

2006

City of Savannah, Georgia

Service Program and Budget

*Quality Services for
Quality Living*

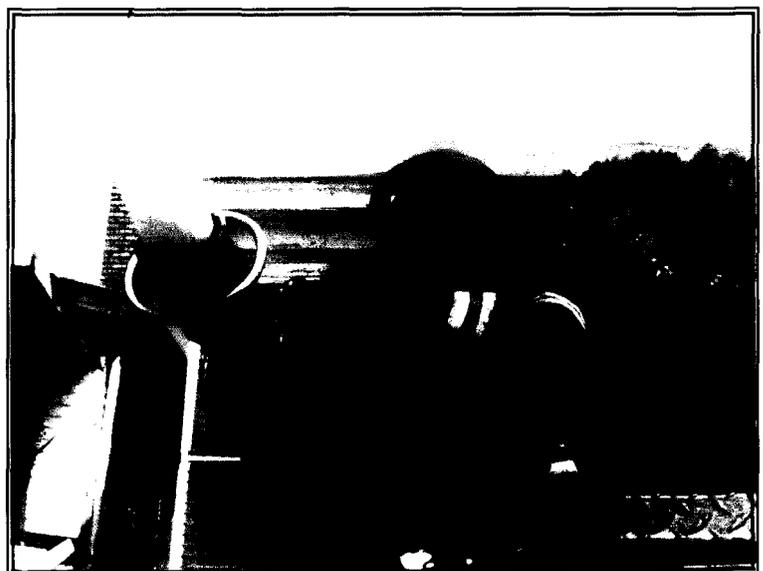


Above: Park and Tree Department lends a hand during blight eradication efforts on Augusta Avenue.



Above: Cpl. Amanda McGruder of the SCMPD K9 Unit with Binky.

Below: Jacob Bostick, Residential Refuse, on a bulk-item pick-up.



Below: Master Firefighter Jeff Alberts managing a deck gun.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Savannah
Georgia**

For the Fiscal Year Beginning

January 1, 2005

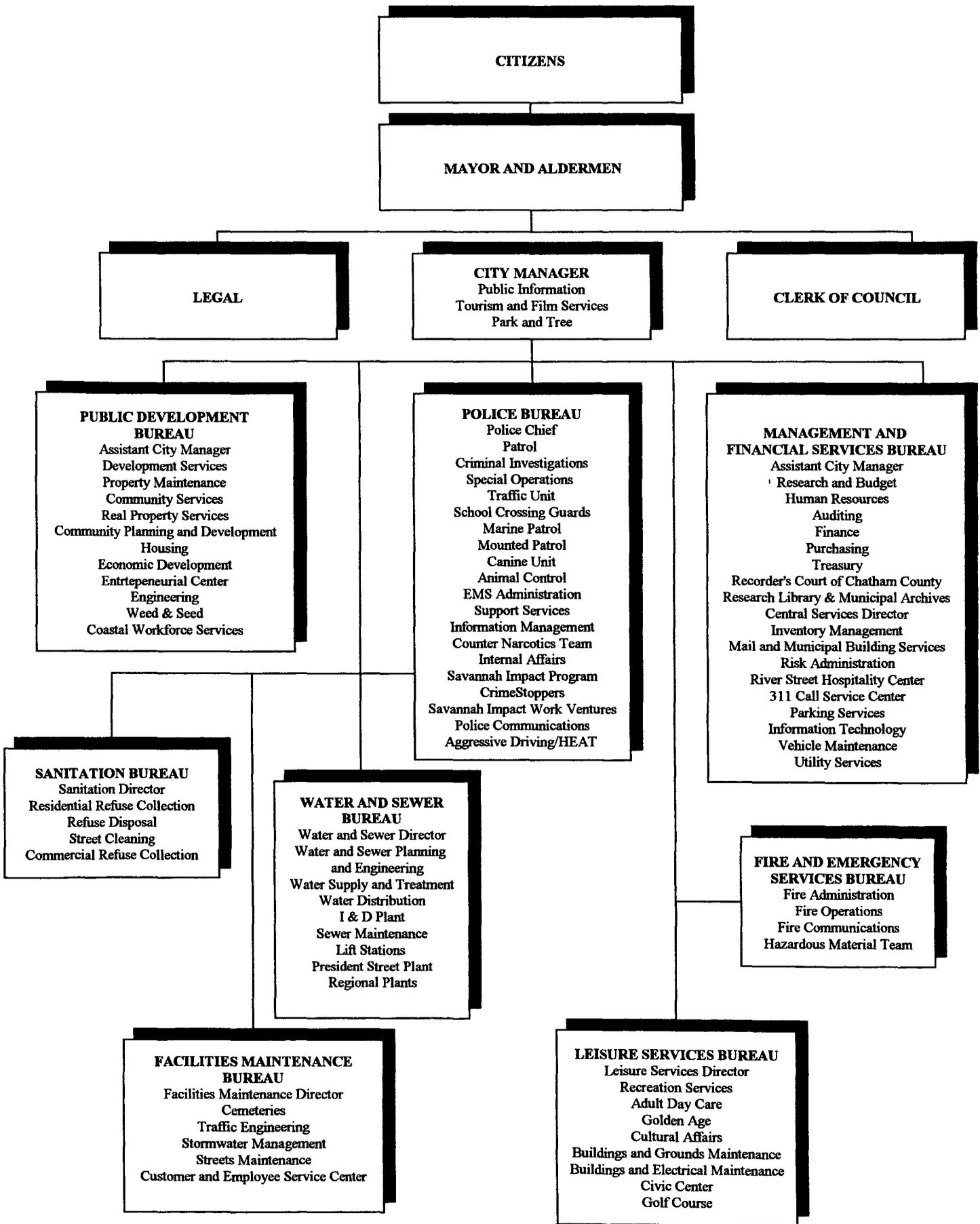
President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Savannah, Georgia** for its annual budget for the fiscal year beginning **January 1, 2005**.

In order to receive this award, a government 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 device. This award is valid for a period of one year. We believe our current budget continues to conform to program requirements.

CITY OF SAVANNAH ORGANIZATION CHART



CITY OF SAVANNAH, GEORGIA

MAYOR AND ALDERMEN

January 1 – December 31, 2006

OTIS S. JOHNSON, PH.D

Mayor

EDNA BRANCH JACKSON

POST 1 – At Large

JEFF FELSER

POST 2 – At Large

VAN R. JOHNSON, II

District 1

KENNETH SADLER

District 4

MARY OSBORNE

District 2

CLIFTON JONES, JR.

District 5

ELLIS P. COOK

District 3

TONY THOMAS

District 6

CITY OF SAVANNAH, GEORGIA

VISION STATEMENT

“Savannah will be a safe, environmentally healthy, and economically thriving community for all its citizens.”

STRATEGIC PRIORITIES

- Neighborhood Quality
- Public Safety
- Poverty Reduction/Economic Development
- Capital Improvements
- Land Use/Zoning
- Communications

NEIGHBORHOOD QUALITY

Blight: To create safe and clean neighborhoods where blight is eliminated through effective code enforcement and problem-solving techniques.

Housing: To develop opportunities for all persons to live in affordable housing in neighborhoods that are in a livable condition.

Areas and Corridors: To revitalize corridors that support neighborhood compatible small business development.

PUBLIC SAFETY

Crime Prevention and Reduction: To ensure that targeted Part 1 crimes are reduced.

Offenders: To reduce the number of recidivist offenders.

Merger: To create the Savannah Chatham Metropolitan Police Department.

ECONOMIC DEVELOPMENT

Poverty: To increase the number of households living above the poverty level.

Business Development: To facilitate the development of small businesses in Savannah through access to capital and effective technical assistant

Workforce Development: To effectively educate and train workers to participate in all sectors of Savannah's economy.

CAPITAL IMPROVEMENTS

Capital Projects: To adopt and implement a long-range capital projects plan that improves neighborhoods, protects public health and safety, maintains City infrastructure, enhances services, reduces operating costs and avoids tax supported debt.

LAND USE/ZONING

Land Use and Zoning: To improve neighborhoods and foster economic development opportunities by modernizing zoning and land use plans.

Neighborhood Plans: To resolve longstanding land use and zoning issues in neighborhood areas.

COMMUNICATIONS

Communication: To proactively involve area governments, key stakeholders, residents, and employees in achieving City Council goals by measuring and reporting results, providing forums for public input, and developing creative approaches to sharing information.

CITY OF SAVANNAH, GEORGIA

Michael B. Brown
City Manager

Public Development Bureau
Israel Small, Assistant City Manager

Management and Financial Services Bureau
Chris Morrill, Assistant City Manager

Sanitation Bureau
Stephanie Cutter, Director

Water and Sewer Bureau
Harry Jue, Director

Police Bureau
Willie Lovett, Interim Chief

Fire and Emergency Services Bureau
John Rintoul, Interim Chief

Facilities Maintenance Bureau
Billy Jones, Director

Leisure Services Bureau
Joe Shearouse, Director

Research and Budget Department
Wanda L. Williams, Director

The *2006 Service Program and Budget* was prepared by Research and Budget Department staff.

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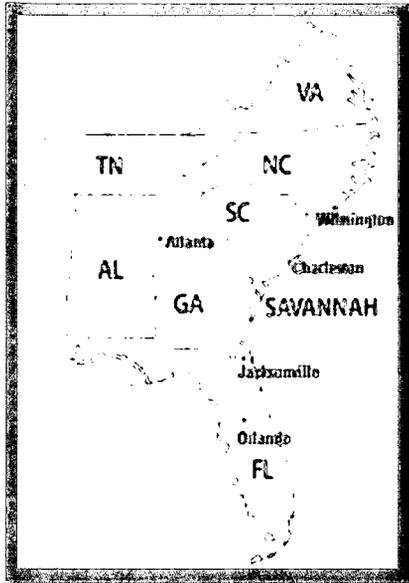
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SAVANNAH AT A GLANCE

Geography

Savannah is situated at the mouth of the Savannah River, which forms the border between Georgia and South Carolina. Savannah is approximately 250 miles southeast of Atlanta, Georgia 140 miles north of Jacksonville, Florida and 110 miles southwest of Charleston, South Carolina.



History

Seeking a place as asylum for debtors, in 1733, British General James Oglethorpe staked his claim on a high bluff, naming it Savannah and chartered Georgia, the 13th colony in the name of King George II. General Oglethorpe unveiled a plan for an orderly town that would consist of 24 squares placed at regular intervals. Today, Savannah's remaining 22 squares provide lush settings for numerous festivals, concerts and cultural events which are held year round.

From the 23-karat gold dome that crowns City Hall to the impressive cable-span bridge that links Savannah to South Carolina's shores, signs of thoughtful planning are evident throughout this picturesque city. Savannah's City hall was designed and built by local architect Hyman Witcover in 1904. White tile is used on the floors in both the foyer and the rotunda; however, different shaped tiles and patterns are used to articulate each space. The seal of the city of Savannah is inlaid in the files of the foyer. The main floor rotunda's central feature is a circular fountain, surrounded by a simple brass railing. It is highlighted by a bronze fountain composed of four

dolphins with backs arched so that their tails extend above their heads to support a cherub sitting upon four large scallop shells. In his hands rests a horn of plenty. The bronze City Seal was returned to the fountain in 1987 after an absence of many years. No one knows how or when the seal disappeared. It was rediscovered in an Atlanta, Georgia flea market.

There is a time capsule in City Hall, which contains items put there by citizens in 1976 in honor of the Bicentennial. It will be opened in 2076.

Population

City of Savannah	65.1 square miles	132,985
Chatham County	443 square miles	232,048

Area Population Trends

	1980	1990	2000
Savannah	141,378	137,560	132,985
Chatham County	202,226	216,774	232,048
Savannah MSA ¹	230,728	257,899	293,000

Savannah MSA¹ Population by Age

Age Range	Percentage of Population
0 to 4	7.3%
5 to 14	14.2%
15 to 24	14.5%
25 to 34	14.2%
35 to 44	14.6%
45 to 54	13.7%
55 to 64	9.7%
65 to 74	6.2%
75 to 84	4.0%
85+	1.6%

Savannah MSA¹ Race/Ethnicity

	City of Savannah	Savannah MSA
White	38.90%	61.00%
African-American	57.10%	35.10%
Hispanic	2.20%	1.80%
Asian	1.50%	1.50%
Other	0.30%	0.60%

¹Savannah Metropolitan Standard Area Includes Chatham, Effingham, and Bryan Counties

Government

City of Savannah: Mayor, 8 Aldermen and City Manager

Chatham County: 8 Commissioners and County Manager – There are 7 other small municipalities in

Chatham County – Bloomingdale, Garden City, Pooler, Port Wentworth, Thunderbolt, Tybee Island, and Vernonburg.

Climate

On average, Savannah experiences 4 weeks where temperatures approach freezing (32 degrees or below) and 2 months where temperatures are often in the 90s.

Quality of Life

A mild climate and abundant outdoor resources enrich the quality of life for Savannah residents. Guests who come to the City are captivated by the City's charm, the richness of heritage and all the activities the City offers every day of the year. With Savannah's numerous performing arts and area attractions, all residents and visitors alike enjoy the best life has to offer in Savannah.

Annual Events	
Martin Luther King, Jr. Parade	January
Savannah Irish Festival	February
1 st Saturday on the River	March through December
St. Patrick's Day	March
Savannah Music Festival	March
Annual Tour of Homes and Gardens	March through April
North of Gaston Street Tour of Homes and Gardens	April
Savannah College of Art and Design International Festival	May
Savannah Scottish Games	May
Tybee Island Beach Bum Parade	May
Blessing of the Fleet and Seafood Harvest Festival	June
River Street Fireworks	July
Fire Works on Tybee Island Beach	July
Savannah Greek Festival	October
Oktoberfest	October
Jewish Food Festival	October
Savannah Film and Video Festival	October
Tybee Island Kite Festival	November
Holiday Tour of Homes	December
Festival of Trees and Lights	December

Highways and Interstates

U.S. 17, 17A, 80, GA. 21 are important highways with I-95 as the major north/south interstate from New England to Miami and just 10 miles from Savannah's Historic District. I-16 is the major east/west interstate.

Areas of Employment

Savannah has a remarkable balance of diversity of trades and industries. In the manufacturing arena, no one industry predominates. There are over 45 companies employing 100 or more people. Among these are 19 Fortune 500 companies and 25 international companies. Twenty-four (24) of Savannah's major employers have chosen to locate their corporate headquarters here.

Employment by Sector in Savannah MSA¹

Sectors	Number of Employees	Percentage of Total Labor Force
Education and Health Services	30,149	21.89%
Retail Trade	17,506	12.71%
Leisure and Hospitality	16,897	12.27%
Professional and Business Services	16,375	11.89%
Manufacturing	13,269	9.64%
Transportation, Warehousing and Utilities	8,719	6.33%
Public Administration	8,687	6.31%
Construction, Natural Resources and Mining	8,277	6.01%
Financial Activities	6,029	4.38%
Wholesale Trade	4,975	3.61%
Other Services and Unclassified	4,737	3.44%
Information	2,090	1.52%
Total - All Industries	137,710	100.00%

Savannah MSA¹ Major Employers

Employers	Service/ Product	Number of Employees
Memorial Health	Hospital	4,934
Savannah-Chatham County Board of Education	Public Schools	4,309
Gulfstream Aerospace	Jet Aircraft Manufacturing	4,300
St. Joseph's/Candler	Hospital	3,800
Ft. Stewart/Hunter Army Airfield	Military-civilian personnel	3,485
City of Savannah	Government	2,514
International Paper	Paper products manufacturing	1,800
Wal-Mart	Retail	1,675
Chatham County	Government	1,600
Georgia-Pacific Savannah River Mill	Paper products	1,408

¹Savannah Metropolitan Standard Area includes Chatham, Effingham, and Bryan Counties

Economic Development

As the Millennium turned, Savannah experienced resurgence in tourism. The 1990's saw more than 50 million people visiting the City.

Household Income for Savannah MSA ¹

Median House Income - \$37,752	Number	%	2005 Projection (%)
Less than \$10,000	11,493	10.6	8.1%
\$10,000 to 24,999	19,088	17.6	13.8%
\$25,000 to 49,999	36,277	33.3	30.4%
\$50,000 to \$999,999	32,045	29.5	33.4%
\$100,000 & Over	9,772	9	14.3%

¹Savannah Metropolitan Standard Area Includes Chatham, Effingham, and Bryan Counties

The City has many programs aimed at fostering economic development and growth, including small and minority-owned business assistance, low interest loans, and job training assistance, etc. With the islands and beaches to the east, growth to the west and south has been phenomenal, and as a result, there is no lacking of shopping, dining, or recreational opportunities. New facilities combined with the old create a market for tourists that run year-round as opposed to seasonal, bringing an abundance of economic prosperity.

City of Savannah Major Taxpayers

Taxpayer	Type of Business	2004 Assessed Valuation	Percentage of Total Assessed Valuation
G A C Aircraft Company	Aircraft Manufacturer	\$45,182,174	1.37%
Savannah Electric & Power Co.	Electric Utility	\$35,834,575	1.09%
International Paper Co.	Paper Manufacturer	\$32,778,000	1.00%
Home Depot	Regional Distribution Center	\$31,030,024	0.94%
Oglethorpe Mall, LLC	Regional Shopping Mall	\$27,903,600	0.85%
Bell South	Telephone Utility	\$26,248,958	0.80%
Friedmans, Inc.	Retail Jewelry Sales	\$15,988,694	0.49%
CS Hotels, LP	Marriott Hotel	\$15,878,800	0.48%
Savannah Harbor Resort	Westin Hotel	\$15,348,600	0.47%
Savannah LP AP/APMC	Hyatt Hotel	\$13,012,000	0.40%

The City's Film Commission Office has helped facilitate Savannah's rise in popularity. Dozens of full-length movies have been made in Savannah, including "Forest Gump," "The Garden of Good and Evil," "The Legend of Bagger Vance," "The General's Daughter," "Glory," "East of Eden," "Roots," and many more. The film industry alone has contributed a whopping \$20 million in a single year to the economy. Across the waterfront, an enormous trade center casts an impressive reflection on the busy Savannah River, reminding Savannahians of all cultures that careful planning, combined with progressive leadership, has led to a city filled with prosperity.

Savannah's past has been delicately preserved, and along with careful planning, the City has become one of the country's most popular places to visit and live.

Source of information in this "Savannah At A Glance" summary was provided courtesy of the Savannah Area Chamber of Commerce, Savannah Economic Development Authority (2000 Census), Savannah Convention & Visitors Bureau, and City of Savannah's Public Information Office.

COMPARABLE CITIES SURVEY

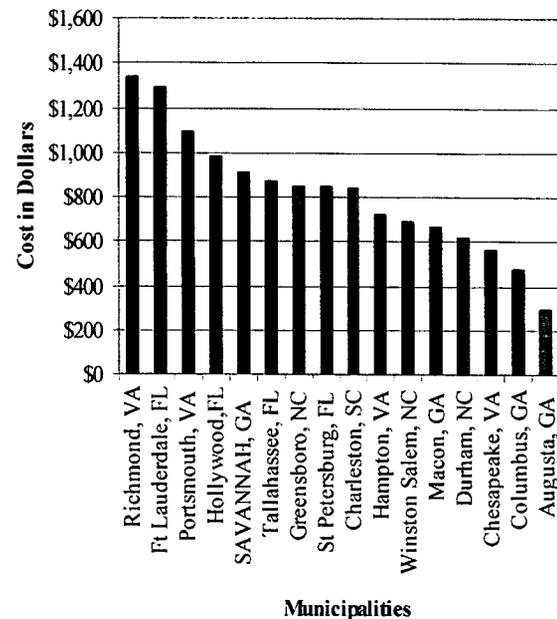
It is the City of Savannah’s goal to provide quality services in a fiscally efficient and responsible manner. The Comparable Cities Survey is designed to evaluate the City’s success in meeting this goal through analysis of government expenditures and taxation. Savannah’s general fund expenditures (general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

Per Person Cost of Government

To calculate the per person cost of government (PPCG), each city’s adjusted Fiscal Year 2005 general fund budget was divided by its population. Savannah’s PPCG increased from last year, \$868 to \$911. This increase is due to an approximate 10.5% increase in overall general fund expenditures from the previous year, which includes the costs associated with the costs associated with the Savannah-Chatham County police merger. Savannah did, however, maintain its ranking of fifth among the cities studied, above the average of \$815. Savannah’s above-average ranking can be attributed to the City’s need to provide services and infrastructure for non-City residents. As a regional

hub for commercial, industrial and tourism industries, the City of Savannah provides services for a daytime population exceeding its resident population.

PER PERSON COST OF GOVERNMENT



Rank	City	Adjusted Budget	Population	PPCG
1	Richmond, VA	\$261,763,227	195,300	\$1,340
2	Ft Lauderdale, FL	\$218,767,284	169,039	\$1,294
3	Portsmouth, VA	\$108,502,692	99,241	\$1,093
4	Hollywood, FL	\$140,411,679	143,197	\$981
5	SAVANNAH, GA	\$121,193,797	132,985	\$911
6	Tallahassee, FL	\$142,892,621	164,700	\$868
7	Greensboro, NC	\$197,021,233	231,740	\$850
8	St Petersburg, FL	\$210,665,039	249,068	\$846
9	Charleston, SC	\$92,894,038	110,423	\$841
11	Hampton, VA	\$104,749,752	145,951	\$718
12	Winston Salem, NC	\$131,169,760	190,851	\$687
13	Macon, GA	\$63,111,375	94,990	\$664
14	Durham, NC	\$126,350,653	205,100	\$616
10	Chesapeake, VA	\$120,456,094	214,759	\$561
15	Columbus, GA	\$88,939,237	186,291	\$477
16	Augusta, GA	\$58,139,410	196,265	\$296
	AVERAGE	\$136,689,243	170,619	\$815

Adjusted Property Tax

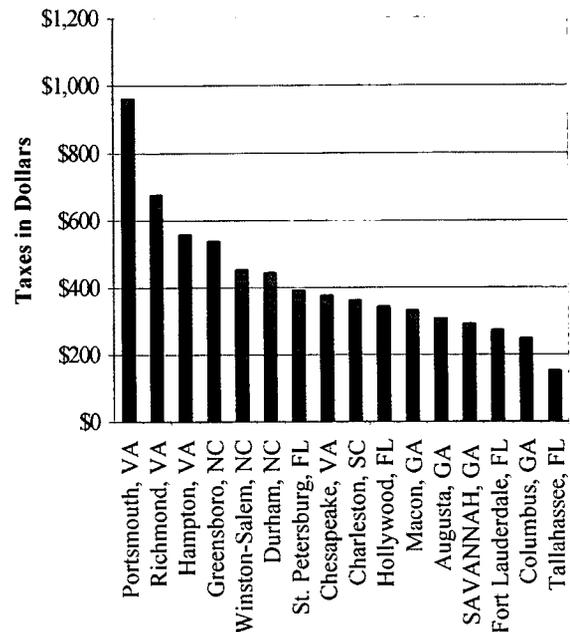
Because of the difference between Savannah’s daytime population and resident (nighttime) population, the adjusted property tax analysis directly reflects local government costs incurred by Savannah’s residents. The analysis compares the typical property tax for a home with a fair market value of \$100,000 among similar cities. The property tax calculation was conducted using Chatham County’s method as the model – the percentage of assessed value applicable to property tax was calculated before the general homestead exemption. In calculating property taxes, the adjusted general fund budgets from the PPCG analysis were included to account for the different levels of service delivery. This resulted in an adjusted property tax for each city. The City of Savannah’s adjusted property tax amount is \$291, below the average of \$419.

Methodology Notes

This year’s study continued efforts started during the Fiscal Year 2004 survey to better identify service delivery differences and property tax exemption differences among the comparable cities. This has been done to more accurately represent the cities’ adjusted budgets and adjusted taxes. As a result, there were either increases or decreases of per person cost of government and adjusted property taxes for the City of Savannah and its peer municipalities. All of the comparable cities Fiscal Year 2005 budget documents were available for this study.

For example, Virginia municipalities fund public schools through the General Fund, other comparable cities do not. General Fund dollars allocated for public schools in Virginia municipalities were not included or reflected in the adjusted budget or total budget of those cities in an effort to equalize the service levels of the comparable cities. Similarly, Savannah’s general fund budget was adjusted for the first time in order to represent the County’s contribution to the Savannah-Chatham County consolidated police force.

ADJUSTED PROPERTY TAXES



Rank	City	Adjusted Taxes
1	Portsmouth, VA	\$960
2	Richmond, VA	\$675
3	Hampton, VA	\$557
4	Greensboro, NC	\$537
5	Winston-Salem, NC	\$452
6	Durham, NC	\$443
7	St. Petersburg, FL	\$392
8	Chesapeake, VA	\$376
9	Charleston, SC	\$362
10	Hollywood, FL	\$343
11	Macon, GA	\$332
12	Augusta, GA	\$308
13	SAVANNAH, GA	\$291
14	Fort Lauderdale, FL	\$272
15	Columbus, GA	\$248
16	Tallahassee, FL	\$151
	AVERAGE	\$419

Reader's Guide

- **City Manager's Message** describes the progress made in achieving Council priorities in 2005, identifies major changes in the budget from a year ago, and presents the 2006 action agenda.
- **Budget Policies** presents the various policies and processes used to guide maintenance and use of the City's financial resources.
- **Summaries** provides a financial trend analysis, financial plan projections, property tax rates for direct and overlapping governments, overview of revenues and expenditures, a description of major expenditure changes, a description of proposed revenue changes, a description of expenditure changes including proposed service improvements, identification of city-wide revenues by source, identification of city-wide expenditures by fund, a debt service summary, and changes in the number of positions by department.
- **Operating Budget** is organized and presented by fund. Each fund typically begins with a bureau mission statement, followed by identification of revenues by source and major changes, a bureau summary of expenditures by type and department, trends and issues by department, goals, objectives and service levels for applicable departments, departmental expenditures by type, authorized positions for each department, and applicable budget highlights. The funds are:
 - **General Fund** accounts for all revenues and expenditures which are not accounted for in specific purpose funds.
 - **Public Safety Communications Fund** accounts for E911 telephone and wireless telephone revenues and is used to support law enforcement dispatching and fire services dispatching.
 - **Hazardous Material Team Fund** accounts for revenues that comes from area facilities which manufacture, use or store hazardous materials and is used to protect life, property, and the environment from intentional or accidental release of hazardous materials manufactured, used, and stored in Chatham County.
 - **Sanitation Fund** accounts for revenues collected for residential and commercial refuse services, refuse disposal, street sweeping, and the collection/disposal of construction and demolition waste.
 - **Civic Center Fund** accounts for revenues collected to provide a variety of cultural, business, social and sporting events.
 - **Water Fund** accounts for revenues collected to produce safe potable water to meet the needs of the community
 - **Sewer Fund** accounts for revenues collected to safely pump and treat wastewater to protect the quality of life for Savannah's citizens.
 - **I & D Water Fund** accounts for revenues collected to provide treated water to major industrial users.
 - **Parking Services Fund** accounts for revenues collected to operate the City's parking management program that consists of on-street parking, off-street parking, and parking garages.
 - **Community Development Fund** revenues are derived primarily from the federal Community Development Block Grant and other federal and state grants and are used to address Savannah's distressed communities.
 - **Internal Services Fund** is a proprietary fund where one City department provides services to other departments or agencies on a cost-reimbursement basis.
 - **Grant Fund** accounts for revenues received from federal and state sources and used for a designated purpose.
- **Capital Improvement Program** presents a summary of the five-year capital plan and infrastructure improvements recommended for 2006.
- **Other Funds** presents the Employee Benefits Fund, the Risk Management Fund, the Computer Purchase Fund, the Vehicle Purchase Fund, the Golf Course Fund, the Hotel/Motel Tax Fund, and the Rental Motor Vehicle Excise Tax Fund.
- **Appendix** includes Social Services Contributions, Cultural Contributions, Salary Grade Table, a Glossary of Key Terms, and a List of Acronyms.



October 28, 2005

To the Honorable Mayor and Aldermen:

I hereby present to you the *2006 Service Program and Budget*. This plan will bring us closer to achieving your vision for the community:

“Savannah will be a safe, environmentally healthy, and economically thriving community for all its citizens.”

The plan focuses the City’s limited resources on the following strategic priorities:

- Public safety;
- Blight eradication and neighborhood quality;
- Poverty reduction and economic development;
- Land use/zoning;
- Capital improvements; and,
- Communications.

This budget also maintains the City’s strong financial foundation that makes implementation of these aggressive strategies to achieve these priorities possible. It has been developed through the diligent cooperative efforts of City staff in all Bureaus. The plan is based on extensive input from you, our neighborhoods, and our citizens.

Savannah’s Financial Foundation

The spirit of a people, its cultural level, its social structure, the deeds its policy may prepare – all this and more is written in its fiscal history, stripped of all phrases... The public finances are one of the best starting points for an investigation of society, especially though not exclusively of its political life.

Joseph A. Shumpeter (Economist)

Many cities around the country are faced with declining revenues, deteriorating capital infrastructure, and structural imbalance in their budgets, forcing reduced services, staff layoffs, employee benefit reductions and other drastic measures. A recent National League of Cities survey found that more than three in five municipal finance officers said that their city was less able to meet financial needs than in the previous year.¹ Moving from financial crisis to financial crisis, they are unable to strategically and pro-actively

¹ *City Fiscal Conditions in 2004*, National League of Cities, p. iii.

tackle the critical urban issues of today: affordable housing, infrastructure maintenance, workforce development, poverty reduction, public safety, and economic development.

Savannah, on the other hand, avoided these crises by building and maintaining a financially healthy organization. The years of long-term financial planning, capital maintenance, neighborhood improvement, employee training, investment in economic development and the many sacrifices along the way, have paid off. With the recent annexations, expanding local economy, and positive national and international attention, Savannah is now better positioned than at any time in its recent history to create a better community for all its citizens. Our challenge is to invest these hard-earned dividends strategically to both increase progress toward achieving City Council's priorities and to ensure we strengthen the financial foundation that has provided this unprecedented opportunity.

City is Not Complacent

While working toward a better future for all residents, we must remain diligent in pro-actively addressing challenges on the horizon. Hurricane Katrina has been a reminder to us all of how devastating a natural disaster can be on a community. While there are limited actions we can take to prevent the flooding and wind damage that occurs during a storm of such force, the City can have a tremendous impact on its most important obligation – protecting the lives and safety of its citizens.

The G-8 Summit provided our public safety staff with the opportunity to work closely with federal and state law enforcement officials, building relationships that will be invaluable in the event of a major disaster. It also provided an opportunity for our police and fire officers to train on the latest equipment. Moreover, in the last two years, the City of Savannah has invested over \$3 million (primarily from grant sources) in upgraded, digital radios and support equipment that will insure clear communication during national and man-made disasters.

Another major initiative in this area is a \$150,000 Kellogg Foundation grant recently awarded to the Eastside Neighborhood Alliance (ENA) consisting of Eastside Concerned Citizens, Inc., Benjamin Van Clark, Live Oak, and Dixon Park Neighborhood Associations to develop a plan that engages the neighborhood residents in terrorism/emergency preparedness planning to serve as a nationwide model. The ENA will begin its initial training to engage residents in planning safety strategies that will reduce or eliminate their risk potential. ENA will also be working in collaboration with governmental entities and agencies that are directly involved in emergency planning: City of Savannah, CEMA, Police, Fire, the business community, and others.

We must also continue to pro-actively manage our finances and make strategic investments to ensure long-term revenue growth. While Savannah weathered the last economic downturn very well, we may not be as fortunate if there is a major recession due to the rising price of fuel, decline in the housing market, or other economic problems. Changes in state or federal laws can also have a major impact on local government finances. City staff will closely monitor these possibilities and other unknowns to quickly change course if necessary to maintain our strong financial position.

2006 Service Program and Budget

Balancing the *2006 Service Program and Budget* with our aggressive work agenda and several financial challenges was difficult. With this budget, Council priorities will be advanced even though the City is faced with the following expenditure increases in 2006:

- Funding retiree medical with current program design, estimated at \$10 million to \$14 million dollars annually;
- Erosion of sovereign immunity, greatly increasing our risk for large vehicle accident settlements;
- Growing capital demands; and,
- Service expansions to further address Council priorities, strategically serve newly annexed areas, and improve maintenance of City infrastructure.

To fund these issues and continue progress toward City Council's strategic priorities, budget appropriations recommended in the *2006 Service Program and Budget* total \$247,717,507. This is a 2.8 % increase above the 2005 projected budget.

Progress in Achieving Strategic Priorities

Remarkable progress has been made in achieving Council's strategic priorities. The *2006 Service Program and Budget* will continue this progress by setting ambitious objectives and by providing the resources to achieve those objectives. However, we must also gain more cooperation and participation from our residents. Specific resources and objectives to achieve each of Council's strategic priorities are outlined in the remainder of this section.

Crime Prevention and Reduction. We have made significant progress in attacking crime in the last several years; yet we are committed to continue to strive in every possible way to further reduce and prevent crime, particularly juvenile crime and violent crime. The 2006 work program will diligently focus on aggressive police patrol, police visibility, rapid call response, high quality customer service, and proactive crime prevention, apprehension and prosecution.

Next year's work program will also focus on interdicting repeat criminals and juvenile offenders – those increasingly responsible for homicides and violent crimes. In 2005, the Savannah Impact program worked with juvenile justice stakeholders to identify the most at risk juvenile offenders and to develop strategies for reducing youth criminality. Implementation of the Safe Kids – Safe Streets Initiative is focused on juveniles, stepping up the City's efforts in enforcing juvenile curfews and school truancy.

In 2006 we will continue and expand our program to monitor the re-entry of offenders into the community. Savannah Impact and the re-entry program are a model for the state and nation and are essential to the reduction of repeat criminality.

To provide additional resources to patrol – the foundation of our police efforts – the 2006 budget includes the resources to add four additional City beats:

- six new civilian positions that will enable the Department to deploy six additional sworn officers on the street;

- six additional patrol officers and equipment.

It also includes eight additional community services specialists in the City precincts to free up sworn officer time for more pro-active patrols. These improvements along with past service improvements, will result in 47 additional sworn officers on the street since 2000.

The City received grant funds to implement a Mobile Data Terminal (MDT) pilot program that will provide officers with information and intelligence where they need it the most – out in the field. We also just learned that we were awarded an additional \$1 million in federal funds that will allow further implementation of MDT's. We anticipate receiving the initial funds in the first quarter of 2006.

For the Fire and Emergency Services Bureau, I recommend adding three battalion chief positions to provide better management to the Department's expanded service area. I also recommend two additional fire communications specialist positions. These new positions will ensure that the City continues to provide high quality fire services to all residents and maintain its ISO 2 rating.

Neighborhood Improvement. The 2006 work program for blight eradication will be aggressive and productive because of the new resources, data systems, ordinance, and administrative hearing process put in place in 2004 and expanded in 2005. Operation Clean Sweep, initiated mid-year 2005, has successfully marshaled the full range of City services to attack blight at its source, one neighborhood at a time. Clean Sweep has resulted in measurable reductions in vacant, derelict properties, junk cars, weeded lots, debris, and litter. Better than projected growth in the property tax digest allowed us to expand bulk item pick-up, lane cleaning and stormwater drainage maintenance to further expand services to City neighborhoods.

The 2006 budget provides for expansion of Savannah Impact's Work Ventures Program, adding a second crew and supervisor. The program has proven successful in not only cleaning up blighted areas, but also providing work experience for Impact participants that can help them remain employed and out of the judicial system.

If we are to sustain and expand the improvements made in neighborhoods, we cannot rely on City resources alone. Long-lasting progress will not be achieved until we bring about real change in the human behavior that contributes to blight. Changing behavior that contributes to blight will be difficult, requiring consistent leadership by the Mayor and Aldermen, neighborhood organizations, and City staff.

Economic Development. In 2006, the City will continue its work to reduce poverty and foster economic development. In 2004, the Poverty Task Force conducted an extensive review of poverty factors in Savannah with support from the City, Chamber of Commerce, Savannah Economic Development Authority, and Savannah Electric. In 2005 a director was hired for Step Up, Savannah's Poverty Reduction Initiative. The 2006 budget continues funding to this important initiative.

In 2005, we implemented an economic development strategy to promote the development of small, women-owned and African-American businesses so that more will be ready with the basic skills, business plans and financing needed for greater participation in a broader range of businesses. This three part strategy includes contracting for services at the Savannah Entrepreneurial Center (SEC) and contracting with the Small Business Assistance Corporation (SBAC) for access to capital through marketing outreach, loan processing and technical assistance.

The third part of our strategy is to support programs that aid in the long term success of newly created or expanding businesses. To promote the long term viability of minority and women owned business enterprises (M/WBE), three African-American business groups: Silver Summit, Savannah Business League, and the African-American Chamber of Commerce combined forces to create the Savannah African-American Economic Empowerment Collaborative (SAAEEC). The City contracted with SAAEEC to provide \$160,000 in services to new and expanding M/WBEs. Highlights of that contract include:

- Create, in coordination with the City M/WBE program, SBAC, SEC and other agencies, a Business-to-Business Mentor/Protégé program.
- Prepare a report on key barriers affecting the success of M/WBEs including recommendations to overcome these barriers.
- Establish a program to provide from non-City sources grant and loan funds to assist M/WBEs with working capital, bonding, and collateral required for loans.
- Serve as a Facilitator for creating agreements and/or collaborations among vendors that allow M/WBEs an opportunity to bid on large projects.
- Identify at least one investment and/or development project especially along priority corridors, which can be undertaken collectively and facilitate the partnerships to implement the project.
- Establish and facilitate at least one collaboration to train and employ at least twenty low income individuals in the building/construction trades.

To promote collaboration throughout the City, we seek to revitalize areas along business corridors such as Augusta Avenue, Waters Avenue, and MLK, Jr. Boulevard/Montgomery Street. This revitalization will be accomplished through the City's Economic Development Department, Savannah Entrepreneurial Center, Savannah Development & Renewal Authority and partnerships with African-American business organizations.

The M/WBE program, established in 2002, is experiencing an increase in activity which coincides with the overall increase in City procurement activity. Marked by another year of consistent increase in procurement contract awards, M/WBE utilization too has increased.

In 2006, the M/WBE office will continue its active work program. Distribution of the long awaited M/WBE Directory will be completed to provide helpful resources to contractors, municipalities and the general public. A certification program to provide training, assistance and provide proper validation and identification of minority and/or women-owned firms will be launched in 2006. The M/WBE office will continue to provide training and business development workshops and seminars.

The M/WBE office will launch its first intensive six - eight week Contractors Training College in collaboration with Turner Construction, National Minority Contractors Association, American Contract Compliance Association and other industry related agencies and organizations. Additionally, the Program will join forces with the newly established African-American Economic Empowerment Collaborative to provide support and assistance to developing minority businesses.

Land Use/Zoning. The 2006 work program includes continued focus on improving land use and zoning regulations to create more livable neighborhoods and appropriate economic development. The Thomas Square Streetcar District plan was completed, extensive work was done on the Westside Plan, and the downtown master plan was initiated in 2005. The MPC took the lead in Connecting Savannah, a process

that engaged several hundred citizens in developing strategies or addressing east-west mobility problems.

Our planning consultant, Goody Clancy, worked extensively with neighborhood residents to develop a revitalization plan for the West Savannah neighborhood. While developing this plan, the City moved forward with the implementation of Mini-Urban Redevelopment Plan (MURP) activities which included expanding the MURP to cover the whole neighborhood, purchasing 30 properties, combining small lots into buildable lots and letting contracts for the construction of 18 new infill houses. Bids for engineering services required to design the extension of Cumming Street north to Love Street were obtained and a contract for design services should be issued by December 31st.

A MURP for the Eastside neighborhood was adopted in June and a MURP for the Ogeecheeton neighborhood is anticipated to be approved in November. The City also hired a planning firm to work with Dawes Avenue property owners and others to develop more recommendations for improvement of Ogeecheeton Street.

We should take pride in the extensive public input processes that have become standard in our planning efforts. The MPC recently received two awards from the Georgia Planning Association and one award from the Association of Metropolitan Planning Organizations for the public processes they facilitated for Connecting Savannah and the Mid-City Land Use Plan. The City of Savannah received an award from the Georgia Downtown Association for the process used for public input on the revised Landmark Historic District Height Map. The Cuyler-Brownville redevelopment has also won numerous awards.

Capital Projects. The 2006 – 2010 Capital Improvement Program totals \$363,046,031 for five years, including \$79,206,058 in 2006 to meet City Council's capital project strategic priority. Several important and far reaching capital projects are described below.

Ellis Square. After nearly 12 months of project planning and contract negotiation, the notice to proceed on the Ellis Square Underground Garage was issued in September 2005. At a guaranteed maximum price of \$29,592,416, the garage will provide 1,075 parking spaces and, most importantly, the opportunity to restore a square that has been lost to our citizens for over 50 years. The garage is scheduled to be completed in August 2007. In the next several months, we will finalize the design of Ellis Square after extensive public input.

Critical Infrastructure. In 2005, the Sanitation Bureau is scheduled to complete a new Subtitle D lined disposal cell adding 1 million cubic yards of additional disposal capacity at the Dean Forest Landfill. The construction of a second Subtitle D lined cell will increase disposal capacity even more. The second phase of waste excavation also began in 2005. An additional 562,000 cubic yards of waste is being removed and relocated from an unlined cell to a newly constructed Subtitle D lined cell. This project is underway now with a projected completion date of June 2007.

Community Development. The City promotes healthy neighborhoods by funding streetscaping, corridor revitalization on targeted roadways and other economic development capital projects in accordance with neighborhood-based planning.

In the Feiler Park MURP area, the 144 unit Low Income Housing Tax Credit (LIHTC) Montgomery Landings Apartment is well underway with completion anticipated by December 31st. This

development not only provides affordable housing, but the development resulted in the clean-up of a derelict property. Bids for engineering services required to design the 56th Street Boulevard, straighten the Meding curve and realign the intersection of Meding and Montgomery streets were obtained and a contract for design services should be issued by year end.

Mercy Housing's 70 unit LIHTC project in Cuyler-Brownsville is scheduled for completion in the near future. The City is working with Mercy Housing to implement several CIP projects. Park & Tree has completed the design for the "gateway" green space at the intersection of W 37th Street Extension and Bullock Street. Leisure Services is preparing to convert the block of vacant property on the north side of Kline Street between MLK Blvd. and Burroughs into a play area. Facilities Maintenance is scheduling the "re-bricking" of large portions of West 36th Street between MLK Blvd. and Florance Streets--where the brick pavement is very wavy and uneven.

The West Savannah Revitalization Plan (WSRP) is a comprehensive planning effort merging physical land use, zoning, and design planning with economic and workforce development strategies. The WSRP target area is the 193 acre West Savannah neighborhood. CIP funding for Augusta Avenue in West Savannah will support corridor revitalization through property acquisition, landscaping, and streetscape improvements, including the removal of utility poles and sidewalk improvements. Funding in the amount of \$457,000 is committed in 2005 for Augusta Avenue property acquisitions. An additional \$500,000 is budgeted in 2006 to support the WSRP and corridor improvements. The Housing Department is currently involved with extending Cumming Street--currently a dead end street--north to Love Street so it better connects with the rest of the neighborhood

Fire. The City has made great progress in updating and expanding its fire facilities, ensuring our residents' lives and property are properly protected. Capital projects are planned to replace the outdated stations on Henry Street and Capitol Street. New stations are planned for Southwest Chatham, Godley, and Hutchinson Island.

The long-term impact of our capital program ensures that infrastructure for the delivery of essential public services will be available for our residents now and in the future.

Communication. Two-way communication both internally and externally is critical to the success of achieving Council's vision. We have developed several tools to foster communication. One such tool is the annual Citizen Survey that provides us with statistically significant feedback on how well we deliver City services. Overall, the results of the Citizen Survey were very good. Questions relating to Overall City services and customer service rose to all time highs. Of particular improvement is a question asking citizens to rate the taxes they pay against all the services they receive. In 1999, only 50% of citizens rated themselves as satisfied. This year continued a five year increase in satisfaction to more than 70%.

Other important communication tools include the Citizens Report, Channel 8, and the quarterly Town Hall Meetings. All have been used extensively to inform citizens about our services and programs and elicit their involvement and feedback.

The new, in-house developed, 311 customer service system came on-line in 2005. This comprehensive system allows for full tracking of customer service requests from the time the concern is submitted to the fulfillment of the request. It is geographically based and provides extensive management reporting

capabilities. Initially, the system covered all water, sewer, facilities maintenance, and sanitation service requests. It has been expanded to also include graffiti and property maintenance requests and will soon expand further to cover all City services. We have applied to the Public Service Commission for use of the 311 telephone exchange and expect approval before the end of 2005. When the 311 system is fully operational, it will provide the side benefit of significantly reducing non-emergency calls to the 911 communications center. Related to this program are additional funds to improve the City's outdated and expensive-to-operate telephone system.

2006 Expenditures. An allocation of \$2,547,522 is included for a 3% general wage increase, for all employees, to build on previous pay adjustments that were necessary to remain competitive in recruitment of qualified personnel and to retain skilled and valued employees. An allocation of \$1,797,151 is also included for a pay increase up to 2.5% to enhance and reward employee performance and skills development.

An increase in the City's contribution to the medical plan fund of \$1,908,746 is included to address rising healthcare costs and increase fund reserves. To begin meeting actuarial estimates to fund the cost of medical coverage for post-retirement, \$2,000,000 has been allocated, \$8 million short of the \$10 million that is necessary to fully fund this obligation.

A \$720,650 increase in the City's contribution to the pension fund is based upon recommendations by the plan actuary. The 2006 budget includes an increase of \$501,326 for the City's contribution to worker's compensation, which will pay for rising expenses as well as increase fund reserves toward the target level. An increase of \$205,460 is also included in the City contribution for judgments and losses to cover projected expenses related to the state mandated erosion of sovereign immunity in vehicular accidents.

2006 Revenues. The local economy continues to grow at a steady pace. Savannah has not been faced with the drastic service reductions, employee layoffs, and unbalanced budgets that have affected many municipalities around the country. In Savannah, we project 2.6% growth in sales tax, 7.6% in hotel/motel tax and 5.7% growth in the property tax digest. With the recent volatility in the price of fuel and possible economic impacts from Hurricanes Katrina and Rita still unknown, we will closely watch actual revenues and be prepared to adjust the budget if necessary.

This budget recommends maintaining the 2005 millage rate of 12.9, which is 26% lower than the peak millage rate of 17.46 in 1996. There are proposed fee increases in a few areas. Among these increases are:

- **Water & Sewer Fund** – Rates proposed for water and sewer service for 2006 are increased from 2005. The proposed base charges for 2006 are unchanged from 2005; only the consumption charges are proposed to increase. Water rates were last changed in 2004 and 1998. The impact of the proposed
- 2006 increases on the combined monthly water and sewer bill for the median inside City customer is \$1.20 or 4.93%. The increases are necessary to fund anticipated increases in the operation and maintenance cost of the system, and to fund the water and sewer system capital improvement/capital maintenance plan.
- **Leisure Services** – Fee increases are proposed for the following athletic fees: softball, basketball, tennis, and athletic field rental. A rate change is also planned for the visual arts camp fee within

Cultural Affairs. Several changes are proposed for park and square event fees. These rate changes are projected to produce an additional \$25,723 in revenue to help offset the cost of providing these services.

- Cemeteries – Proposed changes in interment services fees reflect an increase of \$10-\$20 per interment or an average increase of 3%. Fees are established to reflect the actual costs of providing interment services. The 2006 rate adjustments are projected to result in \$6,000 additional revenue.
- Sanitation – Increases in fees will contribute additional revenue of \$429,442 in 2006. While the residential refuse fee will remain the same at \$23.50 per month, the commercial collections fees will increase about 5%. The commercial disposal fee will increase to \$3.90 per cubic yard from \$3.70 per cubic yard.

Conclusion

Ben Okri, a Nigerian author, writes in his book Infinite Riches:

When will our suffering bear fruit? One great thought can alter the future of the world. One revelation. One dream. But who will dream that dream? And who will make it real?

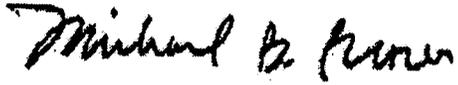
The Mayor and Aldermen's vision and strategic priorities illustrate Savannah's dream. Our task now is to make the dream real – to do the hard work day in and day out, taking on the often thankless tasks of eliminating blight, rooting out crime, and helping our citizens Step Up out of poverty. To achieve Savannah's dream, we must support it with a strong foundation built with the bricks of long-term planning and the mortar of financial health. Without this foundation, our dream will sink in the shifting sands of decaying infrastructure, antiquated equipment, and declining neighborhoods that have dashed the dreams of so many other cities like Savannah. It is only then that we can be sure to bear the fruit of a better community for all our citizens.

Two decades of difficult choices and pro-active long range planning have allowed us to make strategic investments in Savannah's infrastructure. Our water and sewer infrastructure is well maintained and has capacity to foster growth in the entire region and provide an expanded revenue base to achieve our priorities. The extensive drainage improvements completed and underway have substantially eliminated the structural flooding that had such a negative impact on our neighborhoods. We have built new fire stations, hired additional police officers and firefighters, and replaced vehicles and heavy equipment on schedule. The City's system of squares, parks, athletic fields and community centers to provide leisure amenities to our citizens is extensive. Our increased efforts to provide affordable housing and reduce blight have significantly improved our neighborhoods.

This *2006 Service Program and Budget* provides the financial and operating plan to provide critical services and infrastructure to our citizens and businesses while maintaining the City's healthy financial position. You, the Mayor & Aldermen, serve as the board of directors of the City of Savannah, a 2,600 employee, \$248 million dollar full-service municipal corporation. The decisions you make now about critical issues such as public safety, poverty reduction, capital financing, economic development, among others, will not only affect our work in 2006, but also impact future years and even future generations of Savannahians. I look forward to reviewing the *2006 Service Program and Budget* with you over the next

several months to ensure we continue to make progress in meeting your priorities, prepare for future challenges, and maintain our strong financial position.

Respectfully submitted,

A handwritten signature in black ink that reads "Michael B. Brown". The signature is written in a cursive, slightly slanted style.

Michael B. Brown
City Manager

BUDGET POLICIES, BUDGET PROCESS, AND FINANCIAL STRUCTURE

The City of Savannah's Council-Manager form of government was adopted in 1954. Under this organizational plan, the legislative responsibility for municipal government is entrusted to a city council. The Savannah City Council consists of the Mayor and eight Aldermen. City Council levies taxes, enacts ordinances, and adopts the annual budget, as well as performs many other legislative functions.

Administrative or executive authority is vested in the City Manager. The City Manager is appointed by the Mayor and Aldermen to manage the government through the development, implementation, and execution of programs and policies established by the Council. The City Manager recommends the annual budget and work programs in addition to advising the Council on policy and legislative matters.

Various policies and processes are used to guide the maintenance and use of the City's financial resources. They are described as follows.

BUDGET POLICIES

The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. The following section outlines the policies used to guide the preparation and management of the City's annual budget. This section contains a summary of policies pertaining to the operating budget, capital expenditures, revenue, financial accounting, cash management/investment, and debt.

Operating Budget Policies

Preparation of the City's operating budget is guided by the following policies:

- All funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund in order for the budget to be considered balanced. Revenues are derived from four sources: current revenue charges; increases in existing revenue charges; new revenue sources; and unallocated reserves carried forward from prior years.

- All requests for allocations are considered only in conjunction with measurable performance criteria. Expenditures are approved or rejected on the basis of planned levels of performance. Therefore, it is necessary for each activity within a fund to prepare a performance plan consisting of workload, efficiency and effectiveness measures.
- Expenditure budgets for enterprise operations (i.e., Water, Sewer, I&D Water, Sanitation, Parking Services, Civic Center, and Golf Course) must be funded either exclusively or primarily by user fee revenues. Self-sufficiency remains a long range objective for these funds.
- Allocations from the General Fund are based on a long-range financial plan which includes an unallocated fund reserve. For 2004, the unallocated fund reserve totaled approximately \$17 million. This reserve protects the City against catastrophic revenue losses and major emergency expenditures, as well as contributes to the City's favorable bond rating.
- In addition to the unallocated fund reserve, a proactive approach was taken by creating a Sales Tax Stabilization Fund to reserve sales tax revenue above the historical trend line in good years to be used in years when sales tax revenue comes in below the trend line. This allows the City to avoid dipping into its reserves.

Guidelines for managing the Sales Tax Stabilization Fund are as follows:

- Each year, an amount up to the excess that actual sales tax receipts exceed the projected sales tax revenue will be set aside in the Sales Tax Stabilization Fund.
- Additions to the Sales Tax Stabilization Fund will continue until such time as the balance in the fund equals 25% of the budgeted revenue for sales taxes. The

2006 sales tax revenue budget is \$37,550,000, thus the maximum growth target is currently \$9,387,500.

- Funds will be withdrawn from the Sales Tax Stabilization Fund in an amount up to the deficiency, if any, between actual sales tax receipts and the revenue for sales tax included in the originally adopted General Fund budget or updated sales tax revenue projection for the year. The Sales Tax Stabilization Fund may also be used to fund expenses related to major emergencies or natural disasters.
- Ongoing expenses are never funded by a non-recurring or one-time revenue source. Future and current funding sources are identified for all new programs, services, and expansions.

Capital Expenditure Policies

Preparation of the City's capital budget is guided by the following policies:

- A five-year program for capital infrastructure improvements is updated annually. The program identifies anticipated funding sources.
- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful "life" of the project.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be forecast and included in the operating budget forecasts.
- The City will preserve its assets at a level adequate to protect the capital investment and minimize future maintenance and replacement costs.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.

Revenue Policies

The City's revenue programs are administered by the

Revenue department according to principles which balance the City's need for revenue and the community's ability to provide the necessary financial resources. The revenue policies which guide the City are outlined below:

- The City will maintain a broad revenue base; that is, diversified revenue sources will be established and maintained in order to distribute the revenue responsibility equitably and protect the City from short-term fluctuations in any revenue source.
- In order to fulfill funding needs without excessive dependence on property taxes, the City will attempt to enlarge the revenue base by seeking new revenue sources. Efforts will be made to work individually as well as with statewide groups to encourage the State of Georgia to adopt legislation which will enhance local government revenues.
- The City will implement user fees in all areas where feasible and productive, as well as set fees at levels related to the costs of providing the services. Moreover, user fees will be reviewed annually as part of the budget process and will, accordingly, be adjusted to maintain or move incrementally closer to full coverage.
- As deemed appropriate, the City will establish self-supporting enterprise funds where the relationship between operating costs and revenues will be clearly identified.
- The City will limit the designation of General Fund revenues for specified purposes in order to maximize flexibility in budgeting and utilize revenues more efficiently.
- The City will maintain effective collection systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.
- Revenues will be projected conservatively in order that actual revenues at the fund level will consistently equal or exceed budgeted revenues.

Financial Accounting Policies

In developing and evaluating the City's accounting system, consideration is given to the effective implementation of financial accounting policies and specifically, to the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding safeguarding of assets against loss from unauthorized use or disposition, reliability of financial records for preparing financial statements, and maintenance of accountability for assets.

The internal audit function is the responsibility of the Auditing Department which is organized separately from, and operates independently of, the Finance Department. The Auditing Director is accountable to the Assistant City Manager of Management and Financial Services and to the City Manager. The department operates a full program of routine and special internal audits.

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

Budgeting Controls: The City also maintains budgetary controls to ensure compliance with legal provisions. The Research and Budget Department monitors expenses and revenues, adjusts line item budgets as needed, and prepares reports for the City Manager.

Cash Management/Investment Policies

Scope of Policy: The City's cash management/investment policy includes all City funds except pension funds which are guided by a separate policy adopted by the Pension Board. Investment of funds is the responsibility of the Finance Department.

Policy Objectives: The primary policy objective is safety of principal. Secondary objectives include adequate liquidity to provide cash as needed, and rate of return on investments.

Allowable Investments: It is the policy of the City of Savannah to limit investments to:

- United States Treasury Bills, Notes, and Bonds
- Certificates of Deposit
- State of Georgia Investment Pool
- City of Savannah Special Assessment Bonds
- Repurchase Agreements

Risk Controls: To ensure liquidity and reduce market risks, investments have maturity dates at or prior to the time cash is projected to be required to meet disbursement needs.

Collateralization: Collateralization is used to:

- Secure Certificates of Deposit
- Secure Repurchase Agreements
- Secure Demand Deposits

Investment Fund: The Investment Fund is an agency fund which is the owning fund for all City investments except the Pension Fund and Special Assessment Bonds. Accrued interest is distributed to funds participating in the Investment Fund Pool based on their average equity balance for the month.

The fund also accounts for a concentrated cash account from which all disbursements are made and all receipts are deposited.

Debt Policies

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. Bonded indebtedness is well within this limit. To maintain this favorable position and the current AA bond rating, the following debt policies are in place:

- Total long-term debt and major contractual obligations will not exceed 8% of assessed valuation.
- Long-term borrowing will be restricted to capital improvements too costly to be financed from current revenues.
- Proceeds from long-term debt will not be used for current ongoing operations.
- Bonds will be retired within a period not to

exceed the expected useful "life" of the capital project.

- Additional major obligations should only be undertaken with a new dedicated stream of revenues to support them.
- When it is feasible, special assessment, revenue, or other self-supporting bonds will be used instead of general obligation bonds.
- The use of any revenue anticipation borrowing will be avoided. If such borrowing becomes necessary, the debt will be retired in full within the same fiscal year as it is incurred.
- Good communication with bond rating agencies will be maintained and full disclosure on every financial report as well as bond official statements will continue.

BUDGET PROCESS

The annual budget is a fiscal plan which presents the programs and services to be provided to the community and describes the resources needed to perform those activities. Key policies which guide this process are described in the following section.

Budget Preparation

The City of Savannah's fiscal year begins January 1st and ends December 31st. The major steps in the budget preparation process are:

1. The Research & Budget Department prepares the *Financial Trend Indicators Report* which identifies positive and negative financial trends impacting the City. A *Five-Year Financial Plan* is also prepared. These reports are presented to the Council, and then used as the financial framework for budget preparation.
2. A *Five-Year Capital Plan* is prepared and presented to Council. The first year of the plan is incorporated into the *Service Program and Budget*.
3. The Research & Budget Department, with directions and guidelines from the City Manager,

develops base budget expenditure levels for departments and city wide revenue projections for the current and upcoming fiscal year. Departments prepare data on performance measures and service levels for inclusion in the budget document. Additionally, departments submit service improvement requests to enhance a current activity, establish an activity, and/or obtain equipment associated with an activity. These detailed requests are reviewed and changes are made to present a balanced budget to the City Manager.

4. The City Manager meets with each of the eight bureau directors to review proposed performance data and expenditures for the upcoming year and makes any necessary changes. The changes are then used to prepare the City Manager's budget recommendations to Council.
5. The Council conducts a series of workshops and public hearings before making a final decision on the City Manager's budget recommendations. After careful and thorough consideration, the Mayor and Aldermen adopt the *Service Program and Budget* by December 31st.

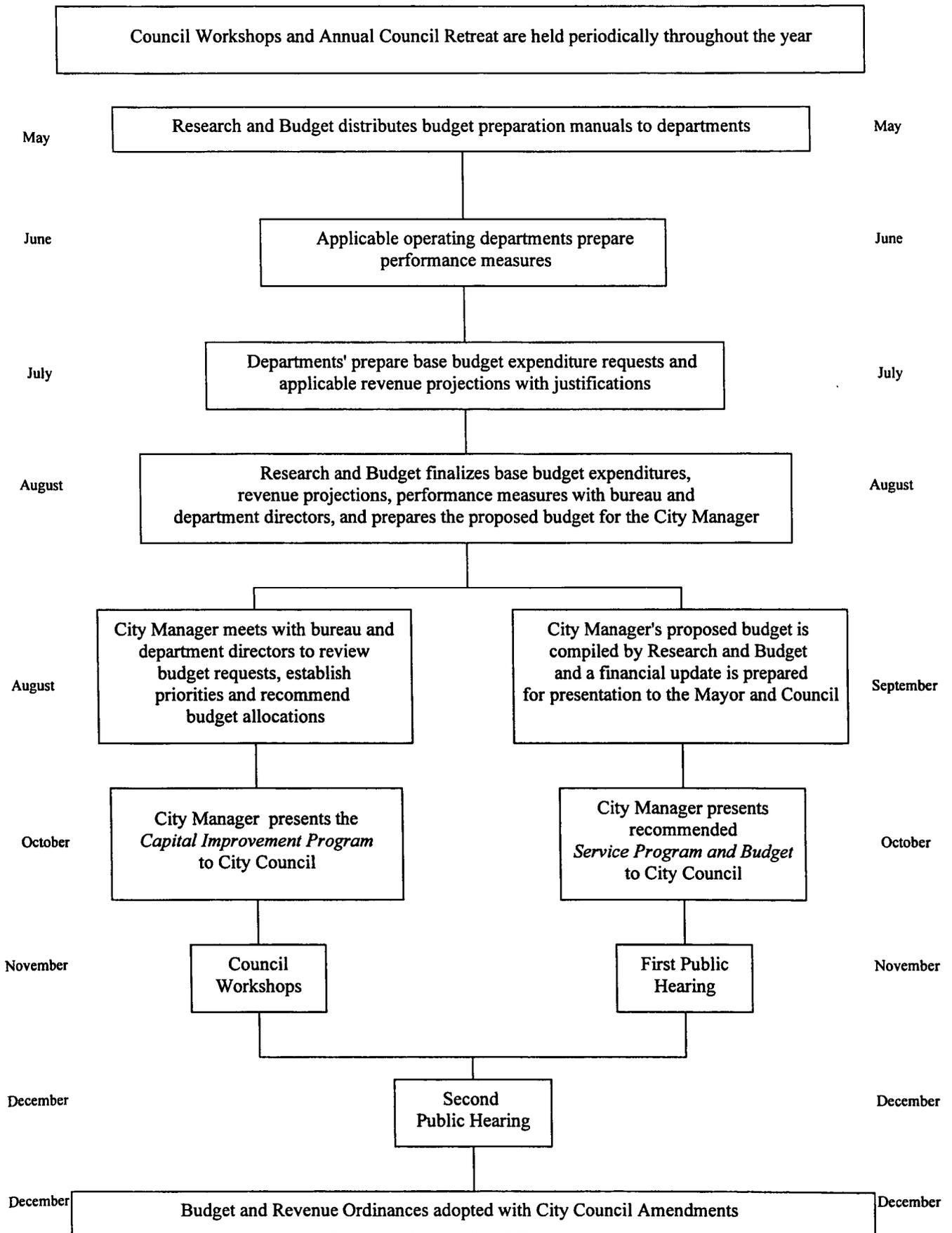
Budget Execution

On January 1st of each year, the adopted budget is implemented. Concurrently, an analysis of the previous year's actual expenditures is conducted. During this analysis, problem areas are identified and reconciled. Problem areas that have an impact on the current year are closely monitored. Moreover throughout the year, expenditures, revenues, and performance data are monitored in order to ensure the successful implementation of the City's service plan and more fully prepare for the next year.

Budget Amendment

As conditions change or circumstances are altered, the budget process allows for amendments. Because the *Budget* is an ordinance adopted by the Mayor and Aldermen, the amendment process is similar to that used to amend other ordinances. A majority positive vote by Council at two meetings is required.

BUDGET PREPARATION SCHEDULE



FINANCIAL STRUCTURE

The City's financial transactions are budgeted and recorded in separate funds. A fund is an independent financial and accounting entity; it is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. A fund has a balancing set of accounts and records, cash, and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations or restrictions. Although funds are independent entities within the financial records of a government, there is no requirement to physically segregate the assets. Funds are classified into three basic types: governmental funds, proprietary funds, and fiduciary funds.

Governmental Funds

These funds are used to finance the majority of governmental functions. Specifically, the acquisition, usage, and balances of the City's expendable financial resources as well as the related current liabilities are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position rather than upon net income determination.

The following types of governmental funds are utilized by the City:

General Fund: The General Fund provides for general purpose governmental services such as Police, Fire, and Streets Maintenance. The revenues and activities that are not required by law or administrative decision must be accounted for in a special fund. However, the General Fund has a great number of revenue sources, and therefore is used to finance many more activities than any other fund.

Special Revenue Funds: Special Revenue Funds account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts, or major capital projects. These funds are legally restricted to expenditures for specified purposes. The Grant Fund, Community Development Fund, Hazardous Material Team Fund, Public Safety Communications Fund, and Confiscated Assets Fund are considered special revenue funds.

Capital Improvement Projects Fund: The Capital Improvement Projects Fund accounts for financial resources which are utilized for the acquisition, renovation, or construction of major capital facilities and infrastructure. These projects may include the maintenance or renovation of an existing structure.

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

Proprietary Funds

These funds are used to account for the ongoing activities of the City which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. As such, the measurement focus is upon determination of net income, financial position, and changes in financial position. Two types of proprietary funds utilized by the City are:

Enterprise Funds: Enterprise Funds are used to account for activities that are financed and operated in a manner similar to private business enterprises wherein the expenses (including depreciation) incurred in providing goods or services to the general public on a continuing basis are financed or recovered primarily through user fees. As such, the periodic determination of revenues earned, expenses incurred, and/or net income derived from these self-supporting funds is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The following Enterprise Funds are maintained by the City:

1. Water Fund and Sewer Fund
2. Industrial & Domestic Water Fund
3. Golf Course Fund
4. Civic Center Fund
5. Parking Services Fund
6. Sanitation Fund

Internal Services Fund: Frequently referred to as the Revolving Fund or the Working Capital Fund, this fund is used to account for the financing of goods and

services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis. Departments within the City's Internal Services Fund include Information Technology, Engineering, Vehicle Maintenance, and Real Property Services. These departments, in addition, can supply services to outside agencies for a fee.

Accounting Basis

Governmental Funds are accounted for using the current financial resources measurement focus incorporated in the Modified Accrual Basis of Accounting. Under this basis, revenues are recognized when they are susceptible to accrual or when they become measurable and available. Likewise, expenditures are recorded as liabilities are incurred, if measurable, except for principal and interest on general long-term liabilities which are recognized when due. Revenues which are susceptible to accrual include grants from other governments and interest on investments. Revenue from property taxes is susceptible to accrual but is not accrued because funds are not collected in an appropriate period of time after the year's end to pay liabilities of the current period. Revenues generated from sales taxes, fines, forfeitures, penalties, alcohol taxes, and franchise fees are not susceptible to accrual as they are neither measurable nor available prior to receipt.

The Proprietary Funds, including the Enterprise Funds and the Internal Services Fund, are accounted for on the Accrual Basis of Accounting on a flow of economic resources basis. Revenues are recognized when they are earned and become measurable. Expenses are recognized when incurred, if

measurable.

The City also reports various Fiduciary Funds which do not adopt budgets. These funds are accounted for on an accounting basis consistent with the fund's measurement focus. The Cemetery Perpetuity Fund, the Pension Trust Fund, and the Old Pension Trust Fund are accounted for on the accrual basis. The Recorder's Court Fund and Flexible Benefits Plan Fund are reported on the Modified Accrual Basis of Accounting.

Budgetary Basis

The City Council adopts annual budgets for the City's General Fund, Special Revenue Funds, and Debt Service Funds. Budgets for these funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for Capital Projects funds are adopted based on project length. Budgets for Proprietary Funds, including Enterprise Funds and the Internal Services Fund, are developed for planning purposes.

The legal level of control at which expenditures may not exceed the budget is the bureau. Bureaus represent the major departments of the City. Any change in the appropriation level above the legal level of control must be approved by City Council. Changes below the legal level of control require approval by the City Manager or the Research and Budget Director.

Appropriations lapse at year-end with the exception of any appropriations for the capital projects and grant funds where appropriations are carried forward until such time as the project is completed.



SUMMARIES

Trend Analysis and Financial Projections

A snapshot of the City's financial future accomplishes two important goals. First, it allows identification of challenges early. Secondly, it provides information to the Mayor and Aldermen for policy setting to address potential problems pro-actively. Each year the *Financial Trend Indicators Report* and *Financial Plan* are updated. The trend analysis considers thirty-five demographic and financial trends for the City of Savannah. The indicators are updated for the most recent five year period.

The General Fund *Financial Plan* update starts with consideration of the results of the trend analysis and applies economic assumptions to project the City's General Fund revenues and expenditures forward five years. This provides the base to which anticipated changes are added. This fund supports more services than any other fund.

FINANCIAL FOUNDATION PRINCIPLES

The guiding principles that are used to maintain the City's financial stability include:

- Maintaining an adequate fund balance
- Funding recurring costs only with recurring revenue
- Reducing long-term debt and
- Strategically investing in the community and the organization.

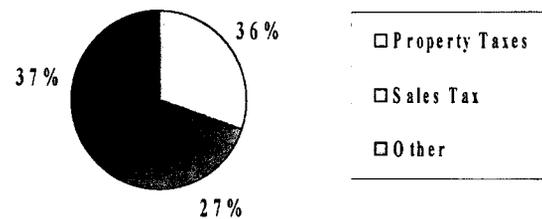
GENERAL FUND FINANCIAL OUTLOOK

Following its financial principles, looking back at various trends that have developed during the most recent five year period, and looking forward five years to prepare for challenges on the horizon allows the City of Savannah to make adjustments where necessary. The current outlook anticipates the following:

- Continued growth in property and sales taxes
- Continued investment in the community's quality of life
- Continued investment in employees and
- Continued investment in the City's infrastructure.

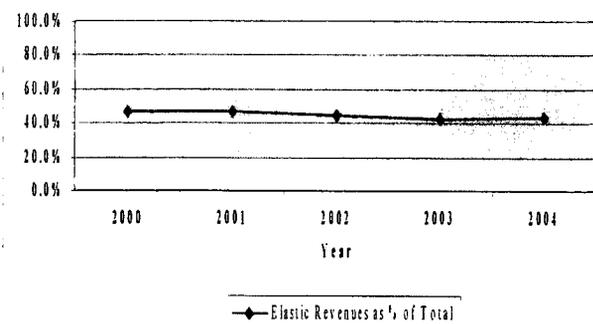
The City's financial plan is based on a diverse revenue stream that provides the necessary resources to meet service delivery needs of citizens, businesses, and tourists. A diverse General Fund revenue stream has kept the City from relying on a single source of revenue as seen in the chart below.

Revenue Diversity



The mix of elastic and inelastic revenue is an important indicator of a City's ability to weather economic downturns. Elastic revenue is influenced by forces outside of the City's control such as sales tax and hotel/motel tax. Inelastic revenue, such as property taxes, is the largest and most stable source of revenue for the General Fund. The City's percentage of *elastic revenues* has been changing, but is still below 50% as seen in the chart below.

Elastic Revenues

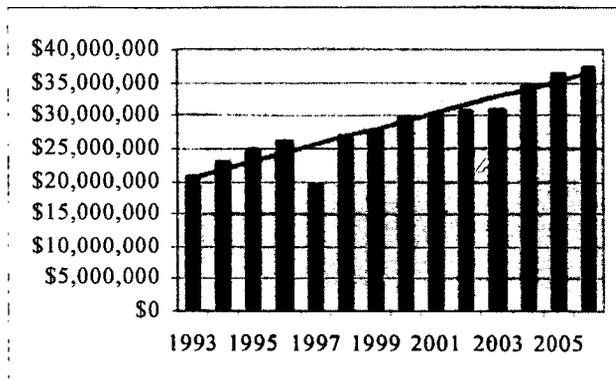


The General Fund's second major revenue source is *sales tax*. In Savannah, a 6% sales tax is levied. Of that amount, 4% goes directly to the state, 1% goes to Chatham County as the Special Purpose Local Option

Sales Tax (SPLOST), and 1% is shared between Chatham County, Savannah and the seven other municipalities in the County as the Local Option Sales Tax (LOST). While this tax is directly impacted by performance of the economy, it has performed very well.

Sales tax growth since 1993 is shown below. The low point in 1997 was the result of a one-time reduction due to the renegotiated sales tax distribution. The current distribution percentage is 67.26%. The percentage will increase slightly to 67.36% in 2006. In 2004, sales tax revenue significantly increased and was 11.3% over 2003. Projected revenue for 2005 is 5.8% higher than 2004. More modest and conservative growth of 2.6% is projected over the next five years.

Sales Tax Revenue



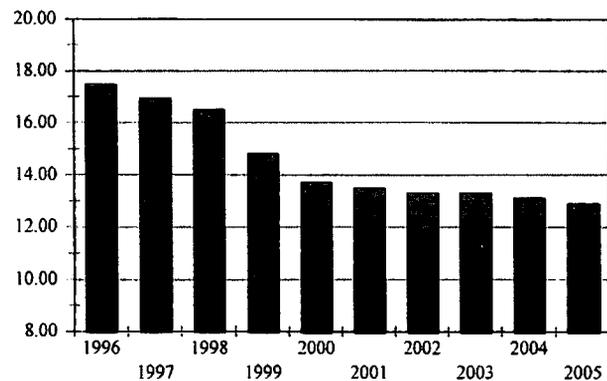
The Sales Tax Stabilization Fund reserves exist to guard against a future recession. Each year, the amount of sales tax revenue received above the trend line is transferred to the reserves. Sales tax stabilization reserves are currently \$5,901,000.

Property taxes are expected to make up 36% of the City's General Fund revenue in 2006. Because the City of Savannah's property tax millage rate was above the average of similar southeastern cities in 1976, a goal was established to reduce the millage rate over time until it is below the average of similar southeastern cities.

A *Comparable Cities Survey* is conducted annually that compares the typical property tax for a home with a fair market value of \$100,000 among similar cities. This analysis results in an adjusted property tax for each city. While the City of Savannah's adjusted property tax amount of \$291 is below the average of \$419, improvement is still desired. The City's millage

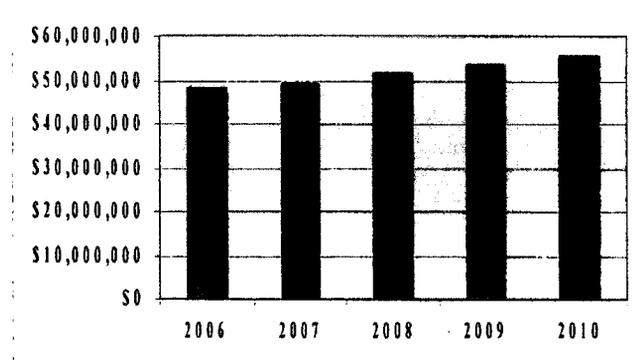
rate has been reduced 4.56 mills or 26% since 1996, from a high of 17.46 mills to 12.90 mills in 2005. This downward adjustment was achieved at a faster rate than planned. The changes made in the millage rate are shown in the graph below. Future adjustments will continue to be made in consideration of the City's ability to maintain its financial well-being as well as providing the opportunity to remain competitive in attracting new residents and retaining current residents.

Millage Rate



While property tax revenue is projected to increase slightly and remain stable during the next five years, this revenue source will continue to be impacted by legislation on assessed values, homestead exemptions, and home ownership. The Stephens-Day Homestead Exemption will provide savings of \$2,760,898 to City property tax payers with homestead properties. Property tax rates for the City of Savannah and all overlapping governments are shown on Page 13 for the last ten calendar years.

Property Tax Revenue

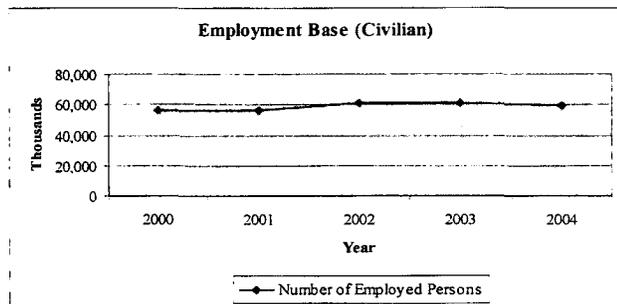


TREND INDICATORS

Adoption of policies that will stimulate economic growth, enhance attractiveness of the City, and address quality of life issues is an integral part of the financial planning process. Several trend indicators that impact the City’s ability to make improvements are highlighted below.

Employment Base

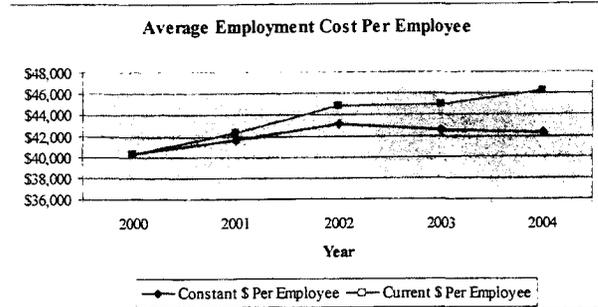
The number of persons employed in the community is related to business activity and personal/per capita income. Savannah’s diversified workforce has provided a strong *employment base* that has helped to cushion against short term economic fluctuations. Because Savannah is a tourist destination and is home to a very successful port, the unemployment rate has remained below the state average. While jobs in the service sector continue to grow, an increase in the level of personal income continues to be a primary area of desired improvement. The number of persons employed in 2000 was 56,413 and 59,583 in 2004.



Expenditures Per Capita

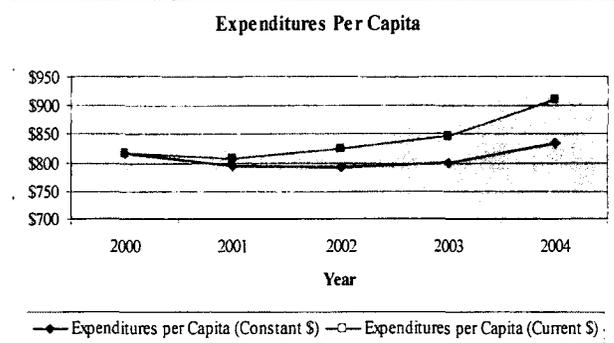
The quality of service delivery is a top priority of the City of Savannah in meeting the needs of its citizens and businesses. Changes in *expenditures per capita* occur as needs and demand for services change. Per capita cost on a constant dollar basis was \$817 in 2000 and increased to \$833 in 2004. This change is attributed to:

- Increased cost of delivering municipal services
- Enhancement in the level of services provided
- Creation of new services
- Changes in population without corresponding changes in expenditures.



Average Employment Cost Per Employee

Another important indicator is *average employment cost per employee*. This indicator tracks the average employment cost (salaries and fringe benefits) per employee which has increased in current dollars from \$40,353 in 2000 to \$46,251 in 2004. The increase is due to the City providing competitive pay and benefit programs to maintain/attract a quality workforce.



Debt Service

From 1993 to 1998, General Fund expenditures increased due to the level of debt incurred to fund drainage projects and to install federally mandated air pollution control equipment at the Resource Recovery Facility. Actions were taken to reduce the rate of growth of debt service. Debt was restructured so that the combined debt service requirements for all existing debt supported by the General Fund and the Sanitation Fund would remain level through 2006. Sanitation Fund debt is expected to peak in 2006, while General Fund debt service requirements are scheduled to decrease.

Unreserved Fund Balance

The General Fund has produced operating surpluses for each of the past five years and ended 2004 with an unreserved balance of almost \$17 million. It is prudent to maintain a fund balance between 7% and 12% of net operating revenue. The ending 2004 balance of \$16,973,195 represents 11.5% of the

General Fund revenue budget. In order for the City to continue to maintain its positive financial position, sound financial planning and prudent decision-making will be required to address the challenges on the horizon.

Some of those challenges include:

- Solid Waste Management
- Funding Post-employment Medical Expenses
- Erosion of Sovereign Immunity
- Growing Service Demands
- Growing Capital Needs

WATER AND SEWER FUND

Revenue generated from fees are used to plan, operate, and maintain 834 miles of water lines, 815 miles of sanitary sewer lines, 42 well sites, a 62.5 mgd surface water treatment plant, 170 sanitary sewer lift stations, and 4 wastewater treatment plants. A financial plan is used to manage water and sewer rates. The keys to keeping rates low include:

- Planning for major capital needs as far in advance as possible
- Developing site-specific connection fees so that "growth" pays its own way
- Reviewing and making needed annual rate adjustments
- Using a 5-year financial planning period to project future needs.

A survey was conducted that compared the combined water and sewer bills of a typical Savannah residential customer using 15 CCFs per month to other cities in Georgia. The results were as follows:

Savannah	\$25.53
Albany	\$28.34
Athens	\$41.87
Atlanta	\$56.30
Augusta	\$33.99
Cobb County	\$48.53
Columbus	\$26.09
Macon	\$29.00
Marietta	\$48.09
Rome	\$35.30
Valdosta	\$31.10

A five year projection of operating and maintenance, capital needs, and revenue at existing rates forecasted

a gap in funding. To address this finding, projected future water and sewer rate adjustments are planned. The monthly rate adjustment anticipated for median customers using 15CCFs per month is as follows:

2006 Proposed	\$1.20
2007	\$1.05
2008	\$1.05
2009	\$0.75
2010	\$0.60

SANITATION FUND

For many years, elimination of the General Fund contribution to the Sanitation Fund has been a goal. Some relief is expected when the contract with the Resource Recovery Facility expires. The incineration process used by the facility has significantly reduced the amount of waste disposed of in the landfill and has promoted recycling of waste delivered and processed.

Bonds for the Resource Recovery Facility mature in December 2006. The Service Agreement for the Facility runs through June 2008. Prior to 2008, the City must make an important decision on how to dispose of solid waste in the future. The options under consideration include:

- Continuing to use the Resource Recovery Facility
- Utilizing the City's own Dean Forest Landfill
- Contracting for private landfill disposal

Each option has different pros and cons, costs, and environmental impacts. In the coming months, a recommendation will be made to the Mayor and Council on which option should be pursued.

The impact of the steam agreement termination and scheduled increase in debt service for 2006 are mitigated in 2006 by drawing on the Sanitation Stabilization Fund which was funded in prior years for this purpose.

The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of various policies and processes that guide decision-making.

**CITY OF SAVANNAH, GEORGIA
PROPERTY TAX RATES - DIRECT AND ALL OVERLAPPING GOVERNMENTS
1995 - 2004**

(PER \$1,000 OF ASSESSED VALUE)

Year	City	Schools	County	Chatham Area Transit Authority	State	Total
1995	17.46	19.98	11.88	0.70	.25	50.270
1996	17.46	19.98	11.88	.0.90	.25	50.470
1997	16.93	19.98	11.39	0.95	.25	49.500
1998	16.50	19.14	11.64	0.95	.25	48.480
1999	14.80	19.83	11.01	0.90	.25	46.790
2000	13.70	18.84	10.44	0.858	.25	44.088
2001	13.50	18.58	10.367	0.853	.25	43.550
2002	13.30	17.55	10.367	0.82	.25	42.287
2003	13.30	17.77	10.367	0.82	.25	42.507
2004	13.10	17.60	10.37	0.82	.25	42.137

ALL FUNDS SUMMARY

City-wide revenues total \$281,181,822 for 2006. This is a 0.2% increase over 2005 projected revenues. Impacting revenues in 2006 are fee increases in the following: Leisure Services, Cemeteries, Sanitation, Water, and Sewer. The table below compares 2006 revenues with 2005 projected revenues.

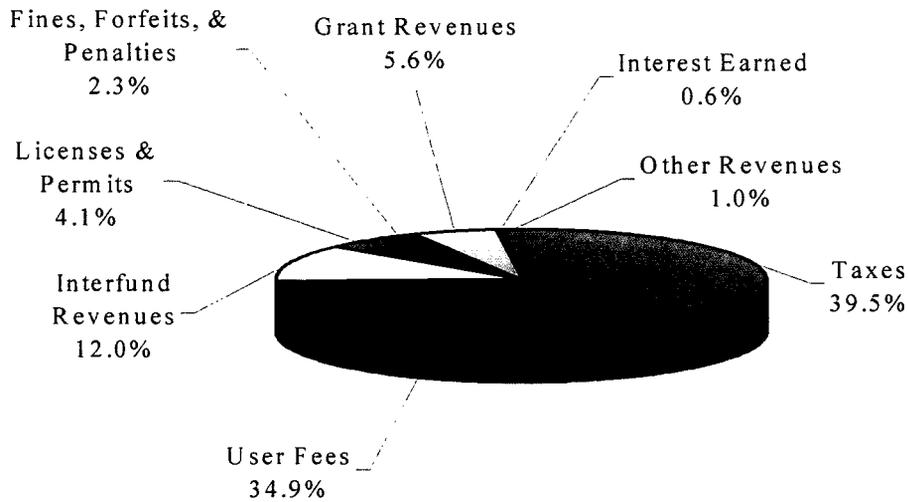
All Funds Revenue	2005 Projected	2006 Budget	Difference	% Change 05 - 06
Taxes	\$ 106,969,650	\$ 110,981,860	4,012,210	3.8
User Fees	\$ 93,774,560	\$ 98,002,553	4,227,993	4.5
Interfund Revenues	\$ 33,902,076	\$ 33,762,419	(139,657)	-0.4
Licenses & Permits	\$ 11,493,870	\$ 11,508,750	14,880	0.1
Fines, Forfeits, & Penalties	\$ 6,687,000	\$ 6,452,000	(235,000)	-3.5
Grant Revenues	\$ 19,777,190	\$ 15,800,124	(3,977,066)	-20.1
Interest Earned	\$ 1,807,977	\$ 1,777,172	(30,805)	-1.7
Other Revenues	\$ 6,172,015	\$ 2,896,944	(3,275,071)	-53.1
TOTAL	\$ 280,584,338	\$ 281,181,822	597,484	0.2

After adjusting for transfers between funds, total expenditures for 2006 are \$247,717,507 or 2.8% above 2005 projected expenditures. The primary changes are due to adjustments in wages and benefits, the rising cost of utilities, fewer outside contracts, fewer planned capital purchases, and a lower amount to be transferred to the Sanitation Fund due to previous contributions.

All Funds Expenditures	2005 Projected	2006 Budget	Difference	% Change 05 - 06
Personal Services	\$ 119,797,054	\$ 130,285,716	10,488,662	8.8
Outside Services	\$ 30,348,795	\$ 29,388,715	(960,080)	-3.2
Commodities	\$ 15,652,134	\$ 15,540,907	(111,227)	-0.7
Internal Services	\$ 22,905,934	\$ 23,632,203	726,269	3.2
Capital Outlay	\$ 9,297,366	\$ 6,182,713	(3,114,653)	-33.5
Debt Related Charges	\$ 12,721,592	\$ 12,866,462	144,870	1.1
Interfund Transfers	\$ 38,094,691	\$ 26,296,153	(11,798,538)	-31.0
Other Expenses	\$ 31,766,772	\$ 36,988,953	5,222,181	16.4
TOTAL	\$ 280,584,338	\$ 281,181,822	597,484	0.2
Less Interfund Transfers	(39,692,499)	(33,464,315)	6,228,184	-15.7
TOTAL BUDGET	\$ 240,891,839	\$ 247,717,507	6,825,668	2.8

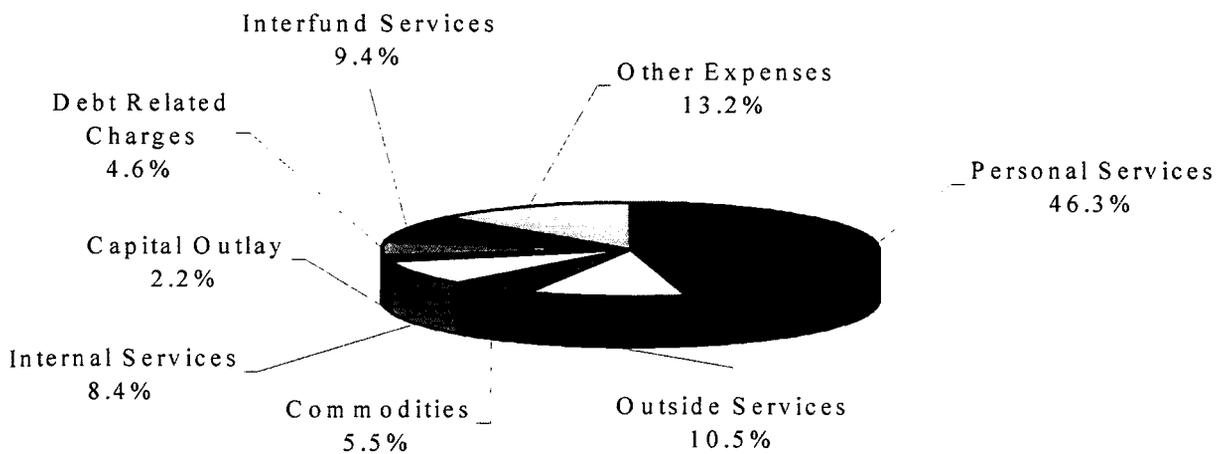
REVENUE. The graph below presents a breakdown, by category, of total revenues of \$281,181,822 for 2006. **Taxes** include property, sales and other taxes. **User Fees** are made up of the following: Leisure Services Fees, Inspection Fees, Fees for Other Services – General Fund, E911 Fees, Haz-Maz Services, Water

Services, Sewer Services, I & D Water Services, Sanitation Services, Parking Services, Civic Center Services and Golf Course Lease. **Interfund Revenues** include Internal Services Charges, Interfund Services and General Fund Contributions.



EXPENDITURES. The graph below presents total expenditures, by major code, for 2006 of \$247,717,507 or 2.8% above 2005 after adjusting for transfers between funds.

The major changes from a year ago support increases in employee pay and benefits, continuation of funding for Council's strategic priorities, and capital improvements.



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

General Fund. Leisure Services: Proposed fee changes for Leisure Services are identified below:

<u>Activity</u>	<u>Current</u>	<u>Proposed</u>
Softball, Spring/Summer	\$490	\$495
Softball, Fall	\$390	\$395
Basketball, Adult	\$390	\$395
Tennis, Team Adult	\$40	\$42
Athletic Field Rental	\$50	\$75
Visual Arts, Camp	\$100	\$125
Rousakis Plaza:		
Arbor Area:		
Commercial	\$200	\$225
Commercial by Non-Profit	\$150	\$175
Riverfront Area:		
Commercial by Non-Profit	\$250	\$300
Parks and Squares:		
Special Events (per 3 hours)	\$150	\$175
Athletic Events, Daffin Park and Forsyth Park South:		
Commercial (per field per date)	\$100	\$150
Pavilions and Picnic Shelters:		
Daffin Lake Pavilion	\$75	\$80
Bowles Ford Picnic Shelter	\$35	\$40
Hull Park Pavilion (per 2 hours)	\$25	\$30
Southside Community Park Picnic Shelter (per 2 hours)	\$25	\$0

Cemeteries: The current fees and the proposed fee increases for 2006 are identified below:

<u>Interment Services</u>	<u>Current</u>	<u>Proposed</u>
- Sunday/Holiday Rate		
Adult	\$750	\$770
Child (2-10 years)	\$560	\$570
Infant (up to 2 years)	\$500	\$510
Amputated Limb	\$475	\$490
Ashes	\$430	\$440
- Standard Rate		
Adult	\$565	\$580
Child (2-10 years)	\$390	\$400
Infant (up to 2 years)	\$350	\$360
Amputated Limb	\$330	\$340
Ashes	\$305	\$315
- Prime Rate		
Adult	\$435	\$455

	<u>Current</u>	<u>Proposed</u>
Child (2-10 years)	\$270	\$280
Infant (up to 2 years)	\$240	\$250
Amputated Limb	\$230	\$240
Ashes	\$210	\$220

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

<u>Revenue Source</u>	<u>Current</u>	<u>Proposed</u>
Commercial Disposal	\$3.70/cy	\$3.90/cy
Commercial Collection:		
River Street	\$4.45	\$4.65
Downtown Lane District	\$4.15	\$4.35
2 – 15 CY	\$2.85	\$3.00
16 – 47 CY	\$2.45	\$2.60
48 – 95 CY	\$2.20	\$2.30
Over 96 CY	\$1.70	\$1.80

Water and Sewer Fund. The proposed base charges for water and sewer service in 2006 are unchanged from 2005; only the consumption charges are proposed to increase. The increases are necessary to fund anticipated increases in the operation and maintenance cost of the system, and to fund the water and sewer system capital improvement/capital maintenance plan.

The 2005 and proposed 2006 water and sewer rate schedules are as follows:

<u>Water & Sewer Monthly Rates</u>	<u>Current</u>	<u>Proposed</u>
Water, Inside		
- Base Charge (Bi-Monthly)	\$11.06	\$11.06
- 0 to 15 CCFs	0.48	0.50
- Over 15 CCFs	0.66	0.68
Water, Outside		
- Base Charge (Bi-Monthly)	\$16.59	\$16.59
- 0 to 15 CCFs	0.72	0.75
- Over 15 CCFs	0.99	1.02
Sewer, Inside		
- Base Charge (Bi-Monthly)	\$8.80	\$8.80
- 0 to 15 CCFs	1.44	1.58
- Over 15 CCFs	1.82	1.96
Sewer, Outside		
- Base Charge (Bi-Monthly)	\$13.20	\$13.20
- 0 to 15 CCFs	2.16	2.37
- Over 15 CCFs	2.73	2.94

The impact of the proposed 2006 increase on the combined monthly water and sewer bill for the median inside City customer (who uses about 15CCFs bi-monthly) is as follows:

	<u>2006 over 2005</u>
Monthly Increase in Combined Water & Sewer Bill	\$1.20
Percentage Increase	4.93%

EXPENDITURE CHANGES. The major changes in the budget from a year ago are described as follows:

Employee Pay. Funding of \$2,457,522 is included for a recommended 3% general wage increase for all employees to build on previous pay adjustments to remain competitive in recruitment of qualified personnel and to retain skilled employees. The recommended general wage increase is based on the annual pay survey conducted by the Human Resources Department.

An allocation of \$1,797,151, which is a \$660,523 increase above 2005 projected expenditures, is also included in 2006 for a pay adjustment up to 2.5% for eligible employees to enhance and reward performance and skill development. Performance skill pay is based on the City's pay policy.

Employee Benefits. The City offers a comprehensive medical benefits plan to employees and their dependents. This proposed budget recommends an allocation of \$13,676,556, which is an increase of \$1,908,746 in the employer's contribution above 2005 to the Medical Plan Fund. The 2006 group medical insurance projections are based on a proposed restructuring of the medical plan that will include two options for employees to choose from for health care coverage.

Funding of medical benefits has been done on a pay-as-you-go basis in the past. However, this method has failed to recognize and systematically find the true cost of this benefit. The Government Accounting Standards Board (GASB) has issued a new pronouncement (GASB 45) that requires governments to recognize the cost of post-retirement medical benefits for employees in a systematic way during their working careers. State law requires municipal governments in Georgia to follow the pronouncements of GASB for their accounting and

financial reporting.

This requirement will be effective for Savannah for budget year 2007. An allocation of \$2,000,000 has been included in the 2006 budget as partial funding to address this new requirement. The annual contribution is estimated to be around \$10,000,000, which will be based on an annual actuarial study in a manner similar to the pension contribution. Failure to fund this liability has the potential to impact the City's excellent credit rating.

This proposed budget includes a \$720,650 increase in the City's contribution of \$5,782,419 to the Pension Fund as recommended by the plan actuary to remain in compliance with state law municipal pension funding requirements.

The proposed budget also includes an increase of \$501,326 for the City's contribution to Worker's Compensation. The contribution of \$3,805,701 will help pay for rising expenses as well as increase fund reserves.

Service Improvements. To address City Council priorities for Public Safety, Economic Development and Neighborhood Improvement, additional service improvements were implemented in 2005 as authorized by the Mayor and Council. A description of each follows:

Safe Kids – Safe Streets - \$90,000. A juvenile curfew enforcement program was implemented to enforce juvenile curfews and school truancy.

Gang Enforcement - \$30,000. Special equipment was purchased to document and track gang activity.

Community Services Specialist - \$25,000. This position was created to provide support to the Pawn Shop Unit within the Criminal Investigations Division of the Savannah-Metropolitan Police Department. With this assistance, sworn officers will be free to focus more time on the criminal investigations aspect of pawnshop details.

African-American Business Capacity Building - \$30,000. A contract was executed between the City of Savannah and the African-American Business Alliance to work with the City's M/WBE program through expanded services for new and on-going African-American businesses.

Training Simulator - \$58,000. This equipment was authorized to provide use of force training for sworn police officers.

Unused Lane Closing - \$100,000. Funds were authorized to clean and fence unused lanes as part of the City's blight eradication program.

311 Call Center - \$25,000. A coordinator position was created to manage expanded hours and services of the Call Center.

New Telephone System - \$600,000. Funds were authorized to replace the current telephone systems in use in an effort to improve customer service and communication.

Long-Reach Excavator - \$250,000. Current drainage maintenance efforts needed to be expanded due to development in the newly annexed areas. This equipment is the most expensive part of the expanded service requirement in this area.

Bulk-Item Pick-Up Truck - \$135,000. A new bulk-item pick-up truck is scheduled to be purchased to provide for expanded service to annexed areas and additional support for Operation Clean Sweep.

Feiler Park MURP - \$125,000. These funds will support the need for a park in the Feiler Park MURP.

Augusta Avenue - \$100,000. Funds were provided for economic development projects on the Augusta Avenue corridor to supplement funds budgeted in later years of the Capital Improvement Plan.

Hutchinson Island Fire Station - \$670,000. Hutchinson Island development is growing more rapidly than projected. This change created the need to move up construction of the fire station.

Fire Apparatus - \$307,000. Additional fire trucks and related equipment are necessary as new fire stations come on line.

TOTAL \$2,545,000

Additional service improvements are proposed for 2006. These improvements will continue efforts on Council's strategic priorities.

A breakdown by Fund is as follows:

General Fund	\$4,116,984
Public Safety Communications Fund	71,066
Community Development Fund	134,192
Sanitation Fund	368,503
Water Fund	55,990
Sewer Fund	143,082
Internal Services Fund	73,253
Total	\$4,963,070

General Fund

Landscape Inspector - \$48,682. This position is proposed to administer the City's Landscape and Tree Ordinance within the Park and Tree Department.

Funding of Post-Retirement Benefits - \$2,000,000. This proposed allocation is a partial payment in response to a new requirement to recognize post-retirement medical benefits.

311 Call Center Coordinator - \$41,178. The full year cost of this position has been provided to manage the expanded services and hours of the Center.

Replacement Equipment Purchase - \$24,000. Funding was authorized to purchase a new metering system for processing the City's mail. This purchase was initiated in 2005.

Re-instatement of the Assistant Research and Budget Director - \$69,419. This position is proposed to be re-instated to perform supervisory, professional, and analytical budget work in management of the City's Research and Budget Department.

Unused Lane Closing - \$150,000. Funds are included to continue maintenance and blight eradication efforts in unused lanes.

Drainage Maintenance Efforts - \$251,160. Staff and associated materials/equipment are provided to support service delivery due to development in the newly annexed area. These funds will support the equipment purchased in 2005.

Operation Clean Sweep - \$11,650. Funding is proposed to provide transportation for the coordinator of Operation Clean Sweep that was implemented in 2005 to address blight eradication efforts.

Enhance Customer Service - \$123,536. A permit specialist position, mechanical inspector position, and plumbing inspector position are proposed to enhance customer service in the Development Services Department due to the growth and development occurring in the City of Savannah.

Enhance Patrol Services - \$355,686. Six police officer positions and associated equipment are proposed to provide direct police services.

Additional Resources to Enhance Patrol Services - \$329,433. Eight community services specialist positions are proposed to respond to calls for service that do not require the presence of a sworn officer, thus allowing officers to focus on higher priority calls for service.

Efficiency of Patrol Operations - \$27,106. An administrative assistant position is proposed to provide clerical support at the Skidaway Precinct.

Safe Kids – Safe Streets - \$45,000. Funding is continued in 2006 to support administration of the juvenile curfew enforcement program.

Community Services Specialist - \$24,829. Continuation of funding is provided in the Criminal Investigations Division to support the community services specialist position added in 2005. This position will help monitor operations of pawn shops to minimize the sale of stolen goods.

Upgrade Police Equipment for More Efficient Special Operations - \$38,861. Funding is proposed to upgrade the small command vehicle and a hostage negotiations telephone used by Police personnel during special operations.

Increase Efficiency and Enhance Patrol Operations - \$72,988. Three community services specialist positions are proposed to replace three sworn officers in the Information Management Division. The civilian positions will allow the sworn officers to transfer to the Patrol Division to provide direct Police services.

Increase Efficiency and Enhance Patrol Services - \$109,157. A personnel coordinator position, a vehicle coordinator position, and a purchasing technician position are proposed to replace three sworn officers

in the Support Services Division that will allow them to transfer to the Patrol Division to provide direct Police services.

Increase Security - \$6,400. Funding is proposed to provide new property lockers for housing criminal evidence.

Enhance Media and Publicity Efforts - \$29,996. Funding is proposed to add a public information assistant to enhance media and publicity efforts of the CrimeStoppers Program.

Increase Efficiency of Fire Administration - \$93,074. Funding is proposed to add a storekeeper position to meet the demand for supplies and materials in the expanded service area of new fire stations. An administrative assistant position will allow the Bureau to continue meeting recordkeeping requirements to maintain the City's ISO rating.

Enhance Oversight Responsibilities of Fire Personnel - \$206,232. The service area requirements of Fire and Emergency Services continues to expand. Three battalion chief positions are proposed to provide appropriate oversight of these service delivery areas.

Expand Services at Community Center - \$29,500. Funding is included to provide the necessary staff, materials, supplies, and equipment to meet the needs of the recent expansion at the W.W. Law Community Center.

Cultural Celebrations - \$5,097. Funding is proposed to provide for cultural celebrations in the community centers. This funding will support activities already in place.

Efficient Maintenance of City Assets - \$24,000. Funding is proposed to purchase equipment necessary to properly maintain athletic fields available for public use.

Public Safety Communications Fund

Enhance Dispatch Capabilities - \$71,066. The addition of two communications specialist positions are proposed to support dispatching of fire service calls. The increased personnel will also help to ensure the City maintains its ISO rating.

Community Development Fund

Provide Clerical Assistance - \$4,192. Funding is proposed to provide a secretary position to support the Housing Rehabilitation Unit. This additional funding will be combined with the Department's annual allocation for temporary labor services.

African-American Business Capacity Building - \$130,000. Funding is continued in 2006 to support the partnership established in 2005 with the African-American Business Alliance to work with the City's M/WBE program through expanded services for new and on-going African-American businesses.

Sanitation Fund

Enhance Code Enforcement Operations - \$44,578. The addition of a code enforcement officer position is proposed to investigate various code violations and facilitate appropriate behavior to improve neighborhoods city-wide.

Expand Service Delivery Efforts - \$22,912. Funding is provided to expand the bulk-item program that will add the necessary staff and equipment to address blight eradication efforts. A vehicle was purchased in 2005 for \$135,000 to support this program.

Efficient Service Delivery - \$210,358. A crew and automated equipment is proposed to service the newly annexed areas. This will allow the Bureau to provide the same level of service to the residents in these areas at a lower cost long term.

Enhance Career Opportunities - \$90,655. Funding is proposed to provide career growth and development through promotional opportunities for thirty-two qualified Sanitation workers. These opportunities will help the individual employees as well as the Bureau meet its service delivery demands.

Internal Services Fund

Improve Efficiency of Field Services - \$53,404. A construction inspector position and associated equipment is proposed to support management of construction activities by the Engineering department.

Responsive to Work Demands - \$19,849. An engineering aide position is proposed to be upgraded to a GIS analyst position to better manage current work demands. This position will also be responsible for management of the GIS layers.

Water Fund

Improve Efficiency of Work Programs - \$55,990. Retention of two interim maintenance worker positions as permanent are proposed to support the automated meter reading program implemented in 2005 and retention of one interim maintenance worker position as permanent is proposed to support the hydrant servicing and inspection program.

Sewer Fund

Improve Maintenance of Operations - \$57,426. Funding for an electronic control technician position and related equipment is proposed to support maintenance activities at various lift stations.

Equipment for Program Operations - \$29,000. The purchase of two vehicles is proposed for greater productivity in maintenance of various lift stations.

Enhance Work Program Activities - \$56,656. Funding is proposed to add two heavy equipment operator positions to support the televising equipment purchased last year.

Capital Improvement Program. The capital plan has been updated for 2006–2010. This plan includes projects that will improve neighborhoods, protect the public health, maintain City infrastructure, and enhance services. The estimated cost for the five-year period is \$365,546,031 and \$81,824,058 for 2006. A planned contribution in funding for General Fund projects is included to continue efforts that will address infrastructure needs. The 2006 allocation is \$4,897,900. Of this total, \$540,000 is allocated for Preservation Fee supported projects and \$100,000 for Cemetery improvements.

CITY-WIDE REVENUES

City-wide revenues total \$281,181,822 for 2006. This is a 0.2% increase over 2005 projected revenues. Taxes and User Fees are the most significant revenue

sources. The table below compares 2006 revenues with 2005 projected and 2004 actual revenues.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>Taxes</u>				
Property Taxes	\$ 42,971,123	\$ 46,741,500	\$ 48,378,500	3.5
Sales Tax	34,592,667	36,600,000	37,550,000	2.6
Other Taxes	<u>22,546,587</u>	<u>23,628,150</u>	<u>25,053,360</u>	<u>6.0</u>
Subtotal	\$ 100,110,377	\$ 106,969,650	\$ 110,981,860	3.8
<u>User Fees</u>				
Leisure Services Fees	\$ 618,262	\$ 605,780	\$ 640,923	5.8
Inspection Fees	2,116,148	2,287,000	2,283,600	-0.1
Fees for Other Services - General Fund	2,393,534	14,997,673	16,454,402	9.7
E911 Fees	2,045,415	2,082,000	2,082,000	0.0
Haz-Mat Services	157,071	196,224	204,089	4.0
Water Services	15,671,926	15,011,391	15,384,797	2.5
Sewer Services	22,425,004	22,355,100	23,918,643	7.0
I & D Services	7,374,916	7,983,050	7,964,831	-0.2
Sanitation Services	21,873,230	22,617,542	23,245,768	2.8
Parking Services	3,893,474	4,218,000	4,438,000	5.2
Civic Center Services	1,339,862	1,266,800	1,219,500	-3.7
Golf Course Lease	<u>154,000</u>	<u>154,000</u>	<u>166,000</u>	<u>7.8</u>
Subtotal	\$ 80,062,842	\$ 93,774,560	\$ 98,002,553	4.5
<u>Interfund Revenues</u>				
Internal Service Charges	\$ 15,808,570	\$ 16,191,835	\$ 16,209,751	0.1
Interfund Services	11,488,912	11,641,880	11,833,006	1.6
General Fund Contribution	<u>8,639,119</u>	<u>6,068,361</u>	<u>5,719,662</u>	<u>-5.7</u>
Subtotal	\$ 35,936,601	\$ 33,902,076	\$ 33,762,419	-0.4
Licenses & Permits	\$ 10,660,508	\$ 11,493,870	\$ 11,508,750	0.1
Fines, Forfeits, & Penalties	\$ 6,386,489	\$ 6,687,000	\$ 6,452,000	-3.5
Grant Revenues	\$ 25,819,094	\$ 19,777,190	\$ 15,800,124	-20.1
Interest Earned	\$ 1,081,609	\$ 1,807,977	\$ 1,777,172	-1.7
Other Revenues	\$ 4,050,967	\$ 6,172,015	\$ 2,896,944	-53.1
TOTAL	\$ 264,108,487	\$ 280,584,338	\$ 281,181,822	0.2

CITY-WIDE EXPENDITURES

After adjusting for transfers between funds, total expenditures for 2006 are \$247,717,507 or 2.8% above 2005 projected expenditures. The General Fund is the largest expenditure category followed by Enterprise Funds. Major changes in the budget from a year ago include: adjustments for wages and benefits, proposed service improvements, economic development initiatives, the rising cost of fuel, and

utility increases.

Of the total funds budgeted, slightly more than half support Personal Services within each fund. Another major expenditure category is Outside Services, which includes contracts, utility costs, and other services purchased from the private and non-profit sectors.

	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
General Fund	\$ 123,330,150	\$ 144,034,258	\$ 147,667,044	2.5
<u>Special Revenue Funds</u>				
Community Development	\$ 17,778,057	\$ 15,398,488	\$ 14,371,622	-6.7
Hazardous Material Team	273,826	325,932	346,904	6.4
Public Safety Communications	2,706,964	4,480,941	4,951,548	10.5
Grant	9,601,704	6,035,352	2,905,463	-51.9
Hotel Motel Tax	<u>4,068,484</u>	<u>4,275,000</u>	<u>4,600,000</u>	<u>7.6</u>
Subtotal	\$ 34,429,035	\$ 30,515,713	\$ 27,175,537	-10.9
<u>Enterprise Funds</u>				
Sanitation	\$ 32,738,243	\$ 29,827,704	\$ 30,052,718	0.8
Civic Center	2,957,255	2,884,772	2,797,052	-3.0
Water	17,824,494	17,294,466	17,947,946	3.8
Sewer	22,452,411	23,221,550	24,217,178	4.3
I & D Water	7,413,166	8,184,908	8,146,612	-0.5
Parking Services	4,722,516	6,818,825	7,106,094	4.2
Golf Course	<u>150,400</u>	<u>157,356</u>	<u>169,356</u>	<u>7.6</u>
Subtotal	\$ 88,258,485	\$ 88,389,581	\$ 90,436,956	2.3
<u>Internal Services Funds</u>				
Internal Services	\$ 9,603,617	\$ 9,451,652	\$ 9,991,364	5.7
Vehicle Purchase	6,209,345	7,474,652	5,519,621	-26.2
Computer Purchase	<u>303,652</u>	<u>718,482</u>	<u>391,300</u>	<u>-45.5</u>
Subtotal	\$ 16,116,614	\$ 17,644,786	\$ 15,902,285	-9.9
Total	\$ 262,134,284	\$ 280,584,338	\$ 281,181,822	0.2
Less Interfund Transfers	(53,726,012)	(39,692,499)	(33,464,315)	-15.7
TOTAL	\$ 208,408,272	\$ 240,891,839	\$ 247,717,507	2.8

FULL TIME EQUIVALENT POSITION CHANGES BY DEPARTMENT

<u>Department/Activity</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>Change 05-06</u>
General Administration				
Mayor and Aldermen	13.00	13.00	13.00	0.00
Clerk of Council	3.00	3.00	3.00	0.00
Legal	2.00	2.00	2.00	0.00
City Manager	6.00	6.00	6.00	0.00
Public Information	7.00	7.00	7.00	0.00
Tourism and Film Services	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
Subtotal	35.00	35.00	35.00	0.00
Management & Financial Services				
Asst. City Mgr./Mgt. and Financial Services	3.00	3.00	3.00	0.00
Research and Budget	10.00	11.00	12.00	1.00
Human Resources	20.00	20.00	20.00	0.00
Purchasing	7.00	7.00	7.00	0.00
Auditing	7.00	8.00	8.00	0.00
Finance	15.00	15.00	15.00	0.00
Treasury	20.00	22.00	22.00	0.00
Recorder's Court of Chatham County	28.50	27.50	27.50	0.00
Research Library & Municipal Archives	2.00	2.00	2.00	0.00
Central Services Director	2.00	2.00	2.00	0.00
Inventory Management	4.00	4.00	4.00	0.00
Mail and Municipal Bldg Services	0.60	0.60	0.60	0.00
Risk Administration	5.00	6.00	6.00	0.00
River Street Hospitality Center	2.25	2.25	2.25	0.00
311 Call Service Center	0.00	2.00	4.00	2.00
Tele-Electronics	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>	<u>(6.00)</u>
Subtotal	132.35	138.35	135.35	(3.00) ¹
Facilities Maintenance				
Facilities Maintenance Director	6.00	9.00	8.00	(1.00)
Park and Tree	64.00	65.00	66.00	1.00
Cemeteries	27.63	27.63	27.63	0.00
Traffic Engineering	29.00	29.00	29.00	0.00
Stormwater Management	63.00	63.00	66.00	3.00

¹ Reinstatement of the assistant Research and Budget director position to perform supervisory, professional, and analytical budget work in management of the City's Research and Budget Department. A coordinator position was created to manage the Call Center. A customer service representative position was also transferred from the Facilities Maintenance Director's office to support operations in the new Call Center. Tele-Electronics will move from the General Fund to the Internal Services Fund to become the Wireless Services section of the Information Technology Department.

Department/Activity	2004 Actual	2005 Projected	2006 Budget	Change 05-06
Streets Maintenance	51.00	51.00	52.00	1.00
Customer and Employee Service Center	2.00	0.00	0.00	0.00
Subtotal	242.63	244.63	248.63	4.00 ²
Public Development				
Asst. City Mgr./Public Development	5.00	5.00	5.00	0.00
Development Services	27.00	28.00	31.00	3.00
Property Maintenance	27.00	27.00	27.00	0.00
Community Services	11.00	11.00	11.00	0.00
Real Property Services	0.00	0.00	6.00	6.00
Subtotal	70.00	71.00	80.00	9.00 ³
Police				
Police Chief	8.00	11.00	11.00	0.00
Patrol	0.00	357.00	378.00	21.00
Precincts 1 – 4	324.28	0.00	0.00	0.00
Precincts 5 - 6	0.00	0.00	0.00	0.00
Criminal Investigations	110.00	134.00	135.00	1.00
Special Operations	0.00	3.00	3.00	0.00
Traffic Unit	0.00	20.00	20.00	0.00
School Crossing Guards	0.00	21.28	21.28	0.00
Marine Patrol	0.00	6.00	6.00	0.00
Mounted Patrol	0.00	7.00	7.00	0.00
Canine Unit	0.00	5.00	5.00	0.00
Animal Control	0.00	13.00	13.00	0.00
EMS Service Administration	0.00	1.00	1.00	0.00
Support Services	23.00	27.00	27.00	0.00
Information Management	36.00	43.00	43.00	0.00
Counter Narcotics Team	0.00	28.00	28.00	0.00
Internal Affairs	0.00	7.00	7.00	0.00
Savannah Impact Program	10.00	14.00	14.00	0.00
CrimeStoppers	2.00	2.00	3.00	1.00
Subtotal	513.28	699.28	722.28	23.00 ⁴

² A customer rep was transferred to the 311 Call Service Center. A landscape inspector was added to Park and Tree. A heavy construction equipment operator, a medium equipment operator, and a maintenance worker senior are being added to Stormwater Management. A maintenance crew chief is being added to Streets Maintenance to support the open and closed lane maintenance program.

³ A mechanical inspector, a plumbing inspector, and a permit specialist are being added to Development Services to support service improvements. Real Property Services has been transferred from Internal Services Fund to General Fund. The Land Bank Administrator and an Administrative Assistant, originally in Real Property Services, were transferred to the Land Bank Authority.

⁴ Six police officers will be added, and 6 sworn officers will be transferred to Patrol to provide direct patrol services. Eight community services specialists will be added to respond to calls for service that do not require the presence of a sworn officer, thus allowing officers to focus on higher-priority crimes. A community services specialist is being added to Criminal Investigations to monitor operations of pawn shops to minimize the sale of stolen goods. A public information assistant is being added to CrimeStoppers to address media and publicity needs of the CrimeStoppers program.

Department/Activity	2004 Actual	2005 Projected	2006 Budget	Change 05-06
Fire and Emergency Services				
Fire Administration	16.00	17.00	1900	2.00
Fire Operations	<u>258.00</u>	<u>276.00</u>	<u>279.00</u>	<u>3.00</u>
Subtotal	274.00	293.00	298.00	5.00 ⁵
Leisure Services				
Leisure Services Director	5.00	5.00	5.00	0.00
Athletics	16.64	16.64	16.64	0.00
Neighborhood Programs	64.50	65.44	66.38	0.94
Adult Day Care	6.50	6.50	6.50	0.00
Golden Age	21.63	21.63	21.63	0.00
Cultural Affairs	10.00	10.00	10.00	0.00
Buildings and Grounds	58.34	59.34	59.34	0.00
Building and Electrical Maintenance	<u>18.00</u>	<u>18.00</u>	<u>18.00</u>	<u>0.00</u>
Subtotal	200.61	202.55	203.49	0.94 ⁶
Total General Fund	1,467.87	1,683.81	1,722.75	38.94
Public Safety Communications Fund				
Police Communications	44.00	76.00	76.00	0.00
Fire Communications	<u>7.00</u>	<u>7.00</u>	<u>900</u>	<u>2.00</u>
Total	51.00	83.00	85.00	2.00 ⁷
Hazardous Material Team Fund	4.00	4.00	4.00	0.00
Sanitation Fund				
Sanitation Director	9.00	10.00	11.00	1.00
Residential Refuse	129.00	129.00	134.00	5.00
Refuse Disposal	13.00	13.00	15.00	2.00
Street Cleaning	21.50	21.50	21.50	0.00
Commercial Refuse	<u>16.00</u>	<u>15.00</u>	<u>15.00</u>	<u>0.00</u>
Total	188.50	188.50	194.50	8.00 ⁸

⁵ A storekeeper position and an administrative assistant position are being added to Fire Administration to support the change in service delivery area. Three battalion chief positions are being added to Fire Operations in response to the growth in service area.

⁶ A part-time leader position and a seasonal leader position are being added to Neighborhood Programs for the expansion of the W. W. Law Center.

⁷ Two Communications specialist positions are being added to Fire Communications for a service improvement.

⁸ A code enforcement officer position is being added to Sanitation Director's office to investigate various code violations. An administrative assistant position is being added to Residential Refuse to provide clerical support, and a residential refuse crew and a bulk-item crew are being added to provide equitable service to the expanded area of the City. A sanitation supervisor position is being added to assist with staff supervision, operational planning, and administrative support and a maintenance worker position to support and maintain expanded facilities and increased operations is being added to Refuse Disposal.

<u>Department/Activity</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>Change 05-06</u>
Civic Center Fund	20.00	20.00	20.00	0.00
Water Fund				
Water and Sewer Director	6.00	7.00	7.00	0.00
Water and Sewer Planning and Engineering	14.00	15.00	15.00	0.00
Water Supply and Treatment	24.00	24.00	24.00	0.00
Water Distribution	44.00	44.00	47.00	3.00
Utility Services	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	<u>0.00</u>
Total	116.00	118.00	121.00	3.00 ⁹
Sewer Fund				
Sewer Maintenance	33.00	32.00	32.00	0.00
Lift Stations Maintenance	24.00	26.00	27.00	1.00
President Street Plant	56.00	58.00	60.00	2.00
Regional Plants	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
Total	126.00	129.00	132.00	3.00 ¹⁰
I & D Water Fund	35.00	35.00	35.00	0.00
Parking Services Fund				
Parking Administration and Enforcement	36.00	36.00	36.00	0.00
Parking Garages and Lots	<u>28.90</u>	<u>28.90</u>	<u>28.90</u>	<u>0.00</u>
Total	64.90	64.90	64.90	0.00
Community Development Fund				
Community Planning and Development	11.00	11.00	11.00	0.00
Housing	17.00	17.00	20.00	3.00
Economic Development	<u>9.00</u>	<u>10.00</u>	<u>6.00</u>	<u>(4.00)</u>
Total	37.00	38.00	37.00	(1.00) ¹¹
Internal Services Fund				
Information Technology	28.00	29.00	35.00	6.00
Engineering	15.00	16.00	17.00	1.00

⁹ Two maintenance worker positions to support the automated meter reading program, and one maintenance worker to support the hydrant servicing and inspection program are being retained to Water Distribution.

¹⁰ An electronic control technician position to support maintenance and operation of the lift stations is being added to Lift Stations. Two heavy equipment operator positions to support the televising program are being added to President Street Plant.

¹¹ A secretary position to support the Housing Rehabilitation Unit and a financial services housing administrator position and a lending services program coordinator position are being added to Housing. Four positions have been eliminated from EDD due to the services of the BDO office being contracted out beginning in 2006.

<u>Department/Activity</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>Change 05-06</u>
Real Property Services	6.00	8.00	0.00	(8.00)
Vehicle Maintenance	<u>45.00</u>	<u>44.00</u>	<u>44.00</u>	<u>0.00</u>
Total	94.00	97.00	96.00	(1.00) ¹²
Grant Fund				
Weed and Seed	1.00	1.00	1.00	0.00
Summer Lunch	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
Total	1.50	1.50	1.50	0.00
TOTAL CITYWIDE	2,205.77	2,462.71	2,513.65	50.94

¹² The Information Technology Department will merge with the Tele-Electronics Department and Tele-Electronics will become the Wireless Services section of IT. A construction inspector position is being added to Engineering. Real Property Services is transferring from the Internal Services Fund to the General Fund; and 2 of the positions will be transferred to an outside agency.

DEBT SERVICE

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

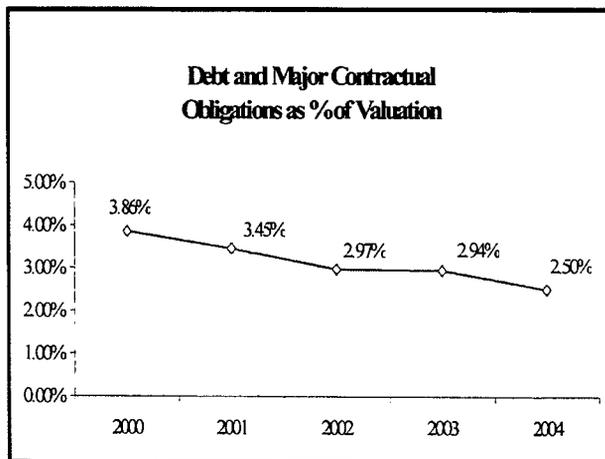
Fund Balance

As in prior years, this budget is consistent with general accounting practices to maintain a General Fund reserve for unforeseen emergencies. Bond rating agencies advise that this reserve be kept between 5% and 10% of total General Fund revenues.

Legal Debt Margin. The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. The 2004 unused legal bonded debt margin was \$328,847,995 which is the same as the total debt limit.

Debt as a Percent of Valuation

Total long-term debt and major contractual obligations shall not exceed 8% of assessed valuation. The chart below tracks long-term debt and major contractual obligations as a percentage of total assessed valuation. Excluded are parking related debt and water/sewer debt as these are fully self-supporting enterprise activities. The amount of long-term debt and major contractual obligations as a percentage of valuation for 2003 was 2.97%.



Bond Rating

The City's bond rating is the primary factor in deciding what interest rate will be paid on debt. It is also considered a measure of the City's overall financial strength. The City's general obligation bonds ratings are further evidence of its financial strength. Such rankings mean the City's bonds are considered to be of good investment quality. The City's bond ratings are shown in the chart below.

Standard and Poor's	AA
Moody's Investor's Service	Aa3

Good communication with bond rating agencies will be maintained and full disclosure on every financial report, as well as bond prospectus, will continue.

Debt Service Expenditures

Debt service expenditures include the City's general obligation debt; major contractual obligations for drainage, Civic Center and municipal improvement projects, Water, Sewer, and I & D Water bonds and loans, Parking related debt, Resource Recovery Authority debt, Community Development Section 108 HUD Notes, and an interfund advance for golf course improvements. Fund revenues provide the resources to pay the debt service expenditures for each fund.

2006 DEBT SERVICE SUMMARY

Fund/Security	Projected Principal 12/31/05	Total 2006 Debt Service	Planned Net New Issuance	Projected Principal 12/31/06
General Fund				
Downtown Sav'h Authority	\$ 21,290,000	\$ 1,010,380	\$ 0	\$21,290,000
Civic Center Fund				
Downtown Sav'h Authority	\$ 3,800,000	\$ 142,461	\$ 0	\$ 3,800,000
Community Development Fund				
HUD Section 108 Note	\$ 1,655,000	\$ 213,047	\$ 0	\$ 1,555,000
Internal Service Fund				
Interfund Advance	\$ 1,068,000	\$ 290,880	\$ 0	\$ 814,550
Water Fund				
1997 Water & Sewer Revenue	\$ 632,700	\$ 137,062	\$ 0	\$ 525,400
2003 Water & Sewer Revenue	7,955,000	1,415,113	0	6,820,000
DWSRF Loan	6,990,900	573,749	0	6,659,577
Total	\$ 15,578,600	\$ 2,125,924	\$ 0	\$14,004,977
Sewer Fund				
1997 Water & Sewer Revenue	\$ 1,077,300	\$ 233,376	\$ 0	\$ 894,600
2003 Water & Sewer Revenue	15,770,000	2,690,199	0	13,640,000
SRF Loans	9,938,802	1,181,132	0	9,096,410
Total	\$ 26,786,102	\$ 4,104,707	\$ 0	\$23,631,010
I&D Water Fund				
1997 Water & Sewer Revenue	\$ 14,900,000	\$ 1,105,962	\$ 0	\$14,590,000
2003 Water & Sewer Revenue	6,765,000	1,430,066	0	5,545,000
Total	\$ 21,665,000	\$ 2,536,028	\$ 0	\$20,135,000
Parking Services Fund				
2003 Downtown Sav'h Authority	\$ 13,875,000	\$ 1,344,884	\$ 0	\$ 13,030,000
Sanitation Fund				
Res Rec Dev Authority - Landfill	\$ 34,135,000	\$ 2,321,578	\$ 0	\$ 33,325,000
Res Rec Dev Authority - Facility	15,300,000	15,820,200	0	0
Total	\$ 49,435,000	\$18,141,778	\$ 0	\$ 33,325,000
Total	\$155,152,702	\$29,910,089	\$ 0	\$131,585,487

ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS
For Direct General Obligation, Revenue Bonds and Contractual Obligations
2005 – 2020
As of December 31, 2004

Year	General Obligation Bonds		Revenue Bonds ¹		Tax Supported Contractual Obligations ²		Non-Tax Supported Contractual Obligations ³		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2005	0	0	4,970,000	1,902,630	0	1,133,068	10,705,000	3,357,739	22,068,436
2006	0	0	5,085,000	1,777,868	0	1,133,068	16,955,000	3,589,471	28,540,406
2007	0	0	5,200,000	1,649,955	1,745,000	1,133,068	2,820,000	3,030,621	15,578,644
2008	0	0	5,365,000	1,483,555	1,810,000	1,062,043	2,910,000	2,932,009	15,562,606
2009	0	0	5,525,000	1,300,165	1,885,000	988,193	3,020,000	2,828,096	15,546,454
2010	0	0	5,710,000	1,099,070	1,965,000	909,218	3,130,000	2,713,059	15,526,346
2011	0	0	5,920,000	879,005	2,050,000	826,868	3,265,000	2,584,484	15,525,356
2012	0	0	3,885,000	649,475	2,135,000	737,188	3,405,000	2,444,456	13,256,119
2013	0	0	2,170,000	482,450	2,240,000	642,003	3,555,000	2,295,281	11,384,734
2014	0	0	2,280,000	373,950	2,335,000	541,228	3,720,000	2,139,431	11,389,609
2015	0	0	2,355,000	259,950	2,445,000	435,193	3,890,000	1,973,549	11,358,691
2016	0	0	2,495,000	144,200	2,055,000	321,945	4,070,000	1,796,556	10,882,701
2017	0	0	1,110,000	44,400	2,160,000	221,250	4,230,000	1,643,931	9,409,581
2018	0	0	0	0	2,265,000	113,270	4,410,000	1,477,756	8,266,026
2019	0	0	0	0	0	0	4,635,000	1,301,356	5,936,356
2020	0	0	0	0	0	0	1,400,000	1,111,145	2,511,145
Total	\$0	\$0	\$52,070,000	\$12,046,673	\$25,090,000	\$10,197,603	\$76,120,000	\$37,218,940	\$212,743,211

¹ Revenue Bonds shown include the Water & Sewer Revenue Refunding and Improvement Bonds, Series 1997 and 2003.

² Tax Supported Contractual Obligations include applicable components of the Downtown Savannah Authority Refunding Revenue Bonds, Series 1998 and the Downtown Savannah Authority Revenue Refunding Bonds, Series 2003.

³ Non-Tax Supported Contractual Obligations include the Parking Garage component of the Downtown Savannah Authority Revenue Bonds, Series 2003, the Downtown Savannah Authority Revenue Bonds, Series 1985, Resource Recovery Development Authority Refunding Revenue Bonds, Series 1997 and Resource Recovery Development Authority Revenue Refunding Bonds, Series 2001 and Series 2003.

FUND BALANCES 2002-2004

Overall, the historical trend in the City's governmental funds is positive. The consistency of positive fund balances indicates stability in these funds. The significant increase in the Special Revenue Funds 2004 ending fund balance is due to

the addition of the Property Acquisition Fund to this category. The City of Savannah's 2005 budget has been balanced without the anticipated use of existing fund balances/equities.

Fund	Beginning Fund Balance 1-1-2002	Ending Fund Balance 12-31-2002	Net Increase/Decrease 2002	Beginning Fund Balance 1-1-2003	Ending Fund Balance 12-31-2003	Net Increase/Decrease 2003	Beginning Fund Balance 1-1-2004	Ending Fund Balance 12-31-2004	Net Increase/Decrease 2004
General	12,501,892	16,074,260	3,572,368	16,074,260	16,968,563	894,303	16,968,563	17,941,053	972,490
Special Revenue	1,110,690	883,814	(226,876)	883,814	880,796	(3,018)	880,796	2,537,820	1,657,024
Debt Service	4,088,232	3,071,459	(1,016,773)	3,071,459	1,498,197	(1,573,262)	1,498,197	812,562	(685,635)
Capital Projects	52,287,897	67,202,860	14,914,963	67,202,860	76,060,824	8,857,964	76,060,824	63,168,189	(12,892,635)

FUND BALANCES 2005-2006

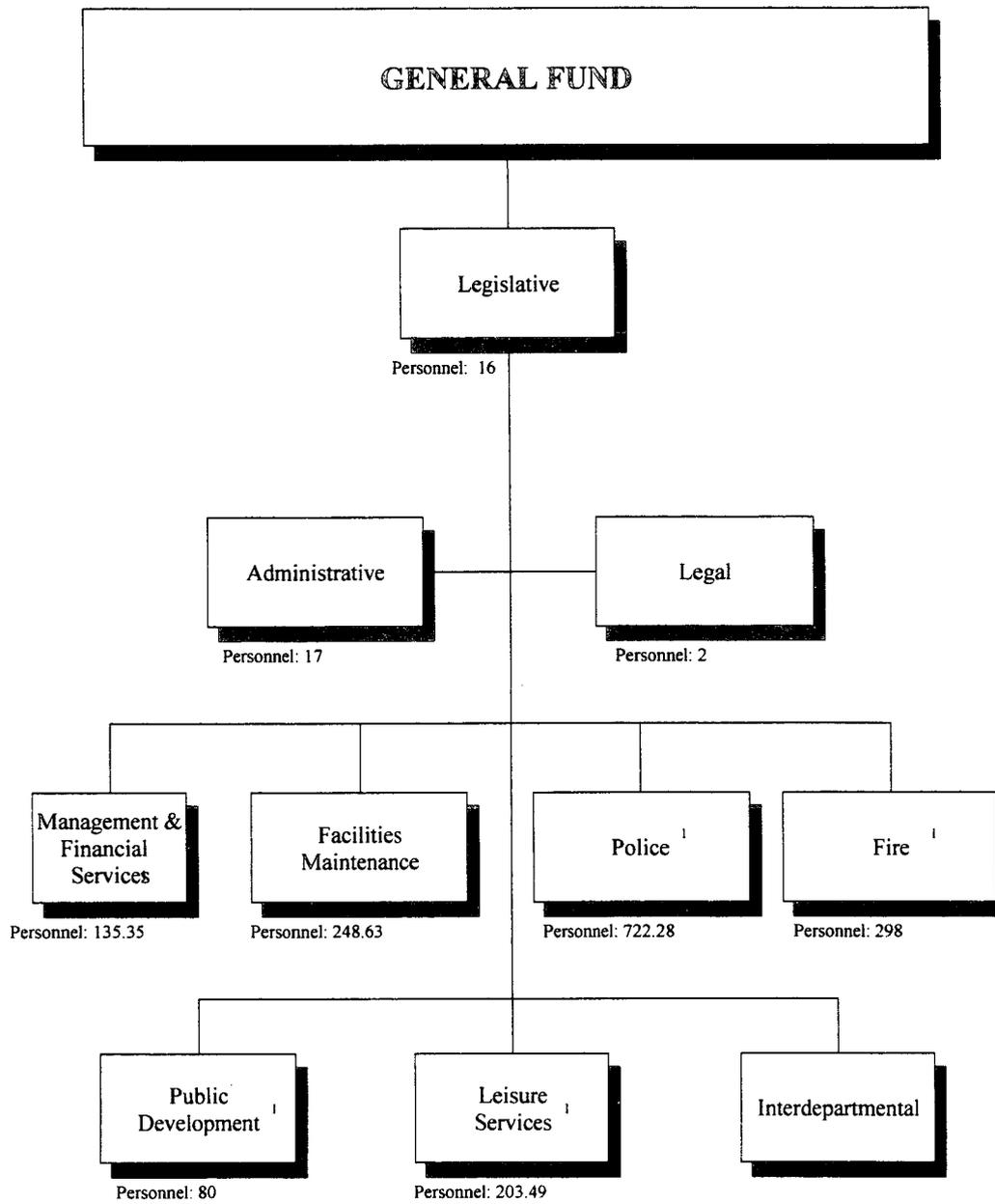
The General Fund is the largest City of Savannah fund and is classified as a governmental fund. As in prior years, the 2006 General Fund budget is consistent with the general accounting practice of maintaining a reserve for unforeseen contingencies. It is prudent to maintain the fund balance between 7% and 12% of annual General Fund expenditures. The projected General Fund fund balance of almost \$18 million for the end of fiscal year 2006 equates to 12% of total General Fund expenditures. Budgeted 2006 General Fund expenditures are \$147,667,044.

Included with the General Fund in the tables below are projected 2005 and 2006 fund balances/equities for selected City governmental funds. All City funds are not included in the tables. Examples of funds not included are internal services and enterprise funds.

The Special Revenue entry in the tables consists of the Grant, Property Acquisition, Public Safety Communications, Hazardous Material Team, Hotel/Motel Tax, Rental Motor Vehicle Excise Tax, and Confiscated/Condemned Assets funds. Also included is Economic Development.

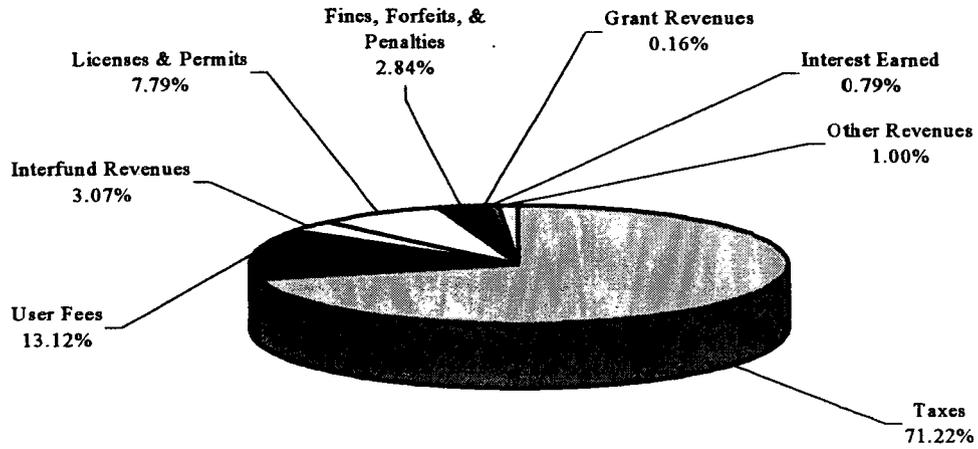
Fund	Beginning Fund Balance 1-1-2005	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2005
General	17,941,053	144,034,258	133,461,016	28,514,295	0	10,573,242	17,941,053
Special Revenue	2,537,820	22,023,952	17,548,125	7,013,647	1,483,273	5,959,100	2,537,820
Debt Service	812,562	0	22,807,021	(21,994,459)	22,807,021	0	812,562
Capital Projects	63,168,189	27,205,246	41,654,891	48,718,544	14,449,645	0	63,168,189
TOTAL	84,459,624	193,263,456	215,471,053	62,252,027	38,739,939	16,532,342	84,459,624

Fund	Beginning Fund Balance 1-1-2006	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2006
General	17,941,053	147,667,044	141,545,764	24,062,333	0	6,121,280	17,941,053
Special Revenue	2,537,820	19,851,330	15,016,405	7,372,745	1,659,385	6,494,310	2,537,820
Debt Service	812,562	0	29,910,089	(29,097,527)	29,910,089	0	812,562
Capital Projects	63,168,189	68,475,163	79,206,058	52,437,294	10,730,895	0	63,168,189
TOTAL	84,459,624	235,993,537	265,678,316	54,774,845	42,300,369	12,615,590	84,459,624

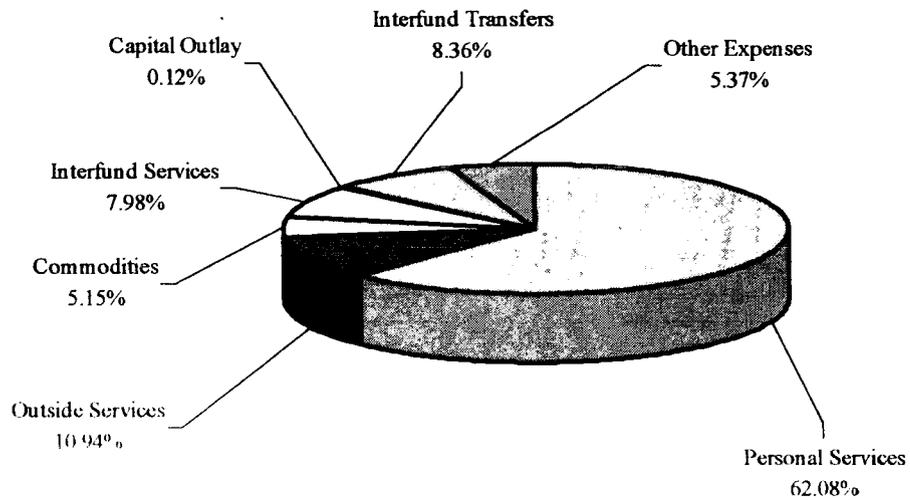


¹ General Fund Portion Only

GENERAL FUND Where The Money Comes From



GENERAL FUND Where The Money Goes



GENERAL FUND REVENUE SUMMARY

General Fund revenue is budgeted at \$147,667,044 for 2006. Property taxes and sales tax comprise more than half of all General Fund revenue. Trends for four of the

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

General Fund Revenue Trends

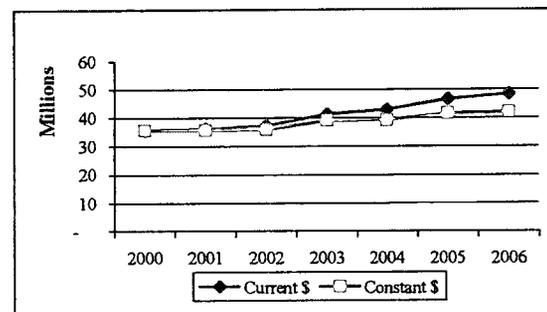
Property Taxes. Property taxes are the single most significant source of revenue for the City. One of the City's goals is to decrease the millage rate. The rate has been reduced from 17.46 mills in 1996 to 12.9 mills in 2005. This represents a 26% reduction.

The graph illustrates property tax revenue for the years 2000 through 2006 in current and constant dollars (2005 and 2006 are forecasted amounts).

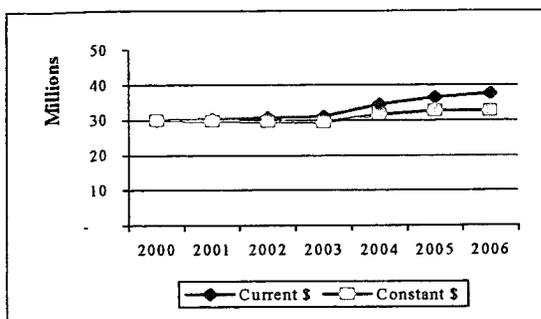
Property tax revenue (as measured in current dollars) has been increasing over the years, primarily due to new construction and increased assessment for existing property. In 2001, City taxpayers with owner-occupied residential property were able to apply for the Stephens/Day Homestead Exemption. This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

Property Tax revenue has been steadily increasing since 2003. A portion of the increase is due to increased efforts to collect delinquent taxes. There has also been a significant increase in intangible tax revenue due to mortgage refinancing because of low interest rates. The City of Savannah's net digest increased by 12.25% in 2005.

Property Taxes



Sales Tax



Sales Tax. Sales tax is another major source of revenue. The percentage of sales tax revenue the City receives was reduced in 2003 due to a renegotiated sales tax distribution formula, but growth in this revenue source has more than offset the loss. There was significant growth in 2004 with receipts increasing over 11%. The distribution formula will change again in 2006, with the City's portion going from 67.26% to 67.36%.

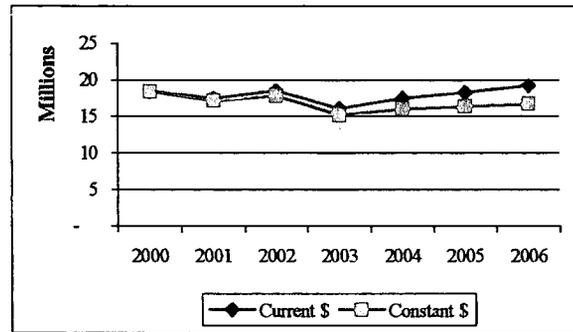
The graph depicts sales tax revenue over a seven-year period in current and constant dollars. Each year, the amount of revenue received above the trend line is transferred to the Sales Tax Stabilization Fund to guard against a future recession.

Other Taxes. Other Taxes make up 13% of General Fund revenue and include beer, liquor, wine, and mixed drink taxes; insurance premium tax; business and bank taxes; hotel motel and auto rental taxes.

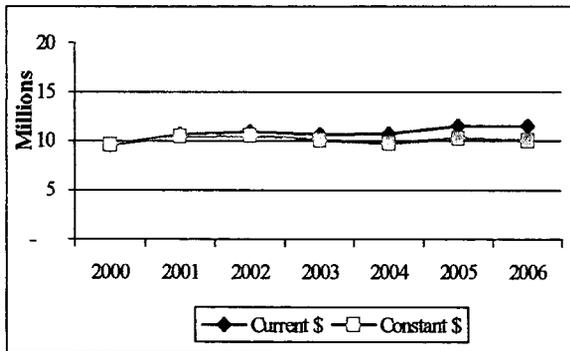
In 2001, there was a significant decrease in insurance premium tax revenue. This revenue is distributed based on the year 2000 Census Bureau count, which showed Savannah lost population compared to the previous census count.

Other Taxes revenue decreased in 2003 due to one-half of hotel/ motel tax revenue being accounted for in the Hotel/ Motel Tax Fund. Revenue since 2003 has been steadily increasing.

Other Taxes



Licenses & Permits



Licenses & Permits. Income generated from the issuance of licenses and permits represents another major component of General Fund revenue. Revenue from licenses and permits is derived from such sources as utility franchise fees and alcoholic beverage licenses. The most significant revenue source in this category is electric franchise fees, which account for 45% of Licenses & Permits revenue.

Telephone franchise fee revenue has decreased significantly during the last few years. This is believed to be the result of the growing trend toward increased cell phone usage and less reliance on land line phones. Cable television franchise fees revenue has fluctuated over the years, which may be associated with the use of satellite dishes.

GENERAL FUND REVENUE DETAIL

<u>Revenue Source</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
<u>Taxes</u>				
Property Taxes				
Real Property Tax (Current)	\$ 29,305,050	\$ 32,553,000	\$ 34,400,000	5.7
Personal Property Tax (Current)	4,857,006	5,184,000	5,400,000	4.2
Real Property Tax (Delinquent)	2,653,130	3,000,000	2,700,000	-10.0
Personal Property Tax (Delinquent)	296,881	430,000	290,000	-32.6
Mobile Home Tax	32,704	30,000	30,000	0.0
Industrial Area Tax	386,757	380,000	380,000	0.0
Vehicle Tax	3,172,592	2,995,000	2,949,000	-1.5
Intangible Tax	984,093	750,000	750,000	0.0
Public Utility Tax	1,262,328	1,400,000	1,460,000	4.3
Railroad Equipment Tax	15,012	13,500	13,500	0.0
Ferry SSD Tax	<u>5,570</u>	<u>6,000</u>	<u>6,000</u>	<u>0.0</u>
Subtotal	\$ 42,971,123	\$ 46,741,500	\$ 48,378,500	3.5
Sales Tax	\$ 34,592,667	\$ 36,600,000	\$ 37,550,000	2.6
Other Taxes				
Beer Tax	\$ 1,978,691	\$ 1,925,000	\$ 1,925,000	0.0
Liquor Tax	322,727	340,000	340,000	0.0
Wine Tax	353,617	380,000	380,000	0.0
Mixed Drink Tax	659,106	730,000	745,000	2.1
Insurance Premium Tax	6,190,673	6,590,000	6,990,000	6.1
Business Tax	3,357,305	3,500,000	3,650,000	4.3
Bank License Tax	281,280	273,150	273,150	0.0
Transfer from Hotel/ Motel Tax Fund	4,068,484	4,275,000	4,600,000	7.6
Transfer from Rental Motor Vehicle Excise Tax Fund	<u>316,555</u>	<u>335,000</u>	<u>341,700</u>	<u>2.0</u>
Subtotal	\$ 17,528,438	\$ 18,348,150	\$ 19,244,850	4.9
Total General Fund Taxes	\$ 95,092,228	\$ 101,689,650	\$ 105,173,350	3.4
<u>User Fees</u>				
Leisure Services Fees				
Paulson Complex Concessions	\$ 21,751	\$ 17,000	\$ 17,000	0.0
Grayson Stadium	10,000	10,000	10,000	0.0
Vending & Misc Concessions	10,083	7,500	7,500	0.0
Tennis Fees	102,879	90,343	104,268	15.4
Athletic Fees	43,689	42,730	47,530	11.2
Softball Fees	51,331	54,770	55,410	1.2
Athletic Tournament Fees	17,366	19,000	16,000	-15.8
Softball Tournament Fees	12,976	12,000	12,000	0.0
Cultural Arts	100,968	97,106	114,000	17.4
Neighborhood Centers	105,832	106,685	104,490	-2.1
Golden Age Centers	26,281	19,346	19,500	0.8
Adult Day Care	50,489	55,000	55,000	0.0
Park & Square Event Fees	<u>64,617</u>	<u>74,300</u>	<u>78,225</u>	<u>5.3</u>
Subtotal	\$ 618,262	\$ 605,780	\$ 640,923	5.8

<u>Revenue Source</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Inspection Fees				
Inspections Administrative Fees	\$ 11,467	\$ 300	\$ 500	66.7
Sign Inspection Fees	9,298	9,000	9,000	0.0
Zoning Hearing Fees	20,545	20,000	20,000	0.0
Building Inspection Fees	1,745,313	1,800,000	1,800,000	0.0
Electrical Inspection Fees	43,513	41,000	40,000	-2.4
Plumbing Inspection Fees	8,781	13,600	12,000	-11.8
Existing Building Inspection Fees	38,403	8,600	6,600	-23.3
Private Development Fees	207,760	370,000	370,000	0.0
Fuel Storage Tank Inspection Fees	0	1,000	1,000	0.0
Mechanical Inspection Fees	29,404	22,000	23,000	4.5
Fire Inspection Fees	<u>1,664</u>	<u>1,500</u>	<u>1,500</u>	<u>0.0</u>
Subtotal	\$ 2,116,148	\$ 2,287,000	\$ 2,283,600	-0.1
Fees for Other Services				
Chatham County Police Reimbursement	0	\$ 12,869,713	\$ 14,484,002	12.5
Burial Fees	223,587	201,000	207,000	3.0
Cemetery Lot Sales	123,691	130,000	130,000	0.0
Electricity Generator Fees	30,732	40,000	40,000	0.0
Fell Street Box - County Share	10,271	8,060	8,000	-0.7
Hotel Occupancy Fees	225,432	225,000	236,000	4.9
Westin Transportation Fee	180,000	120,000	0	-100.0
Alarm Registration	174,492	105,000	105,000	0.0
Police False Alarm Fees	236,770	180,000	120,000	-33.3
Accident Reporting Fees	43,554	47,000	50,000	6.4
Fire Protection Fees	58,867	70,000	70,000	0.0
Building Demolition Fees	89,930	90,000	135,000	50.0
Building Boarding-Up Fees	154,295	150,000	135,000	-10.0
Fire Incident Report Fees	277	400	400	0.0
Delinquent Receipts	69,081	77,500	55,000	-29.0
Preservation Fees	562,420	540,000	540,000	0.0
Docking Fees	22,048	21,000	21,000	0.0
Tour Bus Rents	26,400	27,000	27,000	0.0
Motor Coach Fees	21,190	21,000	21,000	0.0
Ellis Square Lease	77,000	0	0	0.0
Lot Clearing Fees	<u>63,497</u>	<u>75,000</u>	<u>70,000</u>	<u>-6.7</u>
Subtotal	\$ 2,393,534	\$ 14,997,673	\$ 16,454,402	9.7
Total General Fund User Fees	\$ 5,127,944	\$ 17,890,453	\$ 19,378,925	8.3
Interfund Revenues				
Services to Haz-Mat Fund	\$ 20,716	\$ 20,082	\$ 22,648	12.8
Services to Coastal Workforce	62,499	62,499	62,499	0.0
Services to Community Dev. Fund	285,466	321,422	231,030	-28.1
Services to Public Safety Comm Fund	98,175	134,516	140,944	4.8
Services to Sanitation Fund	678,891	677,513	641,691	-5.3
Services to Water & Sewer Funds	2,166,778	2,175,064	2,156,406	-0.9
Services to I & D Water Fund	138,290	124,758	120,353	-3.5
Services to Civic Center Fund	93,166	96,279	95,805	-0.5
Services to Parking Services Fund	314,551	333,210	345,811	3.8
Services to Internal Services Fund	<u>734,907</u>	<u>738,751</u>	<u>710,688</u>	<u>-3.8</u>
Subtotal	\$ 4,593,439	\$ 4,684,094	\$ 4,527,875	-3.3

<u>Revenue Source</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
<u>Licenses & Permits</u>				
Business Application/Transfer Fees	\$ 36,645	\$ 30,000	\$ 30,000	0.0
Telcom Franchise Fee	19,942	8,000	8,000	0.0
Water & Sewer Franchise Fees	1,561,060	1,594,000	1,625,880	2.0
Electric Franchise Fees	4,489,309	5,057,000	5,183,000	2.5
Telephone Franchise Fees	1,155,086	1,273,000	1,100,000	-13.6
Gas Franchise Fees	572,883	715,620	715,620	0.0
Cable Franchise Fees	1,216,289	1,165,000	1,165,000	0.0
Parking Franchise Fees	79,367	84,250	84,250	0.0
Insurance Business Licenses	94,080	92,000	92,000	0.0
Alcoholic Beverage Licenses	1,267,099	1,300,000	1,330,000	2.3
Professional Licenses	<u>168,748</u>	<u>175,000</u>	<u>175,000</u>	<u>0.0</u>
Subtotal	\$ 10,660,508	\$ 11,493,870	\$ 11,508,750	0.1
<u>Fines, Forfeits, and Penalties</u>				
Recorder's Court Fines	\$ 2,944,756	\$ 3,150,000	\$ 3,150,000	0.0
Red Light Camera Fines	657,944	525,000	500,000	-4.8
Execution Fees	387,641	450,000	300,000	-33.3
Interest on Delinquent Taxes	<u>380,920</u>	<u>360,000</u>	<u>250,000</u>	<u>-30.6</u>
Subtotal	\$ 4,371,261	\$ 4,485,000	\$ 4,200,000	-6.4
<u>Grant Revenues</u>				
State Grant/Elderly	\$ 73,442	\$ 52,000	\$ 52,000	0.0
State Grant/CRDC	225,342	161,000	161,000	0.0
Yamacraw Sports Club Grant	26,422	20,000	5,000	-75.0
Cultural Affairs Grants	<u>24,370</u>	<u>6,702</u>	<u>20,000</u>	<u>198.4</u>
Subtotal	\$ 349,576	\$ 239,702	\$ 238,000	-0.7
<u>Interest Earned</u>				
General Investments	\$ 561,226	\$ 1,080,000	\$ 1,080,000	0.0
Cemetery	<u>59,174</u>	<u>80,000</u>	<u>80,000</u>	<u>0.0</u>
Subtotal	\$ 620,400	\$ 1,160,000	\$ 1,160,000	0.0
<u>Other Revenues</u>				
Recorder's Court - County Share	\$ 316,920	\$ 279,000	\$ 318,000	14.0
Miscellaneous Rents	286,914	270,000	270,000	0.0
Tower Rental Fees	129,704	153,000	115,295	-24.6
Advertising Fees	1,635	1,600	1,635	2.2
Telephone Locations Revenue	317	0	0	0.0
Damage Claims Revenue	17,242	17,000	17,000	0.0
Outside Fire Training Fees	-1061	5,000	5,000	0.0
G-8 Reimbursement	1,323,747	839,875	0	0.0
Sale of Land and Property	46,873	100,000	100,000	0.0
Miscellaneous Revenue	174,770	200,000	200,000	0.0
Payment in Lieu of Taxes	285,428	285,000	285,000	0.0
Counter Narcotics Team Reimbursement	781,146	49,940	0	-100.0
CrimeStoppers Reimbursement	37,283	106,974	83,114	-22.3
Witness Fees Reimbursement	34,060	26,100	30,000	14.9
DUI Coordinator Reimbursement	<u>52,304</u>	<u>58,000</u>	<u>55,100</u>	<u>-5.0</u>
Subtotal	\$ 3,487,282	\$ 2,391,489	\$ 1,480,144	-38.1
TOTAL	\$ 124,302,638	\$ 144,034,258	\$ 147,667,044	2.5

GENERAL FUND EXPENDITURE SUMMARY

As a service organization, a large portion of General Fund expenditures support public safety services. The next significant area of expenditures supports

public works activities by Facilities Maintenance which is followed by Leisure Services activities.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 69,956,564	\$ 84,098,154	\$ 91,679,058	9.0
Outside Services	13,082,072	16,132,546	16,161,216	0.2
Commodities	5,572,403	7,496,182	7,600,607	1.4
Interfund Services	10,019,699	10,866,794	11,777,978	8.4
Capital Outlay	108,018	315,283	177,540	-43.7
Interfund Transfers	17,835,308	17,389,598	12,343,191	-29.0
Other Expenses	6,756,086	7,735,701	7,927,454	2.5
TOTAL	\$ 123,330,150	\$ 144,034,258	\$ 147,667,044	2.5

Expenditures By Bureau

<u>Department/Bureau</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Legislative/Administrative Management and Financial Services	\$ 2,272,773	\$ 2,542,146	\$ 2,713,111	6.7
Facilities Maintenance	9,852,919	10,761,596	10,357,544	-3.8
Public Development	18,754,654	21,028,352	22,117,145	5.2
Police	4,282,403	4,686,150	5,407,631	15.4
Fire	32,944,981	47,007,639	50,157,946	6.7
Leisure Services	15,650,255	17,356,526	18,263,750	5.2
Interdepartmental	11,890,807	12,631,299	13,180,635	4.3
	27,681,358	28,020,550	25,469,282	-9.1
TOTAL	\$ 123,330,150	\$ 144,034,258	\$ 147,667,044	2.5

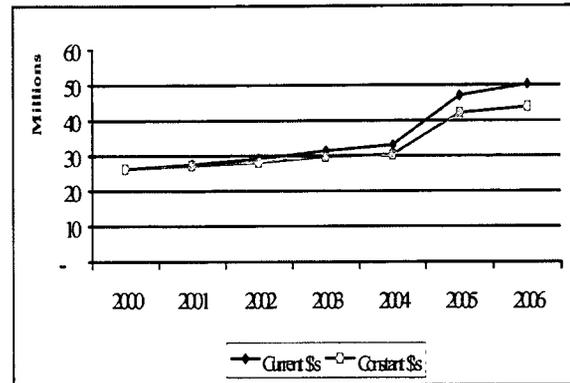
GENERAL FUND SERVICE TRENDS

The charts provide a seven-year expenditure trend for each of the bureaus in the General Fund and Interdepartmental. The trend line is provided in both

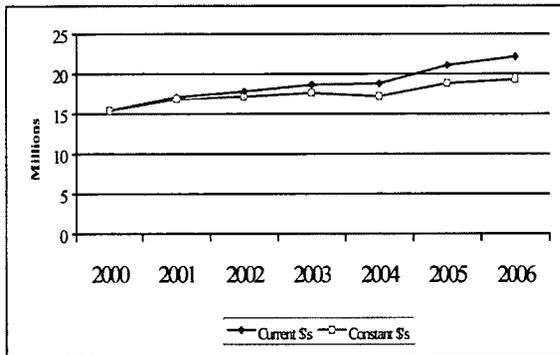
current and constant dollars to adjust for the impact of inflation.

Police Services. Police Services are the largest expenditure in the General Fund, accounting for 33% of the total. Resources devoted to Police services have increased significantly since 1999. In 2005, the merger creating the Savannah-Chatham Metropolitan Police Department was completed with police services now being provided to the City of Savannah and the unincorporated areas of Chatham County. In 2006, additional resources are proposed that will be added to Patrol, Criminal Investigations, and Information Management to enhance delivery of police services. In addition, sworn officer positions will be replaced with civilian positions in Support Services to further support delivery of police services.

Police Services

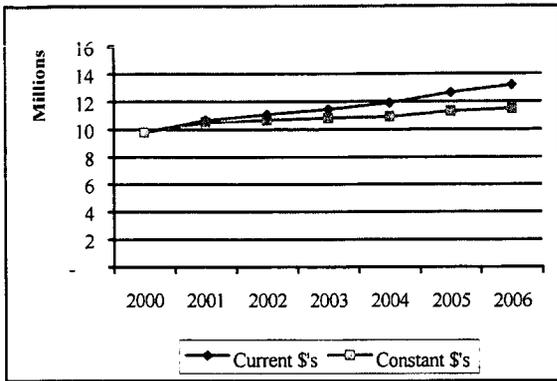


Facilities Maintenance



Facilities Maintenance. The cost of Facilities Maintenance services account for 15% of General Fund expenditures. The bureau continues to provide services to address the constant concern of flooding for the City of Savannah. Consequently, funds have been directed toward capital projects and operations to address this area of concern. Facilities Maintenance has also focused on maintenance of streets and lanes. The bureau will continue to focus on service delivery in this area to support the emphasis that has been placed on neighborhood improvement. Resources are proposed in 2006 to support the expanded service delivery area through annexation over the last few years, neighborhood improvement efforts, and administration of the City's Landscape and Tree Ordinance.

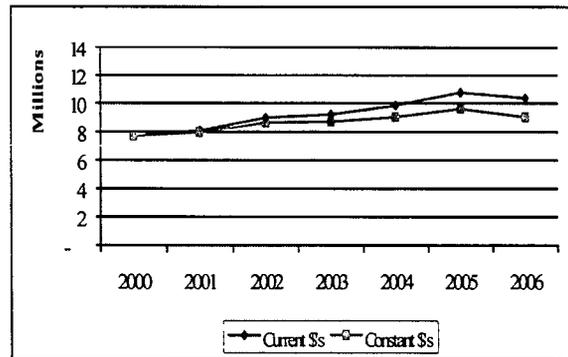
Leisure Services



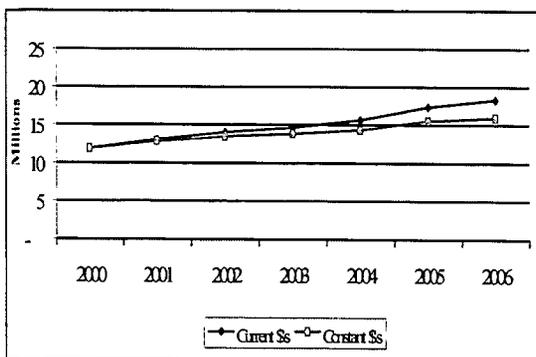
Leisure Services. A major area of concentration continues to be leisure service activities for youth and families, particularly in neighborhood-based programs. Resources dedicated to Leisure Services, reflected in annual expenditures, have increased 18% in constant dollars from 2000 to 2006. Increases have been due to the expansion of existing programs, in particular community centers, and additional personnel and equipment for Recreation Services and Buildings & Grounds. Additional resources are proposed in 2006 to support continued expansion of services.

Management and Financial Services. The Management and Financial Services bureau accounts for 7% of General Fund total expenditures and provides support services to City departments and direct services to the public. The 2006 budget allocation is \$10,357,544 which is \$404,052 less than 2005 projected expenditures. The decrease is due to the merger of Information Technology (IT) and Tele-Electronics. In 2006, Tele-Electronics moves from the General Fund to the Internal Services Fund to become the Wireless Services section of the IT Department.

Management and Financial Services



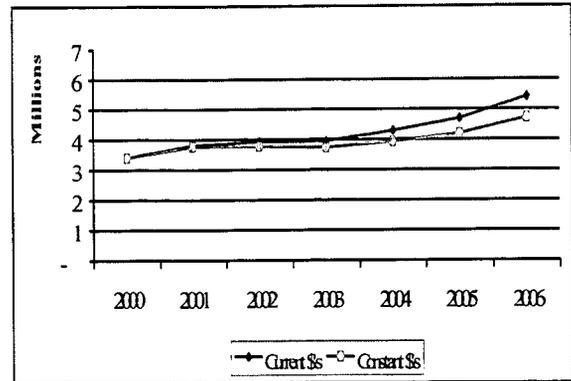
Fire



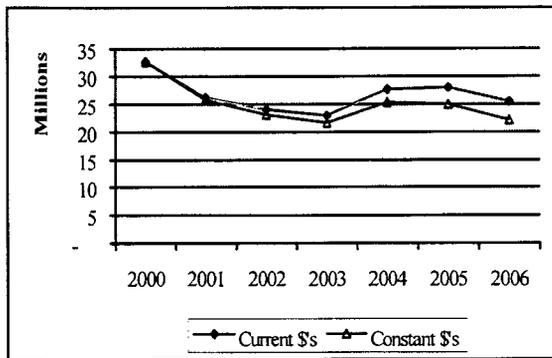
Fire. The Fire bureau accounts for 12% of General Fund expenditures. Resources devoted to Fire services have increased since 1999, primarily due to the City's growth to the south and to the west. In 2006, additional resources are proposed to allow the department to be more responsive to the growth in the City's service area due to annexation.

Public Development. Public Development General Fund departments total almost 4% of General Fund expenditures. Funding has increased 39% from 2000 to 2006 in constant dollars. Expenditure increases are primarily due to blight eradication efforts and the growing demand for services due to development in recently annexed areas. Blight eradication efforts have led to the implementation of Operation Clean Sweep, including a management analyst to coordinate the program, as well as the addition of three inspectors to Property Maintenance in 2004. To meet the demand for services from newly annexed areas, six inspectors and one permit specialist have been added to Development Services since 2004.

Public Development



Interdepartmental



Interdepartmental. The Interdepartmental section of the General Fund budget includes Transfers to Other Funds for items such as the sanitation subsidy, capital improvement projects and debt service. This section also includes costs for tourism and promotion, cultural services contracts, human services contributions and prisoner medical costs. The decline that begins in 2001 is primarily due to lower debt service requirements due to refinancing and adjustments in the contribution to General Fund capital projects. The decrease in 2003 can be attributed to tourism expenditures related to the Hotel/Motel Tax which is now accounted for in the Hotel/Motel Tax Fund. The increase in 2004 was due to a significant increase in the contribution to the Sanitation Fund for the Resource Recovery Facility. The decline in 2006 is the result of a lower contribution to General Fund capital projects due to a higher contribution made in 2005.

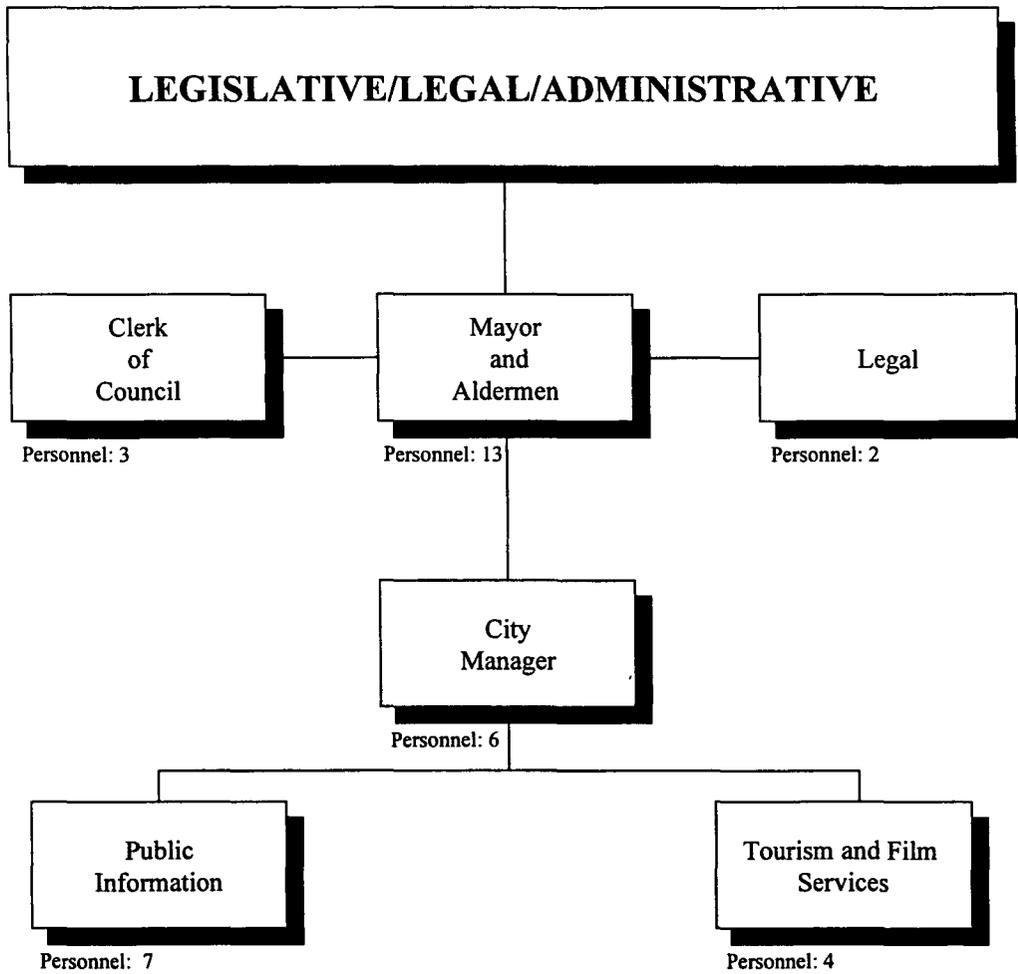
GENERAL FUND EXPENDITURES BY SERVICE AREA

The following table provides total General Fund expenditures by department and the percentage change from 2005 to 2006.

<u>Department/Activity</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Legislative/Legal/Administrative				
Mayor and Aldermen	\$ 484,011	\$ 575,929	\$ 622,182	8.0
Clerk of Council	186,952	207,810	213,213	2.6
Legal	345,043	375,161	457,494	21.9
City Manager	462,815	539,872	525,393	-2.7
Public Information	459,972	515,065	521,372	1.2
Tourism and Film Services	333,980	328,309	373,457	13.8
Subtotal	\$ 2,272,773	\$ 2,542,146	\$ 2,713,111	6.7
Management and Financial Services				
Asst CM/Mgt and Fin Svc	\$ 293,671	\$ 354,200	\$ 362,857	2.4
Research and Budget	683,369	719,273	797,894	10.9
Human Resources	1,525,816	1,594,075	1,640,103	2.9
Auditing	474,682	549,648	563,868	2.6
Finance	953,435	1,120,137	1,089,770	-2.7
Purchasing	430,651	453,036	465,825	2.8
Treasury	1,523,199	1,481,698	1,419,058	-4.2
Recorder's Court	1,783,812	1,895,110	1,948,132	2.8
Research Library & Municipal Archives	165,004	214,413	244,600	14.1
Central Services Director	146,252	153,209	157,423	2.8
Inventory Management	200,718	205,210	210,022	2.3
Mail and Municipal Building Services	648,412	777,328	779,227	0.2
Risk Administration	286,169	337,901	345,854	2.4
Tele-Electronics	598,560	588,937	0	-100.0
River Street Hospitality Center	91,878	107,293	103,954	-3.1
311 Call Service Center	0	210,128	228,957	9.0
Mgt and Fin Svc G-8 Costs	47,291	0	0	0.0
Subtotal	\$ 9,852,919	\$ 10,761,596	\$ 10,357,544	-3.8
Facilities Maintenance				
Facilities Maintenance Director	\$ 431,741	\$ 634,794	\$ 611,353	-3.7
Park and Tree	4,173,240	4,638,202	4,842,209	4.4
Traffic Engineering	4,741,288	5,406,826	5,554,480	2.7
Stormwater Management	3,370,672	4,119,617	4,502,237	9.3
Streets Maintenance	3,859,290	4,070,341	4,435,312	9.0
Cemeteries	1,819,314	1,950,278	1,968,773	0.9
Customer and Employee Service Center	293,095	204,544	202,781	-0.9
Facilities Maintenance G-8 Costs	66,014	3,750	0	-100.0
Subtotal	\$ 18,754,654	\$ 21,028,352	\$ 22,117,145	5.2
Public Development				
Asst CM/Public Develop	\$ 330,308	\$ 469,961	\$ 485,313	3.3
Development Services	1,536,338	1,613,427	1,924,578	19.3

<u>Department/Activity</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Property Maintenance	1,650,424	1,800,469	1,795,148	-0.3
Community Services	765,334	802,293	817,949	2.0
Real Property Services	0	0	384,643	100.0
Subtotal	\$ 4,282,403	\$ 4,686,150	\$ 5,407,631	15.4
Police				
Police Chief	\$ 676,838	\$ 802,445	\$ 893,448	11.3
Patrol	18,954,632	22,164,333	24,319,520	9.7
Criminal Investigations	6,608,662	8,178,200	9,089,036	11.1
Special Operations	0	579,086	378,424	-34.7
Traffic Unit	0	1,628,109	1,501,673	-7.8
School Crossing Guards	0	356,221	341,453	-4.1
Marine Patrol	0	516,600	539,251	4.4
Mounted Patrol	0	528,433	578,267	9.4
Canine Unit	0	349,414	353,604	1.2
Animal Control	0	677,998	772,503	13.9
EMS Administration	0	70,927	82,247	16.0
Support Services	2,533,671	4,178,638	4,249,213	1.7
Information Management	2,260,511	2,505,915	2,519,463	0.5
Counter Narcotics Team	0	2,583,801	2,470,774	-4.4
Internal Affairs	0	616,569	694,777	12.7
Savannah Impact Program	603,114	984,179	1,052,507	6.9
CrimeStoppers	139,680	149,383	166,228	11.3
Savannah Impact Work Ventures	63,060	137,388	155,558	13.2
Police G-8 Costs	1,104,812	0	0	0.0
Subtotal	\$ 32,944,981	\$ 47,007,639	\$ 50,157,946	6.7
Fire				
Fire Administration	\$ 1,044,226	\$ 1,151,466	\$ 1,315,521	14.2
Fire Operations	14,437,479	16,205,060	16,948,229	4.6
Fire G-8 Costs	168,550	0	0	0.0
Subtotal	\$ 15,650,255	\$ 17,356,526	\$ 18,263,750	5.2
Leisure Services				
Leisure Services Director	\$ 489,974	\$ 423,341	\$ 437,512	3.3
Athletics	1,115,862	1,157,048	1,203,269	4.0
Neighborhood Programs	3,302,252	3,367,826	3,453,156	2.5
Adult Day Care	382,238	386,591	393,552	1.8
Golden Age	1,262,710	1,294,958	1,406,910	8.6
Cultural Affairs	700,794	764,914	808,265	5.7
Buildings & Grounds Maintenance	3,373,259	3,789,870	4,012,808	5.9
Building & Electrical Maintenance	1,263,718	1,446,751	1,465,163	1.3
Subtotal	\$ 11,890,807	\$ 12,631,299	\$ 13,180,635	4.3

<u>Department/Activity</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Interdepartmental				
Tourism & Promotion	\$ 1,066,896	\$ 1,226,505	\$ 1,370,168	11.7
Planning & Development	1,434,265	1,508,099	1,706,236	13.1
Human Services	1,111,134	1,210,805	971,950	-19.7
Cultural Services	944,568	912,786	962,786	5.5
City Dues/Memberships	49,221	57,457	57,457	0.0
Prisoner Medical	0	50,000	50,000	0.0
Transfer to Other Funds	17,720,493	16,905,010	12,081,202	-28.5
Services from Other Funds	3,577,034	4,549,649	4,596,760	1.0
Other Expenses/Contributions	1,777,747	1,600,239	3,584,115	124.0
Contingency	0	0	88,608	100.0
Subtotal	\$ 27,681,358	\$ 28,020,550	\$ 25,469,282	-9.1
TOTAL	\$ 123,330,150	\$144,034,258	\$ 147,667,044	2.5



LEGISLATIVE/LEGAL/ADMINISTRATIVE

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

The Mayor and Aldermen, elected every four years to concurrent terms, set policies and enact ordinances that govern the various city functions and activities. The Clerk of Council, City Attorney and City Manager are appointed by the Mayor and Aldermen. As the official record keeper, the Clerk of Council is responsible for maintaining all official codes,

ordinances, records and documents, and serves as supervisor of city elections. Legal documents and processes involving city government are reviewed by the City Attorney or a member of his legal team. As the City's chief administrative officer, the City Manager heads the daily operations of City government. The Public Information Office develops programs to ensure citizens are informed of the programs, services, activities and functions of local government. Tourism and Film Services administers tourism and film industries activities for the City.

Expenditures By Type

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 1,623,895	\$ 1,864,520	\$ 1,973,148	5.8
Outside Services	532,743	550,413	584,542	6.2
Commodities	60,162	78,789	99,435	26.2
Interfund Services	48,906	46,645	50,807	8.9
Other Expenses	7,067	1,779	5,179	191.1
TOTAL	\$ 2,272,773	\$ 2,542,146	\$ 2,713,111	6.7

MAYOR AND ALDERMEN

The 2006 budget for the Mayor and Aldermen is \$622,182, an increase of 8.0% above 2005 projected expenditures. Personal Services increase 4.7% primarily due to wage and benefit increases. Commodities increase 67.4% to provide additional

funds for special initiatives that include the Youth Commission, the Education Task Force and the Public Safety Task Force. Allocations are shown below.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 327,690	\$ 392,519	\$ 411,103	4.7
Outside Services	135,625	137,927	135,789	-1.6
Commodities	14,585	39,210	65,650	67.4
Interfund Services	6,111	6,273	7,940	26.6
Other Expenses	0	0	1,700	100.0
TOTAL	\$ 484,011	\$ 575,929	\$ 622,182	8.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Administrative Assistant	3.00	3.00	3.00	13
Aldermen	8.00	8.00	8.00	--
Mayor	1.00	1.00	1.00	--
TOTAL	13.00	13.00	13.00	

CLERK OF COUNCIL

The 2006 budget for Clerk of Council is \$213,213, an increase of 2.6% or \$5,403 above 2005 projected

expenditures. Allocations are shown below.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 158,000	\$ 163,387	\$ 171,026	4.7
Outside Services	20,435	34,211	32,329	-5.5
Commodities	3,858	5,345	4,373	-18.2
Interfund Services	4,659	4,867	5,485	12.7
TOTAL	\$ 186,952	\$ 207,810	\$ 213,213	2.6

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Assistant to Clerk of Council	1.00	1.00	1.00	13
Clerk of Council	1.00	1.00	1.00	--
TOTAL	3.00	3.00	3.00	

LEGAL

The 2006 operating budget for the Legal Department is \$457,494, an increase of \$82,333 or 21.9% above 2005 projected expenditures. This change is

primarily due to an increase in funding for legal assistance in 2006. Allocations are shown below.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 171,187	\$ 186,157	\$ 263,314	41.4
Outside Services	169,991	184,237	189,013	2.6
Commodities	1,394	1,970	1,970	0.0
Interfund Services	2,471	2,797	3,197	14.3
TOTAL	\$ 345,043	\$ 375,161	\$ 457,494	21.9

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Executive Secretary	1.00	1.00	1.00	14
City Attorney	1.00	1.00	1.00	--
TOTAL	2.00	2.00	2.00	

CITY MANAGER

The 2006 budget for the City Manager is \$525,393, a decrease of \$14,479 or 2.7% below 2005 projected expenditures. The primary change is due to special

compensation authorized in 2005. Allocations are shown below.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 405,074	\$ 479,329	\$ 457,869	-4.5
Outside Services	40,468	44,039	47,256	7.3
Commodities	9,093	8,210	9,388	14.3
Interfund Services	8,180	8,294	9,180	10.7
Other Expenses	0	0	1,700	100.0
TOTAL	\$ 462,815	\$ 539,872	\$ 525,393	-2.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	2.00	2.00	2.00	13
Administrative Assistant to City Manager	1.00	1.00	1.00	18
Assistant to City Manager	2.00	2.00	2.00	28
City Manager	1.00	1.00	1.00	--
TOTAL	6.00	6.00	6.00	

PUBLIC INFORMATION

Trends and Issues

The Public Information Office (PIO) administers the city's "citizen friendly" media and public information policy, prepares numerous printed materials including the *Citizens' Guide to City Government*, *City of Savannah Children's Activity Book*, the *Citizens' Quarterly Report*, and various materials/brochures, manages and programs the City's award winning Government Channel 8, works with all bureaus and departments to help inform the public of their programs and activities, publishes the biweekly *Report to Council* newsletter, manages the City's cable TV franchise agreement, and coordinates children's educational programs at City Hall.

The activities and resources of the Public Information Office will be closely tied to the priorities of the Mayor and Aldermen. Resources will be allocated and redirected accordingly. Channel programming

will also reflect the City's focus on Council priorities with continued emphasis on quality improvement.

Phase 2 of the audio-visual improvements to Council Chambers is planned for 2006 which will include the installation of fully automated cameras and a remote control system.

Franchise negotiations will be concluded with Comcast with emphasis on continued provision and support of the City's Government Channel 8, including equipment and manpower funding. The current franchise agreement will expire on December 31, 2006. The goal of the City's negotiating team will be to provide the best system possible at the lowest price with high technical quality and outstanding customer service.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 346,055	\$ 408,742	\$ 423,042	3.5
Outside Services	74,949	79,894	74,514	-6.7
Commodities	14,359	11,619	7,994	-31.2
Interfund Services	20,486	13,031	14,043	7.8
Other Expenses	4,123	1,779	1,779	0.0
TOTAL	\$ 459,972	\$ 515,065	\$ 521,372	1.2

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Public Information Assistant	2.00	2.00	2.00	15
Video Production Technician ¹	2.00	2.00	2.00	18
Marketing Coordinator	1.00	1.00	1.00	20
Cable Access Coordinator	1.00	1.00	1.00	20
Public Information Director	1.00	1.00	1.00	34
TOTAL	7.00	7.00	7.00	

¹ One Video Production Technician position is funded through a contractual arrangement with Comcast Cable.

TOURISM AND FILM SERVICES

Trends and Issues

The Tourism and Film Services Department has several functions. It serves as a liaison between the tourism community, residents, businesses and the City, coordinates tourism related efforts and recourses, formulates and implements needed guidelines and rules, identifies and nurtures opportunities for this important industry, and acts as an advocate for the visitors to Savannah. The department also serves to weave the film and television industry into the fabric of the Coastal Empire's economic, social, educational, and professional profile.

In 2005, the Tourism Division took on various projects such as operating a trolley shuttle on St. Patrick's Day, and reviewing the tour ordinance and responding to questions, comments and concerns from citizens. Staff continued work on a way finding system, addressed mobility in Savannah and worked to improve the alcohol policy and reduce underage drinking and other quality of life issues. Also during 2005, the Division implemented the pilot phase of the news rack program, continued to monitor the sidewalk café policy, enhanced night and weekend enforcement of City ordinances and oversaw the architectural design improvements to the Visitor Information Center. The office also remained active in the Tourism Advisory Council, the Convention and Visitors Bureau and the Tourism Leadership Council.

The tourism industry saw an increase in Savannah during 2005 with visitors returning to a pre-September 11th level. With several new hotels

coming on-line in the downtown area, it is anticipated that the growth will continue. As the number of visitors increase, the Tourism and Film Services Department will be more involved in ensuring that their experience in Savannah exceeds their expectations while balancing their needs with those of our residents and businesses.

Future plans include a tourism website, conception of a citywide calendar, developing a master plan for River Street and Factors Walk, creating guidelines for vendors and street performers, establishing policies and procedures for use of the City rights-of-way, working with the community to implement the way finding initiative, completing the review of City ordinances, policies and procedures regarding tourism and continuing to work with the tourism community to improve City services.

The Film Services Division will focus its marketing and recruitment efforts on using the Georgia Entertainment Industry Investment Act, which is a base tax credit offered to production companies. This new tool should return Georgia to economic competitiveness.

In the past, the number of student projects requiring Film Commission assistance has grown dramatically, mainly due to the expansion of the Savannah College of Art and Design film and video department. This will further increase in 2006.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 215,889	\$ 234,386	\$ 246,794	5.3
Outside Services	91,275	70,105	105,641	50.7
Commodities	16,873	12,435	10,060	-19.1
Interfund Services	6,999	11,383	10,962	-3.7
Other Expenses	2,944	0	0	
TOTAL	\$ 333,980	\$ 328,309	\$ 373,457	13.8

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Downtown Programs Technician	1.00	1.00	1.00	15
Location Specialist	1.00	1.00	1.00	18
Downtown Programs Coordinator	1.00	1.00	1.00	24
Tourism and Film Services Director	1.00	1.00	1.00	35
TOTAL	4.00	4.00	4.00	

Budget Highlights

- The 2006 budget for Tourism and Film Services is \$373,457, an increase of 13.8% above 2005 projected expenditures. This increase is primarily in Outside Services due to the printing of a

location book designed to show Savannah locations to film, television, commercial and print professionals.

MANAGEMENT AND FINANCIAL SERVICES BUREAU

Assistant City Manager/
Management and Financial
Services

Personnel: 3

Water¹
Fund

General
Fund

Parking¹
Services
Fund

Internal¹
Services
Fund

Research
&
Budget

Personnel: 12

Recorder's Court
of Chatham County

Personnel: 27.50

Auditing

Personnel: 8

Information
Technology

Treasury

Personnel: 22

Finance

Personnel: 15

Human
Resources

Personnel: 20

Vehicle
Maintenance

Utility
Services

Purchasing

Personnel: 7

Research Library &
Municipal Archives

Personnel: 2

Central
Services

Personnel: 18.85

¹ Administered in a separate fund.

MANAGEMENT AND FINANCIAL SERVICES BUREAU

Bureau Mission

To meet or exceed the expectations of customers by providing sound financial management, pro-active planning for infrastructure maintenance and

improvements, and employees that are well trained and productive

Expenditures By Type

There is one service improvement for Management and Financial Services Bureau departments within the General Fund in 2006:

- Re-instatement of the assistant Research and Budget director position to perform supervisory, professional, and analytical budget work in management of the City's Research and Budget Department.

Service improvements funded in 2005 include:

- The addition of a coordinator position to manage the

311 Call Service Center.

- The replacement of equipment to continue to meter and process the City's out-going mail.

The decrease in expenditures in the Bureau is primarily due to the merger of Information Technology (IT) and Tele-Electronics. Tele-Electronics will move from the General Fund to the Internal Services Fund to become the Wireless Services section of IT.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 6,659,032	\$ 7,437,014	\$ 7,532,058	1.3
Outside Services	1,715,601	2,080,341	1,792,746	-13.8
Commodities	347,846	394,120	292,776	-25.7
Interfund Services	1,005,084	771,293	726,729	-5.8
Capital Outlay	18,593	59,600	0	-100.0
Interfund Transfers	11,173	0	0	0.0
Other Expenses	48,299	19,228	13,235	-31.2
G-8 Costs	47,291	0	0	0.0
TOTAL	\$ 9,852,919	\$ 10,761,596	\$ 10,357,544	-3.8

ASSISTANT CITY MANAGER/MANAGEMENT AND FINANCIAL SERVICES

Trends and Issues

The Management and Financial Services Bureau provides critical support services to front line departments and direct services to the public. The Bureau's General Fund activities include Assistant City Manager/Management and Financial Services, Research and Budget, Human Resources, Auditing, Finance, Purchasing, Treasury, Recorder's Court of Chatham County, Research Library & Municipal Archives, and Central Services.

The bureau experienced a challenging but successful year in 2005. The completion of the Liberty Street Parking Garage culminated in what has been an aggressive expansion of public services city-wide. The 883 space garage is an important step in balancing the parking needs of downtown while reducing traffic in the core Landmark Historic District. The update of the parking plan provides a blueprint for moving the City toward a system that uses parking as one of many options for citizens to reach their destination.

The City's 311 system continues its progress toward providing a single point of contact for all citizen inquiries. The software has been a success beyond

what was expected and more departments are being added to the system every month. The hours of the 311 Call Center have been expanded to 12 hours a day, five days a week. Further expansion will occur over the next year. The management reports have proven to be an invaluable tool for program and department evaluation.

Major projects for the coming year include:

- Completing the 1st phase of the installation of the City's new phone system that should significantly increase customer service and reduce operating costs;
- Continuing efforts to reduce the millage rate to a level competitive with surrounding jurisdictions and jurisdictions across the state;
- Managing the Ellis Square Garage and square restoration project;
- Exploring the replacement of the City's current financial software with an Enterprise Resource Planning (ERP) system to improve existing accounting, budgeting, human resources, and revenue systems.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 255,829	\$ 322,712	\$ 335,428	3.9
Outside Services	29,467	18,333	17,964	-2.0
Commodities	2,265	6,882	2,454	-64.3
Interfund Services	6,110	6,273	7,011	11.8
TOTAL	\$ 293,671	\$ 354,200	\$ 362,857	2.4

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Executive Secretary	1.00	1.00	1.00	14
Management Services Coordinator	1.00	1.00	1.00	27
Assistant City Manager, Management and Financial Services	1.00	1.00	1.00	60
TOTAL	3.00	3.00	3.00	

RESEARCH AND BUDGET

Trends and Issues

Research and Budget's primary responsibilities include: preparing a fiscal plan that provides the resources needed to support Council's strategic priorities and the service delivery needs of citizens, businesses, and visitors, providing a diversified revenue base that includes securing grant funds from government and private funding sources to leverage the financing of governmental services, and updating the five-year capital plan to support a program of regular maintenance, replacement and growth of the City's infrastructure.

Research and Budget also processes personnel transactions for all City departments and provides financial information to management for decision making. Staff assist City departments in budget related matters, and have been an active participant in the successful merger of the Savannah-Chatham Metropolitan Police Department.

The Department updates the City's Disaster Preparedness Recordkeeping Plan annually as well as trains applicable staff. The 2004 and 2005 hurricane seasons were devastating. The need for such a plan is essential in the event Savannah experiences a hurricane or other catastrophic event.

Research and Budget coordinates the City's performance measurement data submittal process for the ICMA – Center for Performance Measurement. A number of City departments provide data for a list of core measures which allows Savannah to benchmark its performance against similar cities.

The City's 2006 fiscal plan will be developed with primary consideration of Council's strategic priorities with minimal long term financial impact to citizens and businesses.

Goals and Objectives

Goal: A City which provides personnel resources required to support strategic priorities of departments needed to serve citizens, businesses, and visitors

Objective:

- To process 99% of personnel transactions within 5 business days

Goal: A City which provides accurate and timely financial information to management for decision making on a periodic basis

Objectives:

- To provide a quarterly *Budget Status Report*
- To update the Financial Trends Indicators

Report, Five-Year Financial Plan and Risk Management Fund Report on an annual basis

Goal: A City that prepares financial plans that establish and maintain effective management of the its financial resources and assets

Objectives:

- To prepare the annual *Service Program and Budget* by October 15th
- To update the capital improvement plan by October 15th

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Personnel actions processed	912	829	912	1,285	1,000
- Financial reports prepared	6	4	7	6	7
- Prepare the <i>Service Program and Budget</i>	1	1	1	1	1
- Update the five-year <i>Capital Improvement Plan</i>	1	1	1	1	1
Efficiency Measures					
- Cost per personnel transaction	\$45.00	\$52.00	\$45.00	\$35.00	\$48.00
- % of budget spent	100.0%	101.8%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of personnel transactions processed within 5 business days	99.0%	99.0%	99.0%	99.0%	99.0%
- % of financial reports completed by due date	100.0%	67.0%	100.0%	86.0%	100.0%
- Preliminary <i>Service Program and Budget</i> completed by due date	-	-	10/15/05	10/24/05	10/15/06
- Preliminary <i>Capital Improvement Plan</i> completed by due date	-	-	10/15/05	10/24/05	10/15/06

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 627,246	\$ 639,131	\$ 737,356	15.4
Outside Services	24,695	44,232	34,272	-22.5
Commodities	13,213	15,659	6,950	-55.6
Interfund Services	17,325	18,534	19,316	4.2
Other Expenses	890	1,717	0	-100.0
TOTAL	\$ 683,369	\$ 719,273	\$ 797,894	10.9

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Budget Technician	2.00	2.00	2.00	14
Management Analyst	2.00	3.00	3.00	21
Management Analyst, Senior	1.00	1.00	1.00	23
Management Analyst, Principal	3.00	3.00	3.00	25
Grant Coordinator	1.00	1.00	1.00	25
Assistant Research & Budget Director	0.00	0.00	1.00	30
Research & Budget Director	1.00	1.00	1.00	36
TOTAL	10.00	11.00	12.00	

Budget Highlights

- The 2006 budget includes \$69,419 for reinstatement of the assistant Research and Budget director position. This position will perform supervisory, professional, and analytical budget work in management of the City's Research and Budget Department.

HUMAN RESOURCES

Trends and Issues

Human Resources is responsible for filling all City positions with a diversity of qualified and capable individuals, providing cost effective and competitive pay and benefit programs to all employees, providing quality training to equip employees with the technical, managerial, and customer service skills to serve the citizens of Savannah, and creating a quality workforce for all employees. Human Resources will continue to advise departments within the organization on issues of recruitment, selection, benefits, wages, employee relations and training.

Human Resources most critical concern is the rising cost of providing health care coverage for employees and retirees. Employee health will continue to be an important focus of the department in order to determine how to maximize the health and productivity of all City of Savannah employees. The benefit package which is offered to employees can serve two purposes – improve their financial and physical wellness and promote retention. As the employee population continues to age, both are critical issues for the organization. The Department will continue to promote effective disease

management programs to reduce medical plan costs and improve individual employee health.

As the economy improves and knowledgeable employees seek other employment, Human Resources must be mindful to not lose the job knowledge of departing individuals. In the area of organizational development, staff will focus on training and developing current employees in an attempt to eliminate a shortage in skills needed for this organization, particularly in the technical skills area.

Human Resources also expect to see quality workers having greater choices among jobs, salary offers, and benefits. The Department will need to focus on its core responsibilities: finding, attracting, and keeping quality employees. In doing so, aggressive recruitment with optimum use of technology will be conducted along with development of strong retention strategies and devising appropriate recognition and rewards programs to ensure the City of Savannah is a sought-after place to work.

Goals and Objectives

Goal: A City which attracts and retains a competitive workforce of exceptionally well qualified, motivated, and diverse individuals

Objectives:

- To recruit and certify the best possible applicants for City positions
- To maintain a competitive and cost efficient compensation package
- To provide a quality benefits program at a controlled cost
- To maintain a classification plan that ensures internal and external equity
- To maintain a desirable turnover rate

Goal: A City that enhances the knowledge, skills and abilities of the workforce so that they may serve customers effectively, efficiently, and courteously

Objectives:

- To identify knowledge, skills and abilities which need development
- To design, develop and deliver training focused on needs
- To conduct class and follow-up evaluations

Goal: A City that promotes a quality work environment which enhances positive leadership and employee morale

Objectives:

- To coordinate and promote the quality process with City management and employees
- To enhance city-wide employee communication

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Hours of training delivery	800	646	800	800	800
- Number of employees participating in training programs	1,850	2,014	1,950	1,950	1,950
- Number of employees/retirees enrolled in medical plan	2,795	2,815	2,900	2,825	2,860
- Percent of employees participating in Health Risk Appraisal	60%	71%	60%	63%	63%
- Percent of employees seeking Employee Assistance Program services	15%	14%	15%	15%	15%
- Number of benefit, pay and personnel changes/actions	5,000	5,570	6,000	6,000	7,000
- Number of applications processed	5,000	4,597	5,000	5,300	5,300
- Number of tests administered	3,000	3,947	3,000	4,000	4,000
- Hours spent conducting applicant ratings	600	484	500	530	530
- Number of positions filled	600	555	600	1,000	750
- Number of classification analyses conducted	30	31	25	50	40
- Number of complaints/charges handled	10	10	10	10	10
- Average number of monthly participants in employee fitness program	175	184	190	290	290
- Number of Cobblestone News published	4	4	4	4	4
- Number of Employee Advisory Council meetings conducted	12	14	12	12	12
- Number of City-wide employee appreciation events	2	2	2	2	2
- Number of Grievance Associates trained and certified	10	8	10	14	14
Efficiency Measures					
- Average monthly medical claims cost per employee/retiree	\$450.00	\$441.00	\$500.00	\$500.00	\$600.00
- Average time to certify professional applicants	5 weeks	2.5 weeks	28 days	20 days	28 days
- Average time to certify other applicants	3 weeks	2.4 weeks	21 days	17 days	21 days
- % of budget spent	100.0%	98.5%	100.0%	102.4%	100.0%
Effectiveness Measures					
- Training evaluations on 1-5 scale (5 = most positive)	4.50	4.91	4.50	4.66	4.66

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
- Lower medical cost per employee vs. national average	10.0%	17.0%	10.0%	10.0%	10.0%
- Participation of employees in HRA vs. national average of similar voluntary programs	60%/40%	71%/40%	60%/40%	63%/40%	63%/40%
- % of employees completing probation	80.0%	80.0%	80.0%	80.0%	80.0%
- City-wide turnover rate	12.0%	12.5%	11.0%	12.0%	12.0%
- Customer satisfaction rating of Human Resources services (4 = most positive)	3	3	3	3	3
- Percent of mediation sessions conducted resulting in resolution	80.0%	80.0%	80.0%	80.0%	80.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 1,118,707	\$ 1,175,044	\$ 1,233,738	5.0
Outside Services	225,964	278,851	268,522	-3.7
Commodities	81,392	76,759	79,696	3.8
Interfund Services	72,668	63,421	58,147	-8.3
Other Expenses	27,085	0	0	0.0
TOTAL	\$ 1,525,816	\$ 1,594,075	\$ 1,640,103	2.9

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Human Resources Assistant	4.00	4.00	4.00	11
Human Resources Technician	5.00	5.00	5.00	15
Employee Development Coordinator	2.00	2.00	2.00	21
Employee Assistance Coordinator	1.00	1.00	1.00	23
Human Resources Analyst	2.00	2.00	2.00	23
Employee Relations Coordinator	1.00	1.00	1.00	23
Employee Health Coordinator	1.00	1.00	1.00	24
Human Resources Analyst, Senior	1.00	1.00	1.00	25
Human Resources Administrator	2.00	2.00	2.00	30
Human Resources Director	1.00	1.00	1.00	40
TOTAL	20.00	20.00	20.00	

AUDITING

Trends and Issues

Auditing achieves its mission through project selection and its active role within the City organization. The department will continue to assess the internal control systems, efficiencies, and effectiveness of City operations by conducting a full range of audits and reviews. Auditing completes approximately forty projects annually ranging in levels of complexity from management advisory briefings to complex system reviews.

While changing technology provides better tools for accomplishing the City's multiple missions, it decreases controls and therefore increases the need for accountability. A healthy control framework includes skilled managers, an ethical workplace and

an effective Audit Department. To remain effective and current with technology, all auditors annually complete forty hours of training related to the latest analytic and auditing techniques.

For the year 2006, the department's audit plan will be based on the results of the City-wide risk assessment begun in 2005. Auditing will continue to conduct financial control assessments and actively participate in City-wide teams to make improvements to various plans, processes, and systems. Since training of City employees is directly associated with establishing a strong control environment, Auditing will continue to conduct classes on management controls.

Goals and Objectives

Goal: A City which utilizes the Auditing Department to assist in maintaining its financial health

Objectives:

- To evaluate 90% of requests for assistance within five work days
- To respond to 100% of requests for assistance in the development and implementation of value-added recommendations
- To conduct training on management controls on a semi-annual basis which is available to all employees
- To receive 80% satisfaction rate from bureau chiefs and department heads on overall services provided by Auditing
- To receive 80% satisfaction rate from bureau chiefs and department heads on level of comfort in contacting Auditing

Goal: A City where all taxpayer funded assets are used effectively, efficiently and in compliance with all relevant laws, regulations, ordinances and policies

Objectives:

- To conduct a minimum of six contract and policy compliance reviews
- To complete 100% of regular financial audits per audit schedule including: bank statement reconciliations, inventory counts, and petty cash counts
- To investigate 80% of reported instances of suspected/potential loss of City resources within an average of twenty working days
- To evaluate the need for changes to relevant policies and procedures as a part of each audit and review

Goal: A City which maintains a trained and professional Audit Department

Objective:

- To have all auditors complete forty hours of training annually

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Compliance reviews completed	-	-	6	6	6
- Management control classes conducted	-	-	2	2	2
- Assist policy owners with review of policies and procedures and recommend changes as needed	-	-	3	3	3
- Interpret policies and procedures upon request	-	-	8	8	8
Efficiency Measures					
- % of requests for assistance evaluated within 5 work days	-	-	90.0%	90.0%	90.0%
- % of requests for assistance with recommendations responded to	-	-	100.0%	100.0%	100.0%
- % of investigations completed within an average of 20 work days	-	-	80.0%	80.0%	80.0%
- % of financial audits completed per audit schedule	-	-	100.0%	100.0%	100.0%
- % of required training completed by staff	-	-	100.0%	100.0%	100.0%
- % of budget spent	100.0%	97.3%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of Bureau Chiefs and Department Heads satisfied per survey with overall services of Auditing	-	-	80.0%	80.0%	80.0%
- % of Bureau Chiefs and Department Heads satisfied per survey with level of comfort with Auditing	-	-	80.0%	80.0%	80.0%

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 441,390	\$ 512,232	\$ 527,487	3.0
Outside Services	14,510	22,829	22,259	-2.5
Commodities	3,405	3,781	2,497	-34.0
Interfund Services	15,377	10,806	11,625	7.6
TOTAL	\$ 474,682	\$ 549,648	\$ 563,868	2.6

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	0.00	1.00	1.00	13
Internal Auditor	3.00	3.00	3.00	21
Internal Auditor, Principal	3.00	3.00	3.00	25
Auditing Director	1.00	1.00	1.00	36
TOTAL	7.00	8.00	8.00	

FINANCE

Trends and Issues

Finance provides financial expertise and support to City management and to the operating departments of the City. The Department prepares monthly interim financial reports, as well as the annual audited Comprehensive Annual Financial Report (CAFR). Finance also disburses City funds through its payroll and accounts payable functions and issues checks to City pensioners, and oversees all of the City's investing and borrowing activities.

As evidenced by the recent receipt of its twentieth Certificate of Achievement for Excellence in Financial Reporting (awarded by the Government Finance Officers Association) for the City's latest CAFR, the Department provides external financial reporting which meets the requirements of generally accepted accounting and financial reporting principles. While the annual CAFR is addressed primarily to external financial statement users such as investors in City bonds and credit rating agencies, the Department also prepares monthly interim financial statements useful to internal users for management oversight, and budget versus actual comparisons.

The Department works to ensure the City's external financial statements are in compliance with the pronouncements of the Government Accounting Standards Board (GASB). In recent years, the Department complied with the far reaching requirements of GASB Statement 34 at no extraordinary expense to the City or delay. GASB has issued new standards on accounting for post-retirement medical benefits. Like most government employers, the City currently recognizes and finances

post-retirement medical benefits on a pay-as-you-go basis. The new standard requires recognition of this liability over the working career of employees. This new requirement will have a significant impact on the City by requiring earlier recognition of this expense.

During 2006, the Finance Department will continue to actively manage the City's financial resources in a manner that is not only fiscally responsible but also aligned with the priorities identified by the Mayor and Council. These two objectives led the Finance Department to implement an investment solicitation process that engages each local bank and offers them an opportunity to acquire City deposits through a competitive bidding process. Another program implemented by the Finance Department strives to achieve the Mayor and Council's goal of economic development throughout the entire community. The program, called the Matched Deposit Program, provides incentives for banks that make loans within the City's CDBG areas. The Matched Deposit Program, while in its infancy, has already been successful and is expected to grow in 2006.

The Finance Department assists other departments in financial related matters. In 2006, some matters that the Department will assist in are: contract renegotiations with the operator/owner of the Resource Recovery Facility used by the City for solid waste disposal, financing of new parking facilities, rate analysis for City water, sewer, and sanitation utilities, and analysis and negotiation of terms for annexation of new areas to the City.

Goals and Objectives

Goal: A City that provides financial statement users with accurate, useful and timely information

Objectives:

- To prepare the City's Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and obtain an unqualified opinion on the financial statements from the City's independent auditor
- To provide interim financial information to

internal users within seven business days of month end

- To complete the CAFR and have ready for printing before April 15 each year
- To ensure successful completion of the Single Audit which is necessary to comply with state and federal regulations governing grant recipients

Goal: A City which maintains a highly trained, professional staff capable of utilizing the latest in technology and achieving continuous improvement

Objectives:

- To provide staff up-to-date professional literature and memberships in professional organizations
- To require each staff member to attend at least one training course or professional seminar during the year

- To maintain a General Fund fund balance of between 7% and 12% of annual General Fund expenditures
- To create financial statements, perform analysis and successfully bill Chatham County for its share of the costs associated with the Metropolitan Police Department
- To monitor refinancing opportunities and refinance debt at lower interest rates when present value of savings exceeds 3% of the amount refinanced

Goal: A City that maintains financial capacity and financial flexibility to fund the City’s vision for service delivery by the City’s operating departments

Objectives:

- To pay all vendor invoices within 30 days of receipt
- To maintain the average daily un-invested cash balance at no more than .05% of the total portfolio book value
- To maintain the City’s general obligation credit ratings of AA/Aa3 by Moody’s and Standard & Poor’s. Maintain City’s water and sewer revenue ratings of AA+/Aa3

Goal: A City which prepares and processes the payroll function for both active employees and retirees in an efficient and accurate manner

Objectives:

- To prepare biweekly payrolls meeting all time sensitive deadlines
- To prepare weekly payrolls meeting all time sensitive deadlines
- To prepare monthly pension disbursements meeting all time sensitive deadlines
- To prepare and distribute accurate 1099 and W2 tax forms in a timely manner

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Paychecks prepared	83,000	92,116	104,000	104,000	105,000
- Pension benefit checks prepared	9,200	12,583	11,100	11,100	11,500
- Vendor checks prepared	37,000	42,031	45,000	45,000	46,000
- Accounts receivable bills prepared	4,000	5,342	6,000	6,000	6,000
- Special assessment bills prepared	600	252	600	130	130
- Dollars managed (millions)	\$200.00	\$209.00	\$209.00	\$209.00	\$210.00
- Monthly financial statements prepared	12	12	12	12	12
- Bonds issued	1	0	1	1	1
- Annual financial report issued	1	1	1	1	1
Efficiency Measures					
- Cost per paycheck	\$2.22	\$2.04	\$1.86	\$2.00	\$1.90
- Cost per benefit check	\$2.71	\$2.01	\$3.76	\$2.53	\$3.97
- Cost per vendor check	\$5.47	\$5.94	\$6.06	\$6.14	\$6.41
- Cost per \$ million managed	\$177.39	\$86.73	\$89.86	\$95.83	\$98.84
- Cost per accounts receivable bill	\$3.61	\$4.74	\$4.38	\$4.67	\$4.84
- Cost per special assessment bill	\$4.81	\$14.36	\$3.13	\$3.51	\$3.85
- % of budget spent	100.0%	96.8%	100.0%	100.0%	100.0%

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- "Clean" opinion received	Yes	Yes	Yes	Yes	Yes
- Date CAFR sent to printer	-	-	4/15/05	4/15/05	4/15/06
- % of staff who have attended training	-	-	100.0%	100.0%	100.0%
- % of book value uninvested	0.0%	0.0%	0.0%	0.0%	0.0%
- % of invoices paid in 30 days	-	-	100.0%	95%	100%
- Standard & Poor's General Obligation bond rating	-	-	AA	AA	AA
- # of days to produce financial information	7	7	7	7	7
- % of General Fund, fund balance to total expenditures	12.0%	18.0%	12.0%	15.0%	15.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Personal Services	\$ 749,118	\$ 826,641	\$ 875,139	5.9
Outside Services	109,651	195,571	123,346	-36.9
Commodities	44,208	47,075	47,671	1.3
Interfund Services	49,051	42,850	43,614	1.8
Capital Outlay	0	8,000	0	-100.0
Other Expenses	1,407	0	0	-100.0
TOTAL	\$ 953,435	\$ 1,120,137	\$ 1,089,770	-2.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2065</u>	<u>Grade</u>
Account Clerk, Senior	4.00	4.00	4.00	11
Administrative Assistant	1.00	1.00	1.00	13
Account Technician	1.00	1.00	1.00	14
Accountant	4.00	4.00	4.00	21
Accountant, Senior	2.00	2.00	2.00	23
System Analyst, Senior	1.00	1.00	1.00	24
Assistant Finance Director	1.00	1.00	1.00	31
Finance Director	1.00	1.00	1.00	51
TOTAL	15.00	15.00	15.00	

PURCHASING

Trends and Issues

Purchasing's goal is to procure required materials, supplies, equipment and services in a timely, cost effective manner in support of all City activities and priorities within the guidelines of the City's procurement code and policies.

The services provided by Purchasing impact the financial well being of the City. Purchasing seeks to obtain the best value. Purchasing evaluates procurements to determine the most appropriate procurement strategy. Recent strategies have included design-build contracting and prequalification of contractors. Design-build contracting is useful for fast track projects while prequalification of contractors results in higher quality contractors on City projects

while maintaining the competitive process. Purchasing is also considering the use of on-line internet auctions for surplus as well as reverse auctions for certain procurements. Criteria such as product quality and life cycle costs are used to obtain the best value for the taxpayer.

An important City priority is to increase minority and women owned business participation in City procurements. Purchasing is evaluating alternatives for improved tracking of minority and women owned business participation, as the responsibility is currently spread throughout the organization. A single centralized database would provide a useful tool for evaluating the City's progress.

Goals and Objectives

Goal: A City that supports department goals by providing the required materials, services when and where needed, in the required quantity and quality at the lowest possible cost while maintaining an open and competitive procurement system

Objective:

- To achieve 75% satisfaction rate with bid processing time as measured by the internal services survey

Goal: A City that provides a procurement system that promotes minority, women owned and local business participation with no impediments

Objective:

- To award 12% of total dollars awarded by the City to minority and women owned business

Goal: A City that provides training on purchasing procedures and increase customer satisfaction with the Purchasing process

Objectives:

- To train a minimum of 30 personnel annually
- To receive a satisfactory evaluation of Purchasing training

Goal: A City that prepares and solicit bids in a timely manner in accordance with departmental and City requirements

Objective:

- To issue purchase orders within one week of requisition being issued

Goal: A City that obtains best value for City taxpayers in all procurements

Objective:

- To utilize bid processes that consider quality and life cycle costs where practical, and use request for proposals for 10% of non-construction bids

Goal: A City that provides training and professional development opportunities for employees

Objectives:

- To have all purchasing staff attend at least one formal training session annually
- To maintain 100% departmental professional certifications

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of requisitions	6,200	6,413	6,200	6,400	6,400
- Number of specifications prepared	500	548	520	428	400
- Number of annual contracts	165	170	165	161	165
- Number of telephone quotes	1,000	1,027	1,000	1,100	1,000
Efficiency Measures					
- Cost per requisition	\$71.00	\$67.00	\$72.00	\$71.00	\$73.00
- % of budget spent	100.0%	94.6%	100.0%	100.1%	100.0%
Effectiveness Measures					
- City personnel trained on City purchasing policies and procedures	30	48	30	30	30
- Overall satisfaction as measured by the Internal Services Survey	-	-	75.0%	75.0%	75.0%
- % of Minority and Women business participation in City procurements	-	-	12.0%	12.0%	12.0%
- Purchase Orders issued within one week of requisition	-	-	-	89.0%	89.0%
- Satisfactory evaluation of Purchasing training	-	-	-	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 369,042	\$ 383,843	\$ 404,250	5.3
Outside Services	20,386	28,434	26,260	-7.6
Commodities	8,924	7,106	6,600	-7.1
Interfund Services	30,817	33,503	28,715	-14.3
Other Expenses	1,482	150	0	- 100.0
TOTAL	\$ 430,651	\$ 453,036	\$ 465,825	2.8

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Purchasing Technician	2.00	2.00	2.00	13
Buyer	3.00	3.00	3.00	19
Purchasing Director, Assistant	1.00	1.00	1.00	26
Purchasing Director	1.00	1.00	1.00	36
TOTAL	7.00	7.00	7.00	

TREASURY

Trends and Issues

The Treasury Division of the Revenue Department administers the revenue programs for the City of Savannah, operates the Central Cashiering activity, administers collection of delinquent revenues, and coordinates compliance and enforcement efforts for alcohol licensing and other business activities within the City.

The Property Tax Unit performs billing and collection of taxes and special assessments for real and personal property in the City of Savannah and provides accounts management and customer service activities for this revenue program. Property taxes comprise 30% of the total General Fund revenue for the City. The work of this unit is performed in conjunction with the Chatham County Tax Assessor's Office, the Chatham County Tax Commissioner's Office, and a contract agency that assists in delinquent tax collections. In 2005, two positions were added to this unit to improve collections of special assessments, including property maintenance fees and street paving assessments, as well as other miscellaneous receivables.

The Business Tax Unit receives and processes business tax returns for new businesses and annual renewals; receives and processes applications for new alcohol licenses and annual renewals; and provides accounts management and customer service activities required for these programs.

The Central Cashiering Unit receives and processes all funds received by the City of Savannah, including

all utility services payments and property tax receipts. All payments for user fees billed by City operating departments are received and processed by Central Cashiering.

The Revenue Department continues efforts to reduce reliance on property tax revenues by enhancing collection efforts for delinquent taxes and fees; implementing strategies for improving collections for miscellaneous receivables; continuing compliance reviews and audits on business tax and other return systems; and seeking alternative revenue sources. Two positions added to the department in recent years, a revenue compliance analyst and a revenue enforcement coordinator, provide a balanced approach to achieving and maintaining a compliance ethic in the tax return systems and collection of delinquent receivables. In 2005, the Marshall's Unit was eliminated and the enforcement staff was divided between the Property Tax Unit and the Business Tax Unit.

A major issue confronting the department in the immediate future relates to the annexations that have occurred in recent years and the increased number of accounts that will be added to the tax programs. This growth in the tax digest with new development of residential and commercial properties will impact all areas of operation in the department, including the cashiering activity. The planned improvements in the City's financial software and implementation of the 311 program will assist with the impact of this growth in the various work programs.

Goals and Objectives

Goal: A City that bills and collects 100% of all City tax revenues within planned time frames and consistent with state and local revenue codes

Objectives:

- To bill real property taxes in two installments, March and September, achieving a 99% collection rate by collecting 93% of taxes in the year of billing and levy on delinquent accounts for prior years
- To bill personal property taxes once annually, in September, achieving a 99% collection rate by

collecting 93% of taxes in the year of billing and levy on delinquent accounts in prior years

- To bill business tax accounts once annually, in January, collecting 100% of accounts by July 1 of each year
- To receive and process hotel/motel tax returns monthly and conduct compliance reviews on 33% of the accounts annually
- To receive and process auto rental tax returns monthly and perform compliance reviews on 50% of businesses annually

- To receive and process preservation fee returns monthly and perform compliance reviews on 33% of businesses annually
- To receive and process mixed drink tax returns monthly and perform semi-annual reviews on 100% of businesses annually
- To receive and process monthly returns for convention district room occupancy fees and perform compliance reviews in conjunction with hotel tax reviews
- To bill and collect false alarm fees monthly for false alarm incidents and reduce incidents to 50% of the 2002 level
- To monitor receipt of monthly returns for 911 fees
- To monitor timely receipt of franchise fees from telecommunications, electric, cable and natural gas utilities
- To achieve a collection rate of 70% for miscellaneous accounts receivables in the year of billing

Goal: A City that provides alcohol dispensing licenses to applicant businesses, as approved by City Council, and ensures compliance with state and local regulatory codes for businesses involved with dispensing alcohol

Objectives:

- To receive and process applications for alcohol licenses and collect all required fees for dispensing alcohol and renew 100% of licenses by January 31 each year
- To monitor compliance with local ordinances governing dispensing of alcohol sales and conducting 40 enforcement visits each month
- To conduct one alcohol licensing training session each quarter

Goal: A City that receives and deposits 100% of all General Fund revenues for City services, taxes, user fees, franchise fees, special assessments, regulatory fees and miscellaneous accounts receivables

Objectives:

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

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Property tax accounts managed	-	-	-	59,109	60,000
- Business tax accounts managed	-	-	-	8,500	8,750
- Tax return accounts managed	-	-	-	450	475
- False alarm accounts managed	-	-	-	8,700	9,000
- Miscellaneous accounts receivables managed	-	-	-	2,300	3,000
- Cashier transactions	692,500	693,444	700,000	700,000	701,500
- Alcohol training sessions conducted	-	-	-	4	4
- Alcohol enforcement visits	-	-	-	480	480
Efficiency Measures					
- Cost/property tax account	-	-	-	\$11.00	\$10.00
- Cost/business tax account	-	-	-	\$42.00	\$43.00
- Cost/tax return account	-	-	-	\$148.00	\$139.00
- Cost/false alarm account	-	-	-	\$7.00	\$7.00
- Cost/miscellaneous accounts receivable	-	-	-	\$53.00	\$42.00
- Cost/cashier transaction	\$0.36	\$0.36	\$0.36	\$0.28	\$0.28
- % of budget spent	100.0%	104.4%	100.0%	88.8%	100.0%
Effectiveness Measures					
- % property tax collected vs. billed, current year	-	-	-	92.0%	93.0%
- % property tax collected vs. billed, prior years	-	-	-	99.0%	99.0%
- % business tax accounts completed within standard	-	-	-	100.0%	100.0%
- % alcohol licenses completed within standard	-	-	-	100.0%	100.0%
- % tax return accounts reviewed/audited	-	-	-	33.0%	33.0%
- % reduction in false alarm vs. base year 2002	-	-	-	48.0%	50.0%
- % miscellaneous receivables accounts collected vs. billed	-	-	-	-	70.0%
- % cashier receipts/deposits processed timely	-	-	-	100.0%	100.0%
- % alcohol training sessions conducted	-	-	-	100.0%	100.0%
- % alcohol enforcement visits conducted	-	-	-	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 803,270	\$ 889,323	\$ 950,799	6.9
Outside Services	195,854	306,236	190,099	-37.9
Commodities	44,427	65,266	66,988	2.6
Interfund Services	471,212	211,675	205,989	-2.7
Other Expenses	8,436	9,198	5,183	-43.7
TOTAL	\$ 1,523,199	\$ 1,481,698	\$ 1,419,058	-4.2

Positions

<u>Class Title</u>	2004	2005	2006	<u>Grade</u>
Cashier	3.00	3.00	3.00	9
Account Clerk	4.00	4.00	4.00	10
Account Clerk, Senior	1.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Revenue Specialist	3.00	4.00	4.00	13
Revenue Investigator	2.00	2.00	2.00	13
Chief Revenue Investigator	1.00	1.00	1.00	18
Revenue Supervisor	2.00	2.00	2.00	19
Revenue Compliance Analyst	1.00	1.00	1.00	21
Assistant Revenue Director	1.00	1.00	1.00	30
Revenue Director	1.00	1.00	1.00	36
TOTAL	20.00	22.00	22.00	

Budget Highlights

- Outside Services decrease \$116,137 primarily due to the tax service for delinquent collections. The cost of this service is expected to be less in 2006 due to successful collection efforts the past few years.

RECORDER'S COURT OF CHATHAM COUNTY

Trends and Issues

Recorder's Court of Chatham County plays an active and vital role in the criminal justice system. The Court's primary function is to provide bench trials for persons charged with traffic and local ordinance offenses, accept guilty pleas from persons charged with misdemeanor offenses, and conduct probable cause hearings for persons charged with misdemeanor and felony offenses. Beyond the courtroom activity, the judiciary issues criminal warrants and search warrants for agencies operating in the City of Savannah and unincorporated areas of Chatham County.

In 2004, Recorder's Court began providing administrative hearings for code enforcement violations. The primary user of this process is the City's Property Maintenance Department. This approach focuses on allowing the accused to be a partner in resolving violations and gives the code enforcement departments an opportunity to use the process to educate those citizens who violate these ordinances. The City was successful in getting a bill sponsored in the 2005-2006 session of the General Assembly which would give the judiciary additional sentencing options on local ordinance matters. The bill is still pending. Hopefully, the General Assembly will approve this bill in 2006.

In 2005, the Public Defender's Office began operation. In 2003, the Georgia General Assembly established a

Public Defender System for the entire State. In 2004, the Georgia General Assembly passed HB 1 EX to help fund this system. As the Public Defender's Office transitions from relying on a panel of appointed attorneys to handle the workload, the court will need to be ready to provide the resources necessary to ensure the rights of defendants are met. The court anticipates the current funding level will be sufficient to meet these needs.

In 2004, the City of Savannah Information Technology (IT) Department began designing a new case and financial management system for the court. Programming began in March, 2005 and the project is expected to be completed during the first half of 2006. The goal is to develop a case management system that will provide easy and secure access to criminal justice users throughout Chatham County. The Recorder's Court staff will have to begin allocating time to work with the IT Department in this important project. The General Assembly passed local legislation to allow the Chief Judge to impose a "Technology Fee" to help meet the technical needs of the court. The court will begin collecting this fee by June 2005.

The staff of Recorder's Court is working with the necessary departments and agencies to address these issues.

Goals and Objectives

Goal: A City that has a court which provides for the processing and disposition of all traffic citations, criminal accusations, and local ordinance violations filed with the court within the time standards established by law and local practice

Objectives:

- To provide the judiciary the opportunity to achieve an average rate of less than 21 days from filing to disposition on all criminal accusations, either by sentencing or committal to a higher court
- To provide the judiciary the opportunity to dispose of traffic citations within 35 days after being assigned to a court docket
- To enter all citations filed with the court onto the

appropriate court docket within 3 days after receiving the citation

Goal: A City that has a court which provides a program to help improve the livability of neighborhoods, reduces incidents of blight, and promotes healthy communities and good citizenship

Objective:

- To provide administrative hearings for property maintenance violators

Goal: A City that has a court which is responsive to each court user's individual needs

Objectives:

- To provide an opportunity for 100% of all persons arrested and detained in jail to have a first appearance advisement hearing within 48 hours after arrest
- To issue hearing notices and subpoenas to persons who participate in cases to be heard in court

Goal: A City that has a court which actively pursues collection of fines and fees assessed by the judiciary

Objective:

- To notify 100% of delinquent offenders who fail to pay monthly payments

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Traffic citations filed	63,000	51,833	58,000	58,000	58,000
- Misdemeanor accusations filed	8,000	8,988	8,000	9,000	9,000
- Felony accusations filed	4,300	4,122	4,000	4,000	4,000
- Local ordinance accusations filed	2,500	2,462	2,800	2,800	2,800
- Pre-sentence investigations	2,500	2,683	2,500	5,500	5,700
- Payment plans established	4,500	3,699	4,500	4,500	4,500
- Criminal warrants prepared	1,400	2,138	1,100	1,100	1,100
- Search warrants processed	175	177	175	175	175
- Delinquent notices issued	6,000	4,695	6,000	7,000	6,500
- Subpoenas/accusations issued	52,000	50,411	52,000	49,000	49,000
- Inmates handled	3,750	3,916	3,750	3,750	3,750
- Felony 1 st appearances (persons presented)	2,500	2,669	2,500	2,200	2,500
- Administrative hearings	-	-	-	750	750
Efficiency Measures					
- Cost per charge filed	\$22.00	\$26.00	\$25.00	\$26.00	\$26.00
- % of budget spent	100.0%	98.6%	100.0%	100.1%	100.0%
Effectiveness Measures					
- % of inmates presented at 1 st appearances	100.0%	100.0%	100.0%	100.0%	100.0%
- Average days; filing to first assignment (criminal)	17	7	17	17	17
- Average days; filing to first assignment (traffic)	35	35	35	35	35
- Average days to entry (case filings)	3	3	3	3	3
- % of delinquent offenders sent notices	100.0%	100.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 1,230,168	\$ 1,390,783	\$ 1,445,463	3.9
Outside Services	360,118	295,329	297,919	0.9
Commodities	34,171	35,908	36,400	1.4
Interfund Services	159,355	173,090	168,350	-2.7
TOTAL	\$ 1,783,812	\$ 1,895,110	\$ 1,948,132	2.8

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Judge Recorder's Court	3.00	3.00	3.00	--
Office Assistant	0.50	0.50	0.50	7
Cashier	4.00	4.00	4.00	9
Case Disposition Clerk	3.00	3.00	3.00	10
Bailiff	2.00	2.00	2.00	11
Customer Service Representative	1.00	1.00	1.00	11
Case Manager	6.00	6.00	6.00	12
Administrative Assistant	3.00	1.00	1.00	13
Executive Secretary	0.00	1.00	1.00	14
Court Services Specialist	2.00	2.00	2.00	16
Case Management Supervisor	1.00	1.00	1.00	19
Court Services Supervisor	1.00	1.00	1.00	19
Recorder's Court, Assistant Director	1.00	1.00	1.00	27
Recorder's Court Director	1.00	1.00	1.00	--
TOTAL	28.50	27.50	27.50	

RESEARCH LIBRARY & MUNICIPAL ARCHIVES

Trends and Issues

Research Library & Municipal Archives is responsible for collecting, cataloging, and maintaining professional and technical publications related to City functions, performing reference, research and retrieval services related to City information needs, establishing and administering access to external electronic information services and resources, and administering in-house depository records retention, and archival records programs and government document bibliographic control programs.

With respect to collections development, static annual buying power renders monographic and periodical acquisitions and electronic access and legal update services stable. Archival interests may require some funds directed toward acquisition and curation of

public collections from external sources.

The increasing age and volume of the City's public records, as well as revisions in State retention regulations, require more provisions for both housing and preservation. The City Hall Basement Records Center is now fully utilized to its capacity. Larger annual records moves are required to effectively utilize interim contracted records housing until completion of the archival annex in 2009. Additional City departments are requesting short-and-long-term storage assistance to meet legal retention regulations and to address office space overcrowding. Savannah, it's City Hall, and its City government reach significant milestone anniversaries in the years 2006 to 2014, which will receive appropriate observance and historical documentation.

Goals and Objectives

Goal: A City that provides its staff with appropriate collections of professional and technical literature which are developed and available for use

Objectives:

- To acquire and process monographic volumes and periodical volumes
- To catalog and classify library holdings in compliance with national standards in the national bibliographic utility

Goal: A City that provides its staff with reference and retrieval services in response to requests for information

Objectives:

- To place, retrieve, circulate, and replace library materials within the collections
- To develop and maintain 679 user aids on the City network

- To respond to 100% of reference/research inquiries via varied communication media

Goal: A City that provides its staff and the public with appropriate collections of archival and historical City records which are documented and available for use

Objectives:

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

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Monographic volumes added	247	219	217	217	220
- Periodical volumes added	108	119	120	120	120
- Shelving/circulation actions	9,566	9,498	9,551	1,664	1,675
- Library aids on network	-	-	-	263	263
- Archival aids on network	-	-	-	366	416
- Reference/research/service inquiries	-	-	-	5,039	5,060
- Record transfers (cu.ft.)	250	373	300	454	561
- Records dispositions (cu.ft.)	185	214	173	243	292
- Records moves inter-site (cu. ft.)	-	-	-	663	1,112
- Archival collections (cu. ft.)	-	-	-	2,987	3,087
- Local documents in ICUD	35	78	72	72	72
Efficiency Measures					
- Cost per volume added	\$101.00	\$101.00	\$101.00	\$128.65	\$146.76
- Cost per response made	\$5.00	\$5.00	\$5.00	\$6.43	\$7.34
- % of budget spent	100.0%	98.2%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of volumes processed	100.0%	100.0%	100.0%	100.0%	100.0%
- % of responses to inquires	100.0%	100.0%	100.0%	100.0%	100.0%
- % of Records Center occupied	100.0%+	100.0%+	100.0%+	100.0%+	100.0%+

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 86,100	\$ 111,464	\$ 142,868	28.2
Outside Services	71,539	91,767	93,015	1.4
Commodities	2,229	7,360	2,800	-62.0
Interfund Services	5,136	3,822	4,217	10.3
Other Expenses	0	0	1,700	100.0
TOTAL	\$ 165,004	\$ 214,413	\$ 244,600	14.1

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Cataloging Librarian	1.00	1.00	1.00	15
Library Director	1.00	1.00	1.00	36
TOTAL	2.00	2.00	2.00	

Budget Highlights

- The increase in Personal Services in 2006 is the result of the full year cost of the cataloging librarian position.

CENTRAL SERVICES DIRECTOR

Trends and Issues

The Central Services Director’s office is responsible for the provision of the following support services to the operating departments: inventory and property management, mail and custodial services, risk management, and customer service call center. This office also oversees custodial and maintenance services for the River Street Hospitality Center.

- Expanding and administering the Savannah Customer Service System, “311”, a City-wide, browser-based application that will enable the City to respond to citizen requests in a more timely and effective manner
- Managing the City’s risk, in light of the erosion of sovereign immunity for public entities in the state of Georgia.

In 2006, the department will be faced with challenges such as:

Goals and Objectives

Goal: A City that provides cost-effective and efficient management of Risk Administration, Inventory Management, Mail and Municipal Building Services, and Savannah Customer Service System

Objectives:

- To complete all objectives as scheduled and within budget
- To monitor property leases

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of objectives completed as scheduled and within budget	30	23	19	38	29
- Number of leases monitored	25	25	25	25	25
Efficiency Measure					
- % of budget spent	100.0%	100.5%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 132,832	\$ 139,487	\$ 143,844	3.1
Outside Services	8,463	7,941	5,960	-24.9
Commodities	721	1,100	1,100	0.0
Interfund Services	4,236	4,681	6,519	39.3
Total	\$ 146,252	\$ 153,209	\$ 157,423	2.8

Positions

<u>Class Title</u>	2004	2005	2006	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Central Services Administrator	1.00	1.00	1.00	36
TOTAL	2.00	2.00	2.00	

INVENTORY MANAGEMENT

Trends & Issues

Inventory Management is responsible for providing administrative control of the receiving, stocking and disbursement of commodities to all City departments. Meeting this requirement demands sound procedures and control systems that seek to minimize stock-outs and to provide accurate and timely information on inventory status.

During 2006, emphasis will be placed on improving customer service and achieving faster response to changes in priorities while ensuring that inventories

do not exceed quantities likely to be distributed based on historical usage.

Inventory Management will continue to investigate opportunities to enhance the administrative functions of the National Association for the Exchange of Industrial Resources (NAEIR) program, in order to improve the processes involved in the receiving, issuing and distribution of materials from NAEIR.

Goals and Objectives

Goal: A City that provides quality and cost effective goods to City operating departments when needed, while maintaining an inventory free of warehouse losses

Objectives:

- To maintain a City inventory turnover rate that will be consistent with the industry standard of 3.0 times
- To limit warehouse losses to 1.5% of inventory value

Goal: A City that effectively services all departments by ensuring accurate and timely information on available inventory

Objectives:

- To limit recording errors to 30 while issuing inventory items to no more than 0.20% of lines issued
- To achieve a 96.0% records accuracy

Goal: A City that effectively manages the distribution of NAEIR materials to departments

Objective:

- To administer 100% of the requests, receipts and distribution of NAEIR materials

Goal: A City that provides training and professional development for staff

Objective:

- To keep abreast of latest trends and updates in warehousing by providing training opportunities for the entire staff

Goal: A City that effectively serves user departments by issuing quality goods and services, accurately and when requested

Objective:

- To evaluate customer satisfaction through survey and achieve a score of 3 or better on a 4 point scale

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Items maintained in inventory	999,000	995,638	1,000,000	1,000,000	1,000,000
- Items transacted	860,000	836,884	870,000	870,000	860,000
- Lines issued	14,500	13,982	14,600	14,600	14,700
- Value of inventory	\$280,000	\$266,697	\$296,000	\$296,000	\$280,000
- Total NAEIR requests placed	354	271	300	300	300
- Total NAEIR receipts	\$110,000	\$98,845	\$100,000	\$100,000	\$100,000
Efficiency Measures					
- Cost per item maintained in inventory	\$0.19	\$0.20	\$0.19	\$0.21	\$0.21
- \$ value of NAEIR receipts over \$ value dues/fees	9:1	9:1	9:1	9:1	9:1
- % of budget spent	100.0%	98.0%	100.0%	100.0%	100.0%
Effectiveness Measures					
- City inventory turnover rate	3.0	3.1	3.0	3.0	3.0
- City deviation percentage (industry standard at 0.5%)	0.20%	0.05%	0.20%	0.20%	0.20%
- Losses not to exceed standard of 1.5% of inventory value	\$600.00	\$328.00	\$600.00	\$500.00	\$500.00
- Number of recording errors within standard	30	29	30	30	30
- Records accuracy percentage (Good = 90.0%)	95.0%	99.4%	96.0%	96.0%	96.0%
- Percentage of records with no difference	93.0%	98.8%	94.0%	94.0%	94.0%
- Percentage of NAEIR requests placed and distributed	100.0%	100.0%	100.0%	100.0%	100.0%
- Overall services rating of "satisfied (3)"	-	-	-	4	3

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 165,949	\$ 177,641	\$ 181,344	2.1
Outside Services	3,874	4,152	4,106	-1.1
Commodities	4,336	4,304	4,389	2.0
Interfund Services	25,138	19,113	17,705	-7.4
Other Expenses	1,421	0	2,478	100.0
TOTAL	\$ 200,718	\$ 205,210	\$ 210,022	2.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant, Senior	1.00	1.00	1.00	9
Storekeeper	2.00	2.00	2.00	10
Central Services Administrator	1.00	1.00	1.00	26
TOTAL	4.00	4.00	4.00	

MAIL AND MUNICIPAL BUILDING SERVICES

Trends and Issues

Mail and Municipal Building Services provides administrative control of the contracted mail and courier services. The division, in coordination with building stewards, addresses building maintenance and janitorial services for the Municipal Center, and provides administrative controls over the many contractual services for the Municipal Center.

The contracted security guard service will continue to control access to City Hall, the Gamble Building, and the Broughton Municipal Building. In addition, the

Division will evaluate the newly installed security system in City Hall.

During 2006, the division will implement a solution for continuing to meter the City's mail due to a mandate by the U.S. Postal Service to retire meters that use letterpress technology to print indicia and migrate to digital printing technology. The deadline for migration from the analog meter is December 31, 2006.

Goals and Objectives

Goal: A City that provides communications via mail services to 100 internal sites, 251 days per year

Objectives:

- To ensure mail deliveries are met 100% of the time
- To receive an accurate receipt and timely reports from the mail courier services 97% of the time
- To conduct 25,100 inter-office mail drops

Goal: A City that maintains City Hall, Gamble Building, and Broughton Municipal Building in optimal operating condition

Objective:

- To monitor 40 contracts and service providers within the Municipal Center

Goal: A City that effectively serves the Municipal Center and its visitors with facilities that are clean and environmentally pleasing

Objective:

- To score 60% or higher in the excellent and good categories on the custodial cleaning services survey

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Inter-office drops	24,849	24,598	24,598	24,849	25,100
- Reports received on time and accurate	64	59	60	53	61
- Contracts and service providers monitored	39	39	39	40	40
- Special deliveries	-	-	-	120	120
- Council agendas delivered	-	-	-	26	26
- Custodial service requests	-	-	-	36	72
Efficiency Measure					
- Custodial cost per square feet	-	-	-	\$0.89	\$0.93
- Cost per inter-office drop	-	-	-	\$2.29	\$2.26
- Cost per special delivery	-	-	-	\$5.00	\$5.00
- % of budget spent	100.0%	94.2%	100.0%	110.3%	100.0%
Effectiveness Measure					
- % of time an accurate report is received	97.0%	92.0%	97.0%	82.8%	97.0%
- % of time mail deliveries are met (inter-office drops)	-	-	-	100.0%	100.0%
- % of Council agendas delivered	-	-	-	100.0%	100.0%
- Satisfaction rate for overall custodial services	-	-	-	60.0%	60.0%

Expenditures By Type

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 14,909	\$ 15,383	\$ 18,030	17.2
Outside Services	529,582	641,171	659,144	2.8
Commodities	9,687	12,289	16,033	30.5
Interfund Services	94,234	84,485	86,020	1.8
Capital Outlay	0	24,000	0	-100.0
TOTAL	\$ 648,412	\$ 777,328	\$ 779,227	0.2

Positions

<u>Class Title</u>	2004	2005	2006	<u>Grade</u>
Office Assistant, Senior	0.60	0.60	0.60	9
TOTAL	0.60	0.60	0.60	

Budget Highlights

- Included in the 2005 projections is \$24,000 to replace equipment to continue to meter and process the City's out-going mail. There is \$3,744 included in 2006 for operating costs.

RISK ADMINISTRATION

Trends and Issues

Risk Administration is a division of Central Services which is responsible for protecting the City's assets and properly managing all risk encountered in doing business as a municipality.

Risk Administration strives to achieve a work environment that is 100% accident and injury free by eliminating the flow of funds from the City caused by chargeable vehicular accidents, on-the-job injuries, petition claims, and excessive commercial insurance premiums.

The City currently operates in an environment of erosion of sovereign immunity. This means that each

auto collision can potentially cost up to \$350,000.

In addition, this new cap of \$350,000 will eventually increase to \$750,000 in 2008. Risk Administration will be pursuing some Stop Loss Insurance for protection in the event of a bad automobile crash or a particularly bad year of automobile crashes.

Injuries were at a 22 year low in 2004 and were down again in 2005. Risk Administration will increase the offering of safety training in 2006 in an effort to increase safety awareness, resulting in decreased injuries and crashes.

Goals and Objectives

Goal: A City in which the work environment minimizes the likelihood of injuries to employees and the public and reduces the occurrence of property damage

Objectives:

- To decrease the number of employees' lost time injuries from prior year
- To decrease employee injury ratio by 10%
- To increase employee safety training hours by increasing classes offered in 2006 by 10%

Goal: A City that effectively serves all departments with claims management on all auto, general and employee injury claims

Objective:

- To score 65% or higher in "satisfied" category on the Employee Satisfaction Survey

Goal: A City in which automobile crashes and

general liability claims are decreased from prior year occurrences

Objectives:

- To reduce at-fault auto crash ratio by 5%
- To reduce general liability claims against the City by 5%
- To reduce bodily injury claims resulting from automobile crashes by 5%

Goal: A City which effectively manages impact of liability increases for automobile crashes

Objective:

- To reduce the number and severity of auto crashes by increasing accountability for such accidents with the execution of the vehicle operator's policy

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Facility safety inspections	60	25	50	60	75
- General liability:					
- Property claims	250	219	250	250	238
- Auto liability:					
- At fault vehicular claims	-	-	-	315	300
- Bodily injury claims	-	-	-	31	29
- Claims closed with no payment	-	-	-	160	152
- Worker's Compensation:					
- Lost time claims opened	27	69	75	50	49
- New claims opened	350	339	425	322	321
- Claims closed	225	290	200	187	200
- Safety classes taught	42	29	40	60	66
Efficiency Measures					
- Cost per general liability claim:					
- Property claims	\$295.00	\$202.00	\$1,000.00	\$750.00	\$1,100.00
- Personal injury	\$2,990.00	\$5.00	\$1,000.00	\$800.00	\$1,100.00
- Cost per work related employee injury	\$5,000.00	\$7,313.00	\$6,500.00	\$6,500.00	\$6,750.00
- Cost per auto liability claim submitted	\$1,770.00	\$1,254.00	\$8,000.00	\$4,000.00	\$8,000.00
- % of budget spent	100.0%	101.5%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Property loss as a percentage of property value	.001%	.001%	.002%	.001%	.002%
- Overall services rating of "satisfied" or better	-	-	60.0%	65.0%	65.0%
- Employee injury ratio	-	-	.0080	.0063	.0057
- At-fault auto crash ratio	-	-	.0016	.0016	.0015

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 243,559	\$ 297,933	\$ 305,139	2.4
Outside Services	9,150	19,941	20,595	3.3
Commodities	2,878	5,415	4,657	-14.0
Interfund Services	16,800	12,866	11,589	-9.9
Interfund Transfers	11,173	0	0	0.0
Other Expenses	2,609	1,746	3,874	121.9
TOTAL	\$ 286,169	\$ 337,901	\$ 345,854	2.4

Positions

<u>Class Title</u>	2004	2005	2006	<u>Grade</u>
Risk Management Technician	3.00	4.00	4.00	15
Loss Control Coordinator	1.00	1.00	1.00	19
Risk Management Administrator	1.00	1.00	1.00	29
TOTAL	5.00	6.00	6.00	

TELE-ELECTRONICS

Trends and Issues

The Tele-Electronics division installs and maintains approximately 2,650 pieces of inventoried electronic and computer equipment for the City's 800MHz analog, digital and digital encrypted trunked radio

equipment, 900MHz SCADA field and terminal radio equipment, and other systems for Police, Fire, and Public Works departments.

Goals and Objectives

Goal: A City that has a communication system capable of providing the City of Savannah with efficient and reliable radio communication at all times and under all conditions

Objectives:

- To ensure that all radio communication equipment conforms to manufactures' specifications and complies with FCC rules and regulations
- To complete repairs to fixed end and mobile equipment within 24 hours of the request
- To complete repairs to portable radio equipment within 72 hours of the request
- To complete repairs to miscellaneous electronic equipment within 72 hours of the request

- To complete installations and modifications within 96 hours of the request
- To ensure, on a continuous basis, proper accountability for 100% of all equipment and inventory

Goal: A City that ensures the City is capable of providing effective communications interoperability in the event of a natural or terrorist disaster

Objective:

- To conduct quarterly interoperability tests with all dedicated equipment

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Electronic equipment maintained	3,657	3,743	4,350	4,350	-
- FCC standard checks performed	1,185	1,214	1,100	1,100	-
- Calibration checks performed	6	5	6	6	-
- Interoperability tests performed	-	-	4	4	-
- Mobile radio repairs	110	88	150	150	-
- Miscellaneous mobile repairs	147	117	300	300	-
- Portable repairs	624	720	800	800	-
- Miscellaneous repairs	301	370	300	300	-
- Installations	208	253	100	100	-
Efficiency Measures					
- Cost per FCC check performed	\$17.00	\$16.00	\$10.00	\$10.00	-
- Cost per mobile radio repair	\$388.00	\$392.00	\$240.00	\$240.00	-
- Cost per misc. mobile repair	\$226.00	\$230.00	\$120.00	\$120.00	-
- Cost per portable radio repair	\$281.00	\$212.00	\$90.00	\$90.00	-
- Cost per miscellaneous repair	\$174.00	\$130.00	\$75.00	\$75.00	-
- Cost per installation	\$131.00	\$99.00	\$275.00	\$275.00	-
- % of budget spent	100.0%	99.8%	100.0%	100.0%	-
Effectiveness Measures					
- % of mobile radios repaired within 24 hours	100.0%	100.0%	100.0%	100.0%	-
- % of portable radios repaired within 72 hours	100.0%	100.0%	100.0%	100.0%	-
- % of miscellaneous electronic equipment repaired within 72 hours	-	-	100.0%	100.0%	-
- % of units operational each shift	100.0%	100.0%	100.0%	100.0%	-
- % of mobile installations completed within 96 hours	100.0%	100.0%	100.0%	100.0%	-
- % of deviation on equipment inventory	0.0%	0.0%	0.0%	0.0%	-
- % of deviation on repair part inventory	0.0%	0.0%	0.0%	0.0%	-

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 359,534	\$ 368,568	\$ 0	-100.0
Outside Services	95,529	87,738	0	-100.0
Commodities	86,341	71,545	0	-100.0
Interfund Services	33,593	28,094	0	-100.0
Capital Outlay	18,593	27,600	0	-100.0
Other Expense	4,969	5,392	0	-100.0
TOTAL	\$ 598,559	\$ 588,937	\$ 0	-100.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	0.00	--
Tele-Electronics Technician	3.00	3.00	0.00	--
Tele-Electronics Technician, Senior	1.00	1.00	0.00	--
Electronics/ Telecomm Administrator	1.00	1.00	0.00	--
TOTAL	6.00	6.00	0.00	

Budget Highlights

- In 2006, Tele-Electronics will move from the General Fund to the Internal Services Fund to become the Wireless Services section of the Information Technology Department.

RIVER STREET HOSPITALITY CENTER

Trends and Issues

The River Street Hospitality Center is a division of Central Services which provides custodial and maintenance services for the River Street Hospitality Center. The division seeks to ensure citizen and visitor enjoyment of the surrounding historic and cultural aspects of the City's heritage. This is accomplished through an operating agreement between the Convention and Visitors Bureau and the City of Savannah. The facility is staffed from 10:00 a.m. until 10:00 p.m. with reduced hours during the fall and winter seasons. Operating hours may be amended during special occasions or as business

demands dictate.

A major focus in 2006 will be to address preventive maintenance issues for the Hospitality Center. Of major concern has been public abuse of the facility in the form of graffiti and smoking. Smoking tends to cause the elevator to malfunction.

A major challenge for staff continues to be maintaining the public restroom facility and elevator at the highest possible level of cleanliness while limiting the need to close any portion for cleaning.

Goals and Objectives

Goal: A City that maintains the Hospitality Center, restrooms, elevator and surrounding grounds in optimal appearance and operating condition

Objectives:

- To maintain the average cleanliness rating for the Hospitality Center at 3 on a 4.0 scale
- To maintain the average cleanliness rating for the public elevator at 3 on a 4.0 scale
- To maintain the average cleanliness rating for the ramp and surrounding grounds at 3 on a 4.0 scale
- To coordinate maintenance activities with

contractual service providers

Goal: A City in which visitors and citizens have convenient access to restrooms and a hospitality area which ensures enjoyment of the historic and cultural aspects of the City's heritage

Objective:

- To serve 825,000 citizens and visitors while receiving less than .01 complaints

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Citizens and visitors served	913,183	816,712	900,000	816,945	825,000
- Citizens and visitors served from 8:00 p.m. - 10:00 p.m.	52,930	46,391	53,000	46,734	47,000
- Non-scheduled elevator service calls	6	3	6	6	6
Efficiency Measure					
- Custodial cost per square foot	-	-	-	\$47.63	\$53.45
- Cost per elevator service call	-	-	-	\$252.60	\$260.00
- % of budget spent	100.0%	95.3%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Cleanliness rating of:					
Hospitality Center/Restrooms	3.0	3.0	3.0	3.0	3.0
Elevator	3.0	3.0	3.0	3.0	3.0
Ramp and surrounding grounds	3.0	3.0	3.0	3.0	3.0

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 61,380	\$ 63,945	\$ 69,065	8.0
Outside Services	16,819	18,858	20,105	6.6
Commodities	9,648	20,809	11,150	-46.4
Interfund Services	4,031	3,681	3,634	-1.3
TOTAL	\$ 91,878	\$ 107,293	\$ 103,954	-3.1

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Custodian	2.25	2.25	2.25	6
TOTAL	2.25	2.25	2.25	

311 CALL SERVICE CENTER

Trends and Issues

The 311 Call Service Center is a division of Central Services that administers the operation of a service request Call Center. Calls are received and entered in a tracking system for follow-up by the appropriate department. The division seeks to ensure timely and accurate response to all callers.

A major challenge in 2006 will be to address the increasing service demands through staffing as the Customer Service Center transitions to a city-wide 311 Call Service Center. In addition, the division

must comply with the Public Service Commission's reporting requirements after approval of the 311 petition.

Internet access will allow the Call Service Center to continue processing service requests electronically that are initiated through the City's website. In future years, improvements will include the unification of the Center into a city-wide central point of contact and dispatcher center.

Goals and Objectives

Goal: A City where all service requests are received, tracked, and processed in a timely manner

Objectives:

- To provide prompt and accurate responses to all customers of the 311 Call Service Center

- To receive an internal customer satisfaction rating of 90% or better
- To receive an external customer satisfaction rating of 85% or better

Service Levels

	FY 04		FY 05		FY 06
	Adopted	 Actual	Adopted	 Projected	Base
Workload Measures					
- Service requests processed	-	-	-	20,000	60,000
Efficiency Measures					
- Cost per service request	-	-	-	\$10.51	\$3.82
- % of budget spent	-	-	-	127.0%	100.0%
Effectiveness Measures					
- Customer satisfaction rating:					
Internal	-	-	-	90.0%	90.0%
External	-	-	-	85.0%	85.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 0	\$ 122,884	\$ 162,108	31.9
Outside Services	0	18,958	9,180	-51.6
Commodities	0	12,862	3,391	-73.6
Interfund Services	0	54,399	54,278	-0.2
Other Expense	0	1,025	0	-100.0
TOTAL	\$ 0	\$ 210,128	\$ 228,957	9.0

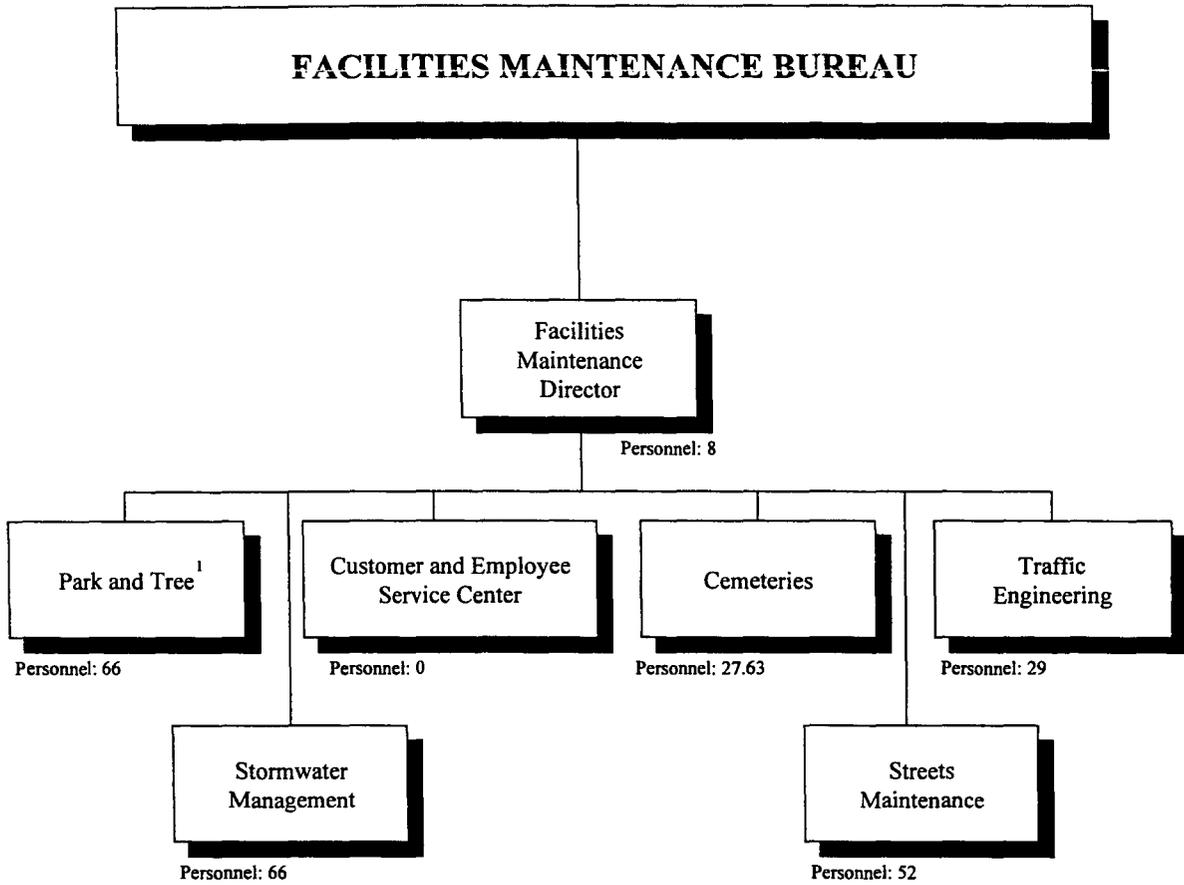
Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Customer Service Representative	0.00	1.00	2.00	11
Customer Service Supervisor	0.00	1.00	1.00	13
311 Coordinator	0.00	0.00	1.00	20
TOTAL	0.00	2.00	4.00	

Budget Highlights

- In 2005, two positions and related funds were transferred from the Customer and Employee Service Center in Facilities Maintenance to the new 311 Call Service Center within Central Services. A service improvement was authorized in 2005 to create a coordinator

position to manage the Center. A customer service representative position was also transferred from the Facilities Maintenance Director's office to support operations in the new Call Center.



¹ Park and Tree is administered under the direction of the City Manager's Office.

FACILITIES MAINTENANCE BUREAU

Bureau Mission

To provide a City where the streets, sidewalks, traffic control systems, municipal cemeteries and stormwater systems are efficiently maintained, and provide the

citizens of Savannah with services that are hazard free, aesthetically pleasing, comply with local, state and federal requirements, and meet customer needs

Expenditures By Type

Facilities Maintenance Bureau expenditures increase 5.2% or \$1,088,793 above 2005 projected expenditures. The increases are due to adjustments in wages and benefits, the rate increase for electricity for

street lighting, the full year cost of service improvements added in 2005 and \$502,324 for proposed service improvements in 2006.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 9,619,571	\$ 0,347,070	\$ 11,228,437	8.5
Outside Services	4,706,916	5,317,394	5,584,976	5.0
Commodities	1,625,313	2,344,080	2,117,979	-9.7
Interfund Services	1,856,450	1,810,853	1,919,705	6.0
Capital Outlay	0	47,362	56,500	19.3
Interfund Transfers	0	278,200	180,000	-35.3
Other Expenses	880,390	879,643	1,029,548	17.0
G-8 Costs	66,014	3,750	0	-100.0
TOTAL	\$ 18,754,654	\$ 21,028,352	\$ 22,117,145	5.2

FACILITIES MAINTENANCE DIRECTOR

Trends and Issues

The Facilities Maintenance Bureau is responsible for management, maintenance and development of the streets and rights-of-way, stormwater systems, traffic signal systems and cemetery operations.

Bureau departments identify needs and implement plans to meet those needs. The Bureau is actively engaged with neighborhood associations, developers and consultants to ensure all neighborhoods receive needed services.

Aging infrastructure, increased requests from residents, increased traffic volume on roadways and replacement of outdated equipment are challenges that must be met within financial restraints.

In past years, the Bureau has addressed issues that have reduced blight in neighborhoods. Similar improvements and achievements that will benefit City residents can be expected in 2006 as the Bureau undertakes the following programs:

- Continue the reduction of backlog of street

repairs

- Implement the annual servicing of unopened lanes
- Continue to address aging stormwater systems by replacement or lining of segments of the brick system
- Reduce structural and intersection flooding by constructing the Bilbo, Wilshire, Casey South, Windsor and Placenta projects
- Improve traffic travel times and congestion by replacement of the present traffic signal system with new controllers and signal heads that can be integrated into the City's central signal computer system
- Add 300 additional street lights
- Continue to improve customer service in the cemeteries by transferring historical data onto an electronic database that will be placed on the internet in 2007 after the department's fragile ledger books have been retired.

Goals and Objectives

Goal: A City where the infrastructure is efficiently maintained while providing the citizens of Savannah with systems that are fully functional, hazard-free, aesthetically pleasing, meet present requirements and identify future needs

Objectives:

- To ensure all service level objectives are completed in all departments
- To maintain customer service satisfaction ratings of 87% for all Bureau departments

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- % of performance measures completed	100.0%	100.0%	100.0%	100.0%	100.0%
Efficiency Measure					
- % of budget spent	100.0%	100.1%	100.0%	100.0%	100.0%
Effectiveness Measure					
- Customer satisfaction ratings	87.0%	87.5%	87.0%	87.0%	87.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$371,206	\$500,135	\$541,428	8.3
Outside Services	14,268	58,745	27,842	-52.6
Commodities	13,499	28,926	18,020	-37.7
Interfund Services	31,094	16,660	20,296	21.8
Interfund Transfers	0	28,200	0	-100.0
Other Expenses	1,674	2,128	3,767	77.0
TOTAL	\$431,741	\$634,794	\$611,353	-3.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Customer Service Representative	0.00	1.00	0.00	--
Administrative Assistant	1.00	1.00	1.00	13
Grounds Equipment Maintenance Specialist	1.00	1.00	1.00	16
Construction Inspector	0.00	1.00	1.00	18
GIS Analyst	1.00	1.00	1.00	20
Contract Analyst	1.00	1.00	1.00	22
Management Projects Coordinator	1.00	1.00	1.00	25
Civil Engineer, Senior	0.00	1.00	1.00	32
Facilities Maintenance Director	1.00	1.00	1.00	51
TOTAL	6.00	9.00	8.00	

Budget Highlights

- The decrease in the total number of positions in 2006 reflects the transfer of the customer service representative position to the 311 Call Service Center.

PARK AND TREE

Trends and Issues

Park and Tree provides a wide range of services to a diverse customer base, which includes residents in all areas of the City and a multitude of visitors. Services are provided in the following major categories: landscape maintenance for the historic squares, riverfront, numerous neighborhood parks, landscaped medians and entryways, complete urban forestry services including hazardous tree removal, preventive maintenance pruning, service request pruning, and new tree planting, and administration of the Landscape and Tree Ordinance for the continued enhancement of quality of life in the City.

Under the leadership of the Mayor and Council, increased attention is being given to neighborhood revitalization and equity of service. In addition, the Department is reviewing underdeveloped park areas in order to begin a program of improvements so standards are equitable throughout the City.

Upgrading the condition of underdeveloped parks and assuming maintenance for new park and open space areas will require additional resources. The Department is also facing an increasing demand for inspections to ensure compliance with the tree and landscape ordinance due to an increasing number of new development projects being planned and developed within the recently annexed areas. New development will increase future demand for tree pruning and removal services as recently planted trees mature. Additional park areas may also be developed in these areas in the future.

In order to preserve quality of life and environmental benefits of the landscape and tree ordinance, effective administration and enforcement of the ordinance is required.

Goals and Objectives

Goal: A City in which historic squares, neighborhood parks and streetscapes are maintained at a level which exceeds the expectations of residents and visitors

Objectives:

- To maintain an average appearance rating of 3.4 on a 4 point scale for parks in the Historic District
- To maintain an average appearance rating of 3.2 on a 4 point scale for neighborhood parks
- To maintain an average appearance rating of 3.0

on a 4 point scale for landscaped medians and entranceways

Goal: A City in which trees located on street rights-of-way and other public property are maintained in a structurally sound and healthy condition where the urban tree canopy density is increasing

Objective:

- To plant a greater number of new trees than are removed

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Historic District maintenance 49.9 acres x 48 times/year	-	1,992	2,030	2,200	2,395
- Neighborhood parks maintenance 29.8 acres x 24 times/year	-	864	888	715	715
- Medians & entranceways 114 x 16 times/year	-	1,688	1,827	1,700	1,824
- Trees pruned	4,700	4,650	4,700	4,800	4,700
- Trees removed	750	884	800	875	800
- Trees planted	1,210	1,053	1,200	1,100	1,200
- Project compliance reviews	-	288	600	300	300
Efficiency Measures					
- Cost per acre Historic District	-	\$634.00	\$640.00	\$630.00	\$640.00
- Cost per acre neighborhood park	-	\$485.00	\$485.00	\$420.00	\$485.00
- Cost per acre medians/entrances	-	\$235.00	\$200.00	\$240.00	\$230.00
- Cost per tree pruned	\$186.00	\$174.00	\$200.00	\$185.00	\$200.00
- Cost per tree removed	\$501.00	\$382.00	\$300.00	\$322.00	\$300.00
- Cost per tree planted	\$481.00	\$188.00	\$200.00	\$157.00	\$200.00
- % of budget spent	100.0%	100.8%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Historic District areas appearance rating	-	3.3	3.4	3.4	3.4
- Neighborhood parks rating	-	3.3	3.2	3.0	3.2
- Medians/entranceways rating	-	3.1	3.0	2.9	3.0
- Ratio trees planted: trees removed	-	1.3	1.5	1.5	1.5

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$2,480,292	\$2,610,228	\$2,801,620	7.3
Outside Services	265,893	419,929	375,018	-10.7
Commodities	517,051	704,774	674,407	-4.3
Interfund Services	682,394	654,428	673,015	2.8
Interfund Transfers	0	0	15,000	100.0
Other Expenses	227,610	248,843	303,149	21.8
TOTAL	\$4,173,240	\$4,638,202	\$4,842,209	4.4

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	7.00	7.00	7.00	7
Office Assistant, Senior	1.00	1.00	1.00	9
Maintenance Worker, Senior	19.00	19.00	19.00	9
Tree Worker	8.00	8.00	8.00	9
Landscape Specialist	3.00	3.00	3.00	11
Tree Worker, Senior	10.00	10.00	10.00	12
Forestry Specialist	0.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	6.00	6.00	6.00	13
Landscape Inspector	0.00	0.00	1.00	18
Maintenance Supervisor	4.00	4.00	4.00	18
Maintenance Superintendent	1.00	1.00	1.00	24
Landscape Architect	1.00	1.00	1.00	26
Park & Tree Administrator	2.00	2.00	2.00	28
Park and Tree Director	1.00	1.00	1.00	36
TOTAL	64.00	65.00	66.00	

Budget Highlights

- The Park and Tree budget increases \$204,007 or 4.4% above 2005 projected expenditures. The primary changes are due to adjustments in wages

and benefits, and \$48,682 for a proposed service improvement to add a landscape inspector position to administer the Landscape and Tree Ordinance.

TRAFFIC ENGINEERING

Trends and Issues

Traffic Engineering is responsible for the maintenance of traffic signals, traffic signs, and pavement markings within the City. The Department is also responsible for street lighting along Interstate 16, the Talmadge Bridge, major arterials, and parks and squares in the Historic District. The Department is also responsible for the overall management of the City's traffic system, vehicular and pedestrian safety along City streets, private developments, and management of the Capital Improvement Program as it relates to traffic engineering improvements.

The Department will continue to monitor all major traffic corridors in 2006 and address signal timing to optimize traffic flow. The steady increase in vehicular traffic along major arterials and the associated vehicular delay and congestion experienced at major intersections continue to be a main concern for the Department. This concern also impacts local residential streets as motorists frequently use less-traveled arterials and speed through residential neighborhoods in an effort to circumvent congested areas. A major barrier in addressing this issue is the lack of capacity to accommodate current and projected east/west traffic through the City in an efficient and expeditious manner.

Another issue for the Department in 2006 is the City's aging signal system and its compatibility with the Central Computerized Signal System. The City is scheduled to receive 80 controllers and monitors from the Georgia Department of Transportation (GDOT) that will be installed in 2006. Only 30% of City owned traffic signal controllers will be 10 years old or older once these controllers are installed along with the completion of the Henry/Anderson Signal Upgrade Project (25 intersections) and the Traffic Signal Controller Conversion Project (15 intersections). Replacement of the remaining

equipment within the next five years is scheduled through capital projects, Local Government Project Agreements (LGPA), and GDOT. The LGPA will allow GDOT to provide the necessary financial assistance for the procurement and installation of the needed hardware. The Traffic Engineering Department will manage the project and ensure installation to applicable standards.

In 2006, the Traffic Engineering Department will finalize the replacement of City traffic and pedestrian bulbs with light-emitting diode (LED) inserts. LED inserts last 10-times longer than regular bulbs and use only a tenth of the energy, resulting in an estimated annual savings of \$20,000 in energy costs and overtime for service calls.

The Department will continue to strengthen its Traffic Signal Preventive Maintenance Program through which inspection and repair of all signalized intersections are performed on an annual basis to prevent failures and reduce overall maintenance costs as well as improve traffic flow and safety.

In addition, Traffic Engineering will continue to review and target high-accident locations for in-depth analysis and develop plans for implementation of available engineering solutions to address safety improvements.

The continual expansion of residential developments in newly annexed areas in 2006 will add approximately 300 new street lights to the current inventory of 17,500 leased from Savannah Electric. The Department will continue to work with Savannah Electric to focus on the maintenance and operation of the street lights, particularly in critical and high visibility areas and ensure the number of outages does not exceed 6%.

Goals and Objectives

Goal: A City where streets are accident and injury free and traffic moves without excessive delay over the main thoroughfares during all periods of the day

better

Goal: A City where street lighting City-wide meets a minimum lighting level of 0.25 foot-candles

Objectives:

- To reduce vehicular accidents at the top 20 accident locations
- To maintain the average travel speed for major corridors at a Level "C" (15 to 19 MPH) or

Objective:

- To upgrade 1% of street miles to the minimum City lighting standard in 2006

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- New street lights installed:					
- Planned by department	200	179	200	200	230
- By citizen request	40	31	20	40	40
- Traffic studies conducted	850	782	850	836	850
- Travel time surveys	144	135	160	182	144
- Signal installations/modifications performed	30	86	75	75	30
- Intersections striped:					
Paint	325	205	320	70	100
Thermoplastic	160	150	155	160	160
- Traffic sign repairs performed	5,500	3,885	5,550	5,500	5,550
Efficiency Measures					
- Cost per mile of minimum lighting	\$4,800.00	\$4,152.00	\$4,090.00	\$4,418.00	\$4,562.00
- Cost of traffic signal system maintenance and operations	\$780,000	\$825,439	\$868,000	\$859,986	\$872,500
- Annual cost per average intersection marked with thermoplastic	\$113.00.00	\$229.00	\$117.00	\$112.00	\$113.00
- Annual cost per average intersection marked with paint	\$430.00	\$388.00	\$406.00	\$430.00	\$430.00
- % of budget spent	100.0%	96.7%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of street miles meeting minimum lighting standard	95.0%	94.9%	97.0%	93.0%	94.0%
- Comparison of accident rates before and after at top 20 locations (accidents per 1 million vehicles)	2.64	2.40	3.90	3.32	3.80
- Number of valid complaints on traffic mobility	400	396	400	100	100

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
- % of intersections and street miles marked with thermoplastic:					
Intersections	29.6%	28.3%	46.5%	29.6%	31.0%
Street miles	25.7%	25.2%	22.8%	25.3%	25.5%
- Level of average travel speed for major corridors	20.9 mph (Level B)	25.2 mph (Level B)	22.0 mph (Level B)	22.0 mph (Level B)	22.0 mph (Level B)
- % of Priority I, II, III service orders completed within standard	100.0%	99.8%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$1,282,992	\$1,396,645	\$1,471,333	5.3
Outside Services	2,813,012	3,000,582	3,295,185	9.8
Commodities	408,789	754,745	499,550	-33.8
Interfund Services	138,614	132,192	157,543	19.2
Capital Outlay	0	30,200	56,500	87.1
Other Expenses	97,880	92,462	74,369	-19.6
TOTAL	\$4,741,288	\$5,406,826	\$5,554,480	2.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	2.00	2.00	2.00	7
Office Assistant	1.00	1.00	1.00	7
Maintenance Worker, Senior	5.00	5.00	5.00	9
Construction Site Safety Monitor	2.00	2.00	2.00	10
Engineering Aide	1.00	1.00	1.00	11
Traffic Maintenance Specialist	1.00	1.00	1.00	13
Administrative Assistant	1.00	1.00	1.00	13
Electrician	4.00	2.00	2.00	15
Traffic Planner	1.00	1.00	1.00	16
Traffic Engineering Technician	5.00	7.00	7.00	18
Maintenance Supervisor, Principal	1.00	1.00	1.00	19
Traffic Engineering Coordinator	1.00	1.00	1.00	22
Traffic Engineering Superintendent	1.00	1.00	1.00	24
Civil Engineer	1.00	1.00	1.00	25
Traffic Engineering Administrator	1.00	1.00	1.00	30
Traffic Engineering Director	1.00	1.00	1.00	37
TOTAL	29.00	29.00	29.00	

STORMWATER MANAGEMENT

Trends and Issues

Stormwater Management is responsible for components of the City's stormwater system. The Stormwater Department's major units include: Operational (day to day maintenance, repair, customer service, and pump station maintenance), Regulatory (State water quality compliance and conformance for local development), and System Improvements (CIP projects).

Repair work for the closed system (pipes) continues to be an increasingly costly endeavor, particularly in the areas north of Victory Drive where some of the older lines are located, many dating back to the 19th century. While the number of cave-ins has recently remained somewhat constant, the complexity of these repairs has become more difficult, primarily due to the type of pipe material encountered (usually brick or terracotta). A televising program has been adopted to combat these costly open cut repairs. This program identifies lines where less expensive rehabilitative measures, such as pipe lining, can be employed as an alternative to costly and traditional open cuts repairs.

During 2005, the City became the first municipality to have a Georgia State-approved Stormwater

Management Plan (SWMP) prior to re-issuance of the Stormwater permit. Requirements for this SWMP include increased levels of public education and inspection/monitoring efforts. The trend toward more stringent regulatory and staff requirements is expected to continue over the coming years and subsequent permit applications.

The City continues to annex new areas. Recent annexations and the accompanying existing/pending development brought the need for increased staffing for the plan review and construction inspection. Future needs include the resources necessary to maintain existing stormwater areas as well as those to be built in association with private development.

Administration of stormwater system improvements continues through SPLOST funded projects. The most recent SPLOST projects were conceived to reduce structural and street flooding in the Bilbo, Casey South, Harmon, Placentia, and Wilshire basins. With the recent priced increases in items such as fuel, street, concrete, and general construction costs, there is a marked challenge to maintain project budgets prepared several years ago.

Goals and Objectives

Goal: A City where structural flood damage does not occur as a result of 7 inches of rain in 24 hours and/or 3.25 inches of rain in 1 hour, and no NPDES permit violations occur

Objectives:

- To reduce the number of cave-ins by 2%
- To maintain the open system condition rating between 0 and 1 on a scale of 4

with 0 being best

- To complete valid service requests within standard (99% for Priority 1, 90% for Priority 2, and 85% for Priority 3)
- To have 0 reported structural incidents for storms with less than 7" of rain in 24 hours and/or 3.25" of rain in 1 hour

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Open miles cleaned	115	119	115	115	115
- Open miles mowed & treated	158	160	158	158	158
- Open system repairs	75	28	75	75	75
- Closed miles cleaned	30	39	30	32	30
- Inlets cleaned	2,000	5,128	2,000	3000	2,500
- Closed system repairs	390	332	390	390	390
- Private development plans reviewed	425	736	450	850	850
Efficiency Measures					
- Cost per open mile cleaned	\$12,995	\$10,480	\$12,955	\$12,955	\$12,955
- Cost per closed mile and inlet cleaned	\$217.00	\$83.00	\$217.00	\$217.00	\$217.00
- Pump stations operating costs	\$329,828	\$301,361	\$329,828	\$329,828	\$329,828
- % of budget spent	100.0%	94.0%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Reported incidents of structural flooding	0	0	0	0	0
- Number of cave-ins	220	101	220	240	235
- Open System condition rating (0-4 scale with 0 being best)	0.80	0.40	0.80	0.80	0.80
- % of valid requests completed within standard:					
Priority 1	99.0%	97.0%	99.0%	99.0%	99.0%
Priority 2	90.0%	90.0%	90.0%	90.0%	90.0%
Priority 3	85.0%	100.0%	85.0%	85.0%	85.0%
- % of private development plan reviews completed in 10 days	99.0%	100.0%	99.0%	99.0%	99.0%
- Number of illicit discharges reported/discovered	10	98	10	10	10
- Valid service requests per mile of system					
Open System	-	5.5	6.5	6.5	6.3
Closed System	-	2.3	6.5	6.5	6.3

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$2,371,994	\$2,675,358	\$3,049,344	14.0
Outside Services	507,054	512,210	471,102	-8.0
Commodities	245,442	374,240	417,539	11.6
Interfund Services	-40,761	-2,961	41,844	-1,513.2
Capital Outlay	0	17,162	0	-100.0
Interfund Transfers	0	250,000	165,000	-34.0
Other Expenses	286,944	293,608	357,408	21.7
TOTAL	\$3,370,672	\$4,119,617	\$4,502,237	9.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	10.00	10.00	10.00	7
Maintenance Worker, Senior	11.00	9.00	10.00	9
Secretary	1.00	1.00	1.00	10
Medium Equipment Operator	3.00	5.00	6.00	10
Engineering Aide	1.00	1.00	1.00	11
Heavy Equipment Operator	7.00	7.00	7.00	12
Heavy Construction Equipment Operator	5.00	5.00	6.00	13
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	6.00	6.00	6.00	13
Electrician	1.00	1.00	1.00	15
Electronic Control Technician	1.00	1.00	1.00	18
Construction Inspector	4.00	4.00	4.00	18
Maintenance Supervisor, Principal	3.00	3.00	3.00	19
Engineering Technician	1.00	1.00	1.00	19
Civil Engineer	2.00	2.00	2.00	25
Stormwater Management Administrator	1.00	1.00	1.00	30
Civil Engineer, Senior	4.00	4.00	4.00	32
Stormwater Management Director	1.00	1.00	1.00	36
TOTAL	63.00	63.00	66.00	

Budget Highlights

- The budget for Stormwater Management increases \$382,620 or 9.3% above 2005 projected expenditures. The primary changes are due to adjustments in wages and benefits and the additional costs for a service improvement authorized in 2005 to maintain condition standards in the annexed areas.
- In 2005, \$250,000 was allocated to purchase a long-reach excavator. In 2006, funding in the amount of \$251,160 has been included to support the 2005 service improvement that will add a heavy construction equipment operator position, medium equipment operator position, and maintenance worker senior position and associated materials.

STREETS MAINTENANCE

Trends and Issues

Streets Maintenance is responsible for preserving and maintaining the public's equity in the City's streets, highways, sidewalks, rights-of-way (ROW) and lanes. This is accomplished by repairing utility street cuts and other defects in 593 miles of paved streets, performing preventive maintenance and resurfacing, including shoulder maintenance and resurfacing, and grading 1.90 miles of unpaved streets. The Department also mows and maintains 673 miles of rights-of-way, 85 miles of lanes and 325 City-owned lots.

In 2005, the Department made considerable progress in reducing its sidewalk, curbing and tree root damage backlog. A plan has been implemented that will better manage the use of contractors for these types of repairs in 2006 and further reduce the backlog.

Unopened lanes have been a major source of resident concern for years. In 2006, the 7 miles of unopened lanes will receive the first ever routine annual

maintenance. This comes after the implementation of an unopened lane maintenance program in 2005. Included in the program were the removal of litter and debris, removal of all vegetation 3 inches or less in diameter, a growth regulator treatment and access control to the lanes. All work was performed in-house with little impact on other work programs.

As the City's residents become more active outdoors, there has been an increasing number of requests for sidewalks and wheelchair ramps. The Streets Maintenance Department evaluates these requests and manages the construction of improvements. Approximately 100 ramps are constructed annually, and 1.9 miles of new sidewalks will be built in 2006.

Streets Maintenance will continue with the mowing of approximately 6 miles of streets. Approximately 8 miles of streets will also be resurfaced. These services are part of a significant role played by the Department to ensure safe and smooth riding surfaces.

Goals and Objectives

Goal: A City in which streets and sidewalks are defect free, free of uncontrolled vegetation, and rights-of-way and City-owned lots are maintained in a park-like condition during the growing season

Objectives:

- To maintain Savannah's 589 miles of paved streets to an overall condition of 2.5 or better (Scale of with 1 to 4 with 1 being the best)

- To reduce backlog by 30%
- To complete Priority I, II, III work requests at an overall rate of 92%
- To maintain paved streets at a street condition rating of 2.5 (Scale of 1 to 4 with 1 being the best)

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Potholes repaired	-	840	825	850	825
- Utility cuts repaired	2,300	2,596	2,300	2,300	2,300
- Miles of lanes maintained	84	84	84	84	84
- Miles of sidewalk repaired	-	1	1	1	1
- ROW miles mowed	436	437	437	437	437
- City-owned parcels mowed annually	325	325	300	325	300
- Miles of streets maintained	579	581	579	589	589
- Private utility cut sites inspected	400	407	500	400	500
- Miles of sidewalk constructed	-	1	1.5	1	1.5
- Miles of streets paved	-	-	0.6	-	0.6
- Miles of streets reconstructed	-	-	0.5	-	0.5
- Miles of streets resurfaced	-	8.2	8.0	18.0	18.0
- Construction of ADA-compliant ramps	-	100	125	100	125
Efficiency Measures					
- Cost per pothole repaired	-	\$60.00	\$60.00	\$60.00	\$65.00
- Cost per utility cut repaired	\$449.00	\$675.00	\$400.00	\$449.00	\$481.00
- Cost per mile of lane maintained	\$4,486.00	\$4,486.00	\$4,100.00	\$4,486.00	\$4,800.00
- Cost per ROW mowed	\$655.00	\$655.00	\$675.00	\$655.00	\$701.00
- Cost per City-owned parcel mowed	\$417.00	\$417.00	\$27.00	\$27.00	\$30.00
- % of budget spent	100.0%	103.3%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of Priority I service requests completed within standard (pothole repair)	96.0%	95.4%	92.0%	96.0%	92.0%
- % of Priority II service requests completed within standard (utility cuts repaired, lanes maintained)	92.0%	94.2%	92.0%	92.0%	92.0%
- % of Priority III service requests completed within standard (sidewalks repaired, ROW maintained, City-owned parcels maintained, lanes maintained)	88.0%	87.6%	92.0%	88.0%	92.0%
- % of maintenance backlog to be reduced	20.0%	11.5%	80.0%	25.0%	30.0%
- Street condition rating	2.50	2.50	2.50	2.50	2.50
- % of City streets paved	99.9%	99.9%	99.9%	99.9%	99.9%
- City parcel condition rating	-	2.00	2.00	2.00	2.00
- ROW condition rating	-	2.00	2.00	2.00	2.00
- Sidewalk condition rating	-	2.50	2.50	2.50	2.50
- Lane condition rating	-	2.00	-	2.00	2.00

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>%_Change 05-06</u>
Personal Services	\$1,929,123	\$2,016,757	\$2,146,614	6.4
Outside Services	525,159	700,113	794,047	13.4
Commodities	378,356	401,921	426,751	6.2
Interfund Services	827,854	781,318	838,123	7.3
Other Expenses	198,799	170,232	229,777	35.0
TOTAL	\$3,859,290	\$4,070,341	\$4,435,312	9.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	4.00	4.00	4.00	7
Maintenance Worker, Senior	15.00	15.00	15.00	9
Medium Equipment Operator	11.00	11.00	11.00	10
Heavy Equipment Operator	4.00	4.00	4.00	12
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	7.00	7.00	8.00	13
Construction Inspector	3.00	3.00	3.00	18
Maintenance Supervisor, Principal	4.00	4.00	4.00	19
Maintenance Superintendent	1.00	1.00	1.00	24
Street Maintenance Director	1.00	1.00	1.00	36
TOTAL	51.00	51.00	52.00	

Budget Highlights

- The budget for Streets Maintenance increases \$364,971 or 9.0% above 2005 projected expenditures. The primary change is due to funding in the amount of \$202,392 for a maintenance crew chief position and equipment, to support the on-going cost of a service improvement authorized in 2005 for open and closed lane maintenance.

CEMETERIES

Trends and Issues

Cemeteries maintains the grounds and infrastructure of five municipal cemeteries, markets interment rights and services, coordinates services and activities, maintains vital records, and conserves historical cemetery structures.

The grounds are managed as parks and each of the four active cemeteries have achieved near-excellent appearance ratings for at least four of the past five years. Excellent appearance ratings are achieved when grass is less than 3 inches, smooth and neat, new growth is cut back around structures, shrubbery is well groomed and neat, wild growth is cut back to ground level and no leaves are present. Although the ratings cannot get much higher, the Department will continue to provide positive impressions for more than 70,000 annual visitors.

Some of the more routine maintenance activities have been outsourced allowing staff to increase attention on high-profile entrances and general areas, thereby improving visitors' first impressions. The Department has also capitalized on partnerships with community groups such as the Bonaventure Historical Society, which purchased street name signs for Bonaventure Cemetery in 2005. An effective combination of public, private and non-profit service providers will be utilized to continually improve the level of service.

The Department operates as a quasi-enterprise and will continue to provide first-rate services in 2006 and beyond. Interment space in the developed portions of the cemeteries will be adequate for the next twenty years and additional undeveloped space remains available for future use.

As interment rights are sold, funds are allocated for capital improvements for roadways, drainage, conservation and development. This not only protects these historically and culturally significant public assets, but also attracts more users to the sites as well as increases the marketability of future cemetery space.

More than 130,000 cemetery records have been entered in a growing electronic database. All historical data will be entered by 2007 and made readily available to the general public on the World Wide Web in 2008. Eight fragile ledger books will be retired in 2006.

Abandoned, dilapidated cemetery structures have been conserved under an expanding professional conservation program. The focus has evolved from stone to masonry to iron and is evolving to include precious metals such as bronze and copper. The program is now capable of handling major projects including mausoleums and fine statuary.

Goals and Objectives

Goal: A City where affordable interment sites and services are available in a historical park-like setting

Objectives:

- To improve the customer satisfaction rating for interment services from 4.51 to 4.60 on a scale of 1 to 5 where 1.0 is very unsatisfied and 5.0 is

very satisfied

- To improve the aesthetic rating in each cemetery from 1.20 to 1.19 on a scale of 1 to 4, where 1.0 is well-groomed and 4.0 is a ragged appearance
- To increase cemetery lot sales from 100 to 110 lots

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of interments	450	472	450	420	420
- Number of lots sold	96	131	100	120	110
- Number of niches sold	10	4	5	6	6
- Number of lots conserved	40	40	40	40	40
- Number of cemetery tours	5,000	4,801	5,000	1,200	1,250
Efficiency Measures					
- Cost per lot maintained	\$61.00	\$64.00	\$68.00	\$64.00	\$66.00
- Cost per lot conserved	\$5,387.00	\$4,532.00	\$4,813.00	\$4,575.00	\$4,665.00
- Cost: revenue per interment	1.05	1.18	1.22	1.25	1.35
- Cost: revenue per lot sale	0.10	0.15	0.19	0.14	0.15
- % of budget spent	100.0%	100.6%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Appearance ratings	1.30	1.18	1.20	1.30	1.19
- Customer satisfaction ratings	4.50	4.58	4.51	4.40	4.60

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change</u> 05-06
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$1,104,215	\$1,147,947	\$1,218,098	6.1
Outside Services	387,539	428,271	423,812	-1.0
Commodities	55,096	72,474	77,962	7.6
Interfund Services	205,025	229,216	187,823	-18.1
Other Expenses	67,439	72,370	61,078	-15.6
TOTAL	\$1,819,314	\$1,950,278	\$1,968,773	0.9

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Assistant	0.63	0.63	0.63	3
Maintenance Worker	2.00	2.00	2.00	7
Office Assistant, Senior	1.00	1.00	1.00	9
Maintenance Worker, Senior	7.00	7.00	7.00	9
Medium Equipment Operator	3.00	3.00	3.00	10
Landscape Specialist	2.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	4.00	4.00	4.00	13
Welder	1.00	1.00	1.00	15
Maintenance Supervisor	2.00	2.00	2.00	18
Cemetery Services Coordinator	1.00	1.00	1.00	21
Cemeteries Conservation Coordinator	1.00	1.00	1.00	21
Maintenance Superintendent	1.00	1.00	1.00	24
Cemetery Director	1.00	1.00	1.00	36
TOTAL	27.63	27.63	27.63	

CUSTOMER AND EMPLOYEE SERVICE CENTER

Trends and Issues

The Center provides essential services to the City of Savannah's internal customers within the Facilities

Maintenance, Sanitation, and Water & Sewer Bureaus.

Expenditures By Type

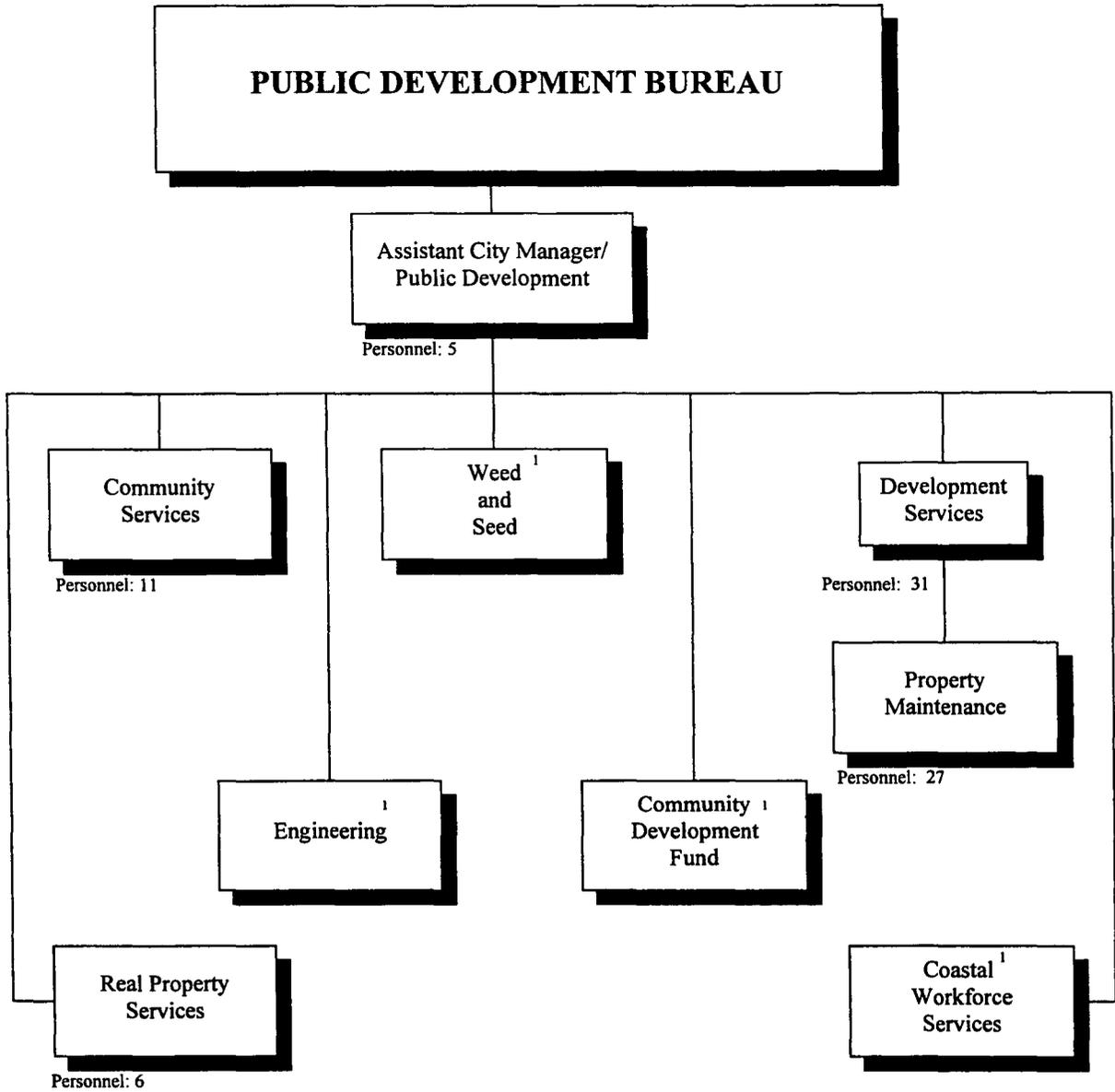
<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$79,749	\$0	\$0	0.0
Outside Services	193,992	197,544	197,970	0.2
Commodities	7,081	7,000	3,750	-46.4
Interfund Services	12,230	0	1,061	100.0
Other Expenses	43	0	0	0.0
TOTAL	\$293,095	\$204,544	\$202,781	-0.9

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Customer Service Representative	1.00	0.00	0.00	--
Customer Service Supervisor	1.00	0.00	0.00	--
TOTAL	2.00	0.00	0.00	

Budget Highlights

- Positions assigned to this department were transferred to the 311 Call Service Center in 2005.



¹ Administered in a separate fund.

PUBLIC DEVELOPMENT BUREAU

Bureau Mission

To develop partnerships with government, private and non-profit organizations within the community while providing services to citizens that foster the

development and maintenance of an attractive, socially healthy, and economically prosperous City

Expenditures By Type

The Public Development Bureau's General Fund activities include the Assistant City Manager/Public Development, Development Services, Property Maintenance, Community Services, and Real Property Services which was formerly in the Internal Services Fund.

The 2006 General Fund budget for Public Development is \$5,407,631, an increase of 15.4% above 2005 projected expenditures as shown below.

Increases are primarily due to:

- Real Property Services becoming a General Fund department
- Continuation of expenses to support Operation

Clean Sweep

- Funding in the amount of \$123,536 is included for proposed service improvements that will add a mechanical inspector position, a plumbing inspector position, and a permit specialist position in Development Services to ensure quality customer service and handling of the increased workload associated with redevelopment and growth in the annexed areas. Funding in the amount of \$11,650 is included for a proposed service improvement that will provide transportation for the Operation Clean Sweep coordinator in the office of the Assistant City Manager/Public Development.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 3,202,263	\$ 3,549,572	\$ 4,277,144	20.5
Outside Services	539,377	715,113	595,352	-16.8
Commodities	109,913	120,142	157,987	31.5
Interfund Services	302,503	250,104	288,726	15.4
Capital Outlay	5,476	0	0	0.0
Interfund Transfers	75,540	0	41,000	100.0
Other Expenses	47,332	51,219	47,422	-7.4
TOTAL	\$ 4,282,404	\$ 4,686,150	\$ 5,407,631	15.4

ASSISTANT CITY MANAGER/PUBLIC DEVELOPMENT

Trends and Issues

In 2006, the Bureau of Public Development (BPD) will continue to focus the resources of its ten departments on the following crucial initiatives:

- Reducing blighted conditions in targeted City neighborhoods
- Decreasing the number of substandard housing units
- Engaging citizens in neighborhood pride and responsibility

The Bureau is continually developing new approaches to advance these initiatives.

In 2004, the Bureau created a Neighborhood Improvement Strategy to span a five-year period ending in 2008. The task of improving neighborhoods involves the analysis of conditions, the creation of goals and objectives, the development of effective strategies, and performance measurement. The Neighborhood Improvement Strategy will focus on the core areas of:

- Housing
- Priority Corridors
- Property Conditions
- Neighborhood Engagement

Progress toward objectives will be reviewed quarterly by BPD departments.

The Targeted Blight Eradication Initiative continues to be an important component of the goal to improve the quality of life for Savannah residents. With Public Development as the lead, the initiative seeks to facilitate the involvement of all City bureaus, community residents and area businesses to eradicate blighted conditions in targeted areas. In 2005,

Operation Clean Sweep (OCS) was implemented as a tool to achieve this goal.

Housing improvements and development for low to moderate income Savannah residents continue to be a top concern for BPD. In 2003, the Housing Department participated in the conceptualization of MURP (Mini-Urban Redevelopment Plan), a revitalization tool that will serve to decrease blight and foster private investment and revitalization in targeted neighborhoods. In 2005, two additional neighborhoods are anticipated to be designated as MURP's, with plans to designate more neighborhoods in 2006.

Economic development within Savannah will focus on persistent poverty and low family income, disproportionately low business ownership by African-Americans, and City procurement with local African-American businesses. The Anti-Poverty Initiative kicked off in 2004 with strategies to reduce poverty being developed in 2005 and beyond. In 2005, the City received a grant from Youth Build, a program designed for unemployed and undereducated young people ages 16-24 to work toward their GED or high school diploma while learning job skills by building affordable housing for homeless and low-income people. Also in the works is the West Savannah Revitalization Plan, which is a multi-year proposal to enhance the neighborhood's residential appeal and explore its potential to support new retail development.

Public Development will continue to focus its resources on developing innovative strategies designed to assist in the fulfillment of its mission and the mission of the City as a whole.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 298,132	\$ 382,371	\$ 402,287	5.2
Outside Services	16,495	67,034	27,478	-59.0
Commodities	4,439	5,364	33,500	524.5
Interfund Services	9,742	8,331	11,048	32.6
Interfund Transfers	0	0	11,000	100.0
Other Expenses	1,500	6,861	0	-100.0
TOTAL	\$ 330,308	\$ 469,961	\$ 485,313	3.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Executive Secretary	1.00	1.00	1.00	14
Management Analyst, Senior	1.00	1.00	1.00	23
Property Coordinator	1.00	1.00	1.00	25
Management Services Coordinator	1.00	1.00	1.00	27
Assistant City Manager/Public Dev.	1.00	1.00	1.00	60
TOTAL	5.00	5.00	5.00	

Budget Highlights

- The budget increases in 2006 primarily due to full year funding for Operation Clean Sweep. Staff in this Department coordinates efforts among City departments to assist in blight eradication. Funding in the amount of \$11,650 is included for a proposed service improvement that will provide transportation for the Operation Clean Sweep coordinator.

DEVELOPMENT SERVICES

Trends and Issues

Development Services is responsible for interpreting and enforcing the codes that affect the safety and welfare of the public and its property. The codes regulate building construction, life safety and structural items as well as electrical, plumbing and mechanical systems. The codes also encompass the laws and ordinances that regulate zoning, signs, flood damage protection, historic preservation and energy conservation.

The Department will continue timely delivery of its services throughout the City, including all newly annexed areas. This is possible as a result of the department's realignment and the addition of key staff.

Improvements in 2006 include web-accessible permit tracking software, additional staff for plan review and a satellite office located at Godley Station. Maintaining a spirit of teamwork and cooperation among staff, the design and construction community and the general public will be another top priority.

Development is expected to continue at an

accelerated pace through 2006, driven by the explosion of single-family residential developments. Godley Station, Sweetwater and Bradley Plantations, the I-95 Gateway Savannah areas, and Hutchinson Island will develop another 900 lots in 2006. This number is in addition to the 1,077 lots brought on the market in 2005. Commercial and minor residential developments costing \$0.1 million to \$1 million are projected to continue on an even pace. An estimated 110 of these projects should be submitting for review. Medium developments with work costing \$1 million to \$5 million will account for another twenty-eight submittals, among which are three new hotels, two along the Martin Luther King, Jr. Blvd. corridor and one at the airport.

In the McIntosh Boulevard-President Street Extension area, planning continues for a major retail-grocery complex to begin in late 2005. On Hutchinson Island, construction has begun on phase one of a residential project that will see 248 units on the market in 2006. The Trustees Garden area has been cleared by the GA EPD for development in 2006.

Goals and Objectives

Goal: A City that effectively interprets, and enforces the Georgia State Minimum Standard Construction Codes

Objectives:

- To pre-determine project conformity to all applicable regulations by reviewing plans, specifications and other data by completing plan review of 90% of an estimated 7,800 projects within 10 days of receipt of completed documents
- To secure initial compliance and ensure continued compliance through quality inspection techniques and timely responses by conducting 90% of an estimated 23,900 inspection requests within 48 hours of customer requests
- To ensure permits, certificates of occupancy, fees and records are issued and maintained to code standards, established deadlines and City policies by ensuring that 90% of an estimated 7,800 permits are ready for issuance within 10 days of receipt of the

completed applications

Goal: A City that effectively interprets, administers and enforces City Zoning Regulations, Historic Preservation Code and Sign Codes

Objectives:

- To investigate 90% of all zoning, sign, and historic district complaints within 5 business days from filing of complaint
- To pre-determine zoning conformity by reviewing plans and other data by completing plan review on 90% of all projects within 10 days of receipt of completed documents

Goal: A City that effectively interprets, administers and enforces its Flood Damage Control Ordinance

Objectives:

- To review all building pad elevations for adherence to required finished floor elevations in flood zones

Objectives:

- To maintain a customer/citizen initial field inspection response time for non-emergency complaints not exceeding 2 business days
- To maintain a standard response time for code violation correction for 80% of all cases
- To maintain a measured customer/citizen satisfaction rating of 80% or better

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- PMD code enforcement –					
Total compliances	13,000	10,102	13,725	13,294	13,570
- General Property Maintenance ordinance -					
Total compliances	7,000	5,054	7,000	6,925	7,200
- Abandoned/Derelict vehicles –					
Total compliances	2,500	2,146	2,900	2,840	2,900
- Overgrown lots notices -					
Total compliances	3,200	1,986	3,000	2,954	3,000
- Graffiti abatement -					
Total compliances	550	335	475	375	300
- Unsafe buildings secured –					
Total compliances	300	163	225	145	125
- Unsafe buildings demolished –					
Total compliances	75	105	125	55	45
- Number of staff receiving customer service training	26	20	26	26	26
- Number of inspectors receiving certification training	19	19	19	19	19
Efficiency Measures					
- Cost per compliance achieved	\$85.00	\$94.00	\$120.00	\$135.00	\$132.00
- % of budget spent	100.0%	91.0%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Caseload per PMD inspector	1,300	765	1,200	1,165	1,189
- Compliances per PMD inspector	-	-	1,140	1,107	1,130
- % of cases closed/inspector	95.0%	91.0%	95.0%	95.0%	95.0%

Expenditures by Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,273,290	\$ 1,419,681	\$ 1,649,453	16.2
Outside Services	48,924	69,595	69,119	-0.7
Commodities	18,407	28,869	33,922	17.5
Interfund Services	130,605	78,624	114,833	46.1
Interfund Transfers	46,500	0	30,000	100.0
Other Expenses	18,612	16,658	27,251	63.6
TOTAL	\$ 1,536,338	\$ 1,613,427	\$ 1,924,578	19.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Permit Specialist	2.00	2.00	3.00	10
Permit Specialist, Senior	1.00	1.00	1.00	11
Customer Service Representative	1.00	1.00	1.00	11
Administrative Assistant	1.00	1.00	1.00	13
Plumbing/Mechanical Inspector	4.00	4.00	6.00	18
Zoning Inspector	2.00	3.00	3.00	18
Electrical Inspector	4.00	4.00	4.00	18
Building Inspector	3.00	3.00	3.00	18
Plans Examiner, Assistant	1.00	1.00	1.00	19
Plumbing/Mechanical Inspector, Principal	1.00	1.00	1.00	20
Building Inspector, Principal	1.00	1.00	1.00	20
Zoning Inspector, Principal	1.00	1.00	1.00	20
Electrical Inspector, Principal	1.00	1.00	1.00	20
Plans Examiner	1.00	1.00	1.00	22
Permit Services Coordinator	1.00	1.00	1.00	24
Development Services Administrator	1.00	1.00	1.00	27
Development Services Director	1.00	1.00	1.00	36
TOTAL	27.00	28.00	31.00	

Budget Highlights

- The primary increase in the Department is due to the full year cost of additional staff added in 2005 and \$123,536 for a mechanical inspector position, a plumbing inspector position, and a permit specialist position and associated equipment proposed for

2006 to support service improvements. These improvements will enhance customer service due to the growth and development occurring within the City of Savannah.

PROPERTY MAINTENANCE

Trends and Issues

The Property Maintenance Department (PMD) is responsible for the enforcement of the property maintenance codes of the City including those that govern the maintenance of both occupied and vacant structures, vehicles, vacant lots and residential yards. The focus of the code enforcement effort is to promote a safe, clean, and healthy environment for all City residents and visitors.

PMD uses a variety of techniques to accomplish its mission, including public education, proactive inspections and response to citizen-reported code violations. Achieving voluntary code compliance is always the initial objective, but Court assistance is also used when required.

PMD joined forces throughout 2005 with other City-service departments and bureaus including Community Services, Savannah-Chatham Metropolitan Police Department, Savannah Fire and Emergency Services, Housing, Real Property Services, Park and Tree, Facilities Maintenance, and Sanitation under the Operation Clean Sweep (OCS) program to improve the quality of life in many neighborhoods.

OCS was effective and made a tremendous impact on target areas by providing a concentration of coordinated City services in a target area at the same time. PMD plays a major role in the OCS program and participates in the OCS follow up team to meet the challenge of ensuring that property maintenance and other OCS improvements are sustained.

The primary issue facing the Department continues to be minimizing the presence of blighting conditions such as overgrown vegetation, litter, debris, graffiti, vacant dilapidated housing and derelict vehicles. Improving enforcement to correct violations continues to be a major emphasis for the Department. Increasingly, education and punitive responses towards repeat violators are being utilized to encourage property owners to maintain their properties and prevent blight. Progress has been made utilizing the Administrative Hearing Court and a more responsive Recorder's Court, where fines for repeat violators are becoming the norm and serve as clear deterrent for future property maintenance violations. Continued best practices research and reviews to investigate improvements in state enabling legislation and local ordinances is critical.

In 2005, PMD continued making improvements to the case-processing database which has resulted in improved automation of case-tracking, enforcement productivity, staff accountability and report generation. Additional work with the Information Technology Department is underway that should result in the utilization of web-enabled handheld database input devices by all field inspectors in 2005. Technology improvements will also include the integration of the PMD database into the City service 311 system, including the receipt of and response to citizen reported property maintenance code violations.

Goals and Objectives

Goal: A City with neighborhoods free of overgrown or littered lots, abandoned/derelict vehicles and other property maintenance violations

Objectives:

- To educate all citizens on the importance of their responsibility in maintaining their property free of property maintenance code violations
- To identify and remove all derelict and/or abandoned vehicles from each community

- To identify all lots that are overgrown, littered with debris and encourage owners to voluntarily correct the violations or utilize code enforcement powers to eliminate the violations
- To identify and remove graffiti

Goal: A City where citizen complaints of property maintenance violations are promptly responded to and eliminated in a sustainable manner ensuring citizen satisfaction

Objectives:

- To maintain a customer/citizen initial field inspection response time for non-emergency complaints not exceeding 2 business days

- To maintain a standard response time for code violation correction for 80% of all cases
- To maintain a measured customer/citizen satisfaction rating of 80% or better

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- PMD code enforcement – Total compliances	13,000	10,102	13,725	13,294	13,570
- General Property Maintenance ordinance - Total compliances	7,000	5,054	7,000	6,925	7,200
- Abandoned/Derelict vehicles – Total compliances	2,500	2,146	2,900	2,840	2,900
- Overgrown lots notices - Total compliances	3,200	1,986	3,000	2,954	3,000
- Graffiti abatement - Total compliances	550	335	475	375	300
- Unsafe buildings secured – Total compliances	300	163	225	145	125
- Unsafe buildings demolished – Total compliances	75	105	125	55	45
- Number of staff receiving customer service training	26	20	26	26	26
- Number of inspectors receiving certification training	19	19	19	19	19
Efficiency Measures					
- Cost per compliance achieved	\$85.00	\$94.00	\$120.00	\$135.00	\$132.00
- % of budget spent	100.0%	91.0%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Caseload per PMD inspector	1,300	765	1,200	1,165	1,189
- Compliances per PMD inspector	-	-	1,140	1,107	1,130
- % of cases closed/inspector	95.0%	91.0%	95.0%	95.0%	95.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,050,805	\$ 1,111,273	\$ 1,209,880	8.9
Outside Services	363,646	485,947	392,286	-19.3
Commodities	63,432	52,721	56,289	6.8
Interfund Services	120,558	130,251	121,417	-6.8
Capital Outlay	5,476	0	0	0.0
Interfund Transfers	29,040	0	0	0.0
Other Expenses	17,467	20,277	15,276	-24.7
TOTAL	\$ 1,650,424	\$ 1,800,469	\$ 1,795,148	-0.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Customer Service Representative	3.00	3.00	3.00	11
Administrative Assistant	1.00	1.00	1.00	13
Property Maintenance Technician	2.00	2.00	2.00	14
Property Inspector	16.00	16.00	16.00	14
Property Inspector, Principal	3.00	3.00	3.00	18
Property Maintenance Specialist	1.00	1.00	1.00	20
Property Maintenance Director	1.00	1.00	1.00	36
TOTAL	27.00	27.00	27.00	

COMMUNITY SERVICES

Trends and Issues

The Community Services Department works with neighborhood residents, community groups and public/private organizations to address negative conditions affecting neighborhood livability and to improve the quality of life of Savannah residents. This is accomplished through key programs and services which include leadership development training and capacity building, blight reduction and neighborhood revitalization project coordination, Keep Savannah Beautiful, and neighborhood assistance and support coordination.

In 2005, the Bureau of Public Development initiated the Operation Clean Sweep Program. The Community Services Department assisted in the coordination and implementation of the program. The program combines the services of many City departments to eradicate blight, reduce crime and ensure a safe, environmentally healthy City.

The Grants for Neighborhoods Program is in its sixth year. In 2005, ten grants of \$8,000 each were awarded to Community Based Development Organizations (CBDO's) to implement neighborhood improvement projects. The program is funded through the Community Development Block Grant (CDBG).

The Community Services Department featured a new television show called "Our World." The monthly show discusses issues that impact the quality of life in

Savannah's neighborhoods and highlights the many people and organizations that are working hard to make a difference. The program is produced in-house and aired on the City's government channel.

In 2005, Keep Savannah Beautiful (KSB) expanded its recycling efforts. The Waste Tire-Roundups increased from one time per year to four times. KSB also coordinated the Recycling Rama project in support of the national "America Recycles Everyday" campaign and the Cigarette Butt Litter Reduction Program.

The Leadership Development Institute added a new Course of Action initiative for newly created or reorganized neighborhood organizations. The component assists organizations in developing bylaws and obtaining the necessary legal status to increase their operational capacity.

In 2006, Community Services will expand its public outreach program, maximizing use of the government channel to educate the public. The Department also is expanding partnerships with schools and businesses to increase their role in fighting blight. Community Services will continue to provide ongoing support to neighborhood residents, community organizations, community development corporations, community-based development organizations and the Inter-Neighborhood Council.

Goals and Objectives

Goal: A City that maintains effective communication among neighborhoods, residents, community organizations and City staff to address issues of blight

Objective:

- To maintain an updated listing of current neighborhood association leadership contacts and meeting information and coordinate City presence at neighborhood meetings

Goal: A City that actively encourages participation by community organizations in blight eradication and neighborhood self-sufficiency projects

Objectives:

- To engage 530 participants in the Leadership Training Program to build the knowledge and skills base of neighborhood volunteers
- To assist 14 neighborhood organizations in achieving CBDO designation and securing CDBG grant funding to implement blight reduction and self-sufficiency projects through the Grants for Neighborhood Program
- To engage residents in blight reduction initiatives during all Operation Clean Sweep activity weeks

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Participants in Leadership Program activities	200	568	525	525	530
- Grant applications received for Grants for Neighborhoods	10	11	12	13	14
- Blight reduction projects coordinated in targeted neighborhoods	4	7	8	6	7
- Neighborhood organization non-profits receiving CBDO designation	8	11	12	10	12
Efficiency Measures					
- Cost per participant trained	\$30.00	\$33.80	\$32.00	\$27.00	\$32.00
- % of budget spent	100.0%	98.2%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of neighborhood improvement grants implemented	-	-	93.0%	93.0%	93.0%
- % of grants completed through Grants for Neighborhoods Program	95.0%	100.0%	95.0%	95.0%	95.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 580,035	\$ 636,247	\$ 670,492	5.4
Outside Services	110,312	92,537	85,014	-8.1
Commodities	23,636	33,188	29,486	-11.2
Interfund Services	41,598	32,898	31,382	-4.6
Other Expenses	9,753	7,423	1,575	-78.8
TOTAL	\$ 765,334	\$ 802,293	\$ 817,949	2.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Community Projects Technician	1.00	1.00	1.00	16
Neighborhood Services Coordinator	8.00	8.00	8.00	20
Community Services Administrator	1.00	1.00	1.00	28
Community Planning & Development Director	1.00	1.00	1.00	40
TOTAL	11.00	11.00	11.00	

REAL PROPERTY SERVICES

Trends and Issues

Real Property Services (RPS) provides real estate services to all City bureaus. It identifies and purchases property for office space, recreational space, open space, and road and drainage purposes. RPS manages petitions (requests) for easements, encroachments, licenses to use, and the sale of surplus City property. Additionally, the Department acquires property for the development of affordable housing in CDBG target neighborhoods.

After two years of mortgage rates being at a 40 year low, interest rates result in fewer first-time homebuyers, particularly low-to-moderate income first-time homebuyers. The challenge for the City of Savannah, like other municipalities across the country, will be to continue to foster development of quality affordable housing for low-to-moderate income residents. The challenge will become more daunting if Community Development Block Grant funds are reduced as proposed. Nonetheless, the City of Savannah continues their “ahead-of-the-curve-posture” by fostering the development of quality affordable housing through the establishment and funding of the Housing Trust Fund and adoption and implementation of redevelopment areas throughout several neighborhoods.

In the third quarter of 2004, the Mayor and Council adopted the Land Use Plan for Phase III of the Cuyler-Brownsville Redevelopment Plan. RPS staff has identified 135 parcels for redevelopment or rehabilitation in Phase III. Other redevelopment areas include West Savannah and Feiler Park, where

staff have identified an additional 91 parcels and 31 parcels respectively. Through acquisition of property in redevelopment areas, the City of Savannah continues to increase homeownership amongst its low-to-moderate income residents.

The need for wider roads, more recreational and cultural venues and better management of stormwater and drainage increases, as the City continues to grow as the region’s center. RPS works with Facilities Maintenance and Leisure Services to identify and purchase property to meet their ever increasing demands. RPS staff is actively pursuing property for a new Civic Center, Cultural Affairs Center, and Municipal Complex. Part of the City’s efforts to better manage stormwater and drainage is the acquisition of homes that have a history of flooding. RPS, with funds from Homeland Security (formerly FEMA), continues to purchase property that routinely floods. The ongoing acquisition of such property facilitates better management of stormwater and drainage.

Historically, the City of Savannah has leased a number of offices for office space. Leased space continues to require costly repairs, the payment of taxes and ever increasing rental rates. As a result, the Mayor and Council have determined that tax payers and employees are better served by the City owning its office space. RPS is working to acquire property that will meet the City’s office, precinct, and fire and emergency services needs as leases near expiration.

Goals and Objectives

Goal: A City that provides a high professional level of service to City departments and citizens concerning real property related issues and concerns, particularly the acquisition and disposition of property for City and redevelopment purposes

Objectives:

- To manage the acquisition of 10 properties for City purposes

- To manage the acquisition and disposition of 30 properties for redevelopment purposes
- To effectively and professionally coordinate 40 petitions regarding property related issues for final consideration by the City
- To coordinate the sale of 19 properties that are irregular or surplus

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Property acquired for City use	-	-	-	-	10
- Sale of remnant (irregular) lots	-	-	-	-	12
- Sale of surplus property	-	-	-	-	7
- FEMA property acquired	-	-	-	-	15
- Public petitions processed	-	-	-	-	40
- Property acquired for development	-	-	-	-	30
Efficiency Measure					
- % of budget spent	-	-	-	-	100.0%
Effectiveness Measures					
- Property acquired for City use	-	-	-	-	100.0%
- Sale of irregular lots	-	-	-	-	100.0%
- Sale of surplus property	-	-	-	-	100.0%
- FEMA property acquired	-	-	-	-	100.0%
- Public petitions processed	-	-	-	-	100.0%
- Property acquired for development	-	-	-	-	100.0%

Expenditures By Type

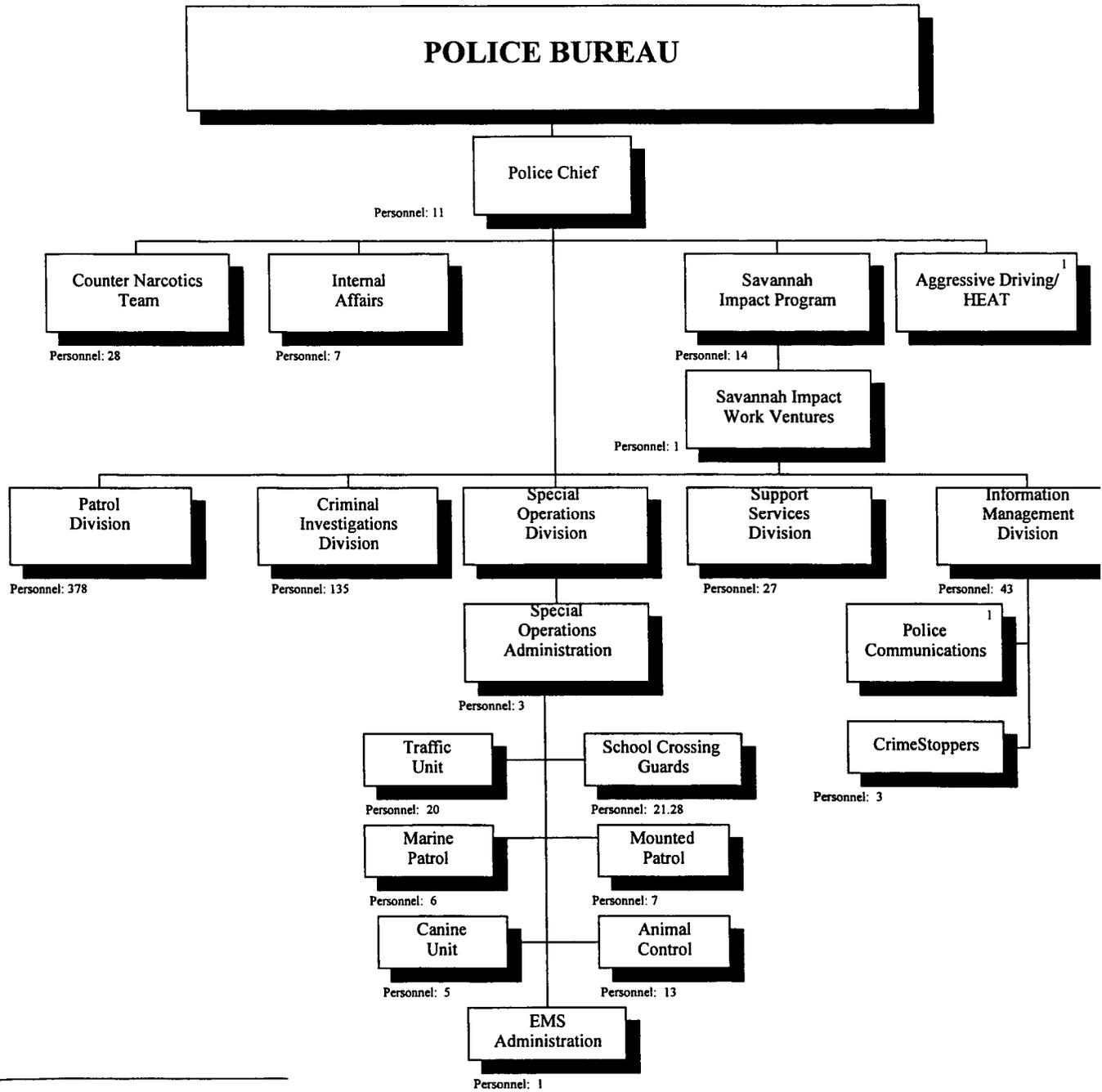
<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 0	\$ 0	\$ 345,032	100.0
Outside Services	0	0	21,455	100.0
Commodities	0	0	4,790	100.0
Interfund Services	0	0	10,046	100.0
Other Expenses	0	0	3,320	100.0
TOTAL	\$ 0	\$ 0	\$ 384,643	100.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	0.00	0.00	1.00	13
Real Property Technician	0.00	0.00	1.00	15
Property Coordinator	0.00	0.00	3.00	25
Real Property Director	0.00	0.00	1.00	36
TOTAL	0.00	0.00	6.00	

Budget Highlights

- Real Property Services was in the Internal Services Fund through 2005. Two positions that were a part of the total number of authorized positions in Real Property Services in 2005 will be transferred to an outside agency in 2006.



¹ Administered in a separate fund.

POLICE BUREAU

Bureau Mission

To ensure public safety throughout the City of Savannah and the unincorporated areas of Chatham County by reducing adult, juvenile, and repeat

offender crimes and by building partnerships within the community to promote safe and secure neighborhoods

Expenditures By Type

The 2006 budget for the General Fund departments within the Police Bureau is \$50,157,946 or 6.7% above 2005 projected expenditures. This increase is primarily due to adjustments in wages and benefits, rising fuel costs, and proposed service improvements that add twelve sworn officer positions, eight

community services specialist positions, one administrative assistant position, a personnel coordinator position, a vehicle coordinator position, a purchasing technician position and associated equipment.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 26,125,220	\$ 37,138,913	\$ 39,570,638	6.5
Outside Services	1,225,205	2,697,636	2,748,453	1.9
Commodities	1,524,106	3,053,707	3,337,857	9.3
Interfund Services	2,037,045	2,022,573	2,619,922	29.5
Capital Outlay	0	143,341	45,040	-68.6
Interfund Transfers	51,452	264,100	253,600	-4.0
Other Expenses	877,141	1,687,369	1,582,436	-6.2
G-8 Costs	1,104,812	0	0	0.0
TOTAL	\$ 32,944,981	\$ 47,007,639	\$ 50,157,946	6.7

POLICE CHIEF

Trends and Issues

The Police Chief's Office is responsible for the overall management of the Savannah-Chatham Metropolitan Police Department (SCMPD). The Department has a combined force of 579 sworn officers and is among the highest caliber police departments in the nation. SCMPD is organized into five divisions: Patrol, Criminal Investigations, Information Management, Support Services, and Special Operations.

At the beginning of 2005, the Department prepared a Strategic Plan to guide its activities for the year. Each division and unit in the Department implemented plans and expectations that were centered around five

goals: Quality of Life Issues, Community Engagement, Youth Crime, Illegal Guns, and Delayed Calls. Significant improvements were made in each of these areas in 2005.

The most recent Citizen Satisfaction Survey showed that 77% of citizens felt safer in their neighborhoods as compared to 75% in the previous year. Satisfaction with police services was at 80% - a 5% increase from the previous year and the highest percentage since the survey began in 1999. A total of 83% of the respondents were satisfied with the police officers in their neighborhood - an increase from 77% in the previous year.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 525,078	\$ 680,656	\$ 765,803	12.5
Outside Services	69,044	55,458	47,934	-13.6
Commodities	40,228	33,831	35,278	4.3
Interfund Services	27,913	18,820	29,997	59.4
Other Expenses	14,575	13,680	14,436	5.5
TOTAL	\$ 676,838	\$ 802,445	\$ 893,448	11.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Police Captain	1.00	0.00	0.00	--
Chaplain	0.00	1.00	1.00	--
Secretary	1.00	1.00	1.00	10
Administrative Assistant	2.00	3.00	3.00	13
Police Corporal	0.00	1.00	1.00	18
Police Sergeant	3.00	2.00	2.00	22
Police Major	0.00	1.00	1.00	36
Assistant Police Chief	0.00	1.00	1.00	41
Police Chief	1.00	1.00	1.00	56
TOTAL	8.00	11.00	11.00	

Budget Highlights

- The budget increases \$91,003 or 11.3% due to the full year cost of the assistant police chief position that was established in 2005 and changes in wages and benefits.

PATROL

Trends and Issues

Patrol is responsible for responding to calls for police service, conducting the initial investigation of incidents, providing preventive patrol, and working with residents and businesses to reduce crime problems in all areas of the jurisdiction.

In 2004, Patrol realigned precinct boundaries to improve the efficiency of patrol services. The new precinct boundaries follow natural lines of demarcation such as rivers and limited access highways. There are a total of six precincts: West Chatham, Downtown, Central, Southside, Islands, and Skidaway. Each precinct is commanded by a Captain who has the authority and responsibility to organize available manpower and implement tactics that will be most effective in their precinct.

Patrol is the primary participant in the CompStat process which continuously analyzes crime trends and patterns, and responds to those trends immediately to curtail extended criminal activity.

Precinct Commanders report on their progress at the weekly CompStat meeting each Wednesday, and outline plans for the upcoming week. The weekly CompStat report and Crime Bulletins provide maps, analysis, and other information to make informed decisions about the deployment of personnel.

To achieve the Bureau's goals in the 2005 Strategic Plan, Patrol implemented several actions. These included the creation of a Citizen Advisory Committee in each precinct to facilitate community policing at a formal level. The committees meet monthly with the Precinct Commanders to discuss issues of concern.

In 2005, Patrol also emphasized the enforcement of "quality of life" issues which included enforcement of loud music coming from vehicles, graffiti, disorderly conduct, littering, and truancy.

Goals and Objectives

Goal: A City and County that frees neighborhoods of "quality of life" infractions such as loud car stereos and alcohol-related offenses

Objectives:

- To increase total arrests for alcohol related offenses by 15%
- To increase the total citations/arrests for loud car stereos by 15%
- To increase the total arrests for all "quality of life" offenses by 15%

Goal: A City and County that increases community engagement via increased citizen-police interaction and cooperation

Objectives:

- To continue monthly meetings of the Citizens Advisory Committees in each precinct
- To increase the number of neighborhood and community meetings attended by 5 meetings
- To increase the number of SCAN (Savannah Community Alert Network) messages distributed to the community by 10%

Goal: A City and County that reduces youth crime

Objectives:

- To increase the number of truants picked up by 50%
- To increase the number of curfew violators picked up by 50%

Goal: A City and County where preventable and suppressible crimes in the West Chatham Precinct are reduced

Objectives:

- To reduce the number of robberies by 12%
- To reduce the number of aggravated assaults by 15%
- To reduce the number of burglaries by 10%
- To reduce the number of larcenies from autos by 10%
- To reduce the number of auto thefts by 10%

Goal: A City and County where preventable and suppressible crimes in the Downtown Precinct are reduced

Objectives:

- To reduce the number of robberies by 12%
- To reduce the number of aggravated assaults by 15%
- To reduce the number of burglaries by 10%
- To reduce the number of larcenies from autos by 10%
- To reduce the number of auto thefts by 10%

Goal: A City and County where preventable and suppressible crimes in the Central Precinct are reduced

Objectives:

- To reduce the number of robberies by 12%
- To reduce the number of aggravated assaults by 15%
- To reduce the number of burglaries by 10%
- To reduce the number of larcenies from autos by 10%
- To reduce the number of auto thefts by 10%

Goal: A City and County where preventable and suppressible crimes in the Southside Precinct are reduced

Objectives:

- To reduce the number of robberies by 12%
- To reduce the number of aggravated assaults by 15%
- To reduce the number of burglaries by 10%
- To reduce the number of larcenies from autos by 10%
- To reduce the number of auto thefts by 10%

Goal: A City and County where preventable and suppressible crimes in the Islands Precinct are reduced

Objectives:

- To reduce the number of robberies by 12%
- To reduce the number of aggravated assaults by 15%
- To reduce the number of burglaries by 10%
- To reduce the number of larcenies from autos by 10%
- To reduce the number of auto thefts by 10%

Goal: A City and County where preventable and suppressible crimes in the Skidaway Precinct are reduced

Objectives:

- To reduce the number of robberies by 12%
- To reduce the number of aggravated assaults by 15%
- To reduce the number of burglaries by 10%
- To reduce the number of larcenies from autos by 10%
- To reduce the number of auto thefts by 10%

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Calls for service	203,000	198,446	246,000	277,000	280,000
Efficiency Measures					
- Cost per call for service	\$87.00	\$88.00	\$82.00	\$73.00	\$73.00
- % of budget spent	100.0%	101.6%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Alcohol-related arrests	-	-	-	900	1,035
- Loud car stereo citations/arrests	-	-	-	500	575
- Total "quality of life" arrests	-	-	-	1,600	1,840
- Citizens Advisory Committee Meetings	-	-	-	72	72
- Neighborhood meetings attended	-	-	-	250	255
- SCAN messages distributed	-	-	-	176	194
- Truants picked up	-	-	-	400	600
- Curfew violators picked up	-	-	-	150	225
West Chatham Precinct					
- Robberies	-	-	-	72	63
- Aggravated Assaults	-	-	-	103	87
- Burglaries	-	-	-	492	442
- Larcenies from Autos	-	-	-	460	414
- Auto Thefts	-	-	-	250	225
Downtown Precinct					
- Robberies	-	-	-	140	123
- Aggravated Assaults	-	-	-	114	96
- Burglaries	-	-	-	330	297
- Larcenies from Autos	-	-	-	700	630
- Auto Thefts	-	-	-	261	234
Central Precinct					
- Robberies	-	-	-	160	140
- Aggravated Assaults	-	-	-	205	174
- Burglaries	-	-	-	864	777
- Larcenies from Autos	-	-	-	952	856
- Auto Thefts	-	-	-	374	336
Southside Precinct					
- Robberies	-	-	-	119	104
- Aggravated Assaults	-	-	-	69	58
- Burglaries	-	-	-	478	430
- Larcenies from Autos	-	-	-	778	700
- Auto thefts in Southside Precinct	-	-	-	294	264

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Islands Precinct					
- Robberies	-	-	-	53	46
- Aggravated	-	-	-	50	42
- Burglaries	-	-	-	220	198
- Larcenies from Autos	-	-	-	317	285
- Auto Thefts	-	-	-	126	113
Skidaway Precinct					
- Robberies	-	-	-	42	36
- Aggravated Assaults	-	-	-	41	34
- Burglaries	-	-	-	250	225
- Larcenies	-	-	-	330	297
- Auto Thefts	-	-	-	94	84

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 16,457,332	\$ 18,914,694	\$ 20,404,305	7.9
Outside Services	272,851	558,581	506,928	-9.2
Commodities	595,552	687,292	915,096	33.1
Interfund Services	1,044,202	952,138	1,493,338	56.8
Interfund Transfers	0	160,000	208,000	30.0
Other Expenses	584,695	891,628	791,853	-11.2
TOTAL	\$ 18,954,632	\$ 22,164,333	\$ 24,319,520	9.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
School Crossing Guard	21.28	0.00	0.00	--
Groom	1.00	0.00	0.00	--
Secretary	5.00	5.00	5.00	10
Community Services Specialist	8.00	10.00	18.00	11
Administrative Assistant	1.00	1.00	2.00	13
Police Officer	144.00	207.00	214.00	15
Police Corporal	53.00	36.00	38.00	18
Police Corporal, Star	40.00	43.00	44.00	18
Management Analyst	1.00	1.00	1.00	21
Police Sergeant	33.00	33.00	35.00	22
Police Lieutenant	11.00	14.00	14.00	26
Police Captain	5.00	6.00	6.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	324.28	357.00	378.00	

Budget Highlights

- The budget for Patrol increases \$2,155,187 or 9.7% above 2005 projected expenditures primarily due to several proposed service improvements, and adjustments in wages and benefits.
- Funding is included in the amount of \$355,686 for a proposed service improvement that will add six (6) police officer positions and associated equipment to enhance police services.
- Six (6) existing sworn officer positions will be transferred to Patrol in 2006 and replaced with civilians to provide direct patrol services.
- Funding is included in the amount of \$329,433 for a proposed service improvement that will add eight (8) community services specialists positions to respond to calls for service that do not require the presence of a sworn officer, thus allowing officers to focus on higher-priority crimes.
- Funding is included in the amount of \$27,106 for an administrative assistant position to provide clerical support at the Skidaway Precinct.
- Continuation of funding in the amount of \$45,000 is included for the Safe Kids – Safe Streets initiative authorized in 2005.

CRIMINAL INVESTIGATIONS

Trends and Issues

Criminal Investigations is responsible for the follow-up investigation of crimes and the identification, location and apprehension of offenders. Criminal Investigations also assists the District Attorney by carefully preparing cases for the successful prosecution of arrestees. The Division is divided into several units: Robbery, Homicide/Aggravated Assault, Domestic Violence, Special Victims Unit, Property Crimes, Auto Theft, Forgery/Fraud, Pawn Shops, Forensics, TRAP (Tactical Reaction and Prevention), and the Criminal Intelligence Center.

Approximately 480 palm prints are retrieved each year. Without a palm print database and a computerized method for making matches, the manual process was marginal at best. Implementation of the system now provides the capability to match palm prints and will increase the ability to solve crimes, particularly burglaries and thefts from automobiles.

During 2005, the Forensics Unit was improved with the aid of a grant from the U.S. Department of Justice for a palm print matching system. While the Unit already had excellent capabilities for matching latent fingerprints using the AFIS system, the existing process was not designed for matching palm prints.

The number of financial crimes has increased in recent years, necessitating a larger number of cases assigned and an increased consumption of investigator resources. These types of cases are more labor intensive and require more detective man-hours than many of the more serious crimes. Nonetheless, there are significant solvability factors involved in these financial crimes and they must be investigated.

Goals and Objectives

Goal: A City and County in which all crimes are promptly investigated and successfully cleared

Objectives:

- To exceed the national average clearance rate of 63% for homicide
- To exceed the national average clearance rate of 44% for rape
- To exceed the national average clearance rate of 26% for robbery
- To exceed the national average clearance rate of 56% for aggravated assault
- To exceed the national average clearance rate of 13% for burglary
- To exceed the national average clearance rate of 13% for auto theft

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Cases assigned	7,200	7,179	8,800	7,800	7,800
Efficiency Measures					
- Cost per assigned case	\$930.00	\$922.00	\$930.00	\$1,038.00	\$1,100.00
- % of budget spent	100.0%	98.6%	100.0%	100.0%	100.0%

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Clearance rate, homicide	63.0%	58.0%	65.0%	65.0%	64.0%
- Clearance rate, rape	45.0%	55.0%	46.0%	50.0%	45.0%
- Clearance rate, robbery	26.0%	38.0%	27.0%	30.0%	27.0%
- Clearance rate, aggravated assault	57.0%	60.0%	57.0%	60.0%	57.0%
- Clearance rate, burglary	14.0%	11.0%	14.0%	14.0%	14.0%
- Clearance rate, auto theft	15.0%	18.0%	15.0%	14.0%	14.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 5,695,239	\$ 7,124,776	\$ 7,743,967	8.7
Outside Services	135,799	256,219	265,575	3.7
Commodities	231,471	370,971	381,997	3.0
Interfund Services	268,343	236,943	333,049	40.6
Interfund Transfers	36,700	45,600	45,600	0.0
Other Expenses	241,110	143,691	318,848	121.9
TOTAL	\$ 6,608,662	\$ 8,178,200	\$ 9,089,036	11.1

Positions

<u>Class Title</u>	2004	2005	2006	<u>Grade</u>
Office Assistant	2.00	2.00	2.00	7
Office Assistant, Senior	0.00	2.00	2.00	9
Secretary	6.00	6.00	6.00	10
Community Services Specialist	0.00	0.00	1.00	11
Administrative Assistant	1.00	2.00	2.00	13
Police Officer	40.00	55.00	55.00	15
Police Corporal	29.00	29.00	29.00	18
Police Corporal, Star	16.00	17.00	17.00	18
Police Sergeant	10.00	13.00	13.00	22
Management Analyst, Principal	1.00	1.00	1.00	25
Police Lieutenant	4.00	5.00	5.00	26
Police Captain	0.00	1.00	1.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	110.00	134.00	135.00	

Budget Highlights

- The budget for Criminal Investigations increases \$910,836 or 11.1% above 2005 projected expenditures. This increase is primarily due to adjustments in wages and benefits, the rising cost of fuel, the planned purchase of furniture and equipment, and the full year cost of service improvements authorized in 2005. A community services specialist position was added in the amount of \$24,829 to monitor operations of pawn shops to minimize the sale of stolen goods. An allocation of \$30,000 was authorized to purchase equipment to support gang enforcement.

SPECIAL OPERATIONS ADMINISTRATION

Trends and Issues

Special Operations is responsible for managing specialized tactical units that require specialized training. Primary units include Traffic, Marine Patrol, Aviation, Canine, Mounted Patrol, and Animal Control Units as well as the Emergency Operations

Unit. Special Operations programs also include the SWAT Team, Dive Team, and Homeland Security Program. These tactical units provide significant support for patrol and investigative operations.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 0	\$ 220,428	\$ 233,143	5.8
Outside Services	0	20,329	22,149	9.0
Commodities	0	20,643	44,320	114.7
Interfund Services	0	112,797	20,377	-81.9
Capital Outlay	0	2,806	22,400	698.3
Other Expenses	0	202,083	36,035	-82.2
TOTAL	\$ 0	\$ 579,086	\$ 378,424	-34.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	0.00	1.00	1.00	13
Police Lieutenant	0.00	1.00	1.00	26
Police Major	0.00	1.00	1.00	36
TOTAL	0.00	3.00	3.00	

Budget Highlights

- The budget for Special Operations Administration decreases \$200,662 or 34.7% due to a decrease in vehicle maintenance charges based on assigned vehicles.
- Funding in the amount of \$25,636 is included to support a proposed service improvement to upgrade an existing small command vehicle.
- An additional \$13,225 is included to support a second proposed service improvement to provide a hostage negotiation telephone.

TRAFFIC UNIT

Trends and Issues

The Traffic Unit enforces traffic laws within both the City of Savannah and the unincorporated areas of Chatham County to promote road safety and to reduce the number of traffic accidents.

The Traffic Unit focuses its activities on street segments and intersections where there are significant

public safety concerns. The objective of the Traffic Unit is to reduce the number and severity of injuries by reducing speeds and increasing seat belt usage. Research shows that traffic enforcement efforts do not affect the number of crashes, but the severity of crashes can be reduced as well as the number of injuries.

Goals and Objectives

Goal: A City and County where there are no traffic crashes in Savannah and the unincorporated areas of Chatham County

Objective:

- To reduce the number of traffic crashes with injuries by 3%

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Citations issued by traffic unit	21,000	17,000	18,000	18,000	18,000
Efficiency Measure					
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measure					
- Number of traffic crashes with injuries	-	2,631	12,200	2,600	2,522

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 0	\$ 1,347,854	\$ 1,185,224	-12.1
Outside Services	0	60,779	62,499	2.8
Commodities	0	85,188	103,272	21.2
Interfund Services	0	63,195	75,836	20.0
Capital Outlay	0	0	16,000	100.0
Other Expenses	0	71,093	58,842	-17.2
TOTAL	\$ 0	\$ 1,628,109	\$ 1,501,673	-7.8

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Secretary	0.00	1.00	1.00	10
Police Officer	0.00	6.00	6.00	15
Police Corporal	0.00	8.00	8.00	18
Police Corporal, Star	0.00	2.00	2.00	18
Police Sergeant	0.00	2.00	2.00	22
Police Lieutenant	0.00	1.00	1.00	26
TOTAL	0.00	20.00	20.00	

Budget Highlights

- The budget for the Traffic Unit decreases \$126,436 or 7.8% primarily due to funding requirements for existing personnel in 2006.

SCHOOL CROSSING GUARDS

Trends and Issues

School Crossing Guards are responsible for the traffic safety of school children in the City of Savannah and surrounding unincorporated areas. Traffic safety is defined as assisting children in crossing streets on their way to and from school.

and from school or keep children at the curb and escort them across the street when it is safe to do so. In addition, school crossing guards work with school resource officers and police officers by reporting speeding and other traffic violations in school zones. They also report unsafe conditions of the road, sidewalks, street lights, and traffic control devices within the school zone.

School crossing guards may interrupt vehicular traffic to enable children to cross the streets on their way to

Goals and Objectives

Goal: A City and County where safe intersections for school crossing in designated areas are provided

Objective:

- To ensure safe crossing of all children in designated school zones

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Safety complaints	-	-	0	0	0
- Student accidents	-	-	0	0	0
Efficiency Measure					
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measure					
- % of school safety zones covered by crossing guards	-	-	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change 05-06
	Actual	Projected	Budget	
Personal Services	\$ 0	\$ 355,421	\$ 340,433	-4.2
Interfund Services	0	800	1,020	27.5
TOTAL	\$ 0	\$ 356,221	\$ 341,453	-4.2

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
School Crossing Guard	0.00	21.28	21.28	4
TOTAL	0.00	21.28	21.28	

Budget Highlights

- The budget for School Crossing Guards decreases requirements for existing personnel.
\$14,768 or 4.2% primarily due to funding

MOUNTED PATROL

Trends and Issues

Mounted Patrol provides preventive patrol services in many areas of the jurisdiction, especially in densely populated neighborhoods and the downtown area. Policing on horseback provides flexibility to patrol areas that vehicles cannot easily reach along with the ability to look over walls and fences. The Unit

provides security services at special events and added police presence as a deterrent to criminal activity. Patrol officers mounted on horseback monitor crowd control when needed, and provide tourists and citizen with directions to special events throughout the City.

Goals and Objectives

Goal: A City and County where visible police mounted patrol is provided

cannot easily reach by providing 10,000 hours of mounted patrol each year

Objectives:

- To patrol neighborhood areas that motor vehicles

- To provide at least 15,000 citizen contacts during special events

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Hours of patrol	-	10,000	10,000	10,000	10,000
- Citizen contact	-	15,000	15,000	16,000	15,000
Efficiency Measure					
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measure					
- % of scheduled patrolling	-	-	100.0%	100.0%	100.0%

Expenditures By Type

	2004		2005		2006		% Change
<u>Expenditure Area</u>	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>		<u>05-06</u>
Personal Services	\$ 0		\$ 421,893		\$ 461,508		9.4
Outside Services	0		28,680		21,680		-24.4
Commodities	0		47,103		46,710		-0.8
Interfund Services	0		8,801		35,761		306.3
Capital Outlay	0		16,950		0		-100.0
Other Expenses	0		5,006		12,608		151.9
TOTAL	\$ 0		\$ 528,433		\$ 578,267		9.4

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Groom	0.00	1.00	1.00	12
Police Officer	0.00	2.00	2.00	15
Police Corporal	0.00	2.00	2.00	18
Police Corporal, Star	0.00	1.00	1.00	18
Police Sergeant	0.00	1.00	1.00	22
TOTAL	0.00	7.00	7.00	

Budget Highlights

- The budget for Mounted Patrol increases \$49,834 or 9.4% above projected 2005 expenditures. This change is primarily due to adjustments in wages and benefits.

MARINE PATROL

Trends and Issues

Marine Patrol enforces the Georgia Boat Safety Act and helps ensure boating safety while controlling property damage on the waterways. This 6-person Unit is responsible for the safety of 32,000 registered boaters in Chatham County. Marine Patrol investigates boating related accidents, boat thefts and other crimes that occur on the water and along the shorelines while working closely with the United States Coast Guard and the Georgia Department of Natural Resources. Marine Patrol also works both unilateral and joint water based anti-narcotic patrols in cooperation with the United States Custom Service and the U. S. Coast Guard on homeland security

assignments involving the Georgia Ports Authority which consumes 30 to 65 man-hours monthly.

In 2006, Marine Patrol will provide routine uniformed patrol on the waterways, enforcing all laws and ordinances while assisting other agencies in investigations involving movement on the waterways. As needed, Marine Patrol will assist in the enforcement of wildlife conservation laws, provide surface support to the police dive team and aid during periods of flooding.

Goals and Objectives

Goal: A City and County where the waterways and shorelines are safe

Objectives:

- To decrease the number of boating accidents to 0
- To decrease the number of boat thefts to 0

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Hours of motor operations	-	-	2,127	2,100	2,150
- Boating safety citations issued	-	-	420	420	420
Efficiency Measure					
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measures					
- Ratio of officers to registered boats	-	-	1:4,210	1:4,210	1:4,210
- Ratio of officers to registered jet skis	-	-	1:310	1:310	1:310
- Number of boating accidents	-	-	0	3	0
- Number of boat thefts	-	-	0	0	0

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 0	\$ 359,723	\$ 385,561	7.2
Outside Services	0	75,282	89,320	18.6
Commodities	0	42,750	37,700	-11.8
Interfund Services	0	3,585	3,675	2.5
Other Expenses	0	35,260	22,995	-34.8
TOTAL	\$ 0	\$ 516,600	\$ 539,251	4.4

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Police Officer	0.00	5.00	5.00	15
Police Sergeant	0.00	1.00	1.00	22
TOTAL	0.00	6.00	6.00	

CANINE UNIT

Trends and Issues

The Canine Unit consists of five uniformed personnel. They work with five canines that are of the Malinois pedigree, bred and trained in the Netherlands. The canines live and work with their

handlers and are used for tracking suspects, detection of illicit drugs, and tracking missing children and adults.

Goals and Objectives

Goal: A City and County where assistance is provided in the apprehension of suspects through detection by the Canine Unit

Objectives:

- To participate in the arrest of 500 suspects
- To conduct 500 training exercises to maintain the skills of the dogs and the handlers

Service Levels

	FY 04		FY 05		FY 06
	Adopted	 Actual	Adopted	 Projected	Base
Workload Measures					
- Missions	-	-	1,000	930	950
- Training exercises	-	-	700	500	500
- Demonstrations & other training	-	-	1,000	950	950
Efficiency Measure					
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measure					
- Suspects apprehended	-	-	600	500	500

Expenditures By Type

	2004		2005		% Change
<u>Expenditure Area</u>	<u>Actual</u>		<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 0		\$ 309,946	\$ 308,078	-0.6
Outside Services	0		8,178	11,178	36.7
Commodities	0		22,956	24,328	6.0
Interfund Services	0		8,334	10,020	20.2
TOTAL	\$ 0		\$ 349,414	\$ 353,604	1.2

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Police Officer	0.00	2.00	2.00	15
Police Corporal	0.00	2.00	2.00	18
Police Sergeant	0.00	1.00	1.00	22
TOTAL	0.00	5.00	5.00	

ANIMAL CONTROL

Trends and Issues

Animal Control enforces the Animal Control Ordinance. Stray and unleashed animals are captured and impounded at the Sallie Mood Drive Shelter where they are fed and cared for until proper disposition can be determined. Injured or sick animals are transported to a local veterinarian for care before being transferred to the shelter. In addition, Animal Control investigates cases of alleged animal cruelty and works with the Chatham County Health Department to investigate rabies cases and ensure the

containment of rabies outbreaks.

Animal Control also maintains files for licensed animals, manages a complaint desk, provides radio dispatch, handles wildlife complaints, and provides shelter and care for unwanted or unclaimed animals.

In 2006, the Animal Control Unit will make improvements to several existing buildings.

Goals and Objectives

Goal: A City and County where unwanted or unclaimed animals are provided shelter and care

5% through public education and adoption efforts

Objectives:

- To reduce the number of animals euthanized by

- To increase the number of court cases made at large by 10

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Dogs and cats picked up	-	-	5,226	4,900	5,000
- Sick/injured animals picked up	-	-	794	350	450
- Cruelty investigations	-	-	135	135	135
- Animals euthanized	-	-	6,145	4,000	4,200
Efficiency Measures					
- Court cases made at large	-	-	335	400	410
- Complaints received	-	-	9,745	9,300	9,300
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measures					
- Number of complaints handled per officer	-	-	1,824	1,860	1,860
- Number of animals picked up per officer	-	-	1,158	980	1,000
- % of animals picked up that are euthanized	-	-	90.0%	81.0%	76.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 0	\$ 556,959	\$ 633,540	13.7
Outside Services	0	39,536	46,130	16.7
Commodities	0	56,450	62,131	10.1
Interfund Services	0	7,881	7,707	-2.2
Other Expenses	0	17,172	22,995	33.9
TOTAL	\$ 0	\$ 677,998	\$ 772,503	13.9

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant	0.00	2.00	2.00	7
Office Assistant, Senior	0.00	1.00	1.00	9
Animal Care Assistant	0.00	3.00	3.00	12
Animal Control Officer	0.00	4.00	4.00	14
Animal Control Officer, Senior	0.00	1.00	1.00	16
Animal Shelter Supervisor	0.00	1.00	1.00	18
Police Lieutenant	0.00	1.00	1.00	26
TOTAL	0.00	13.00	13.00	

Budget Highlights

- The budget increases \$94,505 or 13.9% primarily due to adjustments in wages and benefits, rising fuel costs, and certification for Animal Control personnel.

EMERGENCY MEDICAL SERVICE ADMINISTRATION

Trends and Issues

Emergency Medical Service (EMS) Administration monitors compliance of the contracted EMS providers. The EMS Management Analyst serves as the contract administrator and coordinator of the overall EMS system, assuring a coordinated effort from ambulance service providers and the medical

community.

In 2006, the EMS coordinator will continue to monitor EMS services to ensure the adequate provision of services.

Goals and Objectives

Goal: A City and County where EMS contracted services are monitored to ensure performance standards

E911 generated calls

- To complete monthly Compliance Reports
- To review and approve payment of contract billing on a monthly basis

Objectives:

- To monitor contract compliance by tracking

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- 911 requests for EMS reports	-	-	28,000	28,000	28,000
- Compliance reports for EMS providers	-	-	12	12	12
Efficiency Measures					
- Review and approve payment of contract billing, monthly	-	-	12	12	12
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of calls, Medstar response ≤ 8 minutes	-	-	90.0%	90.0%	90.0%
- % of calls, Medstar response ≤ 12 minutes	-	-	90.0%	90.0%	90.0%
- % of calls, Mercy response ≤ 12 minutes	-	-	90.0%	90.0%	90.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 0	\$ 61,461	\$ 67,299	9.5
Outside Services	0	7,133	8,856	24.2
Commodities	0	593	2,555	330.9
Interfund Services	0	1,740	1,887	8.4
Other Expenses	0	0	1,650	100.0
TOTAL	\$ 0	\$ 70,927	\$ 82,247	16.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Management Analyst	0.00	1.00	1.00	21
TOTAL	0.00	1.00	1.00	

SUPPORT SERVICES

Trends and Issues

Support Services provides a variety of support for police personnel through several specialized units. The Division includes the Training Unit, Armory, Quartermaster, Vehicle Maintenance, Property Room, Budget, Recruiting, and Personnel.

The number of vacant positions and the lag time involved in hiring and training new recruits, severely impacts Patrol. After a police officer vacancy is filled, the recruit attends a 15-week Police Academy and

then works with a Field Training Officer for 15 weeks before the recruit is capable of working independently. Even after a position is filled, more than half the year is consumed before the recruit is fully productive. Keeping the number of vacancies at a minimum is of vital importance. The Recruiting Officer works very closely with the Human Resources Department to ensure that positions are filled as quickly as possible.

Goals and Objectives

Goal: A City and County where Savannah-Chatham Metropolitan Police Department staffing needs are met daily

Objectives:

- To reduce the police officer vacancy rate by 3%
- To maintain the percentage of minority and

female sworn officers

- To require all officers to receive twenty hours of in-service training
- To ensure that all officers qualify in the use of firearms

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Officers receiving 20 hours of training	421	415	584	570	584
Efficiency Measure					
- % of budget spent	100.0%	96.8%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Police officer vacancy rate	-	-	2.0%	11.0%	8.0%
- % female and minority officers	48.0%	48.0%	43.0%	43.0%	43.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,152,987	\$ 1,512,931	\$ 1,618,126	7.0
Outside Services	635,398	904,947	946,338	4.6
Commodities	619,039	1,467,759	1,454,455	-0.9
Interfund Services	103,592	120,106	175,772	46.3
Capital Outlay	0	123,585	0	-100.0
Other Expenses	22,656	49,310	54,522	10.6
TOTAL	\$ 2,533,672	\$ 4,178,638	\$ 4,249,213	1.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Custodian	1.00	1.00	1.00	6
Maintenance Worker	1.00	1.00	1.00	7
Office Assistant, Senior	3.00	3.00	3.00	9
Storekeeper	1.00	1.00	1.00	10
Accountant Clerk	0.00	1.00	1.00	10
Account Clerk, Senior	1.00	1.00	1.00	11
Office Assistant, Principal	1.00	1.00	1.00	12
Administrative Assistant	2.00	2.00	2.00	13
Purchasing Technician	0.00	0.00	1.00	13
Vehicle Maintenance Coordinator	0.00	0.00	1.00	14
Police Corporal	2.00	2.00	2.00	18
Police Corporal, Star	4.00	5.00	4.00	18
Personnel Coordinator	1.00	0.00	1.00	20
Employee Development Coordinator	0.00	1.00	1.00	21
Police Sergeant	3.00	4.00	2.00	22
Police Budget Administrator	1.00	1.00	1.00	24
Police Lieutenant	1.00	1.00	1.00	26
Police Captain	0.00	1.00	1.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	23.00	27.00	27.00	

Budget Highlights

- Funding is included in the amount of \$109,157 for a proposed service improvement that will transfer two sergeants and a star corporal to Patrol to provide Police services. They will be replaced with civilian positions that include a personnel coordinator, vehicle maintenance coordinator, and a purchasing technician.
- A second service improvement is proposed that will provide \$6,400 for new property lockers for housing criminal evidence.
- Funding in the amount of \$58,000 was authorized to purchase a training simulator in 2005 for use of force.

INFORMATION MANAGEMENT

Trends and Issues

Information Management is responsible for facilitating the use of all information for the department. This responsibility demands a high degree of accuracy as well as the creation of user-friendly ways of accessing data.

At the beginning of 2005, the new Communications Center opened at the County Annex where the County and City operations were combined.

Information Management handles a high volume of information. Projections show that the combined Communications Center will handle over 550,000 phone calls, including 255,000 E911 calls and

300,000 administrative calls. The Center will dispatch 280,000 calls for service. The Customer Service Desk will take 3,500 reports and respond to an estimated 100,000 miscellaneous inquiries. The Report and Review/Data Entry Unit will process 82,000 incident reports and accident reports. The Document Imaging Unit will provide 27,000 copies of police reports for internal and external customers, along with imaging 97,000 documents. The Criminal History Unit will provide 14,000 record checks, process 11,000 fingerprint cards and 11,000 arrest booking reports. The Warrant Control Unit will receive 2,500 new warrants and process 2,500 executed or expired warrants.

Goals and Objectives

Goal: A City and County where all police reports are processed and all requests for record checks are received and completed

data into the database by the seventh calendar day of the following month

- To complete 96% of requests for record checks within 24 hours and 100% within 48 hours

Objectives:

- To process all police reports, including entering

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Incident/Accident reports processed	75,000	75,096	97,000	82,000	82,000
- Record checks	16,000	13,716	17,000	14,000	14,000
Efficiency Measures					
- Cost per report processed	\$8.00	\$8.00	\$8.00	\$9.00	\$9.00
- Cost per record check	\$28.00	\$30.00	\$28.00	\$30.00	\$30.00
- % of budget spent	100.0%	103.0%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Reports processed by the 7th	100.0%	100.0%	100.0%	100.0%	100.0%
- Record checks completed in 24 hours	95.0%	98.0%	96.0%	97.0%	96.0%
- Record checks completed in 48 hours	100.0%	100.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,718,572	\$ 2,084,302	\$ 2,137,683	2.6
Outside Services	16,243	49,536	60,310	21.7
Commodities	15,835	34,547	33,722	-2.4
Interfund Services	501,209	312,524	252,821	-19.1
Capital Outlay	0	0	6,640	100.0
Other Expenses	8,652	25,006	28,287	13.1
TOTAL	\$ 2,260,511	\$ 2,505,915	\$ 2,519,463	0.5

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	1.00	0.00	0.00	--
Office Assistant	7.00	7.00	7.00	7
Office Assistant, Senior	8.00	11.00	11.00	9
Secretary	1.00	2.00	2.00	10
Community Services Specialist	0.00	0.00	3.00	11
Office Assistant, Principal	3.00	4.00	4.00	12
Police Officer	1.00	1.00	0.00	15
Police Corporal	4.00	2.00	2.00	18
Police Corporal, Star	2.00	4.00	2.00	18
Police Public Information Officer	1.00	1.00	1.00	20
Management Analyst	1.00	1.00	1.00	21
Police Sergeant	3.00	4.00	4.00	22
Management Analyst, Senior	1.00	1.00	1.00	23
Management Analyst, Principal	1.00	1.00	1.00	25
Police Planning and Research Coordinator	1.00	1.00	1.00	26
Police Lieutenant	0.00	1.00	1.00	26
Police Captain	0.00	1.00	1.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	36.00	43.00	43.00	

Budget Highlights

- Funding is included for a proposed 2006 service improvement that will transfer two star corporal positions and one police officer position to Patrol to

provide Police services. They will be replaced with civilian positions that will include three community services specialist positions for a total of \$72,988.

COUNTER NARCOTICS TEAM

Trends and Issues

The Counter Narcotics Team (CNT) is a multi-jurisdictional drug enforcement agency comprised of sworn officers and non-sworn personnel contributed by agreement from municipal and county governments. CNT enforces all local, state, and federal drug statutes through detection, investigation, apprehension, and prosecution of all drug violations.

on the criminal elements that control drug distribution and sales.

In 2006, CNT will continue the use of up-to-date narcotic investigative techniques in intelligence gathering and enforcement to accomplish its goals while cooperating extensively with local, state, and federal law enforcement organizations.

CNT's goal is to rid the Savannah-Chatham County community of organized drug trafficking and reduce the availability of controlled substances by focusing

Goals and Objectives

Goal: A City and County where drug trafficking is eliminated

organizations dismantled by 2

Objective:

- To increase the number of drug distribution

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Persons arrested	-	-	-	1,100	1,100
- Neighborhood/public meetings attended	-	-	-	100	100
Efficiency Measure					
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measure					
- Drug distribution organizations (5 or more individuals) dismantled	-	-	4	4	6

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 0	\$ 1,801,124	\$ 1,701,158	-5.6
Outside Services	0	411,724	448,398	8.9
Commodities	0	112,008	121,849	8.8
Interfund Services	0	58,945	67,969	15.3
Other Expenses	0	200,000	131,400	-34.3
TOTAL	\$ 0	\$ 2,583,801	\$ 2,470,774	-4.4

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant	0.00	1.00	1.00	7
Office Assistant, Senior	0.00	1.00	1.00	9
Administrative Assistant	0.00	3.00	3.00	13
Police Officer	0.00	17.00	17.00	15
Police Corporal	0.00	1.00	1.00	18
Police Sergeant	0.00	2.00	2.00	22
Police Lieutenant	0.00	1.00	1.00	26
Police Captain	0.00	1.00	1.00	30
Police Major	0.00	1.00	1.00	36
TOTAL	0.00	28.00	28.00	

Budget Highlights

- The budget for the Counter Narcotics Team decreases \$113,027 or 4.4% primarily due to funding requirements for existing personnel.

INTERNAL AFFAIRS

Trends and Issues

Internal Affairs is responsible for internal administrative investigations related to alleged employee misconduct throughout the Savannah-Chatham Metropolitan Police Department.

To initiate an internal administrative investigation, there must be a complaint of alleged misconduct or violation of departmental policy or procedure involving one of the department's members. An inquiry is then ordered by the Chief of Police or undertaken when the magnitude or sensitivity of the

supposed infraction is unusual.

In 2006, Internal Affairs continues to use the alert system developed in 2004 to identify officers involved in an unusually high number of use control incidents. These officers are provided with retraining on the use of control continuum. The alert system assists Internal Affairs in minimizing unnecessary use of control and reducing the number of use control complaints, especially sustained complaints.

Goals and Objectives

Goal: A City and County where all officers follow appropriate standard operating procedures and citizen complaints are minimized

Objectives:

- To reduce the number of control complaints by 5
- To reduce the number of sustained complaints by 2

Service Levels

	FY 04		FY 05		FY 06
	Adopted	 Actual	Adopted	 Projected	Base
Workload Measures					
- Use of control complaints	-	-	320	320	315
- Complaints investigated	-	-	70	72	70
Efficiency Measure					
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measure					
- Sustained complaints	-	-	26	26	24

Expenditures By Type

<u>Expenditure Area</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Personal Services	\$ 0	\$ 499,999	\$ 574,882	15.0
Outside Services	0	43,442	57,243	31.8
Commodities	0	17,714	19,366	9.3
Interfund Services	0	38,982	24,059	-38.3
Other Expenses	0	16,432	19,227	17.0
TOTAL	\$ 0	\$ 616,569	\$ 694,777	12.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	0.00	1.00	1.00	13
Police Sergeant	0.00	4.00	4.00	22
Police Lieutenant	0.00	1.00	1.00	26
Police Captain	0.00	1.00	1.00	30
TOTAL	0.00	7.00	7.00	

Budget Highlights

- The budget for Internal Affairs increases \$78,208 or 12.7% due to adjustments in wages and benefits and funding requirements for existing personnel.

SAVANNAH IMPACT PROGRAM

Trends and Issues

The Savannah Impact Program (SIP) has been extremely successful in its mission of supervising high-risk offenders and returning them to the community employed and drug-free. During the course of a year, SIP handles over 600 clients and makes nearly 20,000 contacts with these clients. At any one time during the month, SIP officers handle approximately 375 cases and make an average of 5 contacts per parolee/probationer each month. The result is that 84% of the clients are drug-free and 82% successfully employed.

The SIP has been designated as a Model Demonstration Site by the Georgia Department of Corrections and as such, the cities of Albany, Augusta, and Macon, Georgia are currently in the process of establishing programs similar to the SIP.

The Savannah Impact Program received two awards during 2005:

- International City/County Management Association Program Excellence Award: Outstanding Partnerships – Intergovernmental Cooperation
- Project Safe Neighborhoods: Gun Crime Prevention Program Grant

A SIP Policy Board, comprised of collaborative partners, meets throughout the year and provides input on the direction of the program. Community partnerships have been developed that allow customized programming and referrals to employment and educational opportunities for offenders. The goal of the program is to ensure that each offender is on one of four program tracks: substance abuse, cognitive skills, education, and employment.

Savannah Impact is making a long-term difference in reducing crime in the community. A large number of crimes are attributed to a relatively small number of repeat offenders. Often these offenders are on probation or parole when they commit additional offenses. At any given time in Chatham County, approximately 5,000 people are on probation and another 1,100 are on parole. In fact, probation serves as the disposition most often imposed by the courts. These individuals are expected to abide by these rules or other special conditions of supervision. Their range of freedom is comparable to that enjoyed by the citizenry at large. This freedom means they may move about in neighborhoods, shop, go to work, and pursue other activities that form the fabric of daily life.

To remain out of jail, the majority of probationers and parolees are ordered by the courts to obtain substance abuse counseling, abide by a curfew, perform community service or meet other such specific conditions. Many parolees/probationers do not comply with these terms. Nationally, only a fifth of those who violate their conditions ever go to jail for noncompliance.

Recidivism is high among criminal offenders in Chatham County. There is a clear and present need to protect the public from parolees/probationers who willfully violate the terms and conditions of their parole/probation and continue to commit crimes. There is an obligation to support those offenders who deserve a second chance at building a sustainable crime-free and economically independent life. The Savannah Impact Program is getting this done through a collaborative and comprehensive approach.

Goals and Objectives

Goal: A City and County where violent crime is eliminated

Objective:

- To reduce the number of violent crimes committed by parolees and probationers who are supervised by the Savannah Impact Program as measured by a revocation rate of no more than 15%

Goal: A City and County that provides support to parolees and probationers in making a successful reentry into the community

Objectives:

- To maintain an employment rate of 81% for parolees and probationers while providing support through a continuum of supervision prior to release from a secured facility back into the community through intense supervision and support programs by addressing the individual
- To support those high-risk offenders who deserve a second chance at building a sustainable crime-free, economically independent life through education, training and skills programs, and employment opportunities as measured by a successful program referral rate of 35% for parolees and probationers

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Parole supervision cases	650	435	400	450	430
- Probation supervision cases	300	255	230	250	220
- Juvenile justice supervision cases	65	66	60	75	70
- Total cases handled during year	1,015	756	690	775	720
Efficiency Measures					
- Cost per supervision case	\$760.00	\$821.00	\$868.00	\$813.00	\$868.00
- % of budget spent	100.0%	98.4%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Revocation rate	18.0%	20.0%	18.0%	20.0%	15.0%
- Employment rate	80.0%	82.0%	80.0%	83.0%	81.0%
- Program referrals	40.0%	28.0%	40.0%	34.0%	35.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 457,421	\$ 738,099	\$ 825,045	11.8
Outside Services	59,891	85,507	73,151	-14.5
Commodities	11,694	37,532	37,052	-1.3
Interfund Services	71,282	49,317	63,506	28.8
Interfund Transfers	0	58,500	0	-100.0
Other Expenses	2,826	15,224	53,753	253.1
TOTAL	\$ 603,114	\$ 984,179	\$ 1,052,507	6.9

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant	1.00	1.00	1.00	7
Administrative Assistant	1.00	1.00	1.00	13
Police Officer	1.00	4.00	4.00	15
Police Corporal	4.00	4.00	4.00	18
Police Corporal, Star	1.00	1.00	1.00	18
Police Sergeant	1.00	2.00	2.00	22
Savannah Impact Director	1.00	1.00	1.00	36
TOTAL	10.00	14.00	14.00	

Budget Highlights

- The budget for Savannah Impact increases \$68,328 or 6.9% above 2005 projected expenditures primarily due to adjustments in wages and benefits and an increased contribution for vehicle replacement.

CRIMESTOPPERS

Trends and Issues

CrimeStoppers promotes program awareness among citizens and the corporate community and is structured to:

- Allow people an opportunity to provide information on crimes and criminals anonymously
- Provide reward payments to individuals who provide information that leads to an arrest or indictment of those engaged in criminal activity
- Improve the general quality of life for all citizens and visitors to the Savannah and Chatham County area

CrimeStoppers staff attends numerous public forums and special presentations each month, and promotes the program via radio, television, and daily

involvement with law enforcement personnel. In 2006, corporate and media program activity will continue through partnerships with major community sponsors. Current partnership projects include:

- Campus CrimeStoppers with Chatham County Schools and Board of Education
- Neighborhood Watch Groups
- Weed and Seed with United States Attorney's Office
- Project Ceasefire and Project Safe Neighborhood with United States Attorney's Office and Department of Justice
- Cybercrime Initiative with Department of Justice and Armstrong Atlantic State University

Goals and Objectives

Goal: A City and County that allows citizens an effective opportunity to know about and report information on crimes and criminal activity anonymously

Objectives:

- To increase the number of Hotline calls by 10%
- To increase corporate sponsorship by 4 sponsors

Goal: A City and County in which Campus CrimeStoppers is conducted in the Savannah-Chatham County Schools

Objective:

- To maintain Campus CrimeStoppers to include an education and action program to reduce teen victimization and involve young people in community service

Goal: A City and County where the CrimeStoppers

program is effective in combating graffiti

Objective:

- To partner with the Savannah College of Art and design in producing an anti-graffiti campaign

Goal: A City and County that continues crime prevention initiatives with the United States Department of Justice as implemented in local criminal justice agencies

Objectives:

- To continue to expand Cyber Security Awareness Initiative in conjunction with United States Attorney's Office and Armstrong Atlantic State University
- To continue Project Ceasefire's media campaign combating gun crime by receiving grant funds

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measure					
- Calls received	1,110	1,396	1,220	1,300	1,300
Efficiency Measures					
- Cases solved	55	92	65	80	80
- % of budget spent	100.0%	96.8%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Reward contributions	\$5,000.00	\$27,051.00	\$5,000.00	\$15,000.00	\$15,000.00
- Reward disbursements	\$6,000.00	\$16,250.00	\$6,000.00	\$18,000.00	\$18,000.00
- In-kind advertising	\$12,000.00	\$27,000.00	\$12,000.00	\$20,000.00	\$20,000.00
- Number of corporate sponsors	32	35	36	36	40
- Campus CrimeStoppers	3	2	6	6	6

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 103,652	\$ 105,153	\$ 139,432	32.6
Outside Services	14,041	29,856	18,315	-38.7
Commodities	4,409	5,675	4,199	-26.0
Interfund Services	14,951	6,915	4,282	-38.1
Other Expenses	2,627	1,784	0	-100.0
TOTAL	\$ 139,680	\$ 149,383	\$ 166,228	11.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Public Information Assistant	0.00	0.00	1.00	15
CrimeStoppers Coordinator	1.00	1.00	1.00	25
TOTAL	2.00	2.00	3.00	

Budget Highlights

- Funding in the amount of \$29,996 has been included for a proposed 2006 service improvement that will add a public information assistant position to address media and publicity needs of the CrimeStoppers program.

SAVANNAH IMPACT WORK VENTURES

Trends and Issues

Savannah Impact Work Ventures was established in 2004 to employ parolees and probationers in cleaning lots that have been identified by the Property Maintenance Division (PMD) as derelict under the City code. The program provides for the public

welfare by cleaning unsightly lots and allows probationers and parolees to develop work experience and skills that give them the opportunity to become productive citizens.

Goals and Objectives

Goal: A City and County where parolees and probationers are provided employment

Goal: A City in which all derelict lots are brought up to Code

Objective:

- To successfully employ 3 offenders (probationers and parolees)

Objective:

- To clean 240 derelict lots

Service Levels

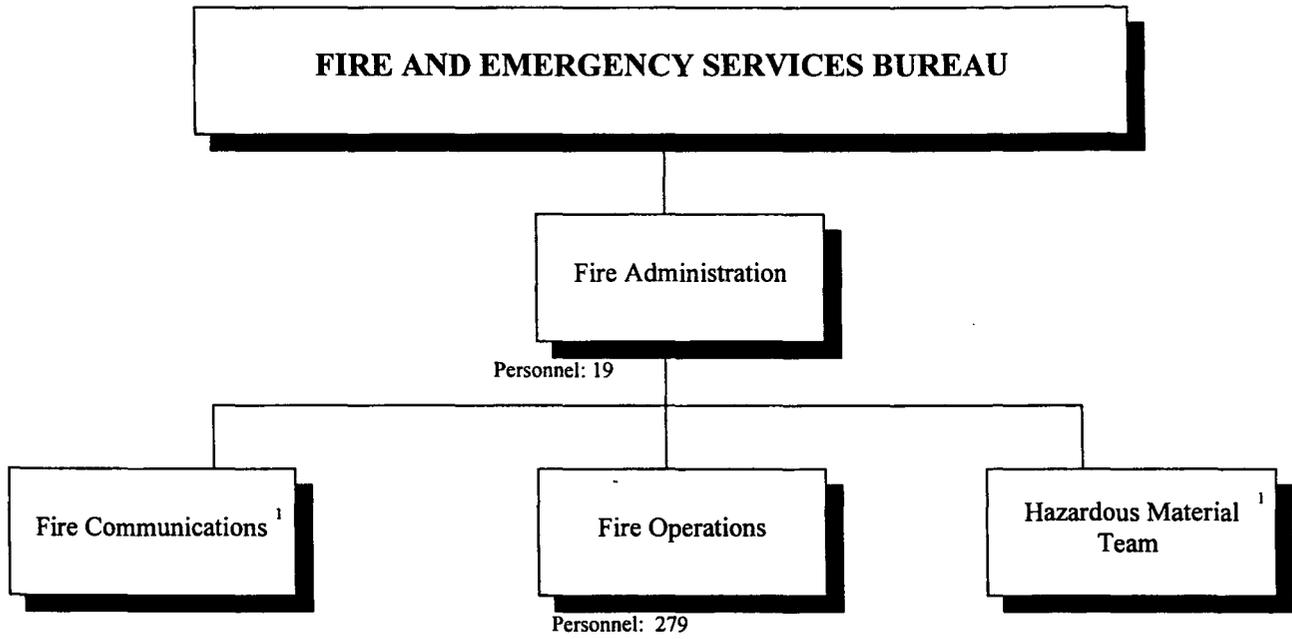
	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Parolees/Probationers employed	-	5	3	3	3
- Number of overgrown lots cleaned	-	241	400	220	240
Efficiency Measure					
- % of budget spent	-	56.9%	100.0%	100.0%	100.0%
Effectiveness Measure					
- Number of lots cleaned within 15 days of receiving notice from PMD	-	83.8%	100.0%	100.0%	100.0%

Expenditures By Type

	2004		2005		2006	
<u>Expenditure Area</u>	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>% Change</u>
						<u>05-06</u>
Personal Services	\$ 14,937		\$ 43,494		\$ 45,451	4.5
Outside Services	21,939		62,449		62,449	0.0
Commodities	5,879		10,695		13,827	29.3
Interfund Services	5,553		20,750		18,846	-9.2
Interfund Tranfers	14,752		0		0	0.0
Other Expenses	0		0		14,985	100.0
TOTAL	\$ 63,060		\$ 137,388		\$ 155,558	13.2

	<u>Positions</u>			
<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Supervisor ²	1.00	1.00	1.00	18
TOTAL	1.00	1.00	1.00	

² Position is interim during assessment of program.



¹ Administered in a separate fund.

FIRE AND EMERGENCY SERVICES BUREAU

Bureau Mission

To protect the lives and property of the citizens and visitors of Savannah by providing the highest level of fire emergency services consistent with an ISO Class 2 insurance rating that includes rapid fire emergency

response, public education, fire prevention, and effective mitigation of natural and man-made disasters

Expenditures By Type

The 2006 General Fund budget for the Fire and Emergency Services Bureau is \$18,263,750, reflecting a 5.2% increase above 2005 projected expenditures.

for three proposed service improvements to enhance operations within the Bureau. Three battalion chief positions, a storekeeper, and an administrative assistant position and associated equipment are included.

Increases are primarily due to \$299,306 in funding

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 13,369,378	\$ 15,032,783	\$ 15,838,100	5.4
Outside Services	522,613	528,796	510,950	-3.4
Commodities	609,559	540,726	578,111	6.9
Interfund Services	572,646	547,365	672,084	22.8
Capital Outlay	0	55,000	61,000	10.9
Interfund Transfers	54,100	252,000	65,000	-74.2
Other Expenses	353,409	399,856	538,505	34.7
G8 - Costs	168,550	0	0	0.0
TOTAL	\$ 15,650,255	\$ 17,356,526	\$ 18,263,750	5.2

FIRE ADMINISTRATION

Trends and Issues

Fire Administration is responsible for maintaining a City safe from fire and other disasters, man-made or natural, so that the citizens of Savannah may live, work, and prosper. The Fire Chief and his staff direct, coordinate, and plan the functions of the Fire and Emergency Services Bureau to reach that goal. Fire Administration is responsible for providing equipment, housing, and vehicles for emergency services personnel to use to safely and efficiently mitigate emergency events while maintaining an ISO Class 2 fire protection rating for the City.

In 2006, Fire Administration faces an increase in fire service needs attributed to the City's expansion

through annexation and a deficit in administrative staffing levels required to support those needs. The Bureau will also focus on the maintenance and replacement of existing, older infrastructure.

Other issues faced by Fire Administration in 2006 will be the changes in federal and state requirements for homeland defense, increasing demand for regional cooperation during disasters, and the ability to disseminate information on national and state levels. Fire Administration will also continue to position itself to acquire national accreditation, a process that was begun in 2003.

Goals and Objectives

Goal: A City safe from fire and other types of disasters

Objectives:

- To ensure 100% of commercial buildings within the City are inspected for codes compliance
- To ensure 100% of Title 25 buildings are

inspected and meet existing codes with all fire hazards corrected

- To ensure emergency services personnel receive 300 training hours to be properly equipped to handle any type of emergency situation

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Title 25 building inspections	325	638	325	402	400
- Commercial/building inspections	1,200	1,420	1,200	2,300	1,200
- Training hours received	300	300	300	240	240
Efficiency Measures					
- Cost of Title 25 building inspections	\$215.00	\$114.00	\$213.00	\$201.00	\$230.00
- Cost of commercial/building inspections	\$25.00	\$22.00	\$25.00	\$29.00	\$32.00
- Cost of training per hour	\$766.00	\$797.00	\$758.00	\$1,104.00	\$1,260.00
- % of budget spent	100.0%	102.1%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of Title 25 inspections	100.0%	196.0%	100.0%	100.0%	100.0%
- % of commercial inspections	100.0%	118.0%	100.0%	100.0%	100.0%
- % of training hours completed	-	-	-	80.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 884,019	\$ 961,116	\$ 1,099,231	14.4
Outside Services	33,680	35,508	32,116	-9.6
Commodities	43,043	37,747	49,310	30.6
Interfund Services	71,411	69,947	60,858	-13.0
Interfund Transfers	0	22,000	35,000	59.1
Other Expenses	12,073	25,148	39,006	55.1
TOTAL	\$ 1,044,226	\$ 1,151,466	\$ 1,315,521	14.2

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant, Senior	2.00	2.00	2.00	9
Storekeeper	0.00	0.00	1.00	10
Administrative Assistant	2.00	2.00	3.00	13
Inventory Specialist	1.00	1.00	1.00	17
Fire Investigator	1.00	1.00	1.00	18
Fire Inspector	2.00	3.00	3.00	18
Fire Inspector, Principal	1.00	1.00	1.00	20
Fire Captain	1.00	1.00	1.00	22
Fire Safety & Information Coordinator	1.00	1.00	1.00	22
Chief Fire Investigator	1.00	1.00	1.00	23
Management Analyst, Principal	1.00	1.00	1.00	25
Fire Training Chief	1.00	1.00	1.00	27
Assistant Fire Chief	1.00	1.00	1.00	36
Fire Chief	1.00	1.00	1.00	54
TOTAL	16.00	17.00	19.00	

Budget Highlights

- The budget for Fire Administration increases \$164,055 or 14.2%. This change is primarily due adjustments in wages and benefits and proposed service improvements in the amount of \$93,074 to add a storekeeper position and an administrative assistant position. Associated equipment is also included to support the change in service delivery.

FIRE OPERATIONS

Trends and Issues

Fire Operations is responsible for preventing and/or mitigating fires and emergencies by preparing for emergencies and minimizing the effect of any conventional, biological, chemical, or radiological acts of terror.

need for additional resources to effectively meet the fire fighting and prevention needs of a growing City. Fire Operations also continues to develop strategies to maintain compliance with standards of an ISO Class 2 rating as well as helping the Bureau prepare to obtain national fire accreditation.

In 2006, Fire Operations will continue to address the

Goals and Objectives

Goal: A City in which all neighborhoods are safe from fires and loss of life and property due to fires as well as other natural and man-made disasters

Objectives:

- To respond to all fire and public service calls while holding response cost increases to a minimum

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Fire calls	1,600	1,119	1,200	1,100	1,100
- False alarms	1,900	1,734	1,757	1,700	1,700
- Public service calls	1,200	1,157	1,200	1,000	1,000
- Rescues	125	96	125	125	125
- Maintain average daily staff	64	64	64	64	64
Efficiency Measures					
- Cost per fire call	\$320.00	\$348.00	\$320.00	\$573.00	\$599.00
- Cost per false alarm	\$101.00	\$134.00	\$101.00	\$154.00	\$161.00
- Cost per public service call	\$98.00	\$110.00	\$98.00	\$145.00	\$151.00
- Cost per rescue	\$1,031.00	\$1,462.00	\$1,031.00	\$2,488.00	\$1,328.00
- % of budget spent	100.0%	98.9%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Number of dwelling fires	525	407	500	410	500
- Average \$ loss per dwelling fire	\$6,000.00	\$5,433.00	\$8,000.00	\$7,700.00	\$8,000.00
- Number of multiple false alarm locations	51	43	51	52	51

Expenditures By Type

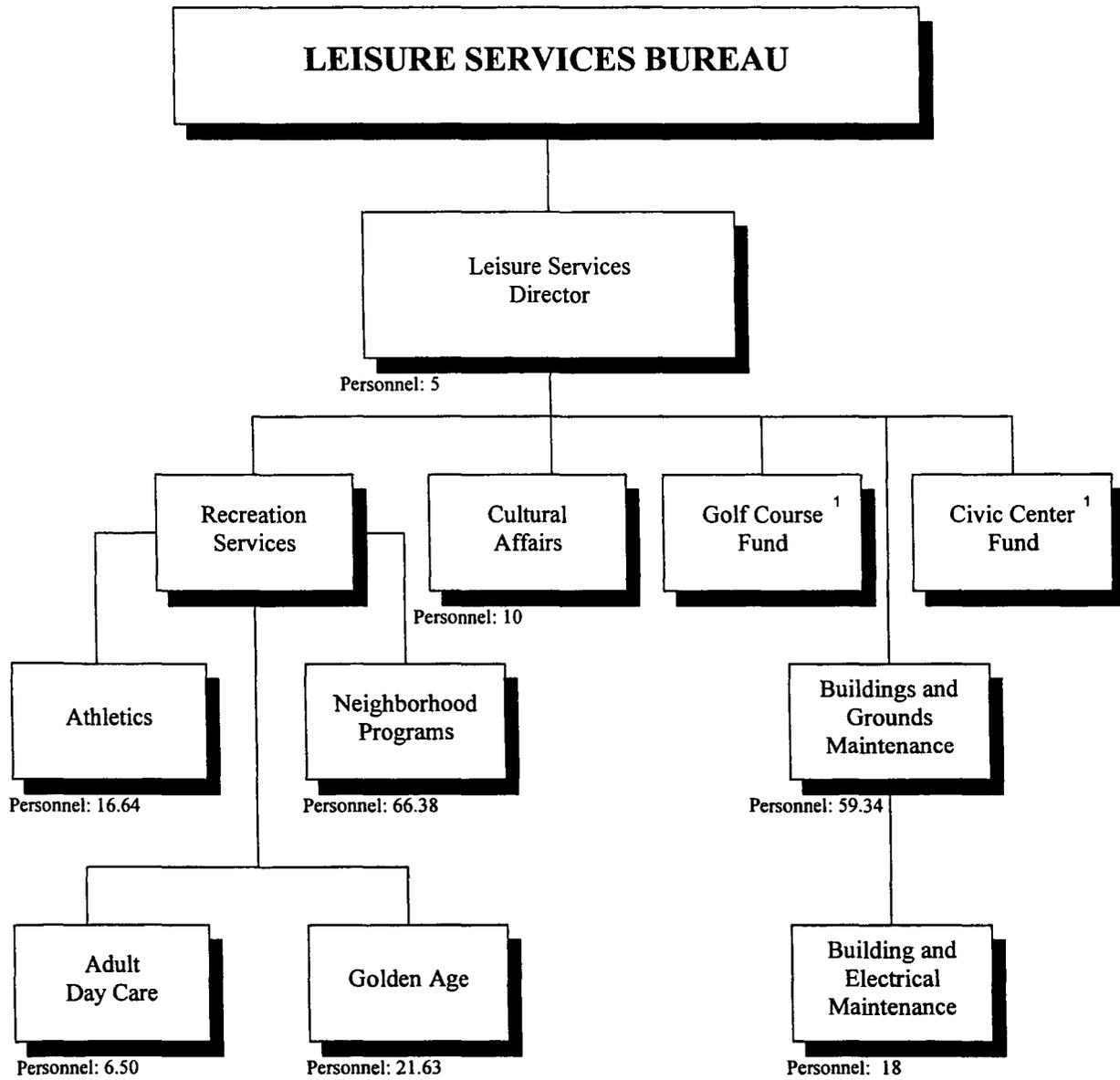
<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 12,485,359	\$ 14,071,667	\$ 14,738,869	4.7
Outside Services	488,933	493,288	478,834	-2.9
Commodities	566,516	502,979	528,801	5.1
Interfund Services	501,235	477,418	611,226	28.0
Capital Outlay	0	55,000	61,000	10.9
Interfund Transfers	54,100	230,000	30,000	-87.0
Other Expenses	341,336	374,708	499,499	33.3
TOTAL	\$ 14,437,479	\$ 16,205,060	\$ 16,948,229	4.6

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Firefighter Trainee	4.00	4.00	4.00	13
Firefighter	123.00	135.00	135.00	15
Master Firefighter	70.00	73.00	73.00	19
Fire Captain	54.00	57.00	57.00	22
Fire Battalion Chief	6.00	6.00	9.00	30
Assistant Fire Chief	1.00	1.00	1.00	36
TOTAL	258.00	276.00	279.00	

Budget Highlights

- The budget for Fire Operations increases \$743,169 or 4.6% primarily due to adjustments in wages and benefits, the rising cost of fuel, and a proposed service improvement in the amount of \$206,232 to add three battalion chief positions and associated equipment in response to the growth in service area.



¹ Administered in a separate fund.

LEISURE SERVICES BUREAU

Bureau Mission

To develop and provide affordable, convenient opportunities for cultural, recreational and entertainment activities that enrich the quality of life for residents of Savannah and the coastal community;

to effectively and responsibly manage capital resources in a manner that encourages participation in safe leisurely activities that enhance neighborhood development

Expenditures By Type

Leisure Services Bureau expenditures increase \$549,309 or 4.3% above 2005 projected expenditures. This increase is primarily due to adjustments in wages and benefits and proposed service improvements. The following service improvements are proposed:

- \$29,500 to provide personnel, materials and equipment for the expansion at the W.W. Law

Center

- \$5,097 to support cultural celebrations at the community centers
- \$24,000 to purchase equipment to properly maintain the City's athletic fields.

<u>Expenditure Area</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Personal Services	\$ 8,259,556	\$ 8,622,782	\$ 9,044,266	4.9
Outside Services	1,980,061	2,268,888	2,336,209	3.0
Commodities	884,652	941,539	973,730	3.4
Interfund Services	582,996	546,222	584,578	7.0
Capital Outlay	5,450	0	15,000	100.0
Interfund Transfers	0	69,354	24,000	-65.4
Other Expenses	178,092	182,514	202,852	11.1
TOTAL	\$ 11,890,807	\$ 12,631,299	\$ 13,180,635	4.3

LEISURE SERVICES DIRECTOR

Trends and Issues

The Leisure Services Bureau provides residents of Savannah and the entire coastal community with affordable access to quality recreational programs, performing arts projects, well maintained parks, buildings, and open space areas. This is accomplished through the efforts of the five departments within the Leisure Services Bureau: Recreation Services, Cultural Affairs, Buildings and Grounds, Civic Center and Golf Course.

While each department is diverse in its mission and operations, the accomplishments of their varied work programs assure the success of the bureau-wide mission. As the primary functions of these five departments are different, so are the trends, issues and challenges that must be addressed.

As the central administrative office for the Leisure Services Bureau, the Director's Office will address

the following issues in 2006:

- Acquire land to promote the economic development of the MLK Corridor and the construction of a Cultural Arts Center
- Assemble land west of MLK for a new entertainment/sports complex
- Continue the Park Land Acquisition initiative to assure the future protection of open space by utilizing SPLOST funding
- Market City programs and facilities while enlightening non-City residents on the cost and benefits of the leisure time programs and facilities they enjoy
- Evaluate programs and facilities to ensure the best possible use of financial resources
- Work with and assist the "First Tee Program of Savannah" in establishing an inner-City golf facility and program.

Goals and Objectives

Goal: A City in which all citizens have convenient and affordable access to leisure time facilities that encourage neighborhood development through responsible fiscal management

Objectives:

- To assure that all departments' service level

objectives are met

- To assure all Leisure Services departments do not exceed approved expenditure levels
- To assure all Leisure Services departments meet or exceed revenue projections

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measure					
- Facility inspections	26	43	26	26	26
Efficiency Measures					
- % of budget spent					
Director's Office	100.0%	111.9%	100.0%	104.0%	100.0%
General Fund	100.0%	100.0%	100.0%	102.0%	100.0%
Civic Center	100.0%	97.8%	100.0%	100.0%	100.0%
Golf Course	100.0%	97.9%	100.0%	100.0%	100.0%

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
- % of revenue received					
General Fund	-	98.0%	100.0%	99.0%	100.0%
Civic Center	-	93.0%	100.0%	94.0%	100.0%
Golf Course	-	100.0%	100.0%	105.0%	100.0%

Effectiveness Measures

- Public satisfaction level ¹	3	3	3	3	3
- % of objectives met	-	66.0%	100.0%	75.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change 05-06
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 395,488	\$ 382,477	\$ 398,731	4.2
Outside Services	9,055	20,971	17,480	-16.6
Commodities	57,699	6,480	6,261	-3.4
Interfund Services	18,651	9,473	9,400	-0.8
Capital Outlay	5,450	0	0	0.0
Other Expenses	3,631	3,940	5,640	43.1
TOTAL	\$ 489,974	\$ 423,341	\$ 437,512	3.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Program Coordinator	1.00	1.00	1.00	22
Leisure Services Coordinator	1.00	1.00	1.00	23
Management Projects Coordinator	1.00	1.00	1.00	25
Leisure Services Director	1.00	1.00	1.00	51
TOTAL	5.00	5.00	5.00	

Budget Highlights

- The Leisure Services Director’s budget increases adjustments.
primarily due to proposed wages and benefits

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

RECREATION SERVICES

Trends and Issues

Recreation Services supervises planning and implementation of programs and services for six activities: Athletics, Neighborhood Programs, which includes Centers, Supervised Playgrounds, Therapeutics, and Swimming Pools, After-School Programs, Yamacraw Sports Club, Adult Day Care, and Golden Age. The Department is also responsible for the Summer Lunch Program, which is administered through the City's Grant Fund.

programming, improve efficiency and maintain program participation with adequate supervision. The Department is constantly evaluating programs and services to ensure they meet participants' needs and expectations.

The Department will continue to emphasize fitness, health, and nutrition in its programming for youth and senior citizens. The Department also will continue to evaluate its athletic facilities to ensure they adequately address citizens' needs.

Recreation Services strives to maintain quality

ATHLETICS

In 2006, the Athletics Department will continue to address the needs of area youth sports leagues. The Department offers youth leagues for baseball, basketball, soccer and football. Cheerleading is also provided during football season and summer camp. Adult softball is offered at the Paulson Softball Complex during the spring/summer and fall seasons. Tennis leagues are provided at both the Bacon Park and Daffin Park Tennis Complexes. The Blackshear Basketball Complex provides for open play and tournament play. The Complex also provides a summer camp.

All leagues provide competitive participation. The Department continues to emphasize sportsmanship and team play by requiring volunteer coaches to participate in a mandatory certification program. The Department also works closely with the officiating associations and their members.

Participation in Department-sponsored leagues continues to increase. The Department evaluates demands for practice facilities each year to determine how best to meet these needs.

Goals and Objectives

Goal: A City in which all citizens have convenient and affordable access to athletic programs and facilities in a safe environment

Objectives:

- To maintain a 90% customer satisfaction rating among user groups participating in athletic leagues
- To increase by 10 the number of certified volunteer coaches in 2006

Service Levels

Workload Measures	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Participants:					
- Youth baseball	1,450	1,436	1,450	1,368	1,450
- Youth basketball	675	688	695	713	725
- Youth football	950	1,403	1,075	1,350	1,375
- Youth soccer	1,450	1,251	1,450	1,450	1,340
- Youth tennis	350	350	385	350	360
- Cheerleader camp	161	151	170	151	170

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
- Blackshear sports camp	75	117	50	201	200
- Adult softball	1,900	1,793	1,900	1,900	1,900
- Adult tennis	1,304	1,209	1,310	1,109	1,319
- Adult basketball	200	152	175	90	155

Efficiency Measures

Cost per participant:

- Youth baseball	\$126.00	\$126.00	\$126.00	\$134.00	\$126.00
- Youth basketball	\$116.00	\$116.00	\$116.00	\$113.00	\$113.00
- Youth football	\$92.00	\$62.00	\$92.00	\$73.00	\$92.00
- Youth soccer	\$32.00	\$35.00	\$32.00	\$32.00	\$35.00
- Youth tennis	-	-	-	\$50.00	\$50.00
- Adult softball	\$151.00	\$140.00	\$151.00	\$214.00	\$200.00
- Adult tennis	\$50.00	\$54.00	\$50.00	\$220.00	\$227.00
- Adult basketball	-	-	-	\$65.00	\$65.00
- Cheerleading	\$48.00	\$51.00	\$48.00	\$41.00	\$48.00
- Blackshear	-	-	-	\$150.00	\$150.00
- % of budget spent	100.0%	101.2%	100.0%	100.0%	100.0%

Effectiveness Measures

- Volunteer coaches certified	-	310	341	341	351
- Customer satisfaction rating of athletic leagues	90.0%	90.0%	90.0%	90.0%	90.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 704,265	\$ 726,621	\$ 765,434	5.3
Outside Services	270,423	270,369	268,189	-0.8
Commodities	109,450	128,247	128,574	0.3
Interfund Services	26,358	22,856	29,914	30.9
Other Expenses	5,366	8,955	11,158	24.6
TOTAL	\$ 1,115,862	\$ 1,157,048	\$ 1,203,269	4.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Assistant	1.00	1.00	1.00	3
Maintenance Worker	1.59	1.59	1.59	7
Clubhouse Attendant	3.13	3.13	3.13	7
Leisure Services Leader	4.92	4.92	4.92	10
Maintenance Crew Chief	1.00	1.00	1.00	13
Administrative Assistant	1.00	1.00	1.00	13
Leisure Services Center Supervisor	1.00	1.00	1.00	14
Leisure Services Supervisor	1.00	1.00	1.00	17
Tennis Coordinator	1.00	1.00	1.00	22
Athletics Administrator	1.00	1.00	1.00	27
TOTAL	16.64	16.64	16.64	

Budget Highlights

- The budget for Recreation Services increases \$46,221 or 4.0% primarily due to adjustments in wages and benefits, the cost of computer services, the cost of telephone services, and the cost of garage charges to maintain the department's vehicle fleet.

NEIGHBORHOOD PROGRAMS

Trends and Issues

The activities provided by Neighborhood Programs meet the needs of community residents through programming provided at the City's community centers and playgrounds.

After-School Programs offer academic assistance to primary and secondary school students at 14 centers during after-school hours. These structured programs provide tutors at six centers and homework assistance at eight centers. Computer labs with internet access are available at all centers.

Hours of operation are the same for all regional and neighborhood centers. In 2006, staff at each center will continue to provide services individually tailored to meet the unique needs of each neighborhood. In addition, centers also provide services for neighborhood meetings and activities.

All centers currently operate at capacity with summer camps continuing to be in high demand. The Division will also continue to operate supervised playgrounds year-round to meet needs of youth in neighborhoods near their homes. Such supervision includes crafts and recreation activities at 18 sites during the school year and is expanded to 28 sites during the summer.

The Division will continue to operate nine swimming pools that are open from Memorial Day weekend until August. The pools offer lessons, recreational swim, and swim teams. The Division will also continue to provide special needs services through the Therapeutic Program which includes after-school, after-work and daily programs as well as summer camps and participation in State Special Olympics.

Goals and Objectives

Goal: A City with diverse recreation and education programs and safe facilities to foster positive alternatives for all youth during their leisure time

Objectives:

- To maintain a tutorial program at Yamacraw Village with emphasis on improving grades that are below 70
- To maintain 85% of the After-School Program elementary students' grades at a satisfactory level in both reading and math throughout the 2005-2006 school year's four grading periods
- To maintain 85% of the middle and high school students' grades at a level of 71% or better in both reading and math through each of the 2005 - 2006 school year's four grading periods
- To maintain a quality summer camp program for youth at all regional and neighborhood centers and maintain at least 95% capacity while achieving a 95% satisfaction level
- To increase female participation by 20 in Athletic and Neighborhood Programs in 2006

Goal: A City with leisure opportunities available for

adults to participate and/or spectate during their leisure time and to offer adults family events, and opportunities for volunteering and for mentoring youth

Objectives:

- To achieve a minimum of two family events at each center in 2006
- To maintain activities in 10 targeted neighborhoods by providing activities at Family and Friends Day and/or health and community awareness activities
- To increase by 10 the number of adults who mentor youth in daily center activities
- To achieve a minimum of two family events in 2006 in the Therapeutic Program
- To maintain four summer camp sessions with one session specifically to serve mentally, physically, behavior disordered, and adult citizens in the Therapeutic Program
- To achieve participation in six competitive Special Olympics events in 2006

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
Participants:					
- Centers:	7,350	8,162	7,350	7,350	7,635
Summer camp	1,326	1,303	1,340	1,340	1,340
Fitness	450	116	450	450	450
Cultural	1,054	1,257	1,065	1,100	1,150
Educational	450	523	650	545	565
Special events	3,000	4,053	3,200	4,075	4,100
Team sports	1,600	2,562	1,850	2,650	2,720
- Playgrounds	5,200	5,249	5,215	5,266	5,424
- Yamacraw youth sports club	585	424	525	445	470
- Pools	3,850	3,689	3,975	3,975	3,998
- Therapeutics	394	375	395	375	375
- After-school program	325	305	375	375	375
- Weightlifting	75	127	75	85	85
- Soccer	100	103	105	105	115
- West Broad YMCA	200	225	200	200	200
- Family events at centers	28	39	30	41	44
- Family and Friends Day events	10	10	10	11	11
- Adult mentors	101	66	111	86	96
- Therapeutic summer camp sessions	4	4	4	4	4
- Special Olympics events	6	4	6	4	6
- Female participation	-	8,206	-	9,170	9,190
Efficiency Measures					
Cost per participant:					
- Centers	\$140.00	\$126.00	\$140.00	\$140.00	\$135.00
- Yamacraw Youth Sports Club	\$65.00	\$90.00	\$65.00	\$77.00	\$65.00
- Playgrounds	\$64.00	\$64.00	\$64.00	\$64.00	\$64.00
- Therapeutics	\$769.00	\$808.00	\$769.00	\$769.00	\$769.00
- Pools	\$69.00	\$72.00	\$69.00	\$69.00	\$69.00
- After-School Program	\$344.00	\$344.00	\$344.00	\$344.00	\$344.00
- Soccer	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
- Weightlifting	\$200.00	\$118.00	\$75.00	\$150.00	\$75.00
- YMCA	\$155.00	\$137.00	\$155.00	\$155.00	\$155.00
- % of budget spent:					
Neighborhood Programs	100.0%	101.2%	100.0%	100.0%	100.0%
Youth Sports Club	100.0%	106.5%	100.0%	100.0%	100.0%
After-School Program	100.0%	98.9%	100.0%	100.0%	100.0%
Effectiveness Measures					
Average daily attendance:					
- Yamacraw Youth Sports Club	150	125	150	128	150
- After-School Program	150	106	150	120	150
- Centers	1,400	1,115	1,400	1,300	1,400
- Playgrounds	787	563	787	750	775
- Female participation in programs	-	7,578	9,170	9,170	9,190
- % of After-School Program students with satisfactory scores:					
Math	92.0%	82.0%	85.0%	82.0%	85.0%

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
- English	91.0%	84.0%	85.0%	84.0%	85.0%
- Yamacraw Sports Club, student grades below 70 for year in subject area	-	4.0%	4.0%	4.0%	3.0%
- Summer camp capacity	1,800	1,756	1,800	1,756	1,800

Expenditures By Type

Expenditure Area	2004	2005	2006	% Change
	Actual	Projected	Budget	05-06
Personal Services	\$ 2,627,695	\$ 2,612,680	\$ 2,675,827	2.4
Outside Services	366,161	409,247	426,649	4.3
Commodities	120,749	171,229	170,172	-0.6
Interfund Services	153,272	137,280	150,190	9.4
Other Expenses	34,374	37,390	30,318	-18.9
TOTAL	\$ 3,302,251	\$ 3,367,826	\$ 3,453,156	2.5

Positions

Class Title	2004	2005	2006	Grade
Lifeguard	6.75	6.75	6.75	7
Office Assistant	1.00	1.00	1.00	7
Lifeguard, Senior	2.25	2.25	2.25	9
Driver	1.00	1.00	1.00	9
Leisure Services Leader	28.54	29.48	30.42	10
Swimming Pool Manager	1.00	1.00	1.00	10
Leisure Services Specialist	1.30	1.30	1.30	13
Administrative Assistant	1.00	1.00	1.00	13
Leisure Services Center Supervisor	10.92	10.92	10.92	14
After-School Program Tutors	2.63	2.63	2.63	15
Computer Services Specialist	1.00	1.00	1.00	16
Leisure Services Supervisor	1.36	1.36	1.36	17
After School Program Coordinator	0.75	0.75	0.75	17
Program Coordinator	4.00	4.00	4.00	22
Recreation Services Director	1.00	1.00	1.00	36
TOTAL	64.50	65.44	66.38	

Budget Highlights

- The budget for Neighborhood Programs increases \$85,330 or 2.5% above 2005 projected expenditures primarily due to two proposed service improvements. The first improvement will provide \$29,500 to provide a part-time leader position, a seasonal leader position, operating materials, and equipment for expansion of the W.W. Law Center. The second improvement will provide \$5,097 for cultural celebrations at the community centers.

ADULT DAY CARE

Trends and Issues

The Adult Day Care Program provides community-based programming services during the day for frail senior adults to help them maintain their independence and prevent or delay institutionalization.

The Adult Day Care Program receives funding from state and federal Title III B and the Community Based

Service Grants. Funds from these services are expected to continue in 2006.

The Program serves an increasingly diverse elderly population each year with needs beyond what its daily six hours of operation can provide.

Goals and Objectives

Goal: A City in which all frail senior citizens have convenient and affordable access to Adult Day Care centers and programs regardless of physical or mental capacities

Objectives:

- To implement a daily individual plan for each participant based on their needs and abilities
- To maintain a minimum rating of 90% on adult day care standards

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Participants	105	66	85	70	75
- Congregate meals	11,000	10,000	10,250	11,000	11,250
- One way trips	20,000	12,450	16,965	14,225	14,225
- Individualized plans	105	66	85	70	75
Efficiency Measures					
- Cost per participant	\$2,739.00	\$3,841.00	\$2,739.00	\$3,421.00	\$3,194.00
- Cost per meal	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00
- Cost per round trip	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00
- % of budget spent	100.0%	97.2%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Average daily attendance	52	41	52	50	50
- Adult day care standards achieved	90.0%	90.0%	90.0%	90.0%	90.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Personal Services	\$ 253,880	\$ 261,127	\$ 262,906	0.7
Outside Services	87,934	92,445	92,945	0.5
Commodities	9,939	12,285	16,010	30.3
Interfund Services	18,713	7,960	8,917	12.0
Other Expenses	11,772	12,774	12,774	0.0
TOTAL	\$ 382,238	\$ 386,591	\$ 393,552	1.8

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Driver	1.00	1.00	1.00	9
Office Assistant, Senior	0.50	0.50	0.50	9
Leisure Services Leader	2.00	2.00	2.00	10
Leisure Services Center Supervisor	1.00	1.00	1.00	14
Leisure Services Supervisor	1.00	1.00	1.00	17
Program Coordinator	1.00	1.00	1.00	22
TOTAL	6.50	6.50	6.50	

GOLDEN AGE

Trends and Issues

The Golden Age Program meets the needs of senior citizens by providing daily programs at City-owned centers. Services provided include daily congregate lunch meals, transportation trips to and from the centers, weekly field trips, and computer classes. The Program will continue to emphasize health-related education and nutrition as well as physical fitness activities. Such activities include, walking, utilization

of fitness equipment at centers, chair aerobics, and water exercise. These activities are provided to promote a healthy lifestyle.

Federal and state funding for Title III Congregate Meals as provided in the "Older Americans Act of 1965" will continue in 2006.

Goals and Objectives

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

Objectives:

- To increase male participation by 12 in the Golden Age Program in 2006

- To achieve one daily session of physical fitness at all Golden Age Centers
- To achieve a minimum of one nutrition and health education training session per month at all Golden Age Centers

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Total participants	900	908	910	900	905
- Congregate meals	80,750	68,244	80,750	70,000	72,500
- One-way trips	16,800	20,572	16,800	20,500	20,500
- Physical fitness sessions	2,800	2,800	3,200	2,800	2,860
- Health education sessions	956	897	1,090	956	968
- Nutrition sessions	975	925	1,050	975	975
Efficiency Measures					
- Cost per participant	\$1,085.00	\$1,085.00	\$1,085.00	\$1,085.00	\$1,085.00
- Cost per congregate meal	\$7.42	\$8.77	\$7.42	\$7.42	\$7.42
- Cost per trip	\$13.25	\$13.25	\$13.25	\$13.25	\$13.25
- % of budget spent	100.0%	98.2%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Average daily attendance	525	455	525	490	505
- Male participation	264	249	275	260	272

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 796,733	\$ 834,834	\$ 918,818	10.1
Outside Services	405,759	401,720	409,171	1.9
Commodities	41,914	39,947	40,776	2.1
Interfund Services	18,305	18,457	38,145	106.7
TOTAL	\$ 1,262,710	\$ 1,294,958	\$ 1,406,910	8.6

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant, Senior	1.00	1.00	1.00	9
Leisure Services Leader	11.63	11.63	11.63	10
Leisure Services Specialist	1.00	1.00	1.00	13
Leisure Services Center Supervisor	7.00	7.00	7.00	14
Program Coordinator	1.00	1.00	1.00	22
TOTAL	21.63	21.63	21.63	

Budget Highlights

- The budget for Golden Age increases \$111,952 or 8.6% primarily due to adjustments in wages and benefits for existing personnel, the increased cost of water and sewer services, computer services, radio services, and telephone services.

CULTURAL AFFAIRS

Trends and Issues

Cultural Affairs offers Savannah's residents and visitors the opportunity to enjoy a rich and varied cultural life through the arts. It accomplishes this responsibility by directly administering the scope of services purchased from Savannah's cultural agencies, producing and presenting classes, workshops, festivals, youth programs, exhibitions, and performances, providing technical assistance to cultural organizations, and marketing Savannah's rich cultural offerings.

Because Savannah's economic and social life has changed, so has the role of the Department changed and expanded. The Department is entering, renewing, and reinforcing relationships with the City's economic development, tourism, revitalization and education sectors. Through these relationships, the Department will position the arts as a catalyst to achieve the public purpose and to satisfy the community's needs.

A commitment to the expansion of effective youth arts programs and programs enhancing cultural tourism and economic development are the focus of 2006.

Funding priorities and contracts for services are structured to ensure that enforcement objectives are specific and that outcomes are tracked throughout this year.

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

While some arts organizations have enjoyed an increase in participation and budgets, others continue to struggle as a result of organizational instability and fiscal crises. Therefore, the administrative staff will focus on identifying new programs to expand the cultural inventory and providing technical assistance on arts management practices.

The Department's Cultural Arts Program creates and implements programming that matches the community's needs not currently being met by existing arts organizations. The leased Henry Street facility provides limited space for productions, exhibitions, classes and workshops produced in-house and by community groups.

The construction of a larger dedicated Cultural Arts Center will provide the community with greater access to the arts and serve as an incubator for the varied activities of Savannah's cultural industry.

Goals and Objectives

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

Objective:

- To direct the scope of 15 applicant organizations in preparing art services proposals that align with the City's designated funding priorities

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

Objective:

- To produce 110 art and cultural programs that align with positive youth development and educational/skill development

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Services purchased	910	914	910	910	925
- Audience/participants of contracted services	225,000	269,603	225,000	225,000	225,000
- Cultural programs purchased or produced specifically for youth	235	491	300	300	300
- Presentations and workshops of technical assistance	25	31	25	25	25
- User fees collected	1,550	1,992	1,550	1,550	1,600
- Gallery standards youth participants	-	-	-	-	45
- Registered participants in arts programs	800	803	850	800	850
- Performing arts volunteers	400	550	425	425	425
- Performing arts audience (Cultural Arts)	18,000	12,000	14,000	12,000	14,000
- Cultural programs produced employing curriculum based objectives	-	-	-	-	110
- Performing arts tickets sold	5,000	2,938	3,500	3,500	3,500
- Marketing pieces distributed	-	-	-	82,250	82,250
- % of programs evaluated	-	-	-	98.0%	100.0%
Efficiency Measures					
- Cost per participant gallery standards	-	-	-	-	\$10.00
- Cost per participant/purchased services	\$6.00	\$4.35	\$6.00	\$6.00	\$6.00
- Cost per participant/cultural arts program curriculum designed	-	-	-	-	\$13.00
- Ratio of City expense to revenue produced (Performing Arts)	1:1	2:1	2:1	2:1	2:1
- Ratio of City expense to revenue produced (Visual Arts)	1:2	1:2	1:2	1:3	1:2
- Ratio of City allocations to Cultural Tourism earned program income	1:4	1:4	1:8	1:7	1:8
- Ratio of tourist to resident ticket expenditures	1:4	1:5	1:5	1:5	1:5
- % of budget spent	100.0%	98.9%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of gallery submissions professionally prepared	-	-	-	-	90.0%
- Attendees at information workshops	-	-	-	-	350
- Returning applications that align with the City's funding priorities	-	-	15	20	15
- Media reviews and editorials	170	187	270	270	270
- % of growth in attendance of cultural events by tourists	-	-	30.0%	30.0%	30.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 464,502	\$ 498,245	\$ 528,388	6.0
Outside Services	167,542	192,201	209,462	9.0
Commodities	44,065	50,310	50,125	-0.4
Interfund Services	24,685	21,558	20,290	-5.9
Other Expenses	0	2,600	0	-100.0
TOTAL	\$ 700,794	\$ 764,914	\$ 808,265	5.7

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Leisure Services Specialist	2.00	2.00	2.00	13
Administrative Assistant	2.00	2.00	2.00	13
Arts Coordinator	2.00	2.00	2.00	17
Cultural Affairs Coordinator	1.00	1.00	1.00	22
Cultural Arts Coordinator	1.00	1.00	1.00	22
Marketing/Festival Coordinator	1.00	1.00	1.00	20
Cultural Affairs Director	1.00	1.00	1.00	36
TOTAL	10.00	10.00	10.00	

Budget Highlights

- The budget for Cultural Affairs increases \$43,351 or 5.7% above 2005 projected expenditures. The primary changes are due to adjustments in wages and benefits.

BUILDINGS AND GROUNDS MAINTENANCE

Trends and Issues

Buildings and Grounds is responsible for the development and maintenance of City buildings and facilities under the purview of the Leisure Services Bureau. This responsibility entails the development and administration of a scheduled maintenance and capital development plan for each of the parks and buildings. The plans are updated yearly to reflect changing situations and address issues that have arisen.

The Department is divided into three sections: Grounds Maintenance, Building and Electrical Maintenance, and the Design and Construction Group. Each section works together to address common goals and assist in efforts for the common good of the City and its citizens.

There are several issues the Department will face in 2006:

- Completing the compliance projects required in the agreement between the Department of Justice (DOJ) and the City of Savannah concerning the Americans with Disabilities Act (ADA)
- Continuing to produce quality in the maintenance of City parks in the face of ever stringent regulations which cost more in dollars to enact
- Facing increased citizen demand for usage of City facilities
- Keeping up with the increasing work load and demands for services from City Departments.

In 2002, the Department of Justice audited the City's buildings and facilities for compliance with the Americans with Disabilities Act. Their report produced a listing of sites where improvements were needed to facilitate accessibility. Negotiations between DOJ and the City resulted in an agreement that outlined specific facility improvements in various City-owned facilities and buildings.

Upon completion of the listed projects, it is anticipated that the DOJ will re-evaluate the facilities to ensure compliance work has been satisfactorily completed. The DOJ report on Phase I work was well received.

Demand for the use of parks and leisure services facilities will continue to increase in 2006. This demand results in the need for continuous maintenance and repair to upkeep parks and buildings.

In 2006, the Department's staff will continue to be cognizant of the availability of resources and their efficient use. This is done in several ways: first, by investing in the staff through training opportunities, second, the more efficient equipment enabling work assignments to be completed more effectively and with better quality, and third, increasing safety awareness. This reduces lost time and costs due to injuries.

Goals and Objectives

Goal: A City where all parks, playgrounds, and athletic fields are maintained in an aesthetically pleasing, safe, and user-friendly condition

Objectives:

- To maintain a condition rating of "good" or "excellent" in all parks and playgrounds 90% of the time
- To maintain a condition rating of "good" or "excellent" in all athletic fields 90% of the time
- To respond to citizen reports of damage within one work day

Goal: A City where all swimming pools are

maintained in an aesthetically pleasing, safe, and user-friendly condition

Objectives:

- To maintain a condition rating of "good" or "excellent" in all swimming pools 90% of the time
- To respond to citizens reports of damage within one work day

Goal: A City that performs a minimum of \$200,000 in infrastructure improvements as identified by the Comprehensive Recreation Plan in 2006

Objectives:

- To request funding through the Five-year Capital Plan
- To update *the Comprehensive Recreation Plan* annually

are maintained in a safe, accessible, visually pleasing, and structurally sound condition

Objective:

- To continue to evaluate all City-owned buildings for needed renovations and/or repairs

Goal: A City where all physical building structures

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
Inspections					
- Playground	660	660	672	660	660
- Swimming pool	1,200	1,233	1,200	1,200	1,200
Repairs					
- Park/playground	1,000	1,173	1,000	1,000	1,000
- Athletic field	200	194	200	200	200
- Swimming pool	500	490	500	500	500
Cleanings					
- Building	6,750	6,896	6,750	6,700	6,750
- Park/playground	9,600	9,527	9,600	9,600	9,600
Mowings					
- Park	2,000	1,977	2,000	2,000	2,000
- Athletic field	1,000	944	1,000	1,000	1,000
Site Preparations					
- Athletic field	2,500	2,423	2,500	2,500	2,500
- Miscellaneous	24	21	24	24	24
- Capital plans updated	2	2	2	2	2
- Comprehensive plan updated	1	1	1	1	1
Efficiency Measures					
Inspections					
- Cost per playground	\$75.00	\$73.00	\$75.00	\$75.00	\$75.00
- Cost per swimming pool	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Repairs					
- Cost per park/playground	\$100.00	\$131.00	\$100.00	\$100.00	\$100.00
- Cost per athletic field	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00
- Cost per swimming pool	\$100.00	\$110.00	\$110.00	\$110.00	\$110.00
Cleanings					
- Cost per building	\$106.00	\$109.00	\$110.00	\$106.00	\$106.00
- Cost per park/playground	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Mowings					
- Cost per park mowings	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
- Cost per athletic field	\$425.00	\$422.00	\$425.00	\$422.00	\$425.00

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Site Preparations					
- Cost per athletic field	\$160.00	\$158.00	\$160.00	\$160.00	\$160.00
- Cost per miscellaneous	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
- % of budget spent	100.0%	98.0%	100.0%	100.0%	100.0%

Effectiveness Measures**Inspections**

- % rated good or better:					
Swimming pool	90.0%	94.0%	90.0%	90.0%	90.0%
Athletic field	92.0%	95.0%	90.0%	90.0%	90.0%
Parks and playgrounds	90.0%	90.0%	90.0%	90.0%	90.0%

Repairs

- % completed within 24 hrs of report	100.0%	100.0%	100.0%	100.0%	100.0%
- Athletic field	100.0%	100.0%	100.0%	100.0%	100.0%
- Swimming pool	100.0%	100.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 2,143,209	\$ 2,344,246	\$ 2,496,460	6.5
Outside Services	500,092	654,110	687,224	5.1
Commodities	371,882	380,917	404,693	6.2
Interfund Services	270,582	281,575	280,028	-0.5
Capital Outlay	0	0	15,000	100.0
Interfund Transfers	0	47,600	24,000	-49.6
Other Expenses	87,495	81,422	105,403	29.5
TOTAL	\$ 3,373,259	\$ 3,789,870	\$ 4,012,808	5.9

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Civil Engineer	1.00	0.00	0.00	--
Custodian	5.84	5.84	5.84	6
Maintenance Worker	20.00	20.00	20.00	7
Office Assistant	1.00	1.00	1.00	7
Light Equipment Operator	1.00	1.00	1.00	8
Maintenance Worker, Senior	4.00	4.00	4.00	9
Medium Equipment Operator	6.00	7.00	7.00	10
Engineering Aide	0.50	0.50	0.50	11
Landscape Specialist	2.00	2.00	2.00	11
Maintenance Crew Chief	5.00	5.00	5.00	13
Administrative Assistant	1.00	1.00	1.00	13
Grounds Equipment Maintenance Specialist	1.00	1.00	1.00	16
Maintenance Supervisor	2.00	2.00	2.00	18
Construction Inspector	1.00	1.00	1.00	18
Contract Analyst	1.00	1.00	1.00	22
Landscape Supervisor	1.00	1.00	1.00	22
Maintenance Superintendent	1.00	1.00	1.00	24
Architect Coordinator	1.00	1.00	1.00	25
Construction Coordinator	0.00	1.00	1.00	25
Buildings and Grounds Maintenance Administrator	1.00	1.00	1.00	27
Architect	1.00	1.00	1.00	32
Buildings and Grounds Director	1.00	1.00	1.00	39
TOTAL	58.34	59.34	59.34	

Budget Highlights

- The budget for Buildings and Grounds increases \$222,938 or 5.9% above 2005 projected expenditures primarily due to the full year cost of existing personnel, adjustments in wages and benefits, planned capital outlay purchases, and a proposed service improvement in the amount of \$24,000 for equipment to properly maintain the City's athletic fields.

BUILDING AND ELECTRICAL MAINTENANCE

Trends and Issues

Building and Electrical Maintenance is a division of the Buildings and Grounds Department. The Division is responsible for maintenance of mechanical, electrical, and structural systems of buildings owned and leased by the City of Savannah.

In 2006, Building and Electrical Maintenance will focus primarily on maintenance of City buildings and leased properties. The Division will continue to service other departments with construction needs as a secondary function to daily maintenance goals. The

Division will also take a more proactive roll in the maintenance and construction needs of the Visitors Center and History Museum.

Training and cross-training of staff is on-going to ensure proper system functions and code compliance. Building and Electrical staff is dedicated to pursuing such training because of the increased effectiveness and efficiency that result. The Division will also pursue safety training for its staff to reach 2006 safety goals.

Goals and Objectives

Goal: A City that has safe, accessible, aesthetically pleasing, and structurally sound public buildings for the citizens of Savannah

Objectives:

- To improve the appearance of City owned buildings
- To reduce the number of emergency repair calls
- To improve indoor air quality in City-owned buildings

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

Objectives:

- To address all maintenance requests within three working days
- To perform maintenance with minimal call backs
- To ensure all repairs, modifications, and construction projects meet professional standards and are code compliant

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Electrical repairs	1,200	1,001	1,220	1,220	1,220
- HVAC repairs	1,366	1,366	1,366	1,366	1,366
- Emergency repairs	184	62	84	84	84
- Preventive inspections	3,144	4,848	3,900	3,100	3,100
- Work (general) requests addressed	1,356	1,375	1,400	1,400	1,400
- Code violations corrected	63	57	63	63	63
- Install lights to improve air quality	-	-	-	10	30
Efficiency Measures					
- Cost per electrical repair	\$337.00	\$337.00	\$355.00	\$355.00	\$355.00
- Cost per HVAC repair	\$273.00	\$273.00	\$300.00	\$300.00	\$322.00
- Cost per code violation correction	\$370.00	\$370.00	\$375.00	\$375.00	\$375.00
- Cost per general building repair	\$243.00	\$243.00	\$265.00	\$265.00	\$280.00
- Cost per preventive HVAC inspections/filter replacement	\$45.00	\$45.00	\$45.00	\$50.00	\$67.00
- % of budget spent	100.0%	97.0%	100.0%	100.0%	100.0%

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Average response time for emergency request	2 hrs	2 hrs	2 hrs	2 hrs	2 hrs
- % of buildings with leaking roofs	56.0%	54.0%	56.0%	53.0%	53.0%
- % of buildings rated green ¹	5.0%	5.0%	5.0%	5.0%	5.0%
- % of buildings rated yellow/amber ¹	43.0%	43.0%	43.0%	43.0%	43.0%
- % of buildings rated red ¹	52.0%	52.0%	52.0%	52.0%	52.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 874,184	\$ 962,552	\$ 997,702	3.7
Outside Services	173,096	227,825	225,089	-1.2
Commodities	128,954	152,124	157,119	3.3
Interfund Services	52,431	47,063	47,694	1.3
Interfund Transfers	0	21,754	0	-100.0
Other Expenses	35,054	35,433	37,559	6.0
TOTAL	\$ 1,263,718	\$ 1,446,751	\$ 1,465,163	1.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Painter	1.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Carpenter	1.00	1.00	1.00	13
Painter, Senior	1.00	1.00	1.00	14
Roofer	1.00	1.00	1.00	14
Electrician	2.00	2.00	2.00	15
Plumber	1.00	1.00	1.00	15
Senior Carpenter	1.00	1.00	1.00	15
Preventive Maintenance Coordinator	1.00	1.00	1.00	16
Building Maintenance Technician	3.00	3.00	3.00	17
Building and Electrical Maintenance Supervisor	4.00	4.00	4.00	19
Building and Electrical Maintenance Administrator	1.00	1.00	1.00	26
TOTAL	18.00	18.00	18.00	

¹ Building condition colors: green – no apparent problems; yellow – upgrade maintenance or repair is, or will be needed though not urgently; red – area needs upgrade, repair or replacement urgently.

INTERDEPARTMENTAL

The 2006 Interdepartmental budget includes accounts and activities within the General Fund that are not exclusive to a particular operating bureau or

department. The 2004 actual expenditures, 2005 projected expenditures, and 2006 budget are summarized below.

Expenditure Summary

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05 - 06</u>
Tourism & Promotion				
Roundhouse/Battlefield Park	\$ 448,989	\$ 537,520	\$ 710,196	32.1
Savannah History Museum	200,000	255,185	342,972	34.4
Convention Ground Transportation	173,646	225,000	236,000	4.9
Tourism Support Planning	20,157	27,800	20,000	-28.1
Water Ferry Transportation	208,728	120,000	0	-100.0
Civic Center Promotion	4,375	50,000	50,000	0.0
July 4th Fireworks	<u>11,000</u>	<u>11,000</u>	<u>11,000</u>	0.0
Subtotal	\$ 1,066,896	\$ 1,226,505	\$ 1,370,168	11.7
Planning & Development				
MPC Services	\$ 893,083	\$ 944,911	\$ 1,048,850	11.0
Land Bank Authority	60,000	95,992	139,608	45.4
Savannah Dev & Renewal Auth	<u>481,182</u>	<u>467,196</u>	<u>517,778</u>	<u>10.8</u>
Subtotal	\$ 1,434,265	\$ 1,508,099	\$ 1,706,236	13.1
Human Services				
Social Services Contributions	\$ 352,325	\$ 432,700	\$ 366,950	-15.2
Youth Futures Authority	500,000	500,000	500,000	0.0
Youth Works	<u>258,809</u>	<u>278,105</u>	<u>105,000</u>	<u>-62.2</u>
Subtotal	\$ 1,111,134	\$ 1,210,805	\$ 971,950	-19.7
Cultural Services				
Cultural Contributions	<u>944,568</u>	<u>912,786</u>	<u>962,786</u>	<u>5.5</u>
Subtotal	\$ 944,568	\$ 912,786	\$ 962,786	5.5
City Dues/Memberships				
National League of Cities	\$ 7,951	\$ 8,682	\$ 8,682	0.0
Georgia Municipal Association	28,860	28,835	28,835	0.0
Georgia Chamber of Commerce	3,885	3,885	3,885	0.0
Sister Cities International	1,525	775	775	0.0
ICMA Performance Center	5,000	5,000	5,000	0.0
Innovations Group	2,000	10,250	10,250	0.0
Chatham Municipal Association	<u>0</u>	<u>30</u>	<u>30</u>	<u>0.0</u>
Subtotal	\$ 49,221	\$ 57,457	\$ 57,457	0.0
Prisoner Medical Costs				
	\$ 0	\$ 50,000	\$ 50,000	0.0
Transfer to Other Funds				
Capital Improvement Projects Fund				
-- General Fund	\$ 4,508,315	\$ 9,502,862	\$ 5,110,900	-46.2
Transfer to Debt Service	2,149,680	1,070,380	1,010,380	-5.6
Transfer to Property Acq Rev Fund	2,200,000	0	0	0.0
Sanitation Contribution	6,085,034	2,697,549	2,242,420	-16.9

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05 - 06</u>
Intra-Fund Transfers	264,347	463,925	210,731	-54.6
Hazardous Material Team Fund	116,755	129,708	142,815	10.1
Weed & Seed Fund	76,400	87,285	10,731	-87.7
Tele-Electronics	0	291,781	290,880	-0.3
Community Development Fund	<u>1,097,288</u>	<u>1,355,872</u>	<u>1,529,837</u>	12.8
Subtotal	\$17,720,493	\$ 16,905,010	\$ 12,081,202	-28.5
Services from Other Funds				
Services by Civic Center	\$ 100,000	\$ 100,000	\$ 100,000	0.0
Services by Sanitation	2,689,652	2,830,983	2,862,134	1.1
Services by Engineering	532,821	957,047	1,289,431	34.7
Services from Environmental Affairs	51,994	51,602	46,601	-9.7
Services by Parking	0	281,325	298,594	6.1
Services by Real Property Services	<u>202,567</u>	<u>328,692</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 3,577,034	\$ 4,549,649	\$ 4,596,760	1.0
Other Expenses/Contributions				
Veterans' Day	\$ 2,000	\$ 2,000	\$ 2,000	0.0
Health Department Pension	5,450	5,500	5,659	2.9
Old Pension Plan	100,000	100,000	100,000	0.0
Retiree Medical	0	0	2,000,000	100.0
Legislative Liaison	34,399	33,156	34,000	2.5
Cost Savings Incentive	239,549	0	0	0
Administrative Purchased Services	21,517	3,338	60,567	1,714.5
Technical Purchased Services	37,444	578	9,351	1,517.8
Professional Purchased Services	25,494	31,769	31,769	0.0
Council Retreat	0	7,787	8,000	2.7
Citizens Satisfaction Survey	0	37,500	37,500	0.0
Centennial Celebration	0	0	25,000	100.0
Siege of Savannah	46,000	0	0	0.0
Eastside Concerned Citizens	37,045	0	0	0.0
Coastal Regional Dev Com.	52,604	57,604	52,604	-8.7
Savannah Day	5,000	5,000	5,000	0.0
Trade Center - Water Ferry Service	0	26,984	0	0.0
Telfair Museum	21,200	10,933	10,933	0.0
King-Tisdell	30,600	0	0	0.0
Sav Area Chamber of Commerce	40,500	30,000	0	-100.0
Sav Economic Dev Authority	5,000	0	0	0.0
Jail Costs to Chatham County	1,003,782	1,000,000	1,000,000	0.0
University of Georgia	5,000			
Creative Coast	0	119,000	119,000	100.0
Elections	0	0	0	0.0
Saint Patrick's Day Shuttle	0	15,232	15,232	0.0
Public Safety Task Force	0	50,000	0	-100.0
Union Mission	15,000	25,000	0	-100.0
Neighborhood Redevelopment	0	0	50,000	100.0
Other	<u>50,164</u>	<u>38,858</u>	<u>17,500</u>	<u>-55.0</u>
Subtotal	\$ 1,777,747	\$ 1,600,239	\$ 3,584,115	124.0
Contingency	\$ 0	\$ 0	\$ 88,608	100.0
Total Interdepartmental	\$27,681,358	\$ 28,020,550	\$ 25,469,282	-9.1

Expenditure Description

The 2006 Interdepartmental budget totals \$25,469,282, which is 9.1% below 2005 projected expenditures. This change is primarily due to a lower contribution to other funds in 2006. Additional changes are described below.

Tourism & Promotion. The 2006 allocation for these services is projected to increase due to a higher contribution to support the Roundhouse/Battlefield Park and the Savannah History Museum. This increase is off-set by a decrease in the allocation for water ferry transportation based on the terms of the agreement.

Planning & Development. The allocation for this category increases due to higher contributions for services to be provided by the Metropolitan Planning Commission, the Land Bank Authority, and the Savannah Development & Renewal Authority in 2006.

Human Services. A detailed listing of the proposed social service contributions is provided in the Appendix section of this document.

Cultural Services. A detailed listing of proposed cultural programs or services is available in the Appendix section of this document.

Transfer to Other Funds. A total of \$12,081,202 is budgeted in 2006. The major changes are highlighted below:

- **Capital Improvement Program.** Recommended 2006 General Fund projects totaling \$5,110,900 are listed in the Capital Improvement Program section of this document.
- **Transfer to Debt Service.** Debt Service decreases 5.6% as a result of refinancing of bonds in 1998. The available dollars will allow the City to address increasing operating requirements in the Sanitation

Fund.

- **Contribution to Sanitation.** The \$2,242,420 contribution to the Sanitation Fund will help stabilize debt service and support general operating costs.
- **Transfer to Community Development Fund.** The General Fund will contribute \$1,529,837 to the Community Development Fund to cover administrative costs and various initiatives/programs such as the Minority Women's Business Enterprise program, the Entrepreneurial Center, a proposed service improvement to provide an administrative assistant position to support the Housing department. This contribution will provide make additional federal funds available for implementation of the housing plan.

Other Expenses/Contributions.

Other expenses/contributions are highlighted below:

- An initial allocation of \$2,000,000 is included to begin recognizing and systematically funding the true cost of retiree medical benefits. This cost has previously been done on a pay-as-you-go basis.
- Funds in the amount of \$25,000 are proposed for the City's centennial celebration.
- An allocation of \$119,000 is included to support the activities of Creative Coast.
- An allocation of \$50,000 is included to support neighborhood redevelopment through community-based organizations that will provide volunteer and staff services to help families connect to services, and demonstrate how poverty reduction initiatives can be implemented on a broader scale within high poverty census tracts.

PUBLIC SAFETY COMMUNICATIONS FUND

Police Communications

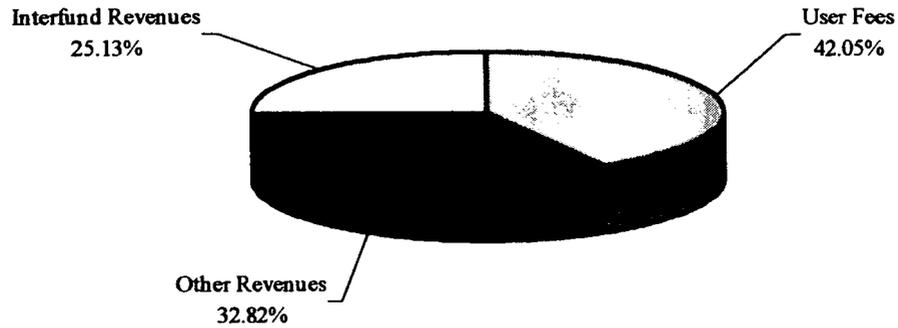
Personnel: 76

Fire Communications

Personnel: 9

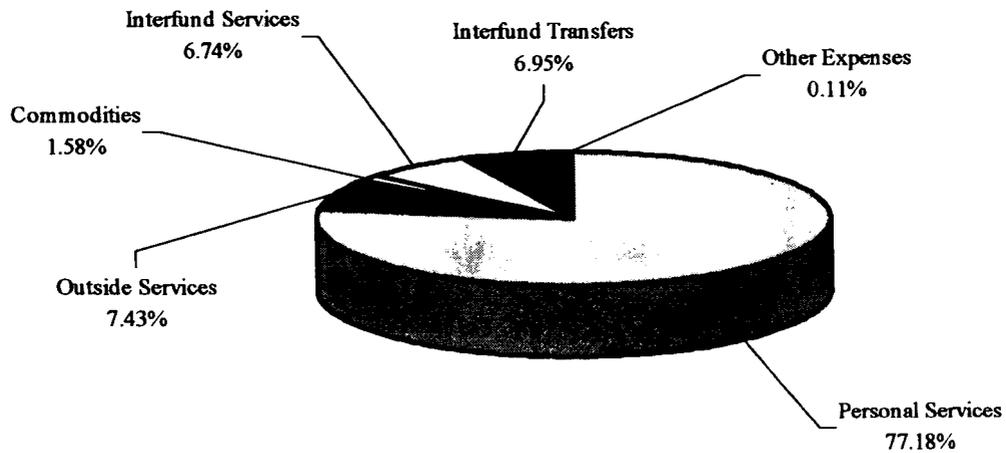
PUBLIC SAFETY COMMUNICATIONS FUND

Where The Money Comes From



PUBLIC SAFETY COMMUNICATIONS FUND

Where The Money Goes



PUBLIC SAFETY COMMUNICATIONS FUND

Revenues By Source

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

Revenues from the E911 Telephone Fee began to show a decline in 2000 due to the growing popularity of wireless telephones. This decline appears to have stabilized. Revenues from the Wireless Telephone Fee, that was implemented in January 2003, continues to increase.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>User Fees</u>				
E911 Telephone Fee	\$ 1,197,925	\$ 1,200,000	\$ 1,200,000	0.0
E911 Wireless Telephone Fee	<u>847,490</u>	<u>882,000</u>	<u>882,000</u>	<u>0.0</u>
Subtotal	\$ 2,045,415	\$ 2,082,000	\$ 2,082,000	0.0
 <u>Interfund Revenues</u>				
General Fund Contribution	\$ 661,549	\$ 773,881	\$ 1,244,488	60.8
 <u>Other Revenues</u>				
E911 Revenues from Chatham County	\$ 0	\$ 1,089,630	\$ 1,089,630	0.0
E911 Wireless Telephone Fee from Chatham County	<u>0</u>	<u>535,430</u>	<u>535,430</u>	<u>0.0</u>
Subtotal	\$ 0	\$ 1,625,060	\$ 1,625,060	0.0
 TOTAL	 \$ 2,706,964	 \$ 4,480,941	 \$ 4,951,548	 10.5

Expenditures By Type

The 2006 budget for the Public Safety Communications Fund increases 10.5% above 2005. The largest change occurs in Personal Services, an

increase of \$467,279 or 13.9% due to service delivery changes.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 2,103,328	\$ 3,354,482	\$ 3,821,761	13.9
Outside Services	215,691	385,803	368,032	-4.6
Commodities	24,707	68,951	78,348	13.6
Interfund Services	108,991	327,605	333,931	1.9
Interfund Transfers	254,247	344,100	344,100	0.0
Other Expenses	0	0	5,376	100.0
TOTAL	\$ 2,706,964	\$ 4,480,941	\$ 4,951,548	10.5

Expenditures By Department

The increase in departmental expenditures is primarily due to the full year costs of four star corporal positions added to Police Communications in 2005 as well as \$58,490 for a proposed service improvement in 2006 that adds two communications specialist positions and

associated equipment to Fire Communications. Funds are also included in the Wireless Transfer Department that was established in 2003 to account for the 30% of wireless telephone fee revenues earmarked for development of wireless phone locator technology.

<u>Department</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Police Communications	\$ 2,163,030	\$ 3,806,762	\$ 4,206,303	10.5
Fire Communications	289,687	330,079	401,145	21.5
Wireless Transfer	254,247	344,100	344,100	0.0
TOTAL	\$ 2,706,964	\$ 4,480,941	\$ 4,951,548	10.5

POLICE COMMUNICATIONS

Trends and Issues

The Communications Center provides all communications needs for the department including responses to E911 calls and law enforcement dispatching. The Center also provides dispatching services for the various Emergency Medical Service (EMS) providers in Chatham County. It is the primary point of contact for citizens and an essential line of communication for officers on the street.

In 2006, the Communications Center will handleover 550,000 phone calls which include 255,000 E911

calls. The Center will dispatch 280,000 calls for service, and respond to 170,000 requests for information from the Georgia Crime Information Center (GCIC), National Crime Information Center (NCIC), and other sources.

Also in 2006, the Communications Center will add mapping software to allow for the real-time map display of calls received by the Center. This will assist with dispatching and provide a means to identify the location of cell phone callers.

Goals and Objectives

Goal: A City and County in which timely responses are made to all emergency telephone complaints received

Objectives:

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

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- E911 calls	193,000	194,128	225,000	255,000	255,000
- Calls for service	203,000	198,446	246,000	277,000	280,000
- Total teletype inquiries	161,000	158,331	165,000	169,875	170,000
Efficiency Measures					
- Cost per call for service	\$8.00	\$10.00	\$10.00	\$13.75	\$15.02
- % of budget spent	100.0%	104.3%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Average dispatch delay, emergency	2:30	2:58	2:30	2:58	2:30
- Average dispatch delay, immediate	4:00	3:59	4:00	3:33	4:00

Expenditures by Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,825,015	\$ 3,061,802	\$ 3,465,439	13.2
Outside Services	211,441	373,454	353,364	-5.4
Commodities	22,073	61,310	67,288	9.8
Interfund Services	104,501	310,196	316,336	2.0
Other Expenses	0	0	3,876	100.0
TOTAL	\$ 2,163,030	\$ 3,806,762	\$ 4,206,303	10.5

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Police Captain	1.00	0.00	0.00	--
Office Assistant, Senior	0.00	1.00	1.00	9
Communications Specialist	36.00	59.00	59.00	12
Communications Specialist, Senior	5.00	8.00	8.00	14
Police Star Corporal	0.00	4.00	4.00	18
Communications Center Coordinator	1.00	2.00	2.00	20
Police Sergeant	0.00	1.00	1.00	22
Systems Analyst, Senior	1.00	1.00	1.00	24
TOTAL	44.00	76.00	76.00	

Budget Highlights

- Police Communications increases \$399,541 or 10.5% primarily due to the full year costs of four star corporal positions added in 2005, funding for all other authorized personnel, and adjustments in wages and benefits.

FIRE COMMUNICATIONS

Trends and Issues

Fire Communications is responsible for coordinating all emergency and some non-emergency communications functions for the Fire and Emergency Services Bureau as well as providing emergency dispatch for several smaller municipalities.

In 2006, Fire Communications will dispatch 100% of all emergency calls within 60 seconds or less. Communications staff will also work with firefighting staff to develop resource lists, contact lists, and

conduct pre-incident site surveys in the Westside area.

In addition, disaster planning for Fire Communications includes continued plan development and a review of new communications technology. The focus will be on the ability to maintain communications during any type of disaster, natural or man-made, and to inform citizens in a timely manner.

Goals and Objectives

Goal: A City in which fast and accurate emergency dispatching and fire communications is provided to citizens and visitors

Objective:

- To ensure that there are no emergency dispatch delays exceeding 60 seconds

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Emergency calls	4,500	4,330	4,500	4,000	4,500
- Administrative calls	50,000	43,800	50,000	50,000	50,000
- Other calls	400	512	400	1,200	1,200
Efficiency Measures					
- Cost per emergency call	\$4.25	\$4.00	\$4.22	\$4.75	\$5.35
- Cost per administrative call	\$5.28	\$6.14	\$5.35	\$5.89	\$7.46
- Cost per other call	\$6.00	\$5.65	\$7.92	\$2.64	\$3.34
- % of budget spent	100.0%	99.3%	100.0%	104.2%	100.0%
Effectiveness Measure					
- % of emergency calls dispatched within 60 seconds	100.0%	90.0%	100.0%	90.0%	100.0%

Expenditures by Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 278,313	\$ 292,680	\$ 356,322	21.7
Outside Services	4,250	12,349	14,668	18.8
Commodities	2,634	7,641	11,060	44.7
Interfund Services	4,490	17,409	17,595	1.1
Other Expenses	0	0	1,500	100.0
TOTAL	\$ 289,687	\$ 330,079	\$ 401,145	21.5

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Communications Specialist	6.00	6.00	8.00	12
Communications Specialist, Senior	1.00	1.00	1.00	14
TOTAL	7.00	7.00	9.00	

Budget Highlights

- Fire Communications increases \$71,066 or 21.5% above 2005 projected expenditures primarily due to the addition of two communications specialist positions and associated equipment as a proposed 2006 service improvement.

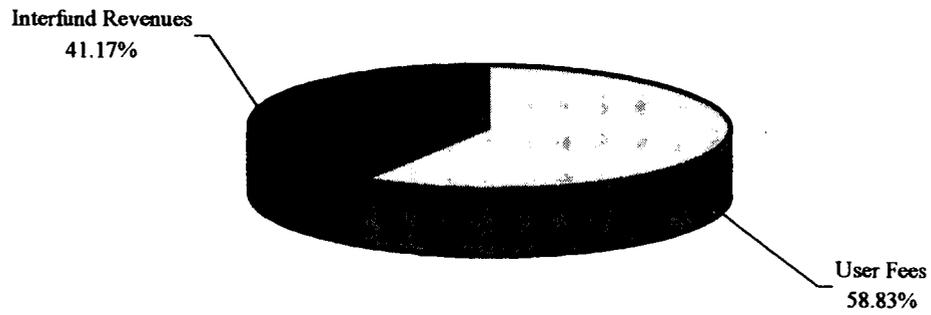
HAZARDOUS MATERIAL TEAM FUND

Hazardous
Material Team

Personnel: 4

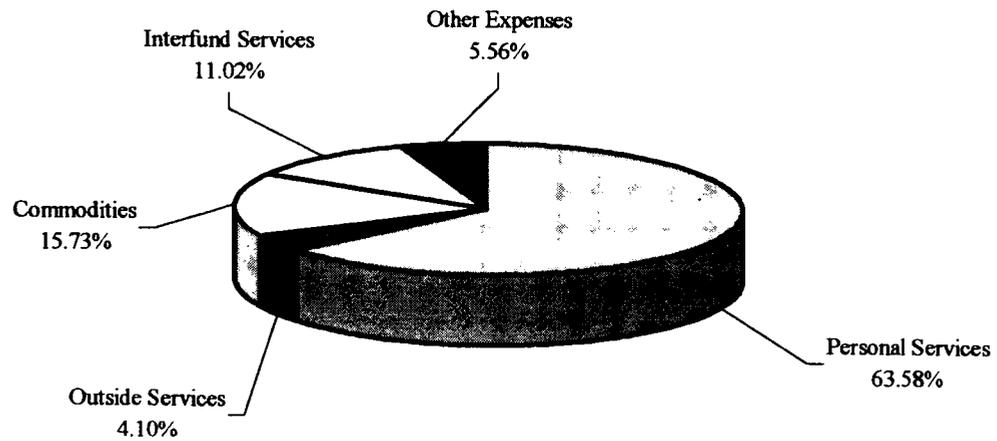
HAZARDOUS MATERIAL TEAM FUND

Where The Money Comes From



HAZARDOUS MATERIAL TEAM FUND

Where The Money Goes



HAZARDOUS MATERIAL TEAM FUND

Revenues By Source

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

manufacture, use or store hazardous materials. Chatham County adopted an ordinance in 1996 to levy a hazardous material fee on area private sector industries as their share of the expenses.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>User Fees</u>				
Hazardous Material Fee	\$ 157,071	\$ 196,224	\$ 204,089	4.0
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 116,755	\$ 129,708	\$ 142,815	10.1
TOTAL	\$ 273,826	\$ 325,932	\$ 346,904	6.4

Expenditures By Type

The 2006 budget for the Hazardous Material Team increases \$20,972 or 6.4%. Of the total increase,

\$13,609 is in Personal Services due to changes in allocations for wages and benefits.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 178,810	\$ 206,959	\$ 220,568	6.6
Outside Services	7,029	13,253	14,225	7.3
Commodities	26,482	54,007	54,585	1.1
Interfund Services	43,779	34,687	38,239	10.2
Other Expenses	17,726	17,026	19,287	13.3
TOTAL	\$ 273,826	\$ 325,932	\$ 346,904	6.4

Expenditures By Department

<u>Department</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Hazardous Material Team	\$ 273,826	\$ 325,932	\$ 346,904	6.4
TOTAL	\$ 273,826	\$ 325,932	\$ 346,904	6.4

HAZARDOUS MATERIAL TEAM

Trends and Issues

The Hazardous Material Team of the Fire and Emergency Services Bureau is responsible for protecting life, property, and the environment from intentional or accidental release of hazardous materials that are manufactured, used, stored, and transported in the City of Savannah and Chatham County. This also includes the threat and use of nuclear, biological, and chemical weapons. The Team employs strategies involving risk management planning, emergency response, and public education to reach these goals.

Risk Management Planning (RMP) involves an assessment to identify the materials that are present in the community, their quantities and storage locations, and those processes, control devices, and procedures available to assist in prevention of accidental or intentional hazardous material releases. In 2006, the transportation of hazardous materials continues to be the greatest threat to the community and requires

consistent reassessment of response plans and equipment purchases.

The Hazardous Material Team maintains a 24 hour response readiness to nuclear, biological, and chemical events. In 2006, the Team will continue its pro-active approach by developing additional training regimens and programs targeting both fixed facility and transportation mediums. In addition, the Team will upgrade chemical databases, monitoring equipment, and information resources to track the changing chemical inventories as well as the chemical makeup of local industry.

Continued education efforts directed toward both the public and industrial communities builds cooperation and trust in an effort to reduce the potential for hazardous material releases and prepares the community for necessary actions needed in response to an event.

Goals and Objectives

Goal: A City that protects the lives of citizens, property, and environment of Savannah and Chatham County from the effects of releases involving hazardous materials that are used, stored, and transported

Objective:

- To reduce the risk of chemical incidents by completing 30 pre-incident site plans and 80 pre-incident site surveys

Goal: A City that manages and minimizes the potential for hazardous material incidents in the

community and ensures that necessary actions are taken to reduce the risk to the community from the effects of hazardous materials emergencies

Objectives:

- To maintain response readiness to any chemical emergency with 350 hours of appropriate training, expertise, and equipment
- To develop and present 30 public education programs to the community that increases their understanding of the potential for chemical releases into the environment and the options available for their protection

Service Levels

Workload Measures	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
- Pre-incident site plans	30	36	30	30	30
- Pre-incident site surveys	80	80	80	45	80
- Public education programs	30	6	30	30	30
- Hazmat incidents	300	224	125	300	300

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Efficiency Measures					
- Cost per site survey	\$1,803	\$3,788	\$1,898	\$5,355	\$3,854
- Cost per program	\$14,429	\$9,090	\$759	\$1,428	\$2,313
- Cost per incident	\$288	\$365	\$729	\$321	\$347
- % of budget spent	100.0%	93.8%	100.0%	100.0%	100.0%

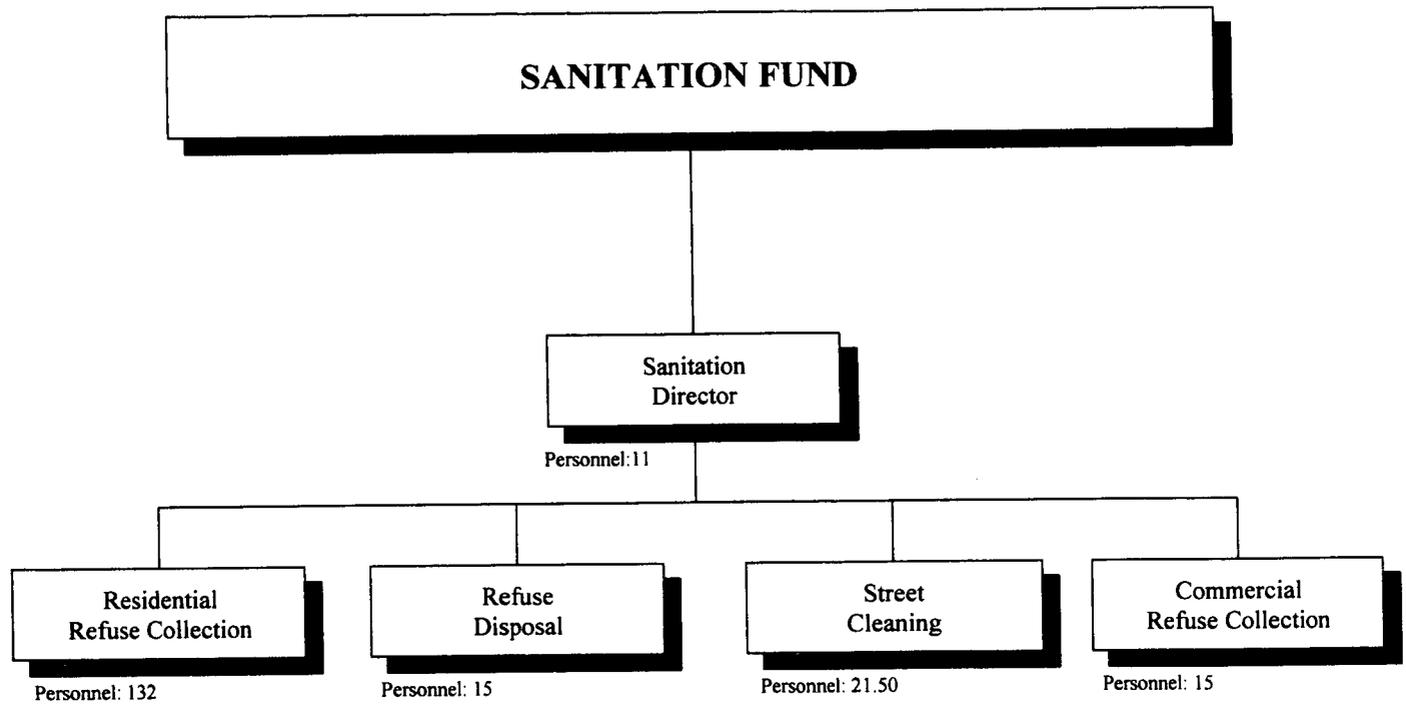
Effectiveness Measures

- Number of people attending safety programs	500	200	5,000	300	1,000
- Hours of annual training of emergency responders	350	350	350	400	350

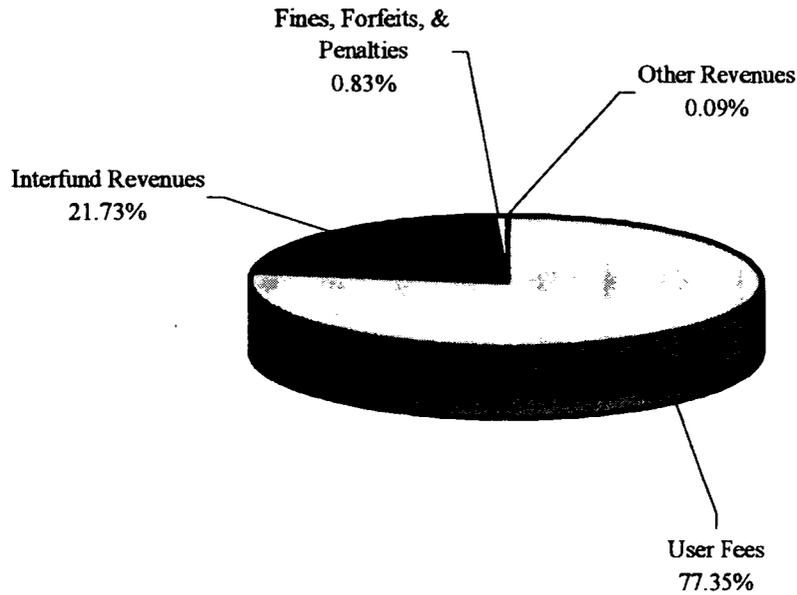
Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Firefighter	1.00	1.00	1.00	15
Master Firefighter	2.00	2.00	2.00	19
Hazmat Coordinator	1.00	1.00	1.00	25
TOTAL	4.00	4.00	4.00	

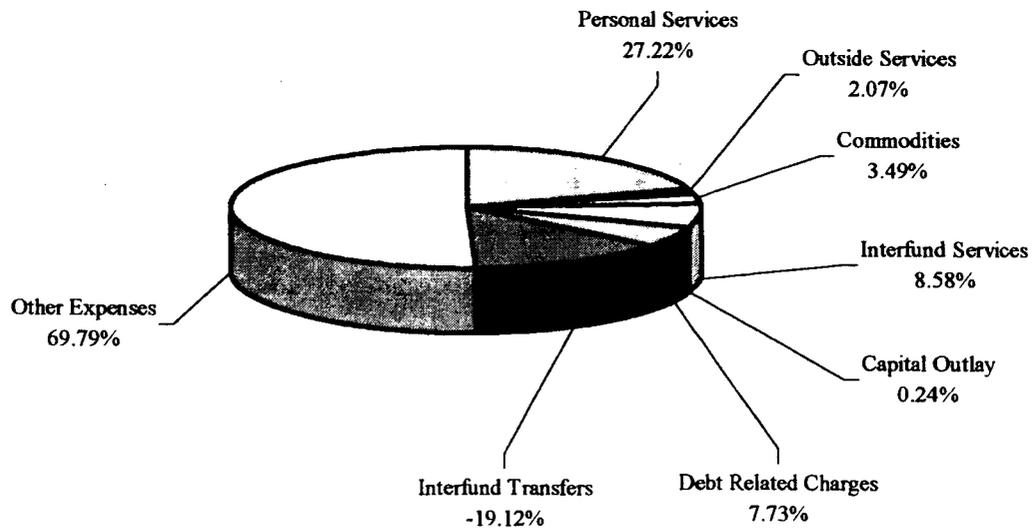




SANITATION FUND Where The Money Comes From



SANITATION FUND Where The Money Goes



SANITATION FUND

Bureau Mission

To provide Sanitation services that promote an environmentally safe and healthy community accomplished through work programs that comply with environmental standards and mandates that ensure the cleanliness of the City's streets, lanes

and rights-of-way while providing for the efficient management, collection and disposal of residential and commercial waste generated within the City of Savannah

Revenues By Source

The Sanitation Fund collects revenue as shown in the table below to support residential and commercial refuse collection, refuse disposal, street sweeping, and the collection/disposal of construction and demolition waste. The monthly fee for residential refuse collection remains

unchanged from the 2005 rate of \$23.50. The commercial waste disposal fee increases from \$3.70 to \$3.90 per cubic yard, and the commercial collection fee increases approximately 5% above the 2005 rate.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>User Fees</u>				
Residential Refuse Fees	\$ 11,208,275	\$ 11,599,591	\$ 11,600,000	0.0
Commercial Refuse Fees	1,206,979	1,230,940	1,294,000	5.1
Refuse Disposal Tip Fees	143,645	120,000	120,000	0.0
Ash Disposal Fees	2,288,978	2,224,723	2,392,500	7.5
Commercial Disposal Fee- City Hauled	1,528,566	1,496,504	1,577,000	5.4
Commercial Disposal Fee- Private Hauled	4,871,015	5,296,114	5,582,000	5.4
C and D Waste Fees	574,931	627,875	659,268	5.0
Special Trash Collection Fee	42,766	38,300	40,000	4.4
Private Lane Refuse Service	5,990	7,000	7,000	0.0
Refuse Cart Sales	3,400	4,000	4,000	0.0
Senior Citizens Discount	(24,184)	(27,505)	(30,000)	9.1
G-8 Costs	<u>23,499</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 21,873,861	\$ 22,617,542	\$ 23,245,768	2.8
<u>Interfund Revenues</u>				
Interfund Disposal Fees	\$ 1,265,107	\$ 1,135,901	\$ 1,160,583	2.2
Interfund Commercial Fees	273,208	253,529	264,813	4.5
Services to General Fund	2,689,652	2,830,983	2,862,134	1.1
General Fund Contribution	<u>6,085,034</u>	<u>2,697,549</u>	<u>2,242,420</u>	<u>-16.9</u>
Subtotal	\$ 10,313,001	\$ 6,917,962	\$ 6,529,950	-5.6
<u>Fines, Forfeits, & Penalties</u>				
Sweeper Parking Citations	\$ 251,881	\$ 250,000	\$ 250,000	0.0
<u>Interest Earned</u>				
Interest/Dividends	\$ 37,112	0	0	0.0

Discounts	80	0	0	0.0
Subtotal	\$ 37,192	\$ 0	\$ 0	0
Other Revenues				
Miscellaneous Revenue	\$ 39,969	\$ 45,200	\$ 30,000	-33.6
Miscellaneous Unclctd Reserve	(9,762)	(3,000)	(3,000)	0.0
Subtotal	\$ 30,207	\$ 42,200	\$ 27,000	-36.0
TOTAL	\$ 32,506,142	\$ 29,827,704	\$ 30,052,718	0.8

Expenditures By Type

Sanitation Fund expenditures are projected to increase \$225,014 or 0.8% above 2005 projected expenditures. The primary changes are due to adjustments in wages and benefits, the rising cost of

fuel, an increase in capital outlay purchases due to an expanded service area, and for several proposed service improvements.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 7,196,658	\$ 7,582,379	\$ 8,181,598	7.9
Outside Services	425,462	596,369	623,045	4.5
Commodities	775,249	960,780	1,048,852	9.2
Interfund Services	2,666,314	2,740,142	2,578,078	-5.9
Capital Outlay	6,500	5,525	72,300	1,208.6
Debt Related Charges	2,318,660	2,321,687	2,321,578	0.0
Interfund Transfers	4,771,170	(798,000)	(5,747,000)	620.2
Other Expenses	14,578,229	16,418,822	20,974,267	27.7
TOTAL	\$ 32,738,243	\$ 29,827,704	\$ 30,052,718	0.8

Expenditures By Department

Funding in the amount of \$468,227 is included for the following proposed service improvements: a code enforcement officer position and associated equipment to investigate various code violations, a residential collection crew, a bulk item pick-up crew and associated equipment to provide service to

residents in the expanded service area, funding to provide advancement opportunities for sanitation workers, and a sanitation supervisor position and a maintenance worker position to assist with landfill operations.

<u>Department</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Sanitation Director	\$ 490,168	\$ 531,261	\$ 652,349	22.8
Residential Refuse	6,312,091	7,076,351	7,691,649	8.7
Refuse Disposal	18,791,939	18,766,213	23,342,145	24.4
Street Cleaning	1,754,332	1,894,958	1,937,890	2.3
Commercial Refuse	1,405,278	1,566,551	1,602,872	2.3
Interdepartmental	5,984,435	(7,630)	(5,174,187)	67,713.7
TOTAL	\$ 32,738,243	\$ 29,827,704	\$ 30,052,718	0.8

SANITATION DIRECTOR

Trends and Issues

The Sanitation Bureau will continue to utilize and implement proactive methods in addressing service needs in 2006. Collectively, departments within the Bureau will continue to maintain high service standards and implement innovative approaches to solid waste management. This will occur while maintaining compliance with the Georgia Comprehensive Solid Waste Management Act, the Clean Air Act at the Resource Recovery Facility and Environmental Protection Division mandates that promote an environmentally safe and healthy community. All divisions within the Bureau will work towards enhancing customer service and refining work programs to enhance operation effectiveness and efficiency.

Major issues facing the Bureau in 2006 are area and population growth. These issues are the result of annexation of undeveloped areas. In some of the recently developed annexed areas, Sanitation services are being provided. Work program efficiencies will accommodate some of this growth. However, additional resources will be required to maintain current service levels.

In 2005, the construction of a new Subtitle D lined disposal cell was completed at the Landfill adding 1 million cubic yards of additional disposal capacity. Beginning in 2006, the second phase of waste removal from unlined trenches and relocation to the newly constructed lined disposal cell will commence along with the construction of a second

additional Subtitle D lined disposal cell. Completion of the second phase of the expansion project helps to ensure an environmentally healthy community and increases disposal capacity even more.

Citywide cleanliness and blight eradication will remain a top priority for the Sanitation Bureau. Partnerships will continue to be developed promoting effective plans in addressing the issues of cleanliness and blight. The Solid Waste Monitoring program will continue to strengthen its efforts monitoring and validating waste generation by commercial establishments thus maximizing disposal fee revenue. Enforcing the sanitation ordinance to ensure cleanliness around commercial dumpsters/compactors and eliminating container overflow will also assist in eradicating blight.

The Resource Recovery Facility continues to be a valuable component in the management of municipal solid waste within the City of Savannah. It extends the useful life of the Dean Forest Road Landfill through the waste incineration process which reduces the volume of waste landfilled by 90% and generates a valuable energy resource that is sold to local industry. Contract negotiations with Monteny, Inc., owners of the Resource Recovery Plant, will continue to move forward in an attempt to reach an agreement that will reduce financial obligations for the City of Savannah.

Goals and Objectives

Goal: A City where commercial establishments comply with City ordinances governing waste containerization, generation and disposal

Objective:

- To effectively monitor and document waste generated by commercial establishments in order to eliminate container overflow within the City of Savannah

Goal: A City where the solid waste monitoring process ensures accurate disposal fee billing for solid waste generated within the City of Savannah

Objectives:

- To bill the commercial customers within the City of Savannah a disposal fee that accurately reflects the amount of solid waste generated
- To provide private haulers a tonnage allotment that accurately represents the amount of waste collected from commercial establishments within the City of Savannah

Goal: A City that operates and maintains a sanitary landfill and reclamation site in compliance with Federal and State regulations governing landfill operations

Objective:

- To provide compliance monitoring of the Dean Forest Road Landfill to ensure

compliance with Federal and State waste disposal regulations

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Change forms verified and processed	258	672	1,032	1,785	1,785
- Business contacts	300	1,879	500	1,334	1,500
- Recycling center site visits	936	1,079	1,200	1,200	1,500
- Container overflows addressed	-	74	30	30	30
- Cleanliness problems addressed	-	66	10	33	10
- Litter problems addressed	-	60	10	26	25
- Private Haulers allotments (month)	6	12	7	5	5
Efficiency Measures					
- Cost/change form	\$122.00	\$94.00	\$35.00	\$67.00	\$72.00
- Cost/customer contact	\$52.00	\$15.00	\$32.00	\$26.00	\$25.00
- Cost/recycling center site visit	\$25.00	\$20.00	\$20.00	\$23.00	\$21.00
- Cost/container overflow	-	\$23.00	\$25.00	\$39.00	\$42.00
- Cost/cleanliness problem	-	\$25.00	\$25.00	\$35.00	\$20.00
- Cost/litter problem	-	\$28.00	\$25.00	\$45.00	\$20.00
- Cost/hauler allotment	\$109.00	\$590.00	\$50.00	\$774.00	\$834.00
Effectiveness Measures					
- Change forms verified and processed	100.0%	100.0%	100.0%	100.0%	100.0%
- Business contacts	100.0%	100.0%	100.0%	100.0%	100.0%
- Recycling center site visits	100.0%	100.0%	100.0%	100.0%	100.0%
- Container overflows addressed	-	100.0%	100.0%	100.0%	100.0%
- Cleanliness problems addressed	-	100.0%	100.0%	100.0%	100.0%
- Litter problems addressed	-	100.0%	100.0%	100.0%	100.0%
- Private Haulers allotments (month)	100.0%	100.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004		2005		2006	% Change 05-06
	Actual		Projected		Budget	
Personal Services	\$ 440,149	\$	479,332	\$	572,531	19.4
Outside Services	16,930		22,368		37,860	69.3
Commodities	9,066		13,097		9,521	-27.3
Interfund Services	21,278		12,395		14,458	16.6
Interfund Transfers	0		0		15,000	100.0
Other Expenses	2,745		4,069		2,979	-26.8
TOTAL	\$ 490,168	\$	531,261	\$	652,349	22.8

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant, Senior	2.00	2.00	2.00	9
Administrative Assistant	2.00	2.00	2.00	13
Code Enforcement Officer	2.00	2.00	3.00	14
Marketing Coordinator	0.00	1.00	1.00	20
Management Analyst	1.00	1.00	1.00	21
Environmental Administrator	1.00	1.00	1.00	26
Sanitation Director	1.00	1.00	1.00	51
TOTAL	9.00	10.00	11.00	

Budget Highlights

- Funding is included in the amount of \$44,578 for a proposed service improvement to add a code enforcement officer position and associated equipment to investigate various code violations and reduce the number of illegal dumpsites. The full year cost of a marketing coordinator position added in 2005 is also included.

RESIDENTIAL REFUSE

Trends and Issues

Residential Refuse Collection is responsible for weekly residential refuse collection service for 47,000 residents, bulk item removal, community service operations, litter control and sanitation code enforcement within the Dumpster Free Zone.

Residential Refuse Collection is at the forefront of the City of Savannah's blight eradication efforts. The trend of proactive blight management will continue well into the future. This, along with the ever increasing customer base within the City, will necessitate additions and changes to programs to provide the same level of excellent service to all City residents.

The most significant trend facing the Department is the annexation of several new areas into the City of Savannah within the past few years including Bradley Point South, Sweetbriar, Gateway, and Godley Station. These properties are now in the process of being developed. The Department has already begun to service the first residents of these areas and will see an increasing customer base for years to come. In addition to these annexations, there have also been several new developments within the existing city limits including Coffee Point and the Ashley Midtown community that have contributed to increasing service demands upon the Department. All of these new City residents are entitled to the same services provided to all existing customers. These service demands have already forced the Department to shift and

reassign resources to ensure these areas are properly serviced. Once a week trash pickup has now begun, as has bulk item service. Since these new areas are generally in western and southern Chatham County, there will be a need for increased resources as these areas fully develop and travel time to reach these areas increases to a point where customer service standards now in place for the rest of the City can not be met.

Another issue facing the Department is the growing problem of illegal dumpsites throughout the City. Recently, these have become numerous and far ranging. In the past, the Department has continuously cleaned and then monitored these sites. These sites have not only become more numerous, but now hazardous materials have been placed in these sites throughout the City, including residential areas. There are many potential dangers and liabilities associated with hazardous material removal and remediation.

Annexation and expansion to new areas as well as remaining a proactive environmental force in the City will be the overall trends faced. These trends will be addressed by expansion of existing work programs to new areas as well as new programs to face the challenges that come along with growth. Residential Refuse collection is prepared to face both of these in 2006.

Goals and Objectives

Goal: A City with all residential refuse collection zones free of missed residential garbage and trash collection

Objective:

- To reduce the number of valid missed collections by 5% for each district that meets or exceeds the citywide annual average of 57 misses per district

Goal: A City with all streets, lanes and rights-of-way free of litter and debris ensuring an environmentally safe and healthy community

Objective:

- To ensure that all City streets, lanes and rights-of-way are provided litter control at least once weekly

Goal: A City where the refuse collection fleet is maintained in excellent condition to sustain its useful life

Objective:

- To ensure that all refuse collection vehicles are washed, sanitized and inspected daily

Goal: A City where the drop-off recycling program reduces the amount of waste disposed at the Dean Forest Road Landfill

Objective:

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

Goal: A City with a Dumpster Free Zone with all streets, lanes and rights-of-way free of litter and debris

Objectives:

- To ensure that all commercial establishments within the Dumpster Free Zone comply with City of Savannah property maintenance guidelines
- To ensure that all City sidewalks, ramps, lanes and rights-of-way within the Dumpster Free Zone are clear of litter and other debris

Service Levels

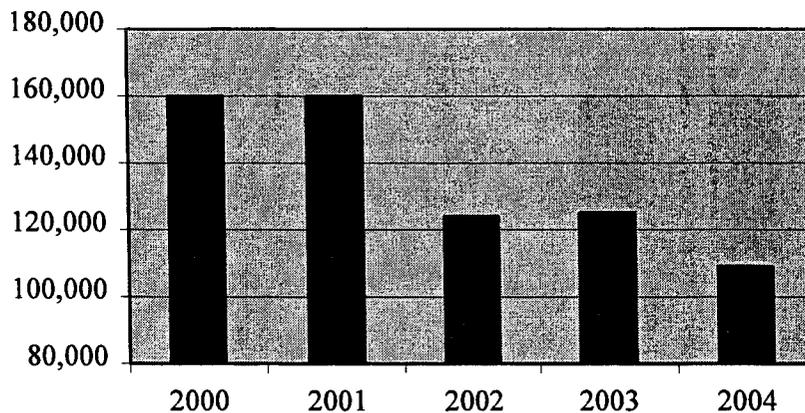
	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Collect residential refuse and trash	41,000	41,000	45,000	42,000	55,000
- Collect refuse/trash for elderly/disabled	910	910	1,200	910	1,500
- Collect non-residential refuse and trash	911	911	1,700	911	1,700
- Collect bulk item trash	42,821	42,821	47,900	46,821	58,200
- Requested special collections	190	295	350	1,500	1,600
- Illegal dump sites serviced	90	52	350	46	50
- Day litter control (blocks)	150,000	109,163	150,000	90,000	150,000
- Night litter control (blocks)	70,000	77,280	75,000	90,000	75,000
- Litter baskets serviced (per month)	3,400	5,211	3,400	4,777	5,000
- Community service litter control (blocks)	55,000	62,213	65,000	65,000	65,000
- Drop-off recycling centers	12	14	15	14	14
- Vehicles washed/sanitized	425	320	500	500	500
- Compactor inspections monthly	1,000	1,096	1,800	1,800	1,800
- Citations written	22	11	100	11	20
- Miles of sidewalk scrubbed	200	553	250	350	350
- Miles of street vacuumed	600	2,807	1,750	1,200	1,000
- Customer service contacts	500	2,635	2,250	2,250	2,500
Efficiency Measures					
- Cost per residential unit	\$92.00	\$85.49	\$85.00	\$85.00	\$93.00
- Cost per non-residential unit	\$92.00	\$85.49	\$85.00	\$85.00	\$93.00
- Cost per household/bulk item pick-up	\$18.00	\$31.27	\$18.00	\$18.00	\$19.00
- Cost per special collection/dumpsite	\$33.00	\$30.52	\$33.00	\$33.00	\$36.00
- Cost per block (day litter)	\$7.00	\$8.05	\$7.00	\$7.00	\$8.00
- Cost per block (night litter)	\$1.00	\$2.10	\$1.00	\$1.00	\$1.00
- Cost per litter basket	\$1.00	\$0.45	\$1.00	\$1.00	\$1.00
- Cost per block (community service)	\$2.00	\$2.34	\$2.00	\$2.00	\$2.00
- Cost per drop-off site	\$2,506.00	\$2,058.00	\$2,400.00	\$2,400.00	\$2,600.00
- Cost per vehicle (wash & sanitized)	\$60.00	\$79.10	\$60.00	\$60.00	\$65.00
- Cost per inspection (compactor)	\$1.00	\$1.59	\$1.00	\$1.00	\$1.00
- Cost per citation written	\$51.00	\$138.06	\$51.00	\$51.00	\$55.00
- Cost per mile (sidewalk scrubbed)	\$7.00	\$18.57	\$7.00	\$7.00	\$8.00
- Cost per mile (sidewalk vacuumed)	\$3.00	\$7.29	\$7.00	\$7.00	\$8.00
- Cost per customer contact	\$1.00	\$0.58	\$1.00	\$1.00	\$1.00
- % of budget spent	100.0%	99.0%	100.0%	100.0%	100.0%

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Effectiveness Measures					
- % of residential units' refuse collected on schedule	99.9%	99.9%	100.0%	99.9%	99.9%
- % of bulk item pickups collected on schedule	99.9%	99.9%	100.0%	99.9%	99.9%
- % of service requests completed within 2 days	100.0%	99.9%	100.0%	100.0%	100.0%
- % of city blocks provided litter control at least once weekly	100.0%	100.0%	100.0%	95.0%	100.0%
- % of downtown city blocks provided litter control nightly	98.0%	98.0%	100.0%	98.0%	98.0%
- % of scheduled city blocks provided litter control by community service workers	100.0%	100.0%	100.0%	100.0%	100.0%
- % of vehicles washed and sanitized daily	95.0%	95.0%	100.0%	95.0%	95.0%
- % of inspections conducted	-	-	-	100.0%	100.0%
- % of citations written	-	-	-	100.0%	100.0%
- % of miles (sidewalk scrubbed)	-	-	-	100.0%	100.0%
- % of miles (sidewalk vacuumed)	-	-	-	100.0%	100.0%

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

program using community service workers. The following graph illustrates the number of blocks serviced during the day.

Day Litter Control (Blocks)



Expenditures By Type

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 4,380,648	\$ 4,770,975	\$ 5,044,775	5.7
Outside Services	97,821	124,285	122,540	-1.4
Commodities	382,832	412,798	477,564	15.7
Interfund Services	836,680	847,122	925,288	9.2
Capital Outlay	0	5,525	22,100	300.0
Interfund Transfers	0	335,000	405,000	20.9
Other Expenses	614,110	580,646	694,382	19.6
TOTAL	\$ 6,312,091	\$ 7,076,351	\$ 7,691,649	8.7

Positions

<u>Class Title</u>	2004	2005	2006	<u>Grade</u>
Office Assistant	1.00	1.00	1.00	7
Sanitation Worker	71.00	71.00	73.00	7
Medium Equipment Operator	5.00	5.00	5.00	10
Residential Refuse Truck Operator	36.00	36.00	37.00	11
Heavy Equipment Operator	3.00	3.00	4.00	12
Administrative Assistant	0.00	0.00	1.00	13
Code Enforcement Officer	2.00	2.00	2.00	14
Vehicle Maintenance Coordinator	1.00	1.00	1.00	14
Sanitation Supervisor	8.00	8.00	8.00	19
Residential Refuse Collection Administrator	1.00	1.00	1.00	26
Residential Refuse Collections Director	1.00	1.00	1.00	36
TOTAL	129.00	129.00	134.00	

Budget Highlights

- Funding in the amount of \$210,358 is included for a proposed service improvement that will add a crew and associated equipment to provide equitable service to the expanded area of the City.
- Funding in the amount of \$28,712 is included for a proposed service improvement that will add a heavy equipment operator and associated materials to support the bulk item pick-up program. A rear loader was purchased for \$135,000 in 2005 for this program.
- Funding in the amount of \$90,655 is included for a proposed service improvement that will provide a promotional opportunity for thirty-two (32) sanitation worker employees.
- Funding in the amount of \$25,232 is included for an administrative assistant position that will support the Residential Refuse Department.

REFUSE DISPOSAL

Trends and Issues

Refuse Disposal is responsible for the disposal of solid waste generated within the City of Savannah in accordance with all applicable state and federal environmental standards. Refuse Disposal will continue to accomplish its mission through the operation of the Savannah Resource Recovery Facility, the Dean Forest Road Landfill, the Bacon Park Transfer Station, and ancillary programs. The Department will continue its record of meeting or exceeding applicable standards through quality operations, staff development, and proactive and innovative approaches to environmental issues.

The Dean Forest Road Landfill's Southwest Quadrant Waste Relocation and Expansion Project

will be nearing completion of the first construction phase by mid-2005. The basic concept of the project is to mine previously disposed waste from unlined landfill cells, a potential source of groundwater contamination, and move them to lined disposal cells. Once the waste is removed, the old unlined site will be re-developed with liners and leachate collection systems, in effect, recycling and upgrading the old landfill facility itself. After completion of the first new disposal cell, waste excavation will resume on the remainder of the Southwest Quadrant, followed by the development of two additional lined cells on the site. Cell construction will continue in 2006 moving towards project completion in December 2007.

Goals and Objectives

Goal: A City where the public reclamation and disposal of municipal solid waste does not deplete land resources, contaminate surface or ground water resources, degrade air quality, and does not create visual blight

- reduction, and materials recovery programs
- To conduct daily operations in compliance with applicable environmental standards as demonstrated by evaluations of the landfill by the Environmental Protection Division

Objectives:

- To achieve a 200,000 cubic yard landfill capacity savings through waste-to-energy, refuse volume

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Reference tons MSW available for resource recovery	156,000	194,790	156,000	180,000	156,000
- Tons of resource recovery processible waste landfilled	20,000	14,384	20,000	20,000	20,000
- Tons of resource recovery non-processible waste landfilled	50,000	62,240	60,000	58,000	60,000
- Tons of combustion residue landfilled	40,000	38,333	44,000	44,000	44,000
- Tons transferred	7,500	8,142	8,000	8,000	8,000
Efficiency Measures					
- Cost per reference ton available for resource recovery	\$60.00	\$67.00	\$60.00	\$60.00	\$60.00
- Cost per ton received at landfill	\$30.00	\$31.00	\$30.00	\$30.00	\$30.00
- Cost per ton transferred	\$13.00	\$27.00	\$30.00	\$15.00	\$15.00
- % of budget spent	100.0%	96.4%	100.0%	100.0%	100.0%

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Landfill capacity saved (cy)	200,000	244,923	200,000	200,000	200,000
- % Of EPD standards met at landfill	100.0%	100.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 644,250	\$ 621,003	\$ 744,358	19.9
Outside Services	275,851	412,934	428,251	3.7
Commodities	122,181	178,839	160,078	-10.5
Interfund Services	174,291	122,277	119,933	-1.9
Capital Outlay	6,500	0	50,200	100.0
Debt Related Charges	2,267,897	2,271,784	2,272,546	0.0
Interfund Transfers	6,970	0	43,000	100.0
Other Expenses	13,293,999	15,159,376	19,523,779	28.8
TOTAL	\$ 16,791,939	\$ 18,766,213	\$ 23,342,145	24.4

Positions

<u>Class Title</u>	2004	2005	2006	<u>Grade</u>
Maintenance Worker	2.00	2.00	3.00	7
Maintenance Worker, Senior	1.00	1.00	1.00	9
Transfer Station Attendant	1.00	1.00	1.00	9
Secretary	1.00	1.00	1.00	10
Heavy Equipment Operator	2.00	2.00	2.00	12
Heavy Construction Equipment Operator	2.00	2.00	2.00	13
Heavy Construction Equipment Operator/Tech	1.00	1.00	1.00	14
Sanitation Supervisor	0.00	0.00	1.00	19
Landfill Crew Chief	1.00	1.00	1.00	15
Landfill Administrator	1.00	1.00	1.00	25
Refuse Disposal Director	1.00	1.00	1.00	36
TOTAL	13.00	13.00	15.00	

Budget Highlights

- Funding in the amount of \$64,862 for a proposed service improvement that will add a sanitation supervisor position and associated equipment to assist with staff supervision, operational planning, and administrative support.
- Funding in the amount of \$34,862 for a proposed service improvement that will add a maintenance worker position and associated equipment to support and maintain expanded facilities, increased operations, and additional equipment.

STREET CLEANING

Trends and Issues

Street Cleaning has the responsibility for maintaining an acceptable cleanliness level on all curbed and paved streets throughout the City of Savannah. To accomplish this effort, the Department has four work programs that include street sweeping, front-end loader operations - cleaning areas that are inaccessible to street sweepers, citation writing and sign maintenance. These programs are used in conjunction with one another to deliver an optimum service level to the City's residents.

Savannah is consistently recognized for its unique street cleaning system. This system is varied in its effectiveness with emphasis on two special features that most cities in America do not have: scheduled sweeping, whereby residents know the day/night and in most instances, the time that streets will be cleaned, and citations issued to violators who park in zoned areas during scheduled sweeping times.

In 2006, the four combined programs in Street Cleaning will be responsible for delivering services

that are both needed by City residents and rendered in an efficient and professional manner. Miles swept are fairly consistent at approximately 33,000 curbed miles annually. Due to a dedicated work crew, front end miles cleaned have increased by 200%. The Sign Maintenance Program production has increased by 50%. Street sweeping parking violations randomly fluctuate. However, the number of citations written usually average more than 30,000 annually.

Although the beautiful and varied types of trees compliment Savannah aesthetically, maintaining the acceptable cleanliness level of 3.00 proves to be quite a challenging demand to the Street Cleaning Department during the leaf fall season. In 2006, the combined efforts of the four aforementioned work programs will continue to ensure that the Department's goals and objectives are always met and that the midpoint cleanliness average is consistent at the acceptable standard of 3.00 or above.

Goals and Objectives

Goal: A City with all curbed, paved streets free of litter and debris reflecting an acceptable level of cleanliness that ensures an environmentally safe and healthy community

Objective:

- To maintain an annual mid point rating of service units at the acceptable standard of 3.00 or above

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Daytime street miles swept	7,300	8,179	7,300	8,000	7,300
- Night-time street miles swept	25,000	25,743	25,000	25,800	25,000
- Citations written	30,000	36,543	30,000	30,000	30,000
- Median ends, catch basins, land ends, corners cleaned	2,000	2,427	2,400	2,400	2,400
- Signs maintained	3,000	4,943	4,000	4,000	4,000
Efficiency Measures					
- Cost per mile swept	\$35.00	\$33.00	\$35.00	\$33.00	\$35.00
- Cost per citation written	\$9.00	\$6.00	\$9.00	\$8.00	\$9.00
- Cost per mile cleaned	\$160.00	\$120.00	\$155.00	\$155.00	\$155.00
- Cost per sign maintained (replaced, repaired, added)	\$33.00	\$24.00	\$20.00	\$20.00	\$22.00
- % of budget spent	100.0%	100.8%	100.0%	100.0%	100.0%

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Number of scheduled routes not swept or made up	0	0	0	0	0
- Service requests not completed within the standard response time	0	0	0	0	0
- % of total citations voided due to an administrative error	1.0%	1.0%	1.0%	1.0%	1.0%
- Number of service units rated (12) that were below the acceptable standard of 3.00 at the end of the year	0	1	0	1	1
- % of signs not maintained (corrected, installed, replaced and repaired)	0.0%	0.0%	0.0%	0.0%	0.0%

Expenditures By Type

Expenditure Area	2004		2005		2006	% Change 05-06
	Actual		Projected		Budget	
Personal Services	\$ 960,050	\$	990,457	\$	1,044,211	5.4
Outside Services	5,298		8,205		6,468	-21.2
Commodities	148,444		195,551		208,826	6.8
Interfund Services	454,419		499,725		437,234	-12.5
Other Expenses	186,121		201,020		241,151	20.0
TOTAL	\$ 1,754,332	\$	1,894,958	\$	1,937,890	2.3

Positions

Class Title	2004	2005	2006	Grade
Medium Equipment Operator	6.50	6.50	6.50	10
Heavy Equipment Operator	12.00	12.00	12.00	12
Sanitation Supervisor	2.00	2.00	2.00	19
Street Cleaning Administrator	1.00	1.00	1.00	26
TOTAL	21.50	21.50	21.50	

Budget Highlights

- The budget for Street Cleaning increases \$42,932 or 2.3% primarily due to adjustments in wages and benefits, a planned increase in operating supplies and materials purchases for sweeper brooms for the expanded service area, and the rising cost of fuel.

COMMERCIAL REFUSE

Trends and Issues

Commercial Refuse Collection is responsible for collecting refuse from commercial and institutional establishments, collecting and disposing of construction and demolition waste, and maintaining a container repair facility that ensures all containers meet or surpass environmental standards for cleanliness, safety and public health regulations. Commercial Refuse Collection services 795 containers and 25 self-contained roll-off compactors used by 1,004 commercial establishments and collects over 17,000 tons of refuse annually. Commercial Refuse Collection continues to be the only City department in direct competition with private industry and places an emphasis on citywide cleanliness and customer satisfaction.

which was implemented in 1996 and designed to generate additional burnable tonnage for the Resource Recovery Facility and to reduce illegal dumping activity, continues to experience growth. The Department will continue to maximize the number of container pulls by marketing timely affordable services, thus discouraging illegal dumping by small contractors.

In 2006, Commercial Refuse Collection will continue placing a strong emphasis on cleanliness and customer satisfaction while focusing on improving productivity in all existing programs. No significant growth is expected in 2006. The Department expects service levels to remain consistent with 2005 service level projections.

The Construction and Demolition Waste Program,

Goals and Objectives

Goal: A City where Commercial and Institutional customer sites are free of missed collections

Objectives:

- To empty all containers as scheduled
- To conduct daily vehicle maintenance/inspections of trucks

customer sites are free of unsafe containers

Objectives:

- To identify all damaged containers daily for scheduled repairs
- To reduce the number of containers in condition 3 or 4 status to condition 1 status by 20%

Goal: A City where Commercial and Institutional

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Cubic yards collected/month	57,000	41,634	43,500	43,500	43,500
- C&D container pulls per month	94	153	110	158	125
- Containers repaired	200	170	200	200	200
- Containers painted	300	342	300	300	300
Efficiency Measures					
- Cost per cubic yard	\$3.81	\$4.03	\$4.23	\$4.52	\$4.58
- Cost per container pulled	\$229.00	\$140.00	\$222.00	\$152.00	\$198.00
- Cost per container repaired/painted	\$196.00	\$190.00	\$221.00	\$280.00	\$289.00
- % of budget spent	100.0%	97.3%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Average number of containers missed per month	0.0%	0.0%	0.0%	0.0%	0.0%

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
- % of containers in condition 1 or 2 status	95.0%	95.0%	95.0%	95.0%	95.0%
- Priority 1 requests for container maintenance services completed within standard	100.0%	100.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004		2005		2006	% Change 05-06
	Actual	Projected	Budget			
Personal Services	\$ 728,274	\$ 720,612	\$ 775,723			7.6
Outside Services	29,562	28,577	27,926			-2.3
Commodities	112,726	160,495	192,863			20.2
Interfund Services	289,461	263,156	199,384			-24.2
Interfund Transfers	0	140,000	140,000			0.0
Other Expenses	245,255	253,711	266,976			5.2
TOTAL	\$ 1,405,278	\$ 1,566,551	\$ 1,602,872			2.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	1.00	1.00	1.00	7
Medium Equipment Operator	1.00	1.00	1.00	10
Heavy Equipment Operator	11.00	10.00	10.00	12
Welder	1.00	1.00	1.00	15
Sanitation Supervisor	1.00	1.00	1.00	19
Commercial Refuse Collection Administrator	1.00	1.00	1.00	26
TOTAL	16.00	15.00	15.00	

Budget Highlights

- The budget for Commercial Refuse increases \$36,321 or 2.3% primarily due to adjustments in wages and benefits, the rising cost of fuel, and the planned purchase of replacement roll-off containers to support the construction and demolition waste program.

SANITATION INTERDEPARTMENTAL

Expenditures By Type

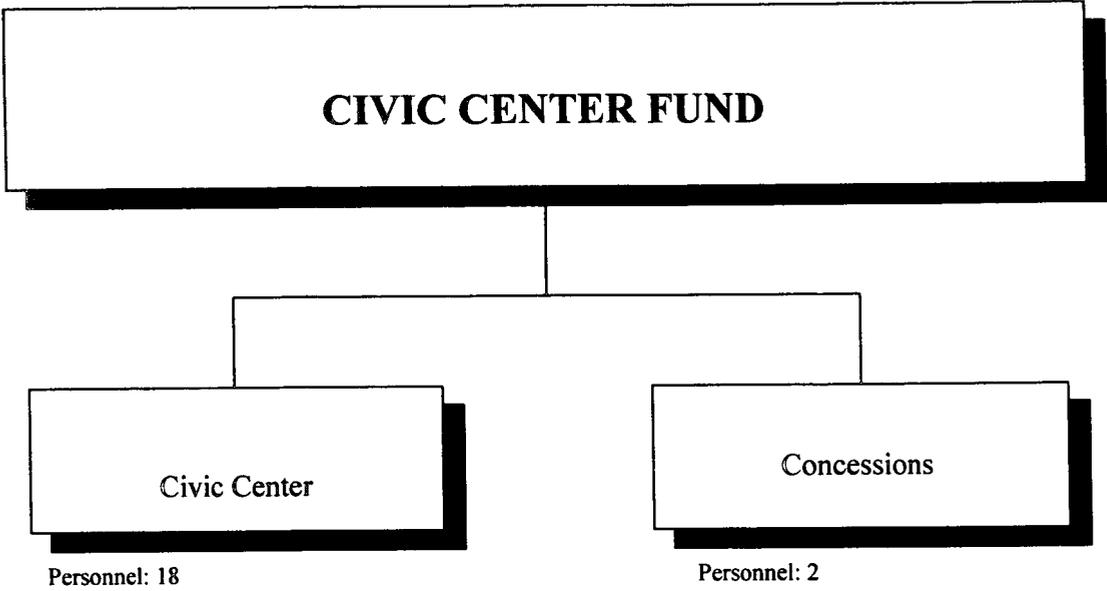
Sanitation Interdepartmental includes accounts for the Sanitation Fund such as the cost of services provided by the General Fund, payment collection

services provided by the Water Fund, and Debt Related Charges.

<u>Expenditure Area</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Personal Services	\$ 43,288	\$ 0	\$ 0	0.0
Services by General Fund	678,891	677,513	641,691	-5.3
Services by Utilities Services	116,800	120,000	122,760	2.3
Services From Environ Affairs	20,798	9,382	0	-100.0
Services by Engineering	73,696	188,572	117,330	-37.8
Amortization of Bond Discounts	50,763	49,903	49,032	-1.7
Contribution to CIP	57,200	350,000	350,000	0.0
Bad Debt Expense	235,999	220,000	245,000	11.4
Transfer - Contingency	4,707,000	-1,623,000	-6,700,000	312.8
TOTAL	\$ 5,984,435	\$ (7,630)	\$ (5,174,187)	67,713.7

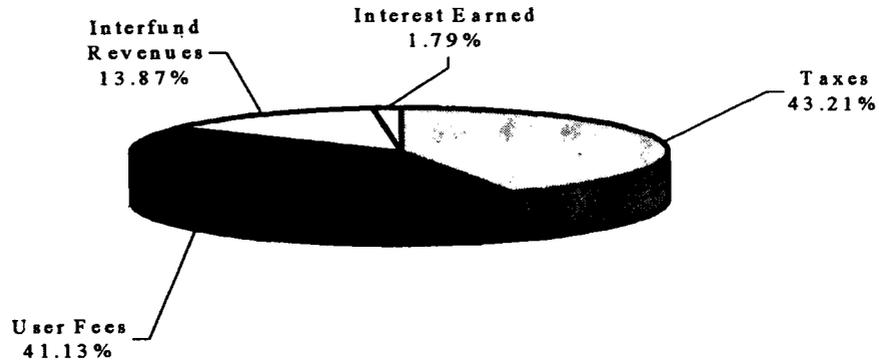
Budget Highlights

- Interfund Transfers decreases \$5,077,000 due to a planned increase in the stabilization fund withdrawal.



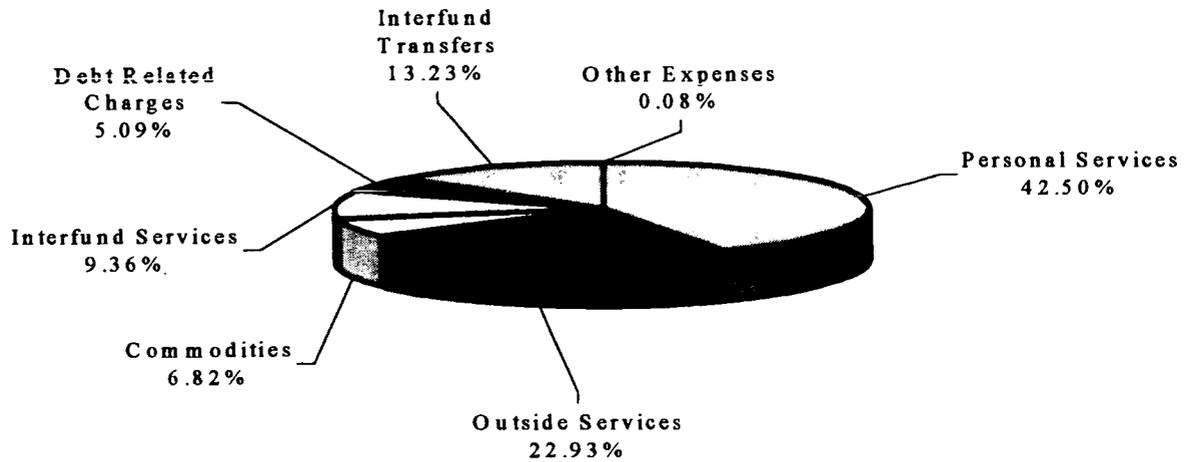
CIVIC CENTER FUND

Where The Money Comes From¹



CIVIC CENTER FUND

Where The Money Goes



¹ Miscellaneous revenue is shown as an adjustment to user fees.

CIVIC CENTER FUND

Revenues By Source

The Civic Center provides the venue for a variety of cultural, business, social and sporting events. User Fees, the largest operating revenue source, include building, box office, and equipment rent collected from event sponsors. Also included are fees for parking. Parking fees include daily revenue from downtown employees, the general public, and event patrons. The next largest operating revenue source, the Auto Rental Tax, is expected to generate approximately \$1,025,100 in 2006. A new revenue

source, Hotel/Motel Tax is included in 2006 revenue in the amount of \$183,410.

Operating revenue is projected to decrease 3.0% in 2006. The primary reductions are in box office revenue, concessions food/beverage, novelty sales and parking revenue. As a result of increased revenue from the Auto Rental Tax and Hotel/Motel Tax, the Contribution from the General Fund decreases in 2006.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 949,666	\$ 1,005,000	\$ 1,025,100	2.0
Hotel/Motel Tax	0	0	183,410	100.0
Subtotal	\$ 949,666	\$ 1,005,000	\$ 1,208,510	20.2
<u>User Fees</u>				
Building/Rental	\$ 566,581	\$ 574,500	\$ 582,000	1.3
Box Office		172,000	165,000	-4.1
	211,461			
Equipment		36,000	35,000	-2.8
	33,525			
Parking		95,000	87,500	-7.9
	100,611			
Concessions Food/Beverage		325,000	295,000	-9.2
	341,544			
Catering		20,000	20,000	0.0
	36,928			
Reimbursed Labor		10,800	10,000	-7.4
	11,606			
Novelty Sales	37,606	33,500	25,000	-25.4
Subtotal	\$ 1,339,862	\$ 1,266,800	\$ 1,219,500	-3.7
<u>Interfund Revenues</u>				
Services To General Fund	\$ 100,000	\$ 100,000	\$ 100,000	0.0
General Fund Contribution	561,126	531,767	288,020	-45.8
Subtotal	\$ 661,126	\$ 631,767	\$ 388,020	-38.6
<u>Interest Earned</u>				
Interest Earned	\$ 22,473	\$ 50,000	\$ 50,000	0.0
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ (64,659)	\$ (68,795)	\$ (68,978)	0.3
TOTAL	\$ 2,908,468	\$ 2,884,772	\$ 2,797,052	-3.0

Expenditures By Type

The Civic Center Fund is comprised of two activities: the administrative and operations staff and concessions. The fund's largest expenditures are primarily in Personal Services for permanent staff for Civic Center operations. In addition, a major portion of the spending is for building related Outside Services, such as electricity, gas, maintenance, and

temporary labor. Contribution to Capital Improvement Projects, within Interfund Transfers, is another major expenditure for this fund.

The Civic Center's 2006 budget decreases \$87,720 or 3.0%.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,176,112	\$ 1,167,943	\$ 1,188,763	1.8
Outside Services	544,938	617,505	641,239	3.8
Commodities	188,189	206,805	190,657	-7.8
Interfund Services	258,178	273,458	261,732	-4.3
Debt Related Charges	415,874	142,461	142,461	0.0
Interfund Transfers	372,000	370,000	370,000	0.0
Other Expenses	1,964	106,600	2,200	-97.9
TOTAL	\$ 2,957,255	\$ 2,884,772	\$ 2,797,052	-3.0

Expenditures By Department

Expenditures decrease in 2006, within the Civic Center Fund, primarily due to significant computer

hardware and software purchases completed in 2005 for ticketing and inventory control.

<u>Department</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Civic Center	\$ 2,700,912	\$ 2,550,481	\$ 2,545,001	-0.2
Concessions	256,343	334,291	252,051	-24.6
TOTAL	\$ 2,957,255	\$ 2,884,772	\$ 2,797,052	-3.0

CIVIC CENTER

Trends and Issues

The Civic Center is a multi-purpose facility that has hosted dignitaries and stars throughout its colorful history. Located in the landmark downtown historic district, the building is City owned and operated. The life span for a building with such high use is approximately 20 years, thus the Civic Center has done well to maintain a high level of service for so long a period.

For thirty-four years, the Civic Center has provided quality entertainment and events to the region. History shows that while the number of events has decreased, customers through the door have increased. Through the Convention and Visitors Bureau (CVB), the Civic Center continues to enhance revenue, not only with existing conferences, but as a tourism venue. A higher level of communication has allowed event calendars and services to be advertised in CVB publications. This not only attracts visitors to

our City, but sells tickets to customers.

In 2006, past parking concerns will be addressed with the Liberty Street Garage. The additional spaces will enhance parking for major events. An upgraded system will allow customers to not only purchase their tickets on line, but print the ticket at home. This web based program will give all customers speedy and efficient service. Concessions will receive new software to better track sales and inventory which will allow better tracking for internal audits and allow faster response to trends in purchases.

Planning toward a new arena space and redeveloping the existing property will continue. The proposed facility will be a jewel for the City of Savannah and attract regional attention.

Goals and Objectives

Goal: A City that provides entertainment and programs for all segments of the community that are safe and efficient

Objectives:

- To increase internet ticket sales by 10%
- To retain 75% of repeat business in 2006
- To maintain an 85% rating on all weekly inspections made by Civic Center staff

Goal: A City that provides quality services to internal and external customers while maintaining a

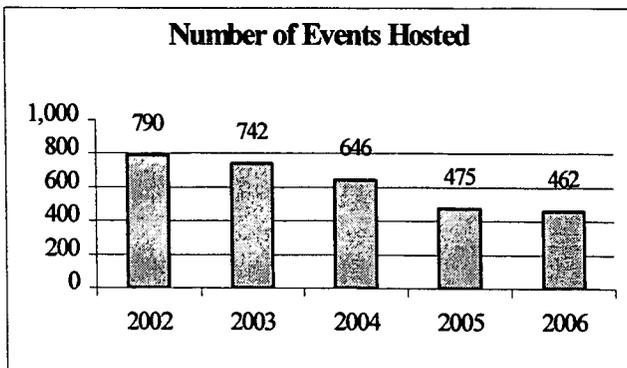
high level of programs and events

Objectives:

- To respond to 100% of customer complaints
- To survey 50% of customers purchasing tickets for a purchasing experience achieving a satisfactory rating (1: Poor, 5: Excellent)
- To survey 100% of promoters renting the facility for an event achieving a satisfactory rating (1: Poor, 5: Excellent)

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Events hosted					
- Concerts	18	17	15	15	17
- Sporting	18	19	18	18	18
- Family	35	45	32	28	28
- Cultural	78	52	78	78	78
- Trade	20	26	20	23	22
- Social	130	73	120	80	110
- Conventions	25	15	20	20	22
- Meetings	210	215	210	220	220
- Total events hosted	534	462	513	482	515
- Ticketed events	105	80	100	80	80
- Food/Beverage events	125	150	115	122	122
- Parking events	110	71	100	80	80
Efficiency Measure					
- % of budget spent	100.0%	97.8%	100.0%	101.5%	100.0%
Effectiveness Measures					
- Amount of revenue earned	\$3,023,046	\$2,908,468	\$2,841,915	\$2,884,772	\$2,797,052
- General Fund Contribution as % of total revenue	19.0%	19.3%	22.0%	18.4%	10.3%



From 2002 to 2006, the annual number of events hosted is projected to decrease from 646 in 2002 to 515 in 2006. The decline is primarily due to increased competition and aging of the facility.

Expenditures By Type**CIVIC CENTER**

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 1,040,925	\$ 1,024,133	\$ 1,039,991	1.5
Outside Services	542,649	613,207	636,941	3.9
Commodities	69,941	103,830	93,057	-10.4
Interfund Services	257,559	260,950	260,351	-0.2
Debt Related Charges	415,874	142,461	142,461	0.0
Interfund Transfers	372,000	370,000	370,000	0.0
Other Expenses	1,964	35,900	2,200	-93.9
TOTAL	\$ 2,700,912	\$ 2,550,481	\$ 2,545,001	-0.2

CONCESSIONS

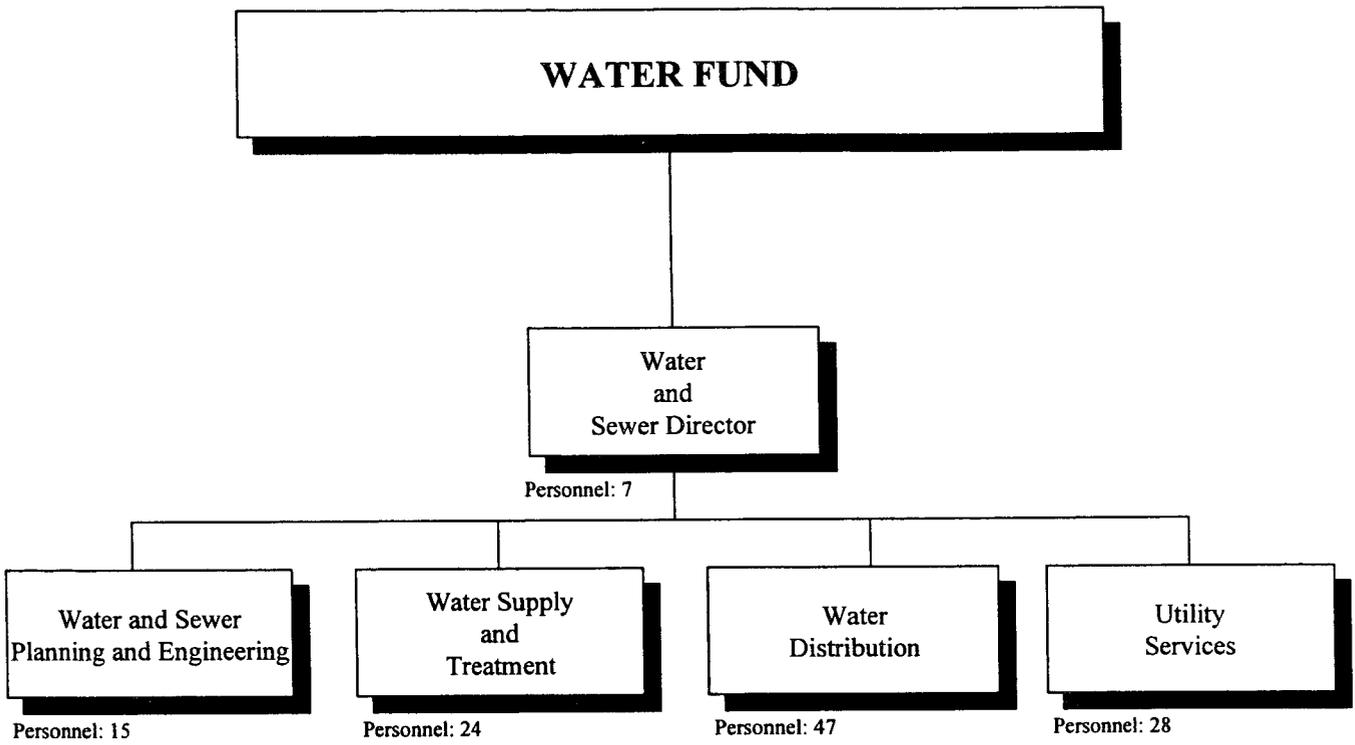
<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 135,187	\$ 143,810	\$ 148,772	3.5
Outside Services	2,289	4,298	4,298	0.0
Commodities	118,248	102,975	97,600	-5.2
Interfund Services	619	12,508	1,381	-89.0
Other Expenses	0	70,700	0	-100.0
TOTAL	\$ 256,343	\$ 334,291	\$ 252,051	-24.6

Positions**CIVIC CENTER**

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	4.00	4.00	4.00	7
Maintenance Worker, Senior	1.00	1.00	1.00	9
Box Office Clerk	1.00	1.00	1.00	11
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	1.00	1.00	1.00	13
Stage Manager	1.00	1.00	1.00	14
Building Maintenance Technician	3.00	3.00	3.00	17
Maintenance Supervisor	1.00	1.00	1.00	18
Box Office Supervisor	1.00	1.00	1.00	19
Events Coordinator	1.00	1.00	1.00	20
Civic Center Operations Administrator	1.00	1.00	1.00	27
Civic Center Finance Administrator	1.00	1.00	1.00	30
Civic Center Director	1.00	1.00	1.00	36
TOTAL	18.00	18.00	18.00	

CONCESSIONS

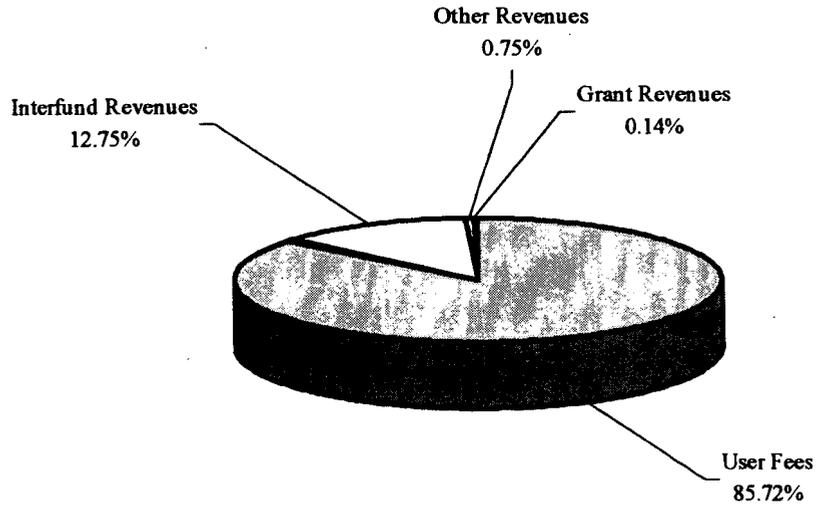
<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Concessions Clerk	1.00	1.00	1.00	11
Concessions Supervisor	1.00	1.00	1.00	19
TOTAL	2.00	2.00	2.00	



WATER FUND

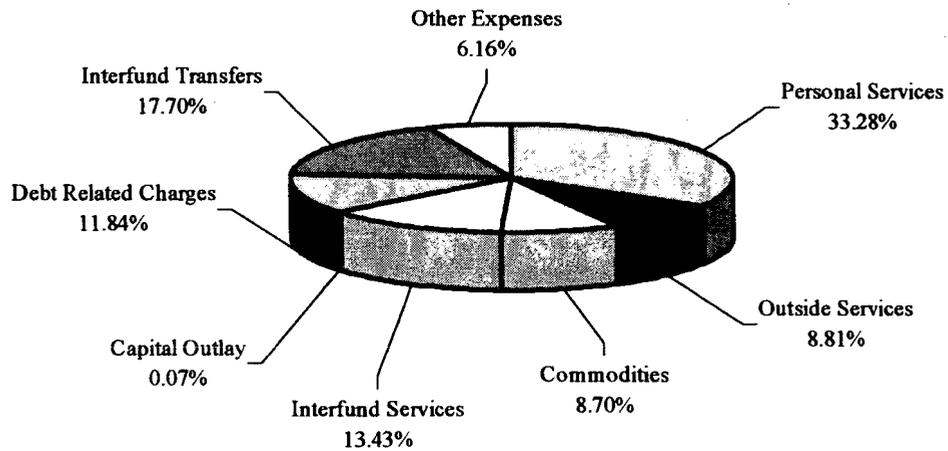
WATER FUND

Where The Money Comes From



WATER FUND

Where The Money Goes



WATER FUND

Bureau Mission

To protect the environment of the citizens of Savannah by producing safe potable water to meet existing needs, fire protection and to provide for future economic growth; to safely pump and treat

wastewater to protect the quality of life for our citizens and to maintain the quality of neighboring rivers, streams and oceans.

Revenues By Source

The largest major source of revenue for the Water Fund is water sales-inside. This revenue accounts for approximately 48% of the fund's total revenue. The combined revenue for all water sales represents 86% of 2006 projected Water Fund revenue. Reimbursements from other City funds and tap-in fees are the second and third largest revenue sources, respectively. These three leading revenue sources reflect the cost of supply and demand, government services and development.

Rates proposed for 2006 are increased from 2005. The proposed base charge for 2006 is unchanged from 2005. The recommended increase for rates inside the City is +\$.02/CCF and +\$.03/CCF for rates outside the City. Water rates were last changed in 2004 and in 1998. A future rate increase for water is projected in the five year plan for 2008 and 2010. Revenues are projected to increase \$653,480 or 3.8% above 2005 projected revenues.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>User Fees</u>				
Water Sales-Inside	\$ 8,330,712	\$ 8,307,025	\$ 8,491,990	2.2
Water Sales-Outside	4,102,252	4,008,524	4,230,077	5.5
Wholesale Water Sales	553,154	510,564	544,000	6.5
Crossroads Business Center	130,000	130,000	130,000	0.0
Senior Citizens Discount	(24,917)	(30,288)	(35,000)	15.6
Water Meter Install	494,096	372,650	426,150	14.4
Water Tap-In	1,099,499	1,009,500	994,500	-1.5
Water Cut-Out	230,203	269,274	230,000	-14.6
Misc Surcharges	756,127	434,142	373,080	-14.1
Water Line Extension	<u>800</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 15,671,926	\$ 15,011,391	\$ 15,384,797	2.5
<u>Interfund Revenues</u>				
Reimbursement from I&D Water Fund	\$ 187,362	\$ 195,621	\$ 230,911	18.0
Reimbursement from Sanitation Fund	137,598	129,382	122,760	-5.1
Reimbursement from Sewer Fund	1,426,581	1,409,539	1,592,327	13.0
Reimbursement from General Fund	51,994	51,602	46,601	-9.7
Water Purchased/Other Funds	<u>197,741</u>	<u>252,114</u>	<u>295,550</u>	<u>17.2</u>
Subtotal	\$ 2,001,276	\$ 2,038,258	\$ 2,288,149	12.3
<u>Grant Revenues</u>				
State of Georgia	\$ 0	\$ 0	\$ 25,000	100.0
<u>Interest Earned</u>				
Interest Earned	\$ 42,528	\$ 81,000	\$ 100,000	<u>23.5</u>
Interest from Sinking Fund	<u>9,390</u>	<u>14,500</u>	<u>15,000</u>	<u>3.4</u>
Subtotal	\$ 51,918	\$ 95,500	\$ 115,000	<u>20.4</u>

Other Revenues

Fire Sprinkler Reimbursement	\$ 23,718	\$ 24,375	\$ 25,000	2.6
Transmitter Tower Rent	87,302	92,562	90,000	-2.8
Miscellaneous Revenue	42,963	32,380	20,000	-38.2
Water G-8 Costs	56,377	0	0	0.0
Discounts	819	0	0	0.0
Subtotal	\$ 211,179	\$ 149,317	\$ 135,000	-9.6
 TOTAL	 \$ 17,936,299	 \$ 17,294,466	 \$ 17,947,946	 3.8

Expenditures By Type

The proposed 2006 budget for the Water Fund increases \$653,480 or 3.8% above 2005 projected expenditures. This increase is primarily due to

adjustments in wages and benefits, the rising cost of fuel, the full year cost of positions added in 2005, and several proposed service improvements in 2006.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 5,151,710	\$ 5,532,062	\$ 5,972,973	8.0
Outside Services	1,583,463	1,582,482	1,580,748	-0.1
Commodities	1,173,006	1,431,813	1,561,921	9.1
Interfund Services	2,631,534	2,429,007	2,410,726	-0.8
Capital Outlay	134,476	0	12,500	100.0
Debt Related Charges	2,146,085	2,133,627	2,125,924	-0.4
Interfund Trasfers	4,078,468	3,229,144	3,177,599	-1.6
Other Expenses	925,753	956,331	1,005,555	5.1
Contingencies	0	0	100,000	100.0
 TOTAL	 \$ 17,824,494	 \$ 17,294,466	 \$17,947,946	 3.8

Expenditures By Department

Funding has been included in Water Distribution in the amount of \$55,989 to retain three maintenance worker positions, which were interim in 2005, to

support the fire hydrant servicing and inspection program and the expanded meter program.

<u>Department</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Utility Services	\$ 1,506,722	\$ 1,663,086	\$ 1,640,609	-1.4
Water & Sewer Planning & Engineering	878,275	903,215	987,740	9.4
Water Supply and Treatment	3,560,165	3,632,854	3,747,559	3.2
Water Distribution	2,949,365	3,189,045	3,493,415	9.5
Water and Sewer Director	550,677	599,948	693,772	15.6
Interdepartmental	8,322,912	7,306,318	7,384,851	1.1
G-8 Costs	56,377	0	0	0.0
 TOTAL	 \$ 17,824,492	 \$ 17,294,466	 \$ 17,947,946	 3.8

WATER AND SEWER DIRECTOR

Trends and Issues

The Water and Sewer Bureau is charged with the planning, operation and maintenance of over 834 miles of water and 815 miles of sanitary sewer lines, 42 well sites, a 62.5 mgd surface water treatment plant, 170 sanitary sewer lift stations, and 4 wastewater treatment plants. The bureau's mission is realized through the assistance of 242 employees.

The Bureau provides water and sanitary sewer services to 72,000 customers in Savannah, Pooler, Port Wentworth Effingham County, and several unincorporated areas of Chatham County.

Infrastructure maintenance and new developments include:

- The development and provision of services to newly-annexed Grainger, New Hampstead and Lewis Tracts in the southwest quadrant of Chatham County
- Continual capital improvements to address an aging water and sanitary sewer system
- Construction of a new Crossroads 3mgd Wastewater Treatment Plant
- Close-out of the Travis Field Wastewater Treatment Plant

Key issues that will have a direct impact on the depth and scope of water and sanitary sewer operations include:

- Implementation of final ground water strategy after review of the completed Sound Science Initiative
- South Carolina initiative to secure a share of the wastewater load allocation to the Savannah River
- Maintenance of low and competitive water and sewer rates
- Adequate resources to supply growing service areas
- Challenging statewide water planning initiatives
- Reclaimed/reused water promotion
- Innovative employee relations initiatives
- Savannah River concerns (i.e., channel deepening and widening).

The provision of quality customer relations and utility services remain the focal point of the Bureau. Environmental trends and issues are also a guiding force.

Goals and Objectives

Goal: A City where water and sewer facilities perform at maximum efficiency in accordance with regulatory controls to meet customer needs.

Objectives:

- To ensure adherence to defined bureau standards and mission requirements that result in no significant system failure or environmental permit violation
- To increase customer satisfaction with the overall Water and Sewer system by 5% based on the citizen survey

Goal: A City involved in environmental protection through educational and water resource conservation and protection programs as well as safe water source controls

Objectives:

- To increase the availability of water conservation kits by 10% annually
- To increase the frequency of water audits by 5% annually
- To increase environmental education opportunities by 10% annually

Goal: A City with an engineering project management system which ensures all project payments are accurately calculated, paid and prepared in accordance with applicable city, state and federal standards and regulations

Objectives:

- To ensure all signed and correct invoices are paid to vendors, consultants and/or contractors within 10 working days 100% of the time

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of water conservation community/environmental protection outreach events/presentations	70	85	70	70	80
- Number of plumbing retrofit programs initiated	1	1	1	1	1
- Number of indoor and outdoor water audits provided	80	192	80	80	85
- Number of water conservation studies conducted using water billing data	1	1	2	2	2
Efficiency Measure					
- % of budget spent	100.0%	91.7%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of Priority 1 service requests completed within standard by:					
Water Distribution	90.0%	99.9%	95.0%	95.0%	95.0%
Sewer Maintenance	100.0%	99.5%	100.0%	100.0%	100.0%
- % of customers satisfied with overall water and sewer system based on citizen survey	78.0%	76.2%	83.0%	83.0%	83.0%
- % of signed engineering invoices paid within standard	100.0%	100.0%	100.0%	100.0%	100.0%
- Number of annual service levels reflecting noteworthy bureau management performance without significant system failure or environmental permit violation	-	-	-	-	12

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 437,910	\$ 462,783	\$ 551,086	19.1
Outside Services	58,205	82,261	92,057	11.9
Commodities	14,177	19,818	18,826	-5.0
Interfund Services	34,039	25,918	27,711	6.9
Other Expenses	6,345	9,168	4,092	-55.4
TOTAL	\$ 550,677	\$ 599,948	\$ 693,772	15.6

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Contract Analyst	1.00	1.00	1.00	22
Planner	1.00	1.00	1.00	22
Water and Sewer Project Coordinator	1.00	1.00	1.00	27
Civil Engineer, Senior	0.00	1.00	1.00	32
Environmental Affairs Officer	1.00	1.00	1.00	40
Water and Sewer Director	1.00	1.00	1.00	51
TOTAL	6.00	7.00	7.00	

Budget Highlights

- The budget for the Water and Sewer Director's office increases \$93,772 or 15.6% primarily due to adjustments in wages and benefits and the full year cost of a position added in 2005.

WATER AND SEWER PLANNING AND ENGINEERING

Trends and Issues

Water and Sewer Planning and Engineering is the enforcement agency for Georgia Environmental Protection Division (EPD) Delegation Authority to review and approve all water and sewer construction plans and specifications. This is to ensure compliance with Federal, State and local rules, regulations and ordinances.

The Department manages the Water and Sewer Bureau's capital improvement projects, conducts utility plan reviews, plans and develops in-house water and wastewater projects, collects tap-in and additional connection fees, maintains an inventory of water and wastewater systems, maintains and manages the Bureau's Geographical Information System (GIS), maintains and manages the Bureau's Valve Program, and manages and updates the bureau's water and wastewater as-built plans. The Department also provides technical support to all other departments within the Water and Sewer Bureau.

Trends and issues the Department will encounter during 2006 are as follows:

- *New Crossroads Water Quality Control Plant (CWQCP)*
Phase I of the CWQCP is designed to handle wastewater flows from:
 - Travis Field Wastewater Treatment Plant
 - Savannah Godley North Tract
 - Landfill, SPA Park, Gulfstream and the

- Air National Guard
- Southbridge Residence Development

- *Travis Field Water Quality Control Plant (WQCP) Flow Diversion to the New Crossroads WQCP*
- *Technical Specifications and Construction Details Updating*
- *Annexation*

Since 1998, the City of Savannah has annexed the following areas:

- Sweetwater
- Bradley
- Louisville Road
- Derst Bakery
- Constantine Tract
- SPA Industrial Park
- Canebrake Area
- Southwest Quadrant
- South Oak (Rice Mill)
- Vallambrosa I & II

The City of Savannah has annexed 11,120 acres. The area of the City has increased by 17.40 square miles.

Goals and Objectives

Goal: A City where all public and private utilities are reviewed to ensure compliance with engineering standards in a timely manner

Objectives:

- To review 99% of all water and sewer utility plans within 10 working days
- To review 98% of all as-built plans within 10 days
- To process 99% of all water tap and water connection requests within 2 working days.
- To field locate, sketch, tabulate and map 95% of the valves in AutoCAD for new developments that are submitted
- To update 95% of water features in the Water Model based on submitted as-built plans
- To update 95% of sewer features in the Sewer Model based on submitted as-built plans
- To update 95% of water and sewer lines in linear feet in AutoCAD/GIS based on submitted as-built plans

Goal: A City where water well and sanitary sewer lift station buildings and sites are well-maintained and meet building code standards

Objectives:

- To complete 100% of all work requests for water well buildings and sites maintenance

- To complete 100% of all work requests for sewer lift station buildings and sites maintenance

Goal: A City with an engineering project management system which ensures all projects are completed efficiently, within budget and schedule in accordance with applicable City, State and Federal standards and regulations

Objectives:

- To ensure all active projects are completed within +/- 10% of budget
- To ensure all construction projects are completed within schedule 100% of the time
- To ensure construction contracts are completed in accordance with City specification 100% of the time

Goal: A City where all utility easements are digitally recorded and updated based on recorded easement plats received

Objective:

- To digitally convert existing easement plats and update easement plats received 95% of the time

Service Levels

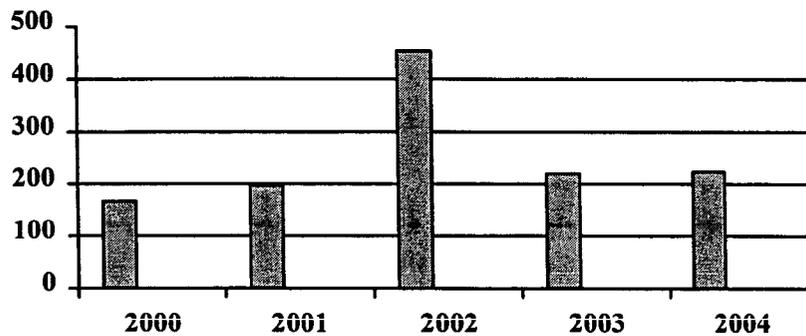
Workload Measures	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
- Private Development Projects:					
Review plans and specifications	450	751	450	750	550
Process water tap connections	250	224	250	250	250
Field locate and sketch valves	200	332	300	300	300
Map valves in AutoCAD	1,200	655	1,200	700	700
Tabulate valves	2,000	587	2,000	1,500	1,500
Update Sewer Model based on number of features added	-	-	300	300	300
Update Water Model based on number of features added	-	-	300	200	200
Update AutoCAD/GIS 1"-400' scale maps for sewer lines based on submitted as-built (l.f.)	20,000	34,439	20,000	25,000	25,000

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Update AutoCAD/GIS 1"-400' scale maps for water lines based on submitted as-built (l.f.)	20,000	52,530	25,000	115,000	60,000
Review as-built documents	200	249	200	200	200
- Capital Improvement Projects:					
Record drawings reviewed	10	19	10	25	20
RFP development	12	15	12	10	10
Consultant agreements	12	16	12	10	10
Construction contracts processed	10	16	10	10	10
Plans and specifications reviewed	20	61	25	30	25
Onsite inspections and repairs	1,500	1,721	1,500	1,500	1,500
Construction meetings attended	160	215	160	100	100
Shop drawings/pay requestes reviewed	100	158	100	100	100
- Maintenance tasks/repairs at well sites	90	110	90	145	100
- Maintenance tasks/repairs at lift stations	90	112	90	100	100
- Update easement plats	180	113	180	50	150
Efficiency Measures					
- Private Development Projects:					
Cost per plan review	\$615.00	\$368.00	\$642.00	\$392.00	\$604.00
Cost per water tap request	\$113.00	\$127.00	\$114.00	\$115.00	\$122.00
Cost per valve located and sketched	\$142.00	\$87.00	\$96.00	\$98.00	\$106.00
Cost per valve mapped in AutoCAD	\$24.00	\$44.00	\$24.00	\$42.00	\$45.00
Cost per valve tabulated	\$14.00	\$49.00	\$14.00	\$20.00	\$21.00
Cost per sewer feature added	-	-	\$92.00	\$94.00	\$102.00
Cost per water feature added	-	-	\$92.00	\$141.00	\$153.00
Cost per linear feet of 1"-400' sewer maps updated	\$1.33	\$0.77	\$1.00	\$0.24	\$0.50
Cost per linear feet of 1"-400' water maps updated	\$1.33	\$0.51	\$1.00	\$1.00	\$1.00
Cost per as-built reviewed	\$128.00	\$103.00	\$129.00	\$131.00	\$143.00
- Capital Improvement Projects:					
Cost per drawing	\$111.00	\$59.00	\$116.00	\$132.00	\$111.00
Cost per RFP	\$130.00	\$104.00	\$135.00	\$142.00	\$152.00
Cost per agreement	\$130.00	\$97.00	\$135.00	\$142.00	\$152.00
Cost per contract	\$111.00	\$70.00	\$116.00	\$142.00	\$152.00
Cost per plans and specifications	\$122.00	\$40.00	\$130.00	\$126.00	\$118.00
Cost per inspection	\$123.00	\$106.00	\$126.00	\$132.00	\$143.00
Cost per meeting	\$122.00	\$91.00	\$126.00	\$132.00	\$142.00
Cost per drawing/pay request	\$122.00	\$77.00	\$127.00	\$132.00	\$142.00
- Cost per maintenance task/repair at lift stations	\$480.00	\$433.00	\$494.00	\$464.00	\$492.00
- Cost per maintenance task/repair at well site	\$480.00	\$461.00	\$494.00	\$320.00	\$492.00
- Cost per easement plat updated	\$141.00	\$227.00	\$143.00	\$524.00	\$191.00
- % of budget spent	100.0%	99.4%	100.0%	100.0%	100.0%

Effectiveness Measures	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
- % of plans reviewed within 10 working days	100.0%	100.0%	100.0%	100.0%	100.0%
- % of taps processed within 2 working days	100.0%	100.0%	100.0%	100.0%	100.0%
- Engineering projects completed on schedule	100.0%	100.0%	100.0%	100.0%	100.0%
- Engineering projects completed within +/- 10% of budget	100.0%	100.0%	100.0%	100.0%	100.0%

The following graph illustrates the total water tap and water connection requests received and processed within the two-day standard.

Water Tap and Connection Requests



<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 750,129	\$ 801,874	\$ 870,017	8.5
Outside Services	15,282	20,482	30,897	50.8
Commodities	18,370	19,521	27,646	41.6
Interfund Services	66,761	48,654	46,678	-4.1
Interfund Transfers	14,468	2,000	0	-100.0
Other Expenses	13,264	10,684	12,502	17.0
TOTAL	\$ 878,275	\$ 903,215	\$ 987,740	9.4

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker, Senior	1.00	0.00	0.00	--
Permit Specialist	0.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Engineering Aide, Senior	1.00	1.00	1.00	13
Carpenter	0.00	1.00	1.00	13
Carpenter, Senior	1.00	1.00	1.00	15
GIS Technician	1.00	1.00	1.00	15
Construction Inspector	2.00	2.00	2.00	18
Bldg/Electrical Maintenance Supervisor	1.00	1.00	1.00	19
Engineering Technician	1.00	1.00	1.00	19
Water and Sewer Utilities Coordinator	1.00	1.00	1.00	19
GIS Analyst	1.00	1.00	1.00	20
Civil Engineer, Senior	2.00	2.00	2.00	32
Water and Sewer Engineering Director	1.00	1.00	1.00	36
TOTAL	14.00	15.00	15.00	

Budget Highlights

- The budget for Water and Sewer Planning and Engineering increases \$84,525 or 9.4% primarily due to the full year cost of a permit specialist

position added in 2005, adjustments to wages and benefits, and maintenance of modeling software.

WATER SUPPLY AND TREATMENT

Trends and Issues

Water Supply and Treatment provides the City of Savannah with a safe and dependable supply of potable water. The ground water supply serves the citizens of Savannah, as well as outlying areas of Wilmington Island, Whitmarsh Island, Dutch Island, Georgetown/Gateway, and Savannah Quarters. Service to these areas provides an economy of scale which helps keep the unit cost of water, for all of Savannah's service areas, among the lowest in the Southeast.

The systematic and logical integration of the ground water and surface water systems has allowed continued growth without violation of our ground water withdrawal limits. Careful planning has allowed existing, more commercialized and industrialized areas to be switched to surface water. The corresponding reduction in ground water pumpage has then been available for use in areas where surface service would not be cost effective.

Some of the more obvious areas are the newly annexed properties of International Paper, the Grainger Tract, and the Lewis Tract in the Southwest Quadrant. These areas represent a potential for approximately 14,000 dwelling units. Combined with

the previously annexed areas of Sweetwater, the Canebrake Road area, and Bradley Point, the total potential for development is approximately 17,500 units.

During 2005, the Sound Science Initiative will be completed providing much needed scientific information relative to the manner in which the Upper Floridan aquifer works. This data will form the basis for development of the final ground water strategy scheduled and will be the guideline for how the Upper Floridan aquifer may be used for many years in the future.

While continuing to plan for service and the final ground water strategy, focus in 2006 will also remain on:

- Security of our drinking water supplies from intentional tampering
- Protection of our well sources from contamination and pollution
- Water conservation
- Changing regulatory requirements.

Goals and Objectives

Goal: A City where safe, potable, fluoridated water is provided equitably at flows and pressures adequate to accommodate residential, commercial, and industrial needs and to promote their growth

Objectives:

- To ensure there are no violations of the Federal Safe Drinking Water Act
- To reduce the number of water quality complaints
- To respond to all water quality complaints within 1 working day
- To ensure all service requests are completed within standard

- To provide adequate water pressure and minimize the number of pressure complaints

Goal: A City where all well sites have an aesthetically pleasing appearance

Objective:

- To eliminate all complaints of unsightly well sites

Goal: A City where water and sewer facilities perform at maximum efficiency in accordance with regulatory requirements to meet customer needs

Objectives:

- To ensure all water wells are SCADA-monitored 90% of operating time
- To ensure all regional wastewater treatment plants are SCADA-monitored 90% of operating time
- To increase SCADA monitoring of sewage lift stations by 5% annually

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Water pumped (million gallons/day)	25.50	25.46	25.50	23.14	25.50
- Samples collected and analyzed	2,850	3,159	2,850	3,288	3,288
- Well sites monitored for pressure each day	39	39	39	39	42
- Million gallons of water fluoridated each day	23.50	22.98	23.50	21.07	23.50
- Well sites maintained	39	39	39	39	42
Efficiency Measures					
- Cost per million gallons pumped	\$248.00	\$225.00	\$248.00	\$281.00	\$268.00
- Cost per sample collected and analyzed	\$84.00	\$59.00	\$84.00	\$77.00	\$77.00
- Cost per well site monitored	\$13,615	\$12,724	\$13,615	\$13,656	\$14,147
- Cost per million gallons fluoridated	\$16.00	\$13	\$16.00	\$15.00	\$15.00
- Cost per site to maintain	\$5,067	\$4,859	\$5,067	\$5,860	\$5,588
- % of budget spent	100.0%	101.7%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Violations of the Safe Drinking Water Act	0	0	0	0	0
- % of water quality complaints responded to within one day	100.0%	100.0%	100.0%	100.0%	100.0%
- % of customers satisfied with overall water quality based on citizen survey	76.0%	78.0%	76.0%	76.0%	76.0%
- Valid water quality complaints	93	32	35	38	40
- Valid pressure complaints	0	0	0	0	0
- Valid unsightly well complaints	0	0	0	0	0
- % of time water wells were SCADA-monitored	90.0%	97.6%	90.0%	90.0%	90.0%
- % of sewage lift stations SCADA-monitored	90.0%	94.8%	95.0%	90.0%	90.0%
- % of regional wastewater treatment plants SCADA-monitored	90.0%	99.6%	90.0%	66.0%	90.0%

Expenditure By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,069,180	\$ 1,200,723	\$ 1,311,215	9.2
Outside Services	1,317,175	1,289,292	1,302,345	1.0
Commodities	257,084	290,016	296,216	2.1
Interfund Services	868,446	824,581	807,631	-2.1
Capital Outlay	24,051	0	0	0.0
Other Expenses	24,229	28,242	30,152	6.8
TOTAL	\$ 3,560,165	\$ 3,632,854	\$ 3,747,559	3.2

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant	1.00	1.00	1.00	7
Maintenance Mechanic	2.00	2.00	2.00	12
Plant Operator	11.00	11.00	11.00	13
Plant Operator, Senior	3.00	1.00	1.00	15
Plant Operator, Principal	0.00	2.00	2.00	17
Electronic Control Technician	1.00	1.00	1.00	18
Maintenance Supervisor, Principal	1.00	1.00	1.00	19
Water and Sewer Supervisor	2.00	2.00	2.00	19
Water and Sewer Superintendent	1.00	1.00	1.00	24
SCADA Analyst	1.00	1.00	1.00	24
SCADA Administrator	1.00	1.00	1.00	30
TOTAL	24.00	24.00	24.00	

Budget Highlights

- The 2005 budget for Water Supply and Treatment increases \$114,705 or 3.2% above 2005 expenditures due to adjustments in wages and benefits, and the rising cost of fuel.

WATER DISTRIBUTION

Trends and Issues

Water Distribution has the responsibility of operating and maintaining six (6) water distribution systems within the service area. Although the number of individual systems has decreased, due to consolidation of the Georgetown and Gateway systems and the consolidation of the Travis Field and I&D systems, the service area continues to grow. The systems now include more than 834 miles of water main, 72,000 metered services, 5,237 fire hydrants and 16,000 water main valves. The Distribution staff is constantly challenged with the responsibility of maintaining the systems in order to meet existing needs. Equally important are the planning, design and installation of new infrastructure. The community would be unable to grow without additional infrastructure.

Sections of the distribution system in the Historic and Victorian areas are more than 100 years old. These areas are going to require extensive improvements in the future. The lateral replacement program, Capital Improvement Projects, and the in-house water line projects have reduced leaks by more than 70% in the past 20 years. These programs must continue in order to maintain this trend. Staff must continue to look for ways to further strengthen the distribution systems

and reduce groundwater usage (i.e., leak detection, meter repair and servicing). In-house projects to interconnect water distribution systems have provided system redundancy and lowered operating costs by reducing the demand on individual wells. The Wahlstrom Road area was recently converted to surface water and other highly commercial areas are presently being considered for conversion. Innovative ideas such as these must continue in order to provide our customers with cost effective, high quality service.

The Department must remain vigilant in its efforts to reduce leaks and conserve water. This will help meet the Georgia Environmental Protection Division's (EPD) Interim Groundwater Strategy's mandate of ten million gallons per day reduction in groundwater pumpage. Furthermore, the Department must continue to look for ways to improve services and reduce overall operating costs.

The Department must also remain vigilant to continue its efforts to install and construct new portions of the distribution system into in-fill areas presently lacking City water service.

Goals and Objectives

Goal: A City where the water distribution system is free of water leaks and line breaks

Objective:

- To reduce the number of water leaks in the system by 5% annually

Goal: A City where all fire hydrants have sufficient pressure and are available to all establishments

Objective:

- To ensure no unreported dry fire hydrants are discovered at a fire scene and that all non-functioning fire hydrants are repaired within standard

Goal: A City where all water customers are served by accurate and well-maintained water meters

Objective:

- To install all new water meters for system expansion within standard
- To ensure water meters are accurately recording metering flow
- To ensure all service requests for the water meter program are completed within standard

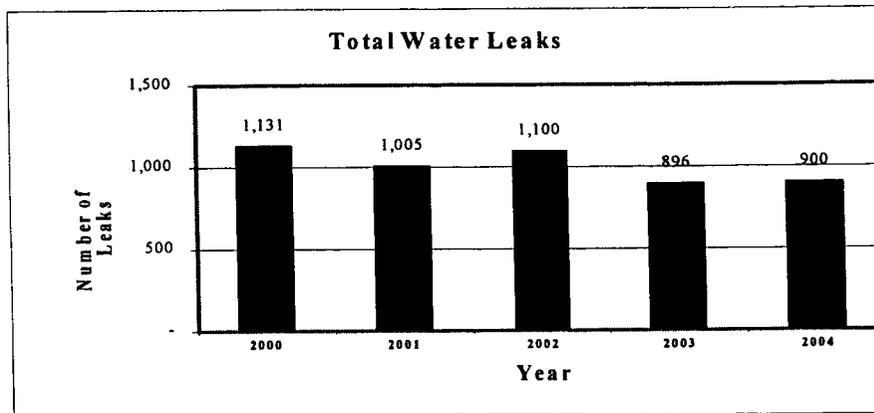
Goal: A City with a municipal water supply free of contamination from backflow of toxic or obnoxious chemicals from public or private establishments

Objective:

- To ensure there is zero backflow of toxic and obnoxious chemicals into the potable water system

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Leaks repaired	1,064	900	775	1,088	1,034
- Hydrants replaced	40	43	40	30	35
- Hydrants repaired	255	220	285	285	285
- Hydrants inspected, serviced, exercised	4,750	4,387	4,988	4,750	5,400
- Meters (no AMR) installed	800	1,198	1,040	1,158	1,200
- AMR unit (Radio module and meter) installed	-	-	2,000	1,048	2,000
- Meters serviced	9,500	20,566	18,500	18,750	19,500
- Cross connection inspections	3,350	3,377	3,455	3,608	3,698
- Water & Sewer lines located	10,500	18,246	17,500	18,724	19,500
Efficiency Measures					
- Cost per leak repaired	\$808.00	\$780.00	\$825.00	\$830.00	\$896.00
- Cost per hydrant replaced	\$2,388.00	\$2,306.00	\$2,552.00	\$2,568.00	\$2,967.00
- Cost per hydrant repair	\$203.00	\$196.00	\$196.00	\$203.00	\$264.00
- Cost per hydrant inspected, serviced, exercised	\$20.00	\$19.00	\$16.00	\$17.00	\$17.00
- Cost per meter installed	\$235.00	\$227.00	\$220.00	\$215.00	\$198.00
- Cost per AMR meter installed	-	-	-	-	\$284.00
- Cost per meter serviced	\$25.00	\$24.00	\$15.00	\$15.00	\$9.00
- Cost per cross connection inspection	\$40.00	\$36.00	\$35.00	\$37.00	\$44.00
- Cost per locate	\$8.80	\$8.50	\$7.00	\$7.00	\$7.00
- % of budget spent	100.0%	97.9%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Average leak rate per mile	1.36	1.11	0.92	1.30	1.23
- % of non-functioning hydrants repaired within 14 days	90.0%	100.0%	90.0%	90.0%	90.0%
- Priority 1 requests for water meter service completed within the standard	95.0%	99.9%	95.0%	95.0%	95.0%
- % of meters 2" and larger accurately registering flow	99.0%	99.0%	99.0%	99.0%	99.0%
- Incidents of contamination due to backflow	0	0	0	0	0



Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change 05-06
	Actual	Projected	Budget	
Personal Services	\$ 1,773,517	\$ 1,932,087	\$ 2,046,798	5.9
Outside Services	126,894	100,088	86,363	-13.7
Commodities	697,159	909,343	1,022,794	12.5
Interfund Services	160,475	144,366	164,558	14.0
Capital Outlay	110,425	0	12,500	100.0
Interfund Transfers	0	0	37,500	100.0
Other Expenses	80,895	103,161	122,902	19.1
TOTAL	\$ 2,949,365	\$ 3,189,045	\$ 3,493,415	9.5

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant	1.00	1.00	1.00	7
Maintenance Worker	4.00	4.00	7.00	7
Maintenance Worker, Senior	9.00	9.00	9.00	9
Meter Technician	5.00	5.00	5.00	10
Medium Equipment Operator	4.00	4.00	4.00	10
Secretary	1.00	1.00	1.00	10
Customer Service Representative	1.00	1.00	1.00	11
Maintenance Crew Chief	9.00	9.00	9.00	13
Administrative Assistant	1.00	1.00	1.00	13
Water and Sewer Locator Technician	2.00	2.00	2.00	17
Construction Inspector	2.00	2.00	2.00	18
Maintenance Supervisor, Principal	2.00	2.00	2.00	19
Water and Sewer Superintendent	1.00	1.00	1.00	24
Water and Sewer Administrator	1.00	1.00	1.00	30
Water and Sewer Conveyance and Distribution Director	1.00	1.00	1.00	36
TOTAL	44.0	44.00	47.00	

Budget Highlights

- The budget for Water Distribution increases \$257,490 or 8.1% primarily due to adjustments in wages and benefits, the rising cost of fuel, installation of an increased number of automated meter reading units, and two service improvements.
- Funding in the amount of \$37,327 has been proposed for a service improvement to retain two maintenance worker positions to support the automated meter reading program.
- Funding in the amount of \$18,663 has been proposed for a service improvement to retain one maintenance worker position to support the hydrant servicing and inspection program.

UTILITY SERVICES

Trends and Issues

Utility Services is an operating division in the Revenue Department of the Management and Financial Services Bureau but funded through the Water Fund. Utility Services bills and collects fees for utility services provided by the City of Savannah, which includes water, sewer and refuse collection. The service area encompasses all of Savannah as well as urban areas in unincorporated Chatham County such as Wilmington Island, Georgetown, Halycon Bluff, Nottingham Woods, Dutch Island, Gateway and Savannah Quarters.

The Division is presently organized into three operating units. The *Customer Services and Billing Unit* provides services such as setting up new accounts, initiating action to turn on and cut off water upon request, initiating field inspections and issuing duplicate bills. This unit generates and processes bills for water, sewer and refuse service charges.

The *Water Meter Reading Unit* reads approximately 66,000 water meters six times each year using hand-held computer devices. This process includes generating maintenance and repair work requests as necessary. The meter readings provide the basis for calculating water and sewer service charges.

The *Field Services and Delinquent Accounts Unit* provides customer services in the field such as turning on and cutting off water upon request and performing inspections for high bills. This unit also enforces payment of delinquent bills by terminating water service after notice to the customer and securing service cut-off by locking and removing meters as necessary.

The principle trend impacting operations of the Utility Services Division is expansion of the service area due

to annexations that have occurred over the past several years. Several of the larger annexations are in the western sectors of the county. It is anticipated that there will be an approximate increase of 25% in the billing accounts in the immediate future. Development is occurring in some of these areas and major impact will begin to occur in 2006.

In 2006, The Revenue Department, in association with other City financial management departments anticipates acquiring and implementing new software applications that will allow for enhanced billing and payment options, customer access to account and billing information, and will also provide for more payment methods, including internet payments and electronic transfers.

In 2005, the Division began a project to install automated meter reading equipment in selected service areas of the City. This project, conducted in association with the Water Distribution Department, will provide for installation of this equipment in the newly annexed areas as development occurs. This technology will provide a more cost-efficient and cost-effective means for reading meters in these areas.

The Utility Services Division has received very favorable ratings on the citywide customer service surveys in recent years and will continue its strong emphasis on providing courteous, responsive and timely customer service as a part of the quality initiatives. It is expected that computer program improvements and partnership with the 311 initiative will enhance customer service in 2006 and in the years ahead as expansion of the service area occurs and new residential and commercial accounts are established.

Goals and Objectives

Goal: A City with efficient collection of water, sewer and refuse service fees

Objectives:

- To read at least 97% of meters within 2 days of schedule

- To maintain the percentage of customer service requests correctly completed at 98%
- To maintain collections at 98% of net water, sewer and refuse billings

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Total meters read	405,000	407,500	409,900	409,000	410,000
- Total annual billings	364,000	366,200	368,100	370,790	371,100
- Customer service transactions	186,000	186,500	190,400	191,200	192,000
Delinquent notices mailed	110,000	118,300	116,000	118,100	119,000
- Delinquent cut-offs	10,000	10,359	11,000	11,600	11,750
Efficiency Measures					
- Cost per meter reading	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
- Cost per billing	\$1.00	\$1.05	\$1.00	\$1.00	\$1.00
- Cost per customer service transaction	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
- Cost per delinquency notices mailed	\$1.00	\$1.05	\$1.00	\$1.00	\$1.00
- Cost per delinquent cut-off	\$28.00	\$30.00	\$28.00	\$28.00	\$28.00
- % of budget spent	100.0%	97.2%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Meters read within 2 days of schedule	96.0%	97.0%	96.0%	97.0%	97.0%
- Complete customer service transactions correctly	98.0%	98.0%	98.0%	98.0%	98.0%
- Maintain collections at 98% of net billings	98.0%	97.6%	98.0%	98.0%	98.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change 05-06
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 1,087,121	\$ 1,134,595	\$ 1,193,857	5.2
Outside Services	60,571	89,659	68,386	-23.7
Commodities	177,912	193,115	196,439	1.7
Interfund Services	170,679	169,523	169,096	-0.3
Interfund Transfers	0	63,486	0	-100.0
Other Expenses	10,439	12,708	12,831	1.0
TOTAL	\$ 1,506,722	\$ 1,663,086	\$ 1,640,609	-1.4

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Water Meter Reader	5.00	5.00	5.00	10
Water Service Representative	6.00	6.00	6.00	10
Account Clerk, Senior	2.00	2.00	2.00	11
Customer Service Representative	9.00	9.00	9.00	11
Revenue Investigator	1.00	1.00	1.00	13
Administrative Assistant	1.00	1.00	1.00	13
Water Meter Reading Supervisor	1.00	1.00	1.00	14
Revenue Supervisor	2.00	2.00	2.00	19
Revenue Administrator	1.00	1.00	1.00	27
TOTAL	28.00	28.00	28.00	

Budget Highlights

- The budget for Utility Services decreases by \$22,477 or 1.4% below 2005 projected expenditures. The decrease is primarily due to a lower contribution within Interfund Transfers. Vehicles were purchased in 2005 to support the meter reading program.

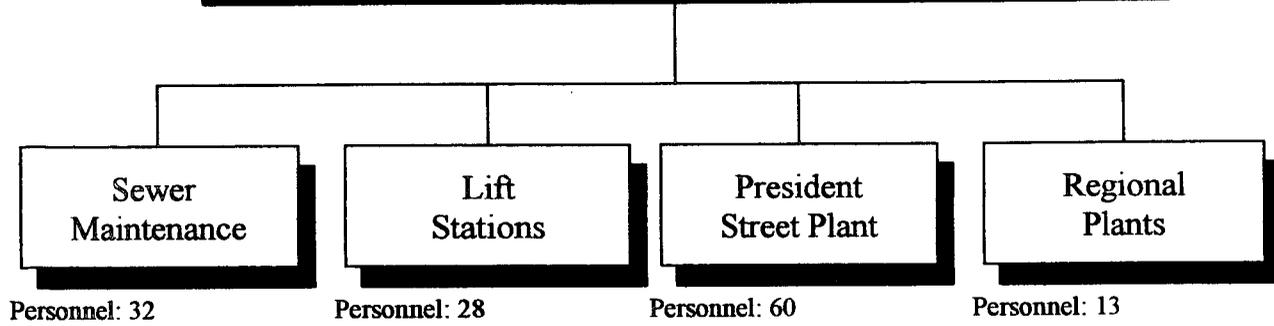
WATER INTERDEPARTMENTAL

Water Interdepartmental includes costs shared by the entire Water Fund for such items as bond indebtedness, services provided by the General Fund, and the contribution to capital projects. The largest

expenditure area is Contribution to Capital Projects, included in Interfund Transfers, which is projected to account for 43% of 2006 expenditures.

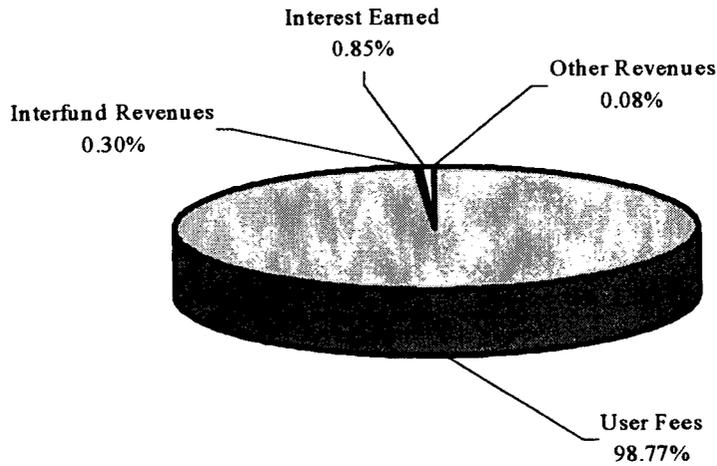
<u>Expenditure Area</u>	<u>Expenditures By Type</u>			<u>% Change 05-06</u>
	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	
Personal Services	\$ (9,032)	\$ 0	\$ 0	0.0
Outside Services	146	700	700	0.0
Interfund Services	1,331,134	1,215,965	1,195,052	-1.7
Debt Related Charges	2,146,085	2,133,627	2,125,924	-0.4
Interfund Transfers	4,064,000	3,163,658	3,187,979	0.8
Other Expenses	790,579	792,368	823,076	3.9
Contingencies	0	0	100,000	100.0
TOTAL	\$ 8,322,912	\$ 7,306,318	\$ 7,432,731	1.7

SEWER FUND



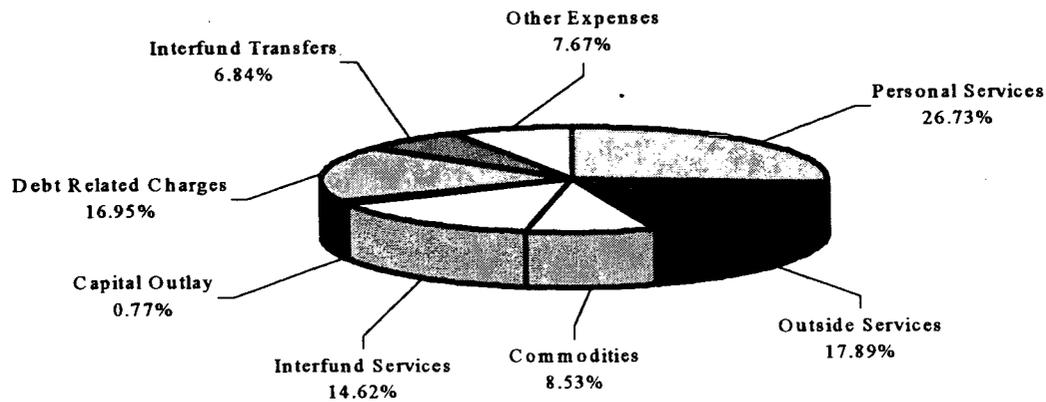
SEWER FUND

Where The Money Comes From



SEWER FUND

Where The Money Goes



SEWER FUND

Bureau Mission

To protect the environment of the citizens of Savannah by producing safe potable water to meet existing needs, fire protection and to provide for future economic growth; to safely

pump and treat wastewater to protect the quality of life for our citizens and to maintain the quality of neighboring rivers, streams and oceans

Revenues By Source

The Sewer Fund collects revenue from the sources identified in the table below. Rates proposed for sewer service for 2006 are higher than 2005. The proposed base charge for 2006 is unchanged from 2005. Only the consumption

charge is proposed to increase. The proposed increase for inside rates is +\$.14/CCF and +\$.21/CCF for outside rates. Fund revenue is proposed to increase \$995,628 or 4.3% above 2005 projected revenues.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>User Fees</u>				
Sewer Service - Inside City	\$ 13,276,102	\$ 13,739,736	\$ 14,661,603	6.7
Sewer Service - Outside City	5,512,137	5,529,997	6,107,890	10.5
Septic Tank Disposal	164,682	202,089	160,000	-20.8
Reclaimed Water Sales	102,509	81,646	100,000	22.5
Senior Citizens Discount	(24,184)	(29,339)	(35,000)	19.3
Sewer Connection Fees	757,450	452,500	447,500	-1.1
Line Televising Fees	88,757	63,550	60,000	-5.6
Miscellaneous Sewer Surcharges	1,133,014	1,044,409	1,041,650	-0.3
Sewer Cut-On Fees	197,813	233,168	200,000	-14.2
Crossroads Business Center	130,000	130,000	130,000	0.0
Wholesale Sewer Service	<u>1,086,724</u>	<u>907,344</u>	<u>1,045,000</u>	<u>15.2</u>
Subtotal	\$ 22,425,004	\$ 22,355,100	\$ 23,918,643	7.0
<u>Interfund Revenues</u>				
Services Purchased by Other Funds	\$ 67,308	\$ 67,823	\$ 73,535	8.4
<u>Interest Earned</u>				
Interest Earned	\$ 99,231	\$ 172,000	\$ 175,000	1.7
Interest From Sinking Fund	<u>14,085</u>	<u>31,000</u>	<u>30,000</u>	<u>-3.2</u>
Subtotal	\$ 113,316	\$ 203,000	\$ 205,000	1.0
<u>Other Revenue</u>				
Miscellaneous Uncollected Reserve	\$ (19,713)	\$ 0	\$ 0	0.0
Miscellaneous Sewer Revenue	6,878	101,896	20,000	-80.4
Sale of Land and Property	<u>0</u>	<u>493,731</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ (12,835)	\$ 595,627	\$ 20,000	-96.6
TOTAL	\$ 22,592,793	\$ 23,221,550	\$ 24,217,178	4.3

Expenditures By Type

The budget for the Sewer Fund is \$24,217,178, which is a \$995,628 or 4.3% increase over 2005 projected expenditures. Of this increase, funding is included for

adjustments for wages, benefits, the rising cost of electricity and fuel, and several proposed service improvements.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 5,480,722	\$ 6,012,400	\$ 6,474,441	7.7
Outside Services	3,704,011	4,595,059	4,331,800	-5.7
Commodities	1,512,468	2,174,635	2,065,701	-5.0
Interfund Services	3,507,706	3,374,407	3,539,375	4.9
Capital Outlay	269,379	202,856	186,500	-8.1
Debt Related Charges	4,132,323	4,114,333	4,104,707	-0.2
Interfund Transfers	2,319,000	1,150,311	1,657,552	44.1
Other Expenses	1,526,802	1,597,549	1,857,102	16.2
TOTAL	\$ 22,452,411	\$ 23,221,550	\$ 24,217,178	4.3

Expenditures By Department

The Sewer Fund consists of five departments. Sewer Maintenance and Lift Stations work together to ensure the collection and efficient conveyance of wastewater. President Street Plant and Regional Plants provide for the treatment of wastewater. Sewer Interdepartmental includes costs shared by the Sewer Fund including bond indebtedness and capital

project contributions. Fund expenditures increase primarily due to adjustments for wages and benefits and several proposed service improvements that will support the meter program, hydrant servicing and inspection program, maintenance and operation of lift stations, and the televising program. Funding for the proposed service improvements total \$143,082.

<u>Department</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Sewer Maintenance	\$ 2,590,157	\$ 2,751,178	\$ 2,906,017	5.6
Lift Stations	3,085,902	3,331,757	3,471,165	4.2
President Street Plant	4,590,948	6,115,389	5,743,471	-6.1
Regional Plants	2,047,730	2,443,198	2,412,265	-1.3
Sewer Interdepartmental	10,137,673	8,580,028	9,684,260	12.9
TOTAL	\$ 22,452,411	\$ 23,221,550	\$ 24,217,178	4.3

SEWER MAINTENANCE

Trends and Issues

Sewer Maintenance is responsible for assuring that continuous wastewater service is effectively maintained in the City of Savannah sanitary sewer service area. It is necessary to operate and maintain the City system which is made up of approximately 815 miles of gravity and sanitary sewer force mains (696 miles of gravity lines and 119 miles of force main) and 16,000 manholes which convey the wastewater to the four City wastewater treatment plants in order to accomplish this task. Sewer Maintenance personnel must clean, repair, and install/replace sewer pipelines and manholes.

Effective performance must be accomplished or system failures will result in wastewater overflows onto properties within the City service area and into the environment. Conditions which cause sewer system spills include aged sewer main collapses, tree root intrusions, system vandalism, or pipeline blockages caused by grease introduction into the system. Sanitary sewer overflows into the environment result in public health concerns, excessive mitigation costs, and punitive fines from state and federal environmental regulatory agencies.

It is vital that Sewer Maintenance continues the trend of system maintenance and improvements with regard to these conditions and requirements. This trend will be accomplished by rehabilitating and/or replacing defective portions of the sewer system. Each year staff prioritizes areas for rehabilitation and replacement by utilizing operational records, customer service concerns, system flow data, and underground pipeline televising records.

Recent stringent environmental regulations enacted in the State of Georgia pertain to the reporting of

wastewater overflows. Also the upcoming proposed Capacity, Maintenance, Operations and Management (CMOM) regulations standards on proper maintenance and documentation of records will require continuing the system improvements presently underway by Sewer Maintenance. This objective will be achieved by continuing improvement in the operational responses to system malfunction and increased preventive maintenance. Improved operational responses will include extending staff coverage hours and staging spill mitigation provisions throughout the service area. Increased preventive maintenance will be achieved by increasing sanitary sewer line cleaning and inspections of areas with past system failures.

Another issue facing Sewer Maintenance in the future will include the reduction of storm and ground water inflow and infiltration into the sanitary system. This issue will be addressed by continuing the program of reducing the inflow and infiltration by rehabilitation and/or replacement of defective sewer mains and manholes, and removing sources of storm water connections to the sanitary sewer system.

Additionally, Sewer Maintenance will continue the trend of removing illicit sanitary sewer service connections to the storm water system. This task will be accomplished by redirecting the services to the sanitary sewer systems, or in some cases, extending additional sanitary mains in areas where the illicit connections exist.

Sewer Maintenance will continue to construct and install sewer service to the locations in under-served areas.

Goals and Objectives

Goal: A City where all gravity sanitary sewers are free of sewer line stoppages and breaks

Objectives:

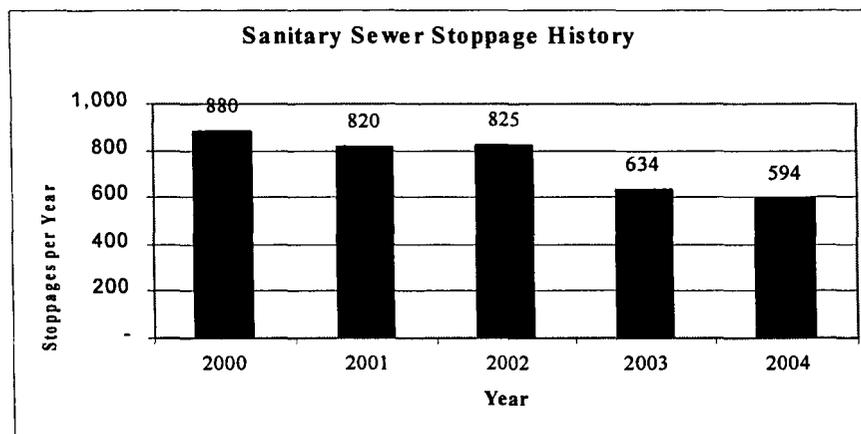
- To reduce the number of sewer line breaks in the City’s sanitary sewer collection system by 5% annually
- To reduce the number of gravity line stoppages by 5% annually
- To increase the total gravity line footage cleaned by 5% annually
- To separate all inflow and infiltration illicit sanitary and storm water connections in the City systems

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Breaks repaired	120	81	121	94	90
- Feet of line repaired	7,000	1,495	7,00	2,316	2,000
- Stoppages cleared	603	594	603	650	618
- Feet of line cleaned	365,400	376,937	365,400	380,000	395,000
Efficiency Measures					
- Cost per sanitary sewer line repair	\$15,708.00	\$15,130.00	\$15,708.00	\$15,708.00	\$16,017.00
- Cost per stoppage cleared	\$732.00	\$705.00	\$730.00	\$630.00	\$733.00
- Cost per foot cleaned	\$0.98	\$0.94	\$0.98.00	\$1.00	\$1.45
- % of budget spent	100.0%	97.3.0%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of homes which have not experienced problems with sewer stoppages or slow sewage flow based on customer survey	80.0%	76.0%	85.0%	-	85.0%
- % of Priority 1 service requests completed within standard	100.0%	99.0%	100.0%	100.0%	100.0%
- Sewer line breaks/overflows resulting in major (over 10,000 gallons) spills	0	0	0	1	0
- Sewer line breaks/overflows resulting in minor spills reaching waters of the state	0	6	0	3	0

Sewer stoppages have decreased by nearly 33% from 2000 to 2004. Ongoing staff vigilance has also minimized the occurrences of sewer spills over the

past years. These efforts have increased the efficiency of sewage collection, transportation, and treatment.



Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	<u>% Change 05-06</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 1,295,364	\$ 1,414,715	\$ 1,559,218	10.2
Outside Services	600,880	504,241	502,160	-0.4
Commodities	216,443	264,258	272,242	3.0
Interfund Services	306,430	336,752	331,527	-1.6
Capital Outlay	0	30,984	14,500	-53.2
Interfund Transfers	0	0	15,000	100.0
Other Expenses	171,040	200,228	211,370	5.6
TOTAL	\$ 2,590,157	\$ 2,751,178	\$ 2,906,017	5.6

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	4.00	3.00	3.00	7
Maintenance Worker, Senior	8.00	7.00	7.00	9
Medium Equipment Operator	1.00	1.00	1.00	10
Customer Service Representative	1.00	1.00	1.00	11
Heavy Equipment Operator	10.00	10.00	10.00	12
Heavy Construction Equipment Operator	2.00	2.00	2.00	13
Maintenance Crew Chief	4.00	4.00	4.00	13
Construction Inspector	0.00	1.00	1.00	18
Maintenance Supervisor, Principal	2.00	2.00	2.00	19
Maintenance Superintendent	1.00	1.00	1.00	24
TOTAL	33.00	32.00	32.00	

Budget Highlights

- The budget for Sewer Maintenance increases \$138,089 or 5.0% above 2005 projected expenditures. This change is primarily due to adjustments for wages, benefits and the rising cost of fuel.

LIFT STATIONS

Trends and Issues

The Lift Stations activity is responsible for conveying a continuous flow of wastewater to the four treatment plant facilities through a series of sewage pumping stations. Currently, this task is accomplished by operating and maintaining 170 lift stations throughout the City of Savannah service area. These lift stations contain mechanical, electrical, and failsafe systems which must be continuously operated and maintained in order to prevent station failures which will cause wastewater spills onto properties in the City and/or into the environment. Lift Stations maintenance staff must perform timely inspections and repairs of equipment contained within these lift station sites in order to accomplish this task. Conditions or elements which cause failures of a lift station include defective components, inclement weather, or vandalism. Failures in the operation of these lift stations can result in wastewater overflows into the environment and onto properties in the City which result in public health concerns, excessive mitigation costs, and punitive fines from state and federal environmental regulatory agencies.

A major issue which continuously confronts the Lift Stations activity is the upgrade and modernization of the electrical, mechanical, and failsafe systems at the individual stations. The electrical systems include components such as control panels, variable frequency drives, and emergency power generators. The mechanical components include pumps, valves, and discharge piping. The failsafe system includes the Supervisory Control and Data Acquisition

(SCADA) system, auto-dialers, and station visual and audible alarms. These systems require continuous operation and preventative maintenance due to the corrosive conditions caused by the conveyance of wastewater.

Another issue confronting Lift Stations in 2006 will be the continued need of improved site appearance at lift station sites in high-public visibility areas. This trend of improvement, which was initiated in 2002, will involve more landscaping installation and upkeep, as well as aesthetic fence improvements, buildings, gates and other above-ground structures at the lift stations.

During 2006, Lift Stations will continue the trend of implementing improved odor control technology at lift station sites which create an odor nuisance to the public. It will also further implement the recommendations of the recent Odor Control Study by one of the nation's leading experts in the field. This odor control study was implemented to determine the most economical means to control odor from the stations. The element which causes the undesirable odors as a part of wastewater conveyance is hydrogen sulfide. Methods necessary to reduce or neutralize hydrogen sulfide content have been studied to determine the most economical and efficient means to control the odor. These improvements will minimize public concern, and reduce the corrosive damage to conveyance infrastructure by the inherent conditions which generate the noxious odors.

Goals and Objectives

Goal: A City where a continuous flow in the sanitary sewer system is maintained by elevating sewage through a series of stoppage free pumping facilities resulting in spill free transportation through the conveyance system to treatment facilities

Objectives:

- To eliminate the number of sanitary spills reaching the waters of the state
- To have no lift station failures due to mechanical or electrical breakdown resulting in minor spills reaching waters of the state
- To schedule all lift station maintenance checks and assure they are completed

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Operate lift stations	164	166	165	172	172
- Operate odor control units	7	7	7	7	7
- Maintenance tasks at lift stations					
- Electrical	122,000	124,726	122,500	139,030	140,000
- Mechanical	132,800	120,089	118,500	135,382	136,000
- Grounds	1,300	2,000	2,000	2,446	2,550
- Total	256,100	246,815	243,000	276,858	278,550
- Lift station checker inspections	18,500	17,295	17,900	18,412	18,750
- Analyze head/capacity data on pumping stations	50	122	122	122	122
Efficiency Measures					
- Cost to operate a station	\$7,898.00	\$7,400.00	\$7,898.00	\$7,060.00	\$8,086.00
- Cost per maintenance task	\$8.00	\$7.50	\$8.00	\$6.02	\$7.00
- Cost per station to analyze head/capacity data	\$150.00	\$141.00	\$150.00	\$160.00	\$160.00
- % of budget spent	100.0%	97.7%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Spill monitoring	0	0	0	0	0
- Lift Station failures resulting in major (over 10,000 gallons) spills	0	0	0	0	0
- Lift Station failures resulting in minor spills reaching waters of the state	0	1	0	1	0

Expenditures By Type

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 1,301,792	\$ 1,356,139	\$ 1,474,330	8.7
Outside Services	1,056,917	1,127,942	1,118,190	-0.9
Commodities	321,179	609,955	579,111	-5.1
Interfund Services	124,590	87,854	115,878	31.9
Capital Outlay	224,654	92,232	74,000	-19.8
Interfund Transfers	0	0	49,500	100.0
Other Expenses	56,771	57,635	60,156	4.4
TOTAL	\$ 3,085,903	\$ 3,331,757	\$ 3,471,165	4.2

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	0.00	1.00	1.00	7
Maintenance Worker, Senior	1.00	2.00	2.00	9
Storekeeper	1.00	1.00	1.00	10
Maintenance Mechanic	4.00	4.00	4.00	12
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Mechanic, Senior	8.00	8.00	8.00	14
Electronic Control Technician	2.00	2.00	3.00	18
Maintenance Supervisor, Principal	3.00	3.00	3.00	19
Engineering Technician	1.00	1.00	1.00	19
Maintenance Superintendent	1.00	1.00	1.00	24
Water & Sewer Administrator	1.00	1.00	1.00	30
Civil Engineer, Sr.	1.00	1.00	1.00	32
TOTAL	24.00	26.00	27.00	

Budget Highlights

- The total budget for Lift Stations increases \$139,165 or 4.2% above 2005 projected expenditures primarily due to funding for two proposed service improvements: \$57,426 for an

electronic control technician position and associated equipment to support maintenance and operation of the lift stations, and \$29,000 for two vehicles for existing program personnel.

PRESIDENT STREET PLANT

Trends and Issues

President Street Plant is responsible for protecting the City of Savannah's environment and citizens' health through efficient administration and wastewater treatment processes. The Plant serves the area's central wastewater treatment facility.

Major trends in 2006 will continue affecting the President Street Plant. They include increasing services providing for an expanding population, as well as new more stringent permit requirements from the Georgia Environmental Protection Division (EPD) and the U.S. Environmental Protection Agency (EPA). The Department is also continuing to ensure all assets are protected from any potential threats due to increasing security needed at all wastewater treatment facilities.

While assuring wastewater treatment continues at current or even increasing levels, the Department must now begin to comply with a new National Pollutant Discharge Elimination System (NPDES) permit issued in March 2005. NPDES permits are now issued on a watershed basis. This means all new permits are issued based upon assessments for an

entire river basin watershed, not an individual discharge point. The City is now required to perform a watershed assessment and to develop a watershed protection plan for the President Street Plant service area. Several non-conventional pollutants such as oil and grease, total phosphorous, total dissolved solids, and alkalinity are among the new compliance tests required. These new permit requirements will test department resources.

Stopping problem pollutants before they enter the system is another issue still being addressed. The inflow and infiltration, industrial pretreatment and grease abatement programs have been successful in controlling illicit discharges before they enter the system. These proactive programs will continue to be management resources in keeping the system operational and eliminating potential problems.

Equipment at President Street Plant has been well-maintained over the years. However, aging plant equipment and maintenance will remain an issue in 2006.

Goals and Objectives

Goal: A City where the wastewater treatment facilities meet all mandated state and federal standards and regulations

Objective:

- To have no National Pollutant Discharge Elimination System permit exceptions

Goal: A City that provides the best available treatment at the lowest possible costs

Objective:

- To perform 100% of all equipment manufacturers' recommended maintenance tasks

Goal: A City that protects the environment and health of the community

Objectives:

- To perform 100% of required sample analysis for permit compliance, spill monitoring and other analysis
- To locate and investigate 300 inflow and infiltration cross connections to the sanitary sewer system
- To inspect and evaluate 600 grease traps for conformance to regulations
- To permit, inspect and evaluate 24 currently regulated categorical industries through the Industrial Pretreatment Program

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Treat wastewater (mg/year)	6,000	7,086	6,000	7,934	7,100
- Analyze lab samples:					
- Permit compliance	72,250	74,989	72,250	66,630	75,000
- Spill monitoring	1,000	592	1,000	152	600
- Watershed assessment	-	-	-	-	39,468
- Other	500	0	500	966	300
- Total	73,750	75,581	73,750	75,682	115,368
- Maintenance tasks at plant and grounds:					
Mechanical	5,000	4,144	5,000	4,698	4,500
Electrical	469	650	469	602	650
Grounds	5,500	5,849	6,000	7,400	6,100
Total	10,969	10,643	11,469	12,600	11,250
- Televis miles of existing sewer lines	20.0	13.2	20.0	20.0	25.0
- Televis miles of new sewer lines	8.0	16.1	8.0	20.6	18.0
- Inflow & infiltration cross-connection locates and investigations	200	459	300	300	300
- Grease trap inspections completed	300	605	400	774	600
- Collect industrial wastewater samples	184	763	800	1,146	800
- Review self-monitoring reports	240	239	240	240	240
- On-site inspections of industrial customers	31	27	31	31	31
- Manage currently permitted industries	24	54	24	24	24
- Inspect currently unregulated businesses	10	14	10	10	10
- Watershed assessment/protection plan field sampling and testing	-	-	-	-	7,176
Efficiency Measures					
- Cost to treat wastewater per mg	\$400.00	\$539.29	\$400.00	\$400.00	\$400.00
- Cost per lab test	\$7.00	\$10.70	\$7.00	\$7.00	\$7.00
- Cost per televising of sewer line mile	\$8,500.00	\$11,269.32	\$8,500.00	\$8,500.00	\$8,500.00
- Cost per industrial sample	\$111.00	\$121.15	\$111.00	\$111.00	\$120.00
- Cost per inspection	\$185.00	\$1,938.32	\$185.00	\$185.00	\$185.00
- Cost per review of self-monitoring report	\$229.00	\$242.29	\$229.00	\$275.00	\$275.00
- % of budget spent	100.0%	88.9%	100.0%	100.0%	100.0%
Effectiveness Measures					
- NPDES permit exceptions					
Treatment	0	1	0	0	0
Reclaimed water	0	0	0	0	0
- Operational malfunctions resulting in major spills (over 10,000 gallons) spills reaching waters of the state	0	0	0	0	0
- Operational malfunctions resulting in minor spills reaching waters of the state	0	0	0	0	0

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 2,276,069	\$ 2,580,350	\$ 2,725,218	5.6
Outside Services	1,254,598	1,856,422	1,695,487	-8.7
Commodities	687,633	939,313	853,876	-9.1
Interfund Services	254,154	262,720	231,566	-11.9
Capital Outlay	24,228	56,140	84,000	49.6
Interfund Transfers	18,000	321,500	0	-100.0
Other Expenses	76,266	98,944	153,324	55.0
TOTAL	\$ 4,590,948	\$ 6,115,389	\$ 5,743,471	-6.1

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	6.00	6.00	6.00	7
Maintenance Worker, Senior	2.00	2.00	2.00	9
Storekeeper	1.00	1.00	1.00	10
Heavy Equipment Operator	2.00	2.00	4.00	12
Maintenance Mechanic	3.00	3.00	3.00	12
Painter	1.00	1.00	1.00	12
Maintenance Crew Chief	0.00	2.00	2.00	13
Lab Technician	4.00	4.00	4.00	12
Lab Technician, Senior	1.00	1.00	1.00	13
Plant Operator	10.00	10.00	10.00	13
Administrative Assistant	2.00	2.00	2.00	13
Maintenance Mechanic, Senior	3.00	3.00	3.00	14
Televising Inspector Technician	2.00	2.00	2.00	14
Industrial Pretreatment Technician	1.00	1.00	1.00	16
Plant Operator, Principal	2.00	2.00	2.00	17
Electronic Control Technician	2.00	2.00	2.00	18
Lab Supervisor	1.00	1.00	1.00	18
Construction Inspector	1.00	1.00	1.00	18
Maintenance Supervisor, Principal	1.00	1.00	1.00	19
Water & Sewer Supervisor	4.00	4.00	4.00	19
Industrial Pretreatment Coordinator	1.00	1.00	1.00	22
Chemist	1.00	1.00	1.00	24
Water & Sewer Superintendent	3.00	3.00	3.00	24
Water & Sewer Administrator	1.00	1.00	1.00	30
Water Quality Control Director	1.00	1.00	1.00	36
TOTAL	56.00	58.00	60.00	

Budget Highlights

- The budget for President Street Plant decreases \$371,918 or 6.1 % primarily due to planned vehicle purchases in 2005. This decrease is off-set by an increase of \$56,656 for a proposed service improvement to add two (2) heavy equipment operator positions to support the televising program that was expanded in 2005.

REGIONAL PLANTS

Trends and Issues

The Regional Plants are responsible for efficient treatment of wastewater received from specific geographic areas in the City of Savannah and Chatham County. The three decentralized facilities are: Georgetown Plant, Travis Field Plant, and Wilshire Plant. They must continue adapting to new local, state, and federal regulations and provide adequate infrastructure maintenance and improvements to accommodate existing needs and future growth and development.

Regional Plants major trend in 2006 will continue to be the expansion of the service delivery areas covered by both the Georgetown and Travis Field treatment facilities. This trend has continued to show steady increases in service levels due to growth and development in recent years.

Continual growth in the Georgetown service area has required equipment upgrade and expansion of portions of the treatment process. Upgrade and expansions will be performed in several phases. Phase I of the Georgetown Plant upgrade has been constructed. Phase II and Phase III improvements are now planned to become part of the needed plant expansion which is necessary to accommodate the increasing growth of the Georgetown Plant's service area.

The Crossroads Wastewater Treatment Plant will be built on land adjacent to the I & D surface water plant. It will replace the present Travis Field Plant with a Phase I capacity of 3 million gallons per day.

Crossroads has the potential of becoming a regional wastewater plant for other areas of the county. The construction of the new treatment plant will also mean the closing of the Travis Field Plant and diverting all flows to the new Crossroads facility. The construction of this new facility is scheduled to be completed during the first quarter of 2005.

New National Pollutant Discharge Elimination System (NPDES) permit requirements, based upon watershed assessments, will place additional requirements on permit compliance on President Street Plant, Georgetown Plant, Travis Field Plant, and the new Crossroads Plant. The Georgetown Plant and the President Plant have received their permit requirements. The Travis Field Plant and the Wilshire Plant are scheduled to receive their new NPDES permits by July 2005. Additional new non-conventional pollutant monitoring will be needed. Watershed assessment and reporting work will begin in 2006. Keeping pace with the changes, assessment of all programs will continue to ensure compliance in 2006.

Goals and Objectives

Goal: A City where the wastewater treatment facilities meet all mandated state and federal standards and regulations

Objective:

- To have no National Pollutant Discharge Elimination System permit exceptions at the regional wastewater treatment facilities

Goal: A City that provides the best available treatment at the lowest possible costs

Objectives:

- To perform 100% of all equipment manufacturers' recommended maintenance tasks
- To limit unscheduled equipment repairs to no more than 25% of all equipment repairs

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Operate the following plants:					
- Travis Field (mg/year)	400	412	400	400	400
- Wilshire (mg/year)	1,000	1,202	1,000	1,000	1,200
- Georgetown (mg/year)	500	610	500	500	600
- Total mg/year	1,900	2,224	1,900	1,900	2,200
- Analyze lab samples					
Travis Field					
- Compliance	4,000	3,929	4,000	4,000	4,000
- Spill related	100	16	100	100	100
- Other	100	0	100	100	50
- Total	4,200	3,945	4,200	4,200	4,150
- Wilshire					
- Compliance	5,000	2,986	5,000	5,000	3,000
- Spill related	0	485	450	450	450
- Other	100	0	100	100	100
- Total	5,100	3,471	5,550	5,550	3,550
- Georgetown					
- Compliance	4,350	3,415	4,350	4,350	4,350
- Spill related	0	875	240	240	240
- Other	100	0	100	100	100
- Total	4,450	4,290	4,690	4,690	4,690
- Total samples	13,750	11,706	14,440	14,440	12,390
- Maintain plant and grounds:					
Travis Field					
- Mechanical	800	928	800	800	800
- Electrical	130	92	130	130	120
- Grounds	40	35	40	40	40
Total	970	1,055	970	970	960
Wilshire					
- Mechanical	1,886	2,086	1,886	1,886	1,886
- Electrical	200	203	200	200	200
- Grounds	50	30	60	60	60
Total	2,136	2,315	2,146	2,146	2,146
Georgetown					
- Mechanical	1,400	1,416	1,400	1,400	1,400
- Electrical	167	138	167	167	167
- Grounds	51	18	60	51	60
Total	1,618	1,572	1,627	1,627	1,627
- Total Maintenance Tasks	4,724	4,942	4,743	4,743	4,733

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Efficiency Measures					
- Cost per mg of wastewater treated	\$500.00	\$439.38	\$500.00	\$450.00	\$450.00
- Cost per sample analyzed	\$25.00	\$47.38	\$25.00	\$25.00	\$25.00
- Cost per maintenance task	\$60.00	\$10.67	\$68.00	\$68.00	\$68.00
- % of budget spent	100.0%	92.1%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Operational malfunctions resulting in major (over 10,000 gallons) spills	0	0	0	0	0
- Operational malfunctions resulting in minor spills reaching waters of the state	0	0	0	0	0
- NPDES permit exceptions:					
- Travis Field	0	0	0	0	0
- Wilshire	0	0	0	0	0
- Georgetown	0	1	0	0	0
- Total	0	1	0	0	0

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 632,952	\$ 661,196	\$ 715,675	8.2
Outside Services	791,367	1,105,254	1,014,763	-8.2
Commodities	287,212	361,109	360,472	-0.2
Interfund Services	281,501	230,375	277,540	20.5
Capital Outlay	20,497	23,500	14,000	-40.4
Interfund Transfers	0	24,000	0	100.0
Other Expenses	34,201	37,764	29,815	-21.0
TOTAL	\$ 2,047,730	\$ 2,443,198	\$ 2,412,265	-1.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Mechanic	1.00	1.00	1.00	12
Plant Operator	5.00	5.00	5.00	13
Maintenance Mechanic, Senior	1.00	1.00	1.00	14
Plant Operator, Senior	1.00	1.00	1.00	15
Water & Sewer Supervisor	3.00	3.00	3.00	19
Water & Sewer Superintendent	1.00	1.00	1.00	24
Water & Sewer Administrator	1.00	1.00	1.00	30
TOTAL	13.00	13.00	13.00	

SEWER INTERDEPARTMENTAL

The Interdepartmental activity includes costs shared by the entire fund. The primary changes in 2006

include the cost of services provided by other funds and the contribution for capital projects.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ (25,455)	\$ 0	\$ 0	0.0
Outside Services	250	1,200	1,200	0.0
Interfund Services	2,541,031	2,456,706	2,582,864	5.1
Debt Related Charges	4,132,323	4,114,333	4,104,707	-0.2
Interfund Transfers	2,301,000	804,811	1,593,052	97.9
Other Expenses	1,188,523	1,202,978	1,402,437	16.6
TOTAL	\$ 10,137,673	\$ 8,580,028	\$ 9,684,260	12.9



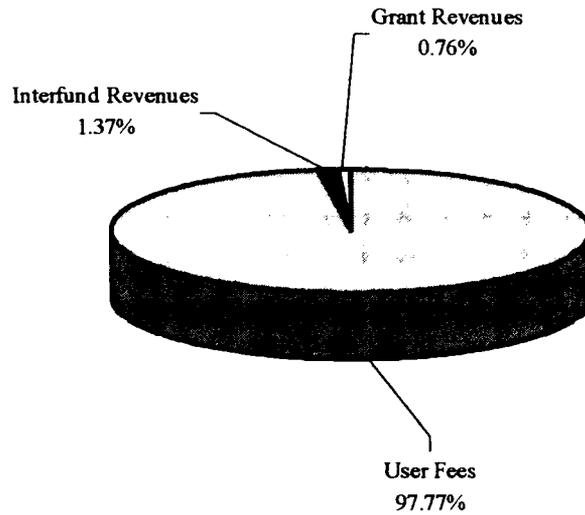
**INDUSTRIAL & DOMESTIC
WATER FUND**

I & D Plant

Personnel: 35

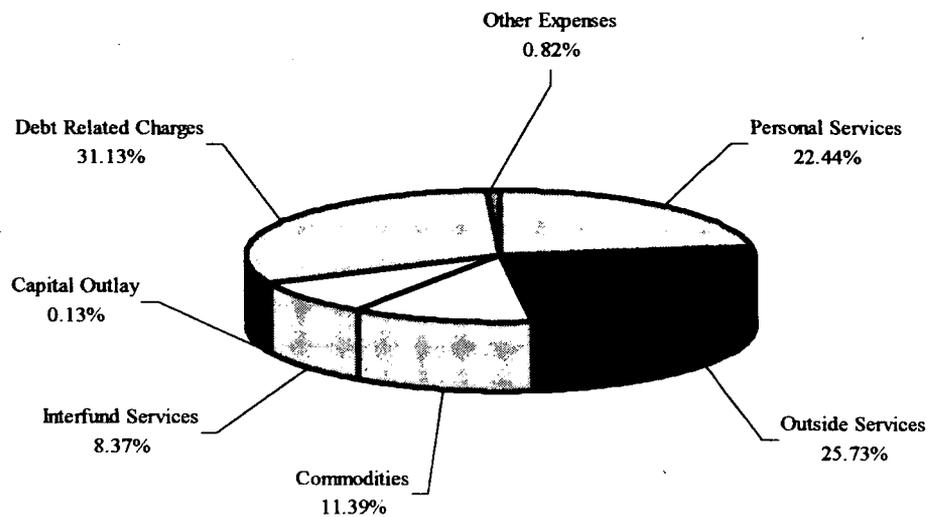
INDUSTRIAL & DOMESTIC WATER FUND

Where The Money Comes From



INDUSTRIAL & DOMESTIC WATER FUND

Where The Money Goes



INDUSTRIAL & DOMESTIC WATER FUND

Revenues By Source

Revenues total \$8,146,612 in 2006 for the Industrial & Domestic Water Fund (I & D). I & D Plant operations are funded by rate charges to its customers. Special research tasks and some of the monitoring activities of the I & D Plant are funded through federal grants.

The majority of I & D Water revenue comes from five industrial customers: Weyerhaeuser (formerly Willamette and Stone Container), Kerr-McGee (formerly Kemira), International Paper, Savannah Foods, and Englehard. I & D Plant revenue sources are shown below.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>User Fees</u>				
Water Sales - Contract	\$ 6,649,801	\$ 7,301,050	\$ 7,282,831	-0.2
Water Sales - City	706,824	682,000	682,000	0.0
Effingham Maintenance	<u>18,291</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 7,374,916	\$ 7,983,050	\$ 7,964,831	-0.2
<u>Interfund Revenue</u>				
Admin. Services to Water Fund	\$ 110,425	\$ 112,467	\$ 119,823	6.5
<u>Grant Revenue</u>				
Tritium Grant	\$ 71,572	\$ 39,104	\$ 61,958	58.4
<u>Interest</u>				
Interest Earned	\$ 33,436	\$ 50,287	\$ 0	-100.0
<u>Other Revenue</u>				
Miscellaneous	\$ 1	\$ 0	\$ 0	0.0
Discounts	<u>85</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 86	\$ 0	\$ 0	0.0
TOTAL	\$ 7,590,435	\$ 8,184,908	\$ 8,146,612	-0.5

Expenditures By Type

The I & D Water Fund consists of Plant/Laboratory operations and maintenance, a raw water pumping station, high service pump station, and two booster stations. The 2006 budget increases \$38,296 or 0.5%

above 2005 projected expenditures. The primary changes in the budget are due to adjustments for wages and benefits and several proposed capital projects.

<u>Expenditure Area</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
Personal Services	\$ 1,586,552	\$ 1,723,273	\$ 1,827,786	6.1
Outside Services	1,530,812	2,257,601	2,096,235	-7.1
Commodities	790,033	939,869	927,651	-1.3
Interfund Services	735,045	653,044	681,525	4.4
Capital Outlay	57,033	0	10,988	100.0
Debt Related Charges	2,549,661	2,545,130	2,536,028	-0.4
Interfund Transfers	130,000	0	0	0.0
Other Expenses	34,029	65,991	66,399	0.6
TOTAL	\$ 7,413,166	\$ 8,184,908	\$ 8,146,612	-0.5

Expenditures By Department

<u>Department</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 <u>Budget</u>	% Change <u>05-06</u>
I & D Plant	\$ 7,413,166	\$ 8,184,908	\$ 8,146,612	-0.5
TOTAL	\$ 7,413,166	\$ 8,184,908	\$ 8,146,612	-0.5

INDUSTRIAL & DOMESTIC PLANT

Trends and Issues

The Industrial and Domestic (I&D) Water Treatment Plant has a long history of providing large quantities of potable water to the major industries of Chatham County. These industries have been and continue to be a vital part of the economic health and prosperity of Savannah.

Use of the water provided by I&D was limited to these industrial customers for many years. However, the past several years has seen water service by the I&D Plant expand into new commercial and residential areas. Agreements for the wholesale of potable water to the cities of Pooler and Port Wentworth, as well as Effingham County, have allowed these areas to experience unprecedented growth. The cost of daily operation of the I&D Plant is essentially independent of the volume produced. Subsequently, the expansion of supplies into these areas allows the unit cost reduction as well as provide for the diversification of the customer base and reducing the dependence on any single customer.

Cooperative efforts and agreements for the wholesale of water between governmental entities allow for a more cost effective distribution of service to the citizens of each entity. Additional cooperative efforts with Effingham County will be underway to serve the

newly annexed southwest quadrant by making use of the distribution system installed by and through the southern portion of Effingham County. This initiative will allow Savannah to provide service to this new area with much less capital cost than would have otherwise been required.

The regulatory requirements imposed upon surface water treatment plants continue to increase. A number of new regulations are currently under review by EPA and are expected to be promulgated within the next couple of years. Constant vigilance will be required by staff to stay abreast of these changes. It is also imperative that the proper programs and processes are in place prior to these upcoming changes.

The perception of surface water as an inferior supply must also continue to be addressed. I&D's production of high quality drinking water meets and/or exceeds all federal and state regulatory requirements. Much research and effort are expended to insure necessary changes. Continued public education regarding the high quality of I&D water is necessary.

Goals and Objectives

Goal: A City where users are provided safe potable water equitably at flows and pressures adequate to accommodate existing needs, residential, commercial and industrial growth, and supplement the artesian system in time of emergency situations

Objectives:

- To produce 12,220,000 million gallons of safe potable water in compliance with rules and regulations of the Safe Drinking Water

Act/National Pollutant Discharge Elimination System

- To produce water which does not exceed industrial maximum permissible levels for industrial process operations
- To perform 125,000 chemical and bacteriological tests
- To perform preventative maintenance and repairs

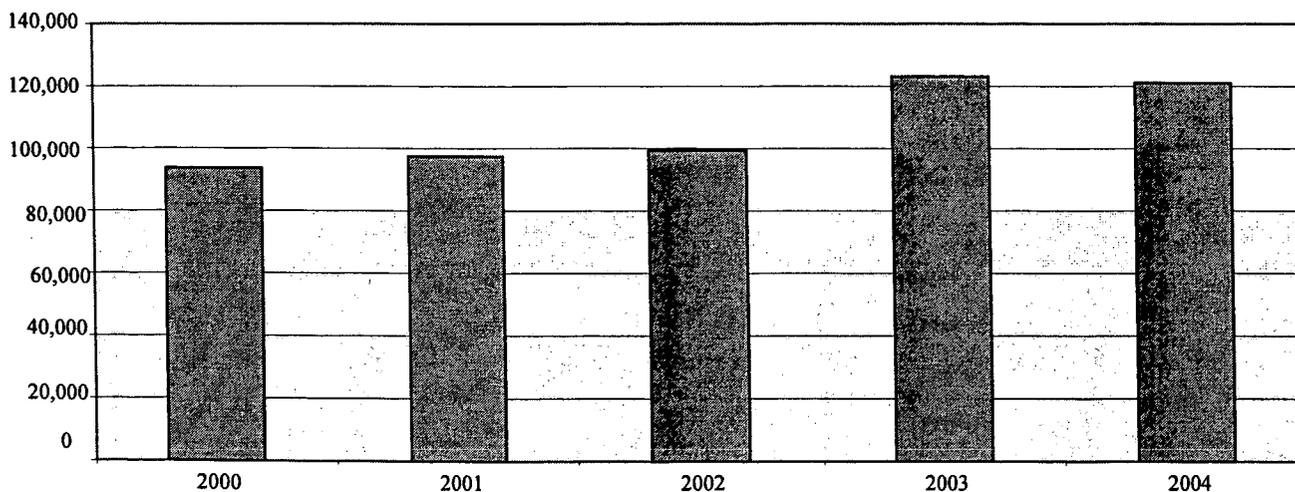
Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Pump, treat, and sell water (million gallons/year)	13,000	12,220	13,000	11,246	12,220
- Perform chemical and bacteriological tests	102,000	121,061	102,000	131,590	125,000
- Instrument calibrations	2,550	2,382	2,550	2,386	2,300
Efficiency Measures					
- Average unit cost (\$/million gallons)	\$600.00	\$602.00	\$600.00	\$722.00	\$667.00
- Cost per laboratory test	\$14.00	\$10.00	\$14.00	\$10.00	\$11.00
- Cost per calibration	\$30.00	\$33.00	\$30.00	\$34.00	\$37.00
- Percent of budget spent	100.0%	92.0%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Total Environmental Protection Division violations	0	0	0	0	0
- Test per unit of water (million gallons)	7.8	9.9	7.8	11.7	10.2
- Total valid complaints	0	0	0	0	0
- Calibrations completed within frequency standard	975	1,065	975	1,150	1,000

The number of annual tests has varied over the past five years. A decrease in 2000 is due to streamlining laboratory operations and improvements in

efficiency. Tritium and automatic sampling have contributed to the increases in 2001, 2002, 2003 and 2004.

Laboratory Tests



Positions

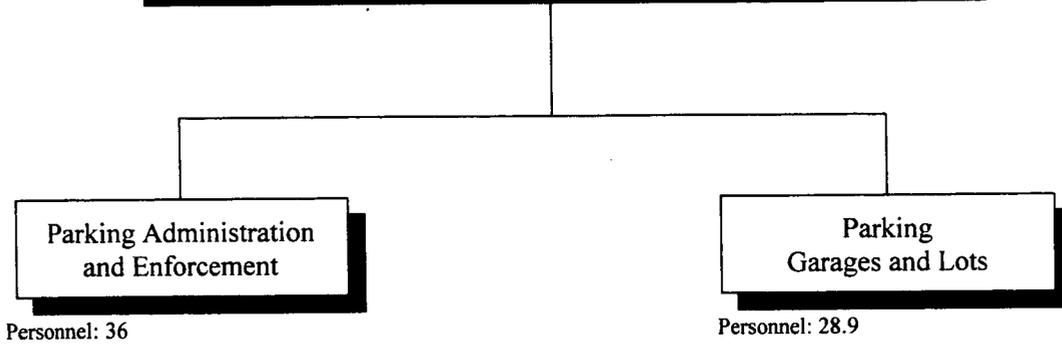
<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Maintenance Worker	3.00	3.00	3.00	7
Heavy Equipment Operator	1.00	1.00	1.00	12
Lab Technician	2.00	2.00	2.00	12
Painter	1.00	1.00	1.00	12
Maintenance Mechanic	3.00	3.00	3.00	12
Plant Operator	7.00	7.00	7.00	13
Administrative Assistant	1.00	1.00	1.00	13
Lab Technician, Senior	1.00	1.00	1.00	13
Maintenance Crew Chief	1.00	1.00	1.00	13
Maintenance Mechanic, Senior	2.00	2.00	2.00	14
Lab Supervisor	1.00	1.00	1.00	18
Electronic Control Technician	2.00	2.00	2.00	18
Water & Sewer Supervisor	4.00	4.00	4.00	19
Maintenance Supervisor, Principal	1.00	1.00	1.00	19
Chemist	1.00	1.00	1.00	24
Maintenance Superintendent	1.00	1.00	1.00	24
Water & Sewer Superintendent	1.00	1.00	1.00	24
Water & Sewer Administrator	1.00	1.00	1.00	30
Water Supply & Treatment Director	1.00	1.00	1.00	36
TOTAL	35.00	35.00	35.00	

Budget Highlights

- Three capital projects, totaling \$392,808, are proposed for the I & D Plant in 2006. They include: \$200,000 to replace the filter building's roof, \$121,221 to replace the building's veneer, and \$71,587 to replace the chemical building's roof.

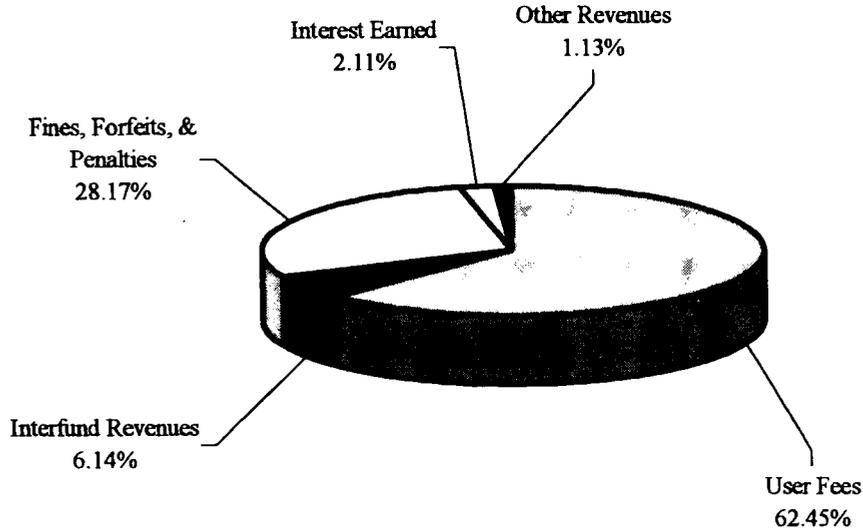


PARKING SERVICES FUND



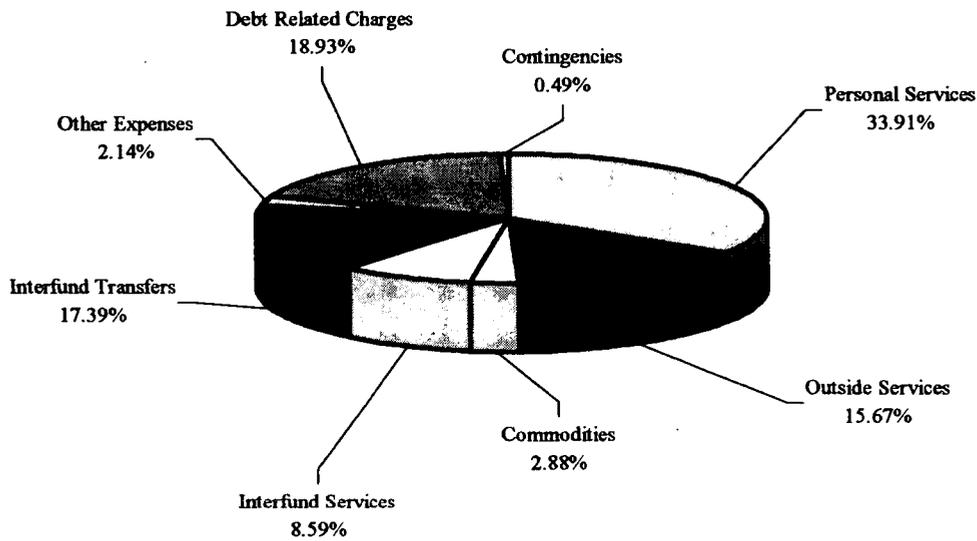
PARKING SERVICES FUND

Where The Money Comes From



PARKING SERVICES FUND

Where The Money Goes



PARKING SERVICES FUND

Revenues By Source

The largest revenue sources for the Parking Services Fund are garage/lot fees, parking citation fines, and parking meter fees.

There are several changes affecting Parking Services revenue in 2006. The new Liberty Street Garage will begin its first full year of operation in 2006 with

projected capacity at 100%. Lease revenue from the City Market Garage is projected at \$0 for 2006 because of work on the new underground garage and restoration of Ellis Square. Capacity at the Robinson Garage is anticipated to increase due to the movement of customers from the City Market Garage.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>User Fees</u>				
Parking Meters	\$ 1,632,987	\$ 1,685,000	\$ 1,685,000	0.0
Visitors Center Lot	172,722	190,000	190,000	0.0
State Street Parking Garage	487,272	540,000	540,000	0.0
Robinson Parking Garage	534,376	385,000	485,000	26.0
Bryan Street Parking Garage	665,105	735,000	735,000	0.0
Liberty Street Parking Garage	0	105,000	375,000	257.1
City Market Parking Garage	0	150,000	0	-100.0
Commercial Vehicle Decals	204,868	240,000	240,000	0.0
Leased Parking Spaces	31,840	28,000	28,000	0.0
Equine Sanitation	24,800	28,000	28,000	0.0
MPC Rents - State Street	45,500	42,000	42,000	0.0
Visitor Day Pass	<u>94,004</u>	<u>90,000</u>	<u>90,000</u>	<u>0.0</u>
Subtotal	\$ 3,893,474	\$ 4,218,000	\$ 4,438,000	5.2
 <u>Interfund Revenues</u>				
Services to Sanitation Fund	\$ 132,000	\$ 137,500	\$ 137,500	0.0
Services to General Fund	<u>256,497</u>	<u>281,325</u>	<u>298,594</u>	<u>6.1</u>
Subtotal	\$ 388,497	\$ 418,825	\$ 436,094	4.1
 <u>Fines, Forfeits & Penalties</u>				
Parking Citations	\$ 1,759,578	\$ 1,950,000	\$ 2,000,000	2.6
Taxi Citations	<u>3,769</u>	<u>2,000</u>	<u>2,000</u>	<u>0.0</u>
Subtotal	\$ 1,763,347	\$ 1,952,000	\$ 2,002,000	2.6
 <u>Interest Earned</u>				
Interest Earned	\$ 103,034	\$ 150,000	\$ 150,000	0.0
 <u>Other Revenues</u>				
Miscellaneous Revenue	\$ 88,549	\$ 80,000	\$ 80,000	0.0
 TOTAL	 \$ 6,236,901	 \$ 6,818,825	 \$ 7,106,094	 4.2

Expenditures By Type

The Parking Services Fund is an enterprise fund that operates the City's parking management program, consisting primarily of on-street parking, parking garages, and off-street lot parking. The 2006 budget is \$7,106,094 or 4.2% above 2005 projected expenditures.

Street Garage and expanded service of the downtown shuttle. In addition, funds are included for landscape projects at two of the garages and maintenance inspections for all of the garages. The \$245,756 increase in Debt Service is related to funding for the Liberty Street Garage.

Personal Services increase \$173,904 due to wage and benefit increases, vacancies in 2005, and the full year cost of positions to operate the Liberty Street Garage. Outside Services increase \$116,038 primarily for the full year cost of the shuttle service for the Liberty

Interfund Transfers decrease by \$317,856 due to a reduction in funds available in 2006 to contribute toward building renewal/replacement of parking structures and due to the purchase of fleet additions in 2005.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,994,668	\$ 2,235,835	\$ 2,409,739	7.8
Outside Services	748,374	997,155	1,113,193	11.6
Commodities	134,888	208,334	204,988	-1.6
Interfund Services	611,349	580,446	610,630	5.2
Debt Related Charges	1,092,292	1,099,128	1,344,884	22.4
Interfund Transfers	0	1,553,517	1,235,661	-20.5
Contingencies	0	0	35,000	100.0
Other Expenses	140,945	144,410	151,999	5.3
TOTAL	\$ 4,722,516	\$ 6,818,825	\$ 7,106,094	4.2

Expenditures By Department

<u>Department</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Parking Administration and Enforcement	\$ 1,961,378	\$ 2,151,258	\$ 2,305,545	7.2
Parking Garages and Lots	2,090,112	2,523,790	2,875,485	13.9
Parking Interdepartmental	671,026	2,143,777	1,925,064	-10.2
TOTAL	\$ 4,722,516	\$ 6,818,825	\$ 7,106,094	4.2

PARKING ADMINISTRATION AND ENFORCEMENT

Trends and Issues

Parking Administration and Enforcement is responsible for parking administration, parking enforcement, citation collection and regulating ground transportation. The department is also responsible for the equine sanitation program which addresses horse sanitation in the Historic District, as well as the processing of red light camera violations.

There were several projects completed and/or implemented in 2005:

- Construction of the Liberty Street Garage was completed
- Two additional red light cameras were installed
- Parking Services made available pre-paid or "smartcards" to the public

The completion of the Liberty Street Garage will increase on-street parking opportunities for citizens

and visitors by adding 883 off-street parking spaces on the west side of the Historic District.

The Red Light Camera Enforcement Program, implemented in October 2003, expanded with the installation of two additional cameras at Abercorn Street and Mall Boulevard and at Abercorn Street and Derenne Avenue. The purpose of this program is to enhance public safety by reducing the number of red light violations that occur at these intersections. There has been a significant decrease in violations as citizens become more cognizant of their own safety and the safety of others.

In 2005, Parking Services introduced the pre-paid or "smart card" to be used in the multi-space meters. Cards are available in denominations of \$25, \$50, \$75, and \$100. The card will better serve customers by providing them with a variety of payment options.

Goals and Objectives

Goal: A City which provides adequate on-street parking spaces in the downtown business district to meet the needs of residents, workers, visitors, shoppers and students

Objective:

- To reduce complaints by maintaining 99.5% of meters in functioning order on a daily basis

Goal: A City which regulates services of for-hire vehicles used to provide adequate transportation services

Objective:

- To issue permits and enforce the City ordinance among taxicabs, wreckers, and tour vehicles

Goal: A City which reduces the number of red light violations

Objective:

- To process 10,000 red light camera violations in a timely and efficient manner

Goal: A City which improves equine sanitation in the Historic District

Objective:

- To perform daily cleaning of horse spills and urine by utilizing equipment specifically designed to address equine sanitation

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Parking citations issued	125,000	124,933	125,000	125,000	125,000
- Parking citations collected (including sweeper citations)	-	-	106,000	106,000	111,400
- Parking citation fees collected	\$1,900,000	\$1,759,578	\$1,932,000	\$1,950,000	\$2,000,000
- Single-space meter repairs	800	1,300	250	1,700	1,700
- Multi-space meter repairs	-	-	50	100	100
- Permits issued to taxicabs, wreckers and tour vehicles	1,000	1,095	1,000	1,000	1,000
- Number of "urine hot spots" in equine sanitation service area	15	15	20	20	20
- Number of horse manure spills in equine sanitation service area	-	-	1,300	1,300	1,300
- Red light citations issued	-	-	19,200	10,500	10,000
- Red light citation fees collected	-	-	\$950,000	\$525,000	\$500,000
Efficiency Measures					
- Cost per parking citation issued	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
- Cost per citation collected	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
- Cost per red light citation issued	-	-	\$5.00	\$10.00	\$10.00
- Cost per single-space meter repaired	\$130.00	\$100.00	\$100.00	\$100.00	\$100.00
- Cost per multi-space meter repaired	-	-	\$600.00	\$666.00	\$666.00
- Cost per transportation permit	\$200.00	\$34.00	\$40.00	\$43.00	\$43.00
- Operating cost per "urine hot spot"/horse manure spills in service areas	\$1,300.00	\$36.00	\$35.00	\$35.00	\$35.00
- % of budget spent	100.0%	99.5%	100.0%	104.2%	100.0%
Effectiveness Measures					
- % of citations issued vs. collected	-	-	85.0%	84.8%	89.1%
- % of single-space meters functioning properly	99.5%	99.5%	99.5%	99.5%	99.5%
- % of multi-space meters functioning properly	-	-	99.5%	99.5%	99.5%
- % of revenue to expenditure ratio (for Parking Fund)	100.0%	136.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,280,883	\$ 1,370,594	\$ 1,477,525	7.8
Outside Services	354,234	392,033	409,180	4.4
Commodities	122,470	180,844	182,502	0.9
Interfund Services	149,006	151,083	178,802	18.3
Other Expenses	54,785	56,704	57,536	1.5
TOTAL	\$ 1,961,378	\$ 2,151,258	\$ 2,305,545	7.2

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Parking Services Officer	10.00	10.00	10.00	8
Maintenance Worker, Senior	1.00	1.00	1.00	9
Office Assistant, Senior	1.00	1.00	1.00	9
Cashier	3.00	3.00	3.00	9
Meter Technician	2.00	2.00	2.00	10
Customer Service Representative	2.00	2.00	2.00	11
Meter Technician, Senior	1.00	1.00	1.00	11
Parking Services Officer, Senior	1.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Revenue Investigator	7.00	7.00	7.00	13
Parking Services Supervisor	4.00	4.00	4.00	19
Marketing Coordinator	1.00	1.00	1.00	20
Parking Services Administrator	1.00	1.00	1.00	26
Parking Services Director	1.00	1.00	1.00	36
TOTAL	36.00	36.00	36.00	

Budget Highlights

- An allocation of \$65,004 is included for parking provided at the Trade Center Lot. cost of the expanded service which includes two additional stops.
- Payment for the Downtown Shuttle Service increases \$16,941 primarily for the full year

PARKING GARAGES AND LOTS

Trends and Issues

Parking Garages and Lots is responsible for the operation of the City parking garages and surface lots. The goal of this department is to provide additional off-street parking spaces.

Parking studies indicated that by 2005 there would be a parking deficit of approximately 2,700 spaces. In June 2005, construction of the Liberty Street Garage was completed. The garage has a total of 883 spaces which reduces the projected deficit by 32.7%. Reduced rates and a free shuttle provided by Parking Services will hopefully encourage downtown workers to use this facility which will make more parking available in the core area. The garage will also assist in reducing parking congestion in the

downtown area and will provide alternative parking during events at the Civic Center.

In December 2004, the City's lease with the City Market Garage ended and the City regained control of the facility. The City leased the garage on a temporary basis in 2005. The new Ellis Square Garage, an underground facility which will replace the existing City Market Garage, is in the planning stages. Ellis Square will be restored, landscaped, and will provide a beautiful area for citizens and visitors. The Ellis Square Garage will have approximately 1,100 spaces and will be the most expensive capital project in the City's history.

Goals and Objectives

Goal: A City which provides adequate off-street parking spaces available to the public

Objectives:

- To maintain 100% or above occupancy at all City garages and surface lots

- To provide serviceable, functioning gate equipment with minimum interruption to customers

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Garages/Lots revenues collected	\$1,820,750	\$1,859,475	\$2,565,500	\$2,105,000	\$2,325,000
- Garages/Lots gate equipment repaired/replaced by contractors	12	5	6	6	8
- Total number of garage spaces	1,469	1,469	2,872	2,352	2,352
- Total number of spaces in lots	420	420	424	424	424
Efficiency Measures					
- Operating cost per gate equipment repair	\$350.00	\$339.00	\$300.00	\$300.00	\$300.00
- Operating cost per garage space	\$350.00	\$300.00	\$200.00	\$200.00	\$200.00
- % of budget spent	100.0%	83.7%	100.0%	86.5%	100.0%
Effectiveness Measures					
- Bryan St. Garage occupancy rate	120.0%	123.0%	120.0%	120.0%	120.0%
- Robinson Garage occupancy rate	110.0%	110.0%	80.0%	78.0%	110.0%
- State St. Garage occupancy rate	110.0%	123.0%	112.0%	104.0%	115.0%
- Liberty St. Garage occupancy rate	-	-	115.0%	68.0%	100.0%
- City Market Garage occupancy rate	-	-	115.0%	-	-

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 701,815	\$ 865,241	\$ 932,214	7.7
Outside Services	174,141	384,322	483,213	25.7
Commodities	12,417	27,490	22,486	-18.2
Interfund Services	102,654	96,153	82,475	-14.2
Debt Related Charges	1,092,292	1,099,128	1,344,884	22.4
Interfund Transfers	0	48,000	0	-100.0
Other Expenses	6,793	3,456	10,213	195.5
TOTAL	\$ 2,090,112	\$ 2,523,790	\$ 2,875,485	13.9

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Custodian	1.00	1.00	1.00	6
Security Guard	7.95	7.95	7.95	7
Parking Attendant	14.95	14.95	14.95	7
Maintenance Worker	2.00	2.00	2.00	7
Maintenance Worker, Senior	1.00	1.00	1.00	9
Parking Facilities Shift Supervisor	1.00	1.00	1.00	14
Parking Services Supervisor	1.00	1.00	1.00	19
TOTAL	28.90	28.90	28.90	

Budget Highlights

- The budget increases for the full year operating cost of the new Liberty Street Garage and shuttle service.
- An allocation of \$9,000 is budgeted for overall structural inspections of Bryan Street, State Street, and Robinson Garages.
- There is \$14,800 budgeted for landscaping projects at the Robinson and Liberty Street Garages.
- Debt Service increases \$245,756 primarily for the Liberty Street Garage.

PARKING INTERDEPARTMENTAL

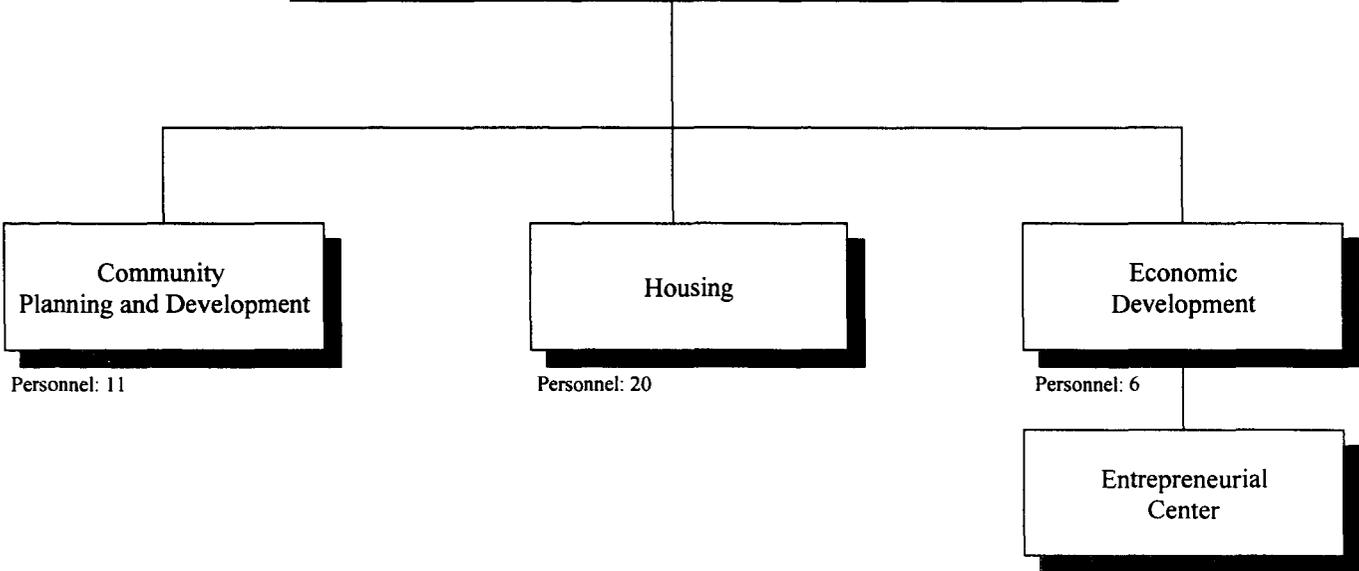
Parking Interdepartmental includes costs shared by the entire Parking Services Fund for services provided by the General Fund, payment in lieu of

taxes, funds set aside for building renewal and replacement.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 11,970	\$ 0	\$ 0	0.0
Outside Services	220,000	220,800	220,800	0.0
Interfund Services	359,689	333,210	349,353	4.8
Building Renewal/Replacement	0	1,505,517	1,235,661	-17.9
Other Expenses	79,367	84,250	84,250	0.0
Contingencies	0	0	35,000	100.0
TOTAL	\$ 671,026	\$ 2,143,777	\$ 1,925,064	-10.2

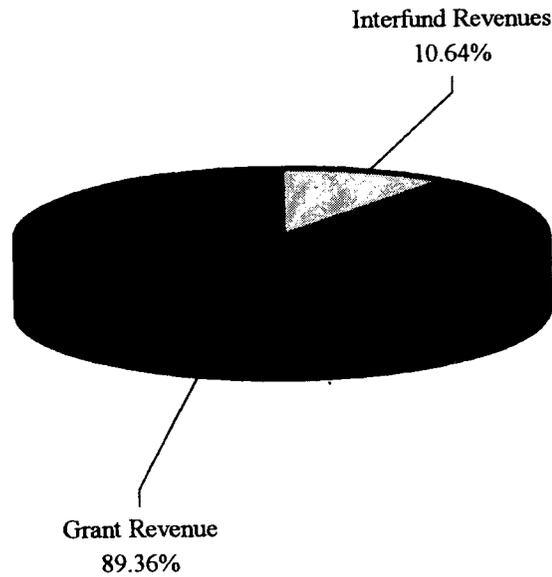
COMMUNITY DEVELOPMENT FUND



COMMUNITY DEVELOPMENT FUND

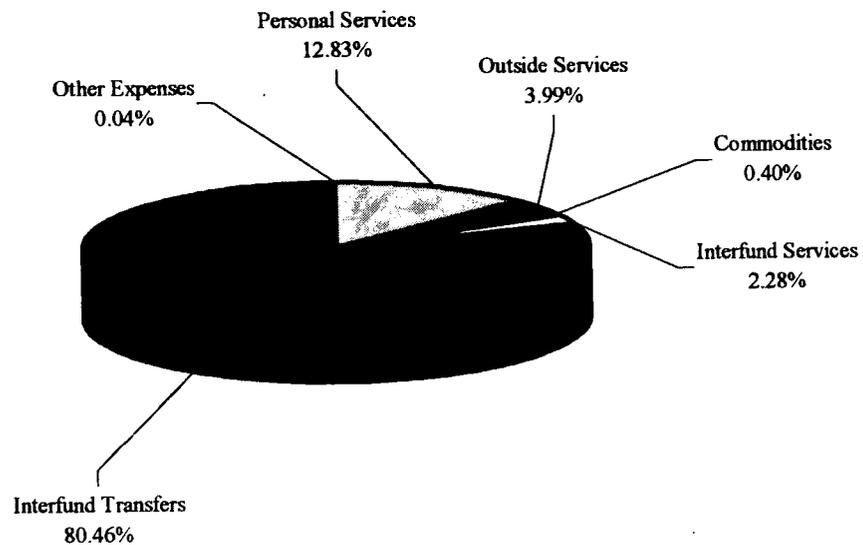
COMMUNITY DEVELOPMENT FUND

Where The Money Comes From



COMMUNITY DEVELOPMENT FUND

Where The Money Goes



COMMUNITY DEVELOPMENT FUND

Revenues By Source

Revenues for the Community Development Fund are derived primarily from the Federal Community Development Block Grant (CDBG) and other federal and state grants. Repayment of CDBG and other loans provide program income for the Fund.

Overall, CDBG entitlement grant revenue is expected to continue to decrease in 2006. HOME entitlement

grant revenue, used for Housing purposes, is expected to remain virtually unchanged in 2006. Federal and State grants will primarily support the Fund and Program costs in 2006. Over half of the administrative costs in the Fund will be paid for by a contribution from the General Fund. The 2006 revenue budget is 6.7% below the 2005 projected budget.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 1,097,558	\$ 1,355,872	\$ 1,529,837	12.8
<u>Grant Revenues</u>				
CDBG Grants:				
Carryforward	\$ 3,400,000	\$ 3,400,000	\$ 3,000,000	-11.8
CDBG Entitlement Grant	3,323,000	3,138,646	2,950,327	-6.0
Emergency Shelter Grant	120,530	121,542	121,542	0.0
CDBG Program Income	689,824	615,809	616,000	0.0
Section 108 Program Income	<u>79,021</u>	<u>30,000</u>	<u>28,000</u>	<u>-6.7</u>
Subtotal	\$ 7,612,375	\$ 7,305,997	\$ 6,715,869	-8.1
State Grants:				
Social Services Block Grant (SSBG)	\$ 47,416	\$ 47,416	\$ 47,416	0.0
Other Federal Grants:				
Carryforward-Other Federal	\$ 1,100,000	\$ 1,000,000	\$ 1,000,000	0.0
Rental Rehab Program Income	10,427	20,000	20,000	0.0
EDA Revolving Loan Fund	121,373	40,000	85,000	112.5
MLK/SPG Program Income	27,723	40,000	30,000	-25.0
HODAG Program Income	112,191	62,500	62,500	0.0
FHIP Grant	79,999	0	0	0.0
Shelter Plus Care - Renewal	212,196	246,732	246,000	-0.3
Shelter Plus Care - 5 Year	<u>733,500</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 2,397,409	\$ 1,409,232	\$ 1,443,500	2.4
HOME Grant:				
Carryforward-HOME	\$ 3,000,000	\$ 3,200,000	\$ 3,000,000	-6.3
HOME Entitlement	1,420,229	1,234,971	1,235,000	0.0
HOME Program Income	<u>2,203,070</u>	<u>845,000</u>	<u>400,000</u>	<u>-52.7</u>
Subtotal	\$ 6,623,299	\$ 5,279,971	\$ 4,635,000	-12.2
TOTAL	\$ 17,778,057	\$ 15,398,488	\$ 14,371,622	-6.7

Expenditures By Type

The administrative departments in the Community Development Fund manage the CDBG and other federal and state grants. Additionally, they administer and monitor City initiated economic

development programs and initiates. The 2006 budget is \$1,026,866 or 6.7% below 2005 projected expenditures.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,528,283	\$ 1,650,072	\$ 1,843,321	11.7
Outside Services	320,698	600,734	573,315	-4.6
Commodities	43,469	61,640	57,208	-7.2
Interfund Services	438,054	510,683	328,158	-35.7
Interfund Transfers	15,441,594	12,571,210	11,563,762	-8.0
Other Expenses	5,959	4,149	5,858	41.2
TOTAL	\$ 17,778,057	\$ 15,398,488	\$ 14,371,622	-6.7

Expenditures By Department

The primary changes in the 2006 budget include the full year cost of positions added in 2005, additional funding in the amount of \$4,192 for a proposed service improvement to provide clerical support to the

Housing Rehabilitation Unit, and funding to support several special initiatives that will be coordinated by the Economic Development Department (EDD).

<u>Department</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Community Planning and Development	\$ 693,330	\$ 746,288	\$ 736,853	-1.3
Housing	960,605	1,091,587	1,107,312	1.4
Economic Development	504,504	749,160	722,524	-3.6
Entrepreneurial Center	179,486	240,243	241,171	0.4
Program Costs/Carryforward	15,440,132	12,571,210	11,563,762	-8.0
TOTAL	\$ 17,778,057	\$ 15,398,488	\$ 14,371,622	-6.7

COMMUNITY PLANNING AND DEVELOPMENT

Trends and Issues

Community Planning and Development (CPD) has two primary functions: comprehensive community development planning for Savannah's distressed communities and investment and management of federal and state grants which fund implementation of the community development plan.

CPD collaborates with citizens to develop the Housing and Community Development (HCD) Plan which is adopted by City Council as the blueprint for community revitalization. CPD also works with target neighborhoods to develop neighborhood redevelopment plans which address livability issues, land use, housing, community economic development, capacity building for community-based development organizations and faith-based organizations, cultural, recreational and historic resources, and public safety. CPD develops and maintains pertinent baseline neighborhood data and manages GIS for informed decision making. CPD also works with the Metropolitan Planning Commission (MPC) to develop a State mandated Comprehensive Plan in compliance with the Georgia Planning Act.

Growing land use and zoning conflicts in the CDBG-Target Area continues to have a considerable impact on CPD operations. CPD has been participating in the revisions to the City's State mandated Comprehensive Plan and Zoning Ordinance, scheduled for completion in 2005. An increased interest in neighborhood redevelopment is fueling concerns regarding gentrification. A Gentrification Task Force has been established to study the problem. CPD planning staff will participate in the development of recommendations for the study on gentrification.

CPD administers the City's federal entitlement and competitive community development grant awards from the U. S. Department of Housing and Urban Development and the U. S. Department of Commerce

and Economic Development Administration. It guides implementation of the City's consolidated HCD Plan through allocation management of federal and state grants to fund implementation activities. Funding for many of these implementation projects is provided through federal regulations to assure appropriate use of grant funds. CPD works to secure additional funds for the community through development of grant applications, collaboration and support of partner agencies on applications for which they are eligible and information and referral on grant opportunities for community development partners.

The federal legislative climate threatens to curtail CDBG funding available to communities. In 2005, the "Strengthening America's Communities Initiative" proposed elimination of the CDBG Program as part of the 2006 federal budget. If Congress approves this proposal, the City would lose more than \$3 million. The proposed initiative would consolidate CDBG with 17 other programs, reduce total funding to \$3.7 billion and move it from the Department of Housing and Urban Development (HUD) to the Department of Commerce. This would lead to compliance with new rules and regulations from the Commerce Department as well as the need to allocate General Fund dollars for program administration.

Increased involvement by Community Based Development Organizations (CBDO's) will continue in 2006. The new demand to expand technical assistance to emerging neighborhood associations outside of the CDBG Target Area may result in additional planning activities and the need to increase funding for the Grants for Neighborhoods Program. CPD will continue to provide ongoing training and technical assistance to eligible CBDO's to enable them to comply with pertinent HUD regulations as well as to implement non-CDBG projects.

Goals and Objectives

Goal: A City which is free from poverty and blighting influences

Objectives:

- To involve residents in a coordinated and comprehensive planning process
- To maximize grant revenues
- To administer grants in compliance with regulations
- To provide essential human services to 5,000 persons in need
- To create and/or retain 60 jobs for low-income residents
- To revitalize distressed neighborhoods

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Grant applications submitted by CPD or in partnership with non-profit agencies	5	7	5	5	5
- Projects administered	45	46	40	45	40
- Public information cases (hearings/workshops/inquiries/technical assistance)	500	514	450	450	450
- Plans prepared	3	11	7	7	7
- Grant applications received and reviewed	40	45	40	42	40
- Interagency reviews completed (zoning petitions, certifications, regional plan review, environmental reviews, coordination of local plans)	50	59	50	50	50
Efficiency Measures					
- Ratio of program costs to administrative costs	20:1	20:1	20:1	20:1	20:1
- % of budget spent	100.0%	90.5%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of competitive grant applications that are successful	100.0%	70.0%	100.0%	100.0%	100.0%
- Persons assisted through human services programs	5,000	5,751	5,000	5,000	5,000
- Jobs created/retained	60	60	80	60	60

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 480,890	\$ 522,492	\$ 558,240	6.8
Outside Services	16,756	26,633	26,579	-0.2
Commodities	6,344	5,881	6,174	5.0
Interfund Services	187,314	189,084	143,662	-24.0
Other Expenses	2,026	2,198	2,198	0.0
TOTAL	\$ 693,330	\$ 746,288	\$ 736,853	-1.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Planning Specialist	1.00	1.00	1.00	14
Marketing Coordinator	1.00	1.00	1.00	20
Program Analyst	3.00	3.00	3.00	20
Program Analyst, Senior	1.00	1.00	1.00	22
Planner	2.00	2.00	2.00	22
Community Planning Administrator	1.00	1.00	1.00	28
Community Development Administrator	1.00	1.00	1.00	28
TOTAL	11.00	11.00	11.00	

HOUSING

Trends and Issues

The Department of Housing (DOH) uses available funds to support four major activities: acquisition of vacant property and housing development, creating homeownership opportunities, providing homeowners with home repair assistance, and encouraging the retention and creation of affordable rental housing. These activities are central to providing affordable housing, revitalizing neighborhoods, increasing investment, reducing gentrification, reducing crime and blight, and reducing the cost of City services associated with crime and blight.

To maximize impact, DOH will continue to focus its resources on projects and programs that are part of an organized initiative to stabilize and/or revitalize a neighborhood, street and/or block. Redevelopment plans that result in vacant property acquisition and development will be prepared and implemented for no fewer than ten areas between 2003 and the end of 2007. The first such plan was passed in October 2003 for West Savannah followed by the adoption of a similar plan for the Feiler Park neighborhood in April 2004.

While redevelopment plans will be the Department's major focus, it will also continue to offer home improvement programs that benefit low-income households throughout the City. Volunteer and home repair grant and loan programs will be offered city-wide and are not intended to completely renovate a house. For these homeowners, the repairs will solve one or two major problems making the house more comfortable to occupy.

Maintaining and expanding existing housing initiatives and creating new initiatives will require new partnerships, an infusion of non-federal "soft money," and increased private investment. Soft

money is money that does not have to be repaid to the grantor by the recipient and can be used to leverage private investment. HUD CDBG and HOME funds are the largest current sources of soft money available to the City. In 2004, the DOH was successful in obtaining additional City General Funds that have been placed in a restricted fund for housing. The DOH plans to use these funds to: purchase vacant property that will be sold to housing developers, create an Employer Assisted Home Purchase Program for City employees, and make short term construction loans to developers producing affordable housing. The DOH was also able to help the BPD secure SPLOST and CIP funding commitments for infrastructure projects in Cuyler-Brownsville, West Savannah, Feiler Park and other redevelopment and MURP areas.

Since 2000, DOH has sought to implement programs and develop partnerships that leverage private investment. In 2000, DOH used \$4.54 million (71%) in public funds to leverage \$1.84 million (29%) in private investment for a total investment of \$6.38 million. In 2004, about \$9.03 million (17%) of public investment leveraged \$42.65 million (83%) in private investment for a total of \$51.68 million. A five year summary, covering 2000 through 2004, reveals that approximately \$24.87 million (21%) of public investment leveraged about \$92.77 million (79%) in private investment for a total investment of approximately \$117.64 million. The private investment is largely linked to a growing number of bank loans being made to first time home buyers and revenue raised through the sale of Low-Income Housing Tax Credits to investors. DOH hopes to generate \$82.2 million for housing initiatives from 2003 to the end of 2007.

Goals and Objectives

Goal: A City in which all responsible persons have an opportunity to live in affordable housing and neighborhoods that are in good condition

Objectives:

- To acquire and/or facilitate the acquisition and development of 250 vacant properties

into 250 units of affordable housing between 2003 and 2007

- To assist 400 qualified home buyers purchase houses between 2003 and 2007
- To provide home improvement assistance to 1,000 existing low-income homeowners between 2003 and 2007

- To retain and/or develop 500 units of high quality, affordable, rental housing between

2003 and 2007

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Home buyer loans closed	90	75	80	70	80
- Freddie Mac lease/purchase program	-	-	100	0	15
- Owner-occupied home repairs by volunteers	130	187	120	140	120
- Owner-occupied home repair grants/loans closed	80	81	30	50	30
- Rental property improvement loans (units) closed	35	440	30	22	30
- LIHTC Units	-	-	100	0	0
- Infill housing contracts signed	30	30	30	33	30
- Loans and participations served	530	640	530	625	650
Efficiency Measures					
- Activity cost per staff member	\$1,189.00	\$820.00	\$1,264.00	\$1,371.00	\$1,369.00
- Activity per staff member	61	91	60	63	55
- % of budget spent	100.0%	86.3%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % home buyer loans	100.0%	83.00%	100.0%	88.0%	100.0%
- % Freddie Mac Lease/Purchase	-	-	100.0%	0.0%	100.0%
- % owner-occupied home repairs by volunteers	100.0%	144.0%	100.0%	117.0%	100.0%
- % owner occupied home repair loans closed	100.0%	101.0%	100.0%	167.0%	100.0%
- % rental property improvement loans (units) closed	100.0%	1,257.0%	100.0%	73.0%	100.0%
- % LIHTC units	-	-	100.0%	0.0%	0.0%
- % infill housing contracts signed	100.0%	100.0%	100.0%	110.0%	100.0%
- % loan and participations served	100.0%	121.0%	100.0%	118.0%	100.0%

Expenditures By Type¹

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 624,018	\$ 660,791	\$ 841,853	27.4
Outside Services	77,730	101,803	71,306	-30.0
Commodities	29,297	40,236	37,929	-5.7
Interfund Services	225,234	286,806	154,273	-46.2
Interfund Transfers	1,462	0	0	0.0
Other Expenses	2,864	1,951	1,951	0.0
TOTAL	\$ 960,605	\$ 1,091,587	\$ 1,107,312	1.4

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Office Assistant, Senior	1.00	1.00	1.00	9
Account Clerk	2.00	2.00	2.00	10
Secretary	0.00	0.00	1.00	10
Loan Specialist	2.00	2.00	2.00	14
Loan Officer	2.00	2.00	2.00	16
Rehabilitation Technician	5.00	5.00	5.00	18
Program Analyst, Senior	2.00	2.00	2.00	22
Program Coordinator	0.00	0.00	1.00	22
Housing Administrator	2.00	2.00	3.00	27
Housing Director	1.00	1.00	1.00	42
TOTAL	17.00	17.00	20.00	

Budget Highlights

- Additional funding in the amount of \$4,192 has been included for a proposed service improvement in 2006 that will provide a secretary position to support the Housing Rehabilitation Unit. Temporary labor funds used previously to provide clerical support will be redirected to cover the remaining cost of the position.
- Several staffing additions were authorized in 2005 to improve lending services. The full year cost of a financial services Housing administrator position and lending services program coordinator position has been included.

¹ Includes Housing Project Delivery costs.

ECONOMIC DEVELOPMENT

Trends and Issues

The Economic Development Department (EDD) supports objectives to increase the number of households living above the poverty level and to facilitate the development of small businesses through access to capital and effective technical assistance. The Department will provide oversight to City-initiated economic development activities, training and technical assistance to new entrepreneurs (especially minorities and women owned businesses), and facilitation of poverty alleviation programs.

During 2006, the Department will continue its role in small business development and commercial corridor revitalization. This focus will require the Department to identify properties for purchase along priority corridors then to coordinate and monitor the redevelopment of these properties to attract investors to Savannah's inner-City neighborhoods. Revitalization includes commercial and mixed use development, infrastructure improvements and beautification. In addition, the Property Acquisition Fund will be used as an incentive for private investment uses that adhere to visions held by the City and its residents. To achieve these goals, the Department works in collaboration with other economic development organizations, financial institutions, human service organizations, City departments and neighborhood associations.

The Minority/Women-Owned Business Enterprise (M/WBE) Program will continue to provide services to M/WBE's so they can more effectively participate in the City's bidding process for services and construction projects. While the program will continue to establish and monitor goals for M/WBE participation in City contracts, it will expand services in education, training, resource management, and facilitation of joint ventures.

Programming at the Savannah Entrepreneurial Center will continue to focus on training and technical assistance to prepare emerging and existing entrepreneurs for successful participation in Savannah's business community. Training will be more closely tied to preparation of viable business plans which form the basis for loan applications and access to capital.

To help increase the number of households living above the poverty level, EDD will continue to administer the Individual Development Account (IDA) program in conjunction with the Economic Opportunity Authority and will manage the Savannah Youth Works program to prepare at-risk young adults for the workforce.

Goals and Objectives

Goal: A City with vibrant and sustained economic activities that support business development and a high standard of living for residents

Objectives:

- To increase small business and micro-enterprise skills for a minimum of 500

residents annually through entrepreneurial training, information and referral services

- To facilitate at least 13 workshops/events for minority and women owned businesses
- To enroll a minimum of 50 individuals in the IDA program

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Number of loan applications processed	40	28	40	25	25
- Number of SEC clients trained	200	776	200	500	500
- Number of IDA participants	-	-	-	50	50
- Number of public right-of-way blocks improved	-	-	-	2	2
- Number of M/WBE workshops/events	-	-	-	14	13
Efficiency Measures					
- Cost of business training per SEC client	\$300.00	\$230.00	\$250.00	\$462.00	\$462.00
- Number of business plans completed by SEC clients	-	-	-	15	20
- % of IDA participants completing financial literacy class	-	-	-	70.0%	75.0%
- % of budget spent	100.0%	109.3%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Number of loans approved	25	11	25	12	12
- Number of full-time jobs committed	25	12	30	10	10
- Total dollars saved by IDA participants	-	-	-	\$20,000.00	\$20,000.00
- % of contract dollars awarded to M/WBEs	-	-	-	25.0%	24.0%
- # of attendees at M/WBE workshops/events	-	-	-	200	120

Expenditures By Type²

<u>Expenditure Area</u>	2004	2005	2006	% Change 05-06
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 403,603	\$ 466,789	\$ 443,228	-5.0
Outside Services	68,141	234,103	236,036	0.8
Commodities	6,185	13,475	11,328	-15.9
Interfund Services	25,506	34,793	30,223	-13.1
Other Expenses	1,069	0	1,709	100.0
TOTAL	\$ 504,504	\$ 749,160	\$ 722,524	-3.6

² Includes Economic Development Project Delivery costs.

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Secretary	1.00	1.00	0.00	--
Business Loan Officer	1.00	1.00	0.00	--
Business Loan Accountant	1.00	1.00	0.00	--
Business Development Coordinator	1.00	1.00	0.00	--
Community Projects Technician	1.00	2.00	2.00	16
M/WBE Coordinator	1.00	1.00	1.00	22
Management Analyst, Senior	1.00	1.00	1.00	23
Economic Development Administrator	1.00	1.00	1.00	27
Economic Development Director	1.00	1.00	1.00	36
TOTAL	9.00	10.00	6.00	

Budget Highlights

- In 2006, funding for four positions associated with the Business Development Office has been eliminated due to the services of the Office being contracted out beginning in 2005.
- Funding in the amount of \$130,000 has been included to support the Savannah African American Economic Empowerment Collaborative in 2006. This is in addition to \$30,000 that was available in 2005. The total amount authorized was \$160,000.
- Funding has been included in the amount of \$63,333 for the second year of a three year match authorized for the Youth Build Grant collaborative.
- Funding in the amount of \$3,630 has been included for a M/WBE Contractor's College. The training seminars will be open and free to the public.

ENTREPRENEURIAL CENTER

Trends and Issues

The Savannah Entrepreneurial Center (SEC) provides Savannah residents with quality business training which allows entrepreneurs to start or expand businesses and to fill the business incubator with well-planned start-up businesses. The Business Development Office is located at the SEC. This office administers several loan programs targeted at small business development. Loans range from \$500 to \$150,000. The SEC also includes a Business Incubator which provides new businesses an opportunity to "incubate" with low overhead costs while obtaining expert technical assistance during the most crucial phases of business development.

Entrepreneurs, especially minorities and women, face many challenges as they start new businesses or expand existing businesses. Limited collateral to

secure loans, poor business planning skills, insufficient equity to inject into the business, and limited assets are a few of the common problems faced. Through skills assessment, comprehensive training, mentoring and technical assistance, the SEC contributes to the economic empowerment of individuals and of the community.

Since July 2004, the City has contracted for the services and programs provided at the Entrepreneurial Center. In 2006, this contractual agreement will continue but with greater emphasis on assisting entrepreneurs prepare a viable business plan and loan application. Monitoring of the management contract and oversight of the SEC will continue to be provided by the Economic Development Department.

Expenditures by Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 19,771	\$ 0	\$ 0	0.0
Outside Services	158,071	238,195	239,394	0.5
Commodities	1,644	2,048	1,777	-13.2
TOTAL	\$ 179,486	\$ 240,243	\$ 241,171	0.4

COMMUNITY DEVELOPMENT FUND PROGRAM COSTS

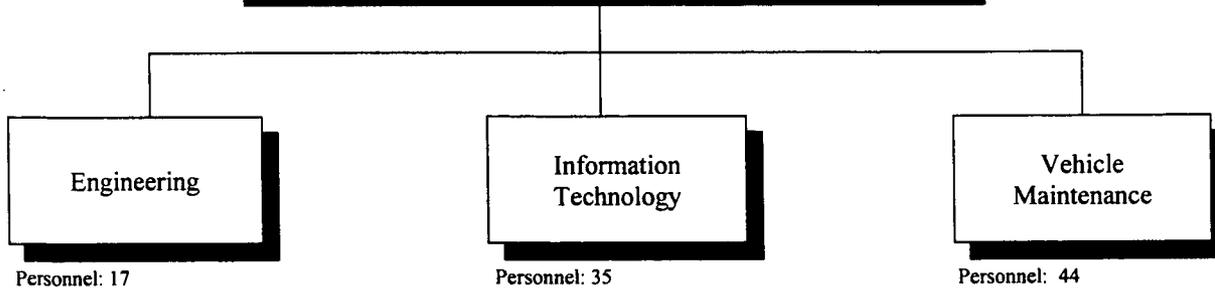
The Program Cost allocation is used to provide the funds for direct project delivery services associated with the three administrative departments that are supported by the Community Development Fund.

The revenues which correspond to these departments are generally derived from federal and state grants, and other external sources.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Program Costs	\$ 7,940,132	\$ 4,971,210	\$ 4,563,762	-8.2
CarryForward from Previous Years	7,500,000	7,600,000	7,000,000	-7.9
TOTAL	\$ 15,440,132	\$ 12,571,210	\$ 11,563,762	-8.0

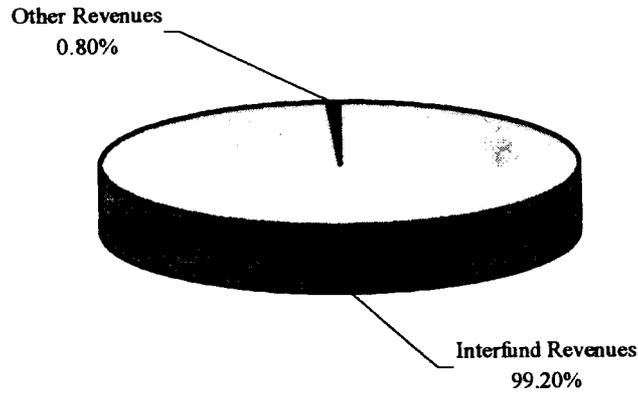


INTERNAL SERVICES FUND



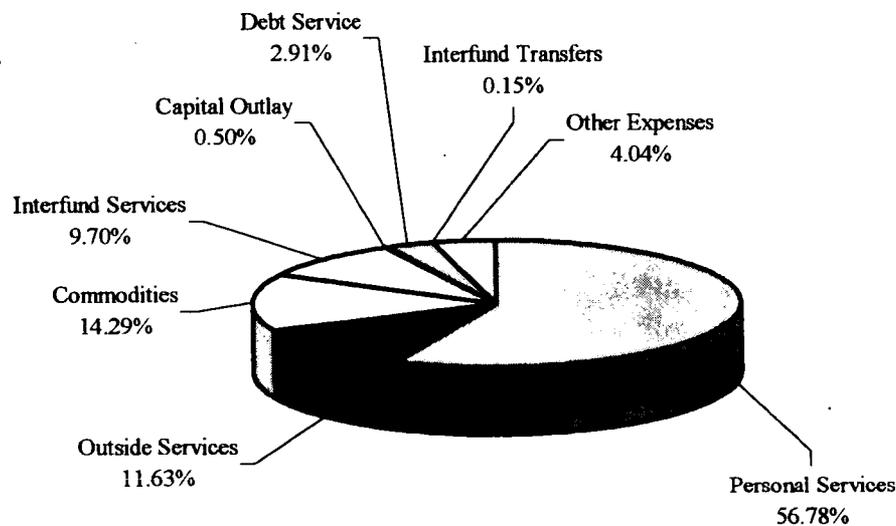
INTERNAL SERVICES FUND

Where The Money Comes From



INTERNAL SERVICES FUND

Where The Money Goes



INTERNAL SERVICES FUND

Revenues By Source

The Internal Services Fund is a proprietary fund which includes the following departments: Information Technology, Engineering, and Vehicle Maintenance. Engineering is administered by the Public Development Bureau while Information Technology and Vehicle Maintenance are administered by the Management and Financial

Services Bureau. Support services provided by these departments are paid for by other City departments to ensure the true cost of City services are reimbursed. Some services are also provided to outside agencies. Real Property is transferred to the General Fund in 2006. Revenues by Source are shown in the table below.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>Interfund Revenues</u>				
General Fund	\$ 4,563,292	\$ 5,639,350	\$ 6,340,446	12.4
Community Development Fund	128,395	179,620	84,994	-52.7
Internal Services Fund	196,471	192,792	214,958	11.5
Civic Center Fund	17,078	59,499	54,095	-9.1
Parking Services Fund	202,496	181,651	202,895	11.7
Sanitation Fund	1,563,139	1,699,967	1,557,775	-8.4
Water and Sewer Fund	914,802	718,598	761,157	5.9
I and D Water Fund	82,171	61,675	54,852	-11.1
Hazardous Material Team Fund	14,270	13,805	14,571	5.5
Public Safety Communications Fund	9,355	190,508	186,166	-2.3
Capital Improvement Program Fund	512,419	390,050	408,607	4.8
Land Bank Authority Fund	21,091	42,145	4,270	-89.9
Grant Fund	24,531	26,696	26,257	-1.6
GMA Lease Pool Fund	<u>1,325,000</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 9,574,510	\$ 9,396,356	\$ 9,911,043	5.5
<u>Other Revenues</u>				
Senior Citizens	\$ 35,333	\$ 31,000	\$ 39,535	27.5
MPC	1,869	2,000	1,936	-3.2
City of Thunderbolt	8,834	0	6,500	100.0
Economic Opportunity Authority	13,978	11,000	17,850	62.3
Chatham Area Transit	12,180	10,000	13,600	36.0
FBI	<u>1,296</u>	<u>1,296</u>	<u>900</u>	<u>-30.6</u>
Subtotal	\$ 73,490	\$ 55,296	\$ 80,321	45.3
TOTAL	\$ 9,648,000	\$ 9,451,652	\$ 9,991,364	5.7

Expenditures By Type

Expenditures for the Internal Services Fund increase \$539,712 or 5.7% above 2005 primarily due to the merger of Tele-Electronics and Information Technology in 2006, and within Engineering,

funding to support the Citizen's Liaison Office, and two service improvements that will upgrade an existing position, add a construction inspector position and provide associated equipment.

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 4,684,792	\$ 5,221,574	\$ 5,672,627	8.6
Outside Services	802,328	1,053,750	1,162,321	10.3
Commodities	1,313,296	1,392,657	1,428,251	2.6
Interfund Services	1,023,410	969,312	968,807	-0.1
Capital Outlay	6,643	27,555	50,000	81.5
Debt Service	0	291,781	290,880	-0.3
Interfund Transfers	1,433,085	19,000	15,000	-21.1
Other Expenses	340,063	476,023	403,478	-15.2
TOTAL	\$ 9,603,617	\$ 9,451,652	\$ 9,991,364	5.7

Expenditures By Department

<u>Department</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Vehicle Maintenance	\$ 4,301,718	\$ 4,490,172	\$ 4,578,599	2.0
Information Technology	2,749,027	3,066,265	3,711,582	21.0
Engineering	902,503	1,164,650	1,410,303	21.1
Real Property Services	325,369	438,784	0	-100.0
Tele-Electronics	1,325,000	291,781	290,880	-0.3
TOTAL	\$ 9,603,617	\$ 9,451,652	\$ 9,991,364	5.7

INFORMATION TECHNOLOGY

Trends and Issues

Information Technology (IT) provides computer, video, radio and voice communications services to all City bureaus and departments. These services include: Applications, Networks, Wireless and Technical Services.

In 2006, the Tele-Electronics division of Central Services becomes the Wireless Services section of Information Technology. Wireless Services installs and maintains approximately 2,650 pieces of inventoried electronic and computer equipment for the City's 800 MHz analog, digital, and digital encrypted trunked radio equipment, 900 MHz SCADA field and terminal radio equipment, and other emergency systems for Police, Fire, and Public Works departments.

Application Services involves process analysis, computer programming, training, and support of computer systems for operations and reporting needs of departments.

Network Services is responsible for the installation and support of the network infrastructure servicing over 100 locations. This includes location connectivity, electronics, premise wiring, and all of the devices (servers, switches, hubs, PC's, printers, terminals, phones, and computers) connected to the City-wide network.

Technical Services installs all software and supports the software which controls, measures, and tunes the computer and network environments. Technical Services also provides Help Desk support.

Major activity in 2005 included:

- Implementation of the new 311 Service Center Application
- Rollout of Lotus Notes Version 6.5
- Implementation of an improved File Backup and Recovery System
- Extensive work on an RFP to replace older phone systems
- Integration of CNT into the City's Network
- Implementation of new systems for ticketing and concessions for the Civic Center

- Movement from analog trunked radio technology to mixed mode analog, digital, and digital encrypted Smartzone trunked radio technology

All public safety and the majority of local government users operate using the Smartzone radio system. The system, a joint venture with Chatham County, is operated under a governing agreement between the City of Savannah and Chatham County. The City has annexed areas which are not effectively covered by the 800 MHz trunked radio system. System level changes must be made to the radio system to provide reliable radio coverage for Police and Fire in areas such as Bradley Point and Coffee Bluff.

The genesis of a regional radio network had its beginnings in 2005 with the formation of the Southeast Georgia Regional Communications Network (SEGRCN). The group, made up of representatives from the City of Savannah, Chatham, Effingham, Bulloch, Glynn, Liberty, and Bryan counties has formed to explore the possibility of regionalizing the City of Savannah/Chatham County 800 MHz Smartzone radio network into a regional network utilizing the Smartzone Switch and Control System owned by Savannah and Chatham County.

In 2006, plans include a new system for Recorder's Court case management and docket functions. Benefits will include easier web access, better integration with SCMPD Records and County Court systems. Implementation of new phone systems in several locations will start the process of saving hundreds of thousands of dollars per year, yet provide more functionality and ease of use. The City will have selected software to replace revenue and financial applications and will be in the process of implementing them. The new software will expand eGovernment services and allow for greater customer access to utility billing, business taxes, and property tax bills via the City's web site.

Goals and Objectives

Goal: A City where the computer, radio and phone network is free of any unscheduled down time and provides customers with efficient and reliable connectivity under all conditions

Objectives:

- To measure and reduce the number of unscheduled outages to 60 hours
- To complete repairs to critical devices within 24 hours
- To complete repairs to non-critical devices within 72 hours
- To properly account for all equipment and inventory
- To develop and test disaster plans for all

services

Goal: A City where IT services effectively support the City, bureau, and department initiatives, goals and objectives

Objectives:

- To recommend, develop, and install applications which improve City services
- To recommend, develop, and install applications which reduce the cost of providing services
- To achieve a 90% satisfaction rating on overall services, quality of services, and timeliness of services

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- PCs and network printers supported	1,500	1,495	1,800	1,700	1,900
- Mobile units supported	-	-	-	-	200
- Analog telephones in use	-	-	-	-	400
- VOIP telephones in use	-	-	-	-	700
- Cellular telephones in use	-	-	-	-	470
- Radios supported	-	-	-	-	1,750
- Network infrastructure devices installed	-	-	-	-	140
- Customer logins supported	1,600	1,750	1,900	1,700	1,800
- Major applications supported	200	200	205	175	180
- PC software packages supported	230	236	235	260	260
- Help Desk calls recorded	6,500	7,808	7,500	8,100	8,800
Efficiency Measures					
- Chargeback cost per PC and printer	\$594.00	\$580.00	\$567.00	\$571.00	\$509.00
- Chargeback cost per login	\$395.00	\$386.00	\$366.00	\$369.00	\$358.00
- Chargeback cost per telephone	-	-	-	-	\$148.00
- Chargeback cost per radio	-	-	-	-	\$81.00
- % of budget spent	100.0%	98.6%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Total unscheduled server hours down	80	21	70	70	60
- Visits to City web site	1,600,000	1,876,332	2,600,000	2,000,000	2,000,000
- % of calls resolved by Help Desk	50.0%	66.0%	60.0%	60.0%	60.0%
- % of critical repair calls resolved in 24 hours	-	-	-	-	75.0%
- % of non-critical repair calls resolved in 72 hours	-	-	-	-	75.0%

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
- New systems that reduce costs	2	1	2	2	2
- New systems that improve service	5	5	5	5	5
- Overall services rating	90.0%	88.0%	90.0%	90.0%	90.0%
- Quality of service rating	-	-	90.0%	90.0%	90.0%
- Timeliness of service rating	-	-	80.0%	90.0%	90.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 1,653,686	\$ 1,690,824	\$ 2,208,232	30.6
Outside Services	326,456	433,171	544,615	25.7
Commodities	233,195	245,171	265,600	8.3
Interfund Services	274,528	261,738	308,243	17.8
Capital Outlay	0	17,555	40,000	127.9
Interfund Transfers	-21,032	5,000	0	-100.0
Other Expenses	282,194	412,806	344,892	-16.5
TOTAL	\$ 2,749,027	\$ 3,066,265	\$ 3,711,582	21.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	0.00	0.00	1.00	13
Information Tech Help Desk Technician	1.00	1.00	1.00	14
Information Tech Help Desk Specialist	1.00	1.00	1.00	16
Information Technology Technician	2.00	3.00	3.00	17
Information Technology Business Coordinator	1.00	1.00	1.00	17
Tele-Electronics Technician	0.00	0.00	3.00	18
Information Technology Technician, Senior	2.00	2.00	2.00	20
System Analyst	3.00	4.00	4.00	21
Tele-Electronics Technician, Senior	0.00	0.00	1.00	22
System Analyst, Senior	10.00	9.00	9.00	24
Information Technology Tech Coordinator Electronics/Telecommunications Administrator	4.00	4.00	4.00	25
Administrator	0.00	0.00	1.00	30
Information Technology Administrator	3.00	3.00	3.00	31
Information Technology Director	1.00	1.00	1.00	43
TOTAL	28.00	29.00	35.00	

Budget Highlights

- The increase in the IT budget and number of positions is due to the merger of Tele-Electronics and Information Services. In 2006, Tele-

Electronics will become the Wireless Services section of IT.

ENGINEERING

Trends and Issues

Engineering manages the private development projects process, collects GIS data, conducts mapping, and provides engineering services to various City departments and the citizens of Savannah.

Engineering is working with Water & Sewer Planning & Engineering, Stormwater Management, Traffic Engineering, Park and Tree, Streets Maintenance, and the Metropolitan Planning Commission (MPC) staff to improve private development site plan review procedures. A new site development application has been developed by MPC with extensive input from Engineering and the user departments.

The application provides a step by step guide to the site plan permit process for developers. A new subdivision plat application is also under development. The Water and Sewer, Facilities Maintenance, and Public Development Bureaus are looking at proposals to improve the site plan review process.

Engineering continues to work at closing out older projects. In 2004, 160 older projects were closed out. There are still 90 older projects that are being worked on with consultants to close out. New procedures have been implemented that should prevent extended delays in project closeout.

Goals and Objectives

Goal: A City that continues to provide a high level of service to other City departments and to the citizens of Savannah in the areas of public development, inspection of private development, GIS data collection and mapping

Objectives:

- To ensure 100% of all private development projects are constructed and completed to the City's standards and requirements
- To respond in a timely manner to City department requests for technical assistance in 5 work days
- To collect GIS data and produce accurate maps in 5 work days

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Geo-data requests by City departments	1,200	2,595	5,000	660	300
- Inspection of private development projects	2,000	2,774	3,000	2,460	2,000
Efficiency Measure					
- % of budget spent	100.0%	95.6%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Surveying requests completed in 10 work days	100.0%	100.0%	100.0%	100.0%	100.0%
- Geo-data maps provided in 5 work days	100.0%	100.0%	100.0%	100.0%	100.0%
- General mapping information provided in 5 work days	100.0%	100.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 648,060	\$ 885,181	\$ 1,093,157	23.5
Outside Services	19,719	34,851	51,049	46.5
Commodities	15,942	30,753	47,733	55.2
Interfund Services	191,500	187,525	187,964	0.2
Capital Outlay	6,643	0	0	0.0
Interfund Transfers	12,835	14,000	15,000	7.1
Other Expenses	7,804	12,340	15,400	24.8
TOTAL	\$ 902,503	\$ 1,164,650	\$ 1,410,303	21.1

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Engineering Aide	2.00	2.00	1.00	11
Administrative Assistant	1.00	1.00	1.00	13
Surveying Technician	1.00	1.00	1.00	16
Private Development Technician	0.00	1.00	1.00	17
Construction Inspector	2.00	2.00	3.00	18
Land Surveyor	1.00	1.00	1.00	19
GIS Analyst	2.00	2.00	3.00	20
Permit Services Coordinator	1.00	1.00	1.00	24
Private Development Coordinator	1.00	1.00	1.00	25
Civil Engineer	2.00	2.00	2.00	25
City Engineer	1.00	1.00	1.00	36
TOTAL	15.00	16.00	17.00	

Budget Highlights

- Funding in the amount of \$170,051 is included in the 2006 budget to support the Citizen's Liaison Office.
- Funding is also included for two proposed service improvements: \$19,849 to upgrade an engineering aide position to GIS analyst and \$53,404 to add a construction inspector position. Associated equipment is provided for each position.

VEHICLE MAINTENANCE

Trends and Issues

Vehicle Maintenance provides management, maintenance, and fueling services to the City's fleet, and fueling services to several local agencies. Vehicle Maintenance offers these services through seven organizational teams: Inspection and Minor Repair, Heavy and Major Repair, Contract Repair, City Lot Services, Parts, Motor Pool, and Administration. Vehicle Maintenance delivers parts, labor, and fuel to City-owned equipment. In addition, Vehicle Maintenance assists departments in writing specifications for equipment and provides justification for vehicle replacements. The Department is also responsible for monitoring and ensuring that state and federally mandated regulations related to underground storage tanks and handling of waste disposal from Vehicle Maintenance operations are in compliance with the Environmental Protection Division (EPD) and Environmental Protection Agency (EPA) regulations. To accomplish these tasks, Vehicle Maintenance operates two maintenance facilities and three fueling sites.

Vehicle Maintenance facilities are also regulated under the Federal Clean Water Act. Due to the combined oil/petroleum storage capacity of the above ground storage tanks (AST) at the Sallie Mood Drive garage, the facility is subject to the requirement for implementing a site-specific Spill Prevention Control and Countermeasures Plan (SPCC) and Stormwater Pollution Prevention Plan (SPPP).

In 2006, Vehicle Maintenance will continue to meet environmental standards through staff development and proactive resolution of potential environmental problems.

Due to changing technology in the automobile repair industry, it is essential that education and training be provided to the shop mechanics to keep them informed and knowledgeable of the new trends in the industry and to advance their skill level. The Department will continue to take advantage of all classroom and hands-on training opportunities for shop personnel.

Goals and Objectives

Goal: A City that uses improved quality control procedures to increase reliability

Objectives:

- To provide overall fleet availability of 96% or higher
- To reduce the number of service calls by 5%
- To reduce the average downtime of preventative repairs by one hour

Goal: A City that maintains an optimal vehicle replacement schedule by evaluating the fleet in terms of age, mileage, and repair history

Objective:

- To reduce the number of vehicles outside the replacement criteria by 3% annually

Goal: A City that provides appropriate training for technicians in the rapidly changing automotive repair industry

Objective:

- To insure bid specifications include 100% of the technical training to be provided by the successful vendor

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of repair orders	10,500	11,620	10,900	11,298	11,200
- Number of preventive maintenance (PM) repairs performed	3,100	3,440	3,200	3,597	3,500
- Number of service calls	-	-	-	810	769
Efficiency Measures					
- Average cost per PM repair	\$120.00	\$122.00	\$120.00	\$113.00	\$125.00
- Average hours of downtime per PM	34.00	28.86	34.00	32.00	31.00
- Reduction of service calls	-	-	-	-	5%
- % of budget spent	100.0%	99.8%	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of fleet available	96.0%	96.5%	96.0%	97.0%	96.0%
- % of scheduled vs. non-scheduled repairs	50.0%	52.7%	50.0%	53.0%	52.0%
- % of vehicles outside the replacement criteria	-	-	31.0%	29.0%	28.0%
- Bid specifications requiring additional technical training	-	-	-	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 2,101,481	\$ 2,270,419	\$ 2,371,238	4.4
Outside Services	445,678	563,768	566,657	0.5
Commodities	1,060,212	1,108,363	1,114,918	0.6
Interfund Services	532,130	490,065	472,600	-3.6
Capital Outlay	0	10,000	10,000	0.0
Interfund Transfers	116,282	0	0	0.0
Other Expenses	45,935	47,557	43,186	-9.2
TOTAL	\$ 4,301,718	\$ 4,490,172	\$ 4,578,599	2.0

VEHICLE OPERATIONS

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 1,830,485	\$ 1,982,650	\$ 2,084,429	5.1
Outside Services	408,315	520,831	522,742	0.4
Commodities	1,041,747	1,085,763	1,087,302	0.1
Interfund Services	474,972	438,417	424,888	-3.1
Capital Outlay	0	10,000	10,000	0.0
Interfund Transfers	116,282	0	0	0.0
Other Expenses	6,535	10,642	10,237	-3.8
TOTAL	\$ 3,878,336	\$ 4,048,303	\$ 4,139,598	2.3

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Storekeeper	2.00	2.00	2.00	10
Equipment Mechanic	7.00	7.00	7.00	13
Equipment Mechanic, Senior	6.00	6.00	6.00	15
Auto Parts Buyer	1.00	1.00	1.00	16
Equipment Mechanic, Principal	9.00	9.00	9.00	18
Equipment Mechanic, Specialist	1.00	1.00	1.00	22
Equipment Mechanic, Master	5.00	5.00	5.00	22
Production Control Coordinator	1.00	1.00	1.00	22
Lead Equipment Mechanic	4.00	4.00	4.00	23
Inventory Coordinator	1.00	1.00	1.00	24
Vehicle Maintenance Superintendent	1.00	1.00	1.00	26
TOTAL	38.00	38.00	38.00	

FLEET MANAGEMENT**Expenditures By Type**

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 270,996	\$ 287,769	\$ 286,809	-0.3
Outside Services	36,941	42,001	42,979	2.3
Commodities	1,070	2,200	2,320	5.5
Interfund Services	22,654	17,144	13,208	-23.0
Other Expenses	2,627	0	0	0.0
TOTAL	\$ 334,288	\$ 349,114	\$ 345,316	-1.1

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	1.00	0.00	0.00	--
Account Clerk	1.00	1.00	1.00	10
Management Analyst	1.00	1.00	1.00	21
Vehicle Maintenance Projects Coordinator	1.00	1.00	1.00	24
Vehicle Maintenance Administrator	1.00	1.00	1.00	28
Vehicle Maintenance Director	1.00	1.00	1.00	36
TOTAL	6.00	5.00	5.00	

Budget Highlights

- The administrative assistant position in Vehicle Operations was transferred to the Auditing Department in 2005.

MOTOR POOL**Expenditures By Type**

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Outside Services	\$ 422	\$ 936	\$ 936	0.0
Commodities	17,395	20,400	25,296	24.0
Interfund Services	34,504	34,504	34,504	0.0
Other Expenses	36,773	36,915	32,949	-10.7
TOTAL	\$ 89,094	\$ 92,755	\$ 93,685	1.0

Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Driver	1.00	1.00	1.00	9
TOTAL	1.00	1.00	1.00	

REAL PROPERTY SERVICES

Trends and Issues

Real Property Services (RPS) acquires properties to help rebuild neighborhoods, construct wider roads, provide more recreational space and obtain space for

City offices. All of these efforts assist in providing better services to the City’s residents while making Savannah a desirable place to live and work.

Goals and Objectives

Goal: A City that provides a high professional level of service to City departments and citizens concerning real property related issues and concerns, particularly the acquisition and disposition of property for City and redevelopment purposes

Objectives:

- To manage the acquisition of 10 properties for City purposes

- To manage the acquisition and disposition of 30 properties for redevelopment purposes
- To effectively and professionally coordinate 40 petitions regarding property related issues for final consideration by the City
- To coordinate the sale of 19 properties that are irregular or surplus

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Property acquired for City use	4	6	4	6	-
- Sale of remnant (irregular) lots	14	14	14	8	-
- Sale of surplus property	3	6	3	8	-
- FEMA property acquired	35	18	35	19	-
- Public petitions processed	55	42	60	40	-
- Property acquired for development	30	58	30	30	-
 Efficiency Measure					
- % of budget spent	100.0%	86.2%	100.0%	100.0%	-

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 281,565	\$ 375,150	\$ 0	-100.0
Outside Services	10,475	21,960	0	-100.0
Commodities	3,947	8,370	0	-100.0
Interfund Services	25,252	29,984	0	-100.0
Other Expenses	4,130	3,320	0	-100.0
TOTAL	\$ 325,369	\$ 438,784	\$ 0	-100.0

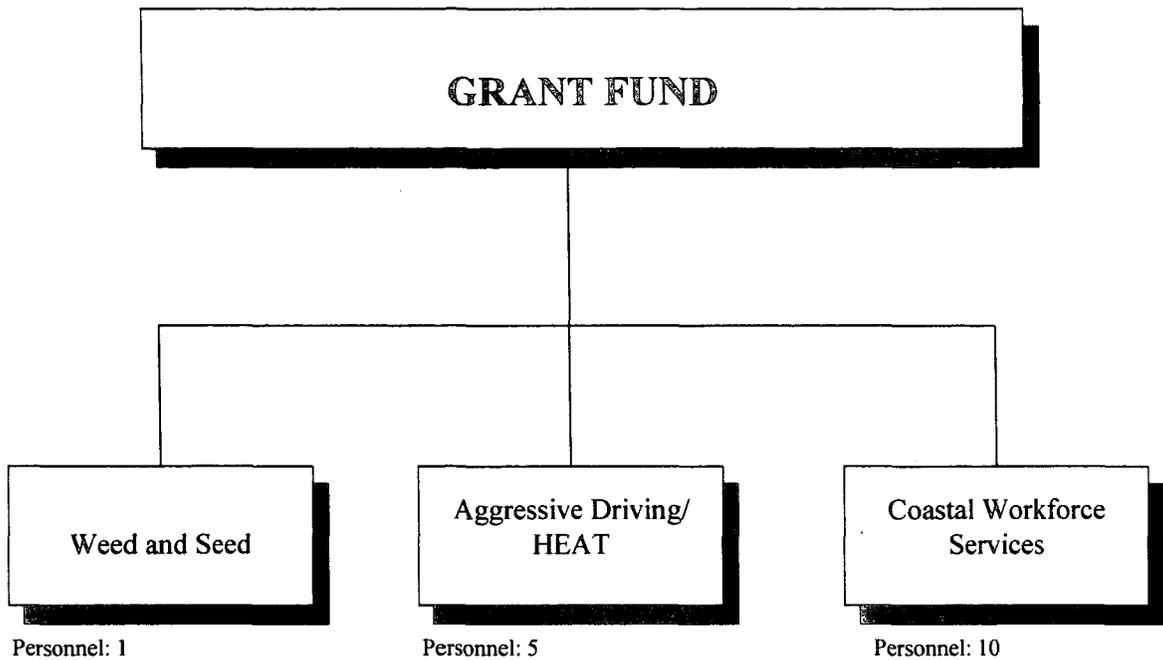
Positions

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Administrative Assistant	1.00	2.00	0.00	--
Real Property Technician	1.00	1.00	0.00	--
Land Bank Administrator	0.00	1.00	0.00	--
Property Coordinator	3.00	3.00	0.00	--
Real Property Director	1.00	1.00	0.00	--
TOTAL	6.00	8.00	0.00	

Budget Highlights

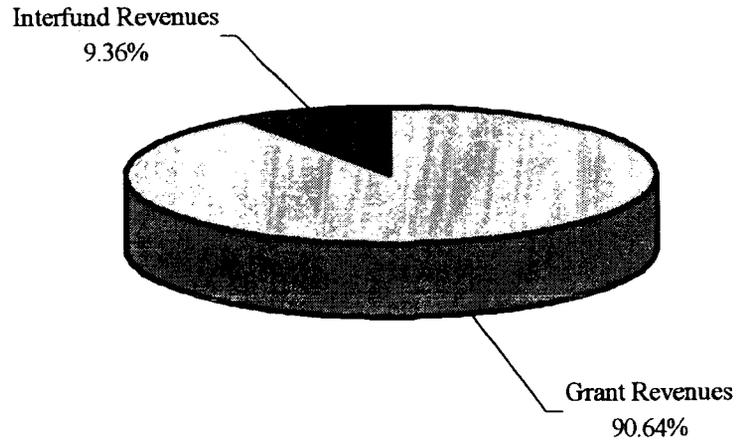
- Real Property Services was in the Internal Services Fund in 2005. The department will be administered in the General Fund in 2006.





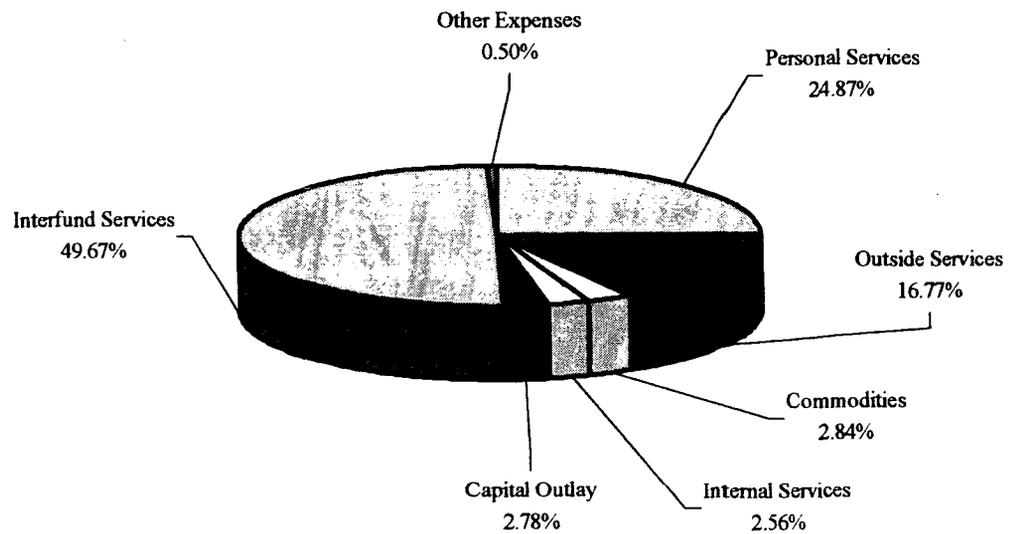
GRANT FUND

Where The Money Comes From



GRANT FUND

Where The Money Goes



GRANT FUND

Revenues By Source

Grant Fund revenue is comprised of funds received from federal and state grants and the General Fund. The largest grants are received from the Department of Labor (USDOL), the State of Georgia and the Department of Justice (USDOJ). Local Assistance Grants are primarily used by local non-governmental

agencies. The Department of Agriculture supports the Summer Lunch Program. Because there is no guarantee that competitive grants will be routinely funded, these funds are treated as non-recurring revenue and are not budgeted until received.

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 117,097	\$ 579,584	\$ 272,082	-53.1
<u>Grant Revenues</u>				
Coastal Workforce:				
Workforce Investment Act (WIA)	\$ 3,587,326	\$ 1,906,248	\$ 1,638,465	-14.0
HUD - Youth Build	0	398,385	0	-100.0
Welfare to Work Competitive	5,190	0	0	0.0
State of Georgia Summer Youth Funds	<u>45,326</u>	<u>48,000</u>	<u>48,000</u>	<u>0.0</u>
Subtotal	\$ 3,637,842	\$ 2,352,633	\$ 1,686,465	-28.3
Leisure Services:				
Summer Lunch	\$ 383,020	\$ 355,019	\$ 360,094	1.4
State of Georgia - Cultural Affairs	10,000	7,593	0	-100.0
Nongovernment - Cultural Affairs	500	500	0	-100.0
State of Georgia Tourism	0	7,900	18,200	130.4
Chatham County Health Department	<u>7,229</u>	<u>933</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 400,749	\$ 371,945	\$ 378,294	1.7
Public Safety:				
GEMA Reimbursements	\$ 3,030,143	\$ 956,878	\$ 0	-100.0
Local Law Enforcement Block Grant	145,580	319,175	0	-100.0
FEMA	0	177,172	0	-100.0
Department of Justice (DOJ)	35,199	416,972	115,814	-72.2
Homeland Security	0	37,500	72,000	92.0
Criminal Justice Coordinating Council	325,831	188,835	54,905	-70.9
Governor's Office of Highway Safety	302,480	195,150	193,600	-0.8
COPS Grant	<u>177,490</u>	<u>72,494</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 4,016,723	\$ 2,364,176	\$ 436,319	-81.5
Weed and Seed:				
DOJ Grant and DOJ Carryforward	\$ 153,761	\$ 342,014	\$ 132,303	-61.3
Other:				
Federal Grants	\$ 7,872	\$ 0	\$ 0	0.0
Local Assistance Grants	<u>500,500</u>	<u>25,000</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 508,372	\$ 25,000	\$ 0	-100.0
<u>Interest Earned</u>				
Interest Earned	\$ 10,863	\$ 0	\$ 0	0.0
TOTAL	\$ 8,845,407	\$ 6,035,352	\$ 2,905,463	-51.9

Expenditures By Program

Grant Fund expenditures are comprised of funds received from federal and state grants which are used for public development, public safety, and equipment purchases to enhance City operations.

Because there is no guarantee that some competitive grants will be funded in 2006, the grant expenditures are projected to decrease by \$3,129,889 or 51.9% below 2005 projected expenditures.

<u>Program</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Coastal Workforce Services	\$ 3,637,844	\$ 2,368,760	\$ 1,725,171	-27.2
Summer Lunch	383,020	355,019	360,094	1.4
State of Georgia - Cultural Affairs	27	7,593	0	-100.0
Nongovernment - Cultural Affairs	500	500	0	-100.0
Tobacco Settlement	7,229	933	0	-100.0
Fire Grants	74,990	1,041,092	72,000	-93.1
Local Law Enforcement Block Grant	149,620	319,175	0	-100.0
COPS Grant	177,490	72,494	0	-100.0
HEAT	322,213	342,540	347,500	1.4
Homeland Security - Police	3,867,324	378,222	0	-100.0
Department of Justice - Police	0	131,800	90564	-31.3
Savannah Impact Grants	367,771	526,650	98280	-81.3
Micellaneous - Police	2,601	0	0	0.0
Weed and Seed	241,783	457,674	193,654	-57.7
State of Georgia - Tourism	0	32,900	18,200	-44.7
Water Security	7,872	0	0	0.0
Other Grants	361,421	0	0	0.0
TOTAL	\$ 9,601,704	\$ 6,035,352	\$ 2,905,463	-51.9

AGGRESSIVE DRIVING/HEAT

Trends and Issues

Excessive speed contributes to a number of auto accidents and resulting injuries each year. Since 2001, a series of grants from the Governor's Office of Highway Safety (GOHS) has provided funding for a five-person Aggressive Driving Task Force. These officers are projected to issue 9,600 citations annually. The officers will also provide educational

and preventive information at community meetings, church functions, and school visits. In 2004, the Aggressive Driving Grant name was changed to HEAT, Highway Enforcement of Aggressive Traffic. In 2006, the HEAT Unit will continue to focus on speeding violations, seat belt violations, and impaired drivers.

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Personal Services	\$ 267,329	\$ 295,111	\$ 299,998	1.7
Outside Services	7,942	4,512	4,512	0.0
Commodities	19,630	14,291	16,627	16.4
Internal Services	16,717	13,420	11,158	-16.9
Other Expenses	10,595	15,206	15,205	0.0
TOTAL	\$ 322,213	\$ 342,540	\$ 347,500	1.5

Positions¹

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Patrol Officer	0.00	2.00	2.00	15
Police Corporal	4.00	2.00	2.00	18
Police Sergeant	1.00	1.00	1.00	22
TOTAL	5.00	5.00	5.00	

Budget Highlights

- The HEAT Unit has received a grant in the amount of \$193,600 from the Governor's Office of Highway Safety for the period of October 2005

through September 2006. The General Fund will contribute a grant match of \$153,900.

¹ The positions shown are interim for the grant period.

COASTAL WORKFORCE SERVICES

Trends and Issues

Funded by the Workforce Investment (WIA) Act of 1998, Coastal Workforce Services administers job search, training and placement services to a nine county region: Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, and McIntosh. The City of Savannah is the grant recipient for Service Delivery Region XII and provides support to the Coastal Workforce Investment Board in the administration of the WIA funds throughout the Coastal Region.

The City of Savannah contracts with the Georgia Department of Labor to operate five Comprehensive One-Stop Centers throughout the Region. The One-Stop Centers, located in St. Mary's, Savannah, and Statesboro, offer a full array of services including: long and short term training, on-the-job training, counseling and support services, and labor market analysis. The vision of the Coastal Workforce Investment Board (CWIB) is a globally competitive workforce that meets the needs of local employers and attracts businesses from all over the world; to have a workforce comprised of people that are continuous learners, multi-skilled, diverse, self-aware, market ready, and economically self-sufficient. The Board's mission is to guide or assist Coastal Georgia communities in all efforts to develop, promote, support, and sustain a globally competitive workforce. The City of Savannah and CWIB have partnered to create a strong organizational foundation to identify and manage the region's workforce issues and to influence change in our approach to many factors that affect the economic, educational, and social viability of our communities.

A major challenge currently faced by the Department is the implementation of the changes that will likely result from the anticipated passage of WIA reauthorization. These changes will directly impact the method in which the Department implements activities funded by the Workforce Investment Act of 1998.

In the last quarter of 2004, the Department contracted with Market Street Services, Inc. to provide an in depth workforce study of the Coastal Region to determine workforce needs. In January and February 2005, Market Street Services presented the Review of Trend Data, Supply Analysis, Demand Analysis and Summary of Public Input. A significant portion of the Department's focus for the coming five years will be drawn from the goals, objectives, and action steps outlined in this Plan.

The Department is also responsible for the administration of the Youthbuild Grant that the City received in 2005. Coastal Workforce Services houses the program coordinator and provides clerical support for the program.

Coastal Workforce Services remains committed to enhancing the Region's workforce by responsibly and effectively implementing programs and activities funded primarily by the Workforce Investment Act of 1998.

Goals and Objectives

Goal: A City with enhanced program coordination and service delivery of its Coastal Workforce Services operations

Objectives:

- To address the perception that Coastal Workforce Services is not meeting the needs of all its constituencies in the nine counties
- To enhance regional coordination through the efforts of the Workforce Investment Board, the City, and the Executive Director

- To leverage available funding by creatively utilizing federal Workforce Investment funding and other potential resources

Goal: A City that raises awareness among regional workers and employers about Coastal Workforce Services programs and other area workforce development resources

Objectives:

- To create and implement a multi-faceted marketing plan for the work of Coastal Workforce Services and the Region's workforce development system
- To ensure that all constituencies throughout Coastal Georgia are served with timely and accurate information
- To randomly survey youth, adult job-seekers, and businesses to determine levels of customer satisfaction and strive for a 75% satisfaction rate

Goal: A City that addresses the primary issues facing the workforce, and respond to employers' staffing needs identified in the strategic plan development process

Objectives:

- To enhance accessibility to employment, education, and workforce development resources
- To target major employers within the nine county region; identify their critical workforce needs and work to meet those needs through on-the-job, customized, basic skills and remediation training
- To provide opportunities for job seekers to acquire credentials and transferable skills that will ultimately lead to self-sufficiency and promotion
- To raise job and career awareness among Coastal Georgia's youth
- To provide top-quality services and programs that prepare the region's youth for success in the workforce

Service Levels

	FY 04		FY 05		FY 06 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Youth in work experience	-	-	144	132	122
- Youth in year round youth program	-	-	199	300	361
- Youth in basic skills training	-	-	120	145	108
- WIA funded adults entering employment	-	-	50	278	51
Efficiency Measure					
- % of budget spent	-	-	100.0%	100.0%	100.0%
Effectiveness Measures					
- % of youth credentials	-	-	75.0%	65.0%	60.0%
- % of adult credentials	-	-	25.0%	57.0%	60.0%
- Customer satisfaction rating	-	-	70.0%	75.0%	75.0%

Expenditures By Type

<u>Expenditure Area</u>	2004		2005		2006	% Change 05-06
	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	
Personal Services	\$ 491,404		\$ 478,111		\$ 562,430	17.6%
Outside Services	170,195		159,706		152,441	-4.6%
Commodities	45,811		23,586		20,041	-15.0%
Interfund Services	73,478		75,756		76,219	0.6%
Program Costs	\$ 2,856,954		\$ 1,631,601		\$ 914,040	-44.0%
TOTAL	\$ 3,637,842		\$ 2,368,760		\$ 1,725,171	-27.2%

Positions¹

<u>Class Title</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Grade</u>
Account Clerk	1.00	1.00	1.00	10
Administrative Assistant	2.00	2.00	2.00	13
Marketing Coordinator	1.00	1.00	1.00	20
Program Analyst, Senior	2.00	1.00	1.00	22
Planner	3.00	3.00	3.00	22
Accountant, Senior	1.00	1.00	1.00	23
Coastal Workforce Services Director	1.00	1.00	1.00	36
TOTAL	11.00	10.00	10.00	

Budget Highlights

- In 2005, the City received a Youthbuild grant from the Department of Housing and Urban Development for \$350,000. Coastal Workforce

Services will administer the grant using an interim program coordinator position. The grant funded program will continue in 2006.

¹ The positions shown are interim for the grant period.

WEED AND SEED

Trends and Issues

Weed and Seed is a federally funded initiative to “weed” out crime and drugs from specific neighborhoods and “seed” those communities with neighborhood restoration activities.

Weed and Seed revenues are received from two sources: the U.S. Department of Justice (DOJ) and a contribution from the City General Fund. The Weed and Seed Program is administered through the Economic Development Department.

The Weed and Seed Program will undergo significant change in 2006. Currently, the program operates in seven neighborhoods and three public housing communities: Cuyler-Brownsville, Dixon Park, Eastside, East Victorian, Metropolitan, Midtown, Thomas Square, Blackshear, and Kayton and Frazier Homes. The DOJ now requires each existing site to shift program implementation to a new area of the City. This directive will result in federal funds being

withdrawn from the current Weed and Seed neighborhoods. However, the Weed & Seed staff and Steering Committee will work to engage residents of the graduated site in sustaining the program goals of crime reduction and community revitalization. A transition team will be formed within the Steering Committee to implement a sustainability strategy.

The Weed & Seed Steering Committee and staff have identified new neighborhoods for which application for funding will be made to DOJ. A new DOJ grant was not awarded to the City for the period of October 1, 2005 through September 30, 2006. However, funds are left over from an existing grant. The DOJ approved a grant extension through September 30, 2006.

In the meantime, the Department will continue to engage residents in achieving program goals of crime reduction and community revitalization.

Goals and Objectives

Goal: A City with residents possessing information and skills needed to mobilize themselves and leverage resources to revitalize their community

Objectives:

- To train a minimum of 425 residents with skills to plan and implement neighborhood restoration activities
- To provide job training skills to a minimum of 15 youth annually

Service Levels

	FY 04		FY 05		FY 06
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Residents participating in community policing/crime prevention activities	180	564	425	425	425
- Youth receiving job training skills	40	20	25	25	15
Efficiency Measures					
- Cost of community resident activities	-	\$35.00	\$21.00	\$21.00	\$21.00
- Cost of job training per youth	\$3,000.00	\$3,000.00	\$3,704.00	\$3,704.00	\$3,704.00
- % of youth job training budget spent	100.0%	100.0%	100.0%	100.0%	100.0%
- % of Weed and Seed budget spent	100.0%	100.0%	100.0%	100.0%	100.0%

Expenditures By Type

<u>Expenditure Area</u>	2004	2005	2006	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>05-06</u>
Personal Services	\$ 77,618	\$ 15,501	\$ 0	-100.0
Outside Services	100,357	427,035	185,676	-56.5
Commodities	8,893	0	0	0.0
Interfund Services	14,947	10,246	4,795	-53.2
Other Expenses	4,508	4,892	3,183	-34.9
TOTAL	\$ 206,323	\$ 457,674	\$ 193,654	-57.7

Positions

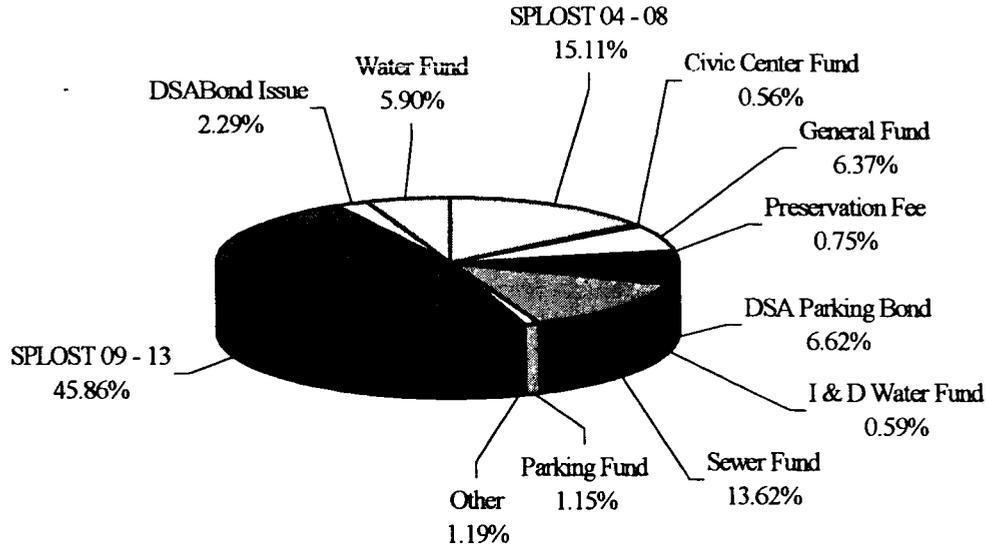
<u>Class Title</u>	2004	2005	2006	<u>Grade</u>
Program Coordinator	1.00	1.00	1.00	22
TOTAL	1.00	1.00	1.00	

Budget Highlights

- A new grant was not awarded for the period of October 1, 2005 through September 30, 2006 to continue the Weed and Seed program. In 2006, funds will be left-over from an existing grant; the City was awarded a grant extension through September 30, 2006 as a result.

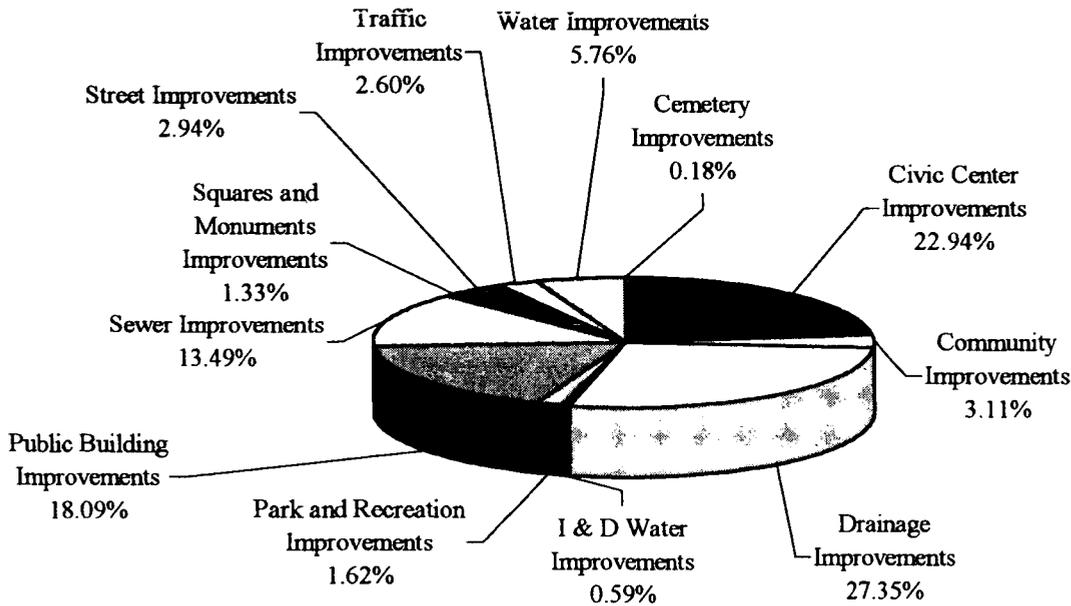
CAPITAL IMPROVEMENT PROGRAM FUND

Where The Money Comes From



CAPITAL IMPROVEMENT PROGRAM FUND

Where The Money Goes



CAPITAL IMPROVEMENT PROGRAM

The City of Savannah updates its Capital Improvement Program (CIP) annually to ensure that infrastructure for the delivery of essential public services will be available for residents in the future. Because maintenance of the City's capital infrastructure is essential to delivery of services to citizens, the City of Savannah uses an annual program of maintenance and improvement to promote financial stability.

The Capital Improvement Program is a planning and budgeting tool that serves as a guide for meeting the infrastructure needs of the City of Savannah. The capital budget process, with consideration of capital budget policies, produces a five year capital plan. Preparation of the City's capital budget is guided by the following policies:

- A five year program for capital infrastructure improvements is updated annually. The program identifies anticipated funding sources.
- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful "life" of the projects.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be forecast and included in the operating budget forecasts.
- The City will preserve its assets at a level adequate to protect its capital investment and minimize future maintenance and replacement costs.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.
- A capital expenditure is defined as an addition to the value of a fixed physical asset, constructed or purchased, that has a useful life of ten years or more and a cost of \$5,000 or more.

Capital Budget Preparation

The capital budget process begins in April with the

distribution of the CIP budget preparation manual to departments. The manual provides instructions to departments on how and when project requests should be submitted. Requests from departments are submitted by mid May. From mid May through June, requests are reviewed by the Research and Budget department and the CIP review committee. Formal presentations are made to the CIP review committee by applicable bureaus on their requests during this time period.

The requests are reviewed and scored by the review committee based on the following criteria:

- Public Health and Safety
- Legal Mandate
- Council Priority
- Maintenance of City Asset
- Economic Development Impact
- Geographic Equity
- Service Improvement
- Operating Budget Impact

Projects included in the Capital Improvement Program may have a direct impact on the operating budgets of various City departments. Operating costs associated with a CIP project are identified and reviewed as part of the capital budget process. Funds are incorporated in the operating budget as needed.

The CIP review committee submits its recommendations to the City Manager for the five year capital plan in August. The City Manager makes final recommendations for the updated plan to the Mayor and Aldermen. After work sessions and public hearings are completed, the recommended plan is revised with any noted changes and/or adopted as presented. During the ensuing fiscal year, sources of funding are confirmed and funds are appropriated for approved projects in the first year of the plan.

The capital budget preparation schedule is shown on page 335.

Funding Sources

Various sources are used to fund capital projects. Some of the sources are revenue streams and others are one time allocations. Sources may also be dedicated to only certain projects, such as the Water

Fund, which may only be used to fund water improvements. The following list describes the funding sources for projects in the Capital Improvement Program.

Cemetery Lot Sales – Funding for this source comes from cemetery lot sales. According to the City's ordinance, the sale of lots is administered as follows: 40% Capital Improvement Fund and 60% Perpetual Care. Funding from this source can only be used for improvements at the City's cemeteries.

Civic Center Fund – Funding is provided in the Civic Center operating budget and is designated for capital improvements at the Civic Center. The Civic Center Fund is an enterprise fund.

Downtown Savannah Authority Bond (DSA Bond) - Proceeds from bonds issued by the Downtown Savannah Authority, an authority that is independent of the City, are used to assist the City in the financing of eligible capital projects. Debt service on the bonds is secured by a contract with the City. In the current plan, the bonds will be issued to support Parking Garage projects. It is planned that debt service associated with these bonds will be paid from the Parking Fund.

General Fund – Funding is provided in the General Fund annually to support general government projects. This source can be used for any lawful project.

Preservation Fee – Funding is provided by a \$1.00 fee collected on tickets sold by sightseeing tour companies. The funds are used for specific capital purposes, namely constructing, maintaining and repairing Historic District and River Street infrastructure and any other facility or purpose related to historic preservation and tourism.

Georgia Department of Transportation (GDOT) – Funding received from the Georgia Department of Transportation is typically used for street and traffic related projects and is usually a cost sharing arrangement.

Golf Course Fund – Funding is provided in the Golf Course operating budget and is designated for capital

improvements at the Golf Course. The Golf Course Fund is an enterprise fund.

I&D Water Fund – Funding provided in the utility's operating budget is designated for capital improvements for the utility. The I&D Water Fund is an enterprise fund.

Parking Fund – Funding is provided in the Parking Fund operating budget and is designated for capital improvements at the parking garages and lots. The Parking Fund is an enterprise fund.

Private Funding – Funding is donated or expected from individuals or organizations. These funds are usually dedicated for specific capital projects.

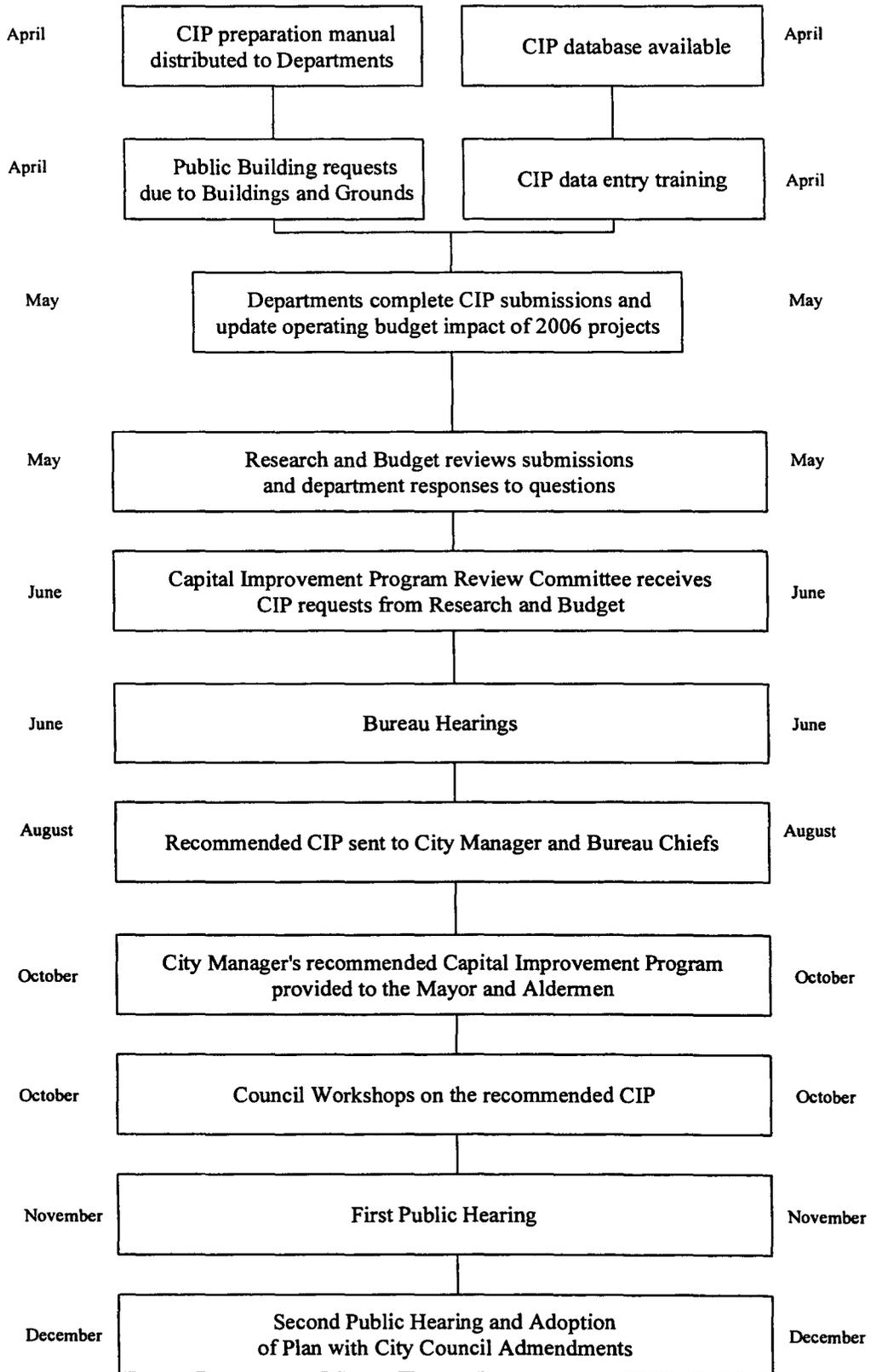
Sewer Fund – Funding is provided in the sewer utility's operating budget and is designated for capital improvements for the utility. The Sewer Fund is an enterprise fund.

Special Purpose Local Option Sales Tax (SPLOST) - Funding received from a one cent voter approved addition to the sales tax is to be used only for specified capital purposes as provided in an agreement between the City and Chatham County. Certain SPLOST funds received are to be used for open space projects and greenway/bikeway capital improvements. This additional one cent is usually voted upon once every five years. The most recent voter approved SPLOST was in 2003 for the period October 1, 2003 – September 30, 2008. Funds are still programmed in the current CIP from SPLOST98 - 03 which was levied during the period October 1, 1998 – September 30, 2003. The SPLOST 2009 – 2013, if approved, would be for the period October 1, 2008 – September 30, 2013.

State Aid – Funding is received from the Georgia Department of Transportation. These funds are used typically for street and traffic related projects and are usually a cost sharing arrangement.

Water Fund – Funding is provided in the water utility's operating budget that is designated for capital improvements for the utility. The Water Fund is an enterprise fund.

CAPITAL BUDGET PREPARATION SCHEDULE



Five-Year Revenue Summary

The funding planned for the five year period, 2006 – 2010, to support all project categories totals \$365,546,031.

The Special Purpose Local Option Sales Tax (SPLOST) represents \$223,241,178 or 62% of program funding over the 2006 – 2010 period. This amount includes SPLOST 98 – 03, SPLOST 04-08 and anticipates SPLOST 09-13. The tax will be used to address specific capital needs, primarily Drainage,

Public Buildings and Street improvements. Revenue from the Water, Sewer, and I&D Water Funds represents 20% of the 2006 – 2010 program funding over the five year period. The General Fund will contribute \$26,010,468 or 7% of total funding over the five-year period. Of this amount, \$4,357,900 is contributed for 2006 projects. Projects funded by the General Fund primarily support Public Buildings, Street and Recreation improvements. The following table provides a funding summary for the *Capital Improvement Program 2006 - 2010*.

REVENUE SUMMARY

	5 Year Total	2006	2007	2008	2009	2010
Cemetery Lot Sales	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Civic Center Fund	2,042,500	370,000	278,000	370,000	525,000	499,500
DSA Bond Issue	8,365,000	0	0	8,365,000	0	0
DSA Parking Bonds	24,197,221	24,197,221	0	0	0	0
General Fund	23,280,468	4,357,900	4,557,700	4,614,200	4,762,800	4,987,868
Preservation Fee	2,730,000	540,000	540,000	550,000	550,000	550,000
Georgia DOT	150,000	0	0	0	150,000	0
Golf Course Fund	372,231	128,000	122,231	0	0	122,000
I & D Fund	2,142,808	392,808	500,000	250,000	1,000,000	0
Miscellaneous	1,866,096	1,866,096	0	0	0	0
Parking Fund	4,200,959	3,000,000	0	1,200,959	0	0
Private Funding	9,000	0	0	0	9,000	0
Sewer Fund	49,789,701	19,542,201	13,160,000	5,808,600	5,639,450	5,639,450
SPLOST 04 - 08	55,238,178	21,823,830	17,219,140	16,095,208	100,000	0
SPLOST 09 -13	167,653,000	0	0	0	97,676,000	69,977,000
SPLOST 98 - 03	350,000	175,000	175,000	0	0	0
State Aid	1,107,000	80,000	0	0	0	1,027,000
Water Fund	21,551,869	5,251,002	6,915,294	1,909,873	1,959,000	5,516,700
TOTAL	\$ 365,546,031	\$ 81,824,058	\$ 43,567,365	\$ 39,263,840	\$ 112,471,250	\$ 88,419,518

2006 Revenue Summary

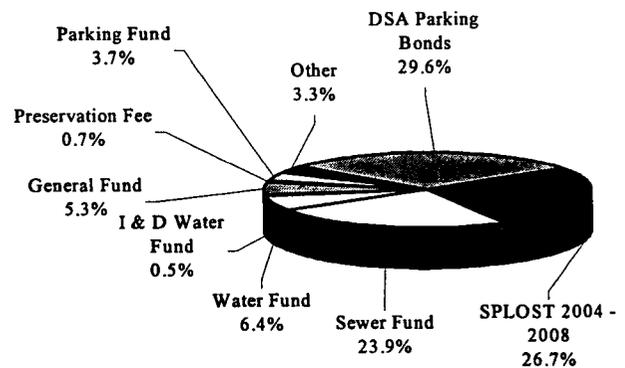
The *Capital Improvement Program 2006 – 2010* has a total estimated cost of \$79,206,058 in 2006. The first year of the plan will improve neighborhoods, protect public health and safety, maintain City infrastructure, enhance services and avoid tax supported debt. Fourteen funding sources are designated to support 99 capital projects in 2006.

Revenue from the Water, Sewer, and I&D Water Funds represent 31% of program funding in 2006. These revenues are the only funding source for projects in these categories. Downtown Savannah

Authority (DSA) Parking Bonds will contribute 30% of program funding for Ellis Square Parking Garage, a Public Building improvement. The Special Purpose Local Option Sales Tax (SPLOST) 04 - 08 represents 27% of program funding in 2006. The tax is expected to provide \$21,823,830 and will be used to address specific capital needs, primarily Drainage, but will also fund Street, Community Development, Public Building and Park and Recreation improvements. The table below provides a funding summary by source that will support 2006 projects.

2006 REVENUE SUMMARY

<u>Funding Source</u>	<u>Amount</u>
DSA Parking Bonds	\$ 24,197,221
SPLOST 2004 - 2008	21,823,830
Sewer Fund	19,542,201
Water Fund	5,251,002
I & D Water Fund	392,808
General Fund	4,357,900
Preservation Fee	540,000
Parking Fund	3,000,000
Civic Center Fund	370,000
SPLOST 1998 – 2003	175,000
Golf Course	128,000
Cemetery Lot Sales	100,000
State Aid	80,000
Miscellaneous	1,866,096
TOTAL	\$ 81,824,058



Expenditure Categories

The five-year plan is grouped into thirteen expenditure categories. They are described as follows:

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

<u>Asset</u>	<u>Quantity</u>
Open Cemeteries	4
Closed Cemetery	1
Undeveloped Cemetery Space	13.32 acres
Columbarium	1
Cemetery Roadway	26 miles
Monuments	n/a ¹

Civic Center – These projects are for improvements at the City-owned and operated Civic Center facility. The Civic Center provides a venue for a variety of cultural, business, social and sporting events.

<u>Asset</u>	<u>Quantity</u>
Arena	1
Theatre	1
Meeting Rooms	6
Ballroom	1
Kitchen	1
Exhibit Hall	

Community Development – Improvements in this category are primarily designed to help reduce blight, create safe and stable neighborhoods, and spur economic development.

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

<u>Asset</u>	<u>Quantity</u>
Sewer Pipe and Conduit	204 miles
Ditches and Canals	121 miles
Inlets	12,000
Stormwater Pump Stations	7

I&D Water – Infrastructure improvements included in this category are those necessary to operate the Industrial and Domestic Water plant. The plant provides area capacity for residential, commercial and industrial growth.

<u>Asset</u>	<u>Quantity</u>
Filtration Building	1
Chemical Building	1
Flocculation Basins	6
Reservoirs	2
Raw Water and Booster Stations	5
Generator Buildings	4
Clearwell	1
Valve House	1
Maintenance Buildings	2
Chlorine Building	1

Park and Recreation – Improvements include the construction and renovation of infrastructure and equipment for active recreational parks and playgrounds within the City.

<u>Asset</u>	<u>Quantity</u>
Athletic Fields	21
Basketball Courts/Complexes	26
Lakes	6
Passive Parks	3
Picnic Areas	42
Playgrounds	50
Spray Pools	10
Swimming Pools	9
Tennis Court/Court Complex	7
Volleyball Court	2
Walking Trails/Nature Trails	5
Undeveloped Land	7 sites

Public Building – The City owns and must maintain more than 192 facilities. These facilities include administration buildings, fire stations, recreational/sports facilities, and parking facilities. All improvement projects for renovated and new facilities, other than those in the Water, Sewer, I&D Water, Civic Center and Sanitation Funds are included in this category.

¹ An inventory of cemetery monuments is underway.

<u>Asset</u>	<u>Quantity Owned</u>	<u>Quantity Leased</u>
Administration Buildings	16	3
Community Centers	15	4
Cultural Arts Center	0	1
Fire Facilities	12	0
Historic Facilities	14	0
Adult Daycare Centers	0	1
Maintenance Facilities	9	0
Multi-Use Facilities	12	0
Other Recreational Facilities	9	0
Pool Facilities	8	0
Restroom Facilities	4	0
Sports Facilities	8	1
Storage Facilities	20	0
Police Facilities	3	4
Parking Facilities	3	0
Residences	4	0
Training Facilities	6	1
Other Facilities	29	2

Sanitation – This category of improvements is for facilities used in support of Sanitation fund activities, which include the sanitary landfill and buildings located there. In 2006, no new projects are contemplated.

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

<u>Asset</u>	<u>Quantity</u>
Lift Stations	164
Sewer Pipe	850 miles
Treatment Plants	4
Administration Facility	1

Squares and Monuments – Improvements in this group can be categorized as: renovation of City squares, conservation and restoration of outdoor monuments, street medians, passive neighborhood parks, and one of the City’s major tourist attractions, the Riverfront.

<u>Asset</u>	<u>Quantity</u>
Historic Squares	22
Passive Parks	97
Major Medians	11
Minor Medians	96
Monuments	45
Trees	78,646

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

<u>Asset</u>	<u>Quantity</u>
Paved Streets	581 miles
Unpaved Streets	1.41
Curb	423 miles
Sidewalks	265.1 miles
City-Maintained Bridges	28

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

<u>Asset</u>	<u>Quantity</u>
Signalized Intersections	250
City-Owned Street Lights	1,848
Traffic Signal System	1

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

<u>Asset</u>	<u>Quantity</u>
Water Wells	42
Water Lines	820.2 miles
Overhead Storage Tanks	7
Administration Facility	1

Five-Year Expenditure Summary

The planned expenditures for the Capital Improvement Program total \$365,546,031 to support 194 capital projects for the five year period.

Drainage is the largest project category. A third phase of improvements is included in 2010. Civic Center Improvements is the next largest project category accounting for 23% of improvements. In 2009, a replacement arena is contemplated. Water, I&D Water, and Sewer's capital improvement categories account for the third largest category of capital spending. Many of the projects in these categories are for "ongoing" maintenance and

infrastructure replacement. Public Buildings, the fourth largest category of capital spending, includes plans to: 1) restore Ellis Square and Battlefield Park, 2) construct new public safety facilities including two Police Precincts and six fire stations, 3) build a new Cultural Arts Center, 4) replace Building and Ground's maintenance facility, and 5) renovate existing buildings for a new Municipal Facilities Complex and an Archives and Records Annex.

The following table provides an expenditure summary for the *Capital Improvement Program 2006 - 2010*.

EXPENDITURE SUMMARY

	5 Year Total	2006	2007	2008	2009	2010
Cemetery Improvements	\$ 669,100	\$ 180,600	\$ 100,000	\$ 132,700	\$ 125,000	130,800
Civic Center Improvements	83,853,500	1,370,000	278,000	370,000	81,336,000	499,500
Community Development	11,371,382	2,214,534	1,331,640	1,225,208	5,600,000	1,000,000
Drainage Improvements	99,975,000	12,600,000	11,300,000	9,400,000	450,000	66,225,000
I & D Water Improvements	2,142,808	392,808	500,000	250,000	1,000,000	0
Park and Recreation Improvements	5,924,000	743,800	363,200	462,000	2,955,000	1,400,000
Public Building Improvements	66,129,206	37,311,516	3,571,231	12,136,459	10,292,000	2,818,000
Sewer Improvements	49,297,500	19,050,000	13,160,000	5,808,600	5,639,450	5,639,450
Squares and Monuments	4,871,640	1,095,000	1,270,000	1,540,000	510,000	456,640
Street Improvements	10,747,228	1,839,000	2,263,000	2,117,000	2,034,800	2,493,428
Traffic Improvements	9,505,000	268,000	2,515,000	3,912,000	570,000	2,240,000
Water Improvements	21,059,667	4,758,800	6,915,294	1,909,873	1,959,000	5,516,700
TOTAL	\$ 365,546,031	\$ 81,824,058	\$ 43,567,365	\$ 39,263,840	\$ 112,471,250	\$ 88,419,518

2006 Expenditure Summary

Maintenance of the City’s capital infrastructure is essential to delivery of services to citizens. Quality can only be maintained if capital assets are kept in good condition. In 2006, Public Building improvements receive the largest share of capital funding. The primary improvement in 2006 is the Ellis Square Parking Garage. Water, Sewer and I & D Water improvement projects are the second largest expenditure category. Projects in 2006 include ongoing maintenance, a new wastewater treatment facility and the extension of water and sewer services to annexed properties.

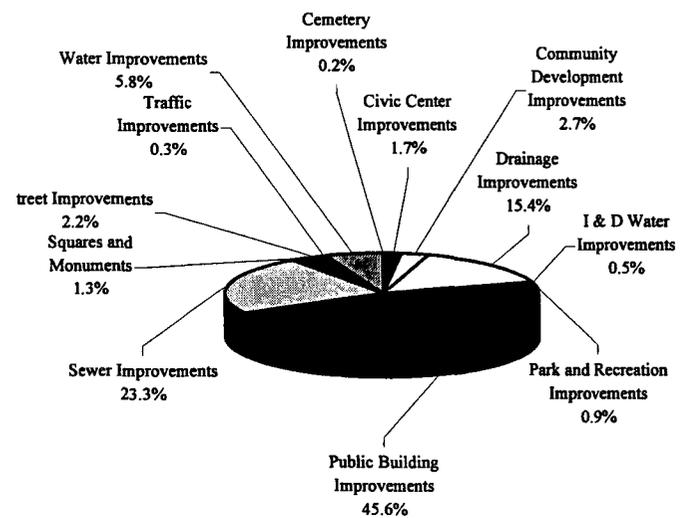
Individual projects funded in 2006 are listed by project category with brief descriptions that include the 2006 cost, total 5 year cost, the operating budget impact and amount where applicable, funding source, and service impact. An “R” or “N” is shown by each

project to indicate whether it is a routine or annual project or a non-routine project.

Some projects included in the Capital Improvement Program have a direct impact on the operating budget of City departments. As part of the Capital Improvement Program process, departments are asked to identify those capital projects that have an impact on the operating budget. Estimated operating costs are expected to impact seven 2006 projects. Some of the impact amounts are derived from new revenues while other amounts associated with 2006 projects are derived from new on-going or start-up expenditures such as additional staff, materials and operating supplies, utilities, and capital equipment. Details are provided in each project description where applicable. The table below provides an expenditure summary by project category for 2006.

2006 EXPENDITURE SUMMARY

<u>Category</u>	<u>Amount</u>
Cemetery Improvements	\$ 180,600
Civic Center Improvements	1,370,000
Community Development Improvements	2,214,534
Drainage Improvements	12,600,000
I & D Water Improvements	392,808
Park and Recreation Improvements	743,800
Public Building Improvements	37,311,516
Sewer Improvements	19,050,000
Squares and Monuments	1,095,000
Street Improvements	1,839,000
Traffic Improvements	268,000
Water Improvements	4,758,800
TOTAL	\$ 81,824,058



CEMETERY IMPROVEMENTS

Greenwich Park Development N
 A passive park-like area will be developed around the historically significant butterfly-shaped lily ponds in Greenwich Cemetery. In addition, retaining walls and a bridge will be replaced.

2006 Cost: \$65,000
Total 5 Year Cost: \$210,000
Operating Budget Impact Amount: \$0
Funding Source: Cemetery Lot Sales
Service Impact: This project will provide a scenic historic site and a passive recreation space for visitors.

Laurel Grove Perimeter Fence N
 The fence around the perimeter of Laurel Grove Cemetery will be upgraded.

2006 Cost: \$55,600
Total 5 Year Cost: \$119,100
Operating Budget Impact Amount: \$0
Funding Source: General Fund
Service Impact: This project will provide an attractive fence and help to eliminate unauthorized access.

Cemetery Sidewalk Repair N
 2,000 linear feet of damaged sidewalk will be repaired due to tree root erosion, settling, and natural chronic deterioration.

2006 Cost: \$35,000
Total 5 Year Cost: \$50,000
Operating Budget Impact Amount: \$0
Funding Source: Cemetery Lot Sales
Service Impact: This project will allow safer use by visitors.

Colonial Cemetery Maintenance R
 Preventive maintenance will be completed to ensure the conservation work remains stable.

2006 Cost: \$25,000
Total 5 Year Cost: \$50,000
Operating Budget Impact Amount: \$0
Funding Source: Preservation Fee
Service Impact: This project will prevent major future expenditures.

CIVIC CENTER IMPROVEMENTS

Land Assemblage N
 Land will be acquired on the westside to spur economic development and a new arena will be constructed.

2006 Cost: \$1,000,000
Total 5 Year Cost: \$1,000,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will impact economic development of the westside corridor.

Arena Ice System N
 The pipes in the ice floor will be replaced along with replacement of the arena floor.

2006 Cost: \$350,000
Total 5 Year Cost: \$350,000
Funding Source: Civic Center Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will expand safety of the ice floor and arena floor.

Civic Center Roof Replacement N
 The facility's roof will be replaced.

2006 Cost: \$20,000
Total 5 Year Cost: \$771,000
Funding Source: Civic Center Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will eliminate further damage to the facility.

COMMUNITY DEVELOPMENT IMPROVEMENTS

MURP N
 The quality of life for City residents will be enhanced by improving neighborhoods.

2006 Cost: \$500,000
Total 5 Year Cost: \$500,000
Funding Source: General Fund
 SPLOST 04 - 08
Operating Budget Impact Amount: The impact will be estimated as specific projects are identified and designed.
Service Impact: This project will eliminate blight and improve infrastructure.

Midtown Improvements N
Additional greenery will be provided along a major thoroughfare.

2006 Cost: \$190,000
Total 5 Year Cost: \$190,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will eliminate blight.

Edgemore Sackville Street Curbing N
Curbing will be installed where none currently exists.

2006 Cost: \$189,000
Total 5 Year Cost: \$189,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will improve soil and ground water run-off.

Edgemore Sackville Open Space N
More open space will be made available for the community.

2006 Cost: \$100,000
Total 5 Year Cost: \$100,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will remove blight and increase community green space.

Augusta Avenue Corridor Improvements N
Corridor improvements will be made on Augusta Avenue.

2006 Cost: \$500,000
Total 5 Year Cost: \$500,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: The impact will be estimated as specific projects are identified and designed.
Service Impact: This project will revitalize a corridor that supports neighborhoods compatible with small business development.

Acquire Properties in Ben Van Clark N
Dilapidated properties will be acquired in the Ben Van Clark neighborhood.

2006 Cost: \$325,000
Total 5 Year Cost: \$325,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0

Service Impact: This project will support re-development efforts and encourage redevelopment of nearby corridors.

Right of Way Improvements N
Sidewalks will be installed in neighborhoods in connection with infill developments of the Housing Department.

2006 Cost: \$100,000
Total 5 Year Cost: \$100,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide safe areas for pedestrians to walk.

Woodville Park Improvements N
Playground equipment will be replaced and expanded.

2006 Cost: \$80,000
Total 5 Year Cost: \$80,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will improve a neighborhood facility and improve the quality of life for the neighborhood residents.

Dixon Park N
The park will be renovated and upgraded.

2006 Cost: \$65,000
Total 5 Year Cost: \$65,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will improve a neighborhood facility and safety for neighborhood youth.

Dixon Park Street Improvements N
Streetscape improvements will be made on East Broad, East Duffy and East Henry Streets.

2006 Cost: \$50,000
Total 5 Year Cost: \$50,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will enhance the neighborhood and remove blight.

Feiler Terrace Passive Park N
Vacant lots will be converted into a passive park.

2006 Cost: \$50,000
Total 5 Year Cost: \$50,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will put vacant land to recreational use for neighborhood residents and remove blight.

East Savannah Lighting N
Lighting in the neighborhood will be increased.

2006 Cost: \$36,224
Total 5 Year Cost: \$36,224
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will increase neighborhood safety and use.

Bryant Park N
Fencing and lighting will be increased around the park.

2006 Cost: \$19,860
Total 5 Year Cost: \$19,860
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will increase safety for residents.

Baldwin Park Playground N
Fencing will be placed around the playground.

2006 Cost: \$9,450
Total 5 Year Cost: \$9,450
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will increase safety for youth who use the playground.

DRAINAGE IMPROVEMENTS

Wilshire – North Branch Improvements N
Drainage capacity will be increased for the North Branch of the Wilshire Canal.

2006 Cost: \$4,000,000
Total 5 Year Cost: \$4,000,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: The impact will be estimated.
Funding Source: SPLOST 04 - 08

Operating Budget Impact Amount: \$0
Service Impact: This project will increase safety for residents.

Storm Sewer Rehabilitation R
Structural defects will be rehabilitated in stormwater lines.

2006 Cost: \$200,000
Total 5 Year Cost: \$1,325,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide more efficient drainage operating capacity.

Casey South Drainage Improvements - Phase II N
Drainage capacity of the basin will be increased.

2006 Cost: \$7,300,000
Total 5 Year Cost: \$27,200,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: The impact will be estimated as specific projects are identified and designed
Service Impact: This project will reduce structural and street flooding in the basin.

Brick Line Replacement N
Deteriorating brick storm lines will be replaced with a concrete pipe or structural liner.

2006 Cost: \$150,000
Total 5 Year Cost: \$600,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will reduce structural failures.

Developer Oversizing/Mitigation N
Storm water pipes will be oversized to increase flood plain protection.

2006 Cost: \$50,000
Total 5 Year Cost: \$250,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide more effective drainage in developmental areas.

I & D WATER IMPROVEMENTS

Filter Building Roof N
The filter building's roof will be replaced at the I&D Plant.

2006 Cost: \$200,000
Total 5 Year Cost: \$200,000
Funding Source: I & D Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide needed repairs to a City facility.

Replace Filter Building Stone Veneer N
The building's veneer will be replaced at the I&D Plant.

2006 Cost: \$121,221
Total 5 Year Cost: \$121,221
Funding Source: I & D Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide needed repairs to a City facility.

Chemical Building at I & D Plant (Re-roof) N
The chemical building's roof will be replaced at the I&D Plant.

2006 Cost: \$71,587
Total 5 Year Cost: \$71,587
Funding Source: I & D Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide needed repairs to a City facility.

PARK AND RECREATION IMPROVEMENTS

Windsor Park Pond Development N
The development will be landscaped and a shelter and park furniture will be installed at the lake.

2006 Cost: \$103,000
Total 5 Year Cost: \$103,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide a facility that will better serve area participants.

Holly Heights Playground Replacement N
The playground that was lost to the Truman Parkway will be replaced.

2006 Cost: \$150,000
Total 5 Year Cost: \$150,000
Funding Source: General Fund

Operating Budget Impact Amount: \$0
Service Impact: This project will restore services to the neighborhood.

Kiwanis Greenspace N
This site will be developed into a passive park.

2006 Cost: \$110,800
Total 5 Year Cost: \$162,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will restore a park lost to the Truman Parkway.

Master Plan for Mohawk Property N
A master plan will be developed for the property.

2006 Cost: \$50,000
Total 5 Year Cost: \$50,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: A master plan that will incorporate public input will be developed.

Liberty City Lake Analysis N
An existing pond will be deepened into a lake.

2006 Cost: \$330,000
Total 5 Year Cost: \$330,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: A pleasing and safe property will provide expanded recreational activities.

PUBLIC BUILDING IMPROVEMENTS

Battlefield Park N
The Battlefield Park site will be revitalized.

2006 Cost: \$1,795,000
Total 5 Year Cost: \$2,795,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will promote economic development by creating a new tourist attraction and at least 200 new jobs.

Ellis Square Parking Facility N
A parking facility under Ellis Square will be built.

2006 Cost: \$32,662,016
Total 5 Year Cost: \$32,662,016
Funding Source: Parking Fund, DSA Parking, SPLOST 04 - 08, Water and Sewer Fund, Miscellaneous

Operating Budget Impact Amount: \$1,670,050
Operating Budget Impact: The impact includes personnel to staff the garage as well as operating/maintenance expenses. Debt related charges (\$1,070,000) are also included.
Service Impact: This project will provide 1,075 spaces in an area with a parking shortage.

Cultural Arts Center N
 A new cultural arts center will be constructed.

2006 Cost: \$1,000,000
Total 5 Year Cost: \$1,867,000
Funding Source: General Fund
Operating Budget Impact Amount: \$-62,500
Operating Budget Impact: This project will provide for a center manager, program supplies, furniture, and building operating/maintenance expenses. The operating budget impact includes new fees (\$164,232) and the elimination of rental costs for the current location (\$144,079).
Service Impact: This project will provide a new center with increased space for all activities.

Municipal Archives & Records Center Annex N
 The former United States Department of Agriculture cold storage building at 3401 Edwin Street will be developed into the Municipal Archives & Records Center Annex.

2006 Cost: \$99,500
Total 5 Year Cost: \$198,500
Funding Source: General Fund
Operating Budget Impact Amount: \$10,220
Operating Budget Impact: This project will incur building operating/maintenance and archival expenses.
Service Impact: This project will provide adequate space to house, inventory and preserve City records for employees, citizens and visitors.

Godley West Fire Station N
 A new fire station will be built to serve the Godley West area..

2006 Cost: \$343,000
Total 5 Year Cost: \$343,000
Funding Source: General Fund
Operating Budget Impact Amount: \$500,000
Service Impact: This project will provide protection to annexed areas.

Fire Station #9 – Capital Avenue N
 The current fire station will be replaced.

2006 Cost: \$546,000
Total 5 Year Cost: \$546,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will replace and relocate an existing outdated station.

Visitor Information Center N
 The “headhouse” of the center will be renovated to include ADA accessibility.

2006 Cost: \$500,000
Total 5 Year Cost: \$900,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will maintain the facility in optimal condition and improve the visitor’s experience.

Acquire Property for Housing Construction Offices N
 Offices will be provided for the Housing Department’s construction services personnel.

2006 Cost: \$150,000
Total 5 Year Cost: \$150,000
Funding Source: General Fund
Operating Budget Impact Amount: \$15,000
Operating Budget Impact: Janitorial services, lawn care, and electricity and maintenance expenditures will be incurred.
Service Impact: This project will provide a long term asset for housing City staff.

Renovation of Bacon Park Golf Course Club House N
 The clubhouse and restroom building will be joined in addition to other upgrades.

2006 Cost: \$128,000
Total 5 Year Cost: \$250,321
Funding Source: Golf Course Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will save the structural integrity of a City facility.

Pool House Renovations R
 Essential maintenance and repairs will be performed on City pool houses.

2006 Cost: \$50,000
Total 5 Year Cost: \$200,000
Funding Source: General Fund

Operating Budget Impact Amount: \$0
Service Impact: This project will improve security, worker and public safety.

Consolidated Maintenance

Facility for Building and Grounds N
 New administration, workshop and storage buildings will be constructed.

2006 Cost: \$25,000
Total 5 Year Cost: \$1,574,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will improve equipment handling, maintenance, communications, and mobilization for the department.

Electrical Shop N
 A storage building for Traffic Engineering will be built.

2006 Cost: \$13,000
Total 5 Year Cost: \$380,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will free up space in the electrical barn and remove materials out of the weather.

SEWER IMPROVEMENTS

Sewer Line Rehabilitation R
 Deteriorated or damaged sewer lines will be rehabilitated and/or replaced.

2006 Cost: \$1,875,000
Total 5 Year Cost: \$9,893,000
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will reduce sewer stoppages and cave-ins.

Lift Station Rehabilitation R
 Pump stations currently obsolete and/or reaching capacity will be rehabilitated and/or replaced.

2006 Cost: \$1,375,000
Total 5 Year Cost: \$7,567,000
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide reliable pump stations with capacities to serve future customers.

Crossroads Wastewater Treatment Plant N
 A new 3.00 mgd advanced wastewater treatment plant will be provided.

2006 Cost: \$11,400,000
Total 5 Year Cost: \$11,400,000
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$700,000
Operating Budget Impact: The impact includes personnel and building operating/maintenance expenses when the expanded facility is in use.
Service Impact: This project will provide wastewater services to Crossroads, Business Center area, Southbridge and the Southwest Quadrant.

Treatment Plant Capital Maintenance R
 Capital projects needed at the wastewater treatment plants will be funded.

2006 Cost: \$300,000
Total 5 Year Cost: \$1,500,000
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide proper and more efficient and effective wastewater treatment.

Large Tract Infrastructure Extension R
 Existing infrastructure to newly annexed areas will be extended.

2006 Cost: \$400,000
Total 5 Year Cost: \$1,821,000
Funding Source: Sewer Fund
Operating Budget Impact Amount: The impact will be estimated as specific projects are identified and designed.
Service Impact: This project will support economic development of the newly annexed areas.

Treatment Plant Capital Improvements R
 Various improvements will be made at to the plant.

2006 Cost: \$450,000
Total 5 Year Cost: \$2,250,000
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project allows the City to continue to meet its discharge requirements under the NPDES permit.

Stormwater Separation **R**
 Stormwater will be directed out of the sanitary sewer system.

2006 Cost: \$100,000
Total 5 Year Cost: \$546,600
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will remove stormwater that would create additional wastewater flows and stoppages.

Treatment Plant Capital Expansion **N**
 Funding will be provided to increase treatment capacity at the City's wastewater treatment plants.

2006 Cost: \$300,000
Total 5 Year Cost: \$1,700,000
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$1,000,000
Operating Budget Impact: The impact includes staff and building operating/maintenance expenses when the expanded facility is in use.
Service Impact: This project will provide service to a growing community.

Sewer Extensions **R**
 Sanitary sewers will be installed in areas where the City will provide future service.

2006 Cost: \$100,000
Total 5 Year Cost: \$536,600
Funding Source: Sewer Fund
Operating Budget Impact Amount: The impact will be estimated as specific projects are identified and designed.
Service Impact: This project will support economic development in new service areas.

Sewer Share of Paving **R**
 Damaged or deteriorated sewer lines will be replaced prior to continuing street paving projects.

2006 Cost: \$50,000
Total 5 Year Cost: \$344,800
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will eliminate duplication of work by replacing deteriorated lines prior to paving.

Developer Oversizing **R**
 The sewer system will be enlarged or lift stations will

be upgraded to meet future system demands.

2006 Cost: \$100,000
Total 5 Year Cost: \$521,400
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will ensure future capacity in areas of potential growth.

Lift Station/Small Plants Monitoring **R**
 Remote terminal units will be placed at lift stations for the SCADA system.

2006 Cost: \$75,000
Total 5 Year Cost: \$390,600
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will serve as an additional safety mechanism to monitor lift stations to avoid system failures.

Supervisory Control and Data Acquisition (SCADA) Upgrade **R**
 SCADA system hardware and software will be upgraded.

2006 Cost: \$25,000
Total 5 Year Cost: \$126,500
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will upgrade the system to ensure that it operates at the highest capacity.

Southwest Quadrant Sanitary Sewer System Conveyance **N**
 Sanitary sewer service will be provided for a newly annexed area.

2006 Cost: \$2,500,000
Total 5 Year Cost: \$2,500,000
Funding Source: Sewer Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide service for new city properties, increase city revenues and property values in those areas.

SQUARES & MONUMENTS IMPROVEMENTS

MLK Streetscape **N**
 Installation of streetscape improvements in accordance with the MLK master streetscape plan will be continued.

2006 Cost: \$500,000

Total 5 Year Cost: \$2,220,000
Funding Source: SPLOST 04 - 08
Operating Budget Impact Amount: \$0
Service Impact: This project will spur economic development and revitalization of the MLK corridor.

Confederate Monument Conservation N
 Assessment and conservation of the Confederate Monument in Forsyth Park will be continued.

2006 Cost: \$240,000
Total 5 Year Cost: \$430,000
Funding Source: Preservation Fee
Operating Budget Impact Amount: \$5,000
Operating Budget Impact: This impact reflects the annual maintenance cost for the monument.
Service Impact: This project will conserve the City's only monument from the Civil War period.

Rousakis Plaza Repairs R
 Ongoing repairs will be made to Rousakis Plaza facilities.

2006 Cost: \$35,000
Total 5 Year Cost: \$520,000
Funding Source: Preservation Fee
Operating Budget Impact Amount: \$0
Service Impact: This project will provide for the upkeep of a major tourist attraction.

Tree Site Preparation R
 Tree lawns will be modified to accommodate tree planting.

2006 Cost: \$20,000
Total 5 Year Cost: \$100,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide increased shade and improve the quality of life.

Neighborhood Parks N
 Neighborhood that do not have infrastructure to support equitable appearance will be upgraded.

2006 Cost: \$80,000
Total 5 Year Cost: \$400,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will enhance neighborhood beautification efforts.

Neighborhood Matching Funds R
 Matching funds for neighborhood projects such as tree planting, park renovations and streetscape improvements will be provided.

2006 Cost: \$10,000
Total 5 Year Cost: \$50,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide incentives for neighborhoods to improve their area.

Square Renovation R
 Streetscape lighting and sidewalk improvements will be renovated.

2006 Cost: \$29,000
Total 5 Year Cost: \$299,000
Funding Source: Preservation Fee
Operating Budget Impact Amount: \$0
Service Impact: This project will reduce the chance of injury, enhance public safety, and improve aesthetics.

Jasper Monument N
 The Jasper Monument will be conserved.

2006 Cost: \$145,000
Total 5 Year Cost: \$145,000
Funding Source: Preservation Fee
Operating Budget Impact Amount: \$0
Service Impact: This project will stop further decline in the monument's condition.

Forsyth Fountain Restoration N
 The fountain's structure and the electrical infrastructure will be restored.

2006 Cost: 36,000
Total 5 Year Cost: \$106,000
Funding Source: Preservation Fee
Operating Budget Impact Amount: \$0
Service Impact: This project will restore this fountain and preserves this historical water feature.

STREET IMPROVEMENTS

Resurfacing R
 City streets will be resurfaced.

2006 Cost: \$350,000
Total 5 Year Cost: \$2,230,000

Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will perform repairs, prevent deterioration and eliminate costly future repairs.

1% Sidewalk Construction N
 Sidewalks will be constructed to provide a safe area for pedestrians and to provide access to abutting properties.

2006 Cost: \$175,000
Total 5 Year Cost: \$350,000
Funding Source: SPLOST 98 - 03
Operating Budget Impact: \$0
Service Impact: This project will provide safe access to abutting properties for pedestrians.

Sidewalk Repairs R
 Hazardous sidewalk segments will be removed and replaced.

2006 Cost: \$125,000
Total 5 Year Cost: \$665,868
Funding Source: General Fund
Operating Budget Impact: \$0
Service Impact: This project will result in defect-free sidewalks.

LARP Resurfacing R
 Manhole covers and frames will be adjusted to grade in conjunction with resurfacing by GA DOT (LARP).

2006 Cost: \$72,000
Total 5 Year Cost: \$398,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide safe riding surfaces for the public and longer life span of the road.

River Street Ramp Reconstruction R
 The stone surface will be removed and salvaged, the sub-base and base will be repaired, and the stone surface will be replaced at the proper grade.

2006 Cost: \$30,000
Total 5 Year Cost: \$140,000
Funding Source: Preservation Fee
Operating Budget Impact Amount: \$0
Service Impact: This project will repair ramps, maintain the area's appearance, and prevent vehicle

damage while allowing access to River Street.

Wheelchair Access Ramps R
 Wheelchair access ramps will be installed at locations currently without ramps.

2006 Cost: \$60,000
Total 5 Year Cost: \$440,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide access ramps in compliance with ADA standards.

Bridge Maintenance R
 The City's bridges will be maintained and repaired.

2006 Cost: \$100,000
Total 5 Year Cost: \$677,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide safe and well maintained bridges.

1% Sidewalk Construction - Phase 2 N
 Sidewalks will be constructed to provide a safe area for pedestrians and to provide access to abutting properties.

2006 Cost: \$150,000
Total 5 Year Cost: \$900,000
Funding Source: SPLOST 04 - 08
 SPLOST 09 - 13
Operating Budget Impact: \$0
Service Impact: This project will provide a safe area for pedestrians to walk and provide access to abutting properties.

Repair/Install Curbs R
 Broken curbing by tree roots or normal wear and tear will be removed and replaced.

2006 Cost: \$27,000
Total 5 Year Cost: \$236,000
Funding Source: General Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will repair defective infrastructure, improve drainage and eliminate public hazards.

Street Reconstruction R
 Asphalt and concrete streets will be reconstructed.

2006 Cost: \$600,000

Total 5 Year Cost: \$3,442,000
Funding Source: SPLOST 04 - 08
 SPLOST 09 - 13

Operating Budget Impact Amount: \$0
Service Impact: This project will correct alignment and elevation irregularities, surface defects and facilitate drainage.

Street Paving R
 Paving of the remaining 2.60 miles of unpaved streets will be continued.

2006 Cost: \$150,000
Total 5 Year Cost: \$850,000
Funding Source: General Fund
Operating Budget Impact: \$0
Funding Source: General Fund
Service Impact: This project will provide paved streets, enhance adjacent properties, eliminate grading and dust, and improve the quality of life for residents.

TRAFFIC IMPROVEMENTS

East Anderson Curve Reconstruction N
 The curve at Anderson/Gable and 31st Street will be reconstructed.

2006 Cost: \$268,000
Total 5 Year Cost: \$488,000
Funding Source: General Fund, State Aid
Operating Budget Impact Amount: \$0
Service Impact: This project will increase pedestrian and motor vehicle safety.

WATER IMPROVEMENTS

Miscellaneous Water Line Improvements R
 Certain deteriorated and/or undersized water lines will be repalced.

2006 Cost: \$540,000
Total 5 Year Cost: \$2,900,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will reduce water leaks in the system.

Large Tract Infrastructure Extension R
 Existing infrastructure will be extended to newly annexed areas.

2006 Cost: \$400,000
Total 5 Year Cost: \$1,760,500
Funding Source: Water Fund
Operating Budget Impact Amount: The impact

will be estimated as specific projects are identified and designed.

Service Impact: This project will support economic development of newly annexed areas that will increase the tax base and water revenue.

Hutchinson Island Water Improvements N
 Water and sewer transmissions lines will be provided to existing city services and to Hutchinson Island.

2006 Cost: \$200,000
Total 5 Year Cost: \$200,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide services to the area.

Lincoln Property Water Improvements N
 Water and sewer distribution and collection systems will be provided to the area.

2006 Cost: \$300,000
Total 5 Year Cost: \$300,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide services to the area.

Improvements for Paving Projects R
 Water lines will be replaced in the proposed paving project areas.

2006 Cost: \$237,000
Total 5 Year Cost: \$1,259,800
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will mitigate the impact on newly paved streets.

Well Preventive Maintenance Program R
 Preventive maintenance of 5 wells will be performed to ensure reliable operation 24 hours a day, 7 days week.

2006 Cost: \$177,300
Total 5 Year Cost: \$942,423
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide wells that perform at 100% design capacity.

Developer Oversizing R
 Water lines will be oversized in new developments to

insure infrastructure is adequate to serve future needs.

2006 Cost: \$142,000
Total 5 Year Cost: \$752,700
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will ensure future capacities in areas of potential growth.

Extension to Unserved Areas R
 Water mains will be extended to sparsely populated areas within the distribution system that are presently served by private wells or are potential growth areas.

2006 Cost: \$140,000
Total 5 Year Cost: \$750,700
Funding Source: Water Fund
Operating Budget Impact Amount: The impact will be estimated as specific projects are identified and designed.
Service Impact: This project will support economic development in new service areas.

Overhead Storage Tank Repainting N
 The overhead storage tanks at Wilmington Island, Travis Field and Savannah State University will be repainted.

2006 Cost: \$106,000
Total 5 Year Cost: \$562,635
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will insure the physical integrity of the infrastructure.

Valve Replacement N
 Certain main valves that no longer operate will be replaced.

2006 Cost: \$100,000
Total 5 Year Cost: \$200,000
Funding Source: Water Fund
Operating Budget Impact: \$0
Service Impact: This project will achieve smaller shut-off areas and provide uninterrupted services during emergency repairs.

Well Electrical Preventive Maintenance N
 Periodically inspected, cleaned, repaired and/or replaced electrical power and control systems of 41 wells will be provided.

2006 Cost: \$50,000

Total 5 Year Cost: \$250,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide preventive maintenance to the wells in the system.

SCADA Upgrade R
 SCADA system hardware and software will be upgraded.

2006 Cost: \$26,500
Total 5 Year Cost: \$140,909
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide remote monitoring and control to allow for prompt response to potential problems.

Southwest Quadrant Water Distribution Construction – Phase I N
 Water service will be provided to the newly annexed area.

2006 Cost: \$1,400,000
Total 5 Year Cost: \$1,400,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide water service to new City properties.

Genesis Point Well N
 A new well will be constructed at Genesis Point.

2006 Cost: \$500,000
Total 5 Year Cost: \$500,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will construct a new well as per an agreement with Bryan County.

Southwest Quadrant Well N
 A new potable water supply will be constructed for the area.

2006 Cost: \$400,000
Total 5 Year Cost: \$400,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide a well that will have adequate flows and pressure for domestic use and fire protection.

Lincoln Property Water Improvements N
Water and sewer distribution and collection systems will be provided to the area.

2006 Cost: \$300,000
Total 5 Year Cost: \$300,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide services to the area.

Improvements for Paving Projects R
Water lines will be replaced in the proposed paving project areas.

2006 Cost: \$237,000
Total 5 Year Cost: \$1,259,800
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will mitigate the impact on newly paved streets.

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2006 Cost: \$177,300
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Funding Source: Water Fund
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Service Impact: This project will provide wells that perform at 100% design capacity.

Developer Oversizing R
Water lines will be oversized in new developments to insure infrastructure is adequate to serve future needs.

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Funding Source: Water Fund
Operating Budget Impact Amount: \$0
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Service Impact: This project will support economic development in new service areas.

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Certain main valves that no longer operate will be replaced.

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Service Impact: This project will provide preventive maintenance to the wells in the system.

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Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide water service to new City properties.

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A new well will be constructed at Genesis Point.

2006 Cost: \$500,000
Total 5 Year Cost: \$500,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will construct a new well as per an agreement with Bryan County.

Southwest Quadrant Well N
A new potable water supply will be constructed for the area.

2006 Cost: \$400,000
Total 5 Year Cost: \$400,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will provide a well that will have adequate flows and pressure for domestic use and fire protection.

Replacement of Hydro-pneumatic Tanks N
Hydro-pneumatic tanks will be replaced at various well sites throughout the supply system.

2006 Cost: \$40,000
Total 5 Year Cost: \$240,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: This project will help the wells continue to perform at design capacity 24 hours per day.

Capital Improvements Assessment

In an effort to ensure infrastructure needs are being met, a specific goal and program objectives were developed in 2004 to measure progress in meeting the Capital Improvements strategic priority established by the Mayor and Aldermen. An update on progress is provided to citizens through “citizen friendly” media and public information activities on a quarterly basis, such as scheduled town hall meetings, the *Citizens Quarterly Report*, the City’s website, and the Government Channel 8.

The goal of the CIP, over the next four years, is to provide a long-range plan of capital projects that is adopted and implemented to improve neighborhoods, protect public health and safety, maintain City infrastructure, enhance services, reduce operating costs and avoid tax supported debt.

The objectives established to measure the progress being made in achieving the goal of the Capital Improvements strategic priority are as follows:

- To adequately fund capital needs of the community without adding significantly to the local tax burden

The 2006 – 2010 CIP is \$365,546,031, an increase of \$112,814,184 over the 2004 – 2008 CIP while the property tax millage rate has been reduced to 12.9 from 13.10 mills in 2004.

- To reduce amount of annual General and related fund debt service by 50% by 2007 (from \$12 million to \$6 million)

Debt service supported by the General Fund stood at \$12,648,000 in 2004. Debt service for existing outstanding loans will total \$6,393,000 in 2007 for a reduction of 50% assuming no new debt is issued.

- To support capital infrastructure in six MURP areas by 2008 (including Benjamin Van Clark, West Savannah, Feiler Park, Midtown, and Westside)

In October 2005, the City and Mercy Housing entered into an agreement for paving and sidewalk infrastructure improvements in Cuyler/Brownsville. Work is expected to be completed by the end of 2005. Also, proposals have been submitted for infrastructure improvements for Feiler Park and West Savannah. Possible infrastructure improvements are also being planned as part of an Ogeecheeton MURP.



Ogeecheeton In-fill House

- To renovate 8 neighborhood parks by 2008

Four neighborhood park renovation projects are in the design stage in 2005. They are: Wessels, West Bay Park, Ambush Park and Rockwell Park.

- To fund 10 matching grants for neighborhood improvement projects

In 2005, a new grant program was created to engage neighborhood youth in the removal of blight conditions in neighborhoods and issues which contribute to crime. The application period is November 15th – December 15th, with awards made by January 26th. One contract was issued in 2005 to Summerfield, Inc. to clean and clear properties within the Operation Clean Sweep target areas.

- Create 100 tree planting sites in areas with limited open space or tree lawns

Sixty sites have been created since 2004.

- To replace the Capital Street Fire Station, build three new fire stations, and improve the fire training facility by 2008

Design work for the Capital Street Station began in 2005. Preparation of the site is expected to begin in 2006. Property for the Hutchinson Island has been purchased. A temporary Fire Station has been installed on the permanent site for Fire Station Godley West, and sites are being identified for the Bradley/Sweetwater Fire station. A conceptual design has been adopted for the fire training facility.

- To make major capital improvements to 6 community centers, including Crusader, Moses Jackson, and Tremont

Capital improvements have been completed at Crusader. WW Law Center is currently under renovation. Renovations at Moses Jackson were bid in 2005. Tompkins and Carver Heights Center are funded in 2007 of the current plan. Funds are in the current plan for Tremont Center renovations in 2008.

- To make major capital improvements to Battlefield Park by 2008 with SPLOST and State funds, creating one of the major historic/cultural attractions in Georgia

Funds have been allocated for Battlefield Park and renovation of the History Museum/Visitors Center.

- To build a new Cultural Arts Center in an area of the City where it can act as the catalyst to additional economic development

A site for the center was being purchased in 2005.

- To construct a fifth sewerage treatment plant by 2008

The contract for the new station, the Crossroads Water Quality Control Plant, was awarded on September 15, 2005. The plant will have the

capacity to treat 3 million gallons/day of wastewater.

- To renovate five historic squares by 2008

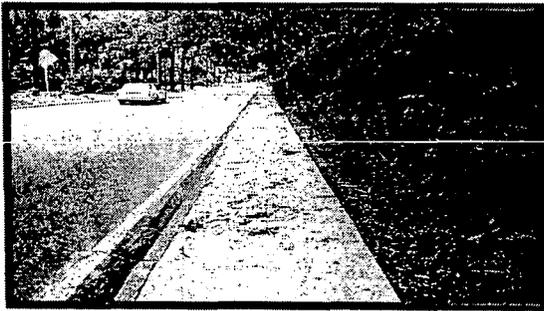
Crawford Square renovation is complete. Ellis Square renovation design is completed.

- To adequately fund water and sewer capital needs to maintain compliance with NPDES permits and all EPD requirements

Staff continues to implement strategies to plan and execute capital projects to maintain compliance with NPDES permits and EPD requirements.

- To allocate \$700,000 for new sidewalk installations by 2008

\$700,000 dollars was included in the plan during the period 2004 – 2007.



New Sidewalk Installation

- To complete all ADA projects identified by the U.S. Dept. of Justice by the end of 2005

Phase I is complete. The remaining work in Phase II involves swimming pool modifications and the Bacon Park Tennis Center building.

- To allocate over \$2 million to street reconstruction by 2008

Two million dollars was included in the plan during the period 2005 – 2008.

- To pave remaining unpaved streets, except areas with considerable property owner objections by 2008

Five streets – Bob's Park, McLaws, Desoto, Floyd and Coleman were completed in 2005. Charlton and Gordon Lane will be paved in early 2006. Twelve streets remain to be paved. They are Perry Court, Adams Park, Bliss, Rimes, Kimble, Stuart, Blount, Ways, Fair and Barrington Streets and West DeRenne and Meadows Avenues.

- To re-establish Ellis Square with no net loss in Parking

The Ellis Square project is underway with an expected completion date of September 2007 with a net increase of over 300 parking spaces to the area.

- To complete the landfill expansion project and maintain compliance with EPD/EPA requirements

Construction of the first three new landfill cells has been completed. After waste relocation, construction of the remaining cells will follow. Leachate lift stations and force main installation will begin in 2006. The landfill is in compliance with all pertinent environmental regulations.

- To support new development within the City

In 2005, new real taxable property with an estimated market value of \$294,875,000 was added to the City's tax digest. In 2004, the City added \$189,095,000 estimated market value for new real property. This represents an increase of 7.6% in new taxable property added within the City.

OTHERFUNDS

EMPLOYEE BENEFITS

The Employee Benefits Fund provides for benefits offered to City of Savannah employees. Employee benefits include three basic categories: Social Security, pension, and insurance. Allocations to these categories may include employer contributions and/or employee contributions. In 2006, employer

contributions to employee benefits total \$31,238,625 while employee contributions total \$16,635,945. The following summary identifies specific benefits according to employer contributions and employee contributions.

Employer Contributions

	2005 Projected	2006 Budget
Social Security	\$ 6,731,108	\$ 7,278,160
Pension (New Plan)	4,956,269	5,676,760
Pension (Old Plan)	100,000	100,000
Group Medical Insurance	11,767,810	13,676,556
Group Life Insurance	433,979	600,761
Disability Insurance	101,094	84,249
Unemployment Compensation	88,677	16,438
Worker's Compensation	3,304,375	3,805,701
TOTAL	\$ 27,483,312	\$ 31,238,625

Employee Contributions

Social Security	\$ 6,731,108	\$ 7,278,160
Pension (New Plan)	5,276,368	5,615,638
Group Medical Insurance	3,018,243	3,482,147
Group Life Insurance	211,342	260,000
TOTAL	\$ 15,237,061	\$ 16,635,945

Social Security: In 2006, the City will contribute \$7,278,160 to Social Security. This represents an increase of \$547,052 over 2005 expenditures. The increase is primarily due to the planned wage increase, vacancies in 2005, and new positions from service improvements. City employees will contribute the other half of the Social Security contribution for a total of \$14,556,320 in 2006.

Pension: Employer contributions to the Pension Fund total \$6,146,830 in 2006. The City's contribution of \$5,676,760 is \$720,491 more than the 2005

contribution. The increase is primarily due to the investment yield being less than actuarial assumptions. A contribution of \$100,000 to the old pension plan (before 1972) is included for 2006. Also, \$5,659 is budgeted for the City's share of the Health Department pension cost. The annual pension contributions by the City are based on the recommendations of the independent Actuarial Report prepared for the City of Savannah Employee's Retirement Plan. The employee contribution for 2006 is projected at \$5,615,638.

Pension

<u>Contributions</u>	<u>2005 Projected</u>	<u>2006 Budget</u>
City	\$ 4,956,269	\$ 5,676,760
Old Plan	100,000	100,000
Airport Commission	297,400	292,610
Metropolitan Planning Commission	54,800	69,102
Youth Futures Authority	(1,800)	(2,960)
Health Department ¹	11,000	11,318
 TOTAL	 \$ 5,417,669	 \$ 6,146,830

Group Medical Insurance: The 2006 City contribution to the Group Medical Insurance Fund will be \$13,676,556. The increase of \$1,908,746 over the 2005 contribution is to keep pace with the rising cost of services and an increase in the cost of prescription drugs. The 2006 Group Medical Insurance projections are based on a restructuring of the medical plan that will include two options for employees to choose from for health care coverage. Other significant contributions include active

employees of the City, \$3,482,147; Savannah Airport Commission, \$860,116; Metropolitan Planning Commission, \$222,994; and the Homeless Authority, \$298,744. Also, retired employees are projected to contribute \$1,351,007 to the Group Medical Insurance Fund.

The table which follows shows the breakdown of the contributions, as well as expenditures, to the fund.

Medical Insurance

<u>Contributions</u>	<u>2005 Projected</u>	<u>2006 Budget</u>
City	\$ 11,767,810	\$ 13,676,556
Employee	3,018,243	3,482,147
Retiree	1,171,021	1,351,007
Airport Commission	745,528	860,116
Metropolitan Planning Commission	193,286	222,994
Youth Futures Authority	30,200	34,842
Homeless Authority	258,944	298,744
Savannah Development & Renewal Authority	18,000	20,767
Direct Payees/COBRA	57,717	52,655
Refunds/Rebates	150,000	150,000
Interest Earned	10,000	10,000
Draw (Contribution) on Reserves	674,681	(821,734)
 TOTAL	 \$ 18,095,430	 \$ 19,338,094

¹ Shared 50/50 between City and County.

<u>Expenditures</u>	2005	2006
	<u>Projected</u>	<u>Budget</u>
Medical Claims	\$ 13,618,900	\$ 14,832,030
Drug Claims	3,488,866	3,448,298
Administrative Charges	606,044	636,484
Audit & Consulting Fees	35,000	45,000
Specific Stop-Loss Coverage	296,620	326,282
Savannah Business Group	50,000	50,000
TOTAL	\$ 18,095,430	\$ 19,338,094

Group Life Insurance: The City provides each employee in a full-time or part-time permanent position life insurance equal to one times annual earnings rounded to the next thousand, with a minimum volume of coverage of \$10,000. The City's budget for group life insurance is \$600,761 in 2006.

The City offers the option for regular employees to purchase additional life insurance. This optional

coverage is in addition to the basic life insurance provided by the City, and is paid for by the employee. Employees' cost for supplemental life will equal \$260,000 in 2006.

In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total \$149,000 in 2006.

Life Insurance

<u>Contributions</u>	2005	2006
	<u>Projected</u>	<u>Budget</u>
City	\$ 433,979	\$ 600,761
Employee	211,342	260,000
Retiree	113,920	149,000
Metropolitan Planning Commission	10,570	11,728
Airport Commission	41,168	49,229
Youth Futures Authority	4,100	4,525
Homeless Authority	14,987	17,135
Savannah Development & Renewal Authority	1,050	1,200
Interest Earned	150	150
Draw (Contribution) on Reserves	67,734	(56,761)
TOTAL	\$ 899,000	\$ 1,036,967
<u>Expenditures</u>		
Life Insurance Premiums	\$ 899,000	\$ 1,036,967

Disability Insurance: The 2006 City Disability Insurance contribution will be \$84,249. All

contributions to Disability Insurance are made by the employer.

Long Term Disability

<u>Contributions</u>	2005	2006
	<u>Projected</u>	<u>Budget</u>
City	\$ 101,094	\$ 84,249
Interest Earned	50	50
Draw (Contribution) on Reserves	(13,144)	8,701
TOTAL	\$ 88,000	\$ 93,000

Expenditures

Long Term Disability Premiums	\$ 88,000	\$ 93,000
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Unemployment Compensation: The City Unemployment Compensation contribution will be \$16,438 in 2006. All contributions to

Unemployment Compensation are made by the employer.

Unemployment Compensation

<u>Contributions</u>	<u>2005 Projected</u>	<u>2006 Budget</u>
City	\$ 88,677	\$ 16,438
Interest Earned	200	200
Draw (Contribution) on Reserves	(38,877)	38,362
TOTAL	\$ 50,000	\$ 55,000
<u>Expenditures</u>		
Claims - Department of Labor	\$ 47,500	\$ 52,300
Administrative Fees	2,500	2,700
TOTAL	\$ 50,000	\$ 55,000

Worker's Compensation: The City's Worker's Compensation contribution will total \$3,805,701 in

2006. The employer makes this contribution.

Worker's Compensation

<u>Contributions</u>	<u>2005 Projected</u>	<u>2006 Budget</u>
City	\$ 3,304,375	\$ 3,805,701
Youth Futures Authority	983	1,188
Subsequent Injury Trust Fund Reimbursement	300,000	250,000
Draw (Contribution) on Reserves	(669,072)	(848,555)
TOTAL	\$ 2,936,286	\$ 3,208,334
<u>Expenditures</u>		
Losses	\$ 2,467,522	\$ 2,729,261
Excess Insurance Premium	103,175	108,334
Third Party Administrator Fee	103,000	108,150
Subsequent Injury Trust Fund	262,589	262,589
TOTAL	\$ 2,936,286	\$ 3,208,334

Other Risk Management

In addition to the risk management account for worker's compensation, there are accounts for property and judgments & losses. These two accounts are grouped together in one category as Other Risk Management. Total contributions for

Other Risk Management will be \$1,685,699 in 2006. The Risk Management Fund umbrella provides reserves against large losses.

Property: This risk management account, which includes purchased property insurance, is designed to cover major equipment losses occurring from accidents such as storm damage or explosions and

major losses due to fire damage. Also covered are such things as money and securities, blanket and fidelity bonds, and computers.

	<u>Property</u>	
	<u>2005</u>	<u>2006</u>
<u>Contributions</u>	<u>Projected</u>	<u>Budget</u>
City	\$ 773,846	\$ 682,639
Draw (Contribution) on Reserves	798,003	67,384
 TOTAL	 \$ 1,571,849	 \$ 750,023
 <u>Expenditures</u>		
Premiums/Uninsured Losses	\$ 714,784	\$ 750,023
Balance Transfer to Judgments & Losses	857,065	0
 TOTAL	 \$ 1,571,849	 \$ 750,023

Judgments & Losses: Claims against the City are paid from the Judgments & Losses account. These claims typically involve such issues as vehicular

accidents and injuries as well as sewer line back-up problems. Judgments & Losses contributions will total \$1,003,060 in 2006.

	<u>Judgments & Losses</u>	
	<u>2005</u>	<u>2006</u>
<u>Contributions</u>	<u>Projected</u>	<u>Budget</u>
City	\$ 797,600	\$ 1,003,060
Interest Earned	5,586	5,586
Balance Transfer from Property	857,065	0
Draw (Contribution) on Reserves	(753,414)	(63,646)
 TOTAL	 \$ 906,837	 \$ 945,000
 <u>Expenditures</u>		
Claims	\$ 756,837	\$ 787,500
Third Party Administrator Fee	150,000	157,500
 TOTAL	 \$ 906,837	 \$ 945,000

COMPUTER PURCHASE FUND

The purpose of this fund is to maintain and replace components of the City's computer network (personal computers, connections, servers) and purchase new computer items. For 2006, revenue of \$414,300 is

projected from interest, sales revenue, and contributions to this fund by City departments. An allocation of \$23,000 is budgeted to go to fund reserves. Expenditures are projected to be \$391,300.

2005 REVENUE/EXPENDITURES

<u>Revenue Source</u>	<u>2005 Projected</u>
<u>Interfund Revenues</u>	
Department Contributions	\$ 718,482
<u>Interest Earned</u>	
Interest Earned	\$ 10,000
<u>Other Revenues</u>	
Sales Revenue	\$ 13,000
Draw (Contribution) on Reserves	(23,000)
Subtotal	\$ (10,000)
TOTAL	\$ 718,482
 <u>Expenditures</u>	
Outside Services	\$ 76,720
Replacement Personal Computers	230,000
Replacement Printers	10,000
Server Upgrades/Replacements	90,387
Switches/Hubs Upgrade	68,992
Other	5,621
New Computer Items	<u>236,762</u>
TOTAL	\$ 718,482

2006 REVENUE/EXPENDITURES

<u>Revenue Source</u>	<u>2006 Budget</u>
<u>Interfund Revenues</u>	
Department Contributions	\$ 391,300
<u>Interest Earned</u>	
Interest Earned	\$ 10,000
<u>Other Revenues</u>	
Sales Revenue	\$ 13,000
Draw (Contribution) on Reserves	(23,000)
Subtotal	\$ (10,000)
TOTAL	\$ 391,300
 <u>Expenditures</u>	
Replacement Personal Computers	\$ 240,000
Replacement Printers	30,000
Server Upgrades/Replacements	40,000
Connectivity Improvements	20,000
New Computer Items	<u>61,300</u>
TOTAL	\$ 391,300

VEHICLE PURCHASE FUND

The Vehicle Purchase Fund is used to maintain and replace the City's vehicle fleet. The revenue of \$7,474,652 for 2005 is projected from City departments' vehicle use charges, fleet additions,

vehicle sales and interest earned. An allocation of \$899,572 is projected to be drawn from fund reserves. Expenditures are projected to be \$7,474,652.

2005 REVENUE/EXPENDITURES

<u>Revenue Source</u>	<u>2005 Projected</u>
<u>Interfund Revenues</u>	
Vehicle Use	\$ 4,514,776
Fleet Addition Contribution	<u>1,562,221</u>
Subtotal	\$ 6,076,997
 <u>Interest Earned</u>	
Interest Earned	\$ 85,834
 <u>Other Revenues</u>	
Sales Revenue	\$ 472,779
Outside Agencies	54,000
Draw (Contribution) on Reserves	899,572
Insurance Proceeds from Totaled Vehicles	5,714
Book Value of Disposed Vehicles	<u>(120,244)</u>
Subtotal	1,311,821
 TOTAL	 \$ 7,474,652
 <u>Expenditures</u>	
Vehicle Replacements	\$ 5,858,431
Fleet Additions	1,562,221
Outside Agencies	<u>54,000</u>
 TOTAL	 \$ 7,474,652

The revenue of \$5,579,621 for 2006 is from City departments' vehicle use charges, fleet additions, vehicle sales and interest. An allocation of \$1,009,184

will be contributed to fund reserves. Expenditures are projected to be \$5,579,621.

2006 REVENUE/EXPENDITURES

Interfund Revenues

Vehicle Use	\$ 5,048,808
Fleet Addition Contribution	918,600
Subtotal	\$ 5,967,408

Interest

Interest Earned	\$ 83,816
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Other Revenues

Sales Revenue	\$ 458,160
Outside Agencies	79,421
Draw (Contribution) on Reserves	<u>(1,009,184)</u>
Subtotal	(471,603)

TOTAL	\$ 5,579,621
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Expenditures

Vehicle Replacements	\$ 4,581,600
Fleet Additions	918,600
Outside Agencies	<u>79,421</u>

TOTAL	\$ 5,579,621
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GOLF COURSE FUND

Bacon Park Golf Course is a 27-hole golf complex which includes a putting green, chipping green, lighted driving range, and clubhouse. The 2006 budget reflects the recently re-negotiated contractual

agreement. In addition the fund's debt service payments were completed in 2005. Contractual payments are for entryway lawn maintenance.

Revenue By Source

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>User Fees</u>				
Lease Revenue	\$ 154,000	\$ 154,000	\$ 166,000	7.8
<u>Interest Earned</u>				
Interest Earned	1,647	3,356	3,356	0.0
TOTAL	\$ 155,647	\$ 157,356	\$ 169,356	7.6

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Contractuals	\$ 0	\$ 4,265	\$ 2,512	-41.1
Bond Redemption	77,000	66,768	0	-100.0
Bond Interest	14,377	6,677	0	-100.0
Contribution to CIP	59,023	79,646	166,844	109.5
TOTAL	\$ 150,400	\$ 157,356	\$ 169,356	7.6

HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund was created in 2003 to account for Hotel/Motel Tax revenue and related expenditures, which were previously in the General Fund. Half of the Hotel/Motel Tax revenue received by the City is transferred to the General Fund to support general operations.

In past years, the other half was contributed to the Convention & Visitors Bureau and the Savannah International Trade and Convention Center to promote tourism in the City of Savannah. Beginning in 2006, the City's Civic Center will also receive a portion of this revenue.

Revenue By Source

<u>Revenue Source</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Taxes				
Hotel/Motel Tax	\$ 8,136,967	\$ 8,550,000	\$ 9,200,000	7.6
TOTAL	\$ 8,136,967	\$ 8,550,000	\$ 9,200,000	7.6

Expenditures By Type

<u>Expenditure Area</u>	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Projected</u>	<u>2006</u> <u>Budget</u>	<u>% Change</u> <u>05-06</u>
Contribution to Convention and Visitors Bureau	\$ 2,713,353	\$ 2,849,715	\$ 3,066,360	7.6
Contribution to Trade Center	1,355,130	1,425,285	1,350,230	-5.3
Transfer to General Fund	4,068,484	4,275,000	4,600,000	7.6
Transfer to Civic Center Fund	0	0	183,410	100.0
TOTAL	\$ 8,136,967	\$ 8,550,000	\$ 9,200,000	7.6

RENTAL MOTOR VEHICLE EXCISE TAX FUND

The Rental Motor Vehicle Excise Tax Fund accounts for excise taxes on rental vehicles charged to area rental car companies. Prior to 2003 the revenue from this tax was part of General Fund revenue. This revenue is divided between the General Fund and the

Civic Center Fund. Seventy-five percent of the proceeds are allocated to the Civic Center Fund and the remaining 25% to the General Fund. The revenue supports various operations in the two funds.

Revenue By Source

<u>Revenue Source</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
<u>Taxes</u>				
Rental Motor Tax	\$ 1,266,222	\$ 1,340,000	\$ 1,366,800	2.0
TOTAL	\$ 1,266,222	\$ 1,340,000	\$ 1,366,800	2.0

Expenditures By Type

<u>Expenditure Area</u>	<u>2004 Actual</u>	<u>2005 Projected</u>	<u>2006 Budget</u>	<u>% Change 05-06</u>
Transfer to General Fund	\$ 316,556	\$ 335,000	\$ 341,700	2.0
Transfer to Civic Center Fund	949,666	1,005,000	1,025,100	2.0
TOTAL	\$ 1,266,222	\$ 1,340,000	\$ 1,366,800	2.0



BUDGET ORDINANCE

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2006 AND TO ADOPT REVISIONS TO THE ANNUAL BUDGET FOR THE YEAR 2005 FOR THE VARIOUS GOVERNMENTAL FUNDS OF THE CITY, AND TO ADOPT THE FIVE YEAR CAPITAL IMPROVEMENT PLAN FOR THE CITY.

WHEREAS, the City Manager submitted the Proposed 2006 Service Program and Budget to the Mayor and Aldermen on October 31, 2005, and the City Manager also submitted the Capital Improvement Program Recommendations 2006-2010 on October 28, 2005; and

WHEREAS, the City Manager's Proposed 2006 Service Program and Budget and Capital Improvement Program Recommendations for 2006-2010 have been reviewed by the Mayor and Aldermen in public workshops; and

WHEREAS, the Proposed 2006 Service Program and Budget was made available for public review on November 1, 2005, and availability of the Proposed 2006 Service Program and Budget for public review and the time and place of the public hearings on the budget were advertised on November 1, 2005, and November 14, 2005; and

WHEREAS, the Mayor and Aldermen conducted public hearings on the Proposed 2006 Service Program and Budget on November 22, 2005 and December 13, 2005 to receive citizen input on the proposed budget; and

WHEREAS, the Mayor and Aldermen directed that the following revisions be made to the Proposed 2006 Service Program and Budget to accelerate implementation of their priorities:

- Reduce the 2006 allocation to the Casey South Drainage Improvement Phase II project by \$900,000 in order to move the Parkwood/Fernwood Drainage Improvement project (\$450,000) and the Betty/Emory Drive Drainage Improvement project (\$450,000) to 2006 to increase drainage capacity in the neighborhoods in order to provide flood protection and reduce structural and street flooding;
- Reduce General Fund Contingency by \$118,000 in order to provide funding to move the Liberty Lake Analysis project up to 2006 and move the Pedestrian Overpasses – Summerside project (\$212,000) back to 2007 to allow analysis to be conducted to determine the best way to create an aesthetically pleasing and safe property that will provide expanded recreational activities in lieu of the existing borrow pit;
- Reduce General Fund Contingency by \$25,000 and use that amount for the purpose of determining the appropriate use of a service center on the Southside;
- Reduce General Fund Contingency by \$50,000 and use that amount for the purpose of helping community-based organizations provide volunteer and staff services to: 1) help families connect to services, and 2) demonstrate how poverty reduction initiatives can be implemented on a broader scale within high-poverty census tracts with \$25,000 allocated for the Eastside and \$25,000 allocated for West Savannah neighborhoods;
- Reduce General Fund Contingency by \$88,000 and use that amount for the purpose of providing a total of \$150,000 for neighborhood grants – blight eradication that will allow Clean Sweep to be more effective and foster neighborhood participation in this initiative;
- Reduce General Fund Contingency by \$20,000 and use that amount to increase the Social Services contribution to the Rape Crisis Center for a total allocation of \$40,000 to aid victims and their families by providing counseling and support services as well as promoting public awareness about sexual assault and prevention;

- Defer payment of the 2006 allocation of \$105,000 for Youth Works for remedial education services, workforce development training, and job placement services to allow for further discussion with a final decision to be made at a future date;
- Defer payment of the 2006 Cultural Contribution to the Telfair Museum in the following program areas to allow for further discussion with a final decision to be made at a future date:
 - Four Fabulous Free Weeks (\$33,086)
 - Family Sundays (\$28,012)
- Increase the 2006 recommended Cultural Contribution allocation of \$75,000 to the Savannah Music Festival by \$20,000 which will allow the funding to remain at the 2005 level of \$95,000.

THEREFORE, BE IT ORDAINED by the Mayor and Aldermen of the City of Savannah in Council assembled that:

Section 1. The following estimated revenues and appropriations are adopted for the indicated funds and departments for the year 2005 (January 1, 2005 through December 31, 2005), and the year 2006 (January 1, 2006 through December 31, 2006):

	<u>Revised 2005</u>	<u>2006</u>
General Fund		
Total Estimated Revenue	\$ <u>144,034,258</u>	\$ <u>147,667,044</u>
Bureau Appropriations:		
General Government	\$ 2,542,146	\$ 2,713,111
Management and Financial Services	8,866,486	8,409,412
Recorder's Court	1,895,110	1,948,132
Public Works	21,028,352	22,117,145
Public Development	4,686,150	5,407,631
Police	47,007,639	50,157,946
Fire	17,356,526	18,263,750
Leisure Services	12,631,299	13,180,635
Other Governmental Services	11,115,540	13,388,080
Interfund Transfers	<u>16,905,010</u>	<u>12,081,202</u>
Total Appropriations	\$ <u>144,034,258</u>	\$ <u>147,667,044</u>
Grant Fund		
Total estimated revenue	\$ <u>6,035,352</u>	\$ <u>2,905,463</u>
Total appropriations	\$ <u>6,035,352</u>	\$ <u>2,905,463</u>
Community Development Fund		
Total estimated revenue	\$ <u>15,398,488</u>	\$ <u>14,371,622</u>
Total appropriations	\$ <u>15,398,488</u>	\$ <u>14,371,622</u>
Housing/Property Acquisition Fund		
Total estimated revenue	\$ <u>2,700,000</u>	\$ <u>2,700,000</u>
Total appropriations	\$ <u>2,700,000</u>	\$ <u>2,700,000</u>

	<u>Revised 2005</u>	<u>2006</u>
Hazardous Material Team Fund		
Total estimated revenue	\$ <u>425,932</u>	\$ <u>346,904</u>
Total appropriations	\$ <u>425,932</u>	\$ <u>346,904</u>
Public Safety Communications Fund		
Total estimated revenue	\$ <u>4,680,941</u>	\$ <u>4,951,548</u>
Total appropriations	\$ <u>4,680,941</u>	\$ <u>4,951,548</u>
Public Safety Wireless Reserve Fund		
Total estimated revenue	\$ <u>344,100</u>	\$ <u>344,100</u>
Total appropriations	\$ <u>344,100</u>	\$ <u>344,100</u>
Economic Development Fund (Section 108 Loan)		
Total estimated revenue	\$ <u>1,500,000</u>	\$ <u>1,500,000</u>
Total appropriations	\$ <u>1,500,000</u>	\$ <u>1,500,000</u>
Confiscated Assets Fund		
Total estimated revenue	\$ <u>45,000</u>	\$ <u>12,000</u>
Total appropriations	\$ <u>45,000</u>	\$ <u>12,000</u>
Debt Services Fund		
Total estimated revenue	\$ <u>6,228,275</u>	\$ <u>6,228,275</u>
Total appropriations	\$ <u>6,228,275</u>	\$ <u>6,228,275</u>
Special Assessment Debt Fund		
Total estimated revenue	\$ <u>199,316</u>	\$ <u>199,316</u>
Total appropriations	\$ <u>199,316</u>	\$ <u>199,316</u>
GMA Lease Pool Fund		
Total estimated revenue	\$ <u>1,504,087</u>	\$ <u>1,504,087</u>
Total appropriations	\$ <u>1,504,087</u>	\$ <u>1,504,087</u>
Hotel/Motel Tax Fund		
Total estimated revenue	\$ <u>9,400,000</u>	\$ <u>9,200,000</u>
Total appropriations	\$ <u>9,400,000</u>	\$ <u>9,200,000</u>
Auto Rental Tax Fund		
Total estimated revenue	\$ <u>1,540,000</u>	\$ <u>1,366,800</u>

	<u>Revised 2005</u>	<u>2006</u>
Total appropriations	\$ 1,540,000	\$ 1,366,800

Section 2. Appropriations and estimated revenues for the Capital Improvements Fund are made on a project-length basis, rather than on an annual basis and remain in effect until the project is completed and closed. Appropriations and estimated revenues for the Capital Improvements Fund are adopted as follows:

	<u>Revised 2005</u>	<u>2006</u>
Capital Improvements Fund		
Open project appropriations at year beginning	\$ 236,133,403	\$ 265,133,400
Add: New appropriations for projects	44,000,000	79,206,058
Less: Appropriations for closed projects	<u>(15,000,000)</u>	<u>(16,000,000)</u>
Open project appropriations at year end	\$ <u>265,133,403</u>	\$ <u>328,339,458</u>

Section 3. In order to comply with requirements for generally accepted accounting principles regarding expenditure recognition, the appropriations set forth in Section 1 above for year 2006 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2005.

Section 4. In order to maintain a balanced budget, it is authorized that the total 2005 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2005 revenues exceed estimated revenues. It is also authorized that any unused bureau appropriations be transferred to the appropriation for Interfund Transfers for contribution to the Capital Improvement Funds.

Section 5. For purposes of administering the budget, the legal level of control is designated to be the Bureaus as set forth in Section 1 hereof, which organizational units are hereby designated as departments as that term is used in O.C.G.A 36-81-1 et. seq.

Section 6. The capital improvement plan set forth in the Capital Improvements Program Recommendations 2006--2010 is hereby adopted for planning purposes.

The five year totals of the Capital Improvement Program Recommendations 2006-2010 are as follows:

	<u>2006 - 2010</u>
Cemetery Improvements	\$ 669,100
Civic Center Improvements	83,853,500
Com. Development Improvements	11,371,382
Drainage Improvements	99,975,000
I & D Water Improvements	2,142,808
Park and Recreation Improvements	5,924,000
Public Building Improvements	66,129,206
Sewer Improvements	49,297,500
Squares and Monuments Improvements	4,871,640
Street Improvements	10,747,228
Traffic Improvements	9,505,000
Water Improvements	<u>21,059,667</u>
Total	\$ <u>365,546,031</u>

Annual appropriations for capital improvement projects will be necessary in future annual budgets in order to provide the actual funding for any project.

Section 7. All ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

SOCIAL SERVICES CONTRIBUTIONS

In 2006, \$971,950 is recommended to support the provision of social services to citizens in the community through the agencies identified below.

<u>America's Second Harvest</u>	\$34,650
Distributes food to persons in need in Savannah and surrounding areas and distributes monthly food bags to low-income elderly.	
<u>Citizen Advocacy, Inc.</u>	\$11,000
Aids citizens with developmental disabilities by providing relationships between Savannah residents in need and participating advocates.	
<u>Coastal Children's Advocacy Center</u>	\$23,100
Coordinates services to sexually and physically abused children.	
<u>Communities in Schools</u>	\$11,000
Reduces school drop-out rate by operating two alternative high schools.	
<u>Economic Opportunity Authority</u>	\$12,100
Provides services by senior citizens through the Foster Grandparents Program and the Retired Senior Volunteer Program.	
<u>Homeless Authority</u>	\$63,500
Coordinates a comprehensive plan to address homelessness in the community.	
<u>Hospice Savannah, Inc.</u>	\$9,000
Provides services to the terminally ill and their families.	
<u>International Seamen's House</u>	\$5,000
Provides transportation, counseling, and recreational services to visiting sailors.	
<u>Kicklighter Resource Center</u>	\$12,100
Provides direct services, recreational, and educational programs for citizens with developmental disabilities.	
<u>Legal Services of Georgia</u>	\$6,050
Provides support for the Elder Rights Project which serves residents of nursing homes, personal care homes or persons 60 years old or older.	

<u>Living Independence for Everyone, Inc.</u>	\$20,400
Promotes an independent lifestyle for severely physically handicapped adults through educational programs, referral assistance, group counseling, and advocacy services.	
<u>Medbank Foundation</u>	\$6,050
Assists eligible persons with chronic health problems by obtaining prescribed medications at no cost.	
<u>Mediation Center</u>	\$12,500
Provides mediation services to City residents as an alternative to traditional litigation.	
<u>Park Place Outreach</u>	\$14,850
Provides emergency shelter for runaway and homeless youth aged 11 to 17.	
<u>Rape Crisis Center</u>	\$40,000
Aids rape victims and their families by providing counseling and support services and promotes public awareness about sexual assault and prevention.	
<u>Royce Learning Center</u>	\$5,000
Supports Project Read literacy classes by providing professional, volunteer-assisted tutoring to adult learners.	
<u>Savannah Council, Navy League</u>	\$5,000
To support the Naval Cadets program and serves the crew and officers of naval vessels visiting Savannah.	
<u>Senior Citizens, Inc.</u>	\$75,650
Provides meals on wheels, transportation to the elderly, and in-home services to elderly citizens.	
<u>Youth Futures Authority</u>	\$500,000
Works to ensure that every child will be born healthy, grow up healthy, be secure from abuse and neglect, and become a literate, productive, economically self-sustaining citizen.	
<u>Savannah Youth Works</u>	\$105,000
Provides job training, education, and employment to out of school at-risk youth.	
GRAND TOTAL	\$971,950

CULTURAL CONTRIBUTIONS

Youth, education, economic impact, and community development were the focus of funding priorities. Cultural contributions support three program areas: Cultural Education and Access, Festivals, and Cultural Tourism.

The *Cultural Education and Access* program area purchases services from non-profits for programming that expands availability and accessibility of the arts, maintains the highest standards of quality, meet eligibility criteria, and aligns with City Council's strategic priorities.

The *Festivals* program area encourages organizations to produce and to present cultural programs that reflect the scope, diversity, and range of artistic forms while increasing the public's understanding and appreciation of those cultural traditions. Funded projects are usually multi-disciplinary including the performing, visual, media, theater, folk, dance, music, design arts/architecture or literary arts.

The *Cultural Tourism* program area is designed to attract and encourage visits to Savannah by tourists who are specifically motivated by a desire to attend a particular cultural program. Cultural Tourism projects combine careful, targeted marketing of arts events of the highest caliber and venues throughout Savannah to help build the City's identity as a cultural destination of choice. An organization's eligibility to receive City funding is based on its ability to produce specific, measurable outcomes of economic impact in the City of Savannah.

The following is a list with a description of the Cultural Affairs Commission's recommendations in alphabetical order.

ALL WALKS OF LIFE (A.W.O.L.) \$5,000

Performance and Workshop, *Mouth Off*

Amount: \$5,000

of Services: 20

Dates: March 1 – May 6, 2006; June 1 – September 9, 2006; Performances: TBD

Location: Growing Hope Gallery, JC Lewis Health Center Chapel, and Sentient Bean

Description: These hip-hop/spoken word workshops encourage language acquisition, increase reading comprehension, and develop writing skills among the targeted 12-19 age group.

Attendance # Est.: 640

Target Demographic: Youth – Inner City residents

ARMSTRONG ATLANTIC STATE
UNIVERSITY, HOLA \$14,944

Performance and Workshop, *Los Llaneros*

Amount: \$6,000

of Services: 2

Dates: April 21, 2006

Location: AASU's Fine Arts Auditorium

Description: A youth targeted educational workshop and an evening performance by *Los Llaneros* will explore the roots of a South American form that is informed by the cultures of both indigenous people and the Old World Emigres that settled the Columbian/Venezuelan plains.

Attendance # Est.: 450

Target Demographic: Families – Hispanic residents

Performance and Workshop, *Tierra Tango*

Amount: \$8,944

of Services: 2

Dates: October 13, 2006

Location: AASU's Armstrong Center Ballroom

Description: AASU's *Hola* Program is meeting the needs of a growing Latino population by presenting an educational workshop and an evening performance by renowned group, *Tierra Tango*.

Attendance # Est.: 380

Target Demographic: Families – Hispanic residents

CARVER HEIGHTS NEIGHBORHOOD

IMPROVEMENT ASSOCIATION \$5,000

History Exchange Program

Amount: \$5,000

of Services: 25

Dates: February – September 2006

Locations: City Recreation Centers

Description: A structured series of heritage activities that employ the hands on arts activities as a means of investigating and analyzing topics ranging from community values to quality of life standards in Carver Heights and Cuyler-Brownsville. The project will culminate in a public component whereby the larger public can view the work of participants. Carver Heights Neighborhood youth between the ages of 10 and 17 are targeted.

Attendance # Est.: 250

Target Demographic: Youth – Residents

**CHATHAM-SAVANNAH YOUTH FUTURES
AUTHORITY** **\$7,500**

Art Smart Kids

Amount: **\$7,500**

of Services: 54

Dates: Workshops: January – December 2006

Performances: Dates: TBD

Location: St. Pius X Family Resource Center

Description: This interdisciplinary program uses arts education and public performances as a mechanism to positively impact the social capacity and cognitive development of youth participants.

Attendance # Est.: 100

Target Demographic: Youth – Inner City residents

COASTAL JAZZ ASSOCIATION **\$75,000**

Big Band Concert Series

Amount: **\$5,000**

of Services: 3

Dates: January, April and October 2006

Location: Jewish Educational Alliance, AASU Fine Arts Auditorium and Civic Center

Description: These concerts will feature the Savannah Jazz Orchestra art form and additional musical styles.

Attendance # Est.: 1,200

Target Demographics: Seniors – Residents

Community Center Jazz Workshops

Amount: **\$5,000**

of Services: 6

Dates: June and July 2006

Location: City Neighborhood Centers

Description: Interactive lectures introduce participants to jazz instruments and the use of the voice.

Attendance # Est.: 1,500

Target Demographics: City Residents - Youth

25th Annual Savannah Jazz Festival

Amount: **\$65,000**

of Services: 18

Dates: September 28 – October 1, 2006

Location: Forsyth Park, City Market, Jazz Clubs, and Savannah Arts Academy

Description: This program provides lectures and workshops, targeting area students, that will include demonstrations and dialogue forums. The main festival events in Forsyth Park will feature performances by national and regional acts and the Children's Jazz Festival, which is geared towards families.

Attendance # Est.: 30,000

Target Demographic: Residents and Tourists

DEPARTMENT OF CULTURAL AFFAIRS

\$54,000

Free Community Concerts

Amount: **\$10,000**

of Services: 45+

Dates: January – December 2006

Location: Downtown Squares, Golden Age Centers, Social Service Agencies and Civic Center

Description: Concerts are offered in sites throughout the City.

Attendance # Est.: 7,500

Audience: Tourists, Residents – Youth, Seniors

Westside Documentation Project

Amount: **\$24,000**

of Services: 40

Dates: January – December, 2006

Location: Throughout Savannah

Description: Project aligns neighborhood revitalization initiatives with historical/cultural assets, citizen awareness and education.

Attendance # Est.: 6,000

Target Demographic: Families – Residents

Weave-A-Dream Program

Amount: **\$20,000**

of Services: 50+

Dates: January – December 2006

Location: Throughout Savannah

Description: This initiative fosters collaborative partnerships in the arts that serve a broadly diverse service population. Beyond ensuring that quality hands on arts experiences are readily available, the program also makes sure that programming is responsive to the specific needs and interests of these populations.

Attendance # Est.: 10,000

Target Demographic: Seniors – Residents, Families, Economically Disadvantaged Youth, Seniors, Special Needs

FRIENDS OF JOHNNY MERCER, INC.

\$10,690

2006 Johnny Mercer Concert

Amount: **\$10,690**

of Services: 5

Dates: November 18, 2006

Location: Johnny Mercer Theater and Civic Center

Description: Performance of standards and less well

known pieces from the Mercer repertoire by regional and local talent.

Attendance # Est.: 2,500

Target Demographic: Seniors – Residents and Tourists

GEORGIA HISTORICAL SOCIETY \$29,250

Lecture Series and Exhibits, “Sharing Georgia’s History; Shaping Savannah’s Future”

Amount: \$29,250

of Services: 8

Dates: January, February, September and November 2006

Location: Congregation Mickve Israel, Coastal Georgia Center, SSU’s Jordan Auditorium, First African Baptist Church

Description: The 2006 series presents distinguished lecturers addressing the fall of the Confederacy; William Bartram – an important figure in conservation; the Civil Rights Movement; and the Underground Railroad. The development of lecture specific curriculum packages that are available via the organization’s website will support educator and youth access to this learning opportunity.

Attendance # Est.: 8,024

Target Demographic: Youth, Adult – Residents and Tourists

JEWISH EDUCATIONAL ALLIANCE \$7,300

Jerusalem Concert for Peace

Amount: \$7,300

of Services: 1

Dates: May 28, 2006

Location: Jewish Educational Alliance

Description: A performance by a group will be used to promote understanding of Middle Eastern cultures.

Attendance # Est.: 500

Target Demographic: Residents and Tourists

KING-TISDELL COTTAGE FOUNDATION

\$75,000

Lecture Series, “Understanding the Global Village: Literary Voices of the African Diaspora”

Amount: \$45,000

of Services: 8

Dates: April 6-9, 2006 and October 28, 2006

Location: East Broad Elementary School, Garrison Elementary School, Mercer Middle School, Beach Institute and First Bryan Baptist Church

Description: This year’s lecture series is intent upon increasing awareness of how the African Diaspora has informed the literary voices of

African descendants. The 2006 series features an expansion of services to address the needs of youth audiences.

Attendance # Est.: 2,000

Target Demographic: Youth, Family – Residents and Tourists

Tony Gleaton Exhibition: “Africa’s Legacy in Mexico”

Amount: \$10,000

of Services: 1

Dates: March 12 – April 23, 2006

Location: Beach Institute

Description: This photographic exhibition offers a context of understanding the plurality of life experiences generated by the African Diaspora.

Attendance # Est.: 2,000

Target Demographic: Residents and Tourists

Jan Spivey-Gilchrist Exhibition: “Children’s Book Illustrations”

Amount: \$5,000

of Services: 2

Dates: April 7 – July 7, 2006

Location: Beach Institute

Description: The family targeted exhibition will present the work of Spivey – Gilchrist’s, a successful children’s illustrator.

Attendance # Est.: 2,000

Target Demographic: Youth, Family – Residents and Tourists

Exhibition and Quilting Workshops: “Threads of Faith”

Amount: \$15,000

of Services: 3

Dates: July 10 – September 15, July 10 – 14, 2006

Location: Beach Institute

Description: An exhibition of quilts examines how the fusion of European and African influences merged into the interpretative style and techniques employed by today’s African American practitioners of this traditional art form. Educational opportunities include an interactive artist talk as well as a youth targeted quilting workshop.

Attendance # Est.: 1,800

Target Demographic: Youth, Families – Residents and Tourists

LATIN AMERICAN SERVICES ORGANIZATION (L.A.S.O.)

Amount: \$5,000

of Services: 14

Dates: March 12, 2006

Location: Grayson Stadium

Description: The family oriented festival uses performances, demonstrations, hands on arts activities and vending/food booths to foster an increased awareness of the cultural heritage of Latin and Central American countries. This festival is planned by a coalition of agencies currently serving the needs of the Latino/Hispanic populations.

Attendance # Est.: 3,000

Target Demographic: Families – Hispanic Residents and Tourists

LIVE OAK PUBLIC LIBRARIES \$42,463**Children's Book Festival****Amount: \$42,463****# of Services: 45**

Dates: November 2006

Location: Forsyth Park and Branch Libraries

Description: The Library will offer storytelling, workshops and readings targeting this community's family and youth populations. The Festival will culminate in an outdoor event featuring regionally known children illustrators, poets, and authors.

Attendance # Est.: 7,500

Target Demographic: Families – Residents and Tourists

LUCAS THEATRE FOR THE ARTS \$57,430**Downtown Welcomes the Black Heritage Festival – Regina Carter Performance****Amount: \$37,430**

Dates: February 4, 2006

Location: Lucas Theater, Savannah Arts Academy and Reynolds Square

Description: The event serves as a catalyst for bringing regional visitors to Savannah in February in conjunction with the Black Heritage Festival. Jazz violinist virtuoso, Regina Carter, will provide youth targeted workshops as well as a free public performance.

Attendance # Est.: 2,500

Target Demographic: Youth, Families – Residents and Tourists

Cuarteto Latinamericano**Amount: \$20,000****# of Services: 6**

Dates: September 14, 15, 16, 2006

Location: Lucas Theater, Gadsden Elementary School, Savannah Arts Academy, and Savannah

Country Day School

Description: Marking Hispanic Heritage Month will serve to increase awareness of Latin American female composers through a musical performance. Access for school aged participants will be achieved through a series of artist residences.

Attendance # Est.: 2,400

Target Demographic: Youth, Families – Residents & Tourists

SAFE KIDS OF GEORGIA \$10,000**Walk Smart, Ride Smart****Amount: \$10,000****# of Services: 12**

Dates: June, July and August 2006

Location: City Playgrounds and Neighborhood Centers

Description: Music and puppetry are combined to teach participants how to safeguard themselves against vehicular and pedestrian accidents.

Attendance # Est.: 800

Target Demographic: Youth Center Users

SAVANNAH ASIAN FESTIVAL COMMITTEE**\$45,500****2006 Savannah Asian Festival****Amount: \$45,500****# of Services: 11**

Dates: June 17, 2006

Location: Civic Center

Description: The 11th Asian Festival is a family oriented celebration which is planned by a volunteer body with representation from Asian communities. The festival uses performances, demonstrations and vending/food booths to heighten awareness of the diverse historical and social ideologies that shaped cultural development.

Attendance # Est.: 25,000

Target Demographic: Residents and Tourists

SAVANNAH COASTAL PUPPETRY GUILD**\$6,000****Showtime for Seniors****Amount: \$6,000****# of Services: 12**

Dates: January and February 2006

Location: Golden Age Centers and Retirement Communities

Description: Interactive puppetry vignettes are designed to engage the senior population.

Attendance # Est.: 500

Target Demographic: Seniors

SAVANNAH FOLK MUSIC SOCIETY \$10,000**17th Annual Savannah Folk Music Festival****Amount: \$10,000****# of Services: 13**

Dates: October 13, 14, 15 2006

Location: City Market, Jenkins Auditorium at

AASU, Notre Dame Academy, and the Roundhouse

Description: The festival brings national and regional talent for performances that provide a context for understanding the depth of the musical genre. The Friday evening features a free open air concert in City Market. Saturday's old time country dance features a skilled dance caller. Sunday's performance will provide an area youth the opportunity to perform their original folk music composition before the assembled audience.

Attendance # Est.: 3,600

Target Demographic: Residents & Tourists

SAVANNAH SHAKESPEARE FESTIVAL, INC. \$59,000**Savannah Shakespeare Festival****Amount: \$59,000****# of Services: 17**

Dates: Mainstage Productions: November 3, 4, 5

2006; Educational Workshops: November 2006

Location: Morrell Park

Description: The centerpiece of this festival is a nightly, full length production of Othello – one of Shakespeare's great tragedies. Each show is preceded by a vendor's show featuring period wares and pre-show entertainment that includes performances by youth theater ensembles and performances of Elizabethan dances and music. A touring theater featuring cast members will introduce youth audiences to Shakespeare's masterful writing.

Attendance # Est.: 15,000

Target Demographic: Youth, Families – Residents & Tourists

SAVANNAH STATE UNIVERSITY
Black Heritage Festival \$150,000**Amount: \$150,000****# of Services: 64**

Dates: January 31, February 4 – 12, 2006

Location: SSU, Lucas Theater, Savannah Technical College, the Beach Institute, Ralph Mark Gilbert Civil Rights Museum, and St. John Baptist Church

Description: The festival highlights the heritage of African-Americans through lectures, a vending market, a youth arts exhibition, and performing arts experience.

Attendance # Est.: 8,000

Target Demographic: Youth, Families - Residents & Tourists

TARA FEIS COMMITTEE \$53,500**2006 Tara Feis: St. Patrick's Family Festival****Amount: \$53,500****# of Services: 13**

Dates: March 11, 2006

Location: Emmet Park

Description: Cultural performances, hands-on arts projects, and demonstrations celebrate the dance, music and poetry of Ireland in a fashion that is suitable for an audience of all ages.

Attendance # Est.: 25,000

Target Demographic: Residents & Tourists

TELFAIR MUSEUM OF ART \$105,609**Afternoon Art Clubs****Amount: \$5,549****# of Services: 96**

Dates: February 21 – April 18; June – August:

September 4 – October 23; September 12 –

November 2; September 20 – October 20, 2006

Location: City Neighborhood Centers, and Jepson Center Community Gallery

Description: Professional artists provide youth aged 9 – 12 with intensive arts educational experiences in the after-school hours. Program activities are tied to the Georgia QCC Curriculum Standards.

Location: Savannah State University, Savannah Civic Center, Savannah Technical College, Telfair Museum of Art, Ralph Mark Gilbert Civil Rights Museum, and Churches

Attendance # Est.: 250

Target Demographic: Youth – Resident

Access Art**Amount: \$6,500****# of Services: 68**

Dates: February – December 2006

Location: Telfair, Golden Age Centers, Neighborhood Centers, Savannah Association for the Blind, Artisans Cooperative of Union Mission, Therapeutics Center, Goodwill Industries, Coastal Association for Retarded Citizens, and Coastal Association for Development Services.

Description: The program components include direct art making experiences and an exhibition at the Telfair Museum of Art. The experience is geared to the special needs audience providing an outlet for creative expression and regaining physical dexterity

or adjusting to a new disability.
 Attendance # Est.: 1,100
 Target Demographic: Residents – Seniors, Special Needs Youth & Adults

Art Ventures: Outreach

Amount: \$7,462
of Services: 80
 Dates: June – July 2006
 Location: City Parks, Playgrounds, Neighborhood Centers, and Telfair Museum of Art
 Description: During the outreach component, youth participants are encouraged by artists to discuss the work of David DeLong, a Savannah artist that is followed by hands – on arts activities. During the museum visit, participants experience hands – on activities and docent led tours of the actual work in the museum setting. The process of discussion, observation, and direct art making experiences deepens participant understanding of permanent and temporary exhibitions.
 Attendance # Est.: 1,500
 Target Demographic: Youth Park/Playground Users

Four Fabulous Free Weeks

Amount: \$33,086
of Services: 4
 Dates: January 24 – 30; July 18 – 24; November 7 – 13; December 12 – 18
 Location: Telfair Museum
 Description: To expand access to the Telfair; four weeks of free admission are included and advertised. Each week also includes exhibition themed activities that support educational attainment for participants like film screenings for youth, hands - on arts activities, and lectures.
 Attendance # Est.: 4,600
 Target Demographic: Youth, Family – Residents and Tourists

Family Sundays

Amount: \$28,012
of Sundays: 4
 Dates: February 12; May 7; July 23; October 29
 Location: The Telfair Museum & Jepson Center
 Description: The Telfair offers four unique events that allow adults and children to interact with contemporary artists in a museum setting. Participants take part in hands-on activities, tour the Museum, and view performances that are related to the current temporary or permanent exhibitions. The 2006 schedule includes *Art & Life Family Sunday*,

Rauschenburg Family Sunday, Art and Nature Family Sunday, and Latin Heritage Family Sunday.
 Attendance # Est.: 4,000
 Target Demographic: Families – Residents and Tourists

Distinguished Lecturers and Workshops

Amount: \$25,000
of Services: 8
 Dates: April 25, May 2, May 3, June 11 – 19, June 12, June 13, October 17 and October 18, 2006
 Location: Lucas Theatre and Jepson Center
 Description: Eminent artists and scholars present talks that interpret and provide learning opportunities related to the Museum’s major temporary exhibitions and permanent collections.
 Attendance # Est.: 3,000
 Target Demographic: Youth, Adults – Residents and Tourists

UNION MISSION **\$4,600**

Exhibition/Fair: *Work In Progress*
Amount: \$4,600

of Services: 30
 Dates: September 9, 2006
 Location: Starfish Café, Growing Hope Community Market, and Growing Hope Gallery Workshop
 Description: This fair will present local artists and performers alongside the homeless individuals of Growing Hope, an initiative using the arts to teach entrepreneurial skills.
 Attendance # Est: 364
 Target Demographic: Residents and Tourists

SUBTOTAL AMOUNT **\$832,786**
SERVICES PURCHASED **790**

TICKETED PROGRAMMING – CULTURAL TOURISM

SAVANNAH COLLEGE OF ART AND DESIGN
\$35,000

Savannah Film Festival
Amount: \$35,000
of Services: 75
 Dates: October 28 – November 4, 2006
 Location: Trustees Theater, and Mondanaro Theater
 Description: Professionals from every aspect of the film industry converge on Savannah for this festival, which includes educational opportunities for the public and access to some of the industry’s finest films. Through screenings, master classes, and

2006 SALARY GRADE TABLE

Grade	Minimum	Maximum	Grade	Minimum	Maximum
1	\$9,440	\$14,182	31	\$48,919	\$73,489
2	10,755	16,158	32	50,234	75,466
3	12,072	17,581	33	51,550	77,444
4	13,389	20,115	34	52,867	79,420
5	14,705	22,090	35	54,182	81,397
6	16,021	24,068	36	55,498	83,374
7	17,336	26,044	37	56,814	85,351
8	18,652	28,023	38	58,130	87,331
9	19,968	29,998	39	59,445	89,304
10	21,284	31,975	40	60,762	91,282
11	22,600	33,952	41	62,078	93,260
12	23,916	35,940	42	63,393	95,236
13	25,232	37,906	43	64,710	97,213
14	26,547	39,883	44	66,025	99,191
15	27,864	41,859	45	67,341	101,167
16	29,180	43,836	46	68,658	103,144
17	30,495	45,813	47	69,973	105,122
18	31,812	47,791	48	71,289	107,098
19	33,128	49,767	49	72,606	109,076
20	34,443	51,743	50	73,921	111,053
21	35,760	53,721	51	75,237	113,029
22	37,075	55,697	52	76,553	115,008
23	38,391	57,674	53	77,867	116,979
24	39,708	59,652	54	79,184	118,959
25	41,023	61,629	55	80,498	120,931
26	42,339	63,606	56	81,815	123,004
27	43,654	65,582	57	83,130	124,886
28	44,971	67,559	58	84,448	126,866
29	46,286	69,536	59	85,762	128,841
30	47,602	71,513	60	87,078	130,817

GLOSSARY OF KEY TERMS

Accounting System - The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity or fund.

Accrual Basis - Method of accounting in which transactions are recorded at the time they are incurred, as opposed to when cash is received or spent.

Activity - An organizational classification composed of related work programs aimed at accomplishing a major service or regulatory program for which a government is responsible. Activity expenditure functions relate to the principal purpose/service for which expenditures are made.

Adjusted Budget - The budget as adopted by the City Council and adjusted to show transfers into or out of it.

Ad Valorem Taxes - Taxes levied on real and personal property according to valuation of the property and the tax rate.

Appropriation - A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeably with expenditures.

Assessed Valuation - A value that is established for real and personal property for use as a basis for levying ad valorem taxes.

Balanced Budget - A budget in which planned revenues available equal planned expenditures.

Base Budget - The base budget includes the approved expenditures required to provide the necessary resources to continue current work programs in support of approved goals and objectives. Service changes and capital improvements are not included in the base budget.

Bond - A written promise to pay a specified sum of money, called the par value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

Budget - An annual financial plan embodying

estimated expenditures for providing services and the proposed means of financing them.

Bureau - The primary organizational breakdown within many City funds. Each bureau serves a specific function or functions within the given fund entity.

Capital Expenditure - An addition to the value of a fixed physical asset, constructed or purchased, that has a useful life of ten years or more and cost \$5,000 or more.

Capital Budget - The appropriation of bonds or operating revenue for improvements to City facilities including buildings, streets, water/sewer lines, and parks.

Capital Improvement Program Projects (CIP Projects) Construction, renovation or physical improvement projects costing more than \$5,000 are termed capital expenditures or CIP Projects. These projects may include the maintenance or renovation of an existing structure or the construction of a new facility.

Capital Outlay - Capital items are defined as tangible items such as tools, desks, machinery and vehicles costing more than \$1,000 each and having a use-life of more than one year.

Class Title - Job classification or title.

Commodities - Items of expenditure in the operating budget which, after use, are consumed or show a material change in their physical condition and which are generally of limited value and/or are characterized by rapid depreciation. Office supplies, postage and small fixed assets are examples of commodities.

Community Development Block Grant (CDBG) - A federal domestic assistance grant to develop viable urban communities by providing decent housing and a suitable living environment as well as expanding economic opportunities for persons of low and moderate income.

Consolidated Omnibus Budget Reconciliation Act (COBRA) - Grants employees and their dependents the right to continue receiving coverage under the

employer's health care plan at the employer's group rate.

Contingency - Those funds included in the budget for the purpose of providing a means to cover minor unexpected costs during the budget year.

Debt Retirement - The repayment of general long-term debt principal and interest.

Debt Service - Payments of principal and interest to lenders or creditors on outstanding debt.

Department - Bureaus are subdivided into departments. A department may refer to a single activity or a grouping of related activities.

Draw From Reserve For Open Purchase Orders - Withdrawal of funds previously set aside to cover encumbrances from the previous year.

Effectiveness Measures - Measures which indicate effectiveness of work performed by departments in pursuit of objectives.

Efficiency Measures - Relates output to input. These measures are usually shown as unit costs.

Employee Benefits - Contributions made by the City to designated funds to meet commitments or obligations for employee fringe benefits. Included are the City's share of costs for social security and the various pension, medical and life insurance plans.

Encumbrance - Commitment of funds to be used for goods and services not yet delivered.

Enterprise Fund - A self-supporting fund designed to account for activities supported by user charges. In the City of Savannah, the enterprise funds are Water, Sewer, I & D, Parking Services, Civic Center, Golf Course, Sanitation and Resource Recovery.

Expenditure - The payment of cash or the incurring of a liability for the acquisition of goods and services.

Fiscal Year - The accounting period for which an organization budgets is termed the fiscal year. In Savannah, the fiscal year is the same as the calendar year.

Franchise Fee - A fee levied on utilities for use of

City rights-of-way.

Fund - A set of interrelated self balancing accounts to record revenues and expenditures for the purpose of carrying out specific objectives.

Fund Balance - The excess of the revenues and other financing sources over the expenditures and other uses.

General Fund - The fund that accounts for all revenues and expenditures which are not accounted for in specific purpose funds. It finances the regular day-to-day operations of the City.

General Fund Contribution - Subsidy to a fund which is not supported by its own revenues. The Sanitation and Civic Center Funds generally require this contribution.

General Obligation Bonds - Bonds used to finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from property taxes and these bonds are backed by the "full faith and credit" of the issuing government.

Generally Accepted Accounting Principles (GAAP) - A set of standard rules and procedures used to account for the receipt and expenditure of funds

Goal - A measurable statement of desired conditions to be maintained or achieved.

Grade - A measurement on the City's pay plan scale used to assign pay to job classifications.

Grant - An award of funding provided by a governmental unit or other type organization in aid or support of a particular governmental function or program.

Home Program - A federal program that allocates funds for housing through block grants. These grants require non-federal matching funds.

I & D - Refers to the Industrial and Domestic Water Supply operations.

Incentive Budgeting Program - A program which allows department administrators greater flexibility in managing their budgets in exchange for greater

responsibility and an opportunity to "bank" savings for future use.

Infrastructure - Physical assets such as streets and buildings.

Interfund Transfers - Amounts transferred from one fund to another, primarily for work or services provided.

Internal Services Fund - The Internal Services Fund is used to account for the financing of goods or services provided by one department of a government to other departments or agencies on a cost-reimbursement basis.

Local Option Sales Tax (LOST) - State legislation allows local governments to levy an additional sales tax in its jurisdiction. The City of Savannah currently collects proceeds based on a 1% voter approved local option. Use of these funds are unrestricted.

Major Code - A major code is assigned to classify eight major groups of expenditures. These groups are: Personal Services, Outside Services, Commodities, Interfund Services, Capital Outlay, Debt Related Charges, Interfund Transfers, and Other Expenses. Each group consists of a series of minor codes which have related functional characteristics.

Millage Rate - The tax rate on property. One mill equals \$1 per \$1,000 of assessed property value.

Minor Code - Classifies the type or description of items purchased or the services obtained within a major code. Examples include salaries, supplies, and professional services. This is the most detailed expenditure classification. A minor code is also known as the account code.

Mission Statement - This describes the core responsibilities of a department or activity.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collected within the current period or soon enough thereafter to be used to pay liabilities of the current period and expenditures are recognized when the related liability is incurred.

Objective - A decision about the amount of progress to be made within a specified time in reducing the gap

between real conditions and ideal conditions described in the goal.

Operations Budget - Referred to as an operating budget. The portion of the budget that pertains to daily operations which provide basic governmental services. The operating budget contains appropriations for such expenditures as salaries, supplies, utilities, materials, travel and fuel.

Ordinance - A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the City.

Organization Chart - A chart representing the authority, responsibility, and relationships among departmental entities within the City organization.

Other Expenses - Items of expenditure primarily for payments and contributions to other City funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City.

Outside Services - Items of expenditure for services the City receives primarily from an outside company. Utilities, rent, travel and advertising are examples of outside services.

Performance Measures - Also referred to as service levels. Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

Personal Services - Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees as well as the fringe benefit costs associated with City employment.

Program - An organized set of related work activities within a bureau or a department which are directed toward a common purpose or goal and represent a well-defined use of City resources. Each City department usually is responsible for a number of related service programs.

Projected - Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Property Tax - A tax levied on the assessed value of

real, public utility and personal property. Generally, assessed value is 40% of market value.

Revenue - Money or income received by the City from external sources such as taxes collected or an amount received for performing a service.

Revenue Bonds - Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest due on the bond.

Risk Management - The coordinated and continuous effort to minimize the potential financial and human resource losses arising from workers compensation, liability and property exposures.

Self-Insurance - The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks, and losses which do occur are charged against those accounts or funds.

Service Improvement - A proposal to either provide a new service or position, or to substantially improve an existing service which will result in additional funding.

Sovereign Immunity - The City of Savannah, as a Municipal Corporation Chartered under the Laws of the State of Georgia, is immune from suits for injuries or damages caused by actions of the City in the performance of certain governmental functions.

Special Purpose Local Option Sales Tax (SPLOST)
A one cent voter approved addition to the sales tax to be used only for specified capital purposes.

Unit Costs - The costs required to purchase or produce a specific product or unit or service (e.g., the cost per residence to collect residential garbage and trash); cost allocation divided by the service quantity.

User Charges - The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are Water, Sewer and Residential Refuse fees.

Weed and Seed - A collaborative attack on drugs and crime in targeted neighborhoods.

Workload Measures - The activities of departments which are aimed at accomplishing a major service for which a government is responsible.

LIST OF ACRONYMS

ADA - Americans with Disabilities Act	CNT – Counter Narcotics Team
AFIS - Automated Fingerprinting Identification System	COBRA - Consolidated Omnibus Budget Reconciliation Act
AMR – Automatic Meter Reading	COTU - Career Offender Tracking Unit
APCO – Association of Public Safety Communication Officials	CPD - Community Planning and Development
ASE – Automotive Service Excellence	CPTED - Crime Prevention Through Environmental Design
AST – Above ground Storage Tanks	CRDC - Coastal Regional Development Center
BILF - Business Improvement Loan Fund	CSR - Customer Satisfaction Rating
BIP - Bulk Item Pickup	CVB – Convention and Visitors Bureau
BPD – Bureau of Public Development	CWIB – Coastal Workforce Investment Board
CAD - Computer Aided Design	CWQCP - Crossroads Water Quality Control Plant
CAFR - Comprehensive Annual Financial Report	DCA – Department of Cultural Affairs
CBDO – Community Based Development Organizations	DFR Landfill - Dean Forest Road Landfill
CDBG - Community Development Block Grant	DO - Dissolved Oxygen
C&D - Construction and Demolition	DOH – Department of Housing
CCF - 1 CCF = 100 cubic feet	DOJ - Department of Justice
CSS - Community Services Specialist	DOT - Department of Transportation
CDC - Community Development Corporation	DSA - Downtown Savannah Authority
CEMA – Chatham Emergency Management Agency	EDA - Economic Development Administration
CHS - Coastal Heritage Society	EDD – Economic Development Department
CHSA - Community Housing Service Agency	EDI - Economic Development Initiative
CID – Criminal Investigations Division	EIS - Environmental Impact Statement
CIP - Capital Improvement Program	EMS – Emergency Medical Service
CMOM – Capacity, Maintenance, Operations, and Management	ENA – Eastside Neighborhood Alliance
	EOA - Economic Opportunity Authority
	EPA - Environmental Protection Agency

EPD - Environmental Protection Division	HUD - U.S. Department of Housing and Urban Development
ERP - Enterprise Resource Planning	HVAC – Heating Ventilation, Air Conditioning
ESG – Emergency Shelter Grant	I&D - Industrial and Domestic
FBI - Federal Bureau of Investigation	I & I – Inflow and Infiltration
FCC - Federal Communications Commission	ICMA - International City/County Management Association
FEMA - Federal Emergency Management Agency	ICUD - Index to Current Urban Documents
FHI - Fair Housing Initiative	IDA – Individual Development Account
GAAP – Generally Accepted Accounting Principles	IMD – Information Management Division
GASB – Government Accounting Standards Board	ISO – Insurance Services Office
GCIC - Georgia Crime Information Center	IT – Information Technology
GDOT – Georgia Department of Transportation	JTPA - Job Training Partnership Act
GFOA - Government Finance Officers Association	K-9 - Canine
GIS - Geographical Information System	KSB - Keep Savannah Beautiful
GMA – Georgia Municipal Association	LARP - Local Assistance Roadway Programs
GOHA - Governor's Office of Highway Safety	LED – Light emitting diode
GOYA - Guild of Youth Artists	LF – Linear Feet
HAZ-MAT - Hazardous Material	LGPA – Local Government project Agreements
HCD - Housing and Community Development	LIHTC – Low Income Housing Tax Credit
HEAT – Highway Enforcement of Aggressive Traffic	LMIS - Laboratory Management Information System
HMRT - Hazardous Material Response Team	LOST - Local Option Sales Tax
HODAG - Housing Development Action Grants	LPHR - Lead-based Paint Hazard Reduction
HOME - Home Investment Partnerships Program	MDT – Mobile Data Terminal
HOPWA - Housing Opportunities for Persons With AIDS	MGD - Million Gallons per Day
HR - Human Resources	MHZ - Megahertz
HRA - Health Risk Appraisal	MLK Jr. Blvd. - Martin Luther King, Jr. Boulevard

MPC - Metropolitan Planning Commission	RPS - Real Property Services
MSA - Metropolitan Statistical Area	SAAEEC – Savannah African-American Economic Empowerment Collaborative
MSW - Municipal Solid Waste	SAFE - Savannah Area Firearms Experiment
MURP – Mini-Urban Redevelopment Plan	SAGIS - Savannah Area Geographical Information System
M/WBE – Minority/Women’s Business Enterprise	SBAC – Small Business Assistance Corporation
NAEIR - National Association for the Exchange of Industrial Resources	SCADA - Supervisory Control and Data Acquisition
NBA - Neighborhood Beat Approach	SCAN - Savannah Chatham Alert Network
NCIC - National Crime Information Center	SCADA – Supervisory Control and Data Acquisition
NET - Narcotics Eradication Team	SCBA – Self-Contained Breathing Apparatus
NPDES - National Pollutant Discharge Elimination System	SCMPD – Savannah Chatham Metropolitan Police Department
OCS – Operation Clean Sweep	SDRA - Savannah Development & Renewal Authority
OSHA - Occupational Safety and Health Administration	SEC – Savannah Entrepreneurial Center
PC - Personal Computer	SEGARCN – Southeast Georgia Regional Communications Network
PIO - Public Information Office	SEPCO - Savannah Electric and Power Company
PM - Preventive Maintenance	SHOW - Savannah Historic Officers Walking
PMD - Property Maintenance Division	SIMTC - Savannah International Maritime Trade Center
PMO - Property Maintenance Ordinance	SIP - Savannah Impact Program
POPP - Painting Other Peoples Property	SPACE - Savannah's Place for Arts, Culture and Education
PPCG - Per Person Cost of Government	SPCC – Spill Prevention Control and Countermeasures
QA/QC - Quality Assurance/Quality Control	SPLOST - Special Purpose Local Option Sales Tax
R&B - Research and Budget	SPPP – Stormwater Pollution Prevention Plan
RFP – Request For Proposal	SSBG - Social Services Block Grant
RMP - Risk Management Planning	SWWP – Stormwater Management Plan
RMS - Records Management System	
ROW - Right of Way	

TMDL - Total Maximum Daily Loading

TRAP - Tactical Reaction and Prevention

VIBE - Vigorously Influencing Black Education

VOIP – Voice Over Internet Protocol

WIA - Workforce Investment Act

WQCP – Water Quality Control Plant

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