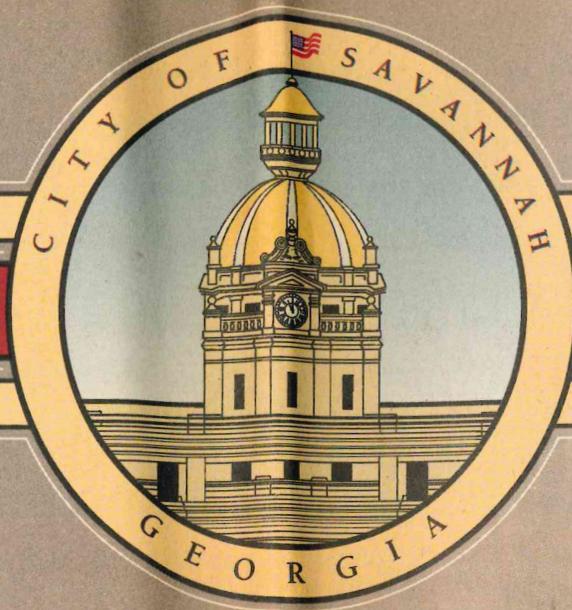


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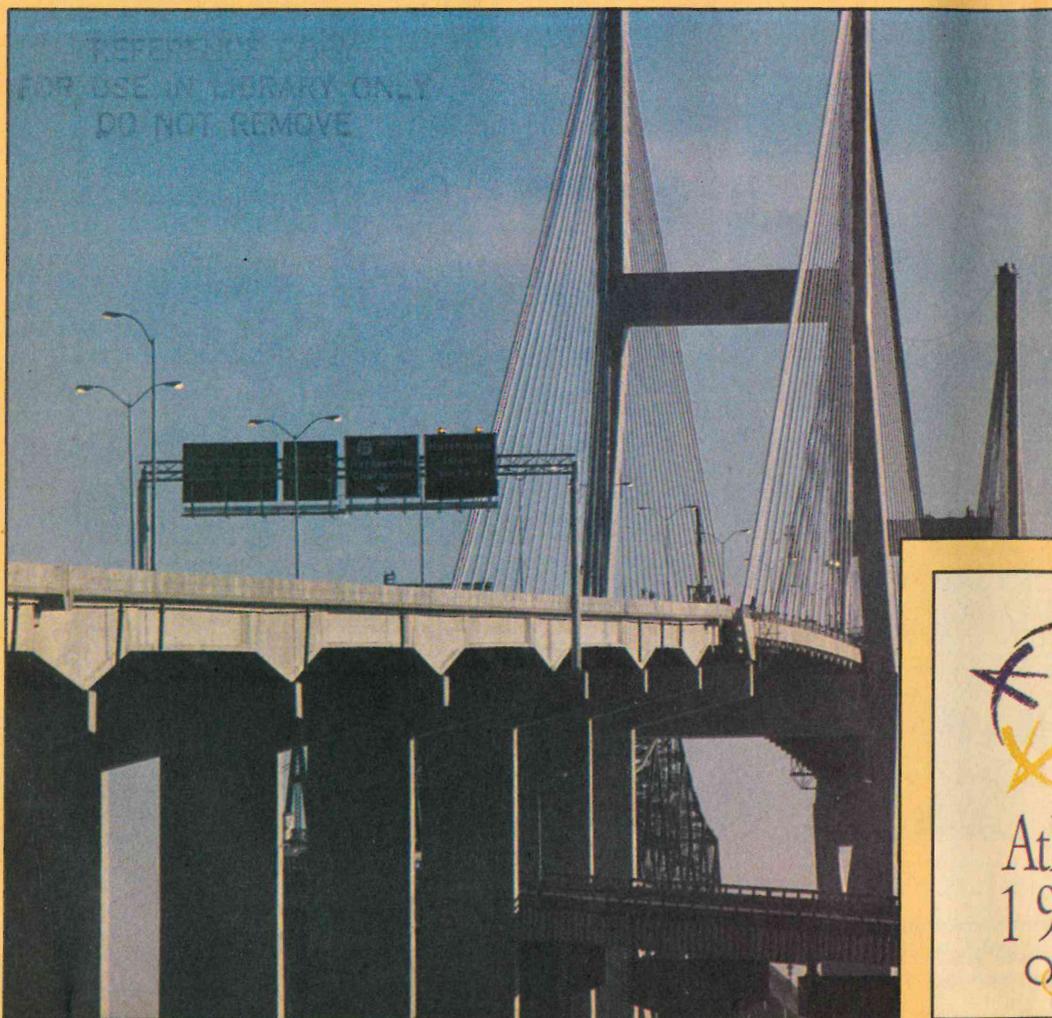
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CITY OF SAVANNAH

ANNUAL REPORT 91

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Atlanta
1996
Olympic rings

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MAYOR'S MESSAGE

Dear Citizens and friends,

On behalf of Savannah City Council, congratulations. Just look what we've accomplished!

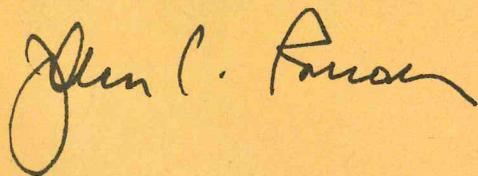
The events of the past year have blessed Savannah and our entire community with an unprecedented sense of pride, patriotism, and team spirit. We have accomplished great things, and together we'll do even more.

- This community is home to thousands of soldiers who played a leading role in Operation Desert Storm. In May, we showed our thanks to all branches of the military with a ticker-tape parade through downtown Savannah and a celebration on River Street.
- This community, already a leading port along the Eastern seaboard, is now in an even more competitive position to compete for world trade. With the opening of the Great Savannah River Bridge in March, and with the completion of the river dredging project, the Savannah Port will accommodate almost any ship in the world.
- This community will be the focus of the world when it hosts the yachting competition for the Olympic games in 1996. This news came in September following a two-year effort by numerous individuals and local organizations who volunteered countless hours to assist Atlanta in its successful bid for the 1996 Olympics.

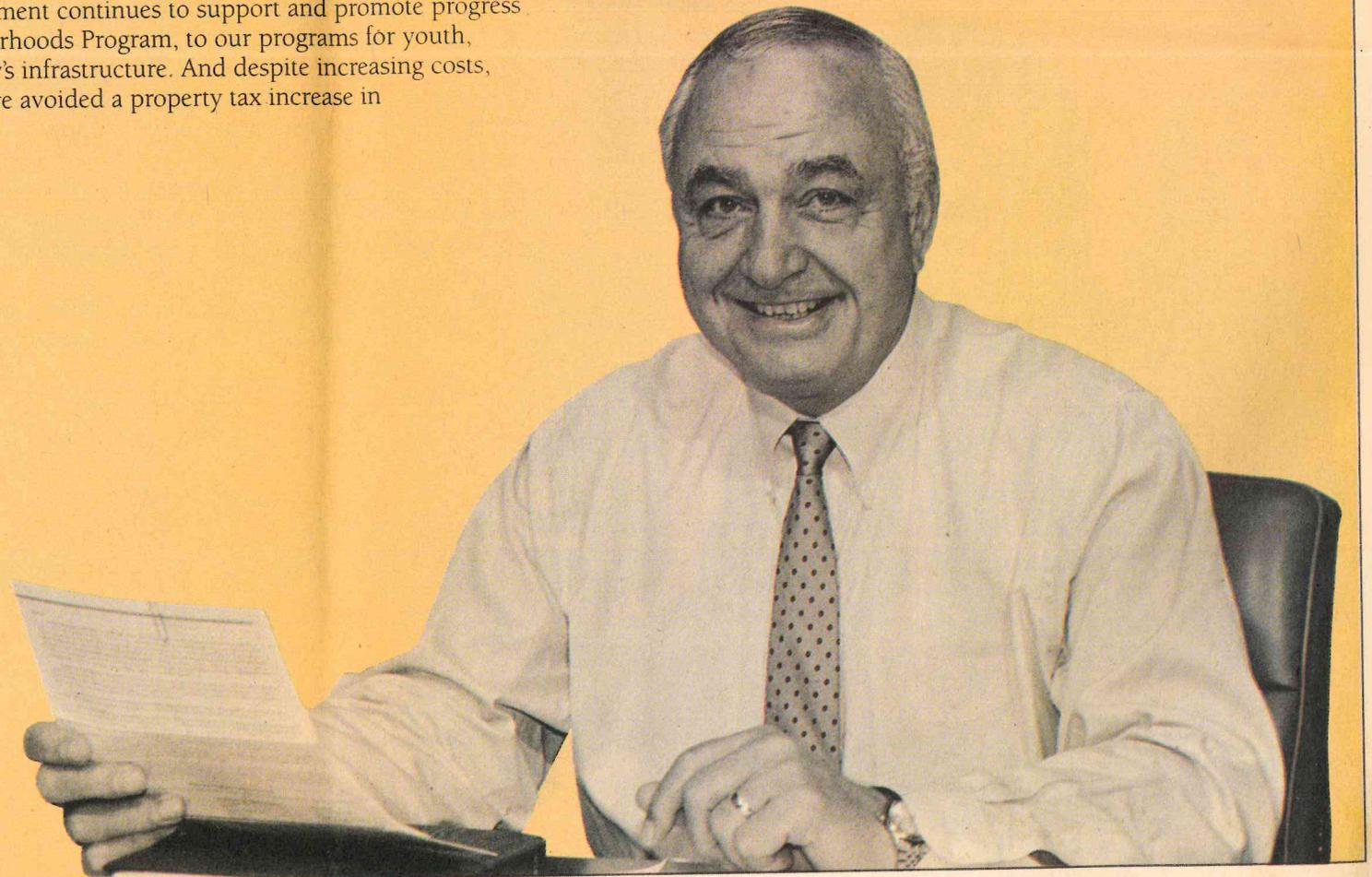
Through its various programs and services, the City government continues to support and promote progress and growth in this community, from the Showcase Neighborhoods Program, to our programs for youth, to the continued development and improvement of the City's infrastructure. And despite increasing costs, and decreasing revenues from the state and federal levels, we avoided a property tax increase in 1991 and continue to operate in sound financial condition.

Thanks for your continued support.

Sincerely,



Mayor John Rousakis



The mission of the City Government of Savannah is to provide the services and facilities needed to maintain and enhance the livability of the City for the citizens. To accomplish this mission, the Mayor and Aldermen adopt a program of work each year and provide the funds needed to carry out this program. This report describes some of the things accomplished under programs of work adopted by the Mayor and Aldermen for the past year. This report also describes the financial condition of the City government.

CITY COUNCIL



Savannah City Council, from left to right: At-large Alderman Dana F. Braun, District 2 Alderman Willie E. Brown, District 4 Alderman Elizabeth M. Sheehan, District 1 Alderman Floyd Adams, Jr., Mayor John P. Rousakis, Mayor Pro-Tem W. Brooks Stillwell, District 6 Alderman George A. Zettler, District 5 Alderman Clifford Hardwick, III, and District 3 Alderman James R. Barker.

FROM THE CITY MANAGER

Dear Mayor and Council Members,

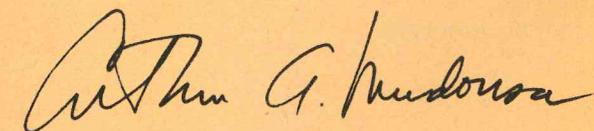
This annual report is about programs and activities over the past year which you authorized that were directed toward improving and maintaining the livability quality of this city. The activities carried out during the past 12 months were a continuation of your programs over the past 21 years, aimed at correcting the conditions damaging the livability of this city. Because of your actions during this period:

- More than 110 miles of unpaved streets have been paved
- Raw sewage from the City's sewage system has been removed from the Savannah River
- An award-winning park plaza has replaced a decaying downtown riverfront
- Decaying neighborhoods have been revitalized
- The City's historic architectural heritage has been protected by the enactment of a historic preservation ordinance
- An affordable housing program has been instituted
- The Showcase Neighborhood Program has been created to involve residents in a partnership with the city to improve their neighborhoods
- A small business assistance program has been established
- A \$37 million drainage improvement program has been started

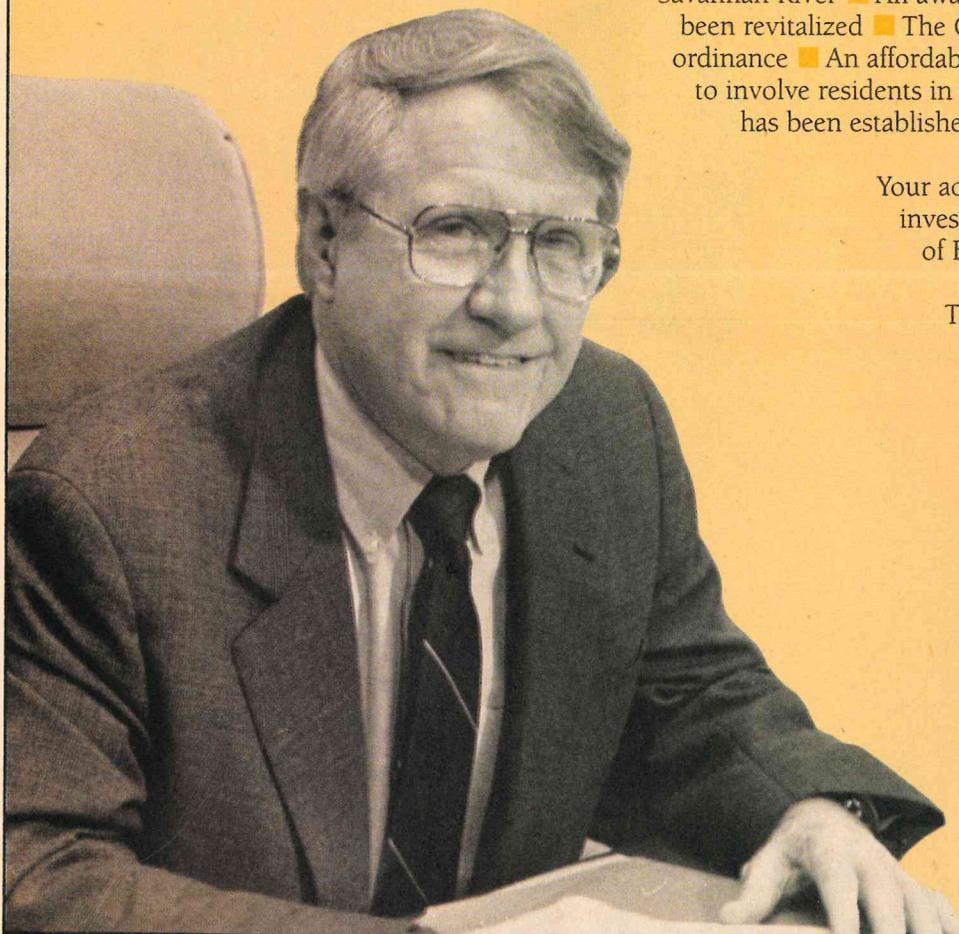
Your actions have helped to attract investments in new commercial buildings in the downtown as well as investments in restoring old commercial buildings. You have also worked to bring about the revitalization of Broughton Street, an effort that will continue in 1991 and in the coming years.

This community can take pride in what has been accomplished over the past two decades and can be confident of its ability to meet the challenges that still remain.

Sincerely,



Arthur A. (Don) Mendonsa
City Manager



ECONOMIC DEVELOPMENT

The City is an active partner in this community's economic development efforts. It makes a special effort to encourage small and minority business development, to involve minority businesses in contracts awarded by the City, and to address unemployment.

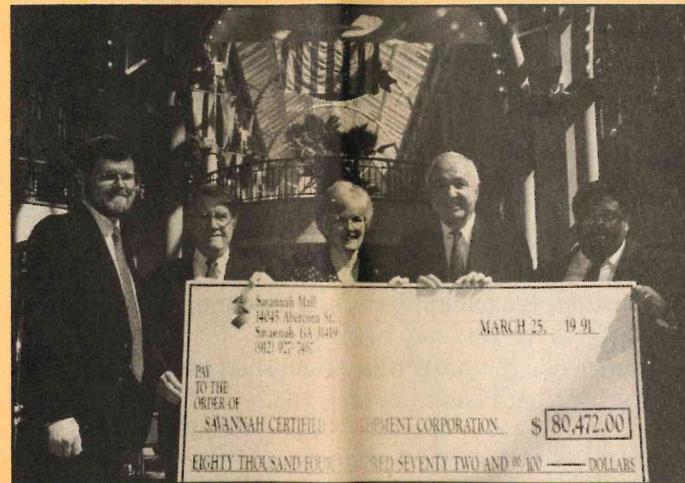
Several programs are in place which enable our business economy to utilize a variety of resources which, in the past, have been largely overlooked: small, female, and minority business owners and entrepreneurs.

Small Business Assistance Corporation

The Small Business Assistance Corporation (formerly The Savannah Certified Development Corporation) began operations in 1989 in order to encourage, promote, and enhance small and minority businesses in the community. The SBAC was developed and in large part funded by the City of Savannah, in close association with area lenders and other organizations. A City Community Development Block Grant contract provides operating costs and a \$250,000 loan fund. In 1990, its first full year of operation, SBAC provided 44 businesses with technical assistance and loan packaging services, and made 14 loans or loan guarantees totalling \$426,500. The SBAC also processed 5 Small Business Administration loans, totalling \$1,421,000. In all, these loans created 104 new jobs, mainly for low and moderate income persons. In 1991, the SBAC launched a fund drive to raise money for its loan program for minority retailers. \$354,000 was raised.



The SBAC also aided in obtaining financing for the Guest House, a new hotel on White Bluff Road. This project was financed and built in its entirety through SBAC assistance, and will create seventeen new jobs.



In March, the SBAC held a victory celebration to thank sponsors and to accept a check from several local corporations which donated funds for the Minority Retailer Loan Pool. A total of \$360,944 was raised and will be available for aspiring local minority and small business owners. Administration services of the SBAC are funded by the City's Community Block Grant program.

Minority Contractor and Vendor Participation

In January, 1991, the City, in conjunction with Savannah Technical Institute and the Small Business Assistance Corporation (SBAC) began a Small Business Certificate of Training program. The program provides one-on-one counseling and classroom training for minority contractors, small and minority business owners, and other entrepreneurs to assist them with bidding procedures and acquaint them with future projects.

The SBAC and the Certified Training program are two of many strategies implemented by the City to increase the level of participation of women, minorities, and small business owners. Construction and capital improvement projects are broken down into several small phases to put more work within the range of qualified small and minority firms; workshops are held to inform minority contractors and vendors of forthcoming projects and any changes in bidding or contracting procedures within the City; contractors are urged to use small and minority subcontractors and suppliers to the greatest extent possible.

Other Efforts to Encourage Small and Minority Business Participation with the City include:

- Contact all minority suppliers regarding purchasing opportunities
- Ensure that requirements are open and competitive
- Advertise all formal bid requests and provide advance notice of upcoming projects
- Encourage City Agencies to utilize minority vendors, when possible
- Hold pre-bid conferences and vendor workshops

Private Industry Council

The Private Industry Council Department (PIC) of the City of Savannah (formerly the Department of Labor Resources) administers employment, training, and job placement programs for individuals with serious barriers to employment.

Two categories of persons qualify for PIC assistance: those who are economically disadvantaged and those dislocated workers who have been laid-off from their regular





Paul Taylor and his four brothers received a \$50,000 working capital loan from the SBAC's loan pool to help purchase the local franchise for "Hillary's of Savannah". Fifteen new jobs were created at the gourmet ice cream shop's two Savannah Mall locations.

The Private Industry Council Department (PIC) of the City of Savannah (formerly the Department of Labor Resources) administers employment, training, and job placement programs for individuals with serious barriers to employment.

Two categories of persons qualify for PIC assistance: those who are economically disadvantaged and those dislocated workers who have been laid-off from their regular jobs due to plant closings or layoffs.

During the 1990 program year the PIC enrolled 926 economically disadvantaged persons in various job-training programs. Of that number, more than half (482) went on to become gainfully employed.

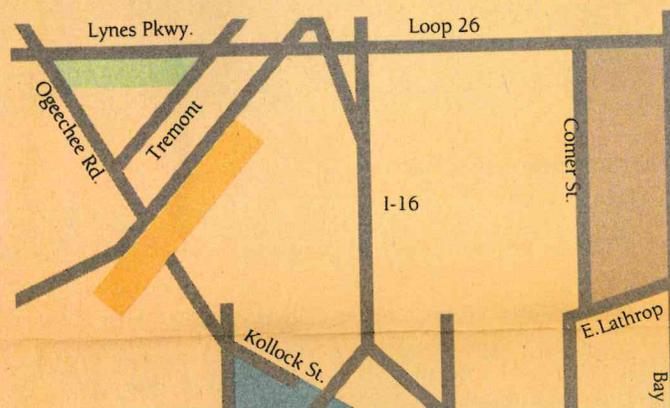
NEIGHBORHOOD IMPROVEMENT

The City's program of work is directed toward enhancing and maintaining the livability and quality of life in our neighborhoods. We have learned that this can be accomplished more effectively if we enter into an active partnership with the residents of the neighborhoods to develop and carry out programs to improve neighborhood livability. This partnership arrangement is carried out under the City's Showcase Neighborhood Program.

The Showcase Neighborhood Program

The City's Showcase Neighborhood Program began in 1989 with the Showcase I Neighborhood being defined on the eastern side of the downtown district. Every City department has played a part in the program by forming a partnership with residents and accelerating the level of services in the designated area. Residents and City staff worked together to survey the area, identify problem conditions, and define goals for a more livable neighborhood. Later that year, the program was expanded to a second neighborhood, Showcase II. Measurable improvements have been made in both Showcase areas including better street lighting, new sidewalks, improved cleanliness levels, playgrounds, and housing improvements. Above all, residents are involved in the process, and they have developed a sense of pride and ownership in their neighborhoods.

This year, four additional neighborhoods have been added to the Showcase Program. Programs have begun in Showcase III, representing a large portion of Savannah's west side, and Showcase IV, which is the City's Live Oak community. Similar programs, under the auspices of the City's Neighborhood Services Department, have begun in the Tremont Park and Ogeechee neighborhoods. The City's Showcase program has won several national awards, including one in June, 1991, from the U.S. Conference of Mayors.



The HITS Neighborhood

The Historic Improvement Team of Savannah (HITS) project is a showcase neighborhood program. However, it differs from the other neighborhoods because it is made up of the Savannah Historic District which functions both as a place to live and as a major tourist and visitor attraction.

Within the past year, the Downtown Neighborhood Association and other groups in the historic district formed a public-private partnership to develop a downtown Master Improvement Plan. The HITS program is an extension of the City's neighborhood involvement concept, and through a partnership between residents and City government, it will create a realistic, workable blueprint for improvements to the physical, aesthetic and economic environment of the downtown historic district of Savannah.

A steering committee was made up of representatives from each of the 34 downtown wards and members from groups such as the Waterfront Association, the Broughton Street Merchants Association, the Chamber of Commerce and the Historic Savannah Foundation. A wide range of issues is being addressed, including cleanliness, vacant lots and lanes, sidewalks, trees and lawns, street lighting and signs, traffic and parking, aesthetics and public squares, land use, tourism, public safety and homelessness.

Beach Institute Neighborhood

In the spring of 1991, the City Council adopted the Beach Institute Urban Redevelopment Plan. The City, in conjunction with the Beach Institute Historic Neighborhood Association, is examining the neighborhood, building-by-building, as the first step of the plan.

A series of eight goals were established for the Urban Redevelopment Plan. They are:

- To eliminate substandard housing conditions through rehabilitation or redevelopment
- To achieve an appropriate mix of homeowners and renters with varying levels of household incomes
- To eliminate nuisance properties
- To utilize vacant parcels for new construction or open space
- To ensure an appropriate land use mix
- To preserve the historic character of the Beach Institute Area as one of the traditional black neighborhoods of Savannah
- To ensure the neighborhood's infrastructure is adequate to meet the needs of the residents
- To achieve a clean and well maintained physical environment

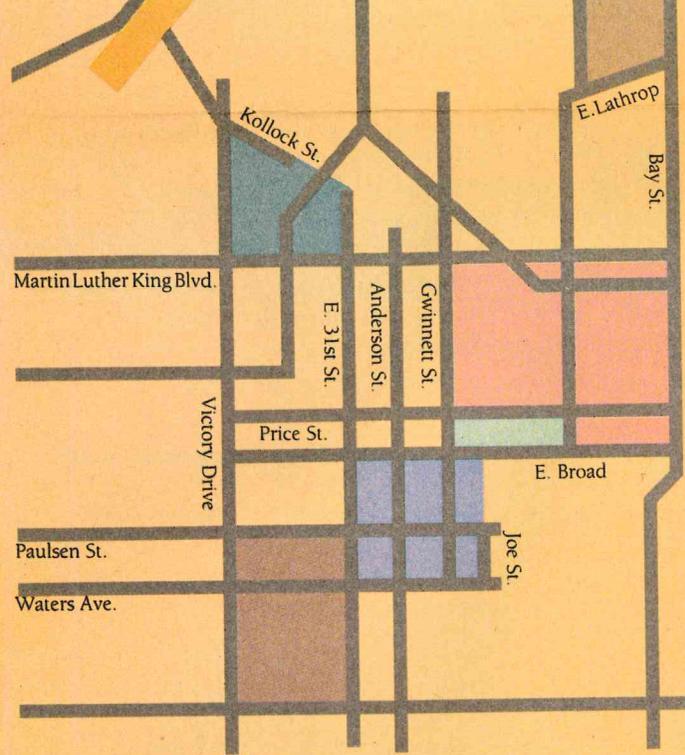
Housing Services

Some of the citizens in this community are living in substandard housing. The City has placed a high priority on programs directed to helping these persons find decent housing at an affordable cost. These programs seek to produce decent, affordable housing units for low and moderate income families, and aggressively eliminate buildings and housing units which are substandard, unsafe, dilapidated, or neglected.

- During 1990, the City's Housing Department produced 125 decent, affordable housing units with total project costs at \$4,315,218. This represents a housing production rate increase of 20%.
- In 1989, the City helped establish the Community Housing Services Agency (CHSA). The CHSA is a partnership between the community and local banks to provide low-interest loans for the renovation of low-income multi-family housing units. The first CHSA-owned project is a 14-unit project on Huntingdon Street in the Beach Institute Neighborhood. As of the beginning of 1991, the CHSA had approved 12 loans totaling \$3.2 million in financing for 218 new low-income housing units.
- The City began its pilot Urban Homestead program in 1990, through which three low income families were awarded properties and became first-time homeowners.



The Sams family, Leander, Renee, and two-year-old Natasha, are happily settled in their newly refurbished two-bedroom home. As part of the City of Savannah's plan to provide housing for low and moderate income citizens, the City obtains houses from the Department of Housing and Urban Development (HUD) for its Urban Homesteading Program. This program gives citizens the opportunity to enter a drawing to purchase houses for one dollar. The "Dollar House Program" provides vacant, unrepaired houses to homesteaders



Showcase Areas

- Showcase I
- Showcase II
- West Savannah
- Live Oak
- Ogeecheeton
- Tremont Park
- HITS
- Beach Institute

Since the Showcase program began, significant improvements have been made and a strong sense of community pride has developed in the targeted neighborhoods. Forty block clubs have been organized with at least 1,000 neighborhood participants volunteering to take part. Programs underway include: roll-out trash containers, improved lighting, tree-planting, new sidewalks, paint grants, numerous team-building and social events, and a training and employment center.

- To ensure the neighborhood's infrastructure is adequate to meet the needs of the residents
- To achieve a clean and well maintained physical environment

The Beach Institute Neighborhood is located at the southeastern edge of Savannah's historic district.

plan to provide housing for low and moderate income citizens, the City obtains houses from the Department of Housing and Urban Development (HUD) for its Urban Homesteading Program. This program gives citizens the opportunity to enter a drawing to purchase houses for one dollar. The "Dollar House Program" provides vacant, unrepaired houses to homesteaders who agree to rehabilitate, maintain, and occupy them for at least five years.



The Nuisance Property Abatement Program, implemented in 1990, empowers the City to take action against property owners who refuse to take responsibility for their dilapidated buildings. The program identifies structures that have become a public nuisance through abandonment by their owners, or by attracting illegal drug activity and vagrants. After sufficient notice is given to owners, the buildings are demolished.

Street Paving Program

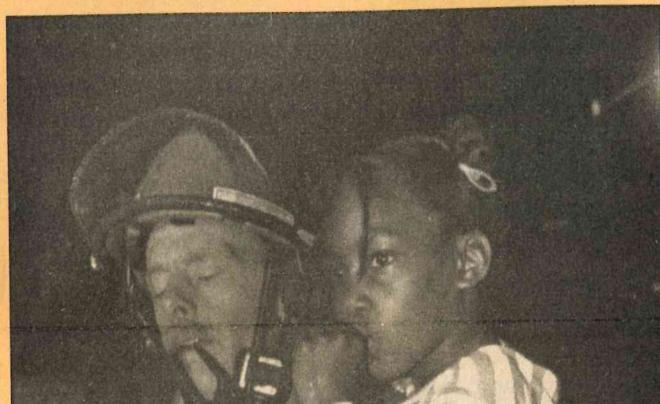
In 1970, there were more than 120 miles of unpaved streets within the City limits. As of January of this year, fewer than 30 miles of streets remain unpaved. Due to an aggressive and systematic street paving program, designed to help correct past neglect of the City's infrastructure, more than 110 miles of existing streets have been paved since 1970. All streets in the city will be paved by 1996.

Drainage Improvement Program

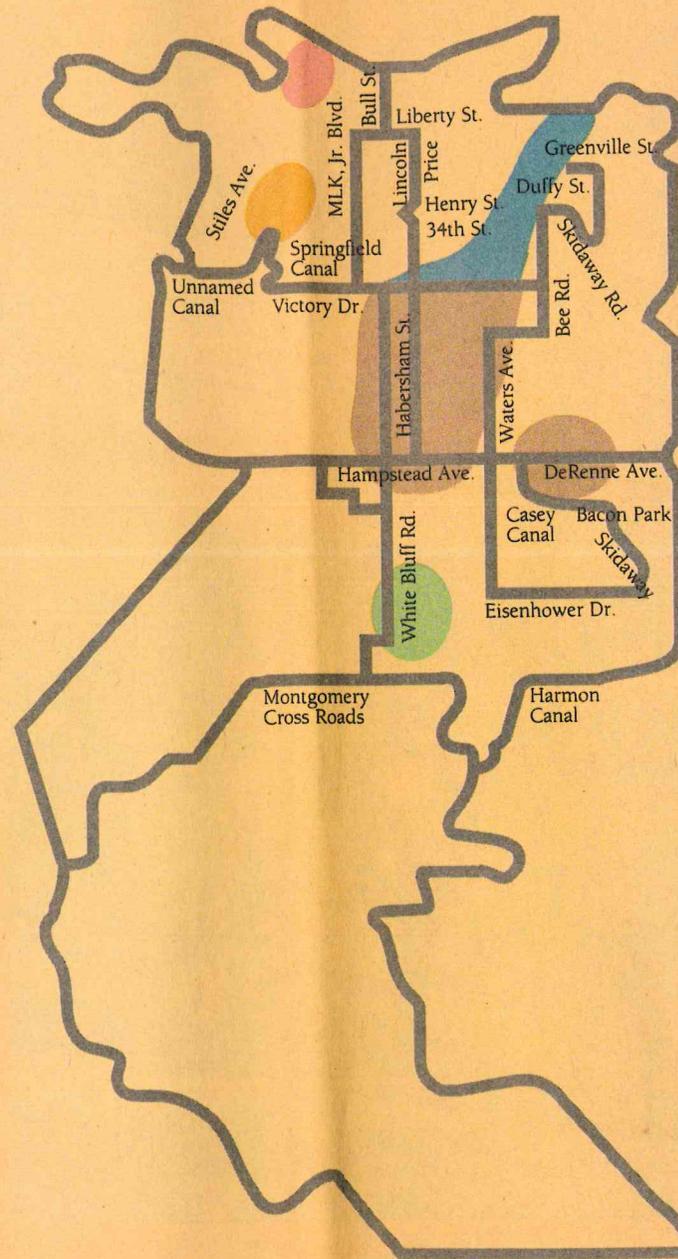
Because Savannah is a coastal city, it has areas with low elevations which are subject to flooding. When development occurred in these areas several decades ago, adequate drainage facilities were not installed. In 1987, the City, working with a citizens group, developed a drainage improvement plan to address the problem of neighborhood flooding. Funding for this \$37 million project is being provided through a \$25 million bond issue and \$12 million in the drainage improvement reserve fund. The largest drainage projects in progress are the \$17 million North Casey Canal and the \$16 million South Casey Canal. Designs for these projects are now complete and sites for runoff pumping stations are being selected while new equipment is being acquired.

The drainage improvement program consists of construction of storm-water pumping facilities at the Fell Street Basin, Casey Canal, Springfield Canal, and along Abercorn Street. The five-year plan will also incorporate other drainage system improvements to handle water from major storms. This map reflects the areas in the City which will benefit from these drainage improvements.

In 1990, to carry out the first part of this plan, the City adopted a \$37 million drainage improvement program. Funding for this program was provided through a \$25 million bond issue and from \$12 million in the drainage improvement reserve fund.



Flood Elimination Projects



Areas to Benefit

- Fell Street Basin
- Casey Canal North
- Casey Canal South
- Springfield Canal
- Abercorn Street

PUBLIC SAFETY

A continuing concern of City government is that of preventing injury to the person and property of those who live, work, and visit here. To this end the City operates and participates in programs to prevent injury and damage from crime, fires, traffic accidents and unsafe buildings.

Crime Prevention

To prevent crime, the City, through its Police Department, works aggressively to remove criminal offenders from the streets. In 1990, police arrested 8457 individuals. A total of 618 were charged with drug offenses. Of those arrested for drug offenses, 131 were juveniles.

The challenges faced in removing offenders from the streets are the lack of space to house offenders and the high rates of repeat offenses by those released after serving a jail sentence. Some of the adults who are arrested are repeat offenders who have served jail sentences. Further, 12% to 15% of the juveniles arrested for crime offenses are repeat offenders.

Project Shield

The majority of Part 1 crimes committed in the City can be directly linked to the escalating drug problem facing this community. The Savannah Police Department has worked closely with the community's designated drug enforcement agency, Chatham County's Metro Drug Squad. Nevertheless, the S.P.D. has found it necessary to develop strategies and programs of its own in order to combat the drug problem. One of these programs is PROJECT SHIELD.

In September, 1990, the Savannah Police Department, in partnership with the Housing Authority, began a new offensive tactic in the drug war. Project Shield was launched in the Garden Homes public housing neighborhood as a pilot program, and it has already shown impressive results.

Project Shield is an all-out-war on drugs and drug-related crimes in several of the City's public housing neighborhoods. The three-phase program includes saturation (intensive police visibility and drug checks), stabilization (steady police presence ensures that the neighborhood continues to have reduced incidents of drug-related crimes), and the establishment and maintenance of police mini-stations.

Project Shield's objectives are to:

- Eliminate all open drug use and sale in the targeted public housing area
- Instill an atmosphere of safety



A Savannah Firefighter helps a child to higher ground. On April 30, 1991, three to six inches of rain fell in the city. Much of the downpour occurred just before high tide, and several low-lying areas were under as much as four feet of water for several hours. With the \$37-million drainage improvement plan, slated to be implemented over the next five years, flooding like this will be prevented in the future.

Project Shield's objectives are to:

- Eliminate all open drug use and sale in the targeted public housing area
- Instill an atmosphere of safety
- Reduce drug related Part I crime in the area
- Create the shield necessary for the neighborhood tenants to become active in neighborhood revitalization
- Work with the Housing Authority to assist in the "empowerment" of residents

Project Shield expanded to the Hitch Village/Fred Wessels Homes on March 1, and will move into two more public housing areas by 1992.



Before Project Shield, residents of Garden Homes were afraid of the drug dealers who had moved onto their streets. Families felt confined to their homes, and children rarely were allowed to play outside. But Project Shield is changing this scenario. Violent crimes have been reduced by 75% in Garden Homes and street level drug trafficking activity has been virtually eliminated. Children are back on the playground and residents are back in control of their neighborhood.

ENVIRONMENT

The City of Savannah has placed a strong emphasis on its environmental programs dealing with issues such as a clean city, clean water, and conservation of resources.

Resource Recovery

Ten years ago, the City of Savannah began studying ways to dispose of solid waste in more effective, "environmentally friendly" ways. As a result, Savannah became the first City in the state, and one of few in the Southeast, to operate a Resource Recovery Plant.

The facility, which converts solid waste into steam, has extended the life of the City's landfill by 30 years. It turns garbage into a useable resource, and it contributes toward the reduction of industrial fossil fuel usage.

Keeping Savannah Beautiful

The *Keep Savannah Beautiful* program (formerly the Clean Community Advisory Council) is administered under the auspices of the City of Savannah. KSB sponsors neighborhood cleanups like the "Pick-Up Savannah" weekend of March 22-24 when several tons of litter were collected in the Downtown area. "Adopt-A-Spot" programs were recently begun in the Historic District and other areas of the City where vacant lots were cleaned-up, tilled, and beautified with grass, trees, and shrubbery. KSB itself adopted a two-mile stretch of Victory Drive (between Bull Street and Bee Road) and an April 6th cleanup netted 114 large bags of litter.

Recycling

Keep Savannah Beautiful, in cooperation with Goodwill Industries of the Coastal Empire, operates a recyclable materials collection center at the Goodwill headquarters on Sallie Mood Drive in Savannah. This center accepts donations of glass, aluminum cans, old newspapers, plastic milk jugs and plastic 2-liter bottles. Proceeds from the sale of these items are donated to Goodwill. KSB also operates a mobile recycling center that accepts the same materials from various areas of the community; a second mobile collection center will go into operation soon.

Water Clean-up

Cleaning-up the Savannah River hasn't been cheap or easy. For decades, raw sewage was casually pumped into the rivers and streams of this community. The City of Savannah has spent close to \$50-million over the past 20 years to reverse the effects of past pollution. Other municipalities and private industries have spent



The Old Romana Riley School Annex at 1302 Waters Avenue is the new home for the Chatham-Savannah Youth Service Corps. Called the *Showcase Neighborhood Center*, it is providing a unique education and training program for young people between the ages of 17 and 24. Corps members attend classes at the Center and work in supervised teams on service projects throughout the Savannah Community. New educational, training, and employment opportunities are also offered to the residents of the Showcase community at the neighborhood center. Basic education classes are offered through the Adult Basic Education Program. Also, the Savannah Technical Institute is operating the Eastside Tech at the Center, offering educational and skills training classes in construction, carpentry, nursing assistance, and clerical aide training.

HUMAN SERVICES

HUMAN SERVICES

Like other communities, this City has within its population people who need help to subsist and to maintain themselves. The City of Savannah supports eligible human service agencies in four ways:

- Annual Community Development Block Grant appropriations to support operating costs
- One-time grants to support capital improvements
- Emergency Shelter Grants for homeless service providers
- Other (non-HUD) grants

In 1990, CDBG grants provided human services funding for the Savannah Association for the Blind, Chatham County DFCS, Greenbriar Children's Center, the Economic Opportunity Authority, Grace House of Union Mission, Yamacraw Village Sports Club, and Inner City Night Shelter, Hope House, Rape Crisis Center, Hospice Savannah, George Leile Visions shelter, Grace House of Union Mission and Frank Callen Boys Club.

Emergency shelter grants were allocated to Grace House, Inner City Night Shelter, George Leile Visions, Tidelands Mental Health Center, S.A.F.E. Shelter, PMA Resource Center and Goodwill Center. Through these grants, 3,708 people received assistance, food, shelter, day care, after-school activities, therapy, or employment assistance. 1990 expenditures totaled \$677,664. Projected 1991 expenditures are estimated at \$616,577.

Youth Service Corps

Under the administration of the Youth Futures Authority, the Chatham-Savannah Youth Service Corps was established during 1991, and is helping at-risk young people between the ages of 17 and 24 to learn job skills which lead to employment. When operational, the Corps will serve 150 young people per year.

The projected budget for the first year of operation is \$551,000. Initial funding includes \$58,000 from the City of Savannah, \$48,000 from Chatham County, and in-kind contributions of \$58,000 from the Board of Education and Savannah Tech. The program also is funded by the Public Private Venture Foundation which is contributing \$100,000 per year for the first two years of operation.

It is expected that by the 3rd year, the Youth Service Corps will be self-sustaining through fees paid for service projects.

Youth Futures Initiative

The programs of the New Futures Initiative began in Savannah in July, 1988. More than 1,000 at-risk youth in local middle and high schools are involved. The five-year, \$30-million program is funded by the Annie E. Casey Foundation, the City of Savannah, Chatham County, the State of Georgia, the Board of Education, and the United Way. The City of Savannah has pledged \$2.5 million in new money to the New Futures Initiative, in addition to in-kind contributions in the form of new and existing programs.

The New Futures programs, administered by the Youth Futures Authority, were designed to:

- Improve academic achievement rates
- Reduce the school drop-out rate
- Reduce the incidence of teenage pregnancy and parenthood
- Reduce youth inactivity

The program is ending its 3rd year with a sense of pride and accomplishment.



The Keep Savannah Beautiful mascots, "Clean Dean and Clean Gene" join the Earth Day Celebration. The annual festival is held in Forsyth Park each April. Thousands of people attend the event, which features free concerts and showcases demonstrations by the City's Hazardous Materials Team, the U.S. Fish and Wildlife Service, Concerned Citizens for a Clean Environment, the Sierra Club and many private companies involved in recycling.

Cleaning-up the Savannah River hasn't been cheap or easy. For decades, raw sewage was casually pumped into the rivers and streams of this community. The City of Savannah has spent close to \$50-million over the past 20 years to reverse the effects of past pollution. Other municipalities and private industries have spent additional millions toward the same end. Once described as an "open sewer", the Savannah River's condition has now been upgraded from an industrial to a recreational classification as a result of the City's cleanup efforts.

The \$26-million expansion of the President Street facility will increase its capacity for treating sewage by 35%. This work is ongoing with completion expected in mid-1993. When work is finished, the upgraded facility will be capable of treating up to 27-million gallons of sewage daily. Extensive piping construction has recently allowed the City to close outdated treatment facilities on Wilmington Island and at Cloverdale, and new sewage from those outlying areas of the City is treated at the President Street plant.

In addition, the City's new wastewater treatment facility at Georgetown is capable of treating 2-1/2 million gallons of sewage daily.

The expansion plans are targeted to meet the needs of Chatham County citizens for the next 20 years. The plans include provisions for additional population growth beyond the next two decades and for standby facilities for emergencies or for when repairs to the main plant are required.

FINANCE AND BUDGET

The City of Savannah, like most municipalities, is having to endure tremendous cutbacks in federal and state funding for local programs (during the current budget year the City lost \$2 million in federal funds and \$0.7 million in state funding). Sources of revenue for local governments continue to diminish while the costs for delivering the same level of services are growing at an alarming pace.

Despite current status of national and state economies:

- The City of Savannah continues to operate in the black with a balanced budget of \$102 million for 1991 (see graph). This budget, despite inflation and operational cost increases, represents an increase of only 2.3% over projected expenditures for 1990.
- The City has an aggressive cash management program which, during 1990, yielded investment revenues of almost \$7.5 million. During the 12-month period, the percent of available idle cash actually invested was 99.82
- Savannah's Per Person Cost of Government (PPCG) is 15% below the average for comparable cities in the Southeast (see graph). Savannah spends \$464 per person annually to deliver the same services which cost other cities an average of \$545 to deliver.
- The City of Savannah has an ongoing Productivity Improvement Program, which identifies ways to cut costs while delivering the same level of services throughout the City. Total savings from these improvements, identified for the 1991 budget, are estimated to be \$1,200,000. Most of these savings were made through the elimination of jobs; personnel in these positions were moved to other jobs.

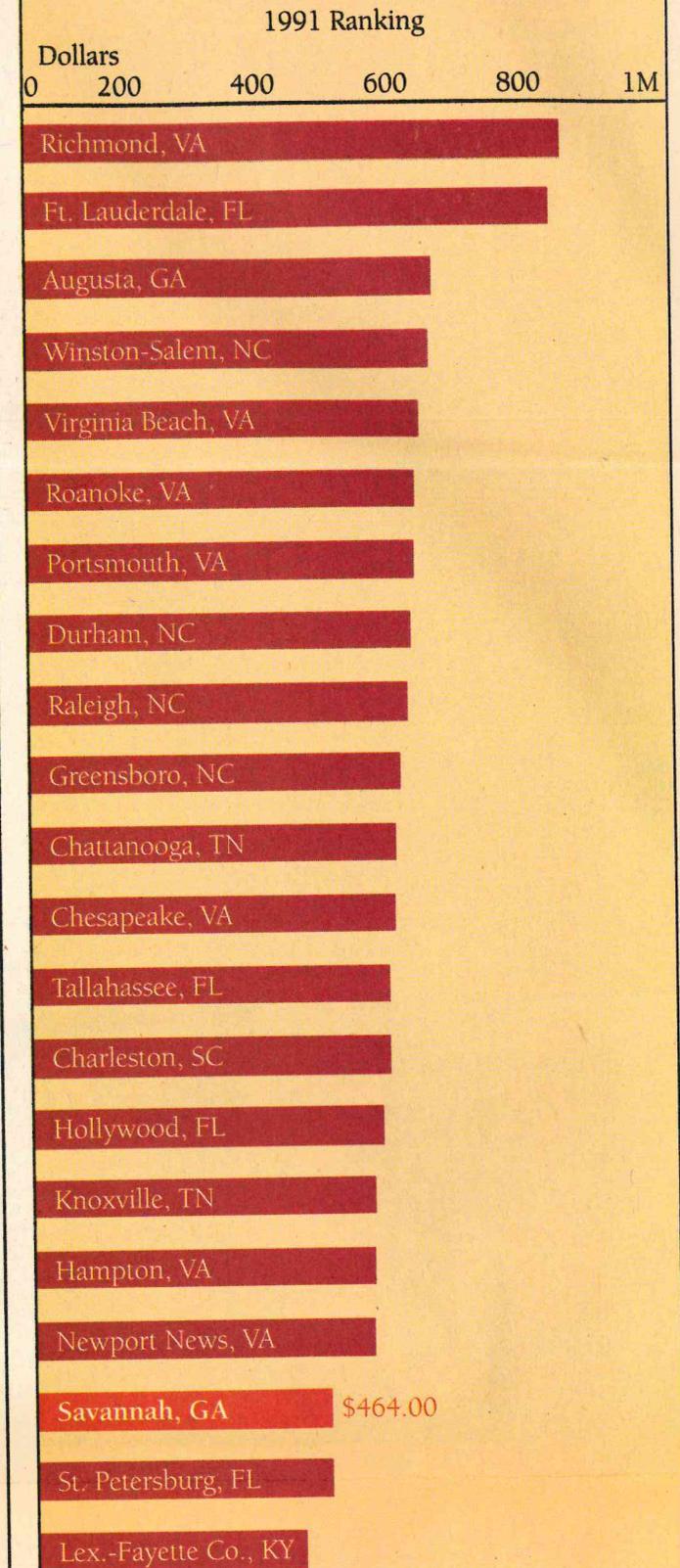
To cite an example:

Through the streamlining of the City's telephone system and the implementation of an automated telephone information system called "Call City Hall," the City has produced a savings of more than \$50-thousand dollars per year in communications costs. Two of the City's three switchboard operator positions have been eliminated within the last year.

Another example of cost savings through productivity improvements is the City's recently implemented Preferred Health Care Provider program. This is a new and innovative concept aimed at reducing health care costs for both the City government and the City's 1800 employees. Through special arrangements with Candler and St. Joseph's Hospitals, the City expects to save \$119,000 annually.

1991 GENERAL FUND

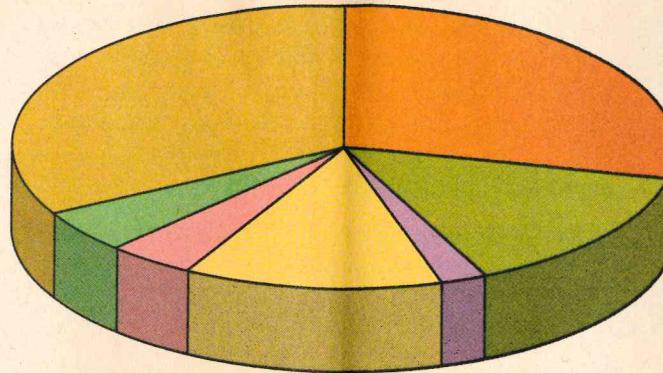
PER PERSON COST OF GOVERNMENT



employees. Through special arrangements with Candler and St. Joseph's Hospitals, the City expects to save \$119,000 annually.

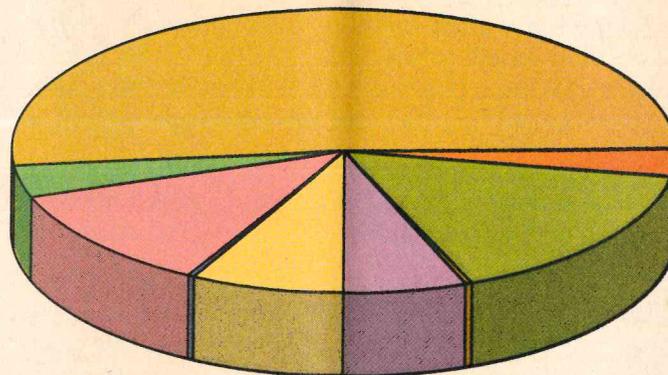
1991 GENERAL FUND \$67,140,877

Where the Money Comes From...



- Property Tax 33.3%
- Sales Tax 29.0%
- Fines & Fees 4.7%
- Other Tax 14.0%
- Other 4.2%
- Interfund 2.0%
- Licenses & Permits 12.8%

Where the Money Goes...



- Personnel Services 51.6%
- CIP 3.0%
- Commodities 3.5%
- Other Charges 15.7%
- Contractuals 11.9%
- Contingency 0.3%
- Capital Outlays 0.2%
- Debt Service 6.3%
- Internal Services 7.5%

Council approved a total 1991 budget of \$102,727,302. The most important fund is the General Fund, which provides the basic public services, such as Police, Fire, Traffic, and Streets. The 1991 General Fund budget is \$67,140,877. These charts illustrate how this fund is collected and dispensed.

Savannah, GA \$464.00

St. Petersburg, FL

Lex.-Fayette Co., KY

Albany, GA

Macon, GA

Columbus, GA

Columbia, SC

Dekalb Co., GA

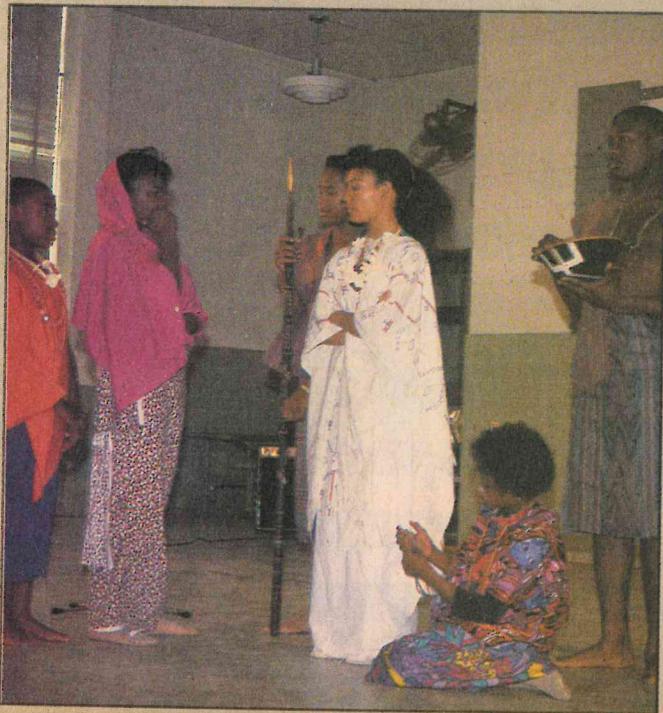
Savannah spends \$464 per citizen in providing city services. That is 15% less, or \$81 less per person, to run the City than the average of \$545 it costs to run similar cities in the Southeast. These cities were selected because their size, budget, and services are similar to Savannah's and because they are geographically and demographically comparable.

CULTURAL SERVICES

The City of Savannah is actively involved in funding and promoting arts and cultural programs to benefit the entire community. Through a unique purchase of service program, arts and cultural agencies contract directly through the City's Office of Cultural Affairs to produce programs based on targeted groups and identified needs. Programs are recommended by the Savannah Arts Commission to the City Council for inclusion in the annual budget. These efforts are intended to make accessible diverse cultural opportunities in all areas of the city.

In 1979, the City spent \$107,542 on free arts services for citizens. Currently the City spends over five times this amount, with \$639,621 allocated in 1991 for direct purchases of cultural services. During 1991, the City of Savannah, through the Savannah Arts Commission, has been actively reassessing community wants and needs regarding the arts. This will result in a new Community Cultural Plan for the City of Savannah.

One of the many programs administered through the Office of Cultural Affairs is called "Weave-A-Dream". Through a mini-grant process, unincorporated groups may receive arts instruction from professional artists. All costs are covered by "Weave-A-Dream", providing direct exposure to the artistic process for Savannahians who might otherwise never have this chance.



CITY - SPAN

City-Span, on Cable Channel 7, is produced by the City's Office of Public Information. The series has covered all aspects of Savannah's government: from how the City's traffic lights, computers, and 911 emergency telephone system work, to policy issues on rebuilding neighborhoods, helping at-risk teenagers and spending federal grant dollars.

Over 95 different *City-Span* shows have aired since 1987. Each *City-Span* airs four times weekly on Cable Channel 7: Mondays at 8:00 p.m., Wednesdays at 7:00 p.m., Thursdays at 1:00 p.m., and Fridays at 3:00 p.m.

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The City's Annual Report is produced by the City's Office of Public Information and is distributed to citizens throughout Chatham County.

Your comments are welcome.

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"CALL CITY HALL"

CUSTOMER SERVICE

CITY OF SAVANNAH

"CALL CITY HALL"

Call City Hall is a program of the City's Public Information Office. Complete listings can be picked up at City Hall or any public library. This 24-hour, automated telephone information line gives you information quickly, easily, and whenever you need it. Just dial 236-SAVH (236-7284) on your touch-tone phone and punch in the 3-digit code designated for the topic of your choice. Answers to frequently asked questions about Savannah are just a phone call away with *Call City Hall*.

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CUSTOMER SERVICE

The City of Savannah believes that each citizen is an important "customer" and stockholder of the community. In providing goods and services, the City is committed to producing services that work and are efficient and equitable.

But City employees also realize that our level of performance, and how we respond to our customers has a great influence on our image.

Several programs emphasizing customer relations are underway in the City government to help ensure that citizens are treated with courtesy and respect.

■ City employees are offered a variety of training courses, including a mandatory, 2-day program emphasizing customer service. All City employees are required to take this course.

■ The City is starting a "customer satisfaction" survey program. In this program, administered by the Public Information Office, response cards are placed in City offices and locations which are frequented by the public. Citizens will fill out and mail the cards addressed directly to the City Manager. This system will help us recognize exemplary employees, and correct problem situations in a timely fashion.

■ Our 24-hour-a-day *Call City Hall* automated telephone information system is part of the City's Customer Service Program. We want citizens to know about city programs and services and how they can take advantage of them.

■ Citizens and visitors to our City are greeted by a Citizen Information Representative in the lobby of City Hall who provides directions, information and other help.

The City of Savannah does not have competition in providing municipal services. But we don't sit back and act like a monopoly. We are proud of serving our citizens, and we will continually strive to be the best we can be.

CITY OF SAVANNAH TELEPHONE DIRECTORY

Need help and don't know who to call?

Try First Call for Help at 232-3383

A community referral service sponsored by the United Way

Service Request Desk	651-6565
After 5:00 p.m., weekends, holidays	651-6587
<i>Call City Hall</i> Automated Information	236-SAVH
Police Department Information	651-6676
Building Permits "One Stop Permitting"	651-6703
Civic Center Box Office	651-6556
Arts Information	233-ARTS
Jobs Lines	651-6488
Business Licenses	651-6450
Inspections and Building Permits	651-6530
Metropolitan Planning Commission	236-9523
Parking Services	651-6470
Tax Office	651-6455
Water Service Office	651-6460
Zoning Appeals	236-9523
Savannah Police Dept. (Non-emergency)	651-6676
Savannah Fire Dept. (Non-emergency)	651-6758
EMERGENCY	911