



FISCAL YEAR 2010 BUDGET

FISCAL YEAR 2010 BUDGET

CITY OF MARIETTA, GEORGIA

JULY 2009 – JUNE 2010

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, 2008

A handwritten signature in black ink that reads "Tim L. Rutt".

President

A handwritten signature in black ink that reads "Jeffrey P. Evans".

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, 2008.

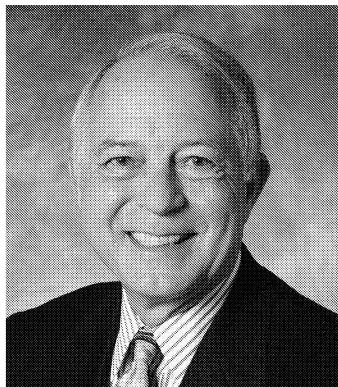
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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.

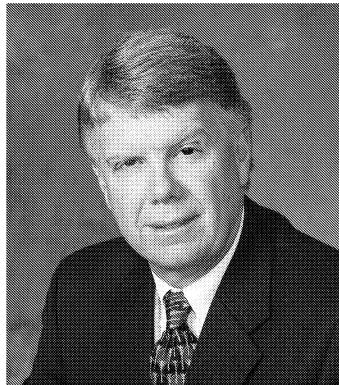
MAYOR AND CITY COUNCIL



Annette Paige Lewis
Councilmember, Ward 1



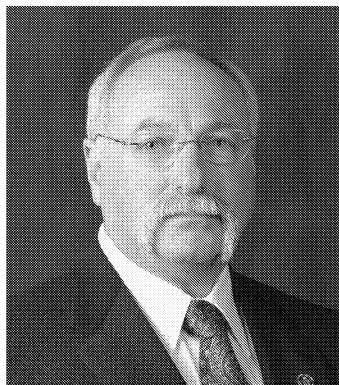
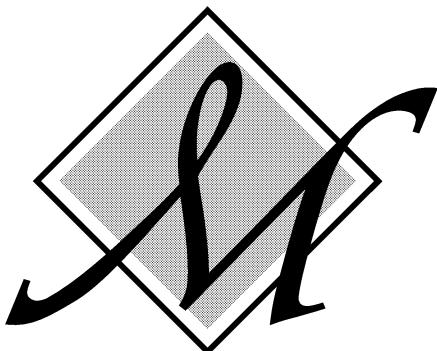
William B. Dunaway
Mayor



Griffin Chalfant
Councilmember, Ward 2



Holly Marie Walquist
Councilmember, Ward 3



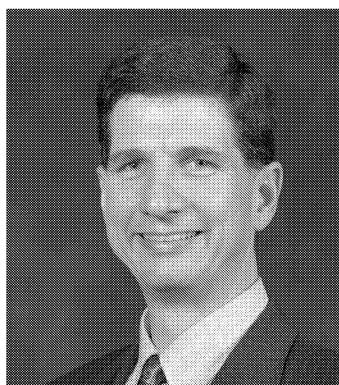
Irvan Alan Pearlberg (Van)
Councilmember, Ward 4



Rev. Anthony Coleman
Councilmember, Ward 5

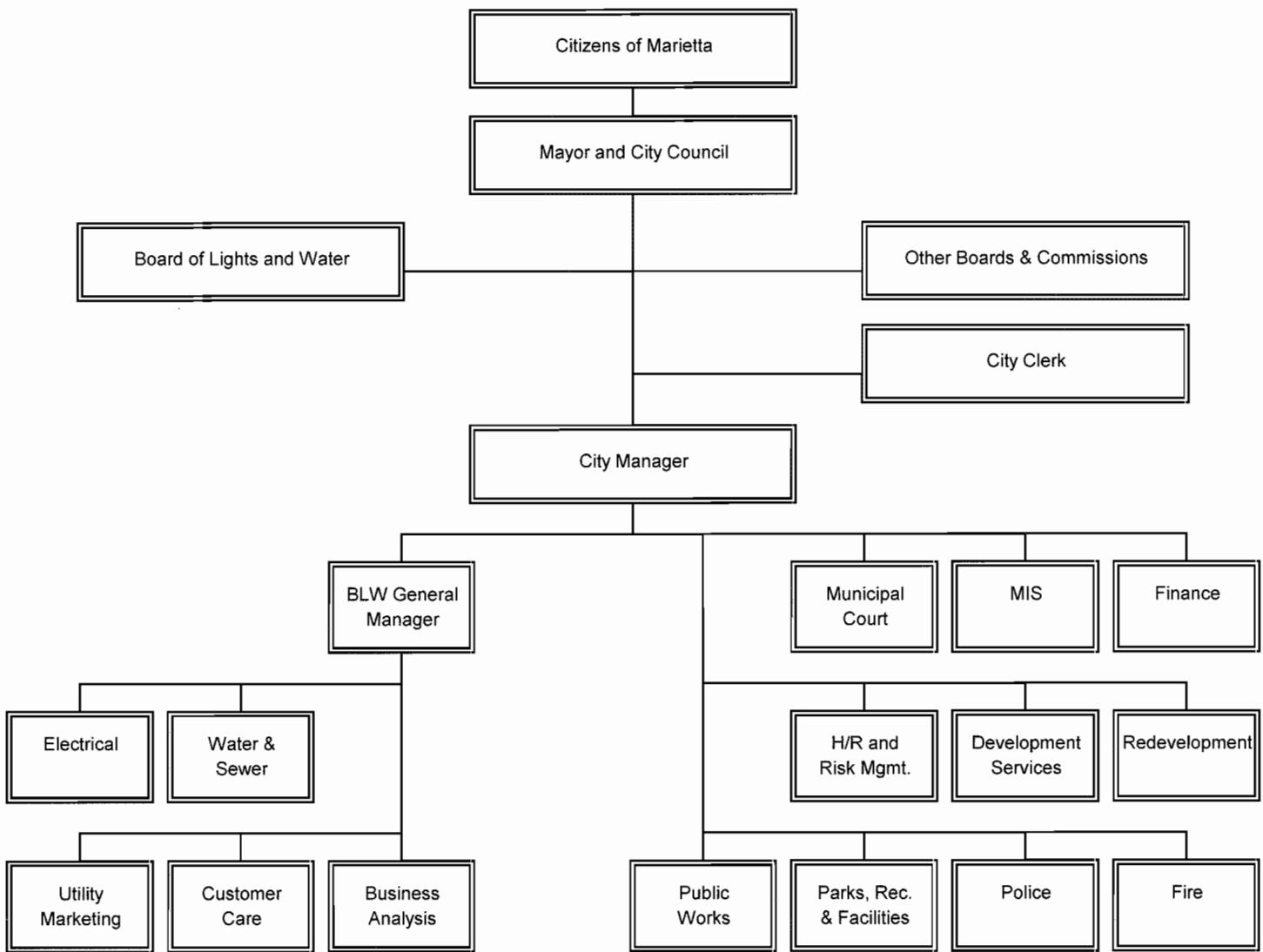


James King
Councilmember, Ward 6



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
Shannon Barrett	Acting H/ R and Risk Management Director
Thomas Bell	Electrical Director
Brian Binzer	Development Services Director
Richard Buss	Parks, Recreation and Facilities Director
Daniel Conn	Public Works 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

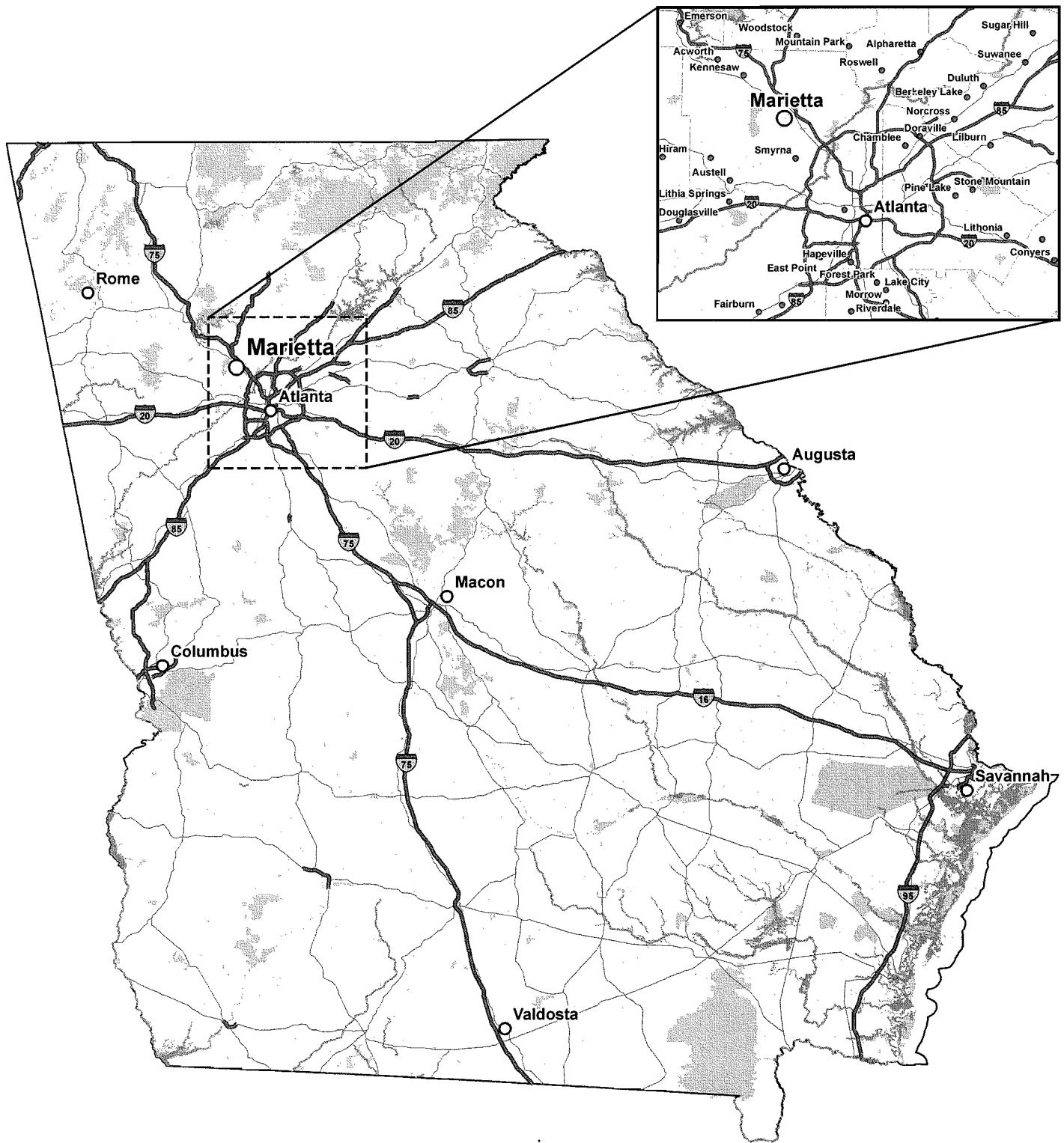


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INTRODUCTION



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Marietta, GA 30061-0609
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**Office of the City Manager
Budget Message
Fiscal Year 2010**

July 1, 2009

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 2010, which begins July 1, 2009 and ends June 30, 2010. 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. 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. This year we are faced with the worst economic downturn since the 1930s. Our budget process has been difficult and demanding. Many hard decisions had to be made including program and benefit changes, postponing of capital expenditures, operating budget cuts and the implementation of hiring freezes. This proactive and responsible approach has enabled the city to keep taxes at their current level, continue to provide the services our citizens desire and preserve the healthy reserve balance we have worked hard to accumulate.

The City's population has grown rapidly over the last several decades. Marietta has grown from a population of 30,829 in 1980 to an estimated 61,829 residents in 2008. Marietta saw its greatest population increase between 1990 and 2000 when the city gained more than 10,000 residents at a growth rate of 2.13% annually. The City of Marietta offers a wide range of housing for its residents. Housing units have grown from 13,768 to approximately 26,633 in 2008. The City of Marietta is also a major business and employment center in the county. According to 2008 estimates from Claritas, more than 6,200 businesses operate in the city limits employing more than 115,000 persons. 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.

As a result of the national economic recession, Marietta's overall revenue picture has slowed over the last couple of years. While some areas still continue to increase, there are many areas that are either stable or declining. Tourism revenue from hotel/motel taxes and auto rental taxes have dipped to their lowest levels; however, our downtown is doing better than most. Redevelopment has slowed but has not stopped. The city is feeling the effects of the national downturn in housing starts and sales, but the impact is less pronounced than in other metro communities.

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 FY2010 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 FY2010

The FY2010 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.

FY2009 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. Even with these economic

conditions, the values of the properties in Marietta's downtown have increased almost \$17 million in the last three years, with most of that increase coming with the 2009 tax digest.

There are about a dozen new businesses and restaurants in Marietta Square. The popular Concert in the Square series and new happenings such as the expansion of the farmers market, the first Friday art walks, programs for kids and adults at the renovated Strand Theatre and Theatre in the Square, and the Historic Marietta Trolley all draw large numbers of people to the downtown area, making downtown Marietta a popular destination. The economic development office and the parks and recreation staff collaborate in attracting vendors and consumers alike to the vibrant Square.

A website showcasing Marietta's new housing options, Move2marietta.com, was created to assist people in finding where the city's new development is going on. This website highlights a variety of new housing developments within the city limits and gives home seekers a bird's eye view of new neighborhoods that have been completed, are under construction, or planned in the city.

Recently *BusinessWeek* magazine named Marietta the second best place to raise children in Georgia among towns with at least 50,000 residents. Marietta was chosen based on criteria including school performance, number of schools, household expenses, crime rates, air quality, job growth, family income, museums, parks, theaters and other amenities, and diversity. In addition, *Cobb in Focus* magazine recently profiled the resurgence in Marietta, calling the city one of Atlanta's hottest new places to live.

The city began its year-long celebration of Marietta's 175th anniversary to honor the great communities in Marietta, including business, culture, education, government, history, neighborhood, civic, and religious. These events bring great numbers of people not only to Marietta Square, but to different parts of town.

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 in various stages of completion. Meeting Park, an 11-acre development in the downtown, is under construction with the first phase of townhomes now on the market. The development was planned to include retail and office space, condominiums, town homes, and single-family homes for a total of 298 new households. Marietta Walk will be a new mixed-use community on the former Johnny Walker site along Powder Springs Street. This development is planned to 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 contains retail and office space as well as 37 residential condominiums. This project is complete and is currently selling. 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 completed 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 in various stages of planning or development 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. Many of these projects have slowed down or stalled because of the recession, but it is expected that they will resume once the economy recovers.

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.

The city-owned historic Hilton Atlanta/Marietta Hotel and Conference Center on Powder Springs Street near the Square completed a \$7 million renovation, creating the charm of an old-world Southern estate with contemporary amenities and services. All 198 guest rooms, public space, ballrooms, restaurant and pub have been extensively remodeled and feature new décor, furniture and accessories. The Hilton flag was awarded to the property as part of a long term lease arrangement with Remington Hospitality.

Existing manufacturers and commercial businesses continue to be very strong in Marietta. Atlanta Beverage Company, North Georgia's largest beer wholesaler, is in the midst of expanding its facilities in Marietta. Marietta X-Ray, an industrial equipment manufacturing company, expanded its business by constructing a new building, and the hospital complex is continuing to grow with privately-owned and hospital-owned buildings being built. 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 2009 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 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, Franklin Road 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. Because of the slowdown in the national economy, it is anticipated that overall collections will be slightly less than expected and the city has reduced expenditures accordingly.

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 in their final stages, with construction underway. 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.

In the sanitation area, the city is also making substantial changes. In addition to picking up garbage at cost-effective rates, the city will save \$320,000 each year by providing recycling pickup using city staff instead of continuing to contract the service to a provider. Marietta's Sanitation division analyzed staffing schedules and shifted manpower to allow the city to bring its recycling program in-house.

FY2010 MAJOR INITIATIVES

Marietta is in the midst of the largest makeover in Marietta's History with over \$97 million in streetscapes, sidewalks, trails, road, electrical and park improvements underway. 1% SPLOST funding will provide for gateway improvements at Roswell Street, Powder Springs Road, Franklin Road and Fairground Street. Improvements will span Fairground Street from Allgood Road to S. Marietta Parkway and will include a traffic calming roundabout at the Allgood Road and N. Fairground Street intersection. Roswell Street streetscape improvements provide a pedestrian-oriented street with new sidewalks, street trees and street lights from Park Street to the Square. Roswell Street will be improved by providing 4 lanes with a landscaped median from Victory Drive to Cobb Parkway. Funding is included for the replacement of the Kennesaw Avenue bridge, the Kennesaw Mountain to Chattahoochee River multi-use trail, decorative street signs and new sidewalks. The BLW is making improvements in electric, water and sewer projects in all the makeover areas, by relocating and upgrading utilities, while moving some underground. Federal funding, private donations, TAD funding, BLW and city contributions are funding 307 new pedestrian lights and 169 new decorative street lights, the planting of more than 500 trees, renovations to Henry Park and Lewis Park, new sidewalks and traffic signals, and significant investments in the Renaissance District.

Marietta Square and Glover Park are getting a makeover as well. The fountain is being repainted and refurbished and the bricks in the park and along the sidewalks have just been replaced for visitor safety. Other upgrades include new black ornamental traffic poles, decorative bases and mast arms with special downtown signage. All old traffic signals will be replaced with new LEDs to increase visibility and decrease the amount of energy required to operate the signals. The city is planning to

install wireless communication among the stop lights on all four corners of the Square so businesses won't be disturbed by workers installing wiring under the sidewalks. The city will upgrade controller equipment including battery back-up capability to ensure traffic lights work during storms and power outages. Additional improvements to the Square include repaving city streets and enhancing crosswalks and pedestrian areas.

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 continue to 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. These projects include Marietta Walk, which located along Powder Springs Street near downtown; Meeting Park, located in downtown Marietta; and the recently completed Emerson Overlook, also located in the downtown core. These major projects will have a tremendous influence in revitalizing the city center once the recession ends.

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.

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 are coming on line in the near future. The relocation of electric utility facilities along Powder Springs Road and Fairground Street are the two major projects for the Electrical Department. In addition, the construction of new feeders is necessary to support the increased demand due to the hospital expansion and growth in the surrounding area. Kennesaw Avenue will have road crossings converted from overhead electric lines to underground and similar work will be done to relocate certain lines along Franklin Road underground.

Major water line replacements will continue along US 41 eventually reaching the service boundary at Canton Highway. Other water line replacements are planned for Washington Avenue. Sewer system upgrades are planned throughout the Rottenwood and Olley creek drainage basins. Replacement of the Benson Pump Station force main is scheduled to start in FY10. Marietta Water will also upgrade water and sewer pipes as needed prior to the completion of road improvements planned for Fairground Street and Franklin 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. Recently, appropriations were made to begin addressing some of the most immediate recommendations in the plan. The citizens will also vote on a \$25 million parks bond in November.

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. Grant funds will be sought whenever possible to assist in this effort.

Marietta is continuing its energy saving efforts to protect the environment through many initiatives citywide. Marietta has received \$785,500 as part of the federal stimulus package to replace aging HVAC equipment with energy efficient units and to use LEDs in street lights. Energy audits will also be provided to the business community.

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 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 25th 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. Last year the city planted about 265 trees of the 500 planned in total. These plantings will help the environment and beautify Marietta's major corridors along the North Loop and South Loop as well as along Church and Cherokee Streets and Kennesaw Avenue.

Information technology continues to be a priority. We are also committed to reaching out to our citizens and customers through our web site. The city recently launched Facebook, Twitter and Flickr pages online as a way for the public to easily learn about city news and community events. Marietta continues to post a series of streaming videos about economic development projects, redevelopment projects, and public works projects in the city that are taped at construction sites and feature footage of actual developments and projects. 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 use a new system of trash pickup. Large roll-carts are issued to new homeowners in these areas and the city has outfitted trucks with arm lifts. As the normal replacement rotation of garbage trucks takes place, the City will be 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. Existing subdivisions will be surveyed to see if any would like to utilize this new service.

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 have sustained the City while waiting for turn-arounds in the national and local economies. Last year we made substantial cuts to city budgets mid-year in order to proactively handle the current national recession. This year we reduced the General Fund budget by \$2 million. There is a need for additional revenue to adequately fund capital requirements as we go forward. 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

Marietta's residential tax digest remains virtually unchanged from last year; however, there is a 1.2% decrease in the commercial and industrial valuations. The overall real estate tax digest in conjunction with applicable exemptions decreased by only 0.6% from last year. Personal property, which includes ad valorem taxes for motor vehicles, decreased by 2.5% in 2009. The property values in Marietta's three Tax Allocation Districts (TADs) increased by 0.8% in total, with the largest increase being seen in the downtown cores. These are the areas in which much of Marietta's redevelopment has begun.

Miscellaneous Taxes

Tourism taxes are expected to decline in the coming year. Hotel/Motel Tax revenue is budgeted 10.7% lower than last year and Auto Rental Excise Taxes are budgeted at a 20% decrease. The total budget for tourism of \$2.35 million is well below projections in recent years. Wholesale taxes on alcoholic beverages is budgeted 3% higher than last year. The Insurance Premium Tax is budgeted at nearly the same level as last year. Franchise Fees are expected to increase in almost all areas, with the largest increase coming in electric franchise fees due to a settlement with a local electric provider. The revenue generated by the 1% SPLOST for new road projects and improvements is remitted to the City by Cobb County at a scheduled rate, which is the same as FY09's amount, although we expect the total amount raised to be slightly less than expected.

Licenses and Permits

Business License revenue decreased the last two years, with last year's decrease being 7.6%. This is a direct result of the sluggish local economy. While it appears that service-oriented businesses, manufacturing and contractors are the hardest hit, general retail, restaurants, alcoholic beverages, financial institutions, and wholesalers are holding steady. General building permits decreased by 1.6% in FY09. While commercial building permits increased in FY09, we don't anticipate as strong numbers in FY10. Residential permits decreased in FY09 and the budget for FY10 reflects that trend. 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, and we are hopeful that this trend will begin in the last half of FY10.

Charges for Services

Overall this category is budgeted at essentially the same amount as last 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 recent past, the water and electric rate structures have been increased in order to cover the rise in cost of purchasing these commodities from our suppliers. In addition, the BLW adopted a water conservation plan as well as a water conservation rate structure. While the state drought has been declared over, Marietta Water customers continue to follow conservation practices, and sales volumes are anticipated to be close to FY09's figures.

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 and an upgrade of the kitchen and grill area has helped the operation maintain revenue during the recession.

Fines and Forfeitures

While this category of revenue fell well short of projections in FY09, the budget for FY10 is in line with the actual estimated collections from last year. 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 purchased 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 received photo enforcement cameras halfway through last fiscal year. Police Department reports show crime is down in Marietta, which is also evidenced by the 7% decrease in revenue in this category since FY08.

Miscellaneous

Interest income and investment earnings have been extremely inconsistent in recent years. This category is budgeted conservatively in all funds, with no great gains nor losses expected.

EXPENDITURES

Although we were unable to fund many requests, this budget allows us to maintain service levels without layoffs or furloughs. In addition, we have pulled together funding from several sources, such as federal grants, SPLOST collections, BLW, TAD collections, private donations and city contributions in order to continue the largest makeover in Marietta's history. This \$97 million project covers streetscapes, sidewalks, trails, road, electrical and park improvements.

On the next page 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.

FY2010 Budget

FUND	PERSONAL SERVICES	OPERATING	CAPITAL	FY2010 BUDGET
General Fund	34,775,310	13,860,808	300,000	48,936,118
TAD City Center	0	851,155	0	851,155
Cemetery	89,638	333,653	0	423,291
Housing Assistance	673,869	5,747,587	22,740	6,444,196
CDBG	174,360	14,636	0	188,996
Weed & Seed	169,015	155,320	16,311	340,646
Grants	13,413	200,500	0	213,913
Asset Forfeiture	0	650,000	0	650,000
Gone with the Wind Museum	60,934	75,006	0	135,940
Hotel Motel Tax Fund	0	1,983,000	0	1,983,000
Auto Rental Excise Tax	0	368,000	0	368,000
SPLOST	0	1,166,355	12,073,919	13,240,274
Golf Course	0	2,162,885	12,000	2,174,885
Conference Center	0	2,325,000	0	2,325,000
Debt Service	0	7,768,018	0	7,768,018
Board of Lights and Water	14,516,797	114,736,911	17,645,401	146,899,109
Motor Transport	748,912	2,340,703	7,500	3,097,115
Health Insurance	0	8,344,132	0	8,344,132
Workers Compensation	0	907,316	0	907,316
Property Casualty	0	929,379	0	929,379
General Pension	0	8,046,382	0	8,046,382
TOTAL	51,222,248	172,966,746	30,077,871	254,266,865

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 Family Self-Sufficiency Coordinator in the HUD Fund has been contracted for several years. In FY10 this position will be brought in house and put on staff at a savings. This is a federally-funded position whose salary and benefits are fully reimbursable. There were no new positions added in the General Fund, BLW Fund or other funds of the city. The BLW deleted one unfilled position of meter reader due to the implementation of automated meter reading in recent years. Marietta is committed to preserving jobs throughout the city and because of this, all employee programs and benefits were evaluated for funding ability. For instance, the health club benefit was put on hold this year, which yielded some savings in this tight budget. There are no pay increases or longevity bonuses budgeted for employees in FY10, and all temporary agency contracts have been completed. The General Fund has re-evaluated its overtime and standby budgets and cut back 15% in those areas. An increase for health insurance costs has been budgeted for the January 2010 renewal. The General Fund has budgeted a salary savings of \$850,000, which must be made up through current and future vacancies and a selective hiring freeze for the next 12 months. Unfilled positions will be reviewed on a case by case basis for backfilling, such as in the Marietta Police Department where many officers either resigned or retired in order to work for a start-up city in the metro Atlanta area. The ability to secure federal grant funds in order to hire officers is a valuable strategy. Recently the city was successful in securing \$1 million of federal funds to assist with the employment of police personnel.

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, landfill fees, professional and consulting services, addressing federal requirements, rising costs for property and health insurance, increased legal fees and rising fuel prices. Departments cut an average of 15% where it didn't affect service levels. In the BLW, the largest operating cost is for the resale of electric, water and sewer services. Electric Cost of Goods Sold and Water/Sewer Cost of Goods Sold comprise 77.3% (\$74.3 million and \$14.4 million, respectively) of the total operating services budget of \$114.7 million.

Capital

The General Fund approached its capital budget very differently this year in order to balance the budget. While there are always capital needs throughout the city, such as the routine replacement of vehicles, the city put those expenses on hold for the coming year. Instead, a capital contingency fund was established for items that break during the year and cannot be repaired. A typical capital budget in the general fund is about \$1 million to \$1.5 million. Setting up a \$300,000 contingency budget for FY10 is a one-time strategy to delay the purchase of capital items in order to ride out the slumping economy.

The BLW capital budget is funded at approximately \$17.6 million. Utility Relocations due to SPLOST road construction projects make up 34.7% or \$6.1 million. Electric service to New Customers, Sewer Rehabilitation and Water Main replacements remain major priorities which cost approximately \$3.66 million. A major project in the electrical department is the underground cable replacement program, which is budgeted at \$2.64 million. Water Meter Replacements, Electrical Substation Construction, Street Lighting, Security Lighting, Electrical System Improvements and Protection, New Water Meter Installations and other miscellaneous utility projects, total approximately \$3.4 million. Approximately \$1.7 million is set aside for technology projects, facility improvements, vehicles and miscellaneous utility equipment.

A small capital budget in the Golf Course Fund of \$12,000 is set aside for two pieces of grounds equipment and also for a computer control module for the irrigation system. The Motor Transport Fund plans to purchase diagnostic software for Fire and heavy duty vehicles. Likewise in the HUD Fund, new system software for \$22,000 is budgeted for FY10. In the Weed and Seed Fund, the capital budget includes a police message board, a computer and laptop for the Police Athletic League office, totaling \$16,000.

Public Works transportation and road projects account for over \$13.2 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.

CONCLUSION

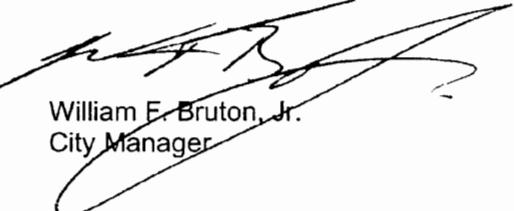
This budget seeks to strike a balance between continuing to provide quality services to our citizens, while minimizing the cost associated with local government so that we can operate within an environment of shrinking revenue. We have been fortunate over the course of time to improve service levels, keep taxes the lowest in metro Atlanta for a city our size and improve on the financial integrity of the City. The FY2010 budget was very difficult to balance because of the loss of revenue resulting from the economic recession. We will maintain a stable financial position as we wait to see how the

national and local economies play out over the next year. This budget 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.

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 this very difficult budget process.

Sincerely,



William F. Bruton, Jr.
City Manager

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, information about Marietta, Vision Statement and the City's Comprehensive Plan and Financial Policies.

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

The sections for **Governmental Funds, Proprietary Funds** and **Fiduciary Funds** are comprised of 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 FY06. 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 FY10 Operating Budget.

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

THE BUDGET PROCESS

The budget process begins when the Mayor and City Council attend their planning retreat, at which time they outline the 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 Department 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 help 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 Department 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 and 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

INTRODUCTION

changes. In 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 Department 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 Department and City Manager make budget presentations to the Council and hold budget work sessions. Presentations and work sessions are also 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 Department 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. The final millage rate is then adopted at a public meeting 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 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 Department 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 operating account or from an appropriation of fund reserves, for example, is permitted as long as it follows this process.

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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 Department 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 contributory 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

9 All Service Proposals for Reclassifications due

20 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

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

February

3-4 Budget training sessions for individuals responsible for the preparation of their department's budget

6 Operating Budget requests entered in computer database due

27 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 Human Resources Department

13 Departmental Strategic Plans due

April

13 Preliminary budget presentation to City Council

May

- 1-8 Budget Work Sessions with City Council
- 11 BLW Board approves their budget
- 22 Recommended Budget Book distributed to City Council
- 27 Recommended Budget Book presented to City Council

June

- 3 Public Hearing on the Recommended Budget
- 10 City Council adopts Final Budget and Tentative Millage Rate

July

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

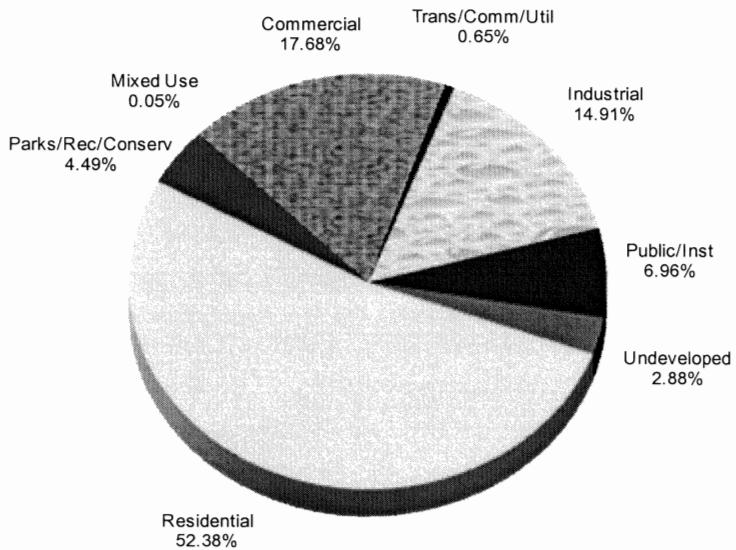
PHYSICAL CHARACTERISTICS

As of July 2009, the City of Marietta contained 23.07 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
1990	470	3,006	1188	628	341	97
2000	132	2,325	1654	1690	1709	524

Source: US Census

Marietta Rent for Renter-Occupied Housing						
	Less than \$200	\$200 - \$299	\$300 - \$499	\$500 - \$749	\$750 - \$999	\$1,000 - \$1,499
1990	897	604	7119	4122	153	92
2000	617	358	851	5018	6320	1654

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%

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.

FINANCIAL SUMMARY

FINANCIAL SUMMARY

SOURCES AND USES OF FUNDS

GENERAL FUND	FY08 Actual	FY09 Appr Budget	FY09 Final Budget	FY09 Yr-End Est	FY10 Budget
<u>Revenue</u>					
General Property Taxes					
Real Estate Taxes	6,003,317	6,048,200	6,048,200	6,376,841	6,246,200
Personal Property Taxes	1,386,334	1,415,100	1,415,100	1,354,192	1,280,000
Total General Property Taxes	7,389,651	7,463,300	7,463,300	7,731,033	7,526,200
Other Taxes					
Real Estate Trans./Intangible Rec.	331,229	325,000	325,000	179,359	178,000
Wholesale Excise Taxes	812,474	820,000	820,000	803,261	847,000
Insurance Premium	3,211,099	3,323,000	3,323,000	3,288,021	3,325,000
Franchise Fees	5,159,176	5,152,000	5,152,000	5,290,662	5,423,830
Miscellaneous	60,686	65,850	65,850	67,006	44,550
Total Other Taxes	9,574,664	9,685,850	9,685,850	9,628,309	9,818,380
Licenses & Permits					
Business Licenses	5,524,273	5,676,866	5,676,866	5,107,117	5,201,367
Permits	703,448	751,200	751,200	692,429	475,000
Total Licenses & Permits	6,227,721	6,428,066	6,428,066	5,799,546	5,676,367
Intergovernmental Revenue	1,281,738	1,230,168	1,280,168	1,218,816	1,193,437
Charges For Services					
Sanitation	3,533,667	3,551,558	3,551,558	3,518,257	3,546,558
Recreation	143,707	133,300	133,300	115,015	103,910
Miscellaneous	301,042	324,700	324,700	406,874	358,325
Total Charges For Services	3,978,416	4,009,558	4,009,558	4,040,146	4,008,793
Fines and Forfeits	3,797,206	4,616,500	4,676,500	3,538,722	3,541,750
Other Revenue					
Miscellaneous	858,452	482,074	1,748,591	652,183	537,951
Interest Income	743,727	885,000	885,000	271,580	400,000
Total Other Revenue	1,602,179	1,367,074	2,633,591	923,763	937,951
Other Financing Sources					
Transfer from BLW	10,500,000	10,500,000	10,500,000	10,500,000	11,000,000
Indirect Cost Recovery	2,558,658	2,775,025	2,775,025	2,831,523	2,755,207
Transfer from Other Funds	2,899,734	2,719,736	2,719,736	2,362,642	2,478,033
Total Other Financing Sources	15,958,392	15,994,761	15,994,761	15,694,165	16,233,240
General Fund Revenue	49,809,967	50,795,277	52,171,794	48,574,500	48,936,118
<u>Appropriated Expenditures</u>					
Personal Services	32,445,046	34,795,753	34,699,503	34,101,177	34,775,310
Professional & Technical Svcs.	3,892,636	3,746,133	4,246,969	3,646,713	3,461,219
Property & Business Services	3,176,670	3,490,027	3,492,491	2,858,923	2,758,306
Operating Supplies	1,415,330	1,171,858	1,359,384	1,094,449	1,065,959
Internal Fleet Services	2,419,518	2,243,134	2,243,134	2,102,602	2,274,566
Transfers Out	4,499,796	4,334,482	4,334,482	4,334,482	4,299,758
Miscellaneous Expenses	14,656	2,000	2,000	319	1,000
Capital Projects	1,986,666	1,011,890	1,793,831	1,036,662	300,000
General Fund Expenditures	49,850,318	50,795,277	52,171,794	49,175,327	48,936,118

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY08 Actual	FY09 Appr Budget	FY09 Final Budget	FY09 Yr-End Est	FY10 Budget
<u>Revenue</u>					
City Center Tax Allocation District					
Property Tax	443,145	440,000	440,000	569,358	652,116
Intergovernmental Revenue	146,300	150,000	150,000	162,836	184,039
Interest Income	107,991	120,000	120,000	14,433	15,000
Miscellaneous	0	0	0	20,000	0
Use of Reserve	0	141,155	1,368,107	0	0
City Center TAD Fund Revenue	697,436	851,155	2,078,107	766,627	851,155
Franklin/Gateway Tax Alloc. Distr.	16,193	15,000	15,000	16,260	15,500
Perimeter Tax Alloc. District	12,255	45,500	45,500	63,731	56,950
Cemetery Fund					
Property Tax	210,138	201,000	201,000	223,290	208,200
Interest Income	72,771	45,000	45,000	13,551	13,000
Miscellaneous	0	0	0	1,770	0
Use of Reserve	0	89,056	136,339	0	202,091
Cemetery Fund Revenue	282,909	335,056	382,339	238,611	423,291
HUD - Housing Assistance Programs					
Voucher Program	5,703,154	7,313,496	7,313,496	5,908,520	5,246,466
Interest Income	75,617	0	0	19,269	0
Use of Reserve	0	0	378	0	1,197,730
HUD Fund Revenue	5,778,771	7,313,496	7,313,874	5,927,789	6,444,196
CDBG Fund Revenue	162,684	187,888	187,888	172,302	188,996
Weed and Seed Program Fund	208,350	279,511	428,532	259,999	340,646
Grants Funds					
Reimbursement Grants	297,589	209,500	4,368,165	255,729	213,913
Interest Income	2,720	0	0	48	0
Miscellaneous	0	0	0	4,500	0
Use of Reserve	0	0	19,806	0	0
Grants Funds Revenue	300,309	209,500	4,387,971	260,277	213,913
Asset Forfeiture Fund					
Intergovernmental Revenue	418,463	400,000	400,000	813,916	650,000
Interest Income	37,771	0	0	5,533	0
Use of Reserve	0	0	75,620	0	0
Asset Forfeiture Fund Revenue	456,234	400,000	475,620	819,449	650,000
Radio System Replacement Fund	454,143	116,735	116,735	100,745	100,745

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY08 Actual	FY09 Appr Budget	FY09 Final Budget	FY09 Yr-End Est	FY10 Budget
<u>Revenue</u>					
Gone With the Wind Movie Museum Fund					
Admissions	31,439	33,700	33,700	37,896	33,100
Gift Shop	32,218	40,000	32,000	31,185	35,000
Special Events	5,198	13,000	21,000	25,579	18,500
Facility Rental	1,525	2,000	2,000	1,750	1,500
Welcome Ctr. Disbursement	77,715	60,000	60,000	53,635	47,840
Other	131	0	0	157	0
 GWTW Fund Revenue	148,226	148,700	148,700	150,202	135,940
Aurora Fire Museum Fund					
Donations/Fundraising	1,446	0	0	322	0
Transfer from General Fund	2,000	2,000	2,000	2,000	0
 Aurora Fire Mus. Fund Revenue	3,446	2,000	2,000	2,322	0
Parks, Greenspace & Tree Funds					
Interest Income	36,344	0	0	12,396	0
Donations/Grants	60,000	0	0	0	0
Miscellaneous	5,280	0	17,087	18,395	0
Use of Reserve	0	50,000	483,510	0	0
 Parks Funds Revenue	101,624	50,000	500,597	30,791	0
Tourism Funds					
Hotel / Motel Tax	2,217,010	2,220,000	2,220,000	1,891,608	1,983,000
Auto Rental Excise Tax	457,723	460,000	460,000	411,199	368,000
 Tourism Funds Revenue	2,674,733	2,680,000	2,680,000	2,302,807	2,351,000
Special Revenue Funds Revenue	11,297,313	12,634,541	18,762,863	11,111,912	11,772,332
<u>Appropriated Expenditures</u>					
Personal Services	905,599	1,055,391	1,075,082	958,360	1,181,229
Professional & Technical Svcs.	276,688	212,895	321,576	273,044	141,503
Property & Business Services	489,326	433,080	841,367	611,029	696,638
Operating Supplies	259,298	316,353	366,232	188,104	254,415
Cost of Goods Sold	22,257	22,000	23,000	22,274	20,285
Internal Fleet Services	15,630	3,000	3,000	7,218	3,000
Debt Service	351,960	851,155	851,155	851,155	851,155
Transfers Out	2,926,190	2,702,432	2,904,667	2,382,600	2,400,525
Housing Assistance Payments	4,935,491	6,411,000	6,411,000	4,818,210	5,361,336
Planned Reserve Increase	0	177,235	177,235	0	173,195
Miscellaneous Expenses	19,420	400,000	8,135	72	650,000
Capital Projects	1,296,225	50,000	5,780,414	833,899	39,051
Special Revenue Funds Expenditure	11,498,084	12,634,541	18,762,863	10,945,965	11,772,332

SOURCES AND USES OF FUNDS

CAPITAL PROJECTS FUNDS	FY08 Actual	FY09 Appr Budget	FY09 Final Budget	FY09 Yr-End Est	FY10 Budget
<u>Revenue</u>					
Transportation Fund					
Reimbursement Grants	2,716,386	0	1,097,786	159,559	0
Interest Income	0	0	0	189	0
Use of Reserve	0	0	796,917	0	0
TIP Funds Revenue	2,716,386	0	1,894,703	159,748	0
SPLOST 2005 Fund					
1% Sales Tax	5,451,427	4,252,271	9,224,130	4,252,273	4,252,273
Reimbursement Grants	4,211,261	5,207,562	15,003,449	5,207,562	6,464,764
Interest Income	769,067	0	0	528,438	0
Bond Proceeds	9,820,000	0	0	0	0
Use of Reserve	0	5,510,573	10,515,569	0	2,523,237
SPLOST 2005 Fund Revenue	20,251,755	14,970,406	34,743,148	9,988,273	13,240,274
Capital Projects Funds Revenue	22,968,141	14,970,406	36,637,851	10,148,021	13,240,274
<u>Appropriated Expenditures</u>					
Professional and Technical Svcs.	196,393	0	331	1,221	0
Debt Service	318,781	364,322	364,322	363,310	1,039,322
Transfers Out	0	39,736	39,736	59,835	127,033
Capital Projects	10,508,272	14,566,348	36,233,462	12,693,638	12,073,919
Capital Projects Funds Expenditures	11,023,446	14,970,406	36,637,851	13,118,004	13,240,274
DEBT SERVICE FUND					
<u>Revenue</u>					
Property Tax	4,741,028	4,675,500	4,675,500	5,018,461	4,768,200
Bond Proceeds	43,849,380	3,692,565	3,692,565	3,692,565	3,703,333
Interest Income	172,366	100,000	100,000	70,382	75,000
Miscellaneous	7,028	0	0	0	0
Debt Service Fund Revenue	48,769,802	8,468,065	8,468,065	8,781,408	8,546,533
<u>Appropriated Expenditures</u>					
Debt Service	8,069,011	7,722,013	7,722,013	7,719,314	7,742,782
Transfers Out	24,491	24,491	24,491	24,491	25,236
Payment to Trustee	39,854,694	0	0	275	0
Planned Reserve Increase	0	721,561	721,561	0	778,515
Debt Service Fund Expenditures	47,948,196	8,468,065	8,468,065	7,744,080	8,546,533

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY08 Actual	FY09 Appr Budget	FY09 Final Budget	FY09 Yr-End Est	FY10 Budget
BLW Fund					
<u>Revenue</u>					
Charges for Services	121,734,427	126,035,831	126,035,831	120,851,828	130,498,689
Interest Income	1,915,624	1,988,432	1,988,432	5,509,627	10,357,506
Other	526,507	491,829	491,829	449,600	418,402
Indirect Cost Recoveries	2,965,958	3,187,797	3,187,797	3,187,797	3,106,744
Use of Reserve	0	11,292,386	20,630,362	0	2,517,768
BLW Fund Revenue	127,142,516	142,996,275	152,334,251	129,998,852	146,899,109
<u>Appropriated Expenditures</u>					
Personal Services	13,869,454	14,143,549	14,143,549	14,037,609	14,516,797
Professional & Technical Svcs.	1,478,470	1,941,516	2,160,227	1,487,387	2,097,805
Property & Business Services	4,710,803	5,446,060	5,510,347	4,559,304	5,207,200
Operating Supplies	3,045,681	3,200,296	3,270,705	3,077,887	3,136,001
Cost of Goods Sold	74,210,969	81,718,596	81,718,596	78,216,543	88,664,797
Internal Fleet Services	862,832	723,020	723,020	702,620	806,749
Transfers Out	13,620,297	13,682,137	13,682,137	13,722,189	14,115,126
Miscellaneous Expenses	622,020	772,112	772,112	528,722	709,233
Capital Projects	18,979,129	21,368,989	30,353,558	18,509,446	17,645,401
BLW Fund Expenditures	131,399,655	142,996,275	152,334,251	134,841,707	146,899,109
Golf Course Fund					
<u>Revenue</u>					
Green Fees	992,037	1,180,000	1,180,000	917,068	965,000
Cart Rental	434,642	460,000	460,000	422,094	435,000
Driving Range	81,170	85,000	85,000	77,907	80,000
Food and Beverage	259,153	310,000	310,000	252,490	263,300
Pro Shop Rental	13,040	12,240	12,240	13,290	12,240
Miscellaneous	21,290	25,000	25,000	22,994	20,000
Bond Proceeds	4,835,000	0	0	0	0
Transfer from General Fund	384,831	367,677	367,677	367,677	399,345
Golf Course Fund Revenue	7,021,163	2,439,917	2,439,917	2,073,520	2,174,885
<u>Appropriated Expenditures</u>					
Professional & Technical Svcs.	922,297	903,192	903,192	826,448	854,547
Property & Business Services	166,148	224,357	230,715	202,759	222,685
Operating Supplies	314,143	350,580	350,627	283,347	287,114
Debt Service	1,189,872	835,000	835,000	914,070	773,518
Transfers Out	27,088	27,088	27,088	27,088	25,021
Payment to Trustee	4,719,245	0	0	0	0
Capital Projects	131,166	99,700	99,700	88,064	12,000
Golf Course Fund Expenditures	7,469,959	2,439,917	2,446,322	2,341,776	2,174,885

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY08 Actual	FY09 Appr Budget	FY09 Final Budget	FY09 Yr-End Est	FY10 Budget
Conference Center Fund					
<u>Revenue</u>					
Welcome Ctr. Disbursement	665,954	671,550	671,550	595,402	599,858
Rental Income	1,644,720	1,653,450	1,653,450	1,726,405	1,725,142
Miscellaneous	1,060,000	0	0	100	0
Bond Proceeds	7,000,000	0	0	0	0
Interest Income	57,452	0	0	39,109	0
Use of Reserve	0	0	6,697,647	0	0
Conference Ctr. Fund Revenue	10,428,126	2,325,000	9,022,647	2,361,016	2,325,000
<u>Appropriated Expenditures</u>					
Professional & Technical Svcs.	94,058	7,500	7,500	3,541	20,000
Operating Supplies	0	0	100,000	97,507	0
Debt Service	2,575,249	2,317,500	2,317,500	2,970,978	2,305,000
Capital Projects	1,113,859	0	6,597,647	4,956,997	0
Conference Ctr. Fund Expenditures	3,783,166	2,325,000	9,022,647	8,029,023	2,325,000

TRUST FUNDS

<u>Revenue</u>					
Pension Fund					
Fund Charges	4,433,599	5,115,098	5,115,098	4,989,818	5,175,544
Employee Contributions	0	0	0	599,940	1,363,080
Transfers In	190,000	0	0	0	0
Investment Earnings	(1,704,815)	2,600,000	2,600,000	(5,834,256)	1,600,000
Miscellaneous	8,136	0	0	265	0
Pension Fund Revenue	2,926,920	7,715,098	7,715,098	(244,233)	8,138,624
Other Post-Emplmt. Benefits Fund	51,956	55,000	55,000	31,977	35,000
Trust Funds Revenue	2,978,876	7,770,098	7,770,098	(212,256)	8,173,624

<u>Appropriated Expenditures</u>					
Transfers Out	5,010	5,010	5,010	5,010	4,882
Planned Reserve Increase	0	70,088	70,088	0	127,242
Benefit Payments & Premiums	7,350,921	7,695,000	7,695,000	7,620,886	8,041,500
Pension Fund Expenditures	7,355,931	7,770,098	7,770,098	7,625,896	8,173,624

SOURCES AND USES OF FUNDS

INTERNAL SERVICE FUNDS	FY08 Actual	FY09 Appr Budget	FY09 Final Budget	FY09 Yr-End Est	FY10 Budget
Motor Transport Fund					
<u>Revenue</u>					
Fund Charges	3,217,187	2,981,954	2,981,954	2,996,924	3,097,115
Miscellaneous	3,545	0	0	0	0
Use of Reserve	0	0	231	0	0
Motor Transport Revenue	3,220,732	2,981,954	2,982,185	2,996,924	3,097,115
<u>Appropriated Expenditures</u>					
Personal Services	4,977,628	683,549	683,549	704,832	748,912
Professional & Technical Svcs.	30,663	29,500	29,500	44,496	24,500
Property & Business Services	438,203	454,549	327,549	288,467	431,500
Operating Supplies	1,977,953	1,750,300	1,877,531	2,001,572	1,852,100
Internal Fleet Services	9,327	12,800	12,800	12,117	12,800
Transfers Out	15,756	15,756	15,756	15,756	19,803
Capital Projects	30,120	35,500	35,500	22,810	7,500
Motor Transport Expenditures	7,479,650	2,981,954	2,982,185	3,090,050	3,097,115
Self-Insurance Funds					
<u>Revenue</u>					
Health Insurance Fund					
Fund Charges	5,197,187	5,687,616	5,687,616	5,351,779	6,039,207
Employee Contributions	899,652	935,951	935,951	971,745	978,979
Transfers In	1,665,945	1,325,946	1,325,946	1,325,946	1,325,946
Miscellaneous	123,759	0	0	5,440	0
Health Insurance Revenue	7,886,543	7,949,513	7,949,513	7,654,910	8,344,132
Workers Compensation Fund					
Fund Charges	1,299,706	1,408,455	1,408,455	1,359,764	1,445,108
Interest Income	118,774	50,000	50,000	27,905	25,000
Reimbursement Revenue	59,253	0	0	15,967	0
Workers Compensation Revenue	1,477,733	1,458,455	1,458,455	1,403,636	1,470,108
Property and Casualty Fund					
Fund Charges	912,323	824,604	824,604	824,604	859,604
Insurance Claim Revenue	52,710	0	0	20,849	0
Interest Income	222,114	100,000	100,000	101,546	69,775
Use of Reserve	0	0	494	0	0
Property and Casualty Revenue	1,187,147	924,604	925,098	946,999	929,379
Self-Insurance Funds Revenue	10,551,423	10,332,572	10,333,066	10,005,545	10,743,619
<u>Appropriated Expenditures</u>					
Professional & Technical Svcs.	284,268	77,000	77,000	88,363	62,000
Supplies	17,080	4,000	4,494	501	4,000
Transfers Out	48,494	48,495	48,495	48,495	47,891
Planned Reserve Increase	95,331	539,731	539,731	0	562,792
Benefit Payments & Premiums	9,279,194	9,663,346	9,663,346	9,472,025	10,066,936
Self-Insurance Funds Expenditures	9,724,367	10,332,572	10,333,066	9,609,384	10,743,619

SOURCES AND USES OF FUNDS

SUMMARY - ALL FUNDS	FY08 Actual	FY09 Appr Budget	FY09 Final Budget	FY09 Yr-End Est	FY10 Budget
<u>Revenue</u>					
Property Taxes	12,812,410	12,840,300	12,840,300	13,622,133	13,227,166
Other Taxes	12,249,397	12,365,850	12,365,850	11,931,116	12,169,380
1% Sales Tax	5,451,427	4,252,271	9,224,130	4,252,273	4,252,273
Licenses & Permits	6,227,721	6,428,066	6,428,066	5,799,546	5,676,367
Intergovernmental Revenue	15,889,594	15,709,675	30,961,034	14,808,276	15,129,959
Charges For Services	145,188,929	150,813,457	150,813,457	145,515,206	157,054,901
Fines and Forfeits	3,797,206	4,616,500	4,676,500	3,538,722	3,541,750
Interest Earned	2,627,523	5,888,432	5,888,432	779,750	12,555,281
Miscellaneous	3,272,346	1,145,638	2,429,242	1,322,270	1,092,098
Bond Proceeds	65,504,380	3,692,565	3,692,565	3,692,565	3,703,333
Total Revenue	273,020,933	217,752,754	239,319,576	205,261,857	228,402,508
<u>Appropriated Expenditures</u>					
Personal Services	52,197,727	50,678,242	50,601,683	49,801,978	51,222,248
Operating Services	167,522,282	133,425,204	134,048,268	125,138,945	139,189,694
Debt Service	12,504,883	12,089,990	12,079,990	12,818,827	12,711,777
Capital Projects	34,045,437	37,132,427	80,894,112	38,141,516	30,077,871
Total Expenditures	266,270,329	233,325,863	277,624,053	225,901,266	233,201,590

This summary excludes Use of Reserve and Planned Reserve Increases, as these are used as budget balancing accounts. Interfund Transfers (Transfers In and Transfers Out) are also excluded from this presentation. All of these items are shown on the schedules on the previous pages in order to clearly depict the activities in each Fund or groups of Funds.

The Funds that are utilizing an appropriation of fund balance or retained earnings for FY2010 operations are:

- ◊ Cemetery Fund: \$202,091 - prior year tax collections to be used for repairs to headstones and gravesites.
- ◊ HUD Fund: \$1,197,730 - built-up reserves to be used for housing assistance payments.
- ◊ SPLOST Fund: \$2,523,237 - prior year tax collections to be used for transportation projects.
- ◊ BLW Fund: \$2,517,768 - retained earnings to be used for capital infrastructure projects for SPLOST areas.

The Funds that plan to increase fund balance as a result of FY2010 operations are:

- ◊ TAD Funds: \$71,950 - reserved to offset redevelopment costs in future years.
- ◊ Radio System Replacement Fund: \$100,745 - reserved for future replacement of the 800 MHz radio system.
- ◊ Debt Service Fund: \$778,515 - reserved for future principal and interest payments.
- ◊ Trust Funds: \$127,242 - reserved for future pension and retiree health benefits.
- ◊ Worker's Comp Fund: \$562,792 - reserved for future claims.

Additional details can be found on the following pages in the FY2010 Combined Statement of Revenue, Expenditures and Changes in Fund Balance.

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, Grants, LLEBG, Asset Forfeiture, Radio System Core Replacement, Gone With the Wind Museum, Parks, Greenspace and Trees, 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 and employee 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.

FY2010 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS:	GENERAL	BLW	GOLF COURSE	CONFERENCE CENTER	DEBT SERVICE
<u>REVENUES:</u>					
Property Taxes	7,526,200				4,768,200
Other Taxes	9,818,380				
1% Sales Tax					
Licenses and Permits	5,676,367				
Intergovernmental	1,193,437			599,858	
Charges for Services	4,008,793	130,498,689	1,775,540	1,725,142	
Fines and Forfeits	3,541,750				
Interest Earned	400,000	10,357,506			75,000
Miscellaneous Sources	537,951	418,402			
Bond Proceeds					3,703,333
Total Anticipated Revenues	32,702,878	141,274,597	1,775,540	2,325,000	8,546,533
<u>EXPENDITURES:</u>					
Personal Services	34,775,310	14,516,797			
Operating Services	9,561,050	100,621,785	1,364,346	20,000	
Appropriated Expenditures	44,336,360	115,138,582	1,364,346	20,000	0
Debt Service:					
Principal Retirement			630,000	1,045,000	6,170,000
Interest and Fiscal Charges			143,518	1,260,000	1,572,782
Capital Projects	300,000	17,645,401	12,000		
Total Anticipated Expenses	44,636,360	132,783,983	2,149,864	2,325,000	7,742,782
Excess (Deficit) of Revenues over Expenses	(11,933,482)	8,490,614	(374,324)	0	803,751
Transfers In	16,233,240	3,106,744	399,345		
Transfers Out	(4,299,758)	(14,115,126)	(25,021)		(25,236)
Incr (Decr) in Reserves as a result of FY10 Operations	0	(2,517,768)	0	0	778,515

FY2010 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		932,766				13,227,166
Other Taxes		2,351,000				12,169,380
1% Sales Tax	4,252,273					4,252,273
Licenses and Permits						5,676,367
Intergovernmental	6,464,764	6,871,900				15,129,959
Charges for Services		88,100	3,097,115	9,322,898	6,538,624	157,054,901
Fines and Forfeits						3,541,750
Interest Earned		28,000		94,775	1,600,000	12,555,281
Miscellaneous Sources		100,745			35,000	1,092,098
Bond Proceeds						3,703,333
Total Anticipated Revenues	10,717,037	10,372,511	3,097,115	9,417,673	8,173,624	228,402,508
<u>EXPENDITURES:</u>						
Personal Services		1,181,229	748,912			51,222,248
Operating Services		7,127,177	2,320,900	10,132,936	8,041,500	139,189,694
Appropriated Expenditures	0	8,308,406	3,069,812	10,132,936	8,041,500	190,411,942
Debt Service:						
Principal Retirement	675,000	520,111				9,040,111
Interest and Fiscal Charges	364,322	331,044				3,671,666
Capital Projects	12,073,919	39,051	7,500			30,077,871
Total Anticipated Expenses	13,113,241	9,198,612	3,077,312	10,132,936	8,041,500	233,201,590
Excess (Deficit) of Revenues over Expenses	(2,396,204)	1,173,899	19,803	(715,263)	132,124	(4,799,082)
Transfers In					1,325,946	21,065,275
Transfers Out	(127,033)	(2,400,525)	(19,803)	(47,891)	(4,882)	(21,065,275)
Incr (Decr) in Reserves as a result of FY10 Operations	(2,523,237)	(1,226,626)	0	562,792	127,242	(4,799,082)

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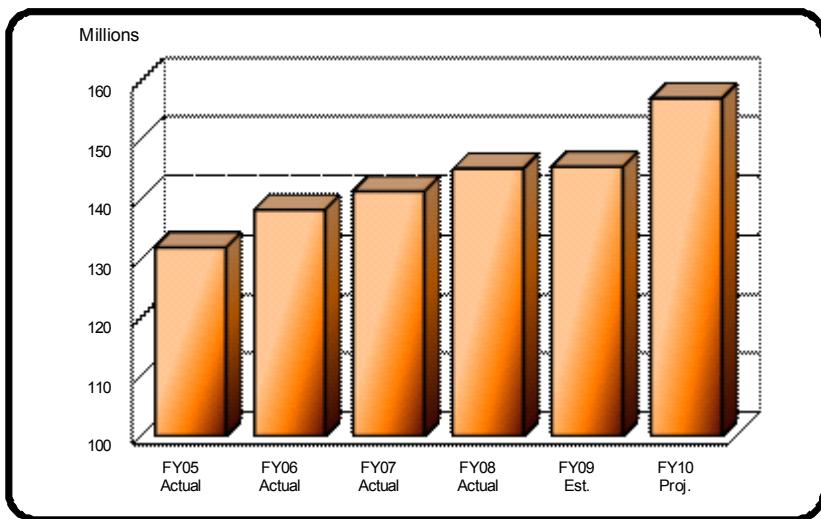
FY2010 FUND BALANCE SUMMARY

<u>Governmental Funds</u>	Beginning FY2010 Fund Balance	Anticipated Revenues	Anticipated Expenses	Projected Change in Fund Balance	Estimated Ending FY2010 Fund Balance	Designated/ Reserved	Undesignated
General	13,434,297	48,936,118	48,936,118	0	13,434,297	8,233,434	5,200,862
Tax Allocation Districts Fund	3,231,287	923,605	851,155	72,450	3,303,737	1,882,063	1,421,674
Cemetery Fund	801,904	221,200	423,291	(202,091)	599,813	4,631	595,182
HUD - Section 8	2,691,204	5,246,466	6,444,196	(1,197,730)	1,493,474	2,720	1,490,755
CDBG	4,888	188,996	188,996	0	4,888	0	4,888
Weed and Seed	78,681	340,646	340,646	0	78,681	0	78,681
Marietta Redevel. Growth	50,000	0	0	0	50,000	0	50,000
Grant Funds	1,221,257	213,913	213,913	0	1,221,257	142,413	1,078,844
Asset Forfeiture Fund	878,437	650,000	650,000	0	878,437	3,901	874,536
Radio Sys Core Replacement	554,888	100,745	0	100,745	655,633	554,888	100,745
Gone With The Wind Museum	0	135,940	135,940	0	0	0	0
Aurora Fire Museum Fund	3,614	0	0	0	3,614	0	3,614
Parks, Greenspace & Trees	575,129	0	0	0	575,129	575,129	0
Tourism Funds	0	2,351,000	2,351,000	0	0	0	0
Capital Projects Fund	20,087,185	10,717,037	13,240,274	(2,523,237)	17,563,948	7,426,836	10,137,112
Debt Service	4,695,716	8,546,533	7,768,018	778,515	5,474,231	0	5,474,231
Governmental Funds Total	48,308,488	78,572,199	81,543,547	(2,971,348)	45,337,140	18,826,016	26,511,124

REVENUE ANALYSIS

CHARGES FOR SERVICES

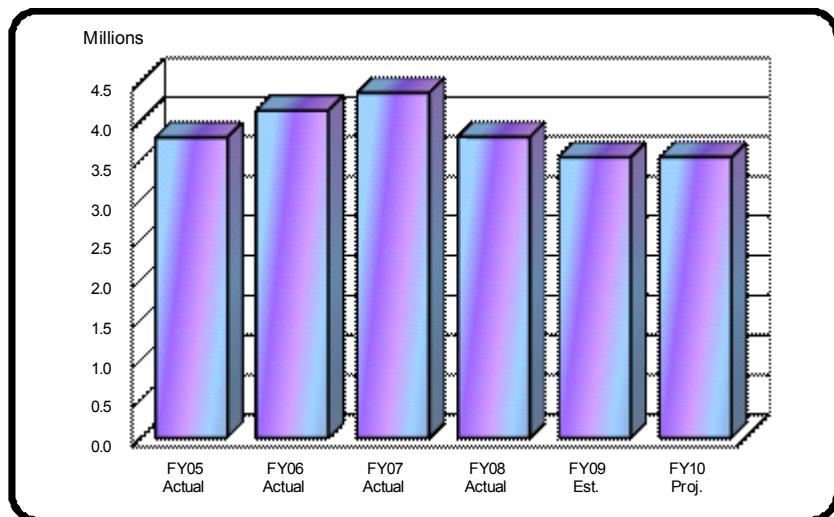
This revenue source includes revenue generated for services such as sanitation, electric, water and sewer utilities, golf, museum and recreation fees, motor transport charges to user departments, and city and employee contributions to self-insurance and pension funds.



seen in charges for fleet services to user departments because there are no vehicles budgeted in the general fund for FY10. Delaying the usual replacement rotation of vehicles due to lack of funding will impact the user departments by keeping existing vehicles in working order. Contributions for health insurance and workers compensation are projected to increase. A full year of employee contributions to the pension fund at 4% of salaries also contributes to the jump in the FY10 numbers.

FINES AND FORFEITS

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

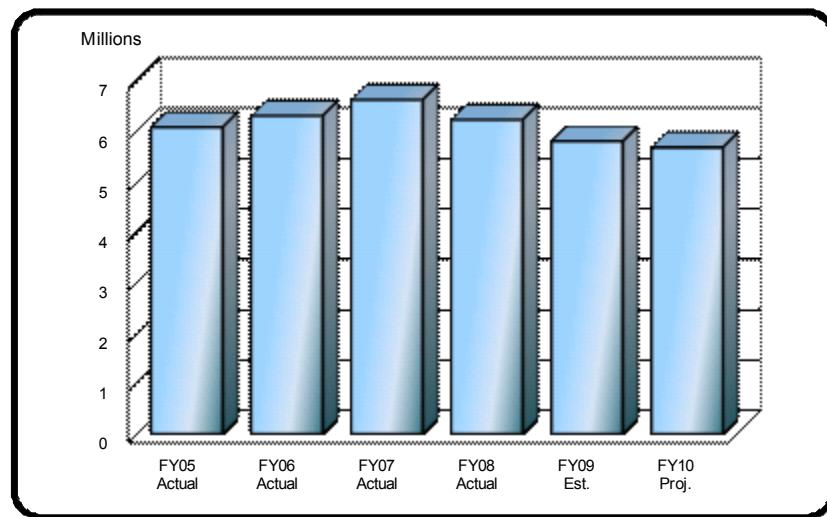


Assumptions: The budget for Electric, Water and Sewer revenue is 4.3% higher than the FY09 year end estimate. Water and Sewer revenue is based on a tiered rate structure. This new structure was put in place partly to discourage the over-use of water resources during the state's drought conditions. The Electric rate structure has also recently increased by an average of 7-8% for residential customers and 5-12% for commercial customers. The higher rates take into consideration the increased cost for the city to purchase water and electricity. Golf course revenue is expected to increase slightly over last year. The golf course is projecting to see more play during next spring and early summer. A large increase in this category can be

REVENUE ANALYSIS

LICENSES AND PERMITS

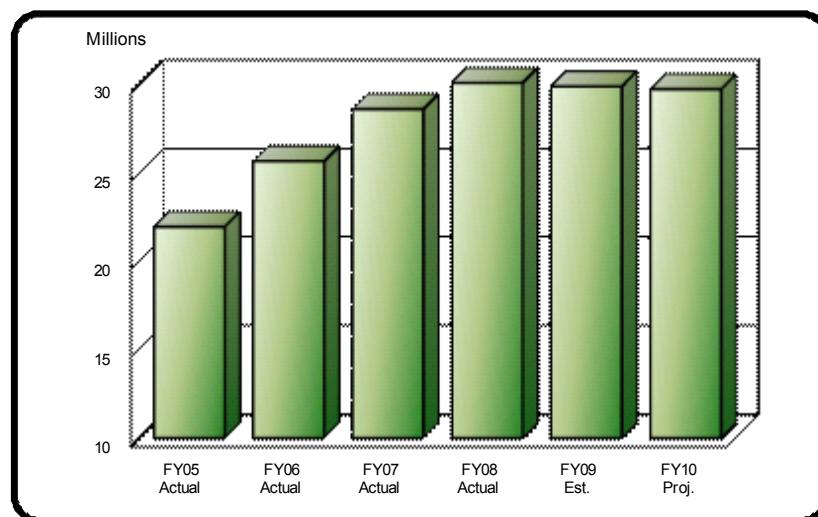
This category of revenue includes business and occupation licenses and construction permit fees.



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.

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.



communications. These collections are still in place and remain stable for the coming year. While some fluctuation can be seen in the other taxes reported in this section, most are expected to be on par with the collections from last year with no measurable change in total.

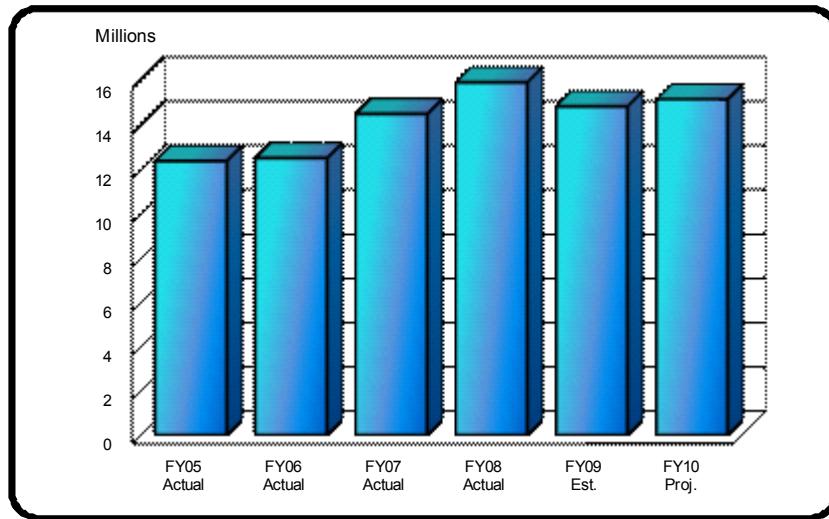
Assumptions: Revenue from business licenses decreased by 6.9% in FY08 and 7.6% in FY09. Because fees are based on businesses' gross receipts, this is a strong indicator that the local economy is struggling. The bulk of FY10's business license revenue will be collected in March and April of 2010, and is budgeted to remain on par with FY09's year-end estimate. There was a general decrease in construction permit revenue that was directly related to the slump in the housing industry which is felt throughout the nation. However, a couple of major commercial projects helped bring up FY09's collections to almost where they were in FY08. Between FY05 and FY07 redevelopment and major building

Assumptions: The City of Marietta adopted the same tax millage rate as last year. The tax digest for Marietta came in with a 1.5% decrease from last year. If there are any residential properties that were assessed higher, Marietta cannot project revenue growth 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. A 1% SPLOST went into effect during the latter part of FY06 for road projects and radio

REVENUE ANALYSIS

INTERGOVERNMENTAL REVENUE

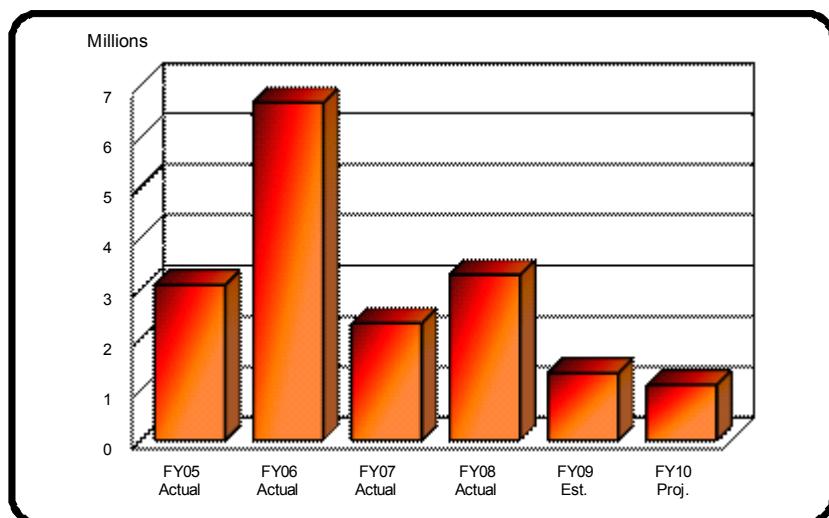
Receipts from local, state and federal governments comprise this category. These include reimbursable road construction projects, reimbursable redevelopment grants, police asset forfeiture revenue, grants for police officers and a tax equity reimbursement from the county government. HUD program grants 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 FY10 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; however, the reimbursements will be at a lower rate due to Marietta utilizing built-up reserves in this fund from prior years. 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.

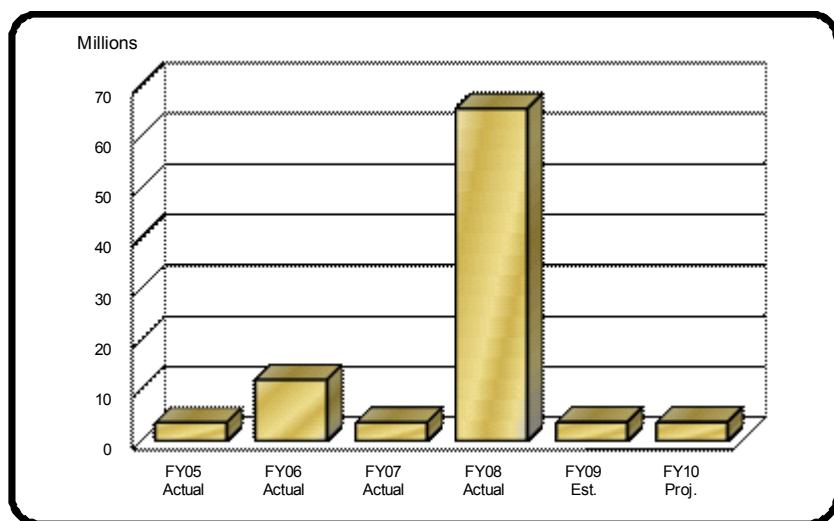


Assumptions: This is a category of revenue that is inconsistent in nature. Since these items occur randomly, they are not likely to be included in the adopted budget. With that said, all miscellaneous sources are budgeted based on the trends of recent years. In the past, the City has received large one-time-only 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.

REVENUE ANALYSIS

BOND PROCEEDS

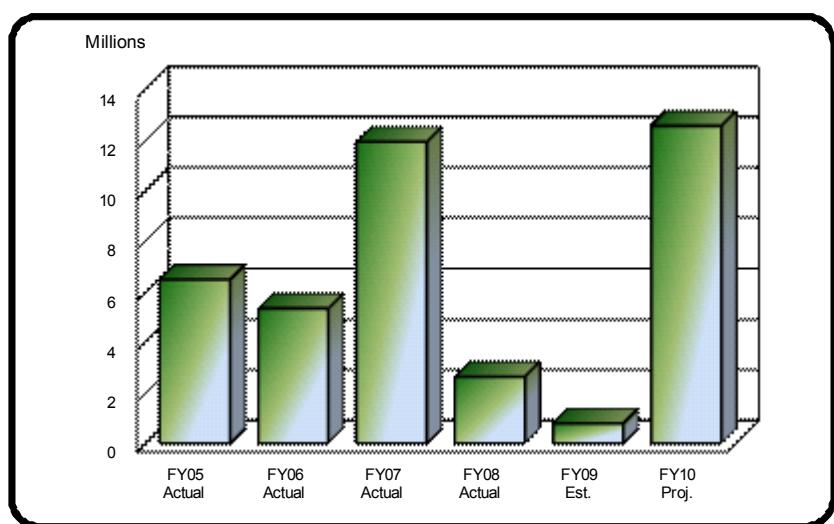
Governmental bonds accounted for here include the City's public safety bond, two school bond issues, and a Tax Allocation District (TAD) bond for redevelopment. Also included in this presentation are Revenue bonds for a Road SPLOST acceleration project, conference center bonds, golf course bonds.



remitted to the City for the payment of the school 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 1996-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.



pension investment consultant was brought in to maximize investment returns.

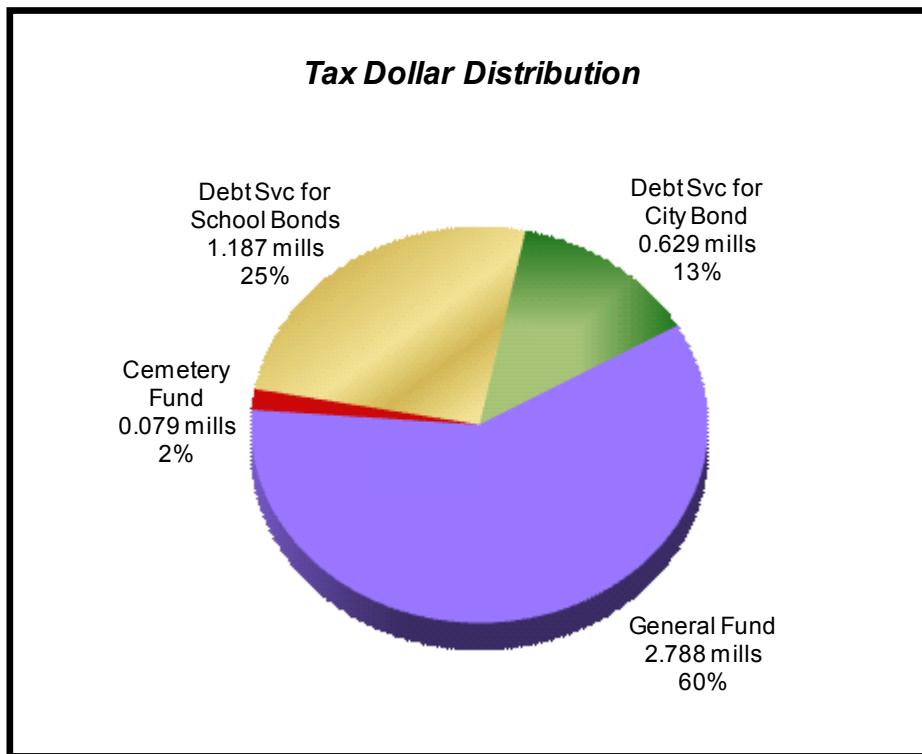
Assumptions: The school board collects a 1% Special Purpose Local Option Sales Tax (SPLOST) for the debt on one of the two school bonds. The City carries the debt and the school board reimburses the City for the principal and interest payments paid each year. It should be noted that each time the school 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 2008 the voters approved continuing the SPLOST for another 5 years, and 1% sales tax revenue will continue to be collected and

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. The large variances seen throughout this graph can be mostly attributed to gains and losses in the pension fund where there are large assets. Proceeds in this category are expected to increase for FY10 as a new

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.

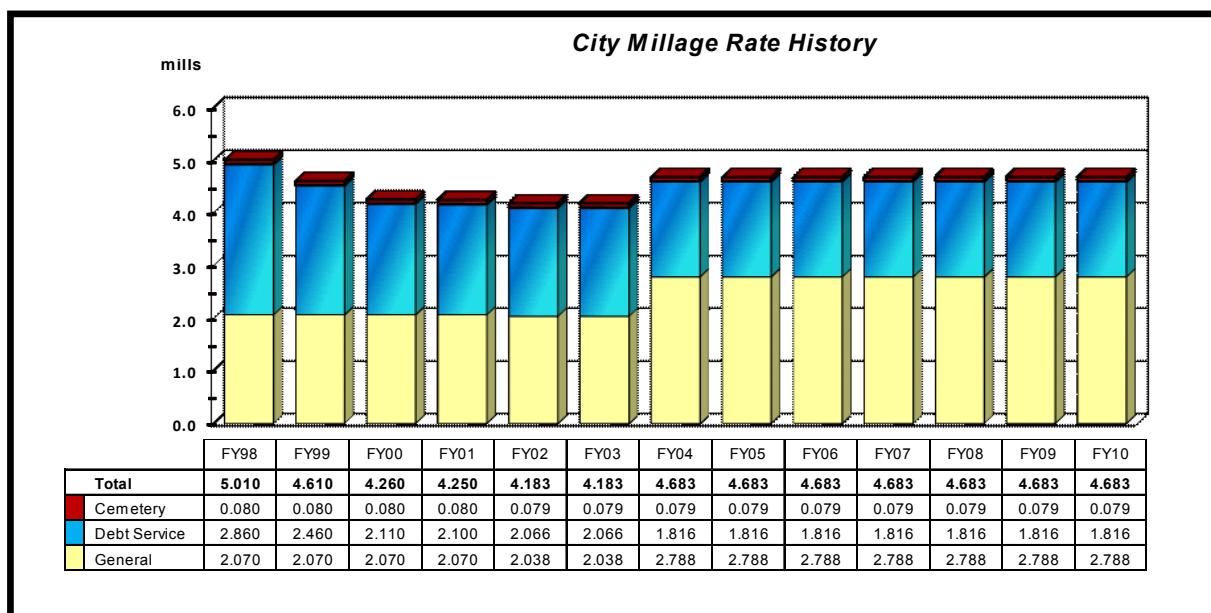
Property tax collections provide revenue for the General Fund and Cemetery Fund for maintenance and operations and the Debt Service Fund for the payment of school bonds and a city bond for the public safety complex. The City Council adopted the same millage rates for each of the levies as the last six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

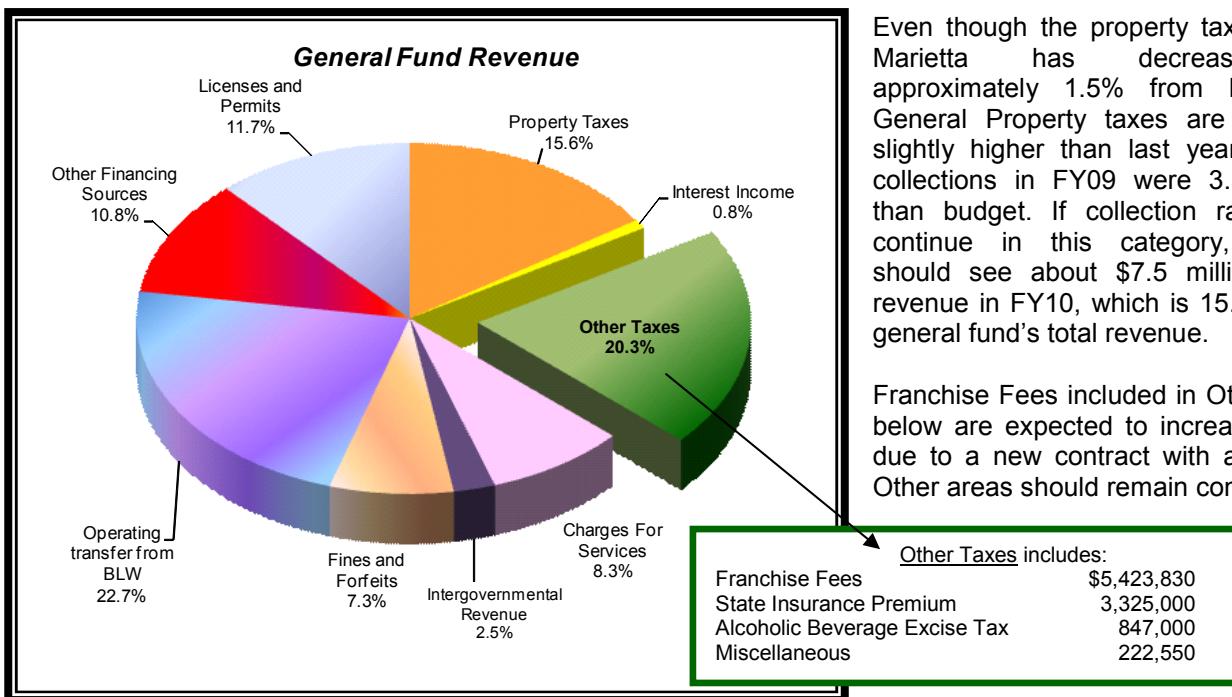


REVENUE SUMMARY

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 \$48,936,118. 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 FY10 budget. The general fund revenue budget is expected to decrease by 3.7% from last year's adopted budget. Decreases can be seen across most categories. The hardest hit categories of revenue consist of Interest Income, projected to be less than half of last year's adopted budget, and Fines and Forfeits, which is estimated to decrease by 23%. The Business Licenses and Construction Permits category is expected to decrease by almost 12%. These decreases can be directly attributable to the declining economy.



Charges for Services consists mostly of fees collected for Sanitation Services and secondly for Parks and Recreation services. Other miscellaneous fees round out this category. This area is expected to remain constant from last year to this year.

The Other Financing Sources category includes the operating transfer of \$11 million from the Board of Lights and Water (BLW) Fund. In previous years, the contribution level has been \$10.5 million and was increased by a half million dollars in FY10 for an increase of 4.8%. This interfund transfer accounts for 22.7% 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 \$2.76 million. Tourism taxes from hotel and motel occupancies and auto rentals are collected in special revenue funds and transferred to the general fund for disbursement to other agencies and tourism groups in the downtown area. Tourism taxes are included in the Other Financing Sources category as well and are expected to bring in approximately \$2.48 million.

It is important to note that because Marietta has diverse revenue sources with not one area contributing more than 23% to the general fund's bottom line, 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. Other strategies for saving money due to decreased revenue are discussed in the Expenditure Summary.

Even though the property tax digest in Marietta has decreased by approximately 1.5% from last year, General Property taxes are budgeted slightly higher than last year because collections in FY09 were 3.5% better than budget. If collection rate trends continue in this category, Marietta should see about \$7.5 million in tax revenue in FY10, which is 15.6% of the general fund's total revenue.

Franchise Fees included in Other Taxes below are expected to increase slightly due to a new contract with a provider. Other areas should remain constant.

<u>Other Taxes</u> includes:	
Franchise Fees	\$5,423,830
State Insurance Premium	3,325,000
Alcoholic Beverage Excise Tax	847,000
Miscellaneous	222,550

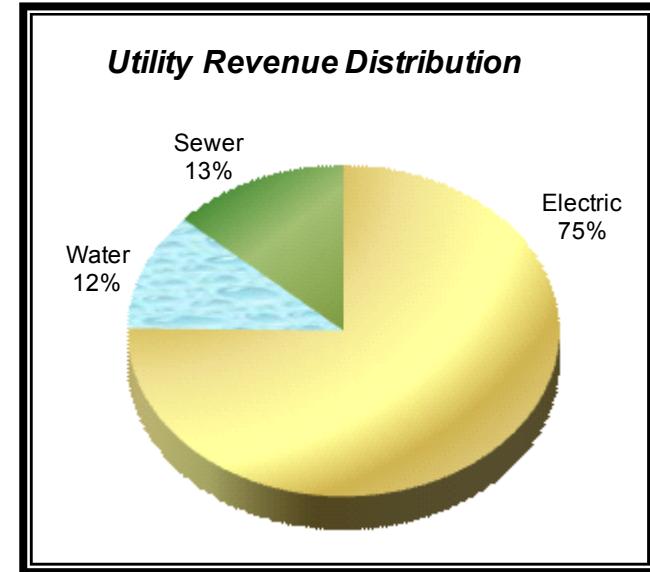
REVENUE SUMMARY

BOARD OF LIGHTS AND WATER FUND

The Board of Lights and Water (BLW) projects to receive 88.2% of its revenue from the operation of the electric, water and sewer utilities. Another 1.7% is an appropriation of retained earnings, which will be used to fund major infrastructure improvements and additions. The remaining 10.1% of its income is derived from miscellaneous sources such as investment earnings, lease of building space, and indirect cost recovery of nearly \$3.1 million from the General Fund and miscellaneous funds of the city.

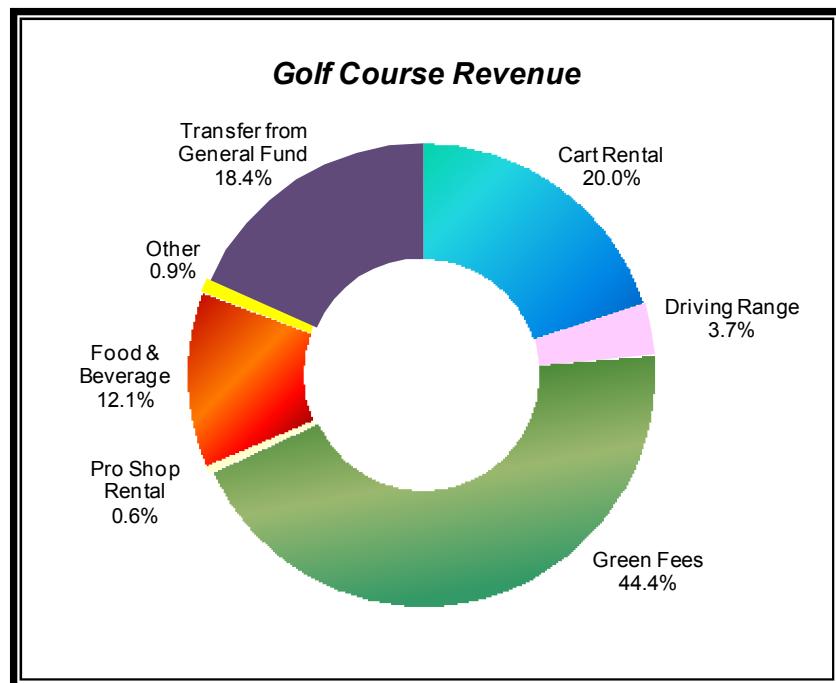
Charges for Services is the largest category of revenue, which is budgeted at more than \$129 million for FY10. Electric, water and sewer sales are projected to contribute 75%, 12% and 13%, respectively, to this category of revenue.

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. 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.



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.



The numbers of players and associated revenue in recent years were used in estimating the budget for FY10. Last year the golf course had approximately 33,959 players compared to 35,630 the previous year. Revenue in FY09 decreased by 5.4% from the prior year. This can be attributed mainly to economic conditions in the local area.

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; however, reimbursements from these are budgeted less for FY10 so that Marietta can utilize reserves that were built up in that fund over the past couple of years.

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 received and accounted for in 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 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 \$6.46 million coming from Cobb County for reimbursable road projects. There is a fund balance appropriation of \$2.5 million in FY10, which are actually bond proceeds from a prior 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.

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. There is a 10% increase in contributions budgeted in the Health Insurance Fund beginning January 2010. 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. Halfway through last fiscal year the employees began contributing 4% of salaries to the pension fund as well. This will continue throughout the full fiscal year of FY10 and beyond. 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 \$35,000 budgeted for FY10.

In conclusion and as highlighted herein, the overall revenue picture for FY2010 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 FY10 is \$254,301,865 for all City funds, excluding planned reserve increases, compared to last year's estimated actual expenditures of \$246,521,212. As in recent years, the FY10 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

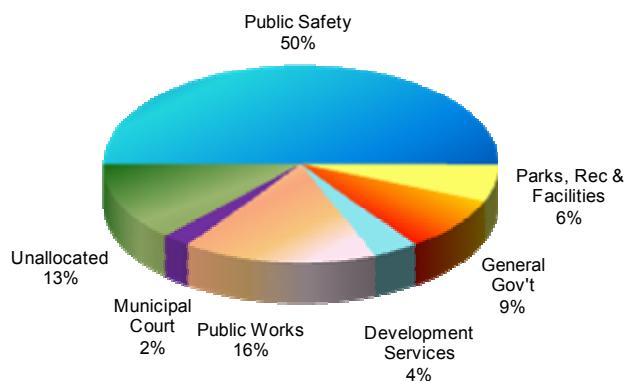
The total budget for the General Fund of \$48.9 million is slightly less (0.5%) than last year's estimated expenses. Total salaries and benefits are budgeted below the 100% mark, as we rely on turnover and vacancies in personnel to make up salary savings along with a hiring freeze that will remain in effect throughout the year. In FY10 the salary savings is budgeted at -\$850,000. This allows us to plan our spending more efficiently and put otherwise unused dollars toward programs and services. No employee pay increases are budgeted for FY10 and the departments' overtime and standby budgets have been reduced by 15% from last year. A couple of employee programs have been put on hold for FY10 and will be re-evaluated when favorable fiscal conditions return.

A concerted effort by the administration to reduce spending plays a big part in controlling the budget. Departments were asked to cut 15% from their operating budgets without effecting service levels or programs. This was a strategy to offset uncontrollable expenses, such as rising fuel costs, health insurance costs, landfill fees, prisoner housing expenses, as well as general government costs such as mandates on stormwater drainage, contract maintenance services, and many others. Marietta was able to renegotiate some contracts, too, which resulted in savings.

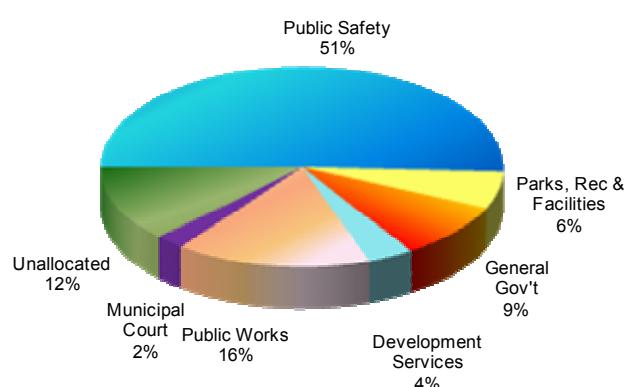
The General Fund capital budget for FY10 consists of a \$300,000 contingency for large items that break during the year and cannot be fixed. An average year in Marietta's capital budget would include the normal replacement rotation of police patrol vehicles, a garbage truck, a couple large utility vehicles like a budget truck and dump truck, a few pickup trucks and municipal vehicles, and smaller items like riding mowers and streets equipment. The current economic downturn has required us to think outside the box in order to balance the budget without any increases in taxes or fees, and we anticipate that this atypical capital budget is a one-time only strategy to get through the tight economy.

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.

FY2009 General Fund Estimate



FY2010 General Fund Budget



EXPENDITURE SUMMARY

OTHER FUNDS

Most Special Revenue Funds expenditures are budgeted in FY10 to be consistent with previous years. The HUD housing assistance payments are budgeted at 100% occupancy for FY10. While the budget always covers 100% of vouchers and portables in the city, there is ample turnover in the program which decreases the total amount paid out over the course of the year. In FY10 the Weed and Seed program will see a decrease in federal grant funding. This law enforcement and community development program receives grants through partnerships as well. These local partnerships are expected to increase by about 65% in FY10.

The Marietta Police Department is a recipient of Asset Forfeiture funds that is used for valuable training for officers and special equipment for the department. The tourism funds are budgeted 12.3% lower than last year's adopted budget. This area has decreased substantially with the economic downturn. 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.

In the Capital Projects funds, approximately \$13 million is budgeted for new roads and improvements. These projects are funded by a 1% SPLOST that was approved in 2005, additional reimbursements from the county for major projects, and from a bond that 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.

In the Debt Service Fund, the FY10 principal and interest payments totaling \$7.7 million are on par with FY09. In FY08 the city refunded two general obligation bonds, which accounts for the large one-time payment to trustee. The same issue can be seen in the Golf Course Fund, as the city refunded the golf course revenue bond in FY08, thus lowering principal and interest payments by an average of \$78,000 per year. In the Conference Center Fund, the FY10 budget provides for the payment of debt service obligations by the hotel management company from the proceeds of room rentals, food service, and conference facilities.

INTERNAL SERVICE FUNDS

In order to control costs in the Health Insurance fund, changes were made to the benefit structure and coverage plan in FY08 and FY09. As it is the nature of self-insured funds, we have seen some increases and decreases throughout recent years. FY10 is budgeted at almost \$8 million for claims, policy premium, and administration fees. 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. Because there is no budget for the routine replacement of vehicles in the general fund, there is an increase budgeted for vehicle repairs, parts and tires for FY10 in addition to an increase for fuel.

TRUST FUNDS

The FY10 budget provides for continued retirement benefit payments to a pool of retirees. Pension benefit payments are expected to increase by about 4.2% over FY09's budget. The Other Post-Employment Benefits (OPEB) Fund is not expected to make any expenditures, so a planned reserve increase is budgeted at \$35,000.

BOARD OF LIGHTS AND WATER FUND

The BLW's expense budget is \$146.9 million. This is an increase of 2.7% over last year's approved budget. There are three areas that stand out when looking at the variances. The largest jump can be found in the cost of goods sold category of expenditures, where there is a 8.5% increase for FY10. The transfer to the general fund is increased by \$500,000, which is an increase of 4.8%. And finally, the capital budget of \$17.6 million is about 17.4% less in FY10.

EXPENDITURE SUMMARY

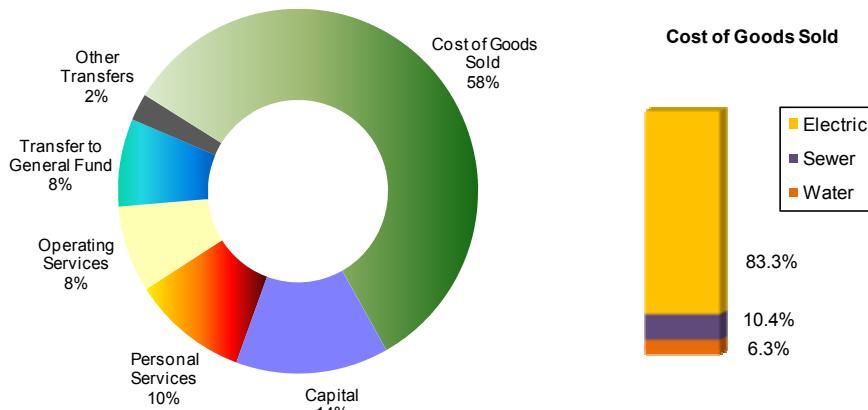
The salary and benefits budget includes the normal day-to-day positions to support the operations of a large utility company. Changes for the FY10 budget include the deletion of one unfilled position and a paygrade change of another position. No employee pay raises are budgeted for FY10.

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 \$74.3 million, which represents a 9.6% increase over last year's adopted budget. Meanwhile water and sewer services for resale are budgeted at \$14.4 million which is a 3.3% increase over FY09's approved budget.

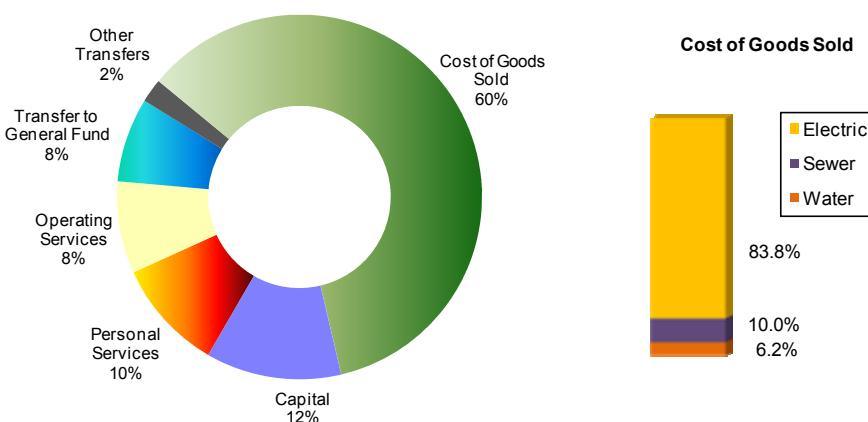
The FY10 capital budget is \$17.6 million, which is approximately 17% less than last year's adopted capital budget. The normal capital projects, such as sewer rehabilitation, water main replacements, and electrical service to new customers remain the backbone of the capital budget. However, of the \$16.17 million budgeted for capital projects, 37.8% 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. Capital purchases for items such as computer hardware, utility vehicles, and miscellaneous equipment total approximately \$1.48 million.

The graphs below compare the expenditure distribution from FY09 to FY10.

FY2009 BLW Fund Estimate



FY2010 BLW Fund Budget



In conclusion, the budget for FY10 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.

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. The principal and interest for 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 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 General Obligation 2007 Refunding Issue		School General Obligation 2008 Refunding Issue		School General Obligation 2002 Refunding Issue		TOTAL GENERAL OBLIGATION BONDS	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
Outstanding	<u>\$ 8,570,000</u>		<u>\$ 29,995,000</u>		<u>\$ 6,550,000</u>		<u>\$ 45,115,000</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		Feb 1		June 1			
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>\$ 8,570,000</u>	<u>\$ 1,311,941</u>	<u>\$ 29,995,000</u>	<u>\$ 5,589,495</u>	<u>\$ 6,550,000</u>	<u>\$ 480,248</u>	<u>\$ 45,115,000</u>	<u>\$ 7,381,684</u>

AGGREGATE DEBT SERVICE

Tax Allocation District Governmental Bonds 2005 Issue			SPLOST Acceleration Revenue Bond 2007 Issue		Golf Course Revenue Bond 2008 Refunding Issue	
	Principal	Interest	Principal	Interest	Principal	Interest
Outstanding	<u>\$ 7,900,805</u>		<u>\$ 9,820,000</u>		<u>\$ 4,835,000</u>	
Due Dates						
	Dec 15	Dec 15	June 1	Dec 1 June 1	July 1	July 1
Maturities for F/Y/E June 30:						
2010	520,111	331,044	675,000	364,322	630,000	123,215
2011	541,904	309,251	3,775,000	339,280	655,000	105,701
2012	564,610	286,545	5,370,000	199,227	670,000	87,641
2013	588,267	262,888	-	-	690,000	69,104
2014	612,915	238,240	-	-	710,000	50,022
2015	638,596	212,559	-	-	725,000	30,463
2016	665,353	185,801	-	-	755,000	10,291
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>\$ 7,900,805</u>	<u>\$ 2,313,053</u>	<u>\$ 9,820,000</u>	<u>\$ 902,829</u>	<u>\$ 4,835,000</u>	<u>\$ 476,437</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>\$ 6,105,000</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
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>\$ 6,710,342</u>	<u>\$ 6,105,000</u>	<u>\$ 1,035,167</u>	<u>\$ 4,315,000</u>	<u>\$ 3,459,065</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	Interest
Outstanding	<u>\$ 30,420,000</u>		<u>\$ 45,075,000</u>	
Due Dates				
	July 1	Monthly		
Maturities for F/Y/E June 30:				
2010	1,045,000	1,238,139	2,350,000	1,725,677
2011	1,100,000	1,328,577	5,530,000	1,773,557
2012	1,160,000	1,580,235	7,200,000	1,867,102
2013	1,225,000	1,399,601	1,915,000	1,468,705
2014	1,295,000	1,575,488	2,005,000	1,625,510
2015	1,365,000	1,387,647	2,090,000	1,418,110
2016	1,440,000	1,316,212	2,195,000	1,326,502
2017	1,520,000	1,240,992	1,520,000	1,240,992
2018	1,605,000	1,071,095	1,605,000	1,071,095
2019	1,690,000	1,084,241	1,690,000	1,084,241
2020	1,785,000	1,072,125	1,785,000	1,072,125
2021	1,885,000	895,548	1,885,000	895,548
2022	1,990,000	796,787	1,990,000	796,787
2023	2,100,000	692,658	2,100,000	692,658
2024	2,215,000	535,724	2,215,000	535,724
2025	2,160,000	495,313	2,160,000	495,313
2026	2,340,000	314,128	2,340,000	314,128
2027	2,500,000	162,259	2,500,000	162,259
	<u>\$ 30,420,000</u>	<u>\$ 18,186,766</u>	<u>\$ 45,075,000</u>	<u>\$ 19,566,031</u>

GOVERNMENTAL FUNDS

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 FY2010

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
Mayor	88,131	6,720	0	94,851
Council	169,813	82,411	0	252,224
City Manager's Office	681,160	136,317	0	817,477
City Clerk	158,187	67,834	0	226,021
City Attorney	0	525,000	0	525,000
Civil Service Board	6,000	445	0	6,445
Total General Administration	1,103,291	818,727	0	1,922,018
Municipal Court	992,324	142,934	0	1,135,258
Finance				
Administration	255,473	65,415	0	320,888
Accounting	389,511	17,918	0	407,429
Budget	169,095	6,835	0	175,930
Tax	224,012	43,093	0	267,105
Business License	291,441	9,419	0	300,860
Purchasing	290,056	11,015	0	301,071
Total Finance	1,619,588	153,695	0	1,773,283
Human Resources and Risk Mgmt	699,667	121,330	0	820,997
Development Services				
Planning and Zoning	1,146,422	83,591	0	1,230,013
Economic Development	185,216	106,443	0	291,659
Planning Commission	12,600	0	0	12,600
Board of Zoning Appeals	8,400	0	0	8,400
Historic Preservation Committee	0	4,800	0	4,800
Total Development Services	1,352,638	194,834	0	1,547,472
Redevelopment (MRC)	181,036	74,600	0	255,636
Public Works				
Admin, Engineering & Drafting	726,606	49,704	0	776,310
Board of Building Code Appeals	1,500	0	0	1,500
Bldg Inspect & Code Enforcement	560,150	24,459	0	584,609
Sanitation	2,023,374	1,174,816	0	3,198,190
Streets and Traffic Administration	130,194	0	0	130,194
Streets	1,697,638	541,009	0	2,238,647
Traffic Services	603,588	129,732	0	733,320
Total Public Works	5,743,050	1,919,720	0	7,662,770

GENERAL FUND

SUMMARIZED OPERATING BUDGET FY2010

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
Parks, Recreation and Facilities				
Administration	811,758	51,392	0	863,150
Programs & Events	0	70,876	0	70,876
Rec Centers & Athletics	0	43,823	0	43,823
Buildings Maintenance	476,507	545,722	0	1,022,229
Grounds Maintenance	516,240	322,567	0	838,807
Keep Marietta Beautiful	81,027	3,700	0	84,727
Total Parks, Rec. and Facilities	1,885,532	1,038,080	0	2,923,612
Police				
Support Services	11,413,391	1,242,723	0	12,656,114
Uniform Patrol Services	0	744,790	0	744,790
Investigative Services	0	11,925	0	11,925
Total Police	11,413,391	1,999,438	0	13,412,829
Fire				
Administration	377,899	9,952	0	387,851
Rescue	0	86,882	0	86,882
Suppression & Emergency Svcs	8,738,780	630,627	0	9,369,407
Prevention	723,297	23,707	0	747,004
Training	553,795	241,644	0	795,439
Apparatus Svc and Maint	0	13,267	0	13,267
Total Fire	10,393,771	1,006,079	0	11,399,850
Non-departmental	(608,978)	6,391,371	300,000	6,082,393
Total Operating Budget	\$34,775,310	\$13,860,808	\$300,000	\$48,936,118

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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."

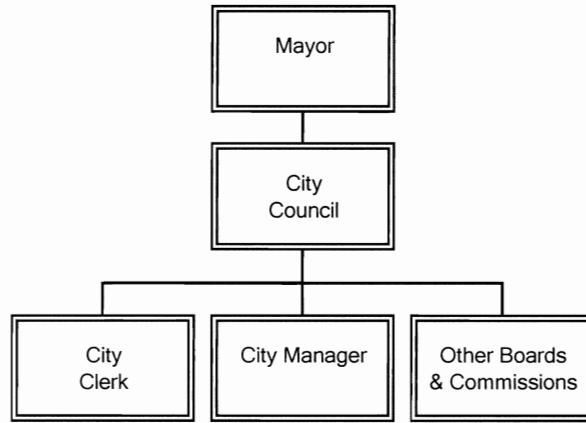
The position of City Manager is appointed by the City Council. The Manager periodically meets with the City Council to inform, recommend and receive direction on affairs of the City. The office of City Manager is responsible for ensuring that operations for the City and its Board of Lights and Water 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.

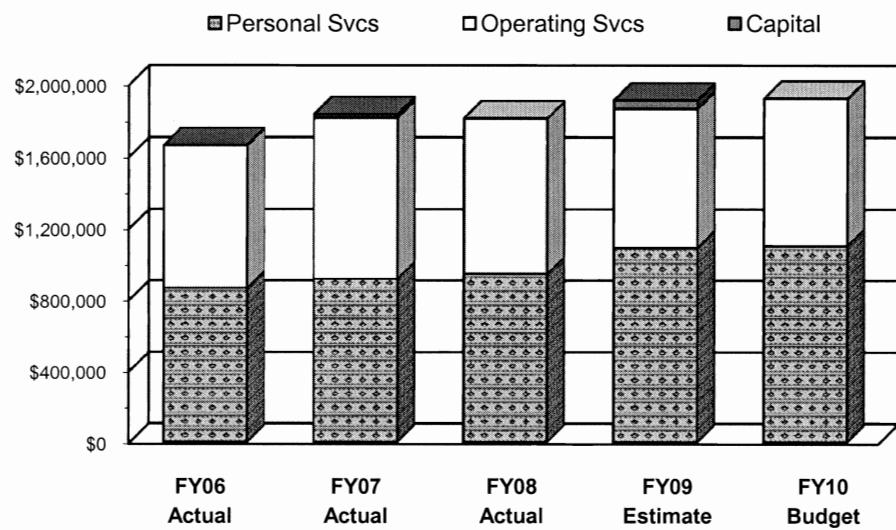
The City Clerk is the historian for the City and the keeper of City records. The City Clerk is held responsible for the proper recording and filing of all ordinances, resolutions, petitions, deeds, contracts, agreements and other legal documents. As Clerk of the Council, Board of Lights and Water and 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



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
- ✓ Encourage quality architecture and construction in development and redevelopment projects
- ✓ Educate residents on mixed-use and higher density housing
- ✓ 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, 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: Increase owner occupancy

- ✓ 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 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

- ✓ 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
- ✓ 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 DOT
- ✓ Encourage revitalization of current parks through implementation of parks improvement projects
- ✓ Partner with Marietta Housing Authority, Cobb Housing Inc. and other agencies to redevelop and revitalize the Franklin Road, Allgood Road, Roswell Street and Powder Springs Road corridors



GENERAL ADMINISTRATION

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Meetings Held:			
Council - Regular	12	12	12
Council - Special	4	3	5
Council Committees	84	89	84
Committee of the Whole	12	12	12
Board of Lights & Water - Regular	12	12	12
Board of Lights & Water - Special	0	0	2
Board of Lights & Water Committees	5	5	5
Civil Service Board	0	2	2
Public Hearings	0	0	2
Filings:			
Contracts	55	132	200
Deeds	17	168	100
Ordinances	39	199	250
Resolutions	7	22	50
Clerk of Superior Court	21	108	150

GOALS ACCOMPLISHED

- ◊ The City is in the middle of the largest beautification in its history: the combination of Streetscape work, underground utilities, tree planting, decorative lighting, and Square improvements will result in the largest make-over ever done in both scale and cost.
- ◊ Seven subcommittees will plan events to celebrate Marietta's 175th Anniversary and City staff will assist in their coordination and scheduling throughout the year.
- ◊ The Atlanta Lyric Theatre became the sole music theatre company in residence at the Strand Theatre and will produce and present six to eight productions each year over the next five years
- ◊ The Hilton Atlanta/Marietta Hotel & Conference Center completed its \$7 million renovation
- ◊ Launched Facebook, Twitter and Flickr pages online as additional sources of City news and community events
- ◊ Georgia Governor Sonny Perdue presented the Al Burruss Award for Creative Expression to the Marietta Welcome Center & Visitors Bureau for its "Marietta - It's Hip to be Square" campaign
- ◊ Named by *Business Week* magazine as "one of Georgia's top two places to raise kids" among towns with at least 50,000 residents and average family income between \$40,000 and \$100,000
- ◊ *Blueprint Marietta*, the City's quarterly newsletter, and its "Marietta Momentum" series of streaming videos won honorable mention in the International Economic Development Council (IEDC) international competition
- ◊ Awarded the inaugural Darrell Dickerson "Marietta First" award which recognizes those who serve as ambassadors for the City, both internally and externally
- ◊ Georgia Department of Economic Development chose the Strand Theatre and Historic Marietta Trolley as the state's must-see attractions for 2009
- ◊ Dedication ceremony was held for the History Garden/Service Memorial to honor employees who have lost their lives in the line of duty
- ◊ Received \$785,500 as part of the Federal stimulus package to fund energy-efficient projects in the City
- ◊ The Georgia Municipal Association (GMA) recertified Marietta as a City of Ethics for adopting an ethics ordinance and following key ethical principals
- ◊ Featured in the "Best of Atlanta" issue of *Atlanta* magazine as having the lowest property taxes of the metro cities surveyed, based on 2008 millage rates

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

City Council

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	134,021	159,294	164,116	165,556	169,813
Operating Services	83,242	90,486	99,825	70,749	82,411
TOTAL ANNUAL BUDGET	217,263	249,780	263,941	236,305	252,224

City Clerk

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	174,613	124,048	149,560	153,838	158,187
Operating Services	95,345	35,818	34,542	29,218	67,834
TOTAL ANNUAL BUDGET	269,958	159,866	184,102	183,056	226,021

Mayor's Office

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	78,075	86,307	80,063	87,379	88,131
Operating Services	7,261	5,552	3,497	5,974	6,720
TOTAL ANNUAL BUDGET	85,336	91,859	83,560	93,353	94,851

City Manager's Office

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	473,770	508,276	545,954	680,566	681,160
Operating Services	65,493	134,989	179,737	120,744	136,317
Capital	0	18,990	0	47,000	0
TOTAL ANNUAL BUDGET	539,263	662,255	725,691	848,310	817,477

Beginning in FY09, the budget for Gone With the Wind Museum Director is included here. It had previously been reported in the Gone With the Wind Museum fund.

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

Weed and Seed Program

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	32,912	0	0	0
Operating Services	0	42,057	0	0	0
TOTAL ANNUAL BUDGET	0	74,969	0	0	0

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

City Attorney

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	542,796	587,314	547,232	544,376	525,000
TOTAL ANNUAL BUDGET	542,796	587,314	547,232	544,376	525,000

Civil Service Board

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	6,000	6,282	6,000	6,000	6,000
Operating Services	348	322	408	159	445
TOTAL ANNUAL BUDGET	6,348	6,604	6,408	6,159	6,445

GENERAL ADMINISTRATION

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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	1	1
Executive Aide to the City Manager	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Director -Marietta Museum of History	1	1	1	1	1
Weed & Seed Grant Site Coordinator	0	1	0	0	0
Director - GWTW Museum	0	0	0	1	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	24	23	25	25

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

Beginning in FY08, the Weed & Seed Site Coordinator is reported under Special Revenue in the Weed & Seed Program Fund.

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MUNICIPAL COURT

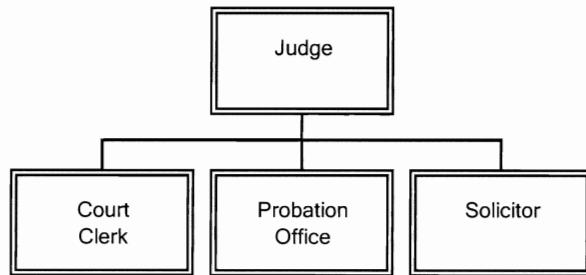
The City of Marietta Municipal Court is one of over 400 local courts of the Georgia court system. Jurisdiction is limited to the offenses of shoplifting, possession of one ounce or less of marijuana and misdemeanor traffic offenses occurring within city limits. This court also handles violations of local 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.

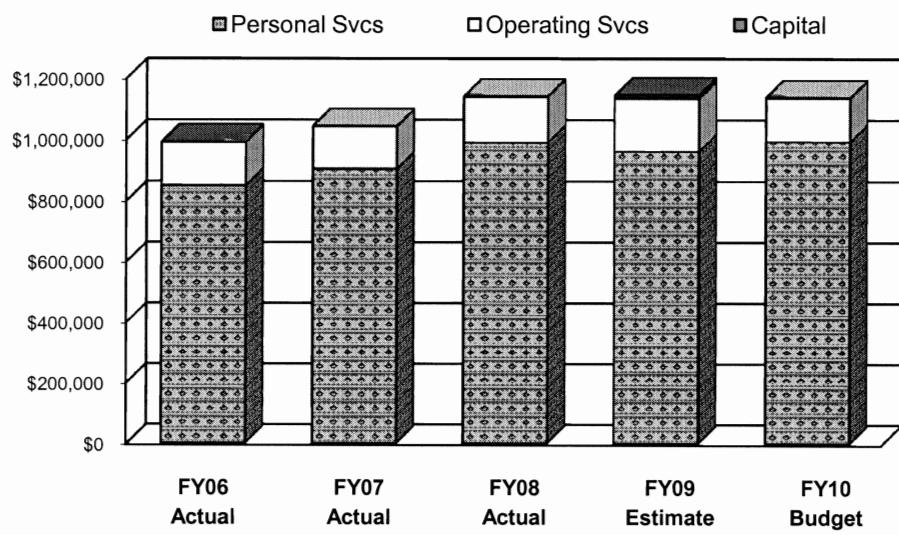
The second section is the Solicitor's Office which prosecutes the cases filed in Municipal Court on behalf of the city and state. The Pre-Trial Diversion Program is administered by this office and is designed as an alternative to the processing of offenders within the criminal system. First offenders 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 enhance information on the City website relating to rules and procedures of the Court
- ✓ Provide option for on-line payment of parking tickets
- ✓ Implement new Court software that interfaces with Police and Finance applications
- ✓ Explore document scanning and electronic filing of pleadings

Goal 2: **Increase efficiency of Probation Division by enhancing its services and duties**

- ✓ Increase staff to promote improved case supervision and counseling as well as home and work visits
- ✓ Explore the creation of a supervised City Community Service Program to enhance the sentencing authority of the Court while providing supervision of offenders

Goal 3: **Increase service of warrants to offenders who fail to appear or do not comply with the Court's order and probation revocation warrants**

- ✓ Continue to develop the Defendant Image Repository which provides for the electronic attachment of the defendant's photo to the case file, aiding in securing positive identification at the time of arrest
- ✓ Develop annual Warrant Amnesty Program to alleviate backlog of "failure to appear" cases
- ✓ Explore the development of a Court Enforcement division to proactively serve warrants, prepare jail arraignments and aid in courtroom security

MUNICIPAL COURT

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
<u>Traffic/Local Ordinances</u>			
Traffic Citations Issued	17,114	16,200	16,686
Cases Filed	13,321	13,300	13,699
Non-Jury Trials	829	800	824
Cases Disposed during the Fiscal Year	12,901	10,598	10,900
% Cases Filed and Disposed in the same Fiscal Year	69%	75%	79%
% Cases Disposed Within 90 Days	66%	75%	76%
% Court Appointed Attorney Fees Reimbursed	25%	25%	25%
% Translator Fee Reimbursed	58%	35%	35%
<u>Photo Red-Light</u>			
Photo Red-Light Violation Notices Issued	26,882	34,000	31,000
Photo Red-light Court Hearing Appeals	925	800	750
% Collection Rate	73%	78%	78%
<u>Parking</u>			
Parking Violation Notices Issued	4,160	3,800	3,900
Parking Court Hearing Appeals	126	75	78
% Collection Rate	85%	85%	85%

GOALS ACCOMPLISHED

- ◊ Traffic enforcement camera was installed at the intersection of Powder Springs Street and South Marietta Parkway to prevent drivers from running the red light
- ◊ Enhanced photo red-light process by implementing video of violations
- ◊ Realized substantial savings by out-sourcing certain photo red-light violations
- ◊ Increased collection of photo red-light violations by enlisting the assistance of a forensic collection agency and implementing amnesty program
- ◊ Enhanced court security by installing additional electronic access and security cameras
- ◊ Enabled improvement in prosecution via the use of a 31-inch computer monitor for the purpose of displaying evidence to the court
- ◊ Enhanced website by providing additional documents for the public to download

MUNICIPAL COURT

EXPENDITURE SUMMARY

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	848,630	903,813	988,350	959,703	992,324
Operating Services	140,631	137,506	149,795	173,590	142,934
Capital	0	0	0	9,650	0
TOTAL ANNUAL BUDGET	989,261	1,041,319	1,138,145	1,142,943	1,135,258

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Municipal Court Clerk	1	1	1	1	1
Administrative Assistant I	0	0	0	1	1
Supervisor	1	1	1	1	1
Deputy Court Clerk	8	9	9	8	8
Legal Assistant	1	1	1	1	1
Bailiff - Part Time	2	3	3	3	3
Data Entry Clerk	1	1	1	0	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	1	0	0
Judge	1	1	1	1	1
Solicitor	1	1	1	1	1
TOTAL BUDGETED POSITIONS	19	21	22	20	20

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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.

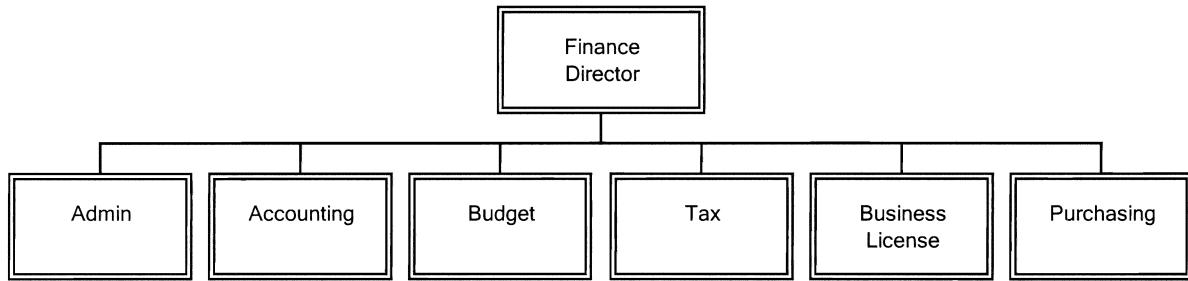
The primary responsibility of the Budget Division is the annual preparation and yearly management of the City's operating budgets. This includes preparing budget databases, reviewing budget requests, balancing projected revenues with proposed expenditures and formatting the formal budget document to 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.

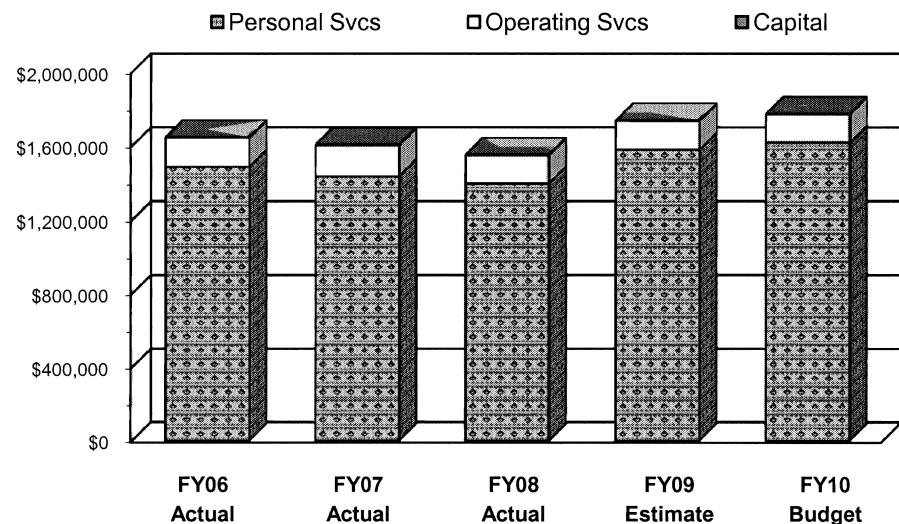
The Purchasing Division is responsible for awarding purchase orders, service and labor contracts, and issuing and evaluating requests for bid proposals for all City requirements. Additional Purchasing functions include evaluation of vendor performance, quality assurance, price/cost analysis, value analysis, 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**

- ✓ Continue to work with other departments to gather meaningful data for use in the development of additional performance measurement indicators
- ✓ Continue to incorporate performance measurement practices into the budget process to aid in assessing efficiency and effectiveness of operations and determining where budgetary funding is needed

Goal 2: **Continue to recommend modifications or alternative solutions to resolve budgetary issues and address budgetary constraints**

- ✓ Continue to perform comparative analyses of operating programs for previous fiscal years as well as proposed projects by analyzing costs in relation to services performed
- ✓ Continue to explore all resources for potential revenue generation as well as identification of areas for potential expenditure reduction
- ✓ Maintain an expenditure rate that does not exceed revenue growth, allowing flexibility to respond to changing conditions while avoiding a disruptive impact on services provided

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

- ✓ Encourage and support professional training and maintenance of certification standards through continuing education seminars
- ✓ 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
- ✓ Ensure that procedures manuals are kept current
- ✓ Continue to offer in-house training classes to educate users on the basic functions and understanding of budgetary guidelines, procedures and HTE application

Goal 4: **Continue implementation of the Governmental Accounting Standards Board Statement 34 (GASB 34) reporting requirements**

- ✓ Update the value of fixed assets and record in HTE database
- ✓ Develop policy for disposing of fixed assets
- ✓ Value and book infrastructure assets to fixed asset system

Goal 5: **Maximize utilization of electronic media and web access**

- ✓ Offer over-the-counter electronic check acceptance and/or credit card payment options to taxpayers
- ✓ Provide ability to access and submit business license tax forms online
- ✓ Continue to utilize Finance Technology Committee meetings as a forum to discuss wants and needs
- ✓ Process vendor applications, bids and proposals electronically

FINANCE

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
% Invoices paid within 30 days of receipt	88%	87%	89%
% Budget adjs. processed within 24 hours of approval/receipt	97%	98%	98%
Budget Procedures classes held	3	7	6
Attendees at Budget Procedures/Training classes	51	71	63
Tax payments processed	20,499	20,763	20,942
Tax payments processed per employee	6,833	6,921	6,981
% Tax payments received by fiscal year end	99%	99%	99%
Business Licenses issued	8,546	9,000	9,000
Business License renewals processed per employee	2,800	3,000	3,000
% New Business Licenses mailed within 3 weeks	64%	80%	80%
Business License audit revenue collected	\$72,000	\$110,000	\$75,000
Purchase orders processed	2,113	2,150	2,150
Purchase Orders processed per employee	528	537	537
New vendor applications processed	320	800	800
% Purchase requests processed into a PO within 4 weeks	99%	99%	99%

GOALS ACCOMPLISHED

- ◊ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY2008 and FY2009 Budget Book (13th and 14th consecutive years, respectively)
- ◊ Budget Manager conducted Level 1 in-service training class entitled "Managing Your Budget" which was attended by 30 employees
- ◊ Budget Manager conducted Level 2 in-service training class entitled "Policies, Procedures and Best Practices" which was attended by 57 employees
- ◊ Made major modifications to the Five-Year Strategic Plan format for implementation in the FY2010 budget process
- ◊ Received the GFOA Achievement for Excellence in Financial Reporting award for the FY2008 CAFR
- ◊ Standard and Poor's Rating Services raised the long-term general obligation (GO) bond rating of the City from AA to AA+
- ◊ All divisions participated in the Continuity of Operations/Continuity of Government (COOP/COG) endeavor
- ◊ Identified businesses moving into and out of Tax Allocation districts and notified Cobb County Business Personal Property Tax Division to ensure accurate assessment and collections
- ◊ Reformatted the COGNOS query used to report new and existing businesses to Cobb County
- ◊ Updated tax system for changes in TAD base property valuations and inclusion of additional districts created during the year
- ◊ Completed jurisdictional audit of franchise fee revenue resulting in collections of over \$84,000
- ◊ Tax department and Business License continue to identify and report parcels for which the City is not receiving tax revenue because of incorrect coding
- ◊ Implemented mobile access to Business License database for Business License inspector
- ◊ Completed business license audits resulting in collections of over \$70,000 in FY2008
- ◊ Purchasing Manager and staff conducted in-service training classes on Naviline application as well as Purchasing applications
- ◊ Purchasing continues to generate increased sales revenues from the sale or liquidation of surplus goods through GovDeals website
- ◊ Purchasing staff attended HTE training on the Purchase Inventory application as well as on-line training throughout the year; three staff members attended NIGP classes

FINANCE

EXPENDITURE SUMMARY

Administration

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	195,697	198,326	246,430	247,784	255,473
Operating Services	61,987	68,335	59,525	54,106	65,415
Capital	0	2,245	0	0	0
TOTAL ANNUAL BUDGET	257,684	268,906	305,955	301,890	320,888

Accounting

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	338,196	359,596	377,642	392,312	389,511
Operating Services	18,019	17,395	20,017	17,283	17,918
TOTAL ANNUAL BUDGET	356,215	376,991	397,659	409,595	407,429

Budget

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	135,548	143,151	89,690	168,332	169,095
Operating Services	6,422	5,673	5,927	4,198	6,835
TOTAL ANNUAL BUDGET	141,970	148,824	95,617	172,530	175,930

FINANCE

EXPENDITURE SUMMARY

Tax

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	237,153	194,685	178,062	221,090	224,012
Operating Services	49,500	50,147	37,199	54,799	43,093
TOTAL ANNUAL BUDGET	286,653	244,832	215,261	275,889	267,105

Business License

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	341,434	278,485	265,632	277,615	291,441
Operating Services	8,167	9,921	8,855	10,962	9,419
TOTAL ANNUAL BUDGET	349,601	288,406	274,487	288,577	300,860

Purchasing

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	240,812	262,798	241,851	273,254	290,056
Operating Services	13,064	16,664	21,460	14,656	11,015
TOTAL ANNUAL BUDGET	253,876	279,462	263,311	287,910	301,071

FINANCE

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Finance Director	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Internal Auditor (Contract)	1	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
Bus. License Compliance Officer	1	1	1	1	1
Business License Inspector	2	2	1	1	1
Administrative Assistant I - Bus. Lic.	1	1	1	1	1
Business License Clerk	2	2	1	1	1
Purchasing Manager	1	1	1	1	1
Senior Buyer	1	1	1	2	2
Buyer	2	2	2	1	1
Admin. Assistant I - Purchasing	1	1	1	1	1
TOTAL BUDGETED POSITIONS	28	28	26	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.

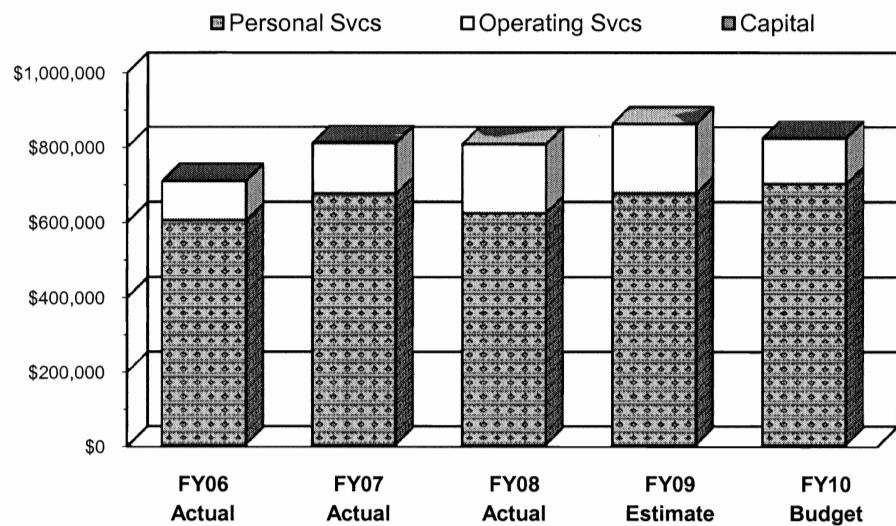
The Payroll and Records Retention Division insures timely and accurate payroll production. In addition, it performs the following functions while maintaining compliance with federal, state and local regulations: communication of pay and leave policies; implementation of production audits; direct deposit 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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$602,202	\$673,909	\$621,146	\$674,591	\$699,667
Operating Svcs	\$103,685	\$133,373	\$183,446	\$183,953	\$121,330
Capital	\$0	\$0	\$0	\$0	\$0
Total Budget	\$705,887	\$807,282	\$804,592	\$858,544	\$820,997
Change Over Prior Yr	---	14.36%	-0.33%	6.71%	-4.37%

HUMAN RESOURCES AND RISK MANAGEMENT

MISSION STATEMENT

To actively recruit and retain the most qualified personnel to provide outstanding customer service to citizens, customers, employees and retirees of the City/BLW and to accurately and cost-efficiently administer payroll, benefit services and risk management functions while maintaining compliance with federal, state and local mandates.

GOALS AND ACTIONS

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

- ✓ Continue to design and implement employment strategies and methods for presenting career opportunities to the public via the City website, internet services, career fairs, print media and other viable resources
- ✓ Continue to develop and implement follow-up methodologies to keep viable applicants engaged in the employment process
- ✓ Implement innovative programs to increase employee retention levels and reduce the cost of turnover
- ✓ Implement HTE Applicant Tracking, Human Resources Information System (HRIS) and Clik-to-Gov software packages

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

- ✓ Maintain current benefits information on the City website; utilize HRIS software for recordkeeping and reporting
- ✓ Continue to provide benefits open enrollment via the City website
- ✓ Continue to work with the Pension Board to improve pension plans in a fiscally responsible manner
- ✓ Continue to monitor health insurance costs, reviewing plan designs annually; review feasibility of maintaining benefits under the PPO plan
- ✓ Continue to work with benefits attorney and Finance department to maintain compliance with Other Post Employment Benefits (OPEB) and GASB 45 financial reporting
- ✓ Monitor regulations regarding actuarial valuation of retiree health costs
- ✓ 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 staff with up-to-date training on employment related issues

- ✓ Provide training and on-site departmental visits to discuss accessibility of programs/facilities for the disabled
- ✓ Provide formal training on the risks of drugs and alcohol use
- ✓ Provide training to supervisors and managers on workplace behavior standards and "due process" requirements; provide follow up training on conflict/anger management
- ✓ Provide training to supervisors, managers and timekeepers on the use of HRIS and HTE Applicant Tracking software packages
- ✓ Provide training to management on the internal hiring process, legal and effective interviewing and selection techniques and effective employee retention

Goal 4: Increase efficiencies and reduce costs in payroll management

- ✓ Implement Executime computer-based payroll management system in all departments
- ✓ Provide training to supervisors, managers and time keepers in software usage
- ✓ Provide training to employees on time maintenance and timesheet approval

Goal 5: Provide pro-active risk management services to City/BLW employees

- ✓ Perform annual inventory of real and personal property
- ✓ Continue to monitor property/casualty insurance and reassess limits of coverage on an annual basis
- ✓ Provide pro-active safety program for employees with a goal of reducing workers' compensation claims by 5%
- ✓ Provide quarterly statistical reports to management regarding employee injuries and cost of on-the-job injuries

HUMAN RESOURCES AND RISK MANAGEMENT

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Number of Positions Filled	117	60	15
Number of Applications Received	5,733	4,000	3,750
Workers' Compensation Claims:			
Medical Only	111	84	80
Indemnity	15	11	9
Reporting Purposes Only	25	22	20
Number of Liability Claims	76	74	70
Number of Auto Claims	70	32	28
Reported Health Insurance Concerns	121	125	128
Pension Applications Received and Approved	26	29	33
Number of Job Vacancies per Month	11	7	5
Average Cost per Vacancy Filled	\$2,181	\$2,486	\$2,357
Average Number of Days to Fill a Vacancy	35	38	40

GOALS ACCOMPLISHED

- ◊ Executed quarterly random drug and alcohol testing in accordance with state law
- ◊ Sponsored the seventh annual Marietta/Cobb Career Expo with Councilman Coleman
- ◊ Recovered over \$31,000 from the Federal Retiree Drug Subsidy Program
- ◊ Recovered approximately \$258,600 from Blue Cross for re-insurance
- ◊ Conducted annual benefits open enrollment process with ability to complete enrollment forms on gemNet
- ◊ Completed and implemented a Compensation and Classification Study
- ◊ Organized the successful completion of Management Development Program by 22 employees
- ◊ Provided "Employment 101" training for 88 department heads, division managers, supervisors and forepersons, covering all aspects of the employment life cycle
- ◊ Provided training to department heads, division managers, supervisors and forepersons on the importance, value and proper execution of the performance evaluation process
- ◊ Updated several sections of Personnel Rules and Regulations and distributed electronically to all departments for dissemination to staff
- ◊ Assisted in the decision-making and transition processes in replacing the investment advisor to the Pension Board. Coordinated with City attorneys in the execution of agreements with money managers to implement this change.
- ◊ Conducted meetings with employees to discuss the implementation of the 4% pension contribution by employees. Designed documents for internal tracking, recordkeeping and general administration associated with this change.
- ◊ Maintained compliance with changes instituted to Family and Medical Leave Act, I-9 form and COBRA as well as other legal requirements on the state and federal level
- ◊ Initiated implementation of computer-based payroll management system (Executime)

HUMAN RESOURCES AND RISK MANAGEMENT

EXPENDITURE SUMMARY

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	602,202	673,909	621,146	674,591	699,667
Operating Services	103,685	133,373	183,446	183,953	121,330
Capital	0	0	0	0	0
TOTAL ANNUAL BUDGET	705,887	807,282	804,592	858,544	820,997

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Human Res. & Risk Mgmt. Director	1	1	1	1	1
Benefits Manager	1	1	1	1	1
Compensation & Classification Mgr.	1	1	0	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	1	1	1
Payroll Technician	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Human Resources Specialist	1	1	1	1	1
TOTAL BUDGETED POSITIONS	9	9	9	9	9

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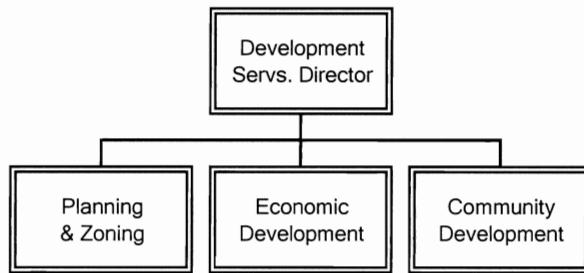
DEVELOPMENT SERVICES

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.

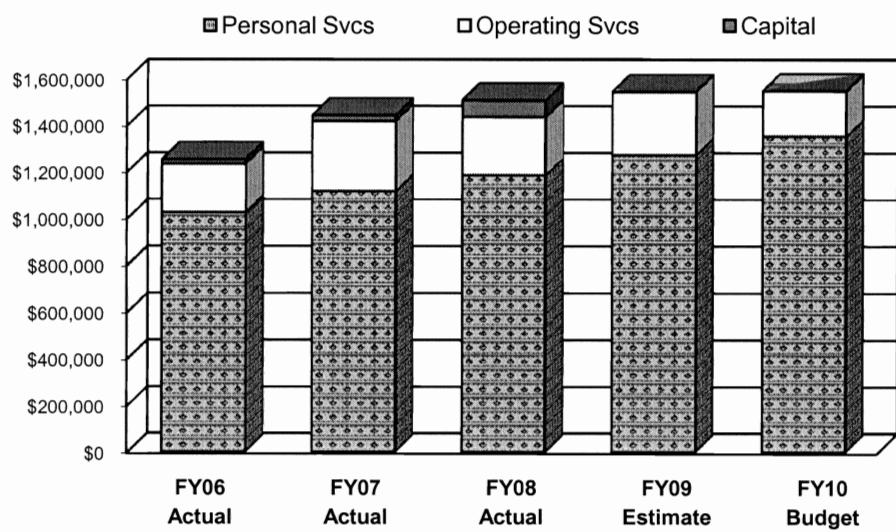
The goal of the Economic Development Division is to attain a program of services and initiatives that promotes new business development, builds positive perceptions and community vision and increases economic growth. Such programs would enhance the quality of life, increase community wealth and individual 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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$1,024,524	\$1,114,338	\$1,184,178	\$1,271,383	\$1,352,638
Operating Svcs	\$207,374	\$303,209	\$250,051	\$272,214	\$194,834
Capital	\$19,733	\$23,198	\$71,999	\$0	\$0
Total Budget	\$1,251,631	\$1,440,745	\$1,506,228	\$1,543,597	\$1,547,472
Change Over Prior Yr	---	15.11%	4.55%	2.48%	0.25%

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 collaborative 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
- ✓ Complete five-year update of Comprehensive Plan and Future Land Use Map
- ✓ Update Delk/Franklin Road LCI five-year plan
- ✓ Revise Historic Resource survey

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 and façade renderings

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

- ✓ Implement design guidelines with development incentives to encourage redevelopment along Franklin Road
- ✓ Implement streetscape improvements along Franklin Road
- ✓ Complete Roswell Street Streetscape project
- ✓ Initiate plan and design phase for Rottenwood Creek multi-use trail system
- ✓ Complete design and construction on the City's portion of the Kennesaw Mountain-Chattahoochee River Trail

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; incorporate smart growth concepts
- ✓ Amend multi-family residential and attached residential zoning districts to incorporate guest parking facilities
- ✓ Review zoning concepts of Transfer of Development Rights (TDR) and Transfer of Zoning Rights (TZR) as it pertains to the redevelopment of existing apartment complexes
- ✓ Implement Department of Natural Resources Part 5 Environmental Criteria

Goal 5: **Develop strategic plan to transform Franklin Road into a Global GreenTech Corridor (GGTC)**

- ✓ Obtain funding for a strategic plan and market condition study for the GGTC area
- ✓ Pursue partnerships with potential stakeholders
- ✓ Investigate grant opportunities and other funding sources for use in the development of a Master Plan

Goal 6: **Re-energize activities of the residential development community**

- ✓ Meet with developers to determine course of action regarding existing lots and completion of projects
- ✓ Assist in marketing properties; serve as liaison between developer and City staff
- ✓ Update Move2Marietta website to reflect current trends

Goal 7: **Establish accurate database of industrial sites, buildings and corporations**

- ✓ Enter pertinent data into database; investigate ways to extract data from AS/400
- ✓ Expand database to include retail and commercial space

DEVELOPMENT SERVICES

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Code Compliance Inspections	6,468	7,000	7,000
Letters / Reports Generated	6,478	7,000	8,000
Code Enforcement Cases	6,533	6,000	7,000
Ordinances Prepared for Council	164	75	85
Citations Issued	42	40	50
Sign Permits Issued	277	350	300
Rezoning Applications Processed	19	20	20
Variance Applications Processed	33	35	30
Plats Reviewed	51	100	50
Site Plans Reviewed	48	120	50
Business License Applications Reviewed	597	800	600
Building Permits Reviewed	1,329	1,400	1,400
Marketing - discussions with key state project managers	3	4	8
Prospect visits hosted in the community with other partners	4	5	7
Economic development partner meetings attended	70	75	75
Advertisements per year in regional and national publications	36	30	23
Industries visited in the community as a pro-active outreach for retention and expansion (BREP)	15	18	25

GOALS ACCOMPLISHED

- ◊ Recognized by the International Economic Development Council (IEDC) in two competition categories in the Excellence in Economic Development Awards: *Blueprint Marietta*, the City's quarterly newsletter, and its "Marietta Momentum" series of streaming videos about redevelopment projects won honorable mention in the IEDC international competition
- ◊ Applied for the Federal Safe Routes to School grant, worth up to \$500,000, to build sidewalks, bicycle facilities and improve crosswalks in school zones
- ◊ Move2Marietta.com celebrated its one-year anniversary. The website was created to showcase a variety of new housing developments within the City limits.
- ◊ Marietta X-Ray, an industrial equipment manufacturing company, completed a 23,000 foot expansion behind its current location. It is expected to grow 200% in the next five years.
- ◊ The City's design standards and guidelines were recognized by the Atlanta Regional Commission as a model for other cities in the region
- ◊ *Cobb in Focus* magazine profiled a vibrant resurgence in Marietta and called it one of Atlanta's hottest new places to live
- ◊ Emerson Overlook, a seven-story mixed-use building with condos and office space, officially opened in the fall of 2008
- ◊ The City's newest owner-occupied housing development, Manor Park, opened in December 2008 and includes 25 townhomes and 11 single-family homes
- ◊ Created and implemented "Discover the Change" signage at key areas throughout the City
- ◊ Developed a Land Use Master Plan for the redevelopment of the Hedges/Gramling neighborhood
- ◊ Amended the Commercial Corridor Design Overlay District
- ◊ The South and University segment of the Kennesaw Mountain to Chattahoochee River Trail project is 75% complete
- ◊ The Roswell Streetscape project is 80% complete

DEVELOPMENT SERVICES

EXPENDITURE SUMMARY

Planning and Zoning

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	868,417	932,897	991,564	1,064,954	1,146,422
Operating Services	121,891	159,327	101,936	111,068	83,591
Capital	19,733	23,198	18,477	0	0
TOTAL ANNUAL BUDGET	1,010,041	1,115,422	1,111,977	1,176,022	1,230,013

Economic Development

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	135,107	160,891	172,014	185,729	185,216
Operating Services	84,322	131,723	146,970	149,193	106,443
Capital	0	0	53,522	0	0
TOTAL ANNUAL BUDGET	219,429	292,614	372,506	334,922	291,659

Boards and Commissions

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Planning Commission	12,600	12,150	12,900	12,300	12,600
Board of Zoning Appeals	8,400	8,400	7,700	8,400	8,400
Historic Preservation Commission	1,161	12,159	1,145	11,953	4,800
TOTAL ANNUAL BUDGET	22,161	32,709	21,745	32,653	25,800

DEVELOPMENT SERVICES

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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
Urban Planner	3	3	2	2	2
Urban Planner II	0	0	1	1	1
Code Enforcement Inspector	6	5	5	5	5
Code Enforcement Specialist	0	2	2	2	2
Code Enforcement Coordinator	0	1	1	1	1
Code Enforcement Clerk	0	1	1	1	1
Planning and Zoning Coordinator	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Economic Development Manager	1	1	1	1	1
Industrial Development Proj. Mgr.	1	1	1	1	1
Planning Commission Member	7	7	7	7	7
Board of Zoning Appeals Member	7	7	7	7	7
TOTAL BUDGETED POSITIONS	30	33	33	33	33

REDEVELOPMENT

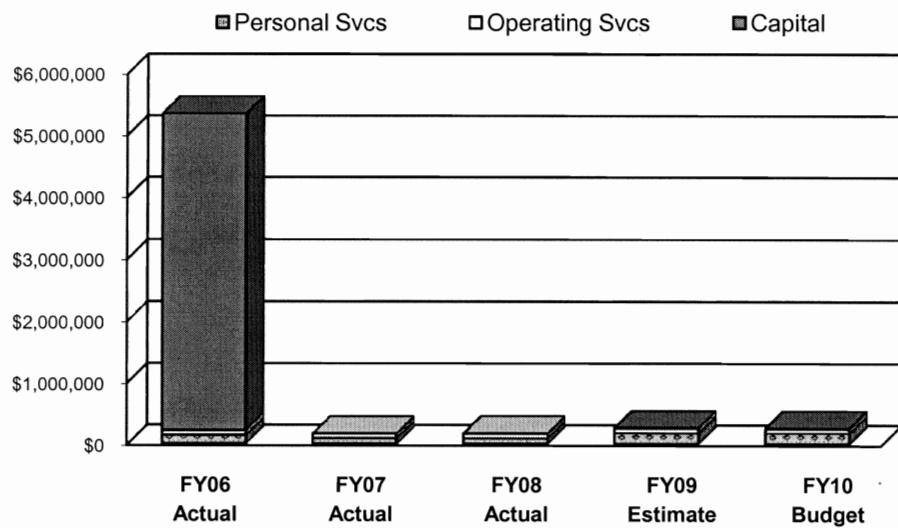
The major focus of the Redevelopment Department is to continue the initiation of redevelopment programs for the City with special attention to existing downtown industrial sites, aging rental property and distressed shopping centers. Increasing home ownership also takes high priority among redevelopment 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



The capital expenditures in FY06 reflect the cost of purchasing property which was subsequently sold to developers for redevelopment.

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: **Monitor on-going redevelopment projects and initiate new projects within the City and Tax Allocation Districts (TADs)**

- ✓ Recruit prospective and current developers to initiate quality redevelopment activities in commercial areas surrounding TAD boundaries
- ✓ Monitor redevelopment projects to ensure compliance with executed development agreements
- ✓ Coordinate efforts with Public Works department to identify commercial redevelopment opportunities in anticipation of pending SPLOST projects
- ✓ Provide administrative and staff support to the Marietta Redevelopment Corporation (MRC) Board of Directors and City Council
- ✓ Develop and update 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
- ✓ Identify additional financing resources for existing projects
- ✓ Monitor the implementation of the Roswell streetscape improvement for areas surrounding the Manget and Meeting Park redevelopment areas

Goal 2: **Continue to assemble value-added properties**

- ✓ Manage current assemblage of property within focus areas for marketing to private entities
- ✓ Continue to conduct due diligence on locations within redevelopment and priority areas; monitor investment activities in accordance with Fund guidelines
- ✓ Utilize MRC resources to prepare and update pro forma projections of net monthly holding costs of properties acquired through the Fund, individually and collectively
- ✓ Stabilize parcels within redevelopment project areas

Goal 3: **Coordinate efforts with local, metro and regional data services to gather housing market research and demographic information**

- ✓ Conduct planning sessions with City Council and MRC Board members to develop investment priorities
- ✓ Work with MRC Board Committees to construct a business plan to address investment priorities, capitalization, annual operations and management activities
- ✓ Utilize research to monitor local real estate market conditions and perform due diligence to support future investments by the MRC
- ✓ Routinely monitor property sales, pricing/value trends, vacancy rates and other relevant market conditions within redevelopment areas
- ✓ Continue to work with Marietta City Schools to develop and update student enrollment projections
- ✓ Create fee service structure for data and market research activities

Goal 4: **Educate the public and private investors on the advantages of using public investment to increase tax base and private investment within the City**

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

REDEVELOPMENT

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Reduction in city-wide inventory of rental housing units	(10)	(15)	(10)
Increase in inventory of owner-occupied housing units	30	30	10
Disposition of city-owned parcels for redevelopment purposes	2	3	3
Property owners and prospective developers recruited/assisted in evaluating investments within redevelopment areas	9	10	8
Parcels acquired through parcel assembly & disposition process	18	15	5
Increase in annual private investment within designated redevelopment areas (\$ Millions)	7	3	2
Increase in annual tax increment channeled into the TAD Special Revenue fund to support public investment	\$270,000	\$100,000	\$50,000

GOALS ACCOMPLISHED

- ◊ Acquired 32 parcels in project areas through the Marietta Fund for Neighborhood and Community Revitalization
- ◊ Monitored redevelopment projects to ensure compliance with executed development agreements
- ◊ Revised MRC operating policies and procedures for executing property transactions to ensure compliance with Fund management agreement and work plan
- ◊ Initiated meetings of the Marietta-Cobb New Markets Fund Inc. Board of Directors to formulate CDE documents and certification
- ◊ Successfully conducted a Request for Proposal to hire a property management firm and real estate broker for the MRC
- ◊ Developed site specific marketing materials for MRC-owned property
- ◊ Created and engaged Real Estate committee to analyze Marietta housing and commercial development and markets
- ◊ Secured accounting services to ensure MRC compliance with non-profit accounting procedures
- ◊ Continued to support the Franklin Road Weed and Seed community improvement program

REDEVELOPMENT

EXPENDITURE SUMMARY

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	142,918	95,449	93,971	178,270	181,036
Operating Services	83,290	69,443	72,951	79,140	74,600
Capital	5,114,456	0	0	1,835	0
TOTAL ANNUAL BUDGET	5,340,664	164,892	166,922	259,245	255,636

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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.

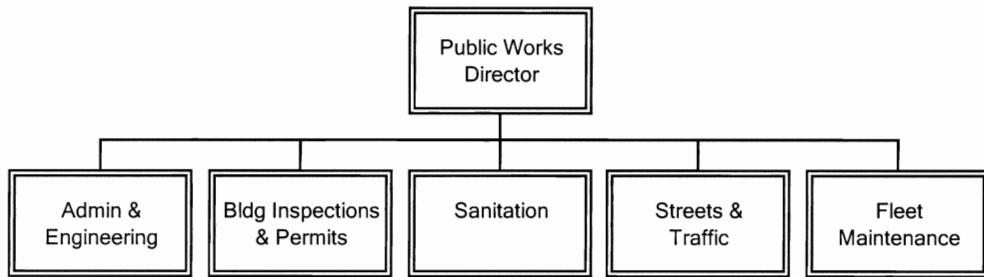
The Building Inspection Division is responsible for the enforcement of City codes or laws related to construction in the City. Inspection responsibilities include reviewing plans, issuing permits and performing field inspections for all building, electrical, grading, plumbing, heating and air conditioning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

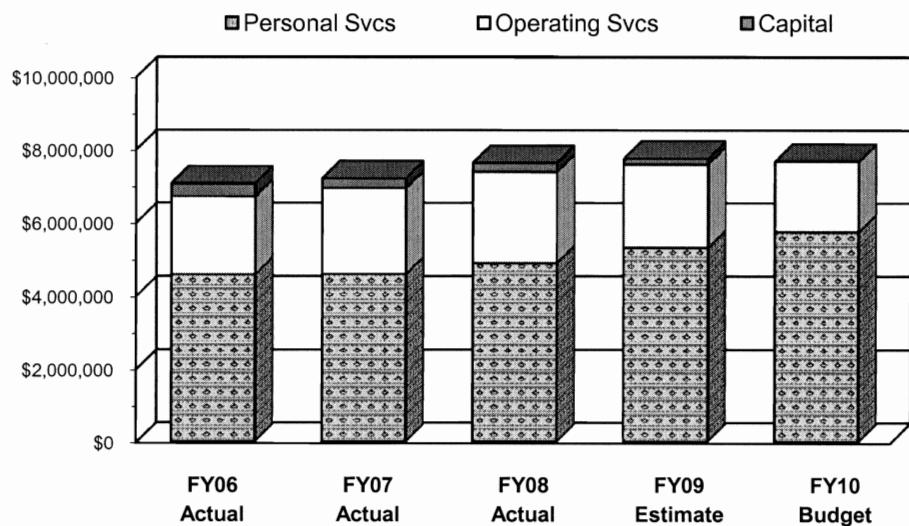
The Traffic Division is responsible for the installation and maintenance of traffic control signs, pavement markings, traffic signals, and school flasher zones located within the City limits. It manages a traffic control center where traffic signal operations can be monitored and modified remotely. In 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. Prior to FY09, curbside recycling collection was performed once per week by a private vendor. Beginning in FY09, the City implemented an in-house recycling program which resulted in a savings of \$320,000 each year. 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: **Implement practices that will increase customer satisfaction both internally and externally**

- ✓ Accept credit card payment for building permit and inspection fees at permit window and on the internet
- ✓ Complete future floodplain condition and determine FEMA community rating; evaluate costs and benefits of applying to FEMA for ranking
- ✓ Participate in Insurance Services Office (ISO) review process; maintain current high rating, thereby reducing insurance rates
- ✓ Evaluate and implement ways to simplify the permit process and reduce delays

Goal 2: **Continue to maintain or exceed current service levels**

- ✓ Offer building code training to contractors
- ✓ Maintain compliance with the General Storm Water Discharge Permit and Watershed Management Plan; prepare annual Storm Water Management report
- ✓ Review cost-effective methods of collection and disposal of solid waste generated within the City

Goal 3: **Effectively utilize technology to increase departmental efficiency**

- ✓ Improve coordination of utility construction through an internet-based application process and computerized record retention system
- ✓ Finalize implementation of asset management program and work order system for streets, traffic and storm drainage assets maintained by the City

Goal 4: **Continue to maintain or enhance the transportation and traffic infrastructure through technology and planning**

- ✓ Complete construction of all transportation improvement projects funded through 1994 SPLOST
- ✓ Prepare Transportation Improvement Aspiration Plan for planning and evaluating future projects as funding becomes available
- ✓ Utilize Syncro to analyze timing of one third of the City's signalized traffic corridors each year, including evaluation of capacity needs
- ✓ Install battery back-up systems for all critical intersections
- ✓ Implement pothole/sidewalk maintenance and inspection program
- ✓ Implement sign reflectivity program to ensure adequate visibility of City signage

Goal 5: **Continue to support the City's promotion of environmentally friendly projects**

- ✓ Include green technology, such as rain gardens, as part of future construction projects
- ✓ Continue recycling programs including residential, City facility and Central Business District recycling; newspaper drop-off and Christmas tree recycling
- ✓ Convert 61 traffic light intersections to LED (Light Emitting Diode) signals
- ✓ Provide green building training for inspectors and Chief Building Official
- ✓ Continue to protect streams and watersheds from sediment and other pollutants created by development through site plan reviews, site inspections, Industrial Storm Water Facility inspections, Highly Visible Pollutants Source inspections and TMDL sampling of streams
- ✓ Continue storm drain mapping and asset management program

PUBLIC WORKS

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Commercial and Residential Permits Issued	4,767	5,600	5,600
Building Inspections per Month	1,003	977	1,000
Sidewalks Completed (square feet)	N/A	12,000	12,000
Curbs/Gutters Completed (linear feet)	N/A	1,200	1,200
Curb Miles Swept	N/A	2,400	2,400
Count-down Pedestrian Crossing Signals Installed	11	24	24
LED Signal Replacement at Intersections	25	19	61
Signalized Intersections Installed/Upgraded	13	6	6
Intersection Maintenance	N/A	105	105
Sign Maintenance	N/A	60	60
Sanitation Customer Calls	6,428	5,000	5,000
Missed Refuse Pickups	433	150	150
Average Number of Customers per Sanitation Route	1,159	1,000	1,100
Tons of Residential Waste Collected	25,955	28,924	30,660
% of Residential Waste Diverted to Recycling	25%	28%	28%
Tons of Residential Waste Recycled	6,391	8,057	8,540
Tons of Residential Waste Landfilled	18,955	20,866	22,118
Tons of Brush and Yard Waste Collected	2,209	2,500	3,000
Fees Charged for Pickup of Extra Items	\$31,731	\$57,431	\$60,877
Fleet Availability per Month	93%	90%	95%
Preventative Maintenance Compliance	93%	85%	95%
Rework Rate	0.09%	0.09%	0.09%
Mechanic Productivity	69%	70%	75%
Vehicle Repairs Completed within 24-hour Period	46%	48%	50%
Work Orders Processed (Fleet)	6,830	6,900	6,900

GOALS ACCOMPLISHED

- ◊ Completed intersection upgrades which included traffic poles with decorative bases and mast arms
- ◊ Forty-one SPLOST road projects were initiated or underway as of January 1
- ◊ Forty-four intersections were converted to LED (Light Emitting Diode) signal
- ◊ Completed update to school flashers to allow automatic updates to the system during changes in school hours
- ◊ Completed partial installation around the North Loop of GPS Opti-com units for emergency vehicles
- ◊ Initiated camera installation and connectivity to remaining intersections within the City
- ◊ 90% of Streets and Traffic staff have received their trenching and shoring card
- ◊ Implemented safety training via DVD during inclement weather
- ◊ Implemented Phases 1 and 2 of the on-line utility permitting and road closure program
- ◊ Implemented in-house recycling program resulting in a savings of \$320,000 per year
- ◊ Installed alternative traffic detection system and began testing phase
- ◊ Fleet division was recognized as one of the top 100 fleet maintenance operations in the country for 2009
- ◊ Implemented asset management system for Streets, Traffic and storm drains; implemented work order system to track maintenance/repair work orders within the system
- ◊ Implemented document scanning and completed scanning 70% of building permits, 15% of building plans and 10% of site plans

PUBLIC WORKS

EXPENDITURE SUMMARY

Administration and Engineering

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	452,936	450,578	470,310	657,204	726,606
Operating Services	79,373	143,874	161,248	125,905	49,704
Capital	0	0	2,050	0	0
TOTAL ANNUAL BUDGET	532,309	594,452	633,608	783,109	776,310

Building Inspections and Permits

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	427,770	491,824	519,747	554,290	560,150
Operating Services	26,071	21,238	26,562	19,391	24,459
Capital	17,045	0	36,076	0	0
TOTAL ANNUAL BUDGET	470,886	513,062	582,385	573,681	584,609

Sanitation

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	1,718,754	1,765,579	1,898,626	1,931,873	2,023,374
Operating Services	1,367,459	1,531,311	1,552,074	1,504,484	1,174,816
Capital	105,531	114,141	128,780	0	0
TOTAL ANNUAL BUDGET	3,191,744	3,411,031	3,579,480	3,436,357	3,198,190

PUBLIC WORKS

EXPENDITURE SUMMARY

Streets and Traffic Administration

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	0	55,951	127,563	130,194
TOTAL ANNUAL BUDGET	0	0	55,951	127,563	130,194

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

Streets

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	1,363,501	1,349,547	1,496,760	1,517,125	1,697,638
Operating Services	508,567	507,394	577,980	506,702	541,009
Capital	233,543	49,202	71,502	101,562	0
TOTAL ANNUAL BUDGET	2,105,611	1,906,143	2,146,242	2,125,389	2,238,647

Traffic

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	613,264	529,242	445,109	511,307	603,588
Operating Services	134,086	130,306	161,447	122,230	129,732
Capital	0	102,446	12,865	55,047	0
TOTAL ANNUAL BUDGET	747,350	761,994	619,421	688,584	733,320

Expenditures in FY06 and FY07 include Streets and Traffic Administration.

Board of Code Appeals

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	500	400	1,400	500	1,500
TOTAL ANNUAL BUDGET	500	400	1,400	500	1,500

PUBLIC WORKS

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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	1	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
Admin. Assistant II - Public Works	1	1	1	1	1
SPLOST Technician	1	1	1	1	1
Chief Building Official	1	1	1	1	1
Building Trades Inspector	4	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
Admin. Assistant I - Sanitation	1	1	1	1	1
Streets & Traffic Operations Manager	0	0	1	1	1
Admin. Assistant I - Streets & Traffic	0	0	1	1	1
Streets Supervisor	1	1	1	1	1
Streets Foreperson	6	6	6	6	6
Administrative Secretary - Streets	1	1	0	0	0
Equipment Operator - Streets	6	6	6	6	6
Maintenance Technician - Streets	0	0	0	1	1
Streets City Service Worker I	4	4	4	3	3
Streets City Service Worker II	16	16	16	16	16
Traffic Services Manager	1	1	0	0	0
Traffic Supervisor	1	1	1	1	1
Traffic System Technician	1	1	1	1	1
Traffic Sign Technician	1	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	111	111	112	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.

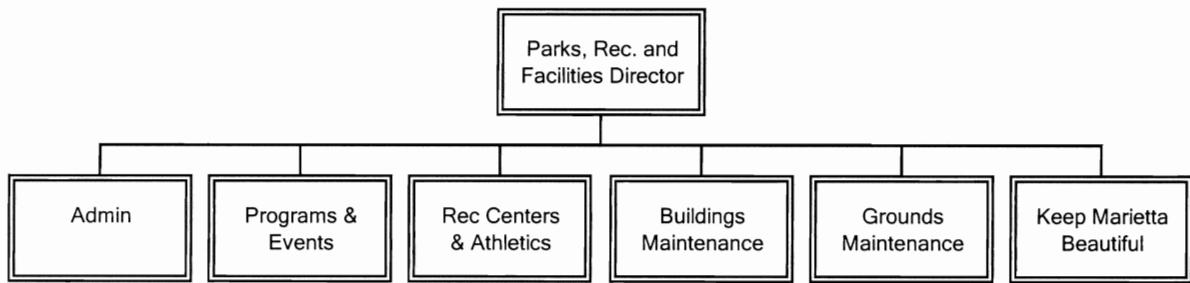
The Special Events Division is responsible for scheduling, planning, organizing and staffing special events and other variety programs such as concerts on Marietta Square, the Fourth of July parade and festivities, arts and crafts festivals, and holiday oriented activities. Senior Programs aims to provide 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.

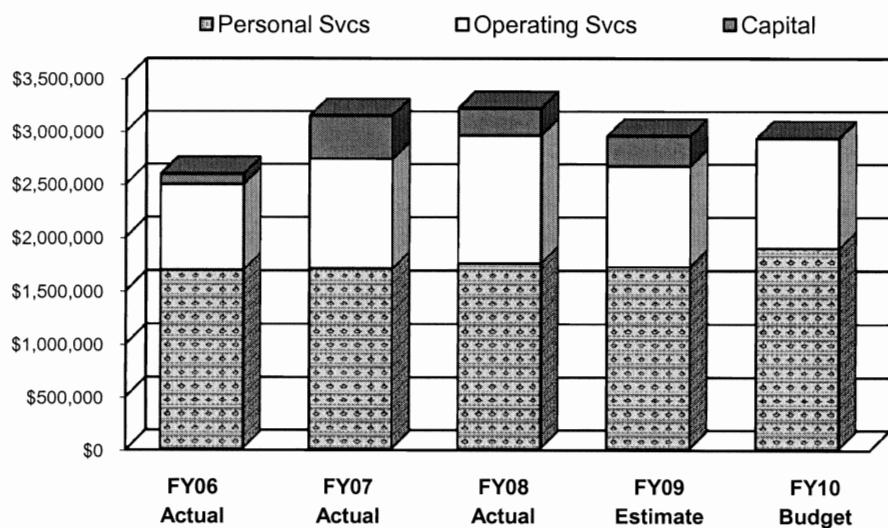
The Buildings Maintenance Division's responsibilities include general maintenance of all City buildings and facilities. It is also responsible for contractual maintenance services such as janitorial services and elevator repair and inspections and other services necessary to keep City buildings clean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



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 designated buildings and facilities**

- ✓ Inspect buildings according to established schedule and perform repairs as needed
- ✓ Process and complete work orders in a timely fashion; coordinate and supervise contractors as needed
- ✓ 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 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 NPRA standards
- ✓ Continue graffiti removal program in support of City ordinance; evaluate sites for ways to reduce vandalism
- ✓ Establish erosion-control measures; plant ground cover to reduce regular maintenance activities
- ✓ Inspect park fixtures according to established schedule; repair and secure safety issues as required

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

- ✓ Continue pesticide management program and expand as necessary
- ✓ Engage in tree preservation, maintenance and planting; secure professional arboriculture services
- ✓ Improve turf coverage and expand care program; expand chemical and cultural care program
- ✓ Install and maintain seasonal color at designated City sites including new properties as they are developed; coordinate contracts with professional landscaping firms
- ✓ Maintain landscape and beautification installations and utilize captured rain water for irrigation

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

- ✓ Continue to supervise janitorial contractors and resolve issues reported by citizens and employees
- ✓ Evaluate existing staffing levels, contracted services and maintenance requirements for potential cost savings
- ✓ Integrate "green" products into the supply inventory where practical

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

- ✓ Repair parking lot at Merritt Park, including resurfacing, striping and widening of parking spaces
- ✓ Replace front entrance hardscape at City Hall; complete installation of landscape and irrigation system
- ✓ Continue restoration project at Wildwood Park; improve trails and sight distances to enhance user safety
- ✓ Create safety buffer 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; install vegetative biofilter measures to improve water quality and fish habitat

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

- ✓ Paint interior walls and exterior concrete façade at City Hall
- ✓ Replace carpet at City Hall and Police/Court building according to established schedule
- ✓ Clean brick, concrete walls and exterior windows at City Hall, Police/Court building and Fire station

Goal 7: **Privatize operations at the Athletic Complex**

- ✓ Negotiate and manage contract with an operator to provide athletic programs
- ✓ Assess contractual performance to determine feasibility of program continuation

PARKS, RECREATION AND FACILITIES

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
<u>Parks & Recreation:</u>			
Senior Games Attendees	261	250	260
Summer Day Camp Participants at Laurel Park	218	240	240
Recreation Centers – Average Day Camp Attendance :			
Lawrence Street Recreation Center	37	40	40
Elizabeth Porter Recreation Center	36	40	40
Youth Basketball Participants	370	340	400
Youth Track Participants	87	0	100
Adult Basketball Teams	12	12	12
Concerts on the Square	19	19	19
Festivals on the Square	7	7	7
City Special Events	13	10	10
Non-City Special Events	28	30	30
Pool Attendance	2,064	0	0
<u>Buildings & Grounds Maintenance:</u>			
<u>Technical:</u>			
Projects	23	5	7
Work Orders	2,080	1,046	1,450
Vandalism Incidents	54	26	30
<u>Grounds:</u>			
Projects	10	5	5
Work Orders	242	322	380
Vandalism Incidents	190	30	32
<u>Community Service Program:</u>			
Work Orders	51	35	38

GOALS ACCOMPLISHED

- ◊ Continued to support Marietta Tree Keepers and Keep Marietta Beautiful programs
- ◊ Fountain in Glover Park was repainted and refurbished and bricks were replaced in the Park and along the sidewalks
- ◊ Planted 265 of the planned 500 trees as part of Phase I of the tree Master Plan; second phase will replace trees in areas with existing tree canopy.
- ◊ Completed \$193,000 renovation of Lewis Park, which included new tennis court fencing, playground equipment, parking lot and park fencing
- ◊ Remodeled Police Chief's office; completed construction of three interrogation rooms and two offices at the Police Department
- ◊ Initiated restoration of existing trails and replacement of bridges at Wildwood Park
- ◊ Implemented intranet work order management application for Facilities Maintenance and a registration tracking utility for Parks & Recreation
- ◊ Continued to provide technical and labor support as needed for all City-sponsored special events
- ◊ One staff member received playground safety training and obtained inspector's license; two staff members received turf grass management training; two staff members obtained pesticide chemical licenses
- ◊ Utilized captured rainwater pumped from water tanks to water landscaping around town during the drought

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Parks & Recreation Administration

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	677,023	726,113	745,300	793,688	811,758
Operating Services	40,228	60,324	102,338	58,310	51,392
Capital	0	300,000	100,000	70,199	0
TOTAL ANNUAL BUDGET	717,251	1,086,437	947,638	922,197	863,150

Programs and Events

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	107,205	106,057	84,387	73,205	70,876
TOTAL ANNUAL BUDGET	107,205	106,057	84,387	73,205	70,876

Recreation Centers and Athletics

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	37,688	40,201	48,699	35,335	43,823
Capital	0	39,444	0	11,300	0
TOTAL ANNUAL BUDGET	37,688	79,645	48,699	46,635	43,823

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Buildings Maintenance

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	596,508	571,862	500,534	476,590	476,507
Operating Services	379,662	478,584	649,976	494,365	545,722
Capital	54,833	24,099	4,730	0	0
TOTAL ANNUAL BUDGET	1,031,003	1,074,545	1,155,240	970,955	1,022,229

Grounds Maintenance

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	335,748	323,039	424,057	364,846	516,240
Operating Services	234,503	339,970	313,207	280,764	322,567
Capital	43,345	46,150	152,717	204,664	0
TOTAL ANNUAL BUDGET	613,596	709,159	889,981	850,274	838,807

Keep Marietta Beautiful

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	73,233	74,912	77,085	79,861	81,027
Operating Services	3,130	3,985	3,117	1,474	3,700
TOTAL ANNUAL BUDGET	76,363	78,897	80,202	81,335	84,727

PARKS, RECREATION AND FACILITIES

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Parks, Rec. and Facilities Director	1	1	1	1	1
Recreation Services Manager	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Recreation Supervisor	2	2	2	2	2
Recreation Coordinator	3	3	3	3	3
Recreation Center Director	1	1	1	1	1
Recreation Leader	2	2	2	2	2
Clean City Coordinator	1	1	1	1	1
Administrative Assistant I - Bldgs.	1	1	1	1	1
Buildings & Grounds Superintendent	0	1	1	1	1
Buildings Supervisor	1	1	1	1	1
Buildings Foreperson - Custodial Svcs.	1	1	0	0	0
Buildings CS Worker II - Bldgs Maint.	0	0	1	1	1
Senior Maintenance Tech	2	2	2	2	2
Maintenance Technician	2	2	2	2	2
Buildings CS Worker I - Custodial	0	1	0	0	0
Buildings CS Worker II - Custodial	4	3	0	0	0
Grounds Supervisor	0	0	0	1	1
Grounds Foreperson	2	2	3	2	2
Grounds City Service Worker I	3	3	3	2	2
Grounds City Service Worker II	5	5	6	6	6
TOTAL BUDGETED POSITIONS	33	34	32	31	31

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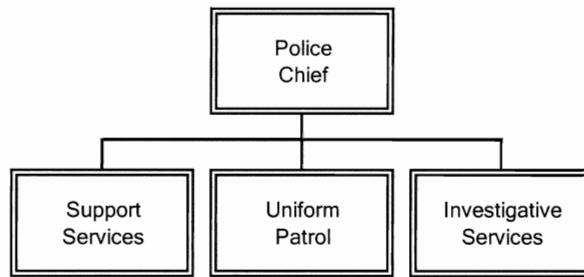
POLICE

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.

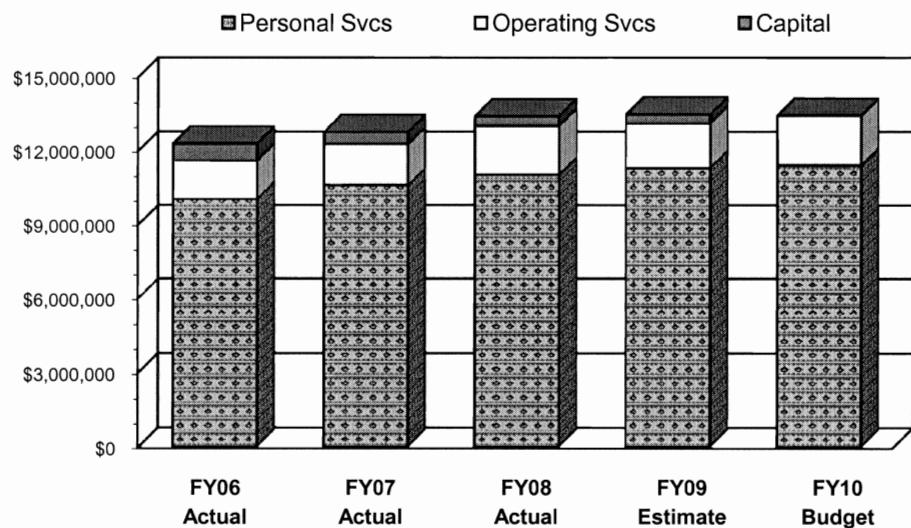
The Uniform Patrol Services Division is charged with the responsibility of taking appropriate action to protect life and property; preserve the peace; prevent crime; enforce DUI and traffic laws; identify and arrest violators of the law; and enforce all federal, state and local laws and ordinances falling 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 ensure the highest level of crime control and overall public safety through community problem-solving, active partnering with public sector agencies, extensive teamwork with the community and willingness to share information with the public.

GOALS AND ACTIONS

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

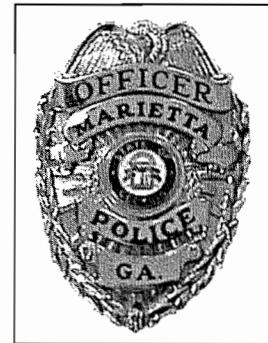
- ✓ Review existing local ordinances to address voids and weaknesses
- ✓ Increase the frequency of pro-active enforcement activities such as traffic safety checkpoints, saturation patrols (heavy police presence) and drug/prostitution reverse stings utilizing undercover officers
- ✓ Produce public service announcements as necessary
- ✓ Review current narcotics abatement strategy
- ✓ Review crime analysis process and make recommendations

Goal 2: **Utilize improved technology to increase efficiency and effectiveness**

- ✓ Establish a committee to review and recommend upgrades in technology, especially in the area of information management – communications, weaponry, forensics, training and transportation
- ✓ Evaluate voice activation technology and license plate reader technology
- ✓ Enhance wireless capabilities

Goal 3: **Expand training opportunities for personnel**

- ✓ Provide intermediate and advanced certification courses in-house
- ✓ Review civil disorder readiness and conduct appropriate training
- ✓ Assign lieutenants to attend Internal Affairs courses
- ✓ Research alternative location for basic mandate training
- ✓ Establish a training facility within city limits
- ✓ Research, evaluate and develop proposal for “use of force” simulator
- ✓ Develop and implement stress management training



Goal 4: **Enhance community policing practices**

- ✓ Reduce the number of dispatched calls for service
- ✓ Become less “incident driven” by adopting a more pro-active approach to law enforcement
- ✓ Support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder and fear

POLICE

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
<u>Crime Caseload:</u>			
Murder	4	3	4
Rape	18	18	16
Robbery	269	275	250
Aggravated Assault	190	134	135
Auto Theft	395	279	275
Burglary	637	669	653
Larceny	1,870	1,994	1,932
Average response time for emergency priority calls (minutes)	4	4	4
Compliance rate with National and State Certification Standards	100%	100%	100%
Training cost per sworn officer	\$2,650	\$2,850	\$2,900
% of recruits employed after 1 year	100%	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
- ◊ In accordance to new Georgia code, loud music from a vehicle is now a misdemeanor offense
- ◊ STEP unit received the 2008 Governor's Challenge Award for Bike/Pedestrian Safety from the Georgia Governor's Office of Highway Safety for the second year in a row
- ◊ Senior Patrol Officer received the Medal of Valor from the Cobb Chamber of Commerce for stopping a wrong way driver on Interstate 75
- ◊ "Text-A-Cop" program was implemented by MPD and Marietta City Schools to allow students to text the school resource officer with information about on and off campus incidents
- ◊ Implemented electronic traffic citation program in fourteen patrol cars
- ◊ Part 1 violent crimes decreased by 14%
- ◊ Implemented the use of electronic weapons (Tasers), resulting in a 78% decrease in officer injuries
- ◊ Implemented a driver training program
- ◊ Developed an All-Hazards Emergency Operations manual
- ◊ Restructured police zones, resulting in a decrease from 5 to 4 zones
- ◊ Enacted ordinance requiring registration of all electronic burglar alarm systems installed within city limits and assessment of fines after two false alarms
- ◊ Property detective was honored by the Marietta Metro Rotary Club as the Metro Police Officer of the Year; the detective recovered approximately \$1 million in stolen property.



POLICE

EXPENDITURE SUMMARY

Support Services

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	10,022,154	10,600,326	11,018,535	11,297,740	11,413,391
Operating Services	905,724	949,221	1,119,707	1,109,336	1,242,723
Capital	333,137	19,563	0	28,876	0
TOTAL ANNUAL BUDGET	11,261,015	11,569,110	12,138,242	12,435,952	12,656,114

Uniform Patrol

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	645,597	688,475	833,495	680,995	744,790
Capital	269,892	382,037	310,541	246,373	0
TOTAL ANNUAL BUDGET	915,489	1,070,512	1,144,036	927,368	744,790

Investigative Services

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	10,111	20,857	21,577	13,013	11,925
Capital	84,400	84,154	80,093	81,123	0
TOTAL ANNUAL BUDGET	94,511	105,011	101,670	94,136	11,925

POLICE

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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	97	92	94	89	89
Senior Officer	8	14	13	19	19
Administrative Assistant III	1	1	1	1	1
Administrative Assistant I	1	1	1	1	1
Administrative Services Technician	1	1	1	1	1
Support Services Technician	3	3	3	3	3
Police Expense Coordinator	1	1	1	1	1
Supervisor of Police Services	1	1	1	1	1
Crime Analyst	1	1	1	1	1
Police Service Representative	18	18	18	18	18
Prisoner Transport Officer	4	4	4	4	4
Fleet Maintenance Coordinator	1	1	1	1	1
Parking Enforcement Officer	0	1	1	1	1
TOTAL BUDGETED POSITIONS	168	170	171	172	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.

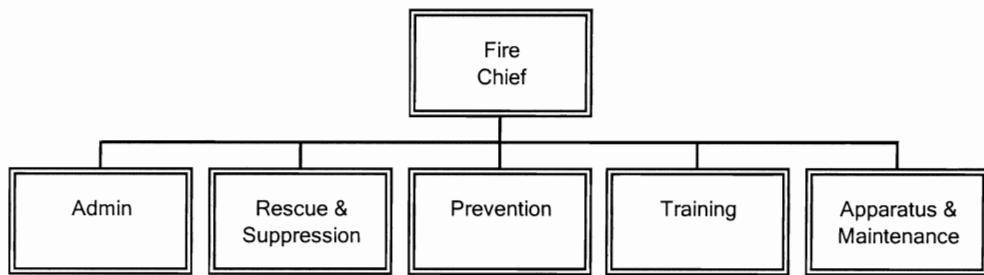
The Suppression Division provides resources necessary to provide timely response to requests for emergency services. The priority for fulfilling these requests is, initially, for events threatening life and health; secondly, for events responsible for unacceptable levels of property damage; and thirdly,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

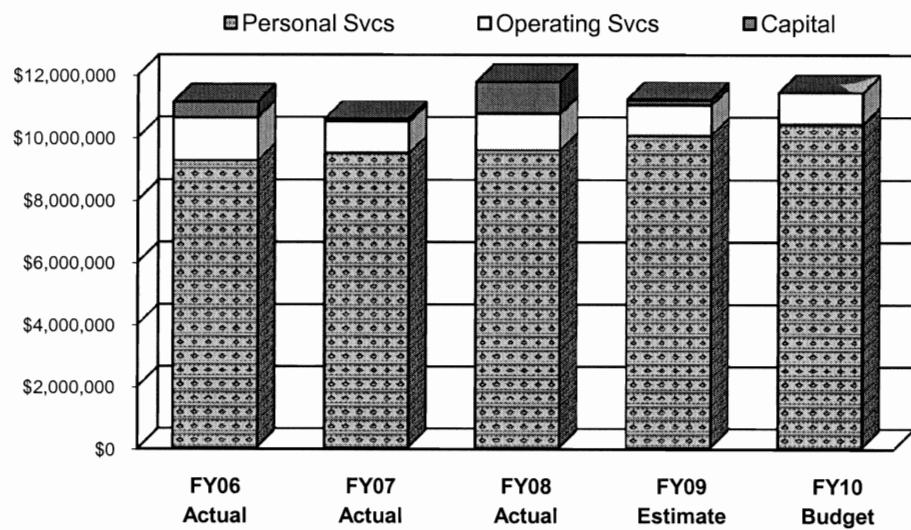
Fire Prevention focuses on citizen safety by providing public education, inspections, code enforcement and investigations. This division also oversees the records and database to ensure that the department meets all its documentation responsibilities.

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 required to meet this goal; implement recommendations resulting from this evaluation

Goal 2: **Achieve and maintain critical staffing levels to support specialized operations areas**

- ✓ 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
- ✓ Maintain minimum staffing levels through certification and re-certification training as necessary

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

- ✓ Increase minimum 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
- ✓ Maintain apparatus replacement schedule
- ✓ Continue evaluation and recommendation of Station 51 remodeling to afford better use of space for class rooms and conference rooms

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

- ✓ Continue to enhance current capabilities of the Crisis Management Center (CMC) through command training for City staff and the addition of advanced equipment
- ✓ Examine the feasibility of developing a program managed by the Crisis Management Team, comprised of private citizens, local businesses and civic organizations that can assist during times of community emergencies; utilize FEMA and GEMA guidelines to assist in program development



FIRE

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Total calls for service (all incidents)	10,142	10,470	10,650
Units dispatched to calls for service	16,563	16,750	16,900
Total Fire Calls	306	330	325
Structure fires	116	125	120
EMS (Emergency Medical Services) calls	4,201	4,300	4,400
ALS (Advanced Life Support) units in service	5	5	6
Plan reviews of commercial property	661	620	640
Business inspections	3,924	4,020	4,050
Fire investigations	78	85	85
Total training hours per firefighter (fire and medical)	84	84	84
% of ALS responses in 6 minutes or less	79%	84%	90%
% of recruits employed after 1 year	100%	100%	100%
% of uniformed personnel who are paramedic	50%	55%	60%

GOALS ACCOMPLISHED

- ◊ Conducted city-wide disaster drill
- ◊ Five additional Heartstart cardiac monitors were placed into service
- ◊ Increased firefighter participation in paramedic training. Seven firefighters are currently in training.
- ◊ Replaced existing rescue equipment with new Holmatro equipment
- ◊ New pumper truck was received and placed into service
- ◊ Fire Commander was honored by the Marietta Metro Rotary Club as the Metro Fire Officer of the Year; he currently serves as the Deputy Fire Marshal.



FIRE

EXPENDITURE SUMMARY

Administration

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	322,857	336,606	354,159	376,949	377,899
Operating Services	13,214	17,020	12,250	11,557	9,952
TOTAL ANNUAL BUDGET	336,071	353,626	366,409	388,506	387,851

Rescue

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	88,421	87,334	115,643	90,857	86,882
Capital	0	11,988	79,317	106,538	0
TOTAL ANNUAL BUDGET	88,421	99,322	194,960	197,395	86,882

Suppression and Emergency Services

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	7,708,343	7,899,673	8,019,692	8,382,994	8,738,780
Operating Services	533,583	556,570	704,795	575,836	630,627
Capital	459,123	47,156	935,248	71,509	0
TOTAL ANNUAL BUDGET	8,701,049	8,503,399	9,659,735	9,030,339	9,369,407

FIRE

EXPENDITURE SUMMARY

Prevention

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	685,894	672,532	656,244	716,909	723,297
Operating Services	26,331	24,556	23,470	19,097	23,707
Capital	38,938	0	0	0	0
TOTAL ANNUAL BUDGET	751,163	697,088	679,714	736,006	747,004

Training

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	502,379	557,551	528,892	553,987	553,795
Operating Services	701,838	295,190	290,337	258,753	241,644
Capital	4,718	33,060	0	0	0
TOTAL ANNUAL BUDGET	1,208,935	885,801	819,229	812,740	795,439

Apparatus

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	9,227	12,536	15,773	11,941	13,267
TOTAL ANNUAL BUDGET	9,227	12,536	15,773	11,941	13,267

FIRE

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Chief	1	1	1	1	1
Deputy Chief	1	1	1	1	1
Administrative Assistant III	1	1	1	1	1
Assistant Chief - Suppression	3	3	3	3	3
Station Commander -Suppression	6	6	6	6	6
Lieutenant - Suppression	2	2	2	2	2
Lieutenant Medic - Suppression	13	13	13	13	13
Firefighter Engineer	15	15	14	14	14
Firefighter Engineer Medic	18	18	19	19	19
Firefighter I	60	59	59	59	59
Firefighter II	1	2	2	2	2
Assistant Chief - Prevention	1	1	1	1	1
Lieutenant - Prevention	1	1	1	2	2
Lieutenant Medic - Prevention	2	2	2	2	2
Inspector - Fire Safety Codes	1	1	1	0	0
Commander - Prevention	2	2	2	2	2
Admin. Assistant I - Prevention	1	1	1	1	1
Assistant Chief - Training	1	1	1	1	1
Administrative Assistant I - Training	1	1	1	1	1
Lieutenant - Training	1	1	1	1	1
Lieutenant EMS Medic - Training	1	1	1	1	1
Commander - Training	1	1	1	1	1
Radio Systems Manager	1	0	0	0	0
Lieutenant - Homeland Security	0	1	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.

Each year there is a lump sum budget for personal services which will be allocated out to the departments during the course of the fiscal year. These items include funding for the sick leave sell back program and a salary savings amount that will be realized throughout the year based on vacant positions and a hiring freeze.

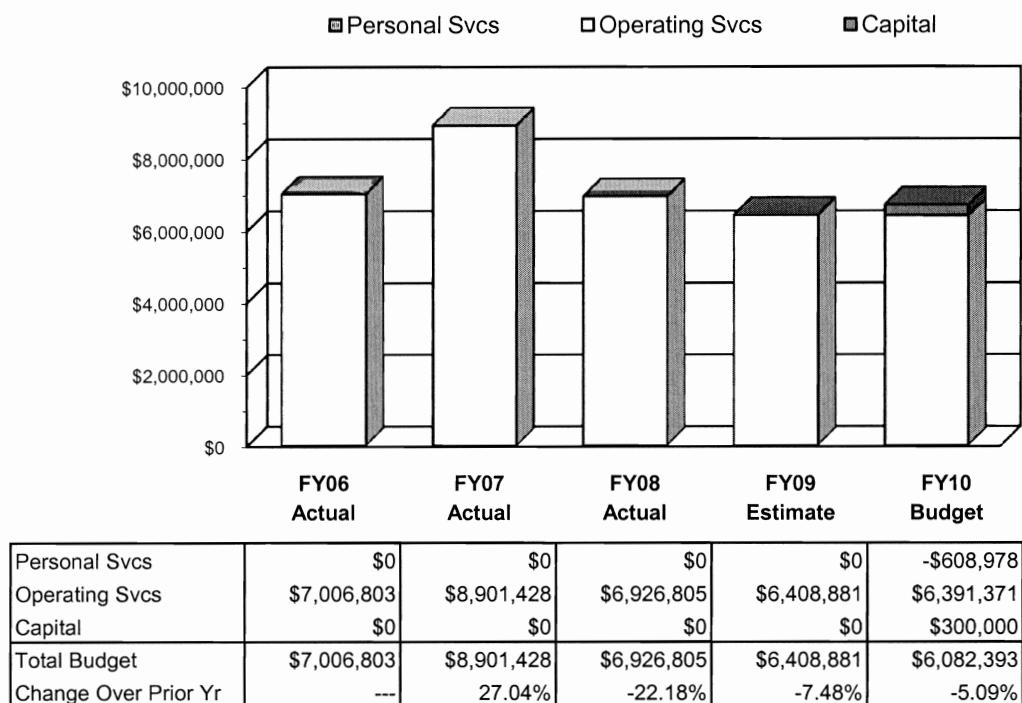
Tourism expenses can be found in this area as well. The City levies a tax to the patrons of all hotels and motels inside the City limits and collects it from these business establishments on a monthly basis. The revenue from this tax is used for the promotion of tourism and is authorized to be distributed 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 City distributes 62.5% of hotel/motel tax revenue that it receives as follows: Marietta Welcome Center receives 12.5%, the Hilton Atlanta/Marietta Hotel and Conference Center receives 30.25%, and the Cobb Convention Center receives 19.75%.

In addition the City collects auto rental excise tax in the amount of 3% on all rental cars within the city limits. The City distributes 100% of these collections to local museums, theaters, and other entities in order to promote tourism in the downtown area. These grants are administered through the Welcome Center as well. Tourism grants from hotel/motel tax and auto rental tax include the following: \$44,000 goes to the DMDA for Gone With the Wind Museum rent expense, \$71,195 for the Marietta-Cobb Museum of Art; \$53,397 for the Theater in the Square; \$179,751 for the Marietta Museum of History; \$3,561 for the Friends of Brumby Hall; \$47,840 for the Gone With the Wind Museum; \$2,138 for Cobb Landmarks and Historical Society; \$2,138 for the Friends of Brown Park; and \$6,755 to the General Fund for the Museum Director's salary.

Other general expenditures found in this departmental accounting entity include transfers to other funds of the city, such as the BLW, the Golf Course, Health Insurance and others.

NON-DEPARTMENTAL

DEPARTMENT EXPENDITURE HISTORY



EXPENDITURE SUMMARY

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	0	0	0	-608,978
Tourism - Welcome Center	844,084	763,397	736,041	647,650	615,875
Tourism - Cobb Convention Center	424,821	430,652	437,859	373,593	391,642
Tourism - Marietta Conference Center	650,675	659,607	670,645	572,211	599,858
Operating Services	509,176	528,530	567,808	480,626	483,238
Indirect Cost Transfer to BLW Fund	2,666,529	2,872,730	2,941,998	3,163,837	3,099,445
Transfer to Golf Course	449,677	471,507	384,831	367,677	399,345
Transfer to Pension Fund	0	200,000	140,000	0	0
Miscellaneous Operating Transfers	113,000	74,000	2,000	2,000	0
Transfer to Conference Center	1,053,841	0	0	0	0
Transfer to Health Fund	295,000	800,967	1,030,967	800,968	800,968
Transfer to MRC	0	2,100,000	0	0	0
Miscellaneous Expenses	0	38	14,656	319	1,000
Capital	0	0	0	0	300,000
TOTAL ANNUAL BUDGET	7,006,803	8,901,428	6,926,805	6,408,881	6,082,393

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

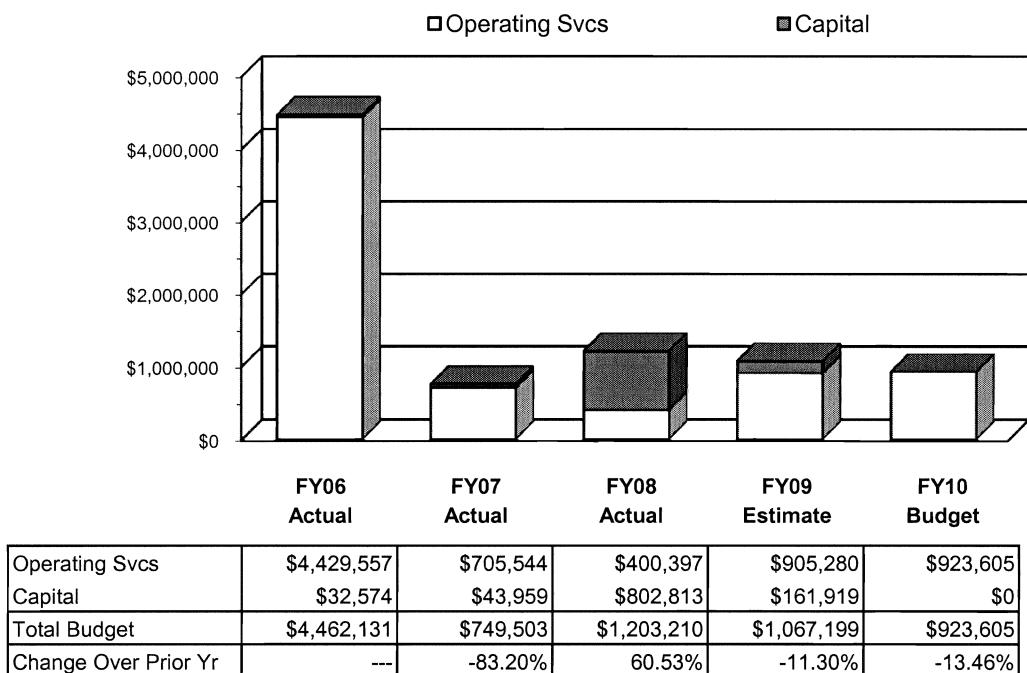
The SPLOST Fund accounts for the capital expenditures incurred in carrying out the City's Transportation Improvement Projects and the countywide radio communications project.

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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.

DEPARTMENT EXPENDITURE HISTORY

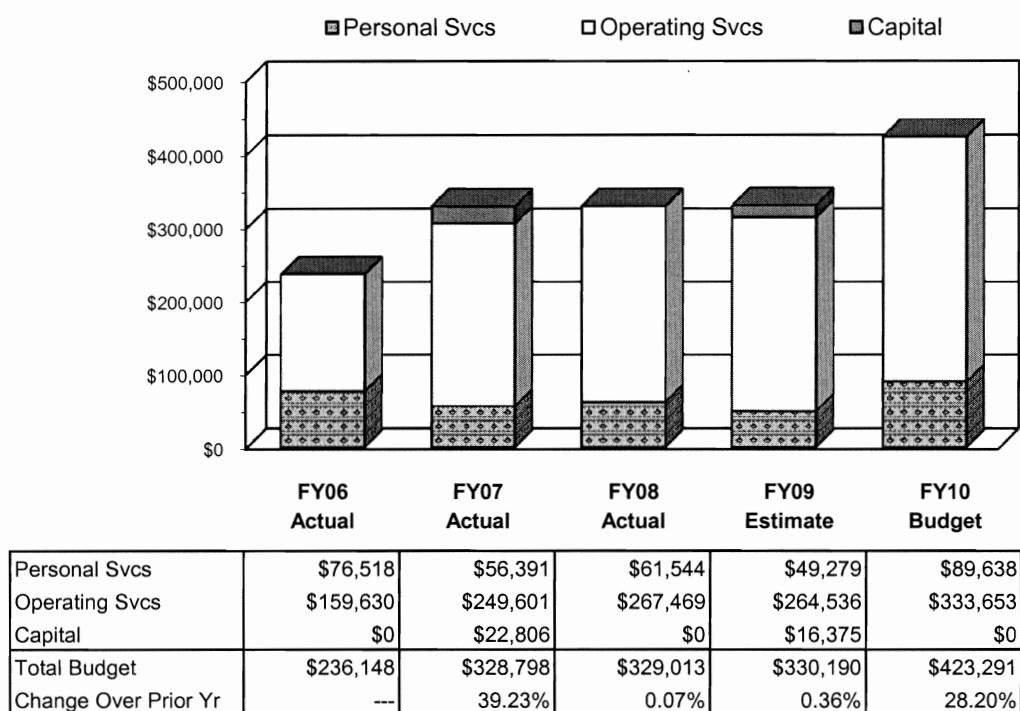


In FY06 operating expenses include \$3.77 million repayment to the General Fund for prior year expenses in the TAD areas. In addition project assistance and TAD bond issuance expenses are accounted for here.

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	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	76,518	56,391	61,544	49,279	89,638
Operating Services	26	62	0	0	0
Capital	0	22,806	0	16,375	0
TOTAL ANNUAL BUDGET	76,544	79,259	61,544	65,654	89,638

Keep Marietta Beautiful

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	159,604	249,539	267,469	264,536	333,653
TOTAL ANNUAL BUDGET	159,604	249,539	267,469	264,536	333,653

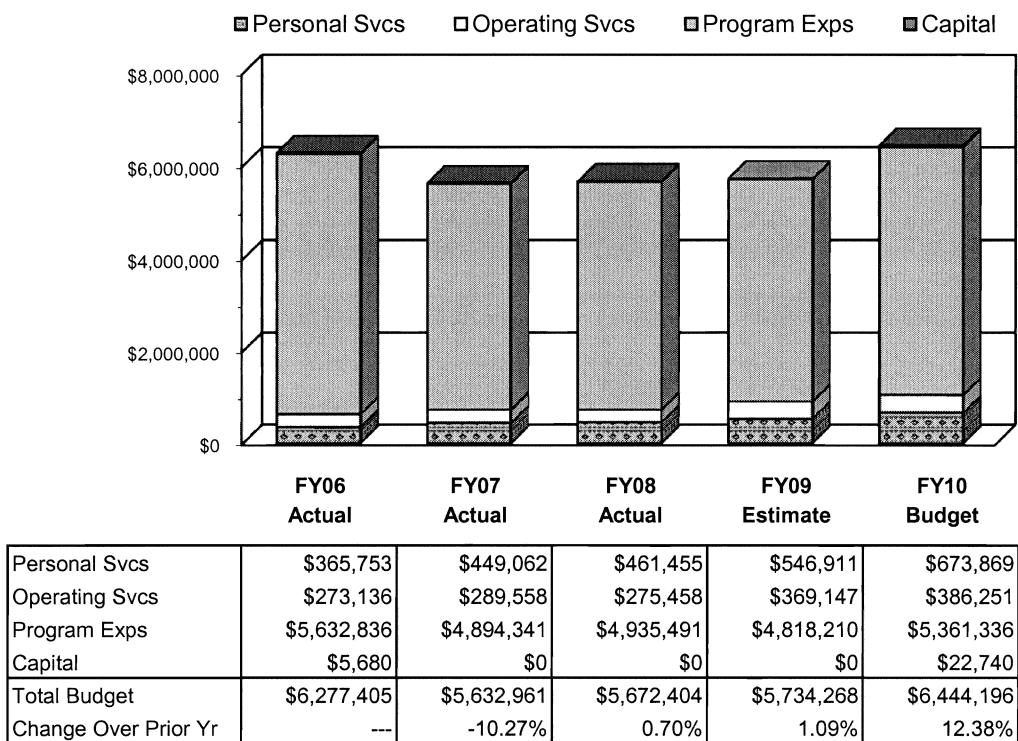
PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	365,753	449,062	461,455	546,911	673,869
Operating Services	273,136	289,558	275,458	369,147	386,251
Housing Assistance Payments	5,632,836	4,894,341	4,935,491	4,818,210	5,361,336
Capital	5,680	0	0	0	22,740
TOTAL ANNUAL BUDGET	6,277,405	5,632,961	5,672,404	5,734,268	6,444,196

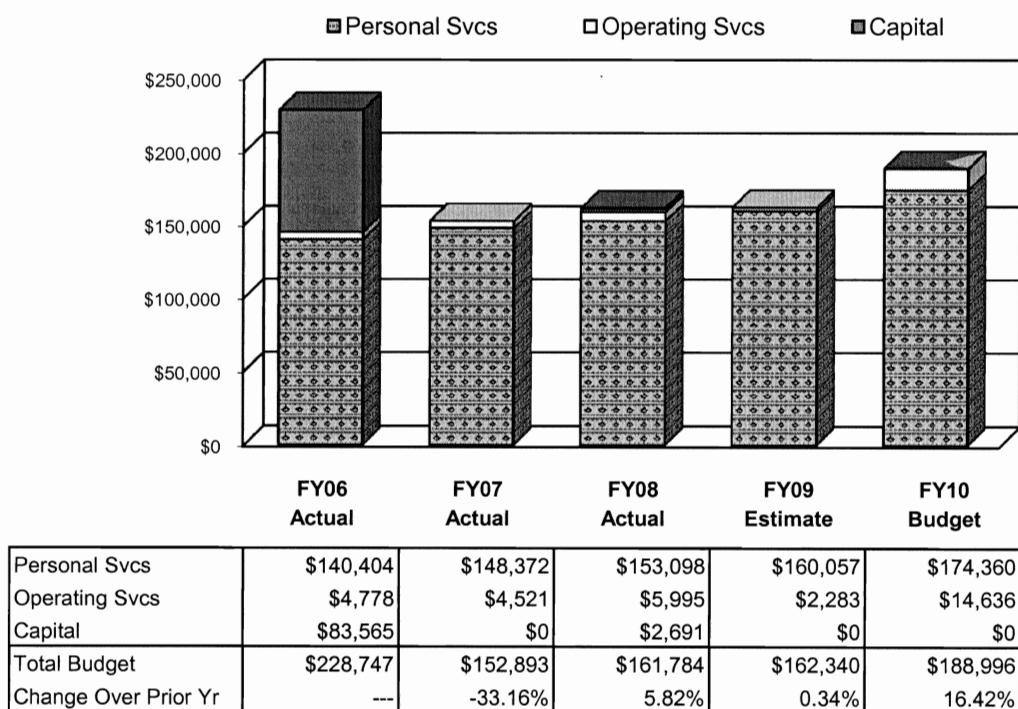
PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Supervisor-Housing Choice Vouchers	1	1	1	0	0
Manager-Housing Choice Vouchers	0	0	0	1	1
Housing Assistance Officer	4	4	4	4	4
Housing Coordinator	2	2	0	0	0
Family Self-Sufficiency Coordinator	0	0	0	0	1
Housing Specialist	0	0	1	1	1
Intake Specialist	0	0	1	1	1
Housing Inspector	1	1	1	1	1
Accountant	0	0	1	1	1
Intake Clerk	1	1	1	1	1
TOTAL BUDGETED POSITIONS	9	9	10	10	11

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



In FY06 the capital expenditures account for renovations to a recreation center in the CDBG area.

CDBG FUND

EXPENDITURE SUMMARY

Community Development

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	140,404	148,372	153,098	160,057	174,360
Operating Services	4,778	4,521	5,995	2,283	14,636
Capital	83,565	0	2,691	0	0
TOTAL ANNUAL BUDGET	228,747	152,893	161,784	162,340	188,996

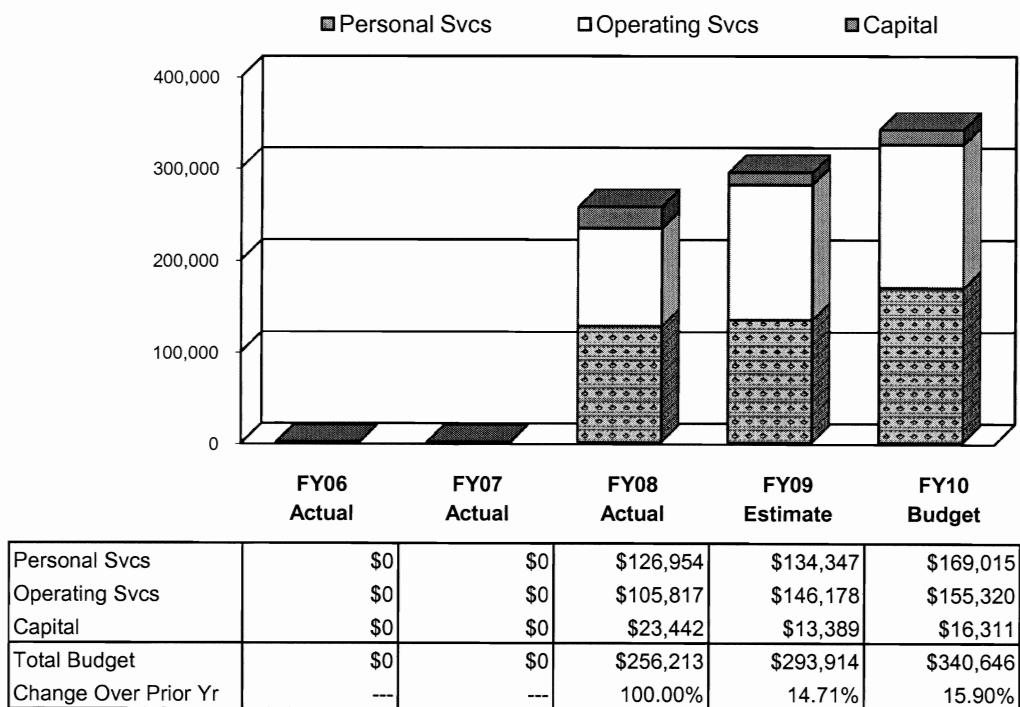
PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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



The Weed and Seed special revenue fund was established in FY08.

WEED AND SEED PROGRAM FUND

EXPENDITURE SUMMARY

Weed and Seed Program

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	0	126,954	134,347	169,015
Operating Services	0	0	105,817	146,178	155,320
Capital	0	0	23,442	13,389	16,311
TOTAL ANNUAL BUDGET	0	0	256,213	293,914	340,646

This program began in FY07 and was reported in the City Manager's Office in the General Fund.

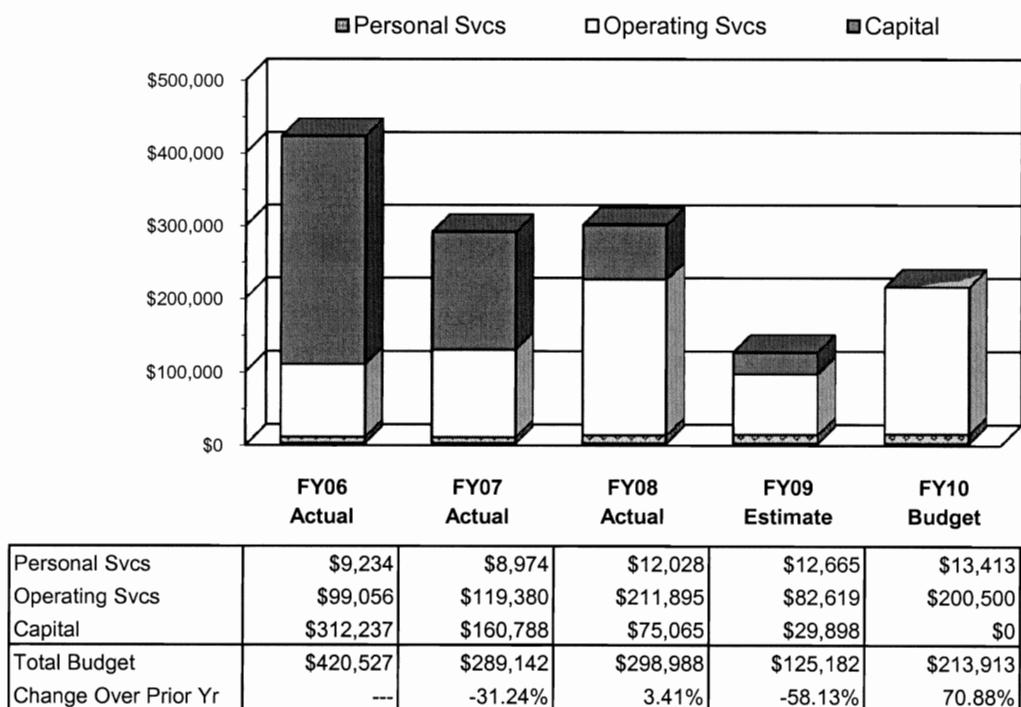
PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Weed & Seed Site Coordinator	0	0	1	1	1
Community Hub Coordinator	0	0	0	1	1
TOTAL BUDGETED POSITIONS	0	0	1	2	2

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

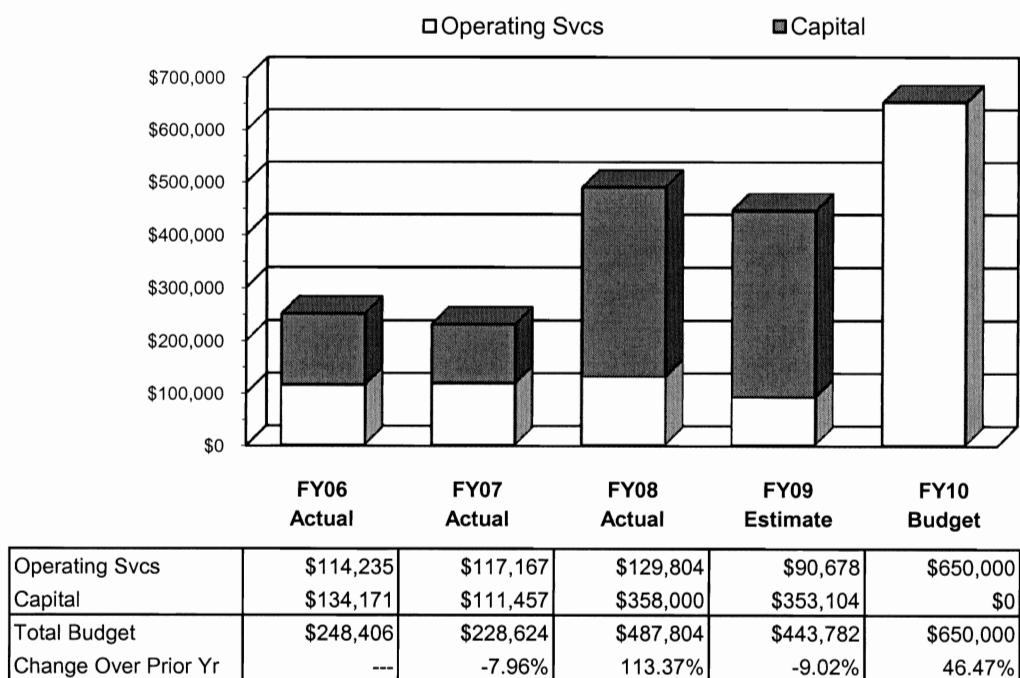


In FY06 the capital expenditures include a grant for Public Works for a road project in the hospital area, and a grant was received from Georgia Emergency Management Agency (GEMA) for emergency communications among local jurisdictions.

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

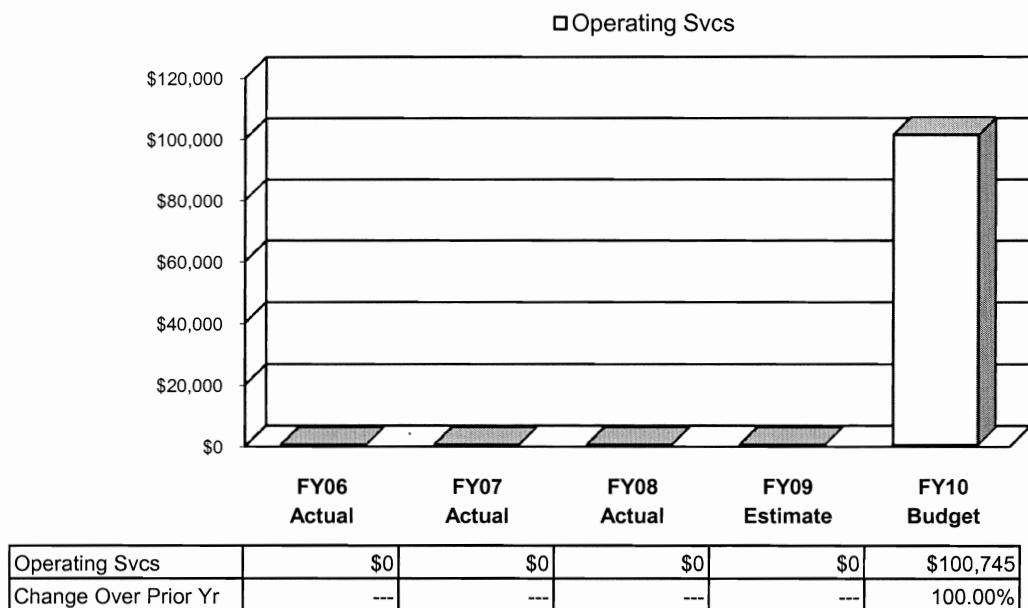


Each year a contingency budget is established in an operating account for this fund. Throughout the year in order for authorized purchases to be made, a budget transfer is transacted to move the budget to the correct operating or capital expenditure account.

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.

DEPARTMENT EXPENDITURE HISTORY

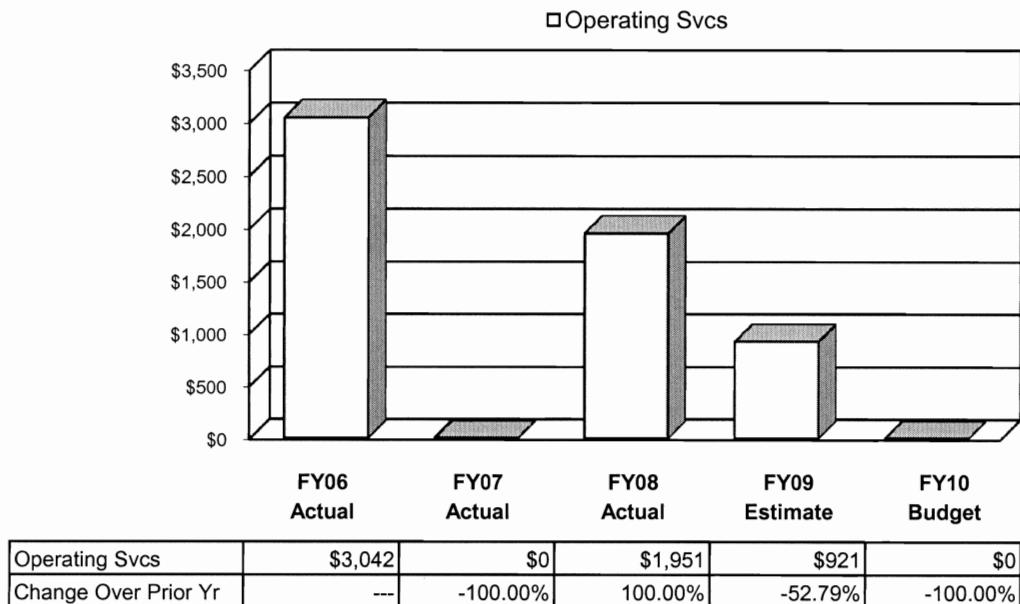


Funds are budgeted each year as a reserve increase, but because payments have not been made, there is no history of expenditures to graph.

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.

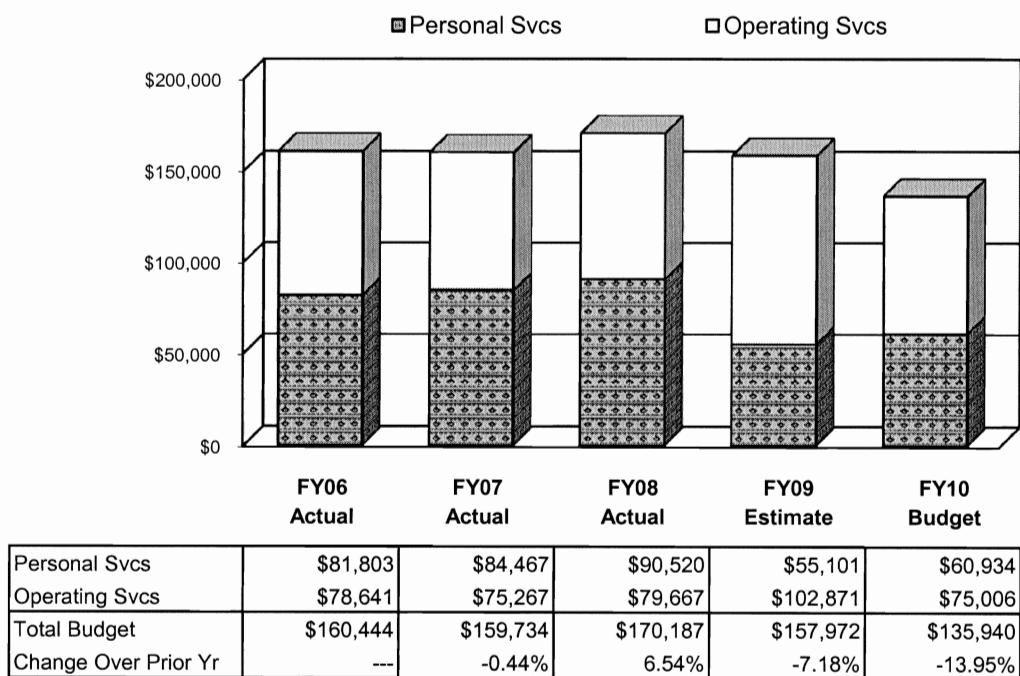
DEPARTMENT EXPENDITURE HISTORY



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	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	81,803	84,467	90,520	55,101	60,934
Operating Services	59,185	67,137	56,664	79,080	54,721
TOTAL ANNUAL BUDGET	140,988	151,604	147,184	134,181	115,655

Gift Shop

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	19,456	8,130	23,003	23,791	20,285
TOTAL ANNUAL BUDGET	19,456	8,130	23,003	23,791	20,285

PERSONNEL DETAIL

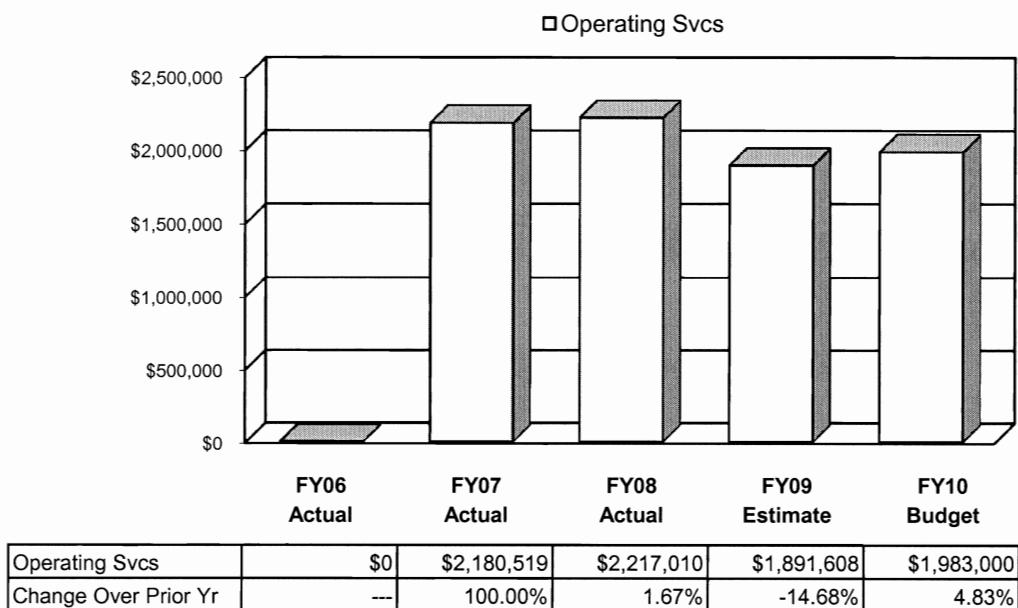
Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Museum Director	1	1	1	0	0
Exhibit Coordinator	0	0	0	1	1
TOTAL BUDGETED POSITIONS	1	1	1	1	1

Beginning 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.

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.

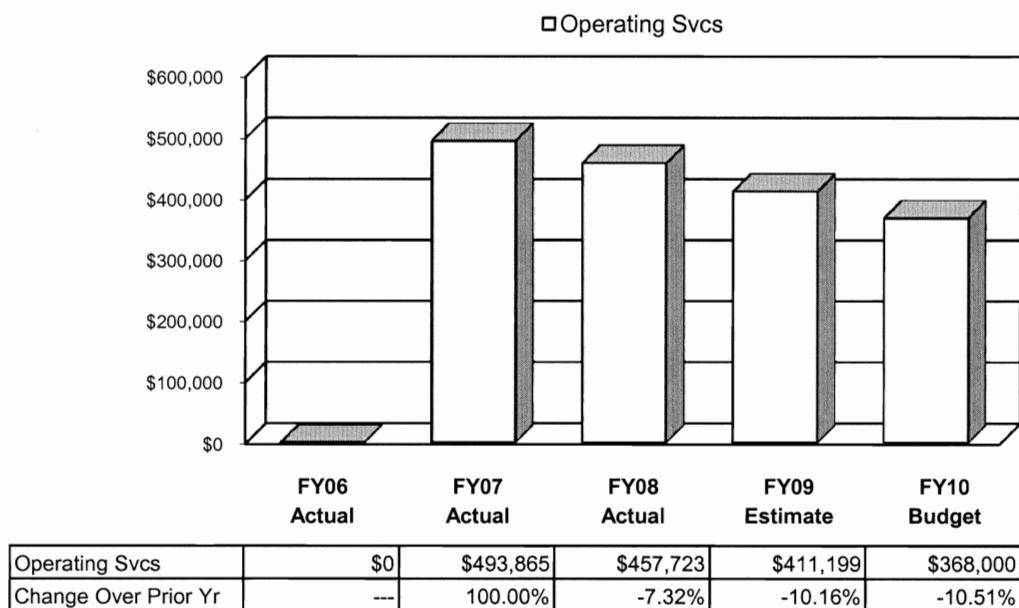
DEPARTMENT EXPENDITURE HISTORY



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.

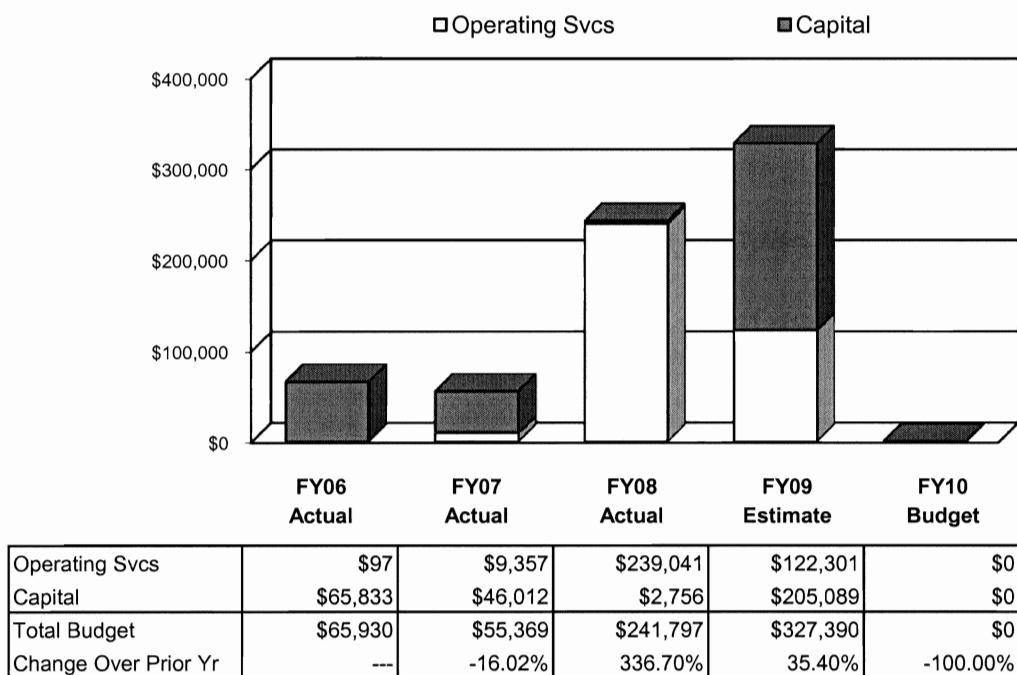
DEPARTMENT EXPENDITURE HISTORY



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.

DEPARTMENT EXPENDITURE HISTORY

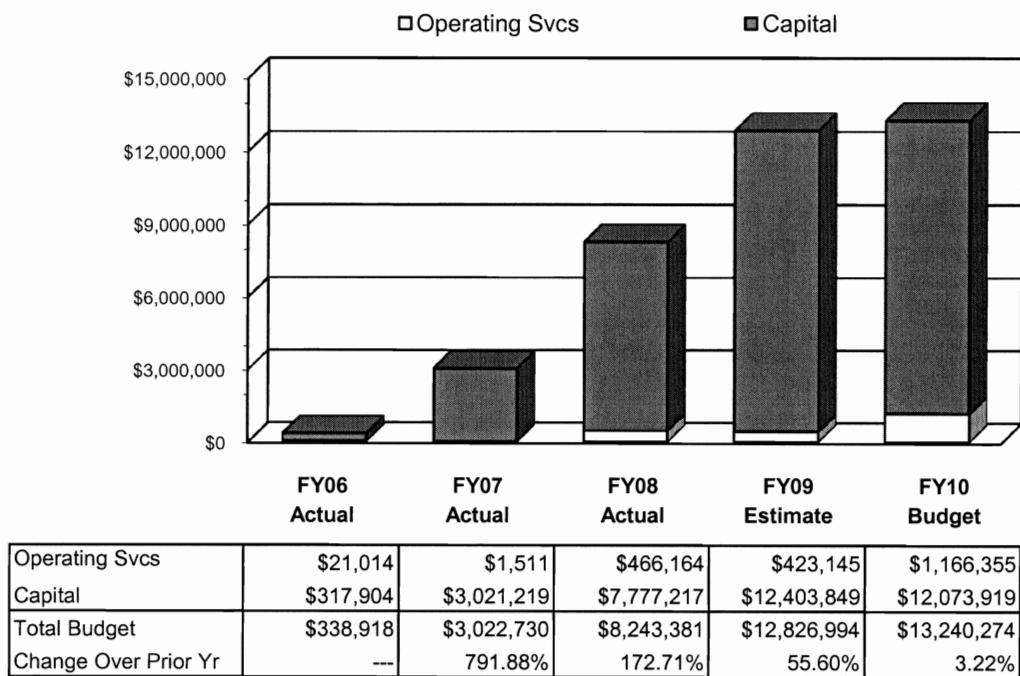


In FY08 there was a transfer of \$250,000 from the Parks Fund to the General Fund for its portion of a large project the City undertook to make upgrades to City parks. In FY09 operating expenses include the city-wide tree planting program. The capital expenses include renovations to Glover Park and Lewis Park.

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



The City has 34 projects concurrently moving forward in the Fund with an estimated 95% completion by the end of FY11.

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 FY10 are as follows:

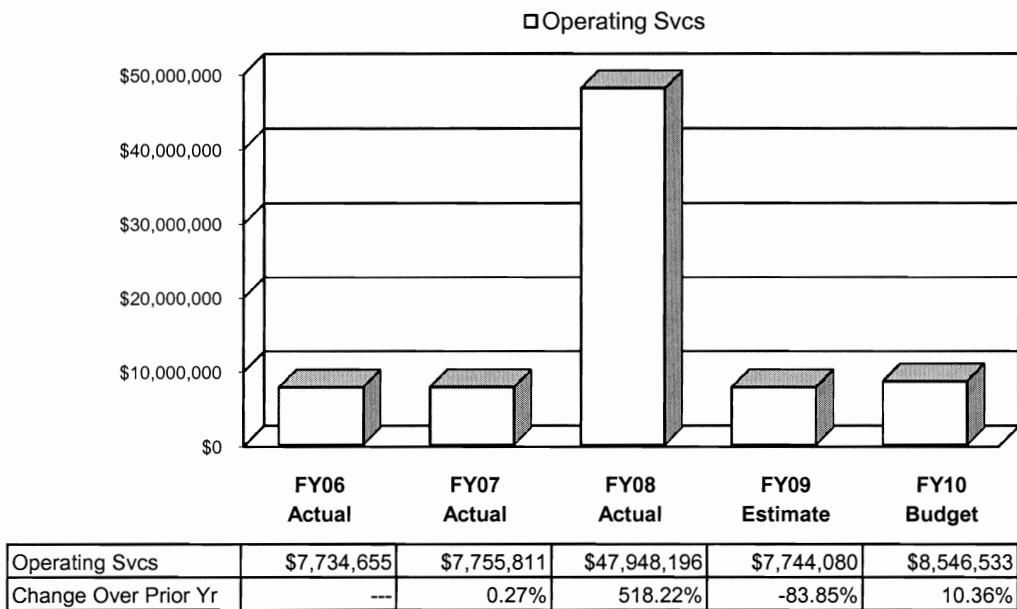
Bond Issue	Principal	Interest	Total
Public Safety Refunding 2007	\$1,050,000	\$312,445	\$1,362,445
School Refunding 2002	\$2,420,000	\$254,004	\$2,674,004
School Refunding 2008	\$2,700,000	\$1,003,333	\$3,703,333
Total	\$6,170,000	\$1,569,782	\$7,739,782

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 FY10 Budget includes administrative fees, service fees and a planned reserve increase totaling \$806,751 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 expenses in FY08 include the payment to trustee for the refunding of two general obligation bonds.

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	\$	2,883,208,413
Debt limit: 10% of assessed value	\$	288,320,841
Less: Debt applicable to debt limit	\$	45,115,000
Legal debt margin	\$	243,205,841

PROPRIETARY FUNDS

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 FY2010

BLW Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
BLW Board	25,200	10,050	0	35,250
General Manager's Office	226,341	111,581	0	337,922
Board Attorney	0	40,000	0	40,000
Total General Administration	251,541	161,631	0	413,172
Utility Marketing	314,856	579,761	0	894,617
Electrical				
Administration	329,785	250,751	23,500	604,036
Engineering	987,568	403,897	7,282,016	8,673,481
Warehouse	344,512	56,433	10,000	410,945
Distribution	3,967,293	1,496,295	2,639,685	8,103,273
Operations & Maintenance	1,195,018	517,059	568,727	2,280,804
Cost of Goods Sold	0	74,367,635	0	74,367,635
Total Electrical	6,824,176	77,092,070	10,523,928	94,440,174
Water and Sewer				
Administration	533,795	222,229	41,451	797,475
Engineering	348,783	107,166	0	455,949
Pump Station Maintenance	123,748	64,500	0	188,248
Meter Maintenance	437,389	75,065	1,215,982	1,728,436
Water Distribution	461,280	331,302	2,403,000	3,195,582
Wastewater Collection	740,135	359,923	2,520,000	3,620,058
Cost of Goods Sold	0	14,379,867	0	14,379,867
Total Water and Sewer	2,645,130	15,540,052	6,180,433	24,365,615

BOARD OF LIGHTS AND WATER FUND

SUMMARIZED OPERATING BUDGET FY2010

BLW Departments	Personal Services	Operating Services	Capital	Total Budget
Customer Care				
Administration	216,862	179,780	0	396,642
Customer Service	1,404,278	598,266	0	2,002,544
Meters and Services	580,911	99,679	70,000	750,590
Mail and Copy Center	88,922	881,727	0	970,649
Total Customer Care	2,290,973	1,759,452	70,000	4,120,425
Business Analysis	360,551	76,609	9,040	446,200
Management Information Systems				
MIS	774,696	824,913	311,000	1,910,609
GIS	357,401	157,755	0	515,156
Network Services	607,244	1,295,464	551,000	2,453,708
Total Mgmt. Information System	1,739,341	2,278,132	862,000	4,879,473
Non-departmental	90,229	17,249,204	0	17,339,433
Total Operating Budget	\$14,516,797	\$114,736,911	\$17,645,401	\$146,899,109

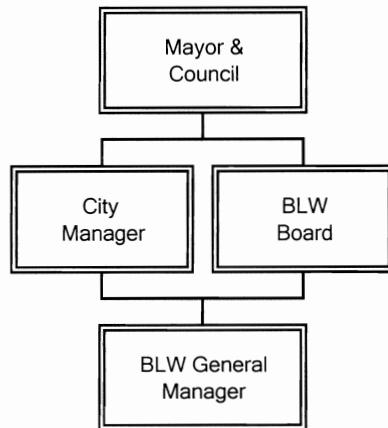
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BLW GENERAL ADMINISTRATION

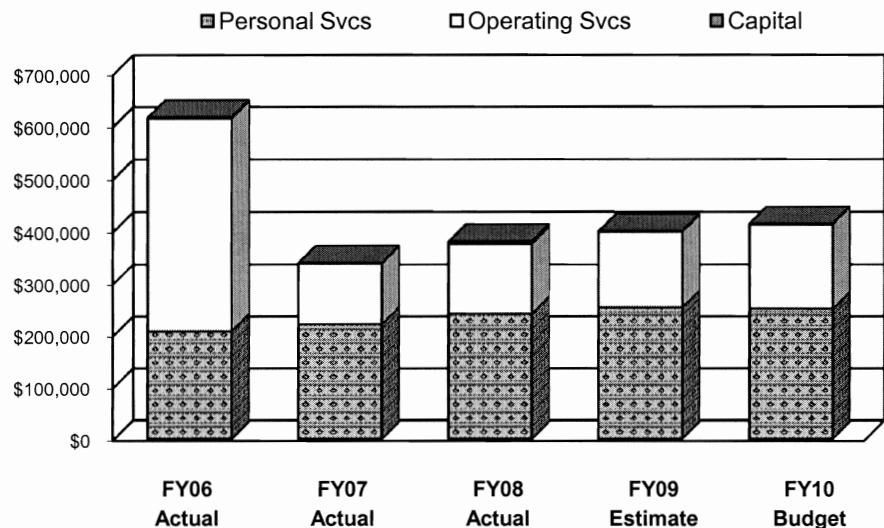
The BLW Board is the policy-making body for the Board of Lights and Water utilities. The chairperson of this Board is the Mayor of the City of Marietta. In addition to the Mayor, one member of City Council sits on the Board. The other five members are appointed by the City Council for various terms.

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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$208,367	\$222,224	\$242,244	\$253,488	\$251,541
Operating Svcs	\$406,718	\$116,245	\$133,925	\$145,343	\$161,631
Capital	\$1,402	\$0	\$3,477	\$0	\$0
Total Budget	\$616,487	\$338,469	\$379,646	\$398,831	\$413,172
Change Over Prior Yr	---	-45.10%	12.17%	5.05%	3.60%

GENERAL ADMINISTRATION

MISSION STATEMENT

To provide reliable and competitive utility services to our customers and a fair return to the citizens of Marietta

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 recognizing 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 options 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
- ✓ Implement new technology to 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
- ✓ Monitor and track problem areas and issues as identified by customers and citizens

Goal 5: Ensure emergency preparedness

- ✓ Participate in disaster preparedness exercises
- ✓ Develop and practice emergency evacuation procedure for BLW campus in event of fire or storm
- ✓ Maintain Marietta Power Storm/Outage management plan
- ✓ Maintain standards for Continuity of Operations/Continuity of Government (COOP/COG) to support essential business functions in the event of an emergency



GENERAL ADMINISTRATION

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Meetings Held:			
Board of Lights and Water – Regular	12	12	12
Board of Lights and Water – Special	0	0	2
Board of Lights and Water Committees	5	5	5
Resolutions Executed	7	22	50

GOALS ACCOMPLISHED

- ◊ Marketed 10 megawatts of electric surplus baseload capacity
- ◊ Marietta Power and Water residential customers received a two-cent discount on natural gas rates from Gas South as the result of a marketing alliance between the two utility companies
- ◊ Developed and implemented an identity theft program to better detect, prevent and mitigate identity theft of customer account information
- ◊ Implemented electronic billing through the website
- ◊ Updated call center phones to VOIP
- ◊ Implemented Drought Management Plan in November 2007
- ◊ Conducted Peaking Capacity Needs studies
- ◊ Created forecast of Water and Sewer revenues and billing determinants in accordance with new state regulations for conservation
- ◊ Implemented ProCore Solutions for call center after business hours
- ◊ Updated Work Order system in the Water department, implemented Crew Manager in the Electrical department and implemented Project Management system in Customer Service and Marketing
- ◊ Performed Vulnerability Assessments and developed Emergency Response plans
- ◊ Improved security at water tanks and pump stations through the use of safety cameras and alarms
- ◊ Ensured water and electrical system reliability through infrastructure testing and inspections

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

BLW General Manager's Office

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	183,167	197,024	215,859	228,288	226,341
Operating Services	357,793	85,145	94,193	99,243	111,581
Capital	1,402	0	3,477	0	0
TOTAL ANNUAL BUDGET	542,362	282,169	313,529	327,531	337,922

BLW Board

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	25,200	25,200	26,385	25,200	25,200
Operating Services	11,108	13,993	11,248	10,848	10,050
TOTAL ANNUAL BUDGET	36,308	39,193	37,633	36,048	35,250

Board Attorney

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	37,817	17,107	28,484	35,252	40,000
TOTAL ANNUAL BUDGET	37,817	17,107	28,484	35,252	40,000

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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. Included in this division are Safety & Training and Administrative Support and Coordination.

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.

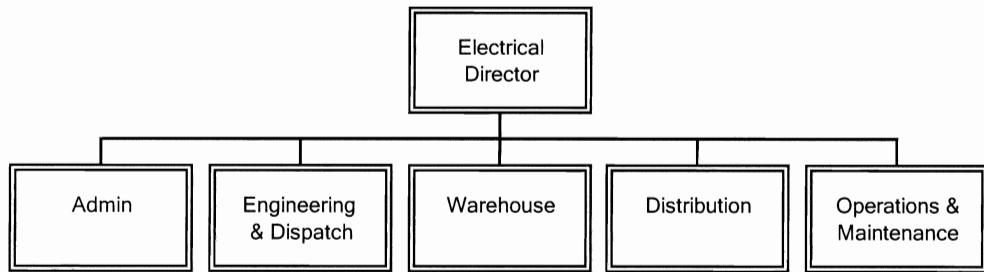
The Warehouse is responsible for ordering, unloading, receiving, issuing material and inventory control that are required to keep electrical and water operations functioning. It manages the status of items being returned to the Warehouse and determines if they are to be discarded or reused. This division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

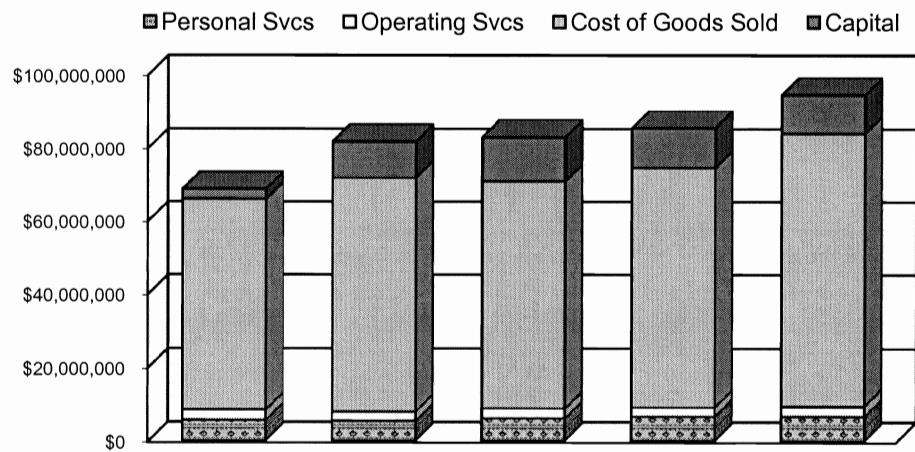
The Operations and Maintenance Division (O&M) maintains, repairs, tests, installs and calibrates all electrical watt-hour meters and metering transformers. It is responsible for installing, removing and maintaining substation equipment and facilities. This division maintains a periodic meter change-out schedule to ensure accurate billing and also tests, repairs and installs all load management equipment. O&M 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. In addition, O&M 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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$5,650,276	\$5,470,757	\$6,265,457	\$6,729,935	\$6,824,176
Operating Svcs	\$2,851,565	\$2,492,535	\$2,664,268	\$2,466,232	\$2,724,435
Cost of Goods Sold	\$57,364,013	\$63,787,250	\$61,866,177	\$65,264,776	\$74,367,635
Capital	\$2,745,277	\$9,830,387	\$12,018,781	\$10,913,558	\$10,523,928
Total Budget	\$68,611,131	\$81,580,929	\$82,814,683	\$85,374,501	\$94,440,174
Change Over Prior Yr	---	18.90%	1.51%	3.09%	10.62%

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 capacitor bank controls and communication devices
- ✓ Monitor and report System Average Interruption Duration Index (SAIDI) and System Average Interruption Frequency Index (SAIFI) and utilize results to direct system maintenance and rehabilitation efforts
- ✓ Monitor recloser maintenance program
- ✓ Replace 10% of cross-link primary underground cable annually based on age, repairs and need
- ✓ Complete 25% of substation preventative maintenance annually
- ✓ Convert overhead to underground based on age, repairs and need as directed by City ordinance
- ✓ Inspect 10% of underground single-phase transformers annually
- ✓ Obtain Reliable Public Power Provider (RP³) program certification through the American Public Power Association (APPA)
- ✓ Upgrade selected overhead distribution facilities based on age, repairs and need
- ✓ Install animal protection at substation #10 at Church Street Extension/Canton Road
- ✓ Perform thermography scans on 20 substations and 35 key customer accounts

Goal 2: **Improve operational efficiency**

- ✓ Update feeder and substation contingency switching plan on an annual basis
- ✓ Hold quarterly meetings with the Standards Committee to review standards
- ✓ Utilize contractual assistance on key projects as necessary
- ✓ Expand system automation
- ✓ Perform capacitor siting and switching study on distribution system
- ✓ Balance loads on feeder phases within acceptable limits and perform system overload and voltage studies annually

Goal 3: **Improve customer service**

- ✓ Conduct training in customer relations
- ✓ Perform departmental assessment on individual customer service skills
- ✓ Integrate PCs and WAN into a Smartgrid framework

Goal 4: **Increase employee efficiency**

- ✓ Continue to administer the lineworkers step-promotion program; continue review of testing program to optimize training efforts
- ✓ Continue administration of development programs and enhancement of all safety and training programs

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*

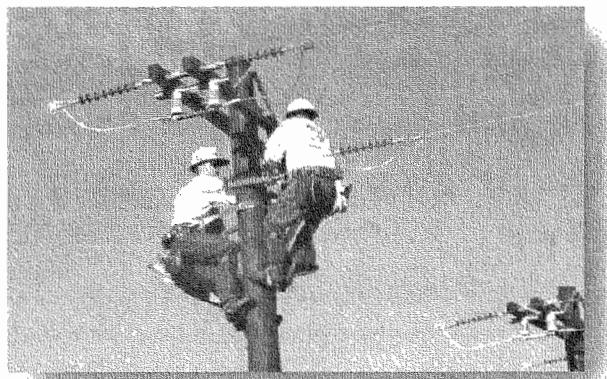
ELECTRICAL

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
New Customer Work Orders	147	150	150
Line Clearance (miles)	70	110	120
Trees Removed on System	307	315	325
Meter Site Audits	350	400	375
Transformer Infrared Scanning	220	250	410
Average Annual Outage Duration (minutes)	188	120	120
Lighting Repair Work Orders	1,689	1,800	1,800
Vehicular Incidents	13	7	6
Personnel Injuries	21	15	12

GOALS ACCOMPLISHED

- ◊ Replaced 10% of cross-line primary underground voltage cable
- ◊ Completed 25% of substation preventative maintenance
- ◊ Upgraded 5% of overhead distribution facilities
- ◊ Inspected 10% of single phase underground transformers at various locations
- ◊ Installed animal protectors at substation #14 Ashborough Road
- ◊ Utilized contractual assistance on key projects
- ◊ Deployed field laptops
- ◊ Implemented a Surge Protection program to protect customers' electronics and appliances from electrical surges
- ◊ Conducted monthly safety and training meetings
- ◊ Adjusted electric rates for all Marietta Power customers to recover increases in the cost of power purchased from MEAG. The first rate adjustment in five years, Marietta Power's rates remain lower than area providers.
- ◊ Administered new Lineworkers' Compensation program
- ◊ Implemented ProCore Solutions for call center after business hours
- ◊ Completed the Johnny Walker Homes project
- ◊ Completed 300 meter audits
- ◊ Completed thermography scans of 20 substations, 35 key customers and all feeder backbone (underground and overhead)
- ◊ Implemented Crew Manager capability
- ◊ Marietta Power won a total of 17 awards at the 15th annual Georgia Lineman's Rodeo



ELECTRICAL

EXPENDITURE SUMMARY

Administration

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	5,650,276	5,470,757	391,022	368,935	329,785
Operating Services	276,356	529,585	447,228	237,851	250,751
Capital	492,082	101,351	219,575	52,433	23,500
TOTAL ANNUAL BUDGET	6,418,714	6,101,693	1,057,825	659,219	604,036

In FY06 and FY07, Personal Services for all divisions are reported in the Administration Division.

Engineering

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	0	971,675	1,082,188	987,568
Operating Services	184,605	272,842	155,608	313,037	403,897
Capital	1,668,110	7,198,831	8,249,446	6,643,985	7,282,016
TOTAL ANNUAL BUDGET	1,852,715	7,471,673	9,376,729	8,039,210	8,673,481

Warehouse

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	0	322,997	344,328	344,512
Operating Services	42,317	105,290	39,971	41,446	56,433
Capital	74,230	204,318	118,305	6,857	10,000
TOTAL ANNUAL BUDGET	116,547	309,608	481,273	392,631	410,945

Distribution

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	0	3,484,799	3,783,098	3,967,293
Operating Services	1,999,638	1,172,701	1,543,973	1,385,360	1,496,295
Capital	287,698	1,869,518	2,480,340	2,580,063	2,639,685
TOTAL ANNUAL BUDGET	2,287,336	3,042,219	7,509,112	7,748,521	8,103,273

ELECTRICAL

EXPENDITURE SUMMARY

Operations and Maintenance

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	0	1,094,964	1,151,386	1,195,018
Operating Services	348,649	412,117	477,488	488,538	517,059
Capital	223,157	456,369	951,115	1,630,220	568,727
TOTAL ANNUAL BUDGET	571,806	868,486	2,523,567	3,270,144	2,280,804

Cost of Goods Sold

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	57,364,013	63,787,250	61,866,177	65,264,776	74,367,635
TOTAL ANNUAL BUDGET	57,364,013	63,787,250	61,866,177	65,264,776	74,367,635

ELECTRICAL

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Electrical Director	1	1	1	1	1
Administrative Assistant I	1	1	1	1	1
Training & Safety Manager	1	1	1	1	1
Utility Network & Applications Mgr.	1	1	1	0	0
Utility Network & Appls. Analyst	0	0	1	1	1
Engineering Manager	1	1	1	1	1
Administrative Assistant I - Eng.	1	1	1	1	1
Electrical Engineer	2	2	2	2	2
Power Control Supervisor	1	1	1	1	1
Systems Design Supervisor	1	1	1	1	1
Electrical Designer	3	3	3	3	3
Engineering Assistant	0	0	1	1	1
Power Control Technician	1	4	5	4	4
Master Control Technician	5	2	1	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	2	2	2	2	2
Distribution Coordinator	1	1	1	1	1
Electrical Line Foreperson	8	8	8	8	8
Apprentice Line Worker	0	0	14	15	15
Line Worker	0	0	17	16	16
Apprentice Line Worker I	5	5	0	0	0
Apprentice Line Worker II	5	5	0	0	0
Junior Line Worker	3	3	0	0	0
Journey Line Worker	6	6	0	0	0
First Class Line Worker	12	12	0	0	0
Tree Crews Supervisor	1	1	1	1	1
Tree Crews Foreperson	0	1	1	1	1
Tree Trimmer	2	1	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	1	1	1	1	1
Thermography Technician	1	1	1	1	1
Utility Locator	0	2	2	2	2
TOTAL BUDGETED POSITIONS	85	87	89	87	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.

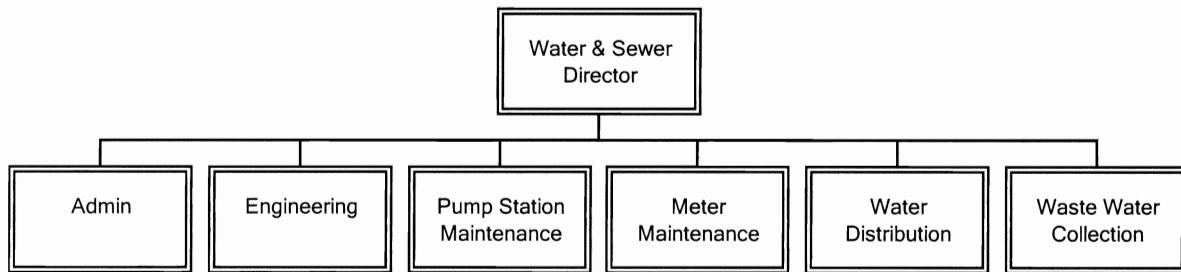
The Meter Maintenance Division's responsibilities include the large meter testing program, water meter replacement program, water meter repairs, water main flushing program and water valve exercise and maintenance program.

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.

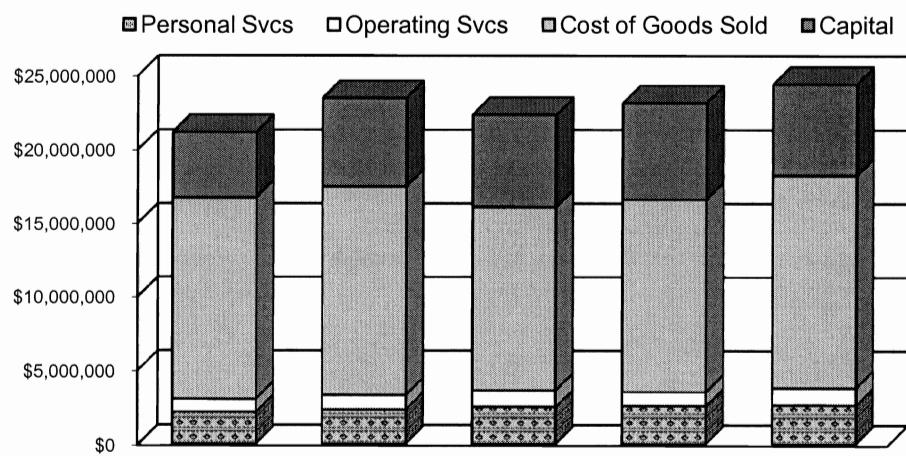
The Wastewater Collection Division is responsible for the operation and maintenance of the wastewater collection system. This division maintains approximately 275 miles of sanitary sewer mains; 7,577 manholes and 9,534 service lines.

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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$2,180,503	\$2,345,593	\$2,531,279	\$2,596,498	\$2,645,130
Operating Svcs	\$872,782	\$963,930	\$1,097,140	\$933,300	\$1,160,185
Cost of Goods Sold	\$13,643,137	\$14,122,681	\$12,426,505	\$13,034,935	\$14,379,867
Capital	\$4,415,570	\$5,990,261	\$6,243,547	\$6,532,522	\$6,180,433
Total Budget	\$21,111,992	\$23,422,465	\$22,298,471	\$23,097,255	\$24,365,615
Change Over Prior Yr	---	10.94%	-4.80%	3.58%	5.49%

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 175 chambers in medium meters
- ✓ Test and calibrate all 180 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 732 high and medium hazard backflow locations through the review of inspection records on all locations
- ✓ Perform uni-directional flushing of 33,735 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
- ✓ Clean and inspect the Sugar Hill and Redwood elevated water storage tanks every three years

Goal 3: **Eliminate sanitary sewer overflows**

- ✓ Clean 30% and inspect 5% of the collection system annually
- ✓ Apply chemical treatment for root control to 1% of the collection system and grease removal treatment to 5% of the collection system on a yearly basis
- ✓ Clear 15,224 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 at key locations to monitor the impact of redevelopment

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
- ✓ Rehabilitate sewer manholes and lines as recommended by I/I studies and collection system model
- ✓ Complete collection system hydraulic model to guide rehabilitation 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 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, approximately 400 hours per year
- ✓ Continue to support professional development training

Goal 6: **Improve customer service through technology and program advancements**

- ✓ Develop on-line application for new service
- ✓ Enhance application of wireless network connections for field personnel for use with the Work Order system

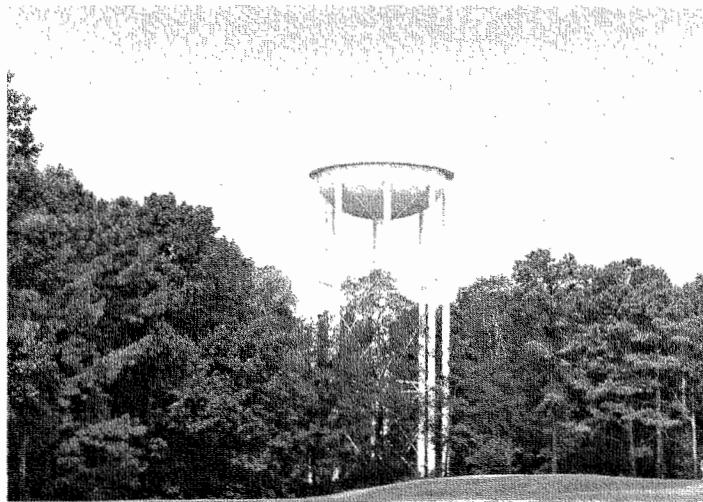
WATER AND SEWER

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
% Unbilled Water	3%	3%	<9%
Water Distribution - Failures per 100 miles of pipe	64.9	51.4	<35.4
Wastewater Collection – Failures per 100 miles of pipe	23.7	30.5	<7.2
Water Quality Complaints per 1,000 customers	12.0	11.9	<6.9
Sanitary Sewer Overflows (SSO) per 100 miles of pipe	7.7	8.3	<7.3
Training Hours per employee	30.6	10.4	>20.0

GOALS ACCOMPLISHED

- ◊ Tested and calibrated all (180) large meters
- ◊ Replaced 10% of the small meters and 20% of the chambers in the medium sized meters
- ◊ Named the 2008 Wastewater Collections System of the year for cities in the 50,000 to 100,000 population group by the Georgia Association of Water Professionals
- ◊ Project Manager received the President's Award from the Georgia Association of Water Professionals for her efforts in recruitment into the water profession and assistance in creating a new recruiting program
- ◊ Updated Work Order System



WATER AND SEWER

EXPENDITURE SUMMARY

Administration

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	458,553	491,345	549,569	506,557	533,795
Operating Services	174,902	212,907	190,943	170,756	222,229
Capital	2,999	15,176	192,468	88,510	41,451
TOTAL ANNUAL BUDGET	636,454	719,428	932,980	765,823	797,475

Engineering

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	292,297	298,009	249,233	344,130	348,783
Operating Services	56,119	56,180	102,260	71,066	107,166
Capital	4,050	43,412	0	25,898	0
TOTAL ANNUAL BUDGET	352,466	397,601	351,493	441,094	455,949

Pump Station Maintenance

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	114,707	128,417	131,230	115,521	123,748
Operating Services	23,493	31,000	39,018	26,095	64,500
Capital	33,812	0	0	6,559	0
TOTAL ANNUAL BUDGET	172,012	159,417	170,248	148,175	188,248

WATER AND SEWER

EXPENDITURE SUMMARY

Meter Maintenance

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	326,757	362,804	362,353	440,390	437,389
Operating Services	27,889	52,151	74,653	59,094	75,065
Capital	1,134,231	1,017,635	1,168,178	963,069	1,215,982
TOTAL ANNUAL BUDGET	1,488,877	1,432,590	1,605,184	1,462,553	1,728,436

Water Distribution

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	426,765	465,539	477,730	508,209	461,280
Operating Services	317,511	299,729	340,823	304,790	331,302
Capital	1,672,181	1,456,565	2,842,867	2,351,081	2,403,000
TOTAL ANNUAL BUDGET	2,416,457	2,221,833	3,661,420	3,164,080	3,195,582

Wastewater Collection

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	561,424	599,479	761,164	681,691	740,135
Operating Services	272,868	311,963	349,443	301,499	359,923
Capital	1,568,297	3,457,473	2,040,034	3,097,405	2,520,000
TOTAL ANNUAL BUDGET	2,402,589	4,368,915	3,150,641	4,080,595	3,620,058

Cost of Goods Sold

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Water	3,907,322	4,464,254	3,813,763	4,900,425	5,530,554
Wastewater Treatment	9,735,815	9,658,427	8,612,742	8,134,510	8,849,313
TOTAL ANNUAL BUDGET	13,643,137	14,122,681	12,426,505	13,034,935	14,379,867

WATER AND SEWER

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 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 Assistant II - Admin.	1	1	1	1	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	1	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	1	1	1	1	1
Meter Maint. System Operator II	1	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	1	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	4	4	4
Wastewater System Operator II	3	3	4	4	4
TOTAL BUDGETED POSITIONS	40	41	43	43	43

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UTILITY MARKETING

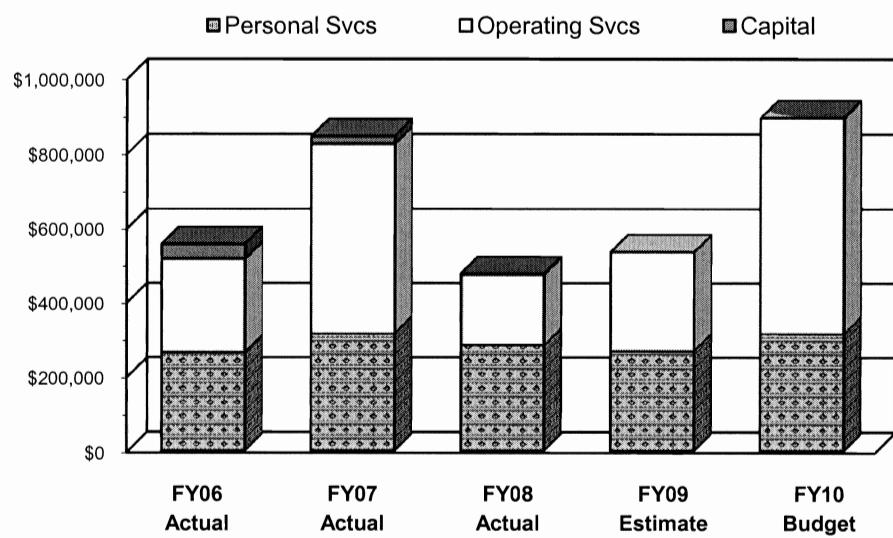
The responsibility of the Utility Marketing Department is to increase profitable electrical sales to new and existing customers and to locate new enterprises in the service area while ensuring a high level of customer satisfaction, value and loyalty. It is also responsible for the promotion of energy 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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$265,484	\$314,761	\$283,901	\$268,607	\$314,856
Operating Svcs	\$249,964	\$508,858	\$190,249	\$266,225	\$579,761
Capital	\$40,467	\$21,358	\$1,883	\$0	\$0
Total Budget	\$555,915	\$844,977	\$476,033	\$534,832	\$894,617
Change Over Prior Yr	---	52.00%	-43.66%	12.35%	67.27%

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 Key Accounts
- ✓ Conduct 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 \$75,000 in competitive sales in both Key Accounts and new/existing commercial markets
- ✓ Achieve competitive sales in existing residential market of 350 kW
- ✓ Obtain \$75,000 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 a 50% competitive sales ratio (revenue won/total available revenue) for all Customer Choice jobs for which we compete
- ✓ Achieve surge protection sales of 165 units and Marathon water heater sales of 50 units
- ✓ Monitor the Gas South alliance to ensure economic benefits
- ✓ 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**

- ✓ Review incentive levels for water heating and heat pumps to determine adequacy
- ✓ 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
- ✓ Develop marketing program to aggressively promote Marathon water heaters
- ✓ Secure contract to perform outdoor lighting audit for all street and security lighting
- ✓ 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
- ✓ Evaluate advertising needs and establish a program to promote marketing efforts; coordinate efforts with Customer Care to solidify our 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	FY08 Actual	FY09 Estimate	FY10 Budget
Market Penetration of Electric/Dual Fuel Heat Pumps and Electric Water Heating in New Single Family Homes	4%	15%	25%
Market Penetration of Electric/Dual Fuel Heat Pumps and Electric Water Heating in New Multi Family Homes	44%	50%	40%
Customer Choice Jobs Competed for and Awarded	71%	50%	50%
Competitive Sales in Residential Market (Kilowatts)	69	400	350
Competitive Sales in Commercial Market	\$80,922	\$140,000	\$75,000
Competitive Sales in Key Account Market	\$89,760	\$50,000	\$75,000
Marathon Water Heaters Sold in Residential Market	30	25	50
Outdoor Lighting Sales	\$239,098	\$65,000	\$75,000
Surge Protection Sales	N/A	N/A	165

GOALS ACCOMPLISHED

- ◊ Completed customer satisfaction surveys for Key Accounts; surveys for residential and commercial accounts are in progress
- ◊ Exceeded goal to achieve a 75% competitive sales ratio for all Customer Choice jobs competed for and awarded
- ◊ Exceeded goal to achieve a 44% market penetration of electric or dual heat pumps and electric water heating in new multi-family dwellings
- ◊ Achieved competitive sales of approximately 400 kW in existing residential market
- ◊ Achieved competitive sales in new and existing commercial market of approximately \$140,000
- ◊ Achieved Key Account competitive sales of \$90,000
- ◊ Obtained over \$200,000 in outdoor lighting sales
- ◊ Exceeded success rate of 50% for all Customer Choice jobs competed for and awarded



UTILITY MARKETING

EXPENDITURE SUMMARY

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	265,484	314,761	283,901	268,607	314,856
Operating Services	249,964	508,858	190,249	266,225	579,761
Capital	40,467	21,358	1,883	0	0
TOTAL ANNUAL BUDGET	555,915	844,977	476,033	534,832	894,617

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Utility Marketing Director	1	1	1	1	1
Marketing Representative	3	3	3	2	2
Administrative Assistant II	0	0	0	0	1
TOTAL BUDGETED POSITIONS	4	4	4	3	4

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CUSTOMER CARE

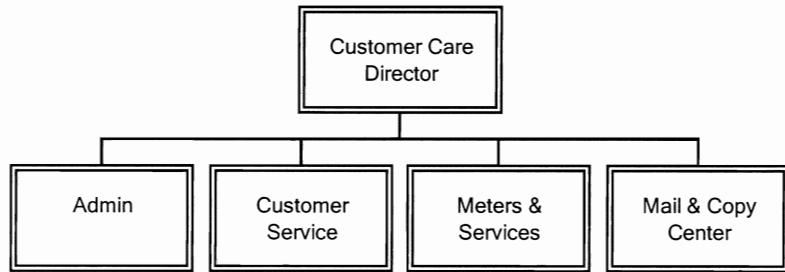
Customer Care Administration oversees and directs the operations of Customer Service, Meters and Services, and the Mail and Copy Center.

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.

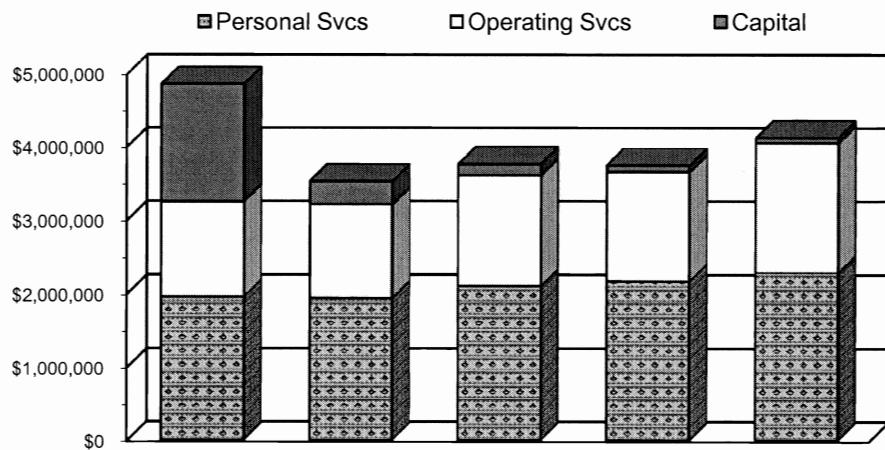
The Meters and Services Division is responsible for reading electric and water meters and performing service orders for connection and disconnection per customer request. While collecting meter data, this division investigates meter tampering, power diversion, damaged and inoperative electric and water 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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$1,959,349	\$1,943,659	\$2,105,652	\$2,175,564	\$2,290,973
Operating Svcs	\$1,288,063	\$1,265,261	\$1,496,315	\$1,477,998	\$1,759,452
Capital	\$1,607,691	\$315,530	\$157,778	\$90,095	\$70,000
Total Budget	\$4,855,103	\$3,524,450	\$3,759,745	\$3,743,657	\$4,120,425
Change Over Prior Yr	---	-27.41%	6.68%	-0.43%	10.06%

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**

- ✓ Reseal all 42,000 meters
- ✓ Maintain meter reading accuracy of 99%
- ✓ Implement a "charge back" policy to the customer for fees when account is forwarded to a collection agency
- ✓ 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
- ✓ Upgrade meter reading handheld units with improved radio technology
- ✓ Maintain meter reading times of less than 250 hours per month
- ✓ Develop a method to acquire GPS location points for water meters
- ✓ Upgrade service order module to limit the number of service orders to be generated in a day
- ✓ Maintain 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
- ✓ Review on-line application options for customers
- ✓ Implement a credit card automated draft payment option for customer convenience
- ✓ Explore "Live Chat" communications
- ✓ Implement new customer survey online and include in new customer packet

Goal 3: **Continue to promote a positive image while improving community relations**

- ✓ Maintain bad debt percentage of less than 0.75% of revenues
- ✓ Conduct semi-annual manual rate calculations to verify billing accuracy
- ✓ Review landscaping contract for BLW building for inclusion of plantings with low water use requirements

Goal 4: **Provide timely and meaningful communications to our customers**

- ✓ Implement program for leak detection audit of all City facilities
- ✓ Develop meter testing program for residential meters to ensure accuracy
- ✓ Maintain average call wait time of less than four minutes
- ✓ Establish committee to meet quarterly to review and implement updates to the webpage
- ✓ Continue to update new customer care package to ensure accurate information of the services provided

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
- ✓ Implement utilization of confined entry equipment
- ✓ 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	FY08 Actual	FY09 Estimate	FY10 Budget
Number of Customer Phone Calls	122,806	134,512	146,000
Number of Meter Readings	775,911	783,670	791,507
Annual Meter Reading Hours	3,535	3,000	2,700
Number of Utility Cut-Offs	16,654	16,800	17,000
Uncollectible Accounts as % of Revenue \$	0.44%	0.50%	0.75%
Average Wait Time per Customer Call (Minutes)	3.21	3.30	3.30

GOALS ACCOMPLISHED

- ◊ Installed server so call center would have redundancy
- ◊ Implemented Identity Theft program
- ◊ Developed leak detection program to assist apartment residents
- ◊ Added fifty remote disconnects to our system
- ◊ Implemented two on-line request forms
- ◊ Updated customer mail-out package
- ◊ Instituted deposit collection for all customers who did not qualify through Equifax



CUSTOMER CARE

EXPENDITURE SUMMARY

Administration

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	182,714	177,233	185,805	197,511	216,862
Operating Services	77,539	81,271	93,802	115,193	179,780
Capital	0	21,528	0	2,933	0
TOTAL ANNUAL BUDGET	260,253	280,032	279,607	315,637	396,642

Customer Service

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	1,161,119	1,174,314	1,284,339	1,325,323	1,404,278
Operating Services	427,283	456,141	487,458	485,503	598,266
Capital	126,682	46,030	0	24,066	0
TOTAL ANNUAL BUDGET	1,715,084	1,676,485	1,771,797	1,834,892	2,002,544

Meters and Services

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	554,458	519,875	556,343	566,029	580,911
Operating Services	124,686	95,644	120,264	113,738	99,679
Capital	1,474,514	247,972	157,778	47,414	70,000
TOTAL ANNUAL BUDGET	2,153,658	863,491	834,385	727,181	750,590

Mail and Copy Center

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	61,058	72,237	79,165	86,701	88,922
Operating Services	658,555	632,205	794,791	763,564	881,727
Capital	6,495	0	0	15,682	0
TOTAL ANNUAL BUDGET	726,108	704,442	873,956	865,947	970,649

CUSTOMER CARE

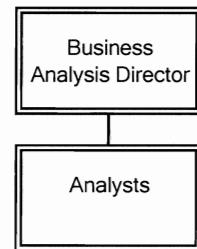
PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Customer Care Director	1	1	1	1	1
Administrative Assistant II - Admin.	1	1	1	1	1
Customer Service Manager	1	1	1	1	1
Customer Service Supervisor	2	2	2	2	2
Customer Service Representative I	4	4	2	1	1
Customer Service Representative II	11	11	13	14	14
Final Billing Representative	1	1	1	1	1
Customer Service Data Specialist	1	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	5	5	5	4	3
AMR Field Technician	2	2	2	2	2
Mail and Copy Center Supervisor	1	1	1	1	1
Mail Clerk	1	1	1	1	1
TOTAL BUDGETED POSITIONS	44	44	44	43	42

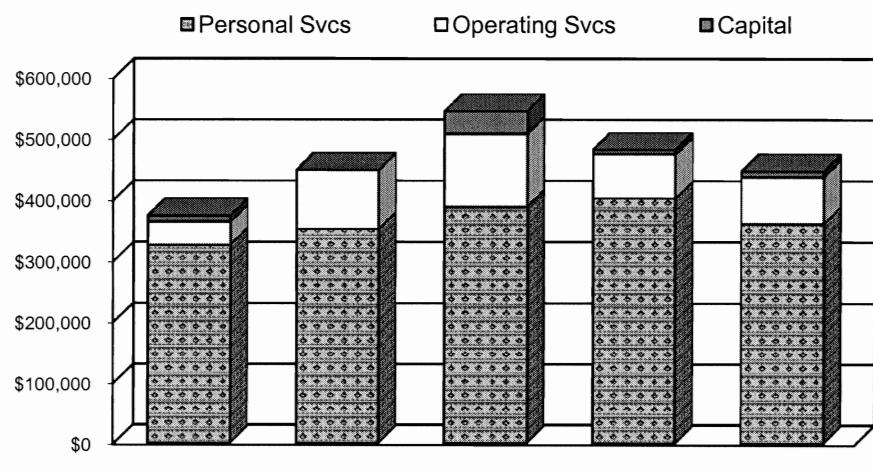
BUSINESS ANALYSIS

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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$326,022	\$352,018	\$388,534	\$402,384	\$360,551
Operating Svcs	\$37,239	\$95,672	\$118,555	\$71,843	\$76,609
Capital	\$10,162	\$0	\$36,944	\$7,232	\$9,040
Total Budget	\$373,423	\$447,690	\$544,033	\$481,459	\$446,200
Change Over Prior Yr	---	19.89%	21.52%	-11.50%	-7.32%

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 optimization 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

- ✓ Expand the scope of existing commercial/industrial load model sources by creating at least five new commercial/industrial categories
- ✓ Continue to expand commercial load research program by adding five customer load meters
- ✓ Complete data base development of commercial/industrial water customers by North American Industry Classification System (NAICS) code

Goal 3: Enhance BLW financial 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: Enhance and preserve optimal financial posture for the BLW

- ✓ Enhance monthly financial reporting by automating the preparation of financial reports
- ✓ Expand reporting on cost control including scheduling and status of electric, water and sewer capital projects and encumbrances
- ✓ Automate Key Business Indicator (KBI) reporting; upload all system losses, graphs and relevant COGNOS reports so that financial data is easily accessible

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 (TOD) 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 (KBI)
- ✓ 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; place data reports on Business Analysis website

Goal 7: Perform marketing research studies

- ✓ Perform usage studies by North American Industry Classification System (NAICS) code
- ✓ Research data, such as employment data, by customer category in support of economic development efforts

BUSINESS ANALYSIS

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Marketed electric surplus baseload capacity (Megawatts)	6	10	13

GOALS ACCOMPLISHED

- ◊ Performed studies on the determination of peaking capacity needs
- ◊ Performed detailed planning studies for marketing electric generating capacity
- ◊ Created forecast of water and sewer billing determinants and revenues under new State regulations for conservation
- ◊ Enhanced the current tactical financial planning model to monitor the cash performance of the BLW and forecast available reserves under the Board's present reserve policy
- ◊ Automated several processes involving the collection of data, 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	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	326,022	352,018	388,534	402,384	360,551
Operating Services	37,239	95,672	118,555	71,843	76,609
Capital	10,162	0	36,944	7,232	9,040
TOTAL ANNUAL BUDGET	373,423	447,690	544,033	481,459	446,200

PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Business Analysis Director	1	1	1	1	1
Rate Research Analyst	1	1	1	1	1
Senior Utility Analyst	1	1	1	1	1
Principal Utility Analyst	1	1	1	1	1
Administrative Assistant II	1	1	1	1	0
TOTAL BUDGETED POSITIONS	5	5	5	5	4

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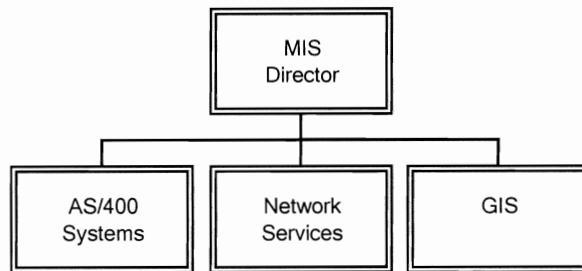
MANAGEMENT INFORMATION SYSTEMS

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.

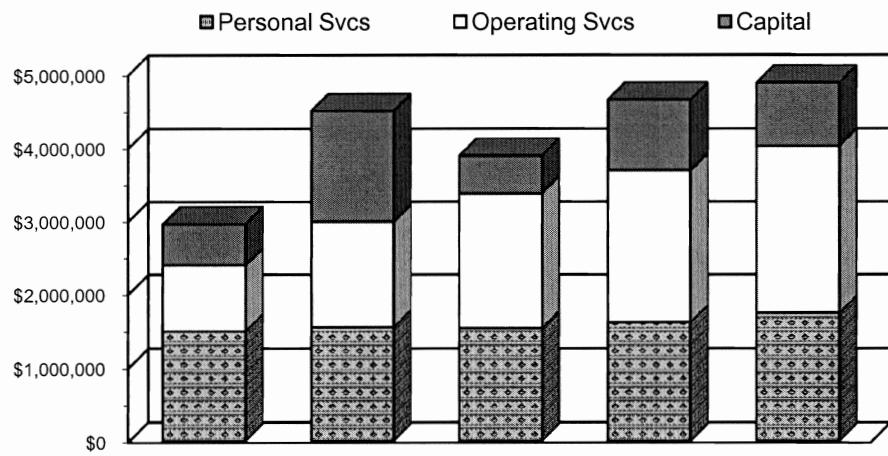
The Network Services Division is responsible for the technical support function of MIS. This division is responsible for Help Desk support, Enterprise server support, Voice and Data networking and supervision of the City's computing infrastructure. It also manages emergency and non-emergency communications 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



	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Svcs	\$1,491,707	\$1,547,255	\$1,533,412	\$1,611,133	\$1,739,341
Operating Svcs	\$894,685	\$1,435,838	\$1,837,142	\$2,070,990	\$2,278,132
Capital	\$560,174	\$1,513,297	\$516,719	\$966,039	\$862,000
Total Budget	\$2,946,566	\$4,496,390	\$3,887,273	\$4,648,162	\$4,879,473
Change Over Prior Yr	---	52.60%	-13.55%	19.57%	4.98%

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: Identify areas where technology and automation can streamline City business processes

- ✓ Implement online permitting application for Building Permits
- ✓ Develop a financial Online Analytical Processing (OLAP) cube for the Business Analysis division
- ✓ Provide online plan review for Public Works department
- ✓ Evaluate workstation and application virtualization technologies for deployment in the enterprise infrastructure
- ✓ Assess Court Records Management system to determine replacement options
- ✓ Review mobile application technology for Code Enforcement, Building Permits and Fire Inspections

Goal 2: Provide department-specific applications, services and information to employees through the gemNet intranet

- ✓ Replace Parks and Recreation Microsoft Access databases with custom gemNet/SQL applications
- ✓ Create Police training requests, summary forms and applications; develop applicant tracking log
- ✓ Create GIS-based Crisis Management incident application
- ✓ Create employee bulletin board, blog and postings page on gemNet

Goal 3: Provide useful applications and expanded access to data and services on the City website

- ✓ Partner with Police department to create a web portal for citizens to report crimes and retrieve crime reports
- ✓ Assess and deploy internet applications to provide online registration and payment capabilities
- ✓ Develop City road closure application
- ✓ Redevelop Planning and Zoning section of the City website to include current hearing notices
- ✓ Create Fire Inspection Request application for citizens to request fire-related inspections

Goal 4: Promote and expand functionality of GIS applications and web technology

- ✓ Ensure that accurate GIS layers, maps, projects, data and digital orthophotography are maintained
- ✓ Deploy the latest ESRI software and ArcGIS mobile technology
- ✓ Deploy mobile Fire application in order to provide routing capabilities and access to mobile data
- ✓ Develop field collection application for the Fire department to assist with inventory asset management
- ✓ Partner with Public Works to develop application for stormwater assessment and pavement management

Goal 5: Expand, enhance and maintain the network communications infrastructure

- ✓ Evaluate potential video camera deployment for homeland security and crime prevention
- ✓ Assess datacenters for vulnerabilities with respect to battery capacity, climate control and generator capacity
- ✓ Replace physical servers that cannot be virtualized or extend maintenance contracts to provide coverage
- ✓ Install additional ESX server at each datacenter to expand virtual server capacity
- ✓ Upgrade Microsoft Windows 2003 server operating system to Microsoft Windows 2008 server
- ✓ Deploy Exchange server version 2007 and integrate with SharePoint server 2007
- ✓ Evaluate battery backup system at City Hall datacenter for potential replacement

Goal 6: Increase the capabilities of City/BLW trunked radio system

- ✓ Oversee the FCC rebanding effort to ensure that digital radio communications are not adversely affected
- ✓ Evaluate radio technology to enhance the current system at the City/BLW and provide additional functionality

MANAGEMENT INFORMATION SYSTEMS

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
MIS:			
Standard PCs Supported	449	473	490
Laptop PCs Supported	186	198	210
AS/400 Servers Supported	1	1	1
Virtualized Servers	10	37	45
Physical Servers (Non-virtualized)	46	22	12
Physical Servers Supporting the Virtualization Infrastructure	8	8	8
Network Appliances Supported	3	4	5
Remote Access (RAS) enabled users	160	170	180
SAN Storage Capacity	17	19	19
Mobile (PDA) Devices Supported	60	85	95
Business Applications	43	47	50
HelpDesk Ticket Volume	4,721	3,304	6,600
IT Project/Task Volume	229	390	420
GIS:			
gemNet Applications	12	13	16
Print Requests	310	315	300
Web Mapping Applications	7	8	10
Address Issues	800	810	815
Project/Task Volume	360	375	400
New Plats	37	39	40
Parcel Work	225	230	250
Web Page Update Requests	800	800	850

GOALS ACCOMPLISHED

- ◊ Created the Marietta 175th Anniversary website
- ◊ Web services manager received professional certification by the Geographic Information Systems (GIS) Certification Institute for his contributions to the GIS profession and expertise in the field
- ◊ GIS held "Technology Showcase" presentations highlighting new features on the City/BLW web site as well as new applications offered on gemNet
- ◊ Upgraded to the Microsoft Office 2007 application suite; enabled online training tutorial as well as recorded instructional videos
- ◊ Deployed GMBA workorder application system for Public Works; upgraded workorder system for the Water department
- ◊ Automated several Human Resources processes pertaining to benefits administration
- ◊ Upgraded Sungard Public Sector application system to major version 5.0.8; migrated the Click2Gov application system to a virtual server environment
- ◊ Implemented the Quated inventory bar-coding system for the Fire department and BLW Warehouse
- ◊ Upgraded Selectron Interactive Voice Response system to the new software version and hardware platform; migrated from analog telephone lines to digital T1 technology
- ◊ Implemented online interface between Court records management system and TicketTrak parking ticket system
- ◊ Implemented a project management system for Police, Customer Service and Marketing departments
- ◊ Completed Local Update of Census Addresses (LUCA) including a major review of all city addresses using Census data and Census software with electronic submission

MANAGEMENT INFORMATION SYSTEMS

EXPENDITURE SUMMARY

Management Information Systems (MIS)

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	1,181,322	671,945	598,579	710,207	774,696
Operating Services	822,038	864,267	664,000	819,639	824,913
Capital	555,659	1,474,298	516,719	620,040	311,000
TOTAL ANNUAL BUDGET	2,559,019	3,010,510	1,779,298	2,149,886	1,910,609

Geographic Information Systems (GIS)

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	310,385	328,105	367,023	348,391	357,401
Operating Services	72,647	107,158	148,573	107,730	157,755
Capital	4,515	3,499	0	17,212	0
TOTAL ANNUAL BUDGET	387,547	438,762	515,596	473,333	515,156

Network Services

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	547,205	567,810	552,535	607,244
Operating Services	0	464,413	1,024,569	1,143,621	1,295,464
Capital	0	35,500	0	328,787	551,000
TOTAL ANNUAL BUDGET	0	1,047,118	1,592,379	2,024,943	2,453,708

In FY07 staff from the MIS Division were moved into the newly created Network Services Division.

MANAGEMENT INFORMATION SYSTEMS

PERSONNEL DETAIL

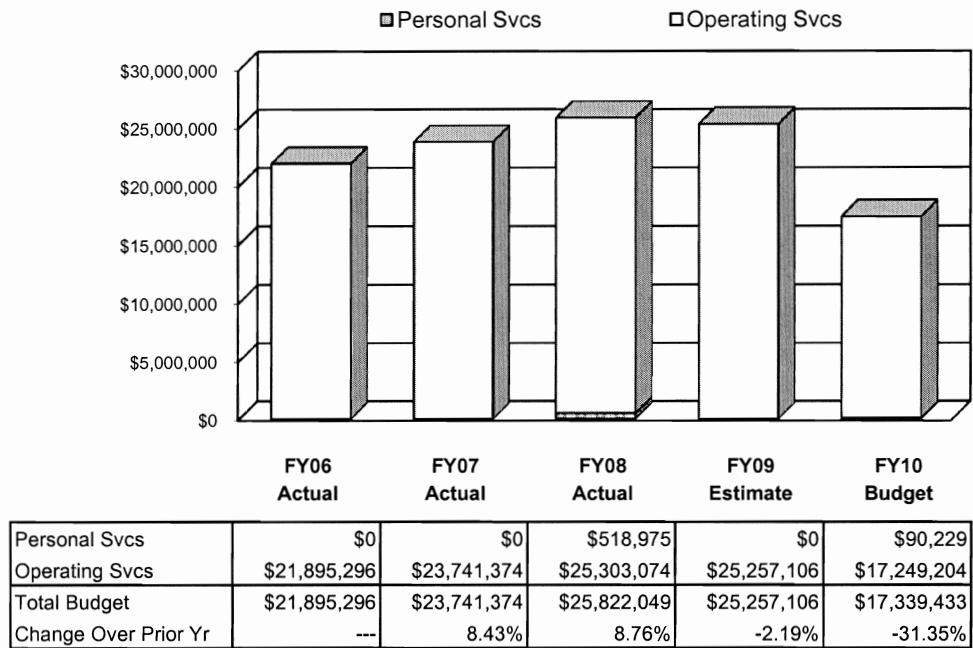
Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
MIS Director	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Systems Manager	1	1	1	1	1
Systems Administrator	1	1	1	1	1
Data Base Administrator	0	0	1	1	1
Senior Programmer Analyst	0	1	1	1	1
Senior Business Analyst	1	1	1	1	1
Business Analyst	2	2	0	0	0
Network Administrator -Tech Support	1	0	0	0	0
Network Analyst - Technical Support	1	0	0	0	0
Computer Operator II	1	0	0	0	0
PC Specialist - Technical Support	1	0	0	0	0
PC Analyst - Technical Support	2	0	0	0	0
Technical Support Manager	1	0	0	0	0
Technical Support Specialist	1	0	0	0	0
GIS / Web Services Manager	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
GIS Specialist	1	1	1	1	1
GIS Specialist II	1	1	1	1	1
Web Developer I	1	1	1	1	1
Web Developer II	1	1	1	1	1
Network Services Manager	0	1	1	1	1
Sr. Network Analyst - Network Serv.	0	1	1	1	1
Network Administrator-Network Serv.	0	1	1	1	1
Server Administrator - Network Serv.	0	0	1	1	1
Network Analyst - Network Services	0	1	1	1	1
PC Analyst - Network Services	0	1	1	1	1
PC Specialist - Network Services	0	1	1	1	1
Radio Sys. Analyst - Network Serv.	0	1	1	1	1
TOTAL BUDGETED POSITIONS	21	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	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	0	0	518,975	0	90,229
Miscellaneous Operating Services	678,578	622,431	617,098	538,162	656,753
Indirect Cost Transfer to Gen. Fund	2,150,274	2,145,237	2,435,319	2,697,211	2,590,148
Utilities-City Hall	136,119	128,407	126,007	127,809	143,337
Utilities-Lights/Signals	1,005,631	1,021,118	1,063,121	1,034,130	978,064
Utilities-General Fund	531,187	516,222	522,790	529,659	565,615
Utilities-BLW Building	70,643	81,102	78,838	79,043	81,076
Transfer to Pension Fund	0	0	50,000	0	0
Transfer to Health Fund	200,000	399,009	634,978	524,978	524,978
Operating Transfer to General Fund	9,750,000	10,500,000	10,500,000	10,500,000	11,000,000
Transfer to Other Funds	19,999	0	0	0	0
Miscellaneous Expenses	592,869	570,891	622,020	528,722	709,233
Depreciation	6,759,996	7,756,957	8,652,903	8,697,392	0
TOTAL ANNUAL BUDGET	21,895,296	23,741,374	25,822,049	25,257,106	17,339,433

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.

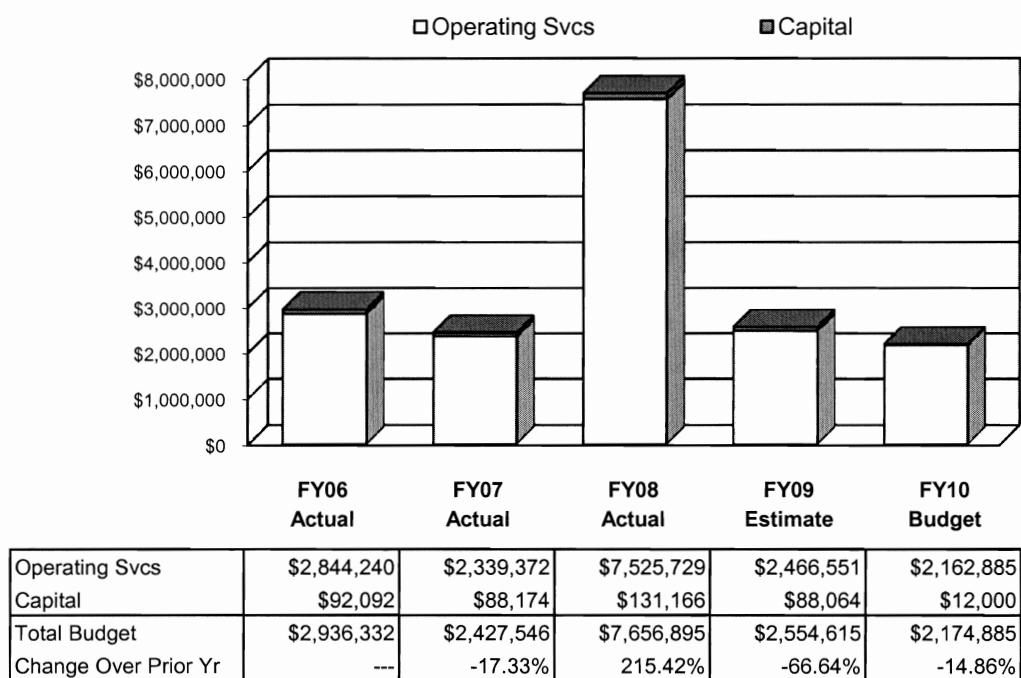
INTERNAL SERVICE FUNDS

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 30,000 - 40,000 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



The expenses in FY08 include the payment to trustee for the refunding of the golf course bond.

GOLF COURSE FUND

MISSION STATEMENT

To provide a positive golf experience and service befitting an upscale daily fee and resort facility while maintaining guest safety and environmental stewardship.

GOALS AND ACTIONS

Goal 1: Improve facility aesthetics

- ✓ Replace rotted wood and rework the four dormers on the Clubhouse
- ✓ Replace structural beams and gypsum substrate on walkway; repair and paint holes in stucco
- ✓ Paint Clubhouse exterior
- ✓ Repair columns in Clubhouse entranceway
- ✓ Redesign starter stand and add a tee time monitor

Goal 2: Increase golf course profitability

- ✓ Fill unsold tee times through email marketing and other internet marketing tools
- ✓ Continue to upgrade and update City Club Marietta website
- ✓ Target larger, more profitable outings and include package options such as hotel accommodations, golf clinics, tee gifts and meal offers
- ✓ Increase marketing of the newly renovated grill and conference room

Goal 3: Upgrade golf operations to enhance services provided

- ✓ Upgrade the point-of-sale system to incorporate a credit card swipe that will transmit through the computer
- ✓ Replace beverage cart and range picker
- ✓ Replace all driving range mats
- ✓ Install outdoor scoreboard for outings and events

Goal 4: Enhance playing conditions to improve revenue per player

- ✓ Expand practice facility and improve construction of target greens
- ✓ Enhance landscaping to improve safety and playability
- ✓ Improve infrastructures including cart path repair, irrigation and utilities
- ✓ Remove dead trees and replace with new plantings

GOLF COURSE FUND

PERFORMANCE MEASUREMENTS

Measurement	FY08 Actual	FY09 Estimate	FY10 Budget
Adjusted number of rounds	32,693	31,496	37,000
Income - Golf	\$1,527,851	\$1,437,069	\$1,600,000
Income - Pro Shop/Room rental	\$13,040	\$13,290	\$15,000
Income - Food and Beverage	\$259,158	\$252,489	\$310,000
Income - Total Revenue	\$1,800,049	\$1,702,848	\$1,925,000
Income per round	\$55.06	\$54.07	\$52.03

GOALS ACCOMPLISHED

- ◊ Added new Yamaha golf cart fleet
- ◊ Repainted dining room and replaced wall covering
- ◊ Replaced carpet in the grill and new conference room
- ◊ Redesigned the back kitchen area and constructed a new conference room
- ◊ Utilized Constant Contact email marketing to distribute newsletters, information and promotions
- ◊ Purchased replacement washer, dryer and ball washer
- ◊ Replaced the IBS server in the Pro shop
- ◊ Installed new cart path on hole #4
- ◊ Upgraded and replaced kitchen equipment in the grill
- ◊ Purchased new greens aerifier to perform in-house aerification
- ◊ Installed new fans for the greens on the course

GOLF COURSE FUND

EXPENDITURE SUMMARY

Clubhouse and General Office

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	411,939	398,012	393,274	401,174	438,937
Capital	0	2,489	73,030	17,083	0
TOTAL ANNUAL BUDGET	411,939	400,501	466,304	418,257	438,937

Golf Operations

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	299,790	291,099	313,093	297,048	295,047
Capital	2,512	0	3,009	1,199	0
TOTAL ANNUAL BUDGET	302,302	291,099	316,102	298,247	295,047

Golf Course Maintenance

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	475,575	440,193	435,322	420,789	424,017
Capital	89,580	85,685	49,453	39,702	12,000
TOTAL ANNUAL BUDGET	565,155	525,878	484,775	460,491	436,017

Food and Beverage

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	182,208	203,450	191,131	200,517	206,345
Capital	0	0	5,674	30,080	0
TOTAL ANNUAL BUDGET	182,208	203,450	196,805	230,597	206,345

GOLF COURSE FUND

EXPENDITURE SUMMARY

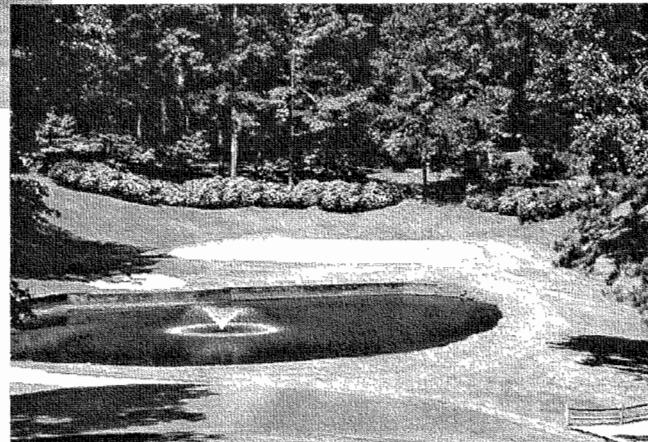
Debt Service

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Operating Services	897,681	725,181	5,909,117	914,070	773,518
TOTAL ANNUAL BUDGET	897,681	725,181	5,909,117	914,070	773,518

Non-departmental

Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Indirect Cost Transfer	20,529	26,325	27,088	27,088	25,021
Other	54,000	54,761	69,768	14,583	0
Depreciation	502,518	200,351	186,936	191,282	0
TOTAL ANNUAL BUDGET	577,047	281,437	283,792	232,953	25,021

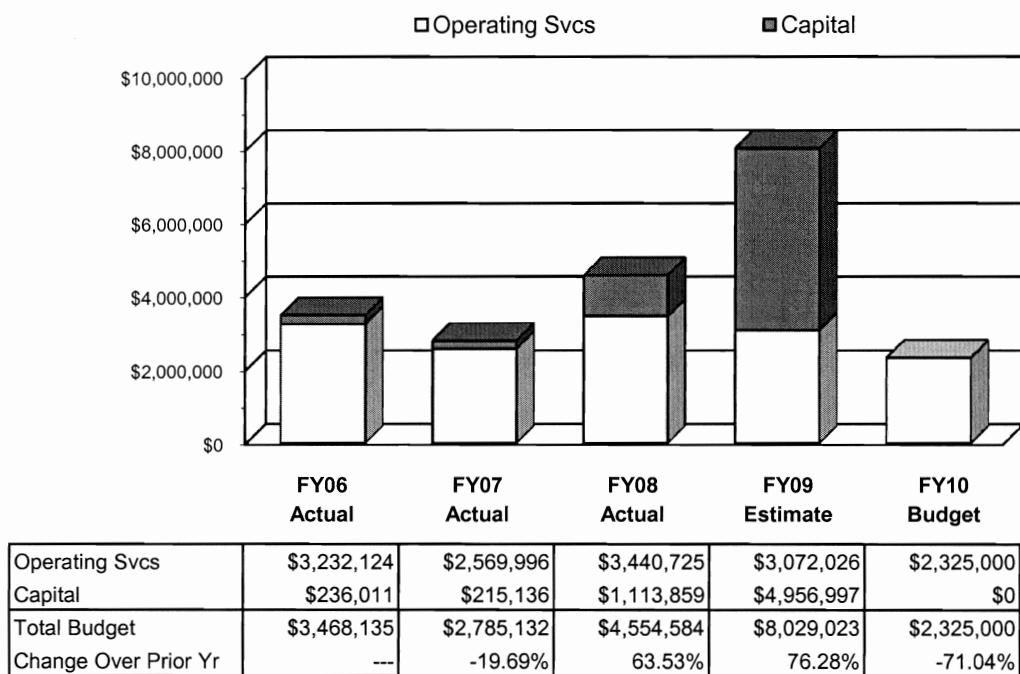
Note: Depreciation is not a budgeted item because capital expenditures are budgeted instead.



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

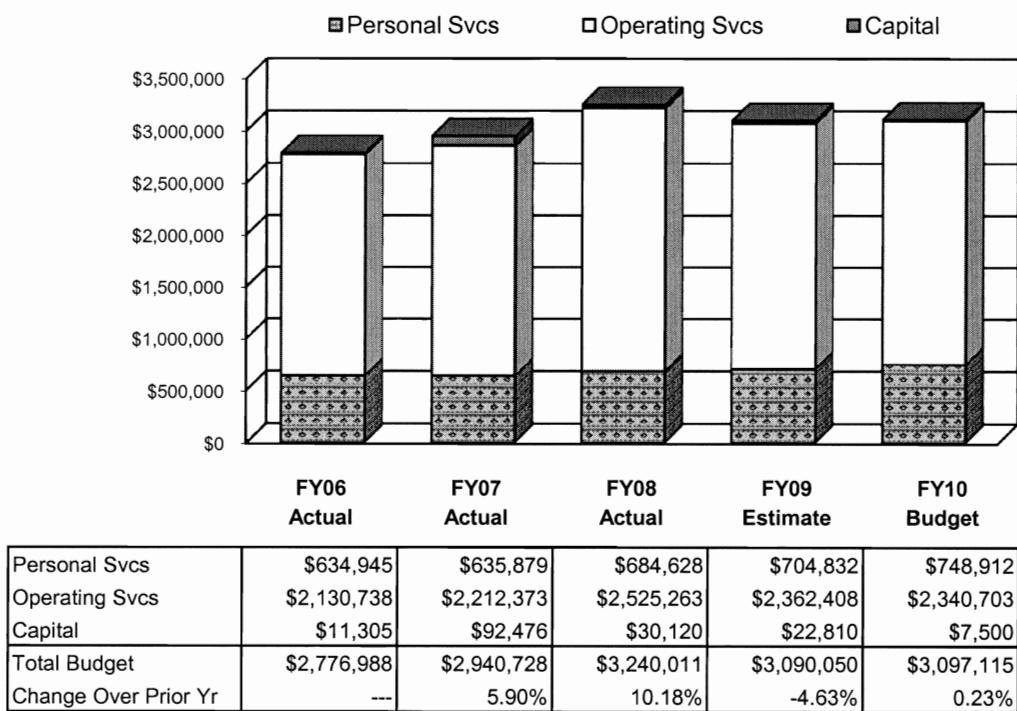


In FY09 the expenses include the renovation of the hotel.

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	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Personal Services	634,945	635,879	684,628	704,832	748,912
Operating Services	2,130,738	2,212,373	2,525,263	2,362,408	2,340,703
Capital	11,305	92,476	30,120	22,810	7,500
TOTAL ANNUAL BUDGET	2,776,988	2,940,728	3,240,011	3,090,050	3,097,115

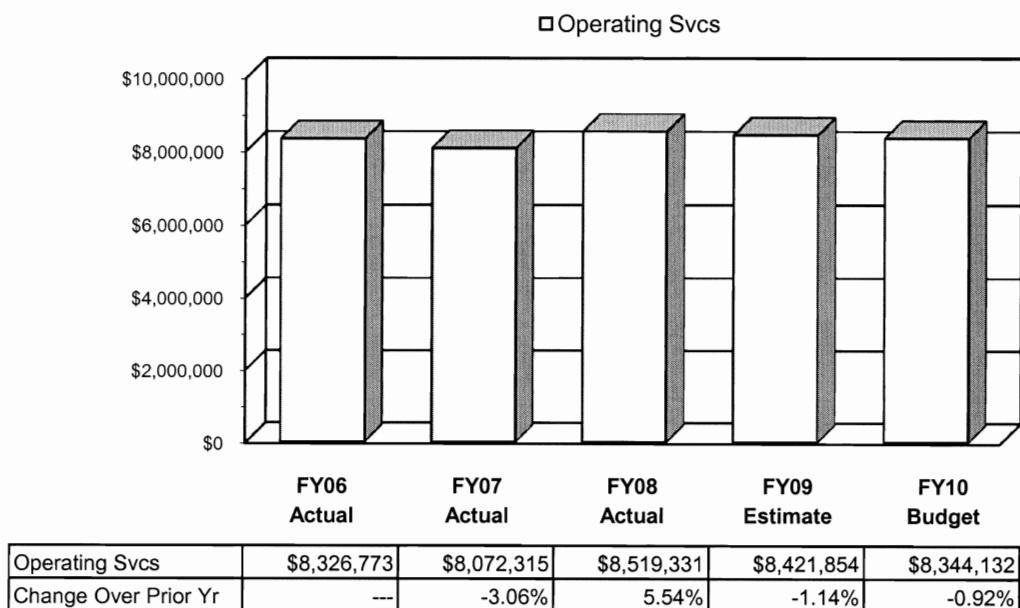
PERSONNEL DETAIL

Title	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Estimate	FY10 Budget
Service Manager	1	1	0	0	0
Supervisor	1	1	1	1	1
Foreman	0	0	1	1	1
Administrative Assistant I	1	1	1	1	1
Small Engine Mechanic	1	1	1	1	1
Automotive Service Worker	2	2	2	2	2
Mechanic	8	5	4	7	7
Mechanic II	0	3	4	1	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.

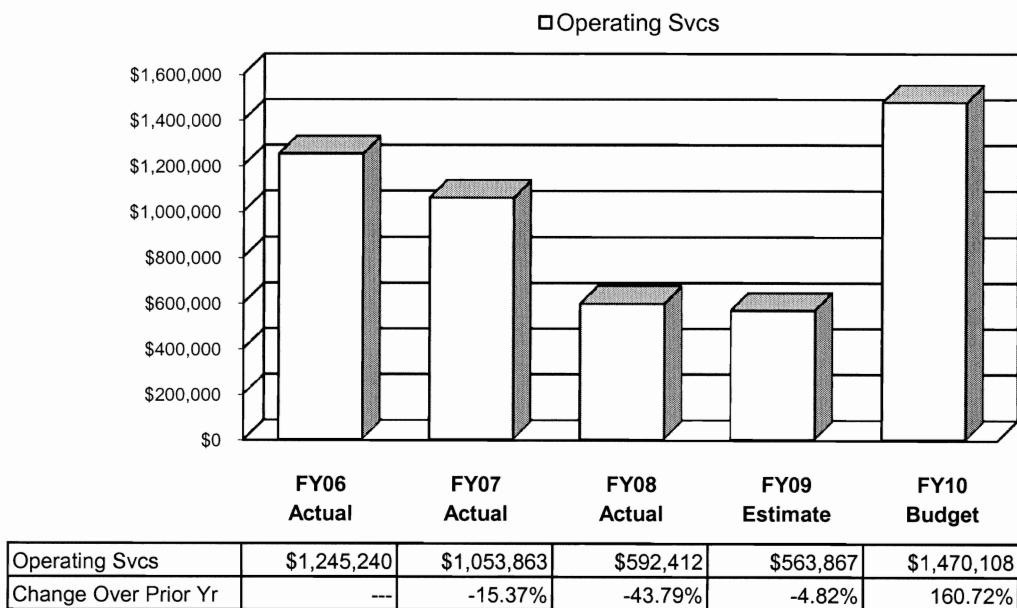
DEPARTMENT EXPENDITURE HISTORY



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

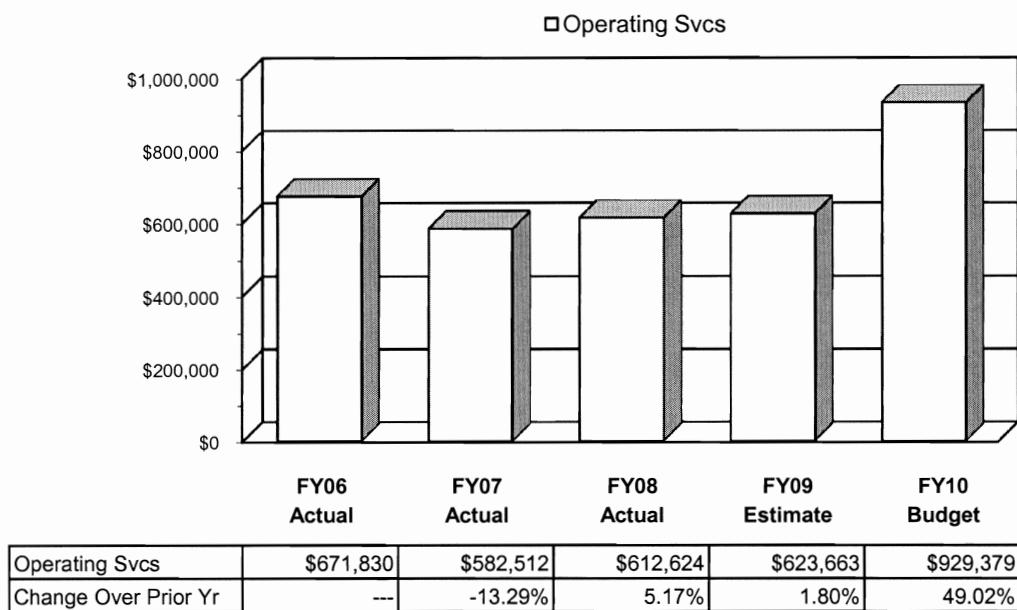


Because of our self-insured status, the City continues to budget at consistent rates from year to year in order to build up a reserve fund for future claims.

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



Because of our self-insured status, the City continues to budget at consistent rates from year to year in order to build up a reserve fund for future claims.

FIDUCIARY FUNDS

FIDUCIARY FUNDS

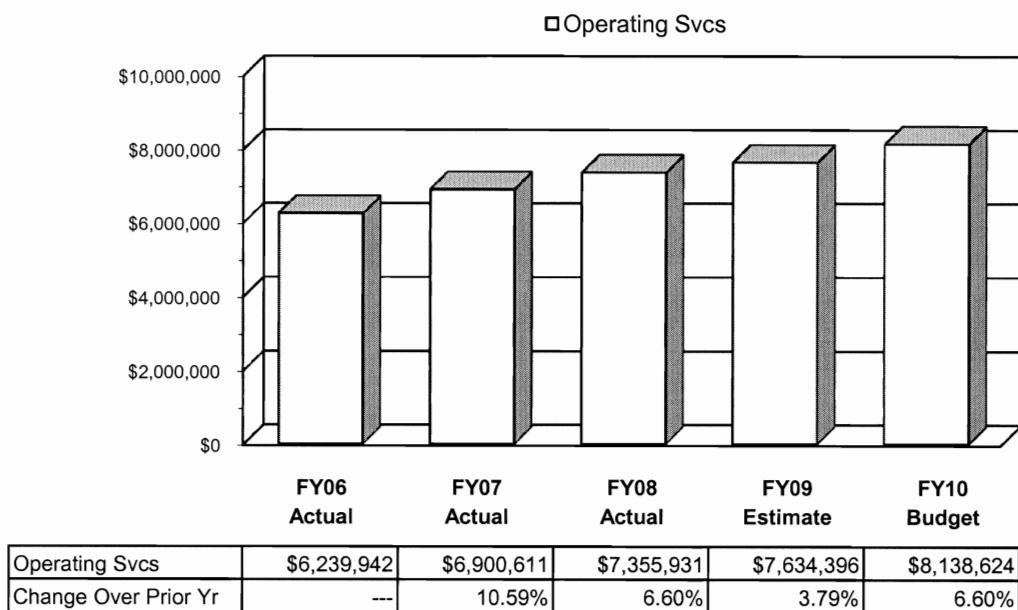
TRUST FUNDS

There are two Trust Funds. The General Pension Trust Fund accounts for the assets held by the City in a trustee capacity and the payment of retirement benefits. 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. It accounts for City and employee contributions to the defined pension plan and benefit payments to eligible participants. Every employee is vested after ten years of employment. The city contributes 14.5% of employee gross salaries, and the employees contribute 4% of their gross salaries into the fund. 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.

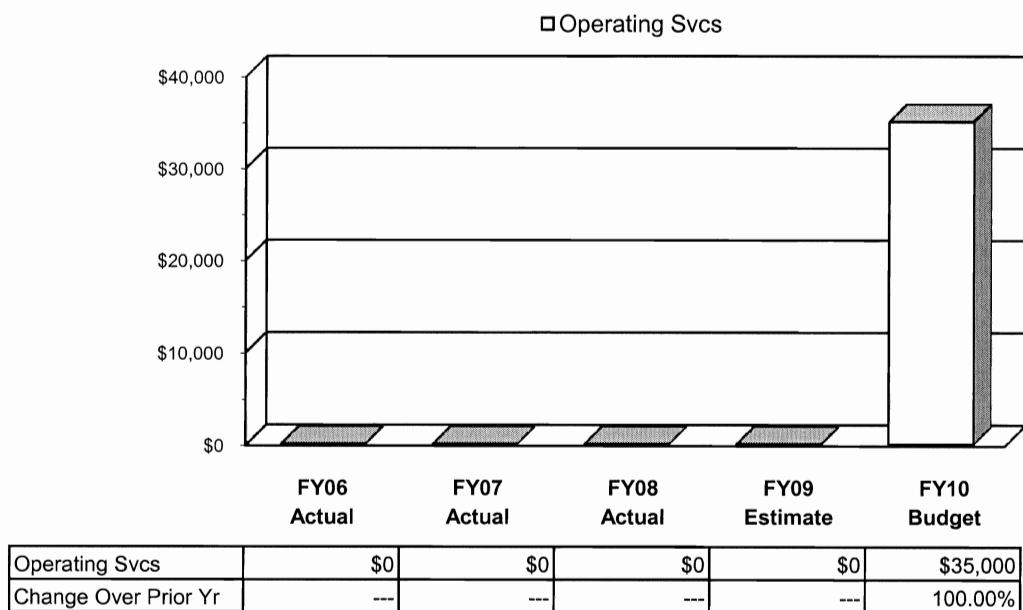
DEPARTMENT EXPENDITURE HISTORY



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.

DEPARTMENT EXPENDITURE HISTORY



Funds are budgeted each year as a reserve increase, but because benefit payments have not yet begun, there is no history of expenditures to graph.

CAPITAL IMPROVEMENTS

CAPITAL IMPROVEMENTS

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, FY2010, 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>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
General Fund	300,000	1,160,217	1,609,047	1,754,616	1,262,011
Special Revenue Funds	39,051	0	0	0	0
SPLOST Fund	12,073,919	729,500	1,000,000	600,000	0
Golf Course Fund	12,000	170,200	172,495	156,100	136,100
BLW Fund	17,645,401	13,343,686	13,198,227	12,136,486	14,702,456
Motor Transport Fund	7,500		3,930,000	0	0
TOTAL	\$30,077,871	\$15,403,603	\$19,909,769	\$14,647,202	\$16,100,567

Capital Improvement Program by Category Type

	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Computer and Technology	950,447	940,100	885,300	1,013,700	871,600
Transportation Projects	18,189,919	1,807,500	1,116,000	720,000	122,000
Facility Improvements	210,600	176,500	5,515,000	542,000	3,534,000
Miscellaneous Projects	365,055	554,000	335,700	230,000	244,600
Vehicles & Powered Equipment	522,400	1,753,317	1,915,042	2,567,016	1,704,411
Utility Projects	9,839,450	10,172,186	10,142,727	9,574,486	9,623,956
TOTAL	\$30,077,871	\$15,403,603	\$19,909,769	\$14,647,202	\$16,100,567

Capital projects are broken down into the following categories: Computer and Technology, Facility Improvements, Miscellaneous Projects, Vehicles & Powered Equipment, Utility Projects, and Transportation 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 will be addressed differently for FY10 than in other budget years. Because the economy has hampered revenue collections, one of the areas of cutbacks in expenditures can be seen in the capital budget. Marietta has been fortunate in prior years to be well equipped with garbage trucks, municipal vehicles, public safety vehicles and maintenance equipment. Because we have a solid fleet and equipment inventory, we have decided not to fund the routine replacement of vehicles and equipment for FY10. This is a one-time strategy solely to balance the budget. Marietta has set aside \$300,000 in a contingency fund for the replacement of capital items that break during the year and cannot be fixed.

OTHER FUNDS

Special Revenue Funds, Golf Course Fund, Capital Projects Funds, and Motor Transport Fund are referred to as the Other Funds in this section. As expected, the largest portion of this group is the Capital Projects Funds, and more specifically, in the SPLOST Fund, in which \$12 million is budgeted for transportation projects. 1% SPLOST collections will be used to add or improve roadways, intersections, streetscapes, storm drains and traffic management systems. Computer and Technology expenditures include hardware and software for the HUD Fund, Golf Course Fund, Weed and Seed Fund, and the Fleet Maintenance Fund. Grounds equipment for the Golf Course rounds out this category.

BOARD OF LIGHTS AND WATER (BLW)

The BLW's capital budget for FY10 is \$17.65 million. Utility projects make up about 56% of the BLW capital budget. Electrical projects total about \$5.2 million and Water and Sewer projects equal about \$4.6 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. 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.

The Transportation Projects category totaling \$6.1 million is comprised of \$4.75 million in electrical projects and over \$1.36 in water and sewer projects. These projects are basically utility relocations and upgrades that are moved to the top of the priority list so that the infrastructure work can be completed before construction begins on roads, streetscapes, and intersections improvements performed by the city in the SPLOST program.

The Vehicles and Powered Equipment category totaling a half million dollars makes up 2.9% of the total BLW capital budget. All purchases in this category are replacements, such as utility trucks, cab and chassis with aerial transfers, and a backhoe loader. Other powered equipment replacements such as an aerial rebuild, cement mixer, and locate equipment round out this portion of the capital budget.

Computer and Technology projects totaling \$911,451 make up 5.2% 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. Facility Improvements of \$210,600 includes renovations of various buildings for the Electrical Department and some security improvements at six remote pumping stations and tank sites for the Water Department. The Miscellaneous Projects category is comprised of \$53,500 for items for the warehouse, tree crews, and water and electrical operations.

Details regarding Marietta's five-year capital improvement plan can be found on the next several pages followed by a summary listing for FY2010 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 the following items for MIS/Network Services: Court Records Management System software package, implementation of electronic plan submittal, UPS hardware for AS/400 computer room, site recovery manager, anti-virus/SPAM appliance, Cisco security agent and ESX server expansion. Customer Care will upgrade its mobile meter data collector and radio units and the Water department will replace two PCs. FY10 funds the third year of a program to expand the wireless network infrastructure and video surveillance. The budget also includes funding for the replacement of sixty-five laptops, replacement software for the Housing Assistance program, two PCs for the Police Athletic League office of the Weed and Seed program, computer control module for the irrigation system at the City Club Golf Course and diagnostic software for Motor Transport.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
General Fund	0	5,100	24,800	8,700	5,100
HUD Fund	22,740	0	0	0	0
Weed & Seed Fund	4,756	0	0	0	0
Golf Fund	4,000	0	0	0	5,000
BLW Fund	911,451	935,000	860,500	1,005,000	861,500
Motor Transport Fund	7,500	0	0	0	0
Total	950,447	940,100	885,300	1,013,700	871,600

Impact on FY2010 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 FY2011.

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 FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
SPLOST Fund	12,073,919	729,500	1,000,000	600,000	0
BLW Fund	6,116,000	1,078,000	116,000	120,000	122,000
Total	18,189,919	1,807,500	1,116,000	720,000	122,000

Impact on FY2010 Operating Budget

Approximately \$1,364,000 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 FY10 budget provides funding for roof replacement on the forestry shed, renovation of the PCB stall at the O&M building, partial renovation of the first floor electrical engineering wing, office modification at the O&M building and security improvements at six remote pumping stations and tank sites.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
General Fund	0	39,500	25,000	10,000	25,000
Golf Course Fund	0	68,000	40,000	18,000	58,000
BLW Fund	210,600	69,000	1,520,000	514,000	3,451,000
Motor Transport Fund	0	0	3,930,000	0	0
Total	210,600	176,500	5,515,000	542,000	3,534,000

Impact on FY2010 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

Miscellaneous Capital Outlay

Item

Miscellaneous Items

Description

A \$300,000 designated contingency has been established for capital purchases in the General Fund. The budget provides for a Police digital message board for the Weed and Seed program; stacking racks for the warehouse; and defibrillator batteries, grounding sets and a skid sprayer for the tree crew in the Electrical department. Utility locate equipment for the Water department is also included in this budget.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
General Fund	300,000	444,000	250,000	180,000	200,000
Weed & Seed Fund	11,555	0	0	0	0
Golf Course Fund	0	39,500	53,700	15,000	3,600
BLW Fund	53,500	70,500	32,000	35,000	41,000
Total	365,055	554,000	335,700	230,000	244,600

Impact on FY2010 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

CAPITAL IMPROVEMENT PROGRAM

Vehicles and Powered Equipment

Item

Additional and Replacement Vehicles

Description

Vehicles are replaced on a rotation schedule. The FY10 budget includes funding for six replacement pickup trucks and a cab/chassis replacement /transfer of aerial device.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
General Fund	0	671,617	1,309,247	1,555,916	1,031,911
Golf Course Fund	0	7,700	9,735	32,300	11,500
BLW Fund	330,400	894,000	213,000	717,000	351,000
Total	330,400	1,573,317	1,531,982	2,305,216	1,394,411

Impact on FY2010 Operating Budget

Adherence to a rotation schedule for replacement of vehicles helps to stabilize repair and maintenance costs. Because the General Fund will not fund the normal replacement of vehicles in FY10, the repair and maintenance costs budgeted are higher than in previous years. Repair and maintenance costs for all city and utility vehicles are budgeted at \$400,000 for commercial and purchased repairs, \$675,000 for internal repairs and parts and \$220,000 for tires. Fuel costs for the additional vehicles are estimated at \$10,000.

Item

Powered Equipment

Description

Powered equipment purchases include a core harvester and blower attachment for the City Club golf course; an aerial device rebuild for the Electrical department; and a backhoe loader, cement mixer, push camera and locate equipment for the Water department.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
Golf Course Fund	8,000	55,000	69,060	90,800	58,000
BLW Fund	184,000	125,000	314,000	171,000	252,000
Total	192,000	180,000	383,060	261,800	310,000

Impact on FY2010 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 \$137,099 is budgeted in FY10 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 FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	820,000	861,000	904,050	949,253	996,715

Impact on FY2010 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 FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	126,000	132,300	138,915	145,861	153,154

Impact on FY2010 Operating Budget

Purchased power costs of \$506,000 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 FY10 budget includes funding for five contractual underground boring crews.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	2,640,285	2,725,494	2,813,558	2,904,581	2,634,011

Impact on FY2010 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 FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	1,366,000	1,401,000	1,436,000	1,471,000	1,508,000

Impact on FY2010 Operating Budget

An additional \$219,900 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 FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	108,000	110,000	114,000	116,000	120,000

Impact on FY2010 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 FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	300,000	308,000	315,000	323,000	331,000

Impact on FY2010 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. This project includes inflow/infiltration source detection and collection system model and flow metering.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	1,473,000	1,509,000	1,547,000	1,585,000	1,624,000

Impact on FY2010 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

Project

New Feeders to Substations #3

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.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	250,000	1,000,000	760,000	0	0

Impact on FY2010 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, System Protection, Capacitor Program, Substation Construction, Recalibration of Infrared Cameras, Redevelopment Projects and Street Lighting. Miscellaneous Customer Care projects include Electric Meter Remote Disconnect Units and Business Analysis projects include Load Research Metering. Miscellaneous Water and Sewer projects include Water Meter Replacement Program, Water Valve Maintenance Program and Water/Wastewater Redevelopment Projects.

Funding

	Adopted FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	2,459,165	1,816,892	1,796,979	1,751,605	1,917,680

Impact on FY2010 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 FY10	Projected FY11	Projected FY12	Projected FY13	Projected FY14
BLW Fund	297,000	308,500	317,225	328,186	339,396

Impact on FY2010 Operating Budget

There is no foreseeable impact on the operating budget for the current year.

FY2010 CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Tech	Facility Improvements	Misc Projects	Vehicles & Powered Equip	Utility Projects	Transportation Projects	Total
General Fund							
Designated Contingency			300,000				300,000
HUD Fund	22,740						22,740
Weed and Seed Fund	4,756		11,555				16,311
SPLOST Fund					12,073,919		12,073,919
Golf Course Fund							
Maintenance	4,000			8,000			12,000
BLW Fund							
MIS:							
MIS	311,000						311,000
Network Services	551,000						551,000
MIS Total	862,000	0	0	0	0	0	862,000
Customer Care:							
Meters and Services	45,000			25,000			70,000
Business Analysis				9,040			9,040
Electrical:							
Administration		23,500					23,500
Engineering	100,000			2,432,016	4,750,000		7,282,016
Warehouse		10,000					10,000
Distribution	45,000	12,000	242,400	2,340,285			2,639,685
Ops. & Maintenance	55,600		70,000	443,127			568,727
Electrical Total	0	200,600	45,500	312,400	5,215,428	4,750,000	10,523,928
Water & Sewer:							
Administration	4,451	10,000		27,000			41,451
Meter Maintenance					1,215,982		1,215,982
Water Distribution		8,000	27,000	1,633,000	735,000		2,403,000
Wastewater Collection			148,000	1,741,000	631,000		2,520,000
Water & Sewer Total	4,451	10,000	8,000	202,000	4,589,982	1,366,000	6,180,433
BLW Fund Total	911,451	210,600	53,500	514,400	9,839,450	6,116,000	17,645,401
Motor Transport Fund							
Fleet Maintenance	7,500						7,500
Grand Total	950,447	210,600	365,055	522,400	9,839,450	18,189,919	30,077,871

APPENDIX

PERSONNEL POSITION SUMMARY

<u>FUND</u>	<u>Budget</u> <u>FY08</u>	<u>Budget</u> <u>FY09</u>	<u>Budget</u> <u>FY10</u>
General			
General Administration	10	12	12
Municipal Court	20	18	18
Finance	26	26	26
H/R and Risk Management	9	9	9
Development Services	19	19	19
Redevelopment	2	2	2
Public Works	105	105	105
Parks, Recreation and Facilities	32	31	31
Police	171	172	172
Fire	135	135	135
Elected/Appointed Officials	36	36	36
Total General Fund	565	565	565
Special Revenue			
Cemetery	2	2	2
Housing Assistance	10	10	11
CDBG	2	2	2
Weed & Seed Grant Program	1	1	2
Gone With the Wind Museum	1	1	1
Total Special Revenue	16	16	18
BLW			
General Administration	2	2	2
Electric	89	87	87
Water & Sewer	43	43	43
Customer Care	44	43	42
Business Analysis	5	5	4
Utility Marketing	4	3	4
MIS	21	21	21
Appointed Officials*	5	5	5
Total BLW Fund	213	209	208
Internal Services			
Motor Transport	14	14	14
Total Internal Services	14	14	14
GRAND TOTAL	808	804	805

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	764
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	22
Golf Courses	1
Recreation Centers	2
Tennis Courts	19
Outdoor Basketball Courts	3
Parks / Recreation Center Acreage	310
Education:	
Elementary Schools	8
Middle Schools / 6th Grade School	2
High Schools	1
Special Entities	1

Year	DEMOGRAPHICS				CONSTRUCTION ACTIVITY	
	Population	Area (Sq. Miles)	School Enrollment	Unemployment Rate	Bldg. Permits Issued	Estimated Valuation
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
2008	61,829	23.07	7,638	5.2%	844	107,083,835

Year	UTILITY CUSTOMERS			ASSESSED VALUE OF TAXABLE PROPERTY		
	Electric	Water	Sewer	Real (Taxable)	Personal (Taxable)	Total (Taxable)
2004	45,347	18,162	16,768	1,894,998,659	368,658,567	2,263,657,226
2005	45,543	18,276	16,728	2,059,939,253	384,795,676	2,444,734,929
2006	45,213	18,490	16,702	2,207,625,251	373,109,333	2,580,734,584
2007	45,309	18,292	16,710	2,361,786,408	386,488,002	2,748,274,410
2008	46,242	18,592	16,689	2,530,114,079	396,792,755	2,926,906,834
2009	46,477	18,353	16,499	2,503,085,861	380,122,552	2,883,208,413

Fiscal Year	MILLAGE RATES				DEBT SERVICE		
	General Fund	Cemetery Maintenance	Debt Service	Total	Principal	Interest	Total
2003	2.038	0.079	2.066	4.183	5,585,000	3,558,011	9,143,011
2004	2.788	0.079	1.816	4.683	7,640,000	3,353,111	10,993,111
2005	2.788	0.079	1.816	4.683	4,620,000	3,071,571	7,691,571
2006	2.788	0.079	1.816	4.683	4,810,000	2,895,959	7,705,959
2007	2.788	0.079	1.816	4.683	5,015,000	2,710,231	7,725,231
2008	2.788	0.079	1.816	4.683	5,240,000	2,516,379	7,756,379
2009	2.788	0.079	1.816	4.683	6,140,000	1,578,413	7,718,413
2010	2.788	0.079	1.816	4.683	6,170,000	1,569,782	7,739,782

ORDINANCE NO: 7317

AN ORDINANCE

ADOPTING an Annual Budget for the fiscal year beginning July 1, 2009 and ending June 30, 2010 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 2010 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 2010 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	<u>.079</u>
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, 2010 are hereby adopted as shown on the following pages:

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
General Fund		
Operating Revenue and Other Sources	\$48,936,118	
City Council		\$252,224
City Clerk		226,021
Municipal Court		1,135,258
Mayor		94,851
City Manager		817,477
Finance		1,773,283
City Attorney		525,000
Human Resources and Risk Management		820,997
Civil Service Board		6,445
Development Services		1,547,472
Redevelopment		255,636
Public Works		7,662,770
Parks, Rec and Facilities		2,923,612
Police		13,412,829
Fire		11,399,850
Non-Departmental		6,082,393
Total General Fund	\$48,936,118	\$48,936,118
TAD CCSR Fund		
Operating Revenue	\$851,155	
Expenditures		\$851,155
TAD Franklin/Gateway Fund		
Operating Revenue	\$15,500	
Reserve Increase		\$15,500
TAD Perimeter Fund		
Operating Revenue	\$56,950	
Reserve Increase		\$56,950
Cemetery Maintenance Fund		
Operating Revenue and Other Sources	\$423,291	
Expenditures		\$423,291
Housing Assistance Program Fund		
Operating Revenue and Other Sources	\$6,444,196	
Expenditures		\$6,444,196
Community Development Block Grant Fund		
Operating Revenue	\$188,996	
Expenditures		\$188,996
Weed and Seed Program Fund		
Intergovernmental Revenue	\$340,646	
Expenditures		\$340,646
Grant Fund		
Reimbursement Revenue	\$213,913	
Expenditures		\$213,913
Asset Forfeiture Fund		
Operating Revenue	\$650,000	
Expenditures		\$650,000
Radio System Core Replacement Fund		
Operating Revenue	\$100,745	
Reserve Increase		\$100,745

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
<i>Gone with the Wind Movie Museum Fund</i>		
Operating Revenue and Other Sources	\$135,940	\$135,940
Expenditures		
<i>Hotel Motel Tax Fund</i>		
Operating Revenue	\$1,983,000	
Expenditures		\$1,983,000
<i>Auto Rental Excise Tax Fund</i>		
Operating Revenue	\$368,000	
Expenditures		\$368,000
<i>SPLOST Fund</i>		
Operating Revenue	\$13,240,274	
Expenditures		\$13,240,274
<i>Golf Course Fund</i>		
Operating Revenue and Other Sources	\$2,174,885	
Expenditures		\$1,401,367
Debt Service		773,518
Total Golf Course Fund	\$2,174,885	\$2,174,885
<i>Conference Center Fund</i>		
Operating Revenue and Other Sources	\$2,325,000	
Expenditures		\$2,325,000
<i>Debt Service Fund</i>		
Operating Revenue	\$4,843,200	
Bond Proceeds	3,703,333	
Debt Service		\$7,742,782
Expenditures		25,236
Reserve Increase		778,515
Total Debt Service Fund	\$8,546,533	\$8,546,533
<i>BLW Fund</i>		
Operating Revenue and Other Sources	\$144,381,341	
Use of Reserves	2,517,768	
BLW Board		\$35,250
General Manager		337,922
Utility Marketing		894,617
MIS-GIS-Network Services		4,879,473
Board Attorney		40,000
Customer Care		4,120,425
Business Analysis		446,200
Electrical		94,440,174
Water and Sewer		24,365,615
Non-Departmental		17,339,433
Total BLW Fund	\$146,899,109	\$146,899,109

	Anticipated Revenues	Appropriated Expenditures
<i>Motor Transport Fund</i>		
Charges For Service	\$3,097,115	
Expenditures		\$3,097,115
<i>Self Insurance Funds</i>		
Charges For Service and Other Sources	\$10,743,619	
Expenditures		\$10,180,827
Reserve Increase		562,792
Total Self Insurance Funds	\$10,743,619	\$10,743,619
<i>General Pension Fund</i>		
Charges For Service and Other Sources	\$8,138,624	
Expenditures		\$8,046,382
Reserve Increase		92,242
Total General Pension Fund	\$8,138,624	\$8,138,624
<i>OPEB Trust Fund</i>		
Operating Revenue	\$35,000	
Reserve Increase		\$35,000
Total All City Funds	<u>\$255,908,609</u>	<u>\$255,908,609</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.

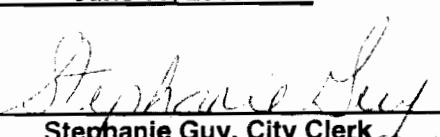
Section 8: The millage determined by this ordinance is premised upon approximately 1% to 1.3% decrease in the assessed value of the 2008 property tax digest. In the event the digest change is greater or less than these amounts, the Council will review the millage at the next regularly scheduled City Council meeting after certification of the final assessment (tax digest) to the City by the Cobb County Tax office.

DATE June 10, 2009

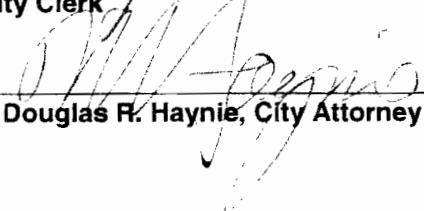
APPROVED


William B. Dunaway, Mayor

ATTEST


Stephanie Guy, City Clerk

APPROVED AS TO FORM


Douglas R. Haynie, City Attorney

ORDINANCE NO: 7365

AN ORDINANCE

ADOPTING the final Ad Valorem tax levies for Fiscal Year 2010 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 2010; 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 2010 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	<u>1.187</u>
Debt Service Total	1.816
Cemetery	<u>.079</u>
Total	4.683

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.

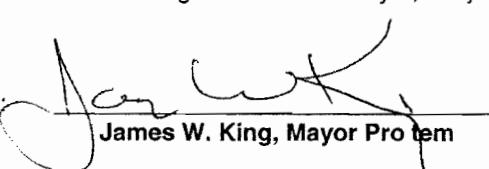
Section 3: It is hereby declared to be the intention of this Ordinance that its sections, paragraphs, sentences, clauses and phrases are severable, and if any section, paragraph, sentence, clause or phrase of this Ordinance is declared to be unconstitutional or invalid, it shall not affect any of the remaining sections, paragraphs, sentences, clauses or phrases of this Ordinance.

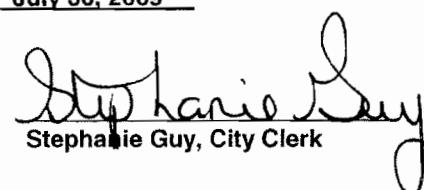
Section 4: All Ordinances or parts of Ordinances in conflict with this Ordinance are hereby repealed.

Section 6: This Ordinance shall become effective upon the signature or without the signature of the Mayor, subject to Georgia laws 1983, page 4119.

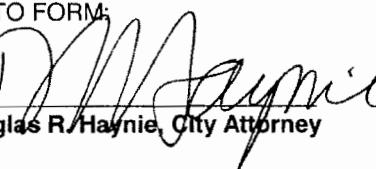
DATE: July 30, 2009

APPROVED:


James W. King, Mayor Pro tem

ATTEST: 
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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