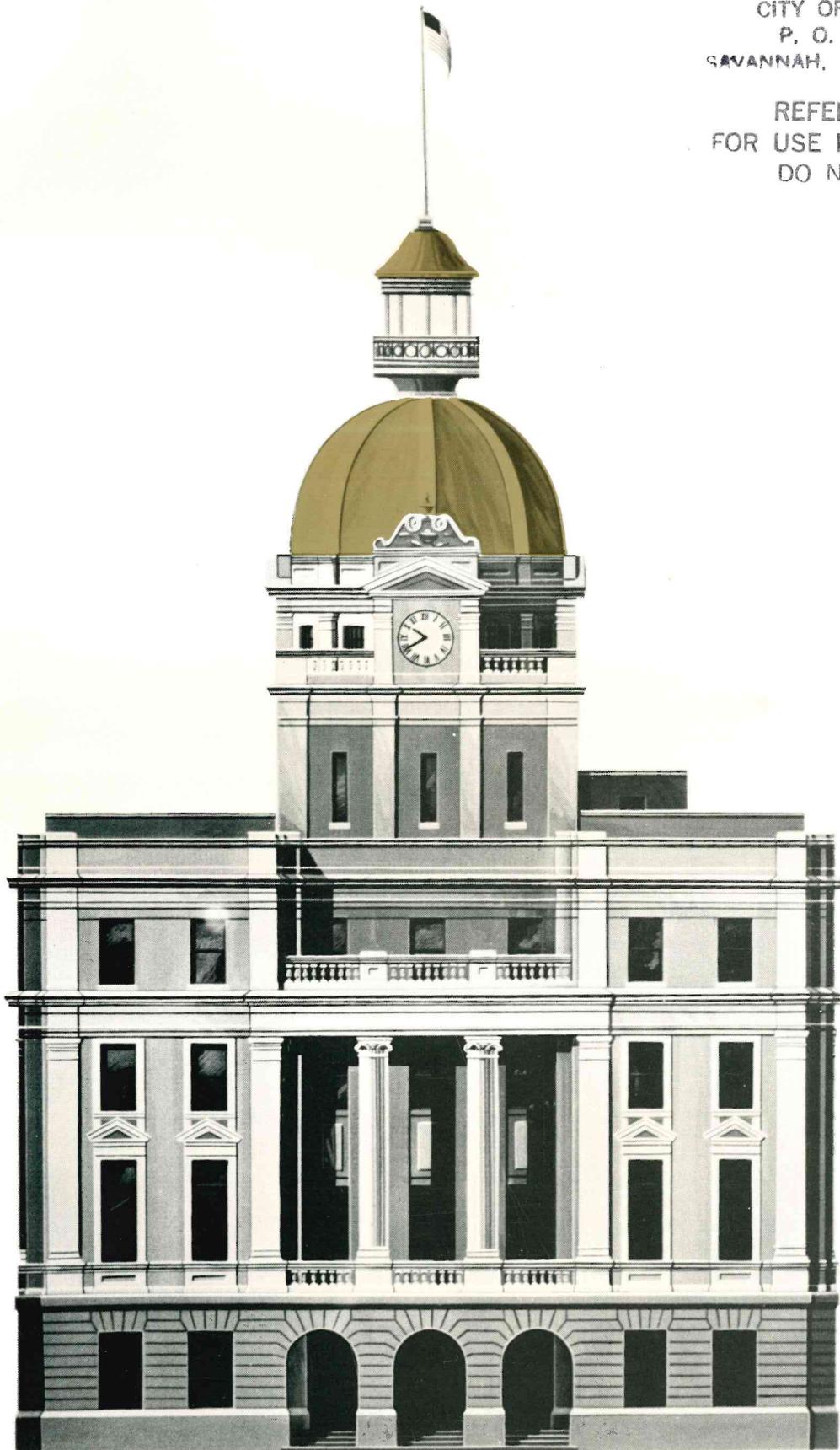


SAV. CM.
01-1986

CITY OF SAVANNAH ANNUAL REPORT

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ANNUAL REPORT TO THE MAYOR AND ALDERMEN JULY, 1987

JOHN P. ROUSAKIS
Mayor

LEO E. CENTER
Mayor Pro Tem

ROBERT E. ROBINSON
Vice-Chairman

HARLEY C. MORRISON
Chairman

FLOYD ADAMS, JR.
Vice-Chairman

W. BROOKS STILLWELL
Alderman

GEORGE A. ZETTLER
Alderman

OTIS S. JOHNSON
Alderman

ELIZABETH M. SHEEHAN
Alderman

ON THE COVER:

In the Fall of 1986, work began on the gold leafing of the dome atop Savannah's City Hall. The services of Albert Swanke, architect, and Hussey, Gay, and Bell, engineers, were donated to the project, which was funded in large part by a local donor who prefers to remain anonymous.

July, 1987

Mayor and Aldermen
City of Savannah
City Hall
Savannah, Georgia 31402



Arthur A. (Don) Mendonsa
City Manager

Dear Council Members:

The attached report summarizes the activities and accomplishments of the various departments of the City Government under the budget and program of work authorized by you for budget year 1986. After reading the report, I think you will agree that these departments did an outstanding job in meeting the program objectives established for 1986.

The budget for 1986 was \$74,495,015. We stayed within this budget. In addition, we continued to strengthen and improve the City's financial condition by maintaining adequate reserves to cover health and medical costs for employees, liability claims under our self-insurance program, and unforeseen emergencies. The City's bonded debt remained low and at the end of the year was less than 14% of our authorized limit. Our unused capacity to add general obligation bond debt was \$118,927,842 at the end of 1986.

Under our work program for 1986, we continued to be effective and responsive to the service and facility needs of the citizens.

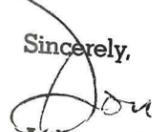
Accomplishments of special significance under this work program include:

1. Placing into operation two parking garages built at a cost of approximately \$10 million. Together, the facilities provide approximately 1000 off-street parking spaces.
2. A capital improvement program under which we paved three miles of streets, improved the drainage system, expanded water and sewer facilities, and constructed park and recreation facilities, including the addition of nine holes at the municipal golf course and the construction of the five lighted field softball complex.
3. A fire protection program that produced a nine percent reduction in structural fires and achieved a fire insurance rating upgrade from a class 3 to a class 2.
4. Completion of the installation of the computer controlled traffic light system and the installation of 400 new street lights.
5. Formation of a citizens committee to study drainage needs of the City and recommend a means of financing these needs.
6. Funding of a cultural events program that included the Arts-On-The-River Weekend, a jazz festival, a symphony concert, theater performances in Forsyth Park, and an outreach cultural services program into the neighborhoods.
7. Continued progress in placing purchase awards to minority vendors. In 1986, over \$515,000 in purchase awards were placed with minority vendors, compared to \$300,000 in 1985.

These and other activities and accomplishments of the year are described in this report.

I wish to commend the heads of the various bureaus and departments of the City, and their staff, for their efforts in 1986. They serve the citizens of the City with great dedication and commitment and they serve them responsively and responsibly.

Sincerely,


Arthur A. Mendonsa
City Manager

Fire Protection

In 1986, we continued to address the challenge of improving the effectiveness and efficiency of the existing public service processes. At the same time, we continued to plan ahead, to serve on a more timely basis, the future needs of this City that will be generated by growth and development.

This effort to plan ahead is made to help ensure that this City will keep current with its services and facilities program, rather than defer the maintenance and expansion of these services and facilities, and again be confronted with the heavy load of catch-up costs this community has had to pay for the past 35 years - to pave unpaved streets; place recreation facilities where none had been provided; correct underdeveloped drainage systems; collect and treat sewage that was being dumped, untreated, into the rivers and streams of this community; and, correct traffic flow problems.

Our purpose in the City government, in fact the reason we exist, is to provide for and enhance the **safety and health, quality of life, and economic well-being** of our citizens. The following is a summary of some of the measures taken during the past year to ensure that those needs are and will continue to be met; and, that the quality of life of our citizens will continue to improve. ■

Continuing its trend of excellence, the Savannah Fire Department reported further declines in the number of fires occurring annually. In 1986, there was a 9% decrease in structural fires from the number that occurred in 1985. In addition, the Department cleared ten arsons by arrest, a clearance rate which is ten percent higher than the national average.

Many property owners in Savannah can look forward to a reduction in their fire insurance rates as a result of the accomplishments made by the Savannah Fire Department. After an extensive review of the Department's function last summer, the City's insurance class was upgraded from a Class 3 to a Class 2, effective as of February, 1987.

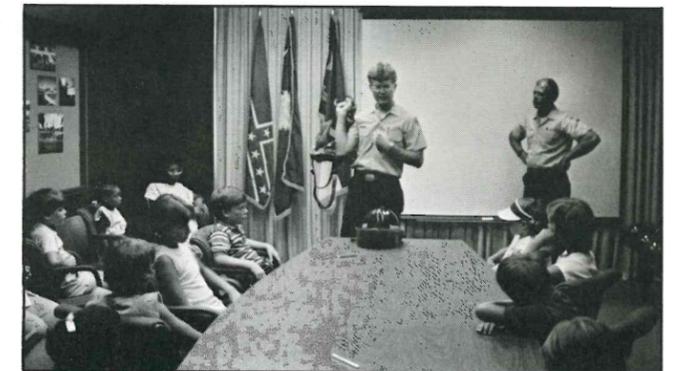


The Savannah Fire Department's Blood Pressure Program continued throughout the year. During 1986, almost 4000 readings were made, free of charge, at several locations. Any readings which were found to be higher or lower than the "normal" parameters were carefully explained to the individual, who was then referred to the Community Cardiovascular Council.

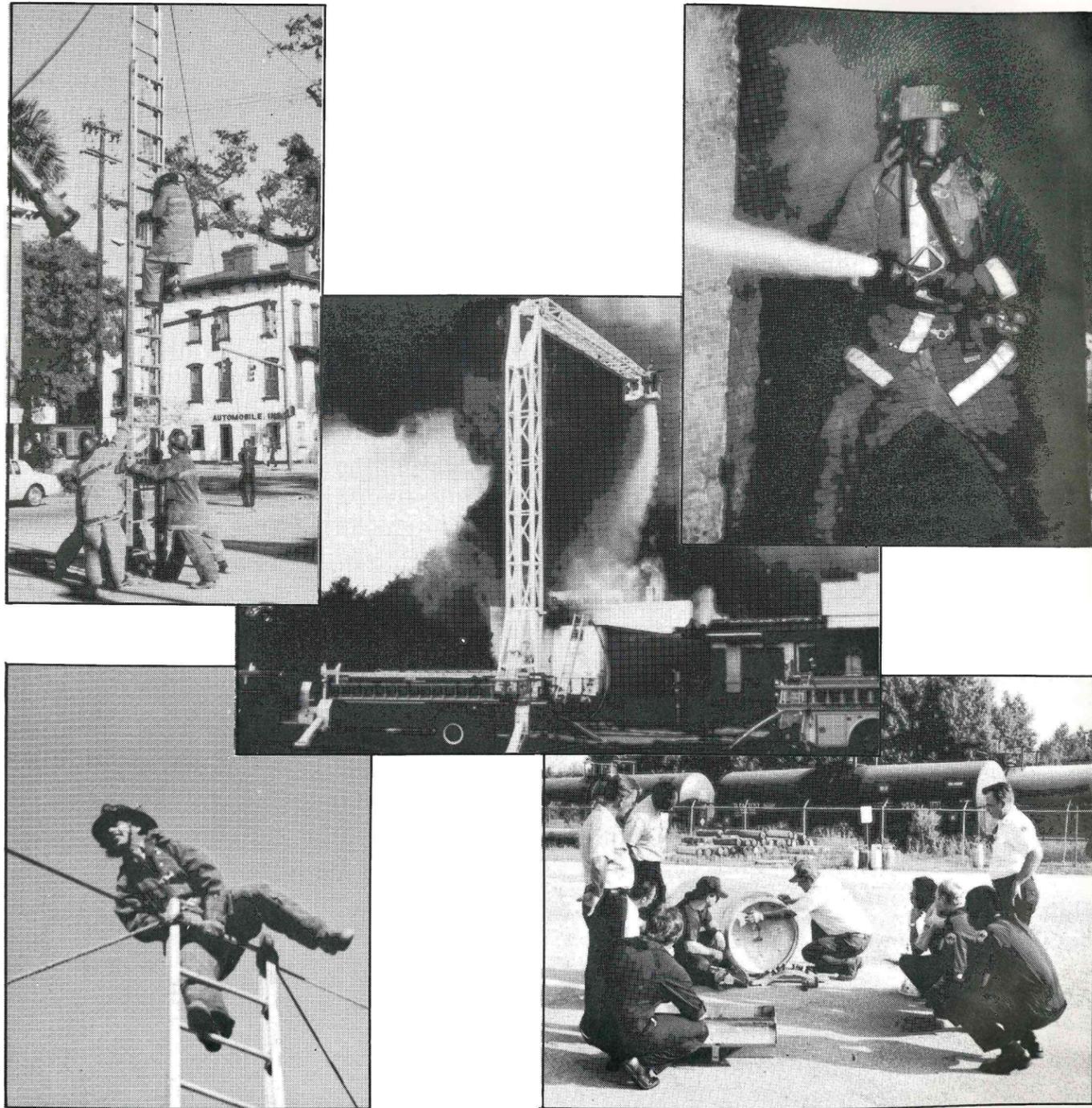


Chief John Schroder
Savannah Fire Department

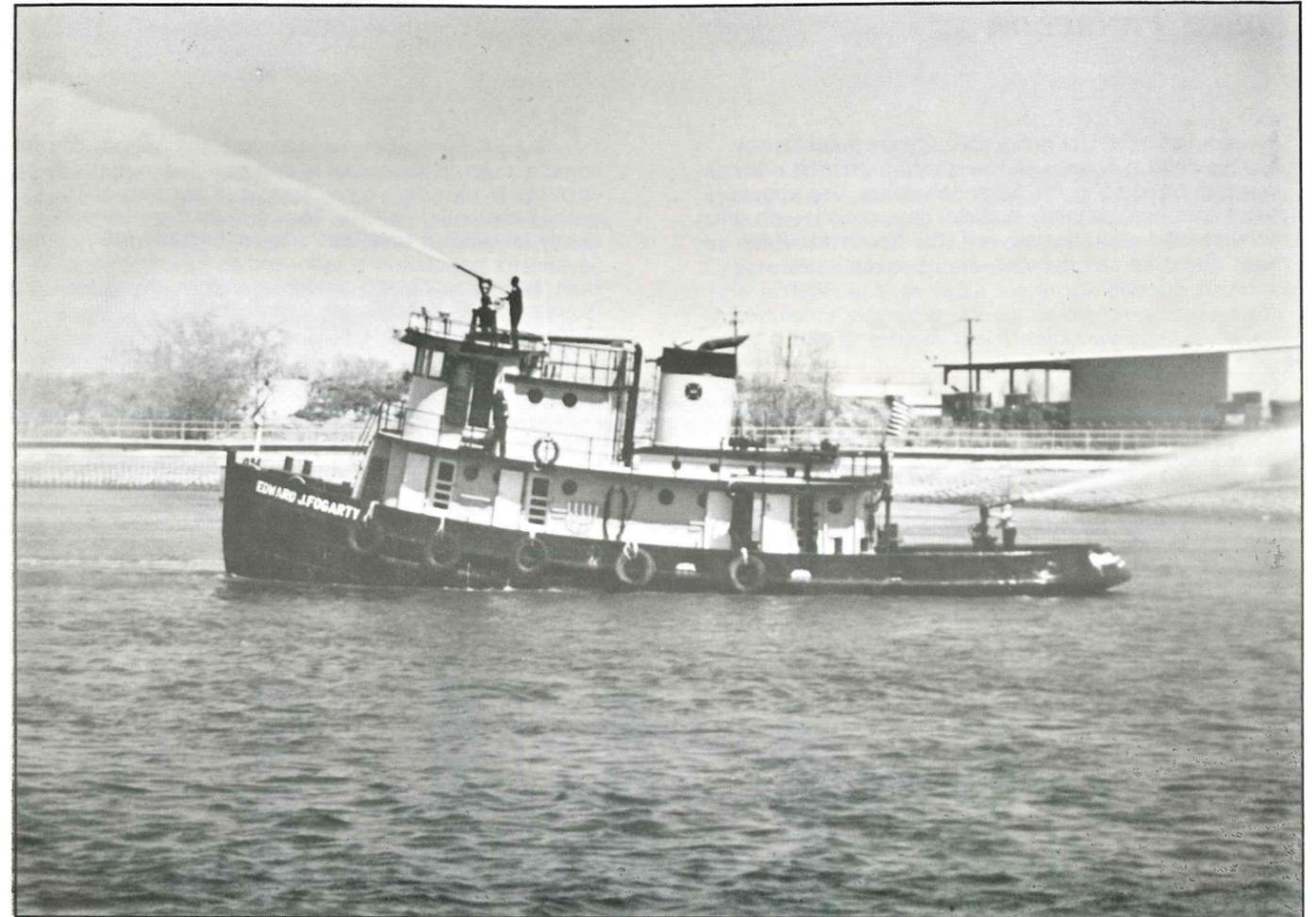
"These advances were made without any substantial increase in our budget, and at no extra cost to taxpayers."



The Fire Department continues to increase its educational and public awareness programs, with more than 10,500 children participating in its "Learn Not to Burn" Program during 1986. This program, a joint Fire Department/Board of Education project, has now completed four very successful years, educating tens of thousands of local school children, in grades kindergarten through fifth, on the causes of fire and how to prevent them. ■



Professional training is a top priority for the Savannah Fire Department, and "above average" performance continues to be the result. During 1986, the average number of training hours for each firefighter by far exceeded the minimum requirement set by the State of Georgia. The Minimum Standards Council requires that each firefighter receive at least 120 hours of training annually to maintain his certification. Members of the Savannah Fire Department received an average of 311 hours during the year, in a variety of subjects including hazardous materials, protective equipment, first aid, and C.P.R.



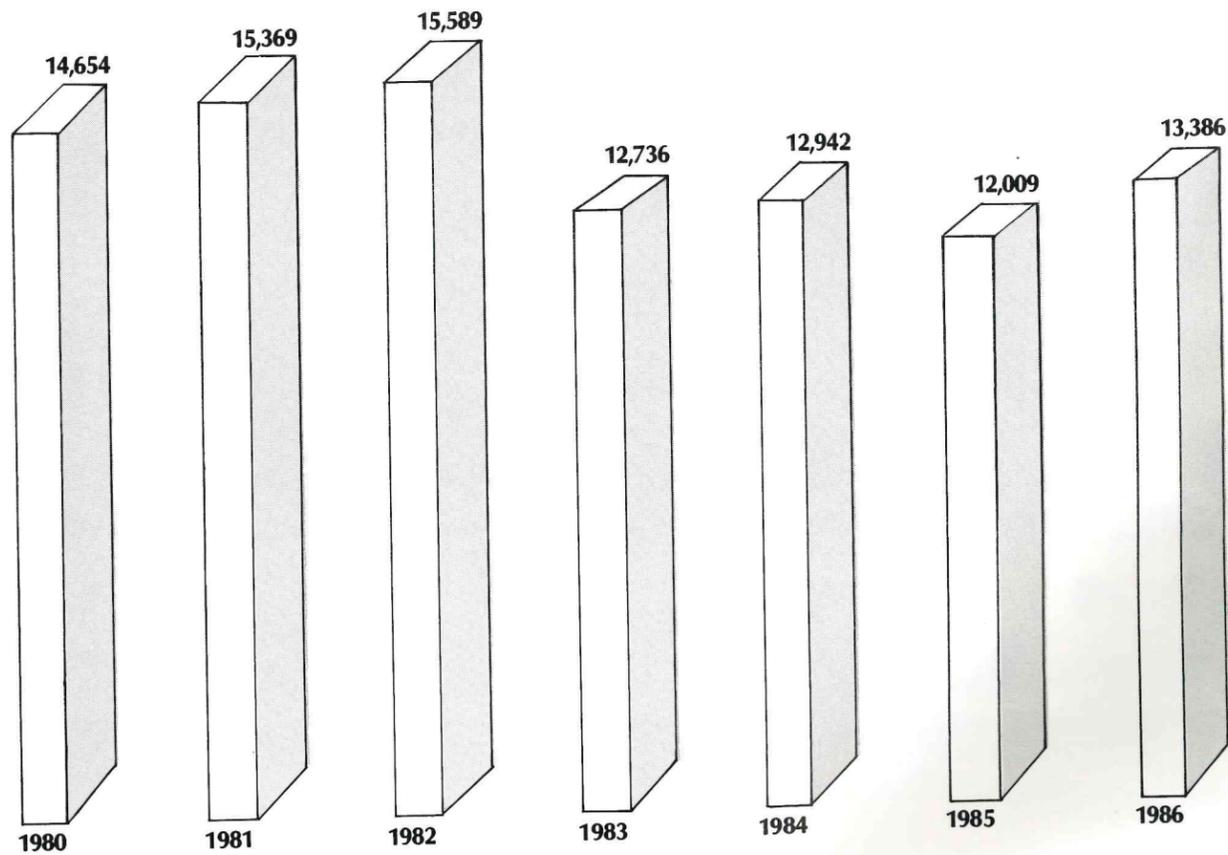
In March of 1986, the former Corps of Engineers Tug Dozier was officially accepted and dedicated by the City, after being refitted as a fireboat. The fireboat was renamed the *Edward J. Fogarty* in honor of the late head of the Civil Defense Council.

Police Protection

Each year, the Uniform Crime Report published by the Federal Bureau of Investigation lists the number of crimes reported to the Savannah Police Department during that twelve-month period. These statistics are often misinterpreted and misused; and, the figures for 1986, much discussed and debated, are no exception.

Regardless of what was reported, the bottom line for crime activity in Savannah is this: our slow but steady decrease in the City's crime rate since the turn of the decade continued in 1986. This, despite our slow and steady increase in population. From 1980 to 1986 Savannah's population is estimated to have increased from 141,390 to 148,460 residents, an increase of 5%. (Source: FBI Uniform Crime Report, 1985.)

PART I CRIME



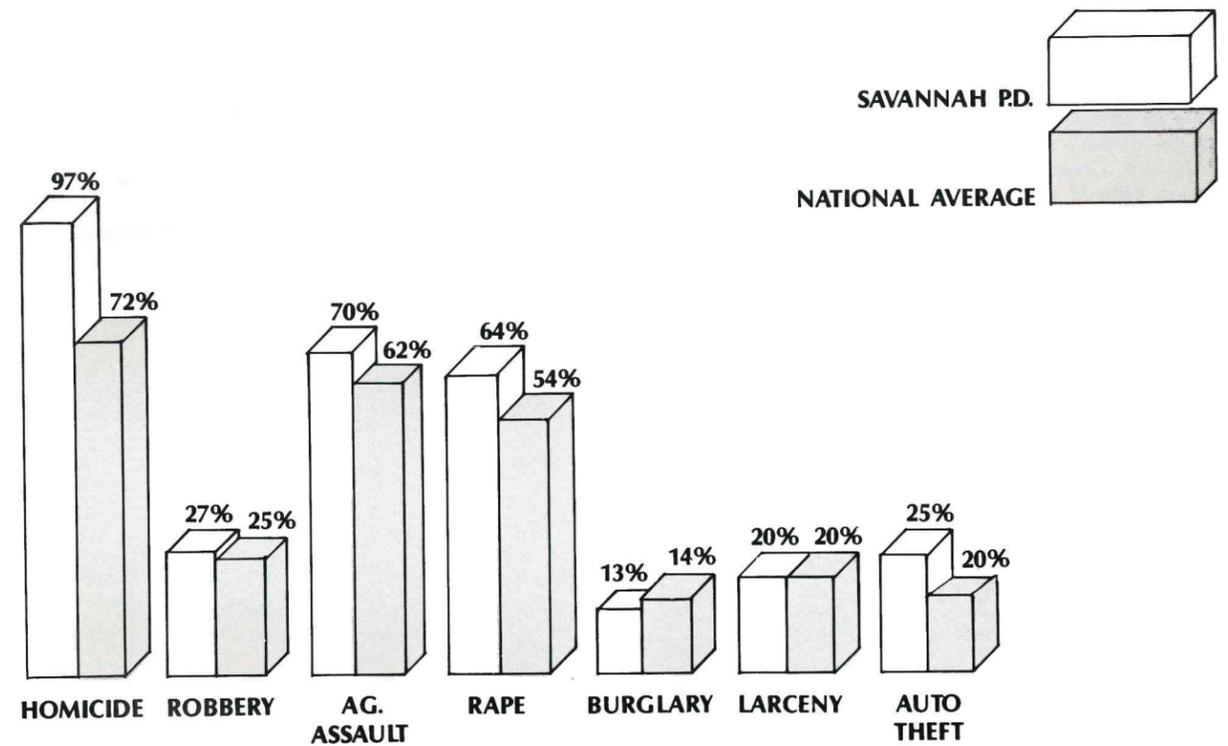
Crime Activity in Savannah since 1980. The ratio of reported crimes, per population, continues to decrease.

During 1986, murder and rape were reduced significantly. 29 homicides occurred in the City, representing a 28% decrease from the 40 murders reported in 1985. Twenty-eight of those 29 homicides were cleared, marking a substantial increase over the national clearance rate of 74%.

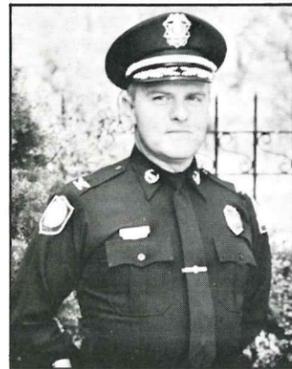
There were 102 rapes in Savannah during 1986, representing a 12% decrease from the preceding year. The Savannah Police Department's Criminal Investigations Bureau cleared more than 64% of those cases.

With the exception of auto theft, all other crime classifications statistically increased during the year. It's important to understand, though, that while the number of incidents increased, the ratio per population continued its downward trend. In addition, the Savannah Police Department increased its overall number of arrests by 24% in 1986; and, as you'll see in the diagram below, our Department's clearance rate in almost every crime area either meets or exceeds the national average.

1986 CRIME CLEARANCE RATE



Changes in police strategies and operations, as part of a major program improvement, were put into place midyear. These changes resulted in declines in the number of reported incidents in several crime categories.



Chief David Gellatly
Savannah Police Department

"Additional officers were hired to serve the newly annexed area - without a reduction in service for other areas of the City. We re-structured our patrol beats, set-up walking patrols, established a robbery task force, and directed patrol formed special robbery and burglary squads."

Social Problems Planning Commission

As noted earlier, the level of crime in this community has been decreasing. Nevertheless, the vast majority of crimes continue to be "black-on-black" and impoverished-on-impoverished. The group with the greatest number of **criminals** is composed of low income blacks. The group with the greatest number of **victims** is composed of low income blacks. Before a discernible and long-lasting effect can be made on Savannah's crime problem, this dichotomy must be recognized and addressed. And it was.

Late in 1986, Savannah's City Council approved and allocated funding for the formation of a Social Problems Planning Commission. This panel will be charged with identifying and recommending solutions to the socioeconomic conditions which perpetuate and breed criminal activity in our City. Some of the conditions to be studied include teenage pregnancy, black unemployment, undereducation and homelessness.

Traditionally, the response to a city's crime problem has been to find that more police officers are needed, that the courts need to be more severe, and that punishment needs to be harsher. However, these strategies could prove to be but a "band-aid" approach to our overall war on crime. City Council, in recognizing this need, has taken the first step toward addressing the source of our crime problems, instead of treating the symptoms. ■

In January of 1986, the Dispatch Unit occupied its new communications center and, on the 27th of that month became responsible for the operation of the enhanced emergency 911 phone system. The E-911 system, one of only about 100 in the nation, has increased the center's call volume by more than 40%, but has already had a marked impact on the effectiveness and response time of our emergency systems.



A person is often unable to tell the police where they are. They may be injured, or babysitting, or they may be a tourist at a pay phone. This way, the Police Department knows where they are when the call comes in, and in those instances, response time has greatly improved. ■

Inspections

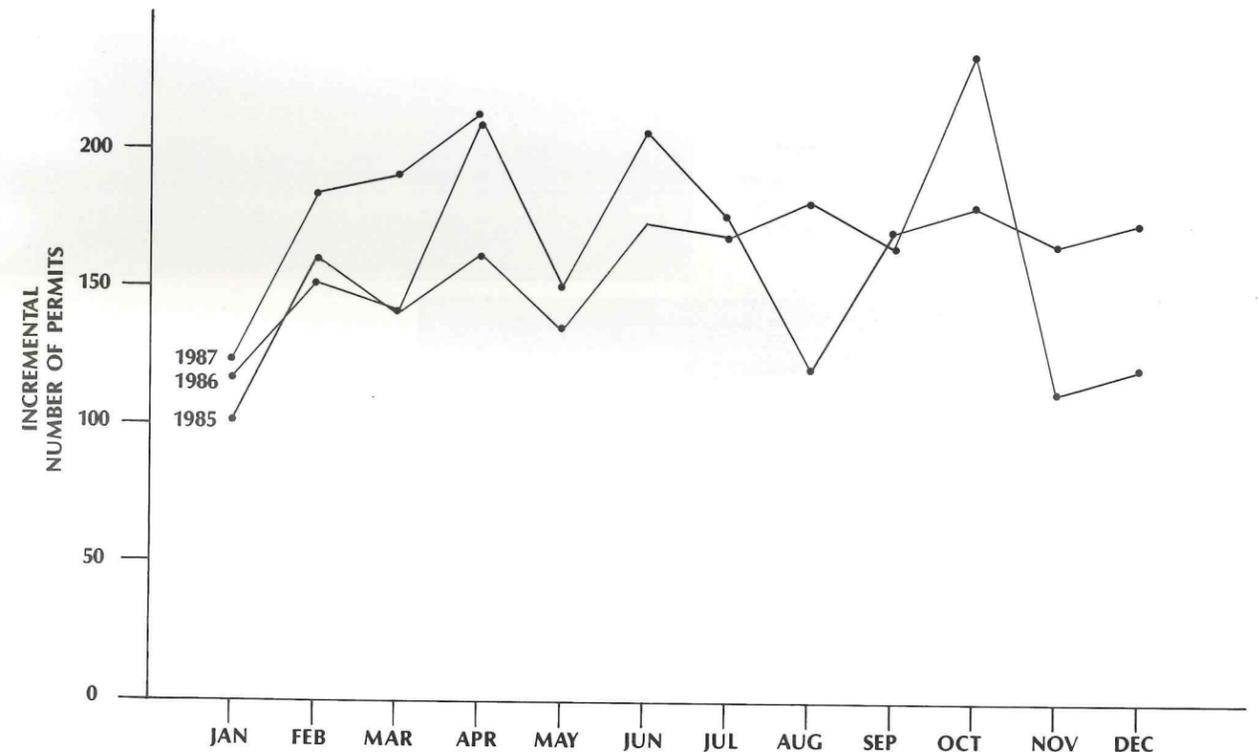
The City's Inspections Department enforces the City's fire, zoning, and construction codes, including building, electrical, plumbing and mechanical codes. Both commercial and residential facilities are inspected, thereby increasing the public's safety, well-being, and convenience, and **decreasing** the likelihood of accidents, fires, etc. Through a contract with the Chatham County Health Department, it is also responsible for administering the City's housing code.

During 1986, inspections launched a major effort at forcing serious housing code offenders to comply with codes. A program to subpoena offenders was initiated

and four property owners and 64 substandard units were brought to court. In many cases, multiple appearances and fines were necessary, but the end result has been increased compliance and more decent housing for our citizens.

Through major improvements in operation and procedures, average permit issue time decreased from 11 to 7 work days. Much of this improvement is the result of a new 'walk-through' program, which allows residential applicants to personally apply for and receive permits during specified hours. ■

**BUILDING PERMITS ISSUED BY MONTH
1/85 - TO DATE (4/28/87)**

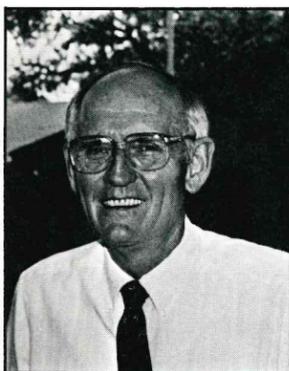


There has been a general increase in the application for and issuance of building permits over the last two years, due in part to improved procedures.

Leisure Services

Providing for the health and social well-being of our citizens through athletic, recreational and cultural opportunities is **not** a responsibility that our Leisure Services Bureau takes lightly. Leisure time activities are offered year-round to citizens of all ages, backgrounds, and levels of ability; while, at the same time, all buildings and grounds are kept in top condition.

Through close cooperation with other City departments, these activities are also offered to the elderly, the handicapped, the economically-disadvantaged, and other groups which would normally not have access to these opportunities.



John Tidwell
Leisure Services Bureau

*"We are very sensitive to the fact that we do **much** more than play ball ... Golden Age Clubs, adult daycare, programs for the physically and mentally handicapped, organized activities for youth. There are many cases in which these programs have actually changed peoples' lives."*

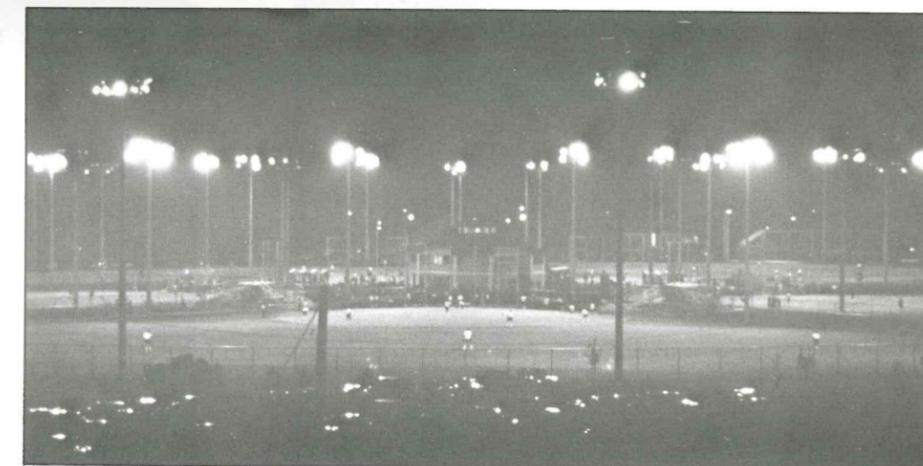
Every department in the Leisure Services Bureau reports that 1986 was an eventful year, and that's clearly evident in some of their major accomplishments:

The Athletic Department serviced a record number of participants in all its categories, including organized team sports play, tennis play, and the aquatic programs. Several of the youth teams went to district and regional playoffs.

Speaking of team sports play, our softball league, by far the most popular, got a boost with the addition of a \$1.8 million dollar, world-class softball complex. ■



Paulsen and Mayor Rousakis
at the Dedication of the
Complex in April, 1987



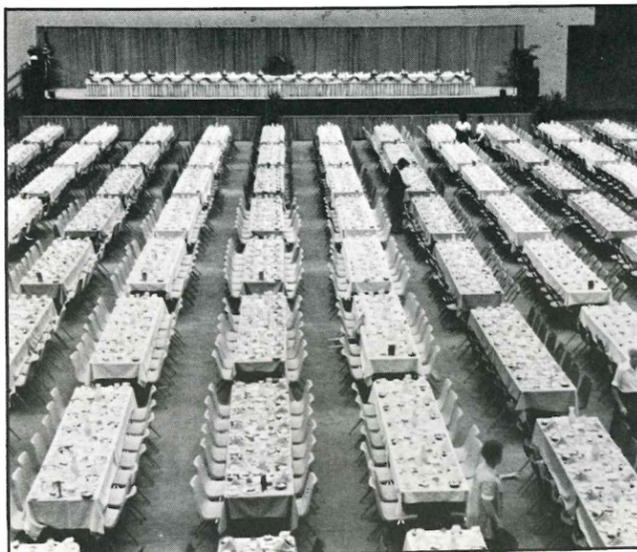
Ground was broken in 1986 for the Allen E. Paulsen Softball Complex, which, completed in the Spring of this year, is one of the finest softball complexes in the country. Two National Tournaments were booked at the facility long before it was even complete. Mr. Paulsen, for whom the facility is named, is the Chairman and President of Gulfstream Aerospace Corporation. Funding for this complex was made possible through his generous donation.



The Savannah Civic Center featured 35 headline concerts in 1986 with several sell-outs recorded. Scheduled events include something for everyone, from rock-n-roll, to gospel, to ballet, to public ice skating.



The highlight of the year for the Civic Center was the addition of a professional basketball team, the Savannah Spirits of the Continental Basketball Association.



In addition, 20 trade shows, and 11 conventions were held at the Civic Center during 1986, attracting tens of thousands of shoppers and delegates to our City. The Ballroom is a popular site for parties, proms, and wedding receptions and more than 70 such functions were held there during the year.



The Bacon Park Golf Course had its most successful year ever with over 58,000 rounds of golf played. In March, the Tournament Players Association Golf Championship was held at the course with over 100 professional golfers participating. The dedication of the new 9-hole expansion was held in June. The largest-ever City Amateur Championship was held during the summer with 259 entries.

Traffic Engineering

The purpose of our Traffic Engineering Department is to provide for the safety and convenience of our citizens. And, with the expansion of retail, office, and residential developments, especially on the southside of Savannah, signal timing and arterial coordination continue to be top priorities for our engineers.

Using the intersection of Abercorn Street at Mall Boulevard as one example, traffic flow has increased beyond capacity. Signal timing and synchronization will render only limited relief until the upgrading and widening of other arteries is complete, providing alternate travel routes for commuters. Completion of the White Bluff, Montgomery Crossroad and Casey Canal projects will greatly enhance our ability to accommodate this growing volume of motorists.

In the first quarter of 1986, the upgrading of the traffic signal system was completed, providing coordinated operation of corridors with varying traffic characteristics. The new "closed loop" system is the largest of its kind in

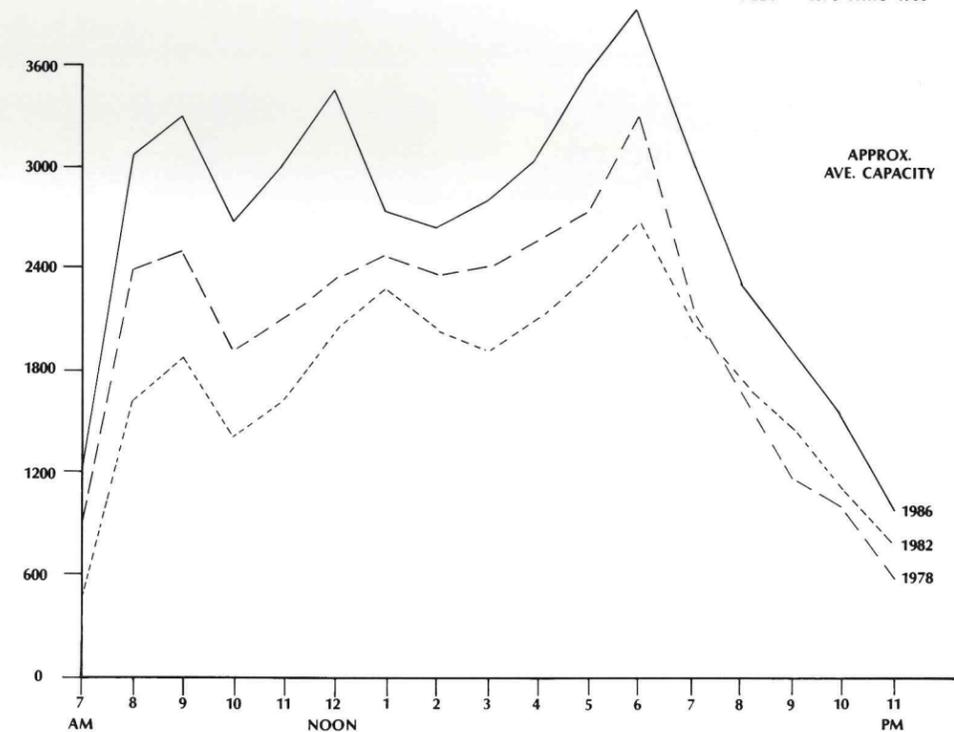
the country and operates without the need for computer technicians, expensive communications equipment, or high cost maintenance contracts. Most of the old mechanical control equipment was replaced under the project, resulting in more reliable operation and fewer emergency calls.

Other services provided by the Traffic Engineering Department during 1986 include:

- Four hundred new street lights were installed, exceeding the objective for the year. Approximately 60% of these lights were placed north of Victory Drive in areas designated as "high crime."
- Major repairs were done to the I-16 ornamental lighting system, including the replacement of 5000 feet of electrical wire.
- The department's objective of installing signs at 150 intersections within the City was met and exceeded. ■

VEHICLES/HR. (BOTH DIRECTIONS)

ABERCORN ST. AT MALL BLVD.
HOURLY TRAFFIC VOLUME
PLOT - 1978 THRU 1986



Facilities Maintenance

While the City doesn't sell shoes or software, it is in the business of **providing services** to Savannah's citizens, and, every resident is a 'customer'. While each department in the City provides some form of service to Savannahians, either direct or indirect, the most quantifiable are sanitation, water, sewerage, streets and drainage maintenance. These are provided through our Sanitation and Facilities Maintenance bureaus.



Ed Hagin
Facilities Maintenance
Bureau

"How we deal with the public, and their needs and requests, is just as important as our business of repairing potholes and drainage leaks. We are in the 'people business.'"

Savannah's customer service desk provides a "hot-line" for our 'customers' to use when they have questions or requests related to the services the City provides. Calls from the public are recorded by computer and then sent to the appropriate department for action; follow-up is provided and all requests are monitored to make sure that response-time limits are being met.

In 1986, the call volume to our service desk increased by more than six thousand calls; and, that increase can be tied directly to procedural improvements and increased service levels throughout the City. ■

SAVANNAH'S CUSTOMER SERVICE DESK:
235-4200

AFTER 5:00, WEEKENDS, OR HOLIDAYS:
235-4241

Sanitation

Our city is known as the "Hostess City of the South," a nickname well-deserved in part through the work of our Sanitation Bureau. The bureau's 235 employees are charged with the task of providing and maintaining a clean, healthy, environmentally sound, and pleasant atmosphere for our citizens and those who visit our city.

Garbage collection service is provided on a twice-per-week basis, and trash collection on a once-per-week basis for more than 50,000 city residences. During 1986, more than 5,200,000 garbage collections, and more than 2,600,000 trash collections were made throughout the City.

The Sanitation Bureau is also responsible for the sweeping of our streets, and this is done on a scheduled, neighborhood-by-neighborhood basis. Schedules range from twice weekly to once per month, depending on the area's pattern of litter and leaf accumulation. ■



Roughly 500 miles of streets are swept each week throughout the city, and weekly spotchecks are made to ensure that cleanliness levels are being maintained.

Resource Management

One of the most innovative, and environmentally sound facilities for the disposal of solid waste neared completion in 1986, and by December, was approximately 90 percent complete. Savannah's Resource Recovery Plant went on-line and was officially dedicated in June of this year.

The facility, one of only approximately 30 like it in the world, is located on 7 acres of land near the Kemira (formerly American Cyanamid) plant. It contains two

furnace/boilers and will have the capacity to process 500 tons of municipal waste per day. An average of 100,000 pounds per hour of high pressure steam will be converted to electricity in a 2.5 KW backpressure steam turbine generator leased by Kemira. Low pressure steam will be utilized for process and heating or, converted to electricity in a 3 MW condensing turbine, also leased by Kemira. ■



The plant, designed and operated by Katy-Seghers, Inc., is being financed by Industrial Revenue Bonds, which will be paid off by the Facility Revenue, and Equity from Katy-Seghers.

City Services

Scheduled maintenance and timely repairs are the objectives of our Streets & Drainage Department and as a result, the condition of our streets, lanes and roads, both paved and unpaved, has improved considerably over the past two years.

In 1986, there were fewer incidents of needed repairs; the appearance of the lanes in the Historic District improved; and, increased maintenance of unpaved streets resulted in improved rideability and fewer complaints:

	1984	1986
Number of Complaints: (Streets)	276	88
(Drainage)	521	300

Capital improvements made by the Streets and Drainage Department during the year include:

- The repair of 60" East Broad Street Storm Sewer Line
- The construction of new sidewalks on White Bluff and Anderson Street
- The completion of a pedestrian bridge across Hampstead Canal
- The rehabilitation of Factor's Walk Sidewalk, Phase I
- Lining of the Fell Street Box
- The completion of Drainage Studies for Casey Canal South, Coffee Bluff and the Alice/Tattnall Streets area

Engineering

Street Paving

In 1970, within the present city limits of Savannah, there were more than 120 miles of unpaved streets. Beginning that year, the City initiated an aggressive street paving program funded with Community Development Block Grant funds, General Obligation bond issues, and funds from property assessments. This program continues today. In 1986, contracts were let to pave three miles of streets and another three miles of paving is scheduled for 1987.

With the completion of the paving in 1986 and that scheduled for 1987, we will have reduced unpaved streets to less than 40 miles within the City.

Construction for paving of the streets listed below was either completed (begun in 1985) or started in calendar year 1986:

60th Street
 Seminole St.
 Cindy St.
 E. DeRenne Ave.
 Janet Dr.
 Virginia Ave.
 Dutchtown Road
 Seneca St.
 Limerick St.
 Treat St.
 Raybun St.
 Campbell St.
 Sumter St.
 Columbia Ave.
 Rivers End Dr.
 Edison Ave.
 Asbury St.
 Baylor St.
 Speir St.
 King St.
 Darling St.
 Hopper St.

Paving Started in 1986

Cuba to East End
 Cindy to Canal
 Inglewood to Seminole
 Habersham to Reynolds
 White Bluff to Abercorn
 Durant to Henry
 Middleground to McAuly
 White Bluff to Atwood
 Galway to South End
 Gwinnett to Bolling
 Pendleton to North End
 Archer to Sumter
 Archer to Lloyd
 Fitzgerald to Lloyd
 Clark to Hayners
 Bona Bella to Iris
 Edison to Fairview
 Edison to Fairmont
 Latimer to Morgan
 Fair to Hopper
 Hopper to West End
 King to Darling

Paving Completed in 1986

Batty St.	Columbus to 60th Lane
Inglewood Dr.	Atwood to West End
Frost Dr.	Bee to East End
Harmon St.	45th to Washington
Kinzie St.	Forrest to Virginia
Chatham Ave.	Atwood to East End
Second Ave.	Falcon to Dodge
Corvair Ave.	Ogeechee to Ford
Dodge Ave.	Tremont to Plymouth
Ford Ave.	Tremont to Plymouth
Falcon Ave.	Ogeechee to Second
Palmetto Ave.	Corvair to Plymouth
Hobson Ave.	Corvair to Plymouth
Comet Ave.	Corvair to Plymouth
Paige Ave.	Corvair to Plymouth
Packard Ave.	Corvair to Plymouth
Essex Ave.	Corvair to Plymouth
Nash Ave.	Corvair to Plymouth
Star Ave.	Corvair to Plymouth

The City's Engineering Department designs and oversees the implementation of all the City's capital improvement projects, including street paving and many other projects listed elsewhere in this report.

Water Operations

A hard freeze during the winter of 1986, followed by the worst drought of this century, resulted in extreme demands on our water supply system, and caused the Corps of Engineers to decrease the flow in the Savannah River. Nevertheless, both winter and summer situations were met **without an interruption of water service.**

In addition, and **despite** the weather, major steps were taken during 1986 toward the upgrade and expansion of the City's groundwater and surface water systems:

- The Georgetown and Chatham Parkway Water Systems were acquired.
- A well was constructed on Whitemarsh Island; and
- An agreement was reached with the owners for the purchase of the water system serving Dutch Island.

Sewer Operations

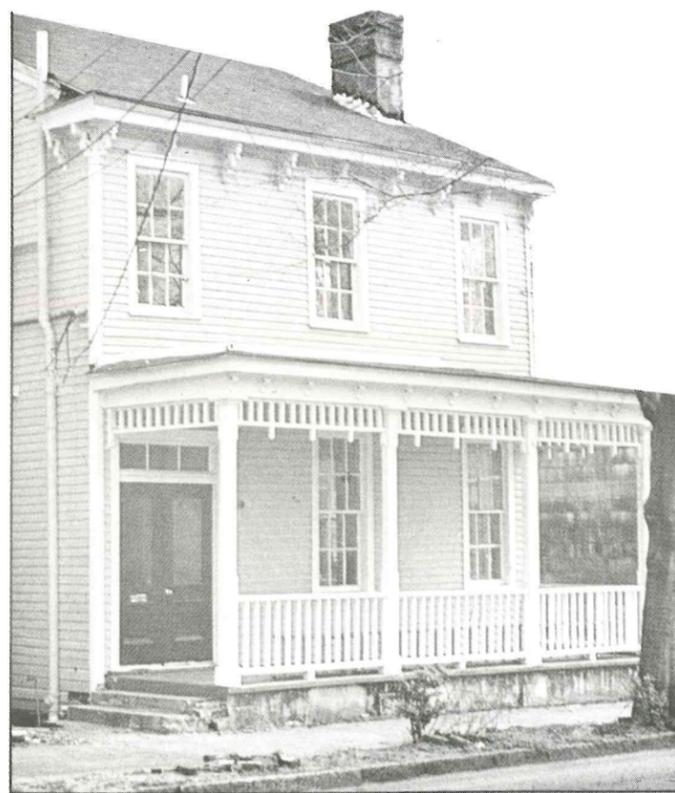
During the year, significant accomplishments were also made in both the operational and capital areas of our sewer operations. Overall, sewer stoppages were reduced by 12% as compared to 1985, and treatment plants were operated without any major problems.

A new pumping station was built at Bacon Park and design work for the Islands Sewer Transport System was initiated. Through the acquisition of the water systems at Georgetown and Chatham Parkway, services will soon be expanded there. ■

Housing

Estimates as to how much of Savannah's housing is substandard have been as high as 30%. Too many low income families are living in overcrowded and substandard housing, and are spending more of their income on housing costs than they can afford. The City's continual efforts at rehabilitation have not been able to keep pace with the growing number of poverty families entering the housing market; this, despite a variety of programs in which we have been actively engaged in efforts to upgrade the City's housing stock.

In the ten-year period since 1977, more than one thousand housing units have been revitalized, with funding from, or administered by the City.



Housing Rehabilitation Projects through various programs administered by the City

Source of Funds	No. of Units	Assistance Provided
HRAP Housing Rehabilitation Assistance Program. Provides low-interest loans to low-income families to improve their homes.	221	\$3,905,831.
LANDMARK A program to provide funding for restoration of Historic Units, without displacing low-income families.	255	1,600,000.
SECTION 312 Federal program which makes funding available for the rehabilitation of substandard housing.	213	4,165,200.
SECTION 202 Federal mortgage guarantees for non-profit groups, such as churches, mental health and community organizations, to provide housing for elderly and handicapped.	19	765,000.
HODAG Housing Development Action Grant. A competitive federal grant program, which provides funding for newly constructed housing development. 30% of all new units must be set aside for low income families.	152	3,178,000.
INTEREST SUBSIDY PROGRAM Grants which provide up to \$8000 per home for improving units in the Victorian District.	105	4,165,200.
RENTAL REHABILITATION Provides funding, to be matched by the City, for landlords to repair and upgrade rental apartments for low-income tenants. (Since 1984).	95	458,000.



Henry Moore
Assistant City Manager

"What we are attempting to do is identify deficient structures and then apply pressure to the landlords to get the situations corrected. Overall, we're encouraged about the progress we've made; but, funding is limited and we're facing cutbacks all the time."

Also during 1986:

- Construction on the 19-unit St. John's Villa was completed.
- Work continued and neared completion on the 152-unit, \$3.178 million HODAG project at Plantation Oaks.
- The Beach Institute Price Street home ownership project was completed.
- Rental rehabilitation and Section 312 programs produced 31 units of low-income housing.
- The City negotiated a contract with Neighborhood Reinvestment Corporation for the redevelopment and expansion plan. ■

As part of a major program improvement in 1986, the Housing Department was incorporated as a division into the Community Housing and Economic Development Department. This restructuring has resulted in more efficient operation and distribution of available funding. Ordinance amendments were revised, and recommendations for the disposition of delinquent loans were made. City servicing of HRAP loans was recommended and approved as part of a program improvement in the 1987 budget.

Park and Tree

When Gen. James Oglethorpe laid out the City of Savannah in 1733, our downtown squares started out as a practicality, an effective and organized way to assemble a city. Now, two-and-a-half centuries later, our parks and squares are one of the most charming and unique aspects of our City, and an attraction for history buffs and tourists from around the world.

The Park and Tree Department, part of the Facilities Maintenance Bureau, is responsible for the maintenance, improvement, and use of all squares and medians within the City. One of the most apparent, but least recognized accomplishments of this department during 1986 was the sustained beauty of our City's landscape, despite two harsh winters in a row, and a severe summer drought.

In addition to battling (and winning!) against the elements, Park and Tree either completed or began a number of capital projects during the year . . .

- Franklin Square was restored;
- Rehabilitation of Telfair Square began;
- Sidewalks were constructed in Oglethorpe Square;
- The first phase in the renovation project at Oglethorpe median was completed; and,
- Work continued on the renovation of Myers Park, using in-house staff.



A portion of the Oglethorpe Median Project, completed in 1986. This view shows work done on East Oglethorpe Avenue, near Habersham.



The in-house renovation work at Myers Park neared completion in 1986. The renewed facility, located at West Victory Drive and Burroughs, was dedicated in May of this year.



Arts and Cultural Affairs

The City of Savannah is actively involved in promoting and funding local arts programs, in efforts to make cultural opportunities available, conveniently and economically, to citizens in all neighborhoods.

In 1983, City Council approved the City's first Comprehensive Arts Plan, a culmination of three years' worth of planning and research by the Savannah Arts Commission, to be administered by the Office of Cultural Affairs.

The mission adopted by the Commission is:

- To make cultural arts opportunities accessible to citizens of all City neighborhoods.
- To promote and enhance participatory cultural arts activities for all citizens in the community.
- To inform the public about the cultural arts programs and services available within the community.
- To use the arts to increase the public's knowledge and awareness of public service programs, community problems and neighborhood needs.
- To use the cultural arts to improve and maintain the aesthetic quality of public and private buildings, street scapes, and open spaces within the community.
- To use the cultural arts in promoting economic development with a particular focus on the needs of the downtown business district.

Through an innovative program, the City "purchases" arts programs from local artists and arts agencies and then supplies these services to the public, especially to groups which are not normally exposed to these activities.

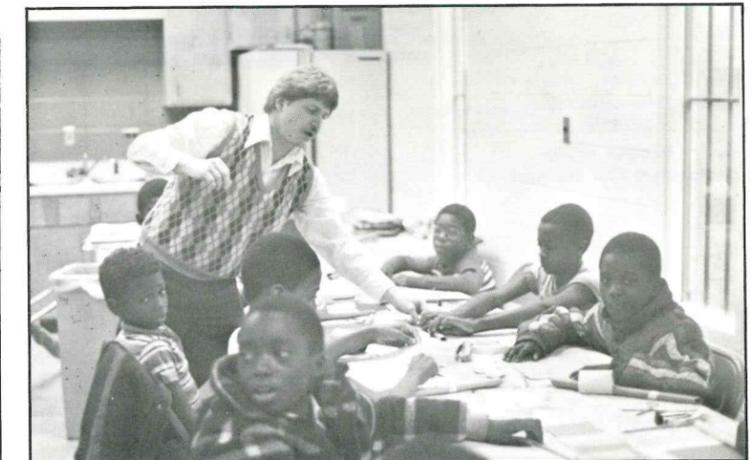
In 1979 the City spent \$107,542 on arts services purchased from seven non-profit cultural agencies. In the seven years since that time, this amount has more than tripled, with over \$400,000 allocated in 1986 for direct arts purchases from 14 agencies.

The contractual arts programs fall into general categories of program areas including:

- Summer Parks Program
- Senior Arts
- Special Arts
- Arts and Institutions
- Neighborhood Arts
- Ethnic Heritage Arts



Dancers from Ballet South perform at Daffin Park as a part of the Free Summer Arts Program sponsored by the City of Savannah.

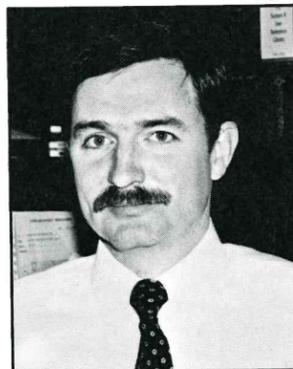


Many funded programs are administered through the Summer Parks Program. It is offered through the City's Bureau of Leisure Services and includes cultural arts programs offered in parks, supervised playgrounds, and other sites. More than 900 children participated in 1986.

Management and Financial Services

One of the functions of city government, in providing for the economic well-being of its citizens, is to manage itself in an organized and cost-effective manner, and to make the wisest and most efficient use of taxpayers' dollars. The City's Management and Financial Services Bureau is responsible for overseeing the day-to-day business dealings of the City, including administration of the yearly budget, revenues, purchases, personnel, data processing, and the ongoing maintenance of City properties.

In 1986, more than \$170,000 in real dollar savings to taxpayers were identified through careful auditing and management of funds. And, in the 10-year period since 1977, more than \$10 million in savings have been cumulatively identified.



Michael Brown
Assistant City Manager

"We run the City's business. We collect money, and distribute it to departments, based on need and their ability to deliver services. Our priority is keeping the cost of running the business down, so more resources can go toward actually providing services."

In addition, a long-range financial plan was developed, along with the preparation of the 1987 budget. While the City is currently operating with adequate reserves, we are attempting to address a projected future imbalance between revenues and expenditures.

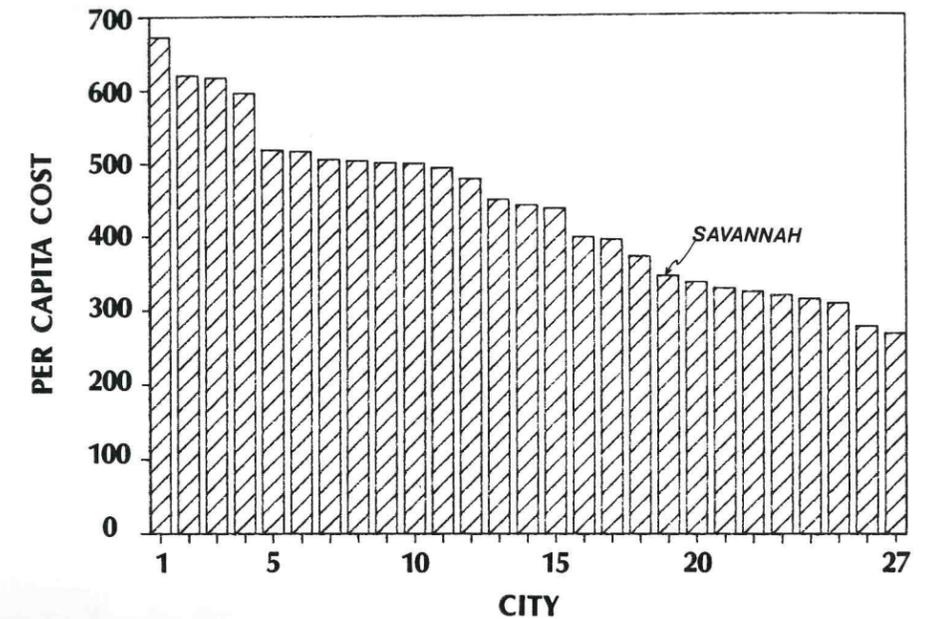
Also During 1986:

- The Data Processing Department continued to bring computerization into all levels and facets of city operations, and completed the planning and financing of a major mainframe upgrade.
- The City's automated tax processing system was fully installed, reducing our normal processing time for cash receipts from three days to one.
- A Master Plan was drafted for the renovation and improvement of City Hall and the Gamble Building, and a study made on the most efficient use of space.
- The Vehicle Maintenance Department produced more than \$350,000 in savings, under budget, for 1986.

Ranking of Per Capita Cost of Government

Rank	City and State
1	Richmond, VA
2	Chesapeake, VA
3	Virginia Beach, VA
4	Atlanta, Ga
5	Orlando, FL
6	Raleigh, NC
7	Winston-Salem, NC
8	Portsmouth, VA
9	Greensboro, NC
10	Charleston, SC
11	Augusta, GA
12	Knoxville, TN
13	Huntsville, AL
14	Newport News, VA
15	Hollywood, FL
16	Durham, NC
17	Shreveport, LA
18	Albany, GA
19	Savannah, GA
20	Lexington-Fayette Co., KY
21	DeKalb Co., GA
22	Macon, GA
23	Columbia, SC
24	Jackson, MS
25	St. Petersburg, FL
26	Mobile, AL
27	Columbus, GA

PER CAPITA COST OF GOVERNMENT

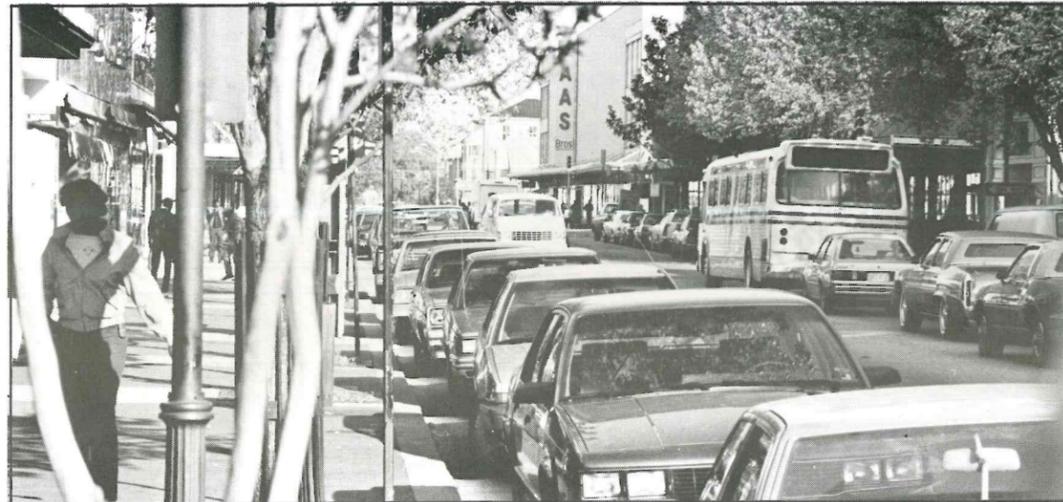


Average \$442

This bar chart is a comparison of the per capita cost of government for 27 comparable southeastern cities. Savannah's cost of \$349 per person, in providing the same services, is 21% below the average of \$442. The list of comparable cities is included.

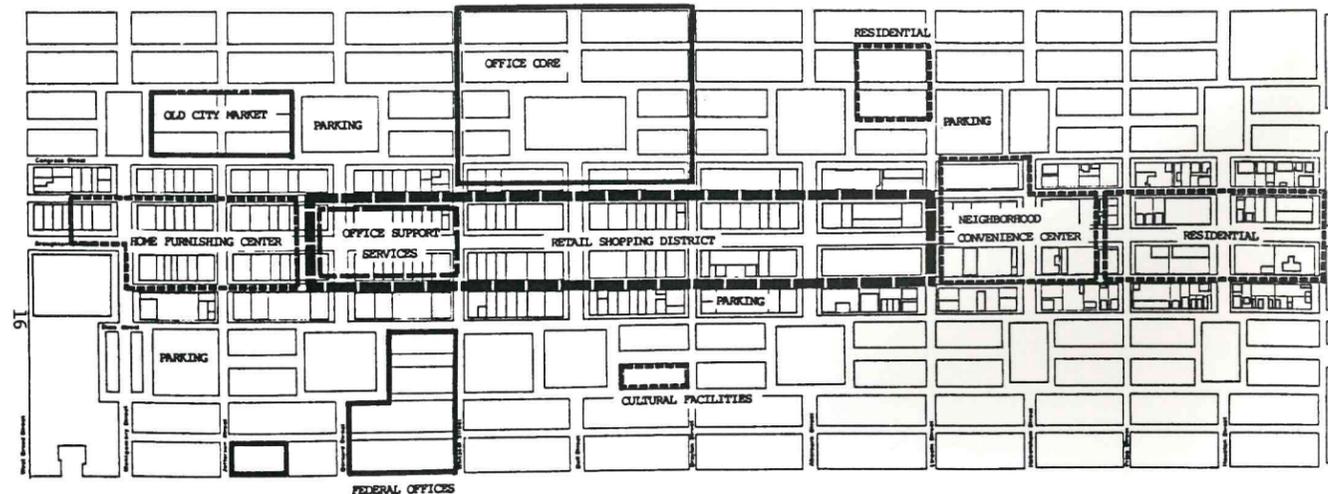
Economic Development

Savannah's central business district has seen an exodus of businesses during the past decade, primarily to the southside of the City. However, the remaining merchants have not only weathered the storm, but have also, with help from the City, managed to remain a strong and vital ingredient of Savannah's economy. Substantial progress was made during 1986 to not only **sustain** downtown business activity but to **increase** it as well.

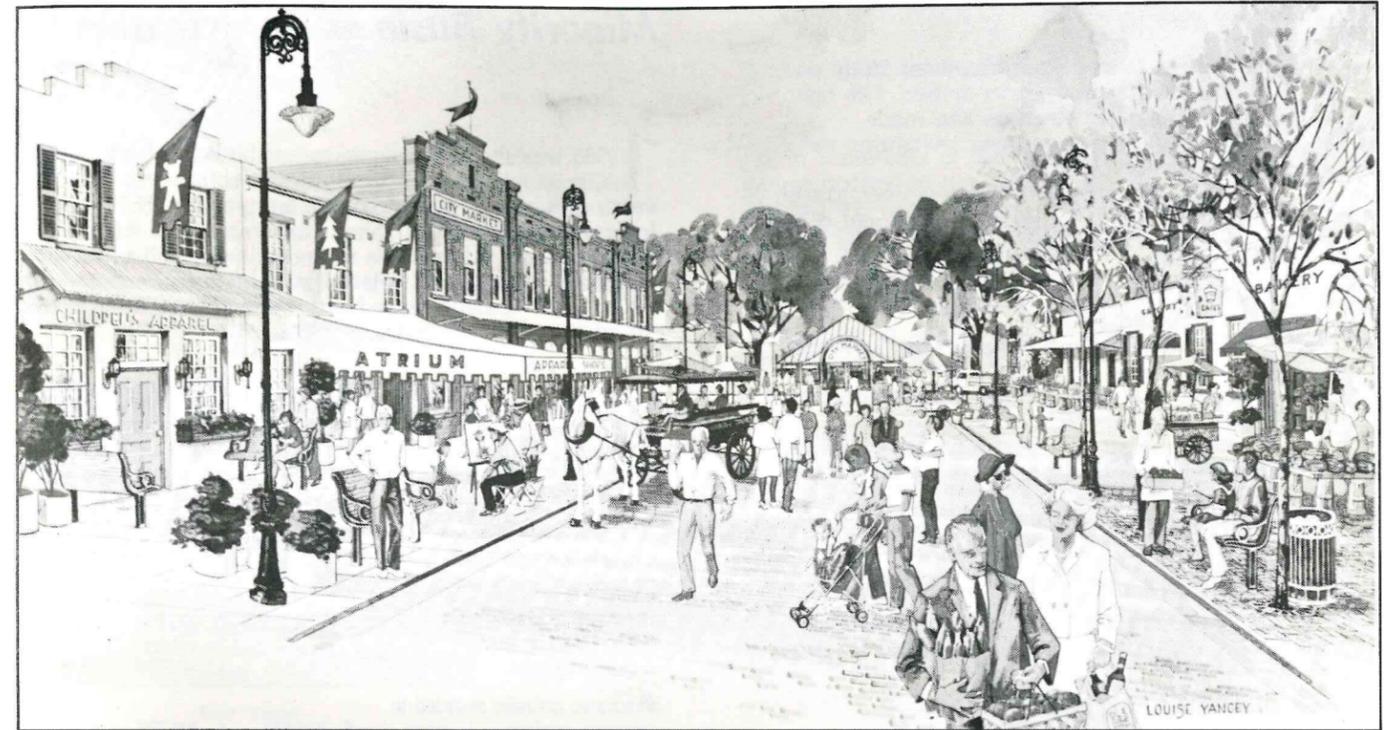


Broughton Street

An urban renewal plan for Broughton Street was developed and approved by City Council, and a facade design was essentially completed. A new lighting and tree placement program was developed and begun. Downtown Savannah, Inc. was formed to replace the Broughton Street Merchants Association and a new "Ride, Park and Shop" program was initiated.



Overall Strategy for Broughton Street Development Plan



Old City Market

Work continued on the Old City Market project, designed to revitalize the four blocks of the City's northwest quadrant. The old market area will be transformed into a festival retail market, including food services and distinctive retail shops. The opening is planned for the summer of 1987.

In July, 1987, the City received a National Excellence Award for Public/Private Partnership in this project.



Great Savannah Exposition

In 1986, the City assumed the management and financial responsibilities for The Great Savannah Exposition. The facility, highlighting the historical significance and flavor of Savannah, opened in the Battlefield Park area in 1985. There are several potential revenue-producing elements: exhibition center, restaurant, catering and receptions, and gift shop. New marketing strategies were planned in 1986, aimed at increasing attendance and making this first-class facility cost effective and self-sustaining.

Also During the year:

- The **Waters Avenue Redevelopment Study** was designed and a final report drafted. The task force held regular meetings and made recommendations supporting revitalizing the Waters Avenue corridor.
- Meetings were held with business operators on **West Broad Street** to begin development of an improvement plan. Negotiations were conducted with Way South Enterprises to finance the redevelopment of the Savannah Bank Building on West Broad Street.
- A **small, minority and female-owned business study** was designed, in the City's efforts to determine the particular needs of this sector. A Request for Proposal was designed and a consultant selected. The study will be completed in 1987, and will be used to improve public services to small minority and female-owned businesses. Specifically, these services will be aimed at eliminating obstacles to the creation and expansion of small businesses, and improving their chances for survival in a competitive market. ■

Minority Business Participation

1986 was the best year in recent history for placing City purchases with local minority businesses. The year's dollar volume of \$515,937 represents a 71.5% increase over 1985 in purchases made from minority vendors. And, as you'll see in the following table, the percent of purchases available from minority vendors which were actually placed with minority vendors was at an all time high of 26.3% in 1986.

	1984	1985	1986
Total bids/quotes processed by Purchasing Department	\$6,930,242	\$7,010,351	\$6,408,773
Less: Purchases available only out-of-town	(1,592,688)	(996,075)	(986,043)
Purchases available locally	\$5,337,554	\$6,014,276	\$5,422,730
Less: Products not offered by known minority vendors	(3,991,605)	(4,272,486)	(3,422,730)
Purchases available for competition by known minority vendors	\$1,345,949	\$1,741,791	\$1,959,697
Purchases actually awarded to minority vendors	\$ 284,570	\$ 300,792	\$ 515,937
Percent of purchases available from minority vendors actually awarded to minority vendors	21.1%	17.3%	26.3%

Parking

Parking in downtown Savannah, especially for shoppers and short-term parkers, is another problem related to our growing volume of motorists. The situation has a direct influence on the health of our downtown business and tourist economies, and, as a result, major emphasis was placed on easing the growing parking crunch during 1986.

In September of last year, the State Street parking garage opened to the public, providing spaces for, and clearing the streets of 454 long-term parkers. Work neared completion on the City's other parking garage, the Montgomery Street garage, with 520 spaces. Through these facilities, long-term parking is available to close to 1000 downtown employees who, in the past, had used on-street metered spaces. Their absence creates almost 4000 parking opportunities, per day, for short-term users.



State Street



Montgomery Street



Meter Maid Buggy

Also, plans for parking regulation changes were initiated which would raise the cost of parking meters, raise fines for overtime parking, and permit multiple ticketing. These regulations were approved by Council early this year. Parking services now enforces parking for 2200 on-street and more than 1100 off-street spaces. ■

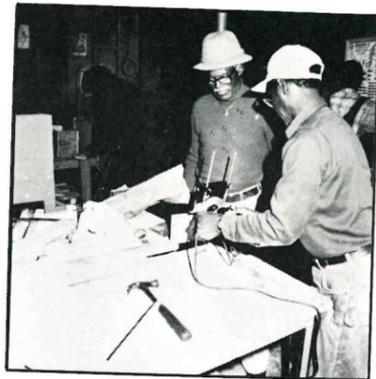
Labor Resources

The economic health of a community is closely linked with the availability of jobs, and the availability of qualified individuals to fill them. Through the City's Labor Resources Department, enrollment, training and placement of economically disadvantaged youth and minority applicants are provided.

Training is provided to individuals based on their needs, interests, and aptitude, and in fields where jobs are most available. During program year 1985*, there has been a continued increase in job availabilities in the retail, construction, tourism and port-related industries; and, the number of placements made by Labor Resources increased accordingly:

Performance Measure	Actual	Standard	Performance Index
Adult			
Entered Employment Rate	62.5	51.9	120.5%
Employment Rate-Welfare	42.3	37.4	113.1%
Average Wage at Placement	\$4.42	\$4.59	96.4%
Cost per Entered Employment	\$3,134	\$5,841	186.4%
Youth			
Entered Employment Rate	47.9	30.9	155.1
Positive Termination Rate	68.5	71.9	95.2
Cost Per Positive Termination	\$2,624	\$3,316	126.4
Summary Performance Index (Including Costs)			127.6
Summary Performance Index (Excluding Costs)			116.1

*The planning year for LABOR RESOURCES begins in July of one year and ends in June of the next. Data from PY 1985 is the most recent and is reflected in this report. ■



Job Training Program administered through Labor Resources

Personnel

The City of Savannah is one of the area's largest employers with 1800 employees on the payroll in 1986. An equal opportunity employer, the City actively solicits, advertises, hires and trains employees through its Personnel Department.

Once with the City service, each employee is entitled to receive numerous benefits including:

- Participation in the City's pilot wellness program
- Participation in the City's pilot literacy program
- Participation in the City's employee assistance program, which provides counseling and referral services for workers with personal problems such as alcohol and drug use and family-related problems. All requests are kept strictly confidential, and in 1986 there was a 10% increase in referrals over 1985. More than 80% of the employees requesting these services accepted the recommended therapy.

For a listing of jobs available through the City services, interested applicants may call:
CITY JOBLINE: 235-4112

The City of Savannah does not produce services and facilities to be sold in a competitive market. We, like all cities, operate a monopoly under which our citizens must either use our product or do without. If our citizens are dissatisfied, they can complain to management; they can even **change** management at election time ... but they **cannot** switch to another provider. It is for this reason that we take the management of the City very seriously, and consider each and every resident of Savannah to be an important 'customer' and a **stockholder** of this community.

"We take the business of managing a municipal government seriously. As managers, we believe that we have a responsibility

- to produce services that work - that produce the results they are intended to produce.
- to produce services efficiently - that provide the maximum bang for the buck. Our administrative analysis program helps us do this. When we compare our per capita cost with other jurisdictions, we find that we appear to produce better services for less cost. We also appear to have much better control over what we do and over our costs than other jurisdiction do.
- to provide services equitably - that produce equity in the benefits obtained from them. We know we are having success in achieving this equity objective because we know what our target neighborhoods were like, and what they are like today. The changes have been remarkable.*

*Taken from an article published in *State and Local Government Review* in the Spring of 1986. It was written by City Manager A. A. "Don" Mendonsa.