
$2,975/mile
AUTOMATED MOWING
$246,246
$641/mile
UNPAVED STREETS
$268,789
$5,843/mile
LANE MAINTENANCE
$204,275
$3,143/mile
SHOULDER MAINTENANCE
$60,258
$2,739/mile
3 Sr.Mnt.Sv.Wkrs.
7 Mnt. Svc. Wkrs.
7 Med.Eq.Ops.
3 Hvy.Eq.Ops.
2 Med.Eq.Ops.
1 Sts.Mnt.Crew Chief
2 Hvy.Equip.Opers.
1 Med.Equip.Oper.
1 Mnt.Svc.Wkr.
SIDEWALK DEFECT REPAIR
$164,484
$1,645/site
UTILITY CUT REPAIR
1 Sr.Mnt.Svc.Wkr.
2 Int.Mnt.Sv.Wkrs.
SITE PREPARATION
$221,520
$148/site
SURFACE RESTORATION
$294,841
$197/utility cut
STREET DEFECT
$100,905
$135/defect
1 Med.Equip.Op.
5 Sr.Mnt.Svc.Wkrs.
1 Int.Mnt.Svc.Wkr.
1 Maint.Svc.Wkr.
3 Sr.Mnt.Svc.Wkr.
1 Int.Mnt.Svc.Wkr.
2 Heavy Equip.Ops.
1 Const.Sft.Monit.
Total Vehicles: 46

STREETS MAINTENANCE

WORK PROGRAMS

WP 2035-1: Prepare sites

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,500	1,500	1,500	$ 237	$ 221	$ 222
	Sites Prepared			Unit Cost: $148/site		

WP 2035-2: Restore surface

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,402	1,500	1,500	$ 287	$ 293	$ 295
	Cuts Patched			Unit Cost: $197/cut		

WP 2035-3: Maintain 453 miles of paved streets

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	878	750	750	$ 76	$ 100	$ 101
	Defects Repaired			Unit Cost: $135/defect		

WP 2035-4: Repair sidewalk defects

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	185	200	100	$ 109	$ 163	$ 165
	Defects Repaired			Unit Cost: $1,645/defect		

WP 2035-5: Hand-mow city rights-of-way 6 times (April-September)

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	75	75	66	$ 204	$ 195	$ 196
	Miles Mowed			Unit Cost: $2,975/mile		

STREETS MAINTENANCE

WORK PROGRAMS

WP 2035-6: Automated mowing: tractor mow city rights-of-way, streets and lanes 6 times (April - September), and canal banks once a year.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	219	382	384	$ 231	$ 244	$ 246
	Miles Mowed			Unit Cost:	$641/mile	

WP 2035-7: Maintain unpaved streets

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	57	50	46	$ 278	$ 267	$ 269
	Miles Graded Monthly			Unit Cost:	$5,843/mile	

WP 2035-8: Maintain lanes

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	118	65	65	$ 209	$ 203	$ 204
	Miles Graded Annually			Unit Cost:	$3,143/mile	

WP 2035-9: Maintain road shoulders

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	45	22	22	$ 58	$ 59	$ 60
	Miles Maintained Annually			Unit Cost:	$2,739/mile	

STREETS MAINTENANCE

WORK PROGRAMS

WP 2035-10: Inspect streets and sidewalks

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	200	500	500	$ 34	$ 33	$ 34
	Miles Inspected			Unit Cost: $68/mile		

STREETS MAINTENANCE

GOAL: TO INSURE THAT IMPROVED PROPERTIES WITHIN EACH NEIGHBORHOOD ABUT A STREET FREE OF SAFETY HAZARDS AND RIGHTS-OF-WAY ARE AESTHETICALLY PLEASING.

OBJECTIVE 2035-A:
To obtain a paved condition index rating of not more than 1.00 for 90% of all neighborhoods.

	1985	1986	1987
(A-1)	80%	90%	90%
	% Neighborhoods Achieving Paved Condition Index Rating		
(A-2)	362	408	408
	Number Miles Meeting Standard		
(A-3)	91	45	45
	Number Miles Not Meeting Standard		

STRATEGY:
1. Using the Street Condition Inventory, determine problem sites in the target neighborhoods and apply resources accordingly.
2. Conduct a semi-annual condition evaluation of 10% of total street mileage per planning unit.

OBJECTIVE 2035-B:
To ensure an unpaved condition rating of not more than 1.00 for 90% of all neighborhoods.

	1985	1986	1987
(B-1)	N/A	90%	90%
	% Neighborhoods Achieving Target Condition Rating		
(B-2)	N/A	42	42
	Number Miles Meeting Standard		
(B-3)	N/A	5	5
	Number Miles Not Meeting Standard		

STRATEGY:
1. Use crushed stone in lieu of fill dirt.
2. Conduct a semi-annual condition evaluation of 10% of total unpaved street segments per planning unit.

STREETS MAINTENANCE

OBJECTIVE 2035-C:
To respond to 98% of Priority I service requests[1] within the standard response time of the same day to 7 days.

	1985	1986	1987
(C-1)	98.3%	98%	98%
	Responses Within Standard		
(C-2)	438	440	440
	Number Responses Within Standard		
(C-3)	8	8	8
	Number Responses Not Within Standard		

STRATEGY:
1. Review service desk printouts monthly to determine delinquent work sites.
2. Review work codes to determine appropriate priority.
3. Educate supervisors as to the importance of priorities and meeting objectives.

OBJECTIVE 2035-D:
To respond to 94% of the Priority II[1] service requests within the standard response time of 7 days to 14 days.

	1985	1986	1987
(D-1)	93.9%	94%	94%
	Responses Within Standard		
(D-2)	3,890	3,900	3,900
	Number Responses Within Standard		
(D-3)	253	249	249
	Number Responses Not Within Standard		

STRATEGY:
1. Review service desk printouts monthly to determine delinquent work sites.
2. Review work codes to determine appropriate priority.
3. Educate supervisors as to the importance of priorities and meeting objectives.

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[1]

Priority	
I	Pavement Defect - Pothole
	Oil Spill
	Washout
	Barricade Request
II	Pavement Defect - Pothole
	Pavement Defect - Low Patch
	Sidewalk Repair
	Utility Cut Preparation
	Utility Cut Surface Restoration
	Shoulder Repair

STREETS MAINTENANCE

OBJECTIVE 2035-E:
To respond to 95% of Priority III[1] service requests within the standard response time of 14 days to 50 days.

	1985	1986	1987
(E-1)	95.4%	95%	95%
	Responses Within Standard		
(E-2)	595	600	600
	Number Responses Within Standard		
(E-3)	29	32	32
	Number Responses Not Within Standard		

STRATEGY:
1. Review service desk printouts monthly to determine delinquent work sites.
2. Review work codes to determine appropriate priority.
3. Educate supervisors as to the importance of priorities and meeting objectives.

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[1] Priority

III
- Street Defect - Tree Root Damage
- Curb Defect
- Right-of-Way Mowing
- Overgrown Lane
- Unpaved Street Grading

Adopted Budget Summary
Inspections

The 1987 Inspections' base budget of $973,429 is described in detail on the following pages. Two additional new programs totalling $131,512 will be implemented. The implementation of these programs will increase the Inspections' budget to $1,104,941. The table below outlines this budget by major expenditures. A brief description of each program improvement is also included.

Expenditure Areas	Base Proposal	New Programs	Final Budget
Personal Services	$ 588,948	$ 91,669	$ 680,617
Contractuals	48,643	4,521	53,164
Commodities	10,422	2,922	13,344
Revolving Fund	74,063	2,400	76,463
Capital Outlay	3,000	0	3,000
Interfund Transfer	248,353	30,000	278,353
Total	$ 973,429	$ 131,512	$ 1,104,941

Additional Inspectors: Funding of $103,501 is provided for the addition of three inspectors and three vehicles. The additional staff will enable the activity to perform all inspections required by the Southern Building Code Congress.

Management Analyst: Funding of $28,011 is provided for the addition of a management analyst. The position will help avoid delays in processing applications and help insure that applications are processed in accordance with code requirements.

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Inspections Department

Budget Proposal: The Inspections Department is a part of the Bureau of Public Development. The 1987 Basic Program Budget is listed below along with projected 1986 expenditures. A decrease of $24,018 or 2.4% below 1986 costs is provided in the 1987 proposal of $973,429.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 616,390	$ 588,948	$-27,442	-4.5
Contractuals	54,203	48,643	-5,560	-10.3
Commodities	9,646	10,422	776	8.0
Revolving Fund	76,190	74,063	-2,127	-2.8
Capital Outlay	0	3,000	3,000	-
Interfund Trans	241,018	248,353	7,335	3.0
Total	$ 997,447	$ 973,429	$-24,018	-2.4

Basic Program Costs:

Personal Services: Expenses for Personal services are $588,948, $483,564 of which is for Salaries and Wages. Three other major accounts are: Pension, $37,080; Social Security, $34,648; and Medical Insurance, $18,156. Major changes are listed below.

Salaries & Wages — **decrease** $9,765 as the base pay increase of almost $18,000 is offset by a $28,000 reduction for 3 temporary positions utilized in 1986.

Temporary Labor — **decreases** $9,411 to zero in 1987. In 1986, contracted secretarial support was utilized most of the year to assist with the expanded plans review program.

Medical Insurance — **decreases** $6,454 as current reserve levels will allow reduced contributions in 1987.

Contractuals: The cost of Contractual services in 1987 is $48,643. The three largest accounts are: Contractual fees for monitoring gasoline storage tanks, $21,850; Travel for training and educational courses, $5,880; Printing of all permit forms, inspection stickers, and Zoning Board of Appeals signs, $4,740; and Photocopier rental and operating costs, $4,572. The major budget changes in these accounts are:

Professional Fees **decrease** $17,091. In 1986, the Inspections Department temporarily contracted out its plans review program for several months until permanent plan reviewers were on staff and fully trained.

Other Contract **increase** $11,077 to provide a contingency reserve for additional testing for leaks in gasoline storage tanks.

Commodities: A $10,422 budget is proposed for Commodities. Major cost centers include: Office Supplies, $4,216; Postage, $2,940; and Small Fixed Assets, $1,509. Quantity changes produce most of the increase in this series:

Small Fixed Asset **increase** $1,107 for replacement of 10 armchairs, 3 secretarial chairs, and 2 tables for reviewing plans.

Tools/Shop Supp **decrease** $567, as purchases of collapsible ladders decline from 6 in 1986 to 3 in 1987.

Revolving Fund: The 1987 Revolving Fund charges total $74,063. The largest accounts in this category are: Central Services, $44,922; and Garage Services, $24,446. There is only one major change:

Central Services **decreases** $3,447 reflecting lower switchboard costs in 1987.

Capital Outlay: A Capital Outlay allocation of $3,000 for 3 replacement typewriters is recommended for 1987.

Interfund Transfers: Most of the $248,353 allocation in this series is for: Housing Code Enforcement by Chatham County Health Department, $226,649; and Vehicle Replacement, $18,332. The major change is:

Housing Code Enf **increases** $6,601 primarily due to personal services increases in the County Health Department's budget. The cost of services by the County Health Department rises by 3% from $220,048 in 1986 to $226,649 in 1987.

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Inspections	$ 840,416	$ 997,447	$ 973,429

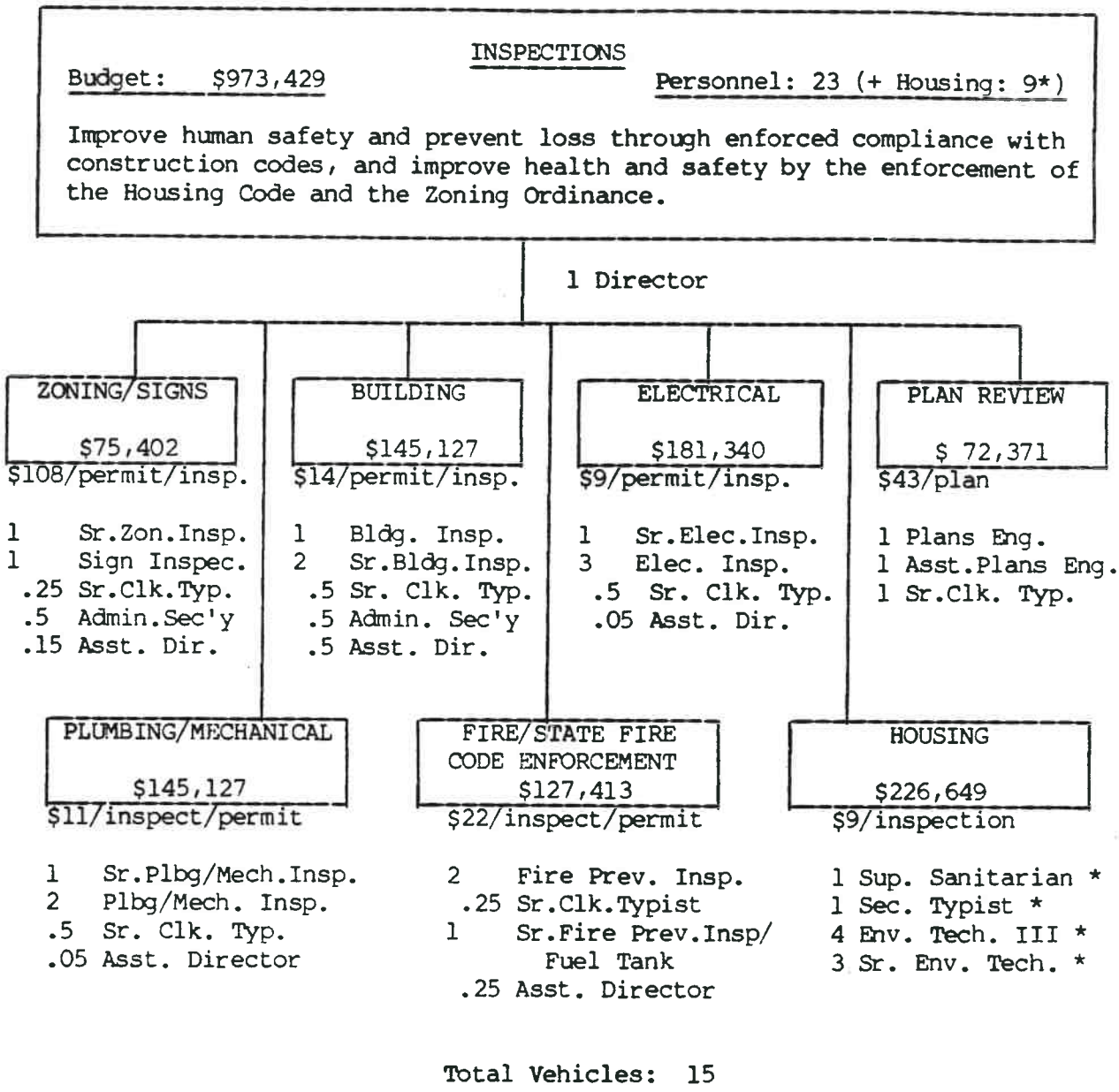
INSPECTIONS

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 456,190	$ 616,390	$ 588,948
CONTRACTUAL SERVICES	$ 51,010	$ 54,203	$ 48,643
COMMODITIES	$ 9,191	$ 9,646	$ 10,422
REVOLVING FUNDS	$ 72,970	$ 76,190	$ 74,063
CAPITAL OUTLAY	$ 12,926	$ 0	$ 3,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 238,129	$ 241,018	$ 248,353
TOTAL	$ 840,416	$ 997,447	$ 973,429

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	3.00	3.00	50	$ 40,005
ADMINISTRATIVE SECRETARY	1.00	1.00	56	$ 14,813
FIRE PREVENTION INSPECTOR	2.00	2.00	66	$ 38,444
ZONING INSPECTOR	1.00	1.00	66	$ 19,293
PLUMBING/MECHANICAL INSPECTOR	2.00	2.00	66	$ 39,056
ELECTRICAL INSPECTOR	3.00	3.00	66	$ 58,734
BUILDING INSPECTOR	1.00	1.00	66	$ 19,229
SENIOR ZONING INSPECTOR	1.00	1.00	68	$ 23,129
SR PLUMBING/MECHANICAL INSP	1.00	1.00	68	$ 20,052
SENIOR ELECTRICAL INSPECTOR	1.00	1.00	68	$ 24,725
SENIOR BUILDING INSPECTOR	2.00	2.00	68	$ 43,888
ASSISTANT PLANS EXAMINER	1.00	1.00	68	$ 21,261
SR FIRE PREVENTION INSPECTOR	1.00	1.00	68	$ 20,341
PLANS EXAMINER	1.00	1.00	75	$ 26,469
ASST INSPECTIONS DIRECTOR	1.00	1.00	79	$ 33,880
INSPECTIONS DIRECTOR	1.00	1.00	90	$ 45,145
TOTAL	23.00	23.00		



Total Vehicles: 15

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* Paid by Chatham County

INSPECTIONS

WORK PROGRAMS

WP 2310-1: Issue permits

	SERVICE QUANTITY 1985 ACTUAL	1986 PROJECTED	1987 PLANNED	COST ALLOCATION ($1,000's) 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	9,986	8,396	10,500	$142	$150	$145
	Bldg.Permits/Inspections			Unit Cost:	$14/perm/insp.	
2)	14,212	17,488	21,000	$176	$188	$181
	Electrical Permits/Inspec.			Unit Cost:	$9/perm/insp.	
3)	10,097	10,059	13,499	$125	$150	$145
	Plumb/Mech/Sewer Permits/Inspec.			Unit Cost:	$11/perm/insp.	
4)	4,342	5,706	5,700	$ 90	$132	$128
	Fire/Fuel Tank Permits/Inspec.			Unit Cost:	$22/perm/insp.	
5)	2,644	602	700	$106	$ 80	$ 75
	Zoning/Sign Permits/Inspec.			Unit Cost:	$108/perm/insp.	
6)	22,350	25,648	25,600	$201	$220	$227
	Housing Inspections			Unit Cost:	$9/perm/insp.	
7)	63,631	67,899	76,999	$840	$920	$901
	TOTAL PERMITS/INSPECTIONS			Unit Cost:	$12/perm/insp.	

WP 2310-2: Review plans

	SERVICE QUANTITY 1985 ACTUAL	1986 PROJECTED	1987 PLANNED	COST ALLOCATION ($1,000's) 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,658	1,764	1,700	N/A	$ 77	$ 72
		Plans *		Unit Cost:	$43/plan	

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* For Building/Electrical/Sign permits

INSPECTIONS

WORK PROGRAMS

WP 2310-3: Produce revenues

	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	$425,000	$475,000	$418,000
		Building/Demolition	
2)	$206,000	$228,000	$201,000
		Electrical	
3)	$160,000	$180,000	$159,000
		Plumbing/Mechanical	
4)	$403,000*	$451,000*	$397,000*
		Sewer/Water	
5)	$ 4,000	$ 5,000	$ 4,000
		Fuel Tanks	
6)	$ 21,000	$ 24,000	$ 21,000
		Zoning/Signs	
7)	$1,219,000	$1,363,000	$1,200,000
	TOTAL REVENUE INCLUDING SEWER/WATER		
8)	$ 816,000	$ 912,000	$ 803,000
	TOTAL REVENUE EXCLUDING SEWER/WATER		
9)	$ 840,416	$ 997,447	$ 973,429
		TOTAL EXPENDITURES	

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* The Inspections Department issues permits only - no inspections are performed

INSPECTIONS

GOAL: TO ACHIEVE 100% CODE COMPLIANCE IN ALL DESIGN AND CONSTRUCTION FOR BUILDING IMPROVEMENTS IN THE CITY.

OBJECTIVE 2310-A:
Plans Review: To review completed construction plans for code compliance within the following time standards[1]:

	Permit Class*	Completed[2] Within # Work Days	1985	1986[3] Avg. Days	1986[3] %	1987
(A-1)	I	1	N/A	1	99%	99%
(A-2)	II	5	N/A	6	49%	90%
(A-3)	III	10	N/A	10	58%	90%
(A-4)	IV	15	N/A	37	28%	90%
(A-5)	V	20	N/A	48	50%	90%

Permit Time Standards Met

STRATEGY:
1. Computerize plan review status data to allow automatic generation of current status reports.
2. Monitor plan review time on a weekly basis to identify those projects with a high delay potential, so that remedial action can be taken.
3. Notify outside departments by telephone when plans are available for their review.
4. Continue the walk-through program for single family residential and duplexes.

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1 These time standards are not inclusive of requirements which Inspections does not control, such as:
- Client reponse time for questions and required revisions
- Other department review time
- Historic Review Board or Zoning Board of Appeals actions

2 These standards have been revised from 1986 adopted levels.

3 Due to recent changes in the categories and performance standards, 1986 figures include client response and outside agency review time.

* Permit Class

I	Single family residential, duplexes, additions, renovations and repairs which owner or contractor elects to walk through the system.
II	Small additions, garages, repairs.
III	Residential, 4 or less units; small commercial, 3 stories or less.
IV	Hotels, apartment complexes, commercial projects 4 to 7 stories.
V	Highrise structures, institutional and educational structures.

INSPECTIONS

OBJECTIVE 2310-B:
Inspections: To conduct inspections such that 95% are made within 2 work days of request, and 100% within 3 work days of request.

	1985	1986	1987
(B-1)	96%	95%	95%
	Inspections Conducted Within 2 Work Days of Request		
(B-2)	100%	100%	100%
	Inspections Conducted Within 3 Work Days of Request		

STRATEGY:
1. Review Inspector assignments to insure that workload balance is maintained.
2. Adjust territories to cover Inspector absences, rapid workload changes, and emergencies.
3. Develop a computer-generated list of active permits to aid in tracking workload.
4. Check up on any active projects not requesting inspection for a period exceeding 2 weeks.

OBJECTIVE 2310-C:
Revenue: To maintain a revenue to expenditure ratio adequate to insure that sufficient resources exist to support departmental operations.

	1985	1986	1987
(C-1)	97%	92%	82%
	Revenue/Expenditure Ratio		

STRATEGY:
1. Increase monitoring of assigned territories for unpermitted construction.
2. Convert to a simplified "all in one" permit fee, to include building, plumbing/mechanical and electrical, and to be due at time of permit issue.
3. Increase the underground storage tank inspection fee from the current $25 per tank.
4. Expand enforcement of the Zoning ordinance related to signs.
5. Require proof of permit fee payment before issue of permit to applicant.

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Adopted Budget Summary
Police Bureau

The Police Bureau's 1987 base budget of $12,812,213 is described in detail on the pages which follow. Several new programs, which total $994,382, are also described. The implementation of these programs will increase the Police Bureau's budget to $13,806,595. The table below outlines the major components of this bureau's total proposed budget. A brief description of each program improvement by activity is also included.

Activity	Base Proposal	New Programs	Final Budget
Police Chief	$ 193,330	$ 0	$ 193,330
Operations/Patrol	7,541,772	484,427	8,026,199
Investigations	1,695,369	118,379	1,813,748
Aux & Tech Svcs	2,164,072	352,577	2,516,649
Management Svcs	1,076,729	38,999	1,115,728
Police Academy	140,941	0	140,941
Total	$12,812,213	$ 994,382	$13,806,595

Operations/Patrol: Funding in the amount of $484,427 is provided for two new programs. One will add seven patrol officers to the Directed Patrol Unit. This will facilitate the division of the existing unit into three squads: burglary control, robbery control and auto theft. The other new program will add seven patrol officers to the Traffic Division. Most of the proposed allocation is for personnel and vehicle purchase costs.

Investigations: The program improvement will add three officers to the vice squad. Augmentation of this unit's staff will enhance its effectiveness. Personnel, operating and vehicle purchase costs are provided by the $118,379 allocation.

Auxiliary & Technical Services: Two new programs will be implemented in this activity. Ten civilian communication specialists will be added to provide telephone responses to service calls whenever possible. The allocation for the Differential Response program is $202,577 providing for personnel and equipment purchase costs. An upgrade of the Police Bureau's computer system is also proposed for which $150,000 is allocated.

Management Services: An allocation of $38,999 was made for the addition of one police officer to the Neighborhood Watch Program. Funding is provided for salary, equipment and vehicle purchase costs for the new officer.

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Police Department

Budget Proposal: The Police Bureau encompasses the Police Chief's Office, Operations/Patrol, Investigations, Auxiliary and Technical Services, Management Services, and the Police Academy. The 1987 Basic Program Budget recommended for the Police Bureau, of $12,812,213, is $284,018 or 2.3% greater than 1986 Projected Expenditures. Major changes are explained below.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 9,458,022	$ 9,738,223	$ 280,201	3.0
Contractuals	574,623	543,035	-31,588	-5.5
Commodities	277,439	280,748	3,309	1.2
Revolving Funds	1,474,969	1,587,332	112,363	7.6
Capital Outlay	266,762	201,700	-65,062	-24.4
Interfund Trans	476,380	461,175	-15,205	3.2
Total	$ 12,528,195	$ 12,812,213	$ 284,018	2.3

Basic Program Costs:

Personal Services: Expenses in this series increase 3.0% or $280,201 in 1987 to $9,738,223. Major accounts in this area are: Salaries and Wages, $7,755,188; Pension, $582,831; Social Security, $471,071; Group Medical Insurance, $312,428; Workers' Compensation, $149,774; Court Overtime, $144,500; Overtime, $129,626; Police Pension, $74,140; Longevity, $66,847; and Group Life Insurance, $44,826. Major changes are:

Salaries & Wages **increase** $432,601 due to a general wage increase and an anniversary increase for eligible employees.

Medical Insurance **decreases** $194,535 due to Citywide Medical Insurance decreases.

Contractuals: Contractual services expenses are $543,035 in 1987, down $31,588 from projected 1986 levels. Major accounts in this area are: Professional Services Fees, $76,725; Insurance, $71,350; Communications, $65,087; Electricity, $56,363; Photocopying, $45,984; Rentals, $38,955; and Equipment Maintenance, $33,510. The major changes are:

Other Contract	**decrease** $16,540 due to the reflection of 1986 expenditures funded by state grant and RICO monies. These expenditures are not budgeted, but are spent as received.
Building Repair	**decreases** $9,126 because of large one-time projects performed in 1986 in conjunction with heating and insulation work.
Communications	**decrease** $7,770 due to full-year savings on private lines that were converted to lower cost ESSX lines in 1986.

Commodities: Expenses in this series increase 1.2% or $3,309 in 1987 to $280,748. Major accounts in this area are: Clothing and Personal Supplies, $124,298; Operating Supplies and Materials, $116,208; Office Supplies, $21,891; and Small Fixed Assets, $12,968. The major change is:

Small Fixed Asset	**increase** $3,448 due to heavy one-time expenditures in 1987 for office furniture and photography equipment.

Revolving Fund: Revolving Fund chargebacks increase $112,363 or 7.6% in 1987 to $1,587,332. These consist of charges from Garage Services $882,187 ; Data Processing, $487,712; and Central Services, $217,433. The major changes are:

Garage Services	**increase** $63,503 due to a revised estimate of the Police's share of the Garage Overhead and anticipated inflation in direct costs.
Data Processing	**increases** $36,267 due to higher projected usage of the database in 1987.

Capital Outlay: The total 1987 allocation for Capital Outlay is $201,700. Projected equipment expenditures are listed below:

Operations/Patrol	
35 6-Channel Portable Radios	$63,000
10 Pagers	2,800
1 Electric Typewriter	850
1 Surveillance Camera	550

Investigations		
10	Small Concealable Radios	$ 5,300
2	Electric Typewriters	1,700
Auxiliary & Technical		
6	Base/Repeaters	$60,000
12	12-Channel Mobile Radios	31,000
12	12-Channel Portable Radios	30,000
1	Uninterrupted Power Source	5,000
3	Strobe Light/Visa Bars	1,500
	Total	$201,700

Interfund Transfers: An allocation of $461,175 is provided for Vehicle Depreciation charges in the Police Bureau. This represents a $10,428 increase due to the higher cost of vehicle replacement purchases in 1987. In addition, $69,994 is allocated to Vehicle Purchase contributions, in an effort to absorb some of the inflation in future years' purchases. Total Interfund Transfer expenses decrease $15,205 because of the purchase of two vehicles in 1986. This decrease was partially offset by the increases in depreciation.

POLICE BUREAU

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Police Chief	$ 176,170	$ 199,172	$ 193,330
Operations/Patrol	6,962,797	7,294,197	7,541,772
Investigations	1,543,408	1,639,089	1,695,369
Aux. & Tech. Svcs.	1,967,246	2,236,385	2,164,072
Management Svcs.	908,711	1,025,467	1,076,729
Police Academy	101,758	133,885	140,941
Total	$11,660,090	$12,528,195	$12,812,213

PERSONNEL SUMMARY

POLICE

POSITION TITLE	RANGE	STAFF YEARS
POLICE CHIEF	98	1.00
POLICE MAJOR	89	4.00
SENIOR SYSTEMS ANALYST	81	1.00
POLICE PLANNING DIRECTOR	81	1.00
POLICE CAPTAIN	80	6.00
SENIOR MANAGEMENT ANALYST	78	3.00
POLICE TRAINING OFFICER	76	1.00
PERSONNEL COORDINATOR	75	1.00
MANAGEMENT ANALYST	75	1.00
POL CRIME PREVENTION ANALYST	75	1.00
CHIEF FIRE INVESTIGATOR	74	1.00
POLICE LIEUTENANT	74	12.00
POL PUBLIC INFORM SPEC	73	1.00
POLICE STAFF SPECIALIST	73	1.00
POLICE SERGEANT	70	31.00
FIRE INVESTIGATOR	65	1.00
POLICE CORPORAL	65	114.00
SENIOR POLICE DISPATCHER	59	1.00
POLICE OFFICER	58	133.00
ADMINISTRATIVE ASSISTANT	56	3.00
POLICE DISPATCHER	55	18.00
PRINCIPAL CLERK	54	3.00
SECRETARY	53	4.00
SENIOR CLERK TYPIST	50	6.00
CLERK-STENO	50	4.00
SENIOR CLERK	49	8.00
STOREKEEPER	46	1.00
CLERK TYPIST	45	7.00
CLERK	44	2.00
CUSTODIAN	41	3.00
SCHOOL CROSS GUARD	37	18.24
TOTAL		392.24

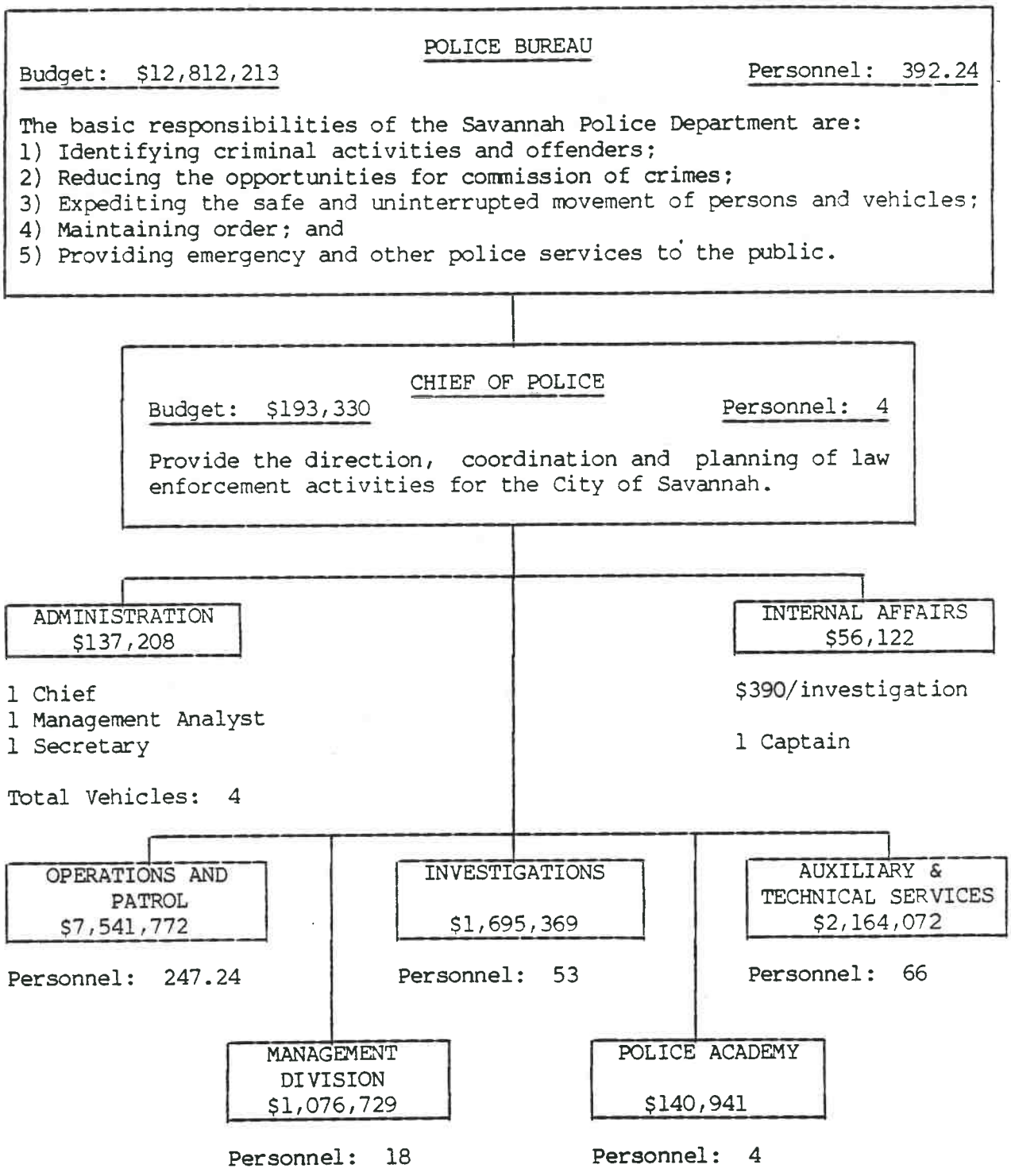
POLICE CHIEF

PURPOSE: DIRECT ALL POLICE OPERATIONS THROUGH THE PLANNING AND COORDINATION OF DEPARTMENTAL ADMINISTRATIVE ACTIVITIES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 129,271	$ 149,298	$ 152,089
CONTRACTUAL SERVICES	$ 18,205	$ 22,052	$ 13,237
COMMODITIES	$ 5,241	$ 8,208	$ 7,343
REVOLVING FUNDS	$ 17,157	$ 14,489	$ 16,366
CAPITAL OUTLAY	$ 1,705	$ 976	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 4,591	$ 4,149	$ 4,295
TOTAL	$ 176,170	$ 199,172	$ 193,330

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 18,450
POL PUBLIC INFORM SPEC	1.00	1.00	73	$ 23,830
POLICE CAPTAIN	1.00	1.00	80	$ 33,952
POLICE CHIEF	1.00	1.00	98	$ 52,669
TOTAL	4.00	4.00		


POLICE BUREAU
Budget: $12,812,213
Personnel: 392.24
The basic responsibilities of the Savannah Police Department are:
1) Identifying 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: $193,330
Personnel: 4
Provide the direction, coordination and planning of law enforcement activities for the City of Savannah.
ADMINISTRATION
$137,208
1 Chief
1 Management Analyst
1 Secretary
Total Vehicles: 4
INTERNAL AFFAIRS
$56,122
$390/investigation
1 Captain
OPERATIONS AND PATROL
$7,541,772
Personnel: 247.24
INVESTIGATIONS
$1,695,369
Personnel: 53
AUXILIARY & TECHNICAL SERVICES
$2,164,072
Personnel: 66
MANAGEMENT DIVISION
$1,076,729
Personnel: 18
POLICE ACADEMY
$140,941
Personnel: 4

POLICE CHIEF

WORK PROGRAMS

WP 2610-1: Provide planning, direction, control and administrative assistance.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$122	$141	$137

WP 2610-2: Investigate internal affairs.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	106 Investigations	110	144	$ 54 Unit Cost:	$ 58 $390/investig.	$ 56

POLICE CHIEF

GOAL: TO PROVIDE THE DIRECTION, COORDINATION, AND PLANNING OF ALL LAW ENFORCEMENT ACTIVITIES FOR THE CITY OF SAVANNAH.

OBJECTIVE 2610-A:
To ensure that all crime reduction and other Police Bureau objectives are met within the adopted budget.

	1985	1986	1987
(A-1)	80%	86%	100%
	Objectives Met		

STRATEGY:
1. Increase training levels for Majors and Captains.
2. Increase the use of video recording in investigations, line-ups, DUI cases, and officer training.
3. Minimize the disruptions in Police operations due to building renovations and radio communications improvements.
4. Monitor expenses regularly, with special attention given to past problem areas (e.g. overtime).

OBJECTIVE 2610-B:
To reduce the number of citizen complaints* about discourteous police officers by 5% bureauwide.

	1985	1986	1987
(B-1)	26	25	24
	Number of Citizen Complaints		

STRATEGY:
1. Continue "employee courtesy program" by Director of Personnel and Training.
2. Reiterate to all Police personnel the nature and expectations of "employee courtesy program".
3. Require internal investigation of all serious allegations of Police misconduct.
4. Tabulate and report to Chief on a monthly basis the number and type of complaints, by individual employee.

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* Defined as harrassment, abusive language, and rudeness.

POLICE CHIEF

OBJECTIVE 2610-C:
To reduce the average sick-leave use per employee by 3% bureau-wide.

	1985	1986	1987
(C-1)	5.30	4.90	4.75

Average Number of Days Taken Per Year Per Employee

STRATEGY:
1. Continue to use Citywide Sick Leave Reduction Program.
2. Develop incentives to reduce sick leave usage.
3. Continue to monitor and counsel "problem" employees.

OBJECTIVE 2610-D:
To submit all reports on schedule.

	1985	1986	1987
(D-1)	N/A	80%	100%

% of Reports Submitted on Schedule

STRATEGY:
1. Establish a 1987 "tickler" file for each division to ensure that no due dates are missed.
2. Review the report generation process of each division.
3. Review the appropriateness of the data collected and included in each management report.

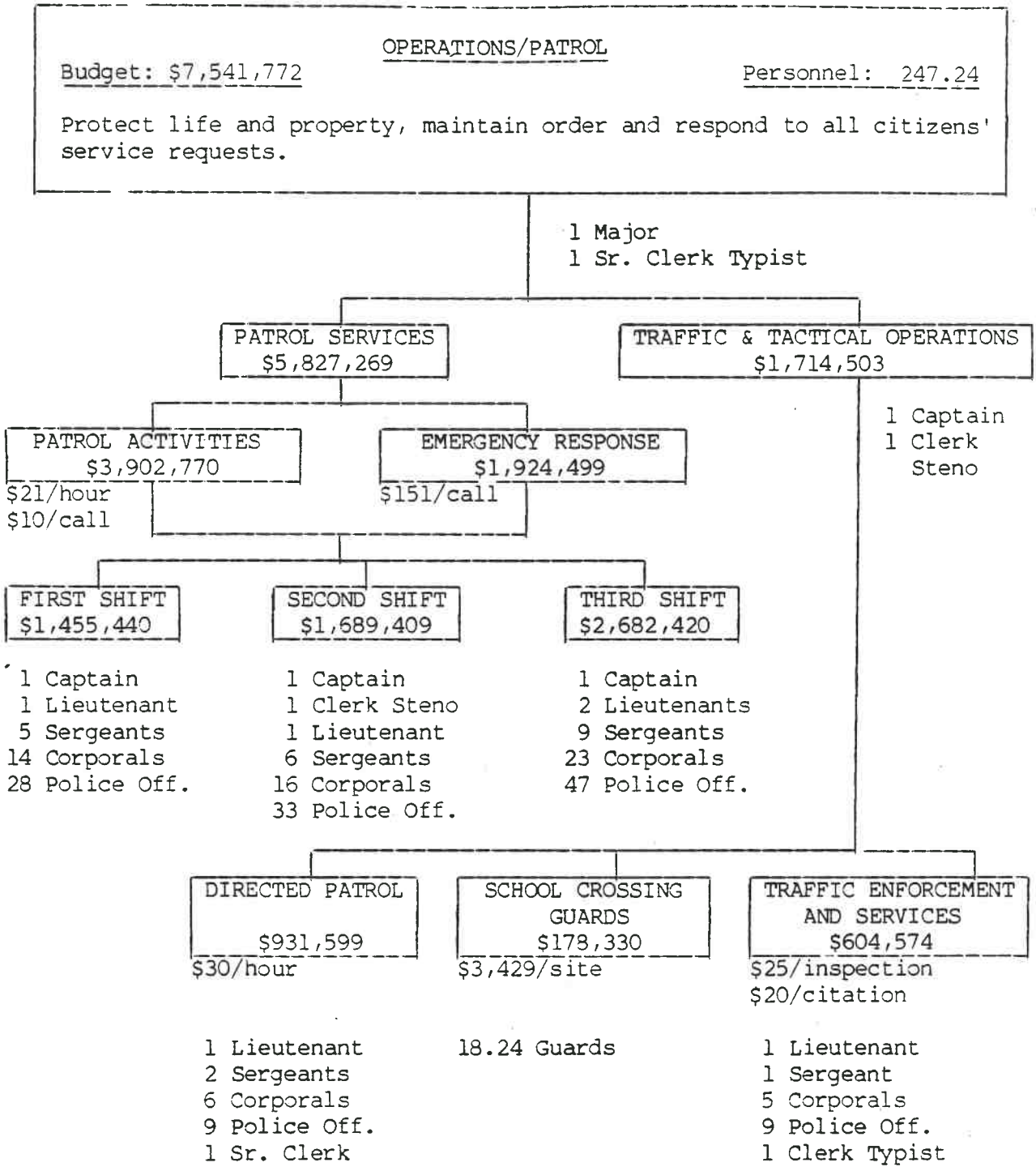
OPERATIONS/PATROL

PURPOSE: PROTECT CITIZENS FROM CRIME THROUGH VARIOUS MARKED AND UNMARKED PATROL STRATEGIES AND PROVIDE EMERGENCY ASSISTANCE WHEN LIFE OR PROPERTY IS ENDANGERED.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 5,767,247	$ 5,986,106	$ 6,186,269
CONTRACTUAL SERVICES	$ 65,940	$ 139,199	$ 139,708
COMMODITIES	$ 13,172	$ 13,289	$ 9,450
REVOLVING FUNDS	$ 789,369	$ 727,128	$ 771,308
CAPITAL OUTLAY	$ 31,211	$ 42,276	$ 67,200
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 295,858	$ 386,199	$ 367,837
TOTAL	$ 6,962,797	$ 7,294,197	$ 7,541,772

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SCHOOL CROSS GUARD	18.24	18.24	37	$ 189,621
CLERK TYPIST	1.00	1.00	45	$ 11,795
SENIOR CLERK TYPIST	1.00	1.00	50	$ 15,937
CLERK-STENO	2.00	2.00	50	$ 26,842
POLICE OFFICER	126.00	126.00	58	$ 2 238,133
POLICE CORPORAL	64.00	64.00	65	$ 1,483,425
POLICE SERGEANT	24.00	24.00	70	$ 616,474
POLICE LIEUTENANT	6.00	6.00	74	$ 173,212
POLICE CAPTAIN	4.00	4.00	80	$ 133,308
POLICE MAJOR	1.00	1.00	89	$ 39,303
TOTAL	247.24	247.24		



Total Vehicles: 98

OPERATIONS/PATROL

WORK PROGRAMS

Patrol Services

WP 2620-1: Respond to all service demands

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	11,995	12,500	12,750	$1,765	$1,848	$1,924
	Part I Crime Calls			Unit Cost: $151/call		
2)	119,756	120,756	121,256	$1,199	$1,207	$1,213
	Lesser Calls			Unit Cost: $10/call		
1)	38,435	41,744	42,994	$ 384	$ 417	$ 413
	Administrative Calls			Unit Cost: $10/call		

WP 2620-2: Provide patrol of City by marked vehicles

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	88,695	89,245	90,885	$1,728	$1,819	$1,907
	Hours/Preventive Marked Patrol			Unit Cost: $21/hour		

WP 2620-3: Provide security and control service for community events, such as St. Patrick's Day

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	9,896	9,500	10,000	$ 371	$ 293	$ 301
	Areas Inspected Monthly			Unit Cost: $30/hour		

Traffic & Tactical Operations

WP 2620-4: Provide planned tactical patrol of high crime areas by marked units

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	31,200	31,200	31,200	$683	$924	$932
	Hours/Tactical Preventive Patrol			Unit Cost: $30/hour		

OPERATIONS/PATROL

WORK PROGRAMS

Traffic & Tactical Operations

WP 2620-5: Conduct accident investigations

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	8,636	8,600	8,600	$219	$212	$215
	Accident Investigations			Unit Cost: $25/investigation		

WP 2620-6: Provide school crossing guards at selected locations

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	48	52	52	$213	$175	$178
	Sites Manned			Unit Cost: $3,429/site		

WP 2620-7: Conduct taxicab and wrecker inspections, issue taxicab and tour guide permits, and check and seal taxicab meters

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,000	1,000	1,500	$ 24	$ 24	$ 25
	Inspections			Unit Cost: $25/inspection		

WP 2620-8: Enforce traffic laws

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	17,828	18,600	18,600	$377	$360	$365
	Traffic Radar & Parking Citations			Unit Cost: $20/citation		

OPERATIONS/PATROL

GOAL: TO ENSURE THAT EVERY CITIZEN OF SAVANNAH IS EQUALLY FREE FROM BEING A VICTIM OF A SUPPRESSIBLE PART I CRIME.

OBJECTIVE 2620-A:
To decrease the incidence of selected Part I offenses in the aggregate and by specific category citywide and with special emphasis on the city's highest crime areas in 1987.

		1985	1986	1987
	Historic			
(A-1)	Robbery	30.56	28.64	23.00
(A-2)	Burglary	46.01	32.47	32.00
(A-3)	Auto Theft	11.13	10.00	9.90
(A-4)	Larceny-from Auto	67.76	62.50	60.00
(A-5)	Larceny-Purse Snatch.	6.98	5.00	4.95
	Victorian			
(A-6)	Robbery	14.07	12.00	11.50
(A-7)	Burglary	64.15	37.20	34.00
(A-8)	Auto Theft	5.57	3.80	3.50
(A-9)	Larceny-from Auto	35.24	35.00	34.00
(A-10)	Larceny-Purse Snatch.	1.24	1.00	.95
	Midtown			
(A-11)	Robbery	5.83	5.00	4.50
(A-12)	Burglary	35.00	32.50	30.00
(A-13)	Auto Theft	2.72	2.25	2.00
(A-14)	Larceny-from Auto	22.56	20.00	19.25
(A-15)	Larceny-Purse Snatch.	.78	.70	.62
	Waters/McAlpin			
(A-16)	Robbery	2.22	2.10	2.05
(A-17)	Burglary	48.26	32.00	28.00
(A-18)	Auto Theft	3.34	3.10	3.00
(A-19)	Larceny-from Auto	26.73	22.25	21.75
(A-20)	Larceny-Purse Snatch.	.74	.70	.65
	Mall			
(A-21)	Robbery	4.09	5.70	5.00
(A-22)	Burglary	34.52	32.50	30.00
(A-23)	Auto Theft	20.82	9.90	9.00
(A-24)	Larceny-from Auto	59.23	57.00	45.00
(A-25)	Larceny-Purse Snatch.	1.52	1.50	1.00
	City			
(A-26)	Robbery	3.52	4.57	3.50
(A-27)	Burglary	21.36	26.00	21.00
(A-28)	Auto Theft	2.70	2.59	2.50
(A-29)	Larceny-from Auto	18.37	18.90	17.90
(A-30)	Larceny-Purse Snatch.	.61	.68	.60

Offenses per 1,000 Population

OPERATIONS/PATROL

STRATEGY 2620-A:

1. The Directed Patrol Unit will be reorganized into 3 crime-specific teams (Robbery, Burglary, Auto Larceny) and concentrate its efforts in the target neighborhoods. Assignment of officers and tactics employed will be based on tactical crime analysis reports supplied by the Planning and Research Division.
2. Target hardening activities will be conducted based on descriptive analysis of victims/targets within the target area. These activities will include security surveys, educational programs, crime prevention PSA's, and suggestions for improvement of environmental conditions in high crime areas.
3. The CIB will assign all unassigned burglaries and robberies to Directed Patrol for follow-up. The Directed Patrol Unit will conduct neighborhood canvasses in these cases to develop suspects or increase solvability by developing more evidentiary and analysis factors.
4. With assistance and support of CIB and Planning Division, identify Part I offenders/crime suspects released on bail, in parole or probation, and initiate suspect surveillance on those suspects who are on parole/probation (multiple offenders, 2 or more) or are awaiting trial on two or more Part I offenses.
5. Conduct covert operations against identified fences in the community to interrupt the stolen property distribution system. CIB will assist by providing information or manpower necessary.

OPERATIONS/PATROL

GOAL: TO MAXIMIZE THE QUALITY OF SERVICE AND LEVEL OF PROTECTION TO THE PUBLIC BY INCREASING THE TIME AVAILABLE TO POLICE OFFICERS FOR THE PERFORMANCE OF PREVENTIVE PATROL AND PRELIMINARY INVESTIGATIONS.

OBJECTIVE 2620-B:
To increase the average preliminary investigation time by 20%.

	1985	1986	1987
(B-1)	14.6	13.0	15.6

Minutes per Investigation

STRATEGY:
1. Implement a differential police response system.
2. Special emphasis will be placed on target neighborhoods and Directed Patrol activities. Those beats located within the target neighborhoods will conduct foot patrols, intensive patrol/stationary assignments, and problems oriented to policing operations in the target areas during uncommitted time.
3. Patrol officers will increase their preliminary investigation time by conducting more complete investigations and collecting data for tactical analysis using crime-specific analysis sheets.
4. Patrol officers will conduct target hardening activities such as: security surveys and reporting environmental conditions which contribute to the crime problems in neighborhoods.
5. Patrol officers will conduct traffic DP's at those intersections identified as extremely high risks for accidents involving death and personal injury (coordinate with Traffic Unit).

OPERATIONS/PATROL

GOAL: TO IMPROVE THE QUALITY OF LIFE IN THE CITY BY DISCOURAGING DOMESTIC VIOLENCE.

OBJECTIVE 2620-C:
To determine which Police strategies have the greatest effectiveness at reducing repeat occurrences of domestic violence, and develop a training program to transfer the effective strategies to all Patrol officers.

	1985	1986	1987
(C-1)	N/A	N/A	N/A

STRATEGY:
1. Analyze and compare the effectiveness of different strategies in reducing domestic disturbance calls at specific addresses.

GOAL: TO REDUCE THE LEVEL OF CRIME ATTRIBUTED TO TRUANCY.

OBJECTIVE 2620-D:
To reduce the level of crime attributed to truancy by 10% during the school year.

	1985	1986	1987
(D-1)	480	470	423

Burglaries Committed During School Hours

STRATEGY:
1. Patrol neighborhoods that have a high frequency of school-hour residential burglary and detain those individuals of school age until their status has been determined, i.e. truant, suspended/expelled, not registered in school. The detainee is then returned to school, released, or taken to the Savannah Regional Youth Development Center depending on their respective status.

OPERATIONS/PATROL

GOAL: TO PROVIDE INCREASED TRAFFIC SAFETY BY REMOVING THE CAUSE OF DUI ACCIDENTS FROM CITY STREETS. TO DETECT PROBLEM DRIVERS THROUGH USE OF ELECTRONIC DEVICES AND RANDOM SURVEILLANCE OF PROBLEM AREAS.

OBJECTIVE 2620-E:
To reduce the number of traffic accidents caused by drivers operating under the influence of alcohol and drugs by 10% in 1987.

	1985	1986	1987
(E-1)	378	350	315

Number of DUI Accidents

STRATEGY:
1. Increase the use of the SELECTED TRAFFIC ENFORCEMENT PROGRAM (S.T.E.P.) to detect DUI drivers.
2. Concentrate surveillance at "TOP TEN" intersections.
3. Assign S.T.E.P. trained officers to make Public Service announcements via local media.
4. Cooperate with civic groups to increase DUI awareness through public education.
5. Initiate the use of sobriety check points throughout the city. Publicize this method in local media to increase public awareness.

OPERATIONS/PATROL

GOAL: TO PROVIDE INCREASED SAFETY FOR MOTORISTS AND PEDESTRIANS ON HIGH SPEED TRAFFIC ARTERIES, ON RESIDENTIAL STREETS AND IN SCHOOL ZONES THROUGHOUT THE CITY.

OBJECTIVE 2620-F:
To reduce the number of traffic accidents caused by violators on city streets by 10% in 1987.

	1985	1986	1987
(F-1)	8,693	8,750	7,875
		Accidents	

STRATEGY:
1. Coordinate activities with Traffic Engineering to identify high accident locations.
2. Provide intense radar enforcement at problem locations and increased surveillance at the "TOP TEN" accident intersections.
3. Have all streets in the city licensed for radar use by the State of Georgia.
4. Apply the use of moving radar to residential streets and school zones.
5. Provide Police surveillance to problem locations reported by citizens.

GOAL: TO PREVENT UNLICENSED PUBLIC SERVICE VEHICLES AND OPERATORS FROM OPERATING ON THE STREETS OF SAVANNAH; TO DETECT UNSAFE VEHICLES AND PREVENT THEIR OPERATION; AND TO PREVENT CITIZEN ABUSE BY INVESTIGATION COMPLAINTS.

OBJECTIVE 2620-G:
To reduce the number of taxicab, tour bus and wrecker violations by 10% in 1987.

	1985	1986	1987
(G-1)	996	1,086	977
		Complaints	

STRATEGY:
1. Increase the use daily cab and meter checks from 10 to 15 in 1987.
2. Increase the contact with tour bus and wrecker companies to discourage violations.
3. Concentrate on random traffic stops to detect unlicensed vehicles and drivers.
4. Investigate suspected drug, alcohol and criminal activities among the various services; take appropriate action.

CRIMINAL INVESTIGATIONS

PURPOSE: PROVIDE INVESTIGATIONS FOR THE IDENTIFICATION, APPREHENSION, AND PROSECUTION OF CRIMINAL OFFENDERS AND ASSIST DISTRICT ATTORNEY'S OFFICE IN CASE PREPARATION FOR PROSECUTION.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 1,251,790	$ 1,391,368	$ 1,426,579
CONTRACTUAL SERVICES	$ 49,951	$ 52,576	$ 45,359
COMMODITIES	$ 4,092	$ 2,500	$ 5,150
REVOLVING FUNDS	$ 127,205	$ 122,610	$ 145,118
CAPITAL OUTLAY	$ 665	$ 6,110	$ 7,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 109,705	$ 63,925	$ 66,163
TOTAL	$ 1,543,408	$ 1,639,089	$ 1,695,369

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 14,813
CLERK-STENO	2.00	2.00	50	$ 26,211
SECRETARY	3.00	3.00	53	$ 42,672
POLICE OFFICER	6.00	6.00	58	$ 110,854
POLICE CORPORAL	31.00	31.00	65	$ 724,169
FIRE INVESTIGATOR	1.00	1.00	65	$ 22,426
POLICE SERGEANT	4.00	4.00	70	$ 104 485
CHIEF FIRE INVESTIGATOR	1.00	1.00	74	$ 27,259
POLICE LIEUTENANT	3.00	3.00	74	$ 89,434
POLICE MAJOR	1.00	1.00	89	$ 39,299
TOTAL	53.00	53.00		

CRIMINAL INVESTIGATIONS

Budget: $1,695,369

Personnel: 53

Provide continuing investigative and prosecutorial services against crimes committed in the City of Savannah.

1 Major
1 Corporal
1 Secretary

PERSONS CRIMES
$601,306
$601/case

1 Lieutenant
2 Sergeants
16 Detectives
1 Secretary
1 Clerk Steno

VICE CRIMES
$248,044
$413/case

1 Lieutenant
1 Sergeant
4 Detectives
1 Clerk Steno

PROPERTY CRIMES
$846,019
$123/case

1 Lieutenant
1 Chief Fire Invest.
1 Fire Investigator
1 Sergeant
16 Detectives
1 Secretary
1 Sr. Clerk Typist

Total Vehicles 43

CRIMINAL INVESTIGATIONS

WORK PROGRAMS

WP 2631-1: Investigate crimes involving major risk of injury

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,032	1,134	1,000	$ 544	$ 588	$ 601
	Total Cases Assigned			Unit Cost:	$601/case	
2)	41	40	40			
	Homicide					
3)	149	120	110			
	Rape					
4)	500	650	550			
	Robbery					
5)	342	324	300			
	Aggravated Assault					

WP 2631-2: Investigate crimes involving risk of property loss

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4,212	4,498	4,550	$ 544	$ 550	$ 561
	Total Cases Assigned			Unit Cost:	$123/case	
2)	1,032	1,200	1,250			
	Burglary					
3)	886	900	900			
	Larceny					
4)	628	398	400			
	Auto Theft					
5)	1,176	1,500	1,500			
	Checks					
6)	490	500	500			
	Other					

WP 2631-3: Assist District Attorney in prosecution of cases

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,022	2,200	2,300	$ 107	$ 108	$ 121
	Cases Referred to Courts			Unit Cost:	$53/case	

CRIMINAL INVESTIGATIONS

WORK PROGRAMS

WP 2631-4: Conduct stolen property checks (pawn shops, junk yards, etc.)

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	35,012 Number of Items Checked	36,000	36,000	$ 68 Unit Cost: $2/item	$ 83	$ 80

WP 2631-5: Investigate crimes of vice

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	644 Arrests for Vice Activities	600	600	$ 218 Unit Cost: $413/case	$223	$248

WP 2631-6: Serve warrants

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	550 Warrants Served	600	600	$ 62 Unit Cost: $140/warrant	$ 87	$ 84

CRIMINAL INVESTIGATIONS

GOAL: TO ENSURE THAT ALL HOMICIDES COMMITTED UPON CITIZENS OF SAVANNAH ARE CLEARED BY ARREST.

OBJECTIVE 2631-A:
To clear by arrest 100% of all domestic* homicides.

	1985	1986	1987
(A-1)	16	15	15
	Total Domestic Homicides		
(A-2)	16	15	15
	Domestic Homicides Cleared By Arrest		
(A-3)	100%	100%	100%
	% Clearance Rate		

OBJECTIVE 2631-B:
To clear by arrest at least 70% of all non-domestic homicides.

	1985	1986	1987
(B-1)	25	25	25
	Total Non-Domestic Homicides		
(B-2)	17	18	18
	Non-Domestic Homicides Cleared by Arrest		
(B-3)	68%	72%	72%
	% Clearance Rate		

STRATEGY:
1. The training needed to enhance our investigators' skills will be scheduled over a 3-year period.
2. Assign a panel of investigators to all non-domestic homicides to insure all possible clues and evidence are gathered, assembled and presented properly; to insure all witnesses and suspects are interviewed properly and legally.
3. Analyze the needs of the black community in regards to decreasing black on black homicides. At present 79% of all homicides are in this category. Use a Task Force to study this problem so that the findings will allow black leaders a logical means of presenting this problem to their communities.

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

CRIMINAL INVESTIGATIONS

GOAL: TO ENSURE ALL BURGLARY CASES INVESTIGATED THAT HAVE A HIGH SOLVABILITY RESULT IN AN ARREST.

OBJECTIVE 2631-C:
To equal the National Clearance Rate for Burglary*.

	1985	1986	1987
(C-1)	2,044	2,406	2,406
	Residential Burglaries		
	1,250	1,250	1,250
	Commercial Burglaries		
	3,294	3,656	3,656
	Total Burglaries		
	1,032	1,232	1,250
	Total Assigned		
	43%	40%	40%
	Assigned Clearance Rate*		
	13.1%	14%	14%
	Total Clearance Rate*		

STRATEGY:
1. The Burglary unit will continue operating under the Triage System of case management. Case assignment will be 20 per month, per investigator.
2. Coordinate the activities of the Burglary unit with Patrol personnel, to improve the productivity of Burglary Investigators (i.e. meet weekly with beat officers to promote a team effort).
3. Evaluate all Investigators' productivity by continuing a quarterly performance report.
4. Identify property fences in the community and make cases.
5. Update training for persons assigned to the Burglary unit.
6. Identify and arrest recidivists that are committing the majority of burglaries.
7. Concentrate on neighborhoods with the highest crime rate.

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* Clearance rate is defined as "number of burglaries cleared by arrest" and exceptional means divided by the total number of reported burglaries. National Clearance Rate for Burglary was 14% in 1984 and 1985 (FBI UCR).

CRIMINAL INVESTIGATIONS

GOAL: TO ENSURE ALL AUTO THEFT CRIMES RESULT IN AN ARREST.

OBJECTIVE 2631-D:
To achieve a clearance rate of 27%* on auto thefts.

	1985	1986	1987
(D-1)	27%	27%	27%
	Clearance Rate		

STRATEGY:
1. Formulate a community awareness program on auto theft, utilizing the news media.
2. Provide in-service training for all police officers, in an effort to have the officers recognize stolen cars and areas where stolen vehicles are frequently abandoned.
3. Check head-out wrecker companies to locate vehicles towed in under private contract, etc.
4. Establish frequent contact with FBI, State, and Local authorities on stolen vehicles. Also, look at trends to determine if auto rings exist.

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* Includes cases cleared by exceptional means (same as FBI handbook).
National Clearance Rate for cities was 13%. (Southern cities was 20%.)

CRIMINAL INVESTIGATIONS

GOAL: TO ELIMINATE THE VISIBILITY OF VICE IN THE CITY.

OBJECTIVE 2631-E:
To increase by 10% the number of arrests for under-age drinking and illegal alcohol sales.

	1985	1986	1987
(E-1)	128	144	159

Arrests for Illegal Alcohol Violations

STRATEGY:
1. Implement two sting operations per year on business operations engaging in the sale of liquor to minors.
2. Institute ongoing covert investigations to identify illegal liquor houses.

OBJECTIVE 2631-F:
To increase by 10% the number of arrests for prostitution.

	1985	1986	1987
(F-1)	48	50	55

Prostitution Arrests

STRATEGY:
1. Identify specific areas of visible prostitution and target them for apprehension activities.
2. Identify houses and motels used for prostitution, and for vice operations.

OBJECTIVE 2631-G:
To increase by 10% the number of arrests for possession and sales of illegal drugs as they relate to other vice activities.

	1985	1986	1987
(G-1)	200	200	220

Controlled Substances Arrests

STRATEGY:
1. Use covert operations and informant sources to identify and apprehend drug dealers and their supply sources.

CRIMINAL INVESTIGATIONS

Youth and Women Unit

GOAL: TO SUPPRESS JUVENILE CRIME IN THE CITY.

OBJECTIVE 2631-H:
To bring about a reduction in the number of repeat Juvenile offenders.

	1985	1986	1987
(H-1)	140	134	127

Repeat Juvenile Offenders Per Year

STRATEGY:
1. Develop a computer file to track data on the Juvenile Recidivist Rate each year and identify high profile juveniles.

GOAL: TO ENSURE RAPE CRIMES RESULT IN AN ARREST.

OBJECTIVE 2631-I:
To equal the National Clearance rate for Rape (54%).

	1985	1986	1987
(I-1)	38%	54%	54%

STRATEGY:
1. Assign 100% of all rapes.
2. Identify known rapists who have been released or not prosecuted because of failure to prosecute.
3. Work jointly with the Rape Crisis Center to make the rape investigation easier for the victim.
4. Reduce rapes by aggressive investigation and assisting in the prosecution of said cases.

CRIMINAL INVESTIGATIONS

Robbery

GOAL: TO SUPPRESS THE NUMBER OF ROBBERIES COMMITTED IN THE CITY.

OBJECTIVE 2631-J:
To clear by arrest 24% of all robberies committed.

	1985	1986	1987
(I-1)	586	625	650
	Total Robberies		
	430	488	503
	Assigned Robberies		
	18%	31%	31%
	Assigned Clearance Rate		
	13%	24%	24%
	Clearance Rate		

STRATEGY:

1. Develop intelligence files on repeat offenders utilizing information from detectives, intelligence officer and state agencies, and using this information to track and incarcerate offenders.
2. Develop information regarding robbery trends in specified areas. Using this information to develop saturation techniques, stakeout locations and possible decoy operations.
3. Work more closely with community relations to inform the public and commercial establishments on preventive and reaction techniques in the event of a robbery.
4. Assign all commercial armed robbery investigations to investigators trained in this specified area.

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 1,189,649	$ 1,341,720	$ 1,364,511
CONTRACTUAL SERVICES	$ 230,608	$ 295,952	$ 280,712
COMMODITIES	$ 237,988	$ 242,559	$ 248,052
REVOLVING FUNDS	$ 63,108	$ 118,272	$ 121,167
CAPITAL OUTLAY	$ 238,054	$ 216,500	$ 127,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 7,839	$ 21,382	$ 22,130
TOTAL	$ 1,967,246	$ 2,236,385	$ 2,164,072

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CUSTODIAN	3.00	3.00	41	$ 31,363
CLERK	2.00	2.00	44	$ 22,533
CLERK TYPIST	5.00	5.00	45	$ 60,099
STOREKEEPER	1.00	1.00	46	$ 12,187
SENIOR CLERK	8.00	8.00	49	$ 106,308
SENIOR CLERK TYPIST	3.00	3.00	50	$ 40,820
PRINCIPAL CLERK	3.00	3.00	54	$ 45,957
POLICE DISPATHCER	18.00	18.00	55	$ 269,769
POLICE OFFICER	1.00	1.00	58	$ 18,005
SENIOR POLICE DISPATCHER	1.00	1.00	59	$ 17,571
POLICE CORPORAL	15.00	15.00	65	$ 355,123
POLICE SERGEANT	2.00	2.00	70	$ 53,204
POLICE LIEUTENANT	3.00	3.00	74	$ 89,434
POLICE MAJOR	1.00	1.00	89	$ 39,303
TOTAL	66.00	66.00		

AUXILIARY AND TECHNICAL SERVICES

Budget: $2,164,072 Personnel: 66

Maintain criminal files, and provide other support services for the Department; such as, the operation of the police emergency telephone, the communications system, and the armory.

1 Major
1 Sr. Clerk Typist

COMMUNICATIONS
$761,700
$4/service request

1 Lieutenant
8 Police Officers
18 Dispatchers

TECHNICAL SERVICES
$1,037,178

1 Lieutenant
1 Sergeant
4 Police Off.
8 Clerks
3 Custodians

RECORDS & REPORT MANAGEMENT
$365,194
$ .35/document proc.
$7/record checked

1 Lieutenant
2 Sergeants
7 Police Officers
10 Clerks

ARMORER SERVICES & RANGE INSTRUCTION
$ 91,270
$5,704/class

QUARTERMASTER SERVICES
$708,634
$1,312/employee

CRIME SCENE SERVICES
$237,274
$11/investigation

Total Vehicles: 5

AUXILIARY & TECHNICAL SERVICES

WORK PROGRAMS

WP 2641-1: Provide report management

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) 619,920	625,000	626,000	$180	$211	$204
Documents Processed			Unit Cost:	$0.35/document	

WP 2641-2: Provide communications services, including teletype, GCIC, NCIC, and desk requests

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) 185,565	200,000	210,000	$696	$771	$762
Requests for Service			Unit Cost:	$4/request	

WP 2641-3: Provide records management of warrants, arrest dispositions, and requests

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) 20,851	22,700	23,000	$141	$179	$161
Records Checked			Unit Cost:	$7/record	

WP 2641-4: Provide armorer services and range instruction and qualifying classes

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) 18	16	16	$ 82	$ 99	$ 91
Qualification and Recruit Classes Conducted			Unit Cost:	$5,704/class	

AUXILIARY & TECHNICAL SERVICES

WORK PROGRAMS

WP 2641-5: **Provide Quartermaster services for daily operations (uniforms, office supplies, janitorial services, and building maintenance)**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	381 Employees	391	391	$649	$719	$709
				Unit Cost:	$1,812/employee	

WP 2641-6: **Provide investigations of crime scenes, collection of fingerprints, photographic evidence, etc.**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	19,350 Crime Scenes Investigated	21,800	22,000	$219	$257	$237
				Unit Cost:	$11/investig.	

AUXILIARY & TECHNICAL SERVICES

GOAL: TO RECEIVE AND RESPOND TO ALL EMERGENCY TELEPHONE COMPLAINTS.

OBJECTIVE 2641-A:
To reduce by 15% the monthly average of requests for service requiring a mobile response telephone.

	1985	1986	1987
(A-1)	10,000	10,000	8,500
	Mobile responses (monthly average)		

STRATEGY:
1. Implement the Differential Police Response Program.
   A. Transfer more calls to the "call expediter" position, thereby reducing the number of unnecessary case investigation reports generated by patrol officers, thus freeing them for response to in-progress emergencies and specialized patrol.
   B. Dispatchers and telephone complaint takers will be trained to:
      a. use the automatic system to switch all requests for information to the proper agency or department;
      b. non-emergency complaints will be switched to the call expediter;
      c. the time saved by dispatchers will be utilized to gather more information concerning serious calls.

GOAL: TO INSURE THAT ALL CERTIFIED OFFICERS OF THIS DEPARTMENT ARE TRAINED IN THE USE OF OUR VARIOUS TYPES OF WEAPONS.

OBJECTIVE 2641-B:
To insure that all certified officers are able to qualify during department firearms training with their issued service revolver.

	1985	1986	1987
(B-1)	68%	77%	100%
	Sworn Officers Qualifying		

STRATEGY:
1. Identify the certified officers who score below 80% to 70% which is the minimal score allowed for departmental qualifications.
2. Develop a schedule considering the impact of the officer's regular duty assignment.
3. Evaluate participating officers on knowledge and proficiency during the department's present established training courses for this purpose.

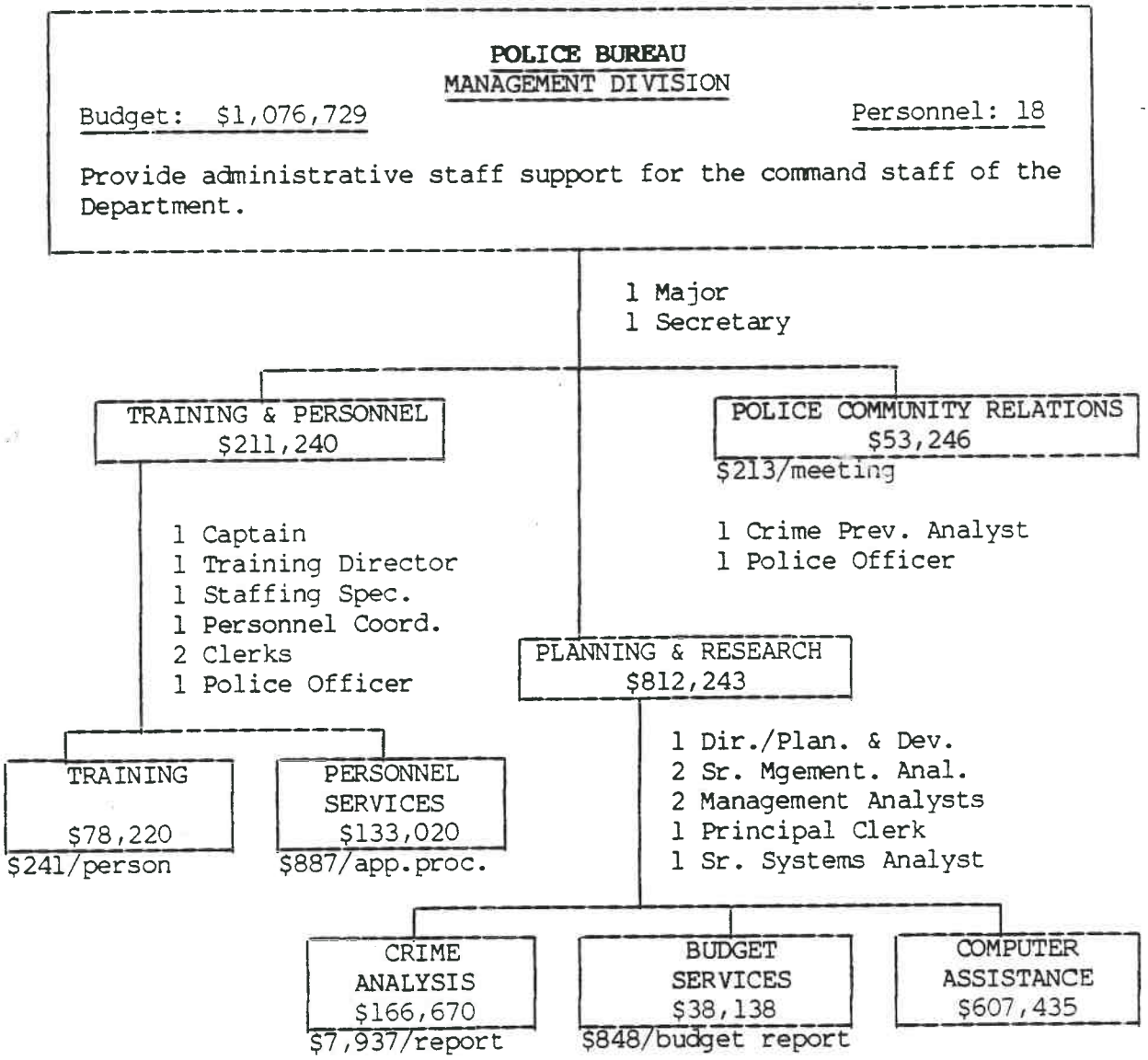
MANAGEMENT SERVICES

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 406,440	$ 490,692	$ 508,475
CONTRACTUAL SERVICES	$ 24,982	$ 42,351	$ 38,456
COMMODITIES	$ 7,779	$ 2,720	$ 2,250
REVOLVING FUNDS	$ 467,974	$ 489,704	$ 527,548
CAPITAL OUTLAY	$ 709	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 827	$ 0	$ 0
TOTAL	$ 908,711	$ 1,025,467	$ 1,076,729

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CLERK TYPIST	1.00	1.00	45	$ 11,823
SECRETARY	1.00	1.00	53	$ 14,108
ADMINISTRATIVE ASSISTANT	2.00	2.00	56	$ 31,885
POLICE CORPORAL	2.00	2.00	65	$ 48,258
POL CRIME PREVENTION ANALYST	1.00	1.00	75	$ 24,129
PERSONNEL COORDINATOR	1.00	1.00	75	$ 24,725
MANAGEMENT ANALYST	1.00	1.00	75	$ 24,725
POLICE TRAINING OFFICER	1.00	1.00	76	$ 24,129
SENIOR MANAGEMENT ANALYST	4.00	4.00	78	$ 104,252
POLICE CAPTAIN	1.00	1.00	80	$ 33,952
SENIOR SYSTEMS ANALYST	1.00	1.00	81	$ 30,545
POLICE PLANNING DIRECTOR	1.00	1.00	81	$ 35,294
POLICE MAJOR	1.00	1.00	89	$ 39,303
TOTAL	18.00	18.00		



Total Vehicles: 4

POLICE MANAGEMENT DIVISION

WORK PROGRAMS

WP 2643-1: Recruit, test and screen applicants and provide other personnel support services

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	257	175	150	$135	$135	$133
	Applicants Processed			Unit Cost: $887/applicant		

WP 2643-2: Provide police training through in-house and in-service training and by attendance at professional seminars, conferences and schools

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	577	300	325	$ 62	$ 71	$ 78
	SPD Personnel Receiving Training			Unit Cost: $241/person		

WP 2643-3: Conduct in-depth crime analysis on selected offenses

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	21	7	21	$158	$160	$167
	Number of Reports			Unit Cost: $7,937/report		

WP 2643-4: Provide budget services to Department and liaison with Purchasing and other departments as required

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	45	45	45	$ 32	$ 37	$ 38
	Budget Reports			Unit Cost: $848/report		

POLICE MANAGEMENT DIVISION

WORK PROGRAMS

WP 2643-5: Conduct crime prevention programs, crime prevention meetings, neighborhood watch, operation I.D., and youth programs

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	247	280 Meetings	250	$ 45	$ 50	$ 53
				Unit Cost:	$213/meeting	
1)	9	9 Youth Programs	9			

WP 2543-6: Provide computer assistance for all SPD Divisions

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$477	$572	$608

POLICE MANAGEMENT DIVISION

GOAL: TO INSURE THAT ALL SAVANNAH POLICE DEPARTMENT PERSONNEL STAFFING NEEDS ARE MET DAILY.

OBJECTIVE 2643-A:
To fill 95% of all Police officer vacancies within 30 days.

	1985	1986	1987
(A-1)	N/A	95%	95%

Vacancies Filled Within 30 Days

STRATEGY:
1. Reduce voluntary employee separations.
2. Poll Savannah Police Department personnel to collect their input and evaluation of current employee benefits, rights, and problems.
3. Conduct periodic orientation sessions apprising employees of benefits and rights.

OBJECTIVE 2643-B:
To increase the number of minority and female candidates applying for sworn positions by 5% in 1987.

	1985	1986	1987
(B-1)	89	100	105

Number of Minority Applicants

(B-2)	43	39	42

Number of Female Applicants

STRATEGY:
1. Participate in Career Fair on Savannah State College campus.
2. Initiate recruitment drives each semester or quarter with visitation of Armstrong State College, Savannah State College, Georgia Southern College, and Fort Valley College campuses.
3. Recruit monthly with Separation Center, Fort Stewart and Hunter Army Airfield, GA.
4. Increase media awareness of Department's efforts to recruit, retain and promote minority and female officers.
5. Utilize the local TV stations with public service announcements.
6. Develop recruitment brochure for distribution on college and high school campuses which focus on attracting minorities and females.
7. Engage minority and female officers of all ranks to speak at public and private functions where audiences are primarily composed of minorities and females.
8. Utilize state and local employment agencies.
9. Implement strategies published in the SPC "Assessment of the Recruiting Program", October, 1986.

POLICE MANAGEMENT DIVISION

GOAL: **TO DEVELOP AND ADMINISTER A TRAINING PROGRAM WHICH WILL INSURE THAT ALL PERSONNEL OF THE SAVANNAH POLICE DEPARTMENT MAINTAIN A HIGH LEVEL OF PROFICIENCY IN THEIR RESPECTIVE AREAS OF RESPONSIBILITY.**

OBJECTIVE 2643-C:
To increase by 7 percentage points the number of officers certified in CPR and by 22 percentage points the number of officers certified in first aid.

	1985	1986	1987
(C-1)	7%	27%	34%
	Number of Officers Certified in CPR		
(C-2)	27%	29%	51%
	Number of Officers Certified in First Aid		

STRATEGY:
1. Survey training records to determine which officers need First Aid and CPR training.
2. Implement a schedule to administer such training to all officers who are not certified in those fields.

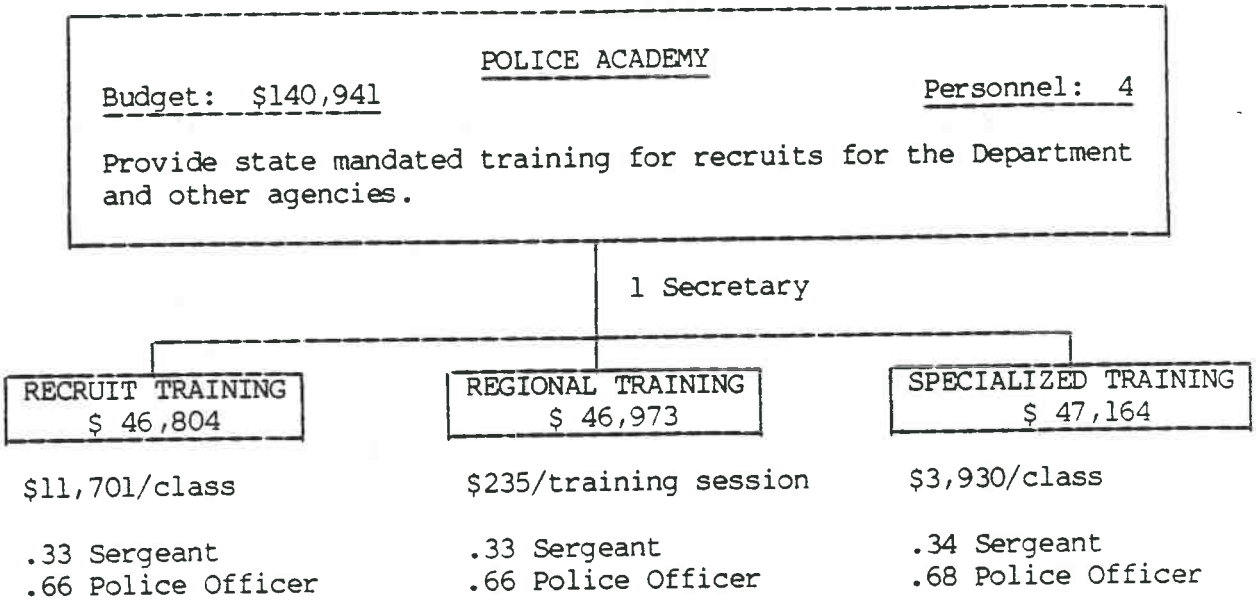
POLICE ACADEMY

PURPOSE: PROVIDE ALL RECRUIT AND IN-SERVICE TRAINING MANDATED BY THE GEORGIA PEACE OFFICERS STANDARDS AND TRAINING COUNCIL.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 73,205	$ 98,838	$ 100,300
CONTRACTUAL SERVICES	$ 16,794	$ 22,493	$ 25,563
COMMODITIES	$ 3,053	$ 8,163	$ 8,503
REVOLVING FUNDS	$ 6,050	$ 2,766	$ 5,825
CAPITAL OUTLAY	$ 250	$ 900	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 2,406	$ 725	$ 750
TOTAL	$ 101,758	$ 133,885	$ 140,941

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 12,796
POLICE CORPORAL	2.00	2.00	65	$ 46,555
POLICE SERGEANT	1.00	1.00	70	$ 25,961
TOTAL	4.00	4.00		



Total Vehicles: 0

POLICE ACADEMY

WORK PROGRAMS

WP 2645-1: Conduct recruit training for regional agencies served by the Academy.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4	6	4	$ 34	$ 44	$ 47
	Number of Classes			Unit Cost: $11,701/class		

WP 2645-2: Conduct in-service training for regional agencies served by the Academy.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	200	200	200	$ 34	$ 45	$ 47
	Training Sessions, In-Service			Unit Cost: $235/session		

WP 2645-3: Conduct specialized training classes between recruit classes as requested by SPD and other participating agencies.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12	12	12	$ 34	$ 45	$ 47
	Number of Classes			Unit Cost: $3,930/class		

POLICE ACADEMY

GOAL: TO PROVIDE IN-SERVICE AND RECRUIT TRAINING FOR THE SAVANNAH POLICE DEPARTMENT AND OTHER AGENCIES.

OBJECTIVE 2645-A :
To conduct quarterly certification training for new recruits.

	1985	1986	1987
(A-1)	4	6	4
		Quarterly Classes	

STRATEGY:
1. Provide certified instructors for all courses.

OBJECTIVE 2645-B:
To provide 100% of the state-mandated in-service training classes required by POST and the local agencies served by the Academy.

	1985	1986	1987
(B-1)	200	200	200
		In-service Classes	

STRATEGY:
1. Schedule classes to maximize the attendance of officers from local agencies.

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Adopted Budget Summary
Recorder's Court

The 1987 base budget of $927,867 for the Recorder's Court is described in detail on the pages which follow. A new probation program at a cost of $25,000 will also be implemented. Implementation of this program will increase the activity's budget to $952,867. The table below outlines this budget by major expenditures. A brief description of the new program is also included.

Expenditure Areas	Base Proposal	New Programs	Final Budget
Personal Services	$ 466,615	$ 22,850	$ 489,465
Contractuals	83,931	1,000	84,931
Commodities	9,002	550	9,552
Revolving Fund	365,863	0	365,863
Capital Outlay	800	600	1,400
Interfund Transfer	1,656	0	1,656
Total	$ 927,867	$ 25,000	$ 952,867

Probation Program: This program creates an internal probation officer position. The State formerly provided probation services to the court but ceased this in 1986. The program will provide an alternative to jail time and help reduce City jail expenses.

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Recorder's Court

Budget Proposal: The 1987 basic program budget recommended for the Recorder's Court is $927,867, which represents a $58,955 or 6.8% increase from 1986 Projected Expenditures. Major changes are detailed below.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 436,461	$ 466,615	$ 30,154	6.9
Contractuals	89,656	83,931	-5,725	-6.4
Commodities	9,959	9,002	-957	-9.6
Revolving Funds	320,481	365,863	45,382	14.2
Capital Outlay	10,755	800	-9,955	-
Interfund Trans	1,600	1,656	56	3.5
Total	$ 868,912	$ 927,867	$ 58,955	6.8

Basic Program Costs:

Personal Services: Major accounts in this area are: Salaries and Wages, $389,313; Pension, $29,853; Social Security, $27,628; and Group Medical Insurance, $15,130. Expenditures rise $30,154, or 6.9% from 1986 projections to $466,615 in 1987. Major changes are:

Salaries & Wages — **increase** $31,738 due to general wage increases and the full year salaries of three contempt warrant positions that were created in late 1986.

Medical Insurance — **decreases** $5,788 due to Citywide Medical Insurance decreases.

Contractuals: Expenses for Contractual services total $83,931 in 1987. Major accounts in this area are: Professional Services Fees, $28,450; Rentals, $28,237; Printing, $7,000; Transportation, $5,940; and Photocopying, $4,560. Major changes are:

Rentals — **decrease** $4,507 due to the payment of a one-time retroactive increase in 1985 office rental charges in 1986.

Communications — **decrease** $2,003 to $2,222 due to the conversion of private lines to less expensive ESSX lines in late 1986.

Commodities: Expenses in this series total $9,002 in 1987, $957 less than in 1986. The major accounts in this series are Office Supplies, $2,207, and Operating Supplies, $2,051. Operating Supplies decrease $1,367 due to certain driver safety literature no longer being purchased.

Revolving Fund: Charges total $365,863 in 1987. The major expense in this area is Data Processing, which increases $46,356 or 14.6% in 1987, to $364,176, due to higher projected use of the database in 1987.

Capital Outlays: Allocations for Capital Outlay decrease $9,955 to $800 for the purchase of an electric typewriter.

Interfund Transfers: The allocation for vehicle depreciation totals $1,656 in 1987.

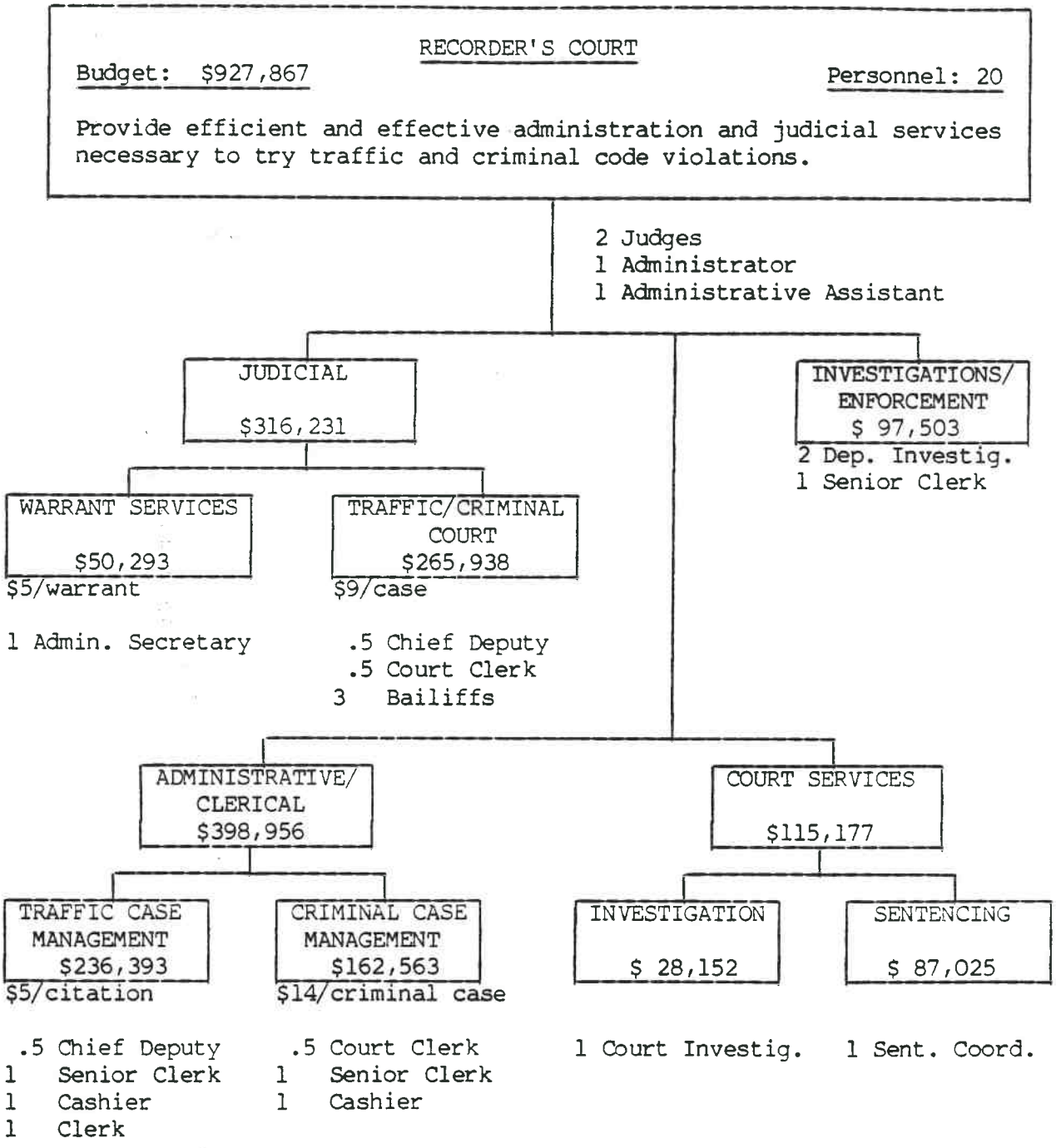
RECORDER'S COURT

PURPOSE: PROVIDE EFFICIENT AND EFFECTIVE ADMINISTRATION AND JUDICIAL SERVICES NECESSARY TO TRY CIVIL AND CRIMINAL CODE VIOLATIONS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 382,959	$ 436,461	$ 466,615
CONTRACTUAL SERVICES	$ 57,698	$ 89,656	$ 83,931
COMMODITIES	$ 5,401	$ 9,959	$ 9,002
REVOLVING FUNDS	$ 218,652	$ 320,481	$ 365,863
CAPITAL OUTLAY	$ 25,447	$ 10,755	$ 800
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 1,600	$ 1,656
TOTAL	$ 690,157	$ 868,912	$ 927,867

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
RECORDER'S COURT JUDGE	2.00	2.00		$ 89,448
CLERK	1.00	1.00	44	$ 11,237
CASHIER	2.00	2.00	47	$ 24,204
SENIOR CLERK	3.00	3.00	49	$ 41,778
COURT CLERK	1.00	1.00	53	$ 14,456
BAILIFF	3.00	3.00	53	$ 45,180
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 15,179
ADMINISTRATIVE SECRETARY	1.00	1.00	56	$ 17,147
DEPUTY COURT INVESTIGATOR	2.00	2.00	60	$ 32,662
CHIEF DEPUTY CLERK	1.00	1.00	67	$ 19,851
REC CT INVESTIGATOR	1.00	1 00	67	$ 22,426
SENTENCING COORDINATOR	1.00	1.00	73	$ 23,547
COURT ADMINISTRATOR	1.00	1.00	84	$ 33,340
TOTAL	20.00	20.00		


RECORDER'S COURT
Budget: $927,867
Personnel: 20
Provide efficient and effective administration and judicial services necessary to try traffic and criminal code violations.
2 Judges
1 Administrator
1 Administrative Assistant
JUDICIAL
$316,231
INVESTIGATIONS/ ENFORCEMENT
$ 97,503
2 Dep. Investig.
1 Senior Clerk
WARRANT SERVICES
$50,293
$5/warrant
1 Admin. Secretary
TRAFFIC/CRIMINAL COURT
$265,938
$9/case
.5 Chief Deputy
.5 Court Clerk
3 Bailiffs
ADMINISTRATIVE/ CLERICAL
$398,956
COURT SERVICES
$115,177
TRAFFIC CASE MANAGEMENT
$236,393
$5/citation
.5 Chief Deputy
1 Senior Clerk
1 Cashier
1 Clerk
CRIMINAL CASE MANAGEMENT
$162,563
$14/criminal case
.5 Court Clerk
1 Senior Clerk
1 Cashier
INVESTIGATION
$ 28,152
1 Court Investig.
SENTENCING
$ 87,025
1 Sent. Coord.

RECORDER'S COURT

WORK PROGRAMS

Judicial Section

WP 2710-1: Provide warrants for the public and law enforcement agencies

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	19,264 Warrants Issued	10,500	10,500	$ 75 Unit Cost: $5/warrant	$ 69	$ 50

WP 2710-2: Provide court sessions for accused

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	24,744 Traffic Cases Tried	24,000	24,000	$260 Unit Cost: $9/case tried	$264	$266
2)	6,898 Criminal Cases Tried	6,750	6,750			

Administration

WP 2710-3: Process traffic cases

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	43,644 Number of Traffic Citations Written by All Police Agencies Serviced	47,000	47,500	$201 Unit Cost: $5/citation	$254	$236

WP 2710-4: Process criminal cases

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	9,721 Number of Criminal Cases Made By All Police Agencies Serviced	9,750	9,750	$113 Unit Cost: $14/criminal case	$147	$133

RECORDER'S COURT

WORK PROGRAMS

Administration

WP 2710-5: Process City/County ordinance cases

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	2,000	N/A	N/A	$ 30
	Ordinance Cases Processed Court			Unit Cost: $15/case		

Court Services

WP 2710-6: Conduct pre-sentencing investigations

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,606	3,500	1,500	$ 36	$ 49	$ 28
	Pre-sentencing Investigations			Unit Cost: $19/sentence investig.		

WP 2710-7: Provide Probation Services to defendants placed on probation

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	200	225	N/A	$ 53	$ 45
	Probation Services			Unit Cost: $200/probation		

WP 2710-8: Place defendants on Pre-Trial Intervention Program

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	164	225	250	$ 5	$ 10	$ 10
	Defendants placed			Unit Cost: $40/placement		

RECORDER'S COURT

WORK PROGRAMS

Court Services

WP 2710-9: Place defendants sentenced to Community Service

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	854	500	750	N/A	$ 23	$ 25
	Defendants placed			Unit Cost: $33/placement		

WP 2710-10: Provide for Partial Payment Plans for defendants

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	300	N/A	N/A	$ 7
	Partial Payment Plans			Unit Cost: $23/plan		

Investigations/Enforcement

WP 2710-11: Process contempt cases

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	3,000	N/A	N/A	$ 55
	Contempt Cases			Unit Cost: $18/case		

WP 2710-12: Process arrest warrants for defendants ruled in contempt

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	1,200	N/A	N/A	$ 43
	Arrest Warrants			Unit Cost: $36/warrant		

RECORDER'S COURT

GOAL: TO PROVIDE A FORUM FOR THE ADJUDICATION OF ALL CASES BROUGHT BEFORE THE COURT IN AN EFFICIENT, EFFECTIVE MANNER.

OBJECTIVE 2710-A:
To provide hearings for 100% of criminal cases presented to the court.

	1985	1986	1987
(A-1)	100%	100%	100%
	Criminal Cases Tried		

STRATEGY:
1. Schedule all misdemeanor cases presented to the court on the next court business day.
2. Conduct arraignments daily or as often as required.
3. Schedule all felony cases for hearing within 10 days of arraignments.
4. Conduct every case presented to the court under standards of the Supreme Court of Georgia and the applicable Georgia Codes.

OBJECTIVE 2710-B:
To process 100% of traffic citations presented to the court in accordance with local ordinances and State Law.

	1985	1986	1987
(B-1)	100%	100%	100%
	Citations Presented		

STRATEGY:
1. Coordinate scheduling of traffic cases for hearing with Savannah Police Department, Chatham County Police, Georgia State Patrol, and other appropriate local authorities to ensure prompt disposition of traffic violations in accordance with local and state laws.
2. Enter all traffic citations received by the Court into the computer data base and track to disposition.
3. Coordinate scheduling of police officers' court appearances based on their duty hours and agency workloads.
4. Provide the Georgia State Department of Public Safety with a report of all convictions within 7 days of dispositions.

RECORDER'S COURT

OBJECTIVE 2710-C:
To maintain an average time between arrest and disposition at 5.0 days.

	1985	1986	1987
(C-1)	5.0	5.0	5.0

Average Days of Confinement

STRATEGY:
1. Schedule misdemeanor cases for preliminary hearings within 1 work day of arrest.
2. Schedule preliminary hearings within 1 week of arraignments for felony cases.
3. Develop tracking program within case management system to track processing standards.

OBJECTIVE 2710-D:
To process felony commitments to Superior Court within 20 days after cases bound over.

	1985	1986	1987
(D-1)	N/A	N/A	20

Average Days for Felony Commitments

STRATEGY:
1. Prepare commitments and transmit with warrants to District Attorney on day of commitment.
2. Develop tracking program on MAPPER.

OBJECTIVE 2710-E:
To process misdemeanor commitments to State Court within 5.0 days after case is bound over.

	1985	1986	1987
(E-1)	N/A	N/A	5.0

Average days for Misdemeanor Commitments

RECORDER'S COURT

OBJECTIVE 2710-F:
To collect, account for and disburse all traffic fine revenue.

	1985	1986	1987
(F-1)	$1,963,750	$2,200,000	$2,350,000

Fines Collected/Disbursed

STRATEGY:
1. Collect revenue and issue receipts for all fines collected and enter receipts on cash management system.
2. Utilize automated cash management system to disburse funds to correct jurisdiction.
3. Daily reconcile cash receipts to treasurer's report and deposit funds at bank.

OBJECTIVE 2710-G:
To collect, account for and disburse all cash appearance bonds received by Court.

	1985	1986	1987
(G-1)	$204,370	$220,000	$235,000

Cash Bonds Collected/Disbursed

STRATEGY:
1. Receive cash appearance bonds posted at the jail and at Court, issue receipts, and enter receipts on automated cash management system.
2. Deposit daily funds to Appearance Bond Account and disburse funds as required.
3. Process bond forfeitures on defendants who fail to appear within the time standards established by the Court.

OBJECTIVE 2710-H:
To conduct investigations on 100% of defendanats referred by judges and to identify all recidivists prior to sentencing.

	1985	1986	1987
(H-1)	100%	100%	100%

Defendants Identified

STRATEGY:
1. Conduct intake interviews to obtain relevant social history, obtain criminal history, and verify criminal background through Court files, police reports, GCIC and NCIC.
2. Make collateral contacts with family members, employers, references and social service agencies to verify social history.

RECORDER'S COURT

OBJECTIVE 2710-I:
To administer alternate sentencing plans for 100% of the defendants referred by Judges when incarceration and/or fines are not appropriate.

	1985	1986	1987
(I-1)	100%	100%	100%
		Defendants	

STRATEGY:
1. Develop placement sites for Community Service Program with local public and private non-profit agencies for alternative sentencing.
2. Coordinate referrals into the Pre-Trial Intervention Program and monitor participation.
3. Provide Probation services to defendants sentenced to serve probation.

OBJECTIVE 2710-J:
To reduce pending caseload due to contempts by 30% through warrants program intervention.

	1985	1986	1987
(J-1)	N/A	N/A	30%
	% Reduction in Pending Contempts		

STRATEGY:
1. Provide a contempt notice on all cases ruled in contempt for failure to appear.
2. Process warrants on defendants who fail to appear in response to notices to resolve contempt cases.

OBJECTIVE 2710-K:
To collect $125,000 in revenue associated with contempt cases through warrants program intervention.

	1985	1986	1987
(K-1)	N/A	N/A	$125,000
		Revenue Collected	

STRATEGY:
1. Provide a contempt notice on all cases ruled in contempt for failure to appear.
2. Process warrants on defendants who fail to appear in response to notices to resolve contempt cases.

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Adopted Budget Summary
Fire Bureau

The Fire Bureau's 1987 base budget of $7,353,363 is described in detail in the following pages. One new program improvement, at a cost of $17,394, will be implemented, increasing the final budget to $7,370,757. The table below shows the major components of the final budget. A brief description of each program improvement by activity follows.

Activity	Base Proposal	New Programs	Final Budget
Fire Chief	$ 231,206	$ 0	$ 231,206
Firefighting	$ 7,122,157	$ 17,394	$ 7,139,551
Total	$ 7,353,363	$ 17,394	$ 7,370,757

Firefighting: The Fire Department's communication center is operated by five full time dispatchers: however, this number cannot adequately handle the call load, supervise the computerized dispatching system, and enter all necessary reports within required time limits. The program improvement will enable one additional dispatcher to be hired to handle incoming calls and to enter information into the emergency response computer system.

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Fire Department

Budget Proposal: The Fire Department consists of two activities: the Fire Chief and Firefighting. Nine fire stations and thirty-two pieces of equipment are maintained by this department. In addition, fire services are provided to the city's southside area through a contractual agreement with the Southside Fire Department. The 1987 basic program budget recommended for the Fire Department is listed below. In comparison to the 1986 Projected Expenditures, the 1987 Fire Department Proposed Base Budget increases $242,902 or 3.4% to $7,353,363. Major changes are explained below.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 5,398,674	$ 5,526,575	$ 127,901	2.4
Contractuals	1,145,816	1,225,250	79,434	6.9
Commodities	94,832	99,172	4,340	4.6
Revolving Funds	241,345	303,640	62,295	25.8
Capital Outlay	67,981	31,250	-36,731	-54.0
Interfund Trans	161,813	167,476	5,663	3.5
Total	$ 7,110,461	$ 7,353,363	$ 242,902	3.4

Basic Program Costs:

Personal Services: Expenses associated with Personal Services in 1987 are $5,526,575, an increase of $127,901 or 2.4%. Salaries and Wages cost $4,647,573. Other allocations are as follows: Pension, $354,842; Group Medical Insurance, $158,861; Social Security, $138,782; Workers Compensation, $82,893, Longevity, $68,156; Overtime, $46,918; and Group Life Insurance, $27,439. The significant changes are:

Salaries & Wages	**increase** $199,781 due to a general wage increase as well as anniversary and modular increases for eligible employees.
Medical Insurance	**decreases** $99,542 due to Group Medical decreases Citywide.
Overtime	**increases** $11,120, due to the City's compliance with the federal Fair Labor Standards Act (FLSA) concerning overtime compensation.
Longevity	**increases** $5,880 due to additional employees eligible under the plan in 1987.
Pension	**increases** $4,756 due to Pension increases Citywide.

Contractuals: Southside Fire Services represent $998,767 of the total $1,225,250 budget in this area. Lesser expenses include the following: Communications, $72,878; Electricity, $38,836; Insurance, $32,277; Other Contractual Services, $28,226; and Equipment Maintenance at $7,092. Major changes are:

Southside Contr	**increases** $72,267 as a result of a projected increase in the cost of the contract for Southside Fire service.
Insurance	**increases** $2,618 reflecting higher costs for purchased insurance.

Commodities: This category is budgeted at $99,172, $4,340 or 4.6% above projected expenditures in this area for 1986. Major items are: Clothing and Personal Supplies, $45,172; Operating Supplies, $22,939; Gasoline, $12,930; and Diesel Fuel, $10,917. Major changes are:

Fuels	**increases** $2,468 because of expected price increases and to provide fuel for the Fire boat for a full year's operation.

Revolving Fund: The allocations are: Garage Services, $201,141; Central Services, $86,850; and Data Processing, $15,649. Significant changes are:

Central Services	**increases** $37,172 for additional building maintenance projects.
Garage Services	**increases** $23,969 reflecting an increase in anticipated repairs.

Capital Outlays: The total allotment in this category is $31,250. The specific items are:

2	Ice Makers @ $750	$ 1,500
1	Dishwasher	500
4,000 ft.	2-1/2" Hose @ $2/ft.	8,000
2,000 ft.	1-1/2" Hose @ $1.25/ft.	2,500
2	Portable Radios @ $1,450	2,900
5	Mobile Radios @ $1,770	8,850
1	Lawn Mower	500
12	Salvage Covers @ $100	1,200
4	2100 BTU Air Conditioners @ $550	2,200
2	Gym Packs @ $400	800
1	Air Compressor	1,700
1	Search Light	600
	TOTAL	$31,250

Interfund Transfers: Expenditures in this area total $167,476 and are contributions for Vehicle Replacement. The 3.5% increase over 1986 projected expenditures reflects an inflationary adjustment.

FIRE BUREAU

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Fire Chief	$ 183,947	$ 261,524	$ 231,206
Firefighting	6,270,010	6,848,937	7,122,157
	$ 6,453,957	$ 7,110,461	$ 7,353,363

PERSONNEL SUMMARY

FIRE

POSITION TITLE	RANGE	STAFF YEARS
FIRE CHIEF	96	1.00
ASSISTANT FIRE CHIEF	89	1.00
FIRE BATTALION CHIEF	80	6.00
SENIOR MANAGEMENT ANALYST	78	1.00
FIRE TRAINING OFFICER	73	1.00
FIRE CAPTAIN	71	42.00
MASTER FIREFIGHTER	63	109.00
SR FIRE DISPATCHER	59	1.00
ADMINISTRATIVE ASSISTANT	56	1.00
FIRE DISPATCHER	55	4.00
FIREFIGHTER TRAINEE	55	5.00
FIREFIGHTER	55	37.00
SENIOR CLERK TYPIST	50	1.00
TOTAL		210.00

FIRE CHIEF

PURPOSE: PROVIDE ADMINISTRATIVE AND INVESTIGATIVE SERVICES NECESSARY TO COORDINATE FIREFIGHTING ACTIVITIES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 159,378	$ 183,651	$ 199,296
CONTRACTUAL SERVICES	$ 13,731	$ 24,169	$ 26,818
COMMODITIES	$ 1,584	$ 4,664	$ 4,809
REVOLVING FUNDS	$ 5,241	$ 9,572	$ 8,833
CAPITAL OUTLAY	$ 3,410	$ 37,100	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 603	$ 2,368	$ 2,451
TOTAL	$ 183,947	$ 261,524	$ 231,206

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 13,436
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 16,331
SENIOR MANAGEMENT ANALYST	1.00	1.00	78	$ 26,302
FIRE TRAINING OFFICER	1.00	1.00	78	$ 23,622
FIRE CHIEF	1.00	1.00	96	$ 48,953
TOTAL	5.00	5.00		

FIRE BUREAU

Budget: $7,353,363*

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

Budget: $231,206

Personnel: 5

Provide administrative and investigative services necessary to coordinate firefighting activities.

ADMINISTRATION - $111,527

Administer and oversee fire services, programs, personnel, and budget.

1 Fire Chief
1 Administrative Asst.
1 Sr. Clerk Typist

1 Vehicle

DATA COLLECTION $ 42,256

$1,167/monthly act.report
$4,000/budget

1 Sr. Mgt. Analyst

INVESTIGATIONS $ 30,460

$ 19/struct.invest.
$ 15/veh.invest.
$158/arson invest.

** 1 Chief Fire Invest.
** 1 Fire Investigator

TRAINING MANAGEMENT $ 46,963

$4,269/course

1 Fire Training Officer

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* This is the total Fire Bureau budget, and includes both the Fire Chief and Firefighting activity budgets.
** Positions assigned to Police Investigations

FIRE CHIEF

WORK PROGRAMS

Administration

WP 2810-1: Administer and oversee fire services, programs, personnel, and budget

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 94	$ 156	$ 112

Training Management

WP 2810-2: Manage and oversee training program

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12 Courses of Instruction in Fire Science	11	11	$ 37 Unit Cost:	$ 42 $4,269/course	$ 47

Data Collection

WP 2810-3: Collect and manage data and data systems. Prepare special reports and budget

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12 Monthly Activity Reports	12	12	$ 9 Unit Cost:	$ 12 $1,167/report	$ 14
2)	12 Monthly Leave Reports	12	12	$ 8 Unit Cost:	$ 10 $917/report	$ 11
3)	1 Annual Report	1	1	$ 2 Unit Cost:	$ 2 $2,000/report	$ 2
4)	12 Incidental Reports	12	12	$ 9 Unit Cost:	$ 10 $917/report	$ 11
5)	1 Budget	1	1	$ 3 Unit Cost:	$ 3 $4,000/budget	$ 4

FIRE CHIEF

WORK PROGRAMS

Investigations

WP 2810-4: Conduct fire investigations to determine the causes of structural and vehicle fires

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	575	549	525	$ 7	$ 9	$ 10
	Structural Fire Investigations			Unit Cost:	$19/investig.	
2)	325	325	325	$ 4	$ 4	$ 5
	Vehicle Fire Investigations			Unit Cost:	$15/investig.	

WP 2810-5: Investigate arson cases*

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	71	80	95	$ 11	$ 14	$ 15
	Arson Investigations			Unit Cost:	$158/investig.	

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* Arson investigation includes collecting and analyzing evidence, investigating leads as to possible suspects, arrest and prosecution when possible.

FIRE CHIEF

GOAL: TO ENSURE THAT THE RESIDENTS OF ALL CITY NEIGHBORHOODS ARE EQUALLY SAFE FROM FIRES.

OBJECTIVE 2810-A:
To ensure that all fire reduction objectives and all special objectives of the Fire Department are met within the adopted budget.

	1985	1986	1987
(A-1)	100%	100%	100%
	Objectives Met		

STRATEGY:
1. Monitor and report on all goals and objectives on a regular monthly basis and more frequently if indicated and/or needed. Initiate immediate corrective action should weaknesses or deficiencies appear.

OBJECTIVE 2810-B:
To reduce sick leave usage by 5%.

	1985	1986	1987
(B-1)	7.1	8.0	7.6
	Days Per Person		

STRATEGY:
1. Continue to apply City sick leave policy on each absence. Encourage employees with problems to make use of the Employees' Assistance Program. Individually review record with each chronic user.

OBJECTIVE 2810-C:
To ensure that complaints about Fire personnel do not exceed 2 for the year.

	1985	1986	1987
(C-1)	0	0	2
	Number of Complaints Received from the Public		

STRATEGY:
1. Have employees handle their dealings with the public in accordance with policy as written in the Fire Department's Rules and Regulations. Take prompt investigative and disciplinary action if any report of discourtesy is received.

FIRE CHIEF

GOAL: TO MAINTAIN THE PRESENT STATE CERTIFICATION OF THE SAVANNAH FIRE DEPARTMENT.

OBJECTIVE 2810-D:
To ensure that all fire calls are responded to with personnel whose training exceeds State minimum standards of 120 hours training annually.

	1985	1986	1987
(D-1)	202	202	202
	Certified Firefighters		

STRATEGY:
1. Conduct a recruit training course of 240 hours in basic firefighting for all appropriate employees.
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 instruction and re-test if the initial test grade is not satisfactory.

OBJECTIVE 2810-E:
To reduce the number of structural fires by 5%.

	1985	1986	1987
(E-1)	493	480	456
	Structural Fires		

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.
6. Analyze data on fire causes and design fire prevention programs based on this data to reduce major fire causes.

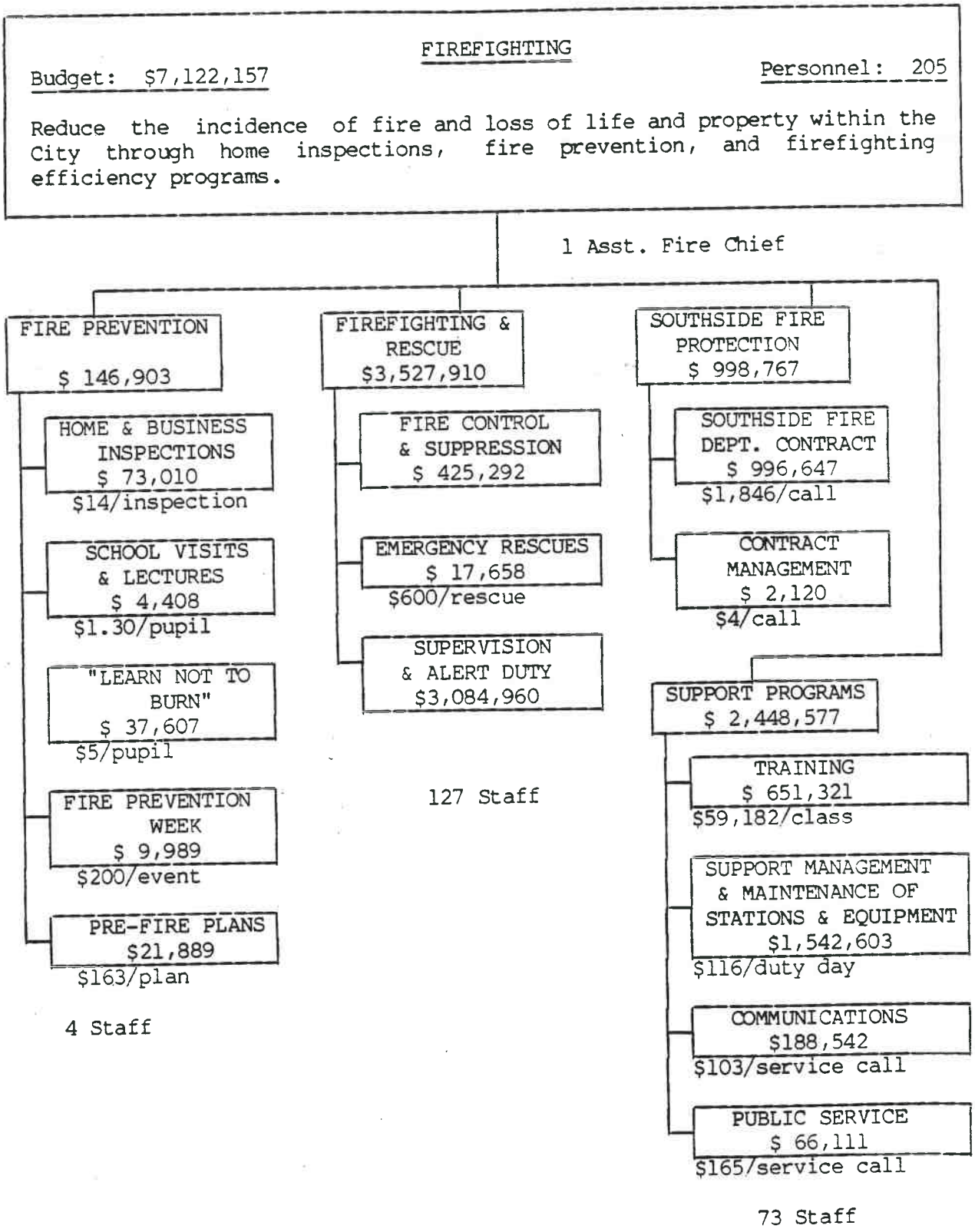
FIREFIGHTING

PURPOSE: REDUCE THE INCIDENCE OF FIRE AND THE LOSS OF PROPERTY AND LIFE WITHIN THE CITY THROUGH EFFECTIVE RESCUE AND FIREFIGHTING SUPPORTED BY HOME INSPECTIONS AND FIRE PREVENTION PROGRAMS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 4,827,598	$ 5,215,023	$ 5,338,279
CONTRACTUAL SERVICES	$ 977,934	$ 1,121,647	$ 1,198,432
COMMODITIES	$ 53,403	$ 90,168	$ 94,364
REVOLVING FUNDS	$ 284,619	$ 231,773	$ 294,807
CAPITAL OUTLAY	$ 25,769	$ 30,881	$ 31,250
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 100,687	$ 159,445	$ 165,025
TOTAL	$ 6,270,010	$ 6,848,937	$ 7,122,157

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
FIRE DISPATCHER	4.00	4.00	55	$ 60,339
FIREFIGHTER TRAINEE	5.00	5.00	55	$ 77,770
FIREFIGHTER	37.00	37.00	55	$ 608,144
SR FIRE DISPATCHER	1.00	1.00	59	$ 16,735
MASTER FIREFIGHTER	109.00	109.00	63	$ 2,422,264
FIRE CAPTAIN	42.00	42.00	71	$ 1,127,041
FIRE BATTALION CHIEF	6.00	6.00	80	$ 190,133
ASSISTANT FIRE CHIEF	1.00	1.00	89	$ 38,356
TOTAL	205.00	205.00		


FIREFIGHTING
Budget: $7,122,157
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
FIRE PREVENTION
$ 146,903
HOME & BUSINESS INSPECTIONS
$ 73,010
$14/inspection
SCHOOL VISITS & LECTURES
$ 4,408
$1.30/pupil
"LEARN NOT TO BURN"
$ 37,607
$5/pupil
FIRE PREVENTION WEEK
$ 9,989
$200/event
PRE-FIRE PLANS
$21,889
$163/plan
4 Staff
FIREFIGHTING & RESCUE
$3,527,910
FIRE CONTROL & SUPPRESSION
$ 425,292
EMERGENCY RESCUES
$ 17,658
$600/rescue
SUPERVISION & ALERT DUTY
$3,084,960
127 Staff
SOUTHSIDE FIRE PROTECTION
$ 998,767
SOUTHSIDE FIRE DEPT. CONTRACT
$ 996,647
$1,846/call
CONTRACT MANAGEMENT
$ 2,120
$4/call
SUPPORT PROGRAMS
$ 2,448,577
TRAINING
$ 651,321
$59,182/class
SUPPORT MANAGEMENT & MAINTENANCE OF STATIONS & EQUIPMENT
$1,542,603
$116/duty day
COMMUNICATIONS
$188,542
$103/service call
PUBLIC SERVICE
$ 66,111
$165/service call
73 Staff
Total Vehicles: 30

FIREFIGHTING

WORK PROGRAMS

Support Programs

WP 2840-1: Participate in training

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12	11	11	$ 561	$ 626	$ 651
		Classes		Unit Cost:	$59,182/class	

WP 2840-2: Maintain stations, equipment, and support management

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12,995	13,250	13,250	$1,510	$1,577	$1,543
		Duty Days		Unit Cost:	$116/12-hour duty day	

WP 2840-3: Provide communication services 24 hours/365 days

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,872	1,720	1,720	$ 146	$ 149	$ 177
	Fire and False Alarms			Unit Cost:	$103/call	
2)	458	450	450	$ 6	$ 9	$ 12
	Rescue & Public Service			Unit Cost:	$27/call	

WP 2840-4: Provide Public Service Response

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	416	400	400	$ 38	$ 47	$ 66
	Service Calls			Unit Cost:	$165/service call	

FIREFIGHTING

WORK PROGRAMS

Southside Fire Protection

WP 2840-5: Southside Contract

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	344	300	300			
		Fire Calls				
2)	142	120	120			
		False Alarms				
3)	131	120	120			
		Public Service Calls				
4)	617	540	540	$ 864	$ 925	$ 997
		TOTAL CALLS		Unit Cost:	$1,846/call	

WP 2840-6: Contract Management

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 2	$ 2	$ 2
				Unit Cost:	$4/call	

Firefighting and Rescue

WP 2840-7: Stand-by on Alert Duty

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	55.5	56.5	56.5	$2,993	$3,342	$3,509
	Average Daily 24 Hours Strength					

WP 2840-8: Emergency Rescues

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	42	30	30	$ 11	$ 12	$ 18
		Rescues		Unit Cost:	$600/rescue	

FIREFIGHTING

WORK PROGRAMS

Fire Prevention

WP 2840-9: Conduct home and business inspections

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4,353	4,000	4,000	$ 64	$ 69	$ 55
		Inspections		Unit Cost:	$14/inspection	

WP 2840-10: Conduct Citywide inspections during Fire Prevention Week

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,760	1,300	1,300	$ 13	$ 22	$ 18
		Inspections		Unit Cost:	$14/inspection	

WP 2840-11: Conduct school visits and lectures

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3,479	3,100	3,100	$ 4	$ 5	$ 4
		Pupils		Unit Cost:	$1.30/pupil	

WP 2840-12: "Learn Not To Burn" Program

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	10,268	8,100	8,100	$ 32	$ 34	$ 38
		Pupils		Unit Cost:	$5/pupil	

FIREFIGHTING

WORK PROGRAMS

Fire Prevention

WP 2840-13: Sponsor Fire Prevention Week

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	50	50	50	$ 7	$ 9	$ 10
		Events		Unit Cost:	$200/event	

WP 2840-14: Develop and Update Pre-Fire Plans

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	137	135	135	$ 19	$ 21	$ 22
		Pre-fire Plans		Unit Cost:	$163/plan	

FIREFIGHTING

GOAL: TO MAKE ALL PLANNING UNITS WITHIN THE CITY EQUALLY SAFE FROM FIRE AND LOSS.

OBJECTIVE 2840-A:
To reduce the average loss per structural fire by 5%.

	1985	1986	1987
(A-1)	$5,430	$5,160	$4,900

Average Structural Fire Loss

STRATEGY:

1. Create a special awareness in the public on the benefits of smoke alarms and encourage the installation of smoke alarms in each structure in the city by:
   a. Giving a brochure to each resident who has a home inspection, that will emphasize the benefits of smoke alarms to life safety and lower dollar loss in case of fire.
   b. Increasing public awareness by concentrating media involvement in educating the public on the value of smoke alarms.
   c. Continuing to spotlight the importance of smoke alarms in the public school "Learn Not To Burn" program, and with presentations given to children and teachers on station visits.
2. Increase public knowledge of major causes of fires due to human behavior and reduce the number of fires from these causes from 232 to 207 by:
   a. Instituting a citywide and City-backed house cleaning for Fire Safety Week that will be timed six months from our annual October Fire Prevention Week.
   b. Preparing a monthly news release specifically oriented to fires caused by human behavior.
   c. Having slogans:
      "When you smoke, don't drink. . .when you drink, don't smoke";
      "A match in the hand of a child is as dangerous as a gun".
3. Reduce the number of fires due to substandard building conditions from 80 to 70 by:
   a. Keeping responsible City departments fully and currently posted on substandard conditions that come to our knowledge.
   b. Having trained and qualified firemen make out a form that will specifically list code violations and/or defects and sending a copy to the proper compliance department for correction.

FIREFIGHTING

STRATEGY 2840-A Continued:

3. c. Having trained and qualified firemen complete a form on all vacant buildings that come to their attention, identifying whether or not they are in code compliance, and sending the form to the Inspections Department with the intent to reduce the inventory of vacant unsecured buildings and thus reduce the number of fires caused by vagrants.
   d. Re-inspecting to see that defects noted on the above forms are corrected.
4. Maintain a response time average of under 2 minutes 55 seconds by:
   a. Maintaining a record of the response time for each fire run for all 36 operating units.
   b. Identifying and investigating each response that exceeds established norms.
   c. Analyzing and scoring each operating unit each month.
   d. Ensuring that personnel are trained in efficient emergency response procedures.
   e. Ensuring that equipment is maintained and performs to established standards.

FIREFIGHTING

GOAL: TO ELIMINATE FALSE ALARMS IN ALL NEIGHBORHOODS IN THE CITY.

OBJECTIVE 2840-B:
To reduce by 10% the number of false alarms received from the same locations.

	1985	1986	1987
(B-1)	59	52	47

Multiple False Alarm Locations

STRATEGY:
1. Furnish each of the multiple false alarm locations complete information on their 1986 experience showing the number of false alarms, the date and time of each, the number of responding units, and the number of firemen, so that they will understand what is involved in false alarm responses, and by so doing, increase their awareness and sense of concern.
2. Hold a meeting, with media coverage, for the representatives of the 28 locations that had 3 or more false alarms in 1986 and make a presentation explaining the Fire Department's reason for concern about false alarms.
3. Establish a procedure whereby a qualified representative from the alarm location would have to explain to the Chief of the Savannah Fire Department the reason for each false alarm and what steps are being taken to prevent a reoccurrence.

FIREFIGHTING

OBJECTIVE 2840-C:
To reduce by 5% the number of intentional false alarms.

	1985	1986	1987
(C-1)	98	85	81

Intentional False Alarms

STRATEGY:
1. Institute a procedure for having a file on each intentional false alarm that would include a transcript of the telephone call, a duplicate tape of the call and a complete report by the officer in charge of the incident, giving the facts that influenced the decision to classify the alarm as an intentional false.
2. Have a monthly review of all files by a panel consisting of the Chief Fire Investigator, the Senior Management Analyst and the Senior Fire Dispatcher in order to make recommendations to the Fire Chief for any indicated procedures to reduce intentional false alarms.
3. Prosecute all cases where there is sufficient grounds for securing a warrant.

FIREFIGHTING

OBJECTIVE 2840-D:
To reduce structural fire incidents in Planning Units 19, 20, and 21* by 5%.

	Planning Unit	1985	1986	1987
(D-1)	19	121	104	98
(D-2)	20	39	42	40
(D-3)	21	45	44	42

Number of Fires

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.

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* These are contiguous areas that have high fire call experience.

FIREFIGHTING

OBJECTIVE 2840-E:
To reduce the total number of fires in Planning Units 1 through 23 by 5%.

Structural Fire Causes	1985	1986	1987
(E-1) Defective electrical wiring	54	66	63
(E-2) Grease or food on stove	129	122	116
(E-3) Careless smoking	67	64	61
(E-4) Children with matches	27	36	34
(E-5) Electrical appliances & motors	41	38	36
(E-6) Total	315	326	310

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.

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Adopted Budget Summary
Leisure Services Bureau

The Leisure Services Bureau's base budget of $3,795,921 is described in detail on the pages which follow. New programs in the amount of $260,038 are also planned. The addition of these new programs to the base proposal increases the bureau's final budget to $4,055,959. The table below outlines the major components of this bureau's total budget. Brief descriptions of each activity's program improvements are included below.

Activity	Base Proposal	New Programs	Final Budget
Leisure Svc Director	$ 222,177	$ 0	$ 222,177
Athletics	562,038	16,307	578,345
Neighborhood Centers	881,666	62,908	944,574
Adult Day Care	244,090	0	244,090
City Golden Age	480,554	0	480,554
Bldgs & Grounds Maint.	1,405,396	180,823	1,586,219
Total	$3,795,921	$ 260,038	$4,055,959

Athletics: The new program allocation of $16,307 is for two program improvements. Funding is provided for the addition of a facilities manager position to supervise the new Softball Complex. The addition of four lifeguard positions is also included in the new program allocation. These positions are for a swimming program to be conducted at the Lincoln Street Center.

Neighborhood Centers: Most of the new program allocation, $48,826, is related to the neighborhood programs which will be conducted at the Lincoln Street Center. Specifically, the allocation provides for two staff additions: one center manager and one recreation leader; and operating supplies. A separate program improvement is for the addition of several part-time playground leaders to the current staff. With this new program, the number of supervised playgrounds will increase by five.

Buildings & Grounds Maintenance: The $180,823 allocation is for two separate program improvements. Both involve the provision of maintenance services. At $139,152, one is for the recently constructed Softball Complex. Most of this amount is for the addition of several positions: 3 grounds maintenance workers, a custodian, and 1 light equipment operator. Several vehicle and equipment purchases are also planned. The other program improvement is for the maintenance of the recently acquired Lincoln Street Center. The $43,671 allocation is for the costs associated with the addition of a custodian and all operating supplies and materials required for the maintenance of the facility.

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Leisure Services Bureau

Budget Proposal: The Bureau of Leisure Services consists of six activities in the General Fund. Two enterprise funds, The Golf Course and the Civic Center, are also administered by this bureau. Leisure Services' General Fund activities include: Leisure Services Director, Athletics, Neighborhood Programs, Adult Day Care, City Golden Age, and Buildings and Grounds Maintenance. The 1987 basic budget proposal for the General Fund activities is described below. At $3,795,921, total expenditures for 1987 exceed 1986 Projected Expenditures by .5%, or $19,629.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$2,354,745	$2,376,912	$ 22,167	.9
Contractuals	744,373	749,974	5,601	.8
Commodities	266,081	284,182	18,101	6.8
Revolving Fund	319,149	303,029	-16,120	-5.1
Capital Outlay	29,336	17,025	-12,311	-42.0
Interfund Trans	62,608	64,799	2,191	3.5
Total	$3,776,292	$3,795,921	$ 19,629	.5

Basic Program Costs:

Personal Services: Personal Services expenditures for 1987 are $2,376,912. Salaries and Wages cost $1,907,694. Major allocations are also provided for Pension, $146,281; Social Security, $137,742; and Group Medical Insurance, $109,691. The 1987 budget for this series increases $22,167 or .9% over 1986 Projected Expenditures. The significant changes are:

Salaries & Wages	**increase** $71,363 as a result of a general wage increase and anniversary increases for eligible employees.
Medical Insurance	**decreases** $67,500 as City contribution levels are reduced.
Longevity	**increases** $5,482 due to an increase in the number of eligible employees.
Social Security	**increases** $5,404 reflecting a general wage increase and anniversary increases for eligible employees.

Contractuals: Expenses for Contractual services total $749,974 in 1987. The major allocation is for Other Contractual Service, which is $236,868. Costs related to meals and transportation for participants in the Adult Day Care and City Golden Age programs are the primary components of this expenditure. Other large expenditure categories include: Electricity, $154,488; Professional Services Fees, $130,542; and Rentals, $53,779. The 1987 budget represents a .8% or $5,601 increase above 1986 expenditures. Major changes are:

Professional Fees	**decrease** $19,488 because of the 1986 renovation of Daffin Park's Soccer Field.
Other Contract	**increase** $15,047 due to an anticipated increase in the number of Golden Age Program participants requiring transportation and meal services and higher costs for the meals and transportation of Adult Day Care participants.
Building Repairs	**increases** $9,065 for planned repairs to Grayson Stadium's locker rooms as well as for various building projects formerly performed by Central Services.
Communications	**decreases** $3,682 with the installation of a more economical phone system.
Electricity	**increases** $3,690 due to an anticipated rate hike.

Commodities: The 1987 Commodities budget is $284,182. The largest allocation in this category is $120,225 for sports and craft supplies. Major allocations are also provided for: Construction Supplies and Materials, $55,948; Operating Supplies and Materials, $55,387; and Chemicals, $24,810. With an $18,101 increase, this year's Commodities expenditures represent a 6.8% increase over 1986 Projected Expenditures. Significant changes are:

Construction Supp	**increase** $6,774 due to cost increases of pool and ground maintenance supplies.
Chemicals	**increase** $4,531 because of an increase in turf treatments for mole crickets.
Sports/Craft Supp	**increase** $3,200 or 2.7% due to anticipated price increases.

Revolving Fund: Revolving Fund chargebacks for 1987 are budgeted at $303,029. The greatest expense is for Garage Services, which totals $152,231. Costs associated with Central Services are $143,940 and comprise another large expenditure. This series decreases 5% or $16,120 from 1986 Projected Expenditures. Major changes include:

Central Services	**decrease** $24,215 reflecting renovation projects at Grayson Stadium during 1986 as well as more building projects performed by Buildings and Grounds rather than Central Services during 1987.
Garage Services	**increase** $7,593 as a result of anticipated price increases for vehicle maintenance services.

Capital Outlays: The total Capital Outlay budget for this bureau is $17,025. The following expenditures are proposed for 1987:

Athletics		
	Tennis Windscreen, 40 sections @ $50	$ 2,000
1	Electronic Typewriter	1,200
1	Push Mower	600
Neighborhood Programs		
1	Mobile Radio	1,800
2	Basketball Backboards @ $750	1,500
Adult Day Care		
1	Electronic Typewriter	1,200
City Golden Age		
1	Portable Piano	700
Buildings & Grounds		
1	Commercial Vacuum Cleaner	725
2	Gas Chlorinators @ $1,000	2,000
5	Vacuum heads w/handles & hoses	4,300
1	Fertilizer Spreader	1,000
	Total	$ 17,025

Interfund Transfers: Interfund Transfer charges of $64,799, which increase 3.5%, are for vehicle replacement costs and reflect an inflationary adjustment over the 1986 allocation.

LEISURE SERVICES BUREAU

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Leisure Svc. Director	$ 186,647	$ 219,875	$ 222,177
Athletics	551,234	568,643	562,038
Neighborhood Programs	809,089	866,976	881,666
Adult Day Care	216,003	231,833	244,090
City Golden Age	441,955	472,517	480,554
Bldgs. & Ground Maint.	1,238,335	1,416,448	1,405,396
	$ 3,443,263	$ 3,776,292	$ 3,795,921

PERSONNEL SUMMARY

LEISURE SERVICES

POSITION TITLE	RANGE	STAFF YEARS
LEISURE SERVICES DIRECTOR	96	1.00
BLDGS & GROUNDS DIRECTOR	89	1.00
CIVIC CENTER DIRECTOR	89	1.00
NEIGHBORHOOD PROGRAMS DIRECTOR	80	1.00
LS PLANNING DIRECTOR	80	1.00
ATHLETICS DIRECTOR	80	1.00
GOLF COURSE DIRECTOR	80	1.00
MANAGEMENT ANALYST	75	1.00
CIVIC CENTER PROGRAMS COORD	75	1.00
L S PROGRAMS COORDINATOR	70	2.00
GOLF COURSE MAINT SUPT	69	1.00
BUSINESS COORDINATOR	68	1.00
BOX OFFICE/CONC SUPERVISOR	68	1.00
PRINCIPAL EQUIPMENT MECHANIC	67	1.00
BLDGS & GRDS SUPERINTENDENT	67	2.00
BUILDING MECHANIC SUPT	67	1.00
BUILDING OPERATIONS SUPERVISOR	66	1.00
RECREATION SUPERVISOR	66	9.00
SOUND SYSTEMS TECHNICIAN	65	1.00
PKS MAINT SUPERVISOR	64	1.00
BLDG MAINT MECHANIC	63	5.00
GOLF COURSE EQUIPMENT SPEC	61	1.00
ASST GOLF COURSE MAINT SUPT	61	1.00
EQUIP MECHANIC	61	1.00
SOCIAL SERVICES COORDINATOR	60	1.00
ADMINISTRATIVE SECRETARY	56	1.00
BUILDING & GROUNDS SUPERVISOR	56	3.00
RECREATION SPECIALIST	56	5.40
SECRETARY	53	2.00
SUPV MAINTENANCE SERV WORKER	53	1.00
MAINTENANCE CRAFTS WORKER	52	3.00
RECREATION CENTER MANAGER	51	12.34
APPRENTICE EQUIPMENT MECHANIC	51	1.00
SENIOR CLERK TYPIST	50	2.50
LEISURE SERVICES BUS DRIVER	49	1.00
MEDIUM EQUIPMENT OPERATOR	49	8.00
SR MAINT SERVICE WORKER	48	1.00
CASHIER	47	3.00
SWIMMING POOL MANAGER	47	.50
RECREATION LEADER	47	33.56
LIGHT EQUIPMENT OPERATOR	47	4.00
SR GROUNDS MAINT WORKER	46	2.00
CLERK TYPIST	45	2.00
CLUBHOUSE ATTENDANT	45	2.00

PERSONNEL SUMMARY

LEISURE SERVICES

POSITION TITLE	RANGE	STAFF YEARS
EQUIPMENT SERVICE ATTENDANT	45	2.00
CLERK	44	1.00
GROUNDS MAINT WORKER	43	21.67
MAINTENANCE SERVICE WORKER	43	6.00
SENIOR LIFEGUARD	41	2.25
CUSTODIAN	41	9.02
SECURITY GUARD	39	.75
RECREATION AIDE	38	.75
LIFEGUARD	37	5.75
TOTAL		177.49

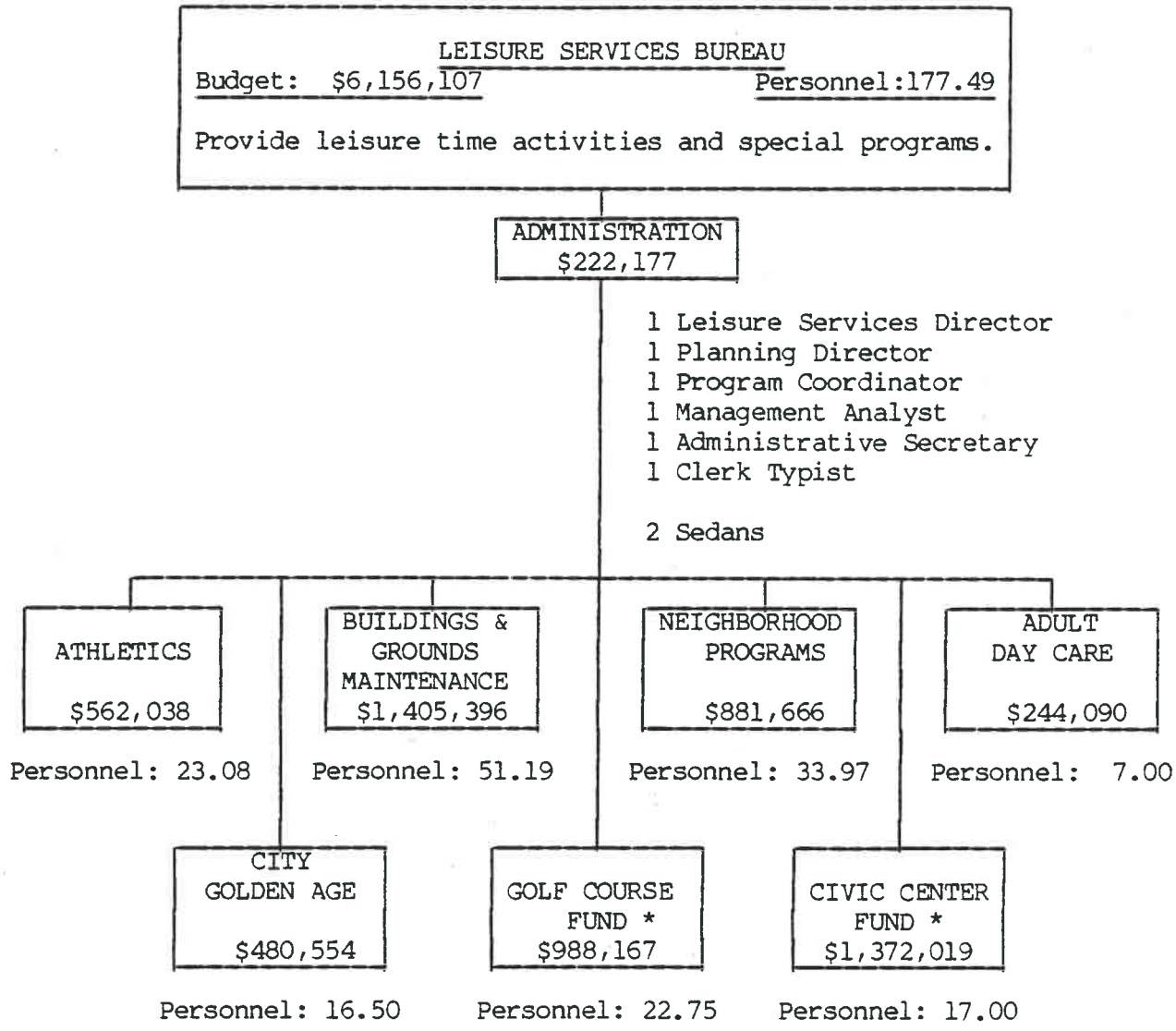
LEISURE SERVICES DIRECTOR

PURPOSE: PROVIDE OPPORTUNITIES FOR PARTICIPATION IN LEISURE TIME ACTIVITIES TO BOTH YOUTH AND ADULTS IN ATHLETIC, RECREATIONAL, CULTURAL, GOLF COURSE AND CIVIC CENTER PROGRAMS WHILE MAINTAINING ALL ACCOMPANYING BUILDINGS AND GROUNDS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 158,575	$ 186,544	$ 191,102
CONTRACTUAL SERVICES	$ 8,908	$ 10,455	$ 11,191
COMMODITIES	$ 5,692	$ 6,994	$ 7,025
REVOLVING FUNDS	$ 11,290	$ 14,054	$ 11,241
CAPITAL OUTLAY	$ 0	$ 265	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 2,182	$ 1,563	$ 1,618
TOTAL	$ 186,647	$ 219,875	$ 222,177

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CLERK TYPIST	1.00	1.00	45	$ 12,187
ADMINISTRATIVE SECRETARY	1.00	1.00	56	$ 15,554
L S PROGRAMS COORDINATOR	1.00	1.00	70	$ 27,259
MANAGEMENT ANALYST	1.00	1.00	75	$ 24,725
L S PLANNING DIRECTOR	1.00	1.00	80	$ 31,556
LEISURE SERVICES DIRECTOR	1.00	1.00	96	$ 48,953
TOTAL	6.00	6.00		



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* These are separate funds, and are not a part of the General Fund.

LEISURE SERVICES BUREAU

GOAL: TO ENSURE THAT THE RESIDENTS OF SAVANNAH HAVE CONVENIENT AND AFFORDABLE ACCESS TO LEISURE TIME PROGRAMS AND FACILITIES.

OBJECTIVE 3005-A:
To achieve 100% of the stated objectives of each department of Leisure Services in 1987.

		1985	1986	1987
(A-1)	Civic Center	66%	81%	100%
(A-2)	Golf Course	60%	78%	100%
(A-3)	Buildings & Grounds	92%	96%	100%
(A-4)	Athletics	66%	85%	100%
(A-5)	Neighborhood Programs	100%	100%	100%

Objectives Achieved

STRATEGY:
1. Review monthly status reports.
2. Conduct monthly staff meetings.
3. Review annual reports.

OBJECTIVE 3005-B:
To ensure that there are no citizen complaints of discourteous Leisure Services employees in 1987.

	1985	1986	1987
(B-1)	0	0	0

Citizen Complaints

STRATEGY:
1. Maintain a system for tracking citizen complaints.
2. Train employees on public relations skills.

OBJECTIVE 3005-C:
To reduce the average sick leave usage per employee by 5% per year during 1987.

	1985	1986	1987
(C-1)	6.08	5.8	5.5

Average Sick Leave Per Employee

STRATEGY:
1. Identify and counsel sick leave abusers.

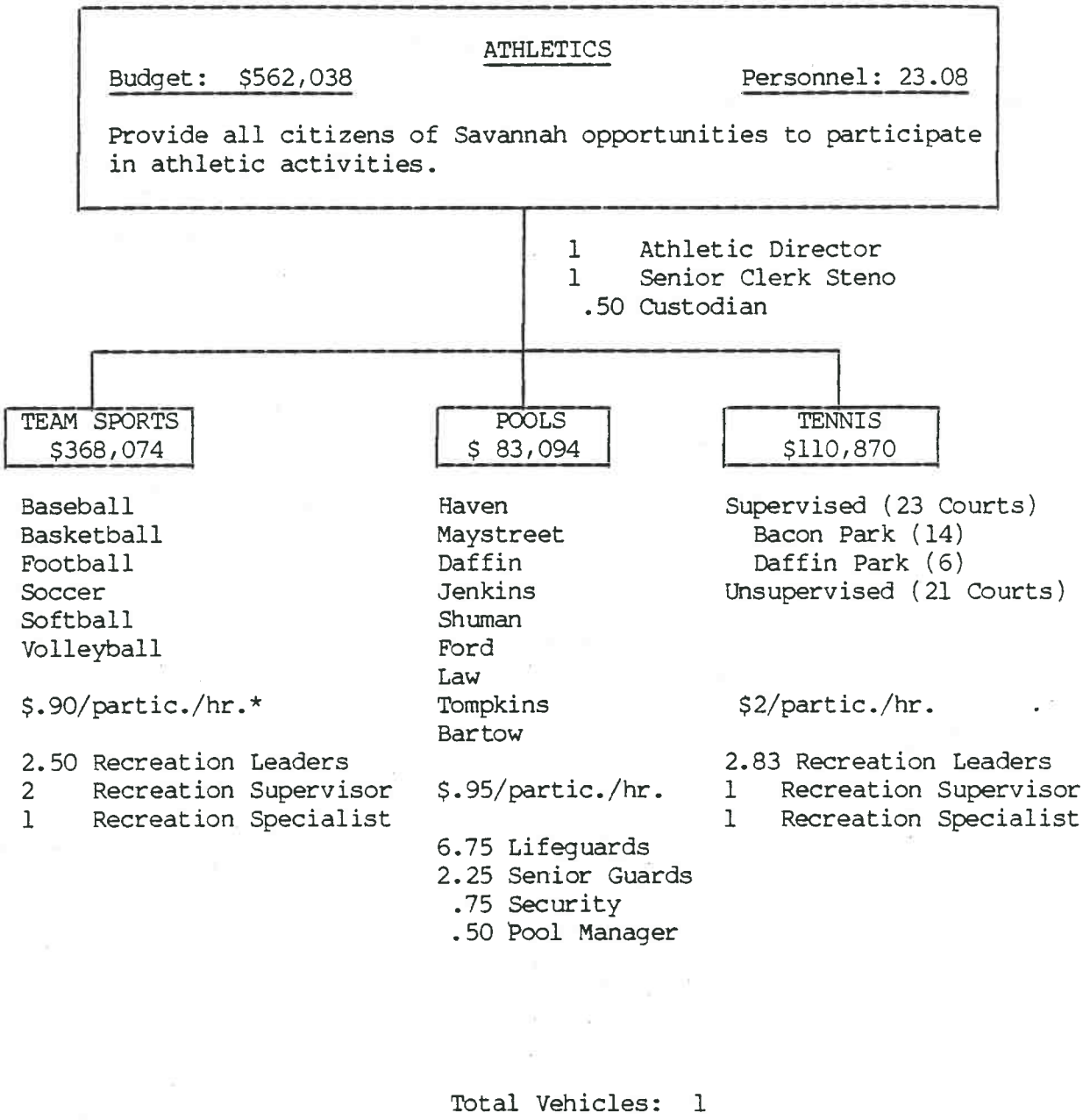
ATHLETICS

PURPOSE: PROVIDE OPPORTUNITIES TO BOTH YOUTH AND ADULTS IN THE COMMUNITY TO PARTICIPATE IN ORGANIZED TEAM SPORTS AND TENNIS PLAY.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 346,320	$ 349,016	$ 355,185
CONTRACTUAL SERVICES	$ 125,019	$ 131,271	$ 127,038
COMMODITIES	$ 63,260	$ 62,029	$ 63,669
REVOLVING FUNDS	$ 15,832	$ 11,394	$ 9,052
CAPITAL OUTLAY	$ 699	$ 11,750	$ 3,800
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 104	$ 3,183	$ 3,294
TOTAL	$ 551,234	$ 568,643	$ 562,038

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
LIFEGUARD	6.75	6.75	37	$ 63,734
SECURITY GUARD	.75	.75	39	$ 7,414
CUSTODIAN	.50	.50	41	$ 5,202
SENIOR LIFEGUARD	2.25	2.25	41	$ 23,474
SWIMMING POOL MANAGER	.50	.50	47	$ 6,307
RECREATION LEADER	5.33	5.33	47	$ 59,440
SENIOR CLERK TYPIST	1.00	1.00	50	$ 13,436
RECREATION SPECIALIST	2.00	2.00	56	$ 31,491
RECREATION SUPERVISOR	3.00	3.00	66	$ 59,564
ATHLETICS DIRECTOR	1.00	1.00	80	$ 31,556
TOTAL	23.08	23.08		



Total Vehicles: 1

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* This average is based on a total of 407,708 participant hours.

ATHLETIC PROGRAMS

WORK PROGRAMS

WP 3022-1: Baseball

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,568	1,255	1,350	$ 98	$ 101	$100
	Registered Participants			Unit Cost:	$.90/partic./hr.	
2)	125,440	100,400	108,900			
	Participant Hours					

WP 3022-2: Softball

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,892	1,241	2,240	$ 82	$ 84	$ 84
	Registered Participants			Unit Cost:	$.60/partic./hr.	
2)	90,816	59,568	143,360			
	Participant Hours					

WP 3022-3: Football

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,028	1,250	960	$ 53	$ 55	$ 54
	Registered Participants			Unit Cost:	$.60/partic./hr.	
2)	98,688	120,000	92,160			
	Participant Hours					

WP 3022-4: Soccer

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	760	670	833	$ 36	$ 37	$ 36
	Registered Participants			Unit Cost:	$1.80/partic./hr.	
2)	17,760	16,080	19,992			
	Participant Hours					

ATHLETIC PROGRAMS

WORK PROGRAMS

WP 3022-5: Basketball

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	732	657	780	$ 65	$ 67	$ 66
	Registered Participants			Unit Cost:	$2/partic./hr.	
2)	23,424	15,868	31,200			
	Participant Hours					

WP 3022-6: Volleyball

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	130	192	168	$ 28	$ 29	$ 28
	Registered Participants			Unit Cost:	$2/partic./hr.	
2)	12,480	18,432	12,096			
	Participant Hours					

WP 3022-7: Tennis

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	34,100	34,100	34,227	$108	$ 112	$111
	Registered Participants			Unit Cost:	$2/partic./hr.	
2)	41,000	41,000	51,900			
	Participant Hours					

WP 3022-8: Pools

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	80,160	80,160	84,269	$ 81	$ 84	$ 83
	Registered Participants			Unit Cost:	$.95/partic./hr.	
2)	83,112	83,112	86,968			
	Participant Hours					

ATHLETICS

GOAL: TO PROVIDE ALL RESIDENTS OF SAVANNAH OPPORTUNITIES TO PARTICIPATE IN ATHLETIC ACTIVITIES.

OBJECTIVE 3022-A:
To maintain the 1986 level of registered participants for team sports in 1987.

	1985	1986	1987
(A-1)	6,090	6,090	6,090

Registered Participants

STRATEGY:
1. Form 5 baseball leagues of different levels.
2. Form 3 youth basketball leagues of different levels.
3. Form 3 adult basketball leagues.
4. Form 8 adult softball leagues.
5. Form 6 youth football leagues.
6. Form 1 adult volleyball league.
7. Conduct coaching clinics for all youth activities.
8. Form a protest board for each activity.
9. Increase public awareness of programs by media coverage.

OBJECTIVE 3022-B:
To increase the number of Tennis Matches on supervised pay courts by 1% in 1986.

	1985	1986	1987
(B-1)	19,300	20,000	20,200

Number of Matches *

STRATEGY:
1. Organize 1 new Men's/Women's Tennis League.
2. Increase the National Junior Tennis League by one League.
3. Organize 1 new youth league in the Fall of 1986.

* Match: 2 players playing for 1 hour

ATHLETICS

OBJECTIVE 3022-C:
To maintain the 1986 level of Recreational Swim sessions in 1987.

	1985	1986	1987
(C-1)	2,646	2,646	2,646

Number of Sessions

STRATEGY:
1. Improve set-up time for swim meets by 1 hour.
2. Conduct preventive maintenance work during non-recreational swim hours.
3. Assure that any major repair/maintenance is done in the off-season.

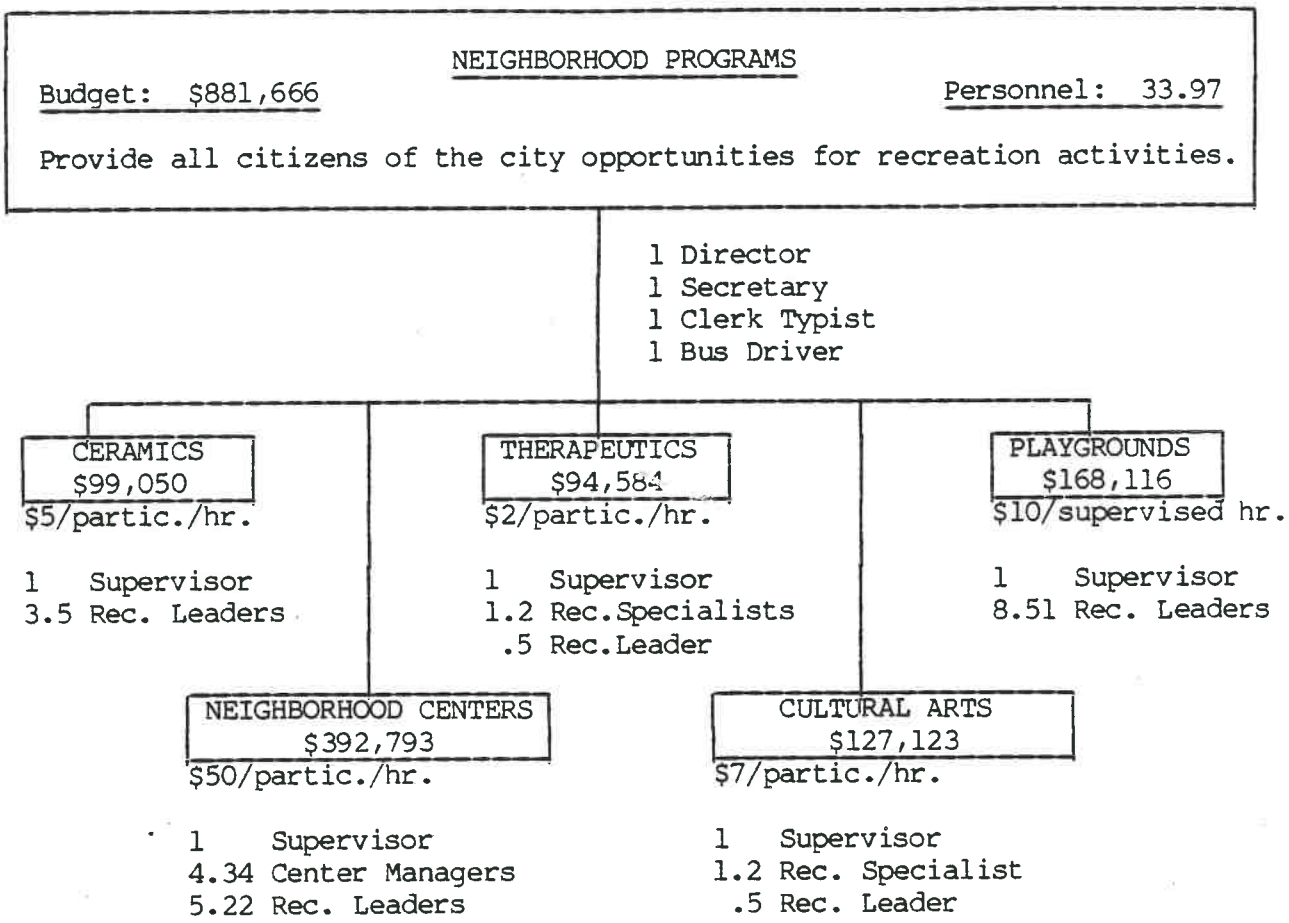
NEIGHBORHOOD PROGRAMS

PURPOSE: PROVIDE BOTH INDOOR AND OUTDOOR SOCIAL AND RECREATIONAL OPPORTUNITIES FOR ALL AGE GROUPS IN THE COMMUNITY.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 580,245	$ 599,642	$ 601,926
CONTRACTUAL SERVICES	$ 161,496	$ 133,412	$ 188,960
COMMODITIES	$ 30,979	$ 41,685	$ 43,085
REVOLVING FUNDS	$ 19,002	$ 21,364	$ 27,123
CAPITAL OUTLAY	$ 7,871	$ 4,185	$ 3,300
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 9,496	$ 16,688	$ 17,272
TOTAL	$ 809,089	$ 866,976	$ 881,666

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CLERK TYPIST	1.00	1.00	45	$ 12,487
RECREATION LEADER	18.23	18.23	47	$ 219,515
LEISURE SERVICES BUS DRIVER	1.00	1.00	49	$ 14,813
RECREATION CENTER MANAGER	4.34	4.34	51	$ 58,272
SECRETARY	1.00	1.00	53	$ 14,456
RECREATION SPECIALIST	2.40	2.40	56	$ 35,993
RECREATION SUPERVISOR	5.00	5.00	66	$ 94,214
NEIGHBORHOOD PROGRAMS DIRECTOR	1.00	1.00	80	$ 31,556
TOTAL	33.97	33.97		



Total Vehicles: 5

NEIGHBORHOOD PROGRAMS

WORK PROGRAMS

WP 3024-1: Neighborhood Centers

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4,215	4,257	4,342	$ 360	$ 386	$ 393
	Registered Participants			Unit Cost: $50/partic./hr.		
2)	7,240	7,891	7,891			
	Participant Hours					

WP 3024-2: Playgrounds

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	10,099	10,604	10,816	$ 155	$ 165	$ 168
	Registered Participants			Unit Cost: $10/supervised hour		
2)	15,896	16,300	16,300			
	Supervised Hours					

WP 3024-3: Ceramics

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	480	707	500	$ 90	$ 97	$ 99
	Registered Participants			Unit Cost: $5/partic./hr.		
2)	25,757	25,174	20,974			
	Participant Hours					

NEIGHBORHOOD PROGRAMS

WORK PROGRAMS

WP 3024-4: Therapeutics

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	314	376	400	$ 87	$ 93	$ 95
	Registered Participants			Unit Cost:	$2/participant hour	
2)	38,509	38,894	40,000			
	Participant Hours					
3)	49	60	60			
	Physical Fitness Participants					
4)	196	40	45			
	Cultural Arts Participants					
5)	92	181	190			
	Other Programs Participants					
6)	79	295	300			
	Special Events Participants					

WP 3024-5: Cultural Arts

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,243	2,265	2,378	$ 117	$ 126	$ 127
	Registered Participants			Unit Cost:	$7/participant hour	
2)	18,680	18,667	18,700			
	Participant Hours					
3)	440	720	750			
	Art Participants					
4)	62	560	560			
	Dance Participants					
5)	27	264	270			
	Music Participants					
6)	133	666	670			
	Drama Participants					
7)	1,581	1,274	1,300			
	Viewers Participants					

NEIGHBORHOOD PROGRAMS

GOAL: TO PROVIDE ALL RESIDENTS OF SAVANNAH OPPORTUNITIES TO PARTICIPATE IN RECREATION ACTIVITIES.

OBJECTIVE 3024-A:
To increase registered participants in Neighborhood Programs by 1% in 1987.

	1985	1986	1987
(A-1)	17,531	18,209	18,436
	Registered Participants		
(A-2)	4%	5%	1%
	Percent of Increase		
(A-3)	106,082	106,926	109,578
	Participant Hours		

STRATEGY:
1. Provide diversified and effective programs with Neighborhood Centers, Playgrounds, Ceramics, Therapeutics and Cultural Arts.
2. Provide supervisors at more playgrounds.
3. Conduct more citywide special events.
4. Continue operation of new multi-purpose center.

OBJECTIVE 3024-B:
To achieve a ratio of revenue to total expenditures in the Ceramics Program of 45.4%.

	1985	1986	1987
(B-1)	N/A	48.5%	45.4%
	Revenue/Expenditure Ratio		
(B-2)	N/A	$43,861	$44,997
	Revenue		
(B-3)	N/A	$90,348	$99,050
	Expenditures		

STRATEGY:
1. Provide seven 6-week sessions of Ceramics classes.
2. Offer special classes between each session.
3. Advertise more through newspapers and TV to help increase registered participants.

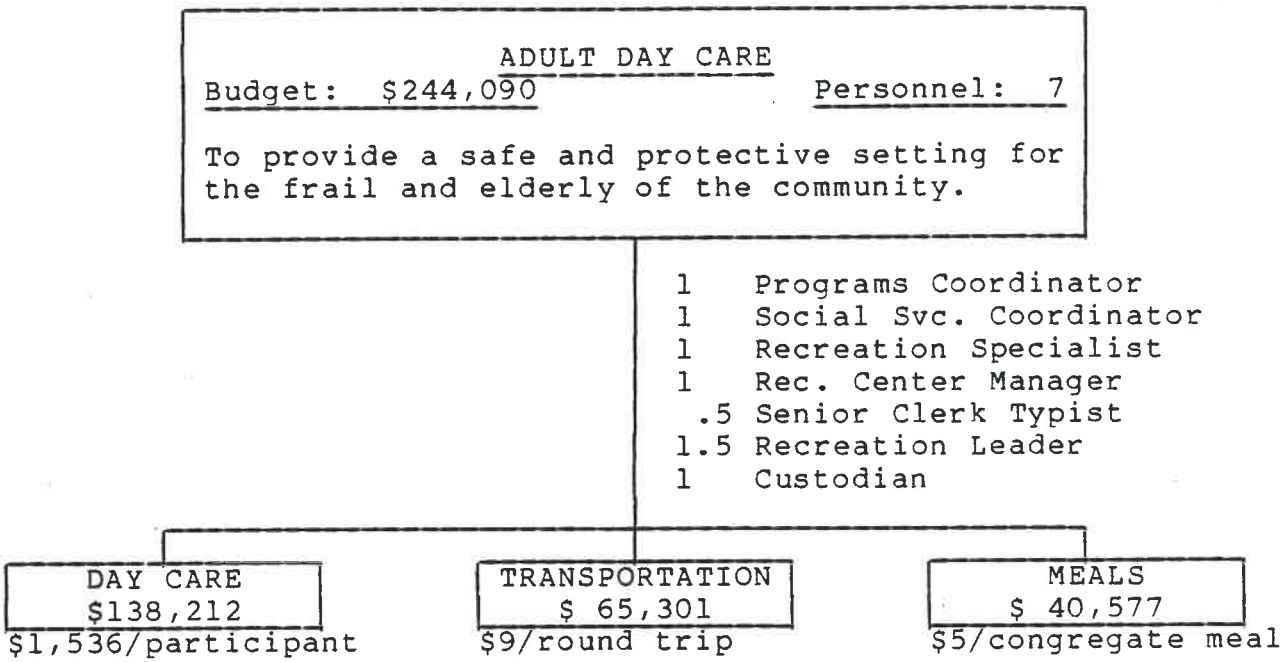
ADULT DAY CARE

PURPOSE: PROVIDE THE ELDERLY IN THE COMMUNITY WITH OPPORTUNITIES FOR SOCIAL AND RECREATIONAL ACTIVITIES IN SEVEN GOLDEN AGE CENTERS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 121,148	$ 133,693	$ 134,646
CONTRACTUAL SERVICES	$ 86,238	$ 89,618	$ 98,517
COMMODITIES	$ 5,124	$ 5,955	$ 6,090
REVOLVING FUNDS	$ 3,493	$ 2,567	$ 3,637
CAPITAL OUTLAY	$ 0	$ 0	$ 1,200
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 216,003	$ 231,833	$ 244,090

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CUSTODIAN	1.00	1.00	41	$ 13,436
RECREATION LEADER	1.50	1.50	47	$ 19,680
SENIOR CLERK TYPIST	.50	.50	50	$ 6,576
RECREATION CENTER MANAGER	1.00	1.00	51	$ 15,554
RECREATION SPECIALIST	1.00	1.00	56	$ 15,937
SOCIAL SERVICES COORDINATOR	1.00	1.00	60	$ 16,331
L S PROGRAMS COORDINATOR	1.00	1.00	70	$ 22,425
TOTAL	7.00	7.00		


ADULT DAY CARE
Budget: $244,090
Personnel: 7
To provide a safe and protective setting for the frail and elderly of the community.
1 Programs Coordinator
1 Social Svc. Coordinator
1 Recreation Specialist
1 Rec. Center Manager
.5 Senior Clerk Typist
1.5 Recreation Leader
1 Custodian
DAY CARE
$138,212
$1,536/participant
TRANSPORTATION
$ 65,301
$9/round trip
MEALS
$ 40,577
$5/congregate meal

ADULT DAY CARE

WORK PROGRAMS

WP 3029-1: Adult Day Care

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	83	84	90	$ 216	$ 232	$ 244
	Registered Participants			Unit Cost:	$3/partic./hr	
2)	65,778	82,864	87,000			
	Participant Hours					
3)	83	84	90	$ 125	$ 134	$ 138
	Day Care Participants			Unit Cost:	$1,536/partic.	
4)	39	35	35	$ 37	$ 40	$ 41
	Average Daily Congregate Meals			Unit Cost:	$5/congregate meal	
5)	7,756	7,560	7,560	$ 54	$ 58	$ 65
	Transportation Round Trips			Unit Cost:	$9/round trip	

ADULT DAY CARE

GOAL: TO PROVIDE A SAFE AND PROTECTIVE SETTING FOR THE FRAIL AND ELDERLY OF THE COMMUNITY.

OBJECTIVE 3029-A:
To increase registered participants in the Adult Day Care Program by 7% in 1987.

	1985	1986	1987
(A-1)	83	84	90
	Registered Participants		
(A-2)	.5%	1%	7%
	Percent of Increase		
(A-3)	82,864	82,864	87,000
	Participation Hours		

STRATEGY:
1. Provide leisure activities daily.
2. Do annual program brochures and advertise more in newspapers.
3. Coordinate with doctors, hospitals and other agencies for referrals.

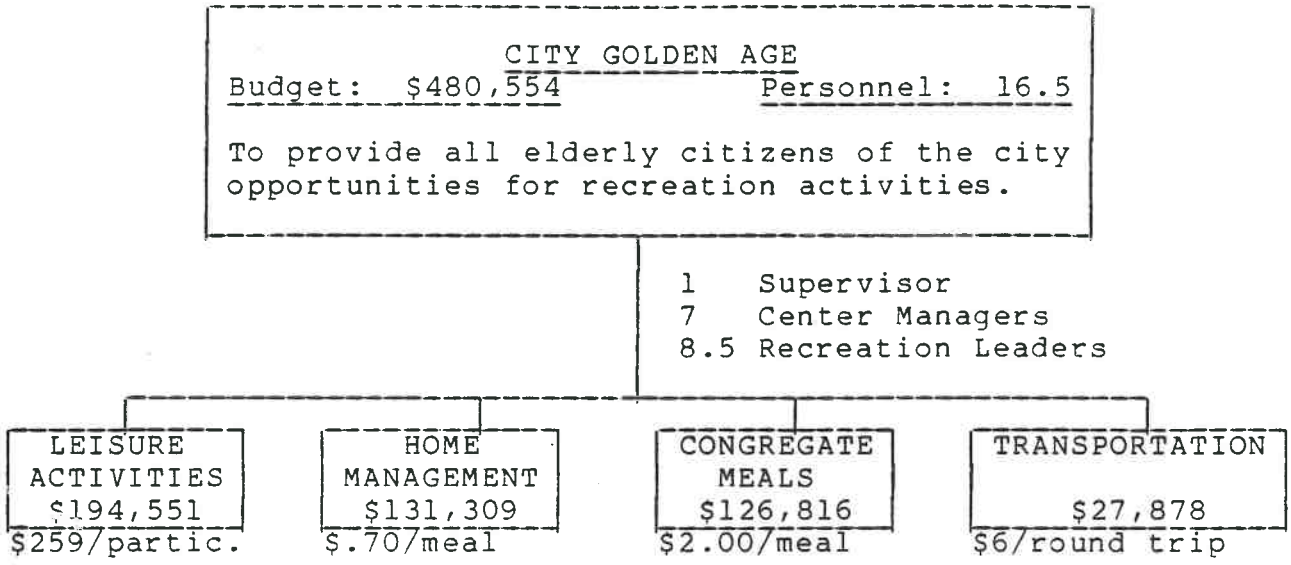
CITY GOLDEN AGE

PURPOSE: PROVIDE AN ALTERNATIVE TO INSTITUTIONAL CARE FOR NEEDY ELDERLY CITIZENS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 256,902	$ 273,640	$ 274,563
CONTRACTUAL SERVICES	$ 158,817	$ 171,466	$ 177,120
COMMODITIES	$ 20,790	$ 22,301	$ 24,356
REVOLVING FUNDS	$ 5,187	$ 4,710	$ 3,815
CAPITAL OUTLAY	$ 259	$ 400	$ 700
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 441,955	$ 472,517	$ 480,554

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
RECREATION LEADER	8.50	8.50	47	$ 106,027
RECREATION CENTER MANAGER	7.00	7.00	51	$ 98,195
RECREATION SUPERVISOR	1.00	1.00	66	$ 20,341
TOTAL	16.50	16.50		


CITY GOLDEN AGE
Budget: $480,554
Personnel: 16.5
To provide all elderly citizens of the city opportunities for recreation activities.
1 Supervisor
7 Center Managers
8.5 Recreation Leaders
LEISURE ACTIVITIES $194,551 $259/partic.
HOME MANAGEMENT $131,309 $.70/meal
CONGREGATE MEALS $126,816 $2.00/meal
TRANSPORTATION $27,878 $6/round trip

CITY GOLDEN AGE

WORK PROGRAMS

WP 3030-1: Golden Age

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	674	681	750	$ 442	$ 473	$ 481
	Registered Participants			Unit Cost: $1.25/partic./hr.		
2)	368,345	361,186	385,186			
	Participant Hours					
3)	674	681	750	$ 180	$ 192	$ 195
	Leisure Activities Participants			Unit Cost: $259/participant		
4)	674	681	750	$ 120	$ 129	$ 131
	Home Management Average Daily Meals			Unit Cost: $.70/meal*		
5)	64,044	69,300	62,000	$ 116	$ 125	$ 127
	Congregate Meals			Unit Cost: $2.00/meal		
6)	3,600	3,600	4,500	$ 26	$ 27	$ 28
	Transportation Round Trips			Unit Cost: $6/round trip		

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* Based on 187,500 meals per year (750 x 250 days)

CITY GOLDEN AGE

GOAL: TO PROVIDE ALL ELDERLY CITIZENS OF THE CITY OPPORTUNITIES FOR RECREATION ACTIVITIES.

OBJECTIVE 3030-A:
To increase registered participants in the Golden Age Program by 10% in 1987.

	1985	1986	1987
(A-1)	674	681	750
	Registered Participants		
(A-2)	1%	1%	10%
	Percent of Increase		
(A-3)	368,345	361,186	385,186
	Participant Hours		

STRATEGY:
1. Provide hot nutritious meals daily at 8 centers.
2. Continue operation of the southside Golden Age Club.
3. Provide leisure activities daily at all centers.
4. Provide periodic citywide special events.

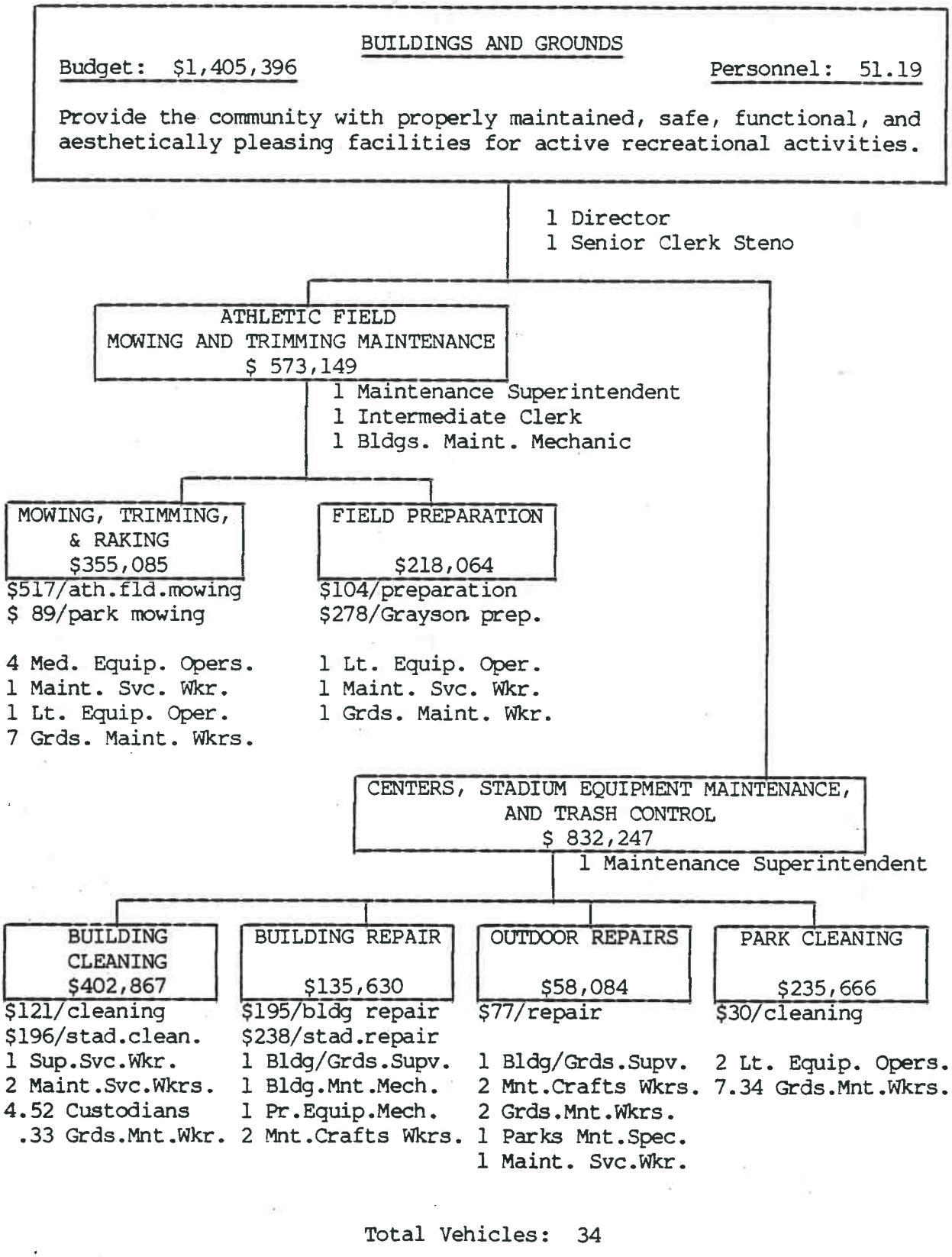
BUILDINGS & GROUNDS MAINT

PURPOSE: PROVIDE THE COMMUNITY WITH PROPERLY MAINTAINED SAFE, FUNCTIONAL AND AESTHETICALLY PLEASING FACILITIES FOR RECREATIONAL AND ATHLETIC ACTIVITIES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 801,117	$ 812,210	$ 819,490
CONTRACTUAL SERVICES	$ 80,826	$ 158,151	$ 147,148
COMMODITIES	$ 116,548	$ 127,117	$ 139,957
REVOLVING FUNDS	$ 175,696	$ 265,060	$ 248,161
CAPITAL OUTLAY	$ 29,556	$ 12,736	$ 8,025
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 34,592	$ 41,174	$ 42,615
TOTAL	$ 1,238,335	$ 1,416,448	$ 1,405,396

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CUSTODIAN	4.52	4.52	41	$ 47,726
GROUNDS MAINT WORKER	17.67	17.67	43	$ 179,508
MAINTENANCE SERVICE WORKER	4.00	4.00	43	$ 44,682
CLERK	1.00	1.00	44	$ 11,893
LIGHT EQUIPMENT OPERATOR	4.00	4.00	47	$ 45,484
MEDIUM EQUIPMENT OPERATOR	5.00	5.00	49	$ 55,714
MAINTENANCE CRAFTS WORKER	4.00	3.00	52	$ 57,476
SUPV MAINTENANCE SERV WORKER	1.00	1.00	53	$ 15,554
SECRETARY	1.00	1.00	53	$ 14,023
BUILDING & GROUNDS SUPERVISOR	2.00	3.00	56	$ 34,459
BLDG MAINT MECHANIC	2.00	2.00	63	$ 41,884
PKS MAINT SUPERVISOR	1.00	1.00	64	$ 18,368
BLDGS AND GRDS SUPERINTENDENT	2.00	2.00	67	$ 41,686
PRINCIPAL EQUIPMENT MECHANIC	1.00	1.00	67	$ 23,547
BLDGS & GROUNDS DIRECTOR	1.00	1.00	89	$ 38,356
TOTAL	51.19	51.19		



Total Vehicles: 34

BUILDINGS AND GROUNDS

WORK PROGRAMS

WP 3040-1: Mow athletic fields

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	748	480	480	$217	$250	$248
		Mowings		Unit Cost: $517/mowing		

WP 3040-2: Mow park areas

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	931	1,196	1,196	$ 92	$105	$107
		Mowings		Unit Cost: $89/mowing		

WP 3040-3: Prepare athletic fields for play

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,199	1,912	1,912	$178	$206	$198
	Field Preparations			Unit Cost: $104/prep.		

WP 3040-4: Clean assigned buildings

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,753	2,800	2,800	$300	$345	$340
		Cleanings		Unit Cost: $121/cleaning		

WP 3040-5: Perform maintenance repairs in buildings

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	548	600	600	$102	$115	$117
		Repairs		Unit Cost: $195/repair		

BUILDINGS AND GROUNDS

WORK PROGRAMS

WP 3040-6: Maintain 278 acres of grounds facilities

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	9,659	8,000	8,000	$214	$246	$236
	Park Cleanings			Unit Cost: $30/cleaning		
2)	611	750	750	$ 41	$ 46	$ 58
	Outdoor Repairs			Unit Cost: $77/repair		

WP 3040-7: Maintain Grayson Stadium

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	33	80	80	$ 17	$ 19	$ 19
		Repairs		Unit Cost: $238/repair		
2)	321	322	322	$ 57	$ 64	$ 63
		Cleanings		Unit Cost: $196/cleaning		
3)	81	72	72	$ 20	$ 20	$ 20
	Field Preparations			Unit Cost: $278/preparat.		

BUILDINGS AND GROUNDS

GOAL: TO SUPPORT LEISURE SERVICES ACTIVITIES BY MAINTAINING ALL FACILITIES IN THEIR ORIGINALLY DESIGNED AND CONSTRUCTED CONDITION.

OBJECTIVE 3040-A:
To maintain a rating of "good", 90% of the time at all recreation facilities.

		1985	1986	1987
(A-1)	N/A	90%	90%	90%
		% of Facilities Rated Good or Better		
(A-2)	N/A	2%	2%	2%
		% of Facilities Rated Poor		

STRATEGY:

1. Inspect Priority 1 facilities weekly and Priority 2 and 3 facilities bi-weekly.
2. Clean and remove trash and debris from Priority 1 parks every other day and Priority 2 and 3 parks twice weekly.
3. 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.
4. Repair equipment on parks and playgrounds.
5. Special attention will be accorded Forsyth Park to ensure that it does not fall below Priority 1 standards.
6. Add clay and sand to baseball infields.
7. Mark all playing fields according to scheduled activities.
8. Apply fertilizer according to rates established by soil test. This will be done 3 times.
9. Mow 24 athletic fields at least once per week.
10. Make needed repairs to buildings.
11. Clean Priority 1 buildings daily and Priority 2 buildings every other day.
12. Make needed repairs, clean after scheduled games, and prepare the playing field at Grayson Stadium.

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* Definition of Priorities
1 = excellent
2 = good
3 = fair
4 = poor

Number of Facilities	
66	Playgrounds, parks, athletic fields
7	Golden Age Centers
3	Neighborhood Centers
9	Swimming Pools
2	Office Buildings

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Management & Financial Services

Budget Proposal: The Management and Financial Services Bureau performs the City's general administrative functions. This bureau's General Fund activities include: the Assistant City Manager/Management and Financial Services, Research and Budget, Personnel, Management and Auditing, Finance, Revenue, Water and Sewer Revenue, and Purchasing. Also included are the Revolving Fund activities of Data Processing, Vehicle Maintenance, and Central Services. The 1987 basic budget proposal for this bureau's General Fund activities is described below. At $3,589,984, total expenditures for 1987 represent a 2.5% or $86,155 increase over 1986 Projected Expenditures.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 2,273,075	$ 2,308,224	$ 35,149	1.5
Contractuals	278,700	297,412	18,712	6.7
Commodities	139,037	147,735	8,698	6.3
Revolving Fund	761,228	795,495	34,267	4.5
Capital Outlay	26,385	14,825	-11,560	-43.8
Interfund Trans	25,404	26,293	889	3.5
Total	$ 3,503,829	$ 3,589,984	$ 86,155	2.5

Basic Program Costs:

Personal Services: Expenses for Personal Services are $2,308,224 in 1987. Salaries and Wages cost $1,892,591. Major allocations are also provided for Pension, $145,123 ; Social Security, $135,377; and Group Medical Insurance, $72,621. The 1987 budget represents a $35,149 or 2.5% increase from 1986 Projected Expenditures. The major changes are:

Salaries & Wages	**increase** $69,939 due to an anniversary increase for eligible employees.
Group Medical	**decreases** $47,966 as a result of Citywide Group Medical decreases.
Social Security	**increases** $4,691 due to higher wages.

Contractuals: The total cost for Contractual Services is $297,412. Professional Service Fees at $93,262 comprise the largest expenditure category. This allocation provides $60,500 for City audits, $6,600 for the City PTI membership, and $20,180 for counseling and consultation of City employees. Printing, at $47,338, reflects the costs associated with distributing tax bills and notices, and utility bills. Other important Contractual Services are: Photocopying, $27,637; Transportation, $27,114; Rentals, $23,324; and Advertising, $17,033. With $18,712 more charged to this series, the 1987 budget reflects a 6.7% increase over 1986 projected expenditures. Significant changes are:

Professional Fees	**increase** $10,988 due to high one-time EAP (Employee Assistance Program) expenses in Personnel.
Rentals	**increase** $6,010 due to the full year's cost of rent for Management and Auditing's office space.
Printing	**increases** $2,733 due to the cost of printing personnel bulletins, rules, and procedures manuals.
Electricity	**increases** $2,496 due to increased kilowatt hours associated with new office space rentals.

Commodities: Expenses for Commodities total $147,735 in 1987. At $100,438, Postage is the largest expenditure. Costs associated with the mailing of utility bills, delinquency notices, tax bills, employment notices, and payments are included in this account. Other major allocations are provided for Office Supplies, $22,103, Small Fixed Assets, $12,569; and Operating Supplies, $9,899. Commodities expenses increase $8,698 or 6.3% from 1986 projections. Major changes are:

Small Fixed Asset	**increases** $6,139 due to replacement of small office equipment items.
Office Supplies	**increase** $2,900 as a result of additional needs in the Personnel Department.

Revolving Fund: Revolving Fund chargebacks are budgeted at $795,495 for 1987. The major expense in this series is Data Processing, $534,956. Central Services total $226,728 for such items as mail delivery, building maintenance, and the switchboard. Costs for garage services total $33,771. This series increases $34,267 or 4.5% from 1986 Projected Expenditures. Major changes include:

Data Processing	**increases** $39,440, which reflects a general 8% increase in Data Processing costs.
Garage Services	**decrease** $6,233 due to lower estimated maintenance costs and fuel consumption in 1987.

Capital Outlays: The total Capital Outlay budget for this bureau is $14,825. A list of the approved items follows:

Research & Budget	
2 Work Stations	$ 4,000
Personnel	
2 Legal File Cabinets	725
1 Electric Typewriter	650
Management & Auditing	
1 Electric Typewriter	900
Revenue	
1 Couch	1,000
1 Electronic Typewriter	1,200
2 Portable Radios	1,100
1 Printer	1,800
Water & Sewer Revenue	
3 Portable Radios	1,650
Purchasing	
2 Electric Typewriters	1,800
TOTAL	$14,825

Interfund Transfers: Interfund Transfer charges are $26,293 for vehicle replacement.

MANAGEMENT AND FINANCIAL SERVICES BUREAU

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Asst.City Manager/ Management & Finance	$ 158,355	$ 143,868	$ 146,808
Research & Budget	313,966	372,037	379,886
Personnel	317,104	369,686	389,468
Mgt. & Auditing	329,696	405,239	402,443
Finance	549,387	635,731	657,829
Revenue	655,622	599,615	623,478
Water/Sewer Revenue	720,513	733,199	744,712
Purchasing	226,719	244,454	245,360
Total	$ 3,271,362	$ 3,503,829	$ 3,589,984

PERSONNEL SUMMARY

MANAGEMENT & FINANCIAL SERVICES

POSITION TITLE	RANGE	STAFF YEARS
ASST CITY MGR-MGT SERVICES	102	1.00
FINANCE DIRECTOR	96	1.00
DPC DIRECTOR	91	1.00
REVENUE DIRECTOR	89	1.00
CENTRAL SERVICES DIRECTOR	89	1.00
PERSONNEL DIRECTOR	89	1.00
MANAGEMENT & AUDITING DIRECTOR	89	1.00
BUDGET DIRECTOR	89	1.00
VEHICLE MAINTENANCE DIRECTOR	89	1.00
DATA BASE SUPERVISOR	86	1.00
SYSTEMS SUPERVISOR	85	1.00
PURCHASING DIRECTOR	82	1.00
DP PERSONAL COMPUTER COORD	81	1.00
DPC TRAINING COORDINATOR	81	1.00
MAPPER COORDINATOR	81	1.00
SENIOR SYSTEMS ANALYST	81	2.00
COMPUTER SYSTEMS PROGRAMMER	81	1.00
ASST FINANCE DIRECTOR	81	1.00
DP OPERATIONS COORDINATOR	80	1.00
ASST REVENUE DIRECTOR	79	1.00
RISK MANAGEMENT ADMINISTRATOR	79	1.00
ASSISTANT PERSONNEL DIRECTOR	79	1.00
EMPLOYEE DEVELOPMENT ADMIN	79	1.00
MASTER ANALYST	79	1.00
ASST VEHICLE MAINTENANCE DIR	79	1.00
COMPUTER PROGRAMMER ANALYST	78	3.00
SENIOR INTERNAL AUDITOR	78	3.00
SR PERSONNEL COORDINATOR	78	1.00
EMPLOYEE ASST PROGRAM COORD	78	1.00
SENIOR MANAGEMENT ANALYST	78	4.00
ADMIN SERVICES COORDINATOR	76	1.00
EQUIP MAINT SUPERINTENDENT	76	3.00
W & S REVENUE SUPT	75	1.00
INTERNAL AUDITOR	75	1.00
PARTS MANAGER	75	1.00
MANAGEMENT ANALYST	75	5.00
SENIOR ACCOUNTANT	74	1.00
BLDG AND ELECT MAINT SUPT	74	1.00
COMPUTER BUSINESS SUPERVISOR	73	1.00
SENIOR BUYER	73	1.00
SAFETY/TRAINING OFFICER	73	1.00
MASTER EQUIPMENT MECHANIC	71	8.00
COMPUTER PROGRAMMER	70	4.00

PERSONNEL SUMMARY

POSITION TITLE	RANGE	STAFF YEARS
ACCOUNTANT	70	5.00
BUYER	70	2.00
ELECTRONIC EQUIPMENT SUPT	69	1.00
DP TELECOMM TECH	68	1.00
WELDER	67	1.00
PRINCIPAL EQUIPMENT MECHANIC	67	20.00
HYDRAULICS SPECIALIST	67	1.00
ELECTRONIC EQUIPMENT TECH	66	2.00
SENIOR COMPUTER OPERATOR	64	1.00
CHIEF REVENUE INVESTIGATOR	64	1.00
REVENUE SUPERVISOR	64	1.00
CUST & MESSENGER SERV SUPV	64	1.00
AUTO PARTS BUYER	63	1.00
INVENTORY MANAGER	63	1.00
SENIOR CARPENTER	63	2.00
EQUIP MECHANIC	61	9.00
SENIOR EQUIPMENT MECHANIC	61	2.00
ELECTRICIAN	61	1.00
TELECOMM SUPERVISOR	60	1.00
SENIOR PAINTER	60	1.00
SECRETARY TO ACM	60	1.00
REVENUE INVESTIGATOR	58	4.00
COMPUTER OPERATOR	57	4.00
ACCOUNT TECHNICIAN	57	1.00
PAINTER	57	1.00
CARPENTER	57	2.00
ADMINISTRATIVE ASSISTANT	56	4.00
ADMINISTRATIVE SECRETARY	56	1.00
AUTO PARTS BUYERS ASSISTANT	54	1.00
BUYER'S ASSISTANT	54	1.00
CHIEF METER READER	54	1.00
SECRETARY	53	3.50
SENIOR DATA CONTROL CLERK	53	1.00
PERSONNEL CLERK	53	4.00
BUDGET CLERK	53	1.00
APPRENTICE EQUIPMENT MECHANIC	51	2.00
SENIOR MAIL CLERK	51	1.00
SENIOR CLERK TYPIST	50	4.50
SENIOR STOREKEEPER	50	2.00
WATER METER READER	50	4.00
WATER SERVICE REPRESENTATIVE	50	6.00
SENIOR CLERK	49	5.00
DATA CONTROL CLERK	48	1.00

PERSONNEL SUMMARY

MANAGEMENT & FINANCIAL SERV

POSITION TITLE	RANGE	STAFF YEARS
ACCOUNT CLERK	48	7.00
MAIL CLERK/CUSTODIAN	48	2.00
CASHIER	47	3.00
STOREKEEPER	46	2.00
CLERK TYPIST	45	2.00
SWITCHBOARD OPERATOR	45	3.00
EQUIPMENT SERVICE ATTENDANT	45	3.00
CLERK	44	6.00
MAINTENANCE SERVICE WORKER	43	1.00
SECURITY GUARD	39	1.00
TOTAL		211.00

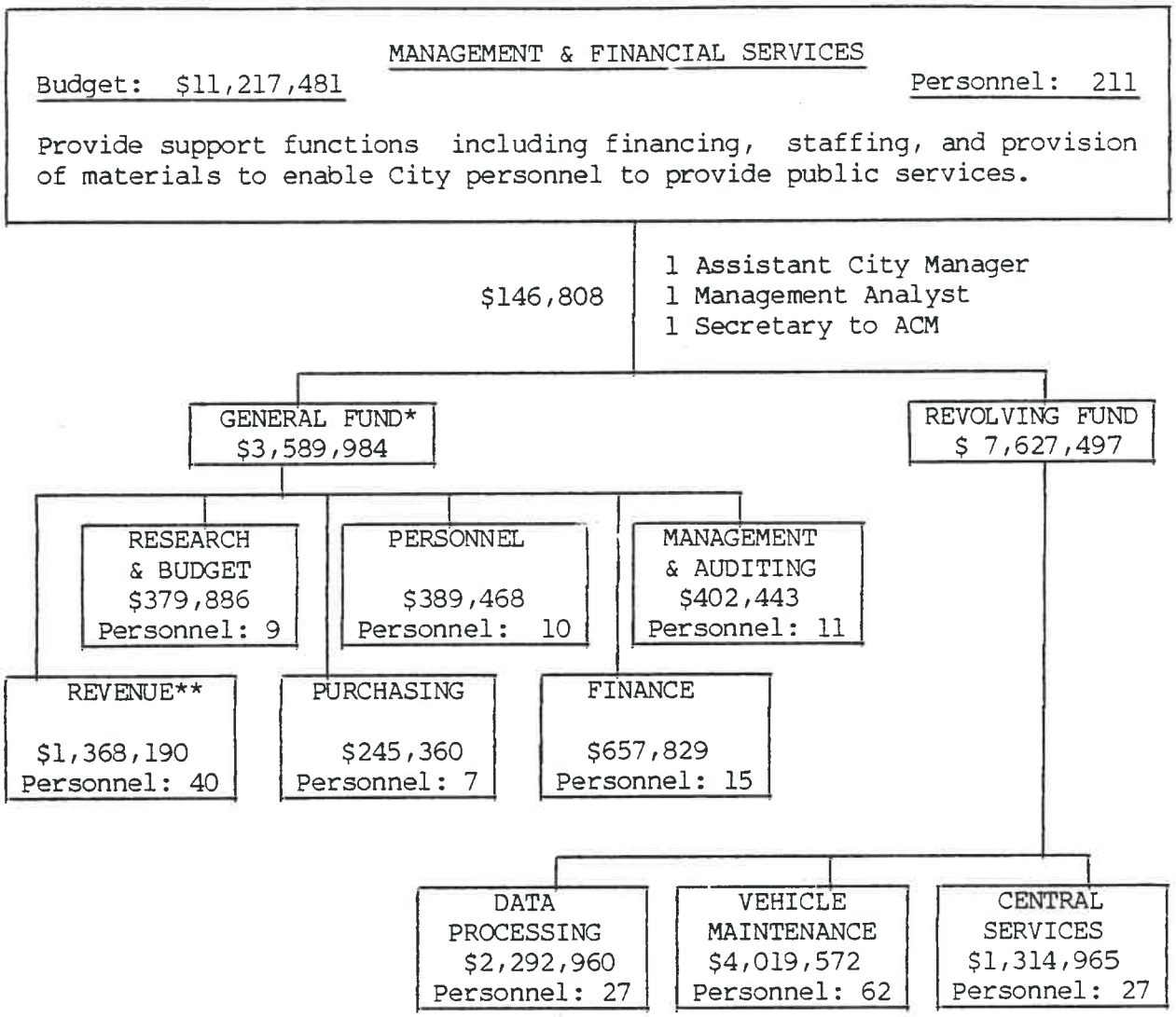
ASST CITY MANAGER/MANAGEMENT & FINANCIAL SERVICES

PURPOSE: COORDINATE ALL ACTIVITIES WITHIN THE BUREAU: RESEARCH AND BUDGET, PERSONNEL, MANAGEMENT AND AUDITING, REVENUE, WATER/SEWER REVENUE, FINANCE, AND PURCHASING.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 123,338	$ 115,977	$ 119,441
CONTRACTUAL SERVICES	$ 10,980	$ 8,493	$ 8,795
COMMODITIES	$ 2,137	$ 1,314	$ 1,910
REVOLVING FUNDS	$ 11,754	$ 14,375	$ 14,912
CAPITAL OUTLAY	$ 8,715	$ 2,018	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,431	$ 1,691	$ 1,750
TOTAL	$ 158,355	$ 143,868	$ 146,808

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SECRETARY TO THE ASST CITY MGR	1.00	1.00	60	$ 15,554
SENIOR MANAGEMENT ANALYST	1.00	1.00	78	$ 25,961
ASST CITY MGR-MGT SERVICES	1.00	1.00	102	$ 58,068
TOTAL	3.00	3.00		



* Includes $146,808 from Management & Financial Services Director's Office.
** Includes Water & Sewer Revenue

MANAGEMENT AND FINANCIAL SERVICES BUREAU

GOAL: TO ENSURE THAT THE CITY IS, AND ALWAYS CONTINUES TO BE, IN SOUND FISCAL CONDITION.

OBJECTIVE 1501-A:
To have no lapses of financial control as exhibited by:

		1985	1986	1987
(A-1) -	No material problems in annual audit	0	0	0
		No. Material Audit Problems Cited by Outside Auditors		
(A-2) -	No incidents of monetary losses through theft or misappropriation.	$ 0	$ 0	$ 0
		Dollar Losses		

OBJECTIVE 1501-B:
To maintain the City in sound fiscal condition as indicated by:

		1985	1986	1987
(B-1) -	Achievement of Governmental Finance Officer's Ass'n audit certificate.	Rec'd Award	Award Antic.	To Rec. Award
		Award of GFOA Certificate		
(B-2) -	Collection of revenues at 100% of budget.	108%	100%	100%
		% Budgeted Revenues Collected		
(B-3) -	Control of City and Bureau expenditures within the adopted budget.	-0.3%	-1.0%	-1.0%
		Variance of Actual Expenditures With Adopted Expenditures		

MANAGEMENT AND FINANCIAL SERVICES BUREAU

STRATEGY 1501-A and B:

1. Plan, review and prepare monthly financial status reports and update monthly the 5-year forecast of City revenues and expenditures. Revise the format of financial reports and use graphics to more readily and clearly present the City's financial condition.
2. Evaluate the City's financial condition using the International City Management Association's financial indicators measurement system.
3. Target internal audits toward programs with the highest probability of risk.
4. Conduct a survey of other Southeastern cities to determine if Savannah's costs of services are lower.
5. Survey all funds which are payable to the City. Establish an action plan to collect all funds which are owed.
6. Evaluate the City's basic computerized accounting system. Establish a plan to revamp the system.

GOAL: TO ENSURE THAT CITY LINE OPERATING DEPARTMENTS RECEIVE THE GOODS, MATERIALS AND ADMINISTRATIVE SUPPORT SERVICES WHICH ARE NEEDED TO PROVIDE SERVICES TO THE PUBLIC.

OBJECTIVE 1501-C:

To ensure that 100% of departmental work objectives are met during the year so that materials, supplies, employees, data processing services, and other administrative services will be provided according to established standards.

	1985	1986	1987
(C-1) Personnel	100%	100%	100%
(C-2) Central Services	100%	100%	100%
(C-3) Data Processing	100%	100%	100%
(C-4) Vehicle Maintenance	100%	100%	100%

% of Standards Met At All Times During the Year

STRATEGY:

1. Evaluate the adequacy of existing service standards.
2. Survey line departments to determine their level of satisfaction with support services.
3. Compare our unit cost of providing services with the costs in other cities and in private business.

MANAGEMENT AND FINANCIAL SERVICES BUREAU

GOAL: TO COMPLETE ALL SPECIAL PROJECTS ON TIME AND WITHIN BUDGET.

OBJECTIVE 1501-D:
To ensure that 90% of special objectives are met on time during the year.

	1985	1986	1987
(D-1)	85%	90%	90%

% of Special Objectives Met

OBJECTIVE 1501-E:
To complete 98% of special projects assigned by the City Manager on time.

	1985	1986	1987
(E-1)	98%	98%	98%

% of Special Objectives Met On Time

OBJECTIVE 1501-F:
To reduce citizen complaints about discourteous bureau employees by 20%.

	1985	1986	1987
(F-1)	10	7	5

Number of Complaints

OBJECTIVE 1501-G:
To reduce usage of sick leave in the bureau by half a day per employee per year.

	1985	1986	1987
(G-1)	6.4	5.5	5.0

Average Annual Sick Leave Usage Per Employee

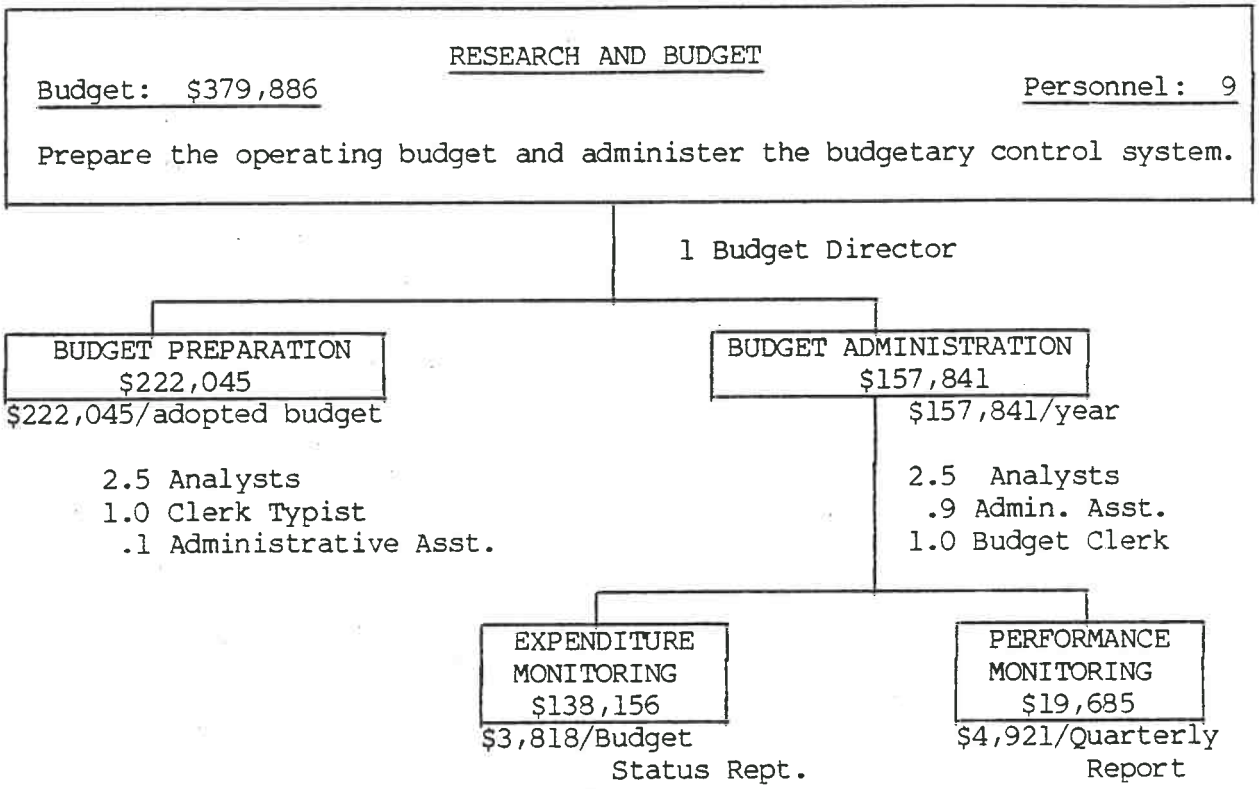
RESEARCH AND BUDGET

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 232,414	$ 278,608	$ 280,913
CONTRACTUAL SERVICES	$ 18,088	$ 25,714	$ 25,292
COMMODITIES	$ 7,305	$ 7,060	$ 8,830
REVOLVING FUNDS	$ 44,095	$ 59,625	$ 60,851
CAPITAL OUTLAY	$ 12,064	$ 1,030	$ 4,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 313,966	$ 372,037	$ 379,886

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.50	.50	50	$ 6,692
SECRETARY	.50	.50	53	$ 7,228
BUDGET CLERK	0.00	1.00	53	$ 13,203
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 15,554
MANAGEMENT ANALYST	4.00	4.00	75	$ 98,253
MASTER ANALYST	1.00	1.00	79	$ 32,335
BUDGET DIRECTOR	1.00	1.00	89	$ 41,268
TOTAL	9.00	9.00		


RESEARCH AND BUDGET
Budget: $379,886
Personnel: 9
Prepare the operating budget and administer the budgetary control system.
1 Budget Director
BUDGET PREPARATION
$222,045
$222,045/adopted budget
2.5 Analysts
1.0 Clerk Typist
.1 Administrative Asst.
BUDGET ADMINISTRATION
$157,841
$157,841/year
2.5 Analysts
.9 Admin. Asst.
1.0 Budget Clerk
EXPENDITURE MONITORING
$138,156
$3,818/Budget Status Rept.
PERFORMANCE MONITORING
$19,685
$4,921/Quarterly Report

Vehicles: 1

RESEARCH AND BUDGET

WORK PROGRAMS

Budget Preparation

WP 1505-1: Prepare and print adopted budget

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1	1	1	$187	$219	$222
	Adopted Budget			Unit Cost: $222,045/budget		

Budget Administration

WP 1505-2: Monitor expenditures and revenues

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12	11	11	$ 36	$ 41	$ 42
	Monthly Budget Status Reports			Unit Cost: $3,818/report		
2)	1,670	1,670	1,670	$ 62	$ 71	$ 72
	Budget Transactions			Unit Cost: $43/transact.		
3)	2,721	2,800	2,800	$ 21	$ 23	$ 24
	Position Control Transactions			Unit Cost: $9/transaction		

WP 1505-3: Monitor quarterly performance levels

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4	4	4	$ 17	$ 18	$ 20
	Quarterly Performance Monitoring Reports			Unit Cost: $4,921/report		

RESEARCH AND BUDGET

GOAL: TO ENSURE FISCAL RESPONSIBILITY THROUGH THE EXECUTION OF BOTH THE BUDGET PREPARATION AND BUDGET ADMINISTRATION PROCESSES.

OBJECTIVE 1505-A:
To prepare a cost-effective budget which accurately estimates the City's fiscal needs.

	1985	1986	1987
(A-1)	99.9%	100%	100%

Actual Expenditures as % of Projected Expenditures

STRATEGY:
1. Identify prior year's problem areas and weak points. Integrate results of the Research and Budget evaluation into the planning process.
2. Develop budget plan in February.
3. Establish Citywide cost factors in May.
4. Provide budget-related technical assistance to operating departments.
5. Employ editing standards for preliminary review.
6. Complete base budget analysis by July 15.
7. Complete base budget meetings by August 30.
8. Develop standard fee increase report format, assign reportings in April, and complete summary in September.
9. Complete CIP and New Program proposals in September.

OBJECTIVE 1505-B:
To achieve a per capita cost of municipal government equal to or less than the average of a sampling of comparable cities.

		1985	1986	1987
(B-1)	SAVANNAH	326	338	349
	Winston-Salem	482	504	507
	Greensboro	406	466	502
	St.Petersburg	310	310	311
	AVERAGE	399	405	417

Per Capita Cost of Municipal Govt.

STRATEGY:
1. Conduct comparable cities survey.
2. Prepare comparable cities report.
3. Integrate report findings into budget preparation process and include in budget document.

RESEARCH AND BUDGET

OBJECTIVE 1505-C:
To monitor departmental activities' expenditure and performance levels to ensure that total actual expenditures do not exceed the adjusted budget.

	1985	1986	1987
(C-1)	99.7%	99.5%	99.5%

Actual Expenditures as % of Adjusted Budget

STRATEGY:
1. Monitor resources and make projections in cooperation with the Revenue Department and ACM/MS.
2. Maintain a multi-year financial plan for revenues and expenses.
3. Prepare 11 Budget Status Reports no later than the 15th working day of the following month.
4. Report and address potential overruns within 30 working days.
5. Report incidents of unauthorized personnel receiving pay.
6. Prevent incidents of unauthorized expenditures for capital outlays, telephones or travel.
7. Prepare 4 Quarterly Performance Monitoring Reports no later than 25 days after the end of the quarter.

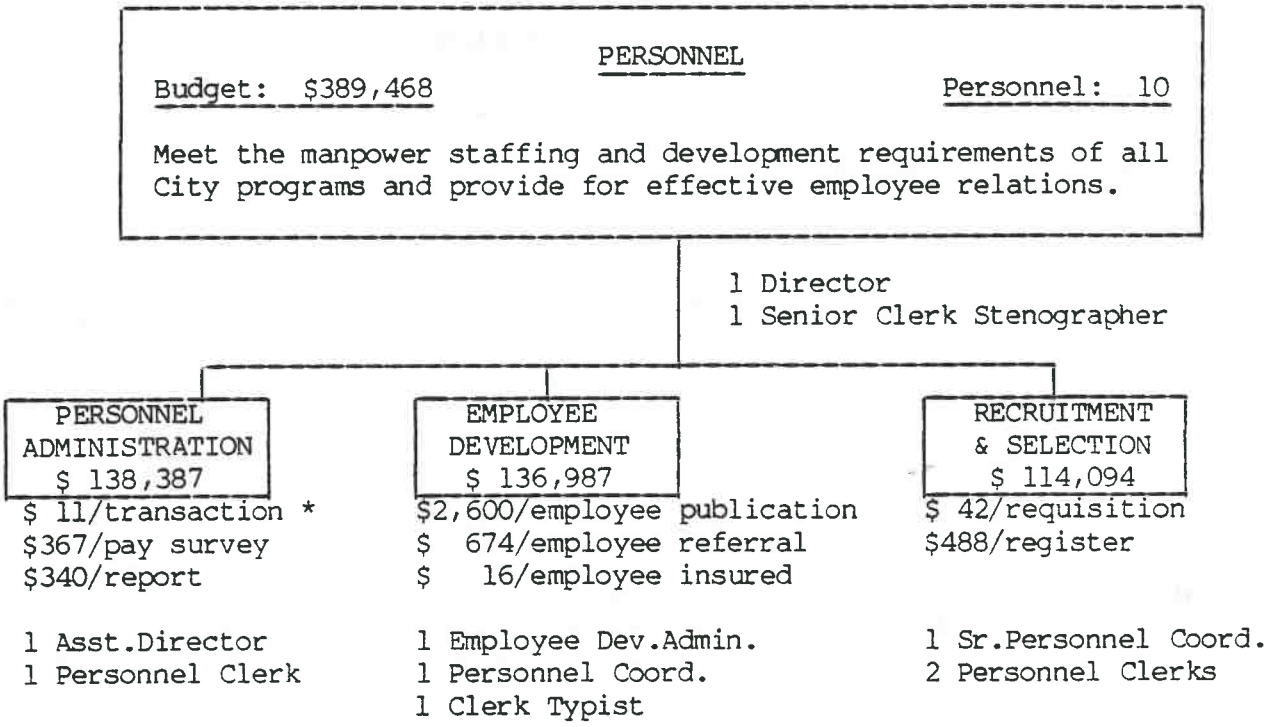
PERSONNEL

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 231,436	$ 257,527	$ 264,183
CONTRACTUAL SERVICES	$ 24,336	$ 39,731	$ 48,857
COMMODITIES	$ 8,983	$ 9,457	$ 10,512
REVOLVING FUNDS	$ 48,224	$ 60,341	$ 63,144
CAPITAL OUTLAY	$ 2,985	$ 1,280	$ 1,375
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,140	$ 1,350	$ 1,397
TOTAL	$ 317,104	$ 369,686	$ 389,468

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 12,819
PERSONNEL CLERK	4.00	4.00	53	$ 55,042
SR PERSONNEL COORDINATOR	1.00	1.00	78	$ 26,102
EMPLOYEE ASST PROGRAM COORD	1.00	1.00	78	$ 25,602
ASSISTANT PERSONNEL DIRECTOR	1.00	1.00	79	$ 30,295
EMPLOYEE DEVELOPMENT ADMIN	1.00	1.00	79	$ 28,328
PERSONNEL DIRECTOR	1.00	1.00	89	$ 41,268
TOTAL	10.00	10.00		



Vehicles: 1

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* Average

PERSONNEL

WORK PROGRAMS

Recruitment and Selection

WP 1510-1: Conduct recruitment and selection programs

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	712	700	625	$ 23	$ 23	$ 26
	Requisitions Processed			Unit Cost:	$42/requisit.	
2)	187	140	180	$ 73	$ 85	$ 88
	Registers Created			Unit Cost:	$488/register	

Personnel Administration

WP 1510-2: Process annual pay increases, initial employments, demotions, longevity payments, promotions, reclassifications, special pay increases and modular advancements

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3,375	3,150	3,150	$ 17	$ 20	$ 21
	Transactions			Unit Cost:	$7/transaction	

WP 1510-3: Process terminations, transfers, special leave requests, pension refund requests, insurance changes, probationary letters, credit inquiries, suspensions, and new insurance enrollments

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4,840	2,500	3,000	$ 17	$ 21	$ 22
	Transactions			Unit Cost:	$7/transaction	

PERSONNEL

WORK PROGRAMS

Personnel Administration

WP-1510-4: Process pension applications, life insurance claims, and separation notices

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	590	405	500	$ 26	$ 32	$ 33
		Transactions		Unit Cost: $66/transaction		

WP 1510-5: Complete pay surveys for other agencies

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	42	30	30	$ 8	$ 10	$ 11
		Pay Surveys		Unit Cost: $367/survey		

WP 1510-6: Maintain civil service, pay and classification plans, and union contracts; prepare administrative reports

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	200	150	150	$ 46	$ 49	$ 51
		Reports		Unit Cost: $340/report		

Employee Development

WP 1510-7: Monitor medical fund experience

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,958	1,950	2,150	$ 34	$ 32	$ 34
	Insured Active & Retired Employees			Unit Cost: $16/employee		

PERSONNEL

WORK PROGRAMS

Employee Development

WP 1510-8: Employee relations

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	8	15	$ 35	$ 37	$ 39
	Employee Information Publications			Unit Cost: $2,600/publicat.		

WP 1510-9: Administer employee self-help programs

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	98	85	95	$ 38	$ 61	$ 64
	Employee Referrals			Unit Cost: $674/referral		

PERSONNEL

GOAL: TO ASSURE THAT ALL CITY POSITIONS ARE FILLED WITH THE BEST QUALIFIED PEOPLE WHO ACHIEVE CITY WORK OBJECTIVES.

OBJECTIVE 1510-A:
To certify fully qualified capable applicants for classified positions within 3 weeks of requisition receipt.

	1985	1986	1987
(A-1)	98%	98%	98%

% Eligibles Certified in Time Period

OBJECTIVE 1510-B:
To certify fully qualified professional and administrative applicants within 8 weeks of requisition receipt.

	1985	1986	1987
(B-1)	95%	95%	98%

% Eligibles Certified in Time Period

OBJECTIVE 1510-C:
To increase minority employment in professional and protective services positions by 1 percentage point.

	1985	1986	1987
(C-1)	26%	26%	27%

% Employed

STRATEGY:
1. Inform appointing authorities on weekly basis of recruitment status.
2. Participate in career days and job fairs to tell the City Service story.
3. Broadcast City openings on radio and by the Job Line.
4. Establish direct contact with Regional Employment Service offices.
5. Actively recruit applicants from State Vocational Rehabilitation Service.
6. Update Affirmative Action Plan for more positive impact in the selection of blacks, females, and other minorities.
7. Conduct college recruitment campaigns for selected classes.
8. Enhance the recruitment office appearance to convey a better City work environment to applicants.

PERSONNEL

OBJECTIVE 1510-D:
To resolve 95% of Civil Service Board appeals, employee grievances, and EEOC complaints without adverse decisions.*

	1985	1986	1987
(D-1)	N/A	95%	95%

Resolutions without Adverse Decisions

STRATEGY:
1. Investigate and , if needed, correct working conditions that are complained about by employees.
2. Conduct pre-review of dismissal to determine if adequate documentation exists to sustain the City's position on appeal.
3. Conduct annual comprehensive documentation study to assure compensation is not cause for employee dissatisfaction.
4. Pursue alternate solutions such as transfers of problem employees to suitable employment and/or referral to the employee assistance program.
5. Conduct supervisory training in grievance handling, discipline, and Equal Employment Opportunity.

OBJECTIVE 1510-E:
To increase the number of employees who receive improved performance ratings after participating in the Employee Assistance Program.

	1985	1986	1987
(E-1)	N/A	40%	50%

Improving Performance

STRATEGY:
1. Inform employees and their families of Employee Assistance Program services.
2. Assess cause(s) for referred employee's decline in job performance.
3. Refer clients to appropriate resources for assistance.
4. Prepare video tape presentation to better inform employees of EAP.
5. Obtain a computer terminal to monitor EAP management.
6. Monitor pre-program and post-program performance evaluation.

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* By Civil Service Board, EEOC, DOL, or court ruling.

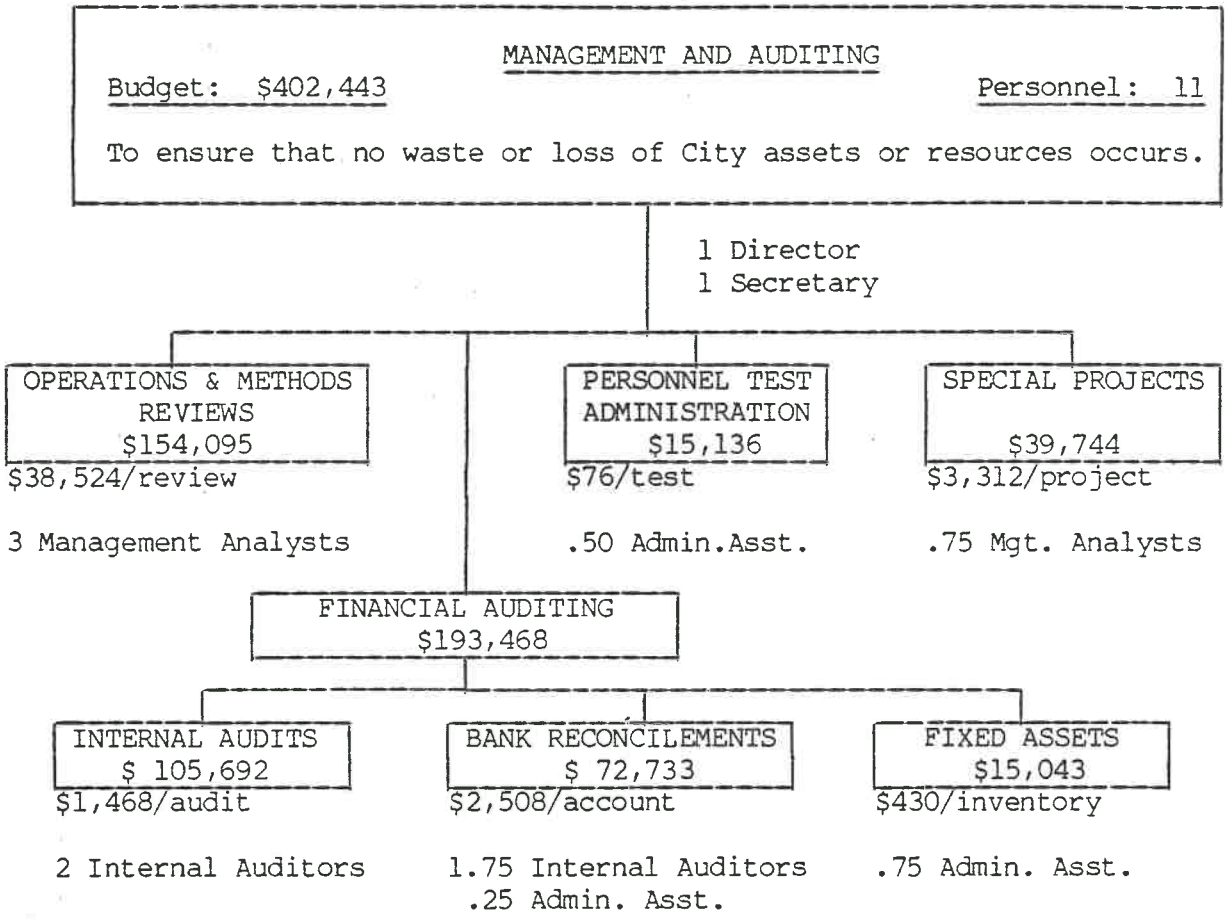
MANAGEMENT & AUDITING

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 288,975	$ 330,320	$ 336,749
CONTRACTUAL SERVICES	$ 7,457	$ 29,788	$ 36,596
COMMODITIES	$ 2,813	$ 3,807	$ 5,148
REVOLVING FUNDS	$ 25,948	$ 31,796	$ 21,506
CAPITAL OUTLAY	$ 3,243	$ 8,036	$ 900
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,260	$ 1,492	$ 1,544
TOTAL	$ 329,696	$ 405,239	$ 402,443

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SECRETARY	1.00	1.00	53	$ 13,848
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 18,005
INTERNAL AUDITOR	1.00	1.00	75	$ 24,236
MANAGEMENT ANALYST	1.00	1.00	75	$ 24,236
SENIOR INTERNAL AUDITOR	3.00	3.00	78	$ 79,185
SENIOR MANAGEMENT ANALYST	3.00	3.00	78	$ 83,176
MANAGEMENT & AUDITING DIRECTOR	1.00	1.00	89	$ 41,268
TOTAL	11.00	11.00		


MANAGEMENT AND AUDITING
Budget: $402,443
Personnel: 11
To ensure that no waste or loss of City assets or resources occurs.
1 Director
1 Secretary
OPERATIONS & METHODS REVIEWS
$154,095
$38,524/review
3 Management Analysts
PERSONNEL TEST ADMINISTRATION
$15,136
$76/test
.50 Admin.Asst.
SPECIAL PROJECTS
$39,744
$3,312/project
.75 Mgt. Analysts
FINANCIAL AUDITING
$193,468
INTERNAL AUDITS
$ 105,692
$1,468/audit
2 Internal Auditors
BANK RECONCILEMENTS
$ 72,733
$2,508/account
1.75 Internal Auditors
.25 Admin. Asst.
FIXED ASSETS
$15,043
$430/inventory
.75 Admin. Asst.

Vehicles: 1

MANAGEMENT AND AUDITING

WORK PROGRAMS

WP 1512-1: Conduct major operations and management reviews

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	7	4	4	$138	$156	$154
		Studies		Unit Cost:	$38,524/study	

WP 1512-2: Conduct ongoing internal audits of cash, revenue, asset and expenditure accounts and systems

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	89	72	72	$105	$108	$106
		Audits		Unit Cost:	$ 1,468/audit	

WP 1512-3: Reconcile bank accounts monthly

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	29	29	29	$ 38	$ 70	$ 72
		Accounts		Unit Cost:	$ 2,508/account	

WP 1512-4: Conduct fixed asset property inventories

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	20	35	35	$ 13	$ 16	$ 15
		Inventories		Unit Cost:	$430/inventory	

WP 1512-5: Administer personnel test

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	200	200	N/A	$ 15	$ 15
		Tests		Unit Cost:	$76/test	

MANAGEMENT AND AUDITING

WORK PROGRAMS

WP 1512-6: Conduct special projects

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12	12	12	$ 36	$ 40	$ 40
	Special Projects			Unit Cost:	$3,312/project	

MANAGEMENT AND AUDITING

GOAL: TO INSURE THERE IS NO LOSS OR WASTE OF CITY ASSETS OR RESOURCES.

OBJECTIVE 1512-A:
To identify workload and resource imbalances by review of City programs and operations.

	1985	1986	1987
(A-1)	$179,075	$170,000	$178,500
	Workload & Resource Imbalances Identified		

STRATEGY:
1. Conduct 4 major management studies.
2. Identify deficiencies in the quantity and quality of service levels and recommend corrective action.
3. Maintain a monitoring system on the implementation of recommendations.

OBJECTIVE 1512-B:
To increase the percentage of audit recommendations that are implemented by 5 percentage points.

	1985	1986	1987
(B-1)	40%	45%	50%
	% of Audit Recommendations Implemented on Schedule		

STRATEGY:
1. Require auditee to designate implementation date in audit report.
2. Develop and maintain a monitoring system to track implementation of recommendations.
3. Provide speed mailer for single audit exceptions discovered during post audit review and during the year.

MANAGEMENT AND AUDITING

OBJECTIVE 1512-C:
To reduce internal processing time for cash handling to meet established standards developed for each cash handling department.

	1985	1986	1987
(C-1)	11 of 21	13 of 22	16 of 22

Number of Cash Handling Departments Meeting Standard

STRATEGY:
1. Develop standard for internal processing time for each cash handling department.
2. Develop method improvements for those departments who are not meeting the established standard.
3. Monitor for implementation of recommended method improvements.
4. Review the remaining cash handling departments to determine if the established standard is being met.

OBJECTIVE 1512-D:
To insure that the cost accounting systems for 4 of 10 Revolving Fund activities are in conformance with generally accepted accounting standards as set by the AICPA[1] and GFOA[2].

	1985	1986	1987
(D-1)	2 of 10	3 of 10	4 of 10

Departments in Compliance

STRATEGY:
1. Begin systematic cost accounting analysis of Revolving Fund activities.
2. Conduct internal audit of 1 activity with audit programs targeted on cost accounting and chargeback systems.
3. Make recommendations and formulate implementation schedules to bring systems into conformance.

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[1] AICPA - American Institute of Certified Public Accountants.
[2] GFOA - Government Financial Officers Association

MANAGEMENT AND AUDITING

OBJECTIVE 1512-E:
To maintain the fixed assets inventory subsidiary ledger in balance with the general ledger.

	1985	1986	1987
(E-1)	20	35	24

Departmental Inventories Updated

STRATEGY:
1. Conduct ongoing property inventories in at least 2 operating departments per month.
2. Identify and recommend corrective action where control weaknesses are found.
3. Establish a time standard for conducting and verifying the inventories so each operating department will know the resources required for system maintenance.
4. Recommend book entries to adjust the general ledger to actual by 12/31/87.

OBJECTIVE 1512-F:
To maintain inventory account balances within industry standards of deviation.

	1985	1986	1987
(F-1)	13 of 14	12 of 13	12 of 13

Accounts in Compliance

	Standard Deviation
Cash and Cash Items	.1%
Hard Goods	.5%
Perishable Goods	3.0%

STRATEGY:
1. Develop monthly reconcilement procedures for inventory managers.
2. Establish an exceptions reporting system so that Management and Auditing can provide immediate support service when discrepancies exceeding standard occur.
3. Conduct year-end audit verification of all inventories and interim audits as needed.

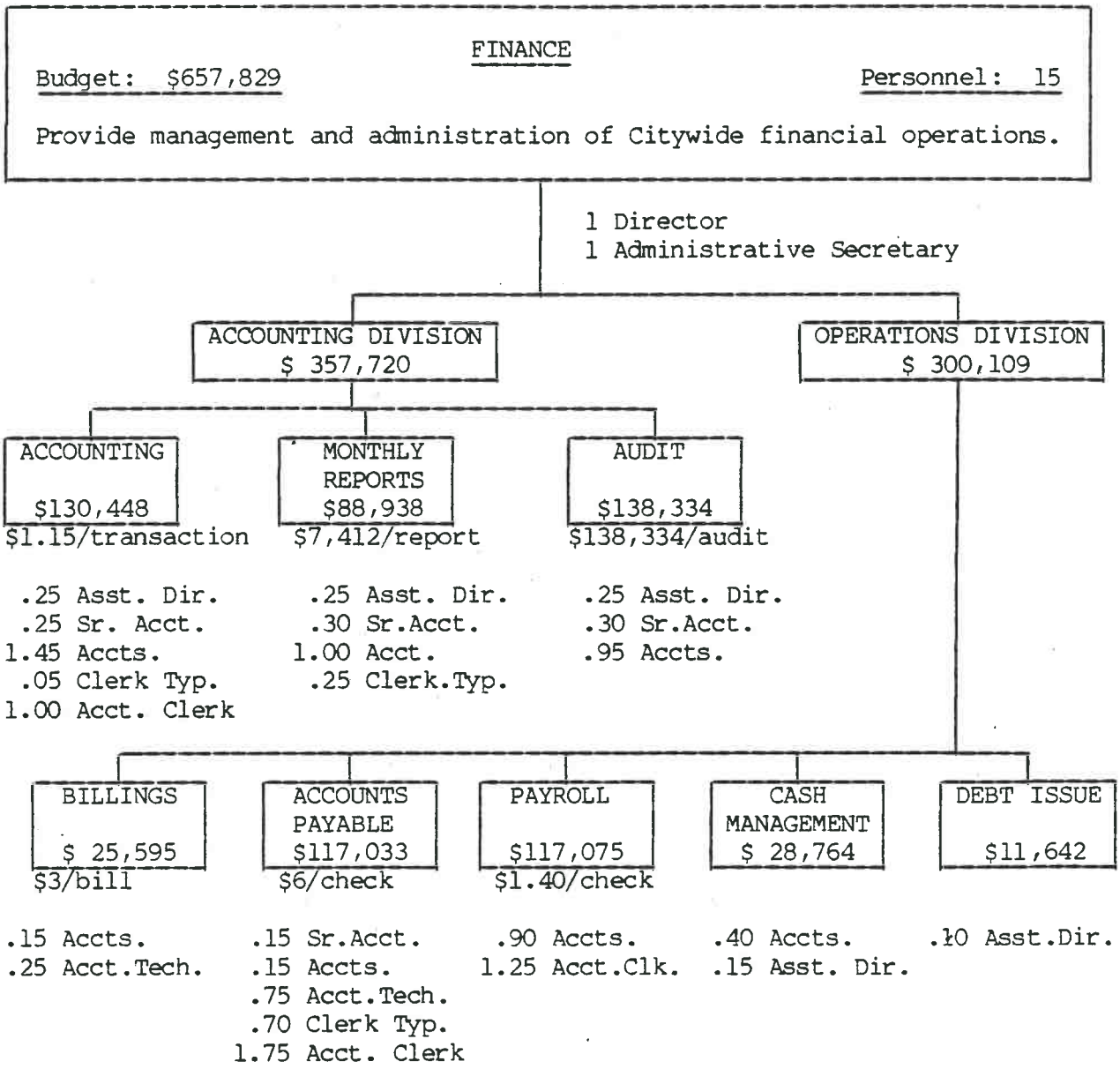
FINANCE

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 322,753	$ 365,613	$ 372,272
CONTRACTUAL SERVICES	$ 74,961	$ 79,897	$ 82,900
COMMODITIES	$ 11,921	$ 12,835	$ 13,671
REVOLVING FUNDS	$ 125,037	$ 173,364	$ 187,442
CAPITAL OUTLAY	$ 13,455	$ 2,530	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,260	$ 1,492	$ 1,544
TOTAL	$ 549,387	$ 635,731	$ 657,829

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CLERK TYPIST	1.00	1.00	45	$ 11,494
ACCOUNT CLERK	4.00	4.00	48	$ 52,693
ADMINISTRATIVE SECRETARY	1.00	1.00	56	$ 15,554
ACCOUNT TECHNICIAN	1.00	1.00	57	$ 15,909
ACCOUNTANT	5.00	5.00	70	$ 106,966
SENIOR ACCOUNTANT	1.00	1.00	74	$ 23,225
ASST FINANCE DIRECTOR	1.00	1.00	81	$ 32,335
FINANCE DIRECTOR	1.00	1.00	96	$ 52,669
TOTAL	15.00	15.00		


FINANCE
Budget: $657,829
Personnel: 15
Provide management and administration of Citywide financial operations.
1 Director
1 Administrative Secretary
ACCOUNTING DIVISION
$ 357,720
OPERATIONS DIVISION
$ 300,109
ACCOUNTING
$130,448
$1.15/transaction
.25 Asst. Dir.
.25 Sr. Acct.
1.45 Accts.
.05 Clerk Typ.
1.00 Acct. Clerk
MONTHLY REPORTS
$88,938
$7,412/report
.25 Asst. Dir.
.30 Sr.Acct.
1.00 Acct.
.25 Clerk.Typ.
AUDIT
$138,334
$138,334/audit
.25 Asst. Dir.
.30 Sr.Acct.
.95 Accts.
BILLINGS
$ 25,595
$3/bill
.15 Accts.
.25 Acct.Tech.
ACCOUNTS PAYABLE
$117,033
$6/check
.15 Sr.Acct.
.15 Accts.
.75 Acct.Tech.
.70 Clerk Typ.
1.75 Acct. Clerk
PAYROLL
$117,075
$1.40/check
.90 Accts.
1.25 Acct.Clk.
CASH MANAGEMENT
$ 28,764
.40 Accts.
.15 Asst. Dir.
DEBT ISSUE
$11,642
.10 Asst.Dir.

Vehicles: 1

FINANCE

WORK PROGRAMS

WP 1520-1: Prepare paychecks for active City employees and pension checks for retired City employees.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	84,149 Checks	85,000	85,000	$ 99	$111	$117
				Unit Cost: $1.40/check		

WP 1520-2: Manage idle cash investment program

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	$4,140 Funds Managed	$5,510	$4,500	$ 17	$ 26	$ 29

WP 1520-3: Prepare G.O. Bond (3-issue)

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 10	$ 11	$ 12

WP 1520-4: Prepare audit schedules, closing entries and issue comprehensive annual financial report

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1	1	1	$110	$146	$138
				Unit Cost: $138,334/audit		

WP 1520-5: Prepare monthly financial statements for each fund

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12 Monthly Reports	12	12	$ 79	$ 90	$ 89
				Unit Cost: $7,412/report		

FINANCE

WORK PROGRAMS

WP 1520-6: **Prepare and maintain accounting records in conformity with generally accepted accounting principles and demonstrate compliance with finance related legal and contractual provisions**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	113,451	111,000 Transactions	113,000	$109	$136 Unit Cost: $1.15/transac.	$130

WP 1520-7: **Process billings for general accounts receivable and special assessments**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	9,255	8,800 Bills	8,800	$ 16	$ 23 Unit Cost: $3/bill	$ 26

WP 1520-8: **Prepare general accounts payable checks to City service and commodity suppliers**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	19,620	19,500 Checks	19,500	$109	$ 93 Unit Cost: $6/check	$117

FINANCE

GOAL: TO PROVIDE ACCURATE[1] AND TIMELY[2] FINANCIAL INFORMATION REQUIRED BY POLICYMAKERS, HIGHER MANAGEMENT, AND PROGRAM MANAGERS.

OBJECTIVE 1520-A:
To maintain the financial information system in accordance with good accounting practice as evidenced by a "clean" opinion from the external auditors.

	1985	1986	1987
(A-1)	Yes	Yes	Yes
	Clean Opinion Received		

STRATEGY:
1. Respond to all findings in the external auditors' management letter.
2. Respond to all suggestions received from the GFOA Certificate of Conformance Review Committee.
3. Respond to all findings in the internal auditors' reports.
4. Review, reclassify, and report properly all transactions in accordance with generally accepted accounting principals for municipal governments.

OBJECTIVE 1520-B:
To increase the percentage of invoices paid within 30 days of the invoice date to 100%.

	1985	1986	1987
(B-1)	78%	100%	100%
	% Invoices Paid Within 30 Days		

STRATEGY:
1. Develop training program for operating departments on proper procedures for processing vendor invoices and proper purchasing procedures. Conduct quarterly seminars for update training and training of new personnel.
2. Process by Friday of each week all valid payment requests received in Finance by Wednesday each week.

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1 No more than 10 correcting journal entries per month.
2 Financial statements received within 6 work days of month's end.

FINANCE

OBJECTIVE 1520-C:
To limit the error-correction rate at month-end to no more than 5% of recorded journal entries.

	1985	1986	1987
(C-1)	5%	5%	5%

Error-Correction Rate

STRATEGY:
1. 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.
2. 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.
3. Implement a bi-weekly in-service training program conducted by members of the accounting staff.

OBJECTIVE 1520-D:
To provide error-free monthly expenditure ledgers to management and operating departments within 5 work days of month-end, and error-free monthly financial statements to management within 6 work days of month-end.

	1985	1986	1987
(D-1)	6.6	7.0	5.0

Average Number of Work Days Required to Prepare Expenditure Ledger Statements

	1985	1986	1987
(D-2)	8.4	8.0	6.0

Average Number of Work Days Required to Prepare Monthly Financial Statements

STRATEGY:
1. Develop and implement a MAPPER based financial reporting system for preparing monthly balance sheets and operating statements for each operating fund.
2. Develop and implement faster methods for calculating and reporting interfund charges for DPC, central warehouse, postage, photocopying, 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.

FINANCE

GOAL: TO MAXIMIZE INVESTMENT EARNINGS THROUGH MANAGEMENT OF SHORT TERM CASH BALANCES

OBJECTIVE 1520-E:
To maintain average daily uninvested collected cash in City bank accounts at no more than 0.5% of total portfolio book value.

	1985	1986	1987
(E-1)	N/A	N/A	.5%

Percentage of Book Value

STRATEGY:
1. Develop "cash flow" budget to allow longer term projection of cash requirements.
2. Centralize all grants activity in one location.
3. Continue investing idle funds on a daily basis.

OBJECTIVE 1520-F:
To ensure that the portfolio investment yield obtained by the City is equal to or higher than yields offered by large money center banks on 30-day CD's.

	1985	1986	1987
(F-1)	+.49%	+.20%	+.20%

Average Difference Between City Investment Yields and Highest Yields Offered by Large Money Center Banks

STRATEGY:
1. Continue to invest with the State Local Government Investment Pool as long as the rates are competitive.
2. Monitor rates offered by large money center banks on a regular basis.
3. Use longer term cash forecasting whenever longer term investments offer attractive yields.

FINANCE

OBJECTIVE 1520-G:
To ensure that the interest cost on General Obligation Bonds issued by the City is at least .15% less than the average market interest cost for similarly rated securities on the day of sale.

	1985	1986	1987
(G-1)	.19%	.15%	.15%

Difference Between Actual Net Interest Cost on City GOB and Average Market Cost as of Sale Date

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.

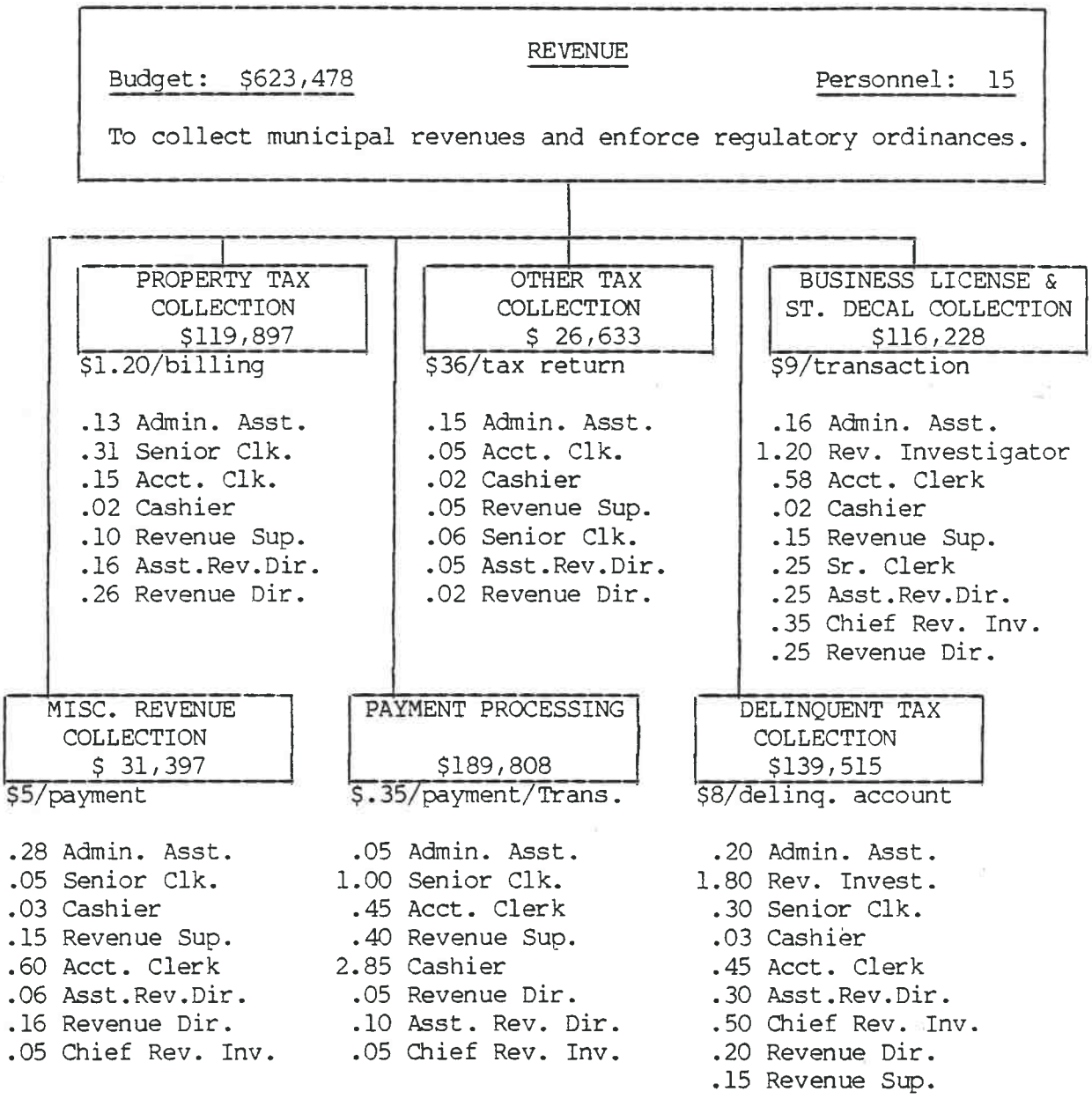
REVENUE

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 300,685	$ 320,793	$ 326,867
CONTRACTUAL SERVICES	$ 32,225	$ 45,582	$ 48,447
COMMODITIES	$ 24,018	$ 32,575	$ 32,448
REVOLVING FUNDS	$ 194,555	$ 187,303	$ 202,322
CAPITAL OUTLAY	$ 93,835	$ 5,332	$ 5,100
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 10,304	$ 7,530	$ 7,794
TOTAL	$ 655,622	$ 599,615	$ 623,478

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CASHIER	3.00	3.00	47	$ 36,079
ACCOUNT CLERK	2.00	2.00	48	$ 31,874
SENIOR CLERK	1.00	1.00	49	$ 15,937
PRINCIPAL CLERK	1.00	1.00	54	$ 14,456
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 16,331
REVENUE INVESTIGATOR	3.00	3.00	58	$ 46,062
CHIEF REVENUE INVESTIGATOR	1.00	1.00	64	$ 18,450
REVENUE SUPERVISOR	1.00	1.00	64	$ 18,450
ASST REVENUE DIRECTOR	1.00	1.00	79	$ 29,795
REVENUE DIRECTOR	1.00	1.00	89	$ 41,268
TOTAL	15.00	15.00		


REVENUE
Budget: $623,478
Personnel: 15
To collect municipal revenues and enforce regulatory ordinances.
PROPERTY TAX COLLECTION $119,897
$1.20/billing
.13 Admin. Asst.
.31 Senior Clk.
.15 Acct. Clk.
.02 Cashier
.10 Revenue Sup.
.16 Asst.Rev.Dir.
.26 Revenue Dir.
OTHER TAX COLLECTION $ 26,633
$36/tax return
.15 Admin. Asst.
.05 Acct. Clk.
.02 Cashier
.05 Revenue Sup.
.06 Senior Clk.
.05 Asst.Rev.Dir.
.02 Revenue Dir.
BUSINESS LICENSE & ST. DECAL COLLECTION $116,228
$9/transaction
.16 Admin. Asst.
1.20 Rev. Investigator
.58 Acct. Clerk
.02 Cashier
.15 Revenue Sup.
.25 Sr. Clerk
.25 Asst.Rev.Dir.
.35 Chief Rev. Inv.
.25 Revenue Dir.
MISC. REVENUE COLLECTION $ 31,397
$5/payment
.28 Admin. Asst.
.05 Senior Clk.
.03 Cashier
.15 Revenue Sup.
.60 Acct. Clerk
.06 Asst.Rev.Dir.
.16 Revenue Dir.
.05 Chief Rev. Inv.
PAYMENT PROCESSING $189,808
$.35/payment/Trans.
.05 Admin. Asst.
1.00 Senior Clk.
.45 Acct. Clerk
.40 Revenue Sup.
2.85 Cashier
.05 Revenue Dir.
.10 Asst. Rev. Dir.
.05 Chief Rev. Inv.
DELINQUENT TAX COLLECTION $139,515
$8/delinq. account
.20 Admin. Asst.
1.80 Rev. Invest.
.30 Senior Clk.
.03 Cashier
.45 Acct. Clerk
.30 Asst.Rev.Dir.
.50 Chief Rev. Inv.
.20 Revenue Dir.
.15 Revenue Sup.

Vehicles: 4

REVENUE

WORK PROGRAMS

WP 1541-1: Bill and collect property tax revenues

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	97,109	97,700	100,500	$112	$117	$120
		Billings		Unit Cost: $1.20/billing		

WP 1541-2: Collect other tax revenues (beer, liquor, wine tax, insurance premium tax, hotel/motel tax, sales tax)

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	642	650	750	$ 35	$ 25	$ 27
		Tax Returns		Unit Cost: $36/tax return		

WP 1541-3: Levy and collect business license and street maintenance decal revenues

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	13,339	13,500	13,100	$131	$111	$116
		Transactions		Unit Cost: $9/transaction		

WP 1541-4: Collect miscellaneous revenues

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	7,404	6,000	6,150	$ 46	$ 30	$ 31
		Payments		Unit Cost: $5/collection		

REVENUE

WORK PROGRAMS

WP 1541-5: Process payments for all General Fund and Water & Sewer Fund revenues

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	534,734 Payment Transactions	540,000	551,000	$181 Unit Cost: $.35/transaction	$182	$190

WP 1541-6: Collect delinquent taxes and assessments

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	11,791 Accounts Becoming Delinquent	12,000	17,000	$151 Unit Cost: $8/delinquent account	$135	$139

REVENUE

GOAL: TO COLLECT AND DEPOSIT ALL MUNICIPAL REVENUES IN ACCORDANCE WITH STATUTORY PROVISIONS AND WITHIN PLANNED TIMEFRAMES.

OBJECTIVE 1541-A:
To maintain the percentage of the property tax levy collected during 1987 at 93.2%.

	1985	1986	1987
(A-1)	87.7%	93.2%	93.2%

% Tax Levy Collected During Current Year

STRATEGY:
1. Bill taxes promptly upon availability of assessment data.
2. Use upgraded computer systems to expedite billing adjustments and to handle payment transactions.
3. Execute delinquent account before year's end to generate payments during current year.

OBJECTIVE 1541-B:
To maintain the percentage of other tax revenues (beer, liquor, wine, hotel/motel tax) collected during 1987 at 99%.

	1985	1986	1987
(B-1)	98.9%	99%	99%

Collected in Current Year

STRATEGY:
1. Use new computer system to age accounts and produce past-due notices.
2. Conduct field collection program for unpaid other tax revenues.

REVENUE

OBJECTIVE 1541-C:
To maintain the percentage of current business licenses, street maintenance decals, and utility franchise fees collected during 1987 at 99%.

	1985	1986	1987
(C-1)	98.4%	99%	99%

Collected or Resolved in Current Year

STRATEGY:
1. Bill licenses under restructured license ordinance.
2. 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.

OBJECTIVE 1541-D:
To maintain the percentage of miscellaneous revenues collected at 96%.

	1985	1986	1987
(D-1)	96%	96%	96%

Percent Collected

STRATEGY:
1. Use new computer system to age accounts and produce past-due notices.
2. Call bonds and use other available tools to effect collection.

OBJECTIVE 1541-E:
To maintain the payment processing time standard for all General Fund and Water & Sewer Fund revenues at 1 day during 1987, and to meet that standard 90% of the time.

	1985	1986	1987
(E-1)	90.1%	90%	90%

% of Days Processing Standard Met

STRATEGY:
1. Use remittance processing system to assure that all payments are deposited in the bank no later than 1 working day after receipt at Revenue Office.

REVENUE

OBJECTIVE 1541-F:
To maintain the collection percentage for all years' delinquent real property taxes collected before 1987 execution date (November) at current level.

	1985	1986	1987
(F-1)	76%	79%	79%
	Percent Collected		

STRATEGY:
1. Execute delinquent accounts, advertise for public sale if not paid, and conduct public sale.
2. Make field calls to resolve questions and collect taxes where field action is warranted.

OBJECTIVE 1541-G:
To maintain the collection percentage for all years' delinquent personal property taxes collected before execution date (December) at current level.

	1985	1986	1987
(G-1)	50%	52%	52%
	Percent Collected		

STRATEGY:
1. Execute delinquent accounts.
2. Make field calls to resolve questions and collect taxes where field action is warranted.
3. Record executions on the General Execution Docket, Superior Court, to hinder financial dealings of delinquent taxpayer.

OBJECTIVE 1541-H:
To maintain the overall collection percentage for all years' delinquent special assessments at 50%. (Accounts are executed monthly under the new computerized system.)

	1985	1986	1987
(H-1)	58%	50%	50%
	Percent Collected		

STRATEGY:
Same as 1541-F.

WATER & SEWER REVENUE

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 401,978	$ 428,564	$ 432,355
CONTRACTUAL SERVICES	$ 17,925	$ 19,131	$ 19,065
COMMODITIES	$ 56,413	$ 63,465	$ 65,198
REVOLVING FUNDS	$ 230,640	$ 207,601	$ 215,857
CAPITAL OUTLAY	$ 7,046	$ 4,159	$ 1,650
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 6,511	$ 10,229	$ 10,537
TOTAL	$ 720,513	$ 733,199	$ 744,712

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CLERK	6.00	6.00	44	$ 73,278
CLERK TYPIST	1.00	1.00	45	$ 11,393
SENIOR CLERK	3.00	3.00	49	$ 41,622
WATER METER READER	4.00	4.00	50	$ 51,130
WATER SERVICE REPRESENTATIVE	6.00	6.00	50	$ 77,381
PRINCIPAL CLERK	2.00	2.00	54	$ 32,382
CHIEF METER READER	1.00	1.00	54	$ 17,147
REVENUE INVESTIGATOR	1.00	1.00	58	$ 15,437
W & S REVENUE SUPT	1.00	1.00	75	$ 24,225
TOTAL	25.00	25.00		

WATER AND SEWER REVENUE

Budget: $744,712 **Personnel: 25**

Bill water, sewer, and refuse charges, provide customer services, and enforce payment of delinquent bills.

1 Superintendent

WATER METER READING $128,965

$.40/reading

4 Meter Readers
1 Chief Meter Reader
.2 Clerk Typist

UTILITY BILLING $126,795

$.40/billing

.45 Principal Clerk
1.00 Senior Clerk
.30 Clerk-Typist

CUSTOMER SERVICES $247,792

$4/transaction

.55 Princ.Clerk
6.00 Clerks
.30 Clerk-Typist
3.00 Water Svc.Reps.

DELINQUENT COLLECTIONS $128,990

$1.40/delinquency notice

1.0 Princ.Clerk
1.0 Senior Clerk
1.0 Clerk
.2 Clerk-Typist

FIELD ENFORCEMENT DELINQUENT ACCOUNTS $112,170

$11/action taken

3 Water Serv.Reps.
1 Revenue Investigator

Vehicles: 7

WATER AND SEWER REVENUE

WORK PROGRAMS

WP 1544-1: Read Water Meters

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	50,851	51,700	52,447	$116	$125	$117
	Inside City Meters Read Bi-Monthly			Unit Cost: $.35/reading		
2)	4,345	5,300	5,220	$ 10	$ 12	$ 12
	Outside City Meters Read Bi-Monthly			Unit Cost: $.40/reading		
3)	55,196	57,000	57,667	$126	$137	$129
	Total Meters Read Bi-Monthly			Unit Cost: $.40/reading		

WP 1544-2 Produce and mail utility bills

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	281,214	280,800	286,500	$124	$132	$115
	Inside City Billings Annually			Unit Cost: $.40/billing		
2)	24,033	31,200	28,500	$ 11	$ 13	$ 12
	Outside City Billings Annually			Unit Cost: $.40/billing		
3)	305,247	312,000	315,000	$135	$145	$127
	Total Billings Annually			Unit Cost: $.40/billing		

WP 1544-3: Provide customer services, process new accounts, close accounts, conduct field inspections, duplicate bills, and receive and refund deposits

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	53,955	55,000	59,000	$234	$252	$248
	Transactions Processed			Unit Cost: $4/transaction		

WATER AND SEWER REVENUE

WORK PROGRAMS

WP 1544-4: **Coordinate delinquency program, provide notice of delinquent accounts**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	90,116	91,000	92,000	$101	$106	$129
	Delinquency Notices Issued			Unit Cost: $1.40/notice		

WP 1544-5: **Enforce payment of delinquent accounts in field by cutting off water, locking meters, investigating water thefts, removing meters and straight lines, and taking other enforcement action**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	7,562	8,200	10,500	$125	$ 93	$112
	Field Actions on Delinquent Accounts			Unit Cost: $11/action taken		

WATER AND SEWER REVENUE

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

OBJECTIVE 1544-A:
To read all water meters within 1 week of cycle billing schedule during 1987.

	1985	1986	1987
(A-1)	100%	100%	100%

% Meters Read Within 1 Week Of Billing Schedule

STRATEGY:
1. Use upgraded Utilicorder meter reading system.
2. Use back-up meter reading system as necessary.
3. Use overtime as needed to maintain reading schedule at all times.

OBJECTIVE 1544-B:
To maintain the percentage of utility billings produced and mailed within 1 week of scheduled date at 99% or better during 1987.

	1985	1986	1987
(B-1)	100%	99%	99%

% Billings Mailed Within 1 Week of Scheduled Date

STRATEGY:
1. Start billing runs on schedule.
2. Process billings and mail on weekly schedule.
3. Use overtime and temporary labor as needed to maintain billing schedule throughout the year.
4. Reduce special "cleanup" billings through improved accuracy of initial billings.

WATER AND SEWER REVENUE

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

OBJECTIVE 1544-C:
To increase the percentage of field service requests completed within one day of request by 0.5% in 1987.

	1985	1986	1987
(C-1)	94.2%	95%	95.5%

% Requests Completed Within 1 Day of Request

STRATEGY:
1. Customer Service Clerks will receive requests and write up for field action on same-day basis.
2. Supervisor will assign field calls to Water Service Representatives in orderly and timely manner.
3. Water Service Representatives, increased by 1 position in 1986, will turn-on and cut-off service within 1 day of receipt, and other calls as secondary priority.

OBJECTIVE 1544-D:
To maintain the percentage of customer service transactions completed within 15 days of request at 99.9% during 1987.

	1985	1986	1987
(D-1)	99.9%	99.9%	99.9%

% Transactions Completed Within 15 Days for Billing Purposes

STRATEGY:
1. Customer Service Clerks organize transactions in suspense file for follow up and completion of transactions within time limit.
2. Final account information is entered into computer within 15 days for billing purposes.
3. Transactions not meeting standard are monitored by supervisor and tallied monthly.

WATER AND SEWER REVENUE

GOAL: TO ENSURE THAT ALL VALID WATER, SEWER, AND REFUSE BILLINGS ARE COLLECTED.

OBJECTIVE 1544-E:
To increase the percent of billings collected by 0.1 percentage point during 1987.

	1985	1986	1987
(E-1)	97.8%	97.9%	98.0%
	% of Billings Collected		

STRATEGY:
1. Start computer runs to produce delinquency notices on schedule.
2. Process and mail delinquency notices by cycle schedule.
3. By cycle schedule, produce cut-off lists for accounts remaining delinquent after notice.
4. Assign by geographical territory to 6 Water Service Representatives for termination of service.
5. Collect or cut off water service leaving door-knob notice.
6. Continue to enforce delinquent cut-offs by locking meters on problem accounts.
7. Investigate utility thefts and hard-core delinquency cases, and take action to resolve through court action or other appropriate means.

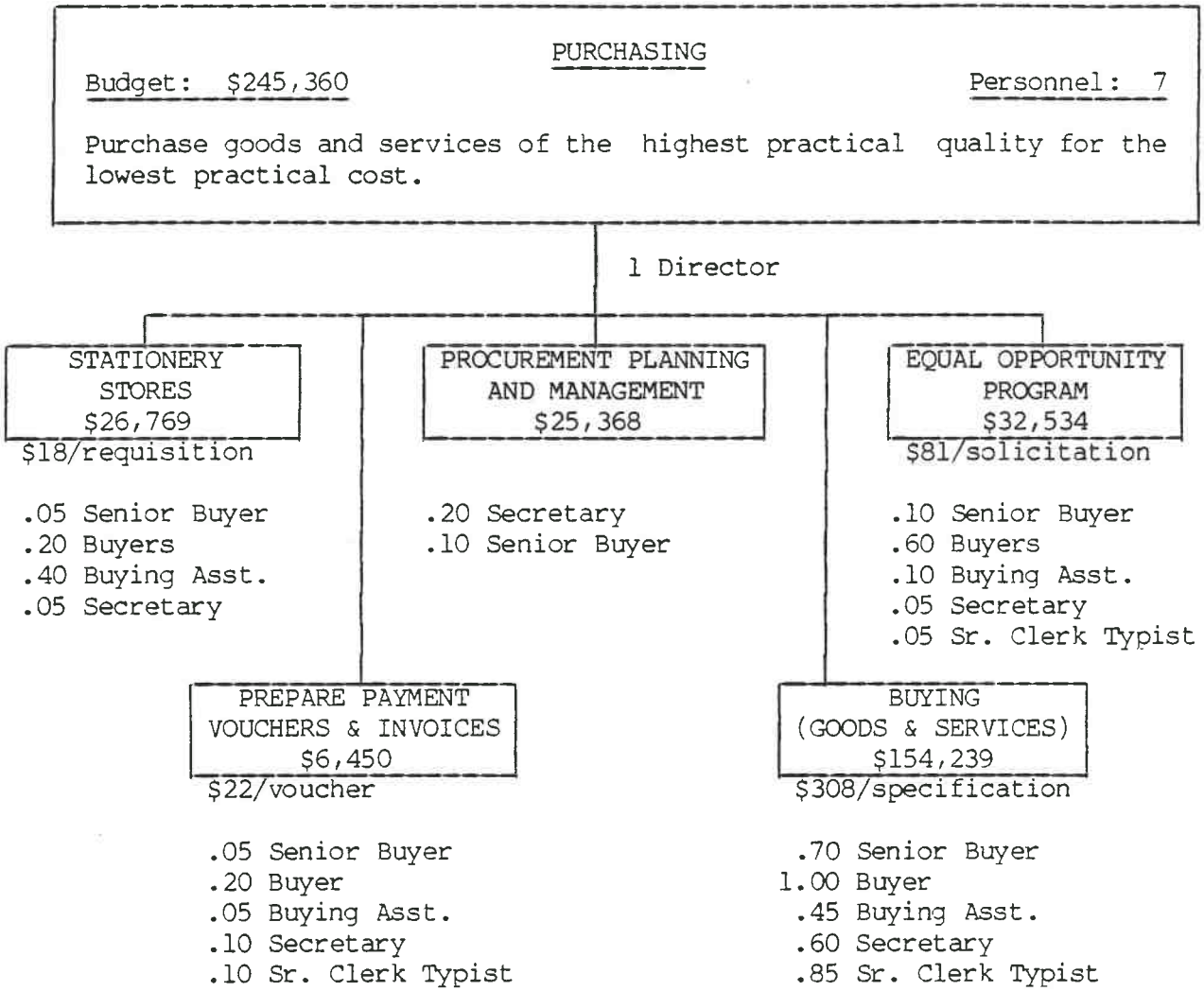
PURCHASING

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 166,704	$ 175,673	$ 175,444
CONTRACTUAL SERVICES	$ 20,267	$ 30,314	$ 27,460
COMMODITIES	$ 9,313	$ 8,524	$ 10,018
REVOLVING FUNDS	$ 20,001	$ 26,323	$ 28,961
CAPITAL OUTLAY	$ 9,291	$ 2,000	$ 1,800
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,143	$ 1,620	$ 1,677
TOTAL	$ 226,719	$ 244,454	$ 245,360

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 12,936
SECRETARY	1.00	1.00	53	$ 13,377
BUYER'S ASSISTANT	1.00	1.00	54	$ 14,328
BUYER	2.00	2.00	70	$ 42,346
SENIOR BUYER	1.00	1.00	73	$ 24,129
PURCHASING DIRECTOR	1.00	1.00	82	$ 36,097
TOTAL	7.00	7.00		


PURCHASING
Budget: $245,360
Personnel: 7
Purchase goods and services of the highest practical quality for the lowest practical cost.
1 Director
STATIONERY STORES $26,769
$18/requisition
.05 Senior Buyer
.20 Buyers
.40 Buying Asst.
.05 Secretary
PROCUREMENT PLANNING AND MANAGEMENT $25,368
.20 Secretary
.10 Senior Buyer
EQUAL OPPORTUNITY PROGRAM $32,534
$81/solicitation
.10 Senior Buyer
.60 Buyers
.10 Buying Asst.
.05 Secretary
.05 Sr. Clerk Typist
PREPARE PAYMENT VOUCHERS & INVOICES $6,450
$22/voucher
.05 Senior Buyer
.20 Buyer
.05 Buying Asst.
.10 Secretary
.10 Sr. Clerk Typist
BUYING (GOODS & SERVICES) $154,239
$308/specification
.70 Senior Buyer
1.00 Buyer
.45 Buying Asst.
.60 Secretary
.85 Sr. Clerk Typist

Vehicles: 1

PURCHASING

WORK PROGRAMS

WP 1550-1: Process invoices and authorize payments

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12,167 Requisitions	N/A	N/A	$ 51	$ 59	$ 0

WP 1550-2: Purchase goods and services

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	487 Areas Inspected Monthly	600	500	$111 Unit Cost: $308/specification	$116	$154

WP 1550-3: Prepare payment vouchers and invoices

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	395 Payment Vouchers	308	300	$ 9 Unit Cost: $22/voucher	$ 4	$ 6

WP 1550-4: Stores operation

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,500 Supply Requisitions	1,600	1,500	$ 20 Unit Cost: $18/requisition	$ 23	$ 27

WP 1550-5: Promote equal opportunity in purchasing

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	356 Number Minority Vendor Solicitations	400	400	$ 22 Unit Cost: $81/solicitation	$ 25	$ 33

PURCHASING

WORK PROGRAMS

WP 1550-6: Procurement Administration

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 14	$ 17	$ 25

PURCHASING

GOAL: TO ENSURE THAT THE VARIOUS AGENCY NEEDS FOR OFFICE SUPPLIES ARE MET EFFICIENTLY AND ECONOMICALLY. ALSO, TO MEET INDUSTRY STANDARDS FOR TURNOVER WITH NO VARIANCE AT YEAR'S END.

OBJECTIVE 1550-A:
To increase and maintain the inventory at a turnover level of 2.7 or greater to conform with minimum industry standards.

	1985	1986	1987
(A-1)	2.7	2.7	2.7

Inventory Turnover
Number of Times per Year

STRATEGY:
1. Set minimum and maximum stock levels; also, set reorder points and safe stock levels.
2. Utilize MAPPER to monitor stock levels and usage.
3. Review usage data quarterly to pinpoint obsolete stock.
4. Utilize MAPPER to generate weekly reorder data. Place orders promptly to minimize stock outages.
5. Closely monitor vendor performance in regard to delivery and stock prices. Hold vendors to agreed prices and delivery dates in order to minimize stock outages and price variances.
6. Document outages to reflect vendor default or ordering errors.
7. Update inventory records daily to reflect transactions, i.e. issues, receipts, audits, price changes and other actions affecting on-hand balance.
8. Closely monitor and minimize orders placed with outside vendors for goods stocked in the storeroom.
9. Continue utilizing the current mechanical system to facilitate better management and control of the inventory.

PURCHASING

GOAL: TO PROVIDE USER AGENCIES WITH ALL REQUIRED MATERIALS, SUPPLIES, EQUIPMENT, SERVICES AND INFORMATION AT THE TIME AND PLACE NEEDED, IN THE PROPER QUANTITY AND QUALITY, AND AT THE LOWEST POSSIBLE COST.

OBJECTIVE 1550-B:
To bid and award 100% of the informal requests within 4 weeks after receipt of requisition or request for bid.

	1985	1986	1987
(B-1)	70%	72%	100%

% of Informal Bids Complying

OBJECTIVE 1550-C:
To bid and award 100% of the formal requests (purchases over $10,000) within 8 weeks after receipt of requisition or request for bid.

	1985	1986	1987
(C-1)	85%	73%	100%

% of Formal Bids Complying

OBJECTIVE 1550-D:
To issue purchase orders within 14 days of the requisition date 75% of the time.

	1985	1986	1987
(D-1)	N/A	73%	75%

% of Purchase Orders Issued Within 14 Days of Requisition Date

PURCHASING

STRATEGY 1550-B, C, D:

1. Prepare and seek adoption of a new Purchasing Code which increases the informal buying limit and expands and clarifies the authority and responsibility of the Purchasing Agent.
2. Require Departments to send available specifications with requisitions.
3. Establish and enforce deadlines where Department input is required in the purchasing process, i.e. 5 days to review specifications and 5 days to review bids and recommend awards.
4. Continue updating the purchasing vendor file so as to have a ready pool of suppliers capable of responding and performing.
5. Rotate vendors and select 3 to quote on informal bids.
6. Take telephone quotations where feasible.
7. Prepare updated written procedures for staff and City personnel.
8. Perform annual value analyses on selected commodities.
9. Implement word processing and integrate with on-line data processing functions.
10. Completely automate the purchasing process.
11. Check state contracts prior to placing new orders or contracts.
12. Request the Legal Staff to develop standard contracts to use in awarding formal bids requiring formal contracts.

NOTE: The above-listed strategies will apply to both informal and formal bidding, excluding Items 5 and 6.

PURCHASING

GOAL: TO PROMOTE EQUAL OPPORTUNITY IN PURCHASING.

OBJECTIVE 1550-E:
To insure that all qualified minority vendors are solicited for bids or quotes in 100% of the instances that a minority vendor is available.

	1985	1986	1987
(E-1)	100%	100%	100%

% of Bids/Quotes for Items Offered by Minority Vendors In Which Minority Vendors Were Solicited

OBJECTIVE 1550-F:
To increase the bid response rate for minority vendors to a rate at least equal to the bid response rate for all vendors.

	1985	1986	1987
(F-1)	35%	40%	50%

Minority Vendor Response Rate

OBJECTIVE 1550-G:
To increase the volume of goods and services purchased from local minority vendors to 25% of all City purchases of goods and services which are of a type offered by minority vendors without increasing cost to the City for goods/services.

	1985	1986	1987
(G-1)	$1,081K	$1,800K	$1,900K

Total Dollar Awards for Goods/Services of a Type Offered by Local Minority Vendors (A)

(G-2)	$ 187K	$360K	$475K

Total Dollar Awards to Minority Vendors (B)

(G-3)	22%	20%	25%

% of Dollars Spent on Goods/Services Offered by Minorities Placed With Minorities

PURCHASING

STRATEGY 1550-E, F, G:

1. Implement changes in administrative procedures to remove barriers to minority vendors (suppliers) from participating in City procurement.
   a. A simplified bid solicitation document was prepared and implemented on March 1, 1984. Continued consideration will be given to simplifying the bid solicitation document to insure it contains no unnecessary barriers to participation by minority vendors.
   b. Continue waiving bonding and insurance requirements in instances where the City financial obligation will not be severely taxed.
   c. Send bid solicitations to all known minority suppliers.
   d. Advertise all formal bid requests.
   e. Review each specification to ensure competitiveness.
   f. Centrally process all purchases through the City's Purchasing Office except as waived.
   g. Review all requisitions and implement buying strategies which are more competitive to minority vendors.
   h. Computerize the vendor file and the purchasing process.
   i. Establish and maintain a currently valid list of minority vendors.
   j. Send all formal bid solicitations to Minority Business Development Centers for further distribution.
   k. Encourage prime contractors to consider joint venture and subcontractual arrangements in order to increase the minority business participation level in City purchases.
2. Perform outreach efforts to assist minority businesses to increase their participation level in City purchases.
   a. Commit additional City resources which will permit the implementation of a minority vendor visitation program.
   b. Conduct training programs in City purchasing procedures.
   c. Meet regularly with existing minority business development clearing houses (CAMDA, SRMPC, MBDC) to coordinate City minority purchasing activities with the efforts of those organizations. Ensure that minority vendors known to those organizations are on the City minority vendor list. Consider entering into agreements with these groups to provide additional help in soliciting bids from minority vendors.

Adopted Budget Summary
Interdepartmental

The proposed base budget allocation for Interdepartmental was $11,927,936. However, various modifications cited in the budget ordinance addendum have reduced the final adopted budget to $11,000,096. The table below integrates these addendum changes and all General Fund subsidy adjustments due to the adoption of new programs and new revenues. A brief description of the new program changes follows.

Activity	Base Proposal	New Programs	Final Budget
Jail Svc/Chatham Co.	$ 814,254	$ 0	$ 814,254
Contingencies	250,000	0	250,000
Debt Service	2,212,917	0	2,212,917
Other Expenses	310,013	152,325	462,338
Cultural Contrib.	400,560	79,000	479,560
Social Contrib.	126,100	109,000	235,100
Savannah Expo.	1,200,000	0	1,200,000
Other Contrib.	1,797,331	-869,750	927,581
Interfund Trans.	4,816,761	-398,415	4,418,346
Total	$11,927,936	$ -927,840	$11,000,096

Other Expenses: The $152,325 is for four program improvements. These include: the addition of a public information officer ($40,000); the addition of a neighborhood service worker ($50,000); the formation of the Savannah 2000 Task Force to plan for the City's future ($38,000); and funding to update the City's data processing center's disaster recovery plan ($24,325).

Cultural Contributions: This $79,000 increase is for the following contributions: Savannah Science Museum ($50,000); Martin Luther King Commemoration ($13,000); and the Benue Festival ($16,000).

Social Contributions: Both program improvements and addendum changes are reflected in this $109,000 allocation. The new programs include: the establishment of a teenage pregnancy control program ($50,000) and a social service planning agency ($50,000). The addendum increases the contributions to three social agencies: Safe Shelter ($5,000); Rape Crisis Center ($3,000); and Senior Citizens, Inc. ($1,000).

Other Contributions: This $869,750 reduction is due to two changes cited in the budget addendum. One is the deletion of the $887,250 appropriation for the Savannah Transit Authority. A City contribution will not be required with the establishment of the Chatham Area Transit System. This reduction was partially offset by a $17,500 increase to the Savannah Area Convention and Visitors Bureau contribution.

Interfund Transfers: This $398,415 decrease results from General Fund subsidy adjustments. New revenue exceeded the cost of new programs and capital improvement projects for three subsidized funds: Sanitation's subsidy decreased $311,535; Parking's decreased $141,021; and the Civic Center's decreased $19,000. Alternatively, the Golf Course's new program and capital improvement project expenditures will be greater than new revenue by $73,141.

Interdepartmental

Budget Proposal: The Interdepartmental activity budget includes those accounts within the General Fund that are not exclusive to a particular operating department. These accounts are: Contingencies, Debt Service, Contributions to the Capital Improvement Fund, Other Expenses, Vehicle Purchase Contributions, Cultural Contributions, Social Contributions, Other Contributions, and Interfund Transfers.

The 1987 Basic Program Budget totals $11,927,936, or $125,672 more than projected 1986 expenditures of $11,802,264. Major changes are summarized and explained below.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Contractuals	$ 955,659	$ 908,545	$ -47,114	-4.9
Contingencies	0	250,000	250,000	-
Revolving Fund	0	117,822	117,822	-
Capital Outlay	225,000	100,000	-125,000	-55.6
Debt Service	1,978,586	2,210,817	232,231	11.7
Veh Purch Contrib	53,900	0	-53,900	-
Trans. & Contrib	8,589,119	8,340,752	-248,367	-2.9
Total	$11,802,264	$11,927,936	$ 125,672	1.1

Basic Program Costs:

Contractuals: Major accounts in this series include Jail Services from Chatham County, $814,254; and Other Contractuals, $90,346. Major changes are:

Other Contract — **decrease** $44,019 primarily due to several non-recurring costs in 1986, including: City election expenses, $85,005; Employee Development Program, $7,500; and Forsyth Park electrical system improvements, $4,890. These decreases were offset by anticipated price increases in other categories.

Professional Svc — **decrease** $22,955 due to the cost of a one-time special study of the Savannah Housing Authority operations in 1986.

Jail Services — **increase** $19,860 or 2.5% due to an anticipated increase in incarcerations.

Contingencies: A contingency reserve of $250,000 is recommended for 1987.

Revolving Fund: This $117,822 allocation provides for Services to Private Developers (including inspections and site plan preparation) and miscellaneous departmental requests.

Capital Outlay: Capital Outlay declines from $225,000 in 1986 for purchase of Jenkins Boys' Club to $100,000 in 1987 to provide computer equipment for the operating departments.

Debt Service: In 1987, $1,129,725 is budgeted for interest on outstanding bonds and $1,081,092 for bond redemption, for a total of $2,210,817. The total increase of $232,231 is primarily related to additional principal and interest payments associated with the 1986 $2 million bond issue.

Vehicle Purchase Contribution: This category declines from $53,900 in 1986 to zero in 1987. Several vehicle purchases which were budgeted as 1986 program improvements were provided for in this account.

Other Contributions and Interfund Transfers: In 1987 the total allocation provided for Interfund Transfers and Contributions to Outside Agencies is $8,340,752. These monies are provided for payments and contributions to other City Funds, other public agencies and private, non-profit agencies who sell services to, or receive contributions from the City. Principal items budgeted in this series are:

a. Services by Social and Cultural Agencies: The 1987 recommended levels for these contributions are:

Cultural	$400,560
Social	126,100
	$526,660

b. Other Services and Contributions: The City plans to contribute $1,797,331 to several other outside agencies which provide services to the public. The largest 1987 allocations are Savannah Transit Authority (STA), $887,250; Savannah Area Chamber of Commerce (Visitors' Center), $460,000; and Metropolitan Planning Commission (MPC), $315,332.

1. Savannah Transit Authority $887,250
This is the usual operating support given to the Savannah Transit Authority.

2. Visitors' Center $460,000
Each year the City contributes to the Visitors' Center. The $460,000 estimate for 1987 was calculated as follows:
[50% of 1986 projected revenue of $970,000] less $25,000 for building rental = $460,000.

3. Metropolitan Planning Commission $315,332
The agency's request for 1987 is $315,332.

The total change in Other Services and Contributions is a decrease of $264,231, as cost increases of $77,269 are more than offset by a $341,500 decline in STA funding. One-time contributions of $233,500 for 33 buses and $108,000 for implementation of the downtown loop were made in 1986.

c. Interfund Transfers: A total of $6,016,761, $10,333 less than 1986 costs of $6,027,094[1], is recommended for 1987 General Fund payments to Golf, Sanitation, Parking, Civic Center, Savannah Exposition, and Public Development. Increases of $671,000 for Savannah Exposition and $118,509 for Sanitation are significantly reduced by a $405,815 Parking subsidy decline.

A detailed listing of Contributions and Interfund Transfers begins on the following page.

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[1] Parking Enforcement activity projected expenditures are included in this total.

SUMMARY OF 1987 PROPOSED SERVICES

CULTURAL ACTIVITIES	1986	1987
Telfair Academy	$ 20,000	$ 30,494
Savannah Science Museum	37,972	30,481
Symphony Society/Arts on River St.	106,000	126,014
Savannah Federation of Musicians	8,000	10,000
Ballet South	14,375	10,375
Savannah Theatre Company	60,000	44,150
Savannah Art Association	3,500	4,000
City Lights Theatre	16,266	14,000
Coastal Heritage (Fort Jackson)	27,550	27,850
Coastal Jazz Association	20,000	28,250
Center for Puppetry Arts	0	3,400
Public Radio	8,000	9,500
King-Tisdell Cottage Foundation, Inc.	18,000	22,046
Music Festival at Grayson Stadium	5,200	0
Georgia Cultural Grant Match	10,000	10,000
Coastal Area Radio Reading	10,000	0
Outdoor Performing Arts Festival	0	18,000
Contingency	7,500	12,000
TOTAL	$ 372,363	$ 400,560

	1986	1987
SOCIAL SERVICES		
Georgia Advocacy	$ 8,600	$ 8,600
Hospice	8,000	6,000
Navy League	3,000	3,000
Voluntary Action Center	7,000	7,000
Safe Shelter	21,000	21,000
Coastal Food Bank	17,000	17,000
Rape Crisis Center	20,000	20,000
International Seamen's House	7,500	7,500
Senior Citizens' Inc.	36,000	36,000
TOTAL	$ 128,100	$126,100
OTHER SERVICES/CONTRIBUTIONS		
Manpower Services		
Summer Youth Program	$ 7,500	$ 7,500
Community Promotion		
Savannah Day in Atlanta	$ 0	$ 3,000
Red Carpet Tour	2,000	2,000
Visitors' Center	412,500	460,000
Total	$ 414,500	$ 465,000
Transportation		
Savannah Transit Authority	$ 887,250	$ 887,250
Teleride for Elderly/Handicapped	50,598	50,598
STA Buses	233,500	0
Downtown Loop	108,000	0
Total	$1,279,348	$ 937,848
Planning - Community & Regional		
Metropolitan Planning Commission	$ 290,737	$ 315,332
Coastal Area Planning & Dev. Comm.	34,235	35,262
Total	$ 324,972	$ 350,594

	1986	1987
Dues		
Georgia Municipal Association	$ 26,479	$ 27,273
National League of Cities	4,113	4,236
U.S. Conference of Mayors	4,650	4,880
Total	$ 35,242	$ 36,389
TOTAL	$ 2,061,562	$ 1,797,331
INTERFUND TRANSFERS		
Contribution to Golf Course	$ 239,147	$ 253,956
Services by Sanitation	1,371,489	1,412,634
Contribution to Sanitation	2,167,626	2,244,990
Contribution to Parking Fund	579,836	174,021
Parking Enforcement Activity	379,706	N/A
Contribution to Civic Center	700,543	670,019
Svcs. by Pub. Dev. Bureau Chief	25,925	26,573
Svcs. by Pub. Dev.for Downtown Coord.	33,822	34,568
Contribution to Savannah Expo	529,000	1,200,000
Total	$ 6,027,094	$ 6,016,761
GRAND TOTAL	$ 8,589,119	$ 8,340,752

INTERDEPARTMENTAL

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Jail Svc./Chatham Co.	$ 761,005	$ 794,394	$ 814,254
Contingencies	0	0	250,000
Debt Service	1,707,130	1,980,686	2,212,917
Veh. Purchase Contr.	317,937	53,900	0
Other Expenses	661,616	384,165	310,013
Cultural Contrib.	285,835	372,363	400,560
Social Contrib.	155,376	128,100	126,100
Savannah Expo.	N/A	529,000	1,200,000
Other Contrib.	1,713,113	2,061,562	1,797,331
Sanitation [1]	6,245,055	N/A	N/A
Interfund Trans.	922,856	5,498,094	4,816,761
Total	$12,769,923	$11,802,264	$11,927,936

Proposed budgets for Capital Improvements are presented in a separate section.

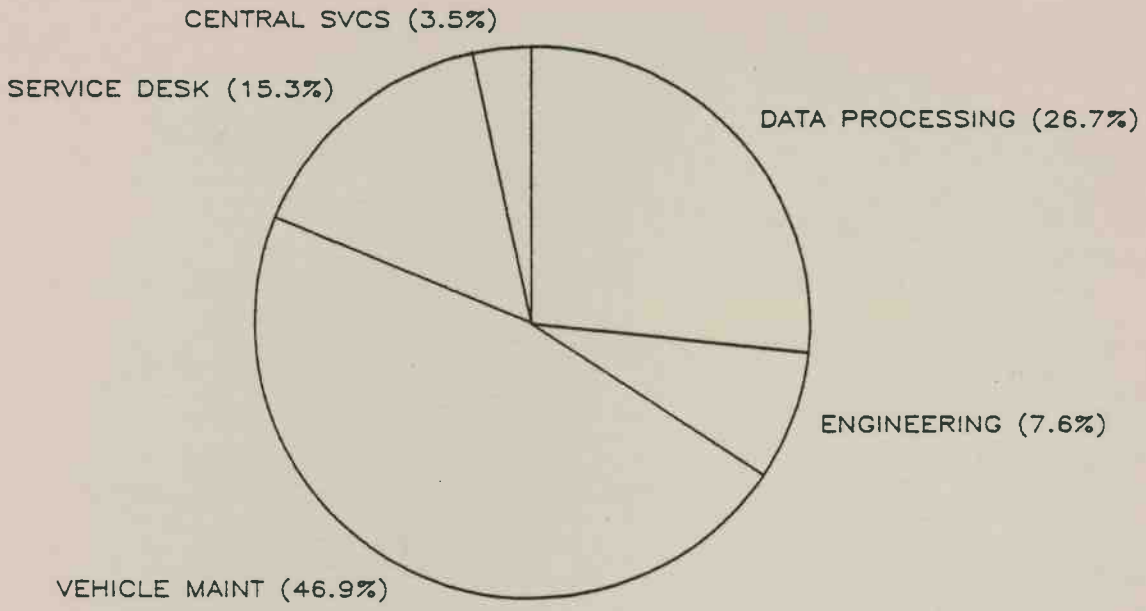
[1] A General Fund bureau prior to 1986, Sanitation expenses are represented here for budget comparison purposes.

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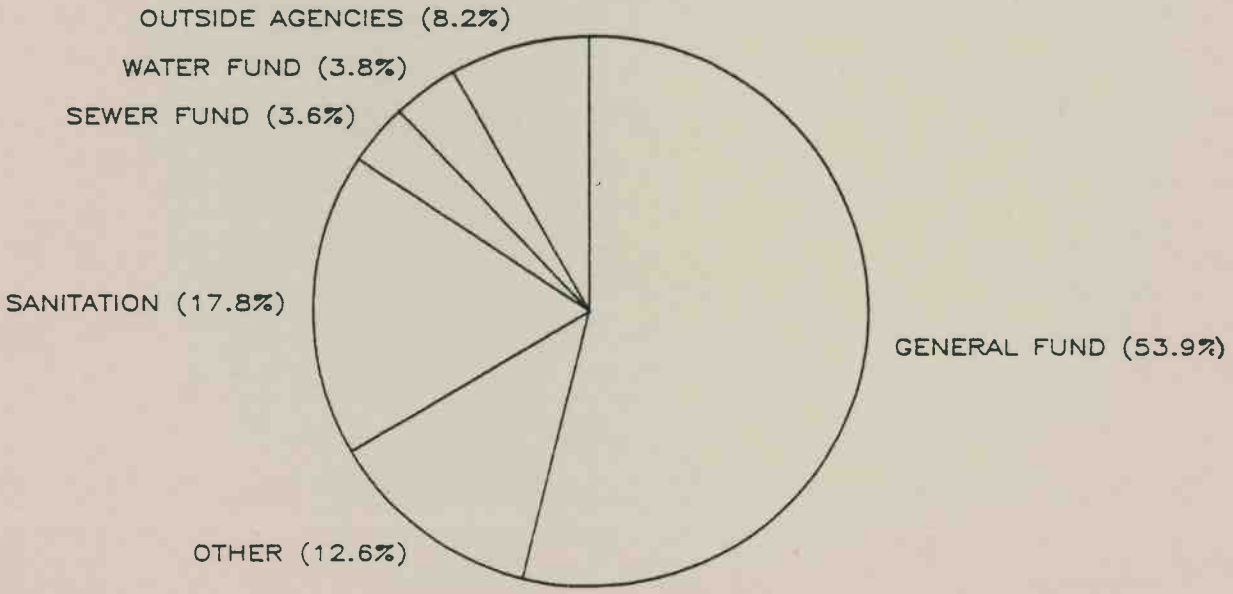
Revolving Fund

REVOLVING FUND

EXPENDITURES



REVENUES



REVOLVING FUND

The Revolving Fund provides support services to City 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, telephone, custodial, warehousing, and building maintenance services to City departments. City departments are charged for support services in order to clearly show the cost of these services for each program. The Revolving Fund budget is summarized below.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$3,543,162	$3,605,538	$ 62,376	1.8
Contractuals	2,454,120	2,712,413	258,293	10.5
Commodities	1,831,532	1,967,492	135,960	7.4
Revolving Fund	211,969	212,085	116	0.1
Capital Outlay	31,605	24,185	-7,420	-23.5
Interfund Trans	52,664	54,160	1,496	2.8
Total Base Budget	$8,125,052	$8,575,873	$ 450,821	5.5
Program Improve	N/A	N/A	N/A	N/A
Capital Projects	N/A	N/A	N/A	N/A
Total Budget	$8,125,052	$8,575,873	$ 450,821	5.5

ACTIVITY SUMMARY

Department/Activity	1985 Actual Expenses	1986 Projected Expenses	1987 Proposed Budget
Data Processing	$ 1,837,002	$ 1,996,115	$ 2,292,960
Engineering	542,976	640,097	651,760
Vehicle Maintenance	4,052,884	3,868,400	4,019,572
Central Services	1,111,893	1,336,465	1,314,965
Service Desk	252,686	283,975	296,616
Total Base Budget	$ 7,797,441	$ 8,125,052	$ 8,575,873
Program Improvements	N/A	N/A	N/A
Capital Projects	N/A	N/A	N/A
Total	$ 7,797,441	$ 8,125,052	$ 8,575,873

REVENUE SUMMARY

Charges to Operating Departments $8,575,873

BASIC PROGRAM COSTS

SUMMARY

The 1987 Proposed Base Budget for the Revolving Fund totals $8,575,873. This amount is $450,821 or 5.5% greater than 1986 Projected Expenses. The following sections provide detail on basic program costs and explain the major changes between the expenditures projected for 1986 and the allocations proposed for 1987.

PERSONAL SERVICES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Salaries & Wages	$ 2,809,491	$ 2,935,617	$ 126,126	4.5
Social Security	206,664	214,770	8,106	3.9
Medical Insurance	171,037	109,690	-61,347	-35.9
Life Insurance	17,293	17,297	4	-
Unemployment Comp	573	767	194	33.9
Worker's Comp	27,305	26,757	-548	-2.0
Pension	221,135	225,102	3,967	1.8
Longevity	18,533	20,686	2,153	11.6
Overtime	64,776	51,058	-13,718	-21.2
Temporary Labor	6,355	3,794	-2,561	-40.3
Total	$ 3,543,162	$ 3,605,538	$ 62,376	1.8

The 1987 Revolving Fund Budget provides $3,605,538 for Personal Services. The major items in this category are: Salaries and Wages, $2,935,617; Pension, $225,102; Social Security, $214,770; and Medical Insurance, $109,690.

The 1987 allocation for Personal Services is an increase of $62,376 or 1.8% over 1986 projected expenses. The major changes are:

Salaries & Wages **increase** $126,126 or 4.5%, due to general wage increases.

Medical Insurance **decreases** $61,347 or 35.9% due to Citywide Medical Insurance decreases.

Overtime — **decreases** $13,718 due to the use of outside contractors in Electronic Equipment Maintenance for the installation of radios and during times of backlog.

CONTRACTUALS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Electricity	$ 155,216	$ 157,680	$ 2,464	1.6
Natural Gas	34,090	34,601	511	1.5
Communications	336,453	204,286	-132,167	-39.3
Transportation	30,925	29,100	-1,825	-5.9
Advertising	1,642	0	-1,642	-
Insurance	23,861	29,194	5,333	22.4
Rentals	783,871	971,415	187,544	23.9
Dues/Periodicals	6,318	10,057	3,739	59.2
Professional Fees	182,153	218,246	36,093	19.8
Building Repair	63,600	240,930	177,330	-
Equipment Maint	397,368	349,595	-47,773	-12.0
Vehicle Repair	314,517	322,380	7,863	2.5
Photocopying	20,625	18,271	-2,354	-11.4
Printing	6,458	7,234	776	12.0
Towing Services	54,978	56,352	1,374	2.5
Medical Costs	1,274	1,046	-228	-17.9
Other Contractual	40,771	62,026	21,255	52.1
Total	$ 2,454,120	$ 2,712,413	$258,293	10.5

The 1987 Budget provided for Contractual services totals $2,712,413. The major expense in this category is Rentals. Of the $971,415 budgeted for Rentals, $964,241 is for the lease of data processing equipment. In addition, $349,595 is for Equipment Maintenance, most of which is for computer hardware; $322,380 is provided for Vehicle Repairs done by outside contractors; $218,246 is for Professional Service Fees which includes $38,880 for redesign of the database, $68,952 for security at the City Lot, and $36,288 for janitorial services for City Hall and the Gamble Building; the $204,286 in Communications is mainly for the operation of the Central Switchboard system; and $157,680 is for Electricity, primarily for City Hall, the Gamble Building and the City Lot.

The 1987 allocation for Contractual services is an increase of $258,293 or 10.5% over 1986 Projected Expenses. The major changes are:

Rentals — **increase** $187,544 due to Data Processing's mainframe upgrade from an 1100/81 Series to an 1100/91 Series, and the purchase of associated software.

Building Repair — **increases** $177,330 primarily due to a $92,500 increase in work for City Hall and the Gamble Building, and an $82,455 increase in Data Processing for cooling and backup energy needs.

Communications — **decrease** $132,167 due to heavy one-time costs in 1986 associated with the installation of the new phone system, elimination of the concession granted the City by the phone company, and payment of some 1985 bills in 1986.

Equip Maint — **decreases** $47,773 primarily due to the eight months free maintenance on the new mainframe in Data Processing negotiated as part of the vendor agreement for the mainframe upgrade.

COMMODITIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Supplies	$ 11,554	$ 9,564	$ -1,990	-17.2
Postage	10,454	11,117	663	6.3
Personal Supp	2,704	2,770	66	2.4
Operating Supp	104,880	111,965	7,085	6.8
Small Fixed Asset	2,422	4,864	2,442	84.3
Chemicals	2,098	2,156	58	2.8
Equip Repair Part	23,630	24,061	431	1.8
Construction Supp	72,496	77,920	5,424	7.5
Tools/Shop Supp	17,127	17,596	469	2.7
Vehicle Parts	845,000	870,125	25,125	3.0
Propane	202,350	227,977	25,627	12.7
Gasoline	328,110	374,163	46,053	14.0
Diesel Fuel	122,400	137,875	15,475	12.7
Oils & Grease	85,307	87,440	2,133	2.5
Other Commodities	1,000	7,899	6,899	-
Total	$ 1,831,532	$ 1,967,492	$135,960	7.4

Commodities are budgeted at $1,967,492 for 1987. Most of this amount is for maintenance and fuel for the vehicle fleet. The major expense areas are: Vehicle Parts, $870,125; Gasoline, $374,163; Propane, $227,977; and Diesel Fuel, $137,875. In addition, $111,965 is provided for Operating Supplies such as computer paper, shop supplies, housekeeping supplies and other miscellaneous items.

The 1987 allocation for Commodities is $135,960 or 7.4% greater than 1986 Projected Expenses. The major changes are:

Fuel — **increases** $87,155 or 13.3% primarily from anticipated inflation. The reference source, DRI-PIN, was used in projecting the 1986 and 1987 expenditures. Because of developments since its publication and the recent volatility of fuel prices, a 10% buffer was added to the 1987 projection. The average per gallon rates for propane and gasoline are $.71 in 1986 and $.792 in 1987. The average per gallon rates for diesel fuel are $.72 in 1986 and $.803 in 1987.

Vehicle Parts — **increase** $25,125 or 3.0% to provide for anticipated price changes in this area.

REVOLVING FUND

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Service Desk	$ 11,200	$ 11,778	$ 578	5.2
Data Processing	87,032	93,959	6,927	8.0
Garage Services	29,723	28,990	-733	-2.5
Central Services	84,014	77,358	-6,656	-7.9
Total	$ 211,969	$ 212,085	$ 116	0.1

The 1987 charges proposed for Revolving Fund services among activities total $212,085. There are three major expenditure areas: Data Processing, $93,959; Central Services, $77,358; and Garage Charges totalling $28,990.

The Revolving Fund chargebacks for 1987 are $116 or 0.1% higher than 1986 Projected costs. Most changes were a result of general changes in the Revolving Fund.

CAPITAL OUTLAY

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Equipment	$ 3,983	$ 850	$ -3,133	-
Oper/Constr Equip	27,622	23,335	-4,287	-15.5
Total	$ 31,605	$ 24,185	$ -7,420	-23.5

The budget for Capital Outlay totals $24,185. Of this amount, $23,335 is provided for Operational and Construction Equipment. The major items are a $6,000 tire changer and a $5,000 brake drum lathe for the new garage.

The allocation for Capital Outlay decreases $7,420 or 23.5% from the 1986 Projected Expenditures. Most capital items have useful lives of several years, causing purchase needs to vary from year to year. This aspect of capital accounts is the reason for the decrease in the budget for 1987.

INTERFUND TRANSFERS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Vehicle Rep Contr	$ 52,664	$ 54,160	$ 1,496	2.8

The only expense budgeted under Interfund Transfers is Vehicle Replacement charges at $54,160. This account is used to accumulate funds over the life of a vehicle so that there are monies available for a replacement when it is needed. In 1987, the Revolving Fund contribution for this purpose is $1,496 greater than 1986 Projected Expenditures.

REVOLVING FUND

1987 ESTIMATED BASE OPERATING REVENUE BY SOURCE

Revenue Source	Service Desk	Data Processing	Engineer.	Vehicle Maint. *	Central Services	FUND TOTAL
General Fund	$ 98,210	$1,435,242	$117,822	$2,106,761	$ 928,928	$4,686,963
Revolving Fd	11,778	93,959	0	28,990	77,358	212,085
Golf Course	0	750	0	23,508	12,610	36,868
Civic Center	0	750	0	3,850	8,615	13,215
Parking	0	63,548	0	15,344	14,611	93,503
Sanitation Fd	99,497	9,745	0	1,379,196	40,973	1,529,411
Water Fund	68,519	2,999	2,029	157,123	96,367	327,037
Sewer Fund	16,863	2,749	2,029	242,133	45,949	309,723
I & D Water	1,709	0	0	15,462	8,769	25,940
Community Dev	40	20,425	8,120	6,110	67,726	102,421
Labor Res	0	315	0	1,095	8,313	9,723
C.I.P.	0	0	521,760	0	0	521,760
Outside Ag **	0	662,478	0	40,000	4,746	707,224
Total	$296,616	$2,292,960	$651,760	$4,019,572	$1,314,965	$8,575,873

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* Does not include the Vehicle Replacement Program.

** The largest non-City customers of the Revolving Fund are Chatham County, which purchases $635,014 in data processing services, and Senior Citizens, Inc., which pays a total of $32,000 for fuel and vehicle maintenance. Other charges to Outside Agencies are for those public or not-for-profit agencies which use City data processing services or buy gasoline through the City.

BUDGET SUMMARY

1987 Base Revenue	$8,575,873
1987 New Revenue	N/A
TOTAL REVENUE	$8,575,873
1987 Base Expenditures	$8,575,873
1987 Program Improvements	N/A
1987 Capital Projects	N/A
TOTAL BUDGET	$8,575,873

Revolving Fund

DATA PROCESSING

Budget Proposal: The Data Processing Center provides computer services to City departments, Chatham County departments, and other outside agencies. The 1987 Basic Program Budget totals $2,292,960. This amount is an increase of $296,845 or 14.9% over the expenses projected for 1986. The additional Contractual costs associated with the 1986 system upgrade, at $270,413, account for 13.6% of the total 14.9% increase.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 712,105	$ 725,905	$ 13,800	1.9
Contractuals	1,222,568	1,492,981	270,413	22.1
Commodities	54,590	65,297	10,707	19.6
Revolving Fund	4,488	6,938	2,450	54.6
Capital Outlay	587	0	-587	-
Interfund Trans	1,777	1,839	62	3.5
Total	$1,996,115	$2,292,960	$296,845	14.9

Basic Program Costs:

Personal Services: The 1987 budget for Personal Services totals $725,905. At $601,324, the Salaries and Wages account is the major expense. The other large accounts are: Pension, $46,110; Social Security, $43,597; and Medical Insurance, $20,425. Major changes are:

Salaries & Wages	**increases** $21,245 or 3.7% due to pay increases and anniversary increases for eligible employees.
Medical Insurance	**decreases** $10,337 or 33.6% due to Citywide Group Medical Insurance decreases.

Contractuals: The budget for Contractual services totals $1,492,981. The major accounts comprise $964,241 for Rentals and $274,568 for Equipment Maintenance. The Rentals account includes leasing of the following items: Mainframe, Mainframe peripherals, software, terminals, personal computers, and printers, while Equipment Maintenance involves costs associated with upkeep of these items both owned and leased by the City. The other major Contractuals are: Building Repair, $92,500; Other Contractual Services, $43,606; Professional Services Fees, $43,200; and Electricity, $32,000. Major changes are:

Rentals	**increase** $187,487 for mainframe upgrade from an 1100/81 Series to an 1100/91 Series, and associated software.
Building Repair	**increases** $92,500 for the installation of a new air cooling system required for the new computer system.
Equipment Maint	**decreases** $64,543 as the vendor will provide eight months free maintenance on the upgraded computer system in 1987.
Prof Svc Fees	**increase** $29,200 resulting from database support associated with the computer system upgrade.
Other Contract	**increases** $22,570 due to higher charges for DPC office space, plus rent of additional storage space.

Commodities: The amount budgeted for Commodities is $65,297. The largest expenditure area is Operating Supplies. It includes stock forms, cables, binder supplies, printer ribbons, computer paper and magnetic tape. Overall, Commodities increase $10,707 or 19.6% over 1986 projected expenses. Significant changes are:

Other Commodities	**increase** $6,899 due to the freight cost on the system upgrade.
Operating Supp	**increase** $5,117 due to heavy one-time expenditures for cables and cable connectors.

Revolving Fund: Charges for other Revolving Fund services total $6,938. Most of this amount, $5,603, is for Central Services. The major change is:

Central Services	**increases** $2,054 for new telephone lines to transmit data.

Capital Outlay: None.

Interfund Transfers: The Vehicle Replacement contribution is the only expense in this category. It is budgeted at $1,839.

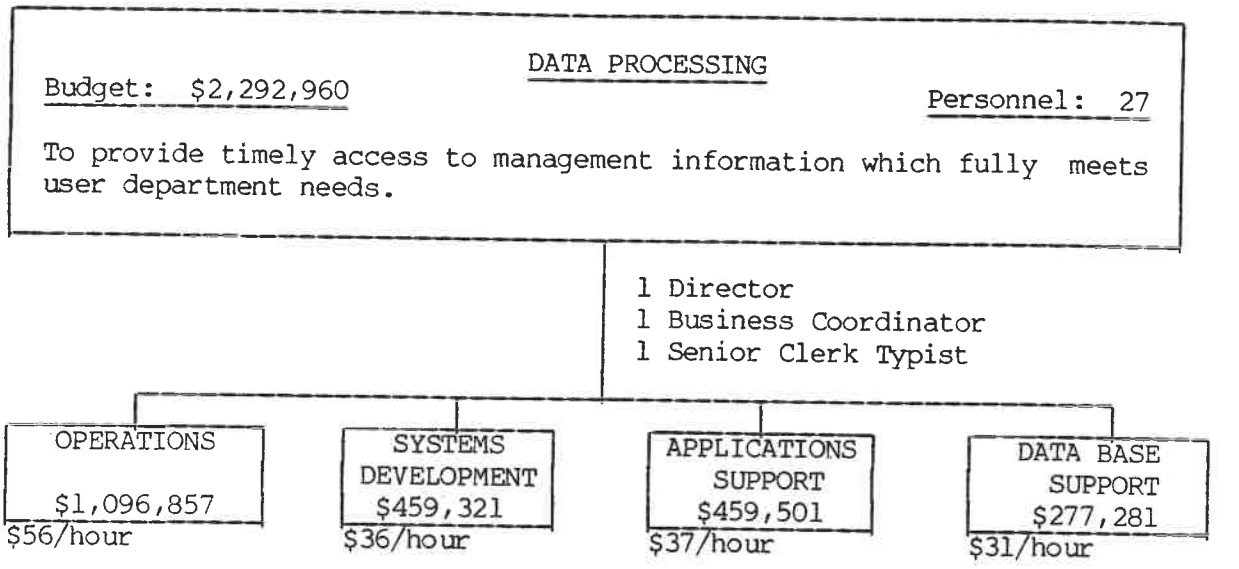
DATA PROCESSING

PURPOSE: PROVIDE THE HIGHEST LEVEL OF DATA PROCESSING SUPPORT TO THE USER DEPARTMENTS AT THE LOWEST POSSIBLE COST.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 631,057	$ 712,105	$ 725,905
CONTRACTUAL SERVICES	$ 1,152,669	$ 1,222,568	$ 1,492,981
COMMODITIES	$ 38,423	$ 54,590	$ 65,297
REVOLVING FUNDS	$ 5,492	$ 4,488	$ 6,938
CAPITAL OUTLAY	$ 7,732	$ 587	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,629	$ 1,777	$ 1,839
TOTAL	$ 1,837,002	$ 1,996,115	$ 2,292,960

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
DATA CONTROL CLERK	1.00	1.00	48	$ 12,796
SECRETARY	1.00	1.00	53	$ 14,108
SENIOR DATA CONTROL CLERK	1.00	1.00	53	$ 14,108
COMPUTER OPERATOR	4.00	4.00	57	$ 59,240
SENIOR COMPUTER OPERATOR	1.00	1.00	64	$ 18,450
DP TELECOMM TECH	1.00	1.00	68	$ 20,341
COMPUTER PROGRAMMER	4.00	4.00	70	$ 88,622
COMPUTER BUSINESS SUPERVISOR	1.00	1.00	73	$ 25,335
COMPUTER PROGRAMMER ANALYST	3.00	3.00	78	$ 75,296
DP OPERATIONS COORDINATOR	1.00	1.00	80	$ 29,328
DPC TRAINING COORDINATOR	1.00	1.00	81	$ 27,780
DP PERSONAL COMPUTER COORD	1.00	1.00	81	$ 27,929
COMPUTER SYSTEMS PROGRAMMER	1.00	1.00	81	$ 30,795
SENIOR SYSTEMS ANALYST	2.00	2.00	81	$ 55,864
MAPPER COORDINATOR	1.00	1.00	81	$ 27,932
SYSTEMS SUPERVISOR	1.00	1.00	85	$ 35,649
DATA BASE SUPERVISOR	1.00	1.00	86	$ 30,795
DPC DIRECTOR	1.00	1.00	91	$ 43,332
TOTAL	27.00	27.00		



Total Vehicles: 1

DATA PROCESSING

WORK PROGRAMS

WP 5010-1: Provide data processing services

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	15,378	18,174	19,449*	$846	$973	$1,097
	Employee Hours			Unit Cost: $56/hour		

WP 5010-2: Provide system development

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	18,640	11,650	12,582	$710	$396	$ 459
	Employee Hours			Unit Cost: $36/hour		

WP 5010-3: Provide applications support

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	7,146	11,650	12,582	$281	$396	$ 460
	Employee Hours			Unit Cost: $37/hour		

WP 5010-4: Maintain data base

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	6,990	8,854	N/A	$231	$ 277
	Employee Hours			Unit Cost: $31/hour		

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* Includes 850 hours of overtime, which equals 1,275 hours of straight time.

DATA PROCESSING

GOAL: TO PROVIDE TIMELY ACCESS TO MANAGEMENT INFORMATION WHICH FULLY MEETS USER DEPARTMENT NEEDS.

OBJECTIVE 5010-A:
To meet mainframe service and availability standards.

	1985	1986	1987
(A-1)	672	672	672
	Monthly Hours of Mainframe Operations		
(A-2)	17	17	12
	Average Monthly Incidence of Downtime		
(A-3)	2	2	1.5
	Average Hours of Downtime/Incident		
(A-4)	5.1%	5.1%	2.7%
	Total % of Downtime (Mainframe)		

STRATEGY:
1. Identify causes and failures of mainframe downtime.
2. Identify possible hardware conditions which could cause mainframe downtime.

OBJECTIVE 5010-B:
To maintain a computer communications network which supports all users with an uptime of no less than 95%.

	Communications Network Availability					
	1986			1987		
	No. Avail.	Total Units	% Avail.	No. Avail.	Total Units	% Avail.
(B-1)	173	180	96%	177	185	96%
	Terminals (CRT's)					
(B-2)	95	100	95%	114	120	95%
	Printers					
(B-3)	22	22	100%	27	27	100%
	Sperrylinks					
(B-4)	62	62	100%	112	112	100%
	Personal Computers (PC's)					

STRATEGY:
1. Identify weaknesses in Network Hardware which contributes to terminal downtime.
2. Conduct studies to evaluate the latest technology in computer network design.

DATA PROCESSING

OBJECTIVE 5010-C:
To maintain a response time of under 2 seconds, 90% of the time. To maintain a response time of under 5 seconds, 98% of the time.

	1985	1986	1987
(C-1)	N/A	90%	90%
	Response Time Under 2 Seconds		
(C-2)	N/A	98%	98%
	Response Time Under 5 Seconds		

STRATEGY:
1. Identify weaknesses in communications software which contribute to poor response time.
2. Identify weaknesses in communications hardware which contribute to poor response time.
3. Identify communications and operating software.

OBJECTIVE 5010-D:
To perform 98% of all new projects on time and within budget.

	1985	1986	1987
(D-1)	90%	95%	98%
	Projects Completed		

STRATEGY:
1. Timely processing of user Projects Requests.
2. Provide adequate time 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 system software and problem-solving techniques.

ENGINEERING DEPARTMENT

Budget Proposal: The Engineering Department, which is a part of the Public Development Bureau, provides services in the following major categories: (1) capital projects (CIP), (2) services to City departments, (3) services to private developers, and (4) services to the general public. Listed below is the recommended 1987 budget compared with 1986 projections by major expenditure areas. The $651,760 allocation for 1987 is $11,663 or 1.8% greater than projected 1986 expenditures.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 534,859	$ 555,495	$ 20,636	3.9
Contractuals	17,494	16,482	-1,012	-5.8
Commodities	12,247	12,770	523	4.3
Revolving Fund	59,798	57,001	-2,797	-4.7
Capital Outlay	8,588	3,000	-5,588	-
Interfund Trans	7,111	7,012	-99	-1.4
Total	$ 640,097	$ 651,760	$ 11,663	1.8

Basic Program Costs:

Personal Services: Expenses for Personal Services are $555,495, $461,933 of which is for Salaries and Wages. Three other major accounts are: Pension, $35,421; Social Security, $32,986; and Medical Insurance, $17,399. Major changes are listed below.

Salaries & Wages **increase** $25,760 because of a general wage increase and an anniversary increase for eligible employees.

Medical Insurance **decreases** $7,211 due to a decline in contribution requirements.

Contractuals: The cost of Contractual services in 1987 is $16,482. The three largest accounts are: Training and educational courses, $5,640; Photocopying (including copier depreciation), $3,736; and Rental of microfiche for property owner identifications, mobile telephone air time, and paging services, $2,500.

Commodities: A $12,770 budget is proposed for Commodities. Major cost centers include: Operating Materials, (including drafting and computer paper/supplies) $8,000; Office Supplies, $2,499; and Postage, $1,271.

Revolving Fund: The 1987 Revolving Fund charges total $57,001. The largest accounts in this category are: Central Services, $39,763; Garage Services, $9,526 ; and Data Processing Services, $7,423. There is one major change:

Central Services **decrease** $2,184 reflecting an overall decline in Central Switchboard costs.

Capital Outlay: The proposed capital outlay in 1987 is $3,000; $5,588 less than the 1986 allocation. This funding is for the replacement and upgrade of a survey transit used to plot angles in establishing boundary lines in surveys.

Interfund Transfers: The only 1987 allocation in this series is $7,012 for Vehicle Replacement Contribution.

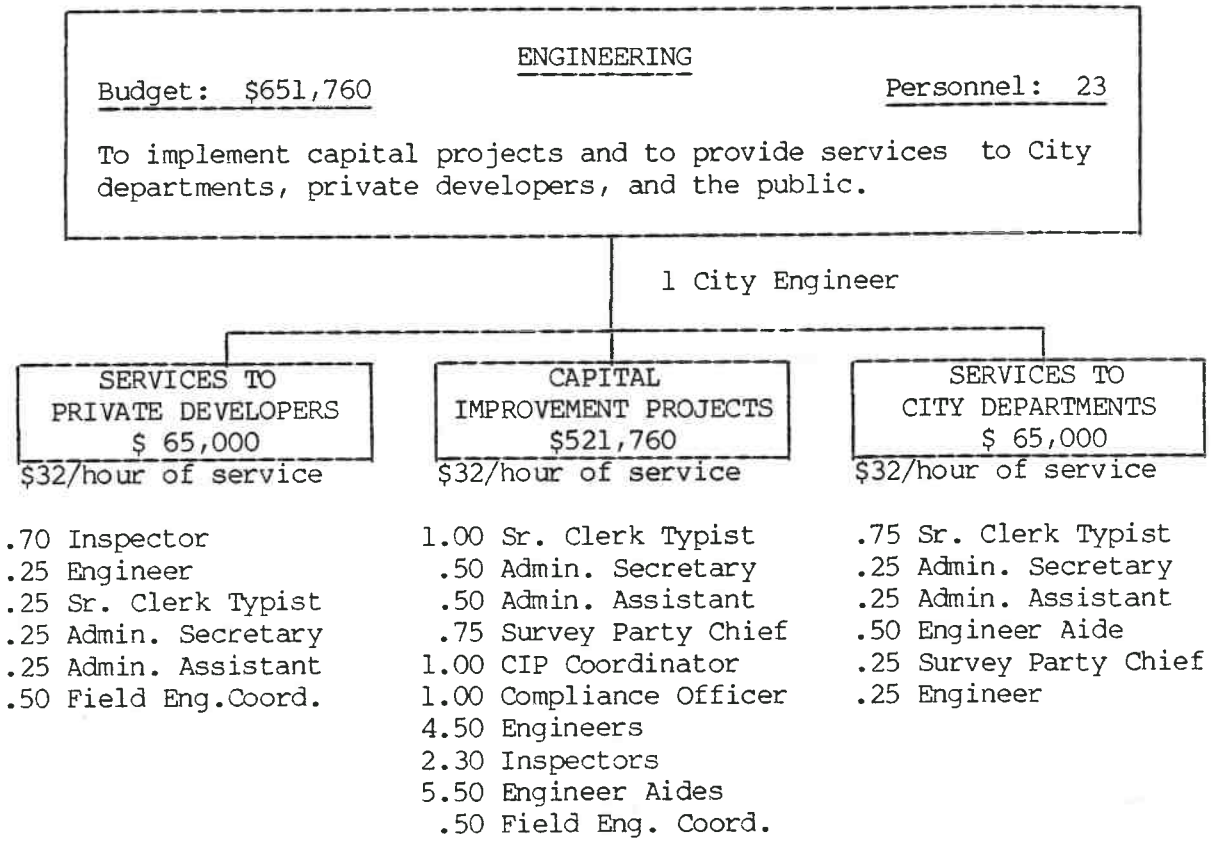
ENGINEERING

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 427,363	$ 534,859	$ 555,495
CONTRACTUAL SERVICES	$ 17,766	$ 17,494	$ 16,482
COMMODITIES	$ 13,715	$ 12,247	$ 12,770
REVOLVING FUNDS	$ 62,155	$ 59,798	$ 57,001
CAPITAL OUTLAY	$ 15,261	$ 8,588	$ 3,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 6,716	$ 7,111	$ 7,012
TOTAL	$ 542,976	$ 640,097	$ 651,760

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	2.00	2.00	50	$ 26,548
ENGINEERING AIDE	3.00	3.00	53	$ 32,339
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 18,905
ADMINISTRATIVE SECRETARY	1.00	1.00	56	$ 14,813
SENIOR ENGINEERING AIDE	3.00	3.00	57	$ 46,946
SURVEY PARTY CHIEF	1.00	1.00	68	$ 20,315
CONSTRUCTION INSPECTOR	3.00	3.00	68	$ 58,469
FIELD ENGINEERING COORD	1.00	1.00	77	$ 25,335
CIVIL ENGINEER	4.00	4.00	77	$ 86,148
COMPLIANCE OFFICER	1.00	1.00	77	$ 27,932
CIP COORDINATOR	1.00	1.00	79	$ 29,328
ASSISTANT CITY ENGINEER	1.00	1.00	87	$ 35,649
CITY ENGINEER	1.00	1.00	90	$ 45,498
TOTAL	23.00	23.00		



Total Vehicles: 7

ENGINEERING

WORK PROGRAMS

WP 5015-1: Implement capital programs

	SERVICE QUANTITY 1985 ACTUAL	1986 PROJECTED	1987 PLANNED	COST ALLOCATION ($1,000's) 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	64	55	58	$ 343	$ 394	$ 522
	Total Number of Projects			Unit Cost: $8,996/project		
2)	10,785	11,375	16,040			
	Total Hours of Service			Unit Cost: $32/hour		
3)	9	6	6	$ 82	$ 120	$ 120
	No. In-house Designed Projects			Unit Cost: $20,000/project		
4)	1,875	3,750	5,000			
	Hours/In-House Design			Unit Cost: $24/hour		
5)	55	49	52	$ 261	$ 239	$ 367
	Number Contracted Projects			Unit Cost: $7,057/project		
6)	9,804	7,625	8,040			
	Hours/Contracted Projects			Unit Cost: $46/hour		
7)	-	3,000	3,000	$ -	$ 35	$ 35
	Hours/Geo-Processing Service			Unit Cost: $12/hour		

WP 5015-2: Provide Services to Developers*

	SERVICE QUANTITY 1985 ACTUAL	1986 PROJECTED	1987 PLANNED	COST ALLOCATION ($1,000's) 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	400	80	80	$ 55	$ 57	$ 65
	No. Developments Inspected			Unit Cost: $812/development		
2)	1,242	1,750	2,000			
	Hours			Unit Cost: $32/hour		

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* Includes inspection of subdivisions, site plans, and subdivision review

ENGINEERING

WORK PROGRAMS

WP 5015-3: Provide services to City Departments**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,615 Hours	2,404 Hours	2,000 Hours	$ 90	$132	$ 65
				Unit Cost:	$32/hour	

WP 5015-4: Provide services to General Public***

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,730 Hours of Service	1,750	N/A	$ 55	$ 57	$ 0

** Includes miscellaneous requests from departments
*** This category is included in the Capital Program in 1987.

ENGINEERING

GOAL: TO DEVELOP AND MONITOR CAPITAL PROJECTS AND COMPREHENSIVE FACILITIES PLANS IN ORDER TO MAINTAIN THE EXISTING INFRASTRUCTURE SO THAT THE USEFUL LIFE OF EACH ELEMENT IS REACHED OR EXTENDED; MEET CURRENT DEMANDS BY PROVIDING INFRASTRUCTURE ELEMENTS IN AREAS WHERE THESE ELEMENTS ARE DEFICIENT; AND MEET AND DIRECT FUTURE GROWTH BY PROVIDING THE MEANS TO EXPAND THE INFRASTRUCTURE IN AN ORDERLY FASHION.

OBJECTIVE 5015-A:
To develop an inventory analysis program by 1988 that:
1 Updates the City's maps;
2 Records existing infrastructure information; and
3 Evaluates and provides information on maintenance needs.

	1985	1986	1987
(A-1)	N/A	N/A	3,250

Number of Maps Updated

STRATEGY:
1. Develop and implement a plan to record and update infrastructure data needed for the Responsive Public Service Program (RPSP).
2. Digitize 3,250 of the City's existing maps/as-builts on the geo-data mapping system.

OBJECTIVE 5015-B:
To develop plans to meet by 1988 the existing needs where infrastructure elements are deficient.

	1985	1986	1987
(B-1)	100%	100%	100%

Plans Updated

STRATEGY:
1. Analyze and prioritize drainage needs throughout the city and develop a financing plan to alleviate the drainage problems.

ENGINEERING

OBJECTIVE 5015-C:
To analyze and develop plans by 1988 to meet future growth needs in City government and for private development in the areas to the southwest and northwest of the latest annexed areas.

	1985	1986	1987
(C-1)	N/A	N/A	2
	Plans Developed		

STRATEGY:
1. Prepare comprehensive facilities plans to identify the long-range space needs of the various City departments.
2. Update master sewer and water plans as land use changes occur and as city boundary changes take place.
3. Develop overall City goals for the capital program that will determine priorities for capital project selection.

OBJECTIVE 5015-D:
To complete capital projects on time, within budget and according to City specifications 100% of the time.

	1985	1986	1987
(D-1)	93%	95%	100%
	Contract Modifications Made According to Standards		
(D-2)	95%	95%	100%
	Projects Completed on Schedule		

STRATEGY:
1. Perform evaluations of each project to determine the number and type of contract modifications per project according to engineering standards.

ENGINEERING

OBJECTIVE 5015-E:
To reduce the cost of capital project design by producing 6 capital project in-house designs at a savings of 1/3 the cost of consultant designs.

	1985	1986	1987
(E-1)	4	8	6

In-House Designs

STRATEGY:
1. Identify 6 projects for in-house design and set the schedule for completion of the designs.
2. Complete the in-house design at 1/3 cost of consultant design.

GOAL: TO PROVIDE SERVICES TO CITY DEPARTMENTS THAT MEET THEIR REQUIREMENTS IN A TIMELY MANNER.

OBJECTIVE 5015-F:
To develop a system in 1987 that produces information to meet all the mapping data requirements for drainage, paving, water and sewer.

	1985	1986	1987
(F-1)	N/A	100%	100%

Requests Completed Within One Week

STRATEGY:
1. Send a survey to all user departments requesting their needs for 1987 and schedule these requests within one week of receipt of the request.
2. Produce a report of the number of requests completed satisfactorily and on time.

ENGINEERING

GOAL: TO PROVIDE PLAN REVIEW AND INSPECTION SERVICES THAT PROTECT THE PUBLIC INTEREST IN PRIVATE DEVELOPMENTS BY ENSURING THAT STANDARDS AND SPECIFICATIONS REGARDING DRAINAGE REQUIREMENTS, WATER/SEWER REGULATIONS, AND PUBLIC ACCESS AND PAVING ARE MET 100% OF THE TIME.

OBJECTIVE 5015-G:
To review all subdivision plats and site plans for conformance with City requirements within one week of submission of the plat/site plan by Metropolitan Planning Commission (MPC).

	1985	1986	1987
(G-1)	N/A	N/A	100%

Plats/Site Plans Reviewed Within 1 Week of Submission by MPC

STRATEGY:
1. Record the date received and the date returned of all subdivision/site plans received from MPC.
2. Produce a report of the "turn around" time to review subdivision/site plans.

OBJECTIVE 5015-H:
To inspect all ongoing private developments a minimum of once every two weeks to ensure that public improvements are being installed properly.

	1985	1986	1987
(H-1)	N/A	N/A	95%

Private Developments Inspected Once Every Two Weeks

STRATEGY:
1. Require inspectors to keep records of private development site visits and to note discrepancies with the approved development plans.
2. Develop standard procedures by 1987 to guide private developers and their contractors in the installation and testing of public improvements in new developments.

VEHICLE MAINTENANCE

Budget Proposal: The 1987 basic program budget recommended for Vehicle Maintenance is $4,019,572, which represents a $151,172 or 3.9% increase from 1986 Projected Expenditures. Major changes are detailed below.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 1,557,035	$ 1,583,901	$ 26,866	1.7
Contractuals	546,576	559,466	12,890	2.4
Commodities	1,638,956	1,754,761	115,805	7.1
Revolving Fund	81,645	75,883	-5,762	-7.1
Capital Outlay	17,400	17,835	435	2.5
Interfund Trans	26,788	27,726	938	3.5
Total	$ 3,868,400	$ 4,019,572	$ 151,172	3.9

Basic Program Costs:

Personal Services: Expenses for Personal Services are $1,583,901 in 1987. Major accounts in this series are: Salaries and Wages, $1,279,920; Pension, $98,144; Social Security, $94,586 ; Group Medical Insurance, $46,902; and Overtime, $36,928. Major changes are:

Salaries & Wages **increase** $50,498 due to a general wage increase and anniversary increases for eligible employees.

Medical Insurance **decreases** $29,388 due to Citywide Group Medical Insurance decreases.

Contractuals: 1987 Contractual Services total $559,466. Major expenses are: Outside Vehicle Repair, $322,380; Towing Services, $56,352; Professional Services Fees, $42,340; and Electricity, $31,004. The major change is:

Vehicle Repair **increases** $7,863 or 2.5% due to anticipated inflation.

Commodities: Costs for Commodities total $1,754,761. Major accounts in this series are: Vehicle Parts, $870,125; Gasoline, $374,163; Propane, $227,977; and Diesel Fuel, $137,875.

Major changes are:

Fuels	**increase** $87,155 or 13.3%, primarily due to an anticipated inflationary increase in price from an average cost per gallon of $.70 to $.79. The 1986 and 1987 projections were based on the reference source, DRI-PIN, but because of developments after its publication and the recent volatility of oil prices, a 10% buffer was added to 1987 prices.
Vehicle Parts	**increase** $25,125 or 3.0% due to anticipated inflation.

Revolving Fund: These expenditures are budgeted at $75,883. They consist of: Data Processing, $52,833; Central Services, $18,447; and the Service Desk, $4,603. The major changes are:

Central Services	**decrease** $9,913 primarily due to the purchase of a phone system in 1986 that had been leased through the Switchboard.
Data Processing	**increases** $3,895 or 8.0%, due to an overall increase in Data Processing costs Citywide.

Capital Outlay: The total allocation for Capital Outlays is $17,835. Projected equipment expenditures are listed below:

1 Brake Drum Lathe	$ 5,000
5 Hydraulic Jacks	4,835
2 Pumps	2,000
1 Tire Changer	6,000
	$17,835

Interfund Transfers: An allocation of $27,726 is provided for replacement of vehicles used in fleet maintenance. This represents a $938 increase caused by the purchase of replacement vehicles in 1987.

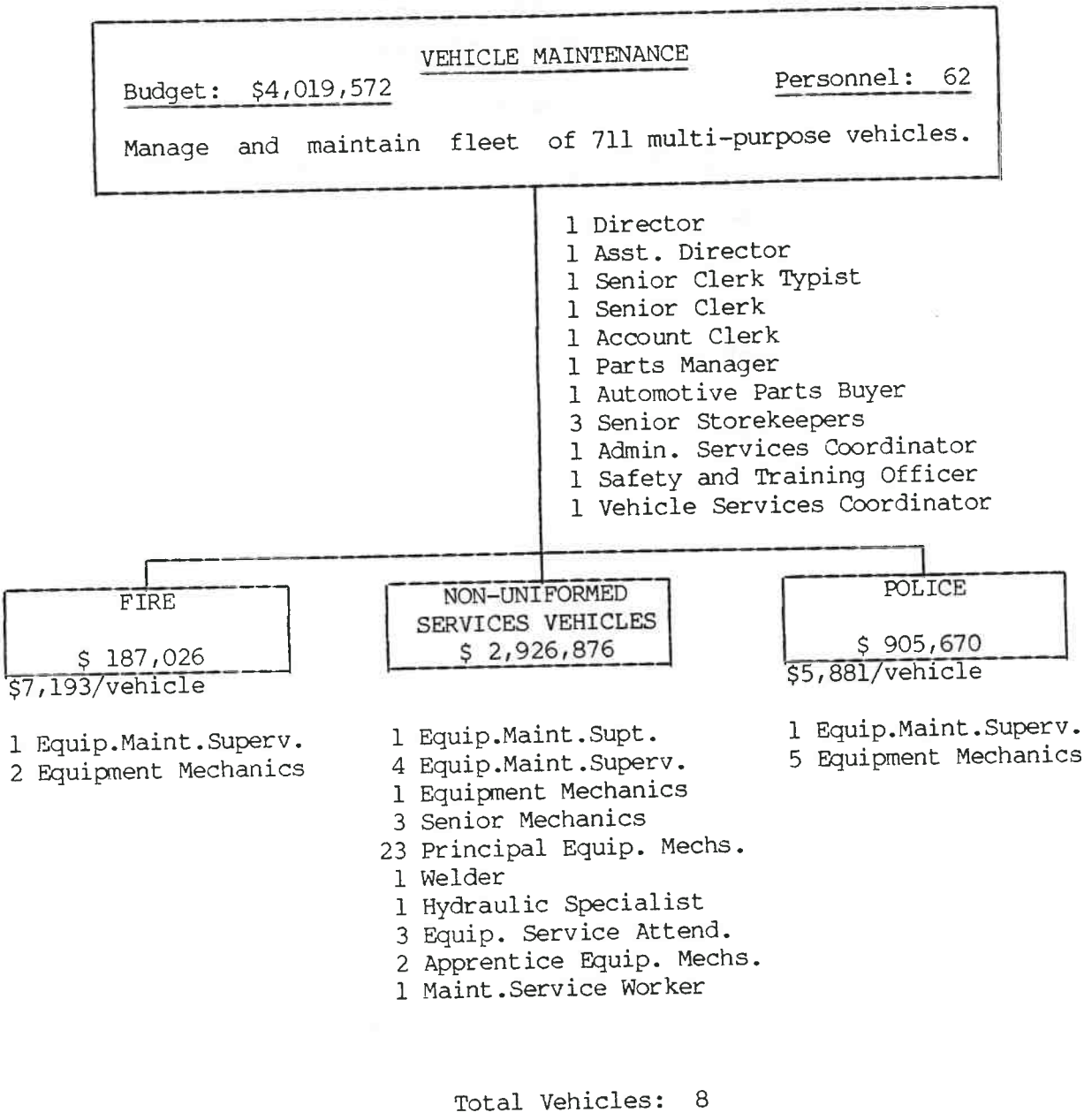
VEHICLE MAINTENANCE

PURPOSE: PROVIDE THE MAXIMUM AVAILABILITY OF VEHICLES CONSISTENT WITH PRUDENT MAINTENANCE AND REPAIR COSTS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 1,441,368	$ 1,557,035	$ 1,583,901
CONTRACTUAL SERVICES	$ 538,923	$ 546,576	$ 559,466
COMMODITIES	$ 1,807,174	$ 1,638,956	$ 1,754,761
REVOLVING FUNDS	$ 142,864	$ 81,645	$ 75,883
CAPITAL OUTLAY	$ 14,423	$ 17,400	$ 17,835
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 108,132	$ 26,788	$ 27,726
TOTAL	$ 4,052,884	$ 3,868,400	$ 4,019,572

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
MAINTENANCE SERVICE WORKER	1.00	1.00	43	$ 11,054
EQUIPMENT SERVICE ATTENDANT	3.00	3.00	45	$ 38,249
ACCOUNT CLERK	1.00	1.00	48	$ 13,112
SENIOR CLERK	1.00	1.00	49	$ 14,456
SENIOR STOREKEEPER	2.00	2.00	50	$ 26,872
APPRENTICE EQUIPMENT MECHANIC	2.00	2.00	51	$ 26,372
SECRETARY	1.00	1.00	53	$ 16,331
AUTO PARTS BUYERS ASST	1.00	1.00	54	$ 14,813
EQUIP MECHANIC	9.00	9.00	61	$ 150,477
SENIOR EQUIPMENT MECHANIC	2.00	2.00	61	$ 40,682
AUTO PARTS BUYER	1.00	1.00	63	$ 18,905
WELDER	1.00	1.00	67	$ 21,358
PRINCIPAL EQUIPMENT MECHANIC	20.00	20.00	67	$ 452,256
HYDRAULICS SPECIALIST	1.00	1.00	67	$ 20,047
MASTER EQUIPMENT MECHANIC	8.00	8.00	71	$ 207,072
SAFETY/TRAINING OFFICER	1.00	1.00	73	$ 27,932
PARTS MANAGER	1.00	1.00	75	$ 28,622
ADMIN SERVICES COORDINATOR	1.00	1.00	76	$ 28,622
EQUIP MAINT SUPERINTENDENT	3.00	3.00	76	$ 85,866
ASST VEHICLE MAINTENANCE DIR	1.00	1.00	79	$ 30,795
VEHICLE MAINTENANCE DIRECTOR	1.00	1.00	89	$ 41,268
TOTAL	62.00	62.00		



Total Vehicles: 8

VEHICLE MAINTENANCE

WORK PROGRAMS

WP 5020-1: Commercial Refuse *

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4	4	4	$ 153	$ 200	$ 207
	Vehicles in Fleet			Unit Cost:	$51,755/vehicle	

WP 5020-2: Street Sweepers *

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	10	10	10	$ 368	$ 366	$ 384
	Vehicles in Fleet			Unit Cost:	$38,379/vehicle	

WP 5020-3: Residential Refuse *

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	45	45	45	$ 662	$ 650	$ 679
	Vehicles in Fleet			Unit Cost:	$15,086/vehicle	

WP 5020-4: Police

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	145	145	154	$ 886	$ 874	$ 906
	Vehicles in Fleet			Unit Cost:	$5,881/vehicle	

WP 5020-5: Firefighting *

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	26	26	26	$ 179	$ 180	$ 187
	Vehicles in Fleet			Unit Cost:	$7,193/vehicle	

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* Represent special vehicles, not activity fleet totals.

VEHICLE MAINTENANCE

WORK PROGRAMS

WP 5020-6: Other

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	456	472	472	$1,805	$1,598	$1,657
	Vehicles in Fleet			Unit Cost:	$3,511/vehicle	

VEHICLE MAINTENANCE

GOAL: TO MEET 100% OF THE VEHICULAR REQUIREMENTS OF ALL CITY DEPARTMENTS AT AN ANNUAL COST INCREASE LESS THAN THE INFLATION RATE.

OBJECTIVE 5020-A:
To meet the departmental work program requirements 95% of the time.

	1985	1986	1987
(A-1)	96%	95%	95%

Vehicle Availability

STRATEGY:
1. Schedule repair efforts based on availability exception reports derived from the 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.

Type	Fleet Size	# Required Per Shift	% of Shifts Meeting Minimum Requirements
Commercial Refuse	4	2	98%
Street Cleaning	8	4	98%
Residential Refuse	45	34	99%
Police Patrol	37	35	100%
Fire	26	23	100%
Sedans	274	252	95%*
Pickups, Dump, Flatbeds	200	185	95%*
Tractors	26	23	90%*
Pumps, Air Compressors	43	32	85%*
Miscellaneous	48	32	85%*
Total	711	622	95%*

* Operational requirements for these vehicles vary with workload and with season.

VEHICLE MAINTENANCE

OBJECTIVE 5020-B:
To achieve a vehicle parts turnover consistent with industry standards.

	Industry Average	1985	1986	1987
(B-1)	3.30	3.50	4.00	4.00

Inventory Turnover

OBJECTIVE 5020-C:
To achieve an annual inventory physical count within 0.5% of the accounting record dollar value.

	Industry Standard	1985	1986	1987
(C-1)	0.5%	0.2%	0.1%	0.1%

Inventory Deviation

STRATEGY:
1. Balance inventory financial records on a monthly basis.
2. Conduct sample inventory reconciliations on a monthly basis.
3. Improve inventory management by monthly re-evaluating the stock level quantities.

CENTRAL SERVICES

Budget Proposal: Central Services consists of six activities of the Revolving Fund: Central Services Director's Office; Inventory Management; Switchboard; Custodial and Mail Services; Building Maintenance; and Electronic Equipment Maintenance. Compared with 1986 Projected Expenditures, the 1987 budget decreases $21,500 or 1.6% to $1,314,965. The 1987 Basic Program Budget recommended for Central Services and major changes are listed below:

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 624,954	$ 624,182	$ -772	-.1
Contractuals	535,686	509,099	-26,587	-5.0
Commodities	117,144	125,029	7,885	6.7
Revolving Funds	36,663	37,972	1,309	3.6
Capital Outlay	5,030	1,100	-3,930	-78.1
Interfund Trans	16,988	17,583	595	3.5
Total	$ 1,336,465	$ 1,314,965	$-21,500	-1.6

Basic Program Costs:

Personal Services: The major expenses in Personal Services are: Salaries and Wages, $497,668; Pension, $38,160; Social Security, $36,705; and Group Medical Insurance, $20,425. Expenditures will total $624,182 in 1987, down $772 or 0.1% from 1986. Major changes are:

Salaries & Wages	**increase** $25,062 due to Citywide general wage increases and anniversary increases for eligible employees.
Overtime	**decreases** $15,163 due to the use of outside contractors to reduce backlogs in Electronic Equipment Maintenance.
Medical Insurance	**decreases** $12,798 due to Citywide Medical Insurance decreases.

Contractuals: Expenses for Contractual services total $509,099 in 1987. The major expenses in this area are: Communications, $176,423; Building Repair, $127,855; Electricity, $75,941; Professional Services Fees, $44,006; and Equipment Maintenance, $43,370. Major changes are:

Communications	**decrease** $131,694 due to heavy one-time costs in 1986 associated with installing the new telephone system.
Building Repair	**increases** $82,455 due to a large increase in contractual building repair and maintenance projects.
Equipment Maint	**increases** $16,071 due to the use of outside contractors to handle work overloads in Electronic Equipment Maintenance.

Commodities: Commodities costs total $125,029 in 1987, up $7,885 from 1986 projections. The major expense in this series is Construction Supplies at $77,920 for lumber, paint, tile, shelving, glass, and other supplies in Building and Electrical Maintenance. Equipment Repair Parts are budgeted at $24,061 for Electronic Equipment Repair. The major change is:

Construction Supp	**increase** $5,474 due to anticipated inflation and higher usage in planned 1987 projects.

Revolving Fund: Major accounts in this series are Central Garage Services, $18,129; Data Processing, $12,957; and Service Desk, $6,886. Expenditures increased $1,309 primarily due to general increases in the Revolving Fund.

Capital Outlay: Expenses for Capital Outlay items total $1,100 for two items in Electronic Equipment Maintenance. These items are:

1	Portable Battery Tester	$ 600
1	Drill Press	500
	Total	$1,100

Interfund Transfers: Expenses increased $595, to $17,583, due to the anticipated inflation in replacing vehicles.

CENTRAL SERVICES

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Director's Office	$ 128,757	$ 131,346	$ 137,512
Inventory Management	86,947	95,724	96,966
Switchboard	242,101	378,875	247,839
Custodial & Mail Svc.	243,090	259,305	265,432
Building Maint.	291,582	330,040	418,622
Elec. Equip. Maint.	119,416	141,175	148,594
Total	$ 1,111,893	$ 1,336,465	$ 1,314,965

PERSONNEL SUMMARY

POSITION TITLE	RANGE	STAFF YEARS
CENTRAL SERVICES DIRECTOR	89	1.00
RISK MANAGEMENT ADMINISTRATOR	79	1.00
BLDG AND ELECT MAINT SUPT	74	1.00
ELECTRONIC EQUIPMENT SUPT	69	1.00
ELECTRONIC EQUIPMENT TECH	66	2.00
CUST & MESSENGER SERV SUPV	64	1.00
INVENTORY MANAGER	63	1.00
SENIOR CARPENTER	63	2.00
ELECTRICIAN	61	1.00
TELECOMM SUPERVISOR	60	1.00
SENIOR PAINTER	60	1.00
PAINTER	57	1.00
CARPENTER	57	2.00
ADMINISTRATIVE ASSISTANT	56	1.00
SENIOR MAIL CLERK	51	1.00
SENIOR CLERK TYPIST	50	1.00
MAIL CLERK/CUSTODIAN	48	2.00
STOREKEEPER	46	2.00
SWITCHBOARD OPERATOR	45	3.00
SECURITY GUARD	39	1.00
TOTAL		27.00

CENTRAL SERVICES

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 108,346	$ 109,498	$ 117,766
CONTRACTUAL SERVICES	$ 9,153	$ 10,573	$ 8,769
COMMODITIES	$ 918	$ 2,309	$ 2,501
REVOLVING FUNDS	$ 3,895	$ 6,422	$ 7,184
CAPITAL OUTLAY	$ 5,510	$ 1,296	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 935	$ 1,248	$ 1,292
TOTAL	$ 128,757	$ 131,346	$ 137,512

PERSONNEL SCHEDULE

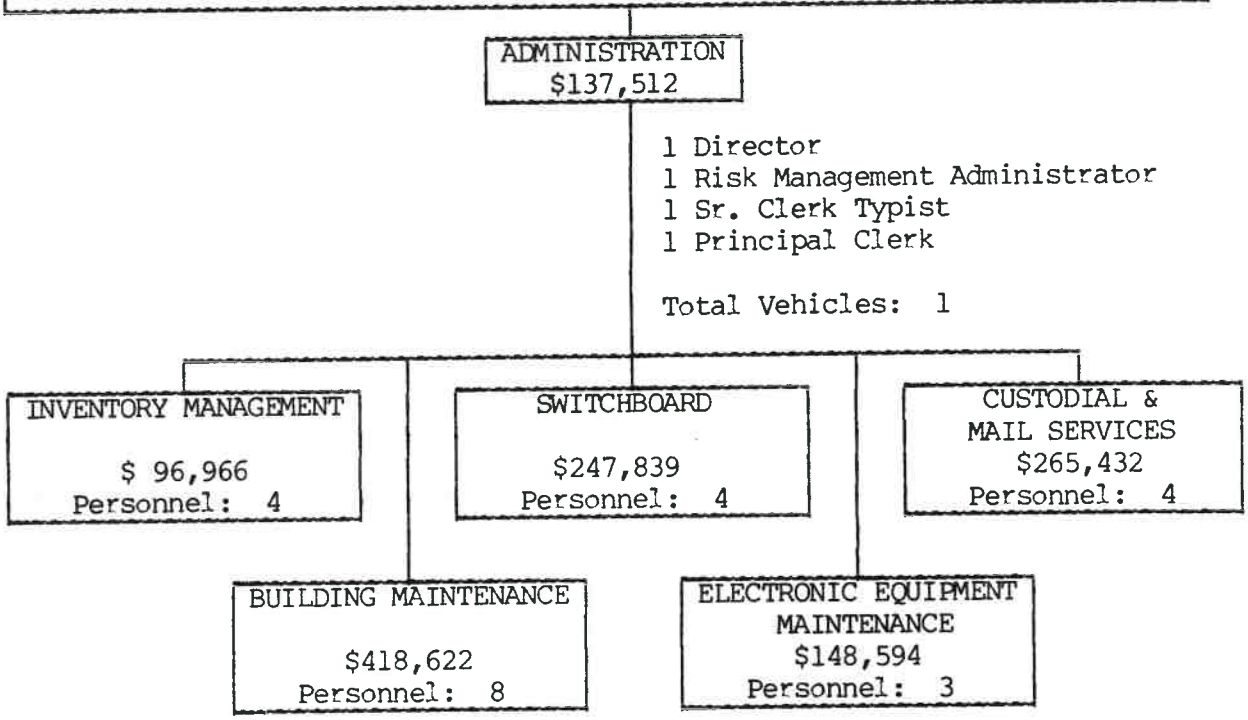
CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 16,331
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 17,571
RISK MANAGEMENT ADMINISTRATOR	1.00	1.00	79	$ 25,961
CENTRAL SERVICES DIRECTOR	1.00	1.00	89	$ 41,268
TOTAL	4.00	4.00		

CENTRAL SERVICES

Budget: $1,314,965

Personnel: 27

Provide effective and efficient management of the City's safety, workers' compensation, casualty and self-insurance programs, inventory management, telecommunications, building maintenance, electronic equipment and custodial and mail services.



CENTRAL SERVICES DIRECTOR

GOAL: TO PROVIDE COST-EFFECTIVE AND EFFICIENT MANAGEMENT OF THE CITY'S RISK MANAGEMENT PROGRAMS, INVENTORY MANAGEMENT, TELECOMMUNICATIONS, CUSTODIAL AND MAIL SERVICES, BUILDING MAINTENANCE, AND ELECTRONIC EQUIPMENT MAINTENANCE.

OBJECTIVE 5032-A:
To maintain the overall average rating of at least 4 on a scale of 1 to 5* on quality of services delivered to operating departments.

	1985	1986	1987
(A-1)	N/A	4	4

Average Survey Rating

STRATEGY:
1. Conduct an annual user survey for all Central Services activities.

GOAL: TO MAINTAIN A SAFE WORKING ENVIRONMENT.

OBJECTIVE 5032-B:
To maintain the number of safety citations to 10% less than prior year's citations.

	1985	1986	1987
(B-1)	135	135	122

Average No. of Citations/First Inspection

STRATEGY:
1. Develop a safety team, consisting of 4 persons, to conduct semi-annual safety inspections.
2. Ensure correction of deficiencies cited.

* 1 = Poor
2 = Fair
3 = Good
4 = Very Good
5 = Excellent

CENTRAL SERVICES DIRECTOR

GOAL: TO PROTECT THE CITY FROM ALL POSSIBLE LOSS TO ITS PERSONNEL, FACILITIES AND EQUIPMENT.

OBJECTIVE 5032-C:
To maintain a property loss ratio at no more than .005% of total property valuation during 1987.

	1985	1986	1987
(C-1)	.007%	.006%	.005%
	Property Loss Ratio		

STRATEGY:
1. Develop a safety team, consisting of 4 persons, to conduct semi-annual safety inspections.
2 Review/study the special needs of catastrophic and excess liability coverages.
3. Strengthen safety procedures to prevent losses.

OBJECTIVE 5032-D:
To reduce the ratio of chargeable vehicular accidents to vehicle fleet by one percentage point in 1987 and the ratio of chargeable accidents to fleet value by .03 percentage point in 1987.

	1985	1986	1987
(D-1)	14.2%	17.2%	16.2%
	Chargeable Vehicular Accident Ratio as % of Vehicular Fleet		
(D-7)	1.39%	.83%	.80%
	Cost of Repairs as % of Fleet Value		

STRATEGY:
1. Increase safety awareness of all City operators through inspections, classes, awards and promotions.

CENTRAL SERVICES DIRECTOR

OBJECTIVE 5032-E:
To reduce the ratio of employee injuries to employee work force by one percentage point in 1987.

	1985	1986	1987
(E-1)	21%	19%	18%

Injury Ratio as % of Work Force

STRATEGY:
1. Monitor injury reports, medical bills and related Workers' Compensation correspondence.
2. Establish maximum levels of payments.
3. Institute cost-reduction procedures.

OBJECTIVE 5032-F:
To reduce the ratio of Workers' Compensation payouts to annual payroll by .02 percentage point in 1987.

	1985	1986	1987
(F-1)	1.6%	.52%	.50%

Workers' Compensation Payouts to Annual Payroll Ratio

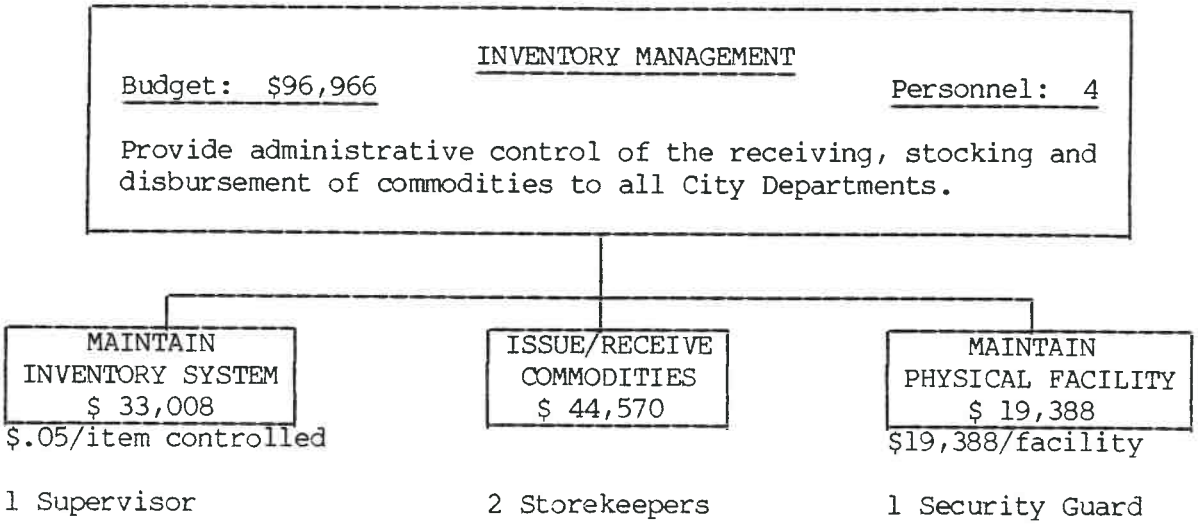
INVENTORY MANAGEMENT

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 73,333	$ 78,196	$ 78,146
CONTRACTUAL SERVICES	$ 1,639	$ 3,798	$ 2,934
COMMODITIES	$ 853	$ 2,127	$ 3,283
REVOLVING FUNDS	$ 9,276	$ 10,163	$ 11,113
CAPITAL OUTLAY	$ 399	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,447	$ 1,440	$ 1,490
TOTAL	$ 86,947	$ 95,724	$ 96,966

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SECURITY GUARD	1.00	1.00	39	$ 13,112
STOREKEEPER	2.00	2.00	46	$ 27,447
INVENTORY MANAGER	1.00	1.00	63	$ 21,358
TOTAL	4.00	4.00		



Total Vehicles: 1

INVENTORY MANAGEMENT

WORK PROGRAMS

WP 5035-1: Maintain inventory system

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	985,064	915,000	775,000	$ 31	$ 36	$ 33
	Number Items Controlled			Unit Cost: $.05/item		

WP 5035-2: Issue/receive commodities

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	455,676	412,000	415,000	$ 38	$ 41	$ 45
	Number Items Issued					
2)	435,267	405,000	410,000			
	Number Items Received					

WP 5035-3: Maintain physical facility

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1	1	1	$ 18	$ 19	$ 19
	Facility Maintained			Unit Cost: $19,388/facility		

INVENTORY 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.

OBJECTIVE 5035-A:
To maintain the average inventory cost per unit issued at $.21 in 1987.

	1985	1986	1987
(A-1)	$ .23	$ .36	$ .21

Per Unit Issued

STRATEGY:
1. Institute procedures to allow sole users to order directly from vendors versus through warehouse.
2. Coordinate projections of commodity usage levels with departments to assure adequate stocking levels.
3. Reduce the number of issue slips processed by encouraging users to project needs and order supplies on a weekly, bi-weekly, or monthly basis.
4. Reduce the number of errors in processing inventory by carefully monitoring issues, receipts, etc.
5. Limit warehouse losses to 1.5% of inventory.
6. Increase the turnover rate of inventory processed by 10% over 1986.
7. Increase the number of commodity types purchased on annual contract by 10%.
8. Limit the difference between the cost of items stocked and lowest market price to no more than 10%.

OBJECTIVE 5035-B:
To increase the standard of accuracy for record variances by eight percentage points in 1987.

	1985	1986	1987
(B-1)	N/A	52%	60%

Percentage of Accuracy for Record Variances

STRATEGY:
1. Reduce the number of errors in processing inventory by carefully monitoring issues, receipts, etc.

TELECOMMUNICATIONS

PURPOSE: PROVIDE PROMPT AND COURTEOUS SERVICE TO USERS OF CITY SWITCHBOARD SYSTEM.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 68,204	$ 71,857	$ 72,906
CONTRACTUAL SERVICES	$ 173,723	$ 306,807	$ 174,715
COMMODITIES	$ 174	$ 211	$ 218
REVOLVING FUNDS	$ 0	$ 0	$ 0
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 242,101	$ 378,875	$ 247,839

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SWITCHBOARD OPERATOR	2.00	2.00	45	$ 41,652
TELECOMM SUPERVISOR	1.00	1.00	60	$ 17,571
TOTAL	3.00	3.00		

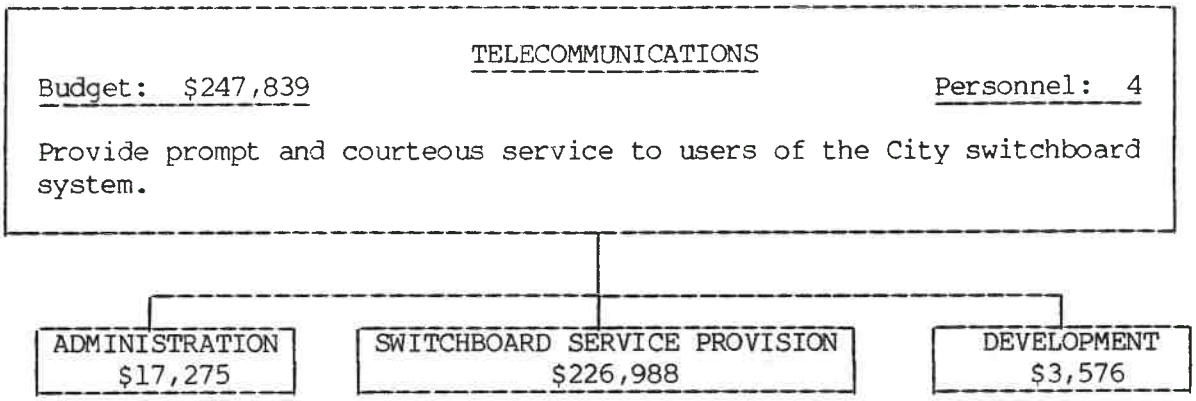
TELECOMMUNICATIONS

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TOTAL	$ 242,101	$ 378,875	$ 247,839

PERSONNEL SCHEDULE

CLASS TITLE	— STAFF YEARS — 1986	1987	RANGE NUMBER	1987 ALLOCATION
SWITCHBOARD OPERATOR	3.00	3.00	45	$ 41,652
TELECOMM. SUPERVISOR	1.00	1.00	60	$ 17,571
TOTAL	4.00	4.00		



$113/hour

1 Supervisor

3 Switchboard Operators

Total Vehicles: 0

TELECOMMUNICATIONS

WORK PROGRAMS

WP 5040-1: Furnish switchboard services

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 15	$ 17	$ 17

WP 5040-2: Provide prompt switchboard service

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,720 Hours/Telephone Service Availability	2,772	2,008	$ 224 Unit Cost: $113/hour	$ 359	$ 227

WP 5040-3: Develop and implement cost savings

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 3	$ 3	$ 4

TELECOMMUNICATIONS

GOAL: TO ASSURE THE AVAILABILITY OF SWITCHBOARD COMMUNICATIONS SERVICES TO ALL USERS AT ALL TIMES.

OBJECTIVE 5040-A:
To experience no more than 1% downtime during 1987.

	1985	1986	1987
(A-1)	1%	1%	1%

Switchboard Downtime

OBJECTIVE 5040-B:
To decrease switchboard cost per station by 6% in 1987.

	1985	1986	1987
(B-1)	$550	$556	$523

Switchboard Cost Per Station

STRATEGY:
1. Schedule 3 operators to provide complete switchboard coverage 8 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 of a MAPPER run for telephone cost records, telephone inventory, repair records, etc.

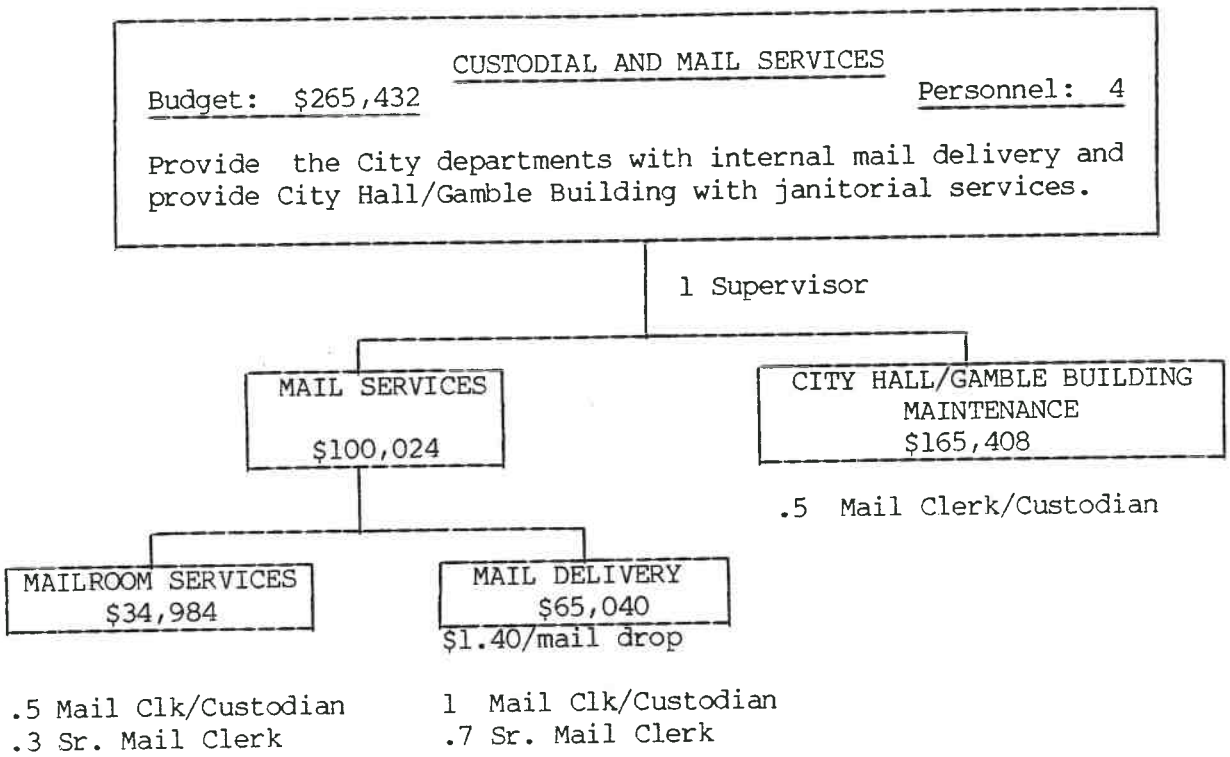
CUSTODIAL & MAIL SERVICES

PURPOSE: PROVIDE THE CITY WITH JANITORIAL AND INTERNAL MAIL DELIVERY/MESSENGER SERVICES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 79,442	$ 84,106	$ 85,131
CONTRACTUAL SERVICES	$ 149,158	$ 160,212	$ 165,559
COMMODITIES	$ 11,257	$ 10,985	$ 11,315
REVOLVING FUNDS	$ 1,829	$ 2,598	$ 1,974
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,404	$ 1,404	$ 1,453
TOTAL	$ 243,090	$ 259,305	$ 265,432

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
MAIL CLERK/CUSTODIAN	2.00	2.00	48	$ 28,216
SENIOR MAIL CLERK	1.00	1.00	51	$ 13,768
CUST & MESSENGER SERV SUPV	1.00	1.00	64	$ 19,851
TOTAL	4.00	4.00		



Total Vehicles: 1

CUSTODIAL AND MAIL SERVICES

WORK PROGRAMS

WP 5045-1: Provide mailroom services

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 33	$ 35	$ 35

WP 5045-2: Provide mail delivery

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	47,567 Interoffice Delivery Drops	47,445	46,196	$ 62 Unit Cost: $1.40/mail drop	$ 66	$ 65

WP 5045-3: Coordinate building maintenance and janitorial services

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$148	$158	$165

CUSTODIAL AND MAIL 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.

OBJECTIVE 5045-A:
To assure that the interoffice mail schedule is met 95% of the time during 1987.

	1985	1986	1987
(A-1)	95%	95%	95%
	Percentage of Met Schedules		

STRATEGY:
1. Schedule mail delivery services.
2. Perform regular spot-checks on mail deliveries to assure timeliness and accuracy in processing.
3. Monitor all contractual services provided to City Hall and the Gamble Building.

OBJECTIVE 5045-B:
To assure that the average overall cleanliness rating for City Hall and the Gamble Building is maintained at 3 or above for each weekly evaluation during 1987.

	1985	1986	1987
(B-1)	3	3	3
	Average Cleanliness Rating for City Hall		
(B-2)	3	3	3
	Average Cleanliness Rating for Gamble Building		

STRATEGY:
1. Perform weekly evaluations of City Hall and the 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 problems)

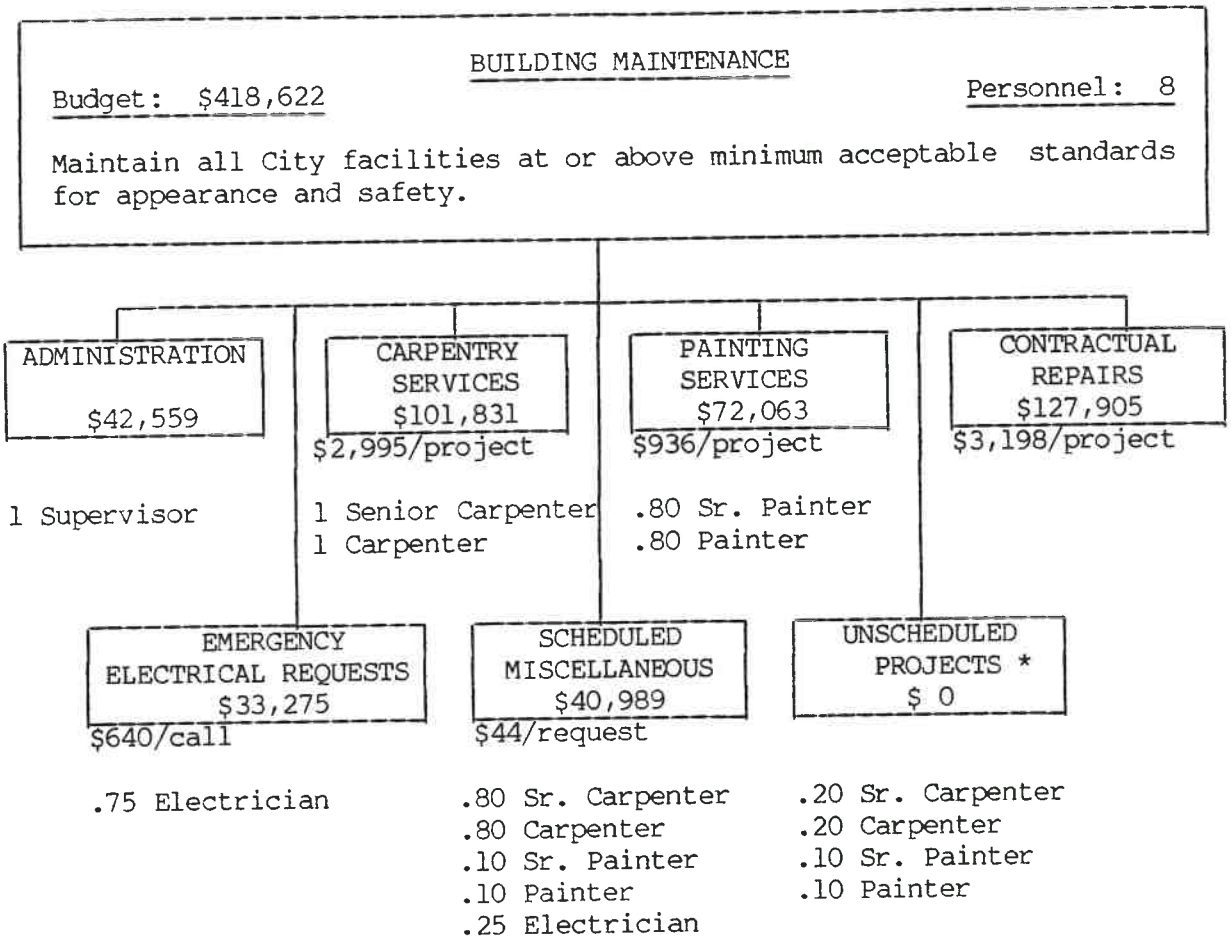
BUILDING MAINTENANCE

PURPOSE: PROVIDE MAINTENANCE AND MINOR REMODELING SERVICES FOR THE CITY'S FACILITIES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 168,925	$ 178,228	$ 180,731
CONTRACTUAL SERVICES	$ 28,380	$ 48,545	$ 131,110
COMMODITIES	$ 68,091	$ 76,442	$ 80,308
REVOLVING FUNDS	$ 18,075	$ 14,829	$ 14,885
CAPITAL OUTLAY	$ 2,577	$ 800	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 5,534	$ 11,196	$ 11,588
TOTAL	$ 291,582	$ 330,040	$ 418,622

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
PAINTER	1.00	1.00	57	$ 16,331
CARPENTER	2.00	2.00	57	$ 31,599
SENIOR PAINTER	1.00	1.00	60	$ 19,372
ELECTRICIAN	1.00	1.00	61	$ 18,005
SENIOR CARPENTER	2.00	2.00	63	$ 36,277
BLDG AND ELECT MAINT SUPT	1.00	1.00	74	$ 26,602
TOTAL	8.00	8.00		



Total Vehicles: 5

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* Unscheduled projects are paid directly by the receiving activity.

BUILDING MAINTENANCE

WORK PROGRAMS

WP 5050-1: Provide administration

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 38	$ 42	$ 43

WP 5050-2: Provide carpentry services

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	84	50	34	$ 95	$ 102	$ 102
	Planned and Scheduled Projects			Unit Cost: $2,995/project		

WP 5050-3: Provide painting services

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	57	71	77	$ 64	$ 67	$ 72
	Planned and Scheduled Projects			Unit Cost: $936/project		

WP 5050-4: Provide contractual repairs

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	45	40	40	$ 28	$ 49	$ 128
		Projects		Unit Cost: $3,198/project		

WP 5050-5: Respond to scheduled miscellaneous requests

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	886	950	925	$ 37	$ 38	$ 41
		Requests		Unit Cost: $44/request		

BUILDING MAINTENANCE

WORK PROGRAMS

WP 5050-6: Respond to unscheduled projects

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	92	15	10	N/A	N/A	N/A
		Requests				

WP 5050-7: Respond to emergency (electrical) requests

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	57	55	52	$ 30	$ 32	$ 33
	Emergency Service Calls			Unit Cost: $640/call		

BUILDING 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.

OBJECTIVE 5050-A:
To maintain the structural integrity of at least 80% of all facilities to the City's highest building code requirements in the following building components: roofing, structure, floor covering, exterior/interior painting, heating, air conditioning and electrical during 1987.

	1985	1986	1987
(A-1)	80%	80%	80%

% of Buildings Evaluated as Condition 1 (sound structural condition in all building components)

STRATEGY:
1. Prioritize and schedule 1987 approved projects resulting from 1986 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.

OBJECTIVE 5050-B:
To maintain the response time for all emergency requests at a maximum of 1 hour.

	1985	1986	1987
(B-1)	1 hr.	1 hr.	1 hr.

Emergency Response Time

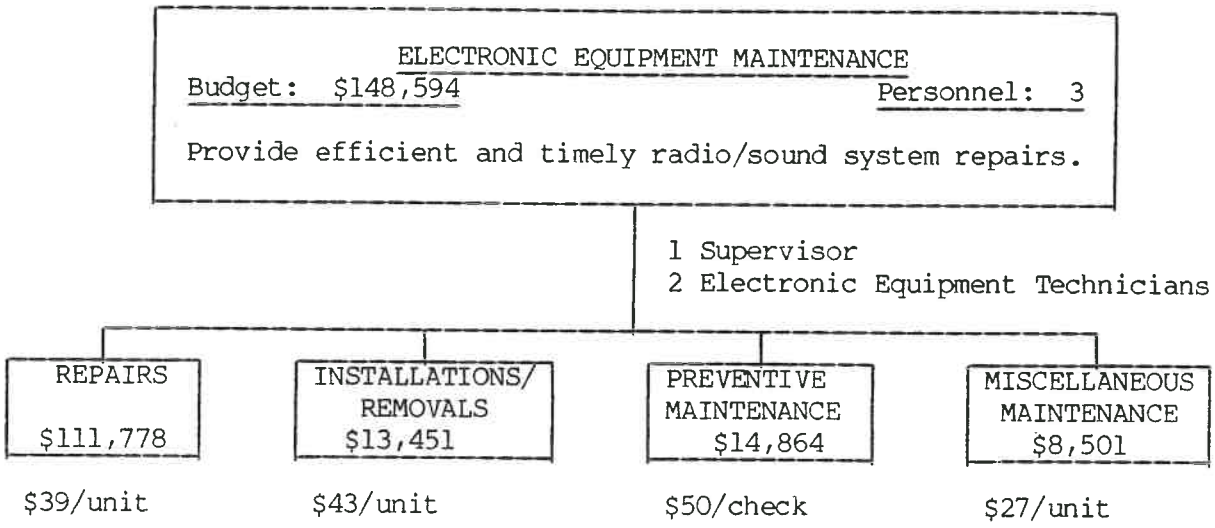
ELECTRONIC EQUIPMENT MAINTENANCE

PURPOSE: PROVIDE EFFICIENT AND TIMELY RADIO/SOUND SYSTEM REPAIRS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 92,393	$ 103,069	$ 89,502
CONTRACTUAL SERVICES	$ 1,543	$ 5,751	$ 26,012
COMMODITIES	$ 21,349	$ 25,070	$ 27,404
REVOLVING FUNDS	$ 4,131	$ 2,651	$ 2,816
CAPITAL OUTLAY	$ 0	$ 2,934	$ 1,100
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 1,700	$ 1,760
TOTAL	$ 119,416	$ 141,175	$ 148,594

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CLERK TYPIST	1.00	1.00	45	$
ELECTRONIC EQUIPMENT TECH	2.00	2.00	66	$ 43,398
ELECTRONIC EQUIPMENT SUPT	1.00	1.00	69	$ 26,602
TOTAL	4.00	4.00		



Total Vehicles: 2

ELECTRONIC EQUIPMENT MAINTENANCE

WORK PROGRAMS

WP 5055-1: Furnish repairs to public safety radios

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,413 Units Repaired	2,625	2,837	$ 90	$108	$112
				Unit Cost: $39/unit		

WP 5055-2: Install/replace radio units

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	340 Units Installed	295	310	$ 11	$ 13	$ 13
				Unit Cost: $43/unit		

WP 5055-3: Perform preventive maintenance on units

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	208 Preventive Maintenance Checks	275	295	$ 11	$ 12	$ 15
				Unit Cost: $50/check		

WP 5055-4: Perform maintenance on miscellaneous non-mobile units

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	290 Miscellaneous Repairs	300	310	$ 7	$ 8	$ 9
				Unit Cost: $27/unit		

ELECTRONIC EQUIPMENT MAINTENANCE

GOAL: TO PROVIDE EFFICIENT AND TIMELY REPAIRS TO ALL CITY-OWNED RADIO SYSTEMS, SOUND SYSTEMS AND OTHER ELECTRONIC EQUIPMENT.

OBJECTIVE 5055-A:
To perform 98% of all police and fire emergency equipment repairs within 24 hours during 1987.

	1985	1986	1987
(A-1)	82%	95%	98%

% Availability on Police & Emergency Equipment

OBJECTIVE 5055-B:
To perform 95% of all public works emergency equipment repairs within 48 hours during 1987, and 99% within 5 working days.

	1985	1986	1987
(B-1)	87%	85%	95%

% Availability on Public Works Emergency Equipment Within 48 Hours

(B-2)	95%	98%	99%

% Availability on Public Works Equipment Within 5 Working Days

OBJECTIVE 5055-C:
To perform 95% of all other electronic equipment repairs (tape recorders, pagers, public address systems, stereos, etc.) within 5 working days.

	1985	1986	1987
(C-1)	85%	80%	95%

% Availability on All Other Electronic Equipment

OBJECTIVE 5055-D:
To maintain the average unit cost of all repairs to no more than $39 in 1987.

	1985	1986	1987
(D-1)	$ 37	$ 38	$ 39

Unit Cost of Repairs

ELECTRONIC EQUIPMENT MAINTENANCE

STRATEGY 5055-A, B, C, D:

1. Prioritize and schedule all repairs to public safety radios, base stations, and sound systems.
   - Priority 1 - Police (869 pieces of equipment)
   - Priority 2 - Fire (243 pieces of equipment)
   - Priority 3 - All others (422 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.

CUSTOMER SERVICE DESK/PERSONNEL SERVICES

Budget Proposal: The Customer Service Desk is generally responsible for the receipt, compilation and dissemination of information about customer complaints and service orders. In addition, the Personnel Services section handles employment details for activities located at the City Lot. Compared with 1986 Projected Expenditures, the 1987 budget increases 4.5% to a total of $296,616.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 114,209	$ 116,055	$ 1,846	1.6
Contractuals	131,796	134,385	2,589	2.0
Commodities	8,595	9,635	1,040	12.1
Revolving Funds	29,375	34,291	4,916	16.7
Capital Outlay	0	2,250	2,250	-
Total	$ 283,975	$ 296,616	$12,641	4.5

Basic Program Costs:

Personal Services: Expenses for Personal Services are $116,055 in 1987. A $94,772 allocation for Salaries and Wages is provided. Other major budget components in this series are: Pension Contribution, $7,267; Social Security, $6,896; and Group Medical Insurance, $4,539.

Contractuals: Contractual services are budgeted at $134,385. In this series, the major expense is Professional Service Fees, at $88,500. This account provides security and office cleaning services for the City Lot. The other major Contractual Services are: Electricity, $18,735, and Photocopying, $7,500.

Commodities: Expenses for Commodities are $9,635 in 1987. The Commodity account is composed of: Postage, $5,590; Office Supplies, $1,595; Small Fixed Assets, $1,300; and Operating Supplies, $1,150.

Revolving Fund: The 1987 chargebacks for services provided by the Revolving Fund activities increase $4,916 for a budget of $34,291. The chargebacks are: Data Processing, $20,746, and Central Services, $13,545.

Capital Outlay: A total of $2,250 is budgeted for capital outlay items. The items are listed below:

1 Electric Typewriter	$ 850
2 Time Clocks @ $450	900
1 Refrigerator	500
Total	$2,250

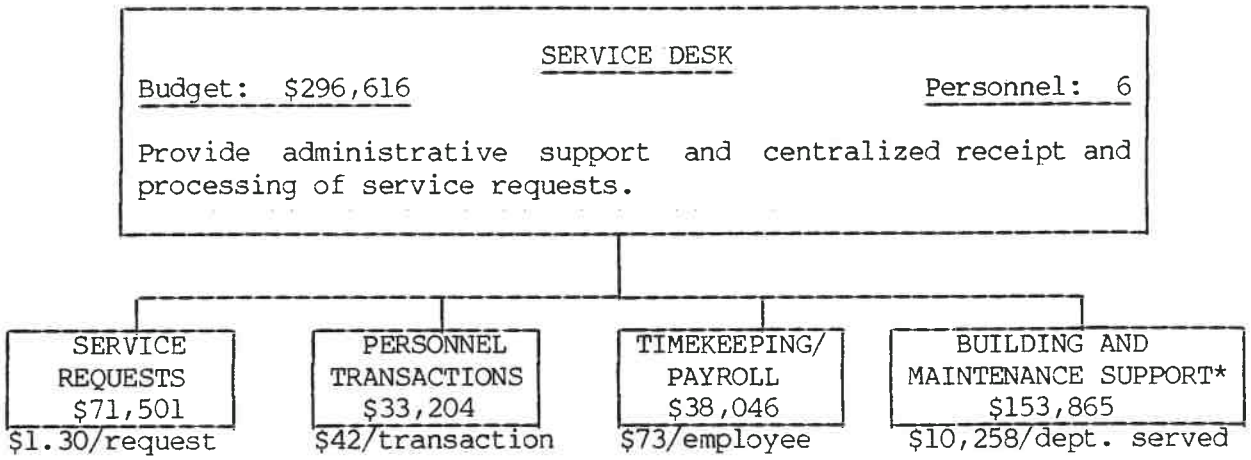
SERVICE DESK

PURPOSE: PREPARE WEEKLY PAYROLLS, PROCESS PERSONNEL TRANSACTIONS, AND OPERATE A CUSTOMER SERVICE DESK IN SUPPORT OF THE CITY'S PUBLIC SERVICE ACTIVITIES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 88,159	$ 114,209	$ 116,055
CONTRACTUAL SERVICES	$ 119,720	$ 131,796	$ 134,385
COMMODITIES	$ 8,012	$ 8,595	$ 9,635
REVOLVING FUNDS	$ 30,821	$ 29,375	$ 34,291
CAPITAL OUTLAY	$ 5,974	$ 0	$ 2,250
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 252,686	$ 283 975	$ 296,616

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK	2.00	2.00	49	$ 26,548
CUSTOMER SERVICE REP	2.00	2.00	53	$ 28,432
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 15,554
PERSONNEL COORDINATOR	1.00	1.00	75	$ 24,725
TOTAL	6.00	6.00		



2 Cust.Svc.Reps.
1 Admin. Asst.

1 Personnel Tech.

2 Senior Clerks

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* Managed by Water & Sewer Administration

SERVICE DESK

WORK PROGRAMS

WP 5070-1: Provide a centralized tracking system for Service requests

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	50,195	53,000	54,000	$ 56	$ 69	$ 72
	Service requests received			Unit Cost:	$1.30/request	

WP 5070-2: Prepare payrolls for weekly employees

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	519	516	520	$ 33	$ 38	$ 38
	Average No. Weekly Employees			Unit Cost:	$73/employee	

WP 5070-3: Maintain and process all personnel transactions for Sanitation and Facilities Maintenance personnel

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	930	800	800	$ 27	$ 30	$ 33
	Transactions Completed			Unit Cost:	$42/transac.	

WP 5070-4: Provide building and maintenance support for departments located at the City Lot

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	13	13	15	$ 137	$ 147	$ 154
	Departments Served			Unit Cost:	$10,258/dept.	

SERVICE DESK

GOAL: TO PROVIDE THE PUBLIC AND CITY ACTIVITIES WITH RESPONSES WITHIN ESTABLISHED STANDARDS.

OBJECTIVE 5070-A:
To insure that service requests are completed within the standard number of days according to the following priority classifications*:

		1985	1986	1987
(A-1)	Priority 1	97.5%	92%	93%
(A-2)	Priority 2	78.3%	80%	80%
(A-3)	Priority 3	87.9%	90%	92%

Completed Within Standard

STRATEGY:
1. Provide all operating departments with a daily printout of service requests not completed.

OBJECTIVE 5070-B:
To pay all employees in the Sanitation and Facilities Maintenance Bureaus on time and correctly 99% of the time.

	1985	1986	1987
(B-1)	99.8%	99%	99%

Accuracy Rate

STRATEGY:
1. Provide accurate payroll records for all personnel assigned to the Sanitation and Facilities Maintenance Bureaus.

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* Definition of Priorities
Priority 1: a condition where immediate action is required to correct a deficiency which could be detrimental to the health or safety of the public.
Priority 2: a condition which if not corrected would be detrimental to the health or safety of the public.
Priority 3: conditions which if left uncorrected would not be detrimental to the health and safety of the public.

SERVICE DESK

OBJECTIVE 5070-C:
To complete 80% of all personnel functions within 10 working days of notification for the Sanitation and Facilities Maintenance Bureaus.

	1985	1986	1987
(C-1)	63%	75%	80%

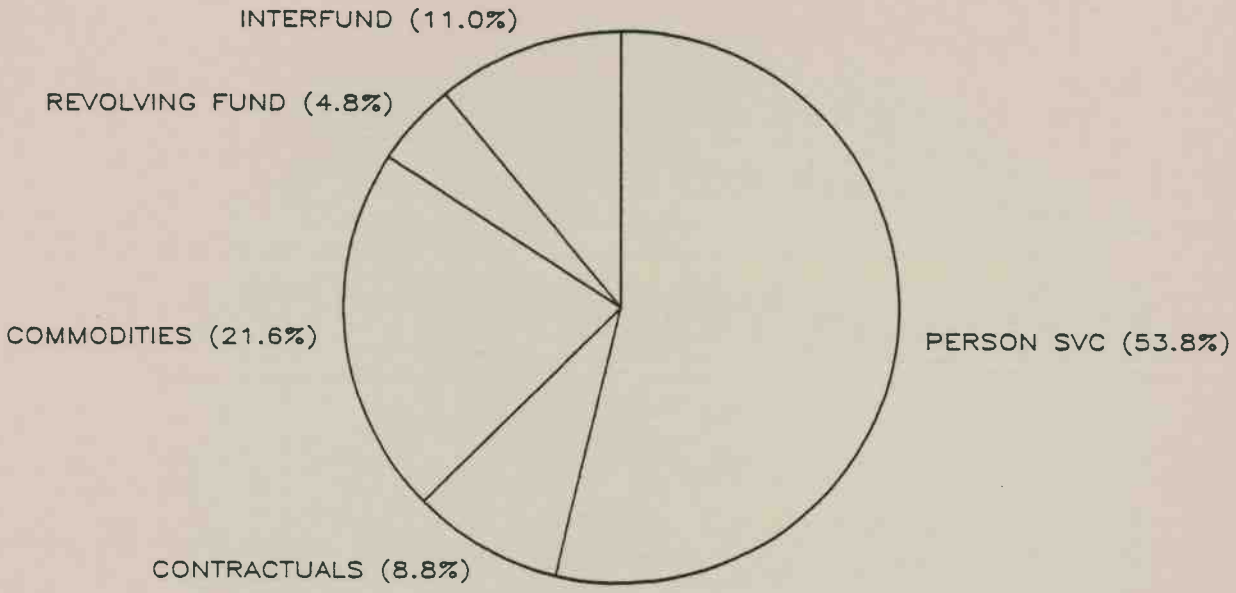
Completion Rate

STRATEGY:
1. Maintain complete personnel files for all activities in the Sanitation and Facilities Maintenance Bureaus.

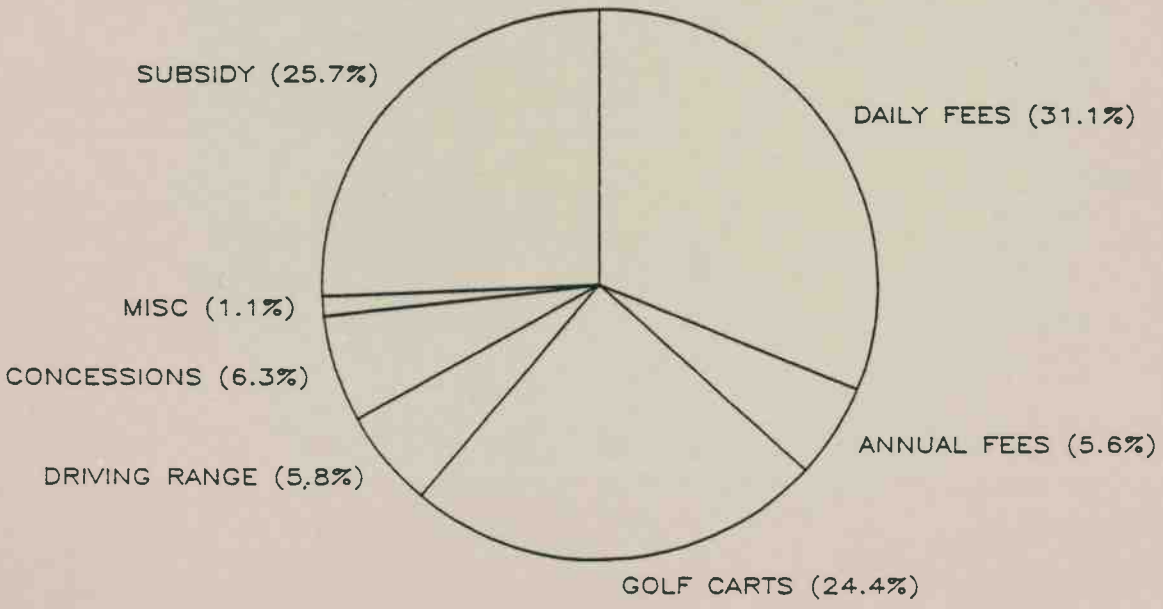
Golf Course Fund

GOLF COURSE FUND

EXPENDITURES



REVENUES



Adopted Budget Summary
Golf Course

The Golf Course's 1987 base budget of $988,167 is described in detail on the pages which follow. A new program allocation of $15,541 increases the fund's operating budget to $1,003,708. An additional $116,600 is allocated for a capital project. As the table below indicates, the total adopted budget is $1,120,308. A brief description of the new program follows.

Activity	Base Proposal	New Programs	Final Budget
Golf Course	$ 988,167	$ 15,541	$ 1,003,708
Capital Project	N/A	N/A	116,600
Total	$ 988,167	N/A	$ 1,120,308

Golf Course Equipment Mechanic: The $15,541 new program allocation is for the addition of an equipment mechanic. Maintenance of the recently expanded golf course requires additional equipment. Consequently, an increase in equipment maintenance staff is needed. All of this allocation is for personal service costs relating to the new positions.

Consistent with the adopted fee schedule, $59,000 in new revenue is budgeted. The General Fund contribution will increase to $327,097 from $253,956 as this additional revenue only partially offsets the increase in expenditures. A revenue summary which includes the new revenue is provided below. The adopted rate changes are outlined in the City Manager's Message section.

Operating Revenue	Base Proposal	New Revenue	Final Budget
Daily Green Fees	$ 307,067	$ 19,797	$ 326,864
Annual Green Fees	54,910	3,420	58,330
Golf Club Rental	1,959	0	1,959
Pull Cart Rental	3,474	0	3,474
Motor Cart Rental	237,492	11,817	249,309
Pro Shop	9,937	0	9,937
Concessions	62,109	3,105	65,214
Driving Range	57,263	20,861	78,124
Subtotal	$ 734,211	$ 59,000	$ 793,211
General Fund Contr.	253,956	73,141	327,097
Total	$ 988,167	$ 132,141	$ 1,120,308

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GOLF COURSE FUND

Bacon Park Golf Course is a 27-hole golf complex which includes a putting green, chipping green, and lighted driving range as well as clubhouse and maintenance operations. The 1987 Basic Program Budget totals $988,167. This amount is an increase of $56,497 or 6.1% over 1986 Projected Expenses. Most of this increase is attributed to the full year's operation of the recently expanded course. An additional nine holes opened to the public in June, 1986. Prior to that time, Bacon Park was an 18-hole facility. Details on the budget components and the major changes between 1986 and 1987 are provided in the following sections.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 395,380	$ 408,895	$ 13,515	3.4
Contractuals	68,042	66,777	-1,265	-1.9
Commodities	156,128	164,546	8,418	5.4
Revolving Funds	31,507	36,868	5,361	17.0
Capital Outlay	40,666	68,500	27,834	68.4
Debt Service	159,259	159,258	-1	-
Interfund Trans	80,688	83,323	2,635	3.3
Total Base Budget	$ 931,670	$ 988,167	$ 56,497	6.1
Capital Projects	N/A	116,600	116,600	-
Program Improve.	N/A	15,541	15,541	-
Total Budget	$ 931,670	$ 1,120,308	$188,638	20.2

BASE BUDGET REVENUE SUMMARY

The Golf Course's primary operating revenue source is fees collected from daily green users. Motorized golf cart rentals represent the second largest revenue category. Revenue increases in these fee areas as well as concessions and the pro shop reflect only additional rounds played on the expanded course.

	1986 Projection	1987 Base Only Projection
Operating Revenue		
Daily Green Fees	$ 284,701	$ 307,067
Annual Green Fees	54,910	54,910
Golf Club Rental	1,959	1,959
Pull Cart Rental	3,256	3,474
Motor Cart Rental	224,528	237,492
Pro Shop	9,405	9,937
Concessions	58,780	62,109
Driving Range	54,984	57,263
Subtotal	$ 692,523	$ 734,211
General Fund Base Contributions		
Operating Contrib.	$ 79,888	$ 94,698
Debt Service	159,259	159,258
Subtotal	$ 239,147	$ 253,956
TOTAL REVENUES	$ 931,670	$ 988,167

BASIC PROGRAM COSTS

Personal Services: The 1987 budget for Personal services totals $408,895. The Salaries and Wages account, at $305,805, is the major expense. The other large allocations are: Temporary Labor, $23,577; Social Security, $22,837; Pension, $23,449; and Medical Insurance, $15,130. Overall Personal services increase $13,515 or 3.4% over 1986 Projected Expenses. The major changes are:

Salaries & Wages	**increase** $17,033 due to a general wage increase for eligible employees as well as staff improvements made in mid-1986 which will be in effect for all of 1987.
Temporary Labor	**increases** $12,750 due to anticipated price increases and greater needs resulting from the full year's operation of the 27 holes.
Medical Insurance	**decreases** $10,710 resulting from the Citywide decline in contribution requirements.
Overtime	**decreases** $7,379 as higher costs were incurred in 1986 related to the opening of the additional holes.

Contractuals: The budget for Contractual services totals $66,777. The major accounts are Electricity at $24,946 and Professional Service Fees at $13,838. The Professional Services used by the Golf Course include the liming of 130 acres, $3,900; janitorial service, $3,180; and irrigation repairs, $2,220. The 1987 budget for Contractual services is $1,265 or 1.9% lower than 1986 Projected costs. A significant decrease is offset by several increases in contracted services and inflationary adjustments. The major changes are:

Building Repair	**decreases** $6,700 because of extensive 1986 repairs to maintenance buildings and the halfway house.
Professional Fees	**increase** $2,048 primarily due to both an additional and a more extensive soil analysis planned for 1987.
Printing	**increases** $1,517 providing for an increase in the number of scorecards and the printing of an updated brochure.

Commodities: The 1987 allocation for Commodities totals $164,546. Of this amount, $80,000 is for chemicals such as fertilizer, insecticides, herbicides and fungicides. A budget of $25,500 is provided for Construction Materials such as sand, seed, and topdressing. Operating supplies are budgeted at $22,145 for maintenance, clubhouse, and driving range supplies. The other significant expenditures are primarily related to cart maintenance: equipment repair parts, $17,500; and fuel, $11,908. Overall, the Commodities budget is $8,418 or 5.4% greater than 1986 Projected Expenses. The major changes are:

Chemicals	**increase** $2,265 for the fertilizers and insecticides needed to treat an expanded course for a full year of operation.
Fuel	**increases** $1,820 to cover projected price increases.
Small Fixed Asset	**increase** $1,650 for several small purchases which include a commercial trimmer, chain saw, and backpack sprayer.

Revolving Fund: Chargebacks for services provided by the Revolving Fund total $36,868 in 1987. Of this amount, $23,508 is for vehicle maintenance provided by the Central Garage. Also included is $12,610 for Central Services and $750 for Data Processing. The total Revolving Fund charges are $5,361 more than in 1986. The major change is:

Central Services	**increase** $9,266 due to an increase in the building repair and electrical projects planned for 1987.

Capital Outlay: The budget for Capital Outlay items is $68,500. The following expenditures are planned for 1987:

2	Seven-Gang Rough Mowers	$31,000
15	Golf Carts (less trade-in)	27,500
1	Sickle Bar Rotary Mower (Attachment)	4,000
1	Topdresser	2,200
2	Radios @ $650	1,300
1	Ball Dispensing Machine	2,500
	Total	$68,500

Debt Service: The debt service allocation is $159,258. This allocation reflects scheduled principal and interest payments for the expansion project's bonds. The nine-hole expansion project was completed during 1986. Debt payments for the $1.2 million bond issuance will continue through the year 2005.

Interfund Transfers: The allocation for Interfund Transfers is $83,323. The expenses in this category include: $38,818 for services provided by the General Fund; and $44,505 for the Vehicle Replacement Contribution. Interfund Transfers increase $2,635 or 3.3% due to inflationary adjustments. In 1987, two vehicles will be purchased through the Vehicle Purchase Fund with existing funds. These two fleet additions include: a rotary mower, at a cost of $12,000; and a turf sweeper, at a cost of $10,500.

BUDGET SUMMARY

1987 Base Revenue		$ 734,211
1987 General Fund Base Contribution		253,956
1987 Contribution for CIP's and New Programs		73,141
1987 New Revenues		59,000
Green Fees	$23,000	
Motor Cart Rentals	12,000	
Driving Range	21,000	
Concessions	3,000	
TOTAL REVENUE		$1,120,308
1987 Base Expenditures		$ 988,167
1987 Program Improvements		15,541
Golf Course Mechanic	$15,541	
1987 Capital Projects		116,600
Golf Course Cart Paths	$116,600	
TOTAL BUDGET		$1,120,308

A more detailed explanation of the Capital Improvement Projects, Program Improvements, and New Revenue is presented in the City Manager's Message.

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GOLF COURSE

PURPOSE: PROVIDE A GOLF COURSE COMPLEX FOR PUBLIC USE THAT IS AESTHETICALLY PLEASING AND MEETS USGA STANDARDS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 322,398	$ 395,380	$ 408,895
CONTRACTUAL SERVICES	$ 76,219	$ 68,042	$ 66,777
COMMODITIES	$ 144,551	$ 156,128	$ 164,546
REVOLVING FUNDS	$ 15,083	$ 31,507	$ 36,868
CAPITAL OUTLAY	$ 70,406	$ 40,666	$ 68,500
BOND AMORTIZATION	$ 90,638	$ 159,259	$ 159,258
INTERFUND TRANSFERS	$ 105,144	$ 80,688	$ 83,323
TOTAL	$ 824,439	$ 931,670	$ 988,167

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
RECREATION AIDE	.75	.75	38	$ 7,161
GROUNDS MAINT WORKER	4.00	4.00	43	$ 36,542
CLUBHOUSE ATTENDANT	2.00	2.00	45	$ 23,499
EQUIPMENT SERVICE ATTENDANT	2.00	2.00	45	$ 22,654
SR GROUNDS MAINT WORKER	2.00	2.00	46	$ 18,307
CASHIER	2.00	2.00	47	$ 25,592
MEDIUM EQUIPMENT OPERATOR	3.00	3.00	49	$ 38,395
APPRENTICE EQUIPMENT MECHANIC	1.00	1.00	51	$ 13,436
EQUIPMENT MECHANIC	1.00	1.00	61	$ 17,571
GOLF COURSE EQUIPMENT SPEC	1.00	1.00	61	$ 18,905
ASST GOLF COURSE MAINT SUPT	1.00	1.00	61	$ 16,945
BUSINESS COORDINATOR	1.00	1.00	68	$ 20,341
GOLF COURSE MAINT SUPT	1.00	1.00	69	$ 20,843
GOLF COURSE DIRECTOR	1.00	1.00	80	$ 33,942
TOTAL	22.75	22.75		

GOLF COURSE

Budget: $988,167

Personnel: 22.75

To provide a facility to promote and encourage the game of golf for recreation, education, and enjoyment of citizens of all ages.

1 Director
1 Business Coordinator

CLUBHOUSE, CONCESSIONS, AND PRO SHOP
$161,699
$3/round

2 Cashiers
2 Clubhse.Attd.

GOLF CARTS MAINTENANCE
$128,892
$5/cart rented

.82 Equip. Mech.
.82 Appr.Eq.Mech.
1.64 Eq.Svc.Attd.
1.00 Pr.Eq.Mech.

DRIVING RANGE
$25,793
$.65/bag of balls

.18 Equip.Mech.
.18 Appr.Eq.Mech.
.36 Eq.Svc.Attd.
.75 Dr.Rge.Attd.

GOLF COURSE MAINTENANCE
$671,783

1 Superintendent
1 Asst.Superint.
1 Sr.Mechanic
2 Sr.Grds.Mnt.Wkrs.
2 Med.Eq.Operators
4 Grds.Mnt.Workers

Total Vehicles: 16

GOLF COURSE

WORK PROGRAMS

WP 6051-1: Maintain 27-hole golf course, clubhouse area, and 2 practice greens

	SERVICE QUANTITY 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1 *	1**	1
	27-Hole Golf Course		
2)	1	2	2
	Practice Greens		
3)	1	1	1
	3-Acre Clubhouse Area		

COST ALLOCATION ($1,000's) 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
$ 568	$ 634	$ 672
Unit Cost: N/A		

WP 6051-2: Provide player service

	SERVICE QUANTITY 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	21,869	27,384	29,743
	Regular Rounds		
2)	9,331	8,348	8,720
	Twilight Rounds		
3)	4,482	4,579	4,898
	Seniors Rounds		
4)	17,502	18,469	18,748
	Annual Rounds		
5)	53,184	58,780	62,109
	Total Rounds		

COST ALLOCATION ($1,000's) 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
$ 124	$ 152	$ 162
Unit Cost: $3/player rd.		

WP 6051-3: Maintain driving range

	SERVICE QUANTITY 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	15,772***	38,504	40,394
	Bags of Balls		

COST ALLOCATION ($1,000's) 1985 ACTUAL	1986 PROJECTED	1987 PLANNED
$ 25	$ 27	$ 26
Unit Cost: $.65/bag of balls		

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* 18-hole course.
** 9 new holes opened June, 1986.
*** Range opened June, 1985.

GOLF COURSE

WORK PROGRAMS

WP 6051-4: Operate and maintain 80 gasoline golf carts and 16 pull carts

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	19,514 Riding Carts Rented	20,258	21,406	$ 107	$ 119	$ 129
2)	2,400 Pull Carts Rented	2,605	3,474	Unit Cost:	$5/riding cart	

GOLF COURSE

GOAL: TO PROVIDE ALL RESIDENTS OF SAVANNAH AN AFFORDABLE SELF-SUPPORTING GOLFING COMPLEX.

OBJECTIVE 6051-A:
To achieve a ratio of revenue to total expenditures of 74.3%.

	1985	1986	1987
(A-1)	71%	74.3%	74.3%

Revenue/Expenditure Ratio

STRATEGY:

1. Increase the number of rounds of golf by 4%.
2. Increase the number of driving range ball rentals by 5% through promotion with the general public and association with regular golfing groups.
3. Increase concessions revenue by 9%, through cost-effective pricing and increased effective marketing.
4. Promote group tournaments on traditionally slow days.
5. Promote Junior golf through clinics and golfing opportunities.

OBJECTIVE 6051-B:
To maintain or exceed the current level of 90% of maintenance standards* on scheduled inspections.

	1985	1986	1987
(B-1) Course	90%	90%	90%
(B-2) Clubhouse	90%	90%	95%
(B-3) Carts	90%	90%	95%
(B-4) Driving Range	90%	90%	90%

Maintenance Standards Met

STRATEGY:
1. Emphasize employees' awareness of operational procedures.
2. Emphasize team concept to improve morale and quality of service.
3. Stock frequently used maintenance inventories.
4. Continue to update equipment manuals regularly.

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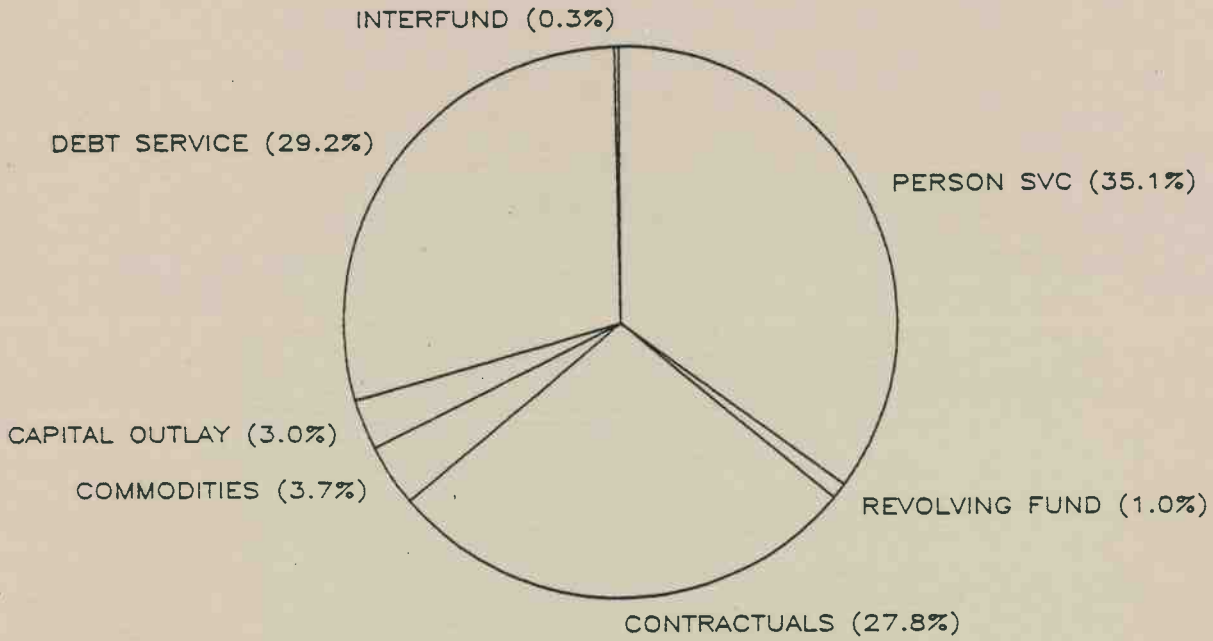
* Detailed maintenance standards are listed in Bacon Park Maintenance Manual.

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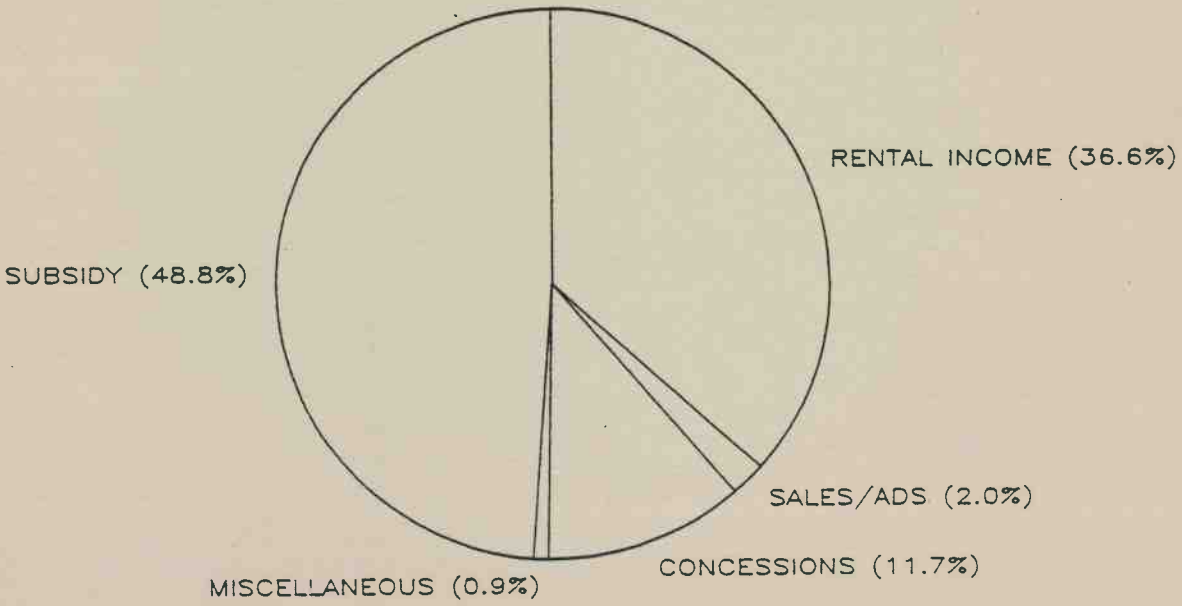
Civic Center Fund

CIVIC CENTER FUND

EXPENDITURES



REVENUES



Adopted Budget Summary
Civic Center Fund

The Civic Center's 1987 base budget of $1,372,019 is described in detail on the pages which follow. No new programs or capital projects are planned. Consistent with the adopted fee schedule, $19,000 in new parking revenue is budgeted. This additional revenue reduces the General Fund contribution to $651,019 from $670,019. A revenue summary which reflects the adopted fee schedule is provided below.

Operating Revenue	Base Proposal	New Revenue	Final Budget
Rental Income			
Building	$ 360,000	$ 0	$ 360,000
Box Office	47,000	0	47,000
Equipment	25,000	0	25,000
Parking	70,000	19,000	89,000
Commercial			
Novelty Sales	27,000	0	27,000
Advertising	1,000	0	1,000
Concession			
Food (net)	140,000	0	140,000
Beer & Wine (net)	20,000	0	20,000
Interest Earned	10,000	0	10,000
Miscellaneous	2,000	0	2,000
Subtotal	$ 702,000	$ 19,000	$ 721 000
General Fund Contr.			
Operating	269,379	-19,000	250,379
Debt Service	400,640	0	400,640
Subtotal	$ 670,019	$ -19,000	$ 651,019
Total	$ 1,372,019	N/A	$ 1,372,019

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CIVIC CENTER FUND

The Civic Center is a facility provided for the public enjoyment of musical, cultural, sporting and other events. The 1987 Basic Program Budget for the Civic Center totals $1,372,019. This amount is a decrease of $8,524 or .6% from the expenses projected for 1986.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 472,678	$ 481,402	$ 8,724	1.8
Contractuals	352,648	381,954	29,306	8.3
Commodities	48,728	50,186	1,458	3.0
Revolving Funds	12,589	13,215	626	5.0
Capital Outlay	76,000	41,000	-35,000	-46.1
Debt Service	414,400	400,640	-13,760	-3.3
Interfund Trans	3,500	3,622	122	3.5
Total Base Budget	$ 1,380,543	$ 1,372,019	$ -8,524	-.6
Capital Projects	N/A	N/A	N/A	N/A
Program Improve	N/A	N/A	N/A	N/A
Total Budget	$ 1,380,543	$ 1,372,019	$ -8,524	-.6

BASE BUDGET REVENUE SUMMARY

The Civic Center hosts over 450 events each year. Rental income represents the largest revenue source. Building, box office and equipment rent are collected from those sponsoring a variety of cultural, business, social and sporting events. In addition, parking fees are charged to the events' patrons and to the general public for non-event parking. Concessions represent the second largest revenue category. The commercial category includes revenue generated from novelty sales and advertising. The General Fund's contribution is less than half of the Civic Center's total revenue in 1987.

	1986 Projection	1987 Base Only Projection
Rental Income		
Building	$ 350,000	$ 360,000
Box Office	45,000	47,000
Equipment	25,000	25,000
Parking	70,000	70,000
Commercial		
Novelty Sales	27,000	27,000
Advertising	1,000	1,000
Concessions [1]		
Food (Net)	130,000	140,000
Beer & Wine (Net)	20,000	20,000
Interest Earned	10,000	10,000
Miscellaneous	2,000	2,000
Subtotal	$ 680,000	$ 702,000
General Fund Contributions		
Operating Contr.	$ 286,143	$ 269,379
Debt Service	414,400	400,640
Subtotal	$ 700,543	$ 670,019
TOTAL REVENUES	$1,380,543	$1,372,019

[1] Net revenue refers to gross income less food and supply costs. Labor is a budgeted expense, and is not a factor in calculating concessions income. The following represents net concessions revenue when food, supply and labor costs are subtracted from gross income:

	1986	1987
Food	$ 93,600	$100,800
Beer & Wine	14,400	14,400

CIVIC CENTER

BASIC PROGRAM COSTS

Personal Services: The 1987 budget for Personal Services totals $481,402. At $292,713, the Salaries and Wages account is the major expense. A budget of $112,271 is provided for Temporary Labor, which is used for concessions, maintenance, and box office operations. Since the need for these services fluctuates according to event scheduling, temporary labor is more cost effective than using permanent employees for these functions. The other major allocations for Personal Services are: Social Security, $29,556; Pension, $22,445; and Medical Insurance, $12,860. Overall, Personal Services increase $8,724 or 1.8% over 1986 Projected Expenses. The major changes are:

Salaries & Wages	**increase** $12,466 or 4.4%, due to a general wage increase and anniversary increases for eligible employees.
Medical Insurance	**decreases** $8,058 or 38.5% with a Citywide decline in the contribution requirement.

Contractuals: The 1987 allocation for Contractual services is $381,954. The major expense in this category is Electricity at $168,998. The Insurance account, at $128,357 provides for purchased property coverage and for contributions to the City's self-insurance fund. The $34,067 provided for Equipment Maintenance is primarily for a maintenance contract on the Civic Center chillers. The other major expenses for Contractual services are $13,362 for Natural Gas and $10,389 for Communications. Overall, Contractuals increase $29,306 or 8.3% over 1986 projections. The major changes are:

Insurance	**increases** $23,613 primarily reflecting an increase in premium costs for purchased property insurance.
Electricity	**increases** $3,313 in accordance with a 2.0% projected rate increase.
Building Repair	**increases** $2,000 for the anticipated repair of a meeting room condensor unit.

Commodities: The amount budgeted for Commodities is $50,186. The Operating Supplies account is funded at $35,690 for maintenance parts, cleaning supplies and other housekeeping supplies. Also included in Commodities is $6,489 for Equipment Repair Parts for the restrooms, furniture, small machinery, and other similar items. The $1,458 increase in Commodities is to provide for an anticipated 3.0% price increase for these supplies.

Revolving Fund: The Civic Center is budgeted at $13,215 for internal service charges. Of this amount, $8,615 is for Central Services; $3,850 is for Garage Services; and $750 is for Data Processing. Revolving Fund chargebacks increase $626 over 1986 Projected Expenses.

Capital Outlay: Capital Outlays are budgeted at $41,000. Replacement of the following items is planned:

Basketball Goals	$ 18,000
Concessions Equipment	10,000
Ballroom Drapes	8,000
Office Floor Covering	3,000
Industrial Vacuum Sweeper	2,000
Total	$ 41,000

Debt Service: The 1987 total for Bond Redemption and Interest is $400,640. This amount is 3.3% less than 1986 costs and is in accordance with the debt payment schedule.

Interfund Transfers: The 1987 budget for Interfund Transfers provides $3,622 for Vehicle Replacement. This amount is 3.5% higher than 1986 and reflects an inflationary adjustment.

BUDGET SUMMARY

1987 Base Revenues		$ 702,000
1987 General Fund Base Contribution		651,019
1987 New Revenues		19,000
Civic Center Parking Fees	$19,000	
TOTAL REVENUE		$1,372,019
1987 Base Expenditures		$1,372,019
1987 New Programs		N/A
1987 Capital Improvements		N/A
TOTAL BUDGET		$1,372,019

A detailed explanation of the New Revenue is presented in the City Manager's Message.

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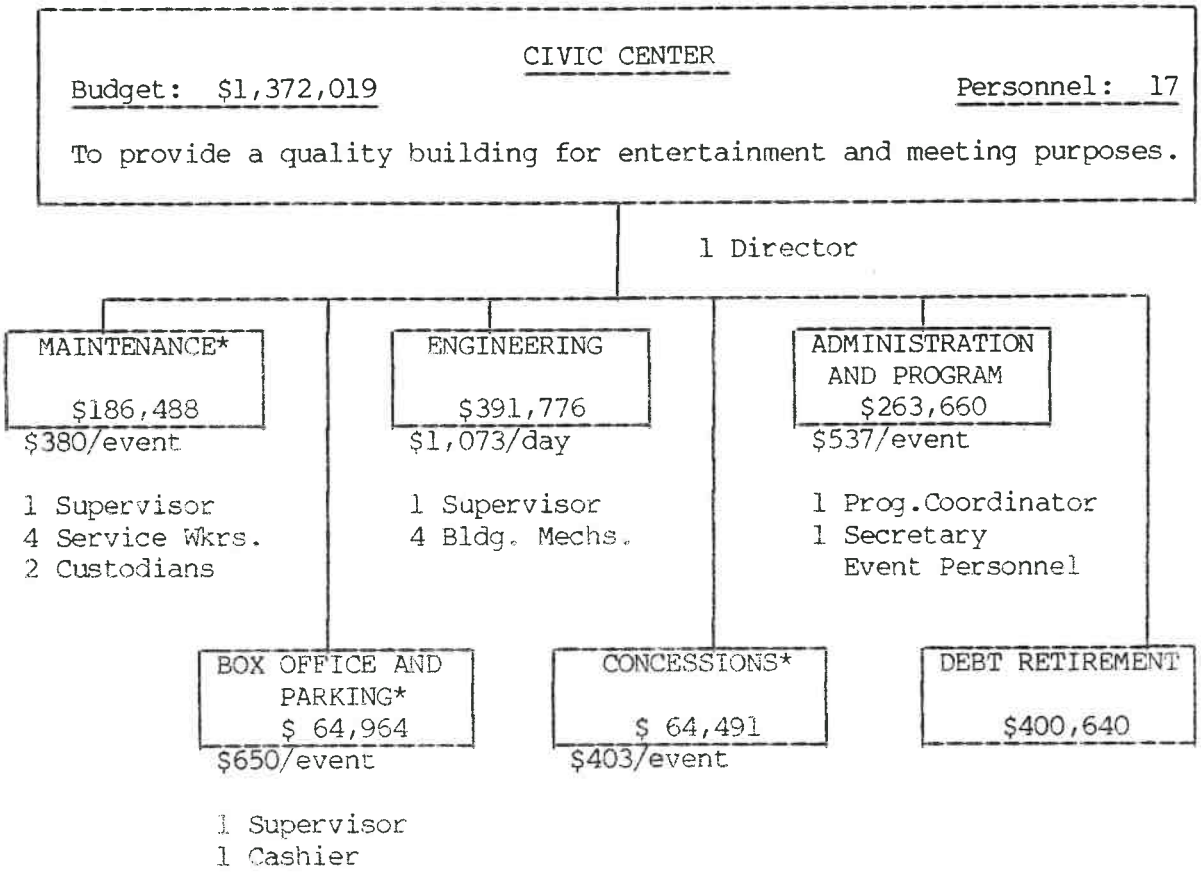
CIVIC CENTER

PURPOSE: OPERATE THE CIVIC CENTER FACILITY FOR THE PUBLIC ENJOYMENT OF MUSICAL, CULTURAL, AND OTHER EVENTS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 477,260	$ 472,678	$ 481,402
CONTRACTUAL SERVICES	$ 317,598	$ 352,648	$ 381,954
COMMODITIES	$ 47,468	$ 48,728	$ 50,186
REVOLVING FUNDS	$ 9,495	$ 12,589	$ 13,215
CAPITAL OUTLAY	$ 7,094	$ 76,000	$ 41,000
BOND AMORTIZATION	$ 386,440	$ 414,400	$ 400,640
INTERFUND TRANSFERS	$ 86,270	$ 3,500	$ 3,622
TOTAL	$ 1,331,625	$ 1,380,543	$ 1,372,019

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CUSTODIAN	3.00	3.00	41	$ 34,237
MAINTENANCE SERVICE WORKER	2.00	2.00	43	$ 22,108
CASHIER	1.00	1.00	47	$ 12,796
SR MAINT SERVICE WORKER	1.00	1.00	48	$ 15,554
SENIOR CLERK TYPIST	1.00	1.00	50	$ 13,112
BLDG MAINT MECHANIC	3.00	3.00	63	$ 53,715
SOUND SYSTEMS TECHNICIAN	1.00	1.00	65	$ 18,905
BLDG OPERATIONS SUPERVISOR	1.00	1.00	66	$ 19,372
BUILDING MECHANIC SUPT	1.00	1.00	67	$ 22,979
BOX OFFICE/CONC SUPERVISOR	1.00	1.00	68	$ 21,358
CIVIC CENTER PROGRAMS COORD	1.00	1.00	75	$ 24,129
CIVIC CENTER DIRECTOR	1.00	1.00	89	$ 39,303
TOTAL	17.00	17.00		



Total Vehicles: 3

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* Temporary labor is utilized in these work programs.

CIVIC CENTER

WORK PROGRAMS

WP 6131-1: Clean all areas of building

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	495 Events	458	491	$ 193 Unit Cost:	$ 185 $380/event	$ 186

WP 6131-2: Maintain mechanical equipment

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	365 Days	365	365	$ 374 Unit Cost:	$ 390 $1,073/day	$ 392

WP 6131-3: Schedule, monitor and settle events

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	25 Concerts	28	26	$ 192 Unit Cost:	$ 262 $537/event	$ 264
2)	44 Sporting Events	45	70			
3)	66 Family Events	20	30			
4)	144 Cultural Events	150	150			
5)	31 Trade Events	40	40			
6)	52 Social Events	60	60			
7)	17 Religious Events	15	15			
8)	51 Conventions	30	30			
9)	65 Meetings	70	70			
10)	495 Total Events	458	491			

CIVIC CENTER

WORK PROGRAMS

WP 6131-4: Sell tickets and maintain records

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	71	80	100	$ 102	$ 65	$ 65
		Events		Unit Cost:	$650/event	

WP 6131-5: Operate concession

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	154	145	160	$ 85	$ 65	$ 64
		Events		Unit Cost:	$403/event	

WP 6131-6: Debt retirement

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	N/A	$ 386	$ 414	$ 401

CIVIC CENTER

GOAL: TO PROVIDE ENTERTAINMENT OPPORTUNITIES AND SOCIAL/ BUSINESS EVENT SPACE TO ALL RESIDENTS OF SAVANNAH IN A SELF-SUPPORTING MULTI-PURPOSE FACILITY.

OBJECTIVE 6131-A:
To increase the present level of 76 arena events which net $2,000 per day and 12 theatre events which net $1,000 per day by 10% in 1987.

	1985	1986	1987
(A-1)	83	76	84
		Arena	
(A-2)	7	12	13
		Theatre	

STRATEGY:
1. Conduct aggressive sales approach of promoters through repeated contacts.
2. Pursue all profitable concession opportunities.
3. Pursue all profitable parking lot opportunities.
4. Charge and collect all bills.

OBJECTIVE 6131-B:
To increase the number of events to 491 in 1987.

	1985	1986	1987
(B-1)	495	458	491
		Events	

STRATEGY:
1. Maintain return business through good service.
2. Aggressively solicit potential tenants.
3. Provide a clean building for all events.

OBJECTIVE 6131-C:
To increase the revenue/cost ratio from 49.3% to 51.2% in 1987.

	1985	1986	1987
(C-1)	48%	49.3%	51.2%
		Revenue/Cost Ratio	

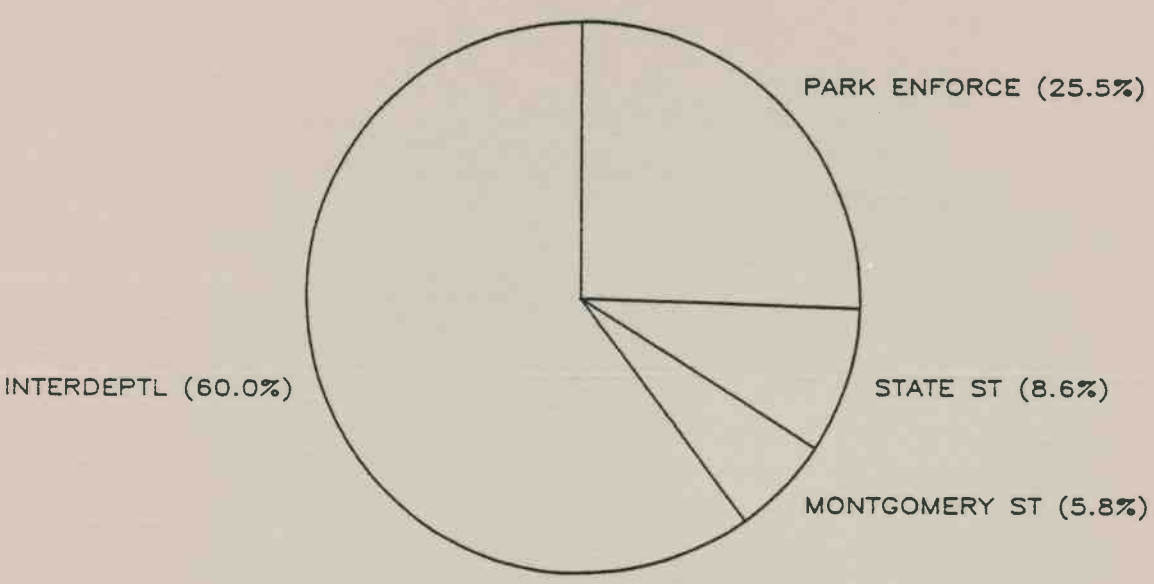
STRATEGY:
1. Pursue new avenues of revenue.
2. Provide close supervision over temporary labor.
3. Manage energy consumption properly.
4. Bid all purchases.

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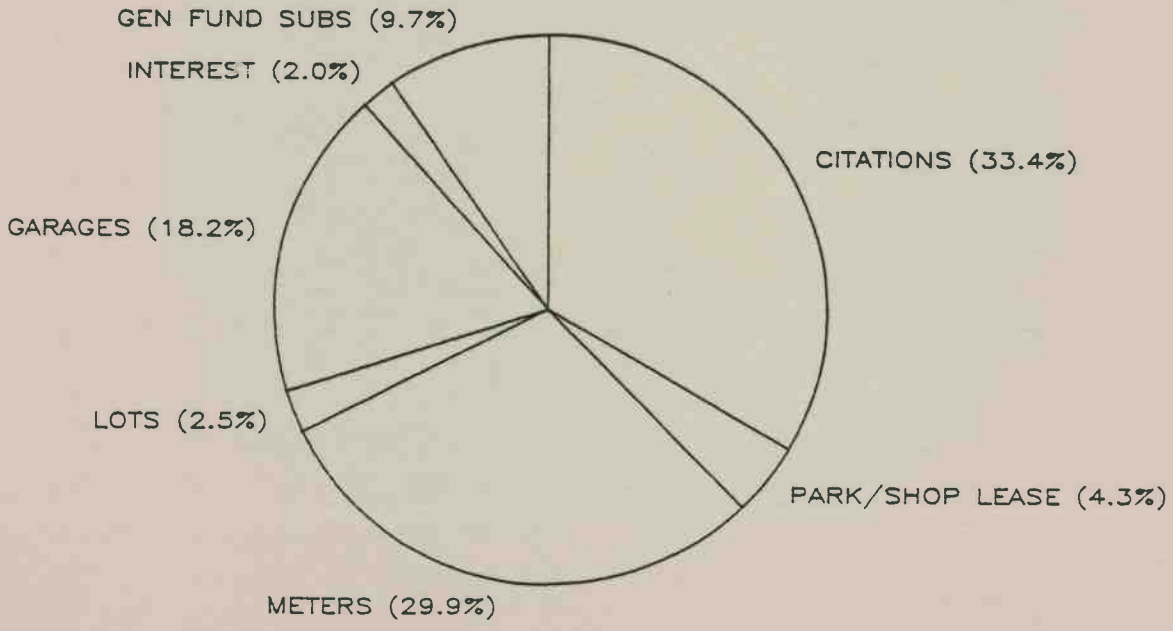
Parking Services Fund

PARKING SERVICES FUND

EXPENDITURES



REVENUES



Adopted Budget Summary
Parking Services Fund

The Parking Services Fund's 1987 base budget of $1,880,000 is described in detail on the pages which follow. No new programs or capital projects are planned. Consistent with the fee changes cited in the budget ordinance addendum, budgeted revenue will be $33,000 less than proposed. Thus, the General Fund contribution will be $33,000. The adopted fee schedule, with the exception of the addendum changes, is outlined in the City Manager's Message section. A revenue summary which reflects the adopted fee schedule is provided below.

Operating Revenue	Base Proposal	New Revenue	Final Budget
Montgomery St. Garage	$ 140,000	$ -3,000	$ 137,000
Liberty St. Lots	45,000	5,000	50,000
Parking Meters	538,000	69,000	607,000
Parking Citations	600,000	156,000	756,000
State Street Garage	187,000	-3,000	184,000
Park & Shop Lease	77,000	0	77,000
Subtotal	$1,587,000	$ 224,000	$ 1,811,000
Non-Operating Revenue			
Interest Revenue	36,000	0	36,000
General Fund Contr.	257,000	-224,000	33,000
Subtotal	$ 293,000	$ -224,000	$ 69,000
Total	$ 1,880,000	N/A	$ 1,880,000

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PARKING SERVICES FUND

The Parking Services Fund is comprised of all expenditures and revenue related to parking. Consistent with the plan outlined in the 1986 budget document, the 1987 budget proposes the consolidation of all parking-related services into a single enterprise fund. While the 1986 Parking Fund only included the State Street Garage and the Park & Shop, the 1987 budget adds: the Parking Enforcement activity[1], the Montgomery Street Garage, and the Liberty Street parking lots. The fund, a part of the Management Services Bureau, will be organized into four activities: Parking Enforcement and Administration, State Street Garage, Montgomery Street Garage, and Interdepartmental. The State Street Garage will operate for only four months in 1986. The Montgomery Street Garage is currently under construction and is scheduled to open in early 1987.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 262,925	$ 360,806	$ 97,881	37.2
Contractuals	53,959	184,944	130,985	-
Commodities	30,011	47,481	17,470	58.2
Revolving Fund	75,327	93,503	18,176	24.1
Capital Outlay	3,325	7,250	3,925	-
Debt Service	580,860	904,332	323,472	55.7
Interfund Trans	16,135	231,684	215,549	-
Contingency	0	50,000	50,000	-
Total Base Budget	$1,022,542	$1,880,000	$ 857,458	83.9
Program Improve	N/A	N/A	N/A	N/A
Capital Projects	N/A	N/A	N/A	N/A
Total Budget	$1,022,542	$1,880,000	$ 857,458	83.9

[1] A General Fund activity prior to 1987.

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Parking Enforcement[1]	$ 341,420	$ 379,706	$ 458,555
State Street Garage[2]		61,976	154,852
Montgomery St. Garage			104,852
Interdepartmental[3]		580,860	1,161,741
Total Base Budget	$ 341,420	$ 1,022,542	$ 1,880,000

PARKING INTERDEPARTMENTAL

EXPENDITURE AREA	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Debt Service	$ 580,860	$ 904,332
Services by General Fund		207,409
Contingency		50,000
Total Base Budget	$ 580,860	$ 1,161,741

1 Included in the General Fund prior to 1987. Administration of the Liberty Street lots is budgeted in this activity.

2 This was the only activity in the 1986 Parking Services Fund.

3 Debt Service was actually included in the 1986 Parking Services Fund. It is reflected in Interdepartmental for budget purposes only.

BASE BUDGET REVENUE SUMMARY

	1986 Projection	1987 Base Only Projection
Operating Revenue		
Montgomery Street Garage	N/A	$ 140,000
Liberty Street Lots	N/A *	45,000
Parking Meters	N/A *	538,000
Parking Citations	*	600,000
State Street Garage	45,000	187,000
Park & Shop Lease	18,000	77,000
Subtotal	$ 63,000	$1,587,000
Non-Operating Revenue		
Interest Revenue	$ -	$ 36,000
General Fund Contribution	579,836	257,000
Subtotal	$579,836	$ 293,000
TOTAL REVENUES	$642,836	$1,880,000

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* General Fund revenue

BASIC PROGRAM COSTS

SUMMARY

The 1987 Parking Services Fund's Proposed Base Budget is $1,880,000. The $857,458 increase over 1986 projected expenditures is primarily composed of these major elements: increase in Debt Service payments, $323,472; cost of services by the General Fund, $207,409; start-up and partial year's operating costs of Montgomery Street Garage, $104,852; and full year's cost of State Street Garage, $92,876.

Thus, the large increases over 1986 expenditures throughout the budget reflect the planned development of this fund. For budget comparison purposes, the Parking Enforcement activity along with the State Street Garage are represented as components of the 1986 budget. The proposed 1987 base budget expenditures are presented below. Only expenditure explanations are discussed, as all major changes are increases attributed to the full implementation of this fund.

PERSONAL SERVICES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Salaries & Wages	$ 206,846	$ 287,564	$ 80,718	39.0
Social Security	15,250	20,099	4,849	31.8
Medical Insurance	13,535	14,373	838	6.2
Life Insurance	1,283	1,405	122	9.5
Unemployment Comp	45	101	56	-
Worker's Comp	779	1,186	407	52.2
Pension	16,281	20,691	4,410	27.1
Longevity	2,294	3,354	1,060	46.2
Overtime	4,151	7,920	3,769	90.8
Temporary Labor	2,461	4,113	1,652	67.1
Total	$ 262,925	$ 360,806	$ 97,881	37.2

The 1987 Parking Services Fund Budget provides $360,806 for Personal Services. The major allocations in this category are: Salaries and Wages, $287,564; Pension, $20,691; and Social Security, $20,099. Planned staffing levels are 16 staff years for Parking Enforcement, 3.5 for State Street Garage, and 1.5 for Montgomery Street Garage. The 5 staff years allocated to the garages include:1 Parking Facilities Supervisor, 1 Maintenance Worker, and 3 Parking Attendants.

CONTRACTUALS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Electricity	$ 14,186	$ 54,347	$ 40,161	-
Communications	1,610	1,008	-602	-37.4
Transportation	1,600	1,600	0	-
Advertising	500	2,700	2,200	-
Insurance	192	31,329	31,137	-
Rentals	0	40	40	-
Dues/Periodicals	150	175	25	16.7
Professional Fees	11,740	56,630	44,890	-
Building Repair	1,000	4,510	3,510	-
Equipment Maint	825	1,843	1,018	-
Photocopying	150	1,005	855	-
Printing	21,286	29,117	7,831	36.8
Medical Costs	720	640	-80	-11.1
Total	$ 53,959	$ 184,944	$ 130,985	-

The 1987 Budget proposes $184,944 for Contractual Services. The largest allocation in this series is $56,630 for Professional Services. Most of this expenditure is for the services of security guards and pest control firms at each of the garages. Electricity, at $54,347, is also a large allocation. Electrical service for each of the City's parking facilities is paid from this account. At $31,329, the cost of liability and property insurance for each garage represents yet another significant allocation. Proposed Printing expenditures are $29,117 for 1987. A large amount of this is to cover the cost of parking citations, delinquency notices, and various forms used by the Parking Enforcement and Administration activity. Most of the remaining allocations are for smaller expenditures that will also be incurred by this activity.

COMMODITIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Supplies	$ 1,044	$ 2,091	$ 1,047	-
Postage	16,783	17,293	510	3.0
Clothing	5,798	9,225	3,427	59.1
Operating Supp	3,055	9,802	6,747	-
Small Fixed Assets	3,081	8,570	5,489	-
Tools/Shop Supp	250	500	250	-
Total	$ 30,011	$ 47,481	$ 17,470	58.2

The 1987 Commodities budget is planned at $47,481. Postage, at $17,293, represents the largest account in this series. This allocation provides for the cost of mailing delinquency notices ($14,580), and various offender notices ($1,845). A variety of items such as signs, cleaning supplies, and trash bags for use at each of the facilities comprise most of the $9,802 Operating Supply account. The Clothing/Personal Supply allocation is also significant. Uniforms and accessories for parking enforcement personnel ($5,168), and garage attendants ($4,057), are provided for in this allocation. The Small Fixed Assets category which totals $8,570 is primarily for the start-up costs of various items needed at the Montgomery Street Garage such as desks, chairs, file cabinets, as well as replacement bulbs and boards for the electronic gate arms at each facility.

REVOLVING FUND

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Data Processing	$ 51,333	$ 63,548	$ 12,215	23.8
Garage Services	11,219	15,344	4,125	36.8
Central Services	12,775	14,611	1,836	14.4
Total	$ 75,327	$ 93,503	$ 18,176	24.1

The 1987 proposed charges for Revolving Fund services total $93,503. At $63,548, Data Processing services represent 68% of the total allocation. This is for the use of computer terminals and the database system as most of the parking enforcement operations are automated. The Garage charges which total $15,344 are primarily for the fuel and maintenance of the fund's vehicles, most of which are Cushman scooters. The Central Services allocation of $14,611 reflects the cost of mail services, the central switchboard, and building repair projects.

CAPITAL OUTLAY

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Equipment	$ 2,775	$ 650	$ -2,125	-76.6
Oper/Constr Equip	550	6,600	6,050	-
Total	$ 3,325	$ 7,250	$ 3,925	-

The 1987 Capital Outlay account is $7,250. Of this amount, $650 is for office equipment and $6,600 is for Operational and Construction Equipment. A list of the planned purchases for 1987 follows:

Parking Enforcement	
3 Portable Radios @ $550	$ 1,650
2 Computer Terminals @ $2,200	4,400
State Street Garage	
1 Portable Radio	550
Montgomery Street Garage	
1 Electric Typewriter	650
Total	$ 7,250

DEBT SERVICE

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Bond Redemption	$ 580,860	$ 904,332	$ 323,472	55.7

The 1987 Debt Service allocation of $904,332 is for the scheduled principal payment on the construction bonds issued for the two parking garages.

INTERFUND TRANSFERS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Svcs by Gen Fund	$ 0	$ 207,409	$207,409	-
Vehicle Rep Contr	16,135	24,275	8,140	50.4
Total	$ 16,135	$ 231,684	$ 215,549	-

Interfund Transfers total $231,684 in 1987. Services to be provided by the General Fund are allocated at $207,409. The $24,275 vehicle contribution provides for future replacement costs.

CONTINGENCIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Contingencies	$ 0	$ 50,000	$ 50,000	-

An allocation of $50,000 is provided for emergencies and unanticipated needs.

BUDGET SUMMARY

1987 Base Revenues		$1,623,000
1987 New Revenues		257,000
Parking Meters	$ 96,000	
Parking Citations	156,000	
Lot Fees	5,000	
TOTAL REVENUE		$1,880,000
1987 Base Expenditures		$1,880,000
1987 Program Improvements		N/A
1987 Capital Projects		N/A
TOTAL BUDGET		$1,880,000

A detailed explanation of New Revenue is presented in the City Manager's Message.

PERSONNEL SUMMARY

PARKING

POSITION TITLE	RANGE	STAFF YEARS
PARKING ENFORCEMENT COORD	75	1.00
PARKING FACILITIES MANAGER	64	1.00
PARKING ENFORCEMENT SUPERVISOR	62	1.00
REVENUE INVESTIGATOR	58	2.00
PRINCIPAL CLERK	54	1.00
SENIOR CLERK TYPIST	50	2.00
PARKING ENFORCEMENT OFFICER	46	7.00
CLERK TYPIST	45	1.00
PARKING METER COIN COLLECTOR	44	1.00
UTILITIES MAINT WORKER	43	1.00
PARKING LOT ATTENDANT	43	3.00
TOTAL		21.00

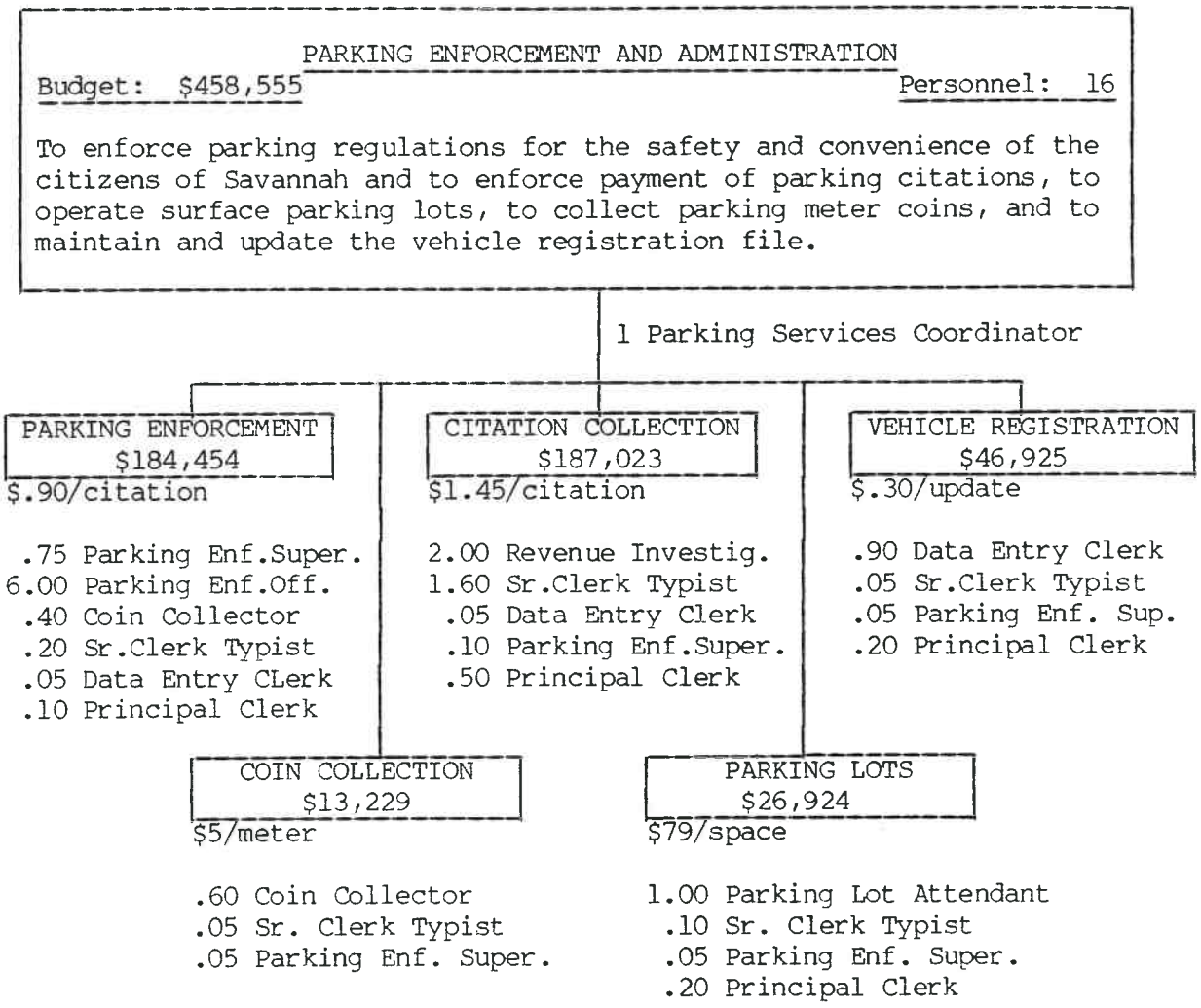
PARKING ENFORCEMENT & ADMINISTRATION

PURPOSE: ENFORCE PARKING REGULATIONS AND PAYMENT OF TRAFFIC CITATIONS IN ORDER TO PROVIDE FOR THE SAFETY AND CONVENIENCE OF THE CITIZENRY.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 170,872	$ 242,105	$ 282,210
CONTRACTUAL SERVICES	$ 14,462	$ 23,130	$ 34,331
COMMODITIES	$ 23,667	$ 23,896	$ 29,129
REVOLVING FUNDS	$ 103,725	$ 74,765	$ 92,185
CAPITAL OUTLAY	$ 12,537	$ 975	$ 6,050
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 16,157	$ 14,835	$ 14,650
TOTAL	$ 341,420	$ 379,706	$ 458,555

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
PARKING LOT ATTENDANT	1.00	1.00	41	$ 11,398
CLERK	1.00	1.00	44	$
PARKING METER COIN COLLECTOR	1.00	1.00	44	$ 13,768
PARKING ENFORCEMENT OFFICER	7.00	7.00	46	$ 86,088
SENIOR CLERK TYPIST	1.00	1.00	50	$ 29,367
PRINCIPAL CLERK	0.00	1.00	54	$ 14,108
REVENUE INVESTIGATOR	2.00	2.00	58	$ 31,491
PARKING ENFORCEMENT SUPV	1.00	1.00	62	$ 18,388
PARKING SERVICES COORD	1.00	1.00	75	$ 25,335
TOTAL	15.00	16.00		



Total Vehicles: 11

PARKING ENFORCEMENT & ADMINISTRATION

WORK PROGRAMS

WP 6201-1: Enforce parking regulations by issuing citations

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) 180,302	200,000	200,000	$ 149	$ 153	$ 185
Citations Issued			Unit Cost: $.90/citation		

WP 6201-2: Collect parking citation fees

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) 130,156[1]	130,000	130,000	$ 151	$ 155	$ 187
Citations Collected			Unit Cost: $1.45/citation		

WP 6201-3: Operate 3 surface parking lots (2 pay lots)

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) 133[2]	253[3]	340[4]	$ 21	$ 22	$ 27
Parking Spaces			Unit Cost: $79/space		

WP 6201-4: Collect parking meter coins

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) 2,279	2,650	2,800	$ 11	$ 11	$ 13
Average Number Parking Meters			Unit Cost: $5/meter		

---

1 Larger number of citations collected due to 1985 amnesty program.

2 Jefferson Street lot only.

3 Jefferson Street lot for 4 months (lot closed May, 1986) and Liberty Street lots for full year.

4 Liberty Street and Visitors' Center lots.

PARKING ENFORCEMENT AND ADMINISTRATION

WORK PROGRAMS

WP 6201-5: Maintain and update vehicle registration file

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	16,200[1]	165,900	170,000	$ 9	$ 39	$ 47
	Tag Registration Updates			Unit Cost: $.30/update		

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[1] This work program was implemented late in 1985.

PARKING ENFORCEMENT AND ADMINISTRATION

GOAL: TO ACHIEVE THE DESIGN PARKING CAPACITY[1] FOR ON-STREET PARKING SPACES WITHIN THE CONTROLLED PARKING DISTRICT[2]

OBJECTIVE 6201-A:
To increase the availability of exisiting on-street parking in the controlled parking district by 17.7% through December 31, 1987.

	1985	1986	1987
(A-1)	25.6%	28.2%	33%

% of Spaces Unoccupied and Available

OBJECTIVE 6201-B:
To decrease the percentage of vehicles parked in violation of parking regulations in the controlled-parking district by 11% through December 31, 1987.

	1985	1986	1987
(B-1)	20.1%	18.1%	16.1%

% of Vehicles Parked in Violation

---

1 Design Parking Capacity for on-street parking is calculated as follows:

Type Spaces	Number Spaces		Turnover Factor		Parking Opportunities
15 minute meters	29	x	40	=	1,160
30 minute meters	112	x	20	=	2,240
1 hour meters	136	x	10	=	1,360
2 hour meters	1,127	x	5	=	5,635
3 hour meters	322	x	3	=	966
5 hour meters	347	x	2	=	694
10 hour meters	237	x	1	=	237
2 hour time limit, free	282	x	5	=	1,410
No time limit, free, in CBD	70	x	1	=	70
	2,662				13,772

2 Controlled Parking District: Savannah River on the north to Anderson Street on the south, East Broad Street on the east to West Broad Street on the west.

PARKING ENFORCEMENT AND ADMINISTRATION

STRATEGY 6201-A and B:

1. Provide 7 Parking Enforcement Officers and 1 Parking Enforcement Supervisor to patrol the downtown areas of the city to cite parking violators.
2. Propose increased parking fines to encourage compliance with parking regulations.
3. Propose increased meter rates to reduce willingness to incur citations as cost for all-day parking.
4. Propose multiple ticketing for all-day violators.
5. Monitor violation percentage by conducting field surveys quarterly to compare with 1986.

OBJECTIVE 6201-C:

To reduce the number of multiple offenders with 10 or more citations by 2% by December 31, 1987.

	1985	1986	1987
(C-1)	917	855	838

Number Multiple Offenders

STRATEGY:

1. Continue use of enhanced computer system as collection tool.
2. Ensure current updating of vehicle tag registration file.
3. Add bordering South Carolina county vehicle registration information to current tag registration file.
4. Provide 3 Revenue Investigators to investigate cases, serve subpoenas, issue boot notices, and prosecute violators in Court.

OBJECTIVE 6201-D:

To increase revenues from parking meters by 2% by December 31, 1987.

	1985	1986	1987
(D-1)	$500,000	$515,000	$525,000

Parking Meter Revenue

STRATEGY:

1. Continue strong parking enforcement program to encourage feeding meters.
2. Cross-train Parking Enforcement Officers as coin collectors, giving us the ability to conduct quarterly audits of coins collected.
3. Continue using management and control procedures implemented in 1986.

STATE STREET GARAGE

PURPOSE: PROVIDE OFF-STREET PARKING SERVICES TO THE PUBLIC.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 0	$ 20,820	$ 58,999
CONTRACTUAL SERVICES	$ 0	$ 30,829	$ 76,690
COMMODITIES	$ 0	$ 6,115	$ 7,670
REVOLVING FUNDS	$ 0	$ 562	$ 1,318
CAPITAL OUTLAY	$ 0	$ 2,350	$ 550
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 1,300	$ 9,625
TOTAL	$ 0	$ 61,976	$ 154,852

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
UTILITIES MAINT WORKER	1.00	1.00	43	$ 10,787
PARKING LOT ATTENDANT	1.50	1.50	43	$ 19,502
PARKING FACILITIES MANAGER	1.00	1.00	64	$ 18,223
TOTAL	3.50	3.50		

STATE STREET GARAGE

Budget: $154,852 Personnel: 3.5

To provide parking services to the public and maximize revenues from the State Street Garage.

1.0 Parking Facilities Supervisor
1.0 Utility Maintenance Worker
1.5 Parking Lot Attendants

Total Vehicles: 1

STATE STREET GARAGE

GOAL: TO PROVIDE PARKING SERVICES TO THE PUBLIC AND TO MAXIMIZE REVENUES FROM THE STATE STREET GARAGE.

OBJECTIVE 6202-A:
To operate the State Street Garage and attain a 100% paid capacity rate by December 31, 1987.

	1985	1986	1987
(A-1)	N/A	90%	100%
		% of Spaces Occupied	

STRATEGY:
1. Continue the State Street Garage as an attended parking service.
2. Continuously monitor vacant monthly paid spaces and rent available spaces on a daily basis.
3. Continue monthly and daily record keeping system to assure that all parking fees are paid.

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* 1986 based on three months.

MONTGOMERY STREET GARAGE

PURPOSE: PROVIDE OFF-STREET PARKING SERVICES TO THE PUBLIC.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 0	$ 0	$ 19,597
CONTRACTUAL SERVICES	$ 0	$ 0	$ 73,923
COMMODITIES	$ 0	$ 0	$ 10,682
REVOLVING FUNDS	$ 0	$ 0	$ 0
CAPITAL OUTLAY	$ 0	$ 0	$ 650
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 0	$ 0	$ 104,852

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
PARKING LOT ATTENDANT	.00	1.50	43	$ 16,181
TOTAL	.00	1.50		

MONTGOMERY STREET GARAGE

Budget: $104,852 Personnel: 1.5

To provide optimum parking services to the public and to maximize revenues from the Montgomery Street Garage.

1.5 Parking Lot Attendants

MONTGOMERY STREET GARAGE

GOAL: TO PROVIDE OPTIMUM PARKING SERVICES TO THE PUBLIC AND TO MAXIMIZE REVENUES FROM THE MONTGOMERY STREET GARAGE.

OBJECTIVE 6203-A:
To open and operate the Montgomery Street Garage and attain 75% paid occupancy by December 31, 1987.

	1985	1986	1987
(A-1)	N/A	N/A	75%*
	% of Spaces Occupied		

STRATEGY:
1. Develop and implement a management plan with emphasis on operation as an attended facility.
2. Monitor vacant monthly paid spaces and rent available spaces on a daily basis.
3. Develop and implement monthly and daily record keeping system to assure that all parking fees are paid.

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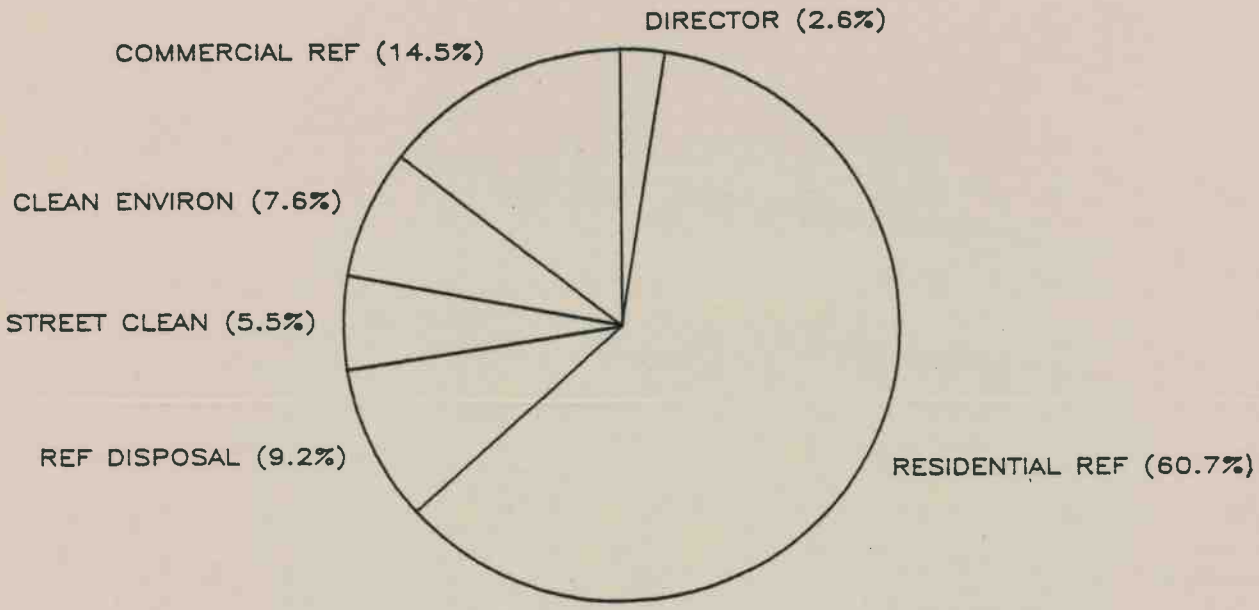
* New parking facility in 1987.

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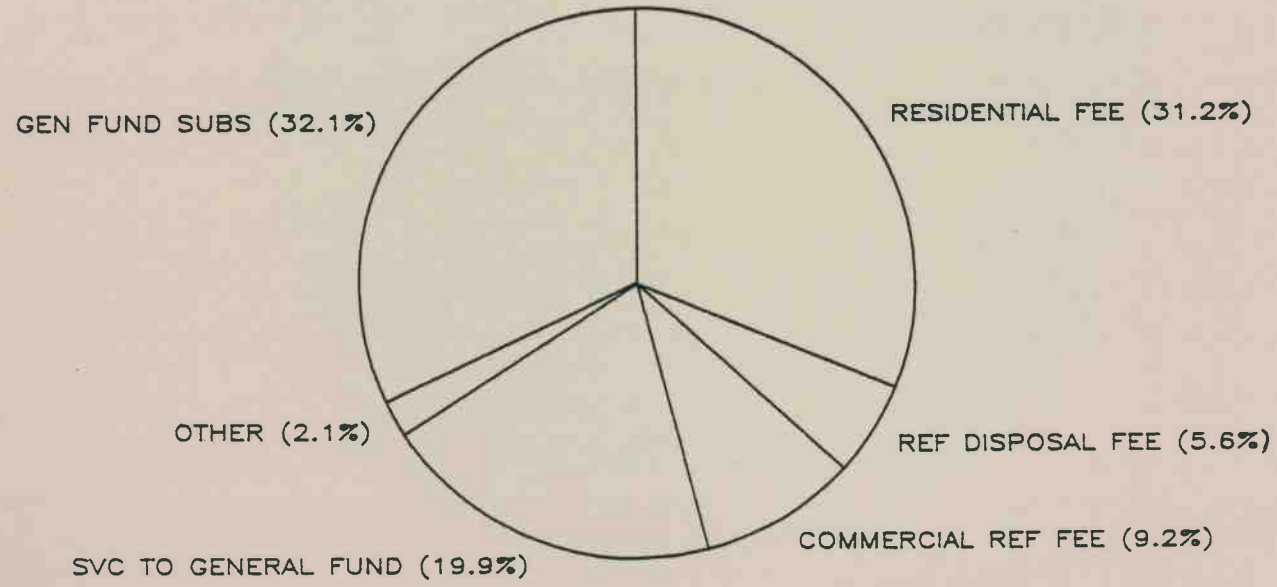
Sanitation Fund

SANITATION FUND

EXPENDITURES



REVENUES



Adopted Budget Summary
Sanitation Fund

The Sanitation Fund's proposed base budget of $7,101,624 is described in detail on the pages which follow. Several new programs, which total $193,465, are also proposed. The capital improvement projects planned for 1987 total $40,000. The implementation of these new programs increases the Sanitation Fund's total budget to $7,335,089. Major components of this fund's budget are outlined in the table below. A brief description of each program improvement by activity is included.

Activity	Base Proposal	New Programs	Final Budget
Sanitation Director	$ 182,167	$ 0	$ 182,167
Residential Refuse	4,310,856	47,000	4,357,856
Refuse Disposl	654,085	0	654,085
Street Cleaning	1,027,823	119,350	1,147,173
Commercial Refuse	536,952	0	536 952
Clean Environment	389,741	27,115	416,856
Total	$ 7,101,624	$ 193,465	$ 7,295,089
CAPITAL IMPROVEMENTS	N/A	40,000	40,000
TOTAL GENERAL FUND BUDGET	$ 7,101,624	$ 233,465	$ 7,335,089

Residential Refuse: Funding in the amount of $47,000 is provided for the retention and rehabilitation of two packer trucks. These vehicles will be dedicated to the bulk trash collection program which currently has insufficient equipment resources. Most of the proposed allocation is for the rehabilitation of these two vehicles.

Street Cleaning: The addition of a street sweeper is proposed so that cleanliness standards will be consistently achieved. Most of the new program cost of $119,500 is for the purchase of this vehicle.

Clean Environment: An allocation of $27,115 is provided for the addition of a code enforcement officer. This new position will augment the current staffing level so that all routine preventive inspections will be conducted and the recently adopted property maintenance ordinance will be enforced effectively. The allocated funds represent the cost of the new position, a vehicle, and operating supplies.

Consistent with the adopted fee schedule, $545,000 in new revenue is budgeted. The General Fund contribution will be reduced to $1,933,455. This is because the new revenue increase is partially offset by expenditure increases related to new programs and capital projects. A revenue summary which reflects the adopted fee schedule is provided below. The adopted rate changes are outlined in the City Manager's Message section.

Operating Revenue	Base Proposal	New Revenue	Final Budget
Res. Refuse Fees	$ 2,219,000	$ 542,000	$ 2,761,000
Special Trash Collec.	18,000	0	18,000
Refuse Disposal Fees	395,000	3,000	398,000
Comm. Refuse Fees	678,000	0	678,000
Building Demolitions	3,000	0	3,000
Lot Clearing	21,000	0	21,000
Parking Citations	110,000	0	110,000
Svcs. to General Fund	1,412 634	0	1,412,634
Subtotal	$ 4,856,634	$ 545,000	$ 5,401,634
General Fund Contr.	2,244,990	-311,535	1,933,455
Total	$ 7,101,624	N/A	$ 7,335,089

SANITATION FUND

The primary responsibilities of the Sanitation Fund are the collection of residential and commercial garbage and trash, operation of the sanitary landfill, street cleaning, building condemnation and demolition, and vacant lot cleaning. Formerly part of the General Fund, the Sanitation activities were organized into an enterprise fund for the first time in 1986.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 3,978,333	$ 4,021,482	$ 43,149	1.1
Contractuals	309,902	320,192	10,290	3.3
Commodities	147,622	157,565	9,943	6.7
Revolving Fund	1,454,893	1,529,411	74,518	5.1
Capital Outlay	23,020	31,471	8,451	36.7
Interfund Trans	1,007,345	1,041,503	34,158	3.4
Total Base Budget	$ 6,921,115	$ 7,101,624	$ 180,509	2.6
Capital Projects	N/A	40,000	40,000	-
Program Improve	N/A	193,465	193,465	-
Total Budget	$ 6,921,115	$ 7,335,089	$ 413,974	6.0

Savannah's Resource Recovery Facility is scheduled to begin operation in late April 1987, after a two year construction effort. The Facility will convert over 156,000 tons of refuse per year into steam energy, reducing the volume of waste to be landfilled by 90%. Although the project was funded by tax-exempt, revenue bonds issued by the Resource Recovery Development Authority, the Facility will be owned and operated by a private company. Project revenues are intended to offset the debt service and Facility operating costs. The City will benefit through reduced disposal costs over the 20-year contract period, reduced potential for groundwater contamination, and a landfill life extended to about 100 years. For 1987 the Refuse Disposal Activity has been budgeted for a full-scale landfill operational cost year to cover a possible extended startup and shakedown phase of the Facility. All savings from the Refuse Disposal operating budget, however, will be earmarked for contribution to a project stabilization fund. After 1987 the Refuse Disposal Activity will be scaled down to provide only the Bacon Park Transfer Station and the landfilling of non-processible waste and combustion residue. Annual contributions to the project stabilization fund will likely continue after 1987.

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL[1] EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Sanitation Director	$ 158,517	$ 180,749	$ 182,167
Residential Refuse	3,753,522	4,270,506	4,310,856
Refuse Disposal	586,904	641,250	654,085
Street Cleaning	956,664	973,209	1,027,823
Commercial Refuse	494,225	475,489	536,952
Clean Environment	295,223	379,912	389,741
Total Base Budget	$ 6,245,055	$ 6,921,115	$ 7,101,624
Capital Projects	0	N/A	40,000
Program Improvements	N/A	N/A	193,465
Total Budget	$ 6,245,055	$ 6,921,115	$ 7,335,089

[1] Included in the General Fund prior to 1986, but presented here for comparison purposes.

BASE BUDGET REVENUE SUMMARY

The Sanitation Fund collects revenue based on the fee categories outlined in the following table. The major revenue categories include: fees for services, services to the General Fund, and the General Fund subsidy. The largest revenue category, fees for services, includes most of the fee areas indicated below. Residential Refuse customers and Commercial Refuse customers are charged for refuse collection services. Special trash collection services are charged on the basis of the crew hours required to make the collection. Fees are also collected for the commercial use of the City-operated sanitary landfill. As the table outlines, the Sanitation Fund collects revenue for building demolitions and the administration of the City's lot cleaning ordinance. In addition, Parking citation revenue is generated from tickets issued for vehicles which obstruct the street sweepers. Services to the General Fund reflects the costs of Sanitation services provided to General Fund activities and nonprofit agencies. This amount also reflects the net costs of Clean Environment and Street Cleaning, the services of which are purchased by the General Fund. Finally, the General Fund provides a subsidy for those expenditures not supported by Sanitation's revenue program.

	1986 Projection	1987 Base Only Projection
Operating Revenues		
Residential Refuse Fees	$2,200,000	$2,219,000
Special Trash Collection	16,000	18,000
Refuse Disposal Fees	390,000	395,000
Commercial Refuse Fees	645,000	678,000
Building Demolitions	3,000	3,000
Lot Clearing	20,000	21,000
Parking Citations	108,000	110,000
Services to General Fund	1,371,489	1,412,634
Total	$4,753,489	$4,856,634
General Fund Contributions	$2,167,626	$2,244,990
TOTAL REVENUE	$6,921,115	$7,101,624

BASIC PROGRAM COSTS

SUMMARY

The 1987 Proposed Base Budget for the Sanitation Fund totals $7,101,624. This amount is $180,509 or 2.6% greater than 1986 Projected Expenses. The following sections provide detail on basic program costs and explain the major changes between the expenditures projected for 1986 and the allocations proposed for 1987.

PERSONAL SERVICES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Salaries & Wages	$ 2,999,719	$ 3,135,903	$ 136,184	4.5
Social Security	220,308	230,715	10,407	4.7
Medical Insurance	289,165	176,261	-112,904	-39.0
Life Insurance	18,355	18,337	-18	-.1
Unemployment Comp	969	1,258	289	29.8
Worker's Comp	124,234	122,870	-1,364	-1.1
Pension	236,108	238,928	2,820	1.2
Longevity	29,563	38,649	9,086	30.7
Overtime	56,575	58,561	1,986	3.5
Temporary Labor	3,337	0	-3,337	-
Total	$ 3,978,333	$ 4,021,482	$ 43,149	1.1

The 1987 Sanitation Fund Budget provides $4,021,482 for Personal Services. The major items in this category are: Salaries and Wages, $3,135,903; Pension, $238,928; Social Security, $230,715; Medical Insurance, $176,261; and Worker's Compensation, $122,870.

At $4,021,482, the 1987 allocation for Personal Services is $43,149 or 1.1% greater than 1986 projected expenses. The major changes are:

Salaries and Wages **increase** $136,184 or 4.5% to provide for a general wage increase and an anniversary increase for eligible employees.

Medical Insurance **decreases** $112,904 reflecting a Citywide decrease in contribution requirements.

CONTRACTUALS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Electricity	$ 2,536	$ 2,587	$ 51	2.0
Communications	1,473	1,329	-144	-9.8
Transportation	11,029	11,029	0	-
Advertising	4,090	4,213	123	3.0
Insurance	32,813	34,417	1,604	4.9
Rentals	15,400	15,862	462	3.0
Dues/Periodicals	638	652	14	2.2
Professional Fees	15,041	15,493	452	3.0
Building Repair	380	391	11	2.9
Equipment Maint	4,128	4,252	124	3.0
Printing	5,711	6,883	1,172	20.5
Medical Costs	3,347	3,366	19	.6
Other Contract	213,316	219,718	6,402	3.0
Total	$ 309,902	$ 320,192	$ 10,290	3.3

The 1987 Budget provides $320,192 for Contractual services. The major expense in this category is $219,718 for Other Contractual Services, which includes $189,764 in the Refuse Disposal budget for expenses such as cover material, excavation, erosion control and ditch cleaning. Also included is $23,214 in the Clean Environment budget for building demolitions, closings, mileage for use of personal vehicles on City business, and for Clean Community puppet shows. Another significant category is Insurance, for which $34,417 is allocated. At $15,493, Professional Fees include $15,065 in the Clean Environment budget for lot clearings. The Transportation account provides $11,029 for training and educational expenses.

The 1987 allocation for Contractual Services is $10,290 or 3.3% greater than 1986 Projected Expenses. The major change is:

Other Contract **increase** $6,402 or 3.0% to provide for inflation.

COMMODITIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Supplies	$ 5,122	$ 5,250	$ 128	2.5
Personal Supp	13,412	13,832	420	3.1
Operating Supp	59,272	61,111	1,839	3.1
Small Fixed Assets	0	500	500	-
Chemicals	10,983	11,280	297	2.7
Construction Supp	41	42	1	2.4
Tools/Shop Supp	1,415	1,559	144	10.2
Diesel Fuel	57,377	63,991	6,614	11.5
Total	$ 147,622	$ 157,565	$ 9,943	6.7

Commodities are budgeted at $157,565 for 1987. The major expenses in this category are $63,991 for Diesel Fuel and $61,111 for Operating Supplies such as cleaning supplies, brooms, tote barrels, and trash bags for Residential Refuse Collection; steel, paint, primer, casters and other supplies for container repair in Commercial Refuse Collection and cameras, film, maps and microfiche supplies in Clean Environment.

The 1987 allocation for Commodities is $9,943 or 6.7% greater than 1986 Projected Expenses. The major changes are:

Diesel Fuel — **increases** $6,614 or 11.5% to provide for anticipated price increases. The DRI-PIN projection of $.72 per gallon was applied in determining the 1986 estimate. A 10% buffer was added to DRI-PIN's 1987 projection ($.73) to arrive at the per-gallon rate of $.803.

Operating Supp — **increase** $1,839 or 3.1% due to anticipated inflationary increases.

REVOLVING FUND

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Service Desk	$ 94,955	$ 99,497	$ 4,542	4.8
Data Processing	9,027	9,745	718	8.0
Garage Services	1,303,868	1,379,196	75,328	5.8
Central Services	47,043	40,973	-6,070	-12.9
Total	$ 1,454,893	$ 1,529,411	$ 74,518	5.1

The 1987 charges proposed for Revolving Fund services total $1,529,411. There are three major expenditure areas: Garage Services totalling $1,379,196; Service Desk, $99,497; and Central Services, $40,973.

The Revolving Fund chargebacks for 1987 are $74,518 or 5.1% higher than 1986 Projected costs to provide for anticipated price increases.

CAPITAL OUTLAY

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Equipment	$ 1,452	$ 721	$ -731	-50.3
Oper/Constr Equip	21,568	30,750	9,182	42.6
Total	$ 23,020	$ 31,471	$ 8,451	36.7

The budget for Capital Outlay totals $31,471. Of this amount, $30,750 is for Operational and Construction Equipment; and $721 is for Office Equipment. Capital outlay purchases planned for 1987 include:

Residential Refuse	
Truck Washing Equipment	$ 2,000
Commercial Refuse	
50 Containers	20,000
Street Cleaning	
2 Mobile Radios	3,438
Clean Environment	
1 Electric Typewriter	721
3 Mobile Radios	5,312
Total	$ 31,471

INTERFUND TRANSFERS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Svcs by Gen Fund	$ 219,696	$ 226,287	$ 6,591	3.0
Vehicle Rep Contr	787,649	815,216	27,567	3.5
Total	$ 1,007,345	$ 1,041,503	$ 34,158	3.4

Interfund Transfers total $1,041,503 in 1987. This amount is an increase of 3.4 % over 1986 costs. Services by the General Fund at $226,287 is primarily for services provided by Management Services' activities such as Personnel, Finance, and Research and Budget. The major changes are:

Svcs by Gen Fund — **increase** $6,591 to provide for an inflationary adjustment.

Vehicle Rep Contr — **increases** $27,567 or 3.5%, also for an inflationary adjustment.

BUDGET SUMMARY

1987 Base Operating Revenue		$4,856,634
1987 General Fund Subsidy		1,933,455
1987 New Revenues		545,000
Residential Refuse	$542,000	
Landfill Disposal	3,000	
TOTAL REVENUE		$7,335,089
1987 Base Budget		$7,101,624
1987 Program Improvements		193,465
Add Street Sweeper	$119,350	
Retain/Rehabilitate 2 Packer Trucks	47,000	
Add 1 Code Enforcement Officer	27,115	
1987 Capital Projects		40,000
Agonic Road Crew & Time Clock Shed	$30,000	
Clean Environment's Office Expansion	10,000	
TOTAL BUDGET		$7,335,089

A detailed explanation of the Capital Improvement Projects, Program Improvements, and New Revenues is presented in the City Manager's Message.

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PERSONNEL SUMMARY

SANITATION

POSITION TITLE	RANGE	STAFF YEARS
SANITATION DIRECTOR	96	1.00
RES REFUSE COLLECTION ADM	87	1.00
CLEAN ENVIRONMENT ADM	80	1.00
COMMERCIAL REFUSE COLL ADM	80	1.00
STREET CLEANING ADMINISTRATOR	80	1.00
RESOURCE MANAGEMENT ADMIN	80	1.00
REFUSE DISPOSAL ADMINISTRATOR	79	1.00
MANAGEMENT ANALYST	75	1.00
CLEAN COMM PROGRAM COORDINATOR	73	1.00
SENIOR PROPERTIES INSPECTOR	69	2.00
SANITATION SUPERINTENDENT	68	2.00
WELDER	67	1.00
REFUSE COLLECTION SUPT	64	10.00
STREET CLEANING SUPERVISOR	64	2.00
SANITATION HEALTH INSPECTOR	59	1.00
HEAVY CONST EQUIP OPERATOR	59	4.00
HEAVY EQUIPMENT OPERATOR	57	1.00
SWEEPER OPERATOR	57	12.00
COMM REFUSE TRUCK OPERATOR	57	5.00
ADMINISTRATIVE SECRETARY	56	1.00
CODE ENFORCEMENT OFFICER	53	4.00
CUSTOMER SERVICE REP	53	2.00
RES REFUSE TRUCK OPERATOR	52	53.00
SENIOR CLERK TYPIST	50	1.00
VEHICLE MAINTENANCE COORD	50	1.00
MEDIUM EQUIPMENT OPERATOR	49	8.00
LIGHT EQUIPMENT OPERATOR	47	1.00
CITATION WRITER	46	3.00
SANITATION WORKER	45	110.25
CLERK	44	1.00
TOTAL		234.25

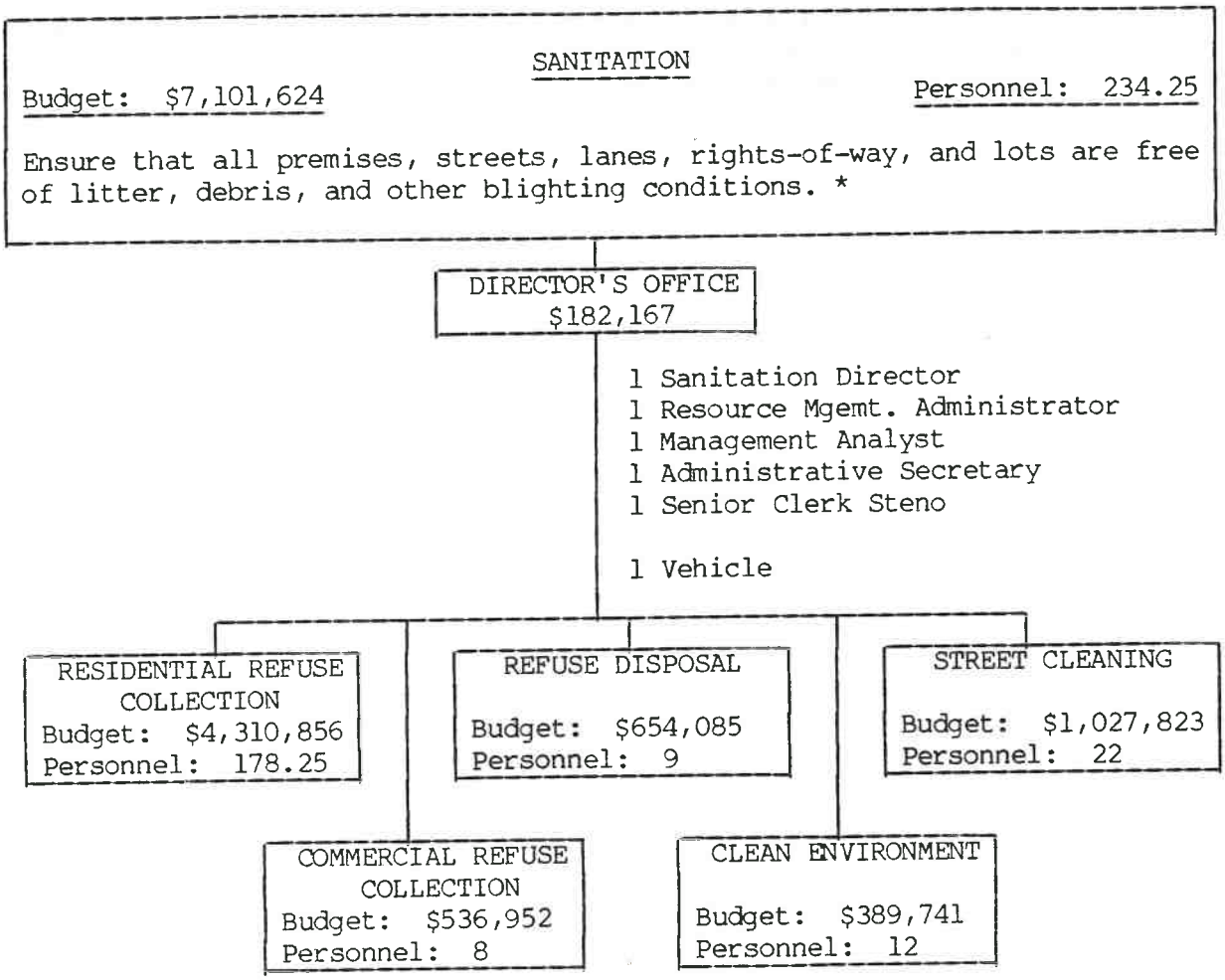
SANITATION DIRECTOR

PURPOSE: COORDINATE ALL SANITATION ACTIVITIES TO ENSURE THAT ALL PREMISES, STREETS, LANES, RIGHTS-OF-WAY, AND LOTS ARE FREE OF LITTER, DEBRIS, AND OTHER BLIGHTING CONDITIONS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 122,912	$ 155,249	$ 157,639
CONTRACTUAL SERVICES	$ 2,866	$ 5,745	$ 5,819
COMMODITIES	$ 1,500	$ 1,242	$ 1,280
REVOLVING FUNDS	$ 20,609	$ 16,038	$ 15,885
CAPITAL OUTLAY	$ 9,370	$ 983	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,260	$ 1,492	$ 1,544
TOTAL	$ 158,517	$ 180,749	$ 182,167

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 13,036
ADMINISTRATIVE SECRETARY	1.00	1.00	56	$ 15,554
MANAGEMENT ANALYST	1.00	1.00	75	$ 24,725
RESOURCE MANAGEMENT ADMIN	1.00	1.00	80	$ 31,556
SANITATION DIRECTOR	1.00	1.00	96	$ 48,953
TOTAL	5.00	5.00		



* Blighting Conditions are defined as open or unsafe buildings; littered or overgrown lots; abandoned or derelict vehicles; and rat infestation.

SANITATION BUREAU

GOAL: TO ENSURE THAT ALL PREMISES, STREETS, LANES, RIGHTS-OF-WAY, AND LOTS ARE FREE OF LITTER, DEBRIS, AND OTHER BLIGHTING CONDITIONS. *

OBJECTIVE 6301-A:
To ensure that 100% of Sanitation Bureau program objectives are met.

	1985	1986	1987
(A-1)	100%	100%	100%
	% of Objectives Met		

STRATEGY:
1. Require monthly statistical reports for each program activity to ensure performance standards are being met.
2. Monitor Service Desk reports to ensure service requests are fulfilled within established standards.
3. Ensure that Sanitation Bureau department heads take appropriate action to correct program performance deficiencies as warranted.
4. Implement overall cleanliness rating system to monitor cleanliness conditions in each neighborhood.
5. Redistribute service delivery and enforcement efforts to address identified problem areas.

OBJECTIVE 6301-B:
To complete 100% of special projects within assigned schedules and budget allotments.

	1985	1986	1987
(B-1)	80%	95%	100%
	% of Special Projects Completed		

STRATEGY:
1. Require project plan and milestone steps with scheduled target dates for each special objective.
2. Department Heads submit memo report on each scheduled step for Sanitation Director's approval.
3. Maintain an up-to-date Project Tracking file as soon as project phases are completed.
4. Provide in-house professional analytical support for special projects.

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* Blighting conditions are defined as open or unsafe buildings; littered or overgrown lots, abandoned or derelict vehicles; and rat infestation.

SANITATION BUREAU

OBJECTIVE 6301-C:
To reduce sick leave usage by 5% bureauwide.

	1985	1986	1987
(C-1)	7.1	6.5	6.2

Days of Sick Leave Per Employee Per Year

STRATEGY:
1. Monitor computerized listings of abusers and potential abusers of sick leave.
2. Ensure counseling of employees as identified above.
3. Refer employees with chronic absentee problems to the Employee Assistance Program for counseling.
4. Issue Letters of Commendation and Certificates to employees who do not use any sick leave for an entire year.

OBJECTIVE 6301-D:
To reduce injury rates by 5%.

	1985	1986	1987
(D-1)	.24	.25	.24

Number of Injuries Per Employee Per Year

STRATEGY:
1. Monitor injury rates and determine major causes of injuries.
2. Include discussion of causes of injuries and their avoidance as part of weekly crew safety meetings.
3. Identify potential modifications of equipment and processes which could reduce accidents and injuries.
4. Conduct Operation Responsible safety courses for all Residential Refuse Collection crew members.

OBJECTIVE 6301-E:
To ensure activity expenditures are maintained within appropriation.

	1985	1986	1987
(E-1)	97%	95%	95%

% of Annual Budget Expended

STRATEGY:
1. Maintain close oversight of activity expenditures on a monthly basis and implement cost reduction efforts when line-item expenditures exceed acceptable levels by 5%.
2. Provide in-house professional analytical support to identify potential programmatic and procedural improvement on a continuous basis to reduce costs.

SANITATION BUREAU

OBJECTIVE 6301-F:
To cause no complaints about discourteous employees.

	1985	1986	1987
(F-1)	1	0	0
		Complaints	

STRATEGY:
1. Investigate each citizen complaint of discourteous employees and take appropriate action.
2. Stress the importance of courtesy to the public in employee meetings.
3. Require each employee to affirm in writing his understanding of Sanitation Bureau courtesy policies.

RESIDENTIAL REFUSE

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 2,609,981	$ 2,778,732	$ 2,812,106
CONTRACTUAL SERVICES	$ 13,589	$ 36,089	$ 37,075
COMMODITIES	$ 92,585	$ 96,749	$ 102,518
REVOLVING FUNDS	$ 764,543	$ 734,234	$ 715,005
CAPITAL OUTLAY	$ 3,444	$ 3,438	$ 2,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 269,380	$ 621,264	$ 642,152
TOTAL	$ 3,753,522	$ 4.270,506	$ 4,310,856

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SANITATION WORKER	107.25	107.25	45	$ 1,166,219
MEDIUM EQUIPMENT OPERATOR	5.00	5.00	49	$ 65,436
VEHICLE MAINTENANCE COORD	1.00	1.00	50	$ 14,108
RES REFUSE TRUCK OPERATOR	53.00	53.00	52	$ 730,735
HEAVY EQUIPMENT OPERATOR	1.00	1.00	57	$ 19,372
REFUSE COLLECTION SUPT	8.00	8.00	64	$ 155,771
SANITATION SUPERINTENDENT	2.00	2.00	68	$ 40,694
RES REFUSE COLLECTION ADM	1.00	1.00	87	$ 36,529
TOTAL	178.25	178.25		

RESIDENTIAL REFUSE COLLECTION

Budget: $4,310,856

Personnel: 180.25

Keep all refuse collection districts free of missed residential garbage and trash collections.

1 Administrator

GARBAGE & TRASH COLLECTION
$3,422,732
$76/residence *

.5	Supt.
6	Supervisors
41	Res.Truck Ops.
86.25	Sanit.Workers

LITTER CONTROL
$ 683,112
$6/block cleaned

.25	Supt.
6	Res.Truck Ops.
1	Med.Truck Op.
1	Lt.Truck Op.
26	Sanit.Workers

SPECIAL ORDER
$ 102,077
$47/collection

.25	Supt.
1	Med.Truck Op.
1	Res.Truck Op.

VEHICLE SUPPORT
$ 102,935
$16/shuttle **

1	Veh.Mnt.Coord.
4	Res.Truck Ops.
2	Sanit. Workers
1	Supervisor
1	Hvy Equip.Op.

Total Vehicles: 65

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* Includes disposal costs of $8.00 per ton.

** Includes truck washing and Vehicle Maintenance Coordinator.

RESIDENTIAL REFUSE COLLECTION

WORK PROGRAMS

WP 6302-1: Collect residential garbage and trash

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	50,026 Residences	50,026	50,026	$2,982	$3,393	$3,423
				Unit Cost: $76*/residence/yr.		

WP 6302-2: Collect bulk item trash

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	242 Collections per Month	182	182	$ 88	$ 100	$ 102
				Unit Cost: $47/collection		

WP 6302-3: Litter control

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	114,339 Blocks Cleaned/Year	111,022	111,022	$ 595	$ 677	$ 683
				Unit Cost: $6/block/year		

WP 6302-4: Vehicle support

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	541 Vehicle Shuttles/Month	540	540	$ 89	$ 101	$ 103
				Unit Cost: $16**/shuttle		

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* Includes disposal costs of $8.00 per ton.
** Includes truck washing and Vehicle Maintenance Coordinator.

RESIDENTIAL REFUSE COLLECTION

GOAL: TO KEEP ALL REFUSE COLLECTION DISTRICTS FREE OF MISSED RESIDENTIAL GARBAGE AND TRASH COLLECTION.

OBJECTIVE 6302-A:
To reduce the missed collection rate by 10% for each district exceeding the citywide average.

	1985	1986	1987
(A-1) Dist. II	116	98	88
(A-2) Dist. V	120	99	89
(A-3) Dist. VI	137	128	115
(A-4) City Avg.	85	85	80

Missed Garbage Collections Per Million Scheduled Collections

STRATEGY:

1. Conduct weekly orientation meetings for operators and sanitation workers.
2. Establish 1-month recognition for districts achieving their objectives of controlling missed collections.
3. Conduct follow-up investigations on each missed collection complaint.
4. Hold supervisors accountable for missed collections in their districts.
5. Hold monthly counseling of supervisors whose districts exceed the citywide average.
6. Have supervisors document corrective action for each missed complaint.
7. Develop and maintain up-to-date route maps.
8. Continue to hold weekly meetings with the Vehicle Maintenance Director to ensure close coordination and adequate vehicle availability.
9. Train sanitation workers to operate under the assumption that they must locate and completely empty containers at each residence.
10. Hold supervisors accountable for cleanliness conditions in their districts.
11. Identify problem routes within districts exceeding the citywide missed collection rate average.
12. Hold supervisors accountable for corrective action to identify problem areas and routes within their districts.

RESIDENTIAL REFUSE COLLECTION

OBJECTIVE 6302-B:
To collect properly placed bulk items within 7 days of service request.

	1985	1986	1987
(B-1)	3.21	3	7

Days to Fulfill Request

STRATEGY:
1. Adjust collection schedule to maintain efficiency as conditions change.
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 bulk item location by supervisor to validate requests before dispatching special crew.
5. Provide a citywide twice-per-month bulk trash pick-up service.

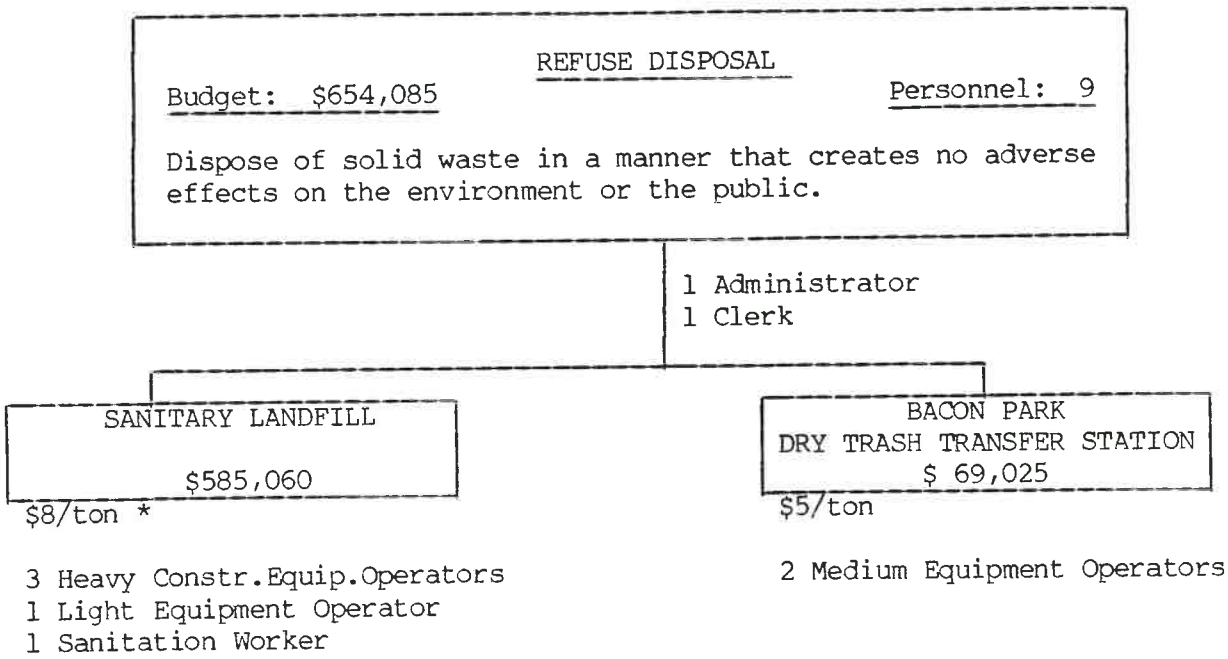
REFUSE DISPOSAL

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 186,281	$ 192,925	$ 192,864
CONTRACTUAL SERVICES	$ 185,807	$ 208,022	$ 214,402
COMMODITIES	$ 28,540	$ 25,297	$ 28,083
REVOLVING FUNDS	$ 80,501	$ 95,981	$ 95,588
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 105,775	$ 119,025	$ 123,148
TOTAL	$ 586,904	$ 641,250	$ 654,085

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CLERK	1.00	1.00	44	$ 11,893
SANITATION WORKER	2.00	2.00	45	$ 23,362
LIGHT EQUIPMENT OPERATOR	1.00	1.00	47	$ 15,179
HEAVY CONST EQUIP OPERATOR	4.00	4.00	59	$ 73,998
REFUSE DISPOSAL ADMINISTRATOR	1.00	1.00	79	$ 30,795
TOTAL	9.00	9.00		



Total Vehicles: 6

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* Includes pro-rata development cost.

REFUSE DISPOSAL

WORK PROGRAMS

WP 6301-1: Operate acceptable Sanitary Landfill

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	50,495	49,632	49,632	$ 525	$ 573	$ 585
	Tons/Garbage			Unit Cost: $8/ton *		
2)	2,847	2,784	2,784			
	Tons/Trash					
3)	12,704	12,584	12,584			
	Tons/Dumpmaster					
4)	60,269	58,332	58,332			
	Tons/Private Collectors					
5)	653	600	600			
	Tons/Misc. City					
6)	669	596	596			
	Tons/Misc. County					
7	N/A	N/A	13,500			
	Tons/Transfer Station					
8)	127,637	124,528	138,028			
	Total Tons/Year					

WP 6301-2: Operate acceptable Dry Trash Transfer Station

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	13,500	13,500	13,500	$ 62	$ 68	$ 69
	Tons/Year			Unit Cost: $5/ton		

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* Includes pro-rata development cost and administration costs.

REFUSE DISPOSAL

GOAL: TO DISPOSE OF ALL SOLID WASTE IN A MANNER THAT CREATES NO ADVERSE EFFECTS ON THE ENVIRONMENT OR THE PUBLIC.

OBJECTIVE 6303-A:
To operate a Sanitary Landfill which meets 100% of the State standard.

	1985	1986	1987
(A-1)	96%	100%	100%

Rating as Percentage of Standard*

STRATEGY:
1. Achieve daily cover requirement.
2. Maintain ponding and erosion control on finished areas.
3. Maintain drainage systems for adequate run off and to minimize sedimentation.
4. Conduct water quality tests every six months.
5. Maintain a stockpile of earth at all times for firefighting protection.
6. Achieve proper placement of solid waste at disposal site.
7. Monitor fees to ensure recovery of costs related to outside users.

OBJECTIVE 6303-B:
To operate a Dry Trash Transfer Station which meets 100% of the State standard.

	1985	1986	1987
(B-1)	100%	100%	100%

Rating as Percentage of Standard*

STRATEGY:
1. Achieve the transfer of 12,000 tons of combustible waste to the Resource Recovery Plant and provide the citizens of Savannah a convenient place to dispose of dry trash.
2. Maintain effective litter control.
3. Achieve proper placement of trash at the transfer station.

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* Georgia Environmental Protection Division standard is an evaluation score of 85.

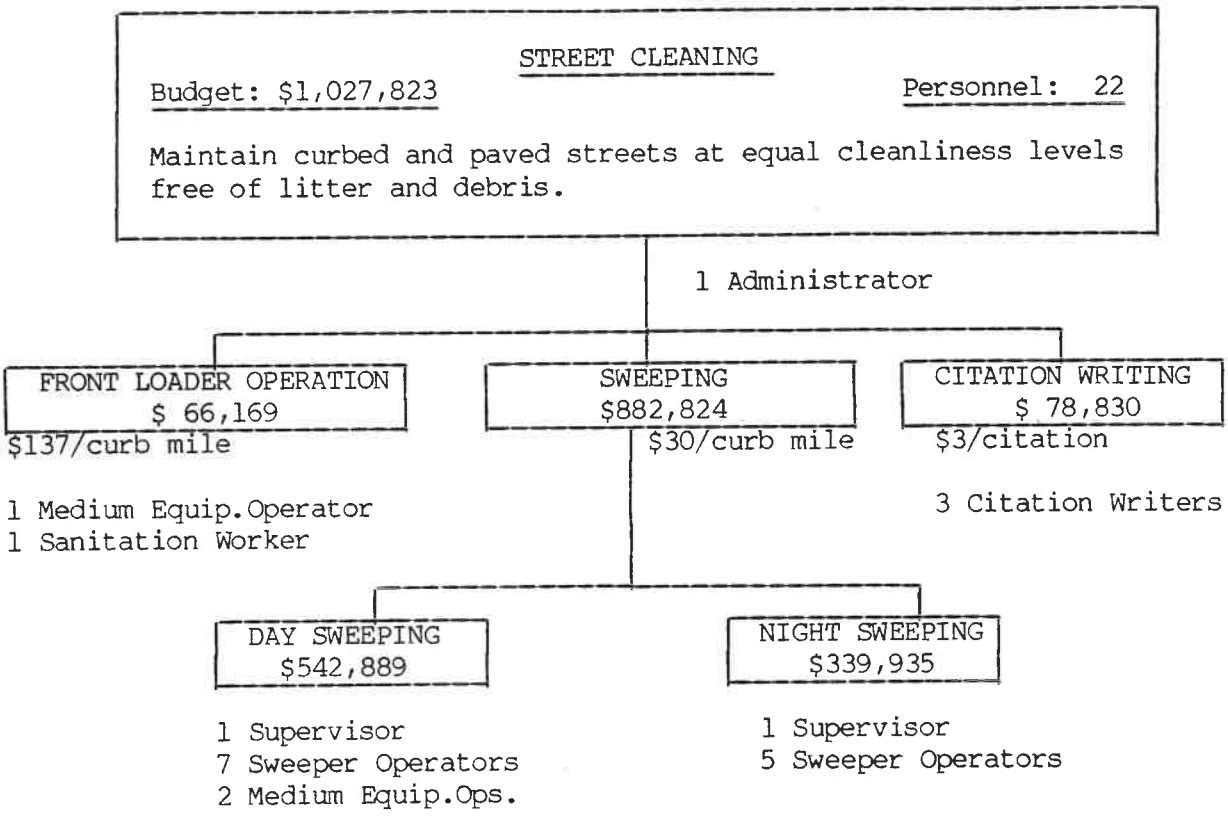
STREET CLEANING

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 393,709	$ 413,538	$ 416,736
CONTRACTUAL SERVICES	$ 6,273	$ 3,830	$ 4,036
COMMODITIES	$ 3,692	$ 4,300	$ 5,035
REVOLVING FUNDS	$ 417,232	$ 375,479	$ 421,800
CAPITAL OUTLAY	$ 229	$ 5,157	$ 3,438
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 135,529	$ 170,905	$ 176,778
TOTAL	$ 956,664	$ 973,209	$ 1,027,823

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SANITATION WORKER	1.00	1.00	45	$ 12,187
CITATION WRITER	3.00	3.00	46	$ 35,478
MEDIUM EQUIPMENT OPERATOR	3.00	3.00	49	$ 44,670
SWEEPER OPERATOR	12.00	12.00	57	$ 181,819
STREET CLEANING SUPERVISOR	2.00	2.00	64	$ 41,699
STREET CLEANING ADMINISTRATOR	1.00	1.00	80	$ 31,556
TOTAL	22.00	22.00		



Total Vehicles: 16

STREET CLEANING

WORK PROGRAMS

WP 6304-1: Sweep un-zoned streets: *

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,508	1,500	1,500	$ 507	$ 515	$ 543
	Average Curb Miles Swept/Month			Unit Cost: $30/curb mile		

Sweep zoned streets on a weekly cycle with varying frequency

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
2)	942	940	940	$ 316	$ 322	$ 340
	Average Curb Miles Swept/Month			Unit Cost: $30/curb mile		

WP 6304-2: Cite code violators

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,469	2,400	2,400	$ 73	$ 74	$ 79
	Average Citations Written/Month			Unit Cost: $3/citation		

WP 6304-3: Clear streets of leaves, sand, and debris, clear median ends, catch basins, corners, and spills

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	36	35	40	$ 61	$ 62	$ 66
	Curb Miles Cleared/Month			Unit Cost: $137/curb mile		

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*

Frequency of Sweeping	Annual Curb Miles Swept	Annual Average Cost of Cleaning Each Mile of Curb
Weekly	18,709	$116
Twice a Month	5,186	58
Monthly	5,385	29

STREET CLEANING

GOAL: TO MAINTAIN CURBED AND PAVED STREETS AT EQUAL CLEANLINESS LEVELS FREE OF LITTER AND DEBRIS.

OBJECTIVE 6304-A:
To improve the cleanliness of streets by increasing the annual mid-point rating of Planning Units that fall below the minimum standard of 3.0 by .05 per year until they reach the acceptable standard of 3.0.

	P.U.	1985	1986	1987
(A-1)	12	2.53	2.20	2.25
(A-2)	13	2.25	2.19	2.24
(A-3)	16	2.78	2.80	2.85
(A-4)	17	2.22	2.53	2.58
(A-5)	18	2.78	2.63	2.68
(A-6)	19	2.89	2.82	2.87
(A-7)	24	2.81	2.75	2.80
(A-8)	25	2.70	2.65	2.70
(A-9)	27	2.96	2.59	2.64

Average Cleanliness Rating

STRATEGY:

1. Rate streets on a daily basis, insuring that every street is rated annually.
2. Closely monitor streets that fall below 2.5 within a Planning Unit and change the sweeping frequency in neighborhoods whose streets consistently receive a rating below 2 or significantly above 3, so that the citywide average meets or exceeds a rating of 3.
3. Schedule the Front Loader in high sand and leaf areas after heavy rains and heavy winds.
4. Sweep every street that is scheduled, during the week it is scheduled.
5. Monitor sweeping and insure that the streets are cleaned.
6. Instruct operators on proper sweeping procedures.
7. Deploy the Front Loader according to published schedule and develop back-up provisions when the Front Loader is not available for use.
8. Cite all cars parked in violation of the sweeping ordinance.
9. Monitor the citations written and change the schedule when feasible, to minimize the number of cars parked in violation of the sweeping ordinance.
10. Minimize the number of vehicles parked in non-zoned areas through publicity and citizen education.

NOTE: Streets are rated on a scale of 0 to 4, with 4 being the best, and 0 the worst.

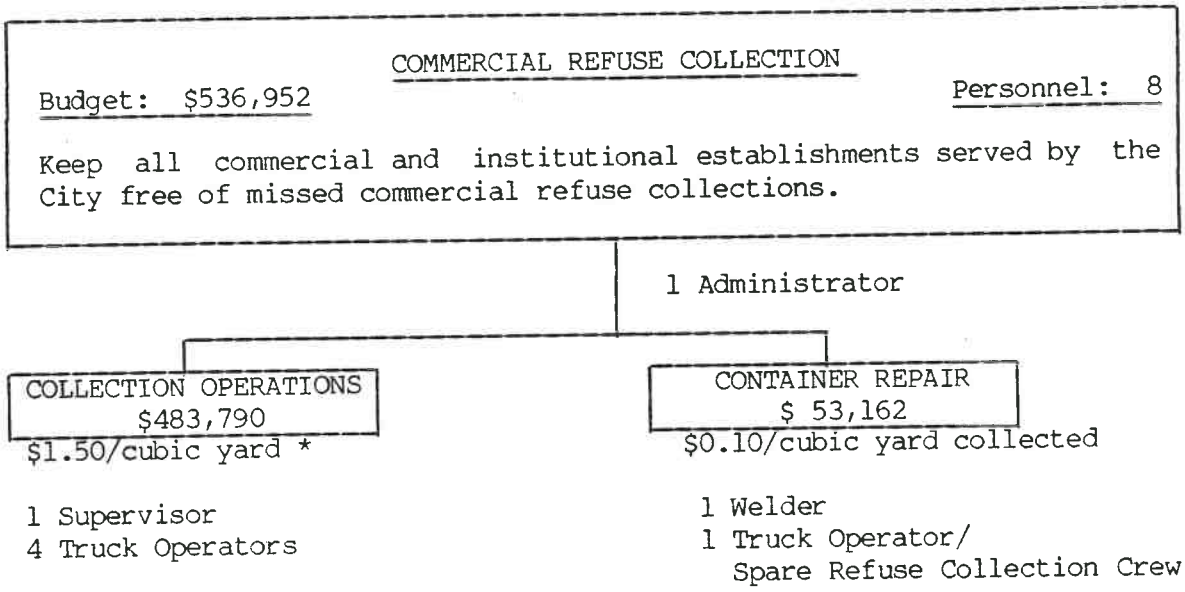
COMMERCIAL REFUSE

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 174,138	$ 189,433	$ 189,626
CONTRACTUAL SERVICES	$ 4,660	$ 9,225	$ 9,506
COMMODITIES	$ 13,116	$ 8,072	$ 8,328
REVOLVING FUNDS	$ 234,197	$ 185,461	$ 235,726
CAPITAL OUTLAY	$ 0	$ 11,990	$ 20,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 68,114	$ 71,308	$ 73,766
TOTAL	$ 494,225	$ 475,489	$ 536,952

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
COMM REFUSE TRUCK OPERATOR	5.00	5.00	57	$ 82,415
REFUSE COLLECTION SUPT	1.00	1.00	64	$ 18,200
WELDER	1.00	1.00	67	$ 18,841
COMMERCIAL REFUSE COLL ADM	1.00	1.00	80	$ 31,556
TOTAL	8.00	8.00		



Total Vehicles: 8

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* Includes container maintenance and Landfill costs.

COMMERCIAL REFUSE COLLECTION

WORK PROGRAMS

WP 6305-1: Collect commercial refuse

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	34,443	35,353	36,287	$ 435	$ 423	$ 484
	Total cu.yd. Collected/Month			Unit Cost:	$1.50*/cu.yd.	
2)	9,460	9,500	9,650			
	Total Pickups Per Month					
3)	660	665	670			
	Total Containers In Service					
4)	679	680	685			
	Total Commercial Establishmts					

Container Maintenance

WP 6305-2: Repair and paint containers

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	542	350	350	$ 34	$ 33	$ 33
	Containers per Year			Unit Cost:	$94/container	

WP 6305-3: Paint containers

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	764	550	400	$ 12	$ 10	$ 10
	Containers per Year			Unit Cost:	$25/container	

WP 6305-4: Place and remove containers

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	603	550	350	$ 13	$ 9	$ 10
	Containers per Year			Unit Cost:	$29/container	

* Includes container maintenance and Landfill costs.

COMMERCIAL REFUSE COLLECTION

GOAL: TO KEEP ALL COMMERCIAL AND INSTITUTIONAL ESTABLISHMENTS SERVED BY THE CITY FREE OF MISSED COMMERCIAL REFUSE COLLECTIONS.

OBJECTIVE 6305-A:
To maintain a missed collection rate of no more than 200/100,000 scheduled collections.

	1985	1986	1987
(A-1)	236	350	200

Misses/100,000 Scheduled Collections

STRATEGY:

1. Train all operators to be familiar with all routes.
2. Develop and maintain up-to-date monthly route sheets.
3. Maintain a daily customer account of additions or deletions from routes.
4. Conduct follow-up investigations on each missed collection complaint and maintain an accurate log on investigation results.
5. Have supervisors continue to document corrective action for each missed complaint.
6. Hold supervisors accountable for each missed collection.
7. Continue to hold weekly meetings with the Vehicle Maintenance Director to ensure close coordination on vehicle preventive maintenance programs and adequate vehicle availability.
8. Continue to coordinate a cold weather plan with the Vehicle Maintenance Department to ensure vehicle availability during periods of extremely cold weather.
9. Have operators conduct daily vehicle maintenance/inspection of grease fittings for P.T.O. push-out blade runner and lift arms.
10. Continue to train operators to operate under the assumption that every container on each route must be emptied on schedule.
11. Have Commercial Refuse Collection Administrator continue to make monthly inspections of each route to ensure:
    a. Proper placement of containers in relation to the commercial establishment being served.
    b. Periodic observation on the general material condition of containers.
    c. Customer account list (strategy #3) and containers on route match.

COMMERCIAL REFUSE COLLECTION

STRATEGY 6305-A (Continued):

d. Periodic personal contact with customers concerning quality of service or complaints about condition of containers or level of service being provided.
e. That the right sized containers are being utilized.
f. That the area around the container is clean.
g. That containers are generally free of odors.
h. That vehicle operators are adhering to standard safety procedures.

12. Have the Commercial Refuse Collection Administrator continue to follow up on every deleted account to determine whether quality of service was a cause for cancellation or change to a private contractor.

OBJECTIVE 6305-B:
To ensure that 70% of containers in service are in Condition One or Condition Two status.*

	1985	1986	1987
(B-1)	90%	70%	70%
	% of Containers in Condition 1 or 2		

STRATEGY:

1. Continue to maintain a reporting system on the material condition of containers in service.*
2. Continue to maintain a maintenance log to record all container repairs and paintings.
3. Maintain a container spare parts inventory.
4. Continue to implement a planned maintenance schedule to effect repairs of condition 2 and 3 containers to condition 1 status.

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* Material Condition for Containers:
Condition 1: Either a new container or a container recently painted and not in need of repairs.
Condition 2: In need of minor repairs. Includes painting and minor structural repairs. Can be back in service in 3 days or less.
Condition 3: In need of major repairs. Includes painting and major structural repair/replacement. Out of service 8 to 10 days.
Condition 4: Not repairable. Can be used for spare parts only.

COMMERCIAL REFUSE COLLECTION

STRATEGY 6305-B (Continued):

5. Continue to maintain accurate maintenance records for all container repairs to allow cost effectiveness determination on repairing containers approaching condition 4 status versus cost of replacement.
6. Continue to maintain a maintenance program where containers are thoroughly steam cleaned and free of rust prior to painting.
7. Continue to rust proof the floor and inside panels of all newly purchased containers to extend their usable service life.
8. Have vehicle operators continue to spray containers with disinfectant after emptying.
9. Continue to investigate causes of container damages.
10. Based on the present material condition of containers, coupled with the implemented planned maintenance repair system and a projected needs requirement, continue to maintain a reliable program for container replacement.
11. Hold supervisor accountable for quality control of container repairs, including painting.
12. Have Commercial Refuse Administrator continue to submit a status report on container maintenance and repair.
13. Have Commercial Refuse Administrator continue to test and acquire data on durability and service life standards of new design containers using fiberglass in an effort to reduce container maintenance and repair costs.

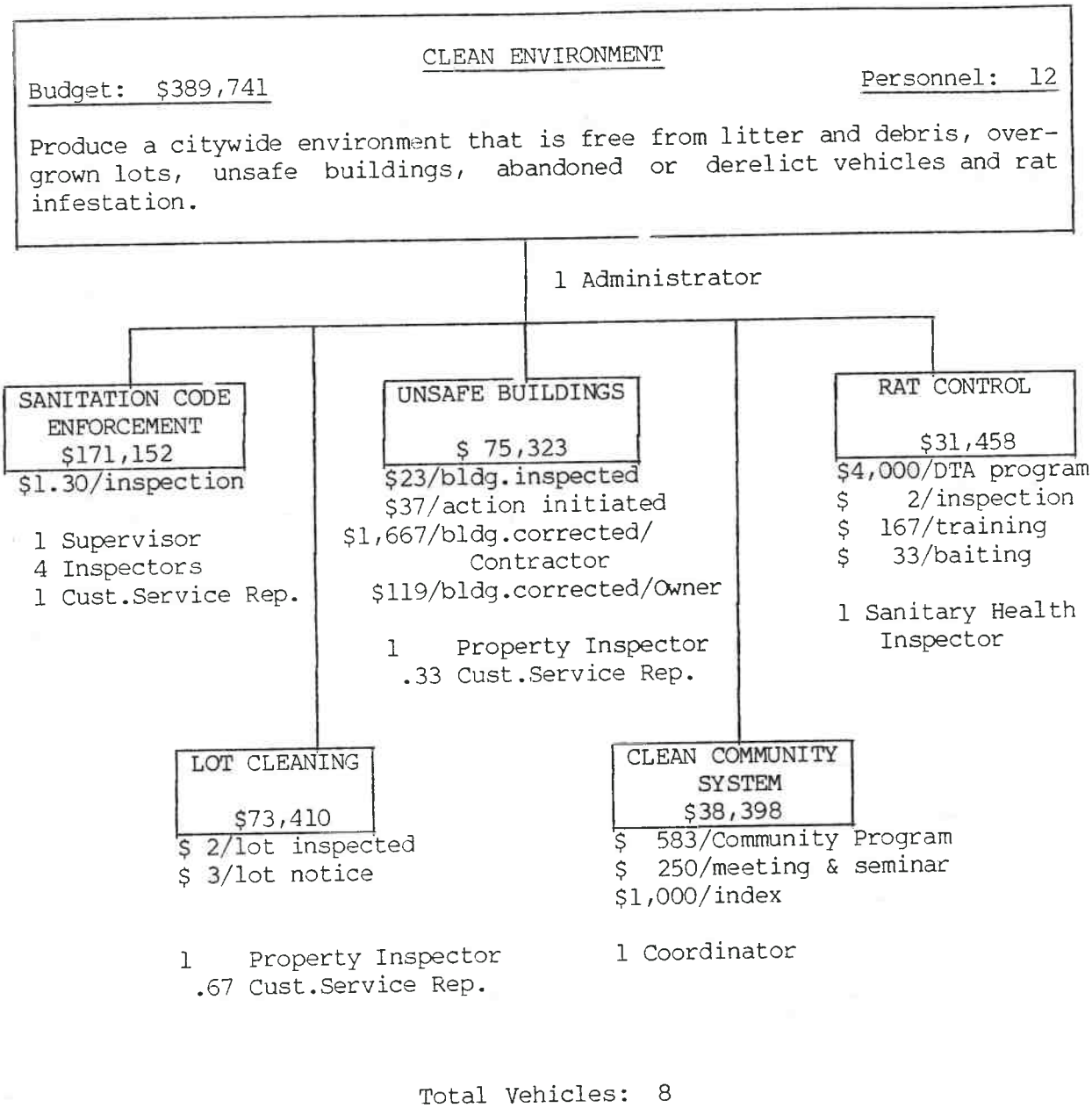
CLEAN ENVIRONMENT

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

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 205,878	$ 248,456	$ 252,511
CONTRACTUAL SERVICES	$ 27,955	$ 46,991	$ 49,354
COMMODITIES	$ 8,402	$ 11,962	$ 12,321
REVOLVING FUNDS	$ 42,543	$ 47,700	$ 45,407
CAPITAL OUTLAY	$ 4,891	$ 1,452	$ 6,033
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 5,554	$ 23,351	$ 24,115
TOTAL	$ 295,223	$ 379,912	$ 389,741

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CUSTOMER SERVICE REP	2.00	2.00	53	$ 26,872
CODE ENFORCEMENT OFFICER	4.00	4.00	53	$ 56,432
SANITATION HEALTH INSPECTOR	1.00	1.00	59	$ 16,331
REFUSE COLLECTION SUPT	1.00	1.00	64	$ 19,372
SENIOR PROPERTIES INSPECTOR	2.00	2.00	69	$ 41,686
CLEAN COMM PROGRAM COORD	1.00	1.00	73	$ 23,547
CLEAN ENVIRONMENT ADM	1.00	1.00	80	$ 31,556
TOTAL	12.00	12.00		



Total Vehicles: 8

CLEAN ENVIRONMENT

WORK PROGRAMS

WP 6306-1: Conduct the Sanitation Code Enforcement Program.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	11,433 Chronic & Potentially Chronic Areas Inspected Monthly	11,000	11,000	$119	$164	$171
				Unit Cost: $1.30/inspection		

WP 6306-2: Conduct an Unsafe Building Program to close up or remove dangerous portions of dilapidated buildings

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	102 Inspections per Month	75	75	$ 17	$ 21	$ 21
				Unit Cost: $23/inspection		
2)	6 Actions per Month	9	9	$ 4	$ 4	$ 4
				Unit Cost: 37/action		
3)	6.91 Total Units Corrected/Month	9	9	$ 38	$ 49	$ 50
4)	0.83 By Contractor	2	2	$(32)	$(40)	$(40)
				Unit Cost: $1,667/unit		
5)	6.08 By Owner	7	7	$ (6)	$ (9)	$(10)
				Unit Cost: $119/unit		

WP 6306-3: Conduct a Lot Cleaning Program to cut overgrown lots and/or remove litter and debris.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	573 Inspections per Month	490	490	$ 12	$ 14	$ 13
				Unit Cost: $2/inspection		
2)	163 Notices per Month	195	195	$ 7	$ 8	$ 7
				Unit Cost: $3/notice		
3)	163 Total Lots Cleaned/Month	195	195	$ 45	$ 55	$ 55
4)	26 By Contractor/Month	30	30	$(33)	$(40)	$(41)
				Unit Cost: $114/lot		
5)	137 By Owner/Month	165	165	$(12)	$(14)	$(14)
				Unit Cost: $7/lot		
6)	80 In Compliance When Inspected	137	135			

CLEAN ENVIRONMENT

WORK PROGRAMS

WP 6306-4: Conduct the Clean Community Systems Program within the framework of the neighborhood organizations in potentially chronic areas.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	52	48	48	$ 21	$ 27	$ 28
	Programs to Advance/Maintain Community Organizations to the Standard of Clean Community Systems			Unit Cost: $583/program		
2)	35	36	36	$ 8	$ 9	$ 9
	National State & Local Clean Community Systems Seminars and Meetings			Unit Cost: $250/seminar		
3)	2	1*	1 *	$ 2	$ 1	$ 1
	Photometric Indexes			Unit Cost: $1,000/index		

WP 6306-5: Conduct a Rat Control Program to reduce rat infestation to the maintenance level in all areas of the City. **

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4	4	4	$ 9	$ 15	$ 16
	Full Rat Control Programs in Designated Target Areas			Unit Cost: $4,000/program		
2)	126	130	130	$ 2	$ 2	$ 3
	Inspections of City & Private Properties/Month			Unit Cost: $2/inspection		
3)	10	12	12	$ 2	$ 2	$ 2
	Community Organization Training Programs/Year			Unit Cost: $167/training program		
4)	308	300	300	$ 9	$ 9	$ 10
	Baitings of City Properties Yearly			Unit Cost: $33/baiting		

* New "Keep America Beautiful" program

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

CLEAN ENVIRONMENT

GOAL: TO PROVIDE A CITYWIDE ENVIRONMENT THAT IS FREE FROM LITTER AND DEBRIS, OVERGROWN LOTS, UNSAFE BUILDINGS, ABANDONED OR DERELICT VEHICLES, AND RAT INFESTATION.

OBJECTIVE 6306-A:
To reduce the code compliance rating by 5% in planning units exceeding the standard cleanliness level of 3.0.

	Planning Unit	1985	1986	1987
(A-1)	3	4.82	4.58	4.35
(A-2)	5	4.68	4.45	4.23
(A-3)	6	5.05	4.55	4.32
(A-4)	16	4.20	3.99	3.79
(A-5)	17	5.21	4.69	4.46
(A-6)	18	4.75	4.51	4.28
(A-7)	19	5.50	4.95	4.70
(A-8)	20	5.59	5.03	4.78
(A-9)	21	5.09	4.58	4.35

Cleanliness Level on a Scale of 0 to 10.00 *

STRATEGY:
1. Develop a team effort while giving individual recognition.
2. Hold in-the-field instruction on classification of Code violations.
3. Provide training in alternate remedies to cause compliance.
4. Insure that each inspector has an updated route and schedule of frequency.
5. Insure that each area of assignment is inspected thoroughly.
6. Insure that close follow-up inspections are made by the supervisor.
7. Audit and examine the effectiveness of the courtesy notice.
8. Identify potential chronic litter areas for increased action in enforcement.
9. Identify repeat offenders for citation and court appearance.
10. With each courtesy notice, issue a Citizen's Digest on litter and explain to the resident, if necessary, the requirements of the Sanitation Code and services available through the Sanitation Bureau.
11. Code Enforcement Inspectors assist in data collection to determine the effectiveness of the operations and participate in establishment of strategies.
12. Have Bureau Administrators conduct periodic visual inspections of the city to evaluate appearance, cleanliness and Code compliance.

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* 0 through 3 is standard, clean to lightly littered.
4 through 7 is moderately littered and potentially chronic.
8 through 10 is heavily littered and chronic.

CLEAN ENVIRONMENT

OBJECTIVE 6306-B:
To increase the unsafe building compliance level by 10% per year until a 90% compliance level is reached citywide (based on an inventory of 650 vacant buildings).*

	1985	1986	1987
(B-1)	93	77	85

Rate per year with Completed Action

STRATEGY:
1. Maintain coordination with other City agencies involved in the program.
2. Maintain a standard for the administration of the program to include billing within 7 working days of completed action.
3. Maintain a checklist to accompany the procedural file through the City agencies to include suspense dates.
4. Inform the property owners of the alternative of causing the property to be in compliance on their own and avoiding the City administration costs.
5. Reduce the time period for completing building compliance.

OBJECTIVE 6306-C:
To increase the number of lots brought into compliance for cleanliness and safety by 2% a year through lawful notice and community participation.

	1985	1986	1987
(C-1)	4,277	3,433	3,500

Rate per year with Completed Action

STRATEGY:
1. Utilize the alternate contractor at the lowest bid if a time lapse in excess of 50 days by the primary contractor is anticipated.
2. Inform the property owners of the alternatives of causing the property to be in compliance on their own and avoiding the City administration costs.
3. Reduce the time period for completing lot compliance.

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* Unsafe buildings are defined as a vacant buildings that are open, dilapidated or secured.

CLEAN ENVIRONMENT

OBJECTIVE 6306-D:
To increase the total number of qualified neighborhood organizations under the Clean Community System Program by 1 per year.*

	1985	1986	1987
(D-1)	16	17	18

Number of Organizations Meeting
CCS Standard Rate, Citywide

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:

1. Identify potential community organizations.
2. Assist in the growth and development of the groups.
3. Present slide show on litter.
4. Present slide show on rats.
5. Present movie on neighborhood clean-ups.
6. Issue the Citizen's Digest on the Sanitation Code and hold discussions.
7. Organize neighborhood clean-ups.
8. Participate in national, state, and local Clean Community System Programs.

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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.

CLEAN ENVIRONMENT

OBJECTIVE 6306-E:
To reduce rat infestation of private premises to ensure that the maintenance level of 7% to 16% infestation** is reached and maintained citywide.

	P.U.	1985	1986	1987
(E-1)	2	Low Green	Low Green	Low Green
(E-2)	3	Low Green	Low Green	Low Green
(E-3)	5	Low Green	Low Green	Low Green
(E-4)	18	High Green	Low Green	Low Green
(E-5)	19	High Green	High Green	Low Green
(E-6)	21	High Green	Low Green	Low Green

STRATEGY:
1. Identify rat infested areas (designated target areas).
2. Assist in the growth and development of the community organizations.
3. Issue Rat Brochure to residents.
4. Organize landlords for assistance.
5. Inspect premises upon call.

** KEY	0 to	2%	of premises infested	BLUE
	3 to	6%	of premises infested	YELLOW
	7 to	16%	of premises infested	LOW GREEN
	17 to	25%	of premises infested	HIGH GREEN
	26 to	100%	of premises infested	RED

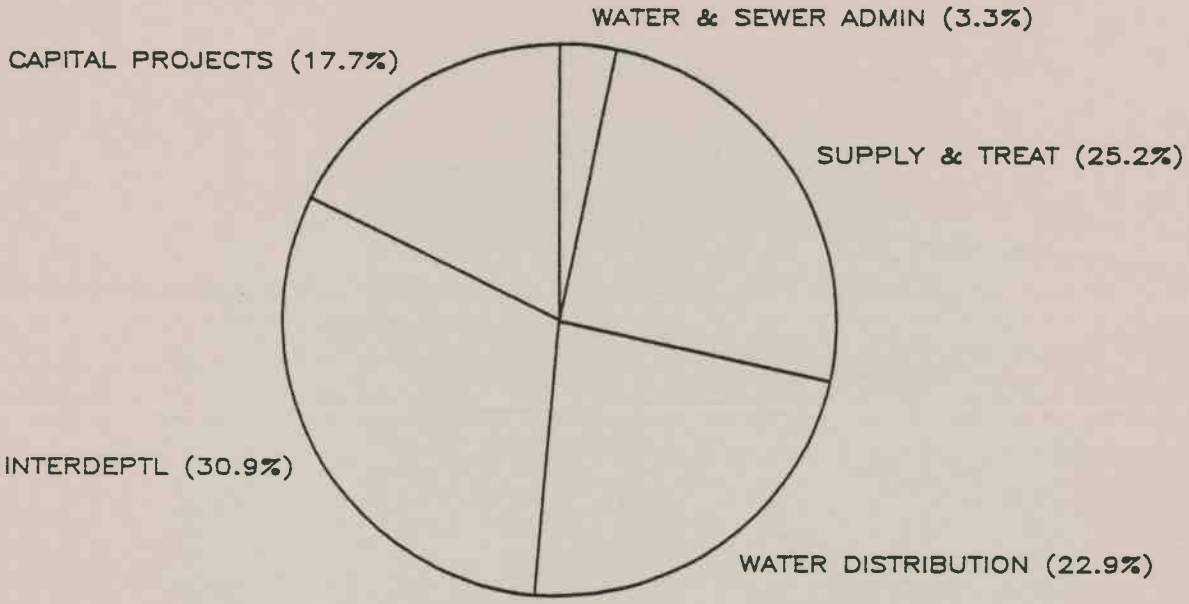
NOTE: The infestation levels defined above were established by the U.S. Center for Disease Control and are used nationally.

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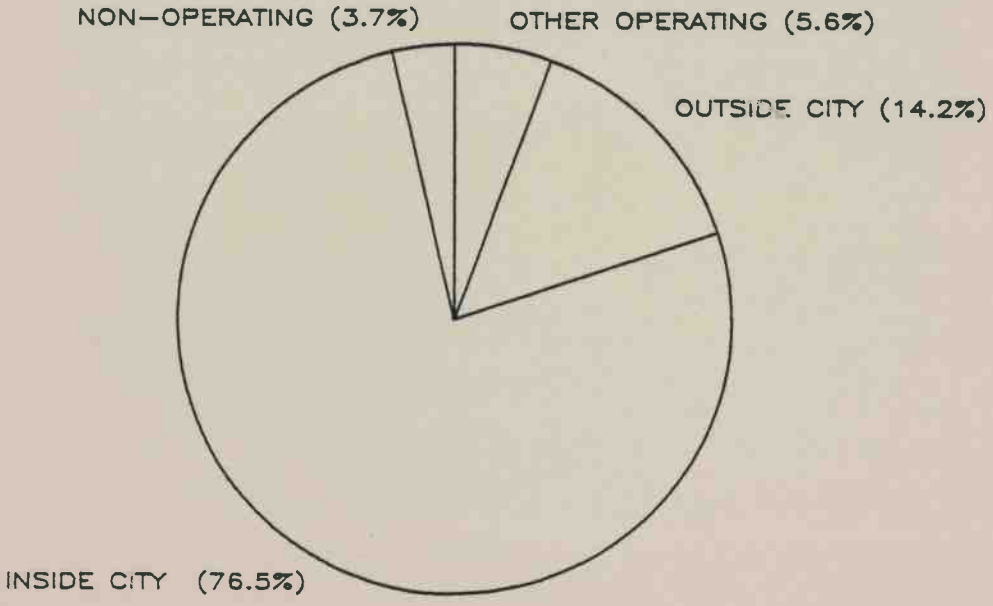
Water Fund

WATER FUND

EXPENDITURES



REVENUES



WATER FUND

The 1987 Water Fund budget totals $6,492,665 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.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 1,186,389	$ 1,265,260	$ 78,871	6.6
Contractuals	1,013,410	1,058,385	44,975	4.4
Commodities	509,063	546,343	37,280	7.3
Revolving Fund	349,657	327,037	-22,620	-6.5
Capital Outlay	77,125	60,135	-16,990	-22.0
Debt Service	953,659	919,522	-34,137	-3.6
Interfund Trans	998,535	1,004,621	6,086	0.6
Contingencies	0	160,000	160,000	-
Total Base Budget	$ 5,087,838	$ 5,341,303	$ 253,465	5.0
Capital Projects*	995,967	1,151,362	155,395	15.6
Program Improve	N/A	N/A	N/A	N/A
Total Budget	$ 6,083,805	$ 6,492,665	$ 408,860	6.7

* Current funds that are transferred to Capital Account for Capital Improvement Projects

ACTIVITY SUMMARY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
Water & Sewer Admin.	$ 202,152	$ 220,504	$ 212,988
Water Supply & Treat.	1,466,800	1,579,245	1,637,732
Water Distribution	1,293,919	1,433,431	1,486,203
Water Interdepart.	1,712,365	1,854,658	2,004,380
Total Base Budget	$ 4,675,236	$ 5,087,838	$ 5,341,303
Capital Projects	621,149	995,967	1,151,362
Program Improve.	N/A	N/A	N/A
Total Base Budget	$ 5,296,385	$ 6,083,805	$ 6,492,665

REVENUE SUMMARY

1987 Base Revenue	$ 6,027,665
1987 New Revenue	465,000
1987 Total Available Revenues	$ 6,492,665

Revenue Detail

	1986 Projection	1987 Base Only Projection	1987 New Revenues	1987 Total Revenue
Operating Revenues				
Inside City Water	$4,492,187	$4,574,764	$390,953	$4,965,717
Outside City Water	829,913	848,421	74,047	922,468
Water Tap-in Fees	206,114	80,752		80,752
Water Cut-on Fees	32,000	32,320		32,320
Drain.Maint.Revs.	107,540	112,917		112,917
Sewer Fd. Subsidy	115,000	120,750		120,750
Misc. Revenues	65,000	20,000		20,000
Total	$5,847,754	$5,789,924	$465,000	$6,254,924
Non-Operating Revenues				
Interest-Investmts	$ 81,000	$ 81,810	$	$ 81,810
Interest-Sinking Fd	95,000	95,000		95,000
I & D Cont.-Debt	4,193	2,280		2,280
I & D Non-Contract	55,858	58,651		58,651
Total	$ 236,051	$ 237,741	$	$ 237,741
TOTAL REVENUE	$6,083,805	$6,027,665	$465,000	$6,492,665

WATER FUND

BASIC PROGRAM COSTS

SUMMARY

The 1987 Proposed Base Budget for the Water Fund totals $5,341,303. This amount is $253,465 or 5% greater than 1986 Projected Expenses. The following sections provide detail on basic program costs and explain the major changes between the expenditures projected for 1986 and the allocations proposed for 1987.

PERSONAL SERVICES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Salaries & Wages	$ 883,139	$ 987,564	$104,425	11.8
Social Security	68,865	75,857	6,992	10.2
Medical Insurance	68,907	41,606	-27,301	-39.6
Life Insurance	5,496	5,401	-95	-1.7
Unemployment Comp	231	291	60	26.0
Worker's Comp	9,307	8,927	-380	-4.1
Pension	69,513	70,211	698	1.0
Longevity	12,226	12,684	458	3.7
Overtime	67,785	62,719	-5,066	-7.5
Temporary Labor	920	0	-920	-
Total	$ 1,186,389	$ 1,265,260	$ 78,871	6.6

The 1987 Water Fund Budget provides $1,265,260 for Personal Services. The major items in this category are: Salaries and Wages, $987,564; Social Security, $75,857; Pension, $70,211; Overtime for emergencies and unforeseen circumstances, $62,719; and Medical Insurance, $41,606.

The 1987 allocation for Personal Services represents an increase of $78,871 or 6.6% over 1986 Projected Expenses. The major changes are:

Salaries & Wages — **increase** $104,425 or 11.8% due to the general wage increase, anniversary increases for eligible employees, and a $57,171 quantity increase related to staff additions (a water tapping crew, two pump mechanics, and a Water Administrator) in late 1986 which will be for the full year in 1987.

Medical Insurance — **decreases** $27,301 related to Citywide Medical Insurance decreases.

Overtime — **decreases** $5,066 attributed to 1986 projected costs running above normal due primarily to freeze-related emergencies and unanticipated projects.

CONTRACTUALS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Electricity	$ 856,000	$ 881,585	$ 25,585	3.0
Natural Gas	855	955	100	11.7
Communications	10,964	12,922	1,958	17.9
Transportation	6,853	7,853	1,000	14.6
Advertising	2,638	2,748	110	4.2
Insurance	11,685	14,171	2,486	21.3
Rentals	3,235	3,235	0	0.0
Dues/Periodicals	1,625	2,785	1,160	71.4
Professional Fees	23,560	14,868	-8,692	-36.9
Building Repair	3,165	14,453	11,288	-
Equipment Maint	85,025	93,296	8,271	9.7
Printing	935	956	21	2.2
Medical Costs	870	870	0	0.0
Other Contract	6,000	7,688	1,688	28.1
Total	$ 1,013,410	$ 1,058,385	$ 44,975	4.4

The 1987 Budget provided for Contractual services totals $1,058,385. The major expense in this category is for Electricity to operate the Water Treatment and Distribution System, $881,585. Another significant account in this area is Equipment Maintenance, which provides funds for the outside repair of the Fund's equipment.

The 1987 allocation for Contractual Services is an increase of $44,975 or 4.4% over 1986 Projected Expenses. The major changes are:

Electricity — **increases** $25,585 due to an anticipated rate increase.

Building Repair — **increases** $11,288 mainly for construction of a water supply and distribution building on the City Lot.

Professional Fees **decrease** $8,692 primarily due to performing lab tests in-house.

Equipment Maint **increases** $8,271 related to an estimated 2.6% price increase and a $4,600 quantity increase due to the addition of 3 wells.

COMMODITIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Supplies	$ 1,299	$ 1,524	$ 225	17.3
Postage	162	198	36	22.2
Personal Supp	4,546	4,650	104	2.3
Operating Supp	29,824	32,865	3,041	10.2
Small Fixed Assets	0	2,790	2,790	-
Chemicals	38,162	43,845	5,683	14.9
Equip Repair Part	11,606	13,663	2,057	17.7
Construction Supp	14,226	24,444	10,218	71.8
Water Const Mat	393,594	408,354	14,760	3.8
Tools/Shop Supp	8,626	8,790	164	1.9
Diesel Fuel	3,000	897	-2,103	-70.1
Oils & Grease	4,018	4,323	305	7.6
Total	$ 509,063	$ 546,343	$ 37,280	7.3

Commodities are budgeted at $546,343 for 1987. Most of this amount is for Water Construction materials; $408,354 is provided for the purchase of items such as valves, pipe, meters and couplings. An amount of $43,845 is provided for chemicals such as chlorine and fluoride.

The 1987 allocation for Commodities reflects an increase of 7.3% or $37,280. Major increases are outlined below:

Water Const Mat **increase** $14,760 due primarily to a 2.5% price increase. An additional $4,600 is related to new water systems in Georgetown/Bryan Woods.

Construction Sup **increase** $10,218 attributed to additional supplies required to construct a water supply and distribution building on the City Lot.

Chemicals **increase** $5,683 due primarily to the addition of the Georgetown/Bryan Woods water systems.

REVOLVING FUND

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Service Desk	$ 65,666	$ 68,519	$ 2,853	4.3
Data Processing	2,778	2,999	221	7.9
Engineering	11,403	2,029	-9,374	-82.2
Garage Services	167,532	157,123	-10,409	-6.2
Central Services	102,278	96,367	-5,911	-5.8
Total	$ 349,657	$ 327,037	$ -22,620	-6.5

The 1987 charges for services provided by the Revolving Fund activities amount to $327,037. Major expenditure areas are: Garage Charges, $157,123; Central Services, $96,367; and the Customer Service Desk, $68,519.

The Revolving Fund chargebacks for 1987 reflect a 6.5% or $22,620 decrease from the level projected for 1986. Major changes are:

Garage Services — **decrease** $10,409 due to reduced maintenance costs.

Engineering — **decreases** $9,374 due to more equitable distribution of the City Engineering Department's charges for services.

CAPITAL OUTLAY

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Equipment	$ 3,000	$ 1,900	$ -1,100	-36.7
Oper/Constr Equip	74,125	58,235	-15,890	-21.4
Total	$ 77,125	$ 60,135	$ -16,990	-22.0

A total of $60,135 is provided for Capital Outlays in 1987. A complete listing of capital items is provided on the following page.

Water Distribution		
2	Pneumatic Paving Breakers	$ 2,000
1	Ferromagnetic Metal Detector	1,000
1	Model 1300K Side Tap Adaptor Kit	5,895
1	Electric Typewriter	900
2	Desks	1,000
1	Radio	1,800
1	Air Conditioning Unit	10,000
Water Supply & Treatment		
3	Gas Chlorinators	4,500
2	Booster Pumps	900
2	Fluoride Mixing Tubs	1,000
4	Fluoride Metering Pumps	5,240
1	Toro 72" Riding Lawnmower	9,200
4	Chlorine Exhaust Fan Blowers	2,200
4	Hydraulic Pumps	5,600
4	Chlorine Cylinder Scales	2,400
2	Radios	4,000
1	Personal Computer with MAPPER capability	2,500
	Total	$60,135

DEBT SERVICE

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Sinking Fund	$ 916,103	$ 877,908	$-38,195	-4.2
Bond Redemption	10,000	10,000	0	0.0
Bond Interest	700	350	-350	-50.0
Bond Discounts	8,302	8,302	0	0.0
GDA Loan Payments	18,554	22,962	4,408	23.8
Total	$ 953,659	$ 919,522	$ -34,137	-3.6

Debt Service for the Water Fund amounts to $919,522 for 1987.

INTERFUND TRANSFERS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Svcs by Gen Fund	$ 662,256	$ 682,124	$ 19,868	3.0
Fleet Add Contrib	30,432	4,900	-25,532	-84.0
W & S Invest Fund	152,943	152,434	-509	-0.3
W & S Bad Debt	85,500	90,000	4,500	5.3
Vehicle Rep Contr	67,404	75,163	7,759	11.5
Total	$ 998,535	$ 1,004,621	$ 6,086	0.6

The budget for Interfund Transfers amounts to $1,004,621 in 1987. Major allocations are provided for Services by the General Fund, $682,124; Contribution to the Water and Sewer Investment Fund, $152,434; and Bad Debt, $90,000.

Interfund Transfers are $6,086 or 0.6% higher than projected for 1986. The major changes are outlined below.

Svcs by Gen Fund **increase** $19,868 reflecting a 3% cost increase for services provided.

Fleet Add Contrib **decrease** $25,532, reflecting vehicle purchases made in 1986 related to mid-year program improvements.

CONTINGENCIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Contingencies	$ 0	$ 160,000	$ 160,000	-

An allocation of $160,000 is provided for emergencies and unexpected needs.

WATER INTERDEPARTMENTAL

EXPENDITURE AREA	1986 PROJECTED EXPENDITURE	1987 PROPOSED BUDGET
CONTRACTUAL AND INTERFUND ACCOUNTS		
Water Billing Office	$ 662,256	$ 682,124
Investment Fund	152,943	152,434
Bad Debt Expenses	85,500	90,000
Agent and Bank Fees	300	300
Contingencies	0	160,000
Subtotal	$ 900,999	$1,084,858
DEBT SERVICE		
General Obligation Bonds	$ 10,000	$ 10,000
GDA Bonds	18,554	22,962
Revenue Bonds	925,105	886,560
Subtotal	$ 953,659	$ 919,522
TOTAL	$1,854,658	$2,004,380

COST OF WATER OPERATIONS PER 100 CUBIC FEET (CCF)

The projected cost of operating the water system in 1986 and 1987 is summarized below. The unit cost is based on 8,768,250 CCF billed annually in 1986 and a 4% increase to 9,122,295 CCF in 1987. Approximately 70% of the increase is attributed to the addition of Dutch Island, Gateway, and other water systems in 1987. Unit costs are system-wide averages.

By Expenditure Area	1986 Projected	Cost per CCF	1987 Projected	Cost per CCF
Personal Expenses	$1,186,389	$0.1352	$1,265,260	$0.1386
Contractual Svcs	1,013,410	0.1156	1,058,385	0.1160
Commodities	509,063	0.0581	546,343	0.0599
Revolving Fund	349,657	0.0399	327,037	0.0359
Capital Outlay	77,125	0.0088	60,135	0.0066
Debt Services	953,659	0.1088	919,522	0.1008
Svc.by General Fd	662,256	0.0755	682,124	0.0748
Contr/Invest Fund	152,943	0.0174	152,434	0.0167
Bad Debt Coverage	85,500	0.0098	90,000	0.0099
Vehicle Contrib	97,836	0.0112	80,063	0.0088
Contingencies	0		160,000	0.0175
Total	$5,087,838	$0.5803	$5,341,303	$0.5855
By Activity				
Water/Sewer Admin	$ 220,504	$0.0251	$ 212,988	$0.0233
Water Treat & Supy	1,579,245	0.1801	1,637,732	0.1795
Water Distribution	1,433,431	0.1635	1,486,203	0.1629
Water Interdepart	1,854,658	0.2116	2,004,380	0.2198
Total	$5,087,838	$0.5803	$5,341,303	$0.5855

CAPITAL PROJECTS

A long range basic capital projects program for the water system which totals $18,412,000 over the next five years has been developed. 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) Capital Maintenance projects essential to preserve existing operations;
2) Capital Catch-up projects to increase capacity to meet existing development needs; and
3) Growth projects to provide service to land currently undeveloped.

Funds required by year to finance the five-year water capital program are summarized below by category.

Five Year Capital Program
(in Thousands of Dollars)

	1987	1988	1989	1990	1991
Capital Maintenance	$ 620	$ 562	$ 729	$ 875	$1,183
Capital Catch-up	2,631	2,848	1,964	1,700	1,215
Growth	650	1,330	860	620	625
TOTAL	$3,901	$4,740	$3,553	$3,195	$3,023

The projects proposed for 1987, totalling $3,901,000, are as follows:

1987 CAPITAL IMPROVEMENTS

CAPITAL MAINTENANCE PROJECTS

Replacement of Water Lines Dealing With Street Paving — $130,000
A program to upgrade or replace existing water lines prior to street paving.

Miscellaneous Water Lines — $200,000
An ongoing program to replace or upgrade deteriorated or substandard water lines in the City water system.

Well Preventive Maintenance Program — $110,000
An annual program to inspect and perform minor maintenance on 5 selected well pumps to insure continuous operation.

Install Well Auxiliary Power Installation of an auxiliary power unit at Well #12	$ 130,000
Well House Rehabilitation	$ 50,000
SUBTOTAL	$ 620,000

CAPITAL CATCH-UP PROJECTS

Extension of Services to Unserviced Areas	$ 150,000
Install a 24" Water Line on White Bluff from Windsor Road to Abercorn This project will complete the North-to-South trunk line from Derenne to Windsor Forest and provide water from the North to the South.	$1,280,000
Upgrade Well #22 1.5 MGD	$ 156,000
Travis Field Booster Pump	$ 85,000
Install a 16" Water Line on Waters Avenue from Eisenhower to Montgomery Crossroads	$ 350,000
Install a 16" Water Line on Montgomery Crossroads from White Bluff to Waters Avenue This project will begin the loop of a major trunk line surrounding the highly commercialized Mall area.	$ 610,000
SUBTOTAL	$2,631,000

GROWTH PROJECTS

Reimbursements to Developers To compensate developers for any oversizing or improvements to new systems that will be dedicated to the City.	$ 50,000
Dutch Island Well Provision of water supply to meet needs in new service area.	$ 200,000
Travis Field I & D Loop This extension will allow the Travis Field domestic water supply access to the I & D water supply. This is a two year project which extends to 1988. The 1987 costs are primarily for planning while most of the construction costs will occur during 1988.	$ 200,000
Bring Acquired Water Systems to City Standards	$ 200,000
SUBTOTAL	$ 650,000
GRAND TOTAL	$3,901,000

WATER FUND REVENUES

The amount of revenues to be generated by the current rate structure is $6,027,665. A comparison of revenues by categories for 1986 and 1987 is provided below:

	1986 Projection	1987 Projection	% Change
Operating Revenues			
Inside City Water	$4,492,187	$4,574,764	1.84%
Outside City Water	829,913	848,421	2.23%
Waterline Tap-in Fees	206,114	80,752	-60.82%
Water Cut-on Fees	32,000	32,320	1.00%
Drainage Maintenance	107,540	112,917	5.00%
Sewer Fd. Subsidy for Admin.	115,000	120,750	5.00%
Miscellaneous Revenues	65,000	20,000	-69.23%
Total Operating	$5,847,754	$5,789,924	-.99%
Non-Operating Revenues			
Interest on Investments	$ 81,000	$ 81,810	1.00%
Interest on Sinking Fund	95,000	95,000	0.00%
I & D Contribution - Debt	4,193	2,280	-45.62%
I & D Non-Contract Profit	55,858	58,651	5.00%
Total Non-Operating	$ 236,051	$ 237,741	0.72%
GRAND TOTAL WATER FUND	$6,083,805	$6,027,665	-.92%

WATER REVENUE REQUIREMENT AND REVENUE DEFICIENCY

In order to provide for the orderly financing of the substantial capital improvement program and current operating expenses, a long-term or multi-year view must be used. This involves the following four logical steps.

1. **Determine the costs of operation/maintenance, debt service and capital projects to be paid out of current revenues over the next five years, less current existing reserves. This is the Revenue Requirement.**

   The total Revenue Requirement for operation and maintenance, existing debt service, new debt service and capital improvements funded from current revenues is $39,274,000. The following table details these costs.

Total	Five-Year 1987-1991
O & M Including Existing Debt Service	$30,068,000
Debt Service on $9 Million New Bonds	1,802,000
Capital Improvements (Not Paid by Bonds)	9,412,000
Coverage Requirements for Bonds	3,008,000
Less: Reserves, Interest Earned, Draw from Contingency Fund	(5,016,000)
TOTAL	$39,274,000

2. **Determine the amount of revenue which will be raised at existing rates.**

   The amount of revenue which would be raised at existing rates over the next five years is $31,157,000.

3. **Determine the difference between the Revenue Requirement and the revenue generated by existing rates over the five year period. This is the Revenue Deficiency.**

   The Revenue Deficiency over the next five years will total $8,117,000 ($39,274,000 - $31,157,000).

4. **Develop a plan for a rate increase to be implemented over the planning period which will raise an amount of revenue equal to the Revenue Deficiency.**

   The following table depicts a water rate plan which will raise the $8,117,000 needed to finance the City's water system requirements over the next five years.

Inside City Rates	Current	Proposed 1987	Projected 1988	1989	1990	1991
Base Change	$7.80	$8.80	$8.80	$9.80	$9.80	$10.80
0-15 CCF	.19	.19	.21	.23	.26	.29
16-20 CCF	.19	.30	.35	.40	.46	.53
Over 20 CCF	.30	.30	.35	.40	.46	.53
Outside City Rates						
Base Change	$11.70	$13.20	$13.20	$14.70	$14.70	$16.20
0-15 CCF	.28	.28	.31	.34	.39	.43
16-20 CCF	.28	.45	.52	.60	.69	.79
Over 20 CCF	.45	.45	.52	.60	.69	.79
Typical Bi-Monthly Bill						
Inside with 25 CCF	$13.10	$14.65	$15.45	$17.25	$18.30	$20.45
Outside with 25 CCF	$19.55	$21.90	$23.05	$25.80	$27.45	$30.55

The following table shows the additional revenue generated by each proposed or projected rate change and how the changes total to the Revenue Deficiency over the five-year period:

Rate Change Enacted for Year	Additional Revenue Generated (in 000's) 1987	1988	1989	1990	1991	Total
1987	$465	$520	$ 528	$ 536	$ 543	$2,592
1988		312	341	345	351	1,349
1989			706	777	786	2,269
1990				416	457	873
1991					856	856
Total	$465	$832	$1,575	$2,074	$2,993	$7,939
Additional Interest Earned						178
						$8,117

1987 Rate Increase

Two changes are proposed for 1987. First, a base rate increase of $.50/month ($.75 for outside city) is proposed. Second, it is proposed that the "break-point" for the lower water consumption rate be changed from 20 CCF to 15 CCF. Under the current rate structure, the "break-point" is 20 CCF. This means the first 20 CCF's are charged at a lower rate than consumption in excess of 20 CCF. Charging a lower rate for consumption less than some minimum was intended to provide small water users (who were also frequently poor) a price break for subsistence water usage. Analysis of water consumption patterns reveals that 51.5% of inside-city water users have average consumptions of 15 CCF or less. Thus, even with the proposed change in the "break-point" to 15 CCF, 51.5% of water customers would be unaffected, and would continue to enjoy a price break for subsistence water usage. The amount of revenue generated by the proposed 1987 rate change is $465,000 in 1987 ($2,592,000 over the five-year period). In 1987, the maximum possible bi-monthly impact on any one customer over current rates is $1.55 ($.77 per month).

As explained above, increases in the water rates are required to provide additional revenues for current and future capital needs. The proposed rate changes and resulting new revenues are summarized below by category:

Inside City	Current	Proposed 1987	Incr.	Annual Billing Units*	New Revenue
Base	$7.80	$8.80	$1.00	307,831 bills	$307,831
0-15 CCF	.19	.19	0	4,146,101 CCF	0
16-20 CCF	.19	.30	.11	755,658 CCF	83,122
Over 20 CCF	.30	.30	0	3,036,436 CCF	0
Outside City					
Base	$11.70	$13.20	$1.50	34,260 bills	$ 51,390
0-15 CCF	.28	.28	0	564,062 CCF	0
16-20 CCF	.28	.45	.17	133,274 CCF	22,657
Over 20 CCF	.45	.45	0	486,764 CCF	0
Total New Operating Revenue Generated					$465,000

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 $13.10 to $14.65. This is an average increase of $.78 per month.

* CCF = 100 cubic feet = 750 gallons

BUDGET SUMMARY

1987 Base Revenue	$6,027,665
1987 New Revenue	465,000
TOTAL REVENUE	$6,492,665
1987 Base Budget	$5,341,303
1987 Transfer to Capital Account for CIP's	1,151,362
TOTAL BUDGET	$6,492,665

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PERSONNEL SUMMARY

WATER SERVICE DIVISION

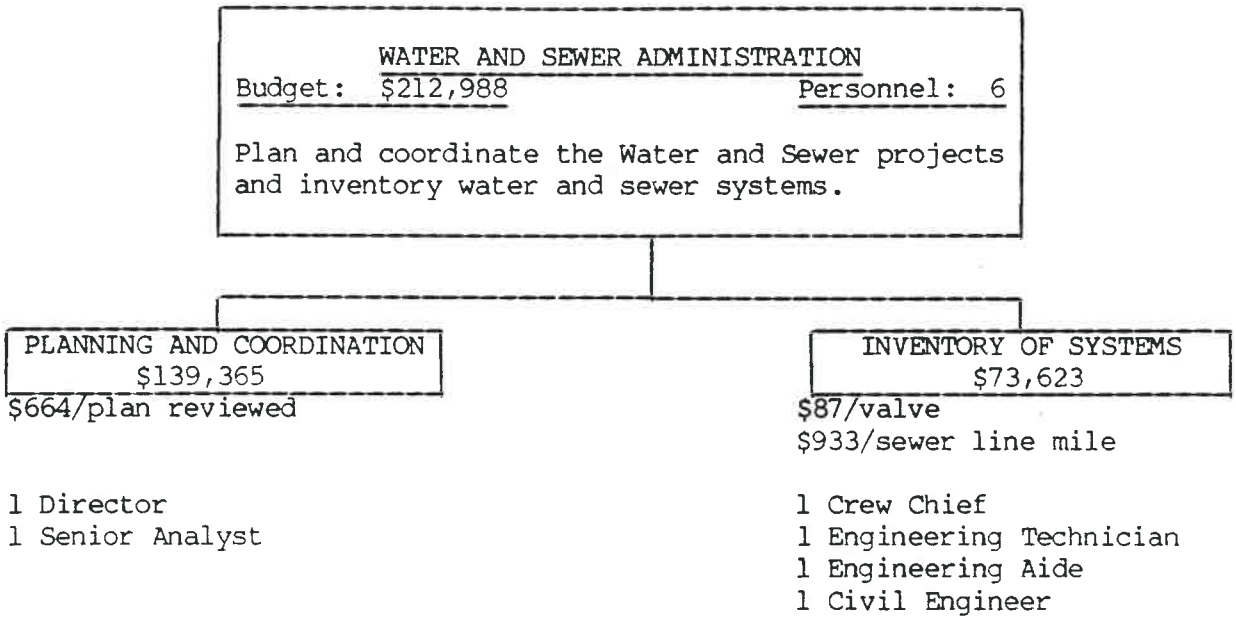
POSITION TITLE	RANGE	STAFF YEARS
WATER & SEWER PLANNING DIR	89	1.00
WATER TRT & DIST ADMIN	79	1.00
SENIOR MANAGEMENT ANALYST	78	1.00
CIVIL ENGINEER	77	1.00
WATER SUPPLY SUPERINTENDENT	73	1.00
WATER DISTRIB SUPERINTENDENT	73	1.00
ENGINEERING TECHNICIAN	71	1.00
UTIL MAINT SUPERVISOR	70	2.00
CONSTRUCTION INSPECTOR	68	1.00
ELECTRONIC CONTROL SYST TECH	67	1.00
WATER PLANT OPER SUPV	64	1.00
PUMP REPAIR MECHANIC	60	1.00
UTIL MAINT CREW CHIEF	59	9.00
SENIOR ENGINEERING AIDE	57	1.00
WATER METER CREW CHIEF	56	1.00
WATER PLANT OPERATOR I	56	4.00
WATER PLANT OPERATOR II	56	4.00
WATER PLANT OPERATOR III	56	4.00
CUSTOMER SERVICE REP	53	1.00
WATER METER MECHANIC	50	4.00
PUMP REPAIR MECHANIC TRAINEE	50	1.00
MEDIUM EQUIPMENT OPERATOR	49	3.00
SR UTILITIES MAINT WORKER	46	15.00
TOTAL		60.00

WATER & SEWER ADMINISTRATION

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 157,941	$ 183,725	$ 178,721
CONTRACTUAL SERVICES	$ 3,378	$ 3,661	$ 3,575
COMMODITIES	$ 1,882	$ 2 575	$ 3,440
REVOLVING FUNDS	$ 14,781	$ 18,546	$ 19,493
CAPITAL OUTLAY	$ 8,001	$ 4,500	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 16,169	$ 7,497	$ 7,759
TOTAL	$ 202,152	$ 220,504	$ 212,988

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$
SENIOR ENGINEERING AIDE	1.00	1.00	57	$ 15,554
UTIL MAINT CREW CHIEF	1.00	1.00	59	$ 16,735
ENGINEERING TECHNICIAN	1.00	1.00	71	$ 21,885
CIVIL ENGINEER	1.00	1.00	77	$ 25,134
SENIOR MANAGEMENT ANALYST	1.00	1.00	78	$ 31,556
WATER & SEWER PLANNING DIR	1.00	1.00	89	$ 39,303
TOTAL	7.00	7.00		



Total Vehicles: 3

WATER AND SEWER ADMINISTRATION

WORK PROGRAMS

WP 7102-1: **Locate, exercise and map Water Distribution valves, consolidate field data to master maps and valve books and update 1"=400' master maps**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	788	700	700	$ 55	$ 66	$ 60
	Valves Located, Exercised and Mapped			Unit Cost: $87/valve		

WP 7102-2: **Perform evaluations of video tapes of sanitary sewer lines, perform on-site inspections, schedule Preventive Maintenance, evaluate results of Preventive Maintenance, and up-date 1"=400' master maps**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2.67	5	15	$ 18	$ 15	$ 14
	Miles of Sewer Lines Evaluated			Unit Cost: $933/mile evaluated		

WP 7102-3: **Provide review of Plans and specifications for private and City water and sewer projects**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	200	210	210	129	$140	$139
	Plans Reviewed			Unit Cost: $664/plan		

WATER AND SEWER ADMINISTRATION

GOAL: TO INSURE THAT ALL WATER AND SEWER NEEDS FOR PRESENT AND FUTURE ARE MET.

OBJECTIVE 7102-A :
To insure that all valves in the Water Distribution System are in working order and that the location of all valves is known by 1990.

	1985	1986	1987
(A-1)	788	1,488	2,188

Total Number of Valves Completed

STRATEGY:
1. Locate, exercise and map 700 of the approximately 3,500 valves in the Water Distribution System each year.

OBJECTIVE 7102-B:
To insure that all 120 miles of concrete sanitary sewer lines are in satisfactory condition, free from obstructions and deterioration.

	1985	1986	1987
(B-1)	N/A	100%	100%

% of Lines in Satisfactory Condition

STRATEGY:
1. Inspect and evaluate sewer lines from television tapes produced by consultants or by City.
2. Conduct in-the-field evaluation of sewer lines.
3. Develop formal Preventive Maintenance Programs for concrete sewer lines evaluated.

OBJECTIVE 7102-C:
To insure that the Capital Plan for Water and Sewer is adequate for the next 5 years.

	1985	1986	1987
(C-1)	N/A	N/A	N/A

STRATEGY:
1. Take the results from the sewer inspection and evaluation program and develop a priority listing to become part of the 5-year plan.
2. Take the 201 Update Study and incorporate its findings into the 5-year plan.

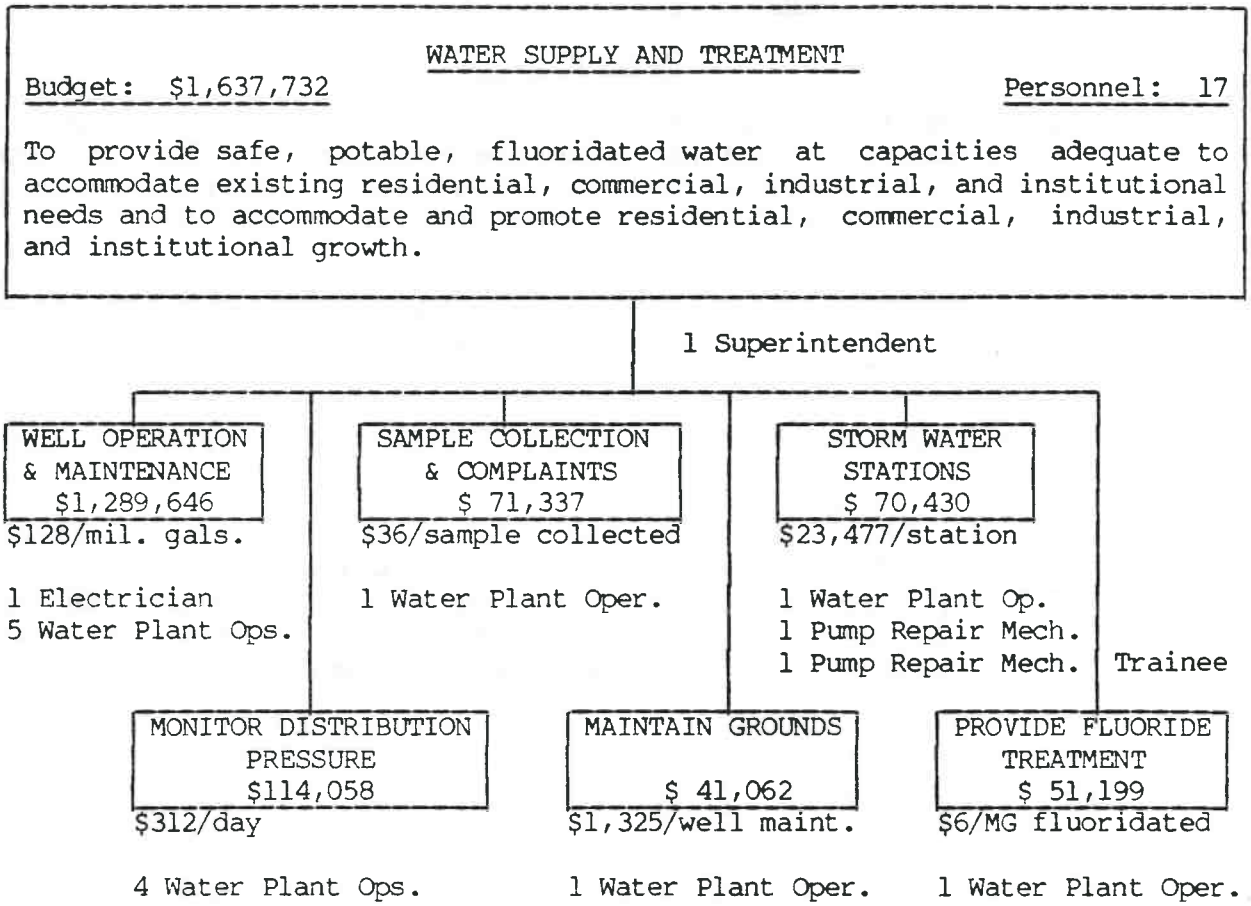
WATER SUPPLY AND TREATMENT

PURPOSE: PROVIDE QUALITY, POTABLE WATER FOR DISTRIBUTION TO ALL CUSTOMERS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 326,392	$ 346,712	$ 402,171
CONTRACTUAL SERVICES	$ 979,213	$ 986,386	$ 1,021,558
COMMODITIES	$ 69,410	$ 72,435	$ 83,329
REVOLVING FUNDS	$ 68,924	$ 101,346	$ 78,169
CAPITAL OUTLAY	$ 9,062	$ 46,530	$ 37,540
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 13,799	$ 25,836	$ 14,965
TOTAL	$ 1,466,800	$ 1,579,245	$ 1,637,732

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
PUMP REPAIR MECHANIC TRAINEE	1.00	1.00	50	$ 12,796
WATER PLANT OPERATOR I	4.00	4.00	56	$ 60,382
WATER PLANT OPERATOR II	4.00	4.00	56	$ 64,772
WATER PLANT OPERATOR III	4.00	4.00	56	$ 79,404
PUMP REPAIR MECHANIC	1.00	1.00	60	$ 16,331
WATER PLANT OPER SUPV	1.00	1.00	64	$ 19,851
ELECTRONIC CONTROL SYST TECH	1.00	1.00	67	$ 19,587
WATER SUPPLY SUPERINTENDENT	1.00	1.00	73	$ 24,129
TOTAL	17.00	17.00		



Total Vehicles: 9

WATER SUPPLY AND TREATMENT

WORK PROGRAMS

WP 7110-1: **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**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	26.6 Million Gallons/Day	26.8	27.5	$1,185 Unit Cost: $128/mil.gals.	$1,247	$1,290
2)	27 Well Sites Repaired	31*	31 *			

WP 7110-2: **Collect water samples for State and County for compliance with Safe Water Drinking Act Rules and Regulations. Collect water samples and analyze in response to customer service complaints**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,944 Samples collected and sent to State and County	1,968	1,992	$ 46 Unit Cost: $36/sample collected	$ 68	$ 71
2)	155 Water Complaints Identified	150	160			

WP 7110-3: **Perform preventive maintenance and operate and check three Storm Water Lift Stations**

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3 Storm Water Lift Stations Checked and Maintained	3	3	$ 75 Unit Cost: $23,477/storm station	$ 67	$ 71

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* Includes Chatham Parkway (1 well)
Georgetown (2 wells)
Bryanwoods (1 well)

WATER SUPPLY AND TREATMENT

WORK PROGRAMS

WP 7110-4: Monitor Distribution System pressure to insure adequate pressure for domestic, firefighting and industrial needs

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	365 Days Distribution System Monitored	365	365	$ 100 Unit Cost: $312/day monitored	$ 109	$ 114

WP 7110-5: Maintain well sites, buildings and grounds

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	27 Well Sites Maintained	31**	31**	$ 22 Unit Cost: $1,325/well maintained	$ 39	$ 41

WP 7110-6: Provide fluoride treatment and maintain equipment

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	25.4 Million Gallons/Day	25.4*	25.5*	$ 39 Unit Cost: $6/mil.gals. fluoridated	$ 49	$ 51
2)	24 Well Sites Fluoridated	24*	24 *			

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* 3 wells at Travis field are not fluoridated
** Includes Chatham Parkway (1 well)
Georgetown (2 wells)
Bryanwoods (1 well)

WATER SUPPLY AND TREATMENT

GOAL: TO PROVIDE SAFE POTABLE FLUORIDATED WATER AT CAPACITIES ADEQUATE TO ACCOMMODATE EXISTING RESIDENTIAL, COMMERCIAL, INDUSTRIAL, AND INSTITUTIONAL NEEDS AND TO ACCOMMODATE AND PROMOTE RESIDENTIAL, COMMERCIAL, INDUSTRIAL, AND INSTITUTIONAL GROWTH.

OBJECTIVE 7110-A:
To provide safe potable water by allowing no violations of the Federal Safe Water Drinking Act.

	1985	1986	1987
(A-1)	0	0	0
	Number of Violations		

STRATEGY:
1. Monitor chlorine residuals at all well sites and insure that at least 0.5 ppm chlorine residual is maintained continuously in the distribution system.
2. Perform chemical and bacteriological tests as required by State and Federal laws.
3. Insure 100% certification of all operators.
4. Continuously update and review Operator's Manual for the Water Supply activity.
5. Continue in-house cross-connection control programs.

WATER SUPPLY AND TREATMENT

OBJECTIVE 7110-B:
To respond to water quality complaints within 1 working day in 1987.

	1985	1986	1987
(B-1)	85.0%	100%	100%
	Water Taste - Responses Within 1 Day		
(B-2)	96.3%	100%	100%
	Water Color - Responses Within 1 Day		
(B-3)	96.7%	100%	100%
	Water Odor - Responses Within 1 Day		

STRATEGY:
1. Identify locations by Planning Unit where quality complaints are reported.
2. Perform weekly or monthly flushing programs in areas identified to have a problem.
3. Maintain 0.5 PPM Chlorine Residual and a 0.8 to 1.22 PPM fluoride residual.
4. Maintain fluoride and chlorine units to perform at 100% operating capacity at all times and continue replacement of old or defective units by Capital Outlay.
5. Re-issue policies and educate other departments in fire hydrant use.
6. Continually evaluate water quality complaint data for development of CIP Projects to improve or renovate substandard or deteriorated water lines.

WATER SUPPLY AND TREATMENT

OBJECTIVE 7110-C:
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% Citywide.

	1985	1986	1987
(C-1)	11	6	5
	Pressure Complaints		

STRATEGY:
1. Monitor Distribution System Pressure 24 hours a day.
2. Monitor isolated systems at Wilmington Island, Travis, Georgetown, Chatham Parkway, and Bryanwoods 24 hours a day.
3. Submit Water Line Sizing Policy to City Manager to assure that all future water projects and extensions are properly sized and properly looped to provide adequate flow and pressure.
4. Evaluate pressure complaints by Planning Unit to identify problem areas and prepare CIP Projects to eliminate undersize and dead-end lines which may cause problems.

OBJECTIVE 7110-D:
To provide an aesthetically pleasing appearance of all City Well Sites and to eliminate complaints of unsightly Well Sites.

	1985	1986	1987
(D-1)	0	0	0
	Complaints		

STRATEGY:
1. Maintain grass cutting schedule.
2. Plant shrubs and hedges at high visibility sites.
3. Utilize participants of SYEP during high growth months of summer to help maintain grass cutting schedule.

WATER SUPPLY AND TREATMENT

OBJECTIVE 7110-E:
To insure that all storm lift stations operate at 100% of design capacity at all times.*

	1985	1986	1987
(E-1) Fell	66%	100%	100%
(E-2) Kayton	86%	77%	100%
(E-3) Gwinnett	100%	100%	100%

% in Operation

STRATEGY:
1. Maintain Preventive Maintenance Program at storm stations.
2. Perform operator daily checks and lubrication.
3. Perform annual inspection of all submerged units.
4. Insure that an annual contract is available for assistance if required.

OBJECTIVE 7110-F:
To insure that service requests are completed within standard as per the following schedule:

	1985	1986	1987
(F-1)	94%	100%	100%
		Priority I	
(F-2)	No work codes in this case		
		Priority II	
(F-3)	100%	100%	100%
		Priority III	

STRATEGY:
1. Review daily computer printout to insure proper scheduling.
2. Educate superintendent in service desk procedures.

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* Design capacity of Fell Street station is 2 out of the 3 pumps;
Design capacity of Kayton Box station is 7 out of the 9 pumps;
Design capacity of Gwinnett Street station is 2 out of 2 pumps.

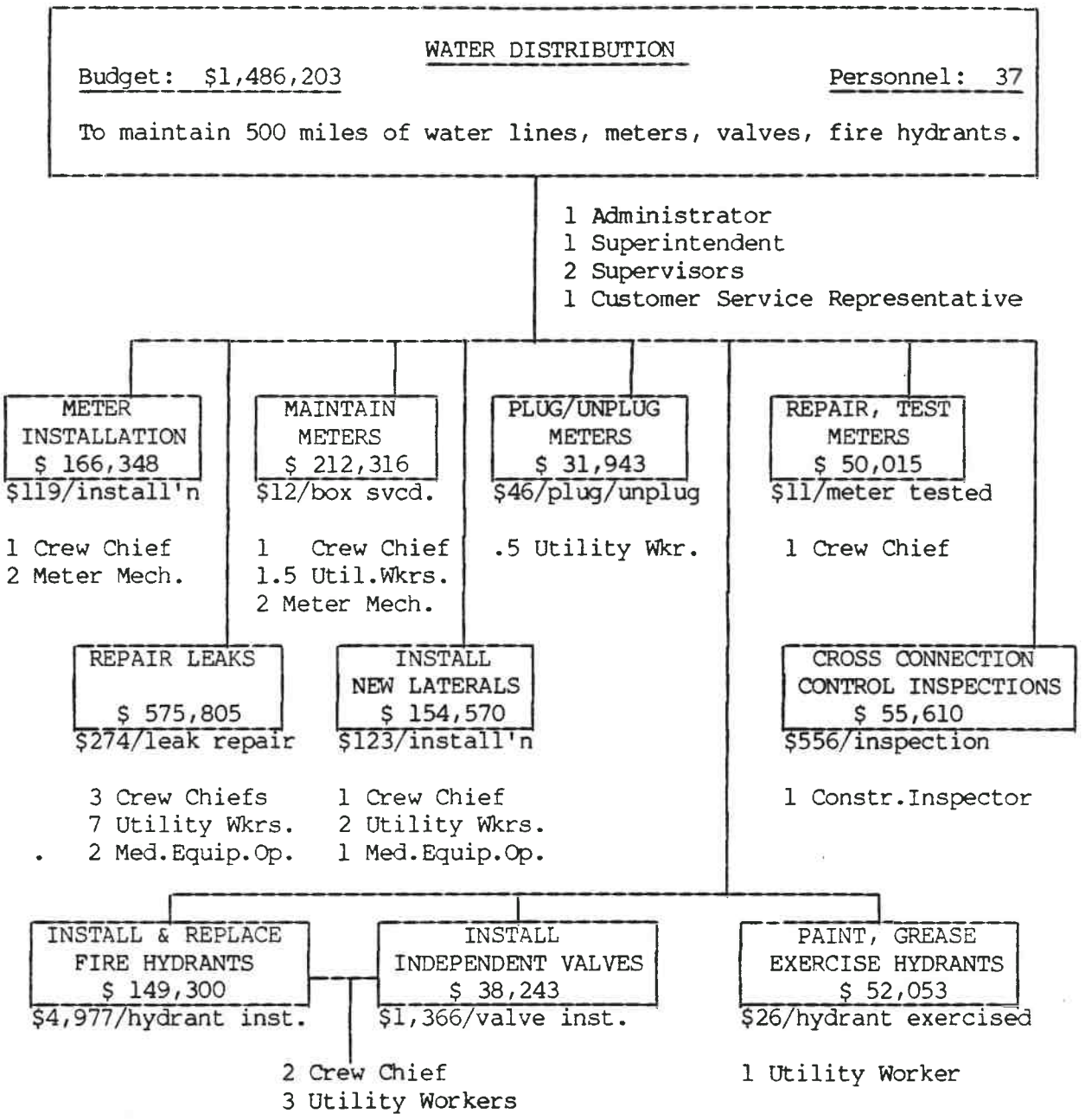
WATER DISTRIBUTION

PURPOSE: SUPPLY WATER THROUGH THE DISTRIBUTION SYSTEM WITH A MINIMUM OF CUSTOMER INCONVENIENCE AND UNNECESSARY WATER LOSS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 615,354	$ 655,952	$ 684,368
CONTRACTUAL SERVICES	$ 19,643	$ 23,063	$ 32,952
COMMODITIES	$ 399,152	$ 434,053	$ 459,574
REVOLVING FUNDS	$ 190,685	$ 229,765	$ 229,375
CAPITAL OUTLAY	$ 9,072	$ 26,095	$ 22,595
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 60,013	$ 64,503	$ 57,339
TOTAL	$ 1,293,919	$ 1,433,431	$ 1,486,203

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SR UTILITIES MAINT WORKER	16.00	16.00	46	$ 183,306
MEDIUM EQUIPMENT OPERATOR	3.00	3.00	49	$ 44,566
WATER METER MECHANIC	4.00	4.00	50	$ 52,948
CUSTOMER SERV REP	1.00	1.00	53	$ 14,435
WATER METER CREW CHIEF	1.00	1.00	56	$ 15,179
UTIL MAINT CREW CHIEF	8.00	8.00	59	$ 135,042
CONSTRUCTION INSPECTOR	1.00	1.00	68	$ 20,341
UTIL MAINT SUPERVISOR	2.00	2.00	70	$ 43,269
WATER DISTRIB SUPERINTENDENT	1.00	1.00	73	$ 23,129
WATER TRT & DIST ADMIN	1.00	1.00	79	$ 29,328
TOTAL	38.00	38.00		



Total Vehicles: 32

WATER DISTRIBUTION

WORK PROGRAMS

WP 7120-1: Install new meters

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,306	1,300	1,400	$ 142	$ 162	$ 166
	Meters Installed per Year			Unit Cost:	$119/install.	

WP 7120-2: Maintain meters and meter boxes

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	17,087	16,200	17,820	$ 182	$ 203	$ 212
	Meters Serviced per Year			Unit Cost:	$12/servicing	

WP 7120-3: Plug, unplug meters

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	938	700	700	$ 27	$ 30	$ 32
	Occurrences per Year			Unit Cost:	$46/occurrence	

WP 7120-4: Repair and test meters for accuracy

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4,190	4,432	4,532	$ 41	$ 48	$ 50
	Meters Tested per Year			Unit Cost:	$11/testing	

WP 7120-5: Repair leaks

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,326	2,331	2,104	$ 515	$ 555	$ 576
	Leaks Repaired per Year			Unit Cost:	$274/repair	

WATER DISTRIBUTION

WORK PROGRAMS

WP 7120-6: Install new service laterals

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,033	1,197	1,260	$ 133	$ 151	$ 155
	Number of Laterals Installed			Unit Cost:	$123/install.	

WP 7120-7: Install and replace fire hydrants

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	28	27	30	$ 127	$ 145	$ 149
	Hydrants Replaced per Year			Unit Cost:	$4,977/hydrant	

WP 7120-8: Install independent valves

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	26	25	28	$ 33	$ 36	$ 38
	Valves Installed per Year			Unit Cost:	$1,366/valve	

WP 7120-9: Conduct inspections for cross connection control program

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	0	100	100	$ 48	$ 53	$ 56
	Inspections per Year			Unit Cost:	$556/inspect.	

WP 7120-10: Paint, grease, exercise hydrants

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,173	1,803	2,000	$ 46	$ 50	$ 52
	Hydrants Exercised per Year			Unit Cost:	$26/hydrant	

WATER DISTRIBUTION
Leak Repair Activity

GOAL: TO ENSURE THAT NO WATER LEAKS OCCUR IN AREAS SERVED BY THE SAVANNAH WATER DISTRIBUTION SYSTEM.

OBJECTIVE 7120-A:
To reduce the water leak rate in Planning Units 1 to 4 and 6 to 28 to less than 7 leaks per Planning Unit mile; to reduce the water leak rate in Planning Unit 5 to less than 12 leaks per water line mile.

	P.U.	Miles Water Line	1983	1984	1985	1986	1987
(A-1)	1	6.1	8.4	9.8	9.2	5.9	5.9
(A-2)	2	20.9	7.0	7.7	10.3	10.9	7.0
(A-3)	3	17.8	7.0	5.5	6.4	5.4	5.4
(A-4)	4	10.9	7.3	6.2	3.3	3.3	3.3
(A-5)	5	5.5	26.9	17.6	18.9	13.6	12.0
(A-6)	6	14.0	1.8	1.4	2.1	3.4	3.4
(A-7)	7	17.6	5.2	4.9	4.8	5.8	5.8
(A-8)	8	6.1	3.3	2.6	2.6	4.9	4.9
(A-9)	9	14.2	4.5	5.2	4.2	6.6	6.6
(A-10)	10	14.0	2.1	1.9	2.5	2.6	2.6
(A-11)	11	13.3	3.2	2.0	2.3	1.1	1.1
(A-12)	12	14.0	6.3	7.9	8.7	11.1	7.0
(A-13)	13	30.6	9.4	8.0	7.7	6.1	6.1
(A-14)	14	6.8	2.2	2.1	1.3	0.5	0.5
(A-15)	15	18.3	3.4	2.9	2.1	3.4	3.4
(A-16)	16	14.7	3.4	3.7	5.7	3.7	3.7
(A-17)	17	7.8	13.9	7.6	10.6	11.2	7.0
(A-18)	18	17.0	11.8	9.4	8.4	7.2	7.0
(A-19)	19	24.0	11.0	10.5	9.1	12.1	7.0
(A-20)	20	11.3	5.9	4.4	3.7	6.9	6.9
(A-21)	21	21.5	3.4	3.4	4.1	3.8	3.8
(A-22)	22	5.1	0.8	0.6	1.8	4.7	4.7
(A-23)	23	22.8	1.5	1.1	1.4	2.1	2.1
(A-24)	24	18.5	4.6	3.7	3.6	3.7	3.7
(A-25)	25	13.3	5.2	4.1	5.0	5.1	5.1
(A-26)	26	23.8	5.6	4.5	5.4	6.8	6.8
(A-27)	27	29.2	4.2	4.7	4.4	2.2	2.2
(A-28)	28	2.5	0.4	1.2	2.4	2.4	2.4
(A-29)	29	39.9	N/A	N/A	N/A	N/A	N/A
(A-30)	30	11.9	N/A	N/A	N/A	N/A	N/A
(A-31)	31	10.4	N/A	N/A	N/A	N/A	N/A
(A-32)	32*	N/A	N/A	N/A	N/A	N/A	N/A
Citywide Average			5.9	5.2	5.3	5.5	4.8

Leaks per Water Line Mile

* Southwest Annexed Planning Unit

WATER DISTRIBUTION
Leak Repair Activity

STRATEGY 7120-A:

1. Review "Actual" 1986 Water Leak data and detail all Planning Units with water leak rates exceeding 7.0 per mile.
2. Schedule Lateral Replacement Crew to work in high leak rate Planning Units when possible.
3. 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 and implement CIP Projects.
5. Increase emphasis on quality of inspection of new distribution systems and adhere to City specifications within the department. Maintain detailed records of new projects in warranty and identify problem areas.

OBJECTIVE 7120-B:

To reduce all leaks in the distribution system by 10% in 1987.

	1985	1986	1987
(B-1)	2,326	2,331	2,104 *
		Leaks in System	

STRATEGY:

1. In all Planning Units excluding those with leak rates exceeding 7.0 per mile, continue Lateral Replacement Program based on evaluation of excavated service lateral.
2. Monitor paving projects annually for water replacement scheduling.
3. Increase the total number of service laterals by 5% to 1,260 in 1987.

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* Includes 6 projected leaks for Southwest Annexed Area

WATER DISTRIBUTION
Leak Repair Activity

GOAL: TO INSURE THAT ALL FIRE HYDRANTS IN THE CITY DISTRIBUTION SYSTEM ARE IN CONSTANT READINESS FOR FIRE FIGHTING.

OBJECTIVE 7120-C:
To insure that no unreported fire hydrants are located at fire scenes and that all non-functioning fire hydrants are repaired within standard in 1987.

	1985	1986	1987
(C-1)	0	0	0
	Incidents of Non-Reported Dry Fire Hydrants at a Fire		
(C-2)	85%	75%	90%
	Repaired Within Standard		
(C-3)	N/A	80%	90%
	Functioning Hydrant Repairs Within Standard		

STRATEGY:
1. Reduce shut-off area and advertisement cost by utilizing new hydro-stop tapping unit purchased in 1986.
2. Improve scheduling of fire hydrant repair work.
3. Re-educate City departments in fire hydrant use policy to eliminate fire hydrant problems as a result of improper operation.
4. At locations where fire hydrants are repeatedly damaged by vehicular traffic, investigate relocation or the use of protective barriers to protect them.

OBJECTIVE 7120-D:
To paint, grease, flush, and cut grass at 2,000 fire hydrant locations in the City distribution system.

	1985	1986	1987
(D-1)	1,173	1,803	2,000
	Hydrants Serviced		

STRATEGY:
1. Insure that a minimum of 10 fire hydrants per day are inspected and serviced by the Fire Hydrant Inspector.
2. Insure that the Fire Hydrant Inspector can perform light maintenance functions on hydrants to include the replacement of operating nuts, location and raising of independent valve boxes, and replacement of hose outlets.
3. Insure that all inoperable fire hydrants are reported immediately to the Remote 2 dispatcher who will in turn notify the Fire Department. The hydrant will be painted red before leaving the site.

WATER DISTRIBUTION
Water Meter Services Program

GOAL: TO INSTALL NEW WATER METERS FOR SYSTEM EXPANSION WITHIN 7 DAYS AFTER RECEIPT OF WORK ORDER AND TO INSURE THAT ALL EXISTING WATER METERS IN THE SYSTEM ARE OPERATING 100% OF THE TIME.

OBJECTIVE 7120-E:
To install new water meters at locations where all requirements have been met within 7 working days after receiving the application 90% of the time.

	1985	1986	1987
(E-1)	50%	25%	90%*

Installations Within Standard

STRATEGY:
1. Continue evaluation of meter installation crew productivity.
2. Continue pre-investigation of all meter applications.
3. Require plumbers to install meters at locations where 6 or more meters are requested in the same complex or subdivision.
4. Develop procedures and guidelines to allow plumber to install water meters at group locations.
5. Provide inspection of meter installations by plumbers to insure the correct installation of the meter and that meter data is correct for the Water Revenue Department.

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* 1986 Ordinance permits plumbers to install meters at group installations. It is estimated that approximately 35% of the meter installation requests will fall into this category.

WATER DISTRIBUTION
Water Meter Services Program

OBJECTIVE 7120-F:
To insure that 85% of all meters between 2" and 4" are adequately registering water flows (500 meters).

	1985	1986	1987
(F-1)	86%	85%	85%
	Accurate Meters		

OBJECTIVE 7120-G:
To insure that 90% of all 107 - 4" water meters and larger are adequately measuring water flows.

	1985	1986	1987
(G-1)	90%	85%	90%
	Accurate Meters		

STRATEGY:
1. Add one new crew to meter installation program to assist with turbine meter change-out and repair program.
2. Install one new turbine meter per month, 2" or larger.
3. Evaluate cost of each meter repair work order for cost benefit to repair or to replace.
4. Continue scheduling of all small meters by Customer Service representative and large meters by Water Operations Director.
5. Improve lost meter productivity with use of metal detectors.
6. Inspect and test 4 - 2" meters and larger per month by water meter repair foreman.

WATER DISTRIBUTION
Water Meter Services Program

OBJECTIVE 7120-H:
To insure that all service requests for the Water Meter Services Program are completed within the standard number of days according to the priority classification.

	Priority	1985	1986	1987
(H-1)	1	83%	85%	92.1%
(H-2)	2	73%	79%	70.0%
(H-3)	3	84%	85%	92.0%
		Completed Within Standard		

STRATEGY:
1. Continue scheduling of 5 meter repair crews by Water Distribution Customer Service Representative.
2. Review monthly service desk printout to determine where standards are not being met.
3. Improve response time in finding "lost" meters by adding a metal detector to all crews.
4. Assign each meter repair crew to a geographic area of the system to reduce travel time.

DEFINITION OF PRIORITIES

Priority		Standard No. Working Days
I	Unplug meter	3
	Replace meter box top	3
	Replace meter (delinquent bill)	3
II	Meter leaks	10
	Repair stuck meter	10
	Repair or raise meter box	15
	Install new meter - Priority (usually where a request is made for City water after a private well goes dry)	7
III	Meter repairs	15
	Clean out meter box	45
	Meter installation request where all requirements have NOT been met	180
	Meter installation request where all requirements HAVE been met	21
	Locate meter	15
	Remove meter - terminated account	15

WATER DISTRIBUTION
Cross Connection Control Program *

GOAL: TO PREVENT THE CONTAMINATION OF THE MUNICIPAL WATER SUPPLY SYSTEM FROM BACKFLOW OF TOXIC AND OBNOXIOUS CHEMICALS FROM PUBLIC OR PRIVATE ESTABLISHMENTS.

OBJECTIVE 7120-I:
To insure that there is zero backflow of toxic and obnoxious chemicals into the potable water system.

	1985	1986	1987
(I-1)	0	0	0
		Incidents of Backflow	

STRATEGY:
1. Install, calibrate, and inspect 2 backflow devices per week at City high hazard sources (sewer lift stations, treatment plants).
2. Schedule, inspect, and bring into compliance 2 high sources per week using City water.
3. Document and follow-up with inspections of systems out of compliance.
4. Review inspection reports on a monthly basis to determine compliance of identified sources.

OBJECTIVE 7120-J:
To inspect and bring into compliance 100 high hazard sources with the City Cross-Connection Ordinance.*

	1985	1986	1987
(J-1)	104	100	100
		Systems Inspected	

STRATEGY:
1. Same as above.

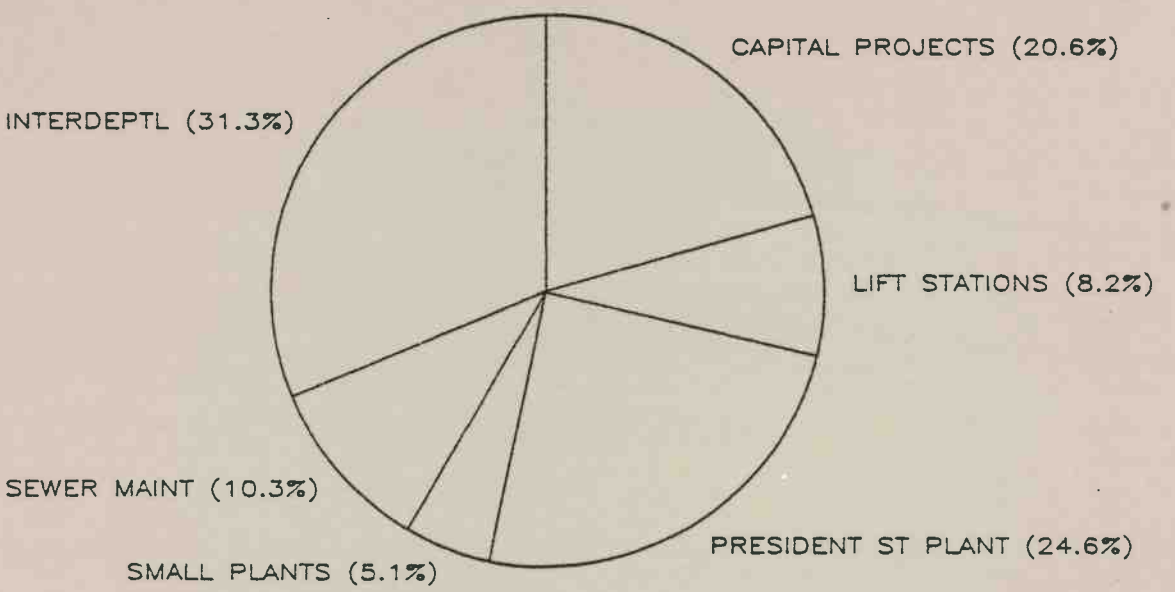
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* Cross Connections - Any tie-in or structural arrangement between a public or consumer's potable water system, and any non-potable source or system, through which the flow of any foreign liquid, gas, or substance into the distributing pipelines of a potable water supply can occur.

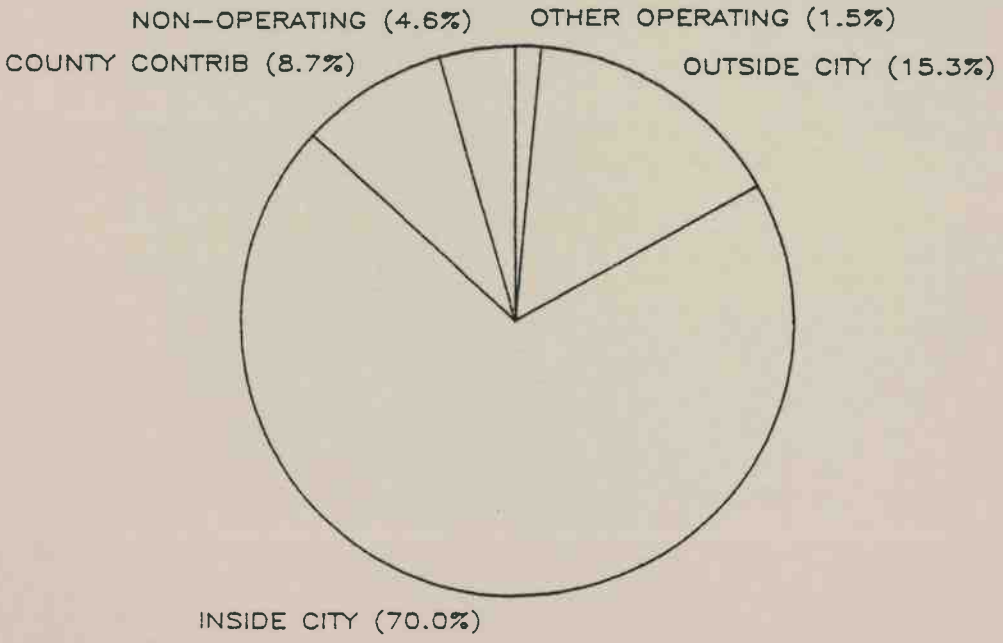
Sewer Fund

SEWER FUND

EXPENDITURES



REVENUES



Adopted Budget Summary
Sewer Fund

The Sewer Fund's 1987 proposed budget of $11,544,253 is described in detail on the pages which follow. As cited in the Budget Ordinance Addendum, the Sewer Base Rate was increased to $7.44 inside the city and $11.15 outside the city per bimonthly billing cycle to provide the additional $179,000 in current funds needed to fund Sewer Capital Improvement Projects. The following table depicts the impact these changes will have on the Sewer Fund.

	Proposed	Addendum Change	Adopted
1987 Base Revenue	$11,302,253	$	$11,302,253
1987 New Revenue	242,000	179,000	421,000
Total Revenue	$11,544,253	$179,000	$11,723,253
1987 Base Budget	9,171,806		9,171,806
1987 Transfer to Capital Account for CIP's	2,372,447	179,000	2,551,447
Total Budget	$11,544,253	$179,000	$11,723,253

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SEWER FUND

The 1987 Sewer Fund budget totals $11,544,253 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.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 2,127,311	$ 2,174,343	$ 47,032	2.2
Contractuals	1,723,151	1,826,728	103,577	6.0
Commodities	844,544	870,949	26,405	3.1
Revolving Fund	307,266	309,723	2,457	0.8
Capital Outlay	130,559	169,925	39,366	30.2
Debt Service	1,857,983	1,860,961	2,978	0.2
Interfund Trans	1,788,620	1,799,177	10,557	0.6
Contingencies	0	160,000	160,000	-
Total Base Budget	$ 8,779,434	$ 9,171,806	$ 392,372	4.5
Capital Projects*	2,773,090	2,372,447	-400,643	-14.4
Program Improve	N/A	N/A	N/A	N/A
Total Budget	$11,552,524	$11,544,253	$ -8,271	-

* Current funds transferred to Capital Account for Capital Improvement Projects.

ACTIVITY SUMMARY

Activity	1985 Actual Expenses	1986 Projected Expenses	1987 Proposed Budget
Sewer Maintenance	$ 1,082,563	$ 1,202,508	$ 1,186,769
Lift Station Maint.	739,906	880,812	944,961
President St. Plant	2,431,003	2,718,572	2,837,350
Small Plants Oper.	499,734	551,114	590,119
Sewer Interdept.	3,144,566	3,426,428	3,612,607
Total Base Budget	$ 7,897,772	$ 8,779,434	$ 9,171,806
Capital Projects	$ 2,174,808	$ 2,773,090	$ 2,372,447
Program Improve.	N/A	N/A	N/A
Total Budget	$10,072,580	$11,552,524	$11,544,253

REVENUE SUMMARY

1987 Base Revenue	$11,302,253
1987 New Revenue	242,000
1987 Total Available Revenues	$11,544,253

Revenue Detail

	1986 Projection	1987 Base Only Projection	1987 New Revenues	1987 Total Revenue
Operating Revenues				
Inside City Sewer	$7,775,732	$ 7,881,283	$194,946	$ 8,076,229
Outside City Sewer	1,966,919	1,716,669	47,054	1,763,723
Sewer Connec Fees	252,000	145,230	0	145,230
Water Cut-on Fees	32,000	32,320	0	32,320
County Contrib	1,001,250	1,001,250	0	1,001,250
Total	$11,027,901	$10,776,752	$242,000	$11,018,752
Non-Operating Revenues				
Interest-Invest	$ 188,000	$ 189,880	$ 0	$ 189,880
Interest-Sink Fd	190,000	190,000	0	190,000
I&D Const-Debt	16,623	9,121	0	9,121
I&D Non-Cont Prof	130,000	136,500	0	136,500
Total	$ 524,623	$ 525,501	$ 0	$ 525,501
TOTAL REVENUE	$11,552,524	$11,302,253	$242,000	$11,544,253

SEWER FUND

BASIC PROGRAM COSTS

SUMMARY

The 1987 Proposed Base Budget for the Sewer Fund totals $9,171,806. This amount is $392,372 or 4.5% greater than 1986 Projected Expenses. The following sections provide detail on basic program costs and explain the major changes between the expenditures projected for 1986 and the allocations proposed for 1987.

PERSONAL SERVICES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Salaries & Wages	$ 1,589,718	$ 1,669,278	$ 79,560	5.0
Social Security	121,812	127,826	6,014	4.9
Medical Insurance	121,818	76,405	-45,413	-37.3
Life Insurance	9,791	9,781	-10	-0.1
Unemployment Comp	409	534	125	30.6
Worker's Comp	44,682	44,149	-533	-1.2
Pension	125,126	126,473	1,347	1.1
Longevity	12,365	14,192	1,827	14.8
Overtime	101,590	105,705	4,115	4.1
Total	$ 2,127,311	$ 2,174,343	$ 47,032	2.2

The 1987 Sewer Fund Budget provides $2,174,343 for Personal Services. The major items in this category are: Salaries and Wages, $1,669,278; Social Security, $127,826; Pension, $126,473; Overtime for emergencies and unforeseen circumstances, $105,705; and Medical Insurance, $76,405.

The 1987 allocation for Personal Services represents an increase of $47,032 or 2.2% over 1986 Projected Expenses. The major changes are:

Salaries & Wages — **increase** $79,560 due to a general wage increase and additional salaries resulting from a 1986 mid-year program improvement employing a pump repair mechanic and electronic technician.

Medical Insurance — **decreases** $45,413 due to Citywide Group Medical decreases.

CONTRACTUALS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Electricity	$ 1,050,168	$ 1,083,600	$ 33,432	3.2
Natural Gas	240,186	262,226	22,040	9.2
Communications	34,494	29,560	-4,934	-14.3
Transportation	11,138	11,138	0	0.0
Advertising	100	100	0	0.0
Insurance	75,517	89,335	13,818	18.3
Rentals	5,878	6,183	305	5.2
Dues/Periodicals	2,267	2,482	215	9.5
Professional Fees	17,846	25,305	7,459	41.8
Building Repair	5,406	5,530	124	2.3
Equipment Maint	261,346	289,631	28,285	10.8
Photocopying	1,500	2,500	1,000	66.7
Printing	778	1,003	225	28.9
Medical Costs	1,478	1,486	8	0.5
Other Contract	15,049	16,649	1,600	10.6
Total	$ 1,723,151	$ 1,826,728	$ 103,577	6.0

The 1987 Budget provided for Contractual services totals $1,826,728. The major expense in this category is for Electricity to operate the Sewage Treatment Plants and Lift Stations, $1,083,600. An allocation of $289,631 is provided for another significant account in this area, Equipment Maintenance, which provides for the outside repair of the Fund's equipment. The allocation for Natural Gas amounts to $262,226.

The 1987 allocation for Contractual services is an increase of $103,577 or 6% over 1986 Projected Expenses. The major changes are:

Electricity — **increases** $33,432 due to anticipated rate increases.

Equip Maint — **increases** $28,285 due to normal price increases as well as a quantity increase primarily for the repair of electrical panels at the President Street Plant.

Natural Gas — **increases** $22,040 due to a projected increase in usage and an anticipated price increase.

Insurance — **increases** $13,818 resulting from projected price increases for purchased insurance.

Professional Fees **increase** $7,459 primarily related to the Environmental Protection Division's required test on toxic scans and spray field monitoring.

COMMODITIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Supplies	$ 2,862	$ 3,645	$ 783	27.4
Postage	110	110	0	0.0
Personal Supp	7,780	8,430	650	8.4
Operating Supp	135,225	140,149	4,924	3.6
Small Fixed Asset	0	750	750	-
Chemicals	485,455	481,355	-4,100	-0.8
Equip Repair Part	157,991	179,719	21,728	13.8
Construction Supp	24,386	25,016	630	2.6
Water Constr Mat	6,548	6,653	105	1.6
Tools & Shop Supp	12,172	12,503	331	2.7
Oils & Grease	12,015	12,619	604	5.0
Total	$ 844,544	$ 870,949	$ 26,405	3.1

Commodities are budgeted at $870,949 for 1987. Most of this amount is for Chemicals; $481,355 is provided for the purchase of chlorine and polymers used in the sewage treatment process. Other significant allocations are provided for Equipment Repair Parts, $179,719; and Operating Supplies, $140,149.

The 1987 allocation for Commodities reflects an increase of 3.1% or $26,405. Major changes are outlined below:

Equip Repair Part **increase** $21,728 due to anticipated cost increases and additional parts to repair electrical panels for the President Street Plant.

Operating Supp **increase** $4,924 primarily due to anticipated inflation.

Chemicals **decrease** $4,100 primarily related to the DRI-PIN Cost Forecaster's projection of a 2.5% decrease in prices. Part of the decrease was offset by a $7,469 quantity increase.

REVOLVING FUND

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Service Desk	$ 16,154	$ 16,863	$ 709	4.4
Data Processing	2,546	2,749	203	8.0
Engineering	11,403	2,029	-9,374	-82.2
Garage Services	230,750	242,133	11,383	4.9
Central Services	46,413	45,949	-464	-1.0
Total	$ 307,266	$ 309,723	$ 2,457	0.8

The 1987 charges for services provided by the Revolving Fund activities amount to $309,723. Major expenditure areas are: Garage Charges, $242,133; and Central Services, $45,949.

The Revolving Fund chargebacks for 1987 reflect a 0.8% or $2,457 increase over the level projected for 1986. The major changes are:

Garage Services — **increase** $11,383 primarily due to general increases in Vehicle Maintenance costs.

Engineering Svc — **decrease** $9,374 due to a more equitable distribution of the City Engineering Department's costs.

CAPITAL OUTLAY

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Office Equipment	$ 2,000	$ 0	$ -2,000	-
Oper/Constr Equip	128,559	169,925	41,366	32.2
Total	$ 130,559	$ 169,925	$ 39,366	30.2

A total of $169,925 is provided for Capital Outlays in 1987. A complete listing of capital items appears on the following page.

CAPITAL OUTLAYS

Sewer Maintenance		
3	2-way Mobile Radios @ $1,800	$ 5,400
2	Paving Breakers @ $1,450	2,900
1	Pneumatic Tamping Machine	1,175
1 set	Pipe Cutters	1,750
Lift Stations		
10	1/2 hp. Compressors @ $210	2,100
12	1-1/2 hp. Discharge Sump Pumps	4,200
3	Radios	5,800
1	Lawn mower	3,500
2	5 hp. Pumps (spares) @ $1,750	3,500
President Street Plant		
2 sets	Drive Gears for Aerators @ $10,000	20,000
1	Impeller - Raw Sewage Pump	6,500
3	Sump Pumps	8,000
1	150 hp. Aerator Motor	8,000
	Plastic Bar Screen Rakes & Buckets	15,000
1	Flow Meter	8,000
2	Radios	5,000
	Micro screens	8,000
2	Hydraulic Cylinders for Filter Press 8" Barrel (Dewatering System)	15,000
	Air Compressor Plant Air	5,600
Small Plants		
3	Floating Aerators @ $5,000	15,000
1	Boat, 12', and Trailer	6,000
2	Sump Pumps @ $3,000	6,000
1	Flow Meter & Chart Recorder	8,750
2	Radios	3,000
2	File Cabinets @ $300	600
5	Hand-held Ph Meters @ $100	500
4	DO Probes @ $125	650
	Total	$169,925

DEBT SERVICE

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Sinking Fund	$ 1,778,317	$ 1,704,175	$-74,142	-4.2
Bond Redemption	20,908	20,908	0	0.0
Bond Interest	1,464	732	-732	-50.0
Amort/Bond Disc	16,116	16,116	0	0.0
GDA Loan Payments	41,178	119,030	77,852	-
Total	$ 1,857,983	$ 1,860,961	$ 2,978	0.2

Debt Service for the Sewer Fund increases $2,978 in 1987. An increase in debt service on the Georgia Development Authority Loan is almost completely offset by a decrease in the Sinking Fund expenses.

INTERFUND TRANSFERS

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Sewer Billing Off	$ 643,716	$ 663,027	$ 19,311	3.0
Svcs by Wtr Fund	110,904	106,332	-4,572	-4.1
W & S Invest Fund	611,772	609,734	-2,038	-0.3
W & S Bad Debt	199,500	210,000	10,500	5.3
Vehicle Rep Contr	222,728	210,084	-12,644	-5.7
Total	$ 1,788,620	$ 1,799,177	$ 10,557	0.6

The budget for Interfund Transfers amounts to $1,799,177 in 1987. Major allocations are provided for the Sewer Billing Office, $663,027; Contribution to the Water and Sewer Investment Fund, $609,734; Water and Sewer Bad Debt, $210,000; and Vehicle Replacement Contribution, $210,084.

CONTINGENCIES

Expenditure Area	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Contingencies	$ 0	$ 160,000	$ 160,000	-

An allocation of $160,000 is provided for emergencies and unexpected needs.

SEWER INTERDEPARTMENTAL

EXPENDITURE AREA	1986 PROJECTED EXPENDITURE	1987 PROPOSED BUDGET
Contractual and Interfund Accounts		
Sewer Billing Office	$ 643,716	$ 663,027
Services by Water Fund *	110,904	106,332
Investment Fund	611,772	609,734
Bad Debt Expenses	199,500	210,000
Agent and Bank Fees	2,553	2,553
Contingencies	0	160,000
Subtotal	$1,568,445	$1,751,646
Debt Service		
General Obligation Bonds	$ 20,908	$ 20,908
G D A Bonds	41,178	119,030
Revenue Bonds	1,795,897	1,721,023
Subtotal	$1,857,983	$1,860,961
TOTAL	$3,426,428	$3,612,607

* Water/Sewer Administrative Staff

COST OF SEWER OPERATIONS PER 100 CUBIC FEET (CCF)

The projected cost of operating and maintaining the sewer system in 1986 and 1987 is summarized below. It is estimated that 8,345,688 CCF will be treated in 1986 and 8,626,697 CCF will be treated in 1987.

	1986 Projected		1987 Projected	
By Expenditure Area	Total	Cost per CCF	Total	Cost per CCF
Personal Services	$2,127,311	$0.2550	$2,174,343	$0.2520
Contractual Services	1,723,151	0.2066	1,826,728	0.2118
Commodities	844,544	0.1012	870,949	0.1010
Revolving Fund	307,266	0.0368	309,723	0.0359
Capital Outlay	130,559	0.0156	169,925	0.0197
Debt Service	1,857,983	0.2226	1,860,961	0.2157
Svc. by General Fund	643,716	0.0771	663,027	0.0769
Svc. by Water Fund	110,904	0.0132	106,332	0.0123
Cont.to Invest. Fund	611,772	0.0733	609,734	0.0707
Bad Debt Coverage	199,500	0.0239	210,000	0.0243
Vehicle Contrib	222,728	0.0267	210,084	0.0244
Contingencies	0		160,000	0.0185
Total	$8,779,434	$1.0520	$9,171,806	$1.0632
By Activity				
Sewer Maintenance	$1,202,508	$0.1441	$1,186,769	$0.1376
Lift Stations	880,812	0.1055	944,961	0.1095
President St. Plant	2,718,572	0.3257	2,837,350	0.3289
Small Plants	551,114	0.0660	590,119	0.0684
Interdepartmental	3,426,428	0.4107	3,612,607	0.4188
Total	$8,779,434	$1.0520	$9,171,806	$1.0632

CAPITAL PROJECTS

A long range basic capital projects program for the sewer system which totals $30,730,000 over the next five years has been developed. 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) capital maintenance projects essential to maintain operations;
2) capital catch-up projects to ensure adequate service to existing development;
3) growth projects to ensure adequate service to land currently undeveloped.

The capital requirement for each of the next five years, by category, is as follows:

Five Year Capital Program
(in Thousands of Dollars)

	1987	1988	1989	1990	1991
Capital Maint. Projects	$ 635	$ 735	$ 615	$ 615	$ 615
Capital Catch-up Projects	6,650	3,206	3,057	2,432	2,432
Growth Projects	475	894	3,803	2,283	2,283
TOTAL	$7,760	$4,835	$7,475	$5,330	$5,330

Capital projects amounting to $7,760,000 are proposed for 1987. This amount will be funded by a contribution of $2,372,447 from current revenues, $4,943,553 from the capital account, $242,000 in new revenues, and $202,000 from restricted revenue. The projects proposed for 1987 are listed below:

1987 CAPITAL IMPROVEMENTS

CAPITAL MAINTENANCE PROJECTS

Lift Station Rehabilitation — $275,000
An ongoing program to rehabilitate 5 lift stations per year.

Monitoring Devices — $ 30,000
Installation of monitoring devices at 20 lift stations.

Street Paving — $ 80,000
Replacement of sewer lines as part of street paving projects.

Rehabilitation of 30" Hopkins Outfall Line	$ 250,000
Subtotal	$ 635,000

CAPITAL CATCH-UP PROJECTS

Construct Island Pipeline and Close Island Sewerage Plants	$2,750,000

Construction of the wastewater transmission system from the Islands to the President Street Plant.

Expansion of Windsor Forest Plant and Closing of Wilshire Plant	$1,230,000
Travis Field Line	$ 485,000

Construction of a force main from the Travis Field Plant to the Savannah River.

Georgetown Plant Expansion	$ 75,000
Sewer Extensions	$ 10,000

Miscellaneous extensions to serve the needs of individual customers.

Summerside Sewer Extension	$ 400,000
Cloverdale Treatment Plant Transmission System	$1,700,000

Project mandated by the Environmental Protection Division.

Subtotal	$6,650,000

GROWTH PROJECTS

Private Developer Reimbursement	$ 175,000

Cost-sharing for the oversizing of sewer lines by developers.

Georgetown Plant Expansion	$ 75,000
Upgrade Acquired Systems to Meet City Standards	$ 100,000
Betz Creek Lift Station	$ 125,000
Subtotal	$ 475,000
GRAND TOTAL	$7,760,000

SEWER FUND REVENUES

The amount of revenue generated by the current rate structure is $11,302,253. A comparison of revenues by category for 1986 and 1987 is provided below:

Operating Revenues	1986 Projection	1987 Projection	% Change
Inside City Sewer	$ 7,775,732	$ 7,881,283	1.4%
Outside City Sewer	1,966,919	1,716,669	-12.7%
Sewer Connection Fees	252,000	145,230	-42.4%
Water Cut-On Fees	32,000	32,320	1.0%
County Contribution	1,001,250	1,001,250	- %
Total Operating	$11,027,901	$10,776,752	-2.3%
Non-Operating Revenues			
Interest on Investments	$ 188,000	$ 189,880	1.0%
Interest on Sinking Fund	190,000	190,000	- %
I&D Contribution - Debt	16,623	9,121	-45.1%
I&D Non-Contract Profit	130,000	136,500	5.0%
Total Non-Operating	$ 524,623	$ 525,501	.2%
GRAND TOTAL SEWER FUND	$11,552,524	$11,302,253	-2.2%

SEWER REVENUE REQUIREMENT AND REVENUE DEFICIENCY

In order to provide for the orderly financing of the substantial capital improvement program and current operating expenses, a long-term or multi-year view must be used. This involves the following four logical steps.

1. **Determine the costs of operation/maintenance, debt service and capital projects to be paid out of current revenues over the next five years, less current existing reserves. This is the Revenue Requirement.**

   The total Revenue Requirement for operation and maintenance, existing debt service, new debt service and capital improvements funded from current revenues is $63,142,000. The following table details these costs.

	Five-Year Total 1987-1991
O & M Including Existing Debt Service	$50,129,000
Debt Service on $19 Million New Bonds	3,926,000
Capital Improvements (Not Paid by Bonds)	11,605,000
Coverage Requirements for Bonds	10,534,000
Less: Reserves, Interest Earned, Draw from Contingency Fund	(13,052,000)
TOTAL	$63,142,000

2. **Determine the amount of revenue which will be raised at existing rates.**

   The amount of revenue which would be raised at existing rates over the next five years is $58,051,000

3. **Determine the difference between the Revenue Requirement and the revenue generated by existing rates over the five year period. This is the Revenue Deficiency.**

   The Revenue Deficiency over the next five years will total $5,091,000 ($63,142,000 - $58,051,000).

4. **Develop a plan for a rate increase to be implemented over the planning period which will raise an amount of revenue equal to the Revenue Deficiency.**

   The following table depicts a sewer rate plan which will raise the $5,091,000 needed to finance the City's water system requirements over the next five years.

Inside City Rates	Current	Proposed 1987	Projected 1988	1989	1990	1991
Base Charge	$6.94	$6.94	$7.94	$7.94	$8.94	$8.94
0-15 CCF	.60	.60	.62	.62	.62	.64
16-20 CCF	.60	.90	.93	.93	.93	.97
Over 20 CCF	.90	.90	.93	.93	.93	.97
Outside City Rates						
Base Charge	$10.40	$10.40	$11.91	$11.91	$13.41	$13.41
0-15 CCF	.90	.90	.93	.93	.93	.96
16-20 CCF	.90	1.35	1.39	1.39	1.39	1.45
Over 20 CCF	1.35	1.35	1.39	1.39	1.39	1.45
Typical Bi-Monthly Bill						
Inside with 25 CCF	$23.44	$24.94	$26.54	$26.54	$27.54	$28.24
Outside with 25 CCF	$35.15	$37.41	$39.76	$39.76	$41.26	$42.31

The following table shows the additional revenue generated by each proposed or projected rate change and how the changes total to the Revenue Deficiency over the five-year period:

Rate Change Enacted for Year	Additional Revenue Generated (in 000's) 1987	1988	1989	1990	1991	Total
1987	$242	$274	$ 279	$ 283	$ 289	$1,367
1988		578	637	645	653	2,513
1989			0	0	0	0
1990				381	419	800
1991					259	259
Total	$242	$852	$ 916	$1,309	$1,620	$4,939
Additional Interest Earned						152
						$5,091

1987 Rate Increase

For 1987, two rate adjustments are proposed. First, it is proposed that the "break-point" for the lower sewer consumption rate be changed from 20 CCF to 15 CCF. Under the current rate structure, that "break-point" is 20 CCFs. This means the first 20 CCFs are charged at a lower rate than consumption in excess of 20 CCFs. Charging a lower rate for consumption less than some minimum was intended to provide small sewer users (who were also frequently poor) a price break for subsistence sewer usage. Analysis of water consumption patterns reveals that 51.5% of inside-city water users have average consumptions of 15 CCF or less. Thus, even with the proposed change in the "break-point" to 15 CCF, 51.5% of water customers would be unaffected, and would continue to enjoy a price break for subsistence sewer usage. The amount of revenue generated by the proposed 1987 rate change is $242,000 in 1987 ($1,367,000 over the five-year period). In 1987, the maximum possible bi-monthly impact on any one customer over current rates is $1.50 ($.75 per month).

The second rate change proposed is a "cap" on sewer charges based on a customer's normal consumption. Details of this proposal are described in a separate special report.

As explained earlier, increases in the sewer rates are required to provide additional revenues for current and future capital needs. The proposed rate changes and resulting new revenues are summarized below by category:

Inside City	Current	Proposed 1987	Incr.	Annual Billing Units*	New Revenue
Base	$6.94	$6.94	$ 0	284,190 bills	$ 0
0-15 CCF	.60	.60	0	4,084,513 CCF	0
16-20 CCF	.60	.90	.30	649,819 CCF	194,946
Over 20 CCF	.90	.90	0	2,590,601 CCF	0
Class D	.60	.60	0	203,280 CCF	0
Outside City					
Base	$10.40	$10.40	$ 0	31,515 bills	$ 0
0-15 CCF	.90	.90	0	465,807 CCF	0
16-20 CCF	.90	1.35	.45	103,865 CCF	47,054
Over 20 CCF	1.35	1.35	0	351,638 CCF	0
Total New Operating Revenue Generated					$242,000

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 $23.44 to $24.94. This is an average increase of $.75 per month.

* CCF = 100 cubic feet = 750 gallons

Sewer Fund

BUDGET SUMMARY

1987 Base Revenue	$11,302,253
1987 New Revenue	242,000
TOTAL REVENUE	$11,544,253
1987 Base Budget	$ 9,171,806
1987 Transfer to Capital Account for CIP's	2,372,447
TOTAL BUDGET	$11,544,253

Sewer Fund

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PERSONNEL SUMMARY

SEWER SERVICE DIVISION

POSITION TITLE	RANGE	STAFF YEARS
WATER POLL CONT DR	89	1.00
WASTEWATER COLLECTIONS ADMIN	77	1.00
WASTEWATER TRMT PLANT ADMIN	77	1.00
CENT SEWAGE TRMT PLANT OP SUPT	73	1.00
SEWAGE COLLECTION SUPT	73	1.00
SMALL PLANTS SEWAGE TRMT SUPT	73	1.00
CENTRAL SEWAGE PLANT MECH SUPT	73	1.00
LIFT STATION MAINT SUPT	73	1.00
CHEMIST	71	1.00
LAB SUPERVISOR	70	1.00
UTIL MAINT SUPERVISOR	70	2.00
SEWAGE TRMT PLANT SUPERVISOR	70	7.00
PROCESS CONTROL SUPERVISOR	70	1.00
MASTER PUMP REPAIR MECHANIC	68	1.00
ELECTRONIC CONTROL SYSTEM TECH	67	3.00
SUPV PUMP REPAIR MECHANIC	63	4.00
PUMP REPAIR MECHANIC	60	9.00
UTIL MAINT CREW CHIEF	59	6.00
HEAVY CONST EQUIP OPERATOR	59	1.00
LAB TECHNICIAN	57	2.00
PAINTER	57	1.00
SEW TRMT PLANT OPERATOR I	56	11.00
SEW TRMT PLANT OPERATOR II	56	3.00
SEW TRMT PLANT OPERATOR III	56	1.00
SENIOR CLERK TYPIST	50	1.00
PUMP REPAIR MECHANIC TRAINEE	50	2.00
MEDIUM EQUIPMENT OPERATOR	49	8.00
SR UTILITIES MAINT WORKER	46	17.00
CLERK	44	1.00
UTILITIES MAINT WORKER	43	12.00
TOTAL		103.00

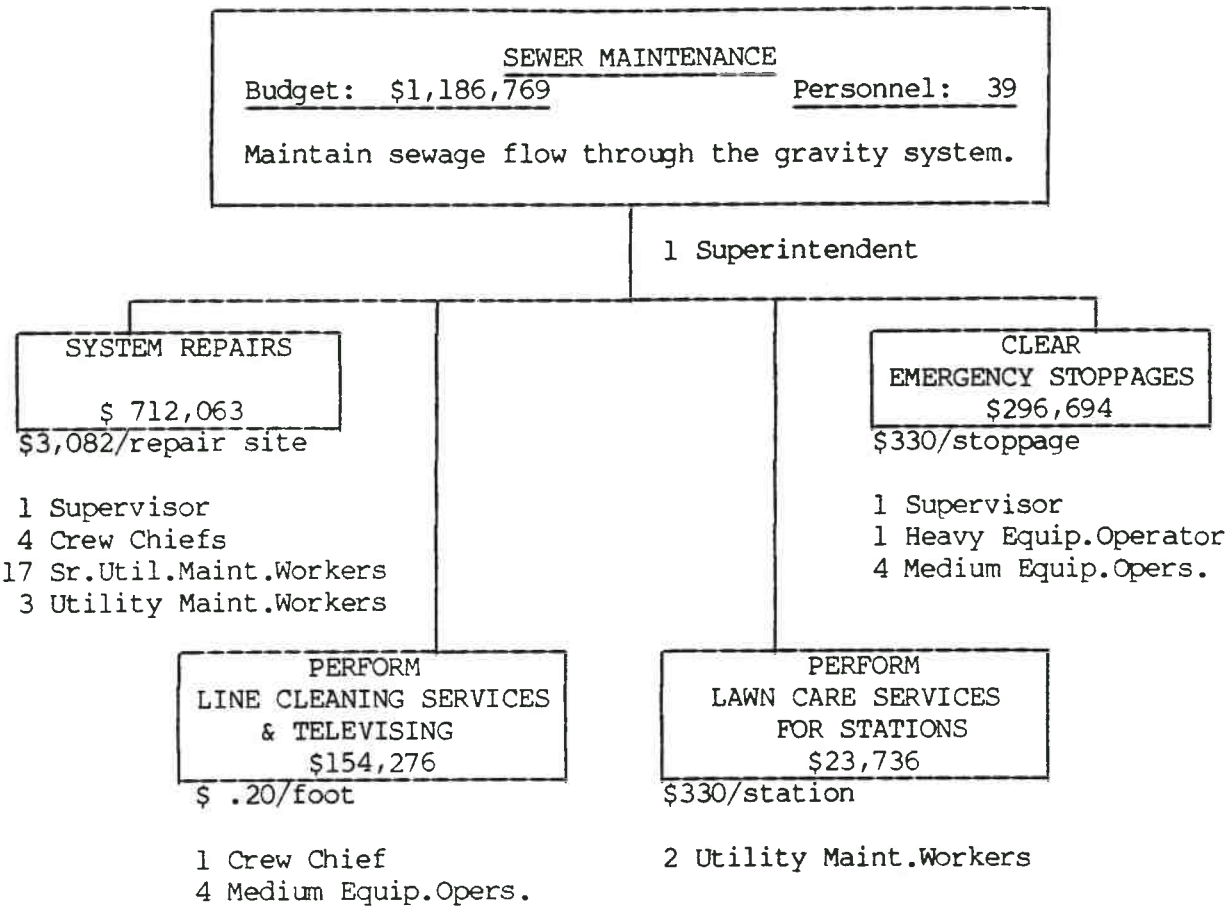
SEWER MAINTENANCE

PURPOSE: TRANSPORT WASTEWATER TO THE TREATMENT PLANTS WITH MINIMUM FLOW STOPPAGES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 678,568	$ 734,692	$ 739,659
CONTRACTUAL SERVICES	$ 67,160	$ 27,650	$ 28,581
COMMODITIES	$ 71,425	$ 77,378	$ 78,857
REVOLVING FUNDS	$ 150,114	$ 192,764	$ 169,039
CAPITAL OUTLAY	$ 12,192	$ 16,007	$ 11,225
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 103,104	$ 154,017	$ 159,408
TOTAL	$ 1,082,563	$ 1,202,508	$ 1,186,769

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
UTILITIES MAINT WORKER	5.00	5.00	43	$ 55,776
SR UTILITIES MAINT WORKER	17.00	17.00	46	$ 214,941
MEDIUM EQUIPMENT OPERATOR	8.00	8.00	49	$ 106,397
UTIL MAINT CREW CHIEF	5.00	5.00	59	$ 85,357
HEAVY CONST EQUIP OPERATOR	1.00	1.00	59	$ 20,341
UTIL MAINT SUPERVISOR	2.00	2.00	70	$ 44,852
SEWAGE COLLECTION SUPT	1.00	1.00	73	$ 25,335
TOTAL	39.00	39.00		



Total Vehicles: 41

SEWER MAINTENANCE

WORK PROGRAMS

WP 7250-1: Repair system

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	212	231	231	$ 652	$ 722	$ 712
	Number of Repair Sites			Unit Cost:	$3,082/site	

WP 7250-2: Replace and repair lines

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	11,775	5,500	5,600			
	Feet of Line					

WP 7250-3: Build and repair manholes

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	116	100	100			
	Number of Manholes					

WP 7250-4: Stoppage clearing and service calls

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,091	950	900	$ 270	$ 301	$ 297
	Number of Stoppages			Unit Cost:	$330/stoppage	

WP 7250-5: Preventive maintenance cleaning and evaluation of lines

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,187,635	760,000	850,000	$ 140	$ 156	$ 154
	Feet Cleaned			Unit Cost:	$.20/foot	

SEWER MAINTENANCE

WORK PROGRAMS

WP 7250-6: Maintain lawns at lift stations

SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
67	67	72	$ 21	$ 24	$ 24
Stations Maintained			Unit Cost: $330/station		

SEWER MAINTENANCE

GOAL: TO MAINTAIN A CONTINUOUS FLOW OF WASTEWATER THROUGHOUT THE GRAVITY SEWER SYSTEM.

OBJECTIVE 7250-A:
To insure that no Planning Unit experiences a stoppage rate in excess of 3.5 stoppages per mile of sewer line.

	1983 [1]	1984 [1]	1985 [2]	1986	1987
(A-1)	5	2	1	0	0
	No. P.U. with stoppage rates in excess of 3.5 stoppages/mile				
(A-2)	2.66	2.54	2.42	2.30	2.25
	Citywide Sewer Stoppage Rate				

STRATEGY:
1. Analyze repetitive stoppage locations to determine nature and cause of stoppages.

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[1] Measures are included for 1983 and 1984 for comparison purposes.

[2] Planning Units below standard are: #1, #3, #5, #18, #19 (1983); #5 and #9 (1984); and #9 (1985).

SEWER MAINTENANCE

OBJECTIVE 7250-B:
To insure that all service requests are completed within the standard number of days.

	Priority	1985	1986	1987
(B-1)	1	96.5%	98.0%	98.9%
(B-2)	2	64.6%	73.9%	75.0%
(B-3)	3	83.0%	87.0%	89.0%

Completed Within Standard

STRATEGY:
1. Review daily Service Desk computer printout to insure proper scheduling.

DEFINITION OF PRIORITIES

Priority		Standard No. Working Days
1	Sewer Stoppages	0
	No Sewer Stoppages *	0
	Pump Manhole - Emergency	0
2	Sewer Cave-in	7
	Build Manhole for Water Dept.	5
	Raise top of Manhole	1
	Clean Manhole	1
	Broken House Lateral	7
	Broken Sewer Line Hit by Grader	15
	Repair Manhole	1
3	Sewer Landscaping	7
	Build Manhole	5
	Install Sewer Line	10
	Build Manhole for I & D	2
	Repair Water Dept. Manhole	2

* Service calls to which the City responds but does not fix because stoppages are not in the City main line.

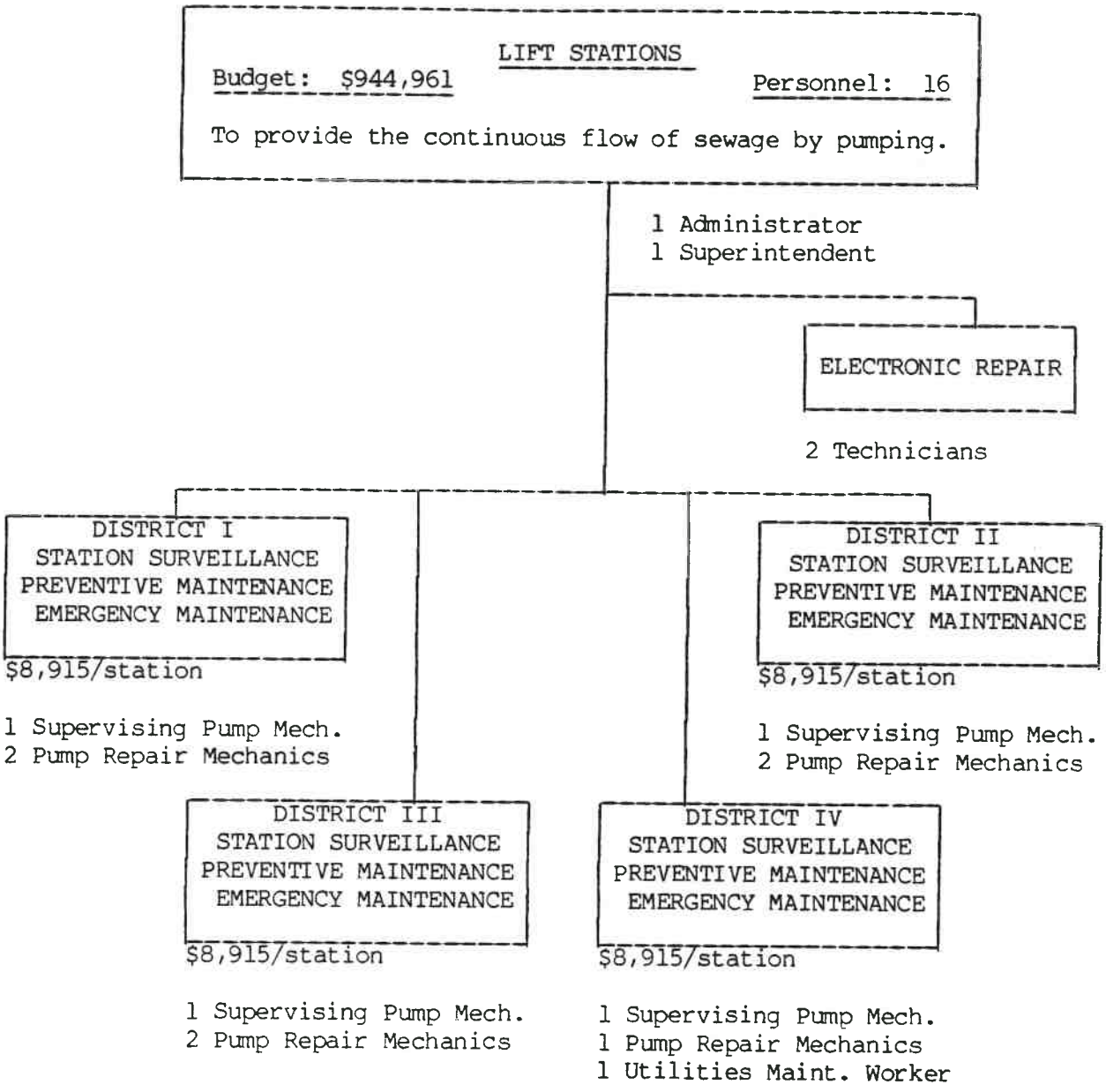
LIFT STATION MAINTENANCE

PURPOSE: TRANSFER WASTEWATER BY PUMPING TO HIGHER LEVEL COLLECTOR LINES AS REQUIRED TO MAINTAIN AN UNINTERRUPTED FLOW.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 276,752	$ 331,917	$ 359,191
CONTRACTUAL SERVICES	$ 353,509	$ 401,636	$ 425,742
COMMODITIES	$ 38,869	$ 58,669	$ 58,943
REVOLVING FUNDS	$ 41,219	$ 42,524	$ 58,823
CAPITAL OUTLAY	$ 6,040	$ 11,552	$ 19,100
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 23,517	$ 34,514	$ 23,162
TOTAL	$ 739,906	$ 880,812	$ 944,961

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
UTILITIES MAINT WORKER	1.00	1.00	43	$ 10,988
PUMP REPAIR MECHANIC	7.00	7.00	60	$ 114,573
SUPV PUMP REPAIR MECHANIC	4.00	4.00	63	$ 75,571
ELECTRONIC CONTROL SYST TECH	2.00	2.00	67	$ 38,902
LIFT STATION MAINT SUPT	1.00	1.00	73	$ 24,129
WASTEWATER COLLECTIONS ADM	1.00	1.00	77	$ 31,556
TOTAL	16.00	16.00		



Total Vehicles: 18

LIFT STATIONS

WORK PROGRAMS

WP 7260-1: Operate and maintain Lift Stations

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	102	102	106	$740	$881	$945
	Lift Stations			Unit Cost: $8,915/station		

LIFT STATIONS

GOAL: TO MAINTAIN CONTINUOUS FLOW IN THE SYSTEM BY ELEVATING SEWAGE THROUGH A SERIES OF PUMPING FACILITIES.

OBJECTIVE 7260-A:
To limit total station failures to 2 per year for the 106 lift stations in the activity.

	1985	1986	1987
(A-1)	3	2	2

Number of Total Station Failures

STRATEGY:
1. Add another mechanical crew.
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.

OBJECTIVE 7260-B:
To limit Lift Station appearance complaints to 2 per year.

	1985	1986	1987
(B-1)	0	2	2

Number of Complaints

(B-2)	102	102	106

Number of Lift Stations

STRATEGY:
1. Follow the cutting schedule and spray when possible.

OBJECTIVE 7260-C:
To insure that service requests are completed within standard.

	Priority	1985	1986	1987
(A-1)	1	98.9%	99%	99%
(A-2)	2	No work codes in this case		
(A-3)	3	100%	100%	100%

Completed Within Standard

STRATEGY:
1. Review daily computer printout to insure proper scheduling.
2. Educate superintendent in the service desk request procedures.

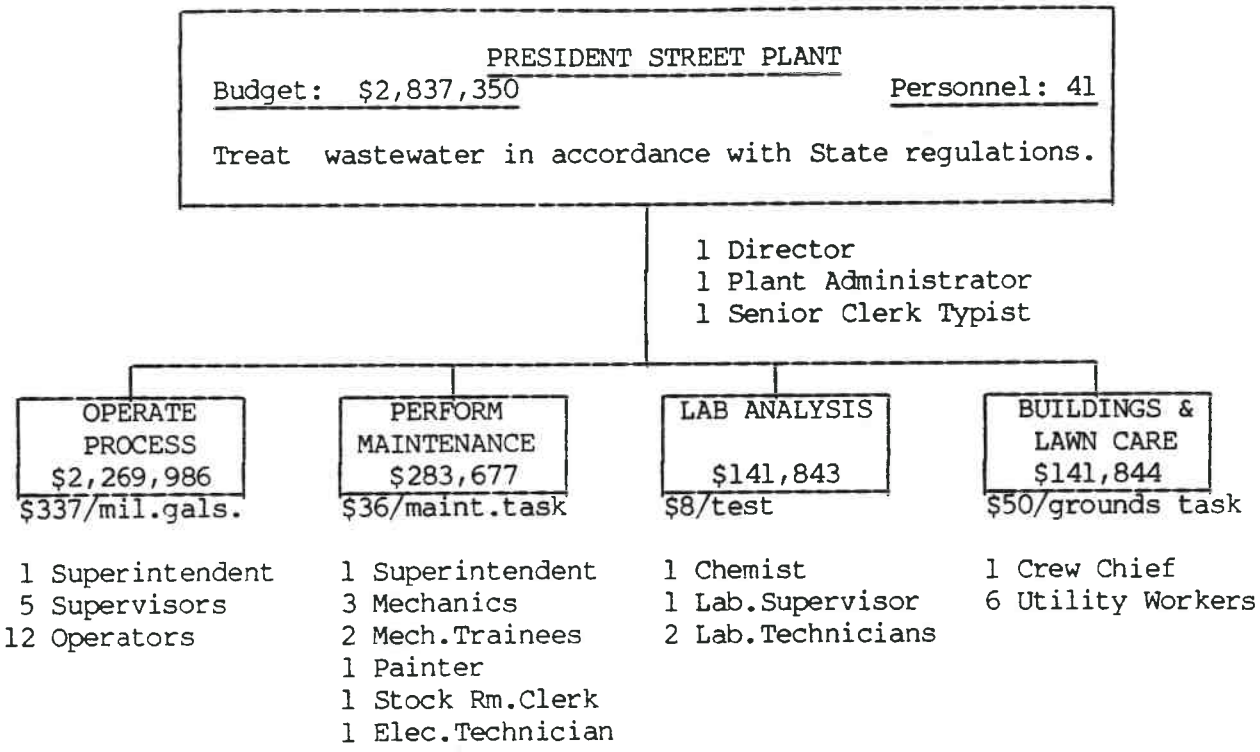
PRESIDENT STREET PLANT

PURPOSE: RECEIVE, TREAT AND DISPOSE OF COLLECTED WASTEWATER AND CONTAINED SOLIDS TO MEET NPDES CRITERIA AND OTHER EPD REGULATIONS GOVERNING WASTEWATER TREATMENT.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 823,552	$ 885,726	$ 896,266
CONTRACTUAL SERVICES	$ 958,857	$ 1,054,627	$ 1,114,629
COMMODITIES	$ 552,727	$ 644,451	$ 662,110
REVOLVING FUNDS	$ 34,604	$ 46,745	$ 54,988
CAPITAL OUTLAY	$ 46,074	$ 69,500	$ 99,100
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 15,189	$ 17,523	$ 10,257
TOTAL	$ 2,431,003	$ 2,718,572	$ 2,837,350

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
UTILITIES MAINT WORKER	6.00	6.00	43	$ 58,839
CLERK	1.00	1.00	44	$ 11,606
PUMP REPAIR MECHANIC TRAINEE	2.00	2.00	50	$ 28,990
SENIOR CLERK TYPIST	1.00	1.00	50	$ 13,057
SEW TRMT PLANT OPERATOR I	10.00	10.00	56	$ 147,715
SEW TRMT PLANT OPERATOR II	1.00	1.00	56	$ 17,147
SEW TRMT PLANT OPERATOR III	1.00	1.00	56	$ 19,851
LAB TECHNICIAN	2.00	2.00	57	$ 31,779
PAINTER	1.00	1.00	57	$ 19,372
UTIL MAINT CREW CHIEF	1.00	1.00	59	$ 16,735
PUMP REPAIR MECHANIC	2.00	2.00	60	$ 34,294
ELECTRONIC CONTROL SYST TECH	1.00	1.00	67	$ 19,372
MASTER PUMP REPAIR MECHANIC	1.00	1.00	68	$ 20,843
LAB SUPERVISOR	1.00	1.00	70	$ 22,426
SEWAGE TRMT PLANT SUPERVISOR	4.00	4.00	70	$ 85,622
PROCESS CONTROL SUPERVISOR	1.00	1.00	70	$ 22,426
CHEMIST	1.00	1.00	71	$ 27,259
CNT SEWAGE PLANT MECH SUPT	1.00	1.00	73	$ 22,426
CNT SEWAGE TNT PLANT OP SUPT	1.00	1.00	73	$ 23,547
WASTEWATER TRMT PLANT ADMIN	1.00	1.00	77	$ 29,328
WATER POLLUTION CONTR DR	1.00	1.00	89	$ 41,268
TOTAL	41.00	41.00		



Total Vehicles: 10

PRESIDENT STREET PLANT

WORK PROGRAMS

WP 7270-1: Operate plant

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	5,573	6,725	6,740	$2,066	$2,176	$2,270
	Million Gallons/Year			Unit Cost: $337/mil.gals.		

WP 7270-2: Collect and analyze lab samples

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	15,989	16,825	16,825	$ 49	$ 135	$ 142
	Number of Tests			Unit Cost: $8/test		

WP 7270-3: Maintain plant

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	7,721	7,789	7,920	$ 243	$ 273	$ 283
	Maintenance Tasks			Unit Cost: $36/maint.task		

WP 7270-4: Maintain buildings and grounds

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2,840	2,922	2,825	$ 73	$ 135	$ 142
	Grounds Tasks			Unit Cost: $50/grounds task		

PRESIDENT STREET PLANT

GOAL: TO TREAT WASTEWATER IN ACCORDANCE WITH STATE, NATIONAL POLLUTANT DISCHARGE AND ELIMINATION STANDARDS.

OBJECTIVE 7270-A:
To limit NPDES* violations to:

	1985	1986	1987
(A-1)	55	36	33
		Suspended Solids	
(A-2)	17	30	30
		BOD_5 **	
(A-3)	8	10	8
		Fecal Coliform	

STRATEGY:
1. Continue to closely track violations/exceptions to monthly averages to keep the plant in compliance.
2. Reduce power consumption when process allows, for possible savings.

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* National Pollution Discharge Elimination System
** Basic Oxygen Demand in 5 days

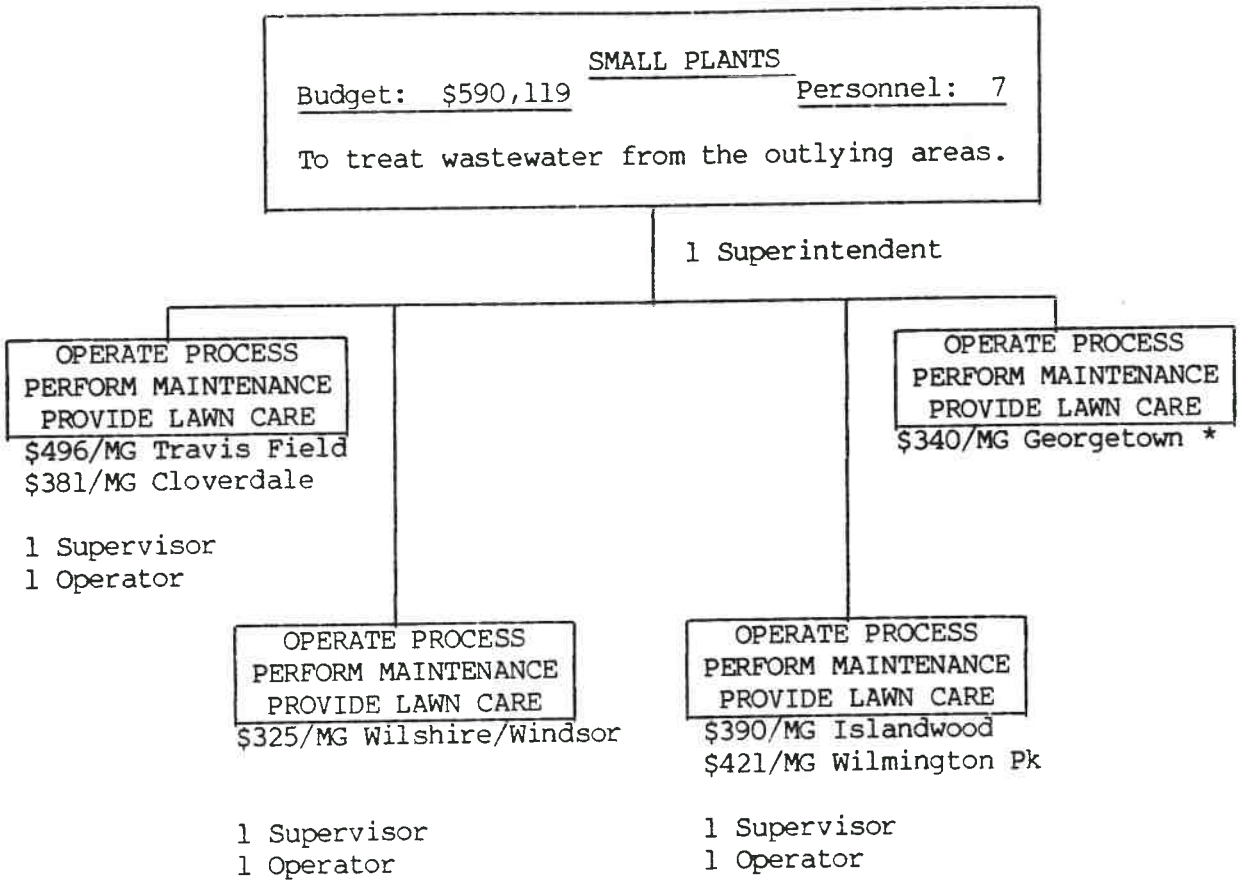
SMALL PLANTS OPERATIONS

PURPOSE: RECEIVE, TREAT AND DISPOSE OF COLLECTED WASTEWATER AND CONTAINED SOLIDS TO MEET NPDES CRITERIA AND OTHER EPD REGULATIONS GOVERNING WASTEWATER TREATMENT.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 163,123	$ 174,976	$ 179,227
CONTRACTUAL SERVICES	$ 223,071	$ 236,685	$ 255,223
COMMODITIES	$ 51,854	$ 64,046	$ 71,039
REVOLVING FUNDS	$ 25,565	$ 25,233	$ 26 873
CAPITAL OUTLAY	$ 25,811	$ 33,500	$ 40,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 10,310	$ 16,674	$ 17,257
TOTAL	$ 499,734	$ 551,114	$ 590,119

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	1987	RANGE #	1987 ALLOCATION
SEW TRMT PLANT OPERATOR I	1.00	1.00	56	$ 15,554
SEW TRMT PLANT OPERATOR II	2.00	2.00	56	$ 34,294
SEWAGE TRMT PLANT SUPERVISOR	3.00	3.00	70	$ 67,278
SMALL PLANTS SEWAGE TRT SUPT	1.00	1.00	73	$ 24,725
TOTAL	7.00	7.00		



Total Vehicles: 6

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* Personnel for Georgetown are located in Lift Stations
The Operators also operate and maintain 8 lift stations on Wilmington Island and 4 on Georgetown.

SMALL PLANTS

WORK PROGRAMS

WP 7280-1: Operate and maintain the following plants:

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	214	240	248	$ 80	$ 90	$123
	Travis Field			Unit Cost:	$496/MG	
	Million Gallons per Year					
2)	396	155	155	$ 47	$ 52	$ 59
	Cloverdale			Unit Cost:	$381/MG	
	Million Gallons per Year					
3)	828	850	875	$ 248	$ 274	$284
	Windsor/Wilshire			Unit Cost:	$325/MG	
	Million Gallons per Year					
4)	51	75	77	$ 40	$ 45	$ 30
	Islandwood			Unit Cost:	$390/MG	
	Million Gallons per Year					
5)	124	133	140	$ 85	$ 90	$ 59
	Wilmington Park			Unit Cost:	$421/MG	
	Million Gallons per Year					
6)	N/A	N/A	103	N/A	N/A	$ 35
	Georgetown			Unit Cost:	$340/MG	
	Million Gallons per Year					

SMALL PLANTS

GOAL: TO PROVIDE TREATMENT OF WASTEWATER IN ACCORDANCE WITH NATIONAL POLLUTANT DISCHARGE AND ELIMINATION SYSTEM PERMIT STANDARDS.

OBJECTIVE 7280-A:
To limit violations to:

		1985	1986	1987
(A-1)	Travis Field	0	15	14
(A-2)	Cloverdale	9	6	5
(A-3)	Islandwood	9	6	4
(A-4)	Wilmington Island	1	6	5
(A-5)	Windsor Forest	43	28	22
(A-6)	Georgetown	N/A	N/A	3
			Suspended Solids	
(A-7)	Travis Field	0	15	13
(A-8)	Cloverdale	3	10	8
(A-9)	Islandwood	3	8	4
(A-10)	Wilmington Island	0	6	5
(A-11)	Windsor Forest	34	20	18
(A-12)	Georgetown	N/A	N/A	2
			BOD_5 *	
(A-13)	Travis Field	0	3	3
(A-14)	Cloverdale	1	5	4
(A-15)	Islandwood	0	2	2
(A-16)	Wilmington Island	0	3	3
(A-17)	Windsor Forest	6	4	3
(A-18)	Georgetown	N/A	N/A	2
			Fecal Coliform	

STRATEGY:
1. Look closely at local industrial discharges into the system to probe for possible additional revenues.

NOTE: The figures shown in the table above reflect the effect that the expected increase in flow will have on violations.

* Basic Oxygen Demand in 5 days

SMALL PLANTS

OBJECTIVE 7280-B:
To insure that service requests are completed within standards.

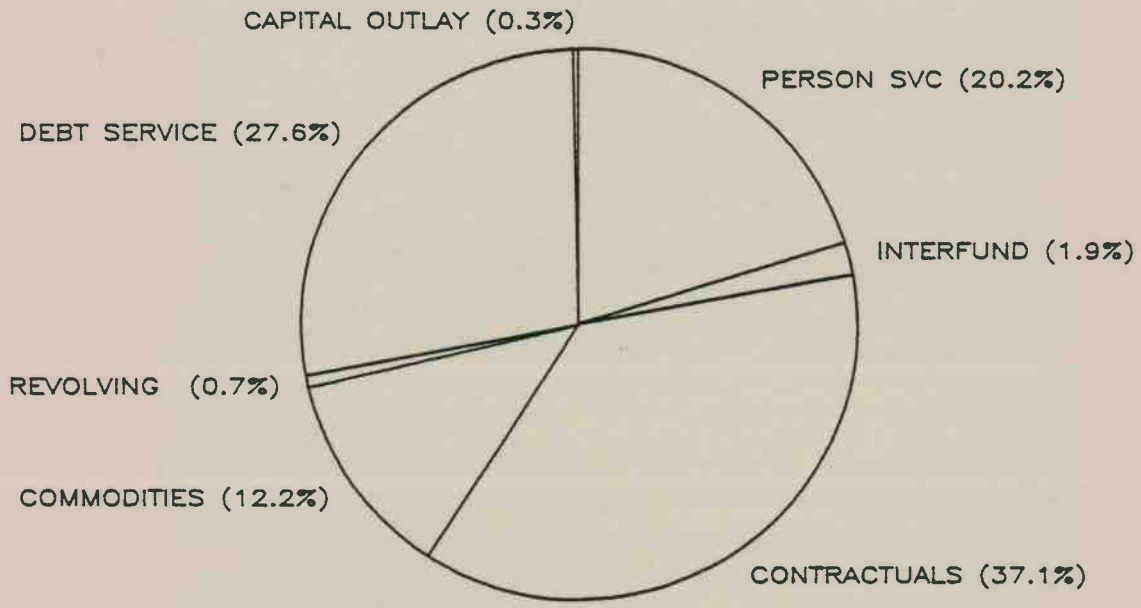
	Priority	1985	1986	1987
(B-1)	1	No work codes in this class		
(B-2)	2	No work codes in this class		
(B-3)	3	100%	100%	100%
		Completed Within Standard		

STRATEGY:
1. Review daily computer printouts to insure proper scheduling.
2. Educate plant superintendent in the service request procedures.

I and D Water Fund

I & D WATER FUND

EXPENDITURES



INDUSTRIAL & DOMESTIC WATER SUPPLY FUND

Budget Proposal: The Industrial & Domestic Water Supply consists of three divisions: Operations, Maintenance, and Laboratory Operations. The 1987 Budget for the I & D Department is listed below. Compared with the 1986 Projected Expenditures, the 1987 I & D budget increases by $487,448 or 15.6% to $3,611,882, largely due to higher debt service costs.

EXPENDITURE SUMMARY

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 708,692	$ 729,333	$ 20,641	2.9
Contractuals	1,301,294	1,338,737	37,443	2.9
Commodities	451,160	439,493	-11,667	-2.6
Revolving Fund	26,681	25,940	-741	-2.8
Capital Outlay	20,515	11,525	-8,990	-43.8
Debt Service	549,472	998,173	448,701	81.7
Interfund Trans	66,620	68,681	2,061	3.1
Total Base Budget	$ 3,124,434	$ 3,611,882	$ 487,448	15.6
Capital Projects	N/A	N/A	N/A	N/A
Program Improve	N/A	N/A	N/A	N/A
Total Budget	$ 3,124,434	$ 3,611,882	$ 487,448	15.6

REVENUE SUMMARY

Base Revenue	$3,611,882
New Revenue	0
Total Available Revenue	$3,611,882

Revenue Source	1986 Projection	1987 Projection	% Change
I & D Water Customers	$3,124,434	$3,611,882	15.6

BASIC PROGRAM COSTS

Personal Services: Expenses for Personal Services total $729,333 in 1987. Salaries and Wages comprise $551,431 of this amount. Other major allocations are provided for Overtime, $57,977; Social Security, $43,894; Pension, $42,284; and Group Medical Insurance, $23,451. Major changes are:

Salaries & Wages	**increase** $20,342 or 3.8% reflecting a general wage increase and anniversay increases for eligible employees.
Medical Insurance	**decreases** $12,233 or 34.3%, due to reduced contributions, Citywide.
Overtime	**increases** $9,879, or 20.5%, due to a special project to remove, replace, sandblast, and recoat nine miles of 48" distribution line.

Contractuals: Expenses for Contractual services total $1,338,737. The major expenses in this category are Electricity, $900,000; and Equipment Maintenance, $298,413. Other allocations include Professional Services Fees, $48,602; Insurance, $29,776; and Natural Gas, $17,124. Major changes are discussed below.

Electricity	**increases** $35,000 in anticipation of a rate increase in 1987.
Equipment Maint	**decreases** $10,709 due to the completion of several major repairs in 1986.

Commodities: Expenses for Commodities are $439,493 in 1987. The major expenses are Chemicals, $289,153; Equipment Repair Parts, $67,423; Operating Supplies and Materials, $25,803; Construction Materials and Supplies, $16,052; and Water Construction Materials, $15,573. Major changes are outlined below.

Chemicals	**decrease** $7,905 based on DRI-PIN's projection of a 2.5% decline in next year's chemical prices.
Water Const Mat	**decreases** $7,427 due to decreased purchases of large, specialized pipe.

Revolving Fund: Costs for the services provided by Revolving Fund activities are $25,940 for 1987. These allocations include Garage Services, $15,462; Central Services, $8,769; and the Service Desk, $1,709. The major change in 1987 is discussed below.

Central Services	**decrease** $5,678, due primarily to a decrease in building and electrical projects.

Capital Outlays: Expenses for Capital Outlays total $11,525 for 1987, as follows:

1	Call-out Modem - Lab	$ 1,025
1	Chlorine Scale	7,000
1	Demineralizer (water purification) Unit	2,000
1	Microscope	1,500
	Total	$11,525

Debt Service: Expenses total $998,173 in 1987, reflecting an 81.7% increase over 1986 costs. The major change is related to a new issue of bonds. The Sinking Fund payment increases $458,116 or 89.2%.

Interfund Transfers: Expenses total $68,681. Major allocations include Services by General Fund, $55,719; and Vehicle Replacement charges, $12,345. There were no major changes for 1987.

CAPITAL PROJECTS

A series of Water Revenue bonds to fund major capital improvements for the I & D system was issued in 1986. The value of the issuance is $6,925,000. The individual projects and associated costs, including allowances for contingencies and engineering costs, are listed below:

Construction Requirements		
Parallel line around Union Camp		$3,707,000
Relocation of 24" through GPA		541,000
Dredging of Abercorn Creek		468,000
Install 5 gates at Raw Water Station		178,000
Replacement of Raw Water Screens		432,000
Standby Generator at Abercorn Creek		350,000
Erosion Control at Raw Water Station		324,000
Relocation of Existing Booster Pumps		318,000
Standby Generator at Treatment Plant		400,000
Total Construction Requirements		$6,718,000
Financing Requirements		
Underwriters Discount	$114,262	
Cost of Issuance	88,300	
Miscellaneous	4,438	207,000
TOTAL		$6,925,000

REVENUE PROGRAM

A revenue budget of $3,611,882 is proposed for the I & D Water Fund. This is equal 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 & 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	1986	1987	Change
I & D Water Customers	$3,124,434	$3,611,882	15.6%

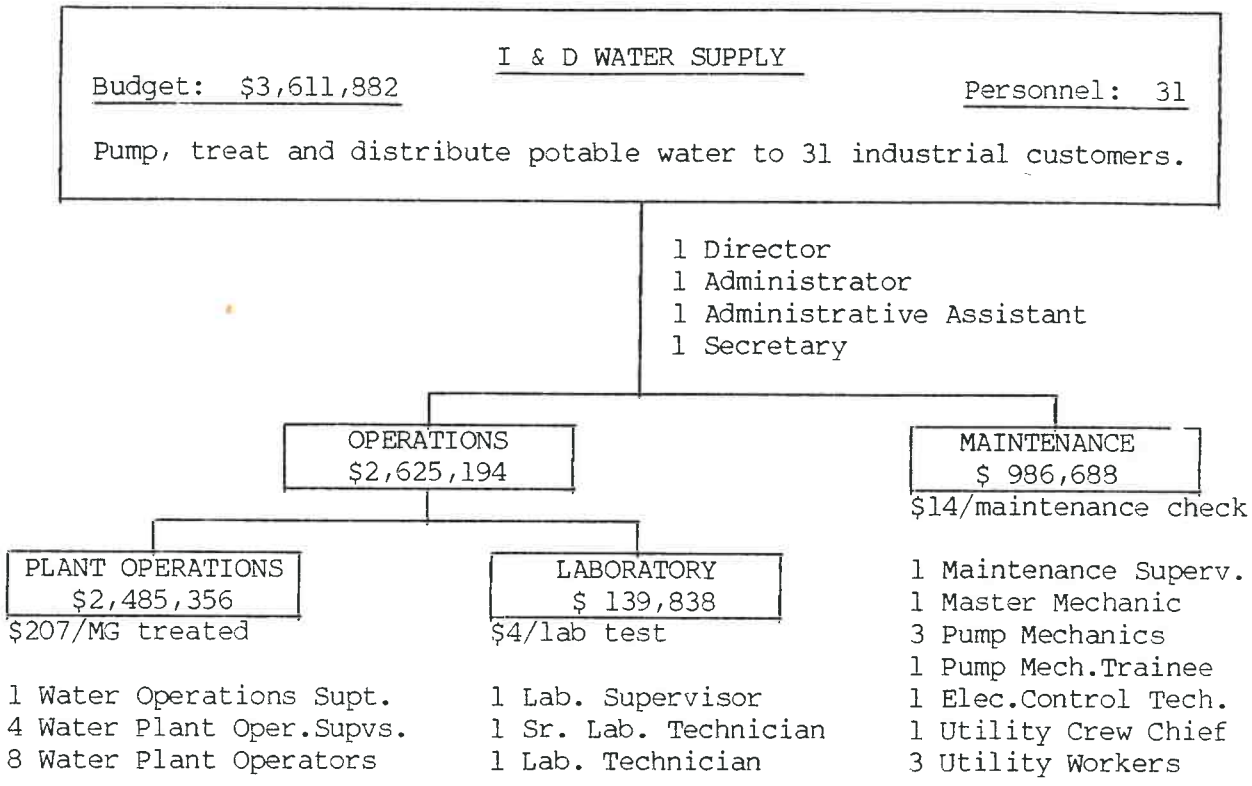
I & D WATER

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 CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 682,441	$ 708,692	$ 729,333
CONTRACTUAL SERVICES	$ 1,145,680	$ 1,301,294	$ 1,338,737
COMMODITIES	$ 583,633	$ 451,160	$ 439,493
REVOLVING FUNDS	$ 32,307	$ 26,681	$ 25,940
CAPITAL OUTLAY	$ 34,526	$ 20,515	$ 11,525
BOND AMORTIZATION	$ 210,285	$ 549,472	$ 998,173
INTERFUND TRANSFERS	$ 82,392	$ 66,620	$ 68,681
TOTAL	$ 2,771,264	$ 3,124,434	$ 3,611,882

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
UTILITIES MAINT WORKER	3.00	3.00	43	$ 28,319
PUMP REPAIR MECHANIC TRAINEE	1.00	1.00	50	$ 13,436
SECRETARY	1.00	1.00	53	$ 13,362
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 15,554
WATER PLANT OPERATOR I	3.00	3.00	56	$ 45,177
WATER PLANT OPERATOR II	4.00	2.00	56	$ 62,378
WATER PLANT OPERATOR III	1.00	2.00	56	$ 19,372
LAB TECHNICIAN	1.00	1.00	57	$ 15,505
UTIL MAINT CREW CHIEF	1.00	1.00	59	$ 16,735
SENIOR LAB TECHNICIAN	1.00	1.00	59	$ 17,147
WTR TREAT PLANT MECHANIC	3.00	3.00	60	$ 54,223
WATER PLANT OPER. SUPV.	4.00	4.00	64	$ 82,870
ELECTRONIC CONTROL SYST TECH	1.00	1.00	67	$ 19,851
WTR TR PLANT MASTER MECHANIC	1.00	1.00	68	$ 24,129
I & D MAINTENANCE SUPERVISOR	1.00	1.00	70	$ 21,358
LAB SUPERVISOR	1.00	1.00	70	$ 21,358
WATER OPERATIONS SUPT.	1.00	1.00	73	$ 24,129
I & D PLANT OPERATIONS ADMIN	1.00	1.00	77	$ 29,328
WATER OPERATIONS DIRECTOR	1.00	1.00	89	$ 41,268
TOTAL	31.00	30.00		



Total Vehicles: 10

I & D WATER SUPPLY

WORK PROGRAMS

WP 8002-1: Pump raw water, treat, distribute, and bill water purchased

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) Million Gallons Water Sold/Year	11,500	11,000	12,000	$1,766 Unit Cost:	$2,150 $207/MG	$2,485

WP 8002-2: Perform laboratory tests and retain records

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) Chemical and Bacteriological Tests/Year	33,043	32,556	32,000	$ 122 Unit Cost:	$ 121 $4/test	$ 140

WP 8002-3: Perform preventive maintenance and repairs and maintain plant and grounds

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1) Mechanical and Electrical Checks/Year	70,855	70,855	70,855	$ 883 Unit Cost:	$ 853 $14/check	$ 987

I & D WATER SUPPLY

GOAL: TO PROVIDE A SAFE POTABLE WATER SUPPLY ADEQUATE TO ACCOMMODATE EXISTING NEEDS AND TO PROMOTE INDUSTRIAL GROWTH; TO SUPPLEMENT THE CITY OF SAVANNAH ARTESIAN SUPPLY WITH POTABLE WATER IN EMERGENCY SITUATIONS AND TO PROVIDE WATER FOR FUTURE DEMANDS FOR THE SAVANNAH SYSTEM.

OBJECTIVE 8002-A:
To produce safe potable water in compliance with the Rules and Regulations of the Safe Drinking Water Act.

	1985	1986	1987
(A-1)	0	0	0
	E P D 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. Increase shift supervisor training and accountability.
4. Continue Cross Connection Control Program.
5. Investigate use of Polymer aides.

I & D WATER SUPPLY

OBJECTIVE 8002-B:
To produce potable water which does not exceed industrial maximum permissible levels for operation.

		1985	1986	1987
(B-1)	pH not to exceed 8.3 units	55	55	50
(B-2)	pH not to fall below 7.0 units	12	5	4
(B-3)	Hardness not to exceed 50 PPM	50	40	36
(B-4)	Silica max - 15 PPM	0	0	0
(B-5)	Turbidity max - 1.0 PPM	13	20	10
(B-6)	Color max - 0.2 PPM	4	5	4
(B-7)	Aluminum max - 0.2 PPM	60	85	75
(B-8)	Chlorines max - 12.0 PPM	113	102	92
(B-9)	Solids max - 110 PPM	59	66	50
(B-10)	Iron max - 0.3 PPM	2	0	0
(B-11)	Alkalinity 20 to 30 PPM	48	136	120
		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.
7. Investigate use of polymer aides and phospates in the treatment process.
8. Initiate pilot testing in the laboratory.

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Public Development

PUBLIC DEVELOPMENT BUREAU

PUBLIC DEVELOPMENT BUREAU
SUMMARY OF FUNDS

Community Development Fund (Estimated grant) (January 1, 1987 - December 31, 1987)	$2,994,128
Labor Resources Fund (July 1, 1986 - June 30, 1987)	2,342,577
Inspections [1] (January 1, 1987 - December 31, 1987)	973,429
Engineering [2] (January 1, 1987 - December 31, 1987)	651,760
GRAND TOTAL	$6,961,894

[1] Budget details are shown in General Fund section.
[2] Budget details are shown in Revolving Fund section.

PERSONNEL SUMMARY

PUBLIC DEVELOPMENT

POSITION TITLE	RANGE	STAFF YEARS
ASST CITY MANAGER/PUBLIC DEV	102	1.00
CED DIRECTOR	89	1.00
HOUSING GRANTS ADMIN	82	1.00
SENIOR MANAGEMENT ANALYST	78	1.00
ECON DEV PLANNING OFFICER	78	1.00
PROGRAM COORDINATOR	78	2.00
COMMUNITY DEVELOPMENT ADMIN	77	1.00
ECONOMIC DEVELOPMENT ADMIN	77	1.00
DOWNTOWN SVCS COORD	76	1.00
MANAGEMENT ANALYST	75	1.00
PLANNER	75	1.00
SPECIAL PROJECTS COORDINATOR	75	1.00
ACCOUNTANT	70	2.00
PROGRAM ANALYST	69	1.00
SENIOR REHAB INSPECTOR	68	1.00
REHABILITATION INSPECTOR	66	2.00
SECRETARY TO ACM	60	1.00
PRINCIPAL CLERK	54	1.00
SECRETARY	53	1.00
SENIOR CLERK TYPIST	50	2.00
ACCOUNT CLERK	48	1.00
TOTAL		25.00

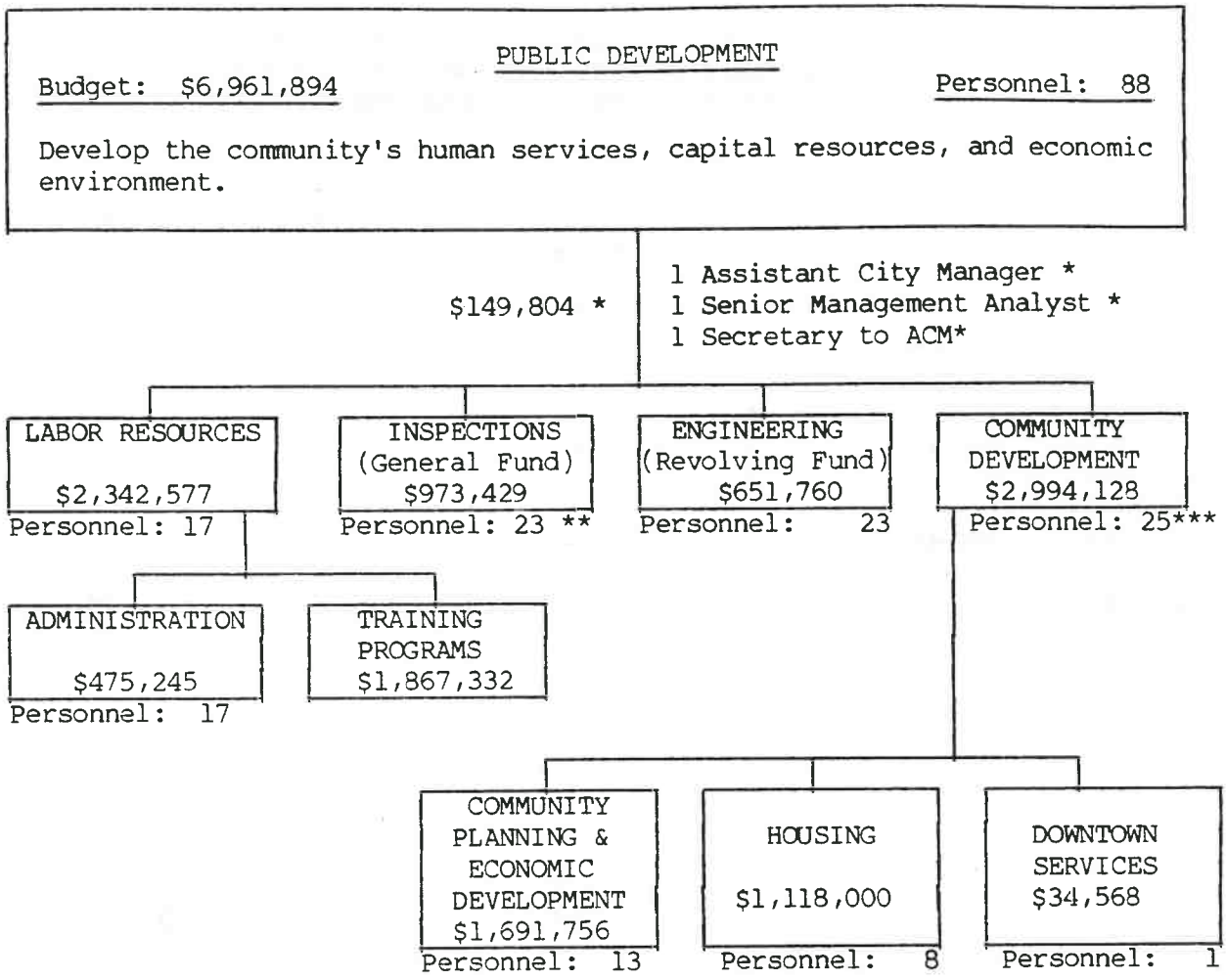
PD BUREAU CHIEF

PURPOSE: COORDINATE ALL ACTIVITIES WITHIN THE BUREAU: COMMUNITY, HOUSING AND ECONOMIC DEVELOPMENT; DOWNTOWN SERVICES; INSPECTIONS; AND ENGINEERING.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 102,131	$ 111,650	$ 114,812
CONTRACTUAL SERVICES	$ 28,342	$ 16,404	$ 16,461
COMMODITIES	$ 3,176	$ 1,859	$ 1,859
REVOLVING FUNDS	$ 27,741	$ 27,758	$ 16,245
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 9,728	$ 413	$ 427
TOTAL	$ 171,118	$ 158,084	$ 149,804

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SECRETARY TO ACM	1.00	1.00	60	$ 15,554
SENIOR MANAGEMENT ANALYST	1.00	1.00	78	$ 25,335
ASST CITY MANAGER/PUBLIC DEV	1.00	1.00	102	$ 58,068
TOTAL	3.00	3.00		



Total Vehicles: 29

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* Included in Community Development total.
** Does not include Housing Code Inspectors.
*** Includes 3 Administrative personnel

PUBLIC DEVELOPMENT

GOAL: TO ENSURE THAT ALL PUBLIC DEVELOPMENT DEPARTMENTS ACHIEVE THEIR GOALS AND OBJECTIVES.

OBJECTIVE 4070-A:
To increase the percentage of regular objectives, special objectives and projects which are completed on time during the year.

	1985	1986	1987
(A-1)	85%	85%	90%

% of Objectives and Projects Completed on Schedule

STRATEGY:
1. Monitor and closely track all projects on a weekly basis.
2. Require department heads to identify and resolve special problems at the time they occur.
3. Encourage staff to inform supervisors and managers when obstacles are initially discovered.
4. Schedule additional time in each project to handle unexpected delays or unanticipated problems.
5. Analyze budget needs for each objective and make certain projects are properly funded.

OBJECTIVE 4070-B:
To maintain an average annual sick leave usage per employee of 5.8 days per year.

	1985	1986	1987
(B-1)	6.5	6.0	5.8

Average Annual Sick Leave Per Employee

STRATEGY:
1. Monitor sick leave usage on a monthly basis.
2. Counsel employees before usage is recognized as excessive.
3. Take action against sick leave abuses if counseling fails.
4. Provide special recognition for employees who use less than 3 days.

PUBLIC DEVELOPMENT

OBJECTIVE 4070-C:
To ensure that 95% of all expenditures by object codes remain within the adjusted budget during the calendar year.

	1985	1986	1987
(C-1)	N/A	90%	95%

% of Time Expenditures Within Budget

STRATEGY:
1. Analyze budget needs of the departments to insure budgets are adequate.
2. Monitor expenditures on a monthly basis.
3. Identify potential problem categories by line item and take appropriate corrective action at the time.
4. Require detailed justification for budget adjustments.

OBJECTIVE 4070-D:
To implement a CIP Project Management Plan that will ensure that 95% of all projects are completed on schedule and within budget or completed according to approved revised schedule/budget.

	1985	1986	1987
(D-1)	N/A	85%	95%

CIP Projects Completed on Schedule

STRATEGY:
1. Evaluate staff project management training needs.
2. Schedule project management training.
3. Analyze construction contract document and recommend improvements.
4. Revise status reports.
5. Develop critical path project tracking system.

OBJECTIVE 4070-E:
To ensure that all City inspections permits are issued according to time standards established by the department.

	1985	1986	1987
(E-1)	N/A	90%	90%

Inspection permits issued on time

STRATEGY:
1. Monitor weekly log of permits being reviewed.
2. Identify and remove impediments to projects approaching the turnaround time standard.
3. Meet with the Director bi-monthly to evaluate progress and take necessary corrective action.

COMMUNITY DEVELOPMENT FUND
ESTIMATED THIRTEENTH YEAR COMMUNITY DEVELOPMENT PROGRAM BUDGETS
(January 1, 1987 - December 31, 1987)

	1987 Est. Total Budget	
Bureau Chief's Office	$ 149,804	
Community Economic & Housing Development	388,432	
Housing	244,096	
Downtown Coordinator	34,568	
Discretionary Fund	0	
Contingency	110,248	
Capital Projects	250,000	
Economic Development	553,460	
Neighborhood Housing	200,000	
Housing Rehabilitation	673,904	*
Homemaker Service	92,582	
Blind CDBG Match	12,537	
Blind 100% CDBG	70,463	
Day Care CDBG Match	105,000	
CAMBDA	53,769	
Old City Market/Treasury Note Repayment	55,265	
GRAND TOTAL	$2,994,128	

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* Includes $310,000 from Revolving Loan Fund

COMMUNITY DEVELOPMENT

Budget Proposal: The 1987 basic program budget recommended for Community Development's administrative costs is listed below. Compared with 1986 Projected Expenditures, the 1987 Proposed Budget increases $10,214 or 0.3%.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 622,648	$ 626,511	$ 3,863	.6
Contractuals	84,849	80,682	-4,167	-4.9
Commodities	6,859	6,859	0	-
Revolving Fund	113,135	102,421	-10,714	-9.5
Interfund Trans	2,156,423	2,177,655	21,232	1.0
Total	$ 2,983,914	$ 2,994,128	$ 10,214	.3

Basic Program Costs:

Personal Services: Expenses for Personal Services are $626,511, $525,003 of which is for Salaries and Wages. Three other major accounts are: Pension, $40,257; Social Security, $36,514; and Medical Insurance, $18,911. Major changes are listed below.

Salaries & Wages **increase** $18,610 due to a general wage increase and an anniversary increase for eligible employees.

Medical Insurance **decreases** $16,772 due to a decline in contribution requirements.

Contractuals: The cost of Contractual services in 1987 is $80,682. The three largest accounts are: Other Contractuals, $22,400; Photocopying (primarily copier rental), $18,105; and Travel for conferences, workshops, and training courses, $17,055. The Other Contractuals allocation contains $9,000 for expansion of the word processing system's memory capacity and $12,000 for various Housing program costs such as consultant services, loan processing fees, and house appraisals. There is one major change:

Outside Printing **decreases** $3,900. In 1986, the special CDBG Chronicle was printed.

Commodities: A $6,859 budget is proposed for Commodities. There are three accounts: Office Supplies, $3,400; Operating Materials, $1,964; and Postage, $1,495.

Revolving Fund: The 1987 Revolving Fund charges total $102,421. The largest accounts in this category are: Central Services, $67,726; and Data Processing Services, $20,425. There are two major changes:

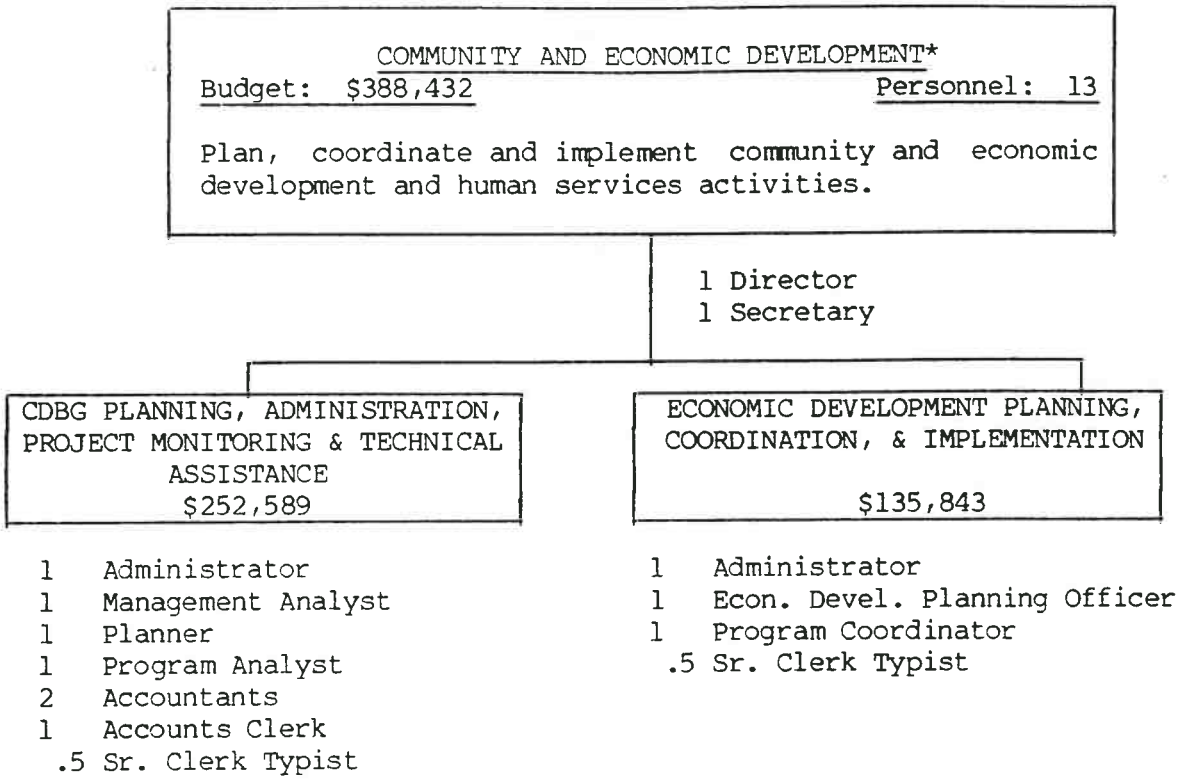
Central Services	**decreases** $13,603, reflecting an overall decline in Central Switchboard costs.
Engineering	**increases** $4,015 due to anticipated additional service

Capital Outlay: None.

Interfund Transfers: Expenditures in this category total $2,177,655 in 1987, a 1.0% increase over 1986 expenditures. The major components are: Housing Programs, $420,000; Economic Development Programs, $350,000; and Capital Projects, $250,000.

COMMUNITY DEVELOPMENT FUND
BUDGET BY ACTIVITY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
PD Bureau Chief	$ 171,118	$ 158,084	$ 149,804
Comm.Planning & Econ.Devel.	2,446,930	2,202,550	1,691,756
Housing	803,265	589,458	1,118,000
Downtown Svc.Coord.	31,286	33,822	34,568
TOTAL	$3,452,599	$2,983,914	$2,994,128



Total Vehicles: 2

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* This includes only operating funds for the Community and Economic Development activity.

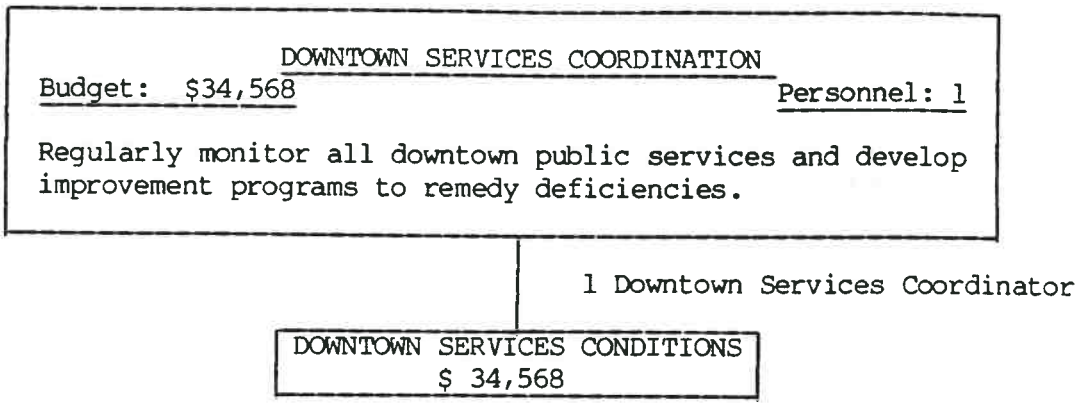
DOWNTOWN SERVICES COORD

PURPOSE: DEVELOP AND COORDINATE A COMPREHENSIVE MAINTENANCE MONITORING PROGRAM FOR CITY FACILITIES IN THE DOWNTOWN AREA, INCLUDING LIGHTS, STREETS, PARKS AND SQUARES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 26,102	$ 30,351	$ 30,863
CONTRACTUAL SERVICES	$ 4,688	$ 3,471	$ 3,705
COMMODITIES	$ 496	$ 0	$ 0
REVOLVING FUNDS	$ 0	$ 0	$ 0
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 31,286	$ 33,822	$ 34,568

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
DOWNTOWN SERVICES COORD	1.00	1.00	76	$ 24,129
TOTAL	1.00	1.00		



$2,881/service report & site visit

DOWNTOWN SERVICES COORDINATION

WORK PROGRAMS

WP 4092-1: Conduct Downtown site visits and prepare reports monthly

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	12	12	12	$ 31	$ 34	$ 35
	Number Monthly Reports and Site Visits			Unit Cost: $2,881/report & site visit		

DOWNTOWN SERVICES COORDINATION

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.[3]

OBJECTIVE 4092-A:
To assist in eliminating inadequate downtown service conditions by monitoring all street segments and squares in downtown Savannah and reporting problems to the appropriate responsible agency to correct within 1 day of the discovery.

	1985	1986	1987
(A-1)	2.5%	1.5%	1.5%
	% SEPCO light outages		
(A-2)	2.5%	1.5%	1.5%
	% City light outages		
(A-3)	95%	98%	98%
	% of Street Segments in Standard Condition (Cleanliness)		
(A-4)	5%	4%	4%
	% of Street Segments in Substandard Condition (Surface Conditions)		
(A-5)	90%	95%	95%
	% of Squares in Standard Condition		
(A-6)	95%	95%	95%
	% of Street Fixtures in Standard Condition		

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1 Downtown Savannah - Area bounded by River Street to the north, Randolph and East Broad to the east, Gaston and Gwinnett to the south, and West Boundary to the west.

2 Standards are those utilized in the 1982 Downtown Streetscape Study.

3 These categories are identified under the objective which follows.

DOWNTOWN SERVICES COORDINATION

STRATEGY 4092-A:

1. Street Lights:
   a. Monitor all street lights in the downtown area monthly.
   b. Report outages to SEPCO and Traffic Engineering monthly.
   c. Obtain written work/repair schedule from Traffic Engineering and review for verification monthly.
2. Street Cleanliness:
   a. Monitor 50% of all street segments in the downtown area on a monthly basis for cleanliness condition.
   b. Report problems to Street Cleaning Department monthly.
   c. Follow up with Street Cleaning Department to determine if problem has been corrected.
3. Street Surface Conditions:
   a. Monitor 50% of all street segments in the downtown area on a monthly basis for pothole problems.
   b. Report problems to the Streets Director monthly.
   c. Obtain written work/repair schedule from the Streets Department and review for verification monthly.
4. Condition of Downtown Parks and Squares:
   a. Monitor 50% of downtown parks and squares monthly for acceptable condition level.
   b. Report unacceptable conditions to Park and Tree.
   c. Review maintenance procedures with Park and Tree in areas where unacceptable ratings persist.
5. Street Furniture Conditions:
   a. Monitor 50% of all street segments in the downtown area monthly to rate the condition of street furniture.
   b. Report problems to the Traffic Engineering Department monthly.
   c. Obtain written work/repair schedule from Traffic Engineering and review for verification monthly.
   d. Review maintenance procedures in areas where unacceptable ratings persist.

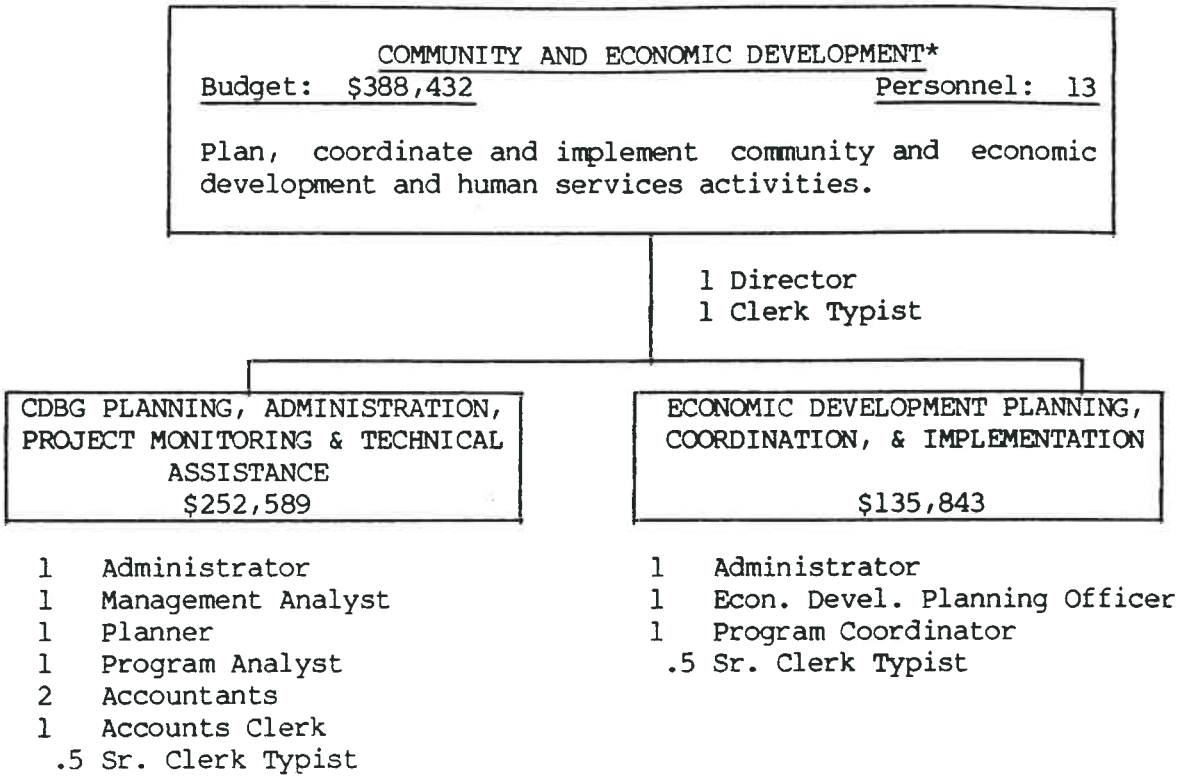
COM PLAN AND EC DEV

PURPOSE: PLAN AND COORDINATE COMMUNITY AND ECONOMIC DEVELOPMENT ACTIVITIES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 249,198	$ 296,583	$ 300,142
CONTRACTUAL SERVICES	$ 29,912	$ 42,599	$ 38,602
COMMODITIES	$ 4,925	$ 2,800	$ 2,800
REVOLVING FUNDS	$ 37,225	$ 42,558	$ 46,888
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 451	$ 0	$ 0
TOTAL	$ 321,711	$ 384,540	$ 388,432

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
ACCOUNT CLERK	1.00	1.00	48	$ 12,187
SENIOR CLERK TYPIST	1.00	1.00	50	$ 13,436
SECRETARY	1.00	1.00	53	$ 14,813
PROGRAM ANALYST	1.00	1.00	69	$ 23,547
ACCOUNTANT	2.00	2.00	70	$ 44,972
MANAGEMENT ANALYST	1.00	1.00	75	$ 23,547
PLANNER	1.00	1.00	75	$ 27,457
COMMUNITY DEVELOPMENT ADMIN	1.00	1.00	77	$ 28,622
ECONOMIC DEVELOPMENT ADMIN	1.00	1.00	77	$ 28,622
PROGRAM COORDINATOR	1.00	1.00	78	$ 25,335
ECON DEVEL PLANNING OFFICER	1.00	1.00	78	$ 26,602
CED DIRECTOR	1.00	1.00	89	$ 41,491
TOTAL	13.00	13.00		



Total Vehicles: 2

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* This includes only operating funds for the Community and Economic Development activity.

COMMUNITY AND ECONOMIC DEVELOPMENT

WORK PROGRAMS

Economic Development

WP 4071-1: Provide staff assistance to implement the Broughton Street Redevelopment Plan.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	4	4	N/A	$ 5	$ 5
	Status Reports			Unit Cost: $1,250/project		
2)	25	50	50	$ 15	$ 22	$ 22
	Meetings w/Property Owners, Merchants, and Others			Unit Cost: $440/meeting		
3)	N/A	10	10	N/A	$ 16	$ 16
	Facade Financial Packages			Unit Cost: $1,600/package		

WP 4071-2: Monitor the financial aspects of economic development projects (Broughton St., Old City Market Project, and Battlefield Park)

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3	4	2	$ 2	$ 2	$ 1
	Status Reports			Unit Cost: $500/report		

WP 4071-3: Address development inquiries and provide technical assistance (occasionally including processing of funding applications)

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	10	6	6	$ 13	$ 6	$ 6
	Development Projects			Unit Cost: $1,000/project		

COMMUNITY AND ECONOMIC DEVELOPMENT

WORK PROGRAMS

Economic Development

WP 4071-4: Begin implementation of commercial redevelopment of Waters Avenue

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	4	4	N/A	$ 10	$ 5
		Status Reports			Unit Cost:	$1,250/report
2)		N/A	10	N/A	N/A	$ 1
	Meetings w/Property Owners, Merchants, and Others				Unit Cost:	$100/meeting
3)	N/A	N/A	2	N/A	N/A	$ 2
		Development Projects			Unit Cost:	$1,000/project

WP 4071-5: Develop development-assistance data tools

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	2	1	$ 6	$ 6	$ 3
		Tools			Unit Cost:	$3,000/tool

WP 4071-6: Publish downtown newsletter

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	4	4	4	$ 2	$ 2	$ 2
		Newsletters			Unit Cost:	$500/newsletter

WP 4071-7: Administer SBA 503 Program

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	20	30	30	$ 5	$ 7	$ 7
		Inquiries Received			Unit Cost:	$233/inquiry
2)	1	4	6	$ 3	$ 10	$ 10
	Loans Processed & Serviced				Unit Cost:	$1,666/loan
3)	6	6	6	$ 1	$ 1	$ 1
		Meetings			Unit Cost:	$166/meeting

COMMUNITY AND ECONOMIC DEVELOPMENT

WORK PROGRAMS

Economic Development

WP 4071-8: Monitor the physical conditions of the Battlefield Park area

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	12	N/A	N/A	$ 12
		Visits			Unit Cost:	$1,000/visit

WP 4071-9: Implement a program for interim public use of Battlefield Park properties

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	1	N/A	N/A	$ 18
		Programs			Unit Cost:	$18,000/prog.

WP 4071-10: Implement Minority Business Development Plan

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	1 *	N/A	N/A	$ 25
		Plan			Unit Cost:	$25,000/plan

Community Development

WP 4071-11: Provide funds for community development through grantsmanship and identification of other funding sources

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	6	5	4	$ 30	$ 35	$ 22
		Applications			Unit Cost:	$5,500/applic.

* Work programs will be determined once the plan is developed.

COMMUNITY AND ECONOMIC DEVELOPMENT

WORK PROGRAMS

Community Development

WP 4071-12: Complete Grant reports on schedule

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	43	43	43	$ 33	$ 35	$ 25
	Reports			Unit Cost:	$581/report	
2)	N/A	N/A	1	N/A	N/A	$ 15
	Grantee Performance Report			Unit Cost:	$15,000/GPR	

WP 4071-13: Provide supervision of the community development block grant program and act as advisor on federal grant requirements

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	12	N/A	N/A	$ 12
	NHS Financial Monitor Reports			Unit Cost:	$1,000/report	
2)	6	6	4	$ 10	$ 10	$ 3
	City Depts. Supervised			Unit Cost:	$750/dept.	
3)	N/A	25	25	N/A	$ 5	$ 5
	Citizen Inquiries Addressed			Unit Cost:	$200/inquiry	
4)	N/A	12	12	N/A	$ 15	$ 15
	Sub-grantees & CDBG Borrowers Monitored			Unit Cost:	$1,250/organ-ization	
5)	2	2	2	$ 1	$ 1	$ 1
	Capital Projects Monitored			Unit Cost:	$500/project	
6)	1	1	1	$ 15	$ 15	$ 10
	Budget established and tracked			Unit Cost:	$10,000/budget	
7)	12	12	12	$ 10	$ 10	$ 10
	CDBG subsidiary records Maintained and reconciled (Monthly Reviews)			Unit Cost:	$833/review	
8)	N/A	N/A	1	N/A	N/A	$ 12
	Letter of Credit			Unit Cost:	$12,000/letter	
9)	N/A	N/A	1	N/A	N/A	$ 3
	Eligibility Review System			Unit Cost:	$3,000/system	
10)	N/A	N/A	1	N/A	N/A	$ 2
	Model Contract			Unit Cost:	$2,000/contract	

COMMUNITY AND ECONOMIC DEVELOPMENT

WORK PROGRAMS

Community Development

WP 4071-14: Provide data tools for management decision-making

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2	2	2	$ 86	$ 80	$ 40
		Tools		Unit Cost: $20,000/tool		

WP 4071-15: Provide information for the public regarding block grant funded activities and projects

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3	4	4	$ 4	$ 5	$ 5
	Annual Report and Other Publications			Unit Cost: $1,250/publication		

WP 4071-16: Provide staff support for special projects

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	2	4	4	$ 10	$ 26	$ 26
		Projects		Unit Cost: $6,500/project		

WP 4071-17: Develop an automated financial system for CDBG

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	N/A	N/A	1	N/A	N/A	$ 8
		System		Unit Cost: $8,000/system		

COMMUNITY AND ECONOMIC DEVELOPMENT

WORK PROGRAMS

Human Services

WP 4071-18: Monitor programmatic operations of contract agencies

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	16	16	16	$ 38	$ 29	$ 19
	Monitoring Visits/Reports			Unit Cost:	$1,188/visit/report	

WP 4071-19: Monitor fiscal operations of contract agencies

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	16	16	16	$ 31	$ 29	$ 16
	Agencies Monitored			Unit Cost:	$1,000/agency	

WP 4071-20: Evaluate, analyze and provide technical assistance to human service program

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	5	5	5	$ 7	$ 3	$ 3
	Evaluations Completed			Unit Cost:	$600/evaluat'n	

COMMUNITY AND ECONOMIC DEVELOPMENT

GOAL: TO INSURE THAT GRANTS AWARDED TO THE CITY FOR COMMUNITY PLANNING, HOUSING OR ECONOMIC DEVELOPMENT ARE ADMINISTERED EFFECTIVELY AND IN COMPLIANCE WITH PERTINENT LAWS AND REGULATIONS, THEREBY PREVENTING AUDIT AND MONITORING FINDINGS.

OBJECTIVE 4071-A:
To administer the community development grant program so that no audit findings occur.

	1985	1986	1987
(A-1)	N/A	N/A	0
		Audit Findings	
(A-2)	N/A	N/A	1
		Eligibility Review System	
(A-3)	N/A	N/A	1
		Model Contract	
(A-4)	N/A	N/A	1
		Automated Financial System	
(A-5)	N/A	12	12
		Departmental Financial Reports	

STRATEGY:
1. Develop an eligibility review procedure.
2. Set up eligibility files for all existing and proposed projects with checklist of legal requirements.
3. Process all proposed projects in compliance with the system.
4. Develop a model contract.
5. Revise guidelines for the Discretionary Fund.
6. Monitor contractual programs monthly under the monitoring guidelines.
7. Expand and refine the automated financial accounting system.
8. Reconcile departmental ledgers with those of Finance.
9. Prepare monthly financial reports that provide a clear picture of the department's financial condition to management.

COMMUNITY AND ECONOMIC DEVELOPMENT

OBJECTIVE 4071-B:
To provide automated planning support for the Responsive Public Services Program (RPSP), Community Development Block Grant application pre-submission plans, performance reporting, and other applications.

	1985	1986	1987
(B-1)	N/A	N/A	1

Geo-data Processing System

STRATEGY:
1. Develop and implement a comprehensive Geo-data processing system.
2. Continue to review the machine readable base map from a development planning perspective.
3. Acquire and install an effective map digitizing station.
4. Employ and train personnel to operate the station and manipulate the geo-data base.
5. Examine existing RPSP and recommend improvements and ways to expand the document.
6. Translate the RPSP data to a digital map overlay.
7. Establish the parameters of the downtown and Community Development target area geo-data base.
8. Acquire and input the field data into a digital map overlay.
9. Utilize available geo-data from other system participants for development applications.

COMMUNITY AND ECONOMIC DEVELOPMENT

GOAL: TO INCREASE THE ECONOMIC OPPORTUNITIES IN THE COMMUNITY DEVELOPMENT TARGET AREAS SO THAT EXISTING BUSINESSES ARE RETAINED AND NEW BUSINESSES ARE FORMED PROVIDING EMPLOYMENT AND INCREASING THE TAX BASE.

OBJECTIVE 4071-C:
To implement the recommendations of the Broughton Street Development Plan and the Redevelopment Ordinance.

	1985	1986	1987
(C-1)	N/A	12	12
		Meetings	
(C-2)	N/A	N/A	1
		Applications Funded	
(C-3)	N/A	10	20
	Eligible Facade Improvement Loans Packaged		

STRATEGY:
1. Support the property owners and merchants of the Broughton Street Redevelopment Area in their organization of a Development Corporation.
2. Support the development of one major building on Broughton Street with technical assistance and financing.
3. Package 20% of the eligible facade improvement loans.
4. Support the leasing agent of the development corporation to recruit and lease 30% of the available vacant retail space in the redevelopment area.

OBJECTIVE 4071-D:
To implement the recommendations of the Waters Avenue Development Plan.

	1985	1986	1987
(D-1)	N/A	N/A	Yes
		Recommendations Implemented	

STRATEGY:
1. Since this plan is now being developed, we do not yet know what those recommendations will be.

COMMUNITY AND ECONOMIC DEVELOPMENT

OBJECTIVE 4071-E:
To implement the recommendations of the Small and Minority Business Development Plan.

	1985	1986	1987
(E-1)	N/A	N/A	Yes
	Recommendations Implemented		

STRATEGY:
1. Since this plan is now being developed, we do not yet know what those recommendations will be.

OBJECTIVE 4071-F:
To establish a program of maintenance and conservation for the Battlefield Park Properties.

	1985	1986	1987
(F-1)	N/A	N/A	1
	Maintenance Program		
(F-2)	N/A	N/A	12
	Monitoring Visits & Reports		
(F-3)	N/A	N/A	1
	Interim Public Use Program		

STRATEGY:
1. Contract for stabilization of structures.
2. Monitor condition of property monthly and report condition with recommendation to maintenance personnel.
3. Implement a program for interim public use of these properties that will support economic development objectives.

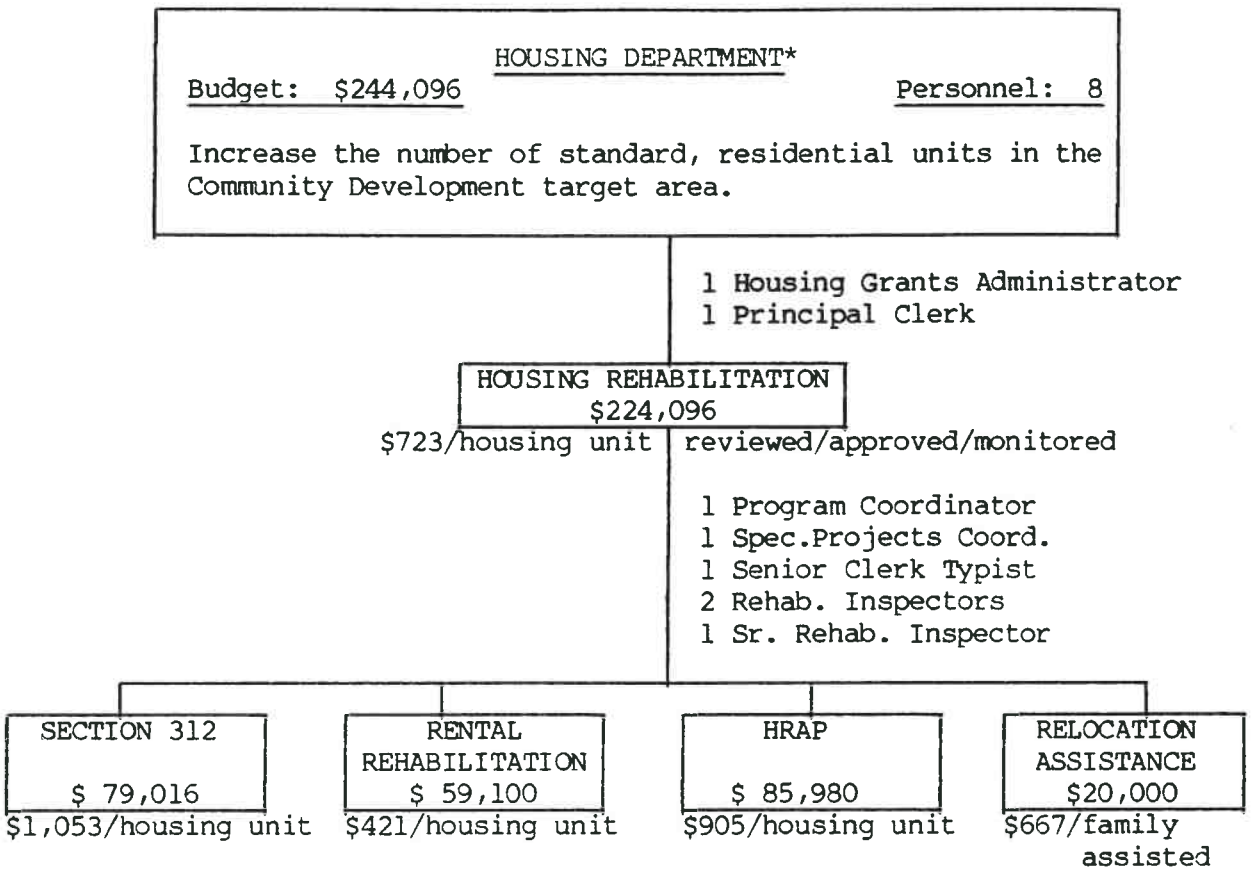
HOUSING

PURPOSE: PROVIDE HOUSING REHABILITATION AND RELOCATION ASSISTANCE TO ELIGIBLE PARTICIPANTS.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 148,967	$ 184,064	$ 180,694
CONTRACTUAL SERVICES	$ 11,192	$ 22,375	$ 21,914
COMMODITIES	$ 5,637	$ 2,200	$ 2,200
REVOLVING FUNDS	$ 18,991	$ 42,819	$ 39,288
CAPITAL OUTLAY	$ 554	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,424	$ 13,000	$ 0
TOTAL	$ 186,765	$ 264,458	$ 244,096

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 13,436
PRINCIPAL CLERK	1.00	1.00	54	$ 14,813
REHABILITATION INSPECTOR	2.00	2.00	66	$ 38,198
SENIOR REHAB INSPECTOR	1.00	1.00	68	$ 22,426
SPECIAL PROJECTS COORDINATOR	1.00	1.00	75	$ 24,129
PROGRAM COORDINATOR	1.00	1.00	78	$ 26,602
HOUSING GRANTS ADMIN	1.00	1.00	82	$ 31,556
TOTAL	8.00	8.00		



Total Vehicles: 3

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* This includes only operating funds for the Housing Department activity.

HOUSING DEPARTMENT

WORK PROGRAMS

WP 4072-1: Review, approve and monitor construction on HRAP* eligible housing units

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	86	66	40	$ 80	$ 94	$ 86
	Number of Units Reviewed			Unit Cost:	$905/unit reviewed/ approved/ monitored	
2)	29	33	20			
	Number of Units Approved					
3)	45	69	35			
	Number of Units Monitored During Construction					

WP 4072-2: Review, approve and monitor construction on Section 312 eligible single and multifamily residential units

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	48	54	35	$ 46	$ 84	$ 79
	Number of Units Reviewed			Unit Cost:	$1,053/unit reviewed/ approved/ monitored	
2)	30	25	15			
	Number of Units Approved					
3)	52	45	25			
	Number of Units Monitored During Construction					

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* HRAP stands for Homeowners Rehabilitation Assistance Program.

HOUSING DEPARTMENT

WORK PROGRAMS

WP 4072-3: Subsidize loans on Rental Rehabilitation eligible units

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	175	45	45	$ 47	$ 64	$ 59
	Number of Units Reviewed			Unit Cost: $421/unit reviewed/ approved/ monitored		
2)	60	20	20			
	Number of Units Approved					
3)	75	75	75			
	Number of Units Monitored During Construction					

WP 4072-4: Provide relocation assistance as necessary to target area families

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3	21	30	$ 14	$ 22	$ 20
	Families Receiving Assistance			Unit Cost: $667/family assisted		

HOUSING DEPARTMENT

GOAL: TO REDUCE THE PERCENTAGE OF NON-STANDARD[1] RESIDENCES IN COMMUNITY DEVELOPMENT (CD) TARGET AREAS TO THE CITYWIDE AVERAGE.

Total Non-Standard Residential Units in CD Target Area

		Number	%
PU 1	Hudson Hill	288	44%
PU 2	West Savannah	1,142	49%
PU 3	Carver Village	498	40%
PU 5	Cann Park	1,442	55%
PU 6	Staley-Tatumville	850	48%
PU 17	Garden Homes	564	33%
PU 19	Model Cities Neighborhood	3,200	55%
PU 20	Forsyth Park	1,215	56%
PU 21	Downtown	1,360	63%
Total		10,559	52%

OBJECTIVE 4072-A:
To reduce the number of non-standard owner-occupied residential units in the CD target area by 12 by December 31, 1987.[2]

	1985	1986	1987
(A-1)	29	58	46

Decrease in Number of Non-Standard Owner-Occupied Units

STRATEGY:
1. Provide financial and technical assistance to Homeowners Rehabilitation Assistance Program (HRAP) eligible owner-occupants.
2. Provide construction monitoring and rehabilitation inspections to owner-occupants rehabilitating homes.

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1 Non-standard residential units are those units determined by the 1983 RPSP to be in violation of the City's Housing Code. The 1983 Responsive Public Services Program (RPSP) determined that 16,679 or 30.2% was the citywide total of non-standard residential units. Of these, 52% (10,559) were located in the CD target area.

2 Federal funding cuts prevent injection of new CD dollars into HRAP, forcing us to rely upon loan repayments to support this program.

HOUSING DEPARTMENT

OBJECTIVE 4072-B:
To reduce the number of non-standard apartments in portions of Planning Unit 19 by the number of units subsidized by the federal government under the Section 312 and rental rehabilitation programs in 1987.*

	1985	1986	1987
(B-1)	60	55	20

Decrease in Number of Non-Standard Rental Units

STRATEGY:
1. Apply for all available rental rehabilitation and 312 funding.
2. Market the loan program to competent real estate developers of low income housing.
3. Inspect the construction monthly on each.
4. Provide relocation assistance as needed.

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* Number of units determined by federal funding. Federal funding pending.

LABOR RESOURCES FUND

ESTIMATED PROGRAM BUDGETS
(July 1, 1986 - June 30, 1987)

Grant/Contrib	City Funds	1986/87 Grant Award	1985/86 Est. Carry-forward	1986/87 Est. Total Budget
Job Training Partnership Act (JTPA)				
Administration *		$ 156,421	$117,468	$ 273,889
Assessment Ctr		72,281	62,482	134,763
Training Programs		987,902	133,134	1,121,036
Total		$1,216,604	$313,084	$1,529,688
Refugee Program**				
Administration		$ 66,593		$ 66,593
Other		21,068		21,068
Total		$ 87,661		$ 87,661
Older Workers		$ 103,568		$ 103,568
Exceptional Children**		42,625		42,625
Summer Youth**		557,806		557,806
Veterans Grant**		13,729		13,729
Mayor's Council on Youth	$7,500			7,500
GRAND TOTAL	$7,500	$2,021,993	$313,084	$2,342,577

* Includes expenses for services by the General Fund:

1986	1987
$15,000	$15,800

** Estimates

LABOR RESOURCES

Budget Proposal: The 1987 basic program budget recommended for Labor Resources Administration is listed below. Compared with 1986 Projected Expenditures, the 1987 Proposed Budget decreases $70,581 or 2.9% to $2,342,577.

Expenditure Areas	1986 Projected Expenses	1987 Proposed Budget	Change $	Change %
Personal Services	$ 393,067	$ 401,346	$ 8,279	2.1
Contractuals	57,578	57,931	353	.6
Commodities	6,006	5,556	-450	-7.5
Revolving Fund	18,828	9,723	-9,105	-48.4
Interfund Trans	1,491,439	1,868,021	376,582	25.2
Total	$ 1,966,918	$ 2,342,577	$375,659	19.1

Basic Program Costs:

Personal Services: Expenses for Personal Services are $401,346 in 1987. Salaries and Wages, the major component, cost $330,885. Other allocations are: Pension, $25,372; Social Security, $23,786; and Medical Insurance, $15,885.

Contractuals: The three major accounts in the $57,931 proposed budget for the Contractuals are: $27,564 for office space rental; $7,675 for national and local travel/training sessions; and $7,597 for photocopying machine rental and operation. There are no major changes in this series.

Commodities: A $5,556 budget is recommended for Commodities. Major cost centers are: Operating Supplies, $2,404; Office Supplies, $1,452; and Postage, $1,200. Total purchases for 1987 are projected to decline $450 from the 1986 figure.

Revolving Fund: Central Services charges of $8,313 are the largest item in this budget of $9,723. Garage charges total $1,095. A $9,218 decline in Central Services charges is due to reduced switchboard charges.

Interfund Transfers: Expenditures in this account total $1,868,021 in 1987, a $376,582 increase over 1986. Most of this increase involves additional carryforward funds from 1986. Major components are: Training Programs, $1,121,036; Summer Youth Programs, $557,806; and Older Workers' Programs, $103,568.

DEPARTMENTAL BUDGET BY ACTIVITY

ACTIVITY	1985 ACTUAL EXPENSES	1986 PROJECTED EXPENSES	1987 PROPOSED BUDGET
JTPA Administration	$ 220,975	$ 271,412	$ 273,889
JTPA Assessment Ctr.	129,562	139,277	134,763
Refugee Program	68,716	65,456	66,593
Training Contractors	1,267,962	1,490,763	1,867,332
TOTAL	$1,687,215	$1,966,918	$2,342,577

PERSONNEL SUMMARY

LABOR RESOURCES

POSITION TITLE	RANGE	STAFF YEARS
LABOR RESOURCES DIRECTOR	84	1.00
ASST LABOR RESOURCES DIRECTOR	79	1.00
LABOR RESOURCES COORDINATOR	75	2.00
LABOR RESOURCES TECHNICIAN	64	7.00
ADMINISTRATIVE ASSISTANT	56	1.00
SENIOR CLERK TYPIST	50	3.00
SENIOR CLERK	49	1.00
CLERK TYPIST	45	1.00
TOTAL		17.00

REFUGEE PROGRAM

PURPOSE: PROVIDE JOB TRAINING AND COUNSELLING SERVICES TO REFUGEES.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 48,796	$ 58,449	$ 59,303
CONTRACTUAL SERVICES	$ 18,715	$ 5,539	$ 5,822
COMMODITIES	$ 1,120	$ 1,456	$ 1,456
REVOLVING FUNDS	$ 85	$ 12	$ 12
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 68,716	$ 65,456	$ 66,593

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
CLERK TYPIST	1.00	1.00	45	$ 11,409
LABOR RESOURCES TECHNICIAN	2.00	2.00	64	$ 37,810
TOTAL	3.00	3.00		

JTPA ADMIN STAFF

PURPOSE: PROVIDE TRAINING, EDUCATIONAL AND WORK EXPERIENCE TO THE UNEMPLOYED AND ECONOMICALLY DISADVANTAGED.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 175,972	$ 222,950	$ 229,226
CONTRACTUAL SERVICES	$ 28,970	$ 34,081	$ 34,473
COMMODITIES	$ 3,366	$ 3,050	$ 3,100
REVOLVING FUNDS	$ 11,335	$ 10,665	$ 6,401
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,332	$ 666	$ 689
TOTAL	$ 220,975	$ 271,412	$ 273,889

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK	1.00	1.00	49	$ 15,554
SENIOR CLERK TYPIST	2.00	2.00	50	$ 27,204
ADMINISTRATIVE ASSISTANT	1.00	1.00	56	$ 15,554
LABOR RESOURCES TECHNICIAN	2.00	2.00	64	$ 36,801
LABOR RESOURCES COORDINATOR	1.00	1.00	75	$ 29,328
ASST LABOR RESOURCES DIRECTOR	1.00	1.00	79	$ 30,795
LABOR RESOURCES DIRECTOR	1.00	1.00	84	$ 38,356
TOTAL	9.00	9.00		

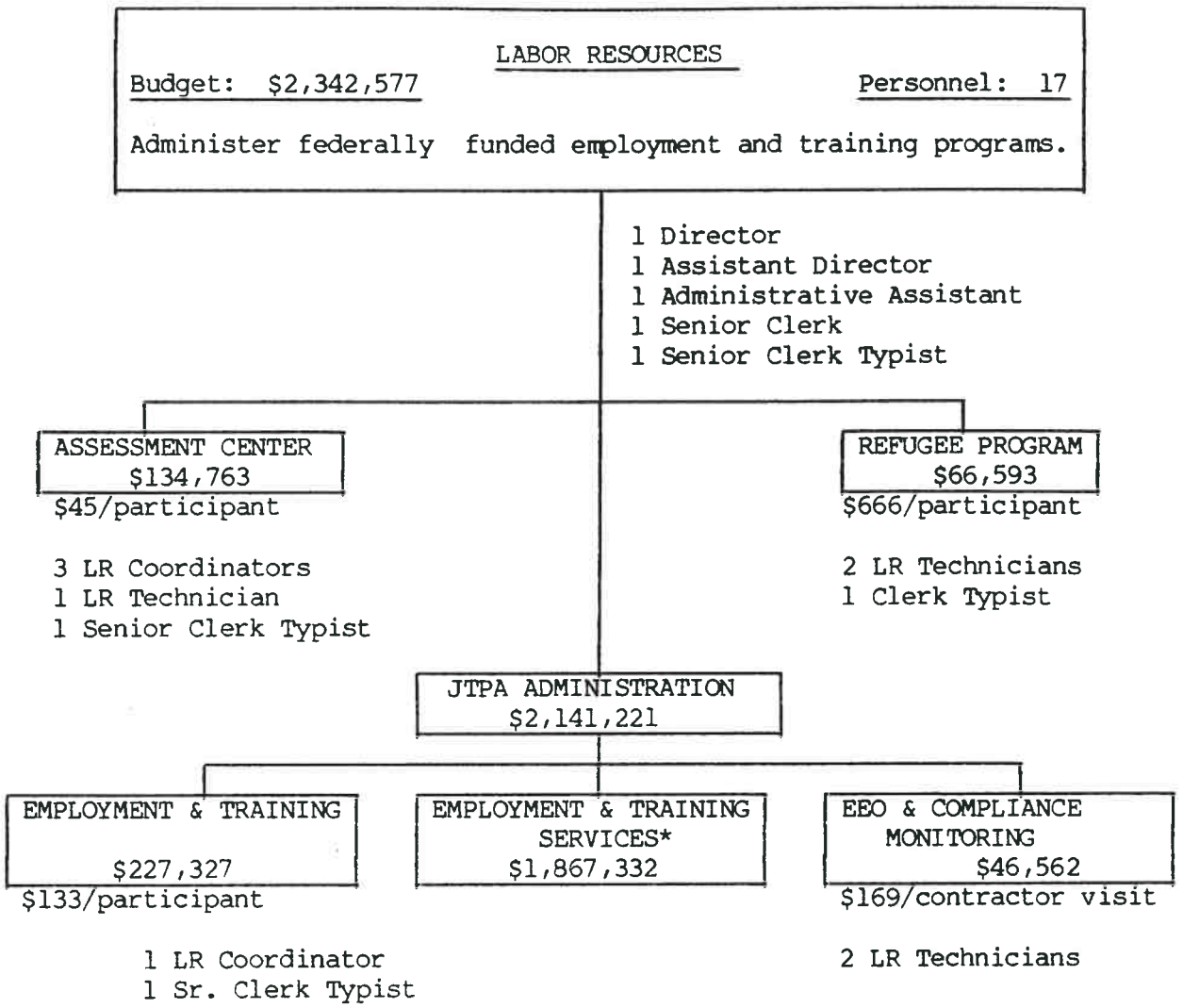
JTPA ASSESSMENT CENTER

PURPOSE: PROVIDE JOB PLACEMENT AND EDUCATIONAL SERVICES TO THE UNEMPLOYED AND ECONOMICALLY DISADVANTAGED.

EXPENDITURE CATEGORY	ACTUAL 1985	PROJECTED 1986	PROPOSED 1987
PERSONAL SERVICES	$ 104,996	$ 111,668	$ 112,817
CONTRACTUAL SERVICES	$ 18,982	$ 17,958	$ 17,636
COMMODITIES	$ 3,900	$ 1,500	$ 1,000
REVOLVING FUNDS	$ 1,684	$ 8,151	$ 3,310
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 129,562	$ 139,277	$ 134,763

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1986	STAFF YEARS 1987	RANGE #	1987 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	50	$ 13,436
LABOR RESOURCES TECHNICIAN	3.00	3.00	64	$ 56,260
LABOR RESOURCES COORDINATOR	1.00	1.00	75	$ 24,725
TOTAL	5.00	5.00		



Total Vehicles: 1

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* Employment and Training Services Funds are not included in Work Program totals.

LABOR RESOURCES

WORK PROGRAMS

WP 4601-1: Test, assess and refer participants to program activities

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	3,330 Participants	2,700	3,000	$ 130 Unit Cost: $45/participant	$ 139	$ 135

WP 4601-2: Test, assess and refer refugees to program activities

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	120 Participants	100	100	$ 69 Unit Cost: $666/particip.	$ 66	$ 67

WP 4601-3: Provide job training to program participants

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	1,836 Participants	1,972	1,709	$ 189 Unit Cost: $133/particip.	$ 225	$ 227

WP 4601-4: Provide EEO and program monitoring

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	310 Contractor Visits	300	275	$ 31 Unit Cost: $169/visit	$ 46	$ 47

LABOR RESOURCES

GOAL: TO PROVIDE JOB TRAINING TO ECONOMICALLY DISADVANTAGED INDIVIDUALS WHO ARE IN SPECIAL NEED OF SUCH TRAINING IN ORDER FOR THEM TO OBTAIN PRODUCTIVE EMPLOYMENT.

OBJECTIVE 4601-A:
To ensure that the number of program terminees entering employment meets the following minimum percentage targets[1]:

	1985	1986	1987
(A-1) All	58%	50%	64%
(A-2) Youth	40%	41%	52%
(A-3) Welfare	40%	40%	55%
(A-4) Refugee	50%	50%	50%
		Employment Rate	

STRATEGY:
1. Provide intensive job-related training in fields of predicted job growth.
2. Develop a plan of employment for each client. (Done by Assessment Center Counsellors.)
3. Expand efforts in the marketing of OJT[2] 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 to at least three job interviews.
7. Promote meaningful linkages between Economic Development agencies to assist in developing training programs aimed at creating "Labor Pools" of entry level and semi-skilled manpower.
8. Follow up on all non-placed clients to see if they found a job.
9. Monitor all adults and youth who terminate from program and enter employment.

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1 The percentages for all categories, except Refugee, reflect minimum state standards. The Refugee percentage reflects the minimum local standard.

2 OJT stands for On-Job-Training.

LABOR RESOURCES

OBJECTIVE 4601-B:
To insure that 75% of all program youth terminate from the program positively.[1]

	1985	1986	1987
(B-1)	76%	52%	75%

Youth Positive Termination Rate

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 youth who terminate from program for employment and/or positive termination.
5. Continue utilization of the Youth Competency Program.

OBJECTIVE 4601-C:
To insure that the cost per youth positive termination averages $3,477.[1]

	1985	1986	1987 [2,3]
(C-1)	$2,157	$4,158	$3,477

Maximum Expenditure
per Positive Youth Termination

STRATEGY:
1. Develop shorter length skills programs.
2. Monitor cost per positive youth termination.

---

1 Youth who terminate the program positively include those who get a job, enter the armed forces, attend a higher institution of learning, or satisfy the competency criteria in a specific vocational area, etc.

2 These objectives reflect minimum state standards.

3 The cost reduction in 1987 reflects an expected increase in positive terminations based on the new Youth Competency standard.

LABOR RESOURCES

OBJECTIVE 4601-D:
To limit cost per program adult who enters employment to no more than $3,607.

	1985	1986	1987 [1]
(D-1)	$2,430	$3,354	$3,607

Cost per Adult Entering Employment

STRATEGY:
1. Develop shorter length skills programs.
2. Monitor cost per adult entering employment.

OBJECTIVE 4601-E:
To place program participants in jobs that pay an average of $4.35 per hour.

	1985	1986 [1]	1987
(E-1)	$4.07	$4.17	$4.35

Average Wage at Placement

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 sub-contractors.
3. Monitor cost per adult employment placement.
4. Monitor average wage at placement.

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[1] These objectives reflect minimum state standards.

Capital Improvement Fund

CAPITAL IMPROVEMENTS FUND

The Capital Improvement Projects allocation for 1987 is $18,207,759. Capital Improvement Projects are of three basic types:

1. Capital repairs to existing facilities;
2. Improvements which enhance the capacity and performance of existing facilities; and
3. Provision of facilities to areas where a need has been determined.

The table below illustrates the proposed amount of funding by source for those projects which will be funded in 1987.

FUND SUMMARY

Source	Amount
General Fund	$ 3,076,034
General Obligation Bonds	2,000,000
Sanitation Fund	40,000
Golf Course Fund	116,600
Water Fund	3,901,000
Sewer Fund	7,760,000
Community Development Block Grant	396,000
Other Paving Contributions	493,125
Special Gift	425,000
Total	$18,207,759

A list of each project included in this Fund summary immediately follows this page. Also included in this Section are descriptions of those projects scheduled to begin in 1987 and a list of ongoing projects which will be under construction during 1987.

1987 PROPOSED CAPITAL PROJECTS

General Fund:	
Ambuc Stadium Lighting	$ 70,000
Curbing Repairs in Gordonston Subdivision	20,000
Daffin Lake Restoration, Phase I	330,000
Drainage Contingency	100,000
Drainage Improvements Reserve Fund	1,075,000
Emmet Park & Bay Street Strand Design	30,000
Fell Street Drainage Box (Phase 3) Pump Replacements	481,000
Fire Stations 3&9 Roof Repairs	20,500
Forsyth Park Fountain Repairs	35,000
Grayson Stadium Box Seats	38,400
Lincoln Street Recreational Facility Renovation	30,000
Paulson Softball Complex	37,134
Pavement Crack Sealing	10,000
Pedestrian Bridge Replacement	10,000
Police Headquarters Building Improvements	100,000
Sidewalk Rehabilitation	35,000
Signal Installation - Abercorn & Lewis	50,000
Signal Upgrade & Intersection Improvements @ Wallin & Bonaventure	250,000
Street Paving	354,000
Total	$3,076,034
General Obligation Bond Issue:	
1987 Street Paving	$1,970,000
Bond Issue Administration Charges	30,000
Total	$2,000,000
Sanitation Fund:	
Clean Environment's Office Expansion	$ 10,000
Agonic Road Vehicle Facility - Crew and Time Clock Shed	30,000
Total	$ 40,000
Golf Course Fund	
Golf Course Cart Paths	$ 116,600

Water Fund:	
Miscellaneous Water Line Improvements	$ 200,000
Well Preventive Maintenance Program	110,000
Cost Sharing for Oversizing	50,000
Improvements Constructed as Part of Paving Projects	130,000
Extensions to Unserved Areas	150,000
Upgrade Well No. 22 to 1.5 MGD	156,000
Travis Field Booster Pump Improvements	85,000
Auxiliary Power - Well No. 12	130,000
Rehabilitate Pump House - Well No. 9	50,000
White Bluff - Abercorn to Windsor Road	1,280,000
Waters - Eisenhower to Montgomery Crossroads	350,000
Montgomery Crossroads - 16" Water Line White Bluff to Waters Avenue	610,000
Acquired Systems Upgrade	200,000
Dutch Island Well	200,000
Travis Field I & D Loop	200,000
Total	$3,901,000
Sewer Fund:	
Islands to President Street Transmission System	$2,750,000
Wilshire/Windsor Plants Upgrade Transmission System	1,230,000
Travis Field Effluent Improvement	485,000
Lift Station Rehabilitation	275,000
Sewer Line Rehabilitation (30" Hopkins Outfall Line)	250,000
Summerside Sewer Extension	400,000
Engineering Plans for Georgetown Plant Expansion and Outfall Line to the Ogeechee River	150,000
Cost Sharing for Oversizing Projects	175,000
Sewer Line Replacement Due to Paving	80,000
Miscellaneous Sewer Extensions	10,000
Lift Station Monitoring	30,000
Acquired Systems Upgrade	100,000
Cloverdale Treatment Plant Transmission System	1,700,000
Betz Creek Lift Station	125,000
Total	$7,760,000
Community Development Block Grant:	
1987 Street Paving - Summerside	$ 176,000
Lincoln Street Recreational Facility Renovation	220,000
Total	$ 396,000
Other Paving Contributions	
Property Owners Assessment	$ 200,000
Water/Sewer	233,125
Developers	60,000
Total	$ 493,125
Special Gift	
Allen E. Paulson gift to the Paulson Softball Complex (2nd year installment)	$ 425,000
Total	$ 425,000
GRAND TOTAL	$18,207,759

GENERAL FUND CAPITAL IMPROVEMENT PROJECTS

Funds in the amount of $3,076,034 are recommended from the General Fund for the construction, rehabilitation and maintenance of several capital projects. These projects include building renovations, streets, sidewalks and traffic related improvements, drainage projects, parks and recreational facility improvements. Each of the proposed projects is described in detail below.

STREETS, SIDEWALKS AND TRAFFIC

Street Paving $ 354,000

A contribution of $354,000 from the General Fund is needed to fund the list of streets to be paved in 1987. The ambitious paving program for 1987 will complete 4.5 miles of paving for an estimated $2,993,125. The remaining sources of funds will be contributed from the General Obligation Bond Issue, the Community Development Block Grant Program (CDBG), and from other contributions.

Street Paving Crack Sealing $ 10,000

Paved streets throughout the City total approximately 470 miles. This represents an investment of approximately $310,200,000 at a current replacement value of $125 per foot. The life cycle of a street can be extended dramatically with proper maintenance and rehabilitation. Crack sealing is a maintenance process which seals cracks in concrete pavement. This procedure prevents moisture from seeping through cracks and into the base of the pavement. Deterioration of the pavement's base is halted or prevented and the pavement's surface is improved for a smoother ride. The $10,000 allocation for crack sealing will improve two miles of cracks in 1987.

Street Curb Repairs $ 20,000

Due to numerous layers of street resurfacing, curbs are disappearing. This causes water to drain improperly as well as hazards to pedestrians and motorist.

The Gordonston subdivision requires a replacement of 7,300 feet of curbing. The allocation of $20,000 will replace approximately 1 mile of curbing in 1987.

Ambuc Stadium Lighting $ 70,000

The present lighting system at Ambuc Stadium in Daffin Park was installed in 1959. It has served its useful life and currently requires a high level of maintenance. In order to reduce maintenance operating costs, the current incandescent lights should be replaced with metal halide lights. The new wiring will be installed underground. A new system will reduce operating costs by $2,019. The extended life of the new system should be approximately 25 years.

Grayson Stadium Box Seats $ 38,400

A major portion of the seating in Grayson Stadium consists of folding chairs which are easily damaged and have a limited life. The existing seating is unsatisfactory for baseball games, concerts, and other stadium activities. Replacement of the seats with permanent box seating is recommended.

DRAINAGE IMPROVEMENTS

Over the past several years the city has evaluated the problems with the nine drainage basins that serve as collectors and distributors of storm water. Flooding that occurs throughout the city is generally due to the flat topography and the incapacity of storm basins to handle the drainage needs caused by major storms.

The studies have been completed on the basins along with recommendations for improvements. Listed below are the 1987 drainage projects which are scheduled as a part of the plan to reduce flooding in the city.

Fell Street Pump Replacement (Phase 3) $ 481,000

The Fell Street Drainage System is drained into the Savannah River at Bay Street and Lathrop by a pump station that uses three above ground pumps. The existing pumps located in the Savannah Port Authority area, require a 20 minute "cool down" period after they are started in order to drain the system. During periods of heavy rains, the pumps cannot operate continuously to handle the additional rain water. As a result the amount of time to control flooding conditions is reduced and the potential for flooding in the area is increased.

In order to increase the capacity of the system to handle additional "run-off" the existing pumps should be replaced with 5 submersible pumps which can operate continuously to handle additional need. The replacement of the pumps is the 3rd phase of improvements which were recommended by consultants to upgrade the Fell Drainage system to standards established by the city and to reduce flooding in the Fell Street area. Partial funding for the pumps ($519,000) has already been allocated.

Drainage Contingency $ 100,000

During the year, several drainage problems that are usually unforeseen occur. They may include erosion problems or improvements necessitated by new developments. Each year a contingency account is established to handle these types of circumstances.

Drainage Improvement Reserve Fund $1,075,000

A Drainage System Improvement Reserve Fund will be established into which the receipts of a 1 mill tax levy will be placed each year. Expenditures will be made from this reserve fund only for capital projects to reduce or eliminate flooding.

CITY BUILDING RENOVATIONS

The city owns and operates approximately 50 major service facilities. Many of these facilities are in the historic districts and are old but at the same time are used continuously by city workers and the public. Repairs and renovations are essential to maintain these facilities and to properly deliver city services. Listed below are the major projects proposed for 1987.

Fire Stations 3 & 9 Roof Repair $ 20,500

Fire Station No. 3 located at 121 East Oglethorpe Avenue and Station No. 9 located at 1943 Capital Street were built approximately 46 years ago and are in good condition except for the roofs. Station No. 3's roof was replaced 7 years ago but was installed improperly. The contractor who installed the roof is out of business.

Station No. 9's roof is so old no records of its last replacement can be found. The shingles are so brittle it is unsafe to walk on the roof. Both stations have experienced interior damage due to leaks in the roof.

Both stations roofs will be replaced for a total cost of $20,500.

Police Headquarters Building Miscellaneous Repairs $ 100,000

The roof at the police headquarters building at 323 East Oglethorpe Avenue leaks. The interior of several rooms has been damaged due to the leaking. A consultant has reviewed the situation and has recommended that the roof be repaired in the areas of most damage. The 1987 proposed allocation of $100,000 will be used to repair the roof and any interior areas which are damaged.

Lincoln Street Recreational Facility Renovations $ 30,000

The estimated cost for renovating the former Jenkin's Boys' Club is $250,000. Community Development Block Grant Funds will contribute $220,000 for renovations. Therefore a $30,000 contribution is necessary from the General Fund in 1987.

Allen E. Paulson Softball Complex $ 37,134

The second year installment for payment of the Paulson Softball Complex is scheduled for 1987. The total amount due for 1987 is $462,134. A special gift from Allen E. Paulson will fund $425,000 for 1987. A General Fund contribution of $37,134 is therefore necessary to balance the 2nd year payment.

GENERAL OBLIGATION BOND ISSUE PROJECTS

The City has the authority to annually issue $2 million in general obligation bonds in order to construct street and drainage improvements. During 1987, $2,993,125 in street projects is proposed. Of the $2,993,125 needed for the 1987 street paving program, $1,970,000 will be contributed from the General Obligation Bond Issue for 1987. This will enable the city to pave approximately 4.5 miles of streets.

Street Paving $1,970,000

Approximately 4.5 miles of streets will be paved in 1987. The proposed list of streets to be paved includes the following:

Name	Length
Coffee Villa Road	3750
White Bluff Avenue	3500
Apache Avenue	2300
Mohawk Street	1000
Dutchtown Road	650
Clinch/Whatley Streets	4700
53rd Street	870
Bullock Street	260
Stevens Street	260
Ogeechee Road (access)	600
Artic Street	900
Page Street	1700
Ryals Street	800
Carson Street	200
Dempsey Street	450
Hickory Street	1725
Live Oak Street	210

GOB Administrative Cost $ 30,000

The City has the authority to issue $2,000,000 in General Obligation Bonds each year and plans to issue such bonds in 1987. Funds are required to pay for the services of bond administrators who prepare the necessary paperwork for the bond issue. These costs usually total approximately $30,000.

Montgomery Crossroads 16" Water Line Waters to White Bluff — $ 610,000

The installation of 6000 linear feet of 16" inch water line from White Bluff to Waters Avenue on Montgomery Crossroads will complete the large trunk main loop around the commercialized area of the mall. This mall area will be surrounded by 16 inch lines on the north (Eisenhower), the south (Montgomery Crossroads), the east (Waters Avenue) and a 24" line to the west (White Bluff).

Acquired Systems Upgrade — $ 200,000

During the past years the city has acquired several private water or water/sewer systems. The newly acquired systems include Georgetown water and sewer, River's End Subdivision and Dutch Island water systems. In order to bring these systems into compliance with the Environmental Protection Division Standards, miscellaneous improvements must be made. Funds are proposed for 1987 to make these improvements.

Dutch Island Well — $ 200,000

Developers petitioned the city to purchase and operate the sanitary sewer system on Dutch Island. As a part of the conditions for purchasing the sewer system the city negotiated to also purchase the water system on Dutch Island. Construction of a new well to provide fire flows is proposed for 1987.

Travis Field I & D Loop — $ 200,000

Funds are requested in 1987 for the design of the Travis Field I & D loop.

SPECIAL GIFT

A special gift of $425,000 will be received from Allen E. Paulson for the Paulson Softball Complex located off Skidaway Road across from Memorial Stadium. This gift will be supplemented by $37,134 from the General Fund to make the annual payment toward debt retirement. In 1988, the entire payment of $462,134 will be from the General Fund.

Special Funds

SPECIAL FUNDS

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund is an accumulation of various independent funds. This fund, which totals $10,137,678 in 1987, provides for fringe benefits offered to City of Savannah employees.

Employee benefits include three basic benefit categories: Social Security, Pension, and Insurance. Allocations to each of these categories are divided between Employer contributions and Employee contributions. In 1987, Employer contributions to Employee benefits total $6,556,031, while Employee contributions to Employee benefits total $3,581,647. The following summary identifies specific benefits according to Employer contributions and Employee contributions.

Social Security: Contributions will total $4,076,918 in 1987, up from $3,873,422 due to higher salaries and wages. The Employer will contribute $2,038,459, or half of the 1987 total, while employees will contribute the remaining half.

Pension: Contributions to the Pension fund under the New Plan total $3,378,869 in 1987, an increase of $83,653 from $3,295,216 in 1986. Employer contributions will total $2,415,000 in 1987, while employees will contribute $963,869 under the New Plan. Employees will contribute an additional $1,650 under the Old Pension Plan. There are no Employer contributions to the Old Pension Plan in 1986 or 1987, since this Plan is funded by a dedicated bond portfolio.

The annual pension payments by the City are based on the recommendations of the Pension Fund Actuarial Report. The City's Pension contributions as a percentage of covered salaries are:

1982	1983	1984	1985	1986	1987
7.5%	6.9%	7.7%	7.7%	8.0%	7.5%

Insurance:
Group Medical Insurance* contributions will total $1,999,995 in 1987, down from $2,829,077 in 1986. This decrease is the result of good loss experience. The Employer will contribute $1,337,463 in 1987, while employees are scheduled to contribute $449,669 in 1987.

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* The total contribution includes, in addition to Employer and Employee contributions, contributions by Retirees and Airport personnel.

Group Life/Disability Insurance contributions will total $313,112 in 1987, up slightly from $313,091 in 1986. Employer contributions will total $185,112 in 1987, while employee contributions will equal $128,000 in 1987.

Unemployment Insurance contributions will total $9,996 in 1987, up from $7,055 in 1986. As was the case in 1986, the contribution remains low in 1987 due to good loss experience. All funds contributed to Unemployment Insurance are made by the Employer.

Worker's Compensation contributions will total $570,001 in 1987, up slightly from $569,665 in 1986. The Employer makes the total contribution to Worker's Compensation.

EMPLOYEE BENEFITS FUND

1986 Projected	1987 Proposed	Change
$10,654,459	$10,137,678	$-516,781

City Contributions

	1986 Projected	1987 Proposed
Social Security	$1,936,711	$2,038,459
Pension (New Plan)	2,380,100	2,415,000
Group Medical Insurance	2,144,741	1,337,463
Group Life/Disability Insurance	185,091	185,112
Unemployment Insurance	7,055	9,996
Worker's Compensation	569,665	570,001
Total	$7,223,363	$6,556,031

Employee Contributions

Social Security	$1,936,711	$2,038,459
Pension (New Plan)	915,116	963,869
Pension (Old Plan)	1,600	1,650
Group Medical Insurance	449,669	449,669
Group Life/Disability Insurance	128,000	128,000
Total	$3,431,096	$3,581,647

MEDICAL INSURANCE FUND

The projected 1987 Group Medical Insurance expenses are $2,343,828, which is $90,147 or 4% higher than projected 1986 expenditures. Projected revenues and expenditures for 1986 and 1987 are listed below.

	1986 Projected	1987 Proposed
BEGINNING FUND BALANCE	$1,002,044	$1,657,440
REVENUES		
City Contribution	$2,144,741	$1,337,463
Employee Contribution	449,669	449,669
Labor Resources	20,917	15,885
Community Development	35,683	18,911
Retirees' Contribution	126,329	126,329
Airport	51,738	51,738
Total Contributions	$2,829,077	$1,999,995
Interest Allocation	80,000	132,402
TOTAL REVENUES	$2,909,077	$2,132,397
EXPENDITURES		
Claims Paid	$2,127,846	$2,212,960
Administrative Fee	125,835	130,868
TOTAL EXPENDITURES	$2,253,681	$2,343,828
ENDING FUND BALANCE	$1,657,440	$1,446,009

PENSION FUND
SUMMARY STATEMENT OF INCOME AND EXPENSES
FOR YEAR ENDED DECEMBER 31, 1985

Employee and Employer Contributions	$3,170,899	
Less: Administration Expenses	-39,606	
NET CONTRIBUTION INCOME		$3,131,293
Investment Income:		
Dividends	$ 607,124	
Interest	1,355,862	
Miscellaneous Income	2,413	
Net Gain/Loss on Investment Sales	297,527	
Less: Investment Services	-96,820	
NET INVESTMENT INCOME		2,166,106
TOTAL INCOME AVAILABLE FOR BENEFIT PAYMENTS		$5,297,399
Benefit Payments:		
Pension Payments	$1,321,388	
Refunds	220,339	
Interest on Refunds	24,008	
TOTAL BENEFIT PAYMENTS		$1,565,735
EXCESS OF INCOME OVER EXPENSES		$3,731,664

DEBT SERVICE FUND

Amounts to be Provided and Appropriations for General Obligation Bond Payments

	1986 Projected	1987 Proposed
Amounts to be Provided:		
Transfer from General Fund	$ 1,978,586	$ 2,210,817
Transfer from Golf Course Fund	159,259	159,258
Transfer from Civic Center Fund	414,400	400,640
Transfer from Parking Fund	580,860	904,332
Transfer from Water Fund	10,700	10,350
Transfer from Sewer Fund	22,372	21,640
TOTAL SOURCES	$ 3,166,177	$ 3,707,037
Appropriations:		
General Obligation Bond Principal:		
Streets and Drainage	$ 936,092	$ 1,081,092
Golf Course Purposes	23,673	26,040
Civic Center Purposes	320,000	320,000
Parking Purposes	580,860	904,332
Water Purposes	10,000	10,000
Sewer Purposes	20,908	20,908
Total Principal	$ 1,891,533	$ 2,362,372
General Obligation Bond Interest:		
Streets and Drainage	$ 1,042,494	$ 1,129,725
Golf Course Purposes	135,586	133,218
Civic Center Purposes	94,400	80,640
Water Purposes	700	350
Sewer Purposes	1,464	732
Total Interest	$ 1,274,644	$ 1,344,665
TOTAL APPROPRIATIONS	$ 3,166,177	$ 3,707,037

VEHICLE REPLACEMENT LIST

Activity Number	Activity Name	Vehicle To Be Replaced	Estimated Cost
	BUREAU OF FINANCIAL AND MANAGEMENT SERVICES		
1541	Revenue	626 Sedan	$ 7,000
1541	Revenue	835 Sedan	7,000
1544	Water/Sewer Rev.	624 Sedan	7,000
1544	Water/Sewer Rev.	832 Sedan	7,000
			$ 28,000
	FACILITIES MAINTENANCE BUREAU		
2020	Park & Tree	772 Chipper (Disk)	$ 12,500
2020	Park & Tree	383 Truck Crane	60,000
2020	Park & Tree	532 1-ton Flatbed w/lift gate	12,500
2020	Park & Tree	897 Stump Remover	25,000
2030	Cemeteries	174 Backhoe	28,500
2030	Cemeteries	381 Flatbed Dump	27,500
2030	Cemeteries	838 Pickup	8,000
2031	Traffic Eng.	575 Aerial Lift	25,000
2031	Traffic Eng.	622 Van	9,500
2033	Drainage Maint.	175 7 cu.yd.Box Dump	45,000
2033	Drainage Maint.	186 7 cu.yd.Box Dump	45,000
2033	Drainage Maint.	579 Sewer Cleaner	125,000
2033	Drainage Maint.	839 Pickup	8,000
2033	Drainage Maint.	841 Pickup	8,000
2035	Streets Maint.	720 Pickup	8,000
2035	Streets Maint.	145 7 cu.yd.Box Dump	45,000
2035	Streets Maint.	182 7 cu.yd.Box Dump	45,000
2035	Streets Maint.	185 7 cu.yd.Box Dump	45,000
2035	Streets Maint.	233 7 cu.yd.Box Dump	45,000
2035	Streets Maint.	234 7 cu.yd.Box Dump	45,000
2035	Streets Maint.	265 7 cu.yd.Box Dump	45,000
2035	Streets Maint.	382 Flatbed Dump	28,000
2035	Streets Maint.	840 Pickup	8,000
2035	Streets Maint.	934 Roller	21,000
			$774,500
	INSPECTIONS		
2310	Inspections	629 Sedan	$ 7,000
2310	Inspections	831 Sedan	7,000
2310	Inspections	833 Sedan	7,000
			$ 21,000

VEHICLE REPLACEMENT LIST

Activity Number	Activity Name	Vehicle To Be Replaced	Estimated Cost
		POLICE BUREAU	
2620	Operations/Patrol	Patrol Units (25)	$337,500
2620	Operations/Patrol	Investig.Sedans (15)	150,000
2620	Operations/Patrol	283 Van	15,000
2620	Operations/Patrol	284 Van	15,000
2620	Operations/Patrol	328 Pickup	8,000
2620	Operations/Patrol	426 Pickup	8,000
			$533,500
		FIRE BUREAU	
2840	Firefighting	810 Pumper	$150,000
		LEISURE SERVICES BUREAU	
3024	Neighborhood Prog.	409 Van	$ 15,000
3040	Bldgs. & Grounds	888 Tractor/Mower	12,500
3040	Bldgs. & Grounds	215 Sedan	7,000
3040	Bldgs. & Grounds	524 Sedan (full-size)	9,000
3040	Bldgs. & Grounds	621 3/4-ton Van	11,500
			$ 55,000
GENERAL FUND TOTAL			$1,562,000
		PUBLIC DEVELOPMENT BUREAU	
4070	Bureau Chief	164 Sedan	$ 7,000
		REVOLVING FUND	
5020	Vehicle Maint.	539 Service Truck	$ 12,500
5020	Vehicle Maint.	535 Service Truck	12,500
			$ 25,000
		GOLF COURSE	
6051	Golf Course	345 Tractor	$ 11,500
6051	Golf Course	666 Greensmower	12,000
6051	Golf Course	585 Greensmower	12,000
6051	Golf Course	587 Tractor	12,000
			$ 47,500

VEHICLE REPLACEMENT LIST

Activity Number	Activity Name	Vehicle To Be Replaced	Estimated Cost
		SANITATION FUND	
6302	Residential Refuse	504 Rear Loader	$ 65,000
6302	Residential Refuse	505 Rear Loader	65,000
6302	Residential Refuse	506 Rear Loader	65,000
6302	Residential Refuse	507 Rear Loader	65,000
6302	Residential Refuse	224 Loader (Rebuild)	15,000
6302	Residential Refuse	837 Pickup	8,000
6303	Refuse Disposal	938 Bulldozer	130,000
6304	Street Cleaning	685 Street Sweeper (Rebuild)	20,000
6304	Street Cleaning	688 Street Sweeper (Rebuild)	20,000
6305	Commercial Refuse	110 Front Loader Refuse	100,000
6305	Commercial Refuse	111 Front Loader Refuse	100,000
6305	Commercial Refuse	236 Sedan	7,000
6305	Commercial Refuse	908 1-ton Pickup w/2-ton hydraulic container hoist	19,000
			$679,000
		WATER FUND	
7102	W/S Administration	632 Sedan	$ 7,000
7110	Water Supply/Treat	901 3/4-ton Pickup	10,000
7110	Water Supply/Treat	623 1/2-ton Van	9,500
7110	Water Supply/Treat	658 1/2-ton Pickup	8,000
7120	Water Distrib	533 Tool & Equip. Truck	13,500
7120	Water Distrib	660 Tool & Equip. Truck	13,500
7120	Water Distrib	115 Air Compressor	11,000
			$ 72,500
		SEWER FUND	
7250	Sewer Maint	570 Flatbed Dump	$ 28,000
7250	Sewer Maint	571 Flatbed Dump	28,000
7250	Sewer Maint	675 Hyd. Sewer Cleaner	45,000
7250	Sewer Maint	625 Sedan	7,000
7260	Lift Stations	619 3/4-ton Pickup	10,000
7260	Lift Stations	633 Sedan	7,000
7270	President St.527	Forklift	15,000
7270	President St.892	Tractor/Mower	13,500
7280	Small Plants	836 3/4-ton Pickup	10,000
			$163,500

VEHICLE REPLACEMENT LIST

Activity Number	Activity Name	Vehicle To Be Replaced	Estimated Cost
		INDUSTRIAL & DOMESTIC WATER FUND	
8002	I & D Water	618 Pickup	$ 10,000
8002	I & D Water	656 Air Compressor	11,000
			$ 21,000
GRAND TOTAL			**$2,577,500**

1987 FLEET ADDITIONS

Activity	Type	Cost
Facilities Maintenance Director	1/2 Ton Pickup Truck	$ 10,000
Park and Tree	1/2 Ton Pickup Truck	8,000
	Mower	10,000
Drainage	Tandem Dump Truck	45,000
	Boom Extension	4,500
Streets	Tractor with Side Mower	19,800
Operations/Patrol	Patrol Units (9)	126,000
Investigations	Sedans (3)	24,000
Police Mgmt. Division	Patrol Unit	14,000
Buildings and Grounds	1/2 Ton Pickup	7,000
	3 Reel Mower	9,500
	Cushman Truckster	6,800
Golf Course	Outfront Rotary Mower	12,000
	Turf/Leaf/Refuse Sweeper	10,500
Parking Enforcement	Sedan	7,000
State Street Garage	Cushman Scooter	6,900
Street Cleaning	Street Sweeper	95,000
Clean Environment	Sedan	7,000
Water Supply & Treatment	1/2 Ton Pickup Truck	8,000
	Sedan	7,000
Water Distribution	3/4 Ton Van	12,000
Lift Stations	1/2 Ton Pickup Trucks (2)	16,000
President Street Plant	1/2 Ton Pickup Truck	8,000
Streets	1/2 Ton Pickup Truck	N/A*
Residential Refuse	Rear Loaders (2)	N/A*
Water Distribution	Utility Trencher with Backhoe	N/A*
		$474,000

* Retention

1986 - 1987
VEHICLE PURCHASE FUND
(Excludes Program Improvements)

	General Fund	Sanit.* Fund	Grant Fund	Revolv. Fund	Golf Fund
BEG. BAL. 1986	$1,196,857	$ 0	$11,766	$ 53,692	$79,335
Vehicle Deprec.	962,830	665,335	1,079	52,317	28,882
Loss Billings	4,762	0	0	1,051	0
Fleet Add. Contr.	159,165	0	0	0	5,000
Replace. Contr.	172,630	122,314	0	0	14,118
Sales Revenue	126,236	0	275	802	450
Interest Revenue	83,791	57,901	0	4,553	2,513
Misc. Revenue	32,986	22,794	0	1,792	989
Insur. Proceeds	21,654	14,963	0	1,177	650
TOTAL REVENUE	$1,564,053	$883,307	$ 1,354	$ 61,692	$52,602
Replace. Purch.	$1,083,500	$684,500	$14,400	$ 72,900	$92,000
Fleet Additions	159,165				5,000
Veh. Rebuilding	114,000	60,000			
Sales Expense	32,197			732	
TOTAL EXPENSE	$1,388,862	$744,500	$14,400	$ 73,632	$97,000
END 86/BEGIN 87 BALANCE	$1,372,049	$138,807	$(1,280)	$ 41,752	$34,937
Vehicle Deprec.	996,528	688,621	1,116	54,159	29,893
Loss Billings	4,762			1,051	
Fleet Add. Contr.	20,000				
Late Add. Contr.					
Replace. Contr.	178,673	126,595	6,889		14,612
Sales Revenue	126,236		275	802	450
Interest Revenue	84,305	58,256		4,582	2,529
Misc. Revenue	33,188	22,934		1,804	996
Insur. Proceeds	21,787	15,055		1,184	654
TOTAL REVENUE	$1,465,479	$911,461	$ 8,280	$ 63,582	$49,134
Replace. Purch.	$1,562,000	$679,000	$ 7,000	$ 25,000	$47,500
Fleet Additions	20,000				22,500
Late Additions					
Veh. Rebuilding					
Sales Expense	32,197			732	
TOTAL EXPENSE	$1,614,197	$679,000	$ 7,000	$ 25,732	$70,000
END BALANCE '87	$1,223,332	$371,268	$ 0	$ 79,602	$14,071

* Sanitation was included in the General Fund through 1985.

1986 - 1987
VEHICLE PURCHASE FUND
(Excludes Program Improvements)

	W/S Fund	I & D Water	Civic Center	Parking* Fund	Total
BEG. BAL. 1986	$ 95,677	$ 22,446	$ 7,051	$ 0	$1,466,824
Vehicle Deprec.	218,060	11,928	2,772	12,779	1,955,982
Loss Billings	1,157				6,970
Fleet Add. Contr.	65,000			38,600	267,765
Replace. Contr.	63,392	596	728	2,676	376,454
Sales Revenue	9,450	700	5,200		143,113
Interest Revenue	18,977	1,038	241	1,112	170,126
Misc. Revenue	7,471	409	95	438	66,973
Insur. Proceeds	4,904	268	62	287	43,966
TOTAL REVENUE	$388,411	$ 14,939	$ 9,098	$55,892	$3,031,349
Replace. Purch.	$225,900	$	$ 7,500	$ 7,200	$2,187,900
Fleet Additions	65,000			38,600	267,765
Veh. Rebuilding					174,000
Sales Expense	2,195	366	1,097		36,587
TOTAL EXPENSE	$293,095	$ 366	$ 8,597	$45,800	$2,666,252
END 86/BEGIN 87 BALANCE	$190,993	$ 37,019	$ 7,552	$10,092	$1,831,921
Vehicle Deprec.	213,346	12,345	2,869	13,226	2,012,103
Loss Billings	1,157				6,970
Fleet Add. Contr.				6,900	26,900
Late Add. Contr.					
Replace. Contr.	65,611	617	753	2,769	396,519
Sales Revenue	9,450	700	5,200		143,113
Interest Revenue	18,049	1,044	243	1,119	170,126
Misc. Revenue	7,105	411	96	440	66,973
Insur. Proceeds	4,664	270	63	289	43,966
TOTAL REVENUE	$319,382	$ 15,387	$ 9,224	$24,743	$2,866,670
Replace. Purch.	$255,000	$ 0	$ 0	$ 0	$2,575,500
Fleet Additions				6,900	49,400
Late Additions					
Veh. Rebuilding					0
Sales Expense	2,295	366	1,097		36,587
TOTAL EXPENSE	$257,295	$ 366	$ 1,097	$ 6,900	$2,661,487
END BALANCE '87	$253,080	$ 52,040	$15,679	$ 6,899	$2,037,104

* Parking Enforcement was included in the General Fund through 1986.

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Appendix

APPENDIX

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
MAYOR			1.00
ALDERMEN			8.00
CITY MANAGER			1.00
CITY ATTORNEY			1.00
ASSISTANT CITY MANAGER			4.00
RECORDER'S COURT JUDGE			2.00
ASST CITY MGR-MGT SERVICES	102	102	1.00
ASST CITY MGR-PUBLIC DEV	102	102	1.00
FACILITIES MAINT DIRECTOR	99	99	1.00
POLICE CHIEF	98	98	1.00
FINANCE DIRECTOR	96	96	1.00
SANITATION DIRECTOR	96	96	1.00
LEISURE SERVICES DIRECTOR	96	96	1.00
FIRE CHIEF	96	96	1.00
ASST FACILITIES MAINT DIRECTOR	93	93	1.00
DPC DIRECTOR	91	91	1.00
TRAFFIC ENGINEERING DIRECTOR	90	90	1.00
CITY ENGINEER	90	90	1.00
INSPECTIONS DIRECTOR	90	90	1.00
REVENUE DIRECTOR	89	89	1.00
CENTRAL SERVICES DIRECTOR	89	89	1.00
PERSONNEL DIRECTOR	89	89	1.00
MANAGEMENT & AUDITING DIRECTOR	89	89	1.00
BUDGET DIRECTOR	89	89	1.00
CED DIRECTOR	89	89	1.00
WATER POLLUTION CONTROL DIR	89	89	1.00
WATER & SEWER PLANNING DIRECTOR	89	89	1.00
PARK & TREE DIRECTOR	89	89	1.00
BUILDINGS & GROUNDS DIRECTOR	89	89	1.00
CIVIC CENTER DIRECTOR	89	89	1.00
WATER OPERATIONS DIRECTOR	89	89	1.00
ASSISTANT FIRE CHIEF	89	89	1.00
POLICE MAJOR	89	89	4.00
VEHICLE MAINTENANCE DIRECTOR	89	89	1.00
ASSISTANT CITY ENGINEER	87	87	1.00
RES REFUSE COLLECTION ADM	87	87	1.00
CEMETERY DIRECTOR	87	87	1.00
DATA BASE SUPERVISOR	83	86	1.00
SYSTEMS SUPERVISOR	85	85	1.00
LABOR RESOURCES DIRECTOR	84	84	1.00
COURT ADMINISTRATOR	84	84	1.00
PURCHASING DIRECTOR	82	82	1.00
HOUSING GRANTS ADMINISTRATOR	82	82	1.00
DP PERSONAL COMPUTER COORD	78	81	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
DPC TRAINING COORDINATOR	78	81	1.00
MAPPER COORDINATOR	78	81	1.00
SENIOR SYSTEMS ANALYST	78	81	3.00
COMPUTER SYSTEMS PROGRAMMER	78	81	1.00
ASST FINANCE DIRECTOR	81	81	1.00
POLICE PLANNING DIRECTOR	81	81	1.00
DP OPERATIONS COORDINATOR	77	80	1.00
CLEAN ENVIRONMENT ADM	80	80	1.00
COMMERCIAL REFUSE COLL ADM	80	80	1.00
STREET CLEANING ADMINISTRATOR	80	80	1.00
RESOURCE MANAGEMENT ADMIN	80	80	1.00
NEIGHBORHOOD PROGRAMS DIRECTOR	80	80	1.00
LS PLANNING DIRECTOR	80	80	1.00
ATHLETICS DIRECTOR	80	80	1.00
GOLF COURSE DIRECTOR	80	80	1.00
FIRE BATTALION CHIEF	78	80	6.00
POLICE CAPTAIN	78	80	6.00
ASST REVENUE DIRECTOR	79	79	1.00
RISK MANAGEMENT ADMINISTRATOR	75	79	1.00
ASSISTANT PERSONNEL DIRECTOR	79	79	1.00
EMPLOYEE DEVELOPMENT ADMIN	79	79	1.00
MASTER ANALYST	79	79	1.00
ASST LABOR RESOURCES DIRECTOR	79	79	1.00
CIP COORDINATOR	79	79	1.00
ASST PARK & TREE DIRECTOR	79	79	1.00
WATER TRT & DIST ADMIN	79	79	1.00
ASST INSPECTIONS DIRECTOR	79	79	1.00
REFUSE DISPOSAL ADMINISTRATOR	79	79	1.00
ASST VEHICLE MAINTENANCE DIR	79	79	1.00
RESEARCH LIBRARIAN	78	78	1.00
SPECIAL ASSISTANT TO MAYOR	78	78	1.00
ASST TO CITY MANAGER	78	78	1.00
COMPUTER PROGRAMMER ANALYST	75	78	3.00
SENIOR INTERNAL AUDITOR	78	78	3.00
SR PERSONNEL COORDINATOR	78	78	1.00
EMPLOYEE ASST PROGRAM COORD	78	78	1.00
SENIOR MANAGEMENT ANALYST	78	78	11.00
ECON DEV PLANNING OFFICER	78	78	1.00
PROGRAM COORDINATOR	78	78	2.00
ARTS DIRECTOR	78	78	1.00
FIRE TRAINING OFFICER	76	78	1.00
COMPLIANCE OFFICER	77	77	1.00
COMMUNITY DEVELOPMENT ADMIN	77	77	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
ECONOMIC DEVELOPMENT ADMIN	77	77	1.00
FIELD ENGINEERING COORD	76	77	1.00
CIVIL ENGINEER	76	77	5.00
TRAFFIC ENGINEERING COORD	76	77	1.00
WASTEWATER COLLECTIONS ADM	77	77	1.00
I & D PLANT OPERATIONS ADMIN	77	77	1.00
WASTEWATER TREATMENT PLANT ADMIN	77	77	1.00
ADMIN SERVICES COORDINATOR	75	76	1.00
DOWNTOWN SERVICES COORD	76	76	1.00
POLICE TRAINING OFFICER	76	76	1.00
EQUIPMENT MAINT SUPERINTENDENT	75	76	3.00
WATER & SEWER REVENUE SUPT	75	75	1.00
PARKING ENFORCEMENT COORD	75	75	1.00
INTERNAL AUDITOR	75	75	1.00
PARTS MANAGER	75	75	1.00
PERSONNEL COORDINATOR	75	75	2.00
MANAGEMENT ANALYST	75	75	9.00
LABOR RESOURCES COORDINATOR	75	75	2.00
PLANNER	75	75	1.00
SPECIAL PROJECTS COORDINATOR	75	75	1.00
CIVIC CENTER PROGRAMS COORD	74	75	1.00
PLANS EXAMINER	73	75	1.00
POLICE CRIME PREVENTION ANALYST	75	75	1.00
SENIOR ACCOUNTANT	74	74	1.00
CHIEF FIRE INVESTIGATOR	72	74	1.00
POLICE LIEUTENANT	72	74	12.00
BLDG AND ELECTRICAL MAINT SUPT	73	74	1.00
TRAFFIC SIGNAL SUPERINTENDENT	73	74	1.00
COMPUTER BUSINESS SUPERVISOR	70	73	1.00
SENIOR BUYER	73	73	1.00
SAFETY/TRAINING OFFICER	73	73	1.00
SENTENCING COORDINATOR	73	73	1.00
CLEAN COMM PROGRAM COORDINATOR	73	73	1.00
WATER SUPPLY SUPERINTENDENT	73	73	1.00
WATER DISTRIB SUPERINTENDENT	73	73	1.00
WATER OPERATIONS SUPT	73	73	1.00
CENTRAL SEWAGE TNT PLANT OP SUPT	73	73	1.00
SEWAGE COLLECTION SUPT	73	73	1.00
SMALL PLANTS SEWAGE TRT SUPT	73	73	1.00
CENTRAL SEWAGE PLANT MECH SUPT	73	73	1.00
LIFT STATION MAINT SUPT	73	73	1.00
POLICE PUBLIC INFORMATION SPEC	73	73	1.00
POLICE STAFF SPECIALIST	73	73	1.00
ENGINEERING TECHNICIAN	70	71	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
CHEMIST	71	71	1.00
FIRE CAPTAIN	69	71	42.00
STREET MAINT SUPERINTENDENT	70	71	1.00
DRAINAGE MAINT SUPERINTENDENT	70	71	1.00
MASTER EQUIPMENT MECHANIC	70	71	8.00
COMPUTER PROGRAMMER	67	70	4.00
ACCOUNTANT	70	70	7.00
BUYER	70	70	2.00
LAB SUPERVISOR	70	70	2.00
L S PROGRAMS COORDINATOR	69	70	2.00
I & D MAINTENANCE SUPERVISOR	70	70	1.00
UTILITIES MAINT SUPERVISOR	70	70	4.00
SEWAGE TRMT PLANT SUPERVISOR	70	70	7.00
PROCESS CONTROL SUPERVISOR	70	70	1.00
POLICE SERGEANT	67	70	31.00
PROGRAM ANALSYT	69	69	1.00
GOLF COURSE MAINT SUPT	68	69	1 00
SENIOR PROPERTIES INSPECTOR	67	69	2.00
ELECTRONIC EQUIPMENT SUPT	68	69	1.00
DP TELECOMM TECHNICIAN	63	68	1.00
SENIOR REHAB INSPECTOR	66	68	1.00
SURVEY PARTY CHIEF	67	68	1.00
CONSTRUCTION INSPECTOR	66	68	5.00
TRAFFIC MAINT SUPERVISOR	67	68	1.00
BUSINESS COORDINATOR	68	68	1.00
BOX OFFICE/CONC SUPERVISOR	68	68	1.00
ASSISTANT PLANS EXAMINER	66	68	1.00
SENIOR BUILDING INSPECTOR	66	68	2.00
SENIOR ELECTRICAL INSPECTOR	66	68	1.00
SR PLUMBING/MECHANICAL INSP	66	68	1.00
SENIOR ZONING INSPECTOR	66	68	1.00
SR FIRE PREVENTION INSPECTOR	66	68	1.00
SANITATION SUPERINTENDENT	67	68	2.00
MASTER PUMP REPAIR MECHANIC	68	68	1.00
WATER TRT PLANT MASTER MECHANIC	68	68	1.00
CHIEF DEPUTY CLERK	67	67	1.00
RECORDER'S COURT INVESTIGATOR	67	67	1.00
GROUNDS MAINT EQUIPMENT SPEC	66	67	1.00
HORTICULTURIST	66	67	1.00
WELDER	66	67	2.00
PRINCIPAL EQUIPMENT MECHANIC	66	67	21.00
HYDRAULICS SPECIALIST	66	67	1.00
BUILDINGS AND GROUNDS SUPT	66	67	2.00
ELECTRONIC CONTROL SYST TECH	65	67	5.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
BUILDING MECHANIC SUPT	66	67	1.00
CONFIDENTIAL SECRETARY	66	66	1.50
ADM ASST TO CITY MANAGER	66	66	1.00
CLERK OF COUNCIL	66	66	1.00
REHABILITATION INSPECTOR	64	66	2.00
BUILDING OPERATIONS SUPERVISOR	63	66	1.00
RECREATION SUPERVISOR	65	66	9.00
BUILDING INSPECTOR	64	66	1.00
ELECTRICAL INSPECTOR	64	66	3.00
PLUMBING/MECHANICAL INSPECTOR	64	66	2.00
ZONING INSPECTOR	64	66	1.00
FIRE PREVENTION INSPECTOR	64	66	2.00
ELECTRONIC EQUIPMENT TECH	65	66	2.00
TRAFFIC PLANNER	64	65	1.00
SOUND SYSTEMS TECHNICIAN	64	65	1.00
FIRE INVESTIGATOR	63	65	1.00
POLICE CORPORAL	63	65	114.00
CATALOGING LIBRARIAN	64	64	1.00
SENIOR COMPUTER OPERATOR	61	64	1.00
CHIEF REVENUE INVESTIGATOR	62	64	1.00
REVENUE SUPERVISOR	62	64	1.00
PARKING FACILITIES MANAGER	62	64	1.00
LABOR RESOURCES TECHNICIAN	64	64	7.00
PARKS MAINT SUPERVISOR	63	64	4.00
CEMETERY SUPERVISOR II	63	64	1.00
SUPERVISING WATER PLANT OPER	64	64	5.00
SR PARKING ENFORCEMENT OFFICER	54	64	1.00
REFUSE COLLECTION SUPT	63	64	10.00
FIELD MAINTENANCE SUPERVISOR	63	64	6.00
STREET CLEANING SUPERVISOR	63	64	2.00
TRAFFIC CONTROL SYSTEM TECH	64	64	6.00
CUST & MESSENGER SERV SUPV	63	64	1.00
AUTO PARTS BUYER	63	63	1.00
INVENTORY MANAGER	63	63	1.00
CEMETERY REHAB SPECIALIST	62	63	1.00
CEMETERY SUPERVISOR I	62	63	2.00
MASTER FIREFIGHTER	61	63	109.00
SUPV PUMP REPAIR MECHANIC	63	63	4.00
BUILDING MAINT MECHANIC	63	63	5.00
SENIOR CARPENTER	63	63	2.00
TREE MAINT CREW CHIEF	61	62	1.00
GOLF COURSE EQUIPMENT SPEC	60	61	1.00
ASST GOLF COURSE MAINT SUPT	60	61	1.00
EQUIPMENT MECHANIC	60	61	10.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
SENIOR EQUIPMENT MECHANIC	60	61	2.00
ELECTRICIAN	61	61	1.00
TELECOMM SUPERVISOR	60	60	1.00
DEPUTY COURT INVESTIGATOR	60	60	2.00
SOCIAL SERVICES COORDINATOR	59	60	1.00
PUMP REPAIR MECHANIC	60	60	10.00
WATER TREAT PLANT MECHANIC	60	60	3.00
SENIOR PAINTER	60	60	1.00
SENIOR LAB TECHNICIAN	59	59	1.00
GROUNDS MAINT EQUIP MECHANIC	58	59	1.00
CEMETERY MAINT CREW CHIEF	58	59	1.00
UTILITIES MAINT CREW CHIEF	58	59	16.00
SENIOR FIRE DISPATCHER	57	59	1.00
SENIOR POLICE DISPATCHER	57	59	1.00
STREETS MAINT CREW CHIEF	58	59	1.00
SANITATION HEALTH INSPECTOR	57	59	1.00
HEAVY CONST EQUIP OPERATOR	56	59	10.00
REVENUE INVESTIGATOR	56	58	6.00
POLICE OFFICER	56	58	133.00
COMPUTER OPERATOR	54	57	4.00
ACCOUNT TECHNICIAN	57	57	1.00
SENIOR ENGINEERING AIDE	56	57	4.00
LAB TECHNICIAN	57	57	3.00
HEAVY EQUIPEMNT OPERATOR	54	57	10.00
SWEEPER OPERATOR	54	57	12.00
COMM REFUSE TRUCK OPERATOR	54	57	5.00
PAINTER	57	57	2.00
CARPENTER	57	57	2.00
TRAFFIC SIGNAL ELECTRICIAN	57	57	2.00
TRAFFIC SIGNAL TECHNICIAN	57	57	1.00
ADMINISTRATIVE ASSISTANT	56	56	16.50
ADMINISTRATIVE SECRETARY	56	56	9.00
ASST CLERK OF COUNCIL	56	56	1.00
TREE TRIMMER II	55	56	1.00
LANDSCAPE GARDENER	55	56	1.00
PARKS MAINT CREW CHIEF	51	56	4.00
BUILDING & GROUNDS SUPERVISOR	55	56	2.00
RECREATION SPECIALIST	55	56	5.40
WATER METER CREW CHIEF	55	56	1.00
WATER PLANT OPERATOR I	56	56	7.00
WATER PLANT OPERATOR II	56	56	8.00
WATER PLANT OPERATOR III	56	56	5.00
SEWAGE TRMT PLANT OPERATOR I	56	56	11.00
SEWAGE TRMT PLANT OPERATOR II	56	56	3.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
SEWAGE TRMT PLANT OPERATOR III	56	56	1.00
FIRE DISPATCHER	53	55	4.00
FIREFIGHTER TRAINEE	53	55	5.00
FIREFIGHTER	53	55	37.00
POLICE DISPATCHER	53	55	18.00
CONST SITE SAFETY MONITOR	53	55	1.00
PRINCIPAL CLERK	54	54	8.00
AUTO PARTS BUYERS ASSISTANT	54	54	1.00
BUYER'S ASSISTANT	54	54	1.00
CHIEF METER READER	53	54	1.00
CUSTOMER SERVICE REP	53	53	3.00
SECRETARY	53	53	10.50
SENIOR DATA CONTROL CLERK	50	53	1.00
PERSONNEL CLERK	53	53	4.00
BAILIFF	53	53	3.00
COURT CLERK	53	53	1.00
ENGINEERING AIDE	52	53	4.00
TREE TRIMMER TRAINEE	52	53	8.00
TREE TRIMMER I	52	53	4.00
TRAFFIC MAINTENANCE SPECIALIST	52	53	1.00
SUPV MAINTENANCE SERV WORKER	52	53	8.00
CODE ENFORCEMENT OFFICER	51	53	4.00
MAINTENANCE CRAFTS WORKER	52	52	4.00
RES REFUSE TRUCK OPERATOR	49	52	53.00
RECREATION CENTER MANAGER	50	51	12.34
PARKING METER TECHNICIAN	50	51	1.00
APPRENTICE EQUIPMENT MECHANIC	50	51	3.00
SENIOR MAIL CLERK	51	51	1.00
SENIOR CLERK TYPIST	50	50	33.00
CLERK-STENO	50	50	4.00
SENIOR STOREKEEPER	50	50	2.00
WATER METER READER	49	50	4.00
WATER SERVICE REPRESENTATIVE	49	50	6.00
WATER METER MECHANIC	50	50	4.00
VEHICLE MAINTENANCE COORD	49	50	1.00
PUMP REPAIR MECHANIC TRAINEE	50	50	4.00
SENIOR CLERK	49	49	20.00
LEISURE SERVICES BUS DRIVER	46	49	1.00
APPR MAINT CR WORKER	49	49	2 00
MEDIUM EQUIPMENT OPERATOR	46	49	46.00
DATA CONTROL CLERK	45	48	1.00
ACCOUNT CLERK	48	48	8.00
SENIOR MAINT SERVICE WORKER	46	48	22.00
MAIL CLERK/CUSTODIAN	48	48	2.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
CASHIER	47	47	8.00
SWIMMING POOL MANAGER	46	47	.50
RECREATION LEADER	46	47	33.56
LIGHT EQUIPMENT OPERATOR	44	47	10.00
CITATION WRITER	44	46	3.00
STOREKEEPER	46	46	3.00
SENIOR GROUNDS MAINT WORKER	44	46	5.00
SENIOR UTILITIES MAINT WORKER	46	46	32.00
PARKING ENFORCEMENT OFFICER	44	46	7.00
INT MNT SERVICE WORKER	44	46	16.00
SR TRAFFIC MAINT WORKER	44	46	3.00
CLERK TYPIST	45	45	14.00
SWITCHBOARD OPERATOR	45	45	3.00
CLUBHOUSE ATTENDANT	44	45	2.00
SANITATION WORKER	43	45	110.25
EQUIPMENT SERVICE ATTENDANT	44	45	5.00
CLERK	44	44	12.00
PARKING METER COIN COLLECTOR	42	44	1.00
GROUNDS MAINT WORKER	41	43	34.67
UTILITIES MAINT WORKER	43	43	16.00
MAINTENANCE SERVICE WORKER	41	43	50.00
PARKING LOT ATTENDANT	41	43	3.00
TRAFFIC MAINTENANCE WORKER	41	43	2.00
SENIOR LIFEGUARD	40	41	2.25
CUSTODIAN	39	41	12.02
SECURITY GUARD	39	39	1.75
RECREATION AIDE	37	38	.75
LIFEGUARD	36	37	6.75
SCHOOL CROSS GUARD	37	37	18.24
GRAND TOTAL			1798.98

CITY OF SAVANNAH
PERSONNEL PAY SCHEDULE *

Effective January 1, 1987

RANGE NUMBER	ANNUAL SALARY LOW	ANNUAL SALARY HIGH
26	$ 7,098	$ 9,512
27	7,273	9,747
28	7,453	9,988
29	7,637	10,234
30	7,826	10,487
31	8,019	10,746
32	8,217	11,011
33	8,420	11,283
34	8,628	11,562
35	8,841	11,847
36	9,059	12,140
37	9,283	12,440
38	9,512	12,747
39	9,747	13,062
40	9,988	13,384
41	10,234	13,715
42	10,487	14,053
43	10,746	14,401
44	11,011	14,756
45	11,283	15,121
46	11,562	15,494
47	11,847	15,877
48	12,140	16,269
49	12,440	16,670
50	12,747	17,082
51	13,062	17,504
52	13,384	17,936
53	13,715	18,379
54	14,053	18,833
55	14,401	19,298
56	14,756	19,775
57	15,121	20,263
58	15,494	20,763
59	15,877	21,276
60	16,269	21,802

* Each position classification is assigned to a pay range containing thirteen steps. Ranges begin at number 26, and end at number 110. 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 2-1/2% rate difference.

RANGE NUMBER	ANNUAL SALARY	
	LOW	HIGH
61	$16,670	$22,340
62	17,082	22,892
63	17,504	23,457
64	17,936	24,036
65	18,379	24,630
66	18,833	25,238
67	19,298	25,861
68	19,775	26,500
69	20,263	27,154
70	20,763	27,825
71	21,276	28,512
72	21,802	29,216
73	22,340	29,938
74	22,892	30,677
75	23,457	31,434
76	24,036	32,211
77	24,630	33,006
78	25,238	33,821
79	25,861	34,656
80	26,500	35,512
81	27,154	36,389
82	27,825	37,288
83	28,512	38,209
84	29,216	39,152
85	29,938	40,119
86	30,677	41,110
87	31,434	42,125
88	32,211	43,165
89	33,006	44,231
90	33,821	45,324
91	34,656	46,443
92	35,512	47,590
93	36,389	48,765
94	37,288	49,969
95	38,209	51,203
96	39,152	52,468
97	40,119	53,763
98	41,110	55,091
99	42,125	56,452
100	43,165	57,846
101	44,231	59,274
102	45,324	60,738
103	46,443	62,238
104	47,590	63,775
105	48,765	65,350
106	49,969	66,964
107	51,203	68,617
108	52,468	70,312
109	53,763	72,048
110	55,091	73,827

1987 RECOMMENDED CAPITAL OUTLAYS

Item	Cost	
GENERAL FUND		
GENERAL ADMINISTRATION		
CLERK OF COUNCIL		
1 Filing System	$ 3,000	
3 Secretarial Chairs	750	
Subtotal		$ 3,750
CITY MANAGER'S OFFICE		
1 Micro-Cassette Dictaphone	$ 520	
1 Card Catalog & Base	550	
1 Code of Georgia Annotation	900	
Steel Shelving	2,825	
1 Index Table	1,250	
1 Desk	800	
Wood Shelving	500	
Subtotal		$ 7,345
Total		$11,095
MANAGEMENT & FINANCIAL SERVICES		
RESEARCH & BUDGET		
2 Work Stations	$ 4,000	
Subtotal		$ 4,000
PERSONNEL		
2 Legal File Cabinets	$ 725	
1 Electric Typewriter	650	
Subtotal		$ 1,375
MANAGEMENT & AUDITING		
1 Electronic Typewriter	$ 900	
Subtotal		$ 900
REVENUE		
1 Couch	$ 1,000	
1 Electronic Typewriter	1,200	
2 Portable Radios	1,100	
1 Printer	1,800	
Subtotal		$ 5,100

Item	Cost	
GENERAL FUND		
MANAGEMENT & FINANCIAL SERVICES		
WATER & SEWER REVENUE		
3 Portable Radios	1,650	
Subtotal		$ 1,650
PURCHASING		
2 Electric Typewriters	$ 1,800	
Subtotal		$ 1,800
Total		$14,825
FACILITIES MAINTENANCE		
FACILITIES MAINTENANCE DIRECTOR		
1 Mobile Radio	$ 1,750	
Subtotal		$ 1,750
PARK & TREE		
2 30 Inch Mowers	$ 5,461	
1 Hydraulic Saw	750	
1 Chainsaw	575	
1 Portable Washer	1,750	
1 Pickup Tank	525	
2 Drinking Fountains	1,500	
Subtotal		$10,561
CEMETERIES		
10 Engine Kits	$ 2,500	
2 Dirt Tampers	4,400	
Subtotal		$ 6,900
TRAFFIC ENGINEERING		
1 Heating/AC Unit	$ 700	
3 Traffic Signal Counters	19,500	
2 Traffic Counters	4,000	
50 Parking Meters	6,000	
100 Parking Meter Mechanisms	9,000	
2 Mobile Radios	4,000	
4 Traffic Signal Poles	7,000	
2 Flashing School Signs	4,600	
Subtotal		$54,800

Item	Cost	
GENERAL FUND		
FACILITIES MAINTENANCE		
DRAINAGE MAINTENANCE		
2 Radios	$ 4,000	
Subtotal		$ 4,000
STREETS MAINTENANCE		
2 Compactors	$ 3,000	
3 Lawnmowers	2,800	
1 Spray Tank	3,000	
2 Mobile Radios	4,000	
1 Trailer	3,200	
Subtotal		$16,000
Total		$94,011
INSPECTIONS		
INSPECTIONS		
1 Electronic Typewriter	$ 1,200	
2 Electric Typewriters	1,800	
Total		$ 3,000
POLICE		
OPERATIONS & PATROL		
35 6-Channel Portable Radios	$63,000	
10 Pagers	2,800	
1 Electric Typewriter	850	
1 Surveillance Camera	550	
Subtotal		$67,200
INVESTIGATIONS		
2 Electric Typewriters	$ 1,700	
10 Concealable Radios	5,300	
Subtotal		$ 7,000
AUXILIARY & TECHNICAL SERVICES		
6 Base/Repeaters	$60,000	
12 12-Channel Mobile Radios	31,000	
12 12-Channel Portable Radios	30,000	
1 Uninterrupted Power Source	5,000	
3 Strobe Lights/Visa Bars	1,500	
Subtotal		$127,500
Total		$201,700

Item	Cost	
GENERAL FUND		
RECORDER'S COURT		
RECORDER'S COURT		
1 Electric Typewriter	$ 800	
Total		$ 800
FIRE		
FIREFIGHTING		
2 Ice Makers	$ 1,500	
1 Dishwasher	500	
1 2-1/2 Inch Hose	8,000	
1 1-1/2 Inch Hose	2,500	
2 Portable Radios	2,900	
5 Mobile Radios	8,850	
1 Lawn Mower	500	
12 Salvage Covers	1,200	
4 Air Conditioners	2,200	
2 Gym Packs	800	
1 Air Compressor	1,700	
1 Search Light	600	
Total		$31,250
LEISURE SERVICES		
ATHLETICS		
1 Tennis Windscreen	$ 2,000	
1 Electronic Typewriter	1,200	
1 Push Mower	600	
Subtotal		$ 3,800
NEIGHBORHOOD CENTERS		
1 Mobile Radio	$ 1,800	
2 Basketball Backboards	1,500	
Subtotal		$ 3,300
ADULT DAY CARE		
1 Electronic Typewriter	$ 1,200	
Subtotal		$ 1,200

Item	Cost	
GENERAL FUND		
LEISURE SERVICES		
CITY GOLDEN AGE		
1 Portable Piano	$ 700	
Subtotal		$ 700
BUILDINGS & GROUNDS MAINTENANCE		
1 Vacuum Cleaner	$ 725	
2 Gas Chlorinators	2,000	
5 Vacuum Heads	4,300	
1 Fertilizer Spreader	1,000	
Subtotal		$ 8,025
Total		$17,025
INTERDEPARTMENTAL		
Data Processing Equipment	$100,000	
Total		$100,000
GENERAL FUND TOTAL		$473,706
REVOLVING FUND		
ENGINEERING		
ENGINEERING		
1 Survey Transit	$ 3,000	
Total		$ 3,000
VEHICLE MAINTENANCE		
VEHICLE MAINTENANCE		
1 Brake Drum Lathe	$ 5,000	
5 Hydraulic Jacks	4,835	
2 Pumps	2,000	
1 Tire Changer	6,000	
Total		$17,835

Item	Cost	
REVOLVING FUND		
CENTRAL SERVICES		
CENTRAL SERVICES		
1 Portable Battery Tester	$ 600	
1 Drill Press	500	
Total		$ 1,100
SERVICE DESK		
SERVICE DESK		
1 Electric Typewriter	$ 850	
2 Time Clocks	900	
1 Refrigerator	500	
Total		$ 2,250
REVOLVING FUND TOTAL		$24,185
GOLF COURSE FUND		
GOLF COURSE		
2 7-Gang Rough Mowers	$31,000	
15 Golf Carts	27,500	
1 Sickle Bar Mower	4,000	
1 Topdresser	2,200	
2 Portable Radios	1,300	
1 Ball Dispensing Machine	2,500	
GOLF COURSE FUND TOTAL		$68,500

Item	Cost	
CIVIC CENTER FUND		
CIVIC CENTER		
Basketball Goals	$18,000	
Concessions Equipment	10,000	
Ballroom Drapes	8,000	
Office Floor Covering	3,000	
1 Industrial Vacuum Sweeper	2,000	
CIVIC CENTER FUND TOTAL		$41,000
PARKING FUND		
PARKING ENFORCEMENT		
3 Portable Radios	$ 1,650	
2 Computer Terminals (State Street Garage)	4,400	
1 Portable Radio (Montgomery Street Garage)	550	
1 Electric Typewriter	650	
PARKING FUND TOTAL		$ 7,250
SANITATION FUND		
RESIDENTIAL REFUSE		
Truck Washing Equipment	$ 2,000	
Subtotal		$ 2,000
STREET CLEANING		
2 Mobile Radios	$ 3,438	
Subtotal		$ 3,438
COMMERCIAL REFUSE		
50 Refuse Containers	$20,000	
Subtotal		$20,000
CLEAN ENVIRONMENT		
1 Electric Typewriter	$ 721	
3 Mobile Radios	5,312	
Subtotal		$ 6,033
SANITATION FUND TOTAL		$31,471

Item	Cost	
WATER FUND		
WATER SUPPLY & TREATMENT		
3 Gas Chlorinators	$ 4,500	
2 Booster Pumps	900	
2 Fluoride Mixing Tubs	1,000	
4 Fluoride Pumps	5,240	
1 72 In. Riding Lawnmower	9,200	
4 Chlorine Exhaust Fans	2,200	
4 Hydraulic Pumps	5,600	
4 Chlorine Cylinder Scale	2,400	
2 Mobile Radios	4,000	
1 Personal Computer with Mapper Capability	2,500	
Subtotal		$37,540
WATER DISTRIBUTION		
2 Pneumatic Paving Breakers	$ 2,000	
1 Ferromagnetic Metal Detector	1,000	
1 Model 1300K Side Tap	5,895	
1 Electric Typewriter	900	
2 Desks	1,000	
1 Mobile Radio	1,800	
1 Air Conditioning Unit	10,000	
Subtotal		$22,595
WATER FUND TOTAL		$60,135
SEWER FUND		
SEWER MAINTENANCE		
3 Mobile Radios	$ 5,400	
2 Paving Breakers	2,900	
1 Pneumatic Tamping Machine	1,175	
1 Pipe Cutter	1,750	
Subtotal		$11,225
LIFT STATION MAINTENANCE		
10 1/2 HP Compressors	$ 2,100	
12 Discharge Sump Pumps	4,200	
3 Mobile Radios	5,800	
1 Lawn Mower	3,500	
2 5 HP Pumps	3,500	
Subtotal		$19,100

Item	Cost	
SEWER FUND		
PRESIDENT STREET PLANT		
2 Drive Gears/Aerators	$20,000	
1 Impeller for Raw Sewage Pump	6,500	
3 Sump Pumps	8,000	
1 150 HP Aerator Motor	8,000	
1 Plastic Bar Screen	15,000	
1 Flow Meter	8,000	
2 Mobile Radios	5,000	
Micro Screens Repair	8,000	
2 Hydraulic Cylinders	15,000	
1 Air Compressor	5,600	
Subtotal		$ 99,100
SMALL PLANTS OPERATIONS		
3 Floating Aerators	$15,000	
1 12 Ft. Boat & Trailer	6,000	
2 Sump Pumps	6,000	
1 Flow Meter & Chart Recorder	8,750	
2 Mobile Radios	3,000	
2 File Cabinets	600	
5 Hand-Held Ph Meters	500	
4 Dissolved Oxygen Probes	650	
Subtotal		40,500
SEWER FUND TOTAL		$169,925
I & D WATER FUND		
I & D WATER		
1 Modem for Lab	$ 1,025	
1 Chlorine Scale	7,000	
1 Demineralizer (Water Purification) Unit	2,000	
1 Microscope	1,500	
I & D WATER FUND TOTAL		$ 11,525
GRAND TOTAL		$887,697

1987 CONTRACTUAL BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
TRAFFIC ENGINEERING		
Install Heating/Air Conditioning System Sign Shop	8	$4,500
Install Accoustical Tile Ceiling, Sign Shop	8	2,500
Subtotal	16	$7,000
INSPECTIONS		
Modify Heating/Air Conditioning System 2nd floor, Gamble Bldg.	8	$5,000
FIREFIGHTING		
Miscellaneous Roof Repairs, all stations	8	$2,600
COMMUNITY DEVELOPMENT		
Restretch all carpets, offices on 3rd floor, Gamble Bldg.	8	$ 250
Adjust Heating/Air Conditioning, Conference Room, 3rd floor, Gamble Bldg.	8	2,000
Subtotal	16	$2,250
BUILDING & ELECTRICAL MAINTENANCE		
Miscellaneous labor, outside contractors	8	$5,305
SERVICE DESK		
Install vinyl wall covering on sheetrock & above paneling, New D.P.S. Bldg.	8	$2,500
Install vinyl wall covering in restrooms, Old D.P.S. Bldg.	8	800
Install sheet vinyl floor tile in restrooms, Old D.P.S. Bldg.	8	500
Subtotal	24	$3,800
GOLF COURSE		
Reroof main clubhouse	8	$7,000
WATER SUPPLY		
Labor to install shingles on new roof, Well #1	8	$ 700
Labor to install shingles on new roof, Well #6	8	$ 700
Labor to install shingles on new roof, Well #13	8	$ 700
Labor to install shingles on new roof, Well #14	8	$ 700
Labor to install shingles on new roof, Well #15	8	$ 700
Subtotal	40	$3,500

1987 CONTRACTUAL BUILDING MAINTENANCE REPAIRS

		Manhours	Materials
METROPOLITAN PLANNING COMMISSION			
Install vinyl floor tile in restroom, Bay Street level, M.P.C.		8	$ 500
Install vinyl floor tile in print shop, Factors Walk level, M.P.C.		8	900
	Subtotal	16	$1,400
	TOTAL	144	$37,855

1987 IN-HOUSE BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
MAYOR AND ALDERMEN		
Miscellaneous	60	$ 200
CLERK OF COUNCIL		
Miscellaneous	60	$ 200
CITY MANAGER		
Miscellaneous	60	$ 250
ASST. CITY MANAGER/MANAGEMENT & FINANCIAL SVC.		
Miscellaneous	60	$ 200
RESEARCH AND BUDGET		
Paint entire interior office area	40	$ 150
Replace exterior door w/steel door	24	350
Miscellaneous	140	300
Subtotal	204	$ 800
PERSONNEL		
Miscellaneous	60	$ 300
MANAGEMENT & AUDITING		
Miscellaneous	60	$ 200
REVENUE		
Remove metal shelves & drawers and replace wooden shelves	48	$ 200
Install shelving, Basement City Hall,	64	300
Miscellaneous	60	300
Subtotal	172	$ 800
WATER & SEWER REVENUE		
Miscellaneous	60	$ 200
PURCHASING		
Miscellaneous	60	$ 200
FACILITIES MAINTENANCE DIRECTOR		
Miscellaneous	60	$ 200

	Manhours	Materials
PARK & TREE		
Fabricate map storage cabinet	80	$ 200
Install 300 amp service to Nursery Building	48	600
Install and/or relocate lights, receptacles, & switches - Nursery Building	64	200
Fabricate 12' long credenza - Director's Office	64	300
Replace rotten eaves, Equipment Maint. Bldg., Nursery Building	80	250
Paint fencing Confederate Monument, Forsyth Park	80	150
Paint gazebo - Crawford Square	48	150
Fabricate bookcase - Director's office	48	100
Miscellaneous	100	500
Subtotal	612	$2,450
CEMETERIES		
Repair light fixtures	32	$ 130
Replace ballast in lights	16	100
Install 220 volt receptacles	8	20
Fabricate Cemetery Marker Forms	15	106
Check building soffet	15	0
Repair columns, Maintenance Bldg.	12	45
Replace window panes, Laurel Grove North	24	43
Rehandle tools	32	120
Subtotal	154	$ 564
TRAFFIC		
Fabricate 10 silk screen frames, 18" x 24"	32	$ 100
Fabricate 10 silk screen frames, 24" x 30"	32	100
Fabricate 10 silk screen frames, 30" x 30"	32	100
Fabricate 5 silk screen frames, 30" x 36"	16	50
Fabricate 5 silk screen frames, 36" x 36"	16	50
Fabricate 5 silk screen frames, 42" x 36"	16	50
Fabricate 5 silk screen frames, 48" x 42"	16	50
Fabricate silk screens	19	89
Paint exterior Sign Shop	80	300
Level concrete floor, east room Sign Shop	16	200
Rebuild east exterior wall, Sign Shop	80	300
Paint 6 Traffic Controller Cabinets	32	75
Paint 24 Traffic Signal Poles & Mast Arms	120	200
Fabricate, paint & stencil 120 Tripod Barricades, 42" high	100	600
Fabricate, paint & stencil 150 - 12' long barricades w/legs	600	2,250
Fabricate and paint 20 Tripod easels 84" high	32	200
Rehandle tools	15	132
Fabricate foundation forms	21	142
Fabricate Traffic gates, Bay Street ramp	45	96
Replace double doors	17	208
Fabricate 1 work bench & related module storage bins, Signal Repair Shop	100	250
Paint 2 offices, Traffic Eng. Bldg.	80	100
Subtotal	1,517	$5,642

	Manhours	Materials
DRAINAGE		
Renovate restrooms, north end of warehouse	250	$2,000
Fabricate concrete catchbasin forms	60	292
Fabricate truck bodies	110	371
Rehandle tools	35	206
Subtotal	455	$2,869
STREETS MAINTENANCE		
Rehandle tools	50	$ 382
Fabricate concrete hand floats	90	419
Fabricate truck bodies	75	375
Subtotal	215	$1,176
INSPECTIONS		
Fabricate 200 Appeal & Amendment signs	100	$ 900
Miscellaneous	60	200
Subtotal	160	$1,100
POLICE CHIEF		
Miscellaneous	100	$ 300
AUXILIARY & TECHNICAL		
Repair lights	120	$ 900
Repair receptacles	60	656
Power failure (generator)	24	100
Short circuits	32	50
Install conduit/wire	64	550
Repair doors & jambs	48	300
Install locks	48	96
Fabricate credenzas	64	350
Repair windows	32	125
Roof repair (minor)	64	450
Subtotal	556	$3,577
POLICE ACADEMY		
Miscellaneous	50	$ 300

FIRE CHIEF		
Miscellaneous	50	$ 300
FIREFIGHTING		
Repair lights	48	$ 630
Repair receptacles	16	200
Repair hot water heaters	24	120
Power failure (generators)	16	48
Short circuits	8	48
Install conduit/wire/switches	48	860
Repair doors	48	132
Repair window screens	12	217
Roof repairs (minor)	16	48
Repair fascia & soffets	16	120
Fabricate lockers	48	175
Paint interior, Fire Station #1	120	1,500
Paint interior/exterior, Fire Station #2	160	1,500
Replace 3 wood doors in rear of Station #2 w/steel doors	60	900
Remodel kitchen, Fire Station #4	160	2,000
Paint interior, Fire Station #4	80	1,500
Paint interior/exterior, Fire Station #7	160	1,500
Paint interior, Fire Station #8	120	1,500
Subtotal	1,160	$12,998
LEISURE SERVICES DIRECTOR		
Miscellaneous	60	$ 200
ATHLETICS		
Miscellaneous	60	$ 200
NEIGHBORHOOD PROGRAMS		
Miscellaneous	60	$ 200
GOLDEN AGE		
Miscellaneous	48	$ 100

Activity Program $ 8,080
- Computer science, planetarium and lab experience for 30 centers and park sites in summer - includes workshop for park and center leaders
  Date: May, June, July 1987
  Est. Attendance: 2,000 youth

Zoology Week $ 6,489
- A week-long series of activities that takes place annually at the museum - includes art show for children, zoology lectures, children's pet show and open house
  Date: May, 1987
  Est. Attendance: 6,000 parents and children

"Science Fun for Therapeutics" Program $ 2,158
- A planned science program on a monthly basis designed for participation by the handicapped; also includes summer puppet shows at Therapeutics camp sites
  Date: Throughout 1987
  Est. Attendance: handicapped children, teens, adults

Exploring for the Young at Heart $ 3,952
- A varied program for senior citizens, with visits to the museum and center visits by museum staff
  Date: Throughout 1987
  Est. ATtendance: 1,200 senior citizens

Science Activities at Recreation Centers $ 3,677
- 2-part presentation
  Part I provides a special program to each of the City's recreation centers in May (4 shows)
  Part II consists of an educational puppet show presented at each of the City's park sites and centers
  Date: Summer, 1987
  Est. Attendance: 1,400 youth

Science Visits to Institutionalized Youth $ 1,000
- Science Museum staff member will visit 10 sites with a special science program
  Date: Throughout 1987
  Est. Attendance: 500 - 600

SAVANNAH SYMPHONY — $126,014

Symphony Outreach Program — $16,667
- Performances by various small ensemble groups and chamber orchestra to Golden Age centers, recreation centers, and parks - to make orchestral music accessible to every segment of the City's population
  Date: Throughout 1987
  Est. Attendance: 2,000

Arts-on-the-River Weekend — $53,518
- Two nights of orchestral music (varied programs) for the general public
- coordinated with Ballet South and Savannah Theatre Company
  Date: May, 1988
  Est. Attendance: 7,500 each night

Picnic in the Park Concert — $30,000
- A pops concert for the general public held in Forsyth Park, will include an afternoon children's concert
  Date: Fall 1987
  Est. Attendance: 5,000 - 6,000 general public

Black Heritage Concert — $25,829
- A concert featuring works by local and national black musicians/composers during Black History Month/Black Heritage Week - held at Civic Center
  Date: February 1988
  Est. Attendance: 1,860 general public

SAVANNAH THEATRE COMPANY — $44,150

Traveling Theatre for the Institutionalized — $ 3,150
- A play or musical revue by the Mini-Rep Company that will be taken to specific targeted audiences, i.e. the orphaned, handicapped (mental and physical) and the elderly
  Date: Throughout 1987
  Est. Attendance: 1,000

Arts-on-the River Weekend — $ 2,200
- In coordination with the Symphony and Ballet South, a program of theatre music using a musical review format will be performed
  Date: May, 1987
  Est. Attendance: 3,000 general public

Summer Parks Touring Theatre — $14,550
- The Mini-Rep Company will present a series of educational performances plus workshops in parks, playgrounds, and neighborhood centers
  Date: June-August, 1987
  Est. Attendance: 3,000 youth

Spring-Fall Touring Theatre — $24,250
- Different productions geared to target audiences - toured to Golden Age Centers, neighborhood centers, etc. - by the Mini-Rep Company
  Date: January-May 1987
  September-November 1987
  Est. Attendance: 6,000

TELFAIR ACADEMY — $30,494

Family Sundays — $ 3,000
- Free admission to museum for families, with family-oriented programming
  Date: Spring, Fall, Winter 1987
  Est. Attendance: 1,000

Summer Programming for City Parks and Playgrounds — $ 840
- Children will visit the museum from neighborhood playgrounds, a program encouraging creative thought and visual awareness will be presented
  Date: Summer 1987
  Est. Attendance: 350 - 500 youth

Treasure Trunks — $ 2,108
- Museum teachers will take trunks containing art, educational materials to 36 outreach sites
  Date: Summer/Fall 1987
  Est. Attendance: 1,000

FIRE CHIEF		
Miscellaneous	50	$ 300
FIREFIGHTING		
Repair lights	48	$ 630
Repair receptacles	16	200
Repair hot water heaters	24	120
Power failure (generators)	16	48
Short circuits	8	48
Install conduit/wire/switches	48	860
Repair doors	48	132
Repair window screens	12	217
Roof repairs (minor)	16	48
Repair fascia & soffets	16	120
Fabricate lockers	48	175
Paint interior, Fire Station #1	120	1,500
Paint interior/exterior, Fire Station #2	160	1,500
Replace 3 wood doors in rear of Station #2 w/steel doors	60	900
Remodel kitchen, Fire Station #4	160	2,000
Paint interior, Fire Station #4	80	1,500
Paint interior/exterior, Fire Station #7	160	1,500
Paint interior, Fire Station #8	120	1,500
Subtotal	1,160	$12,998
LEISURE SERVICES DIRECTOR		
Miscellaneous	60	$ 200
ATHLETICS		
Miscellaneous	60	$ 200
NEIGHBORHOOD PROGRAMS		
Miscellaneous	60	$ 200
GOLDEN AGE		
Miscellaneous	48	$ 100

	Manhours	Materials
BUILDINGS & GROUNDS		
Remove graffiti from all buildings	243	$ 700
Carpentry work	30	45
Repair scoreboards	70	161
Repair lights/Centers	66	559
Repair receptacles/Centers	19	103
Repair lights/Recreation	61	473
Repairs lights/Security	20	134
Repair equipment/Centers	16	73
Repair doors/Centers	40	145
Repair windows/Centers	25	117
Repair fences/Centers	8	74
Paint exterior Bureau Chief's Office Bldg.	120	300
Paint exterior/interior Ambucs Field House	80	200
Paint exterior, W.W. Law Center	160	600
Paint exterior, May St. Center	160	600
Paint interior/exterior trims Forsyth Park Restroom Building	60	150
Paint interior Activity Bldg., Daffin Park	80	150
Paint exterior Carpenter Shop, Grayson Stadium	40	150
Paint exterior wall around stadium	80	600
Paint & Repair stadium	600	4,000
Subtotal	1,978	$9,334
PUBLIC DEVELOPMENT BUREAU CHIEF		
Fabricate bookshelves for ACM's office	120	$ 400
Miscellaneous	60	200
Subtotal	180	$ 600
COMMUNITY DEVELOPMENT		
Miscellaneous	60	$ 200
ECONOMIC DEVELOPMENT		
Miscellaneous	48	$ 100
HOUSING		
Miscellaneous	48	$ 100
LABOR RESOURCES - ADMIN. AGENCY		
Miscellaneous	48	$ 100
ASSESSMENT CENTER		
Miscellaneous	48	$ 100
DATA PROCESSING		
Miscellaneous	60	$ 200

	Manhours	Materials
ENGINEERING		
Repair lights	31	$ 51
Repair receptacles	11	20
Install receptacles	40	110
Replace vinyl stair treads	26	307
Replace damaged paneling	8	79
Replace damaged ceiling tile	4	40
Fabricate exhaust fan louvers	24	18
Replace broken window panes	3	15
Subtotal	147	$ 640
VEHICLE MAINTENANCE		
Paint interior of garage areas, both units	200	$ 500
Repair lights/receptacles	60	691
Electrical Service, equipment	57	250
Install trim, restroom	3	17
Install door locks	4	23
Fabricate 4 window sashes	54	79
Fabricate ramps for sweepers	4	7
Replace window panes	11	14
Subtotal	393	$1,581
CENTRAL SERVICES DIRECTOR		
Miscellaneous	60	$ 200
SERVICES & SUPPLIES MANAGEMENT		
Paint exterior, warehouse	200	$ 750
Miscellaneous	48	200
Subtotal	248	$ 950
SWITCHBOARD		
Miscellaneous	48	$ 100
CUSTODIAL & MESSENGER SERVICE		
Repair lights/Gamble Bldg.	44	$ 175
Repair lights/City Hall	43	218
Repair heaters/City Hall	8	15
A/C System/City Hall	32	20
A/C System/Gamble	40	25
Emergency lights/Gamble	40	394
Install/replace locks/City Hall	50	57
Adjust closers/doors	10	0
Repair windows	20	45
Mount restroom fixtures	20	10
Replace ceiling tile	20	80
Subtotal	327	$1,039
BUILDING & ELECTRICAL MAINTENANCE		
Rehandle tools	203	$ 557
Fabricate concrete hand floats	56	518
Miscellaneous, Carpentry Shop	43	600
Subtotal	302	$1,675

	Manhours	Materials
ELECTRONIC EQUIPMENT REPAIR		
Install overhead fans in work stall area	80	$ 120
Install antenna	10	10
Repair short circuit	2	12
Fabricate shelving/Parts storage	28	430
Fabricate floor pads/Radio shop	8	19
Install gate	8	12
Fabricate work table/Stall area	4	14
Subtotal	140	$ 617
SERVICE DESK		
Paint exterior, windows, doors & trim D P S Building	120	$ 400
Install paneling 4' up in hallways & offices in new D P C Administrative Bldg.	100	700
Repair lights D P C Bldg.	48	174
Repair receptacles, D P C Bldg	24	26
Install lights, receptacles & panel, Guard Shack	29	360
Fabricate cabinet, restroom	15	37
Install barrel bolt restroom	4	2
Subtotal	340	$1,699
GOLF COURSE		
Repair lights	16	$ 80
Repair receptacles	16	25
Electrical/Maintenace Shop	32	275
Replace lower siding, Clubhouse	16	140
Repair doors	8	80
Subtotal	88	$ 600
CIVIC CENTER		
Miscellaneous	48	$ 100
PARKING ENFORCEMENT		
Miscellaneous	60	$ 300
SANITATION DIRECTOR		
Miscellaneous	60	$ 200
RESIDENTIAL REFUSE		
Miscellaneous	60	$ 300
REFUSE DISPOSAL		
Miscellaneous	90	$ 300

	Manhours	Materials
STREET CLEANING		
Install 6 fluorescent fixtures, Sweeper Shed	32	$ 400
Install 6 fluorescent fixtures, Sweeper Storage Room (near wash rack)	32	$ 400
Install 4 duplex receptacles, Sweeper Storage Room (near wash rack)	16	$ 150
Miscellaneous	60	150
Subtotal	140	$1,100
WATER SUPPLY		
Paint interior, Well #2	48	$ 100
Paint exterior, Well #3	32	150
Paint interior/exterior, Well #4	48	175
Paint doors & trim, Well #5	32	150
Paint exterior Chlorine Building, Well #7	16	75
Paint exterior, Well #8	32	150
Carpentry work for new roof, Well #1	200	600
Carpentry work for new roof, Well #6	200	600
Carpentry work for new roof, Well #13	200	600
Carpentry work for new roof, Well #14	200	600
Carpentry work for new roof, Well #15	200	600
Paint interior/exterior, Well #10	48	175
Paint interior/exterior, Well #11	60	175
Paint interior/exterior, Well #12	60	175
Paint interior/exterior, Well #13	48	175
Paint interior/exterior, Well #14	48	175
Paint interior/exterior, Well #15	60	175
Paint interior/exterior, Well #16	48	175
Paint interior/exterior, Well #17	60	175
Paint interior/exterior, Well #18	60	175
Paint interior/exterior, Well #22	48	175
Paint interior/exterior, Well #23	60	175
Paint doors, Well #24 16	75	
Paint interior/exterior, Well #25	60	175
Paint interior/exterior, Well #27	60	175
Subtotal	1,944	$6,150
WATER DISTRIBUTION		
Repair lights	8	$ 20
Repair receptacles	8	15
Fabricate shipping crates	24	290
Rehandle tools	20	150
Fabricate concrete forms	9	38
Fabricate truck bodies	17	85
Subtotal	86	$ 598
SEWER MAINTENANCE		
Miscellaneous	60	$ 200

	Manhours	Materials
LIFT STATION MAINTENANCE		
Paint interior/exterior, Lift Station #1	32	$ 100
Paint interior/exterior, Lift Station #2	48	150
Paint interior/exterior, Lift Station #4	48	175
Paint interior/exterior, Lift Station #5	48	175
Paint interior/exterior, Lift Station #8	60	175
Paint interior/exterior, Lift Station #10	48	175
Paint interior/exterior, Lift Station #11	48	175
Paint interior/exterior, Lift Station #18	48	175
Paint interior/exterior, Lift Station #20	48	175
Paint interior/exterior, Lift Station #28	48	175
Paint interior/exterior, Lift Station #31	48	175
Paint interior/exterior, Lift Station #36	48	175
Paint interior/exterior, Lift Station #49	48	175
Paint interior/exterior, Lift Station #50	48	175
Paint interior/exterior, Lift Station #65	48	175
Paint doors, Lift Station #64	32	75
Paint interior/exterior, Lift Station #80	48	175
Paint interior/exterior, Lift Station #83	48	175
Subtotal	844	$2,950
PRESIDENT STREET PLANT		
Miscellaneous	60	$ 200
SMALL PLANTS		
Miscellaneous	60	$ 200
I & D WATER		
Replace window panes	28	$ 245
Repair roof leaks (minor)	30	203
Fabricate shelving	42	136
Subtotal	100	$ 584
METROPOLITAN PLANNING COMMISSION		
Paint interior all offices	240	$ 700
Repair exterior door hinges, Print Shop	32	75
Miscellaneous	60	200
Subtotal	332	$ 975
10% CONTINGENCY		$ 6,952
TOTAL	14,680	$76,470

CULTURAL AGENCIES AND ARTS PROGRAMS
RECOMMENDED PROGRAMS

BALLET SOUTH		$10,375
Broadway Workshop	$ 4,000	
- Program to dance excerpts to be taken to neighborhood parks and centers Date: July, 1987 Est. Attendance: 1,500 youth and elderly		
Creative Movement for the Handicapped	$ 2,500	
- Therapy for coordination and rhythm and interaction, designed to expand creative potential of the handicapped Date: June-August, 1987		
Performance with Savannah Symphony "Arts-on-the-River"	$ 3,539	
- A program produced in coordination with the Savannah Symphony Date: May, 1987 Est. Attendance: 2,500 general public		
Outdoor Performing Arts Festival	$ 336	
- Performance of "On Broadway" dance excerpts as part of outdoor festival Date: Summer, 1987 Est. Attendance: 1,000 general public		
CENTER FOR PUPPETRY ARTS	$ 3,400	
Puppet Theatre Performance	$ 3,400	
- Center for Puppetry Arts Performances of Hansel & Gretel, also puppetry-building workshops at Armstrong and Neighborhood Centers. Date: March, 1987 Est. Attendance: 650 parents and children		
CITY LIGHTS THEATRE COMPANY		$14,000
Outreach Touring Program for the Elderly	$ 4,000	
- Plays will be toured to sites such as Williams Court, Stubbs Towers, Stillwell Towers, etc. Date: Throughout 1987 Est. Attendance: 1,500 elderly		

Shakespeare in the Square — $ 4,500
- Weekend production of a Shakespearean play in a historic park
  Date: Spring, 1987
  Est. Attendance: 3,500-5,000 general public

Summer Musicals in the Parks — $ 1,500
- Performances by school-age children, grades 3 through 12 in two neighborhood locations
  Date: Summer, 1987
  Est. Attendance: 500 general public

Creative Theatre for the Handicapped — $ 2,000
- Classes in creative dramatics for handicapped youth at special summer camp sessions
  Date: Summer, 1987
  Est. Attendance: 250 youth

Outdoor Performing Arts Festival — $ 2,000
- Provide technical direction plus personnel for summer Festival

COASTAL HERITAGE SOCIETY — $27,850

Weekends in History — $17,850
- Five "theme weekend" programs
  Date: 5 weekends in 1987
  Est. Attendance: 7,000-10,000 general public

Musical Outreach — $ 3,900
- Historical music presentations at 24 institutions throughout the year
  Date: Throughout 1987
  Est. Attendance: 2,400 youth and senior citizens

Summer at the Fort — $ 3,900
- Historical craft demonstrations, traditional games, hands-on-experiences and cannon-firing as part of summer program
  Date: June, July, August, 1987
  Est. Attendance: 1,250 youth

Performing Arts at the Fort $ 2,200
- Traditional musical groups - Sea Island Singers, 19th century variety-type show, Civil War brass band to perform as part of Weekends in History
  Date: On Theme Weekends
  Est. Attendance: 7,000-10,000 general public

COASTAL JAZZ ASSOCIATION $28,250

Young Emerging Artist Program $ 4,000
- (4 concerts) Young people's jazz concerts in various neighborhood centers and other locations
  Date: January-September, 1987
  Est. Attendance: 800-1,000 youth

5th Annual Coastal Jazz Festival $20,000
- A finale showcase of local and nationally-known performers, held in Forsyth Park, accessible to entire community to celebrate Savannah's jazz heritage
  Date: September 1987
  Est. Attendance: 5,000 general public

Georgia's Jazz History $ 4,250
- Performance of national jazz artists from Savannah and Georgia during Georgia Week
  Date: February, 1987
  Est. Attendance: 2,300 general public

GEORGIA COUNCIL FOR THE ARTS MATCHING GRANT FUND - 2nd YEAR $10,000
- 12 special programs involving a practicing artisan working with underserved population segments to bring a hands-on-arts experience to the elderly, the handicapped, the institutionalized, and urban youth
  Date: January - December, 1987
  Est. Participation: 3,000 urban use senior citizens and handicapped

GEORGIA PUBLIC RADIO WSVH FM 91 — $ 9,500

Local Performance Fund- "In Performance" — $ 9,500
- 26 broadcasts of local performances and performers, saluting human service agencies - serves elderly, low-income, and handicapped as well as general public
  Date: January - December
  Est. Attendance: 28,000 general public peak audience for each broadcast

KING-TISDELL COTTAGE FOUNDATION, INC. — $22,046

William Anderson: Exhibit of Various Art Forms — $ 3,929
- Exhibit of painting, sculpture and photographs
  Dates: March 29 - May 2, 1987
  Est. Attendance: 3,000 general public

Paul Jones: African Collection — $ 6,139
- Exhibition of African art
  Date: May 31 - July 11, 1987
  Est. Attendance: 3,000 general public

Roland L. Freeman: Southern Roads — $ 4,304
- Photographic exhibition of Black American crafts and skills
  Date: February 15 - March 28, 1987
  Est. Attendance: 3,000 general public

Malkia Roberts: Afro-American Art — $ 5,754
- Painting exhibition, first black female artist to exhibit at King-Tisdell
  Date: Sept. 6 - October 17, 1987
  Est. Attendance: 3,000 general public

A Photo Study of Contemporary Life in Savannah — $ 1,920
- A project to record and exhibit a reflection of Savannah through photos (3 locations for exhibit)
  Date: January - April, 1987
  Est. Attendance: 2,500 general public

OUTDOOR PERFORMING ARTS FESTIVAL — $18,000

- Includes production, coordination of a performing arts festival with live theatre, dance, puppetry, mines and clowns. The festival will include many local performers as well as the major participating groups: City Lights Theater Company, Ballet South, and the Savannah Theatre Company - a multi-disciplinary collaborative effort
  Date: Summer, 1987
  Est. Attendance: 10,000 general public

SAVANNAH ART ASSOCIATION — $ 4,000

Juried Art Exhibition — $ 4,000

- Juried show open to artists, as visual arts component of 1987 Arts on the River weekend
  Date: May, 1987
  Est. Attendance: 5,000 - 7,000 tourists and general public

SAVANNAH FEDERATION OF MUSICIANS — $10,000

Free Concerts — $10,000

- Concerts in the parks, downtown squares, Golden Age centers. All locations are chosen through the City Office of Cultural Affairs and Leisure Services
  Date: Throughout 1987
  Est. Attendance: 2,000 - 3,000 general public

SAVANNAH SCIENCE MUSEUM — $30,481

Science Theatre at Outdoor Festival — $ 1,800

- "Mr. Wizard" science theatre performances to broaden the scope of the outdoor festival
  Date: Summer, 1987
  Est. Attendance: 1,500 youth

Sunday Guest of the City of Savannah — $ 3,325

- Free Sunday admission once a month
- includes educational program by museum staff
  Date: 2nd Sundays in 1987
  Est. Attendance: 2,400 general public

Activity Program — $ 8,080
- Computer science, planetarium and lab experience for 30 centers and park sites in summer - includes workshop for park and center leaders
  Date: May, June, July 1987
  Est. Attendance: 2,000 youth

Zoology Week — $ 6,489
- A week-long series of activities that takes place annually at the museum
- includes art show for children, zoology lectures, children's pet show and open house
  Date: May, 1987
  Est. Attendance: 6,000 parents and children

"Science Fun for Therapeutics" Program — $ 2,158
- A planned science program on a monthly basis designed for participation by the handicapped; also includes summer puppet shows at Therapeutics camp sites
  Date: Throughout 1987
  Est. Attendance: handicapped children, teens, adults

Exploring for the Young at Heart — $ 3,952
- A varied program for senior citizens, with visits to the museum and center visits by museum staff
  Date: Throughout 1987
  Est. ATtendance: 1,200 senior citizens

Science Activities at Recreation Centers — $ 3,677
- 2-part presentation
  Part I provides a special program to each of the City's recreation centers in May (4 shows)
  Part II consists of an educational puppet show presented at each of the City's park sites and centers
  Date: Summer, 1987
  Est. Attendance: 1,400 youth

Science Visits to Institutionalized Youth — $ 1,000
- Science Museum staff member will visit 10 sites with a special science program
  Date: Throughout 1987
  Est. Attendance: 500 - 600

SAVANNAH SYMPHONY — $126,014

Symphony Outreach Program — $16,667
- Performances by various small ensemble groups and chamber orchestra to Golden Age centers, recreation centers, and parks - to make orchestral music accessible to every segment of the City's population
  Date: Throughout 1987
  Est. Attendance: 2,000

Arts-on-the-River Weekend — $53,518
- Two nights of orchestral music (varied programs) for the general public
- coordinated with Ballet South and Savannah Theatre Company
  Date: May, 1988
  Est. Attendance: 7,500 each night

Picnic in the Park Concert — $30,000
- A pops concert for the general public held in Forsyth Park, will include an afternoon children's concert
  Date: Fall 1987
  Est. Attendance: 5,000 - 6,000 general public

Black Heritage Concert — $25,829
- A concert featuring works by local and national black musicians/composers during Black History Month/Black Heritage Week - held at Civic Center
  Date: February 1988
  Est. Attendance: 1,860 general public

SAVANNAH THEATRE COMPANY — $44,150

Traveling Theatre for the Institutionalized — $ 3,150
- A play or musical revue by the Mini-Rep Company that will be taken to specific targeted audiences, i.e. the orphaned, handicapped (mental and physical) and the elderly
  Date: Throughout 1987
  Est. Attendance: 1,000

Arts-on-the River Weekend - In coordination with the Symphony and Ballet South, a program of theatre music using a musical review format will be performed Date: May, 1987 Est. Attendance: 3,000 general public	$ 2,200	
Summer Parks Touring Theatre - The Mini-Rep Company will present a series of educational performances plus workshops in parks, playgrounds, and neighborhood centers Date: June-August, 1987 Est. Attendance: 3,000 youth	$14,550	
Spring-Fall Touring Theatre - Different productions geared to target audiences - toured to Golden Age Centers, neighborhood centers, etc. - by the Mini-Rep Company Date: January-May 1987 September-November 1987 Est. Attendance: 6,000	$24,250	
TELFAIR ACADEMY		$30,494
Family Sundays - Free admission to museum for families, with family-oriented programming Date: Spring, Fall, Winter 1987 Est. Attendance: 1,000	$ 3,000	
Summer Programming for City Parks and Playgrounds - Children will visit the museum from neighborhood playgrounds, a program encouraging creative thought and visual awareness will be presented Date: Summer 1987 Est. Attendance: 350 - 500 youth	$ 840	
Treasure Trunks - Museum teachers will take trunks containing art, educational materials to 36 outreach sites Date: Summer/Fall 1987 Est. Attendance: 1,000	$ 2,108	

Second Wednesday Gallery Talk/Film Series - Year-long series of lunchtime art lectures and films once a month at the Telfair - additional outreach to senior citizens and neighborhood centers Date: Throughout 1987 Est. Attendance: 1,100	$ 4,396	
Paul Manship: Changing Taste in America - A major sculptural exhibition of the work of Paul H. Manship (1885-1966) Date: Nov. 17, 1987 - Jan. 3, 1988 Est. Attendance: 7,000 general public	$20,150	
Contingency		$12,000
TOTAL		$400,560

1987 PROPOSED SOCIAL SERVICE CONTRIBUTIONS

Citizen Advocacy — $ 8,600
To aid individuals with developmental disabilities.

- To recruit and encourage 14 new advocate relationships for indigent Savannah residents

Hospice — $ 6,000
To improve the quality of life for terminally ill patients and their families.

- To provide 99 days of Hospice care for indigent city residents

Navy League — $ 3,000
To boost the city's economy and port reputation by inviting naval vessels to visit.

- To entertain the crew and officers of 20 naval vessels

Voluntary Action Center — $ 7,000
To provide central focus for volunteer activities in the community.

- To recruit 115 volunteers to work in city agencies and assist in placement of persons sentenced to community service by the Recorder's Court.

Safe Shelter — $21,000
To provide aid to battered women and their children.

- To provide 774 nights of protective shelter to battered women and their children

Coastal Food Bank — $17,000
To collect and distribute food to hungry persons in Savannah and surrounding areas.

- To distribute 77,273 pounds of food to non-profit agencies with regular feeding programs serving needy city residents

Rape Crisis Center — $20,000
To aid rape victims and their families.

- To provide rape crisis relief to 125 recent rape victims who are city residents

International Seamen's House To provide recreational activities for visiting seapersons. - To provide recreational services to 3,500 seapersons	$ 7,500
Senior Citizens' Inc. To provide various services to senior citizens in the community. - To provide the following services: Preparation and delivery of 2,000 meals Transportation for 18 people, as needed, for one year Coordination of 30 Senior Volunteers Employment of 2 Senior Companions	$36,000
Neighbor-to-Neighbor Justice Center To operate a Mediation Center where trained volunteers assist disputing parties to reach a resolution of the dispute.	$ 0
GRAND TOTAL	$126,100

SAVANNAH FACTS

Population: (January 1, 1986)

City	145,100
Chatham County	216,200
Metropolitan Area	238,000

Climate:

Average annual temperature	66.4°
Highest mean temperature	81.3°
Lowest mean temperature	51.4°
Average rainfall	48.9"
Average humidity	75%

Geographics:
The City of Savannah is located in southeast Georgia at the mouth of the Savannah River, 22 miles inland from the Atlantic Ocean. Situated on a bluff, the city encompasses 60 square miles of area. Savannah is approximately 250 miles southeast of Atlanta, and serves as the retail trade, distribution, manufacturing, medical, and financial center for Coastal Georgia and a large part of South Carolina. Savannah is the county seat of Chatham County and is the hub of the Savannah Metropolitan Area which includes Chatham and Effingham Counties.

History:
Founded on February 12, 1733 by James Edward Oglethorpe and 114 followers, Savannah is the oldest city in Georgia. As a commercial center and port, the city served the region's sea island and inland cotton production. By the late 19th Century more than 2 million bales of cotton were shipped from the port, making it the largest cotton exporting city in the United States. Many innovations originated in the city. The first steamship to cross the Atlantic, the S.S. Savannah, sailed from here; and the first commercially successful steamship, the S.S. John Randolph, was assembled in Savannah.

The physical legacy of Savannah's history is well preserved in the downtown historic district, the largest such district in the country. Oglethorpe's unique plan containing numerous squares is also preserved. A second historic district, dating to the Victorian era, is located adjacent to Forsyth Park.

Economic Base:
Savannah's economy is diversified, having major components in manufacturing, retail trade, services, and tourism.

In June 1986, 16.2% of total employment was in manufacturing; 20.6% in retail trade; 21.3% in services; 16.9% in government; and the balance in other sectors.

The city is Georgia's gateway to world trade and the leading foreign trade port between Baltimore and New Orleans. More than 100 steamship lines serve the port. In 1985, 1,696 ships of 20,004,808 tons visited Savannah, producing customs receipts of $200,364,340. Principal exports include kaolin, wood pulp, paper products, iron and steel scrap, machinery, oil seeds, soy beans, and vegetable oils. The port also handles significant levels of fuel oil, gypsum, sugar, and burlap.

As a result of preservation and restoration efforts in the City's two historic districts, tourism makes a significant contribution to the City's economy. In 1985, total visitor days were 2,700,793. Total visitor spending was $189,055,465, generating 5,926 jobs having a payroll of $38,565,662. Since 1977, total visitor days have doubled and visitor spending has increased three-fold.

Government:
The City of Savannah has operated under the Council/Manager form of government since 1953. As the City's legislative body, the Council includes the Mayor and eight Council members. These are the City's only elected officials and are elected for four-year terms. The Mayor and two Council members are elected at large. The other six Council members are elected by district. The City Manager is the City's chief executive officer and is appointed by the Council.

Military Establishments:
Two major military installations are located in the Savannah area. Fort Stewart is located on 285,000 acres, 35 miles south of the City of Savannah. Hunter Army Airfield is located adjacent to the south side of the city, and is a satellite facility to Fort Stewart.

Education:
Approximately 31,000 public school pupils are served by 54 schools administered by the Savannah/Chatham Board of Education. In addition, one vocational-technical school, 22 parochial and private schools, and one business college offer a variety of courses to students. Armstrong State College and Savannah State College, both units of the University System of Georgia, and the private Savannah College of Art and Design are all four-year institutions offering undergraduate and graduate degrees.

Medical Facilities:
More than 300 doctors and over 98 dentists have private practices in the Savannah area. A full range of health-related facilities is available. The Savannah Metropolitan Area is served by three full-service facilities: Candler General Hospital, Memorial Medical Center, and St. Joseph's Hospital. The area's two psychiatric hospitals are Broad Oaks, a private facility, and the Georgia Regional Hospital, a state facility.

Culture and Recreation:
A wide spectrum of leisure time activities is available for area residents and visitors. The Savannah Symphony Orchestra, ballet groups, tennis courts, golf courses, parks and museums are among the many public and private facilities that are readily accessible. The City also operates the Civic Center, a modern downtown complex with an arena seating 7,500, a theater seating 2,500, 26,000 square feet of exhibit space, and 7 meeting rooms seating from 200 to 600 persons.

THE BUDGET PROCESS

The annual budget is a fiscal plan which presents the services which will be provided to the community and the funds needed to perform the services. The City Manager is responsible for formulating the fiscal plan and presenting it to the Mayor and Council for approval and adoption. Most of the work of Budget preparation for a new fiscal year begins nine months in advance of the January 1 starting date of the fiscal year. Key steps in this process are described briefly below:

1. Budget preparation usually begins in the Spring of the preceding year. Long-range revenue and expenditure forecasts are the first step. New programs and capital projects are assessed. A general budget balancing approach is developed.

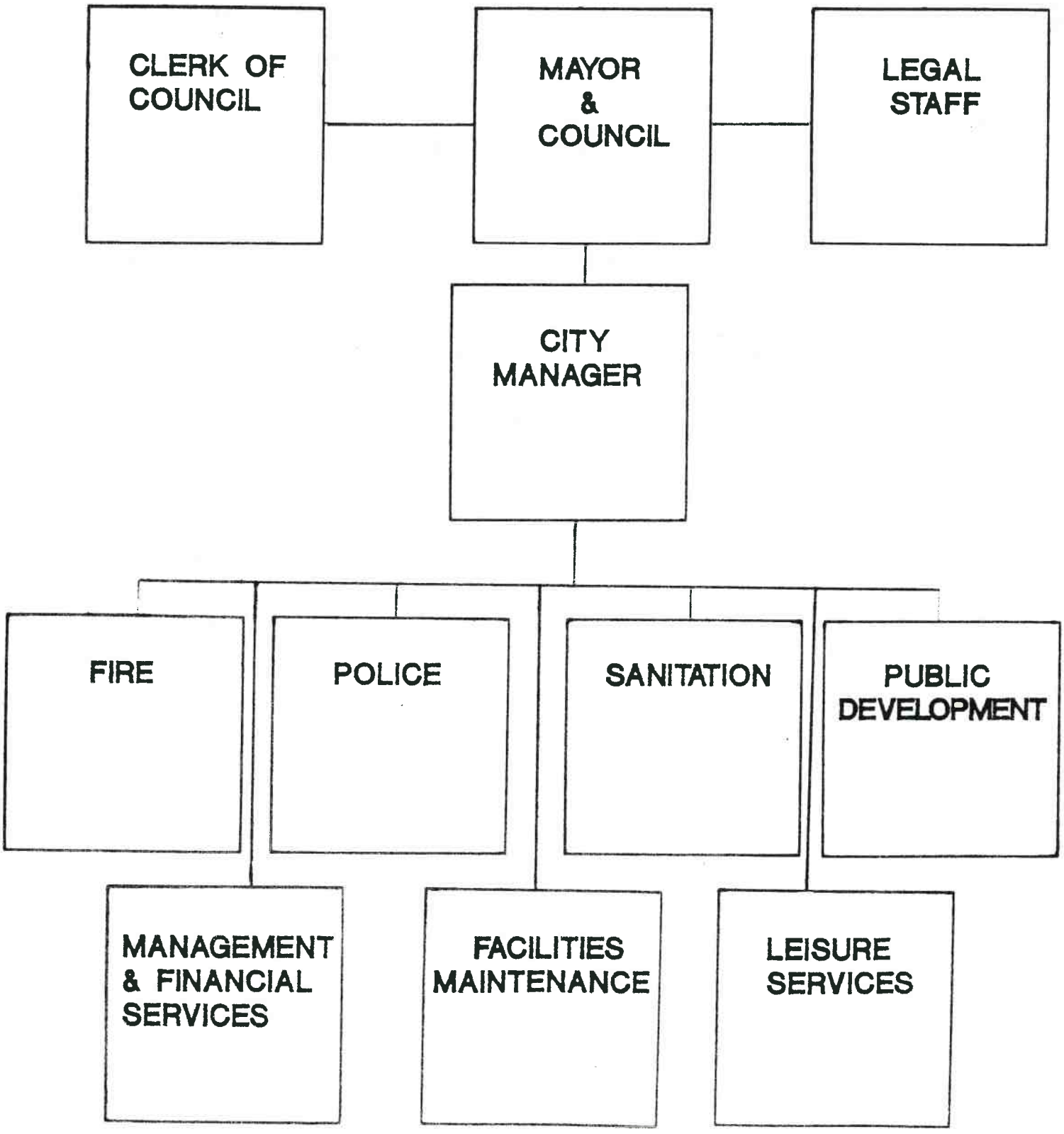
2. Budget request packages, following the City Manager's Guidelines, the Line Item Budget Request Detail, Performance Data (Work Programs, and Goals and Objectives), Capital and New or Improved Program Requests, and Summaries of Major Changes, are completed by City Bureaus.

3. The City Manager reviews the basic budgets, new programs, and capital improvement projects submitted by City departments and by outside agencies. Recommended expenditures-- as well as recommended revenue sources-- are compiled into a Proposed Budget document.

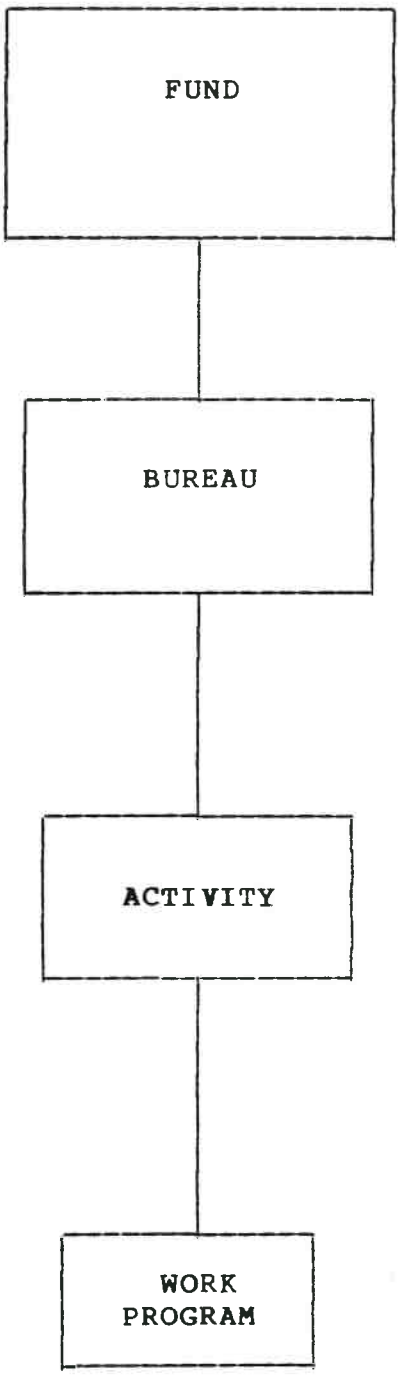
4. The recommended budget is submitted to the Mayor and Council by the City Manager, who explains the recommended fiscal plan during Council work sessions.

5. The Mayor and Council conduct public hearings in December, then adopt a budget ordinance and a revenue ordinance.

CITY OF SAVANNAH
BUREAU ORGANIZATION



City Organizational Framework



FUND: In governmental accounting, a fund is a sum of money constituting a separate accounting entity, created and maintained for a particular purpose and having transactions subject to legal or administrative restrictions. A separate budget is provided for each fund.

BUREAU: Bureaus are the major managerial groupings comprised of related departments or activities. For example, Leisure Services is a Bureau. There are some interfund Bureaus, such as Management and Financial Services, which includes activities in both the General and the Revolving Funds.

ACTIVITY: Activities are the operating units or departments within the Bureaus. Each activity has a specified purpose as described in its function statement. For example, within the Leisure Services Bureau there are seven activites, including Athletic; Neighborhood Programs, and Buildings & Grounds.

WORK PROGRAM: Work programs are the functional divisions within an activity. They are organized to perform specific work directed toward achieving the objectives and goals of the activity. Examples of two work programs in the Buildings & Grounds activity are to Mow Athletic Fields and to Clean Buildings.

CITY OF SAVANNAH'S FORM OF GOVERNMENT

The City operates under a Council/Manager system of government. The Council/Manager plan places legislative responsibility for municipal government in a City Council and gives administrative or executive authority to the City Manager. The Council levies taxes, enacts ordinances, adopts the annual budget and performs other legislative functions. The City Manager, who is appointed by Council, is responsible for carrying out the programs and policies established by City Council. He recommends the annual budget and work programs and advises the Council on policy and legislative matters.

City Council consists of the Mayor and eight Aldermen. The members of Council are Mayor John P. Rousakis, Aldermen Leo E. Center (at large #1), W. Brooks Stillwell (at large #2), Floyd Adams, Jr. (district 1), Otis S. Johnson (district 2), H. C. Morrison (district 3), Elizabeth M. Sheehan (district 4), Robert E. Robinson (district 5), and George A. Zettler (district 6).

City Council meets every other Thursday at 2:00 p.m. in Council Chambers on the 2nd floor of City Hall.

DEFINITIONS OF TERMS USED IN THIS BUDGET

The following is an abbreviated list of the specialized governmental budgeting and accounting terms used in this budget.

AMORTIZATION
Payment of an obligation or debt over time.

BASE BUDGET
The Base Budget includes the projected expenditures required to provide the necessary resources to continue current work programs in support of approved goals and objectives. Price and quantity changes are reflected in the Base Budget, but only to the extent they are in support of current programs. Program and/or capital improvements are not included in the Base Budget.

BOND
A written promise to pay a specified sum of money, called the par value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

BUDGET
A service plan for a given period embodying estimated expenditures for providing services and the proposed means of financing them. A balanced budget limits expenditures to available resources.

BUREAU/DEPARTMENT/ACTIVITY
Service providers are divided into a hierarchy.

A **Bureau** is the primary organizational breakdown within many City funds. Each Bureau serves a specific function or functions within the given fund entity.

Bureaus are further subdivided into **Departments** which are usually associated with functioning work groups having a more limited set of work responsibilities.

An **Activity** is an organizational classification given to a group of related functions aimed at accomplishing a major service or regulatory program for which a government is responsible. Activity expenditure functions relate to the principal purpose/service for which expenditures are made.

CAPITAL IMPROVEMENTS (or CIP's)
Construction, renovation or physical improvement projects costing more than $5,000 are termed Capital Improvements or CIP's. These projects may include maintenance or renovations of an existing structure or the construction of a new facility.

CAPITAL OUTLAY
Capital items are defined as tangible items such as tools, desks, machinery, and vehicles costing more than $500 each and having a use-life of more than one year.

CONTINGENCY
Those funds included in the Base Budget for the purpose of providing a means to cover minor unexpected costs during the budget year.

DEBT
An obligation resulting from the borrowing of money or from the purchase of goods or services over a period of time.

A General Obligation Debt is secured by the pledge of the issuer's full faith, credit, and taxing power.

A Revenue Debt is a bond, debt, or obligation for which principal and interest are payable exclusively from the earnings of a government enterprise. This term can refer more broadly to any state or local government debt that is not a general obligation debt.

DEBT SERVICE
Payments of principal and interest to lenders or creditors on outstanding debt.

DIRECT SERVICES
This term refers to City government activities which provide services directly to the public as opposed to "support services" such as Finance or Data Processing. Examples of direct service activities would include those related to Fire, Police, Street Maintenance, and Leisure Services.

EXPENDITURE
The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service or the settling of a loss is called an expenditure.

FISCAL YEAR
The accounting period for which an organization budgets is termed the fiscal year. In Savannah, the fiscal year is the same as the calendar year.

FUND

Governmental accounting systems are organized and operated on a fund basis. A fund is an independent financial and accounting entity. It has a balancing set of accounts and records, cash and other financial resources together with all related liabilities and residual equities or balances which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Though funds are independent entities within the financial records of a government, there need not be physical segregation of assets.

Enterprise Fund: Enterprise Funds are used "to account for operations that are financed and operated in a manner similar to private business enterprises. . .where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed primarily through user charges." Services accounted for in Enterprise Funds are tangible, and it is possible to determine the extent to which they benefit individual service consumers.

General Fund: The General Fund provides general purpose governmental services such as Police, Fire, and Streets Maintenance. This fund accounts for the revenues and activities not required by law or administrative decision to be accounted for in a special fund. Ordinarily, the General Fund has a great variety of revenues and is used to finance many more activities than any other fund.

Revolving Fund: Other names for this fund are the Working Capital Fund or Internal Service Fund. Internal Service Funds are used to account for the financing of goods or services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis.

MAJOR/MINOR CODES

A **Major Code** is assigned to classify seven major groups of expenditures. Each group consists of a series of minor codes which have related functional characteristics. These groups are:

- Personal Services
- Contractual Services
- Commodities
- Revolving Fund
- Capital Outlay
- Debt Service
- Interfund Transfers

The term **Minor Code** is an expenditure classification which is also known as the **object** code. It applies to the type or description of items purchased or the services obtained. Examples include salaries, supplies, professional services, etc. This is the most detailed expenditure classification. A listing of the definitions of minor codes is included in this section.

PRICE INCREASES
These are increases in the Base Budget which are caused by increases in the cost of purchasing goods and services, usually as a result of inflation.

PROGRAM IMPROVEMENT
A proposal to either provide a new service, or to substantially improve an existing service, which will result in additional funding.

QUANTITY CHANGE
This reflects an increase or decrease in the amount of goods or services required to support current Work Programs.

USEFUL LIFE
Useful life is the same as economic life, i.e. the period during which property is used by one or more users, with normal repairs and maintenance, for the purpose for which it is intended.

CITY OF SAVANNAH
CLASSIFICATION OF EXPENDITURES
BY MINOR OBJECT CODE

PERSONAL SERVICES

Salaries and Wages
Salaries and wages for all positions currently on the Position Control Register.

Social Security
City's share of social security payments.

Police Pension
Retirement benefits paid under the Police Pension Program, as required by State law (GA laws 1950, p. 50) which created the Peace Officer's Annuity and Benefit Fund.

Medical Insurance
City's share of employee Group Medical Insurance coverage.

Life Insurance
City's share of employee Group Life Insurance coverage.

Unemployment Insurance
City's cost of providing unemployment insurance to terminated employees who are normally eligible for unemployment compensation (a state and federal law requirement).

Worker's Compensation
Payments to employees, former employees or heirs through Worker's Compensation of personal injury claims, including salary benefits, medical expenses, and ambulance services. Also the payment to the State Worker's Compensation Board of City's share of administrative costs.

Pension
City's contribution to cover cost of employees retiring under the new pension law.

Old Pension
City's contribution to cover payments to Pensioners under the Old Pension Plan.

Longevity
Special pay granted personnel after ten years of service to the City; with increases in five-year increments for further service.

Overtime
Payments to employees who work beyond the normal workweek.

Overtime-Court
Overtime payments made to Police personnel who must appear in court on their own time, but in conjunction with City duties.

Temporary Labor
Payments to individuals working for the City in a temporary capacity. Payments to interns, casual labor and temporary personnel from agencies may be charged to this account. Temporary labor must comply with the Management & Auditing Director's memo of December 27, 1982 on temporary labor.

Salary Savings
Used only during budget preparation to estimate anticipated savings in the 105 account.

CONTRACTUAL SERVICES

Electricity
Electrical service.

Natural Gas
Natural gas and fuel oil service.

Communications
Long distance telephone costs, private lines, telegraph or radio telephone services; includes telephone installation costs and WATS line.

Transportation
Travel and training expenses, which include cost of transportation, tuition and registration fees, books and materials, meals and lodging, and other travel/training related requests.

Advertising
Costs for classified or legal advertising as required to give notice. For example: Water Distribution Activity giving notice of interrupted water service, Purchasing Activity giving notice of requests for bids, and Personnel Activity giving notice of position openings.

Insurance
All charges for General liability, Auto liability, Multi-Peril, and other special insurance programs. Also General and Special Bonds as required. Includes self insurance charges for bodily injury, fire equipment and judgments and losses.

Rentals
Cost of facilities or equipment rented for City use (excluding photocopying equipment).

Dues, Memberships and Professional Information
Dues and memberships for professional organizations and information services (including subscriptions, books, and audiovisuals) and other professional literature from organizational and corporate sources.

Professional Services Fees
Costs for outside professional or investigation services such as auditors, engineering fees, consultant fees, reference fees, janitorial services, etc.

Southside Fire Services
Provision of fire services to the city's southside, on a contractual basis.

Building Repair
Cost of labor and/or materials supplied by outside contractors to maintain or repair City facilities. (City provided materials will be charged to the proper commodity account.)

Equipment Maintenance
Cost of labor and/or materials supplied by outside contractors to maintain or repair City machinery and equipment. (City provided materials will be charged to the proper commodity account.)

Outside Vehicle Repair
Cost of vehicle repair work performed by outside agencies. (This object code is used by Central Garage only.)

Photocopying
All charges related to photocopying; including rental equipment, paper, ink and maintenance charges.

Outside Printing
Cost of printing and reproduction services provided by outside shops.

Towing Charges

Medical Costs
Expenses for pre-employment physical examinations and medical treatment for prisoners and victims of special crimes, etc.

Miscellaneous Selling Expenses

Contingencies
Funds set aside for unanticipated expenses.

Other Contractual Services
Unusual or otherwise unclassified services. Local mileage for use of personal cars on City business.

Jail Costs
Jail services from Chatham County.

COMMODITIES

Office Supplies
General day-to-day supplies.

Postage

Clothing
On-duty garments, such as uniforms, protective clothing; safety foot gear.

Operating Supplies and Materials
General operating supplies such as equipment operating manuals, user manuals, motivational pamphlets, supervisory aides, fire extinguishers, first aid kits, cleaning supplies, gasoline cans, golf carts, small batteries, trash bags and garbage cans.

Small Fixed Assets
Fixed assets such as tables, chairs, calculators, etc., which cost more than $50 but less than $500 per unit.

Sports and Crafts Supplies
Items such as balls, bats, paints, clay, etc. used in recreational programs.

Chemicals

Equipment Repair Parts
(excludes parts for vehicles)

Construction Materials
Construction materials for buildings, streets, parks, etc. such as lumber, bricks, clay, sand, paint, etc. (excludes water and sewer materials).

Sewer Pipe
No longer used. See (346) Sewer and Water Construction Materials.

Sewer and Water Construction Materials
Sewer and water construction materials including pipe, water mains, water storage, and treatment and pumping facilities.

Water Construction Materials
No longer used. See (346) Sewer and Water Construction Materials.

Tools and Shop Supplies
Small hand tools and other items not fitting into other categories such as hammers, hoes, rakes, wire, keys, flashlights, saws, etc.

Vehicle Parts
Vehicle parts not specifically identified by the other codes, including tires and batteries.

Propane

Gasoline

Diesel Fuel

Oils and Grease
Includes all motor lubricants.

Other Commodities
Unusual or otherwise unclassified commodities.

REVOLVING FUND CHARGEBACKS
These accounts are for services provided to the City's activities by other City departments.

Service Desk
Charges related to the handling of citizens' service requests and complaints.

Data Processing
Services such as systems design, program development and monthly program runs provided by the Data Processing activity.

Engineering
Engineering services provided for street paving, water supply and treatment, urban renewal and other capital improvement projects.

Garage Overhead
Charges for the costs associated with the administration of the central garage, supervision of mechanics and parts department overhead.

Central Garage Services
Charges for the actual maintenance and operating costs of city vehicles; including fuel, parts, lubricants, outside repair and direct labor costs.

Central Services
Actual and/or overhead costs for services provided by the Custodial and Messenger Services, Building and Electrical Maintenance, Electronic Equipment Repair, Central Switchboard, and Services and Supplies Management.

CAPITAL OUTLAYS
Capital Outlay items are defined as those items costing more than $500 and having a use-life of more than one year.

Buildings and Fixed Equipment
No longer used. See (520) Buildings, Fixed Equipment and Operations Equipment.

Office Furniture and Equipment
New or replacement furniture or equipment.

Vehicle Equipment
Mobile equipment designed for street, highway or construction use, i.e. cars, trucks, graders, backhoes, pumps, riding mowers. This minor code will be used only in the Vehicle Purchase Fund (5060) account.

Buildings, Fixed Equipment and Operations Equipment
Acquistion of new facilities or additions or major changes to existing facilities; heating/air conditioning equipment, office partitions, power tools, radios (non-attachable), weapons, edge trimmers, and push type lawn mowers (with a life of more than one year).

Other Capital Outlays

BOND AMORTIZATION AND INTEREST

Sinking Fund Payments
Sinking fund payments for Water and Sewer revenue bonds and I & D bonds.

Bond Redemption
Redemption of General Obligation Bonds.

Bond Interest
Interest on General Obligation Bonds.

Interest and Short-Term Notes

Amortization of Bond Discounts

Assessment Bonds
Redemption of Assessment bonds.

INTERFUND TRANSFERS

Services by General Fund
Contribution to General Fund for services provided by the General Fund.

Services by Other Funds
Contribution to a fund for services provided by that Fund.

Contributions to Other Agencies
Contractual agreements whereby the City grants funds to outside agencies such as Chatham County or Savannah Transit Authority, or provides subsidies to Golf Course, Civic Center or similar agencies.

Contribution to Cultural & Social Agencies

Capital Improvement Projects Contributions

Vehicle Purchase Contribution
Expenses and charges made to provide funds for unscheduled vehicle purchases or to cover the inflationary price increases that accrue during the life of a vehicle scheduled for replacement.

Fleet Addition Contributions
Expenses and charges made to provide funds to purchase vehicles which are additions to the City fleet.

Contributions to Investment Fund (W/S only)

Contribution to Renewals and Extensions (W/S only)

Intra-Fund Transfers
Contribution to Water & Sewer from non-contract users.

Water and Sewer Bad Debt Coverage

Water and Sewer Contributions to Renewals and Extensions

Other Depreciation

Vehicle Replacement Contribution
Charges for the use of a vehicle assigned to an operating department. The annual contribution rate equals: purchase price of the vehicle divided by the expected normal life of the vehicle.

INTERPRETING PERFORMANCE DATA

As a part of the City of Savannah's commitment to strategic planning in management, the City has developed a set of performance data which are utilized to monitor the progress of the various activities in matching program outputs to the City's needs. Each Bureau has spent considerable time and effort in developing this performance data through a process which involves a detailed analysis of existing conditions and of how the City can have an impact on these conditions. Based on this analysis of the problem and a definition of the current status, the Goals and Objectives included in the performance data are developed to outline what the City wishes to achieve in the problem area and how it is to accomplish this Goal. The following section is designed to assist the reader in understanding the performance data included in this budget.

Definitions of Terms

The following terms relate to performance data:

Function Chart: This chart reflects the functional arrangement associated with an Activity or Bureau. Summary information regarding resource allocation and outputs is provided for each functional area or work program. This summary information is drawn from the detail pages which follow the chart.

GOALS:
Goal: A statement of desired conditions to be maintained or achieved through the efforts of a Bureau or Activity.

> Example:
> "To insure that all fire hydrants in the City distribution system are in constant readiness for firefighting."

Mission Statement: A statement concerning the fundameantal purpose of a functional unit, in short, the reason an activity or bureau exists.

Objective: A decision about the amount of progress to be made within a specified period of time in reducing the gap between real conditions and the ideal conditions described in the Goal.

> Example:
> "OBJECTIVE: To paint, grease, flush, and cut grass at 2,000 fire hydrant locations in the City distribution system."

Strategy: This is the plan used for achieving a specified objective. As the Objective states the desired results to be achieved, the Strategy states the means for achieving these results in specific terms and identifies the resources to be devoted to the project as well as the level of commitment.

Example: 1. Insure that a minimum of 10 fire hydrants per day are inspected and serviced by the Fire Hydrant Inspector.

WORK PROGRAMS:

Cost Allocation: An expression of the cost associated with supporting a work program. The sum of all work program costs for an activity equals the total budget for that activity.

Example: For the maintenance of fire hydrants, $48,166 was allocated in 1987. This was reported as:

	COST ALLOCATION (in thousands)		
WORK PROGRAM	1985	1986	1987
Paint, grease, exercise hydrants	$40	$47	$48

Service Quantities: A representative measure for the actual units to be produced, cleaned, conducted, etc. and the frequency within which this amount of service is to be rendered.

Example:

1985	1986	1987
1,575	2,000	2,000

Hydrants Exercised per Year

Unit Cost: The average cost associated with providing each service unit. This amount is calculated by dividing the cost allocation for a work program by the annual service quantity for that program; the result is rounded to the nearest dollar for amounts exceeding $2 and to the nearest $.05 for amount that are less than $2.

Example: For the maintenance of fire hydrants, if the annual allocation is $48,166 and the annual service quantity is 2,000 hydrants per year, the annual cost can be calculated as follows: $48,166 divided by 2,000 = $24 per hydrant.

WORK PROGRAM	UNIT COST
Paint, grease, exercise hydrants	$24 per hydrant

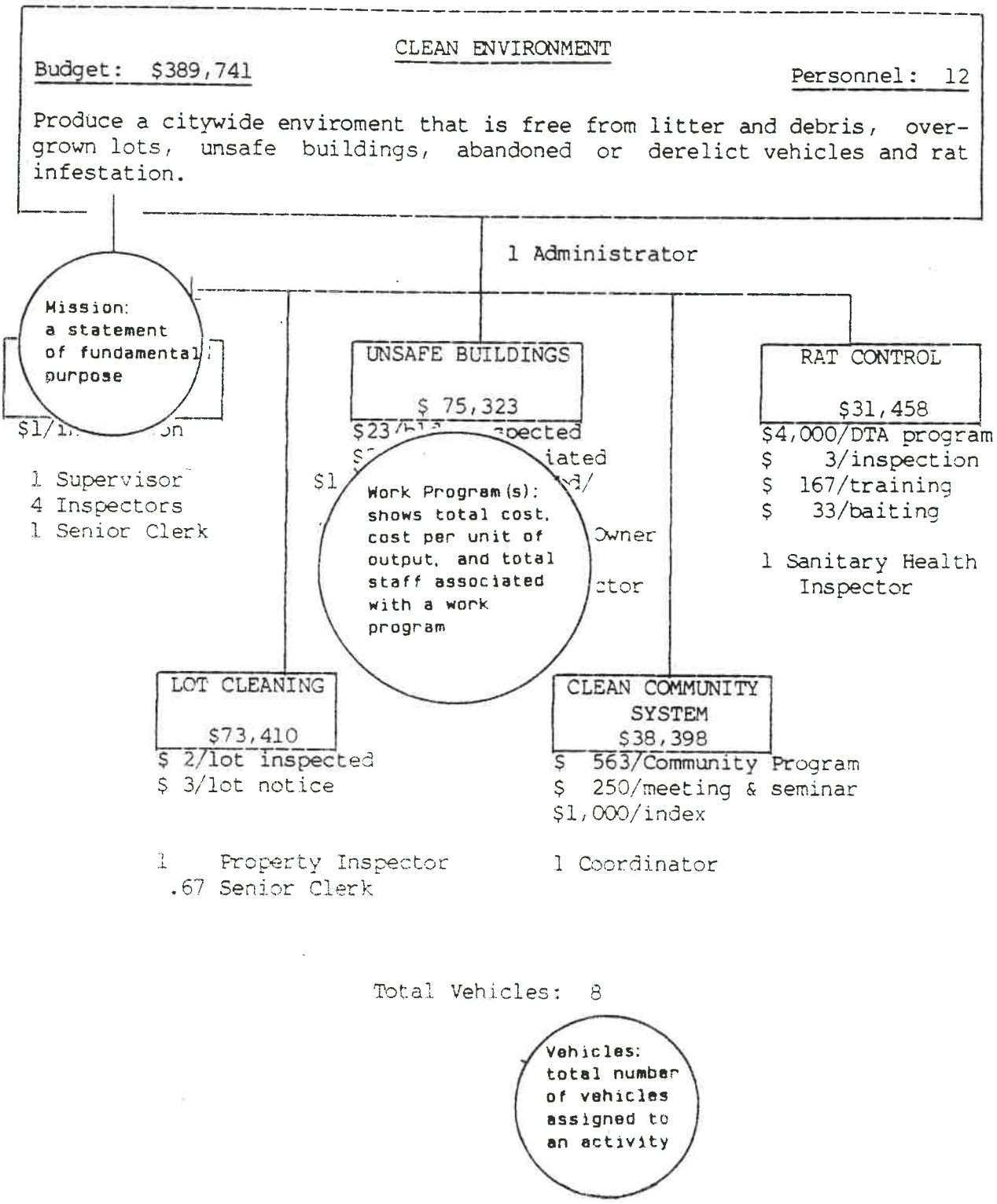
Work Programs: Definitive functions performed in support of approved goals.

Example: Paint, grease, exercise hydrants

Sample Performance Data Pages

The following three pages provide an example of how performance data are presented in this document. Each Activity includes the following performance information:

1. Function Chart
2. Work Program page(s)
3. Goal(s) and Objective(s) page(s)


CLEAN ENVIRONMENT
Budget: $389,741
Personnel: 12
Produce a citywide enviroment that is free from litter and debris, overgrown lots, unsafe buildings, abandoned or derelict vehicles and rat infestation.
1 Administrator
Mission: a statement of fundamental purpose
1 Supervisor
4 Inspectors
1 Senior Clerk
UNSAFE BUILDINGS
$ 75,323
Work Program(s): shows total cost, cost per unit of output, and total staff associated with a work program
RAT CONTROL
$31,458
$4,000/DTA program
$ 3/inspection
$ 167/training
$ 33/baiting
1 Sanitary Health Inspector
LOT CLEANING
$73,410
$ 2/lot inspected
$ 3/lot notice
1 Property Inspector
.67 Senior Clerk
CLEAN COMMUNITY SYSTEM
$38,398
$ 563/Community Program
$ 250/meeting & seminar
$1,000/index
1 Coordinator
Total Vehicles: 8
Vehicles: total number of vehicles assigned to an activity

CLEAN ENVIRONMENT

WORK PROGRAMS

WP 6306-1: Conduct the Sanitation Code Enforcement Program.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	198 PLAN	1985 CTUAL	1986 PROJECTED	1987 PLANNED
1)	11,433 Chronic & Potentially C Areas Inspected Month	11,000	11	129	$164	$169 Unit Cost: $1/inspection

Work Program: function that supports an activity's Goals

WP 6306-2: Conduct an Unsafe Building Program to close up or remove dangerous portions of dilapidated buildings

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	102 Ins		75 onth	$ 18 Unit C		$ 21 ction
2)	6		9	$ Unit		4
3)	6. Tota		9 Month	$		50
4)	0.		2	$(3 Unit		.40) t
5)	6.08		7	$ (7) Unit Cos		$(10) t

Service Quantity: measures reflecting frequency that service amount is to be rendered

Cost Allocation: cost(s) of supporting a Work Program
Unit Cost: average cost of each service unit

WP 6306-3: Conduct a Lot Cleaning Program to cut overgrown lots and/or remove litter and debris.

	SERVICE QUANTITY			COST ALLOCATION ($1,000's)		
	1985 ACTUAL	1986 PROJECTED	1987 PLANNED	1985 ACTUAL	1986 PROJECTED	1987 PLANNED
1)	573 Inspections per Month	490	490	$ 13 Unit Cost: $2/inspection	$ 14	$ 14
2)	163 Notices per Month	195	195	$ 7 Unit Cost: $3/notice	$ 8	$ 8
3)	163 Total Lots Cleaned/Month	195	195	$ 49	$ 55	$ 56
4)	26 By Contractor/Month	30	30	$(36) Unit Cost: $108/lot	$(40)	$(42)
5)	137 By Owner/Month	165	165	$(13) Unit Cost: $7/lot	$(14)	$(14)
6)	80 In Compliance When Inspected	137	135			

CLEAN ENVIRONMENT

GOAL: TO PROVIDE A CITYWIDE ENVIRONMENT THAT IS FREE FROM LITTER AND DEBRIS, OVERGROWN LOTS, UNSAFE BUILDINGS, ABANDONED OR DERELICT VEHICLES, AND RAT INFESTATION.

OBJECTIVE 6306-A:
To reduce the code compliance rating by 5% in planning units exceeding the standard cleanliness level of 3.0.

Objective: progress to be made in achieving the stated Goal

Goal: describes desired ideal conditions to be maintained or achieved by the activity

	Planning Unit	1985	1986	
	3	4.82	4.58	
	5	4.68	4.45	
	6	5.05	4.55	
	16	4.20	3.99	
	17	5.21	4.69	
(A-5)	18	4.75	4.51	
(A-7)	19	5.50	4.95	4.70
(A-8)	20	5.59	5.03	4.78
(A-9)	21	5.09	4.58	4.35

Cleanliness Level on a Scale of 00 to 10.00 *

STRATEGY:

1. Develop a team effort while giving individual recognition.
2. Hold in-the-field instruction on classification of Code violations.
3. Provide training in alternate remedies to cause compliance.
4. Insure that each inspector has an updated route and schedule of frequency.
5. Insure that each area of assignment is inspected thoroughly.
6. Insure that close follow-up inspections are made by the supervisor.
7. Audit and examine [illegible] of the courtesy notice.
8. Identify potential [illegible] areas for increased action in enforcement.
9. Identify repeat [illegible] tation and court appearance.
10. With each courtesy [illegible] ssue a Citizen's Digest on litter and explain to [illegible] ent, if necessary, the requirements of the Sanitation Code and services available through the Sanitation Bureau.
11. Code Enforcement Inspectors assist in data collection to determine the effectiveness of the operations and participate in establishment of strategies.
12. Have Bureau Administrators conduct periodic visual inspections of the city to evaluate appearance, cleanliness and Code compliance.

Strategy: plan for achieving a specific Objective

* 0 through 3 is standard, clean to lightly littered.
4 through 7 is moderately littered and potentially chronic.
8 through 10 is heavily littered and chronic.

COST FORECASTER

In this budget you will find reference to the "DRI-PIN Cost Forecaster" in explanations of the inflationary price increases projected for specific areas of expenditure. More formally, this is called the Product Information Network and Data Resources, Inc. Cost Forecasting Service for Local Governments. Cost projections for goods and services typically purchased by cities are formulated using econometric models, a forecasting method using statistical techniques which also takes into account the economic environment.

Regional variations in costs are also shown. The City of Savannah has used the Cost Forecaster as one tool in the preparation of this budget; however, projections also take into account local factors which are expected to influence the prices of the goods and services we purchase.

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