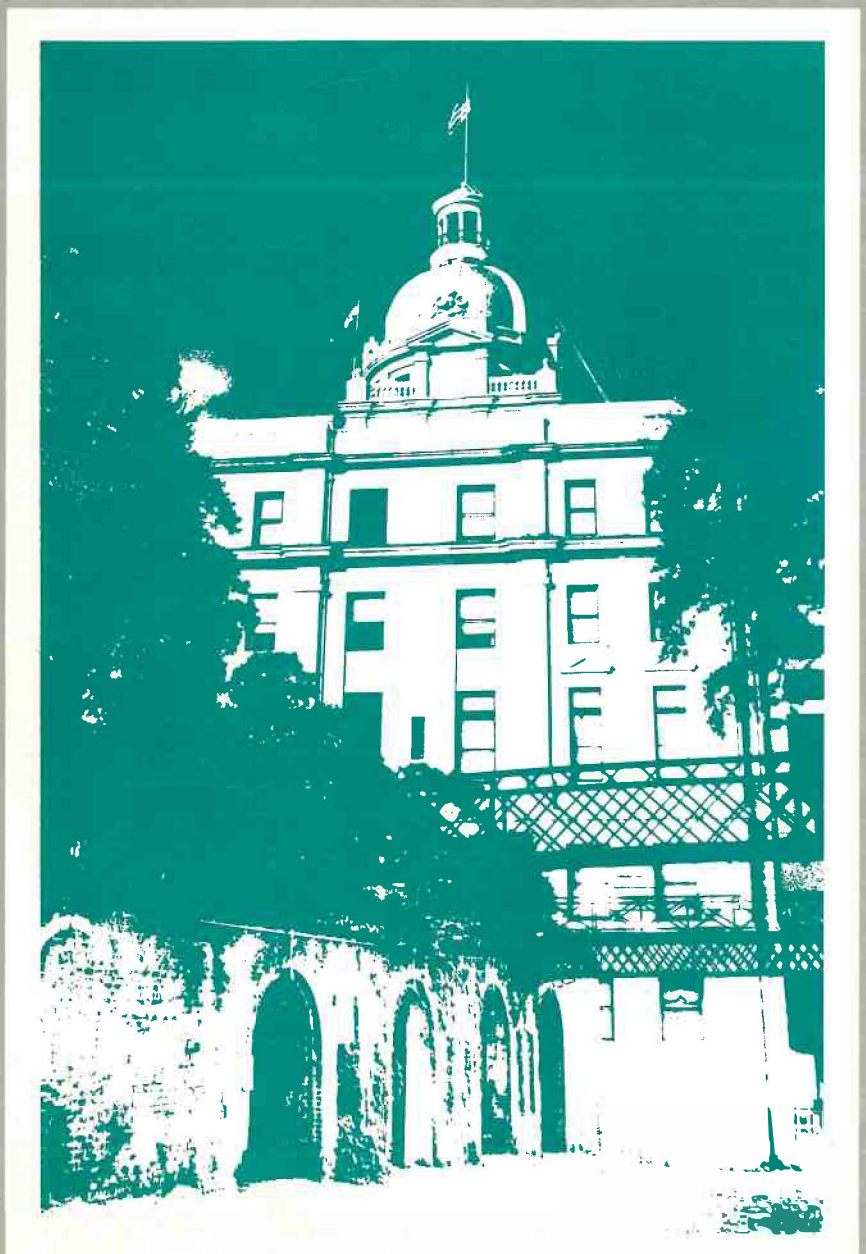
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City of Savannah

1991



Service Program and Budget

"SERVING SAVANNAH WITH PRIDE"



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, 1990.

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
1991 BUDGET

January 1 - December 31, 1991

CITY COUNCIL

John P. Rousakis
Mayor

COUNCIL MEMBERS

W. Brooks Stillwell
Mayor Pro-Tem

George A. Zettler
Vice Chairman

Elizabeth M. Sheehan

Dr. Clifford Hardwick, III

Floyd Adams, Jr.
Chairman

Willie E. Brown

James Barker

Dana Braun

Arthur A. Mendonsa
City Manager

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City Manager's Message

THE VISION FOR SAVANNAH

Adopted by

The Mayor and Aldermen

- A city that is clean, safe, and attractive;

- A city in which all neighborhoods contain only decent and affordable housing and which have all the amenities required to protect and promote the health, safety, and welfare of the people living in them;

- A city with a vibrant downtown which contains compatible, aesthetically pleasing, and responsive mix of institutional, residential, and commercial uses and structures; which is supported by the amenities of parks, cleanliness and parking; and which is filled with residents, tourists and shoppers;

- A city that is served by a modern and responsive public transit system, and a modern, visually pleasing, well-maintained, safe and congestion-free network of streets and roads;

- A city that has the infrastructure facilities which are needed to support and enhance the health, safety, convenience and welfare of its citizens, and which are needed to promote and attract economic development;

- A city that has the services of both a regional university and technical schools which will provide the research, job training, professional development, and technical assistance needed to support economic development and activity;

- A city of involved and enlightened citizens who have joined in active partnership with local governments, the media, businesses, and service organizations to improve, maintain, and promote Savannah as a good place to live, establish a business, raise a family, and spend time as a tourist or conventioneer.

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

October 9, 1990

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

Dear Council Members:

I submit for your consideration the recommended budget for 1991. This budget totals $102,707,302. This is an increase over projected spending for 1990 of $2,651,648 or 2.7%. Not included in this total is the $59,906,047 from the capital improvement fund for infrastructure improvements. This appropriation is funded from bond funds that show up in the budget as debt retirement costs, and from reserves funded from current revenues over several budget years.

The budget as proposed does not require an increase in the property tax. It does however, recommend that the 1990 tax rate of 14.3 mills be levied in 1991 and it does recommend adjustments in fees for other funds. These are:

Fund	New Revenues Needed
General Fund	$ 202,812
Water Fund	701,339
Civic Center Fund	26,336
Sanitation Fund	638,926
Total	$1,569,413

The appropriations contained in the budget consist of three categories of costs: operating costs, infrastructure improvement costs, and debt costs.

OPERATING COSTS

Operating costs are the costs of the "raw materials" required to produce and deliver the services provided by the City. These "raw materials" are: personnel, equipment, supplies, and production support services.

The allocation for operating costs totals $81,251,463. This represents 79.1% of the total budget. This allocation is $1,789,295 or 2.3% more than projected operating costs for 1990. The increase is caused primarily by inflationary impacts. However, it is not as much as inflation would dictate because of $1.2 million in cost reductions that will occur in

1991 as a result of productivity improvements now being put into place. Included in the savings are reductions of 4 job positions, equipment, supplies, and contracts for services. These reductions will be implemented without any employee layoffs, utilizing vacancies, transfers and through attrition.

The "raw materials" that make up the operating costs are used to produce the services through which the health, safety, convenience, attractiveness, liveability quality, and economic health of the City and its neighborhoods are maintained and enhanced. The services produced with these raw materials are:

POLICE SERVICES: The cost of providing police services in 1991 is $17,059,110. This is an increase of $328,238 or 2% over the 1990 projected expenses. In 1991, the police service programs will continue the current focus on neighborhood policing through active participation with neighborhood residents. A wide array of strategies are being used including bicycle patrols, foot patrols, vehicle patrols, neighborhood sweeps, horse patrol, and location targeting. This program will also continue its current emphasis on clearing drugs and crime from housing projects, and clearing drug transactions from street corners.

The efforts of the police service to suppress crime is handicapped by jail overcrowding that returns felons to the streets after only short stays in prison. This means that paroled and probationary offenders are back on the streets after short terms in prison although many of them are repeat offenders. A further handicap to crime suppression efforts is the lack of an effective community strategy in dealing with the problems of inactive, unemployed, out-of-school, undereducated youth and young adults. It is this group that is committing most of the crime and most of the drug offenses, and which accounts for most of the jail population.

FIRE PROTECTION SERVICES: Fire services will cost $9,032,133 in 1991. This is an increase of $349,355 or 4% over the projected 1990 cost. The focus of fire services in 1991 will be on placing smoke detectors in high fire risk neighborhoods. Those who can afford the cost will be encouraged to purchase the detectors. Those who cannot will be provided detectors paid for with funds from private donors. The focus of fire services will also be to actively work to prevent fires in vacant buildings, and to prevent fires in high risk neighborhoods.

FACILITIES MAINTENANCE SERVICES: Facilities Maintenance services will cost $36,218,334 in 1991. This is an increase of $693,909 or 2% over the projected cost for 1990. In 1991, Facilities Maintenance will:

- maintain 173 acres of parks
- maintain the tree system containing 66,000 trees
- operate and maintain four City-owned cemeteries
- install and maintain traffic control markings, signs, and traffic signals
- arrange for street light installations
- design and install traffic flow and traffic safety improvements
- clean and maintain 40 miles of storm sewers, and

clean and maintain 119 miles of open ditches
- repair and maintain 550 miles of paved streets and 30 miles of unpaved streets
- supply approximately 61 million gallons of potable water per day in the volume and pressure needed to serve over 56,000 residential, commercial, and industrial customers
- maintain and operate a water treatment plant, 39 wells and 38 well sites
- maintain 529 miles of water distribution lines
- collect and treat 22 million gallons of sewage per day
- operate 1 large sewage treatment plant and 4 small treatment plants
- operate and maintain 150 sewage lift stations and sites
- maintain in excess of 500 miles of sewage collection lines

SANITATION SERVICES: The cost of providing sanitation services in 1991 is $10,557,975. This is an increase of $28,886 over the 1990 projected cost. Sanitation services programs for 1991 will:

- collect and dispose of 166,000 tons of refuse from 50,000 residential customers and 750 commercial customers
- work to produce litter free streets, lots and lanes
- sweep 2,600 miles of streets per month
- seek to achieve cleanliness level scores in all neighborhoods of not more than 3 on a scale of 0 to 10, with 0 the best condition and 10 the worst condition

LEISURE SERVICES: The cost of providing leisure services in 1991 is $6,443,123. This is an increase of $50,303 or 1% over the projected cost for 1990. This consists of leisure services activities paid for from the General Fund, and those provided by the Civic Center Fund and Golf Course Fund. In 1991, Leisure Services will:

- introduce drug prevention programs at recreation centers located in neighborhoods with a high level of drug activity
- work with the residents of showcase neighborhoods I and II to attract youth to leisure services programs, and to involve parents and their children in leisure activities
- install story telling programs in showcase neighborhoods, and organize resident involvement in events in the showcase neighborhoods
- provide structured after school activities for at risk youth in the Youth Futures program
- establish youth programs in neighborhoods with high levels of inactive youth
- continue the cultural arts programs for youth and adults
- continue the therapeutic program for the handicapped

- continue youth and adult athletic programs
- operate the summer lunch program
- operate and maintain the Civic Center
- oversee the performance specified in the lease of the Golf Course
- operate 7 golden age centers serving 883 active participants and 1 adult day care center serving 118 active participants
- maintain recreation facilities:
    - 71 playgrounds, parks and athletic fields
    - 7 golden age and 6 neighborhood centers
    - 9 swimming pools and 3 office buildings

PUBLIC DEVELOPMENT SERVICES: The cost of providing Public Development services in 1991 is $7,146,590. This consists of public development administrative services paid for from the General Fund and those provided by the Community Development Fund.

The Public Development services are directed toward securing safe construction; clean, healthy and affordable housing; clean and attractive neighborhoods; small business development; and economic development. In 1991, Public Development services will carry out a program of work that addresses these purposes:

- through its construction code program it will issue more than 7,000 construction code permits, review and approve over 2,000 development plans and conduct more than 32,000 inspections
- through the Housing Code enforcement program it will make more than 18,000 housing code inspections and bring 900 housing units into code compliance
- through the engineering services program it will oversee the design and construction of $64.9 million in capital improvement projects

In addition to these activities, Public Development Services will continue work on initiatives approved by City Council to improve the quality and livability of neighborhoods, to provide affordable housing, to eliminate dilapidated structures, and to put the Round House Property into productive use. These initiatives are:

1. The Showcase Neighborhood Program: In 1988, the City initiated a program directed to developing neighborhood pride and ownership among the residents of targeted neighborhoods. This program has been designated as the "Showcase Neighborhood Program." Its purpose is to improve the livability quality of the neighborhoods by creating a partnership between the City and the residents of these neighborhoods to address the problems of public safety, litter, dilapidated structures, unkept properties, and deteriorated infrastructure.

   Two neighborhoods were selected to begin the program. Showcase I on the eastside and Showcase II on the westside. Dramatic improvements have been made in these neighborhoods under this program. Litter has been reduced; properties have been improved; vacant buildings have been secured; dilapidated buildings have been

removed; and fear of crime and drug activity has been reduced.

In 1991, extensive sidewalk improvements will be made and street and lane lighting will be improved. In addition, the removal of dilapidated structures will be accelerated.

Two new showcase neighborhoods are now being organized, one is the Live Oak Neighborhood on the eastside and the other is the West Savannah Neighborhood on the westside. In addition, showcase neighborhoods will be established in the midtown area and the southside in 1991.

Another neighborhood designated for showcase attention in 1991 is the Beach Institute Historic Neighborhood. This neighborhood is across from the new East Broad Street Elementary School. It contains the 100 unit Robby Robinson Homes being developed by the National Housing Partnership. In addition, it includes a section of East Jones Street that contains strutures of architectural significance that Historic Savannah is now working to restore.

2. Affordable Housing: Presently within the City, individuals and families are living in housing that is too costly in proportion to their income and/or in housing that is substandard. The estimated cost of bringing the substandard housing up to code is $74 million. The annual cost of providing rent subsidies to hold housing costs of low income persons to less than 30% of income is not known but it is far greater than the dollars available to the community to provide such subsidies.

To begin addressing the affordable housing problem, the City, as a part of its 1989 work program, helped to establish the non-profit Community Housing Services Agency, Inc. (CHSA). Under a contract with the City, this Corporation implemented a comprehensive affordable housing program. Low interest loans are made available by matching Community Development Block Grant funds with loans from participating banks. To date, CHSA has approved loans for nine projects totalling $1,181,900. These projects will rehabilitate 66 low income housing units, in both multi-family and single-family structures. In addition to providing low interest financing, CHSA is developing a comprehensive affordable housing program and plan that will establish housing policy and address future efforts to provide affordable housing.

CHSA has as its goal for 1991 the creation of 100 affordable housing units. It will concentrate its efforts on housing rehabilitation in three areas: Showcase Areas I and II and the Beach Institute Historic Neighborhood. As part of this program, CHSA will purchase and develop foreclosed properties of the Department of Housing and Urban Development and the Resolution Trust Corporation. These properties will be rehabilitated and made available to very low income tenants and urban homesteaders.

3. Nuisance Property Abatement: The Nuisance Property Abatement Ordinance was enacted by City Council in 1989. The provisions of this ordinance are now being implemented. In 1991, the schedule of work will either demolish or bring into code compliance 35 dilapidated buildings per month.

4. Downtown Neighborhoods: Savannah's downtown historic district is a visitor's attraction, a residential neighborhood with over 4,000 residents, and the governmental and cultural center of the City. In addition, it contains the City's central business district. To develop a plan for renewing this district, the City has entered into a partnership with the Downtown Neighborhood Association, Historic Savannah Foundation, and other groups interested in this area. This partnership, with City staff support, has formed a steering committee which is coordinating the preparation of a Historic District Master Plan. Work is being done by subcommittees. This Master Plan will give direction for addressing issues in the downtown area. It will outline the needed physical improvements as well as a means by which these can be funded.

5. Roundhouse: The Central of Georgia Roundhouse, with its pre-Civil War era buildings, is one of the nation's oldest and most complete industrial historical sites. In 1990, the City entered into a contract with the Coastal Heritage Society to manage the site under the direction of the Society.

   Projects are underway to improve the water and sewer systems, repair the roofs of the various buildings, and restore the masonry smokestack. The only capital project remaining is the restoration work on the Roundhouse building. Funds in the amount of $213,959 are provided in the operating budget to continue the work. Also as a part of the work program for 1991, a master plan for the Roundhouse property and the adjacent History Museum will be developed.

6. Small and Minority Business Development: In 1988, the City entered into a contract with the Savannah Certified Development Corporation through which the corporation would provide assistance to small businesses with special emphasis on minority and women-owned businesses. To help finance this program, the City allocated $575,000 from CDBG funds to the program. Of this sum, $250,000 was provided for a revolving loan fund.

   The Corporation has used the funds provided by the City to leverage bank loans. To date, more than $3,000,000 in loans have been authorized.

   The Corporation has also received a challenge grant from the developers of the new Savannah Mall of $250,000, of which $100,000 has been received. A fund raising campaign is now underway to match this grant. To date, approximately $60,000 has been pledged. The balance is expected to be received by January 1, 1991. If this

challenge is met, another $150,000 challenge grant is to be received from the Savannah Mall Developers.

CULTURAL SERVICES: Each year, the City purchases cultural services from cultural agencies in the community for the benefit and enjoyment of the citizens. In 1991, the purchase of $588,621 in cultural services is proposed. The following table presents a listing of the agencies from which cultural services are to be purchased.

Cultural Services	1990 Allocation	1991 Requested	1991 Recommended
Telfair Academy	$ 37,741	$ 38,171	$ 38,171
Savannah Science Museum	31,498	57,744	43,093
Savannah Symphony Orch.	145,083	167,488	153,650
Savannah Fed. of Musicians	12,000	12,000	12,000
Ballet South	14,635	23,780	12,505
Savannah Theatre Company	43,279	60,380	50,180
Savannah Art Association	5,750	0	0
Savannah Folk Music Society	3,440	5,000	5,000
Community Arts Action Plan	45,980	15,000	15,000
City Arts	25,000	25,000	25,000
City Lights Theatre	85,462	43,500	34,000
Coastal Heritage Society	35,750	54,242	28,952
Coastal Jazz Association	46,897	58,475	53,975
Jomandi Theatre	3,725	6,225	6,225
Center for Puppetry Arts	5,590	5,590	5,590
King-Tisdell Cottage Fd.	40,598	47,246	38,655
City Market Arts Center	24,570	84,964	0
Visual Arts on the River	0	8,300	8,300
Outdoor Perform. Arts Fest.	20,600	20,600	20,600
Black Heritage Festival	23,461	35,000	35,000
Alliance Children's Theater	2,725	4,225	2,725
Total	$ 653,724	$ 772,930	$ 588,621

SOCIAL SERVICES: Each year, the City makes contributions to a variety of social services programs which serve the citizens of this community. The $762,619 in contributions recommended for 1991, which includes $500,000 for New Futures, $58,000 for Urban Youth Corp, and $8,269 for the Summer Youth Program, is listed below:

Social Services	1990 Allocation	1991 Requested	1991 Recommended
Citizen Advocacy	$ 8,600	$ 10,000	$ 8,600
Hospice	6,000	9,000	6,000
Navy League	3,000	5,000	3,000
Voluntary Action Center	7,000	7,000	7,000
Safe Shelter	26,000	30,000	26,000
Coastal Food Bank	17,000	17,000	17,000
Rape Crisis Center	28,500	33,500	28,500
International Seamen's House	7,500	7,500	7,500
Senior Citizens	38,000	38,000	38,000
Summer Therap. Enrich. Prog.	15,000	20,000	15,000
Neigh.-to-Neigh. Justice Ctr.	10,000	40,000	10,000
Living Indep. For Everyone	20,400	24,000	20,400
New Futures Initiative Prog.	500,000	500,000	500,000
Urban Youth Corp	0	58,000	58,000
Summer Youth Program	7,875	8,269	8,269
Hope House	0	7,000	0
Other	0	0	9,350
Total	$ 694,875	$ 814,269	$ 762,619

OTHER SERVICES: The City purchases planning services and promotion services from agencies in the community. The recommended services for 1991 are as follows:

	1990 Allocation	1991 Recommended
Community Promotion		
Savannah Day in Atlanta	$ 0	$ 3,150
Convention and Tourist Promotion	819,800	862,000
Red Carpet Tour	2,205	2,315
Savannah Onstage[1]	75,000	50,000
Subtotal	$ 897,005	$ 917,465
Community and Regional Planning		
Metropolitan Planning Commission	$ 400,292	$ 491,747
Coastal Regional Development Ctr.	36,700	38,535
Subtotal	436,992	530,282
Total	$1,333,997	$1,447,747

OPERATING COSTS DESCRIPTION

The Table below lists the proposed appropriations for operating costs by major object code and compares these with projected costs for 1990. Also shown is the adjustment made to eliminate the duplication of costs by interfund transfers.

TABLE 1
All Funds By Major Expenditure Category

	1990 Projected	1991 Budget	Change $	Change %
Appropriations				
Personnel Svcs	$ 50,402,479	$ 52,420,009	$ 2,017,530	4.0
Contractuals	15,752,305	15,722,209	-30,096	-0.2
Commodities	6,666,346	7,169,342	502,996	7.5
Internal Svcs	8,603,090	8,423,620	-179,470	-2.1
Capital Outlays	990,494	490,832	-499,662	-50.4
Other Charges	24,092,945	23,377,620	-715,325	-3.0
Contingencies	0[2]	713,140	713,140	--
Subtotal	$106,507,659	$108,316,772	$ 1,809,113	1.7
Less Interfund Trans Adjust.	$ 27,045,491	$ 27,065.309	$ 19,818	-0.1
NET OPERATING COSTS	$ 79,462,168	$ 81,251,463	$ 1,789,295	2.3

[1] Includes $50,000 allocated in 1989 for festival activity held in 1990

[2] Contingencies for 1990 were budgeted at $432,230; however these funds are reflected in other expenditure categories.

Described below are the reasons for changes in each of the major expenditure categories.

PERSONNEL SERVICES $52,420,009

The proposed appropriation for personnel services is increased by $2,017,530, or 4% over projected 1990 spending. This increase is required for the recommended pay adjustments and adjustments for social security, medical costs, and worker's compensation costs.

Pay and Benefits $40,601,802

The City conducts an annual pay survey for 63 representative job classes with pay for comparable jobs in 16 major local employers and 24 cities in the Southeast region. Results of this survey were considered, along with the consumer price index and planned pay increases in area local governments, in preparing the proposed pay adjustments.

On the basis of this survey, we propose that all City employees in permanent positions receive a 2.6 percent general wage increase on January 1, 1991. In addition, all present employees hired before January 1, 1990, who are on steps 1 through 12, will receive a 2.5 percent step or range reallocation increase on January 1, 1991, provided their performance is satisfactory. In addition, funds are provided for modular advancements for eligible employees.

The cost of providing these pay adjustments in 1991 is as follows:

Item	Cost
General Wage Increase	$1,017,079
Service Step Increases	178,973
Special Range Adjustments	286,255
Modular Increases	150,936
Total	$1,633,243

The adoption of these changes will ensure that the City's compensation levels will more nearly approximate the median level of other employees in the area and region and make the City competitive in the labor markets from which we draw our employees.

Medical Insurance $ 4,250,488

Group medical benefits will cost the City $498,873, or 13% over 1990 expenditures. Payments are made into the Self-Insurance Fund from which claims and administrative costs are paid. The increase is required to provide sufficient dollars to cover increased expenditures.

Pension Contribution $ 1,877,061

Pension costs in 1991 will be $175,711, or 9% below projected 1990 costs. The decrease is recommended by the Pension Actuary. The City's share of the cost is 4.6% of salaries; the employees' share is 3.0%

Social Security and Worker's Compensation $ 3,775,839

Funds allocated for social security and worker's compensation decrease $45,509 from 1990 projected expenses. The decrease is the net difference between an increase of $52,575 in social security reflecting higher salaries and wages, and a decrease of $98,084 in worker's compensation.

CONTRACTUALS $15,722,209

The allocation for contractual costs decrease $30,096 from 1990 projected expenses. The largest decrease ($272,929) is in judgements and losses. Other significant decreases are in other contractual services ($138,638), in particular in Park and Tree, where the stump and tree removal contracts were eliminated as a productivity improvement, and in data processing equipment rentals which decrease $64,534. These decreases were partially offset by a $262,079 increase in jail services from Chatham County, a $64,493 increase in building repairs, a $62,600 increase in electricity, and a $54,228 increase in the Southside Fire Services Contract.

COMMODITIES $ 7,169,342

The allocation for commodities increases $502,996, or 8% over 1990 projected expenditures. The major increase is in the gasoline and diesel fuels accounts which increase $360,095 to cover anticipated price increases. Other increases are chemicals, $173,283, primarily in Industrial and Domestic Water Supply for an alternative treatment to remove trihalomethane, and postage, $33,911, for an anticipated rate increase. The increases are partially offset by a $84,230 decrease in small fixed assets.

INTERNAL SERVICES $ 8,423,620

The allocation for internal services charges decreases $179,470, or 2% from 1990 projected expenditures. Garage services decrease $91,927 due to productivity savings associated with the new garage. Data processing charges decrease $76,931 because of lease maturity savings and the purchase of formerly leased hardware. These reductions are partially offset by an increase of $107,123 in engineering services.

CAPITAL OUTLAYS $ 490,832

For 1991, the allocation decreases $499,662, or 50% below 1990 projected expenditures. Over the past several years, the City has upgraded equipment and acquired productivity enhancing items such as computer terminals and software, thus fewer purchases are required in 1991.

OTHER CHARGES $23,377,620

The allocation for other charges decreases by $715,325, or 3% below 1990 projected expenditures. The decrease in 1991 expenditures is attributed to decreases of $460,136 in CIP Contributions, and $235,498 in tourism enhancement funds because of the loss of the additional hotel/motel tax which was levied to support the special tourism program.

The largest component of this category is the CIP projects at $6,317,706, most of which is needed for projects in the Water and Sewer Funds. Other major accounts include the contribution to Sanitation at $1,674,883, contribution to the drainage program at $2,838,000, vehicle depreciation at $2,199,939, services by Sanitation at $1,893,192, services by General Fund at $1,339,602, and Visitors Center contribution at $862,000.

CONTINGENCIES $ 713,140

The allocation for contingencies is $713,140 to meet unanticipated expenses.

INFRASTRUCTURE IMPROVEMENT COSTS

The allocation from current revenue for infrastructure improvements totals $9,155,706. This represents 8.9% of the total appropriation and is a decrease of 0.2% or $22,136 from the 1990 allocation. This allocation for infrastructure does not include bond funds. It is made from current revenue and it is paid into the City's Capital Improvement Fund where it is added to bond funds and revenues to finance the construction of infrastructure facilities. The sources of the 1991 infrastructure allocation are:

a.	General Fund	$3,533,000
b.	Water Fund	2,995,949
c.	Sewer Fund	2,511,757
d.	Community Development	115,000
	Total	$9,155,706

The General Fund allocation consists of revenues from the 2 mill tax levy for drainage improvements, $2,838,000; revenues from the hotel/motel tax for tourist enhancement, $165,000 which are allocated to the Civic Center and reflected in its budget; and other revenues, $530,000.

The Water Fund allocation consists of revenues derived from water service fees. This allocation is required to carry out the City's water system expansion and improvement program without decreasing the debt retirement coverage for this fund below the required level of $1.20 of net revenue for each $1.00 of debt payment that comes due.

The Sewer Fund allocation consists of revenues obtained from sewer service fees. This allocation is required to carry out the City's sewerage system expansion and improvement program without dropping the debt retirement coverage below the required $1.20 to $1.00 coverage.

The debt coverage requirements for water and sewer bonds limit the amount of bonds that can be issued at any given time, and at the same time, the requirements result in funds from current revenues being provided to pay a part of the water and sewer infrastructure improvement cost on a "pay-as-you-go" basis.

The infrastructure capital improvement program is described on the next page. Although these improvements are a part of the

City's program of work for 1991, they are not all shown in the budget total for 1991 because they are paid from accumulated contributions from current revenues and from the sale of bonds.

TRAFFIC, STREET PAVING AND SIDEWALK IMPROVEMENTS $ 7,421,300

For 1991, some 7.77 miles of streets will be paved and 13.12 miles of sidewalks will be constructed at an estimated cost of $7,421,300. Funds are also provided in this total to complete the addition of a turning lane on Mall Boulevard at Abercorn Street.

PRESIDENT STREET PLANT EXPANSION $20,000,000

The 1990 budget provided $24 million for the expansion of the President Street Plant. Of this amount, roughly $4 million was awarded in 1990 for the work on the sludge disposal incinerator, however the remaining $20 million is scheduled to be awarded in 1991 for the bulk of the expansion. Completion of the project is estimated for the end of 1993.

DRAINAGE CAPITAL IMPROVEMENTS $25,000,000

In 1990, the City Council approved a drainage improvement program totalling $37.8 million. Approximately $27 million will be financed through a bond issue. The balance will be financed from a drainage improvement reserve. About $1.5 million has been awarded primarily for the design of Casey Canal South improvements. In 1991, roughly $25 million is scheduled for award for the construction of Casey Canal North, Casey Canal South, and Abercorn flood relief. The remainder is expected to be awarded in 1992.

PARK IMPROVEMENTS $ 169,247

The bluff along River Street is protected by the Factor's Walk retaining wall. This structure is over 100 years old and is significant both structurally and aesthetically to the River Street area. These dollars are derived from Tourism Enhancement funds to complete the project, and will serve to stabilize the wall and restore its structural integrity.

BATTLEFIELD PARK IMPROVEMENTS $ 75,000

These funds will continue improvements to stabilize the Roundhouse Complex area. In 1990, $250,000 from CDBG funds was allocated. An allocation of $75,000 is proposed for 1991 from CDBG funds to continue these efforts.

PUBLIC BUILDING IMPROVEMENTS $ 545,500

As part of the City's multi-year Responsive Infrastructure Service Program, unfunded areas in need of capital maintenance and development will be identified. Funds in the amount of $480,000 provide for these improvements in 1991. In addition, $40,000 in CDBG funds is budgeted for renovation work for the May Street Center, and $25,500 is provided from the Water and Sewer Funds to replace the Central Services Warehouse roof.

WATER IMPROVEMENTS $ 1,850,000

Miscellaneous Water Line Improvements: The existing Savannah Water Distribution System is a blend of the old and the new. There are numerous waterlines which have deteriorated to a condition where water leaks occur and service is interrupted. This project is developed to replace these deteriorated and substandard water lines. An allocation of $280,000 is provided for this purpose.

Well Preventive Maintenance: A total of 39 water wells exist in the Savannah System. As part of the City's preventive maintenance program, a total of five wells are inspected annually. The well pumps are overhauled and new parts are installed if warranted. This program was developed to prevent well failures which would cause a disruption of service. An allocation of $135,000 is made for this purpose.

Developer Oversizing: Since a developer will extend City utilities to service new proposed development based on requirements for the project, any oversizing of the utilities based on City master plan requirements will have to be funded by the City. Master planning is required to prevent future service problems beyond the scope of the original developer. The budget provides $200,000 for this work.

Water Fund Share of Paving Cost: Street paving programs are ongoing projects within the City of Savannah. In order to prevent future damage to newly paved streets, water lines are evaluated for age and maintenance problems. If it is determined during the evaluation that the lines are deteriorated or undersized, the water lines are replaced prior to paving. Funds in the amount of $135,000 are provided.

Extensions to Unserved Areas: Several sparsely populated areas within the City System may have a customer in need of City utilities. This customer may have been on a private well which has been abandoned due to quality problems. This program recognizes these areas also as potential growth areas. An allocation of $200,000 is provided.

Pump Monitoring System Improvements - II: Since the installation of the existing monitoring system 20 years ago, the Savannah Water System has grown from 20 wells to 38 wells. A computer based pump monitoring system will allow for shorter reaction time by the City staff before an interruption of service occurs, will serve as a management tool in order to assimilate well pumpage data evaluate operator effectiveness, and will replace an outdated system. The budget provides $500,000 for this purpose.

New Well and Distributing Piping: A new well will be required for the Southside to meet existing and future needs in 1991. The drought of 1990 proved the vulnerability of the system when fire demands pushed the system to maximum capacity. Without the surface water supplement, the City system would not have been able to meet any unusual fire demands. An allocation of $400,000 is provided for this program.

SEWER IMPROVEMENTS $ 4,680,000

Sewer Line Rehabilitation: Many miles of existing sewer lines have documented structural problems, thus indicating the probability of future system failures. Concrete sewer lines installed in the 1950's and 60's have deteriorated to the point of failing. In many cases, the existing lines can be rehabilitated but in some instances line replacement/reconstruction is the best alternative. This program began in 1981 on Bacon Park Drive and has steadily moved forward showing positive results. In future years, the scope of this program will have to be increased due to the constant enlargement of the total system. Funds in the amount of $350,000 are provided for this program.

Lift Station Rehabilitation: The City of Savannah currently operates 140 lift stations. Many of the stations are approaching 20 years old, their designed useful life, and need to be rehabilitated. Also, the stations have taken on additional loads which require larger pumping capacities.

The City has established a long-term program to rehabilitate at least five (5) lift stations per year. An allocation of $400,000 is provided in 1991 for this program.

In future years, this program will have to be expanded to meet the overall growth of the system and to provide for additional operational reliability features required by the Georgia EPD.

Sewer Fund Share of Paving Projects: Each year, a number of streets are scheduled for paving, but the streets have sewer lines in less than 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. This program avoids short term and long term damage to the new streets and provides for better public relations by minimizing disruptions to traffic flow. An allocation of $80,000 is provided for this purpose.

Storm Water Separation: Portions of the City still contain combined storm and sanitary sewers. In extreme storm conditions, this storm water overloads the sewage treatment plant. The storm water will be removed from the sanitary system. The amount of $250,000 is budgeted for this program.

Lift Station Monitoring: The City currently operates 140 sewage lift stations which must operate continuously in order to transport wastewater to the President Street plant and to other treatment plants within the system. The City's preventive maintenance efforts have reduced operating problems and failures at most of these lift stations. However, since the stations are unattended, some mechanical failures can lead to disruption of pumping service in the lift station. Another feature of the monitoring system is the Georgia Environmental Protection Division's increased propensity to levy fines for sewage spills. The monitoring system will help reduce the frequency of this occurrence. An appropriation of $250,000 for 1991 is provided for this program.

Ash Removal: The present ash lagoons at the President Street Plant are filled almost to capacity and must be cleaned. At the present time, approximately 1.1 tons of ash from sludge incineration are placed in these lagoons each day. Cleaning is required to provide capacity for this ash. Funds totalling $100,000 are provided for this project.

Travis Field Upgrade: This project is to upgrade the treatment facility at Travis Field. The project will increase the capacity of the plant. An allocation of $2,000,000 is provided for this project.

A study has been set up under MPC's management to determine the community's wastewater needs and the methods to meet them. Further, the City has initiated a study to determine the feasibility of using wetlands as part of the wastewater treatment process. The disposal of treated wastewater into man-made wetlands is an alternative to direct discharge into receiving streams. This method of treatment is used and appears to feasible here and in other areas of the United States. The water flowing from the wetlands into the receiving stream will be of a water quality which is equal to or greater than that which exists naturally in the receiving stream. This study is supported by the Corps of Engineers, EPA and EPD. Its findings will serve as input to the MPC's study. The City's cost for this study is $24,500.

Lift Station Emergency Pumping Systems: These emergency systems are needed at major pumping facilities to reduce the possibility of a multi-million gallon sewage spill. The facilities will be placed at Bacon Park, Yamacraw and Windsor Forest. An allocation of $200,000 is provided for 1991.

Sewer Information System: This project enables the Sewer Department to tie into the Geographic Information System. The amount of $50,000 is provided for this project.

Miscellaneous Sewer Extension: There are lots within the existing service area that are in close proximity to the City system. By extending a sewer line a small distance, customers can be served. Areas in the City, especially on the south, west and in the islands, request this type of service. The amount of $10,000 is budgeted.

Extension to Unserved Areas: Parts of the City's sewer service areas do not yet have sewer lines in place. Each year, funds are needed to extend services to these areas. This program provides service to existing residences or businesses requesting service and promotes future growth in unserved areas. Funds totalling $250,000 are budgeted for this purpose in 1991.

Developer Oversizing: As developers construct sewer lines in newly developed areas, the City must ensure the sewer lines are adequate 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. In the long term, this program lessens future costs and provides for more orderly growth. An allocation of $200,000 is provided for this purpose.

Wilshire Treatment Plant Shop/Storage Building: This project entails adding a shop/storage building to the existing facility. The building is needed to provide maintenance and storage of equipment (i.e., skid steer loader, pumps, movers, etc.), tools, lubricants, and maintenance supplies. An allocation of $40,000 is provided for this project.

President Street Plant Outfall: The Georgia Environmental Protection Division has mandated that the outfall from the President Street Plant be diverted from the Savannah River to the Kayton Canal. The budget provides $500,000 for this work.

CIVIC CENTER IMPROVEMENTS $ 165,000

The Civic Center lower roof is in need of replacement. Leaks in the roof are entering the Civic Center electrical system. An allocation of $165,000 from Tourism Enhancement funds is proposed for the project.

SUMMARY

The following is a summary of the capital improvement projects listed above grouped by category.

1991 CAPITAL IMPROVEMENT PROGRAM

Category	Proposed Allocation
Traffic and Streets Improvements	$ 7,421,300
Drainage Improvements	25,000,000
Park Improvements	169,247
Battlefield Park Improvements	75,000
Public Building Improvements	545,500
Water Improvements	1,850,000
Sewer Improvements	24,680,000
Civic Center Improvements	165,000
Total	$59,906,047

DEBT COSTS

The allocation for debt costs totals $12,300,133. This represents 11.8% of the appropriation recommended for 1991 and is an increase of 7.7% or $884,489 over the 1990 allocation. The sources of funds for the 1991 debt costs allocation are:

a.	General Fund	$ 2,932,283
b.	Civic Center Fund	345,600
c.	Sanitation Fund	1,783,900
d.	Water and Sewer Funds	5,651,708
e.	Parking Fund	816,384
f.	Golf Course Fund	159,258
g.	Savannah History Museum	611,000
	Total Debt	$12,300,133

An explanation of each of the preceding debt and related payments follows.

General Fund: The City is authorized to issue General Obligation Bonds up to 10% of assessed taxable values within the City. Without a referendum, the City by a constitutional amendment is authorized to issue up to $2 million in General Obligation Bonds each year for streets and drainage improvements. Larger issues and issues for other purposes can be made only when authorized by a bond referendum. As of December 31, 1989, the City's General Obligation Debt authorized limit is approximately $163 million. The City now has outstanding General Obligation Bond Debt totalling $17,765,000 or 1.1% of the assessed taxable value. The unused General Obligation Bond Debt authorization is $145,146,000.

General Obligation Bond Debt retirement costs in 1991 will total $2,932,283 in principal and interest. This is 4.3% of the total proposed General Fund budget.

Civic Center Fund: General Obligation Bonds were issued to construct the Civic Center. This debt is covered in the General Fund. The Civic Center Fund "pays" the General Fund the costs of retiring these bonds. The balance due on the Civic Center bonds is $640,000. The 1991 retirement payment is $345,600. All of these bonds will be retired in 1992.

Sanitation Fund: To provide the financing for the Resource Recovery Plant, the City had to guarantee tipping fees adequate to cover both operating and debt costs. This is a continuing obligation through year 2006. In 1991, a net allocation of $1,783,900 is provided for this purpose.

Water and Sewer Funds: The City has water and sewage bond debt totalling $44,355,000 at the end of 1990. The principal and interest payments due on this debt in 1991 is $5,651,708.

Parking Fund: Bonds to pay the cost of constructing the two parking garages were issued by the Downtown Authority. The two garages, technically, belong to this authority but are "leased" by the City. The lease payment of $816,384 is equal to the annual debt cost.

Golf Course Fund: The annual debt cost for the Golf Course is $159,258. The annual lease payment of $160,000 from American Golf Corporation covers this debt cost.

Savannah History Museum: When Parsons-Brinkerhoff withdrew from operating the Museum, the City under an agreement with the banks holding the note on this facility, agreed to ensure annual debt payments would be made. The 1991 allocation for this debt and the operating deficit is $611,000.

APPROPRIATIONS AND RECOMMENDED FEE ADJUSTMENTS BY FUND

Table 3 on the following page lists the appropriation proposed for each of the City's eleven funds and for capital improvements and debt payments for 1991, the additional revenue that will be required for each fund in 1991, and the projected spending for each fund in 1990. In addition, the table lists the adjustment to eliminate duplication of costs caused by interfund transfers.

TABLE 2
Proposed Budget by Fund for 1991
Additional Revenue Requirements
Projected Spending by Fund for 1990

Fund	Proposed 1991 Budget	Additional Revenue Needed	Projected 1990 Spending	Diff. Between 1991 Budget and 1990 Spending Amount	%
GENERAL FUND					
Basic Budget	$64,418,139	$ 202,812	$62,740,651	$ 1,677,488	2.7%
Capital Improve.	3,368,000	0	2,528,744	839,256	33.2%
Total	$67,786,139	$ 202,812	$65,269,395	$ 2,516,744	3.9%
WATER FUND					
Basic Budget	$ 7,121,660	$ 0	$ 6,808,327	$ 313,333	4.6%
Capital Contrib.	2,995,949	701,339	2,524,529	471,420	18.7%
Total	$10,117,609	$ 701,339	$ 9,332,856	$ 784,753	8.4%
SEWER FUND					
Basic Budget	$10,548,751	$ 0	$10,478,363	$ 70,388	0.7%
Capital Contrib.	2,511,757	0	2,872,569	-360,812	-12.6%
Total	$13,060,508	$ 0	$13,350,932	$ -290,424	-2.2%
I & D WATER FUND					
Basic Budget	$ 3,910,603	$ 0	$ 3,715,528	$ 195,075	5.3%
Capital Improve.	0	0	0	0	na
Total	$ 3,910,603	$ 0	$ 3,715,528	$ 195,075	5.3%
GOLF COURSE FUND					
Basic Budget	$ 160,000	$ 0	$ 160,000	$ 0	0.0%
Capital Improve.	0	0	0	0	na
Total	$ 160,000	$ 0	$ 160,000	$ 0	0.0%
CIVIC CENTER FUND					
Basic Budget	$ 1,560,940	$ 26,336	$ 1,467,839	$ 93,101	6.3%
Capital Improve.	165,000	0	210,000	-45,000	-21.4%
Total	$ 1,725,940	$ 26,336	$ 1,677,839	$ 48,101	2.9%
PARKING FUND					
Basic Budget	$ 2,253,700	$ 0	$ 2,239,700	$ 14,000	0.6%
Capital Improve.	0	0	0	0	na
Total	$ 2,253,700	$ 0	$ 2,239,700	$ 14,000	0.6%

TABLE 2 (Continued)
Proposed Budget by Fund for 1991
Additional Revenue Requirements
Projected Spending by Fund for 1990

Fund	Proposed 1991 Budget	Additional Revenue Needed	Projected 1990 Spending	Diff. Between 1991 Budget and 1990 Spending Amount	%
SANITATION FUND					
Basic Budget	$10,557,975	$ 638,926	$10,229,089	$ 328,886	3.2%
Capital Improve.	0	0	300,000	-300,000	-100.0%
Total	$10,557,975	$ 638,926	$10,529,089	$ 28,886	0.3%
INTERNAL SERVICES					
Basic Budget	$ 9,434,958	$ 0	$ 9,544,937	$ -109,979	-1.2%
Capital Improve.	0	0	0	0	na
Total	$ 9,434,958	$ 0	$ 9,544,937	$ -109,979	-1.2%
COMMUNITY DEVELOPMENT					
Basic Budget	$ 884,373	$ 0	$ 780,232	$ 104,141	13.3%
Capital Improve.	115,000	0	742,000	-627,000	-84.5%
Other Charges (Non-Add)[1]	3,155,000	0	6,780,854	-3,625,854	-53.5%
Total	$ 999,373	$ 0	$ 1,522,232	$ -522,859	-34.3%
LABOR RESOURCES FUND					
Basic Budget	$ 610,100	$ 0	$ 580,795	$ 29,305	5.0%
Capital Improve.	0	0	0	0	na
Total	$ 610,100	$ 0	$ 580,795	$ 29,305	5.0%
TOTAL	$120,616,905	$1,569,413	$117,923,303	$ 2,693,602	2.3%
Less Debt Adjust.	12,300,133	0	11,415,644	884,489	7.7%
Less Interfund Transfer Adjust.	27,065,309	0	27,045,491	19,818	0.1%
Operating Budget	$ 81,251,463	0	$ 79,462,168	$ 1,789,295	2.3%
CIP Allocation	9,155,706	0	9,177,842	-22,136	-0.2%
Debt Payments	12,300,133	0	11,415,644	884,489	7.7%
NET TOTAL BUDGET	$102,707,302[2]	$1,569,413	$100,055,654	$ 2,651,648	2.7%

1 This is shown as non-add because it includes carryforwards from prior years and program income which consists of repayments of housing rehabilitation and other CDBG loans.

2 Not included in this total is $64,906,047 appropriated from the capital improvement fund for infrastructure improvements. This appropriation is funded from bond funds and from reserves.

General Fund: As observed on Table 3 the proposed appropriation for the General Fund totals $67,786,139. Current revenue charges in the General Fund will produce $67,583,327 in revenue, a shortfall of $202,812. To balance the General Fund budget, fee increases totalling $202,812 are recommended as follows:

Recommended Adjustments

Revenue Item	Added Revenue
1. Business License Fees - increase by 7.5%	$ 191,175
2. Burial Fees	6,662
a. Adult	
1) Regular - increase $12	
2) Saturday/Overtime - increase $15	
3) Sunday/Holiday - increase $44	
b. Child	
1) Regular - increase $7	
2) Saturday/Overtime - increase $10	
3) Sunday/Holiday - increase $28	
c. Ash	
1) Regular - increase $6	
2) Saturday/Overtime - increase $8	
3) Sunday/Holiday - increase $25	
3. Leisure Services Fees	$ 4,975
a. Basketball - increase team fee by $15	
b. Softball - increase spring team fee by $20 and fall team fee by $15	
c. Tennis - increase team fees by $20	
d. Baseball - increase team fee by $10	
4. In addition, we recommend that the roll back of .08 mills required to offset re-evaluations as mandated by State law, be restored. If the City does not restore the millage, it will cost $120,000 in lost revenue.	
TOTAL GENERAL FUND	$ 202,812

Internal Services Fund: The Internal Services Fund comprises several departments which provide support services to City departments and other agencies. These activities include Data Processing, Engineering, Vehicle Maintenance, Central Services, and Customer Service Desk. The proposed budget for this fund is $9,434,958 in 1991. Revenues to fund this budget are obtained from charges made to City departments and other agencies for these services.

Civic Center Fund: The proposed budget for the Civic Center Fund is $1,725,940. Projected revenues under the current revenue charges (including Tourism Enhancement funds), without a subsidy from the General Fund, will be $1,301,514. To reduce the amount of the subsidy needed from the General Fund, fee adjustments totalling $26,336 are recommended. This leaves the

need for a General Fund subsidy of $398,090. Of this amount, $345,600 is needed to cover debt retirement cost. The schedule of fee adjustments is provided below.

Rental	Current Rate	Proposed Rate
Ballroom	$400	$500
Daytime Ballroom Catering	na	7-10%
Catering Fee	na	10%
Convention Package	$600	$750
Dance School Use of Johnny Mercer Theatre		
Performance	$750	$850
Rehearsal	$350	$425
Symphony Use of Johnny Mercer Theatre		
Performance/ Day of Event	$550	$600
Rehearsal/ Day of Event	$110	$120
Rehearsal/ Non-Day of Event	$275	$300
Symphony Use of Ballroom		
1-4 hours	$132	$145
4-8 hours	$176	$195

Parking Services Fund: The proposed appropriation for the Parking Services Fund totals $2,253,700. Revenue projections also equal $2,253,700. The City charges parking fees within designated areas of the downtown district, with four major categories composing operating parking revenue: meter fees, citation fines, lot rental fees, and garage rental fees. The Parking Fund is self-supporting and no parking fee increases are necessary to support its proposed budget.

Sanitation Fund: The proposed budget for the Sanitation Fund is $10,557,975. The current revenues are $7,099,192, or $3,458,783 short of the amount needed to balance this budget. The General Fund must make up the total shortfall. To reduce the amount of General Fund subsidy needed, the following rate adjustments totalling $638,926 are recommended:

	Current	Recommended
a. Refuse Disposal	$18.00/ton	$20.00/ton
b. Commercial Refuse	$ 1.64/cub/yd.	$ 1.80/cub.yd
c. Residential Refuse	$ 7.75/mo.	$8.75/mo.

Community Development Fund: The Community Development Fund has a proposed budget of $4,154,373 for 1991. Its sources of funds are federal grants, principally Community Development Block Grant (CDBG), and program income generated from CDBG and other loans. These sources will contribute revenue totaling $4,154,373.

Water Fund: The proposed appropriation for the Water Fund totals $10,117,609. Revenue projections under the current rate structure total $9,416,270 or $701,339 less than the amount needed to cover operating costs, debt costs, and capital improvement costs. To make up this difference, rate adjustments to provide $701,339 are proposed. The schedule of recommended rate adjustments is listed below.

Water Rates	Current Rate	Proposed Rate
Inside City: Base charge (bimonthly)	$10.30	$10.80
First 1,500 cu. ft. per 100 cu. ft.	.26	.30
Over 1,500 cu. ft. per 100 cu. ft.	.42	.46
Outside City: Base charge (bimonthly)	$15.45	$16.20
First 1,500 cu. ft. per 100 cu. ft.	.39	.45
Over 1,500 cu. ft.	.63	.69
Tap-In Fees	$ 200	$ 300

The typical residential City bimonthly water bill (for 2,500 cubic feet consumption) would increase from $18.40 to $19.90, an average monthly increase of $.75.

Sewer Fund: The proposed appropriation for the Sewer Fund totals $13,060,508. Revenue projections under the current rate structure total $13,060,508, the amount needed to cover operating, debt, and capital improvement costs. Therefore, no rate adjustments are necessary in 1991.

I & D Water Supply Fund: The 1991 proposed budget for the I & D Fund is $3,910,603. Revenue for the I & D Water Fund totals $3,910,603 and is equal to planned expenditures. This water operation is financed by its customers, with over 96% of water sales revenue coming from five primary users.

COMPARABLE CITIES STUDY

Every effort has been made to ensure the 1991 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 person 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 most of 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 person costs of government. The budgets used are the most recent ones available.

The table on the next page ranks 27 local governments by per person cost of government (PPCG). Per person cost of government is determined by dividing the adjusted General Fund budget by the population.

RANKING OF PER PERSON COST OF GOVERNMENT (PPCG)

Rank	City and State	Adjusted General Fund	Population[1]	PPCG
1	Richmond, VA	$179,741,586	213,300	$843
2	Ft. Lauderdale, FL	118,089,987	145,610	811
3	Augusta, GA	27,845,076	42,830	650
4	Atlanta, GA	271,981,677	420,220	647
5	Winston-Salem, NC	93,219,982	148,690	627
6	Virginia Beach, VA	228,633,272	365,300	626
7	Roanoke, VA	60,118,401	97,700	615
8	Portsmouth, VA	64,887,603	107,500	604
9	Durham, NC	71,431,675	121,620	587
10	Raleigh, NC	107,735,839	186,720	577
11	Greensboro, NC	104,112,755	182,360	571
12	Chattanooga, TN	92,443,091	162,670	568
13	Chesapeake, VA	83,327,540	147,800	564
14	Tallahassee, FL	70,717,498	125,640	563
15	Charleston, SC	45,561,975	81,030	562
16	Hollywood, FL	66,154,564	120,140	551
17	Knoxville, TN	93,799,635	172,080	545
18	Hampton, VA	71,212,707	130,800	544
19	Newport News, VA	87,076,005	160,100	544
20	**Savannah, GA**	**67,786,139**	**145,980**	**464**
21	St. Petersburg, FL	108,911,250	235,450	463
22	Lexington-Fayette Co.,KY	93,623,775	225,700	415
23	Albany, GA	33,793,279	83,540	405
24	Macon, GA	43,809,965	117,940	371
25	Columbus, GA	62,150,209	177,680	350
26	Columbia, SC	32,715,696	94,810	345
27	Dekalb Co., GA	$170,033,492	544,700	$312
	Average			$545

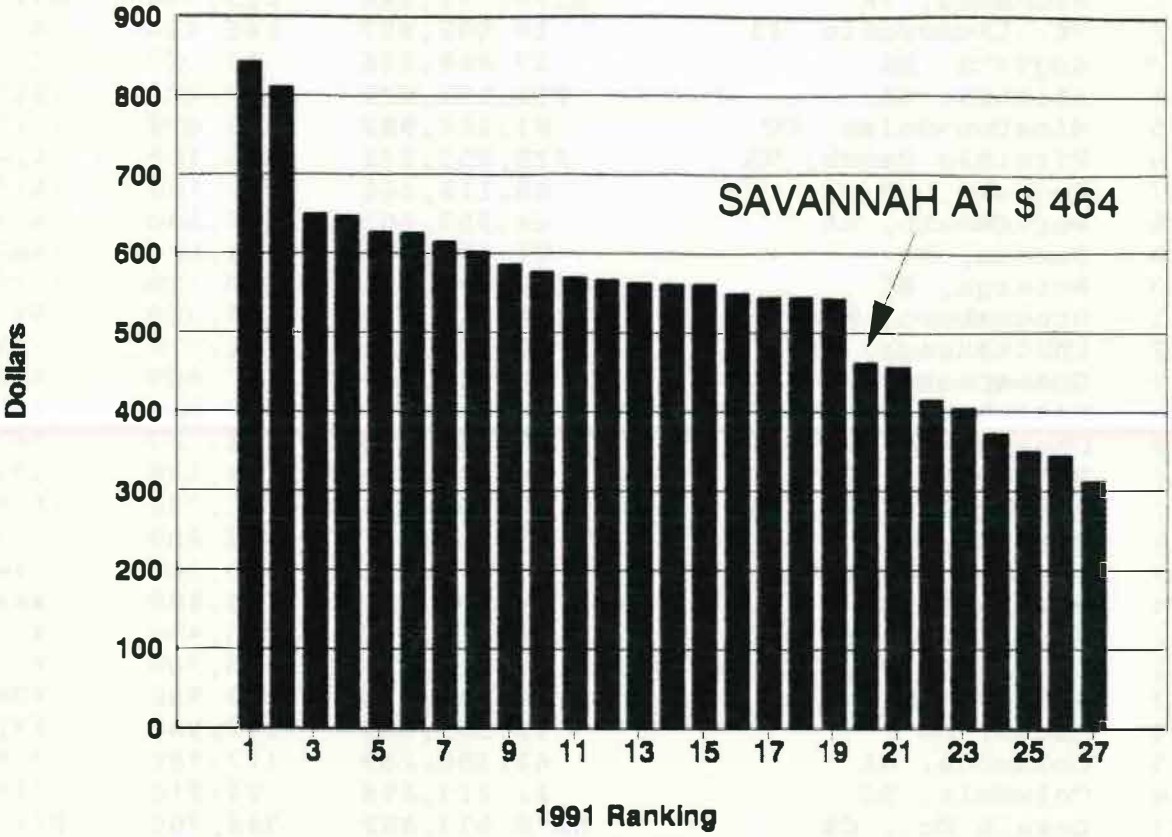
As can be observed, Savannah's PPCG places it $81 (15%) below the average of $545. Since the average PPCG can be swayed by extreme values, the median offers a useful means of comparison. The median PPCG is $563; that is, half of the cities are above this figure, half below. Savannah's PPCG is below the median.

The bar graph on the following page is an effective visual aid in presenting Savannah as a City with a low per person cost of government.

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1 Population figures are from:
U.S. Bureau of the Census, Local Population Estimates, Series P-26 No. 88-S-SC. South: 1988 Population and 1987 Per Capita Income estimates for counties and incorporated places.

Per Person Cost of Government



1. Richmond, VA
2. Ft. Lauderdale, FL
3. Augusta, GA
4. Atlanta, GA
5. Winston-Salem, NC
6. Virginia Beach, VA
7. Roanoke, VA
8. Portsmouth, VA
9. Durham, NC
10. Raleigh, NC
11. Greensboro, NC
12. Chattanooga, TN
13. Chesapeake, VA
14. Tallahassee, FL
15. Charleston, SC
16. Hollywood, FL
17. Knoxville, TN
18. Hampton, VA
19. Newport News, VA
20. Savannah, GA
21. St. Petersburg, FL
22. Lexington-Fayette Co., KY
23. Albany, GA
24. Macon, GA
25. Columbus, GA
26. Columbia, SC
27. Dekalb Co., GA

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

PER PERSON COST OF GOVERNMENT
BY FUNCTION

Function	Sav'h	Greensboro	St.Pete	Winston Salem	Avg.
GENERAL FUND					
General Administration	$ 9	$ 10	$ 14	$ 12	$ 11
Facilities Maintenance	68	61	42	101	68
Inspections	7	10	13	14	11
Fire	62	75	61	66	66
Police	117	131	156	167	143
Leisure Services	31	60	26	44	40
Debt Service	20	25	26	68	35
SANITATION FUND	$ 72	$ 59	$122	$ 56	$ 78

The above table reveals that Savannah's cost is below the average in six of the seven General Fund functions. It is 18% less than the average for General Administration; 36% less for Inspections; 6% less for Fire; 18% less for Police; 23% less for Leisure Services; and 43% less for Debt Service. The cost for Facilities Maintenance is equal to the average of $68.

Sanitation's per person cost is $6 (8%) less than the average.

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.

CONCLUSION

In the preceding pages, I have summarized the budget for each fund. Each fund's budget is balanced as proposed. The work programs are effective and cost efficient.

This recommended budget is a blueprint for meeting the service needs of our citizens for the coming year. In preparing the budget and work programs, every effort has been made to maintain productivity while providing the required levels of services. The work programs proposed in this budget will further the City's efforts to improve and maintain the liveability of the City and its neighborhoods and to provide for economic growth and development.

I recommend the adoption of the proposed budget as submitted.

Sincerely



Arthur A. Mendonsa
City Manager

NOTE: The City Manager's Message reflects the proposed budget submitted to Council in October. Revisions to the budget have been incorporated and are reflected in the Budget Ordinance provided on the next page.

BUDGET ORDINANCE AS AMENDED

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 1991.

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 budget appropriating funds to the various functions and purposes of the City of Savannah for the fiscal year 1991 with amendments as follows:

EXPENDITURES SUMMARY

GENERAL FUND	
BUDGET APPROPRIATION	$65,148,800
CAPITAL IMPROVEMENT PROJECTS APPROPRIATION	1,992,077
TOTAL GENERAL FUND APPROPRIATION	**$67,140,877**
TOTAL INTERNAL SERVICES FUND APPROPRIATION	**$ 9,434,958**
TOTAL GOLF COURSE FUND APPROPRIATION	**$ 160,000**
CIVIC CENTER FUND	
BUDGET APPROPRIATION	$ 1,560,940
CAPITAL IMPROVEMENT PROJECTS CONTRIBUTION	165,000
TOTAL CIVIC CENTER FUND APPROPRIATION	**$ 1,725,940**
TOTAL PARKING FUND APPROPRIATION	**$ 2,253,700**
TOTAL SANITATION FUND APPROPRIATION	**$10,557,975**
COMMUNITY DEVELOPMENT FUND	
BUDGET APPROPRIATION	$ 4,039,373
CAPITAL IMPROVEMENT PROJECTS CONTRIBUTION	115,000
TOTAL COMMUNITY DEVELOPMENT FUND APPROPRIATION	**$ 4,154,373**
WATER FUND	
BUDGET APPROPRIATION	$ 7,121,660
CAPITAL IMPROVEMENT PROJECTS CONTRIBUTION	2,995,949
TOTAL WATER FUND APPROPRIATION	**$10,117,609**
SEWER FUND	
BUDGET APPROPRIATION	$10,548,751
CAPITAL IMPROVEMENT PROJECTS CONTRIBUTION	2,511,757
TOTAL SEWER FUND APPROPRIATION	**$13,060,508**
TOTAL I & D FUND APPROPRIATION	**$ 3,910,603**
TOTAL LABOR RESOURCES FUND APPROPRIATION	**$ 610,100**
TOTAL CAPITAL IMPROVEMENT PROGRAM APPROPRIATION	**$11,016,824**

NEW REVENUES SUMMARY

GENERAL FUND

Regular Business License Fees Increase license fees by 7.5%	$ 129,675
Alcoholic Business License Fees Increase license fees by 7.5%	$ 61,500
Cemetery Burial Fees Increase regular adult burials from $240 to $252 Increase Saturday/overtime adult burials from $305 to $320 Increase Sunday/holiday adult burials from $440 to $484 Increase regular child burials from $135 to $142 Increase Saturday/overtime child burials from $195 to $205 Increase Sunday/holiday child burials from $280 to $308 Increase regular ashes burials from $120 to $126 Increase Saturday/overtime ashes burials from $168 to $176 Increase Sunday/holiday ashes burials from $252 to $277	$ 6,662
Sanitation Services Fees **Refuse Disposal** Increase tonnage rate from $18.00 to $20.00 **Commercial Refuse** Increase the rate from $1.64 to $1.80 per cubic yard **Residential Refuse** Increase the rate from $7.75 to $8.75 per month	$ 638,926
Civic Center Fees **Rental** Increase the ballroom rental fee from $400 to $500 Create a 7-10% fee for daytime ballroom catering Create a 10% catering fee Increase the convention package fee from $600 to $750 **Theatre** Increase the fee for dance school use for a performance from $750 to $850 Increase the fee for dance school use for a rehearsal from $350 to $425	$ 26,336

Symphony
Increase the rate for symphony use of the ballroom for 1-4 hours from $132 to $145
Increase the rate for symphony use of the ballroom for 4-8 hours from $176 to $195
Increase the rate for symphony use of the theatre for performance/day of event from $550 to $600
Increase the rate for symphony use of the theatre for rehearsal/day of event from $110 to $120
Increase the rate for symphony use of the theatre for rehearsal/non-day of event from $275 to $300

Leisure Services Fees $ 24,975

Softball (Adult)
Increase fee from $350 to $370 for spring league teams
Increase fee from $260 to $275 for fall league teams

Basketball (Adult)
Increase team fee from $260 to $275

Tennis (Adult)
Increase team fee from $140 to $160 per team

Baseball (Adult)
Increase team fee from $340 to $350

Soccer (Youth)
Create a team fee of $100 per team

Football (Youth)
Create a team fee of $100 per team

Baseball (Youth)
Create a team fee of $100 per team

GENERAL FUND TOTAL **$ 888,074**

WATER FUND

Inside City Rates $ 483,926

Base:
Increase bi-monthly rate from $10.30 to $10.80

Usage:
Increase per 100 cu.ft. rate for up to 1,500 cu.ft. from $.26 to $.30
Increase per 100 cu.ft. rate for over 1,500 cu.ft. from $.42 to $.46

Outside City Rates	$ 130,413
Base:	
Increase bi-monthly rates from $15.45 to $16.20	
Usage:	
Increase per 100 cu.ft. rate for up to 1,500 cu.ft. from $.39 to $.45	
Increase per 100 cu.ft. rate for over 1,500 cu.ft. from $.63 to $.69	
Tap-In Fees	$ 87,000
Increase rate from $200 to $300	
WATER FUND TOTAL	**$ 701,339**
GRAND TOTAL	**$1,589,413**

GMA LEASE FUND

Revenue	
Interest Earned on Investments	$2,630,700
Appropriations	
Cost of Issuance Payment	$ 399,600
Maximum Interest on Leases	1,998,000
Maximum Administration Expense	233,100
Total	$2,630,700

VEHICLE PURCHASE FUND

Revenue	
Vehicle Depreciation	$2,199,939
Loss Billings	9,204
Sales Revenue	94,837
Interest Revenue	158,529
Miscellaneous Revenue	14,199
Insurance Proceeds	59,495
Total	$2,536,203
Appropriations	
Replacement Purchases	$1,757,500
Sales Expense	867
Book Value	21,313
Contribution to Reserve	756,523
Total	$2,536,203

AMENDMENTS

WHEREAS, the 1991 budget has been reviewed by the Mayor and Aldermen and the following revisions have been incorporated into the Budget Ordinance.

Revenue

Create youth team fee of $100 per team for baseball, soccer, and football, adding $20,000 in revenue.

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Expenditures

Appropriate $50,000 from the public building improvements reserve to the Homeless Authority.

Appropriate $37,000 for Bowles Ford Park Lake jogging trail and fund from the public building improvements reserve.

Fund the Eisenhower field replacement lights #1 and 2, irrigation, and restrooms/concessions projects totalling $299,000 from $135,000 in 1990 CIP funds, $124,000 in the 1991 budget from public building improvements, $20,000 from a CIP state grant, and $20,000 from increased fees for 1991.

Reduce the CIP allocation for drainage improvements by $1,345,923 and allocate this for debt service for the drainage improvement bonds.

Increase the Black Heritage Festival contribution by $15,000 and fund from Contingencies.

Increase the Rape Crisis Center contribution by $5,000 and fund from Contingencies.

Appropriate $36,000 from Contingencies to the City Market Arts Center.

1991 APPROVED BUDGET

For 1991, the City Manager proposed City expenditures totalling $102,707,302, including $9,155,706 allocated to capital improvement projects, along with a revenue program to balance these expenditures. The Council amended the proposal to include the creation of youth team fees for baseball, soccer, and football, adding $20,000 in revenue. This additional revenue will go toward funding Leisure Services' capital improvement projects. The other Council changes can be seen in the Addendum on the preceding page.

The budget table presented on the next several pages integrates the proposed budget, Council changes, subsidy adjustments, and budget adjustments to form the 1991 approved budget. The total approved budget for 1991, after adjustments, is $102,727,302.

The revenue table which follows the budget table depicts the 1991 proposed revenue, fee increases, revenue adjustments, and 1991 approved revenue by source. Within each fund, the revenue is equal to the approved budget.

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

1991 APPROVED BUDGET

Fund/Dept/Activity	1991 Proposed Budget	Council Addendum	Subsidy Adjustment	Budget Adjustments	1991 Approved Budget
GENERAL ADMINISTRATION					
Mayor & Aldermen	$ 302,056	$ 0	$ 0	$ 0	$ 302,056
Clerk of Council	126,898	0	0	0	126,898
City Manager's Office	679,712	0	0	19,838	699,550
Legal	270,640	0	0	0	270,640
Total	$ 1,379,306	$ 0	$ 0	$ 19,838	$ 1,399,144
MANAGEMENT & FINANCIAL SVCS					
Asst CM/Mgt & Fin	$ 191,081	$ 0	$ 0	$ 0	$ 191,081
Employee Development	156,566	0	0	1,303	157,869
Employee Assistance	67,023	0	0	0	67,023
Research & Budget	418,000	0	0	186,221	604,221
Personnel	437,470	0	0	3,360	440,830
Auditing	502,542	0	0	(141,076)	361,466
Finance	777,220	0	0	6,751	783,971
Revenue	695,872	0	0	0	695,872
Purchasing	281,763	0	0	0	281,763
Recorder's Court	1,225,523	0	0	13,664	1,239,187
Total	$ 4,753,060	$ 0	$ 0	$ 70,223	$ 4,823,283
FACILITIES MAINTENANCE					
Facilities Maint Dir	$ 151,285	$ 0	$ 0	$ 0	$ 151,285
Park and Tree	2,148,472	0	0	0	2,148,472
Cemeteries	1,102,328	0	0	0	1,102,328
Traffic Engineering	2,852,017	0	0	0	2,852,017
Drainage Maint	1,747,332	0	0	0	1,747,332
Streets Maint	1,856,368	0	0	0	1,856,368
Total	$ 9,857,802	$ 0	$ 0	$ 0	$ 9,857,802
PUBLIC DEVELOPMENT					
PD Bureau Chief	$ 218,334	$ 0	$ 0	$ 4,623	$ 222,957
Neighborhood Svcs	718,650	0	0	0	718,650
Inspections	1,002,219	0	0	0	1,002,219
Total	$ 1,939,203	$ 0	$ 0	$ 4,623	$ 1,943,826
POLICE					
Police Chief	$ 278,214	$ 0	$ 0	$ 15,132	$ 293,346
Police Patrol	10,806,020	0	0	(3,684,217)	7,121,803
Special Operations	0	0	0	4,542,371	4,542,371
Investigations	2,014,199	0	0	138,261	2,152,460
Aux & Tech Services	2,530,050	0	0	(2,530,050)	0
Management Services	1,430,627	0	0	1,518,503	2,949,130
Total	$17,059,110	$ 0	$ 0	$ 0	$17,059,110
FIRE					
Fire Chief	$ 283,359	$ 0	$ 0	$ 0	$ 283,359
Firefighting	8,748,774	0	0	0	8,748,774
Total	$ 9,032,133	$ 0	$ 0	$ 0	$ 9,032,133

1991 APPROVED BUDGET

Fund/Dept/Activity	1991 Proposed Budget	Council Addendum	Subsidy Adjustment	Budget Adjustments	1991 Approved Budget
LEISURE SERVICES					
Leisure Svcs Director	$ 207,651	$ 0	$ 0	$ 0	$ 207,651
Athletics	675,190	0	0	0	675,190
Neighborhood Programs	1,154,866	0	0	2,706	1,157,572
Adult Day Care	267,256	0	0	0	267,256
City Golden Age	535,774	0	0	2,682	538,456
Buildings & Grounds	1,716,446	0	0	0	1,716,446
Total	$4,557,183	$ 0	$ 0	$ 5,388	$4,562,571
INTERDEPARTMENTAL					
Budget Reserve	0	$ 0	$ 0	$ 0	0
Debt Service	$2,932,283	1,345,923	0	(49,601)	$4,228,605
Svc Purch From Oth Funds	1,925,606	0	0	0	1,925,606
Contingencies	278,640	(31,650)	0	(66,071)	180,919
Tourism & Dev	2,784,034	0	(26,336)	600	2,758,298
New Futures	558,000	0	0	0	558,000
Jail Services	1,954,500	0	0	0	1,954,500
CIP/Infrastructure	3,368,000	(1,375,923)	0	0	1,992,077
Other Expenses	667,703	0	0	0	667,703
Housing/Drug Grant	130,327	0	0	0	130,327
Condemned Funds	101,536	0	0	0	101,536
Cultural Contrib	638,621	36,000	0	15,000	689,621
Social Contrib	196,350	45,650	0	0	242,000
Sanitation/Res Rec	3,458,783	0	(638,926)	0	2,819,857
Battlefield Park	213,959	0	0	0	213,959
Total	$19,208,342	$ 20,000	$ (665,262)	$ (100,072)	$18,463,008
GENERAL FUND TOTAL	$67,786,139	$ 20,000	$ (665,262)	$ 0	$67,140,877
INTERNAL SERVICES					
Data Processing	$2,245,119	$ 0	$ 0	$ 0	$2,245,119
Engineering	$1,053,014	$ 0	$ 0	$ 0	$1,053,014
Vehicle Maintenance	$4,269,904	$ 0	$ 0	$ 0	$4,269,904
CENTRAL SERVICES					
Central Svcs Director	$ 208,042	$ 0	$ 0	$ 0	$ 208,042
Inventory Management	113,522	0	0	0	113,522
Custodial & Mail Svcs	290,732	0	0	0	290,732
Building Maintenance	401,955	0	0	0	401,955
Tele-Electronics	542,806	0	0	0	542,806
Total	$1,557,057	$ 0	$ 0	$ 0	$1,557,057
Service Desk	$ 309,864	$ 0	$ 0	$ 0	$ 309,864
INTERNAL SERVICES TOTAL	$ 9,434,958	$ 0	$ 0	$ 0	$ 9,434,958
CIVIC CENTER FUND	$ 1,725,940	$ 0	$ 0	$ 0	$ 1,725,940
GOLF COURSE FUND	$ 160,000	$ 0	$ 0	$ 0	$ 160,000

1991 APPROVED BUDGET

Fund/Dept/Activity	1991 Proposed Budget	Council Addendum	Subsidy Adjustment	Budget Adjustments	1991 Approved Budget
PARKING FUND					
Parking Administration	$ 774,827	$ 0	$ 0	$ 0	$ 774,827
Parking Garages/Lots	1,149,718	0	0	0	1,149,718
Parking Interdept	329,155	0	0	0	329,155
PARKING FUND TOTAL	$ 2,253,700	$ 0	$ 0	$ 0	$ 2,253,700
SANITATION FUND					
Sanitation Director	$ 183,987	$ 0	$ 0	$ 0	$ 183,987
Residential Refuse	4,769,990	0	0	0	4,769,990
Refuse Disposal	759,934	0	0	0	759,934
Street Cleaning	1,179,023	0	0	0	1,179,023
Commercial Refuse	679,650	0	0	0	679,650
Sanitation Code Enf	589,809	0	0	0	589,809
Sanitation Interdept	2,395,582	0	0	0	2,395,582
SANITATION FUND TOTAL	$10,557,975	$ 0	$ 0	$ 0	$10,557,975
COMMUNITY DEVELOPMENT					
Basic Budget	$ 884,373	$ 0	$ 0	$ 0	$ 884,373
Capital Improvements	115,000	0	0	0	115,000
Other Charges (Non-Add)	3,155,000	0	0	0	3,155,000
OMMUNITY DEVEL TOTAL	$ 999,373	$ 0	$ 0	$ 0	$ 999,373
WATER FUND					
Water & Sewer Supp Svcs	$ 229,648	$ 0	$ 0	$ 0	$ 229,648
Water Supply & Treat	2,050,957	0	0	1,918	2,052,875
Water Distribution	1,698,700	0	0	0	1,698,700
Water & Sewer Revenue	1,038,052	0	0	0	1,038,052
Water Interdepart	5,100,252	0	0	(1,918)	5,098,334
WATER FUND TOTAL	$10,117,609	$ 0	$ 0	$ 0	$10,117,609
SEWER FUND					
Sewer Maintenance	$ 1,354,573	$ 0	$ 0	$ 0	$ 1,354,573
Lift Stations	1,250,265	0	0	24,321	1,274,586
President St Plant	3,064,262	0	0	2,589	3,066,851
Small Plants	609,200	0	0	0	609,200
Sewer Interdept	6,782,208	0	0	(26,910)	6,755,298
SEWER FUND TOTAL	$13,060,508	$ 0	$ 0	$ 0	$13,060,508
I & D WATER FUND	$ 3,910,603	$ 0	$ 0	$ 0	$ 3,910,603
PRIVATE INDUSTRY COUNCIL					
JTPA Administration	$ 394,482	$ 0	$ 0	$ 0	$ 394,482
JTPA Assessment Center	162,824	0	0	0	162,824
Refugee Program	52,794	0	0	0	52,794
PRIVATE IND COUNCIL TOTAL	$ 610,100	0	0	0	$ 610,100
CIP ALLOCATION	$ 9,155,706	$(1,375,923)	$ 0	$ 0	$ 7,779,783
ALL FUNDS	$129,772,611	$(1,355,923)	$ (665,262)	$ 0	$127,751,426
Adjustments	(27,065,309)	1,375,923	665,262	0	(25,024,124)
ADJUSTED GRAND TOTAL	**$102,707,302**	**$ 20,000**	**$ 0**	**$ 0**	**$102,727,302**

1991 REVENUE BY SOURCE

GENERAL FUND	1991 Proposed Budget	Fee Increases	Revenue Adjustments	1991 Approved Budget
PROPERTY TAX				
Real Property Tax (Current)	$14,550,000	$ 0	$ (50,000)	$14,500,000
Vehicle Tax	2,475,000	0	(60,000)	2,415,000
Personal Property Tax (Current)	2,173,000	0	65,000	2,238,000
Real Property Tax (Delinquent)	1,400,000	0	65,000	1,465,000
Personal Property Tax (Delinquent)	124,000	0	1,000	125,000
Mobile Home Taxes	16,000	0	0	16,000
Industrial Area Tax	340,000	0	14,000	354,000
Intangible Tax	292,000	0	0	292,000
Public Utility Tax	914,000	0	18,000	932,000
Total	$22,284,000	$ 0	$ 53,000	$22,337,000
SALES TAX	$19,600,000	$ 0	$ (100,000)	$19,500,000
OTHER TAX				
Beer Tax	$ 1,708,000	$ 0	$ 92,000	$ 1,800,000
Liquor Tax	315,000	0	0	315,000
Wine Tax	220,000	0	(8,000)	212,000
Insurance Premium Tax	4,870,000	0	30,000	4,900,000
Hotel/Motel Tax	2,155,000	0	0	2,155,000
Total	$ 9,268,000	$ 0	$ 114,000	$ 9,382,000
TAX FEES & INTEREST (PENALTIES)				
Execution Fees	$ 84,000	$ 0	$ (7,000)	$ 77,000
Interest on Delinquent Taxes	90,000	0	12,000	102,000
Total	$ 174,000	$ 0	$ 5,000	$ 179,000
LICENSES AND PERMITS				
Electric Franchise Fees	$ 3,162,000	$ 0	$ (90,000)	$ 3,072,000
Telephone Franchise Fees	720,000	0	(10,000)	710,000
Gas Franchise Fees	525,000	0	25,000	550,000
CATV Franchise Fees	492,000	0	58,000	550,000
Application/Transfer Fees	32,000	0	4,000	36,000
Regular Business Licenses	1,858,675*	129,675	15,000	1,873,675
Insurance Licenses	100,000	0	0	100,000
Alcoholic Beverage Licenses	881,500*	61,500	5,000	886,500
Bank License Tax	343,000	0	0	343,000
Professional Tax	217,000	0	(4,000)	213,000
Commercial Vehicle Tax	275,000	0	5,000	280,000
Total	$ 8,606,175	$ 191,175	$ 8,000	$ 8,614,175
FINES, FORFEITS & PENALTIES				
Recorder's Court Fines	$ 1,553,000	$ 0	$ (28,000)	$ 1,525,000
INTEREST EARNED				
General Investments	$ 800,000	$ 0	$ 87,000	$ 887,000
Interest/Perpetuity Lots	145,000	0	0	145,000
Total	$ 945,000	$ 0	$ 87,000	$ 1,032,000

* Includes fee increases

1991 REVENUE BY SOURCE

	1991 Proposed Budget	Fee Increases	Revenue Adjustments	1991 Approved Budget
RENTS				
Recorder's Court	$ 240,000	$ 0	$ 0	$ 240,000
Miscellaneous Rent	40,000	0	(10,000)	30,000
Total	$ 280,000	$ 0	$ (10,000)	$ 270,000
LEISURE SERVICES				
Grayson Stadium	$ 15,000	$ 0	$ 0	$ 15,000
Vending & Misc Concessions	5,000	0	0	5,000
Paulson Complex Concessions	50,000	0	0	50,000
Tennis Fees	51,400*	1,400	0	51,400
Athletic Fees	14,585*	585	20,000	34,585
Softball Fees	52,990*	2,990	0	52,990
Ceramic Fees	25,000	0	0	25,000
Cultural Arts	18,000	0	0	18,000
Neighborhood Centers	3,600	0	0	3,600
Total	$ 235,575	$ 4,975	$ 20,000	$ 255,575
OTHER AGENCIES				
General Purpose State Grant	$ 705,500	$ 0	$ 0	$ 705,500
Savannah Housing Authority	42,000	0	0	42,000
State Grant/Elderly	83,000	0	0	83,000
State Grant/CAPDC	150,000	0	0	150,000
Total	$ 980,500	$ 0	$ 0	$ 980,500
INSPECTION FEES				
Zoning Inspections	$ 13,000	$ 0	$ (1,000)	$ 12,000
Building Inspections	700,000	0	(100,000)	600,000
Electrical Inspections	12,000	0	2,000	14,000
Plumbing Inspections	4,500	0	(200)	4,300
Mechanical Inspections	10,000	0	(500)	9,500
Fire Inspections	2,000	0	(800)	1,200
Fuel Tank Inspection Fees	5,000	0	(1,000)	4,000
Total	$ 746,500	$ 0	$ (101,500)	$ 645,000
ENGINEERING FEES				
Subdivision Developer Fees	$ 50,000	$ 0	$ (20,000)	$ 30,000
CEMETERY FEES	$ 171,662*	$ 6,662	$ 0	$ 171,662
INTERFUND FEES				
Services to JTPA	$ 17,000	$ 0	$ 0	$ 17,000
Services to Community Develop	116,092	0	0	116,092
Services to Civic Center	90,128	0	0	90,128
Services to Water Fund	271,931	0	0	271,931
Services to Sewer Fund	271,931	0	0	271,931
Services to I&D Fund	82,820	0	0	82,820
Services to Sanitation Fund	381,198	0	0	381,198
Services to Parking Fund	108,502	0	0	108,502
Total	$ 1,339,602	$ 0	$ 0	$ 1,339,602

* Includes fee increases

1991 REVENUE BY SOURCE

	1991 Proposed Budget	Fee Increases	Revenue Adjustments	1991 Approved Budget
GENERAL SERVICES				
Police Report Fees	$ 57,000	$ 0	$ 0	$ 57,000
Traffic Movement Report Fees	3,000	0	(3,000)	0
Fire Protection Fees	55,500	0	2,500	58,000
Harbor Fees	58,000	0	(3,000)	55,000
Bldg Boarding Up/Demolition Fees	5,000	0	(5,000)	0
Total	$ 178,500	$ 0	$ (8,500)	$ 170,000
OTHER REVENUE				
Advertising Fees	$ 18,500	$ 0	$ (1,000)	$ 17,500
Telephone Locations	8,000	0	4,000	12,000
Damage Claims	10,000	0	(2,000)	8,000
Sale of Land and Property	40,000	0	0	40,000
Condemned Funds (Police)	101,536	0	0	101,536
Grants (Police)	130,327	0	0	130,327
Miscellaneous Revenue	400,000	0	0	400,000
Total	$ 708,363	$ 0	$ 1,000	$ 709,363
General Fund Total	$67,120,877	$ 202,812	$ 20,000	$67,140,877
Civic Center Fee Increases	$ 26,336*	$ 26,336	$ (26,336)	$ 0
Sanitation Fee Increases	638,926*	638,926	(638,926)	0
GENERAL FUND GRAND TOTAL	$67,786,139	$ 868,074	$ (645,262)	$67,140,877
INTERNAL SERVICES FUND				
Service Desk	$ 309,864	$ 0	$ 0	$ 309,864
Data Processing	2,245,119	0	0	2,245,119
Engineering	1,053,014	0	0	1,053,014
Vehicle Maintenance	4,269,904	0	0	4,269,904
Central Services	1,557,057	0	0	1,557,057
INTERNAL SERVICES FUND TOTAL	$ 9,434,958	$ 0	$ 0	$ 9,434,958
CIVIC CENTER FUND				
Building Rental	$ 390,000	$ 26,336	$ 0	$ 390,000
Box Office Rental	55,000	0	0	55,000
Box Office Reimbursed Labor	7,500	0	0	7,500
Equipment Rental	30,000	0	0	30,000
Parking Rental	90,000	0	0	90,000
Novelty Sales	75,000	0	0	75,000
Food (net)	215,600	0	0	215,600
Beer & Wine (net)	70,000	0	0	70,000
Interest Earned	10,000	0	0	10,000
Services to General Fund	32,414	0	0	32,414
Miscellaneous	1,000	0	0	1,000
Total	$ 976,514	$ 26,336	$ 0	$ 1,002,850
General Fund Contribution				
Operating	$ 78,826	$ (26,336)	$ 0	$ 52,490
Debt Service	345,600	0	0	345,600
Total	$ 424,426	$ (26,336)	$ 0	$ 398,090

* Fee increases for the Civic Center and Sanitation Funds are not included in the respective funds, but shown in the General Fund to reduce the contributions.

1991 REVENUE BY SOURCE

	1991 Proposed Budget	Fee Increases	Revenue Adjustments	1991 Approved Budget
Tourism Enhancement	165,000	$ 0	$ 0	$ 165,000
Ticket Fee	160,000	0	0	160,000
Total	$ 325,000	$ 0	$ 0	$ 325,000
CIVIC CENTER FUND TOTAL	$ 1,725,940	$ 0	$ 0	$ 1,725,940
GOLF COURSE FUND TOTAL	$ 160,000	$ 0	$ 0	$ 160,000
PARKING FUND				
Operating Revenue				
Parking Meters	$ 652,000	$ 0	$ 0	$ 652,000
Parking Citations	1,000,000	0	0	1,000,000
Visitor's Center Parking Lot	3,200	0	0	3,200
Liberty St. Parking Lots	45,000	0	0	45,000
Leased Parking Spaces	20,000	0	0	20,000
State St. Parking Garage	170,000	0	0	170,000
Robinson Parking Garage	180,000	0	0	180,000
City Market Garage Lease	77,000	0	0	77,000
Miscellaneous Revenue	41,500	0	0	41,500
Total	$ 2,188,700	$ 0	$ 0	$ 2,188,700
Non-Operating Revenue				
Interest Income	20,000	0	0	20,000
Services to Sanitation	45,000	0	0	45,000
Total	$ 65,000	$ 0	$ 0	$ 65,000
PARKING FUND TOTAL	$ 2,253,700	$ 0	$ 0	$ 2,253,700
SANITATION FUND				
Operating Revenue				
Residential Refuse Fees	$ 3,819,000	$ 550,286	$ 0	$ 4,369,286
Special Trash Collection	10,000	0	0	10,000
Refuse Disposal Fees	400,000	20,000	0	420,000
Commercial Refuse Fees	854,000	68,640	0	922,640
Lot Clearing	33,000	0	0	33,000
Parking Citations	90,000	0	0	90,000
Total	$ 5,206,000	$ 638,926	$ 0	$ 5,844,926
Services to General Fund	$ 1,893,192	$ 0	$ 0	$ 1,893,192
General Fund Contribution	$ 3,458,783	$ (638,926)	$ 0	$ 2,819,857
SANITATION FUND TOTAL	$10,557,975	$ 0	$ 0	$10,557,975
COMMUNITY DEVELOPMENT FUND	$ 999,373	$ 0	$ 0	$ 999,373
WATER FUND				
Operating Revenue				
Inside City Water	$ 6,674,822*	$ 483,926	$ 0	$ 6,674,822
Outside City Water	1,758,117*	130,413	0	1,758,117
Water Cut-On Fees	100,000	0	0	100,000
Drainage Maintenance Revs	167,973	0	0	167,973
Water/Sewer Supp Serv	115,449	0	0	115,449

1991 REVENUE BY SOURCE

	1991 Proposed Budget	Fee Increases	Revenue Adjustments	1991 Approved Budget
WATER FUND (cont'd)				
Sewer Billing Serv	477,264	0	0	477,264
Sanitation Billing Serv	80,984	0	0	80,984
Misc Revenues	24,000	0	0	24,000
Water Tap-In Fees	261,000*	87,000	0	261,000
Industrial Water Sales	300,000	0	0	300,000
Surcharges	3,000	0	0	3,000
Total	$ 9,962,609	$ 701,339	$ 0	$ 9,962,609
Non-Operating Revenue				
Interest-Investments	$ 120,000	$ 0	$ 0	$ 120,000
Interest-Sinking Fund	35,000	0	0	35,000
Total	$ 155,000	$ 0	$ 0	$ 155,000
WATER FUND TOTAL	$10,117,609	$ 701,339	$ 0	$10,117,609
SEWER FUND				
Operating Revenue				
Inside City Sewer	$ 8,831,707	$ 0	$ 0	$ 8,831,707
Outside City Sewer	2,113,852	0	0	2,113,852
Sewer Cut-On Fees	100,000	0	0	100,000
Sewer Tap-In Fees	386,000	0	0	386,000
Surcharges	212,699	0	0	212,699
Septic Tank Disposal Fees	55,000	0	0	55,000
County Poll Abate Fee	1,001,250	0	0	1,001,250
Total	$12,700,508	$ 0	$ 0	$12,700,508
Non-Operating Revenue				
Interest-Investments	$ 300,000	$ 0	$ 0	$ 300,000
Interest-Sinking Fund	60,000	0	0	60,000
Total	$ 360,000	$ 0	$ 0	$ 360,000
SEWER FUND TOTAL	$13,060,508	$ 0	$ 0	$13,060,508
I & D WATER FUND				
I & D Water Customers	$ 3,868,292	$ 0	$ 0	$ 3,868,292
Adm Serv to Water Fund	42,311	0	0	42,311
I & D WATER FUND TOTAL	$ 3,910,603	$ 0	$ 0	$ 3,910,603
PRIVATE INDUSTRY COUNCIL	$ 610,100	$ 0	$ 0	$ 610,100
CIP FUND ALLOCATION	$ 9,155,706	$ 0	$(1,375,923)	$ 7,779,783
GRAND TOTAL	$129,772,611	$ 1,569,413	$(2,021,185)	$127,751,426
Adjustments	(27,065,309)	0	2,041,185	(25,024,124)
ADJUSTED GRAND TOTAL	**$102,707,302**	**$ 1,569,413**	**$ 20,000**	**$102,727,302**

* Includes fee increases



The City of Savannah's budget has consistently won awards for distinguished budget presentation.

Budgetary Policies

BUDGETARY POLICIES

The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. Formal statements of budgetary policies provide the basis for achieving this goal.

The following section outlines the policies used to guide the preparation and management of the City's budget. This section consists of operating budget policies, debt service policies, capital expenditure policies, revenue policies, reserve policies, and financial accounting policies.

OPERATING BUDGET POLICIES

The development and preparation of the City's budget is a process which occurs over a ten month period and is guided by the following budgetary policies:

- All fund budgets are balanced. Total anticipated revenues must equal budgeted expenditures for each fund. Required revenues are derived from three sources: current revenue charges, unallocated cash reserves carried forward from prior years, and new increases in revenue charges.

- All budget requests are considered in conjunction with measurable performance criteria. Expenditures are approved or rejected based on planned levels of performance. Each activity within a fund prepares a performance budget plan consisting of work programs, goals, objectives, and strategies.

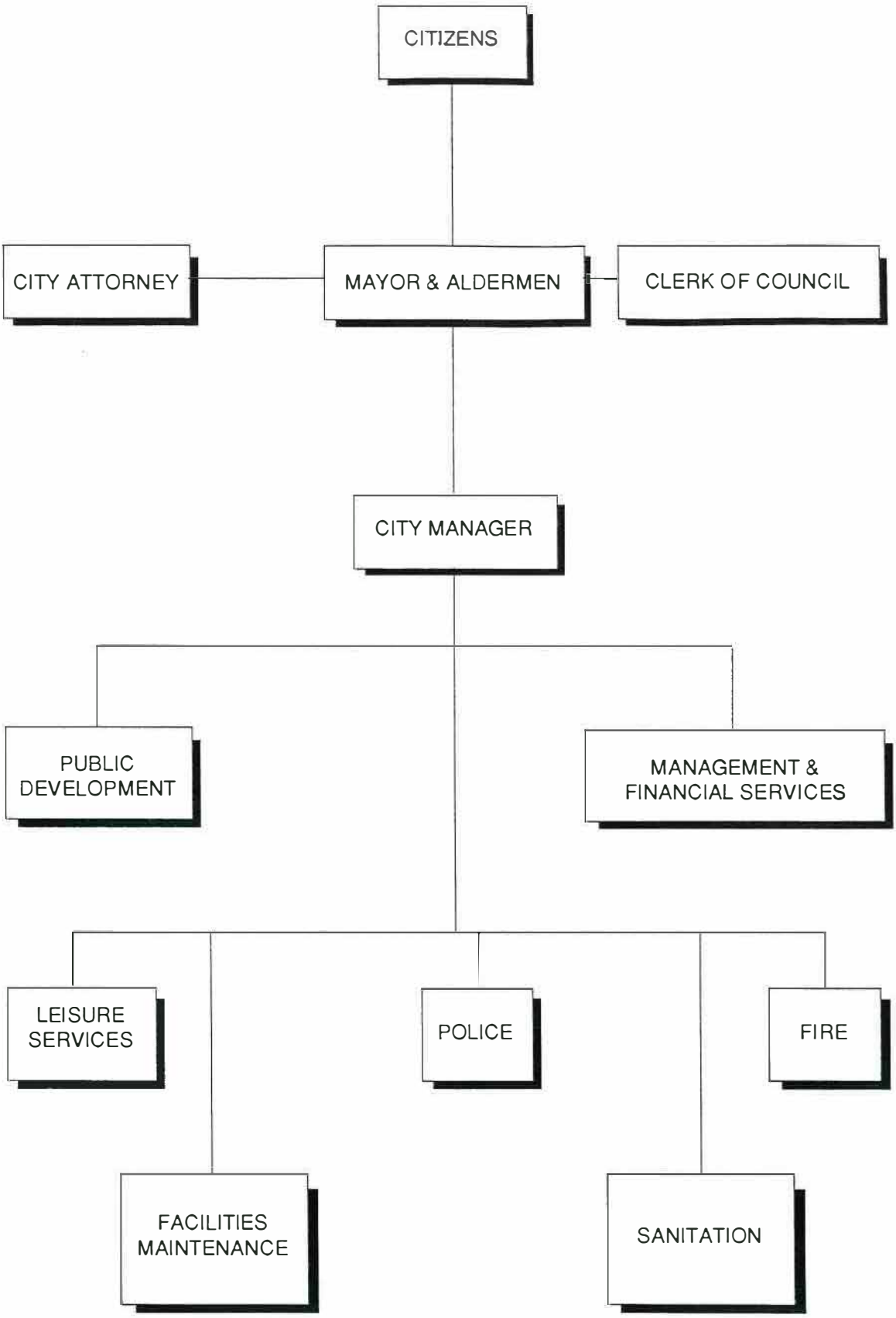
- Expenditure budgets for the City enterprise operations (Water, Sewer, I & D, Sanitation, Parking Services, Civic Center, and Golf Course) are funded either exclusively or primarily by user fee revenues. Those funds which require a General Fund contribution in 1991 are Sanitation and Civic Center. Self-sufficiency is a long range objective for these funds.

- The Capital Improvement Program budget is coordinated and planned in conjunction with the various operating fund budgets.

- The General Fund budget is based on a long-range financial plan which includes a $4.3 million unallocated fund reserve for 1991. This reserve protects the City against castastrophic revenue losses and major unplanned expenditures. The reserve also contributes to the City's favorable bond rating.

- Revenue sources are important to the development of the long range financial plan. Ongoing expenses are never funded by a non-recurring or one-time revenue source. Thus, future (as well as current) funding sources are identified for all new programs and program expansions. Changes in millage rates are an important consideration in balancing expenses with revenues. Significant fluctuations in property tax rates are avoided to the extent possible.

CITY OF SAVANNAH
ORGANIZATION CHART



FORM OF GOVERNMENT

The City of Savannah operates under a Council/Manager form of government which was adopted in 1954. This plan places legislative responsibility for municipal government in a City Council and gives administrative or executive authority to the City Manager. The Council, which consists of the Mayor and eight Aldermen, levies taxes, enacts ordinances, adopts the annual budget, and performs other legislative functions. The City Manager, who is appointed by Council, is responsible for carrying out the programs and policies established by City Council. He recommends the annual budget and work programs, and advises the Council on policy and legislative matters. The organization chart to the left displays the organizational units of the City. As can be observed, there are seven bureaus that report to the City Manager.

BUDGET PROCESS

The annual budget is a fiscal plan which presents the services which will be provided to the community and the funds needed to perform the services. Most of the work of budget preparation begins ten months in advance of the January 1 starting date of the fiscal year. Key steps in this process are described below:

Budget Preparation

Budget preparation usually begins in the month of February of the preceding year. Long-range revenue and expenditure forecasts are the first step. (Prior years' new programs and capital projects are assessed.) A general budget balancing approach is developed.

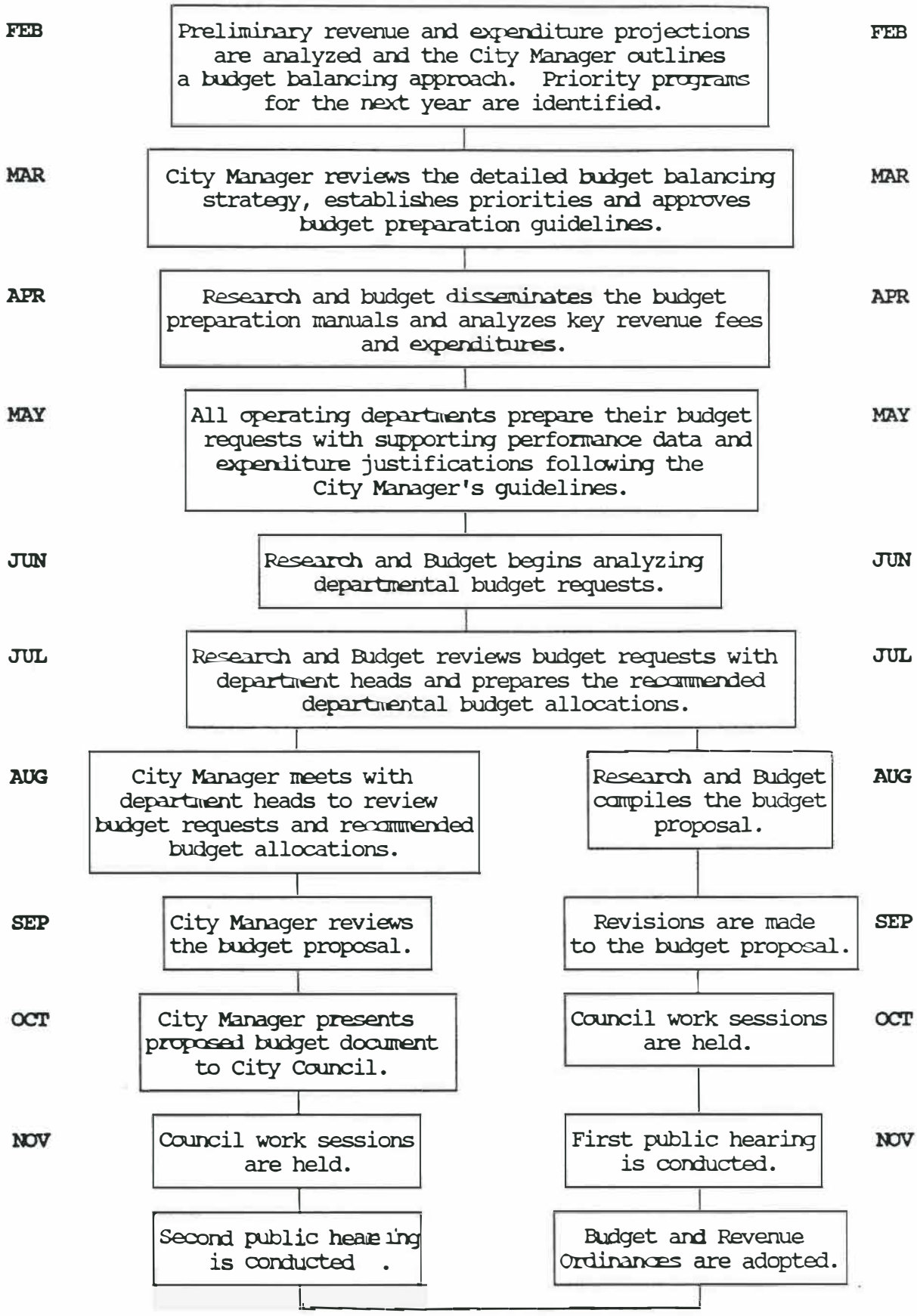
Following the City Manager's guidelines, City bureaus and departments develop their budget requests. At the same time, they develop their performance data to reflect the goals and objectives for the upcoming year.

The line item detailed requests are then submitted to the Research and Budget Department for review and evaluation. The line item request includes operating expenditures, as well as capital and new or improved program/position requests, and summaries of major changes for the upcoming year.

Once the basic budgets, program improvements, capital improvement projects, and performance data are reconciled, the department heads and bureau chiefs meet with the City Manager to discuss the preliminary budget proposals. The City Manager reviews the basic budgets, program improvements, and capital improvement projects. Recommended expenditures -- as well as recommended revenue sources -- are compiled into a proposed budget document.

The recommended budget is submitted to the Mayor and Council by the City Manager, who explains the recommended fiscal plan during a series of Council work sessions. The Mayor and Council conduct public hearings in November and adopt a Budget Ordinance and a Revenue Ordinance prior to January 1. The budget schedule on the next page delineates the key steps in the budget process.

BUDGET SCHEDULE



Budget Execution

On January 1 of each year, the adopted budget is implemented. Funds are allocated to operating departments on a quarterly basis. At this time, an analysis of the previous year's actual expenditures is conducted, and problem areas are identified and reconciled. Any of the problem areas that have implications on the current year are closely monitored. Throughout the year, expenditures, revenues, and performance data are monitored in order to better prepare for the next year.

Budget Amendment

The budget process allows for amendments as conditions change. The budget is an ordinance or law passed or adopted by the Mayor and City Council. The budget amendment process is similar to the process to amend other ordinances. A majority positive vote by Council at two meetings is required.

The City's budget amendment process is regulated by the Official Code of Georgia 36-81-3(d), whereby amendments shall be made as follows:

1) Any increase in appropriation in any fund for a department of local government, whether accomplished through a change in anticipated revenues in any fund or through a transfer of appropriations among departments, shall require the approval of the governing authority; and

2) Transfers of appropriations in any fund among the various accounts within a department of local government shall require only the approval of the budget officer, except that transfers of appropriations within a department of local government which increases the salary appropriation shall require the approval of the governing authority.

DEBT SERVICE POLICIES

Policy Statement

The City of Savannah is authorized to issue general obligation bonds equal to 10% of assessed taxable values within the City. The use of any revenue anticipation borrowing will be avoided. If the City ever should require such borrowing, it will be retired in full within the same fiscal year. The City of Savannah will use debt financing when it is appropriate. It will be judged appropriate only under the following circumstances:

1) Proceeds from long-term debt will not be used for current, ongoing operations.

2) Long-term borrowing will be confined to capital improvements too large to be financed from current revenues.

3) Bonds will be paid back within a period not to exceed the expected useful life of the capital project.

4) Where possible, special assessment, revenue, or other self-supporting bonds will be used instead of general obligation bonds.

5) Good communication with bond rating agencies will be maintained, and a policy of full disclosure on every financial report and bond prospectus will be followed.

6) Total long-term debt and major contractual obligations shall not exceed 8% of assessed valuation.

7) Total annual requirements for securing debt and major contractual obligations shall not exceed 15% of net operating revenues.

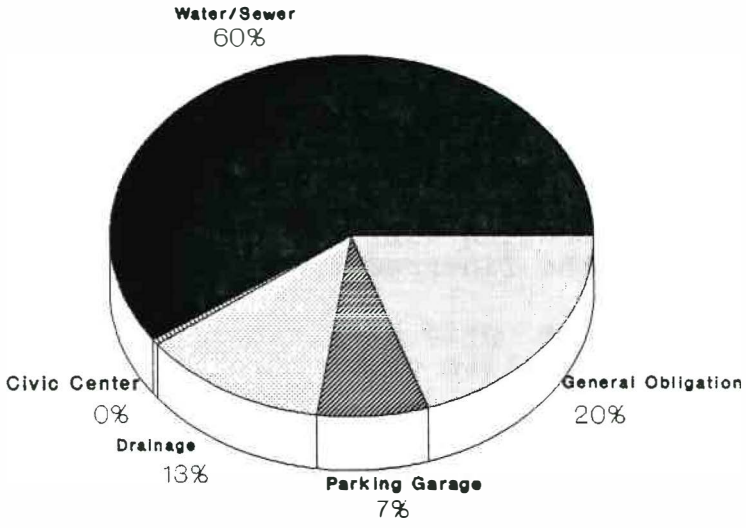
The City's outstanding debt is in compliance with the debt policy.

Trends and Issues

Trend analysis indicates that the debt service for the City of Savannah has been increasing over the last five years. The credit industry considers direct debt service requirements exceeding 20% of operating revenues as a negative and potential problem. The City's debt service and major contractual obligations stood at 9.27% of net operating revenues at the end of 1989, well within the credit industry's warning level. However, financial indicators reveal that additional major obligations should be undertaken only with a new dedicated stream of revenues to support them.

A graph illustrating the City's total outstanding bonded debt and lease obligations as of December 31, 1990 is presented below. Following the graph are details of these outstanding bond issues and lease obligations.

Total Outstanding Bonded Debt
& Lease Obligations at December 31, 1990



OUTSTANDING BONDED DEBT, LEASE OBLIGATIONS, AND OTHER OBLIGATIONS AS OF DECEMBER 31, 1990

GENERAL OBLIGATION BONDS

Year of Issue	Original Issue	Outstanding Balance at Dec 31, 1990	Maturity Date	1991 Principal Payment	1991 Interest Payment
1973	$ 600,000	$ 90,000	6/1/93	$ 30,000	$ 3,750
1974	950,000	200,000	12/1/94	50,000	9,625
1976	1,000,000	300,000	8/1/96	50,000	14,875
1978	1,000,000	400,000	8/1/98	50,000	20,500
1979	1,000,000	450,000	8/1/99	50,000	24,550
1980	2,000,000	1,000,000	8/1/00	100,000	77,000
1981	2,000,000	1,100,000	9/1/01	100,000	128,000
1982	2,000,000	935,000	9/1/94	200,000	91,330
1983	2,000,000	1,105,000	9/1/95	185,000	81,130
1984	2,000,000	1,275,000	11/1/96	170,000	107,475
1985	2,000,000	1,370,000	8/1/97	155,000	98,960
1986	2,000,000	1,515,000	8/1/98	145,000	95,625
1987	2,000,000	2,000,000	8/1/03	0	136,500
1988	2,000,000	1,700,000	8/1/95	175,000	102,050
1989	2,000,000	1,900,000	8/1/96	125,000	115,913
1990	2,000,000	2,000,000	8/1/97	100,000	90,399
	$26,550,000	$17,340,000		$1,685,000	$1,197,682

LEASE OBLIGATION WITH RESPECT TO DOWNTOWN SAVANNAH AUTHORITY REVENUE BONDS (Drainage Projects)

Year of Issue	Amount	Outstanding Balance at Dec 31, 1990	Maturity Date	1991 Contrib. to Lease Payment Fund
1990	$27,620,000	$27,620,000	8/1/05	$1,345,923

WATER REVENUE BONDS (Industrial and Domestic System Project)

Year of Issue	Amount	Outstanding Balance at Dec 31, 1889	Maturity Date	1991 Principal Payment	1991 Interest Payment
1977	$ 3,500,000	$2,350,000	5/1/02	$ 1135,000	$ 134,454
1986	6,925,000	6,460,000	5/1/06	165,000	466,309
	$10,425,000	$8,810,000		$ 300,000	$ 600,763

WATER & SEWER REVENUE BONDS

Year of Issue	Amount	Outstanding Balance at Dec 31, 1990	Maturity Date	1991 Principal Payment	1991 Interest Payment
1985	$29,610,000	$28,935,000	12/1/08	$ 775,000	$2,408,903
1987	5,000,000	4,805,000	12/1/08	115,000	332,015
1989	40,260,000	39,915,000	12/1/10	965,000	2,876,858
	$74,870,000	$73,655,000		$1,855,000	$5,617,776

CIVIC CENTER BONDS

Year of Issue	Amount	Outstanding Balance at Dec 31, 1990	Maturity Date	1991 Principal Payment	1991 Interest Payment
1967	$7,000,000	$ 640,000	10/1/92	$ 320,000	$ 25,600

LEASE OBLIGATION WITH RESPECT TO DOWNTOWN SAVANNAH AUTHORITY REVENUE BONDS (Parking Garage Project)

Year of Issue	Amount	Outstanding Balance at Dec 31, 1990	Maturity Date	1991 Contrib. to Lease Payment Fund
1985	$10,300,000	$10,300,000	9/1/05	$816,384

OTHER OBLIGATIONS

GOLF COURSE

Year of Issue	Amount	Outstanding Balance at Dec 31, 1990	Maturity Date	1991 Principal Payment	1991 Interest Payment
1985	$1,355,855[1]	$1,242,839	12/31/05	$ 38,125	$121,133

RESOURCE RECOVERY

Contractual obligations with the Resource Recovery Development Authority obligate the City to pay a monthly disposal fee for processing solid waste. This obligation covers a twenty-year period due to expire in the year 2006 and is primarily set by interest rates and the price of natural gas. The City's budgeted subsidy for the Resource Recovery Plant for 1991 is projected at $1,783,900. Budgeted contributions are listed below.

1989	1990	1991
$1,700,000	$1,713,400	$1,783,900

SAVANNAH HISTORY MUSEUM

The City of Savannah plans to contribute an annual subsidy for the operation of the Savannah History Museum to offset debt and operating expenses. The operating subsidy is dependent upon business conditions of the Museum. Budgeted contributions are listed below.

1989	1990	1991
$ 952,000	$ 752,000	$ 611,000

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[1] Interfund advance from the contingency account of the Water and Sewer Fund to the Golf Course Fund

CAPITAL EXPENDITURE POLICIES

- A five-year program for infrastructure capital improvements will be developed and updated annually, including anticipated funding sources.

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

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

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

- The City will establish an appropriate mix of bonded debt and pay-as-you-go financing in the funding of capital projects.

RELATIONSHIP BETWEEN THE OPERATING AND CAPITAL BUDGETS

There are two basic divisions in the City of Savannah's overall budget, the operating and the capital. The operating budget includes expenses that are generally of a recurring nature and are appropriated only for a single year. The capital budget, on the other hand, includes one-time costs for projects that have a useful life in excess of a year. Unlike presentations used by some cities, Savannah includes capital expenditures for vehicles, office equipment, and related routine capital purchases in its operating budget. Only major infrastructure improvements are included in the capital budget.

Expenditures within the operating budget or capital budget may affect the needs within the other. A change in expenditures for maintenance in the operating budget may produce an inverse change in the capital budget, since increased maintenance may forestall the need for major renovations or replacements, or decreased maintenance may hasten the need. Likewise, the replacement of an old, high-maintenance facility with a newer one may cause a reduction in operating budget expenditures; however, the creation of expanded facilities will usually only increase operating expenses.

There are four capital improvement project types planned for 1991 that will influence future operating costs. They are streets, drainage, water, and sewer improvements.

Streets Improvements: In the continuation of the City's street paving plan, approximately 3.2 miles of streets are to be paved in 1991. The operating maintenance cost of grading an unpaved street is roughly $9,000 per year per mile. Since newly paved streets require little maintenance, the operating budget should experience savings of some $29,000 in 1992 and thereafter.

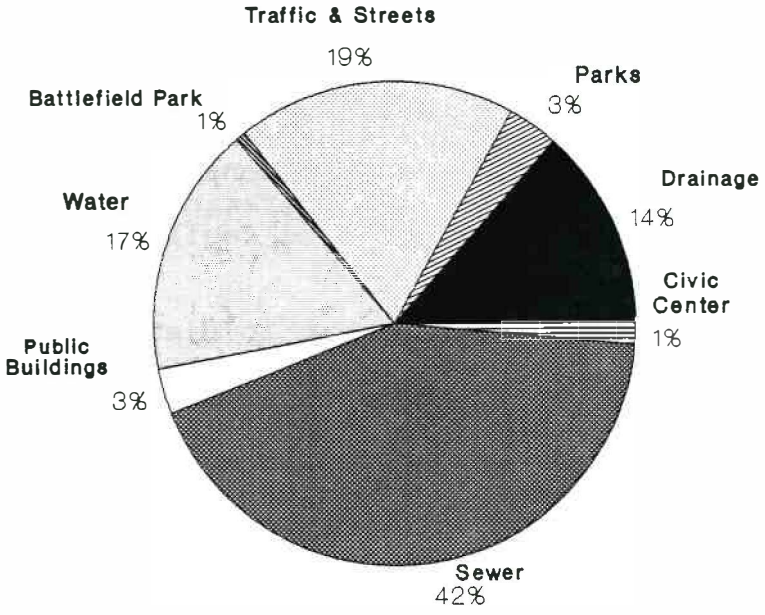
Drainage Improvements: In 1987, the City established a reserve fund to address the problems of the City's nine drainage basins that serve collectors and distributors of storm water. For 1991, $1,492,077 is allocated for the continuation of these improvements. These improvements are expected to have an estimated operating maintenance impact of roughly 10% or $149,000 in 1992 and thereafter, with no change to operations.

Water Improvements: A multi-year plan for water improvements was established to provide a safe, potable water supply for residential, commercial, and industrial needs within the City. The 1991 portion of this plan is budgeted at $1,850,000. These improvements will have no significant impact on the operating budget due to the nominal maintenance required.

Sewer Improvements: 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. A total of $4,680,000 in 1991 projects is budgeted to meet these needs in the future. These improvements are not expected to have a significant impact on the operating budget due to the nominal maintenance required.

A graph illustrating the 1991 CIP program by project type is presented below.

1991 CIP PROGRAM
By Project Type



REVENUE POLICIES

The City of Savannah's revenue programs are administered by the Revenue Department. The department is managed according to long-standing principles which have helped maintain stability and good financial health continuously since the Council-Manager form of government was adopted in 1954.

Revenue policies which have guided the City are:

1. The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources will be maintained to distribute the revenue burden equitably and to protect the City from short-term fluctuations in any one revenue source.

2. To help meet increasing funding needs without excessive dependence on property taxes, the City will attempt to enlarge the revenue base by seeking new revenue sources. These efforts will include working individually and with state-wide groups to encourage the State of Georgia to adopt legislation which will enhance local government revenues.

3. The City will establish user fees in all areas where practical and productive, and will seek to set fees at levels related to the costs of providing the services. User fees will be reviewed annually as part of the budget process and will be adjusted to maintain or to move incrementally closer to full coverage.

4. As appropriate, the City will establish self-supporting enterprise funds so that the relationship between costs and revenues will be clearly identified and highlighted.

5. The City will minimize earmarking General Fund revenues for specific purposes in order to maximize flexibility in budgeting and to utilize revenues more effectively.

6. The City will maintain effective collection systems and aggressive enforcement strategies to maximize revenues from available sources.

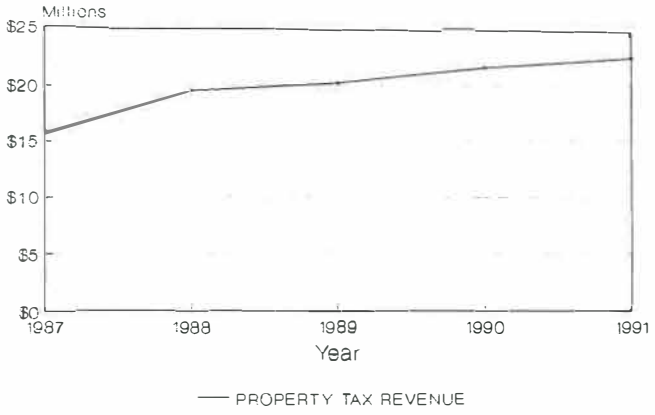
7. Revenues will be conservatively forecast so that actual revenues at the fund level will consistently equal or exceed budgeted revenues.

REVENUE ASSUMPTIONS AND TRENDS

Property Tax: The property tax is the single most important source of revenue to the City. Property tax revenue has increased at an average annual rate of 9.2% during the years 1987-1991. Increases are due to three major reasons: 1) new construction, 2) increased assessment for existing property, and 3) millage rate increases.

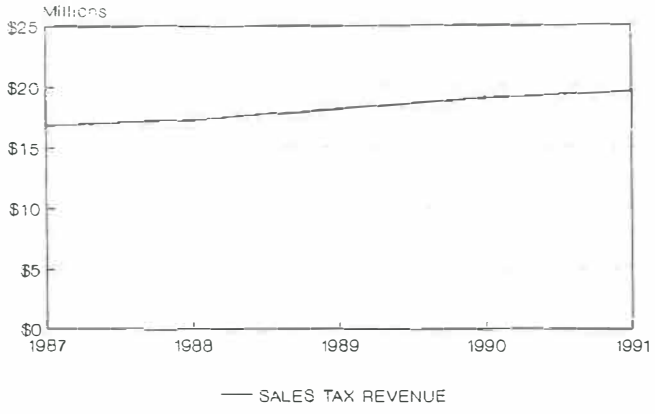
A 3.7% increase in property tax revenue is projected in 1991, primarily due to a modest increase in the tax base. The graph below illustrates the increase in property tax revenue for the years 1987-1991 (1990 and 1991 are projected amounts).

PROPERTY TAX REVENUE



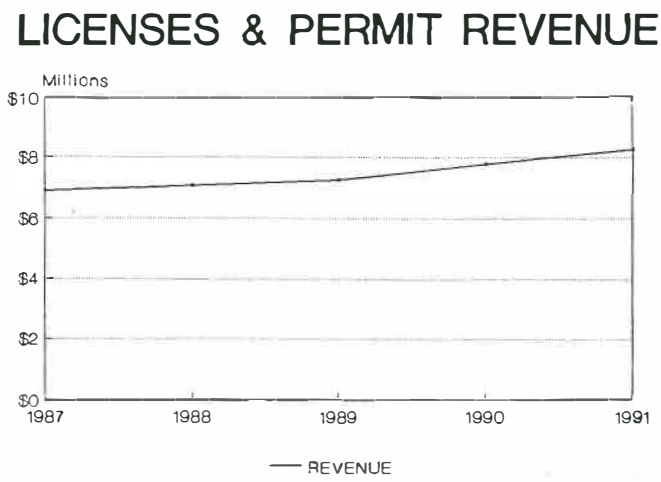
Sales Tax: Another important source of revenue is the sales tax. Sales tax revenue has increased an average of 3.7% per year during the years 1987-1991. A 2.6% increase in sales tax revenue is projected in 1991 based on prior years' experience and the anticipated inflation rate for taxable items. The graph below illustrates the increase in sales tax revenue over a five-year period (1990 and 1991 are projected amounts).

SALES TAX REVENUE



Licenses and Permits: Licenses and permits revenue includes revenue from sources such as utility franchise fees, regular business licenses, and alcoholic beverage licenses. This type of income represents a third major component of General Fund revenue. As can be seen from the graph below, income from these sources of revenue is on an upward trend. This has been primarily due to increases in business and alcoholic licenses fees over the last few years.

A 6.2% increase in licenses and permits revenue is projected in 1991 due to a 7.5% increase in business and alcoholic license fees. The graph below illustrates this increase (1990 and 1991 are projected amounts).



RESERVE POLICIES

As in the past, this budget calls for the maintenance of a reserve for unforeseen contingencies. The bond rating agencies suggest that this reserve be between 5% and 10% of total general fund revenues. We propose to keep the fund balance stable at about $4.3 million for 1991. This equates to about 6%. When the fund balance level falls below 5%, the City should adopt budgets which call for operating surplus to add to reserves. When the fund balance exceeds 10%, the City may adopt budgets which call for operating deficits which will draw on reserves. When the fund balance is between 5% and 10%, the City should adopt budgets with current revenues and expenditures in balance.

FINANCIAL ACCOUNTING POLICIES

In developing and evaluating the City's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding: 1) the safeguarding of assets against loss from unauthorized use or disposition, and 2) the reliability of financial records for

preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that: 1) the cost of a control should not exceed the benefits likely to be derived, and 2) the evaluation of costs and benefits requires estimates and judgments by management.

The internal audit function is the responsibility of the Auditing Department. This department is organized separately from and operates independently of the Finance Department. The Auditing Director reports directly to the Assistant City Manager for Management Services and to the City Manager. The Department operates a full program of routine and special internal audits, including productivity and effectiveness analysis of City operations.

- Single Audit. As a recipient of federal and state assistance, the City also is responsible for ensuring that an adequate internal control structure is in place to ensure compliance with applicable laws and regulations related to those programs. This internal control structure is subject to periodic evaluation by management and the internal audit staff of the City.

- Budgeting Controls. The City also maintains budgetary controls to ensure compliance with legal provisions. Annual budgets are legally adopted for the General Fund, the Special Revenue Funds, the Internal Services Fund, and the Enterprise Funds.

  Budgetary control is maintained at the line item level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in an overrun of the quarterly allotment of line item balances are not released until budget adjustments are made. The level at which expenditures may not legally exceed appropriations is the fund; however, the above procedure is used in the accounting system for greater administrative control.

FINANCIAL STRUCTURE

DESCRIPTION OF FUNDS

The financial transactions of the City are budgeted and recorded in individual funds. A fund is an independent financial and accounting entity. It has a balancing set of accounts and records, cash and other financial resources, together with all related liabilities and residual equities or balances, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Though funds are independent entities within the financial records of a government, there need not be physical segregation of assets. Funds are classified into three basic types: Governmental Funds, Proprietary Funds, and Fiduciary Funds.

Governmental Funds

These funds are often called "source and disposition", "expendable" or "governmental-type" funds, and most governmental functions are typically financed through them. The acquisition, use and balances of the City's expendable financial resources and the related current liabilities are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination.

The following are the Governmental Fund types of the City:

- General Fund: The General Fund provides general purpose governmental services such as Police, Fire, and Streets Maintenance. This fund accounts for the revenues and activities not required by law or administrative decision to be accounted for in a special fund. Ordinarily, the General Fund has a great variety of revenues and is used to finance many more activities than any other fund.

- Special Revenue Funds: Special Revenue Funds account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Examples are the Public Development and the Labor Resources Funds.

- Capital Improvement Projects Fund: The Capital Improvement Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities.

- Debt Service Fund: The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term liability principal, interest, and related costs.

Proprietary Funds

These funds are often called "income determination", "non-expendable", or "commercial-type" funds and are used to account for the ongoing activities of the City which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. The measurement focus is upon determination of net income, financial position, and changes in financial position. The following are the Proprietary Fund types of the City.

1. Enterprise Funds: Enterprise Funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general

public on a continuing basis be financed or recovered primarily through user charges; or, (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The Enterprise Funds maintained by the City follow:

a) Water and Sewer Funds: The Water and Sewer Funds account for the operations of the water and sewer systems of the city. The systems supply water and sewer services to area residents.

b) Industrial & Domestic Water Supply Fund: The Industrial and Domestic Water Supply Fund accounts for the operation of the Savannah River Water System. The system supplies water to industrial and commercial users along the Savannah River.

c) Golf Course Fund: The Golf Course Fund accounts for the operation of the Bacon Park Golf Course.

d) Civic Center Fund: The Civic Center Fund accounts for the operation of the Savannah Civic Center.

e) Parking Services Fund: The Parking Services Fund accounts for the operation of the City of Savannah parking services.

f) Sanitation Fund: The Sanitation Fund accounts for the operation of the Sanitation Bureau of the City. The Bureau supplies refuse pick-up service to commercial and residential customers in the area.

2. Internal Services Fund: Other names for this fund are the Revolving Fund or the Working Capital Fund. This fund accounts for goods and services, including the repair, maintenance, and replacement of City-owned vehicles, provided by one department to other departments on a cost-reimbursement basis. Examples are Data Processing, Vehicle Maintenance and Central Services. In addition, certain services are supplied to outside agencies at a fee.

ACCOUNTING BASIS

The Governmental Fund types are accounted for on the Modified Accrual Basis of Accounting. Under the Modified Accrual Basis of Accounting, revenues are recognized when they are susceptible to accrual, i.e., when they become measurable and available. Expenditures are recorded as the liabilities are incurred (if measurable), except for principal and interest on general long-term liabilities which are recognized when due. Revenues which

are susceptible to accrual are grants from other governments and interest on investments. Revenue from property taxes is susceptible to accrual, but is not accrued since the amount is immaterial. Revenues from sales taxes, fines, forfeitures and penalties, alcohol taxes, and franchise fees are not susceptible to accrual, since they are neither measurable nor available prior to their receipt.

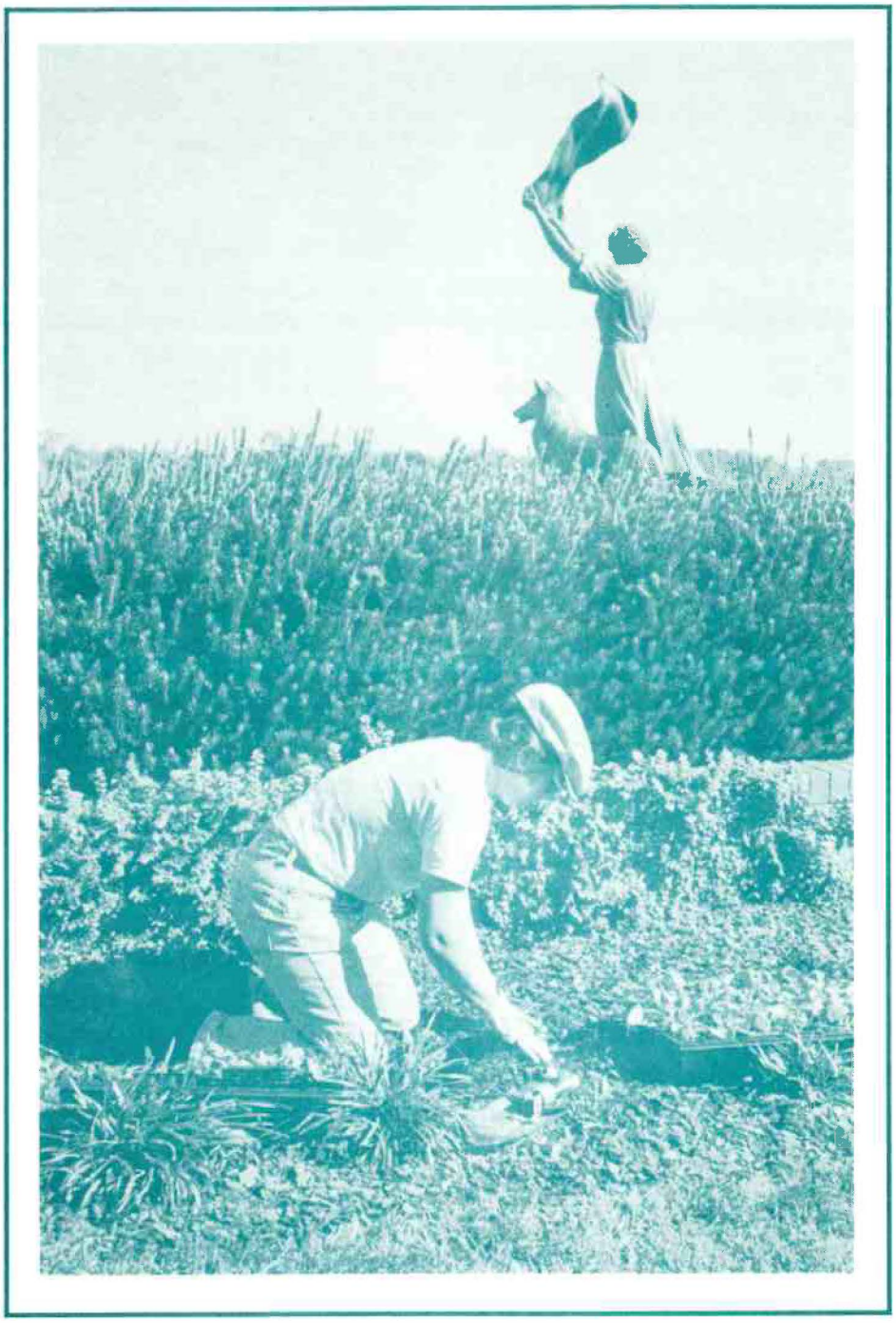
The Proprietary Fund types are accounted for on the Accrual Basis of Accounting. Revenues are recognized when they are earned and become measurable. Expenses are recognized when incurred, if measurable. Unbilled Water and Sewer and Sanitation service receivables are not recognized as revenue at year-end.

BUDGETARY BASIS

Annual budgets are legally adopted for the General Fund, the Special Revenue Funds, the Internal Services Fund, and the Enterprise Funds. All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). However, the Grant Fund budget is adopted on the same fiscal year basis as the grant and is based on the grant agreement which actually controls the expenditures of this fund. Since the Grant Fund's budget is on a different fiscal year than all other funds of the City, a timing difference occurs that results in the Grant Fund's budget being on a basis that is not in accordance with Generally Accepted Accounting Principles.

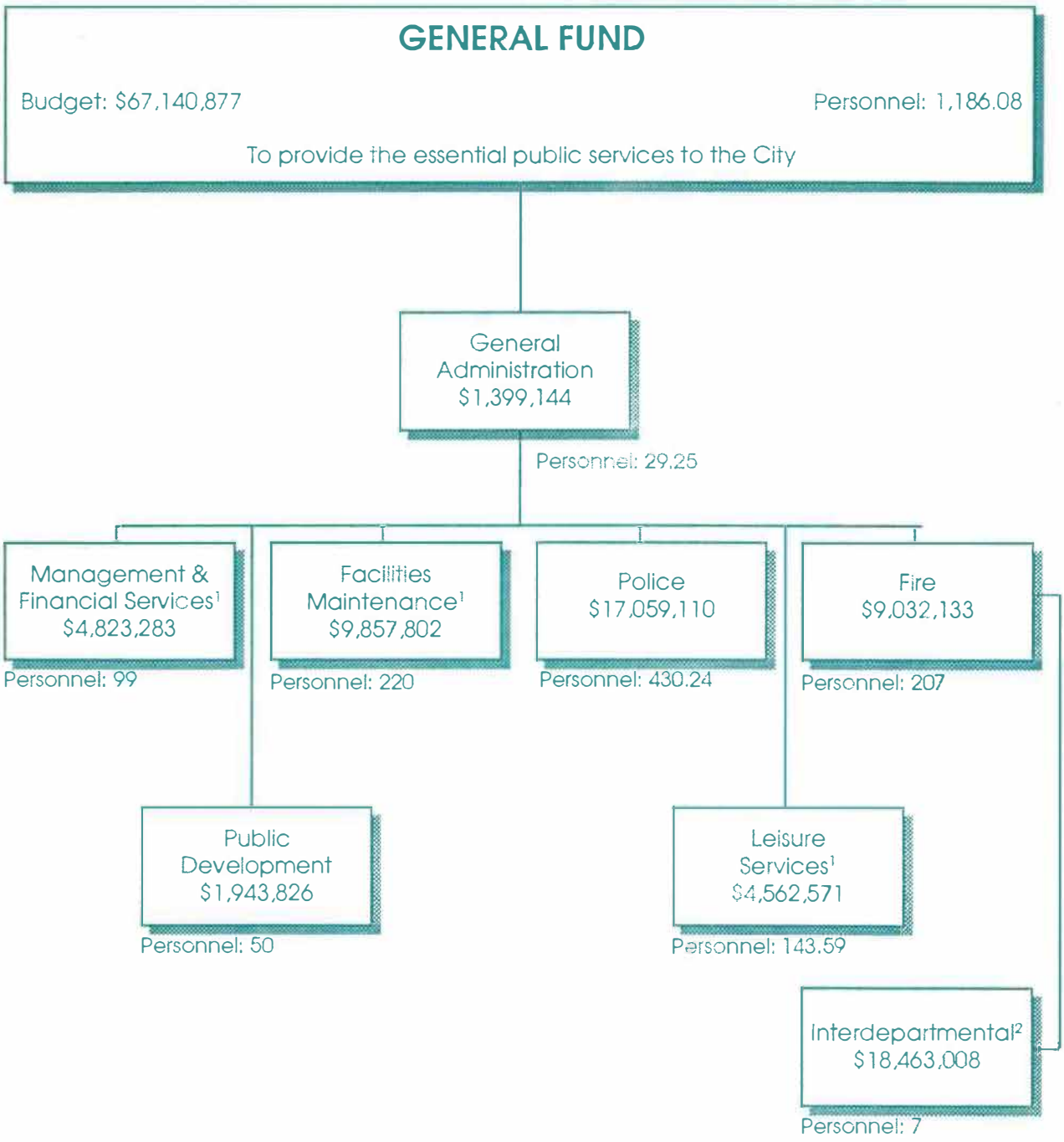
The level of control (level at which expenditures may not legally exceed the budget) is the Fund. Any change in the appropriation level of the Fund must be approved by the City Council and any changes within the Fund that do not require a change in the appropriation level may be approved by the City Manager. Appropriations lapse at year-end except for the Capital Improvement Projects Fund which are carried forward until such time as the project is completed.





Park and Tree will plant 8,000 flowers, 1,445 shrubs and 934 trees in 1991.

General Fund



[1] General Fund portion only
[2] Includes Housing/Drug Grant and Condemned Funds

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, drainage maintenance, traffic engineering, inspections, and recreational activities. The major revenue sources are property taxes, sales taxes, and service fees.

The total 1991 General Fund budget is $67,140,877, or 3% greater than the 1990 projection. Summaries of the planned revenues and expenditures are presented below. Detailed explanations of the base budget expenses also follow. Capital improvement projects and new revenues are discussed in the City Manager's Message.

REVENUE BY SOURCE

	1990 Projected	1991 Budget
PROPERTY TAX		
Real Property Tax (Current)	$14,000,000	$14,500,000
Vehicle Tax	2,165,000	2,415,000
Personal Property Tax (Current)	2,165,000	2,238,000
Real Property Tax (Delinquent)	1,465,000	1,465,000
Personal Property Tax (Delinquent)	135,000	125,000
Mobile Home Tax	15,000	16,000
Industrial Area Tax	350,000	354,000
Intangible Tax	285,000	292,000
Public Utility Tax	955,000	932,000
Total	$21,535,000	$22,337,000
SALES TAX	$19,000,000	$19,500,000
OTHER TAX		
Beer Tax	$ 1,750,000	$ 1,800,000
Liquor Tax	315,000	315,000
Wine Tax	210,000	212,000
Insurance Premium Tax	4,680,000	4,900,000
Hotel/Motel Tax	2,285,000	2,155,000
Total	$ 9,240,000	$ 9,382,000
TAX FEES & INTEREST (PENALTIES)		
Execution Fees	$ 75,000	$ 77,000
Interest on Delinquent Taxes	100,000	102,000
Total	$ 175,000	$ 179,000
LICENSES AND PERMITS		
Electric Franchise Fees	$ 2,950,000	$ 3,072,000
Telephone Franchise Fees	685,000	710,000
Gas Franchise Fees	535,000	550,000
CATV Franchise Fees	430,000	550,000
Business License/Transfer Fees	35,000	36,000
Regular Business Licenses	1,740,000	1,873,675
Insurance Licenses	99,000	100,000
Alcoholic Beverage Licenses	825,000	886,500
Bank License Tax	330,000	343,000
Professional Tax	212,000	213,000
Street Maintenance Decals	280,000	280,000
Total	$ 8,121,000	$ 8,614,175

	1990 Projected	1991 Budget
FINES, FORFEITS & PENALTIES		
Recorder's Court Fines	$ 1,400,000	$ 1,525,000
INTEREST EARNED		
General Investments	$ 1,000,000	$ 887,000
Interest/Perpetuity Lots	145,000	145,000
Total	$ 1,145,000	$ 1,032,000
RENTS		
Recorder's Court	$ 338,000	$ 240,000
Miscellaneous Rent	30,000	30,000
Total	$ 368,000	$ 270,000
LEISURE SERVICES		
Grayson Stadium	$ 15,000	$ 15,000
Vending & Misc Concessions	5,000	5,000
Paulson Complex Concessions	50,000	50,000
Tennis Fees	50,000	51,400
Athletic Fees	14,000	34,585
Softball Fees	50,000	52,990
Ceramic Fees	25,000	25,000
Cultural Arts	18,000	18,000
Neighborhood Centers	3,500	3,600
Total	$ 230,500	$ 255,575
OTHER AGENCIES		
General Purpose State Grant	$ 705,500	$ 705,500
Savannah Housing Authority	59,000	42,000
State Grant/Elderly	83,000	83,000
State Grant/CAPDC	150,000	150,000
Total	$ 997,500	$ 980,500
INSPECTION FEES		
Zoning Inspections	$ 12,000	$ 12,000
Building Inspections	575,000	600,000
Electrical Inspections	14,000	14,000
Plumbing Inspections	4,000	4,300
Mechanical Inspections	9,500	9,500
Fire Inspections	1,200	1,200
Fuel Tank Inspections	4,000	4,000
Total	$ 619,700	$ 645,000
ENGINEERING FEES		
Subdivision Developer Fees	$ 30,000	$ 30,000
CEMETERY FEES	$ 165,000	$ 171,662
INTERFUND FEES		
Services to JTPA	$ 16,000	$ 17,000
Services to Community Development	95,000	116,092
Services to Civic Center	78,391	90,128
Services to Water Fund	226,184	271,931

	1990 Projected	1991 Budget
INTERFUND FEES (con't)		
Services to Sewer Fund	226,184	271,931
Services to I&D Fund	76,379	82,820
Services to Sanitation Fund	480,033	381,198
Services to Parking Fund	83,485	108,502
Total	$ 1,281,656	$ 1,339,602
GENERAL SERVICES		
Police Report Fees	$ 57,000	$ 57,000
Fire Protection Fees	58,000	58,000
Harbor Fees	55,000	55,000
Total	$ 170,000	$ 170,000
OTHER REVENUE		
Advertising Fees	$ 17,000	$ 17,500
Telephone Locations	12,000	12,000
Damage Claims	4,000	8,000
Sale of Land and Property	95,000	40,000
Condemned Funds (Police)	251,566	101,536
Grants (Police)	109,673	130,327
Miscellaneous Revenue	301,990	400,000
Total	$ 791,229	$ 709,363
TOTAL GENERAL FUND REVENUE	$65,269,585	$67,140,877

EXPENDITURES BY TYPE

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$33,153,614	$34,676,715	$1,523,101	4.6
Contractuals	8,050,717	8,018,943	-31,774	-0.4
Commodities	2,041,853	2,348,890	307,037	15.0
Internal Services	5,240,193	5,060,030	-180,163	-3.4
Capital Outlays	405,203	114,196	-291,007	-71.8
Debt Service	2,648,490	4,228,605	1,580,115	59.7
Other Charges	11,200,771	10,520,502	-680,269	-6.1
Contingency	0	180,919	180,919	--
Capital Projects	2,528,744	1,992,077	-536,667	-21.2
Total	$65,269,585	$67,140,877	$1,871,292	2.9

EXPENDITURES BY ACTIVITY

Department/Activity	1989 Actual	1990 Proj.	1991 Budget
GENERAL ADMINISTRATION			
Mayor and Aldermen	$ 305,205	$ 288,228	$ 302,056
Clerk of Council	119,562	121,294	126,898
City Manager	235,157	249,901	272,492
Research Library	124,463	132,267	135,158
Cultural Affairs	111,114	118,081	120,161
Public Inform. Office	137,020	143,427	171,739
Legal	235,124	257,990	270,640
Total	$ 1,267,645	$ 1,311,188	$ 1,399,144
MANAGEMENT & FINANCIAL SVC.			
Asst City Mgr, Mgt/Fin	$ 171,058	$ 184,801	$ 191,081
Employee Development	163,561	139,604	157,869
Employee Assistance	0	62,155	67,023
Research & Budget[1]	396,043	449,253	604,221
Personnel	327,126	421,074	440,830
Auditing[1]	479,945	502,208	361,466
Finance	704,331	758,513	783,971
Revenue	640,146	678,011	695,872
Purchasing	245,022	263,468	281,763
Recorder's Court	1,102,638	1,218,000	1,239,187
Total	$ 4,229,870	$ 4,677,087	$ 4,823,283
FACILITIES MAINTENANCE			
Facilities Maint. Dir.	$ 166,694	$ 170,558	$ 151,285
Park and Tree	2,169,936	2,261,354	2,148,472
Cemeteries	1,009,194	1,059,436	1,102,328
Traffic Engineering	2,674,212	2,745,547	2,852,017
Drainage Maintenance	1,662,649	1,724,897	1,747,332
Streets Maintenance	1,691,506	1,849,437	1,856,368
Total	$ 9,374,191	$ 9,811,229	$ 9,857,802

[1] Reflects the transfer of four analysts from Management & Auditing to Research & Budget in 1991.

Department/Activity	1989 Actual	1990 Proj.	1991 Budget
PUBLIC DEVELOPMENT			
PD Bureau Chief[1]	$ 0	$ 178,202	$ 222,957
Inspections	920,297	937,829	1,002,219
Neighborhood Svcs[2]	258,197	766,880	718,650
Total	$ 1,178,494	$ 1,882,911	$ 1,943,826
POLICE[3]			
Police Chief	$ 272,189	$ 266,846	$ 293,346
Patrol	10,160,734	10,562,324	7,121,803
Investigations	1,831,498	1,956,108	2,152,460
Aux. & Tech. Services	2,571,670	2,510,041	0
Management Services	1,334,459	1,435,553	2,949,130
Special Operations	0	0	4,542,371
Horse Patrol[4]	71,759	0	0
Total	$16,242,309	$16,730,872	$17,059,110
FIRE			
Fire Chief	$ 255,149	$ 258,321	$ 283,359
Firefighting	7,976,402	8,424,457	8,748,774
Total	$ 8,231,551	$ 8,682,778	$ 9,032,133
LEISURE SERVICES			
Leisure Svc. Director	$ 232,887	$ 206,277	$ 207,651
Athletics	664,493	699,986	675,190
Neighborhood Programs	1,087,167	1,108,843	1,157,572
Adult Day Care	256,934	270,752	267,256
City Golden Age	526,170	532,144	538,456
Bldgs. & Grds. Maint.	1,589,375	1,736,979	1,716,446
Total	$ 4,357,026	$ 4,554,981	$ 4,562,571
INTERDEPARTMENTAL			
Debt Service	$ 2,461,673	$ 2,648,490	$ 4,228,605
Svcs from Other Funds	1,781,043	1,831,223	1,925,606
Contingencies	0	0	180,919
Tourism & Development	3,150,826	3,098,629	2,758,298
New Futures	500,000	500,000	558,000
Jail Services	1,274,485	1,692,421	1,954,500
CIP Infrastructure	3,030,315	2,528,744	1,992,077
Housing/Drug Grant	0	109,673	130,327
Condemned Funds	0	251,566	101,536
Other Expenses	376,340	345,752	667,703
Cultural Contributions	510,035	678,784	689,621
Social Contributions	184,700	187,000	242,000
Sanitation/Resource Rec	3,189,487	3,543,736	2,819,857
Battlefield Park	0	202,521	213,959
Total	$16,458,904	$17,618,539	$18,463,008
TOTAL GENERAL FUND BUDGET	**$61,339,990**	**$65,269,585**	**$67,140,877**

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1 Moved to the General Fund in 1990

2 1989 reflects Housing Code Enforcement activity costs. In 1990, Housing Code Enforcement and Neighborhood Services were merged.

3 The Police Department was reorganized for 1991, resulting in the elimination of Auxillary and Technical Services and the creation of Special Operations.

4 Horse Patrol was merged with Operations/Patrol in 1990.

PROGRAM COSTS

As the preceding tables indicate, the 1991 budget for the General Fund is $67,140,877, or 3% greater than the 1990 projected expenditures. The increase in the General Fund budget can be attributed to changes in the following areas:

$1,345,923	Debt Service on Drainage Improvs.
1,242,499	Salaries and Wages
371,256	CIP Projects
327,304	Group Medical Insurance
307,037	Fuel Costs
262,079	Jail Costs
220,000	Bond Redemption
180,919	Contingencies
113,394	Social Contribution
101,536	Condemned Funds Purchases
92,839	Services By Sanitation
91,455	MPC Contribution
88,875	Group Life Insurance
70,500	Resource Recovery
67,740	Vehicle Depreciation
61,180	Electricity Costs
58,000	Urban Youth Corp
54,228	Southside Fire
42,200	Visitor's Ctr. Contribution
(58,087)	Small Fixed Assets
(58,720)	Neighborhood Svcs. Bldg. Demol.
(83,000)	Vision 20/20
(94,080)	Worker's Compensation
(100,000)	Park & Tree Stump/Tree Removal
(115,398)	Pension
(117,210)	Central Services Chargebacks
(141,000)	Savannah History Museum Contrib.
(225,838)	Insurance
(235,498)	Special Tourism Proceeds
(291,007)	Capital Outlays
(794,379)	Sanitation Contribution
(907,923)	Drainage Contribution
$1,876,824	Subtotal
(5,532)	All Others
$1,871,292	Total General Fund Increase

The following sections summarize expenditures by category and explain the significant changes between the 1990 projected and the 1991 budget.

PERSONNEL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Salaries & Wages	$26,019,578	$27,262,077	$1,242,499	4.8
Social Security	1,681,227	1,721,041	39,814	2.4
Police Pension	100,000	100,000	0	0.0
Medical Insurance	2,384,726	2,712,030	327,304	13.7
Life Insurance	0	88,875	88,875	--
Unemployment Comp	0	22,993	22,993	--
Disability Insurance	70,221	67,555	-2,666	-3.8
Worker's Comp	703,941	609,861	-94,080	-13.4
Pension	1,380,083	1,264,685	-115,398	-8.4
Longevity	193,564	211,705	18,141	9.4
Overtime	390,753	400,236	9,483	2.4
Court Overtime	159,650	161,150	1,500	0.9
Temporary Labor	69,871	54,507	-15,364	-22.0
Total	$33,153,614	$34,676,715	$1,523,101	4.6

The 1991 allocation for Personnel Services in the General Fund is $34,676,715. The major changes and expenditures planned for 1991 are discussed below.

Salaries & Wages — **increase** $1,242,499 due to a $714,029 or 2.6% general wage increase; a $356,623 or 2.5% anniversary increase; modular increases and vacancies in 1990, $171,847. The budget would have been $425,800 greater; however, productivity savings led to the elimination of some 28 positions.

Social Security — **increases** $39,814 due to increases in salaries and wages for 1991. Savings of $68,173 were realized due to productivity enhancements.

Police Pension — is the Police's retirement program mandated by state law and funded by a portion of the revenue generated by the Recorder's Court. The 1991 cost is planned at $100,000.

Medical Insurance — **increases** $327,304 or 14% due to a higher citywide contribution for the Medical Insurance Fund. Productivity savings resulted in a decrease of $42,914 in costs for 1991.

Life Insurance — **increases** $88,875 due to a higher citywide contribution for 1991. Savings of $1,610 were realized due to productivity enhancements.

Unemployment Comp	is the City's cost of providing unemployment insurance to eligible terminated employees, as required by state and federal law. A contribution of $22,993 in 1991 is needed.
Disability Insurance	encompasses the insurance for City employees who are disabled and cannot perform their job duties. A contribution of $67,555 is needed in 1991.
Worker's Comp	**decreases** $94,080 reflecting the fund's recent loss experience and an adequate reserve level.
Pension	**decreases** $115,398 reflecting a lower citywide contribution as recommended by the Pension Actuary.
Longevity	**increases** $18,141 because of an increased number of employees eligible for longevity pay in 1991.
Overtime	**increases** $9,483 primarily in Police due to mandatory training in 1991.
Court Overtime	is for the overtime paid to off-duty Police officers to appear in court.
Temporary Labor	**decreases** $15,364 due to citywide cost reduction efforts.

CONTRACTUALS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Electricity	$1,875,756	$1,936,936	$ 61,180	3.3
Natural Gas	53,276	54,860	1,584	3.0
Communications	136,942	137,767	825	0.6
Travel/Conference	100,112	104,322	4,210	4.2
Travel/Training	59,057	60,834	1,777	3.0
Advertising	52,346	54,951	2,605	5.0
Insurance	403,721	177,883	-225,838	-55.9
Rentals	233,380	235,032	1,652	0.7
Dues/Periodicals	78,018	83,407	5,389	6.9
Professional Fees	471,186	476,442	5,256	1.1
Security Services	8,255	7,739	-516	-6.3
Southside Fire	1,204,976	1,259,204	54,228	4.5
Janitorial Services	54,860	69,694	14,834	27.0
Building Maint	40,964	33,914	-7,050	-17.2
Building Repairs	91,601	103,475	11,874	13.0
Equipment Maint	154,015	147,616	-6,399	-4.2
DP Equip Maint	14,815	16,064	1,249	8.4

CONTRACTUALS (cont'd.)

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Photocopying	115,868	114,103	-1,765	-1.5
Printing	137,674	147,591	9,917	7.2
Medical Costs	105,752	86,372	-19,380	-18.3
Other Transportation	28,005	23,616	-4,389	-15.7
Other Contract	937,717	732,621	-205,096	-21.9
County Jail Svc	1,692,421	1,954,500	262,079	15.5
Total	$8,050,717	$8,018,943	$-31,774	-0.4

An allocation of $8,018,943 is budgeted for Contractuals. The major changes and expenditures planned for 1991 are detailed below.

Electricity — **increases** $61,180 or 3% to reflect the installation of bridge and street lights for 1991.

Natural Gas — encompasses natural gas and other fuels used for heating and cooking purposes in City activities.

Communications — reflects long-distance telephone costs and telephone services for City departments.

Travel/Conference — reflects conference-related travel and includes transportation, meals, lodging, and registration fees.

Travel/Training — provides for expenses pertinent to training relative to one's job.

Advertising — provides for the cost of classified and legal advertising. The Public Information Office, Revenue, and Neighborhood Services are the largest users.

Insurance — **decreases** $225,838 primarily due to recent years' loss experience and adequate reserve levels. This insurance account is primarily for purchased insurance for loss or damage to City-owned equipment and buildings, and for the judgements and losses risk-management programs.

Rentals — provide for the cost of renting emergency or special equipment, building and office space rentals, gym rentals, and portable toilet rentals at various locations throughout the City. Recorder's Court, Police, Leisure Services, and Park and Tree are the major users of this account.

Dues/Periodicals	provide for memberships to professional associations and periodical subscriptions.
Professional Fees	comprise the costs for outside professional or investigative services such as those furnished by auditors, engineers, consultants, attorneys, and instructors. The Legal, Finance, Police, Athletics, Neighborhood Programs, and Employee Development Departments are the primary users of Professional Services.
Security Services	This account reflects costs for security guard services. The Cemeteries activity accounts for the majority of the allocation.
Southside Fire	**increases** $54,228 or 5% providing for a price adjustment. Under a contractual arrangement, the Southside Fire Department provides fire protection services in the southern section of the City.
Janitorial Svcs	**increase** $14,834 over 1990 projected expenses. The increase is attributed to the contracting of janitorial services for some Leisure Services' Golden Age Centers and offices in Buildings and Grounds. This was offset by the elimination of two positions.
Building Maint	reflects the costs of labor and/or materials supplied by outside contractors to maintain City facilities. Items include heating/ac maintenance contracts, termite inspections, pest control services, elevator service contracts, and fire extinguisher services. Police and Leisure Services account for the majority of the cost.
Building Repairs	This account is used for outside contractors who perform repairs on City facilities. Buildings and Grounds and Police are the major users of this account.
Equipment Maint	provides for equipment maintenance, repairs, and improvements provided by outside contractors.
DP Equip Maint	This account provides for the cost of computer equipment and software maintained for City use. The largest users in the General Fund are Police and Neighborhood Services.

Photocopying	reflects 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.
Printing	This account provides for printing and reproduction services provided by outside shops. The major users of the account are the Police Department, City Manager's Office, Budget Department, and the Revenue Department.
Medical Costs	**decrease** $19,380 or 18%. This decrease is due to Hepatitis B vaccinations needed for the firefighters in 1990.
Other Transport	This account includes all non-training travel such as local mileage reimbursement for use of personal cars on City business, expenses incurred interviewing applicants, and moving expenses.
Other Contracts	**decrease** $205,096 primarily to reflect the elimination of Park and Tree's stump/tree removal contract, $100,000; building demolition activity in Neighborhood Services, $58,720; and a $65,000 decrease in Condemned Funds purchases.
Jail Services	**increase** $262,079 or 15%. These costs are the contractual payments to the County for City prisoners housed in the County jail. The increase is attributed to increased prisoner days/costs anticipated for 1991.

COMMODITIES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Office Supplies	$ 109,709	$ 108,696	$ -1,013	-0.9
Postage	88,937	103,716	14,779	16.6
Clothing & Laundry	326,555	340,190	13,635	4.2
Operating Supp	466,030	484,863	18,833	4.0
Small Fixed Assets	127,035	68,948	-58,087	-45.7
Sports/Craft Supp	122,648	128,770	6,122	5.0
Chemicals	133,690	141,292	7,602	5.7
Equip Repair Parts	93,910	97,628	3,718	4.0
Construction Mat	525,811	524,849	-962	-0.2
Shop Supp/Propane	24,115	25,217	1,102	4.6
Fuel Costs	23,413	324,721	301,308	1286.9
Total	$2,041,853	$2,348,890	$307,037	15.0

Commodities expenditures are planned at $2,348,890 in 1991. The components of each allocation are described below.

Office Supplies	include paper, pens, printer ribbons, and all office-related items. The primary user is the Police Department.
Postage	increases $14,779 for 1991. The increase is attributed to a 20% increase in postal rates anticipated in April, 1991. The largest user is the Revenue Department.
Clothing/Laundry	**increases** $13,635 or 4%. Includes all clothing, wearable safety gear, laundry services, as well as uniform rentals and purchases.
Operating Supp	**increase** $18,833 primarily in Park and Tree for added planting materials (mostly trees) in 1991. The supplies budgeted in this account range from flashlight batteries to flowers.
Small Fixed Asset	**decrease** $58,087 or 46%. This account provides for non-consumable items with a cost of less than $750 and a useful life of more than one year.
Sports/Craft Supp	include items such as balls, bats, and clay, which are used by Leisure Services' athletic and recreational programs.
Chemicals	This minor code is used for chemicals such as fertilizers, insecticides, herbicides, pesticides, and chlorine. The major users are Drainage Maintenance, Buildings and Grounds, and Park and Tree.
Equip Rep Parts	are for replacement parts for City equipment. The major users of this account are Traffic Engineering and Park and Tree.
Construction Mat	This account provides materials for buildings, streets, parks, etc., such as lumber, bricks, clay, sand, and paint. The major users are Streets Maintenance, Traffic Engineering, Buildings and Grounds, and Drainage Maintenance.
Shop Supp/Propane	includes small hand tools, propane, oils, grease, and other items not fitting into other categories such as fire extinguishers, welding supplies, hammers, hoes, keys, and flashlights. The users are Facilities Maintenance and Buildings and Grounds.

Fuel Costs

increase $301,308 to provide adequate funds for anticipated cost increases for 1991. The fuel accounts provide for the gasoline and diesel in departments with separate fuel storage such as Park and Tree, Cemeteries, and Buildings and Grounds. The accounts are also used for gas and diesel dispensed at fire stations and for the fire boat. Other fuel costs for General Fund activities are charged through Vehicle Maintenance chargebacks.

INTERNAL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Service Desk	$ 115,020	$ 108,686	$ -6,334	-5.5
Data Processing	1,665,864	1,623,922	-41,942	-2.5
Engineering	252,008	275,443	23,435	9.3
Garage Services	2,116,285	2,078,173	-38,112	-1.8
Central Services	1,091,016	973,806	-117,210	-10.7
Total	$5,240,193	$5,060,030	$-180,163	-3.4

Internal Services charges for 1991 total $5,060,030, a 3% decrease from the 1990 projected expenditures. Major changes and expenditure uses are detailed below.

Service Desk

handles citizens' service requests and complaints for several activities. The Facilities Maintenance Bureau is the major user of the Service Desk's services.

Data Processing

decreases $41,942 due to lease maturity savings and the purchase of formerly leased equipment.

Engineering

increases $23,435 or 9% to reflect increased costs of private development services to the general public and General Fund users.

Garage Services

decrease $38,112 to reflect productivity savings which lead to the elimination of five positions in Vehicle Maintenance in light of the new Vehicle Maintenance facility.

Central Services

decrease $117,210 or 11% due to the elimination of two positions in Central Services and decreased maintenance needs.



General Administration

General Administration includes the Mayor and Aldermen, Clerk of Council, City Manager's Office, and Legal functions. The 1991 budget for this department is $1,399,144, or 7% over 1990 projected expenses. A comparison of the 1991 budget with 1990 projected expenditures is presented below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 903,025	$ 973,285	$ 70,260	7.8
Contractuals	258,359	296,090	37,731	14.6
Commodities	26,228	31,789	5,561	21.2
Internal Services	90,750	88,189	-2,561	-2.8
Capital Outlays	28,044	6,500	-21,544	-76.8
Other Charges	4,782	3,291	-1,491	-31.2
Total	$1,311,188	$1,399,144	$ 87,956	6.7

PROGRAM COSTS

Personnel Services: The budget for Personnel Services is $973,285. At $801,486, Salaries and Wages comprise the largest allocation. Three other accounts with significant budget allocations are: Social Security, $60,023; Medical Insurance, $59,381; and Pension, $35,203. The major change is:

Salaries & Wages **increase** $59,919 due to a general wage increase, an anniversary increase for eligible employees, the full year's cost of a citizen information representative added to the Public Information Office in late 1990, and the vacancy of the Assistant Clerk of Council position for the majority of 1990.

Contractuals: The $296,090 in this series principally provides $71,887 for Professional Services Fees, $60,563 for Travel/Conferences, $43,758 for Dues, Memberships and Subscriptions, $29,760 for Advertising, $28,093 for Other Contractual Services, and $21,849 for Outside Printing. Most of the increase is due to price increases anticipated for Travel, Advertising, Professional Services, Outside Printing, and Other Contractual Services.

Commodities: The Commodities budget of $31,789 provides for Office Supplies, Operating Supplies, Small Fixed Assets, Equipment Repair Parts, and Postage. Office Supplies purchases account for most of the increase.

Internal Services: Internal Services total $88,189. At $76,805, Central Services account for the major portion of the Internal Services allocation. The next largest allocation is Data Processing at $10,068.

Capital Outlays: Capital Outlays total $6,500 for 1991, a decrease of $21,544 from 1990 projected expenditures. The capital outlay purchases are:

Clerk of Council	
Two Work Stations (replacement)	$ 6,500

Other Charges: Vehicle Depreciation is budgeted at $3,291.

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Mayor and Aldermen	$ 305,205	$ 288,228	$ 302,056
Clerk of Council	119,562	121,294	126,898
City Manager	235,157	249,901	272,492
Research Library	124,463	132,267	135,158
Cultural Affairs	111,114	118,081	120,161
Public Inform. Office	137,020	143,427	171,739
Legal	235,124	257,990	270,640
Total	$ 1,267,645	$ 1,311,188	$ 1,399,144

Mayor and Aldermen: This activity increases $13,828 to reflect an $8,721 increase in Personnel Services and a $5,060 rise in Contractuals.

Clerk of Council: A rise of $5,604 is attributed to a $5,167 increase in Personnel Services and a $1,038 increase in Capital Outlays.

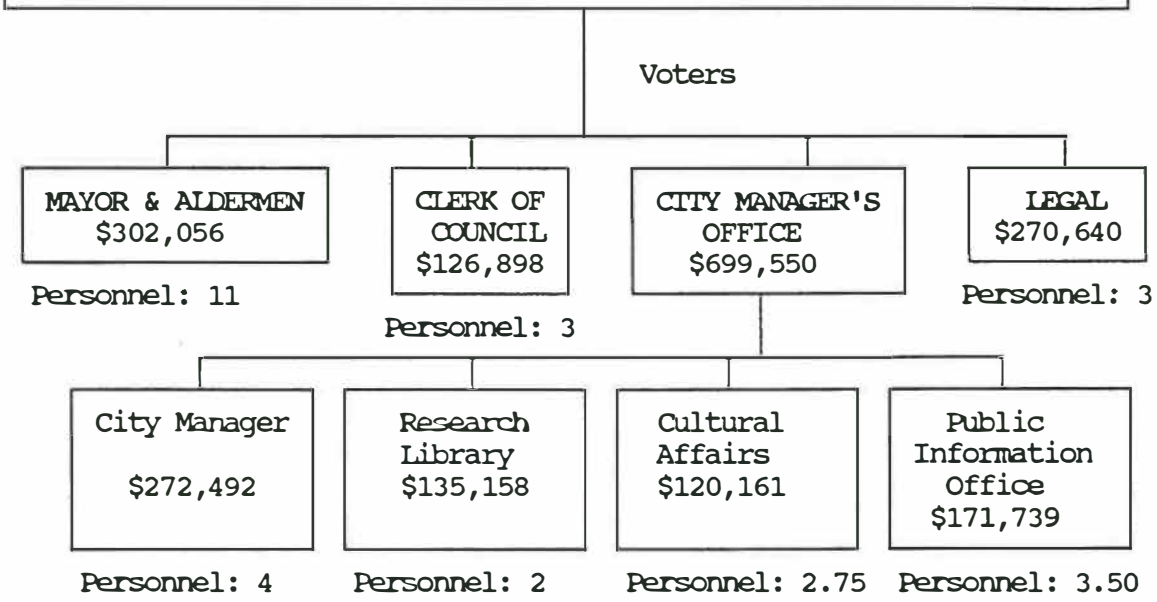
City Manager's Office: This activity consists of four programs: City Manager, Research Library, Cultural Affairs, and Public Information Office. The activity increases $55,874 reflecting a $38,482 rise in Personnel Services primarily due to the addition of a citizen information representative added to the Public Information Office in late 1990, $28,846 in Contractuals, and $4,146 in Commodities. These increases are partially offset by a $22,582 decrease in Capital Outlays.

Legal: The Legal activity increases $12,650 primarily due to a $9,141 rise in Personnel Services and a $3,544 increase in Contractuals.

GENERAL ADMINISTRATION

Budget: $1,399,144 **Personnel: 29.25**

The basic functions of the General Administration Department are as follows:
1) Serve the interests of the Savannah constituency,
2) Provide general management to City departments/operations, and
3) Provide legal services to the City.



Vehicles: 2

MAYOR AND ALDERMEN

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 207,245	$ 212,985	$ 221,706
CONTRACTUALS	$ 48,800	$ 52,642	$ 57,702
COMMODITIES	$ 5,241	$ 5,200	$ 6,580
INTERNAL SERVICES	$ 43,023	$ 17,401	$ 16,068
CAPITAL OUTLAYS	$ 896	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 0	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 305,205	$ 288,228	$ 302,056

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
MAYOR	1.00	1.00		$ 35,000
ALDERMAN	8.00	8.00		$ 67,200
CONFIDENTIAL SECRETARY	1.00	1.00	74	$ 32,341
SPECIAL ASSISTANT TO THE MAYOR	1.00	1.00	78	$ 34,797
TOTAL	11.00	11.00		

CLERK OF COUNCIL

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 58,232	$ 71,293	$ 76,460
CONTRACTUALS	$ 15,824	$ 17,705	$ 17,986
COMMODITIES	$ 1,152	$ 2,725	$ 2,677
INTERNAL SERVICES	$ 38,392	$ 24,109	$ 23,275
CAPITAL OUTLAYS	$ 5,962	$ 5,462	$ 6,500
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 0	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 119,562	$ 121,294	$ 126,898

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SECRETARY	1.00	1.00	58	$ 17,151
ASST CLERK OF COUNCIL	1.00	1.00	61	$ 18,910
CLERK OF COUNCIL	1.00	1.00	80	$ 29,335
TOTAL	3.00	3.00		

CITY MANAGER'S OFFICE [1]

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 405,183	$ 442,837	$ 490,068
CONTRACTUALS	$ 98,562	$ 110,459	$ 139,305
COMMODITIES	$ 19,824	$ 17,003	$ 21,149
INTERNAL SERVICES	$ 55,681	$ 46,013	$ 45,737
CAPITAL OUTLAYS	$ 25,812	$ 22,582	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 2,692	$ 4,782	$ 3,291
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 607,754	$ 643,676	$ 699,550

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CITY MANAGER	1.00	1.00		$ 103,191
CITIZEN INFORMATION REP	1.00	1.00	50	$ 14,110
ADMINISTRATIVE ASSISTANT	1.75	1.75	61	$ 32,294
ARTS TECHNICIAN	1.00	1.00	66	$ 21,362
CATALOGING LIBRARIAN	1.00	1.00	66	$ 22,431
PUBLIC INFORMATION ASST	1.50	1.50	67	$ 33,112
ADMIN ASST TO CITY MANAGER	1.00	1.00	74	$ 30,059
PUBLIC INFORMATION OFFICER	1.00	1.00	84	$ 39,311
DIRECTOR OF CULTURAL AFFAIRS	1.00	1.00	84	$ 37,439
RESEARCH LIBRARIAN	1.00	1.00	84	$ 37,439
ASSISTANT TO THE CITY MANAGER	1.00	1.00	84	$ 37,439
TOTAL	12.25	12.25		

[1] The City Manager's Office includes the costs of the City Manager, Research Library, Cultural Affairs Office, and Public Information Office.

LEGAL

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 118,341	$ 175,910	$ 185,051
CONTRACTUALS	$ 110,138	$ 77,553	$ 81,097
COMMODITIES	$ 672	$ 1,300	$ 1,383
INTERNAL SERVICES	$ 4,326	$ 3,227	$ 3,109
CAPITAL OUTLAYS	$ 1,647	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 0	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 235,124	$ 257,990	$ 270,640

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CITY ATTORNEY	1.00	1.00		$ 63,048
ASSISTANT CITY ATTORNEY	2.00	1.00		$ 42,032
CONFIDENTIAL SECRETARY	1.00	1.00	74	$ 25,340
TOTAL	4.00	3.00		



Management and 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, Employee Assistance, Research and Budget, Personnel, Auditing, Finance, Revenue, Purchasing, and Recorder's Court. In 1991, the analytical portion of Management and Auditing will be merged with Research & Budget to assist in accommodating the expanded research function. The following Internal Services Fund activities are also included in this bureau: Data Processing, Vehicle Maintenance, and Central Services. The 1991 budget for the General Fund activities is described below. At $4,823,283, expenditures for 1991 increase $146,196 or 3% over 1990 projected expenditures. Major allocations and changes are outlined below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$2,992,306	$3,226,874	$234,783	7.8
Contractuals	473,576	434,444	-39,537	-8.3
Commodities	108,032	123,153	15,121	14.0
Internal Services	1,056,217	1,022,288	-33,929	-3.2
Capital Outlays	34,274	3,435	-30,839	-90.0
Other Charges	12,492	13,089	597	4.8
Total	$4,676,897	$4,823,283	$146,196	3.1

PROGRAM COSTS

Personnel Services: Expenses for Personnel Services are $3,226,874 in 1991. Salaries and Wages are budgeted at $2,667,080. Other major allocations are Social Security at $197,532, Group Medical Insurance at $194,688, and Pension at $114,985. Personnel Services increase 234,783 or 8% over 1990 projected expenditures. The major changes are listed below:

Salaries & Wages **increase** $207,218 due to a general wage increase and an anniversary increase for eligible employees. This increase would have been $32,571 greater, however, due to productivity savings, two positions were eliminated and these savings realized.

Medical Insurance **increases** $24,208 due to a higher citywide contribution for the Medical Insurance Fund.

Contractuals: Contractuals total $434,444, 8% less than 1990 projected expenditures. Professional Service Fees at $150,795 is the largest expenditure category. This allocation mainly

reflects the $85,050 for City audits and $65,745 for other professional services. Rentals at $79,990 primarily reflects the cost of office space rental. Other important contractuals are Printing at $50,530 which reflect the costs associated with printing tax bills and notices, annual financial reports, payroll checks, ledger sheets, and several versions of the annual budget, and Photocopying at $29,768. The significant change is explained below:

Professional Fees **decrease** $14,973 due to an increase in in-house employee training.

Commodities: Expenses for Commodities total $123,153 At $58,271, Postage is the largest expenditure. Costs associated with the mailing of delinquency notices, tax bills, employment notices, and payments are included in this account. Other major allocations include Office Supplies at $27,158, Operating Supplies at $23,983, and Small Fixed Assets at $11,505. Commodities expenses increase $15,121 or 14% over 1990 projections. There are no major changes in Commodities expenditures for 1991.

Internal Services: Internal Services charges total $1,022,288 for 1991. The major expense in this series is Data Processing at $875,796. Central Services total $126,420 for such items as inter-office mail delivery, building maintenance, and telecommunications. Garage Services expenses total $20,072. Internal Services chargebacks decrease $33,929 from 1990 projections. The major change is as follows:

Data Processing **decreases** $26,881 due to increased revenues citywide.

Capital Outlays: Capital Outlays total $3,435. A list of the planned items follows:

Assistant City Manager

Personal Computer (replacement)	$ 3,435
Total	$ 3,435

Other Charges: Other Charges are $13,089 for Vehicle Depreciation.

VEHICLES TO BE REPLACED

Description	Replacement Cost
Revenue	
Sedan	$12,000
Total	$12,000

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Asst.City Manager/ Mgt. & Fin. Svcs.	$ 171,058	$ 184,801	$ 191,081
Employee Development	163,561	139,604	157,869
Employee Assistance	na	62,155	67,023
Research & Budget	396,043	449,253	604,221
Personnel	327,126	421,074	440,830
Auditing	479,945	502,208	361,466
Finance	704,331	758,513	783,971
Revenue	640,146	678,011	695,872
Purchasing	245,022	263,468	281,763
Recorder's Court	1,102,638	1,218,000	1,239,187
Total	$4,229,870	$4,677,087	$4,823,283

Asst. City Manager/Management & Financial Services: The $6,280 increase in this activity mainly reflects increases in Personnel Services of $3,908, Small Fixed Assets of $2,300, and Commodities of $1,543. This increase is partially offset by a decrease of $1,906 in Internal Services Charges.

Employee Development: The $18,265 increase in the Employee Development activity primarily reflects increases in Personnel Services of $34,575 primarily due to a full year's cost of positions added during 1990, Operating Supplies and Materials of $2,600 and Rentals of $1,837. Decreases of $21,350 in Professional Service Fees and $1,010 in Advertising offset these increases.

Employee Assistance: The $4,868 increase in this activity mainly reflects increases in Salaries and Wages of $5,420 due to the full year's cost of positions added late in 1990, Group Medical Insurance of $1,516, Professional Services Fees of $1,505, Photocopying of $1,263 and Central Services Charges of $849. These increases are offset primarily by decreases in Temporary Labor of $3,351, Medical Costs of $2,000, and of Outside Printing $1,000.

Research & Budget: The $154,968 increase in this activity primarily reflects increases in Personnel Services of $162,516 due to the merging of the analytical portion of Auditing with Research & Budget. This increase would have been $20,433 greater; however, these savings were realized from productivity enhancements. This increase is partially offset by decreases in Capital Outlays of $7,600, Building Repairs of $1,650 and Data Processing of $1,135.

Personnel: The $19,756 increase in this activity mainly reflects increases in Personnel Services of $31,685 due to a full year's cost of positions added late in 1990, Central Services Charges of $2,201 and Other Contractual Services of $1,545. These increases are offset partially by decreases in

Capital Outlays of $9,739, Building Repairs of $4,410, Outside Printing of $2,651, Other Contractual Services of $1,565, and Advertising of $1,000.

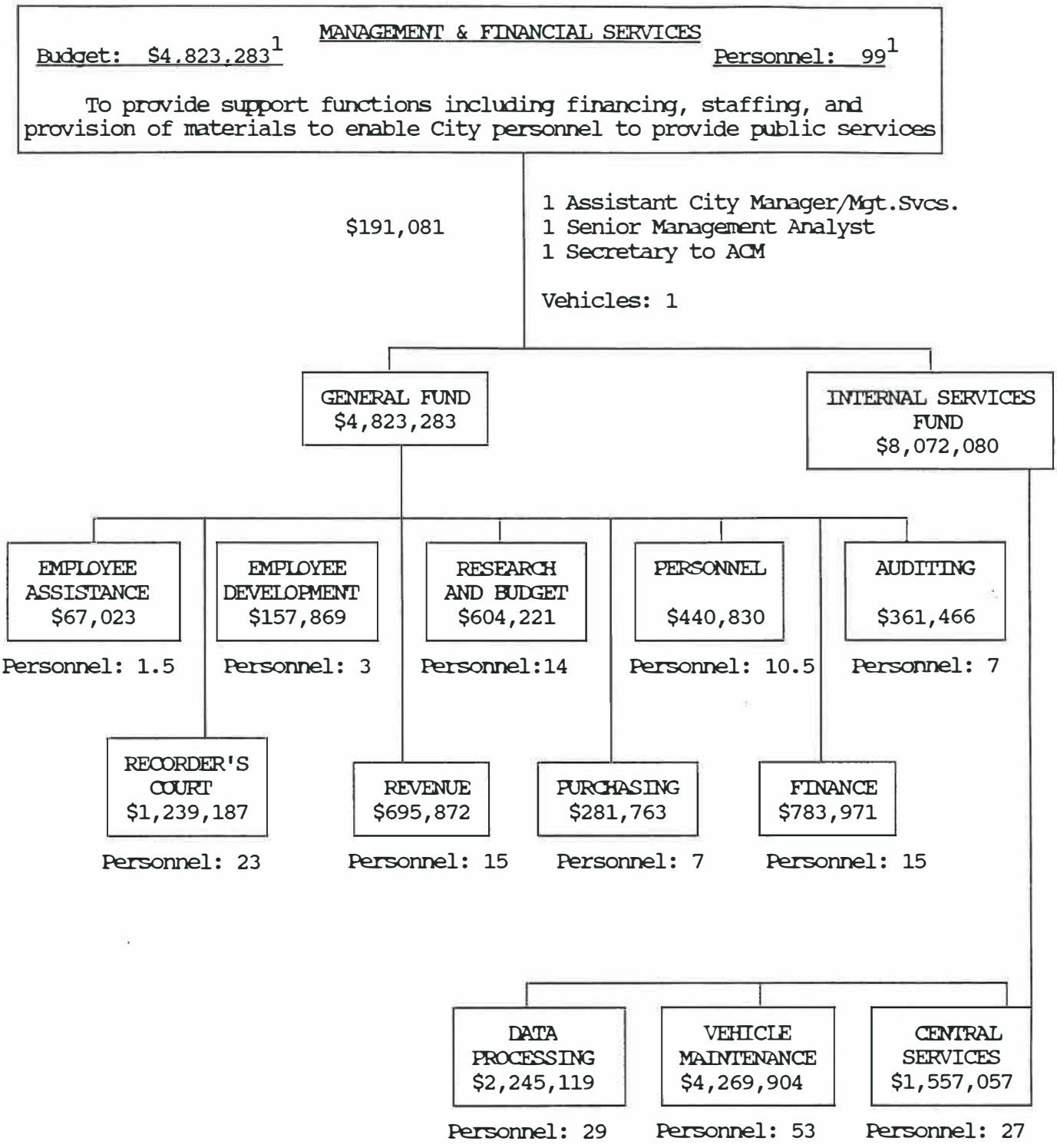
Auditing: The $140,742 decrease in this activity mainly reflects decreases in Personnel Services of $127,381 mainly due to the merging of the analytical portion of Auditing with Research & Budget. Other decreases include decreases in Rentals of $8,550, Electricity of $1,620 and Janitorial Services of $1,132 due to the sharing of office space with Employee Development in 1991.

Finance: The $25,458 increase in this activity mainly reflects increases in Salaries and Wages of $27,238, Group Medical Insurance of $4,468, Professional Service Fees of $4,100 and Postage of $2,190. These increases are partially offset by decreases in Other Transportation of $5,000, Data Processing of $4,476, Pension of $1,698, and Photocopying of $1,000.

Revenue: The $17,861 increase in this activity mainly reflects increases in Salaries and Wages of $20,404, Group Medical Insurance of $4,468, Postage of $3,863, Group Life Insurance of $1,059, and Vehicle Depreciation of $1,001. These increases are offset partially by decreases in Data Processing of $8,279, Photocopying of $1,593, Pension of $1,459, and Professional Service Fees of $1,380.

Purchasing: The $18,295 increase in this activity primarily reflects increases in Salaries and Wages of $16,933, Group Medical Insurance of $2,085, Social Security of $1,001, and Central Services Charges of $708. These increases are offset primarily by decreases in Temporary Labor of $2,000, and of $1,001 in Small Fixed Assets.

Recorder's Court: The $21,187 increase in this activity mainly reflects increases in Salaries and Wages of $39,810 due to general wage and anniversary increases for eligible employees, Group Medical Insurance of $6,553, and Professional Services Fees of $1,562. These increases are partially offset by decreases in Data Processing of $15,476, and of $13,500 in Capital Outlays.



[1] Reflects General Fund portion only

ASST CITY MANAGER/MGT&FIN

PURPOSE: COORDINATE ALL ACTIVITIES WITHIN THE BUREAU: EMPLOYEE DEVELOPMENT, RESEARCH AND BUDGET, PERSONNEL, AUDITING, FINANCE, REVENUE, PURCHASING, RECORDER'S COURT, AND EMPLOYEE ASSISTANCE.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 127,538	$ 149,537	$ 153,445
CONTRACTUALS	$ 16,983	$ 8,935	$ 10,478
COMMODITIES	$ 3,178	$ 1,820	$ 4,583
INTERNAL SERVICES	$ 16,384	$ 19,931	$ 18,025
CAPITAL OUTLAYS	$ 5,566	$ 3,435	$ 3,435
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,409	$ 1,143	$ 1,115
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 171,058	$ 184,801	$ 191,081

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SECRETARY TO ACM	1.00	1.00	65	$ 20,345
SENIOR MANAGEMENT ANALYST	1.00	1.00	80	$ 29,335
ASSISTANT CITY MANAGER/MGT SVS	1.00	1.00	108	$ 74,127
TOTAL	3.00	3.00		

MANAGEMENT AND FINANCIAL SERVICES BUREAU

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1501-1: Keep the City Manager well informed of City operations						
11	12	12	12	12	12	$191
Periodic Reports Prepared for City Manager						Unit:$15,917 /report

GOAL: TO ENSURE THE CITY WILL ALWAYS BE IN SOUND FISCAL CONDITION.

OBJECTIVE 1501-A: To maintain the City in sound fiscal condition.

	1986	1987	1988	1989	1990	1991
(A-1)	0	0	0	0	0	0
	Material Problems Cited By Outside Auditors					
(A-2)[1]	101%	106%	102%	102%	100%	100%
	% Budgeted Revenues Collected					
(A-3)[1]	99%	100%	100%	100%	100%	100%
	Actual Expenses as a % of Adopted Expenses					

STRATEGY:

1. Target internal audits toward programs with the highest probability of risk.
2. Conduct a survey of other Southeastern cities to determine if Savannah's costs of services are comparable.

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.

	1986	1987	1988	1989	1990	1991
(B-1) Personnel	100%	100%	100%	100%	100%	100%
(B-2) Central Services	100%	100%	100%	100%	100%	100%
(B-3) Data Processing	na	100%	100%	100%	100%	100%
(B-4) Vehicle Maintenance	94%	100%	100%	100%	100%	100%
	% of Standards Met At All Times During the Year					

[1] General Fund only

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.

	1986	1987	1988	1989	1990	1991
(C-1)	88%	90%	92%	90%	98%	98%
		% Special Objectives Met				
(C-2)	97%	98%	98%	98%	98%	98%
		% Special Projects Completed				

EMPLOYEE DEVELOPMENT

PURPOSE: PROVIDE TRAINING CLASSES TO ALL CITY EMPLOYEES TO ALL ENSURE THEY RECEIVE THE TRAINING NEEDED TO ACHIEVE THEIR PROFESSIONAL POTENTIAL.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 96,402	$ 69,624	$ 104,199
CONTRACTUALS	$ 52,083	$ 64,823	$ 44,903
COMMODITIES	$ 6,036	$ 3,380	$ 6,203
INTERNAL SERVICES	$ 5,442	$ 1,777	$ 2,564
CAPITAL OUTLAYS	$ 3,598	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 0	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 163,561	$ 139,604	$ 157,869

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
ASSISTANT TRAINING DIRECTOR	1.00	1.00	75	$ 30,432
EMPLOYMENT TRG DIRECTOR	1.00	1.00	82	$ 38,010
TOTAL	3.00	3.00		

EMPLOYEE DEVELOPMENT

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1502-1: Provide employee training						
na	na	26	87	180	180	
# of Enrollments in Supervisory Training						
na	na	na	20	40	100	
# of Enrollments in Executive and Upper Management Level Classes						
na	na	0	80	100	150	
# of Enrollments in Clerical Training Classes						
na	na	na	128	480	480	
# of Enrollments in Customer Relations Training Classes						
na	na	na	1	14	25	
# of Requested Specialized Classes Provided						
na	na	15	100	250	250	
# of Enrollments in Adult Literacy Training						$158
na	na	219	250	250	250	Unit: $112
# of New Employees Receiving Orientation						/enrollments

GOAL: TO ENSURE ALL CITY EMPLOYEES HAVE THE SKILLS NEEDED TO ACHIEVE THE EXPECTED RESULTS OF CITY PROGRAMS.

OBJECTIVE 1502-A: To provide training for 30% of City employees.

	1986	1987	1988	1989	1990	1991
(A-1)	na	na	10%	20%	25%	30%
% Receiving Training						

STRATEGY:

1. Identify the skills needed by City employees to produce the end-results.
2. Assess current skills of employees as compared to neeeded skills and provide training to satisfy skill deficiencies.
3. Monitor the effectiveness of the training program and produce desired end-results in City programs.

OBJECTIVE 1502-B: To increase the percentage of employees receiving improved performance ratings after participating in training programs.

	1986	1987	1988	1989	1990	1991
(B-1)	na	na	20%	50%	55%	60%
% Receiving Improved Performance Ratings						

STRATEGY:

1. Develop and use surveys, both written and oral, to obtain supervisor and/or employee input about increased performance ability.
2. Review performance appraisals.
3. Review exit interview surveys and test results from examinations used for entry level promotion or modular advancement.

EMPLOYEE ASSISTANCE

PURPOSE: PROVIDE COUNSELING SERVICES TO ALL CITY EMPLOYEES TO ENSURE THEY RECEIVE THE ASSISTANCE NEEDED TO ACHIEVE THEIR PROFESSIONAL POTENTIAL.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 0	$ 43,537	$ 47,678
CONTRACTUALS	$ 0	$ 14,735	$ 13,615
COMMODITIES	$ 0	$ 2,070	$ 3,040
INTERNAL SERVICES	$ 0	$ 1,813	$ 2,690
CAPITAL OUTLAYS	$ 0	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 0	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 0	$ 62,155	$ 67,023

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SENIOR CLERK TYPIST	.50	.50	55	$ 7,971
EMPLOYEE ASSISTANCE DIRECTOR	1.00	1.00	78	$ 32,341
TOTAL	1.50	1.50		

EMPLOYEE ASSISTANCE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1503-1: Provide employee assistance						
na	na	347	393	100	100	$67 Unit: 670 /employee
# of Employees Assessed, Counseled, and Appropriately Referred						

GOAL: TO ENSURE ALL CITY EMPLOYEES RECEIVE THE ASSISTANCE NEEDED TO ACHIEVE A HIGH JOB PERFORMANCE LEVEL.

OBJECTIVE 1503-A: To increase the percentage of employees receiving assistance when personal problems have impaired job performance.

	1986	1987	1988	1989	1990	1991
(A-1)	na	na	50%	50%	60%	60%
% Receiving Assistance						

STRATEGY:
1. Conduct supervisory training for supervisors to assist them in identifying troubled employees.
2. Assess cause(s) for referred employee's decline in job performance and refer clients to appropriate resources for assistance.
3. Improve the record-keeping and follow up capabilities of the Employee Assistance Program by use of specially developed Employee Assistance Program Software.

OBJECTIVE 1503-B: To increase new employees' awareness of the Employee Assistance Program.

	1986	1987	1988	1989	1990	1991
(B-1)	na	na	50%	100%	100%	100%
Percentage of Employees Aware of the Program						

STRATEGY
1. Present a synopsis of the Employee Assistance Program and Alcohol and Drug Use Policy at each new employee orientation.
2. Mail pertinent information to all new employees.
3. Conduct supervisory training for supervisors to ensure that the availability of the Employee Assistance Program is addressed at the work unit level.

OBJECTIVE 1503-C: To increase the visibility of the Employee Assistance Director to employees.

	1986	1987	1988	1989	1990	1991
(C-1)	na	na	50%	50%	65%	75%
Increased Visibility						

STRATEGY:
1. Visit departments, departmental meetings to meet informally with employees and express interest in their problems.
2. Meet all new employees during New Employee Orientation.
3. Utilize mass mailing procedures to reinforce the EAP to all employees and their families.

RESEARCH & BUDGET

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 288,954	$ 346,962	$ 509,478
CONTRACTUALS	$ 33,583	$ 25,243	$ 24,780
COMMODITIES	$ 16,484	$ 5,327	$ 6,397
INTERNAL SERVICES	$ 51,643	$ 62,978	$ 62,451
CAPITAL OUTLAYS	$ 3,970	$ 7,600	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,409	$ 1,143	$ 1,115
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 396,043	$ 449,253	$ 604,221

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
BUDGET CLERK	2.00	1.00	58	$ 17,151
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
BUDGET TECHNICIAN	1.00	1.00	66	$ 21,362
MANAGEMENT ANALYST	2.00	4.00	77	$ 109,730
SENIOR MANAGEMENT ANALYST	3.00	3.00	80	$ 98,799
MASTER ANALYST	.00	2.00	81	$ 74,901
ASST BUDGET DIRECTOR	1.00	1.00	82	$ 36,537
BUDGET DIRECTOR	1.00	1.00	91	$ 44,411
TOTAL	11.00	14.00[1]		

[1] Includes the transfer of four analysts from Auditing and the elimination of a budget clerk.

RESEARCH AND BUDGET

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1505-1: Perform background studies and prepare the annual budget.						
83	83	84	87	86	86	$350
Activity Budgets Prepared						Unit: $4,070
10	10	10[1]	9	10	10	/activity
Operating Fund Budgets Prepared						budget
20	64	18	20	50	50	
Fee and Minor Code Reports/Studies						
24	24	24	24	24	24	
Financial Plan Updates/Preliminary Budget Review Reports						
317	317	224	219	221	221	
Number of Work Programs Prepared						
248	248	258	258	268	268	
Number of Objectives Prepared						
WP 1505-2: Monitor the status of departmental expenditures, revenues, and performance						
6	7	11	5	12	12	$224
Monthly Activity Budget Status Reviews						Unit: $2,605
317	317	224	219	221	221	/activity
Work Programs Reviewed Yearly						review
248	248	258	258	268	268	
Objectives Reviewed Yearly						
257	273	319	383	338	326	
Number of Budget Adjustments						
4,271	3,894	4,024	2,990	3,502	2,420	
Position Control Transactions						
458	510	533	635	455	386	
Travel Requests						
273	248	107	145	148	118	
Capital Outlay Change Requests						
WP 1505-3: Administer a prisoner management system and track city prisoners incarcerated in the jail						
74	82	77	100	94	94	
Daily average prisoner census						
27,151	30,000	19,498	36,491	42,083	42,600	$30
# of City prisoner days						Unit: $1
5,340	5,156	7,202	na	na	na	/prisoner
# of bookings						day
12	12	12	12	12	12	
Monthly Monitoring Reports of City Prisoners						

[1] Excludes Labor Resources

GOAL: TO ENSURE FISCAL RESPONSIBILITY THROUGH CAREFUL BUDGET PREPARATION AND DILIGENT BUDGET ADMINISTRATION.

OBJECTIVE 1505-A: To prepare an annual budget which accurately reflects the City's fiscal and program needs.

	Fund	1986	1987	1988	1989	1990	1991
(A-1)	General	101	101	98	100[1]	99	99
(A-2)	Internal	99	103	100	101[2]	99	99
(A-3)	Golf	98	97	85	na[2]	na	na
(A-4)	Civic Center	94	101	100	85	99	99
(A-5)	Parking	101	101	93	98	99	99
(A-6)	Sanitation	100	101	102	98	99	99
(A-7)	Water	97	102	101	100	99	99
(A-8)	Sewer	97	102	102	100	99	99
(A-9)	I & D	94	91	93	97[3]	99	99
(A-10)	Pub. Dev.	na	72	64	97[3]	99	99
(A-11)	All Funds	100	100	93	100	99	99

Actual Expenditures As a Percentage of Projected Expenditures

STRATEGY:
1. Develop budget plan and establish Citywide cost factors.
2. Provide budget-related technical assistance to operating departments.
3. Conduct base budget analysis and base budget meetings.

OBJECTIVE 1505-B: To achieve a per person cost of municipal government (PPCG) equal to or less than the median PPCG for 27 similarly-sized southeastern cities.[4]

(B-1)	1984	1985	1986	1987	1988	1989	1990	1991
Savannah	$306	$326	$338	$349	$422	$418	$443	$464
Average	$350	$376	$405	$442	$447	$469	$511	$545
Median	$353	$384	$418	$444	$470	$496	$538	$563

Per Person Cost of 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.

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1 Does not include vehicle purchase.
2 The golf course operations were contracted in 1989.
3 Excludes Labor Resources
4 See City Manager's message for a complete listing of the 27 sampled cities for 1991.

OBJECTIVE 1505-C: To monitor expenditure levels to ensure total actual expenditures do not exceed the adjusted budget.

	Fund	1986	1987	1988	1989	1990	1991
(C-1)	General	99	100	99	100[1]	100	100
(C-2)	Internal	97	102	97	98[2]	100	100
(C-3)	Golf	101	105	84	na	na	na
(C-4)	Civic Center	105	103	97	80	100	100
(C-5)	Parking	66	98	93	95	100	100
(C-6)	Sanitation	98	100	100	98	100	100
(C-7)	Water	97	99	101	103	100	100
(C-8)	Sewer	101	100	102	99[3]	100	100
(C-9)	I & D	97	91	88	94	100	100
(C-10)	Pub. Dev.[4]	na	50	53	84	100	100
(C-11)	All Funds	99	97	89	99	100	100

Actual Expenditures As a Percentage 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, prepare 12 Budget Status Reports and report and address potential overruns.
3. Prevent incidents of unauthorized expenditures for personnel, capital outlays, telephones, or travel.

OBJECTIVE 1505-D: To reduce the City's incarceration costs by monitoring prisoner movement through the judicial/penal system.

	1986	1987	1988	1989	1990	1991
(D-1)	5.0	5.0	5.0	3.6	3.6	3.6

Average Length of Stay in Jail (Days)

(D-2)	na	na	79%	72%	72%	72%

% 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	1987	1988	1989	1990	1991
(E-1)	> 10%	19	23	8	0	0
(E-2)	8-10%	6	6	5	0	0
(E-3)	5- 7%	10	14	17	28	28
(E-4)	2- 4%	22	28	21	28	28
(E-5)	< 2%	26	13	21	30	30
	Total	83	84	72	86	86

Number of Activities

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1 Does not include vehicle purchases.
2 The golf course operations were contracted in 1989.
3 Includes those activities listed in budget document.
4 Excludes Labor Resources.

OBJECTIVE 1505-F: To improve projections for all minor code actual expenditure categories varying from projected expenditures.

	Variance	1987	1988	1989	1990	1991
(F-1)	> 10%	38	36	0	0	0
(F-2)	8-10%	4	6	0	0	0
(F-3)	5- 7%	6	7	37	37	37
(F-4)	2- 4%	11	10	36	36	36
(F-5)	< 2%	21	21	20	26	26
	Total	80	80	93	99	99

Number of Minor Codes

OBJECTIVE 1505-G: To improve performance in those work programs with performance levels falling below targeted levels.

	% Below Target	1987	1988	1989	1990	1991
(G-1)	> 20%	33	20	35	20	20
(G-2)	< 20%	284	185	178	201	102
Total		317	205[1]	213	221	221

Number of Work Programs

OBJECTIVE 1505-H: To improve performance in those objectives with performance levels falling below targeted levels.

	% Below Target	1987	1988	1989	1990	1991
(H-1)	> 20%	37	51	33	31	29
(H-2)	10-20%	11	5	18	23	22
(H-3)	10-10%	200	197	198	214	217
	Total	248	253[2]	249	268	268

Number of Objectives

OBJECTIVE 1505-I: To improve budget planning by targeting and by improving projections in those activities requiring more than 10 budget adjustments per year.

	# of Budg. Adj.	1987	1988	1989	1990	1991
(I-1)	> 10	6	8	5	0	0
(I-2)	4-10	25	32	31	20	20
(I-3)	< 4	52	44	51	66	66
	Total	83	84	87	86	86

Number of Activities

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1 Work Programs totaled 224; data for 19 work programs not available.

2 Objectives totaled 258; data for 26 objectives not available.

OBJECTIVE 1505-J: To ensure no activity exceeds its travel budget in 1990.

	1986	1987	1988	1989	1990	1991
(J-1)	9	8	5	2	0	0

Number Activities Exceeding Travel Budget

OBJECTIVE 1505-K: To ensure all budgeted capital items (including vehicles) are requisitioned early in the year.

		1986	1987	1988	1989	1990	1991
(K-1)	March 1	66%	63%	55%	31%	30%	30%
(K-1)	April 1	53%	53%	40%	6%	6%	6%
(K-1)	May 1	41%	42%	30%	5%	0%	0%

% Capital Items Not Requisitioned

OBJECTIVE 1505-L: To ensure all New Programs and New Revenues are implemented by May 1.

	New Programs	1986	1987	1988	1989	1990	1991
(L-1)	March 1	18%	26%	29%	100%	15%	15%
(L-1)	April 1	18%	26%	14%	0%	10%	10%
(L-1)	May 1	0%	11%	14%	0%	0%	0%

% of New Programs Not Implemented

	New Revenues						
(L-2)	January 31	0%	14%	8%	0%	0%	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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 239,545	$ 284,759	$ 316,444
CONTRACTUALS	$ 23,386	$ 59,723	$ 54,387
COMMODITIES	$ 21,111	$ 17,389	$ 18,581
INTERNAL SERVICES	$ 34,965	$ 48,321	$ 50,303
CAPITAL OUTLAYS	$ 6,710	$ 9,739	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,409	$ 1,143	$ 1,115
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 327,126	$ 421,074	$ 440,830

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
PERSONNEL CLERK	4.50	4.50	58	$ 77,180
PERSONNEL COORDINATOR	1.00	1.00	78	$ 27,938
EMPLOYEE HEALTH NURSE	1.00	1.00	78	$ 28,514
SENIOR PERSONNEL COORDINATOR	2.00	2.00	81	$ 63,142
ASSISTANT PERSONNEL DIRECTOR	1.00	1.00	82	$ 37,439
PERSONNEL DIRECTOR	1.00	1.00	89	$ 48,963
TOTAL	10.50	10.50		

PERSONNEL

SERVICE QUANTITY						1991 COST ALLOCATION
1986	1987	1988	1989	1990	1991	($1,000's)
WP 1510-1: Conduct recruitment and selection programs						
635	625	634	670	630	600	$180
		Requisitions Processed				Unit: $300
177	180	191	224	180	150	/requis.
		Registers Created				
WP 1510-2: Process annual pay increases, initial employments, demotions, longevity payments, promotions, reclassifications, special pay increases and modular advancements						
3,564	3,750	3,392	4,355	3,950	3,500[1]	$35
		Transactions Completed (Type I)[1]				Unit: $10 /trans.
3,207	3,700	4,970	5,700	3,900	3,900[1]	$65
		Transactions Completed (Type II)[1]				Unit: $17 /trans.
40	30	81	47	30	35[1]	$43
		Transactions Completed (Type III)[1]				Unit:$1,343 /trans.
204	150	150	90	125	100[1]	$114
		Transactions Completed (Type IV)[1]				Unit:$1,140 /trans.

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[1] 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 1991.

	1986	1987	1988	1989	1990	1991
(A-1)	99%	98%	100%	90%	90%	90%

Civil Service
% Certified Within 5 Weeks of Requisition Receipt

(A-2)	95%	98%	75%	90%	90%	90%

Professional & Administrative
% Certified Within 6 Weeks of Requisition Receipt

OBJECTIVE 1510-B: To increase the percentage of new minority employees.

	1986	1987	1988	1989	1990	1991
(B-1)	21.5%	23%	71%	55%	50%	55%

% minorities placed in Professional & Administrative positions

36%	38%	59%	50%	40%	40%

% minorities placed in Protective Services (Police and Fire) positions

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.[1]

	1986	1987	1988	1989	1990	1991
(C-1)	95%	95%	100%	100%	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 employees and supervisors.
3. Inform supervisors and employees of City Personnel rules and regulations through a computerized update of the Personnel Manual.

[1] By Civil Service Board, EEOC, DOL, or court ruling

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 424,824	$ 446,708	$ 319,327
CONTRACTUALS	$ 29,462	$ 31,244	$ 19,183
COMMODITIES	$ 2,038	$ 3,867	$ 2,047
INTERNAL SERVICES	$ 23,035	$ 19,043	$ 19,596
CAPITAL OUTLAYS	$ 0	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 586	$ 1,346	$ 1,313
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 479,945	$ 502,208	$ 361,466

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
ADMINISTRATIVE ASSISTANT	1.00	0.00	61	$ 0
ADMINISTRATIVE SECRETARY	1.00	1.00	61	$ 18,454
MANAGEMENT ANALYST	1.00	0.00	77	$ 0
NEW FUTURES INITIATIVE CONTRAC	1.00	1.00	80	$ 35,657
SENIOR MANAGEMENT ANALYST	1.00	0.00	80	$ 30,801
SENIOR INTERNAL AUDITOR	2.00	2.00	80	$ 60,118
MASTER INTERNAL AUDITOR	2.00	2.00	81	$ 73,976
MASTER ANALYST	2.00	0.00	81	$ 0
AUDITING DIRECTOR	1.00	1.00	89	$ 48,963
TOTAL	12.00	7.00[1]		

[1] Includes the transfer of four analysts to Research and Budget and the transfer of an administrative assistant to Inspections.

AUDITING

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1512-1: Conduct major operations and management reviews						
4	4	4 Reviews	2	2	2	$115 Unit:$58,000 /review
WP 1512-2: Conduct ongoing internal audits of cash, revenue, asset and expenditure accounts and systems						
76	73	77 Audits[1]	72	71	71	$206 Unit: $2,901 /audit
WP 1512-3: Reconcile bank accounts monthly						
31	33	28 Bank Accounts Reconciled	23	24	24	$29 Unit: $1,208 /account
WP 1512-4: Conduct special projects						
13	12	12 Special Projects	14	12	12	$11 Unit: $917 /project

GOAL: TO ENSURE THERE IS NO LOSS OR WASTE OF CITY ASSETS OR RESOURCES.

OBJECTIVE 1512-A: To identify workload and resource imbalances by reviewing City programs and operations.

1986	1987	1988	1989	1990	1991
$170,828	$178,500	$183,855	$290,400	$202,700	$191,983

Workload & Resource Imbalances Identified

STRATEGY 1512-A:

1. Conduct 2 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.

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[1] Cash, revenue, assets, expenditure accounts, and systems audits conducted

OBJECTIVE 1512-B: To increase the number of implemented audit recommendations by 5 percentage points.

1986	1987	1988	1989	1990	1991
na	60%	65%	70%	75%	80%

% of Audit Recommendations Implemented on Schedule

STRATEGY:
1. Require auditee to designate implementation data in audit report.
2. Develop and maintain a monitoring system to track implementation of recommendations.
3. Provide speed mailer for single audit exceptions discovered during post audit review and during the year.

OBJECTIVE 1512-C: To reduce internal processing time for cash handling to meet established standards developed for each cash handling department.

1986	1987	1988	1989	1990	1991
na	16	18	21	22	23

Number of Cash Handling Departments (out of 23) Meeting Standard

STRATEGY:
1. Develop standard for internal processing time for each cash handling department.
2. Review the cash handling departments to determine if the established standard is being met.
3. Develop method improvements and monitor for implementation of recommended method improvements.

OBJECTIVE 1512-D: To ensure the cost accounting systems for at least 5 of 10 Internal Services activities are in conformance with generally accepted accounting standards as set by the AICPA[1] and GFOA.[2]

1986	1987	1988	1989	1990	1991
20%	40%	50%	60%	70%	80%

% of Departments in Compliance

STRATEGY 1512-D:
1. Begin systematic cost accounting analysis of Internal Services activities.
2. Conduct internal audit of one activity with audit programs targeted on cost accounting and chargeback systems.
3. Make recommendations and formulate implementation schedules to bring systems into conformance.

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1 AICPA - American Institute of Certified Public Accountants
2 GFOA - Government Financial Officers Association

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 423,169	$ 439,394	$ 472,513
CONTRACTUALS	$ 82,480	$ 104,488	$ 102,665
COMMODITIES	$ 17,873	$ 18,672	$ 21,769
INTERNAL SERVICES	$ 179,400	$ 194,816	$ 185,909
CAPITAL OUTLAYS	$ 0	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,409	$ 1,143	$ 1,115
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 704,331	$ 758,513	$ 783,971

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CLERK TYPIST	1.00	1.00	50	$ 14,110
ACCOUNT CLERK	1.00	1.00	53	$ 15,182
FINANCE CLERK	3.00	3.00	58	$ 51,877
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
ACCOUNT TECHNICIAN	1.00	1.00	66	$ 20,848
ACCOUNTANT	5.00	5.00	72	$ 133,692
SENIOR ACCOUNTANT	1.00	1.00	81	$ 33,959
ASST FINANCE DIRECTOR	1.00	1.00	83	$ 42,296
FINANCE DIRECTOR	1.00	1.00	100	$ 64,034
TOTAL	15.00	15.00		

FINANCE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1520-1: Prepare paychecks for City employees and pensioners and service and commodity suppliers						
82,602	85,522	89,154	92,775	94,300	95,900	$160
Paychecks - Active & Retired City Employees						Unit: $2 /check
23,213	20,163	22,274	25,004	25,100	26,000	$159
A/P Checks - Service & Commodity Suppliers						Unit: $6 /check
WP 1520-2: Manage idle cash investment program						
$55	$57	$61	$72	$88	$90	$34
Funds Managed ($1,000,000's)						Unit:na
WP 1520-3: Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions						
1	1	1	1	1	1	
G.O. Bond Prepared						
1	1	1	1	1	1	
Audit Schedules, Closing Entries and Annual Financial Reports						
12	12	12	12	12	12	
Monthly Financial Statements Prepared						
8,665	13,961	10,267	8,862	8,890	9,000	
A/R & Special Assessment Billings Prepared						
121,708	113,000	133,983	126,767	122,000	125,000	$431
Accounting Transactions						Unit: $3 /ac trans.

GOAL: TO PROVIDE ACCURATE[1] AND TIMELY[2] FINANCIAL INFORMATION REQUIRED BY POLICYMAKERS, HIGHER MANAGEMENT, AND PROGRAM MANAGERS.

OBJECTIVE 1520-A: To maintain a financial system that receives a "clean" opinion from the external auditors.

	1986	1987	1988	1989	1990	1991
(A-1)	Yes	Yes	Yes	Yes	Yes	Yes
Clean Opinion Received						

1 No more than 10 correcting journal entries per month.
2 Financial statements received within 6 work days of month's end.

STRATEGY 1520-A:

1. Respond to all findings in the external auditors' management letter.
2. Respond to all suggestions received from the GFOA Certificate of Achievement Review Committee.
3. Respond to all findings in the internal auditors' reports.

OBJECTIVE 1520-B: To increase the percentage of invoices paid within 30 days of the invoice date to 100%.

	1986	1987	1988	1989	1990	1991
(B-1)	35%	70%	66%	79%	75%	100%
	% Invoices Paid Within 30 Days					
(B-2)	7.8	5.0	6.0	7.4	6.0	6.0
	No. Days to Prepare Expenditure Ledgers					
(B-3)	7.7	6.0	7.0	8.5	7.0	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.

OBJECTIVE 1520-C: To ensure the City's operating investment portfolio produces the highest yield possible.

	1986	1987	1988	1989	1990	1991
(C-1)	na	.1%	.12%	.12%	.12%	.12%
	Idle Cash as % of Portfolio Book Value					
(C-2)	+.20%	+.67%	-.09%	+.16%	+.23%	+.20%
	Difference Between City Investment Yields and the Highest Yields Offered by Large Money Center Banks					

STRATEGY 1520-C:

1. Continue investing idle funds on a daily basis and investing with the State Local Government Investment Pool as long as the rates are competitive.
2. Monitor rates offered by large money center banks on a regular basis.
3. Use longer term cash forecasting whenever longer term investments offer attractive yields.

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[1] General Obligation Bond

REVENUE

PURPOSE: COLLECT AND DEPOSIT ALL MUNICIPAL REVENUES ON TIME ACCORDING TO REGULATORY ORDINANCES.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 362,425	$ 383,674	$ 409,114
CONTRACTUALS	$ 45,683	$ 43,342	$ 41,494
COMMODITIES	$ 37,973	$ 33,736	$ 38,152
INTERNAL SERVICES	$ 182,248	$ 212,371	$ 201,223
CAPITAL OUTLAYS	$ 5,668	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 6,149	$ 4,888	$ 5,889
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 640,146	$ 678,011	$ 695,872

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CASHIER	3.00	3.00	52	$ 45,189
ACCOUNT CLERK	1.00	1.00	53	$ 15,182
SENIOR ACCOUNT CLERK	2.00	2.00	56	$ 35,711
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
REVENUE INVESTIGATOR	3.00	3.00	62	$ 56,730
CHIEF REVENUE INVESTIGATOR	1.00	1.00	68	$ 21,890
REVENUE SUPERVISOR	2.00	2.00	68	$ 44,321
ASST REVENUE DIRECTOR	1.00	1.00	80	$ 33,403
REVENUE DIRECTOR	1.00	1.00	91	$ 51,411
TOTAL	15.00	15.00		

REVENUE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1541-1: Bill and collect property tax revenues						
98,198	100,500	100,532	98,000	97,916	97,800	$56 Unit: $1 /billing
		Billings				
WP 1541-2: Collect other tax revenues (beer, liquor, wine tax, insurance premium tax, hotel/motel tax, sales tax)						
707	750	771	770	795	850	$21 Unit: $25 /return
		Tax Returns				
WP 1541-3: Levy and collect business license and street maintenance decal revenues						
13,080	13,000	13,291	13,425	13,750	14,200	$167 Unit: $12 /trans.
		Transactions				
WP 1541-4: Collect miscellaneous revenues						
7,110	6,150	6,173	6,200	6,200	6,350	$63 Unit: $10 /payment
		Payments				
WP 1541-5: Process payments for all General Fund and Water & Sewer Fund revenues						
503,852	551,000	561,395	557,000	558,000	558,500	$209 Unit: $.37 /trans.
		Payment Transactions				
WP 1541-6: Collect delinquent taxes and assessments						
12,252	17,000	12,449	12,600	12,600	12,700	$180 Unit: $14 /account
		Accounts Becoming Delinquent				

GOAL: TO COLLECT AND DEPOSIT ALL MUNICIPAL REVENUES IN ACCORDANCE WITH STATUTORY PROVISIONS AND WITHIN PLANNED TIME-FRAMES.

OBJECTIVE 1541-A: To achieve a 94% collection percentage of the property tax levy collected during 1991.

	1986	1987	1988	1989	1990	1991
(A-1)	91%	90%	91%	94%	94%	94%
	% 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 1990 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 1991 at 99%.

	1986	1987	1988	1989	1990	1991
(B-1)	99%	99%	99%	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 1991 at 99%.

	1986	1987	1988	1989	1990	1991
(C-1)	100%	99%	99%	99%	99%	99%

Collected or Resolved in Current Year

STRATEGY:
1. Execute delinquent licenses and taxes promptly.
2. Conduct field program to collect unpaid licenses and professional taxes, and to enforce licensing requirements on new businesses.
3. Subpoena license violators to Recorder's Court, and record professional tax executions on the Superior Court General Execution Docket.

OBJECTIVE 1541-D: To achieve a 97% percentage collection for miscellaneous revenues.

	1986	1987	1988	1989	1990	1991
(D-1)	96%	96%	97%	97%	97%	97%

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 1991, and to meet that standard 90% of the time.

	1986	1987	1988	1989	1990	1991
(E-1)	65%	88%	90%	90%	90%	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.

OBJECTIVE 1541-F: To achieve at least an 85% collection percentage for all prior years' delinquent real property taxes.

	1986	1987	1988	1989	1990	1991
(F-1)	77%	79%	85%	85%	87%	87%

Percent Collected

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 at least a 50% collection percentage for all prior years' delinquent personal property taxes.

	1986	1987	1988	1989	1990	1991
(G-1)	44%	44%	45%	50%	53%	53%

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 maintain at least a 50% overall collection percentage for all prior years' delinquent special assessments. (Accounts are executed monthly under the new computerized system.)

	1986	1987	1988	1989	1990	1991
(H-1)	45%	50%	55%	50%	51%	51%

Percent Collected

STRATEGY:
Same as 1541-F.

PURCHASING

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 187,406	$ 207,146	$ 225,500
CONTRACTUALS	$ 13,937	$ 16,615	$ 16,366
COMMODITIES	$ 9,716	$ 13,701	$ 13,731
INTERNAL SERVICES	$ 23,910	$ 25,783	$ 26,166
CAPITAL OUTLAYS	$ 8,677	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,376	$ 223	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 245,022	$ 263,468	$ 281,763

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
BUYERS ASSISTANT	1.00	0.00		$
SECRETARY	1.00	1.00	58	$ 17,151
PURCHASING CLERK	1.00	1.00	58	$ 17,151
TELECOMMUNICATIONS COORD	.00	1.00	70	$ 22,984
BUYER	2.00	2.00	73	$ 50,680
SENIOR BUYER	1.00	1.00	77	$ 27,938
PURCHASING DIRECTOR	1.00	1.00	89	$ 48,963
TOTAL	7.00	7.00		

PURCHASING

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1550-1:	**Purchase goods and services, promote equal opportunity in purchasing, and administer department activities**					
323	330	360	380	330	330	$85
Specifications Prepared						Unit: $258
35	25	31	16	15	15	/specif.
New Contracts Awarded to Minority Vendors						
317	400	269	225	150	150	
Minority Vendors Solicited						
369	250	329	364	240	240	
New Contracts Awarded to Other Contractors						
WP 1550-2:	**Review payment vouchers and agency purchase orders**					
na	na	16,000	16,000	16,000	16,000	$85
# Reviewed						Unit: $5
						/review
WP 1550-3:	**Monitor requisitions under systems contract**					
na	na	780	780	780	780	$85
# Requisitions Monitored						Unit: $109
						/requis.
WP 1550-4:	**Coordinate telecommunications systems**					
281	311	321	421	421	455	$27
ESSX Lines						Unit: $na
2	2	2	1	1	1	/hour
WATS Circuits						
171	153	189	191	199	209	
Other Department Lines						
23	24	36	36	36	46	
Data Circuits						
31	31	31	30	27	27	
Radio Circuits						
20	20	20	19	20	20	
Telemetering Circuits						
215	88	132	132	12	50	
State Contract Purchased Equipment						
2	2	3	3	3	3	
Long Distance Services						

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 at least 90% of all requests within standard in 1991.

	1986	1987	1988	1989	1990	1991
(A-1)	90%	100%	90%	90%	95%	98%
	% of Informal Requests Awarded Within 4 Weeks					
(A-2)	70%	100%	90%	90%	95%	95%
	% of Formal Requests Awarded Within 8 Weeks					
(A-3)	73%	75%	100%	100%	100%	100%
	% of Purchase Orders Issued Within 14 Days of Bid Award					

STRATEGY:

1. Take telephone quotations on purchases up to $3,000.
2. Prepare updated written procedures for staff and for City personnel and conduct two training classes annually.
3. Take advantage of 80% of all prompt payment discounts offered to the City.

OBJECTIVE 1550-B: To ensure 95% of all orders and invoices comply with the items and the conditions of the purchase contract.

	1986	1987	1988	1989	1990	1991
(B-1)	na	na	95%	95%	95%	95%
	% of Orders and Invoices Complying					

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.

	1986	1987	1988	1989	1990	1991
(C-1)	na	na	90%	90%	90%	90%
	% Delivered on Time					

STRATEGY:

1. Note delivery date on all orders.
2. Have Department note date received on receiving report.
3. Document vendor performance as part of the bid file.

OBJECTIVE 1550-D: To identify at least three additional commodity groups per year that can be purchased more economically.

	1986	1987	1988	1989	1990	1991
(D-1)	na	3	6	4	4	4
	Commodity Groups Identified					

STRATEGY:

1. Capture commodity data on single, repetitive purchases on requisitions and agency purchase orders.
2. Identify two commodities/year that can be purchased cooperatively with the City, County and School Board i.e., gasoline, paper, antifreeze and vehicles.
3. Monitor the frequency of repeat purchases through the use of the Agency Purchase Order document and establish annual contracts when justified.

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.

	1986	1987	1988	1989	1990	1991
(E-1)	100%	100%	100%	100%	100%	100%
	% of All Known Minority Vendors Solicited					
(E-2)	na	95%	95%	95%	95%	95%
	% of All Other Known Vendors Solicited					
(E-3)	24%	25%	25%	18%	30%	30%
	% of City Dollars Awarded to Minority Vendors from Products Offered by Minority Vendors					

STRATEGY:

1. Implement changes in administrative procedures to remove barriers to minority vendors' (suppliers) participation in City procurement.
   a. Continue waiving bonding and insurance requirements in instances where the City financial obligation will not be severely taxed.
   b. Send bid solicitations to all known minority suppliers.
   c. Review all requisitions and implement those buying strategies more competitive to minority vendors.
   d. Adopt the new limit of $40,000 approved by the state legislature for public works projects not requiring bid bonds and performance bonds.
   e. Adopt the state legislature's approval of letters of credit in lieu of performance bonds for public works projects.
2. Perform outreach efforts to assist minority businesses to increase their participation level in City purchases.
   a. Conduct training programs in City purchasing procedures twice per year.

b. Meet regularly with existing minority business development clearing houses (SRMPC[1], MBDC[1], SBDC[1]) to coordinate City minority purchasing activities with the efforts of those organizations.

OBJECTIVE 1550-F: To ensure that all professional buying staff is actively involved in the local Purchasing Managers Association professional development programs to strengthen their knowledge and purchasing skills in the purchasing field.

	1986	1987	1988	1989	1990	1991
(F-1)	na	100%	100%	100%	100%	100%
% staff attending at least six professional development Programs						
(F-2)	na	4	4	6	6	6
# of public purchasing seminars attended by staff						

GOAL; TO ENSURE THE AVAILABILITY OF TELEPHONE COMMUNICATIONS SERVICES TO ALL USERS 24 HOURS A DAY AT THE LOWEST COST.

OBJECTIVE 1550-G: To provide maximum telephone communications at minimal cost.

	1986	1987	1988	1989	1990	1991
(C-1)	$529	$497	$137	$101	$90	$88
			Per ESSX Line			

STRATEGY:

1. Coordinate installations, moving telephone lines, and repairs local carriers and/or vendors to receive services at lowest possible cost.
2. Maintain telephone cost records, telephone inventory, repair records, and other telecommunications records to control overall communications expenditures.
3. Process monthly telephone charges for all departments.

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1 SRMPC - Savannah Regional Minority Purchasing Council
MBDC - Minority Business Development Council
SBDC - Small Business Development Center

RECORDER'S COURT

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 574,638	$ 620,750	$ 669,176
CONTRACTUALS	$ 101,413	$ 104,833	$ 106,573
COMMODITIES	$ 7,542	$ 8,070	$ 8,650
INTERNAL SERVICES	$ 417,241	$ 469,384	$ 453,361
CAPITAL OUTLAYS	$ 0	$ 13,500	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,804	$ 1,463	$ 1,427
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,102,638	$ 1,218,000	$ 1,239,187

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
JUDGE-RECORDERS COURT	2.00	2.00		$ 123,024
CASHIER	3.00	3.00	52	$ 44,448
SENIOR CLERK	2.00	2.00	54	$ 31,114
BAILIFF	3.00	3.00	58	$ 52,311
CASE DISPOSITION CLERK	2.00	2.00	59	$ 37,553
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
ADMINISTRATIVE SECRETARY	1.00	1.00	61	$ 20,848
JUDICIAL CASE MANAGER	2.00	2.00	62	$ 37,820
DEPUTY COURT INVESTIGATOR	2.00	2.00	63	$ 43,780
JUDICIAL CASE MANAGEMENT SUPER	1.00	1.00	68	$ 21,890
RECORDERS COURT INVESTIGATOR	2.00	2.00	70	$ 50,816
ASSISTANT COURT ADMINISTRATOR	1.00	1.00	75	$ 29,421
COURT ADMINISTRATOR	1.00	1.00	84	$ 42,296
TOTAL	23.00	23.00		

RECORDER'S COURT

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1560-1: Provide warrants for the public and law enforcement agencies						
10,073	7,385	4,885	5,000	5,000	5,000	$63
		Warrants Issued				Unit: $13 /warrant
WP 1560-2: Provide court sessions for accused						
23,117	24,888	26,145	25,750	27,300	27,300	$496
		Traffic Cases Tried				Unit: $14 /case
7,216	9,346	7,996	7,500	8,000	8,000	
		Criminal Cases Tried				
WP 1560-3: Process traffic and criminal accusations						
47,670	45,252	43,575	45,000	45,000	45,000	$260
		Traffic Citations Processed				Unit: $6 /citation
na	9,346	11,000	12,000	12,000	12,000	
		Criminal Accusations Processed				
WP 1560-4: Process fine payments						
na	na	18,000	20,000	20,000	20,000	$161
		Fine Payments Processed				Unit: $8 /case
na	na	$2,250	$2,250	$2,700	$2,700	
		Fine Revenue Collected ($1,000's)				
WP 1560-5: Provide alternative sentencing placements						
na	708	805	750	750	750	$37
		Community Service Placements				Unit: $49 /case
WP 1560-6: Provide pre-sentencing investigations						
1,412	1,436	1,205	1,300	1,300	1,300	$74
		Pre-sentencing Investigations				Unit: $57 /investig.
WP 1560-7: Provide probation services						
	385	426	400	425	425	$74
		Defendants Placed on Probation				Unit: $174 /placement

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 1560-8: Administer installment payment plans and collect delinquent fines						
na	na	400	500	550	550	$74
		Installment Payment Plans				Unit: $135
na	na	250	1,000	1,000	1,000	/payment plan
		Delinquent Fines Processed				
na	na	na	150	600	650	
		Warrants Served				
na	na	$15,000	$60,000	$70,000	$70,000	
		Delinquent Fines Collected				

GOAL: TO PROVIDE A FORUM FOR THE ADJUDICATION OF ALL CASES BROUGHT BEFORE THE COURT IN AN EFFICIENT, EFFECTIVE MANNER.

OBJECTIVE 1560-A: To provide hearings for 100% of criminal cases presented to the court.

	1986	1987	1988	1989	1990	1991
(A-1)	100%	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.

OBJECTIVE 1560-B: To process 100% of traffic citations presented to the court in accordance with local ordinances and State Law.

	1986	1987	1988	1989	1990	1991
(B-1)	100%	100%	100%	100%	100%	100%
			Citations Presented			

STRATEGY:
1. Enter all traffic citations received by the Court into the computer data base and track to disposition.
2. Coordinate scheduling of police officers' court appearances based on their duty hours and agency workloads.
3. Provide the Georgia State Department of Public Safety with a report of all convictions within 7 days of disposition.

OBJECTIVE 1560-C: To maintain an average time between arrest and disposition at 5.0 days for misdemeanors and 10.0 days for felonies.

	1986	1987	1988	1989	1990	1991
(C-1)	5.0	5.0	4.8	5.0	5.0	5.0
			Average for Misdemeanors			
(C-2)	10.0	10.0	10.0	10.0	10.0	10.0
			Average for Felonies			

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 1560-D: To process felony commitments to Superior Court within 24 hours after case is bound over.

	1986	1987	1988	1989	1990	1991
(D-1)	na	1	1	1	1	1
			Average Days for Felony Commitments			

STRATEGY:
1. Prepare commitments and transmit with warrants to District Attorney on day of commitment.

OBJECTIVE 1560-E: To process misdemeanor commitments to State Court within 3 days after case is bound over.

	1986	1987	1988	1989	1990	1991
(E-1)	na	3	3	3	3	3
			Average days for Misdemeanor Commitments			

STRATEGY:
1. Prepare commitments and transmit with warrants to District Attorney within 72 hours of commitment.

Facilities Maintenance Bureau

The Facilities Maintenance Bureau includes these General Fund activities: Facilities Maintenance Director, who is responsible for the coordination and the 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 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 1991 budget for the Facilities Maintenance Bureau is $9,857,802, or less than 1% over 1990 projected expenditures. Productivity improvements and cost saving measures will result in $340,897 in savings and a reduction of 6 positions. Major allocations and changes are outlined below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 4,982,024	$ 5,134,322	$ 152,298	3.1
Contractuals	2,052,228	1,976,284	-75,944	-3.7
Commodities	951,442	930,042	-21,400	-2.2
Internal Services	1,137,481	1,143,064	5,583	0.5
Capital Outlays	95,908	52,020	-43,888	-45.8
Other Charges	592,146	622,070	29,924	5.1
Total	$ 9,811,229	$ 9,857,802	$ 46,573	0.5

PROGRAM COSTS

Personnel Services: The 1991 budget for Personnel Services totals $5,134,322. The major allocations are Salaries and Wages at $3,877,088, Group Medical Insurance at $499,714, Social Security at $290,285, Pension at $188,678, Worker's Comp at $127,775, and Overtime at $75,771. Major changes are detailed below:

Salaries & Wages — **increase** $126,585 due to a general wage increase, an anniversary increase for eligible employees, modular increases in Park and Tree, and the addition of an Administrative Assistant. The elimination of 1 Sr Mgmt Analyst, 2 Heavy Equip Opers, 2 Maint Svc Wkrs, and 1 Sr Clk Typist positions offset the increase.

Medical Insurance — **increases** $56,892 due to a higher citywide contribution for the Medical Insurance Fund.

Worker's Comp	**decreases** $23,571 reflecting the bureau's recent loss experience.
Pension	**decreases** $18,198 as recommended by the Pension Actuary.

Contractuals: Contractual Services total $1,976,284 for 1991. This represents a decrease of $75,944. Major items in this category are Electricity at $1,677,650, Other Contractual Services at $144,881, Insurance at $41,856, and Rentals at $41,261. Major changes are listed below:

Other Contract	**decrease** $116,713 due to the elimination of the tree and stump removal contracts in Park and Tree, and the elimination of the fabriform contract in Drainage Maintenance.
Insurance	**decreases** $28,657 reflecting the recent loss experience in the bureau.
Electricity	**increases** $64,000 due to the addition of lighting for the new bridge and approaches and 200 additional street lights for the City.

Commodities: Commodities total $930,042. This amount is $21,400 or 2% less than the 1990 projected expenditures. Major allocations in this account are Construction Supplies at $439,055, Operating Supplies at $231,356, Chemicals at $95,357 and Equipment Repair Parts at $93,596. Major changes are discussed below:

Small Fixed Assets	**decreases** $52,004 due to the one time purchase of replacement items in Park & Tree during 1990.
Construction Mat	**decreases** $4,543 due the reduction in the usage of #57 stone by Streets Maintenance.
Operating Supp	**increases** $14,570 due to increases in planting material for Park and Tree.

Internal Services: The 1991 budget for Internal Services is $1,143,064 or less than 1% over the 1990 projected expenditures. This allocation includes $814,190 for Garage Services, $198,814 for Central Services, and $108,416 for the Service Desk charges. The major changes are cited below:

Central Services	**increases** $23,804 reflecting increased building and electrical maintenance for the Bureau.
Garage Services	**decreases** $17,304 reflecting productivity improvements in Vehicle Maintenance.

Capital Outlays: Capital Outlays for 1991 are planned at $52,020. A listing of Capital Outlay items is provided below:

Cemeteries	
2 Riding Mowers (replacement)	$ 15,000
Traffic Engineering	
2 8-phase Signal Controllers (replacement)	14,830
2 Traffic Counters (replacement)	2,480
2 Flashing School Zone Signs (new)	2,580
2 4-phase Signal Controllers (replacement)	12,220
1 2-phase Signal Controllers (replacement)	4,910
Total	$52,020

Other Charges: Other Charges are planned at $622,070 for 1991. Contributions for Vehicle Depreciation are $454,097 of the total. The remainder represents an allocation to the Water and Sewer Funds for maintenance of three storm pump stations.

VEHICLES TO BE REPLACED

Description	Cost
Park & Tree	
1 Dump Truck	$ 17,500
2 Forestry Trucks	140,000
1 Pickup 3/4 Ton	14,000
2 Mowers	24,000
Cemeteries	
1 Flatbed Dump	25,000
Traffic Engineering	
2 Aerial Vans	60,000
1 Pickup 1 Ton	17,500
Drainage Maintenance	
1 Pickup	12,000
1 Sewer Vac	130,000
1 Excavator	175,000
Streets Maintenance	
1 Pickup Diesel	18,000
1 Tractor	30,000
Total	$663,000

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Fac Maint Director	$ 166,694	$ 170,558	$ 151,285
Park & Tree	2,169,936	2,261,354	2,148,472
Cemeteries	1,009,194	1,059,436	1,102,328
Traffic Engineering	2,674,212	2,745,547	2,852,017
Drainage Maintenance	1,662,649	1,724,897	1,747,332
Streets Maintenance	1,691,506	1,849,437	1,856,368
Total	$ 9,374,191	$ 9,811,229	$ 9,857,802

Facilities Maintenance Director: The Facilities Maintenance Director activity decreases $19,273 or 11% less than the 1990 projected expenditures. Salaries and Wages decrease $23,051 due to the retirement of a Senior Management Analyst in 1990 along with a downgrade in that position to Administrative Assistant.

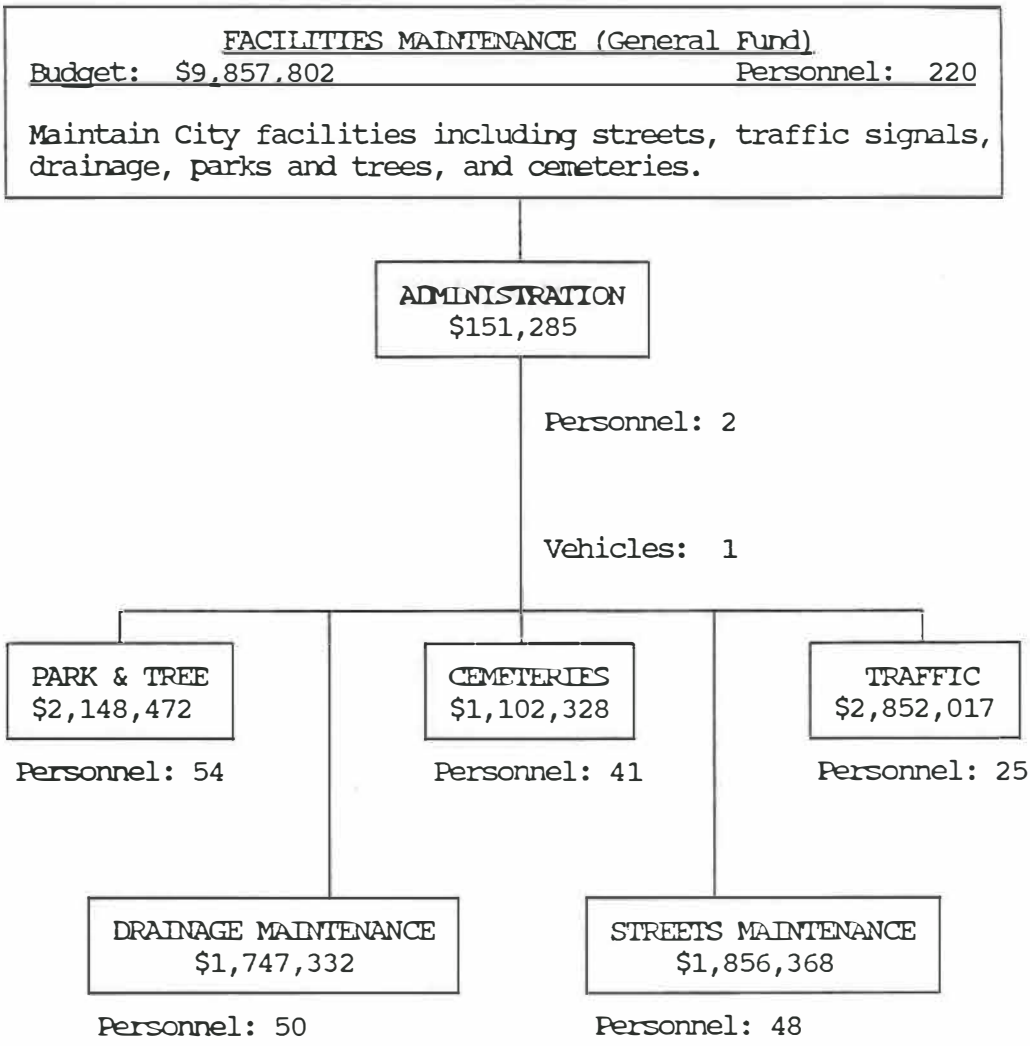
Park and Tree: The Park and Tree activity decreases $112,882 or 5% for 1991. Other Contractuals decrease $94,114 reflecting the elimination of the tree and stump removal contracts. Small Fixed Assets decrease $49,683 due to the one-time purchase of replacement items in 1990. The decreases are partially offset by the general wage, modular and anniversary wage raises.

Cemeteries: The Cemeteries activity increases $42,892 or 4% for 1991. This rise can be attributed to a $33,589 increase in Salaries and Wages and a $12,510 increase in Group Medical Insurance.

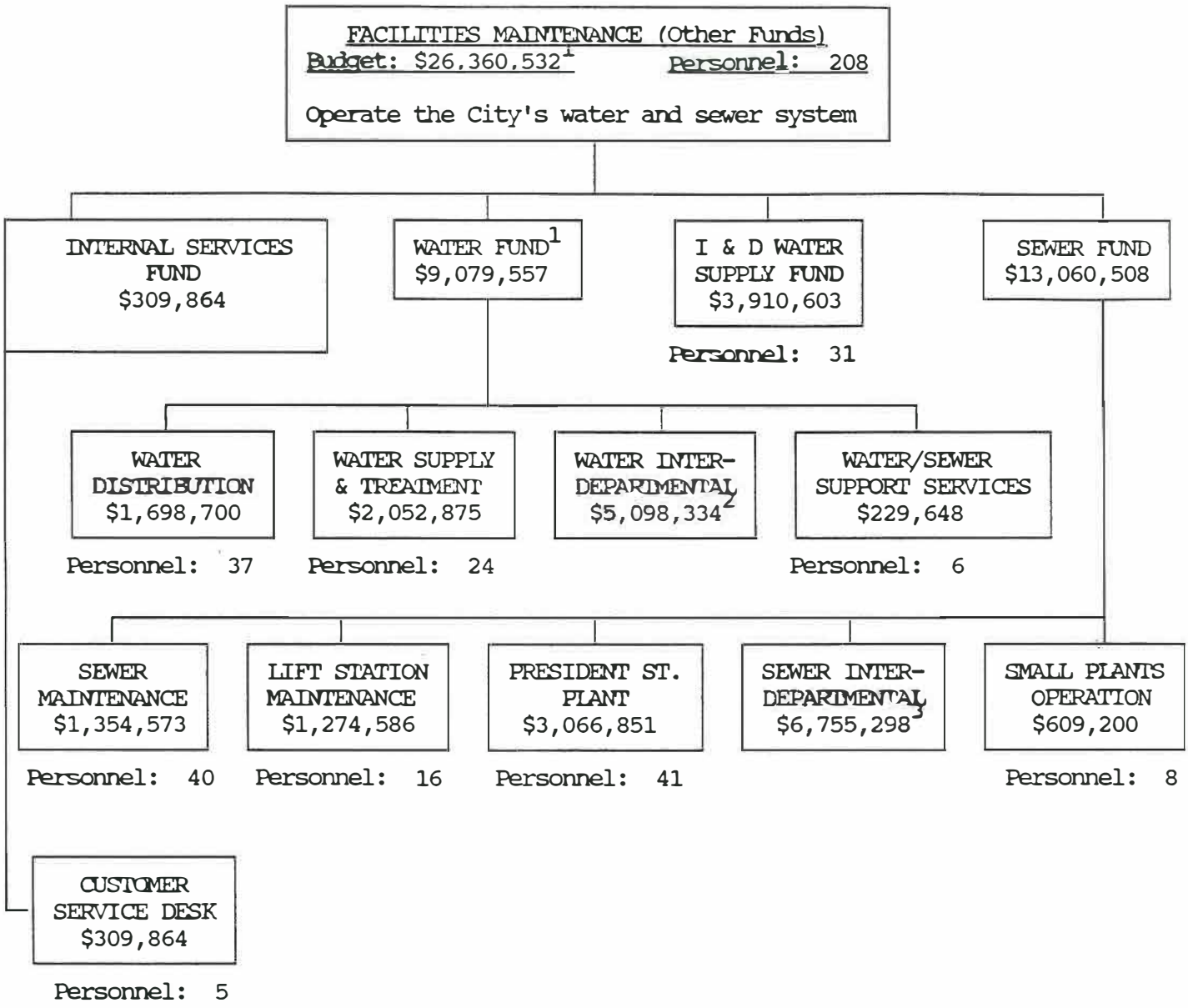
Traffic Engineering: The Traffic Engineering activity increases $106,470 or 4% for 1991. Salaries and Wages are up $33,773 due to the anniversary, general wage, and modular increases for employees. Electricity increases $64,000 due to the installation of lighting for the new bridge and approaches,and 200 additional street lights for 1991.

Drainage Maintenance: The Drainage Maintenance activity increases $22,435 or 1% for 1991. Salaries and Wages rise $32,809 due to anniversary and general wage increases. Group Medical Insurance increases $11,816 for 1991. These increases are partially offset by the elimination of 1 Heavy Equipment Operator and 1 Maintenance Service Worker position, $28,024, and the elimination of the fabriform contract, $34,729.

Streets Maintenance: The Streets Maintenance activity increases $6,931 or less than 1% for 1991. Central Services charges increase $15,654 due to building and electrical projects in 1991. Other Contractuals increase $10,220 due to sidewalk repairs scheduled for 1991. Vehicle Depreciation goes up $10,079 due to the full year's cost of 1990 replacements and the partial year's cost of 1991 replacement vehicles. Salaries and Wages only go up $4,532 due to the anniversary and general wage increases. The increases are offset by the elimination of 1 Sr Clerk Typist, 1 Heavy Equipment Operator, and 1 Maintenance Service Worker position. Construction Supplies decrease $9,904 due to a reduction in the use of #57 stone for 1991.



Total Vehicles: 178



Vehicles: 141

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1 Does not include Water and Sewer Revenue
2 Includes $2,995,949 for capital projects
3 Includes $2,511,757 for capital projects

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 131,937	$ 143,149	$ 119,119
CONTRACTUALS	$ 4,023	$ 5,392	$ 4,992
COMMODITIES	$ 2,609	$ 1,700	$ 1,550
INTERNAL SERVICES	$ 24,785	$ 19,174	$ 23,449
CAPITAL OUTLAYS	$ 590	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 2,750	$ 1,143	$ 2,175
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 166,694	$ 170,558	$ 151,285

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
ADMINISTRATIVE SECRETARY	1.00	1.00	61	$ 21,890
FACIL MAINT DIRECTOR	1.00	1.00	102	$ 67,235
TOTAL	2.00	2.00		

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

OBJECTIVE 2010-A : To ensure all regular and special objectives are met within the adopted budget.

	1986	1987	1988	1989	1990	1991
(A-1)	89%	81%	91%	85%	90%	90%

% 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 all responses to Priority I Service Requests[1] completed within standard.[2]

	1986	1987	1988	1989	1990	1991
(B-1)	93%	89%	88%	90%	90%	90%

% 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.

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.

	1986	1987	1988	1989	1990	1991
(D-1)	6.43	7.15	7.82	6.20	6.20	6.10

Days Taken Per Employee

STRATEGY:

1. Reduce unscheduled sick leave.[3]

[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.

[3] 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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 1,180,690	$ 1,290,104	$ 1,333,448
CONTRACTUALS	$ 424,009	$ 311,602	$ 212,118
COMMODITIES	$ 183,356	$ 257,225	$ 222,954
INTERNAL SERVICES	$ 223,563	$ 263,933	$ 262,634
CAPITAL OUTLAYS	$ 25,859	$ 19,718	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 132,459	$ 118,772	$ 117,318
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 2,169,936	$ 2,261,354	$ 2,148,472

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
GROUNDS MAINT WORKER	1.00	1.00	45	$ 16,738
PARKS MAINT WRKR TRN	4.00	4.00	45	$ 50,578
PARKS MAINT WRKR I	5.00	5.00	45	$ 67,195
PARKS MAINT WRKR II	5.00	5.00	47	$ 72,652
SR GROUNDS MAINT WORKER	2.00	2.00	47	$ 35,150
LIGHT EQUIPMENT OPERATOR	1.00	1.00	49	$ 16,335
MEDIUM EQUIPMENT OPERATOR	1.00	1.00	51	$ 14,816
TREE TRIMMER TRAINEE	5.00	5.00	53	$ 79,350
TREE TRIMMER I	2.00	2.00	53	$ 34,235
APPR MAINT CRAFTS WORKER	2.00	2.00	53	$ 30,364
SENIOR CLERK TYPIST	1.00	1.00	55	$ 17,151
TREE TRIMMER II	1.00	1.00	56	$ 18,910
TREE TRIMMER III	6.00	6.00	56	$ 130,812
LANDSCAPE GARDENER I	1.00	1.00	57	$ 18,009
LANDSCAPE GARDENER	1.00	1.00	59	$ 21,362
PKS MAINT CREW CHIEF	4.00	4.00	59	$ 75,342
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
GROUNDS MAINT EQUIP MECHANIC	1.00	1.00	61	$ 18,454
TREE MAINT CREW CHIEF	1.00	1.00	63	$ 23,552
PKS MAINT SUPERVISOR	4.00	4.00	68	$ 97,132
GROUNDS MAINT EQUIP SPECIALIST	1.00	1.00	69	$ 24,134
SUPERINTENDENT HORTICUL RTICUL	1.00	1.00	76	$ 26,607
SUPERINTENDENT ARBORIST	1.00	1.00	76	$ 29,335
ASST PARK & TREE DIRECTOR	1.00	1.00	79	$ 38,364
PARK & TREE DIRECTOR	1.00	1.00	93	$ 50,172
TOTAL	54.00	54.00		

PARK AND TREE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2020-1:	**Mow, trim, prune, edge, and fertilize lawns and plants; control pests and weeds; remove litter, maintain structures and manual irrigation systems**					
31	31	31	41	41	40	
		Priority I and II Parks				
43	43	43	86	86	86	$976
		Acres Maintained				Unit:$5,643 /acre
198	198	198	243	243	243	
		Priority III and IV Parks				
107	107	107	87	87	87	
		Acres Maintained				
WP 2020-2:	**Planting**					
593	933	717	656	934	934	
		Trees Planted				
916	1,000	1,649	1,244	1,445	1,445	
		Shrubs Planted				
0	5,000	14,922	6,552	6,300	6,300	
		Grass Planted (sq.ft.)				
6,274	6,000	11,802	15,982	8,000	8,000	$363
		Flowers Planted				Unit: $14
na	na	na	9,030	10,000	10,000	/planting
		Ground Covers Planted				
WP 2020-3:	**Maintain Trees**					
1,222	4,5852	4,747	6,270	5,550	5,550	$723
		Trees Trimmed (Preventative)				Unit: $108
1,087	1,000	1,328	1,032	1,137	1,137	/tree trim
		Trees Trimmed (Request)				
1,222	3,960	7,594	8,589	6,734	6,734	
		Trees Inspected				
WP 2020-4:	**Remove Trees**					
552	380	302	319	235	235	$72
		Trees Removed In-house				Unit: $306
597	761	616	693	425	0	/removal
		Trees Removed Contract				
WP 2020-5:	**Remove Stumps**					
400	241	354	62	235	235	$14
		Stumps Removed In-house				Unit: $60
900	928	789	648	425	0	/removal
		Stumps Removed Contract				

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.

	1986	1987	1988	1989	1990	1991
(A-1)	2,304	1,304[1]	386[1]	0	0	0

Tree Removal Backlog

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

	1986	1987	1988	1989	1990	1991
(B-1)	1,881	1,881	1,881	1,724	1,567	1,410

Deadwood over 4" in Diameter

(B-2)	647	621	693	400	400	400

Limb Drops

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

	1986	1987	1988	1989	1990	1991
(C-1)	$24,809	$23,817	$4,643	$3,519	$21,071	$20,228

Dollar Loss

STRATEGY (A & B & C):

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	1989	1990
(D-1)	na	na	12.6	12.5	12.4	12.3

Sweet Gum Trees

(D-2)	na	na	12.0	12.0	12.0	12.0

Live Oaks

(D-3)	na	na	13.0	12.9	12.8	12.8

Pines

(D-4)	na	na	10.4	10.4	10.4	10.4

Dogwoods

(D-5)	na	na	10.2	10.2	10.2	10.2

Crape Myrtle

[1] Denotes new additions to the removal list since 1986.

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 Priority I parks are in good condition (3.17 on a 4 point scale).

	1986	1987	1988	1989	1990	1991
(E-1)	3.46	2.92	3.17	3.50	3.33	3.33
		Priority I Parks Lawn Care Condition Rating				
(E-2)	3.18	2.84	3.50	3.70	3.00	3.00
		Priority I Parks Leaf Care Condition Rating				
(E-3)	2.71	2.38	3.00	3.50	3.33	3.33
		Priority I Parks Ground Cover Condition Rating				
(E-4)	2.77	2.70	3.50	3.60	3.50	3.50
		Priority I Parks Flower Bed Condition Rating				
(E-5)	2.77	2.70	3.32	3.62	3.00	3.00
		Priority I Parks Shrubbery Condition Rating				
(E-6)	2.77	2.70	3.32	3.20	3.20	3.20
		Priority I Parks Tree Condition Rating				
(E-7)	2.77	2.70	3.80	4.00	3.00	3.00
		Priority I Parks Litter Condition Rating				
(E-8)	2.77	2.70	3.25	3.60	3.00	3.00
		Priority I Parks Structure Condition Rating				
(E-9)	3.17	3.05	3.30	3.42	3.17	3.17
		Priority I Parks Total Condition Rating				

STRATEGY:

1. Provide a regular cycle of care for Priority I parks to include daily litter removal, weekly mowing and leaf removal, and ground cover, shrubbery, and flower bed maintenance every three weeks.
2. Provide turf cultivation to include aerification, top dressing, and pesticide application as needed.
3. Overseed turf areas in Priority I parks to provide green grass year-round.

OBJECTIVE 2020-F: To ensure that all Priority II parks are in good condition (3.11 on a 4 point scale).

	1986	1987	1988	1989	1990	1991
(F-1)	3.18	2.84	3.42	3.07	3.50	3.50
		Priority II Parks Lawn Care Condition Rating				
(F-2)	3.28	2.00	2.83	3.50	3.00	3.00
		Priority II Parks Leaf Care Condition Rating				
(F-3)	2.16	2.77	3.33	3.00	3.00	3.00
		Priority II Parks Ground Cover Condition Rating				
(F-4)	na	na	na	3.00	3.00	3.00
		Priority II Parks Flower Bed Condition Rating				
(F-5)	2.72	2.72	3.42	3.00	3.00	3.00
		Priority II Parks Shrubbery Condition Rating				
(F-6)	3.08	3.00	3.42	3.00	3.20	3.20
		Priority II Parks Tree Condition Rating				
(F-7)	3.00	3.15	4.00	4.00	3.20	3.20
		Priority II Parks Litter Condition Rating				
(F-8)	3.00	2.92	3.00	3.00	3.00	3.00
		Priority II Parks Structure Condition Rating				
(F-9)	2.89	2.84	3.36	3.12	3.11	3.11
		Priority II Parks Total Condition Rating				

STRATEGY 2020-F:

1. Provide a regular cycle of care for Priority II parks to include weekly litter removal, mowing on a 14 day cycle, annual maintenance of groundcover, flower beds, and shrubbery, and leaf removal as needed.

OBJECTIVE 2020-G: To ensure that all Priority III parks are in good condition (2.85 on a 4 point scale).

	1986	1987	1988	1989	1990	1991
(G-1)	2.71	2.38	2.98	3.13	2.33	2.33
	Priority III Parks Lawn Care Condition Rating					
(G-2)	2.86	2.29	2.00	3.13	2.30	2.30
	Priority III Parks Leaf Care Condition Rating					
(G-3)	3.00	3.00	3.00	3.00	3.00	3.00
	Priority III Parks Ground Cover Condition Rating					
(G-4)	na	na	na	3.00	3.00	3.00
	Priority III Parks Flower Bed Condition Rating					
(G-5)	2.71	2.66	2.78	2.97	2.75	2.75
	Priority III Parks Shrubbery Condition Rating					
(G-6)	2.82	2.72	2.78	3.13	3.00	3.00
	Priority III Parks Tree Condition Rating					
(G-7)	3.48	3.22	3.66	3.88	3.25	3.25
	Priority III Parks Litter Condition Rating					
(G-8)	2.83	3.33	3.00	3.00	3.33	3.33
	Priority III Parks Structure Condition Rating					
(G-9)	3.00	2.70	2.94	3.12	2.85	2.85
	Priority III Parks Total Condition Rating					

STRATEGY:

1. Provide a regular cycle of care for Priority III parks to include mowing and litter removal on a 21 day cycle, annual maintenance of shrubbery, groundcover, and flower beds, and litter removal as needed.

OBJECTIVE 2020-H: To ensure that all Priority IV parks are in good condition (2.96 on a 4 point scale).

	1986	1987	1988	1989	1990	1991
(H-1)	2.77	2.70	3.11	3.15	2.50	2.50
	Priority IV Parks Lawn Care Condition Rating					
(H-2)	3.00	3.16	3.14	3.63	3.00	3.00
	Priority IV Parks Leaf Care Condition Rating					
(H-3)	na	na	na	na	na	na
	Priority IV Parks Ground Cover Condition Rating					
(H-4)	na	na	na	na	na	na
	Priority IV Parks Flower Bed Condition Rating					
(H-5)	2.29	2.60	2.89	3.00	2.60	2.60
	Priority IV Parks Shrubbery Condition Rating					
(H-6)	3.00	3.00	2.89	3.00	3.00	3.00
	Priority IV Parks Tree Condition Rating					
(H-7)	3.62	3.71	3.86	3.75	3.70	3.70
	Priority IV Parks Litter Condition Rating					
(H-8)	na	na	na	na	na	na
	Priority IV Parks Structure Condition Rating					
(H-9)	2.93	2.89	3.24	3.16	2.96	2.96
	Priority IV Parks Total Condition Rating					

STRATEGY:

1. Provide a regular cycle of care for Priority IV parks to include mowing and litter removal on a 30 day cycle and grounds maintenance on an annual basis.

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 739,966	$ 847,275	$ 892,675
CONTRACTUALS	$ 38,681	$ 25,200	$ 26,781
COMMODITIES	$ 32,195	$ 42,423	$ 41,747
INTERNAL SERVICES	$ 82,890	$ 108,162	$ 101,324
CAPITAL OUTLAYS	$ 0	$ 12,534	$ 15,000
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 65,462	$ 23,842	$ 24,801
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,009,194	$ 1,059,436	$ 1,102,328

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
MAINTENANCE SERVICE WORKER	17.00	17.00	45	$ 222,412
INT MNT SERVICE WORKER	4.00	4.00	48	$ 55,233
SR MNT SERVICE WORKER	3.00	3.00	50	$ 55,621
MEDIUM EQUIPMENT OPERATOR	4.00	4.00	51	$ 59,630
APPR MAINT CRAFTS WORKER	1.00	1.00	53	$ 15,182
SENIOR CLERK	1.00	1.00	54	$ 15,557
SUPV MAINTENANCE SERV WORKER	4.00	4.00	56	$ 83,917
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
CEMETERY MNT CREW CHIEF	1.00	1.00	62	$ 19,376
CEMETERY SUPERVISOR I	1.00	1.00	66	$ 22,431
CEMETERY REHAB SPECIALIST	1.00	1.00	66	$ 21,890
CEMETERY SUPERVISOR II	1.00	1.00	67	$ 23,552
CEMETERY MAINT SUPT	1.00	1.00	74	$ 25,966
CEMETERY DIRECTOR	1.00	1.00	87	$ 43,341
TOTAL	41.00	41.00		

CEMETERY DEPARTMENT

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2030-1: Prepare gravesites and assist with burials						
532	525	525	463	525	525	$154
		Burials				Unit: $293 /burial
WP 2030-2: Provide attractive cemetery plots for sale						
565	150	69	49	65	80	$12
		Lot Sales				Unit: $150 /lot sale
WP 2030-3: Provide maintenance to perpetual care lots and general care areas						
10,431	10,561	10,711	10,861	11,827	11,827	
		Perpetual Care Lots Maintained				
8,080	8,000	7,975	7,825	7,996	7,996	$887
		Non-perpetual Care Lots Maintained				Unit: $45 /lot maint.
722	1,000	1,017	463	600	600	$49
		Lots Repaired				Unit: $82 /lot rehab

GOAL: TO ENSURE 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 all burial site preparations and maintenance functions are carried out in a manner producing no more than 10 complaints.

	1986	1987	1988	1989	1990	1991
(A-1)	3	5	2	3	3	3
	Complaints - Burial Site Preparations					
(A-2)	10	8	9	5	7	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. Provide sufficient serviceable equipment to perform required maintenance functions.

OBJECTIVE 2030-B: To ensure the aesthetic rating[1] established below is achieved in all parts of each City cemetery.

	1986	1987	1988	1989	1990	1991
(B-1)	3.5	3.5	3	3	3	3
			Bonaventure Minimum Rating			
(B-2)	3.5	3.5	3	3	3	3
			Greenwich Minimum Rating			
(B-3)	3.5	3.5	3	3	3	3
			Laurel Grove North Minimum Rating			
(B-4)	3.5	3.5	3	3	3	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.

OBJECTIVE 2030-C: To identify and improve 600 substandard burial lots by December 31, 1991.

	1986	1987	1988	1989	1990	1991
(C-1)	1,000	550	600	463	600	600
			Substandard Lots Serviced			
(C-2)	2,350	1,800	1,200	137	0	0
			Backlog of Unserviced Lots			

STRATEGY:

1. Educate crew chief on identifying and reporting substandard lots.
2. Conduct inspections of burial lots to identify and record substandard lots.
3. Maintain lot rehabilitation program and review monthly.

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

TRAFFIC ENGINEERING

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 668,830	$ 709,762	$ 749,092
CONTRACTUALS	$ 1,635,513	$ 1,639,816	$ 1,695,279
COMMODITIES	$ 170,966	$ 176,816	$ 184,178
INTERNAL SERVICES	$ 120,744	$ 137,632	$ 138,005
CAPITAL OUTLAYS	$ 29,207	$ 40,805	$ 37,020
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 48,952	$ 40,716	$ 48,443
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 2,674,212	$ 2,745,547	$ 2,852,017

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
TRAFFIC MAINTENANCE WORKER	2.00	2.00	45	$ 25,914
SR TRAFFIC MAINT WORKER	4.00	4.00	48	$ 59,548
CLERK TYPIST	1.00	1.00	50	$ 14,110
SENIOR ENGINEERING AIDE	1.00	1.00	59	$ 19,376
TRAFFIC MAINTENANCE SPECIALIST	1.00	1.00	59	$ 19,855
TRAFFIC SIGNAL TECHNICIAN	3.00	3.00	61	$ 64,086
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
TRAFFIC PLANNER	1.00	1.00	67	$ 21,627
TRAFFIC CONTROL SYSTEM TECH	6.00	6.00	67	$ 169,106
TRAFFIC MAINT SUPERVISOR	1.00	1.00	71	$ 27,264
TRAFFIC SIGNAL SUPERINTENDENT	1.00	1.00	77	$ 33,140
TRAFFIC ENGINEERING COORD	1.00	1.00	79	$ 29,213
ASST TRAFFIC ENGINEER	1.00	1.00	81	$ 39,311
TRAFFIC ENGINEERING DIRECTOR	1.00	1.00	94	$ 55,315
TOTAL	25.00	25.00		

TRAFFIC ENGINEERING

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2031-1: Paint center, edge and lane lines, crosswalks, stop bars, curbing, parking stalls and miscellaneous markings						
835,250	1,251,025	996,425	1,059,460	1,100,000	1,100,000	$215 Unit: $.20 /lin.ft.
Linear Feet - Lines Painted						
242	142	206	229	240	240	
Intersections Painted						
10,675	7,499	8,260	9,368	10,000	10,000	
Linear Feet - Curbing Painted						
1,272	1,122	1,659	1,202	1,000	1,000	
Parking Stalls Painted						
79	67	59[1]	44	40	40	
Intersections Marked						
WP 2031-2: Design and authorize street light installation						
400	400	410	374	226	200	$1,389 Unit: $6,945 /install.
Lights Installed						
WP 2031-3: Operate and maintain street and highway lights						
980	1,000	1,000	1,025	1,025	1,025	$398 Unit: $32 /light
City-owned Lights Operated						
1,301	1,527	1,203	1,065	1,200	1,200	
Repairs Performed						
9,000	9,400	9,810	10,407	10,633	10,633	
SEPCO Lights						
393	393	393	393	393	603	
Highway Lights Operated						
537	210	122	59	60	70	
Repairs Performed						
WP 2031-4: Maintain, install and operate traffic signal systems						
98	129	134	88	100	100	
Locations Revised						
210	210	238	240	243	245	$400 Unit: $1,633 /signal
Signals Operated						
4,468	3,910	3,522	3,119	3,500	3,500	
Repairs Performed						
25	30	25	12	15	15	
Installations/Modifications Performed						

[1] 5,500 sq. ft. of plastic material applied at 100 locations

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2031-5: Analyze Traffic systems and corridors and respond to complaints						
27	27	27	27	27	27	$210
		Corridors Studied				Unit: $129
3	3	3	3	3	3	/study or count
		In Depth Locations Studied				
4,300	4,821	4,628	5,723	5,000	5,800	
		Complaints Investigated				
524	514	581	507	550	600	
		Counts Conducted				
851	926	941	927	950	1,000	
		Signal Locations Studied				
WP 2031-6: Operate and maintain pumps and fountains						
30	30	30	30	30	30	
		Pumps Operated				
52	67	33	33	40	40	$12
		Repairs Performed				Unit: $300 /repair
WP 2031-7: Maintain traffic signs and barricades						
5,403	5,727	5,132	5,293	5,600	5,600	$228
		Repairs Performed				Unit: $41
910	650	607	733	750	750	/repair
		Barricades Moved				

GOAL: TO PROMOTE VEHICLE AND PEDESTRIAN SATETY, DETER CRIME, AND REDUCE VANDALISM BY PROVIDING CONSISTENT STREET LIGHTING CITYWIDE. THIS OBJECTIVE ASSUMES FUNDING OF ADDITIONAL STREET LIGHTS.

OBJECTIVE 2031-A: To ensure 115 miles of streets within the target area[1] meet the minimum street lighting standard of .25 foot candles.

	1986	1987	1988	1989	1990	1991
(A-1)	57%	81%	99%	95%	99%	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 90 lights in the target area to bring selected blocks up to standard.

[1] The Target Area is the area bounded on the north by Bay Street, on the west by Martin Luther King Boulevard, on the south by Columbus, on the east by Waters Avenue.

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 traffic exceeds the standard of 15 MPH average overall speed in Priority I and II corridors during peak hours.[1]

Priority I and II Corridors

	1986	1987	1988	1989	1990	1991
(B-1)	na	80%	91%	91%	91%	100%

% of Time Traffic Meets Standard

(B-2)

	Length	Average Peak Hour Overall Travel Speed 1988	1989	1990	1991
Priority I Corridors:					
Abercorn Street - Columbus to Montgomery X Roads	3.40	24	26	27	27
Victory Dr. - MLK Jr Blvd to Skidaway	2.70	22	21	22	22
Bay St.-Fahm to East Broad	0.70	21	21	22	22
Priority II Corridors					
Drayton St.-Victory to Broughton	1.98	30	28	29	30
Whitaker St.-Broughton to Victory	1.98	27	26	27	27
Skidaway Rd.-Henry to LaRoche	2.20	19	18	19	19
White Bluff Rd.-61st to Abercorn	2.55	22	23	24	24
Montgomery X Rds. - Abercorn to Waters	1.40	12	13	14	15
Waters-Victory to Montgomery X Rds	4.10	19	17	18	19
Henry St.-MLK Jr Blvd to Waters	1.40	21	22	22	23
DeRenne Ave.-Montgomery to Waters	1.30	20	21	21	22
Anderson-MLK Jr Blvd to Waters	1.40	22	18	19	20

(B-3)

Priority I Corridors:	Level of Service	Traffic Volume ADT 1988	1989	1990
Abercorn Street - Columbus to Montgomery X Roads	B	48,300	43,000	49,000
Victory Dr. - MLK Jr Blvd to Skidaway	B	27,500	24,600	28,000
Bay St.-Fahm to East Broad	B	24,600	24,800	25,000
Drayton St.-Victory to Broughton	B	10,000	11,000	12,000
Whitaker St.-Broughton to Victory	B	9,200	8,600	8,900
Skidaway Rd.-Henry to LaRoche	C	19,000	21,200	22,000
White Bluff Rd.-61st to Abercorn	B	28,300	29,000	29,500
Montgomery X Rds. - Abercorn to Waters	D	22,500	24,300	25,000

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

(B-3) cont'd.

Priority II Corridors:	Level of Service	Traffic Volume ADT 1988	1989	1990
Waters-Victory to Montg. Xrds.	C	18,100	17,300	17,750
Henry St.-MLK Jr Blvd to Waters	B	8,500	8,500	8,500
DeRenne Ave.-Montg. to Waters	B	29,000	31,400	30,000
Anderson-MLK Jr Blvd to Waters	B	7,100	7,100	7,100

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

STRATEGY 2031-B:

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, and 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 and determine corrective actions to be taken.

OBJECTIVE 2031-C: To ensure that during business hours[1] traffic exceeds the standard of 15 MPH average overall speed in Priority III corridors.

	1986	1987	1988	1989	1990	1991
(C-1)	na	90%	89%	89%	89%	100%

% of Time Traffic Meets Standard

(C-2)

	Length	Average Peak Hour Overall Travel Speed 1988	1989	1990	1991
Priority III Corridors:					
Oglethorpe-Price to MLK Jr Blvd	0.70	14	14	14	15
Liberty-East Broad to MLK Jr Blvd	0.80	17	17	17	18
Montgomery-Victory to Broughton	2.00	20	20	21	21
MLK Jr Blvd-Bay to Victory	2.20	21	23	23	24
East Broad-37th to Liberty	1.40	26	28	28	29
Habersham-Victory to Stephenson	2.80	27	26	26	27

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

(C-2)cont'd.

	Length	Average Peak Hour Overall Travel Speed 1988	1989	1990	1991
Priority III Corridors:					
Hodgson - Eisenhower to Montgomery X Roads	1.00	24	22	22	23
Eisenhower-Abercorn to Waters	0.90	17	21	21	22
37th St.-MLK Jr Blvd to East Broad	0.80	17	16	16	17

(C-3)

Priority III Corridors:	Level of Service	Traffic Volume ADT 1989	1990
Oglethorpe-Price to MLK Jr Blvd	D	10,300	11,100
Liberty-East Broad to MLK Jr Blvd	C	11,000	11,300
Montgomery-Victory to Broughton	B	9,200	9,500
MLK Jr Blvd-Bay to Victory	B	16,000	16,000
East Broad-37th to Liberty	B	4,600	5,000
Habersham-Victory to Stephenson	B	10,500	11,400
Hodgson - Eisenhower to Montgomery X Roads	B	17,000	14,000
Eisenhower-Abercorn to Waters	B	23,000	21,000
37th St.-MLK Jr Blvd to East Brd	C	9,600	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, and take necessary corrective action where possible.
3. Develop CIP's to address problems not involving routine maintenance.
4. Note significant changes (either positive or negative) along each corridor.
5. 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

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 exceeding the citywide accident rate of 10.2 accidents per one million vehicle miles.

	1986	1987	1988	1989	1990	1991
(D-1)	9.8	9.6	11.7	9.4	11.2	10.1
		Abercorn/Victory to Montgomery Crossroads				
(D-2)	12.9	13.9	15.9	13.2	15.3	13.9
		Victory/Abercorn to Skidaway				
(D-3)	19.1	16.6	16.6	18.8	19.0	17.7
		Bay/MLK Jr Blvd to East Broad				
(D-4)	14.6	11.5	16.8	11.4	16.1	13.5
		White Bluff/DeRenne to Windsor				

	1986	1987	1988	1989	1990	1991
(D-5)	11.7	8.4	11.4	12.5	12.8	11.0
		Waters/Victory to Montgomery Crossroads				
(D-6)	8.7	14.2	14.2	19.6	18.6	14.1
		Eisenhower/White Bluff to Waters				
(D-7)	19.8	21.4	21.4	25.4	24.4	22.0
		Mall/Abercorn to Waters				
(D-8)	20.9	15.7	18.9	15.4	20.4	17.7
		Skidaway/Five Points to LaRoche				
(D-9)	28.7	22.4	22.4	22.9	27.2	24.1
		Drayton/Victory to Bay				
(D-10)	31.8	26.0	26.0	29.4	31.1	28.3
		Whitaker/Bay to Victory Accidents Per 1 Million Vehicle Miles				

STRATEGY 2031-D:

1. Investigate the target location accidents to:
   a. determine accident rate per one million vehicles for 1990;
   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.

OBJECTIVE 2031-E: To eliminate the number of intersections where the pavement markings arrows, stop bars and word messages are faded and barely visible and to reduce the number of intersections where pavement are visible but partially faded by ten percent.

	1986	**1987**	**1988**	**1989**	**1990**	**1991**
(E-1)	na	na	na	na	135	285
	# locations where markings are clear and highly visible					
(E-2)	na	na	na	na	470	425
	# locations where markings are visible but partially faded					
(E-3)	na	na	na	na	95	0
	# locations where markings are dull, faded or barely visible					

STRATEGY 2031-E:

1. During the first quarter of the year a field survey shall be conducted to determine actual conditions of all markings city wide.
2. Markings in the category of dull, faded and barely visible will be painted or market in plastic as a number one priority.
3. Markings in the visible but partially faded category will be prioritized based on the following criteria:
   - Traffic volume
   - Traffic signal locations
   - School zones

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 878,083	$ 980,804	$ 1,025,707
CONTRACTUALS	$ 39,947	$ 41,312	$ 7,092
COMMODITIES	$ 94,921	$ 115,532	$ 123,995
INTERNAL SERVICES	$ 325,138	$ 287,350	$ 288,542
CAPITAL OUTLAYS	$ 6,339	$ 9,484	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 318,221	$ 290,415	$ 301,996
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,662,649	$ 1,724,897	$ 1,747,332

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
MAINTENANCE SERVICE WORKER	12.00	11.00	45	$ 138,008
INT MNT SERVICE WORKER	8.00	8.00	48	$ 107,844
SR MNT SERVICE WORKER	5.00	5.00	50	$ 72,742
MEDIUM EQUIPMENT OPERATOR	9.00	9.00	51	$ 135,841
SUPV MAINTENANCE SERV WORKER	5.00	5.00	56	$ 91,827
HEAVY EQUIPMENT OPERATOR	1.00	1.00	59	$ 17,575
HEAVY CONSTRUCTION EQUIP OPER	5.00	4.00	61	$ 77,132
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
FIELD MAINTENANCE SUPERVISOR	3.00	3.00	67	$ 66,804
ENGINEERING TECHNICIAN	1.00	1.00	73	$ 25,340
DRAINAGE MAINTENANCE SUPT	1.00	1.00	75	$ 25,966
ASST FACILITIES MAINT DIR	1.00	1.00	95	$ 55,315
TOTAL	52.00	50.00		

DRAINAGE MAINTENANCE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2033-1: Maintain closed storm drainage system						
40	40	42	40	40	40	$297
Miles cleaned annually on a scheduled basis						Unit: $198
3,000	3,000	2,781	2,366	1,500	1,500	/cleaning
Inlets cleaned annually						
500	400	211	318	300	300	$140
Service Responses						Unit: $187
300	300	377	361	450	450	/repair
Repairs Performed						
WP 2033-2: Maintain open storm drainage system						
90	70	61	58	70	70	$961
Miles Cleaned Automated						Unit: $3,495
60	49	50	49	49	49	/mile
Miles Cleaned Manually						
200	125	138	126	125	125	$192
Service Responses						Unit: $1,038
40	30	25	63	62	60	/response [1]
Repairs Performed						
40	50	50	50	50	50	
Miles Mowed Twice Annually						
1,422	106	106	106	106	106	
Miles Sprayed Twice Annually						
WP 2033-3: Maintain Kayton Box, Fell Street and Gwinnett Street Storm Stations						
3	3	3	3	3	3	$157
Pump Stations						Unit:$52,333
						/station

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

	Planning Unit	Miles	Planning Units Above CWA[2]				
			1987	1988	1989	1990	1991
(A-1)	1	2.1	1.43	--	1.43	.50	--
(A-2)	2	2.5	2.80	2.40	1.60	2.40	2.00
(A-3)	4	3.9	2.05	1.92	--	1.36	1.00
(A-4)	5	.9	5.55	1.67	6.67	1.09	1.00
(A-5)	6	1.0	--	1.50	--	--	--
			Ditch Cleaning Request Per Mile				

[1] This equals service response and repairs.
[2] CWA = Citywide average

	Planning Unit	Miles	Planning Units Above Citywide Average 1987	1988	1989	1990	1991
(A-6)	7	7.5	1.47	1.40	2.80	2.40	2.00
(A-7)	8	3.6	1.94	.28	--	--	--
(A-8)	9	8.5	3.29	1.76	--	--	--
(A-9)	10	1.9	1.58	--	2.63	1.53	--
(A-10)	11	2.6	2.31	.78	2.69	1.77	--
(A-11)	13	.6	1.69	2.51	6.67	3.33	2.00
(A-12)	16	1.1	1.82	2.73	--	--	--
(A-13)	17	.8	--	2.50	--	1.25	--
(A-14)	18	.6	3.33	3.33	1.67	.79	--
(A-15)	25	3.8	2.37	1.58	2.89	.50	--
(A-16)	27	13.9	1.87	--	2.66	1.55	1.00
(A-17)	28		na	na	na	.33	--
(A-18)	15					1.67	1.00
			Ditch Cleaning Request Per Mile				
			1.16	0.98	1.86	1.08	1.00
			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	1986	Planning Units Above Citywide Average 1987	1988	1989	1990	1991
(B-1)	5	na	na	17	--	6	5
(B-2)	7	na	na	20	14	10	5
(B-3)	11	na	na	na	--	--	--
(B-4)	12	na	na	23	--	--	--
(B-5)	13	na	na	29	53	22	10
(B-6)	17	na	na	29	--	--	--
(B-7)	18	na	na	17	20	12	9
(B-8)	19	na	na	29	33	23	10
(B-9)	20	na	na	11	32	13	10
(B-10)	21	na	na	12	18	12	5
(B-11)	24	na	na	29	--	6	--
(B-12)	25	na	na	na	na	--	--
(B-13)	27	na	na	15	--	--	--
			Street Flooding Service Requests				
		na	na	7.29	11.7	5.52	5.00
			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.

OBJECTIVE 2033-C: To maintain 80% of the Open Drainage System at a Condition Level 1 in the growing season, and in the non-growing season 90% at a Condition Level 1.

	1986	1987	1988	1989	1990	1991
(C-1)	74%	72%	39%	25%	77%	80%
	% of Open System in Condition Level 1 During Growing Season					
(C-2)	90	65	42	30	91	94%
	Miles of Open System in Condition Level 1 During Growing Season					
(C-3)	89%	85%	32%	7%	89%	90
	Percent of Open System in Condition Level 1 During Non-Growing Season					
(C-4)	108	77	34	8	106	107
	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.

OBJECTIVE 2033-D: To respond to 100% of Priority I[1] service requests within the standard.

	Priority Type	% Standard	Time Standard (Days)	1988	1989	1990	1991
(D-1)	I	95%	7	100%	100%	100%	100%
		Responses Within Standard					
(D-2)				727	319	150	180
		Responses Within Standard					
(D-3)	II	98%	14-90	98%	98%	99%	100%
		Responses Within Standard					
(D-4)				502	408	550	700
		Responses Within Standard					
(D-5)	III	97%	180	100%	100%	100%	100%
		Responses Within Standard					
(D-6)				56	99	68	80
		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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[1]

Priority		Standard Response
I	Clogged Catch Basin Missing Manhole Cover	7 Days
II	Trash in Ditch Weed Growth Eroded Bank Manhole - Grate Height Adjustment Broken Catch Basin Cave-in	14 - 90 Days
III	Pipe Installation Drainage Construction	180 Days

STREETS MAINTENANCE

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 919,729	$ 1,010,930	$ 1,014,281
CONTRACTUALS	$ 19,988	$ 28,906	$ 30,022
COMMODITIES	$ 331,263	$ 357,746	$ 355,618
INTERNAL SERVICES	$ 265,199	$ 321,230	$ 329,110
CAPITAL OUTLAYS	$ 17,043	$ 13,367	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 138,284	$ 117,258	$ 127,337
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,691,506	$ 1,849,437	$ 1,856,368

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
MAINTENANCE SERVICE WORKER	8.00	7.00	45	$ 105,720
INT MNT SERVICE WORKER	1.00	1.00	48	$ 13,439
SR MNT SERVICE WORKER	13.00	13.00	50	$ 193,325
MEDIUM EQUIPMENT OPERATOR	12.00	12.00	51	$ 194,112
SENIOR CLERK TYPIST	1.00	.00		$
SUPV MAINTENANCE SERV WORKER	2.00	2.00	56	$ 34,789
CONST SITE SAFETY MONITOR	2.00	2.00	57	$ 35,150
HEAVY EQUIPMENT OPERATOR	5.00	4.00	59	$ 73,816
STS MAINT CREW CHIEF	1.00	1.00	62	$ 18,910
FIELD MAINTENANCE SUPERVISOR	4.00	4.00	67	$ 93,411
CONSTRUCTION INSPECTOR	1.00	1.00	68	$ 22,984
STREET MAINT SUPERINTENDENT	1.00	1.00	75	$ 29,335
TOTAL	51.00	48.00		

STREETS MAINTENANCE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2035-1: Service utility cuts						
1,634	1,500	1,666	1,564	1,700	1,700	$594
		Sites Prepared				Unit: $189
1,651	1,500	1,213	1,298	1,450	1,450	/site
		Sites Patched				
WP 2035-2: Maintain paved streets						
833	750	892	730	1,100	1,100	$93
		Defects Repaired				Unit: $85
						/repair
22	22	38	31	55	55	$111
	Miles of Road Shoulders Repaired					Unit: $2,018
						/mile repair
90	500	500	200	100	100	$37
	Miles of Street Inspected					Unit: $123
						/mile inspec
na	na	na	na	100	100	
	Miles of Sidewalk Inspected					
na	na	na	na	100	100	
	Miles of Curbing Inspected					
WP 2035-3: Maintain sidewalks						
123	100	107	128	120	120	$74
		Sites Repaired				Unit: $617
						/site
WP 2035-4: Mow city rights-of-way 6 times (April-September)						
75	66	66	73	92	92	$260
		Miles Mowed Manually				Unit: $2,826
						/mile
348	348	348	348	348	348	$241
	Miles Mowed by Automated Means					Unit: $693
						/mile
WP 2035-5: Maintain unpaved streets						
51	46	40	30	34	30	$316
		Miles Graded Monthly				Unit: $878
						/mile/year
WP 2035-6: Maintain lanes						
79	65	86	61.8	66	66	$65
		Miles Graded Annually				Unit: $985
						/mile
83	83	83	83	83	83	$65
	Miles Moved 6 times (April-September)					Unit: $783
						/mile

GOAL: TO ENSURE 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 Unit	No Miles Paved Streets	1986	1987	1988	1989	1990	1991
		Planning Units Above Citywide Average						
(A-1)	28	3	na	na	3.5	3.0	2.0	1.5
(A-2)	24	21	na	na	3.0	2.7	2.0	1.5
(A-3)	22	3	na	na	2.7	2.7	--	--
(A-4)	20	17	na	na	2.5	2.9	3.0	1.5
(A-5)	13	41	na	na	2.5	2.8	--	--
					Paved Condition Rating			
					2.5	2.7	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.
3. Place streets in need resurrfacing on the 1991 L.A.R.P. List.

OBJECTIVE 2035-B: To ensure the number of pavement defects per mile does not exceed the citywide average in any Planning Unit.

	Planning Unit	No Miles Paved Streets	1986	1987	1988	1989	1990	1991
		Planning Units Above Citywide Average						
(B-1)	5		na	na	na	na	1.53	1.00
(B-2)	7	21	na	na	1.6	na	.98	--
(B-3)	9	17	na	na	1.6	1.36	1.30	1.00
(B-4)	10		na	na	na	na	1.28	1.00
(B-5)	11	16	na	na	1.4	1.06	1.13	1.00
(B-6)	12	25	na	na	1.5	--	1.55	1.00
(B-7)	13	41	na	na	2.2	1.99	1.72	1.50
(B-8)	15	14	na	na	1.7	1.18	2.53	2.00
(B-9)	16		na	na	na	na	.92	--
(B-10)	17		na	na	na	na	1.43	1.00
(B-11)	20	17	na	na	2.2	--	--	--
(B-12)	21	28	na	na	1.9	1.55	1.38	1.00
(B-13)	22	3	na	na	2.6	1.23	.98	--
(B-14)	24	21	na	na	3.0	1.84	--	
(B-15)	25	17	na	na	2.4	1.57	2.07	1.00
(B-16)	26	32	na	na	1.3	--	1.11	1.00
(B-17)	27	33	na	na	1.6	--	.86	--
(B-18)	28	3	na	na	7.8	--	1.23	1.00
					Defects Per Mile			
			na	na	1.3	1.0	1.05	1.00
					Citywide Average			

STRATEGY 2035-B:

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 the unpaved condition rating in all Planning Units does not exceed the citywide average.

			Planning Units Above Citywide Average					
	Planning Unit	No. Miles Unpaved Streets	1986	1987	1988	1989	1990	1991
(C-1)	23	4.06	na	2.7	2.0	2.0	2.0	--
(C-2)	9	.55	na	2.6	2.0	2.0	2.0	--
(C-3)	10	.35	na	2.4	2.0	2.0	2.0	--
(C-4)	24	.67	na	2.4	2.0	2.0	2.0	--
			Unpaved Condition Rating					
			na	2.0	2.0	2.0	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.

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

	1986	1987	1988	1989	1990	1991
(D-1)	98%	98%	100%	100%	99%	100%
	% Responses within Standard (Priority I[1])					
(D-2)	440	440	132	144	150	150
	No. Responses within Standard (Priority I)					
(D-3)	75%	85%	81%	62%	66%	80%
	% Responses within Standard (Priority II)					
(D-4)	3,900	2,550	2,953	2,123	2,200	2,200
	No. Responses within Standard (Priority II)					
(D-5)	95%	95%	96%	82%	100%	100%
	% Responses within Standard (Priority III)					
(D-6)	600	564	518	336	250	95%
	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 See next page.

1 Priority I

Standard # of Days: 7

Oil Spill
Washout
Barricade Request

2 Priority II

Standard # of Days: 7-14

Pavement Defect - Pothole
Pavement Defect - Low Patch
Utility Cut Preparation
Utility Cut Surface Restoration

3 Priority III

Standard # of Days: 14-50

Street Defect - Tree Root Damage
Curb Defect
Right-of-Way Mowing
Overgrown Lane
Unpaved Street Grading
Sidewalk Repair
Alligator Cracking
Shoulder Repair

Public Development Bureau

Activities in the Public Development Bureau were reorganized for 1991. Downtown Services Coordination was merged into the Bureau Chief's Office. Likewise, Housing Code Enforcement was merged into Neighborhood Services. The result of this reorganization is the Bureau now consists of three activities: Bureau Chief, Neighborhood Services and Inspections.

The primary responsibilities of the Bureau are enforcement of the building codes, housing codes, and zoning ordinance, monitoring City facilities in the downtown area, and promotion of a clean, healthful environment free of dilapidated structures, overgrown lots and rat infestion.

The 1991 budget for the Public Development Bureau is $1,943,826. Planned expenditures are presented below.

EXPENDITURES BY TYPE

Expenditures Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$1,422,212	$1,570,501	$148,289	10.4
Contractuals	253,948	185,396	-68,552	-27.0
Commodities	53,482	54,887	1,405	2.6
Internal Services	84,803	94,439	9,636	11.4
Capital Outlays	27,313	0	-27,313	-100.0
Other Charges	41,153	38,603	-2,550	-6.2
Total	$1,882,911	$1,943,826	$ 60,915	3.2

PROGRAM COSTS

The 1991 budget for the Public Development Bureau totals $1,943,826. This amount is $60,915 or 3% greater than 1990 projected expenses. The following sections provide detail on program costs and explain the major changes between the expenditures projected for 1990 and 1991 allocations.

Personnel Services: Expenditures in this series increase $148,289 over 1990 projected expenditures. Major accounts are Salaries and Wages, $1,291,823; Group Medical Insurance, $96,898; Social Security, $96,760; Pension, $48,974; Worker's Compensation, $17,121; and Overtime, $7,287. The major change is listed below.

Salaries and Wages **increase** $133,464 due to a general wage increase, an anniversary increase for eligible employees and a high vacancy rate in 1990. Among the positions vacant were the Downtown Services Coordinator, Assistant Inspections Director, Nuisance Properties Manager, and Project Coordinator. The total reflects a productivity enhancement of $11,759 for the reassignment of a Management Analyst to an Administrative Assistant.

Contractuals: Contractuals are planned at $185,396 for 1991. Major accounts are Other Contractual Services, $61,367; Rentals, $20,101; Professional Services Fees, $14,700; Outside Printing, $13,820; and Travel/Training, $10,728. The major change is listed below.

Other Contractual Services	**decrease** $60,718 due to an increase the level of building demolitions in 1990.

Commodities: Commodities are planned at $54,887. Major accounts in this area are Postage, $19,202; Office Supplies, $15,778; and Operating Supplies and Material, $13,626.

Internal Services: Expenditures for services provided by the Internal Services activities are $94,439 in 1991. These allocations include Central Services, $48,055; Garage Services, $34,847; and Data Processing, $11,314.

Capital Outlays: No Capital Outlays are budgeted for 1991.

Other Charges: Other Charges are planned at $38,603 entirely for Vehicle Depreciation.

ACTIVITY SUMMARY

Activity	1989 $ Actual	1990 Projected	1991 Budget
Bureau Chief	0	$ 178,202	$ 222,957
Inspections	920,297	937,829	1,002,219
Housing Code Enf.	258,197	0	0
Neighborhood Svcs.	0	766,880	718,650
	$1,178,494	$1,882,911	$1,943,826

Bureau Chief: The budget for the Bureau Chief's office increases $44,755 primarily because of an increase of $38,918 in Personnel Services, reflecting the long term vacancy of the Downtown Services Coordinator position in 1990.

Inspections: The Inspections activity increases $64,390 primarily because of an increase of $67,268 in Personnel Services due to position vacancies in 1990. These increases were partially offset by a decrease of $6,988 in Capital Outlays.

Neighborhood Services: The $48,230 decrease in the 1991 budget is due to decreases of $58,720 in Other Contractual Services, primarily for demolition and securing of buildings, $18,300 in Capital Outlays, and $12,300 in Building Repairs for the renovation of the Bull Street office completed in 1990. These decreases were partially offset by a $42,103 increase in Personnel Services.

PUBLIC DEVELOPMENT BUREAU

Budget: $1,943,826[1]

Personnel: 50[1]

The responsibilities of the Public Development Bureau are:

a) Enforce the building codes, housing code and zoning ordinance.
b) Monitor a comprehensive maintenance program for City facilities in the downtown area.
c) Develop and promote a plan for public use of Battlefield Park.
d) Promote a safe, clean, healthful environment free of dilapidated structures, and rat infestation.

Bureau Chief

Budget: $222,957

Personnel: 4

Provide direction, coordination, and supervision of development activities for the City of Savannah.

NEIGHBORHOOD SERVICES
$718,650

Personnel: 19

INSPECTIONS
$1,002,219

Personnel: 27

INTERNAL SERVICES FUND

ENGINEERING
$1,053,014

Personnel: 27

Total Vehicles: 34[1]

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[1] General Fund portion only

BUREAU CHIEF

PURPOSE: COORDINATE ALL ACTIVITIES WITHIN THE PUBLIC DEVELOPMENT BUREAU INCLUDING DOWNTOWN SERVICES COORDINATION, NEIGHBORHOOD SERVICES, AND INSPECTIONS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 0	$ 138,414	$ 177,332
CONTRACTUALS	$ 0	$ 19,452	$ 17,462
COMMODITIES	$ 0	$ 4,474	$ 6,244
INTERNAL SERVICES	$ 0	$ 12,697	$ 20,766
CAPITAL OUTLAYS	$ 0	$ 2,025	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 1,140	$ 1,153
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 0	$ 178,202	$ 222,957

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SECRETARY TO ACM	1.00	1.00	65	$ 20,345
DOWNTOWN SERVICES SPECIALIST	1.00	1.00	78	$ 29,560
PUBLIC DEVELOPMENT PROJECT COO	1.00	1.00	80	$ 29,335
ASSISTANT CITY MANAGER/PUBLIC	1.00	1.00	108	$ 70,597
TOTAL	4.00	4.00		

PUBLIC DEVELOPMENT

GOAL: TO ENSURE ALL NEIGHBORHOODS OF THE CITY ARE FREE FROM BLIGHT AND DETERIORATION, ECONOMICALLY DISADVANTAGED RESIDENTS RECEIVE NEEDED PUBLIC SERVICES, NO OBSTACLES EXIST TO PUBLIC AND PRIVATE CONSTRUCTION, AND STANDARD HOUSING IS PROVIDED IN A SUITABLE ENVIRONMENT.

1986	1987	1988	1989	1990	1991	1991 COSTS ALLOCATION ($1,000'S)
WP 2301-1:	**Provide planning, direction, and administrative assistance and keep City Manager informed**					
86	88	94	105	116	117	$177
		Employees Supervised				Unit $1,513 /employee
WP 2301-2:	**Conduct inspections of downtown squares and streets weekly and input data into geodata processing system**					
na	na	500	620	620	620	$40
		Number Site Inspections				Unit $65
na	na	0	0	25,000	25,000	/inspec.
		Data Entered for Downtown Area				
WP 2301-3:	**Monitor physical conditions and implement public use plan of Battlefield Park**					
na	48	56	25	56	56	$4
		Monitoring Visits				Unit $71 /visit
na	ns	1	1	2	1	$2
		Capital Improvement Projects				Unit $2,000 /project

OBJECTIVE 2301-A: To maintain the percentage of regular objectives, special objectives and projects completed on time during the year.

	1986	1987	1988	1989	1990	1991
(A-1)	90%	90%	96%	97%	97%	97%
	% of Objectives and Projects Completed on Schedule					
(A-2)	na	na	na	45	45	45
	Number of Objectives and Projects Completed on Schedule					

STRATEGY:

1. Monitor and closely track all projects on a weekly basis.
2. Encourage staff to inform supervisors and managers when obstacles are initially discovered so they can be quickly resolved.
3. Schedule additional time in each project to handle unexpected delays or unanticipated problems.
4. Analyze budget needs for each objective and make certain projects are properly funded.

OBJECTIVE 2301-B: To maintain an average annual sick leave usage per employee of 5.8 days per year.

	1986	1987	1988	1989	1990	1991
(B-1)	6.2	4.4	5.9	4.2	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.

OBJECTIVE 2301-C: To ensure 97% of all expenditures remain within the adjusted budget during the calendar year.

	1986	1987	1988	1989	1990	1991
(C-1)	90%	95%	97%	96%	97%	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 2301-D: To implement a CIP Project Management Plan to ensure 97% of all projects are completed on schedule and within budget or completed according to the revised schedule/budget.

	1986	1987	1988	1989	1990	1991
(D-1)	85%	95%	87%	97%	97%	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. Utilize critical path project tracking system.

OBJECTIVE 2301-E: To ensure all City inspection permits are issued according to time standards established by the department.

	1986	1987	1988	1989	1990	1991
(E-1)	90	95%	98%	96%	97%	97%

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.

OBJECTIVE 2301-F: To maintain the work standard for each inspector at 19 inspections per day.

	1986	1987	1988	1989	1990	1991
(F-1)	na	na	12.1	17.0	19.0	19.0
			Inspections per Day			

STRATEGY:
1. Eliminate the 20-25% administrative time used to process inspectors' schedule and violation notices.
2. Establish routine evaluation of results achieved against standards on a monthly basis.
3. Review inspectors' methodology and provide practical suggestions for improving tasks and work habits.
4. Organize each inspector's daily work schedule to reduce the overall mileage driven.

GOAL: TO ENSURE ALL STREETS AND SQUARES IN DOWNTOWN SAVANNAH[1] ARE MAINTAINTED AT ACCEPTABLE STANDARDS, AND TO SUPPORT NEIGHBORHOOD DEVELOPMENT EFFORTS WITHIN CITY-DESIGNATED STRATEGY AREAS.

OBJECTIVE 2301-G: To eliminate 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.

	1986	1987	1988	1989	1990	1991
(G-1)	92.1%	98.5%	97.4%	98..5%	98.5%	98.5%
		% of Street Lights Operational				
(G-2)	3.5	3.5	3.6	3.6	3.6[2]	3.6
		All squares average rating				
(G-3)	3.4	3.3	3.0	3.3	3.3	3.3
		Average street cleanliness rating in PU 21[3]				
(G-4)	na	na	na	na	95%	95%
		% of Street Furniture Free From Defects				

STRATEGY:
1. Monitoring and reporting on conditions and cleanliness and follow-up on implementation.
2. Respond to citizen complaints and requests for information.
3. Serve as staff for Downtown Conditions Task Forces.

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1 Downtown Savannah - Area bounded by River Street to the north, Randolph and East Broad to the east, Gaston and Gwinnett to the south, and West Boundary to the west.
2 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.

OBJECTIVE 2301-H: To coordinate with neighborhood and business associations and other organizations to develop strategies for the improvement of downtown and to avoid the recurrence of inadequate conditions.

	1986	1987	1988	1989	1990	1991
(H-1)	na	na	na	20	25	25
			Meetings Attended			
(H-2)	na	na	na	2	5	10
			Responses to Requests for Assistance			

STRATEGY:

1. Participate in monthly meetings of Downtown Neighborhood Association, Chamber, Broughton Street Merchants, etc.
2. Develop and maintain an information database for downtown planning activities.
3. Plan and recommend improvements to public safety strategies.
4. Plan and recommend sidewalk, lighting, streetscape and other physical improvements.
5. Plan and recommend strategies to address the problems of the homeless and gathering sites.

OBJECTIVE 2301-I: To make the Battlefield Park Site safe for public access and open it for public functions.

	1986	1987	1988	1989	1990	1991
(I-1)	na	na	na	100	1,000	7,500
			Number of Visitors to Site			

STRATEGY:

1. Support the Coastal Heritage Society's program of events; monitor public attendance whenever possible.
2. Monitor progress of Capital Improvements Projects for site stabilization.
3. Develop a long-term plan for expanded public use of site, in conjunction with the Coastal Heritage Society.

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 772,888	$ 814,879	$ 882,147
CONTRACTUALS	$ 47,231	$ 33,416	$ 35,012
COMMODITIES	$ 14,084	$ 12,520	$ 13,230
INTERNAL SERVICES	$ 56,587	$ 48,937	$ 51,256
CAPITAL OUTLAYS	$ 3,496	$ 6,988	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 26,011	$ 21,089	$ 20,574
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 920,297	$ 937,829	$ 1,002,219

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SENIOR CLERK TYPIST	2.00	2.00	55	$ 31,882
PERMIT CLERK	1.00	1.00	58	$ 17,151
ADMINISTRATIVE ASSISTANT	1.00	2.00	61	$ 40,344
PLUMBING/MECHANICAL INSPECTOR	3.00	3.00	68	$ 72,502
FIRE PREVENTION INSPECTOR	2.00	2.00	68	$ 47,230
ZONING INSPECTOR	1.00	1.00	68	$ 24,134
ELECTRICAL INSPECTOR	4.00	4.00	68	$ 98,556
BUILDING INSPECTOR	2.00	2.00	68	$ 43,780
SR PLUMBING/MECHANICAL INSP	1.00	1.00	70	$ 26,607
SENIOR BUILDING INSPECTOR	1.00	1.00	70	$ 25,340
SENIOR FIRE PREVENTION INSP	1.00	1.00	70	$ 25,966
SENIOR ZONING INSPECTOR	1.00	1.00	70	$ 30,059
ASSISTANT PLANS EXAMINER	1.00	1.00	70	$ 24,481
CHIEF BUILDING INSPECTOR	1.00	1.00	75	$ 31,562
CHIEF ELECTRICAL INSPECTOR	1.00	1.00	75	$ 33,959
MANAGEMENT ANALYST	1.00	.00		$
PLANS EXAMINER	1.00	1.00	77	$ 32,341
ASST INSPECTIONS DIRECTOR	1.00	1.00	84	$ 36,537
INSPECTIONS DIRECTOR	1.00	1.00	96	$ 55,315
TOTAL	27.00	27.00		

INSPECTIONS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2310-1: Issue permits						
251	310	306	231	225	225	
		Zoning/Sign				
1,707	1,901	1,854	1,826	1,856	1,856	
		Building				
6,083	4,431	2,578	2,184	1,968	1,968	
		Electrical				
2,556	4,498	3,893	2,987	2,988	2,988	
		Plumbing/Mechanical/Sewer/Water				
116	91	116	45	84	84	
		Fire/State Fire/Fuel Tank				
10,713	11,231	8,747	7,273	7,121	7,121	$302 Unit: $42 /permit
		Total Permits Issued				
WP 2310-2: Review plans						
1,958	2,212	2,150	2,057	2,060	2,060	$114 Unit: $55 /plan
		Plans Reviewed				
WP 2310-3: Conduct inspections						
424	717	1,088	926	878	828	
		Zoning/Sign				
7,004	7,577	7,785	9,377	8,485	8,496	
		Building				
10,625	9,764	10,102	9,935	10,616	9,648	
		Electrical				
9,167	10,754	8,450	8,192	8,146	7,614	
		Plumbing/Mechanical				
5,798	4,029	4,952	5,417	5,445	6,264	
		Fire/State Fire/Fuel Tank				
33,018	32,841	32,377	33,847	33,570	32,850	$586 Unit: $18 /inspect.
		Total Inspections Conducted				

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

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

	Permit Class[2]	Completed Within # Cal. Days	1988 Avg. Days	1988 %	1989 Avg. Days	1989 %	1990 Avg. Days	1990 %	1991 Avg. Days	1991 %
(A-1)	I	1	1	90%	1	100%	1	99%	1	99%
(A-2)	II	7	4	85%	4	93%	4	85%	4	85%
(A-3)	III	14	7	90%	7	95%	7	85%	7	85%
(A-4)	IV	21	10	100%	10	100%	10	85%	10	85%
(A-5)	V	28	14	94%	14	96%	14	85%	14	85%

Permit Time Standards Met

STRATEGY:

1. Network the plan review log to allow plan reviewers to enter project updates directly to the data base.
2. Continue to monitor plan review time on a bi-weekly basis to identify those projects with a high delay potential so that remedial action can be taken.
3. Continue the walk-through program for single family residential and duplexes.

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[1] Time standards are not inclusive of requirements such as:
- Client reponse time for questions and required revisions
- Historic Review Board or Zoning Board of Appeals actions
- The standards and "Average Days" have been changed to calendar days from work days to allow comparison with computer generated actual durations, as the computer does not recognize weekends and holidays.

[2] 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, institutional, and educational structures.

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

	1986	1987	1988	1989	1990	1991
(B-1)	95%	95%	95%	95%	95%	95%
	Inspections Conducted Within 2 Work Days of Request					
(B-2)	100%	100%	100%	100%	100%	100%
	Inspections Conducted Within 3 Work Days of Request					

STRATEGY:

1. Review Inspector assignments to ensure that workload balance is maintained.
2. Continue to adjust territories to cover inspector absences, rapid workload changes, and emergencies.
3. Maintain computer generated lists of active permits by inspector area.

OBJECTIVE 2310-C: To achieve a revenue-to-expenditure ratio of 64% in 1991.

	1986	1987	1988	1989	1990	1991
(C-1)	87%	60%	67%	81%	66%	64%
	Revenue/Expenditure Ratio					

STRATEGY:

1. Keep the construction value per square foot table in the revenue ordinance current to reflect realistic construction costs.
2. Continue to monitor assigned territories for unpermitted construction.
3. Require that a portion of the building permit fee (filing fee) be paid when the application is submitted.

NEIGHBORHOOD SERVICES

PURPOSE: TO ASSIST RESIDENTS OF CITY NEIGHBORHOODS TO RETARD AND ELIMINATE BLIGHT, AND TO CREATE AN ENVIRONMENT FREE FROM UNSAFE BUILDINGS AND RAT INFESTATION.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 0	$ 468,919	$ 511,022
CONTRACTUALS	$ 0	$ 201,080	$ 132,922
COMMODITIES	$ 0	$ 36,488	$ 35,413
INTERNAL SERVICES	$ 0	$ 23,169	$ 22,417
CAPITAL OUTLAYS	$ 0	$ 18,300	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 18,924	$ 16,876
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 0	$ 766,880	$ 718,650

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SR DATA CONTROL CLERK	1.00	1.00	56	$ 16,335
SECRETARY	1.00	1.00	58	$ 17,151
CUSTOMER SERV REPRESENTATIVE	1.00	1.00	58	$ 17,151
CITIZEN PART SPEC	1.00	1.00	60	$ 18,009
HOUSING CODE INSPECTOR	7.00	7.00	62	$ 139,275
SENIOR PROPERTIES INSPECTOR	3.00	3.00	71	$ 72,416
NEIGHBORHOOD SERVICES COORD	2.00	2.00	75	$ 55,301
NUISANCE PROPERTY MANAGER	1.00	1.00	82	$ 37,059
HOUSING CODE ENF ADMIN	1.00	1.00	82	$ 36,537
NEIGHBORHOOD SVS DIRECTOR	1.00	1.00	87	$ 45,508
TOTAL	19.00	19.00		

NEIGHBORHOOD SERVICES

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2330-1: Conduct a Unsage Building/Nuisance Abatement Code Enforcement Program to secure or remove hazardous buildings from any City planning unit.						
86	221	871	311	1,200	1,200	$334 Unit: $23 /inspection
Inspections per Month						
25	31	23	26	75	75	
Actions per Month						
18	29	39	28	55	35	
Total Units Corrected/Month						
3	1	2	2	12	15	
By Contractor						
15	28	37	26	43	20	
By Owner						
WP 2330-2: Conduct a Rat Control program to reduce rat infestation to the maintenance level in all areas of the City.						
9	4	9	167	100	100	
Full Rat Control Programs in Designated Target Areas						
187	107	183	197	130	130	$43 Unit: $28 /inspection
Inspections of City and Private Properties/Month						
13	10	18	11	24	24	
Community Organization Training Programs/Year						
422	644	1,558	1,602	825	825	
Baitings of City Properties Yearly						
WP 2330-3: Conduct the Community Pride project in the City's Showcase Areas[1], and the Keep America Beautiful System (KABS) within the framework of citywide neighborhood organizations.						
na	na	12	24	24	48	
Block Clubs Organized/Sustained						
na	na	31	52	52	52	$54 Unit:$1,038 /inspection
Area Inspections						
na	1	6	8	5	5	
Staff Support for Special Projects						
na	na	1	2	1	1	
Videotape Production						
12	14	63	17	17	17	
Programs Maintaining/Advancing Organizations To KABS Standards						

[1] The 1988 figures represent Showcase Area I. Subsequent years represent Showcase Areas I and II.

1986	1987	1988	1989	1990	1991	
WP 2330-4: Conduct Housing Code Inspections						
na	na	21,000	23,302	27,500	18,400	$288
Number of Housing Code Inspections						Unit: $16
na	na	500	553	1,000	650	/inspection
Number of Citizen Complaints Processed						

GOAL: TO PROVIDE A CITYWIDE ENVIRONMENT FREE FROM UNSAFE BUILDINGS AND RAT INFESTATION, AS WELL AS, ASSIST SHOWCASE AREA RESIDENTS IN ELIMINATING NEIGHBORHOOD BLIGHT IN PROVIDING CLEAN, SAFE, ATTRACTIVE NEIGHBORHOODS WITH DECENT AFFORDABLE WELL-MAINTAINED HOUSING AND APPROPRIATE LEISURE-TIME ACTIVITIES.

OBJECTIVE 2330-A: To reduce the number of unsafe vacant buildings[1] in targeted planning units by 10% annually.

	Planning Unit	1986	1987	1988	1989	1990	1991
(A-1)	1	na	3	13	5	4	4
(A-2)	2	na	20	26	19	17	15
(A-3)	3	na	7	6	24	3	3
(A-4)	4	na	0	2	6	2	2
(A-5)	5	na	13	30	86	16	14
(A-6)	6	na	8	28	14	7	6
(A-7)	7	na	0	1	0	1	1
(A-8)	8	na	0	0	0	0	0
(A-9)	9	na	0	1	1	0	0
(A-10)	10	na	2	0	0	1	1
(A-11)	11	na	1	0	0	0	0
(A-12)	12	na	2	0	1	1	1
(A-13)	13	na	0	1	1	1	1
(A-14)	14	na	0	0	0	0	0
(A-15)	15	na	2	1	3	1	1
(A-16)	16	na	3	1	1	2	2
(A-17)	17	na	5	9	8	5	5
(A-18)	18	na	9	28	24	8	7
(A-19)	19	na	50	56	163	62	53
(A-20)	20	na	13	17	15	13	12
(A-21)	21	na	4	1	2	3	3
(A-22)	22	na	3	3	2	2	2
(A-23)	23	na	7	7	20	4	4
(A-24)	24	na	0	1	1	1	1
(A-25)	25	na	1	2	1	0	0
(A-26)	26	na	1	3	3	2	2
(A-27)	27	na	1	2	1	1	1
(A-28)	28	na	2	3	1	2	2
(A-29)	29	na	na	0	0	0	0
			156	242	402	159	143
			Unsafe Vacant Buildings				

[1] Unsafe buildings are defined as vacant buildings that are open, dilapidated or structurally unsound.

STRATEGY:

1. Conduct weekly inspections in Showcase Areas and perform compliance actions as appropriate (i.e., determine identity of property owner; request structural evaluation(s) of inspections; forward appropriate legal notice, etc.).
2. Conduct bi/tri-weekly inspections in areas heavily concentrated with buildings in the target planning units. See strategy number 1 for types of action.
3. Conduct quarterly inspections of other planning units and execute necessary action. See strategy number 1 for types of action.
4. Inform property owners of alternative to independently complying with City's Unsafe Building Ordinance (e.g., City contractor's cost and administrative fee, billing by City Treasurer and lien against property for non-payment).

OBJECTIVE 2330-B: To complete 150 monthly city-wide rat inspections by December 31, 1991.

	1986	1987	1988	1989	1990	1991
(B-1)	187	107	130	197	150	150

Inspections of City and Private Properties per Month

STRATEGY:

1. Identify, bait and inform area residents of rat infested area (i.e., designate target areas).
2. Assist in the organization and maintenance of community organizations to ensure support for rat control activities.
3. Conduct public awareness/education seminars on rodent control.
4. Inspect premises upon service request.
5. Issue courtesy notice/citation/subpoena as appropriate in accordance with City Rat Proofing, Control and Abatement Ordinance.

OBJECTIVE 2330-C: To improve the cleanliness of Showcase Neighborhood I to a cleanliness level of 2 and improve Showcase Neighborhood II from a cleanliness level of 6 to 3 by December 31, 1991.[1]

	1986	1987	1988	1989	1990	1991
(C-1)	na	6	4	3	3	2
		Cleanliness Level: Showcase Area I				
(C-2)	na	na	8	6	5	3
		Cleanliness Level: Showcase Area II				

STRATEGY:

1. Provide each resident and/or property owner of the showcase neighborhoods with a copy of the City's Property Maintenance Ordinance for personal reference.

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[1] 0-3 is standard, clean to lightly littered
4-7 is moderately littered and potentially chronic
8-10 is heavily littered and chronic

STRATEGY 2330-C: (cont'd.)

2. Conduct door-to-door canvassing and organization of block clubs in the SHOWCASE NEIGHBORHOODS to personally inform/-assist residents of City services and community improvement projects.
3. Coordinate, conduct and/or participate in block club meetings at 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 vacant lot beautification projects, Public Development's Property Maintenance Conditions Program, and the like.
5. Develop and provide staff assistance in a SHOWCASE NEIGH-BORHOOD II PLAN.
6. Prepare/implement plan for areas with concentration on appropriate housing, continuing education, and vacant lot redevelopment.
7. Solicit input for survey from City Housing, Leisure Services, and Labor Resources staff.
8. Identify at-risk neighborhood youths and provide a liaison between them and academic, cultural, and athletic activities (e.g., Youth Futures Authority and other life-enrichment projects).
9. Provide an information network for neighborhood adults who are in need of referral to public/private social service agencies.
10. Serve as an "umbrella" for community outreach for all City departments requiring contact with neighborhood-based groups (e.g., Community Planning and Development, Economic development, Housing Code Enforcement, Housing Grants Administration, etc.).
11. Coordinate and conduct neighborhood survey training workshops for residents and staff of other public/private agencies to facilitate community surveying, evaluation and planning.
12. Coordinate cost development for reversing identified neighborhood blight (e.g., sidewalk improvements, recreation services, housing responsibilities, etc.).

GOAL: TO ENSURE THAT ALL RESIDENTIAL HOUSING UNITS IN THE CITY'S NEIGHBORHOODS COMPLY WITH THE CITY'S "MINIMUM STANDARD HOUSING ORDINANCE."

OBJECTIVE 2330-D: TO maintain a housing code non-compliance rate of 9% in 1991.

	1986	1987	1988	1989	1990	1991
(D-1)	na	25.0%	24.3%	19.0%	9.0%	9.0%

Housing Code Non-Compliance Rate

STRATEGY:

1. Establish an aggressive program of systematic inspection of neighborhoods north of Victory Drive.
2. Send notices to all property owners urging action to bring their property up to code. These notices will include a directory of City and Federal financing problems.
3. Expand the substandard housing unit data base to include the 4,000 units with moderate to minor problems.
4. Train tenants and homeowners in the maintenance of their renovated units and in addressing problems with utility companies.
5. Schedule workshops designed to provide property owners with pro forma financial analysis and loan packaging tools needed to apply for bank loans.
6. Provide cost analysis for code violations and general property improvement.

OBJECTIVE: 2330-E: To obtain a work standard for each Inspector of 19 inspections per day.

	1986	1987	1988	1989	1990	1991
(E-1)	na	12.1	15.0	17.0	18.0	19.0

Inspections per Day per Inspector

STRATEGY:

1. Eliminate the 20-25% administrative time used to process inspectors' schedule and violation notices.
2. Establish routine evaluation of results achieved against standards on a monthly basis.
3. Review inspectors' methodology and provide practical suggestions for improving tasks and work habits.
4. Organize each inspector's daily work schedule to reduce the overall mileage driving.

OBJECTIVE 2330-F: To maintain the average number of days to process a citizen complaint to 3 working days.

	1986	1987	1988	1989	1990	1991
(F-1)	na	7	5	3	3	3

Days to Process Citizen Complaint

STRATEGY:

1. Automate the Citizen Complaint System.
2. Conduct inspection of reported dwelling within one working day of receipt.
3. Provide written results of inspections to citizens within three working days of complaint.

Police Bureau

The Police Bureau includes the Police Chief's office, Patrol, Special Operations, Investigations, and Management Services. The Bureau was re-organized for 1991. One activity,Special Operations was added and one, Auxiliary and Technical Services, deleted. The 1991 budget for the Bureau is $17,059,110. Major changes in the 1991 budget are explained below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$13,096,565	$13,652,563	$555,998	4.2
Contractuals	785,130	622,696	-162,434	-20.7
Commodities	425,505	443,475	17,970	4.2
Internal Services	1,962,853	1,884,905	-77,948	-4.0
Capital Outlays	41,144	24,035	-17,109	-41.6
Other Charges	419,675	431,436	11,761	2.8
Total	$16,730,872	$17,059,110	$328,238	2.0

PROGRAM COSTS

Personnel Services: Expenditures in this series increase $555,998. Major accounts are Salaries and Wages, $10,582,818; Group Medical, $1,035,252; Social Security, $684,490; Pension, $483,317; Workers Compensation, $247,661; Overtime, $214,241; Overtime - Court, $158,300; Police Pension, $100,000; and Longevity, $72,671. The major changes are as follows:

Salaries and Wages	**increases** $434,032 due to a general wage increase and an anniversary increase for eligible employees. The 1991 total reflects a productivity improvement of $143,536 for the elimination of 7 positions.
Medical Insurance	**increases** $121,368 due to a higher citywide contribution for the Medical Insurance Fund.
Life Insurance	**increases** $34,778 due to a higher citywide contribution in 1991.
Overtime	**increases** $29,452 to cover cost of required training.
Pension	**decreases** $46,664 due to a lower citywide contribution in 1991.
Worker's Comp.	**decreases** $46,601 reflecting the Bureau's recent loss experience.

Contractuals: Contractuals are planned at $622,696 in 1991, a 21% decrease from 1990 projected expenditures. Major accounts in this area include Professional Services Fees, $79,311; Electricity, $70,213; Insurance, $54,705; Medical Costs, $53,655; and Communications, $48,034. Major changes are listed on the next page.

Insurance	**decreases** $188,243 reflecting recent loss experience.
Building Repairs	**increase** $13,800 due to improvements to the HVAC system scheduled for the Police Barracks in 1991.
Prof Svcs Fee	**increase** $9,038 due to anticipated greater use of the Law Enforcement Training Network (TV training net).

Commodities: Commodities are planned at $443,475, $17,970 or 4% above 1990 projected expenditures. The total reflects a productivity improvement of $9,000 due to reduced purchase of ammunition. Major accounts in this area are Clothing and Laundry, $243,839; Operating Supplies and Materials; $131,240; Office Supplies, $34,470; and Small Fixed Assets, $25,576. The major changes are listed below.

Clothing & Laundry	**increases** $13,662 due to anticipated inflationary increases in the cost of replacement clothing and in the laundry contract.
Small Fixed Assets	**increases** $11,491 due to the purchase of chairs for the dispatchers in the Radio Communications Center and for the Police Chief's office.

Internal Services: Internal Services chargebacks are budgeted at $1,884,905 representing a $77,948 or 4% decrease from 1990 projected expenditures. Major accounts are Central Garage Services, $847,168; Data Processing, $675,853; and Central Services, $361,883. The major changes are listed below.

Central Services	**decreases** $43,962 due primarily to the reduced cost of radio puchases.
Data Processing	**decreases** $17,755 due to increased revenues citywide.

Capital Outlays: The 1991 allocation for Capital Outlays is $24,035. Planned equipment expenditures are listed below.

Special Operations	
4 Handheld Radar Units (replacement)	$ 4,280
2 Printers at $1,000 each (replacement)	2,000
1 High Speed line Printer (replacement)	5,630
Investigations	
1 Typewriter (replacement)	$ 850
1 Color Film Processor (replacement)	900
1 Camera (replacement)	975
1 Personal Computer (replacement)	6,500
Management Services	
1 320 MB Hard Disk Drive (new)	$ 2,900
Total	$24,035

Other Charges: Other Charges total $431,436 entirely for Vehicle Depreciation. This is an increase of $11,761 or 3% over 1990 projected expenditures.

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Police Chief	$ 272,189	$ 266,846	$ 293,346
Patrol	10,160,734	10,562,324	7,121,803
Special Operations	0	0	4,542,371
Investigations	1,831,498	1,956,108	2,152,460
Aux & Tech Svcs.	2,571,670	2,510,041	0
Management Svcs.	1,334,459	1,435,553	2,949,130
Horse Patrol	71,759	0	0
TOTAL	$16,242,309	$16,730,872	$17,059,110

NOTE: The 1991 budget reflects a significant reorganization of the Police Bureau. The Auxiliary and Technical Services activity was deleted with its functions dispersed to other activities. One new activity, Special Operations, was created.

Police Chief: The $26,500 increase in the 1991 budget is due to an $11,419 increase in Personnel Services and $11,058 in Internal Services chargebacks for Garage Overhead and Services and for computers purchased in 1990.

Patrol: The $3,440,521 decrease in the Patrol budget results from a decrease of $2,486,804 in Personnel Services as 83 positions were moved into the new Special Operations activity. Other major decreases were $602,943 in Internal Services chargebacks primarily Garage Overhead and Services for patrol units moved from Patrol and $249,696 in Contractuals, primarily Insurance.

Special Operations: This new activity requires a budget of $4,542,371 to support a staff of 166 positions.

Investigations: The 1991 budget for Investigations increases $196,352 due to increases of $102,997 in Central Garage charges, $58,544 in Central Services, and $28,270 in Personnel Services.

Management Services: The 1991 budget for Management Services increases $1,513,577 because personnel and functions from Auxiliary and Technical Services were moved here. Personnel Services increases $784,030 to support 28 additional personnel. Commodities increases $356,629 primarily because Clothing and Laundry purchases and Operating Supplies and Materials for the Police Bureau are not budgeted in this activity. Contractuals increases $335,853 primarily because Electricity, Outside Printing, Photocopying, and Communications for the Police Bureau are now charged here.

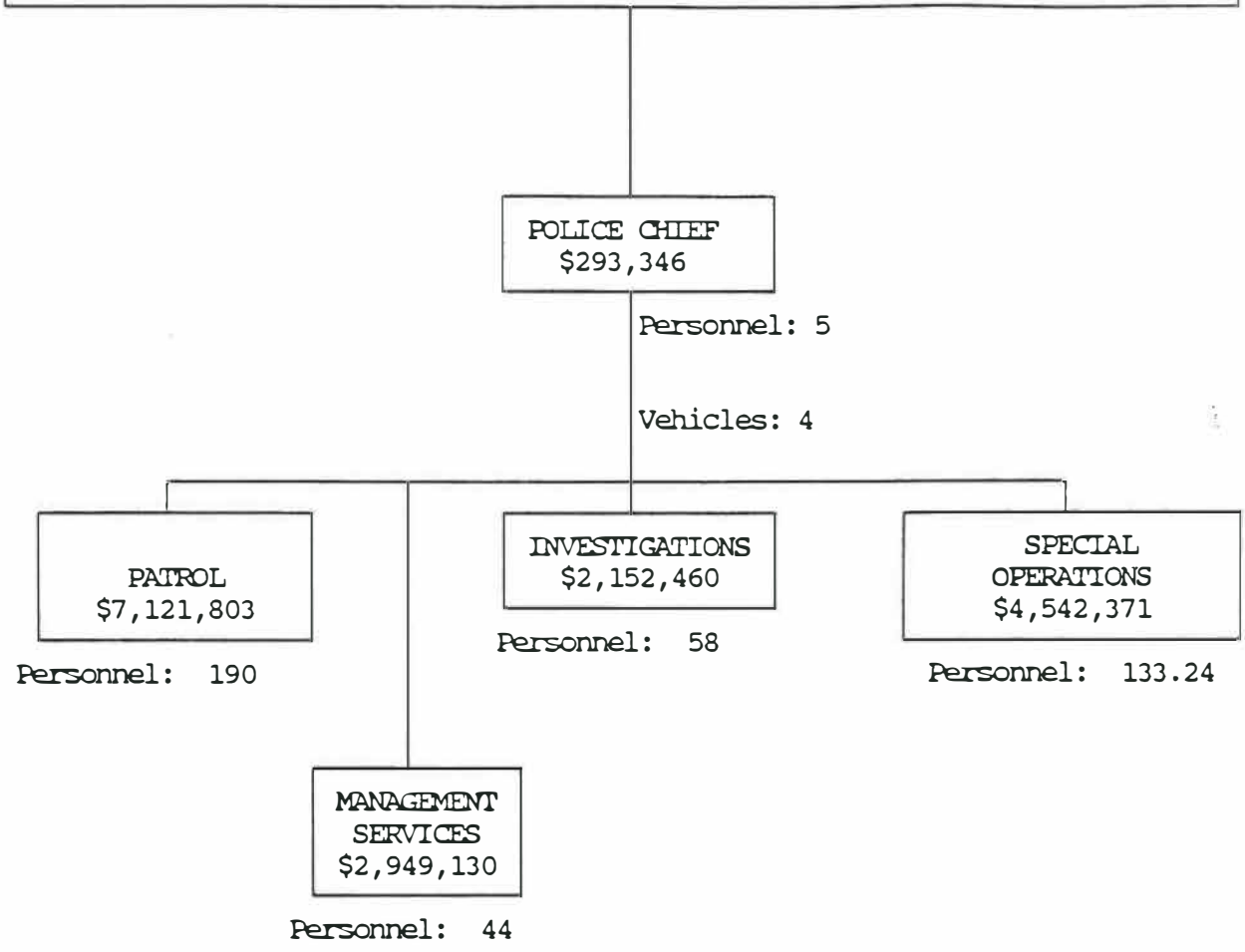
POLICE BUREAU

Budget: $17,059,110

Personnel: 430.24

The basic responsibilities of the Savannah Police Department are as follows:

1) Identify criminal activities and offenders,
2) Reduce the opportunities for commission of crimes,
3) Expedite the safe and uninterrupted movement of persons and vehicles,
4) Maintain order, and
5) Provide emergency and other police services to the public.



Total Vehicles: 177

POLICE CHIEF

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 211,906	$ 221,950	$ 232,964
CONTRACTUALS	$ 29,608	$ 21,891	$ 21,152
COMMODITIES	$ 9,890	$ 11,538	$ 13,480
INTERNAL SERVICES	$ 15,943	$ 9,092	$ 20,150
CAPITAL OUTLAYS	$ 0	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 4,842	$ 2,375	$ 5,600
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 272,189	$ 266,846	$ 293,346

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 22,431
PUBLIC INFORMATION SPECIALIST	1.00	1.00	75	$ 29,335
POLICE LIEUTENANT	1.00	1.00	80	$ 36,537
POLICE CAPTAIN	1.00	1.00	85	$ 41,277
POLICE CHIEF	1.00	1.00	102	$ 67,235
TOTAL	5.00	5.00		

POLICE CHIEF

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2610-1: Provide planning, direction, control and administrative assistance						
na	412.24	428.24	436.24	437.24	430.24	$220
	Authorized Personnel in Police Bureau					Unit: $511 /employee
WP 2610-2: Investigate internal affairs						
118	107	126	108	110	110	$73
		Investigations				Unit: $664 /investig.

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

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

	1986	1987	1988	1989	1990	1991
(A-1)	86%	50%	70%	57%	100%	100%
			% of 32 Objectives Met			

STRATEGY:
1. Increase training for Majors and Captains.
2. Increase the use of video recording in investigations, lineups, DUI cases, and officer training.
3. Monitor expenses regularly with special attention given to past problem areas.

OBJECTIVE 2610-B: To minimize the number of citizen complaints[1] about discourteous police officers.

	1986	1987	1988	1989	1990	1991
(B-1)	18	16	29	18	20	20
			Number of Citizen Complaints			

STRATEGY:
1. Continue "customer service program" offered by Director of Training.
2. Require internal investigation of all serious allegations of Police misconduct.
3. Tabulate and report to Chief on a monthly basis the number and type of complaints by individual employee.

[1] Defined as harrassment, abusive language, and rudeness.

OBJECTIVE 2610-C: To maintain the average sick leave use per employee at current level.

	1986	1987	1988	1989	1990	1991
(C-1)	6.0	4.85	5.53	5.15	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. Continue to monitor and counsel "problem" employees.

OBJECTIVE 2610-D: To maintain a computer communications network and data management system where 99% inventory is operating.

	1986	1987	1988	1989	1990	1991
(D-1)	na	na	99%	99%	99%	99%

% Terminals Operational

STRATEGY:
1. Maintain an inventory of computer network equipment and log incidences of downtime.

PATROL

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 8,375,003	$ 8,773,463	$ 6,286,659
CONTRACTUALS	$ 388,384	$ 346,206	$ 96,510
COMMODITIES	$ 26,965	$ 62,395	$ 44,166
INTERNAL SERVICES	$ 853,877	$ 1,039,544	$ 436,601
CAPITAL OUTLAYS	$ 9,534	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 506,971	$ 340,716	$ 257,867
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 10,160,734	$ 10,562,324	$ 7,121,803

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SECRETARY	1.00	1.00	58	$ 17,151
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
POLICE OFFICER	98.00	98.00	61	$ 2,051,053
POLICE CORPORAL	58.00	58.00	68	$ 1,576,857
POLICE SERGEANT	22.00	22.00	75	$ 697,480
POLICE LIEUTENANT	5.00	5.00	80	$ 182,685
POLICE CAPTAIN	4.00	4.00	85	$ 165,108
POLICE MAJOR	1.00	1.00	91	$ 45,891
TOTAL	190.00	190.00		

PATROL

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2620-1: Respond to all service demands						
13,386	11,669	11,131	12,197	12,784	13,000	
Part I Crime Calls[1]						
107,247	123,512	180,639	184,465	174,500	190,000	
Part II & Part III Crimes Calls[2]						
41,744	42,994	231,992	na	150,000	150,000	$4,273
Administrative Calls[3]						Unit: $12 /call
WP 2620-2: Provide patrol of City by marked vehicles						
88,695	88,695	88,695	88,695	88,695	88,695	$2,137
Hours/Preventive Marked Patrol During Uncommitted Time						Unit: $24 /time
WP 2620-3: Provide security and control service for community events such as St. Patrick's Day						
9,500	10,000	10,000	10,000	10,000	10,000	$712
Man-hours (monthly) for Special Projects						Unit: $71 /man-hour

GOAL: TO ENSURE 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.

Historic[4]	1986	1987	1988	1989	1990	1991
(A-1) Robbery	25.64	20.23	18.37	20.94	23.93	22.73
(A-2) Burglary	46.72	41.45	43.47	40.02	24.50	23.28
(A-3) Auto Theft	10.82	10.54	10.97	13.96	11.96	11.36
(A-4) Larceny-Auto	76.91	85.89	62.81	80.16	86.03	81.73
(A-5) Purse Snatch.	5.98	7.55	8.12	3.28	6.27	5.96

Offenses per 1,000 Population

1 Part I Crimes: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Auto Theft, Arson

2 Part II & III Crimes: All other offenses and public service

3 Administrative Calls: Incidents with no crime involved, i.e., court, vehicle maintenance

4 The offenses per 1,000 population rate is based on permanent resident population. The large daytime population of the Historic District (workers, tourists) is not included; so the rate of offenses is higher than in other areas.

OBJECTIVE 2620-A: (cont'd.)

		1986	1987	1988	1989	1990	1991
	Victorian						
(A-6)	Robbery	11.58	7.02	7.60	8.65	8.42	8.00
(A-7)	Burglary	37.66	45.26	39.42	35.20	36.49	34.67
(A-8)	Auto Theft	2.92	3.98	4.33	5.03	6.08	5.78
(A-9)	Larceny-Auto	16.14	20.94	16.84	24.44	30.88	29.34
(A-10)	Purse Snatch.	.00	2.75	2.81	2.22	1.40	1.33
	Midtown						
(A-11)	Robbery	3.01	2.85	2.20	2.44	9.44	8.97
(A-12)	Burglary	20.11	23.37	14.17	17.34	23.12	21.96
(A-13)	Auto Theft	1.38	1.71	2.61	3.66	2.28	2.17
(A-14)	Larceny-Auto	6.11	8.06	7.16	9.61	10.75	10.21
(A-15)	Purse Snatch.	.00	0.33	0.49	0.49	0.33	0.31
	Waters/McAlpin						
(A-16)	Robbery	1.90	1.43	0.71	0.71	0.95	.90
(A-17)	Burglary	14.76	11.55	8.45	8.21	6.67	6.34
(A-18)	Auto Theft	0.48	0.36	1.31	1.67	4.29	4.08
(A-19)	Larceny-Auto	5.12	5.95	4.29	4.88	10.00	9.50
(A-20)	Purse Snatch.	.36	0.95	0.60	0.36	0.95	0.90
	Mall						
(A-21)	Robbery	6.98	4.72	2.83	2.83	3.77	3.58
(A-22)	Burglary	22.26	20.00	18.87	10.38	21.13	20.07
(A-23)	Auto Theft	8.30	7.74	11.13	12.08	9.81	9.32
(A-24)	Larceny-Auto	33.58	36.60	30.19	36.04	44.53	42.30
(A-25)	Purse Snatch.	0.75	1.32	0.75	0.75	4.53	4.30
	City						
(A-26)	Robbery	4.62	4.08	3.47	3.78	4.90	4.66
(A-27)	Burglary	24.55	22.75	19.35	17.30	18.04	17.14
(A-28)	Auto Theft	2.90	2.72	3.20	4.47	4.82	4.58
(A-29)	Larceny-Auto	15.57	16.16	13.72	17.14	18.99	18.04
(A-30)	Purse Snatch.	.75	1.06	1.16	0.82	1.14	1.08

Offenses per 1,000 Population

STRATEGY:

1. Concentrate the activities of the TRAP Unit's crime specific teams (Burglary and Robbery) in the Targeted Neighborhoods.
2. Identify and target career criminals (Part I multiple offenders).
3. Assign Watch Commanders to increase Directed Patrol activities in the Targeted Areas.

GOAL: TO MAXIMIZE THE QUALITY OF SERVICE AND THE LEVEL OF PROTECTION PROVIDED 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[1] devoted to preliminary investigations to between 32 and 40 minutes.

	1986	1987	1988	1989	1990	1991
(B-1)	16.1	34.0	34.9	29.1	37.1	37.1

Minutes/Investigation

STRATEGY:

1. Implement a differential police response system.
2. Increase preliminary investigation time by conducting more complete investigations and collecting data for tactical analysis using crime-specific analysis sheets.

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

OBJECTIVE 2620-C: To reduce by 10% the location of repeat domestic violence with two or more calls for service during the same month.

	1986	1987	1988	1989	1990	1991
(C-1)	na	150	300	na	643	579

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.

[1]Time is total time of primary and backup officers

SPECIAL OPERATIONS

PURPOSE: PROVIDE TRAFFIC, CRIME PREVENTION, VICE/NARCOTICS, TACTICAL PATROL, AND PROBLEM ORIENTED POLICING IN TARGETED HIGH CRIME/TRAFFIC ACCIDENT AREAS OF THE CITY; AND TO PROVIDE COMMUNICATIONS SERVICES FOR THE DEPARTMENT.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 0	$ 0	$ 3,927,049
CONTRACTUALS	$ 0	$ 0	$ 72,230
COMMODITIES	$ 0	$ 0	$ 9,865
INTERNAL SERVICES	$ 0	$ 0	$ 436,601
CAPITAL OUTLAYS	$ 0	$ 0	$ 11,910
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 0	$ 84,716
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 0	$ 0	$ 4,542,371

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER		1991 ALLOCATION
CLERK TYPIST	1.00	0.00		$	
SCHOOL CROSSING GUARD	18.24	18.24	37	$	226,430
SENIOR CLERK	1.00	1.00	54	$	15,557
SENIOR CLERK TYPIST	2.00	2.00	55	$	31,882
POLICE DISPATCHER	28.00	28.00	57	$	489,618
SECRETARY	1.00	1.00	58	$	17,151
SENIOR POLICE DISPATCHER	4.00	4.00	61	$	83,704
POLICE OFFICER	27.00	27.00	61	$	606,492
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$	18,454
POLICE CORPORAL	37.00	37.00	68	$	1,001,597
POLICE SERGEANT	8.00	8.00	75	$	254,054
POLICE CAD COORDINATOR	1.00	1.00	77	$	27,264
POLICE LIEUTENANT	4.00	4.00	80	$	146,148
POLICE MAJOR	1.00	1.00	91	$	45,891
TOTAL	134.24	133.24			

SPECIAL OPERATIONS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2625-1: Provide school crossing guards at selected locations						
48	48	48	48	48	48	$363 Unit: $7,562 /site
		Sites Manned				
WP 2625-2: Enforce traffic laws (Traffic Unit Only)						
12,102	18,191	16,666	12,410	17,000	17,000	$545 Unit: $32 /citation
		Traffic (UTCS) and Radar Citations				
WP 2625-3: Investigate crimes of vice						
352	527	418	706	2,440	2,400	$1,363 Unit: $568 /case
		Cases Referred to Court				
WP 2625-4: Provide horse patrol and crowd control						
na	na	na	2,400	2,400	2,400	
		Hours of Mounted Patrol				
na	na	na	4,800	4,800	4,800	
		Number of visitor/citizen contacts				
na	na	na	20	20	20	$227 Unit: $95 /hour
		Crowd Control Events				
WP 2625-5: Provide planned tactical patrol of high crime areas by special operations units (2 sergeants and 25 officers)						
38,215	52,000	52,000	52,000	52,000	52,000	$681 Unit: $13 /hour
		Hours/Tactical Preventive Patrol				
WP 2625-6: Conduct accident investigations						
9,091	10,167	10,070	10,308	10,500	10,600	$136 Unit: $13 /invest.
		Accident Investigations				
WP 2625-7: Provide communications services, including teletype, GCIC, NCIC,[1] and desk requests						
300,000	300,000	300,000	285,000	352,000	400,000	$1,227 Unit: $3 /request
		Requests for Service				

[1] GCIC--Georgia Crime Information Center
NCIC--National Crime Information Center

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 2625-A: To reduce the number of traffic accidents caused by drivers operating under the influence of alcohol and drugs by 10% in 1990.

	1986	1987	1988	1989	1990	1991
(A-1)	399	376	316	320	412	371

Number of DUI Accidents

STRATEGY:

1. Increase the use of the sobriety check points and SELECTED TRAFFIC ENFORCEMENT PROGRAM (S.T.E.P.) to detect DUI drivers.
2. Concentrate surveillance at "TOP TEN" intersections.
3. Cooperate with civic groups to increase DUI awareness through public education.

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 2625-B: To reduce the number of accidents that occur at High Accident Intersections by 10% in 1989.

	1986	1987	1988	1989	1990	1991
(B-1)	na	1,095	920	862	828	745

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.

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

OBJECTIVE 2625-C: To maintain "0" accident rate at all school crossings in the City of Savannah during Crossing Guard hours.

	1986	1987	1988	1989	1990	1991
(C-1)	0	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.

OBJECTIVE 2625-D: To have 50% of all traffic accident investigations conducted by the Traffic Accident Investigation Unit.

	1986	1987	1988	1989	1990	1991
(D-1)	na	5,168	5,085	4,634	5,250	5,300
	Accident Investigations by Traffic Unit					
(D-2)	9,091	5,500	5,667	5,674	5,250	5,300
	Accident Investigations by Patrol					
(D-3)	na	48%	50%	45%	50%	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 motor vehicle accident reports.
2. Maintain work performance records for each traffic officer to evaluate his/her contribution to the above objective.
3. Identify major causes of accidents at specific locations, and concentrate enforcement efforts on those violations

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

OBJECTIVE 2625-E: To increase the number of arrests for underage drinking and illegal alcohol sales. (Department Wide)

	1986	1987	1988	1989	1990	1991
(E-1)	26	31	115	57	328	400
	Arrests for Illegal Alcohol Violations					

STRATEGY:

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

OBJECTIVE 2625-F: To increase by 5% the number of arrests for prostitution.

	1986	1987	1988	1989	1990	1991
(F-1)	12	47	19	12	20	21
	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 2625-G: To increase by 10% the number of arrests for possession and sales of illegal drugs as they relate to other vice activities.

	1986	1987	1988	1989	1990	1991
(G-1)	248	527	389	713	1,148	1,263

Controlled Substances Arrests

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

GOAL: TO INCREASE CITIZEN PERCEPTIONS OF SAFETY AND TO REDUCE CRIME IN THE HISTORIC DISTRICT BY ENHANCING POLICE VISIBILITY.

OBJECTIVE 2625-H: To reduce incidents of theft and burglary in the Historic District during Horse Patrol duty hours by 10%.

	1986	1987	1988	1989	1990	1991
(H-1)	na	na	188	294	265	238
			Number of Thefts From Autos			
(H-2)	na	na	27	17	15	13
			Number of Street Robberies			
(H-3)	na	74	18	8	7	6
			Number of Purse Snatchings			

STRATEGY:
1. Use horse patrols in selective patrol through residential areas identified by crime reports as active for this crime.
2. Maintain high visibility and constant patrol thereby increasing their presence throughout the area.
3. Use crime reports and computer data to target active areas.

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

OBJECTIVE 2625-I: To Process by telephone 50% of the targeted calls for service thereby reducing patrol responses.

	1986	1987	1988	1989	1990	1991
(I-1)	na	8,500	7,524	6,198	9,000	7,000
			Number of Reports Taken			
(I-2)	120,000	121,000	150,000	148,591	125,000	125,000
			Number of Patrol Dispatchies			
(I-3)	na	50,000	51,686	44,244	25,000	14,000
			Number of Dispatchers That Have Non-Police Response and Are Handled by Reports			

STRATEGY:
1. Continue the Differential Police Response Program.
   A. Transfer more calls to the "call expediter" position, thereby reducing the number of unnecessaryt case investigation reports generated by patrol officers.
   B. Dispatchers and telephone complaint takers will be trained to used the automatic switching system.

INVESTIGATIONS

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 1,577,365	$ 1,722,063	$ 1,750,333
CONTRACTUALS	$ 58,485	$ 52,652	$ 55,842
COMMODITIES	$ 9,272	$ 12,426	$ 8,298
INTERNAL SERVICES	$ 125,868	$ 100,422	$ 261,963
CAPITAL OUTLAYS	$ 0	$ 4,350	$ 9,225
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 60,508	$ 64,195	$ 66,799
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,831,498	$ 1,956,108	$ 2,152,460

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SECRETARY	4.00	4.00	58	$ 69,028
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 19,376
POLICE OFFICER	11.00	11.00	61	$ 244,848
POLICE CORPORAL	31.00	31.00	68	$ 837,616
FIRE INVESTIGATOR	1.00	1.00	69	$ 25,340
POLICE SERGEANT	4.00	4.00	75	$ 127,027
POLICE CRIME PREV ANALYST	1.00	1.00	77	$ 30,059
CHIEF FIRE INVESTIGATOR	1.00	1.00	78	$ 32,341
POLICE LIEUTENANT	2.00	2.00	80	$ 73,074
POLICE CAPTAIN	1.00	1.00	85	$ 41,277
POLICE MAJOR	1.00	1.00	91	$ 47,783
TOTAL	58.00	58.00		

CRIMINAL INVESTIGATIONS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2631-1: Investigate crimes involving major risk of injury						
32	22	22	20	20	30	
Homicide Cases Assigned						
172	147	161	144	160	164	
Rape Cases Assigned						
675	671	655	709	672	907	
Robbery Cases Assigned						
446	400	388	460	432	609	
Aggravated Assault Cases Assigned						
1,325	1,240	1,226	1,333	1,284	1,710	$904 Unit: $529 /case
Total Cases Assigned						
WP 2631-2: Investigate crimes involving risk of property loss						
1,269	1,287	1,850	1,429	1,856	2,848	
Burglary Cases Assigned						
814	1,033	802	1,713	1,596	8,264	
Larceny Cases Assigned						
642	403	953	1,256	552	1,400	
Auto Theft Cases Assigned						
918	649	589	521	984	544	
Check Cases Assigned[1]						
540	693	757	986	650	908	
Other Cases Assigned						
27,020	29,640	39,120	43,033	40,000	62,426	
Stolen Property Checks (pawn shops, etc.)						
4,183	4,065	4,957	5,905	5,638	3,964	$839 Unit: $212 /case
Total Cases Assigned						
WP 2631-3: Assist District Attorney in prosecution of cases						
1,859	1,667	1,862	2,136	2,000	2,000	$151 Unit: $75 /case
Cases Referred to Court						
WP 2631-4: Povide investigations of crime scenes						
4,100	3,672	3,640	3,322	3,800	3,600	$258 Unit: $72 /invstig.
Crime Scenes Investigated						

GOAL: TO ENSURE ALL HOMICIDES ARE CLEARED BY ARREST.

OBJECTIVE 2631-A: To clear by arrest 100% of all domestic[1] homicides.

	1986	1987	1988	1989	1990	1991
(A-1)	12	4	3	0	5	3
		Total Domestic Homicides				
(A-2)	12	4	3	0	5	3
		Domestic Homicides Cleared By Arrest				
(A-3)	100%	100%	100%	na%	100%	100%
		% Clearance Rate				

STRATEGY:

1. Monitor all Domestic Homicides to determine what trends develop and plan strategies to reduce future happenings.

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

	1986	1987	1988	1989	1990	1991
(B-1)	19	18	16	20	15	27
		Total Non-Domestic Homicides				
(B-2)	18	15	13	13	11	29
		Non-Domestic Homicides Cleared by Arrest				
(B-3)	95%	83%	81%	65%	73%	74%
		% Clearance Rate				

STRATEGY:

1. To continue training needed to enhance investigators skills as assignments necessitates through mandated training.
2. Assign a team of investigators to any case which has possibilities of being difficult to clear as a major crime case.
3. Utilize case screening on all homicides in conjunction with the District Attorney's Office.

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

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

	1986	1987	1988	1989	1990	1991
(C-1)	2,399	2,165	1,858	1,728	1,900	1,839
		Residential Burglaries				
(C-2)	1,210	1,195	985	807	1,000	1,008
		Commercial Burglaries				
(C-3)	3,609	3,360	2,843	2,535	2,900	2,848
		Total Burglaries				
(C-4)	1,269	1,287	1,850	1,429	1,856	2,848
		Total Assigned Cases				
(C-5)	477	481	672	546	744	500
		Total Cleared Cases				

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[1] 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.

Objective 2631-C: (cont'd)

(C-6)	38%	37%	58%	35%	40%	40%
			Assigned Clearance Rate[1]			
(C-7)	12.6%	13%	24%	19%[1]	20%	16%
			Total Clearance Rate[1]			

STRATEGY 2631-C:

1. Improve MAPPER Computer capabilities to enter stolen items into Pawn List.
2. Maintain a program whereby written protest notices are lodged with the Parole Board against any early release of repeat offenders.
3. Enhance the "Pro-Active" approach toward crime patterns.
4. Update training of investigators assigned to Property Unit while complying with mandated training.
5. Continue to identify and arrest recidivists that are committing the majority of burglaries.

GOAL: TO ENSURE AUTO THEFT CRIMES RESULT IN A HIGHER RECOVERY AND CLEARANCE RATE THAN THE NATIONAL AVERAGE.

OBJECTIVE 2631-D: To achieve a clearance rate of at least 25% and a recovery rate of 70% on auto thefts.

	1986	1987	1988	1989	1990	1991
(D-1)	426	40	468	654	500	749
			Number of Auto Thefts			
(D-2)	672	798	953	1,256[2]	984	1,400
			Assigned Auto Theft Cases			
(D-3)	25%	37%	33%	35%	29%	28%
			Clearance Rate			

STRATEGY:

1. Provide additional in-service training for Patrol officers to identify stolen vehicles and locations of abandonment.
2. Continue distribution of Stolen Vehicle Sheets to Patrol and surrounding law enforcement agencies on a weekly basis.
3. Monitor Auto Theft reports to ensure proper reporting techniques are followed.
4. Continue to promote community awareness programs on Auto Thefts.

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1 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 13% in 1989 (FBI UCR).

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

GOAL: TO SUPPRESS JUVENILE CRIME IN THE CITY.

OBJECTIVE 2631-E: To limit the number of repeat Juvenile offenders.

	1986	1987	1988	1989	1990	1991
(E-1)	85	93	148	195	95	276

Repeat Juvenile Offenders Per Year

STRATEGY 2631-E:

1. Identify and counsel recidivist who may be engaging in crimes or associating with those who are known to commit crimes.
2. Make speeches and frequent schools and youth organizations or functions.
3. Make speeches, counsel parents, citizens, teachers and others regarding juvenile crimes.
4. Work with Juvenile Courts on all matters, particularly referrals.

GOAL: TO ENSURE RAPES RESULT IN AN ARREST.

OBJECTIVE 2631-F: To equal or exceed the National Clearance rate[1] for Rape.

	1986	1987	1988	1989	1990	1991
(F-1)	102	57	96	96	110	106
			Total Rapes			
(F-2)	172	147	161	144	160	164
			Assigned Rape Cases			
(F-3)	66%	81%	69%	67%	71%	66%
			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.

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

[1] National Clearance Rate (1989) for rapes is 52%.

OBJECTIVE 2631-G: To equal or exceed the National Clearance Rate[1] for robberies.

	1986	1987	1988	1989	1990	1991
(G-1)	679	594	510	553	595	737
			Total Robberies			
(G-2)	488	671	655	709	672	899
			Assigned Robberies			
(G-3)	31%	38%	49%	50%	40%	45%
			Assigned Clearance Rate			
(G-4)	27%	30%	35%	38%	35%	30%
			Clearance Rate			

STRATEGY 2631-G:

1. Develop intelligence files on repeat offenders utilizing information from detectives, intelligence officers and state agencies.
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.
5. Operate and keep functional at least eighteen surveillance cameras in business establishments.

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

OBJECTIVE 2631-H: To clear cases via matching latent fingerprints in 12% of cases where latent fingerprints are obtained.

	1986	1987	1988	1989	1990	1991
(H-1)	140	130	143	144	132	132
			Number of Cases Cleared			

STRATEGY:

1. Maintain an active role in the training of recruits. Instruct the recruits in the types of physical evidence that may be present at the crime scene.
2. Instruct the recruits and officers in the field on crime scene protection.
3. Maintain the training of identification officers in basic and advanced schools.
4. Continue to develop computer aided fingerprint matching techniques.

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[1] National Clearance Rate (1989) for robbery is 26%.

MANAGEMENT SERVICES

PURPOSE: PROVIDE ADMINISTRATIVE, TECHNICAL, AND LOGISTICAL SUPPORT TO ALL OTHER DIVISIONS THROUGH BUDGETARY MANAGEMENT, RESEARCH SERVICES, CRIME ANALYSIS, PERSONNEL RECRUITMENT, TRAINING, RECORDS MANAGEMENT, VEHICLE SERVICES, SUPPLY MANAGEMENT, AND HOUSEKEEPING SERVICES.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 626,737	$ 671,528	$ 1,455,558
CONTRACTUALS	$ 31,853	$ 41,109	$ 376,962
COMMODITIES	$ 11,230	$ 11,037	$ 367,666
INTERNAL SERVICES	$ 649,274	$ 705,652	$ 729,590
CAPITAL OUTLAYS	$ 7,271	$ 1,160	$ 2,900
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 8,094	$ 5,067	$ 16,454
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,334,459	$ 1,435,553	$ 2,949,130

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CLERK	2.00	.00		$ 0
SWITCHBOARD OPERATOR	2.00	.00		$ 29,292
MANAGEMENT ANALYST	1.00	.00		$ 27,264
CUSTODIAN	2.00	1.00	43	$ 12,799
STOREKEEPER	1.00	1.00	49	$ 14,816
CLERK TYPIST	7.00	7.00	50	$ 100,182
SENIOR CLERK	8.00	8.00	54	$ 126,789
SENIOR CLERK TYPIST	3.00	3.00	55	$ 49,427
SENIOR ACCOUNT CLERK	1.00	1.00	56	$ 16,335
PRINCIPAL CLERK	3.00	3.00	59	$ 55,873
ADMINISTRATIVE ASSISTANT	2.00	2.00	61	$ 38,309
POLICE CORPORAL	4.00	4.00	68	$ 117,340
POLICE SERGEANT	4.00	4.00	75	$ 127,027
PERSONNEL COORDINATOR	1.00	1.00	78	$ 30,059
POLICE LIEUTENANT	1.00	1.00	80	$ 36,537
SENIOR MANAGEMENT ANALYST	3.00	3.00	80	$ 102,121
MASTER ANALYST	1.00	1.00	81	$ 35,657
SENIOR SYSTEMS ANALYST	1.00	1.00	81	$ 37,439
POLICE TRAINING DIRECTOR	1.00	1.00	83	$ 42,296
POLICE CAPTAIN	1.00	1.00	85	$ 41,277
POLICE MAJOR	1.00	1.00	91	$ 47,783
TOTAL	50.00	44.00		

MANAGEMENT SERVICES

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2643-1:	**Recruit, test and screen applicants and provide other personnel support services.**					
229	191	520	171	180	180	$442 Unit: $2,456 /applicant
		Applicants Processed				
WP 2643-2:	**Provide in-house and in-service training, professional seminars, conferences, and schools.**					
319[1]	332	325	325	325	325	$88 Unit: $271 /trainee
		SPD Personnel Receiving Training				
WP 2643-3:	**Conduct in-depth crime analysis on selected offenses.**					
17	17	17	17	17	17	$295 Unit: $17,353 /report
		Number of Reports				
WP 2643-4:	**Provide budget services to Department and liaison with Purchasing and other departments as required.**					
17	45	60	72	86	86	$59 Unit: $686 /report
		Budget Reports				
WP 2643-5:	**Provide case management.**					
122,400	126,000	150,000	196,685	139,500[1]	198,000	$442 Unit: $2 /case
		Reports Processed (CRN's)				
WP 2643-6:	**Provide records checks.**					
11,779	6,704	6,116	6,531	7,200	13,000	$442 Unit: $34 /record
		Records Checked				
WP 2643-7:	**Provide armorer services, range instruction and weapons qualifying classes.**					
12	15	16	16	16	8	$295 Unit:$36,875 /class
		Qualification and Recruit Classes Conducted				
290	320	320	328	323	323	
		Number of Officers Qualifying				

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

WP 2643-8: Provide Quartermaster services for daily operations (uniforms, office supplies, janitorial services, and building maintenance).

na	36	40	43	40	40	$886
Number of New Officers Issued Full Gear						Unit: $2,032
na	na	1,521	1,521	1,521	1,521	/employee
Number of New Items of Uniform Clothing in Our Inventory						

GOAL: TO ENSURE ALL SAVANNAH POLICE DEPARTMENT PERSONNEL STAFFING NEEDS ARE MET DAILY.

OBJECTIVE 2643-A: To fill 95% of all Police officer vacancies within 30 days.

	1986	1987	1988	1989	1990	1991
(A-1)	100%	100%	100%	100%	95%	95%
Vacancies Filled Within 30 Days						

STRATEGY:
1. Reduce voluntary employee separations.
2. Conduct periodic orientation sessions apprising employees of benefits and rights.

OBJECTIVE 2643-B: To at least maintain the number of minority and female sworn officers at current levels.

	1986	1987	1988	1989	1990	1991
(B-1)	282	298	297	219	219	220
Number of Minority Applicants						
(B-2)	80	191	127	69	69	70
Number of Female Applicants						
(B-3)	na	na	120	122	122	120
Number of Minority Sworn Officers						
(B-4)	na	na	36	37	37	37
Number of Female Sworn Officers						

STRATEGY:
1. Initiate recruitment drives each semester or quarter, where feasible at colleges. Recruit monthly at military bases, and utilize public sector employment agencies.
2. Engage minority and female officers of all ranks to speak at public and private functions where audiences are primarily composed of minorities and females.

OBJECTIVE 2643-C: To require all sworn officers to receive twenty hours of in-service training in 1991. Firearms, radar, and first-aid/CPR may not be included in these twenty hours.

	1986	1987	1988	1989	1990	1991
(C-1)	na	na	100%	100%	100%	100%
	Percentage of Officers at Firing Range 4 times/year					
(C-2)	na	na	261	22	22	20
	Number of Officers Receiving 16 Hours Training in Defensive Tactics					
(C-3)	na	na	0	320	320	320
	Number of Officers Receiving Driver's Training					
(C-4)	na	na	246	212	212	212
	Number of Officers Receiving Specialized Training					
(C-5)	na	na	24	30	30	30
	Number of Officers Receiving Supervisory Training at ASC, Forsyth, or FBI					
(C-6)	na	na	20	29	29	29
	Number of Officers Receiving Supervisory Training at SPD					
(C-7)	na	na	na	325	325	325
	Number of Officers to Receive 20 Hours of in-service training that will be approved by the State of Georgia					

STRATEGY:

1. Implement a training schedule that will allow each officer a minimum of 20 hours of in-service training as required by law.
2. Continue to upgrade in-house instructors so that the SPD can conduct much of its own training.

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

OBJECTIVE 2643-D: To ensure all certified officers are able to qualify during department firearms training with their issued service revolver.

	1986	1987	1988	1989	1990	1991
(E-1)	77%	100%	100%	100%	100%	100%
	Sworn Officers Qualifying					

STRATEGY:

1. Identify the certified officers who score below 80%, 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 established training courses.
4. Ensure that all members of the Barricaded Gunman Neutralization Team are supplied with and trained in the use and effectiveness of the special weapons in our inventory.

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

OBJECTIVE 2643-E: To process all police reports, including entering data into data base, by the seventh calendar day of the following month.

	1986	1987	1988	1989	1990	1991
(E-1)	na	100%	100%	100%	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.
2. Maintain productivity standards for data entry clerks.

OBJECTIVE 2643-F: To complete 90% of requests for record checks within 24 hours and 100% within 48 hours.

	1986	1987	1988	1989	1990	1991
(F-1)	na	90%	95%	90%	90%	90%

Percentage Requests Completed within 24 hours

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



Housing/Drug Grant

In 1990, the Savannah Police Department received a grant through the Drug Control and System Improvement Formula Grant Program. This program is administered by the Georgia Criminal Justice Coordinating Council. The grant funds were supplemented by monies from the Housing Authority of Savannah and from Savannah Police Department condemned funds. In September, 1990, a seven person unit was organized to combat drug related crime primarily in targeted housing areas.

Summaries of the planned revenue and expenditures are presented below.

REVENUE BY SOURCE

Revenues are derived from three sources as listed below.

State Grant	$135,000
Housing Authority of Savannah	40,000
Savannah Police Department Comdemned Funds	65,000
Total	$240,000

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 62,188	$117,812	$55,624	89.4
Contractuals	4,825	3,377	-1,448	-30.0
Commodities	15,735	2,700	-13,035	-82.8
Internal Services	10,464	1,800	-8,664	-82.8
Capital Outlays	1,000	0	-1,000	-100.0
Other Charges	15,461	4,638	-10,823	-70.0
Total	$109,673	$130,327	$20,654	18.8

PROGRAM COSTS

Personnel Services: Expenses for Personnel Services total $117,812. Salaries and Wages comprise $77,538 of this amount. Other major allocations are Group Medical Insurance, $15,715; Pension, $7,311; and Social Security $5,932. Major changes are listed below.

Salaries & Wages	**increases** $33,118 because the activity was formed late in 1990.
Group Medical	**increases** $10,909 because the activity was formed late in 1990.

Contractuals: Contractuals are planned at $3,377 in 1991.

Commodities: Expenses for Commodities total $2,700. The major change is detailed below.

Clothing & Laundry **decreases** $8,260 because uniforms for the seven officers were purchased in 1990.

Internal Services: Internal Services are planned at $1,800. The major change is listed below.

Central Services **decreases** $9,864 because radios were purchased in 1990.

Capital Outlays: No capital outlays are planned for 1991.

Other Charges: Expenses in this category total $4,638 entirely for Vehicle Depreciation. The major change is provided below.

Fleet Addition Cont **decreases** $13,915 because a vehicle was purchased in 1990.

HOUSING/DRUG GRANT

PURPOSE: TO COMBAT VICE AND DRUG RELATED CRIMES IN TARGETED HOUSING AREAS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 0	$ 62,188	$ 117,812
CONTRACTUALS	$ 0	$ 4,825	$ 3,377
COMMODITIES	$ 0	$ 15,735	$ 2,700
INTERNAL SERVICES	$ 0	$ 10,464	$ 1,800
CAPITAL OUTLAYS	$ 0	$ 1,000	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 15,461	$ 4,638
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 0	$ 109,673	$ 130,327

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
POLICE OFFICER	6.00	6.00	61	$ 126,066
POLICE SERGEANT	1.00	1.00	75	$ 31,562
TOTAL	7.00	7.00		



Condemned Funds

Condemned funds are money confiscated by the Police Department during vice and drug enforcement activities and awarded to the City by judicial order. In 1990, expenditures are projected at $251,566. In 1991, expenditures are planned at $101,536.

REVENUE BY SOURCE

All revenue is derived from money confiscated during drug and vice enforcement activities and awarded to the City by judicial order. These funds are shown on the table below.

	1990 Projected	1991 Budget
Condemned Funds	$251,566	$101,536

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Contractuals	$101,501	$ 0	$-101,501	-100.0
Commodities	17,602	0	-17,602	-100.0
Capital Outlays	132,463	0	-132,463	-100.0
Other Charges	0	101,536	101,536	--
Total	$251,566	$101,536	$-150,030	-59.6

PROGRAM COSTS

Contractuals: Expenditures in this area decrease $101,501. Major changes are:

Other Contractual Services — **decrease** $65,000 because funds were used to supplement the Housing/Drug Grant activity in 1990

Equipment Maintenance — **decrease** $35,000 because improvements to the communication system were funded in 1990.

Commodities: Expenditures in this category decrease $17,602. The major change is listed below:

Small Fixed Assets — **decreases** $16,102 because surveillance equipment was purchased in 1990.

Capital Outlays: Expenditures in this account decrease $132,463. In 1990, major expenditures included a firearms training system, $59,325; computer equipment, $15,000; and a facial facsimulator, $13,700.

Other Charges: Planned expenditures increase $101,536 because unallocated condemned funds are budgeted in this account for 1991. A detailed description of proposed expenditures is contained in the Special Funds Section of this document.



Fire Bureau

The Fire Bureau consists of two activities: Fire Chief and Firefighting. Nine fire stations and thirty-two pieces of equipment are maintained by this bureau. In addition, fire services are provided to the city's southside area through a contractual agreement with the Southside Fire Department. The 1991 budget for the bureau is presented below. In comparison to the 1990 projected expenditures, the 1991 budget increases $349,355 or 4% to $9,032,133.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$6,622,365	$6,924,117	$301,752	4.6
Contractuals	1,403,496	1,454,466	50,970	3.6
Commodities	105,618	107,127	1,509	1.4
Internal Services	343,802	310,539	-33,263	-9.7
Capital Outlays	23,090	21,550	-1,540	-6.7
Other Charges	184,407	214,334	29,927	16.2
Total	$8,682,778	$9,032,133	$349,355	4.0

PROGRAM COSTS

Personnel Services: Personnel Services total $6,924,117 for 1991. Major allocations in this account are Salaries and Wages at $5,651,296, Group Medical Insurance at $472,859, Pension at $266,938, Social Security at $212,765, Worker's Compensation at $135,865, Overtime at $75,122, and Longevity at $72,239. The major changes are as follows:

Salaries & Wages — **increase** $264,063 due to a general wage increase and an anniversary increase for eligible employees. The total reflects a productivity enhancement of $59,554 which eliminated four positions

Medical Insurance — **increases** $53,869 due to a higher citywide contribution for the Medical Insurance Fund.

Group Life — **increases** $18,776 due to a higher citywide contribution for 1991.

Pension — **decreases** $25,748 due to a lower citywide contribution as recommended by the Pension Actuary.

Worker's Comp — **decreases** $21,000 reflecting this department's recent loss experience.

Contractuals: Southside Fire Services represent $1,259,204 of the total $1,454,466 budget in this area. Other major expenses include Communications at $48,377, Electricity at $39,489, Insurance at $28,839, Other Contractuals at $20,000, Building Repairs at $14,153, Equipment Maintenance at $13,150, and Natural Gas at $10,622. The major changes are listed below:

Southside Fire	**increases** $54,228 due to higher contractual costs for Southside Fire service.
Building Repairs	**increase** $10,800 due to the replacement overhead rolling doors at fire station #1.
Medical Costs	**decrease** $19,309 because of a reduction in the number of hepatitis vacinations requested

Commodities: This category is budgeted at $107,127, an increase of $1,509 over 1990 projected expenditures. Major items are Clothing and Laundry at $54,095, Operating Supplies at $17,951, Diesel Fuel at $10,508, and Gasoline at $8,659.

Internal Services: The $310,539 allocated for Internal Services include Garage Services at $211,779, Central Services at $78,815, and Data Processing at $19,945. The significant change is listed below:

Central Services	**decrease** $29,827 primarily due to decreases in electronic equipment purchases and in telephone line rental charges.

Capital Outlays: The total allotment in this category is $21,550. The specific items are:

1 Large Diameter Hose (replacement)	$11,000
4 Air Packs (replacement)	5,600
2 Humat Valves (replacement)	3,050
1 AWG Valve (replacement)	1,050
1 Ice Maker (replacement)	850
Total	$21,550

Other Charges: Expenditures in this area total $214,334 for Vehicle Depreciation. This figure is $29,927 more than 1990 projected expenditures due to a full year's cost of vehicles replaced in 1990.

VEHICLES TO BE REPLACED

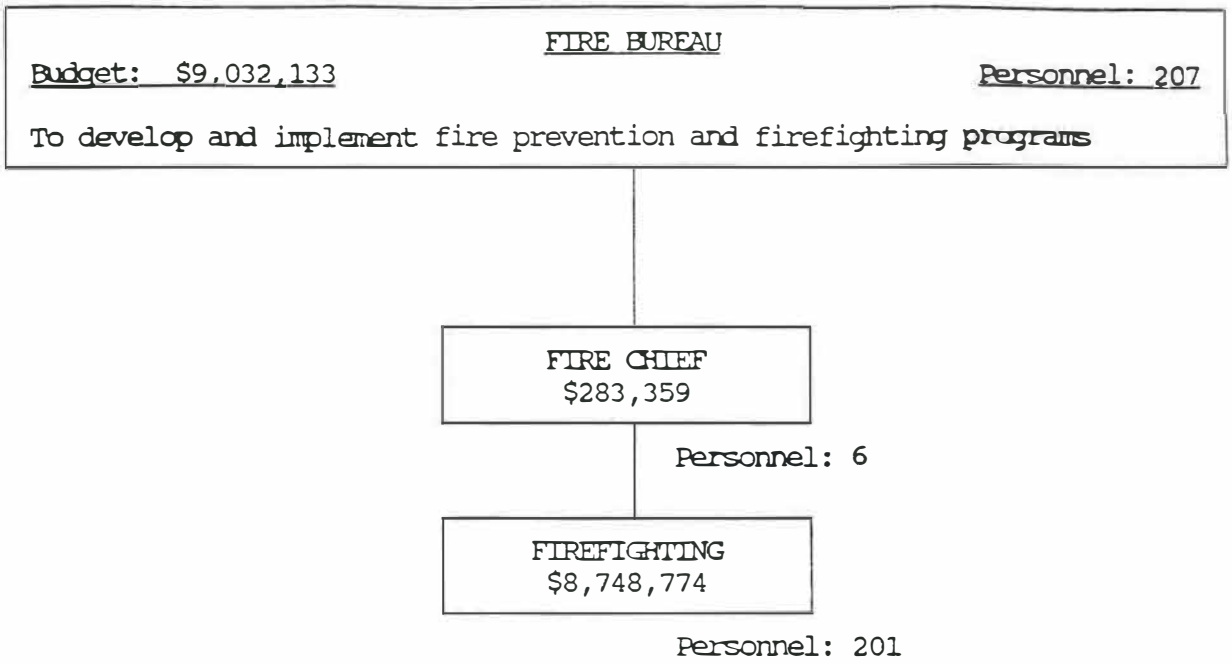
Description	Replacement Cost
Squad Unit & Equipment	$150,000
HazMat Unit	125,000
Total	$275,000

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Fire Chief	$ 255,149	$ 258,321	$ 283,359
Firefighting	7,976,402	8,424,457	8,748,774
Total	$8,231,551	$ 8,682,778	$9,032,133

Fire Chief: The 1991 budget increases $25,038 primarily to reflect increases of $13,140 in Personnel Services, and $10,800 in Building Repairs for Fire Station #1 door replacements.

Firefighting: The Firefighting activity increases $324,317 due to increases in Personnel Services of $288,612, Contractuals of $39,602 primarily for the Southside Fire contract, and Vehicle Depreciation of $29,935. These increases are partially offset by decreases in Central Services charges of $29,776 and Clothing & Laundry of $3,258.


FIRE BUREAU
Budget: $9,032,133
Personnel: 207
To develop and implement fire prevention and firefighting programs
FIRE CHIEF
$283,359
Personnel: 6
FIREFIGHTING
$8,748,774
Personnel: 201

Vehicles: 33

FIRE CHIEF

PURPOSE: PROVIDE ADMINISTRATIVE AND INVESTIGATIVE SERVICES NECESSARY TO COORDINATE FIREFIGHTING ACTIVITIES.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 219,820	$ 227,859	$ 240,999
CONTRACTUALS	$ 16,958	$ 19,467	$ 30,835
COMMODITIES	$ 4,271	$ 4,941	$ 5,646
INTERNAL SERVICES	$ 9,873	$ 1,984	$ 1,917
CAPITAL OUTLAYS	$ 958	$ 950	$ 850
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 3,269	$ 3,120	$ 3,112
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 255,149	$ 258,321	$ 283,359

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	55	$ 15,941
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 19,855
MANAGEMENT ANALYST	1.00	1.00	77	$ 29,335
FIRE TRAINING OFFICER	1.00	1.00	81	$ 34,797
ASSISTANT FIRE CHIEF	1.00	1.00	91	$ 47,783
FIRE CHIEF	1.00	1.00	99	$ 60,984
TOTAL	6.00	6.00		

FIRE CHIEF

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
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**					
12	12	12	12	12	12	$191 Unit: $5,026 /report
		Monthly Activity Reports				
12	12	12	12	12	12	
		Monthly Leave Reports				
1	1	1	1	1	1	
		Annual Report				
12	12	12	12	12	12	
		Incidental Reports				
1	1	1	1	1	1	
		Budget				
WP 2810-2:	**Manage and oversee training program**					
12	28	15	15	12	12	$58 Unit: $4,833 /course
	Courses of Instruction in Fire Science					
WP 2810-3:	**Conduct fire investigations to determine the causes of structural and vehicle fires (includes Southside)**					
521	548	521	528	528	475	$17 Unit: $424 /investig.
	Structural Fire Investigations					
296	310	279	248	248	248	
	Vehicle Fire Investigations					
WP 2810-4:	**Investigate arson cases**[1]					
84	102	87	89	89	89	$17 Unit: $191 /investig.
	Arson Investigations					

[1] 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.

GOAL: TO ENSURE THE RESIDENTS OF ALL CITY NEIGHBORHOODS ARE EQUALLY SAFE FROM FIRES BY MAINTAINING AN EFFECTIVE AND EFFICIENT FIRE DEPARTMENT.

OBJECTIVE 2810-A: To ensure all fire reduction objectives and all special objectives of the Fire Department are met for 1991.

	1986	1987	1988	1989	1990	1991
(A-1)	100%	100%	100%	100%	100%	100%

Objectives Met

STRATEGY:

1. Monitor and report on all goals and objectives on a monthly basis and more frequently if needed and initiate immediate corrective action should weaknesses or deficiencies appear.

OBJECTIVE 2810-B: To reduce sick leave usage by 5% during 1991.

	1986	1987	1988	1989	1990	1991
(B-1)	8.29	8.0	9.4	6.9	7.0	6.7

Days Per Person

STRATEGY:

1. Continue to apply City sick leave policy on each absence. Encourage employees with problems to make use of the Employee Assistance Program. Individually review record with each chronic user.

OBJECTIVE 2810-C: To ensure complaints about Fire personnel do not exceed 2 for the year.

	1986	1987	1988	1989	1990	1991
(C-1)	0	0	0	0	0	0

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 discourtesy reports are received.

OBJECTIVE 2810-D: To ensure all firefighting personnel receive training exceeding State minimum standards of 120 hours of training annually.

	1986	1987	1988	1989	1990	1991
(D-1)	100%	100%	100%	100%	100%	100%

Certified Firefighters

STRATEGY 2810-D:

1. Conduct a recruit training course of 240 hours in basic firefighting for all new firefighters.
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.

OBJECTIVE 2810-E: To increase managerial and supervisory skills by having all officers attend 20 hours of training annually.

	1986	1987	1988	1989	1990	1991
(E-1)	na	na	na	na	100%	100%

Percent of Officers Receiving 20 Hours Training

STRATEGY:

1. Encourage officers to attend the National Fire Academy and the Georgia Fire Academy.
2. Conduct special managerial classes within the City and the Fire Department.

OBJECTIVE 2810-F: To reduce the number of structural fires by 5% in 1991.

	1986	1987	1988	1989	1990	1991
(F-1)	521	548	521	528	528	502

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-G: To ensure all fires of an incendiary nature are investigated and those persons found responsible are prosecuted.

	1986	1987	1988	1989	1990	1991
(G-1)	100%	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. Arrest and prosecute all persons when 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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 6,025,203	$ 6,394,506	$ 6,683,118
CONTRACTUALS	$ 1,319,347	$ 1,384,029	$ 1,423,631
COMMODITIES	$ 96,739	$ 100,677	$ 101,481
INTERNAL SERVICES	$ 293,575	$ 341,818	$ 308,622
CAPITAL OUTLAYS	$ 72,600	$ 22,140	$ 20,700
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 168,938	$ 181,287	$ 211,222
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 7,976,402	$ 8,424,457	$ 8,748,774

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
STOREKEEPER	.00	1.00	49	$ 13,771
SENIOR CLERK TYPIST	.00	1.00	55	$ 15,941
FIRE DISPATCHER	5.00	5.00	56	$ 88,838
FIREFIGHTER TRAINEE	8.00	2.00	57	$ 36,908
FIREFIGHTER	32.00	32.00	58	$ 640,946
SR FIRE DISPATCHER	1.00	1.00	60	$ 20,345
MASTER FIREFIGHTER	111.00	111.00	66	$ 3,058,525
FIRE CAPTAIN	42.00	41.00	75	$ 1,340,028
FIRE BATTALION CHIEF	6.00	6.00	82	$ 233,092
ASSISTANT FIRE CHIEF	.00	1.00	91	$ 38,364
TOTAL	205.00	201.00		

FIREFIGHTING

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2840-1: Participate in Training						
12	28	15	15	12	12	$767 Unit:$63,917 /class
		Classes				
WP 2840-2: Maintain Stations, Equipment, and Support Management						
13,385	12,530	15,383	13,672	15,300	15,300	$2,086 Unit: $136 /duty day
		12-Hour Duty Days				
WP 2840-3: Provide Communication Services 24 Hours/365 Days						
1,699	1,724	1,718	1,658	1,700	1,700	
		Fire and False Alarms				
349	489	416	534	465	465	$180 Unit: $83 /call
		Rescue & Public Service Calls				
WP 2840-4: Provide Public Service Response						
296	434	373	368	425	425	
		Service Calls				
53	53	43	45	40	40	$76 Unit: $163 /call
		Rescues				
WP 2840-5: Fire Control and Suppression						
1,152	1,107	1,074	1,022	1,063	1,025	$324 Unit: $316 /fire run
		Calls				
WP 2840-6: Respond to False Alarms						
547	617	644	636	637	675	$133 Unit: $197 /false alarm
		Calls				
WP 2840-7: Stand-by on Alert Duty						
54.1	53.0	52.7	53.4	52.6	52.6	$3,686 Unit:$70,076 /person
		Average Daily 24 Hours Strength				
WP 2840-8: Conduct home inspections						
4,567	8,201	1,371	5,333	4,000	4,000	$149 Unit: $37 /inspec.
		Inspections				

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 2840-9: Provide Southside Fire Protection Services (Contract)						
300	246	258	235	258	260	
		Fire Calls				
112	91	117	133	120	120	
		False Alarms				
85	88	119	40	120	120	
		Public Service Calls				
497	425	494	489	498	500	$1,286 Unit:$2,572 /call
		TOTAL CALLS				
WP 2840-10: Conduct Fire Prevention Programs						
3,844	13,342	3,546	2,537	3,100	3,100	$11 Unit: $4 /pupil
		School Visits (Pupils)				
10,502	10,594	12,842	12,511	10,000	10,000	$25 Unit: $3 /pupil
		"Learn Not To Burn" (Pupils)				
50	50	54	50	50	50	$11 Unit: $220 /event
		Fire Prevention Week (Events)				
132	205	98	135	132	132	$15 Unit: $114 /plan
		Pre-fire Plans				

GOAL: TO MAKE ALL PLANNING UNITS WITHIN THE CITY EQUALLY SAFE FROM LOSS OF LIFE AND PROPERTY DUE TO DWELLING FIRES.

OBJECTIVE 2840-A: To reduce the number of dwelling fires in planning units 19, 20, 21, and Showcase Areas I and II by 10% in 1991.

Planning Area	1986	1987	1988	1989	1990	1991
19	85	94	88	85	88	79
20	36	28	28	38	35	32
21	27	38	34	27	38	34
S.C.I	16	16	17	18	12	11
S.C.II	27	26	38	33	25	23

STRATEGY:

1. Carry out home inspections, smoke dector and fire awareness programs. (Inspection hours will be expanded to include evenings and Saturdays.)
2. Conduct fire safety education in the community and schools.
3. Identify and report to proper departments all problem vacant structures.

OBJECTIVE 2840-B: To reduce the average loss per dwelling fire by 5%.

(B-1)

1986	1987	1988	1989	1990	1991
$4,876	$5,798	$5,556	$6,801	$7,410	$7,040

Average Dwelling 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.
2. 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. Ensuring personnel are trained in efficient emergency response procedures.
   d. Ensuring equipment is maintained and performs to established standards.

GOAL: REDUCE THE DANGER TO THE GENERAL PUBLIC, FIRE DEPARTMENT PERSONNEL, AND EQUIPMENT BY REDUCING FALSE ALARMS.

OBJECTIVE 2840-C: To reduce by 10% the number of locations from which multiple false alarms are received.

	1986	1987	1988	1989	1990	1991
(D-1)	52	56	37	33	30	27

Multiple False Alarm Locations

STRATEGY:

1. Furnish each of the multiple false alarm locations complete information on their 1990 experience.
2. Establish a procedure that will flag any location that has more than two false alarm incidents in one month or more than three during any quarter of the year.
3. Report any flagged locations to Housing Code Enforcement for further corrective action.

OBJECTIVE 2840-D: To reduce by 5% the number of intentional false alarms during 1991.

	1986	1987	1988	1989	1990	1991
(E-1)	77	64	103	98	90	86

Intentional False Alarms

STRATEGY:

1. Investigate all false alarms.
2. Prosecute all cases having sufficient grounds for securing a warrant.

Leisure Services Bureau

The Leisure Services Bureau consists of six activities in the General Fund: Leisure Services Director, Athletics, Neighborhood Programs, Adult Day Care, City Golden Age, and Buildings and Grounds Maintenance. The Civic Center Fund is also administered by this Bureau and is delineated in its own fund section. In addition, the Golf Course was also administered by this Bureau; however, it will continue to be contracted in 1991.

The remainder of this discussion relates to the General Fund portion of the Leisure Services budget. At $4,562,571, expenditures for 1991 increase over 1990 projected expenditures by less than one percent. A comparison of the 1991 budget with 1990 projected expenses for the Leisure Services General Fund activities is presented below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$3,071,600	$3,075,791	$ 4,191	0.1
Contractuals	817,936	847,642	29,706	3.6
Commodities	338,209	355,717	17,508	5.2
Internal Services	255,732	222,749	-32,983	-12.9
Capital Outlays	21,967	6,656	-15,311	-69.7
Other Charges	49,537	54,016	4,479	9.0
Total	$4,554,981	$4,562,571	$ 7,590	0.2

PROGRAM COSTS

Personnel Services: Personnel Services expenditures for 1991 are $3,075,791. Salaries and Wages are budgeted at $2,312,948. Other major allocations are also provided for Group Medical Insurance at $337,523, Social Security at $173,434, and Pension at $117,829. Explanations for significant changes are provided below:

Medical Insurance — **increases** $37,681 due to higher citywide contribution requirements for the Medical Insurance Fund.

Salaries & Wages — **decrease** $15,900 due to productivity improvements which led to the elimination of 8.84 staff years. The decrease is partially offset by a general wage increase and anniversary increase for eligible employees.

Overtime — **decreases** $15,039 primarily due to a reduction in hours for weekend park cleaning.

Contractuals: Expenditures for Contractuals total $847,642 in 1991. The major allocation, $268,153, is primarily for meals and transportation for participants in the Adult Day Care and the City Golden Age programs. Electricity is budgeted at

$142,444 with Neighborhood Programs and Building and Grounds Maintenance being the primary users.

Professional Services Fees are planned at $156,993, including $97,361 for athletic officials, and $59,632 for center/program instructors. Rentals at $47,026 include $33,058 for rental of buildings, gyms, stadiums, and fields; $5,476 for equipment and port-o-let rentals; and $8,492 for transportation. Overall, the 1991 Contractuals budget represents a 4% increase over 1990 projected expenditures. The major change is listed below:

Equip Maint **increases** $25,427 primarily to provide adequate funding for ongoing playground renovation.

Commodities: The 1991 Commodities budget is $355,717. The largest allocation within the Commodities category is $128,770 for Sports and Craft Supplies with $60,101 for athletic equipment such as bats, baseballs, and footballs; $46,925 for Neighborhood Programs' games, craft, and sports equipment; and $21,744 for game and craft supplies for Adult Day Care and City Golden Age programs.

Construction Supplies and Materials are budgeted at $83,527 for items such as lumber, paint, masonry sand, park equipment, electrical and plumbing supplies, and tennis court resurfacing material. Operating Supplies and Materials are budgeted at $61,237 going toward maintenance and cleaning supplies. Chemicals are planned at $43,067 for 1991. With a $17,508 increase, Commodities expenditures represent a 5% increase over 1990 projected expenditures.

Internal Services: Internal Services for 1991 are budgeted at $222,749. The greatest expense is $147,047 for Garage Services. Expenses for Central Services are $66,400 and Data Processing expenses account for $9,302 of the budget. This series decreases 13% from 1990 projected expenditures. The major change is provided below:

Central Services **decrease** $30,012 due primarily to a decrease in Building Maintenance requests.

Capital Outlays: Capital Outlays for 1991 total $6,656.

Buildings and Grounds Maint.

4 Diving Boards for Jenkins, Law, Bartow,and Tompkins (replacement)	$6,656

Other Charges: Other Charges at $54,016 increase 9% for Vehicle Depreciation charges due to the full year cost of vehicles replaced in 1990 and replacement vehicles in 1991.

VEHICLES TO BE REPLACED

Description	Cost
Buildings and Grounds Maint.	
1 Backhoe	$30,000
1 Dump Flatbed	25,000
1 Mower	3,000
Total	$58,000

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Leisure Svcs. Director	$ 232,887	$ 206,277	$ 207,651
Athletics	664,493	699,986	675,190
Neighborhood Programs	1,087,167	1,108,843	1,157,572
Adult Day Care	256,934	270,752	267,256
City Golden Age	526,170	532,144	538,456
Bldgs. & Grounds Maint.	1,589,375	1,736,979	1,716,446
Total	$ 4,357,026	$ 4,554,981	$ 4,562,571

Leisure Services Director: An increase of $1,374 in this activity is primarily attributed to a $4,506 increase in Salaries & Wages, and a $3,000 decrease in Capital Outlays.

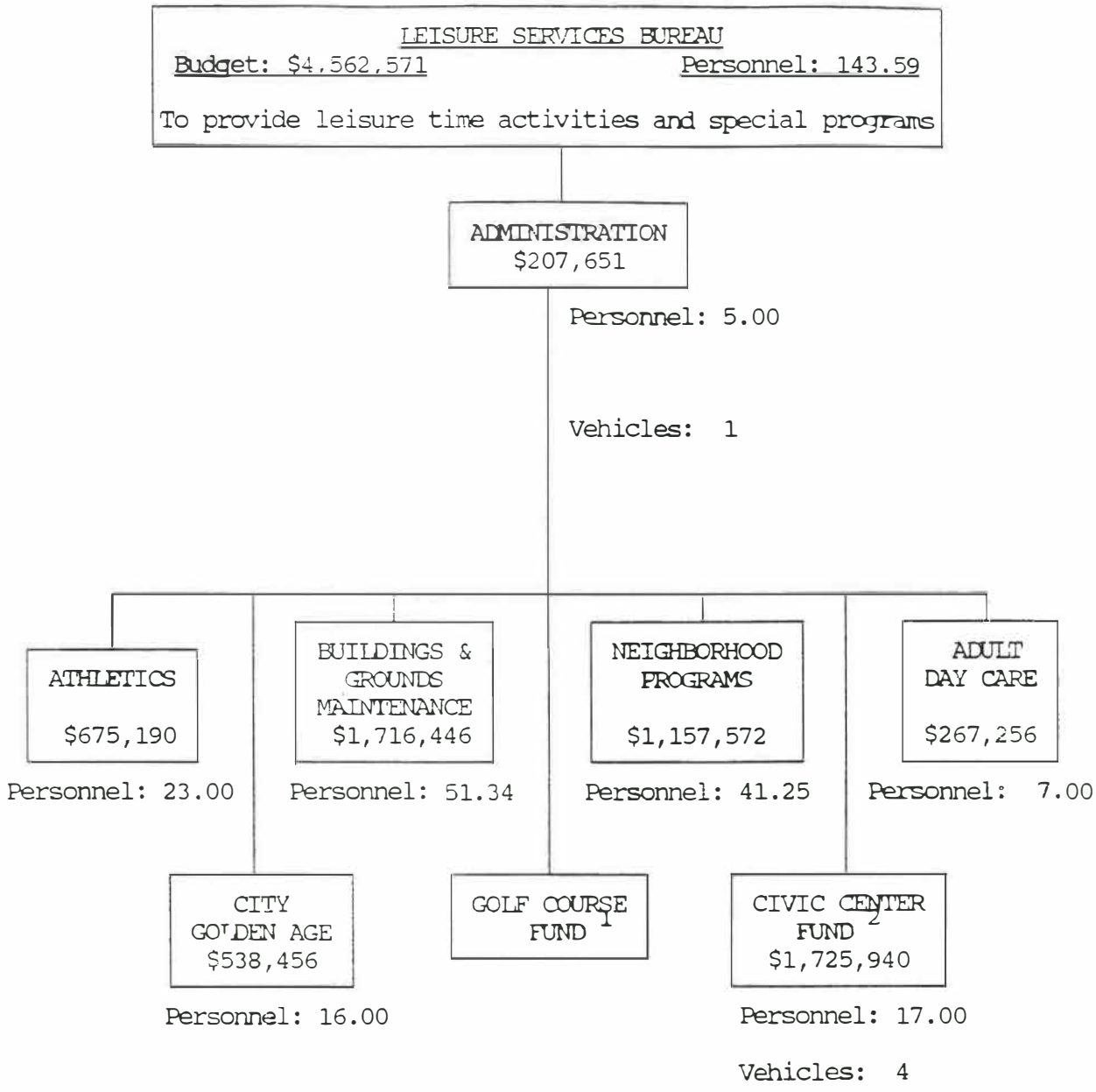
Athletics: The Athletics activity decreases $24,796 primarily due to a $21,328 reduction in Salaries and Wages because of the elimination of 1.5 staff years. Also, there is a $6,500 decrease in Capital Outlays, and a $2,796 decrease in Worker's Compensation. This is partially offset by a $5,190 increase in Medical Insurance.

Neighborhood Programs: This activity increases $48,729 primarily due to a $16,885 rise in Salaries and Wages, a $14,297 rise in Medical Insurance, a $10,379 increase in Workers Compensation, a $4,755 increase in Professional Services Fees, and a $2,614 rise in Insurance.

Adult Day Care: The Adult Day Care activity decreases by $3,496. This reduction primarily reflects a $10,044 decrease in Other Contractual Services due to lower meal and transportation costs. This decrease is partially offset by a $4,660 increase in Salaries and Wages, and a $2,383 rise in Medical Insurance.

City Golden Age: This Leisure Services activity increases 6,312 primarily because of a $9,897 rise in Salaries and Wages and a $5,361 increase in Medical Insurance. These increases are partially offset by a decrease of $10,693 in Other Contractual Services.

Buildings & Grounds Maintenance: This activity decreases by $20,533. A primary factor is the Salaries and Wages decrease of $30,520 due to the elimination of 6.84 staff years. Central Services is down by $29,462 due to a decrease in Building Maintenance requests. Overtime is down $14,819 due to a reduction in hours for weekend park cleanings, and Insurance decreases $6,639. Offsetting some of these decreases are increases of $25,000 in Equipment Maintenance, $21,319 in Other Contractual Services, and $13,500 in Janitorial Fees. The rise in Equipment Maintenance is for playground renovation, and the increases in Other Contractual Services and Janitorial Fees reflect increases for mowing and cleaning service contracts.



Total Vehicles: 48

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1 The Golf Course operations are contracted.
2 The Civic Center Fund is a separate fund and is therefore not included in the totals.

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 188,831	$ 172,831	$ 178,335
CONTRACTUALS	$ 12,666	$ 11,359	$ 10,829
COMMODITIES	$ 9,872	$ 9,079	$ 10,707
INTERNAL SERVICES	$ 12,826	$ 7,474	$ 6,500
CAPITAL OUTLAYS	$ 6,535	$ 3,000	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 2,157	$ 2,534	$ 1,280
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 232,887	$ 206,277	$ 207,651

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CLERK TYPIST	1.00	1.00	50	$ 14,816
ADMINISTRATIVE SECRETARY	1.00	1.00	61	$ 18,910
LEISURE SVCS PROG COORD	1.00	1.00	73	$ 25,340
SENIOR MANAGEMENT ANALYST	1.00	1.00	80	$ 33,959
LEISURE SERVICES DIRECTOR	1.00	1.00	98	$ 53,982
TOTAL	5.00	5.00		

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 1991.

	1987	1988	1989	1990	1991
(A-1) Civic Center	100%	100%	67%	100%	100%
(A-2) Buildings & Grounds	100%	100%	100%	100%	100%
(A-3) Athletics	100%	100%	100%	100%	100%
(A-4) Neighborhood Programs	100%	100%	75%	100%	100%

Objectives Achieved

STRATEGY:
1. Review monthly and quarterly 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 1991.

	1986	1987	1988	1989	1990	1991
(B-1)	2	0	0	0	0	0

Citizen Complaints

STRATEGY:
1. Maintain a system for tracking citizen complaints.
2. Train employees on public relations skills.

OBJECTIVE 3005-C: To reduce the average sick leave usage per employee to 4.5 during 1991.

	1986	1987	1988	1989	1990	1991
(C-1)	5.29	7.67	4.93	6.12	4.93	4.5

Average Sick Leave Per Employee

STRATEGY:
1. Identify and counsel sick leave abusers.

OBJECTIVE 3005-D: To reduce the number of job related injuries from 18 in 1990 to 15 in 1991.

		1987	1988	1989	1990	1991
(D-1)	Bureau	22	20	19	18	15
(D-2)	Athletics	3	0	0	1	1
(D-3)	Neighborhood Programs	7	11	8	5	3
(D-4)	Building & Grounds	10	7	7	11	10
(D-5)	Civic Center	2	2	4	1	1

STRATEGY:
1. Increase awareness that injuries are a problem.
2. Train new employees in proper safety habits.

ATHLETICS

PURPOSE: PROVIDE OPPORTUNITIES TO BOTH YOUTH AND ADULTS IN THE COMMUNITY TO PARTICIPATE IN ORGANIZED TEAM SPORTS AND TENNIS PLAY.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 447,614	$ 463,472	$ 442,243
CONTRACTUALS	$ 140,126	$ 136,836	$ 136,483
COMMODITIES	$ 60,900	$ 84,461	$ 87,983
INTERNAL SERVICES	$ 9,059	$ 7,788	$ 7,575
CAPITAL OUTLAYS	$ 5,649	$ 6,500	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,145	$ 929	$ 906
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 664,493	$ 699,986	$ 675,190

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
LIFEGUARD	6.75	6.75	36	$ 67,689
SENIOR LIFEGUARD	2.25	2.25	40	$ 24,876
CUSTODIAN	.50	0.00		$
SWIMMING POOL MANAGER	.50	.25	46	$ 3,200
CLUBHOUSE ATTENDANT	2.00	2.00	48	$ 26,877
RECREATION LEADER	5.50	5.75	50	$ 83,897
RECREATION SPECIALIST	2.00	2.00	59	$ 54,060
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
RECREATION SUPERVISOR	2.00	1.00	69	$ 23,552
TENNIS COORDINATOR	1.00	1.00	72	$ 27,264
ATHLETICS DIRECTOR	1.00	1.00	80	$ 38,364
TOTAL	24.50	23.00		

ATHLETICS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 3022-1: Baseball						
1,255	1,369	1,395	1,421	1,421	1,514	$73
		Registered Participants				Unit: $.60
100,400	109,520	111,280	113,680	113,680	121,120	/partic.
		Participant Hours				hour
WP 3022-2: Softball						
1,241	2,388	2,529	2,534	2,860	2,690	$135
		Registered Participants				Unit: $.73
59,568	144,372	169,160	152,848	198,720	185,760	/partic.
		Participant Hours				hour
WP 3022-3: Football						
1,250	870	1,091	945	1,130	1,130	$29
		Registered Participants				Unit: $.27
120,000	83,520	104,736	90,720	108,430	108,430	/partic.
		Participant Hours				hour
WP 3022-4: Soccer						
670	1,386	736	1,008	1,165	1,165	$30
		Registered Participants				Unit: $.54
16,080	33,264	35,328	60,480	55,920	55,920	/partic.
		Participant Hours				hour
WP 3022-5: Basketball						
657	809	939	1,156	1,180	1,218	$82
		Registered Participants				Unit: $1.68
15,868	32,360	37,560	46,240	47,200	48,720	/partic.
		Participant Hours				hour
WP 3022-6: Volleyball						
192	143	96	100	120	90	$7
		Registered Participants				Unit: $.81
18,432	10,296	9,216	9,600	10,500	8,640	/partic.
		Participant Hours				hour
WP 3022-7: Tennis						
34,100	37,140	38,000	37,039	39,887	39,887	$188
		Registered Participants				Unit: $3.39
41,000	51,900	53,100	51,663	55,385	55,385	/partic.
		Participant Hours				hour

WP 3022-8: Pools

80,160	89,165	89,821	93,701	84,923[1]	84,923	$131
		Registered Participants				Unit: $1.49
83,112	91,864	92,521	96,535	87,757[1]	87,757	/partic.
		Participant Hours				hour

GOAL: TO PROVIDE ALL RESIDENTS OF SAVANNAH EQUAL OPPORTUNITIES TO PARTICIPATE IN ATHLETIC ACTIVITIES.

OBJECTIVE 3022-A: To maintain a city average of 8.0% for youth athletic program participation in recreation districts for 1991.

Rec.[2] Dist.	Total Youth	Participants 1989	1990	1991	1989	1990	1991
1	4,709	296	315	315	6.2%	6.7%	6.7%
2	6,492	316	390	390	4.8%	6.0%	6.0%
3	14,371	687	850	850	4.7%	5.9%	5.9%
4	3,860	301	260	260	7.7%	6.7%	6.7%
5	2,632	393	226	226	14.9%	8.5%	8.5%
6	3,646	318	335	335	8.7%	9.1%	9.1%
7	2,287	374	256	256	16.3%	11.1%	11.1%
8	8,141	1,312	1,068	1,068	16.1%	13.1%	13.1%
	46,138	3,997	3,700	3,700	8.6%	8.0%	8.0%
					City Average		

STRATEGY:
1. Maintain same level of teams in Recreation Districts 1-8 and maintain participation records by Recreation District.
2. Conduct coaching clincs for each sport.
3. Make coaching certification mandatory in 1991.

OBJECTIVE 3022-B: To achieve a revenue to expenditure ratio of 33% in 1991 in the tennis program.

1986	1987	1988	1989	1990	1991
20%	32%	31%	33%	33%	33%
		Ratio			

STRATEGY:
1. Maintain current level Men's/Women's Tennis League in 1991.
2. Maintain current level age groups in the Youth Tennis Program.
3. Maintain current local Seniors League in 1991.

OBJECTIVE 3022-C: To maintain the daily attendance in recreational swim sessions in 1991.

Pool	1986	1987	1988	1989	1990	1991
Bartow	120	99	116	142	126	126
Daffin	171	118	107	151	118	118
Ford	102	98	127	121	115	115

[1] Decrease in 1990 is due to the elimination of the May Street Center pool

[2] Participants' Home Residence

OBJECTIVE 3022-C (cont'd.)

Pool	1986	1987	1988	1989	1990	1991
Haven	82	72	91	117	91	91
Jenkins	117	129	112	125	129	129
Shuman	126	125	90	122	125	125
Tompkins	159	139	164	157	139	139
WW Law	88	99	94	112	112	112

STRATEGY:
1. Implement broader advertising of recreational swimming.
2. Maintain a daily attendance tracking system.
3. Continue to provide special session opportunities for special groups, i.e., Senior Citizens, tots, family events, day cares, etc.

OBJECTIVE 3022-D: To provide a minimum of 6 two week instructional swim sessions at 6 pools in 1991.

Pool	1986	1987	1988	1989	1990	1991
Bartow	4	1	2	2	6	6
Daffin	0	0	2	2	8	8
Ford	1	9	3	4	6	6
Jenkins	6	9	4	4	12	12
Shuman	6	8	4	2	12	12
Lincoln	na	na	na	na	6	6

STRATEGY:
1. Implement broader advertising of instructional swimming.
2. Offer evening lessons for adults.
3. Provide lessons on a group basis, i.e., Boy Scouts, Girl Scouts, day cares, etc.

OBJECTIVE 3022-E: To achieve a total revenue to expenditure ratio of 44% for adult team sports in 1991.

	1986	1987	1988	1989	1990	1991
(E-1)	17%	18%	22%	27%	19%	19%
			Basketball			
(E-2)	9%	18%	na[1]	63%	35%	35%
			Baseball			
(E-3)	6%	7%	13%	13%	28%	28%
			Volleyball			
(E-4)	27%	52%	55%	48%	50%	50%
			Softball			
(E-5)	20%	40%	45%	41%	44%	44%
			Total[2]			

STRATEGY 3022-E:
1. Maintain a program cost tracking system.
2. Develop fee increases on a percentage per year basis.
3. Implement a late fee charge for teams not paying fee on time.

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1 Adult soccer program was discontinued in 1988 and replaced by baseball.

2 Does not include maintenance costs (field preparation).

City of Savannah
1000 ft
1 mi
2 mi
N
RECREATION PLANNING DISTRICTS
1
2
3
4
5
6
7
8

NEIGHBORHOOD PROGRAMS

PURPOSE: PROVIDE BOTH INDOOR AND OUTDOOR SOCIAL AND RECREATIONAL OPPORTUNITIES FOR ALL AGE GROUPS IN THE COMMUNITY.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 780,108	$ 815,221	$ 857,437
CONTRACTUALS	$ 190,545	$ 181,444	$ 191,578
COMMODITIES	$ 52,940	$ 54,032	$ 56,212
INTERNAL SERVICES	$ 50,149	$ 48,935	$ 47,951
CAPITAL OUTLAYS	$ 6,097	$ 4,707	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 7,328	$ 4,504	$ 4,394
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,087,167	$ 1,108,843	$ 1,157,572

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
RECREATION LEADER	24.65	24.65	50	$ 353,527
CLERK TYPIST	1.00	.50	50	$ 7,055
LEISURE SERVICES BUS DRIVER	1.00	1.00	51	$ 15,182
RECREATION CENTER MANAGER	4.34	4.34	54	$ 69,804
RECREATION SPECIALIST	4.76	4.76	59	$ 86,105
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
CULT ARTS THEATER TECH	1.00	1.00	66	$ 20,848
RECREATION SUPERVISOR	1.00	1.00	69	$ 22,431
CULTURAL ARTS COORDINATOR	1.00	1.00	73	$ 25,340
NEIGHBORHOOD FACILITIES COORD	1.00	1.00	73	$ 25,966
NBRHD PROGRAMS DIRECTOR	1.00	1.00	84	$ 37,439
TOTAL	41.75	41.25		

NEIGHBORHOOD PROGRAMS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 3024-1: Neighborhood Centers						
5,212	6,151	5,580	6,507	7,300	7,400	
Registered Center Participants						
7,252	8,269	10,240	11,796	11,800	11,800	$526
Supervised Hours						Unit: $45
5,212	6,151	5,580	6,201	7,300	7,400	/superv.
Neighborhood Center Participants						hour
na	na	na	306	210	450	
Casey Program Participants						
4	4	4	5	5	4	
Number of Supervised Centers						
na	na	na	2	2	4	
Number of Casey Program Centers						
WP 3024-2: Playgrounds						
8,624	8,542	6,730	7,017	10,000	10,000	
Registered Participants						
13,202	16,064	18,116	17,675	18,513	18,513	$252
Supervised Hours						Unit: $14
27	28	32	32	32	32	/superv.
Number of Supervised Playgrounds						hour
WP 3024-3: Ceramics						
296	214	223	na[1]	na	na	
Registered Participants						
15,873	13,131	11,216	na[1]	na	na	
Participant Hours						
WP 3024-4: Therapeutics						
390	513	412	497	497	522	
Registered Participants						
17,595	21,078	22,995	23,276	23,276	24,534	$139
Participant Hours						Unit: $6
236	287	335	376	376	385	/partic.
Physical Fitness Participants						hour
169	236	176	192	210	215	
Cultural Arts Participants						
134	161	127	135	175	175	
Other Programs Participants						
289	449	269	302	350	350	
Special Events Participants						
WP 3024-5: Cultural Arts						
1,522	800	699	1,476	1,476	1,485	$241
Registered Participants						Unit: $6
19,648	23,888	24,034	28,722	39,000	39,000	/partic.
Participant Hours						hour

[1]Integrated into Cultural Arts Program

WP 3024-5: Cultural Arts (cont'd.)

844	718	530	879	879	885
		Art Participants			
71	36	na[1]	181	181	190
		Dance Participants			
25	38	32	9	25	55
		Music Participants			
250	99	195	947	947	950
		Drama Participants			
na	na	na	197	250	250
		Ceramic Participants			
4,170	4,141	1,314	2,062	4,713	4,850
		Spectators			

GOAL: TO PROVIDE ALL RESIDENTS OF SAVANNAH EQUAL OPPORTUNITIES TO PARTICIPATE IN RECREATION ACTIVITIES.

OBJECTIVE 3024-A: To maintain youth participation in organized programs in recreation districts 1-8 in 1991.

Rec.[2] Dist.	Total Youth	Participants 1989	1990	1991	1989	1990	1991
1	4,709	1,765	2,959	2,999	37.4%	63.0%	63.6%
2	6,492	1,531	2,975	2,975	24.0%	45.8%	45.8%
3	14,371	4,629	5,025	5,025	37.2%	35.0%	35.0%
4	3,860	997	1,265	1,265	26.0%	32.8%	32.8%
5	2,632	633	800	800	24.0%	30.4%	30.4%
6	3,646	566	566	566	16.0%	16.0%	16.0%
7	2,287	404	650	650	18.0%	28.4%	28.4%
8	8,141	696	800	800	8.6%	9.3%	9.3%
	46,138	11,221	15,040	15,080	24.0%	32.4%	32.6%
					City Average		

STRATEGY:

1. Continue diversified and effective programs in Neighborhood Centers, Playgrounds, Cultural Arts, and Therapeutics.
2. Provide supervised recreational activities at Housing Authority playgrounds in Hitch Village, Fred Wessels Homes, Garden Homes, and Yamacraw Village.
3. Provide New Futures after school recreation program at 4 middle schools in 1991.

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[1] Dance classes were discontinued in 1988.
[2] Home residence of participants

ADULT DAY CARE

PURPOSE: PROVIDE AN ALTERNATIVE TO INSTITUTIONAL CARE FOR NEEDY ELDERLY CITIZENS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 148,818	$ 156,883	$ 163,963
CONTRACTUALS	$ 101,233	$ 106,759	$ 96,499
COMMODITIES	$ 5,628	$ 5,634	$ 5,782
INTERNAL SERVICES	$ 1,255	$ 742	$ 1,012
CAPITAL OUTLAYS	$ 0	$ 734	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 0	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 256,934	$ 270,752	$ 267,256

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CUSTODIAN	1.00	1.00	43	$ 15,941
RECREATION LEADER	1.50	1.50	50	$ 22,050
RECREATION CENTER MANAGER	1.00	1.00	54	$ 18,910
SENIOR CLERK TYPIST	.50	.50	55	$ 8,167
RECREATION SPECIALIST	1.00	1.00	59	$ 17,575
SOCIAL SERVICES COORDINATOR	1.00	1.00	63	$ 19,855
LEISURE SVCS PROG COORD	1.00	1.00	73	$ 27,264
TOTAL	7.00	7.00		

ADULT DAY CARE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 3029-1: Adult Day Care						
92	112	102	91	118	118	$148 Unit:$1,254 /partic.
		Registered Participants				
52,968	64,263	70,256	78,054	78,094	78,094	
		Participant Hours				
8,777	10,752	11,403	12,441	12,441	12,441	$39 Unit: $3 /meal
		Congregate Meals				
7,224	7,707	8,758	9,014	9,014	9,014	$80 Unit: $9 /round trip
		Transportation Round Trips				
35	45	46	54	54	55	
		Average Daily Participants				

GOAL: TO PROVIDE A SAFE AND PROTECTIVE SETTING FOR THE FRAIL AND ELDERLY EQUALLY THROUGHOUT THE COMMUNITY.

OBJECTIVE 3029-A: To maintain program participation in recreation districts 1-8 in 1991.

(A-1)

Rec. Dist.[1]	Eligible Pop.[2]	Participants 1989	1990	1991	1989	1990	1991
1	548	70	22	22	1.4%	4.0%	4.0%
2	740	39	48	48	3.5%	6.5%	6.5%
3	1,591	16	30	30	7.3%	1.9%	1.9%
4	578	1	3	1	.0%	.5%	.5%
5	1,024	2	5	2	.6%	.5%	.5%
6	368	0	4	0	1.0%	1.1%	1.1%
7	401	0	4	0	2.0%	1.0%	1.0%
8	450	4	4	7	.8%	.7%	.7%
	5,700	82	120	120	1.4%	2.0%	2.0%
					City Average		

STRATEGY:
1. Provide leisure activities daily.
2. Provide referrals for medical and social agencies.
3. Participate in statewide special events to include Camp Willaway and Golden Olympics.

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1 Home residence of participants
2 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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 304,983	$ 324,273	$ 340,320
CONTRACTUALS	$ 190,408	$ 186,915	$ 176,359
COMMODITIES	$ 17,909	$ 18,456	$ 19,258
INTERNAL SERVICES	$ 12,870	$ 2,500	$ 2,519
CAPITAL OUTLAYS	$ 0	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 0	$ 0	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 526,170	$ 532,144	$ 538,456

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
RECREATION LEADER	8.00	8.00	50	$ 118,938
RECREATION CENTER MANAGER	7.00	7.00	54	$ 118,286
RECREATION SUPERVISOR	1.00	1.00	69	$ 22,984
TOTAL	16.00	16.00		

CITY GOLDEN AGE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000)
1986	1987	1988	1989	1990	1991	
WP 3030-1: Golden Age						
836	843	825	770	883	883	$68
Leisure Activities Participants						Unit: $77 /partic.
597,413	452,833	477,180	450,173	493,094	493,094	
Participant Hours						
836	843	825	770	883	883	$259
Home Management Participants						Unit: $293 /partic.
64,343	66,341	62,618	59,742	69,000	69,000	$182
Congregate Meals						Unit: $3 /meal
5,663	6,404	6,543	7,687	5,250	5,250	$29
Transportation Round Trips						Unit: $6 /round trip
na	320	340	290	350	350	
Average Daily Participants						

GOAL: TO PROVIDE ALL ELDERLY CITIZENS OF THE CITY WITH EQUAL OPPORTUNITIES FOR RECREATION ACTIVITIES.

OBJECTIVE 3030-A: To maintain program participation in recreation districts 1-8 in 1991.

Rec.[1] Dist.	Elderly Pop.	Participants 1989	1990	1991	1989	1990	1991
1	2,192	69	87	87	3.1%	4.0%	4.0%
2	2,961	61	101	101	2.0%	3.4%	3.0%
3	6,363	134	158	158	2.1%	2.7%	2.4%
4	2,314	212	240	240	9.1%	10.4%	10.4%
5	4,096	134	145	145	3.2%	3.5%	3.5%
6	1,474	15	15	15	.9%	1.0%	1.0%
7	1,604	84	84	84	5.2%	4.7%	5.2%
8	1,799	32	50	50	1.7%	2.8%	2.8%
Total	22,803	741	880	880	3.4%	4.1%	4.1%
					City Average		

STRATEGY:

1. Maintain service levels in districts 1-8 by continuing to offer diversified and effective programming for senior citizens.
2. Survey present recreational facilities and elderly housing areas.
3. Participate in statewide special events to include Camp Willaway and Golden Olympics.

[1] Home residence of participants

BLDGS & GROUNDS MAINT

PURPOSE: PROVIDE THE COMMUNITY WITH PROPERLY MAINTAINED SAFE, FUNCTIONAL AND AESTHETICALLY PLEASING FACILITIES FOR RECREATIONAL AND ATHLETIC ACTIVITIES.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 1,023,059	$ 1,138,920	$ 1,093,493
CONTRACTUALS	$ 172,529	$ 194,623	$ 235,894
COMMODITIES	$ 138,031	$ 166,547	$ 175,775
INTERNAL SERVICES	$ 200,728	$ 188,293	$ 157,192
CAPITAL OUTLAYS	$ 11,232	$ 7,026	$ 6,656
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 43,796	$ 41,570	$ 47,436
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,589,375	$ 1,736,979	$ 1,716,446

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CUSTODIAN	7.02	4.50	43	$ 56,857
MAINTENANCE SERVICE WORKER	4.00	4.00	45	$ 53,780
GROUNDS MAINT WORKER	19.17	15.84	45	$ 206,896
SR GROUNDS MAINT WORKER	1.00	1.00	47	$ 13,115
CLERK	1.00	1.00	49	$ 14,459
LIGHT EQUIPMENT OPERATOR	4.00	4.00	49	$ 60,938
MEDIUM EQUIPMENT OPERATOR	5.00	4.00	51	$ 60,005
APPR MAINT CRAFTS WORKER	1.00	1.00	53	$ 15,182
SUPV MAINTENANCE SERV WORKER	1.00	1.00	56	$ 18,910
MAINTENANCE CRAFTS WORKER	3.00	3.00	56	$ 50,245
SECRETARY	1.00	1.00	58	$ 17,151
BUILDING & GROUNDS SUPERVISOR	3.00	3.00	59	$ 59,903
SWIMMING POOL MAINT SUPV	1.00	1.00	67	$ 21,890
BLDG MAINTENANCE MECHANIC	2.00	2.00	67	$ 50,922
PKS MAINT SUPERVISOR	1.00	1.00	68	$ 22,192
BUILDINGS & GROUNDS SUPT	2.00	2.00	75	$ 53,230
BUILDING & GROUNDS MAINT ADMIN	1.00	1.00	79	$ 34,797
BUILDING & GROUNDS DIRECTOR	1.00	1.00	89	$ 46,632
TOTAL	58.19	51.34		

BUILDINGS AND GROUNDS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 3040-1: Building Maintenance						
2,752	2,971	3,516	3,330	3,228	3,228	$436
			Cleanings			Unit: $135 /cleaning
636	660	730	777	708	708	$223
			Repairs			Unit: $315 /repair
WP 3040-2: Park Maintenance						
8,604	9,119	10,156	9,345	9,866	9,866	$309
			Cleanings			Unit: $31 /cleaning
124	305	411	552	450	450	$72
			Repairs			Unit: $160 /repair
777	1,051	1,216	1,319	1,244	1,244	$121
			Mowings			Unit: $97 /mowing
WP 3040-3: Athletic Field Maintenance						
465	456	613	466	480	480	$283
			Mowings			Unit: $590 /mowing
1,457	1,851	2,023	1,934	1,984	1,984	$248
			Preparations			Unit: $125 /prep
62	170	250	392	350	350	$24
			Repairs			Unit: $69 /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[1] of "good", 90% of the time at all recreation facilities.

[1] Definition of Standards
1 = excellent
2 = good
3 = fair
4 = poor

Number of Facilities
71 Playgrounds, parks, athletic fields
7 Golden Age Centers
6 Neighborhood Centers
9 Swimming Pools
3 Office Buildings

	1986	1987	1988	1989	1990	1991
(A-1)	90%	90%	93%	88%	90%	90%
	% of Time Total Facilities are Rated Good or Better					
(A-2)	87%	89%	90%	81%	93%	93%
	% of Time Playgrounds, Parks, Athletic Facilities are Rated Good or Better					
(A-3)	84%	82%	89%	87%	90%	90%
	% of Time Buildings are Rated Good or Better					
(A-4)	98%	98%	100%	96%	98%	98%
	% of Time Pools are Rated Good or Better					

Ratings are based on regular inspections made of each facility.

STRATEGY 3040-A:

1. Inspect Priority 1 facilities weekly and Priority 2 and 3 facilities bi-weekly.
2. Clean priority 1 buildings and parks daily, priority 2 three times weekly, priority 3 twice weekly.
3. Repair equipment in parks and buildings and perform mowing of parks and athletic fields as needed.



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, Services Purchased from Other Funds, Contingencies, Tourism and Development, New Futures, Jail Services, Infrastructure Maintenance/Development, Other Expenses, Housing/Drug Grant Program, Condemned Funds, Cultural Contributions, Social Contributions, Sanitation/Resource Recovery Contributions, and Battlefield Park.

The 1991 budget for Interdepartmental is $18,463,008, or 5% greater than the 1990 projected expenditures. Expenditure summaries comparing Interdepartmental's 1991 budgeted expenditures and the 1990 projected expenditures are provided below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 1,544	$ 1,450	$ -94	-6.1
Contractuals	1,899,313	2,198,548	299,235	15.8
Commodities	0	300,000	300,000	--
Internal Services	298,091	292,057	-6,034	-2.0
Debt Service	2,648,490	4,228,605	1,580,115	59.7
Contr/Other Charges	10,242,357	9,269,352	-973,005	-9.5
Contingencies	0	180,919	180,919	--
Capital Projects	2,528,744	1,992,077	-536,667	-21.2
Total	$17,618,539	$18,463,008	$ 844,469	4.8

EXPENDITURES BY ACTIVITY

Activity	1989 Actual	1990 Projected	1991 Budget
Debt Service	$ 2,461,673	$ 2,648,490	$ 4,228,605
Svcs From Other Funds	1,781,043	1,831,223	1,925,606
Contingencies	0	0	180,919
Tourism & Development	3,150,826	3,098,629	2,758,298
New Futures	500,000	500,000	558,000
Jail Svcs/Chatham Co	1,274,485	1,692,421	1,954,500
CIP Infrastructure	3,030,315	2,528,744	1,992,077
Other Expenses	376,340	345,752	667,703
Housing/Drug Grant	0	109,673	130,327
Condemned Funds	0	251,566	101,536
Cultural Contribs	510,035	678,784	689,621
Social Contribs	184,700	187,000	242,000
Sanit/Resource Rec	3,189,487	3,543,736	2,819,857
Battlefield Park	0	202,521	213,959
Total	$16,458,904	$17,618,539	$18,463,008

PROGRAM COSTS

The Interdepartmental budget totals $18,463,008, or $844,469 greater than the projected 1990 expenditures of $17,618,539. Increases in Debt Service, Services From Other Funds, Contingencies, Jail Services, and Other Expenses are partially offset by decreases in Tourism and Development, CIP Infrastructive, Savannah History Museum Contribution, Condemned Funds, and Sanitation Contribution. Major changes are summarized and explained in the sections that follow.

Personnel Services: The $1,450 allocation provides for the City's share of the Health Department's pension contribution.

Contractuals: The 1991 allocation for Contractuals is $2,198,548. The major account in this series is for Jail Services from Chatham County, $1,954,500. An allocation of $213,959 is for Battlefield Park ($188,959 for the contract with the Coastal Heritage Society and $25,000 for property insurance), $2,756 is provided for bank handling fees, $1,833 for a Savannah Police Department widow, and $25,500 for building repairs.

Commodities: The $300,000 allocation for Commodities provides funds for increased fuel costs anticipated in 1991.

Internal Services: This $292,057 allocation provides $275,443 for engineering services: to City departments ($121,211), to private developers ($120,819), and for the usage of the geo-data system ($33,413). The remaining dollars reflect $16,614 for Central Services charges to the Savannah History Museum and the Visitor's Center.

Debt Service: In 1991, a total of $4,228,605 is budgeted for Debt Service: $1,685,000 for bond redemption and $1,197,682 for interest on outstanding general obligation bonds, and $1,345,923 for the interest on the drainage improvement bonds.

Contributions and Other Charges: In 1991, the total allocation provided for Contributions to Outside Agencies and Other Charges is $9,269,352. These monies reflect payments and contributions to other City funds, public agencies, and 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 1991 budgeted level for Cultural Contributions is $639,621, $242,000 for Social Contributions, $500,000 for New Futures, $58,000 for the Urban Youth Corporation, and $8,269 for the Summer Youth Program, totalling $1,447,890. As was the case in 1990, the major 1991 contribution is to the New Futures Initiative Program at $500,000. A list of the 1990 projected and 1991 budgeted allocations by agency is provided on the next page.

Cultural Activities	1990	1991
Telfair Academy	$ 37,741	$ 38,171
Savannah Science Museum	31,498	43,093
Savannah Symphony Orchestra	145,083	153,650
Savannah Federation of Musicians	12,000	12,000
Ballet South	14,635	12,505
Savannah Theatre Company	43,279	50,180
Savannah Art Association	5,750	0
Savannah Folk Music Society	3,440	5,000
Community Arts Action Plan	45,980	15,000
City Arts	25,000	25,000
City Lights Theatre	85,462	34,000
Coastal Heritage Society	35,750	28,952
Coastal Jazz Association	46,897	53,975
Jomandi Theater	3,725	6,225
Center for Puppetry Arts	5,590	5,590
King-Tisdell Cottage Foundation	40,598	38,655
City Market Arts Center	24,570	36,000
Visual Arts on the River	0	8,300
Outdoor Performing Arts Festival	20,600	20,600
Black Heritage Festival	23,461	50,000
Alliance Children's Theater	2,725	2,725
Subtotal	$ 653,784	$ 639,621
Social Services		
Citizen 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	28,500	33,500
International Seamen's House	7,500	7,500
Senior Citizens	38,000	38,000
Summer Therapeutic Enrichment Prog.	15,000	15,000
Neighbor-to-Neighbor Justice Center	10,000	10,000
Living Independence For Everyone	20,400	20,400
New Futures Initiative Program	500,000	500,000
Urban Youth Corp	0	58,000
Summer Youth Program	7,875	8,269
Homeless Authority	0	50,000
Subtotal	$ 694,875	$ 808,269
Total	$1,348,659	$1,447,890

b. Other Contributions and Services: The City plans to contribute $1,448,347 to several other outside agencies which provide services to the City.

Community Promotion	1990	1991
Savannah Day in Atlanta	$ 0	$ 3,750
Red Carpet Tour	2,205	2,315
Savannah Onstage	25,000	50,000
Visitors' Center/Chamber[1]	819,800	862,000
Subtotal	$ 847,005	$ 918,065

[1] The funds are determined by state law and equal 40% of the projected hotel/motel tax collections.

Planning - Community & Regional	1990	1991
Metropolitan Planning Comm	$ 400,292	$ 491,747
Coastal Regional Dev. Center	36,700	38,535
Subtotal	$ 436,992	$ 530,282
Total	$1,283,997	$1,448,347

c. Other Charges and Contributions: A total of $6,320,663 is budgeted for Other Charges and Contributions: $5,754,553 reflects the 1991 General Fund payments to the Sanitation Fund, Civic Center Fund, and Savannah History Museum; $130,327 is provided for the Housing/Drug Grant Program; $101,536 is budgeted for Condemned Funds purchases; and a total of $334,247 is for Tourism Enhancement. The Tourism Enhancement Program reflects the additional revenues collected as a result of the 1987 change in the hotel/motel tax rate. These revenues are allocated to tourism-related capital needs. A listing of the projects comprising the 1990 and 1991 Tourism Enhancement Program and the Condemned Funds Purchases can be found in the Special Funds section of this document. There are no expenditures planned for Vision 20/20 for 1991. The Special Tourism Program in 1990 represents the revenues from the additional 1% tax levy implemented on November 1, 1989, and in effect through June 30, 1990. These revenues will be used to support a special tourism development project.

Below is a listing of Other Charges and Contributions.

	1990	1991
Services by Sanitation	$1,800,353	$1,893,192
Contribution to Sanitation[1]	3,543,736	2,819,857
Services by Civic Center	30,870	32,414
Contribution to Civic Center	433,969	398,090
Contribution to Savannah Museum	752,000	611,000
Housing/Drug Grant Program	109,673	130,327
Tourism Enhancement Program[2]		
Transfer to Civic Center Fund	210,000	165,000
Transfer to CIP Fund	109,082	169,247
Condemned Funds Purchases	251,566	101,536
Contribution to Vision 20/20	83,000	0
Special Tourism Program	235,498	0
Total	$7,559,747	$6,320,663

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1 Includes Contribution to Resource Recovery Stabilization Fund

2 The 1990 projected tourism enhancement revenues total $521,603; however, $202,521 was transferred to fund Battlefield Park. The 1991 budgeted tourism enhancement revenues total $548,206; $213,959 is transferred to fund Battlefield Park.

d. Finally, an allocation of $52,452 is provided for City memberships in several governmental associations. A list of the memberships is provided below:

	1990	1991
Georgia Municipal Association	$31,756	$33,344
National League of Cities	5,755	6,043
U.S. Conference of Mayors	5,124	5,380
Public Technology	6,825	7,166
Sister Cities International	494	519
Total	$49,954	$52,452

Contingencies: A Contingency allocation of $180,919 is provided for unanticipated and emergency expenditures.

Capital Projects: A $1,992,077 allocation is budgeted for the 1991 General Fund Capital Improvement Program for public building improvements at $269,000, park improvements at $181,000, traffic and streets improvements at $50,000, and drainage improvements at $1,492,077.



CAPITAL OUTLAYS

The 1991 allocation for Capital Outlays is $114,196, a decrease of $291,007 or 72% from 1990 projected expenditures. Over the past several years, the City has upgraded equipment and acquired productivity enhancing items such as computer terminals and software. As needs have been met, costs in this area are declining.

DEBT SERVICE

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Bond Redemption	$1,465,000	$1,685,000	$ 220,000	15.0
Bond Interest	1,183,490	1,197,682	14,192	1.2
Downtown Auth Pay	0	1,345,923	1,345,923	--
Total	$2,648,490	$4,228,605	$1,580,115	59.7

The 1991 Debt Service requirements total $4,228,605. The major changes are provided below.

Downtown Auth Pay — **increases** $1,345,923 to reflect the interest on the debt service for the drainage improvement bonds for 1991.

Bond Redemption — **increases** $220,000, reflecting the payment schedule for existing bond issues and the full year's cost of the 1990 general obligation bond issue.

OTHER CHARGES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
W/S Svcs to Drain	$ 159,974	$ 167,973	$ 7,999	5.0
Svcs by Sanitation	1,800,353	1,893,192	92,839	5.2
Svcs by Civic Ctr	30,870	32,414	1,544	5.0
Sanit/Res Rec Contr	3,543,736	2,819,857	-723,879	-20.4
Cultural Contr	678,784	689,621	10,837	1.6
Social Contr	694,875	808,269	113,394	16.3
Fleet Add Contr	13,915	0	-13,915	-100.0
Sav History Museum	752,000	611,000	-141,000	-18.8
Visitor's Ctr Contr	819,800	862,000	42,200	5.1
MPC Contr	400,292	491,747	91,455	22.8
Memberships/Other	88,859	97,052	8,193	9.2
Contr to Civic Ctr	433,969	398,090	-35,879	-8.3
Vision 20/20	83,000	0	-83,000	-100.0
Tourism Enhancement	319,082	334,247	15,165	4.8
Special Tourism	235,498	0	-235,498	-100.0
Vehicle Deprec	1,145,764	1,213,504	67,740	5.9
Condemned Funds	0	101,536	101,536	--
Total	$11,200,771	$10,520,502	$-680,269	-6.1

Other Charges total $10,520,502 for 1991. This budget provides for payments and contributions to other City funds, public agencies, and private/non-profit agencies which sell services to or receive contributions from the City.

The amount of $2,093,579 is for Services provided by other City funds. Included in this allocation is $167,973 for Water/Sewer Services to Drainage, $1,893,192 for Services provided by the Sanitation Fund (such as street sweeping), and $32,414 for Services provided by the Civic Center (meeting room functions).

The Contributions to Sanitation and Resource Recovery total $2,819,857 for 1991: $1,035,957 for the General Fund Contribution to the Sanitation Fund and $1,783,900 for the Contribution to the Resource Recovery Stabilization Fund.

The Contribution to Cultural Agencies is $689,621. The Social Agencies Contribution is $808,269 which includes $500,000 for the New Futures Initiative Program, $58,000 for the Urban Youth Corp, and $8,269 for the Summer Youth Program.

There are no Fleet Additions planned for 1991.

Other significant contributions include $611,000 to the Savannah History Museum, $862,000 to the Visitor's Center/Chamber, $491,747 to the Metropolitan Planning Commission, $97,052 for City Memberships/Other Contributions, and $398,090 to the Civic Center Fund.

There are no Vision 20/20 expenses planned. The amount of $334,247 is budgeted for the Tourism Enhancement Program. This program reflects the additional revenues collected as a result of the 1987 change in the hotel/motel tax rate. These revenues are allocated to tourism-related capital needs. There is no Special Tourism Program for 1991. The program represented the revenues from the additional 1% tax levy implemented on November 1, 1989, and in effect through June 30, 1989. These revenues will be used to support a special tourism development project.

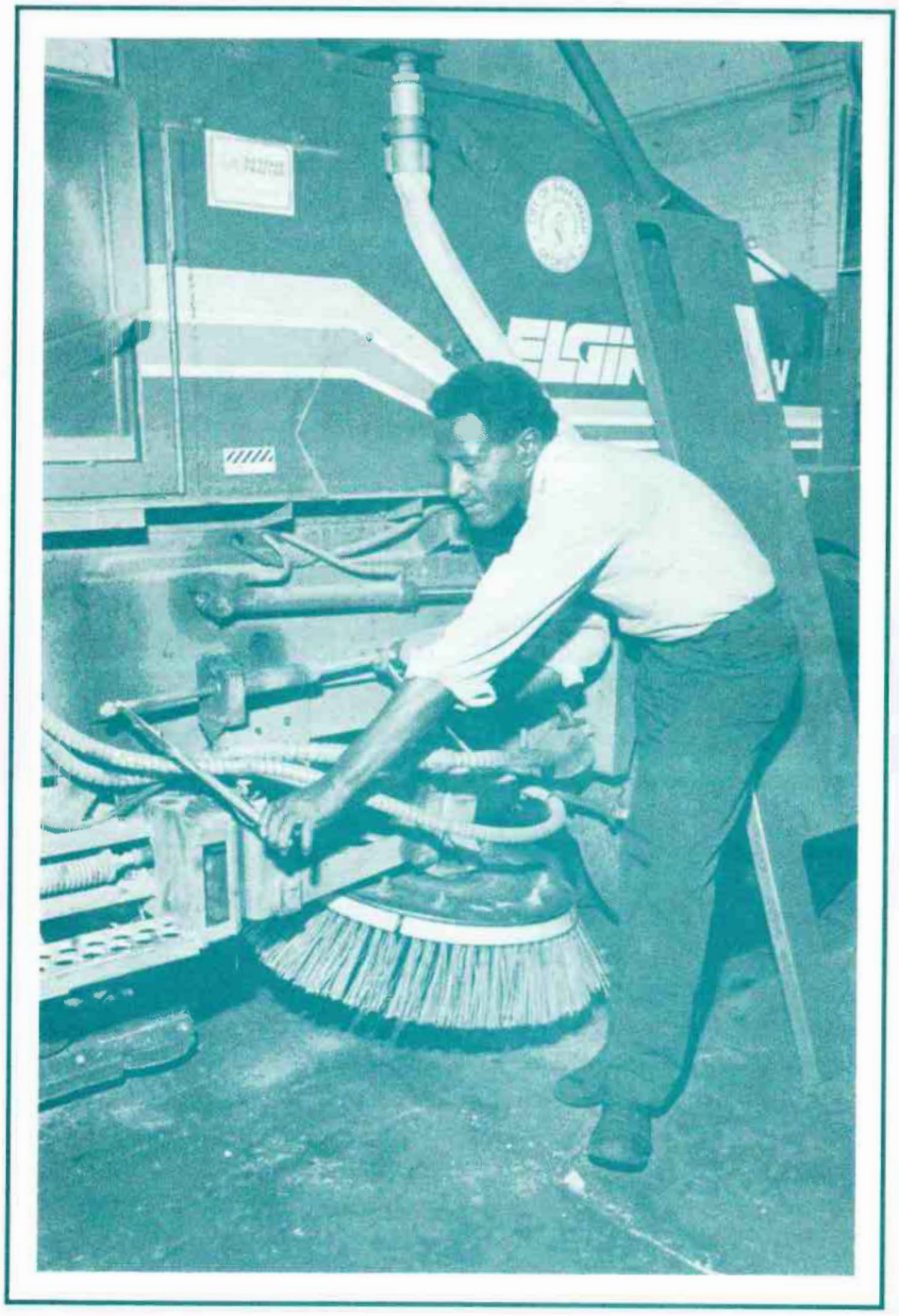
Vehicle Depreciation for 1991 is budgeted at $1,213,504, an increase of $67,740 or 6% to reflect the full year's cost of vehicles replaced and added in 1990. Finally, $101,536 is budgeted for unallocated Condemned Funds purchases.

CONTINGENCY

There is a Contingency allocation in the General Fund of 180,919 for unplanned and emergency expenditures.

CAPITAL PROJECTS

A $1,992,077 allocation is budgeted for the 1991 General Fund Capital Improvement Program for public building improvements at $269,000, park improvements at $181,000, traffic and streets improvements at $50,000, and drainage improvements at $1,492,077.



Vehicle Maintenance will make 13,000 scheduled and unscheduled repairs in 1991.

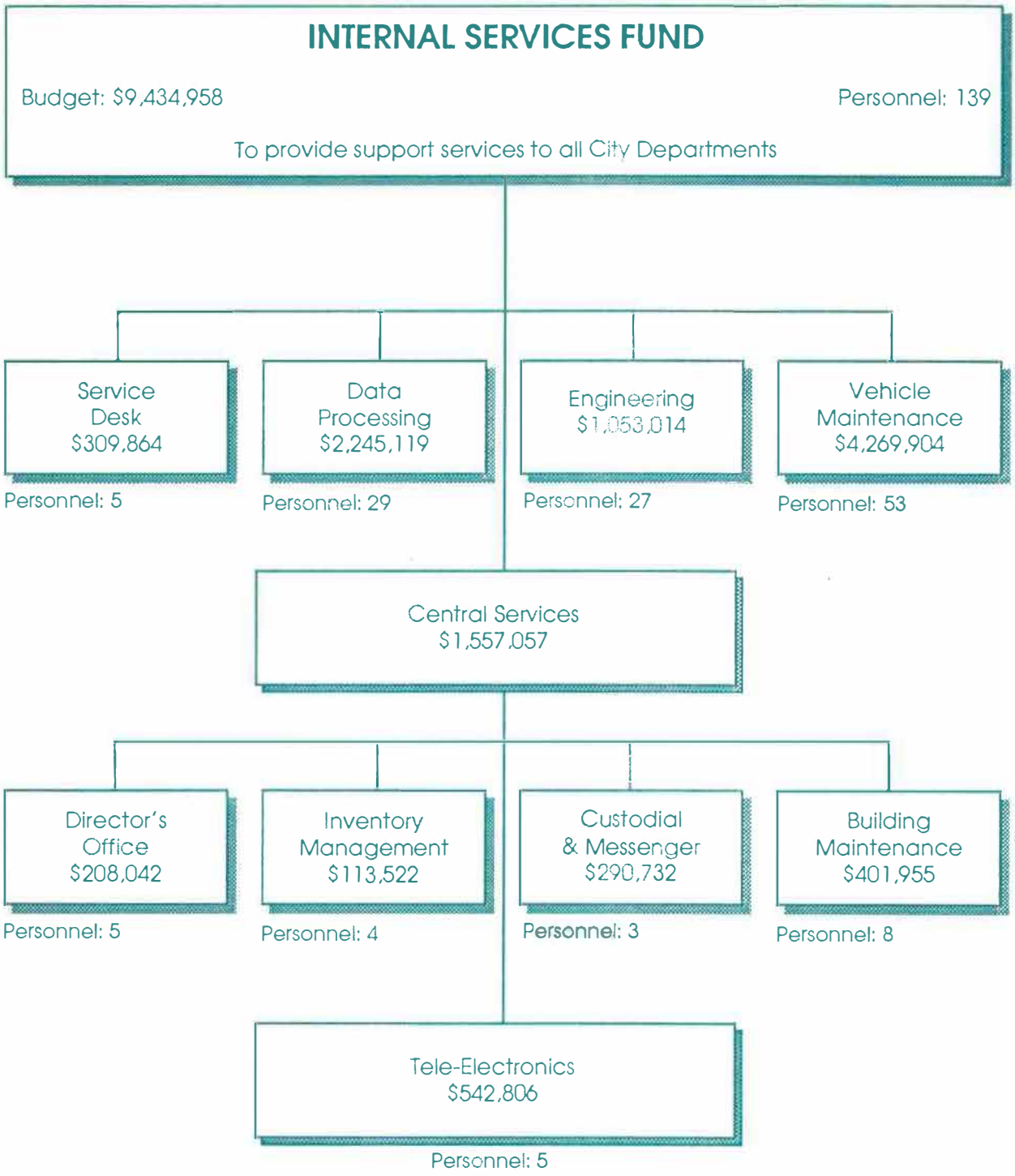
Internal Services Fund

INTERNAL SERVICES FUND

Budget: $9,434,958

Personnel: 139

To provide support services to all City Departments



Vehicles: 46

INTERNAL SERVICES FUND

The Internal Services Fund comprises several departments which provide support services to City departments. These support service departments are Data Processing, Engineering, Vehicle Maintenance, Central Services, and Customer Service Desk.

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 1991 is summarized below.

REVENUE BY SOURCE

Revenue Source	Service Desk	Data Processing	Engineer	Vehicle Maint.	Central Services	FUND TOTAL
General Fund[1]	$108,686	$1,623,922	$275,443	$2,078,172	$ 973,806	$5,060,029
Internal Svcs	18,241	111,181	0	76,758	89,085	295,265
Civic Center	0	882	0	1,502	7,928	10,312
Parking	0	68,114	0	38,305	31,366	137,785
Sanitation Fd	88,471	11,297	0	1,587,023	130,048	1,816,839
Water Fund	72,858	246,663	3,117	154,970	172,804	650,412
Sewer Fund	19,473	9,096	26,892	223,630	49,911	329,002
I & D Water	2,135	0	5,752	8,908	18,578	35,373
Community Dev	0	8,898	32,774	8,196	30,694	80,562
Labor Res	0	869	0	1,474	5,698	8,041
New Futures	0	0	0	0	5,436	5,436
MPC	0	3,012	7,488	6,596	41,703	58,799
C.I.P.	0	0	701,548	0	0	701,548
Outside Ag.[2]	0	161,185	0	84,370	0	245,555
TOTAL	$309,864	$2,245,119	$1,053,014	$4,269,904	$1,557,057	$9,434,958

1 Savannah Exposition charges from Central Services in the amount of $3,821 are included in the General Fund Charges. Visitor's Center charges from Central Services in the amount of $12,793.

2 The largest non-City customers of the Internal Services Fund are Chatham County and Senior Citizens. Chatham County will purchase $150,000 in data processing services. Senior Citizens will pay $40,093 for fuel and vehicle maintenance in 1991.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$4,580,963	$4,577,465	$ -3,498	-0.1
Contractuals	2,372,009	2,257,666	-114,343	-4.8
Commodities	1,974,808	2,018,624	43,816	2.2
Internal Services	259,014	295,265	36,251	14.0
Capital Outlays	216,653	187,159	-29,494	-13.6
Other Charges	141,490	98,779	-42,711	-30.2
Total	$9,544,937	$9,434,958	$-109,979	-1.2

PROGRAM COSTS

The 1991 budget for the Internal Services Fund totals $9,434,958. This amount is $ 109,979 or 1% less than 1990 projected expenses. The following sections provide detail on program costs and explain the major changes between the expenditures projected for 1990 and planned for 1991.

PERSONNEL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Salaries & Wages	$3,608,559	$3,598,171	$-10,388	-0.3
Social Security	276,055	269,902	-6,153	-2.2
Medical Insurance	291,900	315,442	23,542	8.1
Life Insurance	0	11,978	11,978	--
Unemployment Comp	0	2,808	2,808	--
Disability Insurance	9,709	9,362	-347	-3.6
Worker's Comp	93,424	104,471	11,047	11.8
Pension	193,283	176,279	-17,004	-8.8
Longevity	24,532	26,232	1,700	6.9
Overtime	57,682	57,187	-495	-0.9
Temporary Labor	25,819	5,633	-20,186	-78.2
Total	$4,580,963	$4,577,465	$ -3,498	-0.1

The 1990 Personnel Services allocation is $3,498 less than 1990 projected expenses. The major changes are as follows:

Temporary Labor **decreases** $20,186 due to a Citywide cost reduction efforts.

Pension **decreases** $17,004 due to a lower Citywide contribution to the Pension Fund.

Medical Insurance **increases** $23,542 due to a higher Citywide contribution for the Medical Insurance Fund.

CONTRACTUALS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Electricity	$ 167,348	$ 167,348	$ 0	0.0
Natural Gas	38,895	40,056	1,161	3.0
Communications	196,687	166,586	-30,101	-15.3
Travel/Conference	6,643	9,203	2,560	38.5
Travel/Training	24,625	15,525	-9,100	-37.0
Advertising	770	680	-90	-11.7
Insurance	32,353	29,419	-2,934	-9.1
Rentals	5,354	57,945	52,591	982.3
DP Equip Rental	732,862	668,328	-64,534	-8.8
Dues/Periodicals	5,973	6,209	236	4.0
Professional Fees	75,970	28,218	-47,752	-62.9
Security Services	130,163	136,672	6,509	5.0
Janitorial Services	84,615	86,051	1,436	1.7
Building Maint	51,101	55,016	3,915	7.7
Building Repair	64,604	71,356	6,752	10.5
Equipment Maint	17,051	17,502	451	2.6
DP Equip Maint	296,190	322,446	26,256	8.9
Vehicle Repair	298,000	275,565	-22,435	-7.5
Car Washing	0	30,576	30,576	--
Photocopying	19,121	18,295	-826	-4.3
Printing	8,337	8,902	565	6.8
Towing Services	11,546	12,123	577	5.0
Medical Costs	75	0	-75	-100.0
Other Travel	591	1,132	541	91.5
Other Contractuals	103,135	32,513	-70,622	-68.5
Total	$2,372,009	$2,257,666	$-114,343	-4.8

Contractuals decrease $114,343 or 5% from 1990 projected expenses. The major changes are as follows:

Other Contractuals **decrease** $70,622 because Data Processing rent for space at Tattnal Street and the Court House is now captured under Rentals. In addition Vehicle Maintenance carwashing charges formerly included in Other Charges now has a separate account.

DP Equip Rental **decreases** $64,534 as a result of lease maturity savings on various data processing equipment.

Professional Fees **decrease** $47,752 reflecting a $50,000 reduction in Vehicle Maintenance due to the one time use of this account for Certified Driver's License training in 1990.

Communications **decrease** $30,101 due to cost cutting measures implemented in 1990 and because the City will pay State Contract prices for phone line rentals in 1991.

Vehicle Repair **decrease** $22,435 as a result of the construction of the new garage facility in 1991.

Rentals **increase** $52,591 because Data Processing office rentals are now charged to this account rather than the other Contractuals account.

Car Washing **increase** $30,576 due the first time use of this account by Vehicle Maintenance. These charges were formerly captured in the Other Contractuals account.

DP Equip Maint. **increase** $26,256 as a result of the new lease on Engineering's Geographic Information System.

COMMODITIES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Office Supplies	$ 16,883	$ 17,325	$ 442	2.6
Postage	10,328	11,880	1,552	15.0
Clothing & Laundry	9,397	9,340	-57	-0.6
Operating Supp	108,532	106,177	-2,355	-2.2
Small Fixed Asset	12,034	7,149	-4,885	-40.6
Chemicals	13,502	14,177	675	5.0
Equip Repair Part	56,568	57,286	718	1.3
Construction Supp	74,090	71,596	-2,494	-3.4
Shop Supp/Propane	61,497	64,536	3,039	5.0
Vehicle Parts	903,880	905,085	1,205	0.1
Fuels	708,097	754,073	45,976	6.5
Total	$1,974,808	$2,018,624	$ 43,816	2.2

Commodities are $43,816 or 2% greater than 1990 projected expenses. The major change is as follows:

Fuels **increase** $45,976 due to increased usage and inflation.

INTERNAL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Service Desk	$ 17,649	$ 18,241	$ 592	3.4
Data Processing	112,216	111,181	-1,035	-0.9
Garage Services	76,628	76,758	130	0.2
Central Services	52,521	89,085	36,564	69.6
Total	$ 259,014	$ 295,265	$ 36,251	14.0

Internal Services chargebacks are $36,251 or 14% greater than 1990 projected expenditures. The major change is listed below:

Central Services **increase** $36,564 due to more Building Maintenance requests from Vehicle Maintenance ($15,608) and Engineering ($9,247). In addition, Engineering is being charged for 27 radios not included in the 1990 Tele-Electronics inventory ($4,794). Finally, $2,033 of the increase is due to revised space allocations.

CAPITAL OUTLAYS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Office Equipment	$216,653	$187,159	$ -29,494	-13.6

Capital Outlays total $187,159 for the following items:

Data Processing	
Fiber Optic Link (New)	$ 10,712
Engineering	
3 Personal computers (replacement)	10,500
Vehicle Maintenance	
1 Personal Computer (replacement)	3,000
1 Brake Lathe (replacement)	1,500
2 Floor Jacks (replacement)	2,000
Central Services	
1 Personal Computer for Director's office (replacement)	3,435
Portable Radio Batteries (replacement)	8,852
40 Police Portable Radios (replacement)	36,000
10 Police Administrative Mobile Radios (replacement)	11,000
15 TRAP Mobile Radios (replacement)	42,000
5 Police Pagers (replacement)	1,040
34 Sanitation Mobile Radios (new)	51,000
4 Water Mobile Radios (replacement)	1,920
3 I & D Base Stations (replacements)	4,200
Total	$187,159

OTHER CHARGES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Loan Repayments	$ 105,333	$ 57,960	$ -47,373	-45.0
Vehicle Deprec	36,157	40,819	4,662	12.9
Total	$ 141,490	$ 98,779	$ -42,711	-30.2

Other Charges total $98,779 for 1991. Loan Repayments decreases reflecting the Data Processing Department's fifth of five payments for a $435,695 software package purchased in 1986. Vehicle depreciation contributions make up the remainder of the Other Charges budget.

ACTIVITY SUMMARY

Department/Activity	1989 Actual	1990 Projected	1991 Budget
Data Processing	$ 2,305,567	$ 2,322,050	$ 2,245,119
Engineering	948,732	945,891	1,053,014
Vehicle Maintenance	4,170,121	4,361,831	4,269,904
Central Services	1,502,195	1,594,589	1,557,057
Service Desk	332,133	320,576	309,864
	$ 9,258,748	$ 9,544,937	$ 9,434,958

Data Processing: The $76,931 decrease in this activity reflects reductions of $64,534 in Data Processing Equipment Rentals, $45,405 less in other Contractuals, and $18,968 less in Capital Outlays. The decrease is partially offset by an increase in Rentals of $52,443, and $43,550 more in Salaries and Wages.

Engineering: The $107,123 increase reflects higher Personnel Services expenditures of $54,745, $27,331 more in Data Processing Equipment Maintenance, and $16,536 more in Central Services Charges.

Vehicle Maintenance: The $91,927 reduction is due to a decrease in Personnel Services of $91,738, and $65,302 less in Contractuals. The decrease is partially offset by an increase of $51,237 in Commodities and Internal Services Charges are up $15,186 over 1990 projected expenses.

Central Services: The $37,532 decrease is due to a $5,784 reduction in Personnel Services, a $15,442 reduction in contractuals, fewer Capital Outlay requests resulting in a $15,159 decrease.

Service Desk: The $10,712 reduction in Service Desk is due to a decrease in Personnel Services of $14,137.

DATA PROCESSING

The Data Processing Center provides computer services to City departments, Chatham County departments, and other outside agencies. The 1991 budget is $2,245,119, or 3% below the expenses projected for 1990.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 943,468	$ 996,884	$ 53,416	5.7
Contractuals	1,170,262	1,108,619	-61,643	-5.3
Commodities	61,799	56,208	-5,591	-9.0
Internal Services	9,923	13,151	3,228	32.5
Capital Outlays	29,680	10,712	-18,968	-63.9
Other Charges	106,918	59,545	-47,373	-44.3
Total	$2,322,050	$2,245,119	$-76,931	-3.3

PROGRAM COSTS

Personnel Services: The 1991 budget for Personnel Services is $996,884. The major allocations in Personnel Services category are Salaries and Wages at $819,098, Group Medical Insurance at $61,656, Social Security at $61,317, and Pension at $38,207. The major change is:

Salaries & Wages **increase** $43,550 due to a general wage increase and an anniversary increase for eligible employees.

Contractuals: The budget for Contractual Services totals $1,108,619, which is 5% below the 1990 projected expenses. The main components of the Contractuals category are Data Processing Equipment Rental at $668,328, Data Processing Equipment Maintenance at $263,120, and Rentals at $52,443. Major changes are:

DP Equip Rentals **decrease** $64,534 due to lease maturity savings on various data processing equipment, and the purchase of leased equipment in 1990.

Commodities: Commodities are planned at $56,208, or 9% less than projected 1990 expenses. The major account in the Commodities category is Operating Supplies at $49,860. There are no major changes in the Commodities expenditures for 1991.

Internal Services: Internal Service Fund expenses total $13,151, which is 33% more than the 1990 projection. These expenses include Central Services at $9,617 and Garage Charges at $3,534. There are no major changes in the Internal Service Charges for 1991.

Capital Outlays: A fiber optic link is budgeted at $10,712 for Data Processing in 1991.

Other Charges: Other Charges are planned at $59,545. Of this amount, $57,960 is for the final payment for software. This is the fifth of five payments for the loan. In 1986, a $435,695 software package was purchased with monies borrowed from another City fund at an 8% interest rate. Vehicle Depreciation accounts for the balance of the $59,545.

DATA PROCESSING

PURPOSE: PROVIDE THE HIGHEST LEVEL OF DATA PROCESSING SUPPORT TO THE USER DEPARTMENTS AT THE LOWEST POSSIBLE COST.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 898,080	$ 943,468	$ 996,884
CONTRACTUALS	$ 1,189,148	$ 1,170,262	$ 1,108,619
COMMODITIES	$ 59,734	$ 61,799	$ 56,208
INTERNAL SERVICES	$ 10,511	$ 9,923	$ 13,151
CAPITAL OUTLAYS	$ 40,732	$ 29,680	$ 10,712
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 107,362	$ 106,918	$ 59,545
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 2,305,567	$ 2,322,050	$ 2,245,119

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
DATA CONTROL CLERK	1.00	1.00	50	$ 15,557
SECRETARY	1.00	1.00	58	$ 17,151
DPC SCHEDULER/TAPE LIBRARIAN	1.00	1.00	59	$ 18,009
COMPUTER OPERATOR	4.00	4.00	59	$ 70,300
SENIOR COMPUTER OPERATOR	1.00	1.00	61	$ 18,910
SUPV COMPUTER OPERATOR	1.00	1.00	68	$ 22,431
COMPUTER PROGRAMMER	2.00	2.00	70	$ 53,278
DPC TELECOMMUNICATIONS TECH	2.00	2.00	70	$ 51,398
COMPUTER BUSINESS SUPERVISOR	1.00	1.00	73	$ 30,801
COMPUTER PROGRAMMER ANALYST	5.00	5.00	78	$ 153,263
DPC PERSONAL COMPUTER COORD	1.00	1.00	81	$ 30,158
DPC TRAINING COORDINATOR	1.00	1.00	81	$ 33,140
MAPPER COORDINATOR	1.00	1.00	81	$ 33,140
COMPUTER SYSTEMS PROGRAMMER	1.00	1.00	81	$ 36,537
SENIOR SYSTEMS ANALYST	2.00	2.00	81	$ 66,280
DPC OPERATIONS ADMIN	1.00	1.00	86	$ 39,311
SYSTEMS AND PROC ADMIN	1.00	1.00	86	$ 43,341
DATA BASE ADMIN	1.00	1.00	86	$ 41,277
DATA PROCESSING DIRECTOR	1.00	1.00	94	$ 53,982
TOTAL	29.00	29.00		

DATA PROCESSING

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5010-1: Provide data processing services						
656	644[1]	679	655	700	700	$359
Hours of Mainframe Operation/month						Unit: $43 /hour
88%	83%	84%	91%	94%	94%	
% of time Mainframe is in Operation/month						
480	650	660	627	669	669	
Hours of MAPPER Operation/month						
90%	80%	91%	95%	98%	98%	
% of time MAPPER is in Operation/month						
456	660	660	627	669	669	
Hours of Data Base Operation/month						
82%	97%	91%	95%	98%	98%	
% of time Data Base is in Operation/month						
WP 5010-2: Provide system development and applications support						
na	na	na	7,120	11,500	11,500	$1,100
Applications Development & Major Modifications						Unit: $32 /hour
na	na	na	26,187	13,340	13,340	
Application Maintenance & Required Modifications						
na	na	na	na	9,660	9,660	
Data Base Applications Development/Modifications						
WP 5010-3: Provide employee training						
15	12	13	18	15	15	$45
MAPPER Training Sessions						Unit: $479 /session
24	48	29	48	30	24	
Sperrylink Training Sessions						
12	24	12	36	15	15	
Lotus Training Sessions						
12	12	0	12	2	6	
Graphics Training Sessions						
12	24	14	48	20	20	
PC User Training Sessions						
6	6	6	6	3	10	
Wordperfect Training Sessions						
6	6	2	6	0	0	
Multimate Training Sessions						
1	1	0	1	2	4	
MAPPER Run Design Training Sessions						

[1] The hours of mainframe are based on 24 hours/day 7 days/week. The MAPPER Operations are based on 24 hours/day 6 days/week and 10 hours on Sunday. The Data Base Operations are based on 24 hours/day 6 days/week and 10 hours on Sunday. The 10 hours on Sunday are required maintenance.

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5010-4: Service and Installation						
90%	80%	97%	95%	96%	96%	$370
Service Requests Completed Within 2 Hours						Unit: $477
323	480	471	550	540[1]	600	/request
Number of Service Requests						
85%	75%	95%	90%	96%	96%	
Installation Requests Completed Within 24 Hours						
80	130	141	150	145[2]	175	
Number of Installation Requests						
WP 5010-5: Maintenance and Operations						
1	1	1	1	1	1	$370
Mainframes						Unit: $435
62	130	186	220	245	260	/device
Personal Computers						
180	190	204	195	195	220	
Terminals						
45	54	65	65	69	72	
Communications Lines						
27	32	43	45	49	49	
Multiplexors						
19	22	22	22	22	9	
Sperrylinks						
100	150	156	190	200	240	
Printers						

GOAL: TO PROVIDE TIMELY ACCESS TO MANAGEMENT INFORMATION WHICH FULLY MEETS USER DEPARTMENT NEEDS.

OBJECTIVE 5010-A: To meet mainframe service and availability standards.

	1986	1987	1988	1989	1990	1991
(A-1)	9.22	12	8.5	10	10	10
	Average Monthly Incidence of Downtime					
(A-2)	2.13	1.5	1.8	1.5	1.5	1.5
	Average Hours of Downtime/Incident					
(A-3)	3%	2.7%	2%	2%	2%	2%
	Total % of Downtime (Mainframe)					

STRATEGY 5010-A:

1. Identify causes and failures of mainframe downtime.
2. Identify possible hardware conditions which could cause mainframe downtime.

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[1] Service requests are calculated based on two hour response to the request.

[2] Installation requests are calculated based on a three working day completion after receiving the request.

OBJECTIVE 5010-B: To achieve a computer communications network availability greater than 94%.

	Communications Network Availability								
	1989			1990			1991		
	No. Avail	Total Units	% Avail	No. Avail	Total Units	% Avail	No. Avail	Total Units	% Avail
(B-1)	187	195	96%	187	195	96%	195	220	96%
				Terminals (CRT's)					
(B-2)	180	190	95%	190	200	95%	240	245	95%
				Printers					
(B-3)	22	22	100%	22	22	100%	22	9	100%
				Sperrylinks					
(B-4)	220	220	100%	245	245	100%	275	275	100%
				Personal Computers (PC's)					

STRATEGY 5010-B:

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 achieve a mainframe response time of under 2 seconds, 90% of the time and maintain a response time of under 5 seconds, 98% of the time.

	1986	1987	1988	1989	1990	1991
(C-1)	90%	90%	90%	90%	90%	90%
		Response Time Under 2 Seconds				
(C-2)	98%	98%	98%	98%	98%	98%
		Response Time Under 5 Seconds				
(C-3)	na	na	90%	90%	90%	90%
	Response Time Under 2 Seconds During Critical Hours[1]					
(C-4)	na	na	98%	98%	98%	98%
	Response Time Under 5 Seconds During Critical Hours[1]					

STRATEGY:

1. Identify weaknesses in communications software and hardware which contribute to poor response time.
2. Identify communications and operating software.

OBJECTIVE 5010-D: To perform 98% of all new projects on time and within budget.

	1986	1987	1988	1989	1990	1991
(D-1)	95%	98%	98%	98%	98%	98%
			Projects Completed			

STRATEGY 5010-D:

1 Timely processing of user project 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.

[1] Prime time hours are between 8:00 a.m. and 5:00 p.m.

ENGINEERING

As part of the Public Development Bureau, the Engineering Department administers Capital Improvement Projects (CIP) and provides engineering services to City departments, private developers, and to the general public. The budget for 1991 totals $1,053,014. A comparison of the 1990 projected expenditures and the 1991 budget is shown below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 projected	1991 Budget	Change $	Change %
Personnel Services	$806,990	$ 861,735	$ 54,745	6.8
Contractuals	57,423	83,678	26,255	45.7
Commodities	16,410	17,326	916	5.6
Internal Services	49,135	65,620	16,485	33.6
Capital Outlays	3,867	10,500	6,633	171.5
Other Charges	12,066	14,155	2,089	17.3
TOTAL	$945,891	$1,053,014	$107,123	11.3

PROGRAM COSTS

Personnel Services: Expenses for Personnel Services total $861,735. Salaries and Wages comprise $715,445 of this amount. Other major allocations are: Social Security, $53,557; Group Medical Insurance, $52,523; and Pension, $28,746. Major changes are listed below.

Salaries and Wages **increases** $62,403 due to a general wage increase, an anniversary increase for eligible employees and a high vacancy rate in 1990.

Medical Insurance **increases** $6,851 due to a higher Citywide contribution for the Medical Insurance Fund.

Temporary Labor **decreases** $17,671 due to the expectation of fewer vacancies in 1991.

Contractuals: Expenses for Contractual Services are planned at $83,678. The major expenses in this category are Data Processing Equipment Maintenance, $59,326, and Photocopying, $6,345. The major change is listed below.

Data Proc. Equip. Maint. **increases** $27,331 due to a new lease on the Geographic Information System (GIS) minicomputer.

Commodities: Expenses for Commodities total $17,326. The major expenses are Operating Supplies and Materials, $7,392, and Office Supplies, $6,569.

Internal Services: Expenditures for services provided by the Internal Services activities are $65,620 in 1991. These allocations include Central Services, $43,277; Garage Services, $13,485; and Data Processing, $8,717. The major change is listed below.

Central Services **increases** $16,536 due to an increase in Building Maintenance request and charges for twenty-seven radios not expensed in 1990.

Capital Outlays: Expenses in this account total $10,500 for three personal computers to replace equipment no longer supported by DPC.

Other Charges: Expenses in this account total $14,155 entirely for Vehicle Depreciation.

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 753,055	$ 806,990	$ 861,735
CONTRACTUALS	$ 105,157	$ 57,423	$ 83,678
COMMODITIES	$ 16,676	$ 16,410	$ 17,326
INTERNAL SERVICES	$ 48,803	$ 49,135	$ 65,620
CAPITAL OUTLAYS	$ 0	$ 3,867	$ 10,500
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 25,041	$ 12,066	$ 14,155
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 948,732	$ 945,891	$ 1,053,014

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
ENGINEERING AIDE	2.00	2.00	55	$ 33,688
SENIOR CLERK TYPIST	2.00	2.00	55	$ 32,276
PERMIT CLERK	1.00	1.00	58	$ 17,151
SENIOR ENGINEERING AIDE	1.00	1.00	59	$ 20,007
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 22,984
ADMINISTRATIVE SECRETARY	1.00	1.00	61	$ 18,454
CONSTRUCTION INSPECTOR	4.00	4.00	68	$ 93,247
SURVEY PARTY CHIEF	1.00	1.00	70	$ 23,552
CONTRACT COMP OFFICER	1.00	1.00	70	$ 22,984
ENGINEERING TECHNICIAN	3.00	3.00	73	$ 75,410
FIELD ENGINEERING COORD	1.00	1.00	79	$ 30,801
CIVIL ENGINEER	1.00	1.00	79	$ 30,801
PRIVATE DEVELOPMENT COORD	1.00	1.00	80	$ 30,059
CIP COORDINATOR	1.00	1.00	81	$ 33,959
GEODATA COORDINATOR	1.00	1.00	83	$ 34,749
SENIOR CIVIL ENGINEER	3.00	3.00	86	$ 123,053
ASST CITY ENGINEER	1.00	1.00	89	$ 47,783
CITY ENGINEER	1.00	1.00	98	$ 59,515
TOTAL	27.00	27.00		

ENGINEERING

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5015-1: Implement Capital Projects						
6	11	13	5	2	1	
Number of house Designed Projects						
69	57	42	63	69	34	
Number of Contracted Projects						
75	68	55	68	71	35	$546
Total Number of Projects						Unit: $15,600 /project
WP 5015-2: Provide Services to City Departments						
na	na	1,490	1,450	1,350	1,350	
Number of Technical Requests						
na	na	525	500	650	650	
Number of Geo-Data Requests						
na	na	2,015	1,950	2,000	2,000	$318
Total Number of Requests						Unit: $159 /request
WP 5015-3: Provide Services to Private Developers						
120	75	85	92	80	80	
Number Developments Inspected[1]						
na	na	621	867	375	375	$139
Number of Preliminary Subdivision Plat Lots Reviewed						Unit: $155 /review
na	na	186	274	265	265	
Number of Final Subdivision Plat Lots Reviewed						
na	na	179	272	257	257	
Number of Site Plan Acres Reviewed						
na	na	$28,100	$53,956	$30,000	$30,000	
Private Developer Revenue Collected						
WP 5015-4: Provide Services to General Public						
na	na	49	59	54	54	
Number of Petitions Processed						
na	na	1,500	1,500	1,600	1,600	
Number of General Requests						$50
na	na	1,549	1,559	1,654	1,654	Unit: $30 /petition/ request
Total Petitions Processed/General Requests						

[1] Includes inspection of subdivisions

GOAL: TO IMPLEMENT CAPITAL IMPROVEMENTS SO THAT ADEQUATE PUBLIC INFRASTRUCTURE, BUILDINGS, AND FACILITIES ARE PROVIDED THROUGH THE SUCCESSFUL EXECUTION OF PROJECTS THAT ARE PLANNED AND COMPLETED ON SCHEDULE, WITHIN BUDGET, IN COMPLIANCE WITH CITY SPECIFICATIONS, AND IN THE MOST COST EFFECTIVE MANNER POSSIBLE.

OBJECTIVE 5015-A: To ensure 100% of all capital projects are initiated on schedule, 80% are completed according to approved schedule and within approved budget, and that 100% are completed in compliance with stated specifications.[1]

	1986	1987	1988	1989	1990	1991
(A-1)	na	na	na	na	97%	100%
			Projects Initiated on Schedule			
(A-2)	75%	75%	77%	78%	80%	80%
			Projects Completed on Schedule (%)			
(A-3)	75%	75%	74%	80%	80%	80%
			Projects Completed Within Budget (%)			
(A-4)	100%	100%	100%	100%	100%	100%
			Projects Completed in Compliance (%)			

STRATEGY:

Scheduling

1. Continue formalized master scheduling of projects to best balance workload demands.
2. Conduct monthly meetings with the bureau chief and operating departments to discuss project status.
3. Provide monthly reports and quarterly summaries of project activities and project status.

Budgeting

1. Provide continuous monitoring of expenditures during the year.
2. Provide periodic reviews of CIP budgeting procedures to determine their accuracy.

Compliance

1. Maintain 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.

GOAL: TO PROVIDE TIMELY AND ACCURATE TECHNICAL ASSISTANCE TO CITY DEPARTMENTS, PRIVATE DEVELOPERS, AND THE GENERAL PUBLIC.

[1] Changes in scope of work can cause deviation from original schedule and/or budget.

OBJECTIVE 5015-B: To respond to all operating departments' requests for technical assistance according to the following standards.

	Request Type	Work Days to Completion	1988	1989	1990	1991
(B-1)	Surveying	10	95%	98%	99%	100%
(B-2)	Cost Estimates	10	98%	98%	99%	100%
(B-3)	Geo-Data Mapping	5	97%	98%	99%	100%
(B-4)	Design Sketches	10	94%	98%	99%	100%
(B-5)	General Mapping Information	5	99%	98%	99%	100%
(B-6)	Field & Office Consultation	7.5	100%	98%	99%	100%

Assistance Time Standards Met

STRATEGY:

1. Send a questionnaire to all user departments requesting their surveying, cost estimating and design needs for 1991 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.
6. Provide monthly and quarterly status reports on service requests.

OBJECTIVE 5015-C: To achieve an average rating of at least 4 on a scale of 1 to 5[1] on the quality of services delivered to operating departments.

	1986	1987	1988	1989	1990	1991
(C-1)	na	na	na	3.8	4	4

Average Survey Rating

STRATEGY:

1. Conduct a quarterly user survey for Engineering services and make appropriate recommendations.
2. Address problems and recommendations at weekly staff meetings.

OBJECTIVE 5015-D: To review all subdivision plats and site plans for conformance with City requirements within one week of submission of the plat or site plan by Metropolitan Planning Commission (MPC).

	1986	1987	1988	1989	1990	1991
(D-1)	na	95%	96%	98%	98%	100%

Plats/Site Plans Reviewed

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[1] 1 = poor; 2 = fair; 3 = good; 4 = very good; 5 = excellent

STRATEGY 5015-D:

1. Record the date received and the date returned for all subdivision/site plans received from MPC.
2. Monitor the "turn-around" time to review subdivision/site plans.
3. Provide monthly reports on plan review process.

OBJECTIVE 5015-E: To inspect all ongoing private developments at least once every two weeks to ensure that public improvements are being installed properly and in accordance with approved plans.

	1986	1987	1988	1989	1990	1991
(E-1)	na	97%	100%	99%	100%	100%

Private Developments Inspected

STRATEGY:

1. Require inspectors to keep records of private development site visits, note discrepancies with the approved development plans, and ensure the effective resolution of problems.
2. Develop standard procedures to guide private developers and their contractors in the installation and testing of public improvements in new developments.
3. Provide monthly reports and quarterly summaries of the effectiveness of the inspection program.

OBJECTIVE 5015-F: To process all petitions for council action within one month of receipt from the Clerk of Council.

	1986	1987	1988	1989	1990	1991
(F-1)	na	100%	94%	98%	95%	100%

Petitions Processed

STRATEGY:

1. Establish standard operating procedures on routing of petitions with standard forms.
2. Solicit and resolve City comments on petitions.
3. Monitor effectiveness of procedures in scheduling.
4. Establish a MAPPER rid for petition status tracking.

OBJECTIVE 5015-G: To receive no complaints from the public concerning the availability of technical assistance.

	1986	1987	1988	1989	1990	1991
(G-1)	na	0	0	0	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 1991 budget for Vehicle Maintenance is planned at $4,269,904 or 2% below 1990 projected expenditures. A reduction of $246,344 and five positions is possible from the increased efficiency of the new Agonic Road Garage Facility, and productivity improvements in the Street Sweeping Activity. Major changes are detailed below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$1,927,777	$1,836,039	$-91,738	-4.8
Contractuals	566,103	500,801	-65,302	-11.5
Commodities	1,729,505	1,780,742	51,237	3.0
Internal Services	120,768	135,954	15,186	12.6
Capital Outlays	6,500	6,500	0	0.0
Other Charges	11,178	9,868	-1,310	-11.7
Total	$4,361,831	$4,269,904	$-91,927	-2.1

PROGRAM COSTS

Personnel Services: Expenses for Personnel Services are $1,836,039, or 5% less than the 1990 projected expenditures. The major allocations for this category are Salaries and Wages at $1,394,736, Group Medical Insurance at $130,358, Social Security at $104,764, Pension at $75,388, Worker's Compensation at $58,196, and Overtime at $50,073. The increase is attributed to the following change for 1991:

Salaries & Wages — **decrease** $101,647 due to the elimination of 1 Superintendent and 4 Principal Equipment Mechanic Positions. The decrease is partially offset by a general wage increase and anniversary and modular increases for eligible employees.

Contractuals: For 1991, Contractual Services total $500,801, or 12% below the 1990 projected expenditures. The major Contractual accounts are Outside Vehicle Repair at $275,565, Security Guard Services at $50,887, Electricity at $36,380, Natural Gas at $34,307, and Car Washing at $30,576. The major changes are as follows:

Prof Svc Fees — **decreases** $50,000 due to the one-time use of this account for Certified Driver License training in 1990.

Other Contractual Services	**decrease** $28,100 reflecting the creation of a new car washing account.
Vehicle Repair	**decreases** $22,435 due to a $31,500 reduction in this account attributed to the construction of the new garage facility for 1991. The decrease is partially offset by inflation.
Car Washing	**increases** $30,576 due to the first time use of this account.

Commodities: Commodities for Vehicle Maintenance are budgeted at $1,780,742 or 3% over the projected expenditures for 1990. The major Commodity allocations are Vehicle Parts at $905,085, Gasoline at $473,573, Diesel Fuel at $280,500, Shop Supplies, and Propane at $63,500, and Operating Supplies and Materials at $32,840. Major changes are explained below:

Fuels	**increase** $45,976 due to increased gasoline usage and inflation. Fuel prices are too unstable at this time to accurately estimate the cost per gallon for gasoline and diesel for 1991.

Internal Services: These expenditures are budgeted at $135,954 or 13% more than the 1990 projected expenditures. The Internal Services expenditures are composed of Data Processing charges at $62,003, Garage charges at $36,061, Central Services charges at $31,790, and Service Desk charges at $6,100. The major change in explained below:

Central Svc	**increases** $15,608 due to increased building maintenance requests and routine building and electrical maintenance.

Capital Outlays: Expenses for Capital Outlays total $6,500. All items are replacements.

1 Personal Computer (rep)	$3,000
1 Brake Lathe (rep)	$1,500
2 Floor Jacks (rep)	2,000
Total	$6,500

Other Charges: Other Charges are budgeted at $9,868, which is planned for Vehicle Depreciation expenses for 1991.

VEHICLE MAINTENANCE

PURPOSE: PROVIDE THE MAXIMUM AVAILABILITY OF VEHICLES CONSISTENT WITH PRUDENT MAINTENANCE AND REPAIR COSTS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 1,783,228	$ 1,927,777	$ 1,836,039
CONTRACTUALS	$ 566,449	$ 566,103	$ 500,801
COMMODITIES	$ 1,643,266	$ 1,729,505	$ 1,780,742
INTERNAL SERVICES	$ 134,562	$ 120,768	$ 135,954
CAPITAL OUTLAYS	$ 31,129	$ 6,500	$ 6,500
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 11,487	$ 11,178	$ 9,868
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 4,170,121	$ 4,361,831	$ 4,269,904

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
MAINTENANCE SERVICE WORKER	1.00	1.00	45	$ 13,439
EQUIPMENT SERVICE ATTENDANT	3.00	3.00	47	$ 46,501
SENIOR STOREKEEPER	2.00	2.00	53	$ 31,892
APPRENTICE EQUIPMENT MECHANIC	1.00	1.00	53	$ 16,335
ACCOUNT CLERK	1.00	1.00	53	$ 15,941
SENIOR CLERK	1.00	1.00	54	$ 17,575
AUTO PARTS BUYER ASSISTANT	1.00	1.00	57	$ 18,009
EQUIP MECHANIC	5.00	4.00	63	$ 84,934
SENIOR EQUIPMENT MECHANIC	5.00	5.00	63	$ 120,116
AUTO PARTS BUYER	1.00	1.00	66	$ 22,984
PRINCIPAL EQUIPMENT MECHANIC	11.00	7.00	69	$ 197,685
HYDRAULICS SPECIALIST	1.00	1.00	69	$ 26,607
PRIN EQUIP SPECIALIST	1.00	1.00	69	$ 27,264
MASTER EQUIPMENT MECHANIC	16.00	16.00	73	$ 515,974
SAFETY/TRAINING OFFICER	1.00	1.00	75	$ 25,966
ADMINISTRATIVE SERVICES COORD	1.00	1.00	78	$ 34,797
PARTS MANAGER	1.00	1.00	78	$ 34,797
EQUIP MAINT SUPERINTENDENT	3.00	2.00	78	$ 69,594
ASST VEHICLE MAINTENANCE DIR	1.00	1.00	79	$ 37,439
VEHICLE MAINTENANCE DIRECTOR	1.00	1.00	91	$ 50,172
TOTAL	58.00	53.00		

VEHICLE MAINTENANCE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5020-1: Operations						
1,819[1]	1,888[1]	1,888	3,000	3,000	3,000	
Preventive Maintenance Inspections						
953	860	1,200	1,100	1,000	950	
Road Calls						
2,748	3,004	5,000	5,000	4,000	4,000	
Scheduled Repairs						
8,384	8,047	10,000	9,000	9,000	9,000	
Unscheduled Repairs						
40	34	50	50	50	85	
Emergency Repairs						
8	8	10[2]	10	11	11	
Commercial Refuse Trucks						
16	16	17[2]	17	17	17	
Street Sweepers						
65	67	69[2]	72	72	72	
Residential Refuse Trucks						
154	168	171[2]	171	177	177	
Police Cars in Fleet						
31	30	32[2]	32	33	33	
Firefighting Vehicles						
436	494	508	509	524	524	$4,270 Unit:$5,120 /vehicle
Other Vehicles in Fleet						
710	783	807	810	834	834	
Total Vehicles in Fleet						

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.

	1986	1987	1988	1989	1990	1991
(A-1)	na	98%	98%	98%	98%	98%
			Commercial Refuse			
(A-2)	na	98%	98%	98%	98%	98%
			Street Cleaning			
(A-3)	na	100%	100%	100%	100%	100%
			Residential Refuse			
(A-4)	na	100%	100%	100%	100%	100%
			Police Patrol			

[1] 1986 and 1987 figures are for main garage only.
[2] Represents activity fleet totals.

OBJECTIVE 5020-A: (cont'd.)

	1986	1987	1988	1989	1990	1991
(A-5)	na	95%	95%	95%	95%	95%
			Sedans			
(A-6)	na	95%	95%	95%	95%	95%
			Pickups, Dumps, Flatbeds			
(A-7)	na	90%	90%	90%[1]	90%	90%
			Tractors			
(A-8)	na	85%	85%	85%	85%	85%
			Pumps, Air Compressors			
(A-9)	na	85%	85%	85%	85%	85%
			Miscellaneous			
			Total (834, 789)[2]	95%		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.

OBJECTIVE 5020-B: To achieve a vehicle parts turnover consistent with industry standards.

	Industry Average	1986	1987	1988	1989	1990	1991
(B-1)	3.30	7.38	7.00	7.00	7.00	7.00	7.00
				Inventory Turnover[3]			

OBJECTIVE 5020-C: To achieve an annual inventory physical count within 0.5% of the accounting record dollar value.

	Industry Average	1986	1987	1988	1989	1990	1991
(C-1)	0.5%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
				Inventory Deviation[4]			
(C-2)		$60	$60	$60	$60	$60	$60
				Dollar Value of Inventory ($1,000's)			

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1 Operational requirements for these vehicles vary with workload and with season.

2 The first number represents the fleet size; the second figure is the number of vehicles available per shift.

3 Industry Standards indicate that a higher turnover rate is better than a lower turnover rate.

4 A lower inventory deviation is a more accurate record.

STRATEGY 5020-B & C:

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 maintain the percentage of repairs completed in 48 hours.

	1986	1987	1988	1989	1990	1991
(D-1)	67	69	71	75	80	80
		% Completed in 24 hours				
(D-2)	5	7	9	12	10	10
		% Completed in 24-48 hours				
(D-3)	28	24	20	13	10	10
		% 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.

OBJECTIVE 5020-E: To reduce the average labor hours per repair order.

	1986	1987	1988	1989	1990	1991
(E-1)	5.3	5.1	4.9	4.7	4.5	4.3
		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.

	1986	1987	1988	1989	1990	1991
(F-1)	$32,426	$20,542	$18,000	$17,000[1]	$15,000	$13,000
			Average Dollar Variance[1]			
(F-2)	40%	33%	30%	27%	25%	22%
			Average Percent Variance[1]			

STRATEGY:

1. Develop an EMIS program to more accurately estimate charge-backs based on previous year's actual costs.

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[1] All variances are in absolute terms.

CENTRAL SERVICES

The Central Services Department includes five activities: Central Services Director's Office, Inventory Management, Custodial and Mail Services, Building Maintenance, and Tele-Electronics. The budgets for these activities combine to form the Central Services Department budget. The 1991 budget for Central Services decreases $37,532 or 2% below 1990 projected expenditures. This budget is described below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 766,151	$ 760,367	$ -5,784	-0.8
Contractuals	434,541	419,099	-15,442	-3.6
Commodities	157,464	152,046	-5,418	-3.4
Internal Services	50,499	50,887	388	0.8
Capital Outlays	174,606	159,447	-15,159	-8.7
Other Charges	11,328	15,211	3,883	34.3
Total	$ 1,594,589	$ 1,557,057	$-37,532	-2.4

PROGRAM COSTS

Personnel Services: Personnel Services total $760,367. Major accounts are Salaries and Wages at $570,868, Group Medical Insurance at $61,732, Social Security at $42,952, Workers' Compensation at $39,384, and Pension at $28,594. Major changes are as follows:

Salaries & Wages **decrease** $4,393 due to productivity savings which resulted in the elimination of one position and the transfer of another. The decrease is partially offset by position vacancies in 1990, a general wage increase, and an anniversary increase for eligible employees.

Contractuals: Contractuals total $419,099 in 1991. Major accounts are Communications at $120,906, Electricity at $73,421, Janitorial Services at $57,730, Building Repairs at $53,240, Building Maintenance Contractuals at $46,087. Other Contractual Services at $26,649, and Insurance at $19,506. Contractuals decrease $15,442 or 4% due to the following major changes:

Communications **decrease** $31,811 due to cost cutting measures implemented in 1990 and because the City will be able to pay State Contract prices for phone line rentals in 1991.

Building Repairs **increase** $8,240 reflecting routine maintenance and departmental requests for repairs and construction projects.

Commodities: Commodities expenditures total $152,046, $5,418 less than the 1990 projection. Major expenses include Construction Materials at $71,596, Equipment Repair Parts at $57,286, and Operating Supplies and Materials at $15,088.

Internal Services: Internal Services Fund expenses total $50,887. This allocation includes Garage Charges at $23,678, Data Processing at $15,209, and Service Desk at $12,000.

Capital Outlays: Capital Outlays amount to $159,447 in 1991 for the following items:

Central Services Director	
Personal computer (replacement)	$ 3,435
Tele-Electronics	
Portable Radio Batteries (replacement)	8,852
Police	
40 Portable Radios (replacement)	36,000
10 Administrtative Mobile Radios (replacement)	11,000
15 TRAP Mobiles (replacement)	42,000
5 Display Pagers (replacement)	1,040
Sanitation	
34 Mobile Radios (new)	51,000
Water	
4 Mobile Radios (replacement)	1,920
I & D Water	
3 Base Stations (replacement)	4,200
Total	$159,447

Other Charges: Other Charges are planned at $15,211. This allocation provides for Vehicle Depreciation.

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Director's Office	$ 213,632	$ 201,748	$ 208,042
Inventory Management	110,486	110,347	113,522
Custodial & Mail Services	298,603	299,044	290,732
Building Maintenance	353,821	384,232	401,955
Tele-Electronics	525,653	599,218	542,806
Total	$1,502,195	$1,594,589	$1,557,057

Central Services Director: The $6,294 increase in this activity reflects the $3,912 increase in Salaries and Wages and $3,435 more in Capital Outlays to replace a personal computer.

Inventory Management: Inventory Management increases $3,175. There are no major changes in the Inventory Management activity for 1991.

Custodial & Mail Services: The $8,312 decrease in this activity reflects a decrease in Salaries and Wages of $13,309 due to the elimination of one position in 1991 as a result of productivity savngs. The decrease is partially offset by an increase of $6,326 in Contractuals.

Building Maintenance: The $17,723 growth in the Building Maintenance activity reflects increases in Salaries and Wages of $16,980 and $8,240 in Building Repairs. The increase is partially offset by a decrease of $6,535 in Capital Outlay expenses.

Tele-Electronics: The $56,412 decrease in this activity reflects a decrease of $14,064 in Salaries and Wages due to the transfer to Purchasing of one position as a result of productivity savings. The reduction also reflects lower communications cost of $31,811 due to cost-cutting measures implemented in 1990 and because the City will pay State Contract prices for telephone line rentals in 1991. In addition, Capital Outlay requests are reduced by $11,544.

CENTRAL SERVICES DIRECTOR

PURPOSE: PROVIDE EFFECTIVE AND EFFICIENT MANAGEMENT OF THE CITY'S SAFETY, TRAINING, AND CASUALTY INSURANCE PROGRAMS, AND OF OF THE CITY'S CENTRAL SWITCHBOARD, WAREHOUSE, BUILDING AND ELECTRICAL MAINTENANCE, ELECTRONIC REPAIR, AND CUSTODIAL AND MESSENGER SERVICES.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 183,011	$ 177,680	$ 182,290
CONTRACTUALS	$ 8,764	$ 11,039	$ 9,215
COMMODITIES	$ 3,110	$ 3,250	$ 2,954
INTERNAL SERVICES	$ 8,599	$ 9,320	$ 9,258
CAPITAL OUTLAYS	$ 4,857	$ 0	$ 3,435
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 5,291	$ 459	$ 890
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 213,632	$ 201,748	$ 208,042

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	55	$ 19,855
ADMINISTRATIVE SECRETARY	1.00	1.00	61	$ 18,454
CENTRAL SERVICES TECHNICIAN	1.00	1.00	69	$ 22,984
RISK MANAGEMENT ADMIN	1.00	1.00	80	$ 39,311
CENTRAL SERVICES DIRECTOR	1.00	1.00	89	$ 48,963
TOTAL	5.00	5.00		

CENTRAL SERVICES DIRECTOR

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5032-1: Coordinate Central Services activities						
17	11	16	13	17	17	$91
Objectives Completed as Scheduled and Within Budget						Unit: $5,353 /activity
WP 5032-2: Coordinate casualty, risk management and safety programs						
75	na[1]	84	na[2]	86	86	$46
Facilities Inspected						Unit: $178 /facility covered
249	254	256	256	258	258	
Facilities Covered						
735	797	807	807	834	834	
Vehicles Covered						
WP 5032-3: Coordinate Workers' Compensation program						
392	419	427	454	380	360	$37
Number Employee Injuries						Unit: $18 /employee covered
1,875	1,867	1,893	2,027	2,031	2,031	
Number Employees Covered						
WP 5032-4: Coordinate petition investigation program						
161	210	232	194	195	195	$34
Number of Petitions Investigated						Unit: $174 /petition

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 an overall average rating of at least 4 on a scale of 1 to 5[3] for the quality of services delivered to operating departments.

	1986	1987	1988	1989	1990	1991
(A-1)	3.63	3.63	3.84	3.70	4.00	4.00
Average Survey Rating						

STRATEGY:

1. Conduct an annual user survey for all Central Services activities.

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1 Inspections were not conducted in 1987, but delayed until early 1988.

2 Inspections were not conducted in 1989, but were delayed until 1990

3 1 = Poor 2 = Fair 3 = Good 4 = Very Good 5 = Excellent

GOAL: TO MAINTAIN A SAFE WORKING ENVIRONMENT.

OBJECTIVE 5032-B: To reduce the number of safety citations by 5% citywide in 1991.

	1986	1987	1988	1989	1990	1991
(B-1)	172	na	187	na	189	180
	Total No. of Citations/First Inspection					
(B-2)		na	9	na	4	4
	Number of Citations Remaining Uncorrected at Year's End					

STRATEGY:
1. Coordinate safety inspections by City Inspections Department, Fire, and Police personnel during on and off duty hours.
2. Ensure correction of deficiencies cited.

GOAL: TO PROTECT THE CITY FROM ALL POSSIBLE LOSS TO ITS PERSONNEL, FACILITIES, AND EQUIPMENT.

OBJECTIVE 5032-C: To achieve a five year average property loss ratio of no more than .020% of total property valuation.

	1986	1987	1988	1989	1990	1991
(C-1)	.026%	.028%	.030%	.015%	.017%	.017%
	Property Loss Ratio (Five Year Average)					

STRATEGY:
1 Review/study the special needs of catastrophic and excess liability coverages.
2. Strengthen safety procedures and awareness to prevent losses.

OBJECTIVE 5032-D: To reduce the accidents to and the repair costs of City vehicles by 5% by the year's end.

	1986	1987	1988	1989	1990	1991
(D-1)	249	280	280	292	277	263
	Number of Accidents Involving City Vehicles					
(D-2)	112	139	145	151	143	136
	Number of Chargeable Accidents					
(D-3)	$42,321	$94,590	$101,308	$142,413	$111,000	$105,000
	Cost of Repairing Accident-Damaged City Vehicles					
(D-4)	$26,037	$44,217	$30,860	$58,668	$47,000	$45,000
	Cost of Repairing Damages for City Chargeables					

STRATEGY:
1. Increase safety awareness of all City operators through inspections, classes, awards, promotions, and assistance of Vehicle Maintenance's safety training officer.
2. Honor bureaus with the greatest declines in accidents or injuries and their related costs.

OBJECTIVE 5032-E: To reduce employee injuries by 5% in 1991 and to limit injury costs to a 10% increase.

	1986	1987	1988	1989	1990	1991
(E-1)	392	419	427	454	380	361

Number of Employee Injuries[1]

(E-2)	$664,347	$648,001	$903,307	$929,000	$994,000	$1,052,500

Workers' Comp Salaries, Medicals and Settlements

STRATEGY:
1. Monitor injury reports, medical bills and related Workers' Compensation correspondence.
2. Institute cost reduction procedures.
3. Conduct periodic inspections of worksites to ensure a safe working environment.

OBJECTIVE 5032-F: To increase the amount of Damage Collection revenues collected by 5%.

	1986	1987	1988	1989	1990	1991
(F-1)	$27,438	$68,509	$79,152	$102,486	$50,500[2]	$53,025

Collection Revenues

STRATEGY:
1. Employ collection agencies to notify negligent parties.
2. Contact negligent parties or their insurance companies directly to inform them of their late payments.

OBJECTIVE 5032-G: To minimize the cost of purchased insurance, while maintaining appropriate levels of coverage.

	1986	1987	1988	1989	1990	1991
(G-1)	$256,971	$219,794	$186,304	$180,341	$194,231	$224,653[3]

STRATEGY:
1. Use the bid process to get more competitive insurance prices.
2. Keep abreast of the City's changing insurance needs.

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1 Some employees are injured more than once.

2 Decline in revenues reflecting fewer accidents and fewer non-chargeable damages to City vehicles.

3 Additional funds required primarily for I and D Water coverages and projected rate increases.

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 78,991	$ 86,734	$ 89,920
CONTRACTUALS	$ 10,683	$ 2,762	$ 2,855
COMMODITIES	$ 2,636	$ 1,952	$ 2,311
INTERNAL SERVICES	$ 16,228	$ 16,936	$ 16,988
CAPITAL OUTLAYS	$ 0	$ 515	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,948	$ 1,448	$ 1,448
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 110,486	$ 110,347	$ 113,522

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
STOREKEEPER	2.00	2.00	49	$ 28,220
SENIOR CLERK TYPIST	1.00	1.00	55	$ 15,941
INVENTORY COORDINATOR	1.00	1.00	79	$ 29,335
TOTAL	4.00	4.00		

INVENTORY MANAGEMENT

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000)
1986	1987	1988	1989	1990	1991	
WP 5035-1: Maintain inventory system						
801,412	861,4077	903,3677	953,3200	965,000	975,000	$114 Unit:$.12 /item
Number Items Maintained in Inventory						
876,750	758,058	812,056	883,678	882,000	885,000	
Number Items Transacted						
$188,952	$216,353	$205,304	$199,734	$205,000	$210,000	
Value of Inventory						
na	$450	$902	$960	$1,000	$1,000	
Value of Inventory Lost						

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.

	1986	1987	1988	1989	1990	1991
(A-1)	3.55	2.49	3.06	2.90	3.00	3.00
		City Inventory Turnover Rate (Industry Standard at 3.0)				
(A-2)	na	2.90	.00019	.0019	.30	.30
		City Deviation (Industry Standard at .50)				

STRATEGY:

1. Reduce the number of errors in processing inventory by carefully monitoring issues, receipts, etc.
2. Limit warehouse losses to 1.5% of inventory.

OBJECTIVE 5035-B: To reduce by 10% recording errors made while issuing and receiving inventory items.

	1986	1987	1988	1989	1990	1991
(B-1)	na[1]	32	42	38	33	30
			Recording Errors			

STRATEGY:

1. Reduce the number of errors in processing inventory by carefully monitoring issues, receipts, etc.

[1] Historical data on recording errors not available until 1987.

CUSTODIAL & MAIL SERV

PURPOSE: PROVIDE CITY DEPARTMENTS WITH JANITORIAL AND INTERNAL MAIL DELIVERY/MESSENGER SERVICES.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 95,426	$ 98,575	$ 81,938
CONTRACTUALS	$ 189,677	$ 187,470	$ 193,796
COMMODITIES	$ 8,658	$ 9,431	$ 9,825
INTERNAL SERVICES	$ 2,695	$ 1,961	$ 1,965
CAPITAL OUTLAYS	$ 0	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 2,147	$ 1,607	$ 3,208
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 298,603	$ 299,044	$ 290,732

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
MAIL CLERK/CUSTODIAN	2.00	1.00	53	$ 17,151
SENIOR MAIL CLERK/CUSTODIAN	1.00	1.00	56	$ 16,738
CUST & MESSENGER SERV SUPV	1.00	1.00	67	$ 24,134
TOTAL	4.00	3.00		

CUSTODIAL AND MAIL SERVICES

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5045-1: Provide mailroom delivery						
na	524,339[1]	348,700	312,780	312,410	313,000	$69
	Pieces of Mail Received					Unit: $.13 /piece handled
na	165,158	174,227	227,336	230,000	230,000	
	Pieces of U.S. Mail Sent					
47,735	46,613	49,245	48,215	51,686	55,000	
	Number of Inter-Office Delivery Drops					
na	254,000	154,205	160,000	164,000	165,000	
	Number of Inter-Office Mailings					
WP 5045-2: Coordinate building maintenance and janitorial services						
na	48	238[2]	292	283	300	$222
	Service Request Type I[3]					Unit: $477 /request
na	42	70[2]	71	60	65	
	Service Request Type II[3]					
na	11	41[2]	106	90	100	
	Service Request Type III[3]					

GOAL: TO PROVIDE 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 1991.

	1986	1987	1988	1989	1990	1991
(A-1)	95%	95%	98%	97%	95%	95%
	Percentage of Met Schedules					

[1] Accurate counts began upon installation of automated mail machine in late 1987.

[2] Historical data not available until 1988.

[3] I Routine maintenance (changing light fixtures, replacing ceiling tiles, etc.)
II H/VAC maintenance
III Plumbing maintenance

STRATEGY 5045-A:

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[1] for City Hall and the Gamble Building is maintained at 3 or above for each weekly evaluation during 1991.

	1986	1987	1988	1989	1990	1991
(B-1)	3.00	3.05	3.62	3.59	3.60	3.60

Average Cleanliness Rating for City Hall

(B-2)	3.00	2.83	3.32	3.42	3.60	3.60

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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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)

BUILDING MAINTENANCE

PURPOSE: PROVIDE MAINTENANCE AND MINOR REMODELING SERVICES TO ALL CITY DEPARTMENTS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 208,682	$ 224,721	$ 245,352
CONTRACTUALS	$ 50,370	$ 50,180	$ 57,178
COMMODITIES	$ 69,985	$ 76,300	$ 73,827
INTERNAL SERVICES	$ 18,493	$ 20,075	$ 20,466
CAPITAL OUTLAYS	$ 0	$ 6,535	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 6,291	$ 6,421	$ 5,132
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 353,821	$ 384,232	$ 401,955

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
PAINTER	1.00	1.00	61	$ 18,454
CARPENTER	2.00	2.00	61	$ 36,908
SENIOR PAINTER	1.00	1.00	64	$ 19,855
ELECTRICIAN	1.00	1.00	65	$ 21,890
SENIOR CARPENTER	2.00	2.00	67	$ 44,914
BLDG & ELEC MNT SUPERVISOR	1.00	1.00	77	$ 27,264
TOTAL	8.00	8.00		

BUILDING MAINTENANCE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5050-1:	**Provide carpentry, painting and contractual repairs; respond to scheduled miscellaneous and unscheduled requests**					
47	49	50	65	72[1]	75	
	Service Type I Project					
46	74	71	35	45[1]	65	
	Service Type II Project					
59	75	87	54	25[1]	25	
	Service Type III Project					
999	1,083	1,062	1,013	1,100[1]	1,000	
	Service Type IV Project					
9	52	7	16	46[1]	15	
	Service Type V Project					$402
1,160	1,333	1,277	1,183	1,288	1,180	Unit: $341 /project
	Total Projects					

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 95% of all City facilities are condition II or better.

	1986	1987	1988	1989	1990	1991
(A-1)	na	na	87%	78%	82%	82%
			Condition I[2]			
(A-2)	na	na	7%	15%	13%	13%
			Condition II[2]			
(A-3)	na	na	4%	5%	4%	4%
			Condition III[2]			
(A-4)	na	na	2%	2%	1%	1%
			Condition IV[2]			

[1] **I** Carpentry Services **II** Painting Services
III Contractual Repairs **IV** Scheduled Miscellaneous Requests
V Unscheduled Miscellaneous Requests

[2] **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.

STRATEGY 5050-A:

1. Prioritize and schedule 1991 approved projects resulting from buildings survey and various departmental requests.
2. Provide fabrication of wooden work-related items for various City departments to improve their economic and efficient operation, i.e. rehandle tools, fabricate truck bodies, tool boxes and forms for concrete construction.
3. Conduct annual building surveys noting status and/or deficiencies of building components.

OBJECTIVE 5050-B: To assess damages and begin repairs to City facilities requiring emergency electrical attention within one hour.

	1986	1987	1988	1989	1990	1991
(B-1)	95%	95%	97%	95%	95%	95%
	% of Emergency Electrical Project Repairs Started within 1 Hour of Request					
(B-2)	na	na	na	95%	95%	95%
	% of Emergency Non-electrical Project Repairs Started within 1 Hour of Request					

STRATEGY:

1. Provide communication 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.

	1986	1987	1988	1989	1990	1991
(C-1)	1,160	1,271	1,190	1,183	1,313	1,133
	Total Projects					
(C-2)	na	na	1,117	769	853	736
	Number Completed on Schedule					
(C-3)	na	na	53	270	328	283
	No. Completed Within 40 Hrs. of Scheduled Time					
(C-4)	na	na	20	144	132	114
	No.Completed Within 80 Hrs. of Scheduled Time					

STRATEGY:

1. Determine the structural integrity of all City owned facilities each year.
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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 167,295	$ 178,441	$ 160,867
CONTRACTUALS	$ 212,937	$ 183,090	$ 156,055
COMMODITIES	$ 58,593	$ 66,531	$ 63,129
INTERNAL SERVICES	$ 4,004	$ 2,207	$ 2,210
CAPITAL OUTLAYS	$ 62,947	$ 167,556	$ 156,012
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 19,877	$ 1,393	$ 4,533
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 525,653	$ 599,218	$ 542,806

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
ELECTRONIC INSTALLER	1.00	1.00	58	$ 18,009
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
ELECTRONIC EQUIPMENT TECH	2.00	2.00	69	$ 55,399
TELECOMMUNICATIONS COORD	1.00	.00		$
ELECTRONIC/TELECOM EQUIP SUPT	1.00	1.00	80	$ 33,959
TOTAL	6.00	5.00		

TELE-ELECTRONICS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5055-1: Maintain Electronic Equipment						
na	1,731	1,800	2,133	2,250	2,350	$543
Number of Pieces of Electronic Equipment Maintained						Unit: $231 /maintained piece of equipment
na	na	1,081	1,862	1,800	1,750	
Number of Mobile Units Repaired						
na	na	625	812	800	800	
Number of Non-mobile Units Repaired						
na	na	474	581	675	900	
Number of Misc. Units Repaired						
459	310	485	453	400	450	
Number of Mobile Installations						
na	na	1,081	1,862	1,800	1,750	
Number of Mobile Repair Requests						
na	na	625	812	800	800	
Number of Non-mobile Repair Requests						
na	na	474	581	675	900	
Number of Misc. Repair Requests						

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.

	1986	1987	1988	1989	1990	1991
(A-1)	92%	94.4%	99.9%	100%	99%	99%
% of Repairs Completed within 48 hours (Police and Fire)						
(A-2)	97%	99%	100%	100%	99%	99%
% of Repairs Completed within 48 hours (Public Services)						
(A-3)	97%	99%	100%	100%	99%	99%
% of Repairs Completed within 48 hours (Other City Departments[1])						
(A-4)	98%	95%	100%	100%	99%	99%
% of Repairs Completed within 48 hours (Misc. Equipment)						
(A-5)	na	na	100%	100%	99%	99%
% of Units Operational per Each Shift (Police and Fire)						

(A-6)	na	na	100%	100%	99%	99%
		% of Units Operational per Each Shift (Public Services[1])				
(A-7)	97%	95%	100%	100%	99%	99%
		% of Units Operational per Each Shift (Other City Departments[2])				

OBJECTIVE 5055-B: To install 98% of radio equipment within 5 days of request.

	1986	1987	1988	1989	1990	1991
(B-1)	na	na	100%	100%	99%	99%
	% 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.

---

[1] Public Service Depts.
Cemeteries
Commercial Refuse Collection
Drainage
Facilities Maint. Dir.
I & D Water
Lift Station Maintenance
Neighborhood Services
Park & Tree
President Street Poll Plant
Refuse Disposal
Refuse Collection
Sanitation Director
Service Desk
Sewer Maintenance
Small Plants
Street Cleaning
Street Maintenance
Traffic Engineering
Water Distribution
Water & Sewer Admin.
Water & Sewer Revenue
Water Supply & Treatment

[2] Other City Depts.
City Manager
Assistant City Managers
Athletics
Building & Electrical Maint
Buildings & Grounds
Civic Center
City Treasurer
Community Development Admin
Data Processing Center
Economic Development
Engineering
Golden Age Centers
Housing Code Enforcement
Leisure Services Director
Management & Auditing
Neighborhood Programs
Parking Enforcement
Parking Garages
Personnel
Recorder's Court
Vehicle Maintenance
Youth Futures Authority

CUSTOMER SERVICE DESK

The Customer Service Desk is responsible for the receipt, compilation, and dissemination of information about customer complaints and service orders. In addition, the Personnel Services section handles employment details for activities located at the City Lot. Compared with 1990 projected expenditures, the 1991 budget decreases 3% to $309,864.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$136,577	$122,440	$ -14,137	-10.4
Contractuals	143,680	145,469	1,789	1.3
Commodities	9,630	12,302	2,672	27.8
Internal Services	28,689	29,653	964	3.4
Capital Outlays	2,000	0	-2,000	-100.0
Total	$320,576	$309,864	$-10,712	-3.3

PROGRAM COSTS

Personnel Services: The 1991 budget for Personnel Services is $122,440. The decrease of $14,137 is attributed to productivity savings which eliminated of one position.

Contractuals: The 1991 budget for Contractual Services at $145,469 is 1% greater than 1990 projected expenses. There are no major changes.

Commodities: Expenses for Commodities are planned at $12,302, a $2,672 increase over the projected expenditures for 1990. There are no major changes in Commodities expenses for 1991.

Internal Services: The Internal Services charges total $29,653 for 1991. This represents a $964 increase over 1990 projected expenditures. The Internal Services charges for the Service Desk are composed of Data Processing at $25,252 and Central Services at $4,401. There are no major changes in these minor code expenditures.

Capital Outlays: No Capital Outlays are planned for 1991.

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 121,664	$ 136,577	$ 122,440
CONTRACTUALS	$ 150,953	$ 143,680	$ 145,469
COMMODITIES	$ 19,371	$ 9,630	$ 12,302
INTERNAL SERVICES	$ 37,369	$ 28,689	$ 29,653
CAPITAL OUTLAYS	$ 746	$ 2,000	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 2,030	$ 0	$ 0
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 332,133	$ 320,576	$ 309,864

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SENIOR CLERK	1.00	1.00	54	$ 16,335
SENIOR CLERK TYPIST	1.00	1.00	55	$ 15,941
CUSTOMER SERV REPRESENTATIVE	2.00	1.00	58	$ 17,151
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,910
PERSONNEL COORDINATOR	1.00	1.00	78	$ 30,059
TOTAL	6.00	5.00		

CUSTOMER SERVICE DESK

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 5070-1: Provide a centralized tracking system for Service requests						
53,676	57,254	58,298	57,027	57,000	57,000	$77 Unit: $1 /request
Service requests received						
WP 5070-2: Prepare payrolls for weekly employees						
519	506	509	513	513	513	$44 Unit: $86 /employee
Average No. Weekly Employees						
WP 5070-3: Maintain and process all personnel transactions for Sanitation and Facilities Maintenance personnel						
904	1,068	906	1,044	1,000	1,000	$40 Unit: $40 /trans.
Transactions Completed						
WP 5070-4: Provide building and maintenance support for departments located at the City Lot						
13	15	15	15	15	15	$149 Unit: $9,933 /dept.
Departments Served						

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[1]:

		1985	1986	1987	1988	1989	1990	1991
(A-1)	Priority 1	98%	93%	89%	88%	90%	90%	90%
(A-2)	Priority 2	78%	77%	81%	79%	80%	83%	80%
(A-3)	Priority 3	88%	87%	88%	90%	91%	90%	90%

Completed Within Standard

[1] 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.

STRATEGY 5070-A:

1. Provide all operating departments with a daily print out of service requests not completed.

OBJECTIVE 5070-B: To pay all employees in the Sanitation and Facilities Maintenance Bureaus on time and correctly 99% of the time.

	1985	1986	1987	1988	1989	1990
(B-1)	99%	99%	99%	99%	99%	99%

Accuracy Rate

STRATEGY:

1. Provide accurate payroll records for all personnel assigned to the Sanitation and Facilities Maintenance Bureaus.

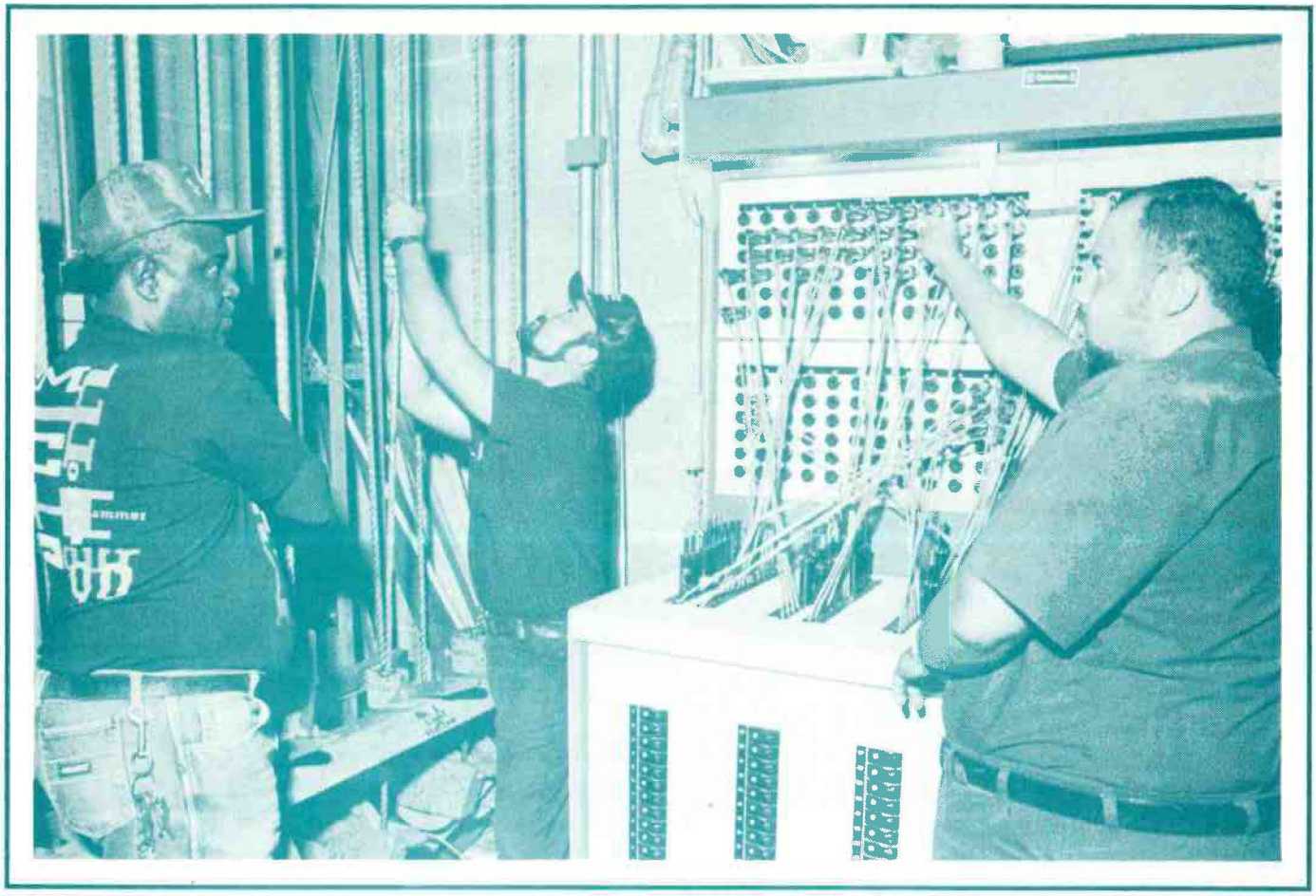
OBJECTIVE 5070-C: To complete 75% of all personnel functions within 15 working days of notification for the Sanitation and Facilities Maintenance Bureaus.

	1985	1986	1987	1988	1989	1990	1991
(C-1)	63%	61%	61%	69%	65%	75%	75%

Completion Rate

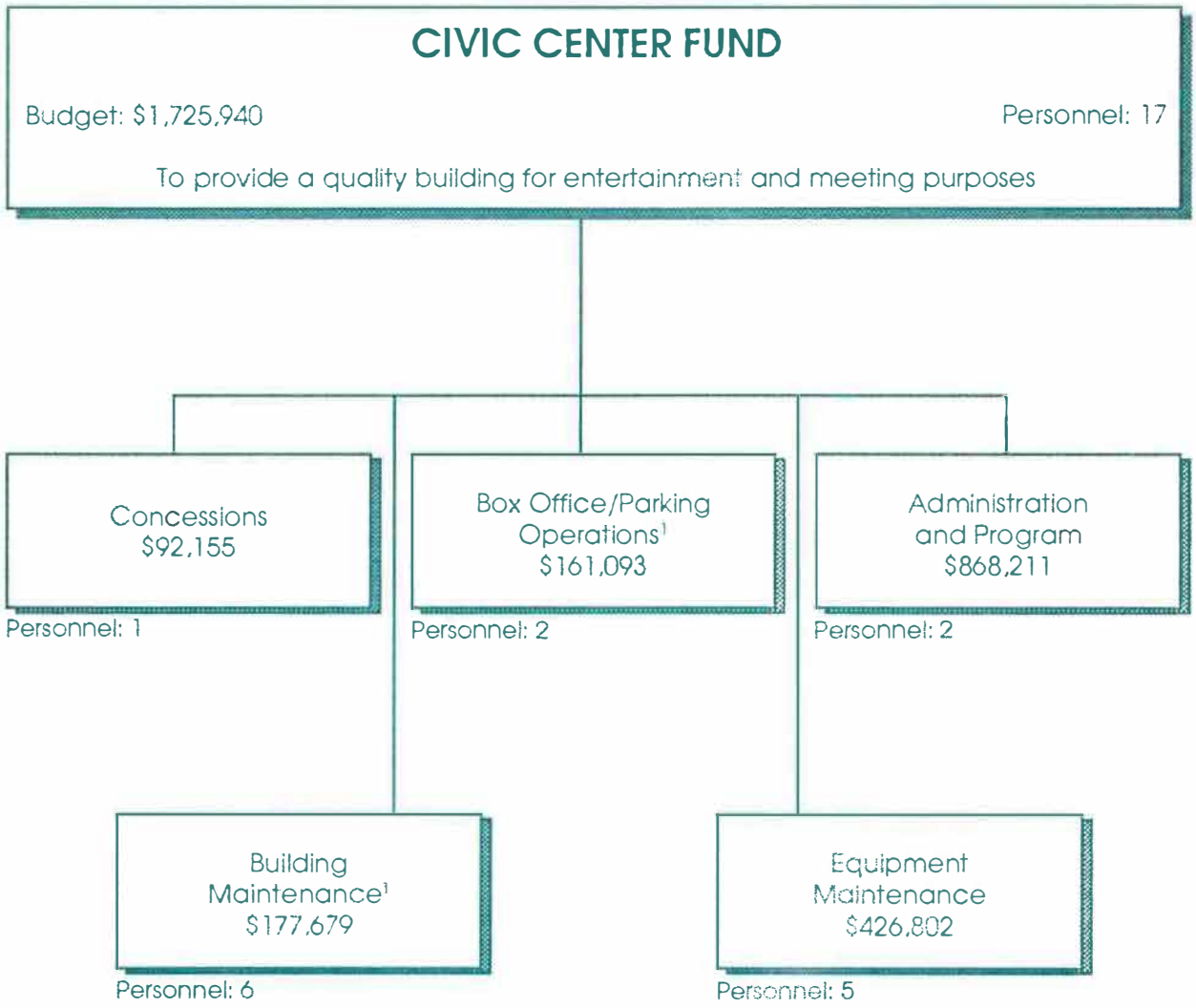
STRATEGY:

1. Maintain complete personnel files for all activities in the Sanitation and the Facilities Maintenance Bureaus.



The Civic Center expects to schedule 563 events in 1991.

Civic Center Fund



Vehicles: 4

[1] Temporary labor utilized in these work programs

CIVIC CENTER FUND

The Civic Center is a facility which provides for the public enjoyment of musical, cultural, sporting, and other events. The 1991 budget for the Civic Center totals $1,725,940, an increase of 3% over the 1990 projected expenses.

A comparison of the 1991 budget with 1990 projected revenues and expenses for the Civic Center Fund follows.

REVENUE BY SOURCE

The Civic Center hosts over 500 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 General Fund contribution represents 23% of the Civic Center's total revenue in 1991. The Civic Center fee adjustments are discussed in the Message Section and are not reflected here; however, they are reflected in the Building Rental and the General Fund Contribution. The table below summarizes Civic Center revenue by source.

	1990 Projected	1991 Budget
Rental Income		
Building	$ 380,000	$ 416,336
Box Office	50,000	55,000
Box Office Reimbursed Labor	6,000	7,500
Equipment	27,000	30,000
Parking	90,000	90,000
Novelty Sales	64,000	75,000
Concessions		
Food (net)	190,000	215,600
Beer & Wine (net)	60,000	70,000
Interest Earned	10,000	10,000
Services to General Fund	30,870	32,414
Miscellaneous	1,000	1,000
Subtotal	$ 908,870	$1,002,850
General Fund Contribution		
Operating	$ 74,609	$ 52,490
Debt Service	359,360	345,600
Subtotal	$ 433,969	$ 398,090
Tourism Enhancement-		
Transfer from General Fund	$ 210,000	$ 165,000
Ticket Fee	125,000	160,000
Total Revenue	$1,677,839	$1,725,940

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 559,193	$ 578,407	$ 19,214	3.4
Contractuals	359,566	400,326	40,760	11.3
Commodities	79,205	70,894	-8,311	-10.5
Internal Services	7,806	10,312	2,506	32.1
Capital Outlays	21,074	13,100	-7,974	-37.8
Debt Service	359,360	345,600	-13,760	-3.8
Other Charges	81,635	92,301	10,666	13.1
Contingency	0	50,000	50,000	--
Capital Projects	210,000	165,000	-45,000	-21.4
Total	$ 1,677,839	$ 1,725,940	$ 48,101	2.9

PROGRAM COSTS

Personnel Services: The 1991 budget for Personnel Services totals $578,407. At $325,312, Salaries and Wages are the major expense. A budget of $142,216 is provided for Temporary Labor to support maintenance, box office, parking events, and computerized ticketing system evening operations. Since the need for these services fluctuates according to event scheduling, using temporary labor is more effective than using permanent employees for these functions. The other major allocations are: Medical Insurance at $36,866, Social Security at $24,334, Pension at $16,253, and Worker's Compensation at $15,849. Overall, Personnel Services increase $19,214 or 3% over 1990 projected expenses. The only significant change is presented below:

Salaries & Wages **increase** $13,998 due to a general wage increase and an anniversary increase for eligible employees. The increase would have been $11,270 greater, however productivity enhancements led to the elimination of one position for 1991.

Contractuals: The allocation for Contractuals is $400,326. The major expense in this category is Electricity at $159,228. The Insurance account at $65,032 provides for purchased property coverage and for contributions to the City's self-insurance fund. Building Repairs at $34,000 primarily provide for the replacement of the wall covering in the lobby area. The $26,366 for Building Maintenance Contractuals provides for maintenance to the building such as pest control, box office security, elevator services, and chiller maintenance.

The $23,526 provided for Equipment Maintenance is primarily to rebuild the condensing systems in the meeting rooms. Other Contractual Services at $22,176 represent the computerized ticket outlet reimbursement fee of 25 cents per each ticket sold. Other significant expenditures include $19,310 for Communications primarily for the computerized ticket system outlet phone lines, $18,566 for Natural Gas, and $15,031 for

Data Processing Equipment Maintenance to support the computerized ticket hardware maintenance and software support. Overall, Contractuals increase $40,760 or 11% over 1990 projected expenses. The major changes are denoted below:

Building Repairs **increase** $30,207 primarily to replace the wall covering in the lobby area.

Equip Maintenance **increases** $16,358 to rebuild the condensing systems in the meeting rooms.

Commodities: Commodities total $70,894. The Operating Supplies account is funded at $33,170 for maintenance parts, cleaning supplies, and other housekeeping supplies. Also included in Commodities is $16,150 for Small Fixed Asset purchases and $7,589 for Equipment Repair Parts.

Internal Services: Internal Services total $10,312 for 1991. Of this amount, $7,928 is for Central Services, $1,502 is for Garage Services, and $882 is for Data Processing.

Capital Outlays: Capital Outlays are budgeted at $13,100. Planned purchases include the following items:

Shampooer (replacement)	$ 5,600
Concessions Furnishings (replacement)	7,500
Total	$13,100

Debt Service: The total for Bond Redemption and Interest is $345,600. This amount is 4% less than 1990 projected expenses and is in accordance with the debt payment schedule.

Other Charges: Other Charges total $92,301. This allocation provides $90,128 for Services by the General Fund (e.g., those performed by Personnel, Finance, Research and Budget, etc.), and $2,173 for Vehicle Depreciation.

Contingency: An allocation of $50,000 is provided for emergencies and unanticipated needs in 1991.

Capital Projects: The Capital Projects allocation is budgeted at $165,000 to provide funds to replace the lower roof of the theatre.

CIVIC CENTER

PURPOSE: OPERATE THE CIVIC CENTER FACILITY FOR THE PUBLIC ENJOYMENT OF MUSICAL, CULTURAL, AND OTHER EVENTS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 542,090	$ 559,193	$ 578,407
CONTRACTUALS	$ 306,470	$ 359,566	$ 400,326
COMMODITIES	$ 79,594	$ 79,205	$ 70,894
INTERNAL SERVICES	$ 12,209	$ 7,806	$ 10,312
CAPITAL OUTLAYS	$ 8,349	$ 21,074	$ 13,100
DEBT SERVICE	$ 373,120	$ 359,360	$ 345,600
OTHER CHARGES	$ 82,275	$ 291,635	$ 257,301
CONTINGENCIES	$ 0	$ 0	$ 50,000
TOTAL	$ 1,404,107	$ 1,677,839	$ 1,725,940

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CUSTODIAN	3.00	2.00	43	$ 24,279
MAINTENANCE SERVICE WORKER	2.00	2.00	45	$ 26,554
SR MNT SERVICE WORKER	1.00	1.00	50	$ 18,910
CASHIER	1.00	1.00	52	$ 14,816
SECRETARY	1.00	1.00	58	$ 17,151
BLDG MAINTENANCE MECHANIC	3.00	3.00	67	$ 65,708
SOUND SYSTEMS TECHNICIAN	1.00	1.00	67	$ 21,890
BUILDING OPERATIONS SUPERVISOR	1.00	1.00	69	$ 22,431
BUILDING MECHANIC SUPT	1.00	1.00	70	$ 27,938
CONCESSIONS COORDINATOR	1.00	1.00	70	$ 22,984
BOX OFFICE/CONC SUPERVISOR	1.00	1.00	70	$ 22,984
ASSISTANT CIVIC CENTER DIRECTO	1.00	1.00	79	$ 32,543
CIVIC CENTER DIRECTOR	1.00	1.00	89	$ 43,341
TOTAL	18.00	17.00		

CIVIC CENTER

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 6131-1: Building and Equipment Maintenance						
487	532	563	501	524	563	$605
		Events				Unit: $1,075 /event
WP 6131-2: Schedule, monitor and settle events						
35	22	25	27	20	20	
		Concerts				
36	54	37	9	20	22	
		Sporting Events				
15	17	26	35	22	17	
		Family Events				
129	144	140	136	140	140	
		Cultural Events				
39	39	40	46	55	60	
		Trade Events				
75	80	88	66	65	75	
		Social Events				
8	18	9	13	15	15	
		Religious Events				
34	32	27	16	27	44	
		Conventions				
116	126	171	153	160	170	
		Meetings				
487	532	563	501	524	563	$868
		Total Events				Unit: $1,542 /event
WP 6131-3: Box Office, Concessions, Parking Operations						
80	95	95	62	70	80	
		Box Office Events				
145	175	152	106	132	140	
		Concessions Events				
371	416	420	340	364	375	$253
		Parking Events				Unit: $675 /event

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 achieve a level of 92 arena events which net $2,000 per day and 21 theatre events which net $1,000 per day for 1991.

	1986	1987	1988	1989	1990	1991
(A-1)	78	87	90	89	92	92
			Arena			
(A-2)	12	14	18	28	21	21
			Theatre			

STRATEGY:
1. Conduct aggressive sales approach of promoters through repeated contacts.
2. Pursue all profitable concessions opportunities.
3. Pursue all profitable parking lot opportunities.

OBJECTIVE 6131-B: To achieve a revenue/cost ratio of 67% in 1991.

	1986	1987	1988	1989	1990	1991
(B-1)	42%	59%	44%	51%	62%[1]	67%[1]
			Revenue/Cost Ratio			

STRATEGY:
1. Implement computerized ticketing system ticket surcharge at all possible events.
2. Contain expenses by monitoring temporary labor needs.
3. Expand computerized ticketing system network to two more outlets.

OBJECTIVE 6131-C: To ensure that the Civic Center achieves an average overall cleanliness rating of 3[2] or above for each weekly evaluation during 1991.

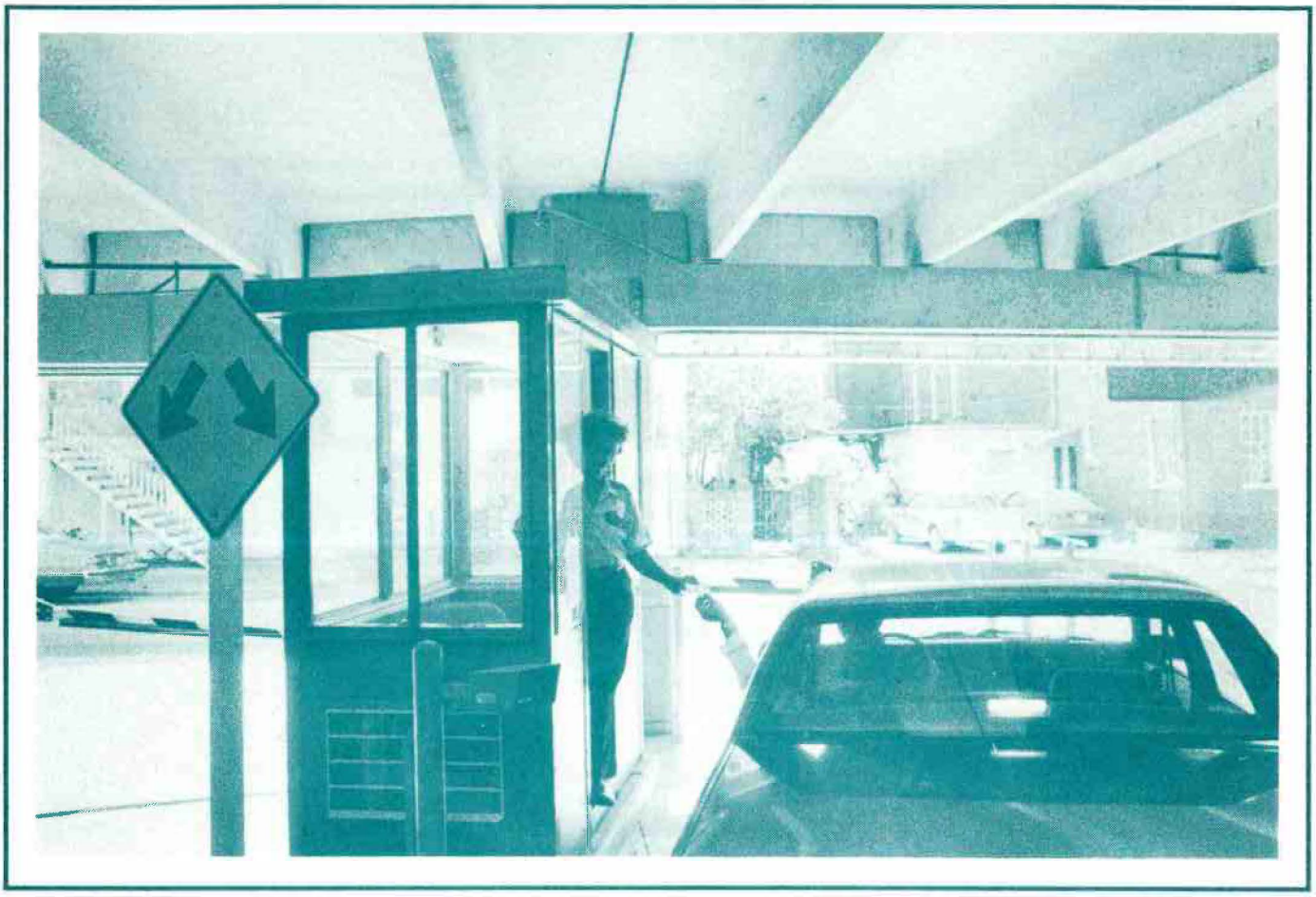
	1986	1987	1988	1989	1990	1991
(C-1)	na	na	3	3	3	3
			Average Overall Cleanliness Rating			

STRATEGY:
1. Perform weekly evaluations of each area of building.

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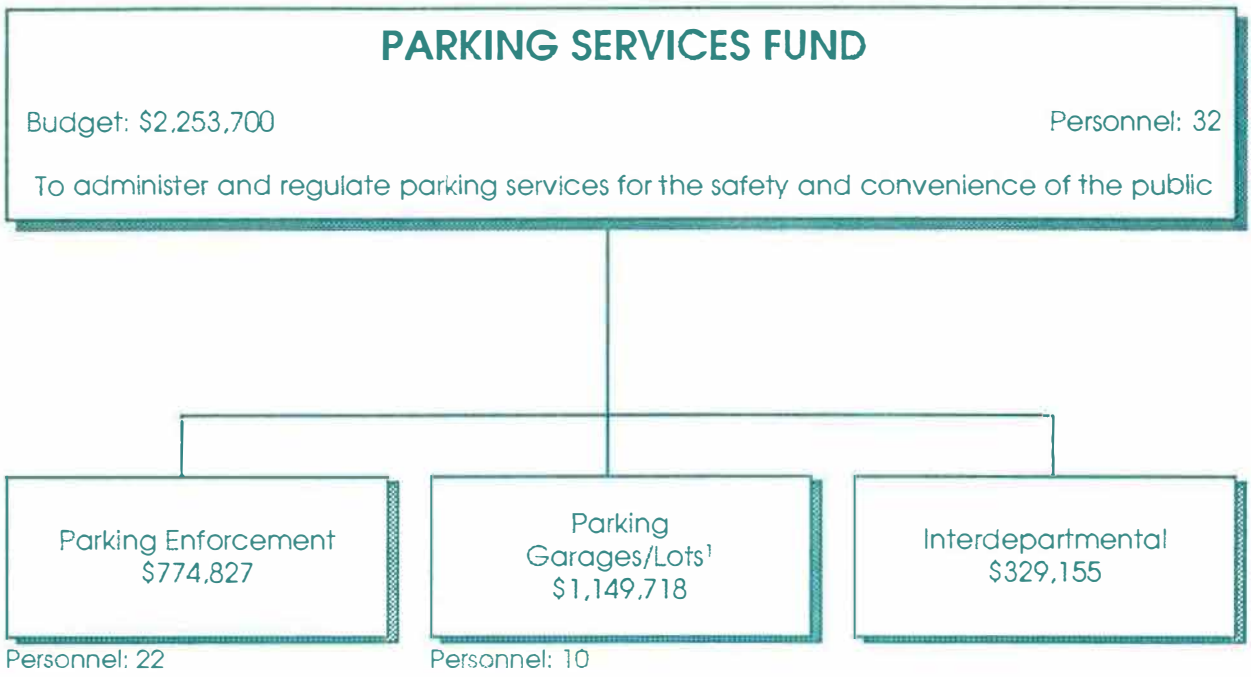
[1] Includes ticket fee revenue

[2] 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)



The two parking garages provide 978 parking spaces.

Parking Services Fund



Vehicles: 24

[1] Includes the debt service allocation of $816,384

PARKING SERVICES FUND

The Parking Services Fund comprises all revenues and expenditures related to parking. This enterprise fund is organized into three activities: Parking Enforcement and Administration, Parking Garages/Parking Lots, and Interdepartmental. The $2,253,700 budget for Parking Services is less than 1% greater than 1990 projected expenses. This budget is presented below.

REVENUE BY SOURCE

The City charges parking fees within designated areas of the downtown district. Parking Services collects fees based on the categories outlined below.

Four major categories compose operating parking revenue: meter fees, citation fines, lot rental fees, and garage rental fees. The City currently utilizes meters ranging from fifteen-minutes to ten-hours. Users pay an hourly rate which varies according to the location of the 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 paying tickets after the due date. The following table summarizes 1991 Parking Services revenue by source.

	1990 Projected	1991 Budget
Operating Revenue		
Parking Meters	$ 650,000	$ 652,000
Parking Citations	1,000,000	1,000,000
Visitors Center Parking Lot	3,200	3,200
Liberty Street Parking Lots	45,000	45,000
Leased Parking Spaces	18,000	20,000
State Street Parking Garage	165,000	170,000
Robinson Parking Garage	175,000	180,000
City Market Parking Garage Lease	77,000	77,000
Special Events Revenue	0	0
Miscellaneous	41,500	41,500
Subtotal	$2,174,700	$2,188,700
Non-Operating Revenue		
Interest Income	$ 20,000	$ 20,000
Services to Other Funds [1]	45,000	45,000
Subtotal	$ 65,000	$ 65,000
Total Revenue	$2,239,700	$2,253,700

[1] Reflects the cost associated with the collection of Street Sweeping Citations revenue (or fines).

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 647,993	$ 693,919	$ 45,926	7.1
Contractuals	137,764	135,065	-2,699	-2.0
Commodities	114,232	101,640	-12,592	-11.0
Internal Services	127,346	137,785	10,439	8.2
Capital Outlays	2,800	0	- 2,800	-100.0
Debt Service	826,620	816,384	-10,236	-1.2
Other Charges	382,945	318,907	-64,038	-16.7
Contingency	0	50,000	50,000	--
Total	$ 2,239,700	$ 2,253,700	$ 14,000	0.6

PROGRAM COSTS

The 1991 budget for the Parking Services Fund is $2,253,700. This represents a $14,000 increase over 1990 projected expenditures of $2,239,700.

PERSONNEL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Salaries & Wages	$ 484,691	$ 522,003	$ 37,312	7.7
Social Security	37,079	39,077	1,998	5.4
Medical Insurance	59,119	67,987	8,868	15.0
Life Insurance	0	1,611	1,611	---
Unemployment Comp	0	611	611	---
Disability Ins	1,153	1,203	50	4.3
Worker's Comp	12,076	11,708	-368	-3.0
Pension	22,905	20,890	-2,015	-8.8
Longevity	2,160	2,160	0	0.0
Overtime	24,168	25,377	1,209	5.0
Temporary Labor	4,642	1,292	-3,350	-72.2
Total	$ 647,993	$ 693,919	$ 45,926	7.1

The 1991 allocation for Personnel Services is $45,926 or 7% greater than 1990 projected expenses. The major change is listed below:

Salaries & Wages **increase** $37,312 due to a general wage increase and an anniversary increase for eligible employees. In addition, there was a Security Guard position vacant for seven months in 1990, a Revenue Investigator position vacant for four months, a Parking Enforcement Officer position vacant for threemonths, and a Parking Facilities Supervisor was on leave without pay for three months.

CONTRACTUALS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Electricity	$ 43,805	$ 43,805	$ 0	0.0
Communications	2,138	2,138	0	0.0
Travel/Conference	2,000	2,000	0	0.0
Travel/Training	1,900	1,900	0	0.0
Advertising	2,452	2,475	23	0.9
Insurance	30,791	28,280	-2,511	-8.2
Rentals	80	269	189	236.3
Dues/Periodicals	691	396	-295	-42.7
Security Services	5,000	1,000	-4,000	-80.0
Janitorial Services	545	1,308	763	140.0
Building Maint	10,242	10,653	411	4.0
Building Repair	1,000	2,340	1,340	134.0
Equipment Maint	11,482	11,329	-153	-1.3
Photocopying	2,039	2,118	79	3.9
Printing	23,254	24,282	1,028	4.4
Other Contract	345	772	427	123.8
Total	$ 137,764	$ 135,065	$ -2,699	-2.0

The 1991 allocation for Contractuals represents a decrease of $2,699 or 2% less than 1990 projected expenses. The largest allocations in this series are $43,805 for electricity services for the garages, liability and property insurance for the parking garages at $28,280, and printing at $24,282 which reflects the printing of parking citations, delinquency notices, and forms. There are no major changes in contractual expenses for 1991.

COMMODITIES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Office Supplies	$ 2,141	$ 2,334	$ 193	9.0
Postage	22,212	25,544	3,332	15.0
Clothing & Laundry	10,998	10,998	0	0.0
Operating Supp	11,305	12,529	1,224	10.8
Small Fixed Asset	6,548	2,150	-4,398	-67.2
Chemicals	250	250	0	0.0
Equip Repair Part	60,378	47,435	-12,943	-21.4
Shop Supp/Propane	400	400	0	0.0
Total	$ 114,232	$ 101,640	$-12,592	-11.0

The Commodities budget decreases $12,592 from 1990 projected expenditures. Equipment Repair Parts at $47,435 cover the cost of meter mechanisms and parts. The Postage allocation at $25,544 provides for the cost of mailing delinquency, administrative hearing, and various offender notices. The operating supplies allocation of $12,529 provides funding for items such as cleaning supplies and light bulbs for the City garages. There are no major changes in Commodities expenses for 1991.

INTERNAL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Data Processing	$ 69,900	$ 68,114	$ -1,786	-2.6
Garage Services	38,830	38,305	-525	-1.4
Central Services	18,616	31,366	12,750	68.5
Total	$ 127,346	$ 137,785	$ 10,439	8.2

Internal Services charges for 1991 increase $10,439 or 8% over 1990 projected expenses. Major allocations include $68,114 for Data Processing, $38,305 for Garage Services, and $31,366 for Central Services charges.

DEBT SERVICE

The 1991 Debt Service allocation of $816,384 reflects the scheduled principal and interest payment on the construction bonds issued for the two parking garages. The payment decreases $10,236 in accordance with the debt repayment schedule.

OTHER CHARGES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Svcs by Gen Fund	$ 83,485	$ 108,502	$ 25,017	30.0
Bldg Renewal/Replac	261,674	170,653	-91,021	-34.8
Vehicle Deprec	37,786	39,752	1,966	5.2
Total	$ 382,945	$ 318,907	$ -64,038	-16.7

The 1991 allocation for Other Charges reflects a decrease of $64,038 or 17%. Major changes are outlined below:

Svcs by Gen Fund **increase** $25,017 in accordance with the most recent cost allocation plan.

Bldg Renewal/Rep **decreases** $91,021 reflecting fewer requirements for maintenance and repairs to the garages.

CONTINGENCY

An allocation of $50,000 is provided for emergencies and unanticipated needs in 1991.

ACTIVITY SUMMARY

ACTIVITY	1989 Actual	1990 Projected	1991 Budget
Parking Enforcement	$ 697,156	$ 760,102	$ 774,827
Parking Garages & Lots[1]	1,151,412	1,134,439	1,149,718
Interdepartmental	342,076	345,159	329,155
Total	$ 2,190,644	$ 2,239,700	$ 2,253,700

Parking Enforcement: The Parking Enforcement activity increases $14,725. This is due to a $22,638 increase in Personnel Services of which Salaries and Wages contribute $17,066. Central Services charges increase $12,045 due to an increase in Building Maintenance projects and the addition of telephone lines and six radios. Increases are partially offset by a decrease in Equipment Repair Parts due to a $12,943 reduction in meter purchases and $5,298 less in Small Fixed Assets.

Parking Garages & Lots: This activity increases $15,279. This is due to a $23,288 increase in Personnel Services of which Salaries and Wages contributes $20,246. This increase is partially offset by a decrease in Debt Service of $10,236 in accordance with the debt repayment schedule for construction bonds issued for both garages.

Interdepartmental: Parking Interdepartmental decreases $16,004 to reflect a reduction in Other Charges of $66,004. The decrease is partially offset by an allocation of $50,000 for emergencies and unanticipated needs in 1991.

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[1] The administration and maintenance of State Street Garage, Robert E. Robinson Garage, and Liberty Street lots are budgeted in this activity. The Debt Service allocation is also reflected in this activity.

PARKING ENFOR & ADMIN

PURPOSE: ENFORCE PARKING REGULATIONS AND PAYMENT OF TRAFFIC CITATIONS IN ORDER TO PROVIDE FOR THE SAFETY AND CONVENIENCE OF THE CITIZENRY.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 419,036	$ 476,480	$ 499,118
CONTRACTUALS	$ 33,542	$ 32,181	$ 33,003
COMMODITIES	$ 99,731	$ 101,593	$ 87,653
INTERNAL SERVICES	$ 108,380	$ 118,286	$ 128,095
CAPITAL OUTLAYS	$ 8,060	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 28,407	$ 31,562	$ 26,958
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 697,156	$ 760,102	$ 774,827

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
PARKING ENFORCEMENT OFFICER	7.00	7.00	50	$ 98,770
SR PARKING ENFORCEMENT OFFICER	2.00	2.00	52	$ 29,632
PARKING METER TECHNICIAN	2.00	2.00	53	$ 31,498
SENIOR CLERK	1.00	1.00	54	$ 15,557
SENIOR CLERK TYPIST	1.00	1.00	55	$ 19,855
ADMINISTRATIVE SECRETARY	1.00	1.00	61	$ 18,454
REVENUE INVESTIGATOR	4.00	4.00	62	$ 77,051
PARKING ENFORCEMENT SUPERVISOR	1.00	1.00	68	$ 21,890
POLICE CORPORAL	1.00	1.00	68	$ 27,938
REVENUE SUPERVISOR	1.00	1.00	68	$ 21,890
PARKING SERVICES ADMIN	1.00	1.00	80	$ 37,439
TOTAL	22.00	22.00		

PARKING ENFORCEMENT & ADMINISTRATION

SERVICE QUANTITY						1991 COST ALLOCATION
1986	1987	1988	1989	1990	1991	($1,000's)
WP 6201-1: Enforce parking regulations by issuing citations and collecting citation fees						
219,453	192,971	175,013	193,912	180,000	180,000	$554
Number of Citations Issued						Unit: $3
732,991	880,001	950,985	1,037,159	1,000,000	1,000,000	/citation
Revenue ($) from Citations						
WP 6201-2: Collect parking meter coins[1]						
2,491	2,621	2,801	2,872	2,800[2]	2,800	$41
Average number of parking meters						Unit: $15
528,908	600,000	606,155	636,408	650,000	652,000	/meter
Revenue ($) from Parking Meters						
WP 6201-3: Repair/maintain parking meters						
3,300	3,100	2,646[3]	2,230	2,000	2,000	$99
Repairs performed						Unit: $45
400	400	371	550	200	200	/repair
Meters relocated/replaced						
WP 6201-4: Conduct taxicab, wrecker, bus service, and tour bus inspections, issue taxicab, wrecker, shuttle bus, and tour guide permits, and check and seal taxicab meters						
na	na	na	827[4]	850	850	$81
Inspections						Unit: $95
						/inspection

GOAL: TO ENFORCE PARKING REGULATIONS AND PAYMENT OF PARKING CITATIONS IN ORDER TO PROVIDE FOR THE SAFETY AND THE CONVENIENCE OF THE CITIZENS OF SAVANNAH.

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1 Meter collection and meter repair allocations are combined into one work program: 71% repair, 29% collection.

2 Meters removed from on-street parking to provide for leasing of spaces.

3 Reduction in repairs due to aggressive maintenance program.

4 This function was previously performed by the Police Department.

OBJECTIVE 6201-A: To provide the maximum number of on-street parking opportunities [1] within the controlled parking district. [2]

	1986	1987	1988	1989	1990	1991
(A-1)	13,772	13,772	15,341	16,347	16,214	16,214

Number of Parking Opportunities

STRATEGY

1. Conduct quarterly occupancy percentage surveys.
2. Locate outdated freight zones, passenger loading zones and where appropriate convert to metered parking spaces.

OBJECTIVE 6201-B: To increase the availability of existing on-street parking within the controlled parking district.

	1986	1987	1988	1989	1990	1991
(B-1)	28%	58%	47%	46%	50%	50%

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.

	1986	1987	1988	1989	1990	1991
(C-1)	18%	11%	11%	10%	9%	8%

Percent of Vehicles Parked in Violation

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.

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[1] On-street parking opportunities are calculated as follows:

Type Spaces	Number Spaces		Turnover Factor		Parking Opportunities
15 minute meters	18	x	40	=	720
30 minute meters	123	x	20	=	2,460
1 hour meters	217	x	10	=	2,170
2 hour meters	1,490	x	5	=	7,450
3 hour meters	301	x	3	=	903
5 hour meters	489	x	2	=	978
10 hour meters	212	x	1	=	212
2 hour time limit, free	135	x	5	=	675
3 hour time limit, free	192	x	3	=	576
No time limit, free	70	x	1	=	70
	3,247				16,214

[2] Controlled parking district: Savannah River on the north to Anderson Street on the south, East MLK Blvd. on the east to West MLK Blvd. on the west.

OBJECTIVE 6201-D: To reduce the number of multiple offenders.

	1986	1987	1988	1989	1990	1991
(D-1)	305	373	136	61	60	50
			Offenders with 10 Citations			
(D-2)	723	737	160	70	65	40
			Offenders with 11-15 Citations			
(D-3)	144	16	8	1	1	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. Ensure Revenue Investigators investigate cases, serve subpoenas, and issue boot notices.

OBJECTIVE 6201-E: To achieve a revenue-to-expenditure ratio ensuring sufficient resources exist to support departmental operations.

	1986	1987	1988	1989	1990	1991
(E-1)	10%[1]	100%	100%	100%	100%	100%
			Revenue/Expenditure Ratio			

STRATEGY:
1. Continue use of enhanced computer system as collection tool.
2. Continue focus on aggressive on-street parking enforcement.

OBJECTIVE 6201-F: To maintain the number of parking meter repairs in 1991.

	1986	1987	1988	1989	1990	1991
(F-1)	na	96%[2]	98%	99%	99%	99%
			Percentage of Meters Functioning Correctly on a Daily Basis			

STRATEGY:
1. Continue to train all Parking Enforcement Officers to unjam parking meters on site.
2. Continue to issue citations to vehicles parking on jammed meters after they have been repaired and the maximum time placed on the meter has expired.
3. Continue to perform daily maintenance to establish a preventative maintenance program to be performed by parking meter technician.

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1 The full Parking Services Enterprise Fund was not established until 1987.

2 Parking meter repair/maintenance transferred to Parking Services in 1987.

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 UNSAFE CONDITIONS AND ILLEGAL/UNFAIR RATES BY INVESTIGATION OF CRIMINAL OR PUBLIC SERVICE COMPLAINTS.

OBJECTIVE 6201-G: To obtain a violation-free condition among taxis, tour buses, wreckers and bus services.[1]

	1986	1987	1988	1989	1990	1991
(G-1)	na	na	na	100	110	110%
			Taxi Violations Detected			
(G-2)	na	na	na	35	20[2]	20%
			Bus Violations Detected			
(G-3)	na	na	na	60	60	60%
			Wrecker Violations Detected			

STRATEGY:

1. Conduct frequent random safety checks of public service vehicles to detect violations by relieving the Transportation Services Coordinator of office duties and increasing his street duties which include these activities.
2. Increase inspections of vehicles and operators.
3. Educate public service vehicle owners of safety requirements.

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1 This function was previously performed by the Police Department.

2 Tour buses and bus services are combined. Violations in 1990 will decrease due to the tour bus companies adhering to a newly established lease agreement in late 1989. The bus service is new and is not expected to be cited for any violations.

PKG GARAGES & PKG LOTS

PURPOSE: PROVIDE OFF-STREET PARKING SERVICES TO THE PUBLIC.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 161,330	$ 171,513	$ 194,801
CONTRACTUALS	$ 120,407	$ 105,583	$ 102,062
COMMODITIES	$ 11,319	$ 12,639	$ 13,987
INTERNAL SERVICES	$ 7,686	$ 9,060	$ 9,690
CAPITAL OUTLAYS	$ 5,120	$ 2,800	$ 0
DEBT SERVICE	$ 830,316	$ 826,620	$ 816,384
OTHER CHARGES	$ 15,234	$ 6,224	$ 12,794
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,151,412	$ 1,134,439	$ 1,149,718

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SECURITY GUARD	2.00	2.00	42	$ 23,218
UTILITIES MAINT WORKER	2.00	2.00	46	$ 26,095
PARKING LOT ATTENDANT	5.00	5.00	47	$ 72,830
PARKING FACILITIES SUPV	1.00	1.00	68	$ 21,890
TOTAL	10.00	10.00		

PARKING GARAGES AND PARKING LOTS

SERVICE QUANTITY						1991 COST ALLOCATION
1986	1987	1988	1989	1990	1991	($1,000's)
WP 6202-1: Operate 2 attended parking garages						
458[1]	978	978	978	978	978	$1,109
	Number of Parking Spaces					Unit: $1,134
31,488[1]	220,000	297,940	327,885	417,000	427,000	/space
	Revenue ($) from Parking Garages					
WP 6202-2: Operate 3 surface parking lots (2 pay lots)						
253[2]	644[3]	644	644	644	644	$41
	Number of Parking Spaces					Unit: $64
59,107[2]	33,000[3]	29,069	37,496	48,200	48,200	/space
	Revenue ($) from Parking Lots					

GOAL: TO PROVIDE OPTIMUM OFF-STREET PARKING SERVICES TO THE PUBLIC.

OBJECTIVE 6202-A: To achieve 75% occupancy at the Montgomery Street Garage.

	1986	1987	1988	1989	1990	1991
(A-1)	na	66%[4]	66%	72%	70%	75%
			% Occupancy			

OBJECTIVE 6202-B: To achieve 80% occupancy at the State Street Garage.

	1986	1987	1988	1989	1990	1991
(B-1)	50%	53%	75%	77%	79%	80%
			% Occupancy			

STRATEGY 6202-A and B:

1. Continue to 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. Continue to maintain secure and safe parking facilities by using security guards during all operation hours.

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1 State Street Garage only. Robert E. Robinson Garage new facility in 1987.

2 Jefferson Street Lot for four months (lot closed May, 1986) and Liberty Street lots.

3 Liberty Street lots and Visitors Center lot.

4 New parking facility in 1987.

OBJECTIVE 6202-C: To achieve an average rating of at least 4 on a scale of 1 to 5[1] on the quality of maintenance services performed at the parking facilities.

	1986	1987	1988	1989	1990	1991
(C-1)	4	4	4	4	4	4

Average Rating

STRATEGY:
1. Continue to have a Utility Maintenance Worker make daily checks of all facilities to ensure that all lights are working properly.
2. Continue to have a Utility Maintenance Worker sweep the garages twice weekly.

OBJECTIVE 6202-D: To maintain 80% occupancy at Liberty Street parking lots.

	1986	1987	1988	1989	1990	1991
(D-1)	48%	42%	35%	47%	80%[2]	80%

% 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[3] for the public at the Visitor's Center parking lot.

	1986	1987	1988	1989	1990	1991
(E-1)	na	260	780[4]	780	780	780

Number of Parking Opportunities

STRATEGY:
1. Continue to enforce established two-hour time zone parking in 1990.
2. Continue to provide adequate maintenance services at the parking facility.
3. Continue to provide parking management and security during special functions.

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1 1 = Poor; 2 = Fair; 3 = Good; 4 = Very Good; 5 = Excellent

2 Savannah College of Art and Design signed a 10 year lease with the City for the rental of parking spaces at Liberty Street Lot Number 2.

3 Maximum parking opportunities is calculated as follows:

Type Spaces	Number Spaces		Turnover Factor		Parking Opportunities
2 hour time limit, free	260	x	3	=	780

4 Two hour time limit imposed in 1989. Prior to this time, there was no time limit.





The Street Cleaning activity will sweep 31,200 miles of streets in 1991.

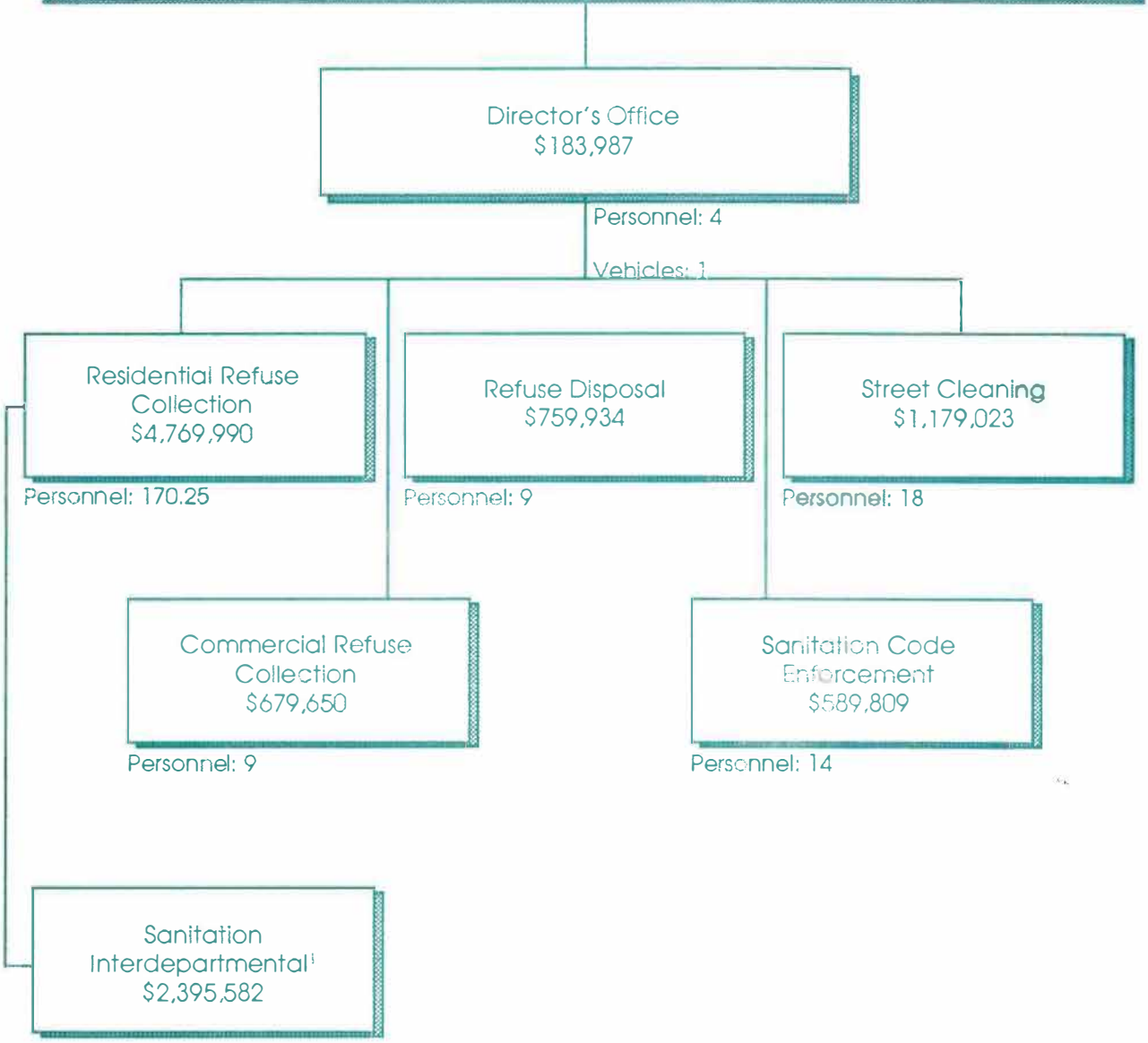
Sanitation Fund

SANITATION FUND

Budget: $10,557,975[1]

Personnel: 224.25

To ensure all premises, streets, lanes, rights-of-way and lots are equally free of litter, debris and other blighting conditions[2]



Vehicles: 120

[1] Includes a $1,783,900 contribution to the Resource Recovery Fund. The administration of all Resource Recovery agreements is the Refuse Disposal Director's responsibility.

[2] Blighting conditions are defined as open or unsafe buildings, littered or overgrown lots, and abandoned or derelict vehicles.

SANITATION FUND

The primary responsibilities of the Sanitation Fund are residential and commercial garbage and trash collection, sanitary landfill and resource recovery plant operation, street cleaning, and vacant lot cleaning.

The 1991 Sanitation Fund budget totals $10,557,975; which is $28,886 or less than 1% greater than 1990 projected expenditures. The following sections provide revenue and expenditure details for the 1990 projections and the 1991 budget.

REVENUE BY SOURCE

The Sanitation Fund collects revenue as shown in the table below. Residential Refuse fees, Commercial Refuse fees, General Fund services, and the General Fund contribution are the major revenue categories.

Residential Refuse customers and Commercial Refuse customers are charged for refuse collection services. Special trash collection services are charged according to 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 below outlines, the Sanitation Fund collects revenue for administering the City's lot cleaning ordinance. In addition, Parking citation revenue is generated from tickets issued to vehicles obstructing street sweepers. Services to the General Fund reflect the costs of providing Sanitation services to General Fund activities and to non-profit agencies. This amount also reflects the net costs of providing Street Cleaning services which are purchased by the General Fund. Finally, the General Fund provides a subsidy for Resource Recovery as well as those expenditures not supported by Sanitation's revenue program. The Sanitation fee adjustments are discussed in the Message Section and are reflected in the table below.

The following summary details the 1990 projected and 1991 budgeted revenue sources and amounts for the Sanitation Fund.

	1990 Projected	1991 Budget
Operating Revenue		
Residential Refuse Fees	$3,800,000	$4,369,286
Special Trash Collection	10,000	10,000
Refuse Disposal Fees	400,000	400,000
Commercial Refuse Fees	852,000	922,640
Lot Clearing	33,000	33,000
Parking Citations	90,000	90,000
Services to General Fund	1,800,353	1,893,192
Total	$6,985,353	$7,718,118
General Fund Contribution	$3,543,736	$2,839,857
Total Revenue	$10,529,089	$10,557,975

Planned expenditures for the Sanitation Fund are presented below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 4,738,359	$ 4,903,013	$ 164,654	3.5
Contractuals	389,079	528,606	139,527	35.9
Commodities	266,760	229,130	-37,630	-14.1
Internal Services	1,868,841	1,816,839	-52,002	-2.8
Capital Outlays	69,948	0	-69,948	-100.0
Resource Recovery	1,713,400	1,783,900	70,500	4.1
Other Charges	1,182,702	1,211,987	29,285	2.5
Contingency	0	84,500	84,500	--
Capital Projects	300,000	0	-300,000	-100.0
Total	$10,529,089	$10,557,975	$ 28,886	0.3

PROGRAM COSTS

PERSONNEL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Salaries & Wages	$3,534,756	$3,635,597	$100,841	2.9
Social Security	270,090	271,206	1,116	0.4
Medical Insurance	452,351	511,225	58,874	13.0
Life Insurance	0	11,899	11,899	--
Unemployment Comp	0	4,316	4,316	--
Disability Ins	9,212	9,094	-118	-1.3
Worker's Comp	174,663	182,026	7,363	4.2
Pension	185,972	169,613	-16,359	-8.8
Longevity	33,683	34,648	965	2.9
Overtime	77,163	72,920	-4,243	-5.5
Temporary Labor	469	469	0	0.0
Total	$4,738,359	$4,903,013	$164,654	3.5

The 1991 allocation for Personnel Services is $164,654 or 4% greater than 1990 projected expenses. The major changes are as follows:

Salaries & Wages — **increase** $100,841 due to a general wage increase and anniversary increases for eligible employees. This increase would have been $96,090 greater; however, due to productivity enhancements, four positions were eliminated and these savings realized.

Medical Insurance — **increases** $58,874 due to a higher citywide contribution for the Medical Insurance Fund.

Pension — **decreases** $16,359 due to a lower citywide contribution as recommended by the Pension Actuary.

CONTRACTUALS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Electricity	$ 2,474	$ 2,474	$ 0	0.0
Natural Gas	705	726	21	3.0
Communications	2,914	2,914	0	0.0
Travel/Conference	9,382	9,582	200	2.1
Travel/Training	2,483	2,283	-200	-8.1
Advertising	6,082	6,082	0	0.0
Insurance	65,683	36,950	-28,733	-43.7
Rentals	21,669	26,112	4,443	20.5
Dues/Periodicals	1,422	1,502	80	5.6
Professional Fees	0	5,000	5,000	--
Janitorial Services	1,938	1,938	0	0.0
Building Maint	504	517	13	2.6
Building Repair	440	15,958	15,518	3526.8
Equipment Maint	1,241	1,281	40	3.2
Photocopying	1,812	1,812	0	0.0
Printing	8,068	8,182	114	1.4
Medical Costs	68	0	-68	-100.0
Other Travel	200	200	0	0.0
Other Contract	261,994	405,093	143,099	54.6
Total	$389,079	$528,606	$139,527	35.9

Contractuals increase $139,527 or 36% over 1990 projected expenditure levels. The major changes are as follows:

Other Contract — **increase** $143,099 primarily due to the use of outside contractors to clear lots.

Building Repairs — **increase** $15,518 primarily due to costs associated with the conversion of a portion of the old vehicle maintenance facility into a container maintenance facility.

Insurance — **decreases** $28,733 reflecting this bureau's recent loss experience.

COMMODITIES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Office Supplies	$ 7,659	$ 6,629	$-1,030	-13.4
Clothing & Laundry	42,873	42,106	-767	-1.8
Operating Supp	69,660	73,139	3,479	5.0
Small Fixed Assets	80,203	65,866	-14,337	-17.9
Chemicals	5,505	5,808	303	5.5
Const. Materials	38,244	11,668	-26,576	-69.5
Tools/Shop Supp	1,616	1,679	63	3.9
Diesel Fuel	21,000	22,235	1,235	5.9
Total	$266,760	$229,130	$-37,630	-14.1

Commodities are budgeted at $229,130 for 1991. The major change is explained on the following page.

Const. Materials **decrease** $26,576 primarily due to a reduction in the number of street sweeping signs requested.

INTERNAL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Service Desk	$ 84,802	$ 88,471	$ 3,669	4.3
Data Processing	11,594	11,297	-297	-2.6
Garage Services	1,650,839	1,587,023	-63,816	-3.9
Central Services	121,606	130,048	8,442	6.9
Total	$1,868,841	$1,816,839	$-52,002	-2.8

Internal Services chargebacks for 1991 are $52,002 less than 1990 projected expenses. The major change is explained below:

Garage Services **decrease** $63,816 due to the high cost of emergency repairs performed during 1990 and the elimination of one sweeper due to productivity savings.

RESOURCE RECOVERY

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Res. Recovery	$ 1,713,400	$ 1,783,900	$ 70,500	4.1

Contributions to the Resource Recovery Stabilization Fund total $1,783,900 for 1991.

OTHER CHARGES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Svcs by Gen Fund	$ 480,033	$ 381,198	$-98,835	-20.6
Billing Svc by Water	25,000	80,984	55,984	223.9
Parking Svc to San	45,000	45,000	0	0.0
Bad Debt Coverage	50,000	65,000	15,000	30.0
Veh Depreciation	582,669	639,805	57,136	9.8
Total	$1,182,702	$1,211,987	$ 29,285	2.5

Other Charges total $1,211,987 for 1991, a 3% increase over 1990 projected expenses. Other Charges include Services by General Fund (such as Personnel, Finance, and Research and Budget) and Parking Services to Sanitation (i.e. for the Parking Fund's collection of street sweeping citation revenues).

Billing Services by the Water Fund represents the expense the Water and Sewer Revenue activity incurs by providing billing and collection service to all Sanitation accounts. This $80,984 will appear as revenue in the Water Fund.

In accordance with accounting principles, the Sanitation Bureau is allowed to anticipate a reasonable amount for loss on bad debts. This estimated loss is charged as an expense against incoming revenue. The Bad Debt account represents the expense for outstanding customer bills due to the Sanitation Fund but not collected during the year.

The Vehicle Depreciation Contribution is for the replacement of vehicles based on vehicle purchase price and the expected useful life of the vehicle. The $57,136 increase in the contribution is attributed to the full years's cost of vehicles replaced in 1990.

VEHICLES TO BE REPLACED

Description	Cost
Residential Refuse	
2 Auto Trucks	$250,000
Refuse Disposal	
1 Front Loader	125,000
Street Cleaning	
2 Sweepers	170,000
1 Dump	50,000
1 Pick Up	15,000
Total	$610,000

CONTINGENCY

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Contingency	$ 0	$ 84,500	$ 84,500	--

An allocation of $84,500 is provided for emergencies and unexpected needs.

CAPITAL PROJECTS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
CIP Contribution	$300,000	$ 0	$-300,000	-100.0

There are no Capital Projects planned for 1991. A lined monofill was developed in 1990 to dispose of ash from the resource recovery plant due to heavy metals in the ash. Approximately 40,000 tons of ash are generated annually. Funds in the amount of $130,000 to refurbish the lined monofill are included in the operating budget for 1991.

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Sanitation Director	$ 152,827	$ 182,268	$ 183,987
Residential Refuse	4,449,083	4,737,825	4,769,990
Refuse Disposal	559,218	612,894	759,934
Street Cleaning	1,073,858	1,223,324	1,179,023
Commercial Refuse	501,224	655,586	679,650
Sanitation Code Enforc.[1]	815,938	548,759	589,809
Sanitation Interdept.	2,117.386	2.568,433	2,395.582
Total	$9,669,534	$10,529,089	$10,557,975

Sanitation Director: This activity increases by $1,719 mainly due to increases of $2,464 in Salaries and Wages, $1,490 in Group Medical Insurance, and $1,277 in Vehicle Depreciation. Decreases of $1,720 in Capital Outlays, $1,156 in Office Supplies, and $962 in Central Services Charges offset these increases.

Residential Refuse: This activity increases $32,165 primarily due to increases in Salaries and Wages of $69,985, Group Medical Insurance of $45,689, Vehicle Depreciation of $29,984, and Group Life Insurance of $8,152. These increases are partially offset by decreases of $62,000 in Capital Outlays, $17,840 in Insurance, and $17,440 in Central Garage Services.

Refuse Disposal: This activity reflects a $147,040 increase primarily due to increases in Other Contractual Services of $137,013, primarily due to $130,000 being added for the refurbishing of the Ash Monofill. Other increases include increases of $10,197 in Salaries and Wages, $3,207 in Central Services Charges, and $1,235 in Diesel Fuel. These increases are partially offset by decreases in Insurance of $3,507, and Capital Outlays of $3,000.

Street Cleaning: A $44,301 decrease is reflected in this activity primarily due to decreases in Central Garage Services of $42,305, Construction Materials of $26,630, Insurance of $5,547, Overtime of $4,243, Salaries and Wages of $3,389, and Pension of $1,880. These decreases are partly offset by increases of $14,832 in Worker's Compensation, $11,405 in Vehicle Depreciation, $5,867 in Central Services Charges, $4,308 in Group Medical Insurance, and $2,878 in Clothing and Laundry.

Commercial Refuse: This activity reflects a $24,064 increase primarily due to increases of $16,137 in Vehicle Depreciation, $15,500 in Building Repairs, and $7,585 in Salaries and Wages. These increases are partly offset by a decrease of $15,581 in Small Fixed Assets.

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[1] Formerly called Neighborhood Services

Sanitation Code Enforcement: This activity reflects a $41,050 increase mainly due to increases of $13,999 in Salaries and Wages, $8,952 in Worker's Compensation, $5,992 in Other Contractual Services, $4,200 in Rentals, $3,524 in Central Services Charges, $3,239 in Service Desk Charges , $1,388 in Small Fixed Assets, and $1,060 in Operating Supplies and Materials. These increases are partially offset by a $2,728 decrease in Capital Outlays.

Sanitation Interdepartmental: The $172,851 decrease in this activity primarily reflects decreases of $300,000 in the Capital Improvement Project Contribution and $98,835 in Services by the General Fund. These decreases are offset partly by increases in Contingencies of $84,500, the Resource Recovery Contribution of $70,500, Billing Services by Water of $55,984, and Bad Debt Expense of $15,000.

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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 126,921	$ 145,572	$ 149,452
CONTRACTUALS	$ 4,932	$ 6,620	$ 6,560
COMMODITIES	$ 1,431	$ 2,863	$ 1,581
INTERNAL SERVICES	$ 17,815	$ 23,765	$ 23,389
CAPITAL OUTLAYS	$ 0	$ 1,720	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 1,728	$ 1,728	$ 3,005
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 152,827	$ 182,268	$ 183,987

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SECRETARY	1.00	1.00	58	$ 17,151
ADMINISTRATIVE SECRETARY	1.00	1.00	61	$ 18,910
MANAGEMENT ANALYST	1.00	1.00	77	$ 30,702
SANITATION DIRECTOR	1.00	1.00	98	$ 56,681
TOTAL	4.00	4.00		

SANITATION BUREAU

GOAL: TO ENSURE ALL PREMISES, STREETS, LANES, RIGHTS-OF-WAY, AND LOTS ARE EQUALLY FREE OF LITTER, DEBRIS, AND OTHER BLIGHTING CONDITIONS.

OBJECTIVE 6301-A: To ensure 100% of Sanitation Bureau program objectives are met.

	1986	1987	1988	1989	1990	1991
(A-1)	88%	82%	75%	89%	100%	100%

% of Objectives Met

STRATEGY:
1. Require monthly statistical reports for each program activity to ensure performance standards are met.
2. Monitor Service Desk reports to ensure service requests are fulfilled within established standards.
3. Ensure Sanitation Bureau department heads take appropriate action to correct program performance deficiencies as warranted.

OBJECTIVE 6301-B: To complete 100% of special projects within assigned schedules and budget allotments.

	1986	1987	1988	1989	1990	1991
(B-1)	100%	100%	100%	100%	100%	100%

% of Special Projects Completed

STRATEGY:
1. Require project plan and milestone steps with scheduled target dates for each special objective.
2. Require department heads to 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.

OBJECTIVE 6301-C: To reduce sick leave usage by 5% bureauwide.

	1986	1987	1988	1989	1990	1991
(C-1)	6.8	7.0	6.4	6.3	6.9	6.6

Days of Sick Leave Per Employee Per Year

STRATEGY:
1. Monitor computerized listings of abusers and potential abusers of sick leave and provide counseling in all cases.
2. Refer employees with chronic absentee problems to the Employee Assistance Program for counseling.
3. Issue Letters of Commendation and Certificates to employees not using any sick leave for an entire year.

OBJECTIVE 6301-D: To reduce injury rates by 5%.

	1986	1987	1988	1989	1990	1991
(D-1)	.29	.36	.36	.21	.20	.19

Number of Injuries Per Employee Per Year

STRATEGY:

1. Monitor injury rates, determine causes of injuries and include analysis of injuries and their avoidance in weekly crew safety meetings.
2. Identify potential modifications of equipment and processes which could reduce accidents and injuries.
3. Conduct safety training for all sanitation crew members as needed.

OBJECTIVE 6301-E: To ensure activity expenditures are maintained within appropriation.

	1986	1987	1988	1989	1990	1991
(E-1)	97%	99%	100%	96%	95%	95%

% of Annual Budget Expended

STRATEGY:

1. Scrutinize 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.

	1986	1987	1988	1989	1990	1991
(F-1)	1	0	0	0	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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 3,106,485	$ 3,317,402	$ 3,418,711
CONTRACTUALS	$ 58,134	$ 49,245	$ 36,588
COMMODITIES	$ 64,078	$ 83,508	$ 82,193
INTERNAL SERVICES	$ 865,158	$ 906,683	$ 884,027
CAPITAL OUTLAYS	$ 1,777	$ 62,500	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 353,451	$ 318,487	$ 348,471
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 4,449,083	$ 4,737,825	$ 4,769,990

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SANITATION WORKER	103.25	103.25	47	$ 1,446,333
MEDIUM EQUIPMENT OPERATOR	5.00	5.00	51	$ 77,013
RES REFUSE TRUCK OPERATOR	53.00	53.00	54	$ 869,288
HEAVY EQUIPMENT OPERATOR	1.00	1.00	59	$ 22,984
VEHICLE MAINTENANCE COORD	1.00	1.00	62	$ 18,910
SANITATION SUPERVISOR	8.00	5.00	70	$ 204,589
SANITATION SUPERINTENDENT	1.00	1.00	76	$ 26,607
REFUSE COLLECTION DIRECTOR	1.00	1.00	89	$ 48,963
TOTAL	173.25	170.25		

RESIDENTIAL REFUSE COLLECTION

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 6302-1: Collect residential garbage and trash						
50,026	50,026	50,026	50,026	50,026	50,026	$3,930
Residences						Unit: $79 /residence
WP 6302-2: Collect bulk item trash						
123	80	80	80	123	80	$433
Special Collections per Month						Unit: $.36 /scheduled collect'n
na	na	100,052	100,052	100,052	100,052	
Scheduled Collections per Month[1]						
WP 6302-3: Litter control						
109,593	97,420	108,300	88,497	111,022	111,022	$334
Blocks Cleaned/Year						Unit: $3 /block
WP 6302-4: Vehicle support						
551	526	532	422	540	540	$75
Vehicle Shuttles/Month						Unit: $12 /shuttle

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.

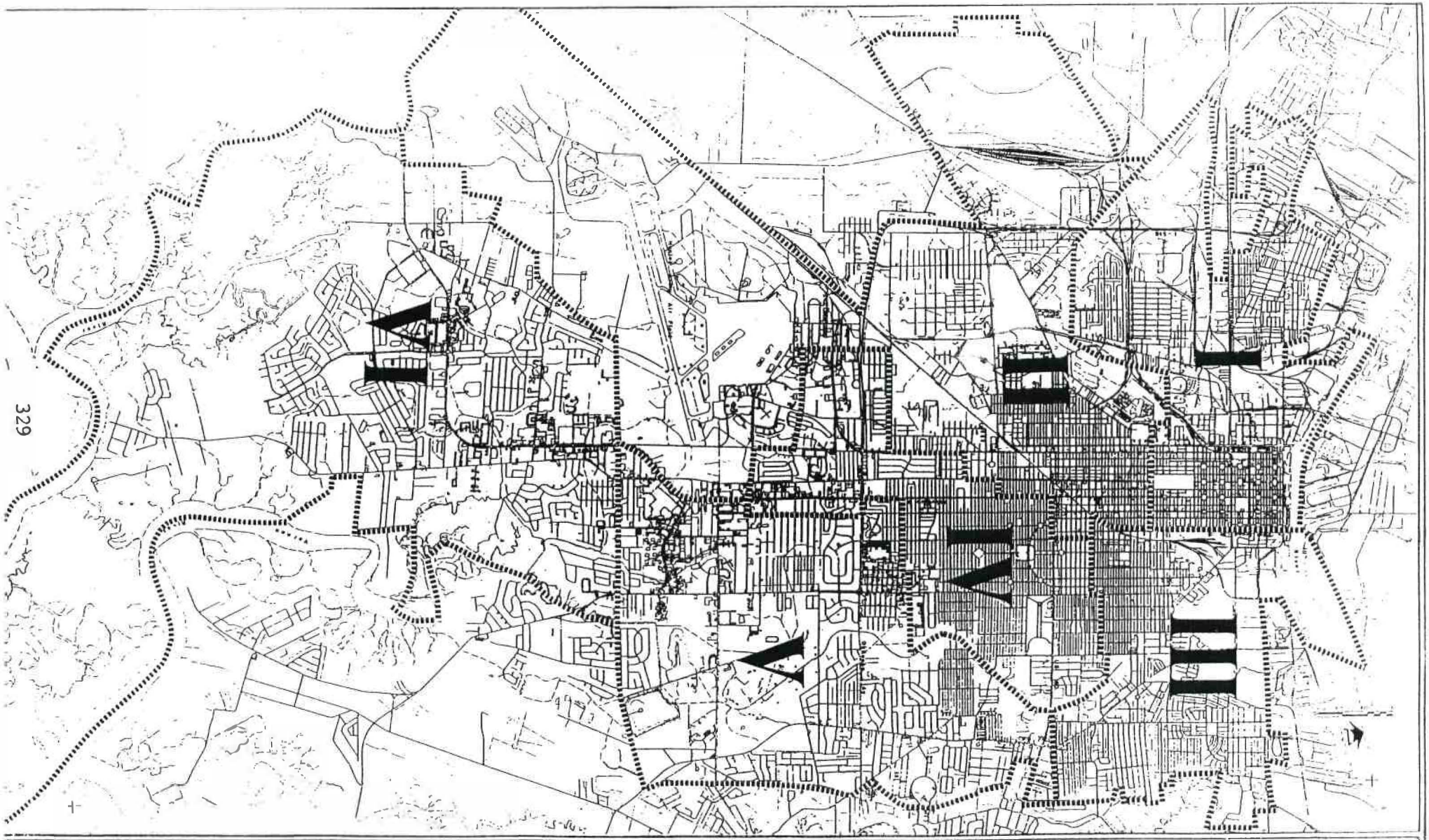
	1986	1987	1988	1989	1990	1991
(A-1) Dist. I	62	68	40	37	56	56
(A-2) Dist. II	43	40	27	44	40	40
(A-3) Dist. III	153	160	53	41	91	91
(A-4) Dist. IV	119	48	63	60	48	48
(A-5) Dist. V	163	125	91	109	91	91
(A-6) Dist. VI	105	67	144	149	105	95
(A-7) City Avg.	103	84	65	68	70	70

Missed Garbage Collections and Trash Per Million Scheduled Collections

STRATEGY 6302-A:

1. Establish 1-month recognition for districts achieving their objectives of controlling missed collections.
2. Conduct investigations on each missed collection complaint.
3. Hold monthly counseling of supervisors whose districts exceed the citywide average.
4. Develop and maintain up-to-date route maps.
5. Identify problem routes within districts exceeding the citywide missed collection rate average.

[1] Represents 1 pickup per residence every two weeks.



CITY OF SAVANNAH

SANITATION DISTRICTS

Prepared By Bureau Of Public Development -
Community, Housing And Economic Development Department

REFUSE DISPOSAL

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 244,620	$ 256,202	$ 269,281
CONTRACTUALS	$ 114,805	$ 157,635	$ 291,461
COMMODITIES	$ 19,309	$ 24,569	$ 25,863
INTERNAL SERVICES	$ 87,006	$ 96,435	$ 98,365
CAPITAL OUTLAYS	$ 0	$ 3,000	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 93,478	$ 75,053	$ 74,964
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 559,218	$ 612,894	$ 759,934

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SANITATION WORKER	1.00	1.00	47	$ 14,459
CLERK	1.00	1.00	49	$ 14,459
HEAVY EQUIPMENT OPERATOR	2.00	2.00	59	$ 36,018
HEAVY CONSTRUCTION EQUIP OPER	3.00	3.00	61	$ 64,358
LANDFILL ADMINISTRATOR	1.00	1.00	80	$ 37,439
REFUSE DISPOSAL DIRECTOR	1.00	1.00	89	$ 43,341
TOTAL	9.00	9.00		

REFUSE DISPOSAL

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 6303-1: Administer Resource Recovery Project						
na	163,144	177,901	156,000	156,000[1]	156,000	$1,784
	Tons of Reference Waste Available					Unit: na
WP 6303-2: Operate acceptable Sanitary Landfill						
129,399	40,000	20 ,631	10,000	10,000	10,000	$608
	Tons/Processible Waste[2]					Unit: $17
na	12,000	24,015	20,000	20,000	20,000	/ton
	Tons/Nonprocessible Waste[3]					
na	20,000	29,777	36,500	36,500	36,500	
	Tons of Combustion Residue/Year					
WP 6303-3: Operate acceptable Dry Trash Transfer Station						
13,500	3,487	3,500	3,500	3,500	3,500	$152
	Tons of Dry Trash/Year					Unit: $43 /ton

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 maintain the sanitary landfill site depletion rate.

	1986	1987	1988	1989	1990	1991
(A-1)	18.0	12.0	7.2	7.0	7.0	7.0
	Acres Depleted Per Year					
(A-2)	7,189	6,593	10,322	9,000	10,000	10,000
	Tons Landfilled per Acre					

STRATEGY:

1. Dispose of all processible wastes generated within the City at the Resource Recovery Facility.

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1 Reference waste is processible refuse with a heating value of 4500 BTU per pound.

2 Service quantities prior to 1987 opening of Resource Recovery Plant represent total tonnage landfilled.

3 Includes a small amount of waste from the Resource Recovery Plant as well as waste delivered directly to landfill. It is anticipated that 19,000 tons of non-processible waste will be delivered directly to landfill.

STRATEGY 6303-A: (cont'd.)
2. Administer Resource Recovery Project agreements to ensure the City meets its commitments.
3. Monitor Facility operations to ensure 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.

	1986	1987	1988	1989	1990	1991
(A-1)	113%	106%	106%	100%	100%	100%

STRATEGY:
1. Achieve daily cover requirement.
2. Maintain ponding, drainage systems, and erosion control on finished areas.
3. Conduct water quality tests every six months.

OBJECTIVE 6303-C: To operate a Dry Trash Transfer Station which meets 100% of the State standard.

	1986	1987	1988	1989	1990	1991
(B-1)	112%	94%	100%	100%	100%	100%

STRATEGY:
1. Achieve the transfer of 3,500 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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 407,652	$ 462,913	$ 472,863
CONTRACTUALS	$ 6,010	$ 13,972	$ 8,425
COMMODITIES	$ 18,303	$ 39,444	$ 15,766
INTERNAL SERVICES	$ 496,286	$ 555,581	$ 519,150
CAPITAL OUTLAYS	$ 0	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 145,607	$ 151,414	$ 162,819
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,073,858	$ 1,223,324	$ 1,179,023

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SANITATION WORKER	1.00	1.00	47	$ 13,115
MEDIUM EQUIPMENT OPERATOR	3.00	3.00	51	$ 43,734
SWEEPER OPERATOR	12.00	11.00	59	$ 217,932
SANITATION SUPERVISOR	2.00	2.00	70	$ 50,696
STREET CLEANING ADMINISTRATOR	1.00	1.00	75	$ 26,607
TOTAL	19.00	18.00		

STREET CLEANING

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1976	1988	1989	1990	1991	
WP 6304-1: Sweep Streets						
na	na	na	567	600	600	$848
Average Daytime Street Curb Miles Swept/Month						Unit: $27 /mile
na	na	na	na	1,945	2,000	
Average Nighttime Street Curb Miles Swept/Month						
WP 6304-2: Cite code violators						
2,267	2,400	2,016	2,100	2,230	2,600	$213
Average Citations Written/Month						Unit: $7 /citation
WP 6304-3: Clear streets of leaves, sand, and debris; clear median ends, catch basins, corners, and spills						
42	40	54	50	50	50	$118
Curb Miles Cleared/Month						Unit: $197 /mile

GOAL: TO MAINTAIN CURBED AND PAVED STREETS AT EQUAL CLEANLINESS LEVELS FREE OF LITTER AND DEBRIS.

OBJECTIVE 6304-A: To increase the annual mid-point rating of Planning Units falling below the minimum standard of 3.0 by .05 per year until they reach the acceptable standard of 3.0.

	P.U.	1986	1987	1988	1989	1990	1991
(A-1)	1	3.71	3.90	3.44	3.00	3.00	3.00
(A-2)	2	3.79	3.80	3.08	3.00	3.00	3.00
(A-3)	3	3.78	3.80	3.48	3.00	3.00	3.00
(A-4)	4	3.90	3.40	3.41	3.00	3.00	3.00
(A-5)	5	3.03	3.00	2.96	3.00	3.00	3.00
(A-6)	6	3.18	3.00	2.59	3.00	3.00	3.00
(A-7)	7	2.55	3.00	3.07	3.00	3.00	3.00
(A-8)	8	2.33	3.00	3.18	3.00	3.00	3.00
(A-9)	9	2.49	3.10	3.26	3.00	3.00	3.00
(A-10)	10	3.00	3.30	3.45	3.00	3.00	3.00
(A-11)	11	3.02	3.50	2.83	3.00	3.00	3.00
(A-12)	12	2.33	2.89	2.84	3.00	3.00	3.00
(A-13)	13	2.24	2.51	2.58	2.95	3.00	3.00
(A-14)	14	2.89	3.00	2.50	3.00	3.00	3.00
(A-15)	15	2.12	2.00	2.66	3.00	3.00	3.00

Average Cleanliness Rating

NOTE: Streets were rated on a scale of 0 to 4, with 4 being the best, and 0 the worst for years 1986 to 1990. In 1991 streets will be rated on a scale of 0 t0 10, with 0 being the best and 10 the worst.

OBJECTIVE 6304-A (cont'd.)

	P.U.	1986	1987	1988	1989	1990	1991[1]
(A-16)	16	2.77	2.57	2.63	2.95	4.00	4.00
(A-17)	17	2.67	2.91	2.78	3.00	4.00	4.00
(A-18)	18	2.56	2.62	2.75	3.00	4.00	4.00
(A-19)	19	2.83	2.88	3.03	3.00	4.00	4.00
(A-20)	20	3.42	3.40	3.42	3.00	4.00	4.00
(A-21)	21	3.36	3.30	3.62	3.00	4.00	4.00
(A-22)	22	3.63	3.90	3.17	3.00	4.00	4.00
(A-23)	23	3.03	3.80	3.18	3.00	4.00	4.00
(A-24)	24	2.59	2.86	3.63	3.00	4.00	4.00
(A-25)	25	2.59	2.87	3.06	3.00	4.00	4.00
(A-26)	26	2.98	3.00	3.22	3.00	4.00	4.00
(A-27)	27	2.49	2.71	2.70	2.81	4.00	4.00
(A-28)	28	2.31	3.30	3.64	3.00	4.00	4.00
(A-29)	29	na	na	na	na	na	na
Citywide Avg.		2.91	3.11	3.02	3.00	3.00	4.00

Average Cleanliness Rating

STRATEGY:

1. Rate streets on a daily basis, with special emphasis being placed on streets that fall above 4.0, within a planning unit to ensure that their ratings are in compliance with the established standard of 3.0 by changing sweeping frequency.
2. Sweep every street that is scheduled at the appropriate time and operate the front loader on a scheduled basis in high sand and leaf areas after heavy rains, winds, and other accumulations.
3. Cite all cars parked in zoned areas that are in violation of the sweeping ordinance and minimize the number of vehicles parked in non-zoned areas through publicity and citizen education.

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[1] Objective 6304-A does not reflect any significant changes for 1991 because of the recent implementation of a new street sweeping pilot program.

COMMERCIAL REFUSE

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 222,037	$ 236,234	$ 246,423
CONTRACTUALS	$ 4,487	$ 6,107	$ 20,084
COMMODITIES	$ 8,717	$ 87,771	$ 72,502
INTERNAL SERVICES	$ 191,228	$ 258,396	$ 257,426
CAPITAL OUTLAYS	$ 0	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 74,755	$ 67,078	$ 83,215
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 501,224	$ 655,586	$ 679,650

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
COMM REFUSE TRUCK OPERATOR	6.00	6.00	59	$ 122,197
WELDER	1.00	1.00	69	$ 24,730
SANITATION SUPERVISOR	1.00	1.00	70	$ 22,984
COMMERCIAL REFUSE COLL ADM	1.00	1.00	89	$ 42,296
TOTAL	9.00	9.00		

COMMERCIAL REFUSE COLLECTION

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 6305-1: Collect commercial refuse						
35,317	36,287	36,522	38,500	39,000	39,000	$630
Total cu.yd. Collected/Month						Unit: $1 /cu.yd.[1]
9,431	9,650	9,484	10,200	10,500	14,600	
Total Pickups Per Month						
663	670	695	750	800	800	
Total Containers In Service						
683	685	714	730	750	750	
Total Commercial Establishments						
WP 6305-2: Repair and paint containers						
427	350	559	400	425	425	$50
Containers Repaired Per Year						Unit: $118 /container repaired
631	400	686	680	700	700	
Containers Painted Per Year						

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 100 per 100,000 scheduled collections.

	1986	1987	1988	1989	1990	1991
(A-1)	907	200	12	100	100	100
Misses/100,000 Scheduled Collections						

STRATEGY:

1. Train all operators to be familiar with all routes and to empty every container on each route on schedule.
2. Continue to hold weekly meetings with the Vehicle Maintenance Director to ensure close coordination on vehicle preventive maintenance programs and adequate vehicle availability.

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[1] Includes container maintenance and landfill costs.

STRATEGY 6305-A: (cont'd.)

3. Have operators conduct daily vehicle maintenance/inspections of grease fittings for P.T.O., push-out blade runner and lift arms.

OBJECTIVE 6305-B: To ensure 85% of containers in service are in Condition 1 or Condition 2 status.[1]

	1986	1987	1988	1989	1990	1991
(B-1)	70%	70%	75%	80%	80%	85%

% of Containers in Condition 1 or 2 status

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 repair condition 2 and 3 containers into condition 1 status.
3. Continue to maintain accurate maintenance records for all container repairs to determine the costs and the benefits of repairing containers approaching condition 4 status versus the cost and benefits of replacing them.

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[1] **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.

SANITATION CODE ENFORCEMENT

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

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 502,339	$ 320,036	$ 346,283
CONTRACTUALS	$ 176,722	$ 155,500	$ 165,488
COMMODITIES	$ 50,326	$ 28,605	$ 31,225
INTERNAL SERVICES	$ 70,834	$ 27,981	$ 34,482
CAPITAL OUTLAYS	$ 0	$ 2,728	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 15,717	$ 13,909	$ 12,331
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 815,938	$ 548,759	$ 589,809

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
MEDIUM EQUIPMENT OPERATOR	2.00	2.00	51	$ 28,918
CUSTOMER SERV REPRESENTATIVE	1.00	1.00	58	$ 17,575
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
CODE ENFORCEMENT OFFICER	7.00	7.00	62	$ 132,370
SANITATION SUPERVISOR	1.00	1.00	70	$ 22,984
SENIOR PROPERTIES INSPECTOR	1.00	1.00	71	$ 24,730
SAN CODE ENFORCEMENT ADMIN	1.00	1.00	80	$ 37,439
TOTAL	14.00	14.00		

SANITATION CODE ENFORCEMENT

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 6306-1: Conduct the Sanitation Code Enforcement program						
15,338	13,147	11,904	12,000	12,000	15,000	$274 Unit: $2 /inspect'n
Chronic and Potentially Chronic Areas Inspected Monthly						
WP 6306-2: Conduct a Vacant Lot and Vacant Building Properties Cleaning program to cut overgrown properties and/or remove litter and debris						
745	828	1,023	1,250	1,250	2,000	$316 Unit: $96 /lot cleaned
Inspections Per Month						
200	225	267	300	364[1]	400	
Notices Per Month[1]						
185	229	256	364	464	475	
Total Lots Cleaned Per Month						
63	85	108	99	99	175	
By Contractor/Month						
125	144	148	165	165	200	
By Owner/Month						
na	na	na	100	200	100	
By City Tractors/Month						
80	246	482	500	500	750	
In Compliance When Inspected						

GOAL: TO PROVIDE A CITYWIDE ENVIRONMENT FREE FROM LITTER AND DEBRIS, OVERGROWN LOTS, OVERGROWN VACANT BUILDINGS PROPERTIES, ILLEGAL DUMP SITES AND ABANDONED/DERELICT VEHICLES.

OBJECTIVE 6306-A: To ensure 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	1986	1987	1988	1989	1990	1991
(A-1)	1	na	na	3.20	3.54	3.00	3.00
(A-2)	2	na	na	3.58	4.03	3.23	3.07
(A-3)	3	4.82	3.20	3.57	4.09	3.22	3.06
(A-4)	4	na	na	1.67	1.58	1.67	1.67
(A-5)	5	4.68	3.65	3.76	2.86	3.39	3.22
(A-6)	6	5.05	3.36	3.61	3.59	3.26	3.10
(A-7)	7	na	na	1.00	1.83	1.00	1.00
(A-8)	8	na	na	3.00	2.04	3.00	3.00
(A-9)	9	na	na	2.26	2.26	2.26	2.26
(A-10)	10	na	na	1.53	2.43	1.53	1.53

[1] Lawful notices are issued by Property Identification Number (P.I.N.) which may include multiple lots.

OBJECTIVE 6306-A (cont'd.)

	Planning Unit	1986	1987	1988	1989	1990	1991
(A-11)	11	na	na	1.25	2.05	1.25	1.25
(A-12)	12	na	na	2.57	2.42	2.57	2.57
(A-13)	13	na	1.80	1.48	1.81	1.80	1.80
(A-14)	14	na	1.62	2.17	1.68	1.62	1.62
(A-15)	15	na	1.59	1.89	2.03	1.59	1.59
(A-16)	16	3.20	3.22	2.40	2.25	3.00	3.00
(A-17)	17	4.00	3.98	3.00	3.22	3.41	3.24
(A-18)	18	3.85	3.65	3.12	2.63	3.14	3.00
(A-19)	19	4.44	3.41	3.47	3.11	3.00	2.93
(A-20)	20	3.27	3.35	2.35	2.24	3.00	3.00
(A-21)	21	3.40	3.16	2.26	2.02	3.00	3.00
(A-22)	22	na	3.00	3.92	3.38	3.00	3.00
(A-23)	23	na	2.29	2.95	2.72	2.29	2.29
(A-24)	24	na	2.92	2.22	1.66	2.92	2.92
(A-25)	25	na	2.91	2.50	1.70	2.91	2.91
(A-26)	26	na	1.93	1.52	1.85	1.93	1.93
(A-27)	27	na	1.30	2.08	1.63	1.30	1.30
(A-28)	28	na	1.25	2.40	2.05	1.25	1.25
(A-29)	29	na	5.00	3.49	3.42	4.29	4.08
Citywide Avg.		na	2.67	2.61	2.35	2.49[1]	2.46

Cleanliness Level on a Scale of 0 to 10[1]

STRATEGY:

1. Identify potential chronic litter areas for increased action in enforcement.
2. Have Bureau Administrators conduct periodic visual inspections of the City to evaluate appearance, cleanliness and Code compliance.
3. Require Code Enforcement Officers to attend community support meetings that are scheduled for their areas of responsibility.

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[1] 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.

OBJECTIVE 6306-B: To increase the vacant lot compliance level from 76% to 85% Citywide (3,883 total lots in the City).

	Planning Unit	1986	1987	1988	1989	1990	1991
(B-1)	1	na	82	109	119	52	52
(B-2)	2	na	66	187	100	46	46
(B-3)	3	na	49	81	69	31	31
(B-4)	4	na	2	1	2	1	1
(B-5)	5	na	40	72	57	25	25
(B-6)	6	na	94	124	116	58	58
(B-7)	7	na	5	3	1	3	3
(B-8)	8	na	1	0	1	0	0
(B-9)	9	na	3	2	4	2	2
(B-10)	10	na	44	59	62	26	26
(B-11)	11	na	31	46	32	17	17
(B-12)	12	na	38	28	46	17	17
(B-13)	13	na	5	3	8	3	3
(B-14)	14	na	15	15	15	8	8
(B-15)	15	na	25	16	26	14	14
(B-16)	16	na	20	26	26	12	12
(B-17)	17	na	15	21	20	10	10
(B-18)	18	na	12	16	14	8	8
(B-19)	19	na	166	129	119	58	58
(B-20)	20	na	92	132	168	60	60
(B-21)	21	na	6	9	9	4	4
(B-22)	22	na	78	113	136	51	51
(B-23)	23	na	78	140	126	51	51
(B-24)	24	na	3	17	17	9	9
(B-25)	25	na	1	0	1	0	0
(B-26)	26	na	2	14	10	6	6
(B-27)	27	na	9	21	19	8	8
(B-28)	28	na	2	2	4	1	1
(B-29)	29	na	na	na	2	1	1
			98	1,387	1,329	582	582

Vacant Lots Not in Compliance

STRATEGY:

1. Change from a one-year annual contract to a three-year (multi-year) contract to allow contractors to purchase required grass cutting assets.
2. Inform property owners of the alternative to maintain their property in accordance with City code and avoid paying the City's administrative cost.
3. Reduce the time period for completing lot compliance.

OBJECTIVE 6306-C: To increase the vacant building properties compliance level to 85% Citywide (1,226 vacant building properties in the City).

	Planning Unit	1986	1987	1988	1989	1990	1991
(C-1)	1	na	na	na	na	12	5
(C-2)	2	na	na	na	na	44	17
(C-3)	3	na	na	na	na	15	6

OBJECTIVE 6306-C (cont'd)

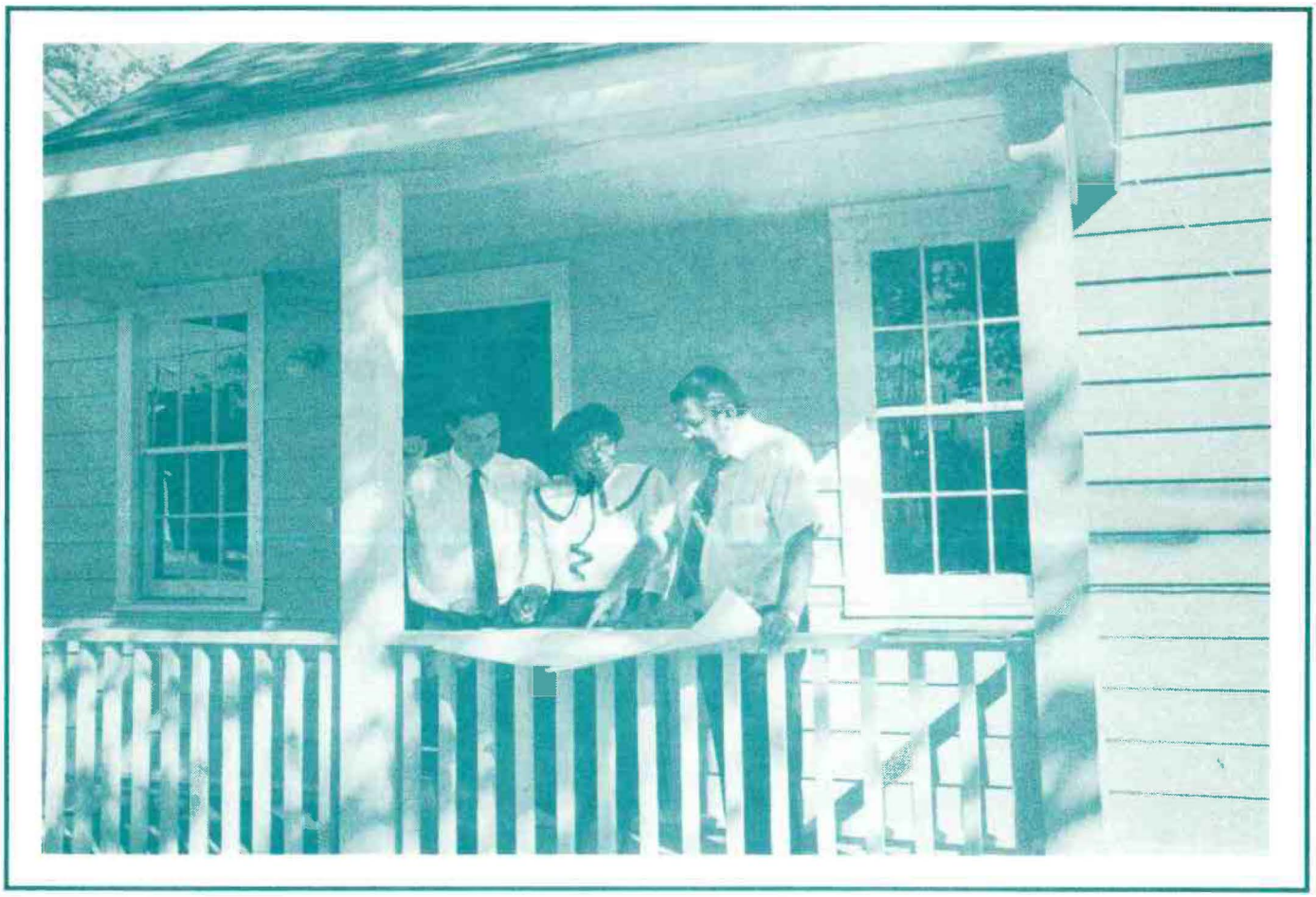
(C-4)	4	na	na	na	na	4	1
(C-5)	5	na	na	na	na	67	25
(C-6)	6	na	na	na	na	23	9
(C-7)	7	na	na	na	na	4	1
(C-8)	8	na	na	na	na	0	0
(C 9)	9	na	na	na	na	0	0
(C-10)	10	na	na	na	na	2	0
(C-11)	11	na	na	na	na	1	0
(C-12)	12	na	na	na	na	2	0
(C-13)	13	na	na	na	na	3	1
(C-14)	14	na	na	na	na	0	0
(C-15)	15	na	na	na	na	5	2
(C-16)	16	na	na	na	na	4	2
(C-17)	17	na	na	na	na	17	6
(C-18)	18	na	na	na	na	24	9
(C-19)	19	na	na	na	na	196	75
(C-20)	20	na	na	na	na	31	12
(C-21)	21	na	na	na	na	3	1
(C-22)	22	na	na	na	na	4	2
(C-23)	23	na	na	na	na	12	4
(C-24)	24	na	na	na	na	4	2
(C-25)	25	na	na	na	na	1	0
(C-26)	26	na	na	na	na	6	2
(C-27)	27	na	na	na	na	1	0
(C-28)	28	na	na	na	na	4	2
(C-29)	29	na	na	na	na	1	0
						490	184

Vacant Buildings Properties Not In Compliance

STRATEGY:

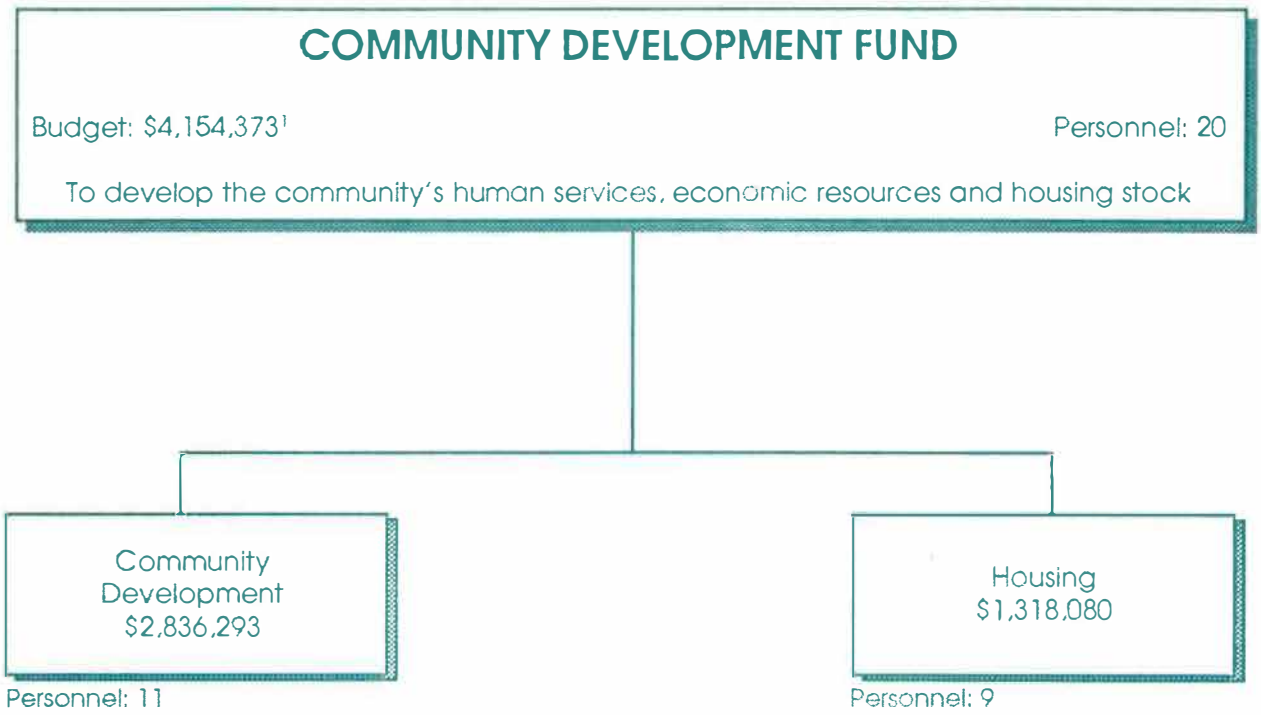
1. Change from a one-year annual contract to a three-year (multi-year) contract to allow City contractors to purchase required grass and debris removal assets.
2. Inform property owners of the alternative to maintain their property in accordance with the City Code and avoid paying the City's administrative cost.
3. Reduce the time period for completing lot compliance.





The Housing Division will participate in construction of 300 housing units in 1991.

Community Development Fund


COMMUNITY DEVELOPMENT FUND
Budget: $4,154,373[1]
Personnel: 20
To develop the community's human services, economic resources and housing stock
Community Development $2,836,293
Personnel: 11
Housing $1,318,080
Personnel: 9

Vehicles: 6

COMMUNITY DEVELOPMENT FUND

The Community Development Fund was reorganized for 1991. The Economic Development activity has been merged into the Community Development activity. The Fund now consists of two activities: Community Development and Housing. Its sources of funds are federal grants, principally Community Development Block Grant (CDBG), and program income generated from CDBG and other loans.

The primary responsibilities of this fund are to improve housing, environmental conditions, and economic opportunity for low-income residents. Community Development programs include social services, programs for the homeless, improvements to public facilities, economic development projects, and assistance to small and minority-owned businesses. Housing programs include the rehabilitation of substandard housing through the Community Housing Services Agency, the relocation of tenants displaced by rehabilitation activities, emergency repairs, new housing construction (where permitted by federal grant regulations) and the expansion of homeownership through homesteading.

The 1991 budget totals $4,154,373, a decrease of $4,148,713 or 50% from 1990 projected expenditures.

REVENUE BY SOURCE

The following table outlines the revenue by source for the Community Development Fund.

	1990 Projected	1991 Budget
Carryforward From Previous Years	$ 2,970,000	$ 900,000
CDBG Entitlement Grant	2,195,000	2,195,000
Emergency Shelter Grant	57,000	50,000
Housing Dev. Grant	1,590,497	--
State SSBG	91,934	91,934
Yamacraw Grant	25,000	--
Housing Program Income	425,000	617,439
Other Program Income	948,655	300,000
Total	$ 8,303,086	$ 4,154,373

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 537,279	$ 621,633	$ 84,354	15.7
Contractuals	54,488	51,299	-3,189	-5.9
Commodities	8,696	9,800	1,104	12.7
Internal Services	79,939	80,562	623	0.8
Capital Outlays	0	0	0	0.0
Other Charges	6,880,684	3,276,079	-3,604,605	-52.4
Capital Projects	742,000	115,000	-627,000	-84.5
Total	$8,303,086	$4,154,373	$-4,148,713	-50.0

PROGRAM EXPENDITURES

	1990 Projected	1991 Budget[1]
Community Development	$2,168,512	$ 0
Housing		
Relocation	$ 50,000	$ 100,000
Emergency Repair	143,859	100,000
Property Management	50,000	50,000
Code Enforcement	76,500	50,000
Loan Processing Costs	60,000	50,000
Community Housing Services Agency	716,400	1,043,000
SNAP IV (Robbie Robinson Homes)	2,584,111	0
Rehabilitation (Investor Owned)	17,411	0
	3,698,281	$1,393,000
CIP Program	742,000	115,000
Community Dev. Project Accounts	0	1,615,623
Planning	14,061	22,207
Administration		
Community Development	461,334	566,293
Housing	318,898	318,080
Contingency	0	124,170
Carryforward	900,000	0
Total	$8,303,086	$4,154,373

PROGRAM COSTS

The 1991 budget for the Community Development Fund totals $4,154,373. The following sections provide detail on program costs and explain major changes between expenditures projected for 1990 and 1991 allocations.

PERSONNEL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Salaries & Wages	$398,995	$504,586	$105,591	26.5
Social Security	30,548	37,773	7,225	23.7
Medical Insurance	39,726	45,685	5,959	15.0
Life Insurance	0	1,256	1,256	--
Unemployment Comp	0	420	420	--
Disability Ins	1,138	938	-200	-17.6
Worker's Comp	9,164	7,306	-1,858	-20.3
Pension	22,746	20,744	-2,002	-8.8
Longevity	1,485	1,485	0	0.0

[1] Beginning in 1991, all Community Development project accounting will be done through the Community Development Projects accounting system.

PERSONNEL SERVICES (cont)

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Overtime	0	0	0	--
Temporary Labor	33,477	1,440	-32,037	-95.7
Total	$537,279	$621,633	$ 84,354	15.7

The 1991 Community Development Fund provides $621,633 for Personnel Services. The major changes are listed below.

Salaries and Wages **increase** $105,591 due to a general wage increase, an anniversary increase for eligible employees, and a high vacancy rate in 1990.

Temporary Labor **decreases** $32,037 due to the cost of temporary replacements for staff vacancies in 1990.

CONTRACTUALS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Communications	$ 3,306	$ 3,392	$ 86	2.6
Travel/Conference	3,000	3,000	0	0.0
Travel/Training	12,683	12,683	0	0.0
Advertising	9,198	5,010	-4,188	-45.5
Insurance	2,889	2,427	-462	-16.0
Dues/Periodicals	3,000	4,094	1,094	36.5
Professional Fees	9,557	9,100	-457	-4.8
Equipment Maint.	498	683	185	37.1
Data Process Eq. Maint.	500	500	0	0.0
Photocopying	5,927	6,970	1,043	17.6
Printing	3,750	2,910	-840	-22.4
Other Contract	180	530	350	194.4
Total	$54,488	$51,299	$-3,189	-5.9

The 1991 budget provides $51,299 for Contractuals. The major expense in this category is Travel/Training at $12,683.

COMMODITIES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Office Supplies	$ 5,461	$ 6,189	$ 728	13.3
Postage	1,776	2,429	653	36.8
Operating Supp	405	410	5	1.2
Small Fixed Assets	1,054	772	-282	-26.8
Total	$ 8,696	$ 9,800	$1,104	12.7

Commodities total $9,800 for 1991. The major expense in this category is Office Supplies at $6,189.

INTERNAL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Data Processing	$ 18,275	$ 8,898	$-9,377	-51.3
Engineering Services	25,913	32,774	6,861	26.5
Garage Services	8,309	8,196	-113	-1.4
Central Services	27,442	30,694	3,252	11.9
Total	$ 79,939	$ 80,562	$ 623	0.8

The 1991 budget for Internal Services is $80,562. Major expenditure areas are Engineering Services, $32,774, and Central Services, $30,694.

OTHER CHARGES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Svs by General Fund	$ 95,000	$ 116,092	$ 21,092	22.2
Intra-Fund Transfers	5,880,854	3,155,000	-2,725,854	-46.4
Vehicle Depreciation	4,830	4,987	157	3.3
Carryforward	900,000	0	-900,000	-100.0
Total	$6,880,684	$3,276,079	$-3,604,605	-52.4

The 1991 budget for Other Charges is $3,276,079. The major changes are:

Intra-Fund Transfers — **decrease** $2,725,854 primarily because program budgets for 1991 have not been determined.

Carryforward — **decrease** $900,000 because it is recorded as an expenditure in 1990, but allocated in 1991.

Svs by Gen Fund — **increase** $21,092 as determined in the cost allocation plan.

CAPITAL PROJECTS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
CIP Contribution	$ 742,000	$115,000	$-627,000	-84.5

The 1991 budget for Capital Projects is $115,000. The major change is:

CIP Contribution **decreases** $627,000 because fewer projects are funded in 1991.

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Community Dev.	$1,039,812	$3,364,163	$2,836,293
Economic Dev.	1,556,308	--	--
Housing	2,934,783	4,938,923	1,318,080
Bureau Chief	167,045	--	--
Downtown Svcs.	34,597	--	--
Total	$5,732,545	$8,303,086	$4,154,373

Community Development: The $527,870 decrease in the budget for 1991 is primarily because program budgets are now handled in the CIP accounting system reducing the carryforward amount.

Housing: The $3,620,843 decrease in the 1991 budget is primarily due to the $2,584,111 decrease in the SNAP IV project funding.

COMMUNITY DEVELOPMENT

PURPOSE: ENSURE THAT GRANTS AWARDED TO THE CITY FOR COMMUNITY DEVELOPMENT ARE ADMINISTERED EFFECTIVELY AND THAT STATED GOALS AND OBJECTIVES ARE ACHIEVED.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 195,731	$ 287,457	$ 358,124
CONTRACTUALS	$ 21,850	$ 26,729	$ 28,639
COMMODITIES	$ 5,279	$ 3,255	$ 4,709
INTERNAL SERVICES	$ 55,197	$ 47,869	$ 57,547
CAPITAL OUTLAYS	$ 26,650	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 735,105	$ 2,998,853	$ 2,387,274
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,039,812	$ 3,364,163	$ 2,836,293

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CLERK TYPIST	1.00	1.00	50	$ 14,110
SECRETARY	2.00	2.00	58	$ 35,160
MANAGEMENT ANALYST	1.00	1.00	77	$ 30,059
HOUSING PLANNER	1.00	1.00	77	$ 27,264
PROGRAM ANALYST	2.00	2.00	77	$ 54,528
NEIGHBORHOOD PLANNER	1.00	1.00	77	$ 27,264
COMMUNITY DEVELOPMENT ADMIN	1.00	0.00		$
PROGRAM COORDINATOR	1.00	1.00	80	$ 31,783
COMM & ECON DEVELOPMENT DIR	1.00	1.00	89	$ 43,281
TOTAL	12.00	11.00		

COMMUNITY DEVELOPMENT

SERVICE QUANTITY						1991 Cost ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 4102-1:	**Provide funds for community development through grantsmanship and identification of other funding sources.**					
5	3	6	4	7	5	$96
Grant Applications Submitted						Unit: $19,200 /application
WP 4102-2:	**Complete Federal and State Grant reports on schedule.**					
43	43	43	28	18	12	$20
Social Services Block Grant Reports						Unit: $1,667 /report
na	na	na	3	3	3	$8
Emergency Shelter Grant & Comprehensive Housing Assistance Plan Reports						Unit: $2,667 /report
na	na	1	2	2	2	$5
Minority Business Enterprise Reports						Unit: $2,500 /report
1	1	1	1	2	1	$2
Grantee Performance Report						Unit: $2,000 /report
WP 4102-3:	**Supervise the Community Development Block Grant (CDBG) Program**					
na	14	14	33	34	25	$187
Projects Monitored						Unit: $7,480 /project
na	na	na	56	30	35	$50
Environmental Reviews Completed						Unit: $1,429 /review
WP 4102-4:	**Provide information and technical assistance to the public concerning the CDBG program**					
na	na	na	4	5	5	$7
Public Hearings						Unit: $1,400 /hearings
25	25	25	32	30	30	$5
Citizens Enquires Addressed						Unit: $167 /enquiry
6	6	6	11	8	8	$50
Technical Assistance Provided						Unit: $6,250 /project
WP 4102-5:	**Prepare Planning Document to meet city needs and Federal requirements**					
na	na	na	na	5	12	$136
Plans Prepared						Unit: $11,333 /plan

GOAL: TO ELIMINATE SLUMS AND BLIGHT AND TO ENSURE THAT LOW- AND MODERATE INCOME FAMILIES HAVE A QUALITY LIVING ENVIRONMENT AND EMPLOYMENT OPPORTUNITIES

OBJECTIVE 4102-A: To provide needed public services.

	1986	1987	1988	1989	1990	1991
(A-1)	na	na	na	1,537	1,500	1,500
	Recipients of Day Care or Homemaker Assistance					
(A-2	na	na	na	350	375	375
	Homeless Persons Provided With Food or Shelter					
(A-3)	na	na	na	45	195	195
	Persons Provided With Rehabilitation or Employment Training					

STRATEGY:
1. Identify needs and provide information on grants to service providers
2. Recommend grant allocation to Council.
3. Contract with, monitor, and evaluate performance of service providers.

OBJECTIVE 4102-B: To fund capital improvements and contract with Engineering Department or sub-grantees to manage projects and complete on time and within budget.

	1986	1987	1988	1989	1990	1991
(B-1)	na	na	na	50%	75%	90%
	Projects Completed On Schedule					
(B-2)	na	na	na	0	17	0
	$000 In Budget Overruns					

STRATEGY:
1. Identify needs and recommend CDBG allocations to Council.
2. Contract with independent sub-grantees; agree schedule and cost with Engineering Department.
3. Monitor progress monthly and report to Assistant City Manager.

OBJECTIVE 4102-C: To assist in planning and funding housing rehabilitation programs in order to improve the housing stock available to low- and moderate-income persons.

	1986	1987	1988	1989	1990	1991
(C-1)	na	44	34	125	228	250
	No. of Units Rehabilitated					

STRATEGY:
1. Prepare Comprehensive Housing Plan, Housing Assistance Plan, and Nuisance Abatement Plan.
2. Provide technical assistance to Housing Division and the Community Housing Services Agency (CHSA).
3. Participate in the Low Income Housing Tax Credit Program.
4. Provide CDBG funding to Housing Division, CHSA, and Neighborhood Housing Services, and monitor expenditures and performance.

OBJECTIVE 4102-D: To increase the viability of small and minority businesses through the Savannah Certified Development Corporation (SCDC) Small Business Development program.

	1986	1987	1988	1989	1990	1991
(D-1)	na	na	na	74	400	400
			No. of Businesses Assisted			
(D-2)	na	na	na	1	20	25
			No. of Loans Made			
(D-3	na	na	na	0	10	30
			No. of Jobs Created/Retained			

STRATEGY:
1. Continue financial support to SCDC through first half year and facilitate search for alternative funding for administrative costs.
2. Monitor performance and compliance with federal regulations.
3. Seek opportunities to link the Small Business Development Program into other economic development projects.

OBJECTIVE 4102-E: To increase economic development opportunities through studies and program development, and by supporting special projects as they arise.

	1986	1987	1988	1989	1990	1991
(E-1)	na	1	1	1	0	3
			Studies Completed			
(E-2)	na	na	1	3	0	2
			Special Projects Supported			

STRATEGY:
1. Prepare plans for neighborhood commercial revitalization, downtown economic development, and a facade improvement program.
2. Encourage developers to make specific proposals, and provide technical assistance.
3. Evaluate proposals in context of plans and make recommendations for funding to Council.

OBJECTIVE 4102-F: To promote neighborhood revitalization by developing comprehensive, neighborhood based, strategies to improve livability.

	1986	1987	1988	1989	1990	1991
(F-1)	na	na	na	na	na	3
			Plans Completed			

STRATEGY:
1. Prepare Urban Redevelopment Plans for each target area.

OBJECTIVE 4102-F: TO maximize the non-CDBG funds leveraged by CDBG funding in all projects.

	1986	1987	1988	1989	1990	1991
(F-1)	na	na	na	na	1:1.7	1:1.5
			Overall Ratio of CDBG to Matching Funds			

STRATEGY:
1. Require all grant and loan applications to provide project budgets showing funding from all sources, and, where appropriate, include matching fund requirement in grant agreement.
2. Monitor draw request to ensure matching funds are applied.
3. Seek opportunities to apply for federal, state and private grants.

OBJECTIVE 4102-G: To maintain the balance in the CDBG letter of credit at no more than 1.5 times the current grant.

	1986	1987	1988	1989	1990	1991
(G-1)	na	1.6	1.8	1.1	0.5	1.5

Year-end Balance In Letter Of Credit Divided By Current Entitlement Grant

STRATEGY:
1. Project drawdown rate at least 12 months and revise monthly.
2. Monitor projects to ensure schedules are maintained.
3. Develop proposals for using surplus funds when necessary.

OBJECTIVE 4102-H: To administer programs in accordance with all federal requirements, with no monitoring or audit finds.

	1986	1987	1988	1989	1990	1991
(H-1)	na	na	na	2	4	0

Findings

STRATEGY:
1. Establish and maintain eligibility and environmental files for all projects.
2. Monitor sub-recipients' compliance with Department of Housing and Urban Development requirements.
3. Establish new project accounting system.
4. Prepare all federal reports on time.

HOUSING

PURPOSE: PROVIDE HOUSING REHABILITATION AND RELOCATION ASSISTANCE TO ELIGIBLE PARTICIPANTS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 209,194	$ 249,822	$ 263,509
CONTRACTUALS	$ 40,341	$ 27,759	$ 22,660
COMMODITIES	$ 11,102	$ 5,441	$ 5,091
INTERNAL SERVICES	$ 36,305	$ 32,070	$ 23,015
CAPITAL OUTLAYS	$ 26,942	$ 0	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 2,610,899	$ 4,623,831	$ 1,003,805
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 2,934,783	$ 4,938,923	$ 1,318,080

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
CLERK TYPIST	1.00	1.00	50	$ 14,110
PRINCIPAL CLERK	1.00	1.00	59	$ 17,575
REHABILITATION INSPECTOR	2.00	2.00	68	$ 46,818
LOAN PROCESSOR	1.00	1.00	68	$ 21,890
PROGRAM ANALYST	1.00	1.00	77	$ 27,264
PROGRAM COORDINATOR	1.00	1.00	80	$ 32,341
PROJECT MANAGER	1.00	1.00	80	$ 29,335
HOUSING GRANTS DIRECTOR	1.00	1.00	97	$ 57,266
TOTAL	9.00	9.00		

HOUSING

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 4104-1:	**Review, approve and monitor construction on HRAP[1] and ERAP[2] eligible housing.**					
21	0	60	84	120	120	$48
	Number of Applications Reviewed					Unit: $480
3	0	40	49	100	100	/recipient
	Number of HRAP Recipients					
na	na	2,519	1,120	896	900	
	Number of Housing Inspections Made					
WP 4104-2:	**Subsidize loans for Rental Rehabilitation and other Investor program eligible units.**					
67	102	84	68	90	90	$80
	Number of Applications Reviewed					Unit: $457
34	54	50	9	60	60	/completed
	Number of Applications Approved					const.
37	119	75	59	175	175	
	Number of Completed Constructions[3]					
na	na	na	1,665	1,200	1,200	
	Number of Housing Inspections Made					
WP 4104-3:	**Review and Monitor the Emergency Repair Assistance Program.**					
na	na	na	30	70	73	$16
	Number of Applications Reviewed					Unit: $320
na	na	na	25	50	50	/completed
	Number of Recipients					const.
na	na	na	15	15	15	
	Number of Handicapped Recipients					
na	na	na	50	50	50	
	Number of Units Completed					
na	na	na	200	224	233	
	Number of Housing Inspections Made					
WP 4104-4:	**Provide relocation assistance as necessary to target area families.**					
17	3	39	37	20	30	$34
	Families Receiving Assistance					Unit: $1,133 /family

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[1] HRAP is the Homeowners Rehabilitation Assistance Program.
[2] ERAP is the Emergency Repair Assistance Program
[3] Number of completed constructions Showcase I: 60
Number of completed constructions Showcase II: 30

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 4104-5: Review, approve and monitor construction of eligible single and multifamily residential units in Showcase I and II areas.						
na	na	na	na	45	47	$80
Number of Applications Reviewed						Unit: $800
na	na	na	na	35	35	/completed
Number of Recipients						construc.
na	na	na	na	100	100	
Number of Completed Constructions						
na	na	na	na	464[1]	464	
Number of Housing Inspections Made						
WP 4104-6: Collect and manage housing loan repayment funds.						
na	195	235	210	212	250	$22
Accounts Serviced						Unit: $88
na	$300,000	$360,000	$279,477	$360,000	$400,000	/account
Program Income Dollars Collected						
na	37	23	16	20	20	
Number of Loans 90 Days or More Past Due						
na	19%	10%	9%	9%	5%	
% of Loans 90 Days or More Past Due						
na	12	12	12	12	12	
NHS Financial Monitor Reports						
WP 4104-7: Acquire and develop substandard structures for low and moderate income homeowners.						
na	na	na	na	700	700	$38
Number of Applications Reviewed						Unit: $3,800
na	na	na	na	10	10	/recipient
Number of Recipients						
na	na	na	3	5	5	
Number of Properties Obtained from HUD						
na	na	na	na	10	12	
Number of Homeowner Counseling Sessions						

GOAL: TO ENSURE ALL CITY RESIDENTS ARE HOUSED IN DECENT, SAFE, SANITARY AND AFFORDABLE HOUSING.

OBJECTIVE 4104-A: To provide standard housing to families living in substandard housing.

1986	1987	1988	1989	1990	1991
58	44	34	125	250	280
Families Receiving Assistance					

[1] Included in WP's 4104-1 and 2

STRATEGY 4104-A:

1. Provide financial and technical assistance to homeowners and investors through the Homeowner Rehabilitation Assistance Program (HRAP) and Rental Rehabilitation Program (RRP).
2. Provide emergency rehabilitation assistance and handicapped-accessibility through the Emergency Repair Program (ERAP).
3. Assist code enforcement with referrals made to housing inspectors against property owners failing to bring their properties up to Housing Code standards.

OBJECTIVE 4104-B: To reduce the percentage of substandard units in the Showcase I and II Areas by five percentage points.

	1986	1987	1988	1989	1990	1991
(B-1)	na	na	na	72%	67%	62%

Total Non-standard Residential Units by Showcase Area

	Total Units	Substandard Units	%
Showcase I	1,000	692	69%
Showcase II	1,870	1,365	73%
Total	2,870	2,057	72%

STRATEGY:

1. Target HRAP, ERAP, and RRP programs to the Showcase Areas to provide financial and technical assistance to homeowner's and investor's rehabilitation efforts.
2. Obtain referrals from Housing Code Enforcement for qualified elderly and low to moderate income homeowners in violation of Housing Codes.
3. Develop a program to provide up to $5,000 in matching funds to eliminate unit code violations in tenant-occupied units.

OBJECTIVE 4104-C: To provide funds for rehabilitation by collecting program income through loan repayments.

	1986	1987	1988	1989	1990	1991
(C-1)	na	$298,000	$289,000	$300,000	$386,000	$400,000

Amounts Collected

STRATEGY 4104-C:

1. Utilize automated loan servicing system to improve efficiency in recordkeeping and collections.
2. Initiate proper action to handle serious delinquent accounts.
3. Monitor loan servicing activities to ensure that the desired repayments are attained.

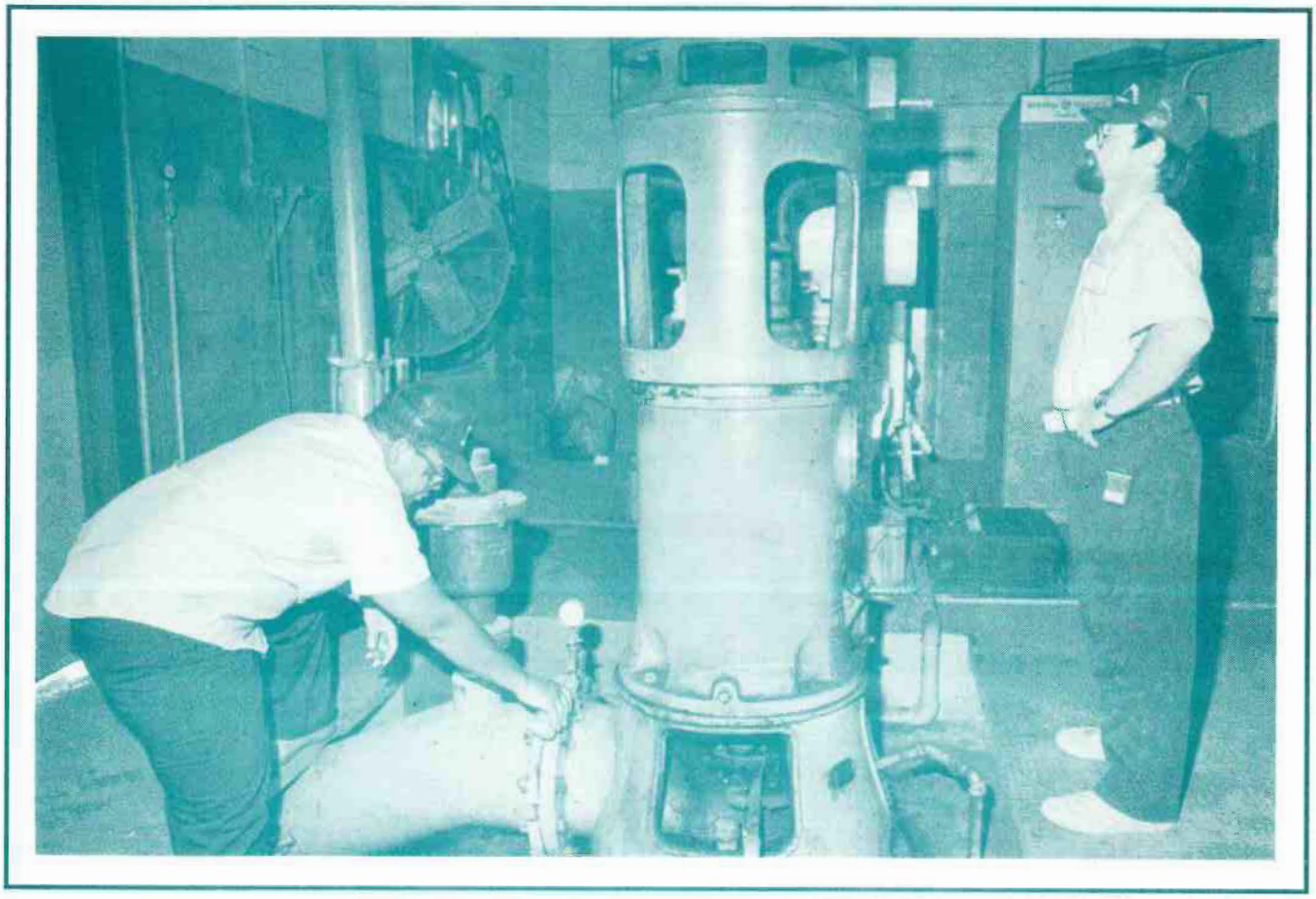
OBJECTIVE 4104-D: To provide homeownership units to low and moderate income families in need of standard housing.

	1986	1987	1988	1989	1990	1991
(D-1)	na	na	na	0	3	10

Units Provided

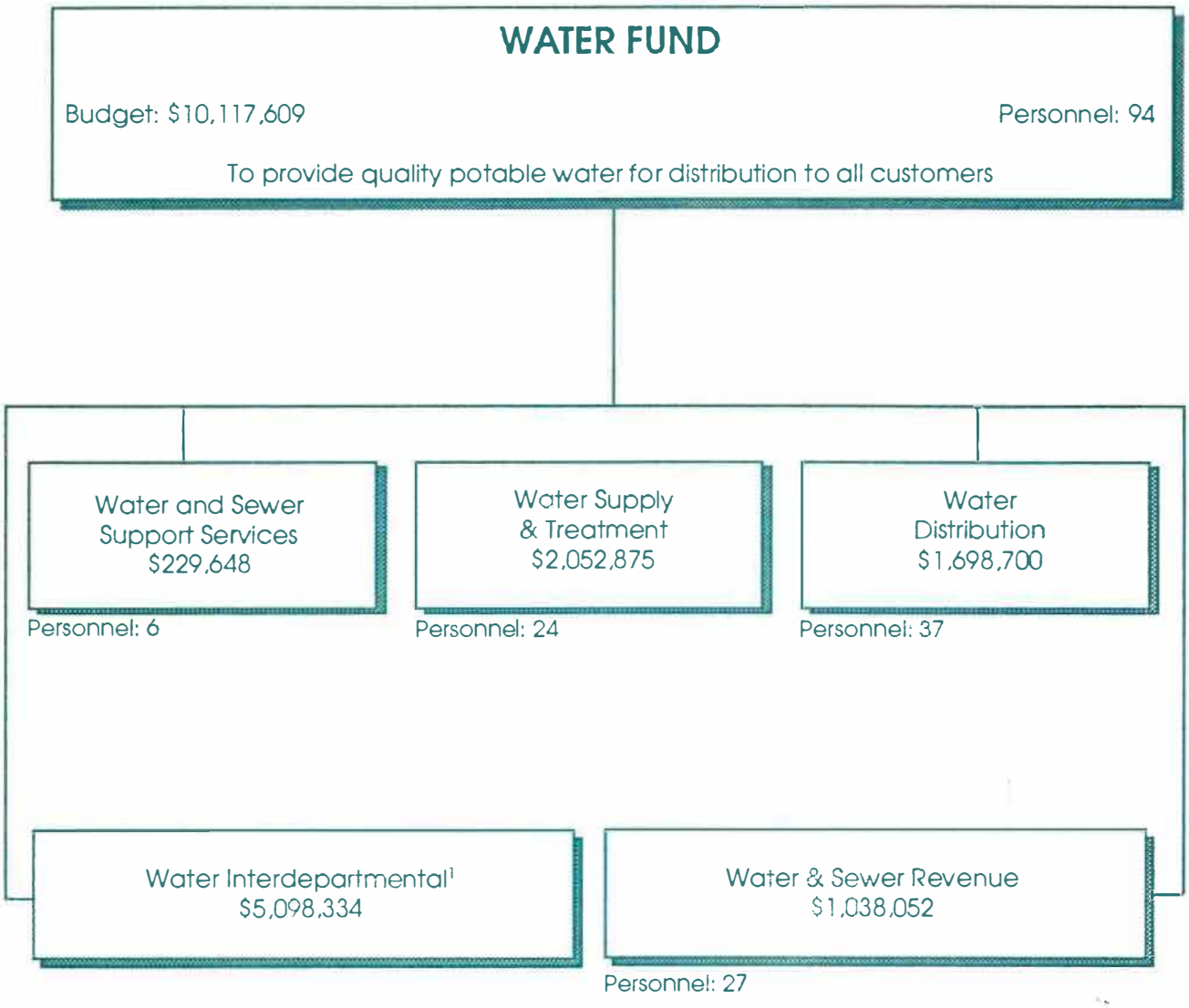
STRATEGY:

1. Obtain five properties, either HUD-foreclosed properties by utilizing Section 812 funds, or by transferring other City-owned properties, to the Urban Homesteading Program.
2. Market the Urban Homesteading Program through media and neighborhood organizations.
3. Implement local Urban Homesteading Program.



The Water Supply and Treatment activity monitors and maintains 39 well sites.

Water Fund



Vehicles: 59

[1] Includes $2,995,949 for Capital Projects

WATER FUND

The 1991 Water Fund budget totals $10,117,609, an increase of $784,753 or 8% over 1990 projected expenditures. Planned expenditures for the Water Fund are presented below following planned revenues. Detailed explanations of the program costs follow the summaries.

REVENUE BY SOURCE

The Water Fund collects revenue from sources outlined in the following table. There will be an adjustment in inside and outside City water rates and water tap-in fees in 1991. The adjustments are planned to produce an additional $701,339 in revenue. The major revenue source is water sales, which accounts for 83% of total revenue.

	1990 Projected	1991 Base	1991 New Revenue	1991 Total Revenue
Operating Revenue				
Water Sales-Ins.City	$6,177,030	$6,190,896	$483,926	$6,674,822
Water Sales-Outs.City	1,556,728	1,627,704	130,413	1,758,117
Water Cut-On Fees	120,000	100,000	--	100,000
Drain.Pump Station Maint. Fee	159,974	167,973	--	167,973
Reimbrsmnt For Sewer Admin.	111,921	115,449	--	115,449
Reimbrsmnt For Sewer Billing Svc.	473,203	477,264	--	477,264
Reimbrsmnt For Sanit. Billing Svc.	25,000	80,984	--	80,984
Miscellaneous Revenue	31,000	24,000	--	24,000
Water Tap-In Fees	197,000	174,000	87,000	261,000
Surcharges	3,000	3,000	--	3,000
Industrial Water Sales (Net)	305,000	300,000	--	300,000
Subtotal	$9,159,856	$9,261,270	$701,339	$9,962,609
Non-Operating Revenue				
Int. on Oper. Funds	135,000	120,000	--	120,000
Int. on Sink. Funds	38,000	35,000	--	35,000
Subtotal	173,000	155,000	0	155,000
Total Revenue	$9,332,856	$9,416,270	$701,339	10,117,609

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 2,169,560	$ 2,280,604	$ 111,044	5.1
Contractuals	1,063,252	1,069,224	5,972	0.6
Commodities	759,738	817,283	57,545	7.6
Internal Services	653,756	650,412	-3,344	-0.5
Capital Outlays	61,259	21,977	-39,282	-64.1
Debt Service	1,434,311	1,635,529	201,218	14.0
Other Charges	666,451	548,549	-117,902	-17.7
Contingency	0	98,082	98,082	--
Capital Projects[1]	2,524,529	2,995,949	471,420	18.7
Total	$ 9,332,856	$10,117,609	$ 784,753	8.4

PROGRAM COSTS

The 1991 budget for the Water Fund totals $10,117,609. This amount is $784,753 or 8% greater than 1990 projected expenses. The following sections provide detail on program expenses and explain the major changes between the expenditures projected for 1990 and the allocations for 1991.

PERSONNEL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Salaries & Wages	$1,632,989	$1,717,126	$ 84,137	5.2
Social Security	124,924	128,796	3,872	3.1
Medical Insurance	174,774	200,991	26,217	15.0
Life Insurance	0	5,592	5,592	--
Unemployment Comp	0	1,757	1,757	--
Disability Insurance	4,383	4,176	-207	-4.7
Worker's Comp	47,583	44,659	-2,924	-6.1
Pension	87,757	80,037	-7,720	-8.8
Longevity	12,924	13,244	320	2.5
Overtime	84,226	84,226	0	0.0
Total	$2,169,560	$2,280,604	$111,044	5.1

[1] Current funds transferred to Capital Account for Capital Improvement Projects.

The 1991 allocation for Personnel Services increases $111,044 or 5% over 1990 projected expenses. The major changes are explained below:

Salaries & Wages **increase** $84,137 due to the general wage increase, anniversary increase, and modular increase for eligible employees.

Medical Insurance **increases** $26,217 due to a higher citywide contribution for the Medical Insurance Fund.

CONTRACTUALS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Electricity	$ 794,848	$ 794,848	$ 0	0.0
Natural Gas	464	478	14	3.0
Communications	21,925	23,575	1,650	7.5
Travel/Conference	6,177	6,177	0	0.0
Travel/Training	4,726	4,726	0	0.0
Advertising	550	578	28	5.1
Insurance	15,280	11,167	-4,113	-26.9
Rentals	903	928	25	2.8
Dues/Periodicals	3,104	3,254	150	4.8
Professional Fees	5,863	6,155	292	5.0
Janitorial Services	540	540	0	0.0
Building Maint.	1,712	1,780	68	4.0
Building Repair	3,154	3,280	126	4.0
Equipment Maint	136,725	142,192	5,467	4.0
Photocopying	3,216	3,216	0	0.0
Printing	25,876	27,318	1,442	5.6
Other Transport	7,830	7,830	0	0.0
Other Contract	30,359	31,182	823	2.7
Total	$1,063,252	$1,069,224	$ 5,972	0.6

The 1991 allocation for Contractual Services increases $5,972 or 1% over 1990 projected expenses.

COMMODITIES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Office Supplies	$ 5,145	$ 5,399	$ 254	5.0
Postage	98,535	113,286	14,751	15.0
Clothing and Laundry	11,428	11,428	0	0.0
Operating Supp	41,309	43,051	1,742	4.2
Small Fixed Assets	7,615	11,807	4,192	55.0
Chemicals	67,278	78,278	11,000	16.4
Equip Repair Part	19,829	20,623	794	4.0
Construction Supp	23,040	24,190	1,150	5.0
Water Const Mat	460,784	483,823	23,039	5.0
Shop Supp/Propane	23,369	23,904	535	2.3
Diesel Fuel	1,406	1,494	88	6.3
Total	$ 759,738	$ 817,283	$ 57,545	7.6

The 1991 allocation for Commodities increases 8% or $57,545. The major increase is as follows:

Water Const Mat **increase** $23,039 due to inflation. This account is for materials such as valves, pipe, meters, and couplings.

INTERNAL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Service Desk	$ 82,810	$ 72,858	$ -9,952	-12.0
Data Processing	248,726	246,663	-2,063	-0.8
Engineering	2,465	3,117	652	26.5
Garage Services	157,105	154,970	-2,135	-1.4
Central Services	162,650	172,804	10,154	6.2
Total	$ 653,756	$ 650,412	$ -3,344	-0.5

The Internal Services chargebacks for 1991 decrease 1% or $3,344 from the level projected for 1990.

CAPITAL OUTLAYS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Oper/Constr Equip	$ 61,259	$ 21,977	$ -39,282	-64.1

A total of $21,977 is provided for Capital Outlays in 1991. A complete listing of capital items follows below.

Water Supply & Treatment	
4 Gas Chlorinators (replacement)	$ 8,188
4 Electronic Chlorine Scales (replacement)	8,379
Subtotal	$16,567
Water Distribution	
2 Jack Hammers (replacement)	1,520
2 Mud Hog Pumps (replacement)	1,940
1 Tapping Machine(replacement)	1,000
1 Pipe Saw (replacement)	950
Subtotal	$ 5,410
GRAND TOTAL	$21,977

DEBT SERVICE

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Sinking Fund	$1,398,990	$1,600,208	$201,218	14.4
Bond Disc Amort	12,359	12,359	0	0.0
GEFA Loan Payments	22,962	22,962	0	0.0
Total	$1,434,311	$1,635,529	$201,218	14.0

Debt Service for the Water Fund totals $1,635,529 for 1991. The increase is in accordance with the debt payment schedule of the Water/Sewer bond issues.

The City issues bonds in order to provide funding for various Water Capital projects. The Sinking Fund payment represents principal and interest on those bonds maturing for the year. Principal and interest due in 1991 for the 1987 and 1989 bond issues total $1,600,208.

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 Bond Discount scheduled to be amortized in 1991 is $12,359.

The GEFA Loan Payment represents payments to the Georgia Environmental Facilities Authority for low interest long-term loans to upgrade the City's water system. The GEFA repayments due in 1991 total $22,962.

OTHER CHARGES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Support Svcs by General Fund	$ 226,184	$ 271,931	$ 45,747	20.2
Investment Fund	152,434	0	-152,434	-100.0
W & S Bad Debt	102,000	90,000	-12,000	-11.8
Water from I & D	60,000	63,000	3,000	5.0
Admin Svc From I&D	37,948	42,311	4,363	11.5
Veh Depreciation	87,885	81,307	-6,578	-7.5
Total	$ 666,451	$ 548,549	$ -117,902	-17.7

Support Services by General Fund includes services provided by Management Services' activities such as Personnel, Finance, Purchasing and Research and Budget. The 1991 allocation is consistent with the most recent cost allocation plan.

The Water and Sewer Investment Fund was established in connection with the 1978 Refunding Bond issue. The 1978 refunding transaction resulted in a reduction in debt service costs through the year 1990. The 1978 refunding plan called for this savings to be set aside in the Investment Fund. After 1990, this fund, and interest earned thereon, will be utilized for capital improvements to the system.

In accordance with accounting principles, the Water Department is allowed to anticipate a reasonable amount for loss on bad debts. This estimated loss is charged as an expense against

incoming revenue. The Bad Debt account represents the expense for outstanding customer bills due to the Water Fund but not collected during the year.

Water from I and D represents payments for water from the I and D plant. Administrative Services from I&D represents the Water Fund's share of the cost of the Water Operations Director.

Vehicle Depreciation is a contribution for the replacement of vehicles based upon a vehicle's purchase price and expected use life.

VEHICLES TO BE REPLACED

Description	Cost
Water Distribution	
1 Backhoe	$30,000
1 Crew Truck	25,000
Subtotal	$55,000
Water/Sewer Revenue	
2 Sedans	$24,000
Total	$79,000

CONTINGENCY

An allocation of $98,082 is provided for emergencies and unexpected needs.

CONTRIBUTION TO CAPITAL PROJECTS

The amount of $2,995,949 reflects the contribution from current revenue to support Capital Improvement Projects. This revenue will be combined with bond proceeds and other financing sources. The projects planned for 1991 are later discussed in detail.

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Water & Sewer Sup Svs	198,951	221,105	229,648
Water Supply & Treat.	1,905,408	2,026,954	2,052,875
Water Distribution	1,501,876	1,631,690	1,698,700
Water & Sewer Revenue	891,333	1,006,696	1,038,052
Water Interdepart.	4,098,585	4,446,411	5,098,334
Total	$8,596,153	$9,332,856	$10,117,609

Water and Sewer Support Services: This activity's $8,543 increase is primarily due to the $6,006 rise in Salaries and Wages and the $3,534 increase in Central Services charges.

Water Supply and Treatment: The Water Supply and Treatment activity increases by $25,921. The major account increases involve Salaries and Wages, $29,456; Chemicals, $10,951; Medical Insurance, $5,363; Equipment Maintenance $4,988; and Administrative Services from I&D, $4,363. The Chemical account goes up due to the change from a flouride powder to liquid flouride. These increases are partially offset by a $30,688 decrease in Capital Outlays.

Water Distribution: Primary factors in this activity's $67,010 increase are Salaries and Wages and Water Construction Materials. Salaries and Wages rise by $32,749 and Water Construction Materials by $22,732. The Water Construction Materials account is up due to normal price increases and involves items such as water meters, pipe, and fire hydrant parts. Also increasing is Medical Insurance by $11,024.

Water and Sewer Revenue: This activity increases $31,356 due to increases of $15,926 in Salaries and Wages; $14,728 in Postage; and $8,042 in Medical Insurance. Some of these increases are offset by decreases of $4,500 in the Capital Outlay account and $2,040 in the Pension account.

Water Interdepartmental: This activity increases by $651,923. Within the Water Interdepartmental activity, the CIP Project Contribution increases by $471,420, the Sinking Fund Payment rises by $201,218, and the Contingency rises by $98,082. Services by General Fund are also up by $45,747. The Contribution to Investment Fund decreases by $152,434 and Bad Debt Expense by $12,000 to offset some of these increases. Definitions for these accounts and the reasons for their change have already been discussed.

COST OF WATER OPERATIONS

The projected cost of operating the water system in 1990 and in 1991 is summarized on the next page. The unit cost is based on 9,178,646 CCF (100 cubic feet of water) billed annually in 1990 and 9,195,700 CCF in 1991. Unit costs are system-wide averages. The total costs represented on the following page exclude transfers to capital accounts for Capital Improvement Projects.

By Expenditure Area	1990 Projected	Cost per CCF	1991 Budget	Cost per CCF
Personnel Expenses	$2,169,560	$0.2364	$2,280,604	$0.2480
Contractual Svcs	1,063,252	0.1158	1,069,224	0.1163
Commodities	759,738	0.0828	817,283	0.0889
Internal Services	653,756	0.0712	650,412	0.0707
Capital Outlays	61,259	0.0067	21,977	0.0024
Debt Service	1,434,311	0.1563	1,635,529	0.1779
I & D Admin	37,948	0.0041	42,311	0.0046
Svcs by Gen Fd	226,184	0.0246	271,931	0.0296
Contr/Invest Fund	152,434	0.0166	0	0.0000

	1990 Projected	Cost per CCF	1991 Budget	Cost per CCF
By Expenditure Area (cont)				
Bad Debt Coverage	102,000	0.0111	90,000	0.0098
Vehicle Contrib	87,885	0.0096	81,307	0.0088
Water from I & D	60,000	0.0065	63,000	0.0069
Contingencies	0	0.0000	98,082	0.0107
Total	$6,808,327	$0.7418	$7,121,660	$0.7745
By Activity				
W & S Support Svcs	221,105	0.0241	229,648	0.0250
Water Supply & Treat	2,026,954	0.2208	2,052,875	0.2232
Water Distribution	1,631,690	0.1778	1,698,700	0.1847
W & S Revenue	1,006,696	0.1097	1,038,052	0.1129
Water Interdepart	1,921,882	0.2094	2,102,385	0.2286
Total	$6,808,327	$0.7418	$7,121,660	$0.7745

CAPITAL IMPROVEMENT PROJECTS AND THE CAPITAL FUNDING PROGRAM

A long range basic capital projects program for the water system which totals $32,573,000 for the period 1990-1995 has been developed. Completion of these projects is necessary in order to maintain the existing level of service to current customers and to meet state and federal mandates. Water Capital Projects are 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 six-year water capital program are summarized below by category.

Six Year Capital Program
(in Thousands of Dollars)

	1990	1991	1992	1993	1994	1995	Total
Cap Maint	$ 352	$ 563	$ 640	$ 605	$ 630	$ 695	$ 3,485
Cap Catch-up	810	700	1,150	1,700	2,550	700	7,610
Growth	200	600	800	35	7,999	11,844	21,478
Total	$1,362	$1,863	$2,590	$2,340	$11,179	$13,239	$32,573

The projects planned for 1991, totalling $1,863,000, are as follows:

CAPITAL MAINTENANCE PROJECTS

Water Fund Share of Paving Cost $ 135,000

Street paving programs are ongoing projects within the City of Savannah. In order to prevent future damage to newly paved

streets, water lines are evaluated for age and maintenance problems. If it is determined during the evaluation that the lines are deteriorated or undersized, the water lines are replaced prior to paving.

Miscellaneous Water Line Improvements $ 280,000

The existing Savannah Water Distribution System is a blend of the old and the new. There are numerous waterlines which have deteriorated to a condition where water leaks occur and service is interrupted. This project is developed to replace these deteriorated and substandard water lines.

Well Preventive Maintenance $ 135,000

A total of thirty-eight (38) water wells exist in the Savannah System. As part of the City's Preventive Maintenance Program, a total of five wells are inspected annually. The well pumps are overhauled and new parts are installed if warranted. This program was developed to prevent well failures which would cause a disruption of service.

Central Services Warehouse Roof Replacement $ 13,000

The current central warehouse facility was purchased from the federal government in 1954 and moved to the City Lot. The roof of the structure suffers from metal corrosion and deterioration. Attempts to patch the roof have been numerous and unsuccessful. The Water and Sewer Departments together use approximately 50% of this facility and therefore will share 50% of the cost of the new roof.

CAPITAL CATCHUP PROJECTS

Extensions to Unserved Areas $ 200,000

Several sparsely populated areas within the City System may have a customer in need of City utilities. This customer may have been on a private well which has been abandoned due to quality problems. This program recognizes these areas also as potential growth areas.

Pump Monitoring System Improvements - Phase II $ 500,000

The existing pump monitoring system is 20 years, old and parts are no longer available. Since the installation of the existing system, the Savannah Water System has grown from 20 wells to 38 wells. A computer based pump monitoring system will allow for increased reaction by the City staff before an interruption of service occurs, will serve as a management tool in order to assimilate well pumpage data and to evaluate operator effectiveness, and will replace an outdated system. Phase I of this project was funded in 1990. Phase II will complete the project.

GROWTH PROJECTS

Developer Oversizing $ 200,000

Since a developer will extend City utilities to service a proposed development based on requirements of the project, any oversizing of the utilities based on City Master Plan Requirements will be funded by the City. Master planning is required to prevent future service problems beyond the scope of the original developer.

New Well and Distribution Piping - Southside $ 400,000

A new well will be required for the Southside to meet existing and future needs in 1991. The drought of 1990 proved the vulnerability of the system when fire demands pushed the system to maximum capacity. Without the surface water suppliment, the City System would not be able to meet any unusual fire demands.

GRAND TOTAL **$1,863,000**

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 provided from current revenues is $66,929,000. The following table details these costs.

	Six-Year Total 1990-1995
O & M Including Existing Debt Service	$45,537,000
Debt Service on $10 Million New Bonds	0
Capital Improvements (Not Paid by Bonds)	22,573,000
Less: Reserves, Interest Earned, Draw from Contingency Fund	-1,181,000
Total	$66,929,000

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 $58,0[illegible]9,000.

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 $8,890,000 ($66,929,000 - $58,039,000).

4. Develop a plan for rate adjustments 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 for raising the $8,890,000 needed to finance the City's water system requirements over the six year period.

RATE ADJUSTMENTS - FIVE YEAR PLAN

	Current	Planned 1991	Projected 1992	1993	1994	1995
Inside City Rates						
Base Charge	$10.30	$10.80	$11.30	$11.80	$11.80	$12.30
0-15 CCF[1]	.26	.30	.34	.38	.38	.42
Over 15 CCF	.42	.46	.50	.54	.54	.59
Outside City Rates						
Base Charge	$15.45	$16.20	$16.95	$17.70	$17.70	$18.45
0-15 CCF	.39	.45	.51	.57	.57	.63
Over 15 CCF	.63	.69	.75	.81	.81	.89
Tap-In Fee	$ 200	$ 300	$ 300	$ 300	$ 300	$ 400
Typical Bi-Monthly Bill						
Inside with 25 CCF	$18.40	$19.90	$21.40	$22.90	$22.90	$24.50
Outside with 25 CCF	27.60	29.85	32.10	34.35	34.35	36.80

The following table shows the additional revenue generated by each 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) 1991	1992	1993	1994	1995	Total
1991	$ 614	$ 624	$ 634	$ 643	$ 653	$ 3,168
1992		624	634	644	654	2,556
1993			634	643	653	1,930
1994				0	0	0
1995					711	711
Subtotal	$ 614	$1,248	$1,902	$1,930	$2,671	$ 8,365

[1] CCF = 100 cubic feet = 750 gallons

Tap-In-Fee Changes	1991	1992	1993	1994	1995	Total
1991	$ 87	$ 87	$ 87	$ 87	$ 87	$ 435
1995					90	90
Subtotal	$ 87	$ 87	$ 87	$ 87	$ 177	$ 525
Total	$ 701	$ 1,335	$1,989	$2,017	$2,848	$ 8,890

1991 RATE ADJUSTMENTS

Changes occurring in 1991 are a $.04 per CCF increase for the first 15 CCF's of usage ($.06 for outside City customers), and a $.04 per CCF increase for consumption in excess for 15 CCF's ($.06 for outside City customers), a base rate increase of $.25/month ($.37 for outside city). Tap-In Fees will also increase by $100. The amount of revenue generated by the rate changes is $701,339 in 1991.

As explained previously, adjustments in the water rates are required to provide additional revenues for current and future capital needs. The 1991 rate changes and resulting new revenues are summarized below by category:

Inside City	Current Rates	1991 Rates	Increase	Annual Billing Units	New Revenue
Base	$10.30	$10.80	$ .50	353,547 bills	$176,774
0-15 CCF	.26	.30	.04	4,223,340 CCF	168,934
Over 15 CCF	.42	.46	.04	3,455,460 CCF	138,218
Outside City					
Base	$15.45	$16.20	$ .75	52,532 bills	$ 39,399
0-15 CCF	.39	.45	.06	584,007 CCF	35,040
Over 15 CCF	.63	.69	.06	932,894 CCF	55,974
Tap-In Fees	$200	$300	$100	--	$ 87,000
Total New Operating Revenue Generated					**$701,339**

As a result of these adjustments, the typical residential inside water customer with 2,500 cubic feet consumption would see the bimonthly bill go from $18.40 to $19.90. This is an average increase of $.75 per month.

WATER & SEWER SUPPORT SVC

PURPOSE: PLAN AND COORDINATE THE WATER & SEWER PROJECTS AND INVENTORY WATER & SEWER SYSTEMS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 162,176	$ 183,922	$ 192,999
CONTRACTUALS	$ 4,578	$ 5,530	$ 4,250
COMMODITIES	$ 4,451	$ 3,433	$ 3,243
INTERNAL SERVICES	$ 17,110	$ 21,033	$ 24,844
CAPITAL OUTLAYS	$ 5,318	$ 1,150	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 5,318	$ 6,037	$ 4,312
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 198,951	$ 221,105	$ 229,648

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SENIOR MANAGEMENT ANALYST	1.00	0.00		$
SENIOR ENGINEERING AIDE	2.00	2.00	59	$ 35,840
ADMINISTRATIVE ASSISTANT	0.00	1.00	61	$ 18,454
ENGINEERING TECHNICIAN	1.00	1.00	73	$ 26,607
FACILITIES PROJECTS COORD	1.00	1.00	84	$ 41,277
FAC MAINT ENGINEERING DIR	1.00	1.00	92	$ 52,681
TOTAL	6.00	6.00		

WATER AND SEWER SUPPORT SERVICES

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 7102-1: Locate, exercise and map Water Distribution valves						
701	714	696	613	613	700	$148 Unit: $211 /valve
Valves Located, Exercised and Mapped						
WP 7102-2: Provide review of plans and specifications for private and City water and sewer projects						
193	217	158	170	170	130	$82 Unit: $631 /plan
Plans Reviewed						

GOAL: TO ENSURE THAT ALL PRESENT AND FUTURE WATER AND SEWER NEEDS ARE MET.

OBJECTIVE 7102-A: To ensure all valves in the Water Distribution System are in working order and the location of all valves is known by 1991.

	1986	1987	1988	1989	1990	1991
(A-1)	1,489	2,123	2,885	3,502	3,585	4,285
Cumulative Total of Previously Unidentified Valves Located						

STRATEGY:

1. Locate, exercise and map 700 of the approximately 5,500[1] valves in the Water Distribution System each year.

[1] Original estimate of the number of valves was made in 1983. Since that time, many sub-divisions have been added and other systems were purchased. It is estimated that at the end of 1990, approximately 2/3rds of the system will be inventoried.

WATER SUPPLY & TREATMENT

PURPOSE: PROVIDE QUALITY, POTABLE WATER FOR DISTRIBUTION TO ALL CUSTOMERS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 563,134	$ 616,482	$ 650,254
CONTRACTUALS	$ 932,388	$ 982,607	$ 990,786
COMMODITIES	$ 124,557	$ 134,307	$ 150,223
INTERNAL SERVICES	$ 169,131	$ 123,119	$ 126,965
CAPITAL OUTLAYS	$ 31,606	$ 47,255	$ 16,567
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 84,592	$ 123,184	$ 118,080
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,905,408	$ 2,026,954	$ 2,052,875

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
PUMP REPAIR MECHANIC TRAINEE	1.00	1.00	51	$ 15,557
WATER PLANT OPERATOR I	5.00	5.00	58	$ 88,346
WATER PLANT OPERATOR II	8.00	8.00	58	$ 154,616
WATER PLANT OPERATOR III	4.00	4.00	58	$ 89,748
PUMP REPAIR MECHANIC	1.00	1.00	61	$ 20,345
ELECTRONIC CONTROL TECH II H	1.00	1.00	69	$ 24,134
WATER PLANT OPERATIONS SUPV	2.00	2.00	72	$ 52,604
WATER SUPPLY SUPT	1.00	1.00	75	$ 28,363
WTR TRTMENT/DISTRIBUTION ADMIN	1.00	1.00	79	$ 33,959
TOTAL	24.00	24.00		

WATER SUPPLY AND TREATMENT

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 7110-1: Operate and maintain wells						
27.7	26.6	25.7	26.6	27.0	28.4	$1,509
		Million Gallons/Day				Unit: $146
31	34	37	38	38	39	/MG
		Well Sites Repaired				
WP 7110-2: Collect and analyze water samples per federal regulations						
2,640	2,040	2,300	2,300	2,300	2,300	$107
	Samples collected and sent to State					Unit: $47
155	167	117	130	130	130	/sample
	Valid Water Complaints					
WP 7110-3: Perform preventive maintenance, operate and inspect three Storm Water Lift Stations						
3	3	3	3	3	3	$78
	Storm Water Lift Stations Maintained					Unit: $26,000 /station
WP 7110-4: Monitor Distribution System pressure						
31	34	37	38	38	39	$229
		Well Sites Monitored per Day				Unit: $627 /day
WP 7110-5: Maintain buildings and grounds at well sites						
31	34	37	38	38	39	$50
		Well Sites Maintained				Unit: $1,316 /site
WP 7110-6: Provide fluoride treatment and maintain equipment						
26.0	25.0	25.0	25.4	25.7	26.0	$80
		Million Gallons/Day				Unit: $8
24	24	24	24	24[1]	25	/MG fl.
		Well Sites Fluoridated				

[1] 3 wells at Travis Field, 2 wells at Georgetown, 3 wells at Dutch Island, 2 wells at Gateway, Seagate, and Bryanwoods 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.

	1986	1987	1988	1989	1990	1991
(A-1)	0	0	0	0	0	0

Number of Violations

STRATEGY:

1. Monitor chlorine residuals at all well sites and ensure at least 0.5 ppm (parts per million) is maintained.
2. Perform chemical and bacteriological tests as required by State and Federal laws.
3. Continue in-house cross-connection control programs and certification and training of all operators.

OBJECTIVE 7110-B: To ensure those planning units with complaints[1] exceeding the City wide average are reduced by 10% in 1991.

	Planning Unit	1986	1987	1988	1989	1990	1991
(B-1)	All	5	4	3.4	3.7	4.8	4.3
			Citywide Average Complaints				
(B-2)	2	11	10	2	8	4	3.6
(B-3)	3	9	5	6	1	1	0.9
(B-4)	7	6	12	2	3	3	2.7
(B-5)	9	7	5	3	3	3	2.7
(B-6)	10	9	7	5	10	3	2.7
(B-7)	13	17	19	1	10	3	2.7
(B-8)	15	6	7	2	0	0	0
(B-9)	24	22	12	4	18	30	4.3
(B-10)	25	12	12	5	4	9	8.1
(B-11)	27	9	5	5	4	3	2.7
(B-12)	29	6	5	4	6	3	2.7

Complaints
(Those Planning Units exceeding citywide average)

[1] Complaints may involve water quality, water pressure, or appearance at well sites.

STRATEGY:
1. Continually evaluate water quality complaint data for development of CIP Projects to improve water lines.
2. Perform weekly or monthly flushing programs in areas identified to have a problem.
3. Maintain 0.5 PPM (parts per millon) chlorine residual and a 0.8 to 1.22 PPM fluoride residual.

OBJECTIVE 7110-C: To respond to water quality complaints within 1 working day.

	1986	1987	1988	1989	1990	1991
(C-1)	98.0%	100%	100%	100%	100%	100%
	Water Taste - Responses Within 1 Day					
(C-2)	98.2%	100%	100%	100%	100%	100%
	Water Color - Responses Within 1 Day					
(C-3)	98.3%	100%	100%	100%	100%	100%
	Water Odor - Responses Within 1 Day					

STRATEGY:
1. Continually evaluate water quality complaint data for development of CIP Projects to improve water lines.
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.

OBJECTIVE 7110-D: To reduce pressure complaints by 10% Citywide.

	1986	1987	1988	1989	1990	1991
(D-1)	5	5	8	8	6	5.4
	Pressure Complaints					

STRATEGY:
1. Monitor distribution system pressure 24 hours a day.
2. Submit water line sizing policy to City Manager to assure that all future water projects are completed properly.
3. Evaluate pressure complaints to identify problem areas and prepare CIP Projects to eliminate 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.

	1986	1987	1988	1989	1990	1991
(E-1)	0	0	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 to help maintain grass.

OBJECTIVE 7110-F: To ensure[1] all storm lift stations operate at design capacity at all times.

	1986	1987	1988	1989	1990	1991
(F-1) Fell	100%	100%	100%	100%	100%	100%
(F-2) Kayton	77%	100%	100%	100%	100%	100%
(F-3) Gwinnett	100%	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.

OBJECTIVE 7110-G: To ensure service requests are completed within standard as per the following schedule:

Priority[2]	1986	1987	1988	1989	1990	1991
(G-1) I	99.3%	97.1%	95.5%	94.6%	100%	100%
(G-2) II	No work codes in this priority					
(G-3) III	100%	100%	100%	100%	100%	100%

STRATEGY:
1. Review daily computer printout to ensure proper scheduling.

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1 Design capacity: Fell Street station - 5 of 5 pumps;
Kayton Box station - 7 of 9 pumps;
Gwinnett Street station - 2 of 2 pumps

2 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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 736,305	$ 800,690	$ 844,542
CONTRACTUALS	$ 26,276	$ 27,224	$ 25,984
COMMODITIES	$ 438,703	$ 515,054	$ 542,915
INTERNAL SERVICES	$ 212,181	$ 230,889	$ 223,285
CAPITAL OUTLAYS	$ 29,719	$ 8,354	$ 5,410
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 58,692	$ 49,479	$ 56,564
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,501,876	$ 1,631,690	$ 1,698,700

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
UTILITIES MAINT WORKER	3.00	3.00	46	$ 38,787
SR UTILITIES MAINT WORKER	11.00	11.00	48	$ 152,176
WATER METER MECHANIC	4.00	4.00	51	$ 58,743
MEDIUM EQUIPMENT OPERATOR	4.00	4.00	51	$ 74,042
CUSTOMER SERV REPRESENTATIVE	1.00	1.00	58	$ 17,151
WATER METER CREW CHIEF	1.00	1.00	59	$ 17,575
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
UTIL MAINT CREW CHIEF	8.00	8.00	61	$ 154,275
CONSTRUCTION INSPECTOR	1.00	1.00	68	$ 22,068
UTIL MAINT SUPERVISOR	2.00	2.00	72	$ 50,897
WATER DISTRIBUTION SUPT	1.00	1.00	75	$ 29,335
TOTAL	37.00	37.00		

WATER DISTRIBUTION

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 7120-1: Install new meters						
1,310	1,283	815	659	700	750	$191
Meters Installed per Year						Unit: $255 /meter
WP 7120-2: Maintain meters and meter boxes						
24,435	23,122	24,952	22,275	24,072	24,500	$244
Meters Serviced per Year						Unit: $10 /meter
542	614	689	459	800	800	$37
Meters Plugged, Unplugged per Year						Unit: $46 /occurr.
5,239	3,819	4,686	4,741	4,800	4,800	$55
Meters Tested per Year						Unit: $11 /testing
WP 7120-3: Repair leaks						
2,331	2,331	1,940	1,825	1,790	1,754	$664
Leaks Repaired per Year						Unit: $379 /repair
WP 7120-4: Install new service laterals						
1,041	1,093	1,152	1,066	1,000	1,000	$177
Number of Laterals Installed						Unit: $177 /install.
WP 7120-5: Install and maintain fire hydrants and independent valves						
44	29	37	25	36[1]	40	$168
Hydrants Replaced per Year						Unit: $4,200 /hydrant
15	28	22	10	36	40	$37
Valves Installed per Year						Unit: $925 /valve
1,193	1,642	2,744	1,748	1,748	2,000	$60
Hydrants Inspected, Serviced and Exercised per Year						Unit: $30 /hydrant
WP 7120-6: Conduct inspections for cross connection control program						
100	192	285	469	536	590	$66
Inspections per Year						Unit: $112 /inspec.

[1] Hydrants replaced as work orders received.

GOAL: TO ENSURE 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 2% in 1991.

	Base Year 1978	1986[1]	1987[2]	1988[3]	1989	1990	1991
(A-1)	3,744	2,331	2,331	1,940	1,825	1,790	1,754

Total Leaks

STRATEGY:

1. Continue Lateral Replacement Program based on evaluation of excavated service lateral.
2. Monitor paving projects annually for water replacement scheduling.
3. Install a total of 1,000 new service laterals in 1991.

OBJECTIVE 7120-B: To ensure those Planning Units with water leak rates exceeding the Citywide average are reduced 10%.

	1986	1987	1988	1989	1990	1991
(B-1)	4.3	5.0	3.9	3.7	3.3	3.0

Citywide Average Leak Rate

(B-2) P.U.	Miles Water Lines	1985	1986	1987[4]	1988	1989	1990	1991
1	6.3	9.2	5.4	7.9	6.2	7.9	4.4	4.0
2	18.5	10.3	9.3	7.8	6.1	5.2	4.4	4.0
3	11.2	6.4	6.6	8.0	10.6	5.9	7.9	7.1
5	12.9	18.9	18.4	6.2	7.9	5.1	6.2	5.6
9	15.8	4.2	4.5	4.4	3.0	3.5	4.1	3.7
12	15.4	8.7	10.8	5.3	4.4	4.5	4.8	4.3
13	30.2	7.7	6.4	8.3	5.9	5.3	5.2	4.7
16	15.0	5.7	4.6	4.7	4.3	4.1	5.1	4.6
17	7.0	10.6	10.3	13.4	6.3	7.7	8.0	7.2
18	17.6	8.4	8.1	8.8	5.8	5.1	4.1	3.7
19	26.1	9.1	9.3	7.0	7.6	5.1	6.4	5.8
20	19.6	3.7	6.5	3.9	3.7	3.7	3.7	3.3
26	25.1	5.4	9.4	6.5	4.6	2.4	3.8	3.4

Leak Rate per Water Line Mile

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1 Georgetown, Chatham Parkway Water Systems acquired
2 Dutch Island, Seagate, Bryanwoods Systems acquired
3 Gateway system acquired
4 Miles of water line revised in 1987. Projected leak rate to end of 1988 (529.6 miles of water line).

STRATEGY 7120-B:

1. Review "actual" 1990 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.

GOAL: TO ENSURE ALL FIRE HYDRANTS IN THE CITY DISTRIBUTION SYSTEM ARE IN CONSTANT READINESS FOR FIRE FIGHTING.

OBJECTIVE 7120-C: To ensure no unreported dry fire hydrants are located at fire scenes and that non-functioning fire hydrants are repaired within standard.

	1986	1987	1988	1989	1990	1991
(C-1)	0	0	0	0	0	0
	Incidents of Non-Reported Dry Fire Hydrants at a Fire					
(C-2)	81%	91%	93%	97%	97%	97%
	Non-functioning Hydrant Repaired Within 14 day Standard					

STRATEGY:

1. Improve scheduling of fire hydrant repair work and ensure a minimum of 10 fire hydrants per day are inspected and serviced.
2. Investigate relocation or the use of protective barriers to protect fire hydrants repeatedly damaged by vehicles.
3. Ensure the Fire Hydrant Inspector can perform light maintenance functions on hydrants.

OBJECTIVE 7120-D: To ensure in all Planning Units, fire hydrants are available to all dwelling units within the 500 linear foot distance requirements.

Planning Unit	1986	1987	1988	1989	1990	1991
9	na	2	0	0	0	0
10	na	2	0	0	0	0
13	na	1	0	0	0	0
23[1]	na	1	0	0	0	0
25[1]	na	5	5	0	0	0
26[1]	na	8	0	0	0	0
28[1]	na	9	9	5	3	0
	Number of Locations Not Meeting Standard					

STRATEGY:

1. Install by Street Paving Programs, necessary fire hydrants in Planning Units 25 and 28.

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[1] Set up as CIP in Engineering; should be completed by June 1991.

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.[1]

	1986	1987	1988	1989	1990	1991
(E-1)	27%	95%	73%	71%	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 prior to installation of the meter either by City forces or plumber.
3. Continue inspections of all plumber installed meters.

OBJECTIVE 7120-F: To ensure at least 90% of the 500 meters 2" and larger are accurately registering water flows.

	1986	1987	1988	1989	1990	1991
(F-1)	85%	83%	83%	83%	85%	90%

Accurate Meters Between 2" and 4"

(F-2)	85%	86%	94%	94%	95%	95%

Accurate Meters 4" and Larger

STRATEGY 7120-F:

1. Continue scheduling of all small meters by Customer Service Representative and large meters by Water Operations Director.
2. Improve lost meter productivity with use of metal detectors.
3. Inspect and test 4 - 2" meters and larger per month by water meter repair foreman.

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[1] 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.

OBJECTIVE 7120-G: To ensure service requests for the Water Meter Services Program are completed within standard.

	Priority[1]	1986	1987	1988	1989	1990	1991
(G-1)	1	81%	81%	82%	90%	90%	90%
(G-2)	2	61%	62%	71%	87%	87%	87%
(G-3)	3	81%	91%	93%	85%	85%	85%

Completed Within Standard

STRATEGY:

1. Continue scheduling of 5 meter repair crews by Water Distribution Customer Service Representative.
2. Review monthly service desk printout to determine where standards are not being met.
3. Assign each meter repair crew to a geographic area of the system to reduce travel time.

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[1]

Priority		Standard # Working Days
1	Unplug meter	3
	Replace meter box top	3
	Meter installation city forces	7
	Replace meter/bill paid	2
2	Meter tampering	7
	Meter installation plumber	21
	Meter leak	10
	Remove meter/delinquent bill	7
	Replace meter	10
	Raise/lower meter box	15
3	Plug meter	17
	Replace curb cock/meter registering backwards	15
	Clean out meter box	45
	Meter installation plumber pending	120
	Miscellaneous meter work	15
	Meter installation-city pending	120
	Locate meter	15
	Terminate meter	15

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 ensure there is zero backflow of toxic and obnoxious chemicals into the potable water system.

	1986	1987	1988	1989	1990	1991
(H-1)	0	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.[1]
3. Document and follow-up with inspections of systems out of compliance.

[1] 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.

WATER & SEWER REVENUE

PURPOSE: BILL WATER, SEWER, AND REFUSE CHARGES, PROVIDE CUSTOMER SERVICES, AND ENFORCE PAYMENT OF DELINQUENT BILLS.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 528,136	$ 568,466	$ 592,809
CONTRACTUALS	$ 9,968	$ 46,985	$ 47,254
COMMODITIES	$ 98,365	$ 106,944	$ 120,902
INTERNAL SERVICES	$ 243,387	$ 272,668	$ 269,425
CAPITAL OUTLAYS	$ 2,044	$ 4,500	$ 0
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 9,433	$ 7,133	$ 7,662
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 891,333	$ 1,006,696	$ 1,038,052

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
ACCOUNT CLERK	6.00	6.00	53	$ 91,092
WATER METER READER	4.00	4.00	54	$ 63,006
WATER SERVICE REPRESENTATIVE	6.00	6.00	54	$ 94,898
SENIOR CLERK TYPIST	1.00	1.00	55	$ 15,941
SENIOR ACCOUNT CLERK	4.00	4.00	56	$ 69,155
SENIOR METER READER	1.00	1.00	60	$ 18,009
REVENUE INVESTIGATOR	1.00	1.00	62	$ 19,376
REVENUE SUPERVISOR	2.00	2.00	68	$ 43,780
WATER METER READING SUPV	1.00	1.00	68	$ 21,890
WATER & SEWER REVENUE ADMIN	1.00	1.00	80	$ 37,439
TOTAL	27.00	27.00		

WATER AND SEWER REVENUE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 7170-1: Read Water Meters and produce and mail utility bills (bi-monthly)						
341,544	353,000	363,300	368,000	370,000	373,000	$380
		Total Meters Read				Unit: $1
313,461	324,000	327,400	330,500	332,000	335,000	/reading
		Total Annual Billings				
WP 7170-2: Provide customer services						
27,887	28,222	28,750	28,850	[1]29,000	29,000	$332
		Transaction Type A				Unit: $4
15,875	16,142	17,100	16,500	[1]16,600	17,400	/trans.
		Transaction Type B				
4,502	4,920	12,781	22,000	[1]22,000	23,400	
		Transaction Type C				
13,612	14,028	13,004	8,300	[1] 8,350	9,050	
		Transaction Type D				
WP 7170-3: Administer the delinquent accounts program						
96,180	110,000	97,487	100,000	101,000	101,000	$326
		Delinquency Notices Issued				Unit: $6
25,833	40,000	43,410	54,000	54,250	54,000[2]	/action
		Field Action Taken on Delinquent Accounts				

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

OBJECTIVE 7170-A: To read 98% of water meters and to produce and mail 99% of utility bills within 1 week of scheduled date in 1991.

	1986	1987	1988	1989	1990	1991
(A-1)	87.5%	95.0%	98.0%	98.5%	98.6%	98.5%
		% Meters Read Within Standard				
(A-2)	87.5%	98.0%	98.5%	99.0%	99.0%	99.0%
		% Billings Mailed Within Standard				

[1] Type
A - Open and close accounts; B - Receive/refund deposits
C - Duplicate bills; D - Field inspections

[2] 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.

STRATEGY 7170-A:

1. Use Utilicorder automated meter reading system, and use back-up meter reading system as necessary.
2. Start meter reading and billing runs on schedule, and process billings and mail bills on weekly schedule.
3. Use overtime as needed to maintain meter reading and billing schedules throughout the year.

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

OBJECTIVE 7170-B: To maintain or increase the percentage of field service requests completed within one day in 1991.

	1986	1987	1988	1989	1990	1991
(B-1)	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%
		Type A Requests Completed[1]				
(B-2)	96.0%	96.5%	96.5%	97.5%	97.7%	97.7%
		Type B Requests Completed[1]				
(B-1)	92.0%	93.0%	92.0%	95.0%	95.5%	96.0%
		Type C Requests Completed[1]				
(B-1)	92.0%	93.0%	91.5%	94.0%	94.5%%	95.0%%
		Type D Requests Completed[1]				

OBJECTIVE 7170-C: To maintain the percentage of customer service transactions completed within 15 days of request at current levels during 1991.

	1986	1987	1988	1989	1990	1991
(C-1)	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
		Customer Service Transactions Type A[1]				
(C-2)	99.8%	99.8%	99.8%	99.8%	99.8%	99.8%
		Customer Service Transactions Type B[1]				
(C-3)	99.8%	99.8%	99.7%	99.7%	99.8%	99.8%
		Customer Service Transactions Type C[1]				
(C-4)	99.0%	99.0%	98.0%	99.0%	99.0%	99.0%
		Customer Service Transactions Type D[1]				

STRATEGY 7170-B & C:

1. Customer Service Clerks will receive requests and process for field action on same-day basis.
2. Water Service Representatives turn-on and cut off service within one day of request, and other service calls as secondary priority.
3. Enter final account information into computer within 15 days for billing purposes, and monitor transactions not meeting standards.

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[1] Type: A - Service turn-ons; B - Service cut-offs
C - Inspections; D - Information seeks

GOAL: TO ENSURE ALL VALID WATER, SEWER AND REFUSE BILLINGS ARE COLLECTED.

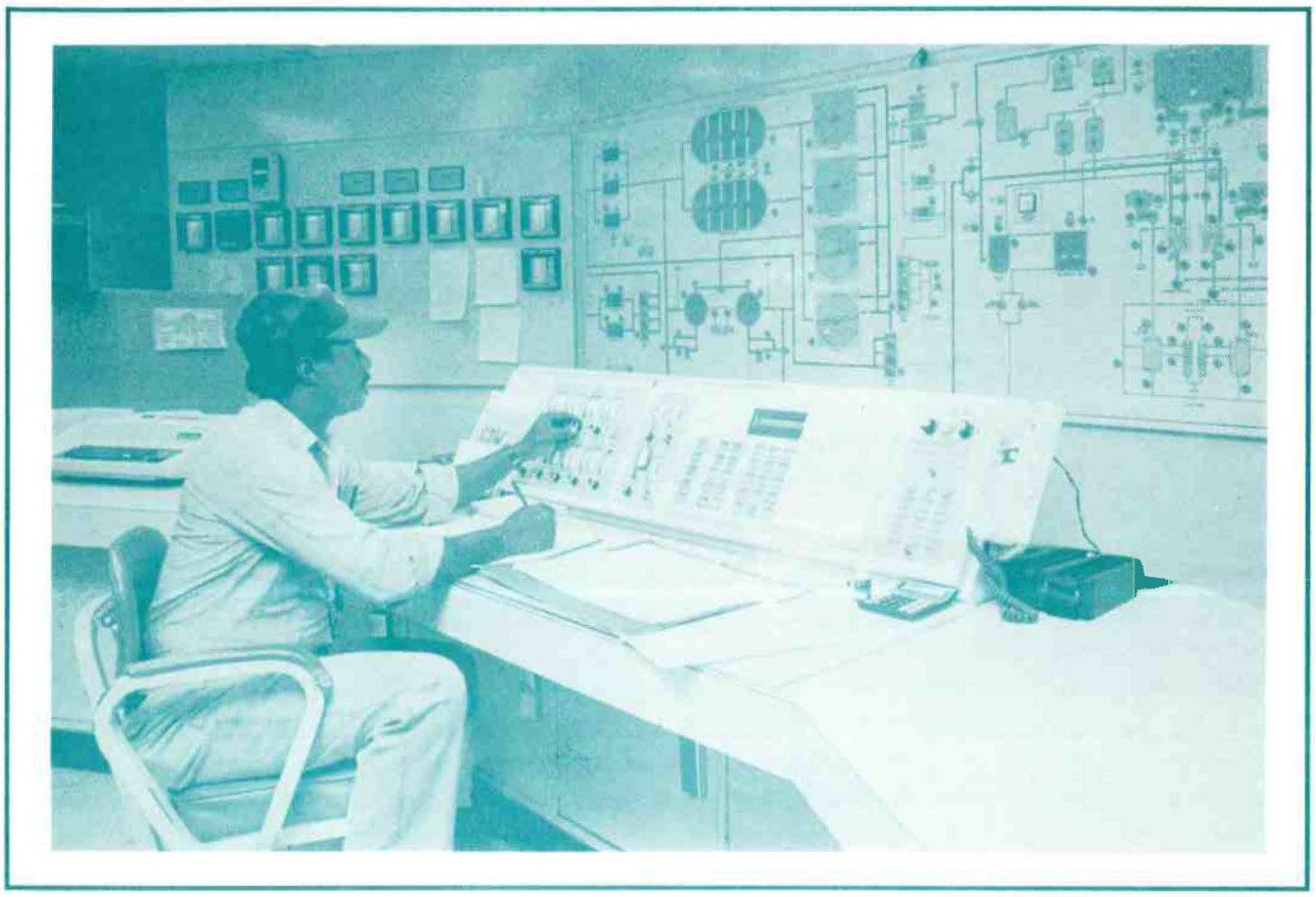
OBJECTIVE 7170-D: To collect 98.5% of billings during 1991.

	1986	1987	1988	1989	1990	1991
(D-1)	98.6%	98.5%	98.6%	98.5%	98.5%	98.5%

% of Billings Collected

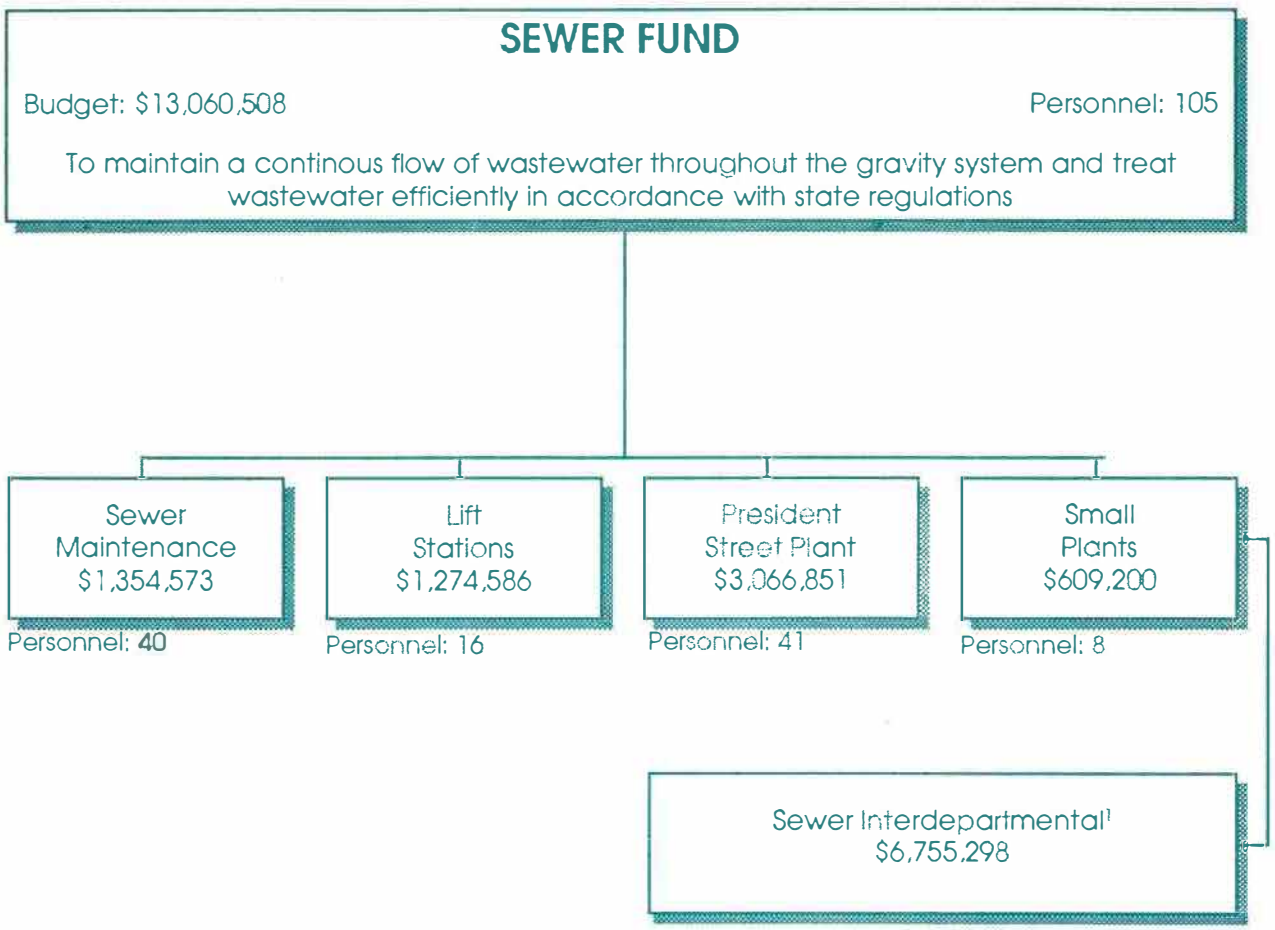
STRATEGY:

1. Start computer runs to produce delinquency notices on schedule; process and mail delinquency notices by cycle schedule.
2. Assign problem accounts by geographical territory to six Water Service Representatives.
3. Enforce delinquent cut-offs by assigning problem accounts to a Revenue Investigator; and investigate thefts of service.



The President Street Plant will process approximately 6,310 million gallons of sewage in 1991.

Sewer Fund



Vehicles: 78

[1] Includes $2,511,757 for Capital Projects

SEWER FUND

The 1991 Sewer Fund budget totals $13,060,508, a decrease of $290,424 or 2% from 1990 projected expenditures. The planned expenditures are presented below following projected revenue. Detailed explanations of the program costs follow the summaries.

REVENUE BY SOURCE

The Sewer Fund collects revenue from sources outlined in the following table. No adjustment in sewer rates is planned for 1991. The major revenue source is sewer use fees, which accounts for 84% of total revenue.

	1990 Projected	1991 Base	1991 New Revenue	1991 Total Revenue
Operating Revenue				
Sewer Fees-Ins.City	$8,847,625	$8,831,707	--	$8,831,707
Sewer Fees-Outs.City	2,089,582	2,113,852	--	2,113,852
Sewer Cut-On Fees	120,000	100,000	--	100,000
Sewer Tap-In Fees	517,300	386,000	--	386,000
Surcharges	346,175	212,699	--	212,699
Septic Tank Disp.Fees	55,000	55,000	--	55,000
County Poll.Abate.Fee	1,001,250	1,001,250	--	1,001,250
Subtotal	$12,976,932	$12,700,508	$ 0	$12,700,508
Non-Operating Revenue				
Int. on Oper.Funds	314,000	300,000	--	300,000
Int. on Sinking Funds	60,000	60,000	--	60,000
Subtotal	374,000	360,000	0	360,000
Total Revenue	$13,350,932	$13,060,508	$ 0	$13,060,508

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 2,662,705	$ 2,805,514	$ 142,809	5.4
Contractuals	1,972,952	1,908,445	-64,507	-3.3
Commodities	930,029	953,225	23,196	2.5
Internal Services	325,339	329,002	3,663	1.1
Capital Outlays	174,505	154,400	-20,105	-11.5
Debt Service	2,609,390	3,037,976	428,586	16.4
Other Charges	1,803,443	1,237,099	-566,344	-31.4
Contingency	0	123,090	123,090	--
Capital Projects[1]	2,872,569	2,511,757	-360,812	-12.6
Total	$13,350,932	$13,060,508	$ -290,424	-2.2

[1] Current funds transferred to Capital Account for Capital Improvement Projects.

PROGRAM COSTS

The 1991 budget for the Sewer Fund totals $13,060,508. This amount is $290,424 or 2% less than 1990 projected expenses. The following sections provide detail on program costs and explain the major changes between the expenditures projected for 1990 and the budget planned for 1991.

PERSONNEL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Salaries & Wages	$ 1,917,612	$ 2,041,778	$124,166	6.5
Social Security	146,698	152,913	6,215	4.2
Medical Insurance	204,587	237,567	32,980	16.1
Life Insurance	0	6,672	6,672	--
Unemployment Comp	0	1,987	1,987	--
Disability Ins	5,158	4,982	-176	-3.4
Worker's Comp	82,410	71,410	-11,000	-13.3
Pension	103,951	95,818	-8,133	-7.8
Longevity	16,085	16,895	810	5.0
Overtime	185,684	175,492	-10,192	-5.5
Temp Labor	520	0	-520	-100.0
Total	$ 2,662,705	$ 2,805,514	$142,809	5.4

The 1991 allocation for Personnel Services increases $142,809 or 5% over 1990 projected expenses. The major changes are explained below:

Salaries & Wages **increase** $124,166 due to a general wage increase, anniversary and modular increases for eligible employees, and the full year's cost of a position added in 1990.

Medical Insurance **increases** $32,980 due to a higher citywide contribution for the Medical Insurance fund.

CONTRACTUALS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Electricity	$ 1,102,766	$ 1,102,766	0	0.0
Natural Gas	155,664	159,032	3,368	2.2
Communications	42,971	49,719	6,748	15.7
Travel/Conference	7,025	6,275	-750	-10.7
Travel/Training	5,145	11,190	6,045	117.5
Advertising	1,584	444	-1,140	-72.0
Insurance	55,165	47,079	-8,086	-14.7
Rentals	4,561	4,789	228	5.0
Dues/Memberships	3,018	4,007	989	32.8
Professional Svc Fee	3,006	7,038	4,032	134.1

Contractuals (cont'd)

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Janitorial Services	5,880	4,380	-1,500	-25.5
Building Maint Contr.	10,034	10,435	401	4.0
Building Repairs	8,701	11,549	2,848	32.7
Equipment Maint	505,452	437,969	-67,483	-13.4
Photocopying	2,665	2,600	-65	-2.4
Outside Printing	2,199	2,459	260	11.8
Medical Costs	100	100	0	0.0
Other Contr Svcs	57,016	46,614	-10,402	-18.2
Total	$ 1,972,952	$ 1,908,445	$-64,507	-3.3

The 1991 allocation for Contractuals decreases $64,507 or 3% from 1990 projected expenses. The major change is listed below:

Equipment Maint **decreases** $67,483 due to the overflow at Bee Road which happened in 1990.

COMMODITIES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Office Supplies	$ 3,967	$ 4,096	$ 129	3.3
Postage	150	173	23	15.3
Clothing & Laundry	15,574	15,574	0	0.0
Operating Supp & Mtls	89,085	88,788	-297	-0.3
Small Fixed Asset	3,784	6,075	2,291	60.5
Chemicals	536,474	570,465	33,991	6.3
Equip Repair Part	216,193	209,636	-6,557	-3.0
Construction Materials	42,288	33,396	-8,892	-21.0
Water Constr Mtls	5,040	5,293	253	5.0
Shop Supp/Propane	16,188	17,157	969	6.0
Diesel Fuel	1,286	2,572	1,286	100.0
Total	$ 930,029	$ 953,225	$ 23,196	2.5

The 1991 allocation for Commodities increases 3% or $23,196. The major change is listed below:

Chemicals **increase** $33,991 due to the rising cost and usage of chemicals in the treatment process.

INTERNAL SERVICES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Service Desk	$ 18,129	$ 19,473	$ 1,344	7.4
Data Processing	9,334	9,096	-238	-2.5
Engineering	21,263	26,892	5,629	26.5
Garage Services	225,622	223,630	-1,992	-0.9
Central Services	50,991	49,911	-1,080	-2.1
Total	$ 325,339	$ 329,002	$ 3,663	1.1

The Internal Services chargebacks for 1991 reflect a 1% or $3,663 increase over the level projected for 1990.

CAPITAL OUTLAYS

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Oper/Constr Equip	$ 174,505	$ 154,400	$-20,105	-11.5

A total of $154,400 is provided for Capital Outlays in 1991. A complete listing appears below.

Sewer Maintenance	
1,000 ft. of Discharge Hose (replacement)	$ 4,500
Lift Station Maintenance	
4 5-HP Submersible Pumps (replacement)	$ 10,700
2 10-HP Submersible Pumps (replacement)	6,700
1 20-HP Submersible Pumps (replacement)	5,800
Subtotal	$ 23,200
President Street Plant	
10 Filter Press Plates (replacement)	$ 50,000
1 Shredder-Grinder (replacement)	11,000
1 Filter Feed Boost Pump (replacement)	1,500
1 Hydraulic Cylinder (replacement)	5,200
1 Valve Activator (replacement)	1,500
1 Roll-Up Door (replacement)	5,000
1 Personal Computer (replacement)	3,500
Crane Power Strips (replacement)	7,300
Elevator Controls (replacement)	35,200
Subtotal	$120,200
Small Plants Operations	
1 Flow Meter (replacement)	$ 6,500
GRAND TOTAL	$154,400

JUSTIFICATION FOR MAJOR CAPITAL OUTLAY ITEMS

Filter Press Plates: 10 filter press plates are needed to replace warped and broken plates on the passavent filter presses. The presses dewater solids from the wastewater.

Elevator controls: The existing controls for the passenger and freight elevators are old and repair parts are difficult to obtain.

DEBT SERVICE

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Sinking Fund	$2,346,032	$2,688,419	$342,387	14.6
Bond Disc Amort	20,754	20,754	0	0.0
GEFA Loan Payments	242,604	328,803	86,199	35.5
Total	$2,609,390	$3,037,976	$428,586	16.4

Debt Service for the Sewer Fund increases $428,586 in 1991. Primarily, the increase in debt service is the result of Sinking Fund payments.

The City issues bonds in order to provide funding for various Sewer Capital projects. The Sinking Fund payment represents principal and interest on those bonds maturing for the year. Principal and interest due in 1991 total $2,688,419.

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 Bond Discount scheduled to be amortized in 1990 is $20,754.

The GEFA Loan Payment represents payments to the Georgia Environmental Facilities Authority for low interest long-term loans to upgrade the City's sewer system. The GEFA repayments due in 1991 total $328,803. The $86,199 increase is due to additional loans in 1990 and 1991.

OTHER CHARGES

Expenditure Area	1990 Projected	1991 Budget	Change $	Change %
Billing Svc By Water Fund	$ 473,203	$ 477,264	4,061	0.9
Svcs by Gen Fund	226,184	271,931	45,747	20.2
Water/Sewer Supp Svc	111,921	115,449	3,528	3.2
Investment Fund	609,734	0	-609,734	-100.0
W & S Bad Debt	238,000	210,000	-28,000	-11.8
Vehicle Deprec	144,401	162,455	18,054	12.5
Total	$1,803,443	$1,237,099	-566,344	-31.4

Billing Service represents payment to the Water Fund for providing billing and collection services to all sewer accounts. Services by General Fund include services provided by Management Services' activities such as Personnel, Finance, Purchasing and Research and Budget. The 1991 allocation is consistent with the most recent cost allocation plan.

The Water and Sewer Support Services payment represents the Sewer Fund's share of the Water and Sewer Support Services activity, which is budgeted in the Water Fund.

The Water and Sewer Investment Fund was established in connection with the 1978 Refunding Bond issue. The 1978 refunding transaction resulted in a reduction in debt service costs through the year 1990. The 1978 refunding plan called for this savings to be set aside in the Investment Fund. After 1990, this fund, and interest earned thereon, will be utilized for capital improvements to the system.

In accordance with accounting principles, the Sewer Department is allowed to anticipate a reasonable amount for loss on bad debts. This estimated loss is charged as an expense against incoming revenue. The Bad Debt account represents the expense for outstanding customer bills due to the Sewer Fund but not collected during the year.

The Vehicle Depreciation contribution is for the replacement of vehicles based upon a vehicle's purchase price and expected use life. The $18,054 increase is due to the full year's cost of vehicles replaced in 1990.

VEHICLES TO BE REPLACED

Description	Cost
Sewer Maintenance	
1 Pickup	$ 12,000
Lift Station Maintenance	
1 Pickup	$ 12,000
Total	$ 24,000

CONTINGENCY

An allocation of $123,090 is provided for emergencies and unexpected needs.

CAPITAL PROJECTS

The amount of $2,511,757 reflects the contribution from current revenue to support the Five Year Plan for Capital Improvement Projects. This revenue will be combined with bond proceeds and other financing sources. The projects planned for 1991 are later discussed in detail.

ACTIVITY SUMMARY

Activity	1989 Actual	1990 Projected	1991 Budget
Sewer Maintenance	$ 1,292,141	$ 1,298,379	$ 1,354,573
Lift Station Maint.	1,163,107	1,315,810	1,274,586
President St. Plant	2,759,440	2,938,006	3,066,851
Small Plants Oper.	653,760	633,937	609,200
Sewer Interdept.	6,408,460	7,164,800	6,755,298
Total	$12,276,908	$13,350,932	$13,060,508

Sewer Maintenance: The main factors affecting the Sewer Maintenance activity's increase of $56,194 are the $39,134 rise in Salaries and Wages; the $24,919 increase in Vehicle Depreciation; and the $11,620 rise in Medical Insurance. A decrease of $16,646 in the Capital Outlays account offsets some of these increases.

Lift Station Maintenance: The Lift Station Maintenance activity decreases by $41,224. The decrease is due to the overflow at Bee Road which occurred in 1990.

President Street Plant: This activity increases by $128,845. Within the activity, Salaries and Wages rise by $44,601 and Medical Insurance by $12,216. Also increasing are the Chemical account by $29,371; the Capital Outlay account by $31,064; and the Equipment Maintenance account by $9,081.

Small Plants Operations: This activity decreases by $24,737 primarily because of a $46,930 decrease in Capital Outlays. Increases in Salaries and Wages, Group Medical Insurance Professional Services Fees, Equipment Maintenance, Repair Parts and Chemicals offset some of that decrease.

Sewer Interdepartmental: The Sewer Interdepartmental activity decreases by $409,502. This is primarily due to the Contribution to Investment Fund decrease of $609,734, the CIP Project Contribution decrease of $360,812, and Bad Debt Expense decrease of $28,000. Within this activity there is a $342,387 increase in the Sinking Fund Payment, a $123,090 increase in Contingencies, an $86,199 increase in GEFA Loan Payments, and a $45,747 increase in Services by the General Fund.

COST OF SEWER OPERATIONS

The projected cost of operating and maintaining the sewer system in 1990 and 1991 is summarized on the next page. An estimated 9,108,613 CCF (100 cubic feet of water) will be treated in 1990 and 9,049,577 CCF will be treated in 1991. The total costs represented in the following table exclude transfers to capital accounts for Capital Improvement Projects.

By Expenditure Area	1990 Projected	Cost per CCF	1991 Budget	Cost per CCF
Personnel Services	$ 2,662,705	$0.2923	$ 2,805,514	$0.3100
Contractuals	1,972,952	0.2166	1,908,445	0.2109
Commodities	930,029	0.1021	953,225	0.1053
Internal Services	325,339	0.0357	329,002	0.0364
Capital Outlays	174,505	0.0192	154,400	0.0171
Debt Service	2,609,390	0.2865	3,037,976	0.3357
Billing Svcs	473,203	0.0520	477,264	0.0527
Svcs-Water Fund	111,921	0.0123	115,449	0.0128
Svcs by Gen Fund	226,184	0.0248	271,931	0.0300
Cont.to Invest. Fund	609,734	0.0669	0	0.0000
Bad Debt Coverage	238,000	0.0261	210,000	0.0232
Vehicle Depreciation	144,401	0.0159	162,455	0.0180
Contingencies	0	0.0000	123,090	0.0136
Total	$ 10,478,363	$ 1.1504	$ 10,548,751	$ 1.1657
By Activity				
Sewer Maintenance	$ 1,298,379	$0.1425	$ 1,354,573	$0.1497
Lift Stations	1,315,810	0.1445	1,274,586	0.1408
President St. Plant	2,938,006	0.3226	3,066,851	0.3389
Small Plants	633,937	0.0696	609,200	0.0673
Interdepartmental	4,292,231	0.4712	4,243,541	0.4690
Total	$10,478,363	$1.1504	$10,548,751	$1.1657

CAPITAL IMPROVEMENT PROJECTS AND THE CAPITAL FUNDING PROGRAM

A long range basic capital projects program for the sewer system which totals $48,436,000 for the period 1990-1995 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:

Six Year Capital Program
(in Thousands of Dollars)

	1990	1991	1992	1993	1994	1995	Total
Cap Maint	$ 1,939	$1,483	$1,490	$1,285	$ 970	$ 850	$ 8,017
Capital Catch-up	519	510	510	660	660	510	3,369
Growth	200	2,200	200	200	200	10,200	13,200
Growth/Cap. Catch-up	23,350	500	0	0	0	0	23,850
TOTAL	$26,008	$4,693	$2,200	$2,145	$1,830	$11,560	$48,436

The projects planned for 1991, totalling $4,693,000, are as follows:

CAPITAL MAINTENANCE PROJECTS

Sewer Line Rehabilitation — $ 350,000

Many miles of existing sewer lines have documented structural problems, thus indicating future system failures. Miles of concrete sewer lines installed in the 1950's and 60's have deteriorated to the point of failing. In many cases, the existing lines can be rehabilitated but in some instances line replacement/reconstruction is the best alternative. This program began in 1981 on Bacon Park Drive and has steadily moved forward showing positive results. In future years, the scope of this program will have to be increased due to the constant enlargement of the total system.

Lift Station Rehabilitation — $ 400.000

The City of Savannah currently operates 135 lift stations. Many of the stations are approaching 20 years old, their designed useful life, and need to be rehabilitated. Also, the stations have taken on additional loads which require larger pumping capacities.

The City has established a long term program to rehabilitate at least five (5) lift stations per year. This program allows the cost to be spread more evenly and the system has been growing at a rate of 5 to 10 stations per year.

In future years, this program will have to be expanded to meet the overall growth of the system and to provide for additional operational reliability features required by the Georgia EPD.

Sewer Fund Share of Paving Projects $ 80,000

Each year, a number of streets are scheduled for paving, but the streets have sewer lines in less than 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. This program avoids short term and long term damage to the new streets and provides for better public relations by minimizing disruptions to traffic flow.

Lift Station Monitoring $ 250,000

The City currently operates 135 sewage lift stations which must operate continuously in order to transport wastewater to the President Street and other treatment plants within the system. The City's preventive maintenance efforts have considerably reduced operating problems and failures at most of these lift stations. However, since the stations are unattended, some mechanical failures can lead to disruption of pumping service in the lift station. Another feature of the monitoring system is the Georgia Environmental Protection Division's increased propensity to levy fines for sewage spills. The monitoring system will help reduce the frequency of this occurrence.

Ash Removal $100,000

The present lagoons at the President Street Plant are filled almost to capacity. At the present time we put approximately 1.1 tons/day into these lagoons. The lagoons are part of the sludge incineration system.

Lift Station Emergency Pumping Systems $200,000

These systems are needed at major pumping facilities to greatly reduce the possibility of a multi-million gallon sewage spill. The facilities scheduled are for Bacon Park, Yamacraw and Windsor Forest.

Sewer Information System $50,000

This project enables the Sewer Department to tie into the Geographic Information System to establish the City's sewer information into the system and facilitate planning.

Wilshire Treatment Plant Shop/Storage Building $ 40,000

This project will be to add a shop/storage building to the existing facility. The building is needed to provide maintenance and storage of equipment (i.e., skid steer loader, pumps, movers, etc.), tools, lubricants, and maintenance supplies.

Central Services Warehouse Roof Replacement $ 13,000

The current central warehouse facility was purchased from the federal government in 1954 and moved to the City Lot. The roof of the structure suffers from metal corrosion and deterioration. Attempts to patch the roof have been numerous and unsuccessful. The Water & Sewer Departments together use approximately 50% of this facility and therefore will share 50% of the cost of the new roof.

CAPITAL CATCH-UP PROJECTS

Miscellaneous Sewer Extension $ 10,000

There are lots within the existing service area that are in close proximity to the City system. By extending a sewer line a small distance, the customers can be served. Areas in the City, especially on the south and west sides and in the Islands areas, request this type of service.

Storm Water Separation $ 250,000

There are still portions of the City where there is not a complete separation of the storm and sanitary sewer systems. In extreme storm conditions, this storm water overloads the sewage treatment facilities. This project will divert the storm water out of the sanitary system which will maintain capacity and lower maintenance costs.

Extension to Unserved Areas $ 250,000

Some parts of the City's potential sewer service areas do not have sewer lines in place. Each year, funds are needed to extend services to residences that are unserved by a sewerage system. This program provides service to existing residences or businesses requesting service and promotes future growth in unserved areas.

GROWTH PROJECTS

Developer Oversizing $ 200,000

As developers construct sewer lines in newly developed areas, the City must ensure the sewer lines are adequate 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. In the long term, this program lessens future cost and provides for more orderly growth.

President Street Plant Outfall $ 500,000

The Georgia Environmental Protection Division has mandated that outfall from the President Street Plant be diverted from the Savannah River to the Kayton Canal. These funds allow this change to the ongoing plant expansion. This project fits into both the growth and capital catch-up categories.

Travis Field Upgrade $ 2,000,000

This project will be for the design and upgrade of the existing treatment facility. The project will allow for industrial treatment and residential treatment capabilities due to the potential for both kinds of development to occur.

GRAND TOTAL **$ 4,693,000**

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 provided from current revenues is $84,663,000. The following table details these costs.

	Six-Year Total 1990-1995
O & M Including Existing Debt Service	$68,964,000
Debt Service on $15.0 Million New Bonds	3,476,000
Capital Improvements (Not Paid by Bonds)	33,436,000
Less: Reserves, Interest Earned, Draw from Contingency Fund, Grants, SRF and GEFA Loans	-21,213,000
TOTAL	$84,663,000

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 $80,397,000.

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 $4,266,000 ($84,663,000 - $80,397,000).

4. **Develop a plan for rate adjustments 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 $4,266,000 needed to finance the City's sewer system requirements through 1995.

RATE ADJUSTMENTS - FIVE YEAR PLAN

Inside City Rates	Current	Planned 1991	Projected 1992	1993	1994	1995
Base Charge	$ 7.94	$ 7.94	$ 8.44	$ 8.94	$ 8.94	$8.94
0-15 CCF[1]	.64	.64	.67	.70	.70	.70
Over 15 CCF	.94	.94	.99	1.04	1.04	1.04
Outside City Rates						
Base charge	$11.91	$11.91	$12.66	$13.41	$13.41	$13.41
0-15 CCF	.96	.96	1.01	1.05	1.05	1.05
Over 15 CCF	1.41	1.41	1.49	1.56	1.56	1.56
Typical Bi-Monthly Bill						
Inside with 25 CCF	$26.94	$26.94	$28.39	$29.84	$29.84	$29.84
Outside with 25 CCF	40.41	40.41	42.71	44.76	44.76	44.76

The following table shows the additional revenue generated by each 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) 1991	1992	1993	1994	1995	Total
1991	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
1992		599	609	618	628	2,454
1993			595	604	613	1,812
1994				0	0	0
1995					0	0
Subtotal	$ 0	$ 599	$1,204	$1,222	$1,241	$4,266

1991 RATE ADJUSTMENTS

No rate changes are planned for 1991.

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[1] CCF = 100 cubic feet = 750 gallons

SEWER MAINTENANCE

PURPOSE: TRANSPORT WASTEWATER TO THE TREATMENT PLANTS WITH MINIMUM FLOW STOPPAGES.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 836,843	$ 874,677	$ 922,781
CONTRACTUALS	$ 28,528	$ 33,962	$ 23,970
COMMODITIES	$ 75,509	$ 81,766	$ 84,706
INTERNAL SERVICES	$ 199,230	$ 196,746	$ 203,615
CAPITAL OUTLAYS	$ 20,010	$ 21,146	$ 4,500
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 132,021	$ 90,082	$ 115,001
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,292,141	$ 1,298,379	$ 1,354,573

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
UTILITIES MAINT WORKER	5.00	5.00	46	$ 64,344
SR UTILITIES MAINT WORKER	17.00	17.00	48	$ 242,865
MEDIUM EQUIPMENT OPERATOR	8.00	8.00	51	$ 133,650
HEAVY CONSTRUCTION EQUIP OPER	1.00	1.00	61	$ 24,134
UTIL MAINT CREW CHIEF	5.00	5.00	61	$ 99,910
SEWER INSPECTION SUPV	1.00	1.00	72	$ 24,730
UTIL MAINT SUPERVISOR	2.00	2.00	72	$ 49,460
SEWAGE COLLECTION SUPT	1.00	1.00	75	$ 30,801
TOTAL	40.00	40.00		

SEWER MAINTENANCE

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 7250-1: Repair system						
234	231	361	557	420	420	$716
		Number of Repair Sites				Unit: $1,705 /site
3,988	5,600	1,809	5,135	5,100	5,100	
		Feet of Line Repaired				
241	100	80	134	150	150	
		Number of Manholes Repaired				
WP 7250-2: Repair stoppages and clean lines						
965	900	894	838	1,500	1,500	$306
		Number of Stoppages				Unit: $204 /stoppage
874,351	850,000	950,000	594,209[1]	800,000[2]	800,000	$165
		Feet Cleaned				Unit: $.21 /foot
WP 7250-3: Maintain lawns at lift stations						
67	72	77	87	120	120	$27
		Number of Lawns Mowed				Unit: $225 /lawn
WP 7250-4: Inspect sanitary sewer lines by TV camera, perform evaluations of video tapes, and schedule preventive maintenance						
0.17	15	9	9	12	12	$141
		Number of Lawns Mowed				Unit:$11,750 /mile

GOAL: TO MAINTAIN A CONTINUOUS FLOW OF WASTEWATER THROUGHOUT THE GRAVITY SEWER SYSTEM.

OBJECTIVE 7250-A: To ensure the sewer stoppage rate in those Planning Units experiencing a stoppage rate in excess of the Citywide average is reduced by 10% in 1991.

	P.U.[3]	1986	1987	1988	1989	1990	1991
(A-1)	Citywide	2.08	2.25	2.05	1.92	0.94	0.85
		Average Stoppage Rate per Mile					

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1 Feet cleaned in 1989 was reduced due to 1 truck being moved to the television inspection program (there were 2 trucks in 1988).

2 The truck was moved back to this activity in 1990 and is being used for the television program and to clean lines.

3 All Planning Units with 1986 stoppage rates (stoppage per mile) above the 1986 average city rate of 2.08 are shown.

	P.U.	1986	1987	1988	1989	1990	1991
(A-2)	1	2.69	2.83	2.12	0.56	0.68	0.68
	2	2.57	2.71	1.70	2.00	1.88	1.69
	3	4.00	4.63	4.34	3.95	2.78	2.50
	5	2.74	2.19	2.98	2.58	2.50	2.25
	6	2.75	5.50	2.20	2.47	1.92	1.73
	9	3.75	3.13	5.00	2.80	3.19	2.87
	19	3.52	3.59	2.99	2.78	2.88	2.59
	20	2.43	2.12	1.93	1.74	1.80	1.62

Stoppage Rate per Mile

STRATEGY 7250-A:

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.

OBJECTIVE 7250-B: To ensure all service requests are completed within the standard number of days.

	Priority [1]	1986	1987	1988	1989	1990	1991
(B-1)	1	98%	99%	96%	98%	99%	99%
(B-2)	2	82%	75%	71%	68%	75%	75%
(B-3)	3	69%	80%	61%	58%	85%	85%

Completed Within Standard

STRATEGY:

1. Review daily Service Desk computer printout to insure proper scheduling.

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[1] DEFINITION OF PRIORITIES

Priority		Standard No. Working Days
1	Sewer stoppages	0
2	No sewer stoppage (city line clear)	0
	Replace missing or broken manhole ring or top	2
	Sewer cave-in	7
	Manhole repair	1
	Broken house lateral	7
	Repair manhole hit by grader or contractor	2
	Broken sewer line	1
	Rebuild manhole sewer	5
3	Set bypass pump	1
	Repair broken line damaged by Water Dept.	1
	Repair broken line damaged by contractor	1
	Sewer landscaping	7
	Build manhole	5
	Clean manhole by jet	5
	Install sewer line	10
	Repair manhole for Water Department	2
	Miscellaneous	7
	Inspect sewer tie-in	1
	Rebuild manhole for Water Department	5
	Clean wet wells	3

OBJECTIVE 7250-C: To ensure 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.

	1986	1987	1988	1989	1990	1991
(B-1)	95%	95%	95%	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.

LIFT STATION MAINTENANCE

PURPOSE: TRANSFER WASTEWATER BY PUMPING TO HIGHER LEVEL COLLECTOR LINES AS REQUIRED TO MAINTAIN AN UNINTERRUPTED FLOW.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 472,067	$ 501,498	$ 540,524
CONTRACTUALS	$ 525,075	$ 621,520	$ 548,271
COMMODITIES	$ 81,969	$ 107,608	$ 92,098
INTERNAL SERVICES	$ 55,127	$ 51,725	$ 48,760
CAPITAL OUTLAYS	$ 8,132	$ 10,793	$ 23,200
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 20,737	$ 22,666	$ 21,733
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 1,163,107	$ 1,315,810	$ 1,274,586

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	55	$ 16,437
PUMP REPAIR MECHANIC	5.00	5.00	61	$ 96,450
SUPV PUMP REPAIR MECHANIC	5.00	5.00	64	$ 109,991
ELECTRONIC CONTROL TECH I	1.00	1.00	69	$ 22,431
ELECTRONIC CONTROL SYST TECH	2.00	2.00	69	$ 53,214
LIFT STATION MAINT SUPT	1.00	1.00	75	$ 29,335
WSTWTR COLLECTIONS ADM	1.00	1.00	79	$ 35,657
TOTAL	16.00	16.00		

LIFT STATIONS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 7260-1: Operate and maintain Lift Stations						
102	111	129	135	140	150	$1,275
		Lift Stations				Unit: $8,500
540	1,100	1,459	1,654	1,500	1,400	/station
		Service Requests (Priority 1)				
8	8	8	8	8	8	
		Service Requests (Priority 3)				
15,300	16,500	15,572	20,010	20,000	22,000	
		Number of Inspections[1]				
3,500	3,650	3,615	4,234	4,300	4,300	
		Number of Repairs				

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 150 lift stations in the activity.

	1986	1987	1988	1989	1990	1991
(A-1)	0%	1.8%	9%	1.9%	.9%	.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.

	1986	1987	1988	1989	1990	1991
(B-1)	2	2	2	2	2	2

Number of Spills

1. 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

STRATEGY 7260-B:

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 ensure service requests are completed within standard.

	Priority [1]	1986	1987	1988	1989	1990	1991
(C-1)	1	99%	99%	95%	99%	99%	99%
(C-2)	3	99%	100%	100%	100%	100%	100%

Completed Within Standard

STRATEGY:

1. Review daily computer printout to insure proper scheduling.
2. Educate superintendent in the service desk request procedures.

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[1] 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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 989,584	$ 1,080,648	$ 1,129,824
CONTRACTUALS	$ 998,890	$ 1,099,073	$ 1,119,099
COMMODITIES	$ 601,547	$ 620,279	$ 647,998
INTERNAL SERVICES	$ 33,161	$ 33,765	$ 34,128
CAPITAL OUTLAYS	$ 125,943	$ 89,136	$ 120,200
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 10,315	$ 15,105	$ 15,602
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 2,759,440	$ 2,938,006	$ 3,066,851

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
UTILITIES MAINT WORKER	6.00	6.00	46	$ 82,026
STOREKEEPER	1.00	1.00	49	$ 13,771
PUMP REPAIR MECHANIC TRAINEE	2.00	2.00	51	$ 35,245
SEW TRMT PLANT OPERATOR I	8.00	8.00	58	$ 142,424
SEW TRMT PLANT OPERATOR II	4.00	4.00	58	$ 77,541
LAB TECHNICIAN	2.00	2.00	59	$ 37,861
PUMP REPAIR MECHANIC	2.00	2.00	61	$ 41,193
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
UTIL MAINT CREW CHIEF	1.00	1.00	61	$ 20,345
PAINTER	1.00	1.00	61	$ 18,454
MASTER PUMP REPAIR MECHANIC	1.00	1.00	69	$ 25,340
ELECTRONIC CONTROL SYST TECH	1.00	1.00	69	$ 26,607
LAB SUPERVISOR	1.00	1.00	72	$ 27,264
SEWAGE TRMT PLANT SUPVERVISOR	4.00	4.00	72	$ 101,468
PROCESS CONTROL SUPERVISOR	1.00	1.00	72	$ 27,264
CHEMIST	1.00	1.00	73	$ 24,730
CNT SEWAGE PLANT MECH SUPT	1.00	1.00	75	$ 27,938
CNT SWG TNT PLANT OP SUPT	1.00	1.00	75	$ 28,628
W'WATER TREATMENT PLANTS ADMIN	1.00	1.00	77	$ 35,657
WATER POLL CONT DIRECTOR	1.00	1.00	93	$ 51,411
TOTAL	41.00	41.00		

PRESIDENT STREET PLANT

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 7270-1: Operate plant						
5,572	6,740	5,907	6,168	6,068	6,310	$1,840 Unit: $292 /mil.gals.
		Million Gallons/Year				
WP 7270-2: Collect and analyze lab samples						
16,626	16,825	17,024	16,805	16,396	16,179	$306 Unit: $19 /test
		Number of Tests				
WP 7270-3: Maintain plant and grounds						
11,084	10,745	10,495	10,836	10,521	10,493	$921 Unit: $88 /task
		Maintenance Tasks				

GOAL: TO TREAT THE CITY'S WASTEWATER SAFE FOR RELEASE INTO THE ENVIRONMENT, AS PRESCRIBED IN FEDERAL AND STATE GUIDELINES AND IN A MOST COST-EFFECTIVE AND EFFICIENT MANNER.

OBJECTIVE 7270-A: To limit NPDES[1] violations to:

	1986	1987	1988	1989	1990	1991
(A-1)	38	33	9	10	26	20
			Suspended Solids			
(A-2)	9	20	3	3	16	15
			Basic Oxygen Demand			
(A-3)	15	8	24	17	5	5
			Fecal Coliform			

STRATEGY:

1. Closely Track violations/exceptions and monitor averages in order to maintain EPD and EPA standards.
2. Pace solids production and biological demands to flow rates and temperatures.

[1] National Pollutant Discharge Elimination Standards

OBJECTIVE 7270-B: To maintain the President Street Plant in Condition Level I[1].

	1986	1987	1988	1989	1990	1991
(B-1)	na	na	I	I	I	I

Condition Level of Plant

STRATEGY:

1. Provide preventive maintenance to keep equipment in working condition. Replace outdated equipment as possible.
2. Keep the Plant in compliance according to the State Operation and Maintenance Regulations as contractors work on the upgrade on President Street Plant.
3. Maintain the facility in good working order and in an attractive condition.

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[1] 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	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 202,374	$ 205,882	$ 212,385
CONTRACTUALS	$ 259,854	$ 200,645	$ 215,167
COMMODITIES	$ 110,969	$ 120,376	$ 128,423
INTERNAL SERVICES	$ 43,563	$ 37,056	$ 36,606
CAPITAL OUTLAYS	$ 25,968	$ 53,430	$ 6,500
DEBT SERVICE	$ 0	$ 0	$ 0
OTHER CHARGES	$ 11,032	$ 16,548	$ 10,119
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 653,760	$ 633,937	$ 609,200

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
UTILITIES MAINT WORKER	1.00	1.00	46	$ 13,439
SEW TRMT PLANT OPERATOR II	2.00	2.00	58	$ 40,690
SUPV PUMP REPAIR MECHANIC	1.00	1.00	64	$ 24,730
SEWAGE TRMT PLANT SUPVERVISOR	3.00	3.00	72	$ 81,792
W'WATER TREATMENT PLANTS ADMIN	1.00	1.00	77	$ 32,880
TOTAL	8.00	8.00		

SMALL PLANTS

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 7280-1: Operate and maintain the following plants:						
222	248	226	261	225	250	
Travis Field - Million Gallons per Year						
796	875	784	901	1,210	1,250	
Windsor/Wilshire[1] - Million Gallons per Year						
na[1]	103	107	118	129	150	
Georgetown - Million Gallons per Year						
na	na[1]	23	57	40	75	
Gateway - Million Gallons per Year						
1,424	1,608	1,421	1,337	1,604	1,725	$609
Total - Million Gallons per Year						Unit: $353 /MG

GOAL: TO PROVIDE TREATMENT OF WASTEWATER IN ACCORDANCE WITH NATIONAL POLLUTANT DISCHARGE AND ELIMINATION SYSTEM PERMIT STANDARDS.

OBJECTIVE 7280-A: To limit violations to:

		1987	1988	1989	1990	1991
(A-1)	Travis Field	12	3	26	6	15
(A-2)	Cloverdale[2]	5	na	na	na	na
(A-3)	Islandwood[2]	4	na	na	na	na
(A-4)	Wilmington Island[2]	5	na	na	na	na
(A-5)	Windsor Forest	22	30	15	16	5
(A-6)	Georgetown[1]	1	1	0	3	1
(A-7)	Seagate[2]	2	na	na	na	na
(A-8)	Gateway[1]	0	2	1	3	1
		Suspended Solids				
(A-9)	Travis Field	13	4	26	10	15
(A-10)	Cloverdale[2]	8	na	na	na	na
(A-11)	Islandwood[2]	4	na	na	na	na
(A-12)	Wilmington Island[2]	5	na	na	na	na
(A-13)	Windsor Forest	14	39	14	9	3
(A-14)	Georgetown[1]	0	0	0	4	1
(A-15)	Seagate[2]	2	na	na	na	na
(A-16)	Gateway[1]	0	0	0	2	1
		Basic Oxygen Demand				

[1] The Georgetown and Gateway Plants were added to the City system in late 1986 and mid 1987, respectively.

[2] Cloverdale, Islandwood, Wilmington Park, and Seagate were closed in 1988.

NOTE: The figures shown in the table above reflect the effect that the expected increase in flow will have on violations.

OBJECTIVE 7280-A: (cont'd.)

	1987	1988	1989	1990	1991
(A-17) Travis Field	3	1	4	4	10
(A-18) Cloverdale[1]	4	na	na	na	na
(A-19) Islandwood[1]	2	na	na	na	na
(A-20) Wilmington Island[1]	3	na	na	na	na
(A-21) Windsor Forest	3	6	4	3	4
(A-22) Georgetown[2]	1	1	3	3	6
(A-23) Seagate[1]	2	na	na	na	na
(A-24) Gateway[2]	0	3	3	3	3
		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.

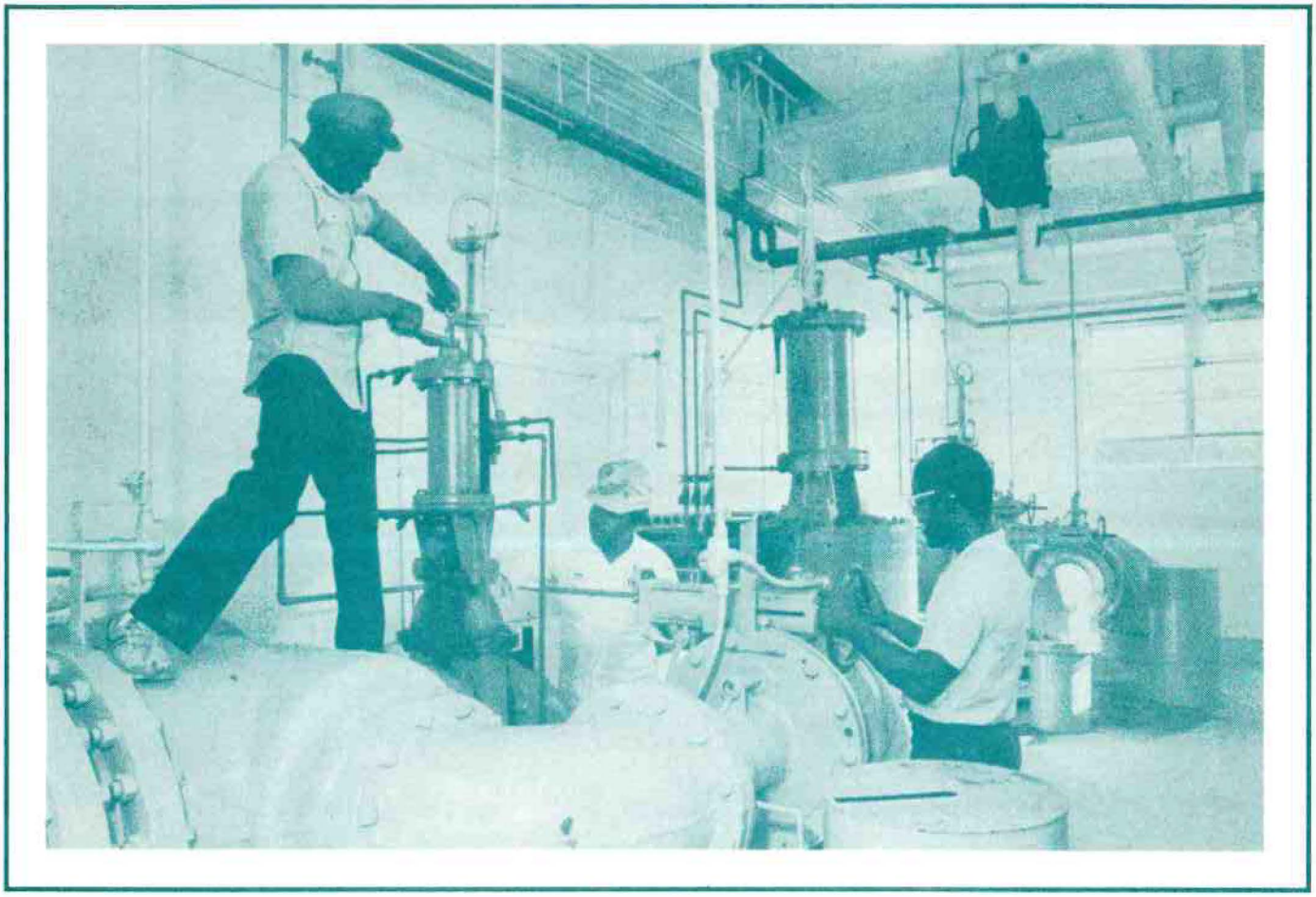
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[1] The Georgetown and Gateway Plants were added to the City system in late 1986 and mid 1987, respectively.

[2] Cloverdale, Islandwood, Wilmington Park, and Seagate were closed in 1988.

NOTE: The figures shown in the table above reflect the effect the expected increase in flow will have on violations.





Industrial and Domestic Water Supply will provide 12,000 million gallons of water in 1991.

I & D Water Supply Fund

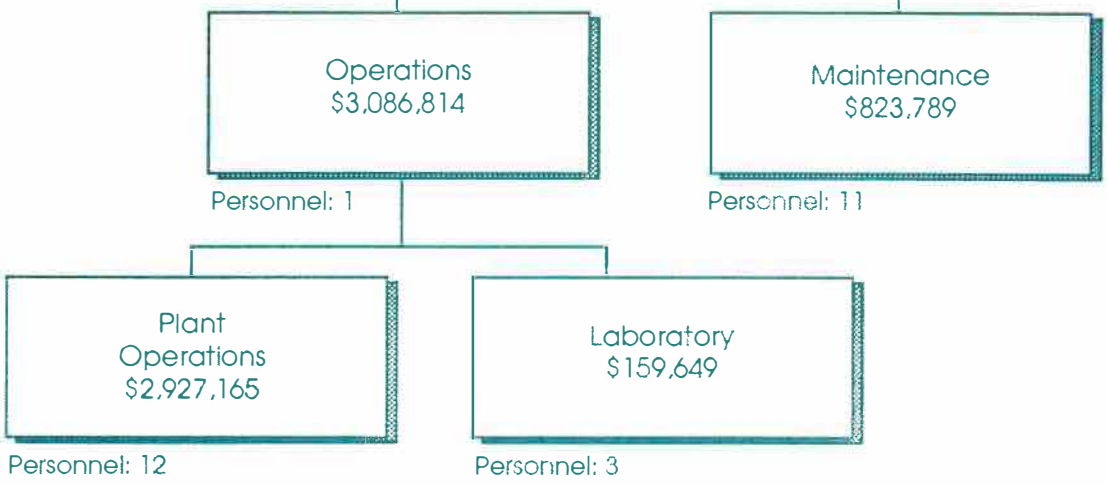
I & D WATER SUPPLY FUND

Budget: $3,910,603

Personnel: 31

To pump, treat and distribute potable water to 31 industrial customers

Personnel: 4



Vehicles: 11

INDUSTRIAL & DOMESTIC WATER SUPPLY FUND

The Industrial & Domestic Water Supply Fund consists of Plant/ Laboratory Operations and Maintenance. The 1991 budget for the I & D Fund is listed below. The 1991 budget increases $195,075 or 5% over 1990 projections.

REVENUE BY SOURCE

Revenues for the I & D Water Fund are projected at $3,910,603 in 1991 and are equal to planned expenditures. The I & D Water operation is funded by charges to its customers. Over 96% of I & D Water sales revenue comes from five users: Kemira, Union Camp, Stone Container, Savannah Sugar Refinery , and Arcadian. The City of Savannah represents the remaining revenue source.

Revenue Source	1990 Projected	1991 Budget
Water Sales	$3,677,580	$3,868,292
Admin Svcs to Water Fund	37,948	42,311
Total	$3,715,528	$3,910,603

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 866,264	$ 895,314	$ 29,050	3.4
Contractuals	1,289,294	1,286,896	-2,398	-0.2
Commodities	486,488	618,137	131,649	27.1
Internal Services	34,410	35,373	963	2.8
Capital Outlays	37,260	0	-37,260	-100.0
Debt Service	912,815	978,203	65,388	7.2
Other Charges	88,997	96,680	7,683	8.6
Total	$3,715,528	$3,910,603	$195,075	5.3

PROGRAM COSTS

Personnel Services: Expenses for Personnel Services total $895,314 in 1991. Salaries and Wages comprise $693,636 of this amount. Other major allocations are provided for Group Medical Insurance, $68,525; Social Security, $52,050; Pension, $32,467; and Overtime, $33,430. The major change is listed below:

Salaries & Wages **increase** $30,355 reflecting a general wage increase and anniversary increases for eligible employees.

Contractuals: Expenses for Contractual Services are budgeted at $1,286,896. The major expenses in this category are Electricity, $901,370, and Equipment Maintenance, $201,289. Other allocations include Insurance, $49,197; Professional Services Fees, $44,100; and Building Repairs, $35,910.

Commodities: Expenses for Commodities are budgeted at $618,137 in 1991. The major costs are Chemicals, $439,812; Equipment Repair Parts, $76,858; Operating Supplies and Materials, $30,766; and Construction Materials, $17,089. The major change is described below:

Chemicals	**increase** $119,562 due to a special trial project for alternate treatment of the water using phosphates and polymer. This is to address the concern of trihalomethane in the water.

Internal Services: Expenditures for services provided by the Internal Services activities are $35,373 for 1991. These allocations include Central Services, $18,578; Garage Services, $8,908; Engineering Services, $5,752; and the Service Desk, $2,135.

Capital Outlays: No Capital Outlays are budgeted for 1991.

Debt Service: Expenses total $978,203 in 1991 in accordance with the debt service repayment schedule associated with the 1977 and 1986 bond issues.

Other Charges: Expenses total $96,680. Major allocations include Services by the General Fund, $82,820, and Vehicle Depreciation charges, $13,860.

VEHICLES TO BE REPLACED

Description	Cost
1 Sedan	$12,000

I & D WATER

PURPOSE: PROVIDE QUALITY, POTABLE WATER TO ALL INDUSTRIAL AND DOMESTIC CUSTOMERS AND SERVE AS A BACKUP SOURCE OF WATER SUPPLY FOR THE CLOSED WELL SYSTEM.

EXPENDITURE CATEGORY	1989 ACTUAL	1990 PROJECTED	1991 BUDGET
PERSONNEL SERVICES	$ 831,484	$ 866,264	$ 895,314
CONTRACTUALS	$ 1,291,743	$ 1,289,294	$ 1,286,896
COMMODITIES	$ 508,639	$ 486,488	$ 618,137
INTERNAL SERVICES	$ 61,086	$ 34,410	$ 35,373
CAPITAL OUTLAYS	$ 25,956	$ 37,260	$ 0
DEBT SERVICE	$ 756,950	$ 912,815	$ 978,203
OTHER CHARGES	$ 82,774	$ 88,997	$ 96,680
CONTINGENCIES	$ 0	$ 0	$ 0
TOTAL	$ 3,558,632	$ 3,715,528	$ 3,910,603

PERSONNEL SCHEDULE

CLASS TITLE	-- STAFF YEARS -- 1990	1991	RANGE NUMBER	1991 ALLOCATION
UTILITIES MAINT WORKER	3.00	3.00	46	$ 40,664
PUMP REPAIR MECHANIC TRAINEE	1.00	1.00	51	$ 16,335
WATER PLANT OPERATOR I	3.00	3.00	58	$ 52,701
WATER PLANT OPERATOR II	4.00	4.00	58	$ 77,075
WATER PLANT OPERATOR III	1.00	1.00	58	$ 22,984
SECRETARY	1.00	1.00	58	$ 17,151
LAB TECHNICIAN	1.00	1.00	59	$ 19,376
ADMINISTRATIVE ASSISTANT	1.00	1.00	61	$ 18,454
SENIOR LAB TECHNICIAN	1.00	1.00	61	$ 20,848
WTR TREAT PLANT MECHANIC	3.00	3.00	61	$ 59,342
UTIL MAINT CREW CHIEF	1.00	1.00	61	$ 20,345
WTR TR PLANT MASTER MECHANIC	1.00	1.00	69	$ 29,335
ELECTRONIC CONTROL TECH I	1.00	1.00	69	$ 22,984
LAB SUPERVISOR	1.00	1.00	72	$ 25,966
WATER PLANT OPERATIONS SUPV	4.00	4.00	72	$ 100,750
I & D MAINTENANCE SUPT	1.00	1.00	75	$ 30,059
WATER OPERATIONS SUPT	1.00	1.00	75	$ 30,059
WATER OPERATIONS ADMIN	1.00	1.00	77	$ 35,657
WATER OPERATIONS DIRECTOR	1.00	1.00	93	$ 51,411
TOTAL	31.00	31.00		

I & D WATER SUPPLY

SERVICE QUANTITY						1991 COST ALLOCATION ($1,000's)
1986	1987	1988	1989	1990	1991	
WP 8002-1: Pump raw water, treat, distribute, and bill water purchased						
11,900	12,591	12,130	12,493	11,800	12,000	$2,927 Unit: $244 /MG
Million Gallons Water Sold/Year						
WP 8002-2: Perform laboratory tests and retain records						
40,800	41,053	39,500	38,500	45,492	40,000	$160 Unit: $4 /test
Chemical and Bacteriological Tests/Year						
WP 8002-3: Perform preventive maintenance and repairs and maintain plant and grounds						
70,855	70,855	70,855	71,840	71,840	71,840	$824 Unit: $11 /check
Mechanical and Electrical Checks/Year						

GOAL: TO PROVIDE A SAFE POTABLE WATER SUPPLY ADEQUATE FOR 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.

OBJECTIVE 8002-A: To produce safe potable water in compliance with the Rules and Regulations of the Safe Drinking Water Act.

	1986	1987	1988	1989	1990	1991
(A-1)	0	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 participation in seminars and certification school.
3. Increase shift supervisor training and accountability.

OBJECTIVE 8002-B: To produce potable water which does not exceed industrial maximum permissible levels for operation.

		1986	1987	1988	1989	1990	1991
(B-1)	pH < 8.3 units	46	7	0	2	3	2
(B-2)	pH > 7.0 units	4	0	0	0	0	0
(B-3)	Hardness < 50 PPM	52	66	55	127	28	25
(B-4)	Silica max - 15 PPM	0	0	0	0	0	0
(B-5)	Turbidity max - 1.0 PPM	11	1	1	14	12	11
(B-6)	Color max - 0.2 PPM	1	0	0	0	0	0
(B-7)	Aluminum max - 0.2 PPM	61	99	40	78	100	90
(B-8)	Chlorides max - 12.0 PPM	272	198	365	323	60	54
(B-9)	Solids max - 110 PPM	101	64	63	80	45	41
(B-10)	Iron max - 0.3 PPM	1	0	0	0	0	0
(B-11)	Alkalinity 20 to 30 PPM	186	278	352	346	280	252

Number of Days Standards Not Met

STRATEGY 8002-B:

1. Perform chemical tests as required, and investigate the use of polymer aids and phosphates in the treatment process.
2. Improve operator and laboratory personnel training.
3. Continue calibration and preventive maintenance on process control equipment.





Continuing the program of paving all unpaved streets by 1996, 32 miles of streets will be paved.

Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program for 1991 totals $11,016,824. 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 shows the capital projects planned for 1991.

PROJECTS BY TYPE

TYPE	AMOUNT
Traffic and Streets Improvements	$ 2,050,000
Drainage Improvements	1,492,077
Park Improvements	370,247
Battlefield Park Improvements	75,000
Public Building Improvements	334,500
Water Improvements	1,850,000
Sewer Improvements	4,680,000
Civic Center Improvements	165,000
Total	$11,016,824

A list of each project is provided below:

	Allocation
Traffic and Streets Improvements	
1991 Street Paving Construction	$ 1,773,000
1992 Street Paving Design	150,000
Manhole Adjustments	42,000
General Obligation Bond Administrative Costs	35,000
Mall Boulevard Widening @ Abercorn	50,000
	$ 2,050,000
Drainage Improvements	
Drainage Contribution	$ 1,492,077
Park Improvements	
Factors Walk Retaining Wall - III	$ 169,247
Eisenhower Softball Complex Renovations	164,000
Jogging Trail-Bowles Ford Park Lake	37,000
	$ 370,247
Battlefield Park Improvements	
Roundhouse Complex Renovations	$ 75,000

	Allocation
Public Building Improvements	
Infrastructure Maintenance	$ 145,000
Central Services Warehouse Roof Replacement	25,500
May Street Center Renovation	40,000
Infrastructure Development	124,000
	$ 334,500
Water Improvements	
Miscellaneous Water Line Improvements	$ 280,000
Well Preventive Maintenance	135,000
Developer Oversizing	200,000
Water Fund Share of Paving Cost	135,000
Extensions to Unserved Areas	200,000
Pump Monitoring System Improvements - II	500,000
New Well and Distribution Piping	400,000
	$ 1,850,000
Sewer Improvements	
Sewer Line Rehabilitation	$ 350,000
Lift Station Rehabilitation	400,000
Sewer Share of Paving Projects	80,000
Storm Water Separation	250,000
Lift Station Monitoring	250,000
Ash Removal	100,000
Travis Field Upgrade	2,000,000
Lift Station Emergency Pumping Systems	200,000
Sewer Information System	50,000
Miscellaneous Sewer Extension	10,000
Extension to Unserved Areas	250,000
Developer Oversizing	200,000
Wilshire Treatment Plant Shop/Storage Building	40,000
President Street Plant Outfall	500,000
	$ 4,680,000
Civic Center Improvements	
Civic Center Theater Lower Roof Replacement	$ 165,000
GRAND TOTAL	**$11,016,824**

The following table shows the amount of funding by source for the preceding capital improvement projects.

FUNDING BY SOURCE

SOURCE	AMOUNT
General Fund	$ 500,000
Dedicated Drainage Millage	1,492,077
Tourism Enhancement Funds	334,247
State Grant	20,000
Community Development Block Grant	115,000
General Obligation Bonds	2,000,000
Water Fund	1,862,750
Sewer Fund	4,692,750
Total	$11,016,824

Each project listed by funding source follows.

	Allocation
General Fund	
Infrastructure Maintenance	$ 145,000
Eisenhower Softball Complex Renovations	144,000
Mall Boulevard Widening @ Abercorn	50,000
Infrastructure Development	124,000
Jogging Trail-Bowles Ford Park Lake	37,000
	$ 500,000
Dedicated Drainage Millage	
Drainage Contribution	$ 1,492,077
Tourism Enhancement Funds	
Factors Walk Retaining Wall - III	169,247
Civic Center Theater Lower Roof Replacement	$ 165,000
	$ 334,247
State Grant	
Eisenhower Softball Complex Renovations	20,000
Community Development Block Grant	
May Street Center Renovation	$ 40,000
Roundhouse Complex Renovations	75,000
	$ 115,000
General Obligation Bonds	
1991 Street Paving Construction	$ 1,773,000
1992 Street Paving Design	150,000
Manhole Adjustments	42,000
General Obligation Bond Administrative Costs	35,000
	$ 2,000,000
Water Fund	
Miscellaneous Water Line Improvements	$ 280,000
Well Preventive Maintenance	135,000
Developer Oversizing	200,000
Water Fund Share of Paving Cost	135,000

	Allocation
Extensions to Unserved Areas	200,000
Pump Monitoring System Improvements - II	500,000
New Well and Distribution Piping	400,000
Central Services Warehouse Roof Replacement	12,750
	$ 1,862,750
Sewer Fund	
Sewer Line Rehabilitation	$ 350,000
Lift Station Rehabilitation	400,000
Sewer Fund Share of Paving Projects	80,000
Storm Water Separation	250,000
Lift Station Monitoring	250,000
Ash Removal	100,000
Travis Field Upgrade	2,000,000
Lift Station Emergency Pumping Systems	200,000
Sewer Information System	50,000
Miscellaneous Sewer Extension	10,000
Extension to Unserved Areas	250,000
Developer Oversizing	200,000
Wilshire Treatment Plant Shop/Storage Building	40,000
President Street Plant Outfall	500,000
Central Services Warehouse Roof Replacement	12,750
	$ 4,692,750
GRAND TOTAL	**$11,016,824**

SUMMARY OF FUNDING SOURCES FOR 1991 CAPITAL IMPROVEMENTS

GENERAL FUND CAPITAL PROJECTS

These are monies from the general revenue sources of the City. In 1991, $144,000 will be used to support field relighting and irrigation projects at the Eisenhower Softball Complex. In addition, $50,000 is funded to complete the widening of Mall Boulevard at Abercorn, and $37,000 is funded for a jogging trail at Bowles Ford Park Lake. Also funded are the infrastructure maintenance and development programs at $269,000.

DEDICATED DRAINAGE MILLAGE CAPITAL PROJECTS

In June 1990, the City Council approved a drainage improvements plan totalling $37.8 million to be funded through the issuance of bonds through the development authority of the City. Two dedicated tax mills currently being levied will generate $2,838,000. The $1,492,077 represents the contribution for the drainage improvement fund. The remaining $1,345,923 is being funded from the operating budget for the debt service.

TOURISM ENHANCEMENT CAPITAL PROJECTS

Tourism Enhancement funds reflect the additional revenue collected as a result of the 1987 change in the hotel/motel tax

rate. These revenues are allocated to tourism-related capital needs. The 1991 program includes $334,247 to be funded from the Tourism Enhancement Program.

STATE GRANT PROJECTS

For 1991, funds are being expensed against the General Fund for the Eisenhower Softball Complex field relighting and irrigation projects. Application will be made for an additional $20,000 in state grant funds to assist with the funding of the renovation work.

COMMUNITY DEVELOPMENT BLOCK GRANT PROJECTS

One of the sources of Community Development revenue is the Community Development Block Grant (CDBG). Projects funded within the grant must benefit primarily low and moderate income homes within the CDBG target neighborhoods. The amount of $115,000 is allocated for projects in 1991.

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. For 1991, $2,000,000 in street paving projects are planned as follows: $1,773,000 for 1991 street paving construction, $150,000 for the design of 1992 street paving projects, $42,000 for manhole adjustments, and $35,000 for General Obligation Bond administrative costs.

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 1991 portion of this plan is budgeted at $1,862,500.

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. 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. A total of $4,692,750 in 1991 projects is budgeted to meet these needs in the future.

DESCRIPTION OF THE 1991 CAPITAL IMPROVEMENT PROGRAM PROJECTS

GENERAL FUND

Infrastructure Maintenance $ 145,000

The City is currently developing a multi-year Responsive Infrastructure Service Program to identify unfunded areas in need of capital maintenance. These funds will support this activity and help to maintain current service levels to the community.

Eisenhower Softball Complex Renovations $ 144,000

These funds will complete the renovation work needed for the Eisenhower Softball Complex. The projects will encompass the relighting of fields 1 and 2, and the installation of an irrigation system. These projects total $189,000 for 1991; however $20,000 is being funded from a state grant and $25,000 is being applied from 1990 CIP funds. Also from 1990 funds, $110,000 was expensed to provide the construction of a two-story building to include a scorers' area, concessions, and adequate restroom facilities.

Mall Boulevard Widening @ Abercorn $ 50,000

These are the remaining funds needed to complete the addition of a northbound lane on Mall Boulevard approaching Abercorn Street. Approximately $107,000 has previously been allocated for this project.

Infrastructure Development $ 124,000

The improvement of service levels by strategic capital development will be coupled with maintenance efforts under the Responsive Infrastructure Service Program. These funds will provide for this expansion.

Jogging Trail-Bowles Ford Park Lake $ 37,000

These funds are provided to construct a jogging track around Bowles Ford Park Lake. This will compliment other recreational facilities in the area that serve Cloverdale, Tremont Park, and other westside areas.

DEDICATED DRAINAGE MILLAGE

Drainage Contribution $1,492,077

A $37.8 million drainage improvements plan was approved in 1990 by Council to be undertaken in the next five years to address needed improvements to Casey Canal North, Casey Canal South, Springfield Canal, and Abercorn Street. The proceeds of two dedicated tax mills currently being levied for drainage

improvements are expected to generate $2,838,000. These funds represent the contribution to the drainage improvement fund. The remaining $1,345,923 is to be used for the debt service and is funded in the operating budget.

TOURISM ENHANCEMENT FUNDS

Factors Walk Retaining Wall - III $169,247

The Factors Walk Wall is well over 100 years old and stretches from Barnard Street to East Broad Street. Sections of the wall are crumbling and are threatening collapse. These funds will complete the project and serve to stabilize the wall and restore its structural integrity. Approximately $80,753 has previously been allocated to this project.

Civic Center Theater Lower Roof Replacement $165,000

The existing roof is 20 years old and allows leakage into the Civic Center electrical system. Attempts to repair the existing roof have failed.

STATE GRANT

Eisenhower Softball Complex Renovations $ 20,000

Funding is provided to support field relighting and irrigation system projects at the Eisenhower Complex. The application of a state grant to assist in the funding of the renovations will be made in 1991.

COMMUNITY DEVELOPMENT BLOCK GRANT

May Street Center Renovation $40,000

This facility was leased to the Martin Luther King, Jr. Boulevard YMCA in 1989, but in the course of inspection it was found that the heating system was in violation of building codes and a permanent certificate of occupancy could not be issued. These funds will bring the heating system up to code standards.

Roundhouse Complex Renovations $75,000

Funds are requested to continue masonry restoration on the blacksmith shop, wash rooms, office, and carpentry shop.

GENERAL OBLIGATION BONDS

1991 Street Paving Construction $1,773,000

This project continues the City's program of paving all unpaved streets by 1996. The 1991 streets are on the next page.

Street	From	To	Mileage
Atkinson	Gwinnett	Skidaway	.29
Massachusetts	Pennsylvania	Altman	.27
Siem Place	Bonaventure	Massachusetts	.07
Wessells	Vermont	39th Street	.27
Maryland	Hawaii	Tennessee	.06
Ohio	38th	Bolling	.70
Maryland	Mississippi	Texas	.17
Tennessee	End of Pvmt	Larken	.11
Rose Dhu Glen	Rose Dhu	E. End	.10
Lee	Back	Honeybee	.14
Levee	Coffee Bluff	E. End	.10
Rendant	End of Pvmt	Dancy	.45
Hillside	Walz	Timberline	.06
Adirondack	Walz	Timberline	.06
Bacon Park	Skidaway	E. End	.12
Bruce	Mont. X-rds.	Eugene	.18
Blue Ridge	Timberline	W. End	.05
			3.20

1992 Street Paving Design $150,000

Since paving is done according to a multi-year plan, design can be performed in the year prior to construction to expedite the process. Just as design was performed in 1990 for 1991 construction, funds are requested for the design of the 1992 construction.

Manhole Adjustments $42,000

Each year, the State Local Assistance Road Program (LARP) resurfaces an average of 13 miles of City-owned streets. The adjustment of manholes to match the grade of the street is the responsibility of the City.

General Obligation Bond Administrative Costs $35,000

The City has the authority to issue $2,000,000 in General Obligation Bonds each year and plans to issue such bonds in 1991. Funds are required to pay for the services of bond administrators who prepare the necessary paperwork for the bond issue. These costs total approximately $35,000.

WATER FUND

Miscellaneous Water Line Improvements $280,000

The existing Savannah Water Distribution System is a blend of the old and the new. There are numerous waterlines which have deteriorated to a condition where water leaks occur and service is interrupted. This project is developed to replace these deteriorated and substandard water lines.

Well Preventive Maintenance $135,000

A total of thirty-nine (39) water wells exist in the Savannah System. As part of the City's Preventive Maintenance Program, a total of five wells are inspected annually. The well pumps are overhauled and new parts are installed if warranted. This program was developed to prevent well failures which would cause a disruption of service.

Developer Oversizing $200,000

Since a developer will extend City utilities to service his proposed development based on his requirements for the project, any oversizing of the utilities based on City Master Plan Requirements will have to be funded by the City. Master planning is required to prevent future service problems beyond the scope of the original developer.

Water Fund Share of Paving Cost $135,000

Street paving programs are ongoing projects within the City of Savannah. In order to prevent future damage to newly paved streets, water lines are evaluated for age and maintenance problems. If it is determined during the evaluation that the lines are deteriorated or undersized, the water lines are replaced prior to paving.

Extensions to Unserved Areas $200,000

Several sparsely populated areas within the City system may have a customer in need of City utilities. This customer may have been on a private well which has been abandoned due to quality problems. This program recognizes these areas also as potential areas.

Pump Monitoring System Improvements - II $500,000

The existing pump monitoring system is 20 years old, and parts are no longer available. Since the installation of the existing system, the Savannah Water System has grown from 20 wells to 38 wells. A computer based pump monitoring system will allow for increased reaction by the City staff before an interruption of service occurs, will serve as a management tool in order to assimilate well pumpage data and to evaluate operator effectiveness, and will replace an outdated system. Phase I of this project was funded in 1990. Phase 2 will complete the project.

New Well and Distributing Piping $400,000

A new well will be required for the Southside to meet existing and future needs in 1991. The drought of 1990 proved the vulnerability of the system when fire demands pushed the system to maximum capacity. Without the surface water supplement, the City system would not be able to meet any unusual fire demands.

Central Services Warehouse Roof Replacement $12,750

The current central warehouse facility was purchased from the federal government in 1954 and moved to the City Lot. The roof of the structure suffers from metal corrosion and deterioration. Attempts to patch the roof have been numerous and unsuccessful. These funds represent the Water Fund's share of these improvements.

SEWER FUND

Sewer Line Rehabilitation $350,000

Many miles of existing sewer lines have documented structural problems, thus indicating future system failures. Miles of concrete sewer lines installed in the 1950's and 60's have deteriorated to the point of failing. In many cases, the existing lines can be rehabilitated, but in some instances line replacement/reconstruction is the best alternative. This program began in 1981 on Bacon Park Drive and has steadily moved forward showing positive results. In future years, the scope of this program will have to be increased due to the constant enlargement of the total system.

Lift Station Rehabilitation $400,000

The City of Savannah currently operates 140 lift stations. Many of the stations are approaching 20 years old, their designed useful life, and need to be rehabilitated. Also, the stations have taken on additional loads which require larger pumping capacities.

The City has established a long term program to rehabilitate at least five (5) lift stations per year. This program allows the cost to be spread more evenly and the system has been growing at a rate of 5 to 10 stations per year.

In future years, this program will have to be expanded to meet the overall growth of the systems and to provide for additional operational reliability features required by the Georgia EPD.

Sewer Fund Share of Paving Projects $80,000

Each year, a number of streets are scheduled for paving, but the streets have sewer lines in less than 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. This program avoids short-term and long-term damage to the new streets and provides for better public relations by minimizing disruptions to traffic flow.

Storm Water Separation $250,000

There are still portions of the City where there is not a complete separation of the storm and sanitary sewer systems. In extreme storm conditions, this storm water overloads the sewage treatment facilities. This project will divert the storm water out of the sanitary system which will maintain capacity and lower maintenance costs.

Lift Station Monitoring $250,000

The City currently operates 140 sewage lift stations which must operate continuously in order to transport wastewater to the President Street and other treatment plants within the system. The City's preventive maintenance efforts have considerably reduced operating problems and failures at most of these lift stations. However, since the stations are unattended, some mechanical failures can lead to disruption of pumping service in the lift station. Another feature of the monitoring system is the Georgia Environmental Protection Division's increased propensity to levy fines for sewage spills. The monitoring system will help reduce the frequency of this occurrence.

Ash Removal $100,000

The present lagoons at the President Street Plant are filled almost to capacity. At the present time we put approximately 1.1 tons/day into these lagoons. The lagoons are a part of the sludge incineration system.

Travis Field Upgrade $2,000,000

This project will be for the design and upgrade of the existing treatment facility. The project will allow for industrial treatment and residential treatment capabilities due to the potential for both kinds of development to occur.

Lift Station Emergency Pumping Systems $200,000

These systems are needed at major pumping facilities to greatly reduce the possibility of a multi-million gallon sewage spill. The facilities scheduled are for Bacon Park, Yamacraw and Windsor Forest.

Sewer Information System $50,000

This project enables the Sewer Department to tie into the Geographic Information System operated by the Engineering Department. Planning for the Sewer System will be enhanced when pertinent information is entered into the system.

Miscellaneous Sewer Extension $10,000

There are lots within the existing service area that are in close proximity to the City system. By extending a sewer line a

small distance, the customers can be served. Areas in the City, especially on the south and west sides and in the Islands areas, request this type of service.

Extension to Unserved Areas $250,000

Some parts of the City's potential sewer service areas do not have sewer lines in place. Each year, funds are needed to extend services to residences that are unserved by a sewerage system. This program provides service to existing residences or businesses requesting service and promotes future growth in unserved areas.

Developer Oversizing $200,000

As developers construct sewer lines in newly developed areas, the City must ensure the sewer lines are adequate 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. In the long term, this program lessens future cost and provides for more orderly growth.

Wilshire Treatment Plant Shop/Storage Building $40,000

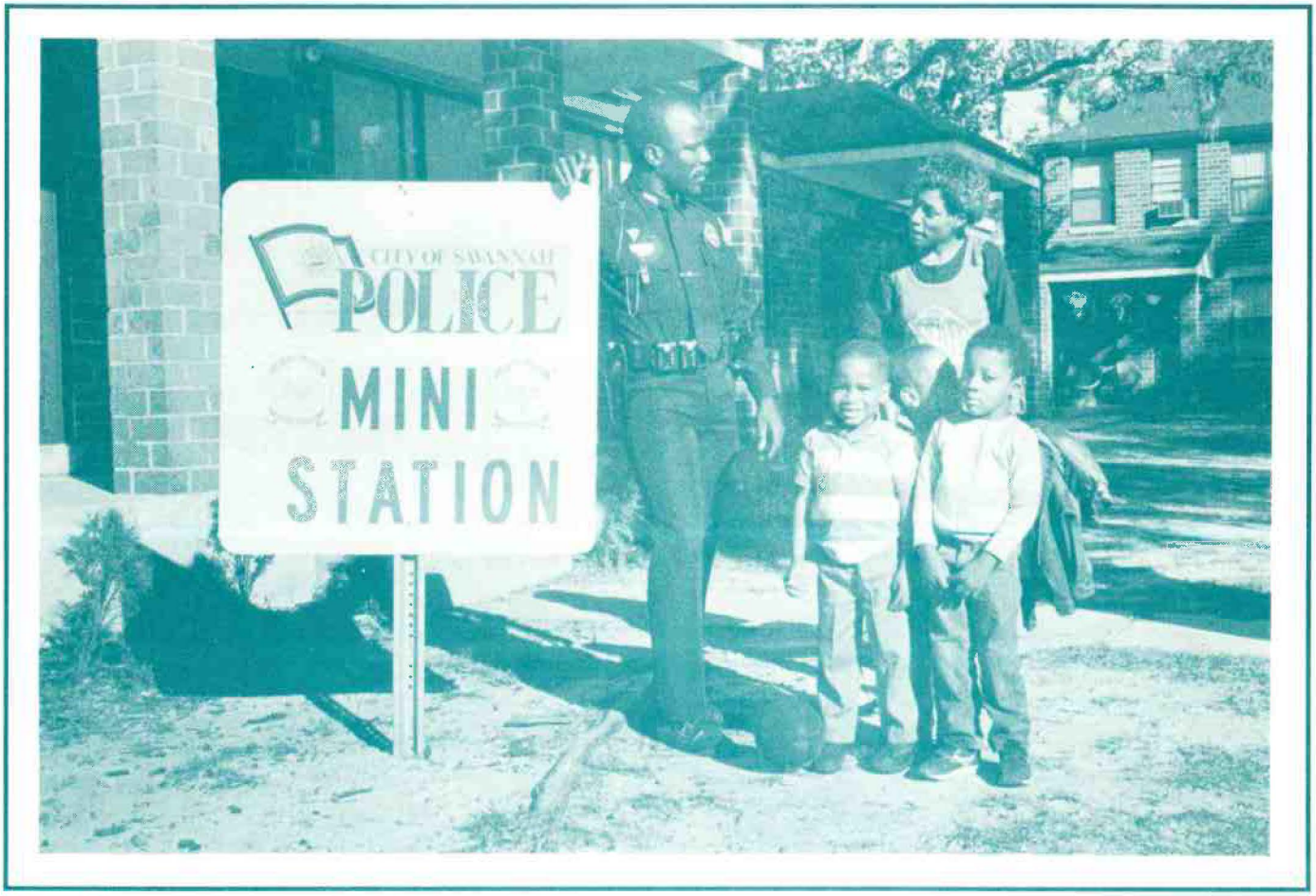
This project will be to add a shop/storage building to the existing facility. The building is needed to provide maintenance and storage of equipment (i.e., skid steer loader, pumps, movers, etc.), tools, lubricants, and maintenance supplies.

President Street Plant Outfall $500,000

The Georgia Environmental Protection Division has mandated that outfall from the President Street Plant be diverted from the Savannah River to the Kayton Canal. These funds allow this change to the ongoing plant expansion.

Central Services Warehouse Roof Replacement $12,750

The current central warehouse facility was purchased from the federal government in 1954 and moved to the City Lot. The roof of the structure suffers from metal corrosion and deterioration. Attempts to patch the roof have been numerous and unsuccessful. These funds represent the Sewer share of these improvements.



The Police Department operates four mini-stations throughout the city.

Special Funds

SPECIAL FUNDS

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund 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 include employer contributions and employee contributions. In 1991, employer contributions to employee benefits total $10,181,173, while employee contributions to employee benefits total $4,989,340. The following summary identifies specific benefits according to employer contributions and employee contributions.

Employer Contributions

	1990 Projected	1991 Budget
Social Security	$2,670,172	$ 2,728,964
Pension (New Plan)	2,052,772	1,879,207
Group Medical Insurance[1]	3,746,810	4,250,488
Group Life Insurance	0	132,051
Disability Insurance	104,170	100,472
Unemployment Insurance	0	36,171
Worker's Compensation	1,151,226	1,053,820
Total	$9,725,150	$10,181,173

Employee Contributions

Social Security	$2,670,172	$ 2,728,964
Pension (New Plan)	1,169,057	1,221,507
Group Medical Insurance	759,533	912,869
Group Life Insurance	120,000	126,000
Total	$4,718,762	$ 4,989,340

Social Security: In 1991 the City will contribute $2,728,964 to Social Security. This represents an increase of $58,792 over the projected 1990 expenditures. Playing a role in the rise are the anniversary wage increases and the general wage increase. The increases are somewhat offset by productivity savings of $110,942 in 1991. The table on the following page depicts the change from 1990 to 1991. City employees will contribute the other half of the Social Security contribution for a total of $5,457,928 in 1991.

[1] Includes contributions from Private Industry Council

SOCIAL SECURITY 1991
(City Contribution Only)

1990 Projected	Anniv. Increase	General Wage Increase	Productivity Savings	1991 Recommended
$2,670,172	$78,042	$91,692	($110,942)	$2,728,964

Pension: Contributions to the Pension Fund total $3,100,714 in 1991. The employer contribution of $1,879,207 is a decrease of $173,565 from the 1990 contribution. The employee contribution will be $1,221,507. The employee's contribution is 3% of salary.

The annual pension contributions by the City are based on the recommendations of the Actuarial Report prepared for the City of Savannah Employee's Retirement Plan. The City's Pension contributions as a percentage of covered salaries are:

1985	1986	1987	1988	1989	1990	1991
7.7%	8.0%	7.5%	5.2%	4.8%	5.2%	4.6%

PENSION FUND
SUMMARY STATEMENT OF INCOME AND EXPENSES
FOR YEAR ENDED DECEMBER 31, 1989

Employee and Employer Contributions	$2,984,194	
Less: Administration Expenses	66,568	
NET CONTRIBUTION INCOME		$ 2,917,626
Investment Income:		
Dividends	839,313	
Interest	2,032,799	
Net Gain on Investment Sales	6,406,095	
Less: Investment Services	194,179	
NET INVESTMENT INCOME		9,084,028
TOTAL INCOME AVAILABLE FOR BENEFIT PAYMENTS		12,001,654
Benefit Payments:		
Pension Payments	1,924,409	
Refunds	287,033	
Interest on Refunds	42,589	
TOTAL BENEFIT PAYMENTS		2,254,031
EXCESS OF INCOME OVER EXPENSES		$ 9,747,623

Group Medical Insurance: The 1991 contribution to the Group Medical Insurance Fund will be $4,250,488 (includes City and Private Industry Council). This figure includes $71,739 of productivity improvement savings. The increase of $503,678 or 13% is attributed to recent claims experience in the City. Other significant contributions include those from active

employees of the City, $912,869; Savannah Airport Commission, $161,810; Metropolitan Planning Commission, $44,047; and Youth Futures, $66,484. Also, former and retired City employees make contributions of $30,988 and $247,717 respectively to the Group Medical Insurance Fund. The following table shows the breakdown of the contributions to the Group Medical Insurance Fund.

MEDICAL INSURANCE FUND

	1990 Projected	1991 Budget
Beginning Fund Balance	$ (237,126)	$ 375,798
Contributions		
City Contribution	$3,746,810	$4,250,488
Active Employees	759,533	912,869
Airport	133,524	161,810
Retirees	218,971	247,717
COBRA	18,686	30,988
MPC	36,552	44,047
Youth Futures	56,970	66,484
CDC	9,600	11,100
Total	$4,980,646	$5,725,503
Expenditures		
Claims	$4,559,305	$5,015,236
Administrative	153,557	161,849
Specific Stop-Loss	148,530	216,408
Aggregate Stop-Loss	45,078	47,287
Savannah Business Group	18,000	18,000
Other	6,252	0
Stop-Loss Refund	(563,000)	0
Total	$4,367,722	$5,458,780
Ending Fund Balance	$ 375,798	$ 642,521

Group Life Insurance: The City provides each employee in a full-time or part-time regular position life insurance in an amount equal to one times annual earnings rounded to the next thousand. The City's cost for this would have been $134,571 in 1991. However, some $2,520 in savings resulted from productivity improvements implemented.

The City offers the option to purchase additional life insurance to regular employees who earn $7,000 or more. This optional coverage is in addition to the basic life insurance provided by the City, and is paid for by the employee. Employees' cost for supplemental life will equal $126,000 in 1991.

In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total $15,750 in 1991.

Disability Insurance: Disability Insurance contributions will be $100,472 in 1991, down from $104,170 in 1990. All contributions to Disability Insurance are made by the employer.

LONG TERM DISABILITY

	1990 Projected	1991 Budget
Contributions		
City Contribution	$ 104,170	$ 100,472
Interest	1,950	2,200
Draw (Contribution) on Reserves	3,880	12,328
Total	$ 110,000	$ 115,000
Expenditures		
LTD Premiums	$ 110,000	$ 115,000

Unemployment Insurance: Unemployment Insurance contributions will be $36,171 in 1991, up from $0 in 1990. Contributions to this fund were $0 in 1990 because of an adequate reserve level. All contributions to Unemployment Insurance are made by the employer.

UNEMPLOYMENT COMPENSATION

	1990 Projected	1991 Budget
Revenues		
City Contribution	$ 0	$ 36,171
Interest	15,000	8,000
Draw (Contribution) on Reserves	57,000	30,829
Total	$ 72,000	$ 75,000
Expenditures	$ 72,000	$ 75,000

Worker's Compensation: Worker's Compensation contributions will total $1,053,820 in 1991, down from $1,151,226 in 1990. The employer makes the total contribution to Worker's Compensation.

WORKER'S COMPENSATION

	1990 Projected	1991 Budget
Contributions		
City Contribution	$1,151,226	$1,053,820
Interest	17,500	17,500
SITF Reimbursement	10,000	10,000
Draw (Contribution) on Reserves	(113,626)	103,873
Total	$1,065,100	$1,185,193
Expenditures	$1,065,100	$1,185,193

OTHER RISK-MANAGEMENT

In addition to the Worker's Compensation risk-management account, there are risk-management accounts for boiler/machinery, fire and content, and judgments and losses. These three accounts, along with a purchased insurance account, are grouped together under one minor code. The cost for purchased insurance will total $227,359 in 1991. Included under this purchased insurance coverage are such things as major fire damage, money and securities, blanket and fidelity bonds, the fireboat, and computers. The Risk-Management Umbrella provides reserves against large losses.

Boiler/Machinery: This risk-management account is designed to cover major equipment losses occurring from accidents such as storm damage or explosions. Equipment covered includes air conditioning systems, machinery at the I & D and President Street Plants, and other heavy machinery used by City departments. Contributions for Boiler/Machinery insurance will total $0 in 1991. This is due to an adequate reserve level for this account.

BOILER/MACHINERY

	1990 Projected	1991 Budget
Contributions		
City Contribution	$ 20,000	$ 0
Interest	10,700	10,700
Draw (Contribution) on Reserves	(23,700)	(3,700)
Total	$ 7,000	$ 7,000
Expenditures	$ 7,000	$ 7,000

Fire & Content: Major losses due to fire damage are covered by purchased insurance. However, the Fire and Content risk-management account is designed to cover smaller losses occurring from fire damage up to $50,000. Fire and Content contributions for the risk-management account will be $25,225 in 1991, the same as in 1990.

FIRE & CONTENT

	1990 Projected	1991 Budget
Contributions		
City Contribution	$ 25,225	$ 25,225
Interest	20,000	20,000
Draw (Contribution) on Reserves	(25,225)	(25,225)
Total	$ 20,000	$ 20,000
Expenditures	$ 20,000	$ 20,000

Judgments & Losses: Damages awarded resulting from civil suits filed against the City are paid from the Judgments and Losses account. These suits typically involve such issues as vehicular accidents and injuries and sewer line back-up problems. Judgment and Losses contributions will total $200,000 in 1991, down from $483,355 in 1990. The decrease in contributions is because of an adequate reserve level.

JUDGMENTS & LOSSES

	1990 Projected	1991 Budget
Contributions		
City Contribution	$ 483,355	$ 200,000
Interest	10,000	10,000
Draw (Contribution) on Reserves	(263,008)	50,847
Total	$ 230,347	$ 260,847
Expenditures	$ 230,347	$ 260,847

Risk-Management Umbrella: The Risk-Management Umbrella fund provides reserves for unexpected losses or expenditures in the risk-management accounts. Contributions to this fund will total $70,000 in 1991.

RISK-MANAGEMENT UMBRELLA

	1990 Projected	1991 Budget
Contributions		
Interest	$ 73,780	$ 70,000
Other	3,771	0
Total	$ 77,551	$ 70,000

DEBT SERVICE FUND
Amounts to be Provided and Appropriations
for Bond Payments

Amounts to be Provided	1989 Actual	1990 Projected	1991 Budget
Transfer From:			
General Fund	$2,461,673	$2,648,490	$2,882,682
Golf Course Fund	159,259	159,258	159,258
Civic Center Fund	373,120	359,360	345,600
Parking Services Fund	830,316	826,620	816,384
Water Fund	1,360,023	1,434,311	1,635,529
Sewer Fund	2,422,086	2,609,390	3,037,976
I & D Water Fund	981,950	912,815	978,203
Total Sources	$8,588,427	$8,950,244	$9,855,632
Appropriations			
Sinking Fund Payment:			
Water	$1,324,705	$1,398,990	$1,600,208
Sewer	2,271,730	2,346,032	2,688,419
I & D Water	976,566	892,431	957,819
Total Sinking Fund	$4,573,001	$4,637,453	$5,246,446
Bond Principal:			
Streets and Drainage	$1,305,000	$1,465,000	$1,685,000
Golf Course	31,509	34,659	38,125
Civic Center	320,000	320,000	320,000
Parking Services	830,316	826,620	816,384
Total Principal	$2,486,825	$2,646,279	$2,859,509
Bond Interest:			
Streets and Drainage	$1,156,673	$1,183,490	$1,197,682
Golf Course	127,750	124,599	121,133
Civic Center	53,120	39,360	25,600
Total Interest	$1,337,543	$1,347,449	$1,344,415
Other:			
Water	$ 35,318	$ 35,321	$ 35,321
Sewer	150,356	263,358	349,557
I & D Water	5,384	20,384	20,384
Total Other	$ 191,058	$ 319,063	$ 405,262
Total Appropriations	$8,588,427	$8,950,244	$9,855,632

1991 VEHICLE PURCHASE FUND

	General Fund	Comm. Dev. Fund	Sanit. Fund	Internal Svc. Fund	W/S Fund
BEG. BAL. 1990	$ 1,766,725	$ 17,473	$ 303,684	$ 128,455	$ 437,263
Vehicle Deprec.	$ 1,145,764	$ 6,927	$ 582,669	$ 36,157	$ 232,286
Loss Billings	7,419	0	0	0	1,785
Replacement Contr	0	0	0	0	0
Fleet Add. Contr.	13,915	0	0	0	0
Sales Revenue	57,537	0	28,925	350	7,750
Interest Revenue	88,561	0	45,037	2,795	17,954
Misc. Revenue	12,834	0	6,526	405	2,602
Insur. Proceeds	31,794	0	16,169	1,003	6,446
TOTAL REVENUE	$ 1,357,824	$ 6,927	$ 679,326	$ 40,710	$ 268,823
Replace. Purch.	$ 1,861,376	$ 8,940	$ 770,466	$ 52,725	$ 293,050
Fleet Additions	26,506	0	8,940	0	0
Special Equipment	0	0	52,000	0	0
Sales Expense	468	0	303	9	78
Book Value	8,979	0	10,549	0	1,785
TOTAL EXPENSE	$ 1,897,329	$ 8,940	$ 842,258	$ 52,734	$ 294,913
END 90/BEGIN 91 BALANCE	$ 1,227,220	$ 15,460	$ 140,752	$ 116,431	$ 411,173
Vehicle Deprec.	$ 1,213,504	$ 6,264	$ 639,805	$ 40,819	$ 243,762
Loss Billings	7,419	0	0	0	1,785
Replacement Contr	0	0	0	0	0
Fleet Add. Contr.	0	0	0	0	0
Sales Revenue	57,537	0	28,925	350	7,750
Interest Revenue	87,695	0	46,236	2,950	17,616
Misc. Revenue	7,855	0	4,141	264	1,578
Insur. Proceeds	32,912	0	17,352	1,107	6,611
TOTAL REVENUE	$ 1,406,922	$ 6,264	$ 736,459	$ 45,490	$ 279,102
Replace. Purch.	$ 1,003,000	$ 12,000	$ 610,000	$ 17,500	$ 103,000
Fleet Additions	0	0	0	0	0
Special Equipment	0	0	0	0	0
Sales Expense	468	0	303	9	78
Book Value	8,979	0	10,549	0	1,785
TOTAL EXPENSE	$ 1,012,447	$ 12,000	$ 620,852	$ 17,509	$ 104,863
END BALANCE '91	$ 1,621,695	$ 9,724	$ 256,359	$ 144,412	$ 585,412

1991 VEHICLE PURCHASE FUND

	I & D Water Fund	Civic Ctr. Fund	Parking Fund	Total
BEG. BAL. 1990	$ 57,545	$ 12,751	$ 11,195	$2,735,091
Vehicle Deprec.	$ 12,618	$ 3,244	$ 37,786	$2,057,451
Loss Billings	0	0	0	9,204
Replacement Contr	0	0	0	0
Fleet Add. Contr.	0	0	0	13,915
Sales Revenue	275	0	0	94,837
Interest Revenue	975	251	2,921	158,494
Misc. Revenue	141	36	423	22,967
Insur. Proceeds	350	90	1,049	56,901
TOTAL REVENUE	$ 14,359	$ 3,621	$ 42,179	$2,413,769
Replace. Purch.	$ 0	$ 0	$ 28,745	$3,015,302
Fleet Additions	9,569	0	0	45,015
Special Equipment	0	0	0	52,000
Sales Expense	9	0	0	867
Book Value	0	0	0	21,313
TOTAL EXPENSE	$ 9,578	$ 0	$ 28,745	$3,134,497
END 90/BEGIN 91 BALANCE	$ 62,326	$ 16,372	$ 24,629	$2,014,363
Vehicle Deprec.	13,860	2,173	39,752	$2,199,939
Loss Billings	0	0	0	9,204
Replacement Contr	0	0	0	0
Fleet Add. Contr.	0	0	0	0
Sales Revenue	275	0	0	94,837
Interest Revenue	1,002	157	2,873	158,529
Misc. Revenue	90	14	257	14,199
Insur. Proceeds	376	59	1,078	59,495
TOTAL REVENUE	$ 15,603	$ 2,403	$ 43,960	$2,536,203
Replace. Purch.	$ 12,000	$ 0	$ 0	$1,757,500
Fleet Additions	0	0	0	0
Special Equipment	0	0	0	0
Sales Expense	9	0	0	867
Book Value	0	0	0	21,313
TOTAL EXPENSE	$ 12,009	$ 0	$ 0	$1,779,680
END BALANCE '91	$ 65,920	$ 18,775	$ 68,589	$2,770,886

GOLF COURSE FUND

Bacon Park Golf Course is a 27-hole golf complex which includes a putting green, a chipping green, a lighted driving range, and a clubhouse. In January 1989, the City Council voted to contract the Golf Course operations. The Council awarded a four-year agreement to the American Golf Corporation firm for the payment of $160,000 per year.

The 1990 projection and the 1991 budget reflect the continuation of the Golf Course contractual agreement.

REVENUE BY SOURCE

Revenue	1990 Projected	1991 Budget
Lease Payment	$ 160,000	$ 160,000
Total	$ 160,000	$ 160,000

EXPENDITURES BY TYPE

Expenditure Area	1990 Projected	1991 Budget
Personnel Service	$ 0	$ 0
Contractuals	0	0
Internal Services	0	0
Debt Service	159,258	159,258
Reserve	742	742
Total	$ 160,000	$ 160,000

PRIVATE INDUSTRY COUNCIL

The primary responsibilities of the Private Industry Council are to assess the educational and training needs of economically disadvantaged and unemployed citizens, provide job training and work experience for clients, and provide job training and counseling services to refugees. The 1991 administrative budget is summarized below.

EXPENDITURES BY TYPE

Expenditure Areas	1990 Projected	1991 Budget	Change $	Change %
Personnel Services	$ 486,333	$ 516,527	$ 30,194	6.2
Contractuals	63,589	63,156	-433	-0.7
Commodities	4,537	4,099	-438	-9.7
Internal Services	6,447	8,041	1,594	24.7
Capital Outlays	1,792	0	-1,792	-100.0
Other Charges	18,097	18,277	180	1.0
Total	$ 580,795	$ 610,100	$ 29,305	5.0

REVENUE BY SOURCE

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. Other revenues are grants for Refugee Programs from the U.S. Department of Health and Human Services through the Georgia Department of Human Resources, an Older Workers grant and a Dislocated Workers grant through the Georgia Department of Labor.

PROGRAM COSTS

The administrative budget for the Private Industry Council increases $29,305 or 5% over 1990. The increase is primarily attributed to an increase of $30,194 in Personnel Services. A general wage increase, an anniversary increase for eligible employees, and position vacancies in 1990 are responsible for the increase.

Contractuals decrease $433 and Commodities decrease $438 from the 1990 projected expenditures.

Internal Services charges increase $1,594 reflecting charges for mail service and routine electrical service planned for the Assessment Center in 1991.

Other charges total $18,277. This allocation provides $17,000 for Services by the General Fund and $1,277 for Vehicle Depreciation.

POLICE CONDEMNED FUNDS

Condemned funds are money confiscated by the Savannah Police Department during vice and drug enforcement activities and awarded to the City by judicial order. Georgia law authorizes cities to receive such condemned monies (GA code 16-13-49).

Provided below are the 1990 projected and the 1991 budgeted condemned funds expenditures.

1990 Projected

Matching Funds for Housing/Drug Grant	$ 65,000
Firearms Training System	59,325
Communications Improvements	35,000
Garden Homes Mini-Station	31,088
Surveillance Equipment	19,813
Computer Equipment	15,000
Facial Facsimulator	13,700
Mountain Bdddcles	4,000
Miscellaneous	8,640
Total	$251,566

1991 Budget

Unallocated Purchases	$101,536
Total	$101,536

TOURISM ENHANCEMENT PROGRAM

In 1987, state legislation was enacted increasing the permissible 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 hotel/motel taxes must be used to promote tourism; the remaining three fifths may be used as general City revenues.

The Tourism Enhancement Program represents the new revenues collected from the higher tax rate. These revenues are allocated to tourism-related capital needs and to start-up costs for tourism-related programs. 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.

Provided below are the 1990 projected and the 1991 budgeted expenditures for the Tourism Enhancement Program.

1990 Projected

Battlefield Park		$202,521
Transfer to Civic Center		$210,000
Ballroom Renovation	$176,000	
Boiler Repair	3,000	
Condensing System	16,000	
Ice Floor Control System	15,000	
Transfer to CIP		$109,082
Rousakis Plaza Structural Repairs	10,000	
Emmett Park/Bay Street Strand	20,000	
Factors Walk Wall-II	56,662	
Computerized Ticketing System	6,420	
Civic Center Fountain	16,000	
Total		$521,603

1991 Budget

Battlefield Park	$213,959
Transfer to Civic Center	$165,000
Theatre Lower Roof	
Transfer to CIP	$169,247
Factors Walk Wall-III	
Total	$548,206





The Office of Cultural Affairs supports numerous arts related activities.

Appendix

APPENDIX

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
MAYOR			1.00
ALDERMAN			8.00
CITY MANAGER			1.00
JUDGE-RECORDERS COURT			2.00
CITY ATTORNEY			1.00
ASSISTANT CITY ATTORNEY			1.00
LIFEGUARD	36	36	6.75
SCHOOL CROSSING GUARD	37	37	18.24
SENIOR LIFEGUARD	40	40	2.25
SECURITY GUARD	41	42	2.00
CUSTODIAN	42	43	8.50
PARKS MAINT WRKR TRN	44	45	4.00
PARKS MAINT WRKR I	44	45	5.00
GROUNDS MAINT WORKER	44	45	16.84
MAINTENANCE SERVICE WORKER	44	45	42.00
TRAFFIC MAINTENANCE WORKER	44	45	2.00
SWIMMING POOL MANAGER	46	46	.25
UTILITIES MAINT WORKER	46	46	20.00
PARKS MAINT WRKR II	46	47	5.00
SR GROUNDS MAINT WORKER	46	47	3.00
SANITATION WORKER	46	47	105.25
PARKING LOT ATTENDANT	45	47	5.00
EQUIPMENT SERVICE ATTENDANT	46	47	3.00
CLUBHOUSE ATTENDANT	47	48	2.00
SR UTILITIES MAINT WORKER	48	48	28.00
INT MNT SERVICE WORKER	47	48	13.00
SR TRAFFIC MAINT WORKER	47	48	4.00
CLERK	47	49	2.00
STOREKEEPER	48	49	5.00
LIGHT EQUIPMENT OPERATOR	47	49	5.00
CLERK TYPIST	48	50	14.00
CITIZEN INFORMATION REP	48	50	1.00
DATA CONTROL CLERK	48	50	1.00
RECREATION LEADER	49	50	40.15
PARKING ENFORCEMENT OFFICER	48	50	7.00
SR MNT SERVICE WORKER	49	50	22.00
LEISURE SERVICES BUS DRIVER	49	51	1.00
WATER METER MECHANIC	51	51	4.00
MEDIUM EQUIPMENT OPERATOR	49	51	52.00
PUMP REPAIR MECHANIC TRAINEE	51	51	4.00
CASHIER	50	52	7.00
SR PARKING ENFORCEMENT OFFICER	50	52	2.00

NOTE: This summary reflects the final range adjustments for 1991 and therefore, may not be consistent with the activity personnel schedules.

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
ACCOUNT CLERK	51	53	9.00
SENIOR STOREKEEPER	52	53	2.00
TREE TRIMMER TRAINEE	53	53	5.00
TREE TRIMMER I	53	53	2.00
PARKING METER TECHNICIAN	52	53	2.00
APPR MAINT CRAFTS WORKER	52	53	4.00
APPRENTICE EQUIPMENT MECHANIC	52	53	1.00
MAIL CLERK/CUSTODIAN	51	53	1.00
SENIOR CLERK	52	54	16.00
RECREATION CENTER MANAGER	53	54	12.34
WATER METER READER	52	54	4.00
WATER SERVICE REPRESENTATIVE	52	54	6.00
RES REFUSE TRUCK OPERATOR	52	54	53.00
SENIOR CLERK TYPIST	53	55	22.00
ENGINEERING AIDE	55	55	2.00
SR DATA CONTROL CLERK	54	56	1.00
SENIOR ACCOUNT CLERK	54	56	7.00
TREE TRIMMER II	56	56	1.00
TREE TRIMMER III	56	56	6.00
FIRE DISPATCHER	55	56	5.00
SUPV MAINTENANCE SERV WORKER	55	56	12.00
MAINTENANCE CRAFTS WORKER	55	56	3.00
SENIOR MAIL CLERK/CUSTODIAN	54	56	1.00
AUTO PARTS BUYER ASSISTANT	56	57	1.00
LANDSCAPE GARDENER I	56	57	1.00
FIREFIGHTER TRAINEE	56	57	2.00
POLICE DISPATCHER	55	57	28.00
CONST SITE SAFETY MONITOR	56	57	2.00
CUSTOMER SERV REPRESENTATIVE	56	58	4.00
BUDGET CLERK	56	58	1.00
PERMIT CLERK	56	58	2.00
SECRETARY	56	58	16.00
FINANCE CLERK	56	58	3.00
PURCHASING CLERK	56	58	1.00
PERSONNEL CLERK	56	58	4.50
BAILIFF	56	58	3.00
WATER PLANT OPERATOR I	58	58	8.00
WATER PLANT OPERATOR II	58	58	12.00
WATER PLANT OPERATOR III	58	58	5.00
SEW TRMT PLANT OPERATOR I	58	58	8.00
SEW TRMT PLANT OPERATOR II	58	58	6.00
FIREFIGHTER	57	58	32.00
ELECTRONIC INSTALLER	57	58	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
PRINCIPAL CLERK	57	59	4.00
DPC SCHEDULER/TAPE LIBRARIAN	57	59	1.00
COMPUTER OPERATOR	57	59	4.00
CASE DISPOSITION CLERK	57	59	2.00
SENIOR ENGINEERING AIDE	59	59	4.00
LAB TECHNICIAN	59	59	3.00
LANDSCAPE GARDENER	58	59	1.00
PKS MAINT CREW CHIEF	58	59	4.00
BUILDING & GROUNDS SUPERVISOR	58	59	3.00
RECREATION SPECIALIST	58	59	7.76
WATER METER CREW CHIEF	58	59	1.00
TRAFFIC MAINTENANCE SPECIALIST	58	59	1.00
HEAVY EQUIPMENT OPERATOR	57	59	8.00
SWEEPER OPERATOR	57	59	11.00
COMM REFUSE TRUCK OPERATOR	57	59	6.00
CITIZEN PART SPEC	58	60	1.00
SENIOR METER READER	58	60	1.00
SR FIRE DISPATCHER	59	60	1.00
ADMINISTRATIVE ASSISTANT	59	61	30.75
ADMINISTRATIVE SECRETARY	59	61	8.00
ASST CLERK OF COUNCIL	59	61	1.00
SENIOR COMPUTER OPERATOR	59	61	1.00
SENIOR LAB TECHNICIAN	61	61	1.00
GROUNDS MAINT EQUIP MECHANIC	60	61	1.00
UTIL MAINT CREW CHIEF	61	61	15.00
SENIOR POLICE DISPATCHER	59	61	4.00
POLICE OFFICER	60	61	143.00
HEAVY CONSTRUCTION EQUIP OPER	59	61	9.00
PUMP REPAIR MECHANIC	61	61	8.00
WTR TREAT PLANT MECHANIC	61	61	3.00
PAINTER	60	61	2.00
CARPENTER	60	61	2.00
TRAFFIC SIGNAL TECHNICIAN	60	61	3.00
REVENUE INVESTIGATOR	60	62	8.00
HOUSING CODE INSPECTOR	60	62	7.00
JUDICIAL CASE MANAGER	60	62	2.00
CEMETERY MNT CREW CHIEF	61	62	1.00
STS MAINT CREW CHIEF	61	62	1.00
VEHICLE MAINTENANCE COORD	61	62	1.00
CODE ENFORCEMENT OFFICER	60	62	7.00
DEPUTY COURT INVESTIGATOR	61	63	2.00
TREE MAINT CREW CHIEF	63	63	1.00
SOCIAL SERVICES COORDINATOR	62	63	1.00
EQUIP MECHANIC	62	63	5.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
SENIOR EQUIPMENT MECHANIC	62	63	5.00
SUPV PUMP REPAIR MECHANIC	64	64	6.00
SENIOR PAINTER	63	64	1.00
SECRETARY TO ACM	63	65	2.00
ELECTRICIAN	64	65	1.00
CATALOGING LIBRARIAN	64	66	1.00
ACCOUNT TECHNICIAN	64	66	1.00
AUTO PARTS BUYER	65	66	1.00
BUDGET TECHNICIAN	66	66	1.00
LABOR RESOURCES TECHNICIAN	64	66	9.00
ARTS TECHNICIAN	64	66	1.00
CEMETERY REHAB SPECIALIST	65	66	1.00
CEMETERY SUPERVISOR I	65	66	1.00
CULT ARTS THEATER TECH	65	66	1.00
MASTER FIREFIGHTER	65	66	111.00
PUBLIC INFORMATION ASST	65	67	1.50
TRAFFIC PLANNER	67	67	1.00
CEMETERY SUPERVISOR II	66	67	1.00
SWIMMING POOL MAINT SUPV	66	67	1.00
SOUND SYSTEMS TECHNICIAN	66	67	1.00
FIELD MAINTENANCE SUPERVISOR	66	67	7.00
BLDG MAINTENANCE MECHANIC	66	67	5.00
SENIOR CARPENTER	66	67	2.00
TRAFFIC CONTROL SYSTEM TECH	66	67	6.00
CUST & MESSENGER SERV SUPV	66	67	1.00
SUPV COMPUTER OPERATOR	66	68	1.00
CHIEF REVENUE INVESTIGATOR	66	68	1.00
REVENUE SUPERVISOR	66	68	5.00
PARKING FACILITIES SUPV	66	68	1.00
REHABILITATION INSPECTOR	66	68	2.00
LOAN PROCESSOR	66	68	1.00
JUDICIAL CASE MANAGEMENT SUPER	66	68	1.00
CONSTRUCTION INSPECTOR	68	68	6.00
PKS MAINT SUPERVISOR	66	68	5.00
WATER METER READING SUPV	65	68	1.00
BUILDING INSPECTOR	66	68	2.00
ELECTRICAL INSPECTOR	66	68	4.00
PLUMBING/MECHANICAL INSPECTOR	66	68	3.00
ZONING INSPECTOR	66	68	1.00
FIRE PREVENTION INSPECTOR	66	68	2.00
PARKING ENFORCEMENT SUPERVISOR	66	68	1.00
POLICE CORPORAL	67	68	131.00
CENTRAL SERVICES TECHNICIAN	67	69	1.00
GROUNDS MAINT EQUIP SPECIALIST	68	69	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
BUILDING OPERATIONS SUPERVISOR	68	69	1.00
RECREATION SUPERVISOR	68	69	3.00
FIRE INVESTIGATOR	67	69	1.00
ELECTRONIC EQUIPMENT TECH	68	69	2.00
WELDER	68	69	1.00
PRINCIPAL EQUIPMENT MECHANIC	68	69	7.00
HYDRAULICS SPECIALIST	68	69	1.00
PRIN EQUIP SPECIALIST	68	69	1.00
MASTER PUMP REPAIR MECHANIC	69	69	1.00
WTR TR PLANT MASTER MECHANIC	69	69	1.00
ELECTRONIC CONTROL TECH I	68	69	2.00
ELECTRONIC CONTROL TECH II	68	69	1.00
ELECTRONIC CONTROL TECH III	68	69	3.00
TELECOMMUNICATIONS COORD	68	70	1.00
DPC TELECOMMUNICATIONS TECH	68	70	2.00
COMPUTER PROGRAMMER	70	70	2.00
CONTRACT COMP OFFICER	68	70	1.00
RECORDERS COURT INVESTIGATOR	68	70	2.00
SURVEY PARTY CHIEF	70	70	1.00
BOX OFFICE/CONC SUPERVISOR	68	70	1.00
CONCESSIONS COORDINATOR	68	70	1.00
ASSISTANT PLANS EXAMINER	68	70	1.00
SENIOR BUILDING INSPECTOR	68	70	1.00
SR PLUMBING/MECHANICAL INSP	68	70	1.00
SENIOR ZONING INSPECTOR	68	70	1.00
SENIOR FIRE PREVENTION INSP	68	70	1.00
SANITATION SUPERVISOR	69	70	9.00
BUILDING MECHANIC SUPT	69	70	1.00
TRAFFIC MAINT SUPERVISOR	70	71	1.00
SENIOR PROPERTIES INSPECTOR	69	71	4.00
ACCOUNTANT	70	72	5.00
LAB SUPERVISOR	72	72	2.00
TENNIS COORDINATOR	71	72	1.00
WATER PLANT OPERATIONS SUPV	72	72	6.00
SEWER INSPECTION SUPV	72	72	1.00
UTIL MAINT SUPERVISOR	72	72	4.00
SEWAGE TRMT PLANT SUPVERVISOR	72	72	7.00
PROCESS CONTROL SUPERVISOR	72	72	1.00
COMPUTER BUSINESS SUPERVISOR	73	73	1.00
BUYER	72	73	2.00
ENGINEERING TECHNICIAN	73	73	5.00
CHEMIST	73	73	1.00
NEIGHBORHOOD FACILITIES COORD	72	73	1.00
CULTURAL ARTS COORDINATOR	72	73	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
LEISURE SVCS PROG COORD	72	73	2.00
MASTER EQUIPMENT MECHANIC	72	73	16.00
CONFIDENTIAL SECRETARY	71	74	2.00
ADMIN ASST TO CITY MANAGER	72	74	1.00
CEMETERY MAINT SUPT	73	74	1.00
SAFETY/TRAINING OFFICER	73	75	1.00
ASSISTANT COURT ADMINISTRATOR	75	75	1.00
NEIGHBORHOOD SERVICES COORD	73	75	2.00
STREET CLEANING ADMINISTRATOR	74	75	1.00
I & D MAINTENANCE SUPT	75	75	1.00
WATER SUPPLY SUPT	75	75	1.00
WATER DISTRIBUTION SUPT	75	75	1.00
WATER OPERATIONS SUPT	75	75	1.00
CNT SWG TNT PLANT OP SUPT	75	75	1.00
SEWAGE COLLECTION SUPT	75	75	1.00
CNT SEWAGE PLANT MECH SUPT	75	75	1.00
LIFT STATION MAINT SUPT	75	75	1.00
CHIEF BUILDING INSPECTOR	73	75	1.00
CHIEF ELECTRICAL INSPECTOR	73	75	1.00
FIRE CAPTAIN	74	75	41.00
POLICE SERGEANT	73	75	39.00
PUBLIC INFORMATION SPECIALIST	73	75	1.00
STREET MAINT SUPERINTENDENT	73	75	1.00
DRAINAGE MAINTENANCE SUPT	73	75	1.00
BUILDINGS & GROUNDS SUPT	73	75	2.00
SUPERINTENDENT ARBORIST	75	76	1.00
SUPERINTENDENT HORTICUL RTICUL	75	76	1.00
SANITATION SUPERINTENDENT	75	76	1.00
SENIOR BUYER	76	77	1.00
ASSISTANT TRAINING DIRECTOR	75	77	1.00
MANAGEMENT ANALYST	75	77	7.00
LABOR RESOURCES COORDINATOR	75	77	3.00
PROGRAM ANALYST	75	77	3.00
NEIGHBORHOOD PLANNER	75	77	1.00
HOUSING PLANNER	75	77	1.00
WATER OPERATIONS ADMIN	77	77	1.00
W'WATER TREATMENT PLANTS ADMIN	77	77	2.00
PLANS EXAMINER	75	77	1.00
POLICE CAD COORDINATOR	75	77	1.00
POLICE CRIME PREV ANALYST	75	77	1.00
BLDG & ELEC MNT SUPERVISOR	76	77	1.00
TRAFFIC SIGNAL SUPERINTENDENT	76	77	1.00
COMPUTER PROGRAMMER ANALYST	78	78	5.00
ADMINISTRATIVE SERVICES COORD	77	78	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
PARTS MANAGER	77	78	1.00
PERSONNEL COORDINATOR	76	78	3.00
DOWNTOWN SERVICES SPECIALIST	76	78	1.00
EMPLOYEE HEALTH NURSE	78	78	1.00
CHIEF FIRE INVESTIGATOR	76	78	1.00
EQUIP MAINT SUPERINTENDENT	77	78	2.00
INVENTORY COORDINATOR	78	79	1.00
EMPLOYEE ASSISTANCE DIRECTOR	78	79	1.00
ASSISTANT LABOR RESOURCES DIR	79	79	1.00
COMMUNITY DEVELOPMENT ADMIN	79	79	1.00
FIELD ENGINEERING COORD	79	79	1.00
CIVIL ENGINEER	79	79	1.00
TRAFFIC ENGINEERING COORD	79	79	1.00
WSTWTR COLLECTIONS ADM	79	79	1.00
WTR TRTMENT/DISTRIBUTION ADMIN	79	79	1.00
ASST VEHICLE MAINTENANCE DIR	79	79	1.00
SPECIAL ASSISTANT TO THE MAYOR	78	80	1.00
CLERK OF COUNCIL	70	80	1.00
NEW FUTURES INITIATIVE CONTRAC	78	80	1.00
SENIOR INTERNAL AUDITOR	78	80	2.00
SENIOR MANAGEMENT ANALYST	78	80	8.00
SENIOR PLANNER	78	80	1.00
PUBLIC DEVELOPMENT PROJECT COO	78	80	1.00
PROGRAM COORDINATOR	78	80	2.00
PROJECT MANAGER	78	80	1.00
PRIVATE DEVELOPMENT COORD	78	80	1.00
SAN CODE ENFORCEMENT ADMIN	80	80	1.00
ASST PARK & TREE DIRECTOR	79	80	1.00
BUILDING & GROUNDS MAINT ADMIN	79	80	1.00
ASSISTANT CIVIC CENTER DIRECTO	79	80	1.00
POLICE LIEUTENANT	78	80	13.00
LANDFILL ADMINISTRATOR	80	80	1.00
ELECTRONIC/TELECOM EQUIP SUPT	79	80	1.00
DPC PERSONAL COMPUTER COORD	81	81	1.00
DPC TRAINING COORDINATOR	81	81	1.00
MAPPER COORDINATOR	81	81	1.00
SENIOR SYSTEMS ANALYST	81	81	3.00
COMPUTER SYSTEMS PROGRAMMER	81	81	1.00
WATER & SEWER REVENUE ADMIN	80	81	1.00
PARKING SERVICES ADMIN	80	81	1.00
ASST REVENUE DIRECTOR	80	81	1.00
MASTER INTERNAL AUDITOR	79	81	2.00
SENIOR ACCOUNTANT	79	81	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
SENIOR PERSONNEL COORDINATOR	79	81	2.00
MASTER ANALYST	79	81	3.00
CIP COORDINATOR	79	81	1.00
ASST TRAFFIC ENGINEER	81	81	1.00
FIRE TRAINING OFFICER	80	81	1.00
RISK MANAGEMENT ADMIN	80	82	1.00
ASSISTANT PERSONNEL DIRECTOR	80	82	1.00
ASST BUDGET DIRECTOR	80	82	1.00
HOUSING CODE ENF ADMIN	82	82	1.00
NUISANCE PROPERTY MANAGER	82	82	1.00
ATHLETICS DIRECTOR	80	82	1.00
FIRE BATTALION CHIEF	82	82	6.00
GEODATA COORDINATOR	81	83	1.00
POLICE TRAINING DIRECTOR	83	83	1.00
RESEARCH LIBRARIAN	84	84	1.00
ASSISTANT TO THE CITY MANAGER	84	84	1.00
PUBLIC INFORMATION OFFICER	84	84	1.00
EMPLOYMENT TRG DIRECTOR	82	84	1.00
DIRECTOR OF CULTURAL AFFAIRS	84	84	1.00
RECORDER'S COURT ADMINISTRATOR	84	84	1.00
FACILITIES PROJECTS COORD	82	84	1.00
ASST INSPECTIONS DIRECTOR	84	84	1.00
ASST FINANCE DIRECTOR	83	85	1.00
NBRHD PROGRAMS DIRECTOR	84	85	1.00
POLICE CAPTAIN	83	85	7.00
SENIOR CIVIL ENGINEER	86	86	3.00
CEMETERY DIRECTOR	87	87	1.00
DPC OPERATIONS ADMIN	86	88	1.00
SYSTEMS AND PROC ADMIN	86	88	1.00
DATA BASE ADMIN	86	88	1.00
REFUSE COLLECTION DIRECTOR	89	89	1.00
COMMERCIAL REFUSE COLL ADM	89	89	1.00
REFUSE DISPOSAL DIRECTOR	89	89	1.00
PURCHASING DIRECTOR	89	90	1.00
CENTRAL SERVICES DIRECTOR	89	90	1.00
AUDITING DIRECTOR	89	90	1.00
ASST CITY ENGINEER	89	90	1.00
BUILDING & GROUNDS DIRECTOR	89	90	1.00
PERSONNEL DIRECTOR	89	91	1.00
BUDGET DIRECTOR	91	91	1.00
PRIVATE INDUSTRY COUNCIL EXE D	91	91	1.00
PLANNING & DEVELOPMENT DIR	89	91	1.00
NEIGHBORHOOD SVS DIRECTOR	87	91	1.00
CIVIC CENTER DIRECTOR	89	91	1.00

PERSONNEL SUMMARY

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CURRENT RANGE	PROPOSED RANGE	STAFF YEARS
VEHICLE MAINTENANCE DIRECTOR	91	91	1.00
ASSISTANT FIRE CHIEF	91	92	2.00
POLICE MAJOR	91	92	4.00
REVENUE DIRECTOR	91	93	1.00
WATER POLL CONT DIRECTOR	93	93	1.00
FAC MAINT ENGINEERING DIR	92	93	1.00
PARK & TREE DIRECTOR	93	93	1.00
WATER OPERATIONS DIRECTOR	93	93	1.00
TRAFFIC ENGINEERING DIRECTOR	94	94	1.00
ASST FACILITIES MAINT DIR	95	95	1.00
DATA PROCESSING DIRECTOR	94	96	1.00
INSPECTIONS DIRECTOR	96	96	1.00
HOUSING DIRECTOR	97	97	1.00
CITY ENGINEER	98	99	1.00
SANITATION DIRECTOR	98	100	1.00
LEISURE SERVICES DIRECTOR	98	100	1.00
FIRE CHIEF	99	100	1.00
FINANCE DIRECTOR	100	102	1.00
FACIL MAINT DIRECTOR	102	102	1.00
POLICE CHIEF	102	102	1.00
ASSISTANT CITY MANAGER/MGT SVS	108	109	1.00
ASSISTANT CITY MANAGER/PUBLIC	108	109	1.00
GRAND TOTAL			1872.08

CITY OF SAVANNAH
PERSONNEL PAY SCHEDULE *

Effective January 1, 1991

RANGE NUMBER	ANNUAL SALARY LOW	ANNUAL SALARY HIGH
26	$ 7,827	$10,489
27	8,020	10,748
28	8,219	11,014
29	8,421	11,286
30	8,629	11,564
31	8,843	11,850
32	9,061	12,142
33	9,285	12,442
34	9,514	12,750
35	9,749	13,064
36	9,990	13,387
37	10,236	13,718
38	10,489	14,056
39	10,748	14,404
40	11,014	14,759
41	11,286	15,124
42	11,564	15,497
43	11,850	15,880
44	12,142	16,272
45	12,442	16,674
46	12,750	17,086
47	13,064	17,508
48	13,387	17,940
49	13,718	18,383
50	14,056	18,837
51	14,404	19,302
52	14,759	19,779
53	15,124	20,267
54	15,497	20,768
55	15,880	21,281
56	16,272	21,806
57	16,674	22,345
58	17,086	22,896
59	17,508	23,462
60	17,940	24,041

* 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	$18,383	$24,635
62	18,837	25,243
63	19,302	25,867
64	19,779	26,505
65	20,267	27,160
66	20,768	27,831
67	21,281	28,518
68	21,806	29,222
69	22,345	29,944
70	22,896	30,683
71	23,462	31,441
72	24,041	32,218
73	24,635	33,013
74	25,243	33,828
75	25,867	34,664
76	26,505	35,520
77	27,160	36,397
78	27,831	37,296
79	28,518	38,217
80	29,222	39,161
81	29,944	40,128
82	30,683	41,119
83	31,441	42,134
84	32,218	43,175
85	33,013	44,241
86	33,828	45,333
87	34,664	46,453
88	35,520	47,600
89	36,397	48,775
90	37,296	49,980
91	38,217	51,214
92	39,161	52,479
93	40,128	53,775
94	41,119	55,103
95	42,134	56,464
96	43,175	57,858
97	44,241	59,287
98	45,333	60,751
99	46,453	62,251
100	47,600	63,788
101	48,775	65,364
102	49,980	66,978
103	51,214	68,632
104	52,479	70,327
105	53,775	72,063
106	55,103	73,843
107	56,464	75,667
108	57,858	77,535
109	59,287	79,450
110	60,751	81,412

1991 CAPITAL OUTLAY PURCHASES

ITEM	COST	
GENERAL FUND		
GENERAL ADMINISTRATION		
CLERK OF COUNCIL		
2 Work Stations (rep)	$ 6,500	
Subtotal		$ 6,500
TOTAL		$ 6,500
MANAGEMENT & FINANCIAL SERVICES		
ASSISTANT CITY MANAGER		
1 Personal Computer (rep)	$ 3,435	
Subtotal		$ 3,435
TOTAL		$ 3,435
FACILITIES MAINTENANCE		
CEMETERIES		
2 Riding Mowers (rep)	$ 15,000	
Subtotal		$ 15,000
TRAFFIC ENGINEERING		
2 8-phase Signal Controllers (rep)	$ 14,830	
2 Traffic Counters (rep)	2,480	
2 Flashing School Zone Signs (new)	2,580	
2 4-phase Signal Controllers (rep)	12,220	
1 2-phase Signal Controllers (rep)	4,910	
Subtotal		$ 37,020
TOTAL		$ 52,020
POLICE		
INVESTIGATIONS		
1 Typewriter (rep)	$ 850	
1 Color Film Processor (rep)	900	
1 Camera (rep)	975	
1 Personal Computer (rep)	6,500	
Subtotal		$ 9,225
MANAGEMENT SERVICES		
1 320 MB Hard Disk Drive (new)	$ 2,900	
Subtotal		$ 2,900
SPECIAL OPERATIONS		
4 Handheld Radar Units (rep)	$ 4,280	
2 Printers (rep)	2,000	
1 High Speed Line Printer (rep)	5,630	
Subtotal		$ 11,910
TOTAL	$ 24,035	

FIRE

FIRE CHIEF		
1 Ice Maker (rep)	$ 850	
Subtotal		$ 850
FIREFIGHTING		
1 Large Diameter Hose (rep)	$ 11,000	
4 Air Packs (rep)	5,600	
2 Humat Valves (rep)	3,050	
1 AWG Valve (rep)	1,050	
Subtotal		$ 20,700
TOTAL		$ 21,550

LEISURE SERVICES

BUILDINGS AND GROUNDS MAINTENANCE		
4 Diving Boards for Jenkins, Law, Bartow, and Tompkins (rep)	$ 6,656	
Subtotal		$ 6,656
TOTAL		$ 6,656
GENERAL FUND TOTAL		**$114,196**

INTERNAL SERVICES FUND

DATA PROCESSING		
Fiber Optic Link (new)	$ 10,712	
Subtotal		$ 10,712
ENGINEERING		
3 Personal Computers (rep)	$ 10,500	
Subtotal		$ 10,500
VEHICLE MAINTENANCE		
1 Personal Computer (rep)	$ 3,000	
1 Brake Lathe (rep)	1,500	
2 Floor Jacks (rep)	2,000	
Subtotal		$ 6,500
CENTRAL SERVICES		
1 Personal Computer For Director's Office (rep)	$ 3,435	
Portable Radio Batteries (rep)	8,852	
40 Police Portable Radios (rep)	36,000	
10 Police Mobile Radios (rep)	11,000	
15 TRAP Mobile Radios (rep)	42,000	
5 Police Pagers (rep)	1,040	
34 Sanitation Mobile Radios (new)	51,000	
4 Water Mobile Radios (rep)	1,920	
3 I & D Base Stations (rep)	4,200	
Subtotal		$159,447
INTERNAL SERVICES FUND TOTAL		**$187,159**

CIVIC CENTER FUND

CIVIC CENTER		
1 Shampooer (rep)	$ 5,600	
Concessions Furnishings (rep)	7,500	
Subtotal		$ 13,100
CIVIC CENTER FUND TOTAL		**$ 13,100**

WATER FUND

WATER SUPPLY & TREATMENT		
4 Gas Chlorinators (rep)	$ 8,188	
4 Electronic Chlorine Scales (rep)	8,379	
Subtotal		$ 16,567
WATER DISTRIBUTION		
2 Jack Hammers (rep)	1,520	
2 Mud Hog Pumps (rep)	1,940	
1 Tapping Machine (rep)	1,000	
1 Pipe Saw (rep)	950	
Subtotal		$ 5,410
WATER FUND TOTAL		**$ 21,977**

SEWER FUND

SEWER MAINTENANCE		
1,000 ft. of Discharge Hose (rep)	$ 4,500	
Subtotal		$ 4,500
LIFT STATION MAINTENANCE		
4 5-HP Submersible Pumps (rep)	$ 10,700	
2 10-HP Submersible Pumps (rep)	6,700	
1 20-HP Submersible Pumps (rep)	5,800	
Subtotal		$ 23,200
PRESIDENT STREET PLANT		
10 Filter Press Plates (rep)	$ 50,000	
1 Shredder-Grinder (rep)	11,000	
1 Filter Feed Boost Pump (rep)	1,500	
1 Hydraulic Cylinder (rep)	5,200	
1 Valve Activator (rep)	1,500	
1 Roll-Up Door (rep)	5,000	
1 Personal Computer (rep)	3,500	
Crane Power Strips (rep)	7,300	
Elevator Controls (rep)	35,200	
Subtotal		$120,200
SMALL PLANTS OPERATIONS		
1 Flow Meter (rep)	$ 6,500	
Subtotal		$ 6,500
SEWER FUND TOTAL		**$154,400**
GRAND TOTAL		**$490,832**

1991 VEHICLE REPLACEMENT LIST

Activity Number	Activity Name	Veh #	Vehicle Type	Estimated Cost
		MANAGEMENT SERVICES BUREAU		
1541	Revenue	430	Sedan	$ 12,000
		GF FACILITIES MAINTENANCE BUREAU		
2020	Park & Tree	478	Dump	$ 17,500
2020	Park & Tree	576	Forestry Truck	70,000
2020	Park & Tree	91	Forestry Truck	70,000
2020	Park & Tree	717	Pickup 3/4 T	14,000
2020	Park & Tree	378	Mower	12,000
2020	Park & Tree	379	Mower	12,000
2030	Cemeteries	777	Flatbed Dump	25,000
2031	Traffic Engineering	867	Aerial Van	30,000
2031	Traffic Engineering	562	Aerial Van	30,000
2031	Traffic Engineering	665	Pickup 1 Ton	17,500
2033	Drainage Maintenance	711	Excavator	175,000
2033	Drainage Maintenance	578	Sewer Vac	130,000
2033	Drainage Maintenance	388	Pickup	12,000
2035	Streets Maintenance	472	Tractor	30,000
2035	Streets Maintenance	223	Pickup Diesel	18,000
				$663,000
		FIRE BUREAU		
2840	Firefighting	827	HAZMAT Unit	$120,000
2840	Firefighting	814	Squad Truck	150,000
				$270,000
		LEISURE SERVICES BUREAU		
3040	Buildings & Grounds	310	Backhoe	$ 30,000
3040	Buildings & Grounds	574	Dump Flatbed	25,000
3040	Buildings & Grounds	118	Mower	3,000
				$ 58,000
GENERAL FUND TOTAL				**$1,003,000**

INTERNAL SERVICES FUND

5020	Vehicle Maintenance	589	Service Truck	$ 17,500
INTERNAL SERVICES FUND TOTAL				**$ 17,500**

COMMUNITY DEVELOPMENT FUND

4104	Housing	461	Sedan	$ 12,000
COMMUNITY DEVELOPMENT FUND TOTAL				**$ 12,000**

SANITATION FUND

6302	Residential Refuse		Auto Trucks (2)	$ 250,000
6303	Refuse Disposal	110	Front Loader	125,000
6304	Street Sweeping	266	Dump	50,000
6304	Street Sweeping	689	Sweeper	85,000
6304	Street Sweeping	687	Sweeper	85,000
6304	Street Sweeping	498	Pickup	15,000
SANITATION FUND TOTAL				**$ 610,000**

WATER FUND

7120	Water Operations	312	Backhoe	$ 30,000
7120	Water Operations	425	T&E Crew Truck	25,000
7170	Water/Sewer Revenue	941	Sedan	12,000
7170	Water/Sewer Revenue	952	Sedan	12,000
WATER FUND TOTAL				**$ 79,000**

SEWER FUND

7250	Sewer Maintenance	189	Pickup	$ 12,000
7260	Lift Station Maintenance	747	Pickup	12,000
SEWER FUND TOTAL				**$ 24,000**

I & D WATER FUND

8002	I & D Water	949	Sedan	$ 12,000
I & D WATER FUND TOTAL				**$ 12,000**

GRAND TOTAL **$1,757,500**

1991 CONTRACTUAL BUILDING MAINTENANCE REPAIRS

	Man-hours	Contract Cost
PERSONNEL		
Replace two doors - customized	5	$ 8,000
PARK & TREE		
Insulate Lawn Mower Shop (Nursery)	20	$ 1,100
Repair & paint wrought iron rails (200 lin ft)	15	8,000
Subtotal	35	$ 9,100
BUILDING AND GROUNDS		
Paint interior and exterior of Grayson Stadium	24	$10,000
Paint interior and exterior Lincoln Street Center	24	8,000
Subtotal	48	$18,000
ENGINEERING		
Clean ceiling tile	20	$ 800
CUSTODIAL AND MESSENGER SERVICES[1]		
Refurbish marble in City Hall	10	
BUILDING MAINTENANCE[1]		
Pour concrete slab for parking area of Carpenter Shop	18	
Contingency[2]	24	
TOTAL	160	$35,900

[1] Cost is not delineated for the Central Services activities because the cost of funding the Central Services activities is included in the bottom-line overhead cost.

[2] No cost is shown for contingency because it is included in the bottom-line overhead cost.

ALLIANCE CHILDREN'S THEATRE		$ 2,725
Children's Theatre Performance -Performance of The Velveteen Rabbit by professional cast. Includes post-performance workshop from the stage on technical aspects of the performances. Date: Spring 1991 Est. Attendance: 800-900 parents and children No. of programs: 1		
BALLET SOUTH		$12,505
Arts-on-the-River Weekend -Performance in collaboration with the Savannah Symphony during this festival weekend. Date: May 1991 Est. Attendance: 3,500 general public No. of performances: 1	$2,995	
Summer Workshop -Dance program presenting different forms of dance involving audience participation, to be taken to parks, Neighborhood Centers and Golden Age Centers. Date: Summer 1991 Est. Attendance: 1,600 youths and senior citizens No. of performances: 24	$4,975	
Outdoor Performing Arts Festival-Forsyth Park -Dance program (original choreography) to be performed at annual summer festival. Date: July 1991 Est. Attendance: 500 general public No. of performances: 1	$1,235	
Creative Movement for the Handicapped -Program stressing hand-eye coordination, encouraging participation in the basic movements of dance. Goal of improved self-image. Date: Summer 1991 Est. Attendance: 175 handicapped persons No. of programs: 18-20	$3,300	

BLACK HERITAGE FESTIVAL $50,000

-Multi-disciplinary festival with music, drama, dance, visual arts, national artists and culinary specialities intended to increase awareness of African American culture. Festival will be an expansion of previous events based on collected data from 1990 Community Arts Action Plan.

Date: Fall 1991
Est. Attendance: 5,000 general public
No. of programs: 1-2 day-long festival event with multiple performances and exhibitors.

CENTER FOR PUPPETRY ARTS $ 5,590

Puppet Theatre Performances

-Four performances of "Pinocchio" including live actors and puppets. Also a day-long puppetry workshop for educators and recreation leaders, as well as 7 workshops at Neighborhood Centers and other sites.

Date: April 15 and 16, 1991
Est. Attendance: 3,500 parents and children
No. of performances: 4 (includes a special performance for Neighborhood Centers, parks and playgrounds)

CITYARTS $25,000

"Weave A Dream" Programs*

-Hands-on arts experiences for underserved populations. Program sites will include numerous social service agencies and other organizations in the city. A continuation of the Georgia Council Grants match program. The amount of $6,250 ties in with the goals of the New Futures Initiative. The $6,250 will be targeted to arts programs in all disciplines to be requested by after-school sites, further serving the 550+ at-risk youth involved in the after-school programs.

Date: Throughout 1991
Est. Attendance: 1,000 senior citizens, handicapped, urban youth and adults.
No. of services: 100-150

CITY LIGHTS THEATRE COMPANY $34,000

Elderly Touring Program $4,200

-Three plays taken to four locations each, various Golden Age sites.

Date: Throughout 1991
Est. Attendance: 750 senior citizens
No. of programs: 12

*Ties in with goals of New Futures Initiative

Shakespeare on the Square Festival $23,000
-Outdoor production of a full-length Shakespearean play for three nights. Includes pre-show entertainment early in the evening.
Date: April or May, 1991
Est. Attendance: 5,000 general public
No. of performances: 3

Arts-on-the-River Festival $4,800
-Musical revue with songs and dances from the Renaissance era, featuring musicians, choral group and dances, to be produced during festival weekend.
Date: May 1991
Est. Attendance: 3,000 general public
No. of performances: 1

Creative Theatre for the Handicapped $2,000
-Classes in creative movement and theatre games for handicapped youth at special summer camp sessions.
Date: Summer 1991
Est. Attendance: 250 handicapped youth and adults
No. of programs: 18 - 20

COASTAL HERITAGE SOCIETY $28,952

Weekends in History $15,000
-Weekend events at Old Fort Jackson and Central of GA Roundhouse Complex to develop appreciation of this area's cultural heritage.
Date: Seven weekends in 1991 plus lectures TBA
Est. Attendance: 3,000 general public
No. of programs: 7-9, with multiple presentations during each event.

Musical Outreach* $2,580
-Historical music presentations touring 24 institutions throughout the year, including Golden Age Centers, parks and playgrounds. Also performances during Arts-on-the-River Weekend and Forsyth Festival. The amount of $800 ties in with goals of New Futures Initiative. Historical music presentations with background information will be presented twice yearly at at each after-school site, serving 1,100 at-risk youth.
Date: Throughout 1991
Est. Attendance: 2,300 urban youths, senior citizens and general public.
No. of programs: 24

*Ties in with goals of New Futures Initiative

Performing Arts at the Fort $2,800
-Three mini-concerts to be presented at Fort Jackson or the Central of GA Roundhouse Complex, including 19th century fife and drum concert, jazz concert, and folk music concert.
Date: Spring and Fall 1991
Est. Attendance: 1,000 general public
No. of programs: 3

Summer Youth Program $ 8,572
-Two separate programs to be made available to city youth -- tours of the Savannah History Museum and Roundhouse Complex and blacksmithing demonstrations at 32 supervised parks and playgrounds.
For tour program, participants will be bused in from City parks and playgrounds, other youth groups and individual families provide own transportation.
Date: June, July, August, 1991
Est. Attendance: 1,750 youths
No. of programs: 60-64

COASTAL JAZZ ASSOCIATION $53,975

"The Sights and Sounds of Big Band Jazz" $7,400
-Four concerts by the Savannah Jazz Orchestra to be presented at various sites throughout the city.
Date: Seasonally, throughout 1991
Est. Attendance: 2,500 general public
No. of programs: 4

Savannah Jazz Festival 1991 $45,000
-The Ninth Annual Savannah Jazz Festival will be a showcase of international, national, regional and local talent. Includes workshops for students, children's jazz festival and special promotions to focus on Savannah's jazz tradition.
Date: September 1991
Est. Attendance: 20,000 general public
No. of programs: numerous performances within the festival event.

Arts-on-the-River $1,575
-The 16-piece Savannah Jazz Orchestra big band will perform during the festival weekend.
Date: May 1991
Est. Attendance: 6,000 general public
No. of programs: 1

COMMUNITY ARTS ACTION PLAN

Technical Assistance $15,000

-In response to 1990 Community Arts Action Plan data-gathering, technical assistance will be offered to arts groups in publicity, grants writing and fund raising. Also training for Savannah Arts Commission and staff.

Date: Throughout 1991
Est. Attendance: 100-150
No. of programs: Multiple workshops, conferences and consultancies for local arts agencies, Savannah Arts Commission and staff.

JOMANDI THEATER $6,225

Jomandi Productions Theatre Performance

-A performance of "Queen of the Blues", the life of Dinah Washington in the form of a musical review.

Date: February 17, 1991
Est. Attendance: 900 general public
No. of programs: 1

KING-TISDELL COTTAGE FOUNDATION $38,655

The Cottage Foundation will choose from the following exhibits:

3rd Annual Black Artist Exhibit

-A juried show of approximately 7 artists. Former participants will not be excluded, but the intent of the show is to present and discover new artists, and provide exhibition opportunity.

Date: February - March 1991
Est. Attendance: 3,500-4,000 general public
No. of services: 1 exhibit for several weeks

Alvin Smith - Commonality of Color

-An exhibition of the abstract work of artist and art teacher Alvin Smith. This exhibition presents a series of abstracts with only color and its celebration as the common factor.

Date: March - April 1991
Est. Attendance: 2,500-3,500 general public
No. of services: 1 exhibit for several weeks

To Color America - Portraits by Winold Reiss

-An exhibition of 35 cibachrome photographs spotlighting the leaders of the Harlem Renaissance such as W.E.B. DuBois, Roland Hayes and others, transcending stereotypes.

Date: April - June 1991
Est. Attendance: 3,000-4,000 general public
No. of services: 1 exhibit for several weeks

Luther Van - Fulton Street Series
-A Savannah-born artist and art instructor, Van is a surrealist and will display abstracts in painting, silkscreen and cutouts. His work traces the last 45 years of African American culture in an area of New York City.
Date: June - July 1991
Est. Attendance: 2,500-3,000 general public
No. of services: 1 exhibit for several weeks

Lois M. Jones: Retrospective Exhibition - 85 Years of Life
-Lois Mailou Jones is the oldest major Black female artist. She has been honored with 16 major awards, including the Bliss Landscape Prize for Oil Painting at the Corcoran Gallery of Art, Washington, D.C.
Date: July - September 1991
Est. Attendance: 5,000-6,000 general public
No. of services: 1 exhibit for several weeks

Ronald Walton - Heading Back to Savannah
-A contemporary artist, Ronald Walton has been acclaimed for his creation of the "Rollcubistic" style of portraying the human form. His 1986 visit to Savannah was well-received.
Date: September - October 1991
Est. Attendance: 5,000-7,000 general public
No. of services: 1 exhibit for several weeks

Paul Jones - Photography Collections
-Recently featured in the August 1990 edition of American Visions magazine and the Atlanta National Black Arts Festival, Paul Jones has collected more than 150 black and white images by black artists over 75 years.
Date: October - December 1991
Est. Attendance: 3,500-4,000 general public
No. of services: 1 exhibit for several weeks

OUTDOOR PERFORMING ARTS FESTIVAL $20,600

Forsyth Park Festival
-Includes the production and coordination of a three-day weekend arts festival with live theatre, dance, puppetry, mimes, clowns and participatory arts activities. The festival will feature many local performers and groups: a family-oriented, multi-disciplinary collaborative effort.
Date: July 1991
Est. Attendance: over 10,000 general public
No. of services: 3 days, multiple performances and activities

SAVANNAH FEDERATION OF MUSICIANS $12,000

Free Concerts

-Numerous concerts in the parks, downtown squares, and Golden Age Centers. All locations are chosen through the City Office of Cultural Affairs and Leisure Services.
Matching funds provided by Music Performance Trust Fund.

Date: Throughout 1991
Est. Attendance: 7,000-8,000 general public
No. of performances: at least 60 concerts

SAVANNAH FOLK MUSIC SOCIETY $ 5,000

Savannah Folk Music Festival

-A fall event in Daffin Park to highlight the diversity of folk music with nationally-known and other high-caliber artists.

Date: September 1991
Est. Attendance: 1,000 general public
No. of programs: numerous performances within the festival event

SAVANNAH SCIENCE MUSEUM $43,093

The Wizard's Wonderful World of Science $5,950

-Musical and theatrical performances built around a science theme, with songs and experiments involving audience participation. Program is intended for summer parks and playgrounds.

Date: Summer 1991
Est. Attendance: 1,500 youth
No. of programs: 34

Puppets in the Park $4,590

-On-site puppet presentations for participants in the City's summer park and recreation center programs.

Date: Summer 1991
Est. Attendance: 1,500 youth
No. of programs: 34

Science Programs for Senior Citizens $3,208

-Programs for Golden Age Center participants, including twenty presentations of the centers' choice and ten planetarium programs at the museum.

Date: Throughout 1991
Est. Attendance: 600 senior citizens
No. of programs: 30

Sunday Guest of the City of Savannah $3,420
-Museum and planetarium open to the public free of charge the second Sunday of each month. A special program will also be offered for visitors.
Date: Throughout 1991
Est. Attendance: 1,000 general public
No. of services: 12

Science Theatre in Forsyth Park $ 850
-Two productions of the museum's Science Theatre will be presented as part of annual Outdoor Performing Arts Festival. Includes post-performance workshop for children interested in additional science activities.
Date: July 1991
Est. Attendance: 300 youths and adults
No. of performances: 2

Summer Programs for Therapeutics $2,090
-Programming for the City's Camp Full of Fun for the disabled will be provided. 12 Science Museum programs will be presented; 6 will be puppet presentations.
Date: Summer 1991
Est. Attendance: 300 disabled children, teens and adults
No. of programs: 12

Science Visits for the Institutionalized $2,722
-Provides traveling Science Museum programs and in-house planetarium programs for youth and senior citizens from different facilities.
Date: Throughout 1991
Est. Attendance: 650 institutionalized youths and senior citizens
No. of programs: 20

Summer Activity Program $8,388
-34 two-hour programs for participants in the City's summer park and recreation center programs. Each group visits museum for computer class and astronomy program in the planetarium. Includes Park Leader Workshop.
Date: Summer 1991
Est. Attendance: 800 youths
No. of programs: 34

Drug Prevention Needs Attention!! $6,250
-Musical assemblies on the dangers of drugs at summer parks and playgrounds. Original songs and music are part of this multi-media presentation which uses video, music and narration.
Date: Summer 1991
Est. Attendance: 1,500 youths
No. of programs: 34

Dr. Richard Leakey Lecture on Human Origins $1,750
-The internationally-renowned paleo-anthropologist will speak, as part of the opening of the renovated museum. A Gilmer Lecture, these funds are designated for marketing costs.
Date: February 14, 1991
Est. Attendance: 1,500 general public, educators and students
No. of programs: 1 evening lecture

Hands-on Science: Prehistoric Giants, Reptiles and Amphibians* $3,875
-For At-Risk After School Sites - each of the four sites will have 2 hands-on 90-minute participatory science programs, one about reptiles and amphibians and one about prehistoric giants. The total amount $3,875 ties in with the goals of New Futures Initiative.
Date: School Year 1991
Est. Attendance: 500 at-risk youth
No. of programs: 8

SAVANNAH SYMPHONY ORCHESTRA $153,650

Arts-on-the-River Weekend $65,839
-To help produce and coordinate the Arts-on-the-River Festival, as well as to provide two evenings of varied musical programs, including one program coordinated with Ballet South. Two open rehearsals during the daytime. Held on Rousakis Plaza.
Date: May 1992
Est. Attendance: 10,000-12,000 general public
No. of programs: 2

Black Heritage Concert $32,178
-Concert culminating a week of related activities which will expose a broad cross-section of Savannah to the largely unrecognized impact of Black composers, musicians and conductors in the field of symphonic music.

* Ties in with goals of New Futures Initiative

Date: February 1992
Est. Attendance: 2,250 general public for concert, 1,250 for related events
No. of programs: 1 evening concert

Picnic in the Park Concerts 1991 $36,383
-Afternoon children's concert and evening family program providing a cultural/educational experience in an informal setting in Forsyth Park.
Date: Fall 1991
Est. Attendance: 6,000-7,000 general public
No. of programs: 2

Symphony Outreach* $19,250
-Performances by various small ensembles 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. The amount of $2,700 ties in with goals of New Futures Initiative. Small ensembles and individual musicians will visit after-school sites, serving the 550+ at-risk youth involved in the after-school program with numerous visits.
Date: To be announced, 1991
Est. Attendance: 2,000 individuals from special populations
No. of services: 24

SAVANNAH THEATRE COMPANY $50,180

Arts-on-the-River Weekend $2,500
-The Mini-Rep. will present two performances each day of the two-day festival-- designed for a family audience, with music, storytelling and audience participation.
Date: May, 1991
Est. Attemdance: 1,500 general public
No. of programs: 4

Spring-Fall Touring Theatre Program* $26,750
-The Mini-Rep. will travel to parks, Golden Age and Neighborhood Centers with shows prepared for the specific target audience.

*Ties in with goals of New Futures Initiative

Lecture Series on the African-American Tradition in the Visual Arts — $6,601

-Continuation of evening lectures (3) in 1991, focusing on 19th and 20th century African-American art. Will culminate with the Evans-Tibbs exhibition.

Date: January - May 1991
Est. Attendance: 600 general public
No. of programs: 3

VISUAL ARTS COMPONENT/ARTS-ON-THE-RIVER — $8,300

-Includes coordinatation of a juried art show before and during the Arts-on-the-River Weekend festival. An indoor site near the river will be chosen. In addition, artists in varying media will demonstrate their techniques on the river. A national juror will be chosen for the indoor show.

Date: May 1991
Est. Attendance: 10,000 general public
No. of programs: 1 week-long indoor exhibition and artists demonstrating on the river during the festival weekend.

CITY MARKET ART CENTER — $36,000

Six Exibits:

-Photographs by Jack Leigh

Exhibition of photographs with opening lecture by artist.

Date: November 5 - December 29, 1991
Est. Attendance: 800 general public
No. of Services: 1 exhibition for several weeks.

-Paintings by Maria Pages

Exhibition of watercolors and oils with opening lecture by artist.

Date: March 1 - 31, 1991
Est. Attendance: 500-600 general public
No. of Services: 1 exhibition for several weeks

-Paintings and Oils by Karen McVay

Exhibition with opening talk about the artist and her work.

Date: July 9 - August 18, 1991
Est. Attendance: 400-500 general public
No. of Services: 1 exhibition for several weeks

-Mahmoud Taha: Exhibit and Lecture of a Master Ceramicist
An exhibition by an internationally-established ceramicist. The artist will be in residence for three days.
Date: April 9 - May 12, 1991
Est. Attendance: 500 general public
No. of Services: 1 exhibition for several weeks

-Etchings and Multi-Media by Martha Knowlton
Exhibition of etchings and multi-media works.
Date: May 23 - June 23, 1991
Est. Attendance: 400 - 500 general public
No. of Services: 1 exhibition for several weeks

-Veils and Visions
An exhibition of additional pieces in the Veils and Visions series by Clara Aguero.
Date: January 10 - February 10, 1991
Est. Attendance: 500 general public
No. of Services: 1 exhibition for several weeks

TOTAL **$639,621**

NEW FUTURES INITIATIVE SUMMARY

CITYARTS	"Weave A Dream" Programs Programs in all arts disciplines to be requested by the after-school sites, especially focusing on participatory arts experiences. Est. Attendance: Class size dependent upon specific program content and goals, further serving the 550 youth involved in after-school sites. No. of Programs: Numerous, to be determined by requests.	$6,250
COASTAL HERITAGE SOCIETY	Musical Outreach Historical music presentations with background information will be presented twice yearly at each after-school site during 1991. Est. Attendance: 1,100 at-risk youth No. of Services: 4	$ 800
SAVANNAH SCIENCE MUSEUM	Hands-on Science: Prehistoric Giants, Reptiles and Amphibians For At-Risk After-School sites- each of the four sites will have 2 hands-on 90-minute participatory science programs, one about reptiles and amphibians and one about prehistoric giants. Est. Attendance: 500 at-risk youth No. of Pograms: 8	$3,875
SAVANNAH SYMPHONY ORCHESTRA	Symphony Outreach Visits by small ensembles and individual musicians to the after-school sites. Est. Attendance: Potential audience of 275 at-risk youth per program No. of Services: Numerous, to be determined by size of ensembles scheduled	$2,700
SAVANNAH THEATRE COMPANY	Fall Touring Theatre Program The Mini-Rep Touring Troupe will visit each after-school site twice during 1991. Est. Attendance: 1,100 at-risk youth No. of Services: 4	$3,275
TELFAIR ACADEMY OF ART & SCIENCES	Treasure Trunks Museum teacher will take a trunk containing art, educational materials to each after-school site. Est. Attendance: 50-100 at-risk youth per site (100-200 total) No. of Services: 2	$ 191
TOTAL		**$17,091**

1991 RECOMMENDED SOCIAL SERVICES CONTRIBUTIONS

Citizen Advocacy — $ 8,600

To aid individuals with developmental disabilities.

- To recruit and encourage 28 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 43 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 36 naval vessels

Voluntary Action Center — $ 7,000

To provide central focus for volunteer activities in the community.

- To recruit 243 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 806 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 212,500 pounds of food to non-profit agencies with regular feeding programs serving needy city residents
- To provide monthly food bags to 2,000 low-income elderly

Rape Crisis Center — $33,500

To aid rape victims and their families as follows:

- $15,000 for 24 hour, 365 days a year, crisis telephone line
- $8,000 for counseling services to recent rape victims
- $5,500 for emergency weekend counseling (full year)
- $5,000 for emergency services to rape victims

International Seamen's House $ 7,500

To provide recreational activities for visiting seapersons.

- To provide recreational services to 4,200 seapersons

Summer Therapeutic Enrichment Program $ 15,000

To provide a yearly summer program for severely and profoundly mentally/physically handicapped children, ages 5 to 21, and attending Moses Jackson School.

- To provide funding to support 11 handicapped children in the summer program

Senior Citizens $ 38,000

To provide the following services to senior citizens in the community:

- $ 9,000 for Home Delivered Meals
- $10,119 for Transportation
- $ 6,000 for Retired Senior Volunteer Program
- $10,930 for Senior Companion Program
- $ 1,951 for Foster Grandparents Program

Neighbor-to-Neighbor Justice Center $ 10,000

To operate a Mediation Center where trained volunteers provide mediation assistance to 117 cases involving city residents.

Living Independence for Everyone, Inc. $ 20,400

To promote an independent lifestyle in the mainstream of the community for severely physically handicapped adults:

- Educational programs for 6,000 people
- Information and referral for 1,500 handicapped clients
- Support group counseling for 1,500 handicapped clients
- Advocacy services for 800 handicapped clients

Homeless Authority $ 50,000

- To develop a comprehensive plan through which public and private agencies of Chatham County and the City of Savannah can deal effectively with the problems of the homeless of the community.
- to assist public and private agencies in the implementation of the comprehensive plan.

GRAND TOTAL **$242,000**

SAVANNAH FACTS

Population:		**Climate:**	
City	145,980	Average annual temperature	66.4°F
Chatham County	226,000	Highest mean temperature	81.3°F
Metropolitan Statistical Area	249,300	Lowest mean temperature	51.4°F
		Average rainfall	48.9"
		Average humidity	75%

Geography
The City of Savannah is located in southeast Georgia at the mouth of the Savannah River, 12 miles inland from the Atlantic Ocean. Situated on a bluff, the City encompasses 60 square miles of area. Savannah is approximately 250 miles southeast of Atlanta, and serves as the retail trade, distribution, manufacturing, medical, and financial center for Coastal Georgia and a large part of South Carolina. Savannah is the county seat of Chatham County and is the hub of the Savannah Metropolitan Area which includes Chatham and Effingham Counties.

History
Founded on February 12, 1733 by James Edward Oglethorpe and 114 colonists, Savannah is the oldest city in Georgia. As a commercial center and port, the city served the region's sea island and inland cotton production. By the late 19th Century more than 2 million bales of cotton were shipped from the port, ranking it the largest cotton exporting city in the United States. Many innovations originated in the City. The first steamship to cross the Atlantic, the S.S. Savannah, sailed from here; and the first commercially successful steamship, the S.S. John Randolph, was assembled in Savannah.

The physical legacy of Savannah's history is well preserved in the downtown historic district, the largest such district in the country. Oglethorpe's unique plan containing numerous squares is also preserved. A second historic district, dating to the Victorian era, is located adjacent to Forsyth Park.

Economic Base
Savannah's economy is diversified, having major components in manufacturing, retail trade, services, and tourism. Total employment in 1989 was approximately 102,000 workers.

The city is Georgia's gateway to world trade and one of the leading foreign trade ports between Baltimore and New Orleans. Nineteen multi-line steamship agencies and 18 single line agencies serve the port. In 1989, 1,879 ships visited Savannah, producing customs receipts of $224.5 million. Principal exports include kaolin, wood pulp, paper products, iron and steel scrap, machinery, oil seeds, soy beans, and vegetable oils. The port also handles significant levels of fuel oil, gypsum, sugar, and burlap.

In 1990, approximately 1.2 million total passengers will use the Savannah Airport. The airport will undergo an $80 million renovation in 1991 which will include a new 12 gate terminal, new entrance road, and an interchange on Interstate 95.

As a result of preservation and restoration efforts in the City's two historic districts, tourism makes a significant contribution to the City's economy. In 1989, more than 5 million visitors spent $450 million which supported approximately 8,500 jobs.

Government
The City of Savannah has operated under the Council/Manager form of government since 1953. As the City's legislative body, the Council includes the Mayor and eight Council members. These are the City's only elected officials and are elected for four-year terms. The Mayor and two Council members are elected at large. The other six Council members are elected by district. The City Manager is the City's chief executive officer and is appointed by the Council.

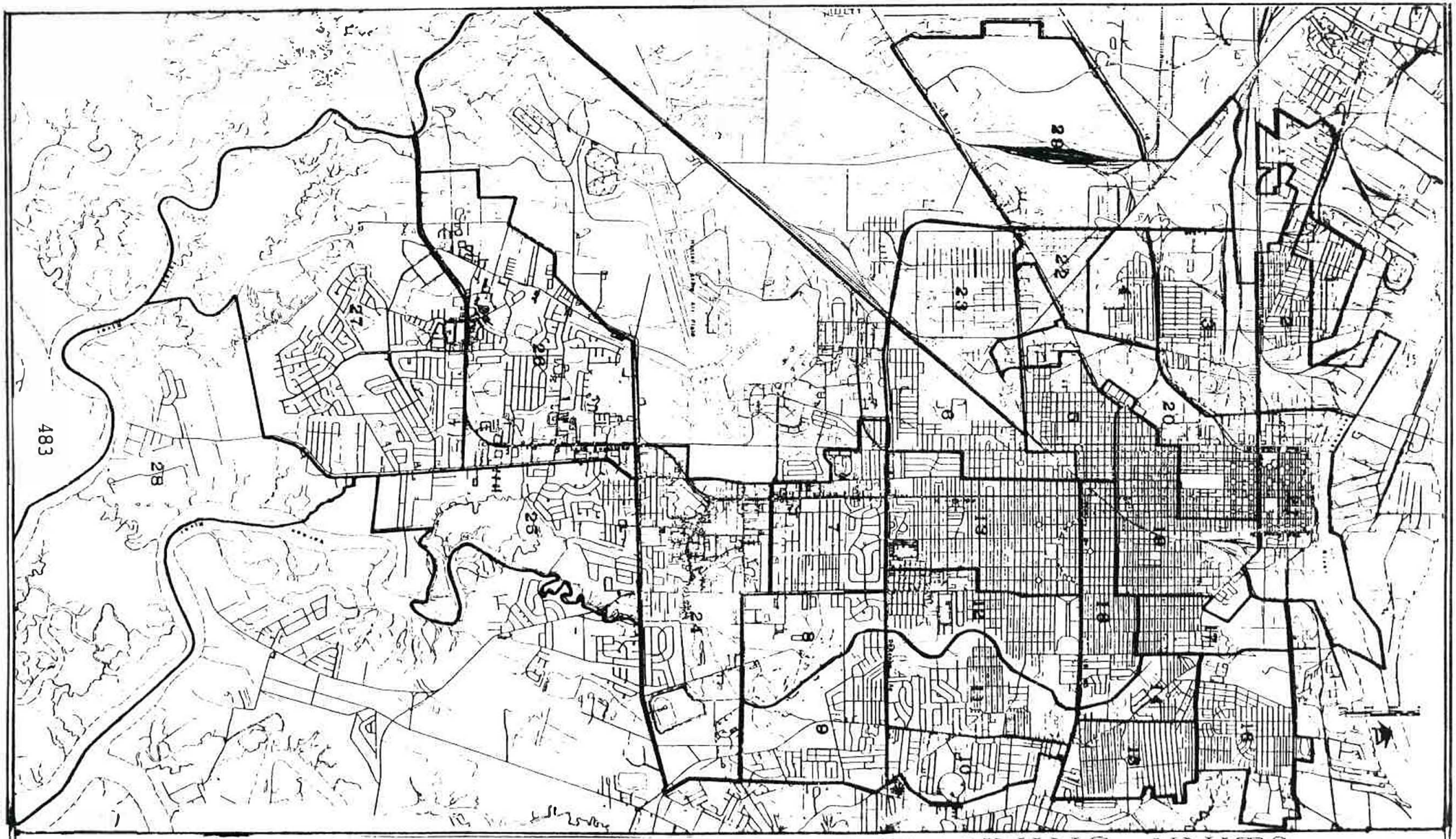
Military Establishments
Two major military installations are located in the Savannah area. Fort Stewart is located on 285,000 acres, 35 miles south of the City of Savannah. Hunter Army Airfield is located adjacent to the south side of the city, and is a satellite facility to Fort Stewart.

Education
Approximately 33,763 public school pupils are served by 45 schools amd 2 special education centers administered by the Savannah/Chatham Board of Education. In addition, one vocational-technical school, 23 parochial and private schools, and one business college offer a variety of courses to students. Armstrong State College and Savannah State College, both units of the University System of Georgia, and the private Savannah College of Art and Design are all four-year institutions offering undergraduate and graduate degrees.

Medical Facilities
More than 300 doctors and over 80 dentists have private practices in the Savannah area. A full range of health-related facilities is available. The Savannah Metropolitan Area is served by three full-service facilities: Candler General Hospital, Memorial Medical Center, and St. Joseph's Hospital offering a total of 1,105 beds. The area's two psychiatric hospitals are Charter Hospital, a private facility, and the Georgia Regional Hospital, a state facility.

Culture and Recreation:
A wide spectrum of leisure time activities is available for area residents and visitors. The Savannah Symphony Orchestra, ballet groups, tennis courts, golf courses, parks and museums are among the many public and private facilities that are readily accessible. The City also operates the Civic Center, a modern downtown complex with an arena seating 9,600, a theater seating 2,500, exhibit space totaling 26,000 square feet, and 7 meeting rooms seating from 200 to 600 persons.

A Class A minor league baseball team, the Savannah Cardinals, use Grayson Stadium during the baseball season.



CITY OF SAVANNAH PLANNING UNITS

Prepared By Bureau Of Public Development
Community, Housing And Economic Development Department

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:	Pennsylvania, 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

EXPENDITURE CLASSIFICATIONS

PERSONNEL 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 (state and federal law requirement).

Disability Insurance
City's cost of providing disability insurance coverage to employees.

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 for casual labor and temporary personnel from agencies are charged to this account. Temporary labor must comply with the Management and Auditing Director's memo of December 27, 1982 on temporary labor.

CONTRACTUALS

Electricity
Electrical service.

Natural Gas
Natural gas and fuel oil service.

Communications
Long distance telephone costs, private lines, telegraph or radio telephone services, including telephone installation costs.

Travel/Conference
Expenses for travel to conferences such as ICMA, GFOA, ASPA, or APWA.

Travel/Training
Expenses for job-related training such as attendance at courses required to acquire or maintain certification.

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 local 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
Costs of facilities or equipment rented for City use (excluding photocopying and data processing equipment).

Data Processing Equipment Rentals
Costs for computer equipment rented or leased for City use.

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 auditor fees, engineering fees, consultant fees, architect fees, accountant fees, attorney fees, instructor fees, and sports official fees.

Security Guard Services
Costs for services provided by security guards.

Southside Fire Services
Provision of fire services to the City's southside, on a contractual basis.

Janitorial Services
Costs for outside janitorial services performed for the City.

Building Maintenance
Costs of labor and/or materials supplied by outside contractors to maintain City facilities. Items include heating/air conditioning maintenance contracts, termite inspections, pest control services, elevator service contracts, fire extinguisher services, etc.

Building Repair
Costs for labor and/or materials supplied by outside contractors to provide building repairs. (City provided materials will be charged to the proper commodity account).

Equipment Maintenance
Costs 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).

Data Processing Equipment Maintenance
Costs of maintenance on computer equipment and software for City use.

Outside Vehicle Repair
Costs of vehicle repair work performed by outside agencies. (This object code is used by Vehicle Maintenance only).

Car Washes
Expenses for car washes provided to city vehicles. (This object code is used by Vehicle Maintenance only.)

Photocopying
All charges related to photocopying, including rental equipment, paper, ink and maintenance charges.

Outside Printing
Costs of printing and reproduction services provided by outside shops.

Towing Charges
Costs of towing vehicles. (This object code is used by Vehicle Maintenance only).

Medical Costs
Expenses for pre-employment physical examinations and medical treatment for prisoners and victims of special crimes, etc. (This object code is used by Personnel, Employee Development, Police, Fire, Adult Day Care, Lift Stations, and Vehicle Maintenance).

Other Transportation
This account includes all non-training travel such as local mileage reimbursement for use of personal cars on City business, expenses incurred interviewing applicants, and moving expenses.

Other Contractual Services
Costs of contractual services such as mowing, high pressure washing, irrigation services, and minor street repairs, as well as other contractuals not captured in another account.

Jail Costs
Jail services from Chatham County.

COMMODITIES

Office Supplies
General day-to-day supplies.

Postage
Costs associated with postage for mailings and express mailing services.

Clothing and Laundry
All clothing, wearable safety gear, and laundry services. Includes all uniform rentals as well as uniform purchases.

Operating Supplies and Materials
General operating supplies such as equipment operating manuals, user manuals, motivational pamphlets, supervisory aides, fire extinguishers, first aid kits, cleaning supplies, gasoline cans, golf carts, small batteries, trash bags, and garbage cans.

Small Fixed Assets
Single fixed assets such as tables, chairs, calculators, etc., which cost more than $50 but less than $750 per unit.

Sports and Crafts Supplies
Items such as balls, bats, paints, clay, etc. used in recreational programs. (This object code is used by Leisure Services only).

Chemicals
Items such as treatment chemicals, fertilizers, insecticides, herbicides, and pesticides.

Equipment Repair Parts
Replacement parts of equipment used by City departments (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. (This object code is used by Water and Sewer only).

Shop Supplies and Propane
Small hand tools, propane, oils, grease, 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. (This object code is used by Vehicle Maintenance only).

Gasoline
Costs of gasoline for City vehicles.

Diesel Fuel
Costs of diesel fuel for City vehicles.

INTERNAL SERVICES FUND CHARGEBACKS

These accounts are for services provided to City 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, monthly program runs, and office data processing equipment maintenance and installation provided by the Data Processing activity.

Engineering
Engineering services provided for street paving, water supply and treatment, and other capital improvement projects.

Garage Overhead Charges
Charges for the costs associated with the administration of the central garage, supervision of mechanics, and parts department administration.

Garage Services
Charges for the actual maintenance and operating costs of City vehicles including fuel, parts, lubricants, outside repair, and direct labor costs.

Central Services
Actual and/or overhead costs for services provided by the Custodial and Messenger Services, Building and Electrical Maintenance, Repair, Tele-Electronics, and Inventory Management.

CAPITAL OUTLAYS

Capital Outlay items are defined as those single items costing more than $750 and having a use-life of more than one year.

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).

Office/Building Furniture and Equipment
New or replacement furniture or equipment. Also includes the 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). Computer software is also included in this category.

BOND AMORTIZATION AND INTEREST

Sinking Fund Payments
Sinking fund payments for Water and Sewer revenue bonds, I & D bonds, and Parking Services bonds.

Bond Redemption
Redemption of General Obligation Bonds.

Bond Interest
Interest on General Obligation Bonds.

Interest and Short-Term Notes
Repayment for I & D short-term borrowing and interest.

Amortization of Bond Discounts
Payment for discounts on Water/Sewer and I & D bonds.

Assessment Bonds
Redemption of Assessment Bonds for street paving.

GEFA Loan Payments
Repayment of low interest borrowing by Water and Sewer.

Downtown Authority Contract Payments
Payments to Authority for debt service on bonds issued for the benefit of the City.

OTHER CHARGES

Services by General Fund
Payment to General Fund for services provided by the General Fund.

Billing Services by Water Fund
Payment to the Water Fund for providing billing collection services to all Sewer and Sanitation accounts.

Parking Services to Sanitation
Payment to Parking Services for collection of street sweeping citations.

Water/Sewer Services to Drainage
Payment by Drainage to Water and Sewer for the maintenance of three pump stations.

Services by Sanitation
Payment to Sanitation for services provided by Sanitation.

Services by Civic Center
Payment to Civic Center for services provided by the Civic Center.

Services by Water/Sewer Support Services
Payment to Water Fund for services provided by Water/Sewer Support Services. This account should be used only in the Sewer Fund.

Services By Community Development
Payment to Community Development for services provided by Community Development.

Contribution to Sanitation and Resource Recovery
Includes subsidy to Sanitation Fund and contribution to Resource Recovery Stabilization Fund.

Contribution to Resource Recovery Stabilization Fund
Represents the contribution to Resource Recovery. (This account should be used only in the Sanitation Fund).

Cultural Contribution
Contributions to Cultural Agencies.

Social Contribution
Contributions to Social Agencies, Youth Futures, Urban Youth Corporation, and Summer Youth programs.

Vehicle Replacement Contribution
Payment to the Vehicle Replacement Fund for unscheduled vehicle purchases or inflationary price increases that accrue during the life of a vehicle scheduled for replacement.

Fleet Addition Contribution
Payment to the Vehicle Purchase Fund for new additions to the City fleet.

Contribution to Investment Fund (Water/Sewer only)
Represents savings from the 1978 Refunding Bond issue. After 1990, the contribution will be used for capital improvements to the system.

Bad Debt Expenses (Water/Sewer/Sanitation only)
Represents the estimated amount of outstanding customer bills due to the Water, Sewer, and Sanitation Funds which are uncollectable.

I & D Services to Water Fund
Represents payments by Water Fund for water from the I & D plant.

Administrative Services from I & D (Water Fund only)
Represents the Water Fund's share of the cost of the Water Operations Director.

Contribution to Savannah History Museum
City contribution to support the Savannah History Museum Operations.

Contribution to Visitor's Center/Chamber
Contribution to Visitor's Center/Chamber for tourism-related services.

Contribution to Metropolitan Planning Commission
City contribution to support MPC operations.

City Memberships/Other Contributions
Expenses for City memberships to Georgia Municipal Association, National League of Cities, U.S. Conference of Mayors, Public Technology, and Sister Cities International. Also includes expenses for Savannah Day, Red Carpet Tour, and Coastal Georgia.

Contribution to Civic Center
Subsidy to the Civic Center Fund.

Contribution to Drainage Improvement Reserve Fund
City contribution for Drainage Improvement projects.

Tourism Enhancement
Tourism enhancement capital-related projects supported by the new revenues derived from the 1987 increase in the hotel/motel tax rate.

Vehicle Depreciation
Payment to the Vehicle Purchase Fund based upon the value of the vehicle and its use life.

Building Renewal/Replacement (Parking Fund only)
Represents funds for future maintenance and repairs to the parking garages (to be used by Parking Interdepartmental only).

CONTINGENCIES
Allocation for unplanned and emergency expenditures.

CAPITAL IMPROVEMENT PROJECTS CONTRIBUTION
Represents the allocation for capital repair and improvement projects.

GLOSSARY OF KEY TERMS

ACCOUNTING SYSTEM - The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity or fund.

ACTIVITY - An organizational classification composed of related work programs aimed at accomplishing a major service or regulatory program for which a government is responsible. Activity expenditure functions relate to the principal purpose/ service for which expenditures are made.

ADJUSTED BUDGET - The adopted budget as amended by the City Council and adjusted to show comparability as a result of shifts in programmatical or functional responsibilities.

APPROPRIATION - A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeably with expenditures.

ASSESSED VALUATION - A value that is established for real and personal property for use as a basis for levying property taxes.

BALANCED BUDGET - A budget in which planned funds available equal planned expenditures.

BASE BUDGET - The base budget includes the approved expenditures required to provide the necessary resources to continue current work programs in support of approved goals and objectives. Program improvements and capital improvements are not included in the base budget.

BOND - A written promise to pay a specified sum of money, called the par value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

BUDGET - An annual financial plan embodying estimated expenditures for providing services and the proposed means of financing them.

BUREAU - The primary organizational breakdown within many City funds. Each bureau serves a specific function or functions within the given fund entity.

CAPITAL BUDGET - The appropriation of bonds or operating revenue for improvements to City facilities including buildings, streets, water/sewer lines, and parks.

CAPITAL IMPROVEMENT PROJECTS (CIP's) - Construction, renovation or physical improvement projects costing more than $5,000 are termed capital improvements or CIP's. These projects may include maintenance or renovations of an existing structure or the construction of a new facility.

CAPITAL OUTLAY - Capital items are defined as tangible items such as tools, desks, machinery, and vehicles costing more than $750 each and having a use-life of more than one year.

COMMODITIES - Items of expenditure in the operating budget which, after use, are consumed or show a material change in

their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies, postage and small fixed assets are examples of commodities.

CDBG - COMMUNITY DEVELOPMENT BLOCK GRANT - A federal domestic assistance grant to develop viable urban communities by providing decent housing and suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate income.

CONTINGENCY - Those funds included in the budget for the purpose of providing a means to cover minor unexpected costs during the budget year.

CONTRACTUAL SERVICES - Items of expenditure from services the City receives primarily from an outside company. Utilities, rent, travel and advertising are examples of contractual services.

COST ALLOCATION - An organizational budget/operating unit within each City department.

DEBT RETIREMENT - The repayment of general long-term debt principal and interest.

DEBT SERVICE - Payments of principal and interest to lenders or creditors on outstanding debt.

DEPARTMENT - Bureaus are subdivided into departments. While a department may refer to a single activity, it usually indicates a grouping of related activities.

EMPLOYEE BENEFITS - Contributions made by the City to designated funds to meet commitments or obligations for employee fringe benefits. Included are the City's share of costs for social security and the various pension, medical, and life insurance plans.

ENTERPRISE FUND - A self-supporting fund designed to account for activities supported by user charges; examples are Water, Sewer, I & D, Parking Services, Civic Center, and Sanitation Funds.

EXPENDITURE - The payment of cash or the incurring of a liability for the acquisition of goods and services.

FISCAL YEAR - The accounting period for which an organization budgets is termed the fiscal year. In Savannah, the fiscal year is the same as the calendar year.

FUND - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

FUND BALANCE - The excess of the revenues and other financing sources over the expenditures and other uses.

GENERAL FUND - Accounts for all revenues and expenditures which are not accounted for in specific purpose funds. It finances the regular day-to-day operations of the City.

GENERAL OBLIGATION BONDS - Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from secondary property taxes, and these bonds are back by the "full faith and credit" of the issuing government.

GRANT - An amount provided by a governmental unit or other type organization in aid or support of a particular governmental function or program.

INTERFUND TRANSFERS - Amounts transferred from one fund to another fund, primarily for work or services provided.

INTERNAL SERVICES FUND - Other names for this fund are the Revolving Fund or the Working Capital Fund. The Internal Services Fund is used to account for the financing of goods or services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis.

MAJOR CODE - A major code is assigned to classify seven major groups of expenditures. Each group consists of a series of minor codes which have related functional characteristics. These groups are: Personnel Services, Contractual Services, Commodities, Internal Services, Capital Outlay, Debt Service, and Other Charges.

MILLAGE RATE - The tax rate on real property, based on 1 mill equaling $1 per $1,000 of assessed property value.

MINOR CODE - A minor code is an expenditure classification which is also known as the Object Code. It applies to the type or description of items purchased or the services obtained. Examples include salaries, supplies, professional services, etc. This is the most detailed expenditure classification.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recorded when collected within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

OPERATIONS BUDGET - Referred to an operating budget. The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.

ORDINANCE - A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the City.

ORGANIZATION CHART - A chart representing the authority, responsibility, and relationships among departmental entities within the City organization.

OTHER CHARGES - Provides for payments and contributions to other City funds, public agencies, and private/non-profit agencies which sell services to or receive contribution from the City.

PERFORMANCE MEASURES - Specific quantitative productivity measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

PERSONNEL SERVICES - Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees, as well as the incidental fringe benefit costs associated with City employment.

PROGRAM - An organized set of related work activities within a bureau or a department which are directed toward a common purpose or goal and represent a well-defined use of City resources. Each City department usually is responsible for a number of related service programs.

PROJECTED - Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

PROPERTY TAX - A tax levied on the assessed value of real property. This tax is also known as an ad valorem tax.

REVENUE - Money received by the City, from external sources; income.

REVENUE BONDS - Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

RISK MANAGEMENT - The coordinated and continuous effort to minimize the potential financial and human resource losses arising from workers compensation, liability, and property exposures.

SALES TAX - State legislation allows local governments to levy a sales tax in its jurisdiction. The City of Savannah currently collects proceeds based upon a 1% sales tax.

SELF-INSURANCE - The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks, and losses which do occur are charged against those accounts or funds.

UNIT COSTS - The costs required to purchase/produce a specific product or unit or service (e.g., the cost per residence to collect residential garbage and trash).

USER CHARGES - The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are Water, Sewer and Residential Refuse.

UTILITY TAX - A tax levied by cities on the consumers of various utilities such as electricity, gas, and water.

WORK PROGRAM - The activities of departments which are aimed at accomplishing a major service for which a government is responsible.

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