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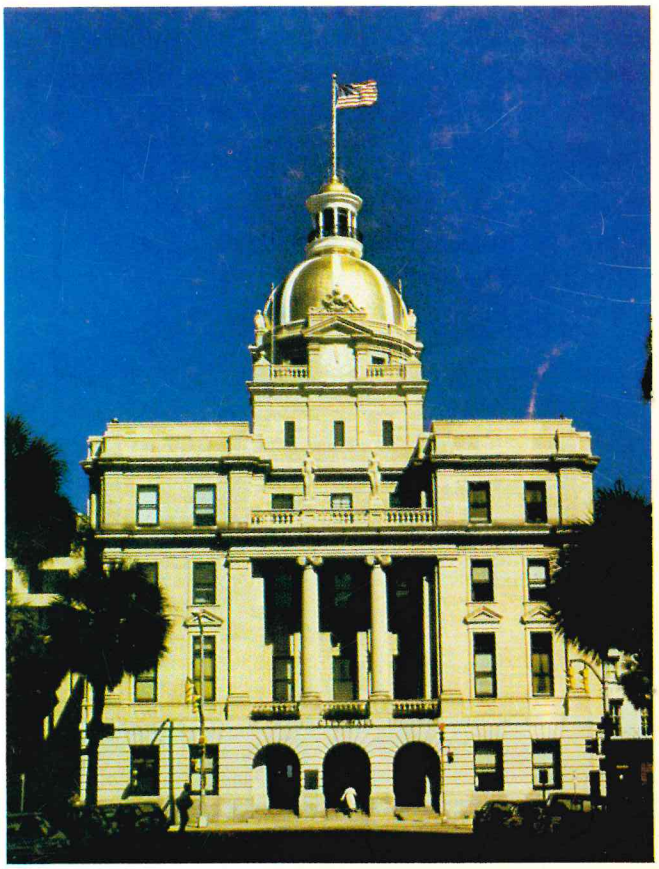
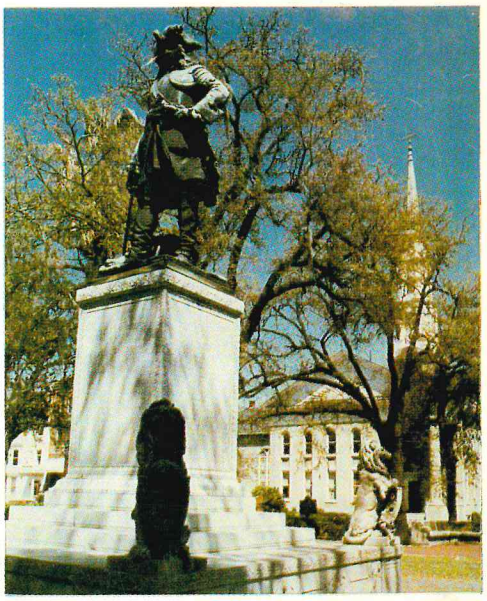
City of Savannah, Georgia
Service Program and Budget
1988

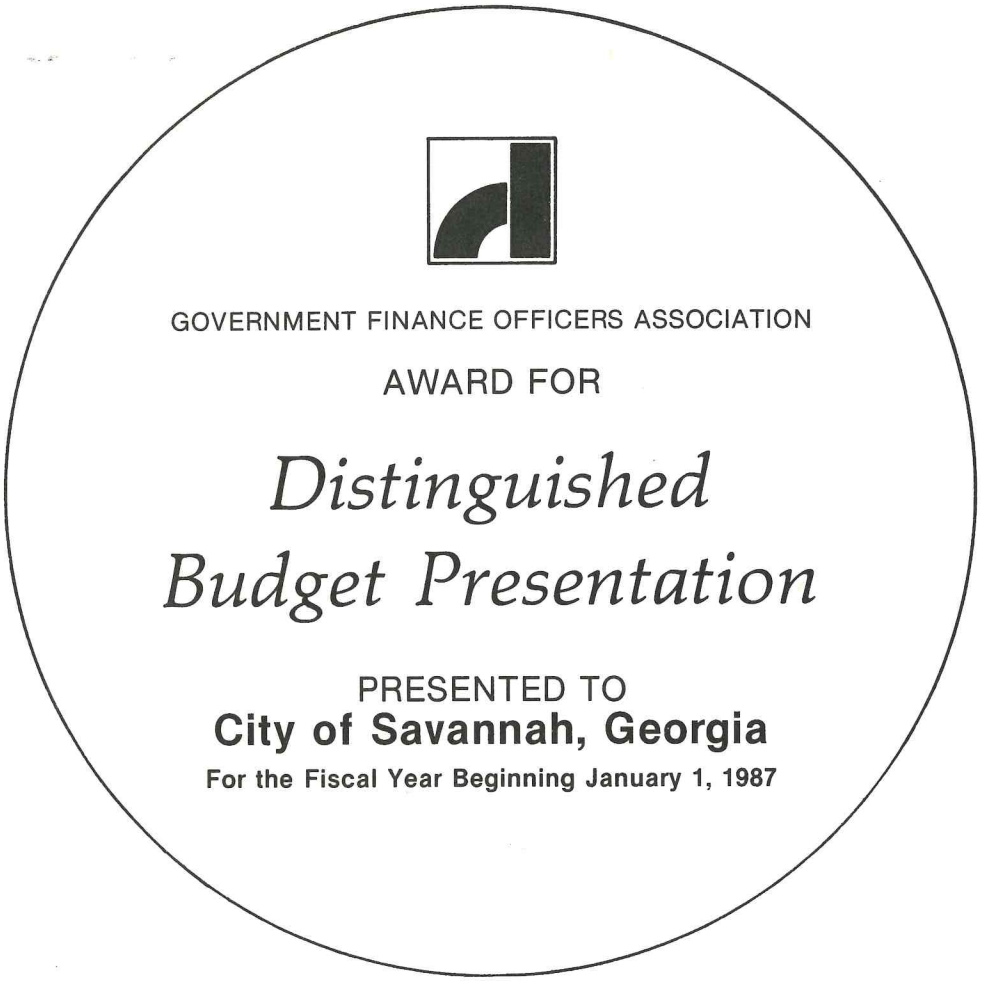












The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Savannah for its annual budget for the fiscal year beginning January 1, 1987.

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

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

CITY OF SAVANNAH, GEORGIA

SERVICE PROGRAM AND BUDGET

January 1 - December 31, 1988

* *

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CITY MANAGER

Arthur A. Mendonsa



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CITY MANAGER'S MESSAGE

CITY OF SAVANNAH - Office of the City Manager
P.O. Box 1027 • Savannah, Georgia 31402 • 912-235-4090

November 20, 1987

Mayor and Council Members
City of Savannah
City Hall
Savannah, Georgia 31402

Dear Council Members:

I submit for your consideration the recommended 1988 budgets for the City's eleven operating funds. These budgets total $100,539,820. In addition, the budget proposes $26,523,822 in capital projects and $769,028 in program improvements. After adjustments, the total budget is $118,069,338. This is an increase over projected spending for 1987 of $5,031,069 or 5%. Most of this change is to cover normal increases in operating costs.

For each fund budget, the expected end-results of various programs are specified through descriptions of work programs and listings of measurable performance objectives. Each fund budget presents the cost that will be incurred to carry out the various work programs and the funding that is proposed to pay these costs.

All fund budgets are balanced so that the costs that will be incurred in 1988 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. Once again this year, the budget is based on a financial plan which includes unallocated fund reserves. A fund reserve of $3 million is provided to protect the City against catastrophic losses in revenues and major unanticipated expenditures. Such a reserve helps us to be prepared for these contingencies; it also helps us maintain our favorable bond rating.

This budget message presents a financial blueprint and an operating plan for addressing the key issues facing the Savannah community in 1988. The first section of the message lists the critical issues facing the community and describes for each of them the program changes, program improvements, and capital projects proposed in 1988. The second section of the message presents the proposed budget for each fund with an explanation of the increases in costs proposed for 1988 over projected 1987

spending. Each fund summary also presents the new revenues needed to fund the proposed 1988 budgets. 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 1988

In November, 1986, a special briefing report to the Mayor and Aldermen identified a number of critical issues facing the Savannah community. The issues included infrastructure, water and sewer needs, storm drainage, economic development, parking, housing, crime, and social planning. The 1987 budget presented a program of work to address the problems and needs described in the report. During this year, considerable progress has been made in addressing those problems.

Once again, in 1988, an ambitious work program is proposed to address the most significant problems facing the community: "at-risk" youth, economic development, housing, crime, drainage, infrastructure, and providing responsive services. Below is a description of each of these issues along with the work program, program improvements, and any capital projects needed to address the issue.

"AT-RISK" YOUTH AND THE CASEY FOUNDATION GRANT

One of the most serious issues facing the Savannah community is the problem of "at-risk" youth. As pointed out in the special report of last November, a large--and growing--number of young persons in Savannah are high school dropouts and are unemployed. Many young females become unwed mothers who are ill-prepared for parenthood. Unfortunately, these young persons suffer from a high incidence of drug abuse, family violence, and criminal behavior. Despite the serious consequences of this situation, the Savannah community has had no comprehensive approach to correcting the problem or to preventing additional young persons from joining the "at-risk" group.

The "New Futures Initiative" grant program offers a framework to mitigate this problem. The Connecticut-based Annie E. Casey Foundation is offering a grant of up to $2 million per year for five years to five cities in order to reduce high school dropouts, to reduce the incidence of teenage pregnancy, and to reduce youth unemployment. In determining whether or not to make grants, the Foundation places a very strong emphasis on clear analysis of the problem and on implementation of effective, end-result oriented programs. Cities competing for the grant must demonstrate that their communities as a whole support this effort and that the key parties such as the City, County, school system, business community, and state and nonprofit agencies cooperate closely in data collection, problem analysis, program design, project implementation and funding.

The Casey Foundation requires that a community receiving the grant match the Foundation's grant on at least a one-to-one basis. At least 25% of the local community's matched funds must be new funding and the balance may be redirected funds and in-kind contributions. However, communities that are prepared to provide more than 25% in new money and more than a dollar for dollar match will be in a more competitive position for Foundation funds. In developing the proposal for this community, we will seek to obtain commitments to provide at least $1.5 million annually in new funds for the local program with the City, County, and School Board each allocating $500,000 annually to the project. We will also seek commitments from the State, the United Way, and the private sector for annual allocations to the program. To show the City's commitment to the project, I am recommending that we agree to appropriate $500,000 annually to the program for each of the next five years.

In the event that the community does not receive a grant award from the Casey Foundation, the City's $500,000 allocation and the allocation of the other agencies can still be used to address the problem of at-risk youth in the community as proposed in the plan submitted to the Casey Foundation.

ECONOMIC DEVELOPMENT

In 1988, the City will be working on three economic development efforts: participation in the Savannah Economic Development Partnership, promotion of small and minority business development, and implementation of three business district rehabilitation plans.

The Savannah Economic Development Partnership is beginning to produce clear benefits to the community. For example, Savannah has experienced a construction boom, growth in area employment continues at a pace which is greater than anywhere in the state outside of Atlanta, and the port appears to be recovering from the loss of U.S. Lines. Tourism is increasing steadily and several companies have located or expanded operations in the Savannah area. In 1988, the City will continue to provide water and sewer extensions and other support to the Partnership for the promotion of beneficial community growth and development.

The second economic development issue facing the City is a program to assist and promote small and minority businesses. A consultant's study has been received and evaluated by the Minority Business Task Force. We are now designing the implementation plan. Under the program, new or expanding small businesses will receive assistance in developing business plans and in submitting loan applications to banks. The program may also assist businesses with a revolving loan fund when bank loans cannot be obtained. The program will help new businesses to become established and existing businesses to maximize their chances for success.

A third economic development issue is the implementation of three business corridor improvement plans. The Waters Avenue project is entering its implementation phase: a newly formed merchants association is working to improve the appearance and cleanliness of this district. They are developing a business and finance plan for new business ventures to be based around the large food market that already exists in the area. A contract has been executed to conduct a West Broad Street study to examine the condition of the area bounded by Oglethorpe Avenue on the north, Anderson Street on the south, Jefferson Street on the east, and Boundary Street on the west. The study will include an assessment of market potential and opportunities for new business development. This project will be much like the evaluation of Waters Avenue, except this study will be complicated by the diversity of businesses in the area and by the convergence of several arterial roadways along the West Broad Street traffic corridor.

Finally, the Broughton Street improvement plan is underway; relighting and relandscaping of the street are to be completed by March, 1988. In addition, the Broughton Street business owners are considering renovating their building facades.

HOUSING

Housing is another serious problem facing Savannah, since nearly one third of our housing units are substandard and many are occupied by persons under the poverty level. Most of these persons pay over 40% of their income for housing, and they do not have the income needed to improve the condition of the housing units. Despite economic growth and prosperity in some parts of the city, the housing stock of a number of neighborhoods is continuing to decline. The seriousness of the problem is compounded by the reduction of federal assistance for housing renovations.

During 1987, an ambitious work program has been carried out to define more precisely the housing problems of low-income persons as well as the City's goals, objectives, and strategies for meeting these housing problems and needs. A detailed survey was conducted of 25,400 tax parcels in the area of the city north of DeRenne including the Westside. The survey measured all exterior structural conditions, the quality of property maintenance, the location of vacant lots, abandoned vehicles, and dilapidated buildings. A smaller "interior" survey was conducted of 700 households to determine their economic status, share of their income devoted to rent, age, sex, marital status, and other social information.

While the complete results of the survey have not been tabulated, two disturbing findings are:

(1) the high number and percent of single, Black, female-headed households who live in poverty in rental units which are in poor condition;

(2) the large number of elderly female heads of households who own their own homes but are unable to perform needed maintenance on their homes.

Both of these findings indicate that our housing problem may worsen in the future. Steps are now being taken to deal with the more immediate problems revealed from the survey including the removal of abandoned vehicles and the cleaning up of weeded, vacant lots. We are also developing a more comprehensive housing strategy to deal with the findings of the study. This strategy will be presented during 1988.

CRIME

The City's 1987 program of work has placed a very high priority on reducing crime in the community. The Savannah Police Department has made a concerted effort to address those factors of crime over which the police have some control. Police actions have included expanding the directed/tactical patrol unit; concentrating preventive patrol on the crimes of robbery, burglary, and larceny; and implementing special patrols on foot and on bicycles. The traffic unit has been expanded to allow beat officers more time for preventive patrol activities. A mini-station has been opened in Hitch Village. A "differential police response system" has been established so that many citizen contacts with the police can be handled over the phone by a police dispatcher--providing beat officers with more time for preventive patrol. Personnel have been added to the neighborhood watch program so that our efforts can be expanded into more city neighborhoods. A new computer-assisted dispatching system is now in place.

The vice squad's work on combatting illegal drug trafficking has shown very positive initial results. The unit has concentrated on both street and dealer distribution of illegal drugs, resulting in numerous arrests and the seizure of large amounts of drugs and stolen property.

Crime data appears to indicate that the efforts of the police are having a very positive effect on the crime rate. Serious crime is down by 17% for the first three quarters of 1987 compared to the same period last year. The crime rates for robbery, burglary, rape, and larceny are all down considerably.

Three new programs are proposed in 1988 to further enhance the crime reduction strategies of the police:

1. Neighborhood Mini-stations $ 75,070

Experience has shown that a clear reduction in crime can be achieved in particular neighborhoods through concerted, comprehensive police strategies that include: high police visibility, intensive directed patrol tactics, neighborhood watches, anti-burglary target hardening, and a spirit of neighborhood cohesiveness. During 1987, these strategies were successfully implemented in the Hitch Village area where a mini-station is now open approximately 80 hours per week. The station is used as a neighborhood meeting place to conduct anti-drug sessions, teen pregnancy counseling, and to coordinate special events. The assigned officers have helped the neighborhood coordinate the cleanup of litter, remove illegally parked cars, and monitor vacant and abandoned housing units. Increased community and police cooperation have reduced the level of crime in the Hitch Village neighborhood.

We are now proposing that two additional mini-stations be opened--possibly in the Yamacraw and Fellwood Homes areas. Two additional officers, one additional vehicle, and necessary related equipment, materials, and supplies are requested at a cost of $75,070.

2. Police Officer Training $ 46,380

Police officer training is a critical part of implementing crime reduction strategies. Prior to joining the force, an officer receives 320 hours of training in criminal law, emergency response, weapons use, crime scene investigations, and a wide variety of basic police skills. After joining the force (and before working independently), each officer receives approximately 240 hours of supervised in-service training. After that time, officers in the department receive an average of 20 hours of training on an annual basis. This training includes weapons recertification, roll-call training on specialized topics, and attendance at schools of the local, state, and federal training academies.

The Police Department is now proposing a more formalized system of officer training so that each officer will receive an additional 19 hours of training each year. This training will include patrol tactics for individual officers, provision of assistance to victims with a special emphasis on victims of sexual assault, personal defensive tactics, emergency use of firearms, and driver training. The enhanced training program will base its curriculum on an annual needs assessment and training plan. An improved computer-based system will be implemented to monitor and direct training records and courses for individual officers and for the department as a whole. Funds in the amount of $46,380 are requested in order to acquire training manuals, films, and other materials; to hire a records clerk; to train existing officers as trainers; and to contract for outside training assistance.

3. Police Reporting $ 16,380

The Police Department depends on the ready availability of crime data in order to carry out improved patrol tactics. Data on criminal incidents is collected continuously, and reports are prepared on a daily, weekly, and monthly basis to guide police tactics. Two records clerks are now assigned to the function of handling over 200,000 incident records on an annual basis. Since the number of records is growing rapidly and is expected to continue its growth in the future, existing clerks are not able to promptly review and record all reports. Critical information can no longer be promptly prepared. An additional records clerk is proposed at a cost of $16,380 so that all records can be processed and reports prepared without delay.

INFRASTRUCTURE

Once again, this year, a high priority has been placed on keeping the City's infrastructure in good repair and responsive to the health, safety, and convenience needed for city residents. An allocation of $26,523,822 is proposed to implement capital projects of the following type:

-- projects to ensure an adequate supply of water for residential, commercial, and firefighting purposes
-- pollution abatement projects needed to meet federal and state pollution abatement mandates
-- street paving projects
-- projects to improve the safety and traffic capacity of key City intersections
-- park renovation projects
-- renovation or expansion of facilities housing City agencies or departments
-- Civic Center renovations
-- cemetery roadway repairs
-- pave golf cart paths

Specific projects are listed below.

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

Water System Improvements $7,077,000

A number of capital improvements are planned in the City's water system to meet growth on the City's southside, to extend the water system into areas opening for development, to allot an adequate supply of water for industrial development, and to keep the existing system in good repair. Two types of water projects will be initiated in 1988.

--Line improvements and extensions
--Pump station/treatment plant improvements or replacements

Line Improvements and Extensions

a. White Bluff - Windsor to Old Mill Road $ 750,000
Complete a trunk main loop from Windsor Road to Old Mill Road with 9,000 feet of 20" and 24" water main.

b. Middleground Road $ 808,000
Complete the second and final phase of a project to install a major trunk line to the extreme southwest Savannah system. The project will include the installation of a 16" line along Middleground Road.

c. Montgomery Crossroads/Abercorn to Middleground Road $ 412,000
Begin Phase I of a project to install a 20" water line on Montgomery Crossroads from Abercorn to Middleground Road.

d. Hutchinson Island Service $ 391,000
Provide water service for a potential new development on Hutchinson Island.

e. Travis Field/I & D Loop $1,000,000
Provide funds for the second phase of the construction of a line from Travis Field to the I & D System. This connection will allow for the disconnection of three wells in the Travis Field area. The capacity from these wells will then be reallocated to other areas of the City system.

f. Chatham Parkway $ 380,000
Provide funds for Phase II of the Chatham Parkway Loop which will involve the installation of 8,000 feet of 12" pipe along Chatham Parkway north of I-16.

g. Dean Forest $ 954,000
Provide water service to the area in the vicinity of Dean Forest Road and I-16.

h. Extension of Fire Protection $ 250,000
Extend water lines into those areas of the city identified as deficient in fire protection.

i. Water Line Improvements $ 250,000
Provide funds for an ongoing program to replace or upgrade deteriorated or substandard water lines in the City's water system.

j. Improvements Constructed as a Part of Paving Projects $ 137,000
Provide funds for utility relocation and replacement of water lines during street paving projects.

k. Extensions to Unserved Areas $ 150,000
Provide funding to extend water service to areas with no water service.

l. Cost Sharing for Oversizing $ 500,000
Compensate developers for any oversizing or improvements to new systems that will be dedicated to the City.

m. Improvements to Acquired Systems $ 200,000
Make necessary improvements to systems acquired by the City to bring these systems up to City standards.

Pump Station/Treatment Plant Improvements or Replacements

a. Cornell Street Pump Station $ 600,000
Provide funds to upgrade Cornell Street Pump Station to include a water line to the proposed 5 MG Reservoir.

b. Preventive Maintenance Program $ 135,000
Conduct the annual program to inspect and perform minor maintenance and to provide surge protection on five selected water well pumps.

c. Pump House Rehabilitation $ 40,000
Make aesthetic improvements to pump stations for greater compatibility with adjoining properties.

d. Rivers Bend Service Area $ 75,000
Provide funds for the acquisition of two County wells in the Rivers Bend area.

e. Water Tank Painting - Windsor Forest $ 45,000
Provide funds for a maintenance project to protect the water storage tank in the Windsor Forest area.

Sewer System Improvements $13,935,000

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 1988 capital projects is $13,935,000 and are delineated, as follows:

Sewer Line Improvements and Extensions

a. Gaston Street Line Rehabilitation $ 350,000
The 18" sewer line running under Gaston Street has failed in the past, and recent television tapes revealed serious problems with the existing line. Funds are needed to replace the line.

b. Sewerage-Served Paving Projects $ 80,000
Replace substandard sewer lines at the same time streets are paved to avoid tearing up streets at a later date.

c. Cost Sharing for Oversizing $ 175,000
Compensate developers for any oversizing or improvements to new systems that will be dedicated to the City.

d. Sewer Extensions $ 110,000
Connect customers in areas that are currently unserved.

e. Dutch Island Sewer Extension $ 200,000
Complete the collection system at Dutch Island.

f. Forest River Farms Extension $ 400,000
Complete the collection system at Forest River Farms.

g. Hopkins Street Line Rehabilitation $ 488,000
Finish rehabilitation of the Hopkins Street sanitary sewer outfall from West Boundary Street at West Gwinnett Street to the Yamacraw Lift Station.

h. Upgrade Acquired Systems $ 100,000
The City has recently acquired sewer systems from private developers. Funds are needed to bring these systems up to the City's standards.

Treatment Plant and Pump Station Improvements or Replacements

a. President Street Plant Expansion - Phase I $ 187,000
The President Street Plant will be operating at or near design capacity by the end of 1990. However, expansion of the plant will require at least three years of project planning and construction. Phase I will provide funds to properly size and design the plant expansion.

b. Georgetown Treatment Plant Expansion - Phase II $2,450,000
The Georgetown area growth projections indicate that the existing plant there needs to be expanded by 1989. Funds are requested to expand the plant to make it a regional sewage treatment plant which can also serve the Gateway Savannah area.

c. Lift Station Rehabilitation $ 305,000
Many of the City's 100 lift stations are over 20 years old and are in need of replacement or rehabilitation. Funds are needed for the ongoing program of repairing five lift stations per year.

d. Georgetown Area Pump Station $1,000,000
Installation of a new pumping station and force main in the Georgetown area will permit the closing of the Gateway Savannah treatment plant.

e. Bacon Park Pump Station $ 50,000
The current access road and bridge for the sanitary lift station at Bacon Park has deteriorated and needs to be replaced.

f. Rivers Bend $ 589,000
This project will permit the construction of a regional collection and pumping facility in the Rivers Bend area.

g. Hutchinson Island $ 671,000
This project will allow for the construction of a regional pumping station and force main from Hutchinson Island to President Street.

h. Windsor Forest $2,490,000
Expand the Windsor Forest Treatment Plant, close the Wilshire Plant, and remove the effluent from the Forest River.

i. Cloverdale Plant Closing $4,290,000
Complete the closing of the treatment plant and the transfer of effluent to the President Street Plant.

2. To continue the paving of unpaved streets:

Street Paving $2,000,000
Approximately 41 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. During 1988, 3.43 miles are scheduled to be paved. Paving includes installation of curbs and gutters, drainage facilities, and other required improvements. In addition, funds in the amount of $150,000 are proposed for the design of paving projects which will be carried out in 1989.

The table below lists the streets and length for the road surface which will be paved. The table also indicates the estimated completion dates of the street paving.

Street	Section	Miles	Estimated Completion
Schley	Rose Dhu to Old Barn	0.90	3/89
Old Barn	Schley to End	0.23	3/89
Dutchtown	Middleground to Apache	0.27	1/89
Mohawk	Apache to Middleground	0.32	1/89
Mohawk	Rio to End of Pavement	0.30	1/89
Hurst	Delta to Rivers End	0.30	2/89
Hayners	Clark to Rivers End	0.14	2/89
42nd	Live Oak to Cedar	0.10	2/89
36th	Live Oak to Waters	0.10	2/89
36th South	Cedar to Dieter	0.18	2/89
37th	Wallin to Skidaway	0.06	2/89
38th	Wallin to Skidaway	0.09	2/89
39th	Wallin to Skidaway	0.11	2/89
Stuart	Waters to West End	0.10	3/89
Macon	Price to East Broad	0.11	3/89
57th	Atlantic to Paulsen	0.12	3/89
		3.43	

The cost of these paving projects will be met through the proceeds of the 1988 General Obligation Bond Issue.

3. To upgrade traffic safety and movement in the Hodgson Memorial, Mall Boulevard, and Abercorn Street corridors:

   a. Hodgson Memorial Drive Widening - Phase II $ 260,000
   In 1985, $155,000 was allocated to provide for the widening of Hodgson Memorial Drive between Stephenson and Eisenhower Avenues. However, subsequent soil tests and traffic counts showed that the existing roadway could not simply be expanded and that the entire street would need to be reconstructed. Construction of this project will provide four traffic lanes plus turning lanes as needed from Stephenson to Eisenhower.

   b. Abercorn and Mall Boulevard Intersection $ 95,000
   Improvements
   Three intersection improvements are proposed on Mall Boulevard between Abercorn and Hodgson Memorial Drive. This area is experiencing very rapid development with increased traffic congestion. The Abercorn Street and Mall Boulevard intersection will be widened to provide two lefthand turn lanes into the Mall while maintaining three southbound traffic lanes along Abercorn Street. This is a State of Georgia funded and managed project. The City's only involvement is the relocation of the traffic signals. Secondly, the western terminus of Mall Boulevard at Abercorn Street will be widened to allow for a lefthand turn lane, a righthand turn lane, and a center lane for an entryway into Chatham Plaza. Thirdly, an additional traffic lane will be added to all roadways at the intersection of Mall Boulevard and Hodgson Memorial Drive to allow for lefthand turn lanes plus two traffic lanes from all directions in this intersection.

   c. Abercorn and DeRenne Improvements $ 12,000
   The intersection at Abercorn Street and DeRenne Avenue is one of the city's busiest. A third southbound lane was installed in 1986 on Abercorn Street just north of DeRenne (in front of the bank and the Jewish Educational Alliance) to coincide with the three lanes south of DeRenne. However, this additional lane is too short, as too few cars merge into the new lane. Extension of the third lane to 500 feet would allow more vehicles to use this lane and more vehicles to cross DeRenne at each light change.

   d. Eisenhower and Sallie Mood Signalization $ 30,400
   Traffic volumes and vehicle wait times at the intersection of Sallie Mood and Eisenhower Drive are creating excessive delays and contributing to accidents at the intersection. Signalization of this intersection is needed to correct this problem.

e. Summerside Railroad Crossing $ 400,000
The newly annexed Summerside area is home to approximately 560 people, but the area has only one access and egress point to the rest of the city. This access point creates inconveniences and limits emergency access to the neighborhood residents. This project is proposed to create an additional rail crossing connecting Pendleton Street to Archer Street. The costs for this program will be provided by a Community Development Block Grant.

4. To improve the condition of parks and recreation facilities:

a. Cloverdale Playground Renovation $ 55,150
The wooden playground equipment in Cloverdale Park was installed in 1978; since that time, the equipment has deteriorated badly and needs to be replaced. This playground serves approximately 2,075 youths.

b. Dixon Park $ 25,750
The Dixon Park playground was constructed at about the same time as the Cloverdale playground. The wooden equipment in this park has also deteriorated and needs to be replaced. Dixon Park serves approximately 2,500 youths.

c. Summerside Playground Renovation $ 30,000
When the Summerside area was annexed, the City assumed responsibility for a playground which was constructed by Chatham County on land leased from the railroad. The playground equipment in this park is in very poor condition; new equipment needs to be installed and a basketball court needs to be paved. The playground serves approximately 1,500 youths.

d. Forsyth Park Fountain Renovation $ 102,000
The Forsyth Park fountain was installed in 1858 and it has become a symbol of Savannah. The fountain's pump, pump house, basin, and electrical systems have been recently renovated. The fountain's exterior now needs to be refinished and recasted. When completed, the fountain will have the same appearance as in 1858, except that it will be equipped with stainless steel plumbing and fittings to reduce future maintenance needs.

e. Daffin Lake Restoration $ 275,000
A project has been initiated to repair the storm drainage system under Daffin Lake and to restore water to the basin. Additional funds are now needed to complete the restoration of the lake bottom and shoreline.

f. Garden Homes and Yamacraw Playgrounds Renovation $ 63,000

The playground equipment and playing areas in the Garden Homes and Yamacraw playgrounds are in very poor condition. Major renovation of the grounds area and replacement of the play equipment will be required to bring these two playgrounds up to the same condition as other City playgrounds. These improvements are the first phase of a $150,825 CDBG project.

5. To make repairs needed to keep City buildings in proper operating condition:

a. May Street Center Roof Replacement $ 110,000

Since 1971, the May Street Center has been jointly operated by the City and the YMCA. The YMCA has proposed to assume sole responsibility for the operation of the facility and this would result in cost savings to the City. However, prior to the transfer of the property, the Center's roof needs to be totally replaced. The current roof is cracked in numerous places and leaks badly during rainstorms.

b. City Hall/Gamble Building Repairs $ 155,922

Several projects are needed to properly maintain the City Hall and Gamble Building complex. First, the Gamble Building roof has not been renovated since 1977. The entire roof needs to be resurfaced at a cost of $42,500. The Gamble Building electrical system has not been renovated since 1977 and much of the system is not in compliance with the City Code. Funds in the amount of $40,000 are needed to redesign and begin renovation of the electrical system. Next, the fire escapes in the Gamble Building are unsafe and in violation of State fire codes. Funds in the amount of $15,000 are needed to design a stair tower for the west end of the building. Finally, funds in the amount of $58,422 are recommended to meet unexpected building problems during the fiscal year.

c. Factors Walk Retaining Wall Study $ 20,000

The Factors Walk retaining wall is well over 100 years old and stretches from Barnard Street on the west, eastward to East Broad Street. The western sections of the wall are in poor condition and are tilting outward. Funds are requested to conduct an engineering study of the entire wall condition. Upon the completion of the study, a long-range maintenance plan can be prepared.

d. Battlefield Park Restoration $ 50,000

The Battlefield Park area contains some of the finest examples of 19th century railroad architecture in the United States. However, this site is now abandoned and is subject to fire, weathering, and vandalism. In order

to prevent these buildings from further serious deterioration, funds are needed to correct structural defects, to repair roofs, and to properly secure the buildings. Funds in the amount of $50,000 are needed to carry out such projects during the fiscal year.

e. Facilities Condition Assessment $ 30,000
Long-range building and facilities plans have been prepared for the City Hall, the Gamble Building, and the Police Department in order to keep those buildings in proper operating condition and to provide adequate, functional space for City programs. The same type of facilities condition assessment needs to be conducted in other City buildings including the City Lot, Daffin Park, the cemeteries, and other locations. Funds are requested to conduct such a facilities condition assessment.

6. To improve operations at the Civic Center:

Replacement of Arena Risers $ 396,000
Approximately 1,144 of the Civic Center arena seats (adjacent to the arena floor) are on retractable platforms. Last year, 248 of these seats (in the "end zone") were replaced and now the remaining 896 seats (along the sidelines) are in poor condition and need to be replaced.

This project will be funded by $369,040 in Tourism Enhancement Capital Funds and $26,960 in Civic Center ticket fee revenue. This revenue is discussed in the Hotel/Motel Tax Receipts and Civic Center Improvements section of this message.

7. To improve cemetery roadways:

Greenwich Cemetery Entranceway and Cemetery Road Re-paving $ 32,600
The entranceway to Greenwich Cemetery has potholes and broken payment. These rough conditions are unsightly and an inconvenience to visitors. Several roads have been damaged by erosion causing visitors to drive in burial areas. A $70,000 program to repair these deficiencies is planned for 1988. It will be funded with $37,400 which was previously appropriated and $32,600 from burial lot sales. Since 1986, proceeds from burial lot sales have been reserved for cemetery capital projects and development.

8. To improve the condition of Bacon Park Golf Course:

Golf Cart Path Paving $ 186,000
The first phase of Bacon Park Golf Course's cart path paving project is currently underway. The 1987 budget provided funding to pave 10,600 linear feet of paths. The paving of an additional 16,100 linear feet is proposed as the second and final phase of this improvement. The results will be paved cart paths through the whole golf course.

The advantages of a totally paved cart path system are reduced maintenance cost, increased cart use and player convenience. Maintenance costs will be contained with the elimination of turf damage which occurs in those heavily traveled areas not currently paved. Player convenience and revenue will increase with all weather cart rentals. Muddy paths after heavy rainfalls restrict cart use. Under current conditions, there are typically 25 days a year when carts can not be used because of the wet ground. Finally, playing time will be both shorter and smoother also resulting in player convenience (reduced waiting time) and enhanced revenue.

To fund this $186,000 project, the monies can be borrowed from another City fund and repaid over a ten year period. To repay these monies, it is proposed that rented motorized golf carts be required for all players on weekends and holidays. This proposed policy is consistent with the practice at other local golf courses. The advantages of the proposed policy, in addition to the revenue generated, are more player opportunities on the most popular days and quicker play times. At present, most holiday and weekend players rent carts but can play no faster than the pace set by the few walking players. With all players riding in carts, the play will move at a quicker pace and with less disruption. The quicker pace will allow more players on the course on the busy holidays and weekends when the player demand for tee times is highest. The combination of additional green fees and cart rentals is expected to produce the $28,000 annually needed to service the loan debt. More details on the cost and funding are found in the special report on golf fees.

DRAINAGE

The study conclusions of the Drainage Task Force were recently presented to the Mayor & Aldermen along with the recommendation that the $35 million in projects be funded with revenue bonds which would be supported by a system of user fees. Listed below are the options which have been identified as possible ways to fund the slate of projects needed to provide a minimum 10-year storm protection for all areas of the city. Funding options include:

-- imposition of a drainage service fee
-- increase to 3 mills the present millage set-aside dedicated to drainage
-- imposition of a new one cent local options sales tax levy

Each of these options has advantages and disadvantages. A separate report is being prepared describing each of the funding options in more detail.

In the 1987 budget, a one mill drainage contingency was set aside to fund high priority drainage projects and as a start toward long-term funding of the $35 million slate of projects. The actual funds collected--$1,075,000--have been placed in reserve pending completion of the Drainage Task Force report. These funds are now available to fund projects in 1988. These projects are in accordance with the priorities recommended by the drainage committee.

Fell Street Pumping Station Auxiliary Power $ 360,000

The Fell Street Drainage System, which handles the stormwater runoff from a two-square mile area around East Bay Street, is more susceptible to incidents of structural flooding than any other drainage basin in the city. For the past three years, several projects have been implemented to rectify flooding in the area including cleaning of the box and installation of new tidegates and pumps. The final step in addressing the problems of this drainage basin is the installation of auxiliary power at the pumping station. Without backup power, flooding could still occur in the event of a power failure during a major storm.

Placentia Canal Improvements $ 550,250

The Placentia Canal runs along the city's eastern boundaries, several residential subdivisions between Sunset Boulevard and Tompkins Road, as well as several commercial buildings around Victory Drive and Bonaventure Road. Since the area is susceptible to flooding, the Corps of Engineers recently completed a study which specifies improvements needed for flood control for 87 families and 17 commercial establishments within the 100-year floodplain. Improvements proposed by the Corps include tidegate replacement, grading and widening of the canal, construction of a levy, and providing increased culvert capacity at several road crossings. The project has been given a Priority I rating by the Drainage Task Force. The total project cost is $1,100,500 of which the federal government and the City will each pay $550,250.

Middleground Road Drainage Improvements $ 60,000

Funds are needed to lengthen the culvert on Middleground Road to allow the shoulder of the road to be widened and also to provide for possible future widening of the roadway.

Drainage Contingency $ 212,750

Each year, funds must be set aside to provide for major unanticipated drainage problems such as the failure of culverts due to age and to provide for emergency stabilization of channel banks.

HOTEL/MOTEL TAX RECEIPTS AND CIVIC CENTER IMPROVEMENTS

In 1987, State legislation was enacted increasing the permissable rate of hotel/motel taxes from 3% of gross income to 5%. In June, 1987, the Mayor and Aldermen passed an ordinance enacting this new rate in the City. The State legislation authorizing the increased collections stipulated that two fifths of the revenues from room taxes must be used to promote tourism; the remaining three fifths may be used as general City revenues. In September, Council took action to increase the City's contribution to the Convention and Visitors Bureau (CVB) to two fifths of our collections.

The table below shows our actual and estimated hotel/motel revenue collections from 1986 through 1988; the table also shows our actual and proposed allocations to the CVB--as well as the increased revenue due to the higher tax rate implemented in 1987:

Hotel/Motel Tax Collections and Projections

	1986 Actual	1987 Projection	1988 Projection
Total Collections	$ 982,068	$1,460,000	$1,925,000
Allocation to CVB	-412,500	-587,480	-770,000
Funds Available to City	$ 569,568	$ 872,520	$1,155,000

The budget proposes that the additional revenues generated by the hotel/motel taxes in 1988 be used as described below:

1. Convention and Visitors Bureau: In the past the CVB has received 50% of our estimated collections of hotel/motel receipts. (The estimates were based on prior year's collections reduced by a $25,000 charge for building rent.) Under our new agreement, the CVB will receive two fifths of our actual collections which will increase their 1988 allocation to $770,000. In 1988, the CVB will begin submitting to the City more detailed goals, objectives, strategies, and progress reports about its efforts to increase tourism. The CVB will use its higher level of funding to implement a new marketing and advertising plan that is being completed in 1987.

2. City Use of Hotel/Motel Receipts: The additional 1988 hotel/motel revenues will come from two sources:

   --normal growth in hotel/motel revenues, and
   --increased revenues due to the 5% tax rate.

This budget proposes that the additional revenues due to normal growth be allocated to general fund revenues, and that the new revenues from the higher tax rate ($470,040) be allocated to tourism-related capital needs and to the Civic Center.

The specific projects which will be funded by these tourism enhancement capital funds in 1988 are listed below:

Forsyth Park Fountain	$ 51,000
Civic Center Improvements	369,040
Battlefield Park Improvements	50,000
	$470,040

In 1989 and beyond, we propose to continue to devote a portion of the hotel tax funds to tourism enhancement capital projects. As our hotel tax revenues grow, the tourism enhancement allocation will increase proportionately. In this way, we will be making a continued City commitment to our tourism infrastructure.

In order to further support needed capital improvements in the Civic Center, a ticket service charge of $1.00 on each ticket sold is proposed. The Civic Center plans to install a computerized ticket sales system that will permit ticket customers to purchase the best possible event seating at every ticket outlet. Under the present ticket sales arrangement, each ticket outlet is given an allotment of tickets so that customer choices are limited and the best tickets are not sold on a first come, first served basis Citywide. The estimated net proceeds of this system, which are projected to reach $150,000 annually in future years, should also be dedicated to a capital improvement fund for needed Civic Center renovations.

The overall tourism enhancement plan is described in more detail in a special budget report.

PROVIDING RESPONSIVE SERVICES

Three new programs are proposed to ensure that the City services are responsive to citizens.

1. Housing Authority Playgrounds $ 63,000

Because of the condition of playgrounds and playing fields, very few Leisure Services recreational programs have been conducted in Hitch Village, Fred Wessels Homes, Garden Homes, or Yamacraw Village. However, in 1987, the playgrounds at Hitch Village and Fred Wessels Homes are scheduled for renovation; Yamacraw Village and Garden Homes are scheduled to be renovated in 1988. Upon the completion of the renovations, the Leisure Services Bureau will be able to conduct recreational programs comparable to those offered in other city neighborhoods. The table below lists the youth population (i.e. the number of persons under 19 years of age) in each of these residential areas.

Name	Number of Youths
Hitch Village	686
Fred Wessels Homes	576
Garden Homes	653
Yamacraw Village	721
Total	2636

Operation of regular programs will provide for playground supervision on a daily basis during the summer, and on weekends and evenings in the fall and winter. The programs will include arts and crafts, table games, basketball, flag football, field trips, lunch programs, and special programs. Funds in the amount of $63,000 are requested to provide for four part-time recreation leaders, one maintenance staff worker, a pickup truck, and necessary sports, crafts, and maintenance supplies.

2. Data Processing $ 40,000

Computers have become an essential part of the service delivery of City programs. Computers are used to perform a wide variety of tasks including police and fire emergency response, tracking of citizen complaints, reading of meters, and even dispensing of fuel to City vehicles. While most actual processing of data is still performed on the computer mainframe, over 90% of the work is initiated and conducted at 530 terminals, work stations, and personal computers connected to the mainframe. One maintenance technician is now responsible for the installation and repair of all of this equipment. Due to the increase in the number of terminals over the years (five years ago the City had only 200 work stations), one technician is simply unable to promptly service all of the work stations. When work stations break down, some users must wait several days before the equipment can be repaired. This delay means that important services to the public are not performed on a timely basis. Therefore, one additional technician, a van, and supporting equipment and supplies are requested at a cost of $40,000 to ensure that repairs are made promptly.

3. Maintenance of Playing Fields $ 28,198

The Buildings and Grounds Department of the Leisure Services Bureau is responsible for the maintenance of approximately 29 active recreation sites in the City. For the past three years, 13 large City facilities have been newly constructed or renovated. These sites include playgrounds, ballfields, or tennis courts at Blackshear Homes, Carver Village, Hitch Village, Hyde Park, Southside Park, and Tremont Park. In addition, the Paulson Softball Complex has to be maintained in high quality condition. The maintenance of each of these facilities involves not only the cleaning, mowing, and repair of structures but also the continued maintenance of irrigation systems without which the turf, shrubbery, trees and plantings could not survive.

The cumulative addition of 13 new sites in the past three years combined with continued maintenance of existing facilities means that Buildings and Grounds lack the resources needed to maintain all irrigation facilities within established standards. If broken irrigation systems are not repaired immediately, turf and foliage can be permanently damaged and the City will be exposed to costly replacement of plants. One additional maintenance service worker, a truck and supporting equipment are requested at a cost of $28,198 to enable the Buildings and Grounds Department to maintain existing playgrounds in satisfactory condition.

FEDERAL MANDATES

Federal and state requirements continue to have a major impact on the City's budget and operations by requiring costly action yet providing no (or only partial) funding. Water pollution control improvements are the most costly requirements.

Four sewer projects in the capital plan are mandated by the Environmental Protection Agency in order for the City to remain in compliance with the Federal Clean Water Act. The City is under administrative orders to complete these projects by July 1, 1988. These mandated projects are:

-- Elimination of sewage plant effluent from shellfish waters around Wilmington Island. This involves closure of three sewage plants on the eastside islands and piping of raw sewage to the President Street Plant.

-- Closure of the Cloverdale Plant. This involves piping raw sewage, now treated at Cloverdale, to the President Street Plant.

-- Closure of the Windsor Forest Plant and expansion of the Wilshire Estates Plant with piping of effluent to Savannah River.

-- Elimination of Travis Field Sewage Plant effluent from Pipemakers Canal, piping it to the Savannah River.

The total estimated cost for these four projects is $16,091,000. However, our planning anticipates that $4,973,000 will be available from EPA grants and cost sharing from Garden City, leaving a local cost share of $11,118,000. The debt service on this local cost is equivalent to about $.18 per CCF (per 100 cubic feet of sewage treated). Thus, out of a total average service fee of $1.10 per CCF for system customers, the cost of these EPA mandated projects represents 16% of customers' bills.

The City may face additional costly federal water pollution mandates if the Savannah River is upgraded from its classification as a navigation-oriented stream to a fishing classification. The Environmental Protection Agency is also considering new regulations over the water quality of municipal stormwater runoff which is discharged into local streams. Achieving a high level of water quality in the community is a very desirable goal, but this goal could subject the City (and some area industries) to high water treatment costs in the future.

The federal government increasingly requires costly changes in the City's employee benefits. For example, the City is now obligated to offer continued medical coverage to employees who leave City service. Federal regulations also require that the City's medical plan--and not Medicare--be the primary insurer for disabled dependents of active employees. Both of these policy changes expose the City to very large additional medical claims. The federal government has made a number of proposals that would further increase the cost of City government. For example, the City's exemption from motor fuel taxes may be eliminated which could cost the City over $100,000 each year in additional taxes. We will continue to monitor and to oppose these and other potentially adverse changes in federal law.

GREAT SAVANNAH EXPOSITION

Continued operation of the Great Savannah Exposition (GSE) is included in the 1988 Budget. Progress has been made in reducing the GSE operating deficit. The deficit projected for 1987 was originally set at $1.2 million. The current projection for 1987 is $983,600. The projected net deficit for 1988 is $902,000. A number of economies were put in place in 1987 including reductions in personnel, strict control of food costs, and controls for all other expenses. Improvements to the property included in the 1987 expenses are: relocation of the gift shop from the rear of property to the Lobby area; remodeling of the Lobby area to accommodate the gift shop; complete restocking of the gift shop with new, more saleable lines of merchandise; remodeling of the old gift shop to accommodate restaurant seating; remodeling of two train cars to provide more inviting entrances to guests; improved on-site signage to orient visitors to available facilities; and movement of GSE offices to the Visitors Center Building. Personnel changes made in 1987 have greatly improved staff capabilities.

These physical and personnel changes made 1987 a year of change at the GSE; the net deficit of the facility has decreased considerably. With the physical improvements, cost controls, and personnel now in place, 1988 will be a year for concentrating on improvement of gross revenues. A museum consulting firm is completing a review of the Exposition museum and shows and is making recommendations as to how visitor attendance can be improved. By providing consistent and superior service and capitalizing on its unique setting, the GSE will work to increase revenues from the local community. Improvements in gift shop displays and merchandise made in late 1987 are expected to increase profits from this activity. A more active local marketing program will be directed to increasing visitor attendance.

RESOURCE RECOVERY

In 1984, the City entered into agreements for the construction of a Resource Recovery facility for the disposal of solid waste. Construction of the facility was started in the spring of 1985, and was completed in June, 1987. Completion tests have shown that the plant is operating properly and is producing energy at the levels guaranteed by the contractor. The City undertook this project in order to extend the life of the Dean Forest landfill. In the absence of Resource Recovery, the Dean Forest landfill would be filled to capacity within 20 years. With Resource Recovery, the life of the landfill will be extended to 100 years or more. Thus, the City will be able to delay, far into the future, the costly expense of acquiring and developing a new landfill for solid waste disposal.

An additional more immediate benefit is avoidance of the cost of complying with proposed new landfill operation regulations to be issued under the Federal Resource Conservation and Recovery Act. Drafts of these regulations, if adopted, could require the City to install liners, and leachate collection and treatment systems at the Dean Forest landfill. These requirements could increase the cost of landfilling by as much as ten times current cost levels. Because Resource Recovery greatly reduces our landfill activity, the City will be able to avoid much of this potential expense.

The City's disposal fee for the Resource Recovery facility (which needs to be provided for in the City's budget) is the difference between: 1) facility revenues (which include energy sales, interest revenue, private hauler tip fees, and an equity contribution by the contractor) and 2) facility expenses (which include a fixed operations and maintenance fee, insurance costs, and debt service on the Resource Recovery bonds). In 1988, the recommended budget appropriation for the disposal fee is $1,733,400. This amount is higher than what was projected in 1984 when the City decided to undertake the project. The principle reason for this higher cost is the dramatic worldwide decline in energy prices since 1984. Energy prices affect the project because they determine the value of energy sales. At 1984 prices, the value of energy produced from each ton of

refuse would have been $33.57. At 1987 prices, the value of energy from each ton of refuse is $15.00, a reduction of 55%. If energy prices recover in the future, the economics of the project will dramatically improve.

Two factors may reduce our disposal fees in 1988: the financing cost of the project, as well as the insurance cost may go down by as much as $400,000 in 1988. The Resource Recovery facility was financed with variable rate bonds backed by a letter of credit from Chemical Bank. In general, fees for letters of credit have declined since the project's initiation. Therefore, we expect to either pay a lower fee to Chemical Bank or to seek a lower cost letter of credit from another financial institution. This action could save as much as $200,000 in 1988. (Continued use of variable rate bonds is still planned since this method of financing has saved over $5.75 million in debt service since the beginning of the project.) Because of conditions in the insurance industry, the Resource Recovery project has initially incurred much higher insurance costs than expected. In general, insurance costs are now declining so that new proposals for insurance coverage are being sought which could reduce the project costs by as much as $200,000.

EMPLOYEE PAY ADJUSTMENTS

This budget recommends a 2-1/2% cost of living pay adjustment for all employees effective January 1, 1988, and a 2-1/2% pay adjustment on the job anniversary of employees who have not reached the top step of their pay ranges. In addition, the budget recommends pay range adjustments for a number of positions to bring them in line with the prevailing pay for those positions.

The pay adjustment recommendations are made on the basis of findings of a pay survey for 47 representative job or benchmark classes with pay for comparable jobs in 12 major local businesses and 21 cities in the Southeast region. The survey found that the 1987 salaries paid by the City are 4.78% or more below the median in other cities. Our basic goal is to keep our pay equal to the median. The budget also recommends that modular advances be granted to police officers, firefighters, water and sewer plant operators, and other modular classes.

The cost for providing these pay adjustments in 1988 is as follows:

Item	Cost
2.5% General Wage Increase	$ 816,000
Service Step Increases	652,000
Special Range Adjustments	128,000
Modular Increases	107,000
Total	$1,703,000

The adoption of these changes will mean that the City's compensation levels will more nearly approximate the median level of other employees in the area and region.

RECOMMENDED REVENUE PROGRAM

The work programs discussed in the preceding pages are the basis for the eleven operating budgets and the capital budget. Each fund is balanced as proposed. The revenues to support these budgets come from current revenues, grants from the federal and state government, reserves, fee adjustments and a tax increase. In all funds, routine fee adjustments, reserves and current revenues are sufficient to fund the base budgets. However, to provide for the new programs and capital projects, increases in Water and Sewer fees plus a property tax are necessary. The chart below provides an overall summary of the additional new revenues needed and recommended for 1988.

ADDITIONAL REVENUES REQUIRED

	Additional Revenue
Fee Adjustments	
Inspection Fees: increase by 4% plus other changes	$ 31,840
Business Licenses: increase by 7.5%	168,000
Recreation Fees: adult athletics, team tennis and other fee increases	5,392
Cemetery Fees: burial fees increase by $45 plus other fee changes	40,522
Golf Fees: daily green fees increase by $.50 plus golf cart rental by $1 and annual green fees by $30 to $50	50,233
Residential Refuse Collection Fees: increase $1.50 per month	650,400
Commercial Collection Refuse Fees: increase $.10 per cubic yard	50,000
Others Fee Increases	26,955
Subtotal	$ 1,023,342
Civic Center Ticket Fee	
Add $1.00 fee to each ticket sold	$ 26,960
Utility Fees	
Water Charges increase by 7%	$ 492,000
Sewer Charges increase by 3%	336,000
Composite Water and Sewer charges increase 4.5%	
Subtotal	$ 828,000
Property Tax Increase	
1.5 Mills	$ 1,612,500
Total	$ 3,490,802

The details of the revenue programs for each fund are discussed in the appropriations section of this message.

These then are the major issues facing the City in 1988. The remainder of the budget message first provides a summary of all funds and then describes the financial plan proposed for each fund, including its base budget, new programs, and capital projects. The description of each fund includes the revenues needed to meet the proposed expenditures for that fund.

RECOMMENDED APPROPRIATION FOR 1988

To carry out the work program for 1988, the proposed combined appropriations for all funds, after adjustments for interfund transfers, is $118,069,338.

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 $100,539,820, an increase over the projected 1987 spending of $9,103,237 or 10%. The appropriations for the base budget cover the costs of current level services. The current revenue charges for each fund, plus fund reserves and routine fee adjustments are adequate to balance the recommended base appropriations for each.

The appropriations for capital projects total $26,523,822. 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 Revenue Bond issues, from an increase in water/sewer fees, from a property tax millage increase, and from the capital projects reserve fund.

The appropriations proposed for program improvements total $769,028. The recommended new programs 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, an increase in property tax millage will be required.

A series of tables and descriptive summaries begins on the next page. Table 1 presents 1988 proposed expenditures and revenue budgets for eleven operating funds and the Capital Improvement Fund. The total All Funds Budget is summarized by major expenditure category in Table 2. Major components of each expenditure category are discussed following that table. An analysis of proposed expenditures and revenues by fund is also presented. Finally, Table 3 provides an all funds summary of 1988 proposed budgets.

TABLE 1
Proposed Budget by Fund for 1988
Additional Revenue Requirements
Projected Spending by Fund for 1987

Fund	Proposed 1988 Budget	Additional Revenue Needed	Projected 1987 Spending	Diff. Between 1988 Budget and 1987 Spending Amount	%
GENERAL FUND					
Basic Budget	$58,111,931	$1,023,342	$53,368,154	$ 4,743,777	8.9%
Capital Improve.	843,472	843,472	2,166,234	-1,322,762	-61.1%
Program Improve.	769,028	769,028	[1,891,180]	769,028	na
Total	$59,724,431	$2,635,842	$55,534,388	$ 4,190,043	7.5%
WATER FUND					
Basic Budget	$ 5,603,435	$ 0	$ 5,159,899	$ 443,536	8.6%
Capital Improve.	1,604,859	492,000	1,403,434	201,425	14.4%
Program Improve.	na	0	na	na	na
Total	$ 7,208,294	$ 492,000	$ 6,563,333	$ 644,961	9.8%
SEWER FUND					
Basic Budget	$ 9,651,228	$ 0	$ 8,991,883	$ 659,345	7.3%
Capital Improve.	2,312,057	336,000	2,482,160	-170,103	-6.9%
Program Improve.	na	0	na	na	na
Total	$11,963,285	$ 336,000	$11,474,043	$ 489,242	4.3%
I & D WATER FUND					
Basic Budget	$ 3,747,723	$ 0	$ 3,979,162	$ -231,439	-5.8%
Capital Improve.	na	0	na	na	na
Program Improve.	na	0	na	na	na
Total	$ 3,747,723	$ 0	$ 3,979,162	$ -231,439	-5.8%
GOLF COURSE FUND					
Basic Budget	$ 1,133,168	$ [50,233]	$ 1,087,899	$ 45,269	4.2%
Capital Improve.	186,000	0	116,600	69,400	59.5%
Program Improve.	na	0	[15,541]	na	na
Total	$ 1,319,168	$ 0	$ 1,204,499	$ 114,669	9.5%
CIVIC CENTER FUND					
Basic Budget	$ 1,502,054	$ 0	$ 1,393,967	$ 108,087	7.8%
Capital Improve.	396,000	26,960	60,000	336,000	-
Program Improve.	na	0	na	na	na
Total	$ 1,898,054	$ 26,960	$ 1,453,967	$ 444,087	30.5%

[] - indicates information for comparative purposes only. These items are excluded from totals.

Table 1 (Continued)
Proposed Budget by Fund for 1988
Additional Revenue Requirements
Projected Spending by Fund for 1987

Fund	Proposed 1988 Budget	Additional Revenue Needed	Projected 1987 Spending	Diff. Between 1988 Budget and 1987 Spending Amount	%
PARKING FUND					
Basic Budget	$ 1,989,000	$ 0	$ 1,920,936	$ 68,064	3.5%
Capital Improve.	na	0	100,000	-100,000	--
Program Improve.	na	0	na	na	na
Total	$ 1,989,000	$ 0	$ 2,020,936	$ -31,936	-1.6%
SANITATION FUND					
Basic Budget	$ 9,339,969	$ [712,355]	$ 7,725,296	$1,614,673	20.9%
Capital Improve.	na	0	45,000	-45,000	--
Program Improve.	na	0	[193,465]	na	na
	$ 9,339,969	$ 0	$ 7,770,296	$1,569,673	20.2%
REVOLVING FUND					
Basic Budget	$ 9,466,130	$ 0	$ 8,942,773	$ 523,357	5.9%
Capital Improve.	na	0	na	na	na
Program Improve.	[40,000]	0	na	na	na
Total	$ 9,466,130	$ 0	$ 8,942,773	$ 523,357	5.9%
PUBLIC DEVELOPMENT					
Basic Budget	$ 5,843,347	$ 0	$ 6,654,796	$ -811,449	-12.2%
Capital Improve.	518,750	0	863,000	-344,250	-39.9%
Program Improve.	na	0	na	na	na
Total	$ 6,362,097	$ 0	$ 7,517,796	$-1,155,699	-15.4%
LABOR RESOURCES					
Basic Budget	$ 2,143,264	$ 0	$ 2,342,577	$ -199,313	-8.5%
Capital Improve.	na	0	na	na	na
Program Improve.	na	0	na	na	na
Total	$ 2,143,264	$ 0	$ 2,342,577	$ -199,313	-8.5%
CIP FUND	$26,523,822	$ 0	$26,918,462	$ -394,640	-1.5%
GRAND TOTAL	$141,685,237	$3,490,802	$135,722,232	$ 5,963,005	4.4%
Less Adjustments	23,615,899	0	22,683,963	931,936	4.1%
ADJUSTED GRAND TOTAL	$118,069,338	$3,490,802	$113,038,269	$ 5,031,069	4.5%

ALL FUNDS EXPENDITURES BY TYPE

The combined recommended budgets for the City's twelve funds is $118,069,338 after adjustments. These adjustments are important because they remove the double counted items such as Revolving Funds and Interfund Transfers. The 1988 recommended budgets are up $5,031,069 or 5% over comparable 1987 figures. The principal reasons for the increase are higher personnel related costs ($3,396,730) and the subsidy to the Resource Recovery Program ($1,251,400). Detailed discussions of each by expenditure category are presented below.

TABLE 2
All Funds By Major Expenditure Category

	1987	1988	Change $	Change %
Personal Services	$40,845,188	$ 44,241,918	$3,396,730	8.3
Contractuals	15,055,319	16,549,391	1,494,072	10.0
Commodities	6,188,874	6,559,034	370,160	6.0
Capital Outlay	1,360,823	841,822	-519,001	-38.1
Debt Service	7,358,656	7,970,845	612,189	8.3
Contr/Interfund Tr	20,627,723	23,938,751	3,311,028	16.1
Contingencies	0	438,059	438,059	--
Total Base Budget	$91,436,583	$100,539,820	$9,103,237	10.0
Capital Projects	$26,918,462	$ 26,523,822	$ -394,640	-1.5
Program Improve	$[1,891,180]	$ 769,028	$ 769,028	--
Grand Total	$118,355,045	$127,832,670	$ 9,477,625	8.0
Less Adjustments	5,316,776	9,763,332	4,446,556	83.6
Adj. Grand Total	$113,038,269	$118,069,338	$ 5,031,069	4.5

Personal Services

Personal Services costs increased over 1987 by $3,396,730. This increase is due in part to salary increases of some $2,003,172 to provide for a 2.5% anniversary increase for eligible employees, a 2.5% across the board cost of living pay adjustment, pay adjustments for modular promotions, and the full year's cost of positions vacant or created in 1987.

Social Security tax increases a total of $225,109 over 1987 expenditures. The increase in the Social Security contribution by the City is brought about by higher 1988 salary costs and an increase in the required contribution rate.

The Group Medical Insurance contribution will increase by $463,802 for 1988. This increase is due to a contribution reduction in 1987 to utilize part of the reserve level and an increase in medical claims. This higher contribution level is needed to pay medical claims and to maintain a reserve for catastrophic loss.

The 1988 Pension contribution will increase $495,000. This contribution increase is brought about by benefits changes which went into effect January 1, 1987. These increased benefits include:

a. Normal retirement age: a decrease in the normal retirement age for general employees from age 65 to age 62.

b. Early retirement age: a decrease in the early retirement age for general employees from age 62 to age 57.

c. Vesting service requirements: the vesting requirements have been lowered from 10 years of service to 5 years of service.

Contractual Services

Contractual Services costs will increase by $1,494,072 over 1987 expenditures. A $1,251,400 increase in Sanitation's payment to the Resource Recovery Fund is the major factor in this change. (This increase is reflected in two expenditure categories: contractual services and interfund transfers. The payment to Resource Recovery is expended directly from a Sanitation contractual service account. It is also reflected in the interfund transfer category as a major factor in the large General Fund contribution to Sanitation.) Also included in the increase is $229,854 to cover the higher cost and increased usage of electricity. An additional $84,893 for fire protection services purchased from the Southside Fire Department is another factor in the change.

These increases are slighty offset by a decrease in the Other Contractuals account. This decrease is brought about primarily by a reduction in the need for cover material, excavation, and ditch cleaning as the landfill operation begins to scale down. This account also decreases due to the completion of several special projects in 1987 such as the tree inventory.

Commodities

Commodities increase by $370,160 or 6% for 1988. This change is brought about by increases in Operating Supplies of $45,786, in Construction Materials of $69,943, in Gasoline of $83,420, in Vehicle Parts of $27,913 and in Diesel Fuel of $28,622.

These increases are due primarily to higher prices, an anticipated rate increase in postage, and a larger fleet of vehicles requiring more fuel and repair parts.

Capital Outlays
Capital Outlays decrease $519,001 below the 1987 expenditure level. This decrease results from non-recurring 1987 purchases in the Police Department totalling $327,061 and in Leisure Services for start-up of the Paulson Softball Complex.

Debt Service
Debt Service increases $612,189 over 1987. This change reflects the payment schedule for existing bond issues and the full year's cost of the 1987 general obligation bond issue.

Interfund Transfers and Contributions
Interfund Transfers and Contributions increase a total of $3,311,028 over 1987. The major cause of the increase is an increase of $1,251,400 in the contribution to the Sanitation Fund. This increased contribution is offset by a reduction in the Vehicle Purchase contribution.

Contingency Funds
Contingency Funds totalling $438,059 are provided in the General Fund ($138,059), Parking Services Fund ($50,000), Water Fund ($100,000), and Sewer Fund ($150,000).

Capital Improvements
A capital program of $26,523,822 is proposed for 1988. The major elements are water and sewer projects, $21,012,000; street paving, $2,000,000; drainage projects, $1,183,000; facilities improvements, $1,412,672; traffic improvements, $397,400; and Community Development projects, $518,750.

Program Improvements
Funds for Program Improvements for 1988 total $769,028. The Casey Foundation program at $500,000 represents the largest part of the Program Improvement requests for 1988. Additional funds are requested for the Police Department, $137,830; maintenance and programming for Housing Authority playgrounds, $63,000; a van, technician and supporting equipment and supplies for Data Processing, $40,000; and an irrigation maintenance worker, truck and supporting equipment for Building and Grounds, $28,198.

Adjustments
Adjustments are required to be made to the All Funds Grand Total in order to avoid double-counting. These adjustments are principally in the Interfund Transfers and Revolving Funds. Examples are CIP Contributions, Services by the General Fund, Services by Other Funds, and Contributions from the General Fund to the Sanitation Fund (including Resource Recovery), the Parking Services Fund, the Golf Course Fund, and the Civic Center Fund.

1988 EXPENDITURES AND REVENUES

General Fund

The General Fund is the largest operating fund in the City. The activities in the General Fund provide a range of public services such as police and fire protection, streets and drainage maintenance, as well as leisure services. The proposed 1988 budget for General Fund activities totals $59,724,431. The total includes the base budget, new programs, and capital improvement projects.

The program improvement for Data Processing and fee adjustments for Sanitation and Golf are presented and discussed in the General Fund section even though these involve other funds. The reason for this approach is that the impact of these falls primarily in the General Fund. The Data Processing program improvement will be funded by charges against the General Fund. The Golf and Sanitation fee adjustments will reduce the General Fund subsidy to each.

Expenditures	
Base	$58,111,931
New Programs	769,028
CIP	843,472
	$59,724,431

Revenues	
Base	$56,082,434
Fund Reserve	1,006,155
Fee Adjustments	1,023,342
Tax Increase	1,612,500
	$59,724,431

The 1988 proposed base expenditures are $58,111,931. The increase is $4,743,777 or 9% above the projected 1987 expenditures. The base budget expenditures can be funded by base revenues, prior year's carryforward and routine fee adjustments.

Most of this increase can be attributed to higher Personal Services costs related to salaries and wages, pension and medical insurance. A $1,251,400 increase to the Sanitation Fund contribution for payment to the Resource Recovery Stabilization Fund is another significant factor in this increase. Inflationary increases are balanced by expenditure reductions in several areas.

1988 Program Improvements

The proposed expenditures for new programs in 1988 total $769,028. The proposed new programs are listed below.

Social Services	
Casey Foundation	$ 500,000
Police	
Neighborhood Mini-Stations	$ 75,070
Officer Training	46,380
One Police Clerk	16,380
Total	$ 137,830
Data Processing	
Van, Technician, Supporting Equipment and Supplies	$ 40,000
Leisure Services	
Irrigation Maintenance Worker, Truck and Supporting Equipment	$ 28,198
Housing Authority Playgrounds	63,000
	$ 91,198
Program Improvements Total	$ 769,028

1988 Capital Improvement Projects

The General Fund's Capital Improvement program is proposed at $843,472. A list of the General Fund 1988 Capital Improvement Projects is provided below.

Facilities Maintenance

Eisenhower/Sallie Mood Signal	$ 30,400
Intersection Improvements	107,000
Hodgson Widening - Phase II	60,000

Parks and Recreation

May Street Roof Replacement	110,000
Cloverdale Playground	55,150
Daffin Lake - II	275,000

City Buildings

City Hall/Gamble Building Repairs	155,922
Facilities Study	30,000
Factor's Walk Study	20,000
Total	$ 843,472

Funding The Base Budget

The revenues of the General Fund are generated by a wide range of sources from property taxes to burial fees. The projected General Fund base revenues for 1988 are $56,082,434. This revenue will be generated from current sources. In order to balance the base expenditures of $58,111,931, it is necessary to use $1,006,155 from the fund balance reserve and to raise $1,023,342 in routine fee adjustments. These revenues will be sufficient to balance the base expenditures for the General Fund.

The routine fee adjustments required are presented below.

Inspections Fees $ 31,840

Since the current revenue forecast of $715,500 for the Inspections Department falls short of the department's 1988 proposed budget by $234,689, fee adjustments are recommended. These are listed below:

A. Inspection Fees $ 25,000
An increase to the fees for building, electrical, plumbing and mechanical inspections of 4% is recommended. A single fee to replace the separate fee for each type of inspection is being developed and will be proposed for 1988.

B. Building, Plumbing, Mechanical, and Electrical Board of Appeals Fees $ 1,000
A filing fee for appeals to the Building, Plumbing, Mechanical, and Electrical Board of Appeals is recommended. Currently, there is no charge to file an appeal. The fees proposed for 1988 are listed below:

Residential	$ 50
Commercial	$150

C. Underground Storage Tank Inspection Fees $ 4,800

	Current	Proposed	Change
New Underground Tank Inspection	$ 15	$ 30	$ 15
Leak Detection System	$ 15	$ 25	$ 10
Piping System	$ 15	$ 35	$ 20
Annual Inspection/ Inventory	$ 20	$ 60	$ 40
Abandoned Tank Removal	$ 15	$ 25	$ 10
Repair/Retrofit	$ 20	$ 25	$ 5
Pollutant Removal	$ 15	$ 30	$ 15

D. Duplicate Certificate of Occupancy Fees $ 1,040

A $20 fee for duplicate certificates of occupancy is recommended in 1988. The certification of occupancy (Standard Building Code Certificate) is given without charge. At present there is no fee charged for issuance of a duplicate certificate which may have been issued years earlier and frequently involves a detailed records search to locate. A fee to cover the administrative cost is recommended.

Regular Business License Fees $ 103,000

A 7.5% increase in regular business license fees is proposed for 1988.

Alcoholic Beverage Sales Business License Fees $ 48,000

A 7.4% increase in alcoholic beverage license fees is proposed for 1988.

Street Maintenance Decals Fees $ 17,000

A 7.5% increase in street maintenance decal fees is proposed for 1988.

Accident/Incident Report Fees $ 10,000

Increasing accident/incident report fees from $4 per report to $5 per report is proposed for 1988.

Police Background Check Fees $ 5,000

Increasing police background check fees from $6 per background check to $8 per background check is proposed for 1988.

Leisure Services Fees $ 5,392

To help recover the cost of providing recreational services, a variety of increases in both athletic and recreational fees is recommended for 1988. These increases are summarized below:

	Current	Proposed	Change
A. Tennis			
Team	$ 15/person	$ 20/person	$ 5
B. Adult Athletics			
Basketball	$200/team	$225/team	$ 25
Soccer	$200/team	$210/team	$ 10
Volleyball	$185/team	$200/team	$ 15
C. Softball			
Fall League Fees	$218/team	$230/team	$ 12
D. Recreation Fees			
Art-In-The-Park			
Once/Week	$ 5/week	$ 6/week	$ 1
Twice/Week	$ 10/week	$ 12/week	$ 2

Cemetery Burials — $ 40,522

The cost of performing burials is expected to reach $122,371 in 1988. Since the current fees charged for performing burials will not produce offsetting revenues, burial fee increases are needed. Listed below are the burial fee and service charge increases needed to help offset the cost of performing burials and maintaining the cemeteries.

		Current	Proposed	Change
a.	Adult Burials			
	Regular	$ 170	$ 215	$ 45
	Saturday/Overtime	$ 230	$ 275	$ 45
	Sunday/Holiday	$ 295	$ 350	$ 55
b.	Child Burials			
	Regular	$ 115	$ 125	$ 10
	Saturday/Overtime	$ 160	$ 175	$ 15
	Sunday/Holiday	$ 205	$ 225	$ 20
c.	Ashes Burials			
	Regular	$ 105	$ 110	$ 5
	Saturday/Overtime	$ 145	$ 150	$ 5
	Sunday/Holiday	$ 185	$ 200	$ 15
d.	Perpetual Care	$1.50/sq.ft.	$1.55/sq.ft.	$ .05
e.	Annual Care	$25/lot	$45/lot	$ 20
f.	Work Permit (per monument/memorial)	$2.50	$50	$47.50
g.	One Record Search	$ 0	$ 6	$ 6
h.	Each Add'l Name Search	$ 0	$ 3	$ 3
i.	Water Supplied to Lot Owner	$5/per yr. per lot	$8/per yr. per lot	$ 3
j.	Lot Sales	$350/700	$400/750	$50

Golf Course Fees — $ 50,233

Over the past three years, nine holes and a lighted driving range have been added to the Golf Course. Fees generate only 70% of the Golf Course's expenditures. At the current fee levels the General Fund subsidizes the Golf Course by $335,168. The recommended fee adjustments presented on the next page will reduce the General Fund subsidy to $284,935.

		Current	Proposed	Change
a.	Daily Green Fees/Round:			
	Adult - weekday	$ 8.00	$ 8.50	$ .50
	-weekend	$ 10.00	$ 10.50	$ .50
	Senior-weekday	$ 4.50	$ 5.00	$ .50
	9-Holes-weekday	$ 5.00	$ 5.50	$ .50
	-weekend	$ 6.00	$ 6.50	$ .50
b.	Annual Green Fees/Pass:			
	Adult - weekday	$300.00	$330.00	$30.00
	-all days	$430.00	$480.00	$50.00
	Sr./Jr.-weekday	$180.00	$210.00	$30.00
	-all days	$280.00	$330.00	$50.00
c.	Motor Cart Rentals Fees:			
	18-holes-Regular	$ 13.00	$ 14.00	$ 1.00
	18-holes-Senior	$ 10.00	$ 11.00	$ 1.00
	9-Holes	$ 9.00	$ 10.00	$ 1.00

Sanitation Services Fees $ 712,355

The current fees charged for providing Sanitation services will not offset the cost of providing those services in 1988. The General Fund subsidizes the Sanitation Fund by $3,971,703 at the current fee rates. To reduce the subsidy to $3,259,348, the following fee and service charge increases are proposed for 1988:

	Current	Proposed	Change
a. Residential Refuse Coll.	$ 5.75/mo.	$ 7.25/mo.	$ 1.50
b. Special Coll. (qtr hr)	$ 6.00	$ 7.00	$ 1.00
c. Refuse Disposal	$ 8.00/ton	$ 9.00/ton	$ 1.00
d. Commercial (cu yd)	$ 1.30	$ 1.40	$ .10
e. Lot Clearing Admin. Fee	$30.00	$35.00	$ 5.00

Funding New Programs and Capital Projects

However, current revenues, fee adjustments, and reserves will not be sufficient to cover the $1,612,500 in expenditures proposed for new programs and capital improvements. In order to provide these funds, new revenue must be generated. It is recommended that the $1,612,500 necessary to fund new programs and capital improvements be raised through an additional 1.5 mill tax levy.

A Property Tax Increase of 1.5 mills $1,612,500

These additional property tax revenues are needed to help fund 1988 Capital Improvement Projects and New Programs.

To summarize the Revenue Program for the General Fund:

To fund the base budget expenditures of $58,111,931 requires

base revenues	$56,082,434
fund balance reserve	1,006,155
fee adjustments	1,023,342

To fund the capital projects and new programs budget of $1,612,500 requires

millage increase of 1.5 mills	$1,612,500

Water Fund

A total allocation of $7,208,294 is proposed for the Water Fund in 1988. The expenditure and revenue components are described below.

Expenditures	
Base	$5,603,435
New Programs	0
CIP*	1,604,859
Total	$7,208,294

Revenues	
Base	$6,716,294
New Revenues	492,000
Total	$7,208,294

* Current funds transferred to Capital Account for Capital Improvement Projects.

The Water Fund base budget totals $5,603,435 in 1988, a $443,536 or 9% increase over 1987. Two factors primarily contributed to this increase--an increase in debt service payments related to the 1987 Water/Sewer Bond issue and a contingency allocation to provide for unexpected or emergency situations.

The Water Fund's base budget of $5,603,435 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 projects. Additional water revenues are needed to fund capital projects as follows:

Water Capital Projects

Total Costs for Capital Projects	$7,077,000
Funds Available	
Current Revenues	-1,112,859
Reserves	-5,472,141
Needed from Rate Increase	$ 492,000

As shown in the table on the preceding page, new revenues in the amount of $492,000 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 1988. The new rates would apply to all bills issued after January 1, 1988.

Water Rates		Current Rate	Proposed Rate
Inside City:	Base charge (bimonthly)	$ 8.80	$ 9.30
	First 1,500 cu. ft. per 100 cu. ft.	.19	.21
	Over 1500 cu. ft. per 100 cu. ft.	.30	.35
Outside City:	Base charge (bimonthly)	$13.20	$13.95
	First 1,500 cu. ft. per 100 cu. ft.	.28	.31
	Over 1,500 cu. ft.	.45	.52

The typical residential City bimonthly water bill (for 2,500 cubic feet consumption) would increase from $14.65 to $15.95 which is an average monthly increase of $.65.

Sewer Fund

A total allocation of $11,963,285 is proposed for the Sewer Fund in 1988. The expenditure and revenue components are described below.

The 1988 Sewer Fund base budget increases $659,345 or 7% to $9,651,228. The bulk of this increase is attributed to an increase in debt service payments related to the 1987 Water/ Sewer Bond issue and higher costs for personnel, utilities and commodities.

Expenditures	
Base	$ 9,651,228
New Programs	0
CIP*	2,312,057
Total	$11,963,285

Revenues	
Base	$11,627,285
New Revenues	336,000
Total	$11,963,285

* Current funds transferred to Capital Account for Capital Improvement Projects.

Projected revenues at current rates cover the Sewer Fund's base budget of $9,651,228. The base budget includes all operational costs but does not include capital improvements projects. Additional sewer revenues are needed to fund capital projects as follows:

Sewer Capital Projects

Total Costs for Capital Projects	$13,935,000
Funds Available	
Current Revenues	-1,967,057
Reserves	-11,631,943
Needed from Rate Increase	$ 336,000

As shown in the table, new revenues in the amount of $336,000 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 1988. The new rates would apply to all bills issued after January 1, 1988.

Sewer Rates		Current Rate	Proposed Rate
Inside City:	Base charge (bimonthly)	$ 7.44	$ 7.94
	First 1,500 cu. ft. per 100 cu. ft.	.60	.62
	Over 1,500 cu. ft. per 100 cu. ft.	.90	.92
	Class D	.60	.60
Outside City:	Base charge (bimonthly)	$11.16	$11.91
	First 1,500 cu. ft. per 100 cu. ft.	.90	.93
	Over 1,500 cu. ft. per 100 cu. ft.	1.35	1.38

The typical residential City bimonthly sewer bill (for 2,500 cubic feet consumption) would increase from $25.44 to $26.44, which is an average increase of $.50 per month.

I & D WATER FUND

The 1988 budget for the I & D Water Fund is $3,747,723, a decrease of $231,439 or 6% from the projected 1987 expenditures. The decrease can be attributed to the repair of a break in the I & D Water line in Garden City during 1987.

Expenditures	
Base	$ 3,747,723
New Programs	0
CIP	0
Total	$ 3,747,723
Revenues	
Base	$ 3,747,723
New Revenues	0
Total	$ 3,747,723

The revenue proposed for 1988 is equal to the recommended expenditure appropriation. The water operation is funded by charges to its customers.

Golf Course Fund

Total budget expenditures for the Golf Course Fund are proposed at $1,319,168 or $114,669 above the projected 1987 expenditures. This increase results from the expense of Phase II of the cart path paving capital project.

Expenditures	
Base	$ 1,133,168
New Programs	0
CIP	186,000
Total	$ 1,319,168
Revenues	
Base	
Green Fees	$ 400,542
Cart Rental	262,469
Concessions	79,068
Driving Range	67,826
Other	38,328
General Fund Subsidy	284,935
New Revenues	
Additional cart rentals and greens fees	[28,000]
Fee adjustments to reduce General Fund subsidy	[50,233]
Interfund Loan	186,000
Total	$ 1,319,168

The revenue increases for the Golf Course are discussed in the General Fund section. The $50,233 proceeds of these fee adjustments will be used to reduce the General Fund's subsidy of the Golf Course from $335,168 to $284,935. The proposed adjustments will produce $20,774 in additional daily green fees, $9,050 in additional annual green fees and $20,409 in additional cart rental fees.

The proposed financing for the cart paths is a ten year interdepartmental loan. To generate funds to repay the loan, it is recommended that motorized golf carts be mandatory for all holiday and weekend players.

Civic Center Fund

The Civic Center Fund's total expenditures are projected at $1,898,054 for 1988. This represents an increase of $444,087 over the 1987 projected expenditures. The increase can be attributed to a tourism enhancing capital project and generally higher operating costs.

Expenditures	
Base	$ 1,502,054
New Programs	0
CIP	396,000
Total	$ 1,898,054
Revenues	
Base	
Rentals	$ 533,000
Concessions	170,000
Other	75,000
Subtotal	$ 778,000
General Fund Subsidy	$ 724,054
Tourism Enhancement Capital Fund	369,040
New Revenue	
Ticket Fee	26,960
Total	$ 1,898,054

Civic Center Fund revenues are generated by several sources. The largest earned revenue source is rental income from events held at the Civic Center. Parking fees, concessions, and novelty sales also generate revenue. The General Fund contributes about half the Civic Center Fund budget. An allocation from the Tourism Enhancement Capital Fund and the proceeds from a ticket fee will finance the $396,000 needed to replace seating in the arena.

The ticket fee is new revenue proposed to help finance renovations at the Civic Center. The Tourism Enhancement Capital Fund is part of the proceeds for the 1987 Hotel Tax increase. Both the Tourism Enhancement Capital Program and the Ticket fee are discussed earlier in this message and in a special budget report. Total revenues are projected at $1,898,054 for 1988.

Civic Center Ticket Fee $ 26,960

A fee of $1.00 in addition to the regular ticket price is proposed. The Civic Center proposes to improve the ticket sales process which will make seat selection and ticket purchasing more convenient for patrons. These improvements include telephone sales and an automated ticket system. The program will be implemented in mid-year and will generate $26,960 for Civic Center improvements.

Parking Fund

The expenditures for the Parking Fund are proposed at $1,989,000. This represents a $31,936 or 2% decrease in expenditures from the projected 1987 expenditures. The decrease is attributed to a 1987 $100,000 capital project.

Expenditures	
Base	$ 1,989,000
New Programs	0
CIP	0
Total	$ 1,989,000

Revenues	
Base	
Meter Fees	$ 650,000
Citations	885,000
Parking Garages/Lots	352,000
Other	102,000
Total	$ 1,989,000

The Parking Fund revenues are projected to equal expenditures for 1988. The Parking Fund is self-sufficient and requires no subsidy from the General Fund.

Sanitation Fund

For 1988, the Sanitation Fund expenditures are proposed at $9,339,969, an increase of $1,569,673 or 20% over the projected 1987 expenditures. The increase can be attributed to the higher contribution to the Resource Recovery Stabilization Fund for 1988.

Expenditures	
Base	$ 9,339,969
New Programs	0
CIP	0
Total	$ 9,339,969

Revenues	
Base	
Residential Refuse Fees	$ 3,460,400
Services to the General Fund	1,483,266
Commercial Refuse	730,000
Refuse Disposal Fees	270,000
Other	136,955
Subtotal	$ 6,080,621
General Fund Subsidy	3,259,348
New Revenue	
Fee Adjustment to Reduce General Fund Subsidy	[712,355]
Total	$ 9,339,969

The Sanitation Fund collects revenue based on fee categories. The major revenue categories include: fees for services, services to the General Fund and the General Fund subsidy.

The revenue increases for the Sanitation Fund are discussed in the General Fund section. The $712,355 proceeds of these fee adjustments will be used to reduce the General Fund's subsidy of the Sanitation Fund from $3,971,703 to $3,259,348. The proposed fee increases will produce $650,400 in additional Residential Refuse fees, $50,000 in Commercial Refuse fees, $8,000 in Landfill revenue, $2,455 in Lot Cleaning, and $1,500 in Special Collections.

Revolving Fund

The Revolving Fund budget for 1988 is $9,466,130, a $523,357 or 6% increase in expenditures over the projected 1987 expenditures.

Expenditures	
Base	$ 9,466,130
New Programs*	[40,000]
CIP	0
Total	$ 9,466,130

Revenues	
Base	$ 9,466,130
New Revenues	0
Total	$ 9,466,130

The revenues for the Revolving Fund are generated through charges by Revolving Fund activities for services provided to user activities throughout the city. Additional revenues come from service charges to other agencies such as the data processing services provided to Chatham County.

* Discussed in General Fund section

Public Development Fund

The total budget for Public Development in 1988 is $6,362,097 which represents a $1,155,699 decrease from projected 1987 expenditures. The 1988 entitlement grant of $2,132,865 is estimated based on information from the U.S. Department of Housing and Urban Development. The estimate is $198,135 less than the 1987 award.

Expenditures	
Base	$ 5,843,347
New Programs	0
CIP	518,750
Total	$ 6,362,097

Revenues	
Base	
CDBG	$ 2,132,865
State Title XX Grant	1,068,000
Program Income	403,000
Carryforward Reserve	2,548,197
Services to General Fund	210,035
Total	$ 6,362,097

Labor Resources Fund

The proposed budget for the Labor Resources Fund for 1988 is $2,143,264. This figure represents a $199,313 or 9% decrease from the projected 1987 expenditures. Revenues for the Labor Resources Fund are grants from the federal government which are administered through the state.

Expenditures	
Base	$ 2,143,264
New Programs	0
CIP	0
Total	$ 2,143,264

Revenues	
Base	
Job Training Partnership Act	
Employment Training	$ 1,412,064
Summer Youth	531,228
Older Workers	125,689
Refugee Programs	51,038
Veterans Programs	23,245
Total	$ 2,143,264

Table 3
Summary of 1988 Proposed Budget
All Funds

Fund	Base	New Program	CIP	Total
General	$58,111,931	$ 769,028	$ 843,472	$59,724,431
Water	5,603,435	na	1,604,859	7,208,294
Sewer	9,651,228	na	2,312,057	11,963,285
I&D Water	3,747,723	na	na	3,747,723
Golf Course	1,133,168	na	186,000	1,319,168
Civic Center	1,502,054	na	396,000	1,898,054
Parking	1,989,000	na	na	1,989,000
Sanitation	9,339,969	na	na	9,339,969
Revolving	9,466,130	na	na	9,466,130
Public Devp.	5,843,347	na	518,750	6,362,097
Labor Res.	2,143,264	na	na	2,143,264
Capital Imp.	na	na	26,523,822	26,523,822
Total				$141,685,237
Less Adjustments				$ 23,615,899
Adjusted Total				$118,069,338

The fund budgets summarized above total $118,069,338 after adjustments. Each fund is balanced as proposed. Detailed revenues and expenditure specifics are reviewed for each fund in the sections which follow this message.

COMPARABLE CITIES STUDY

Every effort has been made to ensure the 1988 budget is reasonable and economical. One way to determine the reasonableness of City expenditures is to compare Savannah's costs with the cost of governmental services in similarly sized southeastern cities. To have valid comparisons, all costs are adjusted for population.

In some cases, it is 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 necessitates such adjustments. For example, Raleigh, North Carolina 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 are eliminated from a city's General Fund because they are most often provided by county government. For example, as a consolidated government, Columbus, Georgia performs functions that are handled by the county government in Savannah (e.g. Sheriff's office, State Court). These activities are 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, this cost is included since it contributes to the overall cost of government. Throughout the study, the composition of Savannah's General Fund is used as the standard.

The following tables summarize information derived from budgets for each city. The costs shown are the per capita costs of government. The budgets used are the most recent ones available.

The following table ranks 27 local governments by per capita cost of government (PCCG). Per capita cost of government (PCCG) is determined by dividing the adjusted general fund budget by the population.

RANKING OF PER CAPITA COST OF GOVERNMENT (PCCG)

Rank	City and State	Adjusted General Fund	Population*	PCCG
1	Richmond, VA	$190,126,749	219,056	$868
2	Virginia Beach, VA	248,848,552	308,664	806
3	Portsmouth, VA	70,826,913	107,961	656
4	Atlanta, GA	245,373,484	426,090	576
5	Raleigh, NC	96,229,755	169,331	568
6	Charleston, SC	36,812,950	67,108	549
7	Chesapeake, VA	67,774,476	126,031	538
8	Orlando, FL	70,900,257	137,145	517
9	Knoxville, TN	86,897,660	173,972	499
10	Greensboro, NC	77,089,275	159,314	484
11	Newport News, VA	69,878,700	154,560	452
12	Durham, NC	43,310,213	101,997	425
13	Hollywood, FL	50,740,986	120,175	422
14	**Savannah, GA**	**57,109,432**	**145,014**	**394**
15	Winston-Salem, NC	56,111,030	143,366	391
16	Huntsville, AL	58,383,297	149,527	390
17	Albany, GA	32,671,400	84,970	385
18	Augusta, GA	16,934,344	46,024	368
19	Macon, GA	42,158,654	119,758	352
20	St. Petersburg, FL	81,732,000	241,294	339
21	Shreveport, LA	72,753,000	219,996	331
22	Mobile, AL	60,096,851	204,923	293
23	Columbia, SC	28,838,022	98,634	292
24	Lexington-Fayette Co., KY	61,108,355	210,150	291
25	Jackson, MS	60,527,490	208,810	290
26	Dekalb Co., GA	141,379,934	501,871	282
27	Columbus, GA	$ 49,226,782	174,824	$282
	Average			$446

As can be observed, Savannah's PCCG of $394 places it $52 (12%) below the average of $446. Since the average PCCG can be swayed by extreme values, the median offers a useful means of comparison. The median PCCG is $394; that is, half of the cities are above this figure, half below. Savannah's PCCG is equivalent to 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.

Although it is difficult to compare costs of various functions for a number of cities, Personal Services costs provide a comparable indicator of a broader range of expenditures. The following table summarizes the per capita Personal Services expenditures for four General Fund and one Sanitation Fund function in eighteen southeastern cities.

PER CAPITA PERSONAL SERVICES EXPENDITURES
FOR SELECTED FUNCTIONS

City and State	Budget Year	Police	Fire	Streets Maint.	Refuse Coll.	Leis. Svcs.
Savannah, GA	**1988**	**$ 76**	**$ 41**	**$ 5**	**$ 22**	**$ 19**
Greensboro, NC	1988	84	53	14	20	37
Winston-Salem, NC	1988	87	48	14	30	31
St.Petersburg, FL	1987	93	42	8	25	28
Columbus, GA	1988	55	42	2	8	11
Mobile, AL	1987	53	58	3	13	8
Columbia, SC	1988	69	61	15	26	21
Shreveport, LA	1987	57	59	12	17	18
Atlanta, GA	1987	111	67	22	30	30
Knoxville, TN	1988	70	70	5	17	10
Macon, GA	1988	71	71	7	14	19
Hollywood, FL	1987	144	82	4	15	22
Huntsville, AL	1987	53	45	2	17	17
Augusta, GA	1987	71	57	19	16	9
Raleigh, NC	1988	73	58	12	27	33
Charleston, SC	1987	102	60	12	18	10
Orlando, FL	1987	132	101	4	21	40
Albany, GA	1988	$ 55	$ 46	$ 7	$ 18	$ 10
Average		$ 81	$ 59	$ 9	$ 20	$ 21

As can be observed, per capita costs for Savannah were lower than the average in four of the five functions studied. They were 6% lower for Police; 31% lower in Fire services; 44% lower in Streets Maintenance; 10% lower in Leisure Services; and 10% higher in Refuse Collection. The higher refuse cost reflects Savannah's backdoor pickup program.

The following table provides a detailed look at eight elements of the General Fund, the Sanitation Fund, and the Debt Service Fund for selected cities. These three cities are selected for detailed comparison because their size and budget presentations are comparable to Savannah's.

PER CAPITA COST OF GOVERNMENT
BY FUNCTION

Function	**Sav'h***	Grnsb	St.Pete	Winston Salem	Average
GENERAL FUND					
General Administration	**$ 8**	$ 11	$ 10	$ 10	$ 10
Finance/Mgt. Services	**27**	25	25	40	29
Facilities Maintenance	**65**	86	20	82	63
Inspections	**7**	10	10	11	10
Fire	**53**	73	49	55	58
Police	**100**	124	116	142	121
Leisure Services	**30**	77	40	44	48
Other	**$ 45**	$ 76	$ 69	$ 51	$ 60
SANITATION	**$ 53**	$ 59	$100	$ 60	$ 68
DEBT SERVICE	**$ 16**	$ 27	$108	$ 55	$ 52

The preceding table reveals that Savannah's cost is below the average in seven of the eight General Fund functions. It is 20% less than the average for General Administration; 9% less for Finance/Management Services; 30% less for Inspections; 7% less for Fire services; 17% less for Police protection; 38% less for Leisure Services; and 25% less for "Other". Only the cost for Facilities Maintenance is $2 (3%) more than the average.

Sanitation's per capita cost is $15 (22%) less than the average.

Savannah's cost for Debt Service is $36 (69%) less than the average of the studied cities.

All of the preceding information indicates that the citizens of Savannah enjoy significantly less expensive governmental services 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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* Proposed Base Budget

CONCLUSION:

In the preceding pages, I have presented a summary of the budget and work programs for 1988 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 1988 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 1988 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 1988 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 1988.

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 1988 as follows:

EXPENDITURE SUMMARY

GENERAL FUND		
BASE BUDGET APPROPRIATION*		$58,111,931
PROGRAM IMPROVEMENTS APPROPRIATION		769,028
Social Services		
Casey Foundation	$500,000	
Police*		
Neighborhood Mini Stations	$ 75,070	
Officer Training	46,380	
One Police Clerk	16,380	
Leisure Services		
Housing Authority Playgrounds	$ 63,000	
Irrigation Maintenance Worker and Truck	28,198	
Data Processing		
Van and Technician	40,000	
CAPITAL IMPROVEMENT PROJECTS APPROPRIATION		$ 843,472
Facilities Maintenance		
Eisenhower at Sallie Mood Signal	$ 30,400	
Intersection Improvements	107,000	
Hodgson Widening	60,000	
Parks & Recreation		
May Street Roof Replacement	$110,000	
Cloverdale Playground	55,150	
Daffin Lake II	275,000	
City Buildings		
City Hall Gamble Building Repairs	$155,922	
Facilities Study	30,000	
Factors Walk Study	20,000	
TOTAL GENERAL FUND APPROPRIATION		**$59,724,431**

* Modified by Council. See Addendum.

GOLF COURSE FUND APPROPRIATION	
BASE BUDGET APPROPRIATION	$ 1,133,168
CAPITAL IMPROVEMENT PROJECT CONTRIBUTION	186,000
TOTAL GOLF COURSE FUND APPROPRIATION*	**$ 1,319,168**
CIVIC CENTER FUND	
BASE BUDGET APPROPRIATION	$ 1,502,054
CAPITAL IMPROVEMENT PROJECT CONTRIBUTION	396,000
TOTAL CIVIC CENTER FUND APPROPRIATION	**$ 1,898,054**
PARKING FUND APPROPRIATION	**$ 1,989,000**
SANITATION FUND APPROPRIATION	**$ 9,339,969**
WATER FUND	
BASE BUDGET APPROPRIATION	$ 5,603,435
CAPITAL IMPROVEMENT PROJECT CONTRIBUTION	1,604,859
TOTAL WATER FUND APPROPRIATION	**$ 7,208,294**
SEWER FUND	
BASE BUDGET APPROPRIATION	$ 9,651,228
CAPITAL IMPROVEMENT PROJECT CONTRIBUTION	2,312,057
TOTAL SEWER FUND APPROPRIATION	**$11,963,285**
I & D FUND APPROPRIATION	**$ 3,747,723**
PUBLIC DEVELOPMENT FUND	
BASE BUDGET APPROPRIATION	$ 5,843,347
CAPITAL IMPROVEMENT PROJECT CONTRIBUTION	518,750
TOTAL PUBLIC DEVELOPMENT FUND APPROPRIATION	**$ 6,362,097**
TOTAL LABOR RESOURCES FUND APPROPRIATION	**$ 2,143,264**
REVOLVING FUND APPROPRIATION	**$ 9,466,130**
CAPITAL IMPROVEMENT FUND APPROPRIATION	**$26,523,822**

NEW REVENUES SUMMARY

GENERAL FUND	**$ 1,612,500**
Property tax Increase 1.5 mills*	

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* Modified by Council. See Addendum.

Inspections Fees		$ 31,840
Board of Appeals Appearance Fees	$ 1,000	
Create a fee for appearing before the building, plumbing, mechanical and electrical boards of appeals		
Underground Storage Tank Inspection Fees	$ 4,800	
Increase the new underground storage tank installation fee from $15 to $30		
Increase the leak detection system inspection fee from $15 to $25		
Increase the piping system inspection fee from $15 to $35		
Increase the fee for the annual inspection/ inventory from $20 to $60		
Increase the abandoned tank removal fee from $15 to $25		
Increase the repair/retrofit fee from $20 to $25		
Increase the pollutant removal fee from $15 to $30		
Duplicate Certificate of Occupancy Fees	$ 1,040	
Create a duplicate certificate of occupancy fee - $20		
Building, Electrical, Plumbing, and Mechanical Inspection Fees	$ 25,000	
Increase fees by 4%		
Regular Business License Fees		$ 103,000
Increase all license fees by 7.5%		
Alcoholic Business License Fees		$ 48,000
Increase all license fees by 7.4%		
Street Maintenance Decal Fees		$ 17,000
Increase all license fees by approximately 7.5%		
Leisure Services Fees		$ 5,392
Softball	$ 564	
Increase fee from $218 to $230 for Fall League teams		
Basketball	$ 800	
Increase team fee from $200 to $225		
Soccer	$ 80	
Increase team fee from $200 to $210		
Volleyball	$ 165	
Increase team fee from $185 to $200		
Art-in-the-Park	$ 608	
Increase once-a-week art lesson fee from $5.00 to $6.00		
Increase twice-a-week art lesson fee from $10.00 to $12.00		
Tennis	$ 3,175	
Team		
Increase team rates from $15/person to $20/person		

Cemetery Burial Fees		$ 40,522
Increase regular adult burials from $170 to $215		
Increase Saturday/overtime adult burials from $230 to $275		
Increase Sunday/holiday adult burials from $295 to $350		
Increase regular child burials from $115 to $125		
Increase Saturday/overtime child burials from $160 to $175		
Increase Sunday/holiday child burials from $205 to $225		
Increase regular ashes burials from $105 to $110		
Increase Saturday/overtime ashes burials from $145 to $150		
Increase Sunday/holiday ashes burials from $185 to $200		
Increase the perpetual care fee from $550 to $620		
Increase the annual care fee from $25 to $45		
Increase the work permit fee from $2.50 to $50		
Create a single written record search fee - $6		
Create an additional name search fee - $3		
Increase the fee for supplying water to lots: from $5 per lot per year to $8 per lot per year		
Sanitation Services Fees		$ 712,355
Residential Refuse Collection	$650,400	
Increase monthly charge from $5.75 to $7.25		
Landfill Disposal	$ 8,000	
Increase ton rate from $8.00 to $9.00		
Commercial Refuse Collection	$ 50,000	
Increase cubic yard rate from $1.30 to $1.40		
Lot Clearing	$ 2,455	
Increase Administrative fee from $30 to $35		
Special Collections	$ 1,500	
Increase quarterly hour rate from $6 to $7		

Golf Course Fees		$ 50,233
Daily green fees	$ 20,774	
Increase 18-holes weekday fee from $8.00 to $8.50		
Increase 18-holes weekend fee from $10.00 to $10.50		
Increase senior weekday fee from $4.50 to $5.00		
Increase 9-holes weekday fee from $5.00 to $5.50		
Increase 9-holes weekend fee from $6.00 to $6.50		
Annual green fees	$ 9,050	
Increase the adult weekday fee from $300 to $330		
Increase the adult all days fee from $430 to $480		
Increase the senior/junior weekday fee from $180 to $210		
Increase the senior/junior all days fee from $280 to $330		
Motor cart rental fees *	$ 20,409	
Increase the regular 18-holes fee from $13 to $14		
Increase the Seniors 18-holes fee from $10 to $11		
Increase the 9-holes fee from $9 to $10		
Accident/Incident Report Fees		$ 10,000
Increase the report fee from $4 to $5		
Police Background Check Fees		$ 5,000
Increase the background check fee from $2 to $8		
GENERAL FUND TOTAL		**$2,635,842**

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* Modified by Council. See Addendum.

WATER FUND		$ 451,565
Inside City Rates		
Base:	$176,313	
Increase bi-monthly rate from $8.80 to $9.30		
Usage:	$ 83,751	
Increase per 100 cu.ft. rate for up to 500 cu.ft. from $.19 to $.21		
Increase per 100 cu.ft. rate for over 1,500 cu.ft. from $.30 to $.35	$191,501	
Outside City Rates		$ 40,435
Base:	$ 27,852	
Increase bi-monthly rates from $13.20 to $13.95		
Usage:	$ 4,933	
Increase per 100 cu.ft. rate for up to 1,500 cu.ft. from $.28 to $.31		
Increase per 100 cu.ft. rate for over 1,500 cu.ft. from $.45 to $.52	$ 7,650	
WATER FUND TOTAL		$ 492,000
SEWER FUND		
Inside City Rates		$ 286,186
Base:	$ 140,865	
Increase bi-monthly rate from $7.44 to $7.94		
Usage:		
Increase per 100 cu.ft. rate for up to 1,500 cu. ft. from $.60.to $.62	$ 82,507	
Increase per 100 cu.ft. rate for over 1,500 cu.ft. from $.90 to $.92	$ 62,814	
Outside City Rates		$ 49,814
Base:	$ 21,906	
Increase bi-monthly rate from $11.16 to $11.91		
Usage:		
Increase per 100 cu.ft. rate for up to 1,500 cu.ft. from $.90 to $.93	$ 13,175	
Increase per 100 cu.ft. rate for over 1,500 cu.ft. from $1.35 to $1.38	$ 14,733	
SEWER FUND TOTAL		$ 336,000
CIVIC CENTER FUND		$ 26,960
Ticket Fee		
Add a $1.00 fee to each ticket sold		
GRAND TOTAL		**$3,490,802**

ADDENDUM

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

On December 18, 1987, the Council:

a. Appropriated $83,956 from Contingencies to the Police Visibility Program.

b. Appropriated $10,000 from Contingencies to the Neighbor to Neighbor Justice Center.

c. Appropriated an additional $1,000 from Contingencies to Senior Citizens, Inc.

d. Increased Golf Course motor cart rental fees to produce an additional $28,000 for the cart path paving project according to this schedule:

   i. increase the regular 18-holes fee from $13 to $15
   ii. increase the senior 18-holes fee from $10 to $12
   iii. increase the regular 9-holes fee from $9 to $11

e. Increased the property tax rate by 1 mill for drainage improvement projects.

On December 27, 1987, the Council:

a. Reduced the property tax rate by .5 mills

The millage rate for 1988 is 13.3 mills, up 2 mills from the 1987 rate of 11.3 mills.



1988 APPROVED BUDGET

For 1988, the City Manager proposed City expenditures totalling $118,069,338, including $26,523,822 in capital improvement projects and $769,028 in program improvements, along with a revenue program to balance these expenditures. The Council amended the proposal to include an additional $1,075,000 for drainage improvements and $28,000 for the Golf cart path paving program.

The table presented on the next several pages integrates the proposed base budget, program improvements, capital improvement projects, Council changes, interfund transfers resulting from revenue adjustments, and the Vehicle Purchase program to form the 1988 Approved Budget. The total approved budget for 1988, after adjustments, is $121,837,383.

Detailed descriptions of the program improvements, capital improvement projects, and revenue adjustments are included in the City Manager's Message. The fund sections that follow integrate these items in their respective budget presentations.

1988 APPROVED BUDGET

Fund/Dept/Activity	1988 Proposed Budget	Program Improvement	Council Addendum	Subsidy Adjustment
GENERAL ADMINISTRATION				
Mayor & Aldermen	$ 294,826	$ 0	$ 0	$ 0
Clerk of Council	101,661	0	0	0
City Manager's Office	490,624	0	0	0
General Administration	223,327	$ 0	$ 0	$ 0
Total	$ 1,110,438	0	0	0
MANAGEMENT & FINANCIAL SVC.				
Asst CM/Mgt & Fin	$ 156,442	$ 0	$ 0	$ 0
Employee Development	115,678	0	0	0
Research & Budget	440,122	0	0	0
Personnel	302,243	0	0	0
Management & Auditing	447,993	0	0	0
Finance	673,511	0	0	0
Revenue	604,345	0	0	0
Water & Sewer Revenue	823,757	0	0	0
Purchasing	252,389	0	0	0
Total	$ 3,816,480	$ 0	$ 0	$ 0
FACILITIES MAINTENANCE				
Facilities Maint Dir.	$ 159,322	$ 0	$ 0	$ 0
Park and Tree	2,013,965	0	0	0
Cemeteries	1,003,248	0	0	0
Traffic Engineering	2,715,806	0	0	0
Drainage Maint	1,639,440	0	0	0
Streets Maint	1,967,260	0	0	0
Total	$ 9,499,041	0	$ 0	$ 0
INSPECTIONS				
Inspections	$ 950,189	$ 0	$ 0	$ 0
POLICE				
Police Chief	$ 239,873	$ 0	$ 0	$ 0
Police Patrol	8,702,799	62,270	73,599	0
Investigations	1,846,693	0	0	0
Aux & Tech Services	2,625,807	12,800	10,357	0
Management Services	1,163,681	62,760	0	0
Total	$14,578,853	$ 137,830	$ 83,956	$ 0
RECORDER'S COURT				
Recorder's Court	$ 1,030,636	$ 0	$ 0	$ 0
FIRE				
Fire Chief	$ 201,995	$ 0	$ 0	$ 0
Firefighting	7,540,283	0	0	0
Total	$ 7,742,278	$ 0	$ 0	$ 0

1988 APPROVED BUDGET

Contribution to CIP	Fund Balancing	1988 Approved Budget	Fund/Dept/Activity
			GENERAL ADMINISTRATION
$ 0	$ 0	$ 294,826	Mayor & Aldermen
0	0	101,661	Clerk of Council
0	0	490,624	City Manager's Office
0	$ 0	$ 223,327	General Administration
$ 0	0	1,110,438	Total
			MANAGEMENT & FINANCIAL SVC.
$ 0	$ 0	$ 156,442	Asst CM/Mgt & Fin
0	0	115,678	Employee Development
0	0	440,122	Research & Budget
0	0	302,243	Personnel
0	0	447,993	Management & Auditing
0	0	673,511	Finance
0	0	604,345	Revenue
0	0	823,757	Water & Sewer Revenue
0	0	252,389	Purchasing
$ 0	$ 0	$ 3,816,480	Total
			FACILITIES MAINTENANCE
$ 0	$ 0	$ 159,322	Facilities Maint Dir.
0	0	2,013,965	Park and Tree
0	0	1,003,248	Cemeteries
0	0	2,715,806	Traffic Engineering
0	0	1,639,440	Drainage Maint
0	0	1,967,260	Streets Maint
$ 0	0	$ 9,499,041	Total
			INSPECTIONS
$ 0	$ 0	$ 950,189	Inspections
			POLICE
$ 0	$ 0	$ 239,873	Police Chief
0	0	8,838,668	Police Patrol
0	0	1,846,693	Investigations
0	0	2,648,964	Aux & Tech Services
0	3,678	1,230,119	Management Services
$ 0	$ 3,678	$14,804,317	Total
			RECORDER'S COURT
$ 0	$ 0	$ 1,030,636	Recorder's Court
			FIRE
$ 0	$ 0	$ 201,995	Fire Chief
0	0	7,540,283	Firefighting
$ 0	$ 0	$ 7,742,278	Total

1988 APPROVED BUDGET

Fund/Dept/Activity	1988 Proposed Budget	Program Improvement	Council Addendum	Subsidy Adjustment
LEISURE SERVICES				
Leisure Svcs. Director	$ 243,482	$ 0	$ 0	$ 0
Athletics	629,459	0	0	0
Neighborhood Programs	985,707	30,270	0	0
Adult Day Care	252,511	0	0	0
City Golden Age Ctr.	509,044	0	0	0
Buildings & Grounds	1,665,635	60,928	0	0
Total	$ 4,285,838	$ 91,198	$ 0	$ 0
INTERDEPARTMENTAL				
Jail Svc/Chatham	$ 875,370	$ 0	$ 0	$ 0
Contingencies	138,059	0	-94,956	0
Debt Service	2,369,900	0	0	0
CIP Contributions	0	0	0	0
Other Expenses	276,637	0	0	0
Cultural Contribution	427,868	0	0	0
Social Contribution	250,100	500,000	11,000	0
Savannah Expo	902,000	0	0	0
Other Contributions	1,885,153	0	0	0
Drainage Fund Contr	1,200,000	0	1,075,000	0
Interfund Transfers	6,773,091	0	0	-762,588
Total	$15,098,178	$ 500,000	$ 991,044	$ -762,588
GENERAL FUND TOTAL	$58,111,931	$ 729,028	$1,075,000	$ -762,588
REVOLVING FUND				
Data Processing	$ 2,419,114	$ 40,000	$ 0	$ 0
Engineering	$ 859,181	$ 0	$ 0	$ 0
Vehicle Maintenance	$ 4,459,431	$ 0	$ 0	$ 0
CENTRAL SERVICES				
Central Svcs. Director	$ 166,648	$ 0	$ 0	$ 0
Inventory Management	102,648	0	0	0
Tele-Electronics	440,469	0	0	0
Custodial & Mail Svcs.	282,777	0	0	0
Building Maintenance	438,690	$ 0	$ 0	$ 0
Total	$ 1,431,232	$ 0	$ 0	$ 0
Service Desk	$ 297,172	$ 0	$ 0	$ 0
Vehicle Purchase	$ 2,724,545	$ 0	$ 0	$ 0
REVOLVING FUND TOTAL	$12,190,675	$ 40,000	$ 0	$ 0

1988 APPROVED BUDGET

Contribution to CIP	Fund Balancing	1988 Approved Budget	Fund/Dept/Activity
			LEISURE SERVICES
$ 0	$ 0	$ 243,482	Leisure Svcs. Director
0	0	629,459	Athletics
0	0	1,015,977	Neighborhood Programs
0	0	252,511	Adult Day Care
0	0	509,044	City Golden Age Ctr.
0	0	1,726,563	Buildings & Grounds
$ 0	$ 0	$ 4,377,036	Total
			INTERDEPARTMENTAL
$ 0	$ 0	$ 875,370	Jail Svc/Chatham
0	-3,678	39,425	Contingencies
0	0	2,369,900	Debt Service
843,472	0	843,472	CIP Contributions
0	40,000	316,637	Other Expenses
0	0	427,868	Cultural Contribution
0	0	761,100	Social Contribution
0	0	902,000	Savannah Expo
0	0	1,885,153	Other Contributions
2,275,000	-2,275,000	2,275,000	Drainage Fund Contr
101,000	-101,000	6,010,503	Interfund Transfers
$ 3,219,472	$-2,339,678	$16,706,428	Total
$ 3,219,472	$-2,336,000	$60,036,843	GENERAL FUND TOTAL
			REVOLVING FUND
$ 0	$ 0	$ 2,459,114	Data Processing
$ 0	$ 0	$ 859,181	Engineering
$ 0	$ 5,900	$ 4,465,331	Vehicle Maintenance
			CENTRAL SERVICES
$ 0	$ 0	$ 166,648	Central Svcs. Director
0	0	102,648	Inventory Management
0	0	440,469	Tele-Electronics
0	0	282,777	Custodial & Mail Svcs.
0	0	438,690	Building Maintenance
0	$ 0	$ 1,431,232	Total
$ 0	$ 0	$ 297,172	Service Desk
$ 0	$ 58,000	$ 2,782,545	Vehicle Purchase
$ 0	$ 63,900	$12,294,575	REVOLVING FUND TOTAL

1988 APPROVED BUDGET

Fund/Dept/Activity	1988 Proposed Budget	Program Improvement	Council Addendum	Subsidy Adjustment
GOLF COURSE FUND	$ 1,133,168	$ 0	$ 28,000	$ 0
CIVIC CENTER FUND	$ 1,502,054	$ 0	$ 0	$ 0
PARKING FUND				
Parking Administration	$ 679,834	$ 0	$ 0	$ 0
Parking Garages/Lots	1,126,109	0	0	0
Parking Interdept.	183,057	0	0	0
PARKING FUND TOTAL	$ 1,989,000	$ 0	$ 0	$ 0
SANITATION FUND				
Sanitation Director	$ 147,552	$ 0	$ 0	$ 0
Residential Refuse	4,576,331	0	0	0
Refuse Disposal	563,593	0	0	0
Street Cleaning	1,110,149	0	0	0
Commercial Refuse	668,999	0	0	0
Neighborhood Svcs.	539,945	0	0	0
Resource Recovery	1,733,400	0	0	0
SANITATION FUND TOTAL	$ 9,339,969	$ 0	$ 0	$ 0
WATER FUND				
Water & Sewer Admin.	$ 227,259	$ 0	$ 0	$ 0
Water Supply & Treat.	1,819,095	0	0	0
Water Distribution	1,562,837	0	0	0
Water Interdepartmental	1,994,244	0	0	0
WATER FUND TOTAL	$ 5,603,435	$ 0	$ 0	$ 0
SEWER FUND				
Sewer Maintenance	$ 1,204,108	$ 0	$ 0	$ 0
Lift Stations	1,109,092	0	0	0
President St. Plant	2,984,498	0	0	0
Small Plants	622,773	0	0	0
Sewer Interdept.	3,730,757	0	0	0
SEWER FUND TOTAL	$ 9,651,228	$ 0	$ 0	$ 0
I & D WATER FUND	$ 3,747,723	$ 0	$ 0	$ 0
PUBLIC DEVELOPMENT FUND	$ 5,843,347	$ 0	$ 0	$ 0
LABOR RESOURCES FUND	$ 2,143,264	$ 0	$ 0	$ 0
CIP FUND	$26,523,822	$ 0	$ 0	$ 0
ALL FUNDS	$137,779,616	$ 769,028	$1,103,000	$ -762,588
Adjustments	-17,814,261	0	0	762,588
ADJUSTED GRAND TOTAL	**$119,965,355**	**$ 769,028**	**$1,103,000**	**$ 0**

1988 APPROVED BUDGET

Contribution to CIP	Fund Balancing	1988 Approved Budget	Fund/Dept/Activity
$ 186,000	$ 0	$ 1,347,168	GOLF COURSE FUND
$ 396,000	$ 0	$ 1,898,054	CIVIC CENTER FUND
			PARKING FUND
$ 0	$ 0	$ 679,834	Parking Administration
0	0	1,126,109	Parking Garages/Lots
0	0	183,057	Parking Interdept.
$ 0	$ 0	$ 1,989,000	PARKING FUND TOTAL
			SANITATION FUND
$ 0	$ 0	$ 147,552	Sanitation Director
0	0	4,576,331	Residential Refuse
0	0	563,593	Refuse Disposal
0	0	1,110,149	Street Cleaning
0	0	668,999	Commercial Refuse
0	0	539,945	Neighborhood Svcs.
0	0	1,733,400	Resource Recovery
$ 0	$ 0	$ 9,339,969	SANITATION FUND TOTAL
			WATER FUND
$ 0	$ 0	$ 227,259	Water & Sewer Admin.
0	0	1,819,095	Water Supply & Treat.
0	0	1,562,837	Water Distribution
1,604,859	0	3,599,103	Water Interdepartmental
$1,604,859	$ 0	$ 7,208,294	WATER FUND TOTAL
			SEWER FUND
$ 0	$ 0	$ 1,204,108	Sewer Maintenance
0	0	1,109,092	Lift Stations
0	0	2,984,498	President St. Plant
0	0	622,773	Small Plants
2,312,057	0	6,042,814	Sewer Interdept.
$ 2,312,057	$ 0	$11,963,285	SEWER FUND TOTAL
$ 0	$ 0	$ 3,747,723	I & D WATER FUND
$ 518,750	$ 0	$ 6,362,097	PUBLIC DEVELOPMENT FUND
$ 0	$ 0	$ 2,143,264	LABOR RESOURCES FUND
$ 0	$2,275,000	$28,798,822	CIP FUND
$ 8,237,138	$ 2,900	$147,129,094	ALL FUNDS
-8,237,138	-2,900	-25,291,711	Adjustments
$ 0	**$ 0**	**$121,837,383**	**ADJUSTED GRAND TOTAL**



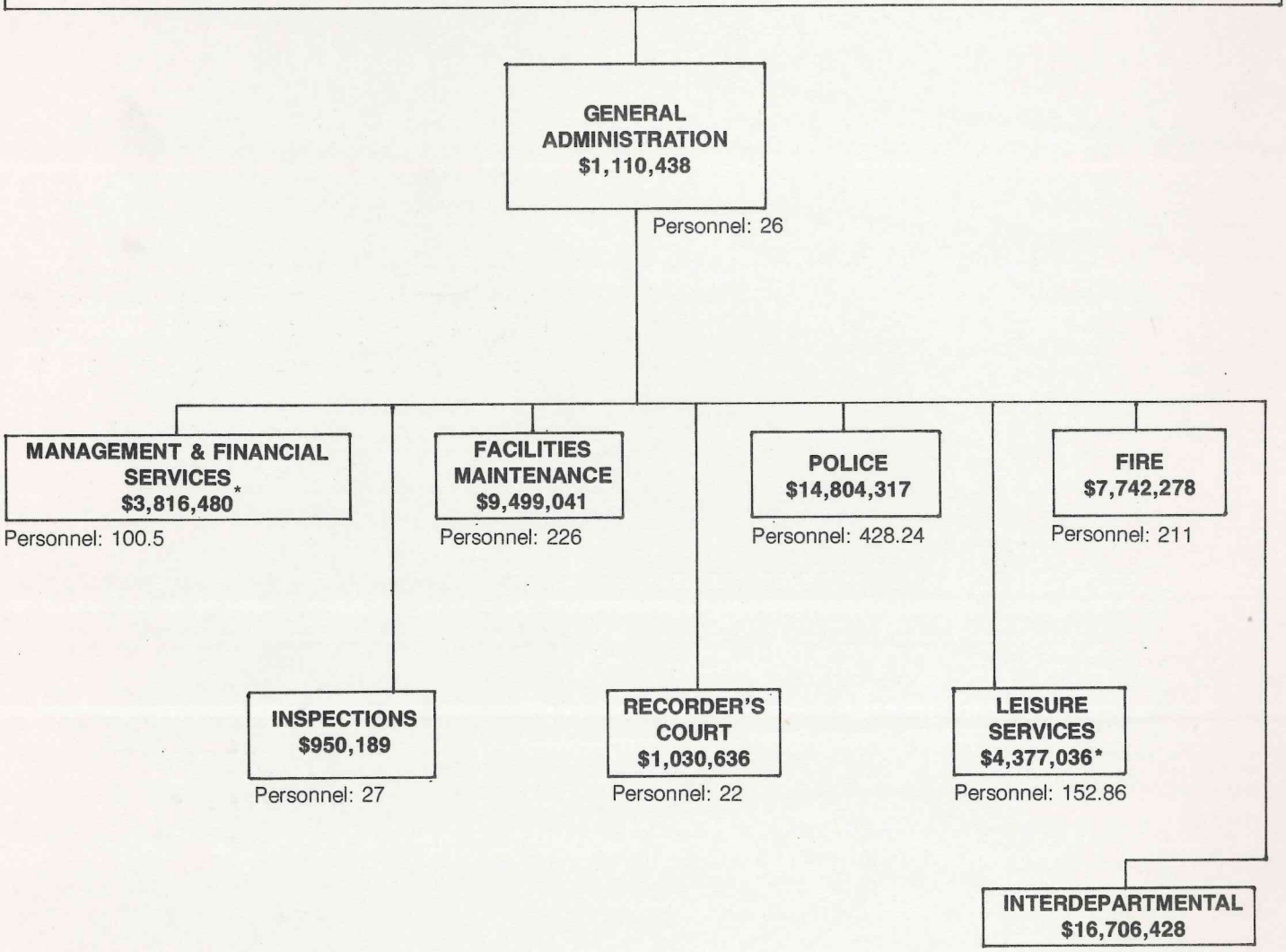
GENERAL FUND

GENERAL FUND

Budget: $60,036,843

Personnel: 1,193.6

To provide the essential public services to the City.



Vehicles: 458

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* General Fund portion only

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 1988 General Fund budget is $60,036,843. Expenditures increase $4,502,455 or 8% over the 1987 projection. Most of this difference is attributed to higher Personal Services costs related to new positions, salaries, pension and medical insurance. A $1,251,400 increase to the Sanitation Fund contribution for payment to the Resource Recovery Stabilization Fund is also a significant factor. Another major change is the $1,075,000 increase to the Drainage Improvement Reserve Fund. For the most part, inflationary increases account for the remaining difference.

The 1988 General Fund program improvements total $729,028. Most of this amount can be attributed to the New Futures Initiative Program, $500,000. The Police and the Leisure Services bureaus have $137,830 and $91,198 approved for program upgrading, respectively. An additional $83,956 was approved by Council to increase police visibility. Descriptions of these items are provided in subsequent bureau sections as well as in the City Manager's Message. A total of $3,219,472 was also approved for General Fund capital improvement projects. A major portion of this amount, $2,275,000 was provided for improvements to the drainage system. The City Manager's Message and the CIP Fund section provide descriptions of each of these projects.

The tables on the following pages present comparative summaries of the major expenditures and revenues approved for 1988 and those projected for 1987. Detailed descriptions of program costs are also presented. New revenues are outlined in the Budget Ordinance.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$26,466,915	$28,821,704	$2,354,789	8.9
Contractuals	6,351,372	6,882,201	530,829	8.4
Commodities	1,809,779	1,922,766	112,987	6.2
Revolving Fund	4,784,078	4,933,223	149,145	3.1
Capital Outlay	797,853	400,083	-397,770	-49.9
Debt Service	2,176,028	2,367,520	191,492	8.8
Interfund Trans	9,672,109	11,450,449	1,778,340	18.4
Contingency	0	39,425	39,425	--
Capital Projects	3,476,254	3,219,472	-256,782	-7.4
Total Budget	$55,534,388	$60,036,843	$4,502,455	8.1

EXPENDITURES BY ACTIVITY

Department/Activity	1986 Actual Expenses	1987 Projected Expenses	1988 Approved Budget
GENERAL ADMINISTRATION			
Mayor and Aldermen	$ 253,111	$ 283,405	$ 294,826
Clerk of Council	84,477	103,553	101,661
City Manager's Office	344,795	519,494	490,624
Legal	173,727	218,983	223,327
Total	$ 856,110	$ 1,125,435	$ 1,110,438
FACILITIES MAINTENANCE			
Facilities Maint. Dir.	$ 139,100	$ 156,446	$ 159,322
Park and Tree	1,563,234	1,883,665	2,013,965
Cemeteries	832,624	879,398	1,003,248
Traffic	2,602,233	2,535,770	2,715,806
Drainage	1,417,843	1,523,871	1,639,440
Streets Maintenance	1,678,316	1,789,205	1,967,260
Total	$ 8,233,350	$ 8,768,355	$ 9,499,041
INSPECTIONS			
Inspections	$ 966,207	$ 1,092,420	$ 950,189
POLICE			
Police Chief	$ 209,202	$ 221,122	$ 239,873
Operations/Patrol	7,387,610	8,077,662	8,838,668
Investigation	1,637,943	1,795,903	1,846,693
Aux.& Tech.Services	2,296,068	2,727,141	2,648,964
Management Services	973,958	1,050,626	1,230,119
Police Academy	130,005	0	0
Total	$12,634,786	$13,872,454	$14,804,317
RECORDER'S COURT			
Recorder's Court	$ 799,691	$ 944,102	$ 1,030,636

EXPENDITURES BY ACTIVITY

Department/Activity	1986 Actual Expenses	1987 Projected Expenses	1988 Approved Budget
FIRE			
Fire Chief	$ 205,811	$ 195,221	$ 201,995
Firefighting	6,799,488	7,152,127	7,540,283
Total	$ 7,005,299	$ 7,347,348	$ 7,742,278
LEISURE SERVICES			
Leisure Svc. Director	$ 228,775	$ 225,700	$ 243,482
Athletics	575,182	593,072	629,459
Neighborhood Centers	823,418	915,306	1,015,977
Adult Day Care	221,913	241,930	252,511
City Golden Age	467,086	482,626	509,044
Bldgs. & Grds. Maint.	1,322,191	1,575,629	1,726,563
Total	$ 3,638,565	$ 4,034,263	$ 4,377,036
MANAGEMENT & FINANCIAL SVC.			
Asst.City Mgr.,Mgt./Fin.	$ 142,432	$ 148,196	$ 156,442
Employee Development [1]	--	--	115,678
Research & Budget	318,541	384,764	440,122
Personnel	326,708	364,859	302,243
Management & Auditing	405,747	409,478	447,993
Finance	589,243	654,969	673,511
Revenue	627,852	621,070	604,345
Parking Enforcement [2]	455,189	--	--
Water & Sewer Revenue	710,608	759,115	823,757
Purchasing	215,515	235,241	252,389
Total	$ 3,791,835	$ 3,577,692	$ 3,816,480
INTERDEPARTMENTAL			
Jail Svc./Chatham Co.	$ 857,850	$ 875,370	$ 875,370
Debt Service	1,980,848	2,178,293	2,369,900
Vehicle Purch.Contrib.	53,900	--	--
Other Expenses	375,847	429,608	316,637
Cultural Contrib.	362,140	405,150	427,868
Social Contrib.	446,841	274,600	761,100
Other Contrib.	1,756,149	1,200,594	1,885,153
Savannah Expo	714,464	983,600	902,000
Drainage Fund Cont.	--	1,075,000	2,275,000
Interfund Trans.	5,250,721	5,183,870	6,010,503
Contingencies	--	--	39,425
Other CIP's	2,525,848	2,166,234	843,472
Total	$14,324,608	$14,772,319	$16,706,428
TOTAL GENERAL FUND BUDGET	$52,250,451	$55,534,388	$60,036,843

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1 Formerly included in the Personnel activity, this work program was expanded into a separate activity for 1988.

2 In 1987, this activity became a part of the Parking Fund.

REVENUE BY SOURCE

	1987 Projected Revenue	1988 Approved Budget
PROPERTY TAX		
Real Property Tax (Current)	$10,512,750	$12,800,000
Vehicle Tax	1,170,000	1,550,000
Personal Property Tax (Current)	1,365,000	1,655,000
Real Property Tax (Delinquent)	750,000	750,000
Personal Property Tax (Delinquent)	130,000	130,000
Mobile Home Taxes	8,000	8,200
Industrial Area Taxes	540,000	310,000
Intangible Tax	265,000	285,000
Public Utility Tax	550,000	700,000
Total	$15,290,750	$18,188,200
SALES TAX	$17,000,000	$17,600,000
OTHER TAX		
Beer Tax	$ 1,760,000	$ 1,800,000
Liquor Tax	355,000	355,000
Wine Tax	260,000	265,000
Insurance Premium Tax	3,400,000	3,600,000
Hotel/Motel Tax	1,460,000	1,925,000
Total	$ 7,235,000	$ 7,945,000
TAX FEES & INTEREST (PENALTIES)		
Execution Fees	$ 64,000	$ 65,000
Interest on Delinquent Taxes	42,000	43,000
Total	$ 106,000	$ 108,000
LICENSES AND PERMITS		
Electric Franchise Fees	$ 3,050,000	$ 3,175,000
Telephone Franchise Fees	640,000	670,000
Gas Franchise Fees	610,000	620,000
CATV Franchise Fees	148,000	157,000
Regular Business Licenses	1,380,000	1,503,000
Insurance Licenses	90,000	90,000
Alcoholic Beverage Licenses	645,000	693,000
Bank License Tax	308,000	335,000
Professional Tax	183,000	184,000
Street Maintenance Decals	225,000	242,000
Total	$ 7,279,000	$ 7,669,000
FINES, FORFEITS & PENALTIES		
Recorders Court Fines	$ 1,375,000	$ 1,400,000

REVENUE BY SOURCE

	1987 Projected Revenue	1988 Approved Budget
INTEREST EARNED		
General Investments	$ 507,000	$ 490,000
Interest/Perpetuity Lots	126,000	120,000
Total	$ 633,000	$ 610,000
RENTS		
Recorder's Court	220,000	230,000
Miscellaneous Rent	35,000	35,000
Total	$ 255,000	$ 265,000
LEISURE SERVICES		
Grayson Stadium	$ 14,000	$ 15,000
Concessions	46,000	46,000
Athletic Fees	50,000	54,609
Ceramic Fees	33,000	35,000
Recreation Fees	62,000	65,783
Total	$ 205,000	$ 216,392
OTHER AGENCIES		
General Purpose State Grant	$ 705,700	$ 705,700
Savannah Housing Authority	42,000	42,000
State Grant/Elderly	83,000	83,000
State Grant/CAPDC	150,000	150,000
Other State Grants	30,000	0
Police Academy Contract	38,422	--
Board of Education Pool Contract	21,166	22,000
Total	$ 1,070,288	$ 1,002,700
INSPECTION FEES		
Zoning Inspections	$ 18,000	$ 18,000
Building Inspections	350,000	712,000
Electrical Inspections	142,000	0
Plumbing Inspections	106,000	0
Street Cuts (Gas Inspections)	2,000	0
Mechanical Inspections	54,000	2,000
Fire Inspections	4,200	4,500
Fuel Tank Inspection Fees	3,500	8,800
Boards of Appeals Fees	--	1,000
Duplicate Cert. of Occupancy	--	1,040
Total	$ 679,700	$ 747,340
ENGINEERING FEES		
Subdivision Developers Fees	$ 20,000	$ 68,000
CEMETERY FEES	$ 92,515	$ 133,037

REVENUE BY SOURCE

	1987 Projected Revenue	1988 Approved Budget
INTERFUND FEES		
Service to Labor Resources	$ 15,800	$ 16,000
Service to Public Development	127,036	67,491
Service to Golf Course	38,818	116,252
Service to Civic Center	0	104,423
Service to Water Fund	682,124	575,444
Service to Sewer Fund	663,027	575,444
Service to I&D Fund	55,719	82,518
Service to Sanitation Fund	226,287	365,890
Service to Parking Fund	174,154	60,045
Repayment from Parking	--	73,012
Total	$ 1,982,965	$2,036,519
GENERAL SERVICES		
Police Report Fees	$ 43,000	$ 60,000
Traffic Movement Report Fees	4,000	4,000
Fire Protection Fees	35,000	36,000
Harbor Fees	60,000	60,000
Sidewalk Repair Fees	10,000	10,000
Total	$ 152,000	$ 170,000
OTHER REVENUE		
Advertising Fees	$ 12,000	$ 12,000
Telephone Locations	2,000	2,000
Damage Claims	25,000	20,000
Sale of Land	50,000	50,000
Miscellaneous Revenue	250,000	250,000
Total	$ 339,000	$ 334,000
Federal Revenue Sharing	$ 42,675	$ --
TOTAL REVENUE	$53,757,893	$58,493,188
Carryforward	1,776,495	1,543,655
ADJUSTED TOTAL REVENUE	$55,534,388	$60,036,843

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As the preceding tables indicate, the 1988 Approved Budget for the General Fund is $60,036,843. This amount is $4,502,455 or 8% greater than 1987 Projected Expenses. The increase in the General Fund budget can be primarily attributed to changes in the following accounts:

+	$1,488,359	Salaries and Wages/Social Security
+	1,251,400	Resource Recovery Contribution
+	1,075,000	Contribution to Drainage Fund
+	509,218	Contribution to Cul/Soc Agencies
+	311,662	Pension
+	308,510	Medical Insurance
+	235,020	Contribution to Tourism
+	191,492	Debt Service
+	160,128	Services by Other Funds
+	147,867	Insurance
+	129,212	Garage Services
+	112,987	Commodities
+	112,011	Worker's Compensation
+	111,385	Electricity
+	90,637	Professional Services
+	84,893	Southside Fire
+	81,078	Data Processing
-	1,322,762	Other CIP's
-	397,770	Capital Outlays
-	112,971	Other Expenses
-	81,600	Savannah Exposition
	4,485,756	
+	16,699	All Others
	$4,502,455	Total Increase

The sections which follow review expenditures item by item and explain the significant changes between the 1987 projected expenditures and the 1988 approved allocations. A description of each expenditure category is also presented.

PERSONAL SERVICES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Salaries & Wages	$21,464,172	$22,821,166	$1,356,994	6.3
Social Security	1,298,024	1,429,389	131,365	10.1
Police Pension	74,140	80,665	6,525	8.8
Medical Insurance	867,687	1,176,197	308,510	35.5
Life Insurance	122,753	148,518	25,765	21.0
Unemployment Comp	6,400	64,536	58,136	--
Worker's Comp	358,131	470,142	112,011	31.3
Pension	1,589,590	1,901,252	311,662	19.6
Longevity	190,215	199,922	9,707	5.1
Overtime	308,330	326,859	18,529	6.0
Court Overtime	138,928	146,740	7,812	5.6
Temporary Labor	48,545	56,318	7,773	16.0
Total	$26,466,915	$28,821,704	$2,354,789	8.9

The 1988 approved allocation for Personal Services in the General Fund totals $28,821,704. There are four major expenditure areas in this category: Salaries and Wages, $22,821,166; Pension, $1,901,252; Social Security, $1,429,389; and Medical Insurance, $1,176,197. Other significant accounts are Worker's Compensation, $470,142; Overtime, primarily in Police and Facilities Maintenance, $326,859; and Longevity, $199,922.

Salaries & Wages	**increase** $1,356,994 for a 2.5% anniversary increase, a 2.5% pay adjustment, modular promotions, the full year's cost of positions created in 1987, and new positions created in 1988 primarily in the Police and Leisure Services bureaus.
Social Security	**increases** $131,365 because of higher salaries and an increase in the Social Security rate to 7.5%.
Police Pension	is the Police's retirement program which is mandated by State law and is funded by a portion of the revenue generated by the Recorder's Court. The 1988 cost is projected to be $80,665.
Medical Insurance	**increases** $308,510 resulting from an overall increase in medical costs citywide. This account represents only the City's share of the contribution to the Group Medical Insurance Fund.
Life Insurance	**increases** $25,765 attributed to higher disability benefits premium costs. This account is for the City's share of Group Life/Disability Insurance coverage.
Unemployment Comp	**increases** $58,136. This increase occurred as a result of the City's utilization for the past 2 years of excess reserve funds to cover costs. The reserve level is projected to reach the desired level as of the end of 1987, so a normal contribution rate was resumed for 1988. This is the City's cost of providing unemployment insurance to eligible terminated employees, as required by state and federal law.
Worker's Comp	**increases** $112,011 or 31% because of rising costs in this area. This is 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 of the State Worker's Compensation Board.

Pension — **increases** $311,662 or 20% over the 1987 projection. This account is the City's contribution to the employees' retirement fund. This allocation is recommended by the Pension Actuary.

Longevity — is the special pay granted personnel after ten years of City service with increases for each additional five-years of service. The major users of this account are the Fire Department (33%), the Police Department (31%), and Streets Maintenance (4%).

Overtime — is primarily used by the Police Department and Facilities Maintenance.

Court Overtime — is for overtime paid to off-duty police officers to appear in court.

Temporary Labor — is for payment of temporary workers hired through an employment service. Traffic Engineering is projected to be the largest temporary labor user for 1988. This activity plans to conduct a sign survey of all city street and traffic signs in 1988 at a cost of $10,000.

CONTRACTUALS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Electricity	$1,831,776	$1,943,161	$111,385	6.0
Natural Gas	49,286	54,640	5,354	10.8
Communications	197,302	211,959	14,657	7.4
Transportation	170,739	221,167	50,428	29.5
Advertising	16,052	18,783	2,731	17.0
Insurance	221,688	369,555	147,867	66.7
Rentals	192,529	222,925	30,396	15.8
Dues/Periodicals	102,697	108,850	6,153	6.0
Professional Fees	637,610	728,247	90,637	14.2
Southside Fire	998,767	1,083,660	84,893	8.5
Building Repair	78,223	101,076	22,853	29.2
Equipment Maint	99,558	108,511	8,953	9.0
Photocopying	107,393	111,333	3,940	3.7
Printing	126,100	141,502	15,402	12.2
Medical Costs	46,343	54,759	8,416	18.1
Other Contract	599,939	526,703	-73,236	-12.2
County Jail Svc	875,370	875,370	0	0
Total	$6,351,372	$6,882,201	$530,829	8.4

A $6,882,201 budget has been approved for Contractual Services. The major changes and expenditure uses planned for 1988 are detailed on the following page.

Electricity	**increases** $111,385 or 6%. Electricity for City departments and facilities is charged to this account. Street lights and traffic signals comprise 84% of the expenditures for this account. Greater kilowatt hour usage and an increased number of street lights contribute to the increase.
Natural Gas	is used for natural gas and other fuels. The increase can be attributed mainly to heating costs at the Lincoln Street Center.
Communications	is used for long-distance telephone costs and telephone service. The 1988 increase can be attributed to additional circuits at the Police Department and 3 new phones at Grayson Stadium.
Transportation	**increases** $50,428. Most of the increase or $34,093 is for in-house training in the Police Department for officers and supervisors. The remainder is needed to offset higher prices in travel and training. This account is used for training and travel expenses, which include transportation, meals, lodging, and registration fees.
Advertising	provides for the cost of classified and legal advertising. The Revenue Department and the Clerk of Council are the largest users.
Insurance	**increases** $147,867 primarily due to a large loss in the Judgments and Losses/ Bodily Injury account.
Rentals	**increases** $30,396 or 16%. This account is used for facilities and equipment rented for City use (excluding photocopying equipment). The increase can be attributed to a rent increase at the Courthouse for the Recorder's Court.
Dues/Periodicals	provides for memberships to professional associations and periodical subscriptions.
Professional Fees	**increases** $90,637 or 14%. A large portion of the increase (42%) is attributed to two new programs in Park and Tree. One is the high pressure washing program ($18,000), and the other is the ironwork maintenance project ($20,000). Tree removal from Cemeteries accounts for another 23% of the increase or $21,000. The rest of the increase can be attributed to renovations to the Daffin Park and Jenkins swimming pools ($39,000).

Southside Fire	**increases** $84,893 or 9% providing for an anticipated price adjustment. Under a contractual arrangement, the Southside Fire Department provides fire protection services in the southern section of the city.
Building Repair	is for the cost of labor and materials supplied by outside contractors for the repair of City facilities. The increase can be partially attributed to the following activities: $5,500 for Buildings and Grounds for the renovation of two city gyms and other recreation centers; $5,000 for plan racks in the Inspections Department; $4,100 for the restructuring of walls and counters in the Revenue Department.
Equipment Maint	provides for contracted repair services for equipment maintenance. Inflation accounts for the increase in 1988.
Photocopying	is used for charges related to in-house photocopying expenses such as copier rental, paper, ink and maintenance. The Police Department is the largest user of this account. The increase can be attributed to inflation.
Printing	provides for printing and reproduction services provided by outside shops. The major users for this account are the Police Department and Research and Budget.
Medical Costs	provides for costs associated with pre-employment physicals, hospital treatment for minor injuries sustained by on-duty police officers and crime victim examinations. Major users are the Police Department and the Employee Develoment activity.
Other Contract	**decreases** $73,236 or 12% because of the completion of several special projects in 1987 such as the Master Street Tree Plan, the tree inventory, Savannah 2000 and the Hyatt Landscaping Project.
Jail Services	**No change.** The rate of $37 per prisoner for 22,007 prisoner days is projected for 1988. These costs are the contractual payments to the County for City prisoners housed in the County Jail.

COMMODITIES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Supplies	$ 70,804	$ 72,281	$ 1,477	2.0
Postage	115,851	126,481	10,630	9.2
Personal Supp	212,268	228,408	16,140	7.6
Operating Supp	428,312	458,543	30,231	7.1
Small Fixed Asset	69,185	69,326	141	0.2
Sports/Craft Supp	122,130	130,173	8,043	6.6
Chemicals	106,010	110,596	4,586	4.3
Equip Repair Part	76,274	82,493	6,219	8.1
Construction Supp	549,177	583,521	34,344	6.3
Water Constr Mat	4,401	4,949	548	12.4
Tools & Shop Supp	19,459	18,696	-763	-4.0
Gasoline	21,308	21,841	533	2.5
Diesel Fuel	11,134	11,876	742	6.6
Oils & Grease	3,466	3,582	116	3.3
Total	$1,809,779	$1,922,766	$ 112,987	6.2

Planned City purchases of Commodities will cost an estimated $1,922,766 in 1988. The components of each allocation are described below. The largest Commodity allocations are for Construction Supplies, $583,521; Operating Supplies, $458,543 and Clothing and Personal Supplies, $228,408.

Office Supplies includes items such as paper, pens, printer ribbons and all office related items. The primary user is the Police Department.

Postage provides for costs associated with mailings. The major user is the Revenue Department.

Personal Supp is for uniforms, boots, and linens. The Police and Fire Departments are the two major users.

Operating Supp **increases** $30,231 or 7%. The activity supplies budgeted in this account range from flowers and trees to ammunition and tear gas. The increase can be attributed to Park and Tree's planting more expensive trees in 1988 and quantity increases in the Police Department for various supplies.

Small Fixed Asset provides for non-consumable items with a cost of less than $500 and a useful life of more than one year. Single items that cost less than $500, but are part of a system which costs more than $500, are budgeted in capital outlay accounts.

Sports/Crafts Supp include items such as balls, bats, and clay, which are used by Leisure Services' athletic and recreational programs.

Chemicals	are supplies such as fertilizers, insecticides, herbicides and pesticides. The increase occurs because the Drainage Department is switching to a more environmentally safe but expensive herbicide than the previously used herbicide.
Equip Rep Parts	is for replacement parts for City equipment. Traffic Engineering is the major user for parts associated with the repair of traffic and street lights.
Construction Supp	**increases** $34,344 or 6%. The account is used for construction materials used in the repair of City infrastructure. The increase can be attributed to inflation.
W/S Const Mat	provides for materials such as piping and sprinklers. Cemeteries and Buildings and Grounds are the major users.
Tools/Shop Supp	includes small hand tools, fire extinguishers, and welding supplies. The major users are Streets Maintenance and Park and Tree.
Fuel	provides for the gasoline and diesel requirements for equipment in the activities such as Park and Tree ($2,400), Cemeteries ($3,180), and Buildings and Grounds ($3,200). The fuel accounts are also used for fuels dispensed at fire stations and for the fire boat ($24,737). Fuel expenditures are projected to be 4% above the 1987 level. Gasoline and diesel are projected at $.80/gallon by Vehicle Maintenance for 1988. Usage of fuels by the activities listed above is expected to remain about the same for 1988 as for 1987. Other fuel costs for General Fund activities are charged through Vehicle Maintenance chargebacks.
Oils & Grease	includes oils and grease used by departments other than those supplied by Vehicle Maintenance. Park and Tree maintains small equipment for Facilities Maintenance and is the largest user of this account.

REVOLVING FUND

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Service Desk	$ 94,753	$ 104,894	$ 10,141	10.7
Data Processing	1,398,721	1,479,799	81,078	5.8
Engineering	210,142	212,681	2,539	1.2
Garage Services	2,128,525	2,257,737	129,212	6.1
Central Services	951,937	878,112	-73,825	-7.8
Total	$4,784,078	$4,933,223	$149,145	3.1

Charges to the General Fund for services provided by Revolving Fund departments total $4,933,223. The primary expense is $2,257,737 for the operation of the vehicle fleet. Data Processing costs are $1,479,799. Central Services charges primarily for mail services, electronic equipment maintenance, and building repair work total $878,112. Engineering charges total $212,681. City Service Desk charges, mostly to the Facilities Maintenance Department, will cost $104,894. The changes are:

Service Desk — handles citizens' service requests and complaints for several activities. The Streets Maintenance, Drainage Maintenance, Traffic Engineering and Park and Tree activities represent 83% of the General Fund Service Desk cost. The increase is attributed to inflation.

Data Processing — **increases** $81,078 or 6%. The overall 1988 Data Processing budget increases $159,300 from projected 1987. The Police Department's 1988 data processing charges increase $65,798 from projected 1987 amounts due to increases in data processing equipment and expansion of the database.

Engineering — provides for Services to Private Developers, including inspections and site plan preparation as well as responding to City department requests.

Garage Services — **increase** $129,212 or 6%. These are charges made for fuel and maintenance provided by Vehicle Maintenance. The increase is attributed to a number of factors such as inflation, fleet growth, and higher maintenance costs. The Police Department is the largest user of this account.

Central Services — **decrease** $73,825 or 8% due mainly to a new method of distributing the Central Services Bureau's cost of providing services (especially building maintenance) to City departments. Central Services charges are the costs paid by City departments for inventory, custodial, messenger, maintenance (for buildings and electronic equipment), and administrative services provided by the Central Services Bureau.

CAPITAL OUTLAY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Equipment	43,649	66,416	22,767	52.2
Oper/Const Equip	754,204	333,667	-420,537	-55.5
Total	$797,853	$400,083	$-397,770	-49.9

The allocation for Capital Outlay items is $400,083, most of which, $333,667, is for power tools, air conditioning units, weapons, and push lawn mowers. Also included is $66,416 for Office Furniture and Equipment such as office units in Recorder's Court ($9,000), and computers and printers for Inspections ($18,939). The decline in operating equipment is due to the one-time 1987 purchase of the Information Processing System, mobile radios, portable radios and base repeaters for the Police Department.

DEBT SERVICE

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Bond Principal	$1,081,092	$1,205,000	$ 123,908	11.5
Bond Interest	1,094,936	1,162,520	67,584	6.2
Total	$2,176,028	$2,367,520	$ 191,492	8.8

The 1988 Debt Service requirements total $2,367,520 for: Bond Principal, $1,205,000; and Interest, $1,162,520. The changes are:

Principal — **increases** $123,908, reflecting the payment schedule for existing bond issues and the full year's cost of the 1987 general obligation bond issue.

Interest — **increases** $67,584, also reflecting the debt payment schedule for existing bond issues and the full year's cost of the 1987 general obligation bond issue.

INTERFUND TRANSFERS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Svcs by Others	$1,953,505	$ 2,113,633	$ 160,128	8.2
Contrib/Other	4,088,506	4,099,979	11,473	0.3
Contrib/Cul & Soc	679,750	1,188,968	509,218	74.9
Contrib/Sav Expo	983,600	902,000	-81,600	-8.3
Contrib/Res Rec	482,000	1,733,400	1,251,400	-
Veh Purchase Contr	1,484,748	1,412,469	-72,279	-4.9
Total	$9,672,109	$11,450,449	$1,778,340	18.4

Interfund transfers total $11,450,449 for 1988. This budget provides for payment and contributions to other City funds, public agencies, and private, non-profit agencies who sell services to or receive contributions from the City. Most of the $1,778,340 increase over 1987 is due to the large 1988 contribution to the Resource Recovery facility. An allocation of $4,099,979 is provided for payments and contributions to other City funds and other public agencies. Services provided by Other City Funds are budgeted at $2,113,633. A major component of this allocation, $1,483,266 is for services provided by the Sanitation Fund such as street sweeping. Another Significant allocation is the Vehicle Purchase Contribution which totals $1,412,469. The contribution to the Savannah Exposition is budgeted at $902,000. Budgeted contributions to Cultural and Social Agencies total $1,188,968, an increase of $509,218 due to the $500,000 provided for the New Futures Initiative program.

CONTINGENCIES

There is a $39,425 Contingency allocation in the General Fund for unplanned and emergency expenditures in 1988.

CAPITAL PROJECTS

A $3,219,472 allocation is budgeted for 1988 General Fund Capital Improvement Projects. The approved projects are listed below:

Facilities Maintenance	
Eisenhower/Sallie Mood Signal	$ 30,400
Intersection Improvements	107,000
Hodgson Widening - Phase II	60,000
Parks and Recreation	
May Street Roof Replacement	110,000
Cloverdale Playground	55,150
Daffin Lake II	275,000

City Buildings	
City Hall Gamble Building Repairs	155,922
Facilities Study	30,000
Factors Walk Study	20,000
Tourism Enhancement	
Forsyth Fountain Restoration	51,000
Battlefield Park Restoration	50,000
Drainage Reserve	
Drainage Improvement Contribution	2,275,000
TOTAL	$3,219,472

Project descriptions are presented in both the City Manager's Message and the Capital Improvement Fund sections.



General Administration

General Administration is composed of the Mayor and Aldermen, Clerk of Council, City Manager's Office, and Legal functions. The 1988 approved budget for this department is $1,110,438, a decrease of $14,997 or 1% from 1987 projected costs. A comparison of General Administration's 1988 budget and its 1987 projected expenditures is presented below.

EXPENDITURE SUMMARY

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 674,240	$ 698,652	$ 24,412	3.6
Contractuals	266,213	274,868	8,655	3.3
Commodities	27,190	23,842	-3,348	-12.3
Revolving Fund	98,943	103,639	4,696	4.7
Capital Outlay	56,732	7,050	-49,682	-87.6
Interfund Trans	2,117	2,387	270	12.8
Total	$ 1,125,435	$ 1,110,438	$-14,997	-1.3

PROGRAM COSTS

Personal Services: The total budget for Personal Services is $698,562. At $574,420, Salaries and Wages comprise the largest allocation. Three other accounts with significant budget allocations are: Pension, $48,016; Social Security, $39,887; and Medical Insurance, $24,083.

Contractual Services: The $274,868 in this series principally provides funds for operations, photocopiers, rentals, transportation, and professional subscriptions and memberships.

Commodities: The Commodities budget of $23,842 provides for Office Supplies, $8,909; Operating Supplies, $6,813; Small Fixed Assets, $4,146 and Postage, $3,974. Most of the $3,348 decrease is related to 1987 start-up costs for the Public Information Office.

Revolving Fund: Almost all of the $103,639 Revolving Fund allocation, $97,998, is for Central Services, which increases $4,528 or 5% due to anticipated price increases.

Capital Outlay: The Capital Outlay allocation is $7,050. Purchases approved for 1988 include:

Clerk of Council	
Metal Rolling Files	$2,500
City Manager's Office	
Electronic Typewriter	650
Library Map Files	1,400
Labeler	500
Professional Set Recorder	1,000
Audio Mixer	1,000
Total	$7,050

Interfund Transfers: The Vehicle Replacement Contribution is budgeted at $2,387.

ACTIVITY SUMMARY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Mayor and Aldermen	$ 253,111	$ 283,405	$ 294,826
Clerk of Council	84,477	103,553	101,661
City Manager's Office	344,795	519,494	490,624
Legal	173,727	218,983	223,327
Total	$ 856,110	$ 1,125,435	$ 1,110,438

MAYOR AND ALDERMEN

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 180,221	$ 193,987	$ 206,437
CONTRACTUAL SERVICES	$ 46,850	$ 58,475	$ 61,147
COMMODITIES	$ 4,600	$ 4,650	$ 4,846
REVOLVING FUNDS	$ 21,440	$ 22,293	$ 22,396
CAPITAL OUTLAY	$ 0	$ 4,000	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 253,111	$ 283,405	$ 294,826

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
MAYOR	1.00	1.00		$ 35,000
ALDERMAN	8.00	8.00		$ 67,200
CONFIDENTIAL SECRETARY	1.00	1.00	69	$ 27,833
SPECIAL ASSISTANT TO THE MAYOR	1.00	1.00	78	$ 29,947
TOTAL	11.00	11.00		

CLERK OF COUNCIL

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 43,828	$ 47,389	$ 50,804
CONTRACTUAL SERVICES	$ 7,847	$ 10,426	$ 11,599
COMMODITIES	$ 1,105	$ 1,430	$ 2,919
REVOLVING FUNDS	$ 26,760	$ 33,671	$ 33,839
CAPITAL OUTLAY	$ 4,937	$ 10,637	$ 2,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 84,477	$ 103,553	$ 101,661

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
ASST CLERK OF COUNCIL	1.00	1.00	57	$ 16,675
CLERK OF COUNCIL	1.00	1.00	69	$ 24,637
TOTAL	2.00	2.00		

CITY MANAGER'S OFFICE

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 252,519	$ 324,564	$ 331,438
CONTRACTUAL SERVICES	$ 62,507	$ 93,393	$ 93,118
COMMODITIES	$ 6,131	$ 20,460	$ 15,397
REVOLVING FUNDS	$ 20,715	$ 38,283	$ 43,734
CAPITAL OUTLAY	$ 385	$ 40,677	$ 4,550
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 2,538	$ 2,117	$ 2,387
TOTAL	$ 344,795	$ 519,494	$ 490,624

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CITY MANAGER	1.00	1.00		$ 89,250
ADMINISTRATIVE ASSISTANT	2.00	2.00	57	$ 31,767
CATALOGING LIBRARIAN	1.00	1.00	64	$ 19,304
PUBLIC INFORMATION ASST	1.00	1.00	65	$ 19,304
ADMIN ASST TO CITY MANAGER	1.00	1.00	67	$ 24,043
PUBLIC INFORMATION OFFICER	1.00	1.00	78	$ 29,225
RESEARCH LIBRARIAN	1.00	1.00	78	$ 27,833
ASSISTANT TO THE CITY MANAGER	1.00	1.00	78	$ 31,444
DIRECTOR OF CULTURAL AFFAIRS	1.00	1.00	78	$ 30,686
TOTAL	10.00	10.00		

LEGAL

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 92,403	$ 108,300	$ 109,973
CONTRACTUAL SERVICES	$ 76,513	$ 103,919	$ 109,004
COMMODITIES	$ 437	$ 650	$ 680
REVOLVING FUNDS	$ 3,146	$ 4,696	$ 3,670
CAPITAL OUTLAY	$ 1,228	$ 1,418	$ 0
TOTAL	$ 173,727	$ 218,983	$ 223,327

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CITY ATTORNEY	1.00	1.00		$ 47,798
ASSISTANT CITY ATTORNEY*	1.00	1.00		$ 26,878
CONFIDENTIAL SECRETARY	1.00	1.00	69	$ 20,769
TOTAL	3.00	3.00		

*Three Assistant City Attorney's are retained on a contractual basis.

Facilities Maintenance Bureau

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 1988 Program Budget approved for the Facilities Maintenance Bureau is $9,499,041. This reflects an increase of $730,686 or 8% over 1987 projected expenditures. Major allocations and changes are outlined below.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 4,114,794	$ 4,526,275	$ 411,481	10.0
Contractuals	2,028,370	2,173,484	145,114	7.2
Commodities	885,516	939,256	53,740	6.1
Revolving Funds	1,052,295	1,101,185	48,890	4.6
Capital Outlay	57,031	92,382	35,351	62.0
Interfund Trans	630,349	666,459	36,110	5.7
Total	$ 8,768,355	$ 9,499,041	$ 730,686	8.3

PROGRAM COSTS

Personal Services: Expenses for Personal Services are $4,526,275 in 1988. Major components are: Salaries and Wages, $3,476,476; Pension, $290,508; Social Security, $270,718; and Group Medical Insurance, $214,818. Major changes are discussed below:

Salaries & Wages **increase** $207,519 due to a general wage increase, anniversary increases for eligible employees, position vacancies during 1987, and the full year's cost of new positions created late in 1987.

Medical Insurance **increases** $52,173 due to an increase in group medical claims.

Pension **increases** $52,275 as recommended by the Pension Actuary.

Workers Comp **increases** $42,221 due to higher claim experience in the bureau. These costs relating to an employee injury involve salary and/or medical costs.

Temp Labor **increases** $11,354 due mainly to the sign survey to be conducted by Traffic Engineering for $10,000.

Contractuals: Contractual services are up $145,114 to $2,173,484 for 1988. Major allocations are for Electricity, $1,636,042, Professional Services, $326,150; Insurance, $71,345; and Other Contractuals, $36,869. Major changes are listed below.

Electricity **increases** $100,810 due to a projected rate increase ($65,386) and installation of new street lights ($35,424).

Professional Fees **increase** $59,488 due to high pressure washing and ironwork maintenance contracts in Park and Tree for $38,000 and $21,000 for contract tree removal in Cemeteries.

Other Contract **decrease** $25,300 due to the completion of several special projects in 1987.

Commodities: Funds totalling $939,256 are provided for 1988 Commodities. Major components are: Construction Supplies, $517,115; Operating Supplies, $212,561; Equipment Repair Parts, $77,257; and Chemicals, $75,746. Major changes are discussed below.

Construction Supp **increase** $34,713 reflecting anticipated price increases and the Crack Sealing Program for Streets Maintenance ($17,200).

Operating Supp **increase** $11,952 due to the planned planting of an additional 934 large trees.

Equip Repair Part **increase** $5,873 due to inflation and the purchase of new repair equipment in Drainage Maintenance.

Revolving Fund: The budget for 1988 Revolving charges is $1,101,185. Major components are: Garage Services, $838,620 Central Services, $139,671; and Service Desk, $104,756. Major changes are discussed below.

Garage Services	**increase** $17,562 due to inflationary effects on garage related items.
Central Services	**increase** $20,192 based on major structural repairs to cemetery buildings.

Capital Outlays: Capital expenditures for 1988 total $92,382. A listing of approved Capital Outlay items is provided below.

Facilities Maintenance Director	
PC Software	$ 1,000
Park and Tree	
File Cabinet	$ 633
Tiller	650
Drinking Fountain	695
Mobile Radio*	2,200
Computer Equipment*	6,504
Subtotal	$ 10,682
Cemeteries	
1 Typewriter	$ 1,000
3 Riding Mowers	19,500
2 Push Mowers	1,000
1 Trailer *	4,400
Subtotal	$ 25,900
Traffic Engineering	
1 MAP File	$ 500
3 Traffic Controllers	21,300
2 Traffic Counters	3,300
1 Two-Way Radio	1,600
4 Traffic Signal Poles	5,200
2 Flashing School Signs	3,200
1 Traffic Line Remover	5,000
Subtotal	$ 40,100
Drainage	
1 Vibratory Compactor	$ 2,000
1 Multichannel Radio	2,000
1 Mobile Radio*	2,200
1 Pavement Breaker	4,000
Subtotal	$ 10,200

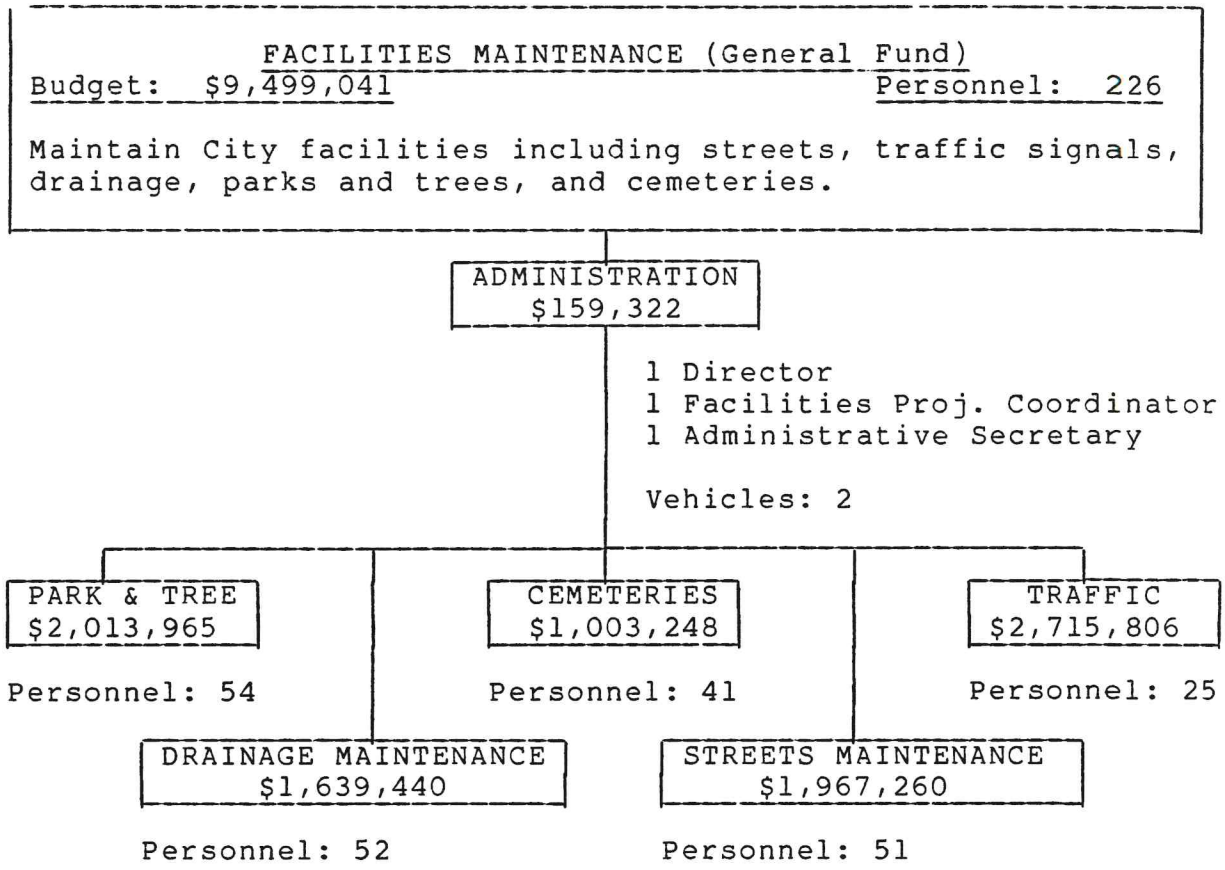
* Indicates a new item, all others are replacements.

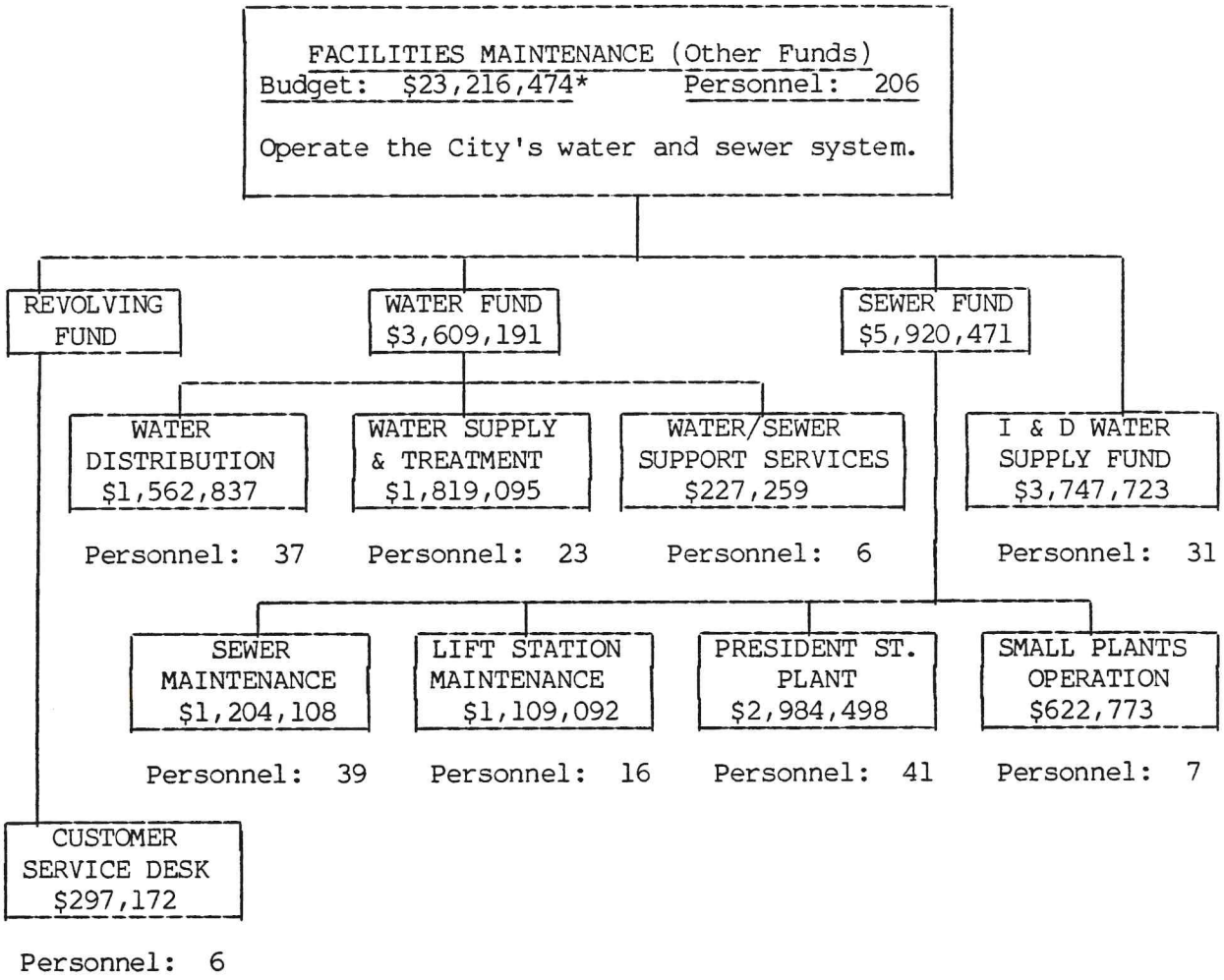
Streets	
1 Vibratory Compactor	$ 1,000
1 Concrete Saw	3,500
Subtotal	$ 4,500
Grand Total	$ 92,382

Interfund Transfers: Interfund transfers total $666,459 for 1988. Contributions for vehicle purchases and replacements comprise $514,103 of the total. The remainder represents an allocation to the Water and Sewer Funds for maintenance of three storm pump stations.

ACTIVITY SUMMARY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Fac Maint Director	$ 139,100	$ 156,446	$ 159,322
Park & Tree	1,563,234	1,883,665	2,013,965
Cemeteries	832,624	879,398	1,003,248
Traffic Engineering	2,602,233	2,535,770	2,715,806
Drainage Maintenance	1,417,843	1,523,871	1,639,440
Streets Maintenance	1,678,316	1,789,205	1,967,260
Total	$ 8,233,350	$ 8,768,355	$ 9,499,041


FACILITIES MAINTENANCE (General Fund)
Budget: $9,499,041
Personnel: 226
Maintain City facilities including streets, traffic signals, drainage, parks and trees, and cemeteries.
ADMINISTRATION
$159,322
1 Director
1 Facilities Proj. Coordinator
1 Administrative Secretary
Vehicles: 2
PARK & TREE
$2,013,965
Personnel: 54
CEMETERIES
$1,003,248
Personnel: 41
TRAFFIC
$2,715,806
Personnel: 25
DRAINAGE MAINTENANCE
$1,639,440
Personnel: 52
STREETS MAINTENANCE
$1,967,260
Personnel: 51



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* Water and Sewer Interdepartmentals as well as capital projects contributions are included in the total.

FACILITIES MAINT 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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 109,706	$ 118,374	$ 125,628
CONTRACTUAL SERVICES	$ 3,126	$ 5,591	$ 6,119
COMMODITIES	$ 1,248	$ 1,100	$ 1,102
REVOLVING FUNDS	$ 23,393	$ 17,965	$ 23,660
CAPITAL OUTLAY	$ 0	$ 1,519	$ 1,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,627	$ 11,897	$ 1,813
TOTAL	$ 139,100	$ 156,446	$ 159,322

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
ADMINISTRATIVE SECRETARY	1.00	1.00	57	$ 18,839
FACILITIES PROJECTS COORD	1.00	1.00	79	$ 29,225
FACIL MAINT DIRECTOR	1.00	1.00	99	$ 56,468
TOTAL	3.00	3.00		

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.

	1984	1985	1986	1987	1988
(A-1)	90%	80%	88.5%	100%	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.

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]

	1984	1985	1986	1987	1988
(B-1)	94.5%	95%	92.6%	100%	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 amount of sick leave by .1 day per employee.

	1984	1985	1986	1987	1988
(D-1)	6.45	6.02	6.43	6.10	6.00

Days Taken Per Employee

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

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

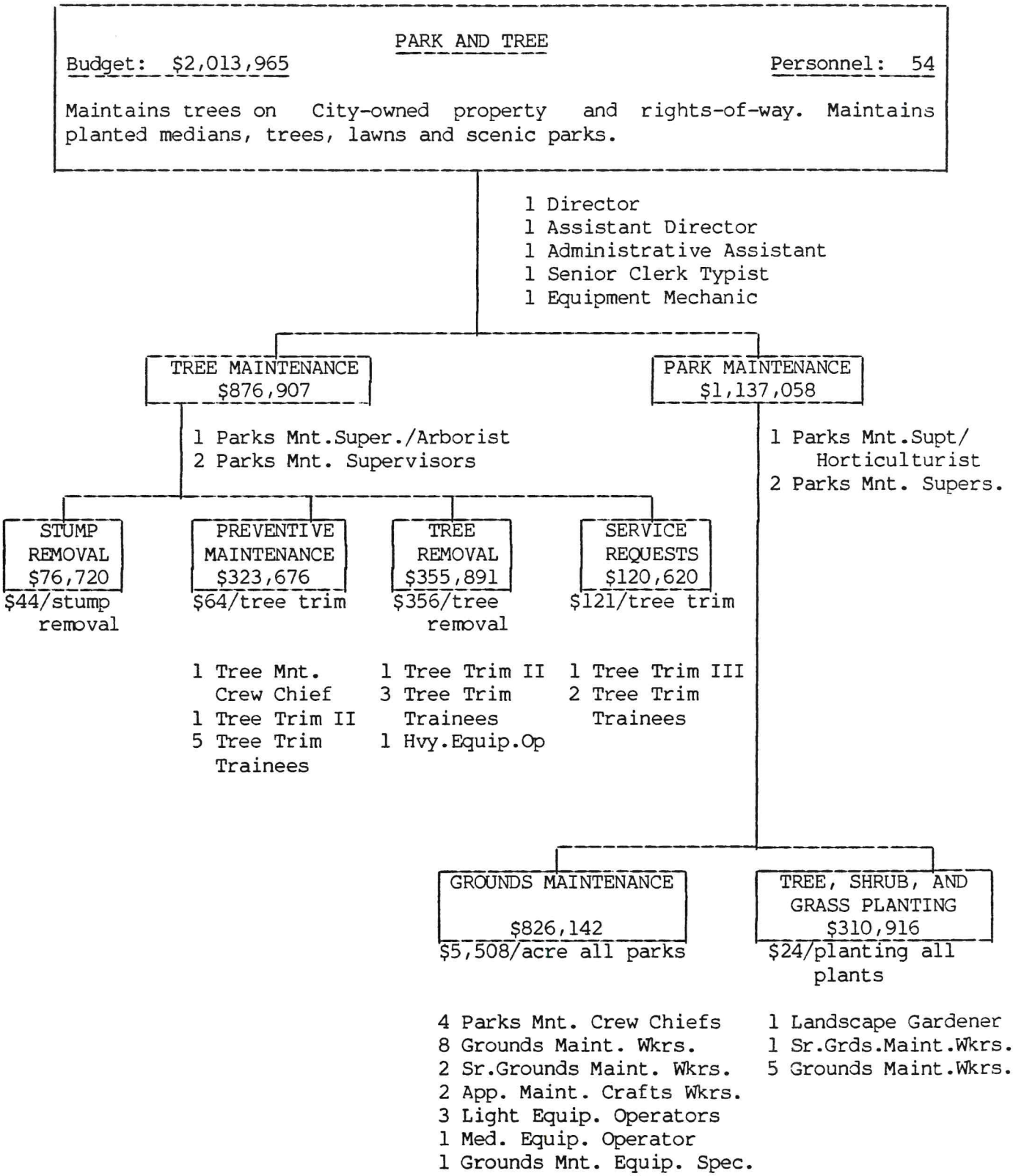
PARK AND TREE

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 910,536	$ 982,087	$ 1,075,331
CONTRACTUAL SERVICES	$ 257,774	$ 377,102	$ 395,904
COMMODITIES	$ 88,465	$ 139,601	$ 142,081
REVOLVING FUNDS	$ 175,847	$ 230,187	$ 242,296
CAPITAL OUTLAY	$ 28,407	$ 15,372	$ 10,682
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 102,205	$ 139,316	$ 147,671
TOTAL	$ 1,563,234	$ 1,883,665	$ 2,013,965

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
GROUNDS MAINT WORKER	13.00	13.00	44	$ 154,226
SR GROUNDS MAINT WORKER	3.00	3.00	46	$ 43,905
LIGHT EQUIPMENT OPERATOR	3.00	3.00	47	$ 45,820
MEDIUM EQUIPMENT OPERATOR	1.00	1.00	49	$ 13,066
APPR MAINT CRAFTS WORKER	2.00	2.00	50	$ 27,124
SENIOR CLERK TYPIST	1.00	1.00	51	$ 14,761
TREE TRIMMER TRAINEE	10.00	10.00	53	$ 145,135
LANDSCAPE GARDENER	1.00	1.00	56	$ 16,273
TREE TRIMMER II	2.00	2.00	56	$ 35,018
TREE TRIMMER III	1.00	1.00	56	$ 19,780
PKS MAINT CREW CHIEF	4.00	4.00	56	$ 65,211
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 16,273
HEAVY EQUIPMENT OPERATOR	1.00	1.00	57	$ 18,384
GROUNDS MAINT EQUIP MECHANIC	1.00	1.00	60	$ 17,087
TREE MAINT CREW CHIEF	1.00	1.00	63	$ 18,839
PKS MAINT SUPERVISOR	4.00	4.00	64	$ 78,226
GROUNDS MAINT EQUIP SPECIALIST	1.00	1.00	68	$ 20,769
PKS MAINT SUPT/ARBORIST	1.00	1.00	73	$ 23,464
TURF/PARKS MAINT SUPT/HORTICUL	1.00	1.00	73	$ 22,898
ASST PARK & TREE DIRECTOR	1.00	1.00	79	$ 33,831
PARK & TREE DIRECTOR	1.00	1.00	89	$ 42,138
TOTAL	54.00	54.00		



Total Vehicles: 50

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					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	31	31	31	31	31	
		Priority I and II Parks				
2)	43	43	43	43	43	$826
		Acres Maintained				Unit: $5,508 /acre
3)	198	198	198	198	198	
		Priority III and IV Parks				
4)	107	107	107	107	107	
		Acres Maintained				

WP 2020-2: Planting

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	178	461	593	933	934	
		Trees Planted				
2)	1,432	591	916	1,000	850	
		Shrubs Planted				
3)	7,100	10,605	0	5,000	5,000	
		Grass Planted (sq.ft.)				
4)	5,552	5,045	6,274	6,000	6,000	$311
		Flowers Planted				Unit: $24 /planting

WP 2020-3: Maintain Trees

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,720	1,528	1,222	4,585	5,067	$444
		Trees Trimmed (Preventative)				Unit: $73 /tree trim
2)	1,119	873	1,087	1,000	1,000	
		Trees Trimmed (Request)				
3)	2,073	1,528	1,222	3,960	6,675	
		Trees Inspected				

PARK AND TREE

WORK PROGRAMS

WP 2020-4: Remove Trees

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	607	933	552	350	235	$356
	Trees Removed In-house					Unit: $356 /removal
2)	na	na	597	761	765	
	Trees Removed Contract					

WP 2020-5: Remove Stumps

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	400	380	900	$77
	Stumps Removed In-house					Unit: $44 /removal
2)	na	na	900	850	850	
	Stumps Removed Contract					

PARK AND TREE

GOAL: TO PROVIDE AN URBAN FOREST FREE OF TREE STRUCTURAL FAILURE WHICH COULD CAUSE INJURY OR PROPERTY DAMAGE.

OBJECTIVE 2020-A:
To provide an urban forest free of tree structural failure which could cause injury or property damage.

	1985	1986	1987	1988
(A-1)	na	2,304	1,304*	304*

Tree Removal Backlog

OBJECTIVE 2020-B:
To eliminate the backlog of trees with deadwood over 4" in diameter.

	1985	1986	1987	1988
(B-1)	na	1,881	1,881	1,881

Deadwood over 4" in Diameter

(B-2)	354	647	621	621

Limb Drops

OBJECTIVE 2020-C:
To reduce by 4% each year the dollar loss to persons and property due to tree structural failure.

	1985	1986	1987	1988
(C-1)	$17,689	$24,809	$23,817	$22,864

Dollar Loss

STRATEGY:
1. Provide scheduled pruning of all City trees throughout their life on a minimum cycle of seven years.

GOAL: TO MAXIMIZE TREE LONGEVITY AND MINIMIZE MAINTENANCE COST AND EXPOSURE TO CATASTROPHIC TREE LOSS TO DISEASE EPIDEMICS THROUGH DIVERSIFICATION OF SPECIES THROUGHOUT THE CITY.

OBJECTIVE 2020-D:
To ensure a diversification of tree species so that no single species comprises more than 10% of the total tree population.

	1985	1986	1987	1988
(D-1)	na	na	12.6	12.5

Sweet Gum Trees

(D-2)	na	na	12.0	12.0

Live Oaks

(D-3)	na	na	13.0	12.9

Pines

(D-4)	na	na	10.4	10.4

Dogwoods

(D-5)	na	na	10.2	10.2

Crape Myrtle

* Denotes new additions to the removal list since 1986.

PARK AND TREE

STRATEGY 2020-D:

1. Follow the planting schedule for each tree species each year as listed in the Master Street Tree Plan.
2. For each tree species, plant the same number of trees every year.

OBJECTIVE 2020-E:

To ensure that all park lawns are in good to excellent condition.

	1984	1985	1986	1987	1988
(E-1)	na	na	3.46	2.92	2.95[1]
	Priority I Parks Lawn Care Condition Rating				
(E-2)	na	na	3.18	2.84	2.85
	Priority II Parks Lawn Care Condition Rating				
(E-3)	na	na	2.71	2.38	2.38
	Priority III Parks Lawn Care Condition Rating				
(E-4)	na	na	2.77	2.70	2.70
	Priority IV Parks Lawn Care Condition Rating				

STRATEGY:

1. Maintain mowing schedules necessary to achieve turf appearance standards and ensure schedules are met at least 90% of the time.
2. Fertilize all turf areas in Priority I and II projects once per year.
3. Provide mole cricket control to all Priority I and II projects on a curative basis.

OBJECTIVE 2020-F:

To ensure that the leaf removal rating is good to excellent in all city parks.

	1984	1985	1986	1987	1988
(F-1)	na	na	3.69	2.92	2.95
	Priority I Parks Leaf Removal Condition Rating				
(F-2)	na	na	3.28	2.00	2.05
	Priority II Parks Leaf Removal Condition Rating				
(F-3)	na	na	2.86	2.29	2.30
	Priority III Parks Leaf Removal Condition Rating				
(F-4)	na	na	3.00	3.16	3.00
	Priority IV Parks Leaf Removal Condition Rating				

STRATEGY:

1. Maintain raking schedules necessary to achieve leaf removal standards and ensure schedules are met at 90% of the time.
2. Mow with mulching mower those projects with light leaf accumulation.
3. Utilize leaf blowers to facilitate leaf removal in those facilities where turf density permits.

PARK AND TREE

OBJECTIVE 2020-G:
To ensure that all park shrubbery is in good to excellent condition.

	1984	1985	1986	1987	1988
(G-1)	na	na	3.06	2.88	3.00
	Priority I Parks Shrubbery Condition Rating				
(G-2)	na	na	2.72	2.72	2.75
	Priority II Parks Shrubbery Condition Rating				
(G-3)	na	na	2.71	2.66	2.75
	Priority III Parks Shrubbery Condition Rating				
(G-4)	na	na	2.29	2.60	2.60
	Priority IV Parks Shrubbery Condition Rating				

STRATEGY:
1. Concentrate irrigation repair contract work on Priority I and Priority II facilities.
2. Replace dead or damaged shrubbery in Priority I and II projects within 14 days after identification, plant availability permitting.
3. Provide irrigation as needed to Priority I and II projects to ensure at least one inch of water is supplied weekly to all shrubs from April 1 through November 1.

OBJECTIVE 2020-H:
To ensure that all park trees are in good to excellent condition.

	1984	1985	1986	1987	1988
(H-1)	na	na	3.15	3.14	3.20
	Priority I Parks Tree Condition Rating				
(H-2)	na	na	3.08	3.00	3.20
	Priority II Parks Tree Condition Rating				
(H-3)	na	na	2.82	2.72	2.70
	Priority III Parks Tree Condition Rating				
(H-4)	na	na	3.00	3.00	3.00
	Priority IV Parks Tree Condition Rating				

STRATEGY:
1. Provide preventive maintenance pruning to trees in Priority I and Priority II projects.
2. Fertilize all trees in Priority I and II projects during 1988.
3. Provide irrigation as needed to Priority I and II projects to ensure at least one inch of water is supplied weekly to all trees from April 1 through November 1.

OBJECTIVE 2020-I:
To ensure that all park ground cover is in good to excellent condition.

	1984	1985	1986	1987	1988
(I-1)	na	na	3.18	3.14	3.20
	Priority I Parks Ground Cover Condition Rating				
(I-2)	na	na	3.16	2.77	2.75
	Priority II Parks Ground Cover Condition Rating				
(I-3)	na	na	3.00	3.00	3.00
	Priority III Parks Ground Cover Condition Rating				

STRATEGY 2020-I:

1. Fertilize ground cover once per year in Priority I and Priority II facilities.
2. Provide irrigation as needed to Priority I and II projects to ensure at least one inch of water is supplied weekly to all ground cover beds from April 1 through November 1.

OBJECTIVE 2020-J:

To ensure that all park flower beds are in good to excellent condition.*

	1984	1985	1986	1987	1988
(J-1)	na	na	3.42	na**	3.40

Priority I Parks Flower Bed Condition Rating

STRATEGY:

1. Change mulch once per year.
2. Plant with bulbs once per year.
3. Provide irrigation as needed to Priority I and II projects to ensure at least one inch of water is supplied weekly to all flower beds from April 1 through November 1.

OBJECTIVE 2020-K:

To ensure that all parks are free from litter.

	1984	1985	1986	1987	1988
(K-1)	na	na	3.36	3.12	3.25

Priority I Parks Litter Condition Rating

(K-2)	na	na	3.00	3.15	3.20

Priority II Parks Litter Condition Rating

(K-3)	na	na	3.48	3.22	3.25

Priority III Parks Litter Condition Rating

(K-4)	na	na	3.62	3.71	3.70

Priority IV Parks Litter Condition Rating

STRATEGY:

1. Maintain litter collection schedules necessary to achieve litter removal standards and to ensure schedules are met at least 90% of the time.
2. Change-out filled trash liners on days between scheduled pickup by Sanitation Department.
3. Provide additional trash receptacles in those projects where trash receptacle overflow is chronic.

OBJECTIVE 2020-L:

To ensure that all park structures are in good to excellent condition.

	1984	1985	1986	1987	1988
(L-1)	na	na	3.23	3.14	3.20

Priority I Parks Structure Condition Rating

(L-2)	na	na	3.00	2.92	3.00

Priority II Parks Structure Condition Rating

(L-3)	na	na	2.83	3.33	3.33

Priority III Parks Structure Condition Rating

* Only Priority I parks have flower beds.

** Flower beds were being renovated at the time ratings were made.

PARK AND TREE

STRATEGY 2020-L:

1. Utilize high pressure washing contract to clean benches in Priority I and II projects.
2. Provide ironwork maintenance by contract for Priority I and II projects.
3. Repair all broken benches and trash receptacles within five working days of identification.

OBJECTIVE 2020-M:

To ensure that all parks are in good to excellent condition.

	1984	1985	1986	1987	1988
(M-1)	na	3.22	3.17	3.04	3.14
		Priority I Parks Condition Rating			
(M-2)	na	2.95	2.89	2.85	2.83
		Priority II Parks Condition Rating			
(M-3)	na	2.78	3.00	2.76	2.82
		Priority III Parks Condition Rating			
(M-4)	na	2.80	2.93	2.93	3.00
		Priority IV Parks Condition Rating			

STRATEGY:

1. Ensure all park component objectives are met.
2. Perform quarterly evaluations of parks to monitor service delivery.

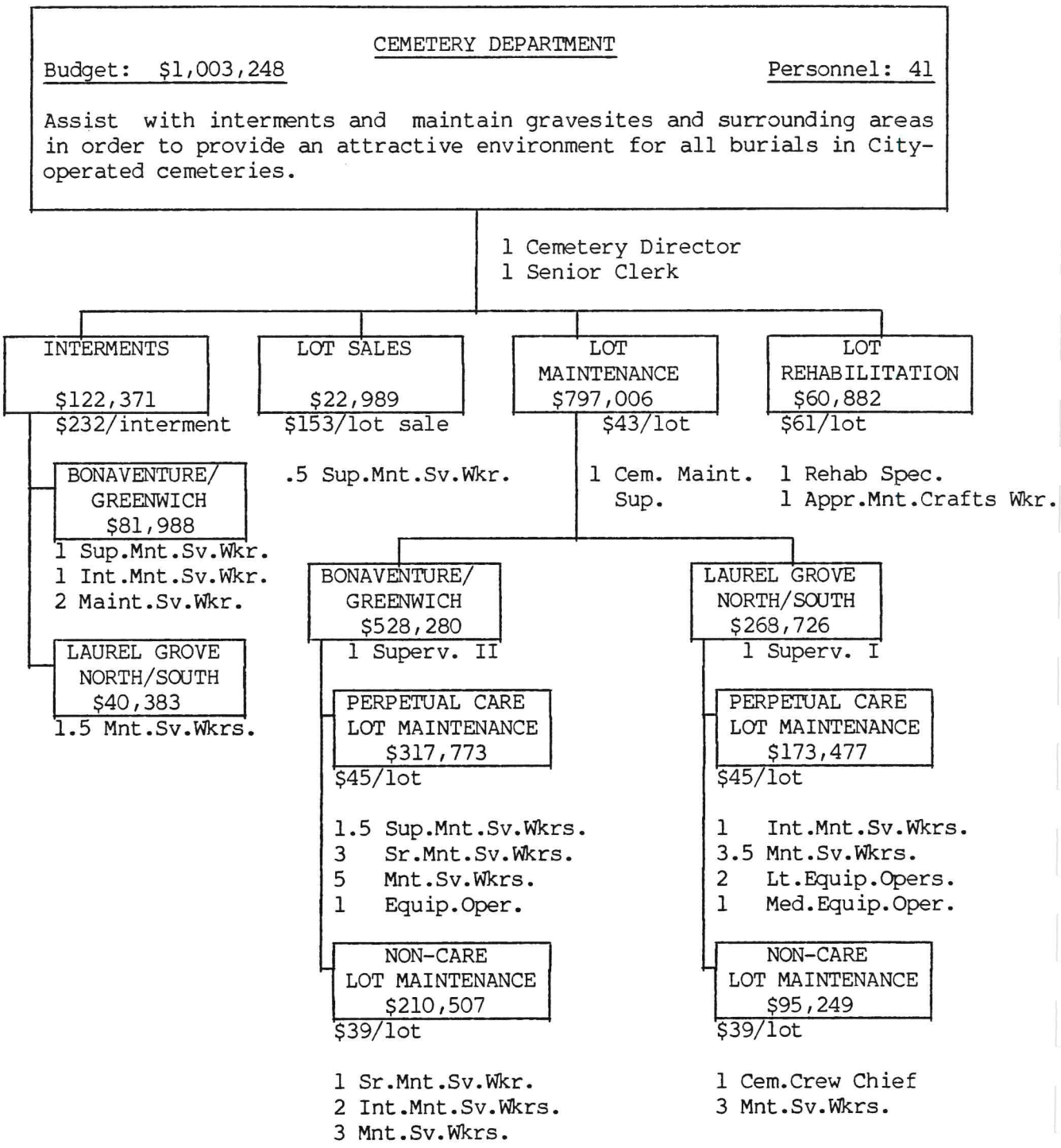
CEMETERIES

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 675,311	$ 719,616	$ 782,267
CONTRACTUAL SERVICES	$ 25,674	$ 26,066	$ 49,203
COMMODITIES	$ 37,869	$ 34,766	$ 42,120
REVOLVING FUNDS	$ 50,032	$ 70,524	$ 76,716
CAPITAL OUTLAY	$ 25,281	$ 6,900	$ 25,900
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 18,457	$ 21,526	$ 27,042
TOTAL	$ 832,624	$ 879,398	$ 1,003,248

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
MAINTENANCE SERVICE WORKER	18.00	18.00	44	$ 212,337
INT MNT SERVICE WORKER	4.00	4.00	47	$ 52,099
LIGHT EQUIPMENT OPERATOR	2.00	2.00	47	$ 24,888
SR MNT SERVICE WORKER	4.00	4.00	49	$ 66,298
MEDIUM EQUIPMENT OPERATOR	2.00	2.00	49	$ 26,132
SENIOR CLERK	1.00	1.00	50	$ 13,719
APPR MAINT CRAFTS WORKER	1.00	1.00	50	$ 13,066
SUPV MAINTENANCE SERV WORKER	3.00	3.00	53	$ 54,710
CEMETERY MNT CREW CHIEF	1.00	1.00	59	$ 16,675
CEMETERY SUPERVISOR I	1.00	1.00	63	$ 19,304
CEMETERY REHAB SPECIALIST	1.00	1.00	63	$ 18,839
CEMETERY SUPERVISOR II	1.00	1.00	64	$ 20,269
CEMETERY MAINT SUPT	1.00	1.00	71	$ 22,346
CEMETERY DIRECTOR	1.00	1.00	87	$ 37,299
TOTAL	41.00	41.00		


CEMETERY DEPARTMENT
Budget: $1,003,248
Personnel: 41
Assist with interments and maintain gravesites and surrounding areas in order to provide an attractive environment for all burials in City-operated cemeteries.
1 Cemetery Director
1 Senior Clerk
INTERMENTS
$122,371
$232/interment
LOT SALES
$22,989
$153/lot sale
LOT MAINTENANCE
$797,006
$43/lot
LOT REHABILITATION
$60,882
$61/lot
BONAVENTURE/ GREENWICH
$81,988
1 Sup.Mnt.Sv.Wkr.
1 Int.Mnt.Sv.Wkr.
2 Maint.Sv.Wkr.
LAUREL GROVE NORTH/SOUTH
$40,383
1.5 Mnt.Sv.Wkrs.
.5 Sup.Mnt.Sv.Wkr.
1 Cem. Maint. Sup.
1 Rehab Spec.
1 Appr.Mnt.Crafts Wkr.
BONAVENTURE/ GREENWICH
$528,280
1 Superv. II
LAUREL GROVE NORTH/SOUTH
$268,726
1 Superv. I
PERPETUAL CARE LOT MAINTENANCE
$317,773
$45/lot
1.5 Sup.Mnt.Sv.Wkrs.
3 Sr.Mnt.Sv.Wkrs.
5 Mnt.Sv.Wkrs.
1 Equip.Oper.
PERPETUAL CARE LOT MAINTENANCE
$173,477
$45/lot
1 Int.Mnt.Sv.Wkrs.
3.5 Mnt.Sv.Wkrs.
2 Lt.Equip.Opers.
1 Med.Equip.Oper.
NON-CARE LOT MAINTENANCE
$210,507
$39/lot
1 Sr.Mnt.Sv.Wkr.
2 Int.Mnt.Sv.Wkrs.
3 Mnt.Sv.Wkrs.
NON-CARE LOT MAINTENANCE
$95,249
$39/lot
1 Cem.Crew Chief
3 Mnt.Sv.Wkrs.

Vehicles: 15

CEMETERY DEPARTMENT

WORK PROGRAMS

WP 2030-1: Prepare gravesites and assist with burials

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	514	526	532	525	525	$122
			Burials			Unit: $232 /burial

WP 2030-2: Provide attractive cemetery plots for sale

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	49	63	56	150	150	$23
			Lot Sales			Unit: $153 /lot sale

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	9,339	9,486	10,431	10,561	10,711	
		Perpetual Care Lots Maintained				
2)	8,050	8,011	8,080	8,000	7,975	$797
	Non-perpetual Care Lots Maintained					Unit: $43/lot
3)	na	500	722	1,000	1,000	$61
			Lots Repaired			Unit: $61 /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 11 complaints.

	1984	1985	1986	1987	1988
(A-1)	5	8	3	5	4
	Complaints - Burial Site Preparations				
(A-2)	10	8	10	8	7
	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.

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

	1984	1985	1986	1987	1988
(B-1)	na	4	3.5	3.5	3
	Bonaventure Minimum Rating				
(B-2)	na	4	3.5	3.5	3
	Greenwich Minimum Rating				
(B-3)	na	4	3.5	3.5	3
	Laurel Grove North Minimum Rating				
(B-4)	na	4	3.5	3.5	3
	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.

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

CEMETERY DEPARTMENT

OBJECTIVE 2030-C:
To eliminate all identified substandard lots by December 31, 1990.

	1984	1985	1986	1987	1988
(C-1)	na	1,100	1,000	550	600
		Substandard Lots Serviced			
(C-2)	3,450	3,350	2,350	1,800	1,200
		Backlog of Unserviced Lots			

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.

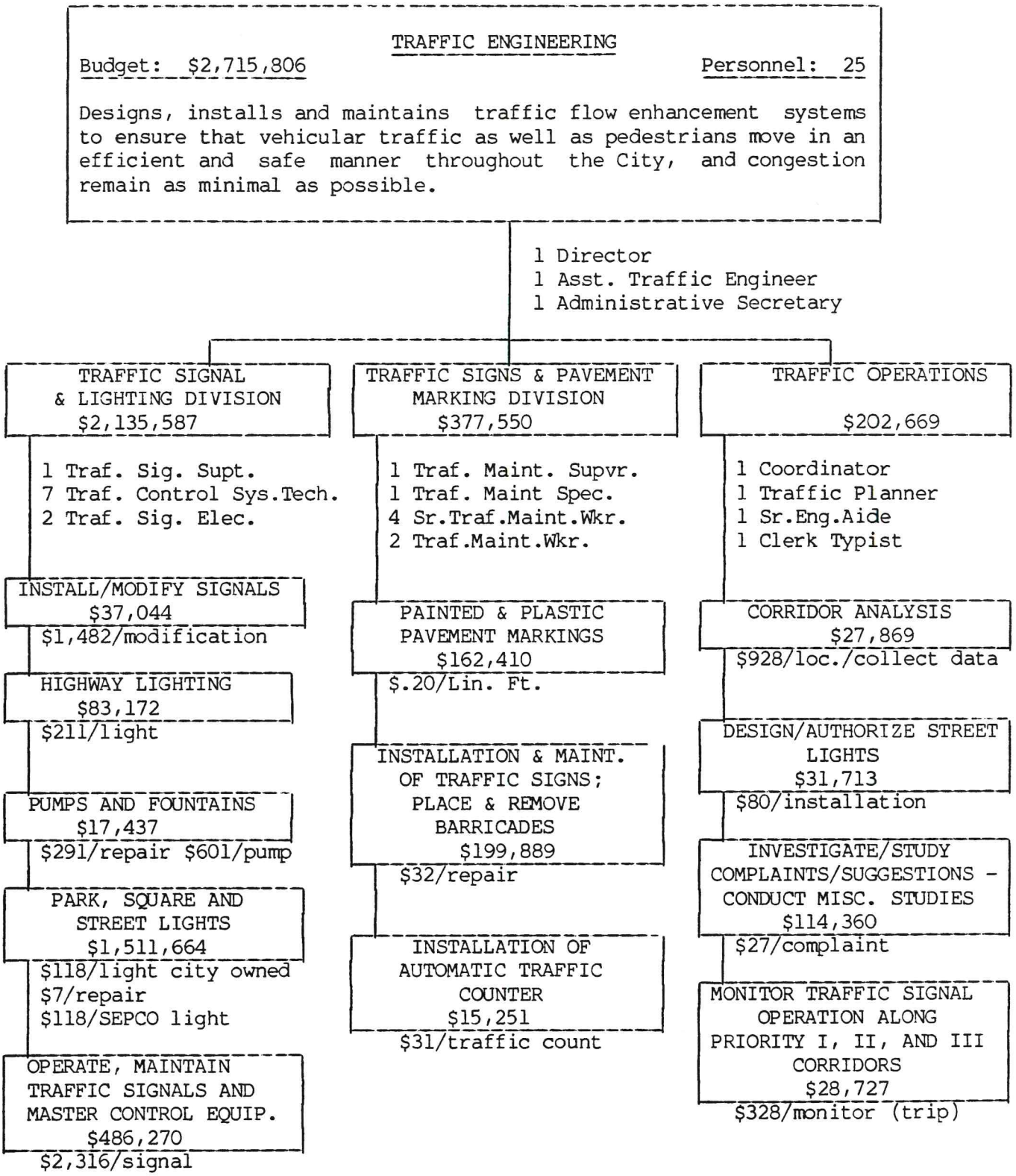
TRAFFIC ENGINEERING

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 555,085	$ 614,209	$ 655,386
CONTRACTUAL SERVICES	$ 1,602,384	$ 1,551,067	$ 1,649,919
COMMODITIES	$ 222,802	$ 189,650	$ 199,052
REVOLVING FUNDS	$ 94,294	$ 112,894	$ 112,574
CAPITAL OUTLAY	$ 46,861	$ 14,708	$ 40,100
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 80,807	$ 53,242	$ 58,775
TOTAL	$ 2,602,233	$ 2,535,770	$ 2,715,806

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
TRAFFIC MAINTENANCE WORKER	2.00	2.00	44	$ 22,572
CLERK TYPIST	1.00	1.00	46	$ 11,851
SR TRAFFIC MAINT WORKER	4.00	4.00	47	$ 54,526
TRAFFIC MAINTENANCE SPECIALIST	1.00	1.00	53	$ 14,405
ADMINISTRATIVE SECRETARY	1.00	1.00	57	$ 18,384
SENIOR ENGINEERING AIDE	1.00	1.00	57	$ 15,881
TRAFFIC SIGNAL ELECTRICIAN	2.00	2.00	58	$ 32,546
TRAFFIC CONTROL SYSTEM TECH	7.00	7.00	65	$ 171,402
TRAFFIC PLANNER	1.00	1.00	65	$ 19,780
TRAFFIC MAINT SUPERVISOR	1.00	1.00	68	$ 23,464
TRAFFIC SIGNAL SUPERINTENDENT	1.00	1.00	74	$ 28,521
TRAFFIC ENGINEERING COORD	1.00	1.00	77	$ 25,869
ASST TRAFFIC ENGINEER	1.00	1.00	81	$ 33,831
TRAFFIC ENGINEERING DIRECTOR	1.00	1.00	90	$ 46,457
TOTAL	25.00	25.00		


TRAFFIC ENGINEERING
Budget: $2,715,806
Personnel: 25
Designs, installs and maintains traffic flow enhancement systems to ensure that vehicular traffic as well as pedestrians move in an efficient and safe manner throughout the City, and congestion remain as minimal as possible.
1 Director
1 Asst. Traffic Engineer
1 Administrative Secretary
TRAFFIC SIGNAL & LIGHTING DIVISION $2,135,587
1 Traf. Sig. Supt.
7 Traf. Control Sys.Tech.
2 Traf. Sig. Elec.
INSTALL/MODIFY SIGNALS $37,044
$1,482/modification
HIGHWAY LIGHTING $83,172
$211/light
PUMPS AND FOUNTAINS $17,437
$291/repair $601/pump
PARK, SQUARE AND STREET LIGHTS $1,511,664
$118/light city owned
$7/repair
$118/SEPCO light
OPERATE, MAINTAIN TRAFFIC SIGNALS AND MASTER CONTROL EQUIP. $486,270
$2,316/signal
TRAFFIC SIGNS & PAVEMENT MARKING DIVISION $377,550
1 Traf. Maint. Supvr.
1 Traf. Maint Spec.
4 Sr.Traf.Maint.Wkr.
2 Traf.Maint.Wkr.
PAINTED & PLASTIC PAVEMENT MARKINGS $162,410
$.20/Lin. Ft.
INSTALLATION & MAINT. OF TRAFFIC SIGNS; PLACE & REMOVE BARRICADES $199,889
$32/repair
INSTALLATION OF AUTOMATIC TRAFFIC COUNTER $15,251
$31/traffic count
TRAFFIC OPERATIONS $202,669
1 Coordinator
1 Traffic Planner
1 Sr.Eng.Aide
1 Clerk Typist
CORRIDOR ANALYSIS $27,869
$928/loc./collect data
DESIGN/AUTHORIZE STREET LIGHTS $31,713
$80/installation
INVESTIGATE/STUDY COMPLAINTS/SUGGESTIONS - CONDUCT MISC. STUDIES $114,360
$27/complaint
MONITOR TRAFFIC SIGNAL OPERATION ALONG PRIORITY I, II, AND III CORRIDORS $28,727
$328/monitor (trip)

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					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	679,520	672,550	835,250	1,245,000	850,000	$162
	Lin. Ft. - Lines Painted					Unit: $.20 /lin.ft.
2)	231	293	242	290	290	
	Intersections Painted					
3)	10,787	10,059	10,675	10,000	10,000	
	Lin. Ft. - Curbing Painted					
4)	1,095	1,153	1,272	1,000	1,000	
	Parking Stalls Painted					
5)	100	100	79*	100*	100	
	Intersections Marked					

WP 2031-2: Design and authorize street light installation

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	200	400	400	400	400	$32
	Lights Installed					Unit: $80 /install.

WP 2031-3: Operate and maintain street and highway lights

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	980	980	980	985	1,000	$1,595
	City-owned Lights Operated					Unit: $142 /light
2)	979	1,084	1,301	1,000	1,400	
	Repairs Performed					
3)	8,373	8,727	9,000	9,400	9,800	
	SEPCO Lights					
4)	393	393	393	393	393	
	Highway Lights Operated					
5)	70	210	537	210	210	
	Repairs Performed					

* 5,500 sq. ft.

TRAFFIC ENGINEERING

WORK PROGRAMS

WP 2031-4: Maintain, install and operate traffic signal systems

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	77	109	98	111	114	
	Locations Revised					
2)	207	208	210	210	210	$523
	Signals Operated					Unit: $2,227 /signal
3)	4,595	4,702	4,468	4,500	4,500	
	Repairs Performed					
4)	12	24	25	28	25	
	Installations/Modifications Performed					

WP 2031-5: Analyze Traffic systems and corridors and respond to complaints. *

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	27	27	27	27	27	$186
	Corridors Analyzed					Unit: $31 /study
2)	3	3	3	3	3	
	In Depth Locations Studied					
3)	3,500	4,463	4,300	4,300	4,300	
	Complaints Investigated					
4)	300	633	524	500	500	
	Counts Conducted					
5)	na	na	851	1,200	1,200	
	Signal Locations Reviewed					

WP 2031-6: Operate and maintain pumps and fountains

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	29	29	30	30	29	
	Pumps Operated					
2)	40	13	52	30	60	$17
	Repairs Performed					Unit: $291 /repair

* 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

WORK PROGRAMS

WP 2031-7: Maintain traffic signs and barricades

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	5,500	5,779	5,403	6,000	6,200	$200
	Repairs Performed					Unit: $32 /repair
2)	450	427	610	700	700	
	Barricade Moves					

TRAFFIC ENGINEERING

GOAL: TO PROMOTE VEHICLE AND PEDESTRIAN SAFETY, DETER CRIME, AND REDUCE VANDALISM BY PROVIDING CONSISTENT STREET LIGHTING CITYWIDE.

OBJECTIVE 2031-A:
To ensure that 98 miles of streets within the target area[1] meet the minimum street lighting standard of .25 foot candles.

	1984	1985	1986	1987	1988
(A-1)	na	na	57%	81%	100%

% of Street Miles Meeting Standard

STRATEGY:
1. Identify blocks within the target area which do not meet lighting standard.
2. Determine locations where tree trimming or relocation of existing lights will bring the blocks up to standard.
3. Install 70 lights in the target area to bring selected blocks up to standard.

GOAL: TO MOVE TRAFFIC WITHOUT DELAY OVER THE MAIN TRAFFIC THOROUGHFARES OF THE CITY DURING ALL PERIODS OF THE DAY.

OBJECTIVE 2031-B:
To ensure during the peak hours[2] traffic exceeds the standard of 15 MPH average overall speed in Priority I and II corridors.

Priority I and II Corridors

	1984	1985	1986	1987	1988
(B-1)	na	na	na	80%	80%

% of Time Traffic Meets Standard

---

1 The Target Area is the area bounded by West Broad Street, Ogeechee Road, Bay Street, Pennsylvania Avenue, and Columbus Drive, as well as an area on Savannah's far west side bounded by Highway 80, Louisville Road, West Bay Street, and Lynes Parkway.

2 Peak hours are defined as the hours 7 a.m. to 9 a.m. and 4 p.m. to 6 p.m.

STRATEGY:

1. Determine a.m. or p.m. peak period overall travel speeds on Priority I corridors once each week.
2. Determine a.m. or p.m. peak period overall travel speeds on Priority II corridors twice each month.
3. Identify signal equipment problems contributing to variations in travel speeds.
4. Take necessary corrective action where possible.
5. Develop CIP's to address problems not involving routine maintenance.
6. Note significant changes (either positive or negative) along each corridor.
7. Determine corrective actions to be taken on:
   a. signal timing
   b. accident reduction measures
   c. improved signs and markings
   d. channelization adjustments
   e. geometric modifications

OBJECTIVE 2031-C:

To ensure that during business hours[1] traffic exceeds the standard of 15 MPH average overall speed in Priority III corridors.

(C-1) % of Time Traffic Meets Standard

1984	1985	1986	1987	1988
na	na	na	90%	90%

(C-2)

	Average Peak Hour Overall Travel Speed			
	Length	1986	1987	1988 Planned
Priority I Corridors:				
Abercorn Street - Columbus to Montgomery X Roads	3.40	25	27	27
Victory Dr. - West Broad to Skidaway	2.70	20	20	20
Bay St.-Fahm to East Broad	0.70	21	19	20
Priority II Corridors				
Drayton St.-Victory to Broughton	1.98	28	29	29
Whitaker St.-Broughton to Victory	1.98	28	25	26
Skidaway Rd.-Henry to LaRoche	2.20	20[2]	17	17
White Bluff Rd.-61st to Abercorn	2.55	20	na	20
Montgomery X Rds. - Abercorn to Waters	1.40	15[2]	16	16
Waters-Victory to Montgomery X Rds	4.10	19	19	19
Henry St.-West Broad to Waters	1.40	22	22	22
DeRenne Ave.-Montgomery to Waters	1.30	20	18	20
Anderson-West Broad to Waters	1.40	22	22	22

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1 Business hours are defined as the hours 9 a.m. to 5 p.m.

2 Only two runs made. A run is a data gathering trip through a particular corridor.

Priority III Corridors:	Length	Average Peak Hour Overall Travel Speed 1986	1987	1988 Planned
Oglethorpe-Price to West Broad	0.70	17	14	15
Liberty-East Broad to West Broad	0.80	15	15	15
Montgomery-Victory to Broughton	2.00	na	20	20
West Broad-Bay to Victory	2.20	na[1]	23	23
East Broad-37th to Liberty	1.40	22[2]	27	27
Habersham-Victory to Stephenson	2.80	24[2]	25	25
Hodgson - Eisenhower to Montgomery X Roads	1.00	na[2]	21	21
Eisenhower-Abercorn to Waters	0.90	26[2]	25	25
37th St.-West Broad to East Broad	0.80	14	15	15

(C-3)

Priority I Corridors:	Level of Service[3]	Traffic Volume ADT 1986	1987
Abercorn Street - Columbus to Montgomery X Roads	B	42,000	47,000
Victory Dr. - West Broad to Skidaway	B		27,000
Bay St.-Fahm to East Broad	C	26,000	25,000
Priority II Corridors			
Drayton St.-Victory to Broughton	B	9,000	9,000
Whitaker St.-Broughton to Victory	B	9,400	9,500
Skidaway Rd.-Henry to LaRoche	C	18,000	18,000
White Bluff Rd.-61st to Abercorn	C		
Montgomery X Rds. - Abercorn to Waters	C	22,000	22,800
Waters-Victory to Montgomery X Rds	B	20,000	20,000
Henry St.-West Broad to Waters	C	8,000	8,500
DeRenne Ave.-Montgomery to Waters	B	27,000	29,000
Anderson-West Broad to Waters	B	7,500	7,500

---

1 Only one run made.

2 Only two runs made.

3

Level of Service	Description	Average Overall Speed (MPH)
A	Free flow (relatively - some stops will occur)	30
B	Stable flow (delays not unreasonable)	20
C	Stable flow (delays significant, but acceptable)	15
D	Approaching unstable flow (delays tolerable)	10
E	Unstable flow (congestion - untolerable delay) but moving	Below 10
F	Forced flow (jammed)	Stop & Go

TRAFFIC ENGINEERING

Priority III Corridors:	Level of Service	Traffic Volume ADT 1986	1987
Oglethorpe-Price to West Broad	D		9,000
Liberty-East Broad to West Broad	C		12,000
Montgomery-Victory to Broughton	B		9,000
West Broad-Bay to Victory	B		15,500
East Broad-37th to Liberty	B	8,000	5,000
Habersham-Victory to Stephenson	B	13,000	12,000
Hodgson - Eisenhower to Montgomery X Roads	B	17,000	18,000
Eisenhower-Abercorn to Waters	B	15,000	21,000
37th St.-West Broad to East Broad	C	14,000	11,000

STRATEGY 2031-C:

1. Determine business hours overall travel speeds twice each month on Priority III corridors.
2. Identify signal equipment problems contributing to variations in travel speeds.
3. Take necessary corrective action where possible.
4. Develop CIP's to address problems not involving routine maintenance.
5. Note significant changes (either positive or negative) along each corridor.
6. Determine corrective actions to be taken on:
    a. signal timing
    b. accident reduction measures
    c. improved signs and markings
    d. channelization adjustments
    e. geometric modifications

TRAFFIC ENGINEERING

GOAL: TO PROTECT THE PUBLIC FROM INJURY AND PROPERTY DAMAGE CAUSED BY TRAFFIC ACCIDENTS.

OBJECTIVE 2031-D:
To reduce the accident rate by improved design for any major arterial which exceeds the citywide accident rate of 10.2 accidents per one million vehicle miles.

	1984	1985	1986	1987	1988
(D-1)	na	na	9.8	9.5	9.3
	Abercorn/Victory to Montgomery Crossroads				
(D-2)	na	na	12.9	12.8	12.1
	Victory/Abercorn to Skidaway				
(D-3)	na	na	19.1	19.0	18.0
	Bay/West Broad to East Broad				
(D-4)	na	na	14.6	14.0	12.4
	White Bluff/DeRenne to Windsor				
(D-5)	na	na	11.7	11.0	10.7
	Waters/Victory to Montgomery Crossroads				
(D-6)	na	na	8.7	8.5	8.0
	Eisenhower/White Bluff to Waters				
(D-7)	na	na	19.8	19.5	19.0
	Mall/Abercorn to Waters				
(D-8)	na	na	20.9	20.0	19.1
	Skidaway/Five Points to LaRoche				
(D-9)	na	na	28.7	28.0	26.9
	Drayton/Victory to Bay				
(D-10)	na	na	31.8	31.5	30.3
	Whitaker/Bay to Victory				

Accidents Per 1 Million Vehicle Miles

STRATEGY:
1. Investigate the target location accidents to:
   a. determine accident rate per one million vehicles for 1987;
   b. develop a collision diagram of the important details of the accidents;
   c. prepare a condition diagram showing layout width and grades of intersecting roadways, the locations of any intersection view obstructions, traffic control devices, and parking practices.
2. Prepare recommendations to correct safety hazards, or select the most appropriate treatment to prevent vehicular accidents.
3. After improvements are implemented, perform a before and after analysis. A twelve month period will be required to get the accident experience after the improvements have been implemented.

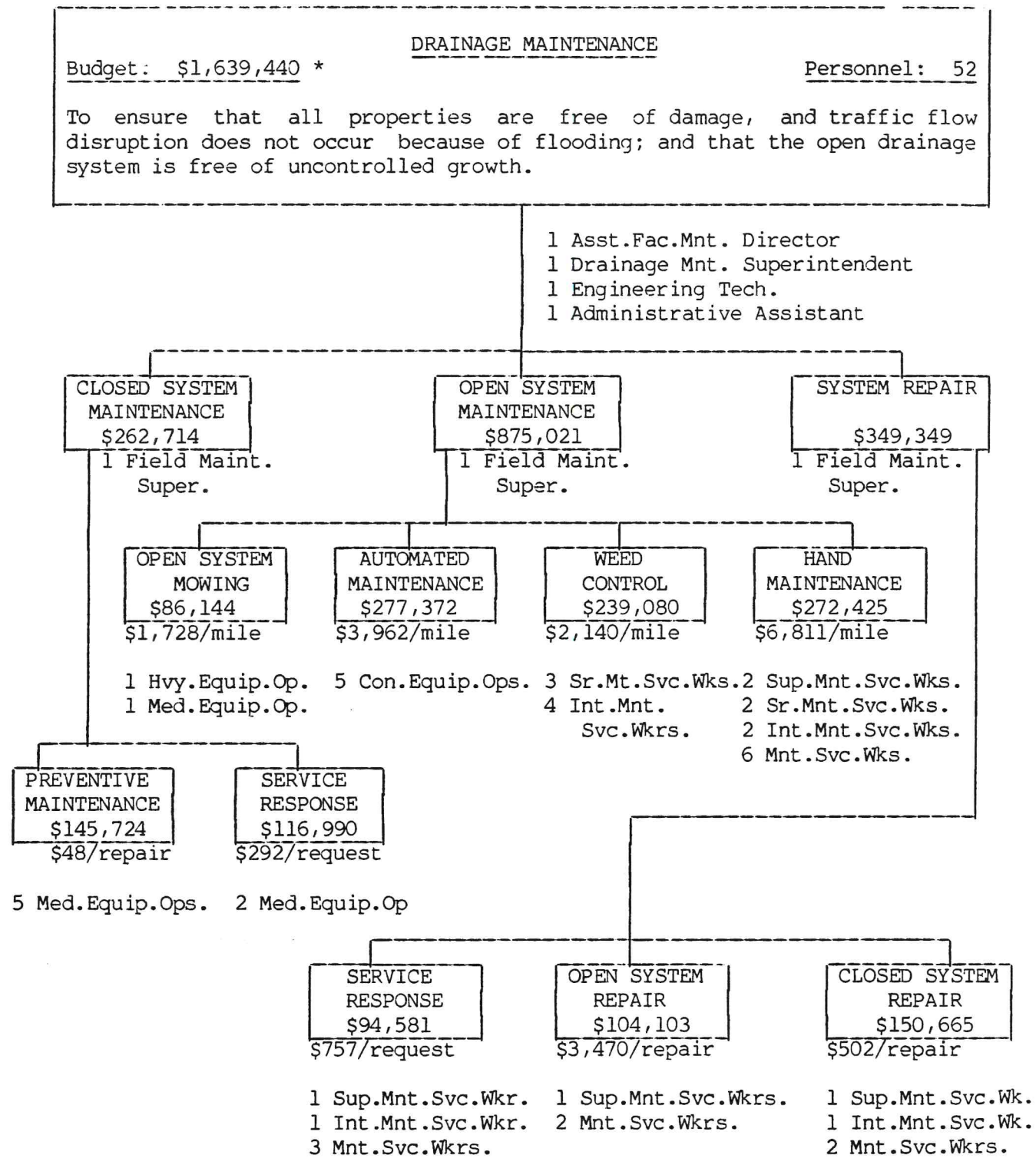
DRAINAGE MAINTENANCE

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 739,757	$ 810,679	$ 924,490
CONTRACTUAL SERVICES	$ 38,191	$ 39,460	$ 41,679
COMMODITIES	$ 88,655	$ 106,142	$ 110,774
REVOLVING FUNDS	$ 232,125	$ 244,996	$ 240,157
CAPITAL OUTLAY	$ 11,938	$ 4,000	$ 10,200
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 307,177	$ 318,594	$ 312,140
TOTAL	$ 1,417,843	$ 1,523,871	$ 1,639,440

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
MAINTENANCE SERVICE WORKER	13.00	13.00	44	$ 147,834
INT MNT SERVICE WORKER	8.00	8.00	47	$ 98,067
MEDIUM EQUIPMENT OPERATOR	8.00	8.00	49	$ 108,299
SR MNT SERVICE WORKER	5.00	5.00	49	$ 64,385
SUPV MAINTENANCE SERV WORKER	5.00	5.00	53	$ 80,440
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 15,881
HEAVY EQUIPMENT OPERATOR	1.00	1.00	57	$ 15,881
HEAVY CONSTRUCTION EQUIP OPER	5.00	5.00	59	$ 85,909
FIELD MAINTENANCE SUPERVISOR	3.00	3.00	64	$ 59,877
DRAINAGE MAINTENANCE SUPT	1.00	1.00	71	$ 23,464
ENGINEERING TECHNICIAN	1.00	1.00	71	$ 21,808
ASST FACILITIES MAINT DIR	1.00	1.00	93	$ 46,457
TOTAL	52.00	52.00		



Vehicles: 33

* Includes a $152,356 contribution to Water and Sewer Fund for maintenance of 3 storm pump stations.

DRAINAGE

WORK PROGRAMS

WP 2033-1: Maintain closed storm drainage system

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	40	40	40	$263
	Miles cleaned annually on a scheduled basis					Unit: $88 /cleaning
2)	na	na	3,000	3,000	3,000	
	Inlets cleaned annually					
3)	na	na	500	400	400	
	Service Responses					
4)	na	na	300	300	300	$151
	Repairs Performed					Unit: $502 /repair

WP 2033-2: Maintain open storm drainage system

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	90	70	70	$875
	Miles Cleaned Automated					Unit: $7,955 /mile
2)	na	na	60	49	40	
	Miles Cleaned Manually					
3)	na	na	200	125	125	
	Service Responses					
4)	na	na	40	30	30	
	Repairs Performed					
5)	na	na	40	50	50	
	Miles Mowed Twice Annually					
6)	na	na	142	106	106	$199
	Miles Sprayed Twice Annually					Unit: $1,281 /response*

WP 2033-3: Maintain Kayton Box, Fell Street and Gwinnett Street Storm Stations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	3	3	3	$152
	Pump Stations					Unit: $50,785 /station

* This equals service response and repairs.

DRAINAGE MAINTENANCE

GOAL: TO ENSURE 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 ensure that the number of requests per mile for ditch cleaning in all Planning Units does not exceed the Citywide average.

	Planning Unit	Planning Units Above CWA 1984	1985	1986	1987	1988
(A-1)	2	na	na	na	1.6	.56
(A-2)	8	na	na	na	1.1	.56
(A-3)	9	na	na	na	1.1	.56
(A-4)	11	na	na	na	1.5	.56
(A-5)	15	na	na	na	1.1	.56
(A-6)	18	na	na	na	1.7	.56
(A-7)	22	na	na	na	1.1	.56
(A-8)	25	na	na	na	1.3	.56
		Ditch Cleaning Request Per Mile				
		na	na	na	.56	.56
				Citywide Average		

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 ensure the number of street flooding incidents in all Planning Units does not exceed the Citywide average.

	Planning Unit	Planning Units Above CWA 1984	1985	1986	1987	1988
(B-1)	13	87	53	48	22	25
(B-2)	18	43	34	36	40	25
(B-3)	19	81	40	42	58	25
		Street Flooding Service Requests				
		25	25	25	25	25
				Citywide Average		

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 75% of the Open Drainage System at a Condition Level 1 in the growing season, and in the non-growing season 87% at a Condition Level 1.[1]

	1984	1985	1986	1987	1988
(C-1)	75%	96%	74%	72%	75%
	Percent of Open System in Condition Level 1 During Growing Season				
(C-2)	62	86	90	65	90
	Miles of Open System in Condition Level 1 During Growing Season				
(C-3)	82%	59%	89%	85%	87%
	Percent of Open System in Conditiond Level 1 During Non-Growing Season				
(C-4)	72	53	108	77	105
	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.

	Priority Type	% Standard	Time Standard (Days)	1986	1987	1988
(D-1)	I	95%	7	95%	95%	96%
		Responses Within Standard				
(D-2)				71	720	727
		Responses Within Standard				
(D-3)	II	98%	14-90	98%	98%	98%
		Responses Within Standard				
(D-4)				330	343	343
		Responses Within Standard				
(D-5)	III	97%	180	97%	97%	98%
		Responses Within Standard				
(D-6)				20	23	26
		Responses 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		Standard Response
I	Cave-in	7 Days
	Broken Catch Basin	
	Clogged Catch Basin	
	Missing Manhole Cover	
II	Trash in Ditch	14 - 90 Days
	Weed Growth	
	Eroded Bank	
	Manhole - Grate Height Adjustment	
III	Pipe Installation	180 Days
	Drainage Construction	

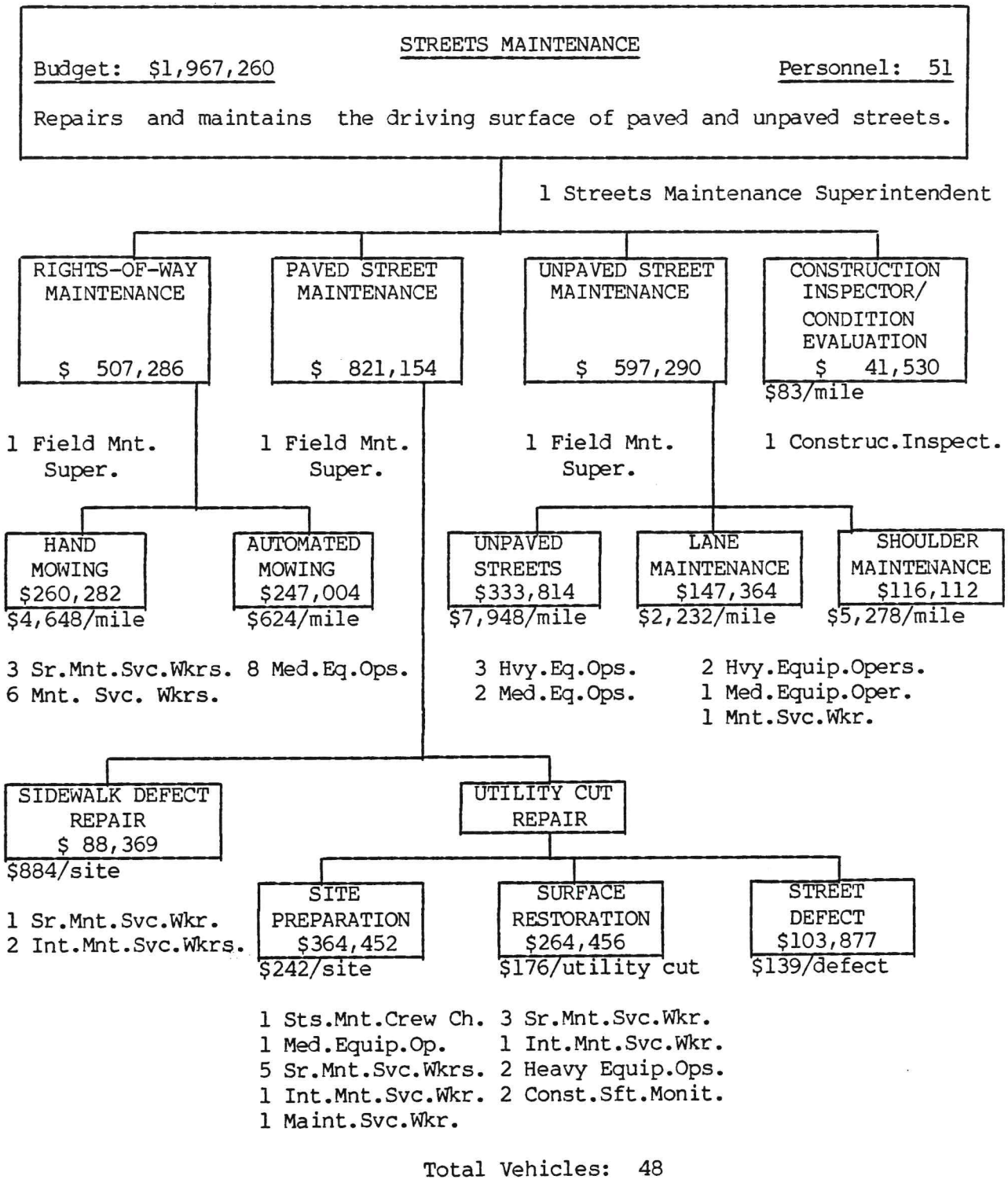
STREETS MAINTENANCE

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 808,737	$ 869,829	$ 963,173
CONTRACTUAL SERVICES	$ 30,466	$ 29,084	$ 30,660
COMMODITIES	$ 336,817	$ 414,257	$ 444,127
REVOLVING FUNDS	$ 371,328	$ 375,729	$ 405,782
CAPITAL OUTLAY	$ 8,689	$ 14,532	$ 4,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 122,279	$ 85,774	$ 119,018
TOTAL	$ 1,678,316	$ 1,789,205	$ 1,967,260

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
MAINTENANCE SERVICE WORKER	8.00	8.00	44	$ 97,238
INT MNT SERVICE WORKER	4.00	4.00	47	$ 48,572
SR MNT SERVICE WORKER	12.00	12.00	49	$ 157,566
MEDIUM EQUIPMENT OPERATOR	12.00	12.00	49	$ 166,392
CONST SITE SAFETY MONITOR	2.00	2.00	56	$ 30,250
HEAVY EQUIPMENT OPERATOR	7.00	7.00	57	$ 112,373
STS MAINT CREW CHIEF	1.00	1.00	59	$ 18,384
FIELD MAINTENANCE SUPERVISOR	3.00	3.00	64	$ 65,175
CONSTRUCTION INSPECTOR	1.00	1.00	68	$ 20,769
STREET MAINT SUPERINTENDENT	1.00	1.00	71	$ 25,246
TOTAL	51.00	51.00		


STREETS MAINTENANCE
Budget: $1,967,260
Personnel: 51
Repairs and maintains the driving surface of paved and unpaved streets.
1 Streets Maintenance Superintendent
RIGHTS-OF-WAY MAINTENANCE
$ 507,286
PAVED STREET MAINTENANCE
$ 821,154
UNPAVED STREET MAINTENANCE
$ 597,290
CONSTRUCTION INSPECTOR/ CONDITION EVALUATION
$ 41,530
$83/mile
1 Field Mnt. Super.
1 Field Mnt. Super.
1 Field Mnt. Super.
1 Construc.Inspect.
HAND MOWING
$260,282
$4,648/mile
AUTOMATED MOWING
$247,004
$624/mile
UNPAVED STREETS
$333,814
$7,948/mile
LANE MAINTENANCE
$147,364
$2,232/mile
SHOULDER MAINTENANCE
$116,112
$5,278/mile
3 Sr.Mnt.Svc.Wkrs.
6 Mnt. Svc. Wkrs.
8 Med.Eq.Ops.
3 Hvy.Eq.Ops.
2 Med.Eq.Ops.
2 Hvy.Equip.Opers.
1 Med.Equip.Oper.
1 Mnt.Svc.Wkr.
SIDEWALK DEFECT REPAIR
$ 88,369
$884/site
UTILITY CUT REPAIR
1 Sr.Mnt.Svc.Wkr.
2 Int.Mnt.Svc.Wkrs.
SITE PREPARATION
$364,452
$242/site
SURFACE RESTORATION
$264,456
$176/utility cut
STREET DEFECT
$103,877
$139/defect
1 Sts.Mnt.Crew Ch.
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.
2 Const.Sft.Monit.
Total Vehicles: 48

STREETS MAINTENANCE

WORK PROGRAMS

WP 2035-1: Service utility cuts

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,579	1,500	1,634	1,500	1,500	
			Sites Prepared			
2	1,436	1,402	1,651	1,500	1,500	$629
			Sites Patched			Unit: $419 /site

WP 2035-2: Maintain paved streets

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	782	878	833	750	750	$104
			Defects Repaired			Unit: $139 /repair
2)	35	45	22	22	22	$116
			Miles of Road Shoulders Repaired			Unit: $5,278 /mile
3)	190	200	90	500	500	$42
			Miles of Street Inspected			Unit: $83 /mile

WP 2035-3: Maintain sidewalks

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	114	185	123	100	100	$88
			Sites Repaired			Unit: $884 /site

WP 2035-4: Mow city rights-of-way 6 times (April-September)

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	75	75	75	66	56	$260
			Miles Mowed Manually			Unit: $4,643 /mile
2)	219	219	382	396	396	$247
			Miles Mowed by Automated Means			Unit: $624 /mile

STREETS MAINTENANCE

WORK PROGRAMS

WP 2035-5: Maintain unpaved streets

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	66	57	51	46	42	$334
			Miles Graded Monthly			Unit: $7,948 /mile

WP 2035-6: Maintain lanes

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	65	118	79	65	66	$147
			Miles Graded Annually			Unit: $2,232 /mile

STREETS MAINTENANCE

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

OBJECTIVE 2035-A:
To ensure the paved condition index rating in all Planning Units does not exceed the citywide average.

			Planning Units Above CWA*				
	Planning Unit	No Miles Paved Streets	1984	1985	1986	1987	1988
(A-1)	25	13	na	na	3.5	3.2	2.0
(A-2)	22	2	na	na	3.4	3.0	2.0
(A-3)	9	16	na	na	3.0	2.6	2.0
(A-4)	23	12	na	na	2.9	2.4	2.0
				Paved Condition Rating			
			na	na	na	2.0	2.0
				Citywide Average			

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 that the number of pavement defects per mile does not exceed the citywide average in any Planning Unit.

			Planning Units Above CWA*				
	Planning Unit	No Miles Paved Streets	1984	1985	1986	1987	1988
(B-1)	4	7	na	na	na	na	.94
(B-2)	5	20	na	na	na	na	.94
(B-3)	8	40	na	na	na	na	.94
(B-4)	9	16	na	na	na	na	.94
(B-5)	11	15	na	na	na	na	.94
(B-6)	13	33	na	na	na	na	.94
(B-7)	17	10	na	na	na	na	.94
(B-8)	18	32	na	na	na	na	.94
(B-9)	22	2	na	na	na	na	.94
(B-10)	23	12	na	na	na	na	.94
(B-11)	24	22	na	na	na	na	.94
(B-12)	25	13	na	na	na	na	.94
(B-13)	26	28	na	na	na	na	.94
				Defects Per Mile			
			na	na	na	.94	.94
				Citywide Average			

* CWA = Citywide Average

STREETS MAINTENANCE

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-C:
To ensure that the unpaved condition rating in all Planning Units does not exceed the citywide average.

Planning Units Above CWA*

	Planning Unit	No. Miles Unpaved Streets	1984	1985	1986	1987	1988
(C-1)	23	12	na	na	na	2.7	2.0
(C-2)	9	16	na	na	na	2.6	2.0
(C-3)	10	16	na	na	na	2.4	2.0
(C-4)	24	22	na	na	na	2.4	2.0
			Unpaved Condition Rating				
			na	na	na	2.0	2.0
			Citywide Average				

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.

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* CWA = Citywide Average

STREETS MAINTENANCE

OBJECTIVE 2035-D:
To respond to the standard percentage of service requests within the standard number of days.

	1984	1985	1986	1987	1988
(D-1)	na	na	98%	98%	98%
	% Responses within Standard (Priority I[1])				
(D-2)	na	na	440	440	440
	No. Responses within Standard (Priority I)				
(D-3)	na	na	75%	85%	85%
	% Responses within Standard (Priority II[2])				
(D-4)	na	na	3,900	2,550	2,550
	No. Responses within Standard (Priority II)				
(D-5)	na	na	95%	95%	96%
	% Responses within Standard (Priority III[3])				
(D-6)	na	na	600	564	570
	No. Responses within Standard (Priority III)				

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
% Standard: 98% Standard # of Days: 7
Pavement Defect - Pothole
Oil Spill
Washout
Barricade Request

2 Priority II
% Standard: 94% Standard # of Days: 7-14
Pavement Defect - Pothole
Pavement Defect - Low Patch
Sidewalk Repair
Utility Cut Preparation
Utility Cut Surface Restoration
Shoulder Repair

3 Priority III
% Standard: 95% Standard # of Days: 14-50
Street Defect - Tree Root Damage
Curb Defect
Right-of-Way Mowing
Overgrown Lane
Unpaved Street Grading

Inspections Department

The Inspections Department is a part of the Bureau of Public Development. The 1988 Total Program Budget is listed below with projected 1987 expenses. A decrease of $142,231 from 1987 projected expenses is realized due to the transfer of the Health Department's Housing Inspections Program cost to the Interdepartmental budget in 1988.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 661,045	$ 758,440	$ 97,395	14.7
Contractuals	68,652	68,928	276	0.4
Commodities	8,898	11,151	2,253	25.3
Revolving Fund	71,358	63,033	-8,325	-11.7
Capital Outlay	4,114	18,939	14,825	--
Interfund Trans	278,353	29,698	-248,655	-89.3
Total	$1,092,420	$ 950,189	$-142,231	-13.0

PROGRAM COSTS

Personal Services: Expenses for Personal Services are $758,440, $611,853 of which is for Salaries and Wages. Three other major expenses in this category are: Pension, $51,481; Social Security, $46,259; and Medical Insurance, $26,973. Major changes are listed below:

Salaries & Wages **increase** $71,756 due to a general wage increase and anniversary increases for eligible employees, plus the full year's cost of positions added in 1987.

Pension **increases** $10,083 as recommended by the Pension Actuary.

Medical Insurance **increases** $8,817 due to an increase in group medical claims.

Contractuals: The cost of Contractual services in 1988 is $68,928. The largest accounts are: Other Contractual Services, $22,734, for costs associated with microfilming; Travel for training and educational courses, $17,915; Printing of all permit forms, inspection stickers, and Zoning Board of Appeals signs, $6,450; Building Repair, $5,000 for plan racks; and Photocopier rental and operating costs, $4,480. The only major budget change in these accounts is delineated on the next page.

Other Contract — **decrease** $10,623. In 1987, the Inspections Department contracted out aspects of its plans review program for an extended period of time due to vacancies.

Commodities: A $11,151 budget is approved for Commodities. Budget allocations include Office Supplies at $4,563, Postage at $1,997, Small Fixed Assets at $1,710, Operating Supplies and Materials at $1,609, and Clothing at $1,272.

Revolving Fund: The 1988 Revolving Fund charges total $63,033. The largest accounts in this category are Central Services totalling $31,725, and Garage Services totalling $26,667. The most significant changes are:

Central Services — **decrease** $14,250 due to the updating of the basis used for determining custodial and mail services chargebacks.

Garage Services — **increase** $5,849 reflecting the costs for servicing additional vehicles.

Capital Outlay: The 1988 budget for Capital Outlay totals $18,939. These funds are needed to purchase computer equipment for the department. Listed below are the approved equipment purchases for 1988:

Microfilm Storage Cabinet (new)	$ 1,100
2 Computers @ $2,800 (new)	5,600
2 Printers @ $3,057 (replacement)	6,114
Networking System (new)	5,700
Software (new)	425
Total	$18,939

Interfund Transfers: The $29,698 allocation in this series includes $3,558 for Vehicle Purchases and $26,140 for Vehicle Replacements. The major change is:

Svcs by Other Fnd — **decrease** $226,649 due to the transfer of the Health Department's Housing Inspections Program cost to the Interdepartmental budget in 1988.

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 594,394	$ 661,045	$ 758,440
CONTRACTUAL SERVICES	$ 60,678	$ 68,652	$ 68,928
COMMODITIES	$ 10,253	$ 8,898	$ 11,151
REVOLVING FUNDS	$ 65,839	$ 71,358	$ 63,033
CAPITAL OUTLAY	$ 290	$ 4,114	$ 18,939
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 234,753	$ 278,353	$ 29,698
TOTAL	$ 966,207	$ 1,092,420	$ 950,189

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	2.00	2.00	51	$ 26,778
PERMIT CLERK	1.00	1.00	54	$ 15,125
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 15,498
BUILDING INSPECTOR	2.00	2.00	66	$ 39,560
ZONING INSPECTOR	1.00	1.00	66	$ 20,769
ELECTRICAL INSPECTOR	4.00	4.00	66	$ 85,754
FIRE PREVENTION INSPECTOR	2.00	2.00	66	$ 40,049
PLUMBING/MECHANICAL INSPECTOR	3.00	3.00	66	$ 61,368
SR PLUMBING/MECHANICAL INSP	1.00	1.00	68	$ 22,346
SENIOR BUILDING INSPECTOR	2.00	2.00	68	$ 46,638
SENIOR ZONING INSPECTOR	1.00	1.00	68	$ 26,508
SENIOR ELECTRICAL INSPECTOR	1.00	1.00	68	$ 27,162
ASSISTANT PLANS EXAMINER	1.00	1.00	68	$ 22,346
SENIOR FIRE PREVENTION INSP	1.00	1.00	68	$ 21,282
MANAGEMENT ANALYST	1.00	1.00	75	$ 24,637
PLANS EXAMINER	1.00	1.00	75	$ 27,833
ASST INSPECTIONS DIRECTOR	1.00	1.00	79	$ 35,523
INSPECTIONS DIRECTOR	1.00	1.00	91	$ 47,604
TOTAL	27.00	27.00		

INSPECTIONS

Budget: $950,189

Personnel: 27

Improve human safety and prevent loss through enforced compliance with construction codes, and improve health and safety through the enforcement of the Zoning Ordinance.

1 Director

ZONING/SIGNS
$96,652
$134/permit/insp.

1.00 Sr.Zon.Insp.
1.00 Sign Inspec.
.25 Sr.Clk.Typ.
.50 Admin.Sec'y
.15 Asst. Dir.
.17 Mgt.Analyst

BUILDING
$190,795
$19/permit/insp.

2.00 Sr.Bldg.Insp.
2.00 Bldg. Insp.
.50 Sr. Clk. Typ.
.50 Admin. Sec'y
.50 Asst. Dir.
.17 Mgt.Analyst

ELECTRICAL
$241,703
$17/permit/insp.

1.00 Sr.Elec.Insp.
4.00 Elec. Insp.
.50 Sr. Clk. Typ.
.05 Asst. Dir.
.17 Mgt.Analyst

PLAN REVIEW
$99,806
$43/plan

1.00 Plans Eng.
1.00 Asst.Plans Engineer
1.00 Sr.Clk.Typ.
.17 Mgt.Analyst

PLUMBING/MECHANICAL
$185,754
$12/inspect/permit

1.00 Sr.Plbg/Mech.Insp.
3.00 Plbg/Mech. Insp.
.50 Sr. Clk. Typ.
.05 Asst. Director
.16 Mgt.Analyst

FIRE/STATE FIRE CODE ENFORCEMENT
$135,479
$24/inspect/permit

2.00 Fire Prev. Insp.
.25 Sr.Clk.Typist
1.00 Sr.Fire Prev.Insp/ Fuel Tank
.25 Asst. Director
.16 Mgt.Analyst

Total Vehicles: 20

INSPECTIONS

WORK PROGRAMS

WP 2310-1: Issue permits and inspections

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,492	2,644	675	680	720	
	Zoning/Sign Permits/Inspections					
2)	9,095	9,986	8,711	9,704	9,900	
	Building Permits/Inspections					
3)	16,662	14,212	16,708	14,074	14,500	
	Electrical Permits/Inspections					
4)	7,837	9,694	11,723	14,580	15,000	
	Plumbing/Mechanical/Sewer/Water Permits/Inspections					
5)	3,040	4,342	5,914	5,560	5,600	
	Fire/State Fire/Fuel Tank Permits/Inspections					
6)	21,742	22,350	25,603	25,785	na*	
	Housing Inspections					
7)	59,868	63,226	69,334	70,383	71,520	$850 Unit: $12 /perm/insp
	TOTAL PERMITS/INSPECTIONS					

WP 2310-2: Review plans

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	1,658	1,958	2,170	2,300	$100 Unit: $43 /plan
			Plans **			

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* Health Department's Housing Inspections Program cost transferred to the Interdepartmental budget in 1988.

** For Building/Electrical/Sign permits

INSPECTIONS

GOAL: TO ACHIEVE 100% CODE COMPLIANCE IN ALL THE DESIGN AND THE CONSTRUCTION OF 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	1986[3] Avg. Days	1986[3] %	1987 Avg. Days	1987 %	1988 Avg. Days	1988 %
(A-1)	I	1	1	99%	1	99%	1	99%
(A-2)	II	5	6	49%	5	90%	4	90%
(A-3)	III	10	10	58%	8	90%	7	90%
(A-4)	IV	15	37	28%	12	90%	10	90%
(A-5)	V	20	48	50%	16	90%	14	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
3 These standards have been revised from 1986 adopted levels. 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.

	1984	1985	1986	1987	1988
(B-1)	na	96%	95%	95%	95%
		Inspections Conducted Within 2 Work Days of Request			
(B-2)	100%	100%	100%	100%	100%
		Inspections Conducted Within 3 Work Days of Request			

STRATEGY:
1. Review Inspector assignments to insure that workload balance is maintained.
2. Continue to adjust territories to cover inspector absences, rapid workload changes, and emergencies.
3. Develop a computer generated list of permits applied for to provide early warning to inspectors.
4. Check up on any active projects not requesting inspection for a period exceeding 2 weeks.

OBJECTIVE 2310-C:
Revenue: To achieve a revenue-to-expenditure ratio necessary to ensure sufficient resources exist to support departmental operations.

	1984	1985	1986	1987	1988*
(C-1)	na	97%	87%	62%	75%
		Revenue/Expenditure Ratio			

STRATEGY:
1. Simplify building, plumbing, mechanical and electrical fee administration by converting to a percentage construction cost all-in fee.
2. Update the construction value per square foot table in the revenue ordinance to reflect current realistic construction costs.
3. Continue to monitor assigned territories for unpermitted construction.
4. Increase underground storage tank inspection fees to a realistic level.
5. Continue enforcement of the Zoning ordinance related to signs.
6. Require proof of fee payment prior to issuance of building permit.

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* Reflects the transfer of Health Department's Housing Inspections Program.



Police Department

The Police Bureau encompasses the Police Chief's Office, Operations/Patrol, Investigations, Auxiliary and Technical Services, and Management Services. Four new programs were approved in 1988. One of the programs approved is Police Patrol Visibility consisting of three new officers, two cushman-type vehicles, and related equipment at a cost of $83,956. The new officers are assigned to the downtown area to reduce larcenies from automobiles and other crimes in the Historic District and to enhance public perception of police activities. A downtown mini-station will be opened.

A second approved program is the opening of mini-stations in Yamacraw and Fellwood Homes at a cost of $75,070. These mini-stations will be manned by the TRAP Unit. The objectives of the program are to reduce fear among residents living in project areas, to decrease by at least 10% the amount of resident dissatisfaction with police services, to increase the number of drug information forms received by 50%, and to increase high visibility patrol and citizen contact by 33%.

A third approved program is Police Officer Training which will expand training available to Police Officers at a cost of $50,058. Funds were approved for the purchase of materials, contracts for outside training, and hiring of a new Accounts Clerk to process training data. The training includes defensive tactics, drivers training, victim assistance, specialized training for personnel from Patrol, Investigations, and staff services, and supervisory training for eligible personnel.

A fourth approved program is the addition of a Records Clerk to the Management Services activity at a cost of $16,380. Two clerks now handle 200,000 incident reports annually. The new clerk will enable the increasing number of reports to be processed without delay.

The 1988 Total Program Budget approved for the Police Bureau is $14,804,317. This total is $931,863 or 7% greater than 1987 Projected Expenditures. Major changes are explained below.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 10,229,756	$ 11,107,900	$ 878,144	8.6
Contractuals	619,242	827,243	208,001	33.6
Commodities	307,876	339,179	31,303	10.2
Revolving Funds	1,581,533	1,772,269	190,736	12.1
Capital Outlay	474,900	172,761	-302,139	-63.6
Interfund Trans	659,147	584,965	-74,182	-11.3
Total	$ 13,872,454	$ 14,804,317	$ 931,863	6.7

PROGRAM COSTS

Personal Services: Expenses in this series increase $878,144 or 9% over 1987. Major accounts in this area are: Salaries and Wages, $8,645,072; Pension, $717,492; Social Security, $565,501; Group Medical Insurance, $444,083; Workers' Compensation, $199,507; Overtime, $158,572; Court Overtime, $144,340; Police Pension, $80,665; Longevity, $65,288; and Group Life Insurance, $55,594. Major changes are:

Salaries & Wages	**increase** $483,964 due to a general wage increase and anniversary increases, a full year'scost of new positions added in 1987, and new positions added in 1988.
Medical Insurance	**increases** $131,655 due to an increase in group medical claims.
Pension	**increases** $115,582 as recommended by the Pension Actuary.
Workers Comp	**increases** $49,733 primarily due to an increase in claims experience. These costs relating to an employee injury involved salary and/or medical costs.

Contractuals: Contractual Services expenses are $827,243 in 1988, up $208,001 from projected 1987 levels. Major accounts in this area are: Insurance, $228,661; Communications, $85,105; Professional Services Fees, $75,765 which include service contracts, training instructors, and psychological exams for recruits; Electricity, $71,996; Transportation, $58,853; and Printing, $47,150. The major change is:

Transportation	**increases** $35,088 resulting from a new program to provide in-house training for police supervisors and officers.

Commodities: Expenses in this series increase $31,303 or 10% in 1988 to $339,179. Major accounts in this area are: Clothing and Personal Supplies, $165,326; Operating Supplies and Materials, $124,884; Office Supplies, $21,116; and Small Fixed Assets, $23,429. The major changes are:

Operating Supp	**increases** $8,629 due to anticipated inflation.
Personal Supp	**increases** $14,716 due to anticipated inflation and increases in the number of sworn Officers.

Revolving Fund: Revolving Fund chargebacks increase $190,736 or 12% in 1988 to $1,772,269. Garage Services total $992,509 and Data Processing costs are $540,688. Central Service charges of $239,072 consist of inventory management, telecommunications, custodial and mail services, building maintenance, and electronic equipment maintenance.

Garage Services	**increase** $104,191 due to a revised estimate of the Police's share of garage overhead and anticipated inflation, and increases in the number of vehicles.
Data Processing	**increases** $65,798 because of greater use of computer equipment.

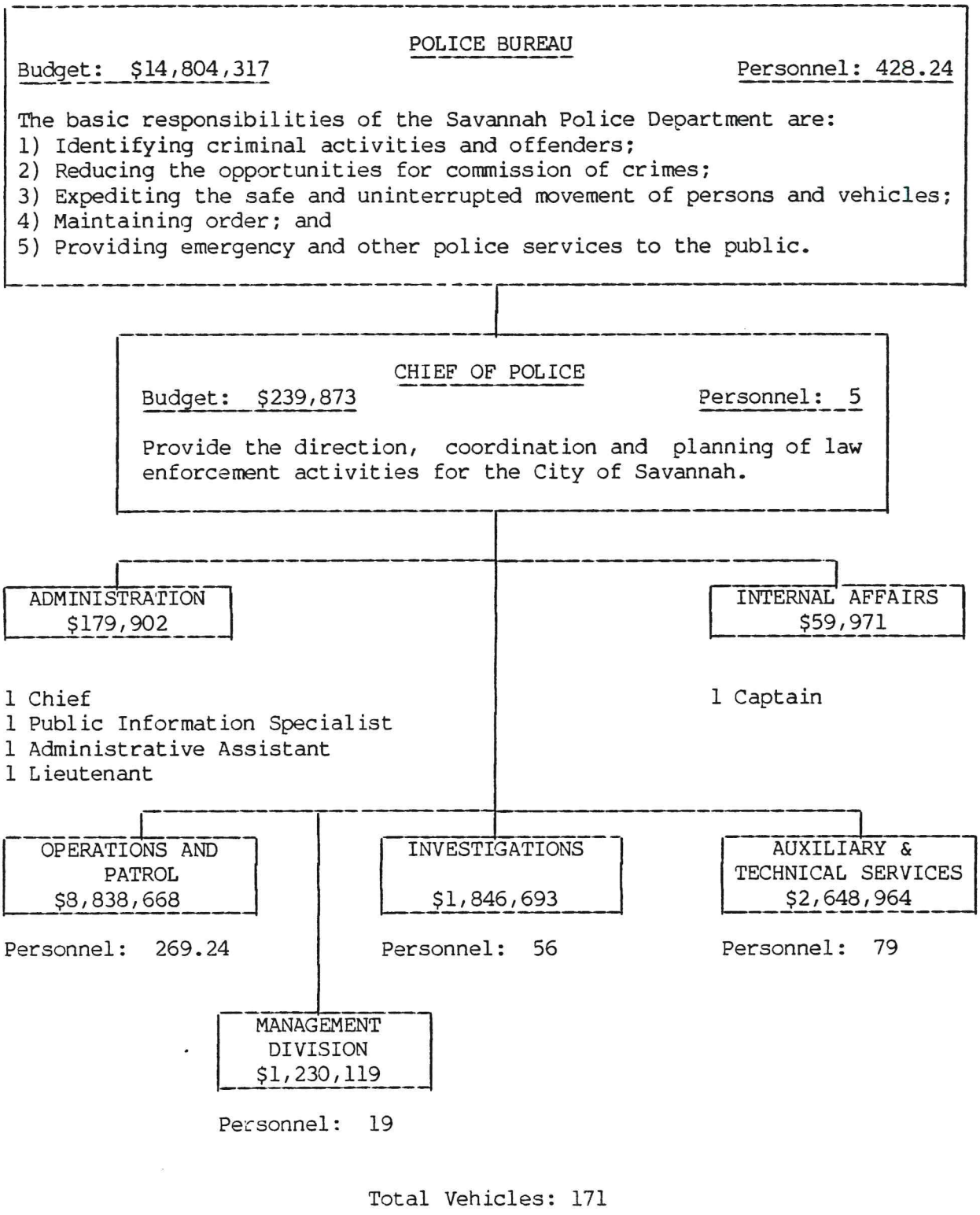
Capital Outlay: The total 1988 allocation for Capital Outlay is $172,761. Projected equipment expenditures are listed below:

Operations/Patrol	
5 Traffic Radar Units	$ 5,035
1 Word Processor	2,175
Criminal Investigations	
1 Executive Typewriter	$ 1,150
Auxiliary & Technical Services	
1 Personal Computer	$ 4,740
26 Light Bars for Patrol Vehicles	36,400
2 Card Files	1,200
1 Typewriter	900
1 Microfilm Reader/Printer	17,500
15 Mobile Radios, 5 Portable Radios, 6 Motorcycle Radios and 1 Base Station	94,561
Management Services	
1 Personal Computer	$ 3,500
1 Replacement Printer	4,800
1 Replacement Typewriter	800
TOTAL	$172,761

Interfund Transfers: Interfund transfers total $584,965, a decrease of $74,182 (11%) from 1987 projections. This category consists of Vehicle Replacement contributions of $493,507, up $35,535. In addition, $65,458 is allocated to Vehicle Purchase contributions to absorb some of the inflation in future years' purchases.

ACTIVITY SUMMARY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Police Chief	$ 209,202	$ 221,122	$ 239,873
Operations/Patrol	7,387,610	8,073,868	8,838,668
Investigations	1,637,943	1,795,903	1,846,693
Aux. & Tech. Svcs.	2,296,068	2,727,141	2,648,964
Management Svcs.	973,958	1,050,626	1,230,119
Police Academy	130,005	3,794	0
Total	$12,634,786	$13,872,454	$14,804,317


POLICE BUREAU
Budget: $14,804,317
Personnel: 428.24
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: $239,873
Personnel: 5
Provide the direction, coordination and planning of law enforcement activities for the City of Savannah.
ADMINISTRATION
$179,902
1 Chief
1 Public Information Specialist
1 Administrative Assistant
1 Lieutenant
INTERNAL AFFAIRS
$59,971
1 Captain
OPERATIONS AND PATROL
$8,838,668
Personnel: 269.24
INVESTIGATIONS
$1,846,693
Personnel: 56
AUXILIARY & TECHNICAL SERVICES
$2,648,964
Personnel: 79
MANAGEMENT DIVISION
$1,230,119
Personnel: 19
Total Vehicles: 171

POLICE CHIEF

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 145,930	$ 156,673	$ 165,888
CONTRACTUAL SERVICES	$ 28,732	$ 33,566	$ 32,713
COMMODITIES	$ 9,470	$ 7,018	$ 7,449
REVOLVING FUNDS	$ 16,790	$ 19,570	$ 25,162
CAPITAL OUTLAY	$ 1,230	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 7,050	$ 4,295	$ 8,661
TOTAL	$ 209,202	$ 221,122	$ 239,873

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 19,304
PUBLIC INFORMATION SPECIALIST	1.00	1.00	73	$ 25,246
POLICE LIEUTENANT	1.00	1.00	76	$ 30,686
POLICE CAPTAIN	1.00	1.00	81	$ 35,523
POLICE CHIEF	1.00	1.00	98	$ 55,108
TOTAL	5.00	5.00		

POLICE CHIEF

WORK PROGRAMS

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	421.24	428.24	$180 Unit: $420 /employee
	Authorized Personnel in Police Bureau					

WP 2610-2: Investigate internal affairs

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	150	106	118	144	110	$60 Unit: $545 /investig.
	Investigations					

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.

	1984	1985	1986	1987	1988
(A-1)	75%	80%	86%	100%	100%
		% of 32 Objectives Met			

STRATEGY:
1. Increase training 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.

	1984	1985	1986	1987	1988
(B-1)	27	26	18	17	16
		Number of Citizen Complaints			

STRATEGY:
1. Continue "employee courtesy program" offered by Director of Personnel and Training.
2. Reiterate to all Police personnel the nature and expectations of the "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 maintain the average sick leave use per employee at current level.

	1984	1985	1986	1987	1988
(C-1)	5.8	5.3	6.0	4.75	4.75

Average Number of Days Taken Per Year Per Employee

STRATEGY:
1. Continue to use the 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 maintain a computer communications network and data management system where at least a 98% of total inventory is operating.

	1984	1985	1986	1987	1988
(D-1)	na	na	na	na	99%

% Terminals Operational

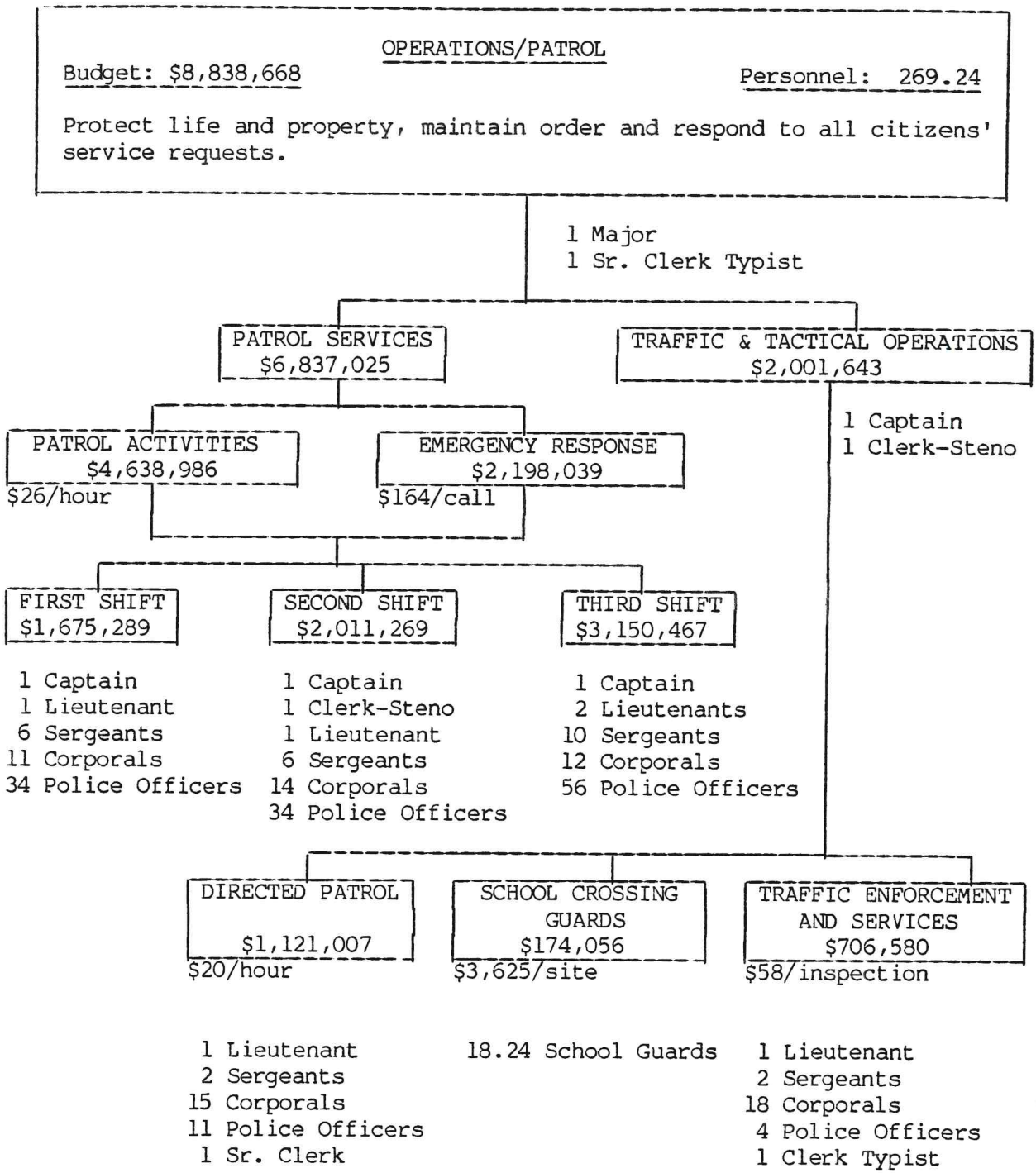
OPERATIONS/PATROL

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 6,087,002	$ 6,492,215	$ 7,070,186
CONTRACTUAL SERVICES	$ 146,651	$ 157,948	$ 322,793
COMMODITIES	$ 10,685	$ 12,672	$ 21,170
REVOLVING FUNDS	$ 697,708	$ 813,038	$ 934,488
CAPITAL OUTLAY	$ 36,452	$ 78,283	$ 7,210
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 409,112	$ 519,712	$ 482,821
TOTAL	$ 7,387,610	$ 8,073,868	$ 8,838,668

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
SCHOOL CROSS GUARD	18.24	18.24	37	$ 197,440
CLERK TYPIST	1.00	1.00	46	$ 12,444
SENIOR CLERK	1.00	1.00	50	$ 13,719
SENIOR CLERK TYPIST	1.00	1.00	51	$ 16,675
CLERK-STENO	2.00	2.00	51	$ 27,108
POLICE OFFICER	134.00	139.00	58	$ 2,543,358
POLICE CORPORAL	70.00	70.00	65	$ 1,664,922
POLICE SERGEANT	26.00	26.00	71	$ 679,874
POLICE LIEUTENANT	6.00	6.00	76	$ 186,390
POLICE CAPTAIN	4.00	4.00	81	$ 140,380
POLICE MAJOR	1.00	1.00	89	$ 41,122
TOTAL	264.24	269.24		



Total Vehicles: 113

OPERATIONS/PATROL

WORK PROGRAMS

WP 2620-1: Respond to all service demands

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	12,943	11,995	13,386	11,407	11,500	$4,167
	Part I Crime Calls					Unit: $24 /call
2)	92,082	107,761	107,247	114,071	119,774	
	Part II & Part III Calls					
3)	35,670	38,435	41,744	42,994	42,994	
	Administrative Calls					

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	88,695	88,695	88,695	88,695	88,695	$2,322
	Hours/Preventive Marked Patrol During Uncommitted Time					Unit: $26 /hour
2)	na	na	na	na	7,000	
	Hours/Downtown Visibility Patrol					
3)	na	na	na	na	4,200	
	Hours/Mini-Station Patrol*					
4)	na	na	na	na	2,600	
	Number of Citizen/Visitor Contacts at mini-stations and downtown					

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	15,400	9,896	9,500	10,000	10,000	$348
	Man-hours (monthly) for Special Projects					Unit: $3 /man-hour

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* Mini-Stations are located in Hitch Village, Yamacraw, and Fellwood Homes.

OPERATIONS/PATROL

WORK PROGRAMS

WP 2620-4: Provide planned tactical patrol of high crime areas by special operations units (2 sergeants and 25 officers)

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	27,040	31,200	38,215	52,000	52,000	$1,044
	Hours/Tactical Preventive Patrol					Unit: $20 /hour

WP 2620-5: Conduct accident investigations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	8,059	8,636	9,091	9,120	10,000	$261
	Accident Investigations					Unit: $26 /investig.

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	44	48	48	48	48	$174
	Sites Manned					Unit: $3,625 /site

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,029	1,000	1,272	1,500	1,500	$87
	Inspections					Unit: $58 /inspect.

WP 2620-8: Enforce traffic laws (Traffic Unit Only)

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	18,481*	12,698	12,102	17,115	19,000	$435
	Traffic (UTCS) and Radar Citations					Unit: $23 /citation

* Parking enforcement officers included, January - March 1984.

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, with special emphasis on the City's highest crime areas.

		1984*	1985*	1986*	1987*	1988*
	Historic					
(A-1)	Robbery	28.73	30.56	25.64	19.37	18.40
(A-2)	Burglary	70.91	46.01	46.72	43.58	41.40
(A-3)	Auto Theft	20.09	11.13	10.82	7.98	7.58
(A-4)	Larceny-from Auto	120.57	67.76	76.91	88.87	82.20
(A-5)	Larceny-Purse Snatch.	4.98	6.98	5.98	7.46	6.90
	Victorian					
(A-6)	Robbery	17.31	14.07	11.58	7.02	6.67
(A-7)	Burglary	44.98	64.15	37.66	43.51	41.33
(A-8)	Auto Theft	6.65	5.57	2.92	4.44	4.22
(A-9)	Larceny-from Auto	40.19	35.24	16.14	21.02	19.97
(A-10)	Larceny-Purse Snatch.	2.78	1.24	.00	1.16	1.10
	Midtown					
(A-11)	Robbery	6.02	5.83	3.01	2.77	2.63
(A-12)	Burglary	36.14	35.00	20.11	18.89	17.95
(A-13)	Auto Theft	2.92	2.72	1.38	2.12	2.01
(A-14)	Larceny-from Auto	26.74	22.56	6.11	8.64	8.20
(A-15)	Larceny-Purse Snatch.	1.46	.78	.00	.23	0.22
	Waters/McAlpin					
(A-16)	Robbery	2.41	2.22	1.90	1.43	1.36
(A-17)	Burglary	17.10	48.26	14.76	9.76	9.27
(A-18)	Auto Theft	4.64	3.34	0.48	0.71	0.67
(A-19)	Larceny-from Auto	22.28	26.73	5.12	6.23	5.92
(A-20)	Larceny-Purse Snatch.	.74	.74	.36	.67	0.64
	Mall					
(A-21)	Robbery	4.32	4.09	6.98	3.77	3.58
(A-22)	Burglary	18.32	34.52	22.26	23.02	21.87
(A-23)	Auto Theft	11.19	20.82	8.30	5.66	5.38
(A-24)	Larceny-from Auto	45.81	59.23	33.58	33.11	31.45
(A-25)	Larceny-Purse Snatch.	.25	1.52	.75	.80	.76
	City					
(A-26)	Robbery	4.11	3.52	4.62	3.86	3.67
(A-27)	Burglary	22.30	21.36	24.55	21.19	20.13
(A-28)	Auto Theft	3.54	2.70	2.90	2.65	2.52
(A-29)	Larceny-from Auto	21.18	18.37	15.57	17.03	15.75
(A-30)	Larceny-Purse Snatch.	.67	.61	.75	.88	0.81

*Offenses per 1,000 Population

OPERATIONS/PATROL

STRATEGY 2620-A:

1. Assign the Crime Prevention function, including staff, to Operations/Patrol. This unit will conduct extensive target-hardening efforts in the Target Area. Crime Prevention PSA's, security surveys, and presentations to Neighborhood Watch Groups will be used to accomplish the target-hardening task. Neighborhood and Business Watch Programs in the Targeted Area (high crime) will be given added emphasis.
2. Concentrate the activities of the TRAP Unit's crime specific teams (Burglary and Robbery) in the Targeted Neighborhoods.
3. Implement procedure for the Criminal Investigations Bureau to assign all unassigned burlaries occurring in Targeted neighborhoods to the TRAP Unit. The TRAP Unit will conduct neighborhood canvasses in these cases to develop suspects or enhance solvability by developing more evidence and analysis factors.
4. Identify, with the assistance of the Criminal Investigation Bureau, career criminals (Part I multiple offenders). The TRAP Unit will notify the District Attorney's Career Criminal Division about multiple offenders to ensure their cases are handled expeditiously.
5. Assign officers from the TRAP Unit to a Mini-Station in Hitch Village. These officers handle calls for service, collect drug-related information, and increase Police visibility in Hitch Village, Fred Wessels Homes, and Blackshear Homes. It is recognized that a significant number of Part I Crime offenders find refuge in these projects and that increased Police presence could interrupt their criminal careers.
6. Assign Watch Commanders to increase Directed Patrol activities in the Targeted Areas. These activities include truancy checks, security checks, location surveillance, foot patrols, citizen stops, field interviews and added marked units not committed to Calls For Service.

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 maintain the average time devoted to preliminary investigations to 37 minutes.

	1984	1985	1986	1987	1988
(B-1)	13.04	14.6	16.1	36.1	37.0

Minutes/Investigation

OPERATIONS/PATROL

STRATEGY 2620-B:

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

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

OBJECTIVE 2620-C:

Reduce by 10% the location of repeat domestic violence with two or more calls for service during the same month.

	1984	1985	1986	1987	1988
(C-1)	na	na	na	150	135

Occurrences of Repeat Domestic Violence

STRATEGY:

1. Bring cases into the court system for resolution, through the use of police policy, advocacy procedures, prosecution guidelines, jail holds, bail procedures, and shelter for victims.
2. Impose and enforce legal sanctions by using very simple legal definitions -- criminal damage to property, violations of protection orders, simple assault, trespass and discharge of weapons.
3. Assist the Safe Home Program in providing safe housing advocacy and education for victims and playing an active role in helping organize neighborhood-based informational classes for battered women.
4. Coordinate interagency information flow on cases, monitoring each participating agency's compliance with the agreed policies and procedures.

OPERATIONS/PATROL

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

OBJECTIVE 2620-D:
To reduce the number of traffic accidents caused by drivers operating under the influence of alcohol and drugs by 10% in 1988.

	1984	1985	1986	1987	1988
(E-1)	414	378	399	385	347

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.

GOAL: TO PROVIDE INCREASED SAFETY FOR MOTORISTS AND PEDESTRIANS ON HIGH SPEED TRAFFIC ARTERIES, ON RESIDENTIAL STREETS AND IN OTHER AREAS EXPERIENCING A HIGH FREQUENCY ACCIDENT RATE THROUGHOUT THE CITY.

OBJECTIVE 2620-E:
To reduce the number of accidents that occur at High Accident Intersections by 10% in 1988.

	1984	1985	1986	1987	1988
(E-1)	na	na	na	1,095	986

Accidents

STRATEGY:
1. Increase use of radar and stationary enforcement assignments during peak periods at the Top 10 Intersections. A list of the top 10 Intersections will be developed every month for comparison purposes.
2. Provide police surveillance to problem locations reported by citizens.
3. Use media to educate public about enforcement activities.

OPERATIONS/PATROL

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-F:
To increase inspections to obtain a violation-free condition among taxis, tour buses, and wreckers.

	1984	1985	1986	1987	1988
(F-1)	na	na	na	52	72
			Taxi Violations Detected		
(F-2)	na	na	na	35	40
			Tour bus Violations Detected		
(F-3)	na	na	na	51	64
			Wrecker Violations Detected		

STRATEGY:
1. Conduct frequent random safety checks of public service vehicles to detect violations. This will be accomplished by relieving the cab inspector of office duties and increasing his street duties.
2. Educate public service vehicle owners of safety requirements.
3. Implement a systematic vehicle inspection check list.
4. Cite habitual safety violators.

GOAL: TO PREVENT ACCIDENTS AND INJURIES RELATED TO SCHOOL AREAS IN THE CITY OF SAVANNAH.

OBJECTIVE 2620-G:
To maintain "0" accident rate at all school crossings in the City of Savannah during Crossing Guard hours.

	1984	1985	1986	1987	1988
(G-1)	0	0	0	0	0
			Accidents		

STRATEGY:
1. Assign School Crossing Guards to all crossings that have been evaluated by the Traffic Engineer.
2. Conduct safety meetings with School Crossing Guards to ensure that they are properly trained.
3. Implement radar surveillance in school zones.

OPERATIONS/PATROL

GOAL: TO RELIEVE PATROL UNITS OF TRAFFIC ACCIDENT INVESTIGATION RESPONSIBILITIES DURING PEAK PART I CRIME PERIODS.

OBJECTIVE 2620-H:
The Traffic Accident Investigation Unit will investigate 50% of all traffic accidents.

	1984	1985	1986	1987	1988
(H-1)	na	na	na	5,168	5,667
	Accident Investigations by Traffic Unit				
(H-2)	8,059	8,693	9,091	5,500	5,667
	Accident Investigations by Patrol				
(H-3)	na	na	na	48%	50%
	% of Accident Investigations by Traffic Unit				

STRATEGY:
1. Assign Traffic Units to investigate traffic accidents during peak accident periods. Peak accident periods will be identified through analysis of computerized traffic detectors maintained by the Unit.
2. Maintain work performance records for each traffic officer to evaluate his/her contribution to the accomplishment of the above objective.
3. Identify major causes of accidents at specific locations, and concentrate enforcement efforts on those violations contributing to the accidents.

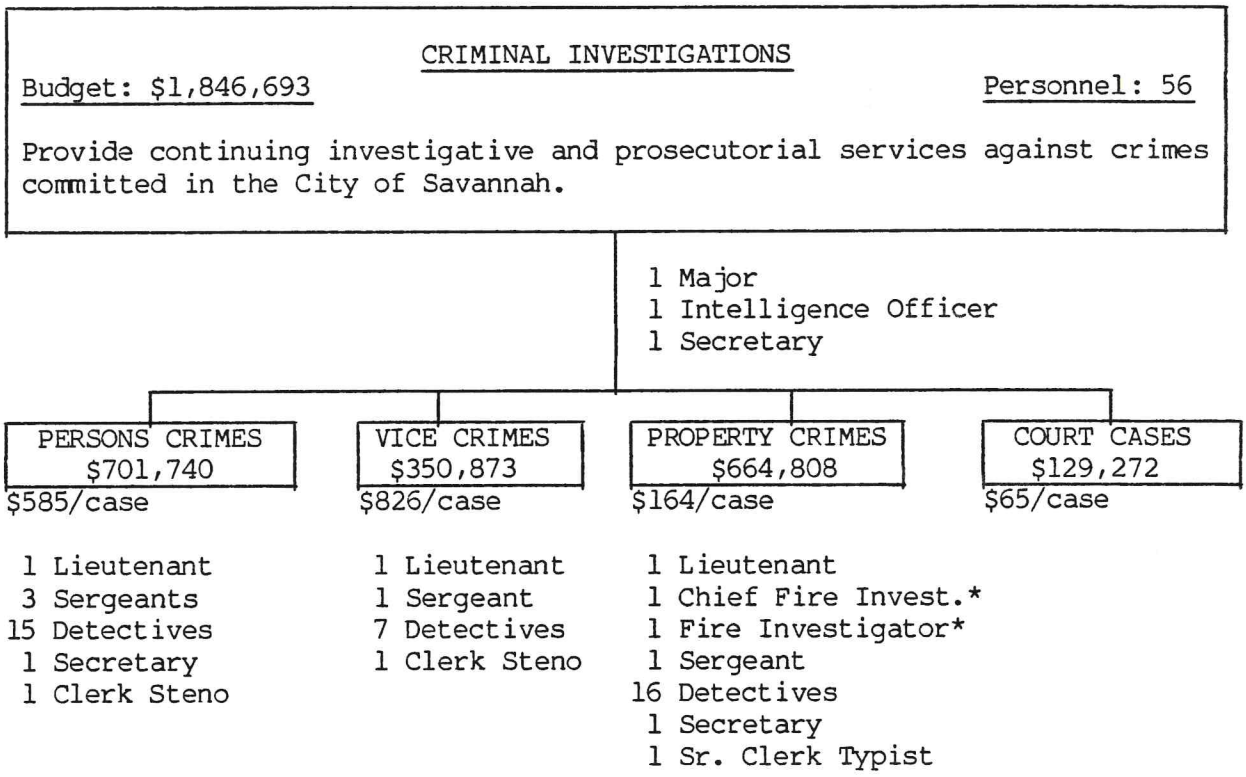
CRIMINAL INVESTIGATIONS

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 1,397,972	$ 1,475,251	$ 1,567,833
CONTRACTUAL SERVICES	$ 63,223	$ 44,943	$ 47,363
COMMODITIES	$ 3,089	$ 9,650	$ 7,186
REVOLVING FUNDS	$ 103,963	$ 163,296	$ 152,149
CAPITAL OUTLAY	$ 7,690	$ 6,600	$ 1,150
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 62,006	$ 96,163	$ 71,012
TOTAL	$ 1,637,943	$ 1,795,903	$ 1,846,693

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	51	$ 15,498
CLERK-STENO	2.00	2.00	51	$ 27,108
SECRETARY	3.00	3.00	54	$ 45,011
POLICE OFFICER	9.00	9.00	58	$ 178,027
POLICE CORPORAL	30.00	30.00	65	$ 718,058
FIRE INVESTIGATOR	1.00	1.00	65	$ 22,898
POLICE SERGEANT	5.00	5.00	71	$ 135,827
CHIEF FIRE INVESTIGATOR	1.00	1.00	74	$ 27,833
POLICE LIEUTENANT	3.00	3.00	76	$ 92,816
POLICE MAJOR	1.00	1.00	89	$ 39,164
TOTAL	56.00	56.00		



Total Vehicles: 43

* The activity of the Fire Investigators is reported in the Fire Bureau.

CRIMINAL INVESTIGATIONS

WORK PROGRAMS

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,400	1,032	1,325	1,246	1,201	$702
		Total Cases Assigned				Unit: $585 /case
2)	52	41	32	40	33	
		Homicide Cases Assigned				
3)	120	149	172	156	160	
		Rape Cases Assigned				
4)	676	500	675	650	624	
		Robbery Cases Assigned				
5)	552	342	446	400	384	
		Aggravated Assault Cases Assigned				

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	3,412	4,412	4,183	4,402	4,050	$665
		Total Cases Assigned				Unit: $164 /case
2)	1,021	1,032	1,269	1,250	1,250	
		Burglary Cases Assigned				
3)	481	886	814	900	900	
		Larceny Cases Assigned				
4)	648	628	642	650	650	
		Auto Theft Cases Assigned				
5)	1,800	1,176	918	702	750	
		Check Cases Assigned*				
6)	na	na	540	540	500	
		Other Cases Assigned				
7)	32,000	35,012	27,020	36,000	36,000	
		Stolen Property Checks (pawn shops, etc.)				

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

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	2,272	2,022	1,859	2,300	2,000	$129
		Cases Referred to Court				Unit: $65 /case

* Check cases are now processed by Magistrates Court.

CRIMINAL INVESTIGATIONS

WORK PROGRAMS

WP 2631-4: Investigate crimes of vice

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	515*	644	352	600	425	$351
	Arrests for Vice Activities					Unit: $826 /case

* 1984 figures represent total department, not including the TRAP Unit.

CRIMINAL INVESTIGATIONS

Homicide

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.

	1984	1985	1986	1987	1988
(A-1)	24	23	12	15	14
		Total Domestic Homicides			
(A-2)	23	23	12	15	14
		Domestic Homicides Cleared By Arrest			
(A-3)	96%	100%	100%	100%	100%
		% Clearance Rate			

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

	1984	1985	1986	1987	1988
(B-1)	14	10	19	25	18
		Total Non-Domestic Homicides			
(B-2)	9	6	18	18	14
		Non-Domestic Homicides Cleared by Arrest			
(B-3)	64%	60%	95%	72%	78%
		% Clearance Rate			

STRATEGY:
1. The training needed to enhance investigators' skills will be scheduled over a 2-year period.
2. Assign a panel of investigators to all non-domestic homicides to ensure 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, 58% of all homicides are in this category.
4. Utilize case screening on all homicides in conjunction with the DA's office.

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

CRIMINAL INVESTIGATIONS

Burglary

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

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

	1984	1985	1986	1987	1988
(C-1)	na	2,044	2,399	2,406	2,200
		Residential Burglaries			
(C-2)	na	1,250	1,210	1,250	1,200
		Commercial Burglaries			
(C-3)	na	3,294	3,609	3,656	3,400
		Total Burglaries			
(C-4)	na	1,032	1,269	1,250	1,250
		Total Assigned Cases			
(C-5)	na	444	477	500	500
		Total Cleared Cases			
(C-6)	na	43%	38%	40%	40%
		Assigned Clearance Rate*			
(C-7)	13.1%	14.0%	12.6%	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 1986 (FBI UCR).

CRIMINAL INVESTIGATIONS

Auto Theft

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

OBJECTIVE 2631-D:
To achieve a clearance rate of 25%* on auto thefts.

	1984	1985	1986	1987	1988
(D-1)	na	na	426	400	425
			Number of Auto Thefts		
(D-2)	na	na	672	712	675
			Assigned Auto Theft Cases**		
(D-3)	26.9%	27%	25%	27%	25%
			Clearance Rate		

STRATEGY:
1. Continue 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.
5. Auto theft investigators fall in with patrol once a week to promote unity of purpose.
6. Continue distribution of hot sheets to patrol and surrounding police departments on a weekly basis.

Vice/Drugs

GOAL: TO DETECT AND ELIMINATE THE OPPORTUNITIES OF DRUG AND VICE ACTIVITIES IN THE CITY OF SAVANNAH.

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

	1984	1985	1986	1987	1988
(E-1)	na	128	26	50	55
			Arrests for Illegal Alcohol Violations		

* Includes cases cleared by exceptional means (same as FBI handbook). National Clearance Rate for cities was 15% (Southern cities was 20%.)

** The number of assigned cases is greater than the actual number of auto thefts because of the unfounded cases which must be investigated.

CRIMINAL INVESTIGATIONS

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 50% the number of arrests for prostitution.

	1984	1985	1986	1987	1988
(F-1)	na	48	12	55	82

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.
3. Utilize informants to discover illegal escort 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.

	1984	1985	1986	1987	1988
(G-1)	na	200	248	273	300

Controlled Substances Arrests

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

Youth and Women Unit

GOAL: TO SUPPRESS JUVENILE CRIME IN THE CITY.

OBJECTIVE 2631-H:
To reduce the number of repeat Juvenile offenders.

	1984	1985	1986	1987	1988
(H-1)	127	140	85	127	60

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.
2. Make speeches and frequent schools and youth organizations.
3. Have an open door policy for youth who need counseling.
4. Counsel parents and/or guardians on juvenile problems.

GOAL: TO ENSURE RAPES RESULT IN AN ARREST.

OBJECTIVE 2631-I:
To equal the National Clearance rate for Rape (52%).

	1984	1985	1986	1987	1988
(I-1)	na	na	102	81	85
			Total Rapes		
(I-2)	na	na	172	156	160
			Assigned Rape Cases		
(I-3)	na	38%	66%	68%	70%
			Clearance Rate		

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 cases.
5. Give anti-rape speeches and seminar workshops for community awareness.

Robbery

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

OBJECTIVE 2631-J:
To equal or exceed the National Clearance Rate* for robberies.

	1984	1985	1986	1987	1988
(J-1)	na	586	679	650	624
			Total Robberies		
(J-2)	na	430	488	503	624
			Assigned Robberies		
(J-3)	na	18%	31%	31%	32%
			Assigned Clearance Rate		
(J-4)	na	13%	27%	24%	25%
			Clearance Rate		

STRATEGY:
1. Develop intelligence files on repeat offenders utilizing information from detectives, intelligence officers and state agencies, and use this information to track and incarcerate offenders.
2. Develop information regarding robbery trends in specified areas. Use 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 specific area.

* National Clearance Rate is 25%

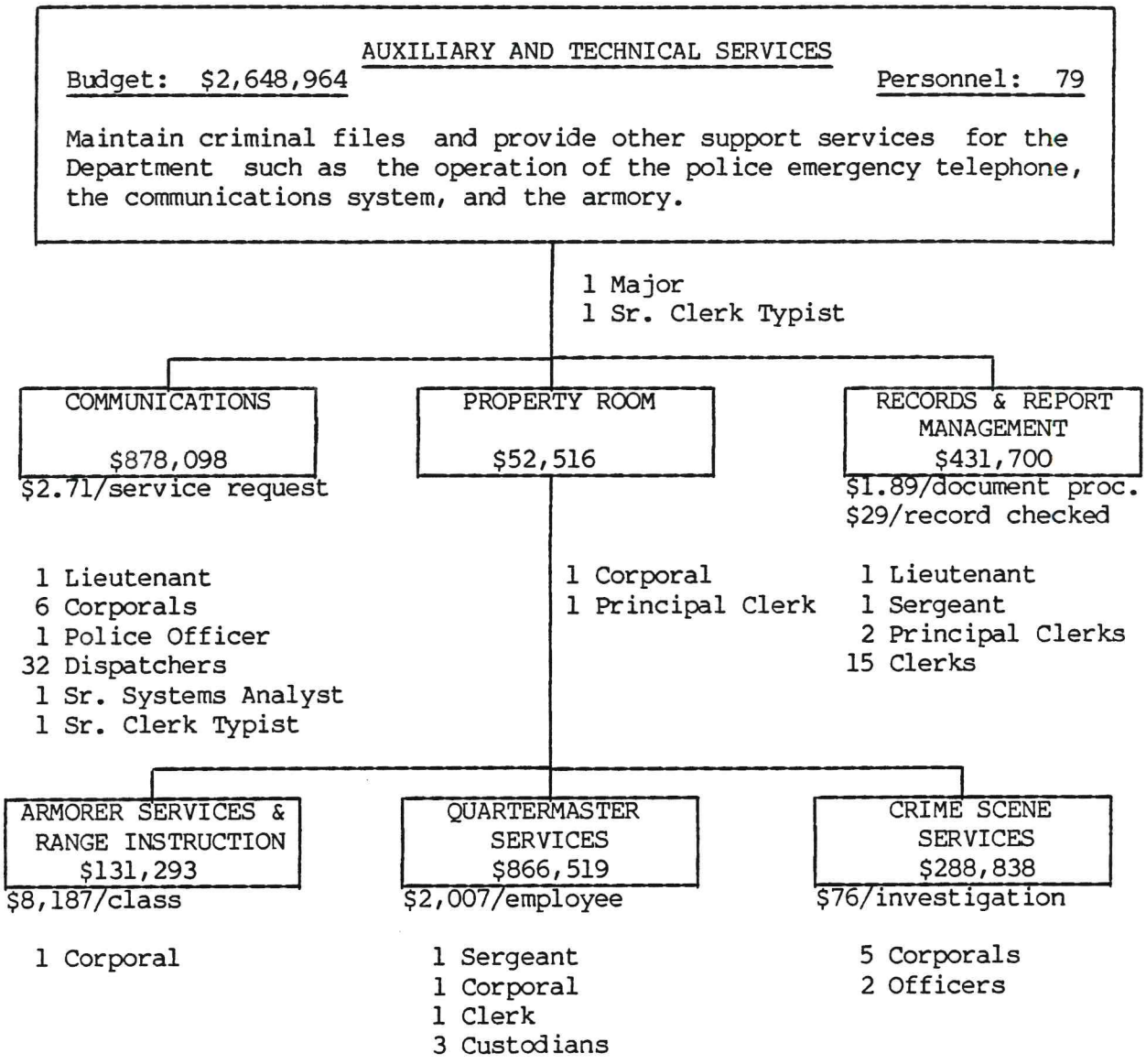
AUXILIARY AND TECHNICAL SERVICES

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 1,378,655	$ 1,600,462	$ 1,736,067
CONTRACTUAL SERVICES	$ 316,996	$ 339,979	$ 345,492
COMMODITIES	$ 258,477	$ 274,346	$ 293,179
REVOLVING FUNDS	$ 89,410	$ 103,683	$ 102,922
CAPITAL OUTLAY	$ 240,661	$ 386,541	$ 155,301
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 11,869	$ 22,130	$ 16,003
TOTAL	$ 2,296,068	$ 2,727,141	$ 2,648,964

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
CUSTODIAN	3.00	3.00	42	$ 32,513
CLERK	2.00	2.00	45	$ 23,416
CLERK TYPIST	5.00	5.00	46	$ 61,347
STOREKEEPER	1.00	1.00	47	$ 12,751
SENIOR CLERK	7.00	7.00	50	$ 94,720
SENIOR CLERK TYPIST	3.00	3.00	51	$ 42,208
POLICE DISPATCHER	28.00	28.00	55	$ 439,594
PRINCIPAL CLERK	3.00	3.00	55	$ 48,083
POLICE OFFICER	3.00	3.00	58	$ 55,165
SENIOR POLICE DISPATCHER	4.00	4.00	59	$ 74,126
POLICE CORPORAL	14.00	14.00	65	$ 337,078
POLICE SERGEANT	2.00	2.00	71	$ 54,995
POLICE LIEUTENANT	2.00	2.00	74	$ 62,888
SENIOR SYSTEMS ANALYST	1.00	1.00	81	$ 33,016
POLICE MAJOR	1.00	1.00	89	$ 41,122
TOTAL	79.00	79.00		



Total Vehicles: 7

AUXILIARY & TECHNICAL SERVICES

WORK PROGRAMS

WP 2641-1: Provide report management

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	122,400	126,000	128,000	$242
			Reports Processed (CRN's)*			Unit: $1.89 /document

WP 2641-2: Provide communications services, including teletype, GCIC, NCIC, and desk requests

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	185,850	185,565	300,000	310,000	320,000	$878
			Requests for Service			Unit: $2.74 /request

WP 2641-3: Provide records checks

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	9,500	10,581	11,779	5,058	6,600	$190
			Records Checked**			Unit: $29 /record

WP 2641-4: Provide armorer services, range instruction and weapons qualifying classes

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	14	18	12	16	16	$131
	Qualification and Recruit Classes Conducted					Unit: $8,187 /class
	na	na	290	320	320	
	Number of Officers Qualifying					

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* Definition of reports changed in 1987. Figures are actual case report numbers (CRN's) processed.

** The 1986 total number of records checked includes requests from criminal justice agencies, private agencies and teletyped requests. The 1987 and 1988 totals do not include teletyped requests.

AUXILIARY & TECHNICAL SERVICES

WORK PROGRAMS

WP 2641-5: Provide Quartermaster services for daily operations (uniforms, office supplies, janitorial services, and building maintenance)

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	359	381	405 Employees	432	432	$867 Unit: $2,007 /employee

WP 2641-6: Provide investigations of crime scenes

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	3,870	3,950	4,100 Crime Scenes Investigated	4,000	3,800*	$289 Unit: $76 /investig.

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* The reduction in crime should reduce the number of crime scenes investigated.

GOAL: TO RECEIVE AND RESPOND TO ALL EMERGENCY TELEPHONE COMPLAINTS.

OBJECTIVE 2641-A:
To process by telephone 15% of the annual requests for police service, thereby reducing dispatches to Patrol.

	1984	1985	1986	1987	1988
(A-1)	na	na	na	8,500	9,000
			Annual Requests		
(A-2)	na	na	120,000	121,000	125,000
			Number of Patrol Dispatches		
(A-3)	na	na	na	50,000	54,000
			Number of Dispatches handled by by "Call Expediter"		

STRATEGY:
1. Continue 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 perform the following:
      a. Use the automatic system to switch all requests for information to the proper agency or department;
      b. Switch non-emergency complaints to the call expediter; and
      c. Utilize the time saved by dispatchers to gather more information concerning serious calls.

GOAL: TO ENSURE THAT ALL POLICE OFFICERS OF THIS DEPARTMENT ARE TRAINED IN THE COMPETENT USE OF FIREARMS.

OBJECTIVE 2641-B:
To ensure that all certified officers are able to qualify during department firearms training with their issued service revolver.

	1984	1985	1986	1987	1988
(B-1)	na	na	77%	100%	100%
			Sworn Officers Qualifying		

STRATEGY:
1. Identify the certified officers who score below 80%, 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.

AUXILIARY & TECHNICAL SERVICES

OBJECTIVE 2641-C:
To ensure that all members of the Barricaded Gunman Neutralization Team are trained in the use and effectiveness of the special weapons in inventory.

	1984	1985	1986	1987	1988
(C-1)	na	0	0	0	0
		Team Members Untrained			

STRATEGY:
1. Regular training is and will be conducted in the field on the use of the various specialized weapons.
2. Mock operational situations are created as close to real situations as can safely be executed.
3. Training sessions will be critiqued and evaluated as to the training value.

GOAL: TO SOLVE AS MANY CRIMES AS POSSIBLE BY MATCHING LATENT FINGERPRINTS FROM CRIME SCENES WITH KNOWN FINGERPRINTS.

OBJECTIVE 2641-D:
To clear cases via matching latent fingerprints in 12% of cases where latent fingerprints are obtained.

	1984	1985	1986	1987	1988
(D-1)	na	124	140	130	144
		Number of Cases Cleared			
(D-2)	na	1,152	1,160	1,200	1,200
		Number of Cases Where Latent Fingerprints Are Obtained			
(D-3)	na	na	na	50%	50%
		Percentage of Usable Fingerprints Obtained in Crime Scene Investigations			
(D-4)	na	na	12%	12%	12%
		Percentage of Latent Print Matches			

STRATEGY:
1. Maintain an active role in the training of recruits at the Savannah Police Academy. Instruct the recruits in the types of physical evidence that may be present at the crime scene.
2. Instruct the recruits and the officers in the field on crime scene protection. This will reduce the likelihood of valuable evidence being contaminated or destroyed during the initial stages of an investigation.
3. Maintain the training of identification officers in basic and advanced schools.
4. Continue to develop computer aided fingerprint matching techniques.

AUXILIARY & TECHNICAL SERVICES

GOAL: TO PROCESS ALL POLICE REPORTS, AND RECEIVE AND RESPOND TO ALL REQUESTS FOR RECORD CHECKS.

OBJECTIVE 2641-E:
To process all police reports, including entering data into data base, by the seventh calendar day of the following month.

	1984	1985	1986	1987	1988
(E-1)	na	na	na	100%	100%

Percentage of Reports Processed by Seventh Day of Following Month

STRATEGY:
1. Maintain close contact with DPC in trying to hold computer downtime to a minimum. Maintain productivity standards for data entry clerks.

OBJECTIVE 2641-F:
To complete 90% of requests for record checks within 24 hours and 100% within 48 hours.

	1984	1985	1986	1987	1988
(F-1)	na	na	na	90%	90%

Percentage Requests Completed within 24 Hours

(F-2)	na	na	na	100%	100%

Percentage Requests Completed within 48 Hours

STRATEGY:
1. Ensure that clerks are knowledgeable of equipment and procedures and that they process requests in a timely and efficient manner.

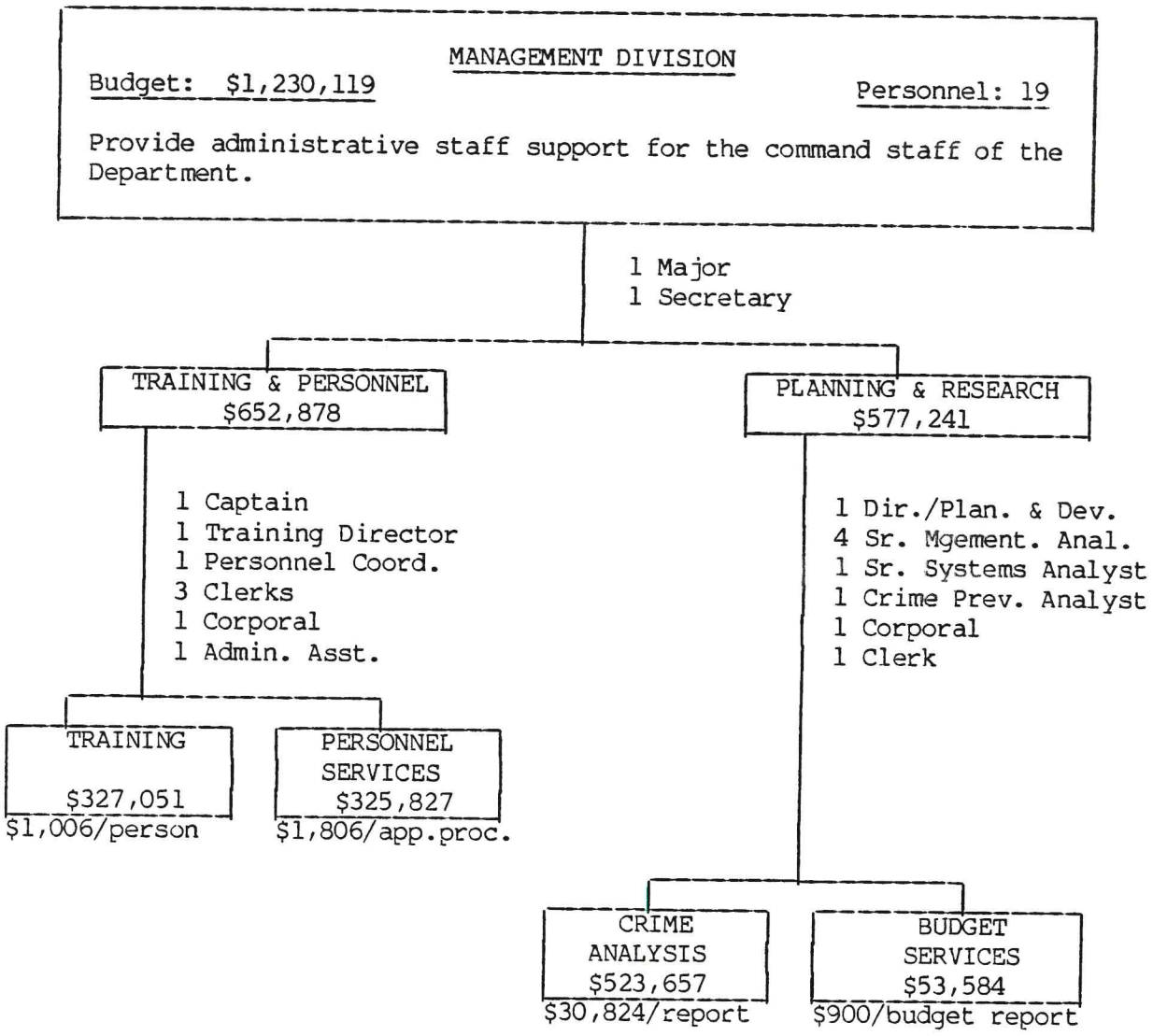
MANAGEMENT DIVISION

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 467,850	$ 501,361	$ 567,926
CONTRACTUAL SERVICES	$ 51,657	$ 42,806	$ 78,882
COMMODITIES	$ 3,216	$ 4,190	$ 10,195
REVOLVING FUNDS	$ 443,551	$ 481,946	$ 557,548
CAPITAL OUTLAY	$ 2,890	$ 3,476	$ 9,100
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 4,794	$ 16,847	$ 6,468
TOTAL	$ 973,958	$ 1,050,626	$ 1,230,119

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
CLERK TYPIST	1.00	2.00	46	$ 23,702
ACCOUNT CLERK	0.00	1.00	49	$ 12,751
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,389
SECRETARY	1.00	1.00	54	$ 14,761
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 17,087
POLICE CORPORAL	2.00	2.00	65	$ 48,144
POLICE CRIME PREV ANALYST	1.00	1.00	75	$ 25,869
PERSONNEL COORDINATOR	1.00	1.00	75	$ 25,869
SENIOR MANAGEMENT ANALYST	4.00	4.00	78	$ 115,048
POLICE CAPTAIN	1.00	1.00	81	$ 35,523
POLICE TRAINING DIRECTOR	1.00	1.00	81	$ 31,441
POLICE PLANNING DIRECTOR	1.00	1.00	81	$ 37,299
SENIOR SYSTEMS ANALYST	1.00	1.00	81	$ 32,220
POLICE MAJOR	1.00	1.00	89	$ 41,122
TOTAL	17.00	19.00		



Total Vehicles: 4

POLICE MANAGEMENT DIVISION

WORK PROGRAMS

WP 2643-1: Recruit, test and screen applicants and provide other personnel support services

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	400	257	229	150	180	$325
	Applicants Processed					Unit: $1,806 /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					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,100*	577*	319	325	325	$327
	SPD Personnel Receiving Training					Unit: 1,006 /person

WP 2643-3: Conduct in-depth crime analysis on selected offenses

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	17	17	17	17	17	$524**
	Number of Reports					Unit: $30,824 /report

WP 2643-4: Provide budget services to Department and liaison with Purchasing and other departments as required

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	36	45	17	40	60	$54
	Budget Reports					Unit: $900 /report

* Represents multiple training programs attended by 250 and 300 SPD personnel.

** This figure includes all DPC charges to SPD.

POLICE MANAGEMENT DIVISION

GOAL: TO ENSURE 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.

	1984	1985	1986	1987	1988
(A-1)	na	na	100%	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 maintain the number of minority and female candidates applying for sworn positions at current levels.

	1984	1985	1986	1987	1988
(B-1)	380	89	282	296	296
	Number of Minority Applicants				
(B-2)	145	43	80	84	84
	Number of Female Applicants				
(B-3)	na	na	na	114	114
	Number of Minority Sworn Officers				
(B-4)	na	na	na	36	36
	Number of Female Sworn Officers				

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 ENSURE 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 41% the number of officers certified in CPR and by 24% the number of officers certified in first aid and ensure all officers receive firearms training 4 times each year.

	1984	1985	1986	1987	1988
(C-1)	na	7%	27%	34%	75%
	Percentage of Officers Certified in CPR				
(C-2)	na	27%	29%	51%	75%
	Percentage of Officers Certified in First Aid				
(C-3)	na	na	na	100%	100%
	Percentage of Officers at Firing Range 4 Times/Year				
(C-4)	na	na	na	na	240
	Number of Officers Receiving 16 Hours Training in Defensive Tactics				
(C-5)	na	na	na	na	320
	Number of Officers Receiving Driver's Training				
(C-6)	na	na	na	na	320
	Number of Officers Receiving Victim Assistance Training				
(C-7)	na	na	na	na	246
	Number of Officers Receiving Specialized Training				
(C-8)	na	na	na	na	24
	Number of Officers Receiving Supervisory Training at ASC, Forsyth or FBI				
(C-9)	na	na	na	na	20
	Number of Officers Receiving Supervisory Training at SPD				

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.
3. Enter officer training information into computer data files by May 1.
4. Complete a Training Plan for 1988 by June 1 and for 1989 by August 1.



Recorder's Court

The 1988 budget for the Recorder's Court is $1,030,636, which provides for an $86,534 or 9% increase over 1987 Projected Expenditures. Major changes are outlined below.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 489,301	$ 521,895	$ 32,594	6.6
Contractuals	83,609	119,274	35,665	42.6
Commodities	11,997	9,644	-2,353	-19.6
Revolving Funds	356,739	365,927	9,188	2.6
Capital Outlay	800	12,500	11,700	-
Interfund Trans	1,656	1,396	-260	-15.7
Total	$ 944,102	$1,030,636	$ 86,534	9.2

PROGRAM COSTS

Personal Services: Major accounts in the Personal Services allocation are: Salaries and Wages, $422,186; Pension, $35,542; Social Security, $32,088; and Group Medical Insurance, $21,193. Major changes are:

Salaries & Wages — **increase** $14,440 due to general wage increases, anniversary increases for eligible employees, and position vacancies during 1987.

Medical Insurance — **increases** $6,063 due to an increase in group medical claims.

Pension — **increases** $5,201 as recommended by the Pension Actuary.

Contractuals: Expenditures for Contractual Services total $119,274 in 1988. Major accounts in this area are: Rentals, $58,504; Professional Services Fees, $33,400; Printing, $7,210; Transportation, $6,240; and Photocopying, $4,632. Major changes are:

Rentals — **increase** $30,267 due to a rental increase by Chatham County from the present $3.83/sq. ft. to $7.95/sq. ft. in 1988.

Prof Svc Fees — **increase** $4,950 due to an increase in per diem for Pro Tem Judges from $100/day to $150/day.

Commodities: Expenditures in this area total $9,644 in 1988. Major accounts include Office Supplies, $2,275; Postage, $2,369; and Operating Supplies, $2,100. Total expenditures in this area are $2,353 less than expended in 1987, primarily because of a major reduction in the Small Fixed Asset account.

Revolving Fund: Expenditures in this area total $365,927, with the major account being Data Processing, $360,217.

Capital Outlays: Capital Outlays total $12,500 to purchase three modular office units for the Clerk's Court and Court Reporting Equipment for each courtroom including: two recorders and first-year maintenance.

Interfund Transfers: Contributions for vehicle purchase and vehicle replacement total $1,396 in 1988.

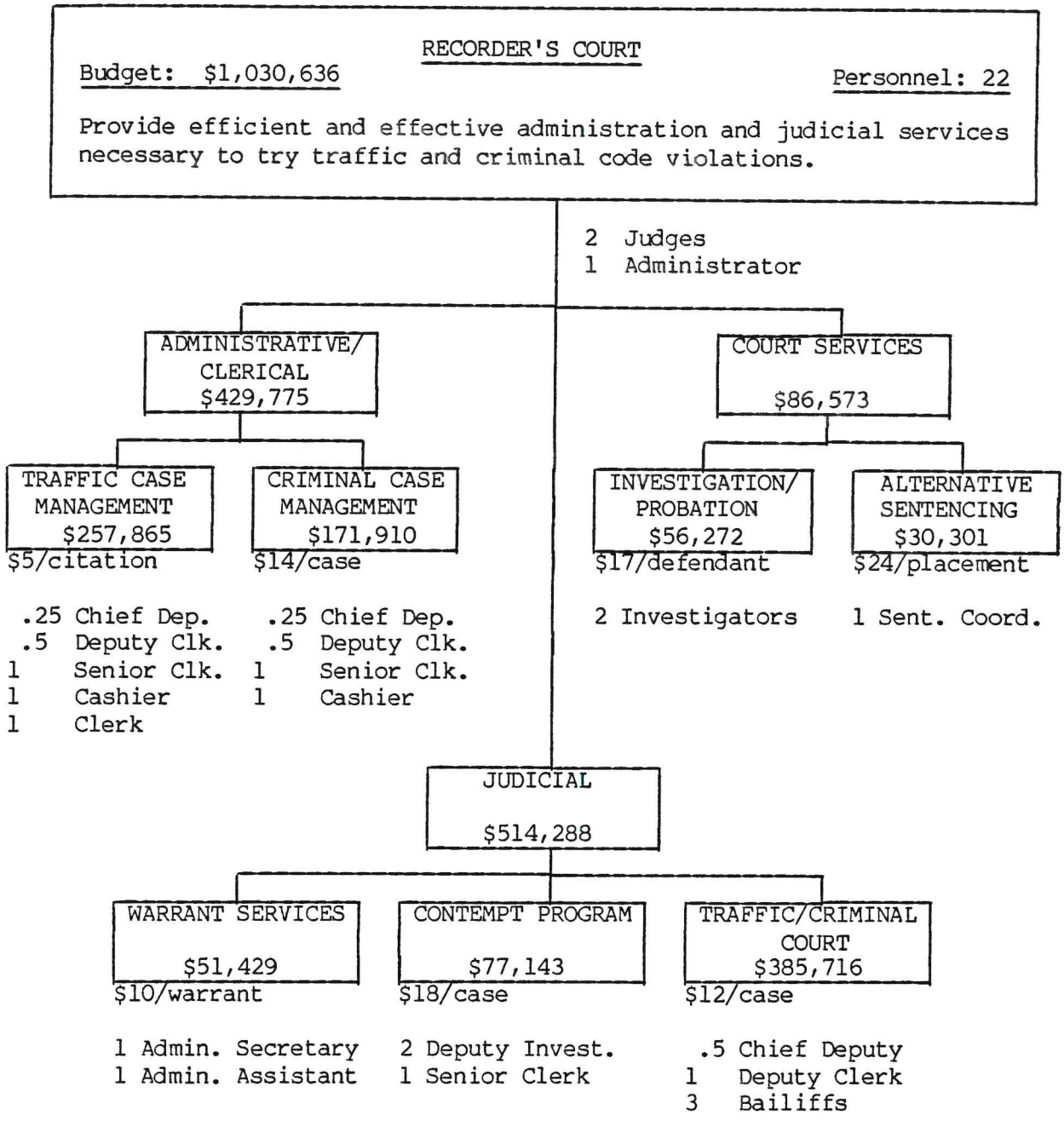
RECORDER'S COURT

PURPOSE: PROVIDE EFFICIENT AND EFFECTIVE ADMINISTRATION AND JUDICIAL SERVICES NECESSARY TO TRY CIVIL AND CRIMINAL CODE VIOLATIONS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 425,197	$ 489,301	$ 521,895
CONTRACTUAL SERVICES	$ 84,427	$ 83,609	$ 119,274
COMMODITIES	$ 9,340	$ 11,997	$ 9,644
REVOLVING FUNDS	$ 265,797	$ 356,739	$ 365,927
CAPITAL OUTLAY	$ 6,730	$ 800	$ 12,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 8,200	$ 1,656	$ 1,396
TOTAL	$ 799,691	$ 944,102	$ 1,030,636

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE #	1988 ALLOCATION
JUDGE - RECORDER'S COURT	2.00	2.00		$ 105,354
CLERK	1.00	1.00	45	$ 11,565
CASHIER	2.00	2.00	48	$ 24,888
SENIOR CLERK	3.00	3.00	50	$ 43,058
DEPUTY COURT CLERK	2.00	2.00	54	$ 31,034
BAILIFF	3.00	3.00	54	$ 45,401
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 15,498
ADMINISTRATIVE SECRETARY	1.00	1.00	57	$ 17,942
DEPUTY COURT INVESTIGATOR	2.00	2.00	60	$ 34,174
RECORDER'S COURT INVESTIGATOR	2.00	2.00	67	$ 43,733
SENTENCING COORDINATOR	1.00	1.00	67	$ 20,769
CHIEF DEPUTY CLERK	1.00	1.00	68	$ 20,769
COURT ADMINISTRATOR	1.00	1.00	84	$ 36,400
TOTAL	22.00	22.00		



TOTAL VEHICLES: 1

RECORDER'S COURT

WORK PROGRAMS

WP 2710-1: Provide warrants for the public and law enforcement agencies

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	8,200	9,214	10,073	10,500	5,000	$51
	Warrants Issued					Unit: $10/ warrant

WP 2710-2: Provide court sessions for accused

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	23,000	24,744	23,117	24,000	25,000	$386
	Traffic Cases Tried					Unit: $12/ case
2)	6,000	6,898	7,216	6,750	7,000	
	Criminal Cases Tried					

WP 2710-3: Process traffic cases

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	42,000	43,644	47,670	47,500	48,000	$258
	Number of Traffic Citations Written by All Police Agencies Serviced					Unit: $5/ citation

WP 2710-4: Process criminal cases

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	8,600	9,721	9,548	9,750	9,750	$135
	Number of Criminal Cases Made By All Police Agencies Serviced					Unit: $14/ case

WP 2710-5: Process City/County ordinance cases

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	N/A	N/A	N/A	2,000	2,500	$37
	Ordinance Cases Processed by Court					Unit: $15/ case

RECORDER'S COURT

WORK PROGRAMS

WP 2710-6: Conduct pre-sentencing investigations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	2,012	2,606	1,412	1,500	1,500	$26
	Pre sentencing Investigations					Unit: $17/ investig.

WP 2710-7: Administer alternate sentencing plans for 100% of the defendants referred by judges

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	100%	100%	100%	100%	100%	$30
	% of Referred Defendants with Plan					Unit:

WP 2710-8: Provide alternative sentencing placements and probation services to defendants

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	732	854	615	750	750	$30
	Community Service Placements					Unit: $24/ placement
2)	83	164	208	250	250	
	Pre-Trial Intervention Placements					
3)	na	na	14	400	250	
	Probation Services					

WP 2710-9: Process contempt cases and arrest warrants

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	3,000	3,000	$77
	Contempt Cases					Unit: $18/ case
2)	na	na	na	1,200	1,200	
	Arrest Warrants					
3)	na	na	na	$125,000	$125,000	
	Contempt Cases Revenue					

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.

	1984	1985	1986	1987	1988
(A-1)	100%	100%	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 twice daily.
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.

	1984	1985	1986	1987	1988
(B-1)	100%	100%	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 disposition.

RECORDER'S COURT

OBJECTIVE 2710-C:
To maintain an average time between arrest and disposition at 5.0 days.

	1984	1985	1986	1987	1988
(C-1)	5.0	5.0	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.

OBJECTIVE 2710-D:
To process felony commitments to Superior Court within 24 hours after case is bound over.

	1984	1985	1986	1987	1988
(D-1)	na	na	na	1	1

Average Days for Felony Commitments

STRATEGY:
1. Prepare commitments and transmit with warrants to District Attorney on day of commitment.

OBJECTIVE 2710-E:
To process misdemeanor commitments to State Court within 3 days after case is bound over.

	1984	1985	1986	1987	1988
(E-1)	na	na	na	3	3

Average days for Misdemeanor Commitments

STRATEGY:
1. Prepare commitments and transmit with warrants to District Attorney within 72 hours of commitment.

Fire Department

The Fire Department consists of two activities: 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 1988 Total Program Budget approved for the Fire Department is listed below. In comparison to the 1987 Projected Expenditures, the 1988 Fire Department Approved Budget increases $394,930 or 5% to $7,742,278. Major changes are explained below.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 5,500,704	$ 5,823,396	$ 322,692	5.9
Contractuals	1,213,254	1,314,649	101,395	8.4
Commodities	99,172	103,829	4,657	4.7
Revolving Funds	335,492	303,533	-31,959	-9.5
Capital Outlay	31,250	33,074	1,824	5.8
Interfund Trans	167,476	163,797	-3,679	-2.2
Total	$ 7,347,348	$ 7,742,278	$ 394,930	5.4

PROGRAM COSTS

Personal Services: Expenses associated with Personal Services in 1988 are $5,823,396, an increase of $322,692 or 6%. Salaries and Wages cost $4,815,202. Other allocations are as follows: Pension, $405,106; Medical Insurance, $203,258; Social Security, $152,599; Workers Compensation, $90,978, Longevity, $66,820; Overtime, $47,592; and Life Insurance, $31,390. The significant changes are:

Salaries & Wages — **increase** $189,197 due to a general wage increase as well as anniversary and modular increases for eligible employees.

Pension — **increases** $59,547 as recommended by the Pension Actuary.

Medical Insurance — **increases** $44,397 due to an increase in group medical claims.

Contractuals: Southside Fire Services represents $1,083,660 of the total $1,314,649 budget in this area. Lesser expenses include the following: Communications, $77,282; Electricity, $40,001; Insurance, $33,523; Other Contractual Services, $28,628; and Equipment Maintenance at $12,442. Major changes are delineated on the next page.

Southside Contr **increases** $84,893 as a result of a projected increase in the cost of the contract for Southside Fire service.

Equipment Maint. **increases** $7,324 due to maintenance requirements for the computer-aided dispatch system.

Commodities: This category is budgeted at $103,829, $4,657 or 5% above projected expenditures in this area for 1987. Major items are: Clothing and Personal Supplies, $47,431; Operating Supplies, $24,086; Gasoline, $13,061; and Diesel Fuel, $11,676.

Revolving Fund: The allocations are: Garage Services, $233,337; Central Services, $54,718; and Data Processing, $15,478. Significant changes are:

Central Services **decreases** $34,169 reflecting a decrease in building maintenance cost.

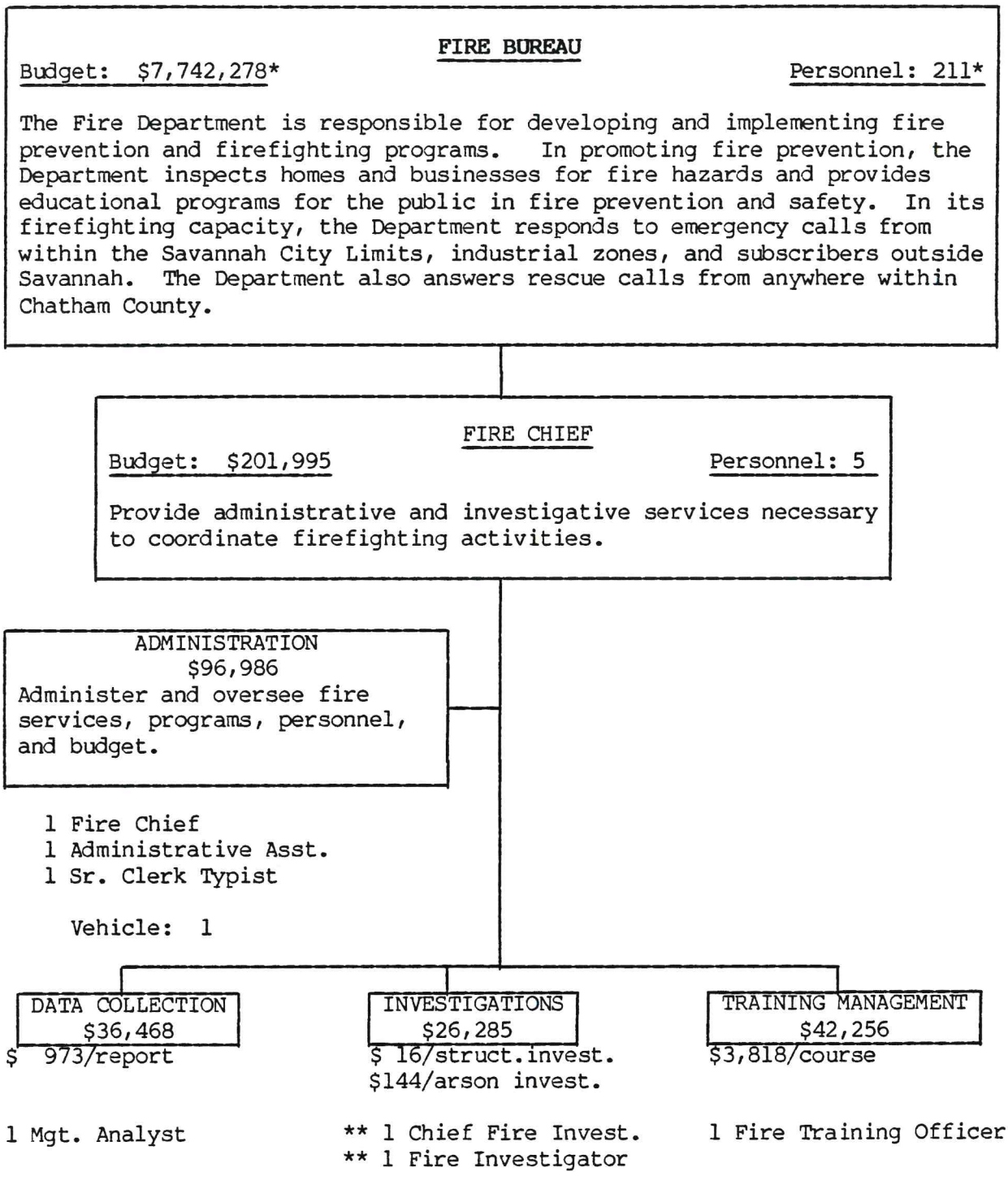
Capital Outlays: The total allotment in this category is $33,074. The specific items are:

New	
40 MSA Air Mask Conv. Kits	4,274
1 5KWH Diesel Generator	5,500
Total	$ 9,774
Replacement	
4,000ft. 2 1/2 in. Hose	$ 8,000
2,000ft. 1 1/2 in. Hose	3,000
5 Mobile Radios	9,000
2 Portable Radios	2,900
1 Lawn Mower	400
Total	$23,300

Interfund Transfers: Expenditures in this area total $163,797 and are contributions for Vehicle Replacement. The 2% decrease from 1987 Projected Expenditures results from a reduction in fleet additions in 1988.

ACTIVITY SUMMARY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Fire Chief	$ 205,811	$ 195,221	$ 201,995
Firefighting	6,799,488	7,152,127	7,540,283
Total	$ 7,005,299	$ 7,347,348	$ 7,742,278



*Remaining dollars and Personnel are contained in the Firefighting Activity.
**Positions assigned to Police Investigations

FIRE CHIEF

PURPOSE: PROVIDE ADMINISTRATIVE AND INVESTIGATIVE SERVICES NECESSARY TO COORDINATE FIREFIGHTING ACTIVITIES.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 173,362	$ 152,201	$ 160,352
CONTRACTUAL SERVICES	$ 17,536	$ 26,844	$ 24,849
COMMODITIES	$ 1,677	$ 4,808	$ 5,049
REVOLVING FUNDS	$ 8,959	$ 8,917	$ 9,586
CAPITAL OUTLAY	$ 2,100	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 2,177	$ 2,451	$ 2,159
TOTAL	$ 205,811	$ 195,221	$ 201,995

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,389
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 17,087
MANAGEMENT ANALYST	1.00	1.00	75	$ 25,246
FIRE TRAINING OFFICER	1.00	1.00	78	$ 29,947
FIRE CHIEF	1.00	1.00	96	$ 45,337
TOTAL	5.00	5.00		

FIRE CHIEF

WORK PROGRAMS

WP 2810-1: Administer and oversee fire services, programs, personnel, and budget. Collect and manage data and data systems and prepare special reports and budget.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	12	12	12	12	12	$36
	Monthly Activity Reports					Unit: $973 /report
2)	12	12	12	12	12	
	Monthly Leave Reports					
3)	1	1	1	1	1	
	Annual Report					
4)	12	12	12	12	12	
	Incidental Reports					
5)	1	1	1	1	1	
	Budget					

WP 2810-2: Manage and oversee training program

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	11	12	12	11	11	$42
	Courses of Instruction in Fire Science					Unit: $3,818 /course

WP 2810-3: Conduct fire investigations to determine the causes of structural and vehicle fires

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	528	575	521	525	499	$13
	Structural Fire Investigations					Unit: $16
2)	299	325	296	296	310	
	Vehicle Fire Investigations					

WP 2810-4: Investigate arson cases*

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	78	71	84	95	90	$13
	Arson Investigations					Unit: $144 /investig.

* Arson investigation includes collecting and analyzing evidence, investigating leads as to possible suspects, arrest and prosecution when possible. Fire investigators work as part of the Police Criminal Investigation Division.

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.

	1984	1985	1986	1987	1988
(A-1)	100%	100%	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 8%.

	1984	1985	1986	1987	1988
(B-1)	5.1	7.1	8.29	7.6	7.0

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.

	1984	1985	1986	1987	1988
(C-1)	2	0	0	2	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 REQUIREMENTS FOR THE SAVANNAH FIRE DEPARTMENT.

OBJECTIVE 2810-D:
To ensure that all firefighting personnel receive training that exceeds State minimum standards of 120 hours of training annually.

	1984	1985	1986	1987	1988
(D-1)	100%	100%	100%	100%	100%

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%.

	1984	1985	1986	1987	1988
(E-1)	528	575	521	525	499

Structural Fires

STRATEGY:
1. Maintain a reporting system to identify all structural fires by incident number, location, and date.
2. Report and identify the type, cause of fire, property value, and fire loss on each incident, using standardized classifications.
3. Analyze data on fire causes and design fire prevention programs based on this data to reduce major fire causes.

OBJECTIVE 2810-F:
To investigate all fires of an incendiary nature and to prosecute those found responsible.

	1984	1985	1986	1987	1988
(F-1)	100%	100%	100%	100%	100%

Investigations

STRATEGY:
1. Take action to initiate investigations of all suspicious fires within 72 hours of occurrence and determine if they were incendiary.
2. Take tactical action on all incendiary fires and investigate all suspects.
3. Arrest and prosecute all cases where there is sufficient evidence.

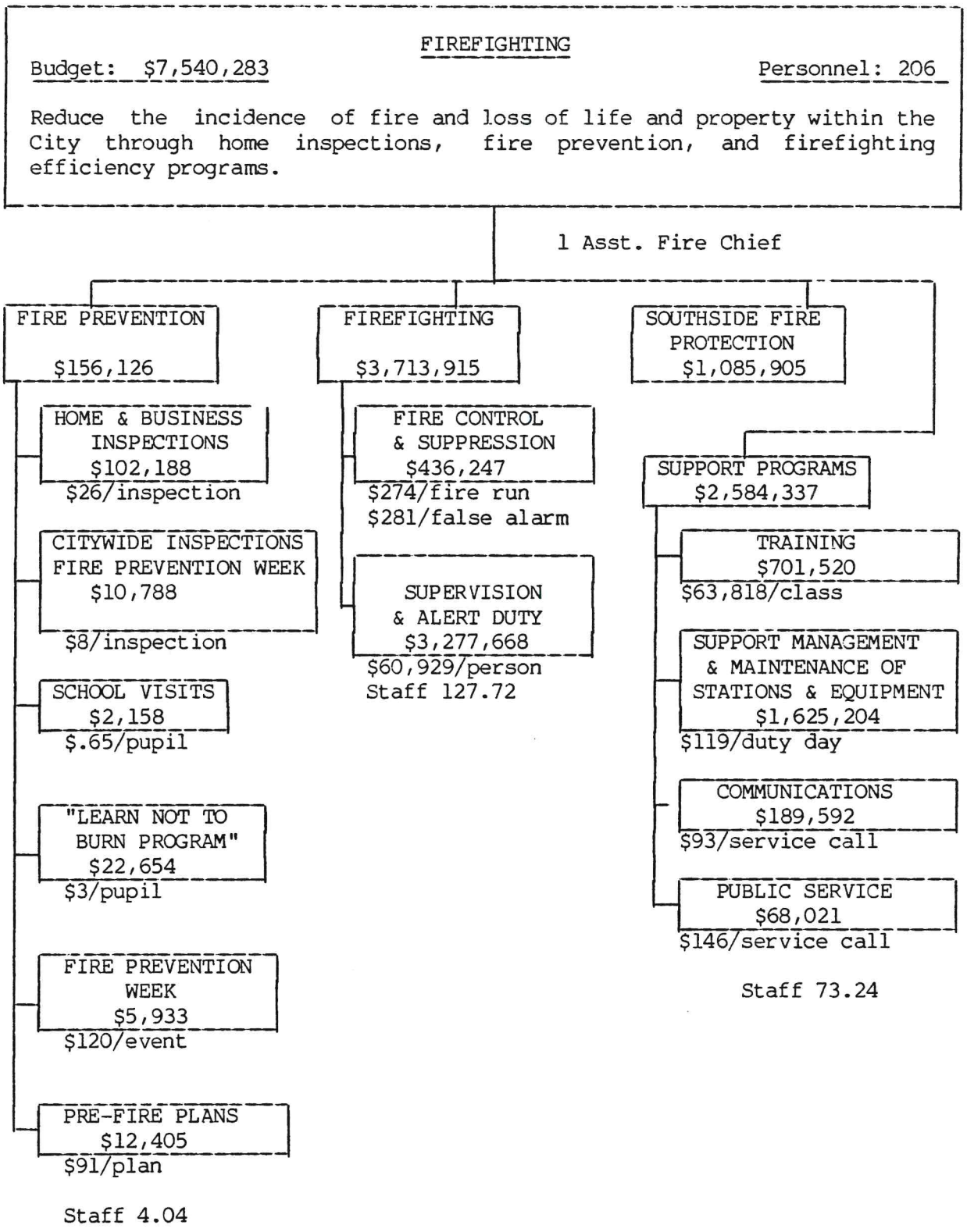
FIREFIGHTING

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 5,107,020	$ 5,348,503	$ 5,663,044
CONTRACTUAL SERVICES	$ 1,089,888	$ 1,186,410	$ 1,289,800
COMMODITIES	$ 76,909	$ 94,364	$ 98,780
REVOLVING FUNDS	$ 314,923	$ 326,575	$ 293,947
CAPITAL OUTLAY	$ 61,035	$ 31,250	$ 33,074
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 149,713	$ 165,025	$ 161,638
TOTAL	$ 6,799,488	$ 7,152,127	$ 7,540,283

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
FIRE DISPATCHER	5.00	5.00	55	$ 77,893
FIREFIGHTER TRAINEE	12.00	12.00	55	$ 190,572
FIREFIGHTER	31.00	31.00	55	$ 546,221
SR FIRE DISPATCHER	1.00	1.00	59	$ 17,509
MASTER FIREFIGHTER	108.00	108.00	63	$ 2,566,614
FIRE CAPTAIN	42.00	42.00	72	$ 1,188,420
FIRE BATTALION CHIEF	6.00	6.00	80	$ 195,766
ASSISTANT FIRE CHIEF	1.00	1.00	89	$ 40,131
TOTAL	206.00	206.00		



Total Vehicles: 32

FIREFIGHTING

WORK PROGRAMS

Support Programs

WP 2840-1: Participate in training

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	12	12	12 Classes	11	11	$702 Unit: $63,818 /class

WP 2840-2: Maintain stations, equipment, and support management

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	12,782	12,995	13,385 12-Hour Duty Days	13,250	13,632	$1,625 Unit: $119 /duty day

WP 2840-3: Provide communication services 24 hours/365 days

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,594	1,872	1,699 Fire and False Alarms	1,720	1,580	$190 Unit: $93 /call
2)	446	458	349 Rescue & Public Service	450	466	

WP 2840-4: Provide Public Service Response

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	415	416	296 Service Calls	400	416	$68 Unit: $146 /call
2)	31	42	53 Rescues	50	50	

FIREFIGHTING

WORK PROGRAMS

Firefighting

WP 2840-5: Fire Control and Suppression

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,126	1,331	1,152 Calls	1,166	1,081	$296 Unit: $274 /fire run

WP 2840-6: Respond to False Alarms

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	468	541	547 Calls	554	499	$140 Unit: $281 /false alarm

WP 2840-7: Stand-by on Alert Duty

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	56.8	55.5	54.1 Average Daily 24 Hours Strength	56.5	53.8	$3,278 Unit: $60,929 /person

WP 2840-8: Conduct home and business inspections

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	4,100	4,353	4,567 Inspections	4,000	4,000	$102 Unit: $26 /inspec.

FIREFIGHTING

WORK PROGRAMS

Southside Fire Protection

WP 2840-9: Southside Contract

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	232	344	300	300	300	$1,086
			Fire Calls			Unit: $2,011 /call
2)	194	142	112	120	120	
			False Alarms			
3)	111	131	85	120	120	
			Public Service Calls			
4)	537	617	497	540	540	
			TOTAL CALLS			

Fire Prevention

WP 2840-10: Fire Prevention Programs

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	2,373	1,760	1,621	1,300	1,300	$11
		Citywide Inspections During Fire Prevention Week				Unit: $8 /inspec.
2)	3,163	3,479	3,844	3,100	3,100	$2
		School Visits (Pupils)				Unit: $.65 /pupil
3)	8,211	10,268	10,502	8,100	8,100	$23
		"Learn Not To Burn" (Pupils)				Unit: $3 /pupil
4)	50	50	50	50	50	$6
		Fire Prevention Week (Events)				Unit: $120 /event
5)	138	137	132	132	132	$12
		Pre-fire Plans				Unit: $91 /plan

GOAL: TO MAKE ALL PLANNING UNITS WITHIN THE CITY EQUALLY SAFE FROM STRUCTURAL FIRE AND LOSS.

OBJECTIVE 2840-A:
To reduce structural fire rates by 5% (including Planning Units 1-23 only) in Planning Units which have rates above the City average.

(A-1)

Planning Unit	*Number of Structures	1984	1985	1986	1987	1988
1	655	6.1	12.2	15.3	10.7	10.2
2	2,331	13.3	14.6	14.6	13.7	12.9
3	1,468	9.5	8.2	9.5	14.3	13.6
4	749	2.7	10.7	4.0	5.3	5.3
5	2,622	10.3	14.5	12.6	11.8	10.7
6	1,779	8.4	9.0	16.9	15.7	14.9
7	1,518	7.2	6.6	7.9	9.2	9.2
8	460	0	0	0	4.3	4.3
9	1,401	5.0	4.3	2.1	5.7	5.7
10	1,094	3.7	8.2	8.2	6.4	6.4
11	1,701	4.1	2.9	2.4	2.4	2.4
12	1,897	7.9	6.9	9.5	8.4	8.4
13	4,970	3.4	3.6	4.4	4.2	4.2
14	867	1.2	6.9	6.9	4.6	4.6
15	2,029	3.9	7.9	3.4	7.9	7.9
16	2,337	8.1	7.3	3.0	3.0	3.0
17	1,700	10.6	14.7	11.8	11.2	10.5
18	2,914	8.9	10.3	9.3	8.9	8.6
19	5,854	17.8	21.0	16.4	15.2	14.5
20	3,375	9.2	11.9	12.1	11.3	10.7
21	2,222	14.0	20.7	17.6	16.2	15.3
22	272	3.7	3.7	18.4	18.4	17.5
23	1,074	8.4	6.5	6.5	14.9	14.0
Total	45,289					
City Average		9.2	10.8	9.9	10.0	9.5

Fires per 1000 Structures

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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* Number of structures is taken from the report on Responsive Public Services Programs of the City of Savannah published in 1986.

FIREFIGHTING

OBJECTIVE 2840-A-1:
To reduce structural fire rates by 5% in Southside Planning Units which exceed the average rate for the area.

Planning Unit	*Number of Structures	1984	1985	1986	1987	1988
24	1,529	11.1	11.8	8.5	9.2	8.7
25	2,129	4.2	5.2	4.7	4.7	4.7
26	4,487	6.0	6.7	7.1	6.7	6.4
27	3,726	4.3	7.0	4.6	4.8	4.8
28	550	7.3	3.6	3.6	3.6	3.6
Total	12,421					
Area Average		5.9	7.0	6.0	6.0	5.6

Fires per 1000 Structures

STRATEGY:
1. Identify areas within these Planning Units that exceed the target rate.
2. Institute a home inspection program in these Planning Units.
3. Increase public awareness by giving presentations and talks to organizations and church groups in these Planning Units.
4. Work through the Savannah Fire Department to report code violations and trash and debris problems to the proper City authorities.

OBJECTIVE 2840-B:
To reduce the total number of structural fires by major cause by 5%.

(B-1)

Structural Fire Causes	1984	1985	1986	1987	1988
Defective electrical wiring	42	54	63	60	57
Grease or food on stove	123	129	102	97	92
Careless smoking	72	67	36	34	32
Children with matches	21	27	26	25	24
Electrical appliances & motors	42	41	33	31	29
Total	300	318	260	247	234

Number of Fires

*Number of structures is taken from the report on Responsive Public Services Programs of the City of Savannah published in 1986.

FIREFIGHTING

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.

OBJECTIVE 2840-C:
To reduce the average loss per structural fire by 5%.

	1984	1985	1986	1987	1988
(C-1)	$7,836	$5,387	$4,356	$4,138	$3,928

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 personal 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 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".

FIREFIGHTING

STRATEGY 2840-C: (Continued)

3. Reduce the number of fires due to substandard building conditions 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, giving one copy to the occupant and sending one copy to the proper compliance department for correction.
   c. Having trained 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.
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.

GOAL: TO ELIMINATE FALSE ALARMS IN ALL NEIGHBORHOODS IN THE CITY.

OBJECTIVE 2840-D:

To reduce by 10% the number of locations from which multiple false alarms are received.

	1984	1985	1986	1987	1988
(D-1)	na	59	52	47	42

Multiple False Alarm Locations

STRATEGY:

1. Furnish each of the multiple false alarm locations complete information on their 1987 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.

FIREFIGHTING

STRATEGY 2840-D (Cont'd.)

2. Hold a meeting with the representatives of the locations that had 3 or more false alarms in 1987 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.

OBJECTIVE 2840-E:

To reduce by 5% the number of intentional false alarms.

	1984	1985	1986	1987	1988
(E-1)	71	98	77	73	69

Intentional False Alarms

STRATEGY:

1. Institute a procedure for having a file on each intentional false alarm, containing 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.



Leisure Services Bureau

The Leisure Services Bureau 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 1988 Budget for the General Fund activities is described below. At $4,377,036, total expenditures for 1988 exceed 1987 Projected Expenditures by 9%, or $342,773.

For 1988, additional programs will be included in the Leisure Services Approved Budget. A total of $63,000 is allocated for supervised activities and maintenance service for four Savannah Housing Authority playgrounds beginning in 1988. This new program provides for four additional part-time Recreation Leaders who will supervise year-round activities at the four playground sites. These playgrounds are located in areas with a high concentration of youth who are in need of supervised activities. The playground program also provides for an additional Maintenance Crafts Worker and pickup truck. Since the Housing Authority playgrounds and equipment are subject to extensive use, the Maintenance Crafts Worker is needed to keep the grounds and equipment in good repair. Another new program providing $28,198 in the 1988 Approved Budget is for a Grounds Maintenance Worker and a pickup truck to increase Leisure Services' ability to maintain the irrigation systems throughout the City. The construction and renovation of parks by the City and the construction of the Paulson Softball Complex has put a strain on the grounds maintenance staff. Since 1983, the number of irrigation systems within its recreation facilities has increased by 138%.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$2,500,545	$2,804,543	$303,998	12.2
Contractuals	794,464	846,425	51,961	6.5
Commodities	319,702	329,188	9,486	3.0
Revolving Fund	289,464	280,882	-8,582	-3.0
Capital Outlay	36,164	23,449	-12,715	-35.2
Interfund Trans	93,924	92,549	-1,375	-1.5
Total	$4,034,263	$4,377,036	$342,773	8.5

PROGRAM COSTS

Personal Services: Personal Services expenditures for 1988 are $2,804,543. Salaries and Wages cost $2,197,029. Major allocations are also provided for Pension, $180,182; Social Security, $167,729; and Group Medical Insurance, $145,458. The 1988 budget for this series increases $303,998 or 12% over 1987 Projected Expenditures. The significant changes are as follows:

Salaries & Wages	**increase** $191,556 as a result of a General wage increase and full year costs for additional playground leaders, maintenance workers, and Lincoln Street Center staff.
Medical Insurance	**increases** $35,767 due to an increase in group medical claims.
Pension	**increases** $31,648 as recommended by the Pension Actuary.
Social Security	**increases** $21,997 reflecting an increase in wages along with an increase in rate.
Unemployment Comp	**increases** $10,335 due to increased contributions to the reserve.
Overtime	**increases** $6,393 due to increased maintenance requirements at the Paulson Softball Complex.

Contractuals: Expenses for Contractual Services total $846,425 in 1988. The major allocation, $238,422, is for Other Contractual Service which is made up primarily of costs related to meals and transportation for participants in the Adult Day Care and the City Golden Age programs. Electricity is planned at $187,976 in 1988 with Neighborhood Programs and Building and Grounds being the primary users. Professional Service Fees are planned at $186,496 in 1988, the major components of which are $77,004 for Athletic officials, $39,152 for contract mowing, $39,000 for pool resurfacing, and $22,625 for Neighborhood Center instructors and officials. Rentals at $52,013 is made up primarily of $23,500 building rental for the Adult Day Care program, $5,200 for transportation and $5,400 for Cultural Arts Center rental for Neighborhood Programs, and $6,081 for maintenance equipment rental. The 1988 Contractuals budget represents a 7% or $51,961 increase over 1987 expenditures. Major changes are:

Professional Fees	**increase** $41,770 to resurface Daffin and Jenkins pools.
Building Repair	**increases** $6,798 for required building projects.
Electricity	**increases** $5,008 due to anticipated rate increases.
Insurance	**decreases** $7,767 due to improved loss experience.

Commodities: The 1988 Commodities budget is $329,188. The largest allocation within the Commodities category is $130,173 for Sports and Craft Supplies with $54,333 for Athletic equipment such as bats, baseballs, footballs, etc., $49,043 for Neighborhood Programs' games, crafts, sports equipment, etc., and $21,225 for game and craft supplies for City Golden Age programs.

Operating Supplies and Materials are budgeted at $68,213 for 1988 with $57,720 for maintenance and cleaning supplies. Construction Supplies and Materials are budgeted at $63,123 with $59,490 for such items as paint, masonry sand, pool supplies, etc. Chemicals are planned at $32,249 for 1988. With a $9,486 increase, this year's Commodities expenditures represent a 3% increase over 1987 Projected Expenditures.

Sports/Craft Supp **increase** $8,043 due to new programs planned for Housing Authority Playgrounds.

Small Fixed Asset **decrease** $8,926 due to purchases made in 1987 for Paulson Complex.

Revolving Fund: Revolving Fund chargebacks for 1988 are budgeted at $280,882. The greatest expense is for Central Services, which totals $142,560. Costs associated with Garage Services are $131,534 and comprise another large expenditure. This series decreases 3% or $8,582 from 1987 Projected Expenditures. Major changes include:

Central Services **decrease** $8,351 reflecting decreased number of building projects.

Capital Outlays: The total Capital Outlay budget for this bureau is $23,449. The following expenditures, all of which are replacement items except for those marked with an *, are approved for 1988:

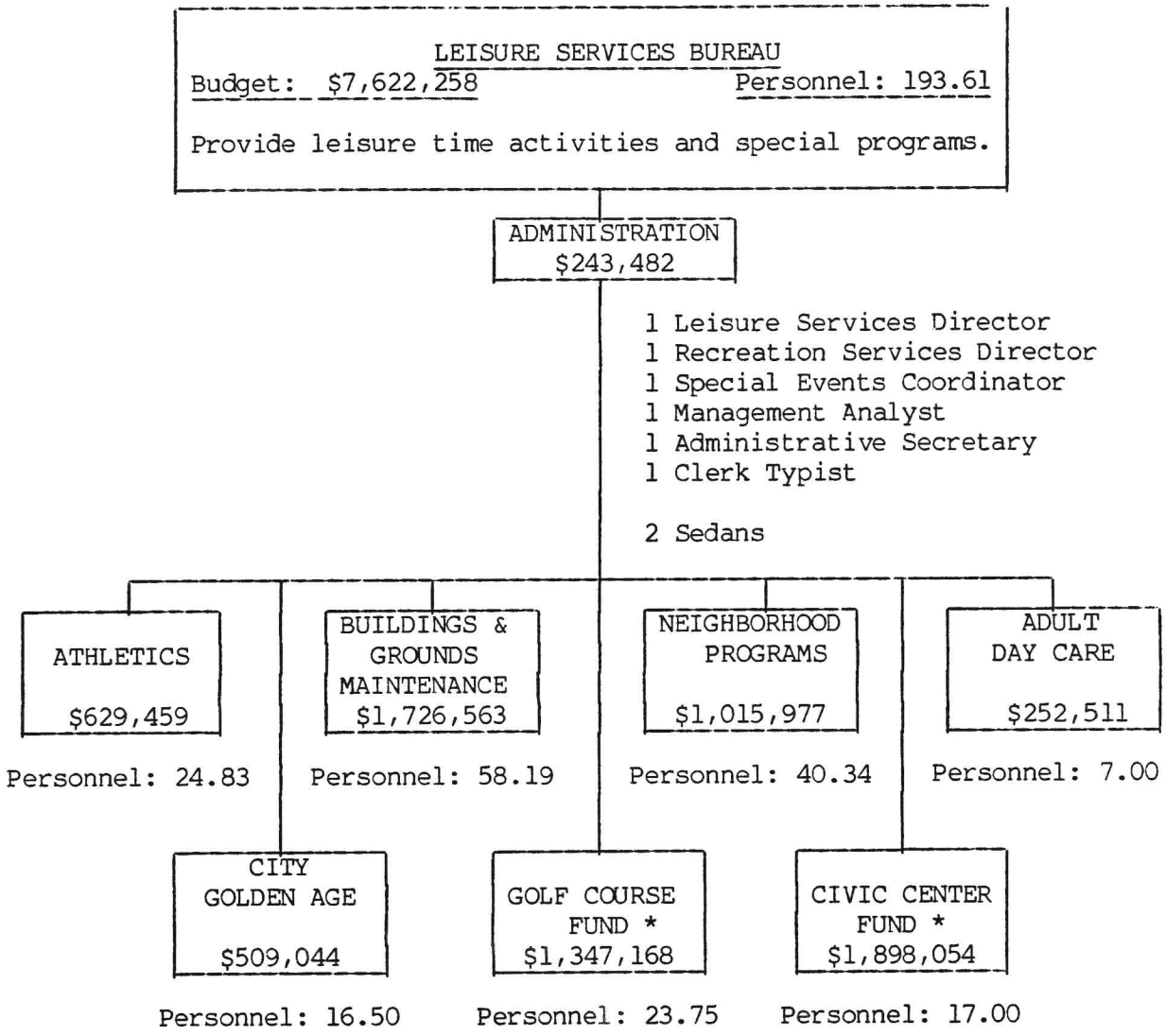
	Athletics	
40	Tennis windscreen sections	$ 2,000
1	Ice machine	3,500
	Neighborhood Programs	
*1	Piano (Lincoln Street Center)	1,500
*1	Pool table (Lincoln Street Center)	800
	City Golden Age	
*1	Upright Piano	1,500
	Buildings and Grounds	
2	Life Guard Stands	1,000
1	14' Duraflex Diving Board	913
2	16' Duraflex Diving Boards	1,928
4	2-cyl. Tank Scales	3,093
2	20" Floor Buffers	2,000
6	Air Conditioners	3,000
3	Gasoline Pool Vacuum Pumps	2,215
		$23,449

Interfund Transfers: Interfund Transfer charges of $92,549, which decrease 1.5%, are for Vehicle Purchase Contributions.

LEISURE SERVICES BUREAU

ACTIVITY SUMMARY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Leisure Svc. Director	$ 228,775	$ 225,700	$ 243,482
Athletics	575,182	593,072	629,459
Neighborhood Programs	823,418	915,306	1,015,977
Adult Day Care	221,913	241,930	252,511
City Golden Age	467,086	482,626	509,044
Bldgs. & Ground Maint.	1,322,191	1,575,629	1,726,563
Total	$ 3,638,565	$ 4,034,263	$ 4,377,036



* These are separate funds, and are not a part of the General Fund.

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 188,851	$ 190,040	$ 204,461
CONTRACTUAL SERVICES	$ 12,146	$ 14,336	$ 14,232
COMMODITIES	$ 5,957	$ 7,374	$ 7,473
REVOLVING FUNDS	$ 12,250	$ 12,332	$ 12,786
CAPITAL OUTLAY	$ 1,999	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 7,572	$ 1,618	$ 4,530
TOTAL	$ 228,775	$ 225,700	$ 243,482

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CLERK TYPIST	1.00	1.00	46	$ 12,751
ADMINISTRATIVE SECRETARY	1.00	1.00	57	$ 16,273
SPECIAL EVENTS COORD	1.00	1.00	71	$ 21,808
MANAGEMENT ANALYST	1.00	1.00	75	$ 25,869
RECREATION SERVICES DIRECTOR	1.00	1.00	89	$ 39,164
LEISURE SERVICES DIRECTOR	1.00	1.00	96	$ 51,219
TOTAL	6.00	6.00		

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 1988.

		1985	1986	1987	1988
(A-1)	Civic Center	66%	0%	100%	100%
(A-2)	Golf Course	60%	100%	100%	100%
(A-3)	Buildings & Grounds	92%	100%	100%	100%
(A-4)	Athletics	66%	0%	100%	100%
(A-5)	Neighborhood Programs	100%	0%	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 1988.

	1984	1985	1986	1987	1988
(B-1)	na	0	2	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 2% during 1988.

	1984	1985	1986	1987	1988
(C-1)	6.11	6.08	5.29	5.03	4.93

Average Sick Leave Per Employee

STRATEGY:
1. Identify and counsel sick leave abusers.

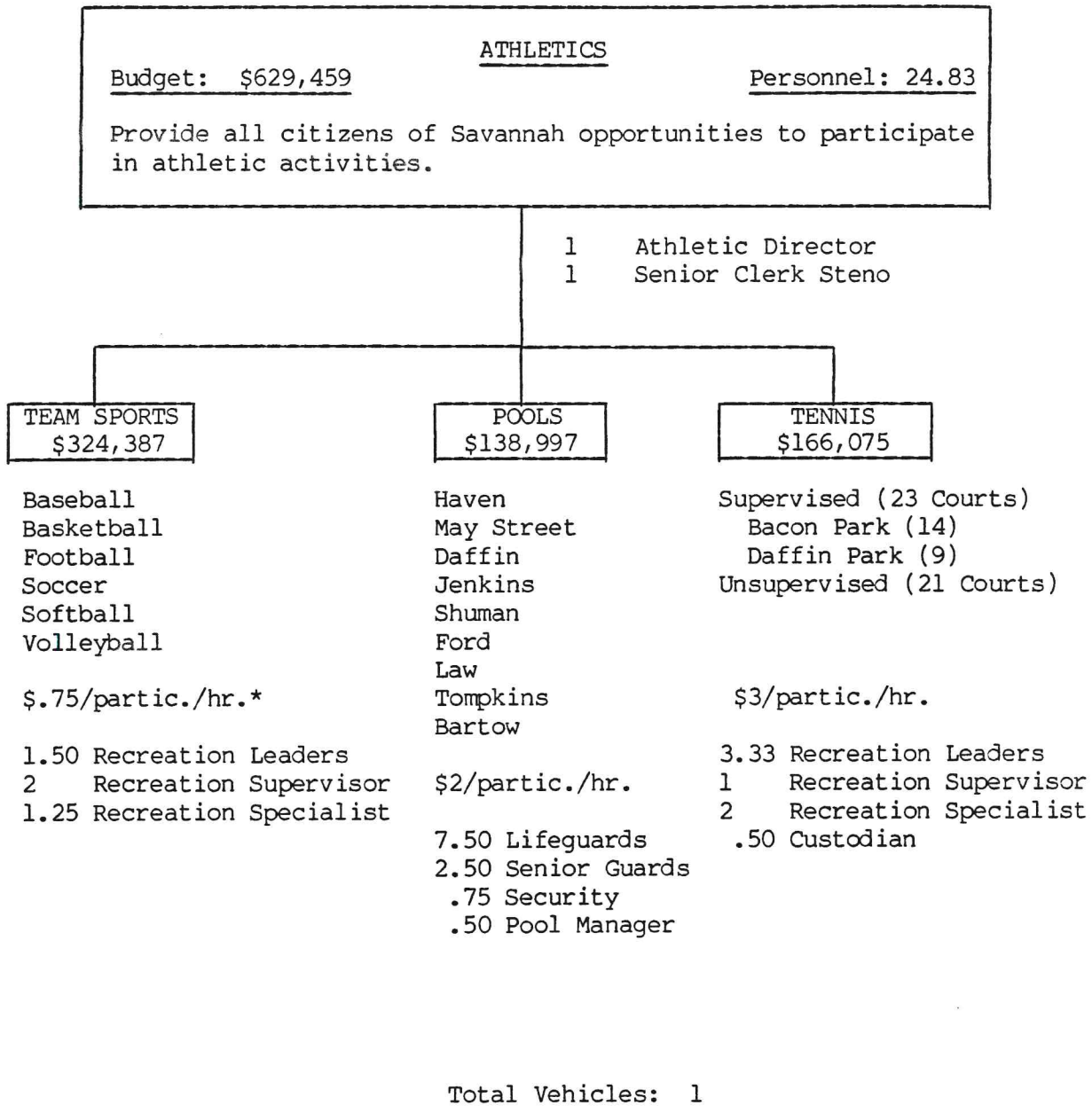
ATHLETICS

PURPOSE: PROVIDE OPPORTUNITIES TO BOTH YOUTH AND ADULTS IN THE COMMUNITY TO PARTICIPATE IN ORGANIZED TEAM SPORTS AND TENNIS PLAY.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 355,618	$ 388,448	$ 427,796
CONTRACTUAL SERVICES	$ 132,881	$ 124,070	$ 123,221
COMMODITIES	$ 62,634	$ 64,006	$ 62,318
REVOLVING FUNDS	$ 9,633	$ 8,854	$ 9,073
CAPITAL OUTLAY	$ 12,838	$ 4,400	$ 5,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,578	$ 3,294	$ 1,551
TOTAL	$ 575,182	$ 593,072	$ 629,459

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
LIFEGUARD	7.50	7.50	36	$ 69,630
SENIOR LIFEGUARD	2.50	2.50	40	$ 25,590
SECURITY GUARD	.75	.75	40	$ 7,677
CUSTODIAN	.50	.50	42	$ 5,375
SWIMMING POOL MANAGER	.50	.50	46	$ 5,999
RECREATION LEADER	4.83	4.83	48	$ 61,823
SECRETARY	1.00	1.00	54	$ 14,761
RECREATION SPECIALIST	3.25	3.25	57	$ 52,321
RECREATION SUPERVISOR	3.00	3.00	67	$ 61,331
ATHLETICS DIRECTOR	1.00	1.00	80	$ 33,016
TOTAL	24.83	24.83		



Total Vehicles: 1

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* This average is based on a total of 440,480 participant hours.

ATHLETICS

WORK PROGRAMS

WP 3022-1: Baseball

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	1,568	1,255	1,230	1,350	$77
		Registered Participants				Unit: $.70 /partic. hr.
2)	na	125,440	100,400	98,400	108,000	
		Participant Hours				

WP 3022-2: Softball

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	1,892	1,241	2,240	2,240	$85
		Registered Participants				Unit: $.60 /partic. hr.
2)	na	90,816	59,568	143,360	143,360	
		Participant Hours				

WP 3022-3: Football

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	1,018	1,250	960	1,050	$41
		Registered Participants				Unit: $.40 /partic. hr.
2)	na	98,688	120,000	92,160	100,800	
		Participant Hours				

WP 3022-4: Soccer

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	760	670	833	900	$28
		Registered Participants				Unit: $.65 /partic. hr.
2)	na	35,520	32,160	39,984	43,200	
		Participant Hours				

ATHLETICS

WORK PROGRAMS

WP 3022-5: Basketball

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	732	657	780	804	$65
		Registered Participants				Unit: $2 /partic. hr.
2)	na	23,424	15,868	31,200	32,160	
		Participant Hours				

WP 3022-6: Volleyball

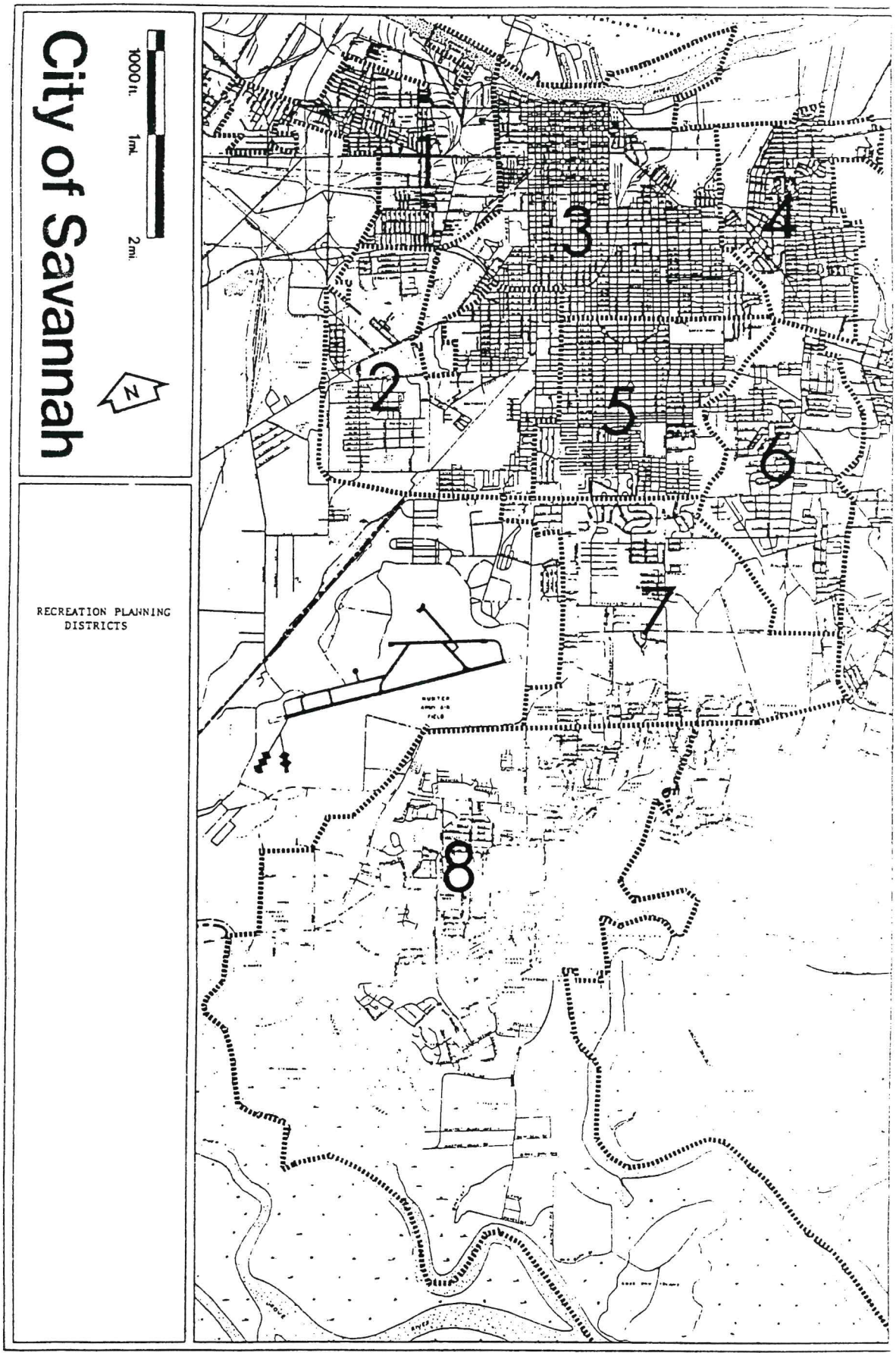
	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	130	192	168	180	$27
		Registered Participants				Unit: $2 /partic. hr.
2)	na	12,480	18,432	12,096	12,960	
		Participant Hours				

WP 3022-7: Tennis

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	34,100	34,100	34,227	34,287	$166
		Registered Participants				Unit: $3.20 /partic. hr.
2)	na	41,000	41,000	51,900	51,960	
		Participant Hours				

WP 3022-8: Pools

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	80,160	80,160	84,269	84,749	$139
		Registered Participants				Unit: $1.60 /partic. hr.
2)	na	83,112	83,112	86,968	87,449	
		Participant Hours				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RECREATION PLANNING DISTRICTS
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ATHLETICS

GOAL: TO PROVIDE ALL RESIDENTS OF SAVANNAH EQUAL OPPORTUNITIES TO PARTICIPATE IN ATHLETIC ACTIVITIES.

OBJECTIVE 3022-A:
To increase youth athletic program participation in 1988 from those recreation districts achieving less than average participation levels.

(A-1)

Rec.* Dist.	Total Youth	Participants 1987	Participants 1988	1986	1987	1988
1	4,709	257	270	5.1%	5.4%	5.7%
2	6,492	287	301	4.2%	4.4%	4.6%
3	14,371	491	515	3.0%	3.4%	3.5%
4	3,860	196	205	4.7%	5.0%	5.3%
5	2,632	169	169	6.2%	6.4%	6.4%
6	3,646	189	198	4.9%	5.1%	5.4%
7	2,287	254	254	10.9%	11.1%	11.1%
8	8,141	1,012	1,012	12.1%	12.4%	12.4%
	46,138	2,855	2,924	5.9%	6.1%	6.3%
					City Average	

STRATEGY:
1. Form new teams in Recreation Districts #1, 2, 3, 4, and 6.
2. Maintain same level of teams in Recreation Districts #5, 7, and 8.
3. Conduct coaching clinics for each sport.
4. Maintain participation records by Recreation District.

OBJECTIVE 3022-B:
To achieve a revenue to expenditures ratio of 28% in 1988 in the tennis program.

	1984	1985	1986	1987	1988
(B-1)	30%	26%	20%	27%	28%
			Ratio		

STRATEGY:
1. Organize an additional Men's/Women's Tennis League.
2. Organize an additional age group in the Youth Tennis Program.
3. Organize a new Senior's League in 1988.

* Participants' Home Residence

ATHLETICS

OBJECTIVE 3022-C:
To increase the average daily attendance in recreational swim sessions by 13% in 1988 at the pools not achieving the city average daily attendance of 112.

(C-1)

Pool	1984	1985	1986	1987	1988
Bartow	na	na	120	99	112
Daffin	na	na	171	118	118
Ford	na	na	102	98	111
Haven	na	na	82	72	81
Jenkins	na	na	117	129	129
May St.	na	na	99	108	122
Shuman	na	na	126	125	125
Tompkins	na	na	159	139	139
WW Law	na	na	88	99	112

STRATEGY:
1. Implement broader advertising of recreational swim opportunities.
2. Implement a daily attendance tracking system.
3. Provide special session opportunities for special groups, i.e., Senior Citizens, tots, and family events.

OBJECTIVE 3022-D:
To provide a minimum of 2 instructional swim sessions at all pools in 1988.

(D-1)

Pool	1984	1985	1986	1987	1988
Bartow	na	na	4	1	2
Daffin	na	na	0	0	2
Ford	na	na	1	9	8
Haven	na	na	0	0	2
Jenkins	na	na	6	9	9
May St.	na	na	3	0	2
Shuman	na	na	6	8	8
Tompkins	na	na	2	2	2
WW Law	na	na	10	3	3

STRATEGY:
1. Implement broader advertising of the types of instructional swim offered.
2. Offer evening lessons for adults.
3. Provide lessons on a group basis, i.e., Boy Scouts, Girl Scouts, etc.

ATHLETICS

OBJECTIVE 3022-E:
To achieve a revenue to expenditure ratio of 42% for adult team sports in 1988.

	1984	1985	1986	1987	1988
(E-1)	na	na	17%	20%	22%
			Basketball		
(E-2)	na	na	9%	17%	14%
			Soccer		
(E-3)	na	na	6%	10%	11%
			Volleyball		
(E-4)	na	na	27%	51%	52%
			Softball		
(E-5)	na	na	20%	41%	42%
			Total		

STRATEGY:
1. Implement a program cost tracking system.
2. Develop alternative revenue sources.
3. Analyze program revenue and costs and recommend fee increases as warranted.

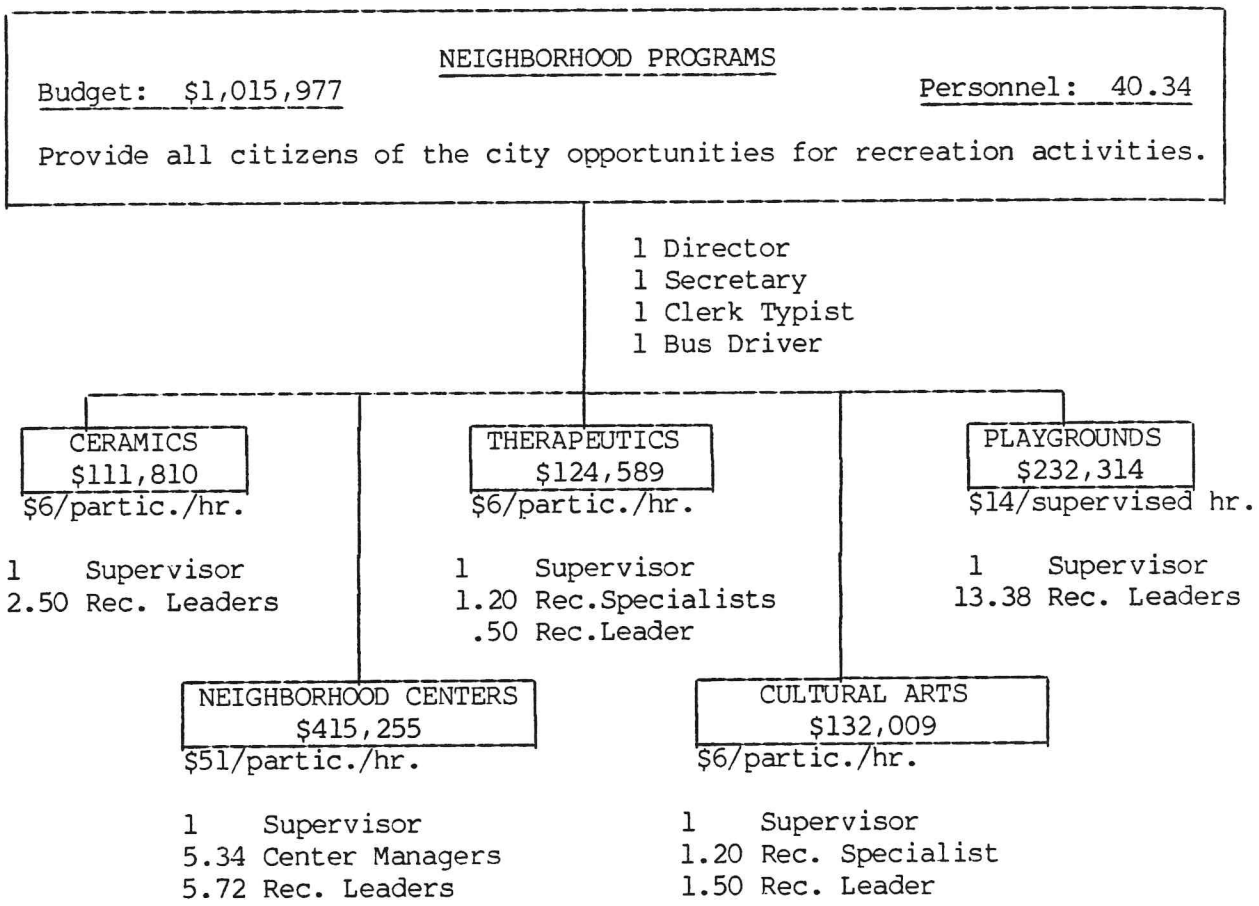
NEIGHBORHOOD PROGRAMS

PURPOSE: PROVIDE BOTH INDOOR AND OUTDOOR SOCIAL AND RECREATIONAL OPPORTUNITIES FOR ALL AGE GROUPS IN THE COMMUNITY.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 571,317	$ 627,990	$ 716,626
CONTRACTUAL SERVICES	$ 173,230	$ 191,331	$ 195,147
COMMODITIES	$ 41,932	$ 49,325	$ 56,750
REVOLVING FUNDS	$ 20,465	$ 27,869	$ 27,830
CAPITAL OUTLAY	$ 4,183	$ 1,519	$ 2,300
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 12,291	$ 17,272	$ 17,324
TOTAL	$ 823,418	$ 915,306	$ 1,015,977

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
CLERK TYPIST	1.00	1.00	46	$ 13,066
RECREATION LEADER	21.60	23.60	48	$ 300,104
LEISURE SERVICES BUS DRIVER	1.00	1.00	49	$ 13,066
RECREATION CENTER MANAGER	5.34	5.34	52	$ 74,284
SECRETARY	1.00	1.00	54	$ 15,125
RECREATION SPECIALIST	2.40	2.40	57	$ 37,196
RECREATION SUPERVISOR	5.00	5.00	67	$ 102,893
NBRHD PROGRAMS DIRECTOR	1.00	1.00	80	$ 33,016
TOTAL	38.34	40.34		



Total Vehicles: 6

NEIGHBORHOOD PROGRAMS

WORK PROGRAMS

WP 3024-1: Neighborhood Centers

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	4,215	5,212	5,733	7,351	$415
		Registered Participants				Unit: $42 /superv.hr
2)	na	7,240	7,252	7,977	9,938	
		Supervised Participant Hours				
3)	5	4	4	4	5	
		Number of Supervised Centers				

WP 3024-2: Playgrounds

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	10,099	8,624	9,486	10,935	$232
		Registered Participants				Unit: $13 /superv.hr
2)	na	15,896	13,202	14,522	18,123	
		Supervised Hours				
3)	23	27	27	28	32	
		Number of Supervised Playgrounds				

WP 3024-3: Ceramics

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	480	296	326	330	$112
		Registered Participants				Unit: $6 /partic.hr
2)	na	25,757	15,873	17,482	17,698	
		Participant Hours				

NEIGHBORHOOD PROGRAMS

WORK PROGRAMS

WP 3024-4: Therapeutics

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	314	390	429	450	$125
		Registered Participants				Unit: $6 /partic.hr
2)	na	38,509	17,595	19,355	19,935	
		Participant Hours				
3)	na	49	236	260	265	
		Physical Fitness Participants				
4)	na	196	169	186	190	
		Cultural Arts Participants				
5)	na	92	134	147	154	
		Other Programs Participants				
6)	na	79	289	318	325	
		Special Events Participants				

WP 3024-5: Cultural Arts

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	2,243	1,522	1,674	1,724	$132
		Registered Participants				Unit: $6 /partic.hr
2)	na	18,680	19,648	21,610	22,258	
		Participant Hours				
3)	na	440	844	928	948	
		Art Participants				
4)	na	62	71	78	80	
		Dance Participants				
5)	na	27	25	28	31	
		Music Participants				
6)	na	133	250	275	280	
		Drama Participants				
7)	na	1,581	4,170	4,587	4,607	
		Spectators				

NEIGHBORHOOD PROGRAMS

GOAL: TO PROVIDE ALL RESIDENTS OF SAVANNAH EQUAL OPPORTUNITIES TO PARTICIPATE IN RECREATION ACTIVITIES.

OBJECTIVE 3024-A:
To increase youth participation in organized programs in recreation districts achieving less than City average participation levels.

(A-1)

Rec.* Dist.	Total Youth	Participants 1987	Participants 1988	1986	1987	1988
**1	4,709	2,873	3,123	60.7%	61.0%	66.3%
2	6,492	3,150	3,150	48.1%	48.5%	48.5%
**3	14,371	4,319	6,644	29.7%	30.0%	46.2%
4	3,860	1,252	1,252	32.2%	32.4%	32.4%
5	2,632	681	720	25.6%	25.8%	27.3%
6	3,646	224	235	6.0%	6.1%	6.4%
7	2,287	588	622	25.6%	25.7%	27.1%
8	8,141	534	582	6.5%	6.5%	7.1%
	46,138	13,621	16,328	29.3%	29.5% City Average	35.4%

STRATEGY:
1. Survey and utilize the present facilities, i.e., playgrounds, recreational buildings, etc., in recreation districts 5, 6, 7, 8.
2. Expand supervision of playgrounds in recreation districts 5, 6, 7, 8 by rotating the staff to cover more areas.
3. Send Mobile Recreation Program into districts 5, 6, 7, 8 where facilities are unsupervised.
4. Seek volunteers in districts 5, 6, 7, 8 who will work with the staff in conducting activities.
5. Continue diversified and effective programs in Neighborhood Centers, Playgrounds, Ceramics, Cultural Arts and Therapeutics (including Lincoln Street Center).
6. Provide supervised recreational activities at Housing Authority playgrounds in Hitch Village, Fred Wessels Homes, Garden Homes, and Yamacraw Village.

A participant is a registered individual, active in an organized program such as ceramics, cultural arts, arts and crafts, summer camps, field trips and playground teams.

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* Home residence of participants
** The increase in participation is projected due to the opening of the Lincoln Street Center and new programs at Housing Authority playgrounds.

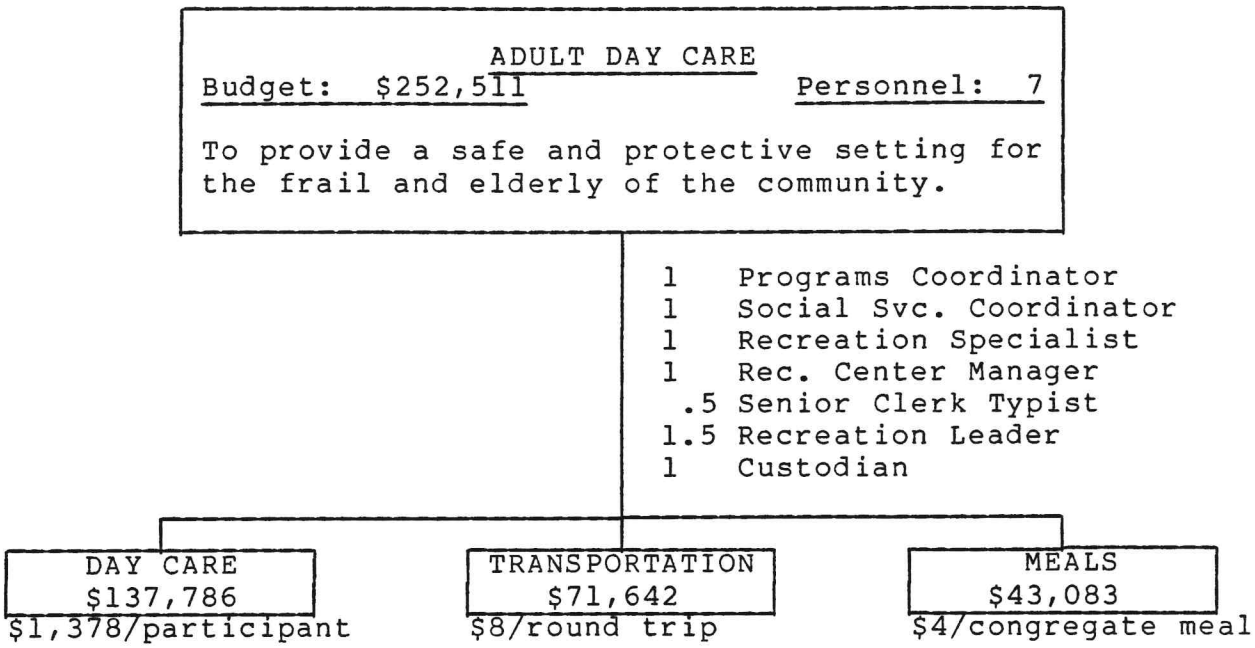
ADULT DAY CARE

PURPOSE: PROVIDE AN ALTERNATIVE TO INSTITUTIONAL CARE FOR NEEDY ELDERLY CITIZENS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 130,368	$ 133,399	$ 143,177
CONTRACTUAL SERVICES	$ 84,352	$ 97,519	$ 99,872
COMMODITIES	$ 4,932	$ 6,090	$ 6,247
REVOLVING FUNDS	$ 2,261	$ 3,722	$ 3,215
CAPITAL OUTLAY	$ 0	$ 1,200	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 221,913	$ 241,930	$ 252,511

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CUSTODIAN	1.00	1.00	42	$ 14,058
RECREATION LEADER	1.50	1.50	48	$ 18,977
SENIOR CLERK TYPIST	.50	.50	51	$ 7,029
RECREATION CENTER MANAGER	1.00	1.00	52	$ 16,273
RECREATION SPECIALIST	1.00	1.00	57	$ 16,675
SOCIAL SERVICES COORDINATOR	1.00	1.00	61	$ 17,087
SPECIAL EVENTS COORD	1.00	1.00	71	$ 23,464
TOTAL	7.00	7.00		



Grants are expected to provide $111,148 or 44% of the cost of this program.

ADULT DAY CARE

WORK PROGRAMS

WP 3029-1: Adult Day Care

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	83	92	97	100	$138
		Registered Participants				Unit: $1,378 /partic.
2)	na	65,778	52,968	55,616	61,800	
		Participant Hours				
3)	na	39	35	45	48	
		Average Daily Participants				
4)	na	38	34	42	45	$43
		Average Daily Congregate Meals				Unit: $4 /cong.meal
5)	na	30	28	35	37	$72
		Average Daily Transportation Round Trips				Unit: $8 /round trip

ADULT DAY CARE

GOAL: TO PROVIDE A SAFE AND PROTECTIVE SETTING FOR THE FRAIL AND ELDERLY EQUALLY THROUGHOUT THE COMMUNITY.

OBJECTIVE 3029-A:
To increase program participation in recreation districts achieving less than City average participation levels.

(A-1)

Rec.* Dist.	Eligible** Pop.	Participants 1987	Participants 1988	1986	1987	1988
1	548	17	17	3.1%	3.1%	3.1%
2	740	42	42	5.6%	5.6%	5.6%
3	1,591	28	28	1.7%	1.7%	1.7%
4	578	0	2	0%	0%	.3%
5	1,024	3	4	.3%	.3%	.4%
6	368	1	2	0%	.3%	.5%
7	401	1	2	0%	.2%	.5%
8	450	2	3	.4%	.4%	.7%
	5,700	94	100	1.6%	1.6% City Average	1.8%

STRATEGY:
1. Provide leisure activities daily.
2. Do annual program brochures and advertise more in newspapers.
3. Provide referrals for medical and social agencies.

* Home residence of participants.
** Eligibility for participation is based on income and physical condition.

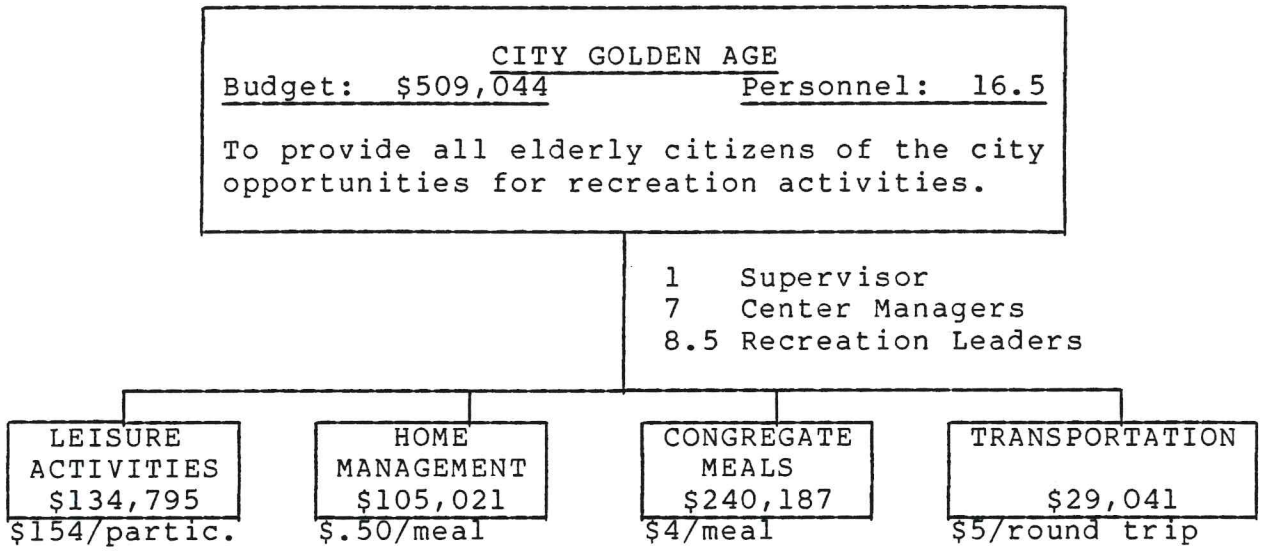
CITY GOLDEN AGE

PURPOSE: PROVIDE THE ELDERLY IN THE COMMUNITY WITH OPPORTUNITIES FOR SOCIAL AND RECREATIONAL ACTIVITIES IN SEVEN GOLDEN AGE CENTERS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 268,523	$ 274,962	$ 295,822
CONTRACTUAL SERVICES	$ 171,773	$ 180,704	$ 181,518
COMMODITIES	$ 21,093	$ 22,356	$ 22,981
REVOLVING FUNDS	$ 4,295	$ 3,904	$ 7,223
CAPITAL OUTLAY	$ 1,402	$ 700	$ 1,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 467,086	$ 482,626	$ 509,044

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
RECREATION LEADER	8.50	8.50	48	$ 110,809
RECREATION CENTER MANAGER	7.00	7.00	52	$ 101,798
RECREATION SUPERVISOR	1.00	1.00	67	$ 21,282
TOTAL	16.50	16.50		



Grants are expected to provide $147,677 or 29% of the cost of this program.

CITY GOLDEN AGE

WORK PROGRAMS

WP 3030-1: Golden Age

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	674	836	860	878	$509
		Registered Participants				Unit: $1.05 /partic.hr.
2)	na	368,345	597,413	479,880	485,534	
		Participant Hours				
3)	na	674	836	860	878	
		Leisure Activities Participants				
4)	na	64,044	64,343	62,000	62,000	
		Congregate Meals				
5)	na	3,600	5,663	6,232	6,232	
		Transportation Round Trips				

CITY GOLDEN AGE

GOAL: TO PROVIDE ALL ELDERLY CITIZENS OF THE CITY WITH EQUAL OPPORTUNITIES FOR RECREATION ACTIVITIES.

OBJECTIVE 3030-A:
To increase program participation in 1988 in recreation districts achieving less than City average participation levels.

(A-1)

Rec.* Dist.	Elderly Pop.	Participants 1987	Participants 1988	1986	1987	1988
1	2,192	91	91	4.0%	4.1%	4.1%
2	2,961	212	212	6.9%	7.1%	7.1%
3	6,363	216	226	3.2%	3.3%	3.5%
4	2,314	105	105	4.3%	4.5%	4.5%
5	4,096	115	121	2.7%	2.8%	2.9%
6	1,474	13	14	.8%	.8%	.9%
7	1,604	25	26	1.5%	1.5%	1.6%
8	1,799	83	83	4.5%	4.6%	4.6%
Total	22,803	860	878	3.6%	3.7%	3.8%
					City Average	

STRATEGY:
1. Implement outreach programs to serve districts 3, 5, 6, and 7.
2. Maintain service level in districts 1, 2, 4, and 8 by continuing to offer diversified and effective programming for senior citizens.
3. Survey present recreational facilities and elderly housing areas in districts 3, 5, 6, and 7.
4. Seek volunteers in districts 3, 5, 6, and 7.

* Home residence of participants

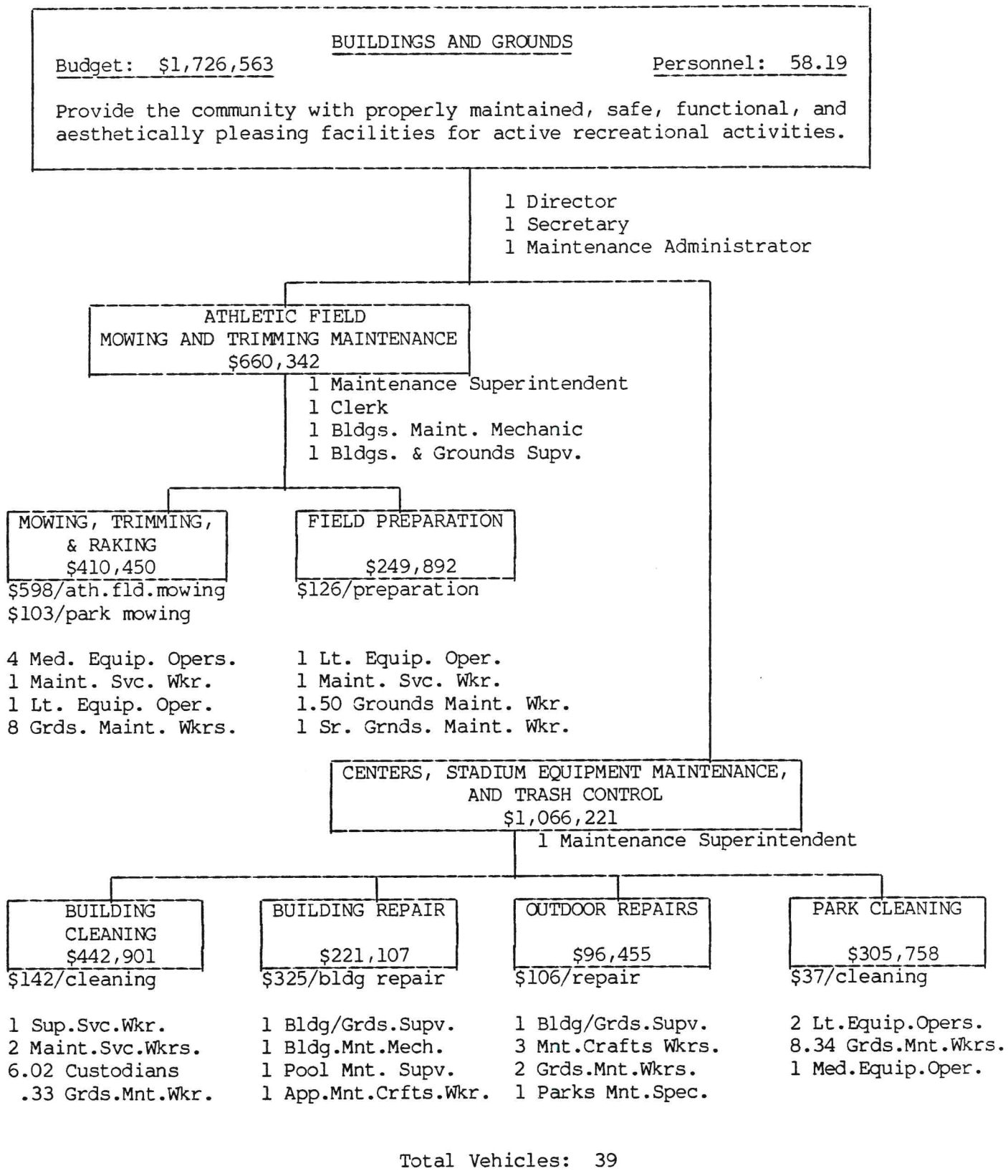
BUILDINGS & GROUNDS MAINT

PURPOSE: PROVIDE THE COMMUNITY WITH PROPERLY MAINTAINED SAFE, FUNCTIONAL AND AESTHETICALLY PLEASING FACILITIES FOR RECREATIONAL AND ATHLETIC ACTIVITIES.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 797,667	$ 885,706	$ 1,016,661
CONTRACTUAL SERVICES	$ 120,121	$ 186,504	$ 232,435
COMMODITIES	$ 121,191	$ 170,551	$ 173,419
REVOLVING FUNDS	$ 225,052	$ 232,783	$ 220,755
CAPITAL OUTLAY	$ 15,134	$ 28,345	$ 14,149
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 43,026	$ 71,740	$ 69,144
TOTAL	$ 1,322,191	$ 1,575,629	$ 1,726,563

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	1988	RANGE NUMBER	1988 ALLOCATION
CUSTODIAN	6.02	6.02	42	$ 65,524
GROUNDS MAINT WORKER	19.17	19.17	44	$ 219,486
MAINTENANCE SERVICE WORKER	4.00	5.00	44	$ 57,839
CLERK	1.00	1.00	45	$ 12,444
SR GROUNDS MAINT WORKER	1.00	1.00	46	$ 12,143
LIGHT EQUIPMENT OPERATOR	4.00	4.00	47	$ 52,737
MEDIUM EQUIPMENT OPERATOR	5.00	5.00	49	$ 65,330
APPR MAINT CRAFTS WORKER	1.00	1.00	50	$ 13,066
SUPV MAINTENANCE SERV WORKER	1.00	1.00	53	$ 16,273
MAINTENANCE CRAFTS WORKER	2.00	3.00	53	$ 43,944
SECRETARY	1.00	1.00	54	$ 14,761
BUILDING & GROUNDS SUPERVISOR	3.00	3.00	56	$ 51,551
BLDG MAINT MECHANIC	2.00	2.00	64	$ 43,824
PKS MAINT SUPERVISOR	1.00	1.00	64	$ 18,839
SWIMMING POOL MAINT SUPV	1.00	1.00	64	$ 18,839
BLDGS AND GRDS SUPERINTENDENT	2.00	2.00	67	$ 44,616
BLDGS AND GRDS MAINT ADMIN	1.00	1.00	79	$ 27,833
BLDGS & GROUNDS DIRECTOR	1.00	1.00	89	$ 40,131
TOTAL	56.19	58.19		



Total Vehicles: 39

BUILDINGS AND GROUNDS

WORK PROGRAMS

WP 3040-1: Building Maintenance

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	3,157	3,074	2,752 Cleanings	3,122	3,122	$443 Unit: $142 /cleaning
2)	611	584	636 Repairs	680	680	$221 Unit: $325 /repair

WP 3040-2: Park Maintenance

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	9,659	9,659	8,604 Cleanings	8,000	8,234	$306 Unit: $37 /cleaning
2)	408	408	124 Repairs	500	656	$73 Unit: $111 /repair
3)	978	931	777 Mowings	1,196	1,241	$123 Unit: $103 /mowing

WP 3040-3: Athletic Field Maintenance

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1	480	748	465 Mowings	480	480	$287 Unit: $598 /mowing
2)	1,925	2,280	1,457 Preparations	1,984	1,984	$250 Unit: $126 /prep
3)	203	203	62 Repairs	250	250	$23 Unit: $92 /repair

GOAL: TO SUPPORT LEISURE SERVICES ACTIVITIES BY MAINTAINING ALL FACILITIES IN THEIR ORIGINALLY DESIGNED AND CONSTRUCTED CONDITION.

OBJECTIVE 3040-A:
To maintain a conditions rating of "good", 90% of the time at all recreation facilities.

	1984	1985	1986	1987	1988
(A-1)	na	90%	90%	90%	90%
	% of Time Total Facilities are Rated Good or Better				
(A-2)	na	87%	87%	89%	93%
	% of Time Playgrounds, Parks, Athletic Facilities are Rated Good or Better				
(A-3)	na	85%	84%	82%	90%
	% of Time Buildings are Rated Good or Better				
(A-4)	na	97%	98%	98%	98%
	% of Time Pools are Rated Good or Better				

Ratings are based on regular inspections made of each facility.

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. Give special attention to 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.
13. Clean grounds and make needed equipment repairs at Housing Authority playgrounds in Hitch Village, Fred Wessels Homes, Garden Homes, and Yamacraw Village.

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* Definition of Standards
1 = excellent
2 = good
3 = fair
4 = poor

Number of Facilities
66 Playgrounds, parks, athletic fields
7 Golden Age Centers
5 Neighborhood Centers
10 Swimming Pools
2 Office Buildings

Management & Financial Services

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, Employee Development, Research and Budget, Personnel, Management and Auditing, Finance, Revenue, Water and Sewer Revenue, and Purchasing. This Bureau's Revolving Fund activities include Data Processing, Vehicle Maintenance, and Central Services. The 1988 Approved Budget for this bureau's General Fund activities is described below. At $3,816,480, total expenditures for 1988 represent a 7% or a $238,788 increase over 1987 Projected Expenditures.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 2,293,584	$ 2,577,657	$ 284,073	12.4
Contractuals	293,524	318,570	25,046	8.5
Commodities	149,428	166,677	17,249	11.5
Revolving Fund	786,847	690,074	-96,773	-12.3
Capital Outlay	28,016	39,928	11,912	42.5
Interfund Trans	26,293	23,574	-2,719	-10.3
Total	$ 3,577,692	$ 3,816,480	$ 238,788	6.7

PROGRAM COSTS

Personal Services: Expenses for Personal Services are $2,577,657 in 1988. Salaries and Wages cost $2,078,928. Major allocations are also provided for Pension, $172,925; Social Security, $154,608; and Group Medical Insurance, $96,331. The 1988 Personal Services budget represents a $284,073 or 12% increase from 1987 Projected Expenditures. The major changes are as follows:

Salaries & Wages	**increase** $189,637 due to a general wage increase, anniversary increases for eligible employees plus a full years cost of positions added in 1987.
Pension	**increases** $31,697 as recommended by the Pension Actuary.
Medical Insurance	**increases** $23,710 due to an increase in group medical claims.

Contractuals: The total cost for Contractual Services is $318,570. Professional Service Fees at $83,368 comprise the largest expenditure category. This allocation provides $64,264 for City audits, and $13,500 for training course offerings to City employees. Printing, at $57,736, reflects the costs associated with printing tax bills and notices, utility bills, annual financial reports, payroll checks, ledger sheets, and several versions of the annual budget. Other important Contractual Services are: Transportation, $35,554; Photocopying, $30,808; Rentals, $30,260; Equipment Maintenance, $14,496; Dues, Memberships and Subscriptions, $14,399, and Other Contractual Services, $11,254. With $25,046 more charged to this series, the 1988 budget reflects a 9% increase over 1987 projected expenditures. Significant changes are as follows:

Insurance	**decreases** $10,115 due to the lower cost of purchased insurance.
Rentals	**increase** $6,847 due to Employee Development's rental of office space.

Commodities: Expenses for Commodities total $166,677 in 1988. At $107,674, 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 Small Fixed Assets, $14,885; Office Supplies, $23,492, and Operating Supplies, $18,277 Commodities expenses increase $17,249 or 12% from 1987 projections. Major changes are as follows:

Postage	**increases** $9,353 due to expected postage rate increases.

Revolving Fund: Revolving Fund chargebacks are budgeted at $690,074 for 1988. The major expense in this series is Data Processing, $489,657. Central Services total $168,487 for such items as mail delivery, building maintenance, and telecommunications. Costs for garage services total $31,930. Revolving Fund chargebacks decrease $96,773 or 12% from 1987 Projected Expenditures. Major changes are as follows:

Central Services	**decreases** $64,131, due to 1) the updating of the basis used for determining custodial and messenger services chargebacks and 2) the lower telecommunications charges resulting from purchased telephone systems in the Revenue Department, the Water and Sewer Revenue Department and the Purchasing Department.
Data Processing	**decreases** $31,383 mainly due to a redistribution of Data Processing charges for the Finance Department and for the Revenue Department.

Capital Outlays: The total Capital Outlay budget for this bureau is $39,928. A list of the approved items follows:

Research and Budget	
2 Work stations	$ 5,000
Computer software	1,000
	$ 6,000
Personnel	
2 Typewriters*	$ 1,250
Finance	
1 Conference table (10' x 4')	$ 900
1 PC (with peripherals) & DSSP software*	2,800
	$ 3,700
Revenue	
1 Data Terminal	$ 2,400
1 Portable Radio	800
2 Typewriters @ $643 each*	1,286
1 Telephone Communications System:	
1 Key System	1,600
14 Telephone Sets	3,222
1 Station Card	385
Installation	600
	$10,293
Water & Sewer Revenue	
2 Portable Radios @ $800 each	$ 1,600
1 Typewriter	750
1 Radio Repeater with antenna and cable	3,900
2 Data Terminals	2,400
1 Telephone Communications System:	
1 Key System	1,600
15 Telephone Sets	3,450
1 Station Card	385
Installation	600
	$14,685
Purchasing	
1 Telephone System*	$ 4,000
Total Capital Outlays	$39,928

Interfund Transfers: Interfund Transfer charges are $23,574 for vehicle replacement.

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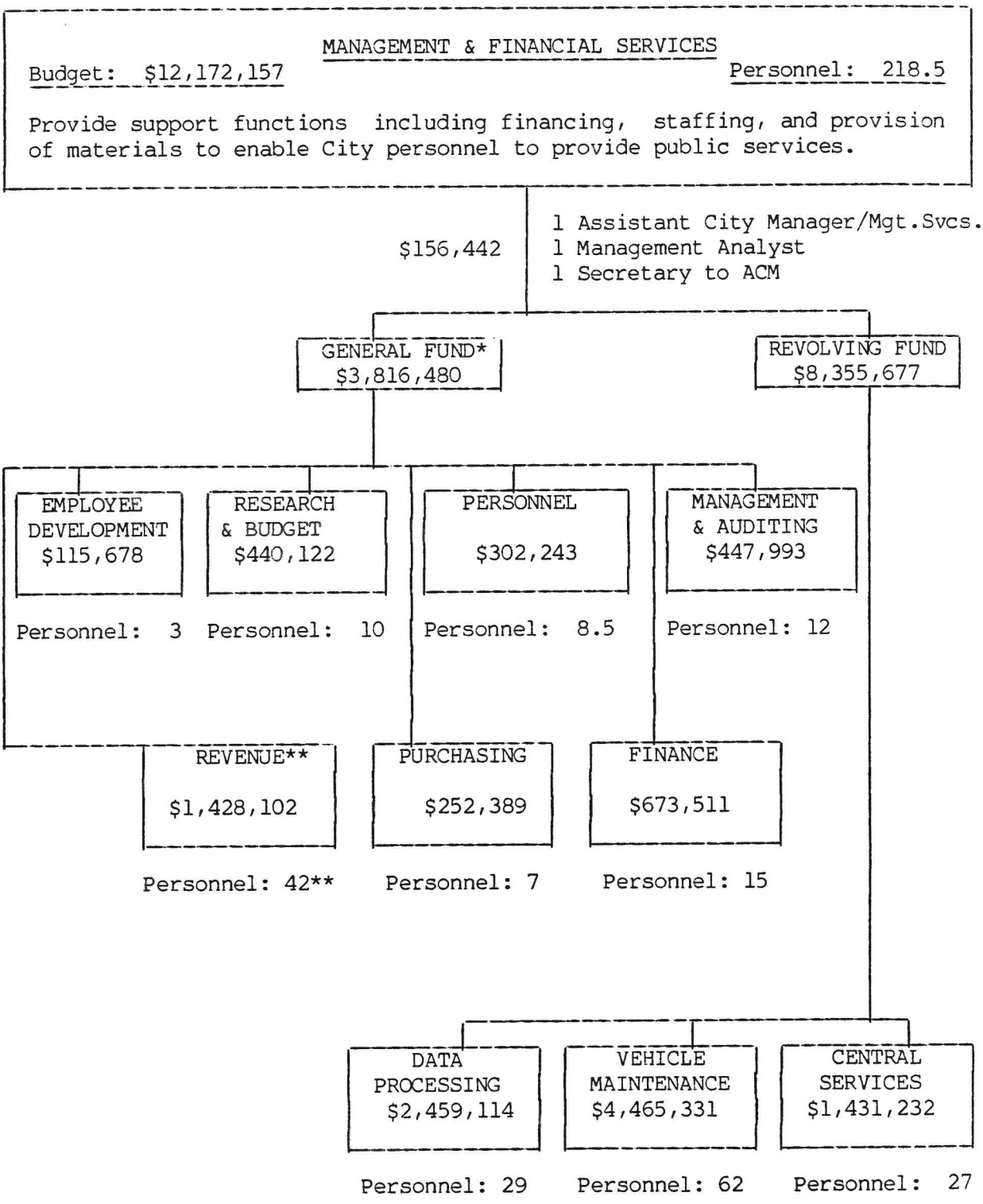
* Indicates a replacement item - all other items are new.

MANAGEMENT AND FINANCIAL SERVICES BUREAU

ACTIVITY SUMMARY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Asst.City Manager/ Management & Finance	$ 142,432	$ 148,196	$ 156,442
Employee Development	--	--	115,678
Research & Budget	318,541	384,764	440,122
Personnel	326,708	364,859	302,243
Mgt. & Auditing	405,747	409,478	447,993
Finance	589,243	654,969	673,511
Revenue	627,852	621,070	604,345
Parking Enforcement	455,189*	--	--
Water/Sewer Revenue	710,608	759,115	823,757
Purchasing	215,515	235,241	252,389
Total	$ 3,791,835	$ 3,577,692	$ 3,816,480

*Currently included in the Parking Fund.



* Includes $156,442 from Management & Financial Services Director's Office.
** Includes Water & Sewer Revenue

ASSISTANT CITY MANAGER/MANAGEMENT SERVICES

PURPOSE: COORDINATE ALL ACTIVITIES WITHIN THE BUREAU: EMPLOYEE DEVELOPMENT, RESEARCH AND BUDGET, PERSONNEL, MANAGEMENT AND AUDITING, REVENUE, FINANCE, WATER/SEWER REVENUE, AND PURCHASING.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 113,351	$ 118,641	$ 129,345
CONTRACTUAL SERVICES	$ 8,125	$ 10,015	$ 9,824
COMMODITIES	$ 2,158	$ 2,405	$ 1,653
REVOLVING FUNDS	$ 13,914	$ 15,385	$ 13,913
CAPITAL OUTLAY	$ 3,190	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,694	$ 1,750	$ 1,707
TOTAL	$ 142,432	$ 148,196	$ 156,442

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
SECRETARY TO ACM	1.00	1.00	61	$ 17,509
MANAGEMENT ANALYST	1.00	1.00	75	$ 24,044
ASSISTANT CITY MANAGER/MGT SVS	1.00	1.00	102	$ 63,793
TOTAL	3.00	3.00		

MANAGEMENT AND FINANCIAL SERVICES BUREAU

WORK PROGRAMS

WP 1501-1: Keep the City Manager well informed of City operations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	10	10	11	12	12	$156
	Periodic Reports Prepared for City Manager					Unit: $13,037 /report

MANAGEMENT AND FINANCIAL SERVICES BUREAU

GOAL: TO ENSURE THE CITY WILL ALWAYS BE IN SOUND FISCAL CONDITION.

OBJECTIVE 1501-A:
To maintain the City in sound fiscal condition.

	1984	1985	1986	1987	1988
(A-1)	0	0	0	0	0
	Material Problems Cited By Outside Auditors				
*(A-2)	107%	102%	101%	106%	100%
	% Budgeted Revenues Collected				
*(A-3)	99%	100%	99%	100%	100%
	Actual Expenses as a % of Adopted Expenses				

STRATEGY:
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 payable to the City and establish an action plan to collect all funds.
6. Evaluate the City's basic computerized accounting system and establish a plan to revamp it.

* General Fund only

MANAGEMENT AND FINANCIAL SERVICES BUREAU

GOAL: TO ENSURE DEPARTMENTS RECEIVE THE GOODS, THE MATERIALS AND THE ADMINISTRATIVE SUPPORT SERVICES NEEDED TO PROVIDE QUALITY SERVICES TO THE PUBLIC.

OBJECTIVE 1501-B:
To ensure 100% of key departmental objectives are met within budget.

	1985	1986	1987	1988
(B-1) Personnel	99%	100%	100%	100%
(B-2) Central Services	92%	100%	100%	100%
(B-3) Data Processing	92%	N/A	100%	100%
(B-4) Vehicle Maintenance	97%	94%	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.

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

OBJECTIVE 1501-C:
To ensure special objectives/projects assigned by the City Manager are met/completed on time.

	1984	1985	1986	1987	1988
(C-1)	76%	85%	88%	90%	92%
		% Special Objectives Met			
(C-2)	95%	98%	97%	98%	98%
		% Special Projects Completed			

OBJECTIVE 1501-D:
To reduce usage of sick leave in the bureau by half a day per employee per year.

	1984	1985	1986	1987	1988
(D-1)	5.7	6.4	4.8	4.3	3.8
	Average Annual Sick Leave Usage Per Employee				

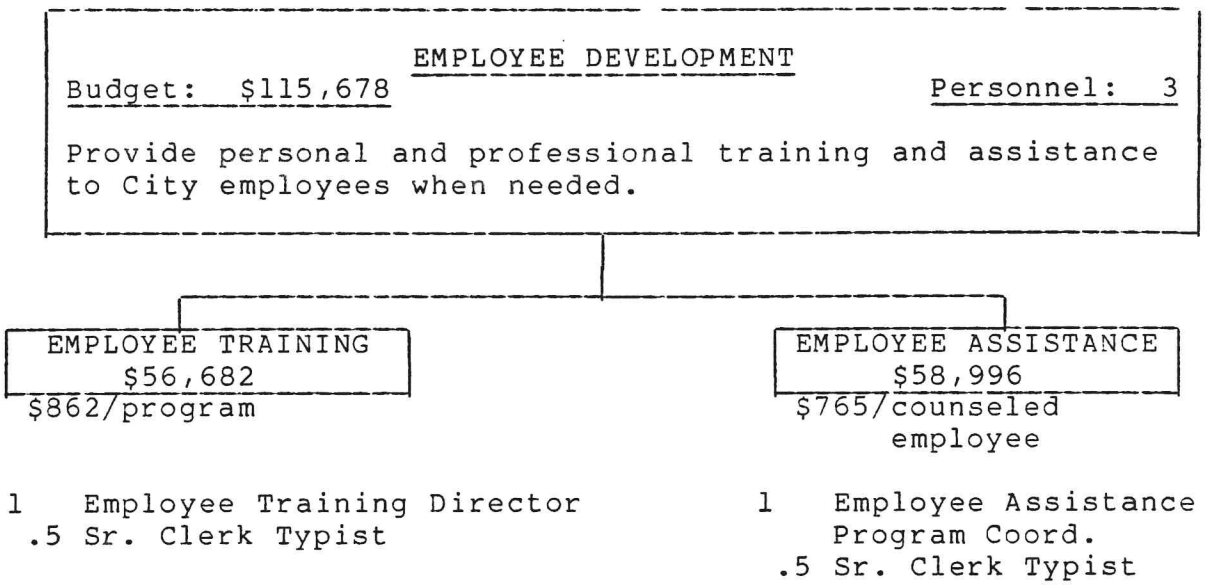
EMPLOYEE DEVELOPMENT

PURPOSE: PROVIDE TRAINING CLASSES AND COUNSELING SERVICES TO ALL CITY EMPLOYEES TO ENSURE THEY RECEIVE THE ASSISTANCE NEEDED TO ACHIEVE THEIR PROFESSIONAL POTENTIAL.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ na	$ na	$ 68,944
CONTRACTUAL SERVICES	$ na	$ na	$ 41,434
COMMODITIES	$ na	$ na	$ 5,300
REVOLVING FUNDS	$ na	$ na	$ 0
CAPITAL OUTLAY	$ na	$ na	$ 0
BOND AMORTIZATION	$ na	$ na	$ 0
INTERFUND TRANSFERS	$ na	$ na	$ 0
TOTAL	$ na	$ na	$ 115,678

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,388
EMP ASST PROG COORD	1.00	1.00	78	$ 25,869
EMP TRG DIRECTOR	1.00	1.00	82	$ 32,220
TOTAL	3.00	3.00		



1 Employee Training Director
.5 Sr. Clerk Typist

1 Employee Assistance Program Coord.
.5 Sr. Clerk Typist

EMPLOYEE DEVELOPMENT

WORK PROGRAMS

WP 1502-1: Provide training classes for employees in all job classes

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	18	18	58	$59
			Number of Programs			Unit: $1,017 /program

WP 1502-2: Counsel employees

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	38	95	85	80	85	$57
			Number Receiving Counseling			Unit: $671 /counseled employee

EMPLOYEE DEVELOPMENT

GOAL: TO ENSURE ALL CITY EMPLOYEES RECEIVE THE ASSISTANCE NEEDED TO ACHIEVE A HIGH JOB PERFORMANCE LEVEL.

OBJECTIVE 1502-A:
To increase the percentage of employees receiving improved performance ratings after participating in the Employee Assistance Program.

	1984	1985	1986	1987	1988
(A-1)	na	na	30%	50%	50%

Improving Performance

STRATEGY:
1. Counsel employees having problems affecting their work performance.
2. Assess cause(s) for referred employee's decline in job performance.
3. Refer clients to appropriate resources for assistance.
4. Conduct supervisory training for supervisors to assist them in identifying troubled employees.
5. Improve the record-keeping and the follow-up capabilities of the Employee Assistance Program.
6. Identify and address organizational problems.
7. Implement a drug testing policy.

OBJECTIVE 1502-B:
To increase the number of training programs available to City employees by 53%.

	1984	1985	1986	1987	1988
(B-1)	na	na	na	26	40

Number of Training Courses Held

STRATEGY:
1. Identify job skills required in each of the job classes.
2. Determine acceptable job performance levels and match with the necessary training needs.
3. Develop a comprehensive training program for City employees.
4. Identify training resources within the community and surrounding area.

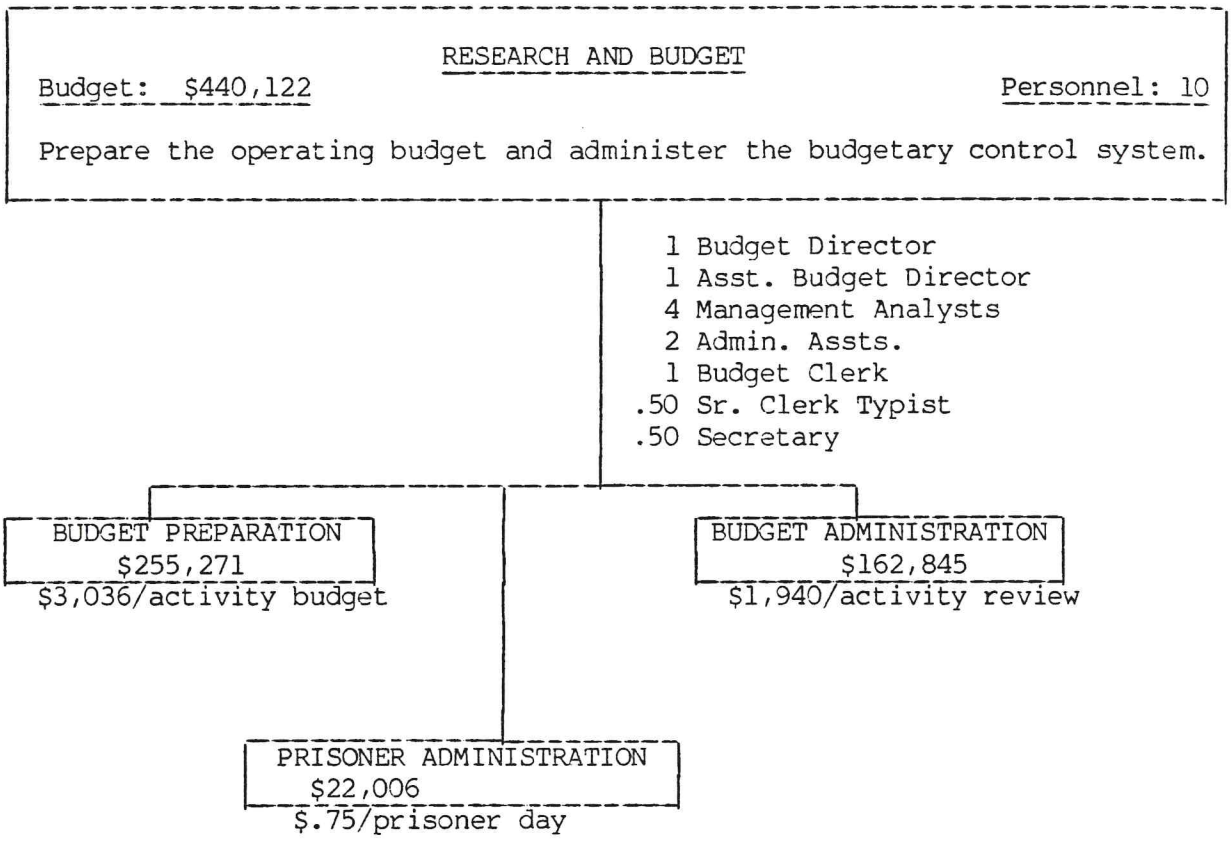
RESEARCH AND BUDGET

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 242,563	$ 288,379	$ 338,417
CONTRACTUAL SERVICES	$ 19,974	$ 22,583	$ 29,883
COMMODITIES	$ 5,553	$ 8,420	$ 9,834
REVOLVING FUNDS	$ 49,605	$ 61,382	$ 55,988
CAPITAL OUTLAY	$ 846	$ 4,000	$ 6,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 318,541	$ 384,764	$ 440,122

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	.50	.50	51	$ 7,029
BUDGET CLERK	1.00	1.00	54	$ 14,405
SECRETARY	.50	.50	54	$ 7,563
ADMINISTRATIVE ASSISTANT	2.00	2.00	57	$ 32,546
MANAGEMENT ANALYST	4.00	4.00	75	$ 102,230
ASST BUDGET DIRECTOR	1.00	1.00	81	$ 28,521
BUDGET DIRECTOR	1.00	1.00	89	$ 43,178
TOTAL	10.00	10.00		


RESEARCH AND BUDGET
Budget: $440,122
Personnel: 10
Prepare the operating budget and administer the budgetary control system.
1 Budget Director
1 Asst. Budget Director
4 Management Analysts
2 Admin. Assts.
1 Budget Clerk
.50 Sr. Clerk Typist
.50 Secretary
BUDGET PREPARATION
$255,271
$3,036/activity budget
BUDGET ADMINISTRATION
$162,845
$1,940/activity review
PRISONER ADMINISTRATION
$22,006
$.75/prisoner day

Vehicles: 1

RESEARCH AND BUDGET

WORK PROGRAMS

WP 1505-1: Perform background studies and prepare the annual budget.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	83	80	83	83	84*	$255
	Activity budgets prepared					Unit: $3,036 /activity budget
2)	8	8	10	10	10	
	Operating Fund budgets prepared					
3)	17	18	20	64	64	
	Fee and minor code reports studies					
4)	15	19	24	24	25	
	Multiyear financial plan updates					
5)	25	25	26	26	26	
	Preliminary budget review reports					
6)	283	302	317	317	240	
	Number of work programs prepared					
7)	236	241	248	248	215	
	Number of objectives prepared					

WP 1505-2: Monitor the status of departmental expenditures, revenues, and performance

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	10	12	6	7	11	$163
	Monthly activity budget status reviews					Unit: $1,940 /activity review
2)	283	302	317	317	240	
	Work programs reviewed quarterly					
3)	236	241	248	248	215	
	Objectives reviewed quarterly					
4)	475	367	257	273	280	
	Number of budget adjustments					
5)	2,601	2,721	4,271	3,894	4,000	
	Position control transactions					
6)	400	376	458	510	525	
	Travel requests					
7)	282	445	273	248	250	
	Capital Outlay requests					

*Excludes Labor Resources.

RESEARCH AND BUDGET

WORK PROGRAMS

WP 1505-3: Administer a prisoner management system and track city prisoners incarcerated in the jail

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	54	59	74	82	82	$22
	Daily average prisoner census					Unit: $.75 /prisoner day
2)	19,836	21,575	27,151	30,000	30,000	
	# of City prisoner days					
3)	4,547	4,441	5,340	5,156	5,000	
	# of bookings					
4)	12	12	12	12	12	
	Monthly Monitoring Reports of City Prisoners					

GOAL: TO ENSURE FISCAL RESPONSIBILITY THROUGH BUDGET PREPARATION AND BUDGET ADMINISTRATION.

OBJECTIVE 1505-A:
To prepare an annual budget which accurately reflects the City's fiscal needs.

	Fund	1984	1985	1986	1987	1988
(A-1)	General	99	100	101	101	99
(A-2)	Revolv.	98	100	99	103	99
(A-3)	Golf	98	96	98	97	99
(A-4)	Civic	102	101	94	101	99
(A-5)	Pkg.Svc.	na	na	101	101	99
(A-6)	Sanit.	na	na	100	101	99
(A-7)	Water	97	100	97	102	99
(A-8)	Sewer	96	100	97	102	99
(A-9)	I & D	96	98	94	91	99
(A-10)	Pub.Dev.	na	na	na	72	99
(A-11)	All Funds	98	100	100	100	99

Actual Expenditures' % 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 and establish Citywide cost factors.
3. Provide budget-related technical assistance to operating departments.
4. Employ editing standards for preliminary review.
5. Conduct base budget analysis and base budget meetings.
6. Develop a standard fee increase report format, assign reportings, and complete summaries.
7. Complete CIP and New Program proposals.

OBJECTIVE 1505-B:
To achieve a per capita cost of municipal government (PCCMG) equal to or less than the median PCCMG of 27 similarly-sized southeastern cities.*

		1982	1983	1984	1985	1986	1987	1988
(B-1)	Savannah	$280	$301	$306	$326	$338	$349	$394
	Average	338	$351	na	na	$405	$442	$446
	Median	na	na	na	na	$418	$444	$394

Per Capita Cost of Municipal Government

STRATEGY 1505-B:
1. Conduct comparable cities survey.
2. Prepare comparable cities report.
3. Integrate report findings into budget preparation process and include in budget document.

* See City Manager's message for a complete listing of the 27 sampled cities for 1988; 5 cities were sampled for 1986; a sample was not taken for 1984 and 1985.

RESEARCH AND BUDGET

OBJECTIVE 1505-C
To monitor expenditure levels to ensure total actual expenditures do not exceed the adjusted budget.

	Fund	1984	1985	1986	1987	1988
(C-1)	General	98	100	99	100	99
(C-2)	Revolv.	97	99	97	102	99
(C-3)	Golf	90	97	101	105	99
(C-4)	Civic Ct.	98	103	105	103	99
(C-5)	Pkg.Svc.	na	na	66	98	99
(C-6)	Sanit.	na	na	98	100	99
(C-7)	Water	94	98	97	99	99
(C-8)	Sewer	93	94	101	100	99
(C-9)	I & D	96	91	97	91	99
(C-10)	Pub.Dev.	na	na	na	50	99
(C-11)	All Funds	97	99	99	97	99

Actual Expenditures' % of Adjusted Budget

STRATEGY:
1. Monitor resources and make projections in cooperation with the Revenue Department and Assistant City Manager/Management Services.
2. Maintain a multi-year financial plan for revenues and expenses.
3. Prepare 11 Budget Status Reports.
4. Report and address potential overruns.
5. Report incidents of unauthorized personnel receiving pay.
6. Prevent incidents of unauthorized expenditures for capital outlays, telephones or travel.

OBJECTIVE 1505-D:
To reduce the City's incarceration costs by monitoring prisoner movement through the judicial/penal system.

	1984	1985	1986	1987	1988
(D-1)	5.0	5.3	5.0	5.0	4.5

Average Length of Stay in Jail (Days)

(D-2)	na	na	na	na	80%

% of Prisoners Released Within 2 Days of Arrest

OBJECTIVE 1505-E:
To improve projections in those activities with total actual expenditures varying from projected expenditures.

	Variance	1985	1986	1987	1988
(E-1)	> 10%	na	20	19	0
(E-2)	8-10%	na	3	6	14
(E-3)	5- 7%	na	20	10	10
(E-4)	2- 4%	na	21	22	30
(E-5)	< 2%	na	19	26	30
	Total	na	83	83	84

Number of Activities

RESEARCH AND BUDGET

OBJECTIVE 1505-F:
To improve control in those activities with total actual expenditures varying from adjusted budget expenditures.

	Variance	1985	1986	1987	1988
(F-1)	> 10%	na	12	18	0
(F-2)	8-10%	na	9	7	16
(F-3)	5- 7%	na	17	10	10
(F-4)	2- 4%	na	13	24	29
(F-5)	< 2%	na	32	24	29
	Total	na	83	83	84

Number of Activities

OBJECTIVE 1505-G:
To improve control of all minor code actual expenditure categories varying from adjusted budget expenditures.

	Variance	1985	1986	1987	1988
(G-1)	> 10%	na	36	33	0
(G-2)	8-10%	na	8	7	20
(G-3)	5- 7%	na	6	7	10
(G-4)	2- 4%	na	14	15	15
(G-5)	< 2%	na	14	18	35
	Total	na	78	80	80

Number of Minor Codes

OBJECTIVE 1505-H:
To improve projections for all minor code actual expenditure categories varying from projected expenditures.

	Variance	1985	1986	1987	1988
(H-1)	> 10%	na	33	38	0
(H-2)	8-10%	na	7	4	20
(H-3)	5- 7%	na	9	6	11
(H-4)	2- 4%	na	13	11	11
(H-5)	< 2%	na	16	21	38
	Total	na	78	80	80

Number of Minor Codes

OBJECTIVE 1505-I:
To improve performance in those work programs with performance levels falling below targeted levels.

	% Below Target	1985	1986	1987	1988
(I-1)	> 20%	na	54	33	0
(I-2)	15-19%	na	9	10	28
(I-3)	10-14%	na	5	16	14
(I-4)	5- 9%	na	11	18	16
(I-5)	< 5%	na	238	240	182
Total		na	317	317	240

Number of Work Programs

RESEARCH AND BUDGET

OBJECTIVE 1505-J:
To improve performance in those objectives with performance levels falling below targeted levels.

	% Below Target	1985	1986	1987	1988
(J-1)	> 20%	na	45	37	0
(J-2)	15-19%	na	6	11	24
(J-3)	10-14%	na	9	7	14
(J-4)	5- 9%	na	12	15	14
(J-5)	< 5%	na	176	178	163
	Total	na	248	248	215

Number of Objectives

OBJECTIVE 1505-K:
To improve budget planning by targeting and by improving projections in those activities requiring more than 10 budget adjustments per year.

	Number of Budg. Adj.	1985	1986	1987	1988
(K-1)	> 10	4	3	6	0
(K-2)	4-10	34	31	25	25
(K-3)	< 4	42	49	52	59
	Total	80	83	83	84

Number of Activities

OBJECTIVE 1505-L:
To ensure no activity exceeds its travel budget in 1988.

	1984	1985	1986	1987	1988
(L-1)	na	na	9	8	0

Number Activities Exceeding Travel Budget

OBJECTIVE 1505-M:
To ensure all budget capital items (including vehicles) are requisitioned early in the year.

		1984	1985	1986	1987	1988
(M-1)	March 1	na	63%	66%	63%	50%
(M-1)	April 1	na	47%	53%	53%	25%
(M-1)	May 1	na	37%	41%	42%	0%

% Capital Items Not Requisitioned

OBJECTIVE 1505-N:
To ensure all New Programs and New Revenues are implemented by May 1.

	New Programs	1984	1985	1986	1987	1988
(N-1)	March 1	75%	28%	18%	26%	25%
(N-1)	April 1	50%	22%	18%	26%	15%
(N-1)	May 1	21%	22%	0%	11%	0%

% of New Programs Not Implemented

	New Revenues					
(N-2)	January 31	0%	7%	0%	14%	0%

% of New Revenues Not Implemented

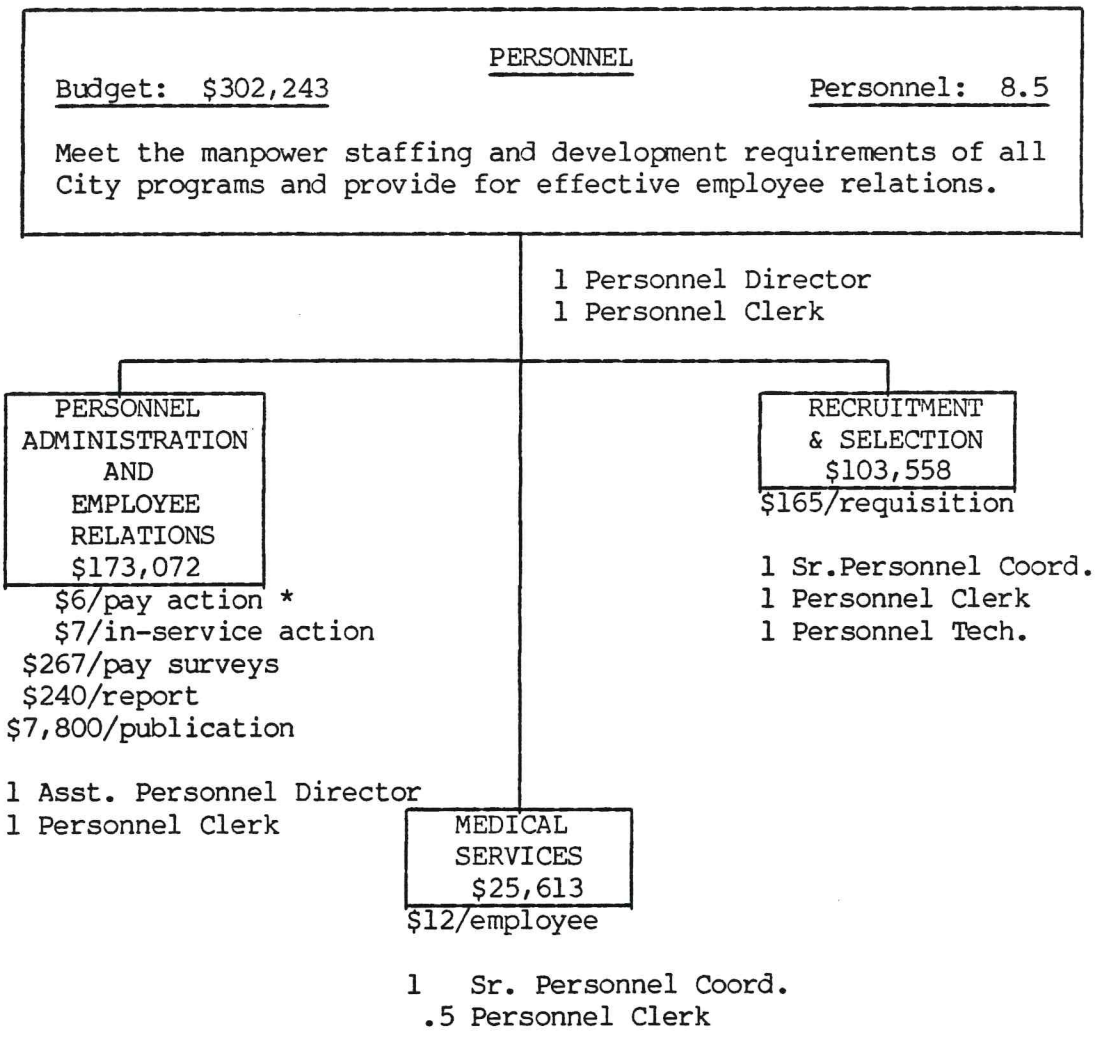
PERSONNEL

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 232,183	$ 236,405	$ 223,611
CONTRACTUAL SERVICES	$ 29,447	$ 48,152	$ 21,544
COMMODITIES	$ 9,730	$ 13,262	$ 12,191
REVOLVING FUNDS	$ 52,959	$ 64,268	$ 42,906
CAPITAL OUTLAY	$ 1,609	$ 1,375	$ 1,250
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 780	$ 1,397	$ 741
TOTAL	$ 326,708	$ 364,859	$ 302,243

PERSONNEL SCHEDULE

CLASS TITLE	— STAFF YEARS — 1987	1988	RANGE NUMBER	1988 ALLOCATION
PERSONNEL CLERK	3.50	3.50	54	$ 51,138
PERSONNEL TECHNICIAN	1.00	1.00	67	$ 20,269
SENIOR PERSONNEL COORDINATOR	2.00	2.00	78	$ 54,341
ASSISTANT PERSONNEL DIRECTOR	1.00	1.00	79	$ 32,220
PERSONNEL DIRECTOR	1.00	1.00	89	$ 43,178
TOTAL	8.50	8.50		



Vehicles: 1

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* Average

PERSONNEL

WORK PROGRAMS

WP 1510-1: Conduct recruitment and selection programs

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	464	712	635	625	630	$104
		Requisitions Processed				Unit: $165 /requis.
2)	127	187	177	180	180	
		Registers Created				

WP 1510-2: Process annual pay increases, initial employments, demotions, longevity payments, promotions, reclassifications, special pay increases and modular advancements

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	2,400	3,375	3,564	3,750	3,950	$25
		Transactions Completed (Type I) *				Unit: $6 /transact.
2)	2,700	4,840	3,207	3,700	3,900	$26
		Transactions Completed (Type II) *				Unit: $7 /transact.
3)	54	42	40	30	30	$8
		Transactions Completed (Type III) *				Unit: $267 /transact.
4)	70	200	204	150	150	$36
		Transactions Completed (Type IV) *				Unit: $240 /transact.

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* Type

- I Pay action (e.g. pay increases, initial employments, demotions, longevity payments, promotions, reclassifications, special pay increases, and modular advancements)
- II Other in-service action (e.g. terminations, transfers, special leave requests, pension refund requests, insurance changes, probationary letters, credit inquiries, suspensions, and new insurance enrollments)
- III Pay surveys completed for other agencies
- IV Reports prepared (e.g. administrative reports prepared, civil service, pay, classification plans and union contracts maintained)

GOAL: TO FILL ALL CITY POSITIONS WITH PEOPLE QUALIFIED AND CAPABLE OF ACHIEVING CITY WORK OBJECTIVES.

OBJECTIVE 1510-A:
To certify qualified applicants within time standards during 1988.

	1984	1985	1986	1987	1988
(A-1)	99%	99%	99%	98%	98%
	Civil Service				
	% Certified Within 3 Weeks of Requisition Receipt				
(A-2)	na	95%	95%	98%	98%
	Professional & Administrative				
	% Certified Within 6 Weeks of Requisition Receipt				

OBJECTIVE 1510-B:
To increase the percentage of minority employment.

	1984	1985	1986	1987	1988
(B-1)	na	na	21.5%	23%	25%
	Professional & Administrative				
(B-2)	na	na	36.5%	38%	40%
	Protective Services (Police and Fire)				

STRATEGY: 1510-A & B:
1. Monitor professional recruitment and selection processes on MAPPER.
2. Update Firefighter examinations to ensure affirmative action results.
3. Evaluate and implement changes as needed to ensure the Police promotion process provides affirmative action results.

OBJECTIVE 1510-C:
To resolve 95% of Civil Service Board appeals, employee grievances, and EEOC complaints without adverse decisions.*

	1984	1985	1986	1987	1988
(C-1)	na	na	95%	95%	95%
	Resolutions without Adverse Decisions				

STRATEGY:
1. Obtain up to date performance evaluations on all City employees.
2. Identify potential problem areas through better communication with Union representatives and supervisors.
3. Inform supervisors and employees of City Personnel rules and regulations through a computerized update of the Personnel Manual.
4. Identify alternatives available to reduce problems of unproductive employees.
5. Coordinate EEOC training for supervisors.

* By Civil Service Board, EEOC, DOL, or court ruling

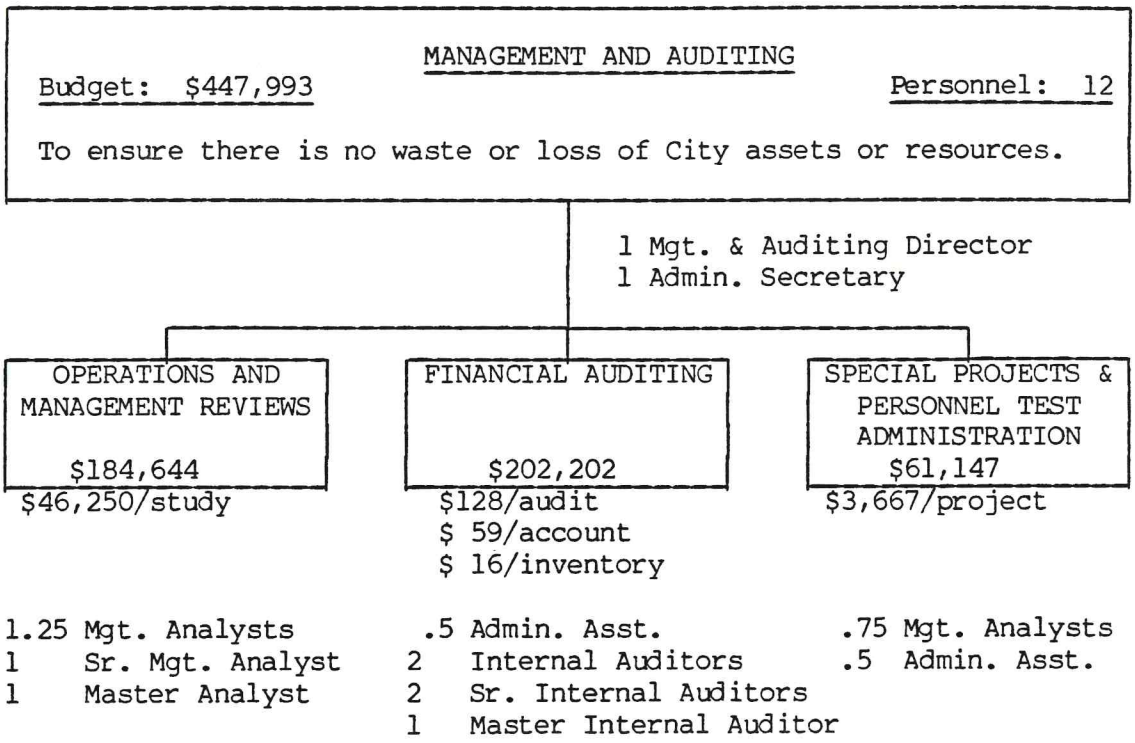
MANAGEMENT & AUDITING

PURPOSE: IDENTIFY COST SAVINGS BY RECOMMENDING WAYS TO INCREASE THE EFFICIENCY AND THE EFFECTIVENESS OF THE CITY'S DELIVERY PROGRAMS. PROVIDE PROTECTION AND CONTROL OF CITY ASSETS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 328,731	$ 343,795	$ 381,447
CONTRACTUAL SERVICES	$ 29,928	$ 37,132	$ 38,181
COMMODITIES	$ 5,480	$ 4,692	$ 4,682
REVOLVING FUNDS	$ 30,634	$ 21,696	$ 22,102
CAPITAL OUTLAY	$ 9,482	$ 619	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,492	$ 1,544	$ 1,581
TOTAL	$ 405,747	$ 409,478	$ 447,993

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 18,839
ADMINISTRATIVE SECRETARY	1.00	1.00	57	$ 15,881
MANAGEMENT ANALYST	2.00	2.00	75	$ 50,506
INTERNAL AUDITOR	2.00	2.00	75	$ 49,274
SENIOR INTERNAL AUDITOR	2.00	2.00	78	$ 56,387
SENIOR MANAGEMENT ANALYST	1.00	1.00	78	$ 29,225
MASTER INTERNAL AUDITOR	1.00	1.00	79	$ 32,220
MASTER ANALYST	1.00	1.00	79	$ 33,016
MANAGEMENT & AUDITING DIRECTOR	1.00	1.00	89	$ 43,178
TOTAL	12.00	12.00		


MANAGEMENT AND AUDITING
Budget: $447,993
Personnel: 12
To ensure there is no waste or loss of City assets or resources.
1 Mgt. & Auditing Director
1 Admin. Secretary
OPERATIONS AND MANAGEMENT REVIEWS
$184,644
$46,250/study
1.25 Mgt. Analysts
1 Sr. Mgt. Analyst
1 Master Analyst
FINANCIAL AUDITING
$202,202
$128/audit
$ 59/account
$ 16/inventory
.5 Admin. Asst.
2 Internal Auditors
2 Sr. Internal Auditors
1 Master Internal Auditor
SPECIAL PROJECTS & PERSONNEL TEST ADMINISTRATION
$61,147
$3,667/project
.75 Mgt. Analysts
.5 Admin. Asst.

Vehicles: 1

MANAGEMENT AND AUDITING

WORK PROGRAMS

WP 1512-1: Conduct major operations and management reviews

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	6	7	5	4	4	$185
			Studies			Unit: $46,250 /study

WP 1512-2: Audit City operations for compliance with financial and legal requirements.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	95	89	76	72	72	$128
			Audits *			Unit: $1,778 /audit
2)	29	29	31	33	33	$ 59
		Bank Accounts Reconciled				Unit: $1,788 /account
3)	10	20	35	24	24	$ 16
		Fixed Asset Property Inventory Audits				Unit: $667 /inventory

WP 1512-3: Conduct special projects and administer personnel tests

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	18	12	13	12	12	$ 44
			Special Projects			Unit: $3,667 /project
2)	na	na	200	200	200	$ 17
			Tests			Unit: $85 /test

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* Cash, revenue, assets, expenditure accounts, and systems audits conducted

MANAGEMENT AND AUDITING

GOAL: TO ENSURE 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.

	1984	1985	1986	1987	1988
(A-1)	$154,877	$179,075	$170,828	$178,500	$183,855

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.
   a. Require auditee to designate implementation date of recommendations.
   b. Develop and maintain a monitoring system to track implementation of recommendations.

OBJECTIVE 1512-B:
To ensure all City operations are in compliance with legal and policy requirements and all transactions are recorded in conformance with generally accepted accounting standards as set by AICPA[1] and GFOA[2].

	1984	1985	1986	1987	1988
(B-1)	10%	15%	20%	25%	35%

% Departments Meeting Standards

STRATEGY:
1. Establish appropriate standards of operation.
2. Evaluate, by audit, performance against applicable standards.
3. Formulate corrective actions to address deficiencies.

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[1] AICPA - American Institute of Certified Public Accountants
[2] GFOA - Government Financial Officers Association

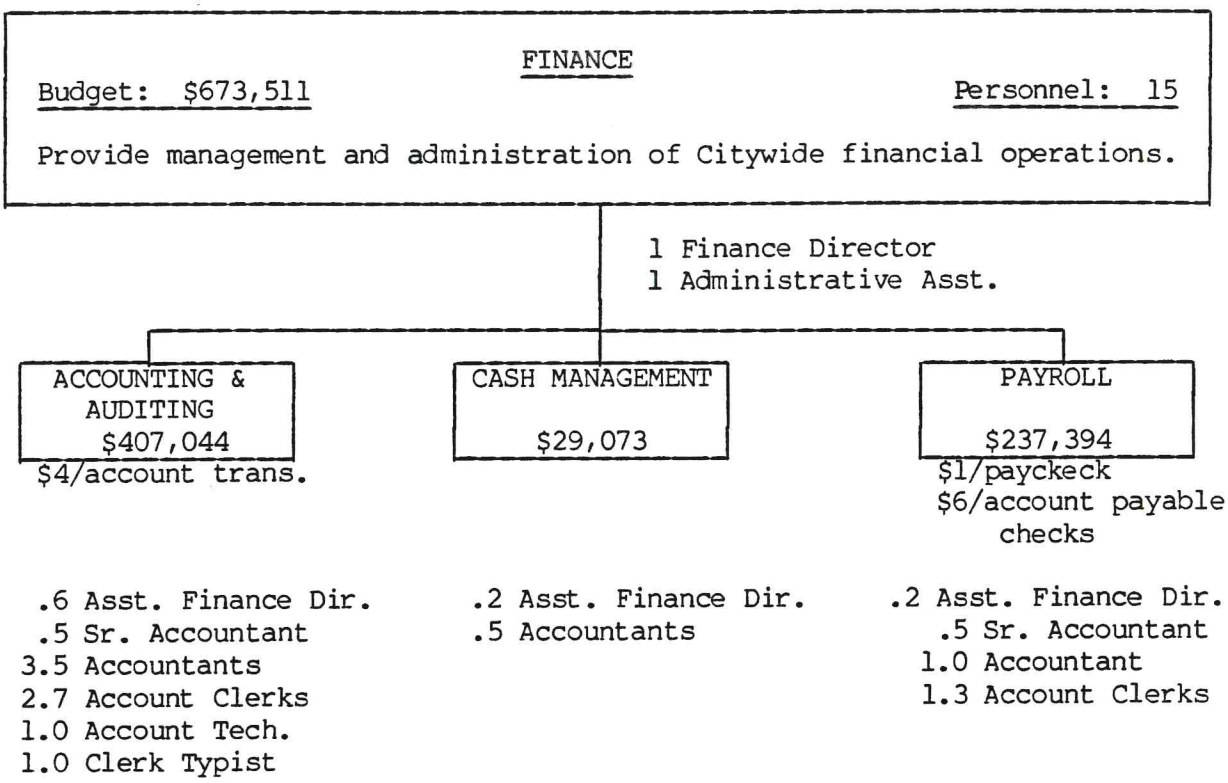
FINANCE

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 354,857	$ 371,631	$ 400,066
CONTRACTUAL SERVICES	$ 76,396	$ 82,075	$ 91,347
COMMODITIES	$ 15,011	$ 14,195	$ 18,010
REVOLVING FUNDS	$ 139,617	$ 185,524	$ 158,885
CAPITAL OUTLAY	$ 1,870	$ 0	$ 3,700
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,492	$ 1,544	$ 1,503
TOTAL	$ 589,243	$ 654,969	$ 673,511

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CLERK TYPIST	1.00	1.00	46	$ 11,851
ACCOUNT CLERK	4.00	4.00	49	$ 55,494
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 15,498
ACCOUNT TECHNICIAN	1.00	1.00	57	$ 15,498
ACCOUNTANT	5.00	5.00	70	$ 113,966
SENIOR ACCOUNTANT	1.00	1.00	74	$ 25,869
ASST FINANCE DIRECTOR	1.00	1.00	81	$ 33,831
FINANCE DIRECTOR	1.00	1.00	97	$ 55,108
TOTAL	15.00	15.00		


FINANCE
Budget: $673,511
Personnel: 15
Provide management and administration of Citywide financial operations.
1 Finance Director
1 Administrative Asst.
ACCOUNTING & AUDITING
$407,044
$4/account trans.
.6 Asst. Finance Dir.
.5 Sr. Accountant
3.5 Accountants
2.7 Account Clerks
1.0 Account Tech.
1.0 Clerk Typist
CASH MANAGEMENT
$29,073
.2 Asst. Finance Dir.
.5 Accountants
PAYROLL
$237,394
$1/payckeck
$6/account payable checks
.2 Asst. Finance Dir.
.5 Sr. Accountant
1.0 Accountant
1.3 Account Clerks

Vehicles: 1

FINANCE

WORK PROGRAMS

WP 1520-1: Prepare paychecks for City employees and pensioners and service and commodity suppliers

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	82,399	84,149	82,602	85,000	85,000	$118
	Paychecks - Active & Retired City Employees					Unit: $1 /check
2)	22,514	19,620	23,213	19,500	19,500	$119
	A/P Checks - Service & Commodity Suppliers					Unit: $6 /check

WP 1520-2: Manage idle cash investment program

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	$55,942,000	$57,000,000	$57,000,000	$29
			Funds Managed			

WP 1520-3: Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1	1	1	1	1	$407
	G.O. Bond Prepared					Unit: $3 /ac trans.
2)	1	1	1	1	1	
	Audit Schedules, Closing Entries and Annual Financial Reports					
3)	12	12	12	12	12	
	Monthly Financial Statements Prepared					
4)	10,148	9,255	8,665	8,800	9,000	
	A/R & Special Assessment Billings Prepared					
5)	101,496	113,451	121,708	113,000	118,000	
	Accounting Transactions					

GOAL: TO PROVIDE ACCURATE[1] AND TIMELY[2] FINANCIAL INFORMATION REQUIRED BY POLICYMAKERS, HIGHER MANAGEMENT, AND PROGRAM MANAGERS.

OBJECTIVE 1520-A:
To achieve a financial information system in accordance with good accounting practice as evidenced by a "clean" opinion from the external auditors.

	1984	1985	1986	1987	1988
(A-1)	Yes	Yes	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%.

	1984	1985	1986	1987	1988
(B-1)	78.8%	78%	35%	100%	100%
	% Invoices Paid Within 30 Days				
(B-2)	na	5%	5%	5%	5%
	Error Correction Rate				
(B-3)	6.7	6.6	7.8	5.0	6.0
	No. Days to Prepare Expenditure Ledgers				
(B-4)	7	8.4	7.7	6.0	7.0
	No. Days to Prepare Financial Statements				

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.
3. Develop and implement computerized edits of manually entered information in order to detect obvious errors in account numbers, purchase order numbers, and overall fund and batch balancing before posting to financial records.

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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.

STRATEGY (CONT'D.):

4. Develop and implement a computerized generation of required entries in order to eliminate errors in cash disbursement batches, in cash receipt batches, in travel batches, and in other batches.
5. Implement a bi-weekly in-service training program conducted by members of the accounting staff.
6. Develop and implement a MAPPER based financial reporting system for preparing monthly balance sheets and operating statements for each operating fund.
7. 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.

OBJECTIVE 1520-C:

To ensure the City's operating investment portfolio produces the highest yield possible.

	1984	1985	1986	1987	1988
(C-1)	.14%	.19%	.1415%	.15%	.15%
	Difference Between City G.O.B.* Interest Cost and Market Cost as of Sale Date				
(C-2)	na	na	na	.5%	.5%
	Idle Cash as % of Portfolio Book Value				
(C-3)	na	+ .49%	+ .20%	+ .20%	+ .20%
	Difference Between City Investment Yields and the Highest Yields Offered by Large Money Center Banks				

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 a wide range of potentially interested bond underwriters to bid on City GOB issue.
4. Develop a "cash flow" budget to allow longer term projection of cash requirements.
5. Centralize all grants activity in one location.
6. Continue investing idle funds on a daily basis.
7. Continue to invest with the State Local Government Investment Pool as long as the rates are competitive.
8. Monitor rates offered by large money center banks on a regular basis.
9. Use longer term cash forecasting whenever longer term investments offer attractive yields.

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* General Obligation Bond

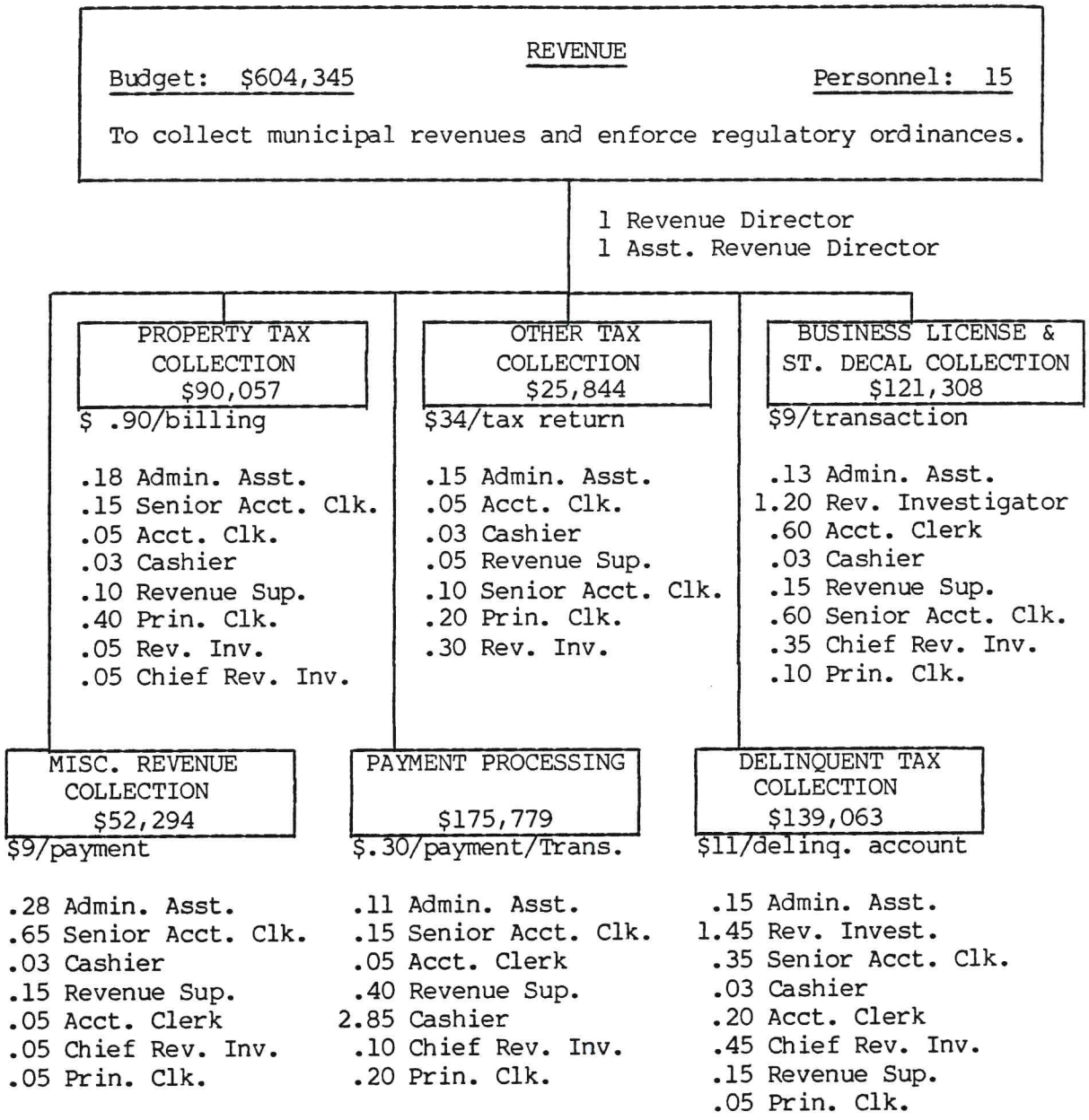
REVENUE

PURPOSE: COLLECT AND DEPOSIT ALL MUNICIPAL REVENUES ON TIME ACCORDING TO REGULATORY ORDINANCES.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 318,675	$ 322,264	$ 346,889
CONTRACTUAL SERVICES	$ 45,207	$ 53,203	$ 44,409
COMMODITIES	$ 26,490	$ 29,459	$ 31,443
REVOLVING FUNDS	$ 221,260	$ 201,872	$ 163,660
CAPITAL OUTLAY	$ 9,566	$ 6,478	$ 10,293
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 6,654	$ 7,794	$ 7,651
TOTAL	$ 627,852	$ 621,070	$ 604,345

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CASHIER	3.00	3.00	48	$ 39,222
ACCOUNT CLERK	1.00	1.00	49	$ 12,751
SENIOR ACCOUNT CLERK	2.00	2.00	52	$ 33,350
PRINCIPAL CLERK	1.00	1.00	55	$ 15,125
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 17,087
REVENUE INVESTIGATOR	3.00	3.00	59	$ 48,819
CHIEF REVENUE INVESTIGATOR	1.00	1.00	65	$ 18,839
REVENUE SUPERVISOR	1.00	1.00	65	$ 19,304
ASST REVENUE DIRECTOR	1.00	1.00	79	$ 30,686
REVENUE DIRECTOR	1.00	1.00	89	$ 43,178
TOTAL	15.00	15.00		


REVENUE
Budget: $604,345
Personnel: 15
To collect municipal revenues and enforce regulatory ordinances.
1 Revenue Director
1 Asst. Revenue Director
PROPERTY TAX COLLECTION $90,057
$ .90/billing
.18 Admin. Asst.
.15 Senior Acct. Clk.
.05 Acct. Clk.
.03 Cashier
.10 Revenue Sup.
.40 Prin. Clk.
.05 Rev. Inv.
.05 Chief Rev. Inv.
OTHER TAX COLLECTION $25,844
$34/tax return
.15 Admin. Asst.
.05 Acct. Clk.
.03 Cashier
.05 Revenue Sup.
.10 Senior Acct. Clk.
.20 Prin. Clk.
.30 Rev. Inv.
BUSINESS LICENSE & ST. DECAL COLLECTION $121,308
$9/transaction
.13 Admin. Asst.
1.20 Rev. Investigator
.60 Acct. Clerk
.03 Cashier
.15 Revenue Sup.
.60 Senior Acct. Clk.
.35 Chief Rev. Inv.
.10 Prin. Clk.
MISC. REVENUE COLLECTION $52,294
$9/payment
.28 Admin. Asst.
.65 Senior Acct. Clk.
.03 Cashier
.15 Revenue Sup.
.05 Acct. Clerk
.05 Chief Rev. Inv.
.05 Prin. Clk.
PAYMENT PROCESSING $175,779
$.30/payment/Trans.
.11 Admin. Asst.
.15 Senior Acct. Clk.
.05 Acct. Clerk
.40 Revenue Sup.
2.85 Cashier
.10 Chief Rev. Inv.
.20 Prin. Clk.
DELINQUENT TAX COLLECTION $139,063
$11/delinq. account
.15 Admin. Asst.
1.45 Rev. Invest.
.35 Senior Acct. Clk.
.03 Cashier
.20 Acct. Clerk
.45 Chief Rev. Inv.
.15 Revenue Sup.
.05 Prin. Clk.

Vehicles: 5

REVENUE

WORK PROGRAMS

WP 1541-1: Bill and collect property tax revenues

SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1) 95,339	97,109	98,198	100,500	100,500	$90
		Billings			Unit: $.90 /billing

WP 1541-2: Collect other tax revenues (beer, liquor, wine tax, insurance premium tax, hotel/motel tax, sales tax)

SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1) 910	642	707	750	760	$26
		Tax Returns			Unit: $34 /return

WP 1541-3: Levy and collect business license and street maintenance decal revenues

SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1) 12,310	13,339	13,080	13,100	13,250	$121
		Transactions			Unit: $9 /transact.

WP 1541-4: Collect miscellaneous revenues

SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1) 7,395	7,404	7,110	6,150	6,150	$52
		Payments			Unit: $9 /payment

WP 1541-5: Process payments for all General Fund and Water & Sewer Fund revenues

SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1) 475,988	534,734	503,852	551,000	555,000	$176
		Payment Transactions			Unit: $.30 /transact.

REVENUE

WORK PROGRAMS

WP 1541-6: Collect delinquent taxes and assessments

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	11,325	11,791	12,252	17,000	12,500	$139
	Accounts Becoming Delinquent					Unit: $11 /del.acct.

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 1988 at 90%.

	1984	1985	1986	1987	1988
(A-1)	93.2%	87.7%	90.9%	90.0%	90.0%

% Tax Levy Collected During Current Year

STRATEGY:
1. Bill taxes promptly after ownership and assessment data become available.
2. Use on-line computer systems to expedite billing adjustments and to handle payment transactions.
3. Execute delinquent 1988 taxes 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 1988 at 99%.

	1984	1985	1986	1987	1988
(B-1)	98.6%	98.9%	99%	99%	99%

Collected in Current Year

STRATEGY:
1. Monitor check list for receiving tax returns by due dates.
2. Send reminders highlighting late payment penalties on past due accounts.
3. Assign unpaid tax accounts to revenue investigators for field collection.

OBJECTIVE 1541-C:
To maintain the percentage of current business licenses, street maintenance decals, and utility franchise fees collected during 1988 at 99%.

	1984	1985	1986	1987	1988
(C-1)	99%	98.4%	100.9%	99%	99%

Collected or Resolved in Current Year

STRATEGY:
1. Bill business licenses and professional taxes under annual Revenue Ordinance.
2. Use on-line computer systems to update license and professional tax accounts.
3. Execute delinquent licenses and taxes promptly.
4. Conduct field program to collect unpaid licenses and professional taxes, and to enforce licensing requirements on new businesses.

REVENUE

STRATEGY (CONT'D.):

5. Subpoena license violators to Recorder's Court, and record professional tax executions on the Superior Court General Execution Docket.
6. Monitor the franchise fee checklist and record returns, and follow up if payments are late.
7. Coordinate the street maintenance decal enforcement program with Parking Services Division.

OBJECTIVE 1541-D:

To maintain the percentage of miscellaneous revenues collected at 96%.

	1984	1985	1986	1987	1988
(D-1)	96%	96%	96.4%	96%	96%

Percent Collected

STRATEGY:

1. Use computer system implemented in 1986 to bill customers, to age accounts, and to produce past due notices.
2. Call bonds, execute unpaid accounts, transfer to collection agency, and use other available tools to collect delinquent accounts.

OBJECTIVE 1541-E:

To maintain the payment processing time standard for all General Fund and Water & Sewer Fund revenues at 1 day during 1988, and to meet that standard 90% of the time.

	1984	1985	1986	1987	1988
(E-1)	92%	90.1%	65.3%	88%	90%

% of Days Processing Standard Met

STRATEGY:

1. Use the automated remittance processing system to update utility and property tax payments received by mail.
2. Use on-line data terminals as cash registers to update all types of payments received over-the-counter and by mail.
3. Schedule cashiering staff to maximize availability.
4. Use overtime and temporary labor as needed to avoid payment backlogs.
5. Re-establish and monitor daily production standards for payment processing.
6. Study the cashiering operation to develop a proposal for improving over-the-counter payment processing.

OBJECTIVE 1541-F:

To achieve a 79% collection percentage for all prior years' delinquent real property taxes.

	1984	1985	1986	1987	1988
(F-1)	78%	76%	77.2%	79%	79%

Percent Collected

REVENUE

STRATEGY:
1. Execute past due accounts and mail delinquency notices; mail final notices, levy on unpaid accounts, mail and hand deliver levy notices; advertise for public sale; and conduct annual tax sale.
2. Make field calls to resolve questions and collect taxes where field action is warranted.

OBJECTIVE 1541-G:
To achieve a 44% collection percentage for all prior years' delinquent personal property taxes.

	1984	1985	1986	1987	1988
(G-1)	52%	50%	44%	44%	44%

Percent Collected

STRATEGY:
1. Execute delinquent accounts, mail delinquency notices, and mail final notices on unpaid accounts.
2. Make field calls to resolve questions and collect taxes where field action is warranted.
3. Record executions on the Superior Court General Execution Docket to hinder financial dealings of delinquent taxpayer.

OBJECTIVE 1541-H:
To achieve a 50% overall collection percentage for all prior years' delinquent special assessments. (Accounts are executed monthly under the new computerized system.)

	1984	1985	1986	1987	1988
(H-1)	58%	58%	44.7%	50%	50%

Percent Collected

STRATEGY:
Same as 1541-F.

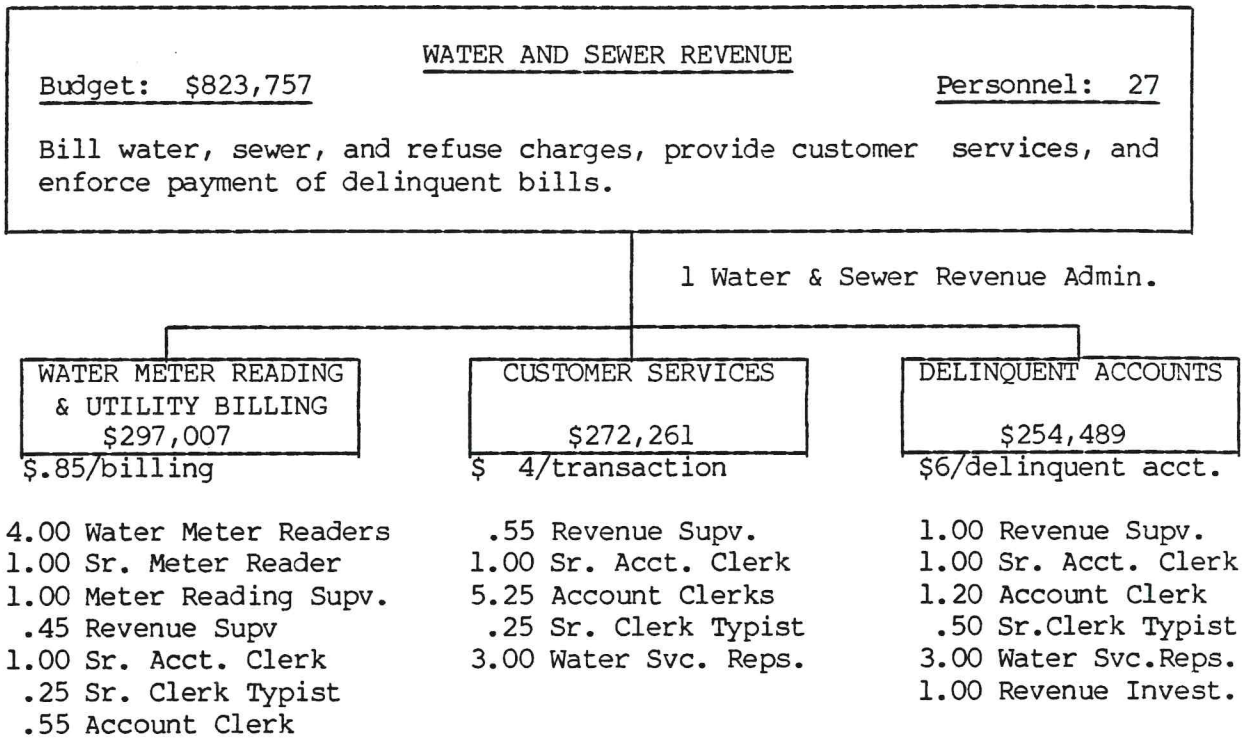
WATER & SEWER REVENUE

PURPOSE: BILL WATER, SEWER, AND REFUSE CHARGES, PROVIDE CUSTOMER SERVICES, AND ENFORCE PAYMENT OF DELINQUENT BILLS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 411,769	$ 441,809	$ 499,459
CONTRACTUAL SERVICES	$ 14,858	$ 20,855	$ 21,317
COMMODITIES	$ 61,202	$ 68,125	$ 74,279
REVOLVING FUNDS	$ 212,379	$ 207,195	$ 205,268
CAPITAL OUTLAY	$ 1,573	$ 10,544	$ 14,685
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 8,827	$ 10,587	$ 8,749
TOTAL	$ 710,608	$ 759,115	$ 823,757

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
ACCOUNT CLERK	7.00	7.00	49	$ 89,572
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,389
WATER METER READER	4.00	4.00	51	$ 54,885
WATER SERVICE REPRESENTATIVE	6.00	6.00	51	$ 81,672
SENIOR ACCOUNT CLERK	3.00	3.00	52	$ 45,117
SENIOR METER READER	1.00	1.00	55	$ 17,942
REVENUE INVESTIGATOR	1.00	1.00	59	$ 16,675
REVENUE SUPERVISOR	2.00	2.00	65	$ 37,678
WATER METER READING SUPV	1.00	1.00	65	$ 18,839
WATER & SEWER REVENUE ADMIN	1.00	1.00	77	$ 29,225
TOTAL	27.00	27.00		


WATER AND SEWER REVENUE
Budget: $823,757
Personnel: 27
Bill water, sewer, and refuse charges, provide customer services, and enforce payment of delinquent bills.
1 Water & Sewer Revenue Admin.
WATER METER READING & UTILITY BILLING
$297,007
$.85/billing
4.00 Water Meter Readers
1.00 Sr. Meter Reader
1.00 Meter Reading Supv.
.45 Revenue Supv
1.00 Sr. Acct. Clerk
.25 Sr. Clerk Typist
.55 Account Clerk
CUSTOMER SERVICES
$272,261
$ 4/transaction
.55 Revenue Supv.
1.00 Sr. Acct. Clerk
5.25 Account Clerks
.25 Sr. Clerk Typist
3.00 Water Svc. Reps.
DELINQUENT ACCOUNTS
$254,489
$6/delinquent acct.
1.00 Revenue Supv.
1.00 Sr. Acct. Clerk
1.20 Account Clerk
.50 Sr.Clerk Typist
3.00 Water Svc.Reps.
1.00 Revenue Invest.

Vehicles: 7

WATER AND SEWER REVENUE

WORK PROGRAMS

WP 1544-1: Read Water Meters and produce and mail utility bills (bi-monthly)

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	322,758	331,176	341,544	353,000	356,600	$297
	Total Meters Read					Unit: $ .85 /reading
2)	298,127	305,247	313,461	324,000	327,000	
	Total Annual Billings					

WP 1544-2: Provide customer services

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	20,524	23,987	27,887	28,222	28,560	$272
	Transaction Type A *					Unit: $4 /transact.
2)	8,964	12,311	15,875	16,142	16,335	
	Transaction Type B *					
3)	5,806	5,835	4,502	4,920	5,020	
	Transaction Type C *					
4)	11,224	11,822	13,612	14,028	14,185	
	Transaction Type D *					

WP 1544-3: Administer the delinquent accounts program

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	87,841	90,116	96,180	110,000	115,000	$254
	Delinquency Notices Issued					Unit: $ 6 /action
2)	17,619	18,472	25,833	40,000	40,800	
	Field Action Taken on Delinquent Accounts **					

---

* Type
A - Open and close accounts; B - Receive/refund deposits
C - Duplicate bills; D - Field inspections

** Field action on delinquent accounts includes first and second field calls to collect delinquent bills, cut off water for non-payment, lock meters, remove meters, and remove straight lines, plus field calls to turn on water after delinquent payments, unlock meters, and investigate water thefts.

WATER AND SEWER REVENUE

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

OBJECTIVE 1544-A:
To read 98% of water meters and to produce and mail 99% of utility bills within 1 week of scheduled date in 1988.

	1984	1985	1986	1987	1988
(A-1)	100%	100%	87.5%	95%	98%
	% Meters Read Within Standard				
(A-2)	100%	100%	87.5%	98%	99%
	% Billings Mailed Within Standard				

STRATEGY:
1. Use Utilicorder automated meter reading system.
2. Use back-up meter reading system as necessary.
3. Start meter reading and billing runs on schedule.
4. Process billings and mail bills on weekly schedule.
5. Use overtime and temporary labor as needed to maintain meter reading and billing schedules throughout the year.

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

OBJECTIVE 1544-B:
To increase the percentage of field service requests completed within one day of request by 0.5% in 1988.

	1984	1985	1986	1987	1988
(B-1)	99.0%	98.8%	99.0%	99.0%	99.0%
	Type A Requests Completed*				
(B-2)	96.0%	96.5%	96.0%	96.5%	97.0%
	Type B Requests Completed*				
(B-1)	92.0%	90.0%	92.0%	93.0%	94.0%
	Type C Requests Completed*				
(B-1)	92.0%	90.0%	92.0%	93.0%	94.0%
	Type D Requests Completed*				

* Type: A - Service turn-ons; B - Service cut-offs
C - Inspections; D - Information seeks

WATER AND SEWER REVENUE

OBJECTIVE 1544-C:
To maintain the percentage of customer service transactions completed within 15 days of request at current levels during 1988.

	1984	1985	1986	1987	1988
(C-1)	99.9%	99.9%	99.9%	99.9%	99.9%
	Customer Service Transactions Type A*				
(C-2)	99.8%	99.7%	99.8%	99.8%	99.8%
	Customer Service Transactions Type B*				
(C-1)	99.8%	99.6%	99.8%	99.8%	99.8%
	Customer Service Transactions Type C*				
(C-1)	99.0%	98.0%	99.0%	99.0%	99.0%
	Customer Service Transactions Type D*				

STRATEGY 1544-B & C:
1. Customer Service Clerks will receive requests and process for field action on same-day basis.
2. Assign field calls to Water Service Representatives in an orderly and a timely manner.
3. Water Service Representatives turn-on and cut-off service within one day of request, and other service calls as secondary priority.
4. Organize transactions in suspense file for follow up and completion of transactions within time limit.
5. Enter final account information into computer within 15 days for billing purposes.
6. Monitor and tally transactions not meeting standards.

GOAL: TO ENSURE ALL VALID WATER, SEWER, AND REFUSE BILLINGS ARE COLLECTED.

OBJECTIVE 1544-D:
To collect 98.5% of billings during 1988.

	1984	1985	1986	1987	1988
(D-1)	95.4%	97.8%	98.6%	98.5%	98.5%
	% 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 problem accounts by geographical territory to six Water Service Representatives for termination of service.
5. Collect or cut off water service leaving door-knob notice.
6. Enforce delinquent cut-offs by locking, plugging, and removing meters on problem accounts.
7. Investigate thefts of utility services and hard-core delinquency cases, and take action to resolve through court action or other appropriate means.

* Type: A - Service turn-ons; B - Service cut-offs
C - Inspections; D - Information seeks

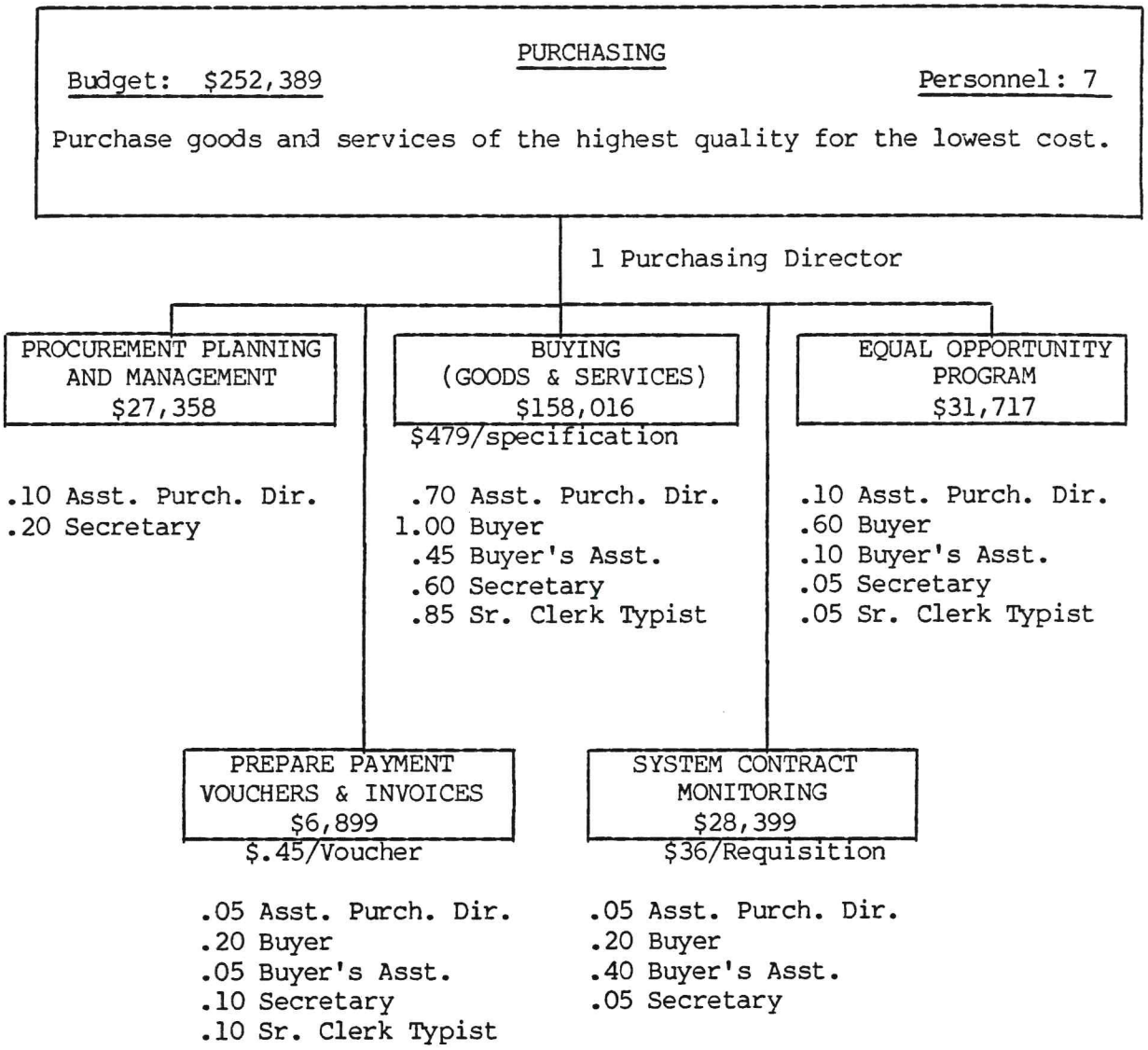
PURCHASING

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 160,905	$ 170,660	$ 189,479
CONTRACTUAL SERVICES	$ 22,868	$ 19,509	$ 20,631
COMMODITIES	$ 6,311	$ 8,870	$ 9,285
REVOLVING FUNDS	$ 21,524	$ 29,525	$ 27,352
CAPITAL OUTLAY	$ 2,279	$ 5,000	$ 4,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,628	$ 1,677	$ 1,642
TOTAL	$ 215,515	$ 235,241	$ 252,389

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,389
SECRETARY	1.00	1.00	54	$ 14,405
BUYERS ASSISTANT	1.00	1.00	55	$ 15,125
BUYER	1.00	1.00	71	$ 21,808
SENIOR BUYER	1.00	1.00	76	$ 26,508
ASST PURCHASING DIRECTOR	1.00	1.00	77	$ 25,869
PURCHASING DIRECTOR	1.00	1.00	82	$ 38,220
TOTAL	7.00	7.00		


PURCHASING
Budget: $252,389
Personnel: 7
Purchase goods and services of the highest quality for the lowest cost.
1 Purchasing Director
PROCUREMENT PLANNING AND MANAGEMENT $27,358
.10 Asst. Purch. Dir.
.20 Secretary
BUYING (GOODS & SERVICES) $158,016
$479/specification
.70 Asst. Purch. Dir.
1.00 Buyer
.45 Buyer's Asst.
.60 Secretary
.85 Sr. Clerk Typist
EQUAL OPPORTUNITY PROGRAM $31,717
.10 Asst. Purch. Dir.
.60 Buyer
.10 Buyer's Asst.
.05 Secretary
.05 Sr. Clerk Typist
PREPARE PAYMENT VOUCHERS & INVOICES $6,899
$.45/Voucher
.05 Asst. Purch. Dir.
.20 Buyer
.05 Buyer's Asst.
.10 Secretary
.10 Sr. Clerk Typist
SYSTEM CONTRACT MONITORING $28,399
$36/Requisition
.05 Asst. Purch. Dir.
.20 Buyer
.40 Buyer's Asst.
.05 Secretary

Vehicles: 1

PURCHASING

WORK PROGRAMS

WP 1550-1: Purchase goods and services, promote equal opportunity in purchasing, and administer department activities

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	532	487	323	330	330	$217
	Specifications Prepared					Unit: $658 /specific.
2)	na	na	35	25	27	
	New Contracts Awarded to Minority Vendors					
3)	400	356	317	400	200	
	Minority Vendors Solicited					
4)	na	na	369	250	240	
	New Contracts Awarded to Other Contractors					

WP 1550-2: Review payment vouchers and agency purchase orders

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	16,000	$7
	# Reviewed					Unit: $.45 /review

WP 1550-3: Monitor requisitions under systems contract

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	780	$28
	# Requisitions Monitored					Unit: $36 /requisit.

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-A:
To fulfill 90% of all requests in 1988.

	1984	1985	1986	1987	1988
(A-1)	na	70%	90%	100%	90%
	% of Informal Requests Awarded Within 4 Weeks				
(A-2)	na	85%	70%	100%	90%
	% of Formal Requests Awarded Within 8 Weeks				
(A-3)	na	na	73%	75%	100%
	% of Purchase Orders Issued Within 14 Days of Bid Award				

STRATEGY:

1. Prepare and seek adoption of a new Purchasing Code which increases the informal buying limit and expands and clarifies the authority and the 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 for City personnel.
8. Perform annual value analyses on selected commodities.
9. Implement word processing and integrate it into 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.

OBJECTIVE 1550-B:
To ensure 95% of all orders and invoices comply with the items and the conditions of the purchase contract.

	1984	1985	1986	1987	1988
(B-1)	na	na	na	95%	95%
	% of Orders and Invoices Complying				

NOTE: The above-listed strategies will apply to both informal and formal bidding, excluding Items 5 and 6.

STRATEGY:
1. Verify information on order and packing slips with receiving copy of purchase order for quantity, price, and date of delivery.
2. Provide each City agency with copies of all purchase agreements, including purchase orders and annual contracts.
3. Verify all prices prior to submitting to Finance for payment.

OBJECTIVE 1550-C:
To ensure 90% of all orders are delivered by the date specified in the purchase agreement.

	1984	1985	1986	1987	1988
(C-1)	na	na	na	na	90%

% Delivered on Time

STRATEGY:
1. Note delivery date on all orders.
2. Have Department note date received on receiving report.
3. Design and implement a vendor rating system.

OBJECTIVE 1550-D:
To identify three additional commodity groups per year that can be purchased more economically.

	1984	1985	1986	1987	1988
(D-1)	na	na	na	3	6

Commodity Groups Identified

STRATEGY:
1. Capture commodity data on single, repetitive purchases on requisitions and agency purchase orders.
2. Explore cooperative purchasing.
3. Monitor the frequency of repeat purchases through the use of the Agency Purchase Order document.

GOAL: TO PROMOTE EQUAL OPPORTUNITY IN PURCHASING.

OBJECTIVE 1550-E:
To ensure qualified minority vendors are solicited for bids or quotes in 100% of the instances that a minority vendor is available.

	1984	1985	1986	1987	1988
(E-1)	100%	100%	100%	100%	100%

% of All Known Minority Vendors Solicited

(E-2)	na	na%	na%	95%	95%

% of All Other Known Vendors Solicited

(E-3)	na%	22%	22.7%	25%	25%

% of City Dollars Received by Minority Vendors from Products Offered by Them

PURCHASING

STRATEGY 1550-E:

1. Implement changes in administrative procedures to remove barriers to minority vendors' (suppliers) participation in City procurement.
   a. Simplify the bid solicitation document to ensure 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 those buying strategies 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 to 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.

OBJECTIVE 1550-F:

To involve all purchasing staff persons in at least one seminar per year to strengthen their capability in purchasing.

	1984	1985	1986	1987	1988
(F-1)	na	na	na	100%	100%

% staff attending at least one seminar

	1984	1985	1986	1987	1988
(F-2)	na	na	na	4	4

# of public purchasing seminars attended by staff

Interdepartmental

The Interdepartmental budget includes those accounts and activities within the General Fund that are not exclusive to a particular operating department. This department's activities include Debt Service, Jail Services, Interfund Transfers, Other Expenses, Cultural Contributions, Social Contributions, Contributions to Other Funds and Agencies, Savannah Exposition, Drainage Fund Contributions, Other Capital Improvement Projects (CIP's) and Contingencies. Interdepartmental program expansion is planned for three areas during 1988: Social Agency Contributions, Tourism Enhancement Projects and Drainage Improvement.

The New Futures Initiative Project, a new program which will address the problems of "at-risk" youth, is budgeted at $500,000. This funding is appropriated to fulfill the Casey Foundation's requirement that any community receiving a New Futures Initiative grant must match it with local funding. If the foundation awards a grant to the City, $10 million over five years will be received to address youth problems. The $500,000 allocation will be used to fund programs for "at-risk" youth even if the City is not awarded the Casey grant.

The second expansion area is in Tourism Enhancement Projects; the 1988 allocation is twice that of 1987. Hotel Tax proceeds in the amount of $470,040 are reserved for capital projects to promote tourism. Planned expenditures for General Fund projects total $101,000; the Forsyth Fountain Renovation, $51,000 and the Battlefield Park Restoration, $50,000. In addition, $369,040 will be contributed to the Civic Center for its $396,000 seating replacement project.

Finally, the Drainage Improvement contribution will increase $1,200,000 over the 1987 level to $2,275,000. Thus, the Drainage System Improvement Reserve Fund will receive the proceeds of a 2 mill tax levy for future projects. Expenditure summaries which compare Interdepartmental's 1988 budgeted expenditures and the 1987 projected expenditures follow.

EXPENDITURES BY TYPE

Expenditure Areas	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET	Change $	Change %
Contractuals	$ 986,990	$ 941,706	$ -45,284	-4.6
Revolving Fund	211,407	252,681	41,274	19.5
Capital Outlay	108,846	0	-108,846	--
Debt Service	2,176,028	2,367,520	191,492	8.8
Contrib. & Trans.	7,812,794	9,885,624	2,072,830	26.5
Contingencies	0	39,425	39,425	--
Cap. Imp. Proj.	3,476,254	3,219,472	-256,782	-7.4
Total	$14,772,319	$16,706,428	$1,934,109	13.1

EXPENDITURES BY ACTIVITY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Jail Svc./Chatham Co.	$ 857,850	$ 875,370	$ 875,370
Debt Service[1]	1,980,848	2,178,293	2,369,900
Veh. Purchase Contr.	53,900	--	--
Other Expenses	375,847	429,608	316,637
Cultural Contrib.	362,140	405,150	427,868
Social Contrib.	446,841	274,600	761,100
Other Contrib.	1,756,149	1,200,594	1,885,153
Savannah Expo.	714,464	983,600	902,000
Drainage Fund Contrib.	--	1,075,000	2,275,000
Interfund Trans.	5,250,721	5,183,870	6,010,503
Contingencies	0	0	39,425
Other CIP's	2,525,848	2,166,234	843,472
Total	$14,324,608	$14,772,319	$16,706,428

PROGRAM COSTS

Interdepartmental's Basic Program Budget totals $16,706,428 or $1,934,109 more than projected 1987 expenditures of $14,772,319. Major changes are summarized and explained below in the following sections.

Contractuals: The 1988 allocation for contractual services is $941,706. The major account in this series is for Jail Services from Chatham County, $875,370. City membership in the following governmental associations is also included in this allocation: Georgia Municipal Association, National League of Cities, and U S. Conference of Mayors.

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[1] Bank fee for General Obligation Bond Sale is included.

Revolving Fund: This $252,681 allocation primarily provides for engineering services which include: usage of the geo-based data system, services to private developers (including inspections and site plan preparation), and miscellaneous departmental requests.

Capital Outlay: The Capital Outlay budget declines from $108,846 in 1987 to $0 in 1988. This reflects the 1987 purchase of data processing equipment for several operating departments.

Debt Service: In 1988, $1,162,520 is budgeted for interest on outstanding bonds and $1,205,000 is budgeted for bond redemption, for a total of $2,367,520. The total increase of $191,492 is primarily related to additional principal and interest payments associated with the 1987 $2 million bond issue.

Other Contributions and Interfund Transfers: In 1988, the total allocation provided for Contributions to Outside Agencies and Interfund Transfers is $9,885,624. These monies are provided for payments and contributions to other City Funds, to other public agencies, and to private non-profit agencies selling services to or receiving contributions from the City. Principal items budgeted in this series are:

a. Contributions to Cultural and Social Agencies: The 1988 budgeted levels for Cultural Contributions are $427,868 and $761,100 for Social Contributions, totalling $1,188,968. The major 1988 contribution is $500,000 to the New Futures Initiative Program. A list of the 1987 projected and 1988 budgeted allocations by agency follows:

	1987	1988
Cultural Activities		
Telfair Academy	$ 30,494	$ 25,194
Savannah Science Museum	30,481	20,315
Symphony Society/Arts on River St.	126,014	131,774
Savannah Federation of Musicians	10,000	12,000
Ballet South	10,375	11,225
Savannah Theatre Company	31,740	33,069
Savannah Art Association	4,000	4,000
City Lights Theatre	14,000	21,537
Coastal Heritage (Fort Jackson)	27,850	27,850
Coastal Jazz Association	28,250	21,000
Center for Puppetry Arts	3,400	4,250
Public Radio	9,500	12,050
King-Tisdell Cottage Foundation, Inc.	22,046	19,889
Georgia Cultural Grant Match	10,000	20,000
Outdoor Performing Arts Festival	18,000	20,000
Martin Luther King Commemoration	13,000	15,525
Benue Festival	16,000	--
Alliance Children's Theater	--	2,850
Musicmobile	--	10,000
Savannah Community Choir	--	8,840
Contingency	--	6,500
Subtotal	$ 405,150	$ 427,868

Social Services	1987	1988
Georgia Advocacy	$ 8,600	$ 8,600
Hospice	6,000	6,000
Navy League	3,000	3,000
Voluntary Action Center	7,000	7,000
Safe Shelter	26,000	26,000
Coastal Food Bank	17,000	17,000
Rape Crisis Center	23,000	23,000
International Seamen's House	7,500	7,500
Senior Citizens' Inc.	37,000	38,000
Social Services Planning	50,000	50,000
Teenage Pregnancy Program	50,000	50,000
Horizon House	12,000	--
Summer Therapeutic Enrichment Program	15,000	15,000
Marshlands Foundation	12,500	--
Neighbor to Neighbor Justice Centr.	--	10,000
New Futures Initiative Program	--	500,000
Subtotal	$ 274,600	$ 761,100
TOTAL	$ 679,750	$1,188,968

b. Other Contributions and Services: The City plans to contribute $1,415,113 to several other outside agencies which provide services to the public. The largest 1988 allocations are to the Savannah Area Chamber of Commerce (Visitors' Center), $770,000[1]; Metropolitan Planning Commission (MPC), $340,944; and Housing Inspections Program, $255,407.

The total change in Other Contributions and Services is an increase of $449,539 primarily related to an increased contribution to the Visitors' Center and Housing Inspections Program Payment. A complete list of Other Contributions and Services for 1987 and 1988 follows:

	1987	1988
Manpower Services		
Summer Youth Program	$ 7,500	$ 7,500
Community Promotion		
Savannah Day in Atlanta	3,000	3,000
Red Carpet Tour	2,000	2,000
Visitors' Center/Chamber	587,480	770,000
Tourism (State of Georgia promotion)	15,000	--
Planning - Community & Regional		
Metropolitan Planning Comm.	315,332	340,944
Coastal Area Planning & Dev. Comm.	35,262	36,262
Housing Inspections Program[2]	--	255,407
Total	$ 965,574	$1,415,113

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1 The City purchases tourism related services from the Convention and Visitors Bureau of the Chamber of Commerce. The funds available for this program are determined by state law and equal 40% of the current year projected hotel tax (.40 x $1,925,000).

2 Prior to 1988, this program was budgeted in the Inspections Department.

c. Interfund Transfers: A total of $7,281,543, or $1,114,073 more than 1987 costs of $6,167,470, is approved for 1988 General Fund payments to the Golf Fund, Sanitation Fund, Parking Fund, Civic Center Fund, the Savannah Exposition, Drainage Fund, and the Public Development Fund. An $857,686 increase in the Sanitation Fund contribution (due to a large 1988 contribution to the Resource Recovery Stabilization Fund) is partially offset by reductions in the Savannah Exposition, Parking Fund and Golf Course Fund contributions.

A detailed listing of Contributions and Interfund Transfers follows:

	1987	1988
Contribution to Golf Course	$ 406,499	$ 284,935
Services by Sanitation	1,412,634	1,483,266
Contribution to Sanitation[1]	2,401,662	3,259,348
Services by Parking	--	20,000
Contribution to Parking	129,236	0
Services by Civic Center	--	28,000
Contribution to Civic Center	632,967	724,054
Tourism Enhancement to Civic Center	--	369,040
Svcs. by Pub. Dev. Bureau Chief	166,304	174,604
Services by Public Development for Downtown Coord.	34,568	36,296
Contribution to Savannah Expo	983,600	902,000
Total	$ 6,167,470	$ 7,281,543

Contingencies: A contingency reserve of $39,425 for unanticipated and emergency expenditures is recommended for 1988.

Some $5,720 of the contingency is reserved for phase two of the Maps Curation Program in the Research Library division of the City Manager's Office. These funds will be used to hire two archival interns to catalog and index 2,500 historical maps and related items.

Capital Improvement Projects: A $3,219,472 allocation is budgeted for 1988 General Fund Capital Improvement Projects. The major project categories with 1987 projected and 1988 budgeted expenditures are listed below:

	1987	1988
Tourism Enhancement	$ 235,020	$ 101,000
Drainage Fund Contr.	1,075,000	2,275,000
Other CIP's	2,166,234	843,472
Total	$3,476,254	$3,219,472

Specific project descriptions are presented in the CIP section.

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[1] Includes Contribution to Resource Recovery Stabilization Fund.



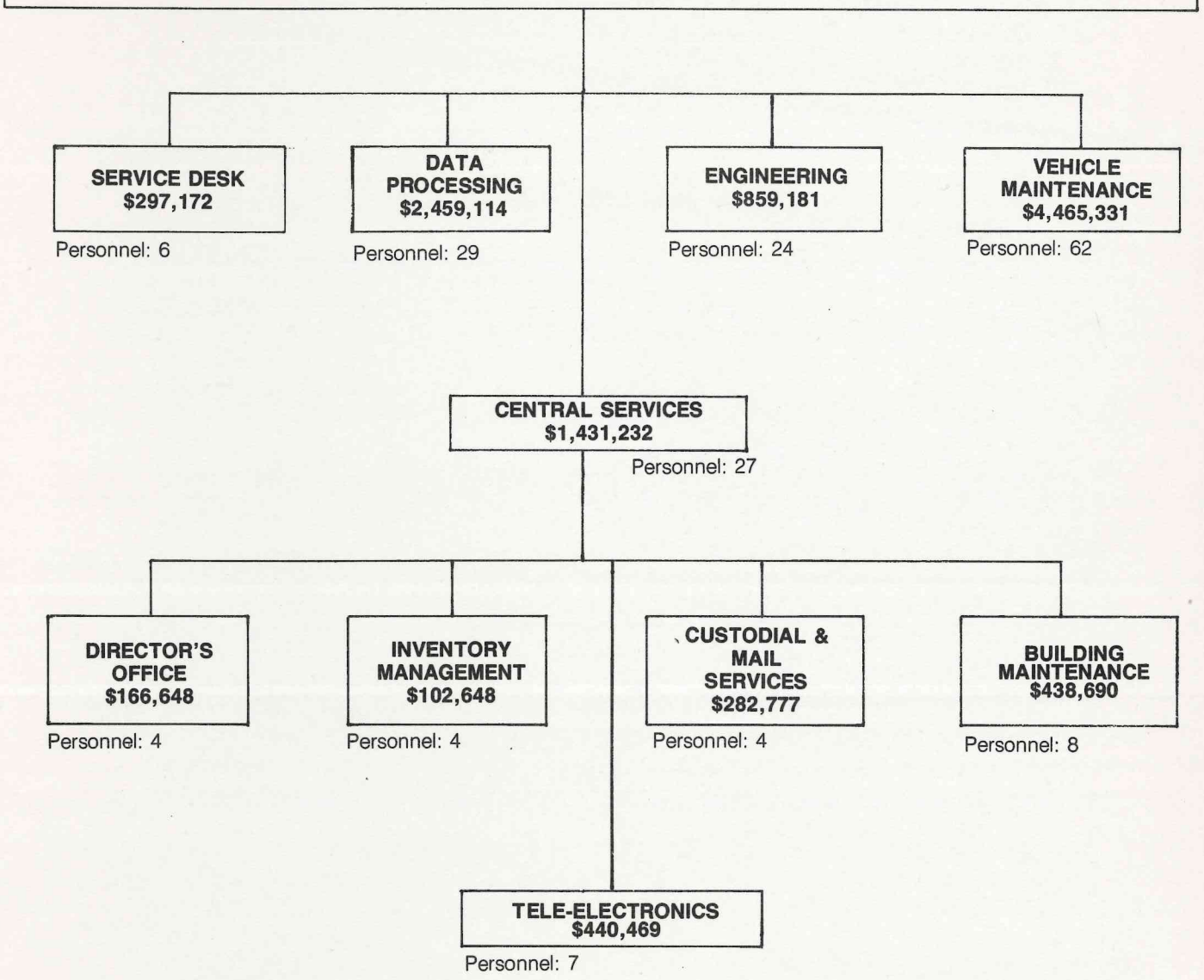
REVOLVING FUND

REVOLVING FUND

Budget: $9,512,030

Personnel: 148

To provide support services to all City Departments.



Vehicles: 46

REVOLVING FUND

The Revolving Fund comprises several departments providing support services to City departments. These support service departments are the Data Processing Department, the Engineering Department, the Vehicle Maintenance Department, the Customer Service Desk Department and the Central Services Department. The Data Processing Department provides computer services to City departments, Chatham County departments, and to other outside agencies. In 1988, the Data Processing Department will improve its ability to provide computer services by adding new resources to its operations at a total cost of $40,000: one additional technician, a van, and supporting equipment supplies. The Engineering Department implements and monitors the City's capital improvement projects and provides development plan review and site inspection services to private property developers. The Vehicle Maintenance Department performs maintenance and repair work on the City's vehicle fleet. The Customer Service Desk Department receives, compiles and disseminates information about customer complaints and service orders, and handles employment details of the City Lot activities. The Central Services Department provides mail, telephone, custodial, warehousing, building maintenance, and electronic equipment maintenance services to City departments. City departments are charged for these support services in order to clearly show the cost of providing these services to them. The budget for providing support services to all City departments during 1988 is summarized below.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 3,702,220	$ 4,011,136	$ 308,916	8.3
Contractuals	2,747,054	2,889,009	141,955	5.2
Commodities	1,930,183	2,070,609	140,426	7.3
Revolving Fund	241,218	268,717	27,499	11.4
Capital Outlay	70,985	60,830	-10,155	-14.3
Interfund Trans	251,113	211,729	-39,384	-15.7
Total Budget	$ 8,942,773	$ 9,512,030	$ 569,257	6.4

EXPENDITURES BY ACTIVITY

Department/Activity	1986 Actual Expenses	1987 Projected Expenses	1988 Approved Budget
Data Processing	$ 2,002,189	$ 2,299,814	$ 2,459,114
Engineering	674,120	839,064	859,181
Vehicle Maintenance	3,804,455	4,144,181	4,465,331
Central Services	1,216,252	1,373,346	1,431,232
Service Desk	269,280	286,368	297,172
Total Budget	$ 7,966,296	$ 8,942,773	$ 9,512,030

REVENUE BY SOURCE

1988 ESTIMATED

Revenue Source	Service Desk	Data Processing	Engineer.	Vehicle Maint.	Central Services	FUND TOTAL
General Fund	$104,894	$1,479,799	$212,681	$2,257,737	$ 878,112	$4,933,223
Revolving Fd	13,168	92,952	0	78,480	84,117	268,717
Golf Course	0	748	0	30,508	4,634	35,890
Civic Center	0	748	0	4,159	9,936	14,843
Parking	0	52,861	0	32,589	26,679	112,129
Sanitation Fd	90,866	9,638	0	1,606,505	59,491	1,766,500
Water Fund	69,931	7,967	2,210	150,818	173,512	404,438
Sewer Fund	16,351	7,718	849	223,308	69,275	317,501
I & D Water	1,916	0	38,502	20,660	12,821	73,899
Community Dev	46	20,202	17,108	8,496	53,168	99,020
Labor Res	0	309	0	1,446	9,404	11,159
MPC	0	0	0	0	43,742	43,742
Credit Union	0	0	0	0	6,341	6,341
C.I.P.	0	0	572,831	0	0	572,831
Outside Ag*	0	786,172	15,000	50,625	0	851,797
Total	$297,172	$2,459,114	$859,181	$4,465,331	$1,431,232	$9,512,030

* The largest non-City customers of the Revolving Fund are Chatham County and Senior Citizens. Chatham County will purchase $759,157 in data processing services and $15,000 in engineering services for 1988. Senior Citizens will pay $29,235 for fuel and vehicle maintenance in 1988.

PROGRAM COSTS

The 1988 Approved Budget for the Revolving Fund totals $9,512,030. This amount is $569,257 or 6% greater than 1987 Projected Expenses. The following sections provide detail on program costs and explain the major changes between the expenditures projected for 1987 and the allocations approved for 1988.

PERSONAL SERVICES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Salaries & Wages	$ 2,993,195	$ 3,194,922	$ 201,727	6.7
Social Security	220,926	246,777	25,851	11.7
Medical Insurance	109,690	140,642	30,952	28.2
Life Insurance	17,221	20,656	3,435	20.0
Unemployment Comp	767	7,429	6,662	--
Worker's Comp	26,757	41,028	14,271	53.3
Pension	217,577	266,585	49,008	22.5
Longevity	23,022	22,570	-452	-2.0
Overtime	75,362	61,487	-13,875	-18.4
Temporary Labor	17,703	9,040	-8,663	-48.9
Total	$ 3,702,220	$ 4,011,136	$ 308,916	8.3

The 1988 Revolving Fund Budget provides $4,011,136 for Personal Services. The major items in this category are: Salaries and Wages, $3,194,922; Pension, $266,585; Social Security, $246,777; and Medical Insurance, $140,642.

The 1988 allocation for Personal Services is an increase of $308,916 or 8% over 1987 projected expenses. The major changes are as follows:

Salaries & Wages — **increase** $201,727 due to a general wage increase, anniversary increases for eligible employees, plus a full year's cost of positions added in 1987 and an additional computer technician position in 1988.

Pension — **increases** $49,008 as recommended by the Pension Actuary.

Medical Insurance — **increases** $30,952 due to an increase in group medical claims.

CONTRACTUALS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Electricity	$ 164,999	$ 167,693	$ 2,694	1.6
Natural Gas	39,015	39,794	779	2.0
Communications	242,559	243,954	1,395	.6
Transportation	44,755	55,940	11,185	25.0
Advertising	750	773	23	3.1
Insurance	31,576	28,880	-2,696	-8.5
Rentals	892,778	955,253	62,475	7.0
Dues/Periodicals	12,418	9,032	-3,386	-27.3
Professional Fees	206,735	202,910	-3,825	-1.9
Building Repair	174,935	146,685	-28,250	-16.1
Equipment Maint	400,309	484,387	84,078	21.0
Vehicle Repair	417,494	430,019	12,525	3.0
Photocopying	22,970	21,634	-1,336	-5.8
Printing	5,362	5,460	98	1.8
Towing Services	26,666	27,466	800	3.0
Medical Costs	788	840	52	6.6
Other Contractual	62,945	68,289	5,344	8.5
Total	$ 2,747,054	$ 2,889,009	$ 141,955	5.2

The 1988 Budget provided for Contractual Services totals $2,889,009. The major expense in this category is Rentals. Of the $955,253 budgeted for Rentals, $895,040 is for the leasing of data processing equipment and $54,700 is for the leasing of Geo-Data computer mapping equipment and microfiche equipment. In addition, $484,387 is for Equipment Maintenance, mostly for maintaining computer hardware. The amount of $430,019 is provided for Vehicle Repairs performed by outside contractors. The $243,954 in Communications is mainly for the operation of the Central Switchboard system. Professional Service Fees, at $202,910, includes $89,390 for providing security at the City Lot and office cleaning at City facilities, $64,264 for financial audits, and $43,610 for providing security at the Sallie Mood Road facility. Electricity, at $167,693, is primarily for City Hall, the Gamble Building, and the City Lot. Also provided is $146,685 for building repairs on City buildings.

The 1988 allocation for Contractual Services is an increase of $141,955 or 5% over 1987 projected expenses. The major changes are as follows:

Equip Maint — **increases** $84,078 primarily due to the increased costs of maintaining the following City-owned equipment: HVAC equipment and elevators at City Hall and the Gamble building, mainframe and microcomputer equipment, radios, scanboards, circuit boards, and other electronic equipment.

Rentals — **increase** $62,475 mainly for the leasing of the mainframe computer system and its associated peripherals.

Building Repair — **decreases** $28,250 due to several building repair projects completed in 1987.

COMMODITIES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Supplies	$ 12,044	$ 13,281	$ 1,237	10.3
Postage	13,440	16,021	2,581	19.2
Personal Supp	2,710	3,665	955	35.2
Operating Supp	92,038	95,457	3,419	3.7
Small Fixed Asset	8,098	6,539	-1,559	-19.3
Chemicals	2,152	2,217	65	3.0
Equip Repair Part	25,552	26,319	767	3.0
Construction Supp	76,818	71,658	-5,160	-6.7
Tools/Shop Supp	17,427	16,268	-1,159	-6.7
Vehicle Parts	955,125	986,779	31,654	3.3
Propane	27,977	32,000	4,023	14.4
Gasoline	448,588	528,000	79,412	17.7
Diesel Fuel	152,875	179,342	26,467	17.3
Oils & Grease	87,440	90,063	2,623	3.0
Other Commodities	7,899	3,000	-4,899	-62.0
Total	$ 1,930,183	$ 2,070,609	$ 140,426	7.3

Commodities are budgeted at $2,070,609 for 1988. Most of this amount is for maintenance and fuel for the vehicle fleet. The major expense areas are: Vehicle Parts, $986,779; Gasoline, $528,000; Propane, $32,000; and Diesel Fuel, $179,342. In addition, $95,457 is provided for Operating Supplies such as computer paper, shop supplies, housekeeping supplies and other miscellaneous items.

The 1988 allocation for Commodities is $140,426 or 7% greater than 1987 Projected Expenses. The major changes are as follows:

Fuels — **increase** $109,902 primarily due to an increase in the usage of gasoline and diesel fuels. Vehicle Maintenance estimates the cost of these fuels at $.80/gallon for both 1987 and 1988. Projected usages for 1988 are propane at 40,000 gallons, gasoline at 660,000 gallons, and diesel at 224,178 gallons. This represents a gallonage increase of 17.6%. The gallon increases are the result of increases in fleet size from 711 vehicles in 1987 to 783 vehicles in 1988. Other activities also dispense fuels that are not included in the above totals. The other activities that have fuels budgeted in 1988 are the Golf Course ($15,200), Refuse Disposal ($21,000), Water Supply and Treatment ($1,818) and I & D Water ($9,105).

Vehicle Parts — **increase** $31,654 or 3% due to inflation.

REVOLVING FUND

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Service Desk	$ 11,511	$ 13,168	$ 1,657	14.4
Data Processing	91,438	92,952	1,514	1.7
Garage Services	58,868	78,480	19,612	33.3
Central Services	79,401	84,117	4,716	5.9
Total	$ 241,218	$ 268,717	$ 27,499	11.4

The 1988 charges approved for Revolving Fund services to activities total $268,717. There are three major expenditure areas: Data Processing, $92,952; Central Services, $84,117; and Garage Charges totalling $78,480. The Revolving Fund chargebacks for 1988 are $27,499 or 11% higher than 1987 projected costs.

CAPITAL OUTLAY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Equipment	$ 12,555	$ 42,830	$ 30,275	241.0
Oper/Constr Equip	58,430	18,000	-40,430	-69.2
Total	$ 70,985	$ 60,830	$-10,155	-14.3

The Capital Outlay budget totals $60,830. Of this amount, $42,830 is provided for Office Equipment. The major Office Equipment item is $30,420 for new computer software and $4,360 for new office partitions for the Data Processing Department.

INTERFUND TRANSFERS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Intrafund Trans	$ 172,953	$ 141,508	$ -31,445	-18.2
Vehicle Rep Contr	78,160	70,221	-7,939	-10.2
Total	$ 251,113	$ 211,729	$ -39,384	-15.7

Interfund Transfers are budgeted at $211,729 for 1988. Of this amount, $105,333 is for the Data Processing Department's annual payment for a $435,695 software package purchased in 1986. The Data Processing Department has borrowed funds from another City fund at an 8% interest to pay for the software package. It will pay back the borrowed funds by making payments through December 31, 1990 at the current level with a final payment of $57,960 being paid in 1999.

DATA PROCESSING

The Data Processing Center provides computer services to City departments, Chatham County departments, and other outside agencies. The 1988 Approved Budget totals $2,459,114. This amount is an increase of $159,300 or 7% over the expenses projected for 1987.

A new program providing $40,000 in the 1988 Approved Budget will double the DPC repair staff and add a van to the DPC vehicle fleet. With the addition of a Communications Technician and a van, response time to failure should increase significantly. Service requests completed within 24 hours should increase significantly from a 1987 projection of 80%, and installation requests completed within 24 hours should increase from a 1987 projection of 75%. Communications network availability should also increase for 1988, with most equipment kept available at all times. Another Communications Technician allows for the start of a personal computer repair plan in 1988. This will eliminate the mailback repair plan that the City is presently operating under for personal computers. A preventive maintenance program can be properly initiated during 1988.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 730,057	$ 782,369	$ 52,312	7.2
Contractuals	1,362,034	1,427,792	65,758	4.8
Commodities	47,099	46,290	-809	-1.7
Revolving Fund	7,089	9,509	2,420	34.1
Capital Outlay	17,100	34,780	17,680	--
Interfund Trans	136,435	158,374	21,939	16.1
Total	$2,299,814	$ 2,459,114	$ 159,300	6.9

PROGRAM COSTS

Personal Services: The 1988 budget for Personal Services totals $782,369. At $640,855, the Salaries and Wages account is the major expense. The other large accounts are: Pension, $52,041; Social Security, $48,709; and Medical Insurance, $26,009. Major changes are:

Salaries & Wages	**increase** $36,507 due to a general wage increase and anniversary increases for eligible employees and an additional computer technician position in 1988.
Pension	**increases** $7,470 as recommended by the Pension Actuary.
Medical Insurance	**increases** $5,584 due to an increase in group medical claims.

Contractuals: The budget for Contractual Services totals $1,427,792. The major accounts comprise $895,037 for Rentals and $372,989 for Equipment Maintenance. The Rentals account includes leasing of the following items: Mainframe, Mainframe peripherals, software, terminals, and printers, while Equipment Maintenance involves costs associated with the upkeep of City owned equipment. The other major Contractuals are Building Rental at $43,606, Transportation at $36,635 and Electricity at $35,200. Major changes are:

Equipment Maint	**increases** $70,577 to service an increased amount of City owned equipment.
Rentals	**increase** $61,505 for system upgrade and additional equipment related to the system upgrade.
Transportation	**increases** $9,280 for the additional travel/ training required to properly operate and maintain the new computer system.
Building Repair	**decreases** $65,800 due to building repairs made in 1987 to accommodate the new computer system.
Professional Fees	**decrease** $14,080 due to improved in-house programming and maintenance skills.

Commodities: The amount budgeted for Commodities is $46,290. The largest expenditure area is Operating Supplies at $35,244. It includes stock forms, cables, binder supplies, printer ribbons, computer paper and magnetic tape.

Revolving Fund: Charges for other Revolving Fund services total $9,509. Most of this amount, $6,724, is for Central Services.

Capital Outlay: Expenses for Capital Outlay items total $34,780 and are for the following items:

Software (new)	$30,420
Office Partition (new)	4,360
Total	$34,780

Interfund Transfers: Interfund Transfers are budgeted at $158,374. Of this amount, $105,333 is for the annual payment for software. In 1986, a $435,695 software package was purchased with monies borrowed from another City fund at an 8% interest rate. These payments will continue through December 31, 1990 at the current level, with a final payment of $57,960 in 1991. Some $36,175 is budgeted for the remaining portion of the Disaster Recovery Plan. A total of $65,500 is budgeted for the plan, of which $29,325 was encumbered in 1987. The Vehicle Replacement Contribution for 1988 is $16,866.

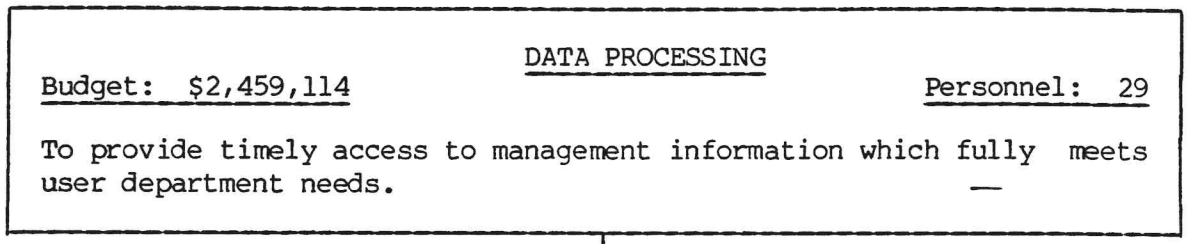
DATA PROCESSING

PURPOSE: PROVIDE THE HIGHEST LEVEL OF DATA PROCESSING SUPPORT TO THE USER DEPARTMENTS AT THE LOWEST POSSIBLE COST.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 684,867	$ 730,057	$ 782,369
CONTRACTUAL SERVICES	$ 1,257,814	$ 1,362,034	$ 1,427,792
COMMODITIES	$ 41,046	$ 47,099	$ 46,290
REVOLVING FUNDS	$ 4,559	$ 7,089	$ 9,509
CAPITAL OUTLAY	$ 400	$ 17,100	$ 34,780
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 13,503	$ 136,435	$ 158,374
TOTAL	$ 2,002,189	$ 2,299,814	$ 2,459,114

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
DATA CONTROL CLERK	1.00	1.00	48	$ 13,389
SENIOR DATA CONTROL CLERK	1.00	1.00	53	$ 14,405
SECRETARY	1.00	1.00	54	$ 14,761
COMPUTER OPERATOR	5.00	5.00	57	$ 79,022
SENIOR COMPUTER OPERATOR	1.00	1.00	64	$ 18,839
DPC TELECOMMUNICATIONS TECH	1.00	2.00	68	$ 41,038
COMPUTER PROGRAMMER	2.00	2.00	70	$ 45,796
COMPUTER BUSINESS SUPERVISOR	1.00	1.00	73	$ 26,508
COMPUTER PROGRAMMER ANALYST	5.00	5.00	78	$ 132,540
DPC TRAINING COORDINATOR	1.00	1.00	81	$ 28,521
SENIOR SYSTEMS ANALYST	2.00	2.00	81	$ 57,042
DPC PERSONAL COMPUTER COORD	1.00	1.00	81	$ 28,521
COMPUTER SYSTEMS PROGRAMMER	1.00	1.00	81	$ 31,444
MAPPER COORDINATOR	1.00	1.00	81	$ 28,521
SYSTEMS SUPERVISOR	1.00	1.00	86	$ 37,299
DPC OPERATIONS SUPERVISOR	1.00	1.00	86	$ 33,831
DATA BASE SUPERVISOR	1.00	1.00	86	$ 35,523
DATA PROCESSING DIRECTOR	1.00	1.00	91	$ 45,337
TOTAL	28.00	29.00		



OPERATIONS $1,201,177 $64/hour	SYSTEMS DEVELOPMENT $483,822 $36/hour	APPLICATIONS SUPPORT $483,822 $42/hour	DATA BASE SUPPORT $290,293 $33/hour
.25 DPC Dir.	.25 DPC Dir.	.25 DPC Dir.	.25 DPC Dir.
.25 Bus. Coord.	.25 Bus. Coord.	.25 Bus. Coord.	.25 Bus. Coord.
.25 Secretary	.25 Secretary	.25 Secretary	.25 Secretary
1.00 Oper. Supv.	.50 Sys. Supv.	.50 Sys. Sup.	1.00 DB Supv.
1.00 Sr.Cont.Clk.	1.00 Sr.Sys.Anal.	1.00 Sr.Sys.Anal.	1.00 Prog./Anal.
1.00 Cont.Clk.	1.50 Prog./Anal.	.50 Prog./Anal.	2.00 Prog.
1.00 Sr. Comp Oper.	1.50 Prog.	.50 Prog.	
5.00 Comp.Oper.	.25 Sys. Prog.	.75 Sys. Prog.	
2.00 Comm. Tech.	.25 MAPPER Coord.	.75 MAPPER Coord.	
	.50 Trg. Coord.	.50 Trg. Coord.	
	.50 PC Coord.	.50 PC Coord.	

Total Vehicles: 2

DATA PROCESSING

WORK PROGRAMS

WP 5010-1: Operations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	672	656	672	700	$403
	Hours of Mainframe Operation/month					Unit: $48 /hour
2)	na	na	480	650	660	
	Hours of MAPPER Operation/month					
3)	na	na	456	660	660	
	Hours of Data Base Operation/month					

WP 5010-2: Provide system development and Applications Support

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	12,667	25,786	22,689	25,164	24,960	$924
	Employee Hours					Unit: $37 /hour

WP 5010-3: Training

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	15	12	18	$41
	MAPPER Training Sessions					Unit: $233 /session
2)	na	na	24	48	48	
	Sperrylink Training Sessions					
3)	na	na	12	24	36	
	Lotus Training Sessions					
4)	na	na	12	12	12	
	Graphics Training Sessions					
5)	na	na	12	24	48	
	PC User Training Sessions					
6)	na	na	6	6	6	
	Wordperfect Training Sessions					
7)	na	na	6	6	6	
	Multimate Training Sessions					
8)	na	na	1	1	2	
	MAPPER Run Design Training Sessions					

DATA PROCESSING

WORK PROGRAMS

WP 5010-4: Service and Installation

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	90%	80%	95%	$400
	Service Requests Completed Within 24 Hours					Unit: $537 /request
2)	na	na	323	480	575	
	Number of Service Calls					
3)	na	na	85%	75%	90%	
	Installation Requests Completed Within 24 Hours					
4)	na	na	80	130	170	
	Number of Installations					

WP 5010-5: Maintenance and Operations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1	1	1	1	1	$400
	Mainframes					Unit: $595 /device
2)	na	na	62	140	180	
	Personal Computers					
3)	na	na	180	195	200	
	Terminals					
4)	na	na	45	60	70	
	Communications Lines					
5)	na	na	27	35	50	
	Multiplexors					
6)	na	na	19	22	22	
	Sperrylinks					
7)	na	na	100	130	150	
	Printers					

WP 5010-6: Maintain Data Base

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	7,190	8,854	8,797	$290
	Service Requests Completed Within 24 Hours					Unit: $33 /hour

GOAL: TO PROVIDE TIMELY ACCESS TO MANAGEMENT INFORMATION WHICH FULLY MEETS USER DEPARTMENT NEEDS.

OBJECTIVE 5010-A:
To meet mainframe service and availability standards.

	1984	1985	1986	1987	1988
(A-1)	na	17	9.22	12	10
	Average Monthly Incidence of Downtime				
(A-2)	na	2	2.13	1.5	2
	Average Hours of Downtime/Incident				
(A-3)	na	5.1%	3%	2.7%	2%
	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 greater than 94%.

Communications Network Availability

	1987			1988		
	No. Avail	Total Units	% Avail	No. Avail	Total Units	% Avail
(B-1)	187	195	96%	192	200	96%
	Terminals (CRT's)					
(B-2)	124	130	95%	143	150	95%
	Printers					
(B-3)	22	22	100%	22	22	100%
	Sperrylinks					
(B-4)	140	140	100%	180	180	100%
	Personal Computers (PC's)					

STRATEGY:
1. Identify weaknesses contributing to terminal downtime in Network Hardware.
2. Conduct studies to evaluate the latest technology in computer network design.

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.

	1984	1985	1986	1987	1988
(C-1)	na	na	90%	90%	90%
	Response Time Under 2 Seconds				
(C-2)	na	na	98%	98%	98%
	Response Time Under 5 Seconds				
(C-3)	na	na	na	na	90%
	Response Time Under 2 Seconds During Critical Hours*				
(C-4)	na	na	na	na	98%
	Response Time Under 5 Seconds During Critical Hours*				

DATA PROCESSING

STRATEGY 5010-C:
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. —

*Critical hours are between 8:00 a.m. and 5:00 p.m.

OBJECTIVE 5010-D:
To perform 98% of all new projects on time and within budget.

	1984	1985	1986	1987	1988
(D-1)	na	na	95%	98%	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.

OBJECTIVE 5010-E:
To accurately estimate the chargebacks for Data Processing services to user departments.

	1984	1985	1986	1987	1988
(E-1)	na	na	4,138	0	0
	Average Budget to Actual Dollar Variance*				
(E-2)	na	na	29.9	0	0
	Average Budget to Actual Percent Variance*				

STRATEGY:
1. Develop a Data Processing chargeback system to accurately estimate DP chargebacks based on system usage.

*All variances are in absolute terms.

ENGINEERING

The Engineering Department, a part of the Public Development Bureau, provides services in the following major categories: capital projects (CIP), services to City departments, services to private developers, and services to the general public. Summarized below is the approved 1988 budget for the Engineering Department. The $859,181 approved allocation for 1988 is $20,117 or approximately 2% greater than 1987 projected expenditures.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 579,751	$ 627,345	$ 47,594	8.2
Contractuals	111,600	110,215	-1,385	-1.2
Commodities	15,707	15,652	-55	-0.4
Revolving Fund	60,593	69,088	8,495	14.0
Capital Outlay	32,098	9,550	-22,548	-70.2
Interfund Trans	39,315	27,331	-11,984	-30.5
Total	$ 839,064	$ 859,181	$ 20,117	2.4

PROGRAM COSTS

Personal Services: Expenses for Personal Services are $627,345, $508,824 of which is for Salaries and Wages. Three other major accounts are: Pension, $42,826; Social Security, $38,500; and Medical Insurance, $22,156. Major changes are listed below.

Salaries & Wages **increase** $32,609 due to a general wage increase, and anniversary increases for eligible employees, plus position vacancies in 1987.

Pension **increases** $8,602 as recommended by the Pension Actuary.

Contractuals: The budget for Contractual Services totals $110,215. The two largest accounts in this series are Rentals and Equipment Maintenance. The amount of $54,700 budgeted for Rentals in 1988 is for the rental of Geo-Data computer equipment and microfiche equipment. Also, $26,470 budgeted for Equipment Maintenance reflects maintenance needed on computer and telephone equipment.

Commodities: A $15,652 budget is approved for Commodities. Major allocations include: Operating Supplies and Materials (includes drafting and computer paper/supplies), $5,500; Office Supplies, $4,840; and Small Fixed Assets (includes drafting tables/stools, office chairs and a dictation machine), $2,450.

Revolving Fund: The 1988 Revolving Fund charges total $69,088. The largest accounts in this category are: Central Services, $48,293; Garage Charges, $13,262; and Data Processing , $7,347.

Capital Outlay: The approved capital outlay purchases in 1988 amount to $9,550. A list of the planned purchases for 1988 follows:

Partitions (new)	$1,300
Software (new)	4,750
2 Plan Files @ $1,000 (replacement)	2,000
Survey Equipment (replacement)	1,500
TOTAL	$9,550

Interfund Transfers: The 1988 budget for Interfund Transfers totals $27,331. This budget allocation provides for vehicle replacements.

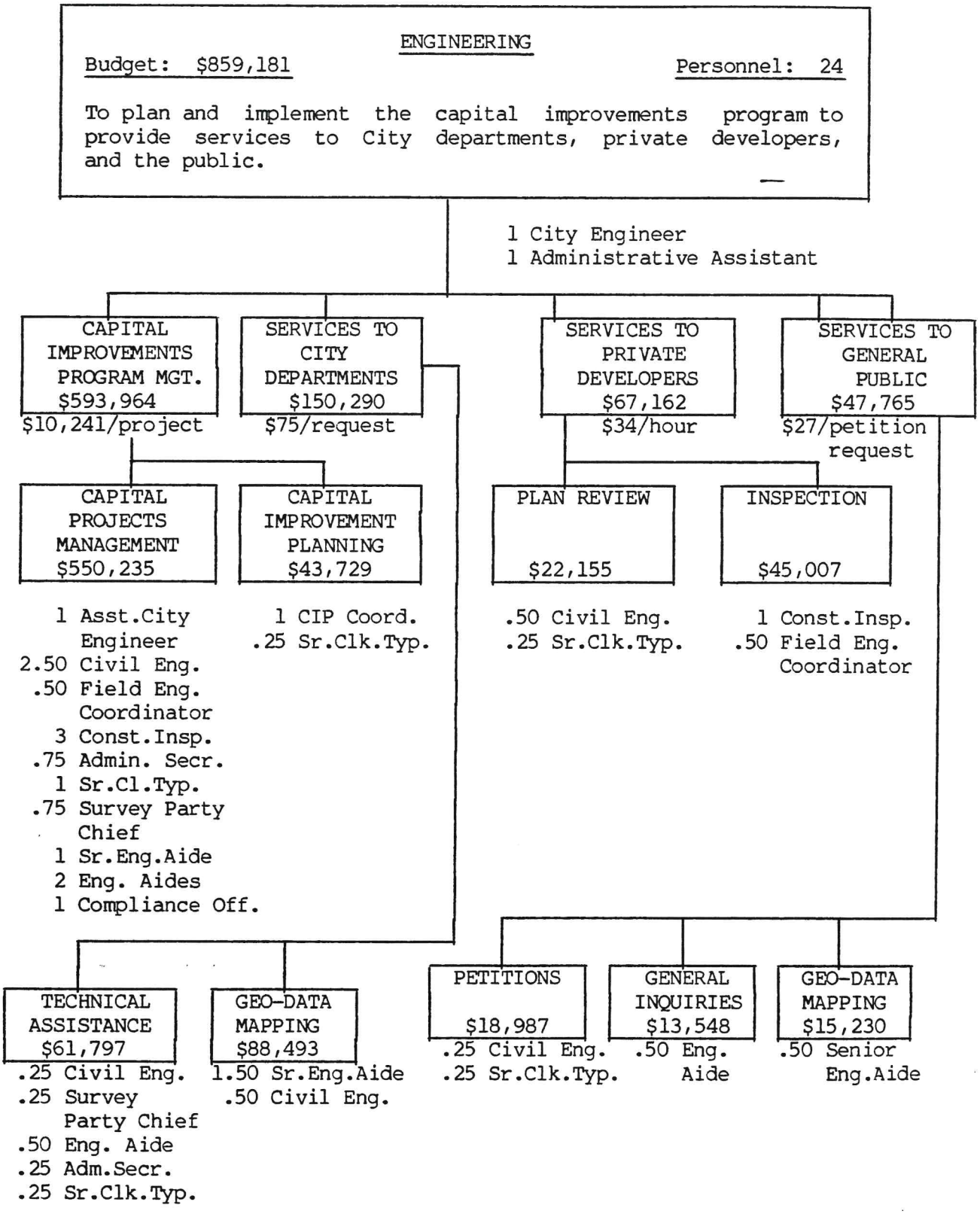
ENGINEERING

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 546,798	$ 579,751	$ 627,345
CONTRACTUAL SERVICES	$ 25,665	$ 111,600	$ 110,215
COMMODITIES	$ 19,033	$ 15,707	$ 15,652
REVOLVING FUNDS	$ 57,896	$ 60,593	$ 69,088
CAPITAL OUTLAY	$ 9,674	$ 32,098	$ 9,550
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 15,054	$ 39,315	$ 27,331
TOTAL	$ 674,120	$ 839,064	$ 859,181

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	2.00	2.00	51	$ 27,777
ENGINEERING AIDE	3.00	3.00	53	$ 43,935
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 19,780
SENIOR ENGINEERING AIDE	3.00	3.00	57	$ 48,829
ADMINISTRATIVE SECRETARY	1.00	1.00	57	$ 15,881
SURVEY PARTY CHIEF	1.00	1.00	68	$ 20,269
CONSTRUCTION INSPECTOR	4.00	4.00	68	$ 86,351
FIELD ENGINEERING COORD	1.00	1.00	77	$ 26,508
CIVIL ENGINEER	4.00	4.00	77	$ 104,131
COMPLIANCE OFFICER	1.00	1.00	77	$ 29,225
CIP COORDINATOR	1.00	1.00	79	$ 29,225
ASST CITY ENGINEER	1.00	1.00	87	$ 43,178
CITY ENGINEER	1.00	1.00	93	$ 49,984
TOTAL	24.00	24.00		



Total Vehicles: 11

ENGINEERING

WORK PROGRAMS

WP 5015-1: Implement Capital Projects

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	6	6	10	
	Number In-house Designed Projects					
2)	na	na	69	52	48	
	Number Contracted Projects					
3)	na	na	75	58	58*	$594
	Total Number of Projects					Unit: $10,241 /project

WP 5015-2: Provide Services to City Departments

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	1,400	
	Number of Technical Requests					
2)	na	na	na	na	600	
	Number of Geo-Data Requests					
3)	na	na	na	na	2,000	$150
	Total Number of Requests					Unit: $75 /request

WP 5015-3: Provide Services to Private Developers

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	120	80	80	
	Number Developments Inspected**					
2)	na	na	248	250	250	
	Number Subdivision Plats/Site Plans Reviewed					
3)	na	na	1,300	2,000	2,000	$67
			Hours			Unit: $34 /hour

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* Includes only projects scheduled to begin in 1988.
** Includes inspection of subdivisions.

ENGINEERING

WORK PROGRAMS

WP 5015-4: Provide Services to General Public

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	150	
	Number of Petitions Processed					
2)	na	na	na	na	1,600	
	Number of General Requests					
3)	na	na	na	na	1,750	$48 Unit: $27 /petition request
	Total Petitions Processed/ General Requests					

ENGINEERING

GOAL: TO PLAN AND IMPLEMENT THE CAPITAL PROGRAM SO THAT PROJECTS ARE COMPLETED ON SCHEDULE, WITHIN BUDGET, IN ACCORDANCE WITH CITY SPECIFICATIONS, AND IN THE MOST COST EFFECTIVE MANNER POSSIBLE.

OBJECTIVE 5015-A:
To ensure that 80% of all capital projects are completed according to schedule and within budget, and that 100% are completed in compliance with stated specifications.[1]

	1984	1985	1986	1987	1988
(A-1)	75%	75%	75%	75%	80%
	Projects Completed on Schedule (%)				
(A-2)	75%	75%	75%	75%	80%
	Projects Completed Within Budget (%)				
(A-3)	100%	100%	100%	100%	100%
	Projects Completed in Compliance (%)				

STRATEGY:

Scheduling

1. Continue formalized master scheduling of projects to best balance workload demands.
2. Continue the use of personal computers (including the CIP Project Scheduling Software Package) in schedule tracking to ensure proper project control.
3. Conduct biweekly meetings with the operating departments to discuss project status.
4. Conduct quarterly meetings with the bureau chief to discuss project status.
5. Distribute monthly printouts of project status report.

Budgeting

1. Provide continuous monitoring of expenditures during the year.
2. Provide periodic reviews of CIP budgeting procedures to determine their accuracy.

Compliance

1. Establish standard checklist of items to be inspected.
2. Revise and update technical specifications.
3. Utilize inspection policy to establish appropriate level of inspection for each project.

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[1] Changes in scope of work can cause deviation from original schedule and/or budget.

GOAL: TO PROVIDE TIMELY AND ACCURATE TECHNICAL ASSISTANCE TO OPERATING DEPARTMENTS.

OBJECTIVE 5015-B:
To respond to all operating departments' requests for technical assistance according to the following standards:

	Request Type	Work Days to Completion	1986	1987	1988
(B-1)	Surveying	10	na	100%	100%
(B-2)	Cost Estimates	10	na	90%	100%
(B-3)	Geo-Data Mapping	5	na	95%	100%
(B-4)	Design Sketches	10	na	90%	100%
(B-5)	General Mapping Information	5	na	100%	100%
(B-6)	Field & Office Consultation	7.5	na	100%	100%

Assistance Time Standards Met

STRATEGY:
1. Send a survey to all user departments requesting their needs for 1988 and schedule these requests within one (1) week of receipt.
2. Monitor the number of requests completed satisfactorily and on time.
3. Produce a log of geo-data mapping requests with the date of submission.
4. Schedule to ensure that staff time is available to provide mapping services during each week while continuing the data conversion process.
5. Review completion of requests to ensure timeliness.

OBJECTIVE 5015-C:
To achieve an average rating of at least 4 on a scale of 1 to 5* on the quality of services delivered to operating departments.

	1984	1985	1986	1987	1988
(C-1)	na	na	na	na	4

Average Survey Rating

STRATEGY:
1. Conduct an annual user survey for Engineering services.

* 1 = poor
2 = fair
3 = good
4 = very good
5 = excellent

ENGINEERING

GOAL: TO PROVIDE TIMELY PLAN REVIEW AND INSPECTION SERVICES THAT PROJECT THE PUBLIC INTEREST IN PRIVATE DEVELOPMENTS BY ENSURING THAT STANDARDS AND SPECIFICATIONS REGARDING DRAINAGE REQUIREMENTS, EROSION AND SEDIMENT CONTROL, WATER/SEWER REGULATIONS, AND PUBLIC ACCESS AND PAVING ARE MET 100% OF THE TIME.

OBJECTIVE 5015-D:
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).

	1984	1985	1986	1987	1988
(D-1)	na	na	na	100%	100%

Plats/Site Plans Reviewed Within One Week of Submission by MPC

STRATEGY:
1. Record the date received and the date returned of all subdivision/site plans received from MPC.
2. Monitor the "turn around" time to review subdivision/site plans.

OBJECTIVE 5015-E:
To inspect all ongoing private developments a minimum of once every two weeks to ensure that public improvements are being installed properly.

	1984	1985	1986	1987	1988
(E-1)	na	na	na	100%	100%

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 to guide private developers and their contractors in the installation and testing of public improvements in new developments.

ENGINEERING

OBJECTIVE 5015-F:
To process all petitions for council action within one month of receipt from the Clerk of Council.

	1984	1985	1986	1987	1988
(F-1)	na	na	na	100%	100%

Petitions Processed Within One Month

STRATEGY:
1. Establish standard operating procedures on routing of petitions with standard forms.
2. Monitor effectiveness of procedures in scheduling.
3. Establish a MAPPER rid for petition status tracking.

OBJECTIVE 5015-G:
To receive no complaints from the public concerning the availability of technical assistance.

	1984	1985	1986	1987	1988
(G-1)	na	na	na	0	0

Complaints

STRATEGY:
1. Establish an Engineer/Technician "of the day" for handling citizen inquiries.
2. Cross-train staff on typical questions relating to drainage, utilities, and mapping.

VEHICLE MAINTENANCE

The 1988 program budget approved for Vehicle Maintenance is $4,465,331, which represents a $321,150 or 8% increase from 1987 Projected Expenditures. Major changes are detailed below.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 1,644,100	$ 1,785,770	$ 141,670	8.6
Contractuals	630,570	664,001	33,431	4.8
Commodities	1,729,186	1,874,114	144,928	8.2
Revolving Fund	101,717	123,665	21,948	21.6
Capital Outlay	17,835	6,500	-11,335	-63.6
Interfund Trans	20,773	11,281	-9,492	45.6
Total	$ 4,144,181	$ 4,465,331	$ 321,150	7.7

PROGRAM COSTS

Personal Services: Expenses for Personal Services are $1,785,770 in 1988. Major accounts in this series are: Salaries and Wages, $1,407,226; Pension, $118,385; Social Security, $110,592; Group Medical Insurance, $59,725; and Overtime, $50,097. Major changes are:

Salaries & Wages **increase** $81,948 due to a general wage increase, anniversary increases for eligible employees, and position vacancies in 1987.

Pension **increases** $23,516 as recommended by the Pension Actuary.

Medical Insurance **increases** $12,823 due to an increase in group medical claims.

Worker's Comp **increases** $5,771 due to an increase in claims experience.

Contractuals: 1988 Contractual Services total $664,001. Major expenses are Outside Vehicle Repair at $430,019, Professional Services Fees at $43,610, Electricity at $35,931, Natural Gas at $31,157, and Towing Services at $27,466. The major changes are delineated on the next page.

Equipment Maint	**increases** $12,787 for equipment replacement purchases.
Vehicle Repair	**increases** $12,525 due to inflation.

Commodities: Costs for Commodities total $1,874,114. Major accounts in this series are: Vehicle Parts, $986,779; Gasoline, $528,000; Diesel Fuel, $179,342; and Propane, $32,000. Other major accounts include Oils and Grease, $90,063 and Operating Supplies and Materials, $37,228. Major changes are:

Fuels	**increase** $109,902 primarily due to an increase in the usage of gasoline and diesel fuels. Vehicle Maintenance estimates the cost of these fuels at $.80/gallon for both 1987 and 1988. Projected usages for 1988 are propane at 40,000 gallons, gasoline at 660,000 gallons, and diesel at 224,178 gallons. This represents a gallonage increase of 17.6%. The gallon increases are the result of increases in fleet size from 711 vehicles in 1987 to 783 vehicles in 1988.
Vehicle Parts	**increase** $28,654 or 3% due to inflation.

Revolving Fund: These expenditures are budgeted at $123,665. They consist of: Data Processing, $52,262; Central Garage Services, $46,234; Central Services, $20,905; and the Service Desk, $4,264.

Capital Outlay: The total capital outlay budget for 1988 is $6,500. The items listed below are new items for the Sallie Mood Garage.

1 Brake Drum Lathe	$5,000
1 Hydraulic Press	1,500
	$6,500

Interfund Transfers: An allocation of $11,281 is provided for replacement of vehicles used in fleet maintenance.

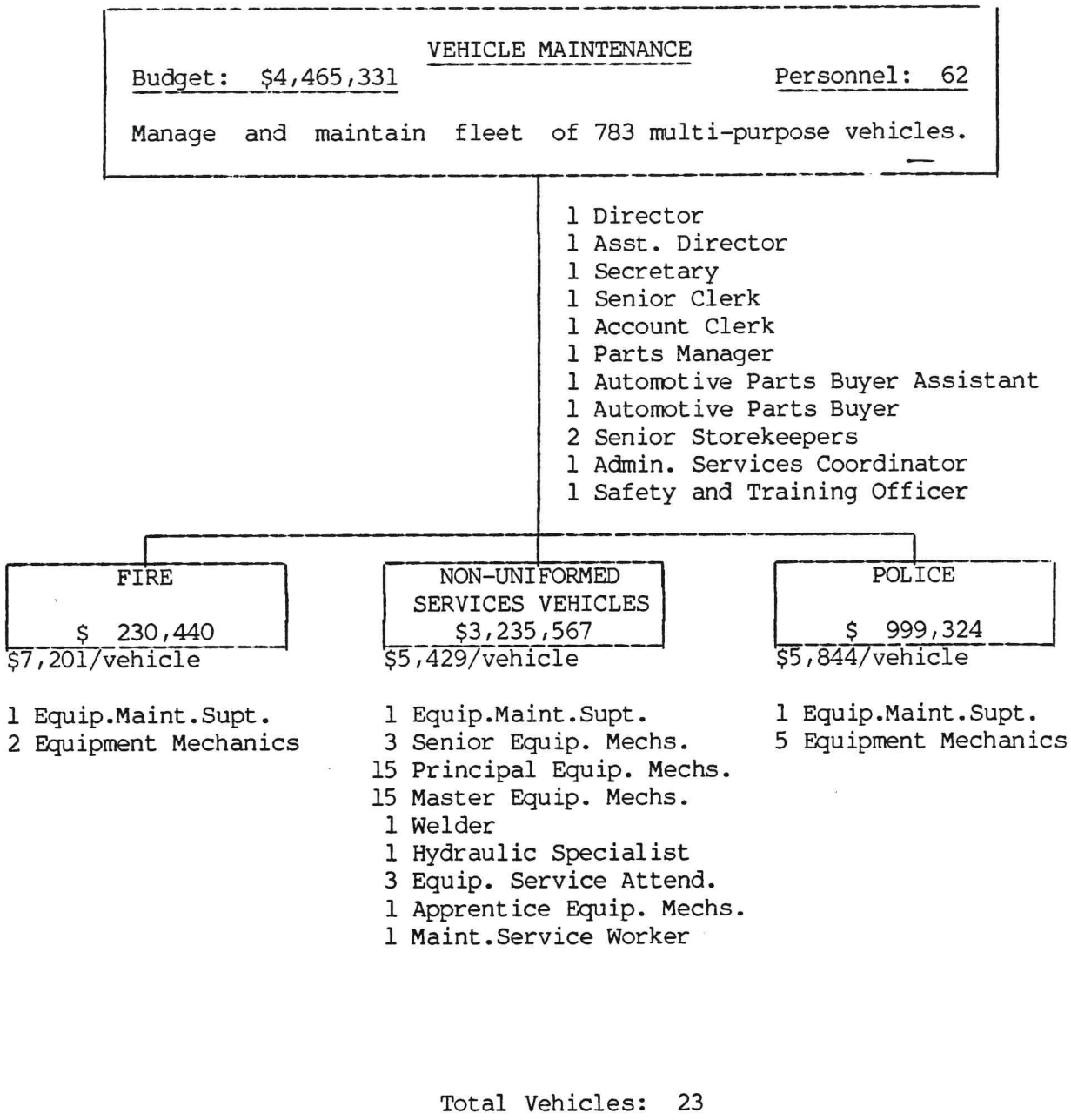
VEHICLE MAINTENANCE

PURPOSE: PROVIDE THE MAXIMUM AVAILABILITY OF VEHICLES CONSISTENT WITH PRUDENT MAINTENANCE AND REPAIR COSTS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 1,546,295	$ 1,644,100	$ 1,785,770
CONTRACTUAL SERVICES	$ 553,680	$ 630,570	$ 664,001
COMMODITIES	$ 1,533,637	$ 1,729,186	$ 1,874,114
REVOLVING FUNDS	$ 134,889	$ 101,717	$ 123,665
CAPITAL OUTLAY	$ 11,777	$ 17,835	$ 6,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 24,177	$ 20,773	$ 11,281
TOTAL	$ 3,804,455	$ 4,144,181	$ 4,465,331

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
MAINTENANCE SERVICE WORKER	1.00	1.00	44	$ 11,565
EQUIPMENT SERVICE ATTENDANT	3.00	3.00	46	$ 40,019
ACCOUNT CLERK	1.00	1.00	49	$ 13,719
SENIOR CLERK	1.00	1.00	50	$ 15,125
SENIOR STOREKEEPER	2.00	2.00	51	$ 27,447
APPRENTICE EQUIPMENT MECHANIC	1.00	1.00	52	$ 14,058
SECRETARY	1.00	1.00	54	$ 17,509
AUTO PARTS BUYERS ASST	1.00	1.00	55	$ 15,498
EQUIP MECHANIC	8.00	8.00	62	$ 127,804
SENIOR EQUIPMENT MECHANIC	4.00	4.00	62	$ 63,333
AUTO PARTS BUYER	1.00	1.00	64	$ 19,780
WELDER	1.00	1.00	68	$ 22,346
PRINCIPAL EQUIPMENT MECHANIC	14.00	14.00	68	$ 368,369
HYDRAULICS SPECIALIST	1.00	1.00	68	$ 24,637
MASTER EQUIPMENT MECHANIC	14.00	14.00	72	$ 420,247
SAFETY/TRAINING OFFICER	1.00	1.00	73	$ 29,225
ADMIN SERVICES COORDINATOR	1.00	1.00	77	$ 29,947
PARTS MANAGER	1.00	1.00	77	$ 29,947
EQUIP MAINT SUPERINTENDENT	3.00	3.00	77	$ 89,841
ASST VEHICLE MAINTENANCE DIR	1.00	1.00	79	$ 32,220
VEHICLE MAINTENANCE DIRECTOR	1.00	1.00	89	$ 43,178
TOTAL	62.00	62.00		



Total Vehicles: 23

VEHICLE MAINTENANCE

WORK PROGRAMS

WP 5020-1: Operations *

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	1,819	1,888	2,100	
	Preventive Maintenance Inspections					
2)	na	na	953	860	800	
	Road Calls					
3)	na	na	2,748	3,004	3,200	
	Scheduled Repairs					
4)	na	na	8,384	8,047	7,800	
	Unscheduled Repairs					
5)	na	na	40	34	35	
	Emergency Repairs					
6)	9	4	8	8	10*	$4,465 Unit: $5,603 /vehicle
	Commercial Refuse Trucks					
7)	10	10	16	16	17*	
	Street Sweepers					
8)	45	45	65	67	69*	
	Residential Refuse Trucks					
9)	135	148	154	168	171*	
	Police Cars in Fleet					
10)	26	26	31	30	32*	
	Firefighting Vehicles					
11)	447	468	436	494	508	
	Other Vehicles in Fleet					
12)	672	701	710	783	807	
	Total Vehicles in Fleet					

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* Represents activity fleet totals.

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.

	1984	1985	1986	1987 *	1988
(A-1)	na	na	na	98%	98%
		Commercial Refuse (5, 2)**			
(A-2)	na	na	na	98%	98%
		Street Cleaning (10, 6)			
(A-3)	na	na	na	100%	100%
		Residential Refuse (47, 36)			
(A-4)	na	na	na	100%	100%
		Police Patrol (55, 44)			
(A-5)	na	na	na	95%	95%
		Sedans (286, 264)***			
(A-6)	na	na	na	95%	95%
		Pickups, Dumps, Flatbeds (237, 205)***			
(A-7)	na	na	na	90%	90%
		Tractors (26, 23)***			
(A-8)	na	na	na	85%	85%
		Pumps, Air Compressors (43, 32)***			
(A-9)	na	na	na	85%	85%
		Miscellaneous (74, 55)***			
		Total (783, 667)			95%

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.

* % Requirements Met
** The first number represents the fleet size; the second figure is the number of vehicles required per shift.
*** 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	1984	1985	1986	1987	1988
(B-1)	3.30	5.07	3.50	7.38	7.00	7.00
			Inventory Turnover *			

OBJECTIVE 5020-C:
To achieve an annual inventory physical count within 0.5% of the accounting record dollar value.

	Industry Standard	1984	1985	1986	1987	1988
(C-1)	0.5%	0.1%	0.1%	0.1%	0.1%	0.1%
			Inventory Deviation **			
(C-2)		$ 90	$ 85	$ 60	$ 60	$ 60
		Dollar Value of Inventory ($1,000's)				

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.

OBJECTIVE 5020-D:
To increase the percentage of repairs completed in 48 hours.

	1984	1985	1986	1987	1988
(D-1)	na	na	67	69	71
		% Completed in 24 hours			
(D-2)	na	na	5	7	9
		% Completed in 24-48 hours			
(D-3)	na	na	28	24	20
		% Completed in more than 48 hours			

STRATEGY:
1. Develop a program of parts usage analysis to increase parts availability which is the main factor in repair delays.

---

* Industry Standards indicate that a higher turnover rate is better than a lower turnover rate.
** A lower inventory deviation is a more accurate record.

VEHICLE MAINTENANCE

OBJECTIVE 5020-E:
To reduce the average labor hours per repair order.

	1984	1985	1986	1987	1988
(E-1)	na	na	5.3	5.1	4.9

Average hours per repair order

STRATEGY:
1. An on-going training program for mechanics coupled with modern testing and diagnostic equipment will reduce the average labor hours per repair.

OBJECTIVE 5020-F:
To accurately estimate the chargebacks for repairs and service to user activities.

	1984	1985	1986	1987	1988
(F-1)	na	na	$32,426	$20,542	$18,000
		Average Dollar Variance*			
(F-2)	na	na	40%	33%	30%
		Average Percent Variance*			

STRATEGY:
1. Develop an EMIS program to more accurately estimate chargebacks based on previous year's actual costs.

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* All variances are in absolute terms.

CENTRAL SERVICES

The Central Services department consists of five activities: Central Services Director's Office; Inventory Management; Custodial and Messenger Services; Building Maintenance; and Tele-Electronics. The budget for these activities combines to form the Central Services Department program budget. For 1988, the Central Services Department's approved budget is described below:

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 634,234	$ 691,748	$ 57,514	9.1
Contractuals	519,286	555,150	35,864	6.9
Commodities	125,767	121,854	-3,913	-3.1
Revolving Funds	37,767	37,737	-30	-.1
Capital Outlay	1,702	10,000	8,298	--
Interfund Trans	54,590	14,743	-39,847	-73.0
Total	$ 1,373,346	$ 1,431,232	$ 57,886	4.2

PROGRAM COSTS

Personal Services: Five expense categories account for the majority of Personal Services totalling $691,748: Salaries and Wages, $538,596; Pension, $45,022; Social Security, $41,410; Group Medical Insurance, $26,972; and Workers' Compensation, $17,655. Major changes are as follows:

Salaries & Wages — **increase** $44,723 due to a general wage increase, anniversary increases for eligible employees, plus fewer anticipated vacancies in 1988.

Overtime — **decreases** $13,597 due to the greater use of outside contractors to reduce the backlog of electronic equipment maintenance.

Pension — **increases** $8,134 as recommended by the Pension Actuary.

Worker's Comp — **increases** $7,723 due to an increase in claims experience.

Medical Insurance — **increases** $6,547 due to an increase in group medical claims.

Contractuals: Five expense categories account for Contractuals reaching $555,150 in 1988: Communications, $202,766; Building Repair, $127,910; Electricity, $79,222; Professional Service Fees, $60,390; Equipment Maintenance, $44,620; and Insurance, $20,442.

Building Repair — **increases** $38,350 due to a greater number of City facilities needing repairs in 1988.

Commodities: Commodities expenditures total $121,854, down $3,913 from 1987 projections. Expenses accounting for the majority of the Commodities budget are Construction Materials at $71,658; Equipment Repair Parts at $26,319; and Operating Supplies and Materials at $16,335.

Construction Supp **decrease** $5,160 due to smaller supply and material quantities needed to complete 1988 building repair projects.

Revolving Fund: The expense areas accounting for the majority of the 1988 Revolving Fund allocation of $37,737 are Central Garage Services, $16,199; and Data Processing, $12,820.

Capital Outlay: Capital Outlay expenditures reach $10,000 in 1988 for the following items:

1 16" diameter radial arm saw (replacement)	$ 4,000
1 PC with hard disk and color monitor (new)	2,800
1 Multiplexer (new)	2,455
Software (new)	745
TOTAL	$10,000

Interfund Transfers: The 1988 budget for Interfund Transfers total $14,743. This budget allocation provides for vehicle replacements.

ACTIVITY SUMMARY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Director's Office	$ 122,726	$ 152,975	$ 166,648
Inventory Management	91,932	95,545	102,648
Custodial & Mail Services	245,604	283,295	282,777
Building Maintenance	299,397	418,280	438,690
Tele-Electronics	456,593	423,251	440,469
Total	$1,216,252	$1,373,346	$1,431,232

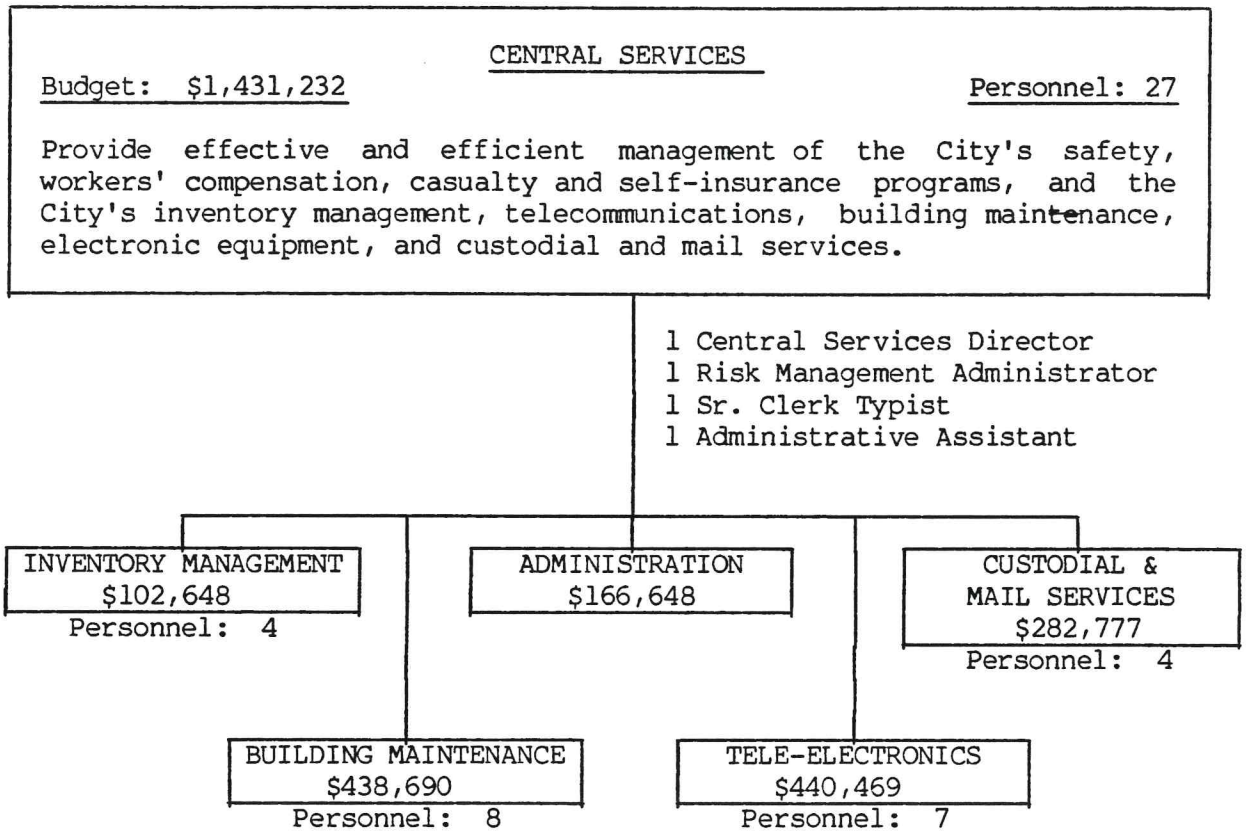
CENTRAL SERVICES DIRECTOR

PURPOSE: PROVIDE EFFECTIVE AND EFFICIENT MANAGEMENT OF THE CITY'S SAFETY, TRAINING, AND CASUALTY INSURANCE PROGRAMS, AND OF THE CENTRAL SWITCHBOARD, WAREHOUSE, BUILDING AND ELECTRICAL MAINTENANCE, ELECTRONIC REPAIR, AND CUSTODIAL AND MESSENGER SERVICES.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 102,779	$ 131,778	$ 139,766
CONTRACTUAL SERVICES	$ 9,613	$ 9,485	$ 9,419
COMMODITIES	$ 1,786	$ 2,548	$ 2,882
REVOLVING FUNDS	$ 2,598	$ 7,103	$ 7,273
CAPITAL OUTLAY	$ 1,382	$ 815	$ 6,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 4,568	$ 1,246	$ 1,308
TOTAL	$ 122,726	$ 152,975	$ 166,648

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	51	$ 17,087
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 18,384
RISK MANAGEMENT ADMINISTRATOR	1.00	1.00	79	$ 35,523
CENTRAL SERVICES DIRECTOR	1.00	1.00	89	$ 43,178
TOTAL	4.00	4.00		



Total Vehicles: 1

CENTRAL SERVICES DIRECTOR

WORK PROGRAMS

WP 5032-1: Coordinate Central Services activities

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	17	18	16	$106
	Objectives Completed as Scheduled and within Budget					Unit: $6,625 /activity

WP 5032-2: Coordinate casualty, self insurance and safety programs

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	22	22	75	80	82	$31
	Number Facilities Inspected					Unit: $124 /facility covered
2)	248	249	249	249	251	
	Number Facilities Covered					
3)	681	700	735	735	735	
	Number Vehicles Covered Inspected					

WP 5032-3: Coordinate Workers' Compensation program

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	442	379	379	370	360	$30
	Number Employee Injuries					Unit: $16 /employee covered
2)	1,750	1,833	1,867	1,867	1,867	
	Number Employees Covered					

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.

	1984	1985	1986	1987	1988
(A-1)	na	na	3.63	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 reduce the number of safety citations by 5% in 1988.

	1984	1985	1986	1987	1988
(B-1)	na	135	172	163	155
	Average No. of Citations/First Inspection				
(B-2)	na	na	6	5	5
	Number of Citations Remaining Uncorrected at Year's End				

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

GOAL: TO PROTECT THE CITY FROM ALL POSSIBLE LOSS TO ITS PERSONNEL, FACILITIES AND EQUIPMENT.

OBJECTIVE 5032-C:
To achieve a property loss ratio of no more than .005% of total property valuation during 1988.

	1984	1985	1986	1987	1988
(C-1)	4.59%	.007%	.0156%	.005%	.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 accidents to and the repair costs of City vehicles by 2% by the year's end.

	1984	1985	1986	1987	1988
(D-1)	na	na	249	275	270
		Number of Accidents Involving City Vehicles			
(D-2)	na	na	$42,321	$123,000	$120,600
		Cost of Repairing Accident-Damaged City Vehicles			
(D-3)	na	na	112	142	139
		Number of Chargeable Accidents			

STRATEGY:
1. Increase safety awareness of all City operators through inspections, classes, awards, promotions, and assistance of Vehicle Maintenance's safety training officer.

OBJECTIVE 5032-E:
To reduce employee injuries by 2% in 1988.

	1984	1985	1986	1987	1988
(E-1)	na	na	392	396	388
		Number of Employees Injured			
(E-2)	na	na	$664,347	$609,000	$673,000
		Medical and Workers' Compensation Paid Out			

STRATEGY:
1. Monitor injury reports, medical bills and related Workers' Compensation correspondence.
2. Establish maximum levels of payments.
3. Institute cost reduction procedures.
4. Conduct periodic inspections of worksites to ensure a safe working environment.

INVENTORY MANAGEMENT

PURPOSE: DISTRIBUTE QUALITY GOODS AND MATERIALS TO CITY OPERATING DEPARTMENTS AT THE LOWEST POSSIBLE COST AND EXERCISE THE PROPER CONTROLS NECESSARY FOR PREVENTING WAREHOUSE LOSSES.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 75,060	$ 76,753	$ 82,766
CONTRACTUAL SERVICES	$ 3,274	$ 4,189	$ 2,889
COMMODITIES	$ 1,194	$ 2,177	$ 3,423
REVOLVING FUNDS	$ 10,361	$ 10,978	$ 12,050
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 2,043	$ 1,448	$ 1,520
TOTAL	$ 91,932	$ 95,545	$ 102,648

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SECURITY GUARD	1.00	1.00	40	$ 13,719
STOREKEEPER	2.00	2.00	47	$ 29,024
INVENTORY COORDINATOR	1.00	1.00	77	$ 25,246
TOTAL	4.00	4.00		

INVENTORY MANAGEMENT

Budget: $102,648

Personnel: 4

Provide administrative control of the receiving, stocking and disbursement of commodities to all City Departments.

MAINTAIN INVENTORY SYSTEM
$102,648
.15/item controlled

1 Inventory Coordinator
2 Storekeepers
1 Security Guard

Total Vehicles: 1

INVENTORY MANAGEMENT

WORK PROGRAMS

WP 5035-1: Maintain inventory system

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	922,144	985,064	801,412	775,000	785,000	$103
	Number Items Maintained in Inventory					Unit: $.15 /item
2)	802,708	890,943	867,067	820,000	830,000	
	Number Items Transacted					
3)	na	na	$188,952	$190,000	$185,000	
	Value of Inventory					
4)	na	na	0	$ 500	$ 1,000	
	Value of Inventory Lost					

INVENTORY MANAGEMENT

GOAL: TO PROVIDE QUALITY GOODS AND MATERIALS TO CITY OPERATING DEPARTMENTS AT THE LOWEST POSSIBLE COST AND TO EXERCISE THE PROPER CONTROLS NECESSARY FOR PREVENTING WAREHOUSE LOSSES.

OBJECTIVE 5035-A:
To reduce warehouse losses by 10% and to maintain a minimum inventory level.

	1984	1985	1986	1987	1988
(A-1)	na	na	3.55	3.5	3.5
		Industry Turnover Rate (Industry Standard at 3.0)			
(A-2)	na	na	na	.40	.36
		Industry Deviation (Industry Standard at .50)			

STRATEGY:
1. Institute procedures to allow sole users to order directly from vendors instead of through the warehouse.
2. Coordinate projections of commodity usage levels with departments to ensure 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 1987.
7. Increase the number of commodity types purchased on annual contract by 10%.
8. Limit the difference between the cost of items stocked and the lowest market price to no more than 10%.

OBJECTIVE 5035-B:
To reduce recording errors made while issuing and receiving inventory items by 10% in 1988.

	1984	1985	1986	1987	1988
(B-1)	na	na	na	34	31
			Recording Errors		

STRATEGY:
1. Reduce the number of errors in processing inventory by carefully monitoring issues, receipts, etc.

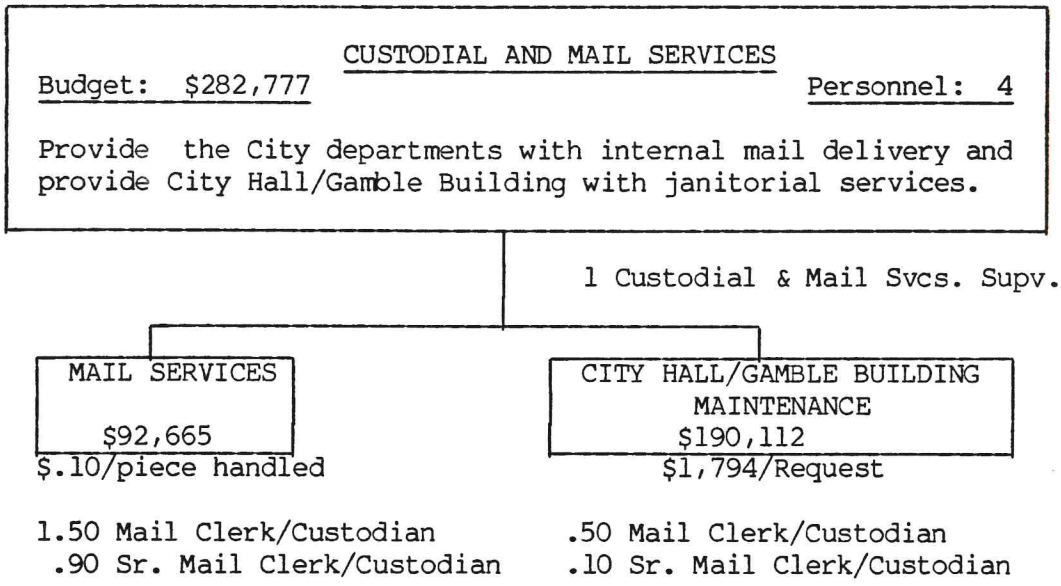
CUSTODIAL & MAIL SERV

PURPOSE: PROVIDE CITY DEPARTMENTS WITH JANITORIAL AND INTERNAL MAIL DELIVERY/MESSENGER SERVICES.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 83,315	$ 84,814	$ 86,011
CONTRACTUAL SERVICES	$ 149,432	$ 183,621	$ 181,850
COMMODITIES	$ 9,774	$ 11,319	$ 11,658
REVOLVING FUNDS	$ 1,818	$ 2,188	$ 1,995
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,265	$ 1,353	$ 1,263
TOTAL	$ 245,604	$ 283,295	$ 282,777

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
MAIL CLERK/CUSTODIAN	2.00	2.00	49	$ 29,522
SENIOR MAIL CLERK/CUSTODIAN	1.00	1.00	52	$ 14,405
CUST & MESSENGER SERV SUPV	1.00	1.00	64	$ 20,769
TOTAL	4.00	4.00		



Total Vehicles: 1

CUSTODIAL AND MAIL SERVICES

WORK PROGRAMS

WP 5045-1: Provide mailroom delivery

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	524,339	550,000	$93
	Pieces of Mail Received					Unit: $.10 /pc.handled
2)	na	na	na	165,158	174,000	
	Pieces of U.S. Mail Sent					
3)	na	na	47,735	46,196	47,376	
	Number of Inter-Office Delivery Drops					
4)	na	na	na	254,000	266,000	
	Number of Inter-Office Mailings					

WP 5045-2: Coordinate building maintenance and janitorial services

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	48	50	$190
	Service Request Type I*					Unit: $1,794 /request
2)	na	na	na	42	44	
	Service Request Type II*					
3)	na	na	na	11	12	
	Service Request Type III*					

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* I Routine maintenance (changing light fixtures, replacing ceiling tiles, etc.)
II H/VAC maintenance
III Plumbing maintenance

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 ensure the interoffice mail schedule is met 95% of the time during 1988.

	1984	1985	1986	1987	1988
(A-1)	95%	95%	95%	95%	95%

Percentage of Met Schedules

STRATEGY:
1. Schedule mail delivery services.
2. Perform regular spot-checks on mail deliveries to ensure timeliness and accuracy in processing.

OBJECTIVE 5045-B:
To ensure the average overall cleanliness rating* for City Hall and the Gamble Building is maintained at 3 or above for each weekly evaluation during 1988.

	1984	1985	1986	1987	1988
(B-1)	3	3	3	3	3

Average Cleanliness Rating for City Hall

(B-2)	3	3	3	3	3

Average Cleanliness Rating for Gamble Building

STRATEGY:
1. Perform weekly evaluations of City Hall and the Gamble Building.
2. Monitor all contractual services provided to City Hall and the Gamble Building.

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* 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 TO ALL CITY DEPARTMENTS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 174,572	$ 181,529	$ 205,936
CONTRACTUAL SERVICES	$ 43,418	$ 92,822	$ 132,131
COMMODITIES	$ 53,980	$ 80,308	$ 74,161
REVOLVING FUNDS	$ 16,621	$ 14,738	$ 13,358
CAPITAL OUTLAY	$ 350	$ 0	$ 4,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 10,456	$ 48,883	$ 9,104
TOTAL	$ 299,397	$ 418,280	$ 438,690

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
PAINTER	1.00	1.00	58	$ 15,881
CARPENTER	2.00	2.00	58	$ 33,762
SENIOR PAINTER	1.00	1.00	61	$ 20,269
ELECTRICIAN	1.00	1.00	62	$ 18,839
SENIOR CARPENTER	2.00	2.00	64	$ 40,049
BLDG & ELEC MNT SUPERVISOR	1.00	1.00	74	$ 27,833
TOTAL	8.00	8.00		

BUILDING MAINTENANCE

Budget: $438,690

Personnel: 8

Maintain all City facilities at or above minimum acceptable standards for appearance and safety.

BUILDING MAINTENANCE PROVISION
$438,690

$3,167/contractual project

1 Bldg. & Elec. Maint. Supv.
2 Sr. Carpenters
2 Carpenters
1 Sr. Painter
1 Painter
1 Electrician

Total Vehicles: 5

BUILDING MAINTENANCE

WORK PROGRAMS

WP 5050-1: Provide carpentry, painting and contractual repairs; respond to scheduled miscellaneous and unscheduled requests

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	47	34	32	$56
		Service Type I Project*				Unit: $1,750 /project
2)	na	na	46	77	60	$83
		Service Type II Project*				Unit: $1,383 /project
3)	na	na	59	40	42	$133
		Service Type III Project*				Unit: $3,167 /project
4)	na	na	999	1,100	975	$148
		Service Type IV Project*				Unit: $152 /project
5)	na	na	9	20	15	$19
		Service Type V Project*				Unit: $1,267 /project

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* I Carpentry Services
II Painting Services
III Contractual Repairs
IV Scheduled Miscellaneous Requests
V Unscheduled Miscellaneous Requests

BUILDING MAINTENANCE

GOAL: TO PERFORM MAINTENANCE AND MINOR REMODELING REPAIRS TO ALL OF THE CITY'S PHYSICAL FACILITIES TO ENSURE THEY REMAIN STRUCTURALLY SOUND AND IN COMPLIANCE WITH ALL OF THE CITY BUILDING CODE REQUIREMENTS.

OBJECTIVE 5050-A:
To ensure 92% of all City facilities are condition II or better.

	1984	1985	1986	1987	1988
(A-1)	na	na	na	na	221
		Condition I*			
(A-2)	na	na	na	na	50
		Condition II*			
(A-3)	na	na	na	na	15
		Condition III*			
(A-4)	na	na	na	na	9
		Condition IV*			

STRATEGY:
1. Prioritize and schedule 1988 approved projects resulting from 1987 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.

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* I All structural components of the building are in excellent condition -- only preventive maintenance work is required.
II All components are structurally sound; however, minor maintenance work is required.
III Structure shows indications of slight deterioration in several component parts of the building. Maintenance work is required within six months.
IV Structure shows severe deterioration. Immediate major maintenance is required.

BUILDING MAINTENANCE

OBJECTIVE 5050-B:
To assess damages and begin repairs to City facilities requiring emergency electrical attention within one hour.

	1984	1985	1986	1987	1988
(B-1)	na	na	95%	95%	95%

% of Emergency Electrical Project Repairs Started within 1 Hour of Request

STRATEGY:
1. Provide communicable access in the form of a "beeper" to the City Electrician.
2. Ascertain the most frequent electrical component failure and provide minimum stock of this item in the electrician's vehicle.

OBJECTIVE 5050-C:
To ensure 65% of all projects/repairs are completed within their scheduled completion time.

	1984	1985	1986	1987	1988
(C-1)	na	na	1,160	1,271	1,124
	Total Projects				
(C-2)	na	na	na	na	731
	Number Completed on Schedule				
(C-3)	na	na	na	na	281
	No.Completed Within 40 Hrs. of Scheduled Time				
(C-4)	na	na	na	na	112
	No.Completed Within 80 Hrs. of Scheduled Time				

STRATEGY:
1. In conjunction with operating departments, conduct an annual inspection of the structural integrity of all City owned facilities.
2. Prioritize and schedule approved projects resulting from buildings survey and various departmental requests.
3. Perform on-site inspections of all projects in progress.

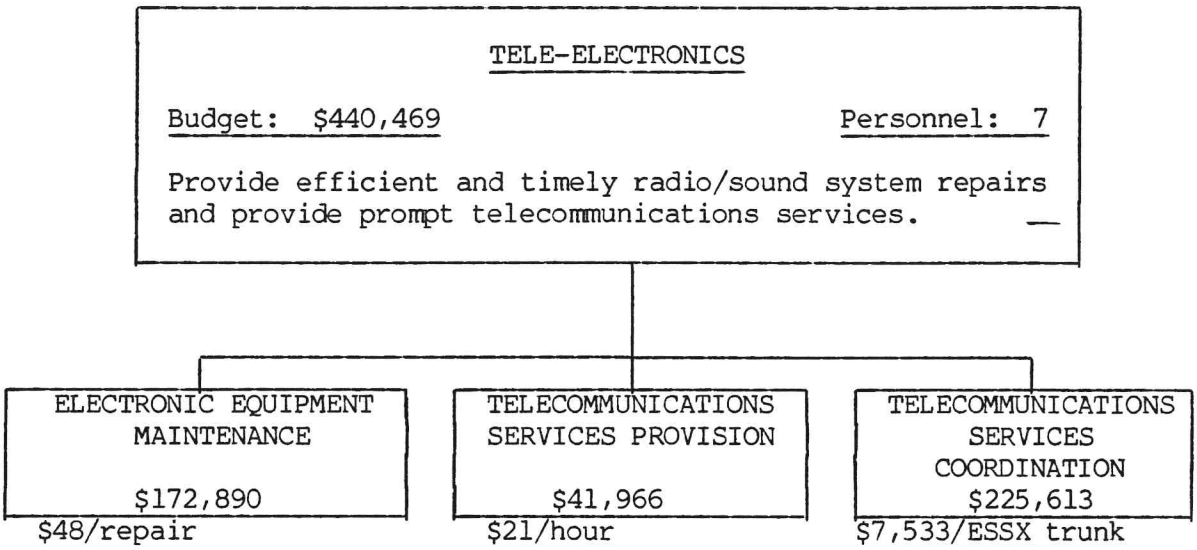
TELE-ELECTRONICS

PURPOSE: PROVIDE EFFICIENT AND TIMELY RADIO/SOUND SYSTEM REPAIRS AND PROVIDE PROMPT TELECOMMUNICATIONS SERVICES.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 172,307	$ 159,360	$ 177,269
CONTRACTUAL SERVICES	$ 249,121	$ 229,169	$ 228,861
COMMODITIES	$ 27,564	$ 29,415	$ 29,730
REVOLVING FUNDS	$ 1,762	$ 2,760	$ 3,061
CAPITAL OUTLAY	$ 2,814	$ 887	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 3,025	$ 1,660	$ 1,548
TOTAL	$ 456,593	$ 423,251	$ 440,469

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CLERK TYPIST	1.00	1.00	46	$ 11,851
SWITCHBOARD OPERATOR	2.00	2.00	46	$ 23,702
TELECOMMUNICATIONS SUPERVISOR	1.00	1.00	66	$ 19,304
ELECTRONIC EQUIPMENT TECH	2.00	2.00	67	$ 47,677
ELECTRONIC/TELECOM EQUIP SUPT	1.00	1.00	78	$ 26,508
TOTAL	7.00	7.00		



1 Elec/Telecom Equip.Supt.
2 Elec.Equip.Tech.
1 Clerk Typist

2 Switchbd. Operators

1 Telecommun. Supv.

Total Vehicles: 2

TELE-ELECTRONICS

WORK PROGRAMS

WP 5055-1: Maintain Electronic Equipment

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	2,270	$173
	Number of Mobile Units Repaired					Unit: $48 /repair
2)	na	na	na	na	756	
	Number of Non-mobile Units Repaired					
3)	na	na	na	na	605	
	Number of Misc. Units Repaired					
4)	na	na	459	310	215	
	Number of Mobile Installations					
5)	na	na	na	na	2,270	
	Number of Mobile Repair Requests					
6)	na	na	na	na	976	
	Number of Non-mobile Repair Requests					
7)	na	na	na	na	695	
	Number of Misc. Repair Requests					

WP 5055-2: Provide prompt telecommunications services

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	2,761	2,720	2,191	2,008	2,008	$42
	Hours Availability to Police Personnel and ESSX Users					Unit: $21 /hour

TELE-ELECTRONICS

WORK PROGRAMS

WP 5055-3: **Provide services to coordinate ordering, maintaining, implementing, providing cost analysis, system design, and payment of services.**

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	0	30	30	$226
	ESSX Trunks (SPD Switch)					Unit: $7,533 /ESSX trunk
2)	na	na	281	311	321	
	ESSX Lines					
3)	na	na	105	107	107	
	SPD Extensions					
4)	na	na	1	1	1	
	Off-premise Extensions					
5)	na	na	10	4	4	
	Tie Lines					
6)	na	na	2	2	2	
	WATS Circuits					
7)	na	na	171	153	171	
	Private Lines					
8)	na	na	23	24	26	
	Data Circuits					
9)	na	na	31	31	31	
	Radio Circuits					
10)	na	na	20	20	20	
	Telemetering Circuits					
11)	na	na	7	9	11	
	Purchased Systems					
12)	na	na	8	8	8	
	Leased System Equipment					
13)	na	na	215	88	100	
	State Contract Purchased Equipment					
14)	na	na	2	2	2	
	911 Circuits					
15)	na	na	2	2	3	
	Long Distance Services					

TELE-ELECTRONICS

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 electronic equipment repairs within 48 hours.

	1984	1985	1986	1987	1988
(A-1)	na	na	92%	98%	98%
	% of Repairs Completed within 48 hours (Police and Fire)				
(A-2)	na	na	97%	95%	98%
	% of Repairs Completed within 48 hours (Public Services*)				
(A-3)	na	na	97%	95%	98%
	% of Repairs Completed within 48 hours (Other City Departments**)				
(A-4)	na	na	98%	95%	98%
	% of Repairs Completed within 48 hours (Misc. Equipment)				
(A-5)	na	na	na	na	98%
	% of Units Operational per Each Shift (Police and Fire)				
(A-6)	na	na	na	na	98%
	% of Units Operational per Each Shift (Public Services*)				
(A-7)	na	na	97%	95%	98%
	% of Units Operational per Each Shift (Other City Departments**)				

* Public Service Depts.
Water & Sewer Revenue
Facilities Maint. Dir.
Park & Tree
Cemeteries
Traffic Engineering
Drainage
Streets Maintenance
Sanitation Director
Refuse Collection
Refuse Disposal
Neighborhood Svcs.
Street Cleaning
Water & Sewer Admin.
Water Supply & Treatment
Water Distribution
Sewer Maintenance
Lift Station Maintenance
Small Plants
I & D Water

** Other City Depts.
City Manager
Personnel
Revenue
Parking Enforcement & Svcs.
Leisure Services Dir.
Athletics
Neighborhood Programs
Buildings & Grounds
Public Development
Community Development
Economic Development
Data Processing
Engineering
Vehicle Maintenance
Bldg. & Electrical Maint.
Golf Course
Civic Center
Recorders Court

TELE-ELECTRONICS

OBJECTIVE 5055-B:
To install 98% of radio equipment within 5 days of request (excluding the annual bulk shipment of mobiles for the Police and other City Government departments).

	1984	1985	1986	1987	1988
(B-1)	na	na	na	na	98%

% Installations Completed within 5 Days

STRATEGY 5055-A & B:
1. Schedule and monitor all repairs to public safety mobile radios, non-mobile radios, and miscellaneous electronic equipment.
2. Schedule installations/replacements to all City-owned radios, base stations, and sound systems.

GOAL: TO ENSURE THE AVAILABILITY OF SWITCHBOARD COMMUNICATIONS SERVICES TO ALL USERS AT ALL SCHEDULED TIMES AND AT THE LOWEST COST.

OBJECTIVE 5055-C:
To experience no more than 1% downtime during 1988.

	1984	1985	1986	1987	1988
(C-1)	na	na	1%	1%	1%

Switchboard Downtime

OBJECTIVE 5055-D:
To decrease switchboard cost per station by 6% in 1988.

	1984	1985	1986	1987	1988
(D-1)	na	na	$529	$497	$467

Switchboard Cost per Station

STRATEGY 5055-C & D:
1. Schedule 2 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. Maintain telephone cost records, telephone inventory, repair records, and other telecommunications records on MAPPER.

CUSTOMER SERVICE DESK/PERSONNEL SERVICES

Budget Proposal: The Customer Service Desk is generally responsible for the receipt, the compilation, and the 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 1987 Projected Expenditures, the 1988 budget increases 4% to a total of $297,172.

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$114,078	$123,904	$9,826	8.6
Contractuals	123,564	131,851	8,287	6.7
Commodities	12,424	12,699	275	2.2
Revolving Funds	34,052	28,718	-5,334	-15.6
Capital Outlay	2,250	0	-2,250	-
Total	$286,368	$297,172	$10,804	3.7

PROGRAM COSTS

Personal Services: Expenses for Personal Services are $123,904 in 1988. A $99,421 allocation for Salaries and Wages is provided. Other major budget components in this series are: Pension Contribution, $8,311; Social Security, $7,566; and Group Medical Insurance, $5,780.

Contractuals: Contractual services are budgeted at $131,851. In this series, the major expense is Professional Service Fees, at $89,390. This account provides security and office cleaning services for the City Lot. The other major Contractual Services are Electricity at $17,340 and Photocopying at $7,500.

Commodities: Expenses for Commodities are $12,699 in 1988. The Commodity account is composed of Postage at $8,704, Office Supplies at $1,595, Small Fixed Assets at $1,250, and Operating Supplies at $1,150.

Revolving Fund: The 1988 chargebacks for services provided by the Revolving Fund activities decrease $5,334 for a budget of $28,718. The chargebacks are Data Processing at $20,523, and Central Services at $8,195.

Capital Outlay: The Capital Outlay budget declines from $2,250 in 1987 to $0 in 1988. This reflects the 1987 purchase of an electric typewriter, two time clocks, and a refrigerator.

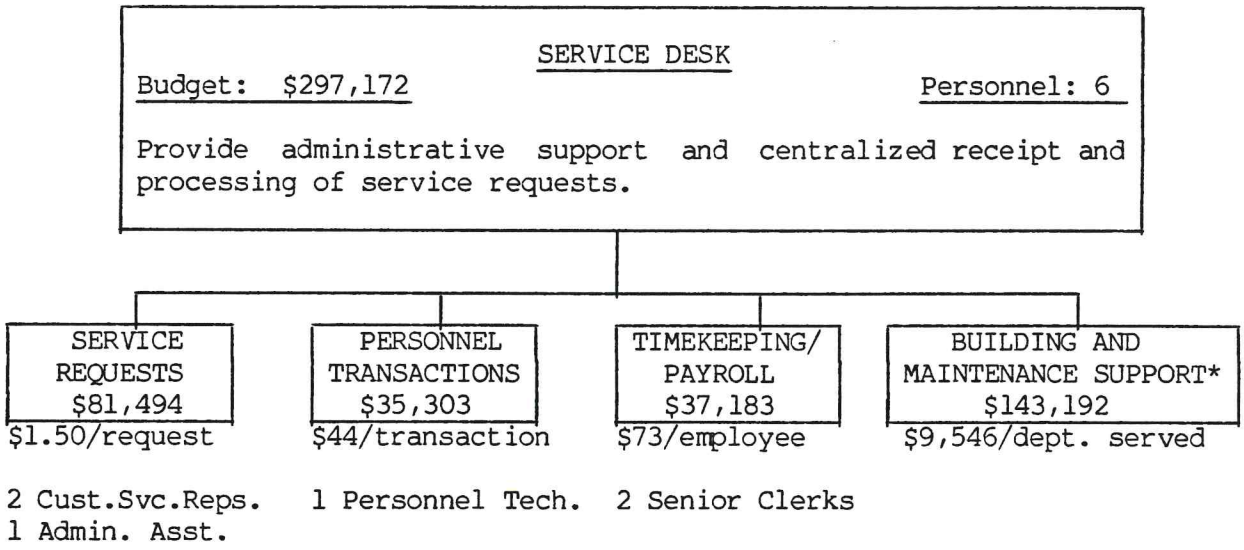
SERVICE DESK

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 105,400	$ 114,078	$ 123,904
CONTRACTUAL SERVICES	$ 122,220	$ 123,564	$ 131,851
COMMODITIES	$ 10,540	$ 12,424	$ 12,699
REVOLVING FUNDS	$ 25,997	$ 34,052	$ 28,718
CAPITAL OUTLAY	$ 0	$ 2,250	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 5,123	$ 0	$ 0
TOTAL	$ 269,280	$ 286,368	$ 297,172

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK	2.00	2.00	50	$ 27,777
CUSTOMER SERV REPRESENTATIVE	2.00	2.00	54	$ 29,530
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 16,273
PERSONNEL COORDINATOR	1.00	1.00	75	$ 25,869
TOTAL	6.00	6.00		



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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					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	46,521	50,195	53,676	54,000	54,000	$81
		Service requests received				Unit: $1.50 /request

WP 5070-2: Prepare payrolls for weekly employees

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	520	519	506	520	507	$37
		Average No. Weekly Employees				Unit: $73 /employee

WP 5070-3: Maintain and process all personnel transactions for Sanitation and Facilities Maintenance personnel

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	846	930	904	800	800	$35
		Transactions Completed				Unit: $44 /transact.

WP 5070-4: Provide building and maintenance support for departments located at the City Lot

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	13	13	15	15	15	$143
		Departments Served				Unit: $9,546 /dept.

GOAL: TO PROVIDE THE PUBLIC AND CITY ACTIVITIES WITH RESPONSES WITHIN ESTABLISHED STANDARDS.

OBJECTIVE 5070-A:
To ensure service requests are completed within the standard number of days according to the following priority classifications*:

		1984	1985	1986	1987	1988
(A-1)	Priority 1	92%	98%	93%	93%	93%
(A-2)	Priority 2	85%	78%	77%	80%	83%
(A-3)	Priority 3	92%	88%	87%	92%	90%

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.

	1984	1985	1986	1987	1988
(B-1)	99%	99%	99%	99%	99%

Accuracy Rate

STRATEGY:
1. Provide accurate payroll records for all personnel assigned to the Sanitation and Facilities Maintenance Bureaus.

OBJECTIVE 5070-C:
To complete 80% of all personnel functions within 15 working days of notification for the Sanitation and Facilities Maintenance Bureaus.

	1984	1985	1986	1987	1988
(C-1)	73%	63%	61%	80%	80%

Completion Rate

STRATEGY:
1. Maintain complete personnel files for all activities in the Sanitation and the Facilities Maintenance Bureaus.

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* Definition of Priorities

Priority 1: a condition requiring immediate action in order to correct a deficiency possibly detrimental to the health or the safety of the public.

Priority 2: a condition, if not corrected, would be detrimental to the health or the safety of the public.

Priority 3: conditions, if left uncorrected, would not be detrimental to the health and the safety of the public.



GOLF COURSE FUND

GOLF COURSE FUND

Budget: $1,347,168 **Personnel: 23.75**

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

PLAYER SERVICE $467,356

$8/round

1 Equip. Mechanic
1 Appr. Eq. Mechanic
1 Eq. Svc. Attendant
2 Cashiers
2 Clubhouse Attendants
.75 Recreation Aide

GOLF COURSE MAINTENANCE $879,812

$32,586/hole

1 Superintendent
1 Asst. Superintendent
1 Equip. Specialist
1 App. Eq. Mechanic
2 Sr. Grds. Mnt. Mechanics
3 Med. Eq. Operators
5 Grds. Mnt. Workers

Vehicles: 17

GOLF COURSE FUND

Bacon Park Golf Course is a 27-hole golf complex which includes a putting green, a chipping green, and a lighted driving range as well as clubhouse and maintenance operations. The 1988 Golf Course budget totals $1,347,168. This amount represents a $142,669 increase over 1987 projected expenses.

The major 1988 Golf Course expenditure is for the second and final phase of the golf cart path paving project. Upon completion of this capital improvement project, all 26,700 linear feet of paths throughout the course will be paved. A totally paved cart path system will result in reduced maintenance costs, increased cart use, and player convenience. The turf damage, weather restrictions, and slow playing times that are related to unpaved paths will be eliminated. This $186,000 project will be funded by borrowing from another City Fund and will be repaid over a ten year period. Details of the other budget components and the major changes between 1987 and 1988 are provided in the following sections.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 437,935	$ 468,089	$ 30,154	6.9
Contractuals	75,307	89,227	13,920	18.5
Commodities	172,243	185,926	13,683	7.9
Revolving Funds	47,715	35,890	-11,825	-24.8
Capital Outlay	112,118	46,650	-65,468	-58.4
Debt Service	159,258	187,258	28,000	17.6
Interfund Trans	83,323	148,128	64,805	77.8
Capital Projects	116,600	186,000	69,400	59.5
Total Budget	$1,204,499	$1,347,168	$ 142,669	11.8

REVENUE BY SOURCE

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. In 1988, fees will be increased according to the following schedule:

Daily green fees
- Increase 18-holes weekday fee from $8.00 to $8.50
- Increase 18-holes weekend fee from $10.00 to $10.50
- Increase senior weekday fee from $4.50 to $5.00
- Increase 9-holes weekday fee from $5.00 to $5.50
- Increase 9-holes weekend fee from $6.00 to $6.50

Annual green fees
- Increase the adult weekday fee from $300 to $330
- Increase the adult all days fee from $430 to $480
- Increase the senior/junior weekday fee from $180 to $210
- Increase the senior/junior all days fee from $280 to $330

Motor cart rental fees
- Increase the regular 18-holes fee from $13 to $15
- Increase the Seniors 18-holes fee from $10 to $12
- Increase the 9-holes fee from $9 to $11

The table below summarizes 1988 Golf Course revenue by source.

	1987 Projection	1988 Budget
Operating Revenue		
Daily Green Fees	$ 312,388	$ 333,162
Annual Green Fees	58,330	67,380
Golf Club Rental	2,360	2,360
Pull Cart Rental	5,066	5,066
Motor Cart Rental	242,060	290,469
Pro Shop	11,902	11,902
Concessions	79,068	79,068
Driving Range	67,826	67,826
Misc.	5,000	5,000
Cart Path Revenue		186,000
Non-Operating Revenue		
Interest	$ 14,000	$ 14,000
Subtotal	$ 798,000	$ 1,062,233
General Fund Contribution		
Operating	$ 247,241	$ 125,677
Debt Service	159,258	159,258
Subtotal	$ 406,499	$ 284,935
Total Revenues	$ 1,204,499	$ 1,347,168

PROGRAM COSTS

Personal Services: The 1988 budget for Personal Services totals $468,089. The Salaries and Wages account, at $343,625, is the major expense. Other large allocations are: Pension, $28,933; Social Security, $27,022; Temporary Labor, $24,166; and Medical Insurance, $22,156. Overall Personal Services increase $30,154 or 7% over 1987 projected expenses. The major changes are:

Salaries & Wages	**increase** $18,185 due to general wage and anniversary increases for eligible employees. This increase also reflects position vacancies during 1987.
Medical Insurance	**increases** $7,026 resulting from an increase in group medical claims.
Pension	**increases** $5,259 as recommended by the Pension Actuary.
Temporary Labor	**decreases** $7,187 due to the clubhouse being staffed by temporary employees during 1987.

Contractuals: The budget for Contractual services totals $89,227. The major accounts are Electricity at $39,505 and Professional Service Fees at $15,235. The Professional Services used by the Golf Course include the liming of 150 acres, $5,250; janitorial service, $3,180; and irrigation repairs, $2,220. The 1988 budget for Contractual services is $13,920 more than 1987 Projected costs. The major change is:

Professional Fees	**increase** $5,297 to provide for lime applications to the soil. Soil analysis indicated that this would improve the turf.

Commodities: The 1988 allocation for Commodities totals $185,926. Of this amount, $86,400 is for Chemicals such as fertilizer, insecticides, herbicides and fungicides. A budget of $27,220 is provided for Construction Materials such as sand, seed, and topdressing. Operating Supplies are budgeted at $24,639 for maintenance, clubhouse, and driving range supplies. The other significant expenditures are primarily for cart maintenance: Equipment Repair Parts, $22,455 and Fuel, $15,200. Overall, the Commodities budget is $13,683 or 8% greater than 1987 Projected Expenses. Anticipated price increases, construction of a concrete pad to perform outside equipment maintenance, and replacement of golf clubs represent the major changes to this allocation.

Revolving Fund: Chargebacks for services provided by the Revolving Fund total $35,890 in 1988. Of this amount, $30,508 is for vehicle maintenance provided by the Central Garage. Also included is $4,634 for Central Services and $748 for Data Processing. The total Revolving Fund charges decrease $11,825 primarily because of a one-time clubhouse re-roofing project in 1987.

Capital Outlay: The budget for Capital Outlay items is $46,650. The following expenditures are planned for 1988:

15 Golf Carts (less trade-in)	$29,250
1 Sod Cutter (new)	2,500
1 300 Gallon Sprayer (new)	6,000
1 Air Compressor (replacement)	1,500
1 Fertilizer Spreader (new)	1,500
1 Ball Washer (replacement)	1,200
10 Tables @ $150 (replacement)	1,500
40 Chairs @ $50 (replacement)	2,000
3 Flymo Mowers @ $400 (replacement)	1,200
TOTAL	$46,650

Debt Service: The debt service allocation is $187,258. Most ($159,258) of 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. The remaining $28,000 is for loan payments relating to the golf cart path paving project.

Interfund Transfers: The allocation for Interfund Transfers is $148,128. The expenses in this category include: $116,252 for services provided by the General Fund (such as those related to Personnel, Finance, and Research and Budget) and $31,876 for Vehicle Replacement. The increase in this category is due to higher costs for services by the General Fund. These charges are in accordance with the most recent cost allocation plan.

GOLF COURSE

PURPOSE: PROVIDE A GOLF COURSE COMPLEX FOR PUBLIC USE THAT IS AESTHETICALLY PLEASING AND MEETS USGA STANDARDS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 390,759	$ 437,935	$ 468,089
CONTRACTUAL SERVICES	$ 71,454	$ 75,307	$ 89,227
COMMODITIES	$ 162,044	$ 172,243	$ 185,926
REVOLVING FUNDS	$ 15,099	$ 47,715	$ 35,890
CAPITAL OUTLAY	$ 34,434	$ 112,118	$ 46,650
BOND AMORTIZATION	$ 159,259	$ 159,258	$ 187,258
INTERFUND TRANSFERS	$ 81,061	$ 83,323	$ 148,128
CAPITAL PROJECTS	$ 0	$ 116,600	$ 186,000
TOTAL	$ 914,110	$ 1,204,499	$ 1,347,168

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	1988	RANGE #	1988 ALLOCATION
RECREATION AIDE	.75	.75	37	$ 7,312
GROUNDS MAINT WORKER	5.00	5.00	44	$ 56,432
CLUBHOUSE ATTENDANT	2.00	2.00	46	$ 24,295
SR GROUNDS MAINT WORKER	2.00	2.00	46	$ 23,994
EQUIPMENT SERVICE ATTENDANT	1.00	1.00	46	$ 11,851
CASHIER	2.00	2.00	48	$ 26,140
MEDIUM EQUIPMENT OPERATOR	3.00	3.00	49	$ 39,851
APPRENTICE EQUIPMENT MECHANIC	2.00	2.00	52	$ 27,777
ASST GOLF COURSE MAINT SUPT	1.00	1.00	61	$ 17,087
EQUIPMENT MECHANIC	1.00	1.00	62	$ 18,384
GOLF COURSE EQUIPMENT SPEC	1.00	1.00	62	$ 20,769
BUSINESS COORDINATOR	1.00	1.00	68	$ 21,808
GOLF COURSE MAINT SUPT	1.00	1.00	70	$ 21,282
GOLF COURSE DIRECTOR	1.00	1.00	80	$ 35,523
TOTAL	23.75	23.75		

GOLF COURSE

WORK PROGRAMS

WP 6051-1: Maintain 27-hole golf course, clubhouse area, 2 practice greens, and a driving range

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	18	18	27* Holes	27*	27	$ 880 $32,586/hole

WP 6051-2: Provide player service

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	36,000	27,747	31,134	29,552	29,552	
			Regular Rounds			
2)	na	9,364	11,963	11,996	11,996	
			Twilight Rounds			
3)	16,120	17,075	18,667	17,840	17,840	
			Annual Rounds			
4)	52,120	54,186	61,764	59,388	59,388	$ 467 Unit: $8 /round
			Total Rounds			
5)	17,500	15,772**	33,913	33,913	33,913	
			Bags of Balls			
6)	16,111	19,514	22,409	20,409	20,409	
			Riding Carts Rented			
7)	2,350	2,400	4,053	4,053	4,053	
			Pull Carts Rented			

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* 9 new holes opened June, 1986.
** Range opened June, 1985.

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 70%.

	1984	1985	1986	1987	1988
(A-1)	91%	71%	81%	66%	70%

Revenue/Expenditure Ratio

STRATEGY:
1. Collect revenue and expend allocations within budgeted amounts.

OBJECTIVE 6051-B:
To meet 100% of maintenance standards* on scheduled inspections.

	1985	1986	1987	1988
(B-1) Course	90%	91%	90%	100%
(B-2) Clubhouse	90%	100%	95%	100%
(B-3) Carts	90%	92%	95%	100%
(B-4) Driving Range	90%	90%	90%	100%

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.

* Detailed maintenance standards are listed in Bacon Park Maintenance Manual.



CIVIC CENTER FUND

CIVIC CENTER FUND

Budget: $1,898,054 **Personnel: 17**

To provide a quality building for entertainment and meeting purposes.

1 Director

BUILDING AND EQUIPMENT MAINTENANCE* $1,039,168

$1,804/event

1 Bldg. Operations Supervisor
2 Service Workers
1 Sr. Mnt. Service Wkr.
3 Custodians
3 Bldg. Mechanics.
1 Bldg. Mech. Supt.
1 Sound Systems Tech.

OPERATIONS* ** $199,472

$347/event

1 Box Office Supervisor
1 Cashier

ADMINISTRATION AND PROGRAM $659,414

$1,144/event

1 Prog. Coordinator
1 Sr. Clk. Typist

Vehicles: 3

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* Temporary labor utilized in these work programs
** Box Office, Concessions and Parking Operations

CIVIC CENTER FUND

The Civic Center is a facility provided for the public enjoyment of musical, cultural, sporting and other events. The 1988 budget for the Civic Center totals $1,898,054. This amount is an increase of $444,087 or 31% over the expenses projected for 1987.

The capital improvement project planned for 1988 involves the replacement of 896 arena seats. About 1,144 arena seats are on retractable platforms. In 1986, it was determined that this seating was generally in poor condition. Later that year, 248 seats were replaced and now, for 1988, the remaining 896 seats will also be replaced. Funding for this $396,000 project will be provided by two sources. Tourism Enhancement Funds of $369,040 and ticket fee revenue of $26,960 will be contributed to the project. This ticket fee revenue will be generated by the addition of a $1.00 service charge to each ticket sold. Details of the other budget components and the major changes between 1987 and 1988 are provided in the following sections.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 501,520	$ 524,146	$ 22,626	4.5
Contractuals	382,355	370,980	-11,375	-3.0
Commodities	50,459	71,100	20,641	40.9
Revolving Funds	14,371	14,843	472	3.3
Capital Outlay	41,000	26,700	-14,300	-34.9
Debt Service	400,640	386,880	-13,760	-3.4
Interfund Trans	3,622	107,405	103,783	-
Capital Projects	$ 60,000	$ 396,000	336,000	-
Total Budget	$ 1,453,967	$ 1,898,054	$444,087	30.5

REVENUE BY SOURCE

The Civic Center hosts over 560 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 1988. The table on the following page summarizes Civic Center revenue by source.

	1987 Projection	1988 Budget
Rental Income		
Building	$ 365,000	$ 365,000
Box Office	40,000	40,000
Equipment	18,000	18,000
Parking	110,000	110,000
Commercial		
Novelty Sales	35,000	35,000
Concessions [1]		
Food (Net)	150,000	150,000
Beer & Wine (Net)	20,000	20,000
Interest Earned	10,000	10,000
Services to General Fund	--	28,000
Miscellaneous	13,000	2,000
Subtotal	$ 761,000	$ 778,000
General Fund Contribution		
Operating	$ 232,327	$ 337,174
Debt Service	400,640	386,880
Subtotal	$ 632,967	$ 724,054
Tourism Enhancement	60,000	369,040
Ticket Fee	--	26,960
Total Revenues	$1,453,967	$1,898,054

[1] Net revenue refers to gross revenue income less food and supply costs. Labor is a budgeted expense, and is not a factor in calculating concessions revenue. The following represents concessions income when all expenses (food, supply and labor costs) are subtracted from gross revenue:

Net Income	1987	1988
Food	$108,000	$108,000
Beer & Wine	14,400	14,400

PROGRAM COSTS

Personal Services: The 1988 budget for Personal Services totals $524,146. At $299,517, the Salaries and Wages account is the major expense. A budget of $126,000 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, $32,914; Pension, $25,204; and Medical Insurance, $16,376. Overall, Personal Services increase $22,626 or 5% over 1987 Projected Expenses. The major changes are as follows:

Salaries & Wages	**increase** $26,999 or 10%, partially due to general wage and anniversary increases for eligible employees. Position vacancies in 1987 are also reflected by this increase.
Worker's Comp	**increases** $5,638 because of an increase in claims experience. These costs relating to an employee injury involve salary and/or medical costs.
Temporary Labor	**decreases** $17,000 with the planned purchase of a box office computer and three money/ ticket counters.

Contractuals: The 1988 allocation for Contractual services is $370,980. The major expense in this category is Electricity at $170,101. The Insurance account, at $108,916 provides for purchased property coverage and for contributions to the City's self-insurance fund. The $35,089 provided for Equipment Maintenance is primarily for a maintenance contract on the Civic Center chillers. The other major expenses for Contractual services are $17,500 for Natural Gas and $11,897 for Communications. Overall, Contractuals decrease $11,375 or 3% from 1987 projections. The major change, which is partially offset by smaller inflationary increases, is:

Insurance	**decreases** $19,611 primarily reflecting a reduced premium for purchased building insurance.

Commodities: The amount budgeted for Commodities is $71,100. The Operating Supplies account is funded at $36,761 for maintenance parts, cleaning supplies and other housekeeping supplies. Also included in Commodities is $14,000 for Chemicals and $6,683 for Equipment Repair Parts. The $20,641 increase in Commodities is primarily due to one major change:

Chemicals	**increase** $12,650 for the chemical conversion of the ice floor which is necessary every five years.

Revolving Fund: The Civic Center is budgeted at $14,843 for these charges. Of this amount, $9,936 is for Central Services; $4,159 is for Garage Services; and $748 is for Data Processing.

Capital Outlay: Capital Outlays are budgeted at $26,700. Planned purchases include:

Box Office Computer (new)	$ 8,000
Parking Attendant Shed (new)	6,000
Money/Ticket Counters 3 @ $1,333 (replacement)	4,000
Carpet (replacement)	
2,440 sq. ft. @ $2.82	6,900
Wall Cover (replacement)	
685 linear ft. @ $2.63	1,800
TOTAL	$26,700

Debt Service: The 1988 total for Bond Redemption and Interest is $386,880. This amount is 3% less than 1987 costs and is in accordance with the debt payment schedule.

Interfund Transfers: The 1988 budget for Interfund Transfers provides $2,982 for Vehicle Replacement and $104,423 for Services by the General Fund such as those performed by Personnel, Finance and Research and Budget. This allocation is consistent with the most recent cost allocation plan.

CIVIC CENTER

PURPOSE: OPERATE THE CIVIC CENTER FACILITY FOR THE PUBLIC ENJOYMENT OF MUSICAL, CULTURAL, AND OTHER EVENTS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1987
PERSONAL SERVICES	$ 456,796	$ 501,520	$ 524,146
CONTRACTUAL SERVICES	$ 363,867	$ 382,355	$ 370,980
COMMODITIES	$ 49,909	$ 50,459	$ 71,100
REVOLVING FUNDS	$ 11,913	$ 14,371	$ 14,843
CAPITAL OUTLAY	$ 2,200	$ 41,000	$ 26,700
BOND AMORTIZATION	$ 414,400	$ 400,640	$ 386,880
INTERFUND TRANSFERS	$ 3,052	$ 3,622	$ 107,405
CAPITAL PROJECTS	$ 0	$ 60,000	$ 396,000
TOTAL	$ 1,302,137	$ 1,453,967	$ 1,898,054

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE #	1988 ALLOCATION
CUSTODIAN	3.00	3.00	42	$ 32,513
MAINTENANCE SERVICE WORKER	2.00	2.00	44	$ 23,130
CASHIER	1.00	1.00	48	$ 13,389
SR MAINT SERVICE WORKER	1.00	1.00	49	$ 16,273
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,389
BLDG MAINT MECHANIC	3.00	3.00	64	$ 57,944
SOUND SYSTEMS TECHNICIAN	1.00	1.00	65	$ 19,780
BLDG OPERATIONS SUPERVISOR	1.00	1.00	66	$ 20,769
BUILDING MECHANIC SUPT	1.00	1.00	67	$ 24,044
BOX OFFICE/CONC SUPERVISOR	1.00	1.00	68	$ 20,769
CIVIC CENTER PROGRAMS COORD	1.00	1.00	76	$ 24,637
CIVIC CENTER DIRECTOR	1.00	1.00	89	$ 41,122
TOTAL	17.00	17.00		

CIVIC CENTER

WORK PROGRAMS

WP 6131-1: Building and Equipment Maintenance

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	537	495	487	568	576	$1,039
			Events			Unit: $1,804 /event

WP 6131-2: Schedule, monitor and settle events

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	18	25	35	22	25	
			Concerts			
2)	27	44	36	53	50	
			Sporting Events			
3)	30	66	15	17	25	
			Family Events			
4)	160	144	129	160	160	
			Cultural Events			
5)	43	31	39	40	40	
			Trade Events			
6)	54	52	75	80	80	
			Social Events			
7)	15	17	8	14	14	
			Religious Events			
8)	40	51	34	32	32	
			Conventions			
9)	150	65	116	150	150	
			Meetings			
10)	537	495	487	568	576	$659
			Total Events			Unit: $1,144 /event

WP 6131-3: Box Office, Concessions, Parking Operations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	60	71	80	100	100	$200
			Box Office Events			Unit: $347 /event
2)	1585	154	145	160	160	
			Concessions Events			
3)	537	495	487	568	576	
			Parking Events			

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 maintain the present level of 86 arena events which net $2,000 per day and 13 theatre events which net $1,000 per day.

	1984	1985	1986	1987	1988
(A-1)	83	83	78	86	86
			Arena		
(A-2)	3	7	12	13	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 achieve a revenue/cost ratio of 62% in 1988.

	1984	1985	1986	1987	1988
(B-1)	44%	48%	50%	55%	62%
			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.

OBJECTIVE 6131-C:
To ensure that the average overall cleanliness rating for the Civic Center is maintained at 3[1] or above for each weekly evaluation during 1988.

	1984	1985	1986	1987	1988
(C-1)	na	na	na	na	3.0
			Average Overall Cleanliness Rating		

STRATEGY:
1. Perform weekly evaluations of each area of building.

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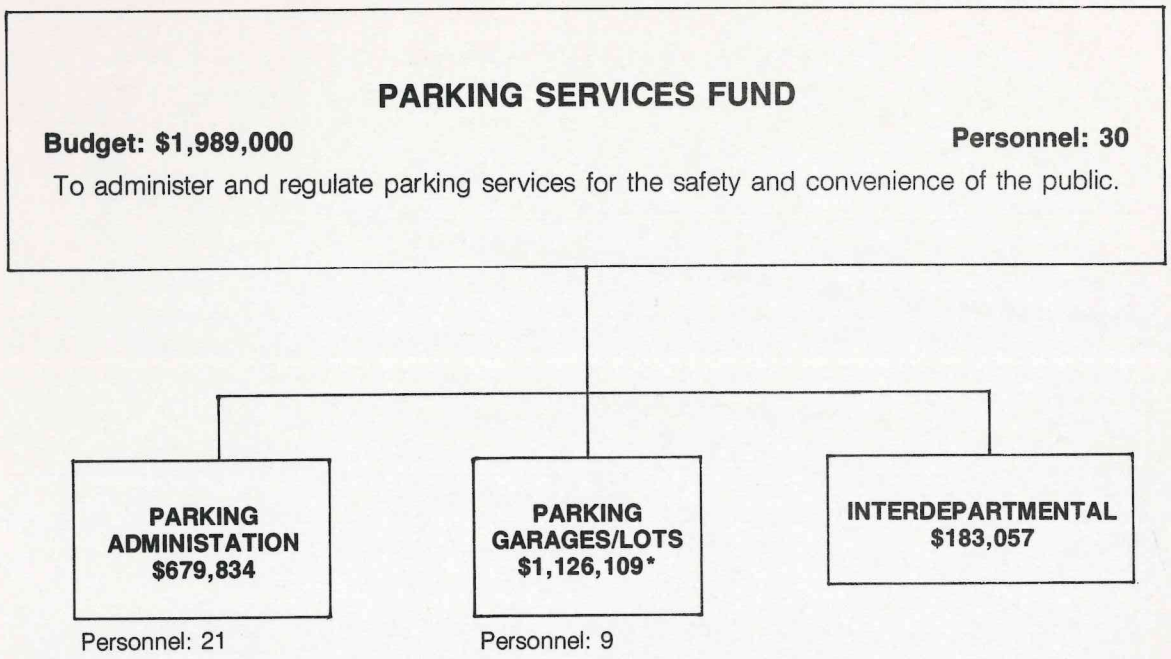
[1] Building Condition Rating Code:
4 - Excellent (meeting all specifications)
3 - Good (minor problems in no more than 1 area, i.e. floors, windows, walls, ceilings, etc.)
2 - Fair (minor problems in more than 1 area, or moderate problems in 1 or more areas)
1 - Poor (several moderate problems or 1 or more major problems)



PARKING SERVICES FUND



Vehicles: 21

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* Includes the debt service allocation which amounts to $842,886

PARKING SERVICES FUND

The Parking Services Fund comprises all expenditures and revenues related to parking. This enterprise fund is organized into three activities in 1988: Parking Enforcement and Administration, Parking Garages/Parking Lots, and Interdepartmental. State Street Garage, Montgomery Street Garage, and Liberty Street parking lots, previously budgeted in separate activities, are consolidated into one activity in 1988. The $1,989,000 allocation for 1988 is $31,936 or approximately 2% less than 1987 projected total expenses.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 429,426	$ 508,884	$ 79,458	18.5
Contractuals	125,182	164,620	39,438	31.5
Commodities	119,728	116,183	-3,545	-3.0
Revolving Fund	100,788	112,129	11,341	11.3
Capital Outlay	24,548	20,200	-4,348	-17.7
Debt Service	904,336	842,886	-61,450	-6.8
Interfund Trans	216,928	174,098	-42,830	-19.7
Contingency	0	50,000	50,000	--
Capital Projects	100,000	na	-100,000	--
Total	$ 2,020,936	$ 1,989,000	$ -31,936	-1.6

EXPENDITURES BY ACTIVITY

ACTIVITY	1986 Actual Expenses	1987 Projected Expenses	1988 Approved Budget
Parking Administration	$ 454,168	$ 628,372	$ 679,834
Parking Garages/Lots*	661,752	1,118,410	1,126,109
Interdepartmental	na	274,154	183,057
Total	$ 1,115,920	$ 2,020,936	$ 1,989,000

* The administration and maintenance of State Street Garage, Montgomery Street Garage and Liberty Street lots are budgeted in this activity. The Debt Service allocation is also reflected in this activity.

REVENUE BY SOURCE

The City charges the public parking fees within designated areas of the downtown parking district. Parking Services, charged with administering all parking-related services, collects revenues based on the fee categories outlined in the table below.

Four major sources compose operating parking revenues: meter fees, citation fines, lot rental fees, and garage rental fees. The City currently utilizes meters ranging from fifteen-minute meters to ten-hour meters. Users pay an hourly rate which varies according to location for parking space. Fees for the open parking lots are charged on a monthly or daily basis. The City's parking garages also charge fees based on a monthly or daily basis. Finally, parking citations are penalties charged for such violations as parking by a fire hydrant, parking in a handicap zone, parking by an expired meter, and a penalty for paying tickets after the due date.

	1987 Projection	1988 Budget
Operating Revenue		
Parking Meters	$ 600,000	$ 650,000
Parking Citations	880,000	885,000
Visitors Center Parking Lot	1,000	1,000
Liberty Street Parking Lots	32,000	34,000
State Street Parking Garage	132,000	140,000
Montgomery Street Parking Garage	88,000	100,000
City Market Parking Garage Lease	77,000	77,000
Special Events Revenue	3,200	3,500
Subtotal	$1,813,200	$1,890,500
Non-Operating Revenue		
Interest Income	$ 36,000	$ 36,000
Services to General Fund[1]	0	20,000
Services to Other Funds[2]	42,500	42,500
General Fund Contribution	129,236	0
Subtotal	$ 207,736	$ 98,500
Total Revenues	$2,020,936	$1,989,000

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1 Reflects cost of administering the Street Maintenance Decal Program transferred to department in 1988.

2 Reflects the cost associated with the collection of Street Sweeping Citations revenue (or fines).

PROGRAM COSTS

The 1988 approved budget for the Parking Services Fund is $1,989,000. This amounts to a $31,936 decrease from 1987 total projected expenditures of $2,020,936.

PERSONAL SERVICES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Salaries & Wages	$ 344,648	$ 385,812	$ 41,164	11.9
Social Security	25,450	30,109	4,659	18.3
Medical Insurance	14,373	27,936	13,563	94.4
Life Insurance	1,405	2,512	1,107	78.8
Unemployment Comp	101	1,487	1,386	--
Worker's Comp	1,186	7,910	6,724	--
Pension	25,949	32,418	6,469	24.9
Longevity	1,712	1,755	43	2.5
Overtime	9,587	11,880	2,293	23.9
Temporary Labor	5,015	7,065	2,050	40.9
Total	$ 429,426	$ 508,884	$ 79,458	18.5

The 1988 Parking Services Fund Budget provides $508,884 for Personal Services. The major allocations in this category are: Salaries and Wages, $385,812; Pension, $32,418; Social Security, $30,109, and Medical Insurance, $27,936.

The 1988 allocation for Personal Services is $79,458 or 19% greater than 1987 projected expenses. The major change is:

Salaries & Wages **increase** $41,164 due to a general wage increase and anniversary increases for eligible employees, plus the full year's cost of positions added in 1987.

CONTRACTUALS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Electricity	$ 42,143	$ 44,502	$ 2,359	5.6
Communications	2,874	3,444	570	19.8
Transportation	3,644	3,400	-244	-6.7
Advertising	2,532	6,665	4,133	--
Insurance	10,334	51,651	41,317	--
Rentals	80	80	0	--
Dues/Periodicals	243	297	54	22.2
Professional Fees	24,784	19,409	-5,375	-21.7
Building Repair	5,510	5,900	390	7.1
Equipment Maint	1,837	3,720	1,883	--
Photocopying	805	1,165	360	44.7
Printing	29,756	23,667	-6,089	-20.5
Medical Costs	640	720	80	12.5
Total	$ 125,182	$ 164,620	$39,438	31.5

The 1988 budget for Contractual Services totals $164,620. The largest allocation in this series is $51,651 for Insurance. This expenditure is for the cost of liability and property insurance for each of the City's parking facilities. Electricity, at $44,502, is also a large allocation. Electrical service for each of the City's parking facilities is paid from this account. At $23,667, the cost of Printing represents another significant allocation. The major printing items are parking citations, delinquency notices, and forms. The Professional Fees allocation, at $19,409, covers the cost of security coverage at the Garages for special events, elevator and electronic equipment service contracts at the Garages, and laundry and pest control services.

The 1988 allocation for Contractual Services represents an increase of $39,438 or 32% over 1987 projected expenses. The major increase is:

Insurance	**increases** $41,317 primarily to provide insurance coverage for the Montgomery and State Street parking garages.

COMMODITIES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Supplies	$ 1,775	$ 1,857	$ 82	4.6
Postage	16,933	18,345	1,412	8.3
Clothing	9,550	8,768	-782	-8.2
Operating Supp	9,801	7,090	-2,711	-27.7
Small Fixed Asset	7,262	13,384	6,122	84.3
Equip Repair Part	72,407	27,550	-44,857	-62.0
Construction Supp	1,000	37,289	36,289	--
Tools/Shop Supp	1,000	1,900	900	90.0
Total	$ 119,728	$ 116,183	$ -3,545	-3.0

The 1988 charges approved for Commodities total $116,183. Construction Materials, at $37,289, reflects funding for a meter repair shop at State Street Garage. Equipment Repair Parts, at $27,550, covers the cost of meter mechanisms/parts. The Postage allocation, at $18,345, provides for the cost of mailing delinquency notices and various offender notices. The Small Fixed Assets category which totals $13,384 is primarily for various meter repair equipment and back-up automation for computerized equipment.

REVOLVING FUND

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Data Processing	$ 61,838	$ 52,861	$ -8,977	-14.5
Garage Services	23,433	32,589	9,156	39.1
Central Services	15,517	26,679	11,162	71.9
Total	$ 100,788	$ 112,129	$ 11,341	11.3

The 1988 approved charges for Revolving Fund services total $112,129. At $52,861, Data Processing services represent 47% of the total allocation. This is for the use of computer terminals and the database system. The Garage services allocation which totals $32,589 is primarily for the fuel and the maintenance of the fund's vehicles. The Central Services allocation of $26,679 reflects the cost of mail services, custodial services, and building repair projects.

The Revolving Fund chargebacks for 1988 are $11,341 or 11% higher than 1987 projected costs.

CAPITAL OUTLAY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Bldgs/Fixed Equip	$ 2,525	$ 0	$ -2,525	--
Office Equipment	624	0	-624	--
Oper/Constr Equip	21,399	20,200	-1,199	-5.6
Total	$ 24,548	$ 20,200	$ -4,348	-17.7

The 1988 Capital Outlay account is $20,200 for Operational and Construction Equipment. A list of the approved purchases for 1988 follows:

Parking Enforcement and Administration	
5 Portable Radios @ $800 (new)	$ 4,000
1 Computer Terminal (new)	3,000
Parking Garages/Parking Lots	
4 Portable Radios @ $800 (3 new/1 replacement)	3,200
1 Air Conditioning Unit (new)	5,000
1 Security Camera (new)	5,000
TOTAL	$ 20,200

DEBT SERVICE

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Bond Redemption	$ 904,336	$ 842,886	$ -61,450	-6.8

The 1988 Debt Service allocation of $842,886 reflects the scheduled principal payment on the construction bonds issued for the two parking garages. The debt service payment decreases $61,450 due to lower than anticipated interest rates in 1988.

INTERFUND TRANSFERS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Svcs by Gen Fund	$ 174,154	$ 60,045	$-114,109	-65.5
Loan Repayment	0	73,012	73,012	--
Vehicle Rep Contr	42,774	41,041	-1,733	-4.1
Total	$ 216,928	$ 174,098	$ -42,830	-19.7

Interfund Transfers total $174,098 in 1988. The amount of $73,012 reflects the loan repayment to the General Fund for the 1986/1987 subsidies and the landscaping of Montgomery Street Garage. Services to be provided by the General Fund are allocated at $60,045. The $41,041 vehicle contribution provides for future purchase/ replacement costs.

The 1988 allocation for Interfund Transfers reflects a decrease of $42,830 or 20%. Major changes are outlined below:

Svcs by Gen Fund — **decreases** $114,109 consistent with the most recent cost allocation plan.

Loan Repayment — **increases** $73,012 to reflect the loan repayment to the General Fund for the 1986/1987 subsidies and the landscaping of Montgomery Street Garage.

CONTINGENCIES

An allocation of $50,000 is provided for emergencies and unanticipated needs.

PARKING ENFORCEMENT AND 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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 249,117	$ 340,854	$ 387,948
CONTRACTUAL SERVICES	$ 18,203	$ 35,643	$ 41,769
COMMODITIES	$ 22,931	$ 104,441	$ 98,308
REVOLVING FUNDS	$ 143,375	$ 97,811	$ 105,036
CAPITAL OUTLAY	$ 4,145	$ 23,374	$ 7,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 16,397	$ 26,249	$ 39,773
TOTAL	$ 454,168	$ 628,372	$ 679,834

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
PARKING ENFORCEMENT OFFICER	8.00	8.00	47	$ 99,059
SR PARKING ENFORCEMENT OFFICER	2.00	2.00	49	$ 25,502
SENIOR CLERK	1.00	1.00	50	$ 13,066
SENIOR CLERK TYPIST	1.00	1.00	51	$ 17,087
PARKING METER TECHNICIAN	2.00	2.00	52	$ 27,438
SECRETARY	1.00	1.00	54	$ 14,761
PRINCIPAL CLERK	1.00	1.00	55	$ 14,761
REVENUE INVESTIGATOR	3.00	3.00	59	$ 49,221
PARKING ENFORCEMENT SUPERVISOR	1.00	1.00	65	$ 18,839
PARKING SERVICES ADMIN	1.00	1.00	77	$ 29,225
TOTAL	21.00	21.00		

PARKING ENFORCEMENT AND ADMINISTRATION

Budget: $679,834 Personnel: 21

To enforce parking regulations for the safety and convenience of the citizens of Savannah and to enforce payment of parking citations, collect parking meter coins, and maintain and update the vehicle registration file.

1 Parking Services Administrator

PARKING ENFORCEMENT $284,271
$2/citation

.50 Parking Enf.Super.
2 Sr. Parking Enf.Off.
8 Parking Enf. Officers
.10 Sr. Clerk Typist
.10 Senior Clerk
.05 Clerk
.10 Principal Clerk

CITATION COLLECTION* $243,930
$1/citation

.30 Parking Enf.Super.
3 Revenue Investig.
.90 Sr. Clerk Typist
.90 Senior Clerk
.95 Clerk
.90 Principal Clerk

METER COLLECTION/ REPAIR $151,633
$29/repair

.20 Parking Enf.Super.
2 Parking Meter Tech

Total Vehicles: 17

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* Includes cost of administering Street Maintenance Decal Program ($20,000).

PARKING ENFORCEMENT & ADMINISTRATION

WORK PROGRAMS

WP 6201-1: Enforce parking regulations by issuing citations and collecting citation fees

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	180,546	219,453	200,000[1]	185,000	$508
	Number of Citations Issued					Unit: $3 /citation
2)	na	$710,258	$732,991	$880,000[2]	$885,000	
	Revenue from Citations					

WP 6201-2: Collect parking meter coins

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	2,491	2,619	2,769	$44[3]
	Average number of parking meters					Unit: $16 /meter
2)	na	na	$528,908	$600,000	$650,000	
	Revenue from Parking Meters					

WP 6201-3: Repair/maintain parking meters

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	3,300	4,200[4]	3,780	$108[3]
	Repairs performed					Unit: $29 /repair
2)	na	na	400	400[4]	420	
	Meters relocated/replaced					

---

1 The decrease is due to stronger enforcement, higher meter rates, and stronger ordinances. All-day parkers are using long term parking. Reduced number of citations because of reduced number of parking violators.

2 Parking citation fines and penalties were increased in March, 1987.

3 Coin collection and meter repair allocations are combined into one work program; 71% meter repair, 29% coin collection.

4 The parking meter maintenance program was transferred to Parking Services during 1987.

PARKING ENFORCEMENT AND ADMINISTRATION

WORK PROGRAMS

WP 6201-4: Collect street maintenance decal revenues[1]

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	6,881[2]	$20
	Decals Issued					Unit: $3 /decal
2)	na	na	na	na	$228,660[2]	
	Revenue from Decals					

---

1 The Street Maintenance Decal activity was transferred to Parking Services in 1988. The costs associated with administering this activity are included in the Citation Collection work program.

2 These revenues go towards the General Fund.

PARKING ENFORCEMENT AND ADMINISTRATION

GOAL: TO ENFORCE PARKING REGULATIONS AND PAYMENT OF TRAFFIC CITATIONS IN ORDER TO PROVIDE FOR THE SAFETY AND THE CONVENIENCE OF THE CITIZENS OF SAVANNAH.

OBJECTIVE 6201-A:
To provide the maximum number of on-street parking opportunities[1] within the controlled parking district.[2]

	1984	1985	1986	1987	1988
(A-1)	na	na	13,772	13,772	15,341

Number of Parking Opportunities

STRATEGY
1. Conduct quarterly occupancy percentage surveys.
2. Locate outdated freight zones, passenger loading zones and where appropriate convert to meter parking spaces.

OBJECTIVE 6201-B:
To increase the availability of existing on-street parking within the controlled parking district[2].

	1984	1985	1986	1987	1988
(B-1)	na	na	28%	33%	36%

Percent of Spaces Unoccupied and Available

OBJECTIVE 6201-C:
To decrease the percentage of vehicles parked in violation of parking regulations within the controlled-parking district[2].

	1984	1985	1986	1987	1988
(C-1)	na	na	18%	16%	15%

Percent of Vehicles Parked in Violation

---

[1] On-street parking opportunities are calculated as follows:

Type Spaces	Number Spaces		Turnover Factor		Parking Opportunities
15 minute meters	28	x	40	=	1,120
30 minute meters	136	x	20	=	2,720
1 hour meters	152	x	10	=	1,520
2 hour meters	1,244	x	5	=	6,220
3 hour meters	344	x	3	=	1,032
5 hour meters	513	x	2	=	1,026
10 hour meters	223	x	1	=	223
2 hour time limit, free	282	x	5	=	1,410
No time limit, free, in CBD	70	x	1	=	70
	2,992				15,341

[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-B and C:

1. Actively patrol the downtown areas of the city to cite parking violators.
2. Continue multiple ticketing for all-day violators.
3. Monitor violation percentage by conducting field surveys quarterly to compare with 1987.
4. Propose adding and deleting freight zones where appropriate.
5. Propose alternatives to manage uncontrolled parking in the controlled parking district.

OBJECTIVE 6201-D:
To reduce the number of multiple offenders.

	1984	1985	1986	1987	1988 [1]
(D-1)	na	na	305	373	400
	Offenders with 10 or Less Citations				
(D-2)	na	na	723	737	650
	Offenders with 11-15 Citations				
(D-3)	na	na	144	16	0
	Offenders with 16 or more Citations				

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. Ensure Revenue Investigators investigate cases, serve subpoenas, and issue boot notices.

OBJECTIVE 6201-E:
To maintain a revenue-to-expenditure ratio adequate to ensure sufficient resources exist to support departmental operations.

	1984	1985	1986 [2]	1987	1988
(E-1)	na	na	10%	94%	100%
	Revenue/Expenditure Ratio				

STRATEGY:

1. Continue use of enhanced computer system as collection tool.
2. Continue focus on aggressive on-street parking enforcement.

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[1] In order to achieve an overall reduction in multiple offender citations, the projected number of offenders with 10 or less citations will increase in 1988 due to efforts directed towards multiple offenders in higher categories.

[2] The full Parking Services Enterprise Fund was not established until 1987.

PARKING ENFORCEMENT AND ADMINISTRATION

OBJECTIVE 6201-F:
To reduce the number of parking meter repairs in 1988.

	1984	1985	1986	1987	1988
(F-1)	na	na	na	96%[1]	99%

Percentage of Meters Functioning Correctly on a Daily Basis

STRATEGY:
1. Train all Parking Enforcement Officers to unjam parking meters on site.
2. Issue citations to vehicles parking on jammed meters after they have been repaired and the time placed on the meter has expired.
3. Perform daily maintenance to establish a preventative maintenance program to be performed by parking meter technician.

---

[1] Parking meter repair/maintenance transferred to Parking Services during 1987.

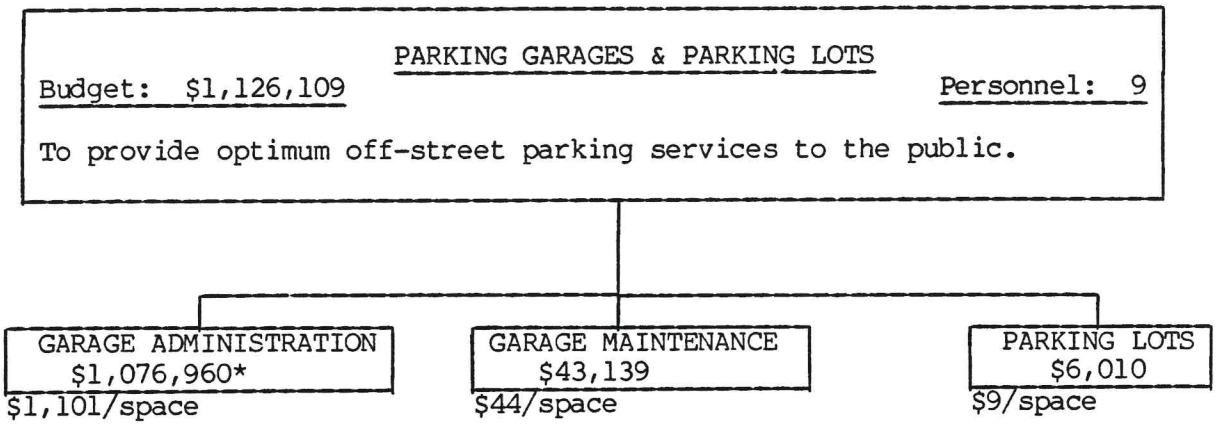
PKG GARAGES & PKG LOTS

PURPOSE: PROVIDE OFF-STREET PARKING SERVICES TO THE PUBLIC.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 18,923	$ 88,572	$ 120,936
CONTRACTUAL SERVICES	$ 20,498	$ 89,539	$ 122,851
COMMODITIES	$ 4,405	$ 15,287	$ 17,875
REVOLVING FUNDS	$ 4,669	$ 2,977	$ 7,093
CAPITAL OUTLAY	$ 7,397	$ 1,174	$ 13,200
BOND AMORTIZATION	$ 580,860	$ 904,336	$ 842,886
INTERFUND TRANSFERS	$ 25,000	$ 16,525	$ 1,268
TOTAL	$ 661,752	$ 1,118,410	$ 1,126,109

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SECURITY GUARD	4.00	4.00	40	$ 41,454
UTILITIES MAINT WORKER	1.00	1.00	44	$ 11,286
PARKING LOT ATTENDANT	3.00	3.00	44	$ 33,858
PARKING FACILITIES SUPV	1.00	1.00	65	$ 18,839
TOTAL	9.00	9.00		



Total Vehicles: 4

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* Includes the debt service allocation which amounts to $842,886.

PARKING GARAGES AND PARKING LOTS

WORK PROGRAMS

WP 6202-1: Operate 2 attended parking garages

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	458[1]	978	978	$1,120[2]
	No. of parking spaces					Unit: $1,145[2][3] /space
2)	na	na	$31,488[1]	$ 220,000	$240,000	
	Revenue from parking garages					

WP 6202-2: Operate 3 surface parking lots (2 pay lots)

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	253[4]	644[5]	644	$6
	No. of parking spaces					Unit: $9 /space
2)	na	na	$ 59,107[4]	$ 33,000[5]	$ 35,000	
	Revenue from parking lots					

---

1 State Street Garage only. Montgomery Street Garage new facility in 1987.

2 Includes the debt service allocation of $842,886.

3 Reflects $1,101/space for Garage Administration and $44/space for Garage Maintenance.

4 Jefferson Street lot for 4 months (lot closed May, 1986) and Liberty Street lots full year.

5 Liberty Street lots and Visitors Center lot full year.

PARKING GARAGES AND PARKING LOTS

GOAL: TO PROVIDE OPTIMUM OFF-STREET PARKING SERVICES TO THE PUBLIC.

OBJECTIVE 6202-A:
To achieve 70% occupancy at the Montgomery Street Garage.

	1984	1985	1986	1987	1988
(A-1)	na	na	na	60%[1]	70%
			% Occupancy		

OBJECTIVE 6202-B:
To achieve 75% occupancy at the State Street Garage.

	1984	1985	1986	1987	1988
(B-1)	na	na	50%[2]	70%	75%
			% Occupancy		

STRATEGY 6202-A and B:
1. Monitor vacant monthly paid spaces and rent available spaces on a daily basis.
2. Continue monthly and daily record keeping system to assure that all parking fees are paid.
3. Maintain secure and safe parking facilities by continuing to use security guards during all operation hours.
4. Continue to have security guards monitor video and audio equipment.
5. Continue to have security personnel make checks of all facilities using Cushman vehicles each half hour.

OBJECTIVE 6202-C:
To achieve an average rating of at least 4 on a scale of 1 to 5[3] on the quality of maintenance services performed at the parking facilities.

	1984	1985	1986	1987	1988
(C-1)	na	na	4	4	4
			Average Rating		

STRATEGY:
1. Have utility maintenance worker make daily checks of all facilities to insure that all lights are working properly.
2. Continue to have utility maintenance worker sweep the garages twice weekly.

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1 New parking facility in 1987.
2 1986 based on four months.
3 1 = Poor; 2 = Fair; 3 = Good; 4 = Very Good; 5 = Excellent

PARKING GARAGES AND PARKING LOTS

OBJECTIVE 6202-D:
To achieve 47% occupancy at Liberty Street parking lots.

	1984	1985	1986	1987	1988
(D-1)	na	na	71%	45%	47%
			% Occupancy		

STRATEGY:
1. Continue operating Liberty Street parking lots as an unattended monthly parking service, controlled by card readers.
2. Continue to rent monthly spaces.
3. Rent unoccupied spaces on a daily basis with the use of pre-paid coin system.

OBJECTIVE 6202-E:
To provide maximum parking opportunities[1] for the public at the Visitors Center parking lot.

	1984	1985	1986	1987	1988[2]
(E-1)	na	na	na	260	780
			Number of Parking Opportunities		

STRATEGY:
1. Enforce established two-hour time zone parking in 1988.
2. Continue to provide adequate maintenance services at the parking facility.
3. Provide parking management and security during special functions.

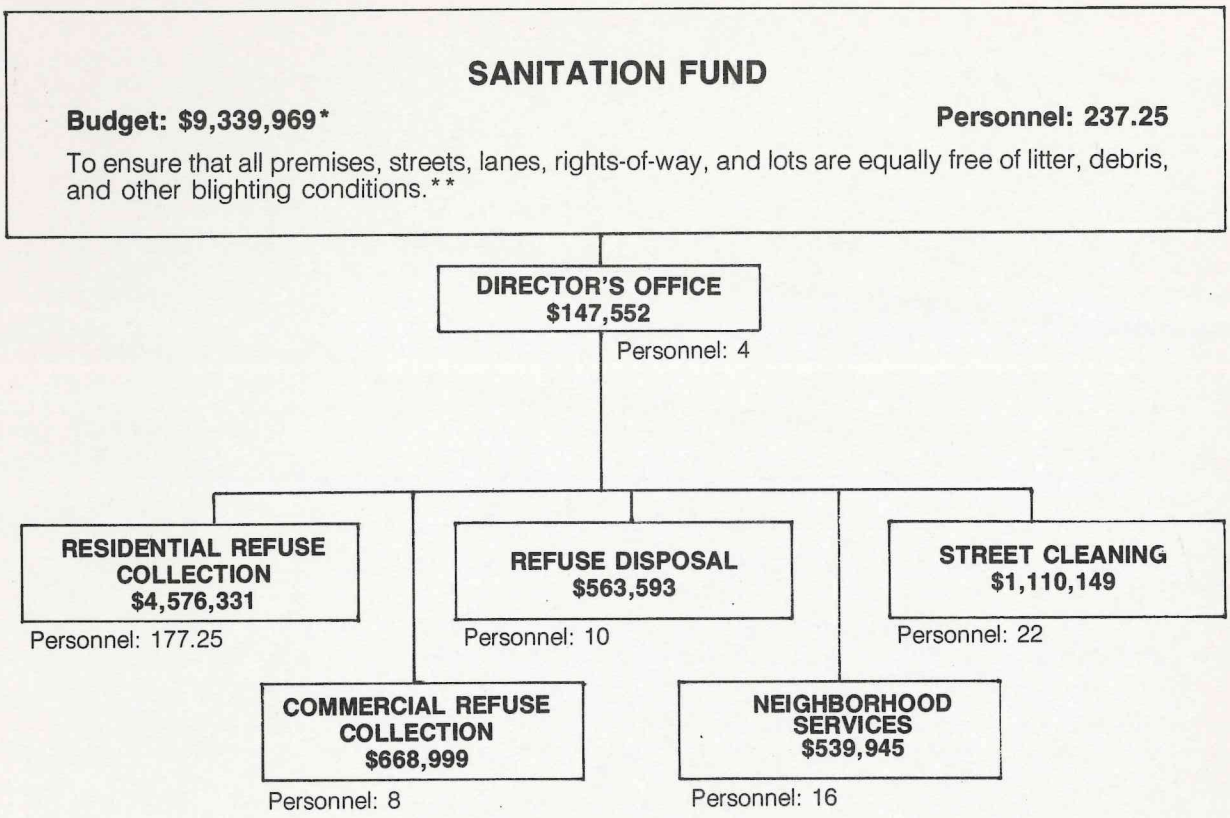
---

[1] Maximum parking opportunities is calculated as follows:

Type Spaces	Number Spaces		Turnover Factor		Parking Opportunities
2 hour time limit, free	260	x	3	=	780

[2] Two hour time limit will be imposed in 1988. Prior to this time, there was no time limit.

SANITATION FUND



Vehicles: 115

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* This total includes a $1,733,400 contribution to the Resource Recovery Fund.

** Blighting Conditions are defined as open or unsafe buildings; littered or overgrown lots; abandoned or derelict vehicles; and rat infestation.

SANITATION FUND

The primary responsibilities of the Sanitation Fund are the collection of residential and commercial garbage and trash, the operation of the sanitary landfill and resource recovery plant, 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.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$3,962,830	$4,322,877	$ 360,047	9.1
Contractuals	336,892	202,083	-134,809	-40.0
Commodities	121,832	133,837	12,005	9.9
Revolving Fund	1,590,050	1,766,500	176,450	11.1
Capital Outlay	25,938	28,369	2,431	9.4
Resource Recovery	482,000	1,733,400	1,251,400	-
Interfund Trans	1,205,754	1,152,903	-52,851	-4.4
Capital Projects	$ 45,000	na	-45,000	-
Total Budget	$7,770,296	$9,339,969	$1,569,673	20.2

EXPENDITURES BY ACTIVITY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
Sanitation Director	$ 170,339	$ 155,651	$ 147,552
Residential Refuse	4,006,891	4,281,443	4,576,331
Refuse Disposal	629,874	658,679	563,593
Street Cleaning	1,017,995	1,158,303	1,110,149
Commercial Refuse	584,818	570,851	668,999
Neighborhood Services*	360,299	418,369	539,945
Resource Recovery	-	482,000	1,733,400
Capital Projects	110,000	45,000	na
Total Budget	$ 6,880,216	$ 7,770,296	$ 9,339,969

*Formerly referred to as Clean Environment.

REVENUE BY SOURCE

The Sanitation Fund collects revenue based on the fee categories outlined in the following table. The major revenue categories are Residential Refuse fees, Commercial Refuse fees, Services to the General Fund, and the General Fund Contribution.

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 Neighborhood Services 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.

At $6,080,621, operating revenue budgeted for 1988 exceeds the 1987 projection by over $700,000. Most of this difference is attributed to fee increases. While an increase in the landfill disposal fee is budgeted, full operation of the resource recovery facility will result in a refuse disposal revenue decrease as landfill activity is reduced. The fee changes approved for 1988 are listed below.

Residential Refuse Collection
Increase monthly charge from $5.75 to $7.25
Landfill Disposal
Increase ton rate from $8.00 to $9.00
Commercial Refuse Collection
Increase cubic yard rate from $1.30 to $1.40
Lot Clearing
Increase Administrative fee from $30 to $35
Special Collections
Increase quarterly hour rate from $6 to $7

	1987 Projection	1988 Budget
Operating Revenue		
Residential Refuse Fees	$2,800,000	$3,460,400
Special Trash Collection	10,000	11,500
Refuse Disposal Fees	341,000	270,000
Commercial Refuse Fees	678,000	730,000
Building Demolitions	7,000	3,000
Lot Clearing	35,000	37,455
Parking Citations	85,000	85,000
Services to General Fund	1,412,634	1,483,266
Total	$5,368,634	$6,080,621
General Fund Contribution	$2,401,662	$3,259,348
Total Revenue	$7,770,296	$9,339,969

PROGRAM COSTS

The 1988 Approved Budget for the Sanitation Fund totals $9,339,969. This amount is $1,569,673 or 20% greater than 1987 projected expenses. The following sections provide detail on program costs and explain the major changes between the expenditures projected for 1987 and the allocations budgeted for 1988.

PERSONAL SERVICES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Salaries & Wages	$3,100,998	$3,332,706	$231,708	7.5
Social Security	227,587	258,172	30,585	13.4
Medical Insurance	176,261	224,451	48,190	27.3
Life Insurance	18,337	22,600	4,263	23.2
Unemployment Comp	1,258	11,986	10,728	-
Worker's Comp	122,870	97,001	-25,869	-21.1
Pension	233,475	292,918	59,443	25.5
Longevity	32,735	33,566	831	2.5
Overtime	49,309	49,477	168	.3
Total	$3,962,830	$4,322,877	$360,047	9.1

The 1988 Sanitation Fund Budget provides $4,322,877 for Personal Services. The major items in this category are: Salaries and Wages, $3,332,706; Pension, $292,918; Social Security, $258,172; Medical Insurance, $224,451; and Worker's Compensation, $97,001.

The 1988 allocation for Personal Services is $360,047 or 9% greater than 1987 projected expenses. The major changes are:

Salaries and Wages — **increase** $231,708 or 8% to provide for general wage and anniversary increases for eligible employees. Expansion of the Neighborhood Services Program late in 1987 and position vacancies throughout the bureau also account for this change.

Pension — **increases** $59,443 as recommended by the Pension Actuary.

Medical Insurance — **increases** $48,190 reflecting a Citywide increase in the contribution requirement.

Social Security — **increases** $30,585 due to a higher Social Security rate and higher salaries in 1988.

Worker's Comp — **decreases** $25,869 reflecting a reduction in loss experience related to fewer accidents involving Sanitation personnel.

CONTRACTUALS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Electricity	$ 1,635	$ 1,713	$ 78	4.8
Communications	1,997	2,054	57	2.9
Transportation	10,929	12,859	1,930	17.7
Advertising	6,751	4,338	-2,413	-35.7
Insurance	34,432	23,049	-11,383	-33.1
Rentals	16,400	15,862	-538	3.3
Dues/Periodicals	652	822	170	26.1
Professional Fees	34,428	36,141	1,713	5.0
Building Repair	391	403	12	3.1
Equipment Maint	4,252	4,379	127	3.0
Printing	6,454	9,230	2,776	43.0
Medical Costs	3,303	3,344	41	1.2
Other Contract	215,268	87,889	-127,379	-59.2
Total	$ 336,892	$ 202,083	$-134,809	-40.0

The 1988 Budget provides $202,083 for Contractual Services. The major expense in this category is $87,889 for Other Contractual Services, which includes $61,807 in the Refuse Disposal budget for landfill related expenses such as cover material, excavation, erosion control and ditch cleaning. Also included is $24,910 in the Neighborhood Services budget for building demolitions, closings, mileage for use of personal vehicles on City business, and for Clean Community puppet shows. At $36,141, Professional Fees include $35,700 in the Neighborhood Services budget for lot clearings. Another significant category is Insurance, for which $23,049 is allocated.

The 1988 allocation for Contractual Services is $134,809 or 40% less than 1987 Projected Expenses. The major change is:

Other Contract — **decrease** $127,379 or 59% reflecting the reduction of required cover material, excavation, and ditch cleaning as the landfill operation begins to scale down.

COMMODITIES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Supplies	$ 4,026	$ 4,171	$ 145	3.6
Personal Supp	28,501	36,135	7,634	26.8
Operating Supp	60,551	63,949	3,398	5.6
Small Fixed Assets	1,650	1,322	-328	-19.9
Chemicals	6,199	6,355	156	2.5
Tools/Shop Supp	905	905	0	-
Diesel Fuel	20,000	21,000	1,000	5.0
Total	$ 121,832	$ 133,837	$ 12,005	9.9

Commodities are budgeted at $133,837 for 1988. The major expense in this category is $63,949 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 Neighborhood Services. A Personal Supplies allocation of $36,135 provides for rain suits, work gloves, boots and uniforms. Price increases and the provision of uniforms for all non-administrative Sanitation personnel account for the $12,005 Commodities allocation increase.

REVOLVING FUND

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Service Desk	$ 96,059	$ 90,866	$ -5,193	-5.4
Data Processing	9,481	9,638	157	1.7
Garage Services	1,442,576	1,606,505	163,929	11.4
Central Services	41,934	59,491	17,557	41.9
Total	$ 1,590,050	$ 1,766,500	$ 176,450	11.1

The 1988 budgets for Revolving Fund services total $1,766,500. There are three major expenditure areas: Garage Services totalling $1,606,505; Service Desk, $90,866; and Central Services, $59,491.

The Revolving Fund chargebacks for 1988 are $176,450 or 11% higher than 1987 projected costs. Garage Services account for 93% of this change primarily due to higher prices and an increase in anticipated vehicle repairs.

CAPITAL OUTLAY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Oper/Constr Equip	$ 25,938	$ 28,369	$ 2,431	9.4
Total	$ 25,938	$ 28,369	$ 2,431	9.4

The budget for Capital Outlay totals $28,369. Capital outlay purchases planned for 1988 include:

Residential Refuse

2 Portable Radios @ $1,150 (new) $ 2,300

Commercial Refuse

61 Containers (replacement) $22,470

Neighborhood Services

1 Video Camera (new)	$ 1,849
1 Vehicle Radio (new)	1,750
Total	$28,369

RESOURCE RECOVERY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Res. Recovery	$ 482,000	$ 1,733,400	$1,251,400	-
Total	$ 482,000	$ 1,733,400	$1,251,400	-

Contribution to the Resource Recovery Stabilization Fund increases to $1,733,400 for 1988.

INTERFUND TRANSFERS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Svcs by Gen Fund	$ 226,288	$ 365,890	$139,602	61.7
Svcs by Other Funds	42,500	42,500	0	-
Vehicle Rep Contr	936,966	744,513	-192,453	-20.5
Total	$ 1,205,754	$ 1,152,903	$ -52,851	-4.4

Interfund Transfers total $1,152,903 in 1988. This amount is a decrease of 4% from 1987 costs. Services by the General Fund at $365,890 is primarily for services provided by Management Services' activities such as Personnel, Finance, and Research and Budget. The Services by Other Funds allocation is for the collection of street sweeping citation revenue by the Parking Fund. The major changes are:

Svcs by Gen Fund **increase** $139,602 consistent with the most recent cost allocation plan.

Vehicle Rep Contr **decreases** $192,453 reflecting the purchase of a street sweeper in 1987.

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 141,728	$ 127,566	$ 121,284
CONTRACTUAL SERVICES	$ 6,496	$ 9,425	$ 5,050
COMMODITIES	$ 871	$ 1,380	$ 956
REVOLVING FUNDS	$ 18,383	$ 15,736	$ 18,783
CAPITAL OUTLAY	$ 1,346	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,515	$ 1,544	$ 1,479
TOTAL	$ 170,339	$ 155,651	$ 147,552

PERSONNEL SCHEDULE

CLASS TITLE	— STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SECRETARY	1.00	1.00	54	$ 14,405
ADMINISTRATIVE SECRETARY	1.00	1.00	57	$ 16,273
MANAGEMENT ANALYST	1.00	1.00	75	$ 25,246
SANITATION DIRECTOR	1.00	1.00	96	$ 46,457
TOTAL	4.00	4.00		

GOAL: TO ENSURE THAT ALL PREMISES, STREETS, LANES, RIGHTS-OF-WAY, AND LOTS ARE EQUALLY FREE OF LITTER, DEBRIS, AND OTHER BLIGHTING CONDITIONS.

OBJECTIVE 6301-A:
To ensure that 100% of Sanitation Bureau program objectives are met.

	1984	1985	1986	1987	1988
(A-1)	95%	100%	88%	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.

	1984	1985	1986	1987	1988
(B-1)	91%	80%	100%	100%	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.

OBJECTIVE 6301-C:
To reduce sick leave usage by 5% bureauwide.

	1984	1985	1986	1987	1988
(C-1)	7.5	7.1	6.8	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.

SANITATION BUREAU

OBJECTIVE 6301-D:
To reduce injury rates by 5%.

	1984	1985	1986	1987	1988
(D-1)	.38	.24	.29	.28	.27

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.

	1984	1985	1986	1987	1988
(E-1)	93%	97%	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.

OBJECTIVE 6301-F:
To cause no complaints about discourteous employees.

	1984	1985	1986	1987	1988
(F-1)	38	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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 2,663,273	$ 2,751,763	$ 2,963,876
CONTRACTUAL SERVICES	$ 30,018	$ 33,189	$ 23,077
COMMODITIES	$ 78,555	$ 73,721	$ 82,597
REVOLVING FUNDS	$ 661,296	$ 800,061	$ 827,939
CAPITAL OUTLAY	$ 3,438	$ 2,000	$ 2,300
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 570,311	$ 620,709	$ 676,542
TOTAL	$ 4,006,891	$ 4,281,443	$ 4,576,331

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SANITATION WORKER	107.25	107.25	46	$ 1,319,548
MEDIUM EQUIPMENT OPERATOR	5.00	5.00	49	$ 67,515
VEHICLE MAINTENANCE COORD	1.00	1.00	50	$ 14,761
RES REFUSE TRUCK OPERATOR	53.00	53.00	52	$ 782,245
HEAVY EQUIPMENT OPERATOR	1.00	1.00	57	$ 20,269
SANITATION SUPERVISOR	8.00	8.00	67	$ 176,071
REFUSE COLLECTION SUPT	1.00	1.00	73	$ 22,898
REFUSE COLLECTION DIRECTOR	1.00	1.00	89	$ 42,138
TOTAL	177.25	177.25		

RESIDENTIAL REFUSE COLLECTION

Budget: $4,576,331 Personnel: 177.25

Keep all refuse collection districts equally free of missed residential garbage and trash collections.

1 Director

GARBAGE & TRASH COLLECTION $3,645,100 $.80/collection*	LITTER CONTROL $379,211 $3/block cleaned	BULK ITEM COLLECTION $446,728 $1/scheduled collection	VEHICLE SUPPORT $105,292 $17/shuttle **
.5 Supt.	.25 Supt.	.25 Supt.	1 Veh.Mnt.Coord.
7 Supervisors	6 Res.Truck Ops.	1 Med.Equip.Op.	4 Res.Truck Ops.
42 Res.Truck Ops.	4 Med.Equip.Op.	1 Res.Truck Op.	2 Sanit. Workers
81.25 Sanit.Workers	24 Sanit.Workers		1 Supervisor
			1 Hvy Equip.Op.

Total Vehicles: 69

* Includes disposal cost of $9/ton

** Includes truck washing and Vehicle Maintenance Coordinator.

RESIDENTIAL REFUSE COLLECTION

WORK PROGRAMS

WP 6302-1: Collect residential garbage and trash

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	49,527	50,026	50,026	50,026	50,026	$3,645
			Residences			Unit: $.80 /collection[1]

WP 6302-2: Collect bulk item trash

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	202	242	123	80	80	$447
			Special Collections per Month			Unit: $1 /collect.
2)	na	na	na	na	430,224[2]	
			Scheduled Collections per Month			

WP 6302-3: Litter control

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	114,339	109,593	111,022	111,022	$379
			Blocks Cleaned/Year			Unit: $3 /block

WP 6302-4: Vehicle support

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	513	541	551	540	540	$105
			Vehicle Shuttles/Month			Unit: $17 /shuttle[3]

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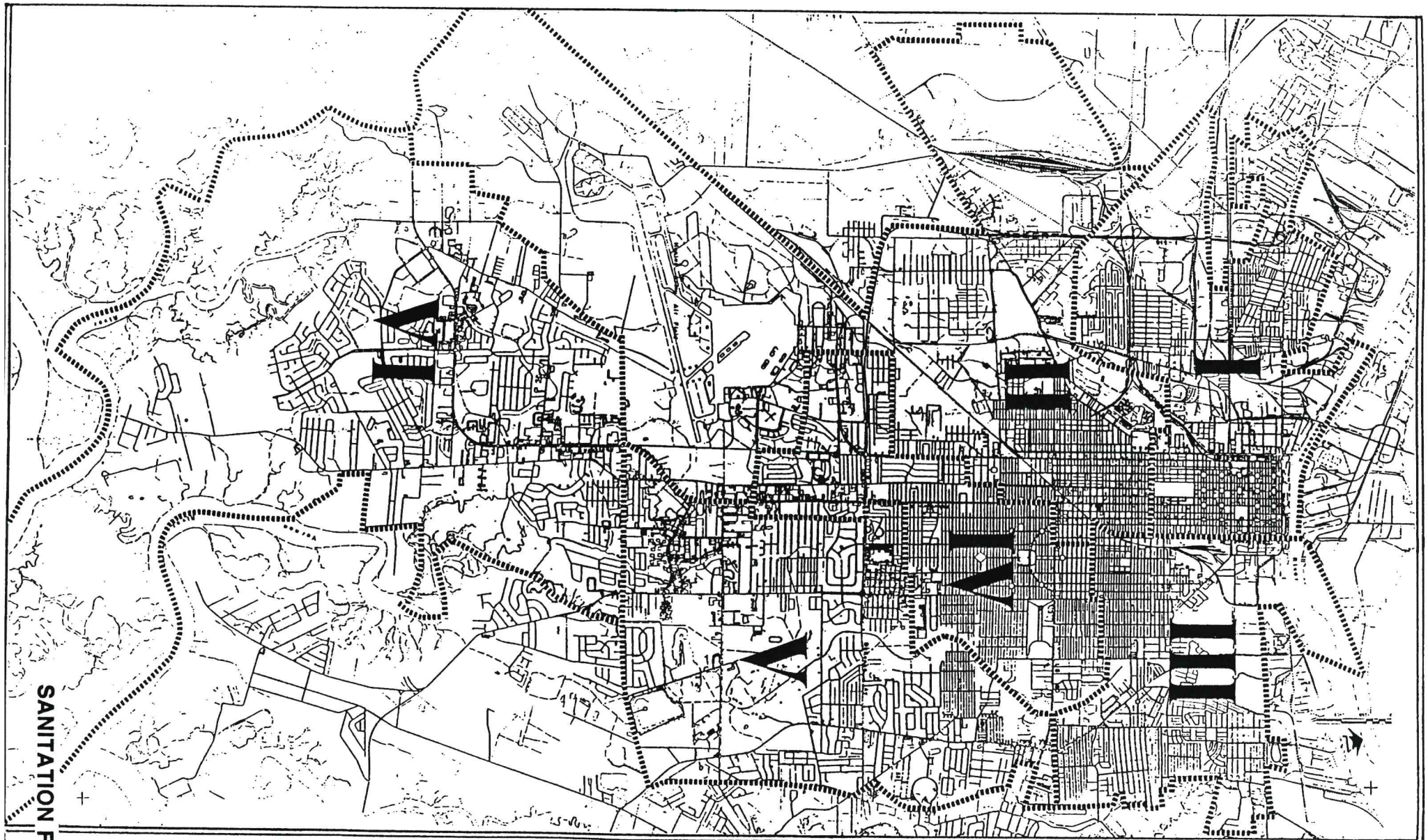
1 Includes disposal cost of $9/ton.
2 Represents 2 pickups per residence per week.
3 Includes truck washing and Vehicle Maintenance Coordinator.



SANITATION FUND

CITY OF SAVANNAH

Prepared By Bureau Of Public Development -
Community, Housing And Economic Development Department

SANITATION DISTRICTS

RESIDENTIAL REFUSE COLLECTION

GOAL: TO KEEP ALL REFUSE COLLECTION DISTRICTS EQUALLY 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 standard of 100 misses per million scheduled collections.

	1984	1985	1986	1987	1988
(A-1) Dist. I	na	na	62	68	68
(A-2) Dist. II	149	116	43	40	40
(A-3) Dist. III	na	na	153	160	144
(A-4) Dist. IV	na	na	119	48	48
(A-5) Dist. V	123	120	163	125	112
(A-6) Dist. VI	125	137	105	67	67
(A-7) City Avg.	108	85	103	84	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.

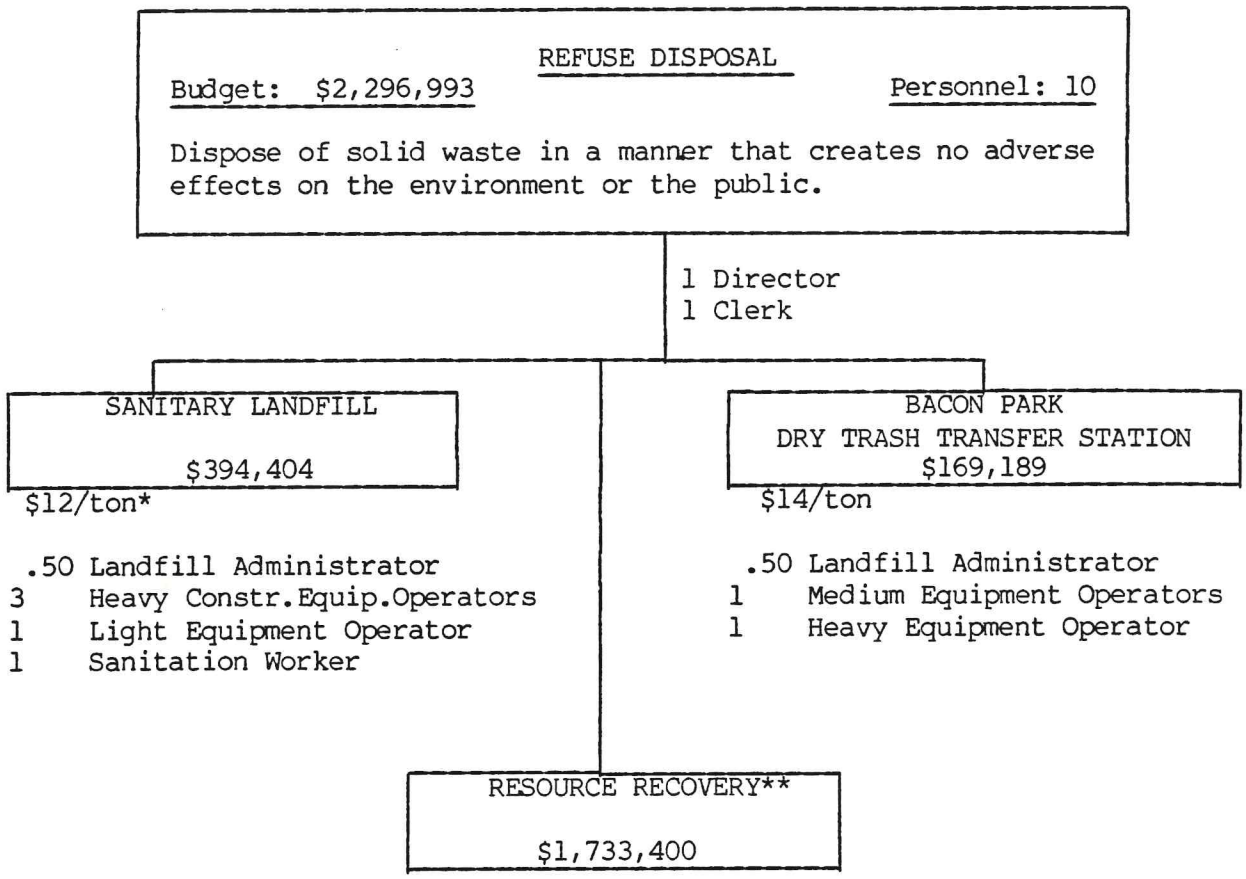
REFUSE DISPOSAL

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 191,208	$ 192,344	$ 203,239
CONTRACTUAL SERVICES	$ 239,119	$ 212,995	$ 87,009
COMMODITIES	$ 20,209	$ 21,490	$ 23,250
REVOLVING FUNDS	$ 100,105	$ 108,702	$ 111,944
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 79,233	$ 123,148	$ 138,151
TOTAL	$ 629,874	$ 658,679	$ 563,593

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CLERK	1.00	1.00	45	$ 12,444
SANITATION WORKER	1.00	1.00	46	$ 12,444
LIGHT EQUIPMENT OPERATOR	1.00	1.00	47	$ 12,143
MEDIUM EQUIPMENT OPERATOR	1.00	1.00	49	$ 12,751
HEAVY EQUIPMENT OPERATOR	1.00	1.00	57	$ 15,881
HEAVY CONSTRUCTION EQUIP OPER	3.00	3.00	59	$ 60,506
LANDFILL ADMINISTRATOR	1.00	1.00	80	$ 32,220
REFUSE DISPOSAL DIRECTOR	1.00	1.00	82	$ 34,667
TOTAL	10.00	10.00		



Total Vehicles: 7

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* Includes pro-rata development cost of $167,331.

** While the Resource Recovery Stabilization Fund is budgeted as a separate activity, the administration of all Resource Recovery agreements is the Refuse Disposal Director's responsibility.

REFUSE DISPOSAL

WORK PROGRAMS

WP 6303-1: Administer Resource Recovery Project

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	0	0	0	93,336	156,000	$1,733*
	Tons of Processible Waste/Year					Unit: na

WP 6303-2: Operate acceptable Sanitary Landfill

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	114,245	127,637	129,399	40,000	0	$395
	Tons/Processible Waste**					Unit: $12 /ton***
2)	na	na	na	12,000	16,000	
	Tons/Nonprocessible Waste****					
3)	na	na	na	20,000	32,000	
	Tons of Combustion Residue/Year					

WP 6303-3: Operate acceptable Dry Trash Transfer Station

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	13,500	13,500	12,000	12,000	$169
	Tons of Dry Trash/Year					Unit: $14 /ton

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* Resource Recovery Stabilization Fund payment.

** Service quantities prior to 1987 opening of Resource Recovery Plant represent total tonnage landfilled.

*** Includes pro-rata development cost of $167,331.

**** Includes waste from the Resource Recovery Plant as well as waste delivered directly to landfill. It is anticipated that 8,000 tons of non-processible waste will be delivered directly to landfill.

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 reduce the sanitary landfill site depletion rate to less than five acres per year.

	1984	1985	1986	1987	1988
(A-1)	na	15	18.0	12.0	4.9
		Acres Depleted Per Year			
(A-2)	na	8,509	7,189	6,593	9,796
		Tons Landfilled per Acre			

STRATEGY:
1. Dispose of all processible wastes generated within the City at the Resource Recovery Facility.
2. Use Facility combustion residue as an intermediate cover material at the landfill.
3. Develop additional waste sources to ensure that the Facility capacity of 156,000 tons per year is met.
4. Adminster Resource Recovery Project agreements to ensure that the City meets its commitments.
5. Develop cost-effective end-uses for combustion residue by-products.
6. Monitor Facility operations to ensure that the Facility is maintained in accordance with the Service Agreement.

OBJECTIVE 6303-B:
To operate a Sanitary Landfill which meets 100% of the State standard.

	1984	1985	1986	1987	1988
(A-1)	90%	96%	113%	100%	100%

STRATEGY:
1. Achieve daily cover requirement.
2. Maintain ponding and erosion control on finished areas.
3. Maintain drainage systems for adequate run off and 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-C:
To operate a Dry Trash Transfer Station which meets 100% of the State standard.

	1984	1985	1986	1987	1988
(B-1)	100%	100%	112%	100%	100%

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.

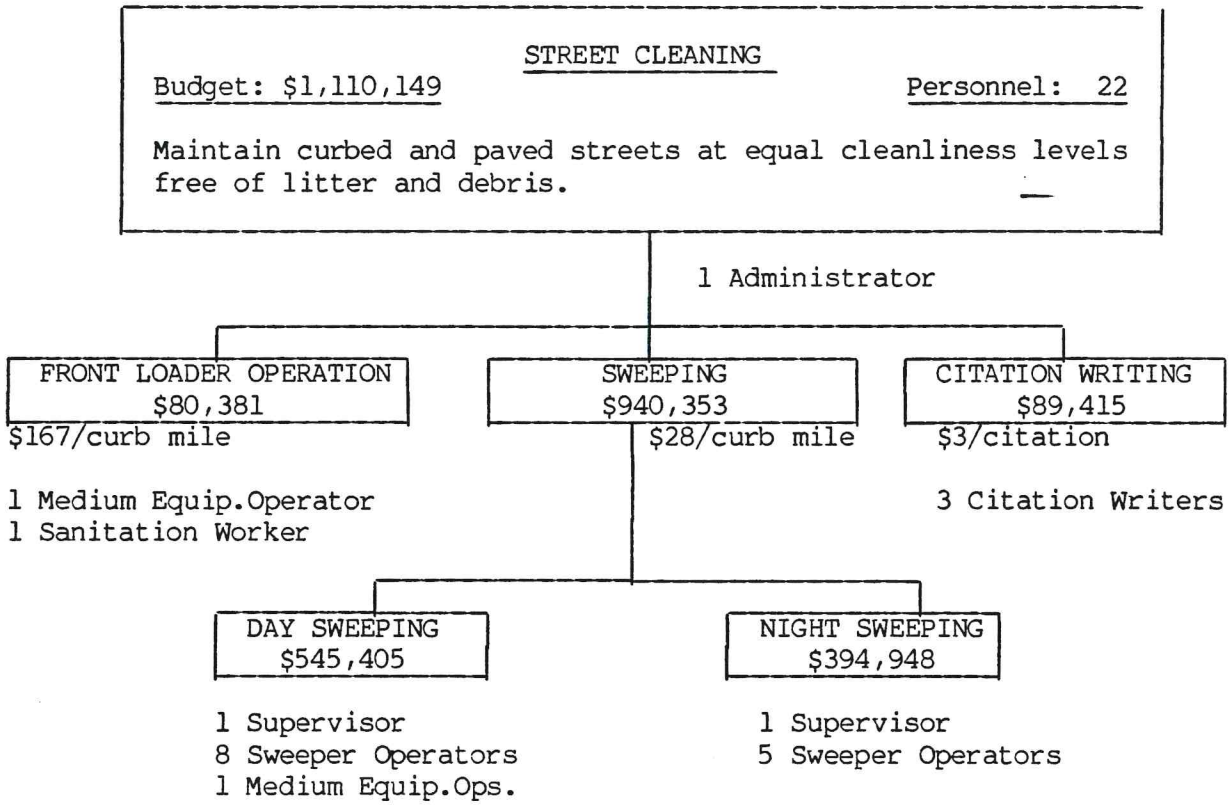
STREET CLEANING

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 397,878	$ 428,760	$ 452,843
CONTRACTUAL SERVICES	$ 3,030	$ 3,876	$ 7,969
COMMODITIES	$ 2,961	$ 3,895	$ 3,660
REVOLVING FUNDS	$ 440,535	$ 386,105	$ 459,809
CAPITAL OUTLAY	$ 6,876	$ 3,038	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 166,715	$ 332,629	$ 185,868
TOTAL	$ 1,017,995	$ 1,158,303	$ 1,110,149

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SANITATION WORKER	1.00	1.00	46	$ 12,751
CITATION WRITER	3.00	3.00	47	$ 36,429
MEDIUM EQUIPMENT OPERATOR	2.00	2.00	49	$ 29,741
SWEEPER OPERATOR	13.00	13.00	57	$ 210,841
SANITATION SUPERVISOR	2.00	2.00	67	$ 43,628
STREET CLEANING ADMINISTRATOR	1.00	1.00	80	$ 33,016
TOTAL	22.00	22.00		



Total Vehicles: 17

STREET CLEANING

WORK PROGRAMS

WP 6304-1: Sweep Streets*

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,430	1,508	1,536	1,500	1,650	$941
	Average Unzoned Street Curb Miles Swept/Month					Unit: $28 /curb mile
2)	940	942	943	940	1,200	
	Average zoned Street Curb Miles Swept/Month					

WP 6304-2: Cite code violators

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	2,556	2,469	2,267	2,400	2,200	$89
	Average Citations Written/Month					Unit: $3 /citation

WP 6304-3: Clear streets of leaves, sand, and debris; clear median ends, catch basins, corners, and spills

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	8	36	42	40	40	$80
	Curb Miles Cleared/Month					Unit: $ 167/curb mile

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*

Frequency of Sweeping	Annual Curb Miles Swept	Annual Average Cost of Cleaning Each Mile of Curb
Weekly	28,397	$116
Twice a Month	5,582	58
Monthly	697	29

STREET CLEANING

GOAL: TO MAINTAIN CURBED AND PAVED STREETS AT EQUAL CLEANLINESS LEVELS FREE OF LITTER AND DEBRIS.

OBJECTIVE 6304-A:
To ensure the equal 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	1988
(A-1)	1	3.24	3.71	3.90	3.00
(A-2)	2	3.66	3.79	3.80	3.00
(A-3)	3	3.62	3.78	3.80	3.00
(A-4)	4	3.63	3.90	3.40	3.40
(A-5)	5	3.03	3.03	3.00	3.00
(A-6)	6	2.59	3.18	3.00	3.00
(A-7)	7	3.13	2.55	3.00	3.00
(A-8)	8	3.39	2.33	3.00	3.00
(A-9)	9	3.06	2.49	3.10	3.10
(A-10)	10	3.20	3.00	3.30	3.30
(A-11)	11	3.05	3.02	3.50	3.25
(A-12)	12	2.15	2.33	2.89	2.94
(A-13)	13	2.14	2.24	2.51	2.56
(A-14)	14	3.00	2.89	3.00	3.00
(A-15)	15	2.18	2.12	2.00	2.75
(A-16)	16	2.60	2.77	2.57	2.85
(A-17)	17	2.70	2.67	2.91	2.96
(A-18)	18	2.58	2.56	2.62	2.67
(A-19)	19	2.77	2.83	2.88	2.93
(A-20)	20	3.23	3.42	3.40	3.40
(A-21)	21	3.27	3.36	3.30	3.30
(A-22)	22	4.00	3.63	3.90	3.90
(A-23)	23	2.68	3.03	3.80	3.50
(A-24)	24	2.81	2.59	2.86	2.91
(A-25)	25	2.60	2.59	2.87	2.92
(A-26)	26	3.25	2.98	3.00	3.00
(A-27)	27	2.54	2.49	2.71	2.76
(A-28)	28	2.63	2.31	3.30	3.00
(A-29)	29	na	na	na	na
Citywide Avg.		2.95	2.91	3.11	3.05

Average Cleanliness Rating

NOTE: Streets are rated on a scale of 0 to 4, with 4 being the best, and 0 the worst.

STRATEGY:

1. Rate streets on a daily basis, ensuring 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 ensure that the streets are cleaned.
6. Instruct operators on proper sweeping procedures.
7. Deploy the Front Loader according to the 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.

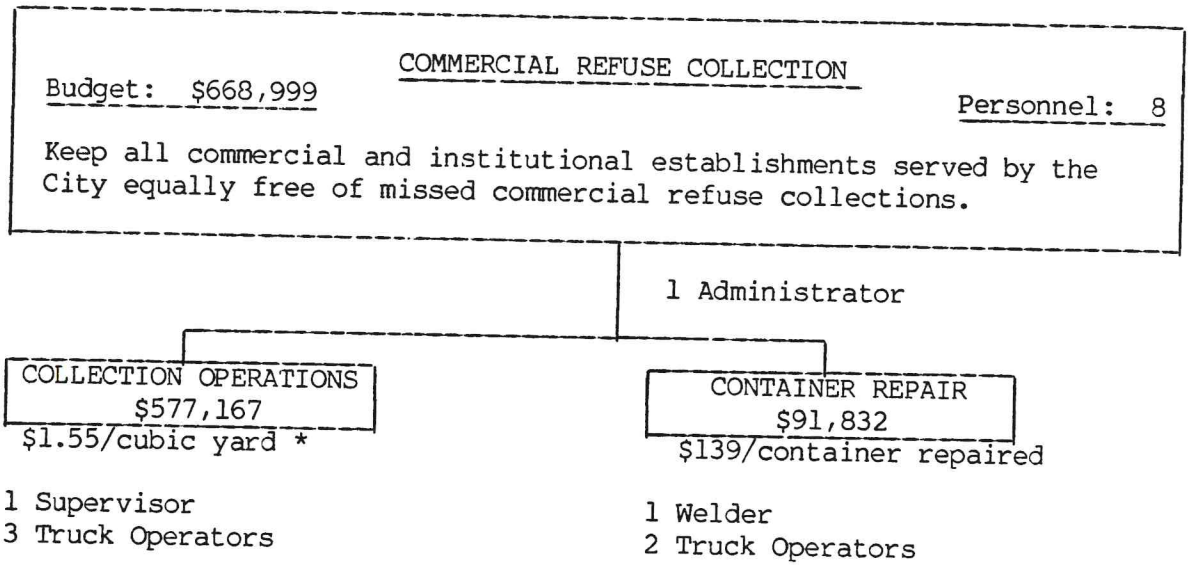
COMMERCIAL REFUSE

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 187,833	$ 198,209	$ 217,400
CONTRACTUAL SERVICES	$ 8,046	$ 9,168	$ 3,127
COMMODITIES	$ 18,456	$ 8,125	$ 8,362
REVOLVING FUNDS	$ 297,476	$ 240,140	$ 305,636
CAPITAL OUTLAY	$ 4,990	$ 20,000	$ 22,470
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 68,017	$ 95,209	$ 112,004
TOTAL	$ 584,818	$ 570,851	$ 668,999

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
COMM REFUSE TRUCK OPERATOR	5.00	5.00	57	$ 89,004
SANITATION SUPERVISOR	1.00	1.00	67	$ 20,269
WELDER	1.00	1.00	68	$ 21,282
COMMERCIAL REFUSE COLL ADM	1.00	1.00	80	$ 33,016
TOTAL	8.00	8.00		



Total Vehicles: 9

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* Includes container maintenance and landfill costs.

COMMERCIAL REFUSE COLLECTION

WORK PROGRAMS

WP 6305-1: Collect commercial refuse

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	30,387	34,443	35,317	36,287	36,700	$577
	Total cu.yd. Collected/Month					Unit: $1.55* /cu.yd.
2)	11,695	9,460	9,431	9,650	9,700	
	Total Pickups Per Month					
3)	637	660	663	670	700	
	Total Containers In Service					
4)	674	679	683	685	695	
	Total Commercial Establishments					

Container Maintenance

WP 6305-2: Repair and paint containers

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	648	542	427	350	375	$52
	Containers Repaired Per Year					Unit: $139 /container repaired
2)	234	764	631	400	670	$20
	Containers Painted Per Year					Unit: $30 /container painted

WP 6305-3: Place and remove containers

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	650	603	492	350	460	$20
	Containers per Year					Unit: $43 /container

*Includes container maintenance and landfill costs.

COMMERCIAL REFUSE COLLECTION

GOAL: TO KEEP ALL COMMERCIAL AND INSTITUTIONAL ESTABLISHMENTS SERVED BY THE CITY EQUALLY FREE OF MISSED COMMERCIAL REFUSE COLLECTIONS.

OBJECTIVE 6305-A:
To maintain a missed collection rate of no more than 200 per 100,000 scheduled collections.

	1984	1985	1986	1987	1988
(A-1)	30	236	907	200	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/inspections 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 that a satisfactory quality and type of service are maintained for all customers.
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.

COMMERCIAL REFUSE COLLECTION

OBJECTIVE 6305-B:
To ensure that 80% of containers in service are in Condition One or Condition Two status.*

	1984	1985	1986	1987	1988
(B-1)	85%	90%	70%	70%	80%

% 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 implement a planned maintenance schedule to effect repairs of condition 2 and 3 containers to condition 1 status.
3. 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.
4. 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.
5. 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.

OBJECTIVE 6305-C:
To cause a net 10% increase in the number of commercial refuse collection accounts.

	1984	1985	1986	1987	1988
(C-1)	na	na	na	na	10%

Net Increase in Commercial Accounts

STRATEGY:
1. Solicit new commercial accounts.
2. Develop a fact sheet on the advantages of using City commercial refuse collection service.
3. Survey all commercial refuse collection customers to identify service delivery deficiencies and take corrective action.
4. Meet with each customer terminating City commercial refuse collection service to determine the reasons for the lost account.
5. Conduct route density studies to determine optimal areas for route expansion.

* **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.

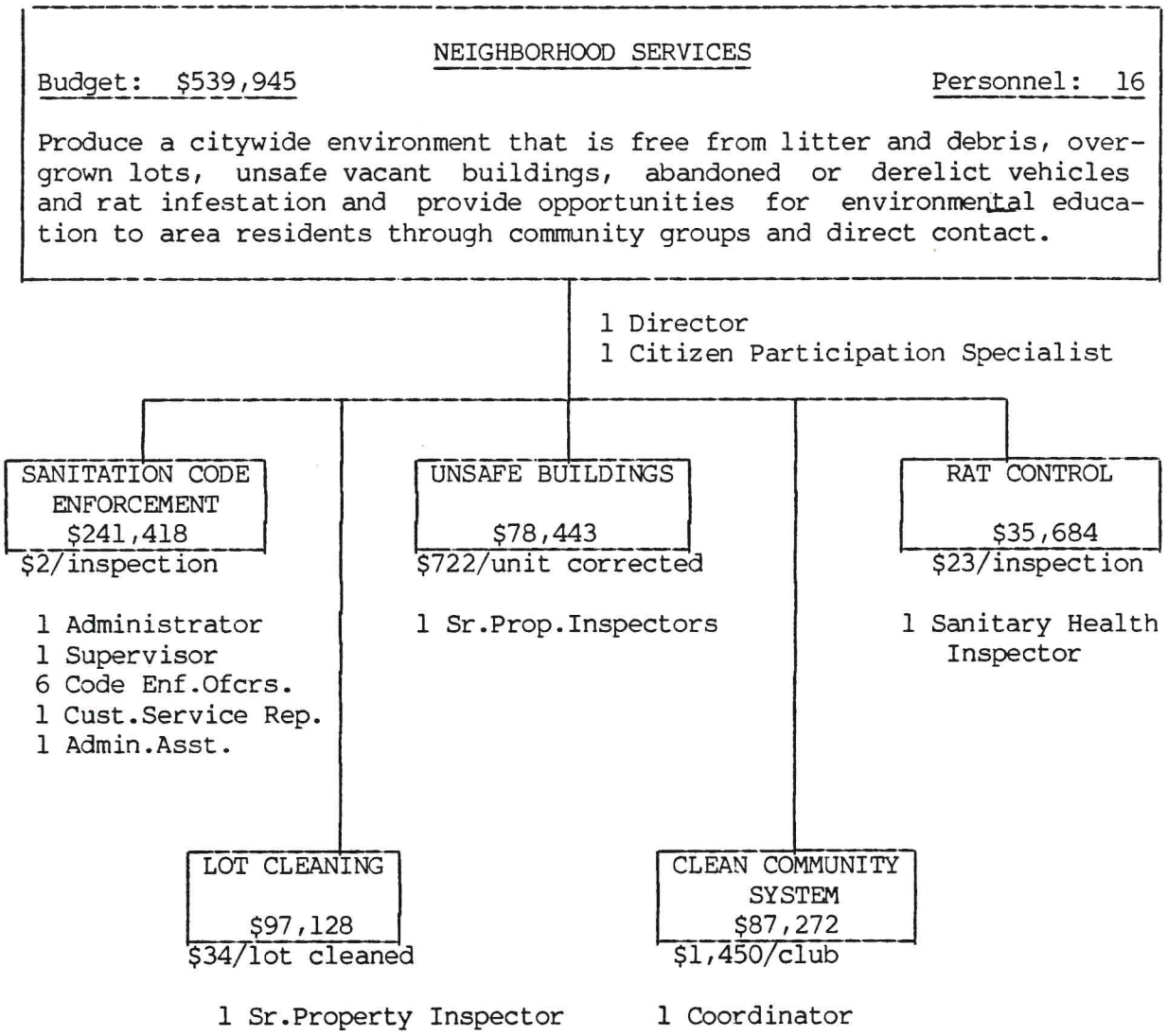
NEIGHBORHOOD SERVICES

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

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 248,442	$ 264,188	$ 364,235
CONTRACTUAL SERVICES	$ 46,907	$ 68,239	$ 75,851
COMMODITIES	$ 11,962	$ 13,221	$ 15,012
REVOLVING FUNDS	$ 42,543	$ 39,306	$ 42,389
CAPITAL OUTLAY	$ 4,891	$ 900	$ 3,599
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 5,554	$ 32,515	$ 38,859
TOTAL	$ 360,299	$ 418,369	$ 539,945

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CODE ENFORCEMENT OFFICER	6.00	6.00	53	$ 86,083
CUSTOMER SERV REPRESENTATIVE	1.00	1.00	54	$ 15,125
CITIZEN PART SPEC	1.00	1.00	56	$ 15,498
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 15,498
SANITATION HEALTH INSPECTOR	1.00	1.00	59	$ 16,675
SANITATION SUPERVISOR	1.00	1.00	67	$ 20,269
SENIOR PROPERTIES INSPECTOR	2.00	2.00	69	$ 42,564
NEIGHBORHOOD SERVICES COORD	1.00	1.00	73	$ 24,637
SAN CODE ENFORCEMENT ADMIN	1.00	1.00	80	$ 32,220
NEIGHBORHOOD SVS DIRECTOR	1.00	1.00	82	$ 33,831
TOTAL	16.00	16.00		



Total Vehicles: 12

NEIGHBORHOOD SERVICES

WORK PROGRAMS

WP 6306-1: Conduct the Sanitation Code Enforcement Program.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	11,243	11,433	15,338	11,000	11,000	$242
	Chronic & Potentially Chronic Areas Inspected Monthly					Unit: $2 /inspec.

WP 6306-2: Conduct an Unsafe Building Program to close up or remove dangerous portions of dilapidated buildings

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	51	102	86	75	75	
	Inspections per Month					
2)	6	6	25	9	9	
	Actions per Month					
3)	12.25	6.91	18	9	9	$78
	Total Units Corrected/Month					Unit: $722 /correction
4)	(1.25)	(0.83)	(3)	(2)	(2)	
	By Contractor					
5)	(11)	(6.08)	(15)	(7)	(7)	
	By Owner					

WP 6306-3: Conduct a Lot Cleaning Program to cut overgrown lots and/or remove litter and debris.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	559	573	745	490	490	
	Inspections per Month					
2)	195	163	200	195	195	
	Notices per Month					
3)	195	163	185	195	238	$97
	Total Lots Cleaned/Month					Unit: $34 /lot cleaned
4)	30	(26)	(63)	(30)	(73)	
	By Contractor/Month					
5)	165	(137)	(122)	(165)	(165)	
	By Owner/Month					
6)	80	80	181	135	135	
	In Compliance When Inspected					

NEIGHBORHOOD SERVICES

WORK PROGRAMS

WP 6306-4: Conduct a Rat Control Program to reduce rat infestation to the maintenance level in all areas of the City. *

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	5	4	9	4	4	
	Full Rat Control Programs in Designated Target Areas					
2)	80	126	187	130	130	$36
	Inspections of City & Private Properties/Month					Unit: $23 /inspec.
3)	16	10	13	12	12	
	Community Organization Training Programs/Year					
4)	329	308	422	300	300	
	Baitings of City Properties Yearly					

WP 6306-5: Conduct the Keep America Beautiful System (KABS) within the framework of neighborhood organizations in City's Showcase Area.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	12	$66
	Block Clubs Organized					Unit: $1,585 /club
2)	na	na	na	na	1	
	Area Survey and Plan					
3)	na	na	na	na	26	
	Area Inspections					
4)	na	na	na	1	5	
	Staff Support for Special Projects					
5)	na	na	na	4	12	
	Community Organization Seminars and Meetings					
6)	na	na	na	na	1	
	Videotape Production					

WP 6306-6: Administer KABS within the framework of neighborhood organizations Citywide.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	12	14	15	$21
	Programs to Maintain/Advance Community Organizations to KABS Standards					Unit: $1,450 /program

NEIGHBORHOOD SERVICES

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 ensure that all planning units are equally free from litter by reducing the cleanliness level by 5% in all planning units exceeding the standard of 3.0.

	Planning Unit	1984	1985	1986	1987	1988
(A-1)	1	na	na	na	3.20	3.08
(A-2)	2	na	na	na	3.58	3.40
(A-3)	3	6.00	4.82	3.20	3.57	3.39
(A-4)	4	na	na	na	1.67	1.67
(A-5)	5	5.20	4.68	3.65	3.76	3.57
(A-6)	6	5.40	5.05	3.36	3.61	3.43
(A-7)	7	na	na	na	1.00	1.00
(A-8)	8	na	na	na	3.00	3.00
(A-9)	9	na	na	na	2.26	2.26
(A-10)	10	na	na	na	1.53	1.53
(A-11)	11	na	na	na	1.25	1.25
(A-12)	12	na	na	na	2.57	2.57
(A-13)	13	na	na	na	1.80	1.80
(A-14)	14	na	na	na	1.62	1.62
(A-15)	15	na	na	na	1.59	1.59
(A-16)	16	4.50	4.20	3.20	3.22	3.06
(A-17)	17	6.00	5.21	4.00	3.98	3.78
(A-18)	18	5.40	4.75	3.85	3.65	3.47
(A-19)	19	6.10	5.50	4.44	3.41	3.24
(A-20)	20	6.20	5.59	3.27	3.35	3.18
(A-21)	21	6.00	5.09	3.40	3.16	3.00
(A-22)	22	na	na	na	3.00	3.00
(A-23)	23	na	na	na	2.29	2.29
(A-24)	24	na	na	na	2.92	2.92
(A-25)	25	na	na	na	2.91	2.91
(A-26)	26	na	na	na	1.93	1.93
(A-27)	27	na	na	na	1.30	1.30
(A-28)	28	na	na	na	1.25	1.25
(A-29)	29	na	na	na	5.00	4.75
Citywide Avg.		na	na	na	2.67	2.59

Cleanliness Level on a Scale of 0 to 10.00*

* 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.

NEIGHBORHOOD SERVICES

STRATEGY 6306-A:

1. Develop a team effort while giving individual recognition to outstanding employees.
2. Hold in-the-field instruction on classification of Code violations.
3. Provide training in alternate remedies to cause compliance.
4. Ensure that each inspector has an updated route and schedule of frequency.
5. Ensure that each area of assignment is inspected thoroughly.
6. Ensure 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. Issue a Citizen's Digest on litter with each courtesy notice and explain to the resident, if necessary, the requirements of the Sanitation Code and services available through the Sanitation Bureau.
11. Assist in data collection by Code Enforcement Inspectors 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.
13. Increase the total number of qualified neighborhood organizations under the Clean Community System Program by 1 per year.
14. Require staff to attend national, state and local Keep America Beautiful seminars and meetings.
15. Prepare one photometric index annually.

OBJECTIVE 6306-B:
To increase the unsafe building* compliance level from 75% to 85% until an equitable 90% compliance level is reached Citywide (based on an inventory of 636 vacant buildings).

(B-1)

Planning Unit	1984	1985	1986	1987	1988
1	na	na	na	3	2
2	na	na	na	20	12
3	na	na	na	7	4
4	na	na	na	0	0
5	na	na	na	13	8
6	na	na	na	8	5
7	na	na	na	0	0
8	na	na	na	0	0
9	na	na	na	0	0
10	na	na	na	2	1
11	na	na	na	1	0
12	na	na	na	2	1
13	na	na	na	0	0
14	na	na	na	0	0
15	na	na	na	2	1
16	na	na	na	3	2
17	na	na	na	5	3
18	na	na	na	9	5
19	na	na	na	50	30
20	na	na	na	13	8
21	na	na	na	4	3
22	na	na	na	3	2
23	na	na	na	7	4
24	na	na	na	0	0
25	na	na	na	1	0
26	na	na	na	1	0
27	na	na	na	0	0
28	na	na	na	2	1
29	na	na	na	na	**
				156	92

Unsafe Buildings

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.

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* Unsafe buildings are defined as vacant buildings that are open, dilapidated or structurally unsound.
** Inventory will be conducted during 1988.

NEIGHBORHOOD SERVICES

OBJECTIVE 6306-C:
To increase the vacant lot compliance level from 77% to 85% until an equitable 90% compliance level is reached citywide (based on an inventory of 4,258 vacant lots).

(C-1)

Planning Unit	1984	1985	1986	1987	1988
1	na	na	na	82	54
2	na	na	na	66	43
3	na	na	na	49	32
4	na	na	na	2	1
5	na	na	na	40	26
6	na	na	na	94	61
7	na	na	na	5	3
8	na	na	na	1	0
9	na	na	na	3	2
10	na	na	na	44	29
11	na	na	na	31	20
12	na	na	na	38	25
13	na	na	na	5	3
14	na	na	na	12	8
15	na	na	na	25	16
16	na	na	na	20	13
17	na	na	na	15	10
18	na	na	na	12	8
19	na	na	na	166	108
20	na	na	na	92	60
21	na	na	na	6	4
22	na	na	na	78	51
23	na	na	na	78	51
24	na	na	na	3	2
25	na	na	na	1	1
26	na	na	na	2	2
27	na	na	na	9	6
28	na	na	na	2	1
29	na	na	na	na	*
				981	640

Vacant Lots Not In Compliance

STRATEGY:
1. Change from one year annual contracts to three year (multi-year) contracts to allow contractors to purchase required grass cutting assets.
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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* Inventory will be conducted during 1988.

NEIGHBORHOOD SERVICES

OBJECTIVE 6306-D:
To reduce the number of service requests from complaints about rats.

	1984	1985	1986	1987	1988[1]
(D-1)	na	na	146	108	103
			Citywide Total		

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.

OBJECTIVE 6306-E:
To improve the cleanliness of the SHOWCASE NEIGHBORHOOD from a cleanliness level 6 to level 4 by December 31, 1988.[2]

	1984	1985	1986	1987	1988
(E-1)	na	na	na	6	3
			Cleanliness Level		

STRATEGY:
1. Provide each resident and/or property owner of the SHOWCASE NEIGHBORHOOD with a copy of the City's Property Maintenance Ordinance for personal reference.
2. Conduct door-to-door canvassing and organization of block clubs in the SHOWCASE NEIGHBORHOOD to personally inform/-assist residents of City services and community improvement projects.
3. Conduct block club meetings at-large community meetings, civic, church, and business group sessions to educate and modify citizens behavior toward their handling/disposal of solid waste.
4. Provide staff assistance in the development of City-owned vacant lot beautification projects, Public Development's Property Maintenance Conditions Program, and the like.

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1 Existing records were not retained by planning units. On January 1, 1988, recordkeeping will begin.

2 0-3 is standard, clean to lightly littered.
4-7 is moderately littered and potentially chronic.
8-10 is heavily littered and chronic.

NOTE: The 1986 Responsive Public Services Programs did not include rat infestation planning unit locations.

NEIGHBORHOOD SERVICES

OBJECTIVE 6306-F:
To provide one measurable planning tool for the City's SHOWCASE NEIGHBORHOOD by December 31, 1988.[1]

	1984	1985	1986	1987	1988
(F-1)	na	na	na	na	1
			Planning Tool		

STRATEGY:
1. Develop and provide staff assistance in a SHOWCASE NEIGHBORHOOD SURVEY.
2. Monitor surveyors and prepare status reports of progress, trends, and other findings.
3. Provide staff assistance in final analysis and evaluation of survey.
4. Prepare plan for area with concentration on appropriate housing and continuing education.
5. Solicit input for survey from City Housing, Leisure Services, and Labor Resources staff.
6. Prepare plan(s) for SHOWCASE NEIGHBORHOOD, specifically for vacant house/lot redevelopment and continuing education/-skills training for area residents.
7. Coordinate survey's findings with City Housing, Leisure Services, and Labor Resources staff for assistance in eliminating environmental blight, provision of educational/-job skills training and constructive leisure-time activities for SHOWCASE NEIGHBORHOOD residents.

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[1] Showcase Neighborhood Survey/Plan

WATER FUND

WATER FUND

Budget: $7,208,294*

Personnel: 66

To provide quality potable water for distribution to all customers.

WATER & SEWER SUPPORT SERVICES
$227,259
Personnel: 6

WATER SUPPLY & TREATMENT
$1,819,095
Personnel: 23

WATER DISTRIBUTION
$1,562,837
Personnel: 37

WATER INTERDEPARTMENTAL*
$3,599,103

Vehicles: 51

* Includes $1,604,859 for Capital Projects

WATER FUND

The 1988 Water Fund budget totals $7,208,294. The planned expenditures and projected revenues are presented below. Detailed explanations of the program costs, capital improvement projects, and revenue sources follow the summaries.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 1,275,246	$ 1,455,688	$ 180,442	14.1
Contractuals	971,003	980,708	9,705	1.0
Commodities	560,846	584,578	23,732	4.2
Revolving Fund	316,526	404,438	87,912	27.8
Capital Outlay	62,135	44,700	-17,435	-28.1
Debt Service	919,522	1,086,366	166,844	18.1
Interfund Trans	1,054,621	946,957	-107,664	-10.2
Contingencies	0	100,000	100,000	--
Capital Funds*	1,403,434	1,604,859	201,425	14.4
Total Budget	$ 6,563,333	$ 7,208,294	$ 644,961	9.8

EXPENDITURES BY ACTIVITY

ACTIVITY	1986 ACTUAL EXPENSES	1987 PROJECTED EXPENSES	1988 APPROVED BUDGET
W & S Support Svcs.	$ 228,672	$ 209,358	$ 227,259
Water Supply & Treat.	1,597,595	1,632,662	1,819,095
Water Distribution	1,350,722	1,493,799	1,562,837
Water Interdepart.	1,765,967	1,824,080	1,994,244
Capital Funds*	1,116,941	1,403,434	1,604,859
Total Budget	$ 6,059,897	$ 6,563,333	$ 7,208,294

* Current funds that are transferred to Capital Account for Capital Improvement Projects.

REVENUE BY SOURCE

The Water Fund collects revenue based on the fee categories outlined in the following table. An increase in Inside and Outside Water Rates is approved for 1988 and is projected to produce an additional $492,000 in revenues. The major revenue source is Water Sales which accounts for 90% of total revenues.

	1987 Projection	1988 Base Only Projection	1988 New Revenues	1988 Total Revenue
Operating Revenues				
Inside City Water	$4,965,717	$5,013,544	$451,565	$5,465,109
Outside City Water	827,155	935,718	40,435	976,153
Water Tap-in Fees	219,129	197,680		197,680
Water Cut-on Fees	52,467	52,992		52,992
Drain.Maint.Revs.	112,917	118,563		118,563
Sewer Fd. Subsidy	100,327	105,343		105,343
Misc. Revenues	34,725	35,072		35,072
Surcharges	8,775	14,445		14,445
Total	$6,321,212	$6,473,357	$492,000	$6,965,357
Non-Operating Revenues				
Interest-Investmts	$ 69,499	$ 70,194	$	$ 70,194
Interest-Sinking Fd	97,192	95,000		95,000
I & D Cont.-Debt	2,280	935		935
I & D Non-Contract	73,150	76,808		76,808
Total	$ 242,121	$ 242,937	$ 0	$ 242,937
TOTAL REVENUE	$6,563,333	$6,716,294	$492,000	$7,208,294

PROGRAM COSTS

The 1988 Approved Budget for the Water Fund totals $7,208,294. This amount is $644,961 or 10% greater than 1987 Projected Expenses. The following sections provide detail on approved program costs and explain the major changes between the expenditures projected for 1987 and the allocations approved for 1988.

PERSONAL SERVICES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Salaries & Wages	$ 969,757	$ 1,111,863	$142,106	14.7
Social Security	76,339	89,573	13,234	17.3
Medical Insurance	41,606	58,761	17,155	41.2
Life Insurance	5,401	6,759	1,358	25.1
Unemployment Comp	291	3,121	2,830	--
Worker's Comp	8,927	13,058	4,131	46.3
Pension	74,998	87,236	12,238	16.3
Longevity	12,684	11,911	-773	-6.1
Overtime	85,243	73,406	-11,837	-13.9
Total	$ 1,275,246	$ 1,455,688	$180,442	14.1

The 1988 Water Fund Budget provides $1,455,688 for Personal Services. The major items in this category are: Salaries and Wages, $1,111,863; Social Security, $89,573; Pension, $87,236; Overtime for emergencies, $73,406; and Medical Insurance, $58,761.

The 1988 allocation for Personal Services represents an increase of $180,442 or 14% over 1987 Projected Expenses. The major changes are:

Salaries & Wages	**increase** $142,106 or 15% due to a general wage increase, anniversary increases for eligible employees and position vacancies in Water Supply and Treatment during 1987. Also, the full year's cost of an Administrative Assistant for Water Distribution and four Water Operators added to the Water Supply and Treatment activity in late 1987 contributed to this increase.
Medical Insurance	**increases** $17,155 related to an increase in group medical claims.
Pension	**increases** $12,238 as recommended by the Pension Actuary.
Overtime	**decreases** $11,887 or 14% relating to several emergency projects in 1987, including one major distribution line break.

CONTRACTUALS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Electricity	$ 763,236	$ 794,848	$ 31,612	4.1
Natural Gas	330	850	520	--
Communications	13,593	14,850	1,257	9.2
Transportation	7,860	8,163	303	3.9
Advertising	2,748	2,830	82	3.0
Insurance	14,175	16,499	2,324	16.4
Rentals	4,040	4,442	402	10.0
Dues/Periodicals	2,802	2,957	155	5.5
Professional Fees	22,650	15,198	-7,452	-32.9
Building Repair	16,915	6,337	-10,578	-62.5
Equipment Maint	112,516	101,755	-10,761	-9.6
Printing	1,580	1,645	65	4.1
Medical Costs	870	870	0	-
Other Contract	7,688	9,464	1,776	23.1
Total	$ 971,003	$ 980,708	$ 9,705	1.0

The 1988 Budget provided for Contractual Services totals $980,708. The major expense in this category is for Electricity to operate the Water Treatment and Distribution System, $794,848. Another significant account in this area is Equipment Maintenance, which provides funds for equipment repair.

The 1988 allocation for Contractual Services is an increase of $9,705 or 1% over 1987 Projected Expenses. The major changes are:

Electricity	**increases** $31,612 due to anticipated growth in the water treatment process to provide for customer needs.
Equipment Maint	**decreases** $10,761 related to major pump repairs at three wells during 1987.
Building Repair	**decreases** $10,578 primarily related to the completion of the Water Supply and Distribution building.
Professional Fees	**decrease** $7,452 primarily due to 1987 contractual fees relating to boring under roads during water line extensions.

COMMODITIES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Supplies	$ 1,554	$ 1,692	$ 138	8.9
Postage	198	204	6	3.0
Personal Supp	4,665	4,805	140	3.0
Operating Supp	34,365	36,134	1,769	5.1
Small Fixed Assets	2,790	3,050	260	9.3
Chemicals	48,550	53,096	4,546	9.4
Equip Repair Part	16,862	18,913	2,051	12.2
Construction Supp	25,205	21,767	-3,438	-13.6
Water Const Mat	408,354	425,240	16,886	4.1
Tools/Shop Supp	10,482	10,743	261	2.5
Diesel Fuel	1,495	1,818	323	21.6
Oils & Grease	6,326	7,116	790	12.5
Total	$ 560,846	$ 584,578	$ 23,732	4.2

Commodities are budgeted at $584,578 for 1988. Most of this amount is for Water Construction Materials; $425,240 is provided for the purchase of items such as valves, pipe, meters and couplings. An amount of $53,096 is provided for chemicals such as chlorine and fluoride.

The 1988 allocation for Commodities reflects an increase of 4% or $23,732. The major increase, due primarily to inflation, is for Water Construction Materials.

REVOLVING FUND

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Service Desk	$ 66,077	$ 69,931	$ 3,854	5.8
Data Processing	2,919	7,967	5,048	--
Engineering	2,128	2,210	82	3.9
Garage Services	146,840	150,818	3,978	2.7
Central Services	98,562	173,512	74,950	76.0
Total	$ 316,526	$ 404,438	$ 87,912	27.8

The 1988 charges for services provided by the Revolving Fund activities amount to $404,438. Major expenditure areas are: Central Services, $173,512; Garage Charges, $150,818; and the Customer Service Desk, $69,931.

The Revolving Fund chargebacks for 1988 reflect a 28% or $87,912 increase over the level projected for 1987. The major change is:

Central Services **increase** $74,950 due to a planned increase in building repair projects related to painting and repairing roofs on several well houses during 1988.

CAPITAL OUTLAY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Equipment	$ 1,900	$ 800	$ -1,100	-57.9
Oper/Constr Equip	60,235	43,900	-16,335	-27.1
Total	$ 62,135	$ 44,700	$ -17,435	-28.1

A total of $44,700 is provided for Capital Outlays in 1988. A complete listing of capital items is provided below:

All of the following items are replacement items except the line tracer, conference table and geophone. The geophone functions as a listening device and is used to locate water leaks.

4 Electric Chlorine Scales @ $2,500	$ 10,000
4 Gas Chlorinators @ $2,600	10,400
5 Chlorine Booster Pumps @ $400	2,000
4 Chlorine Exhaust Fans @ $700	2,800
2 Floride Mixing Tanks @ $700	1,400
1 Conference Table	800
3 Pavement Breakers @ $1,000	3,000
1 Geophone	700
1 Line Tracer	2,500
1 Pipe Saw	1,500
2 Mobile Radios @ $1,800	3,600
1 Tapping Machine	2,500
1 Pump	1,500
1 Radio	2,000
TOTAL	$ 44,700

DEBT SERVICE

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Sinking Fund	$ 888,258	$ 1,053,684	$165,426	18.6
Bond Disc Amort	8,302	9,720	1,418	17.1
GEFA Loan Payments	22,962	22,962	0	0.0
Total	$ 919,522	$ 1,086,366	$166,844	18.1

Debt Service for the Water Fund totals $1,086,366 for 1988. The increase results from the 1987 Water/Sewer bond issue.

The City issues bonds in order to provide funding for various Water Capital projects. The Sinking Fund payment is those funds that must be collected in order to pay the principal and interest on those bonds maturing for the year. The difference between the face value and the actual selling price of bonds upon issuance is known as the Bond Discount. The Bond Discount is amortized over the life of bonds, a portion being recognized as an expense each year.

The GEFA Loan Account represents payments to the Georgia Environmental Facilities Authority for low interest long-term loans to upgrade the City's water system.

INTERFUND TRANSFERS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Svcs by Gen Fund	$ 682,124	$ 575,444	$-106,680	-15.6
Invest Fund	152,434	152,434	0	-
Bad Debt	70,000	75,000	5,000	7.1
I & D Svc to Fund	60,000	60,000	0	-
Vehicle Rep Contr	90,063	84,079	-5,984	-6.6
Total	$ 1,054,621	$ 946,957	$-107,664	-10.2

The budget for Interfund Transfers totals $946,957 in 1988. Major allocations are provided for Services by the General Fund, $575,444 and Contribution to the Investment Fund, $152,434.

The Services by General Fund account is primarily payments for providing billing service to water accounts as well as services provided by Management Services' activities such as Personnel, Finance and Research and Budget; consistent with the most recent cost allocation plan.

The Water and Sewer Investment Fund expenses are $152,434 for 1987 and 1988 as permitted by the Bond Resolution of 1978. These contributions are held in a separate contingency fund for capital purposes and cannot be used for debt service. Use of these contingency funds is included in the financial plan for funding capital needs over the next five years.

The Bad Debt account represents expenses for outstanding customer bills due to the Water Fund but not collected during the year.

The I and D services to the Fund are payments for water from the I and D plant.

The Vehicle Replacement Contribution are funds for depreciation expenses and vehicle purchase costs.

CONTINGENCIES

An allocation of $100,000 is provided for emergencies and unexpected needs.

COST OF WATER OPERATIONS

The projected cost of operating the water system in 1987 and 1988 is summarized below. The unit cost is based on 8,083,453 CCF (100 cubic feet of water) billed annually in 1987 and a 2% increase to 8,241,952 CCF in 1988. Approximately 70% of the increase is attributed to the addition of other water systems in 1988. Unit costs are system-wide averages. The total costs represented below exclude transfers to capital accounts for Capital Improvement Projects.

	1987 Projected	Cost per CCF	1988 Projected	Cost per CCF
By Expenditure Area				
Personal Expenses	$1,275,246	$0.1578	$1,455,688	$0.1766
Contractual Svcs	971,003	0.1201	980,708	0.1190
Commodities	560,846	0.0694	584,578	0.0709
Revolving Fund	316,526	0.0391	404,438	0.0491
Capital Outlay	62,135	0.0077	44,700	0.0054
Debt Services	919,522	0.1137	1,086,366	0.1319
Svc.by General Fd	682,124	0.0844	575,444	0.0698
Contr/Invest Fund	152,434	0.0189	152,434	0.0185
Bad Debt Coverage	70,000	0.0087	75,000	0.0091
Vehicle Contrib	90,063	0.0111	84,079	0.0102
Svcs by I & D	60,000	0.0074	60,000	0.0073
Contingencies	0	0	100,000	0.0121
Total	$5,159,899	$0.6383	$5,603,435	$0.6799
By Activity				
Water/Sewer Admin	$ 209,358	$0.0259	$ 227,259	$0.0276
Water Treat & Supy	1,632,662	0.2020	1,819,095	0.2207
Water Distribution	1,493,799	0.1848	1,562,837	0.1896
Water Interdepart	1,824,080	0.2256	1,994,244	0.2420
Total	$5,159,899	$0.6383	$5,603,435	$0.6799

CAPITAL IMPROVEMENT PROJECTS AND THE CAPITAL FUNDING PROGRAM

A long range basic capital projects program for the water system which totals $21,818,000 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. 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)

	1988	1989	1990	1991	1992
Capital Maintenance	$ 807	$ 889	$ 750	$ 913	$ 940
Capital Catch-up	3,045	2,299	2,310	1,625	1,570
Growth	3,225	1,755	200	290	1,200
TOTAL	$7,077	$4,943	$3,260	$2,828	$3,710

The projects approved for 1988, totalling $7,077,000, are as follows:

1988 CAPITAL IMPROVEMENTS

CAPITAL MAINTENANCE PROJECTS

Replacement of Water Lines Dealing With Street Paving — $137,000
A program to upgrade or replace existing water lines prior to street paving.

Miscellaneous Water Lines — $250,000
An ongoing program to replace or upgrade deteriorated or substandard water lines in the City water system.

Well Preventive Maintenance Program — $135,000
An annual program to inspect and perform minor maintenance on 5 selected well pumps to ensure continuous operation. Also, includes funds for surge protection and remote monitoring of Well #8 (Gordonston).

Upgrade Acquired Systems	$ 200,000
Well House Rehabilitation - Well #14 (Windsor Forest)	$ 40,000
Tank Painting - Windsor Forest	$ 45,000
SUBTOTAL	$ 807,000

CAPITAL CATCH-UP PROJECTS

Remedy Deficient Fire Flows Extend water lines into those areas in the city identified as deficient in fire protection.	$ 250,000
Extension of Services to Unserviced Areas Necessary funding to identify and to extend water service to areas of planned development.	$ 150,000
Install a 24" Water Line on White Bluff from Windsor Road to Old Mill Road Completion of main loop from Windsor Road to Old Mill Road.	$ 750,000
Cornell Street Pump Station	$ 600,000
Rivers Bend Service Area Acquisition costs for two county wells at Rivers Bend.	$ 75,000
Install a 20" Water Line on Montgomery Crossroads from Abercorn to Middleground Road Phase I to install a 20" water line on Montgomery Crossroads from Abercorn to Middleground Road.	$ 412,000
Middleground Road - 16" Line	$ 808,000
SUBTOTAL	$3,045,000

GROWTH PROJECTS

Dean Forest Water Line	$ 954,000
Reimbursements to Developers To compensate developers for any oversizing or improvements to new systems that will be dedicated to the City.	$ 500,000
Chatham Parkway Loop - Phase 2/3 Construction cost for Phase II of Chatham Parkway Loop.	$ 380,000
Travis Field I & D Loop Phase II of the construction of this loop. This extension will allow the Travis Field domestic water supply access to the I & D water supply.	$1,000,000
Hutchinson Island Service Provide water service for new development on Hutchinson Island.	$ 391,000
SUBTOTAL	$3,225,000
GRAND TOTAL	$7,077,000

RATE INCREASES - FIVE YEAR PLAN

Inside City Rates	Current	Approved 1988	Projected 1989	1990	1991	1992
Base Change	$ 8.80	$9.30	$10.30	$10.80	$11.80	$11.80
0-15 CCF	.19	.21	.26	.31	.34	.38
Over 15 CCF	.30	.35	.44	.53	.61	.70
Outside City Rates						
Base Change	$13.20	$13.95	$15.45	$16.20	$17.70	$17.70
0-15 CCF	.28	.31	.39	.46	.51	.57
Over 15 CCF	.45	.52	.66	.79	.91	1.05
Typical Bi-Monthly Bill						
Inside with 25 CCF	$14.65	$15.95	$18.60	$20.75	$23.00	$24.50
Outside with 25 CCF	$21.90	$23.80	$27.90	$31.00	$34.45	$36.75

The following table shows the additional revenue generated by each approved or projected rate change and how the changes total to the Revenue Deficiency over the five-year period:

Rate Change for the Year	ADDITIONAL REVENUE (IN 000'S) 1988	1989	1990	1991	1992	Total
1988	$ 492	$ 544	$ 550	$ 558	$ 562	$ 2,706
1989		1,012	1,118	1,132	1,143	4,405
1990			827	913	919	2,659
1991				894	984	1,878
1992					612	612
TOTAL	$ 492	$1,556	$2,495	$ 3,497	$ 4,220	$12,260

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 six year period, 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 $53,277,000. The following table details these costs.

	Six-Year Total 1987-1992
O & M Including Existing Debt Service	$36,143,000
Debt Service on $13 Million New Bonds	3,978,000
Capital Improvements (Not Paid by Bonds)	14,647,000
Less: Reserves, Interest Earned, Draw from Contingency Fund	-1,491,000
TOTAL	$53,277,000

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 six years is $41,017,000.

3. **Determine the difference between the Revenue Requirement and the revenue generated by existing rates over the six year period. This is the Revenue Deficiency.**

   The Revenue Deficiency over the six years will total $12,260,000 ($53,277,000 - $41,017,000).

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 $12,260,000 needed to finance the City's water system requirements over the six year period.

1988 Rate Increase

Changes approved for 1988 are a $.02 per CCF increase for the first 15 CCF's of usage ($.03 for outside City customers), and a $.05 per CCF increase for consumption in excess of 15 CCF's ($.07 for outside City customers), a base rate increase of $.25/month ($.37 for outside city). The amount of revenue generated by the approved rate change is $492,000 in 1988 ($2,706,000 over the five-year period).

As explained above, increases in the water rates are required to provide additional revenues for current and future capital needs. The 1988 rate changes and resulting new revenues are summarized below by category:

Inside City	Current Rates	1988 Approved Rates	Increase	Annual Billing Units [1]	New Revenue
Base	$ 8.80	$ 9.30	$.50	352,626 bills	$176,313
0 - 15 CCF	.19	.21	.02	4,187,562 CCF	83,751
Over 15 CCF	.30	.35	.05	3,830,015 CCF	191,501
Outside City					
Base	$13.20	$13.95	$.75	37,136 bills	$ 27,852
0 - 15 CCF	.28	.31	.03	164,430 CCF	4,933
Over 15 CCF	.45	.52	.07	109,290 CCF	7,650
Total New Operating Revenue Generated					$492,000

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 $14.65 to $15.95. This is an average increase of $.65 per month.

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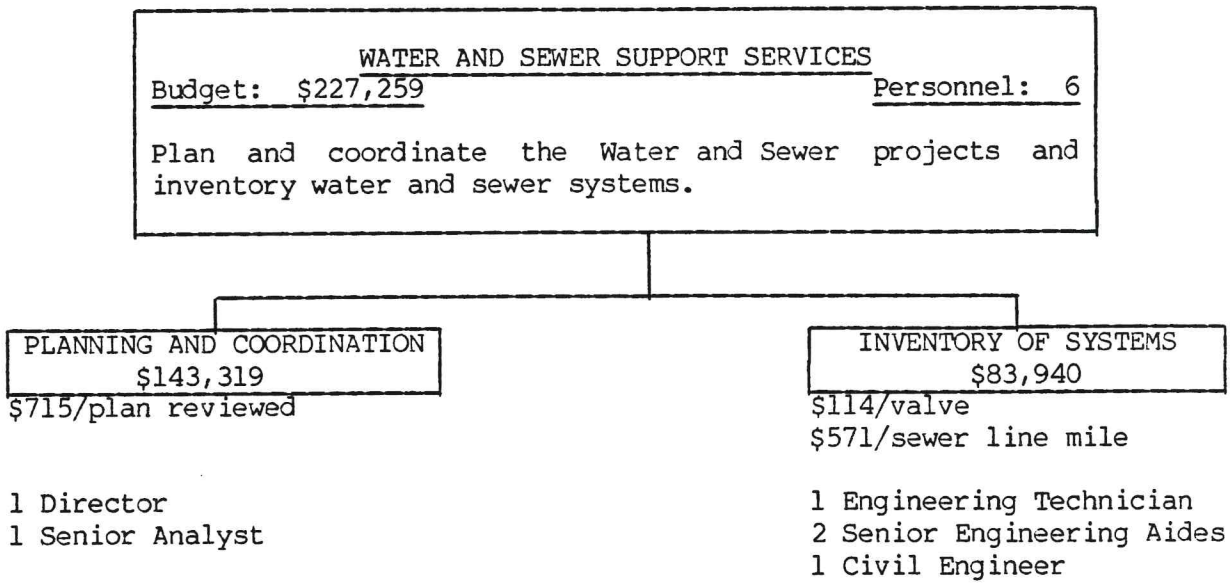
[1] CCF = 100 cubic feet = 750 gallons

WATER AND SEWER SUPPORT SERVICES

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 186,425	$ 174,833	$ 191,259
CONTRACTUAL SERVICES	$ 3,465	$ 3,709	$ 6,384
COMMODITIES	$ 2,993	$ 3,555	$ 2,715
REVOLVING FUNDS	$ 22,557	$ 19,502	$ 21,861
CAPITAL OUTLAY	$ 8,921	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 4,311	$ 7,759	$ 5,040
TOTAL	$ 228,672	$ 209,358	$ 227,259

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
SENIOR ENGINEERING AIDE	2.00	2.00	57	$ 31,379
ENGINEERING TECHNICIAN	1.00	1.00	71	$ 22,898
CIVIL ENGINEER	1.00	1.00	77	$ 26,508
SENIOR MANAGEMENT ANALYST	1.00	1.00	78	$ 33,016
WATER & SEWER PLANNING DIR	1.00	1.00	89	$ 41,122
TOTAL	6.00	6.00		



Total Vehicles: 5

WATER AND SEWER SUPPORT SERVICES

WORK PROGRAMS

WP 7102-1: Locate, exercise and map Water Distribution valves

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	80*	708	701	700	700	$80
	Valves Located, Exercised and Mapped					Unit: $114 /valve

WP 7102-2: Perform evaluations of video tapes of sanitary sewer lines and schedule Preventive Maintenance

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	3	2.67	0.17	15	7	$4
	Miles of Sewer Lines Evaluated					Unit: $571 /mile

WP 7102-3: Provide review of Plans and specifications for private and City water and sewer projects

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	193	210	200	$143
	Plans Reviewed					Unit: $715 /plan

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* Valve program was in Activity 7120 through October 1984.

WATER AND SEWER SUPPORT SERVICES

GOAL: TO INSURE THAT ALL PRESENT AND FUTURE WATER AND SEWER NEEDS 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.

	1984	1985	1986	1987	1988
(A-1)	80	788	1,489	2,189	2,889

Cumulative Total of Previously Unidentified Valves Located

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 the video tape evaluations of the concrete sewer lines are completed within 10 working days after receipt of the tape and preventive maintenance scheduled accordingly when required 95% of the time.

	1984	1985	1986	1987	1988
(B-1)	na	na	95%	95%	95%

Sewer Tape Evaluations and Preventive Maintenance Scheduling Within 10 Working Days

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.

WATER SUPPLY & TREATMENT

PURPOSE: PROVIDE QUALITY, POTABLE WATER FOR DISTRIBUTION TO ALL CUSTOMERS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 334,090	$ 406,797	$ 513,710
CONTRACTUAL SERVICES	$ 971,155	$ 930,282	$ 942,146
COMMODITIES	$ 76,566	$ 97,687	$ 109,128
REVOLVING FUNDS	$ 95,596	$ 73,391	$ 150,495
CAPITAL OUTLAY	$ 31,203	$ 39,540	$ 28,600
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 88,985	$ 84,965	$ 75,016
TOTAL	$ 1,597,595	$ 1,632,662	$ 1,819,095

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
PUMP REPAIR MECHANIC TRAINEE	1.00	1.00	50	$ 13,389
WATER PLANT OPERATOR I	8.00	8.00	56	$ 123,631
WATER PLANT OPERATOR II	4.00	4.00	56	$ 70,913
WATER PLANT OPERATOR III	4.00	4.00	56	$ 81,076
PUMP REPAIR MECHANIC	1.00	1.00	60	$ 17,087
ELECTRONIC CONTROL SYST TECH	1.00	1.00	67	$ 20,269
WATER PLANT OPERATIONS SUPV	2.00	2.00	70	$ 45,272
WATER SUPPLY SUPT	1.00	1.00	73	$ 23,464
WTR TRTMENT/DISTRIBUTION ADMIN	1.00	1.00	79	$ 30,686
TOTAL	23.00	23.00		

WATER SUPPLY AND TREATMENT

Budget: $1,819,095* Personnel: 23

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.

1 Administrator
1 Superintendent
2 Supervisors

WELL OPERATION & MAINTENANCE
$1,318,794
$130/mil. gals.

1 Electronic Control System Tech.
1 Water Plant Oper. III
2 Water Plant Oper. II
1 Water Plant Oper. I

SAMPLE COLLECTION & COMPLAINTS
$83,273
$36/sample collected

1 Water Plant Oper. II

STORM WATER STATIONS
$73,219
$24,333/station

1 Water Plant Oper. III
1 Pump Repair Mech.
1 Pump Repair Mech. Trainee

MONITOR DISTRIBUTION PRESSURE
$159,377
$436/day

2 Water Plant Oper. III
6 Water Plant Oper. I

MAINTAIN GROUNDS
$60,013
$1,500/well maint.

1 Water Plant Oper. I

PROVIDE FLUORIDE TREATMENT
$64,419
$7/MG fluoridated

1 Water Plant Oper. II

Total Vehicles: 12

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* Includes $60,000 contribution to I & D Water Fund for water provided to domestic system during dry periods.

WATER SUPPLY AND TREATMENT

WORK PROGRAMS

WP 7110-1: Operate and maintain wells

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	25.3	26.6	27.5	27.5	27.8	$1,320
	Million Gallons/Day					Unit: $130 /MG
2)	27	27	31	34	40*	
	Well Sites Repaired					

WP 7110-2: Collect and analyze water samples per federal regulations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,944	1,944	2,640	2,250	2,300	$83
	Samples collected and sent to State					Unit: $36 /sample
2)	156	155	155	150	150	
	Water Complaints					

WP 7110-3: Perform preventive maintenance, operate and inspect three Storm Water Lift Stations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	3	3	3	3	3	$73
	Storm Water Lift Stations Maintained					Unit: $24,333 /station

* Includes New Dutch Island Well, Savannah Quarters Well, 2 Wells at Gateway Savannah, and 2 Wells at Riverbend

WATER SUPPLY AND TREATMENT

WORK PROGRAMS

WP 7110-4: Monitor Distribution System pressure

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	27	27	31	34	40	$159
	Well Sites Monitored per Day					Unit: $436 /day

WP 7110-5: Maintain buildings and grounds at well sites

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	27	27	31	34	40*	$60
	Well Sites Maintained					Unit: $1,500 /site

WP 7110-6: Provide fluoride treatment and maintain equipment

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	24.7	25.4	26	26.5	26.8	$64
	Million Gallons/Day					Unit: $7 /MG fluor.
2)	24**	24**	28**	31**	37**	
	Well Sites Fluoridated					

* Includes New Dutch Island Well, Savannah Quarters Well, 2 Wells at Gateway Savannah, and 2 Wells at Riverbend

** 3 Wells at Travis Field are not fluoridated

GOAL: TO PROVIDE SAFE POTABLE FLUORIDATED WATER EQUITABLY 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.

	1984	1985	1986	1987	1988
(A-1)	0	0	0	0	0

Number of Violations

STRATEGY:
1. Monitor chlorine residuals at all well sites and insure that at least 0.5 ppm (parts per million) 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.

OBJECTIVE 7110-B:
To ensure that those planning units with complaints* exceeding the City wide average are reduced by 10% in 1988.

	Planning Unit	1984	1985	1986	1987	1988
(B-1)	All	na	na	5	4	4
		Citywide Average Complaints				
(B-2)	2	na	na	11	10	9
(B-3)	3	na	na	9	5	4
(B-4)	7	na	na	6	12	11
(B-5)	9	na	na	7	5	4
(B-6)	10	na	na	9	7	6
(B-7)	13	na	na	17	19	17
(B-8)	15	na	na	6	7	6
(B-9)	24	na	na	22	12	11
(B-10)	25	na	na	12	12	11
(B-11)	27	na	na	9	5	4
(B-12)	29	na	na	6	5	4
		Complaints				

(Those Planning Units exceeding citywide average)

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.

* Complaints may involve water quality, water pressure, or appearance at well sites.

WATER SUPPY AND TREATMENT

STRATEGY 7110-B: (cont.)

3. Maintain 0.5 PPM (parts per million) 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 sub-standard or deteriorated water lines.

OBJECTIVE 7110-C:

To respond to water quality complaints within 1 working day in 1988.

	1984	1985	1986	1987	1988
(C-1)	na	85.0%	98.8%	100%	100%
	Water Taste - Responses Within 1 Day				
(C-2)	96.8%	96.3%	98.2%	100%	100%
	Water Color - Responses Within 1 Day				
(C-3)	100%	96.7%	98.3%	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 (parts per million) 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 sub-standard or deteriorated water lines.

OBJECTIVE 7110-D:

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.

	1984	1985	1986	1987	1988
(D-1)	5	11	5	5	4
	Pressure Complaints				

STRATEGY:

1. Monitor Distribution System Pressure 24 hours a day.
2. Monitor isolated systems at Wilmington Island, Travis, Georgetown, Chatham Parkway, Dutch Island, Seagate, 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.

STRATEGY 7110-D: (cont.)

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-E:

To provide an aesthetically pleasing appearance of all City Well Sites and to eliminate complaints of unsightly Well Sites.

	1984	1985	1986	1987	1988
(E-1)	1	0	0	0	0

Complaints

STRATEGY:

1. Maintain grass cutting schedule.
2. Plant shrubs and hedges at high visibility sites.
3. Utilize participants of Summer Youth Employment Program during high growth months of summer to help maintain grass cutting schedule.

OBJECTIVE 7110-F:

To insure that all storm lift stations operate at design capacity at all times.*

	1984	1985	1986	1987	1988
(F-1) Fell	100%	100%	100%	100%	100%
(F-2) Kayton	100%	86%	77%	100%	100%
(F-3) Gwinnett	100%	100%	100%	100%	100%

% of Time Operating at Design Capacity

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-G:

To insure that service requests are completed within standard as per the following schedule:

	Priority**	1984	1985	1986	1987	1988
(G-1)	I	na	94%	99.3%	100%	100%
(G-2)	II	No work codes in this priority				
(G-3)	III	100%	100%	100%	100%	100%

STRATEGY:

1. Review daily computer printout to insure proper scheduling.
2. Educate superintendent in service desk procedures.

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* Design capacity: Fell Street station - 2 of 3 pumps;
Kayton Box station - 7 of 9 pumps;
Gwinnett Street station - 2 of 2 pumps

** All complaints are considered Priority I except Well Site Appearance, which is considered Priority III (Priority I, one day; Priority III, seven days).

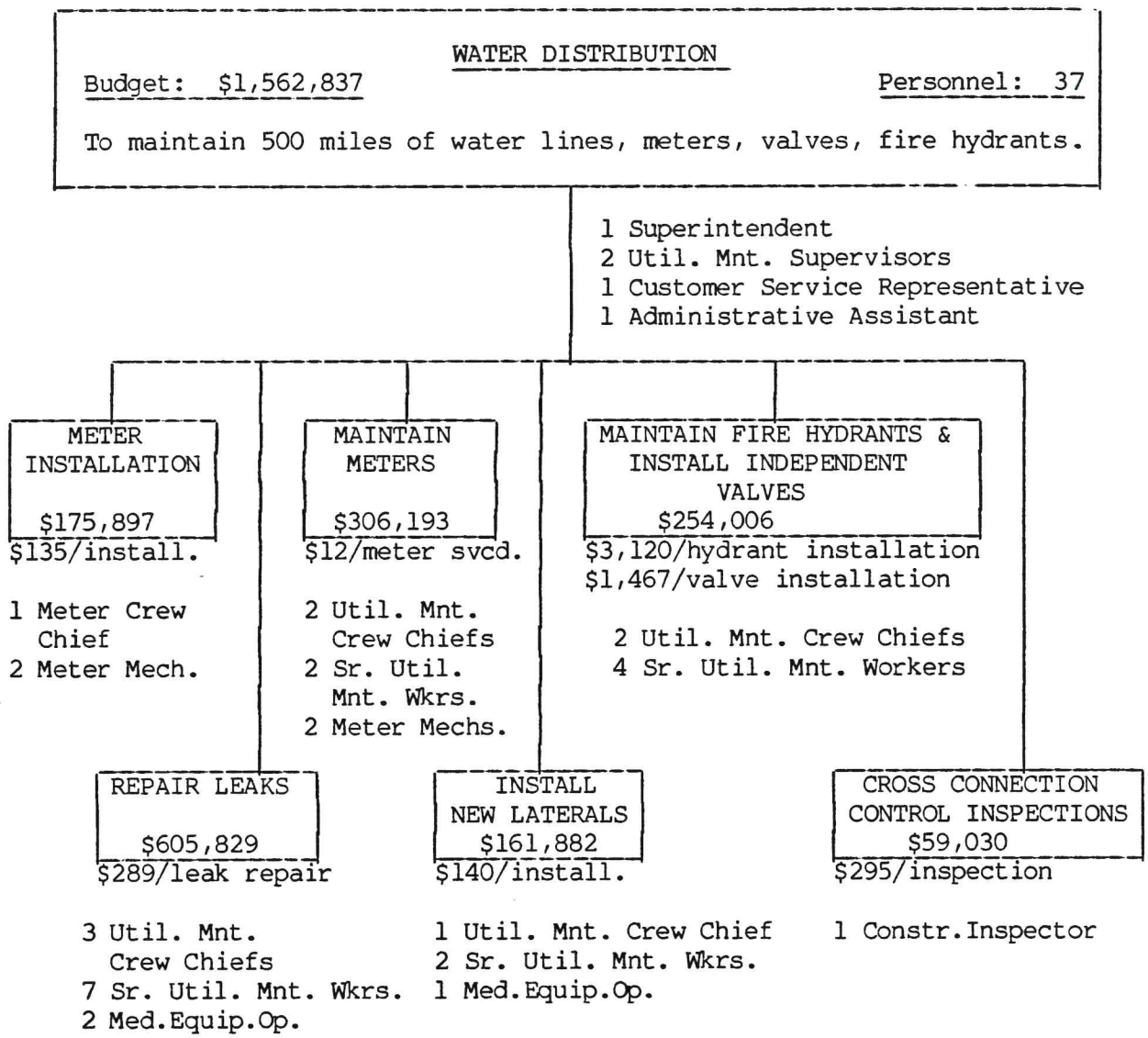
WATER DISTRIBUTION

PURPOSE: SUPPLY WATER THROUGH THE DISTRIBUTION SYSTEM WITH A MINIMUM OF CUSTOMER INCONVENIENCE AND UNNECESSARY WATER LOSS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 642,479	$ 693,616	$ 750,719
CONTRACTUAL SERVICES	$ 19,115	$ 37,012	$ 32,178
COMMODITIES	$ 420,560	$ 459,604	$ 472,735
REVOLVING FUNDS	$ 167,710	$ 223,633	$ 227,082
CAPITAL OUTLAY	$ 25,263	$ 22,595	$ 16,100
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 75,595	$ 57,339	$ 64,023
TOTAL	$ 1,350,722	$ 1,493,799	$ 1,562,837

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SR UTILITIES MAINT WORKER	15.00	15.00	46	$ 193,985
MEDIUM EQUIPMENT OPERATOR	3.00	3.00	49	$ 46,416
WATER METER MECHANIC	4.00	4.00	50	$ 53,902
CUSTOMER SERV REPRESENTATIVE	1.00	1.00	54	$ 14,761
WATER METER CREW CHIEF	1.00	1.00	56	$ 15,498
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 15,498
UTIL MAINT CREW CHIEF	8.00	8.00	59	$ 134,666
CONSTRUCTION INSPECTOR	1.00	1.00	68	$ 20,769
UTIL MAINT SUPERVISOR	2.00	2.00	70	$ 45,810
WATER DISTRIBUTION SUPT	1.00	1.00	73	$ 25,246
TOTAL	37.00	37.00		



Total Vehicles: 34

WATER DISTRIBUTION

WORK PROGRAMS

WP 7120-1: Install new meters

	SERVICE QUANTITY					1988 COST ~~ALL~~OCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,350	1,306	1,310	1,200	1,300	$176
	Meters Installed per Year					Unit: $135 /meter

WP 7120-2: Maintain meters and meter boxes

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	13,999	17,087	24,435	18,500	18,500	$222
	Meters Serviced per Year					Unit: $12 /meter

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
2)	524	938	542	712	700	$33
	Meters Plugged, Unplugged per Year					Unit: $47 /occurr.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
3)	2,848	4,190	5,239	3,500	4,000	$51
	Meters Tested per Year					Unit: $13 /testing

WP 7120-3: Repair leaks

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	2,385	2,326	2,331	2,200	2,100	$606
	Leaks Repaired per Year					Unit: $289 /repair

WATER DISTRIBUTION

WORK PROGRAMS

WP 7120-4: Install new service laterals

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,074	1,033	1,041	1,100	1,155	$162
	Number of Laterals Installed					Unit: $140 /install.

WP 7120-5: Install and maintain fire hydrants and independent valves

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	28	28	44	56	50	$156
	Hydrants Replaced per Year					Unit: $3,120 /hydrant

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
2)	15	26	15	36	30	$44
	Valves Installed per Year					Unit: $1,467 /valve

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
3)	1,575	1,173	1,193	1,600	1,600	$54
	Hydrants Inspected, Serviced and Exercised per Year					Unit: $34 /hydrant

WP 7120-6: Conduct inspections for cross connection control program

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	250	0	100	100	200	$59
	Inspections per Year					Unit: $295 /inspect.

WATER DISTRIBUTION

GOAL: TO ENSURE THAT NO WATER LEAKS OCCUR IN AREAS SERVED BY THE SAVANNAH WATER DISTRIBUTION SYSTEM.

OBJECTIVE 7120-A:
To reduce the total number of water leaks in the system by 5% in 1988.

	Base Year 1978	1984	1985	1986*	1987**	1988
(A-1)	3,744	2,385	2,326	2,331	2,200	2,100

Total Leaks

* Georgetown, Chatham Parkway Water Systems acquired
** Dutch Island, Seagate, Bryanwoods Systems acquired

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 1,155 in 1988.

OBJECTIVE 7120-B:
To ensure that those Planning Units with water leak rates exceeding the Citywide average are reduced 10%.

	1984	1985	1986	1987	1988
(B-1)	5.2	5.3	4.3	5.0	4.8

Citywide Average Leak Rate

	P.U.	Miles Water Line	1983	1984	1985	1986	1987*	1988
(B-2)	1	6.3	8.4	9.8	9.2	5.4	6.1	5.5
	2	18.5	7.0	7.7	10.3	9.3	7.7	6.9
	3	11.2	7.0	5.5	6.4	6.6	6.0	5.4
	5	12.9	26.9	17.6	18.9	18.4	5.4	4.9
	9	15.8	4.5	5.2	4.2	4.5	4.4	4.0
	12	15.4	6.3	7.9	8.7	10.8	4.8	4.3
	13	30.2	9.4	8.0	7.7	6.4	8.4	7.6
	16	15.0	3.4	3.7	5.7	4.6	4.5	4.4
	17	7.0	13.9	7.6	10.6	10.3	11.0	9.9
	18	17.6	11.8	9.4	8.4	8.1	7.9	7.1
	19	26.1	11.0	10.5	9.1	9.3	7.0	6.3
	20	19.6	5.9	4.4	3.7	6.5	5.5	5.0
	26	25.1	5.6	4.5	5.4	9.4	6.9	6.2

Leak Rate per Water Line Mile

* Miles of water line revised in 1987. Projected leak rate to end of 1987.

STRATEGY 7120-B:

1. Review "actual" 1987 Water Leak data and detail all Planning Units with water leak rates exceeding City average leak rate 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 with City specifications within the department. Maintain detailed records of new projects in warranty and to identify problem areas.

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 dry fire hydrants are located at fire scenes and that non-functioning fire hydrants are repaired within standard.

	1984	1985	1986	1987	1988
(C-1)	0	0	0	0	0
	Incidents of Non-Reported Dry Fire Hydrants at a Fire				
(C-2)	100%	85%	80.8%	90%	95%
	Non-functioning Hydrant Repaired Within 14 day Standard				

STRATEGY:

1. Reduce shut-off area and advertisement cost by utilizing the hydro-stop tapping unit.
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.
5. Insure that a minimum of 10 fire hydrants per day are inspected and serviced by the Fire Hydrant Inspector.
6. 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.
7. 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

OBJECTIVE 7120-D:
To ensure that in all Planning Units, fire hydrants are available to all dwelling units within the 500 linear foot distance requirements.

	Planning Unit	1984	1985	1986	1987	1988
(D-1)	9	na	na	na	2	0
	10	na	na	na	2	0
	13	na	na	na	1	0
	23	na	na	na	1	0
	25	na	na	na	5	0
	26	na	na	na	8	0
	28	na	na	na	9	0

Number of Locations Not Meeting Standard

STRATEGY:
1. Install by City forces, necessary fire hydrants for Planning Units 9, 10, 13, 23, 25.
2. Install by Street Paving Programs, necessary fire hydrants in Planning Units 26 and 28.

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 90% of all new water meters for system expansion (City responsibility) within standard.

	1984	1985	1986	1987	1988
(E-1)	100%	78%	27%	90%	90%*

Installations Within 7-Day Standard

STRATEGY:
1. Continue existing policy of requiring plumbers to install all water meters for group installations of six or more meters.
2. Continue pre-investigations of all meter applications for proper payment of all fees and inspection of facilities according to City specifications prior to installation of the meter either by City forces or plumber.
3. Continue evaluation of meter crew productivity.
4. Continue inspections of all plumber installed meters for proper installation and verification of data for the Water Revenue Department.
5. Evaluate the status of meter backlog and shift crews weekly; to assist if necessary.

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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

OBJECTIVE 7120-F:
To insure that 92% of the 500 meters 2" and larger are accurately registering water flows.

	1984	1985	1986	1987	1988
(F-1)	na	86%	85%	87%	92%
		Accurate Meters Between 2" and 4"			
(F-2)	na	93%	85%	87%	92%
		Accurate Meters 4" and Larger			

STRATEGY:
1. Evaluate cost of each meter repair work order for cost benefit to repair or to replace.
2. Continue scheduling of all small meters by Customer Service representative and large meters by Water Operations Director.
3. Improve lost meter productivity with use of metal detectors.
4. Inspect and test 4 - 2" meters and larger per month by water meter repair foreman.

OBJECTIVE 7120-G:
To insure that service requests for the Water Meter Services Program are completed within standard.

	Priority*	1984	1985	1986	1987	1988
(G-1)	1	87%	83%	81%	82%	85%
(G-2)	2	73%	73%	61%	80%	85%
(G-3)	3	90%	84%	81%	90%	92%
			Completed Within Standard			

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* Priority		Standard # Working Days
1	Unplug meter	3
	Replace meter box top	3
	Replace meter (delinquent bill)	3
2	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
3	Meter repairs	15
	Clean out meter box	45
	Meter installation request where all requirements have NOT been met	125
	Meter installation request where all requirements HAVE been met	21
	Locate meter	15
	Remove meter - terminated account	15

WATER DISTRIBUTION

STRATEGY 7120-G:

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.

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-H:

To insure that there is zero backflow of toxic and obnoxious chemicals into the potable water system.

	1984	1985	1986	1987	1988
(H-1)	0	0	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 according to the City Cross-Connection Ordinances.*
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.

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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.

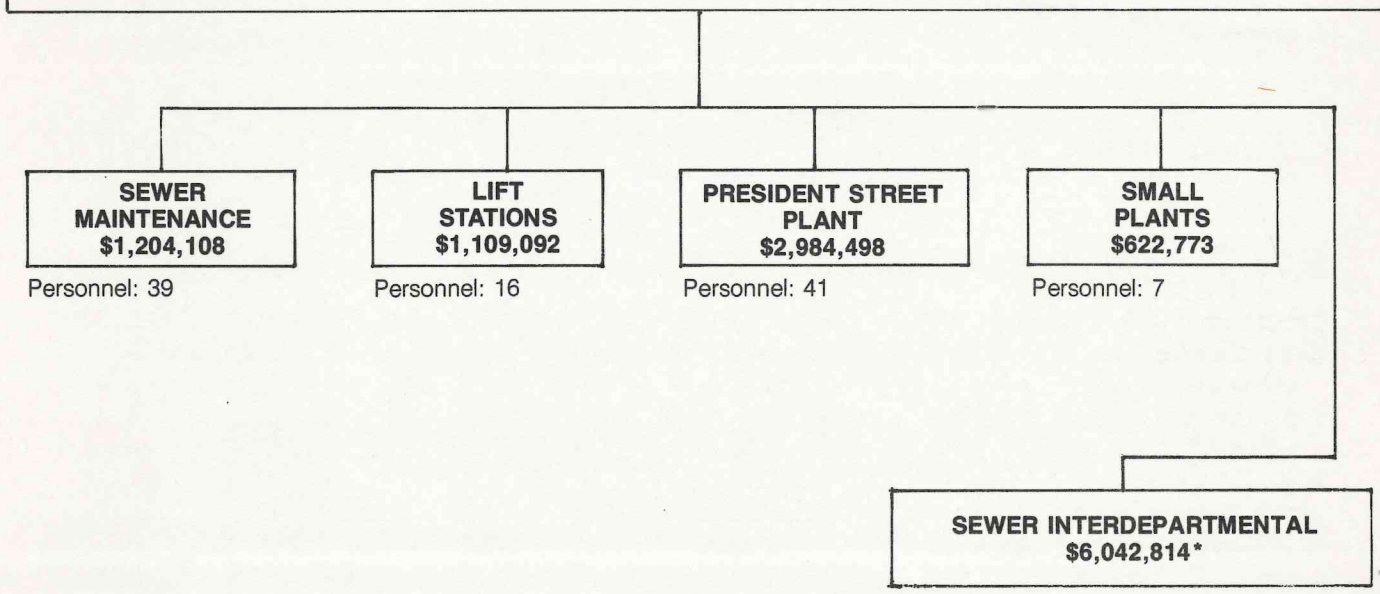
SEWER FUND

SEWER FUND

Budget: $11,963,285*

Personnel: 103

To maintain a continuous flow of wastewater throughout the gravity system and treat wastewater efficiently in accordance with State regulations.



Vehicles: 78

* Includes $2,312,057 for Capital Projects

SEWER FUND

The 1988 approved Sewer Fund budget totals $11,963,285. The planned expenditures and projected revenues are presented below. Detailed explanations of the program costs, capital improvement projects, and revenue sources follow the summaries.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 2,196,473	$ 2,373,453	$ 176,980	8.1
Contractuals	1,823,900	1,877,489	53,589	2.9
Commodities	924,603	985,424	60,821	6.6
Revolving Fund	301,988	317,501	15,513	5.1
Capital Outlay	181,825	184,851	3,026	1.7
Debt Service	1,817,068	2,104,647	287,579	15.8
Interfund Trans	1,746,026	1,657,863	-88,163	-5.0
Contingencies	0	150,000	150,000	-
Capital Funds*	2,482,160	2,312,057	-170,103	-6.9
Total Budget	$11,474,043	$11,963,285	$ 489,242	4.3

EXPENDITURES BY ACTIVITY

Activity	1986 Actual Expenses	1987 Projected Expenses	1988 Approved Budget
Sewer Maintenance	$ 1,112,347	$ 1,194,047	$ 1,204,108
Lift Station Maint.	881,662	1,008,670	1,109,092
President St. Plant	2,779,210	2,858,526	2,984,498
Small Plants Oper.	534,077	577,630	622,773
Sewer Interdept.	3,202,654	3,353,010	3,730,757
Capital Funds*	3,395,692	2,482,160	2,312,057
Total Budget	$11,905,642	$11,474,043	$11,963,285

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* Current funds transferred to capital account for Capital Improvement Projects.

REVENUE BY SOURCE

The Sewer Fund collects revenue based on the fee categories outlined in the following table. An increase in Inside and Outside Sewer Rates is approved for 1988 and is projected to produce and additional $336,000 in revenues. The major revenue source is Sewer Use Fees which accounts for 82% of total revenues.

	1987 Projection	1988 Base Only Projection	1988 New Revenues	1988 Total Revenue
Operating Revenues				
Inside City Sewer	$ 8,000,020	$ 8,080,005	$317,538	$ 8,397,543
Outside City Sewer	1,309,741	1,435,008	18,462	1,453,470
Surcharges	202,000	162,270		162,270
Disposal Fees	35,484	35,839		35,839
Sewer Connec Fees	368,953	351,000		351,000
Water Cut-on Fees	52,467	52,992		52,992
County Contrib	1,001,250	1,001,250		1,001,250
Total	$10,969,915	$11,118,364	$336,000	$11,454,364
Non-Operating Revenues				
Interest-Invest	$ 162,164	$ 163,786	$ 0	$ 163,786
Interest-Sink Fd	188,658	190,000	0	190,000
I&D Const-Debt	9,121	3,741	0	3,741
I&D Non-Cont Prof	144,185	151,394	0	151,394
Total	$ 504,128	$ 508,921	$ 0	$ 508,921
TOTAL REVENUE	$11,474,043	$11,627,285	$336,000	$11,963,285

PROGRAM COSTS

The 1988 approved budget for the Sewer Fund totals $11,963,285 This amount is $489,242 or 4% greater than 1987 projected expenses. The following sections provide detail on program costs and explain the major changes between the expenditures projected for 1987 and the allocations approved for 1988.

PERSONAL SERVICES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Salaries & Wages	$ 1,684,346	$ 1,765,780	$ 81,434	4.8
Social Security	129,579	143,938	14,359	11.1
Medical Insurance	76,405	99,221	22,816	29.9
Life Insurance	9,781	11,486	1,705	17.4
Unemployment Comp	534	5,151	4,617	-
Worker's Comp	44,149	64,226	20,077	45.5
Pension	123,730	148,238	24,508	19.8
Longevity	14,500	16,892	2,392	16.5
Overtime	113,449	118,521	5,072	4.5
Total	$ 2,196,473	$ 2,373,453	$176,980	8.1

The 1988 Sewer Fund budget provides $2,373,453 for Personal Services. The major items in this category are: Salaries and Wages, $1,765,780; Pension, $148,238; Social Security, $143,938; Overtime for emergencies, $118,521; and Medical Insurance, $99,221.

The 1988 allocation for Personal Services represents an increase of $176,980 or 8% over 1987 projected expenses. The major changes are:

Salaries & Wages	**increase** $81,434 due to a general wage increase and anniversary increases for eligible employees.
Pension	**increases** $24,508 as recommended by the Pension Actuary.
Medical Insurance	**increases** $22,816 due to an increase in medical claims.
Worker's Comp	**increases** $20,077 primarily due to an increase in claims experience. These costs relate to employee injuries and involve salary and medical expenses.

CONTRACTUALS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Electricity	$ 1,117,602	$ 1,163,728	$ 46,126	4.1
Natural Gas	198,263	208,276	10,013	5.1
Communications	29,395	31,256	1,861	6.3
Transportation	11,138	11,460	322	2.9
Advertising	100	100	0	0.0
Insurance	89,371	67,861	-21,510	-24.1
Rentals	12,427	14,841	2,414	19.4
Dues/Periodicals	2,090	2,207	117	5.6
Professional Fees	14,701	15,201	500	3.4
Building Repair	7,125	7,399	274	3.8
Equipment Maint	313,565	325,493	11,928	3.8
Photocopying	2,425	2,488	63	2.6
Printing	1,003	1,076	73	7.3
Medical Costs	1,339	1,434	95	7.1
Other Contract	23,356	24,669	1,313	5.6
Total	$ 1,823,900	$ 1,877,489	$ 53,589	2.9

The 1988 budget provided for Contractual Services totals $1,877,489. The major expense in this category is for Electricity to operate the Sewage Treatment Plants and Lift Stations, $1,163,728. The other major expense items are Equipment Maintenance, $325,493 and Natural Gas, $208,276.

The 1988 allocation for Contractual Services increases $53,589 or 3% over 1987 projected expenses. The major changes are:

Electricity	**increases** $46,126 due primarily to anticipated growth in sewage treatment at the wastewater plants.
Insurance	**decreases** $21,510 resulting from lower costs for purchased insurance.

Equip Maint — **increases** $11,928 due to normal price increases.

Natural Gas — **increases** $10,013 due to an anticipated price increase.

COMMODITIES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Supplies	$ 3,911	$ 4,006	$ 95	2.4
Postage	110	113	3	2.7
Personal Supp	8,642	8,930	288	3.3
Operating Supp	139,982	146,345	6,363	4.5
Small Fixed Asset	750	1,750	1,000	--
Chemicals	509,135	536,664	27,529	5.4
Equip Repair Part	200,545	222,350	21,805	10.9
Construction Supp	27,165	28,678	1,513	5.6
Water Constr Mat	7,341	8,151	810	11.0
Tools & Shop Supp	14,303	14,840	537	3.8
Oils & Grease	12,719	13,597	878	6.9
Total	$ 924,603	$ 985,424	$ 60,821	6.6

Commodities are budgeted at $985,424 for 1988. Most of this amount is for Chemicals; $536,664 is provided for the purchase of chlorine and polymers used in the sewage treatment process. Other significant allocations are provided for Equipment Repair Parts, $222,350 and Operating Supplies, $146,345.

The 1988 allocation for Commodities reflects an increase of 7% or $60,821. Major changes are outlined below:

Chemicals — **increase** $27,529 primarily related to a normal increase in price levels.

Equip Repair Part — **increase** $21,805 due to normal price increases and anticipated additional repairs.

REVOLVING FUND

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Service Desk	$ 16,281	$ 16,351	$ 70	0.4
Data Processing	2,674	7,718	5,044	-
Engineering	775	849	74	9.5
Garage Services	235,200	223,308	-11,892	-5.1
Central Services	47,058	69,275	22,217	47.2
Total	$ 301,988	$ 317,501	$ 15,513	5.1

The 1988 charges for services provided by the Revolving Fund activities amount to $317,501. Major expenditure areas are: Garage Charges, $223,308 and Central Services, $69,275.

The Revolving Fund chargebacks for 1988 reflect a 5% or $15,513 increase over the level projected for 1987. The major changes are:

Central Svcs	**increase** $22,217 due to an increase in building repair projects related primarily to painting several lift stations.
Garage Services	**decrease** $11,892 primarily due to a decrease in the amount of anticipated repairs.

CAPITAL OUTLAY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Oper/Constr Equip	$ 181,825	$ 184,851	$ 3,026	1.7
Total	$ 181,825	$ 184,851	$ 3,026	1.7

A total of $184,851 is provided for Capital Outlays in 1988. A complete listing of capital outlay items appears below. All items are replacement items.

CAPITAL OUTLAY ITEMS

Sewer Maintenance	
2 Mobile Radios @ $1,800	$ 3,600
2 Paving Breakers @ $1,450	2,900
2 Engines (10 HP) @ $800	1,600
1 Set Pipe Cutters	1,651
Total	$ 9,751
Lift Stations	
10 Air Compressors @ $210	$ 2,100
12 Sump Pumps @ $350	4,200
Total	$ 6,300
President Street	
2 Drive Gear for Aerators @ $10,000	$ 20,000
1 Impeller for raw sewage pump	6,000
1 50-HP Air Compressor	23,500
1 Micro screen	10,000
2 Hand Held Radios @ $600	1,200
1 Mobile Radio	1,800
6 Chart Recorders @ $1,500	9,000
1 Variable Speed Drive for bunker conveyor	8,000
6 Motor Starters @ $1,083	6,500
1 Clutch Drive for raw sewage pumps	8,500
1 Torque Drive for dewatering system	2,800
1 Incinerator Control Panel	10,000
2 Hydraulic Cylinders for filter press @ $5,000	10,000
Total	$117,300

Small Plants	
2 Floating Aerators (5 HP) @ $5,000	$ 10,000
1 Influent Pump & installation	15,000
1 Set Controls for Influent Pump	10,000
1 Return Sludge Pump & installation	12,500
2 Sump Pumps @ $1,000	2,000
1 Chlorinator	2,000
Total	$ 51,500
GRAND TOTAL	$184,851

DEBT SERVICE

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Sinking Fund	$ 1,725,815	$ 1,967,374	$241,559	14.0
Bond Disc Amort	16,116	18,242	2,126	13.2
GEFA Loan Payments	75,137	119,031	43,894	58.4
Total	$ 1,817,068	$ 2,104,647	$ 287,579	15.8

Debt Service for the Sewer Fund increases $287,579 in 1988. Primarily, the increase in debt service is the result of the 1987 Water/Sewer bond issue.

The City issues bonds in order to provide funding for various Sewer Capital projects. The Sinking Fund payment is those funds that must be collected in order to pay the principal and interest on those bonds maturing for the year. The difference between the face value and the actual selling price of bonds upon issuance is known as the Bond Discount. The Bond Discount is amortized over the life of bonds, a portion being recognized as an expense each year.

The GEFA Loan Account represents payments to the Georgia Environmental Facilities Authority for low interest long-term loans to upgrade the City's sewer system.

INTERFUND TRANSFERS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Svcs by Gen Fund	$ 663,027	$ 575,444	$-87,583	-13.2
Svcs by Wtr Fund	103,181	113,932	10,751	10.4
W & S Invest Fund	609,734	609,734	0	0.0
W & S Bad Debt	160,000	172,000	12,000	7.5
Vehicle Rep Contr	210,084	186,753	-23,331	-11.1
Total	$1,746,026	$ 1,657,863	$ -88,163	-5.0

The budget for Interfund Transfers totals $1,657,863 in 1988. Major allocations are provided for the Contribution to the Investment Fund, $609,734; Services by General Fund, $575,444; Vehicle Replacement Contribution, $186,753; and Bad Debt, $172,000.

The Services by General Fund account is primarily payments for providing billing service to sewer accounts as well as services provided by Management Services' activities such as Personnel, Finance and Research and Budget; consistent with the most recent cost allocation plan.

The Services by Water Fund account is the Sewer Fund's share of the Water and Sewer Support Services Activity's budget which provides services to the Water and Sewer Funds.

The Investment Fund expenses are $609,734 for 1987 and 1988 as permitted by the Bond Resolution for 1978. These contributions are held in a separate contingency fund for capital purposes and cannot be used for debt service. Use of these contingency funds is included in the financial plan for funding capital needs over the next five years.

The Bad Debt account represents expenses for outstanding customer bills due to the Sewer Fund but not collected during the year.

The Vehicle Replacement Contribution are funds for depreciation expenses and vehicle purchase costs.

CONTINGENCIES

An allocation of $150,000 is provided for emergencies and unexpected needs.

COST OF SEWER OPERATIONS

The projected cost of operating and maintaining the sewer system in 1987 and 1988 is summarized below. It is estimated that 8,338,000 CCF (100 cubic feet of water) will be treated in 1987 and 9,125,000 CCF will be treated in 1988. The total costs represented below exclude transfers to capital accounts for Capital Improvement Projects.

	1987 Projected		1988 Projected	
By Expenditure Area	Total	Cost per CCF	Total	Cost per CCF
Personal Services	$2,196,473	$0.2635	$2,373,453	$0.2600
Contractual Services	1,823,900	0.2187	1,877,489	0.2057
Commodities	924,603	0.1109	985,424	0.1080
Revolving Fund	301,988	0.0362	317,501	0.0348
Capital Outlay	181,825	0.0218	184,851	0.0203
Debt Service	1,817,068	0.2179	2,104,647	0.2305
Svc. by General Fund	663,027	0.0795	575,444	0.0631
Svc. by Water Fund	103,181	0.0124	113,932	0.0125
Cont.to Invest. Fund	609,734	0.0731	609,734	0.0668
Bad Debt Coverage	160,000	0.0192	172,000	0.0189
Vehicle Contrib	210,084	0.0252	186,753	0.0205
Contingencies	0	0	150,000	0.0164
Total	$8,991,883	$1.0784	$9,651,228	$1.0575
By Activity				
Sewer Maintenance	$1,194,047	$0.1432	$1,204,108	$0.1320
Lift Stations	1,008,670	0.1210	1,109,092	0.1215
President St. Plant	2,858,526	0.3428	2,984,498	0.3271
Small Plants	577,630	0.0693	622,773	0.0683
Interdepartmental	3,353,010	0.4021	3,730,757	0.4086
Total	$8,991,883	$1.0784	$9,651,228	$1.0575

CAPITAL IMPROVEMENT PROJECTS AND THE CAPITAL FUNDING PROGRAM

A long range basic capital projects program for the sewer system which totals $29,847,000 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)

	1988	1989	1990	1991	1992
Capital Maint. Projects	$ 1,373	$ 815	$ 715	$ 715	$1,860
Capital Catch-up Projects	8,156	1,865	2,242	4,540	410
Growth Projects	4,406	2,525	75	75	75
TOTAL	$13,935	$5,205	$3,032	$5,330	$2,345

The projects approved for 1988, totalling $13,935,000 are as follows:

1988 CAPITAL IMPROVEMENTS

CAPITAL MAINTENANCE PROJECTS

Lift Station Rehabilitation A program to rehabilitate 5 lift stations per year and install monitoring devices at 20 lift stations.	$305,000
Street Paving Replacement of sewer lines as part of street paving projects.	$ 80,000
Miscellaneous Sewer Line Rehabilitation	$ 350,000
Upgrade Acquired Systems	$ 100,000
Rehabilitation of 30" Hopkins Outfall Line	$ 488,000
Bacon Park Pump Station Road & Bridge	$ 50,000
Subtotal	$1,373,000

CAPITAL CATCH-UP PROJECTS

Rivers Bend This project will serve as a regional collection and pumping facility.	$ 589,000
Expansion of Windsor Forest Plant and Closing of Wilshire Plant	$2,490,000
Forest Rivers Farms Sewer Extension This project will complete the collection and pumping facilities for the area.	$ 400,000
President Street Plant Expansion	$ 187,000
Dutch Island Sewer Extension This project will complete the collection and pumping facilities on the island.	$ 200,000
Cloverdale Plant Closing Project mandated by the Environmental Protection Division.	$4,290,000
Subtotal	$8,156,000

GROWTH PROJECTS

Private Developer Reimbursement Cost-sharing for the oversizing of sewer lines by developers.	$ 175,000
Georgetown Plant Expansion	$2,450,000
Georgetown Area Pump Station and Force Main This pump station and force main will be a regional pumping facility and allows the City to close the Gateway Savannah Treatment Plant.	$1,000,000
Hutchinson Island This project will involve the construction of a regional pumping station and force main from Hutchinson Island to President Street Plant.	$ 671,000
Sewer Extensions Regional facilities will be constructed on large land area south of Georgetown and also includes funding for miscellaneous projects.	$ 110,000
Subtotal	$4,406,000
GRAND TOTAL	$13,935,000

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 six-year period, 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 $76,087,000. The following table details these costs.

	Six-Year Total 1987-1992
O & M Including Existing Debt Service	$60,967,000
Debt Service on $23 Million New Bonds	7,003,000
Capital Improvements (Not Paid by Bonds)	15,371,000
Less: EPD and GEFA Loans	-1,679,000
Less: Reserves, Interest Earned, Draw from Contingency Fund	-5,575,000
TOTAL	$76,087,000

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 six years is $72,157,000.

3. **Determine the difference between the Revenue Requirement and the revenue generated by existing rates over the six-year period. This is the Revenue Deficiency.**

   The Revenue Deficiency over the six years including 1987 will total $3,930,000 ($76,087,000 - $72,157,000).

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 sewer rate plan which will raise the $3,930,000 needed to finance the City's water system requirements over the six years.

RATE INCREASES - FIVE YEAR PLAN

Inside City Rates	Current	Approved 1988	Projected 1989	1990	1991	1992
Base Change	$ 7.44	$7.94	$7.94	$8.94	$8.94	$9.94
0-15 CCF	.60	.62	.62	.62	.64	.64
Over 15 CCF	.90	.92	.92	.92	.96	.96
Outside City Rates						
Base change	$11.16	$11.91	$11.91	$13.41	$13.41	$14.91
0-15 CCF	.90	.93	.93	.93	.96	.96
Over 15 CCF	1.35	1.38	1.38	1.38	1.44	1.44
Typical Bi-Monthly Bill						
Inside with 25 CCF	$25.44	$26.44	$26.44	$27.44	$28.14	$29.14
Outside with 25 CCF	$38.16	$39.66	$39.66	$41.16	$42.21	$43.71

The following table shows the additional revenue generated by each approved 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 (IN 000'S) 1988	1989	1990	1991	1992	Total
1988	336	374	379	385	390	1,864
1989		0	0	0	0	0
1990			367	406	411	1,184
1991				240	265	505
1992					377	377
TOTAL	$336	$374	$746	$1,031	$1,443	$3,930

1988 RATE INCREASE

Changes approved for 1988 are a $.02 per CCF increase for each CCF of usage ($.03 for outside City customers) and a base rate increase of $.25/month ($.37 for outside City customers). The amount of revenue generated by the approved 1988 rate change is $336,000 in 1988 ($1,864,000 over the five-year period~~)~~.

As explained above, increases in the Sewer rates are required to provide additional revenues for current and future capital needs. The approved rate changes and resulting new revenues are summarized below by category:

Inside City	Current Rates	1988 Approved Rates	Increase	Annual Billing Units *	New Revenue
Base	$ 7.44	$ 7.94	$ .50	281,730 bills	$140,865
0 - 15 CCF	.60	.62	.02	4,125,358 CCF	82,507
Over 15 CCF	.90	.92	.02	3,140,678 CCF	62,814
Class D	.60	.60	0	359,291 CCF	
Outside City					
Base	$11.16	$11.91	$ .75	29,208 bills	$ 21,906
0 - 15 CCF	.90	.93	.03	439,165 CCF	13,175
Over 15 CCF	1.35	1.38	.03	491,095 CCF	14,733
Total New Operating Revenue Generated					$336,000

As a result of this increase the typical residential inside city sewer customer with 2,500 cu. ft. consumption would see his bimonthly bill go from $25.44 to $26.44. This is an average increase of $.50 per month.

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* CCF = 100 cubic feet = 750 gallons

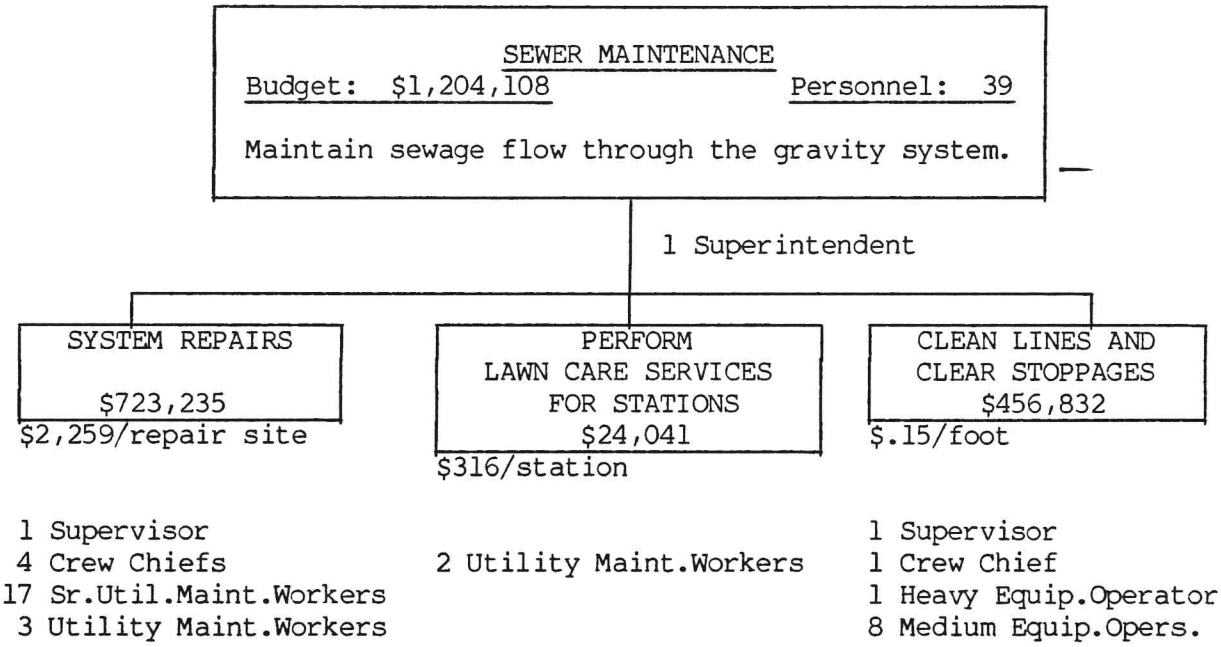
SEWER MAINTENANCE

PURPOSE: TRANSPORT WASTEWATER TO THE TREATMENT PLANTS WITH MINIMUM FLOW STOPPAGES.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 717,817	$ 743,008	$ 775,282
CONTRACTUAL SERVICES	$ 27,647	$ 33,063	$ 22,929
COMMODITIES	$ 62,052	$ 78,916	$ 80,901
REVOLVING FUNDS	$ 144,814	$ 168,427	$ 173,634
CAPITAL OUTLAY	$ 12,360	$ 11,225	$ 9,751
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 147,657	$ 159,408	$ 141,611
TOTAL	$ 1,112,347	$ 1,194,047	$ 1,204,108

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
UTILITIES MAINT WORKER	5.00	5.00	44	$ 56,430
SR UTILITIES MAINT WORKER	17.00	17.00	46	$ 219,764
MEDIUM EQUIPMENT OPERATOR	8.00	8.00	49	$ 119,047
UTIL MAINT CREW CHIEF	5.00	5.00	59	$ 88,886
HEAVY CONSTRUCTION EQUIP OPER	1.00	1.00	59	$ 21,282
UTIL MAINT SUPERVISOR	2.00	2.00	70	$ 44,746
SEWAGE COLLECTION SUPT	1.00	1.00	73	$ 26,508
TOTAL	39.00	39.00		



Total Vehicles: 41

SEWER MAINTENANCE

WORK PROGRAMS

WP 7250-1: Repair system

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	202	212	234	231	320	$723
	Number of Repair Sites					Unit: $2,259 /site
2)	5,274	11,775	3,988	5,600	4,968	
	Feet of Line Repaired					
3)	126	116	241	100	110	
	Number of Manholes Repaired					

WP 7250-2: Repair Stoppages and clean lines

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1,111	1,091	965	900	832	$301
	Number of Stoppages					Unit: $362 /stoppage
2)	411,815	1,187,635	874,351	850,000	937,268	$156
	Feet Cleaned					Unit: $.15 /foot

WP 7250-3: Maintain lawns at lift stations

SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
64	67	67	72	76	$24
Stations Maintained					Unit: $316 /station

SEWER MAINTENANCE

GOAL: TO MAINTAIN A CONTINUOUS FLOW OF WASTEWATER THROUGHOUT THE GRAVITY SEWER SYSTEM.

OBJECTIVE 7250-A:
To insure that the sewer stoppage rate in those Planning Units experiencing a stoppage rate in excess of the Citywide average is reduced by 20% in 1988.

	P.U.*	1984	1985	1986	1987	1988
(A-1)	Citywide	2.42	2.37	2.08	2.25	2.03
		Average Stoppage Rate per Mile				
(A-2)	1	1.56	1.98	2.69	2.83	2.26
	2	1.70	2.89	2.57	2.71	2.17
	3	3.09	3.67	4.00	4.63	3.70
	5	4.07	2.35	2.74	2.19	1.75
	6	2.48	2.89	2.75	5.50	4.40
	9	4.53	4.38	3.75	3.13	2.50
	19	3.62	3.24	3.52	3.59	2.87
	20	3.67	2.74	2.43	2.12	1.70
		Stoppage Rate per Mile				

STRATEGY:
1. Analyze repetitive stoppage locations to determine nature and cause of stoppages.
2. Take necessary action to resolve repetitive stoppages at selected locations.
3. Perform monthly follow up on action taken by monitoring selected locations.

* All Planning Units with 1986 stoppage rates (stoppage per mile) above the 1986 average city rate of 2.08 are shown.

SEWER MAINTENANCE

OBJECTIVE 7250-B:
To insure that all service requests are completed within the standard number of days.

	Priority*	1984	1985	1986	1987	1988
(B-1)	1	97%	98%	98%	99%	99%
(B-2)	2	65%	73%	82%	75%	75%
(B-3)	3	83%	87%	69%	80%	85%
			Completed Within Standard			

STRATEGY:
1. Review daily Service Desk computer printout to insure proper scheduling.

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* DEFINITION OF PRIORITIES

Priority		Standard No. Working Days
1		
	Sewer Stoppages	1
	No Sewer Stoppages **	1
	Pump Manhole - Emergency	1
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 STATIONS

PURPOSE: TRANSFER WASTEWATER BY PUMPING TO HIGHER LEVEL COLLECTOR LINES AS REQUIRED TO MAINTAIN AN UNINTERRUPTED FLOW.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 314,647	$ 355,680	$ 427,681
CONTRACTUAL SERVICES	$ 412,038	$ 474,580	$ 501,656
COMMODITIES	$ 63,915	$ 73,186	$ 75,016
REVOLVING FUNDS	$ 30,846	$ 64,562	$ 74,191
CAPITAL OUTLAY	$ 10,269	$ 17,500	$ 6,300
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 49,947	$ 23,162	$ 24,248
TOTAL	$ 881,662	$ 1,008,670	$ 1,109,092

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
UTILITIES MAINT WORKER	1.00	1.00	44	$ 11,565
PUMP REPAIR MECHANIC	5.00	5.00	60	$ 123,018
SUPV PUMP REPAIR MECHANIC	6.00	6.00	63	$ 78,729
ELECTRONIC CONTROL SYST TECH	2.00	2.00	67	$ 40,538
LIFT STATION MAINT SUPT	1.00	1.00	73	$ 25,246
WSTWTR COLLECTIONS ADMIN	1.00	1.00	77	$ 33,016
TOTAL	16.00	16.00		

LIFT STATIONS

Budget: $1,109,092 Personnel: 16

To provide the continuous flow of sewage by pumping.

1 Administrator
1 Superintendent

OPERATE & MAINTAIN LIFT STATIONS
$9,319/station

6 Supervising Pump Mechanics
5 Pump Repair Mechanics
1 Utilities Maint. Workers
2 Electronic Control Technicians

Total Vehicles: 20

LIFT STATIONS

WORK PROGRAMS

WP 7260-1: Operate and maintain Lift Stations

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	94	102	102	111	119*	$1,109
	Lift Stations					Unit: $9,319 /station
2)	278	224	540	1,100	1,200	
	Service Requests (Priority 1)**					
3)	8	8	8	8	8	
	Service Requests (Priority 3)					
4)	na	na	15,300	16,500	17,850	
	Number of Inspections***					
5)	na	na	3,500	3,650	3,780	
	Number of Repairs					

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* Includes additional lift stations at Savannah Quarters, Wilmington Island, and Dutch Island

** All of the lift stations were not tied into the Central Computer Center prior to 1986.

***All stations are inspected every other day -- selected stations are inspected daily.

Priorities: Priority 1 - Within 1 day; Priority 2 - na; Priority 3 - Within 7 days

GOAL: TO MAINTAIN CONTINUOUS FLOW IN THE SYSTEM BY ELEVATING SEWAGE THROUGH A SERIES OF PUMPING FACILITIES.

OBJECTIVE 7260-A:
To limit lift station failures to .9 percent per year for the 119 lift stations in the activity.

	1984	1985	1986	1987	1988
(A-1)	1.1%	2.9%	0	1.8%	.9%

Percent of Station Failures

STRATEGY:
1. Provide additional training for electrical maintenance operators.
2. Continue to add dialing boxes to monitor the stations at the rate of 20 per year.
3. Utilize the MAPPER system to the greatest extent possible to track progress.

OBJECTIVE 7260-B:
To limit the number of sewage spills to 2 per year.

	1984	1985	1986	1987	1988
(B-1)	1	3	2	2	2

Number of Spills

STRATEGY:
1. Inspect all lift stations according to schedule.
2. Maintain alarm system where installed.
3. Install additional alarm equipment at the rate of 20 lift stations per year.

OBJECTIVE 7260-C:
To insure that service requests are completed within standard.

	Priority*	1984	1985	1986	1987	1988
(C-1)	1	99%	99%	99%	99%	99%
(C-2)	3	100%	100%	99%	100%	100%

Completed Within Standard

STRATEGY:
1. Review daily computer printout to insure proper scheduling.
2. Educate superintendent in the service desk request procedures.

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* All service requests involving a lift station stoppage are considered Priority 1, except Lift Station appearance, which is considered Priority 3.

Priorities: Priority 1 - Within 1 day; Priority 2 - N/A; Priority 3 - Within 7 days

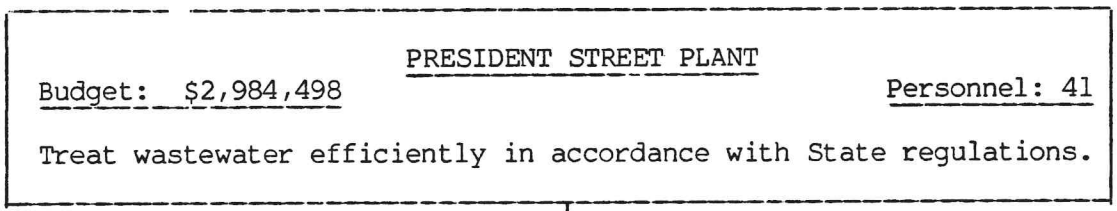
PRESIDENT STREET PLANT

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 887,199	$ 915,000	$ 973,517
CONTRACTUAL SERVICES	$ 1,082,265	$ 1,081,747	$ 1,107,886
COMMODITIES	$ 727,760	$ 691,509	$ 732,986
REVOLVING FUNDS	$ 33,100	$ 47,413	$ 43,795
CAPITAL OUTLAY	$ 39,155	$ 112,600	$ 117,300
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 9,731	$ 10,257	$ 9,014
TOTAL	$ 2,779,210	$ 2,858,526	$ 2,984,498

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
UTILITIES MAINT WORKER	6.00	6.00	44	$ 70,852
CLERK	1.00	1.00	45	$ 12,143
PUMP REPAIR MECHANIC TRAINEE	2.00	2.00	50	$ 30,331
SECRETARY	1.00	1.00	54	$ 14,405
SEW TRMT PLANT OPERATOR I	10.00	10.00	56	$ 157,661
SEW TRMT PLANT OPERATOR II	2.00	2.00	56	$ 34,617
LAB TECHNICIAN	2.00	2.00	57	$ 34,174
PAINTER	1.00	1.00	58	$ 20,269
UTIL MAINT CREW CHIEF	1.00	1.00	59	$ 17,509
PUMP REPAIR MECHANIC	2.00	2.00	60	$ 34,617
ELECTRONIC CONTROL SYST TECH	1.00	1.00	67	$ 20,269
MASTER PUMP REPAIR MECHANIC	1.00	1.00	68	$ 21,808
LAB SUPERVISOR	1.00	1.00	70	$ 23,464
SEWAGE TRMT PLANT SUPVERVISOR	4.00	4.00	70	$ 91,634
PROCESS CONTROL SUPERVISOR	1.00	1.00	70	$ 22,898
CHEMIST	1.00	1.00	71	$ 28,521
CNT SEWAGE PLANT MECH SUPT	1.00	1.00	73	$ 24,044
CNT SWG TNT PLANT OP SUPT	1.00	1.00	73	$ 24,637
W'WATER TREATMENT PLANTS ADMIN	1.00	1.00	77	$ 30,686
WATER POLL CONT DIRECTOR	1.00	1.00	89	$ 43,178
TOTAL	41.00	41.00		



1 Director
1 Plant Administrator
1 Secretary

OPERATE PROCESS
$2,387,674
$324/mil.gals.

1 Oper. Superintendent
1 Process Cont. Supervisor
4 Plant Supervisors
2 Plant Oper. II
10 Plant Oper. I

PERFORM MAINTENANCE
$447,636
$43/task

1 Mech. Superintendent
1 Util.Mnt. Crew Chief
1 Master Pump Mech.
2 Pump Mechs.
2 Mech.Trainees
1 Painter
1 Clerk
1 Elec.Technician
6 Utility Mnt. Workers

LAB ANALYSIS
$149,188
$9/test

1 Chemist
1 Lab.Supervisor
2 Lab.Technicians

Total Vehicles: 11

PRESIDENT STREET PLANT

WORK PROGRAMS

WP 7270-1: Operate plant

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	6,324	5,573	5,752	6,740	7,376	$2,387
	Million Gallons/Year					Unit: $324 /mil.gals.

WP 7270-2: Collect and analyze lab samples

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	16,222	15,989	16,626	16,825	16,603	$149
	Number of Tests					Unit: $9 /test

WP 7270-3: Maintain plant and grounds

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	10,350	10,561	11,084	10,745	10,432	$448
	Maintenance Tasks					Unit: $43 /task

PRESIDENT STREET PLANT

GOAL: TO RENDER ALL CITY WASTEWATER SAFE FOR RELEASE INTO THE ENVIRONMENT, IN ACCORDANCE WITH ALL NATIONAL AND STATE STANDARDS, IN THE MOST COST-EFFECTIVE MANNER POSSIBLE.

OBJECTIVE 7270-A:
To limit NPDES* violations to:

	1984	1985	1986	1987	1988
(A-1)	37	55	38	33	28
			Suspended Solids		
(A-2)	18	17	9	20	15
			Basic Oxygen Demand		
(A-3)	15	8	15	8	8
			Fecal Coliform		

STRATEGY:
1. Continue to closely track violations/exceptions to monthly averages to keep the plant in compliance.
2. Pace production of solids to flow and biological need.

OBJECTIVE 7270-B:
To treat wastewater at a cost less than the average cost for major Georgia cities.

	1984	1985	1986	1987	1988
(B-1)	na	1,963	2,121	1,878	1,184
		KWH's per MG treated (Savannah)			
(B-2)	na	na	na	na	1,166
		KWH's per MG treated (State Average)			
(B-3)	na	$480	$478	$421	$428
		Total operating costs per MG treated (Savannah)			
(B-4)	na	na	na	na	251
		Total operating costs per MG treated (State Average)			

STRATEGY:
1. Monitor monthly electrical usage.
2. Reduce power consumption when process allows, for possible savings.

* National Pollutant Discharge Elimination Standards

PRESIDENT STREET PLANT

OBJECTIVE 7270-C:
To maintain the President Street Plant in Condition Level I*.

	1984	1985	1986	1987	1988
(C-1)	na	na	na	na	I
	Condition Level of Plant				

STRATEGY:
1. Provide preventive maintenance to keep equipment in working condition.
2. Keep the Plant in compliance according to the State Operation and Maintenance Regulations.
3. Keep the building, grounds and equipment clean.

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* Condition Level of Plant After State Operation and Maintenance Inspection

I No more than 2 deficiencies
II No more than 4 deficiencies
III No more than 6 deficiencies

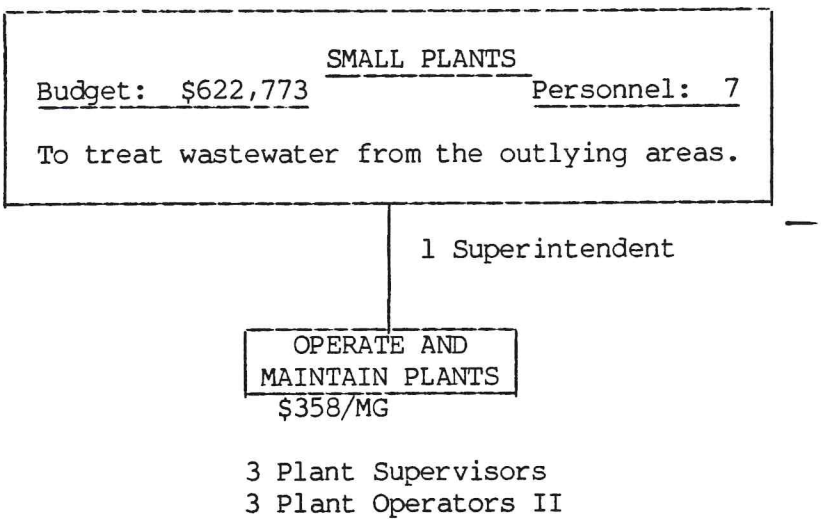
SMALL PLANTS OPERATIONS

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 174,074	$ 182,785	$ 196,973
CONTRACTUAL SERVICES	$ 225,837	$ 234,510	$ 245,018
COMMODITIES	$ 73,799	$ 80,992	$ 96,521
REVOLVING FUNDS	$ 21,603	$ 21,586	$ 20,881
CAPITAL OUTLAY	$ 24,727	$ 40,500	$ 51,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 14,037	$ 17,257	$ 11,880
TOTAL	$ 534,077	$ 577,630	$ 622,773

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SEW TRMT PLANT OPERATOR II	3.00	3.00	56	$ 52,971
SEWAGE TRMT PLANT SUPVERVISOR	3.00	3.00	70	$ 70,392
SM PLANTS SEWAGE TRT SUPT	1.00	1.00	73	$ 25,869
TOTAL	7.00	7.00		



Total Vehicles: 6

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					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	202	214	222	248	260	
	Travis Field - Million Gallons per Year					
2)	154	396	219	155	220	
	Cloverdale - Million Gallons per Year					
3)	1,200	828	796	875	935	
	Windsor/Wilshire - Million Gallons per Year					
4)	70	51	68	77	70	
	Islandwood - Million Gallons per Year					
5)	114	124	119	140	144	
	Wilmington Park - Million Gallons per Year					
6)	na	na	na	103*	100	
	Georgetown - Million Gallons per Year					
7)	na	na	na	10*	12	
	Seagate - Millon Gallons per Year					
8)	1,740	1,613	1,424	1,608	1,741	$623 Unit: $358 / MG
	Total - Million Gallons per Year					

* The Georgetown and Seagate Plants were added to the City system in late 1986 and mid 1987, respectively.

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	1988
(A-1)	Travis Field	0	15	12	12
(A-2)	Cloverdale	9	6	5	5
(A-3)	Islandwood	9	6	4	3
(A-4)	Wilmington Island	1	6	5	4
(A-5)	Windsor Forest	43	28	22	23
(A-6)	Georgetown*	na	na	3	3
(A-7)	Seagate*	na	na	2	2
			Suspended Solids		
(A-8)	Travis Field	0	15	13	10
(A-9)	Cloverdale	3	10	8	7
(A-10)	Islandwood	3	8	4	4
(A-11)	Wilmington Island	0	6	5	4
(A-12)	Windsor Forest	34	20	14	15
(A-13)	Georgetown*	na	na	2	2
(A-14)	Seagate*	na	na	2	2
			Basic Oxygen Demand		
(A-15)	Travis Field	0	3	3	3
(A-16)	Cloverdale	1	5	4	3
(A-17)	Islandwood	0	2	2	2
(A-18)	Wilmington Island	0	3	3	3
(A-19)	Windsor Forest	6	4	3	4
(A-20)	Georgetown*	na	na	2	3
(A-21)	Seagate*	na	na	2	2
			Fecal Coliform		

STRATEGY:
1. Upgrade plants as needed to accommodate increases in flow.
2. Examine industrial discharges and make adjustments in treatment procedures as needed.

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* The Georgetown and Seagate Plants were added to the City system in late 1986 and mid 1987, respectively.

NOTE: The figures shown in the table above reflect the effect that the expected increase in flow will have on violations.

I & D WATER SUPPLY FUND

I & D WATER SUPPLY FUND

Budget: $3,747,723 **Personnel: 31**

To pump, treat and distribute potable water to 31 industrial customers.

1 Director
1 Administrator
1 Administrative Assistant
1 Senior Clerk Typist

OPERATIONS
$2,966,496

1 Superintendent

PLANT OPERATIONS
$2,826,223

$217/MG treated

4 Water Plant Oper. Supervisors
3 Water Plant Operators I
3 Water Plant Operators II
2 Water Plant Operators III

LABORATORY
$140,273

$4/lab test

1 Lab. Supervisor
1 Sr. Lab. Technician
1 Lab. Technician

MAINTENANCE
$781,227

$11/maintenance check

1 Maintenance Supervisor
1 Master Mechanic
3 Pump Mechanics
1 Pump Mech. Trainee
1 Elec. Control Technician
1 Utility Crew Chief
3 Utility Workers

Vehicles: 10

INDUSTRIAL & DOMESTIC WATER SUPPLY FUND

The Industrial & Domestic Water Supply Fund consists of the divisions of Plant/Laboratory Operations and Maintenance. The 1988 Approved Budget for the I & D Department is listed below. Compared with the 1987 Projected Expenditures, the 1988 I & D budget decreases by $231,439 or 6% to $3,747,723 largely due to the 1987 repair of a break in the I & D water line in Garden City.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 745,653	$ 758,004	$ 12,351	1.7
Contractuals	1,618,604	1,270,343	-348,261	-21.5
Commodities	476,106	490,408	14,302	3.0
Revolving Fund	63,552	73,900	10,348	16.3
Capital Outlay	14,853	36,900	22,047	--
Debt Service	981,804	1,023,288	41,484	4.2
Interfund Trans	78,590	94,880	16,290	20.7
Total Budget	$ 3,979,162	$ 3,747,723	$-231,439	-5.8

REVENUE BY SOURCE

A revenue budget of $3,747,723 is projected for the I & D Water Fund. This is equal to the approved 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	1987	1988	Change
I & D Water Customers	$3,979,162	$3,747,723	-5.8%

PROGRAM COSTS

Personal Services: Expenses for Personal Services total $758,004 in 1988. Salaries and Wages comprise $586,428 of this amount. Other major allocations are provided for Social Security, $48,804; Pension, $48,060; Overtime, $32,670; and Group Medical Insurance, $28,899. Major changes are:

Salaries & Wages	**increase** $44,296, or 8%, reflecting a general wage increase and anniversary increases for eligible employees plus the full year's cost of a Water Plant Operator added late in 1987.
Overtime	**decreases** $47,098, or 59%, related to the completion of a number of emergency projects in 1987 including the line break in Garden City and the addition of a Water Plant Operator late in 1987.

Contractuals: Expenses for Contractual Services total $1,270,343. The major expenses in this category are Electricity, $927,000 and Equipment Maintenance, $217,927. Other allocations include Professional Services Fees, $42,094; Insurance, $20,580; and Natural Gas, $16,344. Major changes are discussed below:

Equipment Maint	**decreases** $354,558 primarily due to the unexpected $200,000 repair on I & D's main distribution line in Garden City. Another item, an $82,000 payment in 1987 for completion of a 1986 project contributed to this decrease. Further, less expensive major projects are planned for 1988.
Electricity	**increases** $27,000 or 3% in anticipation of growth in industrial water usage in 1988.

Commodities: Expenses for Commodities are $490,408 in 1988. The major expenses are Chemicals, $344,369; Equipment Repair Parts, $70,003; Operating Supplies and Materials, $26,577; and Construction Materials, $16,534. Major changes are outlined below:

Chemicals	**increase** $38,144 primarily based on an increase in usage of chlorine and lime as well as a projected increase in prices.
Water Const Mat	**decreases** $24,051 due mostly to the 1987 repair involving I & D's main distribution line in Garden City.

Revolving Fund: Costs for the services provided by Revolving Fund activities are $73,900 for 1988. These allocations include Engineering Services, $38,502; Garage Services, $20,660; Central Services, $12,821; and the Service Desk, $1,917. The major change in 1988 is discussed below:

Engineering	**increases** $12,719, due to costs associated with an I & D Capital Improvement Program involving various system upgrade projects.

Capital Outlays: Purchases for Capital Outlays total $36,900 for 1988. All of the following are replacement items except the ice machine:

1 Chlorine Blower Exhaust System	$ 23,000
2 Air Compressors	12,000
1 Jar Test Stirrer	600
1 Ice machine	1,300
TOTAL	$ 36,900

Debt Service: Expenses total $1,023,288 in 1988, reflecting a 4% increase over 1987 costs, according to the debt service repayment schedule associated with the 1986 bond issue.

Interfund Transfers: Expenses total $94,880. Major allocations include Services by the General Fund, $82,518 and Vehicle Replacement charges, $12,362. Major changes for 1988 are discussed below:

Svcs by Gen Fund	**increases** $26,799 as specified in the cost allocation plan.
Svcs by Other Fnd	**decreases** $9,909 reflecting the 1987 payment to the Water Fund for services performed during an emergency repair on a water line.

I & D WATER SUPPLY

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 704,416	$ 745,653	$ 758,004
CONTRACTUAL SERVICES	$ 1,339,702	$ 1,618,604	$ 1,270,343
COMMODITIES	$ 350,363	$ 476,106	$ 490,408
REVOLVING FUNDS	$ 30,550	$ 63,552	$ 73,900
CAPITAL OUTLAY	$ 26,775	$ 14,853	$ 36,900
BOND AMORTIZATION	$ 424,877	$ 981,804	$ 1,023,288
INTERFUND TRANSFERS	$ 68,432	$ 78,590	$ 94,880
TOTAL	$ 2,945,115	$ 3,979,162	$ 3,747,723

PERSONNEL SCHEDULE

CLASS TITLE	— STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
UTILITIES MAINT WORKER	3.00	3.00	44	$ 34,994
PUMP REPAIR MECHANIC TRAINEE	1.00	1.00	50	$ 14,058
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,389
WATER PLANT OPERATOR I	3.00	3.00	56	$ 46,121
WATER PLANT OPERATOR II	3.00	3.00	56	$ 52,559
WATER PLANT OPERATOR III	2.00	2.00	56	$ 40,049
LAB TECHNICIAN	1.00	1.00	57	$ 16,273
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 15,498
UTIL MAINT CREW CHIEF	1.00	1.00	59	$ 17,509
SENIOR LAB TECHNICIAN	1.00	1.00	59	$ 17,942
WTR TREAT PLANT MECHANIC	3.00	3.00	60	$ 56,311
ELECTRONIC CONTROL SYST TECH	1.00	1.00	67	$ 20,269
WTR TR PLANT MASTER MECHANIC	1.00	1.00	68	$ 25,246
LAB SUPERVISOR	1.00	1.00	70	$ 22,346
WATER PLANT OPERATIONS SUPV	4.00	4.00	70	$ 87,232
I & D MAINTENANCE SUPV	1.00	1.00	73	$ 22,898
WATER OPERATIONS SUPT	1.00	1.00	73	$ 25,246
WATER OPERATIONS ADMIN	1.00	1.00	77	$ 30,686
WATER OPERATIONS DIRECTOR	1.00	1.00	89	$ 43,178
TOTAL	31.00	31.00		

I & D WATER SUPPLY

WORK PROGRAMS

WP 8002-1: Pump raw water, treat, distribute, and bill water purchased

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	13,200	11,500	11,900	12,500	13,000	$2,827
	Million Gallons Water Sold/Year					Unit: $217 /MG

WP 8002-2: Perform laboratory tests and retain records

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	33,294	33,043	40,800	32,000	39,500	$140
	Chemical and Bacteriological Tests/Year					Unit: $4 /test

WP 8002-3: Perform preventive maintenance and repairs and maintain plant and grounds

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	70,855	70,855	70,855	70,855	70,855	$781
	Mechanical and Electrical Checks/Year					Unit: $11 /check

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.

	1984	1985	1986	1987	1988
(A-1)	0	0	0	0	0

Environmental Protection Division 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.

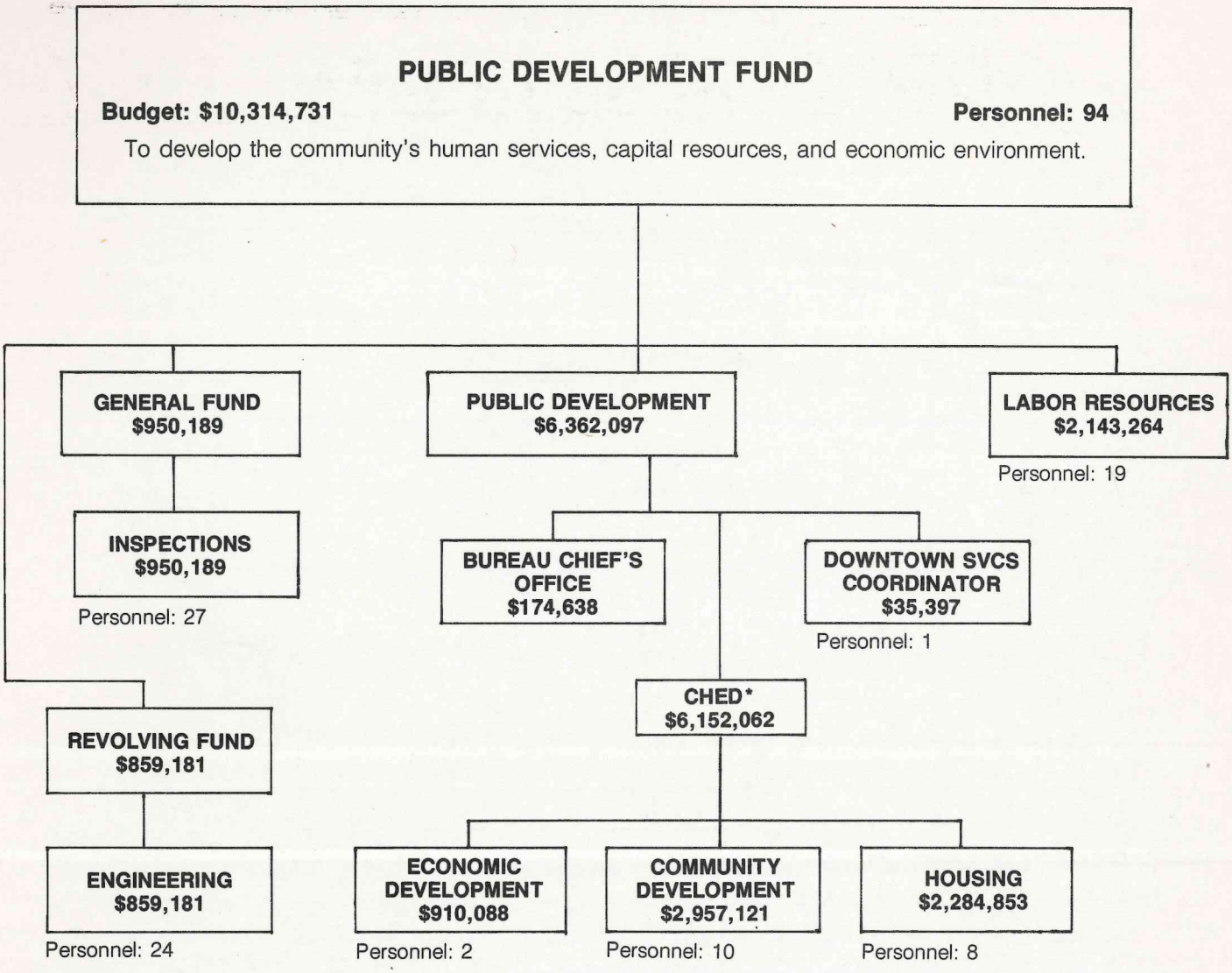
OBJECTIVE 8002-B:
To produce potable water which does not exceed industrial maximum permissible levels for operation.

		1985	1986	1987	1988
(B-1)	pH < 8.3 units	55	46	45	44
(B-2)	pH > 7.0 units	12	4	3	3
(B-3)	Hardness < 50 PPM	50	52	36	34
(B-4)	Silica max - 15 PPM	0	0	0	0
(B-5)	Turbidity max - 1.0 PPM	13	11	10	9
(B-6)	Color max - 0.2 PPM	4	1	4	3
(B-7)	Aluminum max - 0.2 PPM	60	61	60	58
(B-8)	Chlorines max - 12.0 PPM	113	272	92	90
(B-9)	Solids max - 110 PPM	59	101	50	48
(B-10)	Iron max - 0.3 PPM	2	1	0	0
(B-11)	Alkalinity 20 to 30 PPM	48	186	120	110

Number of Days Standards Not Met

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.

PUBLIC DEVELOPMENT FUND



Vehicles: 38

* CHED is Community, Housing, and Economic Development

PUBLIC DEVELOPMENT FUND

The primary responsibilities of the Public Development Fund are administration of programs which improve housing and environmental conditions for economically disadvantaged residents, enforcement of the Housing Code and the Zoning Ordinance, and implementation of the City's capital improvement projects in accordance with acceptable engineering standards. Because detail of the Inspections activity is found in the General Fund and detail of the Engineering activity is found in the Revolving Fund, they are not presented here. The Labor Resources Fund is also detailed in a separate section of the Budget.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 726,418	$ 767,459	$ 41,041	5.6
Contractuals	90,803	79,817	-10,986	-12.1
Commodities	11,870	11,489	-381	-3.2
Revolving Fund	112,889	99,020	-13,869	-12.3
Capital Outlays	23,568	7,500	-16,068	-68.2
Interfund Trans	5,689,248	4,878,062	-811,186	-14.3
Capital Projects	863,000	518,750	-344,250	-39.9
TOTAL	$ 7,517,796	$ 6,362,097	$-1,155,699	-15.4

EXPENDITURES BY ACTIVITY

ACTIVITY	1986 Actual Expenses	1987 Projected Expenses	1988 Approved Budget
Administration			
Bureau Chief	$ 125,045	$ 165,025	$ 174,638
Community Dev	345,337	403,320	395,698
Economic Dev	na*	76,145	82,168
Housing	238,955	288,623	294,406
Dwntn Svc Coord	23,509	32,862	35,397
Svc by Gen Fund	0	127,000	67,491
Admin. Total	$ 732,846	$ 1,092,975	$ 1,049,798
Comm Dev Prog	$ 1,419,091	1,676,042	1,396,791
Economic Dev Prog	1,015,315	979,963	827,920
Housing Prog	153,493	357,619	1,990,447
CIP Prog	767,599	863,000	518,750
Contingency	25,397	na	578,391
Carryforwd Res	3,544,834	2,548,197	na
TOTAL	$ 7,658,575	$ 7,517,796	$ 6,362,097

*Community and Economic Development were one combined activity.

The following chart is a detailed description of the program budgets.

	1987	1988
Community Development		
Homemaker Services	$ 92,582	$ 93,582
CAMBDA	116,760	32,630
Blind CDBG Match	70,435	12,536
Blind CDBG	70,463	70,464
Blind Title XX	91,933	91,848
Day Care CDBG Match	113,600	110,718
Day Care Title XX	976,055	976,152
Other Social Services Programs	15,000	0
Planning	129,214	8,861
Subtotal	$ 1,676,042	$ 1,396,791
Economic Development		
Old City Market Loan	$ 450,000	$ 0
Treasury Note Repayment	55,265	51,567
Economic Dev. Special Projects	93,623	433,243
Broughton Street Dev. Corp.	54,000	9,000
Broughton Street Redevelopment	16,095	5,024
Broughton Street Lighting	15,766	0
Waters Avenue Development	1,914	179,086
Minority/Small Business Development	43,300	100,000
West Broad Street Development	200,000	0
Battlefield Park Roundhouse	50,000	50,000
Subtotal	$ 979,963	$ 827,920
Housing		
Relocation Temporary	$ 0	$ 10,000
Relocation Permanent	15,000	0
Rehabilitation Single	0	28,061
Rehabilitation Multi-Family	0	603,539
High Risk	21,400	0
Property Management	2,300	0
Property Acquisition	1,500	1,000
Housing Conservation	0	304,583
Housing Code Enforcement	50,000	15,000
Housing Svcs Rehab	14,000	237,956
Housing Loan Services	21,200	15,991
Fair Housing Program	1,000	0
Neighborhood Housing Services	20,229	250,551
Revolving Loan Reprogrammable	210,990	523,766
Subtotal	$ 357,619	$ 1,990,447
Program Costs	$ 3,013,624	$ 4,215,158
Capital Improvement Programs	863,000	518,750
Contingency	0	578,391
Carryforward Reserve	2,548,197	na
Administration	1,092,975	1,049,798
TOTAL	$ 7,517,796	$ 6,362,097

REVENUE BY SOURCE

The Public Development Fund's revenue derives from the sources identified in the following table:

	1987 Projection	1988 Budget
Program Income	$ 307,925	$ 403,000
State Funds	1,067,988	1,068,000
Services to General Fund	200,872	210,035
Community Dev Block Grant	2,331,000	2,132,865
Carryforward	3,610,011	2,548,197
TOTAL	$7,517,796	$6,362,097

The major grants received by the Public Development Bureau are:

Community Development Block Grant $2,132,865

This Entitlement grant from the U.S. Department of Housing and Urban Development provides financial assistance for housing rehabilitation and for economic and community improvements to target neighborhoods.

State Title XX Grant $1,068,000

This grant provides financial assistance for Day Care and for services to low income blind persons living within the target neighborhoods.

Other revenue sources are:

The Carryforward Reserve $2,548,197

This reserve derives from previous CDBG's which are carried forward to the current budget.

Services to General Fund $ 210,035

The services provided to the General Fund are the Downtown Services Coordinator and the Bureau Chief's Office.

Program Income $ 403,000

The revenues in this category are in the Homeowners Rehabilitation Assistance Program (HRAP), $287,560; repayment of the Old City Marketplace loan, $55,561; and an Urban Development Action Grant (UDAG), $59,879.

PROGRAM COSTS

The 1988 budget for the Public Development Fund totals $6,362,097. This amount is $1,392,498 or 28% greater than 1987 projected base expenses excluding carryforward. The following sections provide detail on program costs and explain the major changes between the expenditures projected for 1987 and the allocations for 1988.

PERSONAL SERVICES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Salaries & Wages	$ 598,681	$ 631,201	$ 32,520	5.4
Social Security	41,946	46,348	4,402	10.5
Medical Insurance	18,911	23,119	4,208	22.3
Life Insurance	2,971	4,101	1,130	38.0
Unemployment Comp	132	1,288	1,156	--
Worker's Comp	1,508	4,489	2,981	--
Pension	38,913	48,023	9,110	23.4
Longevity	1,890	1,890	0	--
Overtime	365	0	-365	--
Temporary Labor	21,101	7,000	-14,101	-66.8
Total	$ 726,418	$ 767,459	$ 41,041	5.6

The 1988 Public Development Fund budget provides $767,459 for Personal Services. The Major items in this category are: Salaries and Wages, $631,201; Pension, $48,023; Social Security, $46,348; Medical Insurance, $23,119; and Temporary Labor, $7,000.

The 1988 allocation for Personal Services is $41,041 or 6% greater than 1987 projected expenses. The major changes are:

Salaries & Wages — **increase** $32,520 due to a general wage increase and anniversary increases for eligible employees. Also, fewer vacancies are anticipated in 1988.

Temporary Labor — **decreases** $14,101 due to a reduction in use by the Housing Department as loan services consulting is curtailed.

Pension — **increases** $9,110 as recommended by the Pension Actuary.

CONTRACTUALS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Communications	$ 3,971	$ 3,143	$ -828	-20.9
Transportation	30,173	25,730	-4,443	-14.7
Advertising	1,464	1,300	-164	-11.2
Insurance	1,710	2,232	522	30.5
Dues/Periodicals	5,823	6,126	303	5.2
Professional Fees	18,222	12,100	-6,122	-33.6
Equipment Maint	1,548	1,537	-11	-.7
Photocopying	14,999	15,385	386	2.6
Printing	3,472	3,104	-368	-10.6
Other Contract	9,421	9,160	-261	-2.8
Total	$ 90,803	$ 79,817	$ -10,986	-12.1

The 1988 budget provides $79,817 for Contractual Services. The major expense in this category is $25,730 for Communications which includes long distance telephone costs and telephone installation costs. Also included is $15,385 for Photocopying and $12,100 for Professional fees which includes loan service consulting fees.

The 1988 allocation for Contractual Services is $79,817 or 12% less than 1987 projected expenses. The major change is:

Prof Fees **decreases** $6,122 primarily because of reductions in loan services consultant fees.

COMMODITIES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Supplies	$ 9,422	$ 8,742	$ -680	-7.2
Postage	1,838	2,041	203	11.0
Operating Supp	610	706	96	15.7
Total	$ 11,870	$ 11,489	$ -381	-3.2

Commodities are budgeted at $11,489 for 1988, a decrease of $381 or 3% from 1987 projected expenditures. The major expenses in this category are Office Supplies and Postage.

REVOLVING FUND

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Service Desk	$ 39	$ 46	$ 7	18.0
Data Processing	19,873	20,202	329	1.7
Engineering	16,534	17,108	574	3.5
Garage Overhead	5,394	4,480	-914	-17.0
Centr Garage Svc	1,735	4,016	2,281	--
Central Services	69,314	53,168	-16,146	-23.3
Total	$ 112,889	$ 99,020	$ -13,869	-12.3

The 1988 budget for Revolving Fund services total $99,020. There are three major expenditure areas: Central Services, $53,168; Data Processing, $20,202; and Engineering Services, $17,108. The major change is:

Central Services **decreases** $16,146 due primarily to lower custodial and mail service charges.

The Revolving Fund chargebacks for 1988 are $99,020, a decrease of $13,869 or 12% from 1987 projected expenditures.

CAPITAL OUTLAY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Equipment	$ 23,568	$ 7,500	$ -16,068	-68.2
Total	$ 23,568	$ 7,500	$ -16,068	-68.2

The budget for capital outlays totals $7,500. Purchases planned for 1988 are:

Bureau Chief's Office	
Office Furnishings	$ 1,500
Computer Software	6,000
Total	$ 7,500

INTERFUND TRANSFERS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Fleet Add Contr	$ 0	$ 10,000	$ 10,000	--
Intra-Fund Trans	3,140,624	4,861,040	1,720,416	54.8
Vehicle Rep Contr	427	7,022	6,595	--
Total	$ 3,141,051	$4,878,062	$1,737,011	55.3

Interfund Transfers total $4,878,062 in 1988. This amount is an increase of $1,737,011 or 55% from 1987 projected expenditures. Intra-fund Transfers increase $1,720,416 due primarily to increased allocations to programs. Major changes are:

Fleet Add Contr	**increases** $10,000 for purchase of a pickup truck in Housing.
Vehicle Rep Contr	**increases** $6,595 to defray the cost of replacement vehicles.

The Public Development Fund administers a variety of programs that are budgeted as Intra-fund transfers. These programs are described below.

Community Development

Human Services: The 1988 allocation for Human Services is $1,387,930 which is a $158,898 or 10% reduction from 1987 projected expenditures of $1,546,828. The principal programs are described below.

Homemaker Services provides home care for the elderly. The 1987 projected cost is $92,582 to provide services to 287 clients. In 1988, $93,582 is allocated for this program.

Coastal Area Minority Business Development Agency (CAMBDA) trains unemployed youths for entry into the construction trades. The 1987 projected cost is $116,760 to provide services to 90 clients. In 1988, $32,630 is allocated for this program.

Blind CDBG Match contributes the 10% required local matching funds for the Title XX funds provided by the State for the Savannah Association for the Blind. The 1987 projected cost is $70,435 to provide services to 35 clients. In 1988, $12,536 is allocated for this program.

Blind CDBG supports the training programs of the Savannah Association for the Blind. The 1987 projected cost is $70,463 to provide services to 12 clients. In 1988, $70,464 is allocated for this program.

Blind Title XX provides State funds for training and support of the blind. The 1987 projected expenditures are $91,933. In 1988, $91,848 is allocated for this program.

Day Care CDBG Match contributes the 10% required local matching funds for the State's Day Care Title XX. The 1987 projected cost is $113,600 to provide services to 464 clients. In 1988, $110,718 is allocated for this program.

Day Care Title XX provides State funds for day care service to low income households. The 1987 projected expenditures are $976,055. In 1988, $976,152 is allocated for this program.

Other Social Services Programs provide funding for unanticipated needs. In 1987, projected expenditures are $15,000. No allocations are provided in 1988.

Planning: This program supports CDBG funded projects. The 1987 projected expenditures of $129,214 cover administrative costs, expenses for the Property Maintenance Conditions survey, and purchase of a Computer Assisted Drafting station. In 1988, $8,861 is allocated for this program. The decrease is due primarily to reduced use of summer interns.

Economic Development

Old City Market Loan was approved by the Council as a $450,000 loan in 1987 to Old City Market Associates. In 1988, there is no allocation in this program.

Treasury Note Repayment provides the annual interest payment for the $700,000 Section 108 loan to Old City Market Associates. Principal payments are deferred. The 1987 projected cost is $55,265. In 1988, $51,567 is allocated in this program.

Economic Development Special Projects provides support for economic development projects that benefit low and moderate income persons. The 1987 projected cost is $93,623. In 1988, $433,243 is allocated in this program.

Broughton Street Development Corporation covers administrative costs for Downtown Savannah, Inc. The 1987 projected cost of $54,000 includes contractual service for management and promotion of Downtown Savannah, Inc. In 1988, $9,000 is allocated for this program.

Broughton Street Redevelopment encourages a comprehensive revitalization of retail businesses on Broughton Street as outlined in the Urban Renewal Plan. The 1987 projected expenditure of $16,095 is for payment to the project consultant. In 1988, $5,024 is allocated for this program.

Broughton Street Lighting supports improvement of the street lighting and landscaping on Broughton Street. The 1987 projected expenditures of $15,766 covers cost of relighting and tree planting. An additional $350,000 was allocated for street lighting as a Capital Improvement Project. In 1988, there is no allocation in this program.

Waters Avenue Development provides financing for improvements to Waters Avenue businesses and encouragement of neighborhood service commercial development. In 1987, projected expenditures are $1,914. The 1988 allocation increases to $179,086 to provide for contractual services, developers negotiation assistance and for planning improvements.

Minority/Small Business Development provides for establishment of a small business assistance office offering technical assistance and financial support for entrepreneurs. The 1987 projected expenditures of $43,300 cover the cost of plan development. In 1988, $100,000 is allocated for implementation of the program.

West Broad Street Development provides financing for development and implementation of the West Broad Street Development Plan. Projected expenditures are $200,000 in 1987. In 1988, there is no allocation in this program.

Battlefield Park Roundhouse provides for improvements to the City-owned railroad complex in preparation of future redevelopment. The 1987 projected expenditures of $50,000 covers the cost of architect fees for the stabilization study. In 1988, $50,000 is allocated for building repairs.

Housing

Relocation Temporary provides assistance to families temporarily displaced because of City funded residential rehabilitation. There are no 1987 projected expenditures. In 1988, $10,000 is allocated for this program.

Relocation Permanent provides assistance to families permanently displaced because of City funded residential rehabilitation. Projected expenditures total $15,000 in 1987. In 1988, there is no allocation in this program.

Rehabilitation Single provides residential rehabilitation loans and grants to low income homeowners under the Homeowners Rehabilitation Assistance Program (HRAP). There are no projected expenditures in 1987. In 1988, $28,061 is allocated in this program.

Rehabilitation Multi-Family provides residential rehabilitation loans for investor owners providing low income housing. In 1987, there are no expenditures. The 1988 allocation of $603,539 covers the cost of relocation and the reconstruction of a 100 unit housing complex under the Housing Development Action Grant (HoDAG) Program.

High Risk provides repairs to owner-occupied homes required by conditions revealed as a result of City funded rehabilitation. The 1987 projected expenditures of $21,400 covers the costs of code enforcement, labor, material, and rehabilitation services. There is no allocation for this program in 1988.

Property Management provides for maintenance and management of properties owned by the City as a result of default on City funded rehabilitation loans. In 1987, projected expenditures total $2,300. There is no allocation for this program in 1988.

Property Acquisition covers legal and closing costs associated with foreclosure of mortgages in default. In 1987, projected expenditures total $1,500. In 1988, $1,000 is allocated for this program.

Housing Conservation supports preservation of housing occupied by low and moderate income persons, particularly when preservation activities are undertaken by community based non-profit organizations. In 1987,there are no expenditures. In 1988, $304,583 is allocated for this program for the Comprehensive Homeless Project and for the Home Accessibility Modification Project.

Housing Code Enforcement provides for minor repairs to housing units occupied by low income households. The units are identified by code enforcement inspections. Projected 1987 expenditures total $50,000. In 1988, $15,000 is allocated for this program.

Housing Services Rehabilitation covers costs incurred in packaging of local and federal rehabilitation loans for low and moderate income households. Projected 1987 expenditures total $14,000. In 1988, $237,518 is allocated for this program because of an anticipated increase in loan applications.

Housing Loan Services covers the cost of services and collection of the current loan portfolio. Projected 1987 expenditures total $21,200. In 1988, $15,991 is allocated for this program.

Fair Housing Program covers cost of activities which support Fair Housing legislation. Projected 1987 expenditures total $1,000. There is no allocation in this program for 1988.

Neighborhood Housing Services provides for administration and for a revolving loan fund for the expanded Neighborhood Housing Services of Savannah, Inc. Projected 1987 expenditures total $20,229. In 1988, $250,551 is allocated for this program.

Revolving Loan Reprogrammable covers cost of a revolving loan account which provides funding to low and moderate income households for housing rehabilitation. Projected 1987 expenditures total $210,990. In 1988, $523,766 is allocated for this program. The increase will be used to expand the size of the Revolving Fund.

CAPITAL PROJECTS

The budget for Capital Improvement Projects totals $518,750. The 1988 projects are:

Summerside Railroad Crossing	$ 400,000
Housing Authority Playgrounds	63,000
Summerside Playground	30,000
Dixon Playground	25,750
Total	$ 518,750

PD BUREAU CHIEF

PURPOSE: COORDINATE ALL ACTIVITIES WITHIN THE BUREAU: COMMUNITY AND ECONOMIC DEVELOPMENT; HOUSING; DOWNTOWN SERVICES; INSPECTIONS; AND ENGINEERING.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 101,942	$ 119,650	$ 129,111
CONTRACTUAL SERVICES	$ -8,479	$ 13,587	$ 13,889
COMMODITIES	$ 2,431	$ 2,739	$ 2,802
REVOLVING FUNDS	$ 27,497	$ 16,622	$ 18,402
CAPITAL OUTLAY	$ 0	$ 12,000	$ 7,500
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,654	$ 427	$ 2,934
TOTAL	$ 125,045	$ 165,025	$ 174,638

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SECRETARY TO ACM	1.00	1.00	61	$ 17,509
SENIOR MANAGEMENT ANALYST	1.00	1.00	78	$ 26,508
ASSISTANT CITY MANAGER/PUBLIC	1.00	1.00	102	$ 60,756
TOTAL	3.00	3.00		

PUBLIC DEVELOPMENT

GOAL: TO ENSURE THAT ALL NEIGHBORHOODS OF THE CITY ARE FREE FROM BLIGHT AND DETERIORATION, THAT ECONOMICALLY DISADVANTAGED RESIDENTS RECEIVE NEEDED PUBLIC SERVICES, THAT NO OBSTACLES EXIST TO PUBLIC AND PRIVATE CONSTRUCTION, AND THAT STANDARD HOUSING IS PROVIDED IN A SUITABLE ENVIRONMENT.

OBJECTIVE 4101-A:
To increase the percentage of regular objectives, special objectives and projects which are completed on time during the year.

	1984	1985	1986	1987	1988
(A-1)	na	85%	90%	95%	95%
	% of Objectives and Projects Completed on Schedule				
(A-2)	na	na	na	na	40
	Number 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 4101-B:
To maintain an average annual sick leave usage per employee of 5.8 days per year.

	1984	1985	1986	1987	1988
(B-1)	7.5	6.5	6.2	5.8	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 4101-C:
To ensure that 97% of all expenditures remain within the adjusted budget during the calendar year.

	1984	1985	1986	1987	1988
(C-1)	na	na	90%	100%	97%

% 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 4101-D:
To implement a CIP Project Management Plan that will ensure that 97% of all projects are completed on schedule and within budget or completed according to approved revised schedule/budget.

	1984	1985	1986	1987	1988
(D-1)	na	na	85%	95%	97%

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 4101-E:
To ensure that all City inspection permits are issued according to time standards established by the department.

	1984	1985	1986	1987	1988
(E-1)	na	na	90	90%	95%

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

PURPOSE: ENSURE THAT GRANTS AWARDED TO THE CITY FOR COMMUNITY DEVELOPMENT ARE ADMINISTERED EFFECTIVELY AND THAT STATED GOALS AND OBJECTIVES AND ACHIEVED.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 130,469	$ 304,255	$ 319,217
CONTRACTUAL SERVICES	$ 21,966	$ 32,499	$ 31,106
COMMODITIES	$ 2,351	$ 3,102	$ 3,389
REVOLVING FUNDS	$ 16,930	$ 56,534	$ 41,986
CAPITAL OUTLAY	$ 790	$ 6,930	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 163	$ 0	$ 0
TOTAL	$ 172,669	$ 403,320	$ 395,698

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
ACCOUNT CLERK	1.00	1.00	49	$ 12,751
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,389
SECRETARY	1.00	1.00	54	$ 15,498
PROGRAM ANALYST	1.00	1.00	69	$ 24,637
ACCOUNTANT	1.00	1.00	70	$ 25,246
MANAGEMENT ANALYST	1.00	1.00	75	$ 24,637
PLANNER	1.00	1.00	75	$ 29,947
PROGRAM COORDINATOR	1.00	1.00	78	$ 26,508
COMMUNITY DEVELOPMENT ADMIN	1.00	1.00	79	$ 29,947
COMM & ECON DEVELOPMENT DIR	1.00	1.00	89	$ 45,337
TOTAL	10.00	10.00		

COMMUNITY DEVELOPMENT

WORK PROGRAMS

WP 4102-1: Provide funds for community development through grantsmanship and identification of other funding sources.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	4	6	5	4	4	$79
	Applications Completed and Submitted					Unit: $20,000 /applic.

WP 4102-2: Complete Grant reports on schedule

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	0	43	43	43	43	$8
			Reports			Unit: $182 /report
2)	na	na	1	1	1	
			Grantee Performance Report			

WP 4102-3: Provide supervision of the community development block grant program and act as advisor on federal grant requirements.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	12	$179
			NHS Financial Monitor Reports			Unit: $750 /report
2)	na	na	25	25	25	$360
			Citizen Inquiries Addressed			/complaint
3)	na	na	na	12	12	$3000
			Sub-grantees & CDBG Borrowers Monitored			/activity
4)	2	2	2	2	2	$18,000
			Capital Projects Monitored			/project
5)	1	1	1	1	1	$39,000
			Budget established and tracked			/budget
6)	12	12	12	12	12	$3,000
			CDBG subsidiary records maintained and reconciled (Monthly Reviews)			/activity
7)	na	na	na	1	1	$9,000
			Letter of Credit			/letter
8)	na	na	na	na	1	$9,000
			Environmental Review System			/review

COMMUNITY DEVELOPMENT

WORK PROGRAMS

WP 4102-4: Provide information for the public regarding block grant funded activities and projects

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	5	3	4	4	2	$40
	Annual Report and Other Publications					Unit: $20,000 /publicat.

WP 4102-5: Provide geodata systems support for ongoing activities.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	100%	$40
	% of Service Requests Completed Within Deadline					Unit: $.16 /entry
2)	na	na	na	na	200,000	
	Data Entered for Property Maintenance Conditions Project					
3)	na	na	na	na	50,000	
	Data Entered for Housing Assessment Project					

Human Services

WP 4102-6: Monitor and evaluate programmatic operations of contract agencies

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	16	16	16	16	16	$40
	Monitoring Reports					Unit: $1,905 /report
2)	5	5	5	5	5	
	Evaluations Completed					

COMMUNITY DEVELOPMENT

GOAL: TO ENSURE THAT GRANTS AWARDED TO THE CITY FOR COMMUNITY PLANNING, HOUSING OR ECONOMIC DEVELOPMENT ARE ADMINISTERED EFFECTIVELY TO ACHIEVE STANDARD HOUSING IN A SUITABLE ENVIRONMENT FOR ALL RESIDENTS.

OBJECTIVE 4102-A:
To provide automated cartographic support to Public Development activities.

	1984	1985	1986	1987	1988
(A-1)	na	na	na	na	100%
	% of Time Geodata Systems On-line				
(A-2)	na	na	na	na	100%
	% of Requests Completed Within Deadline				

STRATEGY:
1. Continue to review the machine readable base map from a development planning perspective.
2. Examine existing Responsive Public Services Programs (RPSP) and recommend improvements and ways to expand the document.
3. Translate the RPSP data to a digital map overlay.
4. Establish the parameters of the downtown and Community Development target area geo-data base.
5. Acquire and input the field data into a digital map overlay.
6. Utilize available geo-data from other system participants for development applications.

GOAL: TO ENSURE THAT TARGET NEIGHBORHOODS ARE FREE FROM BLIGHT AND DETERIORATION AND THAT DISADVANTAGED RESIDENTS OF THE CITY RECEIVE NEEDED PUBLIC SERVICES.

OBJECTIVE 4102-B:
To implement a comprehensive neighborhood improvement plan in one neighborhood strategy area in 1988.

	1984	1985	1986	1987	1988
(B-1)	na	na	na	na	1
			Plan Adopted		
(B-2)	na	na	na	na	10%
			Substandard Residential Units Rehabilitated to Standard Code		

COMMUNITY DEVELOPMENT

STRATEGY:

1. Select study area containing significant number of low income residents and substandard housing units per 1988 Property Maintenance Conditions (PMC) study.
2. Obtain additional housing, demographic and public service delivery information about the study area.
3. Organize community improvement organization or strengthen existing organization to provide citizen participation in plan and its implementation.
4. Initiate comprehensive code enforcement project in area.
5. Provide rehabilitation financing to homeowners and investor owners.
6. Recommend funding of needed capital improvements to CIP budget committee.

OBJECTIVE 4102-C:

To administer community development, human service and housing and other grant programs in accordance with legal and accounting standards so that no audit or monitoring findings occur.

	1984	1985	1986	1987	1988
(C-1)	na	na	na	na	0

Audit and Monitoring Findings

STRATEGY:

1. Develop environmental review tracking system.
2. Set up eligibility files for all proposed projects with checklist of legal requirements.
3. Process all proposed projects in compliance with the system.
4. Expand and refine the automated financial accounting system.
5. Monitor contractual programs monthly under the monitoring guidelines.
6. Reconcile departmental ledgers with those of Finance monthly.
7. Prepare monthly financial reports that provide a clear picture of the department's financial status.
8. Prepare the quarterly and annual reports required by HUD.

ECONOMIC DEVELOPMENT

PURPOSE: INCREASE THE ECONOMIC STRENGTH IN DESIGNATED TARGET AREAS SO THAT EXISTING BUSINESSES ARE RETAINED AND NEW BUSINESSES, ESPECIALLY SMALL AND MINORITY BUSINESSES ARE FORMED.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 130,469	$ 58,617	$ 65,959
CONTRACTUAL SERVICES	$ 21,966	$ 13,763	$ 11,881
COMMODITIES	$ 2,351	$ 765	$ 754
REVOLVING FUNDS	$ 16,930	$ 0	$ 3,574
CAPITAL OUTLAY	$ 790	$ 3,000	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 163	$ 0	$ 0
TOTAL	$ 172,669	$ 76,145	$ 82,168

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
ECON DEVELOPMENT PLG OFFICER	1.00	1.00	78	$ 27,833
ECONOMIC DEVELOPMENT ADMIN	1.00	1.00	79	$ 30,686
TOTAL	2.00	2.00		

ECONOMIC DEVELOPMENT

WORK PROGRAMS

WP 4103-1: Provide staff assistance to implement the Broughton Street Redevelopment Plan.

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	36	$10
	Number of Businesses Assisted					Unit: $215 /activity
2)	na	na	na	na	1	
	Number of Development Financing Assistance Applications					
3)	na	na	10	10	10	
	Facade Financial Packages					

WP 4103-2: Monitor the financial aspects of economic development projects (Broughton St., Old City Market Project, and Battlefield Park)

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1	3	4	2	4	$10
	Status Reports/Project					Unit: $2,500 /report

WP 4103-3: Address development inquiries and provide technical assistance (occasionally including processing of funding applications)

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	10	10	6	6	6	$10
	Technical Assistance Projects					Unit: $1,667 /project

ECONOMIC DEVELOPMENT

WORK PROGRAMS

WP 4103-4: Provide staff assistance to implement the redevelopment of Waters Avenue

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	0	0	4	6	12	$10
	Number of Businesses Assisted					Unit: $345 /activity
2)	na	na	na	na	15	
	Number of Commercial Property Maintenance Loans					
3)	na	na	na	2	2	
	Development Projects					

WP 4103-5: Administer SBA 503 Program

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	1	1	4	6	6	$8
	Loans Processed & Serviced					Unit: $1,333 /loan

WP 4103-6: Monitor the physical conditions and develop public use plan of the Battlefield Park area

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	12	56	$10
	Visits					Unit: $160 /activity
2)	na	na	na	na	1	
	Stabilization/Preservation Plan					
3)	na	na	na	1	6	
	Public Use/Access Programs					

ECONOMIC DEVELOPMENT

WORK PROGRAMS

WP 4103-7: Implement Minority, Women, and Small Business Development Plan

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	30	$12
	Number of Businesses Assisted					Unit: $400 /business assisted
2)	na	na	na	na	3	
	Number of Plan Recommendations Implemented					

WP 4103-8: Prepare monthly financial reports of the department's financial status

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	12	12	12	$4
	Financial Reports					Unit: $333 /report

WP 4103-9: Monitor the physical aspects of the City Market Project

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	4	4	$10
	Reports					Unit: $2,500 /report

ECONOMIC DEVELOPMENT

GOAL: TO ENCOURAGE THE FORMATION AND GROWTH OF BUSINESSES IN THE CITY'S STRATEGY AREAS.

OBJECTIVE 4103-A:
To encourage businesses on Broughton Street by implementing the recommendations of the Broughton Street Development Plan and the Redevelopment Ordinance.

	1984	1985	1986	1987	1988*
(A-1)	na	na	na	na	4%
	% Increase of Retail Sales on Broughton Street				
(A-2)	na	na	na	na	10%
	% Increase of Occupied Retail Space on Broughton Street				

STRATEGY:
1. Support the promotion of Broughton Street merchants.
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 4103-B:
To encourage businesses on Waters Avenue by implementing the recommendations of the Waters Avenue Development Plan.

	1984	1985	1986	1987	1988*
(B-1)	na	na	na	na	5%
	% Increase Retail Sales on Waters Avenue				
(B-2)	na	na	na	na	10%
	% Increase in Occupied Retail Space				

STRATEGY:
1. Support promotion of Waters Avenue merchants.
2. Assist entrepreneurs in establishing new businesses.
3. Implement recommendations of the consultant's plan.

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* Base data for 1987 will be available in the 1st Quarter, 1988.

ECONOMIC DEVELOPMENT

OBJECTIVE 4103-C:
To expand the opportunities for and to increase the success rate of small and minority businesses.

	1984	1985	1986	1987	1988
(C-1)	na	na	na	na	85%
	Success Rate* of Businesses Assisted				
(C-2)	na	na	na	na	10%
	Number of Businesses Formed				

STRATEGY:
1. Implement recommendations of the adopted implementation plan.

OBJECTIVE 4103-D:
To maintain a rating of "good"** 90% of the time on all Battlefield Park properties.

	1984	1985	1986	1987	1988
(D-1)	na	na	na	na	3.0
	Maintenance Program				

STRATEGY:
1. Implement a CIP on the Roundhouse at Battlefield Park.
2. Conduct monthly inspections of the structural conditions of Battlefield Park buildings.
3. Develop a plan for the stabilization and preservation of all properties on the site.

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* Success rate is defined as in business one year after opening.

** Definition of Rating:
1 = poor
2 = fair
3 = good
4 = excellent

HOUSING

PURPOSE: PROVIDE HOUSING REHABILITATION AND RELOCATION ASSISTANCE TO ELIGIBLE PARTICIPANTS.

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 173,159	$ 213,100	$ 220,217
CONTRACTUAL SERVICES	$ 34,957	$ 29,088	$ 21,365
COMMODITIES	$ 4,524	$ 5,064	$ 4,344
REVOLVING FUNDS	$ 23,179	$ 39,733	$ 34,392
CAPITAL OUTLAY	$ 0	$ 1,638	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 3,135	$ 0	$ 14,088
TOTAL	$ 238,954	$ 288,623	$ 294,406

PERSONNEL SCHEDULE

CLASS TITLE	STAFF YEARS 1987	STAFF YEARS 1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	51	$ 13,389
PRINCIPAL CLERK	1.00	1.00	55	$ 14,761
REHABILITATION INSPECTOR	2.00	2.00	66	$ 39,560
SENIOR REHAB INSPECTOR	1.00	1.00	68	$ 23,464
SPECIAL PROJECTS COORDINATOR	1.00	1.00	75	$ 24,637
PROGRAM COORDINATOR	1.00	1.00	78	$ 27,833
HOUSING GRANTS ADMINISTRATOR	1.00	1.00	82	$ 36,400
TOTAL	8.00	8.00		

HOUSING

WORK PROGRAMS

WP 4104-1: Review, approve and monitor construction on HRAP* eligible housing units

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	38	86	21	40	60	$59
	Number of Applications Reviewed					Unit: $1,475
2)	na	45	5	35	40	/completed
	Number of Completed Constructions					const.
3)	19	29	3	20	42	
	Number of HRAP Recipients					
4)	na	na	na	na	2,519	
	Number of Housing Inspections Made					

WP 4104-2: Review, approve and monitor construction on Section 312 eligible single and multifamily residential units

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	49	48	38	35	55	$44
	Number of Applications Reviewed					Unit: $1,467
2)	33	30	10	15	35	/completed
	Number of 312 Recipients					const.
3)	28	52	24	25	30	
	Number of Completed Constructions					

WP 4104-3: Subsidize loans on Rental Rehabilitation eligible units

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	73	175	67	90	84	$59
	Number of Applications Reviewed					Unit: $787
2)	44	60	34	54	50	/completed
	Number of Applications Approved					const.
3)	na	75	37	60	75	
	Number of Completed Constructions					

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* HRAP is the Homeowners Rehabilitation Assistance Program.

HOUSING

WORK PROGRAMS

WP 4104-4: Provide relocation assistance as necessary to target area families

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	4	3	17	30	39	$59
	Families Receiving Assistance					Unit: $1,513 /family

WP 4104-5: Collect and manage housing loan repayment funds

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	195	235	$74
	Accounts Serviced					Unit: $315 /account
2)	na	na	na	$300,000	$360,000	
	Program Income Dollars Collected					
3)	na	na	na	37	23	
	Number of Loans 90 Days or More Past Due					
4)	na	na	na	19%	10%	
	% of Loans 90 Days or More Past Due					

HOUSING

GOAL: TO ENSURE THAT EACH PERSON IN THE CITY LIVES IN STANDARD HOUSING IN A SUITABLE ENVIRONMENT.

OBJECTIVE 4104-A:
To reduce the number of non-standard owner-occupied residential units in the Community Development target area by 40 by December 31, 1988.

	1984	1985	1986	1987	1988
(A-1)	na	na	58	0	40
	Decrease in Number of Nonstandard Owner Occupied Residential Units				
(A-2)	na	na	54%	54%	54%
	% of Nonstandard Residential Units in Target Areas				

Total Non-Standard Residential Units by Planning Units [1]

Target Areas	1986 Actual No.	1986 Actual % Units Substandard
PU 1	380	58%
PU 2	1,445	62%
PU 3	675	46%
PU 5	1,259	48%
PU 6	640	36%
PU 17	969	57%
PU 19	4,069	69%
PU 20	1,046	31%
PU 21	1,333	60%
Subtotal	11,816	54%
All Other Non-Standard Units	6,651	19%
Citywide Total	18,467	32%

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.
3. Operate, in cooperation with the Chatham County Health Department, a comprehensive code enforcement program and initiate court action against property owners failing to bring their structures up to Housing Code standards.

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[1] Non-standard residential units are those units determined by the 1986 Responsive Public Service Programs (RPSP) to be in violation of the City's Housing Code.

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 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 21,096	$ 30,796	$ 32,955
CONTRACTUAL SERVICES	$ 1,820	$ 1,866	$ 1,576
COMMODITIES	$ 592	$ 200	$ 200
REVOLVING FUNDS	$ 0	$ 0	$ 666
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 23,508	$ 32,862	$ 35,397

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
DOWNTOWN SERVICES SPECIALIST	1.00	1.00	76	$ 25,246
TOTAL	1.00	1.00		

DOWNTOWN SERVICES COORDINATION

WORK PROGRAMS

WP 4105-1: Conduct inspections of downtown squares and streets weekly and input data into geodata processing system

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	na	na	500	$35
	Number Monthly Site Inspections					Unit: $70 /inspection
2)	na	na	na	na	50,000	
	Data Entered for Downtown Area					

DOWNTOWN SERVICES COORDINATION

GOAL: TO ASSURE[1] THAT ALL STREETS AND SQUARES IN DOWNTOWN SAVANNAH ARE MAINTAINED AT ACCEPTABLE STANDARDS.

OBJECTIVE 4105-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.

	1984	1985	1986	1987	1988
(A-1)	96.3%	95%	92.1%	98.5%	98.5%
	% of Street Lights Operational				
(A-2)	na	3.2	3.5	3.5	3.6
	Priority I squares average rating[2]				
(A-3)	na	3.0	3.5	3.5	3.6
	Priority II squares average rating[2]				
(A-4)	na	3.3	3.4	3.3	3.3
	Average street cleanliness rating in PU 21[3]				

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 The condition rating scale is that in use by the Park and Tree Division of Facilities Maintenance.

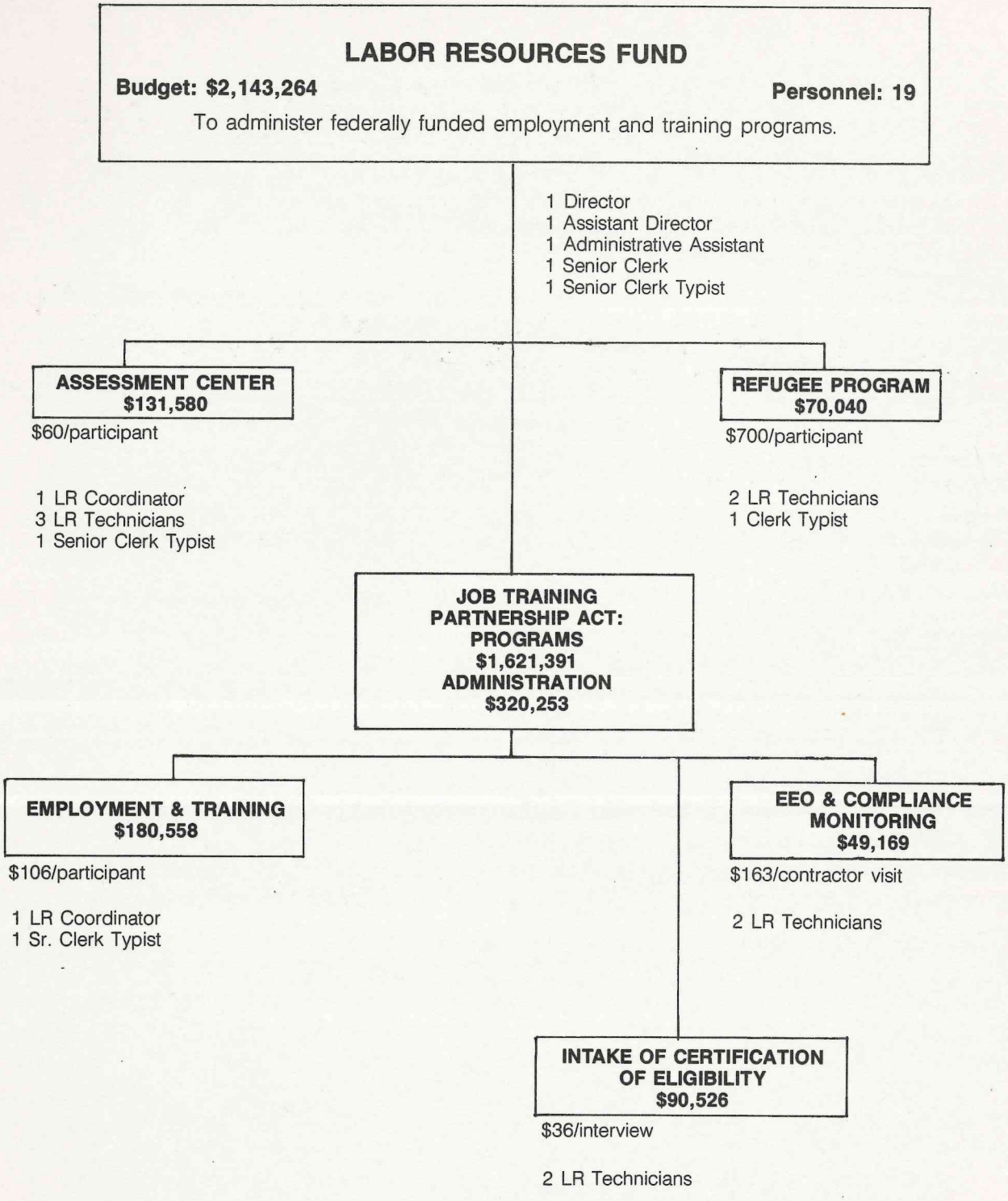
3 The street cleanliness rating scale is that in use by the Street Cleaning Division of the Sanitation Bureau.

DOWNTOWN SERVICES COORDINATION

STRATEGY 4105-A:

1. Street Lights:
   a. Monitor all street lights in the downtown area weekly.
   b. Report outages to SEPCO and Traffic Engineering weekly.
   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 weekly.
   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 weekly 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.

LABOR RESOURCES FUND


LABOR RESOURCES FUND
Budget: $2,143,264
Personnel: 19
To administer federally funded employment and training programs.
1 Director
1 Assistant Director
1 Administrative Assistant
1 Senior Clerk
1 Senior Clerk Typist
ASSESSMENT CENTER
$131,580
$60/participant
1 LR Coordinator
3 LR Technicians
1 Senior Clerk Typist
REFUGEE PROGRAM
$70,040
$700/participant
2 LR Technicians
1 Clerk Typist
JOB TRAINING PARTNERSHIP ACT:
PROGRAMS
$1,621,391
ADMINISTRATION
$320,253
EMPLOYMENT & TRAINING
$180,558
$106/participant
1 LR Coordinator
1 Sr. Clerk Typist
EEO & COMPLIANCE MONITORING
$49,169
$163/contractor visit
2 LR Technicians
INTAKE OF CERTIFICATION OF ELIGIBILITY
$90,526
$36/interview
2 LR Technicians

Vehicles: 1

LABOR RESOURCES FUND

The primary responsibilities of Labor Resources are to assess the educational and training needs of the unemployed and economically disadvantaged; provide job training and work experience for clients; and provide job training and counselling services to refugees. The approved budget for the Labor Resources Fund for 1988 is summarized below.

EXPENDITURES BY TYPE

Expenditure Areas	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Personal Services	$ 400,552	$ 433,505	$ 32,953	8.2
Contractuals	50,130	50,777	647	1.3
Commodities	11,225	8,025	-3,200	-28.5
Revolving Fund	10,104	11,168	1,064	10.5
Capital Outlays	6,000	1,000	-5,000	-83.3
Interfund Trans	1,864,566	1,638,789	$ -225,777	-12.1
TOTAL	$ 2,342,577	$ 2,143,264	$ -199,313	-8.5

EXPENDITURES BY ACTIVITY

ACTIVITY	1986 Actual Expenses	1987 Projected Expenses	1988 Approved Budget
JTPA* Administration	$ 269,634	$ 294,682	$ 320,253
Training Programs**	2,027,158	1,848,766	1,621,391
Assessment	130,125	132,121	131,580
Refugee Program	65,146	67,008	70,040
TOTAL	$ 2,492,063	$ 2,342,577	$ 2,143,264

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* JTPA is the Job Training Partnership Act
** Budgeted within JTPA Interfund Transfers

REVENUE BY SOURCE

Labor Resources' 1988 revenue derives from the sources identified in the following table. The major revenue source is a Job Training Partnership Act (JTPA) grant from the U.S. Department of Labor through the Georgia Department of Labor. In 1988, this grant is $2,068,981. Other revenues are grants for Refugee Programs from the U.S. Department of Health and Human Services through the Georgia Department of Human Resources and a grant for Veterans Programs.

	1987 Projection	1988 Budget
JTPA	$2,191,062	$2,051,505
Refugee Programs	87,661	51,038
Veterans Programs	13,729	23,245
Other	50,125	17,476
Total	$2,342,577	$2,143,264

PROGRAM COSTS

The 1988 budget for Labor Resources totals $2,143,264. This amount is $199,313 or 8.5% less than 1987 projected expenditures. The following sections provide detail on basic program costs and explain the major changes between the expenditures projected for 1987 and 1988 allocations.

PERSONAL SERVICES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Salaries & Wages	$ 330,885	$ 346,404	$ 15,519	4.7
Social Security	23,790	29,228	5,438	22.9
Medical Insurance	15,885	18,303	2,418	15.2
Life Insurance	1,897	2,244	347	18.3
Unemployment Comp	111	1,140	1,029	--
Worker's Comp	1,613	1,661	48	3.0
Pension	24,525	32,398	7,873	32.1
Longevity	1,846	2,127	281	15.2
Total	$ 400,552	$ 433,505	$ 32,953	8.2

The 1988 Labor Resources budget provides $433,505 for Personal Services. The major items in this category are: Salaries and Wages, $346,404; Pension, $32,398; Social Security, $29,228; and Medical Insurance, $18,303.

The 1988 allocation for Personal Services is $32,953 or 8% greater than 1987 projected expenses. The major changes are:

Salaries & Wages — **increase** $15,519 to provide for general wage and anniversary increases for eligible employees.

Pension — **increases** $7,873 as recommended by the Pension Actuary.

CONTRACTUALS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Electricity	$ 2,841	$ 2,816	$ -25	-.9
Natural Gas	712	727	15	2.1
Communications	2,621	2,665	44	1.7
Transportation	7,800	7,800	--	-
Advertising	700	700	--	-
Insurance	5,383	5,972	589	10.9
Rentals	16,212	16,212	--	-
Dues/Periodicals	1,577	1,751	174	11.0
Professional Fees	1,488	1,488	--	-
Equipment Maint	3,086	3,086	--	-
Photocopying	4,310	4,160	-150	-3.5
Printing	400	400	--	-
Other Contract	3,000	3,000	--	-
Total	$ 50,130	$ 50,777	$ 647	1.3

The 1988 budget provides $50,777 for Contractual Services. The major expense in this category is $16,212 for rental of office space. Additional expenses are $7,800 for Transportation and $5,972 for liability insurance for the Private Industry Council Director and officers.

COMMODITIES

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Office Supplies	$ 2,475	$ 2,475	$ --	-
Postage	1,650	1,650	--	-
Operating Supp	2,100	1,900	-200	-9.5
Small Fixed Asset	5,000	2,000	-3,000	-60.0
Total	$ 11,225	$ 8,025	$ -3,200	-28.5

Commodities are budgeted at $8,025 in 1988, a decrease of $3,200 or 29% from 1987 projected expenditures. The major change is a $3,000 reduction in Small Fixed Assets because office furniture and calculators were purchased in 1987 for the JTPA Assessment Center.

REVOLVING FUND

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Data Processing	$ 304	$ 309	$ 5	1.6
Garage Services	1,292	1,446	154	11.9
Central Services	8,508	9,413	905	10.6
Total	$ 10,104	$ 11,168	$ 1,064	10.5

The 1988 cost of Revolving Fund services totals $11,168, an increase of $1,064 or 11% over 1987 projected expenditures.

CAPITAL OUTLAY

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Oper/Constr Equip	$ 6,000	$ 1,000	$ -5,000	-83.3
Total	$ 6,000	$ 1,000	$ -5,000	-83.3

The budget for Capital Outlays totals $1,000. The only approved purchase for 1988 is:

JTPA Assessment Center Printer for Computer	$ 1,000

INTERFUND TRANSFERS

Expenditure Area	1987 Projected Expenses	1988 Approved Budget	Change $	Change %
Svcs by Gen Fund	$ 15,800	$ 16,000	$ 200	1.3
Intra-Fund Trans	1,848,077	1,621,391	-226,686	-12.3
Vehicle Rep Contr	689	1,398	709	-
Total	$1,864,566	$ 1,638,789	$-225,777	-12.1

The budget for Interfund Transfers decreases $225,777 or 12% from 1987 projected expenditures. The decrease is due to reductions in JTPA programs.

JTPA ADMIN STAFF

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 219,485	$ 228,798	$ 250,462
CONTRACTUAL SERVICES	$ 36,844	$ 39,880	$ 40,282
COMMODITIES	$ 1,916	$ 3,500	$ 3,900
REVOLVING FUNDS	$ 10,057	$ 6,704	$ 8,211
CAPITAL OUTLAY	$ 0	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 1,332	$ 1,864,566	$ 1,638,789
TOTAL	$ 269,634	$ 2,143,448	$ 1,941,644

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK	1.00	1.00	50	$ 13,389
SENIOR CLERK TYPIST	2.00	2.00	51	$ 27,447
ADMINISTRATIVE ASSISTANT	1.00	1.00	57	$ 17,087
LABOR RESOURCES TECHNICIAN	4.00	4.00	64	$ 77,227
LABOR RESOURCES COORDINATOR	1.00	1.00	75	$ 30,686
ASSISTANT LABOR RESOURCES DIR	1.00	1.00	79	$ 32,220
LABOR RESOURCES DIRECTOR	1.00	1.00	84	$ 40,131
TOTAL	11.00	11.00		

JTPA ASSESSMENT CENTER

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 103,928	$ 112,577	$ 120,784
CONTRACTUAL SERVICES	$ 16,794	$ 3,156	$ 3,356
COMMODITIES	$ 1,971	$ 7,000	$ 3,500
REVOLVING FUNDS	$ 7,432	$ 3,388	$ 2,940
CAPITAL OUTLAY	$ 0	$ 6,000	$ 1,000
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 130,125	$ 132,121	$ 131,580

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	51	$ 14,058
LABOR RESOURCES TECHNICIAN	3.00	3.00	64	$ 58,864
LABOR RESOURCES COORDINATOR	1.00	1.00	75	$ 24,637
TOTAL	5.00	5.00		

REFUGEE PROGRAM

EXPENDITURE CATEGORY	ACTUAL 1986	PROJECTED 1987	APPROVED 1988
PERSONAL SERVICES	$ 55,784	$ 59,177	$ 62,259
CONTRACTUAL SERVICES	$ 7,340	$ 7,094	$ 7,139
COMMODITIES	$ 938	$ 725	$ 625
REVOLVING FUNDS	$ 11	$ 12	$ 17
CAPITAL OUTLAY	$ 1,073	$ 0	$ 0
BOND AMORTIZATION	$ 0	$ 0	$ 0
INTERFUND TRANSFERS	$ 0	$ 0	$ 0
TOTAL	$ 65,146	$ 67,008	$ 70,040

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1987	1988	RANGE NUMBER	1988 ALLOCATION
CLERK TYPIST	1.00	1.00	46	$ 11,851
LABOR RESOURCES TECHNICIAN	2.00	2.00	64	$ 38,164
TOTAL	3.00	3.00		

LABOR RESOURCES

WORK PROGRAMS

WP 4601-1: Assess and refer participants to program activities

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	4,174	3,198	3,073 Participants	2,444	2,200	$132 Unit: $60 /partic.

WP 4601-2: Assess and refer refugees to program activities

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	96	139	126 Participants	144	100	$70 Unit: $700 /partic.

WP 4601-3: Provide job training to program participants

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	1,836	2,219 Participants	1,752	1,700	$180 Unit: $106 /partic.

WP 4601-4: Provide EO and program monitoring

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	310	316 Contractor Visits	328	300	$49 Unit: $163 /visit

WP 4601-5: Certify eligibility of program applicants

	SERVICE QUANTITY					1988 COST ALLOCATION ($1,000's)
	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 PROJECTED	1988 PLANNED	
1)	na	na	0 Applicant Interviews	500	2,500	$87 Unit: $36 /interview

GOAL: TO PROVIDE JOB TRAINING TO ECONOMICALLY DISADVANTAGED INDIVIDUALS IN SPECIAL NEED OF JOB TRAINING.

OBJECTIVE 4601-A:
To ensure the number of program terminees entering employment meets the following minimum percentage targets[1]:

	1984	1985	1986	1987	1988
(A-1) All	47%	57%	64%	69%	57%
(A-2) Youth	31%	47%	50%	48%	41%
(A-3) Welfare	33%	39%	38%	55%	48%
(A-4) Refugee	47%	56%	56%	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 On-Job-Training Contracts.
4. Enroll terminees in Job Shop Placement Components.
5. Refer hard to place clients to State Employment Service for placement.
6. Refer each client 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 terminating from the program and entering employment.

OBJECTIVE 4601-B:
To ensure 75% of all program youth terminate from the program positively.[1]

	1984	1985	1986	1987	1988
(B-1)	42%	76%	68%	59%	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 emphasizing job placements.
4. Monitor all youth who terminate from program for employment and/or positive termination.
5. Continue utilization of the Youth Competency Program.

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[1] The percentages for all categories, except Refugee, reflect minimum state standards. The Refugee percentage reflects the minimum local standard.

LABOR RESOURCES

OBJECTIVE 4601-C:
To ensure the cost per youth positive termination averages $3,670.[1]

	1984	1985	1986	1987	1988
(C-1)	$5,402	$2,283	$2,624	$2,100	$3,670

Maximum Expenditure per Positive Youth Termination

STRATEGY:
1. Develop shorter length skills programs.
2. Monitor cost per positive youth termination.

OBJECTIVE 4601-D:
To limit cost per program adult who enters employment to no more than $4,502.

	1984	1985	1986	1987	1988 [2]
(D-1)	$4,222	$2,563	$3,134	$2,800	$4,502

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 paying an average of $4.12 per hour.

	1984	1985	1986	1987 [2]	1988
(E-1)	na	$4.07	$4.42	$4.14	$4.12

Average Wage at Placement

STRATEGY:
1. Improve the general skills of participants seeking employment in occupations identified as growth areas and provide entry level wages averaging 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] 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. These objectives reflect minimum state standards.

[2] These objectives reflect minimum state standards.

CAPITAL IMPROVEMENT FUND

Capital Improvement Fund

CAPITAL IMPROVEMENT PROJECTS FUND

The Capital Improvement Projects Fund allocation approved for 1988 is $28,798,822. 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 approved amount of funding by source for those projects which will be funded in 1988.

FUND SUMMARY

Source	Amount
General Fund	$ 843,472
General Obligation Bonds	2,000,000
Drainage Reserve (1987)	1,075,000
Drainage Reserve (1988)	2,275,000
Tourism Enhancement Capital Funds	470,040
Community Development Block Grant	518,750
Water Fund	7,077,000
Sewer Fund	13,935,000
Interfund Loan	186,000
Civic Center Ticket Surcharge	26,960
Cemetery Lot Sales	32,600
Georgia Department of Transportation	50,000
Private Donations	51,000
Chatham County	258,000
Total	$28,798,822

A list of each project included in this fund summary immediately follows this page.

1988 APPROVED CAPITAL IMPROVEMENT PROJECTS

General Fund:

May Street Roof Replacement	$ 110,000
City Hall/Gamble Building Repairs	155,922
Facilities Condition Assessment	30,000
Factors Walk Study	20,000
Hodgson Memorial Drive Widening	60,000
Abercorn/Mall Boulevard/DeRenne Intersection Improvements	107,000
Eisenhower @ Sallie Mood Signal	30,400
Daffin Lake Restoration - Phase II	275,000
Cloverdale Playground	55,150
	$ 843,472

General Obligation Bonds:

1988 Street Paving	$1,770,000
1988 Street Paving Design	150,000
Bond Issue Administrative Charges	30,000
Hodgson Memorial Drive Widening	50,000
	$2,000,000

Drainage Reserve (1987):

Fell Street Box Auxiliary Power	$ 252,000
Placentia Canal Improvements	550,250
Middleground Road Improvement	60,000
Contingency/Miscellaneous	212,750
	$1,075,000

Drainage Reserve (1988):

Drainage Reserve Contribution	$2,275,000
	$2,275,000

Tourism Enhancement:

Civic Center Risers	$ 369,040
Forsyth Fountain Restoration	51,000
Battlefield Park Restoration	50,000
	$ 470,040

Community Development Block Grant:

Summerside Railroad Crossing	$ 400,000
Garden Homes/Yamacraw Playgrounds Renovation	63,000
Summerside Playground	30,000
Dixon Playground	25,750
	$ 518,750

Water Fund:	
Miscellaneous Water Line Improvements	$ 250,000
Well Preventive Maintenance Program	135,000
City's Share of Cost of Improvements Constructed to Master Plan Requirements	500,000
Improvements Constructed as Part of Paving Projects	137,000
Extensions to Unserved Areas	150,000
Elevated Tank Painting - Windsor Forest	45,000
Rehabilitate Pump House-Well No. 14 (Windsor Forest)	40,000
Travis Field/I&D Loop	1,000,000
Improvements to Acquired Systems	200,000
Hutchinson Island Service	391,000
Rivers Bend Service Area	75,000
Chatham Parkway - Phase II	380,000
Areas in City not served by Fire Protection	250,000
Montgomery Crossroads Line - Abercorn to Middleground Road	412,000
Middleground Road 16" Water Line	808,000
Cornell Street Pump Station	600,000
Dean Forest Water Line	954,000
White Bluff Line - Windsor to Old Mill	750,000
	$7,077,000
Sewer Fund:	
Windsor/Wilshire Upgrade - Transport (Phase II)	$2,490,000
Abandon Cloverdale Plant (Phase II)	4,290,000
President Street Plant Expansion (Phase I)	187,000
Georgetown Plant and Outfall (Phase II)	2,450,000
Sewer Line Rehabilitation - Gaston Street	350,000
Sewer Line Extensions - Forest River Farms	400,000
Lift Station Rehabilitations	305,000
Sewer Share of Paving	80,000
Cost Sharing with Master Plan Concept	175,000
Dutch Island Sewer Extension	200,000
Hutchinson Island Sewer Service	671,000
Rivers Bend Sewer System	589,000
Georgetown Area Pump Station and Force Main	1,000,000
Bacon Park Pump Station Road & Bridge	50,000
Sewer Extensions	110,000
Rehabilitation of the Hopkins Street Outfall	488,000
Upgrade Acquired Systems	100,000
	$13,935,000
Interfund Loan:	
Golf Cart Paths - Phase II	$ 186,000
	$ 186,000
Ticket Surcharge:	
Civic Center Risers	$ 26,960
	$ 26,960
Cemetery Lot Sales:	
Cemetery Entranceway and Roadway Paving	$ 32,600
	$ 32,600
Georgia Department of Transportation:	
1987 Street Paving	$ 50,000
	$ 50,000
Private Donations:	
Forsyth Fountain Restoration	$ 51,000
	$ 51,000
Chatham County:	
Hodgson Memorial Drive Widening	$ 150,000
Fell Street Box Auxiliary Power	108,000
	$ 258,000

GENERAL FUND CAPITAL IMPROVEMENT PROJECTS

Funds in the amount of $843,472 are approved from the General Fund for the construction, rehabilitation and maintenance of several capital projects. These projects include building renovations, traffic and street improvements, and park and playground renovations. Each of the approved projects is described in detail below.

CITY BUILDING RENOVATIONS

May Street Center Roof Replacement $ 110,000

Since 1971, the May Street Center has been jointly operated by the City and the Y.M.C.A. The City owns the facility and operates it Monday through Thursday, while the Y.M.C.A. operates it the remainder of the week. This joint operation has resulted in some duplication of services, but the Y.M.C.A. has now proposed to take over sole operation of the facility throughout the week. This would result in 1988 annual savings to the City of roughly $84,504 in programming and $38,342 in maintenance. The stipulations to this transfer are the donation of the building to the Y.M.C.A. and the replacement of the roof. The current roof was installed in 1981 with a defective membrane material that has since been discontinued by its manufacturer. Cracking in this material and lack of drainage cause severe leaking during normal rainstorms and for days afterwards. The roof's current condition calls for complete replacement, since attempts at patching over the past seven years have failed. The warranty on the roof expired in 1982, but the possibility of recovering damages from the manufacturer and installer is being explored.

City Hall/Gamble Building Repairs $ 155,922

Several improvements to City Hall and the Gamble Building are approved for 1988:

1) Gamble Building Roof Replacement ($42,500) The age of the existing Gamble Building roof is unknown, but it received its last overall coating of fiberglass roofing cement in 1977. Three areas of the roof experience frequent leaks and have never been successfully patched. These funds would allow a resurfacing of the entire roof.

2) Gamble Building Electrical Distribution System Redesign ($40,000) Many facets of the existing electrical distribution system are not in compliance with the City's electrical code. The building also receives power that fluctuates widely in current, causing damage to electrical equipment. Main panels were installed in 1977 on the second and third floors, but subsequent installations have created a confused system that causes problems in repairs and in safety for City personnel and equipment. This project will allow design for the centralization of the system.

3) Gamble Building Exterior Stairwell Design ($15,000) The current fire escapes on the Gamble Building are in violation of the State fire code and are in need of replacement. A stair tower on the west end of the building is proposed to replace the current escapes. This will meet fire code standards and provide emergency exit of the building from all areas. The future construction cost is estimated to be $113,000, and the tower is estimated to eliminate three parking spaces.

4) Miscellaneous Repairs ($58,422) Each year, specific problems occur that must be corrected. In 1988, $58,422 is approved to solve these problems and to make general improvements to City Hall and to the Gamble Building.

Facilities Condition Assessment $ 30,000

There is a need for a comprehensive assessment of the City's buildings conditions. Such a study was performed for the Gamble Building; however, the approved study will encompass all City facilities. This assessment will permit better planning to ensure capital expenditures are put to their best use and to ensure City buildings are all subject to a uniform standard of condition.

Factors Walk Retaining Wall Study $ 20,000

The Factors Walk retaining wall is well over 100 years old and stretches from Barnard Street on the west, to East Broad Street on the east. The section of the wall immediately west of the Hyatt is being pushed forward. The top of the wall is no longer slanted backward, but is tilting noticeably outward. These funds would support the study of the entire wall's current condition, and plan for its future restoration.

TRAFFIC AND STREET IMPROVEMENTS

Hodgson Memorial Drive Widening - Phase II $ 60,000

Hodgson Memorial Drive, located between Benfield and Eisenhower Drives, is a two-lane street. During peak hours, it operates at 40% to 50% above capacity. In 1985, Hodgson Memorial, between Stephenson and Eisenhower, was widened to four lanes with turn bays, at a cost of $155,000.

Subsequent soil samples and increased traffic loads showed the existing pavement could not be utilized as anticipated. This increased the cost to the extent that only the section north of Benfield could be widened with approved funds (Phase I). The current project, as Phase II, will complete the widening to four lanes with turn bays, south of Benfield to Eisenhower. Since Hodgson is four lanes south of Eisenhower, the completion of this project will make Hodgson Memorial four lanes its entire length. This widening is intended to ease current and anticipated congestion caused by the development along Hodgson Memorial and Stephenson. An additional $50,000 from General Obligation Bonds and $150,000 from the Local Option Sales Tax receipts bring the 1988 total cost of the project to $260,000. Combined with the $155,000 approved in 1985, the entire cost of widening Hodgson Memorial, between Stephenson and Eisenhower, is $415,000.

Abercorn/Mall Boulevard/DeRenne Intersection Improvements $ 107,000

Three intersection improvements on the City's southside are recommended for 1988. This area is experiencing rapid development accompanied by increased traffic congestion. The existing roadway system cannot adequately handle the existing traffic volumes and the major signalized intersections are operating at levels of service that create great congestion and vehicular delay, especially during the peak hours of the day. Future development will add to the capacity needs in the area, and roadway improvements are essential to accommodate the traffic generated by these developments.

1) Abercorn and Mall Boulevard Intersection Widenings ($50,000) Two street widenings are approved for the intersection of Abercorn and Mall Boulevard. The first is the widening of Abercorn to allow three southbound lanes of traffic through the interchange. The intersection currently narrows Abercorn to two lanes, to allow two left-turn lanes onto Mall Boulevard. The bottleneck created causes this part of the intersection to operate at 112% of capacity. This widening will allow the existing two turn lanes and eliminate the existing bottleneck. The State of Georgia has already agreed to do the widening itself. It will be handled by the State and require no City funding or work, except for the relocation of existing traffic signals at an estimated cost of $12,000.

The second widening is to the westbound lanes of Mall Boulevard (opposite Chatham Plaza). This approach to the intersection currently has two lanes -- one for left-turns only and one for right-turns and through traffic. This setup causes the intersection to operate at 214% of its capacity, causing congestion throughout the area. The proposed widening, at a cost of $38,000, would retain the existing left-turn only lane, and create a second lane for left-turns and through traffic and a third lane for right-turns only. This will allow much greater capacity at the intersection and ease some of its most severe problems.

2) Separate Left Turn Lanes - Mall Boulevard at Hodgson Memorial Drive ($45,000) All approaches to this intersection experience vehicular delay in excess of 60 seconds per vehicle. Intersection usage exceeds capacity by 28% to 73% during peak hours. Current left turns are made from normal through lanes, causing backups as drivers are forced to yield to oncoming traffic. This project will allow separate channels for turning, thus freeing existing lanes for through traffic. The current signal will be retained, though modifications to its phasing may be required.

3) Extend Third Abercorn Southbound Lane North of DeRenne ($12,000) The intersection at Abercorn and DeRenne is one of the City's busiest. A third lane was installed in 1986, north of DeRenne, (in front of the bank and Jewish Educational Alliance), to coincide with the three lanes south of DeRenne. Because of the relative shortness of the third lane, only 15 percent of traffic uses it, creating congestion in the intersection's two other southbound lanes. This project funds the removal of part of the median and extension of the southbound lane to 500 feet. This is expected to raise its usage to roughly 30 percent and increase the speed of traffic flow through the intersection.

Eisenhower and Sallie Mood Signal $ 30,400

The current volume of traffic on Eisenhower causes a great degree of difficulty in entering or crossing the street from Sallie Mood. The average wait per vehicle, upon reaching the front of the line, is as high as 41.4 seconds during peak hours. This time, multiplied by the number of vehicles using the north and south approaches, creates a large backup at the intersection and has contributed to several serious accidents. This project funds the installation of a signal at this intersection.

PARK AND PLAYGROUND RENOVATIONS

Daffin Lake Restoration - Phase II $ 275,000

Daffin Lake is undergoing Phase I of restoration. Its completion will offer a facility that can hold water, but some continuous seepage will result. Phase II will deepen the lake to prevent algae growth, install a clay water barrier and lake walls, and landscape the shoreline. No further major maintenance will be expected for fifty years.

Cloverdale Playground Renovation $ 55,150

The Cloverdale Playground is located on Stiles Avenue near the Bowles Ford Pool. The playground's equipment was installed in 1978, consisting largely of wooden log construction. Since its installation, the wooden equipment (3 tire swings, a climbing castle, and a pirate ship) has deteriorated badly and had to be removed. This project funds the replacement of this equipment with metal structures and the replacement of some metal equipment that has deteriorated due to normal wear and tear (a Liberty Bell swing and a climber). The Cloverdale Playground serves a youth population of roughly 2,075.

GENERAL OBLIGATION BOND ISSUE PROJECTS

The City has the authority to annually issue $2 million in General Obligation Bonds in order to implement street and drainage improvements. During 1988, $2,260,000 in street paving and street widening projects is approved. $1,820,000 is for 1988 street paving construction , $150,000 is for the design of 1989 street paving projects, $30,000 is for General Obligation Bond administrative costs, and $260,000 is for the widening of Hodgson Memorial Drive. Of the $2,260,000 needed, $2,000,000 will be contributed from the 1988 General Obligation Bond Issue as shown below.

1988 Street Paving $1,770,000

In the continuation of the City's plan for paving all streets by the year 2000, approximately 3.43 miles are to be paved in 1988. The design of the 1988 paving was done in 1987. The streets to be paved in 1988 are delineated on the next page.

Street	Section	Miles	Estimated Completion
Schley	Rose Dhu to Old Barn	0.90	3/89
Old Barn	Schley to End	0.23	3/89
Dutchtown	Middleground to Apache	0.27	1/89
Mohawk	Apache to Middleground	0.32	1/89
Mohawk	Rio to End of Pavement	0.30	1/89
Hurst	Delta to Rivers End	0.30	2/89
Hayners	Clark to Rivers End	0.14	2/89
42nd	Live Oak to Cedar	0.10	2/89
36th	Live Oak to Waters	0.10	2/89
36th South	Cedar to Dieter	0.18	2/89
37th	Wallin to Skidaway	0.06	2/89
38th	Wallin to Skidaway	0.09	2/89
39th	Wallin to Skidaway	0.11	2/89
Stuart	Waters to West End	0.10	3/89
Macon	Price to East Broad	0.11	3/89
57th	Atlantic to Paulsen	0.12	3/89
		3.43	

An additional $50,000 in Georgia Department of Transportation aid is anticipated, raising the total construction cost to $1,820,000.

1989 Street Paving Design $ 150,000

Since street paving is done according to a Council approved plan set through the year 2000, design for street paving can be performed in the year prior to actual construction. Just as design was performed in 1987 for 1988 construction, funds are now needed for design of 1989 construction.

General Obligation Bond Administrative Costs $ 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 1988. Funds are required to pay for the services of bond administrators who prepare the necessary paperwork for the bond issue. These costs total approximately $30,000.

Hodgson Memorial Drive Widening $ 50,000

These funds are the General Obligation Bond contribution to the $260,000 total cost of this project. Details of the project are given under the description of the General Fund's $60,000 contribution.

DRAINAGE RESERVE CAPITAL PROJECTS

In 1987, the City established a Drainage System Improvement Reserve Fund to receive the proceeds of a 1 mill tax levy. This levy was designed to address the problems of the City's nine drainage basins that serve as collectors and distributors of storm water. A Citizens' Drainage Task Force was also created to aid in the prioritization of specific projects. The funds collected in a given year are to be spent the following year as specified under this prioritized schedule. In 1987, $1,075,000 was generated that can be expended in 1988. Additionally, in 1988, $2,275,000 will be contributed to the Drainage System Improvement Reserve Fund for future projects. The projects approved for funding in 1988 from the 1987 drainage reserve are described below.

Fell Street Box Auxiliary Power — $252,000

Since 1984, approximately $2,000,000 has been spent on Fell Street drainage improvements. Installation of the box, tidegates and pumps will be useless in a storm in the event of a power failure. This project provides a backup generator for auxiliary power. Chatham County is under a current contractual agreement to pay an additional $108,000 on the project, raising the total funding to $360,000.

Placentia Canal Improvements — $550,250

Placentia Canal runs along the City's eastern limits from Bonaventure Cemetery to LaRoche Avenue. Several residential subdivisions between Sunset Boulevard and Tompkins Road, and several commercial buildings around Victory Drive and east of Bonaventure Road are also susceptible to flooding. A study recently completed by the Corps of Engineers provides flood control for 87 families and 17 commercial establishments within the 100-year flood plain. Improvements include tidegate replacement, grading and widening the canal, construction of a levee, and increased capacity at several road crossings. This project has been given a Priority I rating by the Drainage Task Force and will be managed by the Corps of Engineers. The $550,250 is a contribution to them for the City's share of the cost. In return for this contribution, the Corps will fund an additional $550,250 in work, bringing the total funding of the project to $1,100,500.

Middleground Road Drainage Improvement — $ 60,000

These funds will allow the lengthening of the culvert on Middleground Road to allow a road shoulder and the possible future widening of the road. This culvert is approximately 500 feet west of the intersection of Middleground Road and Abercorn Street.

Contingency/Miscellaneous — $212,750

These are the surplus funds of the $1,075,000 drainage reserve and are intended to fund projects in the Drainage Task Force report and projects unanticipated during budget preparation.

TOURISM ENHANCEMENT CAPITAL PROJECTS

Effective June 1, 1987 the State Legislature raised the hotel/motel tax from 3% to 5%. These unanticipated funds created a surplus after the City made its contribution to the Convention and Visitor's Bureau of roughly $235,020 in 1987 and $470,040 in 1988. These funds are meant to promote tourism in Savannah. The 1987 dollars were spent on Rousakis Plaza ($50,000), Forsyth Park's Fragrant Garden ($20,000), Civic Center Asbestos Removal ($60,000), and Battlefield Park ($105,020). The approved 1988 projects are summarized below.

Civic Center Risers $ 369,040

Approximately 1,144 of the Civic Center's arena seats (adjacent to the arena floor) are on retractable platforms. Two hundred and forty eight of these seats (in the "end zone") were replaced in 1986, but the poor condition of the remaining 896 seats requires their requested replacement in 1988. An additional $26,960 will come from ticket surcharge revenues, raising the total funding of the project to $396,000.

Forsyth Fountain Renovation - Phase II $ 51,000

The Forsyth Park Fountain was installed in 1858 and has become a symbol of Savannah. Phase I of the project repaired the fountain's pump, pumphouse, basin and electrical system. Phase II will restore the fountain's artwork that has been damaged by age and other elements. The entire fountain structure will be completely refinished, and recast as needed. When completed, the fountain will have the same appearance as in 1858, except it will be equipped with stainless steel plumbing and fittings to reduce future maintenance needs. The total cost of the renovation is estimated at $102,000, $51,000 of which will be funded from private donations.

Battlefield Park Restoration $ 50,000

The Battlefield Park area contains some of the finest examples of 19th century railroad architecture in the United States. However, this site is now abandoned and is subject to fire, weathering, and vandalism. In order to prevent these buildings from further serious deterioration, funds are needed to correct structural defects, to repair roofs, and to properly secure the buildings. Funds in the amount of $50,000 are approved to carry out such projects during 1988.

COMMUNITY DEVELOPMENT BLOCK GRANT PROJECTS

One of the sources of Public Development revenue is the Community Development Block Grant (CDBG). Projects funded with the grant must benefit primarily low and moderate income homes with the CDBG target neighborhoods. An estimated $2,132,865 will be received in 1988, and an additional $2,548,197 will be carried forward from prior years. Of this amount, $518,750 is approved for 1988 capital projects. These projects are summarized below.

Summerside Railroad Crossing $ 400,000

The Summerside area on Savannah's westside near Liberty City, is home to roughly 560 people, but contains only one street for ingress and egress. This entrance is located on the northside of the area, and not only creates an inconvenience to area residents, but creates a hazard by limiting emergency vehicle access. This project will entail creating a railroad crossing and connecting Pendleton Street to Archer Street on the area's southside.

Garden Homes/Yamacraw Playgrounds Renovation $ 63,000

By applying adopted standards, Garden Homes and Yamacraw playgrounds have been recognized as in need of capital maintenance. Both are in rundown condition and present a hazard to users. These projects involve the removal of all existing playground equipment including basketball courts. The installation of new equipment with a sand cushion will be made. Funds are approved for Phase I of the renovation of these playgrounds in 1988 at a cost of $63,000. The total renovation cost for the playgrounds is $150,825.

Summerside Playground Renovations $ 30,000

As part of the annexation of the Summerside area, the City received the rights to a 1/2 acre Clinch Street playground constructed by Chatham County on lands leased from the railroad. The playground equipment is in poor condition and consists of a swing set, a slide, a climber, and a dirt basketball court. This project funds the replacement of the equipment and the replacement of the dirt court with cement. This playground serves a youth population of about 1,468.

Dixon Playground Renovation $ 25,750

The Dixon playground, on the northwest corner of East Broad and Henry Streets, serves a youth population of roughly 2,500. It was constructed at the same time as the Cloverdale playground, of the wooden log construction. Though not quite as deteriorated as Cloverdale's equipment, Dixon's equipment also had to be removed for safety reasons. About 80% of the deterioration is due to material failure and 20% to vandalism.

WATER FUND CAPITAL IMPROVEMENT PROJECTS

A capital improvement program has been established for water projects in order to continue to provide a safe, potable water supply for residential, commercial and industrial needs within the City. A multi-year plan has been established in order to meet these goals. The 1988 portion of this plan, approved at $7,077,000, is listed below:

PROJECTS ESSENTIAL TO CORRECT EXISTING PROBLEMS OR TO MAINTAIN CURRENT STANDARDS

Miscellaneous Water Line Improvements $ 250,000

Each year, some water lines need to be replaced to avoid major leaks. Approximately one mile of line will need replacement. Funds are approved to meet this need.

Well Preventive Maintenance Program $ 135,000

The City has instituted a program to systematically inspect each of the 34 water wells which supply water to the entire domestic water system. Each pump must be inspected for proper operation. This year, funds are approved in order to substantially renovate five water wells. This part of the project will cost approximately $105,000, an additional $30,000 is also requested for surge protection and remote monitoring of Well No. 8 (Gordonston).

City's Share of Cost of Improvements Constructed to Master Plan Requirements $ 500,000

When developers are constructing water and sewer facilities, the City agrees to pay the developer for oversizing lines and facilities to accommodate City demands that are beyond the needs of the developers. The City pays for the cost of the additional capacity. Funds are approved to handle these agreements in 1988.

Improvements Constructed as Part of Paving Projects $ 137,000

Each year, the City replaces water lines as needed when the streets are being paved. This practice is followed to prevent damaging newly paved streets when a water line collapses. In other words, lines are installed at the time streets are paved rather than later. Funds are approved to replace lines as needed prior to paving projects.

Extensions to Unserved Areas $ 150,000

These funds are required to extend service to areas of planned development.

PROJECTS NECESSARY TO MEET CURRENT NEEDS OR TO PROVIDE FOR PROTECTED GROWTH

Elevated Tank Painting-Windsor Forest $ 45,000

The 500,000 gallon elevated tank in Windsor Forest was last painted in 1978. Repainting in 1988 is required as preventive maintenance.

Rehabilitate Pump House-Well No. 14 (Windsor Forest) $ 40,000

The pump house at Well No. 14 was built before development took place around it. It is constructed of concrete blocks and is compatible with the homes surrounding it. The City has received more complaints on this pump house and the one located at Columbus Drive and Abercorn Street, than any others. The latter is in the process of being corrected. This project will provide a major facelift for the Windsor Forest facility.

Travis Field/I & D Loop $1,000,000

The City is unable to use the three wells at Travis Field to supply water for the new Savannah Quarters development, and the Georgia Environmental Protection Division has refused permission for a new well on the site unless the three Travis Field wells are closed. Therefore, the City has decided to use surplus from the I & D Plant for Travis Field by building a line connecting the I & D Plant and Travis.

Improvements to Acquired Systems $ 200,000

Funds are requested to make necessary improvements to acquired systems to bring them to City standards. The primary improvements are planned for the Gateway Savannah system, a 1988 acquisition.

Hutchinson Island Service $ 391,000

Hutchinson Island has been the center of much development interest. This project will provide City water to aid the development by building a line from General McIntosh Drive to the island.

Rivers Bend Service Area $ 75,000

The Rivers Bend Subdivision is on the south end of Whitfield Avenue. Its residents are currently on septic tanks, but have requested City sewer service. To extend service to this area, the City must buy two Chatham County-owned wells for water service.

Chatham Parkway-Phase II $ 380,000

The Chatham Parkway Water Line currently deadends, causing a loss of pressure and extra costs. A loop, which was partially built under Phase I, will eliminate this problem. Phase II will complete the project with 8,000 LF of 12" pipe from Chatham Parkway at the well to north of I-16.

Areas in City not served by Fire Protection $ 250,000

The Ben Kell Road, Felt Drive and Coffee Villa Road areas are not currently served by City water needed for fire protection. This project would fund the installation of lines and hydrants in the area.

PROJECTS NECESSARY TO BRING THE WATER SYSTEM UP TO MASTER PLAN STANDARDS AND/OR TO PREVENT SERIOUS DEFICIENCIES FROM FULLY DEVELOPING

Montgomery Crossroads Line - Abercorn to Middleground Road $ 412,000

This project will allow the upgrade of service in the area by the installation of 5,200 LF of 20" water line.

Middleground Road 16" Water Line $ 808,000

This project will complete the installation of a major trunk line to the extreme southwest Savannah system, along Middleground Road to Abercorn Expressway.

Cornell Street Pump Station $ 600,000

A 5 MG surface tank reservoir is proposed for the City's eastside. This project will construct a line to supply the reservoir.

Dean Forest Water Line $ 954,000

The closing of the three wells in Travis Field will allow a well in the Savannah Quarters area. This project calls for the installation of a 20" water main 1000 feet from the well (which is being constructed from existing monies). Also a 12" force main will be installed to transport sewage from Savannah Quarters to the Travis Field Treatment Plant.

White Bluff Line - Windsor to Old Mill $ 750,000

This project will complete the trunk main loop from Windsor Road to Old Mill Road (9,000 LF).

SEWER FUND CAPITAL IMPROVEMENT PROJECTS

As with the City's water utility, long range plans have been established to provide sewerage capacity to meet present and future needs in transporting and in treating wastewater on a continuous basis in accordance with State environmental standards. The State Environmental Protection Division has mandated a number of actions to improve water treatment standards. Also, parts of the system are aging and deteriorating, and action must be taken in order to properly maintain the lines, lift stations, and other facilities. Growth inside and outside of the City necessitates installation of lines and facilities in order to provide for future growth and expansion. Listed below are the 1988 projects, approved at $13,935,000, to meet these needs in the future.

PROJECTS REQUIRED BY STATE OR FEDERAL MANDATE

Wilshire/Windsor Treatment Facilities (Phase II) $2,490,000

The two treatment plants serving the City of Savannah's southside areas discharge treated effluent into the Springfield Canal. The State Environmental Protection Division has mandated the facilities be upgraded to meet secondary treatment requirements and to discharge the treated effluent to the Savannah River. Phase I funds will allow for engineering plans to be drawn and to begin construction. The complete cost of the project is approximately $5,278,000.

Abandon Cloverdale Plant (Phase II) $4,290,000

Phase II will complete the mandated abandonment of the Cloverdale Plant. The total replacement cost of the plant's capacity is roughly $5,075,000.

PROJECTS NOT MANDATED BY STATE OR FEDERAL AUTHORITIES

President Street Plant Expansion (Phase I) $ 187,000

The President Street Plant will operate at or near design capacity by the end of 1990. It is projected that planning and construction of its expansion will take 3 years. Phase I will include determining the extent of the expansion and the necessary engineering design work. The plant has a current capacity of 20 MGD and the expansion is expected to add 5-10 MGD.

Georgetown Treatment Plant Expansion (Phase II) $2,450,000

The Georgetown area growth projections indicate the plant needs expansion by 1989 and the treated effluent piped to the Ogeechee River. In order to meet the projected growth, funds are approved in 1988 to expand the plant capacity from 0.35 MGD to 2.5 MGD. This will allow the plant to also serve Gateway Savannah.

Sewer Line Rehabilitation - Gaston Street $ 350,000

The 18" sewer line running under Gaston Street (from East Broad Street to Tattnall Street) has failed in the past and recent television tapes have revealed serious problems with the existing line. Funds are approved to reline the entire length.

Sewer Line Extensions - Forest River Farms $ 400,000

This project will complete the collection and pumping facilities for this area on the City's extreme southside.

Lift Station Rehabilitation $ 305,000

Due to age, failing equipment, and code restrictions, many of the City's 121 lift stations need replacement or rehabilitation. The City has established a long-term program to rehabilitate at least five (5) lift stations per year. Rehabilitation includes renewal or replacement of pumps, valves and control mechanisms. The program has proven to be successful in significantly reducing system failures and in reducing maintenance costs. However, since the stations are unattended, some mechanical failures can lead to the disruption of pumping. To avoid these provisions, 20 of these stations should be tied into the City's remote monitoring system. The rehabilitation and monitoring parts of this project will cost approximately $275,000 and $30,000, respectively.

Sewer Share of Paving Projects $ 80,000

Each year, a number of streets are scheduled for paving, but the streets have sewer lines below satisfactory condition. To avoid paving the streets and later tearing them up to repair sewer lines, the City has established a program to replace or repair sewer lines prior to the paving of streets. Funds are approved to replace such lines as needed during 1988.

Cost Sharing with Master Plan Concept $ 175,000

As developers construct sewer lines in newly developed areas, the City must ensure that the sewer lines are sized adequately to meet future needs which may be over and above the immediate needs of the developer. Therefore, the City has agreed to pay developers for adequately sizing lines to accommodate future City needs. Funds are approved to share line costs with developers for proper line sizing.

Dutch Island Sewer Extension $ 200,000

This project will complete the collection and pumping facilities on the island.

Hutchinson Island Sewer Service $ 671,000

Hutchinson Island has been the center of much development interest recently. To aid future development, this project will involve the construction of a regional pumping station and force main from the island to the President Street Treatment Plant.

Rivers Bend Sewer System $ 589,000

The residents of Rivers Bend Subdivision (south end of Whitfield Avenue) are currently on septic tanks, but have requested City sewer service. This project will serve as a regional collection and pumping facility.

Georgetown Area Pump Station and Force Main $1,000,000

Funds are approved to construct a regional pumping facility and force main to allow the pumping of sewage from Gateway Savannah to the Georgetown Treatment Plant. This will allow the closing of the Gateway Savannah Treatment Plant.

Bacon Park Pump Station Road & Bridge $ 50,000

During wet weather, sanitation trucks cannot reach the dumpsters at the sanitary lift station. If the dumpsters are not emptied, foul odors will develop. Also the bridge leading to the site is becoming unsafe and needs to be replaced. Funds are approved to surface the road and to replace the bridge.

Sewer Extensions $ 110,000

The amount of $100,000 is approved for regional extensions in the Southeast Timber area (south of Georgetown) to provide for future development. An additional $10,000 is needed to connect houses in other areas that were not connected properly to the system during earlier projects. Also, there are houses which can be served by extending the main sewer line a short distance.

Rehabilitation of the Hopkins Street Outfall $ 488,000

The Hopkins Street Line is in poor condition. This project will finish the rehabilitation of the line from West Boundary Street at West Gwinnett Street to the Yamacraw Lift Station.

Upgrade Acquired Systems $ 100,000

The City has recently acquired sewer sysems from private developers. Funds are approved to bring these systems up to City standards.

OTHER REVENUE SOURCES

Six miscellaneous sources of revenue, totalling $604,560, will also be used to fund 1988 capital improvement projects. These sources are summarized below.

INTERFUND LOAN

Golf Cart Path Paving $ 186,000

The 1987 budget provided funding to pave 10,600 linear feet of golf cart paths (Phase I). The paving of an additional 16,100 linear feet at a cost of $186,000 is needed as the second and final phase of this project. Completion of the path system will result in reduced maintenance costs, increased cart use and player convenience. Interfund loan proceeds will support the cost of the project which will be repaid over a ten year period from additional green fees and cart rental fees.

TICKET SURCHARGE

Civic Center Risers $ 26,960

Approximately 1,144 of the Civic Center's arena seats (adjacent to the arena floor) are on retractable platforms. Two hundred and forty eight of these seats (in the "end zone") were replaced in 1986, but the poor condition of the remaining 896 seats requires their replacement in 1988. An additional $369,040 will come from Tourism Enhancement funds, raising the total funding of the project to $396,000.

BURIAL LOT SALES

Since 1986, the proceeds from burial lot sales have been reserved for development and capital costs at the City cemeteries. One project is approved to be funded from these proceeds in 1988.

Cemetery Entranceway and Roadway Paving $ 32,600

Some portions of the cemetery road system have been rendered nearly impassible from erosion and other surface deterioration. The amount of $32,600 in new funds is approved to be added to $37,400 in existing funds to address this problem. The worst problem to be addressed is the entranceway to Greenwich Cemetery. This area is badly cratered with potholes and old patches. The entrance is planned to be resurfaced at a cost of $20,000.

GEORGIA DEPARTMENT OF TRANSPORTATION

The Georgia Department of Transportation participates in local paving in two ways; directly by funding and managing L.A.R.P paving, and indirectly by contributing to locally managed and funded projects.

1988 Street Paving $ 50,000

This is the state contribution anticipated for 1988 street paving. Added to $1,770,000 in General Obligation Bonds, total funding amounts to $1,820,000 for 1988 street paving construction. A complete description of the 1988 street paving program is given in the General Obligation Bond Issue Projects part of this section.

PRIVATE DONATIONS

Forsyth Fountain Restoration $ 51,000

Donations are being sought to pay $51,000 of the total $102,000 cost of the Forsyth Fountain restoration. This is in an effort to raise public attention and participation in the project. The remaining allocation will be funded with Tourism Enhancement funds. A full project description is given in that part of this section.

CHATHAM COUNTY

Chatham County will be providing partial funding for two 1988 projects, as described below.

Hodgson Memorial Drive Widening $ 150,000

As its portion of the Local Option Sales Tax receipts, the City has received $150,000 for roadway improvements. These dollars combined with $60,000 in General Funds and $50,000 in General Obligation Bonds complete the funding needed to widen Hodgson Memorial Drive.

Fell Street Box Auxiliary Power $ 108,000

Chatham County is under an existing agreement to fund 30% of all work on the Fell Street Box. The remaining 70% of the $360,000 total cost and the scope of the project have been previously discussed under the Drainage Reserve section.

SPECIAL FUNDS

SPECIAL FUNDS

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund , which totals $12,245,709 in 1988, 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 1988, Employer contributions to Employee benefits total $8,155,830, while Employee Contributions to Employee benefits total $4,089,879. The following summary identifies specific benefits according to Employer Contributions and Employee contributions.

Social Security: Contributions will total $4,737,454 in 1988, up from $4,287,236 due to higher salaries and wages and an increase in rate. The Employer will contribute $2,368,727, or half of the 1988 total, while employees will contribute the remaining half.

Pension: Contributions to the Pension Fund under the New Plan total $3,948,898 in 1988, an increase of $555,095 over 1987 contributions. The increase in the Pension contribution is due to increased benefits which became effective January 1, 1987. Increased benefits include lowering the general normal retirement age to 62, lowering the general early retirement age to 57, and lowering the vesting service requirement to 5 years. Employer contributions will total $2,910,000 in 1988, while Employees will contribute $1,038,898 under the New Plan. Employees will contribute an additional $1,600 under the Old Pension Plan. There are no Employer contributions to the Old Pension Plan in 1987 or 1988, 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:

1983	1984	1985	1986	1987	1988
6.9%	7.7%	7.7%	8.0%	7.5%	8.4%

Insurance:
Group Medical Insurance* contributions will total $2,572,761 in 1988, up from $1,999,995 in 1987. This increase is attributed to an increase in claims costs during 1987. The Employer will contribute $1,836,061 in 1988, while employees are scheduled to contribute $551,700 in 1988.

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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 $355,749 in 1988, up from $309,050 in 1987. The major reason for this increase is to fund the disability insurance premium. Disability Insurance is a benefit added in 1987. Employer contributions for 1988 will total $226,795, while Employee contributions will total $128,954.

Unemployment Insurance contributions will be $100,001 in 1988, up from $9,996 in 1987. Contributions to this fund have remained low for the past two years in order to utilize a portion of the reserve which was substantially more than the requirement. The desired reserve level is scheduled to be reached at the end of 1987, so a normal contribution is resumed for 1988. All contributions to Unemployment Insurance are made by the Employer.

Worker's Compensation contributions will total $714,246 in 1988, up from $571,747 in 1987. An increase in claims costs requires the increased contribution to this fund. The Employer makes the total contribution to Worker's Compensation.

EMPLOYEE BENEFITS FUND

1987 Projected	1988 Budget	Change
$10,395,440	$12,245,709	$1,850,269

Employer Contributions

	1987 Projected	1988 Budget
Social Security	$2,143,618	$2,368,727
Pension (New Plan)	2,415,000	2,910,000
Group Medical Insurance*	1,372,259	1,836,061
Group Life/Disability Insurance	186,236	226,795
Unemployment Insurance	9,996	100,001
Worker's Compensation	571,747	714,246
Total	$6,698,856	$8,155,830

Employee Contributions

Social Security	$2,143,618	$2,368,727
Pension (New Plan)	978,803	1,038,898
Pension (Old Plan)	1,650	1,600
Group Medical Insurance	449,699	551,700
Group Life/Disability Insurance	122,814	128,954
Total	$3,696,584	$4,089,879

* Includes contributions from Community Development and Labor Resources.

MEDICAL INSURANCE FUND

The approved 1988 Group Medical Insurance expenses are $2,705,600, which is $370,601 or 12% lower than projected 1987 expenditures. Revenues and expenditures projected for 1987 and budgeted for 1988 are listed below.

	1987 Projected	1988 Budget
BEGINNING FUND BALANCE	$1,576,644	$ 632,840
REVENUES		
City Contribution	$1,337,463	$1,801,061
Employee Contribution	449,669	551,700
Labor Resources	15,885	16,000
Community Development	18,911	19,000
Retirees' Contribution	126,329	130,000
Airport	51,738	55,000
Total Contributions	$1,999,995	$2,572,761
Interest Allocation	132,402	50,000
TOTAL REVENUES	$2,132,397	$2,622,761
EXPENDITURES		
Claims Paid	$2,945,333	$2,550,600
Administrative Fee	130,868	155,000
TOTAL EXPENDITURES	$3,076,201	$2,705,600
ENDING FUND BALANCE	$ 632,840	$ 550,001

PENSION FUND
SUMMARY STATEMENT OF INCOME AND EXPENSES
FOR YEAR ENDED DECEMBER 31, 1986*

Employee and Employer Contributions	$3,387,397	
Less: Administration Expenses	49,452	
NET CONTRIBUTION INCOME		$3,337,945
Investment Income:		
Dividends	$ 659,513	
Interest	1,514,024	
Miscellaneous Income	421	
Net Gain/Loss on Investment Sales	2,218,223	
Less: Investment Services	146,463	
NET INVESTMENT INCOME		4,245,718
TOTAL INCOME AVAILABLE FOR BENEFIT PAYMENTS		$7,583,663
Benefit Payments:		
Pension Payments	$1,372,527	
Refunds	235,393	
Interest on Refunds	27,047	
TOTAL BENEFIT PAYMENTS		$1,634,967
EXCESS OF INCOME OVER EXPENSES		$5,948,696

* This is the latest version available by budget printing.

DEBT SERVICE FUND

Amounts to be Provided and Appropriations for General Obligation Bond Payments

	1987 Projected	1988 Budget
Amounts to be Provided:		
Transfer from General Fund	$ 2,176,028	$ 2,367,520
Transfer from Civic Center Fund	400,640	386,880
Transfer from Water Fund	10,350	0
Transfer from Sewer Fund	21,640	0
TOTAL SOURCES	$ 2,608,658	$ 2,754,400
Appropriations:		
General Obligation Bond Principal:		
Streets and Drainage	$ 1,081,092	$ 1,205,000
Civic Center Purposes	320,000	320,000
Water Purposes	10,000	0
Sewer Purposes	20,908	0
Total Principal	$ 1,432,000	$ 1,525,000
General Obligation Bond Interest:		
Streets and Drainage	$ 1,094,936	$ 1,162,520
Civic Center Purposes	80,640	66,880
Water Purposes	350	0
Sewer Purposes	732	0
Total Interest	$ 1,176,658	$ 1,229,400
TOTAL APPROPRIATIONS	$ 2,608,658	$ 2,754,400



1987 - 1988
VEHICLE PURCHASE FUND

	General Fund	Grant Fund	Sanit. Fund	Revolv. Fund	Golf Fund
BEG. BAL. 1987	$1,381,652	$ 5,783	$205,340	$ 25,369	$87,449
Vehicle Deprec.	1,138,109	8,209	598,150	42,211	23,960
Loss Billings	8,343	0	14,683	0	0
Rep./Add. Contr.	268,145	0	298,618	36,283	20,080
Sales Revenue	43,841	0	27,091	10,159	0
Interest Revenue	68,282	489	36,500	2,514	1,427
Misc. Revenue	2,360	17	1,261	87	49
Insur. Proceeds	12,007	0	6,993	379	299
TOTAL REVENUE	$1,541,087	$ 8,715	$983,296	$ 91,633	$45,815
Replace. Purch.	$1,548,221	$ 6,954	$664,586	$ 24,835	$47,187
Fleet Additions	286,960	0	89,728	23,130	15,357
Veh. Rebuilding	0	0	55,000	0	0
Sales Expense	871	0	331	192	0
TOTAL EXPENSE	$1,836,052	$ 6,954	$809,645	$ 48,157	$62,544
END 87/BEGIN 88 BALANCE	$1,095,030	$ 7,544	$393,674	$ 68,845	$70,720
Vehicle Deprec.	1,167,286	8,420	655,583	43,971	25,646
Loss Billings	8,343	0	14,683	0	0
Fleet Add. Contr.	66,000	10,000	18,250	23,250	0
Replace. Contr.	156,741	0	55,997	0	6,230
Sales Revenue	45,156	0	27,903	10,464	0
Interest Revenue	70,331	504	37,595	2,589	1,470
Misc. Revenue	2,431	17	1,299	89	51
Insur. Proceeds	12,367	0	7,202	391	308
TOTAL REVENUE	$1,528,655	$18,941	$818,512	$ 80,754	$33,705
Replace. Purch.	$1,641,000	$ 0	$641,500	$ 8,500	$ 0
Fleet Additions	88,000	10,000	10,000	23,250	0
Veh. Rebuilding	0	0	25,000		0
Sales Expense	897	0	341	198	0
TOTAL EXPENSE	$1,729,897	$10,000	$676,841	$ 31,948	$ 0
END BALANCE '88	$ 902,131	$16,485	$550,028	$117,651	$104,426

1987 - 1988
VEHICLE PURCHASE FUND

	W/S Fund	I & D Water	Civic Center	Parking Fund	Total
BEG. BAL. 1987	$109,037	$ 38,082	$ 3,959	$-7,389	$1,891,395
Vehicle Deprec.	241,968	12,359	2,534	28,582	2,096,082
Loss Billings	2,417	0	0	0	25,443
Rep./Add. Contr.	70,090	1,439	1,088	13,800	709,543
Sales Revenue	19,075	215	0	0	100,381
Interest Revenue	14,555	736	151	1,702	126,356
Misc. Revenue	503	25	5	59	4,366
Insur. Proceeds	2,529	170	29	174	22,580
TOTAL REVENUE	$351,137	$ 14,944	$ 3,807	$44,317	$3,084,751
Replace. Purch.	$234,443	$ 20,861	$ 0	$ 0	$2,547,087
Fleet Additions	58,546	0	0	52,438	526,159
Veh. Rebuilding	0	0	0	0	55,000
Sales Expense	349	0	0	0	1,743
TOTAL EXPENSE	$293,338	$ 20,861	$ 0	$52,438	$3,129,989
END 87/BEGIN 88 BALANCE	$169,253	$ 32,165	$ 7,766	$-15,510	$1,846,159
Vehicle Deprec.	239,142	12,099	2,661	27,562	2,182,370
Loss Billings	2,417	0	0	0	25,443
Fleet Add. Contr.	0	0	0	0	117,500
Replace. Contr.	29,273	263	321	13,479	262,302
Sales Revenue	19,648	221	0	0	103,392
Interest Revenue	14,992	758	155	1,753	130,147
Misc. Revenue	518	26	5	61	4,498
Insur. Proceeds	2,605	175	30	179	23,258
TOTAL REVENUE	$308,595	$ 13,542	$ 3,172	$43,034	$2,848,910
Replace. Purch.	$303,500	$ 18,000	$ 0	$ 0	$2,612,500
Fleet Additions	12,000	0	0	0	143,250
Veh. Rebuilding	0	0	0	0	25,000
Sales Expense	359	0	0	0	1,795
TOTAL EXPENSE	$315,859	$ 18,000	$ 0	$ 0	$2,782,545
END BALANCE '88	$164,406	$ 27,707	$10,938	$27,524	$1,912,525

1988 APPROVED VEHICLE REPLACEMENT LIST

Activity Number	Activity Name	Vehicle to be Replaced	Estimated Cost
	BUREAU OF FINANCIAL AND MANAGEMENT SERVICES		
1505	Research and Budget	227 Sedan	$ 8,500
1510	Personnel	634 Sedan	8,500
1520	Accounting	446 Sedan	8,500
1544	Water/Sewer Revenue	627 Sedan	8,500
1544	Water/Sewer Revenue	449 Sedan	8,500
			$ 42,500
	FACILITIES MAINTENANCE BUREAU		
2020	Park and Tree	410 Sedan	$ 8,500
2020	Park and Tree	664 Dump 10000GVW	13,000
2020	Park and Tree	583 Mower	10,000
2020	Park and Tree	411 Pickup 1/2-ton F/S AC	8,500
2020	Park and Tree	667 Dump 10000GVW	13,000
2020	Park and Tree	281 Bucket Truck	65,000
2020	Park and Tree	279 Bucket Truck	65,000
2020	Park and Tree	453 Pickup 3/4-ton Diesel	10,000
2031	Traffic Engineering	537 High Cube	22,000
2031	Traffic Engineering	438 Sedan	8,500
2033	Drainage Maintenance	176 Dump 7 Yd. Box	25,000
2033	Drainage Maintenance	1101 Bucket Machine	12,000
2033	Drainage Maintenance	581 Spray Truck	45,000
2033	Drainage Maintenance	580 Vactar Sewer Cleaner	110,000
2033	Drainage Maintenance	384 Dump Flatbed	25,000
2033	Drainage Maintenance	590 Dump 7 Yd. Box	25,000
2033	Drainage Maintenance	740 Dump Flatbed	25,000
2033	Drainage Maintenance	745 Mowing Attachment	20,000
2035	Streets Maintenance	298 Dump 7 Yd. Box	42,000
2035	Streets Maintenance	502 Dump Flatbed	25,000
2035	Streets Maintennace	501 Dump Flatbed	25,000
2035	Streets Maintenance	766 Front End Loader	40,000
2035	Streets Maintenance	144 Cushman	8,000
2035	Streets Maintenance	469 Mowing Tractor	13,500
2035	Streets Maintenance	365 Grader	100,000
2035	Streets Maintenance	221 Roller	28,000
2035	Streets Maintenance	1075 Pickup Diesel	10,000
			$ 802,000
	INSPECTIONS		
2310	Inspections	441 Sedan	$ 8,500
2310	Inspections	447 Sedan	8,500
2310	Inspections	525 Sedan	8,500
2310	Inspections	448 Sedan	8,500
2310	Inspections	415 Sedan	8,500
2310	Inspections	460 Sedan	8,500
			$ 51,000

1988 APPROVED VEHICLE REPLACEMENT LIST

Activity Number	Activity Name	Vehicle to be Replaced	Estimated Cost
		POLICE BUREAU	
2620	Operations/Patrol	284 Van	$ 15,000
2620	Operations/Patrol	Sedans Patrol (32)	416,000
2620	Operations/Patrol	787 Van	15,000
2631	Investigations	Sedans (15)	157,500
			$ 603,500
		FIRE BUREAU	
2840	Firefighting	530 Patrol Sedan	$ 13,000
2840	Firefighting	801 Mini Pumper	75,000
2840	Firefighting	422 Van 3/4-ton	12,000
			$ 100,000
		LEISURE SERVICES BUREAU	
3040	Bldgs. and Grounds	613 Pickup 1/2-ton F/S	$ 10,000
3040	Bldgs. and Grounds	659 Pickup 1/2-ton F/S	10,000
3040	Bldgs. and Grounds	612 3/4-ton Tool Body	12,000
3040	Bldgs. and Grounds	614 Pickup 1/2-ton F/S	10,000
			$ 42,000
GENERAL FUND TOTAL			**$1,641,000**
		REVOLVING FUND	
5020	Vehicle Maint.	400 Sedan	$ 8,500
		SANITATION FUND	
6302	Residential Refuse	702 Rear Loader	$ 70,000
6302	Residential Refuse	595 Dump Flatbed	25,000
6302	Residential Refuse	307 Rear Loader	70,000
6302	Residential Refuse	596 Dump Flatbed	25,000
6302	Residential Refuse	306 Rear Loader Body	22,500
6302	Residential Refuse	305 Rear Loader Body	22,500
6302	Residential Refuse	700 Rear Loader	70,000
6302	Residential Refuse	701 Rear Loader	70,000
6302	Residential Refuse	309 Rear Loader Body	22,500
6302	Residential Refuse	224 Walden Loader	25,000
6304	Street Cleaning	686 Sweeper (Rebuild)	25,000
6304	Street Cleaning	687 Sweeper	85,000
6305	Commercial Refuse	729 Pickup Diesel	9,000
6305	Commercial Refuse	5 Front Loader	110,000
6306	Neighborhood Services	678 Van 3/4-ton 15 Pass.	15,000
			$ 666,500

1988 APPROVED VEHICLE REPLACEMENT LIST

Activity Number	Activity Name	Vehicle to be Replaced	Estimated Cost
		WATER FUND	
7102	W/S Administration	631 Sedan	$ 8,500
7110	Water Supply/Treat	1056 Pickup Diesel	10,000
7110	Water Supply/Treat	516 Pickup Diesel	10,000
7120	Water Distribution	778 TE Crew Truck	15,000
7120	Water Distribution	670 A/C	11,000
7120	Water Distribution	424 TE Crew Truck	15,000
7120	Water Distribution	669 A/C	11,000
			$ 80,500
		SEWER FUND	
7250	Sewer Maintenance	981 Sedan	$ 8,500
7250	Sewer Maintenance	111 Pickup 1/2-ton F/S	10,000
7280	Small Plants	103 Crew Flatbed	28,000
7280	Small Plants	572 Crew Flatbed	28,000
7280	Small Plants	136 Backhoe	30,000
7280	Small Plants	676 Jet Truck	46,000
7280	Small Plants	456 Sedan	8,500
7280	Small Plants	125 Dump Flatbed	25,000
7280	Small Plants	573 Crew Flatbed	28,000
7280	Small Plants	528 A/C	11,000
			$ 223,000
		I & D WATER FUND	
8002	I & D Water	630 Station Wagon	$ 9,500
8002	I & D Water	418 Sedan	8,500
			$ 18,000
GRAND TOTAL			**$2,637,500**

1988 APPROVED FLEET ADDITION LIST

Activity	Type	Estimated Cost
Park and Tree	Pickup 3/4-ton	$ 12,000
	Pickup (2)	20,000
Drainage Maintenance	Van	10,000
Operations/Patrol	Cushmans (2)	13,000
	Sedan Patrol	13,000
Bldgs. and Grounds	Pickup (2)	20,000
Housing Admin.	Pickup 1/2-ton	10,000
Data Processing	Van	12,000
Engineering	Pickup 1/2-ton	11,250
Refuse Disposal	Pickup 1/2-ton	10,000
Water Distribution	Pickup 3/4-ton	12,000
GRAND TOTAL		**$ 143,250**



APPENDIX

APPENDIX

PERSONNEL SUMMARY CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	APPROVED RANGE	STAFF YEARS
MAYOR			1.00
ALDERMEN			8.00
CITY MANAGER			1.00
CITY ATTORNEY			1.00
ASSISTANT CITY MANAGER			1.00
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	97	1.00
SANITATION DIRECTOR	96	96	1.00
LEISURE SERVICES DIRECTOR	96	96	1.00
FIRE CHIEF	96	96	1.00
CITY ENGINEER	93	93	1.00
ASST FACILITIES MAINT DIRECTOR	93	93	1.00
DPC DIRECTOR	91	91	1.00
INSPECTIONS DIRECTOR	90	91	1.00
TRAFFICE ENGINEERING 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
COMM & ECON DEVELOPMENT DIR	89	89	1.00
REFUSE COLLECTION 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
RECREATION SERVICES 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
CEMETERY DIRECTOR	87	87	1.00
DPC OPERATIONS SUPERVISOR	80	86	1.00
SYSTEMS SUPERVISOR	86	86	1.00
DATA BASE SUPERVISOR	86	86	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
REFUSE DISPOSAL DIRECTOR	82	82	1.00
NEIGHBORHOOD SVS DIRECTOR	82	82	1.00
DIR OF EMPLOYEE TRAINING	82	82	1.00
DPC PERSONAL COMPUTER COORD	81	81	1.00
DPC TRAINING COORDINATOR	81	81	1.00
MAPPER COORDINATOR	81	81	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	APPROVED RANGE	STAFF YEARS
SENIOR SYSTEMS ANALYST	81	81	4.00
COMPUTER SYSTEMS PROGRAMMER	81	81	1.00
ASST FINANCE DIRECTOR	81	81	1.00
ASST BUDGET DIRECTOR	81	81	1.00
ASST TRAFFIC ENGINEER	81	81	1.00
POLICE CAPTAIN	80	81	6.00
POLICE PLANNING DIRECTOR	81	81	1.00
POLICE TRAINING DIRECTOR	80	81	1.00
RISK MANAGEMENT ADMIN	79	80	1.00
SAN CODE ENFORCEMENT ADMIN	80	80	1.00
COMMERCIAL REFUSE COLL ADM	80	80	1.00
STREET CLEANING ADMINISTRATOR	80	80	1.00
NBRHD PROGRAMS DIRECTOR	80	80	1.00
ATHLETICS DIRECTOR	80	80	1.00
GOLF COURSE DIRECTOR	80	80	1.00
FIRE BATTALION CHIEF	79	80	6.00
LANDFILL ADMINISTRATOR	80	80	1.00
ASST REVENUE DIRECTOR	79	79	1.00
MASTER INTERNAL AUDITOR	79	79	1.00
ASSISTANT PERSONNEL DIRECTOR	79	79	1.00
MASTER ANALYST	79	79	1.00
ASSISTANT LABOR RESOURCES DIR	79	79	1.00
CIP COORDINATOR	79	79	1.00
COMMUNITY DEVELOPMENT ADMIN	79	79	1.00
ECONOMIC DEVELOPMENT ADMIN	79	79	1.00
FACILITIES PROJECTS COORD	79	79	1.00
ASST PARK & TREE DIRECTOR	79	79	1.00
BUILDING & GROUNDS MAINT ADMIN	79	79	1.00
WTR TRTMENT/DISTRIBUTION ADMIN	79	79	1.00
ASST INSPECTIONS DIRECTOR	79	79	1.00
ASST VEHICLE MAINTENANCE DIR	79	79	1.00
RESEARCH LIBRARIAN	78	78	1.00
SPECIAL ASSISTANT TO THE MAYOR	78	78	1.00
ASSISTANT TO THE CITY MANAGER	78	78	1.00
PUBLIC INFORMATION OFFICER	78	78	1.00
COMPUTER PROGRAMMER ANALYST	78	78	5.00
SENIOR INTERNAL AUDITOR	78	78	2.00
SENIOR PERSONNEL COORDINATOR	78	78	2.00
SENIOR MANAGEMENT ANALYST	78	78	7.00
ECON DEVELOPMENT PLG OFFICER	78	78	1.00
PROGRAM COORDINATOR	78	78	2.00
DIRECTOR OF CULTURAL AFFAIRS	78	78	1.00
FIRE TRAINING OFFICER	78	78	1.00
ELECTRONIC/TELECOM EQUIP SUPT	78	78	1.00
EMPLOY ASST PROG COORD	78	78	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	APPROVED RANGE	STAFF YEARS
WATER & SEWER REVENUE ADMIN	77	77	1.00
PARKING SERVICES ADMIN	77	77	1.00
ADMINISTRATIVE SERVICES COORD	76	77	1.00
ASST PURCHASING DIRECTOR	77	77	1.00
INVENTORY COORDINATOR	76	77	1.00
PARTS MANAGER	76	77	1.00
COMPLIANCE OFFICER	77	77	1.00
FIELD ENGINEERING COORD	77	77	1.00
CIVIL ENGINEER	77	77	5.00
TRAFFIC ENGINEERING COORD	77	77	1.00
WSTWTR COLLECTIONS ADM	77	77	1.00
WATER OPERATIONS ADMIN	77	77	1.00
W'WATER TREATMENT PLANTS ADMIN	77	77	1.00
EQUIP MAINT SUPERINTENDENT	76	77	3.00
SENIOR BUYER	75	76	1.00
DOWNTOWN SERVICES SPECIALIST	76	76	1.00
CIVIC CENTER PROGRAMS COORD	75	76	1.00
POLICE LIEUTENANT	74	76	12.00
INTERNAL AUDITOR	75	75	2.00
PERSONNEL COORDINATOR	75	75	2.00
MANAGEMENT ANALYST	75	75	12.00
LABOR RESOURCES COORDINATOR	75	75	2.00
PLANNER	75	75	1.00
SPECIAL PROJECTS COORDINATOR	75	75	1.00
PLANS EXAMINER	75	75	1.00
POLICE CRIME PREV ANALYST	75	75	1.00
SENIOR ACCOUNTANT	74	74	1.00
CHIEF FIRE INVESTIGATOR	74	74	1.00
BLDG & ELEC MNT SUPERVISOR	74	74	1.00
TRAFFIC SIGNAL SUPERINTENDENT	74	74	1.00
COMPUTER BUSINESS SUPERVISOR	73	73	1.00
SAFETY/TRAINING OFFICER	73	73	1.00
NEIGHBORHOOD SERVICES COORD	73	73	1.00
PKS MAINT SUPT/ARBORIST	73	73	1.00
TURF/PARKS MAINT SUPT/HORTICUL	73	73	1.00
I & D MAINTENANCE SUPV	70	73	1.00
WATER SUPPLY SUPT	73	73	1.00
WATER DISTRIBUTION SUPT	73	73	1.00
WATER OPERATIONS SUPT	73	73	1.00
CNT SWG TNT PLANT OP SUPT	73	73	1.00
SEWAGE COLLECTION SUPT	73	73	1.00
SM PLANTS SEWAGE TRT SUPT	73	73	1.00
CNT SEWAGE PLANT MECH SUPT	73	73	1.00
LIFT STATION MAINT SUPT	73	73	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	APPROVED RANGE	STAFF YEARS
PUBLIC INFORMATION SPECIALIST	73	73	1.00
REFUSE COLLECTION SUPT	73	73	1.00
FIRE CAPTAIN	71	72	42.00
MASTER EQUIPMENT MECHANIC	71	72	15.00
BUYER	70	71	1.00
ENGINEERING TECHNICIAN	71	71	2.00
CHEMIST	71	71	1.00
CEMETERY MAINT SUPT	71	71	1.00
SPECIAL EVENTS COORD	70	71	2.00
POLICE SERGEANT	70	71	32.00
STREET MAINT SUPERINTENDENT	71	71	1.00
DRAINAGE MAINTENANCE SUPT	71	71	1.00
COMPUTER PROGRAMMER	70	70	2.00
ACCOUNTANT	70	70	6.00
LAB SUPERVISOR	70	70	2.00
GOLF COURSE MAINT SUPT	69	70	1.00
WATER PLANT OPERATIONS SUPV	70	70	6.00
UTIL MAINT SUPERVISOR	70	70	4.00
SEWAGE TRMT PLANT SUPVERVISOR	70	70	7.00
PROCESS CONTROL SUPERVISOR	70	70	1.00
CONFIDENTIAL SECRETARY	68	69	2.00
CLERK OF COUNCIL	68	69	1.00
PROGRAM ANALYST	69	69	1.00
SENIOR PROPERTIES INSPECTOR	69	69	2.00
DPC TELECOMMUNICATIONS TECH	68	68	2.00
SENIOR REHAB INSPECTOR	68	68	1.00
CHIEF DEPUTY CLERK	67	68	1.00
SURVEY PARTY CHIEF	68	68	1.00
CONSTRUCTION INSPECTOR	68	68	6.00
TRAFFIC MAINT SUPERVISOR	68	68	1.00
GROUNDS MAINT EQUIP SPECIALIST	67	68	1.00
BUSINESS COORDINATOR	68	68	1.00
BOX OFFICE/CONC SUPERVISOR	68	68	1.00
ASSISTANT PLANS EXAMINER	68	68	1.00
SENIOR BUILDING INSPECTOR	68	68	2.00
SENIOR ELECTRICAL INSPECTOR	68	68	1.00
SR PLUMBING/MECHANICAL INSP	68	68	1.00
SENIOR ZONING INSPECTOR	68	68	1.00
SENIOR FIRE PREVENTION INSP	68	68	1.00
WELDER	67	68	2.00
PRINCIPAL EQUIPMENT MECHANIC	67	68	15.00
HYDRAULICS SPECIALIST	67	68	1.00
MASTER PUMP REPAIR MECHANIC	68	68	1.00
WTR TR PLANT MASTER MECHANIC	68	68	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	APPROVED RANGE	STAFF YEARS
ADMIN ASST TO CITY MANAGER	66	67	1.00
PERSONNEL TECHNICIAN	67	67	1.00
RECORDERS COURT INVESTIGATOR	67	67	2.00
SENTENCING COORDINATOR	67	67	1.00
RECREATION SUPERVISOR	66	67	9.00
SANITATION SUPERVISOR	67	67	12.00
ELECTRONIC EQUIPMENT TECH	67	67	2.00
BUILDINGS & GROUNDS SUPT	67	67	2.00
ELECTRONIC CONTROL SYST TECH	67	67	5.00
BUILDING MECHANIC SUPT	67	67	1.00
TELECOMMUNICATIONS SUPERVISOR	66	66	1.00
REHABILITATION INSPECTOR	66	66	2.00
BUILDING OPERATIONS SUPERVISOR	66	66	1.00
BUILDING INSPECTOR	66	66	2.00
ELECTRICAL INSPECTOR	66	66	4.00
PLUMBING/MECHANICAL INSPECTOR	66	66	3.00
ZONING INSPECTOR	66	66	1.00
FIRE PREVENTION INSPECTOR	66	66	2.00
PUBLIC INFORMATION ASST	65	65	1.00
CHIEF REVENUE INVESTIGATOR	64	65	1.00
REVENUE SUPERVISOR	64	65	3.00
PARKING FACILITIES SUPV	64	65	1.00
TRAFFIC PLANNER	65	65	1.00
SOUND SYSTEMS TECHNICIAN	65	65	1.00
WATER METER READING SUPV	64	65	1.00
FIRE INVESTIGATOR	65	65	1.00
PARKING ENFORCEMENT SUPERVISOR	64	65	1.00
POLICE CORPORAL	64	65	116.00
TRAFFIC CONTROL SYSTEM TECH	64	65	7.00
CATALOGING LIBRARIAN	64	64	1.00
SENIOR COMPUTER OPERATOR	64	64	1.00
AUTO PARTS BUYER	63	64	1.00
LABOR RESOURCES TECHNICIAN	64	64	9.00
PKS MAINT SUPERVISOR	64	64	5.00
CEMETERY SUPERVISOR II	64	64	1.00
SWIMMING POOL MAINT SUPV	64	64	1.00
FIELD MAINTENANCE SUPERVISOR	64	64	6.00
BLDG MAINTENANCE MECHANIC	63	64	5.00
SENIOR CARPENTER	63	64	2.00
CUST & MESS SERV SUPV	64	64	1.00
TREE MAINT CREW CHIEF	62	63	1.00
CEMETERY REHAB SPECIALIST	63	63	1.00
CEMETERY SUPERVISOR I	63	63	1.00
MASTER FIREFIGHTER	62	63	108.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	APPROVED RANGE	STAFF YEARS
SUPV PUMP REPAIR MECHANIC	63	63	4.00
GOLF COURSE EQUIP SPECIALIST	61	62	1.00
EQUIP MECHANIC	61	62	8.00
SENIOR EQUIPMENT MECHANIC	61	62	3.00
ELECTRICIAN	61	62	1.00
SECRETARY TO ACM	60	61	2.00
SOCIAL SERVICES COORDINATOR	60	61	1.00
ASST GOLF COURSE MAINT SUPT	61	61	1.00
SENIOR PAINTER	60	61	1.00
DEPUTY COURT INVESTIGATOR	60	60	2.00
GROUNDS MAINT EQUIP MECHANIC	59	60	1.00
PUMP REPAIR MECHANIC	60	60	10.00
WTR TREAT PLANT MECHANIC	60	60	3.00
REVENUE INVESTIGATOR	58	59	7.00
SENIOR LAB TECHNICIAN	59	59	1.00
CEMETERY MNT CREW CHIEF	59	59	1.00
UTIL MAINT CREW CHIEF	59	59	15.00
SR FIRE DISPATCHER	59	59	1.00
SENIOR POLICE DISPATCHER	59	59	4.00
STS MAINT CREW CHIEF	59	59	1.00
SANITATION HEALTH INSPECTOR	59	59	1.00
HEAVY CONSTRUCTION EQUIP OPER	59	59	9.00
POLICE OFFICER	57	58	152.00
PAINTER	57	58	2.00
CARPENTER	57	58	2.00
TRAFFIC SIGNAL ELECTRICIAN	57	58	2.00
ADMINISTRATIVE ASSISTANT	56	57	21.00
ADMINISTRATIVE SECRETARY	56	57	7.00
ASST CLERK OF COUNCIL	56	57	1.00
COMPUTER OPERATOR	57	57	5.00
ACCOUNT TECHNICIAN	57	57	1.00
SENIOR ENGINEERING AIDE	57	57	6.00
LAB TECHNICIAN	57	57	3.00
RECREATION SPECIALIST	56	57	6.65
HEAVY EQUIPMENT OPERATOR	57	57	11.00
SWEEPER OPERATOR	57	57	13.00
COMM REFUSE TRUCK OPERATOR	57	57	5.00
CITIZEN PART SPEC	56	56	1.00
TREE TRIMMER II	56	56	2.00
TREE TRIMMER III	56	56	1.00
LANDSCAPE GARDENER	56	56	1.00
PKS MAINT CREW CHIEF	56	56	4.00
BUILDING & GROUNDS SUPERVISOR	56	56	3.00
WATER METER CREW CHIEF	56	56	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	APPROVED RANGE	STAFF YEARS
WATER PLANT OPERATOR I	56	56	11.00
WATER PLANT OPERATOR II	56	56	7.00
WATER PLANT OPERATOR III	56	56	6.00
SEW TRMT PLANT OPERATOR I	56	56	10.00
SEW TRMT PLANT OPERATOR II	56	56	5.00
CONST SITE SAFETY MONITOR	55	56	2.00
PRINCIPAL CLERK	54	55	6.00
AUTO PARTS BUYER ASSISTANT	54	55	1.00
BUYERS ASSISTANT	54	55	1.00
SENIOR METER READER	54	55	1.00
FIRE DISPATCHER	55	55	5.00
FIREFIGHTER TRAINEE	54	55	12.00
FIREFIGHTER	54	55	31.00
POLICE DISPATCHER	55	55	28.00
CUSTOMER SERV REPRESENTATIVE	53	54	4.00
BUDGET CLERK	53	54	1.00
PERMIT CLERK	53	54	1.00
SECRETARY	53	54	14.50
PERSONNEL CLERK	53	54	3.50
BAILIFF	53	54	3.00
DEPUTY COURT CLERK	53	54	2.00
SENIOR DATA CONTROL CLERK	53	53	1.00
ENGINEERING AIDE	53	53	3.00
TREE TRIMMER TRAINEE	53	53	10.00
TRAFFIC MAINTENANCE SPECIALIST	53	53	1.00
SUPV MAINTENANCE SERV WORKER	53	53	9.00
MAINTENANCE CRAFTS WORKER	53	53	3.00
CODE ENFORCEMENT OFFICER	53	53	6.00
SENIOR ACCOUNT CLERK	51	52	5.00
RECREATION CENTER MANAGER	51	52	13.34
PARKING METER TECHNICIAN	51	52	2.00
RES REFUSE TRUCK OPERATOR	52	52	53.00
APPRENTICE EQUIPMENT MECHANIC	51	52	3.00
SENIOR MAIL CLERK	51	52	1.00
SENIOR CLERK TYPIST	50	51	24.00
CLERK-STENO	50	51	4.00
SENIOR STOREKEEPER	50	51	2.00
WATER METER READER	50	51	4.00
WATER SERVICE REPRESENTATIVE	50	51	6.00
SENIOR CLERK	49	50	17.00
WATER METER MECHANIC	50	50	4.00
APPR MAINT CRAFTS WORKER	49	50	4.00
VEHICLE MAINTENANCE COORD	50	50	1.00
PUMP REPAIR MECHANIC TRAINEE	50	50	4.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	APPROVED RANGE	STAFF YEARS
ACCOUNT CLERK	48	49	15.00
LEISURE SERVICES BUS DRIVER	49	49	1.00
SR PARKING ENFORCEMENT OFFICER	48	49	2.00
SR MNT SERVICE WORKER	48	49	22.00
MEDIUM EQUIPMENT OPERATOR	49	49	50.00
MAIL CLERK/CUSTODIAN	48	49	2.00
DATA CONTROL CLERK	48	48	1.00
CASHIER	47	48	8.00
RECREATION LEADER	47	48	38.43
CITATION WRITER	46	47	3.00
STOREKEEPER	46	47	3.00
PARKING ENFORCEMENT OFFICER	46	47	8.00
INT MNT SERVICE WORKER	46	47	16.00
SR TRAFFIC MAINT WORKER	46	47	4.00
LIGHT EQUIPMENT OPERATOR	47	47	10.00
CLERK TYPIST	45	46	14.00
SWITCHBOARD OPERATOR	45	46	2.00
SR GROUNDS MAINT WORKER	46	46	6.00
SWIMMING POOL MANAGER	46	46	.50
CLUBHOUSE ATTENDANT	45	46	2.00
SR UTILITIES MAINT WORKER	46	46	32.00
SANITATION WORKER	45	46	109.25
EQUIPMENT SERVICE ATTENDANT	45	46	4.00
CLERK	44	45	6.00
GROUNDS MAINT WORKER	43	44	37.17
UTILITIES MAINT WORKER	43	44	16.00
MAINTENANCE SERVICE WORKER	43	44	47.00
PARKING LOT ATTENDANT	43	44	3.00
TRAFFIC MAINTENANCE WORKER	43	44	2.00
CUSTODIAN	41	42	13.52
SENIOR LIFEGUARD	40	40	2.50
SECURITY GUARD	40	40	5.75
RECREATION AIDE	37	37	.75
SCHOOL CROSSING GUARD	37	37	18.24
LIFEGUARD	36	36	7.50

CITY	GRAND TOTAL	1892.60

CITY OF SAVANNAH
PERSONNEL PAY SCHEDULE *

Effective January 1, 1988

RANGE NUMBER	ANNUAL SALARY LOW	ANNUAL SALARY HIGH
26	$ 7,275	$ 9,749
27	7,455	9,991
28	7,639	10,237
29	7,828	10,490
30	8,021	10,749
31	8,219	11,015
32	8,422	11,287
33	8,630	11,565
34	8,843	11,851
35	9,062	12,144
36	9,285	12,443
37	9,515	12,751
38	9,750	13,066
39	9,991	13,388
40	10,237	13,719
41	10,490	14,058
42	10,749	14,405
43	11,015	14,761
44	11,287	15,125
45	11,565	15,499
46	11,851	15,881
47	12,144	16,273
48	12,443	16,675
49	12,751	17,087
50	13,066	17,509
51	13,388	17,942
52	13,719	18,385
53	14,058	18,839
54	14,405	19,304
55	14,761	19,781
56	15,125	20,269
57	15,499	20,770
58	15,881	21,282
59	16,273	21,808
60	16,675	22,347

* 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	$17,087	$22,898
62	17,509	23,464
63	17,942	24,043
64	18,385	24,637
65	18,839	25,245
66	19,304	25,869
67	19,781	26,508
68	20,269	27,162
69	20,770	27,833
70	21,282	28,520
71	21,808	29,225
72	22,347	29,946
73	22,898	30,686
74	23,464	31,444
75	24,043	32,220
76	24,637	33,016
77	25,245	33,831
78	25,869	34,667
79	26,508	35,523
80	27,162	36,400
81	27,833	37,299
82	28,520	38,220
83	29,225	39,164
84	29,946	40,131
85	30,686	41,122
86	31,444	42,138
87	32,220	43,178
88	33,016	44,245
89	33,831	45,337
90	34,667	46,457
91	35,523	47,604
92	36,400	48,780
93	37,299	49,984
94	38,220	51,219
95	39,164	52,483
96	40,131	53,779
97	41,122	55,108
98	42,138	56,468
99	43,178	57,863
100	44,245	59,292
101	45,337	60,756
102	46,457	62,256
103	47,604	63,794
104	48,780	65,369
105	49,984	66,984
106	51,219	68,637
107	52,483	70,333
108	53,779	72,070
109	55,108	73,849
110	56,468	75,673

1988 APPROVED CAPITAL OUTLAYS

ITEM	COST	
GENERAL FUND		
GENERAL ADMINISTRATION		
CLERK OF COUNCIL		
1 Metal Rolling Files	$ 2,500	
Subtotal		$ 2,500
CITY MANAGER'S OFFICE		
1 Electronic Typewriter	$ 650	
Library Map Files	1,400	
1 Labeler	500	
1 Professional Set Recorder	1,000	
1 Audio Mixer	1,000	
Subtotal		$ 4,550
TOTAL		$ 7,050
MANAGEMENT & FINANCIAL SERVICES		
RESEARCH & BUDGET		
2 Work Stations	$ 5,000	
Computer Software	1,000	
Subtotal		$ 6,000
PERSONNEL		
2 Typewriters @ $625 each	$ 1,250	
Subtotal		$ 1,250
FINANCE		
1 Conference table (10' x 4')	$ 900	
1 PC (with peripherals) & DSSP Software	2,800	
Subtotal		$ 3,700
REVENUE		
1 Data Terminal	$ 2,400	
1 Portable Radio	800	
2 Replacement Typewriters @ $643 each	1,286	
1 Telephone Communications System:		
1 Key System	1,600	
14 Telephone Sets	3,222	
1 Station Card	385	
Installation	600	
Subtotal		$10,293
WATER AND SEWER REVENUE		
2 Portable Radios @ $800 each	$ 1,600	
1 Typewriter	750	
1 Radio Repeater with antenna and cable	3,900	
1 Data Terminal	2,400	
1 Telephone Communications System:		
1 Key System	1,600	
15 Telephone Sets	3,450	
1 Station Card	385	
Installation	600	
Subtotal		$14,685

ITEM	COST	
GENERAL FUND		
MANAGEMENT & FINANCIAL SERVICES (cont'd.)		
PURCHASING		
1 Telephone System	$ 4,000	
Subtotal		$ 4,000
TOTAL		$39,928
FACILITIES MAINTENANCE		
FACILITIES MAINTENANCE DIRECTOR		
PC Software	$ 1,000	
Subtotal		$ 1,000
PARK & TREE		
1 File Cabinet	$ 633	
1 Tiller	650	
1 Drinking Fountain	695	
1 Mobile Radio	2,200	
Computer Equipment	6,504	
Subtotal		$10,682
CEMETERIES		
1 Typewriter	$ 1,000	
3 Riding Mowers	19,500	
2 Push Mowers	1,000	
1 Trailer	4,400	
Subtotal		$25,900
TRAFFIC ENGINEERING		
1 MAP File	$ 500	
3 Traffic Controllers	21,300	
2 Traffic Counters	3,300	
1 Two-way Radio	1,600	
4 Traffic Signal Poles	5,200	
2 Flashing School Signs	3,200	
1 Traffic Line Remover	5,000	
Subtotal		$40,100
DRAINAGE MAINTENANCE		
1 Vibratory Compactor	$ 2,000	
1 Multichannel Radio	2,000	
1 Mobile Radio	2,200	
1 Pavement Breaker	4,000	
Subtotal		$10,200
STREETS MAINTENANCE		
1 Vibratory Compactor	$ 1,000	
1 Concrete Saw	3,500	
Subtotal		$ 4,500
TOTAL		$92,382

ITEM	COST	
GENERAL FUND		
INSPECTIONS		
INSPECTIONS		
1 Microfilm Storage Cabinet	$ 1,100	
2 Portable Computers @$2,800	5,600	
2 Printers @ $3,057	6,114	
1 Networking System	5,700	
Software	425	
TOTAL		$18,939
POLICE		
OPERATIONS & PATROL		
5 Traffic Radar Units	$ 5,035	
1 Word Processor	2,175	
Subtotal		$ 7,210
INVESTIGATIONS		
1 Executive Typewriter	1,150	
Subtotal		$ 1,150
AUXILIARY & TECHNICAL SERVICES		
1 Personal Computer	$ 4,740	
26 Light Bars	36,400	
2 Card Files	1,200	
1 Typewriter	900	
1 Microfilm Reader/Printer	17,500	
15 Mobile Radios, 6 motorcycle Radios 1 Base Station, and 5 Portables	94,561	
Subtotal		$155,301
MANAGEMENT SERVICES		
1 Personal Computer	$ 3,500	
1 Replacement Printer	4,800	
1 Replacement Typewriter	800	
Subtotal		$ 9,100
TOTAL		$172,761
RECORDER'S COURT		
RECORDER'S COURT		
3 Modular Office Units @ $3,000 each	$ 9,000	
2 Recorders @ $1,750 each including first-year maintenance	$ 3,500	
TOTAL		$12,500

ITEM	COST	
GENERAL FUND		
FIRE		
FIREFIGHTING		
40 MSA Air Mask Conv. Kits	$ 4,274	
1 5 KWH Diesel Generator	5,500	
1 2-1/2 Inch Hose	8,000	
1 1-1/2 Inch Hose	3,000	
5 Mobile Radios	9,000	
2 Portable Radios	2,900	
1 Lawn Mower	400	
TOTAL		$33,074
LEISURE SERVICES		
ATHLETICS		
40 Tennis Windscreen	$ 2,000	
1 Ice Machine	3,500	
Subtotal		$ 5,500
NEIGHBORHOOD CENTERS		
1 Piano	$ 1,500	
1 Pool Table	800	
Subtotal		$ 2,300
CITY GOLDEN AGE		
1 Upright Piano	$ 1,500	
Subtotal		$ 1,500
BUILDINGS & GROUNDS MAINTENANCE		
2 Life Guard Stands	$ 1,000	
1 14' Diving Board	913	
2 16' Diving Boards	1,928	
4 2-cylinder Tank Scales	3,093	
2 20" Floor Buffers	2,000	
6 Air Conditioners	3,000	
3 Gasoline Pool Vacuum Pumps	2,215	
Subtotal		$14,149
TOTAL		$23,449
GENERAL FUND TOTAL		$400,083
PUBLIC DEVELOPMENT FUND		
BUREAU CHIEF'S OFFICE		
Software	$ 6,000	
Furnishings	$ 1,500	
TOTAL		$ 7,500
LABOR RESOURCES FUND		
JTPA ASSESSMENT CENTER		
1 Printer with accessories	$ 1,000	
TOTAL		$ 1,000

ITEM		COST
REVOLVING FUND		
DATA PROCESSING		
DATA PROCESSING		
Software	$ 30,420	
Office Partition Units	4,360	
TOTAL		$ 34,780
ENGINEERING		
ENGINEERING		
Partitions	$ 1,300	
Software	4,750	
2 Plan Files @ $1,000	2,000	
Survey Equipment	1,500	
TOTAL		$ 9,550
VEHICLE MAINTENANCE		
VEHICLE MAINTENANCE		
1 Brake Drum Lathe	$ 5,000	
1 Hydraulic Press	1,500	
TOTAL		$ 6,500
CENTRAL SERVICES		
CENTRAL SERVICES		
1 PC (with hard disk) and color monitor	$ 2,800	
1 Multiplexer	2,455	
Software	745	
1 16" diameter radial arm saw	4,000	
TOTAL		$10,000
REVOLVING FUND TOTAL		$60,830
GOLF COURSE FUND		
GOLF COURSE		
15 Golf Carts	29,250	
1 Sod Cutter	2,500	
1 300 Gallon Sprayer	6,000	
1 Air Compressor	1,500	
1 Fertilizer Spreader	1,500	
1 Ball Washer	1,200	
10 Tables @ $150 each	1,500	
40 Chairs @ $50 each	2,000	
3 Flymo Mowers @ $400	1,200	
TOTAL		$46,650
CIVIC CENTER FUND		
CIVIC CENTER		
Box Office Computer	$ 8,000	
Parking Attendant Shed	6,000	
3 Money/Ticket Counters @ $1,333	4,000	
Replacement Carpet 2,440 sq. ft. @ $2.82	6,900	
Replacement Wall Cover 685 linear ft. @ $2.63	1,800	
TOTAL		$26,700

ITEM		COST
PARKING FUND		
PARKING ENFORCEMENT		
5 Portable Radios @ $800	$ 4,000	
1 Computer Terminal (State Street Garage)	3,000	
Subtotal		$ 7,000
PARKING GARAGES/LOTS		
4 Portable Radios @ $800	$ 3,200	
1 Air Conditioning Unit	5,000	
1 Security Camera	5,000	
Subtotal		$13,200
TOTAL		$20,200
SANITATION FUND		
RESIDENTIAL REFUSE		
2 Portable Radios @ $1,150	$ 2,300	
Subtotal		$ 2,300
COMMERCIAL REFUSE		
61 Refuse Containers	$22,470	
Subtotal		$22,470
NEIGHBORHOOD SERVICES		
1 Video Camera	$ 1,849	
1 Vehicle Radio	1,750	
Subtotal		$ 3,599
TOTAL		$28,369
WATER FUND		
WATER SUPPLY & TREATMENT		
4 Electric Chlorine Scales @ $2,500	$10,000	
4 Gas Chlorinators @ $2,600	10,400	
5 Chlorine Booster Pumps @ $400	2,000	
4 Chlorine Exhaust Fans @ $700	2,800	
2 Fluoride Mixing Tanks @ $700	1,400	
Subtotal		$26,600
WATER DISTRIBUTION		
1 Conference Table	$ 800	
3 Pavement Breakers @ $1,000	3,000	
1 Geophone	700	
1 Line Tracer	2,500	
1 Pipe Saw	1,500	
2 Mobile Radios @ $1,800	3,600	
1 Tapping Machine	2,500	
1 Pump	1,500	
1 Radio	2,000	
Subtotal		$18,100
TOTAL		$44,700

ITEM	COST	
SEWER FUND		
SEWER MAINTENANCE		
2 Mobile Radios @ $1,800	$ 3,600	
2 Paving Breakers @ $1,450	2,900	
2 Engines (10 HP) @ $800	1,600	
1 Set Pipe Cutters	1,651	
Subtotal		$ 9,751
LIFT STATIONS		
10 Air Compressors @ $210	$ 2,100	
12 Sump Pumps @ $350	4,200	
Subtotal		$ 6,300
PRESIDENT STREET		
2 Drive Gear for Aerators @ $10,000	$20,000	
1 Impeller for raw sewer pump	6,000	
1 50-HP Air Compressor	23,500	
1 Micro screen	10,000	
2 Hand Held Radios @ $600	1,200	
1 Mobile Radio	1,800	
6 Chart Recorders @ $1,500	9,000	
1 Variable Speed Drive for bunker conveyor	8,000	
6 Motor Starters @ $1,083	6,500	
1 Clutch Drive for raw sewerage pumps	8,500	
1 Torque Drive for dewatering system	2,800	
1 Incinerator Control Panel	10,000	
2 Hydraulic Cylinders for filter press @ $5,000	10,000	
Subtotal		$117,300
SMALL PLANTS		
2 Floating Aerators (5HP) @ $5,000	$10,000	
1 Influent Pump & installation	15,000	
1 Set Controls for Influent Pump	10,000	
1 Return Sludge Pump & installation	12,500	
2 Sump Pumps @ $1,000	2,000	
1 Chlorinator	2,000	
Subtotal		$ 51,500
TOTAL		$184,851
I & D WATER FUND		
I & D WATER		
1 Chlorine Blower Exhaust System	$23,000	
2 Air Compressors @ $6,000	12,000	
1 Jar Test Stirrer	600	
1 Ice machine	1,300	
TOTAL		$36,900



1988 CONTRACTUAL BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
PARK AND TREE		
Install shingles, Forsythe Fountain Pump House	8	$ 413
Replace Roofing and Repair Eaves at the Killock Street Nursery	8	9,806
Subtotal	16	$ 10,219
TRAFFIC ENGINEERING		
Replace Overhead Door to Sign Shop	8	$ 1,659
Paint (20) Traffic Signal Poles	8	1,660
Subtotal	16	$ 3,319
CEMETERIES		
Correct Cemetery Facilities Structural Damage	8	$ 17,160
FIREFIGHTING		
Reseal Roofing Membrane, Station #1	8	$ 1,030
Repair Cracks in Concrete; Repair Apparatus Door, Station #7	8	2,060
Electrical Rewiring, Fire Station #4	8	6,180
Furnish and Install HVAC System at Fire Stations #1 & #8	8	14,420
Miscellaneous Roof Repairs, All Stations	8	3,708
Subtotal	40	$ 27,398
SERVICE DESK		
Replace Window, Old Public Svcs. Bldg. at the City Lot	8	$ 10,160
WATER SUPPLY		
Install Shingles on Roof, Well #18	8	$ 859
Install Shingles on Roof, Well #19	8	860
Install Fiberglass Shingles on Roof, Well #20	8	860
Install Fiberglass Shingles on Roof, Well #21	8	859
Subtotal	32	$ 3,438
METROPOLITAN PLANNING COMMISSION		
Furnish and Install HVAC Systems in MPC and in the Library, Gamble Bldg.	8	$ 10,160

1988 CONTRACTUAL BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
BUILDINGS AND GROUNDS		
Paint Light Poles, Bacon Park Tennis Court and Repair Lighting, Forsyth Park Tennis Court	8	$ 1,225
Paint Interiors/Exteriors:		
W. W. Law Center	8	3,628
Tompkins Center	8	5,183
May Street Center	16	11,921
Replace Shingle Roofing, Director's Office Bldg., Daffin Park	12	6,220
Replace Roof, Wymberly Golden Age Center	12	8,000
Subtotal	64	$ 36,177
ENGINEERING		
Install Flow Control Jumpers in HVAC System	8	$ 491
Modify Ductwork to Conference Room in HVAC System	8	$ 1,228
Subtotal	16	$ 1,719
VEHICLE MAINTENANCE		
Replace Roof, Police Garage	8	$ 8,160
GRAND TOTAL	216	$127,910

1988 IN-HOUSE BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
MAYOR AND ALDERMEN		
Miscellaneous	66	$ 273
CLERK OF COUNCIL		
Miscellaneous	66	$ 273
CITY MANAGER		
Miscellaneous	136	$ 410
ASST. CITY MANAGER/MANAGEMENT & FINANCIAL SVC.		
Miscellaneous	66	$ 273
RESEARCH AND BUDGET		
Miscellaneous	154	$ 410
PERSONNEL		
Miscellaneous	221	$ 717
MANAGEMENT & AUDITING		
Miscellaneous	66	$ 273
FINANCE		
Miscellaneous	66	$ 273
REVENUE		
Miscellaneous	92	$ 683
WATER & SEWER REVENUE		
Miscellaneous	66	$ 273
PURCHASING		
Miscellaneous	66	$ 273
FACILITIES MAINTENANCE DIRECTOR		
Miscellaneous	66	$ 273
PARK & TREE		
Sandbox Boat, River Boat	132	$ 554
Fascia and Door, Forsyth Fountain Pump House	18	75
Relocate AC Window Unit to Computer Room	18	75
Miscellaneous	109	456
Subtotal	277	$1,160
CEMETERIES		
Miscellaneous	220	$ 819

1988 IN-HOUSE BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
TRAFFIC ENGINEERING		
Paint Extension of Traffic Engineering, Sign Shop Bldg.	220	$ 744
Remodel Old Meter Shop For Other Function	220	744
Paint Traffic Control Cabinets (20)	70	237
Fabricate Storage Rack for Controller Modular	132	447
Miscellaneous	165	558
Subtotal	807	$2,730
DRAINAGE		
Fabricate Concrete Manhole Forms	66	$ 443
Fabricate Truck Bodies	66	444
Rehandle Tools	66	444
Miscellaneous	66	444
Subtotal	264	$1,775
STREETS MAINTENANCE		
Miscellaneous	242	$1,461
INSPECTIONS		
Fabricate Appeal Signs (200)	220	$1,051
Miscellaneous	66	315
Subtotal	286	$1,366
POLICE CHIEF		
Miscellaneous	66	$ 137
AUXILIARY & TECHNICAL SVCS.		
Miscellaneous	660	$4,915
FIRE CHIEF		
Miscellaneous	55	$ 410
FIREFIGHTING		
Replace Extension Single Doors (2), Station #2	26	$ 267
Reseal Extension Wall Cracks, Station #4	66	677
Miscellaneous	440	4,517
Subtotal	532	$5,461

1988 IN-HOUSE BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
BUILDINGS & GROUNDS		
Paint Interior/Exterior:		
Shuman Pool Building	53	$ 340
Daffin Pool Building	53	340
Bowles Ford Pool Building	53	340
Tompkins Pool Building	35	225
W. W. Law Pool Building	35	225
Eisenhower Complex, Three Buildings	53	340
Blackshear Building	35	225
Bartow Pool Building	53	340
Jenkins Pool Building	53	340
Haven Pool Building	53	340
Daffin Tennis Court Building	18	116
Camp Full-of-Fun Building	53	340
Grayson Stadium	330	2,119
Maintenance of Scoreboard Centers:		
Grayson Stadium, Athletic Fields, and Paulson Complex	220	1,413
Maintenance of Recreational Lighting:		
Forsyth, Cloverdale Hudson Hill, Eisenhower, and Daffin Park	165	1,060
Paint and Repair Grayson Stadium for Baseball	879	5,647
Miscellaneous	548	3,519
Subtotal	2,689	$17,269
LABOR RESOURCES		
Miscellaneous	66	$ 273
PUBLIC DEVELOPMENT		
Miscellaneous Requests:		
Bureau Chief's Office	66	$ 273
Community Development Admin.	66	273
Economic Development Admin.	66	273
Subtotal	198	$ 819
DATA PROCESSING		
Miscellaneous	26	$ 204

1988 IN-HOUSE BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
ENGINEERING		
Paint Reception Area in the Inspector's Office and in the Project Mgmt. Area	198	$ 797
Install Drop-In Fluorescent Fixtures in All Areas; Lenses on Lights in Inspectors Area	132	531
Remove All Existing 220 Volt Receptacles	9	36
Install Additional Receptacles in Reception Area	35	141
Install Additional Fluorescent Fixtures in Project Mgmt. Area	70	282
Relocate Doorway of Stairs to Lower Level (Opposite Conference Room)	70	282
Install Trim Work in Basement Level Areas	35	141
Miscellaneous	138	555
Subtotal	687	$2,765
VEHICLE MAINTENANCE		
Miscellaneous	220	$1,366
SERVICE DESK		
Miscellaneous	110	$ 819
CIVIC CENTER FUND		
Miscellaneous	26	$ 137
GOLF COURSE FUND		
Miscellaneous	99	$ 683
PARKING ENFORCEMENT		
Remodel Offices and Paint	300	$ 931
Miscellaneous	96	298
Subtotal	396	$1,229
SANITATION FUND		
Miscellaneous Requests:		
Sanitation Director	66	$ 273
Residential Refuse Coll.	99	546
Refuse Disposal	99	410
Street Cleaning	35	546
Clean Environment	66	273
Subtotal	365	$2,048

1988 IN-HOUSE BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
WATER SUPPLY & TREATMENT		
Paint Interior/Exterior:		
Well #2	53	$ 173
Well #3	53	173
Well #4	53	173
Well #5	53	173
Well #10 + Fencing	53	173
Well #14	53	173
Well #15	53	173
Well #17	53	173
Well #18	53	173
Well #19	53	173
Well #25, Doors & Trim	35	112
Well #26	35	112
Well #27	53	173
Well #29, Both Bldgs.	53	173
Well #30, Pumphouse & Floors	35	112
Well #31, Doors, Trim & Water Tank	35	112
Modify Roof Systems:		
Well #18	220	717
Well #19	220	717
Well #20	220	717
Well #21	220	717
Replace/Repair Roofs, Fluoride Bldg.		
Well #1	220	717
Well #2	220	717
Well #3	220	717
Well #4	220	717
Well #5	220	717
Well #6	220	717
Well #10	220	717
Well #14	220	717
Well #15	220	717
Repair Doors on Pumphouse & Chlorine Bldg.		
Well #4	39	127
Miscellaneous	107	349
Subtotal	3,782	$12,321
WATER DISTRIBUTION		
Rehandle Tools	35	$ 132
Miscellaneous	66	250
Subtotal	101	$ 382

1988 IN-HOUSE BUILDING MAINTENANCE REPAIRS

	Manhours	Materials
SEWER FUND		
Miscellaneous Requests:		
Sewer Maintenance	53	$ 137
Lift Stations Maintenance	107	443
Paint Interior/Exterior:		
Lift Station #1	35	144
Lift Station #2	53	220
Lift Station #4	53	220
Lift Station #5	53	220
Lift Station #8	66	270
Lift Station #10	53	220
Lift Station #11	53	220
Lift Station #18	53	220
Lift Station #20	53	220
Lift Station #28	53	220
Lift Station #31	53	220
Lift Station #36	53	220
Lift Station #49	53	220
Lift Station #50	53	220
Lift Station #64	35	144
Lift Station #65	53	220
Lift Station #80	53	220
Lift Station #83	53	220
Subtotal	1,038	$4,438
I & D WATER FUND		
Miscellaneous	220	$ 546
METROPOLITAN PLANNING COMMISSION		
Miscellaneous	64	$ 271
GRAND TOTAL	14,680	$70,208

1988 CULTURAL AGENCIES AND ARTS PROGRAMS
APPROVED PROGRAMS

ALLIANCE CHILDREN'S THEATRE — $ 2,850

Children's Theater Performance
- Performance of A Secret Garden, a well-known children's classic. Includes post-performance lecture/ demonstration about theatre production.
  Date: March 4, 1988
  Ext. Attendance: 600-900 parents and children

BALLET SOUTH — $11,225

Summer Workshop - "Come Dance with Us" — $ 4,624
- Program of demonstrations of ballet and other forms of dance to be taken to neighborhood parks and centers. The program will involve audience participation.
  Date: July, 1988
  Est. Attendance: 1,500 youths and elderly

Creative Movement for the Handicapped — $ 2,625
- Therapy for hand-eye coordination, rhythm and interaction, with the goal of expanding the creative potential of the handicapped.
  Date: July-August, 1988
  Est. Attendance: 250 handicapped persons

River Street Performance "Arts-on-the-River Weekend" with the Savannah Symphony — $ 3,540
- Dance presentation during this major multi-arts festival, in collaboration with the Savannah Symphony.
  Date: May, 1988
  Est. Attendance: 2,500 general public

Outdoor Performing Arts Festival/ Forsyth Park — $ 436
- Performance of a selection from Ballet South's repertoire, intended to entertain all ages with the art of dance.
  Date: August, 1988
  Est. Attendance: 500 general public

CENTER FOR PUPPETRY ARTS $ 4,250

Puppet Theater Performance

- Two centers having Puppetry Arts performances of "Alice in Wonderland", with live actors and puppets. Also, an eight-hour puppet-building workshop at Armstrong and "Make-and-Take" puppet workshops at the neighborhood centers.
  Date: February 22, 23, 1988
  Est. Attendance: 1,500 parents and children

CITYARTS $20,000

"Weave a Dream" Programs

- Hands-on art experience for under-served populations. Program sites will include numerous social service agencies and other organizations in the City. A continuation of last year's Georgia Council Grants Match program.
  Date: Throughout, 1988
  Est. Attendance: 500-1,000 senior citizens, handicapped, urban youths, and adults

CITY LIGHTS THEATRE COMPANY $21,537

Outreach Touring Program for the Elderly $ 4,200

- Perform three plays at three sites: Stillwell Towers, Stubbs Towers and Williams Court Apartments.
  Date: Throughout, 1988
  Est. Attendance: 500 senior citizens

Shakespeare in the Square $ 5,775

- Weekend production of a Shakespearean play in historic Washington Square.
  Date: Spring, 1988
  Est. Attendance: 2,000 general public

Creative Theatre for the Handicapped $ 2,100

- Classes in creative movement, dramatics, and games for handicapped youth at special summer camp sessions.
  Date: Summer, 1988
  Est. Attendance: 250 handicapped youths and adults

Arts on the River Weekend $ 4,800
- Production of a musical review "Gilbert meets Sullivan" during festival weekend, complete with costumes and scenery.
  Date: May, 1988
  Est. Attendance: 2,000 general public

Hull and Southside Park Theatre Performances $ 4,662
- One play performed in the amphitheater at Hull Park and one at Southside Community Park, complete with costumes, lighting, and scenery, and directed towards an audience of all ages.
  Date: Spring, Fall, 1988
  Est. Attendance: 1,000 general public

COASTAL HERITAGE SOCIETY $27,850

Weekends in History $17,850
- Seven "theme weekend" programs intended to build awareness of cultural heritage.
  Date: 7 weekends, in 1988
  Est. Attendance: 5,400 general public

Musical Outreach $ 3,900
- Historical music presentations touring 24 institutions throughout the year, including golden age centers, parks, and playgrounds.
  Date: Throughout, 1988
  Est. Attendance: 2,400 urban youths 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. Participants bused in from City parks and playgrounds.
  Date: June, July, August, 1988
  Est. Attendance: 1,500 youths

Performing Arts at the Fort $ 2,200
- Traditional musical groups including British Isles folk music, Coastal Georgia music, and 19th century popular music in performance - as mini-concerts.
  Date: Spring, Fall, 1988 (March 13, October 9, November 27)
  Est. Attendance: 1,000-1,500 parents and children

COASTAL JAZZ ASSOCIATION $21,000

6th Annual Savannah Jazz Fesitval
- A one-day showcase of local, regional, and nationally-known performers, with emphasis on Georgia artists, held at Forsyth Park, accessible to the entire community to celebrate Savannah's jazz heritage.
  Date: September, 1988
  Est. Attendance: 5,000 general public and tourists

GEORGIA PUBLIC RADIO $12,050

Local Performance Fund- In Performance
- 26 broadcasts of local performances and performers saluting human service agencies serving mainly the elderly, the low income, and the handicapped.
  Date: July - December, 1988
  Est. Attendance: 28,000 general public peak audience for each broadcast

KING-TISDELL COTTAGE FOUNDATION, INC. $19,889

Zachariah Anderson: A Collection of Works $ 5,244
- Exhibition of paintings by nationally-recognized artist, exploring abstract African art.
  Dates: June 26 - July 20, 1988
  Est. Attendance: 3,000 general public

Joseph Holston: Small Masterpieces $ 4,965
- Exhibition of painting and prints by a critically-acclaimed artist.
  Date: April 9 - May 6, 1988
  Est. Attendance: 3,000 general public

James Wells: 60 Year Retrospective $ 5,965
- Exhibition of works by a nationally-acclaimed printmaker.
  Date: September 19 - October 31, 1988
  Est. Attendance: 3,000 general public

Mary Reed Daniels: Works on Paper $ 3,715
- Exhibition of pen and ink drawings and acrylics on hand-made paper, including African-American compositions.
  Date: May 1 - June 11, 1988
  Est. Attendance: 3,000 general public

MARTIN LUTHER KING, JR. OBSERVANCE DAY ASSOCIATION $15,525

"Eyes" - adapted by Mari Evans $9,525
- A drama about a black woman's struggle for love, personal dignity, and the liberating force of freedom in the era before the Great Depression.
  Date: Summer, 1988
  Est. Attendance: 2,500 general public

Do Lord, Remember Me $6,000
- A drama with music and searing monologues revealing the tales of horror of American slavery, based on reminiscences of former slaves in 1930.
  Date: Fall, 1988
  Est. Attendance: 2,500 general public

MUSICMOBILE $10,000

Musicmobile Touring Program
- Live music performances of blues, gospel, etc. at multiple underserved sites; also giving lecture/demonstrations.
  Date: Throughout, 1988
  Est. Attendance: 10,000 urban families primarily in under-served neighborhoods

OUTDOOR PERFORMING ARTS FESTIVAL $20,000

Forsyth Park Festival

- Includes the production and the coordination of a 3-day performing arts festival with live theatre, dance, puppetry, mimes, and clowns. The festival will feature many local performers as well as the major participating groups: City Lights Theater, Ballet South, and the Savannah Theatre Company - a multi-disciplinary collaborative effort.
  Date: Summer, 1988
  Est. Attendance: 10,000 general public

SAVANNAH ART ASSOCIATION $ 4,000

Juried Art Exhibition

- Juried show open to artists, as visual arts component of 1988 Arts on the River weekend.
  Date: May, 1988
  Est. Attendance: 5,000 - 7,000 tourists and general public

SAVANNAH COMMUNITY CHOIR $ 8,840

Choral Concerts in the Squares $3,800

- Eight half-hour performances at Franklin and Johnson Squares during the summer months, with a repertoire consisting of patriotic songs, folksongs, and traditional gospel, etc.
  Date: June, July, August, 1988
  Est. Attendance: 100 - 200 per performance, tourists and general public

Senior Citizens Musical Revue $5,040

- Four singers will make six appearances at each of the eight Golden Age Centers to conduct music workshops. The project will culminate with a final rehearsal and a free concert at the Civic Center involving all Golden Age participants.
  Date: May, 1988
  Est. Attendance: 1,000 - 5,000 (# of Golden Age Centers' participants plus estimated audience at free performance)

SAVANNAH FEDERATION OF MUSICIANS $12,000

Free Concerts

- Numerous concerts in the parks, at downtown squares, and at Golden Age centers. All locations are chosen through the City Office of Cultural Affairs and Leisure Services.
  Date: Throughout, 1988
  Est. Attendance: 3,000 - 4,000 general public and tourists

SAVANNAH SCIENCE MUSEUM $20,315

Exploring for the Young at Heart $ 3,952

- A varied program for senior citizens with four visits to the Science Museum per year for each Golden Age Center, and one visit to each center by museum staff.
  Date: Throughout, 1988
  Est. Attendance: 1,200 senior citizens

Sunday Guest of the City of Savannah $ 3,325

- Free Sunday admission once a month including educational program by museum staff.
  Date: 2nd Sundays, 1988
  Est. Attendance: 3,000 general public

Science Theatre in Forsyth Park $ 1,800

- "Mr. Wizard" science theatre performances with audience participation, to broaden the scope of the Outdoor Performing Arts Festival.
  Date: Summer, 1988
  Est. Attendance: 1,500 youths and adults

"Science Fun for Therapeutics" Program $ 2,158

- A planned science program at the museum on a monthly basis designed for participation by the handicapped; also includes summer puppet shows or science experiences at Therapeutics camp sites for a total of 12 shows.
  Date: Throughout, 1988
  Est. Attendance: 400 handicapped children, teens, adults

Science Visits for Institutionalized Youths $ 1,000
- Science Museum staff member will visit 10 sites with a special science program geared to target group.
  Date: Throughout, 1988
  Est. Attendance: 600 youths

Activity Program $ 8,080
- Computer workshop experience, lab visits, and museum tours of 30 centers and park sites in the summer - includes workshop for park and center leaders.
  Date: June, July, 1988
  Est. Attendance: 2,000 youths

SAVANNAH SYMPHONY $131,774

Symphony Outreach 1988 $16,667
- Performances by various small ensemble groups and chamber orchestra at Golden Age Centers, Adult Day Care Center, neighborhood centers, supervised playgrounds, and parks and squares - to make orchestral music accessible to every segment of the City's population.
  Date: To be Announced, 1988
  Est. Attendance: 2,000 individuals and special populations

Arts-on-the-River Weekend 1989 $56,487
- Two nights of orchestral music (varied programs) for the general public including one night coordinated with Ballet South, held on Rousakis Plaza.
  Date: May, 1989
  Est. Attendance: 10,000 general public

Picnic in the Park Concert $31,500
- A light classical pops concert for the general public held in Forsyth Park. There will also be an afternoon children's concert.
  Date: Fall, 1988
  Est. Attendance: 3,000 - 4,000 general public

Black Heritage Concert $27,120
- A concert designed to highlight the heritage, the current involvement, and the excellence of Black Americans in symphonic music during Black History Month - held at Civic Center.
  Date: February, 1988
  Est. Attendance: 2,500 general public

SAVANNAH THEATRE COMPANY $33,069

Traveling Theatre for the Institutionalized $ 3,150
- A musical revue or play by the Mini-Rep Company taken to specific targeted audiences, i.e. the orphaned, the handicapped (mental and physical), and the elderly.
  Date: April - December, 1988
  Est. Attendance: 1,200 to 1,500 individuals from target audiences

Arts-on-the River Weekend $ 2,010
- One-act plays or skits to be presented during the daytime portion of this major multi-arts festival.
  Date: May, 1988
  Est. Attendance: 3,000 general public

Summer Parks Touring Theatre Program $15,278
- The Mini-Rep Company will present a series of educational performances plus workshops at playgrounds, at neighborhood centers, and at Art-In-The Park sites; Includes theatre games workshops after performances.
  Date: June - August, 1988
  Est. Attendance: 3,000 youths

Spring-Fall Touring Theatre Program $12,631
- Different productions geared at target audiences - tour to Golden Age Centers, neighborhood centers, etc., by the Mini-Rep Company.
  Date: February - May, 1988
  September - November, 1988
  Est. Attendance: 6,000 youths and senior citizens

TELFAIR ACADEMY OF ARTS AND SCIENCES $25,194

Family Sundays $ 3,150
- Free admission to museum for families liking family-oriented programming.
  Date: Spring, Fall, Winter, 1988
  Est. Attendance: 1,100 parents and children

Summer Programming for City Parks and Playgrounds $ 1,292
- Children from neighborhood playgrounds will visit the museum. A two-part program will be presented to encourage creative thought and visual awareness.
  Date: Summer, 1988
  Est. Attendance: 550 youths

Treasure Trunks $ 2,774
- Museum teachers will take trunks containing art educational materials to outreach sites. Two new trunks will be developed.
  Date: Summer, Fall, 1988
  Est. Attendance: 1,000 senior citizens and youths

Second Wednesday Gallery Talk/Film Series $ 4,378
- Year-long once-a-month series of lunchtime art lectures and films at the Telfair, including additional outreach programs at Golden Age Centers and at other neighborhood centers.
  Date: Throughout, 1988
  Est. Attendance: 1,100 general public

John Marin: Paintings, 1910-1953 $13,600
- A traveling exhibition of the works of John Marin (1870-1953).
  Date: January 20 - March 6, 1988
  Est. Attendance: 7,000 general public

CONTINGENCY $ 6,500

TOTAL **$427,868**

1988 APPROVED SOCIAL SERVICE CONTRIBUTIONS

Citizen Advocacy — $ 8,600
To aid individuals with developmental disabilities.

- To recruit and encourage 27 new advocate relationships for needy Savannah residents

Hospice — $ 6,000
To improve the quality of life for terminally ill patients and their families.

- To provide 98 days of Hospice care for needy 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 157 volunteers to work in city agencies and to assist in the placement of persons sentenced to community service by the Recorder's Court.

Safe Shelter — $26,000
To provide aid to battered women and their children.

- To provide 912 days 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 130,769 pounds of food to non-profit agencies with regular feeding programs serving needy city residents

Rape Crisis Center — $23,000
To aid rape victims and their families.

- To provide rape crisis relief to 129 of the city's recent rape victims

International Seamen's House $ 7,500
To provide recreational activities for visiting seapersons.

- To provide recreational services to 3,500 seapersons

Summer Therapeutic Enrichment Program $ 15,000
To provide a yearly summer program for severely and profoundly mentally/physically handicapped children, aged 5 to 21, and attending Moses Jackson School.

- To provide funding to support 6 handicapped children in the summer program

Senior Citizens' Inc. $ 38,000
To provide the following services to senior citizens in the community:

- $ 6,000 for Home Delivered Meals
- $15,000 for Transportation
- $ 4,000 for Retired Senior Volunteer Program
- $10,000 for Senior Companion Program
- $ 2,000 for Foster Grandparents Program

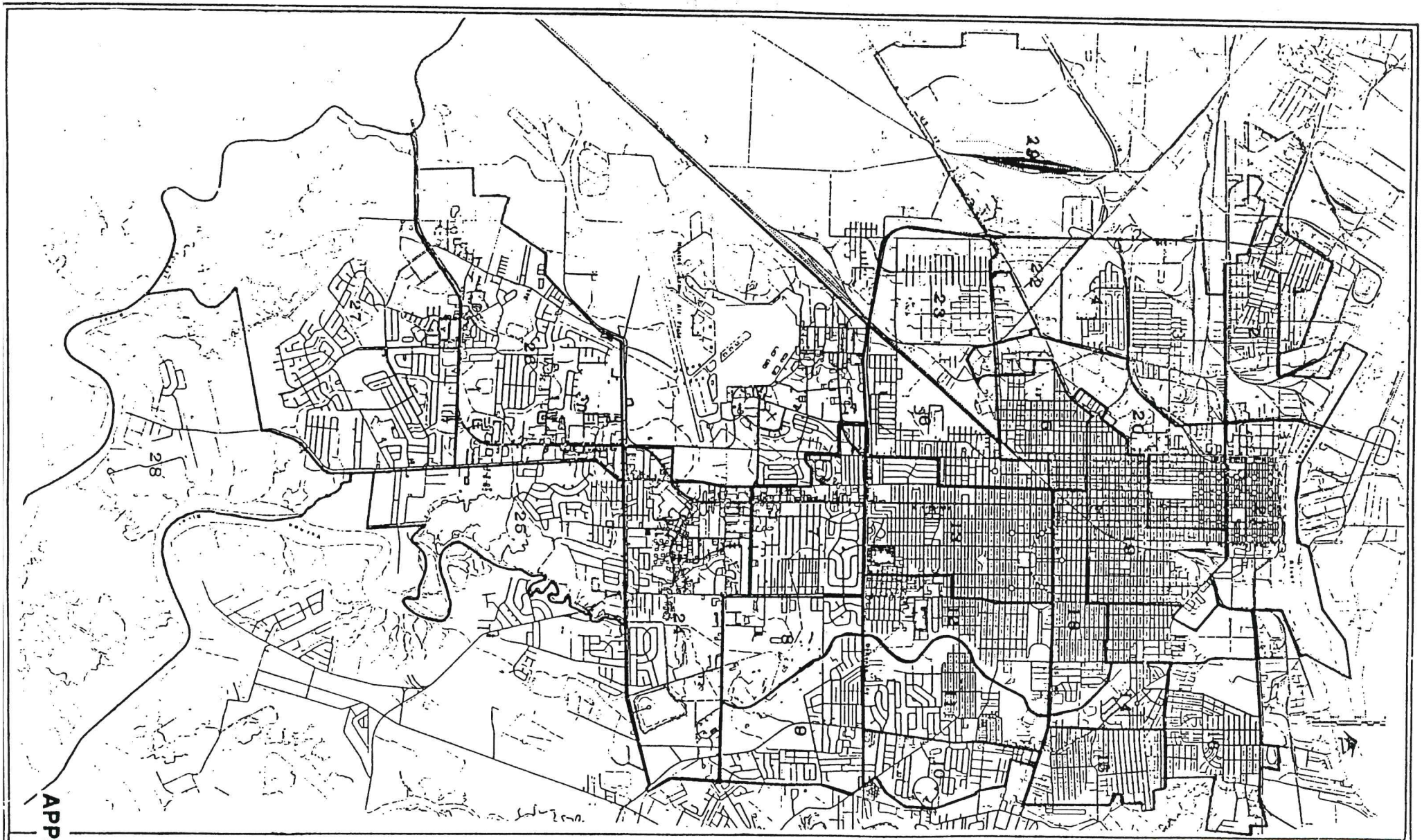
Neighbor-to-Neighbor Justice Center $ 10,000
To operate a Mediation Center where trained volunteers assist disputing parties to reach a resoultion of the dispute.

New Futures Initiative Program (Casey Foundation Grant) $500,000
To reduce high school dropouts, the incidence of teenage pregnancy, and youth unemployment. This represents the City's contribution in 1988 towards securing the grant.

Social Services Planning $ 50,000
To provide funding to support social services planning in the City.

Teenage Pregnancy Program $ 50,000
To provide funding to aid in the reduction of teenage pregnancy in the City.

GRAND TOTAL $761,100



CITY OF SAVANNAH PLANNING UNITS

Prepared By Bureau Of Public Development -
Community, Housing And Economic Development Department

APPENDIX

CITY OF SAVANNAH
PLANNING UNITS BY AREA BOUNDARIES

PLANNING UNITS	AREA BOUNDARIES	
1	North:	McKenna, R. R. Tracks
	South:	Augusta, Bay
	East:	East Lathrop
	West:	West Lathrop, Brittany
2	North:	Augusta, Brittany, Bay
	South:	R. R. Tracks, Hopper, Lissner, Louisville
	East:	West Boundary
	West:	U. S. 80, Market, Alfred, Creek
3	North:	Louisville
	South:	I-16
	East:	1-16, West Boundary
	West:	City Limits
4	North:	I-16
	South:	Old City Limits
	East:	Stiles
	West:	City Limits
5	North:	37th
	South:	52nd
	East:	Bull, Victory, Montgomery
	West:	Ogeechee, Kilowatt, Edwin
6	North:	Victory
	South:	DeRenne
	East:	Bull, 60th Lane, Montgomery
	West:	R. R. Tracks
7	North:	DeRenne
	South:	Stephenson
	East:	Waters
	West:	Mildred, Hunter AAF Boundary, White Bluff
8	North:	DeRenne
	South:	Eisenhower
	East:	Casey Canel
	West:	Waters
9	North:	DeRenne
	South:	Eisenhower
	East:	Foss
	West:	Casey Canal

PLANNING UNITS	AREA BOUNDARIES	
10	North:	Victory
	South:	DeRenne
	East:	City Limits
	West:	Skidaway
11	North:	Victory
	South:	DeRenne
	East:	Skidaway
	West:	Casey Canal
12	North:	Victory
	South:	DeRenne
	East:	Casey Canal
	West:	Waters, Columbus, Paulsen
13	North:	Victory Drive
	South:	DeRenne
	East:	Waters, Columbus, Paulsen
	West:	Bull, Berkley Place, Montgomery
14	North:	Gwinnett
	South:	Victory
	East:	Pennsylvania, Wallin
	West:	Bee, Casey Canal
15	North:	Gwinnett
	South:	Victory
	East:	City Limits, Levy
	West:	Pennsylvanic, Wallin
16	North:	President, City Limits
	South:	Gwinnett
	East:	City Limits
	West:	Kayton Canal
17	North:	President
	South:	35th
	East:	Kayton Canal, Bee
	West:	Bilbo Sewer, Bouhan, Waters
18	North:	37th, Waters, 35th, Bee
	South:	Victory
	East:	Casey Canal
	West:	Bull
19	North:	Liberty, Wheaton, Bilbo Sewer, Creek
	South:	37th
	East:	Bouhan, Waters
	West:	Price, Park, West Broad, Anderson, Ogeechee, Kollock

PLANNING UNITS	AREA BOUNDARIES	
20	North:	Liberty
	South:	52nd
	East:	Price, Park, West Broad, Anderson, Ogeechee, Kollock, Kilowatt, Edwin
	West:	West Boundary, I-16, Stiles, Dawes, R. R. Tracks
21	North:	Savannah River
	South:	17-A
	East:	Liberty Street
	West:	R. R. Tracks
22	North:	R. R. Tracks, Creek
	South:	Ogeechee, 52nd
	East:	Stiles
	West:	Lynes Parkway
23	North:	52nd Street
	South:	Lynes Parkway
	East:	R. R. Tracks
	West:	Lynes Parkway
24	North:	Stephenson, Waters, Eisenhower
	South:	Montgomery Crossroads
	East:	Foss
	West:	Hunter AAF Boundaries
25	North:	Montgomery Crossroads
	South:	Vernonburg Road
	East:	Vernon River
	West:	White Bluff
26	North:	Montgomery Crossroads
	South:	Abercorn
	East:	White Bluff
	West:	Hunter AAF Boundaries
27	North:	Abercorn
	South:	Felt
	East:	White Bluff, Coffee Bluff
	West:	Forest River, Little Ogeechee River
28	North:	Coffee Bluff, Felt
	South:	Forest River
	East:	Vernon River
	West:	Forest River
29	North:	I-16, Savannah and Ogeechee Canal
	South:	U. S. 17 (Ogeechee Road)
	East:	Lynes Parkway
	West:	City Limits

CITY OF SAVANNAH
EXPENDITURE CLASSIFICATIONS

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 Compensation
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.

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.

Court Overtime
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 are charged to this 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.

Training/Education/Travel
Training, education, and travel expenses which include tuition and registration fees, books and materials, in-house instructor fees, transportation, meals and lodging, and other training, education and travel expenses. Only expenses supported by an approved training/education/travel form can be charged to this account.

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/judgments and losses; boiler and machinery; and fire coverage.

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.

Other Contractual Services
Unusual or otherwise unclassified services. Local mileage for use of personal cars on City business, expenses incurred interviewing applicants, and moving expenses.

Jail Costs
Jail services from Chatham County.

COMMODITIES

Office Supplies
General day-to-day supplies.

Postage

Personal Supplies
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, 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, and paint (excludes water and sewer materials).

Water and Sewer Construction Materials
Water and sewer construction materials including pipe, water mains, water storage, and treatment and pumping facilities.

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.

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 Services
Charges for the actual maintenance and operating costs of city vehicles; including fuel, parts, lubricants, outside repair and direct labor costs. Also includes garage overhead charges for the costs associated with the administration of the central garage, supervision of mechanics and parts department administration.

Central Services
Actual and/or overhead costs for services provided by the Custodial and Messenger Services, Building and Electrical Maintenance, Electronic Equipment Repair, Tele-Electronics, and Inventory 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.

Office Furniture and Equipment
New or replacement furniture or equipment. Computer software is also included in this category.

Vehicle Equipment
Mobile equipment designed for street, highway or construction use, i.e. cars, trucks, graders, backhoes, pumps, riding mowers. (This minor code is used only in the Vehicle Purchase Fund.)

Buildings, Fixed Equipment and Operations Equipment
Acquisition of new facilities, 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).

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.

GDA Loan Payments
Interfund Transfers.

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.

Contribution to Other Funds or Agencies
Contractual agreements whereby the City grants funds to outside agencies such as Chatham County or the Metropolitan Planning Commission; or provides subsidies to Golf Course, Civic Center, Sanitation or Parking Funds.

Contribution to Cultural & Social Agencies

Contribution to the Savannah Exposition

Contribution to Resource Recovery

Contribution to Drainage Improvement Reserve Fund

Contribution to Tourism Enhancement Capital Project Fund

Vehicle Contributions
Expenses and charges made to provide funds for vehicle purchases or to cover the inflationary price increases that accrue during the life of a vehicle scheduled for replacement.

Contribution to Investment Fund (Water/Sewer only)

Contribution to Renewals and Extensions (Water/Sewer only)

Intra-Fund Transfers
Contribution to Water & Sewer from non-contract users.

Water and Sewer Bad Debt Coverage

I & D Services to Water/Sewer Fund

CONTINGENCIES

Allocation for unplanned and emergency expenditures.

CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Projects Contribution

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CITY OF SAVANNAH
ORGANIZATION CHART

