

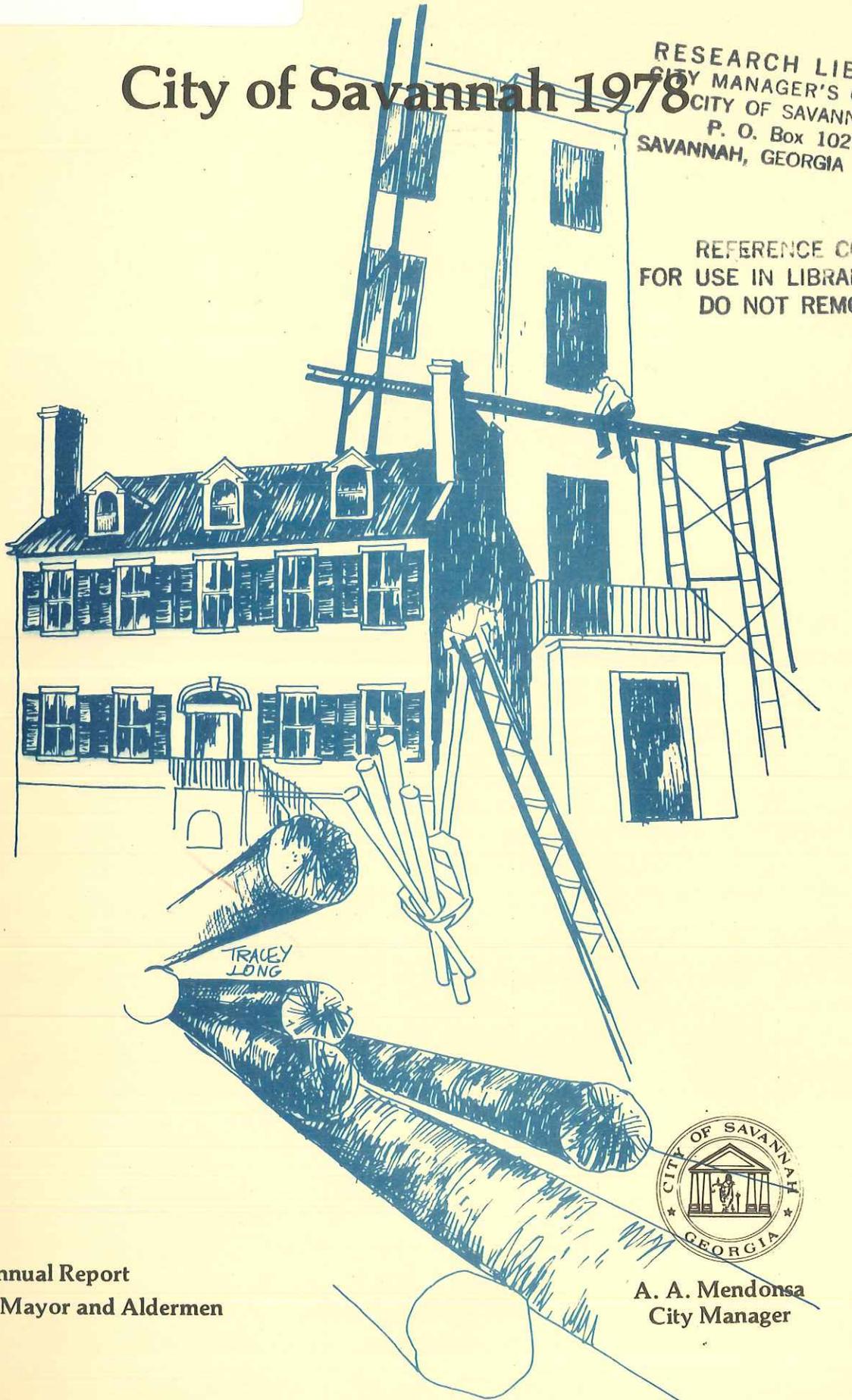
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City of Savannah 1978

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Annual Report
To The Mayor and Aldermen



A. A. Mendonsa
City Manager

City Council
City of Savannah

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Mayor

Frank P. Rossiter
Mayor Pro-Tem

Leo E. Center

Harley C. Morrison

W. Brooks Stillwell

Roy L. Jackson

Harris K. Lentini

Creighton L. Rhodes

Leon A. Chaplin

At Large

At Large

District Five

District Four

District One

District Six

District Three

District Two

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Annual Report
To the Mayor and Aldermen

HOUSING

The main objective of the City of Savannah's Housing Department is the provision of financial and technical assistance in the rehabilitation of housing for low and moderate income families. The Department, organized in 1977, has a staff of fourteen: a director, planner, housing specialist, program coordinator, Victorian District coordinator, financial counselor, four rehabilitation specialists, three clericals, and one account clerk.

The Department also utilizes the services of other city and county departments in meeting its goal. The county Health Department plays an important initial role in identifying all code violations in the housing target areas. The city's Inspections Department enforces the use of proper building materials and construction techniques for properties under rehabilitation. Community Planning and Development Department works with the Housing Department in planning for the overall needs of target areas. Finally, the Department refers social service needs it discovers in its target areas to the city's Human Services Department.

The private sector participates as well. Private contractors do all rehabilitation work. Financial institutions, for a small fee, service all loans made through the city. In addition, local financial institutions will actually be making loans under city-sponsored programs in some of the Department's target areas.

The Homeowner Rehabilitation Assistance Program is the first housing program implemented by the Housing Department. Low interest loans and grants are made available to low and moderate income homeowners in the community development target areas. A homeowner whose income does not exceed 50% of the area median income (\$12,300) for the Savannah standard metropolitan statistical area is eligible to receive a maximum of \$5,000 in grant. The grant carries a five year self-depreciating lien. Those owners whose income does not exceed the area median income are eligible for a maximum loan of \$7,500 for rehabilitation. The term of the loan is 15 years. Federal Section 312 loans are available to those homeowners whose income or cost of rehabilitation exceeds HRAP limits.

The HRAP program has been in operation one and one-half years, and the Department has been processing Section 312 applications during this period as well. In 1978, approximately 120 applications were accepted. These applications are all currently being processed. Processing includes a determination of the eligibility and bankability of the applicant as well as code violations and an estimate of rehabilitation cost. At various stages in the rehabilitation process the Department also provides to applicants technical assistance, construction monitoring, and maintenance and financial counseling.



In 1978, ten housing units were rehabilitated using Section 312 and HRAP programs, with expenditures of \$74,000 in loans for five units under Section 312 and \$47,000 in loans and grants for five units under HRAP. In addition, loans were closed and construction begun on fifteen additional units — seven Section 312 for \$47,000 and eight under HRAP for \$28,000. Also, in 1978 forty-four severely deteriorated dwellings were demolished and ten homeowners were given technical assistance to help them obtain conventional rehabilitation loans.

The code enforcement program is the mechanism by which the Department locates dwellings which are not maintained up to the city's housing code. County Health Department inspectors visit each dwelling in a selected target area and note all deficiencies. The homeowner or landlord can be required to bring the dwelling up to code. If he does not have the means to do so, the Department makes one or more of its rehabilitation programs available. In the areas targeted for code enforcement in 1978, 503 owner-occupied dwellings and 741 renter-occupied dwellings were brought up to code with no financial assistance from the city.

Public and private forces joined in 1978 to develop a total revitalization program for Savannah's Victorian Historic District. The impetus for the project came from Savannah Landmark Rehabilitation Project, Inc., a private, non-profit organization which has been working for several years to develop a program to restore the decaying but architecturally significant houses in the District without displacing the current low income residents. Pressure on the District for middle and upper income restorations has been building due to the high demand and low supply of downtown historic residential property. In 1978 Savannah Landmark was awarded an innovative projects grant from the U.S. Department of Housing and Urban Development for administrative and "front end" project support. This grant is being administered through the Housing Department. Shortly thereafter, the Department began work on a Neighborhood Strategy Area application, while at the same time the city's Community Planning and Development Department began work on an Urban Development Action Grant for the District.

The Neighborhood Strategy Area program provides for revitalization of residential neighborhoods that are predominately rental areas. The program makes subsidies available through Section 8 Substantial Rehabilitation. Thus, investor-owners and/or developers are able to rehabilitate their properties and low and moderate income tenants are able to rent these renovated units. Tenants who qualify for the program will pay no more than 25% of their monthly income for housing expenses. Savannah's NSA application was approved late in the year, and rent subsidies were approved for 500 dwelling units. Two-hundred fifty of these will be made available to Savannah Landmark at 50 units per year. Negotiations are underway with other owners and developers for the use of the other 250 subsidies.

The Urban Development Action Grant program is aimed at commercial and neighborhood revitalization. In the Victorian District Project, UDAG begins where the NSA ends. Savannah's UDAG proposal calls for renovation of commercial properties in the District as well as a number of capital improvements — street lighting, sidewalk repair, park construction and reconstruction, tree planting, and street paving. In exchange for federal funds to accomplish these improvements, the City is required to obtain substantial private financing commitments for the overall project, such as for housing and commercial renovation. Delays in receiving these commitments as well as an unexpected HUD requirement caused a delay in HUD's consideration of Savannah's application, which was submitted in the fall of 1978. Commitments have now been obtained from local lending institutions for housing rehabilitation funds. A decision from HUD is now expected in early April of 1979.

Another 1978 Department activity was a joint effort with Neighborhood Housing Services, a private corporation engaged in neighborhood revitalization in the Baldwin Park area. The program encourages local lending institutions to reinvest in the area by making market rate mortgage loans to qualified purchasers. A high-risk revolving loan fund is also maintained to make loans to non-banking applicants at low interest rates. The Housing Department funded part of the operating cost of the program in 1978 and contributed \$112,000 toward the revolving loan fund. NHS began accepting mortgage loan applications in 1978, but no purchases or renovations (through NHS) have been completed.

STREET PAVING AND DRAINAGE IMPROVEMENTS

Savannah has two types of street paving programs, petition paving, in which property owners request that a street be paved, and "public necessity", or Community Development paving, in which the city has determined that the general welfare will be served by a paving project. Property owners share in the cost for both types of projects at a rate of \$7.00 per foot of property frontage. This amount generally represents less than 25 percent of the total cost, and in many cases it is no more than 10 percent. For petition projects, the remainder of the cost is funded with general obligation bonds and, in cases involving revenue-producing Development projects, these two bond sources also contribute to funding the project, but the largest source of funds is the Community Development Block Grant. Paving projects generally include provisions for curbs and gutters, storm sewers, and water and sewer line improvements, if necessary. Sidewalks are constructed only if they existed in good condition before the paving project was begun.

The following petition paving projects were begun in 1978 but not completed. They represent 0.50 miles at a cost of \$177,000. The petitions date from June 1974 through August 1975. Central Avenue, petitioned in 1978, is included because it is required to serve a new low-income housing project.

Salvadore Street	0.05 miles
59th Street	0.24 miles
51st Street	0.10 miles
Central Avenue	0.11 miles

Community Development paving projects represent the city's policy of paving all streets in the Community Development Block Grant target areas, with the exception of a few scattered non-residential streets. No new Community Development street paving was started in 1978, but the following projects, representing 0.62 miles, were completed. The cost, excluding Bolton Street, was budgeted at \$409,000.

Planning Unit 5

41st Street (West Broad to Jefferson)	
39th Street (Barnard to Bull)	
43rd Street (W. Broad to Whitaker)	
48th Street (Montgomery to W. Broad)	0.49 miles

Planning Unit 19

Bolton Street (Harmon to Waters)	0.13 miles
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Petition paving projects are selected on a first-come, first-served basis, as long as General Obligation funds are available. The 1.21 miles of streets paved in 1978 under petition paving represent petitions dating from May 1968 through September 1975. Total budgeted cost for these projects was \$534,000. Portions of the following streets were paved during 1978:

Greenville Street	0.09 miles
Forrest Avenue	0.23 miles
Lawton Avenue	0.13 miles
56th Street	0.16 miles
Colonial Place	0.12 miles
70th Street	0.06 miles
Kentucky Avenue	0.15 miles
Virginia Avenue	0.02 miles
63rd Street	0.17 miles
Batley Street	0.08 miles

Street resurfacing work completed in 1978 under the State's Local Assistance Road Program amounted to 14.72 miles. Additional LARP resurfacing contracted for in 1978 but not completed amounts to 9.44 miles. LARP projects are funded by the state with a minimal city contribution and are selected from a priority list provided by the City's Engineering Department. The state also implemented resurfacing of Victory Drive under regular maintenance and the length of that project was 3.94 miles.

A non-residential paving project completed during 1978 was the River Street bridge over the Savannah and Ogeechee Canal. The budgeted cost was \$113,000, funded 50-50 by the general fund and state and federal sources.

1978 Capital Improvements in the area of drainage included Phase II of the Fell Street Storm Drainage Program which was completed October 18, 1978. This project rebuilt the collapsed section of the Fell Street Box Sewer and cleaned the box of sand and other debris. This project is part of a larger, one-half-million dollar Fell Street Box System project.

Rehabilitation of the DeRenne Avenue Storm Sewer by pressure grouting and Gunite lining was another drainage program addressed in 1978. The work was begun in March of 1978 and completed January 1979. This work was done in preparation for the widening of DeRenne Avenue. Budgeting cost of the project was \$417,000, funded approximately 50-50 by the general fund and General Obligation Bonds.

Also begun in 1978 was a project to replace the Bilbo Box Sewer Tide Gates at Perry Lane and to replace the inadequate road crossing culverts in the Placentia Canal at LaRoche Avenue and Semken Avenue. Budgeted cost of this project is \$20,000, funded by General Obligation Bonds.



WATER AND SEWER SERVICES

It is easy to assume that providing water and sewer services to the City's residential and commercial customers is a simple task. This is not the case. Providing water and sewer services to our customers involves a myriad of tasks ranging from the rather simple repairs to broken lines to the very technical and complex procedures required to maintain pumping stations and the sewage treatment plant. The program also requires that staff be available everyday, twenty-four hours a day when necessary, to ensure adequate service delivery to our customers.

During 1978, Water Department personnel repaired 1,486 water leaks, 67 fire hydrants and 408 meter leaks; corrected 18 low pressure complaints; and completed 227 miscellaneous water service requests. The Sewer Maintenance Department completed 84 major sewer repairs, constructed 34 manholes, repaired 119 manholes, repaired 197 sewers, installed sewer lines, cleaned 2,667 manholes, cleaned and washed approximately 267,000 linear feet of collector sewer on an emergency basis, and instituted a preventive maintenance schedule for cleaning sewer lines, under which 45,610 linear feet of sewer were cleaned.

One of the major cost items in providing water and sewer service is electricity. Efforts to identify ways to conserve energy were successful in 1978. A pitometer study conducted during the year identified unreported water leaks throughout the system including one of nearly 3,000,000 gallons per day. Repair of these leaks resulted in the conservation of 1,336,031,975 gallons of water and 1,136,227 kilowat hours of electricity. The reduction of kilowat hours for water production in conjunction with the policy of lowering water pressure during periods of least usage, 11:00 p.m. - 6:00 a.m., which continued through the year, reduced the City's kilowat hour usage for water services by 10 percent and resulted in a cost savings of \$70,595.34 to the City.

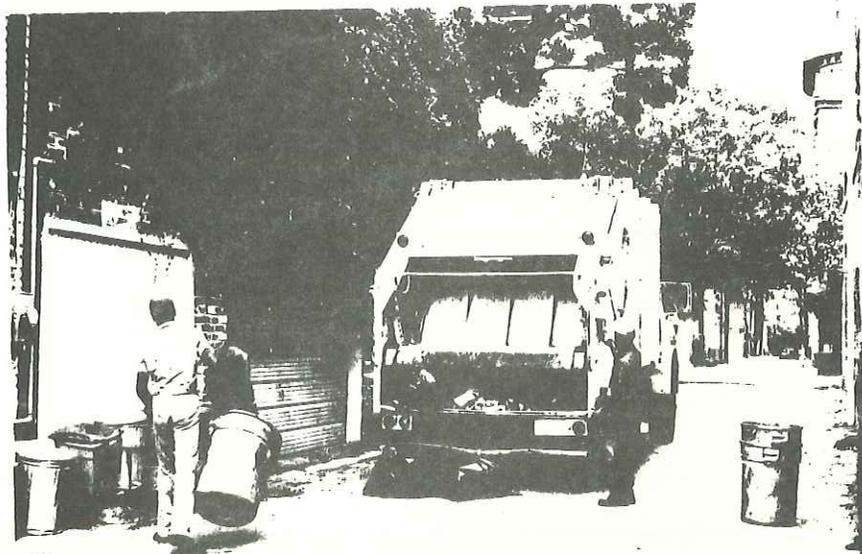
Salvaging fire hydrants from the Nelson Apartment area reduced expenditures. Using available hydrants decreased the need for new hydrants. Hydrants from the Nelson project were re-employed where hydrants were damaged by vehicular accidents, fatigue, or other water accidents.

An activity that will result in future savings of staff time and materials is the PVC pipe replacement program. This program involves the replacement of galvanized iron service lines to residences with a plastic PVC pipe. The City used this alternative piping for the first time in 1978. The plastic pipe is impervious to external soil acid and is more flexible and able to withstand traffic pounding. Installations of plastic pipe were scheduled into areas where repetitive repair calls were received from residents, and those areas have not experienced repeated leaks. This program may result in a reduction in the number of man hours required to repair leaks, and, thereby, further reduce costs.

SANITATION SERVICES

Residential Refuse provides approximately 39,100 residences within the City with twice-weekly garbage collection and once weekly trash collection. Collected in 1978 were 33,718.52 tons of garbage and 9,129.16 tons of trash.

Street Cleaning in 1978 swept 26,694 miles of streets, an increase over 1977 of 1,728 curb miles or seven percent. This seven percent increase in curb miles was accomplished at the same time the budget was decreased by two percent. This increase was accomplished by replacing old vacuum type sweepers with more efficient mechanical type sweepers and by a streamlining of routes.



FIRE PROTECTION

In 1978 the Savannah Fire Department reduced fire incidences and stabilized fire losses. Fires in the City decreased from 1292 in 1977 to 1210 in 1978. Since 1974, the City of Savannah has experienced a relatively steady and dramatic decline in fire losses falling from \$3,841,781 in 1974 to \$1,063,000 in 1978, a decrease of 72.3%. This reduction is not luck. It results from an aggressive prevention program.

In 1978, a large portion of the Department's resources was devoted to fire prevention and loss reduction. All fire companies were involved in updating and completing building surveys from January through May. Commercial and manufacturing establishments, office buildings, apartment complexes, hospitals, schools, and other public buildings were visited by a fire company, and a report was filed detailing accesses, exposures, and special characteristics. At the same time, a building map was drawn, pinpointing stairwells, utility tie-ins, and other specifics that play roles in fire causes, suppressions, and prevention. In most instances, water sources were also located and marked on the maps. Using the information maps provided by the building surveys, pre-fire plans were developed for forty-one target locations. This program will continue through 1979 at a pace of twelve plans a month. The plans include specific assignments for each responding company should a fire occur at one of these locations. The number of lines to be laid is indicated along with hydrant and plug assignments. Supportive roles are also assigned to the Rescue Squad.

All companies conducted home inspections between June and December. The firefighters visited homes to pinpoint fire causing defects, to encourage corrections of the defects, and to provide education and information. Each shift of each company was assigned an inspection territory. Homes with no one at home were revisited. Rescue companies successfully conducted inspections of 5191 premises. Defects were discovered in 481 premises, and follow-up visits were made to insure that corrections were completed. A decrease in fires was experienced in those categories of occupancies where fire company teams concentrated on planning and preventive measures.

The Department also provided a variety of educational and informational programs. All were aimed at stressing the importance of fire safety and prevention. Throughout the year, hundreds of school children were taken on tours of stations, which included explanations about the equipment, life on the Savannah Fire Department, and fire safety. The Fourth

Annual Fire Show was held at Grayson Stadium on October 15, and approximately 3000 people attended. A number of firefighters volunteered off-duty hours to prepare for the show. October 8-14 marked Fire Prevention Week. Emphasis was placed on fire prevention at schools, where fire drills were conducted. Also, fire prevention talks were presented to school groups and scout troops, and a special effort was made to inspect as many homes as possible.

In addition to efforts in the area of fire prevention, the Fire department has also taken an aggressive stance on the problem of arson. The Savannah Fire Department Investigations Section helped to establish national legal precedent in 1978. Three men involved in the Plaza Lounge Fire were convicted by a Federal Court jury. This case was the first case ever tried under the Organized Crime Section of the Federal Regulations governing explosives, with gasoline being the explosive. This case established a precedent for prosecuting procedures, investigative techniques, and evidence presentation for fifty-six cases awaiting prosecution by the Federal Government and served as a prime example of cooperation and teamwork between the Federal, State, and local law enforcement and authorities. It was a breakthrough in enforcement against arson.

The Fire Department received 2267 alarms and requests for assistance during 1978. There were four basic categories of response: fire calls, false alarms, rescue calls, and public service calls. False alarms continued to create problems. Equipment and personnel were called out unnecessarily 360 times in 1978. This represented 15.9% of all responses. Almost one out of three Fire Department responses was for a rescue or public service call. In relation to the 1974-1978 period, there appeared to be a strong upward shift in the level of rescue and public service calls in 1977 and 1978. The rescue calls entailed the use of the rescue squad, or Squad 6, and often involved freeing people trapped in automobile wrecks. Public service calls included a

variety of assistance including washing down gasoline at accident scenes and standing by for helicopter landings at the Memorial Medical Center heli-pad. It appears that fire calls and false alarms may be diminishing; however, this does not mean that the Fire Department's level of service is falling. Rescue calls and public service assistance have placed greater demands on the Department, more than offsetting the decrease in fires and false alarms.

Training continued to be a major Department-wide effort in order to prepare our men to meet the demands of their jobs. The competency of the firefighting force was maintained at a high level through a series of twelve courses offered by all firefighters. These twelve courses and specialized training at the Training Center involved a total of 4,872 participants at all sessions combined. This translated into 187.41 staff hours of training per firefighter. The courses covered a wide range of essential fire fighting and prevention skills such as: forcible entry; extinguishing agents; ropes, knots, and hitches; fire suppression; familiarization

with City streets; identifying arson; instruction in use of pre-fire planning; building surveys; home inspections; driver's training; and controlling liquid natural gas fires.

Not only are the skills of our firefighters continuously being upgraded, but their equipment is also continuously being improved. In 1978 the Department upgraded the pumping capacity of its equipment by purchasing two 1250 GPM (gallons per minute) pumps. This means that the Department was able to achieve a greater water flow capacity without increasing staffing levels.

Finally, to prepare for the newly annexed areas, the Fire Department completed a number of activities. First, a two-year contract for fire services in the Southside area was negotiated with the Southside Communities Fire Department. At the same time, the water needs and resources for all new areas were thoroughly surveyed. To facilitate communications with the Southside Fire Department, a direct telephone line was installed and another radio dispatcher was hired.



POLICE PROTECTION

Providing Police services to its citizens is a major function of City government. In fact, almost twenty percent of the City of Savannah's General Fund Budget was expended on Police operations in 1978. Savannah's police services included criminal investigations, crime control, expediting pedestrian and vehicular traffic flow, and providing emergency services when needed.

During the year, the Department responded to 55,475 calls for assistance, not including those instances where citizens and tourists were aided by officers in situations ranging from giving directions, and finding motel rooms, to repairing cars.

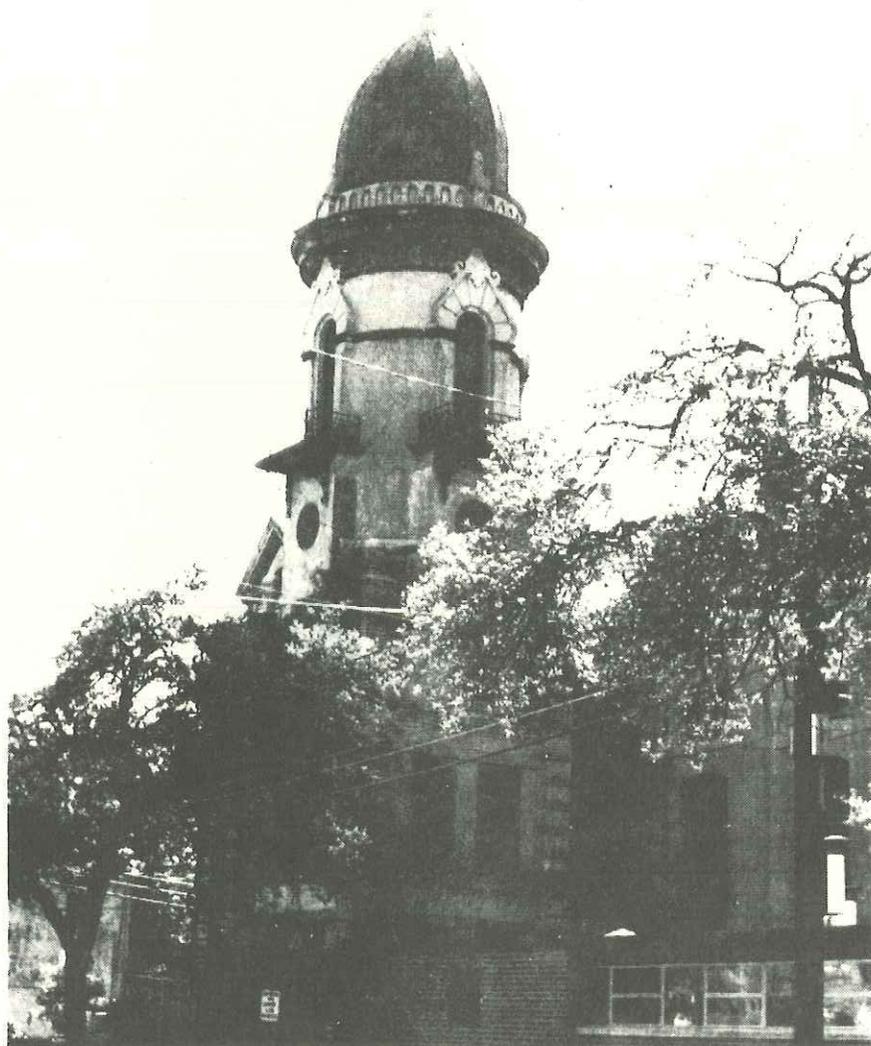
Felonies, identified by the Federal Bureau of Investigation as Part I crimes, accounted for twenty percent of the calls. Although there were increases in certain categories of Part I crimes, for example rapes (90 cases) up 34 percent over 1977, robberies (424 cases) up 23 percent over 1977, and aggravated assaults (1,102 cases) up 51 percent, most categories maintained past levels of occurrence or experienced reductions.

It is often difficult to determine actual increases or decreases in levels of criminal activity from statistical data. For example, rape statistics indicated a 34 percent increase in 1978; however, other information suggests that this may have been the result of an increased willingness to report rapes rather than increased occurrence. All areas of assaults showed a statistical increase, but consideration must be given to the fact that the City's method of coding domestic incidents had been revised to include activities that were not previously included in the assault category.

Statistical records were valuable, however, as a tool which assisted the department in identifying changes in criminal activity. As information revealed that a category of crime exhibited signs of increase, officers were reassigned so that manpower was concentrated where the need was greatest thus making the most efficient use of the Police Department's resources

JAIL OPERATIONS

It cost the City \$194,199 to operate the City jail in 1978. An average of six hundred prisoners a month were processed through the jail. The greatest number of prisoners housed during a given day was seventy two and the lowest number was thirty-one. While detained, prisoners were provided with food, sleeping quarters, and medical attention. Twelve full time officers and civilians were assigned to duty in the jail. The City has maintained a jail since 1870 but will relinquish this operation in 1979 as Chatham County assumes this function for the entire County.



RECREATION

The City of Savannah's Leisure Services Bureau provides citizens with rewarding leisure-time opportunities including athletic activities and special interest programs.

Athletic programs are available year-round accommodating a wide range of interests and age groups. During the year, sixty-four adults and youth teams played in five **basketball** leagues, sixty-six youth teams and six adult teams competed in five **baseball** leagues, seventy-eight adult teams played in eight **softball** leagues, forty youth teams and eight adult teams played in five **football** leagues, thirty-two youth teams competed in four **soccer** leagues, and twelve teams participated in a **volleyball** league.

Special athletic programs included Hot Shot basketball competition, Pitch-Hit-Run competition, Savannah Invitational Baseball Tournament, Coastal Empire Cheerleading Competition, World Invitational Half Rubber Tournament, Football "O" Rama, Optomist Football Classic, National Junior Tennis League, and ten tennis tournaments.

1978 was the first full year of the Bureau's therapeutic recreation program. It provided year round activities for children and adults who require special care. The activities included bowling, golf, swimming, physical fitness, music and many special events such as fishing rodeos, birthday celebrations, and beach excursions.

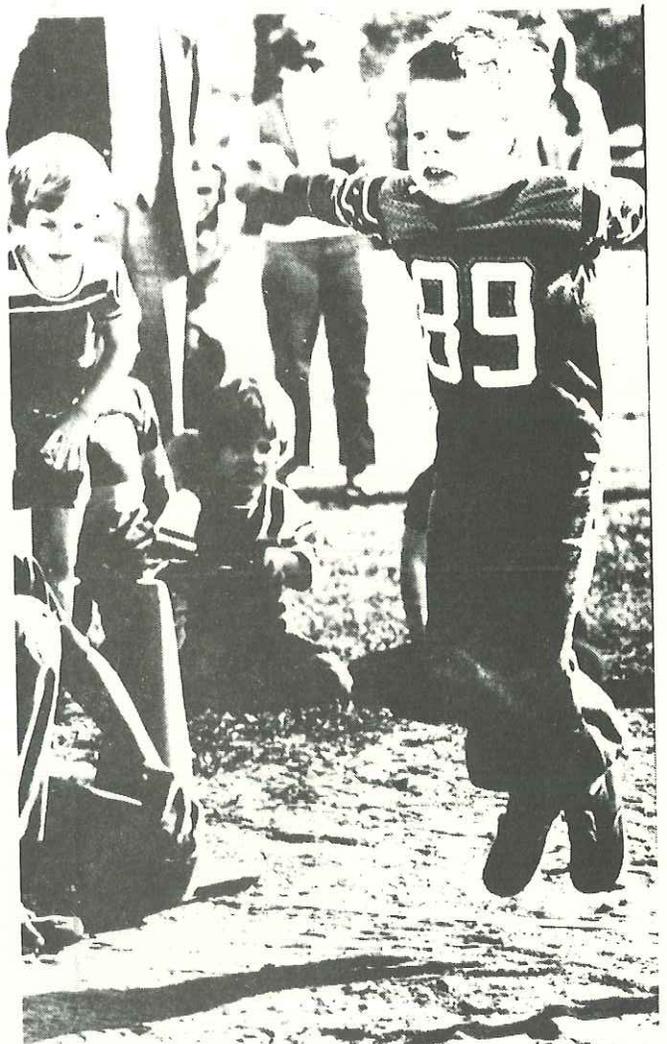
In addition to a strong athletic program, the Leisure Services Bureau also sponsored a cultural arts program for our citizens.

Art instruction was a major component of the cultural arts program. Over a six-month period youngsters, primarily, received professional instruction in painting using pastels, oils, and charcoals. Activities other than painting instruction included paper mache projects, public shows in Johnson Square, and visits to local art studios for lectures and exposure.

To implement the program, our mobile arts vehicle was pulled to five different neighborhood parks on a scheduled basis. This eliminated the usual transportation problem for area children desiring to take advantage of the programs.

Besides Art instruction, Tours of Telfair Academy were provided for senior citizens groups and for neighborhood center program participants. These tours in-

cluded exhibits and film and slide presentations. Ballet South Dance Company offered five weeks of instruction in Jazz, tap, ballet, modern dance, and creative dance for children ages six through ten at the May Street Center, Westside Center, W. W. Law Center, Tompkins Center, and Savannah Gardens.



The Savannah Ballet Company visited three neighborhood centers, W. W. Law, May Street, and Savannah Gardens and gave ten one-hour lecture demonstrations for the Golden Age groups. Each Ballet company gave a public performance on Rousakis Plaza. The Little Theater offered drama classes for pre-schoolers, teens and adults. Classes for the Golden Age groups were held at Frazier Homes, Stillwell Towers, Stubbs Towers, W. W. Law Center and Cunningham Center. There were classes for youth at May Street Center, Tompkins, Westside Center and Savannah Gardens. Finally, four free concerts were performed by the Savannah Symphony at various locations around the City.

The City also provided Golden Age programs and Day Care services for our senior citizens. Participants in the Golden Age programs were involved in crafts, dancing, lectures, films, table games and other appropriate activities. Over sixty-six thousand meals were served to eligible citizens at the Golden Age Centers.

Our Adult Day Care program was recognized by the Council on Aging as one of the top in the nation. The Center Manager was one of the three professionals asked to speak at the national convention in 1979.

PARK IMPROVEMENTS

Savannah is noted for its historic and beautifully planted parks and squares. These areas are a delight to our citizens and visitors alike and contribute to the unique quality of the City's urban area. Maintaining these areas requires the constant care of our Park and Tree Department. Refurbishment of passive parks and squares continued in 1978 with extensive city-wide shrubbery replacement, including six parks along Abercorn and the complete reworking of Madison Square. During the year, the City invested some \$15,000 in shrubbery replacement. For the first time in several years, the palm trees along the entire Victory Drive median were pruned. Utilizing City workers and CETA-funded labor, a program for painting fences and railings, in all parks and squares was also initiated.

Maintaining and improving existing recreational parks as well as developing additional neighborhood parks where needed is a service of the Leisure Services Bureau. Extensive improvements programs, including the purchase and installation of new playground equipment, were undertaken for Dixon Park, Westside Park, and Kennedy Park. Playground equipment installation was completed in Cloverdale Park, and the construction of tennis courts is underway. Picnic shelters were installed in several parks for use during the summer lunch program. The combined cost for park improvements when fully completed will be \$130,000.

In Daffin Park, one of the City's major recreational parks, repairs and improvements were made to Grayson Stadium. A new roof, improved lighting, and new dugouts were completed in time for baseball season, at a cost of \$142,000.

The Forsyth Park facility has the potential for becoming the most beautiful functional public park in the State. The City entered into a contract with Land Design/Research, Inc., to develop plans for improving the park with special emphasis to be placed on active and passive participation. Major elements of the plan as submitted include lighting, irrigation, walks and parking lots, multi-purpose play area and recreational facilities.



GOLF COURSES

The Golf Course enjoyed its greatest year when over 34,000 rounds were played. The many improvements on the course directly affected this increase.

Tees, greens, sandtraps, fairways and putting greens were all improved thanks to a stepped-up and closely monitored maintenance program.

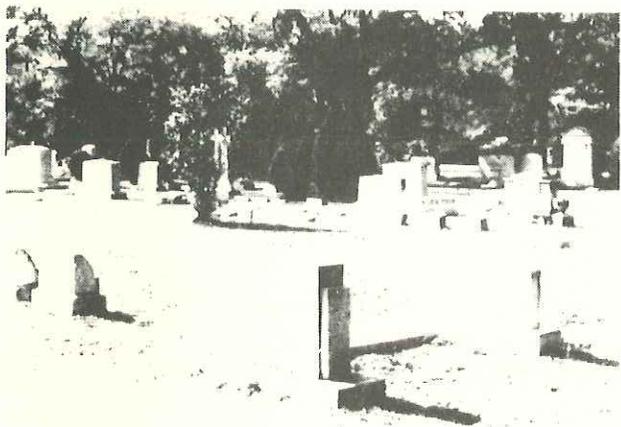


CEMETERIES

The Cemetery Department works diligently to provide an attractive environment for all burials and quality maintenance for the City operated cemeteries, Bonaventure, Greenwich, Laurel Grove, north and south. Responsibility for cemetery maintenance was transferred to the Park & Tree Department in 1978.

Perpetual care and general care areas were tended twenty-two times during the year, once every ten work days during the growing season which is May through October, and once every fifteen work days during the non-growing season which is November through April. Work programs in these areas included mowing, trimming, hoeing, and raking. Twice during the year, once in May and once in November, some 8,693 lots not in perpetual care were also trimmed, raked, treated for weeds, and mowed.

In addition to maintaining the grounds, cemetery crews also prepared approximately five hundred grave sites for interments. Such preparations required cleaning lots, digging graves, assisting vault companies and funeral directors, covering graves and repairing gravesites for routing maintenance.



An improved records management system was instituted during the past year. All records for cemetery lot owners, burials, transfer of lot ownerships, perpetual care lots, and annual care lots were consolidated. This work involved developing new files and a new filing system for all records. Five thousand six hundred lots in Bonaventure Cemetery were identified by denoting lots in perpetual care, lots not in perpetual care, and lots in annual care. A decal was typed for each lot indicating which category of service it was in.

Overall there has been a tremendous improvement in the appearance and quality of service received in 1978 at our City operated cemeteries.

COMPUTER SERVICES

During 1978, the City's Data Processing Center was engaged in converting all of its existing financial and administrative batch programs from the old system to a new Sperry Univac 1100/11 computer located in the new Chatham County Courthouse. Some 300,000 lines of coding requiring the full time services of fifteen City staff members and additional vendor technical assistance was necessary to complete the conversions.

In addition to batch conversions, the Area Criminal Justice Information program was redesigned in order to take advantage of the additional capabilities of our new computer system. Six staff members were assigned the task of analyzing, evaluating, and revising the existing Criminal Justice program. This resulted in our being able to economize on storage and facilitate program development.

All programming is accomplished with the aid of terminals which are located in the new courthouse. The resources of the computer center are now available through the terminals to any system. This demand capability improves our programmer productivity by permitting each individual user with a terminal to independently feed information into and retrieve information from the main computer.

Our new computer equipment is more sophisticated than our previous system and can handle three different modes of operation concurrently: batch programming, which is sequential in execution; demand or time-sharing capability, which permits us to communicate interactively with the computer (this function was not available in our old system); and real time, which is a high priority system permitting immediate access to information.

Although part of our data entry function equipment is still housed in the basement of the Gamble Building, the main computer is located in the Chatham County Court House. Our new facilities provide a controlled environment for our equipment which includes air conditioning, raised flooring, a Halon fire detection and extinguishing system, and improved security.

ANNEXATION

A great deal of planning effort went into insuring that a smooth delivery of services to the newly annexed areas would be accomplished beginning January 1, 1979. These services to be provided included:

Garbage collection twice weekly, and trash collection once weekly.

Full police protection.

Streets maintenance and street sweeping once every ten days.

Drainage ditch, drainage canal and storm sewer cleaning and maintenance.

Street light service and maintenance.

Tree and grass plat service and maintenance.

Fire protection - under contract with Southside Fire Department.

Recreation service - expansion of sports and playground activities and initial development of additional recreation facilities in the Southside and the Westside annexed areas.

Construction of a number of school sidewalks in the new areas.

Personnel had to be hired and trained prior to the initiation of service. Approximately \$926,000 was expended in 1978 to obtain additional vehicles such as residential refuse trucks and police sedans. Another \$300,000 was expended to employ and train personnel (\$100,000), obtain supplies (\$52,000), purchase equipment such as radios and refuse containers (\$136,000), and initiate capital projects planning (\$12,000).

The next challenge to be met was in the area of capital improvements - water and sewer, drainage, street paving and other public facilities.

During 1978, City personnel began preparations for a detailed analysis of the newly annexed areas. This analysis, when completed, will provide direction for future capital improvement projects in the new areas of our City. The City's approach to capital improvements is to thoroughly examine and analyze all neighborhoods in the City with respect to living conditions.

Deficiencies are compiled and prioritized on the basis of their severity and the number of citizens affected. A planned program, whether for water improvements or some other improvement, is developed. This plan systematically matches resources to the needed improvements.

CITY FINANCIAL POSTURE

The City's strong commitment to improving productivity and the management of resources paid large dividends to the citizens in meeting the challenge of the recent annexation. Prior to annexation the City had identified and measured what was required to provide each service in our work program. Using this information, the City was able to limit the cost of additional personnel, supplies, and equipment to only what was required. Rather than adding managerial positions, all new positions were either direct service providers (such as a Police Officer) or field supervisors. Thus, even though nearly one third more citizens were added to our population, the City's total General Fund staff and cost increases for 1979 for annexation, were held to 9.5%. The increase in work cost from 1978 to 1979 for the City, excluding the annexed areas, was only 4.9%, about half of the inflation rate.

The result of this careful attention to costs is that the City could both annex new area and reduce the millage rate from 9.0 to 8.5 mills at the same time. As the City's new citizens are aware, these efficiencies in operation were not achieved by reducing the level or quality of service.

To make Savannah cleaner, safer, and more beautiful and at the same time to hold expenditure increases to less than the inflation rate is our challenge. Some cities have been unable to achieve either. We have been doing both and will continue to do so.

These achievements have not been gained at the cost of the City's financial health. Savannah's bonds retain an Aa rating and often achieve interest rates given to those few cities with Aaa ratings. The City's goal continues to be building a more livable community and a strong financial position without tax increases.

1980

RECEIPTS — DECEMBER 1978

	1980 RECEIVED 1978 ADJUSTED BUDGET	RECEIVED THRU 12/31/78	% OF BUDGET
Property Tax	\$ 3,735,000	\$ 3,718,217	.995
Sales Tax	7,250,000	7,755,997	1.069
Other Taxes	2,620,000	2,699,492	1.030
Taxes, Fees, and Interest	35,000	44,639	1.275
Licenses and Permits	2,295,000	2,446,247	1.065
Fines, Forfeits, and Penalties	665,000	898,227	1.350
Interest Earned	208,700	287,708	1.378
Rents - General	110,000	117,092	1.064
Stadiums and Auditoriums	367,600	296,006	.805
Other Agencies	926,000	891,420	.962
Inspection Fees	68,000	107,684	1.583
Cemetery Fees	70,000	72,623	1.037
Refuse Fees	885,000	852,395	.963
Interfund and Intrafund	1,099,908	1,122,409	1.020
General Services	90,500	99,713	1.101
Contribution from Revenue Sharing Fund	2,581,466	2,657,939	1.029
Other Revenue	4,131,351	4,226,074	1.022
TOTAL REVENUES	\$27,138,525	\$28,293,882	1.042

EXPENDITURES — DECEMBER 1978

	1980 ADJUSTED BUDGET	EXPENDED THRU 12/31/78	% OF BUDGET
General Administration	\$ 437,882	\$ 415,745	.949
Finance and Admin. Services	1,255,674	1,250,336	.995
Management Services	664,870	655,185	.986
Public Services	7,118,785	6,821,206	.958
Inspections	437,718	437,049	.998
Police	5,393,600	5,319,856	.986
Recorder's Court	191,848	185,337	.966
Fire	3,518,179	3,419,403	.971
Leisure Services	2,194,198	2,093,492	.954
Park and Tree	650,817	637,703	.979
Interdepartmental	5,457,495	4,904,080	.898
TOTAL EXPENDITURES	\$27,321,066	\$26,140,192	.956

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