



FISCAL YEAR 2009 BUDGET

FISCAL YEAR 2009 BUDGET

CITY OF MARIETTA, GEORGIA

JULY 2008 – JUNE 2009

WILLIAM F. BRUTON, JR.
CITY MANAGER

SAM LADY
FINANCE DIRECTOR

LORI DUNCAN
BUDGET MANAGER

DIANE SELLITTO
BUDGET ANALYST



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

**City of Marietta
Georgia**

For the Fiscal Year Beginning

July 1, 2007

A handwritten signature of Charles S. Cox is placed next to his title.

President

A handwritten signature of Jeffrey P. Ecker is placed next to his title.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Marietta, Georgia, for its annual budget for the fiscal year beginning July 1, 2007.

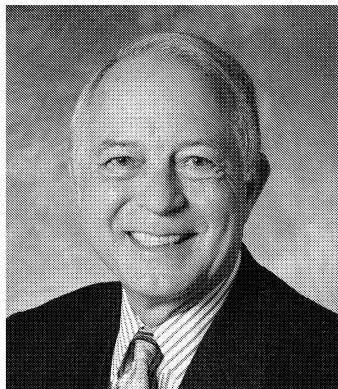
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting this book to GFOA to determine its eligibility for another award.

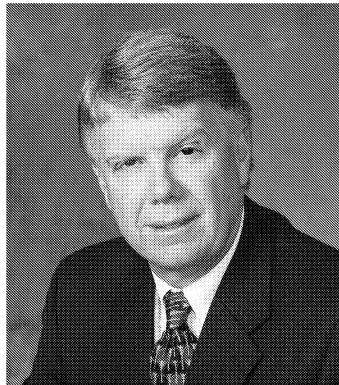
MAYOR AND CITY COUNCIL



Annette Paige Lewis
Councilmember, Ward 1



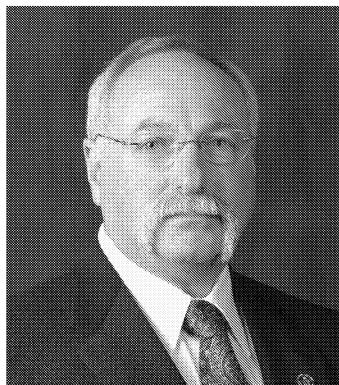
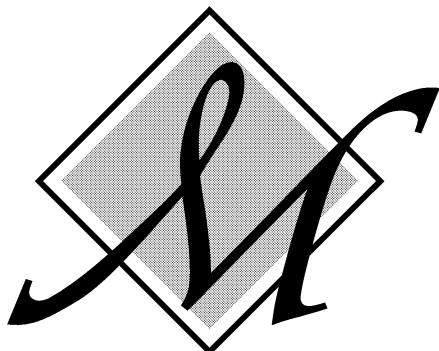
William B. Dunaway
Mayor



Griffin Chalfant
Councilmember, Ward 2



Holly Marie Walquist
Councilmember, Ward 3



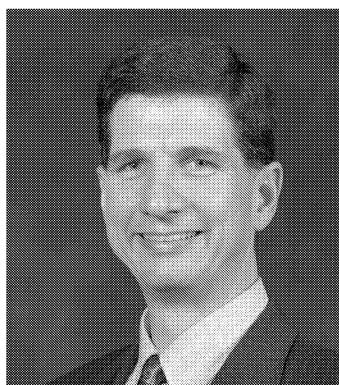
Irvan Alan Pearlberg (Van)
Councilmember, Ward 4



Rev. Anthony Coleman
Councilmember, Ward 5

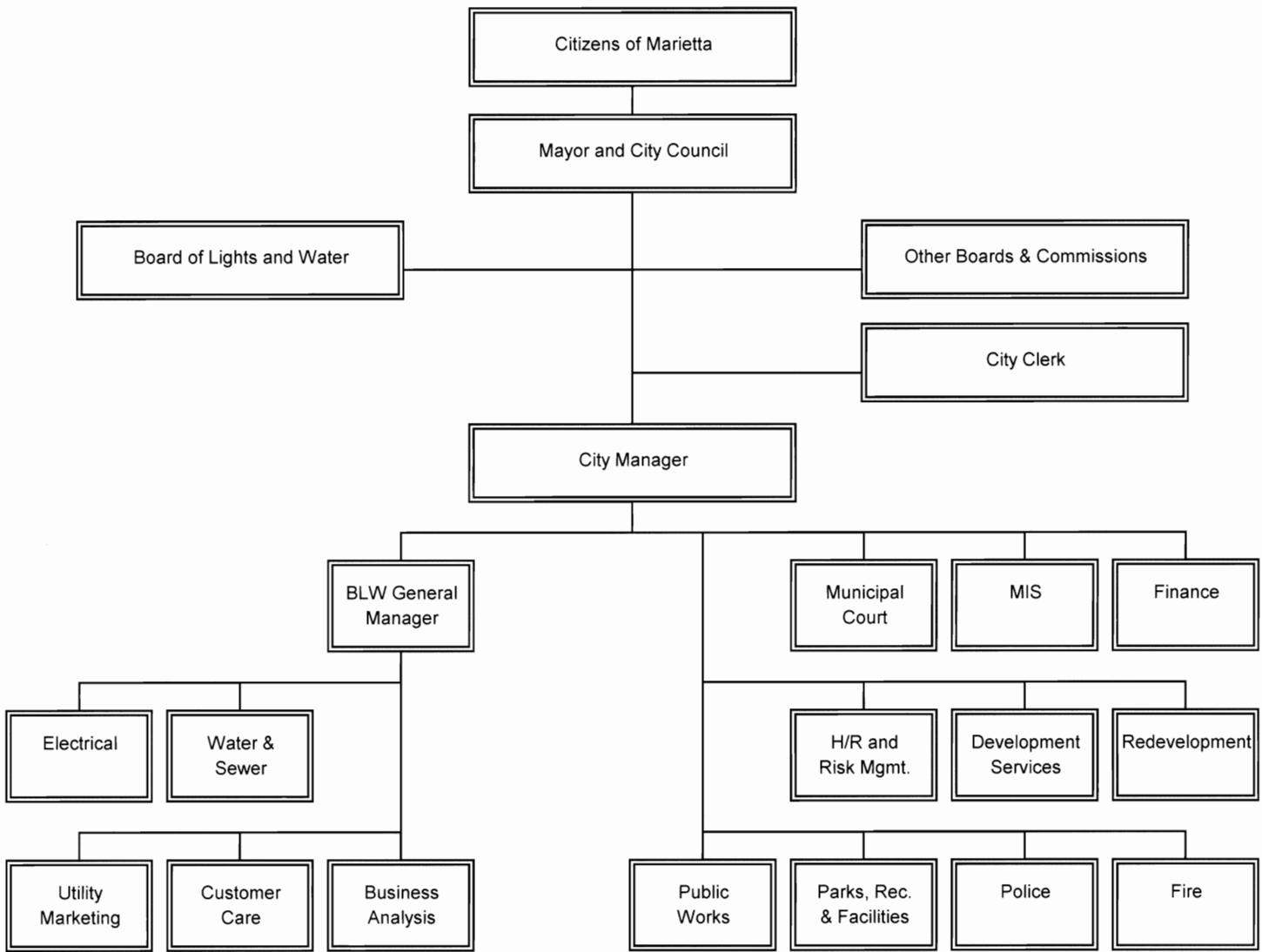


James King
Councilmember, Ward 6



Philip M. Goldstein
Councilmember, Ward 7

CITY OF MARIETTA ORGANIZATION CHART



OFFICIALS

Mayor and City Council

William B. Dunaway
Mayor

Annette Paige Lewis	Ward 1
Griffin Chalfant	Ward 2
Holly Marie Walquist	Ward 3
Irvan (Van) Alan Pearlberg	Ward 4
Rev. Anthony Coleman	Ward 5
James King	Ward 6
Philip M. Goldstein	Ward 7

Board of Lights and Water

William B. Dunaway, Mayor
Chairperson

Bruce E. Coyle	Board Member
Harlon D. Crimm	Board Member
Charles L. George	Board Member
James King, Councilmember	Board Member
Alice Summerour	Board Member
Arthur D. Vaughn	Board Member

City / BLW Administration

William F. Bruton, Jr.
City Manager

Pamela Allen	Municipal Court Administrator
Shannon Barrett	Assistant to the City Manager
Thomas Bell	Electrical Director
Brian Binzer	Development Services Director
Richard Buss	Parks, Recreation and Facilities Director
Daniel Conn	Public Works Director
Francenia Diedrich	Human Resources and Risk Management Director
Barry Echols	Utility Marketing Director
Herbert Edwards	Business Analysis Director
Daniel Flynn	Police Chief
Jackie Gibbs	Fire Chief
Stephanie Guy	City Clerk
Douglas Haynie	City Attorney
Sam Lady	Finance Director
Robert W. Lewis	BLW General Manager
J. Kevin Moore	BLW Attorney
Ronald Mull	Customer Care Director
Robert Snelson	Water and Sewer Director
Reggie Taylor	Marietta Redevelopment Corp Executive Director
Rich Tieslau	MIS Director

The State of Georgia

&

City of Marietta Location Map

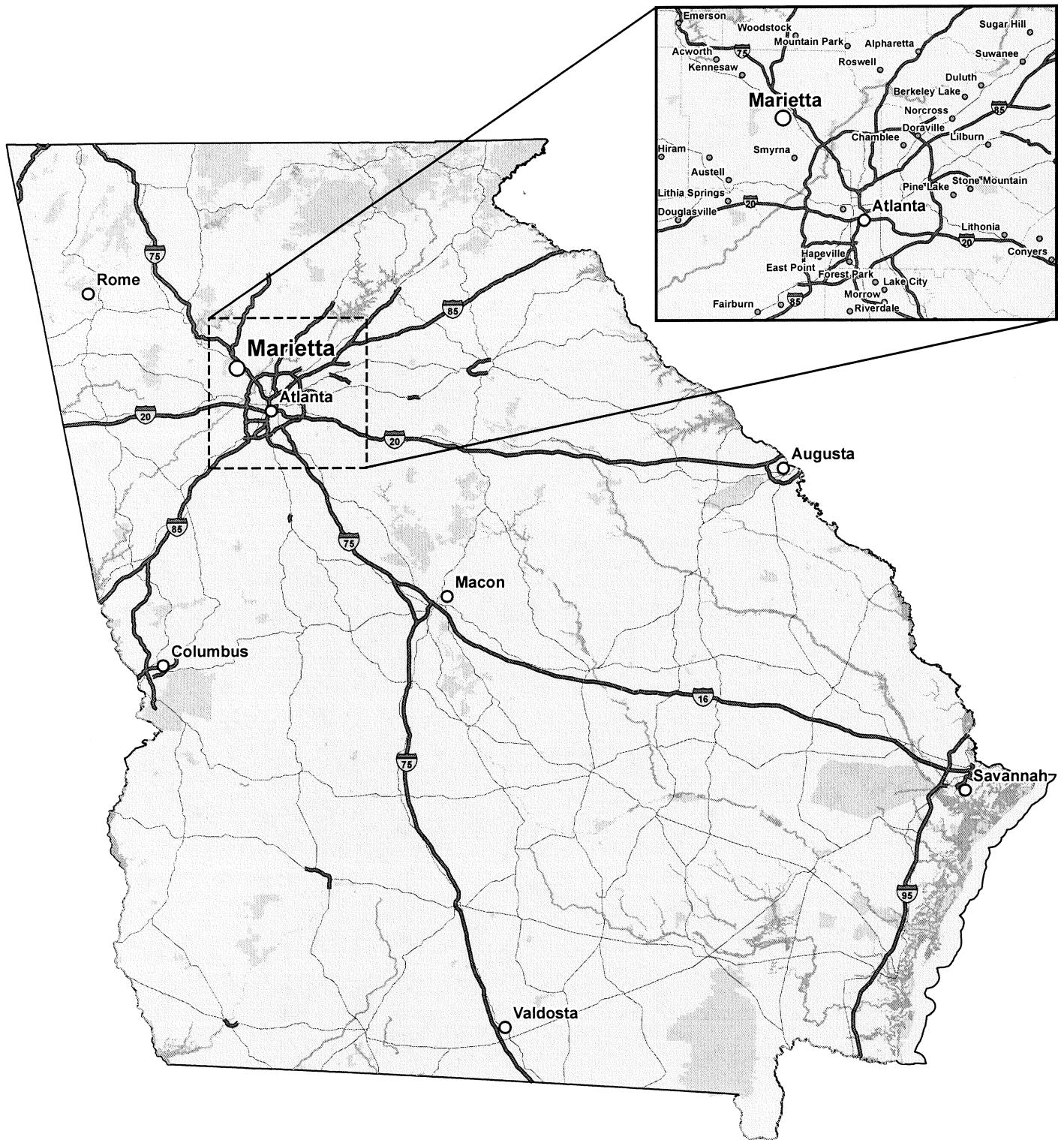


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Marietta, GA 30061-0609
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**Office of the City Manager
Budget Message
Fiscal Year 2009**

July 1, 2008

The Honorable William B. Dunaway
And Members of the City Council
City of Marietta

I respectfully submit the official document for the adopted budget for fiscal year 2009, which begins July 1, 2008 and ends June 30, 2009. As the City's financial and spending plan for the new fiscal year, the adoption of the budget is one of the most important actions taken by the City Council each year. It authorizes resources and establishes a direction for our programs and services of the city government for the coming year in accordance with the City's Vision Statement, Strategic Plan and Comprehensive Plan.

With each budget cycle the City addresses the challenge of providing services with limited resources. This year's budget represents the City's continued efforts to address community priorities while holding the line on expenditures. The budget process provides the foundation that guides the operational and financial planning for the City. It factors in a world of constraints and pressures – new needs, citizen demands, efficiency in government – and requires tradeoffs, thus limiting the number of choices and requiring that some requests go unmet. We have attempted to identify those needs that are the most crucial in our long-term goal of improved service delivery.

The City has previously benefited from the impressive growth that our region has experienced for over two decades. Marietta has grown from a population of 30,829 in 1980 to an estimated 60,758 residents in 2007, and housing units have grown from 13,768 to approximately 24,469. Additionally, the employment sector has grown from a work force of 15,987 in 1980 to about 37,837 employed persons in 2007. This growth in past years has been riding on factors such as full employment, good schools, low taxes, business and industrial expansion, and our location within the metropolitan region.

Marietta has experienced revenue growth over the last five years. However, it appears that trend did not continue this past year. Tourism is still strong in Marietta, and our downtown is doing well. Redevelopment has slowed but has not stopped. We are still seeing unique developments break ground throughout the city, although the city is feeling the effects of the national downturn in housing starts and sales.

The test of government is the ability to insure long-term operating functions without a disruptive impact upon those we serve. A city must maintain an expenditure rate that does not exceed its revenue growth, while allowing itself the flexibility to respond to changing conditions. To this end, it is important that the City Council and staff continue our efforts to follow a course that insures long-term as well as short-term stability.

BUDGET FORMAT

Government budget documents should provide sufficient, meaningful and useful information to elected officials and the public. To that end, we have developed a budget document that serves as a:

1. Policy
2. Financial Plan
3. Operation Guide, and
4. Communications Device

Combined, these elements define what the City of Marietta has done, what it plans to do, and how it will accomplish these objectives. The FY2009 Budget is a plan that links developed organizational goals and objectives with the financial resources necessary to fund them. The allocation of money and personnel becomes increasingly important as more demands are placed on limited resources.

BUDGET GOALS FOR FY2009

The FY2009 budget is based on the following goals incorporated into an overall strategy for minimizing the cost of local government:

- ❖ We will seek methods to reduce spending and monitor expenditures to insure they remain within budget parameters.
- ❖ We will maintain fund balance reserves in accordance with our reserve policy.
- ❖ We will continue to provide competitive wages that will attract and retain quality employees.
- ❖ We will invest in our future and partner with our community to encourage economic growth.
- ❖ We will seek new sources of revenue and implement cost-cutting measures.
- ❖ We will provide a superior level of support and service to the community.

FY2008 IN REVIEW

The City of Marietta worked diligently last year to improve the quality of life of our citizens as we continued to develop our City into the most livable community in the Atlanta metro region. In order to progress toward this goal, we undertook the following major initiatives:

Economic development and redevelopment was a major initiative area this past year. The economic development staff in conjunction with City Council was able to make great progress establishing a strong backbone for future redevelopment. Marietta's plans to revitalize the city continued to move forward despite the national economic slowdown also affecting Marietta. Marietta is putting in place the infrastructure needed to support new redevelopment projects. Marietta's current work to prepare for redevelopment will jumpstart the construction process and local economy when it begins to improve. By having the infrastructure in place, including power, water and sewage lines, developers building in Marietta will be able to more quickly construct homes when the economy begins to recover.

Redevelopment projects underway include residential, commercial and mixed-use developments. Meeting Park, an 11-acre development in the downtown, is under construction with the first phase of

townhomes now on the market. The development will include retail and office space, condominiums, town homes, and single-family homes for a total of 298 new households. Marietta Walk is a new mixed-use community on the former Johnny Walker site along Powder Springs Street. This development will include 121 new households as well as office and retail space. Marietta Mill Lofts, which consists of residential and office condominiums, is located in the downtown area overlooking Atlanta Street. Emerson Overlook is a mixed-use project in the downtown which will contain retail and office space as well as 37 residential condominiums. This project is in its final phases of construction. Manget at Historic Marietta is a residential community that will consist of 265 residential units including condominium flats, town homes, and single-family homes. The Village at Frasier Park is a residential town home community transformed from duplex units. Hunter Walk is a single-family infill project that provides finished homes or build-to-suit homes near the downtown transforming distressed areas into desirable areas for homebuyers. Washington Avenue Commons celebrated its grand opening in the spring. This four-story mixed-use building offers first floor class-A office space and 18 self-contained residential units. The developers of these communities have worked closely with the City Council and department staff members to incorporate green space, trees and landscaping, and recreational areas to provide an environment in which to live, work and play.

In total there are 12 redevelopment projects currently underway within three-quarters of a mile of the Square. 496 rental units have been torn down, and they are being replaced by 906 new owner-occupied homes and 195,000 square feet of retail and office space. Private investment in this area of the downtown will be over \$344 million compared to only \$8 million from 1993 to 2003.

The MINT program is also seeing great success with new attractive single family houses being built and sold to first-time home buyers in the neighborhoods surrounding our downtown. The City has made a concerted effort to improve the design of these MINT houses, and they are now leading redevelopment on the streets on which they are built.

In March 2008 Standard & Poor's Ratings Services raised its long-term general obligation (GO) bond rating on the city of Marietta to AA+ from AA based on the Marietta's continued economic diversification, redevelopment efforts, and strong financial operations and management. This puts Marietta in a very small group of governments in Georgia with this high rating. It affirms the market's continued confidence in the financial management of the city and Marietta's progress compared to our peers. Only four cities in Georgia have achieved this rating.

The City of Marietta refunded three bonds in FY08 at lower interest rates, saving taxpayers about \$2.56 million over the life of the bonds. The refunded school bond will save more than \$1.5 million over the 11 years, the refunded public safety bond will produce a savings of more than \$628,000 over the next nine years, and the refunded golf course revenue bond will save the city about \$431,000 over the next eight years.

In February 2008 Marietta City Council approved the issuance of \$7 million in revenue bonds to finance renovations to the Marietta Conference Center and Resort, clearing the way for it to become a Hilton hotel. The new name of the facility became Hilton Atlanta/Marietta Hotel & Conference Center. The management company will be responsible for all payments on the bond and for paying off the existing debt of the facility, which will build equity for the city. At the end of the lease period, the city would have a property worth over \$30 million.

The Office of Economic Development and Development Services were instrumental in providing assistance for two companies to construct new facilities in Marietta. Peachtree Business Products, a manufacturer and distributor of office supplies, commercial printing and safety equipment will be relocating to their new 210,000 square foot facility in West Oak Business Park. Peachtree Business

Products currently has 200 full-time employees but will increase to 400 employees once in full production at their new location.

With over 50 years of experience in the lighting industry, Value Lighting is moving their operation from Kennesaw to a new 56,000 square foot facility located at Cobb Industrial Drive and Allgood Road. Value Lighting selected the Marietta site for their expansion needs to better serve their customers as well as having better access to their facilities.

Existing manufacturers and commercial businesses continue to be very strong in Marietta. Employee availability, superior City services, multiple transportation corridors, and positive business climate contribute to our ability to attract and retain industry in the City.

Marietta's commitment to upgrading and replacing the water and sewer systems has been evident in projects completed in 2008 including the US 41 20-inch Water Main Replacement, major rehabilitation work on water storage tanks, and on-going replacement and rehabilitation of priority water and sewer infrastructure. In addition there are now over 4,000 feet of large water main replacements, 5,000 feet of water distribution line replacements, and 12,000 feet of sewer line replacements presently in design. System reliability and infrastructure improvements will continue to be realized due to the ability to achieve departmental goals set for critical areas of operation.

The Board of Lights and Water (BLW), in conjunction with the Marietta City Council, approved \$405 million in investment over a 40-year period for two new nuclear reactors at Plant Vogtle. The city will be entitled to purchase 65 megawatts on a yearly basis of power generated by the new reactors. This ensures reliable power for future generations of Mariettans.

The BLW continued with its Automatic Meter Reading (AMR) project. This project includes changing out all residential electric meters and the majority of commercial electric meters. The majority of large water meters have been converted to AMR. Instead of a meter reader employee manually reading a meter on the customer's property, we are now able to read meters electronically via radio frequency with our drive-by system. This technology reduces the number of human errors and improves the accuracy of our power and water bills.

The BLW continued its massive capital improvement program designed to upgrade and enhance services in preparation for our substantial downtown redevelopment and the requirements of our SPLOST program. This new infrastructure will bring in additional revenue and allow the City to grow for decades to come.

Major Transportation and Road Improvement Projects got underway as a result of the voters passing the Special Purpose Local Sales Tax (SPLOST) which began January 1, 2006. Engineering and design work, right-of-way appraisals, and property acquisition are underway along major corridors such as Powder Springs Street, Fairground Street, and Roswell Street, and at intersections such as Powers Ferry Road at South Marietta Parkway and Lower Roswell Road at Rowell Road. The annual street resurfacing project continues as does our general street and drainage rehabilitation program.

In the beginning of FY08, Marietta approved the issuance of a \$9.82 million revenue bond in order to accelerate the SPLOST road projects schedule. Instead of the 1% SPLOST tax money funding road projects over the next several years, Marietta has a lump sum amount to do the work sooner, and the 1% collections will provide the revenue to pay off the debt. The accelerated schedule also protects the city from escalating costs that normally take place over long-term projects.

The Roswell Street streetscape project is an architectural master plan that was created to redevelop and bring back the charm of a downtown business district. The engineering and right-of-way

acquisition phases are underway, with the construction portion quickly approaching. Grant funding from the Atlanta Regional Commission will be utilized toward this multi-year project along with recently approved SPLOST funds. This significant public investment is already bringing forward private investment in the corridor.

Major technology enhancements and solutions have been deployed during the past year to our IT infrastructure. We took on responsibility for the non-emergency radio system, which will save the city \$1.4 million over the next ten years. In addition, as part of the county-wide radio system project to be funded with 1% SPLOST dollars, the city formed a radio communications team to actively review proposals and test radio equipment. The team consisted of several staff members from Police and Fire, the MIS department and Purchasing department. After a deliberate 7-month process, the team made a recommendation on which radios to purchase, and in the process saved the city over \$300,000 or 22% of the budgeted funds.

The Marietta City Council approved funding for city parks improvements. New entrance and identification signs will be installed at all city parks. Other improvements include replacing a pedestrian bridge at Burruss Park, replacing tennis court fencing at Laurel Park and Lewis Park, paving parking areas at Lewis Park, making entrance improvements and replacing the driveway and parking lot at Merritt Park, and replacing the bridge at Wildwood Park. In addition, the city received a \$50,000 donation, which the city matched, in order to provide better playground equipment at Lewis Park. This spring 415 volunteers, in conjunction with the nonprofit organization KaBOOM!, built a state-of-the art, 2,500 square foot playground at Victory Park. The playground was funded through a \$104,400 grant from The Home Depot Foundation along with a \$10,000 contribution from the Marietta Kiwanis.

Marietta was honored for improving Franklin Road through its Weed and Seed Program. The Atlanta Regional Commission (ARC) awarded Marietta for its efforts to improve the community. The city formed a task force to tackle the challenges. Committees were created and residents, businesses, and volunteers banded together with the city to address crime and attract businesses back to the area. Marietta Police established a crime-free housing program and Police Athletic League. Leaders launched the Franklin Road Youth Association and Franklin Road Soccer in the Streets program. The city employs a Site Coordinator to administer the program who works closely with local and national agencies, apartment complex owners, property owners, and community leaders. Funding for this program comes from a federal grant for \$175,000 along with other local grants, partnerships, and in-kind contributions.

FY2009 MAJOR INITIATIVES

A major focus in the coming year is a continuation of the efforts to launch additional economic and redevelopment programs for the City. The downtown, existing industrial sites, aging rental property and distressed shopping centers will all be given special attention in an effort to secure our economic future. The City will continue our planning initiatives so that we can direct what that future will be. Redevelopment can then be focused toward projects that will have the greatest impact, such as the Franklin Road Corridor, the Powder Springs Road Corridor, and the Roswell Street streetscape project which is already in progress.

Increasing home ownership will also be a major focus of our redevelopment efforts. Several new mixed use developments are underway and we are seeing the domino effect throughout the City as more developers and homeowners are working to transform neighborhoods. Several large scale projects broke ground last year with the first phase of major construction planned for the coming year. These projects include Marietta Walk, which located along Powder Springs Street near downtown;

Meeting Park, located in downtown Marietta; and Emerson Overlook, also located in the downtown area. These major projects will have a tremendous influence in revitalizing the city center. The City Council has worked with developers to ensure that affordable housing will be an important part of the overall redevelopment plan for Marietta. The Marietta Housing Authority will implement a program to assist first-time homebuyers such as public safety officers and teachers who have ties to the community.

In addition to residential and mixed-use communities being redeveloped in Marietta, new commercial construction is planned in downtown Marietta with the addition of the Atlanta Northern Traction Company Building which will add Class A office space, a new town square at Meeting Park and shops and offices at Marietta Walk. With these developments and others, the City will continue to work to expand the downtown along the Roswell and Powder Springs corridors. The City is committed to working toward continued improvement in the aesthetics and quality of Marietta as a whole, now and in the years ahead.

Continuation of the transportation and road projects funded by SPLOST is a priority. The City issued a bond last year, using the proceeds to accelerate the project schedule so that more projects are started and completed within a shorter time frame than originally planned. The two major projects slated for the coming year are Roswell Street extending from Victory Drive to US 41, and Fairground Road from Allgood Road to the South Marietta Parkway. Other projects include Franklin Road from South Marietta Parkway to Delk Road, Kennesaw Avenue over Noses Creek, Roswell Street from Waddell to Lakewood, multi-use trails, sidewalks, streetscapes, traffic management, street resurfacing and drainage rehabilitation.

The City is eager to attract new customers for the utilities it provides through the Board of Lights and Water (BLW). Funding for new customers for electricity, water distribution, and wastewater collection, as well as system rehabilitation, are top priorities which have been addressed in this budget. Marietta has the fortunate ability to ensure that its utility infrastructure is top notch while staying committed to offering low rates for service.

The utility's capital improvement plan has committed millions of dollars toward the areas of redevelopment that are coming on line in the near future. The electrical utility plans to add a new substation with eight feeders on North Marietta Parkway, complete additional feeder projects along Powder Springs Street and Roswell Street, install underground facilities at Marietta Walk, Manget Street, and Meeting Park, and upgrade and convert Roswell Street from overhead to underground. Likewise, the water department will replace old water and sewer mains in these neighborhoods to meet the needs of these growing areas. The City's transportation projects from SPLOST will create the need to move electric, water and sewer lines before road construction can begin. Therefore, the BLW has committed \$4.6 million toward the relocation of utilities along Kennesaw Avenue, Fairground Street, Atlanta Street, Roswell Street, Lower Roswell Road and Powder Springs Road.

The City is creating a Parks Master Plan to assess all city parks and amenities and provide prioritized recommendations for renovations, rehabilitations and upgrades to existing parks and amenities over the next 10 to 20 years. In June, appropriations were made to begin addressing some of the recommendations in the plan. Work will take place during the year at parks throughout the City to upgrade the equipment as well as enhance landscaping and signs.

The City is eager to provide additional landscaped sites and overall beautification for city-owned property to establish a signature appearance for the City of Marietta. Seasonal color, turf maintenance and tree preservation are priorities in enhancing the visual qualities at city gateways, along major corridors, and in the downtown area.

Marietta is continuing its energy saving efforts to protect the environment through many initiatives citywide. The City is replacing thousands of lights, ballasts and fixtures throughout city facilities to energy-efficient fluorescent lighting. We are also putting timers and photo cells in city parks and replacing traffic lights with LEDs, all in an effort to reduce the energy consumption of existing lights. Marietta is using five 330-gallon tanks to capture rain from the rooftops of city buildings to water the city's plants and trees. The City will purchase more truck-mounted tanks to maximize this program. As the community looks to conserve water during drought conditions, Marietta Water offers rebates for installing more efficient toilets, and Marietta Power and Water are offering customer energy and water conservation audits.

Marietta has been named a Tree City USA community for the 24th year. Marietta is dedicated to establishing good and continuous tree coverage and canopy throughout the city and has passed a tree protection and landscaping ordinance, along with the establishment of a tree fund, to help preserve and/or replace trees as part of the land development process. Tree replacement is planned for the coming year at the golf course as well.

Information technology continues to be a priority. We are also committed to reaching out to our citizens and customers through our web site. Paying court citations and parking tickets online is one way we're improving customer service through 24x7 access to the virtual city. We are also pursuing web-based software solutions for tax bills and business licenses.

The Sanitation Department is continuing its pilot program in which all new developments will begin a new system of trash pickup. Large roll-carts will be issued to new homeowners in these areas and the city will outfit trucks with arm lifts. As the normal replacement rotation of garbage trucks takes place, the City is purchasing trucks outfitted with lift arms so that we will be ready to expand the program and transition easily to the new method of pickup.

FOUNDATION FOR THE BUDGET

REVENUE

Marietta has been in the fortunate position of being able to ride out the storm during downturns in the economy. Strong fiscal policies, ample reserves, and a diverse revenue base sustained the City while waiting for turn-arounds in the national and local economies. While we are now in a better position than we were years ago, the need for additional revenue to fund capital needs is becoming apparent as we work to improve the quality of life in our community. However, no tax increases or fee increases are approved for the coming year.

Certain assumptions are incorporated into our revenue forecast. The following section is a brief explanation of the assumptions used and the effect on projected revenue categories.

Property Taxes

The City of Marietta's residential growth is expected to increase by about 1.5% due to new construction that can be found throughout the city. Charming neighborhoods are being built on undeveloped and redeveloped parcels providing a renewal to older areas. The City's commercial tax base is projected to grow by approximately 9% over last year due to economic development and redevelopment efforts over the last three years. Ad Valorem Taxes on vehicles are expected to come in about 1.7% higher than last year's collections.

Miscellaneous Taxes

We are expecting a slight increase in Hotel/Motel Tax revenue in the coming year. There has been small steady growth in this area over the last several years. In FY04 collections were \$2 million and FY09's budget is \$2.22 million. Auto Rental Excise Tax revenue is expected to remain rather steady from last year's collections. Franchise Taxes are expected to maintain a level collection rate in total from cable TV, telephone, natural gas, and electric utility services. As telephone franchise fees continue to decrease about 7% to 8% each year, other franchise fees increase and make up the difference. The Insurance Premium Tax has been steadily climbing over the years, and we are projecting a 3.5% increase from this source over FY08 collections. Alcoholic Beverage Excise Taxes decreased about 8% last year, but we are expecting this source to remain fairly steady through the end of next year.

Licenses and Permits

Business licenses decreased 2.3% in FY08, which is inconsistent with the trend of the last seven years. We suspect this is an anomaly and collections in FY09 will be truer to the trend line. Even so, the budget for the coming year is 0.4% higher than FY07 and 2.8% higher than FY08. The decrease in the collections for building permits in FY08 was not surprising considering the current market. With the fiscal year period ending in June 2009, we are hopeful that the housing market will rebound by that time, and we will see some increased activity in this area. With our infrastructure in place in redeveloped areas and having some developments already underway, building should recommence more quickly in Marietta as compared to the local region.

Charges for Services

Overall this category is budgeted to bring in slightly more revenue in FY09 than the previous year. Recreation fees are expected to be consistent with last year's budget numbers for youth and adult recreation programs, summer day camp programs, arts and crafts festivals, concerts, sports teams, and special events. Sanitation services include solid waste and yard waste pickup, recycling, and special large pickups at a level of service that is unsurpassed by neighboring communities. Minor sources such as copying fees, false alarm fees, and the charge to the school board for tax collection services round out this category.

The BLW is committed to providing reliable and high quality service at the lowest possible ratepayer cost. In the water and sewer divisions, the BLW anticipates the need to pass through rate increases from our suppliers in order to sustain our continuing infrastructure improvement efforts. The BLW adopted a water conservation plan as well as a water conservation rate structure. In the electric power area, the BLW does not foresee a need to increase the Purchased Power Adjustment (PPA) or a need to increase residential or core commercial rates.

Marietta City Club, the City's golf course, remains a leader in public golf courses in the metropolitan area. The quality and attractiveness of the course and the friendly service in both golf operations and concessions has increased the number of rounds, tournaments and outings over the -years. -A remodel of the clubhouse to accommodate meetings and special events is expected to boost revenue. An upgrade of the kitchen and grill area will also make the most of this new service offered at the golf course.

Fines and Forfeitures

This category of revenue is projected to see a small rise in revenue through FY2009. Printing citations in both English and Spanish, providing foreign language interpreters in an effort to process

more cases without continuances, the addition of court days, and the hiring of an additional staff member for collecting past due fines in the Municipal Court Department are all strategies for increasing the prompt collection of fines. The Police Department will purchase a video clip feature to add to the photo red-light enforcement of intersections. This feature is a 10-second video which more effectively proves the violation and cuts down on appeals, thus increasing timely collections. A third intersection in the city limits has been identified and will receive photo enforcement cameras in the coming year.

Miscellaneous

Interest income is expected to remain steady in the coming year throughout all funds of the city. Small assorted categories of revenue are expected to stay status quo through the end of the fiscal year.

EXPENDITURES

Although we were unable to fund many requests, this budget provides for some service improvement in selected areas. We are proud to be able to tackle some major issues such as economic development and redevelopment, traffic, public safety, and parks, recreation and beautification again this year.

Below is a summary of the approved budget for the City of Marietta by expenditure category. Totals for each expenditure category as well as each fund are also presented. This chart includes inter-fund transfers but excludes planned reserve increases.

FY2009 Budget

FUND	PERSONAL SERVICES	OPERATING	CAPITAL	PROPOSED BUDGET
General Fund	34,795,753	14,987,634	1,011,890	50,795,277
TAD City Center	0	851,155	0	851,155
Cemetery	87,136	247,920	0	335,056
Housing Assistance	560,262	6,753,234	0	7,313,496
CDBG	173,281	14,607	0	187,888
Weed & Seed	166,927	112,584	0	279,511
Grants	9,000	200,500	0	209,500
Asset Forfeiture	0	400,000	0	400,000
Gone with the Wind Museum	58,785	89,915	0	148,700
Aurora Fire Museum	0	2,000	0	2,000
Parks & Recreation	0	0	50,000	50,000
Hotel Motel Tax Fund	0	2,220,000	0	2,220,000
Auto Rental Excise Tax	0	460,000	0	460,000
SPLOST	0	404,058	14,566,348	14,970,406
Golf Course	0	2,340,217	99,700	2,439,917
Conference Center	0	2,325,000	0	2,325,000
Debt Service	0	7,746,504	0	7,746,504
Board of Lights and Water	14,143,549	107,483,737	21,368,989	142,996,275
Motor Transport	683,549	2,262,905	35,500	2,981,954
Health Insurance	0	7,880,605	0	7,880,605
Workers Compensation	0	987,632	0	987,632
Property Casualty	0	924,604	0	924,604
General Pension	0	7,700,010	0	7,700,010
OPEB	0	55,000	0	55,000
TOTAL	50,678,242	166,449,821	37,132,427	254,260,490

Personal Services

As we see changes in the marketplace or in service delivery needs, Marietta carefully plans and adapts its personnel position allocations to address those issues. The City took a conservative approach when looking at staffing levels for the coming year. The General Fund added one police officer and one part-time public information tech to the allocations chart. There are five positions that will be reclassified to a different grade based on duties. In the special revenue funds, the museum director in the Gone with the Wind Museum Fund will be moved to the General Fund, and we will convert a part-time exhibit coordinator position into a full-time position. In the federally-funded Housing Assistance Fund, we deleted a supervisor position and replaced it with a manager which will address the needs of the program. The Motor Transport Fund will add a part-time Mechanic Intern position, not only to assist in the service delivery in the department, but as a training and hiring tool. In the BLW, four vacant positions are eliminated and four positions will be reclassified to a different grade. A compensation and classification adjustment is budgeted to address the pay structure and help make the City competitive in hiring and retaining managers and supervisors. A 3% market adjustment to the citywide pay plan is planned for January 2009. Changes to the pension plan are scheduled for 2009 which will stabilize the fund for the future.

Operating

Cutbacks have been made in the city-wide operating budget to compensate for rising expenses to the City such as contract increases for buildings and grounds maintenance, recycling services, landfill fees, professional and consulting services, addressing federal requirements, rising insurance costs for property, health and workers compensation, increased legal fees and rising fuel prices. In the BLW, Electric Cost of Goods Sold and Water/Sewer Cost of Goods Sold comprise 76% (\$67.8 million and \$13.9 million, respectively) of the total operating services budget of \$107.5 million.

Capital

The General Fund capital budget of \$1,011,890 includes 13 vehicles for the Police Department, a garbage truck, a bucket truck for traffic services, a tandem dump truck to be shared among many departments, and a minivan for Parks and Recreation and to be used city-wide for large groups. The yearly resurfacing rotation of tennis courts as well as other miscellaneous items such as a thermal imaging camera, five cardiac monitors and other public safety equipment round out the General Fund capital budget.

The BLW capital budget is funded at approximately \$21.4 million, with Redevelopment Projects comprising 15% or \$3.2 million. Utility Relocations due to SPLOST road construction projects make up another 22% or \$4.6 million. Electric service to New Customers, Sewer Rehabilitation and Water Main replacements remain major priorities which cost approximately \$7 million. Other major projects planned are the Benson Pump Station upgrade at \$1 million, and the underground cable replacement program at \$2.3 million. Water Meter Replacements, Electrical System Improvements and Protection, New Water Meter Installations and other miscellaneous utility projects, totaling approximately \$3 million. Approximately \$1.2 million is set aside for vehicles and miscellaneous utility equipment.

The Golf Course's capital budget of \$99,700 consists of large equipment for course maintenance, cart path renewal, tree planting project, and clubhouse upgrades mainly in the kitchen and concession area. A small capital budget of \$35,500 in the Motor Transport Fund includes a fuse panel replacement and a brake rotor lathe and compressor. In the Parks & Recreation Fund \$50,000 is appropriated for Glover Park for brickwork restoration of the fountain deck and surrounding walkways.

Public Works transportation and road projects account for over \$14.5 million of the capital budget in the SPLOST Fund. Such projects as road improvements, new road construction, general street, drainage and intersection improvements, sidewalk and multi-use trail construction, and street resurfacing and repairs are funded by collections from a 1% special purpose local option sales tax enacted as of January 1, 2006. The budget for FY09 is significantly higher than last year, due to an accelerated project schedule which was put in place with the issuance of a revenue bond in FY08.

CONCLUSION

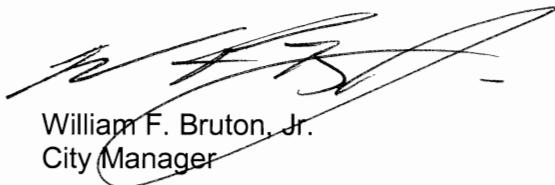
This budget seeks to strike a balance between providing quality services to our citizens, while minimizing the cost associated with local government. We have been fortunate over the course of time to improve service levels, reduce taxes and improve on the financial integrity of the City. The FY2009 budget may be considered more conservative than the last few budget years. This was a conscience decision to maintain a stable financial position as we wait to see how the national and local economies play out over the next year. It is designed to hold the course wherever possible and focus our resources on the areas which will be of the greatest benefit to our citizens and to those who work in Marietta and visit our City. We are committed to working together toward one common goal, and this is to continue to provide the high quality of government that our constituents deserve.

As City Manager, I pledge to work closely with City Council to make use of all available resources and to improve the quality of life for all of our citizens. This budget is a financial plan designed to carry out the vision of the Mayor and Council. We, as a city, will continue to face challenges and opportunities in the years ahead. It is my belief that coming together and working together is the only proven way to take advantage of our strengths and to best address the issues before us.

The City of Marietta has several strong traditions. We have a tradition of sound fiscal management, and this year's budget continues that tradition. In addition, we have an enviable tradition of teamwork among our players – elected and appointed officials, administrative staff, employees and citizens. I am certain these traditions will endure and that this administration can continue to count on those who help them serve.

The preparation of this budget could not have been accomplished without the hard work of our city departments who made great efforts to cut expenditures while continuing to provide exceptionally high levels of service. I would like to express my sincere appreciation to all of our department managers for their dedication and cooperation. I am also grateful for the performance of our budget staff and the time they devoted to production of this year's budget. Finally, I would like to thank the Mayor and City Council for their efforts and support during the budget process.

Sincerely,



William F. Bruton, Jr.
City Manager

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INTRODUCTION

THE BUDGET BOOK

For easy comprehension, the budget document is divided into the following sections: **Introduction**; **Financial Summary**; **Governmental Funds**; **Proprietary Funds**; **Fiduciary Funds**; **Capital Improvements** and **Appendix**.

The **Introduction** contains the budget message, budget calendar, Vision Statement, information about Marietta and the City's Comprehensive Plan and Financial Policies.

The **Financial Summary** section includes Revenue and Expenditure narratives, Combined Statement of Revenue and Expenses, Fund Balance Summary, Revenue Analysis by major category and a comprehensive three-year history of all City funds.

The sections for **Governmental Funds**, **Proprietary Funds** and **Fiduciary Funds** include the normal on-going expenses of departments, including personal services, operating and capital. These sections also provide a history of expenses for each division or accounting entity since FY05. The number of budgeted positions is the number of full-time personnel authorized for each division at the beginning of each fiscal year.

The **Capital** section includes new projects as well as projects from the prior years' Capital Improvement Program (CIP) that have been updated to reflect changing priorities and conditions. This information includes a five-year projection as well as the impact on the FY09 Operating Budget.

The **Appendix** includes information such as a Personnel Position Summary, Statistical information, a Glossary and Index.

THE BUDGET PROCESS

The budget process begins when the Mayor and City Council have their planning retreat, at which time they outline their vision statement and statement of goals for the coming year. Simultaneously, the Planning Department coordinates and develops the city's long range Comprehensive Plan and Policies. The process of developing the Comprehensive Plan entails holding many public hearings and citizen input meetings. This document is adopted by the City Council and is directly linked to the vision statement and statement of goals. Together, these two plans become the foundation and working document for the budget process.

Each January, a budget kickoff is held, which is a meeting held by the City Manager and Budget Office with department directors. This meeting outlines the expectations and goals of the City Council and City Manager for the upcoming budget year. Financial forecasts are also presented which helps lay the foundation for the coming year. Instructional packets are handed out to the department directors and contain information such as the budget calendar and detailed instructions on how to develop departmental budgets.

Armed with this information, the department directors are instructed to update their 5-year strategic plans and goals in accordance with those of City Council and based on what has been accomplished in the previous and current years. The Budget Office and City Manager review the strategic plans in order to better assess the budget requests for the coming year.

Each department director is responsible for compiling and submitting budget requests for operating and capital expenditures. The personnel budget is handled by the Human Resources and Risk Management Department. Service proposals are also the responsibility of the department director and include items such as new positions and reclassification requests and any new service initiatives.

The Human Resources and Risk Management Department is in charge of reviewing the requests for new positions, reclassifications or staffing changes to the position allocation chart. The Human Resources Director will then meet with the City Manager to present the analysis and recommendation for proposed personnel changes. In

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this meeting with the City Manager, decisions are made as to which service proposals will be considered for incorporation into the budget process.

Once the department directors submit their budget requests, the Budget Office analyzes all operating and capital requests in accordance with the city's vision statement, the departments' strategic plans, prescribed rating scales and special needs of the city. All segments of the budget are assembled – personal services, operating, capital, service proposals and issues for the future – and are balanced to the revenue forecast. Based on this analysis, a draft recommendation is formulated for the City Manager's review.

During the months of April and May, the Budget Office and City Manager make budget presentations to the Council and hold budget work sessions. Also during these months, presentations and work sessions are held with the Board of Lights and Water (BLW) Budget Committee on the formulation and details of the BLW enterprise fund budget.

Once these meetings conclude, a draft version of the budget is sent to all department directors for review and additional input. Follow-up meetings are held with directors if necessary.

When the City Manager's final recommendation is ready, a Recommended Budget Book is prepared and distributed to the City Council, city administration and the local press and copies are made available for public review. A public hearing is held to receive comment and answer questions about the budget.

The recommended budget is presented to the Finance Committee at the end of May for final review and recommendation to the City Council as a whole. At the same time, the final list of personnel changes is presented to the Personnel Committee for their review and recommendation. (Committees are comprised of three assigned City Council members). Incorporated into the City Manager's recommended budget is the BLW Budget, which is approved at the BLW Board's regularly scheduled monthly meeting in May.

The budget is then adopted at a City Council meeting in June along with the tentative millage rate.

The final tax digest is received from the county on or near the last day of June. The Budget Office analyzes the digest to ensure sufficient revenue will be generated, computes the millage rate and presents it to Council for review. A public notice detailing the tax levy for the past five years and a proposed levy for the coming year is published in the local paper. Three public hearings are held during the month to allow for public comments and questions. The final millage rate is then adopted at the end of July.

AMENDING THE BUDGET

After the adoption of the budget, there are times when amending the budget becomes necessary. Examples of these occurrences would be to receive and spend grant funds or a donation; an unplanned expenditure such as for a vehicle that is rendered unusable due to an accident; to move funds into the personal services category to cover the cost of a temporary employee while a regular employee is out on medical leave; or to decrease the overall spending level due to a shortfall in revenue.

The request to amend the budget occurs at the department director level and is communicated with the City Manager. A memo outlining the issue, background and recommendation is put on the agenda for consideration at the monthly Finance Committee meeting. This memo also states the source of revenue (grant, donation, another department's budget, excess current year revenue, for example) and the nature of the expenditure. If the Finance Committee approves the item, it is placed on the agenda for the next regularly scheduled Council meeting. A budget amendment ordinance is placed on the agenda as well, which outlines the reason, the revenue and expenditure account numbers to be amended and the dollar amount. Once the City Council votes to approve the budget amendment, the ordinance is signed and delivered to the Budget Office to process.

Because the legal level of control is at the departmental level, all transfers between departments must follow this process as do transfers involving salary and benefit increases. A transfer into a personal services account from an

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operating account or from an appropriation of fund reserves, for example, is permitted as long as it follows this process.

In the case of an overall spending decrease, a memo is considered at the Finance Committee meeting as detailed in the procedure above. Also provided is a list of revenue accounts and expenditure accounts requiring a budget decrease. This list is generated by the Budget Office in conjunction with the department directors and City Manager.

BASIS OF PRESENTATION

Instead of accounting for and presenting all financial activities of a government as one large entity, governmental accounting provides for local governments to create smaller, separate entities known as Funds. A fund is a fiscal and accounting entity with a self-balancing set of accounts that reflect all assets, liabilities, equity, revenue and expenditures and are segregated for the purpose of different activities or attaining certain objectives. All of the funds used by a government must be classified into one of seven fund types. Governmental-type activities are known as Governmental Funds; Business-like activities are known as Proprietary Funds; and fiduciary matters and activities are known as Fiduciary Funds. Below is a breakdown of Marietta's Fund structure.

Governmental Funds

General Fund: This is the principal fund of the City and is used to account for all activities of the City not included in other specified funds. The General Fund accounts for the normal recurring activities of the City (i.e. police, fire, recreation, public works, general government, etc.). The activities are funded by property taxes on individuals and businesses, municipal court fines, user fees and miscellaneous sources.

Special Revenue Funds: These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. They include the Tax Allocation Districts; Cemetery; HUD; CDBG; Weed and Seed Program; Grants; Asset Forfeiture; Radio System Core Replacement; Gone With the Wind Museum; Aurora Fire Museum; Parks, Greenspace and Tree; Hotel/Motel Tax and Auto Rental Excise Tax Funds.

Capital Projects Funds: The SPLOST Fund consists of the 1% county sales tax proceeds from the 2005 SPLOST. This SPLOST is for 2 purposes: DOT projects such as road, sidewalk and general streets and drainage projects and the County-wide Interoperability Communications project.

Debt Service Fund: Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

Proprietary Funds

Enterprise Funds: Enterprise funds are used to account for the acquisition, operation and maintenance of government facilities and services which are predominantly or entirely self-supporting by user charges. The operations of enterprise funds are accounted for in such a manner as to show a profit or loss similar to comparable private enterprises. The Board of Lights and Water (BLW) is the largest enterprise fund of the City. The BLW Fund accounts for the operations of electric and water distribution and wastewater collection systems. The Golf Course Fund accounts for the receipts and disbursements of funds from the operation of the City golf course, "City Club, Marietta". The Conference Center Fund accounts for the operation of the Hilton Atlanta/Marietta Hotel and Conference Center.

Internal Service Funds: These funds are used to account for services performed by a central service department for other departments or agencies of the governmental unit. The Motor Transport Fund provides fuel and repair and maintenance services for vehicles owned by the various City departments and bills the user department for the services rendered. The City's self-insurance funds are internal service funds as well. They are: Health Insurance, Workers Compensation, and Property and Casualty.

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Fiduciary Fund

General Pension Trust Fund: The General Pension Trust Fund accounts for the assets held by the City in a trustee capacity. It accounts for City contributions to the general noncontributory defined pension plan and benefit payments to eligible participants.

Other Post-Employment Benefits (OPEB) Trust Fund: The OPEB Trust Fund accounts for assets held by the City in a trustee capacity. It accounts for post-employment benefits besides pension, usually in the form of health insurance and dental, vision, prescription or other healthcare benefits provided to eligible retirees.

BASIS OF BUDGETING

The annual budgets adopted by the City of Marietta are structured to be consistent with generally accepted accounting principles (GAAP). Budgets for the General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Funds and Trust Funds are prepared based on the modified accrual basis of accounting. This means their revenues are recognized when they become both measurable and available, and their expenditures are generally recognized when incurred and measurable.

The Board of Lights and Water (BLW) Fund, Golf Course Fund, Conference Center Fund, Motor Transport and Self-Insurance Funds budgets are prepared consistent with the accrual basis of accounting. This means their revenues are recognized when earned and measurable, and their expenses are recognized when incurred and measurable.

Differences do appear, however, between budgeting and the basis of accounting used in the Comprehensive Annual Financial Report (CAFR). For instance, in budgeting, issuance of debt is recorded as an “other revenue source” and the payment of debt is budgeted as an expenditure. In the CAFR, the issuance of debt service is recorded as a liability and the payment of debt is recorded as a reduction in the liability. In enterprise funds, capital outlays are budgeted while the CAFR reports depreciation. In the CAFR, fund balance is reserved to cover encumbrances at fiscal year end. For budgetary purposes, these outstanding encumbrances are treated as budgeted expenditures in the next fiscal year. In budgeting the excess of revenues over expenditures uses the budgetary account “planned reserve increase” to balance the budget and is categorized as an expenditure. A deficit of revenues over expenditures uses the budgetary account “use of reserve” to balance the budget and is categorized as a revenue. In the CAFR, the net change in fund balance is simply shown. Lastly, the budget book details each of the funds as found in the City’s chart of accounts. In the CAFR, some special revenue funds are grouped into the General Fund, such as some Grants, Parks and Recreation Fund, Asset Forfeiture Fund, and Aurora Fire Museum Fund.

Unencumbered appropriations lapse at year-end.

For all fund types, the legal level of control for each fund is at the department level.

INTRODUCTION

THE BUDGET CALENDAR

January

11 All Service Proposals for Reclassifications due

22 Budget Kickoff: a. Present Vision Statement and Goals of the City Council to Department Directors
b. Present revenue forecast, budget calendar and instructions to Department Directors

29-30 Budget training sessions for individuals responsible for the preparation of their department's budget

February

1 All Service Proposals for New Positions, New Programs or Projects due

8 Operating Budget requests entered in computer database due

29 Capital Budget requests due to Finance

March

1 Budget meetings with City Manager, Department Directors, BLW Budget Committee, various staff members throughout March and April

5 Payroll budget due to Finance from the Personnel Department

14 Departmental Strategic Plans due

April

7 Preliminary budget presentation to City Council

May

12 BLW Board approves their budget

22 Budget Work Session with City Council

23 Recommended Budget Book sent to City Council

28 Presented Recommended Budget Book to City Council

June

4 Public Hearing on the Recommended Budget

11 City Council adopts Final Budget and Tentative Millage Rate

July

16 Public hearings on the Proposed Millage Rate (2 of 3; one also held on July 23)

30 City Council adopts Final Millage Rate

OVERVIEW OF MARIETTA

HISTORIC DEVELOPMENT

The Marietta and Cobb County area were still part of Cherokee Indian Territory as Marietta's original settlers began to arrive. Coming from other parts of Georgia in the early 1830s, the earliest inhabitants were winners in the land lottery that had been implemented to allocate the Indian lands. The Cherokee land had been divided into 40-acre gold tracts and 160-acre farm tracts. The original settlers were seeking their fortunes as gold prospectors although many established homesteads as the Indian population was moved west. By 1833 nearly 100 people had settled close to springs now known as the Marietta town square. The county was named in honor of Judge Thomas Willis Cobb, Georgia Congressman, U.S. Senator and later Judge of Superior Court. The City of Marietta was named after his wife. By the mid-1840s, Marietta had grown to include more than 1,500 residents and was becoming a resort town for people from the "low country" in Georgia. The decade of the 1850s established Marietta as a fast-growing community with businesses flourishing such as tailors, a baker, warehouse, grocery stores, general stores, carriage shops, gunsmiths and numerous other professionals such as physicians and attorneys. On January 22, 1852, Marietta was incorporated as a city, and in 1854 the City established the Marietta Fire Department.

In April 1862, the War Between the States came to Marietta in the form of a group of Union undercover agents, who after an overnight stay at the Kennesaw House (a hotel still standing on Depot Street near the Marietta town square) boarded the W & A railroad northbound train at the Marietta station. At Big Shanty, now known as the town of Kennesaw, the Union agents took control of the train, leading to the great locomotive chase with the pursuing train "Texas" overtaking the "General" near Ringgold, Georgia. This difficult period culminated with federal occupation of the City of Marietta on July 4, 1864, following battles around Kennesaw Mountain.

After the War Between the States, Marietta continued to prosper as new businesses were established including a barrel factory, knitting mills, paper mills and marble works. In the 1870s a new jail and courthouse were built. In 1894, the Marietta Police Department was established to bring law and order to the growing town. The year 1889 saw the advent of street lights illuminating the town and by 1898, a local telephone company was serving residents. The Marietta Board of Lights and Water was created in 1906 to provide low cost electric power, and water and sewer services to the citizens of Marietta. Schools were established early in the City of Marietta and in 1919, Marietta organized the first parent/teacher association in the country. The national parent/teacher association was formed in Washington, D.C. by a former Marietta woman, Alice McClellan Birney.

In 1905 an electric railway operated between Marietta and Atlanta and by 1926, Highway 41 was paved and the tourist trade became a recognized business in the area. World War II brought even more changes to Marietta. In 1941, Rickenbacker Field, now Dobbins Air Reserve Base, was built south of town with the Bell aircraft plant adjoining it. During the WWII period, B-29s were produced at the plant with employment peaking at 28,000. The plant closed in 1946, but reopened in 1951 as Lockheed Georgia Company. Although the City's foundation lies in its historic beginnings, its growth and economic vitality results from its forward thinking, extensive planning and dedication of citizens and government. Development in and around Marietta since the 1950s has caused this area to be one of the fastest growing suburbs in the metro Atlanta region.

OVERVIEW OF MARIETTA

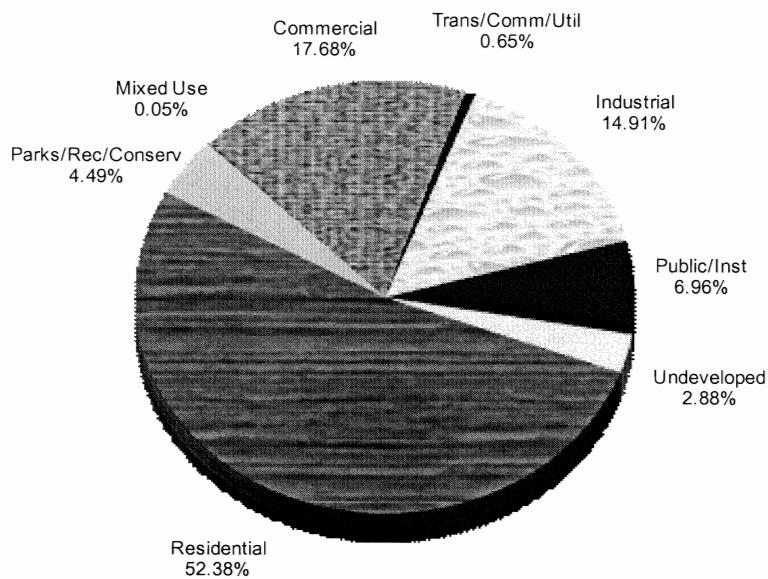
PHYSICAL CHARACTERISTICS

As of July 2008, the City of Marietta contained 23.06 square miles of land. The table and graph below illustrate the breakdown of land uses within the City. Marietta's land uses remain unchanged from last year.

Land Area Composition City of Marietta

Land Use Type	% of Land Area
Residential	52.38%
Commercial	17.68%
Industrial	14.91%
Parks/Recreation/Conservation	4.49%
Public/Institution	6.96%
Transportation/Communication/Utilities	0.65%
Mixed Use	0.05%
Undeveloped	2.88%
Total Land Area	100.00%

Land Area Composition



OVERVIEW OF MARIETTA

ABOUT MARIETTA

Marietta Income for Households			
	1980	1990	2000
# Households	12,848	19,784	23,945
Less than \$10,000	3,899	3,023	2,068
\$10,000 to \$14,999	2,440	1,638	1,209
\$15,000 to \$24,999	3,426	4,114	3,165
\$25,000 to \$34,999	1,687	3,701	3,573
\$35,000 to \$49,999	853	3,622	4,579
\$50,000 or more	543	3,686	9,351
Median Household Income	\$15,206	\$23,371	\$40,645

Source: US Census

Marietta Population by Race/Ethnicity

	1980	1990	2000
Caucasian	25,367	32,836	28,544
African-American	4,757	8,942	17,090
Hispanic/Latino	366	1,418	9,947
Other	339	933	3,167

Source: US Census

Marietta Value of Owner-Occupied Housing

	Less than \$50,000	\$50,000 - \$99,000	\$100,000 - \$149,000	\$150,000 - \$199,000	\$200,000 - \$299,000	\$300,000 - \$499,000	\$500,000 or more
1990	470	3,006	1188	628	341	97	36
2000	132	2,325	1654	1690	1709	524	150

Source: US Census

Marietta Rent for Renter-Occupied Housing

	Less than \$200	\$200 - \$299	\$300 - \$499	\$500 - \$749	\$750 - \$999	\$1,000 - \$1,499	No cash rent
1990	897	604	7119	4122	153	92	169
2000	617	358	851	5018	6320	1654	767

Source: US Census

Marietta Per Capita Income

1980	\$8,106
1990	\$15,808
2000	\$23,409

Source: US Census

Marietta Employment Status

	1990	2000
Armed Forces	227	157
Civilian Employed	24,226	32,172
Civilian Unemployed	1,378	1,968
Not in Labor Force	10,356	12,407

Source: US Census

OVERVIEW OF MARIETTA

Marietta Industry Status			
Industry Sector	1980	1990	2000
Employed Persons 16 years and older	15,987	24,226	32,172
Agriculture, forestry, fishing, hunting, and mining	125	220	107
Construction	1,138	1,626	4,069
Manufacturing	2,770	2,786	4,339
Transportation, communications and utilities	1,301	2,026	1,165
Wholesale trade	981	1,653	1,168
Retail trade	3,063	4,738	4,558
Finance, insurance, real estate, banking, credit agencies, and rental and leasing	1,326	2,537	2,513
Professional, scientific, management, administrative, waste management and other services	2,112	4,411	6,237
Educational, health, and social sciences	2,141	2,966	4,267
Art, entertainment, recreation, accommodation and food services	261	285	3,010
Public administration	769	978	739

Source: US Census

Marietta Age Distribution Percentages			
	1980	1990	2000
Under 5	6.3%	7.4%	7.9%
Age 5 - 14	12.3%	10.1%	11.6%
Age 15 - 24	21.6%	18.8%	17.0%
Age 25 - 34	22.0%	26.3%	24.1%
Age 35 - 44	10.1%	14.5%	15.4%
Age 45 - 54	9.0%	7.8%	10.2%
Age 55 - 64	8.8%	4.5%	5.5%
Age 65 and over	9.9%	10.6%	8.3%

Source: US Census

Marietta Climate	
Mean Annual Temperature	61° F
Hottest Month	July
Average July Temperature	79° F
Coldest Month	January
Average January Temperature	41° F
Average Humidity (A.M.)	82%
Average Humidity (P.M.)	56%

ALL-AMERICA CITY AWARD

MARIETTA CROWNED ONE OF THE 10 BEST CITIES IN AMERICA

WHAT IS MARIETTA CELEBRATING?

Marietta just celebrated its second anniversary since the National Civic League named the city of Marietta one of the 10 best communities in the nation as a 2006 All-America City, the oldest and most respected community recognition award in the country. Nearly 600 communities began the application process, and Marietta beat other national finalists for the award, which recognizes exemplary grassroots community problem-solving.

WHAT IS THE AWARD?

It's like the "Academy Award®" for cities and means the work we're doing is among the best in the country. Since 1949, the All-America City award has recognized civic excellence, honoring communities of all sizes where citizens, government, businesses and volunteer organizations work together to address critical local issues.



WHY IS IT IMPORTANT?

The All-America City award is the oldest and most respected community recognition award in the country. Being selected a winner substantiates Marietta is a model for the nation with extensive planning efforts and approaches to facing difficult challenges in innovative and collaborative ways. Winners in previous years have been honored at the White House.

HOW DID THE COMMUNITY WIN?

Marietta applied for the award and was selected a finalist. Then a delegation of community members presented the city's programs and successes to a jury of national civic affairs experts during a three-day competition against other finalists in Anaheim, California.

WHAT INNOVATIVE ASPECTS OF THE COMMUNITY DID MARIETTA PRESENT TO JUDGES?

The first was Marietta's efforts to reduce crime and stabilize deteriorating neighborhoods by creating M-STAR. The citywide program combines community policing and computer analysis of crime trends with accountability of city staff and public involvement. M-STAR has resulted in many successes, the most notable being a 22 percent reduction of crime.

The Marietta Revitalization Program was the second initiative submitted to judges. Its goal is to save the city from decline and create a stronger sense of community by balancing the city's housing stock, stabilizing school enrollments, creating affordable workforce housing and revitalizing neighborhoods. The city has made substantial progress toward increasing the percentage of homeowners while reducing substandard rental units. Over \$335 million has been invested in Marietta's redevelopment.

Judges required a program to benefit children, and the city highlighted Marietta Reads. The citywide effort to foster reading and literacy has increased student test scores and book circulation, while students read one billion words.

ALL-AMERICA CITY AWARD

WHAT ORGANIZATIONS AND PROGRAMS HELPED MARIETTA WIN?

Dozens were cited in the city's award application, and many were part of the delegation that competed before the jury. Everyone in Marietta should be proud, because winning the award is the result of the entire community working together every day.

Allgood Neighborhood Revitalization Task Force	Kennesaw Mountain National Battlefield
Atlanta Regional Commission	Kennesaw State University
Aviation Museum	Kiwanis Club of Marietta
Boys and Girls Club	Latin American Association
Brown Park Cemetery Restoration Project	Leadership Cobb
Center for Family Resources	Loop Group neighborhood association
Chattahoochee Technical College	Marietta Business Association
Citizens Government Academy	Marietta City Schools
Citizens Police Academy	Marietta Civitan Club
Civil Service Commission	Marietta Housing Authority
Clean City Commission	Marietta Initiative for Neighborhood Transformation
Cobb Chamber of Commerce	Marietta Mayor and City Council
Cobb County	Marietta Metro Rotary Club
Cobb County Comprehensive Traffic Plan Task Force	Marietta Museum of History
Cobb Housing, Inc.	Marietta Parks and Recreation Department
Cobb Landmarks and Historical Society	Marietta Planning Commission
Cobb Municipal Association	Marietta Reads!
Cobb/Paulding Regional Transportation Task Force	Marietta Redevelopment Corporation
Communities in Schools of Marietta/Cobb County	Marietta Schools Foundation
Community Leadership Development Program	Marietta Tree Keepers
Downtown Marietta Development Authority	Marietta Weed and Seed committee
Faith based organizations, including local mosque	Marietta/Cobb Museum of Art
Federal Bureau of Investigation	M-Star community policing program
Franklin Road Community Association	MUST Ministries
Franklin Road Task Force	NAACP
Georgia Ballet	Powder Springs Road Master Plan participants
Georgia Department of Education	Root House
Georgia Department of Transportation	Rotary Club of Marietta
Georgia Municipal Association	Southern Polytechnic State University
Homeowners' associations	Strand Theatre
IMPACT	Theatre in the Square
Keep Marietta Beautiful	WellStar Health System

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 1

Marietta is a livable city in a great metropolitan area. It is dedicated to being a clean city with trees, green spaces, and boulevards.

Goals:

1. Clean up public properties that are littered and dispose of inappropriate signage.
2. Create landscaped boulevards and gateways.
3. Establish aesthetically pleasing roads and passageways. Plant currently unplanted corridors and improve existing landscapes.
4. Strive for code compliance in the appearance of the city.
5. Establish good and continuous tree coverage and canopy.
6. Strive for compliance with the Greenspace ordinances that contain requirements for tree-save plans including new residential construction.

STATEMENT 2

We are a dynamic business center that has retail, offices and environmentally friendly industry in appropriate places. We honor our past, preserve our history, and welcome the future.

Goals:

1. Encourage a diverse and vibrant local economy that provides meaningful employment for our citizens.
2. Encourage redevelopment with a mixture of uses, while strengthening viable neighborhoods and commercial areas.
3. Educate our residents on mixed use and higher density housing.
4. Work with property owners and developers to make sure new development is well-planned and harmonious with existing structures in appearance, including landscapes.
5. Encourage quality architecture and construction in development and redevelopment projects.
6. Strive for a more effective historic preservation ordinance.

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 3

We are a city that cherishes culture and arts, and we are a tourist destination and an entertainment center for the region.

Goals:

1. Become a significant destination for arts and entertainment.
2. Gain more public and private support for our cultural and arts organizations.
3. Make public art part of the community streetscape.
4. Promote tourism more aggressively.
5. Promote the downtown as a dining and entertainment destination.
6. Encourage programs for local artists.

STATEMENT 4

Ours is a city of mixed uses (live, learn, work, play) and diverse urban design that will become known as the "Marietta Look". Our city has a well-defined, vibrant downtown and neighborhoods that mix residences, parks and greenspace, and businesses.

Goals:

1. Design and build the "Marietta Look" that our citizens have helped create.
2. Create literature that will help developers and the public sector understand the look we are trying to achieve.
3. Establish or continue a collaborative relationship with local centers of higher learning.
4. Have vibrant centers that support retail, offices, entertainment and residences.
5. Create visuals that display what we want the future appearance of the city to be.
6. Continue quality zoning and development that will benefit generations to come.
7. Encourage revitalization of our current parks and establish new parks for active and passive use.

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 5

Marietta offers housing for people of all ages, incomes, and ethnic backgrounds so that generations of families can live within our City. We recognize the importance of homeownership, and our vision is that a majority of our residences will be owner-occupied.

Goals:

1. Attain owner occupancy in more than 50% of our homes by the year 2009.
2. Support and secure funding for the Marietta Redevelopment Corporation to power the regeneration of the community. A portion of the newly created or renovated housing units will be reserved for low to moderate-income families.
3. Have "Johnny Walker Homes" under construction in 2006.
4. Convert portions of developed multi-family housing properties located on Franklin Road to new development.
5. Continue to encourage more diverse housing units in the downtown area and encourage quality single-family detached housing throughout the city.
6. Build 250 affordable first-time homebuyer units by 2010.
7. Continue to educate residents and homebuyers to strengthen their ability to buy, retain and maintain their homes.
8. Work with the Marietta Housing Authority, Cobb Housing Inc. and other agencies to redevelop and revitalize the Franklin Road, Roswell Street, Allgood and Powder Springs Road corridors as well as other areas of our city.
9. Ensure safe housing for all residents.
10. Provide a Public Safety employee home ownership program in target areas by 2007.
11. Rehab or replace 10% of city rental housing by 2010 – 1600 units.

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 6

Marietta is a hub of activity where traffic, transit, and pedestrians move about easily and safely. In designing our transportation system, we placed a high premium on the quality of life of our citizens.

Goals:

1. Design and build a pedestrian bridge over the S. Loop by 2009.
2. Address traffic issues from West Marietta to Central Marietta and beyond, beginning February 2006. Within 18 months we will have a plan to forward to the State DOT.
3. Reconstruct all existing roads greater than two lanes using boulevard standards. Where not practical, reconstruct all existing roads greater than two lanes as tree-lined streets.
4. Construct all new roads greater than two lanes using boulevard standards.
5. Support the creation of a trolley bus system to operate in and around the city.
6. Support new downtown parking, the design of which will be integrated with commercial development.
7. Connect Powder Springs Road to S. Cobb Drive as previously approved by the voters.
8. Complete the Stone Mountain to Kennesaw Avenue Trail through Marietta by 2009.
9. Work with the State DOT to reroute Highway 5 out of downtown Marietta to US 41 or I-75. The city will take control of Church and Cherokee Streets.
10. Work with Cobb County DOT to make S. Cobb Drive, from US 41 to Atlanta Road, a parkway.

STATEMENT 7

Marietta is a place where citizens are positively involved in decision-making through boards, community organizations, and community meetings. The City will actively seek partnerships with other governments, businesses, philanthropic institutions, non-profit organizations, and educational institutions in building a high quality of life.

Goals:

1. Hold community-wide meetings in which citizen input is actively received and considered.
2. Have active citizens' participation planning processes.

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 8

Marietta is a place where the City Council is committed to ethical behavior.

Goal:

1. Ensure that the Council maintains an effective code of ethical behavior.

MISSION STATEMENT

The City of Marietta envisions full maturation of its role as a key player in Metropolitan Atlanta. The City's desirable residential settings, its role as a center of local government and cultural activities, and its strong employment base have come together as it stands poised on the brink of new opportunity. With a community oriented government approach, the City will use the tools of downtown redevelopment, neighborhood reinvestment, innovative service delivery, and strategic planning to create a quality of life that is the envy of our region.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

The following is a series of policies, actions, and activities that the City will take to achieve the vision and goals stated in the Community Vision.

Policies

Policies are a series of guiding principles adopted by the local government. The purpose of these statements are to provide direction to the local government officials to assist in the decision making process. The principles are one of the ways to make certain that new development is helping the community to meet the Community Vision and address the Community Issues and Opportunities.

Goal #1: *Marietta is a livable city in a great metropolitan area. It is dedicated to being a clean city, with trees, green spaces and boulevards.*

Objective 1.1 Promote the conservation and protection of sensitive natural resources while allowing for continued growth and development.

Policy 1.1 Enact the required Department of Natural Resources Environmental Planning Criteria regulations to ensure the protection of water supply watersheds, not in conflict with private property rights.

Policy 1.2 Enact the required Department of Natural Resources Environmental Planning Criteria regulations to ensure the protection of wetlands.

Policy 1.3 Enact the required Department of Natural Resources Environmental Planning Criteria regulations to ensure the protection of groundwater recharge areas, not in conflict with private property rights.

Policy 1.4 Pursue the acquisition of greenspaces and conservation easements as a means of protecting the natural environment.

Policy 1.5 Revise the zoning ordinance to provide incentives to protect sensitive plant and wildlife species habitat.

Objective 1.2 Establish and maintain a system of greenspaces and trails in the city, linking to other greenways within Cobb County.

Policy 1.6 Create a citywide Greenway and Multiuse trail Master Plan to guide the construction of multi-use facilities and preservation of greenspace.

Policy 1.7 Complete the design and construction of Marietta's portion of the Kennesaw Mountain to Chattahoochee River Trail.

Objective 1.3 Promote the development of brownfield and greyfield sites, as well as other underdeveloped areas.

Policy 1.8 Develop a database and map of potential brownfield and greyfield sites.

Policy 1.9 Develop a Brownfield Redevelopment Plan and a Greyfield Redevelopment Plan, including an awareness program and action plan.

Objective 1.4 Promote the preservation of trees as part of the land development and construction process on non-residential properties, including maintenance of minimum tree densities.

Policy 1.10 Strengthen the city's enforcement of the tree protection and landscaping ordinance to ensure compliance with its requirements.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Policy 1.11 Amend the tree protection and landscape ordinance to provide additional incentives to protect specimen trees.

Policy 1.12 Amend the alternative compliance section of the tree protection and landscaping ordinance to allow monies from the dedicated fund to be used for the creation of landscape plans as well as the purchase and installation of trees within the City.

Objective 1.5 Encourage and require the planting of street trees along local streets.

Policy 1.13 Ensure enforcement of and provide clear language in the Tree Protection and Landscaping Ordinance so that street trees are required on all new developments in the city.

Objective 1.6 Promote the benefits of preserving specimen trees on residential properties through education.

Policy 1.14 Establish a program with cooperation from the Marietta Tree Keepers and other organizations to educate homeowners on ecological, health, and societal benefits of specimen trees.

Objective 1.7 Support the replanting of appropriate replacement trees in order to ensure the upkeep of Marietta's tree canopy for future generations. Replacement trees should not conflict with future transportation improvements and placement should take into account tree form and life cycle.

Policy 1.15 Ensure the planting of appropriate tree species in conjunction with transportation improvements to ensure a healthy and stable tree canopy for Marietta's present and future residents.

Policy 1.16 Collaborate with property owners, Marietta Tree Keepers, and other organizations to progressively plant new trees on private property in order to provide upkeep to the tree canopy.

Objective 1.8 Provide for, maintain, and improve upon environmentally responsible water supply, wastewater treatment, sanitary sewer, and stormwater systems that support desired growth.

Policy 1.17 Maintain the Capital Improvement Program to assist in identifying, prioritizing, and funding needed capital equipment and community facilities.

Policy 1.18 Optimize pressure and flow throughout the city water system.

Policy 1.19 Ensure yearly funds are available to implement improvements needed to maintain and upgrade the city's water and wastewater collection systems.

Policy 1.20 Monitor the effects of stormwater quality management on private developments through the development review and approval process to ensure minimal impacts on the environment.

Policy 1.21 Continue the City's efforts to inventory the municipal separate storm sewer system in order to assist in the development of a maintenance program.

Policy 1.22 Ensure the City's compliance with the Metropolitan North Georgia Water Planning District's requirements for water supply and conservation, wastewater, and stormwater management.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Policy 1.23 Ensure the Board of Light and Water is working towards compliance with new federal and state regulations on distribution system water quality.

Objective 1.9 Provide for an innovative, environmentally responsible, comprehensive solid waste management system.

Policy 1.24 Continue to implement Marietta's Solid Waste Management Plan by encouraging recycling that will reduce reliance on landfills and to achieve other goals.

Objective 1.10 Provide a balanced set of active and passive recreational facilities and programs appealing to a broad range of recreational interests while fully utilizing resources.

Policy 1.25 Create a citywide Parks and Recreation Master Plan to ensure a diversity of recreational opportunities for local area residents.

Policy 1.26 Enhance and upgrade the existing park and pool facilities throughout the jurisdiction.

Policy 1.27 The Development Services Department, the Parks and Recreation Department, Marietta Tree Keepers, and other organizations should collaborate to assist in the location and construction of pocket parks in Marietta, which include provisions for upkeep of new facilities.

Objective 1.11 Ensure that public safety facilities meet desired benchmarks.

Policy 1.28 Maintain adequate police, fire and rescue, and emergency medical service response times to all areas in the city and any areas outside the city where municipal services are provided via intergovernmental service agreements.

Policy 1.29 Enhance training programs for public safety personnel by establishing a shooting range in Burress Park.

Goal#2: We are a dynamic business center that has retail, offices and environmentally friendly industry in appropriate places. We honor our past and welcome the future.

Objective 2.1 Cultivate an economic climate that supports the retention of existing enterprises and assists in attracting a diverse mix of new business and industry to Marietta.

Policy 2.1 Prepare a yearly analysis of the city's tax structure that contains comparisons with other local area counties and municipalities.

Policy 2.2 Prepare an annual Marietta Development Report.

Policy 2.3 Coordinate marketing and incentives policies between the Office of Economic Development, the Marietta Redevelopment Corporation, the Marietta Development Authority, and the Board of Lights and Water.

Policy 2.4 Communicate with the business community via an electronic newsletter to keep them informed of developments in the city.

Policy 2.5 Streamline city processes and communicate them more effectively with the business and development communities.

Policy 2.6 Involve the business community in the local government decision-making process as stakeholders.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Objective 2.2 Assist industries in expanding their workforce and operations.

Policy 2.7 Create an Economic Development Incentive Program through the Office of Economic Development that contains associated policies to assist in business expansion, retention, and redevelopment.

Objective 2.3 Provide a well-balanced mix of employment opportunities in Marietta as a means of establishing a healthy job market for our residents.

Policy 2.8 Prepare a marketing strategy to promote business and industry in Marietta that contains information about local area trade schools, educational institutions, and coordinated economic incentives.

Policy 2.9 Perform annual updates to the city's community profile document that showcase the areas quality-of-life.

Policy 2.10 Provide an alternative financing source to assist small businesses.

Objective 2.4 Encourage and expand linkages between the education community and the business community as an economic force in the city.

Policy 2.11 Work with local area educational institutions, trade schools, and businesses to assist in addressing workforce development and training concerns.

Policy 2.12 Support educational efforts and act as a resource to assist start-up companies and entrepreneurs in Marietta.

Objective 2.5 Encourage class "A" office, high end commercial, and mixed-uses, especially along the I-75/Hwy 41 corridors, the downtown area, and other appropriate areas.

Policy 2.13 Conduct corridor studies as necessary and establish zoning policies to the establishment of high intensity uses along the I-75/Hwy 41 corridor, the Canton Road corridor, and other appropriate areas.

Policy 2.14 Periodically update property inventories of targeted redevelopment areas.

Objective 2.6 Emphasize the redevelopment of existing underperforming commercial properties, obsolete or abandoned structures, and economically deteriorating areas.

Policy 2.15 Conduct a comprehensive economic development plan for the City.

Policy 2.16 Coordinate with the Marietta School System and Cobb County to create Tax Allocation Districts, where appropriate, and administer existing Tax Allocation Districts to assist in creating public-private partnerships to remove blight and assist in redevelopment.

Policy 2.17 Investigate the possible use of Opportunity zones in Marietta as a means of promoting economic development.

Policy 2.18 Further define Redevelopment Areas within the City.

Objective 2.7 Assist the private sector in expanding health related industries as a means of enhancing economic prosperity.

Policy 2.19 Prepare an inventory of sites appropriate to expand our health services and manufacturing clusters.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Goal #3: *We are a city that cherishes culture and arts, a tourist destination and entertainment center for the region.*

Objective 3.1 Expand awareness and understanding of Marietta's heritage while protecting private property rights by encouraging the protection of significant and historic resources.

 Policy 3.1 Establish an assistance program to help fund local historic rehabilitation projects.

 Policy 3.2 Update Marietta's inventory of historic sites and places.

Objective 3.2 Educate the community about the value of historic resources.

 Policy 3.3 Add a specific historic preservation category to the city's web site to direct people to technical information about historic preservation.

 Policy 3.4 Develop a series of seminars and workshops for the education of the public on historic preservation, the process, the implications, and the opportunities.

 Policy 3.5 Support the heritage education programs in local schools to educate children about the city's historic preservation efforts.

Objective 3.3 Proactively plan for the preservation of cultural resources.

 Policy 3.6 Establish historic districts and designate historic properties in appropriate areas of the City through the Historic Preservation Commission, in conformity with the City's Historic Preservation Ordinance.

 Policy 3.7 Contact other governmental agencies to assess the amount of grants, loans, leveraged funds and other financial assistance available to the city for preservation and tourism needs.

Objective 3.4 Strengthen the visual image and identity of Marietta as a "historic city" through branding, marketing, and urban design.

 Policy 3.8 Work with the Downtown Marietta Development Authority, the Marietta Business Association, and other organizations to identify and conduct promotional activities.

 Policy 3.9 Expand the network of way-finding signage in Marietta to assist visitors in locating key attractions and historic sites throughout Marietta.

Objective 3.5 Assist the private sector in expanding the tourism and arts related industries as a means of enhancing economic prosperity.

 Policy 3.10 Prepare an inventory of sites appropriate to expand our arts and entertainment services clusters.

 Policy 3.11 Perform an assessment of the financial impact tourism has on Marietta in terms of the change in the tax base, sales tax generation and multiplier effects in the local economy. This should include an assessment of which properties are key to increasing tourism.

Objective 3.6 Maintain and encourage cultural and recreational opportunities to meet the present and future needs of the citizen's of Marietta.

 Policy 3.12 Expand programs and create publications that inform both residents and visitors about the city's cultural resources and history.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Objective 3.7 Expand support for arts and cultural organizations throughout Marietta, because they are a vital part of the community.

Policy 3.13 Collaborate with Cobb County to ensure that cultural programs in Marietta have the financial means to continually enhance our quality-of-life.

Policy 3.14 Continue to monitor parking conditions in the Downtown Marietta area from a short and long range perspective. Conduct studies when appropriate to assess options, including parking decks, in collaboration with the Downtown Marietta Development Authority and Cobb County.

Objective 3.8 Encourage more private involvement/investment in supporting arts and cultural resources.

Policy 3.15 Establish working relationships with local historic preservation and conservation organizations to encourage the use of conservation easements to protect culturally significant structures.

Policy 3.16 Encourage the use of both Federal Rehabilitation Tax Credits and State Property Tax Abatement programs available for historic properties listed in or eligible for the National Registry.

Policy 3.17 Encourage the tax-deductible donation of historic façade easements and conservation easements to further protect significant cultural resources in perpetuity.

Policy 3.18 Encourage the creation of a Cobb/Marietta Arts Council to assist in leveraging private donations to support local arts and cultural programs.

Goal #4 Ours is a city of mixed-uses (live, learn, work, play) and diverse urban design that will become known as “the Marietta Look.” Our City has a well-defined, vibrant downtown, and neighborhoods that mix residences, parks and greenspace, and businesses.

Objective 4.1 Create a strategy for targeting specific areas for growth.

Policy 4.1 Conduct a series of corridor studies, master plans, and neighborhood plans to improve under performing areas.

Policy 4.2 Develop and adopt flexible development standards and procedures that are responsive to market demands.

Policy 4.3 Conduct yearly updates and revisions to the city's Comprehensive Plan and Future Land Use Map.

Policy 4.4 Perform an audit of the entire zoning ordinance to incorporate smart growth policies.

Policy 4.5 Amend the lists of permitted uses by zoning district.

Policy 4.6 Update local areas Master Plans every five years to ensure relevancy and accuracy.

Policy 4.7 Aggressively apply the non-conforming use provisions of the Marietta Zoning Ordinance by identifying nonconforming uses and monitoring abandonment of such uses for periods exceeding the six-month window as provided in Section 706.02 of the Marietta Zoning Ordinance.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Policy 4.8 Use the Marietta Comprehensive Plan, Future Land Use Map, and Character Area Map as a guide to managing growth in the city and a tool in evaluating zoning changes.

Objective 4.2 Encourage a stable jobs-housing balance in the city.

Policy 4.9 When making amendments to the Comprehensive Plan or Zoning Map ensure that impacts on the city's jobs-housing balance is being considered.

Objective 4.3 Encourage a mix of shopping and mixed-use opportunities in and around downtown Marietta and along major corridors with buildings that include ground floor retail and owner-occupied flats/lofts to enhance a "sense-of-place".

Policy 4.10 Submit applications for federal and state grants that will be used to supplement the city's contribution towards improving streetscapes along road corridors.

Policy 4.11 Institute an overlay district or a form based special district that contains design guidelines and development incentives to assist in the redevelopment of the Franklin Road Corridor.

Policy 4.12 Establish design guidelines or form base coding in selected areas of the city, where appropriate.

Policy 4.13 Periodically revisit adopted design guidelines and amend them as necessary to be consistent with changing and anticipated future conditions.

Policy 4.14 Establish "activity centers" ordinances and guidelines to create a walkable, pedestrian friendly area to support mixed-use opportunities.

Objective 4.4 Ensure that parking lots and parking decks are aesthetically pleasing.

Policy 4.15 Establish design guidelines for parking lots and parking decks to ensure an aesthetic appearance for both uses.

Objective 4.5 Wherever possible, encourage and maintain a grid street system throughout the city.

Policy 4.16 During the rezoning, variance, and site plan review processes ensure that an analysis of impacts on the city's grid system is conducted in order to ensure interconnectivity of the transportation network.

Objective 4.6 Mitigate possible adverse impacts caused by incompatible developments by establishing planted areas and buffers between properties.

Policy 4.17 Establish an ordinance that requires mitigation, where appropriate, when individuals seek variances from the standard buffer requirements in order to protect neighboring incompatible uses.

Objective 4.7 Encourage an increase in the intensity and density of use in the downtown area.

Policy 4.18 Encourage the construction of mixed-use developments in the Central Business District that contain high-density owner-occupied residential units on the second floor and above, especially on vacant parcels and parking lots.

Policy 4.19 Enlarge the CBD through zoning changes that will expand the influence of the downtown area out to the South Marietta Parkway.

Objective 4.8 Encourage the reuse and revitalization of obsolete commercial and industrial facilities.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Policy 4.20 Identify impediments to quality development in the zoning ordinance as a means of promoting new development and assisting in the redevelopment of commercial and office properties.

Policy 4.21 Continue to market and encourage development on underdeveloped and vacant properties in Marietta with special emphasis being given to in-town areas.

Policy 4.22 Create an Urban Village Commercial District that would be appropriate in specified areas.

Policy 4.23 Develop a comprehensive sign database to assist in the amortization of nonconforming signs.

Objective 4.9 Develop a series of greenspaces and nodal parks throughout the city.

Policy 4.24 Create a citywide Greenway and Multiuse trail Master Plan to guide the construction of multi-use facilities and preservation of greenspace.

Policy 4.25 Create a citywide Parks and Recreation Master Plan to guide construction of recreational facilities including the creation of pocket parks.

Policy 4.26 Encourage private common greenspaces during the redevelopment process to encourage the private sector in creating pocket parks and greenspaces using low maintenance landscaping and/or ensuring adequate maintenance.

Goal #5: *Marietta offers housing for people of all ages, incomes, and ethnic backgrounds so generations of families can live within our City. We recognize the importance of homeownership and our vision is that the majority of our residences will be owner-occupied.*

Objective 5.1 Provide a variety of housing alternatives for all residents that reflect quality in construction, environment, variety, affordability, and accessibility.

Policy 5.1 Develop a strategy aimed at the identification and revitalization of specific blighted residential neighborhoods that includes an Policy plan that considers citizen input in neighborhood revitalization.

Policy 5.2 During the rezoning process, emphasize the type of housing under consideration to ensure that a variety of housing types are being approved, with an emphasis on creating owner-occupied structures.

Objective 5.2 Continue to encourage the rehabilitation or redevelopment of substandard rental housing into quality rental and owner occupied housing within blighted neighborhoods.

Policy 5.3 Work with the Marietta Redevelopment Authority, Cobb Housing, Inc., the Marietta Initiative for Neighborhood Transformation, the private sector, and other organizations to convert substandard rental housing units into owner-occupied housing units.

Policy 5.4 Maintain and enhance code enforcement and property maintenance throughout Marietta.

Policy 5.5 Revise zoning regulations to ensure new multi-family developments meet a high quality housing standard.

Objective 5.3 Encourage the revitalization of existing rental housing stock into owner occupied housing in transitional neighborhoods.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Policy 5.6 Revise the zoning regulations to encourage expansions and renovations of existing housing.

Policy 5.7 Continue to implement policies and programs to increase the quantity of owner-occupied housing units in the city.

Policy 5.8 Encourage the process to convert higher density renter-occupied development to owner-occupied condominiums.

Objective 5.4 Preserve and promote stable single-family residential neighborhoods.

Policy 5.9 During the rezoning, variance, and site plan approval processes; ensure that efforts are being made to protect stable neighborhoods through Objective decision and buffering.

Policy 5.10 Promote additional funding that will assist low-income homeowners in making necessary improvements to their housing unit.

Policy 5.11 Develop a program to help identify and provide signage for entrances into districts to recognize neighborhood gateways.

Policy 5.12 Modify regulations as they pertain to group homes and assisted living facilities.

Policy 5.13 Write and approve guest-parking requirements and amenity package requirements for all multi-family and attached residential developments.

Objective 5.5 Continue to increase home buying opportunities for 1st time homebuyers from the Marietta Initiative for Neighborhood Transformation (MINT) program.

Policy 5.14 Continue the city's support of public and non-profit programs that assist low-income individuals in transitioning from renters into homeowners.

Policy 5.15 Break public housing cycle by encouraging families to leave system by creating educational programs aimed at improving their financial means.

Policy 5.16 Continue to work with the Atlanta Regional Commission, the Atlanta Neighborhood Development Partnership, and other organizations to regionally collaborate efforts to ensure sufficient quality and placement of affordable and mixed income housing.

Objective 5.6 Encourage the construction of housing in locations where necessary public facilities can be economically provided and in areas that are accessible to services and employment.

Policy 5.17 Promote the revitalization of neighborhoods through the use of infill development housing opportunities within appropriate in-town neighborhoods.

Goal #6: *Marietta is a hub of activity, where traffic, transit, and pedestrians move about easily and safely. In designing our transportation system, we placed a high premium on the quality of life of our citizens.*

Objective 6.1 Provide for safe and efficient transportation systems that support desired growth patterns.

Policy 6.1 Ensure coordination exists between land use planning and transportation planning by evaluating effects on travel demand during the rezoning process.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Policy 6.2 Develop innovative pedestrian crossings along Powder Springs Street and the South Loop in the area from Kennesaw Avenue to Powder Springs Street to provide safe and efficient movement for both pedestrians and vehicles, while reconnecting the surrounding neighborhood to the downtown area and other areas.

Policy 6.3 Work with the Downtown Marietta Development Authority and Cobb County Government to manage parking within the downtown area.

Objective 6.2 Continue the development of the transportation planning process that includes procedures to systematically forecast future transportation needs, evaluate alternatives, and identify needed improvements.

Policy 6.4 Work with the Cobb County Department of Transportation and the Atlanta Regional Commission on the development of the Transportation Improvement Program to ensure regional cooperation in improving mobility for multiple transportation modes.

Policy 6.5 Participate in the Countywide Transportation Plan with Cobb County and the other local area municipalities. Particular focus should be paid to discovering alternatives that will facilitate and reduce the negative impact of through traffic on the city's neighborhoods and transportation facilities.

Objective 6.3 Coordinate transportation planning activities with the county, regional and state agencies to address inter-county transportation demands.

Policy 6.6 Continue to participate in developing transportation projects through the Atlanta Regional Commission's transportation coordinating committee. Establish procedures for exchanging transportation planning information with surrounding counties.

Objective 6.4 Provide a variety of transportation options including walking, bicycling, driving, and transit.

Policy 6.7 Plan and implement sidewalk improvements as indicated in approved Master Plans.

Policy 6.8 Develop standards for retrofitting our existing infrastructure with bicycle and pedestrian facilities, where needed, to address the needs of the community and improve safety.

Policy 6.9 Provide additional transit shelters and connecting sidewalks in areas that lack facilities to improve our commitment to mass transit.

Policy 6.10 Continue the development of a multi-use trail system throughout Marietta.

Objective 6.5 Develop programs to implement streetscape improvements on targeted corridors as a means of providing safe and efficient pedestrian mobility options and improve the city's sense-of-place.

Policy 6.11 Plan and implement streetscape improvements as indicated in the approved Master Plans.

Policy 6.12 Plan and implement Gateways and landscaping improvements to provide entryways on main corridors leading to downtown.

Objective 6.6 Continue to program and implement improvements needed to maintain and upgrade the system of municipal roads, bridges, sidewalks, signals, and drainage.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Policy 6.13 Ensure that sufficient City money is dedicated to assist with the upkeep and improvement of our existing transportation systems, while also encouraging private investment in transportation infrastructure.

Objective 6.7 Investigate the need for non-intrusive traffic calming devices and integrate traffic calming projects.

Policy 6.14 Conduct a study of various non-intrusive traffic calming techniques to determine which methods and facilities will meet the needs of the community, while minimizing impacts to public safety, access, and infrastructure maintenance.

Objective 6.8 Support the Georgia Regional Transportation Authority, the Georgia Department of Transportation, and other public and private sector agencies in providing regional mass transit systems to relieve traffic congestion on the I-75 corridor.

Policy 6.15 Participate with the Georgia Regional Transportation Authority, the Georgia Department of Transportation, and other public and private sector agencies to ensure improved mobility and reduce traffic congestion along the I-75 corridor.

Policy 6.16 Work with the Georgia Regional Transportation Authority on selecting sites for Bus Rapid Transit stations along the I-75 corridor.

Policy 6.17 Ensure collaboration between Cobb County Transit and the Georgia Regional Transportation Authority so that connectivity is provided between Downtown Marietta and the Bus Rapid Transit stations.

Objective 6.9 Support improvements in the transportation system by improving traffic mobility on arterial and collector streets.

Policy 6.18 Implement transportation improvements including vehicle and pedestrian access, turn lanes, improved signalization and intersection realignment to assist in traffic mobility where needed.

Policy 6.19 Maintain and enhance the existing grid system in Marietta.

Policy 6.20 Enhance transportation mobility near new residential developments with over fifty (50) housing units by requiring decel lanes, sidewalks, and pedestrian crosswalks.

Policy 6.21 Continue to implement traffic signal optimization and progression throughout the network.

Objective 6.10 Coordinate water related infrastructure improvements with transportation infrastructure improvements.

Policy 6.22 Ensure that stormwater and other water related improvements are scheduled with transportation projects to assist in improving infrastructure.

Policy 6.23 Continue to coordinate transportation improvement projects with public utilities.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Goal #7: *Marietta is a place where citizens are positively involved in decision-making, through boards, community organizations and community meetings. The City actively seeks partnerships with other governments, businesses, philanthropic institutions, non-profit organizations, and educational institutions in building a high quality of life.*

Objective 7.1 Work with the Marietta Housing Authority, Cobb Housing, Inc., and other public, private, and non-profit sector agencies to assist in providing quality affordable housing for low and moderate-income individuals and seniors.

Policy 7.1 Work the Department of Housing and Urban Development through the Section 8 Housing Assistance program in order to assist in providing affordable housing in the community.

Policy 7.2 Expand affordable housing options through public, private, and non-profit cooperation in rehabilitating existing housing units and the creation of new housing units.

Objective 7.2 Work with the Marietta Housing Authority to assist in the redevelopment of inadequate and antiquated public housing facilities.

Policy 7.3 Assist the Marietta Housing Authority and other organizations in the redevelopment of aging housing developments.

Objective 7.3 Maintain a high quality of service to the community through the City/Board of Lights and Water.

Policy 7.4 Implement a customer service Objective and Policy plan in each of the city's departments, with a consistent level of service throughout the departments.

Policy 7.5 Seek additional funding sources to assist in burying overhead utilities.

Policy 7.6 Continue to enhance the city's Capital Improvement Program to assist in identifying, prioritizing, and funding needed capital equipment for all city departments.

Objective 7.4 Coordinate planning processes with the Marietta School System to ensure that educational facilities and services meet current and future demands.

Policy 7.7 Continue to engage the Marietta School System in land use decision making to ensure the adequacy of facilities.

Policy 7.8 Continue to encourage the Marietta School System to participate in long range planning efforts so space for new educational facilities can be incorporated into the Master Planning and Comprehensive Planning Process.

Objective 7.5 Provide a variety of mechanisms and facilities to support public participation in governmental processes and provide forums for other types of public meetings.

Policy 7.9 Encourage citizen participation in the planning process by establishing and maintaining a database of public participants that are involved in various organizations in order to better reach out to citizens.

Policy 7.10 Conduct a study to determine the need for and appropriate locations for community and senior centers in Marietta. Once the study is complete work with Cobb County on constructing facilities to meet the community's needs.

Policy 7.11 Communicate with the citizenry via electronic newsletters to keep individuals informed about City news.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Objective 7.6 Coordinate with the county, adjoining municipalities, and regional agencies on water supply, wastewater, and other environmental issues to provide efficient services, eliminate duplication, and protect the natural environment.

Policy 7.12 Work with the Cobb/Marietta Water Authority to make certain that there is sufficient water supply for the upcoming generations.

Policy 7.13 Coordinate efforts between Cobb County and Marietta to maintain sufficient capacity for wastewater systems.

Policy 7.14 Continue to participate in the creation of the Etowah Regional Habitat Conservation Plan and work with our regional partners in implementing policies to protect endangered species.

Objective 7.7 Encourage citizen participation in the transportation planning, land use planning, and redevelopment processes.

Policy 7.15 Establish public/private partnerships that will expand cooperation in the planning, design and financing of improvements for transportation facilities, infrastructure and other services.

Objective 7.8 Collaborate with regional higher educational and technical institutes to maximize public service.

Policy 7.16 Improve and maintain close relationships with institutional and educational facilities regarding short and long range planning prospects.

Policy 7.17 Continue to involve interns from local universities, colleges, and local school system students to assist in educating these individuals by providing “real world” experience.

Policy 7.18 Develop collaborations, programs, and innovative courses involving local area post-secondary institutions in order to support the educational opportunities of students while providing new ideas for the city.

Policy 7.19 Build on existing relationships and develop new relationships to implement recommendations of the Comprehensive Plan.

Policy 7.20 Planning and Zoning staff should participate in the creation of the Atlanta Regional Commissions regional Transportation Plan and Regional Development Plan.

Policy 7.21 Continue to meet periodically with the Marietta School System to encourage cooperative use of school district and municipal facilities, share City growth and development plans, and work cooperatively to plan for new school sites during the redevelopment process.

FINANCIAL POLICIES

The City of Marietta's financial policies compiled below set forth the basic framework for the overall fiscal management of the City. These policies assist Council and City Management in decision-making and provide a guideline in evaluating current and future proposals. The policies reflect the long-standing principles, traditions and practices of the City of Marietta.

BUDGETARY POLICIES

Balanced Budget: The City shall adopt a balanced budget for each of its funds; where operating expenses may not exceed anticipated revenues plus available unreserved fund balance after meeting the fund's reserve requirement.

Borrowing for Operating Expenditure: The City shall not use debt or bond financing to fund current expenditures nor shall it borrow from the short-term lending market to fund operating expenditures.

Budget Amendments:

- ◊ Any amendment that increases the personal services budget shall require approval of City Council through an ordinance.
- ◊ Transfers of appropriations among departments/funds shall require an amendment to the budget through an ordinance.
- ◊ Budget amendments shall recognize additional revenue to fund special projects or balance expenditure needs or to counter revenue shortfalls when the expenditure levels are reduced.

Budget Transfers:

- ◊ Transfers for operating services between divisions of a department shall require a budget transfer request to be approved by the Department Director, Budget Manager, and City Manager.
- ◊ Spending over line item budgets for operating services accounts within a department/division will be allowed so long as it does not exceed the total budget allocation for operating services for that department.

CAPITAL BUDGET POLICIES

Capital Improvement Program: The City shall prepare a five-year capital improvement program for both the City and the BLW, which shall detail each project, its estimated cost and funding source.

Operating Budget Impacts: The five-year CIP program shall include all the necessary operating expenditures related to the capital outlay.

Maintenance and Replacement: The City shall undertake sufficient maintenance-related capital outlays to safeguard its property and investments.

REVENUE POLICIES

Revenue Structure: The City shall maintain a diverse and stable revenue system to protect against short-term fluctuations in any one source. The City shall seek new revenue sources with a view to avoiding increases in taxes or utility rates so as not to unnecessarily burden the taxpayer or utility customer.

Revenue Collection: All cash receipts shall be deposited by the following business day.

FINANCIAL POLICIES

FIXED ASSET POLICY

Classification: An item is classified as a fixed asset if it has a value over \$1,000 and a minimum useful life of two (2) or more years.

RESERVE POLICIES

General Fund Reserves: The General Fund Reserves shall be maintained at one-twelfth of the General Fund's current year operating budget plus one-fourth of the property tax collections estimated for the General Fund, Debt Service Fund and Cemetery Fund.

Utility Reserves: Cash reserves will be determined based on a three-tier approach designed to meet the fiscal demands posed by a range of contingency conditions. Each Tier also encompasses the preceding tier(s). Tier 1 or the Reserve Floor is the sum of one month's operating expenses excluding depreciation and a weather contingency factor equal to 2% of the estimated annual electric sales revenue. Tier 2 or the Operating Reserve includes funds needed to pay for uncompleted contracts and obligations plus funds sufficient to pay for relocation projects mandated by the DOT. Tier 3 or the Target Reserve consists of an Underground Utility contingency and an Unplanned Capital Expenditure contingency in order to protect assets and support redevelopment.

Health Insurance: The City shall reserve 5% of expected claims, and review this policy each year for adequacy to meet situations where expected claims are more than anticipated revenues.

Sinking Fund: Sufficient transfers shall be made during the fiscal year into the Sinking Fund to cover the principal and interest payments to be made, and such transfers shall be made well in advance of when the payments will actually become due.

DEBT POLICIES

Debt Ceiling: The total general obligation debt will not exceed ten percent of the assessed valuation of taxable property.

Debt Issuance: Long-term borrowing will be confined to capital improvements that cannot be financed from current revenues and will not be used to fund current operations.

Bond Term: The City shall issue bonds with terms no longer than the economic useful life of the project.

INVESTMENT POLICIES

Safety of Principal: Each transaction shall avoid capital losses, whether from security defaults or erosion of market value.

Liquidity: The portfolio must be structured to provide sufficient liquidity to pay maturing obligations, without loss of principal value.

Return on Investment: The goal of the overall portfolio shall be to exceed the average return on three month US Treasury Bills by 25 basis points.

Types of Investments: The City shall invest only in those instruments as approved by its ordinance 93-1003, Section 5.

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SOURCES AND USES OF FUNDS

GENERAL FUND	FY07 Actual	FY08 Appr Budget	FY08 Final Budget	FY08 Yr-End Est	FY09 Budget
<u>Revenue</u>					
General Property Taxes					
Real Estate Taxes	5,642,938	5,792,200	5,792,200	5,921,637	6,048,200
Personal Property Taxes	1,346,020	1,328,200	1,328,200	1,386,335	1,415,100
Total General Property Taxes	6,988,958	7,120,400	7,120,400	7,307,972	7,463,300
Other Taxes					
Real Estate Trans./Intangible Rec.	395,914	392,000	392,000	331,229	325,000
Wholesale Excise Taxes	884,654	881,000	881,000	812,476	820,000
Insurance Premium	3,078,386	3,200,000	3,200,000	3,211,100	3,323,000
Franchise Fees	5,176,429	5,165,345	5,165,345	5,159,179	5,152,000
Miscellaneous	83,202	67,350	67,350	60,690	65,850
Total Other Taxes	9,618,585	9,705,695	9,705,695	9,574,674	9,685,850
Licenses & Permits					
Business Licenses	5,656,055	5,373,966	5,373,966	5,524,279	5,676,866
Permits	965,207	1,018,000	1,018,000	703,452	751,200
Total Licenses & Permits	6,621,262	6,391,966	6,391,966	6,227,731	6,428,066
Intergovernmental Revenue	1,645,741	1,178,885	1,264,113	1,281,738	1,230,168
Charges For Services					
Sanitation	3,338,942	3,489,168	3,489,168	3,533,668	3,551,558
Recreation	148,209	153,050	153,050	143,708	133,300
Miscellaneous	280,618	275,200	317,030	300,146	324,700
Total Charges For Services	3,767,769	3,917,418	3,959,248	3,977,522	4,009,558
Fines and Forfeits	4,353,144	4,221,700	4,221,700	3,797,209	4,616,500
Other Revenue					
Miscellaneous	560,990	425,210	429,930	869,549	482,074
Interest Income	1,002,051	900,000	900,000	749,055	885,000
Total Other Revenue	1,563,041	1,325,210	1,329,930	1,618,604	1,367,074
Other Financing Sources					
Transfer from BLW	10,500,000	10,500,000	10,500,000	10,500,000	10,500,000
Indirect Cost Recovery	2,271,316	2,558,659	2,558,659	2,558,659	2,775,025
Transfer from Other Funds	2,674,384	2,674,736	2,899,736	2,894,804	2,719,736
Total Other Financing Sources	15,445,700	15,733,395	15,958,395	15,953,463	15,994,761
General Fund Revenue	50,004,200	49,594,669	49,951,447	49,738,913	50,795,277
<u>Expenditures</u>					
Personal Services	31,491,453	33,303,990	33,290,101	32,446,214	34,795,753
Professional & Technical Svcs.	3,801,843	3,776,904	4,069,843	3,793,175	3,746,133
Property & Business Services	2,925,089	3,143,447	3,322,039	3,072,688	3,390,027
Operating Supplies	1,359,112	1,335,229	1,452,989	1,400,301	1,171,858
Internal Fleet Services	2,019,349	2,213,291	2,213,291	2,326,006	2,243,134
Transfers Out	6,519,204	4,129,798	4,129,798	4,499,798	4,334,482
Miscellaneous Expenses	38	174,000	2,000	14,657	102,000
Capital Projects	1,297,873	1,518,010	2,795,192	1,864,512	1,011,890
General Fund Expenditures	49,413,961	49,594,669	51,275,253	49,417,351	50,795,277

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY07	FY08	FY08	FY08	FY09
	Actual	Appr Budget	Final Budget	Yr-End Est	Budget
<u>Revenue</u>					
City Center Tax Allocation District					
Property Tax	26,025	185,000	185,000	436,613	440,000
Intergovernmental Revenue	215,100	60,000	60,000	146,301	150,000
Interest Income	178,635	140,000	140,000	107,991	120,000
Use of Reserve	0	0	0	0	141,155
City Center TAD Fund Revenue	419,760	385,000	385,000	690,905	851,155
Franklin/Gateway Tax Alloc. Distr.	35,757	43,000	43,000	16,197	15,000
Perimeter Tax Alloc. District	16,612	0	0	45,304	45,500
Cemetery Fund					
Property Tax	200,382	194,000	194,000	210,542	201,000
Interest Income	52,182	35,000	35,000	72,772	45,000
Use of Reserve	0	122,565	0	0	89,056
Cemetery Fund Revenue	252,564	351,565	229,000	283,314	335,056
HUD - Housing Assistance Programs					
Voucher Program	6,725,972	7,237,965	7,237,965	5,703,154	7,313,496
Interest Income	84,343	0	0	75,617	0
HUD Fund Revenue	6,810,315	7,237,965	7,237,965	5,778,771	7,313,496
CDBG Fund Revenue	152,897	179,064	185,545	162,685	187,888
Weed and Seed Program Fund	0	0	379,543	369,484	279,511
Grants Funds					
Reimbursement Grants	274,471	109,083	4,336,004	394,614	209,500
Interest Income	1,911	0	1,295	2,720	0
Transfers from Other Funds	143,730	0	0	0	0
Grants Funds Revenue	420,112	109,083	4,337,299	397,334	209,500
Asset Forfeiture Fund					
Intergovernmental Revenue	346,493	260,000	585,000	418,465	400,000
Interest Income	26,803	0	0	37,772	0
Asset Forfeiture Fund Revenue	373,296	260,000	585,000	456,237	400,000
Radio System Replacement Fund	0	0	0	454,143	116,735

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY07	FY08	FY08	FY08	FY09
	Actual	Appr Budget	Final Budget	Yr-End Est	Budget
<u>Revenue</u>					
Gone With the Wind Movie Museum Fund					
Admissions	31,483	31,500	31,500	31,441	33,700
Gift Shop	31,538	35,400	35,400	32,219	40,000
Special Events	15,750	8,500	8,500	5,199	13,000
Facility Rental	1,487	2,500	2,500	1,525	2,000
Welcome Ctr. Disbursement	84,315	80,360	80,360	71,504	60,000
Other	98	0	0	131	0
GWTW Fund Revenue	164,671	158,260	158,260	142,019	148,700
Aurora Fire Museum Fund					
Welcome Ctr. Disbursement	250	0	0	0	0
Donations/Fundraising	1,115	0	0	1,446	0
Transfer from General Fund	0	2,000	2,000	2,000	2,000
Aurora Fire Mus. Fund Revenue	1,365	2,000	2,000	3,446	2,000
Parks, Greenspace & Tree Funds					
Interest Income	42,652	0	0	36,345	0
Donations/Grants	0	0	50,000	60,000	0
Miscellaneous	2,007	0	0	0	0
Use of Reserve	0	50,000	0	0	50,000
Parks Funds Revenue	44,659	50,000	50,000	96,345	50,000
Tourism Funds					
Hotel / Motel Tax	2,180,519	2,155,000	2,155,000	2,217,011	2,220,000
Auto Rental Excise Tax	493,865	480,000	480,000	457,723	460,000
Tourism Funds Revenue	2,674,384	2,635,000	2,635,000	2,674,734	2,680,000
Special Revenue Funds Revenue	11,366,392	11,410,937	16,227,612	11,570,918	12,634,541
<u>Expenditures</u>					
Personal Services	747,266	860,413	1,011,029	905,627	1,055,391
Professional & Technical Svcs.	168,699	187,490	311,979	276,691	212,895
Property & Business Services	410,023	326,575	836,413	488,267	433,080
Operating Supplies	238,676	181,000	237,163	157,614	316,353
Cost of Goods Sold	17,330	17,000	17,000	22,258	22,000
Internal Fleet Services	3,441	3,000	20,238	15,632	3,000
Debt Service	353,997	351,960	351,960	351,960	851,155
Transfers Out	2,700,466	2,661,459	2,886,459	2,923,140	2,702,432
Housing Assistance Payments	4,894,341	6,411,000	6,411,000	4,935,928	6,411,000
Planned Reserve Increase	0	76,040	0	0	177,235
Miscellaneous Expenses	351,547	260,000	237,529	49,699	400,000
Capital Projects	385,622	75,000	6,438,092	1,208,363	50,000
Special Revenue Funds Expenditure	10,271,408	11,410,937	18,758,862	11,335,179	12,634,541

SOURCES AND USES OF FUNDS

CAPITAL PROJECTS FUNDS	FY07 Actual	FY08 Appr Budget	FY08 Final Budget	FY08 Yr-End Est	FY09 Budget
<u>Revenue</u>					
Transportation Fund					
Reimbursement Grants	901,956	0	3,345,093	2,313,671	0
Interest Income	24,696	0	0	0	0
TIP Funds Revenue	926,652	0	3,345,093	2,313,671	0
SPLOST 2005 Fund					
1% Sales Tax	4,462,267	5,092,255	8,448,096	5,031,437	4,252,271
Reimbursement Grants	3,469,160	4,211,261	6,449,279	4,211,261	5,207,562
Interest Income	184,129	0	0	508,091	0
Bond Proceeds	0	0	9,820,000	9,820,000	0
Use of Reserve	0	0	0	0	5,510,573
SPLOST 2005 Fund Revenue	8,115,556	9,303,516	24,717,375	19,570,789	14,970,406
Capital Projects Funds Revenue	9,042,208	9,303,516	28,062,468	21,884,460	14,970,406

<u>Expenditures</u>					
Professional and Technical Svcs.	2,079	0	147,300	196,393	0
Debt Service	0	0	317,771	318,782	364,322
Transfers Out	69,730	39,736	39,736	0	39,736
Capital Projects	4,227,273	9,263,780	30,694,747	10,119,830	14,566,348
Capital Projects Funds Expenditures	4,299,082	9,303,516	31,199,554	10,635,005	14,970,406

DEBT SERVICE FUND

<u>Revenue</u>					
Property Tax	4,507,856	4,505,000	4,505,000	4,750,272	4,675,500
Bond Proceeds	3,670,180	3,684,380	3,684,380	43,849,380	3,692,565
Interest Income	208,149	100,000	100,000	172,366	100,000
Miscellaneous	0	0	0	7,029	0
Debt Service Fund Revenue	8,386,185	8,289,380	8,289,380	48,779,047	8,468,065
<u>Expenditures</u>					
Professional and Technical Svcs.	3,489	0	0	0	0
Debt Service	7,727,332	7,759,979	7,759,979	7,758,681	7,722,013
Transfers Out	24,990	24,491	24,491	24,491	24,491
Planned Reserve Increase	0	504,910	0	0	721,561
Debt Service Fund Expenditures	7,755,811	8,289,380	7,784,470	7,783,172	8,468,065

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY07 Actual	FY08 Appr Budget	FY08 Final Budget	FY08 Yr-End Est	FY09 Budget
BLW Fund					
<u>Revenue</u>					
Charges for Services	119,261,843	124,100,761	124,100,761	120,918,960	126,035,831
Interest Income	2,469,122	2,262,610	2,262,610	1,915,625	1,988,432
Other	742,421	907,874	907,874	526,511	491,829
Indirect Cost Recoveries	2,896,135	2,965,958	2,965,958	2,965,958	3,187,797
Transfer from Other Funds	44,000	0	0	0	0
Use of Reserve	0	17,090,580	0	0	11,292,386
BLW Fund Revenue	125,413,521	147,327,783	130,237,203	126,327,054	142,996,275
<u>Expenditures</u>					
Personal Services	12,196,267	13,665,415	13,660,701	13,129,505	14,143,549
Professional & Technical Svcs.	1,663,485	4,564,643	2,259,127	1,478,274	1,941,516
Property & Business Services	4,678,916	5,113,910	5,414,801	4,706,381	5,446,060
Operating Supplies	2,819,323	2,981,518	3,161,741	3,044,670	3,200,296
Cost of Goods Sold	77,832,099	81,630,109	81,628,109	73,508,266	81,718,596
Internal Fleet Services	707,195	724,453	724,453	834,899	723,020
Transfers Out	13,044,246	13,460,298	13,460,298	13,620,298	13,682,137
Miscellaneous Expenses	570,891	735,938	735,938	622,023	772,112
Capital Projects	17,670,833	24,451,499	39,804,914	18,594,457	21,368,989
BLW Fund Expenditures	131,183,255	147,327,783	160,850,082	129,538,773	142,996,275
Golf Course Fund					
<u>Revenue</u>					
Green Fees	1,163,074	1,185,000	1,185,000	992,038	1,180,000
Cart Rental	407,418	470,000	470,000	434,643	460,000
Driving Range	86,114	85,000	85,000	81,170	85,000
Food and Beverage	292,979	325,000	325,000	259,158	310,000
Pro Shop Rental	12,080	12,240	12,240	13,040	12,240
Miscellaneous	11,343	25,000	25,000	21,292	25,000
Bond Proceeds	0	0	0	4,835,000	0
Transfer from General Fund	471,507	384,832	384,832	384,832	367,677
Golf Course Fund Revenue	2,444,515	2,487,072	2,487,072	7,021,173	2,439,917
<u>Expenditures</u>					
Professional & Technical Svcs.	883,128	945,594	945,619	922,299	903,192
Property & Business Services	188,811	214,560	218,098	192,559	224,357
Operating Supplies	315,576	333,510	344,010	311,979	350,580
Debt Service	725,181	835,000	835,000	835,795	835,000
Transfers Out	26,325	27,088	27,088	27,088	27,088
Capital Projects	88,174	131,320	133,812	131,169	99,700
Golf Course Fund Expenditures	2,227,195	2,487,072	2,503,627	2,420,889	2,439,917

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY07	FY08	FY08	FY08	FY09
	Actual	Appr Budget	Final Budget	Yr-End Est	Budget
Conference Center Fund					
<u>Revenue</u>					
Welcome Ctr. Disbursement	653,051	654,005	654,005	606,746	671,550
Rental Income	1,679,076	1,670,995	1,670,995	1,644,720	1,653,450
Miscellaneous	1,996	0	0	1,060,000	0
Bond Proceeds	0	0	0	7,000,000	0
Interest Income	0	0	0	57,452	0
Conference Ctr. Fund Revenue	2,334,123	2,325,000	2,325,000	10,368,918	2,325,000
<u>Expenditures</u>					
Professional & Technical Svcs.	3,580	20,000	20,000	3,500	7,500
Debt Service	1,804,115	2,302,965	2,302,965	2,578,001	2,317,500
Miscellaneous	140,575	0	0	0	0
Transfers Out	4,280	0	0	0	0
Planned Reserve Increase	0	2,035	0	0	0
Capital Projects	215,136	0	187,368	1,136,976	0
Conference Ctr. Fund Expenditures	2,167,686	2,325,000	2,510,333	3,718,477	2,325,000

TRUST FUNDS

<u>Revenue</u>					
Pension Fund					
Fund Charges	3,888,074	4,319,490	4,319,490	4,416,047	5,115,098
Transfers In	200,000	0	0	190,000	0
Investment Earnings	7,372,535	4,800,000	4,800,000	(1,704,815)	2,600,000
Miscellaneous	0	0	0	8,136	0
Pension Fund Revenue	11,460,609	9,119,490	9,119,490	2,901,232	7,715,098
Other Post-Emplmt. Benefits Fund	0	0	0	51,956	55,000
Trust Funds Revenue	11,460,609	9,119,490	9,119,490	2,953,188	7,770,098
<u>Expenditures</u>					
Transfers Out	4,778	5,010	5,010	5,010	5,010
Planned Reserve Increase	0	1,419,480	0	0	70,088
Benefit Payments & Premiums	6,895,833	7,695,000	7,695,000	7,350,922	7,695,000
Pension Fund Expenditures	6,900,611	9,119,490	7,700,010	7,355,932	7,770,098

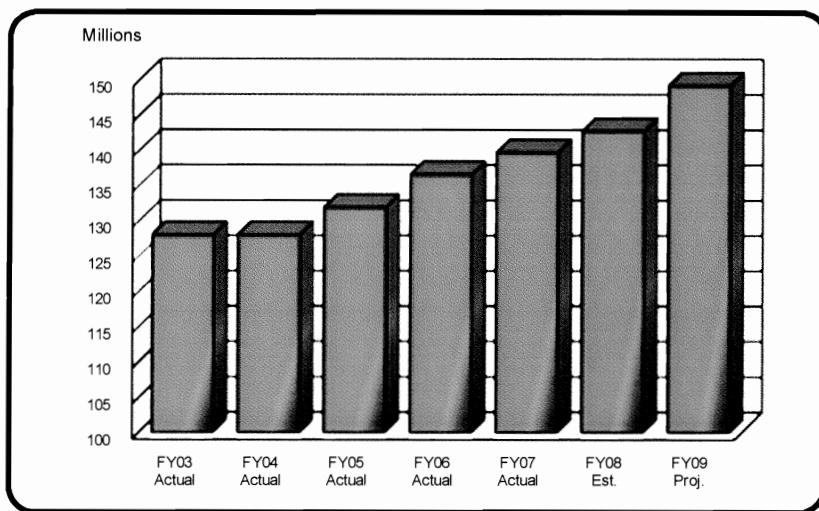
SOURCES AND USES OF FUNDS

INTERNAL SERVICE FUNDS	FY07	FY08	FY08	FY08	FY09
	Actual	Appr Budget	Final Budget	Yr-End Est	Budget
Motor Transport Fund					
<u>Revenue</u>					
Fund Charges	2,781,602	2,953,544	2,953,544	3,217,188	2,981,954
Miscellaneous	9,567	0	0	3,545	0
Motor Transport Revenue	2,791,169	2,953,544	2,953,544	3,220,733	2,981,954
<u>Expenditures</u>					
Personal Services	635,879	729,317	733,166	684,634	683,549
Professional & Technical Svcs.	83,545	24,500	26,990	30,123	29,500
Property & Business Services	383,324	402,500	404,200	437,269	454,549
Operating Supplies	1,667,831	1,740,671	1,732,427	1,977,921	1,750,300
Internal Fleet Services	11,873	12,800	12,800	8,820	12,800
Transfers Out	16,531	15,756	15,756	15,756	15,756
Miscellaneous Expenses	721	0	0	0	0
Capital Projects	92,476	28,000	30,721	30,120	35,500
Motor Transport Expenditures	2,892,180	2,953,544	2,956,060	3,184,643	2,981,954
Self-Insurance Funds					
<u>Revenue</u>					
Health Insurance Fund					
Fund Charges	4,941,150	5,803,961	5,803,961	5,197,189	5,687,616
Employee Contributions	826,218	854,733	854,733	899,654	935,951
Transfers In	1,199,976	1,325,946	1,325,946	1,665,946	1,325,946
Miscellaneous	82,108	55,000	0	144,060	0
Health Insurance Revenue	7,049,452	8,039,640	7,984,640	7,906,849	7,949,513
Workers Compensation Fund					
Fund Charges	1,214,210	1,235,643	1,235,643	1,299,706	1,408,455
Interest Income	42,614	10,000	10,000	118,774	50,000
Reimbursement Revenue	815,072	0	0	59,253	0
Workers Compensation Revenue	2,071,896	1,245,643	1,245,643	1,477,733	1,458,455
Property and Casualty Fund					
Fund Charges	936,492	912,324	912,324	912,324	824,604
Insurance Claim Revenue	98,820	0	0	52,711	0
Interest Income	240,766	100,000	100,000	222,116	100,000
Property and Casualty Revenue	1,276,078	1,012,324	1,012,324	1,187,151	924,604
Self-Insurance Funds Revenue	10,397,426	10,297,607	10,242,607	10,571,733	10,332,572
<u>Expenditures</u>					
Professional & Technical Svcs.	169,605	35,000	41,246	284,170	77,000
Supplies	0	0	0	17,081	4,000
Transfers Out	94,672	48,495	48,495	48,495	48,495
Planned Reserve Increase	0	571,448	0	0	539,731
Benefit Payments & Premiums	9,449,597	9,642,664	9,642,664	9,280,333	9,663,346
Self-Insurance Funds Expenditures	9,713,874	10,297,607	9,732,405	9,630,079	10,332,572

REVENUE ANALYSIS

CHARGES FOR SERVICES

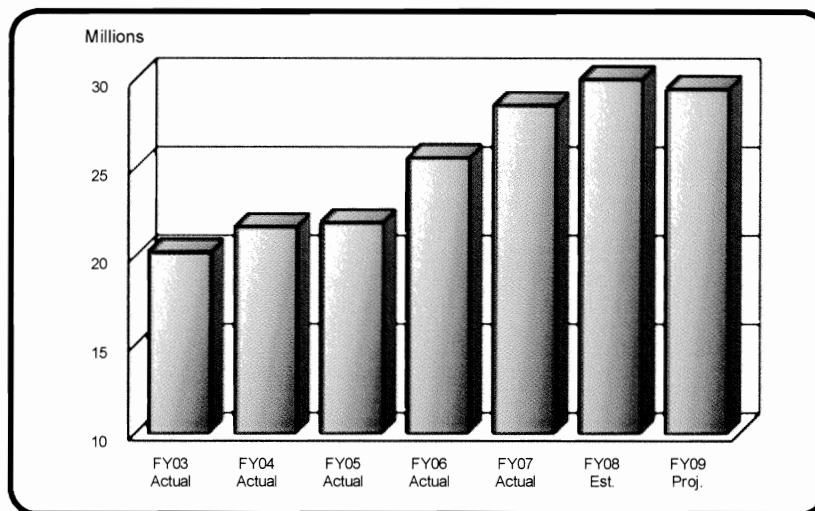
This revenue source includes revenue generated for services such as sanitation, electric, water and sewer utilities, golf, museum and recreation fees, motor transport charges to user departments, and city and/or employee contributions to self-insurance and pension funds.



course is in good condition going into the new fiscal year. As fuel prices continue to rise, more emphasis is placed on conservation. Other policies such as vehicle usage and maintenance schedules were reviewed and will also help to decrease the charges for fleet services to user departments. Contributions for health insurance and workers compensation are projected to increase.

TAXES

This category of revenue includes General Property Taxes, 1% Special Purpose Local Option Sales Tax (SPLOST) for Road Projects and Communications Projects, Franchise Fees, State Insurance Premium Tax, Alcoholic Beverage Excise Tax, and tourism taxes such as Hotel/Motel Tax and Auto Rental Excise Tax.



effect during the latter part of FY06 for road projects and radio communications. In FY08 the City of Marietta received the bulk of the collections for the radio project which caused the spike in the graph. All other categories of taxes, such as insurance premium, tourism taxes and franchise fees, are expected to be on par with FY08 levels.

Assumptions: There is a small increase budgeted for electric service based mostly on trends. Water and sewer revenue is expected to increase due to the adoption of a tiered rate structure. This new structure was put in place partly to discourage the over-use of water resources during the state's drought conditions. The higher rates also take into consideration the increased cost for the city to purchase water. Golf course revenue is expected to increase slightly over last year. The golf course saw a decrease in revenue in FY08 due to fewer rounds and significant storm damage to the clubhouse. Repairs and renovations are complete and the golf

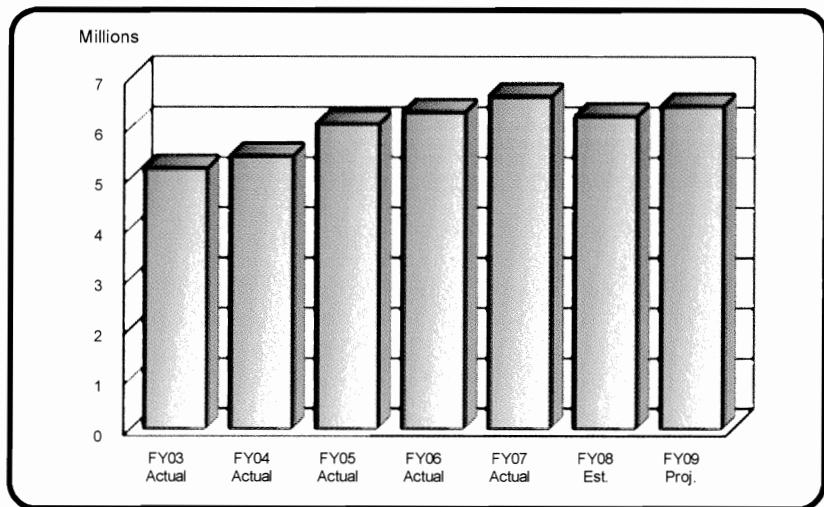
course is in good condition going into the new fiscal year. As fuel prices continue to rise, more emphasis is placed on conservation. Other policies such as vehicle usage and maintenance schedules were reviewed and will also help to decrease the charges for fleet services to user departments. Contributions for health insurance and workers compensation are projected to increase.

Assumptions: The City of Marietta adopted the same tax millage rate as last year. Marietta is not projecting revenue growth in the residential portion of this category due to a tax law that states that the amount of a reassessment increase to residential property will be granted in the form of an exemption to all homeowners receiving the state homestead exemption until the property is sold. This essentially creates a situation in which no significant amount of tax revenue can be collected due to higher property values. The growth in property tax revenue can be attributed to new homes and buildings that are added to the tax digest through redevelopment. A 1% SPLOST went into effect during the latter part of FY06 for road projects and radio communications. In FY08 the City of Marietta received the bulk of the collections for the radio project which caused the spike in the graph. All other categories of taxes, such as insurance premium, tourism taxes and franchise fees, are expected to be on par with FY08 levels.

REVENUE ANALYSIS

LICENSES AND PERMITS

This category of revenue includes business and occupation licenses and permit fees.

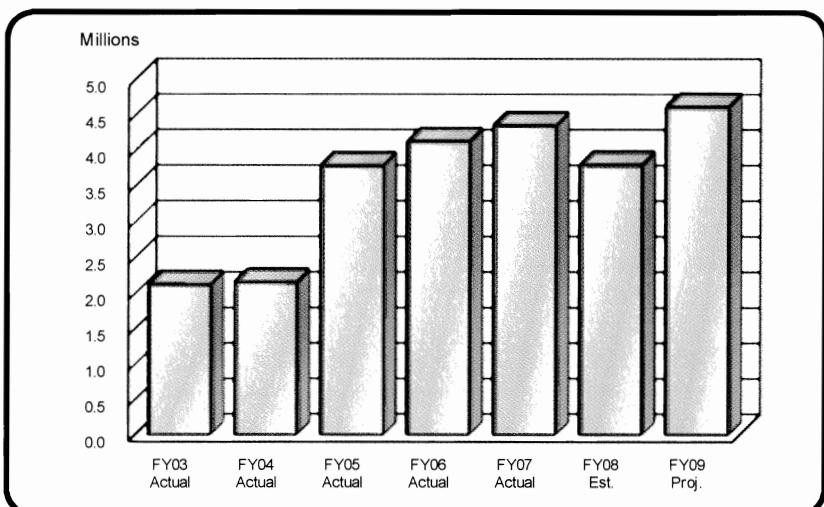


Assumptions: Revenue from business licenses decreased in FY08 after years of steady growth of 1-3% annually, although the increase in FY07's revenue collections was unusually high at 8%. Because fees are based on businesses' gross receipts, this could be a strong indicator that the local economy is now making a downward turn. Business License renewals are due in our third quarter, and we will be able to determine during the next budget process if this decrease is a new trend. If FY07's collections turn out to be the anomaly, we should be able to estimate our usual growth in the future. The decrease in permit revenue is directly related to the slump in the housing industry which is felt

throughout the nation. Between FY05 and FY07 redevelopment and major building projects in the city provided a large jump in permit collections. Redevelopment in the local area has slowed but has not stopped. The City continues to address its infrastructure and work with developers so that projects can be permitted and begin immediately as the economy rebounds.

FINES AND FORFEITS

Traffic fines and citation fees collected by the Municipal Court constitute this category of revenue.



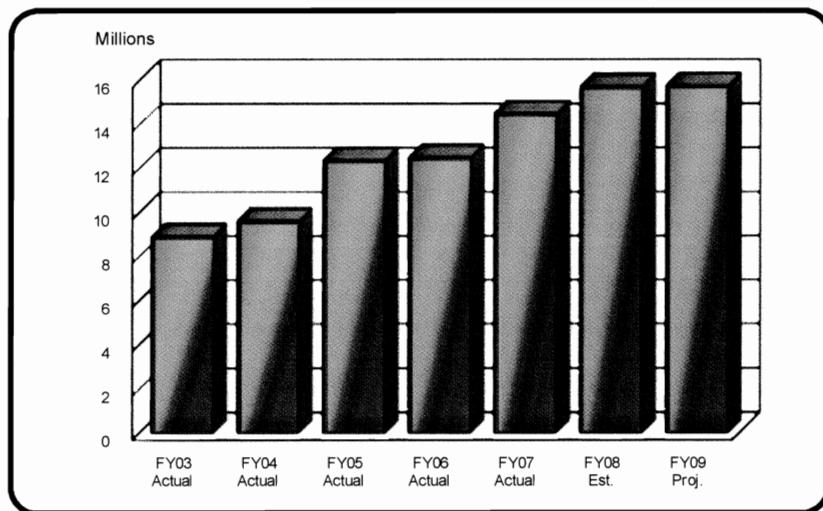
Assumptions: Marietta Municipal Court continues to run the court effectively and efficiently. The addition of more court days, printing citations in both English and Spanish, and providing foreign language interpreters on court days in order to process more cases without continuances are strategies that ensure timely collections. The intersection safety program instituted in FY05 has proven effective. In FY08 traffic fines and red-light violations dropped significantly, reversing the trend. In FY09 the revenue is expected to increase as photo enforcement of a third intersection is scheduled to come online. To supplement a still photo, a 10-second video clip

feature will be added at all three intersections. This feature is expected to reduce the number of appeals and continuances. The videos will be available to the defendants via the web and at a kiosk in the court building.

REVENUE ANALYSIS

INTERGOVERNMENTAL REVENUE

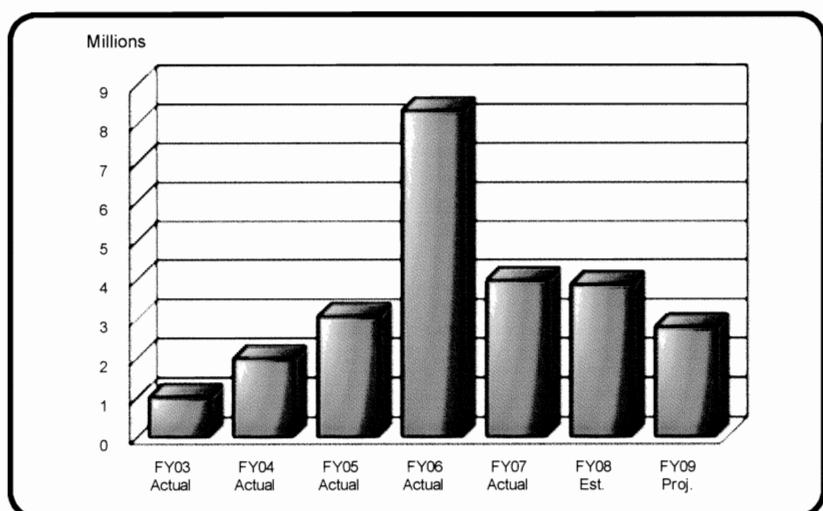
Receipts from local, state and federal governments comprise this category. These include reimbursable road construction projects, reimbursable redevelopment grants, police asset forfeiture revenue, grants for police officers and a tax equity reimbursement from the county government. HUD program grants from the federal government make up about half of the revenue in this category.



Assumptions: Reimbursements from the county for road projects funded by the 2005 SPLOST are expected to increase by more than 20% in FY09 according to a construction schedule. These projects include the building of new roads, road widening and intersection improvement projects. The federally-funded housing assistance program is expected to be at full capacity and is budgeted accordingly each year. During the year, participants come and go, therefore, reimbursement revenue may fall short of budget. Other minor grants as well as the tax equity reimbursement from the county are expected to remain at levels equal to the prior year.

OTHER FINANCING

This category includes a wide variety of revenue sources throughout all funds such as donations for parks and cemeteries, sponsorships for recreation events, insurance claim revenue, rental income, proceeds from inventory and fixed asset sales, restitution revenue, and miscellaneous receipts. Interfund transfers and fund balance appropriations are excluded from this presentation.



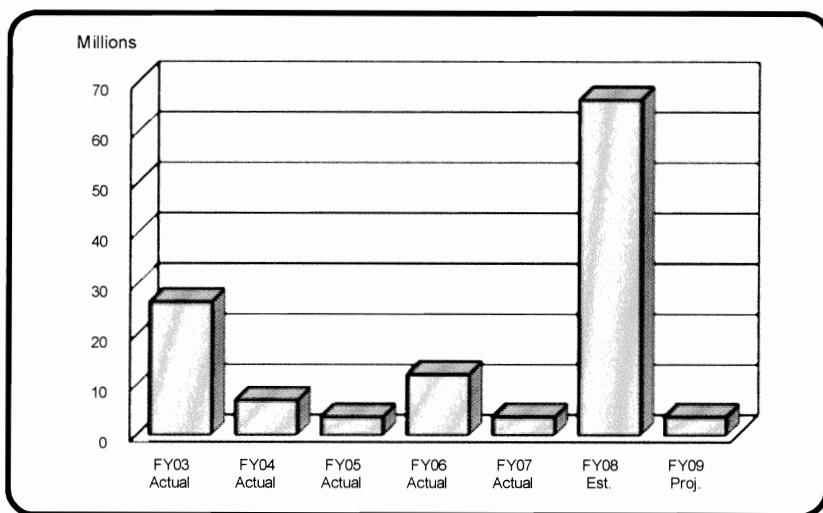
Assumptions: This is a category of revenue that is inconsistent in nature. Since these items occur randomly, they are not likely to be included in the adopted budget, which accounts for the variance in FY09. In the past, the City has received large one-time-only donations such as from estate wills or restitution for property damage to utilities. The largest part (\$4.4 million) of the increase in FY06 is due to the sale of property that the city acquired in previous years for redevelopment projects. Another parcel was sold in conjunction with Transportation road projects that same year for almost \$550,000. Rental income from the management company

of the conference center, which accounts for about \$1.67 million since FY06, constitutes more than half of FY09's budgeted figure. In addition, smaller miscellaneous sources are budgeted based on the trends of recent years.

REVENUE ANALYSIS

BOND PROCEEDS

Governmental bonds accounted for here include the City's public safety bond, two school bond issues, and a Tax Allocation District (TAD) bond for redevelopment. Also included in this presentation are Revenue bonds for a Road SPLOST acceleration project, conference center bonds, golf course bonds.

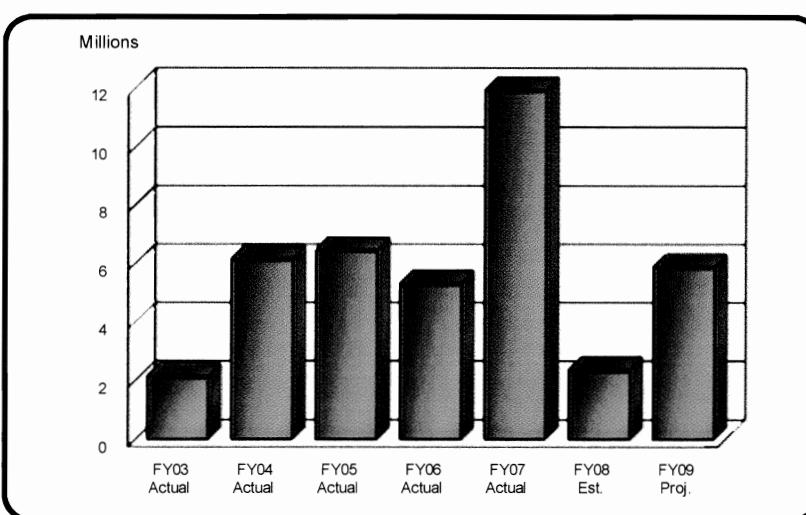


Assumptions: The school board collects a 1% Special Purpose Local Option Sales Tax (SPLOST) for the debt on one of the two school bonds. The City carries the debt and the school board reimburses the City for the principal and interest payments paid each year. It should be noted that each time the school SPLOST is scheduled to expire, if the vote to continue the SPLOST were defeated, the City would be required to raise the tax millage rate for General Property Taxes for the Debt Service Fund in order to collect the revenue for the bond payments. In 2003 the voters approved continuing the SPLOST for another 5 years, and 1% sales tax revenue will

continue to be collected and remitted to the City for the payment of the school bonds. In a separate matter in FY03, the City approved the refunding of the 1990 school bond issue with a 2002 refunding bond issue and over \$21 million in bond proceeds were received and transferred to the bond trustee to call the bonds. The increase in FY06 is due to \$8.4 million in bonds that were sold in order to fund redevelopment projects in the City Center South Renaissance (CCSR) Tax Allocation District (TAD). In FY08 the City issued two new bonds: a 2007 issue for Road SPLOST project acceleration for \$9.82 million and a 2008 issue for the conference center for \$7 million in bond proceeds. Also in FY08 the City refunded three bonds: the 1996 public safety bond issue was refunded for \$9.575 million; the 1998-A school bond issue was refunded for over \$30.5 million; and the 1996 golf course bond was refunded for over \$4.8 million.

INVESTMENT INCOME

This category of revenue includes revenue derived from interest on the cash in the bank as well as the earnings on investments.



Assumptions: This revenue source relies upon economic conditions. Up until 1999 interest income and investment earnings were tremendous sources of revenue for the City, totaling upwards of \$15 million annually. The largest benefactor of the lucrative investment earnings was the Pension Fund. However, as the economy changed in 2001 and beyond, this revenue source became more or less immaterial for certain funds, one being the General Fund. In FY07 pension investments gained \$5.4 million but lost \$3.8 million in FY08, which accounts for the variance on the graph. In FY08 interest income was stable. For FY09, interest income is expected to remain

steady and a new pension investment consultant will be brought in to maximize investment returns.

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COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

GENERAL FUND:

Accounts for the daily operating activities of the City such as Fire, Police, Recreation, Public Works, General Government, etc. The 'Transfers In' represents the transfers from the BLW towards the City's operating costs plus Indirect Cost Recoveries from the BLW Fund and Other Funds. Other 'Transfer In' funding consists of a tourism transfer from Special Revenue funds. The 'Transfers Out' includes the Indirect Cost Transfer to the BLW Fund, an operating transfer to the Golf Course to assist in paying debt service, and a transfer to the Health Insurance Fund to help fund the retiree health insurance benefit.

BOARD OF LIGHTS AND WATER (BLW) FUND:

Accounts for the operations of the Electric, Water Distribution and Collection Systems and all other activities necessary to support these functions. The 'Transfers In' represents Indirect Cost Recoveries from the General Fund and Other Funds. The 'Transfer Out' includes an operating transfer to the General Fund, an Indirect Cost Transfer to the General Fund, and a transfer to the Health Insurance Fund to help fund the retiree health insurance benefit.

DEBT SERVICE FUND:

The Debt Service Fund is used for the accumulation of resources for, and the payment of, principal and interest on General long-term debt. The 'Transfer Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund.

GOLF COURSE FUND:

This fund accounts for the receipts and disbursements of money from the operation of the City Golf Course. The 'Transfers In' represents funds received from the General Fund to help make payments toward the Golf Course debt service. The 'Transfer Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund.

CONFERENCE CENTER FUND:

This fund is used for the receipt of rental income from the hospitality management company and debt service payments for the operation of the Hilton Atlanta/Marietta Hotel & Conference Center. Hotel/motel tax receipts also offset the debt service amount.

CAPITAL PROJECTS FUND:

This fund accounts for proceeds received from Cobb County's 1% Special Purpose Local Option Sales Tax (SPLOST) collections to be used for road improvements within the city and a County-wide communications project. These collections began in 2005 and will end in 2013 with projects continuing through 2019. The 'Transfer Out' represents 50% funding of a Transportation Engineer in the General Fund.

SPECIAL REVENUE FUNDS:

The Special Revenue Funds are used to account for the proceeds of specific revenues which are legally restricted to finance specific functions or activities of government and, therefore, cannot be diverted to other uses. This fund is comprised of the Tax Allocation Districts, Cemetery Maintenance, HUD Housing Assistance Payments Program, HUD Community Development Block Grant (CDBG), Weed and Seed Program, Marietta Redevelopment Growth Fund, Grants, LLEBG, Asset Forfeiture, Radio System Core Replacement, Gone With the Wind Museum, Aurora Fire Museum, Parks, Greenspace and Tree, Hotel/Motel Tax, and Auto Rental Excise Tax Funds. The 'Transfer Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund as well as Tourism transfers to the General Fund.

MOTOR TRANSPORT FUND:

This fund accounts for repair and maintenance performed or ordered by City employees as well as fuel for vehicles owned by various City departments. The 'Transfer Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund.

SELF-INSURANCE FUNDS:

This fund is comprised of the Health Insurance, Workers Compensation, and Property/Casualty Funds. The purpose of this fund is to provide self-funding for casualty, liability, worker's compensation and medical claims. The 'Transfer In' represents the contribution from General Fund and BLW Fund for retiree health. The 'Transfer Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund.

TRUST FUNDS:

This fund is comprised of General Pension and Other Post-Employment Benefits (OPEB) Funds. The General Pension Trust Fund accounts for City contributions and benefit payments to eligible participants. The 'Transfer Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund. The OPEB Trust Fund accounts for the contributions made by the City for future benefits such as retiree health care.

FY2009 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS:	GENERAL	BLW	GOLF COURSE	CONFERENCE CENTER	DEBT SERVICE
<u>REVENUES:</u>					
Property Taxes	7,463,300				4,675,500
Other Taxes	9,685,850				
Licenses and Permits	6,428,066				
Intergovernmental	1,230,168				671,550
Charges for Services	4,009,558	126,035,831		2,072,240	
Fines and Forfeits	4,616,500				
1% Sales Tax					
Interest Earned	885,000	1,988,432			100,000
Miscellaneous Sources	482,074	491,829			1,653,450
Bond Proceeds					3,692,565
Total Anticipated Revenues	34,800,516	128,516,092	2,072,240	2,325,000	8,468,065
<u>EXPENDITURES:</u>					
Personal Services	34,795,753	14,143,549			
Operating Services	10,653,152	93,801,600	1,478,129		7,500
Appropriated Expenditures	45,448,905	107,945,149	1,478,129	7,500	0
Debt Service:					
Principal Retirement			414,719	990,000	6,140,000
Interest and Fiscal Charges			420,281	1,327,500	1,582,013
Capital Projects	1,011,890	21,368,989	99,700	0	
Total Anticipated Expenses	46,460,795	129,314,138	2,412,829	2,325,000	7,722,013
Excess (Deficit) of Revenues over Expenses	(11,660,279)	(798,046)	(340,589)	0	746,052
Transfers In	15,994,761	3,187,797		367,677	
Transfers Out	(4,334,482)	(13,682,137)		(27,088)	
Incr (Decr) in Reserves as a result of FY09 Operations	0	(11,292,386)	0	0	721,561

FY2009 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS:	CAPITAL PROJECTS	SPECIAL REVENUE	MOTOR TRANSPORT	SELF - INSURANCE	TRUSTS	TOTAL
<u>REVENUES:</u>						
Property Taxes		701,500				12,840,300
Other Taxes		2,680,000				12,365,850
Licenses and Permits						6,428,066
Intergovernmental	5,207,562	8,600,395				15,709,675
Charges for Services		88,700	2,981,954	8,856,626	5,115,098	149,160,007
Fines and Forfeits						4,616,500
1% Sales Tax	4,252,271					4,252,271
Interest Earned		165,000		150,000	2,600,000	5,888,432
Miscellaneous Sources		116,735			55,000	2,799,088
Bond Proceeds						3,692,565
Total Anticipated Revenues	9,459,833	12,352,330	2,981,954	9,006,626	7,770,098	217,752,754
<u>EXPENDITURES:</u>						
Personal Services		1,055,391	683,549			50,678,242
Operating Services		7,798,328	2,247,149	9,744,346	7,695,000	133,425,204
Appropriated Expenditures	0	8,853,719	2,930,698	9,744,346	7,695,000	184,103,446
Debt Service:						
Principal Retirement		499,195				8,043,914
Interest and Fiscal Charges	364,322	351,960				4,046,076
Capital Projects	14,566,348	50,000	35,500			37,132,427
Total Anticipated Expenses	14,930,670	9,754,874	2,966,198	9,744,346	7,695,000	233,325,863
Excess (Deficit) of Revenues over Expenses	(5,470,837)	2,597,456	15,756	(737,720)	75,098	(15,573,109)
Transfers In		2,000			1,325,946	20,878,181
Transfers Out	(39,736)	(2,702,432)	(15,756)	(48,495)	(5,010)	(20,879,627)
Incr (Decr) in Reserves as a result of FY09 Operations	(5,510,573)	(102,976)	0	539,731	70,088	(15,574,555)

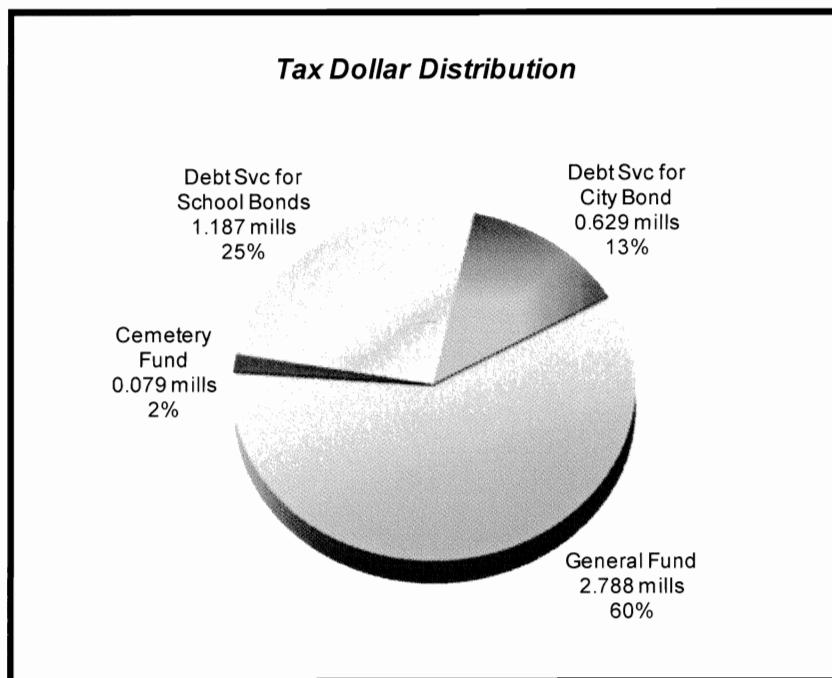
FY2009 FUND BALANCE SUMMARY

<u>Governmental Funds</u>	Beginning FY2009 Fund Balance	Anticipated Revenues	Anticipated Expenses	Projected Change in Fund Balance	Estimated Ending FY2009 Fund Balance	Designated/ Reserved	Undesignated
General	14,378,248	50,795,277	50,795,277	0	14,378,248	8,772,017	5,606,231
Tax Allocation Districts Fund	3,479,259	770,500	851,155	(80,655)	3,398,604	1,966,154	1,432,450
Cemetery Fund	893,882	246,000	335,056	(89,056)	804,826	47,282	757,544
HUD - Section 8	2,501,693	7,313,496	7,313,496	0	2,501,693	378	2,501,315
CDBG	0	187,888	187,888	0	0	0	0
Weed and Seed	162,324	279,511	279,511	0	162,324	0	162,324
Marietta Redevel. Growth	50,000	0	0	0	50,000	0	50,000
Grant Funds	1,116,964	209,500	209,500	0	1,116,964	74,317	1,042,647
Asset Forfeiture Fund	508,507	400,000	400,000	0	508,507	75,620	432,887
Radio Sys Core Replacement	454,143	116,735	0	116,735	570,878	570,878	0
Gone With The Wind Museum	0	148,700	148,700	0	0	0	0
Aurora Fire Museum Fund	2,213	2,000	2,000	0	2,213	0	2,213
Parks, Greenspace & Trees	871,729	0	50,000	(50,000)	821,729	821,729	0
Tourism Funds	0	2,680,000	2,680,000	0	0	0	0
Capital Projects Fund	20,640,267	9,459,833	14,970,406	(5,510,573)	15,129,694	3,863,322	11,266,373
Debt Service	3,667,628	8,468,065	7,746,504	721,561	4,389,189	0	4,389,189
Governmental Funds Total	48,726,857	81,077,505	85,969,493	(4,891,988)	43,834,869	16,191,696	27,643,173

REVENUE SUMMARY

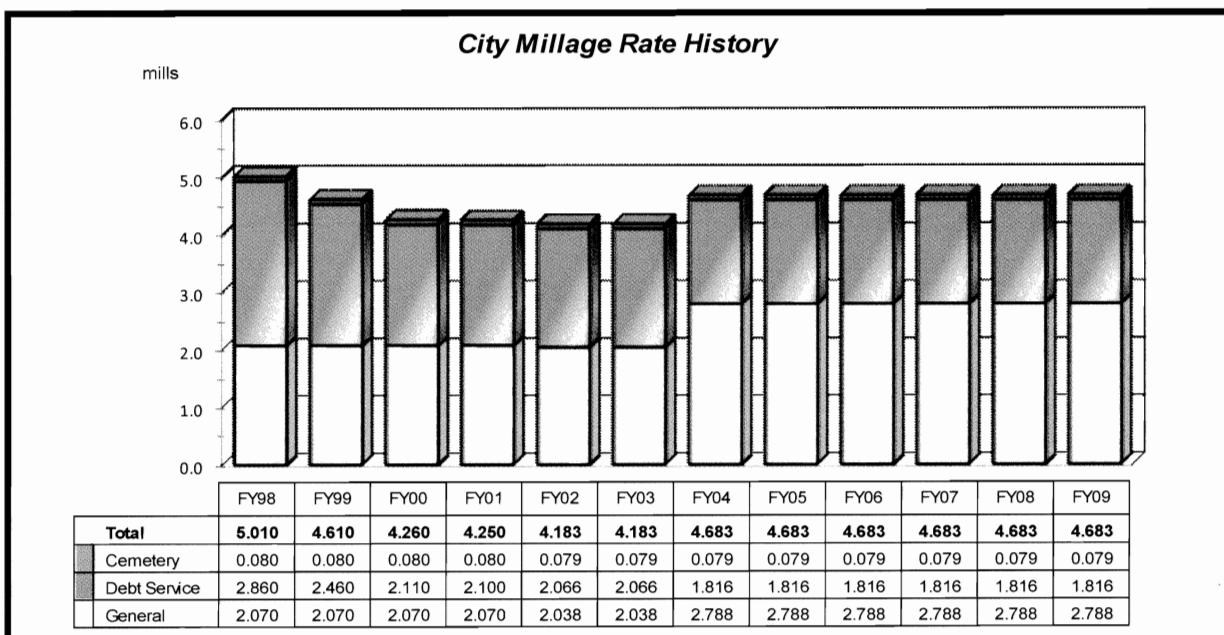
Marietta's Revenue is derived from eight basic categories, Charges for Services, Taxes, Licenses and Permits, Fines and Forfeits, Intergovernmental Revenue, Other Financing Sources, Bond Proceeds, and Investment Income. These categories span the 31 funds of Marietta city government.

Property tax collections provide revenue for the General Fund and Cemetery Fund for maintenance and operations and the Debt Service Fund for the payment of school bonds and a city bond for the public safety complex. The City Council adopted the same millage rates for each of the levies as the last five years.



The graph to the left shows the tax dollar distribution for the four levies. The General Fund portion is 2.788 mills which is expected to generate approximately \$7.46 million dollars. The school bond portion of the Debt Service millage rate is 1.187 mills and the city bond portion is set at 0.629 mills. These levies are estimated to bring in about \$4.6 million. The cemetery portion is 0.079 mills which should produce about \$201,000 for cemetery maintenance. This brings the total millage rate to 4.683 mills. All in all, a typical tax bill for property assessed at \$100,000 with a homeowner under the age of 62 would be approximately \$187. This is exclusive of the School Board's levy. Homeowners may apply for homestead exemptions which would reduce this amount if eligible.

The graph below shows a history of Marietta's millage rate.

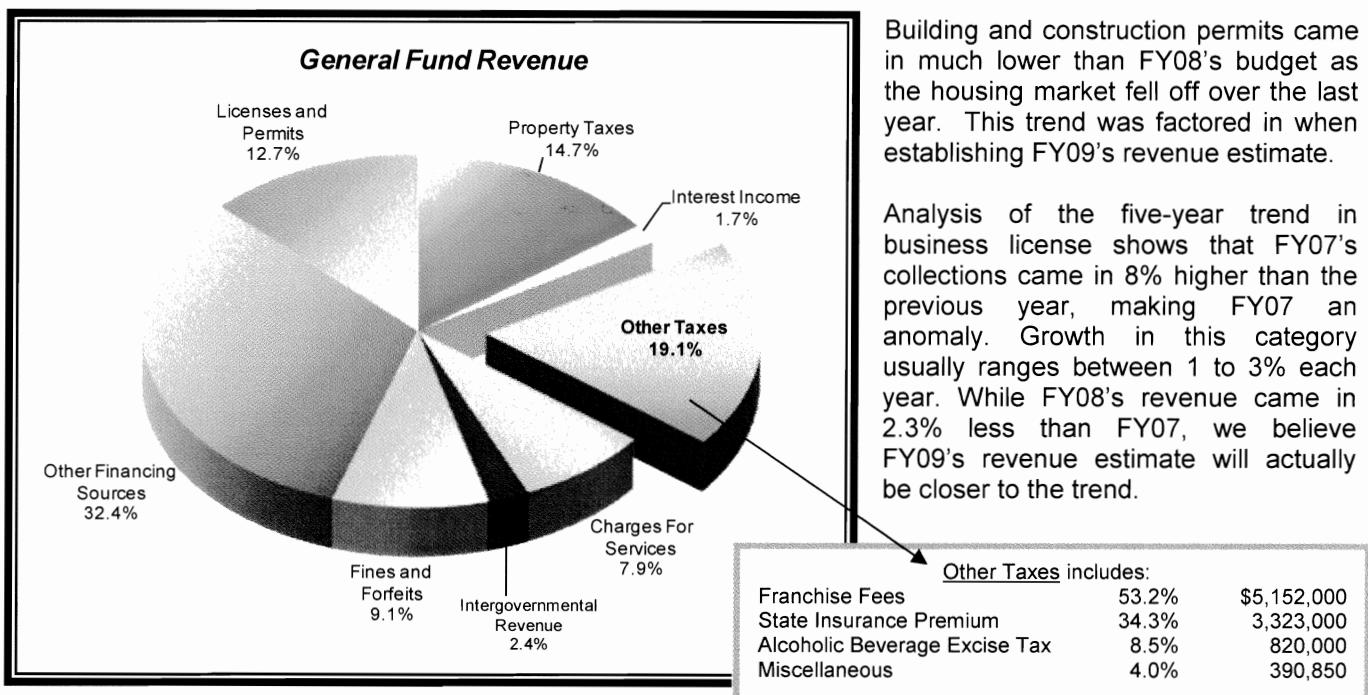


REVENUE SUMMARY

GENERAL FUND

The General Fund differs from the other funds because it has a variety of revenue sources. The graph below shows the sources of revenue along with the percent each contributes to the total amount budgeted of \$50,795,277. The percentages that each of these categories contributes to the General Fund remains rather constant from year to year.

There are no tax increases or user fee increases approved for the FY09 budget. The growth in the general fund for the coming year is expected to be minor. General Property Taxes are estimated to increase by 2%, based on growth in the digest. This is due to Marietta's redevelopment that has taken place in the last few years. We expect minor increases and decreases within the Other Taxes category. FY09 should bring an increase in fines revenue. Photo red-light enforcement of a third intersection will account for the increase.



The Other Financing Sources category includes the operating transfer of \$10.5 million from the Board of Lights and Water (BLW) Fund. This interfund transfer accounts for 20.7% of the General Fund's revenue. Also budgeted in this category is the indirect cost recovery from the BLW Fund and other funds of the city, which totals about \$2.775 million. In the past, tourism revenue from Hotel/Motel Tax and Auto Rental Excise Tax were received directly into the General Fund. Beginning in FY07, these receipts are received and accounted for in separate Special Revenue funds and then transferred to the General Fund. This is noteworthy due to the fact that the tourism taxes anticipated for FY09 amount to 5.3% or \$2.68 million of the general fund budget.

It is important to note that because Marietta has diverse revenue sources, the sluggish national and local economies in the recent past have not caused any major cut backs in services provided to the citizens because of a lack of funding. However, it has caused Marietta to slow down the addition of new personnel or programs. Marietta is fortunate in that all levels of employees look for ways to cut costs or improve services as a strategy to maximize our limited resources.

BOARD OF LIGHTS AND WATER FUND

The Board of Lights and Water (BLW) projects to receive 88% of its revenue from the operation of the electric, water and sewer utilities. Another 7.9% is an appropriation of retained earnings, which will be used to fund major infrastructure improvements and additions. The remaining 4.1% of its income is derived from miscellaneous

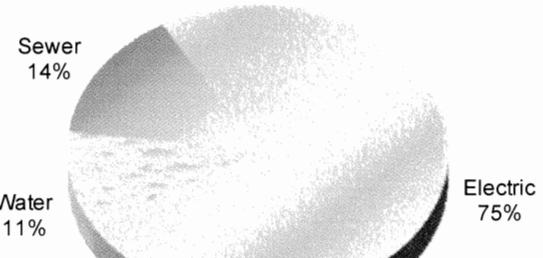
REVENUE SUMMARY

sources such as investment earnings, lease of building space, and indirect cost recovery of nearly \$3.2 million from the General Fund and miscellaneous funds of the city.

Charges for Services is the largest category of revenue, which is budgeted at \$126 million for FY09. Electric, water and sewer sales are projected to contribute 75%, 11% and 14%, respectively, to this category of revenue.

This distribution of utility revenue remains rather constant from year to year. In the coming year the BLW's utility sales will, of course, be determined by the prevailing weather conditions. Summertime heat and drought conditions are the two of the biggest factors facing Marietta's utility enterprise fund annually. Like most jurisdictions in the Atlanta metro area, Marietta has a partial outdoor watering ban in place. However, as the BLW pays more for water, the cost has also increased to our customers. This accounts for some of the revenue increase we see in this fund. As we look to the future, we must also consider when the city's redevelopment projects are likely to have an effect on the BLW's growing customer base and bottom line. Marietta is poised to rebound in this area as soon as the tide turns, due to the BLW continuing with its infrastructure enhancements and service to redeveloping areas and new customers.

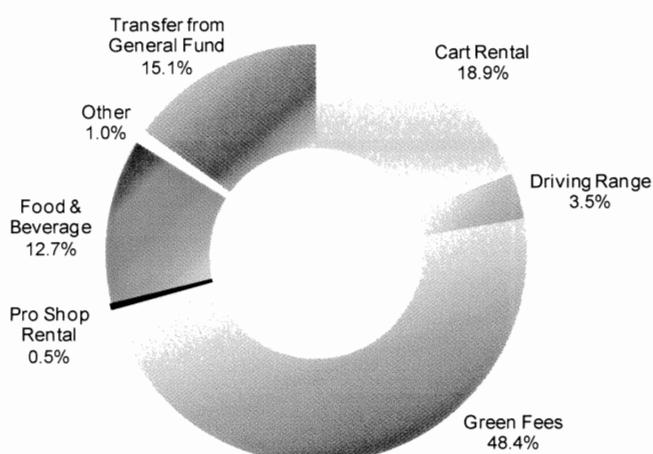
Utility Revenue Distribution



GOLF COURSE FUND

The Golf Course Fund receives its revenues mainly through user fees from rounds, driving range, as well as food and beverage services. Additional revenue comes from a transfer from the General Fund to use toward debt service payments.

Golf Course Revenue



The numbers of players and associated revenue in recent years were used in estimating the budget for FY09. Last year the golf course had approximately 35,630 players compared to 40,511 the previous year. Revenue in FY08 decreased by almost 10% from the prior year. This can be attributed to not only economic conditions in the local area but also to storm damage to the golf course, the clubhouse, and its covered veranda mid-year.

The clubhouse has been renovated to accommodate large golf outings, meetings, and gatherings. During the current fiscal year, the kitchen will undergo a renovation as well, which will further afford the golf course the ability to increase its catering business and associated revenue.

Although the local area has been in severe drought for a few years, there is a natural spring-fed pond on the course that is used to water the greens and fairways. The course is well maintained and is expected to see more play when economic conditions become more favorable.

REVENUE SUMMARY

OTHER FUNDS

The reimbursements from the federal government for the Section 8 housing assistance program is based on the maximum number of authorized participants in the program. Marietta's program is projected to stay 100% occupied throughout the coming budget year.

The SPLOST Fund accounts for the 1% sales tax collections dedicated for road projects and a county-wide communications system. Road projects will generate over \$4.25 million with an additional \$5.2 million coming from Cobb County for reimbursable road projects. There is a fund balance appropriation of \$5.5 million in FY09, which are actually bond proceeds from last year. The bond was issued in order to accelerate the projects. The actual 1% sales tax collections will pay the debt service on the bond. Collections for the 800 MHz radio communications project were completed in FY08.

The Marietta Gone With the Wind Museum, "Scarlett on the Square", is a tourist attraction that is expected to draw more than 6,000 visitors to Marietta's downtown area. This fund accounts for admission revenue, gift shop sales and funds generated by special events, and it is partially supported by grants that flow through the Welcome Center with funds derived from tourism revenue.

Tourism funds from Hotel/Motel Tax and Auto Rental Excise Tax are now received and accounted for in two new special revenue funds instead of the General Fund. Hotel/Motel collections are transferred to the General Fund monthly and distributed to the required agencies, such as the Welcome Center, Cobb Galleria Convention Center, and the Marietta Conference Center. Auto Rental Excise Tax are also transferred to the General Fund monthly, where it is granted to local museums, theatres and historic societies to assist in bringing tourism to the historic downtown Marietta area.

The Conference Center Fund receives its revenue from rental income received from the hotel's management company as well as hotel/motel taxes collected by the city for the operation of a conference center. In FY08, a revenue bond for \$7 million was issued for the renovation of the conference center for the transition to the Hilton brand.

INTERNAL SERVICE FUNDS

The Internal Service Funds receive their financing from the General Fund, BLW, Cemetery, HUD, and CDBG Funds. The revenue for these funds is based on the amount needed to cover their projected expenses. Marietta is a self-insured entity. As the cost of claims increases, the amount the City and its employees contributes to the fund must increase. Contributions were relatively high in FY08 due to a one-time appropriation of \$190,000 by the General Fund and BLW Fund at year end, plus a refund of over \$144,000 from the third party administrator. Excluding those factors, there is a 5% increase in contributions budgeted in the Health Insurance Fund for FY09. Likewise, the Workers Comp Fund will charge its user departments more than last year in order to cover projected claims for the upcoming year. The Property and Casualty Fund receives its revenue through charges to the General Fund and the BLW Fund to cover the cost of premiums and claims.

PENSION TRUST FUNDS

The revenue in the pension fund is derived from charges to all funds for all eligible employees at a rate of 14.5% of salaries. This rate is an increase from 13.5% in FY08. An analysis is done each year to evaluate this rate of contribution into the fund. Investment earnings play a substantial role in this fund's strength as well. The Other Post-Employment Benefits (OPEB) Trust Fund was established in FY08 and there is \$55,000 budgeted for FY09.

In conclusion and as highlighted herein, the overall revenue picture for FY2009 is sound. No new taxes, tax increases or fee increases are implemented with the passage of this budget. Despite concerns for the national and local economies, Marietta remains stable. Marietta is deliberate in maximizing its financial and personnel resources and has a fiscally conservative philosophy that has sustained the city during hard economic times. In the coming years, the main focus for the City will be planned redevelopment and growth, which in turn, will increase revenue collections in the future.

EXPENDITURE SUMMARY

Marietta's Expenditure Budget is thoughtful, conservative and provides services that meet or exceed last year's levels. The total budget for FY09 is \$254,205,490 for all City funds, excluding planned reserve increases, compared to last year's estimated actual expenditures of \$250,537,605. As in recent years, the FY09 budget addresses economic development and redevelopment across several funds, which is a major issue for Marietta. Other highlights for each fund are detailed as follows:

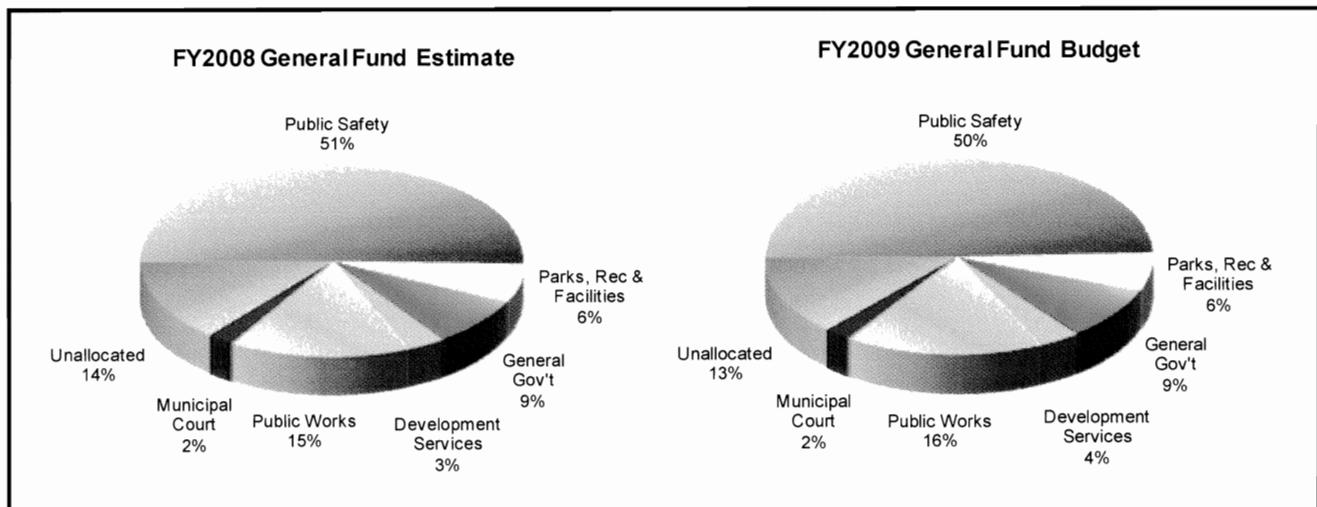
GENERAL FUND

The total budget for the General Fund is 1.9% more than last year's estimated expenses. Total salaries and benefits are budgeted below the 100% mark, as we rely on turnover and vacancies in personnel to make up salary savings. In FY09 the salary savings is budgeted at about -\$546,000. This allows us to plan our spending more efficiently and put otherwise unused dollars toward programs and services. A city-wide compensation and classification study was accomplished and FY09's budget has \$370,000 set aside for salary adjustments effective July 2008. A 3% market increase is planned for all employees effective January 1, 2009.

A concerted effort by the administration to reduce spending plays a big part in controlling the budget. Departments were asked to cut 7% from their operating budgets without effecting service levels or programs. This was a strategy to offset uncontrollable expenses, such as rising fuel costs, landfill fees and waste recycling, prisoner housing expenses, as well as general government costs such as mandates on stormwater drainage, contract maintenance services, and many others. In FY09 Marietta will begin contracting the administration of the photo red-light enforcement program. This decreases our personnel costs but increases our operating costs, for a net savings of \$60,000 annually.

The General Fund capital budget for FY09 is just over \$1 million. In FY08 Marietta purchased a pumper truck in addition to the average \$1 million capital budget. The FY09 capital budget includes the usual rotation of vehicles for Police, large equipment purchases such as a garbage truck, dump truck, bucket truck, a mounted water tank for reclaimed rain water, plus a couple replacement municipal vehicles. The yearly resurfacing of tennis and basketball courts as well as other miscellaneous items such as over sized mowers, computers and other equipment round out the General Fund capital budget. More details can be found in the capital section of this book.

The budget allocations to the various activities of the General Fund are illustrated in the graphs below. The allocation of funds remained rather steady from last year.



EXPENDITURE SUMMARY

OTHER FUNDS

Most Special Revenue Funds expenditures are budgeted in FY09 to be consistent with previous years. However, in the HUD fund total housing assistance payments were below budget in FY08. The FY09 projection includes a budget figure that is in line with the federal budget for reimbursements. In FY09 the federal grant program, Weed and Seed, is budgeted in its own fund instead of the General Fund. This law enforcement and community development program receives grants through partnerships as well. The tourism funds are budgeted at nearly the same level as FY08. These funds are transferred to the General Fund in order to be disbursed to the Welcome Center, Cobb Galleria and the Marietta Conference Center as well as several local museums and historical attractions in the downtown area.

The FY09 budget includes large increases in capital project expenditures over last year. The 1% SPLOST for new roads and improvements to current roads is budgeted at \$14.57 million compared to \$6.9 million spent last year. This can be attributed to the fact that a bond was issued in FY08 in order to use the proceeds to accelerate the project schedule. The debt service will be paid from the 1% sales tax collections. Also accounted for in the SPLOST fund is the county-wide communications project. The collection period concluded in FY08, and the 1% proceeds were used to outfit public safety employees with new 800 MHz radios. Marietta established a team to review proposals and test equipment and was able to save more than \$300,000, which will be used for future radio replacements and purchases.

Marietta refunded three bonds in FY08 with new issues at lower interest rates. This will save the city about \$2.5 million over the life of the debt. The debt service payments will be less than prior years. The public safety refunding bond will save an average of 78,000 per year. The refunded school bond will produce savings each year along with a savings of over \$1.5 million on the last payment in 2019. The golf course refunded bond will save the city about \$61,500 annually in debt service payments beginning in FY10. Other planned expenditures at the golf course include cart path resurfacing, greens equipment, a tree planting project, and a kitchen remodel and upgrade in the clubhouse. In the Conference Center Fund, the FY09 budget provides for the payment of debt service obligations from the proceeds of rental income from the hotel management company.

INTERNAL SERVICE FUNDS

In order to control costs in the Health Insurance fund, changes were made to the benefit structure and coverage plan before the start of FY08. As it is the nature of self-insured funds, we have seen some increases and decreases throughout recent years. FY09 is budgeted at \$6.4 million for claims, with a contingency of \$70,000 if needed. In the Workers Comp Fund, we've seen a slight downward trend in the benefit payments in recent years. The Property and Casualty fund is budgeted less than last year as we have realized savings in the benefit payments category since FY04.

The Fleet Maintenance shop provides fuel and vehicle services to all departments of the City. Controllable expenses are cut back in order to offset the increases in uncontrollable expenses.

TRUST FUNDS

The FY09 budget provides for continued retirement benefit payments to an ever-increasing pool of retirees. Pension benefit payments are budgeted at the same level as last year's budget although the actual payments were 4.5% below budget. The Other Post-Employment Benefits (OPEB) Fund is not expected to make any expenditures, so a planned reserve increase is budgeted at \$55,000.

BOARD OF LIGHTS AND WATER FUND

The BLW's expense budget is \$143 million. This is 3% less than last year's approved budget but 10.4% higher than the FY08 estimated actual. There are two areas that stand out when looking at the variances. The cost of goods sold category of expenditures came in 10% below budget in FY08. In addition, there were savings in the capital budget of about 5.8%.

EXPENDITURE SUMMARY

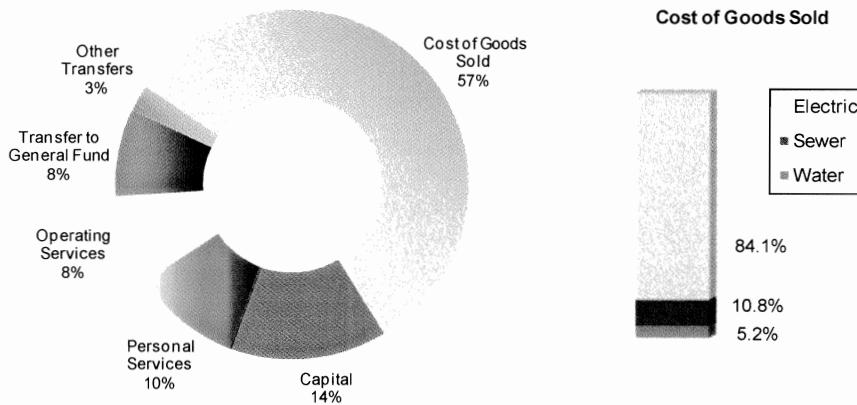
The salary and benefits budget includes the deletion of four unfilled positions and the reclassifying of four others. The city-wide compensation and classification study adjustment is budgeted at \$175,000 for the BLW. A 3% market increase is included for all employees in this budget effective January 1, 2009.

The Cost of Goods Sold in Electrical and Water/Sewer are far and away the largest expense for the utility. Electricity for resale is budgeted at \$67.8 million, which represents a 6.4% increase over last year's adopted budget. Meanwhile water and sewer services for resale are budgeted at \$13.9 million which is a 1.5% increase over FY08's approved budget.

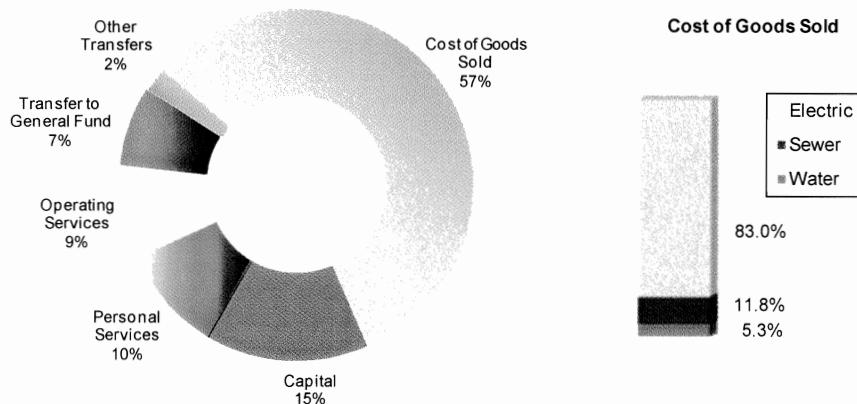
In FY09 capital projects are budgeted at \$21.39 million. While the normal capital projects such as sewer rehabilitation, water main replacements, and electrical service to new customers remain the backbone of the capital budget, much work has been completed in redevelopment areas and along roads where SPLOST projects are scheduled. Of the \$18.6 million budgeted for capital projects, 25% is set aside for SPLOST projects. These projects are aggressive but necessary in order for the BLW to remain a leader in the utility business. The BLW has the fortunate ability to ensure reliable utility service at low rates.

The graphs below compare the expenditure distribution from FY08 to FY09.

FY2008 BLW Fund Estimate



FY2009 BLW Fund Budget



In conclusion, the budget for FY09 is sound and conservative, and it should be noted that the City administration, in concert with the elected officials and department directors, have made a diligent effort to generating innovative ideas and finding cost cutting measures in order to provide the highest level of services to our citizens and customers.

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AGGREGATE DEBT SERVICE

The City of Marietta currently has bonds outstanding, including general obligation bonds and revenue bonds. Below is a description of the bonds that are included in the table on the following pages. This is an all-inclusive list. The city's utility enterprise fund, Board of Lights and Water (BLW), has no debt.

DEBT SERVICE FUND:

Public Safety General Obligation Bond:

This bond was originally issued in 1995 for the construction and equipping a Police precinct and Municipal Court building, major renovations to Fire Station #1, along with a fire museum and conference rooms, and construction of two new fire stations. This bond was refunded in 2007 saving approximately \$628,000 over the remaining eight years.

School General Obligation Bonds:

There are two school bonds. The first one was originally issued in 1990 for the acquiring, constructing and equipping school buildings in city school district and it was refunded in 2002. The second bond was originally issued in 1998 for the acquiring, constructing and equipping school buildings including the construction of a new high school. The 1998 bond was refunded in 2008, saving approximately \$1.5 million over the remaining eleven years. There is a one-year overlap in FY09 of the unrefunded portion of \$595,000 in principal plus the new refunded portion. The principal and interest for the 1998 school bond issue and the 2008 refunding school bond is paid from proceeds of a 1% sales tax as approved by the voters.

SPECIAL REVENUE FUND:

Tax Allocation District (TAD) Bond:

The Tax Allocation District bonds were issued in 2005 in the amount of \$8,400,000 for the purpose of funding infrastructure improvements and redevelopment in the Center City South Renaissance tax allocation district. As property within the TAD is redeveloped and improved, the City receives new property tax revenues as a result of the increased property values. The new revenue is used to pay the debt service on the TAD bond.

CAPITAL PROJECTS FUND:

SPLOST Acceleration Revenue Bond:

A bond was issued in 2007 to finance the costs of acquiring, constructing, reconstructing, equipping, and improving public streets, sidewalks, and streetscape and median improvements in the City. The debt service on the bond will be paid with proceeds from the 1% SPLOST for the same purpose. The bond was issued for \$9,820,000 with a five-year pay back schedule. The issuance of the bond allows the road projects schedule to accelerate because the funds are available all at once and provides for multiple projects to be underway simultaneously.

ENTERPRISE FUNDS:

Golf Course Revenue Bond:

The golf course revenue bonds were originally issued in 1990 with two issues: Series A for golf course redevelopment and Series B for golf course acquisition, both totaling \$9,352,452 and were refunded in 1995 for \$7,776,906. In 2008 the golf course bonds were refunded for \$4,835,000 beginning with the FY10 payment. The FY09 payment was unrefunded. The total savings to the City for the refunding issue is \$430,947 over the remaining eight years of the bond.

Conference Center Revenue Bonds:

In 1996 conference center revenue bonds were issued with two issues, Series A for \$13,000,000 and Series B for \$12,810,000, for the purpose of refunding the prior bond for \$22,100,000 and for the acquiring, constructing and installing the conference center and renovating Brumby Hall and Gardens, which is a component of the project. This historic home and gardens is located on the property and is used for special events. In 2003 revenue bonds were issued for \$4,315,000 for the purpose of financing the payment of the termination fee payable to the management company at the time, and for the repaying advances made by the city for working capital. In 2008 bonds for \$7,000,000 were issued for the purpose of renovating and equipping the conference center and converting the facility to a Hilton property. The City's lease agreement with the current management company covers all debt service payments on the facility.

AGGREGATE DEBT SERVICE

	Public Safety		School		School		TOTAL	
	General Obligation	2007 Refunding Issue	General Obligation	1998-A Issue/2008 Refunding	General Obligation	2002 Refunding Issue	GENERAL OBLIGATION	BONDS
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
Outstanding	<u>\$ 9,575,000</u>		<u>\$ 32,800,000</u>		<u>\$ 8,880,000</u>		<u>\$ 51,255,000</u>	
Due Dates		July 1 & Jan 1		Feb 1	Aug 1 & Feb 1		Dec 1 & June 1	
Maturities for F/Y/E June 30:	Jan. 1				June 1			
2009	1,005,000	352,964	2,805,000	887,565	2,330,000	337,884	6,140,000	1,578,413
2010	1,050,000	312,445	2,700,000	1,003,333	2,420,000	254,004	6,170,000	1,569,782
2011	1,105,000	274,164	2,785,000	913,018	2,525,000	162,044	6,415,000	1,349,226
2012	1,155,000	233,878	2,875,000	819,860	1,605,000	64,200	5,635,000	1,117,938
2013	1,215,000	191,769	2,975,000	723,691	-	-	4,190,000	915,460
2014	1,285,000	147,473	3,075,000	624,177	-	-	4,360,000	771,650
2015	1,345,000	100,624	3,175,000	521,318	-	-	4,520,000	621,942
2016	1,415,000	51,588	3,285,000	415,115	-	-	4,700,000	466,703
2017	-	-	3,410,000	305,231	-	-	3,410,000	305,231
2018	-	-	3,545,000	191,167	-	-	3,545,000	191,167
2019	-	-	2,170,000	72,587	-	-	2,170,000	72,587
2020	-	-	-	-	-	-	-	-
2021	-	-	-	-	-	-	-	-
2022	-	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-	-
2024	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-
	<u>\$ 9,575,000</u>	<u>\$ 1,664,905</u>	<u>\$ 32,800,000</u>	<u>\$ 6,477,060</u>	<u>\$ 8,880,000</u>	<u>\$ 818,132</u>	<u>\$ 51,255,000</u>	<u>\$ 8,960,097</u>

AGGREGATE DEBT SERVICE

Tax Allocation District Governmental Bonds 2005 Issue			SPLOST Acceleration Revenue Bond 2007 Issue		Golf Course Revenue Bond 1995 Issue/2008 Refunding	
	Principal	Interest	Principal	Interest	Principal	Interest
Outstanding	<u>\$ 8,400,000</u>		<u>\$ 9,820,000</u>		<u>\$ 5,249,719</u>	
Due Dates						
	Dec 15	Dec 15	June 1	Dec 1 June 1	July 1	July 1
Maturities for F/Y/E June 30:						
2009	499,195	351,960	-	364,322	414,719	420,281
2010	520,111	331,044	675,000	364,322	630,000	143,518
2011	541,904	309,251	3,775,000	339,280	655,000	114,628
2012	564,610	286,545	5,370,000	199,227	670,000	96,773
2013	588,267	262,888	-	-	690,000	78,509
2014	612,915	238,240	-	-	710,000	59,699
2015	638,596	212,559	-	-	725,000	40,345
2016	665,353	185,801	-	-	755,000	20,581
2017	693,232	157,923	-	-	-	-
2018	722,278	128,877	-	-	-	-
2019	752,541	98,613	-	-	-	-
2020	784,073	67,082	-	-	-	-
2021	816,926	34,229	-	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
2027	-	-	-	-	-	-
	<u>\$ 8,400,000</u>	<u>\$ 2,665,013</u>	<u>\$ 9,820,000</u>	<u>\$ 1,267,151</u>	<u>\$ 5,249,719</u>	<u>\$ 974,334</u>

AGGREGATE DEBT SERVICE

	Conference Center Revenue Bonds 1996 Series A		Conference Center Revenue Bonds 1996 Series B		Conference Center Revenue Bonds 2003 Series		Conference Center Revenue Bonds 2008 Series	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
Outstanding	<u>\$ 13,000,000</u>		<u>\$ 7,095,000</u>		<u>\$ 4,315,000</u>		<u>\$ 7,000,000</u>	
Due Dates								
Maturities for F/Y/E June 30:	July 1	Monthly	July 1	Monthly	July 1	Monthly	July 1	Monthly
2009	-	680,420	990,000	371,352	-	238,361	-	-
2010	-	680,322	1,045,000	319,490	-	238,328	-	-
2011	-	680,336	1,100,000	264,808	-	238,333	-	145,100
2012	-	680,336	1,160,000	207,241	-	238,333	-	454,325
2013	-	626,697	1,225,000	140,043	-	219,486	-	413,374
2014	-	734,044	1,295,000	88,932	-	257,203	-	495,309
2015	1,085,000	680,336	280,000	14,653	-	238,333	-	454,325
2016	1,440,000	623,554	-	-	-	238,333	-	454,325
2017	1,520,000	548,261	-	-	-	238,361	-	454,370
2018	1,605,000	438,263	-	-	-	219,453	-	413,378
2019	1,690,000	391,636	-	-	-	238,333	-	454,272
2020	1,785,000	319,598	-	-	-	257,207	-	495,320
2021	1,885,000	202,817	-	-	-	238,361	-	454,370
2022	1,990,000	104,142	-	-	-	238,328	-	454,317
2023	-	-	-	-	2,100,000	238,333	-	454,325
2024	-	-	-	-	2,215,000	122,342	-	413,382
2025	-	-	-	-	-	-	2,160,000	495,313
2026	-	-	-	-	-	-	2,340,000	314,128
2027	-	-	-	-	-	-	2,500,000	162,259
	<u>\$ 13,000,000</u>	<u>\$ 7,390,762</u>	<u>\$ 7,095,000</u>	<u>\$ 1,406,519</u>	<u>\$ 4,315,000</u>	<u>\$ 3,697,426</u>	<u>\$ 7,000,000</u>	<u>\$ 6,982,191</u>

AGGREGATE DEBT SERVICE

	Total Conference Center Revenue Bonds		TOTAL REVENUE BONDS
	Principal	Interest	Principal
Outstanding	<u>\$ 31,410,000</u>		<u>\$ 46,479,719</u>
Due Dates			
Maturities for F/Y/E June 30:	July 1	Monthly	
2009	990,000	1,290,132	1,404,719
2010	1,045,000	1,238,139	2,350,000
2011	1,100,000	1,328,577	5,530,000
2012	1,160,000	1,580,235	7,200,000
2013	1,225,000	1,399,601	1,915,000
2014	1,295,000	1,575,488	2,005,000
2015	1,365,000	1,387,647	2,090,000
2016	1,440,000	1,316,212	2,195,000
2017	1,520,000	1,240,992	1,520,000
2018	1,605,000	1,071,095	1,605,000
2019	1,690,000	1,084,241	1,690,000
2020	1,785,000	1,072,125	1,785,000
2021	1,885,000	895,548	1,885,000
2022	1,990,000	796,787	1,990,000
2023	2,100,000	692,658	2,100,000
2024	2,215,000	535,724	2,215,000
2025	2,160,000	495,313	2,160,000
2026	2,340,000	314,128	2,340,000
2027	2,500,000	162,259	2,500,000
	<u>\$ 31,410,000</u>	<u>\$ 19,476,899</u>	<u>\$ 46,479,719</u>
			<u>\$ 21,718,383</u>

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GENERAL FUND

The General Fund is the principal fund of the City and is used to account for all activities of the City not included in other specified funds. The General Fund accounts for the normal recurring activities of the City, such as police, fire, parks and recreation, public works, general government, etc.

GENERAL FUND

SUMMARIZED OPERATING BUDGET FY2009

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
Mayor	86,786	7,470	0	94,256
Council	165,268	91,911	0	257,179
City Manager's Office	649,997	188,725	0	838,722
City Clerk	155,485	38,190	0	193,675
City Attorney	0	525,000	0	525,000
Civil Service Board	6,000	445	0	6,445
Total General Administration	1,063,536	851,741	0	1,915,277
Municipal Court	1,015,837	149,529	7,833	1,173,199
Finance				
Administration	256,649	65,790	0	322,439
Accounting	394,083	18,185	0	412,268
Budget	153,573	7,195	0	160,768
Tax	222,180	53,620	0	275,800
Business License	282,858	10,200	0	293,058
Purchasing	270,187	17,730	0	287,917
Total Finance	1,579,530	172,720	0	1,752,250
Human Resources and Risk Mgmt	713,703	193,656	10,465	917,824
Development Services				
Planning and Zoning	1,111,718	108,284	0	1,220,002
Economic Development	176,589	120,443	0	297,032
Planning Commission	12,600	0	0	12,600
Board of Zoning Appeals	8,400	0	0	8,400
Historic Preservation Committee	0	16,300	0	16,300
Total Development Services	1,309,307	245,027	0	1,554,334
Redevelopment (MRC)	174,135	87,925	1,835	263,895
Public Works				
Admin, Engineering & Drafting	702,782	123,494	0	826,276
Board of Building Code Appeals	3,500	0	0	3,500
Bldg Inspect & Code Enforcement	534,371	28,166	0	562,537
Sanitation	1,995,702	1,463,991	150,000	3,609,693
Streets and Traffic Administration	179,743	0	0	179,743
Streets	1,572,694	557,172	98,500	2,228,366
Traffic Services	588,954	127,121	160,000	876,075
Total Public Works	5,577,746	2,299,944	408,500	8,286,190

GENERAL FUND

SUMMARIZED OPERATING BUDGET FY2009

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
Parks, Recreation and Facilities				
Administration	811,560	77,786	18,700	908,046
Programs & Events	0	132,764	0	132,764
Rec Centers & Athletics	0	59,785	12,500	72,285
Buildings Maintenance	506,184	504,008	1,200	1,011,392
Grounds Maintenance	536,064	318,663	26,700	881,427
Keep Marietta Beautiful	79,652	4,250	0	83,902
Total Parks, Rec. and Facilities	1,933,460	1,097,256	59,100	3,089,816
Police				
Support Services	11,324,497	1,275,717	27,997	12,628,211
Uniform Patrol Services	0	765,719	273,750	1,039,469
Investigative Services	0	13,925	88,800	102,725
Total Police	11,324,497	2,055,361	390,547	13,770,405
Fire				
Administration	360,138	11,880	0	372,018
Rescue	0	99,349	111,110	210,459
Suppression & Emergency Svcs	8,498,702	636,268	22,500	9,157,470
Prevention	711,198	28,140	0	739,338
Training	535,187	281,395	0	816,582
Apparatus Svc and Maint	0	15,873	0	15,873
Total Fire	10,105,225	1,072,905	133,610	11,311,740
Non-departmental	(1,223)	6,761,570	0	6,760,347
Total Operating Budget	\$34,795,753	\$14,987,634	\$1,011,890	\$50,795,277

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CITY GENERAL ADMINISTRATION

The Mayor is the chief executive officer of the City and has general supervision over all its affairs. Elected at-large for a four-year term that runs concurrently with the terms of Council members, the Mayor presides over City Council meetings though only votes to break ties.

The City Council is comprised of 7 members who are elected from each of the seven districts in the City and serve for a four-year term, which run concurrently. The City Council enacts ordinances and resolutions, adopts an annual budget, establishes the tax levy and otherwise takes such actions as are "necessary for the security, welfare, convenience and interest of the City."

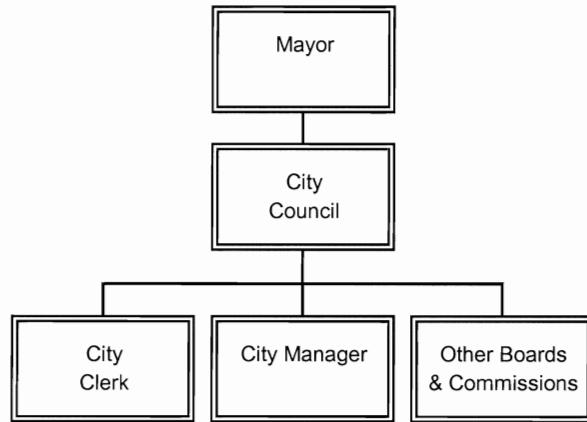
The position of City Manager is appointed by the City Council. The Manager periodically meets with the City Council to inform, recommend and receive direction on affairs of the City. The office of City Manager is responsible for ensuring that operations for the City and its Board of Lights and Water are conducted in an efficient and effective manner, and for ensuring continual improvement and responsiveness of the City government.

Of 98 communities across the country seeking recognition in 2006, Marietta was one of 28 communities chosen to participate in the Weed and Seed Program. Funded by a grant from the Department of Justice, this federal program is designed to reduce the impact of violent crimes on communities; provide prevention, intervention and treatment services for substance abuse and other social problems; and revitalize communities through improved housing and economic development. Although initially administered through the City Manager's office during its inception, the Weed and Seed Program was established as a Special Revenue fund in late FY08.

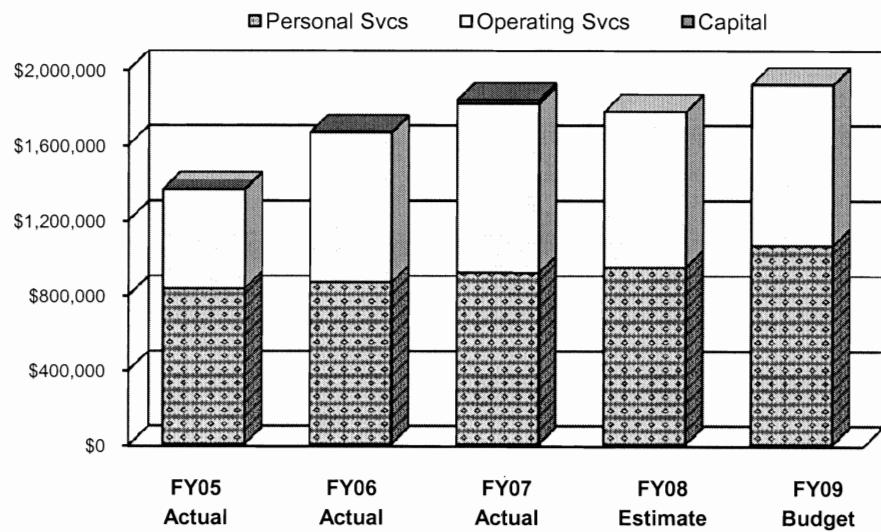
The City Clerk is the historian for the City and the keeper of City records. The City Clerk is held responsible for the proper recording and filing of all ordinances, resolutions, petitions, deeds, contracts, agreements and other legal documents. As Clerk of the Council, Board of Lights and Water and the Civil Service Board, the Clerk is responsible for: recording the proceedings of regular, special and committee meetings; attesting to all documents executed by the Mayor and City Manager; and certifying official records. In addition, the City Clerk serves as the Election Superintendent for the City and registers citizens to vote.

The City Council relies on other boards and commissions to review various requests and make recommendations to them for formal action. The Board of Appeals - Construction, Building, Electric, and Plumbing consists of seven members who meet on call to consider requests for variances. The Planning Commission is a seven-person body that meets monthly to consider various planning and zoning matters. The Board of Zoning Appeals is a seven-member body that hears appeal requests from the City for zoning ordinances. The Civil Service Board consists of a five-member board that meets on call to address matters relating to the Civil Service System, including Fire and Police matters. The Marietta Historic Preservation Commission works to protect and enhance the historical and aesthetic attraction of Marietta.

GENERAL ADMINISTRATION



DEPARTMENT EXPENDITURE HISTORY



	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Svcs	\$830,710	\$866,479	\$917,119	\$946,895	\$1,063,536
Operating Svcs	\$528,438	\$794,485	\$896,538	\$824,444	\$851,741
Capital	\$0	\$0	\$18,990	\$0	\$0
Total Budget	\$1,359,148	\$1,660,964	\$1,832,647	\$1,771,339	\$1,915,277
Change Over Prior Yr	---	22.21%	10.34%	-3.35%	8.13%

GENERAL ADMINISTRATION

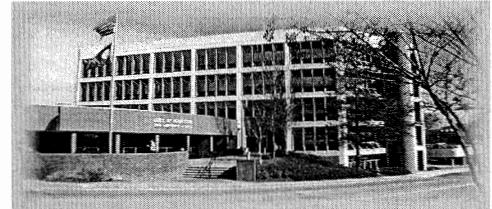
MISSION STATEMENT

To manage the City in accordance with state law, local ordinance and policies adopted by the City Council. To champion a citizen-oriented, open government and provide professional counsel and support to policy makers and those who provide and receive services. To accurately record, maintain and retrieve records and minutes of all official acts, ordinances, resolutions and proceedings of the City and maintain all legislative records.

GOALS AND ACTIONS

Goal 1: Encourage a diverse and vibrant local economy

- ✓ Promote a more effective historic preservation ordinance
- ✓ Educate residents on mixed-use and higher density housing
- ✓ Encourage quality architecture and construction in development and redevelopment projects
- ✓ Support mixed-use redevelopment while strengthening viable neighborhoods and commercial areas
- ✓ Coordinate efforts with property owners and developers to ensure new development that is harmonious in appearance with existing structures and landscapes



Goal 2: Foster mixed-use concept and diverse urban design to be known as "the Marietta Look"

- ✓ Establish collaborative relationships with local centers of higher learning
- ✓ Promote centers that support retail, office space, entertainment, residences and environmentally friendly industry
- ✓ Enforce code compliance relating to the appearance of the City including that which pertains to landscaped boulevards and gateways, aesthetically appealing roads and passageways, greenspace requirements and disposal of inappropriate signage

Goal 3: Attain owner occupancy in more than 50% of residences by the year 2009

- ✓ Support and secure funding for the Marietta Redevelopment Corporation
- ✓ Build 250 affordable first-time homebuyer units by 2010
- ✓ Allocate a portion of newly built or renovated housing units for low to moderate income families
- ✓ Rehab or replace 10% of rental housing (1600 units) by 2010
- ✓ Encourage diverse housing units in the downtown area and single-family detached housing throughout the City

Goal 4: Continue to meet the demands of growth, provide a safe community for residents and enhance the quality of life that attracts businesses and residents to the City

- ✓ Support trolley bus system that operates in and around the City
- ✓ Seek and encourage public and private support for local cultural and arts organizations
- ✓ Promote the downtown area as a dining and entertainment destination
- ✓ Increase downtown parking and integrate design with commercial development
- ✓ Connect Powder Springs Road to South Cobb Drive as previously approved by voters
- ✓ Complete the Stone Mountain to Kennesaw Avenue Trail through Marietta by 2009
- ✓ Coordinate efforts with state Department of Transportation to reroute Highway 5 out of downtown Marietta
- ✓ Address traffic issues from west Marietta to central Marietta; submit formal plan to state Department of Transportation
- ✓ Reconstruct existing roads wider than two lanes using boulevard standards; if not practical, reconstruct as tree-lined streets
- ✓ Encourage revitalization of current parks through implementation of parks improvement projects which include pedestrian bridge replacement at Burruss Park; replacement of tennis court fencing at Laurel Park; parking area paving and replacement of tennis court fencing at Lewis Park; entrance improvement and driveway replacement at Merritt Park; and bridge replacement at Wildwood Park

GENERAL ADMINISTRATION

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Meetings Held:			
Council - Regular	12	12	12
Council - Special	10	4	10
Council Committees	84	84	84
Committee of the Whole	12	12	12
Board of Lights & Water - Regular	12	12	12
Board of Lights & Water - Special	4	0	4
Board of Lights & Water Committees	5	5	5
Civil Service Board	2	0	2
Public Hearings	4	0	4
Filings:			
Contracts	134	55	210
Deeds	42	17	50
Ordinances	125	39	150
Resolutions	19	7	50
Clerk of Superior Court	34	21	50

GOALS ACCOMPLISHED

- ◊ Awarded \$76,559 in federal grant funding for its Weed and Seed program to fight gang-related activity in the Franklin Road community. This newest grant is in addition to the \$375,000 already received.
- ◊ Received *Georgia Magazine*'s 2007 Readers Choice Award as the "Best Downtown or Town Square" in Georgia
- ◊ The City's parks, housing, restaurants and attractions were featured in the May 2008 issue of *Atlanta Magazine*. The issue also highlighted the historical downtown district and revitalization efforts.
- ◊ The City's weekly e-mail newsletter "E-News" was honored as the best local government electronic newsletter in America by the City-County Communications Marketing Association
- ◊ City Council approved the issuance of \$7 million in revenue bonds to finance renovations to the Marietta Conference Center and voted to change the name to the Hilton Atlanta/Marietta Hotel & Conference Center
- ◊ Georgia Trend, the only statewide business publication in the market, profiled Marietta's revitalization achievements in an article titled "Rebuilding Cobb: Suburban Outposts Move to Reclaim the City Center"
- ◊ The Atlanta Regional Commission (ARC) recognized Marietta for its efforts to improve the Franklin Road community. The Atlanta Business Chronicle profiled the area's achievements in an article titled "Best Practices for Communities to Follow."
- ◊ Continued energy-saving efforts throughout the City, including energy-efficient fluorescent lighting and HVAC replacement parts, as well as collection of rain water for watering plants and trees
- ◊ City Council discussed the goals and objectives of a draft Master Plan to improve the parks system based on feedback received from citizen surveys
- ◊ Implemented Granicus audio/video application which streams broadcasts to the Internet, allowing live and on-demand access to Council meetings and providing an archive for future reference
- ◊ The City Clerk was certified by the Georgia Municipal Association (GMA) and Georgia Municipal Clerks/Finance Officers Association (GMC/FOA) as a Certified Municipal Clerk
- ◊ Standard and Poor's Ratings Services raised its long-term general obligation (GO) bond rating of the City of Marietta from AA to AA+

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

City Council

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	124,000	134,021	159,294	164,712	165,268
Operating Services	48,002	83,242	90,486	99,290	91,911
TOTAL ANNUAL BUDGET	172,002	217,263	249,780	264,002	257,179

City Clerk

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	149,759	174,613	124,048	149,564	155,485
Operating Services	42,878	95,345	35,818	35,442	38,190
TOTAL ANNUAL BUDGET	192,637	269,958	159,866	185,006	193,675

Mayor's Office

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	75,143	78,075	86,307	80,660	86,786
Operating Services	6,770	7,261	5,552	3,497	7,470
TOTAL ANNUAL BUDGET	81,913	85,336	91,859	84,157	94,256

City Manager's Office

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	475,808	473,770	508,276	545,959	649,997
Operating Services	38,889	65,493	134,989	179,746	188,725
Capital	0	0	18,990	0	0
TOTAL ANNUAL BUDGET	514,697	539,263	662,255	725,705	838,722

FY09 includes the budget for Gone With the Wind Museum Director, previously reported in the Gone With the Wind Museum fund.

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

Weed and Seed Program

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	0	0	32,912	0	0
Operating Services	0	0	42,057	0	0
TOTAL ANNUAL BUDGET	0	0	74,969	0	0

In FY08 a separate fund was established under Special Revenue Funds for the Weed and Seed Program.

City Attorney

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	391,648	542,796	587,314	506,060	525,000
TOTAL ANNUAL BUDGET	391,648	542,796	587,314	506,060	525,000

Civil Service Board

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	6,000	6,000	6,282	6,000	6,000
Operating Services	251	348	322	409	445
TOTAL ANNUAL BUDGET	6,251	6,348	6,604	6,409	6,445

GENERAL ADMINISTRATION

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Mayor	1	1	1	1	1
Admin. Assistant to the Mayor	1	1	1	1	1
Council Member	7	7	7	7	7
City Manager	1	1	1	1	1
Assistant to City Mgr - Proj. Devp't.	1	1	1	1	1
Public Information Officer	1	1	1	1	1
Public Information Tech - Part time	0	0	0	0	1
Executive Assistant	1	1	1	1	0
Executive Aide to the City Manager	0	0	0	0	1
Administrative Specialist	1	1	1	1	1
Director -Marietta Museum of History	1	1	1	1	1
Weed & Seed Grant Program Coord.	0	0	1	1	1
Director - GWTW Museum	0	0	0	0	1
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Records Clerk	1	1	1	1	1
Civil Service Member	5	5	5	5	5
TOTAL BUDGETED POSITIONS	23	23	24	24	26

The Gone With the Wind Museum Director was previously reported in the Gone With the Wind Museum Fund.

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MUNICIPAL COURT

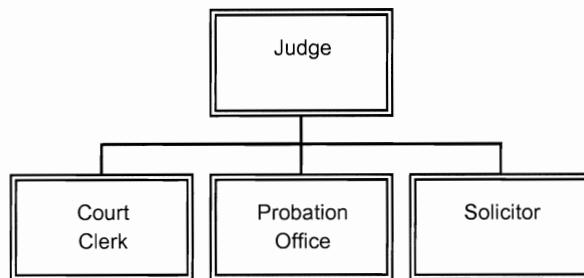
The City of Marietta Municipal Court is one of over 400 local courts of the Georgia court system. Jurisdiction is limited to the offenses of shoplifting, possession of one ounce or less of marijuana and misdemeanor traffic offenses occurring within city limits. This court also handles violations of local ordinances including zoning and parking as well as photo red-light violations. It has the right and power to conduct non-jury trials, receive guilty pleas and impose sentence in the manner required by law. The Municipal Court system is comprised of three sections:

The Court Clerk's Office is the official depository and custodian of official court records. It maintains all original citations of defendants and acts as a case manager by arranging court appearances, preparing the case file, obtaining reports and test results, preparing production orders for the judge's signature and assessing fines for each offense. The disposition of all offenses is electronically reported within 24 hours to the state for inclusion in the offender's driver history and/or criminal history file. Concurrent with the reporting of final disposition to the state is the accounting of funds received from fines and other charges and transferred to the City's account.

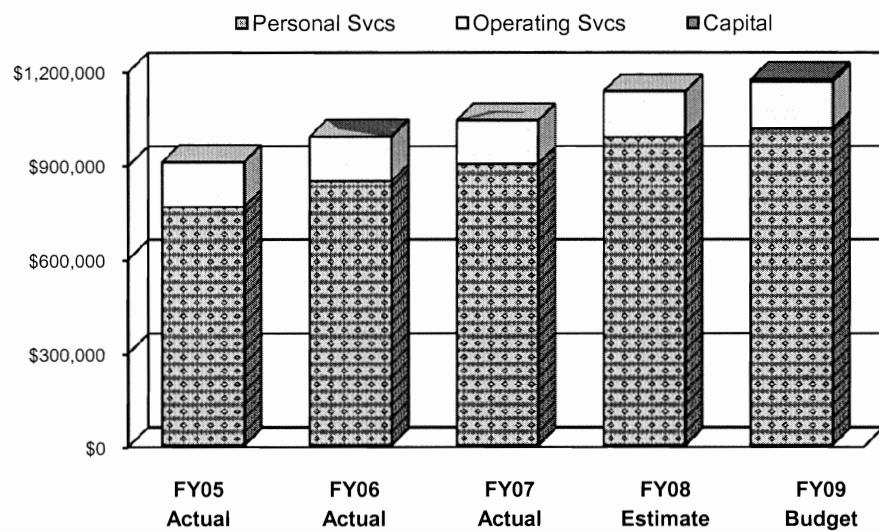
The second section is the Solicitor's Office which prosecutes the cases filed in Municipal Court on behalf of the city and state. The Pre-Trial Diversion Program is administered by this office and is designed as an alternative to the processing of offenders within the criminal system. First offenders charged with crimes of a non-violent, non-aggressive nature that have been accepted to participate in the program are subjected to individualized controlled supervisory programs by the court's probation unit in lieu of traditional court processing. Should the defendant request a trial by jury, the case is bound over to the State Court of Cobb County for jury trial and disposition.

The Probation Office supervises those defendants who have been sentenced by the judge to serve a term of probation which is usually a 12-month term. This office assures the completion of any ordered community service, alcohol or drug addiction counseling and payment of fines and fees. Probationers are required to report to a Probation Officer on a monthly basis and, if necessary, the defendant will be placed into further counseling or additional treatment programs. The Probation Office is actively involved with community programs including the Cobb County State Court Drug Awareness Conference and the Cobb and City School Systems Drug and Alcohol Programs.

MUNICIPAL COURT



DEPARTMENT EXPENDITURE HISTORY



MUNICIPAL COURT

MISSION STATEMENT

To create and maintain quality of services that promotes public confidence and accessibility. To provide a neutral, courteous forum, due process, fair treatment and individual justice. To provide timely resolution of matters brought before the court, commensurate with the attainment of justice, in an efficient and cost effective manner.

GOALS AND ACTIONS

Goal 1: **Create electronic user-friendly justice by presenting an opportunity for citizens to become more informed of the Court's operations and providing the ability to conduct transactions electronically**

- ✓ Continue to provide information on the City website relating to rules and procedures of the Court
- ✓ Continue development and migration of parking and red-light violation data from Ticket Track to Sustain software

Goal 2: **Increase efficiency of Probation Division**



- ✓ Continue to explore Defendant Image Repository which provides for the electronic attachment of the defendant's photo to the case file; image would reside in the actual warrant and help to secure positive identification at the time of arrest
- ✓ Enhance software to enable improved tracking of probationer's community service and reporting

Goal 3: **Improve operations and modify procedures for photo red-light violations**

- ✓ Upgrade software to provide video clip of actual violation
- ✓ Continue to research legal issues regarding third party collections and filing of FIFAs for outstanding violations

Goal 4: **Increase collection of outstanding fines and court costs**

- ✓ Increase service of probation revocation warrants as well as warrants upon offenders who fail to appear in court or do not comply with the Court's order, resulting in further adjudication of cases and collection of outstanding fines and court costs
- ✓ Research annual Warranty Amnesty Program which results in the recall of the warrant and the case being set for hearing after the defendant pays the "failure to appear" fee

Goal 5: **Enhance building security**

- ✓ Install door with security keypad to prevent unauthorized access to the hallway immediately outside the courtroom, per recommendation by the Internal Auditor
- ✓ Install additional security keypad to allow Court employees access to the elevator leading to the building exit

MUNICIPAL COURT

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
<u>Traffic/Local Ordinances</u>			
Traffic Citations Issued	20,648	17,114	16,762
Cases Filed	16,051	13,321	13,300
Non-Jury Trials	906	829	800
Cases Disposed during the Fiscal Year	14,794	12,901	10,598
% Cases Filed and Disposed in the same Fiscal Year	83%	69%	75%
% Traffic Cases Disposed Within 90 Days	66%	66%	75%
% Court Appointed Attorney Fees Reimbursed	15%	25%	25%
% Translator Fee Reimbursement	155%	58%	50%
<u>Photo Red-Light</u>			
Photo Red-Light Violation Notices Issued	35,873	26,882	44,800
Non-Jury Trials	1,149	925	900
% Collection Rate	75%	73%	75%
<u>Parking</u>			
Parking Violation Notices Issued	3,923	4,160	4,002
Non-Jury Trials	90	126	110
% Collection Rate	76%	85%	85%
<u>Probation and Diversion</u>			
New Probationers	489	631	575
Probation Cases Disposed Successfully	N/A	272	250
Probation Cases Disposed Unsuccessfully	N/A	217	200
New Diversion Program Participants	53	34	30
Diversion Cases Disposed Successfully	29	14	15
Diversion Cases Disposed Unsuccessfully	24	19	10
% Cases Disposed and Sentenced to Probation	3.3%	4.8%	4.0%
Drug Screens Performed	N/A	560	550
Drug Screens Passed	N/A	453	440
% Failed Drug Screens	N/A	19%	20%

GOALS ACCOMPLISHED

- ◊ Completed office renovations to accommodate increasing staff in the red-light camera division
- ◊ Enhanced security by constructing doorway in existing hallway to prevent defendants from exiting the courtroom into secured areas
- ◊ Implemented CrimiNet software which automatically populates vehicle owner information into the red-light camera database
- ◊ Successfully completed on-line payment process and collected in excess of \$200,000 in traffic fines during Fiscal Year 2008
- ◊ Participated in internal audit and received a satisfactory rating
- ◊ The Court Administrator was elected vice-president of the Georgia Municipal Court Clerks' Council

MUNICIPAL COURT

EXPENDITURE SUMMARY

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	763,960	848,630	903,813	988,357	1,015,837
Operating Services	144,826	140,631	137,506	145,954	149,529
Capital	0	0	0	0	7,833
TOTAL ANNUAL BUDGET	908,786	989,261	1,041,319	1,134,311	1,173,199

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Municipal Court Clerk	1	1	1	1	1
Senior Deputy Court Clerk	1	0	0	0	0
Supervisor	0	1	1	1	1
Deputy Court Clerk	8	8	9	9	8
Legal Assistant	1	1	1	1	1
Bailiff - Part Time	2	2	3	3	3
Data Entry Clerk	1	1	1	1	0
Chief Probation Officer	1	1	1	1	1
Probation Officer	1	1	1	1	1
Probation Assistant	1	1	1	1	1
Collections Representative	0	0	0	1	0
Judge	1	1	1	1	1
Solicitor	1	1	1	1	1
TOTAL BUDGETED POSITIONS	19	19	21	22	19

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FINANCE

The Finance Department is responsible for administration of all financial activities of the City and Board of Lights and Water.

The centralized financial accounting center of the City lies with the Accounting Division. Its functions include: maintaining fund accounting systems according to generally accepted accounting principles; administering cash management/investment programs; reviewing, evaluating, and prescribing internal controls for safeguarding City assets; and administering financial accounting of grants and contracts and assuring financial compliance.

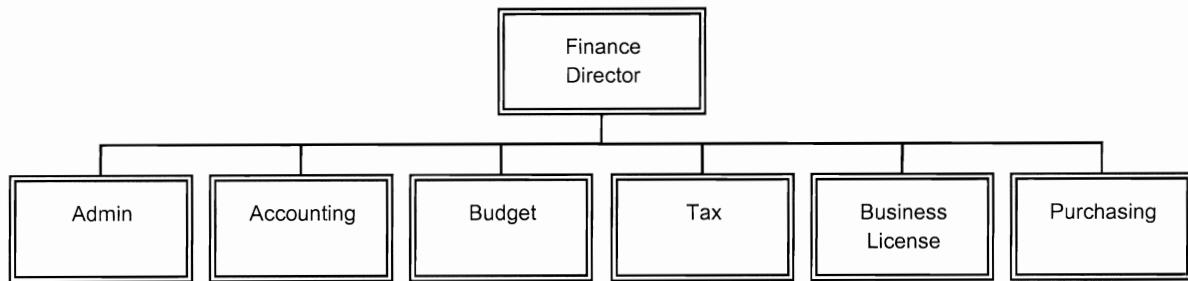
The primary responsibility of the Budget Division is the annual preparation and yearly management of the City's operating budgets. This includes preparing budget databases, reviewing budget requests, balancing projected revenues with proposed expenditures and formatting the formal budget document to incorporate as much useful information as possible. After the Mayor and Council have reviewed and adopted the annual budget, this division administers the budget by monitoring revenues and expenditures and making adjustments if proposed revenues and expenditures vary from projected figures.

The Business License Division is responsible for issuing business licenses for all classes of business allowed under the City Code. In addition to the enforcement of the business license regulations, other areas of revenue include the collection and administration of franchise fees for natural gas, telephone service, electric power, cable TV, and the receipt and processing of all hotel/motel tax revenue and various excise taxes.

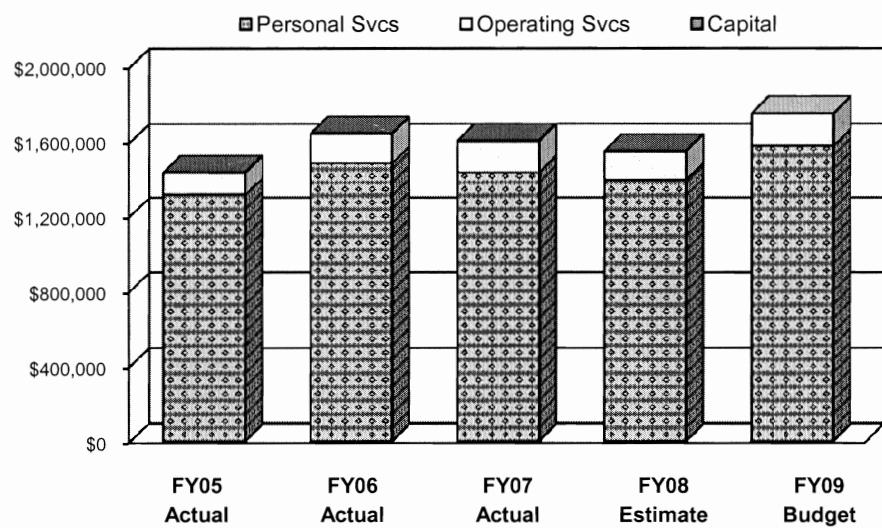
The Purchasing Division is responsible for awarding purchase orders, service and labor contracts, and issuing and evaluating requests for bid proposals for all City requirements. Additional Purchasing functions include evaluation of vendor performance, quality assurance, price/cost analysis, value analysis, reorder point analysis, and performing ongoing contract administration. Purchasing is also responsible for the disposal of scrap and surplus materials.

The major responsibility of the Tax Division is to ensure effective management of all taxes levied by the City, which include: real estate, personal property, Downtown Marietta Development Authority (DMDA) and public utilities. Assessed values are established by the Cobb County Tax Assessor's Office and are currently calculated at 40 percent of the fair market value. The public utility assessments are supplied to the County by the State Revenue Department. Taxes on these categories are levied in the fall of each year based on the assessed valuation of property of the preceding January 1 and are due sixty (60) days from the date of billing. Ad Valorem taxes on motor vehicles and mobile homes are collected by the Cobb County Tax Commissioner and remitted to the City.

FINANCE



DEPARTMENT EXPENDITURE HISTORY



FINANCE

MISSION STATEMENT

To provide the services necessary to effectively and efficiently conduct the City's fiscal affairs. To provide direction, coordination and implementation of major financial and administrative policy decisions in accordance with applicable state law and local code. To collect, project, acquire and control the City's financial resources in a way that promotes financial stability and integrity.

GOALS AND ACTIONS

Goal 1: **Link departmental goals to allocated funds**

- ✓ Work with other departments and performance measurement coordinator to gather meaningful data
- ✓ Incorporate performance measurement practices into the budget process

Goal 2: **Update Commodity and Sub-Commodity files in AS/400**

- ✓ Condense commodity and sub-commodity files in the Purchasing application and update in the HTE database to create a comprehensive list
- ✓ Distribute updated list to active vendors for designation of proper commodity/sub-commodity codes and incorporate modifications
- ✓ Utilize commodities code software to implement the process

Goal 3: **Improve employee efficiency and provide training and development**

- ✓ Encourage and support professional training and certifications
- ✓ Perform risk assessment and strengthen internal controls
- ✓ Attend HTE training and enhance understanding of application interfaces; disseminate information to staff; apply training knowledge to improve procedures and recommend HTE system enhancements
- ✓ Maintain certification standards and requirements through continuing education seminars

Goal 4: **Maximize utilization of electronic media and web access**

- ✓ Provide capability to complete and submit forms electronically, including business license and tax bill presentment
- ✓ Process Purchasing bids, quotes and proposals via email
- ✓ Offer over-the-counter electronic check acceptance and/or credit card payment options for property taxpayers
- ✓ Develop plan to fully implement HTE's Click2Gov Purchasing module to provide access by vendors to core Purchasing functions via the internet

Goal 5: **Verify, correct and maintain accurate tax records**

- ✓ Work with Cobb County Tax Assessor's Office to combine all properties split for school tax exemption and notify property owners
- ✓ Notify Cobb County Tax Commissioner's Office of taxpayers who are ineligible to receive the state tax credit
- ✓ Coordinate efforts with the Business License division to identify and report properties that are coded to incorrect tax districts
- ✓ Review and verify homestead exemption qualifications
- ✓ Update tax system to reflect changes in TAD base property valuations and account for additional districts created during the year
- ✓ Establish and maintain accurate tracking of split properties to alleviate confusion and complication among attorneys, assessors, mapping and tax departments

FINANCE

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
% Invoices paid within 30 days of receipt	87%	88%	86%
% Budget adjs. processed within 24 hours of approval/receipt	98%	98%	100%
Budget Procedures classes held	2	3	3
Attendees at Budget Procedures classes	13	25	28
% General Fund revenues within 3% of budget (by category)	90%	89%	90%
Tax payments processed	20,078	20,499	21,032
Tax payments processed per employee	6,693	6,833	7,010
% Tax payments received by fiscal year end	99%	99%	99%
Business Licenses issued	9,343	9,300	9,300
Business License renewals processed per employee	2,664	2,700	2,700
% New Business Licenses mailed within 2 weeks	64%	66%	70%
Business License audit revenue collected	\$63,570	\$48,000	\$60,000
Purchase orders processed	2,344	2,368	2,440
Purchase Orders processed per employee	586	592	610
New vendor applications processed	132	165	174
% Purchase requests processed into a PO within 4 weeks	97%	99%	98%

GOALS ACCOMPLISHED

- ◊ Standard and Poor's Ratings Services raised its long-term general obligation (GO) bond rating of the City from AA to AA+
- ◊ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY2008 budget book (13th consecutive year)
- ◊ Posted the FY2008 budget book on the City's website and added a quick link for budget information
- ◊ Created an FY2008 Budget-in-Brief handout for citizens and employees and posted to the City's website
- ◊ Received the GFOA Achievement for Excellence in Financial Reporting award for the FY2007 CAFR
- ◊ Generated increased sales revenues from the sale or liquidation of surplus goods through GovDeals website
- ◊ Prepared procedures manuals in all divisions, pursuant to revised audit standards emphasizing risk assessment and effective internal controls
- ◊ Implemented HTE Payroll custom option to automate payroll projection function for use in the budget process
- ◊ Held training class "Managing Your Budget" for Accounting and Budget application users
- ◊ Refinanced school bonds at a reduced interest rate, resulting in a savings of \$1.5 million for the remaining term of the bonds; refinanced public safety bonds, resulting in a \$628,000 savings over the next eight years; and refinanced bonds on the golf course resulting in a savings of \$431,000 for the remaining term of the bonds.
- ◊ Issued \$9.82 million in revenue bonds to accelerate the SPLOST project schedule for road improvements
- ◊ Issued \$7 million in revenue bonds to finance renovations to the Marietta Conference Center in order to become a Hilton-branded property
- ◊ In an effort to expedite the audit process, Business License implemented Optical Character Recognition (OCR) program ABBYY for document scanning
- ◊ Completed business license audits resulting in collections of \$48,000 in FY08

FINANCE

EXPENDITURE SUMMARY

Administration

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	160,863	195,697	198,326	246,435	256,649
Operating Services	33,991	61,987	68,335	59,530	65,790
Capital	0	0	2,245	0	0
TOTAL ANNUAL BUDGET	194,854	257,684	268,906	305,965	322,439

Accounting

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	317,340	338,196	359,596	377,649	394,083
Operating Services	18,594	18,019	17,395	20,020	18,185
TOTAL ANNUAL BUDGET	335,934	356,215	376,991	397,669	412,268

Budget

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	132,055	135,548	143,151	89,694	153,573
Operating Services	6,048	6,422	5,673	5,929	7,195
TOTAL ANNUAL BUDGET	138,103	141,970	148,824	95,623	160,768

FINANCE

EXPENDITURE SUMMARY

Tax

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	235,493	237,153	194,685	178,065	222,180
Operating Services	46,176	49,500	50,147	36,619	53,620
TOTAL ANNUAL BUDGET	281,669	286,653	244,832	214,684	275,800

Business License

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	271,429	341,434	278,485	265,635	282,858
Operating Services	6,596	8,167	9,921	8,857	10,200
TOTAL ANNUAL BUDGET	278,025	349,601	288,406	274,492	293,058

Purchasing

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	199,061	240,812	262,798	241,858	270,187
Operating Services	9,213	13,064	16,664	21,464	17,730
TOTAL ANNUAL BUDGET	208,274	253,876	279,462	263,322	287,917

FINANCE

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Finance Director	1	1	1	1	1
Executive Secretary	1	1	1	1	0
Administrative Assistant II	0	0	0	0	1
Internal Auditor (Contract)	0	1	1	1	1
Accounting / Treasury Manager	1	1	1	1	1
Senior Accountant	1	1	1	1	1
Accountant	2	2	2	2	2
Accounting Clerk	2	2	2	2	2
Cashier	1	1	1	1	1
Budget Manager	1	1	1	1	1
Budget Analyst	1	1	1	1	1
Tax Manager	1	1	1	1	1
Tax Coordinator	1	1	1	1	1
Tax Representative	2	2	2	2	2
Business License Manager	1	1	1	1	1
Business License Auditor	1	1	1	1	0
Bus. License Compliance Officer	0	0	0	0	1
Business License Inspector	2	2	2	1	1
Administrative Secretary - Bus. Lic.	1	1	1	1	0
Administrative Assistant I - Bus. Lic.	0	0	0	0	1
Business License Clerk	2	2	2	1	1
Purchasing Manager	1	1	1	1	1
Senior Buyer	1	1	1	1	2
Buyer	2	2	2	2	1
Administrative Secretary -Purchasing	1	1	1	1	0
Admin. Assistant I - Purchasing	0	0	0	0	1
TOTAL BUDGETED POSITIONS	27	28	28	26	26

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HUMAN RESOURCES AND RISK MANAGEMENT

The Human Resources Department strives to provide innovative, effective services for the City's employees and the public. Department divisions include Administration, Employment Services, Benefits Management, Payroll and Records Retention and Risk Management. Programs and policies are developed in an ethical, cost effective manner toward the goal of excellence in public service.

The Administrative Division performs the following functions while maintaining compliance with federal, state and local regulations: policy development, implementation and interpretation; employee grievance and appeals resolution; employee relations and organizational/human resources development. These activities foster development, retention and recognition of high quality employees and provide fair and equitable resolution of management-employee relations.

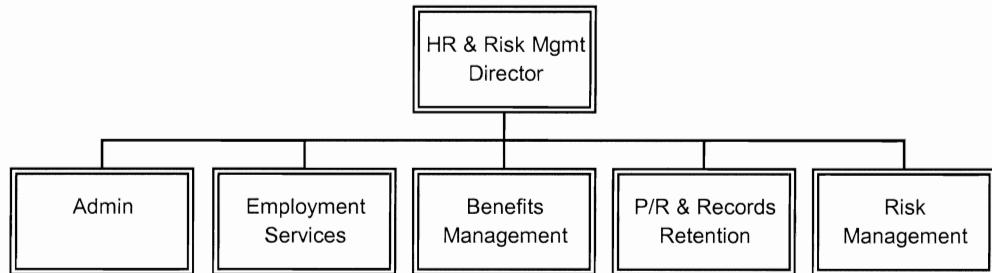
The Employment Services Division's activities include: employment and retention policy development and administration; employment recruitment including applicant tracking, advertisement, assessment and selection; internships; service recognition; termination services; EEO reporting; FLSA compliance and out-processing.

The Benefits Management Division manages self-funded programs for employee/retiree health, vision, and dental insurance as well as traditional life, AD&D, accident and disability insurance plans; employee pension plans; deferred compensation options; employee assistance and wellness programs; HIPAA and FMLA compliance and employee orientation programs.

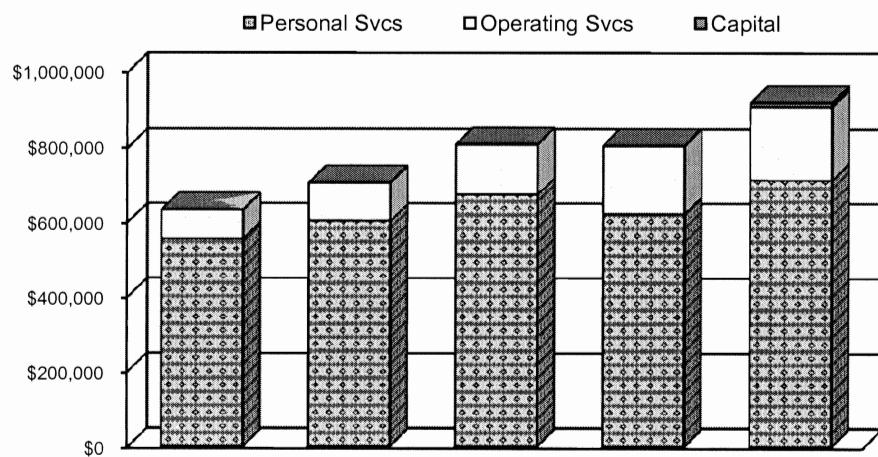
The Payroll and Records Retention Division insures timely and accurate payroll production. In addition, it performs the following functions while maintaining compliance with federal, state and local regulations: communication of pay and leave policies; implementation of production audits; direct deposit and flexible spending account administration; employment verification; provision of public record requests and systematic employee records management.

The Risk Management Division's responsibilities include a pro-active workers' compensation and loss control program; self-funded and insured claims administration; administration of property and casualty insurance programs including property inventory; establishment of insurance requirements and criteria transferring risk of loss; drug-free workplace programs and safety training.

HUMAN RESOURCES AND RISK MANAGEMENT



DEPARTMENT EXPENDITURE HISTORY



	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Svcs	\$554,608	\$602,202	\$673,909	\$621,150	\$713,703
Operating Svcs	\$77,207	\$103,685	\$133,373	\$183,225	\$193,656
Capital	\$0	\$0	\$0	\$0	\$10,465
Total Budget	\$631,815	\$705,887	\$807,282	\$804,375	\$917,824
Change Over Prior Yr	---	11.72%	14.36%	-0.36%	14.10%

HUMAN RESOURCES AND RISK MANAGEMENT

MISSION STATEMENT

To facilitate City government and Board of Lights and Water (BLW) operations through effective management of human resources including employment services, payroll management, compensation and classification administration, employee relations, benefit services and risk management while maintaining compliance with federal, state and local mandates governing these functions.

GOALS AND ACTIONS

Goal 1: Attract and retain quality human resources for City government and the BLW

- ✓ Continue to update job descriptions, targeting compulsory qualifications to attract quality applicants
- ✓ Update and expand use of HRIS software to further enhance employment and retention administration and improve departmental performance measurement capabilities
- ✓ Continue to provide recruitment via the City website, internet services and follow-up methodologies
- ✓ Implement new Compensation and Classification Program and associated software
- ✓ Update Personnel policies and procedures in accordance with best practices and governmental mandates
- ✓ Continue to provide quality employee programs including service awards, tuition reimbursement, Employee of the Quarter/Year awards programs, internship opportunities, employment fairs and employee development
- ✓ Develop and implement a revised employee evaluation process and format



Goal 2: Provide prompt and effective benefits administration to employees and retirees

- ✓ Maintain updated benefits information on the City website
- ✓ Continue improvements to the open enrollment process including City website access to enrollment information
- ✓ Monitor pension plans through joint efforts with the Pension Board
- ✓ Monitor health insurance costs and review plan designs on a continuous basis
- ✓ Coordinate efforts with the Finance Department to insure compliance with OPEB and GASB 45 financial reporting
- ✓ Continue coordination with Medicare to insure reimbursement under the Retiree Drug Subsidy Program
- ✓ Continue quality customer service by processing pension and life insurance applications, FMLA certifications, COBRA administration, EAP referrals, providing flu shots and investment/financial training

Goal 3: Provide employees, supervisors and managers with up-to-date training on employment related issues

- ✓ Offer a minimum of six on-site supervisory training programs on a yearly basis
- ✓ Provide training and on-site departmental visits to discuss accessibility of programs/facilities for the disabled
- ✓ Supply training on risks of drug and alcohol use
- ✓ Provide two hours of training to Civil Service Board members on an annual basis
- ✓ Insure adherence by supervisory staff to Personnel policies and procedures and state and federal mandates
- ✓ Update employees on revisions to state and federal employment law and Personnel policies and procedures
- ✓ Provide Sexual Harassment training to all employees

Goal 4: Provide pro-active risk management services to City government and BLW employees

- ✓ Perform annual inventory of real and personal property
- ✓ Develop work plan for property/casualty insurance and reassess limits of coverage
- ✓ Provide pro-active safety program for supervisors and employees with a goal of reducing workers' compensation claims by 5%
- ✓ Continue support of the Automated External Defibrillator (AED) program and related training
- ✓ Implement the HRIS risk management component to aid in record keeping, general statistical reports, accident tracking and random drug testing

HUMAN RESOURCES AND RISK MANAGEMENT

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Number of Positions Filled	165	150	160
Number of Applications Received	6,320	6,000	6,250
Workers' Compensation Claims:			
Medical Only	105	100	95
Indemnity	9	8	8
Reporting Purposes Only	11	12	10
Number of Liability Claims	46	55	55
Number of Auto Claims	29	25	25
Reported Health Insurance Concerns	125	130	135
Pension Applications Received and Approved	35	35	37
Number of Job Vacancies per Month	17.0	16.7	16.0
Average Cost per Vacancy Filled	\$1,873	\$2,181	\$2,200
% of New Hires Performing Satisfactorily 6 Months After Hire	77.7%	80.0%	82.0%

GOALS ACCOMPLISHED

- ◊ Provided basic financial and investment training for employees
- ◊ Executed quarterly random drug and alcohol testing in accordance with state law
- ◊ Provided information for the Human Resources page on gemNet
- ◊ Sponsored Career Fair with Councilman Coleman, the largest to date
- ◊ Implemented HRIS software to aid in the recruitment and selection initiative
- ◊ Recovered over \$40,000 from the Federal Retiree Drug Subsidy Program
- ◊ Twenty-two employees successfully completed the Management Development Program
- ◊ Recovered approximately \$128,000 from Blue Cross for re-insurance
- ◊ Contracted with HRMP to conduct a Compensation and Classification Study for technical, professional and executive employees
- ◊ Recovered approximately \$92,000 from the State Workers' Comp Subsequent Injury Trust Fund
- ◊ Conducted annual benefits open enrollment; information and enrollment forms were provided on gemNet
- ◊ Updated Human Resources policies and procedures and distributed revision to all employees
- ◊ Implemented state-mandated Immigration Reform Act for all new employees
- ◊ Implemented an Automated External Defibrillator (AED) program for City facilities and coordinated training
- ◊ Provided two hours of training to Civil Service Board members pursuant to Civil Service policies and procedures
- ◊ Provided supervisory training on Workers' Compensation procedures, interview and employment policies and discipline/grievance procedures

HUMAN RESOURCES AND RISK MANAGEMENT

EXPENDITURE SUMMARY

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	554,608	602,202	673,909	621,150	713,703
Operating Services	77,207	103,685	133,373	183,225	193,656
Capital	0	0	0	0	10,465
TOTAL ANNUAL BUDGET	631,815	705,887	807,282	804,375	917,824

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personnel & Risk Mgmt. Director	1	1	1	1	0
Human Res. & Risk Mgmt. Director	0	0	0	0	1
Benefits Manager	1	1	1	1	1
Compensation & Classification Mgr.	1	1	1	0	0
Employment Manager	1	1	1	1	1
Risk Manager	1	1	1	1	1
Payroll Manager	1	1	1	1	1
Human Resources Analyst	0	0	0	1	1
Assistant Payroll Clerk	1	1	1	0	0
Payroll Technician	0	0	0	1	1
Administrative Secretary	1	1	1	1	0
Administrative Assistant II	0	0	0	0	1
Personnel Clerk	0	1	1	1	0
Human Resources Specialist	0	0	0	0	1
TOTAL BUDGETED POSITIONS	8	9	9	9	9

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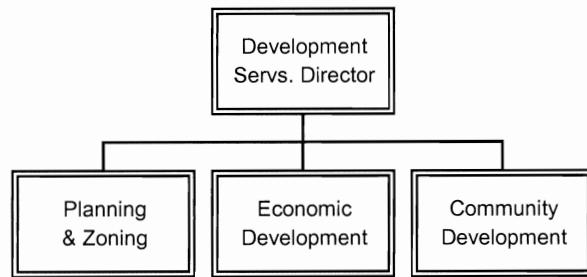
DEVELOPMENT SERVICES

The Planning and Zoning Division is responsible for the improvement of the physical condition and economic value of property in Marietta and the enhancement of the environment through redevelopment and maintenance of residential and commercial properties. This division administers the Comprehensive Development Code through the processing and review of all rezoning applications, variance applications, site plans and subdivision plats. It responds to all zoning-related questions and answers code violation complaints from the general public. Additional activities include maintenance of the City's Comprehensive Plan; long range planning studies; corridor development studies; analysis of all zoning changes with recommendations for the Planning Commission; review of the Marietta Historic Preservation Commission activities and certification of zoning on specific properties.

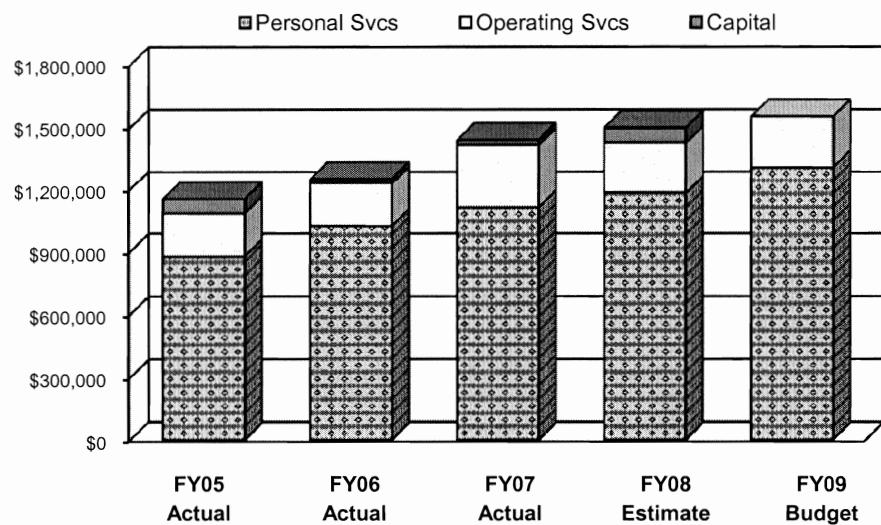
The goal of the Economic Development Division is to attain a program of services and initiatives that promotes new business development, builds positive perceptions and community vision and increases economic growth. Such programs would enhance the quality of life, increase community wealth and individual prosperity, and strengthen local and regional roles in community economic development leadership. These services and initiatives include streamlining the development process, promotion of appropriate infill activity and investment in targeted areas of the community. Also included is the consideration of housing, mixed-use, and other development forms to ensure the best mix for the community; promotion and attraction of private investment; promotion of the City as a premier location for business and residential living; and the creation of a team of professional economic developers who can meet the needs of the City.

The Community Development Division encompasses the Section 8 and CDBG programs which are detailed in the Special Revenue section.

DEVELOPMENT SERVICES



DEPARTMENT EXPENDITURE HISTORY



DEVELOPMENT SERVICES

MISSION STATEMENT

To provide quality, professional assistance and expertise in the areas of planning, zoning, land use, economic development and strategic planning. To foster the growth and vitality of the local economy through the attraction and retention of quality business and industry and facilitate redevelopment using a citizen-centered approach that ensures integrity, innovation and responsiveness.

GOALS AND ACTIONS

Goal 1: **Conduct long-range planning projects**

- ✓ Develop strategic neighborhood redevelopment plans as a means of initiating neighborhood transformation and stabilization
- ✓ Conduct study of 103B streams to determine effectiveness of current regulations
- ✓ Update Delk/Franklin Road LCI five-year plan

Goal 2: **Promote public participation and education as it relates to planning issues**

- ✓ Develop interactive interface to allow public search of Planning and Zoning records, codes and ordinances
- ✓ Continue to develop a web-based system which allows the public to view and comment on upcoming rezoning and variance cases including site and building plans

Goal 3: **Implement existing plans and address redevelopment issues**

- ✓ Implement design guidelines with development incentives to encourage redevelopment along Franklin Road
- ✓ Continue to prioritize code enforcement efforts as a means of improving health and safety for citizens
- ✓ Complete Roswell Street Streetscape project
- ✓ Initiate plan and design phase for Rottenwood Creek multi-use trail system
- ✓ Implement streetscape improvements on Franklin road

Goal 4: **Revise and adopt ordinances to reflect increased environmental, aesthetic and neighborhood viability concerns**

- ✓ Conduct audit of Zoning Ordinance to ensure appropriate land use and incorporate smart growth concepts
- ✓ Amend multi-family residential and attached residential zoning districts to incorporate guest-parking facilities
- ✓ Evaluate concepts of Transfer of Development Rights (TDR) and Transfer of Zoning Rights (TZR) as options to redevelop existing apartment complexes

Goal 5: **Foster revitalization of Franklin Road Corridor**

- ✓ Assist in marketing available sites to developers
- ✓ Coordinate redevelopment activities with Weed and Seed program
- ✓ Serve as staff liaison to Marietta Cobb New Market Tax Credits Board of Directors

Goal 6: **Develop and manage major marketing campaign of redevelopment projects**

- ✓ Encourage financial donations from developers
- ✓ Conduct competitive bidding for advertising space
- ✓ Coordinate and provide data for website design

Goal 7: **Identify and inventory land parcels and businesses affected by the proposed I-75 widening**

- ✓ Investigate alternative relocation sites for affected businesses
- ✓ Obtain detailed area map of proposed widening of Interstate 75; establish database of affected parcels
- ✓ Coordinate meetings with business owners and GA Department of Transportation to resolve issues

DEVELOPMENT SERVICES

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Code Compliance Inspections	10,446	11,000	11,500
Letters / Reports Generated	6,513	7,000	7,300
Code Enforcement Cases	5,010	6,000	6,500
Ordinances Prepared for Council	29	25	27
Citations Issued	24	40	35
Sign Permits Issued	350	350	315
Rezoning Applications Processed	29	20	20
Variance Applications Processed	54	35	35
Plats Reviewed	78	100	90
Site Plans Reviewed	130	120	108
Business License Applications Reviewed	766	800	720
Building Permits Reviewed	1,677	1,200	1,080
Community marketing events hosted in metro-Atlanta	3	4	4
Prospect visits hosted in the community	4	3	4
% of economic development partner meetings attended	70%	80%	80%
Advertisements in regional and national publications	36	40	40
Industry or businesses visited in the community as a pro-active outreach for retention and expansion	15	27	100

GOALS ACCOMPLISHED

- ◊ Developed a Land Use Master Plan for the redevelopment of the Hedges/Gramling neighborhood
- ◊ Created brochures to assist citizens and developers with navigation of the development process
- ◊ Amended the Commercial Corridor Design Overlay District
- ◊ Established recycling bins in Marietta Square and assisted with dumpster relocations
- ◊ Showcased vacant retail/commercial centers at the Urban Marketplace at the World Congress Center
- ◊ Managed multi-media marketing campaign for the City of Marietta
- ◊ Established Move2marietta.com website and ad campaign to target those looking to relocate; site was featured in the Atlanta Business Chronicle
- ◊ Conducted industrial site visits to support business retention and expansion efforts
- ◊ Facilitated sale of city-owned property for commercial development
- ◊ Leased the former Clarke Library for use as a studio and art gallery
- ◊ Managed the process of real estate acquisition between broker and MRC Board of Directors
- ◊ Attended and facilitated meetings with GA Department of Transportation and GA Regional Transportation Authority regarding the widening of Interstate 75
- ◊ Assisted Public Information Officer with video segment "Marietta Momentum" showcasing redevelopment sites and areas of interest to the general public
- ◊ Completed 50% of the Roswell Street Streetscape project which includes brick sidewalks, street lighting, landscaping and pocket parks
- ◊ Completed 75% of the South and University segments of the multi-use trail system from Kennesaw Mountain to Chattahoochee River Trail
- ◊ Celebrated grand opening of Meeting Park, a new mixed-use development offering owner-occupied housing options along with office and retail
- ◊ The City's parks, housing, restaurants and attractions were featured in the May 2008 issue of *Atlanta Magazine*. The issue also highlighted the historical downtown district, revitalization efforts, museums, theaters, universities and the All-America City award as one of the ten best cities in the nation.

DEVELOPMENT SERVICES

EXPENDITURE SUMMARY

Planning and Zoning

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	724,697	868,417	932,897	991,571	1,111,718
Operating Services	67,146	121,891	159,327	95,138	108,284
Capital	7,958	19,733	23,198	18,478	0
TOTAL ANNUAL BUDGET	799,801	1,010,041	1,115,422	1,105,187	1,220,002

Economic Development

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	134,471	135,107	160,891	172,021	176,589
Operating Services	137,915	84,322	131,723	146,976	120,443
Capital	61,164	0	0	53,522	0
TOTAL ANNUAL BUDGET	333,550	219,429	292,614	372,519	297,032

Boards and Commissions

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Planning Commission	11,550	12,600	12,150	12,900	12,600
Board of Zoning Appeals	8,400	8,400	8,400	7,700	8,400
Historic Preservation Commission	0	1,161	12,159	1,146	16,300
TOTAL ANNUAL BUDGET	19,950	22,161	32,709	21,746	37,300

DEVELOPMENT SERVICES

PERSONNEL DETAIL

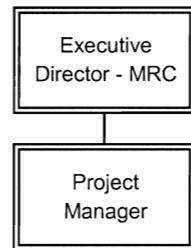
Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Development Services Director	1	1	1	1	1
Planning and Zoning Manager	1	1	1	1	1
Code Enforcement Manager	1	1	1	1	1
Senior Urban Planner	1	0	0	0	0
Urban Planner	2	3	3	2	2
Urban Planner II	0	0	0	1	1
Code Enforcement Inspector	6	6	5	5	5
Code Enforcement Specialist	0	0	2	2	2
Code Enforcement Coordinator	0	0	1	1	1
Code Enforcement Clerk	0	0	1	1	1
Planning and Zoning Coordinator	1	1	1	1	1
Exec. Secretary - Planning/Zoning	1	1	1	1	0
Administrative Assistant II	0	0	0	0	1
Economic Development Manager	1	1	1	1	1
Industrial Development Manager	1	1	1	1	0
Industrial Development Proj. Mgr.	0	0	0	0	1
Planning Commission Member	7	7	7	7	7
Board of Zoning Appeals Member	7	7	7	7	7
TOTAL BUDGETED POSITIONS	30	30	33	33	33

REDEVELOPMENT

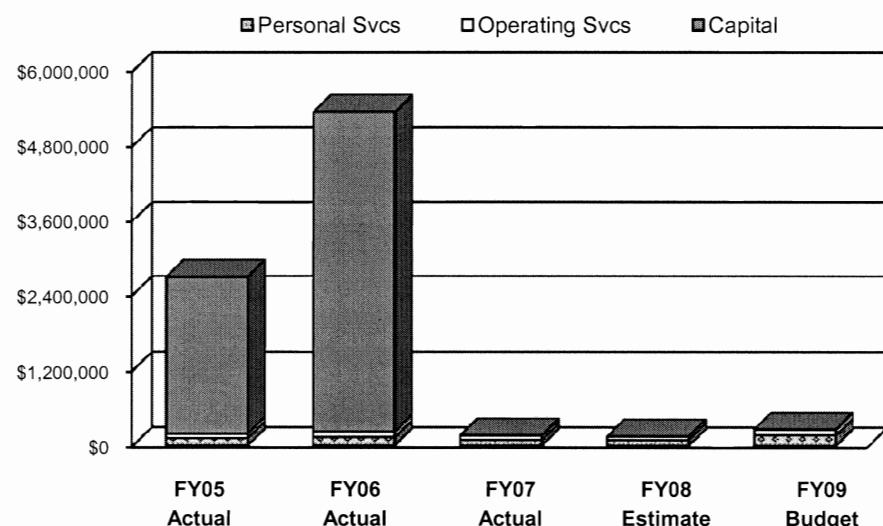
The major focus of the Redevelopment Department is to continue the initiation of redevelopment programs for the City with special attention to existing downtown industrial sites, aging rental property and distressed shopping centers. Increasing home ownership also takes high priority among redevelopment efforts. The City will continue planning initiatives in an effort to secure its economic future and is committed to continued improvement in the aesthetics and quality of Marietta as a whole.

The department head is the Executive Director of the Marietta Development Corporation (MRC) who manages the day-to-day business affairs of the corporation. The principle purpose of the MRC is to strengthen the economic and residential base of the City by reutilizing property for neighborhood and community redevelopment and other public purposes.

REDEVELOPMENT



DEPARTMENT EXPENDITURE HISTORY



REDEVELOPMENT

MISSION STATEMENT

To strengthen the economic and residential base of the City through the revitalization of neighborhoods, commercial areas and other distressed properties. To make strategic real estate investments in blighted areas, assemble properties for redevelopment and partner with the private sector to invest in our community.

GOALS AND ACTIONS

Goal 1: **Effectively manage on-going redevelopment projects and initiate new projects within the City's established Tax Allocation Districts (TADs)**

- ✓ Recruit prospective and current developers to initiate quality redevelopment activities in neighborhoods surrounding TAD districts
- ✓ Monitor redevelopment projects to ensure compliance with executed development agreements; coordinate distribution of TAD bond funds to developers on an as-completed basis
- ✓ Identify additional projects that could be undertaken within established TAD boundaries; work with developers to evaluate applications for TAD financing as opportunities arise
- ✓ Coordinate with Development Services and Public Works departments to identify commercial opportunities in anticipation of pending SPLOST projects
- ✓ Provide administrative and staff support to the Marietta Redevelopment Corporation (MRC) Board of Directors and City Council
- ✓ Support design/implementation of improvement programs for neighborhoods surrounding the former Johnny Walker Homes and Clay Homes and Manget Street redevelopment areas
- ✓ Provide assistance to the Marietta Housing Authority to complete a master plan for targeted locations, solicit developer proposals and negotiate agreements for re-use of public housing sites
- ✓ Develop MRC marketing packages for financial institutions, site selection companies and real estate development firms to proactively solicit redevelopment proposals for project areas within the City

Goal 2: **Develop internal market research and demographics to enable the MRC and the City to make sound real estate investment decisions**

- ✓ Monitor property sales, pricing/value trends, vacancy rates and other relevant market conditions within redevelopment areas
- ✓ Develop outcomes of strategic/planning exercises with the MRC Board to reach consensus on the Corporation's mission and future priorities
- ✓ Create a fee service structure for data and market research activities
- ✓ Coordinate efforts with the MRC Board to construct a comprehensive business plan that addresses investment priorities, continual capitalization, annual operations and on-going management activities
- ✓ Develop and update student enrollment projections with Marietta City Schools
- ✓ Coordinate with other agencies to complete a city-wide housing needs assessment

Goal 3: **Continue to engage in the assembly and redevelopment of selected properties through the Marietta Fund for Neighborhood and Community Revitalization**

- ✓ Prepare and update ongoing pro forma projection of net monthly holding costs for properties acquired through the Fund, both individually and collectively
- ✓ Continue to conduct due diligence on locations within the redevelopment and priority areas; monitor investment activities in accordance with Fund guidelines
- ✓ Develop and review MRC policies and procedures for executing property transactions
- ✓ Selectively assemble parcels as opportunities present themselves within redevelopment project areas

Goal 4: **Educate the public on the benefits of using public investment to promote redevelopment**

- ✓ Improve external communications and expand efforts to educate the public on ongoing projects, project benefits, neighborhood impacts and related issues
- ✓ Improve the MRC website, publish an annual report and cultivate relationships with regional media

REDEVELOPMENT

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Reduction in city-wide inventory of rental housing units	(154)	(7)	(15)
Increase in inventory of owner-occupied housing units	50	50	10
Disposition of city-owned parcels for redevelopment purposes	3	3	3
Property owners and prospective developers recruited/assisted in evaluating investments within redevelopment areas	6	4	6
Parcels acquired through parcel assembly & disposition process	0	20	6
Increase in aggregate planned private investment within designated redevelopment areas at full build-out	\$10M	\$50M	\$10M
Increase in annual private investment within designated redevelopment areas	\$15M	\$10M	\$4M
Increase in annual tax increment channeled into the TAD Special Revenue fund to support public investment	\$250,000	\$250,000	\$250,000

GOALS ACCOMPLISHED

- ◊ Attended training for New Market Tax Credit programs
- ◊ Developed an annual work program and revised MRC policies and procedures for executing property transactions
- ◊ A study for the Livable Communities Coalition shows property values inside TADs increasing by an average of more than 14% compounded yearly. Marietta is one of only four Georgia cities to issue TAD bonds and has established three tax allocations districts.
- ◊ As part of a revitalization of Griggs Street, new homes have been constructed for first-time homeowners, bringing more affordable housing to the City for low to moderate income families
- ◊ Acquired 6 parcels in project areas through the Marietta Fund for Neighborhood and Community Revitalization
- ◊ Monitored redevelopment projects to ensure compliance with executed development agreements

REDEVELOPMENT

EXPENDITURE SUMMARY

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	124,017	142,918	95,449	93,975	174,135
Operating Services	66,591	83,290	69,443	57,166	87,925
Capital	2,488,672	5,114,456	0	0	1,835
TOTAL ANNUAL BUDGET	2,679,280	5,340,664	164,892	151,141	263,895

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Executive Director	1	1	1	1	1
Project Manager	1	1	1	1	1
TOTAL BUDGETED POSITIONS	2	2	2	2	2

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PUBLIC WORKS

The Public Works Department has six main divisions: Administration and Engineering, Building Inspection, Streets, Traffic Services, Sanitation, and Motor Transport which is discussed in the Internal Service Funds section.

The Administration and Engineering Division provides engineering support to the other divisions and includes preparing plans and cost estimates for streets, sidewalks, storm drain and other projects constructed by City crews. It is responsible for reviewing and approving site development plans and conducting site inspections. It also oversees transportation and communications projects as outlined under the SPLOST program. This division is also responsible for implementing the City's comprehensive storm water management program which is designed to reduce pollutants in storm water runoff. In addition, this division manages the utility permitting program which requires utility companies to submit plans for approval prior to initiating any work on City owned rights-of-way.

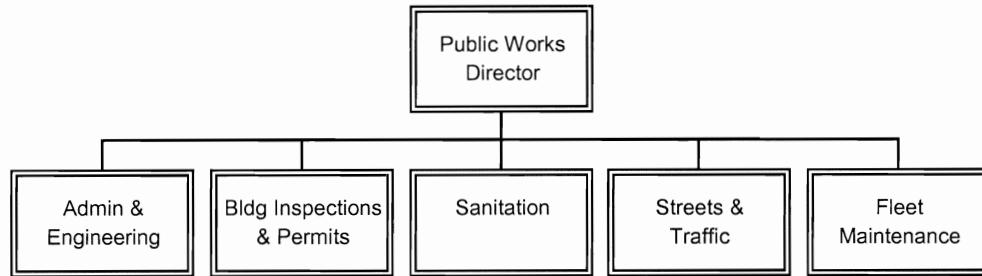
The Building Inspection Division is responsible for the enforcement of City codes or laws related to construction in the City. Inspection responsibilities include reviewing plans, issuing permits and performing field inspections for all building, electrical, grading, plumbing, heating and air conditioning work performed in the City.

The Streets Division is responsible for the maintenance of streets, sidewalks, curbs and gutters, rights-of-way, and storm water collection systems throughout the City. This includes the street sweeping operation in which streets are swept every 6-8 weeks.

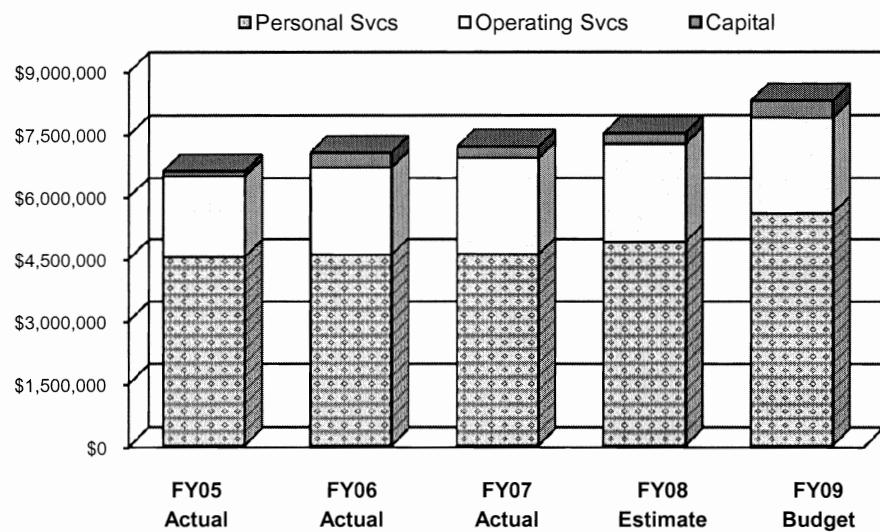
The Traffic Division is responsible for the installation and maintenance of traffic control signs, pavement markings, 98 traffic signals, and 8 school flasher zones located within the City limits. It manages a traffic control center where traffic signal operations can be monitored and modified remotely. In addition, this division is installing closed circuit television cameras in several locations throughout the City to monitor traffic and modify signal operations when necessary.

The Sanitation Division is responsible for providing solid waste collection services to approximately 12,000 households within the City. Services provided include twice-weekly garbage collection at the rear door and curbside yard waste collection once per week. Curbside recycling collection is performed once per week by a private vendor. The City contracts with an outside vendor to collect solid waste, cardboard, and glass in the Central Business District six days a week. The Sanitation Division has successfully diverted over 25% of the solid waste stream from landfills each year since implementing a volume based fee structure in 1994.

PUBLIC WORKS



DEPARTMENT EXPENDITURE HISTORY



PUBLIC WORKS

MISSION STATEMENT

To provide the services of engineering; building inspection; maintenance of City streets, drainage systems and traffic signals; solid waste collections and recycling; and fleet maintenance in a manner that protects the health, safety and welfare of the citizens and promotes awareness and satisfaction for the services received.

GOALS AND ACTIONS

Goal 1: **Continue to maintain rights-of-way (ROW) and roadways and execute storm water management program**

- ✓ Complete citizen requests for pothole repairs within 5 days and tree overhang maintenance within 10 days
- ✓ Complete work orders for cut-ins within 7 days
- ✓ Complete all resurfacing projects within established timeframes
- ✓ Maintain daily mowing schedule of 8 miles of right-of-way per route and daily street sweeping schedule of 8 miles per route

Goal 2: **Implement comprehensive solid waste management program**

- ✓ Continue current schedule for collection of refuse, yard waste and recyclable material
- ✓ Evaluate methods to promote recycling and reduction of solid waste generation
- ✓ Continue to review cost effective methods for collection and disposal of solid waste

Goal 3: **Optimize plan review, permitting and inspection services for site, building and utility construction activities**

- ✓ Provide public access to administrative data by implementing online permit and inspection processing
- ✓ Improve administration of utility construction activities through an internet-based application process and a computerized record retention system

Goal 4: **Implement SPLOST transportation projects**

- ✓ Assist with property acquisition necessary for completion of major projects
- ✓ Work with Purchasing Department to write specs and review bids for contracted work
- ✓ Coordinate efforts with project management company to administer transportation projects according to time table and budget assigned
- ✓ Work with Finance Department to maintain an accounting of all projects, phases and tasks for reimbursable and non-reimbursable projects for ease of reporting

Goal 5: **Operate and maintain the transportation network at optimum efficiency**

- ✓ Replace existing traffic host server and install remote traffic center in City Hall
- ✓ Evaluate inventory needs as it relates to disaster preparedness
- ✓ Upgrade school system signalization from current outdated paging system

Goal 6: **Provide fleet maintenance and repair services for all City/BLW vehicles**

- ✓ Continue to support the current promotional program and ASE certification of staff
- ✓ Increase turn-around-time on repairs by 10%
- ✓ Create an apprenticeship position and partner with local vocational school
- ✓ Develop in-house training program for technicians
- ✓ Initiate auction of fully equipped patrol cars on GovDeals
- ✓ Explore alternative software and technology to aid in the diagnosis of repairs, provide fuel dispensing options and enable remote monitoring of all fuel sites
- ✓ Evaluate Hybrid vehicles as an alternative purchase for the City; research cost associated with Ethanol fuel

PUBLIC WORKS

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Commercial and Residential Permits Issued	5,124	4,005	4,450
Building Inspections per Month	934	1,003	960
Number of Building Inspections per Employee per month	197	168	210
% of Inspections Performed within 24 hours	93%	95%	95%
Roadway Miles Resurfaced	3.1	3.3	3.3
Curb Miles Swept	14,614	15,600	15,600
Pedestrian Signals Installed	11	2	11
LED Signal Replacement at Intersections	10	10	10
Signalized Intersections Installed/Upgraded	13	11	15
Residential refuse collection accounts	11,940	12,300	12,300
Non-residential collection accounts	96	98	98
Tons of Residential Waste Collected	18,955	21,800	21,800
Cost per Ton of Residential Waste Collected	\$106.37	\$106.37	\$106.37
Tons of Residential Waste Recycled	2,492	7,250	7,250
Cost per Ton of Recyclable Materials Collected	\$287.02	\$287.02	\$287.02
Tons of Yard Waste Landfilled	3,843	4,600	4,600
Tons of Residential Waste Landfilled	18,946	16,000	16,000
Fleet Availability per Month	85%	93%	95%
Preventative Maintenance Compliance	93%	93%	99%
Rework Rate	1.00%	0.09%	1.00%
Mechanic Productivity	55%	69%	75%
Repairs Completed within 24-hour Period	47%	46%	47%
Work Orders Processed	6,610	6,830	7,000

GOALS ACCOMPLISHED

- ◊ The City has commenced implementation of most of the transportation improvement projects approved in the 2005 Special Purpose Local Option Sales Tax (SPLOST). Several major projects are under design, several projects are in the right-of-way acquisition stage, utility relocation is in progress on Roswell Street and the city expects to commence construction on several projects this year.
- ◊ Fleet division was recognized by Fleet Equipment Magazine as one of the top 100 fleet maintenance operations in the country for the third year in a row
- ◊ Conducted citywide mosquito spraying program
- ◊ Marietta has joined other metro area cities in forming the NW Georgia Inspectors Association, which ensures building safety and compliance with building codes
- ◊ Count-down pedestrian crossing signals were installed in the downtown business district
- ◊ Phase one deployment of the GPS Opticom units for emergency vehicles has been completed
- ◊ Vehicle count and speed analysis were conducted at three locations in preparation for pilot implementation of speed cushions
- ◊ Upgraded school flashers at all school locations
- ◊ Implemented recycling program and daily dumpster pickup in the downtown business district
- ◊ Implemented pilot program, for all new subdivisions built after June 2006, using 68-gallon and 95-gallon roll carts for once-a-week curbside trash pickup

PUBLIC WORKS

EXPENDITURE SUMMARY

Administration and Engineering

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	472,879	452,936	450,578	470,316	702,782
Operating Services	69,149	79,373	143,874	160,046	123,494
Capital	0	0	0	2,050	0
TOTAL ANNUAL BUDGET	542,028	532,309	594,452	632,412	826,276

Building Inspections and Permits

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	406,935	427,770	491,824	519,750	534,371
Operating Services	23,023	26,071	21,238	26,566	28,166
Capital	33,600	17,045	0	36,076	0
TOTAL ANNUAL BUDGET	463,558	470,886	513,062	582,392	562,537

Sanitation

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	1,685,975	1,718,754	1,765,579	1,898,634	1,995,702
Operating Services	1,214,690	1,367,459	1,531,311	1,455,351	1,463,991
Capital	87,009	105,531	114,141	128,780	150,000
TOTAL ANNUAL BUDGET	2,987,674	3,191,744	3,411,031	3,482,765	3,609,693

PUBLIC WORKS

EXPENDITURE SUMMARY

Streets and Traffic Administration

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	130,710	0	0	55,954	179,743
Operating Services	4,964	0	0	0	0
TOTAL ANNUAL BUDGET	135,674	0	0	55,954	179,743

Expenditures in FY06 and FY07 are reported in the Traffic division.

Streets

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	1,333,867	1,363,501	1,349,547	1,496,765	1,572,694
Operating Services	513,961	508,567	507,394	573,257	557,172
Capital	0	233,543	49,202	71,503	98,500
TOTAL ANNUAL BUDGET	1,847,828	2,105,611	1,906,143	2,141,525	2,228,366

Traffic

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	487,121	613,264	529,242	445,116	588,954
Operating Services	135,654	134,086	130,306	158,216	127,121
Capital	0	0	102,446	12,865	160,000
TOTAL ANNUAL BUDGET	622,775	747,350	761,994	616,197	876,075

Expenditures in FY06 and FY07 include Streets and Traffic Administration.

Board of Code Appeals

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	250	500	400	1,400	3,500
TOTAL ANNUAL BUDGET	250	500	400	1,400	3,500

PUBLIC WORKS

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Public Works Director	1	1	1	1	1
Assistant Director / City Engineer	1	1	1	1	1
Civil Engineer	1	1	1	1	1
Transportation Engineer	0	0	0	1	1
Erosion Control Inspector	1	1	1	1	1
Civil Engineering Technician	1	1	1	1	1
Civil Engineering Assistant	1	1	1	1	1
Executive Secretary - Public Works	1	1	1	1	0
Admin. Assistant II - Public Works	0	0	0	0	1
Development Coordinator	1	1	1	1	1
Chief Building Inspector	1	1	1	1	1
Building Trades Inspector	3	4	4	4	4
Senior Building Trades Inspector	2	2	2	2	2
Permit Clerk	1	1	1	1	1
Sanitation Superintendent	1	1	1	1	1
Sanitation Foreperson	3	3	3	3	3
Sanitation Supervisor	1	1	1	1	1
Route Driver	15	15	15	15	15
Sanitation City Service Worker I	21	21	21	21	21
Administrative Secretary - Sanitation	1	1	1	1	0
Admin. Assistant I - Sanitation	0	0	0	0	1
Streets & Traffic Superintendent	1	0	0	0	0
Streets & Traffic Operations Manager	0	0	0	1	1
Admin. Secretary - Streets & Traffic	1	0	0	1	0
Admin. Assistant I - Streets & Traffic	0	0	0	0	1
Streets Superintendent	0	1	1	0	0
Streets Supervisor	1	0	0	1	1
Streets Foreperson	6	6	6	6	6
Administrative Secretary - Streets	0	1	1	0	0
Equipment Operator - Streets	6	6	6	6	6
Maintenance Technician - Streets	0	0	0	0	1
Streets City Service Worker I	1	4	4	4	3
Streets City Service Worker II	19	16	16	16	16
Traffic Services Manager	0	1	1	0	0
Traffic Supervisor	1	1	1	1	1
Traffic Foreperson	2	0	0	0	0
Traffic System Technician	0	1	1	1	1
Traffic Sign Technician	0	1	1	1	1
Traffic Signal Technician	3	3	3	3	3
Traffic City Service Worker II	5	5	5	5	5
Board of Code Appeals Member	7	7	7	7	7
TOTAL BUDGETED POSITIONS	110	111	111	112	112

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PARKS, RECREATION AND FACILITIES

The Parks, Recreation and Facilities Department administers recreation services and provides for the operation and maintenance of City parks, recreation centers, buildings and grounds, and Keep Marietta Beautiful services.

The Elizabeth Porter and Lawrence Street Recreation Centers provide daily recreational activities. Seasonal special events, tournaments, league play and instruction are also offered. Summer Programs provides a diverse selection of activities during the summer months geared toward school age children. These activities include playground programs, day camps, safety education and swimming. The Athletics Division provides organized and supervised athletic programs for youths and adults. Youth athletics provide instruction and varying levels of competition. Adult athletics promote group involvement and allow teams to compete on local, district and state levels.

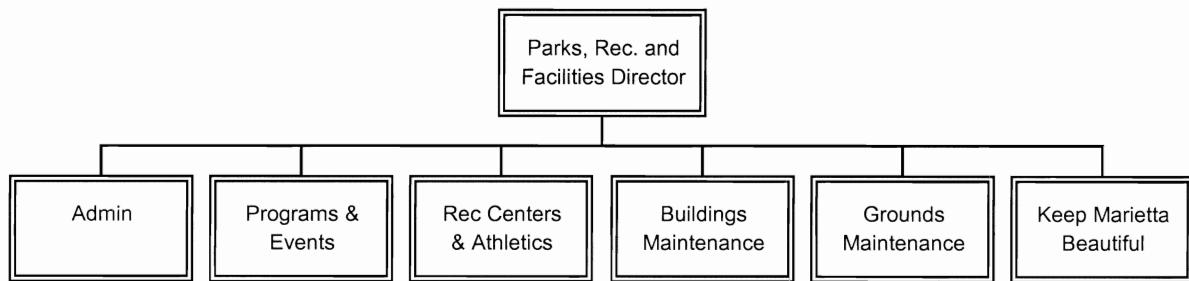
The Special Events Division is responsible for scheduling, planning, organizing and staffing special events and other variety programs such as concerts on Marietta Square, the Fourth of July parade and festivities, arts and crafts festivals, and holiday oriented activities. Senior Programs aims to provide adults 50 and older with an opportunity to participate in a variety of sports competitions and learn new leisure skills. Senior Programs started the Cobb County Senior Games in 1991 and it has remained a popular annual event since its inception.

The Keep Marietta Beautiful Division focuses on business and multi-family housing recycling. It also promotes its in-school efforts through speeches and education on the three curbside programs and beautification efforts within the City.

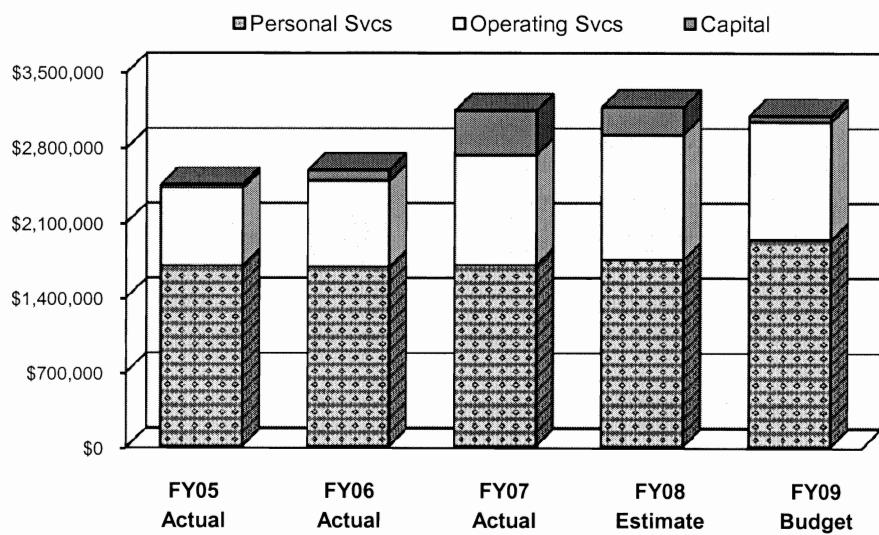
The Buildings Maintenance Division's responsibilities include general maintenance of all City buildings and facilities. It is also responsible for contractual maintenance services such as janitorial services and elevator repair and inspections and other services necessary to keep City buildings clean and in safe working order.

The Grounds Maintenance Division is responsible for the City-wide Landscaping Program including Glover Park, all City parks and various lots owned by the City. It also maintains the grounds surrounding the City buildings and the City cemetery and supervises the community service program.

PARKS, RECREATION AND FACILITIES



DEPARTMENT EXPENDITURE HISTORY



	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Svcs	\$1,691,238	\$1,682,512	\$1,695,926	\$1,747,013	\$1,933,460
Operating Svcs	\$724,002	\$802,416	\$1,029,121	\$1,165,205	\$1,097,256
Capital	\$34,590	\$98,178	\$409,693	\$257,448	\$59,100
Total Budget	\$2,449,830	\$2,583,106	\$3,134,740	\$3,169,666	\$3,089,816
Change Over Prior Yr	---	5.44%	21.36%	1.11%	-2.52%

PARKS, RECREATION AND FACILITIES

MISSION STATEMENT

To provide safe and enjoyable recreation and leisure experiences for a diverse population, generate tourism, initiate beautification projects, promote environmental awareness and maintain City buildings through preventative, routine and emergency care.

GOALS AND ACTIONS

Goal 1: **Provide technical maintenance for City buildings and facilities**

- ✓ Inspect buildings according to established schedule and report, schedule and perform repairs as needed
- ✓ Obtain and implement work order tracking system capable of producing output consistent with ICMA standards; obtain training and materials needed to generate and track performance measurements
- ✓ Maintain timely knowledge of codes and ordinances governing facilities; ensure conformity to specifications
- ✓ Install deep-trench drainage system at City Hall parking deck wall to relieve hydraulic pressure, eliminate leaks and restore stability

Goal 2: **Maintain grounds at City parks and greenspaces**

- ✓ Maintain historic Marietta City Cemetery
- ✓ Execute lawn maintenance schedule; provide tree and shrub maintenance
- ✓ Maintain playground safety inspection program pursuant to National Parks and Recreation Association (NPRA) standards
- ✓ Continue graffiti removal program in support of City ordinance; evaluate sites for ways to reduce vandalism
- ✓ Establish erosion-control measures and appropriate ground cover on banks and slopes to reduce regular maintenance activities

Goal 3: **Provide landscape development and maintenance at beautification sites**

- ✓ Continue pesticide management program and expand as necessary
- ✓ Engage in tree preservation, health, maintenance and planting on City properties and secure professional arboriculture services as necessary; continue to support the efforts of Marietta Treekeepers
- ✓ Upgrade turf and expand chemical care program based on site needs and developing technologies
- ✓ Install and maintain seasonal color at designated City sites including new properties as they are developed; coordinate contracts with professional landscaping firms

Goal 4: **Provide janitorial services at designated City buildings**

- ✓ Continue to provide routine and emergency janitorial services; monitor and supervise contractor performance
- ✓ Evaluate existing staffing levels, contracted services and maintenance requirements for potential cost savings
- ✓ Evaluate cleaning products and supplies for cost savings and improved maintenance; integrate "green" products into the supply inventory where practical

Goal 5: **Conduct beautification property upgrades to obtain optimal aesthetic and functional levels**

- ✓ Repair brick walkways throughout Glover Park
- ✓ Replace hardscape at the front entrance to City Hall
- ✓ Correct drainage along tennis courts at Lewis Park and install fencing to prevent damage to irrigation system
- ✓ Create safety buffer between playground and parking lot at Elizabeth Porter Rec Center and plant shade trees adjacent to playground area
- ✓ Dredge lower lake at Laurel Park and install stabilization and correction measures along the spillway pond

Goal 6: **Implement renovation of Municipal Complex buildings**

- ✓ Paint interior walls and exterior concrete façade at City Hall
- ✓ Replace carpet at City Hall and Public Safety buildings according to established schedule

PARKS, RECREATION AND FACILITIES

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
<u>Parks & Recreation:</u>			
Senior Games Participants	298	300	300
Summer Day Camp Participants at Laurel Park	194	200	200
Recreation Centers – Day Camp Attendance :			
Lawrence Street Recreation Center	37	40	40
Elizabeth Porter Recreation Center	34	40	40
Youth Basketball Participants	356	380	400
Youth Track Participants	96	95	100
Adult Basketball Teams	10	11	12
Concerts on the Square	19	19	19
Festivals on the Square	7	7	7
City Special Events	13	13	13
Non-City Special Events	42	33	33
Pool Attendance	4,840	2,064	4,800
<u>Buildings & Grounds Maintenance:</u>			
<u>Janitorial:</u>			
Inspections	170	197	200
Work Orders	343	350	350
Vandalism Incidents	8	10	10
<u>Technical:</u>			
Projects	20	23	25
Inspections	243	275	280
Work Orders	1,755	2,080	2,340
Vandalism Incidents	49	54	60
<u>Grounds:</u>			
Projects	9	10	10
Inspections	3,112	3,175	3,200
Work Orders	230	242	250
Vandalism Incidents	158	190	210
<u>Community Service Program:</u>			
Work Orders	47	51	60

GOALS ACCOMPLISHED

- ◊ Continued to support Marietta Tree Keepers and Keep Marietta Beautiful programs
- ◊ Negotiated and executed janitorial services contract with an outside vendor
- ◊ Participated with Home Depot, Kiwanis and organizers from the nonprofit organization KaBOOM! in the building of a 2,500 square foot playground at Victory Park
- ◊ Actively participated in the development of the ten-year Cobb County Parks and Recreation Master Plan
- ◊ Constructed three offices for Municipal Court and one for Business License, reconfigured offices for Planning and Zoning and coordinated carpet replacement, by an outside vendor, on the third floor of City Hall
- ◊ Removed and replaced brickwork around the fountain in Glover Park and added handrails to the stage
- ◊ Won awards at the Georgia Recreation and Park Association competition for three innovative community programs: *July is Parks and Recreation Month*, *Scarecrows on the Square* and *Mayretta Days*
- ◊ Received “Going Green Champion” award from WSB-TV for the City’s efforts to reuse rainwater from rooftops to water trees and flowers in the downtown area

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Parks & Recreation Administration

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	678,764	677,023	726,113	745,323	811,560
Operating Services	52,891	40,228	60,324	102,342	77,786
Capital	0	0	300,000	100,000	18,700
TOTAL ANNUAL BUDGET	731,655	717,251	1,086,437	947,665	908,046

Programs and Events

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	119,162	107,205	106,057	84,391	132,764
TOTAL ANNUAL BUDGET	119,162	107,205	106,057	84,391	132,764

Recreation Centers and Athletics

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	47,903	37,688	40,201	48,704	59,785
Capital	0	0	39,444	0	12,500
TOTAL ANNUAL BUDGET	47,903	37,688	79,645	48,704	72,285

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Buildings Maintenance

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	584,382	596,508	571,862	500,540	506,184
Operating Services	322,995	379,662	478,584	617,102	504,008
Capital	34,590	54,833	24,099	4,731	1,200
TOTAL ANNUAL BUDGET	941,967	1,031,003	1,074,545	1,122,373	1,011,392

Grounds Maintenance

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	359,131	335,748	323,039	424,062	536,064
Operating Services	177,555	234,503	339,970	309,548	318,663
Capital	0	43,345	46,150	152,717	26,700
TOTAL ANNUAL BUDGET	536,686	613,596	709,159	886,327	881,427

Keep Marietta Beautiful

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	68,961	73,233	74,912	77,088	79,652
Operating Services	3,496	3,130	3,985	3,118	4,250
TOTAL ANNUAL BUDGET	72,457	76,363	78,897	80,206	83,902

PARKS, RECREATION AND FACILITIES

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Parks, Rec. and Facilities Director	1	1	1	1	1
Recreation Services Manager	1	1	1	1	1
Executive Secretary	1	1	1	1	0
Administrative Assistant II	0	0	0	0	1
Recreation Supervisor	2	2	2	2	2
Recreation Coordinator	2	3	3	3	3
Recreation Center Director	2	1	1	1	1
Recreation Leader	2	2	2	2	2
Clean City Coordinator	1	1	1	1	1
Administrative Secretary - Buildings	1	1	1	1	0
Administrative Assistant I - Bldgs.	0	0	0	0	1
Buildings & Grounds Superintendent	0	0	1	1	1
Buildings Supervisor	1	1	1	1	1
Buildings Foreperson - Custodial Svs.	1	1	1	0	0
Buildings CS Worker II - Bldgs Maint.	0	0	0	1	1
Senior Maintenance Tech	2	2	2	2	2
Maintenance Technician	2	2	2	2	2
Buildings CS Worker I - Custodial	0	0	1	0	0
Buildings CS Worker II - Custodial	4	4	3	0	0
Grounds Foreperson	2	2	2	3	3
Grounds City Service Worker I	3	3	3	3	3
Grounds City Service Worker II	5	5	5	6	6
TOTAL BUDGETED POSITIONS	33	33	34	32	32

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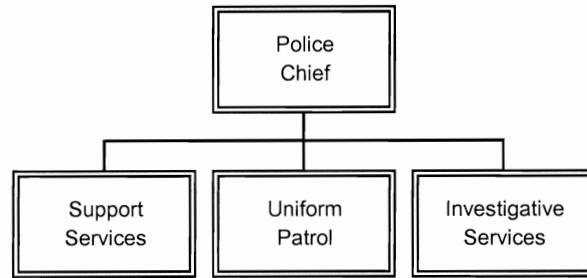
POLICE

The Support Services Division of the Police Department consists of the offices of the Chief of Police, Deputy Chiefs, Evidence & Property Unit, Records, Crime Analysis Unit, Internal Investigations, Accreditation, Training, and Police Academy. Expenses related to the custody of prisoners are also part of this Division.

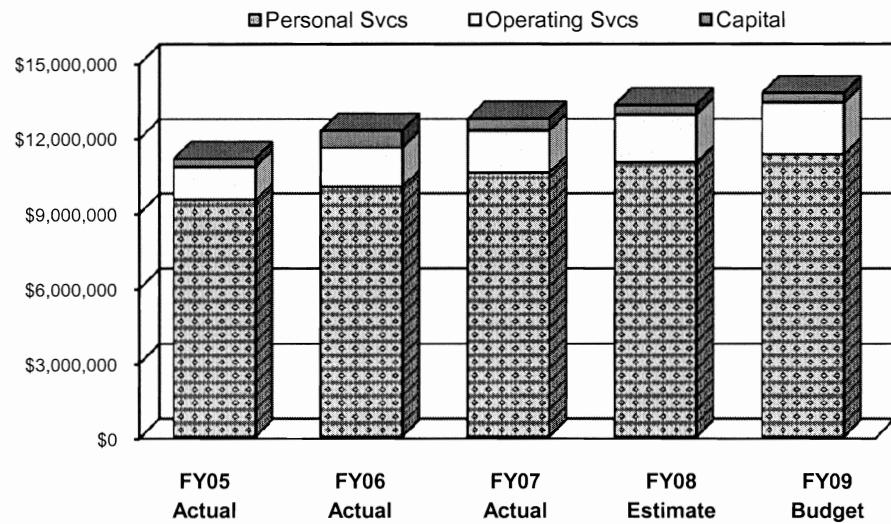
The Uniform Patrol Services Division is charged with the responsibility of taking appropriate action to protect life and property; preserve the peace; prevent crime; enforce DUI and traffic laws; identify and arrest violators of the law; and enforce all federal, state and local laws and ordinances falling within the Department's jurisdiction. Included in the Uniform Patrol Services Division are a Selective Traffic Enforcement Program (STEP) Unit, a Community Response Unit and a Parking Officer.

The Investigative Services Division is comprised of the Detective Unit, Marietta-Cobb-Smyrna (MCS) Narcotics Task Force, Forensic Services Unit and Drug Enforcement Administration (DEA) Task Force. These units are responsible for investigating criminal cases from either a proactive or reactive standpoint and conducting building searches, drug searches and tracking.

POLICE



DEPARTMENT EXPENDITURE HISTORY



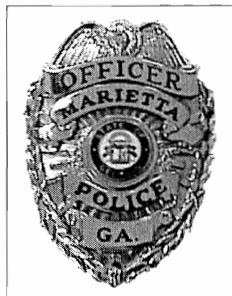
POLICE

MISSION STATEMENT

To provide professional law enforcement services and ensure a safe environment for all individuals and businesses within the City with a commitment to excellence based on the highest moral and ethical standards. To provide assistance to federal, state and local agencies.

GOALS AND ACTIONS

Goal 1: Reduce the number of burglaries, larcenies, robberies, motor vehicle thefts, rapes and aggravated assaults by ten percent



- ✓ Implement Crime Free Housing (CFH) program to establish partnerships among police, owners and renters of apartments and residents to reduce illegal activity
- ✓ Review existing local ordinances to address voids and weaknesses
- ✓ Continue implementation of the Franklin Road Plan and Powder Springs Road Plan to reduce crime in these corridors until all objectives are achieved
- ✓ Implement Marietta Repeat Apprehension Program (MRAP) to identify and track repeat offenders and take appropriate action
- ✓ Increase the frequency of pro-active enforcement activities such as traffic safety checkpoints, saturation patrols (heavy police presence) and drug/prostitution reverse stings utilizing undercover officers
- ✓ Establish a Gang Intelligence System to assist in gang member identification and mitigation

Goal 2: Improve technology

- ✓ Adopt Electronic Citation program to reduce processing time of citation issuance and eliminate manual data entry into a records management system
- ✓ Evaluate Voice Activation technology and License Plate Reader technology
- ✓ Complete the transition to digital technology for photography, video recordings and voice recordings
- ✓ Enhance wireless capabilities

Goal 3: Expand training opportunities for personnel

- ✓ Establish a training facility within city limits
- ✓ Research, evaluate and develop a proposal for "use of force" simulator
- ✓ Develop a driver training program
- ✓ Develop and implement stress management training



Goal 4: Evaluate current organizational structure

- ✓ Review and adjust current zone boundaries in the M-STAR program as required
- ✓ Examine current and future allocations of personnel to satisfy staffing requirements
- ✓ Analyze organizational structure in terms of functional priorities

Goal 5: Improve departmental emergency preparedness

- ✓ Develop an All Hazards Emergency Operations manual based on key strategies as outlined in the National Incident Command System (NIMS)
- ✓ Assess emergency equipment needs

POLICE

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Crime Caseload:			
Murder	4	5	5
Rape	12	18	16
Robbery	199	295	210
Aggravated Assault	136	202	175
Auto Theft	422	425	400
Burglary	451	600	525
Larceny	1,866	1,860	1,550
Average response time for emergency priority calls (minutes)	5	4	4
Compliance rate with National and State Certification Standards	100%	100%	100%
Training cost per sworn officer	\$2,593	\$2,650	\$2,850
% of recruits employed after 1 year	98%	100%	100%

GOALS ACCOMPLISHED

- ◊ Achieved state recertification from the Georgia Association of Chiefs of Police and national re-accreditation through the Commission on Accreditation for Law Enforcement Agencies
- ◊ Established the department's K-9 program to help in tracking suspects and missing persons, narcotics detections and public relations with Marietta City School students
- ◊ The Community Outreach Unit, together with the US Park Service, conducted a presentation on personal safety for runners and hikers
- ◊ In an effort to reduce excessive false alarms, an ordinance was enacted requiring registration of all electronic burglar alarm systems installed within city limits and assessment of fines after two false alarms
- ◊ For the second consecutive year a Marietta officer received the Peace Officers Association of Georgia Officer of the Year award for saving the life of a Marietta High School student
- ◊ Purchased two electric scooters for patrol officers as an alternative to gas-powered patrol cars



POLICE

EXPENDITURE SUMMARY

Support Services

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	9,485,706	10,022,154	10,600,326	11,018,357	11,324,497
Operating Services	834,530	905,724	949,221	1,085,894	1,275,717
Capital	16,091	333,137	19,563	0	27,997
TOTAL ANNUAL BUDGET	10,336,327	11,261,015	11,569,110	12,104,251	12,628,211

Uniform Patrol

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	499,354	645,597	688,475	778,187	765,719
Capital	301,780	269,892	382,037	310,541	273,750
TOTAL ANNUAL BUDGET	801,134	915,489	1,070,512	1,088,728	1,039,469

Investigative Services

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	14,384	10,111	20,857	21,516	13,925
Capital	0	84,400	84,154	80,093	88,800
TOTAL ANNUAL BUDGET	14,384	94,511	105,011	101,609	102,725

POLICE

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	2
Commander	5	5	5	5	5
Lieutenant	8	8	8	8	8
Sergeant	15	15	15	15	15
Officer	105	97	92	94	89
Senior Officer	0	8	14	13	19
Administrative Assistant	1	1	1	1	0
Administrative Assistant III	0	0	0	0	1
Administrative Secretary	1	1	1	1	0
Administrative Assistant I	0	0	0	0	1
Administrative Services Technician	1	1	1	1	1
Support Services Technician	3	3	3	3	3
Payroll Clerk	1	1	1	1	0
Police Expense Coordinator	0	0	0	0	1
Supervisor of Police Services	1	1	1	1	1
Crime Analyst	0	1	1	1	1
Records Clerk	18	0	0	0	0
Police Service Representative	0	18	18	18	18
Prisoner Transport Officer	4	4	4	4	4
Fleet Maintenance Coordinator	1	1	1	1	1
Parking Enforcement Officer	0	0	1	1	1
TOTAL BUDGETED POSITIONS	167	168	170	171	172

FIRE

The Fire Department serves to effectively prepare, provide and promote services that minimize the loss of life and property resulting from fires, medical emergencies and other disasters.

The Administration Division is charged with the management of all Fire resources to assist with performance of the departmental mission. Policies and procedures are developed to provide guidelines for departmental operations.

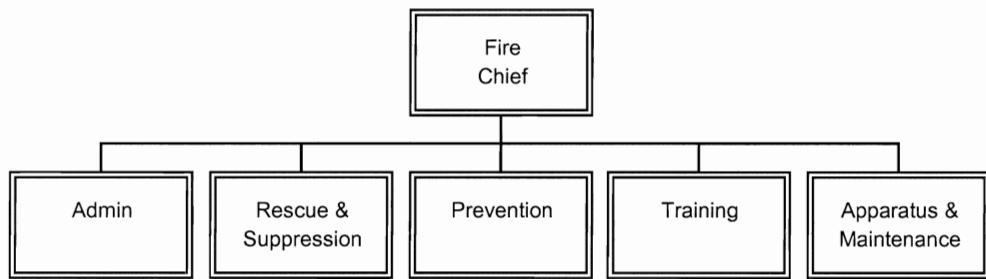
The Suppression Division provides resources necessary to provide timely response to requests for emergency services. The priority for fulfilling these requests is, initially, for events threatening life and health; secondly, for events responsible for unacceptable levels of property damage; and thirdly, for events pertaining to unacceptable levels of environmental abuse.

Some of the operations that Suppression mitigates are: fires (commercial, residential, and transportation); medical (basic life safety and advanced life safety); hazardous materials (spills and leaks); and search and rescue (forcible entry, vertical rescue, confined space and water rescue).

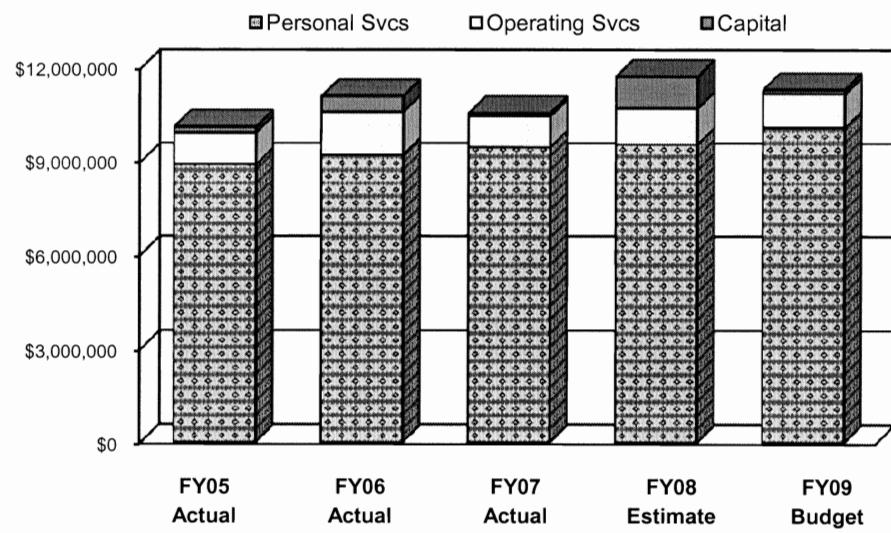
Fire Prevention focuses on citizen safety by providing public education, inspections, code enforcement and investigations. This division also oversees the records and database to ensure that the department meets all its documentation responsibilities.

The Training Division insures that personnel meet all departmental, state and federal training goals and objectives and also purchases and oversees all personal protective equipment.

FIRE



DEPARTMENT EXPENDITURE HISTORY



FIRE

MISSION STATEMENT

To effectively prepare, provide and promote services that minimize the loss of life and property resulting from fires, medical emergencies and other disasters.

GOALS AND ACTIONS

Goal 1: **Provide Advanced Life Support (ALS) services within six minutes of initial notification, 90% of the time**

- ✓ Increase firefighter participation in paramedic training
- ✓ Evaluate current ALS response data to determine if changes in vehicle placement and response methodology are warranted



Goal 2: **Create specialized operations areas in the Department**

- ✓ Provide specialized training to attain staffing level of twelve rescue technicians per shift
- ✓ Increase staffing in Fire Prevention to aid in meeting the increase in code compliance investigations due to the City's redevelopment initiative

Goal 3: **Maintain and expand infrastructure, proficiency and resources as necessary to attain departmental goals**

- ✓ Increase firefighter staffing from 29 to 32 personnel per shift to meet increasing workloads and aid in supporting Insurance Services Office (ISO) staffing requirements
- ✓ Continue apparatus replacement schedule to gain ISO points which, in turn, lowers the Fire Insurance rating, thereby benefiting commercial property owners and promoting new development in the City

Goal 4: **Increase the capability of the City to plan a prudent response, reduce the impact and manage any event outside normal daily operations**

- ✓ Enhance current capabilities of the Crisis Management Center (CMC) through command training for staff and the addition of advanced equipment
- ✓ Comply with federal mandate to complete the National Incident Management System (NIMS) training



FIRE

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Total calls for service (all incidents)	10,611	10,537	10,470
Units dispatched to calls for service	17,756	17,760	17,760
Fires within the City	377	340	328
Structure fires within the City	137	128	112
EMS (Emergency Medical Services) calls within the City	4,827	4,720	4,700
ALS (Advanced Life Support) units in service	5	5	6
Plan reviews of commercial property	740	640	680
Square footage of projects reviewed	2,327,290	2,400,000	2,400,000
Business inspections	4,508	4,550	4,550
Fire investigations	89	72	68
Training hours per Firefighter	40	40	40
Training hours per Emergency Medical Technician	16	16	16
Training hours per Paramedic	36	36	36
% of ALS responses in 6 minutes or less	73%	88%	90%
Average time spent per fire call (all fires)	1h 10m	1h 8m	1h 8m
Average time spent per structure fire	2h 3m	2h 0m	2h 0m
Average time spent per medical call	25m	25m	25m
% of recruits employed after 1 year	75%	100%	100%
% of uniformed personnel who are paramedic	40%	50%	55%

GOALS ACCOMPLISHED

- ◊ Increased firefighter participation in paramedic training
- ◊ Certified ten Swift Water Rescue instructors
- ◊ Attained staffing level of twelve hazardous materials technicians per shift
- ◊ Command staff achieved National Incident Management System (NIMS) certification
- ◊ Five firefighters of the Wildland Fire Response Team received the Award of Merit at the Cobb Chamber of Commerce Public Safety Awards ceremony for their efforts in fighting the wildfires in southern Georgia
- ◊ Eight new firefighters graduated from training and were certified to Firefighter I level; in addition to firefighting skills, recruits completed ten weeks of Emergency Medical Technician (EMT) training



FIRE

EXPENDITURE SUMMARY

Administration

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	305,640	322,857	336,606	354,161	360,138
Operating Services	9,540	13,214	17,020	12,254	11,880
TOTAL ANNUAL BUDGET	315,180	336,071	353,626	366,415	372,018

Rescue

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	97,596	88,421	87,334	115,649	99,349
Capital	35,861	0	11,988	79,317	111,110
TOTAL ANNUAL BUDGET	133,457	88,421	99,322	194,966	210,459

Suppression and Emergency Services

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	7,552,060	7,708,343	7,899,673	8,019,701	8,498,702
Operating Services	401,260	533,583	556,570	698,195	636,268
Capital	138,113	459,123	47,156	941,840	22,500
TOTAL ANNUAL BUDGET	8,091,433	8,701,049	8,503,399	9,659,736	9,157,470

FIRE

EXPENDITURE SUMMARY

Prevention

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	571,704	685,894	672,532	656,249	711,198
Operating Services	12,690	26,331	24,556	23,128	28,140
Capital	0	38,938	0	0	0
TOTAL ANNUAL BUDGET	584,394	751,163	697,088	679,377	739,338

Training

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	480,442	502,379	557,551	528,893	535,187
Operating Services	485,483	701,838	295,190	289,562	281,395
Capital	12,434	4,718	33,060	0	0
TOTAL ANNUAL BUDGET	978,359	1,208,935	885,801	818,455	816,582

Apparatus

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	8,185	9,227	12,536	11,097	15,873
TOTAL ANNUAL BUDGET	8,185	9,227	12,536	11,097	15,873

FIRE

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Chief	1	1	1	1	1
Deputy Chief	1	1	1	1	1
Administrative Assistant	1	1	1	1	0
Administrative Assistant III	0	0	0	0	1
Assistant Chief - Suppression	3	3	3	3	3
Station Commander -Suppression	6	6	6	6	6
Captain - Suppression	1	0	0	0	0
Lieutenant - Suppression	14	2	2	2	2
Lieutenant Medic - Suppression	0	13	13	13	13
Firefighter Engineer	33	15	15	14	14
Firefighter Engineer Medic	0	18	18	19	19
Firefighter I	61	60	59	59	59
Firefighter II	0	1	2	2	2
Assistant Chief - Prevention	1	1	1	1	1
Lieutenant - Prevention	3	1	1	1	2
Lieutenant Medic - Prevention	0	2	2	2	2
Inspector - Fire Safety Codes	1	1	1	1	0
Commander - Prevention	2	2	2	2	2
Administrative Secretary - Prevention	1	1	1	1	0
Admin. Assistant I - Prevention	0	0	0	0	1
Assistant Chief - Training	1	1	1	1	1
Administrative Secretary - Training	1	1	1	1	0
Administrative Assistant I - Training	0	0	0	0	1
Lieutenant - Training	1	1	1	1	1
Lieutenant EMS - Training	1	0	0	0	0
Lieutenant EMS Medic - Training	0	1	1	1	1
Commander - Training	1	1	1	1	1
Radio Systems Manager	1	1	0	0	0
Lieutenant - Homeland Security	0	0	1	1	1
TOTAL BUDGETED POSITIONS	135	135	135	135	135

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CITY NON-DEPARTMENTAL

City Non-departmental includes funds for expenditures that benefit more than one department. The budget for the items listed herein is not readily allocated to the recipient department. Actual expenditures, along with the budgeted amount at year-end, are reclassified for preparation of the year-end financial statements.

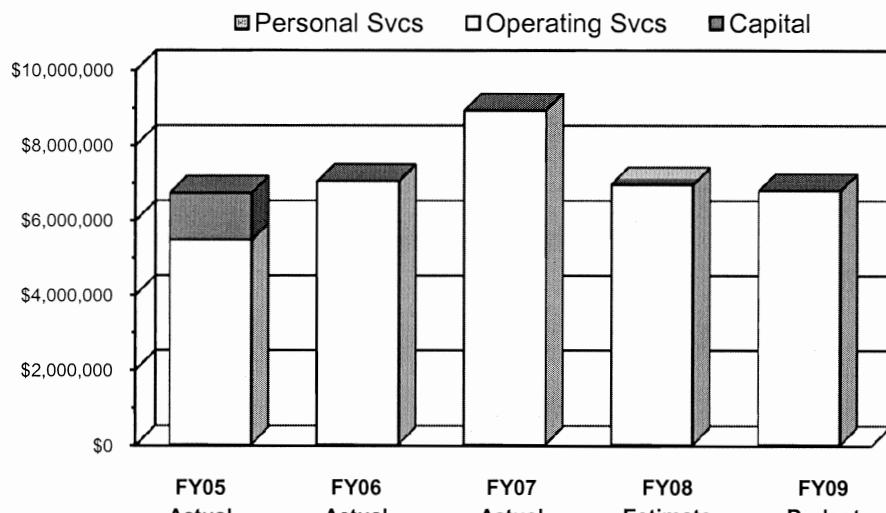
The City levies a tax to the patrons of all hotels and motels inside the City limits and collects it from these business establishments on a monthly basis. The revenue from this tax is used for the promotion of tourism and is authorized to be distributed to, but not limited to, an exhibit hall, a conference center and a performing arts center. This promotes and supports tourism by providing a forum for conventions and trade shows as well as athletic, musical, theatrical, cultural, civic and performing arts events.

The Marietta Welcome Center expense represents 12.5% of the City's hotel/motel tax revenue (capped at a maximum of \$277,500, and includes an appropriation of \$2,250 to the Museum of History and an additional \$44,000 to be forwarded to the Museum of History for Gone With the Wind Museum rent expense). The Marietta Welcome Center will also receive \$460,000 from the 3% auto rental tax revenue received by the City. Appropriations include \$225,437 for the Museum of History; \$89,289 for the Museum of Art; \$60,000 for the Gone With the Wind Museum; \$66,967 for the Theater in the Square; \$8,485 to the General Fund for the Museum Director's salary; \$4,464 for the Friends of Brumby Hall; \$2,679 for Cobb Landmarks and Historical Society and \$2,679 for the Friends of Brown Park.

Remittance to the DMDA for the Hilton Atlanta/Marietta Hotel and Conference Center is 30.25% of the City's hotel/motel tax revenue (excess of 1 cent collected for the Welcome Center over the \$277,500 will go into a designated contingency account for the promotion of tourism). The remittance for the Cobb Convention Center represents 19.75% of the hotel/motel tax revenue.

NON-DEPARTMENTAL

DEPARTMENT EXPENDITURE HISTORY



	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Svcs	\$0	\$0	\$0	\$0	-\$1,223
Operating Svcs	\$5,445,079	\$7,006,803	\$8,901,428	\$6,926,813	\$6,761,570
Capital	\$1,255,592	\$0	\$0	\$0	\$0
Total Budget	\$6,700,671	\$7,006,803	\$8,901,428	\$6,926,813	\$6,760,347
Change Over Prior Yr	---	4.57%	27.04%	-22.18%	-2.40%

EXPENDITURE SUMMARY

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	0	0	0	0	-1,223
Tourism - Welcome Center	837,143	844,084	763,397	736,042	737,500
Tourism - Cobb Convention Center	408,377	424,821	430,652	437,860	438,450
Tourism - Marietta Conference Center	625,489	650,675	659,607	670,646	671,550
Operating Services	317,059	509,176	528,530	567,810	477,588
Designated Contingency	0	0	0	0	100,000
Indirect Cost Transfer to BLW Fund	2,542,651	2,666,529	2,872,730	2,941,998	3,163,837
Transfer to Golf Course	391,004	449,677	471,507	384,832	367,677
Transfer to Pension Fund	0	0	200,000	140,000	0
Miscellaneous Operating Transfers	2,992	113,000	74,000	2,000	2,000
Transfer to Conference Center	320,000	1,053,841	0	0	0
Transfer to Health Fund	0	295,000	800,967	1,030,968	800,968
Transfer to MRC	0	0	2,100,000	0	0
Miscellaneous Expenses	364	0	38	14,657	2,000
Capital	1,255,592	0	0	0	0
TOTAL ANNUAL BUDGET	6,700,671	7,006,803	8,901,428	6,926,813	6,760,347

SPECIAL REVENUE FUNDS

The thirteen Special Revenue Funds included in this section are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Tax Allocation District Fund (TAD) finances redevelopment through tax-backed bonds. The Cemetery Fund accounts for the care and maintenance of the City Cemetery. The Housing Urban Development (HUD) and Community Development Block Grant (CDBG) Funds provide housing assistance and the development of low-income areas. The Weed and Seed Program was initially administered through the City Manager's office. A separate fund was established in FY09 to track expenditures. This federal program is funded by a grant from the Department of Justice and is designed to reduce the impact of violent crimes on communities. Grants Funds account for expenditures addressed specifically in the grant award. The Asset Forfeiture Fund is used for special safety projects. The Radio System Core Replacement Fund accounts for the funds the City is required to set aside each year and accumulate in order to pay for its portion of the county-wide 800 MHz radio communications system when it is replaced. The Gone with the Wind Museum Fund accounts for the receipts and disbursements of money from the operation of the City Museum dedicated to the movie and novel Gone with the Wind. The Aurora Fire Museum Fund accounts for the expenditures of the fire museum as well as the restoration of antique fire engines. The Parks, Greenspace and Tree Funds track bond proceeds, miscellaneous projects as stipulated by donors, and expenditures associated with the tree-planting program. The Hotel/Motel Tax Fund and the Auto Rental Excise Tax Fund were created in FY07 so that the City could receive and track hotel/motel taxes and auto rental excise taxes in separate funds instead of collecting the revenues in the General Fund as was done previously.

DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt, principal, interest and related costs.

CAPITAL PROJECTS FUNDS

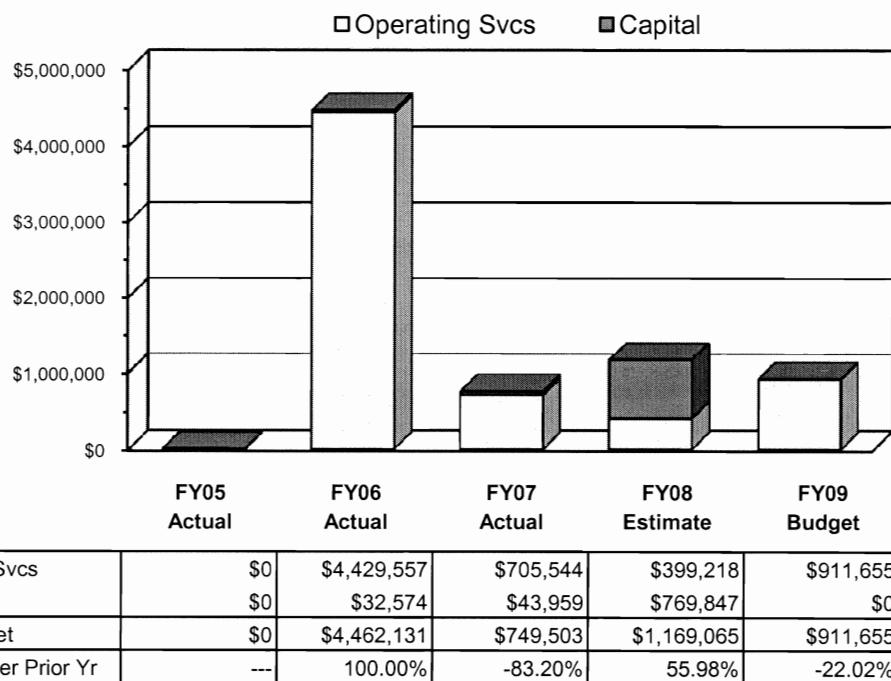
The SPLOST Fund accounts for the capital expenditures incurred in carrying out the City's Transportation Improvement Projects and the countywide radio communications project.

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TAX ALLOCATION DISTRICT (TAD) FUND

A tax allocation district, or TAD, is a tool used to pay for infrastructure and other improvements in underdeveloped or blighted areas so that the property becomes productive and enhances the surrounding neighborhoods. As property within the TAD is redeveloped and improved, the City receives new property tax revenues as a result of the increased property values. This new revenue is used to make improvements in the TAD without raising taxes or dipping into the City's current tax revenues. The City's investment in the TAD is repaid through improved properties that become permanent sources of increased property tax revenues. The City has approved three TADs since December 2003: the Center City South Renaissance (CCSR) TAD, the Franklin/Gateway TAD, and the Center City Perimeter TAD. In FY06 \$4 million was repaid to the general fund for property purchases the City made in the district.

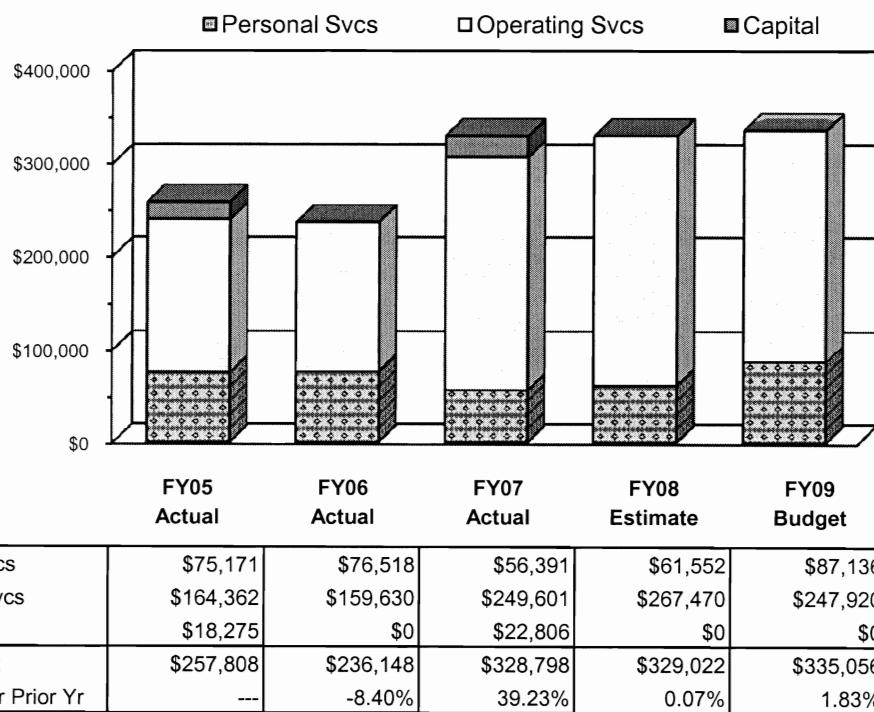
DEPARTMENT EXPENDITURE HISTORY



CEMETERY FUND

This fund was set up in FY89 as a result of HB 1658, Act 949. The Act amended an act reincorporating the City of Marietta, passed March 23, 1977, (Ga. Law 1977, p. 3541). The Act provides the City with the power to levy and collect an additional tax of not more than one mill to repair and maintain City owned cemeteries. Included under the Act are procedures for the condemnation of property so that the City can do work on headstones as well as all the rest of the grounds. The current millage rate to support the maintenance and operations of the cemetery is .079 mills. The Parks, Recreation and Facilities Department assigns two employees to maintain the grounds of the City's cemetery.

DEPARTMENT EXPENDITURE HISTORY



CEMETERY FUND

EXPENDITURE SUMMARY

Cemetery Maintenance

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	75,171	76,518	56,391	61,552	87,136
Operating Services	1,220	26	62	0	0
Capital	0	0	22,806	0	0
TOTAL ANNUAL BUDGET	76,391	76,544	79,259	61,552	87,136

Keep Marietta Beautiful

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	163,142	159,604	249,539	267,470	247,920
Capital	18,275	0	0	0	0
TOTAL ANNUAL BUDGET	181,417	159,604	249,539	267,470	247,920

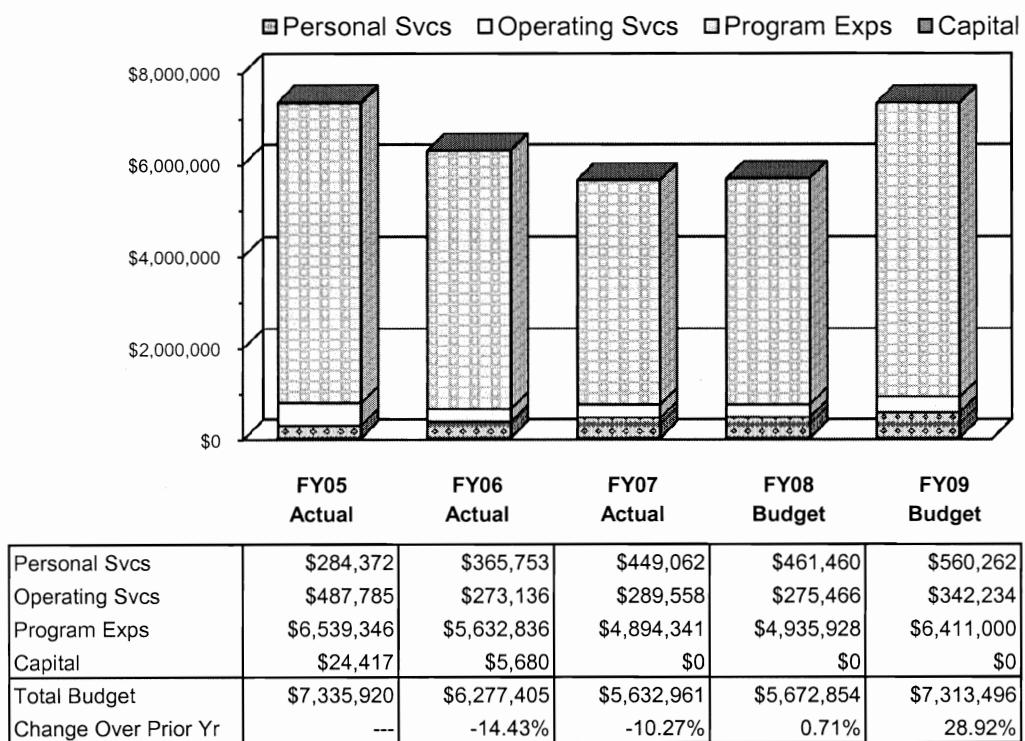
PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
City Service Worker I	1	1	1	1	1
City Service Worker II	1	1	1	1	1
TOTAL BUDGETED POSITIONS	2	2	2	2	2

HUD FUND

The Section 8 Program is a totally federally funded program designed to provide decent, safe and sanitary housing to very low-income families who cannot afford such housing using their own resources. The Program utilizes existing, substantially rehabilitated and newly constructed housing units in the private sector rental market.

DEPARTMENT EXPENDITURE HISTORY



HUD FUND

EXPENDITURE SUMMARY

Section 8 Program

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	284,372	365,753	449,062	461,460	560,262
Operating Services	487,785	273,136	289,558	275,466	342,234
Housing Assistance Payments	6,539,346	5,632,836	4,894,341	4,935,928	6,411,000
Capital	24,417	5,680	0	0	0
TOTAL ANNUAL BUDGET	7,335,920	6,277,405	5,632,961	5,672,854	7,313,496

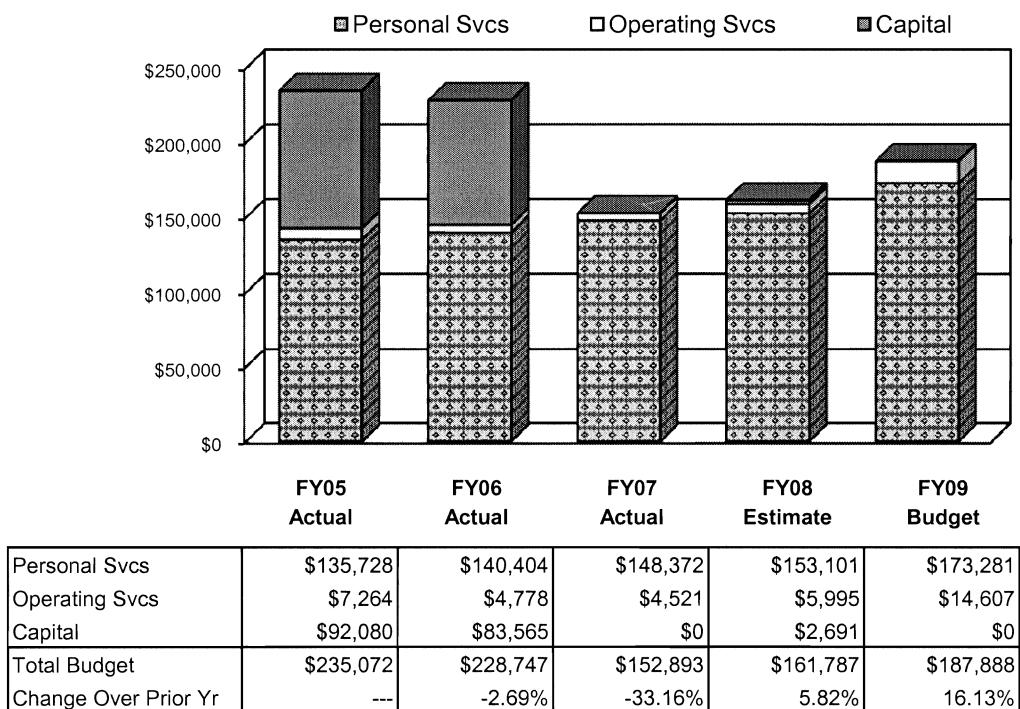
PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Supervisor-Housing Choice Vouchers	1	1	1	1	0
Manager-Housing Choice Vouchers	0	0	0	0	1
Housing Assistance Officer	4	4	4	4	4
Housing Coordinator	0	2	2	0	0
Housing Specialist	0	0	0	1	1
Intake Specialist	0	0	0	1	1
Housing Inspector	0	1	1	1	1
Accountant	0	0	0	1	1
Administrative Secretary	3	1	1	0	0
Intake Clerk	0	0	0	1	1
TOTAL BUDGETED POSITIONS	8	9	9	10	10

CDBG FUND

The Community Development Block Grant (CDBG) Program is a totally federally funded program designed to assist the City of Marietta in addressing the needs of its low-income residents. The funds must be spent for this sole purpose. The City has committed CDBG funds to an ambitious Neighborhood Revitalization Program aimed at a comprehensive response to the deterioration of low and moderate-income neighborhoods. The City is promoting home ownership for first-time buyers, housing rehabilitation and various services to stem the decline.

DEPARTMENT EXPENDITURE HISTORY



CDBG FUND

EXPENDITURE SUMMARY

Community Development

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	135,728	140,404	148,372	153,101	173,281
Operating Services	7,264	4,778	4,521	5,995	14,607
Capital	92,080	83,565	0	2,691	0
TOTAL ANNUAL BUDGET	235,072	228,747	152,893	161,787	187,888

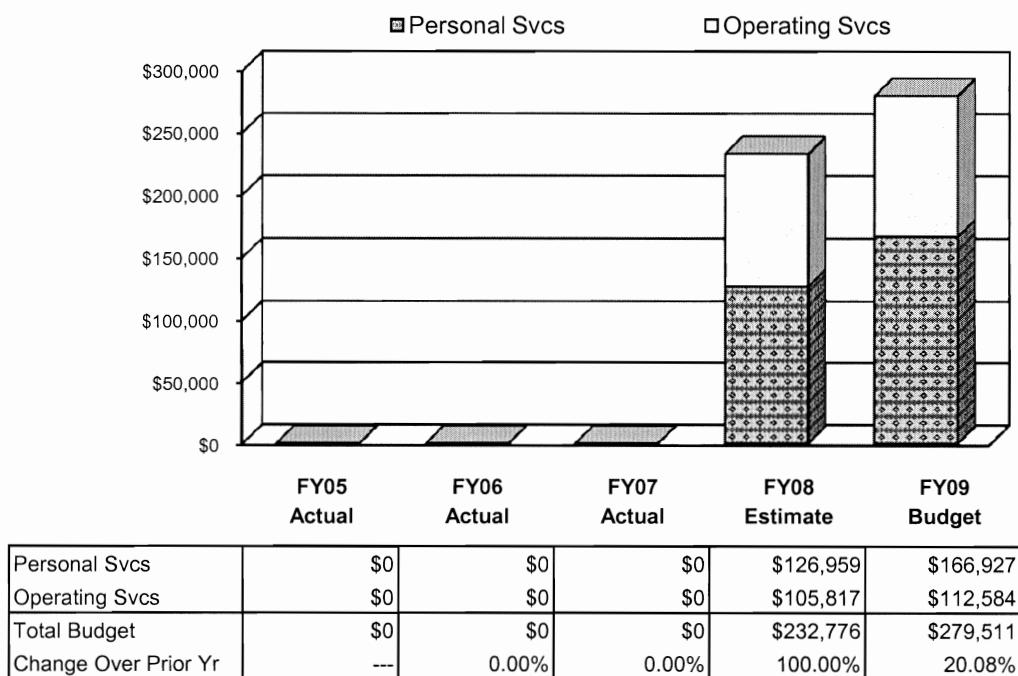
PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Manager of Housing Programs	1	1	1	1	1
Community Development Specialist	1	1	1	1	1
TOTAL BUDGETED POSITIONS	2	2	2	2	2

WEED AND SEED PROGRAM FUND

Funded by a grant from the Department of Justice, this federal program is designed to reduce the impact of violent crimes on communities; provide prevention, intervention and treatment services for substance abuse and other social problems; and revitalize communities through improved housing and economic development. Of 98 communities across the country seeking recognition in 2006, Marietta was one of 28 communities chosen to participate. Although the Weed and Seed Program was initially administered through the City Manager's office, a separate fund was established in late FY08 to track expenditures.

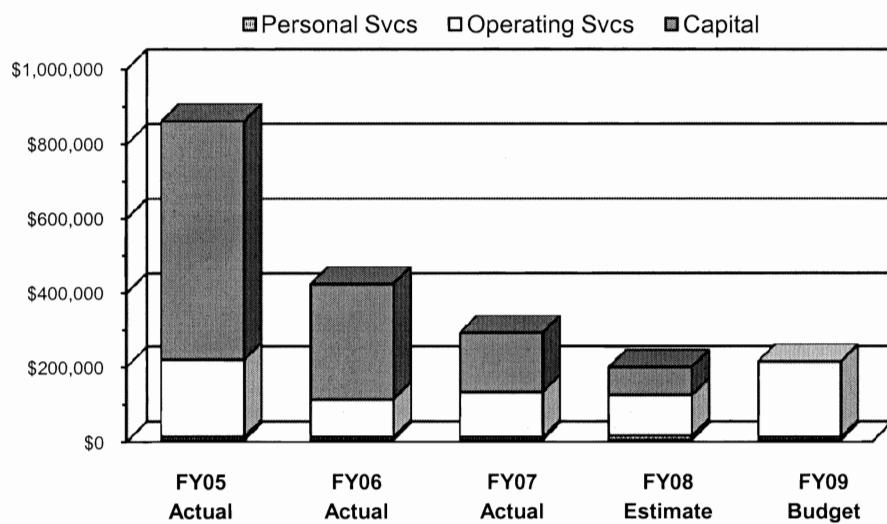
DEPARTMENT EXPENDITURE HISTORY



GRANTS FUND

The Grants Funds account for the purchases and projects related to the receipt of federal, state and local grants. Police grants for technology and K-9 programs have been received in the past. Expenditures from other grants include planning consultation services, downtown streetscape installation, a pedestrian bridge and walking trails. The provision of summer-time lunch programs for low-income families is made possible through the use of grants as well.

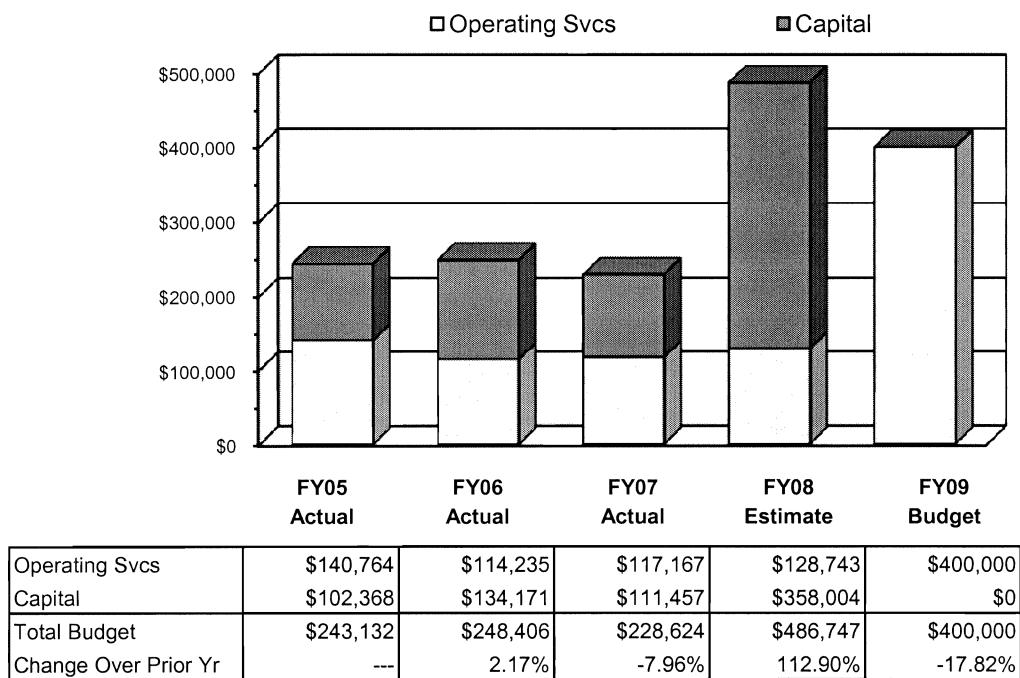
DEPARTMENT EXPENDITURE HISTORY



ASSET FORFEITURE FUND

The Police Asset Forfeiture Fund accounts for the expenditures of special public safety projects and purchases. These funds are obtained through local and federal seizures and confiscations and cannot be used to supplant funding normally appropriated during the budget process.

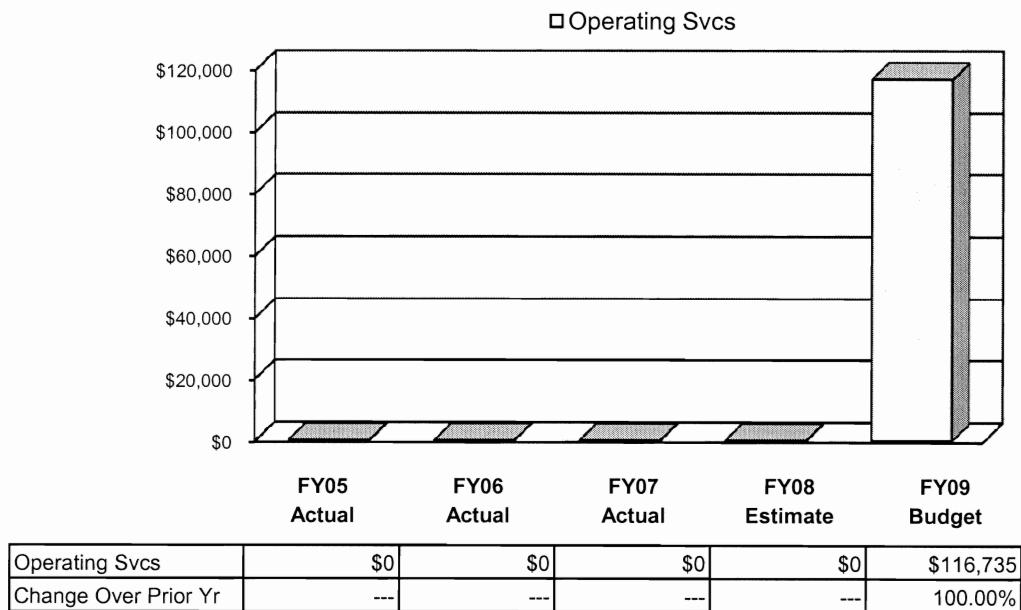
DEPARTMENT EXPENDITURE HISTORY



RADIO SYSTEM CORE REPLACEMENT FUND

The Radio System Core Replacement Fund accounts for the funds the City is required to set aside each year and accumulate in order to pay for its portion of the county-wide 800 MHz radio communications system when it is replaced. Funds are budgeted each year as a reserve increase, but because payments have not been made, there is no history of expenditures to graph.

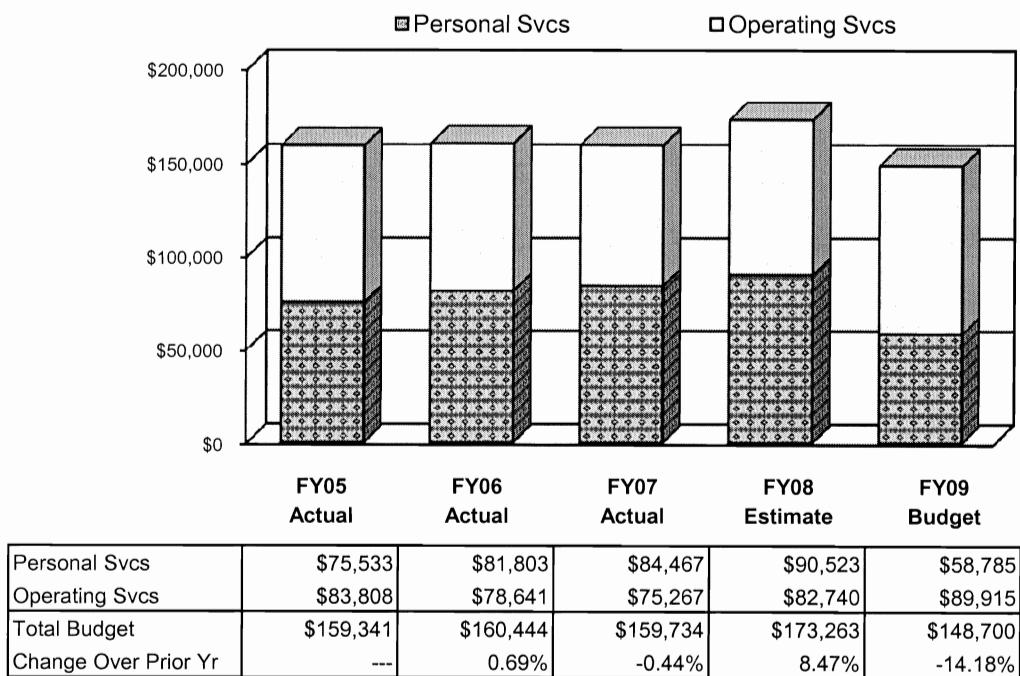
DEPARTMENT EXPENDITURE HISTORY



GONE WITH THE WIND MUSEUM FUND

The Gone With The Wind Museum Fund was established in FY2003 and accounts for the revenues and expenses associated with the display of the private collection of book and movie memorabilia owned by Dr. Christopher Sullivan from the movie "Gone With The Wind." This collection is on lease to the City of Marietta and features an impressive compilation of artifacts related to the novel and film. The museum's opening in June 2002 coincided with the Marietta Redevelopment Task Force's goal of revitalization.

DEPARTMENT EXPENDITURE HISTORY



GONE WITH THE WIND MUSEUM FUND

EXPENDITURE SUMMARY

Museum and Special Events

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	75,533	81,803	84,467	90,523	58,785
Operating Services	65,588	59,185	67,137	56,669	66,615
TOTAL ANNUAL BUDGET	141,121	140,988	151,604	147,192	125,400

Gift Shop

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	18,220	19,456	8,130	26,071	23,300
TOTAL ANNUAL BUDGET	18,220	19,456	8,130	26,071	23,300

PERSONNEL DETAIL

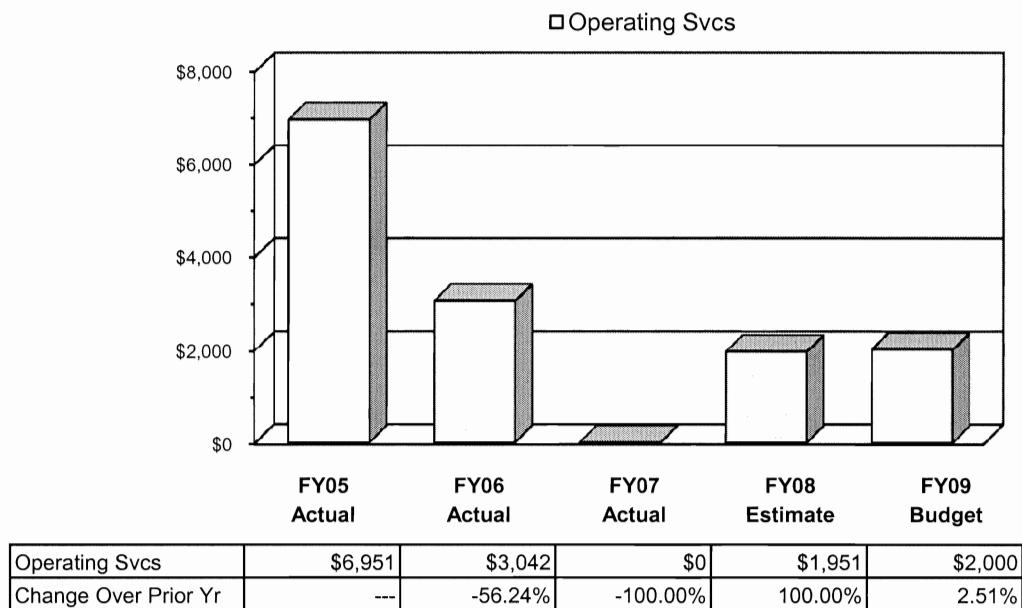
Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Museum Director	1	1	1	1	0
Exhibit Coordinator	0	0	0	0	1
TOTAL BUDGETED POSITIONS	1	1	1	1	1

In FY09, the budget for the Museum Director is reported in the City Manager's office. In addition to the full-time exhibit coordinator position added in FY09, there is a pool of part-time employees.

AURORA FIRE MUSEUM FUND

The Aurora Fire Museum Fund accounts for the operation of the fire museum located inside the Marietta Fire Department headquarters in downtown Marietta. The museum showcases fire services in Marietta from the Civil War era through modern day. The addition of restored antique fire engines to the museum in 2002 has complemented the display of historical fire service objects and photographs.

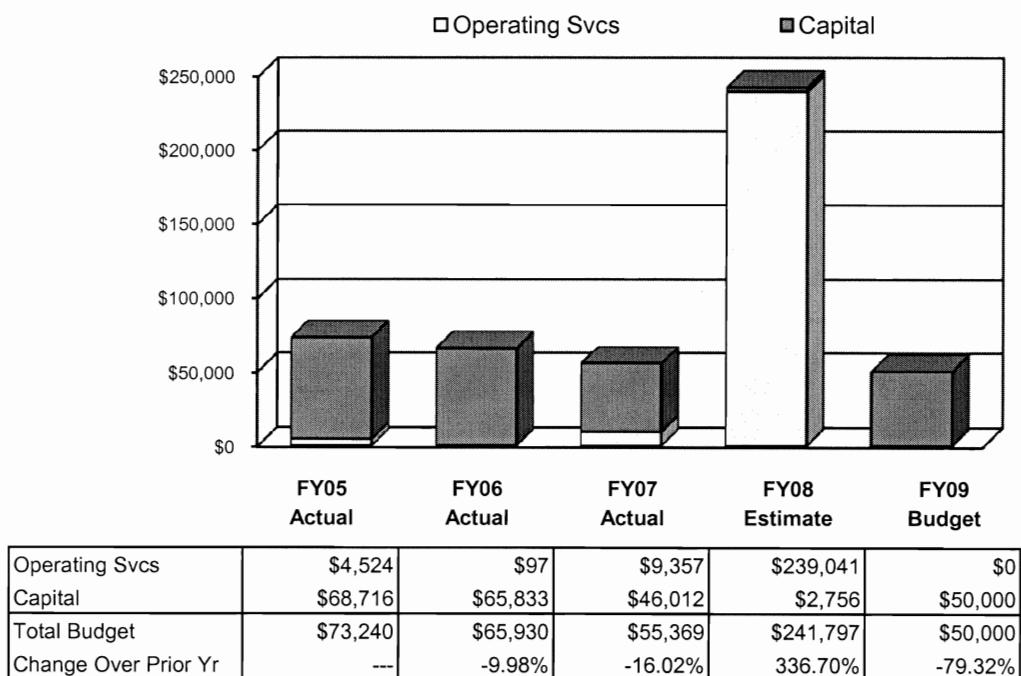
DEPARTMENT EXPENDITURE HISTORY



PARKS, GREENSPACE AND TREE FUNDS

The Parks, Greenspace and Tree Funds were established for the accounting of purchases and projects related to tree planting, parklands, park structures, tennis and basketball courts, walking trails and recreation centers. In addition, private estate donations have been utilized for the creation of a new park in the City. In FY08 there was a transfer of \$250,000 from the Parks Fund to the General Fund for its portion of a large project the City undertook to make upgrades to City parks.

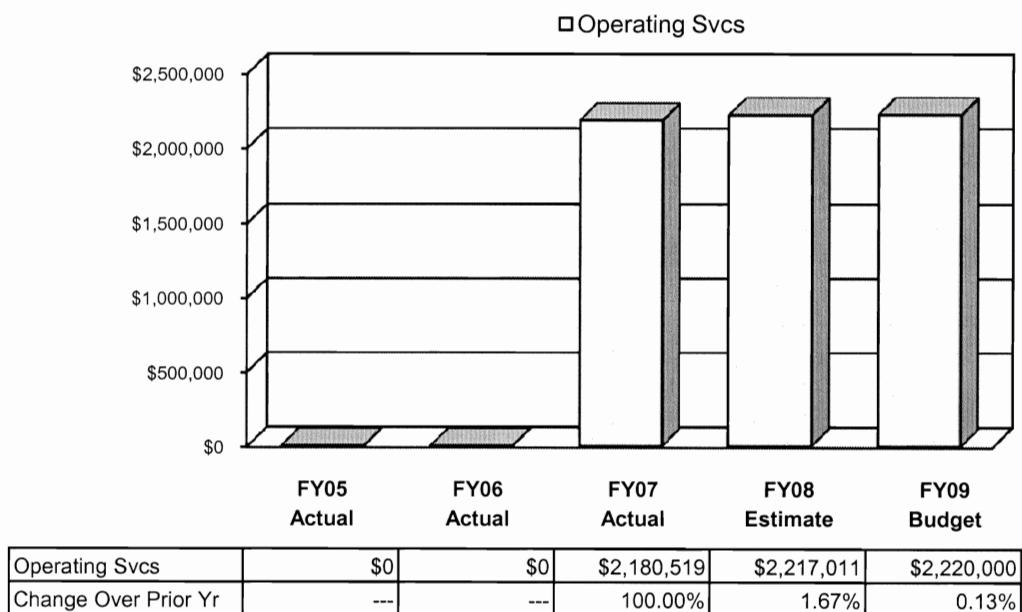
DEPARTMENT EXPENDITURE HISTORY



HOTEL/MOTEL TAX FUND

In FY07 the City began to receive and track hotel/motel taxes in its own fund and transferred the receipts to the general fund to cover the cost of tourism expenses. Previously the revenue was collected and disbursed in the general fund. The Tourism expenses consist of grants to the Marietta Welcome Center, Cobb Galleria Convention Center and the Hilton Atlanta/Marietta Hotel and Conference Center.

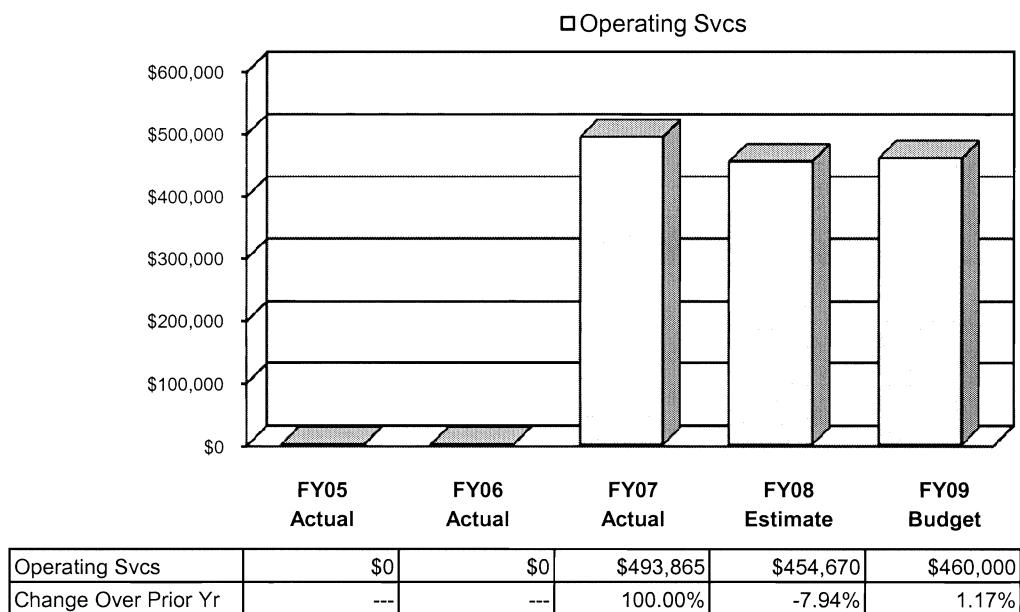
DEPARTMENT EXPENDITURE HISTORY



AUTO RENTAL EXCISE TAX FUND

In FY07 the City began to receive and track auto rental excise taxes in its own fund and transferred the receipts to the general fund to cover the cost of tourism expenses. Previously the revenue was collected by the general fund. The Tourism expenses consist of grants to local museums, theaters and organizations in the downtown area that draw visitors to the heart of Marietta. These grants are administered through the Marietta Welcome Center.

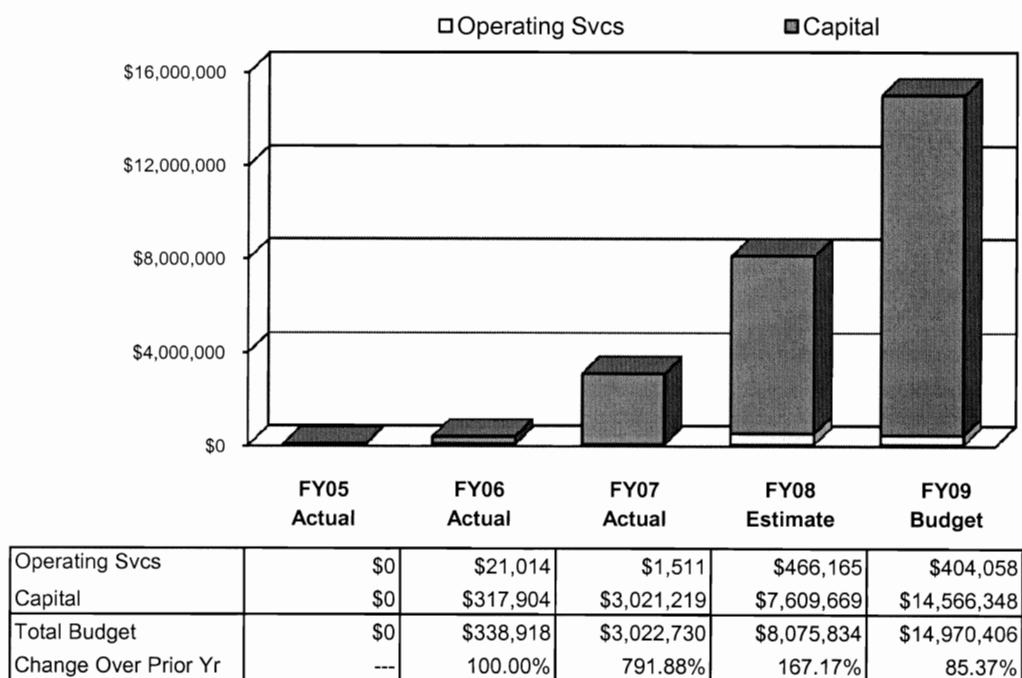
DEPARTMENT EXPENDITURE HISTORY



SPLOST FUND

The SPLOST Fund is the accounting entity for the expenditures related to the 1% Special Purpose Local Option Sales Tax for transportation and communications. SPLOST was enacted in 2006 for a six-year collection period with projects continuing through 2019. Sidewalks, bridge rehabilitation, multi-use trails, road improvements, general street and drainage rehabilitation, street resurfacing and new roads are all construction projects on the Transportation Projects list approved by voters in 2005. In an effort to accelerate project completion, the City also undertakes County projects that are located within the City limits and receives reimbursement by the County for these projects. A county-wide 800 MHz communications system is also funded under this SPLOST.

DEPARTMENT EXPENDITURE HISTORY



DEBT SERVICE FUND

The Debt Service Fund accounts for the principal and interest payments of the City's general obligation bonds. The budgeted principal and interest payments for FY09 are as follows:

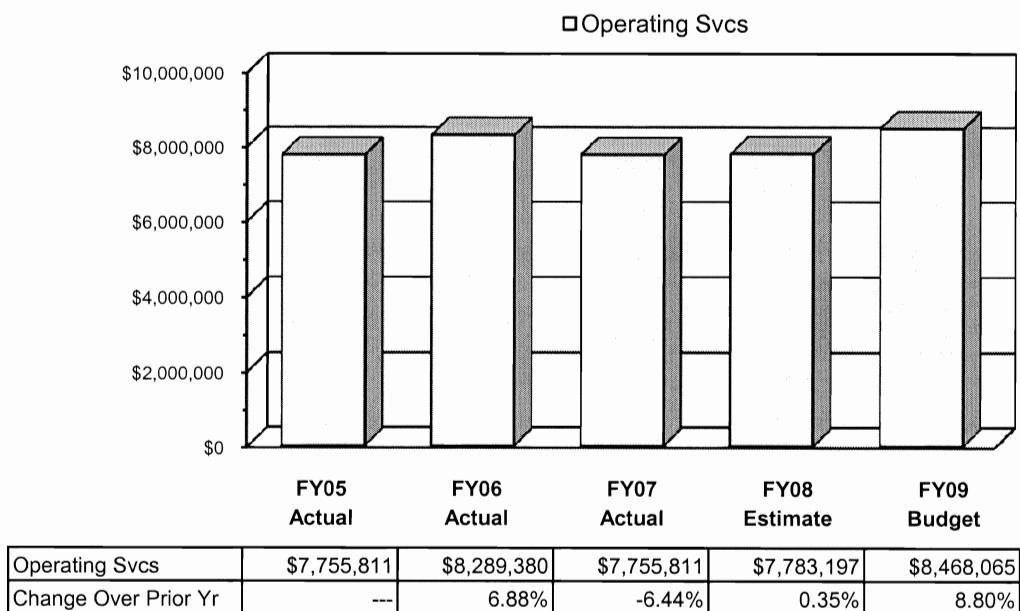
Bond Issue	Principal	Interest	Total
Public Safety Refunding 2007	\$1,005,000	\$352,964	\$1,357,964
School Refunding 2002	\$2,330,000	\$337,884	\$2,667,884
School 1998A/Refunding 2008	\$2,805,000	\$887,565	\$3,692,565
Total	\$6,140,000	\$1,578,413	\$7,718,413

Marietta's outstanding General Obligation Bonds enjoy a Moody's rating of Aa3, a Fitch Investors Service rating of AA, and a Standard and Poor's rating of AA+.

Please note that the amounts in the graph below also include applicable fees to the Debt Service Fund in addition to Principal and Interest payments. For example, the FY09 Budget includes administrative fees, service fees and a reserve increase totaling \$749,652 which accounts for the difference between this graph and the Bond Issue table at the top of the page.

The information herein is only for general obligation bonds. For more information regarding debt on all city bonds, please see the Aggregate Debt Service section in the Financial Summary tab of this book. It includes a detailed description of all city bonds and a debt service schedule.

DEPARTMENT EXPENDITURE HISTORY



The City's debt policy states the total general obligation debt will not exceed 10% of the assessed valuation of taxable property. The calculation is as follows:

Assessed valuation of taxable property	\$	2,926,906,834
Debt limit: 10% of assessed value	\$	292,690,683
Less: Debt applicable to debt limit	\$	51,255,000
Legal debt margin	\$	241,435,683

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BOARD OF LIGHTS AND WATER FUND

The Board of Lights and Water (BLW) Fund is the largest Enterprise Fund of the City. The BLW Enterprise Fund accounts for the operations of electric and water distribution and sewer collection systems as well as administrative departments which support these operations.

BOARD OF LIGHTS AND WATER FUND

SUMMARIZED OPERATING BUDGET FY2009

BLW Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
BLW Board	25,200	13,050	0	38,250
General Manager's Office	220,613	99,518	0	320,131
Board Attorney	0	50,000	0	50,000
Total General Administration	245,813	162,568	0	408,381
Utility Marketing	282,289	495,150	0	777,439
Electrical				
Administration	313,976	281,627	46,900	642,503
Engineering	962,679	424,867	9,540,910	10,928,456
Warehouse	342,609	47,417	19,050	409,076
Distribution	3,740,007	1,430,587	2,695,913	7,866,507
Operations & Maintenance	1,187,287	515,722	888,573	2,591,582
Cost of Goods Sold	0	67,874,483	0	67,874,483
Total Electrical	6,546,558	70,574,703	13,191,346	90,312,607
Water and Sewer				
Administration	529,665	230,527	82,000	842,192
Engineering	365,516	113,574	26,000	505,090
Pump Station Maintenance	133,335	54,060	55,000	242,395
Meter Maintenance	402,652	78,285	1,174,000	1,654,937
Water Distribution	437,060	342,547	2,218,000	2,997,607
Wastewater Collection	713,306	381,234	3,540,900	4,635,440
Cost of Goods Sold	0	13,916,966	0	13,916,966
Total Water and Sewer	2,581,534	15,117,193	7,095,900	24,794,627

BOARD OF LIGHTS AND WATER FUND

SUMMARIZED OPERATING BUDGET FY2009

BLW Departments	Personal Services	Operating Services	Capital	Total Budget
Customer Care				
Administration	153,316	198,761	2,934	355,011
Customer Service	1,351,919	605,827	40,000	1,997,746
Meters and Services	571,548	123,068	83,000	777,616
Mail and Copy Center	87,037	893,705	30,000	1,010,742
Total Customer Care	2,163,820	1,821,361	155,934	4,141,115
Business Analysis	400,651	143,584	9,000	553,235
Management Information Systems				
MIS	633,427	837,210	255,835	1,726,472
GIS	376,978	157,950	16,900	551,828
Network Services	667,479	1,339,161	644,074	2,650,714
Total Mgmt. Information Systems	1,677,884	2,334,321	916,809	4,929,014
Non-departmental	245,000	16,834,857	0	17,079,857
Total Operating Budget	\$14,143,549	\$107,483,737	\$21,368,989	\$142,996,275

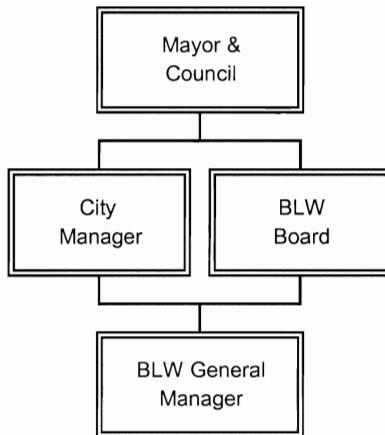
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BLW GENERAL ADMINISTRATION

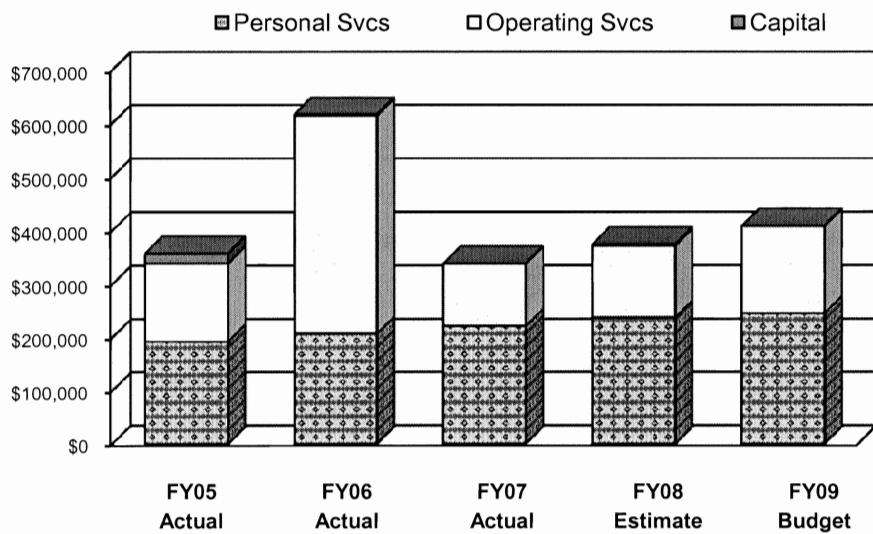
The BLW Board is the policy-making body for the Board of Lights and Water utilities. The chairperson of this Board is the Mayor of the City of Marietta. In addition to the Mayor, one member of City Council sits on the Board. The other five members are appointed by the City Council for various terms.

The General Manager's Office is responsible for the efficient and effective administration of all departments and divisions of the Marietta Board of Lights and Water. This includes the Electrical Department, Water and Sewer Department, Marketing, Customer Care, Business Analysis and MIS. The General Manager's Office is also the interface with outside organizations such as the Cobb County-Marietta Water Authority, Cobb County Water System, Georgia Public Web and the Municipal Electric Authority of Georgia.

GENERAL ADMINISTRATION



DEPARTMENT EXPENDITURE HISTORY



	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Svcs	\$193,282	\$208,367	\$222,224	\$238,149	\$245,813
Operating Svcs	\$146,069	\$406,718	\$116,245	\$133,931	\$162,568
Capital	\$18,468	\$1,402	\$0	\$1,996	\$0
Total Budget	\$357,819	\$616,487	\$338,469	\$374,076	\$408,381
Change Over Prior Yr	---	72.29%	-45.10%	10.52%	9.17%

GENERAL ADMINISTRATION

MISSION STATEMENT

To provide reliable and competitive utility services to our customers and a fair return to the citizens of Marietta; to ensure that the BLW is recognized as a key member of the community and is postured to compete effectively

GOALS AND ACTIONS

Goal 1: **Improve financial performance by increasing revenues and decreasing costs**

- ✓ Increase revenues and sales margins through new marketing initiatives and pricing options
- ✓ Develop meaningful financial performance indicators for monitoring the financial health of the BLW; benchmark these indicators against state and national utilities
- ✓ Evaluate opportunities to optimize existing generation assets and analyze future supply and capacity options
- ✓ Develop a long-range plan for investing in the utility infrastructure to maximize performance while operating within capital constraints
- ✓ Develop financial policies that provide for long-range planning and optimal financial performance

Goal 2: **Identify opportunities to enhance operations**

- ✓ Determine future organizational structure for the BLW and its operating divisions
- ✓ Review existing business processes and key operating procedures to identify opportunities to maximize efficiency and productivity
- ✓ Enhance capability to accurately plan, schedule, estimate, budget and report on capital projects
- ✓ Upgrade computer applications for utility billing, work order management and management reporting
- ✓ Identify and implement technological improvements that will enhance planning, service delivery, operations and customer service

Goal 3: **Evaluate personnel capabilities and develop a human resources plan to meet business needs in future years**

- ✓ Address the impact that employee retirements will have on operations over the next five years
- ✓ Implement career development programs for all key positions
- ✓ Continue to provide training and educational opportunities through on-the-job training and work-study programs

Goal 4: **Continue to improve customer service and satisfaction**

- ✓ Assess customer satisfaction within all customer classes; identify issues and measure results through customer satisfaction surveys
- ✓ Identify and implement improvements in technology to aid customers in their business transactions
- ✓ Promote customer service and satisfaction to employees through the Customer Appreciation Rewards Employees (CARE) program



GENERAL ADMINISTRATION

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Meetings Held: Board of Lights and Water – Regular	12	12	12
Board of Lights and Water – Special	0	3	3
Board of Lights and Water Committees	5	5	5
Resolutions Executed	2	4	4

GOALS ACCOMPLISHED

- ◊ Marketed 12 megawatts of surplus electric baseload capacity
- ◊ Finalized conservation pricing rate structures for water and sewer
- ◊ Developed new lineman pay and progression program
- ◊ Upgraded call center phones to VOIP network
- ◊ Implemented electronic billing via the city website
- ◊ Implemented Drought Management plan in November 2007
- ◊ Developed Strategic Technology Plan and established a technology committee
- ◊ Completed major sewer replacement projects at Soap Creek and Noses Creek Basins
- ◊ Executed the first amendment to the Municipal Competitive Trust, providing funds for new power projects
- ◊ Completed detailed benchmarking studies for electric, water and sewer business lines
- ◊ Issued Request for Proposal (RFP) for the sale of 50 megawatts of surplus baseload capacity to other utilities
- ◊ Completed Customer Satisfaction surveys for residential, commercial and key account customers
- ◊ Replaced PBX telephone system with Cisco products and converged the voice and data networks into one enterprise Voice Over IP (VOIP) network
- ◊ Removed non-public safety radios from Cobb County's 800 MHz system
- ◊ Marietta Water was named the best water distribution system in the state for cities in the 10,000 to 50,000 population group by the Georgia Association of Water Professionals
- ◊ MEAG Power re-elected the BLW General Manager to its Board of Directors
- ◊ City Council approved \$405 million in investment over a 40-year period for two new nuclear reactors at Plant Vogtle. The City will be able to purchase 65 megawatts, on a yearly basis, of power generated by the new reactors.

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

BLW General Manager's Office

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	168,382	183,167	197,024	212,949	220,613
Operating Services	83,344	357,793	85,145	94,197	99,518
Capital	18,468	1,402	0	1,996	0
TOTAL ANNUAL BUDGET	270,194	542,362	282,169	309,142	320,131

BLW Board

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	24,900	25,200	25,200	25,200	25,200
Operating Services	9,314	11,108	13,993	11,250	13,050
TOTAL ANNUAL BUDGET	34,214	36,308	39,193	36,450	38,250

Board Attorney

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	53,411	37,817	17,107	28,484	50,000
TOTAL ANNUAL BUDGET	53,411	37,817	17,107	28,484	50,000

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
BLW General Manager	1	1	1	1	1
Executive Asst. to BLW Gen. Mgr.	1	1	1	1	1
Board Chairperson	1	1	1	1	1
Board Member	6	6	6	6	6
TOTAL BUDGETED POSITIONS	9	9	9	9	9

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ELECTRICAL

The function of the Administration Division is to oversee the operations of all Electrical Department programs and processes. Safety and Training and Administrative Support and Coordination are included in this division.

The Engineering Division is responsible for the engineering and design of changes to the distribution system and the planning and design of other facilities such as substations to ensure adequate capacity for future growth. It maintains records for various programs, reliability indices, permit records, easements and customer load records and coordinates all repair, maintenance, emergency and trouble calls.

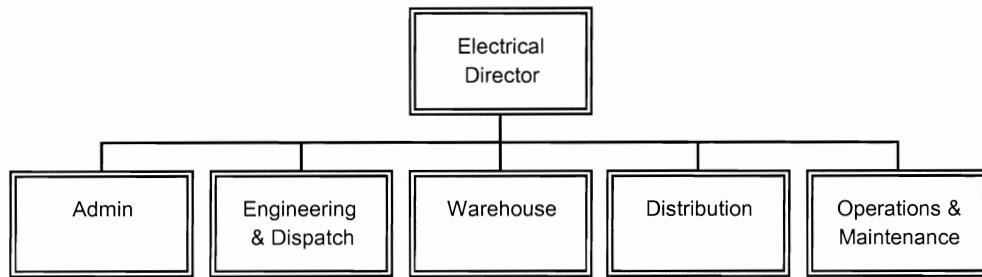
The Warehouse is responsible for ordering, unloading, receiving, issuing material and inventory control that are required to keep electrical and water operations functioning. It manages the status of items being returned to the Warehouse and determines if they are to be discarded or reused. This division receives all package deliveries and is responsible for notifications of delivery to the respective departments.

The Distribution Division installs, constructs and maintains the overhead and underground electrical distribution system including primary conductors, secondary conductors, transformers, switches, reclosers, capacitors and other devices necessary to provide electrical service to BLW customers. Distribution is responsible for all emergency repairs resulting from power outages.

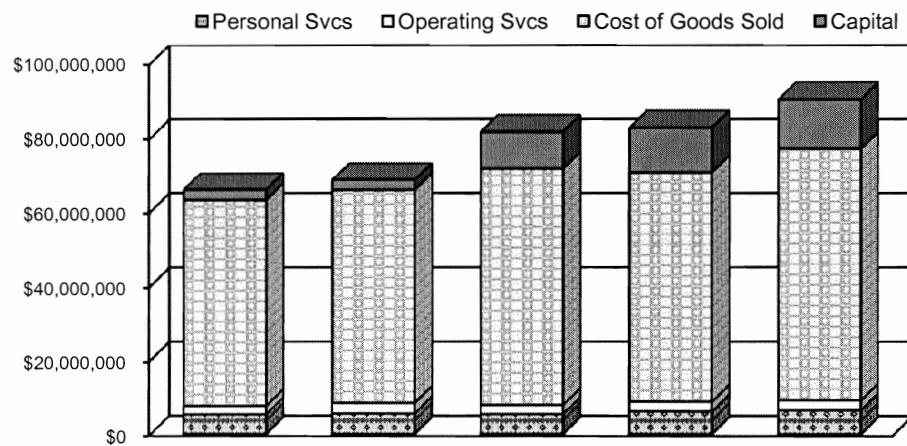
The Operations and Maintenance Division (O & M) maintains, repairs, tests, installs and calibrates all electrical watt-hour meters and metering transformers. It is responsible for installing, removing and maintaining substation equipment and facilities. This division maintains a periodic meter change-out schedule to ensure accurate billing and also tests, repairs and installs all load management equipment. It is also responsible for general services and maintenance of street and area lighting and maintains an evening crew to provide additional services such as disconnects and re-connects. O & M also assists in major outages and other emergency situations.

The Cost of Goods Sold Division cost center was created to separate the cost of purchased power commodities from the normal operating expenditures of the BLW to aid in the comparison of fluctuations in departmental operating expenditures.

ELECTRICAL



DEPARTMENT EXPENDITURE HISTORY



	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Svcs	\$5,415,287	\$5,650,276	\$5,470,757	\$6,225,839	\$6,546,558
Operating Svcs	\$2,321,898	\$2,851,565	\$2,492,535	\$2,632,866	\$2,700,220
Cost of Goods Sold	\$55,329,745	\$57,364,013	\$63,787,250	\$61,866,180	\$67,874,483
Capital	\$2,832,951	\$2,745,277	\$9,830,387	\$11,973,443	\$13,191,346
Total Budget	\$65,899,881	\$68,611,131	\$81,580,929	\$82,698,328	\$90,312,607
Change Over Prior Yr	---	4.11%	18.90%	1.37%	9.21%

ELECTRICAL

MISSION STATEMENT

To deliver competitive, dependable electric energy to our customers while remaining a leader among electrical power utilities.

GOALS AND ACTIONS

Goal 1: Improve electrical distribution system reliability

- ✓ Maintain 112 capacitor banks
- ✓ Replace 10% of cross-link primary underground cable annually
- ✓ Complete 25% of substation preventative maintenance annually
- ✓ Inspect 10% of underground single-phase transformers annually
- ✓ Upgrade overhead distribution facilities from a list of approved projects
- ✓ Implement "Feeder Watch" program to identify potential problems
- ✓ Install animal protection at substation #14 @ Ashborough Road
- ✓ Meet SPLOST needs and redevelopment needs of the city and provide project facilities as required
- ✓ Perform thermography scans of 20 substations, 35 key customers and all underground and overhead feeders

Goal 2: Improve operational efficiency

- ✓ Upgrade SCADA remote terminal units (RTUs) three times per year
- ✓ Hold quarterly meetings with the Standards Committee to review standards
- ✓ Utilize contractual assistance on key projects as necessary
- ✓ Expand system automation through installation of 80 autonomous capacitor controllers and 12 motorized SCADA-controlled switches
- ✓ Execute system engineering studies on all feeders on an annual basis, addressing the areas of balance loads, system overload, voltage, feeder and substation contingency switching plan, capacitor siting and switching, and coordination and sectionalizing

Goal 3: Improve customer service utilizing technological advancements

- ✓ Continue to deploy laptops in the field to ensure that system and customer information is current
- ✓ Implement *Crew Manager* as the work management system for all projects generating work orders and service orders

Goal 4: Increase employee efficiency while maintaining awareness of industry issues and trends

- ✓ Continue to administer the lineworkers step-promotion program; continue review of testing program to optimize training efforts
- ✓ Continue to supplement the safety and training program through utilization of resources provided by Municipal Electric Authority of Georgia (MEAG) Distribution Services

Goal 5: Improve Emergency Preparedness

- ✓ Update the Storm Restoration Manual monthly and review emergency procedures for outage management
- ✓ Continue to implement and evaluate call-center functions utilizing *ProCore Solutions*



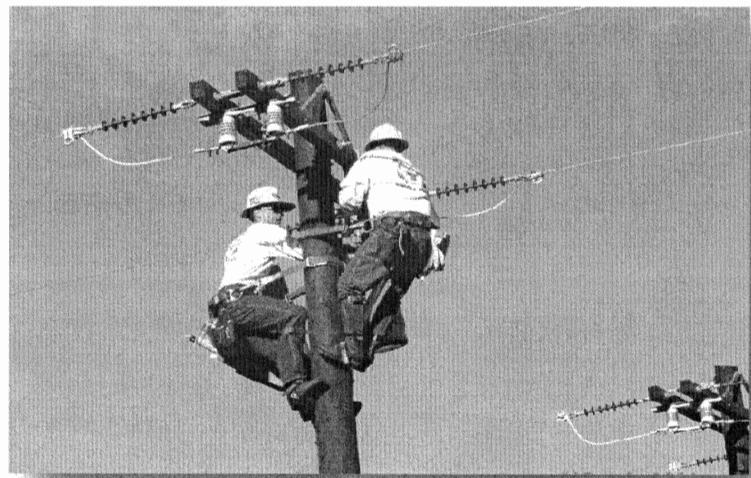
ELECTRICAL

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
New Customer Work Orders	677	551	630
Line Clearance (miles)	104	100	75
Trees Removed on System	209	225	225
Meter Site Audits	527	350	400
Transformer Infrared Scanning	289	220	250
Average Annual Outage Duration (minutes)	111	106	102
Employee Attendance Rate	98.5%	98.0%	97.5%

GOALS ACCOMPLISHED

- ◊ Replaced 10% of cross-link primary underground voltage cable
- ◊ Completed 25% of substation preventative maintenance
- ◊ Upgraded 5% of overhead distribution facilities
- ◊ Inspected 337 underground single phase transformers
- ◊ Installed animal protectors at substation #12 @ Sandtown Road
- ◊ Replaced outdated equipment, improving operational efficiency
- ◊ Implemented tracking of maintenance and construction work orders
- ◊ Conducted monthly safety/training programs
- ◊ Implemented new Lineworkers' Compensation program
- ◊ Developed and implemented external customer satisfaction survey as well as intradepartmental and interdepartmental satisfaction surveys
- ◊ Won several awards at the American Public Power Association's (APPA) eighth annual Public Power Lineworkers' Rodeo and the Georgia Lineman's Rodeo



ELECTRICAL

EXPENDITURE SUMMARY

Administration

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	2,079,543	5,650,276	5,470,757	388,720	313,976
Operating Services	196,334	276,356	529,585	445,672	281,627
Capital	68,079	492,082	101,351	219,576	46,900
TOTAL ANNUAL BUDGET	2,343,956	6,418,714	6,101,693	1,053,968	642,503

In FY06 and FY07, Personal Services for all divisions are reported in the Administration Division.

Engineering

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	560,681	0	0	964,990	962,679
Operating Services	156,172	184,605	272,842	154,843	424,867
Capital	2,409,076	1,668,110	7,198,831	8,205,787	9,540,910
TOTAL ANNUAL BUDGET	3,125,929	1,852,715	7,471,673	9,325,620	10,928,456

Warehouse

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	173,058	0	0	320,919	342,609
Operating Services	30,030	42,317	105,290	39,950	47,417
Capital	50,402	74,230	204,318	116,622	19,050
TOTAL ANNUAL BUDGET	253,490	116,547	309,608	477,491	409,076

Distribution

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	2,036,323	0	0	3,463,167	3,740,007
Operating Services	1,791,587	1,999,638	1,172,701	1,514,926	1,430,587
Capital	241,390	287,698	1,869,518	2,480,342	2,695,913
TOTAL ANNUAL BUDGET	4,069,300	2,287,336	3,042,219	7,458,435	7,866,507

ELECTRICAL

EXPENDITURE SUMMARY

Operations and Maintenance

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY0 Budget
Personal Services	565,682	0	0	1,088,043	1,187,287
Operating Services	147,775	348,649	412,117	477,475	515,722
Capital	42,215	223,157	456,369	951,116	888,573
TOTAL ANNUAL BUDGET	755,672	571,806	868,486	2,516,634	2,591,582

Cost of Goods Sold

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY0 Budget
Operating Services	55,329,745	57,364,013	63,787,250	61,866,180	67,874,483
TOTAL ANNUAL BUDGET	55,329,745	57,364,013	63,787,250	61,866,180	67,874,483

ELECTRICAL

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Electrical Director	1	1	1	1	1
Administrative Secretary - Admin.	1	1	1	1	0
Administrative Assistant I	0	0	0	0	1
Training & Safety Manager	1	1	1	1	1
Utility Network & Applications Mgr.	0	1	1	1	0
Utility Network & Appls. Analyst	0	0	0	1	1
Engineering Manager	1	1	1	1	1
Administrative Secretary - Eng.	1	1	1	1	0
Administrative Assistant I - Eng.	0	0	0	0	1
Electrical Engineer	2	2	2	2	2
Power Control Supervisor	1	1	1	1	1
Systems Automation Analyst	1	0	0	0	0
Systems Design Supervisor	1	1	1	1	1
Senior Electrical Designer	2	0	0	0	0
Electrical Designer	1	3	3	3	3
Engineering Assistant	0	0	0	1	1
Power Control Technician	1	1	4	5	4
Master Control Technician	5	5	2	1	1
Warehouse Manager	1	1	1	1	1
Warehouse Foreperson	1	1	1	1	1
Warehouse Material Processor	3	3	3	3	3
Distribution Superintendent	1	1	1	1	1
Distribution Supervisor	3	2	2	2	2
Distribution Coordinator	1	1	1	1	1
Electrical Line Foreperson	8	8	8	8	8
Apprentice Line Worker	4	0	0	14	15
Line Worker	0	0	0	17	16
Electrical Distribution Worker I	3	0	0	0	0
Apprentice Line Worker I	0	5	5	0	0
Electrical Distribution Worker II	3	0	0	0	0
Apprentice Line Worker II	0	5	5	0	0
Junior Line Worker	4	3	3	0	0
Journey Line Worker	4	6	6	0	0
First Class Line Worker	13	12	12	0	0
Tree Crews Supervisor	1	1	1	1	1
Tree Crews Foreperson	0	0	1	1	1
Senior Tree Trimmer	2	0	0	0	0
Tree Trimmer	1	2	1	1	1
Apprentice Tree Trimmer	1	1	1	1	1
Operations & Maint. Superintendent	1	1	1	1	1
Operations & Maint. Supervisor	1	1	1	1	1
Substations Supervisor	1	1	1	1	1
Meter Systems Supervisor	1	1	1	1	1
Senior Electrical Technician	2	2	2	2	2
Electrical Technician	6	6	6	6	6
Apprentice Electrical Technician	2	1	1	1	1
Thermography Technician	0	1	1	1	1
Utility Locator	0	0	2	2	2
TOTAL BUDGETED POSITIONS	87	85	87	89	87

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WATER AND SEWER

The function of the Administration Division is to oversee the operations of the Water and Sewer Department.

The Engineering Division is responsible for the planning and construction of all capital improvements to the distribution and collection systems. Responsibilities include short-term and long-term planning, maintaining compliance with all Federal and State drinking water and clean water regulations and maintaining the Geographic Information System.

The Pump Station Maintenance Division operates and maintains one sewage pump station, three water pump stations and two elevated water storage tanks.

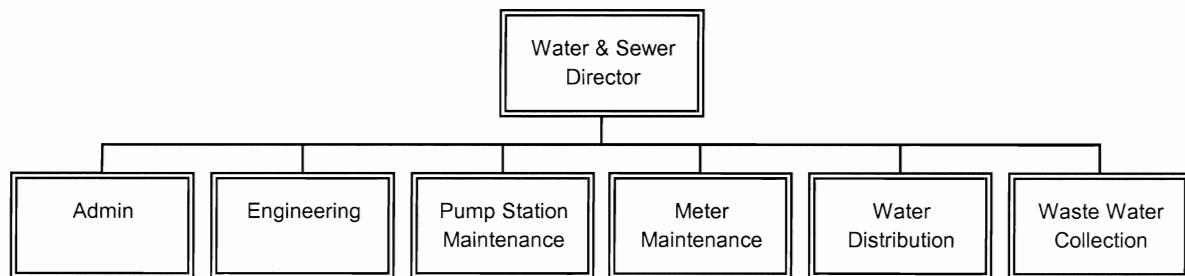
The Meter Maintenance Division's responsibilities include the large meter testing program, water meter replacement program, water meter repairs, uni-directional main flushing program and water valve exercise and maintenance program.

The Water Distribution Division is responsible for the operation and maintenance of the BLW's water distribution system. Responsibilities include the maintenance of 313 miles of various sizes of water mains; 2,286 fire hydrants; 4,819 control valves and 21,960 water connections.

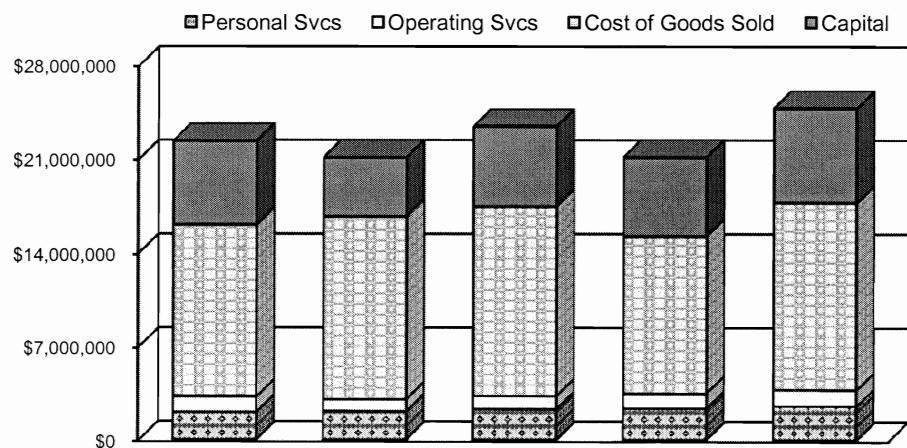
The Wastewater Collection Division is responsible for the operation and maintenance of the wastewater collection system. This division maintains approximately 275 miles of sanitary sewer mains; 7,577 manholes and 9,534 service lines.

The Cost of Goods Sold Division cost center was created to separate the cost of purchased water and wastewater commodities from the normal operating expenditures of their respective departments.

WATER AND SEWER



DEPARTMENT EXPENDITURE HISTORY



	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Svcs	\$2,109,374	\$2,180,503	\$2,345,593	\$2,408,204	\$2,581,534
Operating Svcs	\$1,141,111	\$872,782	\$963,930	\$1,097,224	\$1,200,227
Cost of Goods Sold	\$12,818,745	\$13,643,137	\$14,122,681	\$11,723,800	\$13,916,966
Capital	\$6,259,995	\$4,415,570	\$5,990,261	\$5,905,690	\$7,095,900
Total Budget	\$22,329,225	\$21,111,992	\$23,422,465	\$21,134,918	\$24,794,627
Change Over Prior Yr	---	-5.45%	10.94%	-9.77%	17.32%

WATER AND SEWER

MISSION STATEMENT

To provide our customers with high quality water distribution, wastewater collection and water resource management while maintaining fiscal responsibility.

GOALS AND ACTIONS



Goal 1: **Maximize water revenues by maintaining unbilled water at or below 10 percent**

- ✓ Continue yearly replacement program of 1,500 small meters and 150 chambers in medium meters
- ✓ Test and calibrate 178 large meters on a yearly basis

Goal 2: **Maintain water quality standards as they relate to water distribution systems**

- ✓ Ensure regulatory compliance of the estimated 537 hazard backflow locations through regular inspections
- ✓ Perform uni-directional flushing of 33,000 feet of the distribution system on a yearly basis
- ✓ Administer water quality sampling and Disinfection By-products Program (DBP) as required by the EPD
- ✓ Continue to prepare and distribute Consumer Confidence report to all consumers
- ✓ Review Vulnerability Assessment recommendations and Emergency Response Plan

Goal 3: **Eliminate sanitary sewer overflows**

- ✓ Clean 30% and inspect 5% of the collection system annually
- ✓ Apply root control and grease removal treatment to 10% of the collection system yearly
- ✓ Clear 29,100 feet of sanitary sewer easements each year
- ✓ Inspect all businesses requiring grease control devices to ensure program compliance
- ✓ Inspect 105 sanitary sewer aerial stream crossings as required by the EPD
- ✓ Install permanent sewage flow meters to monitor the impact of redevelopment
- ✓ Maintain documentation in accordance with the Marietta Water CMOM Consent Agreement with the EPD

Goal 4: **Improve system reliability with infrastructure improvements**

- ✓ Replace 2% of large water transmission lines on a yearly basis
- ✓ Replace 1% of distribution lines on a yearly basis to improve water quality and system reliability
- ✓ Complete temporary flow monitoring, inflow/infiltration (I/I) source detection and sewer system evaluation study (SSES) for all basins
- ✓ Rehab sewer manholes and lines as recommended by I/I studies and collection system model
- ✓ Complete collection system hydraulic model to guide rehab projects and determine impact of redevelopment on system capacity
- ✓ Inspect, exercise and repair 5% of valves in the distribution system on a yearly basis
- ✓ Rehabilitate or replace 2% of sewer manholes as recommended by I/I studies and sewer system model
- ✓ Rehabilitate 1% of sewer lines as recommended by I/I studies and collection system model

Goal 5: **Maintain employee training standards**

- ✓ Maintain compliance with Federal and State mandates through operator certification training
- ✓ Continue safety training for all employees
- ✓ Continue to support professional development training

Goal 6: **Improve customer service through technology and program advancements**

- ✓ Develop on-line application for new service
- ✓ Develop wireless network connections for field personnel for use with the Work Order system

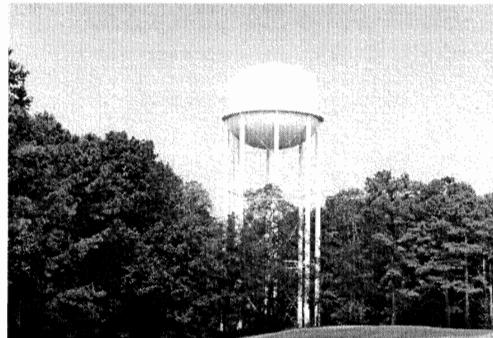
WATER AND SEWER

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Small Meter Replacements	1,337	1,500	1,500
Medium Meter Replacements	148	150	150
Large Meter Testing	144	178	178
% Unbilled Water	9.6%	<10.0%	<10.0%
Water Transmission Line Replacements (feet)	3,150	4,500	4,500
Water Distribution Line Replacements (feet)	4,600	14,200	14,200
Manhole Rehabilitation	202	152	152
Sewer Line Rehabilitation (feet)	4,500	14,500	14,500
Valves Exercised/Repaired	189	242	242
Water Distribution - Leaks/Breaks per 100 miles of pipe	207	<38	<38
Wastewater Collection – Failures per 100 miles of pipe	33.1	<8.0	<8.0
Backflow Device Inspections	454	537	537
Uni-directional Flushing (feet)	54,492	33,000	33,000
Water Quality Complaints per 1,000 customers	11.4	<7.0	<7.0
Easement clearing (feet)	16,074	14,500	29,100
Grease Trap Inspections & Follow-ups	196	329	329
Sewer Line Inspections (feet)	60,922	72,700	72,700
Sewer Line Cleaning (feet)	275,009	436,500	436,500
Grease Control Treatment (feet)	28,426	43,500	145,500
Root Control Treatment (feet)	23,197	43,500	145,500
Sanitary Sewer Overflows per 100 miles of pipe	9.9	<2.3	<2.3
Professional Development Training (hours)	138	150	150
Safety Training (hours)	353	400	400
Operator Certification (hours)	356	400	400
% of Operators Certified	81%	>75%	>75%
Training Hours per employee	21.7	>30.0	>30.0

GOALS ACCOMPLISHED

- ◊ Supported water conservation by offering rebate program to encourage the installation of toilets with low-flow technology
- ◊ Marietta Water customers helped the City reach a state-mandated water conservation goal in January 2008, surpassing the 10% target for the month. This was the lowest water usage since 1994.
- ◊ Completed 242 valve inspections of the distribution system
- ◊ Replaced 4,500 feet of water transmission lines and 14,200 feet of water distribution lines
- ◊ Tested and calibrated all large meters
- ◊ Performed uni-directional flush of 2% of the distribution system
- ◊ Cleaned 436,500 feet and inspected 72,700 feet of the wastewater collection system
- ◊ Replaced 10% of the small meters and 20% of the chambers in the medium sized meters
- ◊ Named the best water distribution system in the state for cities in the 10,000 to 50,000 population group by the Georgia Association of Water Professionals



WATER AND SEWER

EXPENDITURE SUMMARY

Administration

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	443,520	458,553	491,345	520,985	529,665
Operating Services	212,494	174,902	212,907	190,524	230,527
Capital	101,978	2,999	15,176	190,871	82,000
TOTAL ANNUAL BUDGET	757,992	636,454	719,428	902,380	842,192

Engineering

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	274,014	292,297	298,009	236,435	365,516
Operating Services	40,264	56,119	56,180	102,262	113,574
Capital	18,870	4,050	43,412	0	26,000
TOTAL ANNUAL BUDGET	333,148	352,466	397,601	338,697	505,090

Pump Station Maintenance

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	100,679	114,707	128,417	124,732	133,335
Operating Services	30,369	23,493	31,000	39,020	54,060
Capital	0	33,812	0	0	55,000
TOTAL ANNUAL BUDGET	131,048	172,012	159,417	163,752	242,395

WATER AND SEWER

EXPENDITURE SUMMARY

Meter Maintenance

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	227,504	326,757	362,804	344,555	402,652
Operating Services	31,662	27,889	52,151	74,656	78,285
Capital	1,773,852	1,134,231	1,017,635	1,168,181	1,174,000
TOTAL ANNUAL BUDGET	2,033,018	1,488,877	1,432,590	1,587,392	1,654,937

Water Distribution

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	471,602	426,765	465,539	456,901	437,060
Operating Services	519,503	317,511	299,729	341,315	342,547
Capital	2,482,745	1,672,181	1,456,565	2,615,984	2,218,000
TOTAL ANNUAL BUDGET	3,473,850	2,416,457	2,221,833	3,414,200	2,997,607

Wastewater Collection

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	592,055	561,424	599,479	724,596	713,306
Operating Services	306,819	272,868	311,963	349,447	381,234
Capital	1,882,550	1,568,297	3,457,473	1,930,654	3,540,900
TOTAL ANNUAL BUDGET	2,781,424	2,402,589	4,368,915	3,004,697	4,635,440

Cost of Goods Sold

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Water	3,840,524	3,907,322	4,464,254	3,813,763	4,302,950
Wastewater Treatment	8,978,221	9,735,815	9,658,427	7,910,037	9,614,016
TOTAL ANNUAL BUDGET	12,818,745	13,643,137	14,122,681	11,723,800	13,916,966

WATER AND SEWER

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Water and Sewer Director	1	1	1	1	1
Projects Planner	1	1	1	1	1
Superintendent	1	1	1	1	1
Environmental Compliance Coord.	1	1	1	1	1
Inspector	1	1	1	1	1
Dispatcher	1	1	1	1	1
Administrative Secretary - Admin	1	1	1	0	0
Executive Secretary - Admin.	0	0	0	1	0
Administrative Assistant II - Admin.	0	0	0	0	1
Engineering Manager	1	1	1	1	1
Engineering Inspector	1	1	1	1	1
Engineering Project Manager	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
Civil Engineering Assistant	0	0	1	1	1
Pump Station Foreperson	1	1	1	1	1
Pump Station Mechanic	1	1	1	1	1
Meter Maintenance Supervisor	1	1	1	1	1
Water Meter Service Worker	2	2	2	2	2
Meter Maint. System Operator I	0	1	1	1	1
Meter Maint. System Operator II	0	1	1	1	1
Meter Apprentice System Operator	2	2	2	2	2
Distribution Supervisor	1	1	1	1	1
Distribution Foreperson	2	2	2	2	2
Distribution System Operator I	2	1	1	1	1
Distribution System Operator II	2	2	2	2	2
Water Apprentice System Operator	1	1	1	1	1
Senior Utility Locator	1	1	1	1	1
Utility Locator	1	1	1	1	1
Wastewater Supervisor	1	1	1	1	1
Wastewater Foreperson	3	3	3	3	3
Wastewater Apprentice System Op.	1	1	1	1	1
Wastewater System Operator I	3	3	3	4	4
Wastewater System Operator II	4	3	3	4	4
TOTAL BUDGETED POSITIONS	40	40	41	43	43

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UTILITY MARKETING

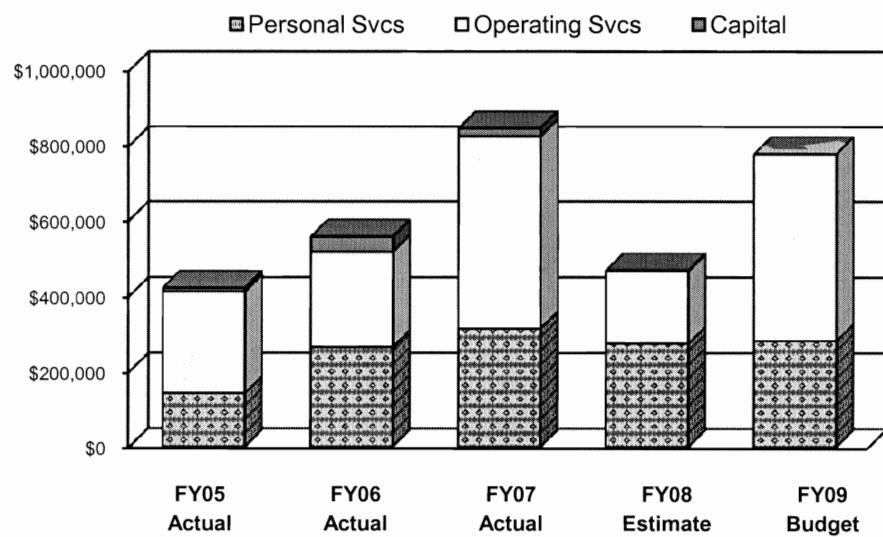
The responsibility of the Utility Marketing Department is to increase profitable electrical sales to new and existing customers and to locate new enterprises in the service area while ensuring a high level of customer satisfaction, value and loyalty. It is also responsible for the promotion of energy efficiency and water conservation and education in all market segments.

Based on market research, the department develops new programs, services and advertising to capture competitive loads, increase revenues and customer satisfaction, promote energy efficiency and water conservation efforts and coordinates efforts with the Economic Development Division to ensure that all programs and services are focused on the specific needs of the customer.

UTILITY MARKETING



DEPARTMENT EXPENDITURE HISTORY



UTILITY MARKETING

MISSION STATEMENT

To increase profitable sales to new, existing and Customer Choice customers while ensuring a high level of customer satisfaction, value and loyalty. To promote energy efficiency, water conservation programs and education in all market segments.

GOALS AND ACTIONS

Goal 1: Identify opportunities to increase sales, develop marketing programs and increase customer satisfaction utilizing market research

- ✓ Conduct customer satisfaction surveys for residential, commercial and Key Accounts
- ✓ Conduct residential and commercial customer saturation surveys to determine appliance saturations, equipment age, space and water heating fuel saturations, implementation of energy efficiency measures and building descriptions

Goal 2: Increase electric revenues for key market segments

- ✓ Achieve Key Account competitive sales of \$100,000
- ✓ Update commercial outdoor lighting rates
- ✓ Obtain \$100,000 in outdoor lighting sales to new and existing customers
- ✓ Achieve a success rate of 50% for all Customer Choice jobs competed for and awarded
- ✓ Achieve 25% and 40% market penetration of electric or dual fuel heat pumps and electric water heating in new single family homes and new multi-family dwellings, respectively

Goal 3: Develop marketing programs that increase profitability for the customer and encourage customer loyalty

- ✓ Develop Customer Choice Lunch and Learn program
- ✓ Develop portfolio of rate choices based on customer load profile
- ✓ Develop value contracts/agreements with all Key Account customers and evaluate service facilities to proactively improve reliability
- ✓ Evaluate the need to develop incentives for commercial sector to increase competitive revenues
- ✓ Continue to develop and implement conservation/efficiency programs for water and power customers

Goal 4: Enhance company image and increase sales and customer loyalty through improved communication

- ✓ Promote electric end-uses water conservation and efficiency to the new and retrofit markets through newsletters, target marketing, brochures and other forms of advertising
- ✓ Coordinate efforts with Customer Care to develop an advertising, branding and image campaign to solidify market position

Goal 5: Improve employee efficiency while maintaining awareness of industry issues and trends

- ✓ Develop an employee sales program
- ✓ Support and provide opportunities for training and development
- ✓ Create a formal professional development plan for employees

UTILITY MARKETING

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Market Penetration of Electric/Dual Fuel Heat Pumps and Electric Water Heating in New Single Family Homes	25%	10%	15%
Market Penetration of Electric/Dual Fuel Heat Pumps and Electric Water Heating in New Multi Family Homes	66%	25%	40%
Customer Choice Jobs Competed for and Awarded	67%	33%	50%
Competitive Sales in Residential Market (Kilowatts)	1,173	150	350
Competitive Sales in Commercial Market	\$76,734	\$110,000	\$125,000
Competitive Sales in Key Account Market	\$56,094	\$50,000	\$100,000
Marathon Water Heaters Sold in Residential Market	14	15	24

GOALS ACCOMPLISHED

- ◊ Created professional development plan for employees
- ◊ Developed value contracts/agreements with all key accounts
- ◊ Developed outdoor lighting brochure; obtained \$152,500 in outdoor lighting sales
- ◊ Conducted Key Account survey to determine satisfaction levels against benchmark
- ◊ Developed and implemented customer satisfaction surveys for residential accounts, commercial accounts, key accounts and outdoor lighting customers
- ◊ Determined appliance saturation, equipment age, space and water heating fuel saturation, energy efficiency and dwelling descriptions from customer saturation surveys
- ◊ Held focus groups with residential and commercial customers to supplement market research and program development efforts



UTILITY MARKETING

EXPENDITURE SUMMARY

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	142,905	265,484	314,761	275,102	282,289
Operating Services	268,154	249,964	508,858	190,258	495,150
Capital	9,583	40,467	21,358	1,884	0
TOTAL ANNUAL BUDGET	420,642	555,915	844,977	467,244	777,439

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Utility Marketing Director	0	1	1	1	1
Marketing Representative	2	3	3	3	2
TOTAL BUDGETED POSITIONS	2	4	4	4	3

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CUSTOMER CARE

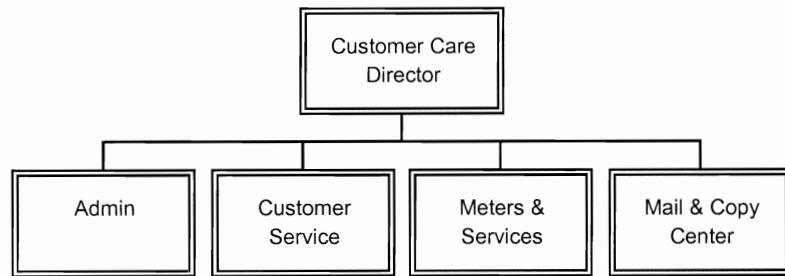
Customer Care Administration oversees and directs the operations of Customer Service, Meters and Services, and the Mail and Copy Center.

The Customer Service Division is responsible for establishing new accounts, billing all accounts, processing payments, collecting for non-payment, terminating accounts and assisting customers with inquiries concerning meter reading and billing. This division assists both residential and commercial customers in energy management and water consumption monitoring. It also bills the sanitation charges for the citizens that live inside the city limits.

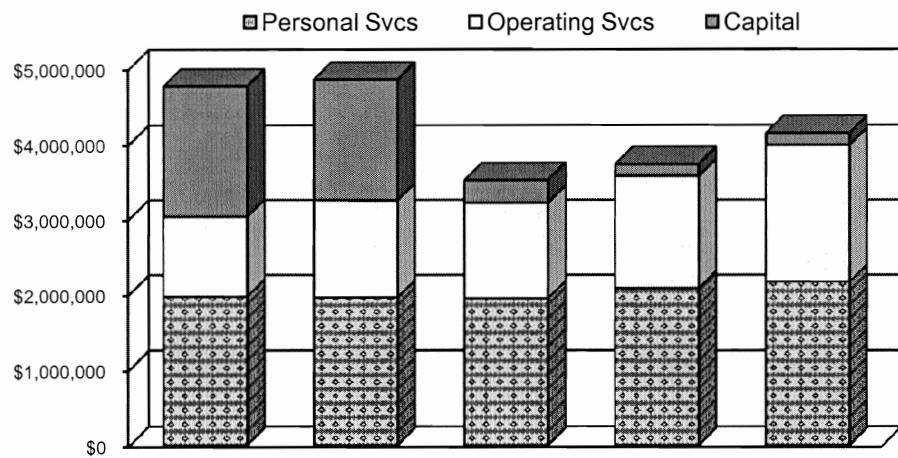
The Meters and Services Division is responsible for reading electric and water meters and performing service orders for connection and disconnection per customer request. While collecting meter data, this division investigates meter tampering, power diversion, damaged and inoperative electric and water meters, and monitors demand meter fluctuations. In addition, it completes meter re-read requests and assists the Mail and Copy Center in preparing utility billing for mailing.

The Mail and Copy Center coordinates the City's mail by picking up and delivering mail to the U.S. Postal Service and by distributing mail throughout all City/BLW buildings. Other responsibilities include the preparation of utility bills, tax bills and other correspondence for mailing. Additionally, this division duplicates, binds and distributes documents for all departments as needed and is responsible for all the copier leases throughout city facilities.

CUSTOMER CARE



DEPARTMENT EXPENDITURE HISTORY



	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Svcs	\$1,967,270	\$1,959,349	\$1,943,659	\$2,080,449	\$2,163,820
Operating Svcs	\$1,062,249	\$1,288,063	\$1,265,261	\$1,496,013	\$1,821,361
Capital	\$1,735,612	\$1,607,691	\$315,530	\$157,779	\$155,934
Total Budget	\$4,765,131	\$4,855,103	\$3,524,450	\$3,734,241	\$4,141,115
Change Over Prior Yr	---	1.89%	-27.41%	5.95%	10.90%

CUSTOMER CARE

MISSION STATEMENT

To maintain customer satisfaction by delivering the highest level of service while anticipating our customers' needs.

GOALS AND ACTIONS

Goal 1: Maximize efficiency of operations to reduce overall operating costs

- ✓ Implement meter seal tracking program
- ✓ Review Xerox contracts and evaluate for cost effectiveness
- ✓ Add fifty additional remote disconnect units in the field to improve collection efforts
- ✓ Manually read 500 electric meters per year and inspect meter boxes
- ✓ Maintain meter reading times of less than 300 hours per month
- ✓ Develop a method to acquire GPS location points for water meters
- ✓ Implement ID requirements for application process to expand customer information on the billing system
- ✓ Modify deposit policy practices to include credit bureau reports on all customers
- ✓ Develop a tracking program for expenses associated with departmental requests for color copies and duplicate copy jobs in an effort to charge back these costs to individual departments

Goal 2: Expand and streamline opportunities for customers to conduct business on the City website and through the use of new technologies

- ✓ Purchase and install the Real Time Pricing (RTP) module
- ✓ Implement two additional on-line request options for customers
- ✓ Install dedicated server to the call center as a back-up to reduce downtime
- ✓ Convert payment engine for phone system from Verisign to POS Partner to reduce number of dropped calls and duplicate payments

Goal 3: Continue to promote a positive image while improving community relations

- ✓ Maintain bad debt percentage of less than 0.75% of revenues
- ✓ Research customer survey tools that can be used on the City's website to solicit feedback
- ✓ Conduct semi-annual manual rate calculations to verify billing accuracy
- ✓ Modify IVR greeting for the billing system to improve customer navigation
- ✓ Review landscaping contract for inclusion of plantings with low water use requirements
- ✓ Implement customer notification options when crews will be working in areas that may affect service

Goal 4: Provide timely and meaningful communications to our customers

- ✓ Implement procedures for utilizing leak detectors
- ✓ Develop meter testing program for residential meters to ensure accuracy
- ✓ Maintain average call wait time of less than 4:50 minutes
- ✓ Establish committee to meet quarterly to review and implement updates to the webpage
- ✓ Continue to update new customer care package to insure accurate information of the services provided
- ✓ Acquire two laptops with wireless capabilities for use in the field in emergency situations

Goal 5: Support and provide training for employees to stay abreast of industry standards, best practices and services offered

- ✓ Continue to build and utilize portfolio of Cognos reports to improve Customer Care operation
- ✓ Provide yearly training seminar for Customer Care staff focusing on providing quality customer care
- ✓ Continue safety meeting program for meter reading, collections and service personnel to ensure safety knowledge of meter bases

CUSTOMER CARE

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Number of Customer Phone Calls	115,759	122,512	125,000
Number of Meter Readings	774,135	783,622	785,000
Annual Meter Reading Hours	3,649	3,620	3,600
Number of Utility Cut-Offs	14,944	15,762	16,000
Uncollectible Accounts as % of Revenue \$	0.49%	0.55%	0.75%
Average Wait Time per Customer Call (Minutes)	4:12	4:45	4:50

GOALS ACCOMPLISHED

- ◊ Reduced meter reading times to less than 400 hours per month
- ◊ Upgraded billing system to include customer's target for water consumption
- ◊ Implemented electronic billing through the City's website as a value added service
- ◊ Automated collection transfer process and eliminated the manual paper procedure
- ◊ Upgraded call center phones to Voice Over IP (VOIP) network
- ◊ Implemented a call-out feature to notify customers of past due balances



Dependable Electric Energy

CUSTOMER CARE

EXPENDITURE SUMMARY

Administration

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	175,645	182,714	177,233	183,817	153,316
Operating Services	14,137	77,539	81,271	93,808	198,761
Capital	0	0	21,528	0	2,934
TOTAL ANNUAL BUDGET	189,782	260,253	280,032	277,625	355,011

Customer Service

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	1,148,492	1,161,119	1,174,314	1,268,836	1,351,919
Operating Services	420,352	427,283	456,141	487,461	605,827
Capital	5,500	126,682	46,030	0	40,000
TOTAL ANNUAL BUDGET	1,574,344	1,715,084	1,676,485	1,756,297	1,997,746

Meters and Services

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	579,048	554,458	519,875	549,511	571,548
Operating Services	112,217	124,686	95,644	120,734	123,068
Capital	1,730,112	1,474,514	247,972	157,779	83,000
TOTAL ANNUAL BUDGET	2,421,377	2,153,658	863,491	828,024	777,616

Mail and Copy Center

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	64,085	61,058	72,237	78,285	87,037
Operating Services	515,543	658,555	632,205	794,010	893,705
Capital	0	6,495	0	0	30,000
TOTAL ANNUAL BUDGET	579,628	726,108	704,442	872,295	1,010,742

CUSTOMER CARE

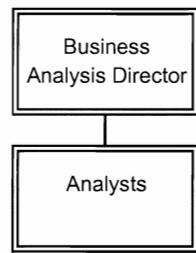
PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Customer Care Director	1	1	1	1	1
Administrative Secretary - Admin.	1	1	1	1	0
Administrative Assistant I - Admin.	0	0	0	0	1
Customer Service Manager	1	1	1	1	1
Customer Service Supervisor	2	2	2	2	2
Customer Service Representative I	10	4	4	2	1
Customer Service Representative II	5	11	11	13	14
Customer Service Technician	1	0	0	0	0
Final Billing Representative	0	1	1	1	1
Customer Service Field Rep.	1	0	0	0	0
Customer Service Data Specialist	0	1	1	1	1
Cashier	3	3	3	3	3
Senior Collections Representative	1	1	1	1	1
Collections Representative	2	2	2	2	2
Switch Board Clerk	1	1	1	1	1
Meters & Services Supervisor	1	1	1	1	1
Meter Reading Clerk	1	1	1	1	1
Meters & Services Foreperson	1	1	1	1	1
Meter Service Worker	2	2	2	2	2
Lead Meter Reader	1	1	1	1	1
Meter Reader	9	5	5	5	4
AMR Field Technician	0	2	2	2	2
Mail and Copy Center Supervisor	0	1	1	1	1
Copy Clerk	1	0	0	0	0
Mail Clerk	1	1	1	1	1
TOTAL BUDGETED POSITIONS	46	44	44	44	43

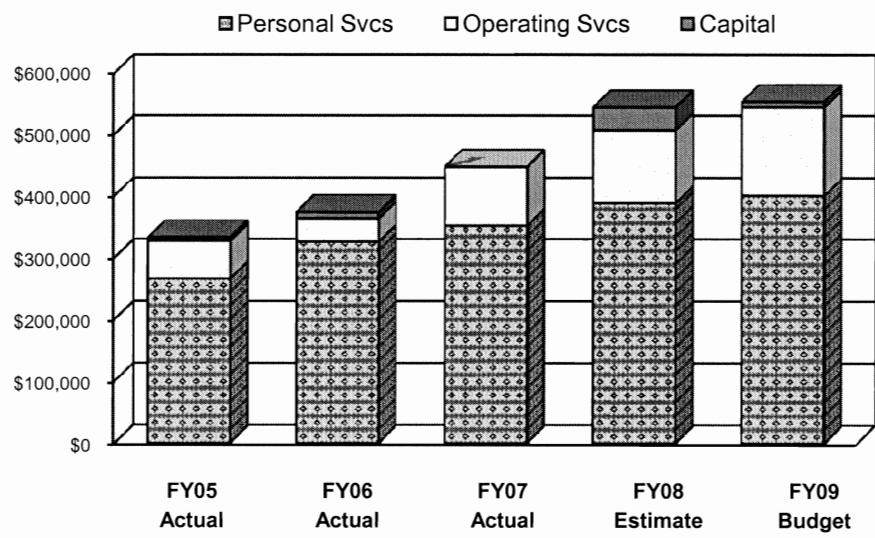
BUSINESS ANALYSIS

The Business Analysis Department's mission is to provide information, advice and recommendations on all economic, financial and operating matters of the BLW. The department serves as the primary point of contact for all issues concerning the preparation and coordination of the annual budget. It supplies decision support through the application of economic and financial analysis techniques and methods including cost/benefit analyses, computer modeling of utility consumption and analysis of relevant cost and revenue data. This department monitors economic, demographic and technological trends and incorporates the results into the development of forecasts of future utility requirements. The department is charged with the design of utility rates that effectively recover costs, the allocation of cost of service to all customer classes and the provision of a fair return to enable continued growth of the system.

BUSINESS ANALYSIS



DEPARTMENT EXPENDITURE HISTORY



BUSINESS ANALYSIS

MISSION STATEMENT

To enhance the profitability of the organization through the development and implementation of analytical and decision-support techniques.

GOALS AND ACTIONS

Goal 1: Minimize power supply costs

- ✓ Develop formal capacity expansion plan for Marietta Power
- ✓ Analyze Marietta Power's needs and opportunities for capacity sales; market or purchase such capacity as appropriate

Goal 2: Expand analytical techniques for load, cost and profitability evaluations

- ✓ Initiate a residential load research study
- ✓ Continue to expand commercial load research program by adding five customer load meters
- ✓ Create load models for a minimum of five new commercial/industrial categories
- ✓ Develop data base of commercial/industrial water customers by NAIC (North American Industry Classification) code

Goal 3: Improve BLW planning capabilities

- ✓ Collaborate with the Electrical Department to establish a Property Records function which will provide a plant inventory, a valuation of existing plants in service and net plant valuation
- ✓ Expand scope of existing financial model to encompass appropriate policies for debt and revenue requirements

Goal 4: Maintain optimal financial posture for the BLW

- ✓ Enhance monthly financial reporting and Key Performance measures
- ✓ Expand reporting on cost control including status of electric, water and sewer capital projects and encumbrances
- ✓ Develop industry trends to provide financial management data such as profitability level and cash flow



Goal 5: Enhance electric rate structure

- ✓ Develop a Real-Time Pricing (RTP) rate offering
- ✓ Conduct time-differentiated class cost-of-service study
- ✓ Develop optional Time-of-Day rate for large commercial/industrial customers and one for residential customers

Goal 6: Pursue automation of manual processes to enhance efficiency and improve accuracy

- ✓ Automate annual benchmarking process
- ✓ Identify a process for storage of electronic invoices
- ✓ Automate identification of system losses by service type
- ✓ Pursue automation of populating HTE customer records with NAIC code
- ✓ Identify current processes for potential automation and partner with MIS for conversion
- ✓ Complete automation of account, consumption and revenue volumes for Electric, Water, Sewer and Irrigation Services

BUSINESS ANALYSIS

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
Marketed electric surplus baseload capacity (Megawatts)	12.0	13.5	15.0
Marketed electric surplus reserves (Megawatts)	7.8	8.0	8.5

GOALS ACCOMPLISHED

- ◊ Performed studies on the determination of peaking capacity needs
- ◊ Performed detailed planning studies for marketing electric generating capacity
- ◊ Developed tactical financial planning model to monitor cash performance and forecast available reserves
- ◊ Created forecast of water and sewer billing determinants and revenues under new State regulations for conservation
- ◊ Conducted investigation into electric service standards as required by Federal legislation; provided comprehensive report and affidavit to BLW Board and City Council
- ◊ Automated several processes involving data collection, such as revenues and operating costs, for use in studies of benchmarking and business indicators
- ◊ Enhanced the quality and formatting of monthly reporting on status of actual vs. budgeted operating and capital expenses

BUSINESS ANALYSIS

EXPENDITURE SUMMARY

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	266,755	326,022	352,018	388,541	400,651
Operating Services	60,175	37,239	95,672	118,557	143,584
Capital	5,411	10,162	0	36,944	9,000
TOTAL ANNUAL BUDGET	332,341	373,423	447,690	544,042	553,235

PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Business Analysis Director	1	1	1	1	1
Rate Research Analyst	0	1	1	1	1
Senior Utility Analyst	2	1	1	1	1
Principal Utility Analyst	0	1	1	1	1
Utility Analyst	1	0	0	0	0
Executive Secretary	1	1	1	1	0
Administrative Assistant II	0	0	0	0	1
TOTAL BUDGETED POSITIONS	5	5	5	5	5

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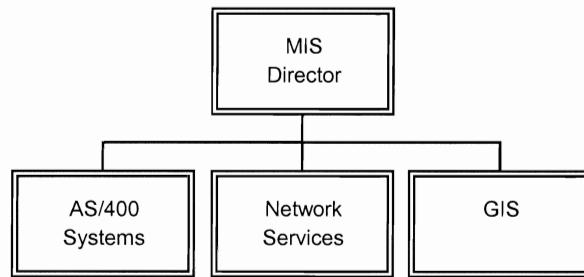
MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems (MIS) Department is a support function that supplies all City departments with computer-related service and information. All departments and divisions in the City depend on the MIS function for information storage, manipulation, processing and analysis. The objectives of the department are to provide fast, efficient methods of electronic data processing and to train, suggest solutions and provide new programs and technology for information analysis. Its goal is to minimize cost increases through efficient automation.

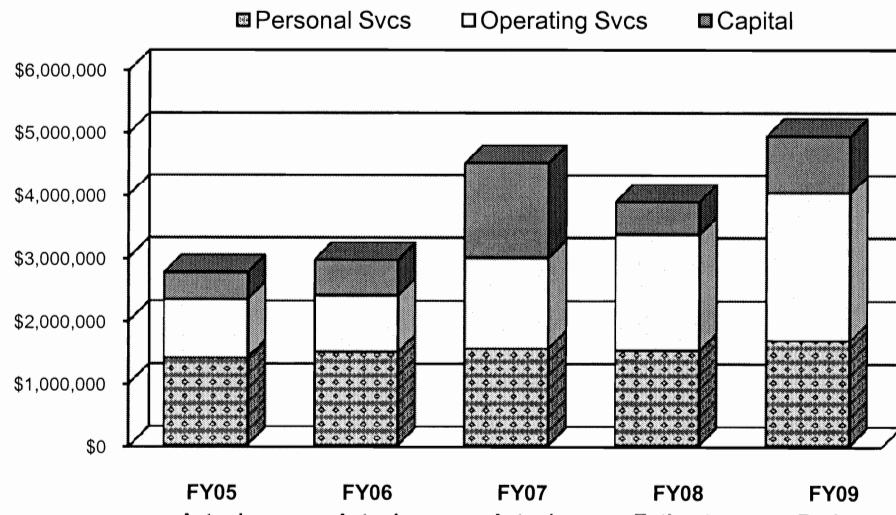
The Network Services Division is responsible for the technical support function of MIS. This division is responsible for Help Desk support, Enterprise server support, Voice and Data networking and supervision of the City's computing infrastructure. It also manages emergency and non-emergency communications devices and oversees the Crisis Management Center.

The Geographic Information System (GIS) Division is responsible for developing and maintaining the base map and cadastral information consisting of City boundaries, census blocks, Council wards, parcel boundaries zoning, easements and police zones. GIS is an integral part of designing and maintaining the City's web site and gemNet, the internal web site for City employees.

MANAGEMENT INFORMATION SYSTEMS



DEPARTMENT EXPENDITURE HISTORY



MANAGEMENT INFORMATION SYSTEMS

MISSION STATEMENT

To provide the computing infrastructure required to support the business processes of the City and Board of Lights and Water. To develop a Geographic Information System that provides accurate and current geographic information to all City/BLW personnel and to the citizens of Marietta.

GOALS AND ACTIONS

Goal 1: **Expand the use of Business Intelligence software throughout the enterprise**

- ✓ Upgrade Cognos to the most current version
- ✓ Implement wireless bar-coding for the Fire department
- ✓ Coordinate efforts with business partners to develop a data cube for the Finance department
- ✓ Automate Key Business Indicators report for the Business Analysis department

Goal 2: **Improve and increase imaging capabilities**

- ✓ Move images on the optical jukebox to the Storage Area Network (SAN)
- ✓ Initiate archiving of printed documents such as cash postings
- ✓ Implement scanning capabilities in Finance to permit scanning of invoices and checks



Goal 3: **Provide capability to citizens and customers for online payment**

- ✓ Implement the Business License web application from HTE
- ✓ Present payment processing for Tax bills on the internet via the City website
- ✓ Expand online Court citation payment options to include red-light camera and parking tickets

Goal 4: **Promote and expand functionality of GIS system**

- ✓ Maintain a single common integrated address file so that applications are connected through a common link
- ✓ Provide accessibility to GIS data and digital orthophotography via web-based mapping applications
- ✓ Develop and promote web-based download application to provide GIS data to the community and developers
- ✓ Develop and implement web-based online map book application for internal users
- ✓ Implement the most current version of ESRI application software to ensure compliance with GIS data base layers and data sources

Goal 5: **Expand the network communications infrastructure**

- ✓ Continue to rollout wireless Wi-Max technology for remote computing
- ✓ Implement surveillance cameras within the BLW for homeland security
- ✓ Install additional fiber channel disk drives on the SAN for increased capacity; replace network tape backup system to accommodate additional capacity
- ✓ Implement surveillance cameras for the Police department to assist with crime monitoring and prevention
- ✓ Deploy the new version of Cisco Call Manager 6.0 (IP/PBX) and Unified Messaging 5.0 (Voicemail)
- ✓ Evaluate upgrade of Microsoft Windows 2003 Server operating system to Microsoft Windows 2008 Server

Goal 6: **Enhance operation of City/BLW trunked radio system**

- ✓ Improve operation capability between the City radio system and other government agencies
- ✓ Install a bi-directional amplifier to improve radio coverage within the Public Safety building
- ✓ Add radio repeaters throughout the City school system to improve radio coverage within building interiors

MANAGEMENT INFORMATION SYSTEMS

PERFORMANCE MEASUREMENTS

Measurement	FY07 Actual	FY08 Estimate	FY09 Budget
MIS:			
Standard PCs Supported	440	449	460
Laptop PCs Supported	179	186	191
AS/400 Servers Supported	1	1	1
Virtualized Servers	10	31	38
Physical Servers (Non-virtualized)	46	26	24
Physical Servers Supporting the Virtualization Infrastructure	8	8	8
Network Appliances Supported	3	3	4
Remote Access (RAS) enabled users	115	160	195
SAN Storage Capacity	16.0	16.0	17.5
Mobile (PDA) Devices Supported	60	75	80
Business Applications	69	77	83
GIS:			
Intranet Applications	0	7	10
Print Requests	300	325	330
Web Mapping Applications	8	8	9
Address Issues	990	1,000	1,000
Standard Digital Maps	42	45	50
Tax Maps	505	505	506
Subdivision Plats	11	13	15
Parcel Work	200	225	250
Web Page Update Requests	1,000	1,200	1,225
In-house Mapping Projects	200	200	225

GOALS ACCOMPLISHED

- ◊ Implemented False Alarm tracking and Crimefree software for the Police department
- ◊ Implemented solutions for online payment of citations
- ◊ Developed automated collections process for Customer Service
- ◊ Developed Fuel, Customer Information and Meter Inventory interfaces for the Water department
- ◊ Implemented Criminet interface for Municipal Court
- ◊ Implemented wireless barcoding solution for BLW Warehouse
- ◊ Awarded second place at the National Association of Government Webmasters competition
- ◊ Implemented Granicus streaming video application
- ◊ Mapped new subdivisions and office parks, adding parcels, linework and attributes to GIS base maps
- ◊ Completed Kennesaw Mountain Emergency Response mapping project consisting of needs assessment, map book generation, data exchange with National Parks Service and field testing
- ◊ Completed Economic Development Annexation project consisting of identification and mapping of unincorporated islands within City boundaries
- ◊ Completed 2002-2006 Marietta School student mapping project with statistical analysis on redevelopment, tax allocation districts and apartments
- ◊ Implemented gemNet Helpdesk application
- ◊ Established Automated Vehicle Location (AVL) capability in over 140 City/BLW vehicles
- ◊ Implemented Wi-Max communications to provide a wireless link between the BLW and City Hall
- ◊ Initialized 34 workstations as part of the PC refresh project
- ◊ Deployed surveillance cameras for homeland security at the BLW water tanks; deployed Franklin Road public safety crime surveillance camera

MANAGEMENT INFORMATION SYSTEMS

EXPENDITURE SUMMARY

Management Information Systems (MIS)

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	1,087,759	1,181,322	671,945	590,513	633,427
Operating Services	842,448	822,038	864,267	664,005	837,210
Capital	411,939	555,659	1,474,298	516,721	255,835
TOTAL ANNUAL BUDGET	2,342,146	2,559,019	3,010,510	1,771,239	1,726,472

Geographic Information Systems (GIS)

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	309,269	310,385	328,105	362,285	376,978
Operating Services	84,624	72,647	107,158	148,576	157,950
Capital	10,849	4,515	3,499	0	16,900
TOTAL ANNUAL BUDGET	404,742	387,547	438,762	510,861	551,828

Network Services

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	0	0	547,205	560,423	667,479
Operating Services	0	0	464,413	1,024,574	1,339,161
Capital	0	0	35,500	0	644,074
TOTAL ANNUAL BUDGET	0	0	1,047,118	1,584,997	2,650,714

In FY07 staff from the MIS Division were moved into the newly created Network Services Division.

MANAGEMENT INFORMATION SYSTEMS

PERSONNEL DETAIL

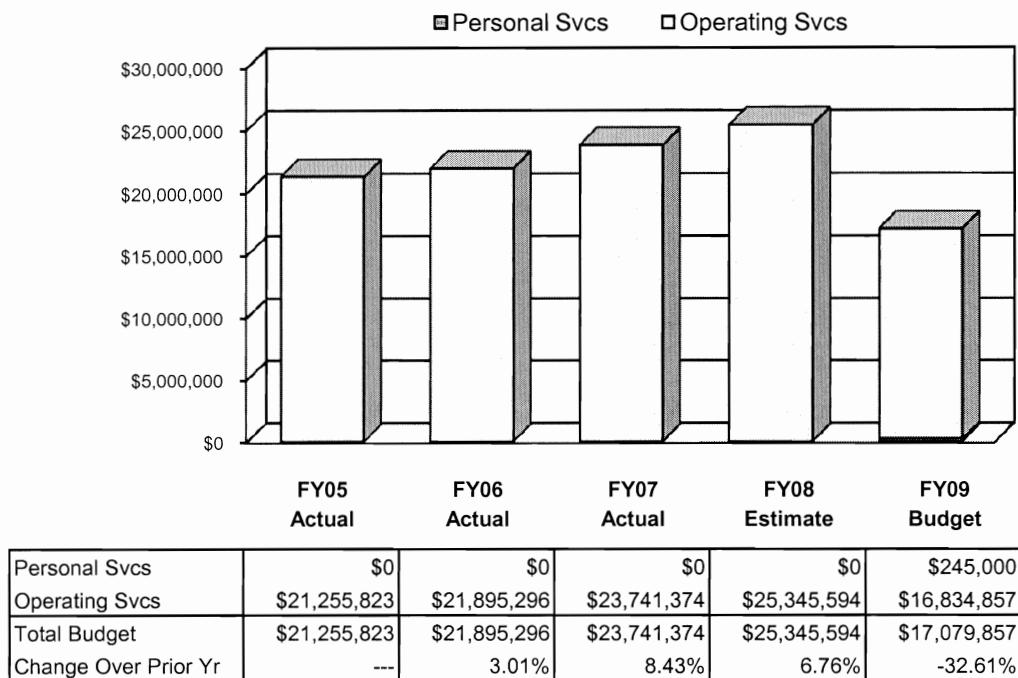
Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
MIS Director	1	1	1	1	1
Executive Secretary	1	1	1	1	0
Administrative Assistant II	0	0	0	0	1
Systems Manager	1	1	1	1	1
Systems Administrator	1	1	1	1	1
Data Base Systems Analyst	0	0	0	1	0
Data Base Administrator	0	0	0	0	1
Programmer	0	0	1	1	0
Senior Programmer Analyst	0	0	0	0	1
Senior Business Analyst	1	1	1	1	1
Business Analyst	2	2	2	0	0
Network Administrator - Tech Support	1	1	0	0	0
Network Analyst - Technical Support	1	1	0	0	0
Computer Operator II	1	1	0	0	0
PC Specialist - Technical Support	1	1	0	0	0
PC Analyst - Technical Support	1	2	0	0	0
Technical Support Manager	1	1	0	0	0
Technical Support Specialist	1	1	0	0	0
GIS / Web Services Manager	1	1	1	1	1
GIS Coordinator	0	1	1	1	1
GIS Specialist	1	1	1	1	1
GIS Specialist II	1	1	1	1	1
Web Developer	1	1	1	1	1
Data Coordinator	1	1	1	1	1
GIS Analyst	1	0	0	0	0
Network Services Manager	0	0	1	1	1
Sr. Network Analyst - Network Serv.	0	0	1	1	1
Network Administrator-Network Serv.	0	0	1	1	1
Server Administrator - Network Serv.	0	0	0	1	1
Network Analyst - Network Services	0	0	1	1	1
PC Analyst - Network Services	0	0	1	1	1
PC Specialist - Network Services	0	0	1	1	1
Radio Sys. Analyst - Network Serv.	0	0	1	1	1
TOTAL BUDGETED POSITIONS	20	21	21	21	21

BLW NON-DEPARTMENTAL

BLW Non-departmental includes funds for expenditures that benefit more than one department. The budget for the items listed herein is not readily allocated to the recipient department. Actual expenditures, along with the budgeted amount at year-end, are reclassified for preparation of the year-end financial statements.

NON-DEPARTMENTAL

DEPARTMENTAL EXPENDITURE HISTORY



EXPENDITURE SUMMARY

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	0	0	0	0	245,000
Miscellaneous Operating Services	730,162	678,578	622,431	615,124	606,296
Indirect Cost Transfer to Gen. Fund	1,992,404	2,150,274	2,145,237	2,435,320	2,657,159
Utilities-City Hall	132,903	136,119	128,407	126,007	132,562
Utilities-Lights/Signals	1,006,832	1,005,631	1,021,118	1,063,121	1,043,900
Utilities-General Fund	498,899	531,187	516,222	522,791	517,590
Utilities-BLW Building	74,592	70,643	81,102	78,838	80,260
Transfer to Pension Fund	0	0	0	50,000	0
Transfer to Health Fund	0	200,000	399,009	524,978	524,978
Operating Transfer to General Fund	9,750,000	9,750,000	10,500,000	10,610,000	10,500,000
Transfer to Other Funds	271,498	19,999	0	0	0
Miscellaneous Expenses	453,671	592,869	570,891	622,023	772,112
Depreciation	6,344,862	6,759,996	7,756,957	8,697,392	0
TOTAL ANNUAL BUDGET	21,255,823	21,895,296	23,741,374	25,345,594	17,079,857

Note: Depreciation is not a budgeted item because capital expenditures are budgeted instead.

ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges. Shown in this section are the Golf Course Fund and the Conference Center Fund. The BLW Enterprise Fund operations are detailed separately in the previous section.

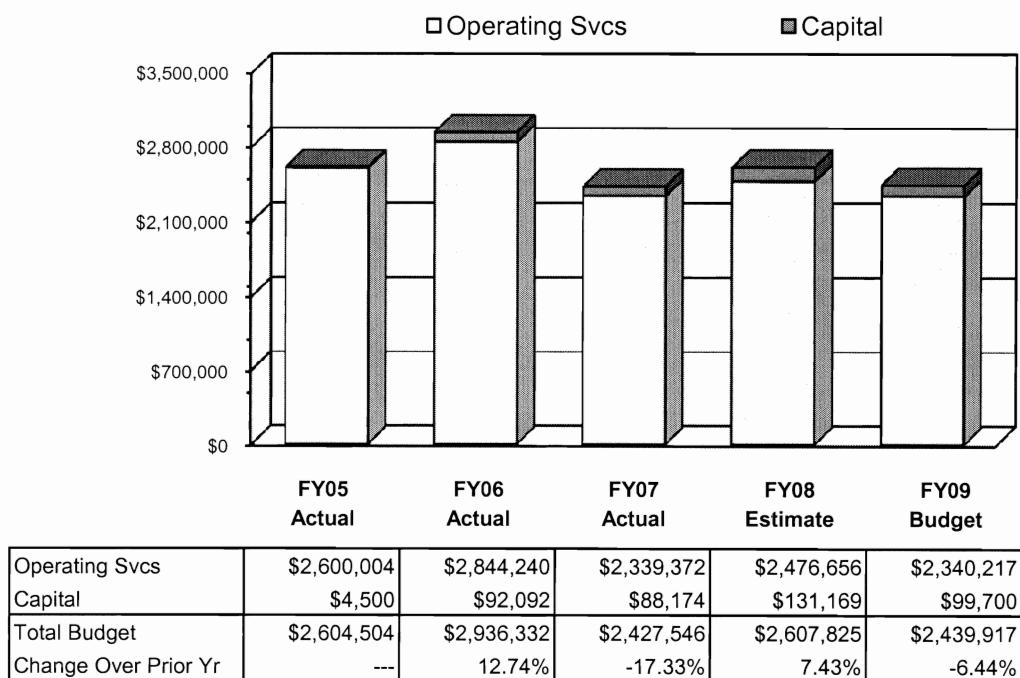
INTERNAL SERVICE FUNDS

There are four Internal Service Funds. The Motor Transport Fund provides for repair and maintenance services for vehicles owned by the various City departments. The Health Insurance Fund, Workers Compensation Fund and the Property and Casualty Fund are self-insurance funds.

GOLF COURSE FUND

The 125 acre City Club Golf Course accommodates approximately 40,000 - 50,000 annual rounds of golf. All greens, tees and bunkers follow USGA standards. Classic Golf Management, Inc. manages the golf course and its facilities and employs all personnel who work at the property. However, City Finance Department personnel are responsible for purchasing and payment of invoices for the operation. The Parks & Recreation Director plays an integral part in the operations of the enterprise fund and is the liaison between the management company and City officials.

DEPARTMENT EXPENDITURE HISTORY



GOLF COURSE FUND

EXPENDITURE SUMMARY

Clubhouse and General Office

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	368,269	411,939	398,012	419,683	457,530
Capital	0	0	2,489	73,031	20,000
TOTAL ANNUAL BUDGET	368,269	411,939	400,501	492,714	477,530

Golf Operations

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	304,690	299,790	291,099	313,096	313,022
Capital	4,500	2,512	0	3,011	1,200
TOTAL ANNUAL BUDGET	309,190	302,302	291,099	316,107	314,222

Golf Course Maintenance

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	466,401	475,575	440,193	433,155	469,890
Capital	0	89,580	85,685	49,453	48,500
TOTAL ANNUAL BUDGET	466,401	565,155	525,878	482,608	518,390

Food and Beverage

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	176,443	182,208	203,450	191,135	237,687
Capital	0	0	0	5,674	30,000
TOTAL ANNUAL BUDGET	176,443	182,208	203,450	196,809	267,687

GOLF COURSE FUND

EXPENDITURE SUMMARY

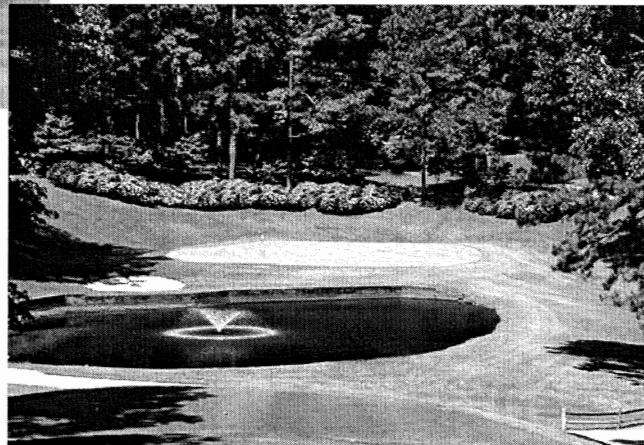
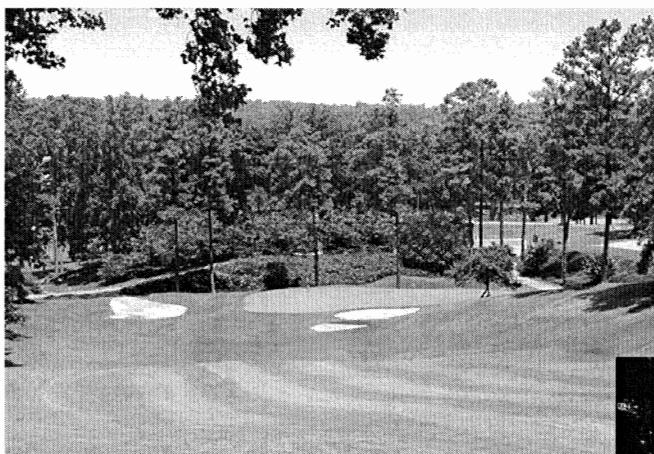
Debt Service

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Operating Services	870,411	897,681	725,181	835,795	835,000
TOTAL ANNUAL BUDGET	870,411	897,681	725,181	835,795	835,000

Non-departmental

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Indirect Cost Transfer	20,614	20,529	26,325	27,088	27,088
Other	241	54,000	54,761	69,768	0
Depreciation	392,935	502,518	200,351	186,936	0
TOTAL ANNUAL BUDGET	413,790	577,047	281,437	283,792	27,088

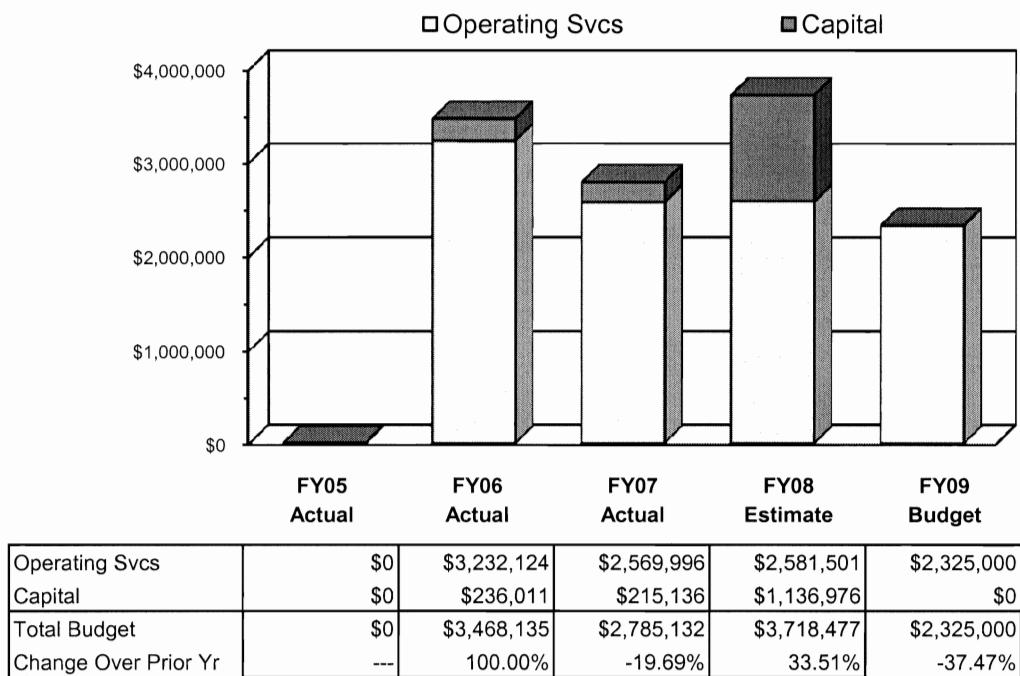
Note: Depreciation is not a budgeted item because capital expenditures are budgeted instead.



CONFERENCE CENTER FUND

The Conference Center Fund accounts for the operation of the Hilton Atlanta/Marietta Hotel and Conference Center. Revenue is derived from rental income received from the hotel's management company as well as the hotel/motel taxes collected by the City for the operation of the conference center, which cover the debt service payments and capital replacement costs.

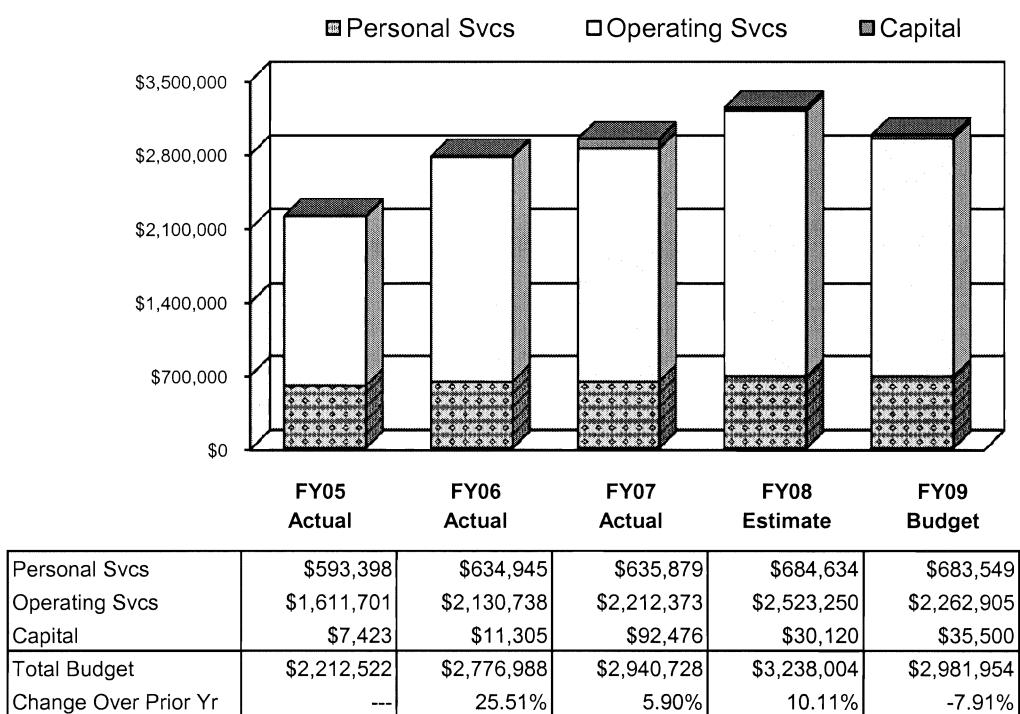
DEPARTMENT EXPENDITURE HISTORY



MOTOR TRANSPORT FUND

Motor Transport maintains over 600 pieces of fleet equipment and provides the City/BLW with an economical, safe and available fleet so that the operating departments can provide services to the citizens and customers of the City/BLW. The Motor Transport Division operates a centralized fuel facility that was upgraded in 1999 to comply with federal underground fuel storage tank requirements. In addition, a compressed natural gas refueling station was installed during the summer of 2000 to service the City's growing alternative fuel vehicle fleet. The division has a contract with NAPA to provide an on-site parts supply warehouse.

DEPARTMENT EXPENDITURE HISTORY



MOTOR TRANSPORT FUND

EXPENDITURE SUMMARY

Fleet Maintenance

Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Personal Services	593,398	634,945	635,879	684,634	683,549
Operating Services	1,611,701	2,130,738	2,212,373	2,523,250	2,262,905
Capital	7,423	11,305	92,476	30,120	35,500
TOTAL ANNUAL BUDGET	2,212,522	2,776,988	2,940,728	3,238,004	2,981,954

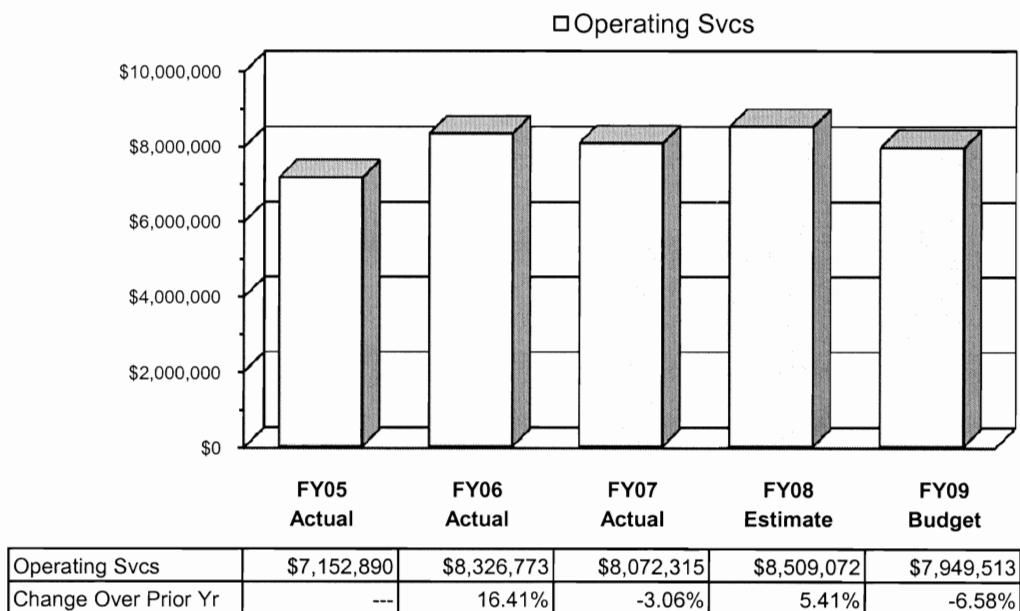
PERSONNEL DETAIL

Title	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
Superintendent	1	1	1	0	0
Service Manager	1	1	1	0	0
Supervisor	0	0	0	1	1
Foreman	0	0	0	1	1
Administrative Secretary	1	1	1	1	0
Administrative Assistant I	0	0	0	0	1
Small Engine Mechanic	1	1	1	1	1
Automotive Service Worker	2	2	2	2	2
Mechanic	8	8	5	4	7
Mechanic II	0	0	3	4	1
TOTAL BUDGETED POSITIONS	14	14	14	14	14

HEALTH INSURANCE FUND

This fund constitutes insurance benefit payments for City employees for health, dental, vision and life insurance coverage. This fund receives contributions from the City as well as from the employees (for family coverage, if applicable). A third party insurance company administers the plan. The proposed rates of contribution to this fund over the years have allowed it to maintain a self-insured status for benefit payments with a cash reserve over projected expenditures. This is also the accounting entity for the employee health club benefit, in which the City and the participating employee contribute to the membership to a local health and wellness facility.

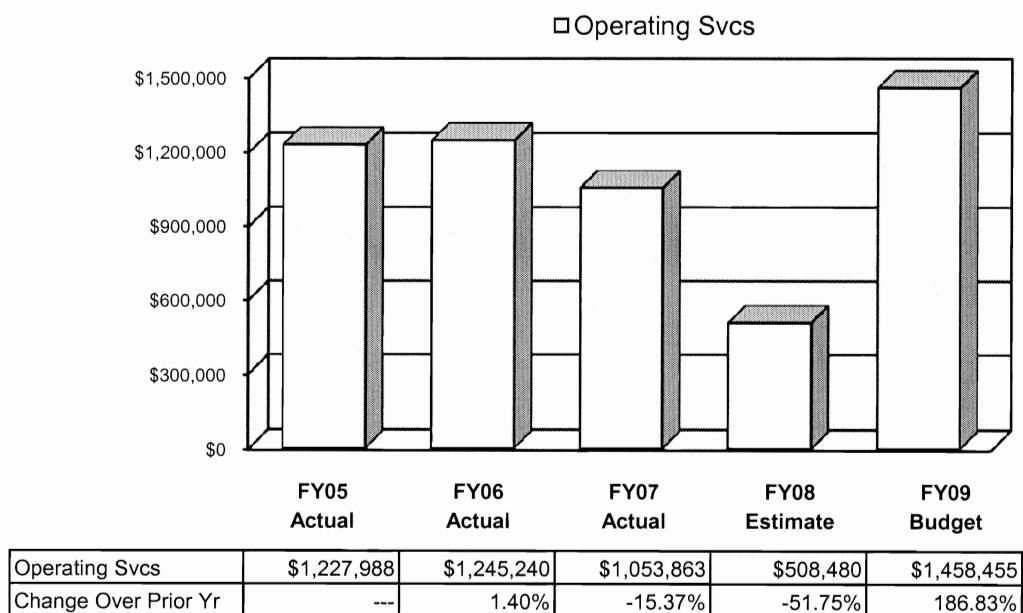
DEPARTMENT EXPENDITURE HISTORY



WORKERS COMPENSATION FUND

This fund represents benefit payments for workers' compensation claims. Although the City is self-insured for workers' compensation claims, a third-party administrator manages the plan. In addition, the City purchases supplemental insurance to cover claims in excess of \$300,000.

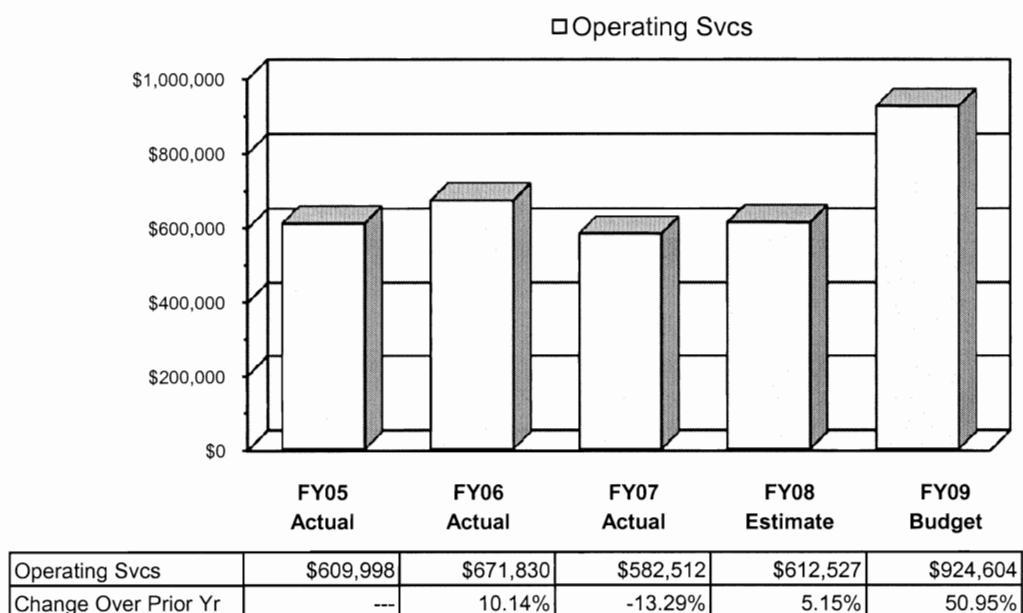
DEPARTMENT EXPENDITURE HISTORY



PROPERTY / CASUALTY FUND

This fund represents benefit payments and insurance premiums for property and casualty claims. The City is self-insured for some types of claims and purchases supplemental coverage for others.

DEPARTMENT EXPENDITURE HISTORY



GENERAL PENSION TRUST FUND

The General Pension Trust Fund accounts for the assets held by the City in a trustee capacity and the payment of retirement benefits.

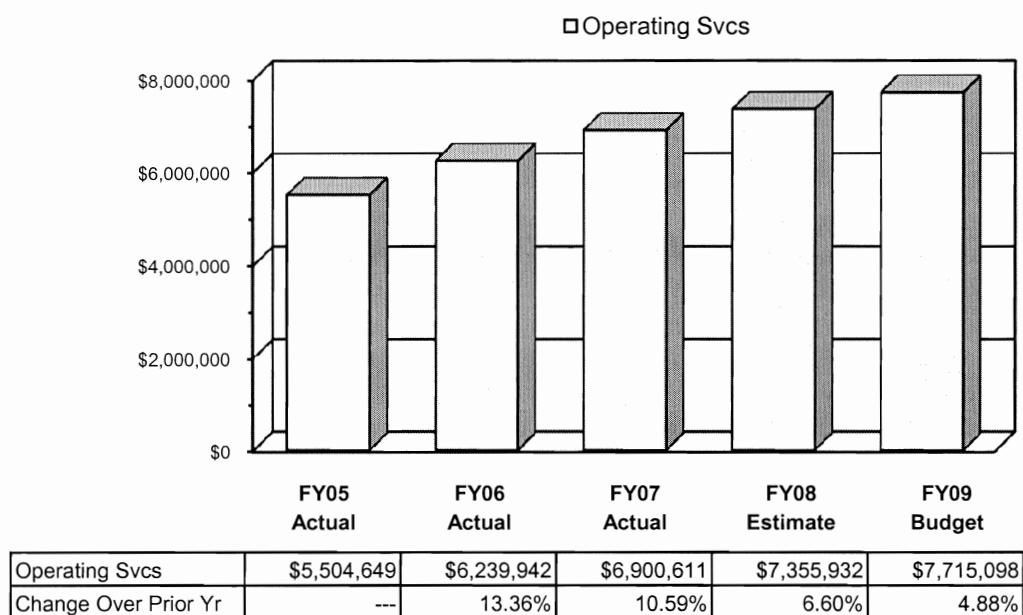
OTHER POST-EMPLOYMENT BENEFITS TRUST FUND

The Other Post-Employment Benefits (OPEB) Trust Fund accounts for the contributions made by the City for future benefits such as retiree health care.

GENERAL PENSION TRUST FUND

This fund represents payments on an annual basis to City employees who have retired from City service. Every employee is vested after seven years of employment. The contribution rate is 14.5% of the gross salaries for City employees. The normal retirement benefit is 2.1% of final average earnings times years of service to a maximum of 35 years. The normal age requirement is 65 years, but employees are eligible for the normal benefit if their age plus years of service totals at least 80 and they are at least 55 years old. It should be noted that this is not all of the plan's provisions.

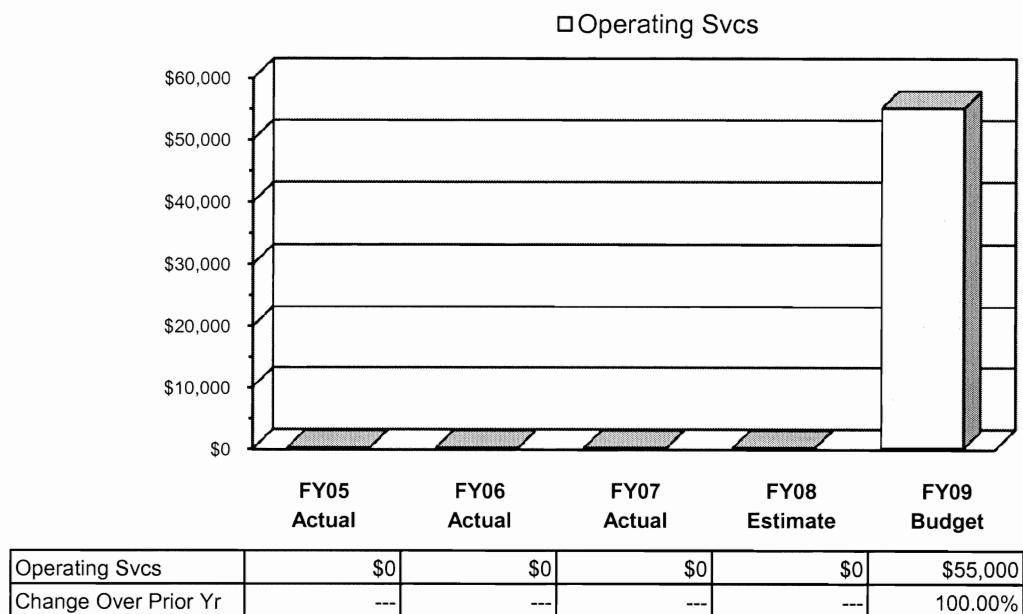
DEPARTMENT EXPENDITURE HISTORY



OTHER POST-EMPLOYMENT BENEFITS TRUST FUND

In FY2008 the City set up the Other Post-Employment Benefits (OPEB) Trust Fund. This fund represents the contributions made by the City for future benefits such as retiree health care. Although retiree health care benefits are currently paid from the Health Insurance Fund, claims will be paid from the OPEB Trust Fund once a sufficient fund balance accrues. In the meantime, funds are budgeted each year as a reserve increase, but because benefit payments have not begun, there is no history of expenditures to graph.

DEPARTMENT EXPENDITURE HISTORY



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CAPITAL SUMMARY

The City of Marietta develops a Five-Year Capital Improvement Program as part of the budget process. Items or projects that fall under this section are those that cost \$1,000 or more. The Five-Year Capital Program identifies project costs and the timing of necessary financing arrangements over a five-year planning period. The purpose of the capital program is to establish direction over multiple fiscal years and to allow for the planned replacement of items as they reach the end of their useful life. This planned replacement of capital items maintains their usefulness and helps to control downtime of worn resources and the associated cost of repairing these items. Capital replacement planning provides a framework for scheduling improvements based on the availability of funding, the priority between projects, and the current condition of assets. The Capital Improvement Program includes new projects and projects which are continuing from prior years that have been updated to reflect changing priorities and conditions. The Mayor and City Council adopt the first year, FY2009, of the five-year plan.

The Five-Year Capital Improvement Program is shown below in two different summaries below:

Capital Improvement Program by Fund Type

	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
General Fund	1,011,890	1,151,200	1,381,750	1,286,050	1,218,625
Special Revenue Funds	50,000	0	0	0	0
SPLOST Fund	14,566,348	11,643,600	7,427,800	2,474,202	2,400,000
Golf Course Fund	99,700	32,350	65,200	45,000	38,675
BLW Fund	21,368,989	15,511,573	12,107,435	11,138,451	10,715,338
Motor Transport Fund	35,500	12,000	18,500	15,000	13,500
TOTAL	\$37,132,427	\$28,350,723	\$21,000,685	\$14,958,703	\$14,386,138

Capital Improvement Program by Category Type

	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
Computer and Technology	997,740	1,387,300	900,000	900,000	900,000
Facility Improvements	621,348	50,000	158,000	50,000	50,000
Utility Projects	13,945,804	9,435,700	7,562,325	7,817,342	8,090,232
Vehicles & Powered Equipment	2,083,280	2,172,850	2,973,450	2,807,050	2,489,950
Transportation Projects	19,156,310	15,297,873	9,285,910	3,372,311	2,848,956
Miscellaneous Projects	327,945	7,000	121,000	12,000	7,000
TOTAL	\$37,132,427	\$28,350,723	\$21,000,685	\$14,958,703	\$14,386,138

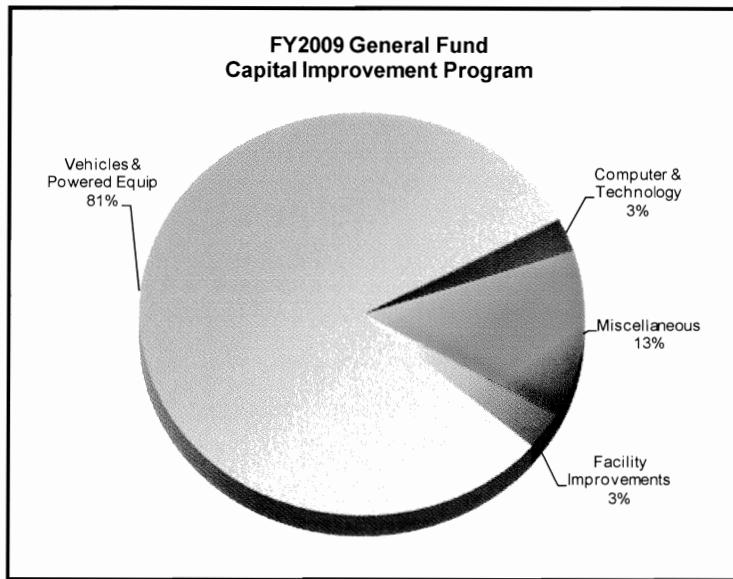
Capital projects are broken down into the following categories: Computer and Technology, Facility Improvements, Utility Projects, Vehicles & Powered Equipment, Transportation Projects, and Miscellaneous Projects. Computer and Technology relates to those items such as desktop PCs, network servers, system software, copiers and the like. Facility Improvements are those improvements made to existing structures and park grounds, as well as the construction of new buildings. The Utility Projects category contains projects relating to the maintenance and installation of electrical, water and sewer utilities and is found in the Board of Lights and Water (BLW) Fund. Vehicles, heavy equipment and machinery fall under the category of Vehicles and Powered Equipment. Transportation Projects are general streets, bridge, and sidewalk improvements and construction. Miscellaneous Projects are those projects that do not fit into one of the categories above.

CAPITAL SUMMARY

GENERAL FUND

Capital expenditures for the General Fund for FY09 amount to just over \$1 million. The largest category of capital spending is found in Vehicles and Powered Equipment. This budget includes \$344,400 for nine police patrol vehicles and four detective vehicles including equipment, \$150,000 for a refuse truck equipped with roll cart lift arms, \$140,000 for a bucket truck for traffic services, plus \$90,000 for a tandem dump truck as a shared vehicle

for several departments, and an 8-passenger minivan for \$18,700. The city will purchase two large mowers, as well as other outdoor heavy equipment, a utility trailer, and a mounted water tank for reclaimed rain water.



Miscellaneous Projects is comprised of Fire Department equipment for \$133,610 which includes a thermal imaging camera, five Heartstart cardiac monitors and other rescue equipment. Computer and Technology projects totaling \$27,997 in public safety include an ID machine and computer software to add a video clip feature to photo red-light enforcement cameras at two existing intersections. The Facility Improvements category totals \$18,298, which will address security issues and space planning in Human Resources and Municipal Court. There is also \$12,500 budgeted for the regular rotation of resurfacing of tennis courts.

OTHER FUNDS

Special Revenue Funds, Golf Course Fund, Capital Projects Funds, and Motor Transport Funds are referred to as the Other Funds in this section. The largest portion of this area is \$14.5 million which is budgeted in the SPLOST Fund. 1% SPLOST collections will be used to add or improve roadways, intersections, storm drains and traffic management systems. Facility improvements totaling \$90,000 can be broken down into three areas: a cart path project at the Golf Course, replacement of fuse panels at the city garage, and brick hardscape repairs at Glover Park.

The Powered Equipment category is comprised of a greens aerifier for the golf course for \$20,000 and a brake rotor lathe and compressor for fleet maintenance area for \$15,500. Miscellaneous Projects totaling \$59,700 can be found in the Golf Course Fund. These expenditures consist of a tree planting project, a public address system, greens fans, and kitchen appliances for the grill area of the clubhouse.

BOARD OF LIGHTS AND WATER (BLW)

The BLW's capital budget for FY09 is \$21.37 million. Utility projects make up about 65% of the BLW capital budget. Electrical projects total about \$8.2 million and Water and Sewer projects equal about \$5.7 million. In the electrical department, these projects include providing service to new customers, the underground cable replacement program, which replaces 10% of aging primary voltage cable, security lighting construction, and general maintenance and upgrades of the current electrical system. Enhancing the electrical system to prepare for redevelopment includes \$3 million of electrical engineering work. Adding new customers will expand the BLW's customer base with the goal of maintaining low rates due to increased volume sales. Upgrades to the current system allow the BLW to continue to service customers with reliable electricity. Capital expenses for Water and Sewer include new water meters, replacement water meters, a water valve replacement program, water transmission and distribution line replacements, water valve and sewer manhole cover adjustments, sewer rehabilitation, pump station upgrade and various other system upgrades. Attention to the maintenance and the replacement of the infrastructure ensures soundness and reliability within the system.

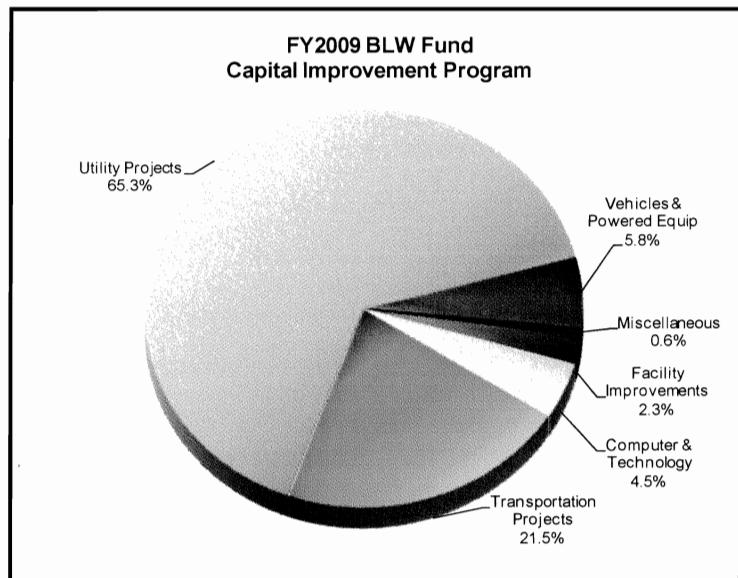
CAPITAL SUMMARY

The Transportation Projects category totaling \$4.6 million is comprised of almost \$4.1 million in electrical projects and over \$500,000 in water and sewer projects. These projects require moving and upgrading utility lines due to road widening and intersection improvement projects performed by the city.

The Vehicles and Powered Equipment category totaling \$1.2 million makes up 5.8% of the total BLW capital budget. The Electrical Department's list of vehicles are all replacements, such as three bucket trucks totaling \$460,000, cab and chassis with aerial transfer for \$95,000 as well as three service vehicles. The department also plans to replace a backhoe for \$25,000, a wire trailer and enclosed trailer, and add three winch packages for crew trucks. The Water and Sewer Department budgeted \$215,000 to replace a boom truck, \$80,000 for a dump truck, \$92,000 for a backhoe with extended boom, and \$80,000 for three service trucks. Other powered equipment replacements such as an air compressor, boring tool, utility saws, and forestry kit are budgeted for utility operations.

Computer and Technology projects totaling \$969,743 make up 4.5% of the BLW Fund's capital expenditures. MIS projects account for the majority of this category and include a wireless outdoor network infrastructure (Wi-Max), Microsoft Vista-compliant PCs and laptops, equipment, servers, network and system packages for departments city-wide, and a technical upgrade of the dispatch center for the utility operation.

Facility Improvements of \$500,550 include \$145,000 to replace the driveway at the operations and maintenance building in the Electrical Department, add exhaust fans to the warehouse, and an upgrade to the meeting spaces at the electrical distribution center. A budget of \$260,000 for an upgrade of the Benson Pump Station is included in the Water and Sewer Department along with security improvements and other building modifications totaling another \$61,000.



The Miscellaneous Projects category totaling \$131,600 addresses the Automated Vehicle Location (AVL) project for \$10,000 for Meters and Services and \$30,000 for mail and copy center equipment replacement. The electrical department has budgeted \$14,600 for safety and outdoor equipment. Items such as a pump station emergency generator for \$55,000, and other equipment such as tapping machines, steel plates, ventilators and gas detectors are planned for the Water and Sewer Department.

Details regarding Marietta's five-year capital improvement plan can be found on the next several pages followed by a summary listing for FY2009 of all capital projects sorted by fund and department as well as category.

CAPITAL IMPROVEMENT PROGRAM

Computer & Technology

Project

Computer Hardware and Software

Description

The budget will provide funding for SAN storage expansion, a network tape backup unit, security appliance to monitor and interpret access to the network, mobile field inspection application software and a voicemail redundancy backup system. FY09 funds the second year of a three-year program to expand the wireless network infrastructure and video surveillance. The budget includes funding for the replacement of fifty laptops, an HP plotter for GIS and planning and engineering application software for workflow tracking. Click2Gov software will provide alternative payment options in the Tax department and license application and renewal capability in Business License. The FY09 budget provides for wireless connectivity for twenty vehicle units in the Fire department and will provide access to fire record management system data. Customer Service will receive a new server to provide backup to the call center, a credit card engine change to POS Partner to replace the existing PayPal system for processing payments, a Selectron upgrade and two laptops for use in emergency situations. The Electrical department has budgeted for the remodeling of the Power Control Center.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
General Fund	27,997	0	0	0	0
BLW Fund	969,743	1,387,300	900,000	900,000	900,000
Total	997,740	1,387,300	900,000	900,000	900,000

Impact on FY2009 Operating Budget

The City replaces computers on a three to five-year rotational basis. The purchases made this year come with a one-year service contract and will not impact the operating budget. Licensing fees for new software purchases will not affect the operating budget until FY2010.

Transportation Projects

Project

SPLOST

Description

Sidewalks, bridge rehabilitation, multi-use trails, road improvements, general street and drainage rehabilitation, street resurfacing and new roads are all construction projects on the Transportation Projects list approved by voters in 2005. This 1% Special Purpose Local Option Sales Tax was enacted in 2006 for a six-year period with projects continuing through 2019.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
SPLOST Fund	14,566,348	11,643,600	7,427,800	2,474,202	2,400,000
BLW Fund	4,589,962	3,654,273	1,858,110	898,109	448,956
Total	19,156,310	15,297,873	9,285,910	3,372,311	2,848,956

Impact on FY2009 Operating Budget

Approximately \$1,450,300 has been added to the Utility Projects budget for anticipated electrical and water/sewer utility locates for projects under the SPLOST program.

CAPITAL IMPROVEMENT PROGRAM

Facility Improvements

Project

Building and Outdoor Improvements

Description

The FY09 budget provides funding for security improvements and expansion in the Human Resources and Risk Management department as well as the addition of security keypads in areas outside courtroom exits and elevator lobby in Municipal Court. Five tennis courts will be resurfaced at Laurel Park. Funding for phase three of a three-year project to replace brickwork hardscapes at Glover Park is budgeted in the Parks and Rec Fund. At the golf course, improvements include construction of a cart path on the 4th hole. The break room for the Electrical department will be upgraded with new appliances, the concrete driveway behind the Operations and Maintenance building will be replaced and eleven exhaust fans will be replaced in the Warehouse. In the Water department, funding is available for the rehabilitation of the Benson, Campbell Hill and Redwood Pump Stations as well as office modifications in the Operations building to provide additional work space. Security improvements at six remote pumping stations and tank sites are also included in the budget. Replacement of fuse panels in the fleet facility is budgeted in the Motor Transport Fund.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
General Fund	30,798	0	0	0	0
Parks and Rec Fund	50,000	0	0	0	0
Golf Course Fund	20,000	0	0	0	0
BLW Fund	500,550	50,000	158,000	50,000	50,000
Motor Transport Fund	20,000	0	0	0	0
Total	621,348	50,000	158,000	50,000	50,000

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

CAPITAL IMPROVEMENT PROGRAM

Miscellaneous Capital Outlay

Item

Utility Equipment

Description

These items include an underground fault detector for the Electrical department and a pump station emergency generator, steel plates, tapping machines, ventilators, gas detectors, tripods and core drill rig for the Water and Sewer department.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	84,200	7,000	121,000	12,000	7,000

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

Item

Miscellaneous Items

Description

Miscellaneous capital items include rescue equipment, two lift kits, five cardiac monitors, a face-piece tester and thermal imaging camera for the Fire department; automated binding system for the MRC; metal cutting saw for Buildings Maintenance; food preparation items, kitchen remodeling, portable public address system, tree planting, and fans for greenways for the golf course; GPS equipment for Meters and Services; mail and copy center equipment; and a single point ground set and tripod safety device for the Electrical department.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
General Fund	136,645	0	0	0	0
Golf Course Fund	59,700	0	0	0	0
BLW Fund	47,400	0	0	0	0
Total	243,745	0	0	0	0

Impact on FY2009 Operating Budget

The impact on the operating budget over the next five years for the general fund is expected to be about \$5,000. MRC was previously sending out binding jobs, and Buildings Maintenance was renting a metal cutting saw. The copy center equipment replacement will save the BLW approximately \$900 a year on maintenance costs.

CAPITAL IMPROVEMENT PROGRAM

Vehicles and Powered Equipment

Item

Additional and Replacement Vehicles

Description

Vehicles such as rear loaders, dump trucks, bucket trucks, mini vans, police cars, pickup trucks and boom trucks are replaced on a rotation schedule.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
General Fund	761,250	1,091,000	1,292,000	1,205,000	1,148,000
BLW Fund	1,035,600	715,000	1,010,000	963,000	839,000
Total	1,796,850	1,806,000	2,302,000	2,168,000	1,987,000

Impact on FY2009 Operating Budget

Adherence to a rotation schedule for replacement of vehicles helps to stabilize repair and maintenance costs. Repair and maintenance costs for all city and utility vehicles are budgeted at \$1,000 for commercial repairs, \$7,300 for internal repairs, \$417,000 for purchased repairs, \$630,000 for parts and \$200,000 for tires. Fuel costs for the additional vehicles are estimated at \$49,770.

Item

Powered Equipment

Description

Powered equipment purchases include a water tank for reclaimed water, power meter, traffic barricades and fiber splicing trailer for Streets and Traffic; two Grasshopper mowers and chipper/shredder for Parks and Grounds; a greens aerifier for the City Club golf course; a backhoe, enclosed trailer, winch packages for crew trucks and underground cable tester for the Electrical department; a pneumatic boring tool replacement, air compressor, saw replacements, loader backhoe and forestry kit for a compact loader for the Water department; and diagnostic tools, brake rotor lathe and compressor for Motor Transport.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
General Fund	55,200	60,200	89,750	81,050	70,625
Golf Course Fund	20,000	32,350	65,200	45,000	38,675
BLW Fund	195,730	262,300	498,000	498,000	380,150
Motor Transport Fund	15,500	12,000	18,500	15,000	13,500
Total	286,430	366,850	671,450	639,050	502,950

Impact on FY2009 Operating Budget

Adherence to a rotation schedule for replacement of powered equipment helps to stabilize repair and maintenance costs. New equipment generally does not require repair. However, approximately \$155,655 is budgeted in FY09 for repair and maintenance costs for equipment purchased in prior years.

CAPITAL IMPROVEMENT PROGRAM

Utility Projects

Project

Service to New Customers

Description

This project includes expansion of the utility networks to new areas. The project objective in the BLW is to construct underground distribution facilities for service to new customers.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506

Impact on FY2009 Operating Budget

When new customers are added to the network, the BLW has an associated purchased power cost each year thereafter.

Project

Security Lighting

Description

This project provides for the construction and installation of new security lighting requested by customers.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	120,000	126,000	132,300	138,915	145,861

Impact on FY2009 Operating Budget

Purchased power costs of \$481,900 for these additional lights were added to the expenditure budget.

Project

Underground Cable Replacement Program

Description

This project replaces 10% of aging XLP insulated primary voltage underground cable. The FY09 budget includes funding for five contractual underground boring crews.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	2,605,713	315,000	330,750	347,288	364,652

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

CAPITAL IMPROVEMENT PROGRAM

Utility Projects

Project

Water Transmission/Distribution Line Replacements

Description

This project provides for the replacement of older or inadequately sized water lines that are causing water supply problems such as low pressure, low flow, poor water quality and frequent breaks due to deteriorating pipe conditions. In addition, fire protection is improved by providing additional flow and hydrant placement in areas that presently do not have adequate protection.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	1,333,000	1,366,000	1,401,000	1,436,000	1,471,000

Impact on FY2009 Operating Budget

An additional \$214,000 has been budgeted in this project to offset the cost of projected main replacements and upgrades to the wastewater collection system as the result of redevelopment efforts in high-density areas served by older water and sewer mains.

Project

Water Valve and Manhole Cover Adjustment and Maintenance Project

Description

This project allows for the adjustment to grade of water valve box covers and wastewater manhole covers that have been paved over during road improvement projects.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	106,000	108,000	112,000	114,000	118,000

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

Project

New Water Meter Installation

Description

New services include the installation of meters, backflow devices, concrete vaults, meter boxes, pipe, fittings and fire service detector checks. The budget includes \$190,000 for materials and \$110,000 for contractual labor.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	300,000	315,000	323,000	331,000	339,000

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

CAPITAL IMPROVEMENT PROGRAM

Utility Projects

Project

Collection System Rehabilitation

Description

This project provides for the replacement and/or upgrade of deteriorated or overloaded sections of sewer lines as well as point repairs of specific pipe defects and manholes. Inflow and infiltration problems throughout the system result in surcharges and possible overflows during wet weather. Several sections of pipe collapse each year due to their poor condition. Application of root treatment to 5% of the collection system each year is an essential part of the maintenance operation as it reduces sanitary sewer overflows due to blockages.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	1,400,300	1,436,000	1,474,000	1,512,000	1,550,000

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

Project

New Feeders to Substations #3 and #8

Description

The construction of additional feeders is necessary to support the City's redevelopment efforts. Feeders to Substation #3 are necessary to accommodate increased demand due to the hospital expansion and growth in the surrounding area. Additional feeders to Substation #8 will provide alternate means of service to redevelopment projects.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	1,819,968	1,771,200	0	0	0

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

Project

Underground Facilities and Equipment

Description

This project supports the City's redevelopment efforts and the upgrade and conversion of Roswell Street from overhead to underground facilities. Funds are also budgeted for underground facilities and equipment in order to redevelop the former Johnny Walker and Clay Homes sites, Manget Street and Waddell Street and will provide service to mixed-use development as well as townhomes and condominiums.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	1,420,380	220,000	106,000	108,000	112,000

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

CAPITAL IMPROVEMENT PROGRAM

Utility Projects

Project

Miscellaneous Utility Projects

Description

Miscellaneous Electrical projects include System Improvements, SCADA System Upgrades, System Protection, Capacitor Program, Substation Construction, Load Research Metering, Ratio/Resistance Testing, Recalibration of Infrared Cameras and Street Lights for Streetscape Projects. Miscellaneous Customer Care projects include Water Automated Meter Reading (AMR), Water Data Logger and Electric Meter Remote Metering. Miscellaneous Water and Sewer projects include Inflow/Infiltration Source Detection, Water Meter Replacement Program, Collection System Model and Flow Metering and Water Valve Maintenance Program.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	2,394,443	2,310,500	2,147,775	2,226,514	2,310,213

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

Project

Utility Relocation

Description

These projects allow for the relocation/replacement of electrical distribution lines and water and sewer facilities required by the state, county and city as the result of road widening projects and other transportation improvement projects.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	406,000	418,000	433,000	446,000	464,000

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

Project

Benson Pump Station Force Main Upgrade

Description

Funding is provided for the replacement of the Benson wastewater pump station force main. This pipe runs cross-county through a subdivision and, due to its poor condition, has ruptured on several occasions.

Funding

	Adopted FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
BLW Fund	1,040,000	0	0	0	0

Impact on FY2009 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

FY2009

CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Tech	Facility Improvements	Misc Projects	Vehicles & Powered Equip	Utility Projects	Transportation Projects	Total
General Fund							
Municipal Court		7,833					7,833
H/R & Risk Mgmt.		10,465					10,465
Redevelopment			1,835				1,835
Public Works:							
Sanitation				150,000			150,000
Streets				98,500			98,500
Traffic				160,000			160,000
Public Works Total	0	0	0	408,500	0	0	408,500
Parks, Rec. & Facilities:							
Admin				18,700			18,700
Laurel Park		12,500					12,500
Buildings Maint.			1,200				1,200
Parks & Grounds Maint.				26,700			26,700
Parks, Rec. & Fac. Total	0	12,500	1,200	45,400	0	0	59,100
Police:							
Support Services	27,997						27,997
Uniform Patrol Services				273,750			273,750
Investigative Services				88,800			88,800
Police Total	27,997	0	0	362,550	0	0	390,547
Fire:							
Rescue			111,110				111,110
Suppression			22,500				22,500
Fire Total	0	0	133,610	0	0	0	133,610
General Fund Total	27,997	30,798	136,645	816,450	0	0	1,011,890
Parks & Rec. Fund		50,000					50,000
SPLOST Fund						14,566,348	14,566,348
Golf Course Fund							
General Office		20,000					20,000
Operations			1,067				1,067
Maintenance			25,641	20,000			45,641
Food & Beverage			32,992				32,992
Golf Fund Total	0	20,000	59,700	20,000	0	0	99,700

FY2009

CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Tech	Facility Improvements	Misc Projects	Vehicles & Powered Equip	Utility Projects	Transportation Projects	Total
BLW Fund							
MIS:							
MIS	255,835						255,835
GIS	16,900						16,900
Network Services	644,074						644,074
MIS Total	916,809	0	0	0	0	0	916,809
Customer Care:							
Admin	2,934						2,934
Customer Service	40,000			73,000			113,000
Meters and Services		10,000					10,000
Mail and Copy Center		30,000					30,000
Customer Care Total	42,934	0	40,000	0	73,000	0	155,934
Business Analysis					9,000		9,000
Electrical:							
Administration		15,500	7,400	24,000			46,900
Engineering	10,000			18,600	5,436,348	4,075,962	9,540,910
Warehouse		19,050					19,050
Distribution			7,200	383,000	2,305,713		2,695,913
Ops. & Maintenance		145,000		309,130	434,443		888,573
Electrical Total	10,000	179,550	14,600	734,730	8,176,504	4,075,962	13,191,346
Water & Sewer:							
Administration		55,000		27,000			82,000
Engineering				26,000			26,000
Pump Station Maint.			55,000				55,000
Meter Maintenance					1,174,000		1,174,000
Water		6,000	12,000	347,000	1,596,000	257,000	2,218,000
Wastewater Collection		260,000	10,000	96,600	2,917,300	257,000	3,540,900
Water & Sewer Total	0	321,000	77,000	496,600	5,687,300	514,000	7,095,900
BLW Fund Total	969,743	500,550	131,600	1,231,330	13,945,804	4,589,962	21,368,989
Motor Transport Fund							
Fleet Maintenance		20,000		15,500			35,500
Grand Total	997,740	621,348	327,945	2,083,280	13,945,804	19,156,310	37,132,427

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PERSONNEL POSITION SUMMARY

<u>FUND</u>	<u>Budget</u> <u>FY07</u>	<u>Budget</u> <u>FY08</u>	<u>Budget</u> <u>FY09</u>
General			
General Administration	11	11	13
Municipal Court	19	20	17
Finance	28	26	26
H/R and Risk Management	9	9	9
Development Services	19	19	19
Redevelopment	2	2	2
Public Works	104	105	105
Parks, Recreation and Facilities	34	32	32
Police	170	171	172
Fire	135	135	135
Elected/Appointed Officials	36	36	36
Total General Fund	567	566	566
Special Revenue			
Cemetery	2	2	2
Housing Assistance	9	10	10
CDBG	2	2	2
Gone With the Wind Museum	1	1	0
Total Special Revenue	14	15	14
BLW			
General Administration	2	2	2
Electric	87	89	87
Water & Sewer	41	43	43
Customer Care	44	44	43
Business Analysis	5	5	5
Utility Marketing	4	4	3
MIS	21	21	21
Appointed Officials*	5	5	5
Total BLW Fund	209	213	209
Internal Services			
Motor Transport	14	14	14
Total Internal Services	14	14	14
GRAND TOTAL	804	808	803

Note: Table includes regular full time and part time positions but does not include temporary, seasonal or pooled positions.

*BLW Appointed Officials is a 7-member board, 2 of which are the Mayor and Council Representative who are accounted for in the General Fund Elected Officials total.

STATISTICAL INFORMATION

Date Founded	1834
Form of Government	Council - City Manager
Number of Personnel positions:	
Employee positions	762
Elected, Appointed, Board & Commission positions	41
Fire:	
Number of Stations	6
Number of Certified Firefighter and Officer positions	132
Police:	
Number of Precincts	1
Number of Sworn Police Officer positions	139
Recreation:	
Parks	20
Golf Courses	1
Recreation Centers	2
Tennis Courts	23
Outdoor Basketball Courts	3
Parks / Recreation Center Acreage	310.7
Education:	
Elementary Schools	8
Middle Schools / 6th Grade School	2
High Schools	1
Special Entities	1

DEMOGRAPHICS					CONSTRUCTION ACTIVITY	
Year	Population	Area (Sq. Miles)	School Enrollment	Unemployment Rate	Permits Issued	Estimated Valuation
2002	60,210	22.43	7,524	6.0%	1,003	101,753,458
2003	60,208	22.43	7,552	5.8%	1,006	121,630,748
2004	60,204	22.64	7,316	5.6%	1,269	152,214,913
2005	60,197	22.91	7,558	4.6%	1,430	221,039,826
2006	60,189	23.02	7,818	3.9%	1,534	160,737,523
2007	60,758	23.06	7,517	3.9%	1,330	117,896,443

UTILITY CUSTOMERS			ASSESSED VALUE OF TAXABLE PROPERTY		
Year	Electric	Water	Sewer	Real (Taxable)	Personal (Taxable)
2003	44,915	18,325	16,741	1,835,195,817	362,342,659
2004	45,347	18,162	16,768	1,894,998,659	368,658,567
2005	45,543	18,276	16,728	2,059,939,253	384,795,676
2006	45,213	18,490	16,702	2,207,625,251	373,109,333
2007	45,309	18,292	16,710	2,361,786,408	386,488,002
2008	46,242	18,592	16,689	2,530,114,079	396,792,755

MILLAGE RATES				DEBT SERVICE		
Fiscal Year	General Fund	Cemetery Maintenance	Debt Service	Principal	Interest	Total
2002	2.038	0.079	2.066	3,185,000	4,110,785	7,295,785
2003	2.038	0.079	2.066	5,585,000	3,558,011	9,143,011
2004	2.788	0.079	1.816	7,640,000	3,353,111	10,993,111
2005	2.788	0.079	1.816	4,620,000	3,071,571	7,691,571
2006	2.788	0.079	1.816	4,810,000	2,895,959	7,705,959
2007	2.788	0.079	1.816	5,015,000	2,710,231	7,725,231
2008	2.788	0.079	1.816	5,240,000	2,516,379	7,756,379
2009	2.788	0.079	1.816	6,140,000	1,578,413	7,718,413

ORDINANCE NO: 7181

AN ORDINANCE

ADOPTING an Annual Budget for the fiscal year beginning July 1, 2008 and ending June 30, 2009 for the various funds of the City of Marietta and enacting the tentative Ad Valorem tax levies for said fiscal year for support of the City of Marietta governmental operations and other public purposes, and debt service obligations.

Whereas, pursuant to Division 1, Section 7.3 of the Marietta City Charter and Section 3-4-050 of the Marietta Code of Ordinances, the City Manager has submitted a proposed budget for Fiscal Year 2009 to the Mayor and Council for adoption; and,

Whereas, pursuant to Division 1, Section 7.8 of the Marietta City Charter the Council is authorized to adopt ad valorem tax levies for various purposes; and,

Whereas, pursuant to Act 949 was enacted by the General Assembly of Georgia authorizing the City of Marietta to levy taxes

NOW, THEREFORE, BE IT HEREBY ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF MARIETTA, GEORGIA, THAT:

Section 1: There is hereby levied on all real, and personal property within the corporate limits of the City of Marietta, Georgia, taxable according to law, for the purpose of raising revenue for said City for the Fiscal Year 2009 for operating and providing governmental and other public purposes, paying debt on general bonds, maintaining and repairing City owned cemeteries, the following millage rates:

<u>Levy</u>	<u>Millage Rate</u>
General	2.788
Debt Service:	
City Bond	0.629
School Bonds	1.187
Debt Service Total	1.816
Cemetery	.079
Total	<u>4.683</u>

Section 2: The above tentative millage rates shall be applied to the assessed value of all taxable property in the City of Marietta less any exemptions applicable to each levy in conformity with the Charter and Related Laws of the City of Marietta, Georgia.

Section 3: The anticipated revenues and appropriated expenditures for each fund of the City of Marietta for the Fiscal Year ending June 30, 2009 are hereby adopted as shown on the following pages:

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
General Fund		
Operating Revenue and Other Sources	\$50,795,277	
City Council		\$257,179
City Clerk		193,675
Municipal Court		1,173,199
Mayor		94,256
City Manager		838,722
Finance		1,752,250
City Attorney		525,000
Personnel and Risk Management		917,824
Civil Service Board		6,445
Development Services		1,554,334
Redevelopment		263,895
Public Works		8,286,190
Parks, Rec and Facilities		3,089,816
Police		13,770,405
Fire		11,311,740
Non-Departmental		6,760,347
Total General Fund	\$50,795,277	\$50,795,277
TAD CCSR Fund		
Operating Revenue	\$851,155	
Expenditures		\$851,155
TAD Franklin/Gateway Fund		
Operating Revenue	\$15,000	
Reserve Increase		\$15,000
TAD Perimeter Fund		
Operating Revenue	\$45,500	
Reserve Increase		\$45,500
Cemetery Maintenance Fund		
Operating Revenue and Other Sources	\$335,056	
Expenditures		\$335,056
Housing Assistance Program Fund		
Operating Revenue	\$7,313,496	
Expenditures		\$7,313,496
Community Development Block Grant Fund		
Operating Revenue	\$187,888	
Expenditures		\$187,888
Weed and Seed Program Fund		
Intergovernmental Revenue	\$279,511	
Expenditures		\$279,511
Grant Fund		
Reimbursement Revenue	\$209,500	
Expenditures		\$209,500
Asset Forfeiture Fund		
Operating Revenue	\$400,000	
Expenditures		\$400,000
Radio System Core Replacement Fund		
Operating Revenue	\$116,735	
Reserve Increase		\$116,735

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
<i>Gone with the Wind Movie Museum Fund</i>		
Operating Revenue and Other Sources	\$148,700	
Expenditures		\$148,700
<i>Aurora Fire Museum Fund</i>		
Operating Revenue and Other Sources	\$2,000	
Expenditures		\$2,000
<i>Parks and Recreation Fund</i>		
Use of Reserve	\$50,000	
Expenditures		\$50,000
<i>Hotel Motel Tax Fund</i>		
Operating Revenue	\$2,220,000	
Expenditures		\$2,220,000
<i>Auto Rental Excise Tax Fund</i>		
Operating Revenue	\$460,000	
Expenditures		\$460,000
<i>SPLOST Fund</i>		
Operating Revenue	\$14,970,406	
Expenditures		\$14,970,406
<i>Golf Course Fund</i>		
Operating Revenue and Other Sources	\$2,439,917	
Expenditures		\$1,604,917
Debt Service		835,000
Total Golf Course Fund	\$2,439,917	\$2,439,917
<i>Conference Center Fund</i>		
Operating Revenue and Other Sources	\$2,325,000	
Expenditures		\$2,325,000
<i>Debt Service Fund</i>		
Operating Revenue	\$4,775,500	
Bond Proceeds	3,692,565	
Debt Service		\$7,722,013
Expenditures		24,491
Reserve Increase		721,561
Total Debt Service Fund	\$8,468,065	\$8,468,065
<i>BLW Fund</i>		
Operating Revenue and Other Sources	\$131,703,889	
Use of Reserves	11,292,386	
BLW Board		\$38,250
General Manager		320,131
Utility Marketing		777,439
MIS-GIS-Network Services		4,929,014
Board Attorney		50,000
Customer Care		4,141,115
Business Analysis		553,235
Electrical		90,312,607
Water and Sewer		24,794,627
Non-Departmental		17,079,857
Total BLW Fund	\$142,996,275	\$142,996,275

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
<i>Motor Transport Fund</i>		
Charges For Service Expenditures	\$2,981,954	\$2,981,954
<i>Self Insurance Funds</i>		
Charges For Service and Other Sources	\$10,332,572	
Expenditures		\$9,792,841
Reserve Increase		539,731
Total Self Insurance Funds	\$10,332,572	\$10,332,572
<i>General Pension Fund</i>		
Charges For Service and Other Sources	\$7,715,098	
Expenditures		\$7,700,010
Reserve Increase		15,088
Total General Pension Fund	\$7,715,098	\$7,715,098
<i>OPEB Trust Fund</i>		
Operating Revenue	\$55,000	
Reserve Increase		\$55,000
Total All City Funds	<u>\$255,714,105</u>	<u>\$255,714,105</u>

Section 4: The proposed budget presented by the City Manager is adopted and herein incorporated as Exhibit A.

Section 5: It is hereby declared to be the intention of this Ordinance that its sections, paragraphs, sentences, clauses and phrases are severable, and if any section, paragraph, sentence, clause or phrase of this Ordinance is declared to be unconstitutional or invalid, it shall not affect any of the remaining sections, paragraphs, sentences, clauses or phrases of this Ordinance.

Section 6: All Ordinances or parts of Ordinances in conflict with this Ordinance are hereby repealed.

Section 7: This Ordinance shall become effective upon the signature or without the signature of the Mayor, subject to Georgia laws 1983, page 4119.

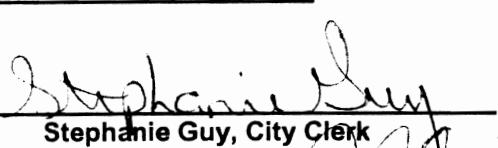
Section 8: The millage determined by this ordinance is premised upon approximately 2% growth in the assessed value of the 2007 property tax digest. In the event the digest change is greater or less than these amounts, the Council will review the millage at the next regularly scheduled City Council meeting after certification of the final assessment (tax digest) to the City by the Cobb County Tax office.

DATE June 11, 2008

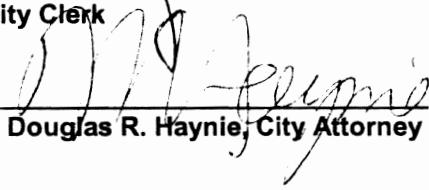
APPROVED


William B. Dunaway, Mayor

ATTEST


Stephanie Guy, City Clerk

APPROVED AS TO FORM


Douglas R. Haynie, City Attorney

AN ORDINANCE

ADOPTING the final Ad Valorem tax levies for Fiscal Year 2009 for support of the City of Marietta governmental and public operations and debt service obligations.

Whereas, pursuant to Division 1, Section 7.3 of the Marietta City Charter and Section 3-4-050 of the Marietta Code of Ordinances, Mayor and Council have adopted a final budget for Fiscal Year 2009; and,

Whereas, pursuant to Division 1, Section 7.8 of the Marietta City Charter the Council is authorized to adopt ad valorem tax levies for various purposes; and,

Whereas, pursuant to Act 949 was enacted by the General Assembly of Georgia authorizing the City of Marietta to levy taxes,

NOW, THEREFORE, BE IT HEREBY ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF MARIETTA, GEORGIA, THAT:

Section 1: There is hereby levied on all real and personal property within the corporate limits of the City of Marietta, Georgia, taxable according to law, for the purpose of raising revenue for said City for the fiscal year 2009 for operating and providing governmental and public services, paying debt on general bonds, and maintaining City owned cemeteries, the following millage rates:

<u>Levy</u>	<u>Millage Rate</u>
General	2.788
Debt Service:	
City Bond	0.629
School Bonds	1.187
Debt Service Total	1.816
Cemetery	.079
Total	<u>4.683</u>

Section 2: The above millage rates shall be applied to the assessed value of all taxable property in the City of Marietta less any exemptions applicable to each levy in conformity with the Charter and Related Laws of the City of Marietta, Georgia.

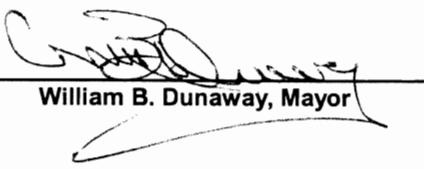
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Section 4: All Ordinances or parts of Ordinances in conflict with this Ordinance are hereby repealed.

Section 5: This Ordinance shall become effective upon the signature or without the signature of the Mayor, subject to Georgia laws 1983, page 4119.

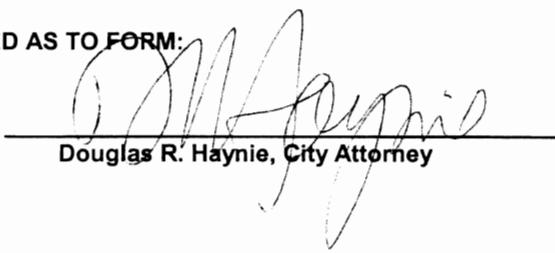
DATE: July 30, 2008

APPROVED:


William B. Dunaway, Mayor

ATTEST: Stephanie Guy
Stephanie Guy, City Clerk

APPROVED AS TO FORM:


Douglas R. Haynie, City Attorney

GLOSSARY OF TERMS

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of when related cash is actually received or spent.

Actions: Specific productivity measures undertaken by the City and/or Departments to achieve goals.

ADA: Americans with Disabilities Act – a federal mandate requiring the removal of physical barriers and the addition of improvements to ensure that all physically challenged individuals have equal access to government programs, services and buildings.

Adopted Budget: Appropriation of funds by the City Council at the beginning of each fiscal year.

Ad Valorem Tax: Tax levied on the assessed value of real and personal property.

Allocation: A sum of money set aside for a specific purpose.

Appropriation: A general term used to denote the amount authorized in the budget for expenditure by a department or division.

Asset Forfeiture Fund: A Governmental Fund which accounts for the expenditures of special public safety projects funds through the recovery of forfeited assets via the judicial system.

Assessed Taxable Value: The estimated true value of real or personal property times 40%. This is the amount that is applied to the tax rate when computing tax bills.

Aurora Fire Museum Fund: A Governmental Fund which accounts for the donations used for the operations of the Fire Museum showcasing fire services in Marietta from the Civil War era through modern day.

Balanced Budget: A budget in which estimated revenues and appropriated fund balances is equal to appropriations for expenditures.

BLW: Board of Lights and Water. In this document BLW will mean the utility system as a whole or the governing body.

Bond: A certificate of debt issued by a government to finance a capital expenditure or other liabilities in which payment of the original investment plus interest is guaranteed by a specified future date.

Bond Rating: A system of appraising and rating the investment value of individual bond issues.

Budget: A financial plan for a specific period of time (fiscal year) incorporating an estimate of planned expenditures and financing sources.

Budget Amendment: A change in an amount in any budget line during the fiscal year.

Budget Calendar: The schedule of key dates which the City follows in the preparation, adoption and administration of the budget.

Budget Document: The official publication prepared by the budget office which presents the proposed or approved budget to the citizens and governing body.

Budget Message: A general discussion of the proposed or approved budget presented in writing as part of the budget document. A transmittal letter which explains the current budget issues compared to the background of financial experiences in recent years and recommendations made by the City Manager.

Budget Ordinance: The official enactment by the Mayor and City Council legally authorizing City officials to obligate and expend resources.

Budget Resolution: The official enactment by the Board of Lights and Water legally authorizing BLW officials to obligate and expend resources.

Budgeted Positions: The number of full-time positions scheduled for a division. However, the actual number of staff on board may vary from the budgeted position level because of retirements, terminations, delays in hiring, or other authorized changes in position or staff levels.

CAFR: Comprehensive Annual Financial Report – a report compiled annually by an external auditing firm which provides detailed information on the city's financial status.

Capital Assets: Property and equipment with a unit value of \$1,000 or more. Capital Assets can also be referred to as Fixed Assets.

Capital Budget: A financial plan of proposed capital expenditures and the means of financing them.

GLOSSARY OF TERMS

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a fixed period of time (5 years) and the method for financing those expenditures.

Capital Outlay: An expenditure for the acquisition of, or addition to, a fixed asset.

Capital Projects Fund: A Governmental Fund used to account for the financial resources used for the acquisition and construction of major capital items and facilities.

Cash Basis: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

Cash Flow: A schedule reflecting projected cash receipts and disbursements to aid in determining seasonal and long-term borrowing needs and investment policy.

CCSR: City Center South Renaissance – the name for the redevelopment area in the city's first Tax Allocation District (TAD).

CDBG: Community Development Block Grant – a federally funded program designed to assist low-income residents.

Cemetery Fund: A Governmental Fund which accounts for the tax revenue and donations received dedicated to the maintenance of the city-owned cemetery.

City Council: The elected governing body of the city comprised of 7 members.

Comprehensive Plan: A long-term plan to control and direct the use and development of property in the City. It is also used to make strategic decisions regarding the water and sewage lines, infrastructure, and roads.

Cost of Goods Sold: The expenditure for goods or services purchased in order to resell them to customers. For instance, electricity, water and sewer commodities purchased in order to provide utility services to Board of Lights and Water (BLW) customers; or collectibles and merchandise purchased in order to be sold by the Gone With the Wind Museum's gift shop.

Debt Limit: A maximum amount of debt that can be legally incurred.

Debt Service: Expenditure providing for the repayment of principal and interest on City long-term obligations and interest costs on short-term borrowings for seasonal cash needs.

Debt Service Fund: A Governmental Fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Designated Contingency: Funds set aside for a specific purpose by the City Council to be used as needed.

Disbursement: Funds paid out for goods or services received which results in a decrease in net financial resources; also referred to as an expenditure.

DMDA: Downtown Marietta Development Authority – an eight-member organization, including the Mayor of the City of Marietta, the Chairman of the Cobb County Board of Commissioners, 3 elected property owners and 3 elected business owners, established for the purpose of overseeing the redevelopment of the downtown Marietta area.

DOT: Department of Transportation – usually referring to Cobb County's department. (GDOT is the Georgia Department of Transportation.)

800 MHz: Eight Hundred Megahertz – a radio system which allows the City of Marietta, other municipal agencies, Cobb County and surrounding counties to communicate directly with each other as well as with the E911 Center.

Encumbrance: The commitment of appropriated funds to purchase an item or service.

Enterprise Fund: A Proprietary Fund used to account for the acquisition, operation and maintenance of government facilities and services in a manner similar to private business enterprises which are entirely or predominantly self-supporting by user charges.

Estimated True Value: The true value of real and personal property as determined by the Cobb County Tax Assessors Office.

GLOSSARY OF TERMS

Expenditure: The outflow of funds paid for an asset, good or service.

Fiduciary Fund: A fund category used to account for assets held by a government in a trustee (managing pension plans for employees) or agent (collecting funds belonging to another agency) capacity. This category includes the General Pension Trust Fund and Other Post-Employment Benefits Trust Fund.

Fines & Forfeitures: Revenue received from bond forfeitures and authorized fines such as parking violation fines.

Fiscal Year (FY): The City's accounting period of twelve months which begins July 1 and ends the following June 30. (e.g. FY2007 refers to the twelve-month period beginning July 1, 2006 and ending June 30, 2007.)

Fixed Assets: Capital items with a long-term life span which are intended to be held or used, such as land, buildings, improvements, machinery, and equipment.

Franklin/Gateway: The name for the redevelopment area in the city's second Tax Allocation District (TAD).

Fringe Benefits: Payments made by the City to cover pensions, health insurance, life insurance, Medicare tax, worker's compensation and other benefits to City employees.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue and expenditures which are segregated for the purpose of different activities or attaining certain objectives.

Fund Balance: The difference between assets and liabilities. Can also refer to the dollar amount of resources remaining from prior years which are available to be budgeted in the current year.

FY: Abbreviation for Fiscal Year. See Fiscal Year.

GAAP: Generally Accepted Accounting Principles – guidelines to financial accounting and reporting which set uniform minimum standards for accepted accounting practices.

GDOT: Abbreviation for Georgia Department of Transportation.

gemNet: A website created solely for City of Marietta/BLW employees, containing important information, announcements, personnel forms and access to MIS/GIS applications. GEM stands for "Government Employees of Marietta."

General Fund: Accounts for all activities of the City not included in other specified funds.

General Obligation Bonds: Method of raising funds for long-term capital financing. The State of Georgia requires approval by referendum. The debt ceiling is ten percent of the assessed value of all taxable property.

General Pension Trust Fund: A Fiduciary Fund which accounts for assets held by the City in a trustee capacity and the payment of retirement benefits.

General Property Taxes: Taxes levied on all property located in or owned by the citizens of the City of Marietta.

GFOA: Government Finance Officers Association of the United States and Canada – an organization which provides numerous professional services and promotes sound management of government financial resources. This Budget Book document is submitted to GFOA each year with along with a detailed criteria location guide to be judged for the Distinguished Budget Presentation Award.

GIS: Geographic Information System – a city department responsible for developing and maintaining base map and cadastral information consisting of City/BLW boundaries, tax parcel boundaries, infrastructure location, etc.

Goals: Broad aims of the City and/or Departments toward which programs, projects and services are directed.

Golf Course Fund: A Proprietary Fund which accounts for the operations of the "City Club" golf course.

Gone With The Wind Museum Fund: A Governmental Fund which accounts for the donations and operation of the museum "Scarlett On the Square" located in Downtown Marietta which showcases artifacts and memorabilia related to the famous novel and movie.

GLOSSARY OF TERMS

Governmental Fund: A fund category used to account for a government's governmental-type activities. This category includes four fund types: General Fund, Special Revenue Fund, Debt Service Fund and Capital Projects Fund.

Grant: A contribution by a government or other organization to support a particular function.

Grants Funds: A Governmental Fund which accounts for the receipts and expenditures of dedicated federal, state and local grants.

Health Insurance Fund: A Proprietary Fund which accounts for the health, dental, vision and life insurance coverage and benefit payments for city employees.

Homestead Exemption: A tax relief whereby state law permits local governments to exempt a fixed dollar amount of the appraised value of the qualifying residential property from taxation.

HUD: Housing and Urban Development – a federally funded program which assists low-income families in attaining decent, safe and sanitary housing.

Indirect Cost Recovery: Revenue from providing services to another fund.

Indirect Cost Transfer: Expense for payment to another fund for services provided.

Infrastructure: The basic facilities, equipment, and installations needed for the functioning of a system or organization (e.g., roads, bridges, water/sewer lines, public buildings).

Intangible Property: A category of personal property that includes stocks, taxable bonds and cash.

Interfund Transfer: Contributions and operating transfers to another fund of the City.

Intergovernmental Revenue: Revenue received from other governments or local agencies such as the State of Georgia and the Cobb Chamber of Commerce.

Internal Service Fund: A Proprietary Fund used to account for the financing of goods or services provided by one department to other departments of a government on a cost-reimbursement basis.

Licenses & Permits: Fees collected for the issuance of licenses and permits such as business licenses, building, and sign permits.

Marietta Redevelopment Corporation: An advisory Board of Directors composed of appointed members whose purpose is to strengthen the economic and residential base of the City of Marietta by reutilizing property for neighborhood and community redevelopment and other public purposes.

Marietta Redevelopment Growth Fund: A Governmental Fund used to help local small businesses start or grow their business by offering low interest loans.

Mayor: An elected position acting as the chief executive officer of the city and the presiding officer over City Council meetings and Board of Lights and Water meetings.

MEAG: Municipal Electric Authority of Georgia - a public corporation and an instrumentality of the State of Georgia which supplies electricity to 48 local government electric distribution systems including the City of Marietta [Marietta Power].

Millage Rate: The rate at which real and personal property is taxed, with one mill equal to \$1 per \$1,000 of assessed taxable value.

MIS: Management Information Systems – the City department responsible for supporting City/BLW departments with their technological and computer-related needs.

Mission Statement: Statement of what the City does, and why and for whom it does it. A statement of purpose. Also applies to Departments within the City.

Modified Accrual Basis: The basis of accounting under which transactions are recognized when they become both measurable (i.e., an amount can be determined) and available (i.e., able to liquidate liabilities of the current period).

Motor Transport Fund: An Internal Service Fund which accounts for the operations of the Fleet Maintenance Division which provides fuel and motor vehicle repair and maintenance services to the city's fleet of vehicles.

Motor Vehicle Tax: Taxes levied on vehicles designed primarily for use upon public roads.

GLOSSARY OF TERMS

Net Current Assets: A measurement of a government's liquid financial position using the formula Current Assets (ability to convert assets to cash within one year) minus Current Liabilities (ability to consume or pay for liabilities within one year).

Occupational Tax: Also known as a Business License. Taxes levied on trades, occupations, businesses, and professions.

Operating Budget: The portion of the City and BLW budgets pertaining to daily operations that provide basic services. The operating budget contains appropriations for such expenditures as salaries, fringe benefits, commodities, goods and services.

Operating Expenditures: Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as office supplies, maintenance supplies, professional services, and rental fees.

Operating Services: Expenditures for goods and services which primarily benefit the current period and are not defined as capital or personal services.

Other Financing Sources: Non-operating revenue received used to assist with financing City operations such as insurance recoveries, gifts/donations, and sale of surplus fixed assets.

Other Post-Employment Benefits (OPEB) Trust Fund: A Fiduciary Fund which accounts for the contributions made by the City for future benefits such as retiree health care.

Parks, Greenspace and Tree Funds: A Governmental Fund used to account for the purchases and projects related to the receipt of bond proceeds, donations, and fees dedicated specifically for parks and recreation projects, acquisition of greenspace and planting of trees in the city.

Penalties & Interest: Fees collected for violations or delinquent payments.

Performance Measurements: A way to measure effectiveness or efficiency in order to bring about desired results. Effectiveness usually compares actual work performed with planned work. Efficiency is usually expressed in terms of unit cost or output per timeframe.

Personal Property: Mobile property not attached to real estate, including tangible property (furniture, equipment, inventory, and vehicles) and intangible property (stocks, taxable bonds, and cash).

Personal Services: Expenses for salaries, wages, overtime, standby pay, worker's compensation, health and life insurance, and retirement employee benefits.

Property Casualty Fund: A Proprietary Fund which accounts for the benefit payments and insurance premiums for property and casualty claims to the City.

Proprietary Fund: A fund category used to account for a government's business-type activities. This category includes two fund types: Enterprise Funds and Internal Service Funds.

Public Safety Bond: Municipal Bond issue from Fiscal Year 1997 for the construction of a public safety complex including a new Police Station/Municipal Court building and the renovation of the Main Fire Station.

Radio System Core Replacement Fund: A Governmental Fund which accounts for the funds the City is required to set aside each year and accumulate in order to pay for its portion of the county-wide 800 MHz radio communications system when it is replaced.

Real Property: Immobile property such as land, natural resources above and below the ground, and fixed improvements to land.

Refunding Bond: A certificate of debt issued by a government which is used to pay the principal and interest on existing debt. The new debt proceeds are placed in a trust with a fiscal agent and used specifically to satisfy the scheduled interest payments and maturity/call date of the refunded debt.

Reserves: Appropriations of funds set aside to cover unanticipated or contingent expenses, shortfalls in revenues and special trusts.

Restitution: An act to make good or give an equivalent for any loss, damage, or injury.

Revenue: Funds that the City and BLW receive as income. It includes such items as taxes, license fees, service charges, fines and penalties, grants and income from the City's enterprises such as green fees and utility income.

GLOSSARY OF TERMS

Revenue Bonds: Bonds whose principal and interest are payable from pledged revenue sources, and are not legally backed by the full faith and credit of the City.

SCADA: Supervisory Control and Data Acquisition System – program which assists the Water System with the collection of data and control of the information system.

School Bonds: Municipal Bonds issued for the construction of a new high school, elementary school, and renovations of current city schools. School Refunding Bonds were issued in 2002 and 2008 to restructure debt at lower interest rates.

Section 8: A federally funded Housing Assistance Program which assists very low-income citizens obtain safe, sanitary and affordable housing.

Self-Insurance Funds: The three funds of the City which are managed by plan administrators but claims are paid from city funds. They are Health Insurance Fund, Workers Compensation Fund, and Property Casualty Fund.

Service Proposal: Budget request for implementing a new program or service; adding new personnel or upgrading or reclassifying position compensation grade(s); awarding merit or performance increases; and/or amending the pay scale based on market conditions.

Special Revenue Fund: A Governmental Fund used to account for the proceeds of specific revenue sources that are legally restricted for a specific purpose such as TADs (Tax Allocation Districts), Cemetery, HUD, CDBG, Asset Forfeiture, Aurora Fire Museum, and others.

SPLOST: Special Purpose Local Option Sales Tax - in Marietta there are two SPLOSTS currently being collected. The school board receives 1% sales tax for the financing of school bonds since 1998. The city also receives 1% sales tax for the improvement of roads and for a countywide communications project since 2005.

Tax Allocation District (TAD): TADs finance bonds with future tax collections from redevelopment. Tax values are frozen at current levels and the bonds are repaid with property taxes generated by increased values as the result of the redevelopment project.

Tax Digest: A listing of all property owners within the County, their property's assessed value, and the amount of taxes due. This listing is prepared annually and submitted to the State Department of Revenue.

Tax Exemption: Immunity from the obligation of paying taxes in whole or in part.

TIP: Transportation Improvement Program – a proposed plan of capital improvement projects to enhance a government's infrastructure. The current County/City program is funded by an additional 1% sales and use tax approved by County/City voters in November 1994 with a collection period that began April 1, 1995, and ended March 31, 1999. Projects continue using funds reimbursed by the County.

Unallocated: A departmental cost center found in various funds in which the expenditures benefit more than one department and are not attributed to any one department. Also called the Non-departmental cost center.

Undesignated Contingency: Funds set aside to be used on an as-needed basis as approved by the City Council.

Vision Statement: A statement prepared by City Council addressing short term and long term goals, and the plans for achieving them.

Weed and Seed Program Fund: A Governmental Fund which accounts for the administration of the federal program funded by a grant from the Department of Justice and designed to reduce the impact of violent crimes on communities.

Workers' Compensation Fund: A Proprietary Fund which is used to account for the benefit payments and insurance premiums for workers' compensation claims to the city.

Workload Measurements: A count of outputs or work performed.

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