
FISCAL YEAR 2007 BUDGET

CITY OF MARIETTA, GEORGIA

JULY 2006 – JUNE 2007

WILLIAM F. BRUTON, JR.
CITY MANAGER

MONTE VAVRA
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, 2005

Handwritten signature of Carla E. Perry in black ink.

President

Handwritten signature of Jeffrey R. Emswiler in black ink.

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, 2005.

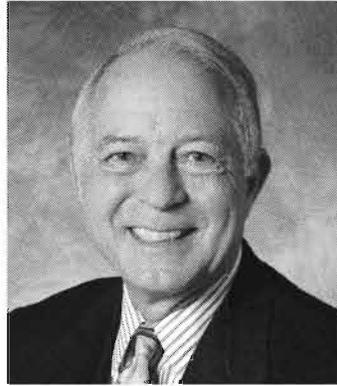
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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.

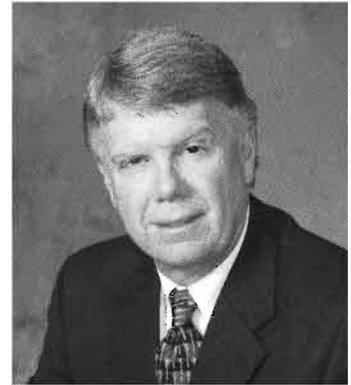
MAYOR AND CITY COUNCIL



Annette Paige Lewis
Councilmember, Ward 1



William B. Dunaway
Mayor



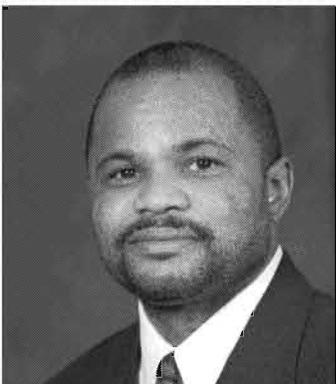
Griffin Chalfant
Councilmember, Ward 2



Holly Marie Walquist
Councilmember, Ward 3



Irvan Alan Pearlberg (Van)
Councilmember, Ward 4



Rev. Anthony Coleman
Councilmember, Ward 5

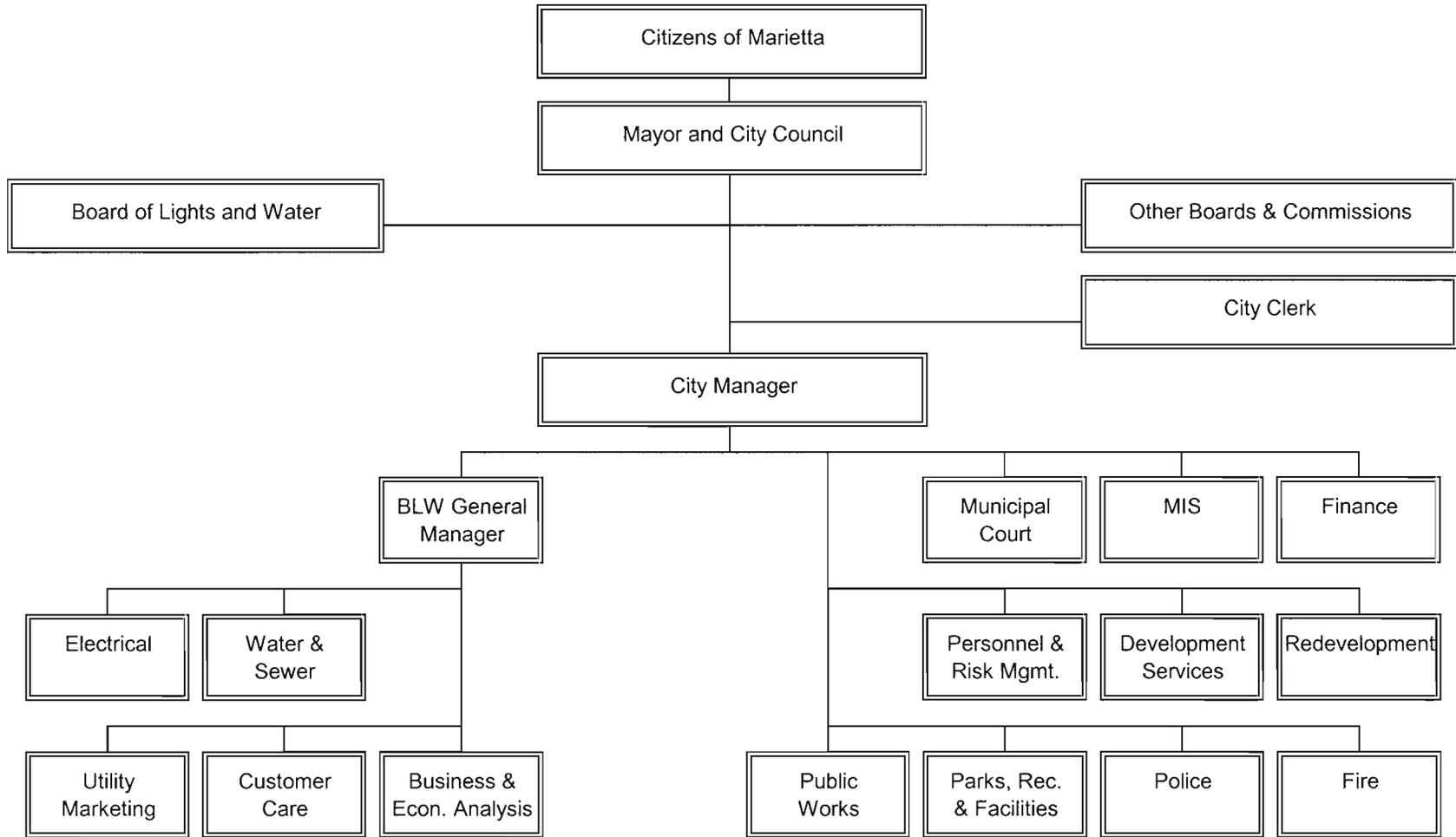


James King
Councilmember, Ward 6



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 Alan Pearlberg (Van)	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

David Beam	Acting Police Chief
Brian Binzer	Development Services Director
Rich Buss	Parks, Recreation and Facilities Director
Daniel Conn	Acting Public Works Director
Barry Echols	Utility Marketing Director
Herb Edwards	Business and Economic Analysis Director
Gene Estensen	MIS Director
Jackie Gibbs	Fire Chief
Stephanie Guy	City Clerk
Douglas Haynie	City Attorney
Robert W. Lewis	BLW General Manager
Shannon Long	Assistant to the City Manager
Nancy Martin	Personnel and Risk Management Director
Gary Mongeon	Marietta Redevelopment Corp Executive Director
J. Kevin Moore	BLW Attorney
Ronald Mull	Customer Care Director
Robert Snelson	Water and Sewer Director
Monte Vavra	Finance Director
Pamela Wallace	Municipal Court Administrator
Chuck Ward	Electrical Director

The State of Georgia

&

City of Marietta Location Map

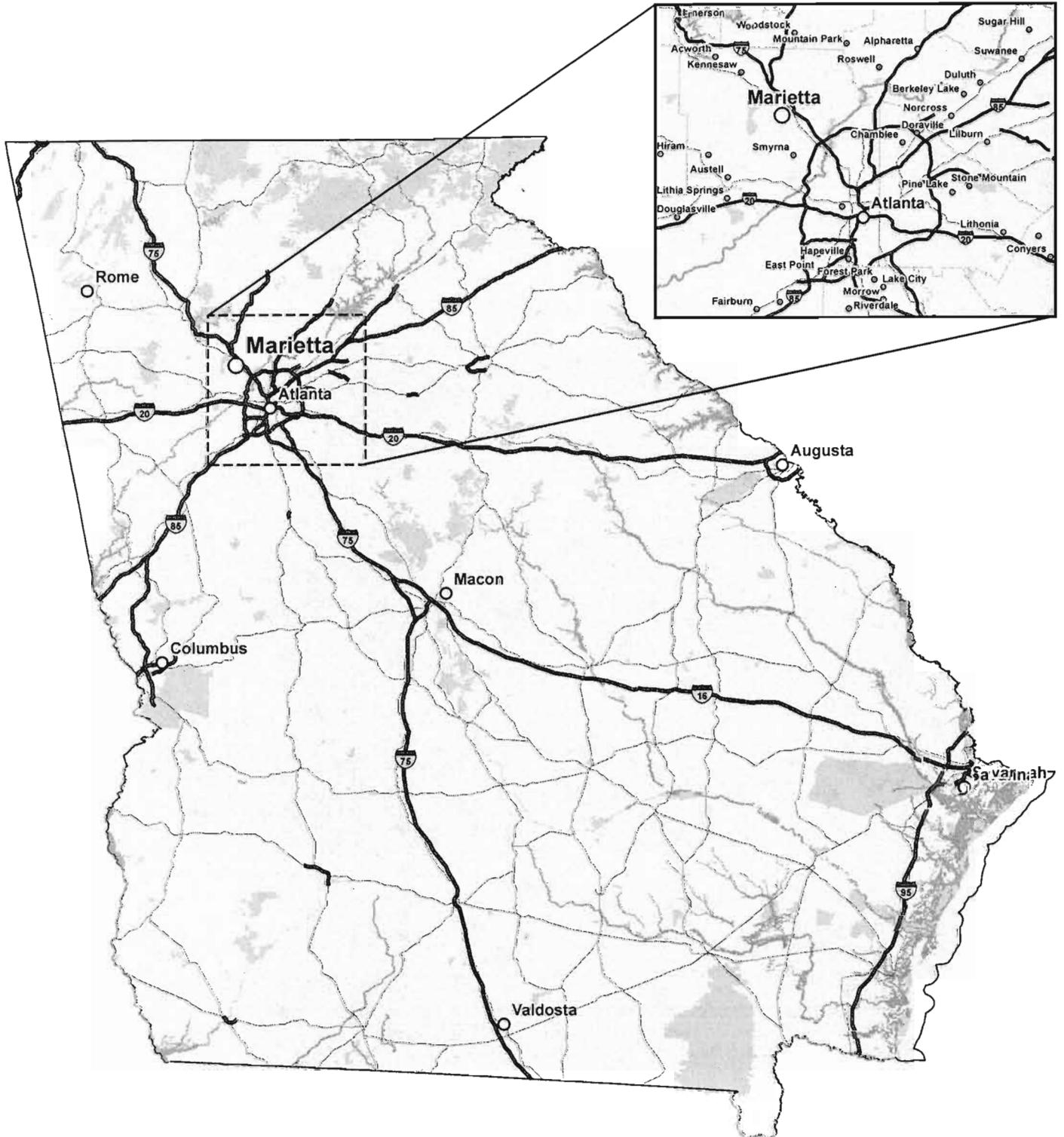


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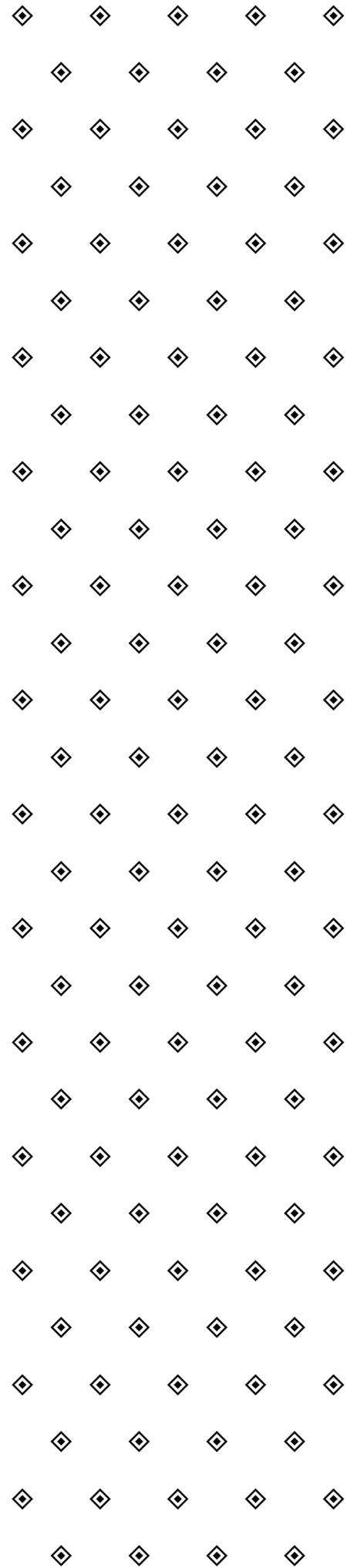
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INTRODUCTION



BUDGET MESSAGE

July 1, 2006

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 2007, which begins July 1, 2006 and ends June 30, 2007. As the City's financial and spending plan for the new fiscal year, the adoption of the budget is one of the most important actions taken by the City Council each year. It authorizes resources and establishes a direction for our programs and services of the city government for the coming year in accordance with the City's Vision Statement, Strategic Plan and Comprehensive Plan.

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

The City has previously benefited from the astounding growth that our region has experienced for over two decades. Marietta has grown from a population of 30,829 in 1980 to an estimated 60,157 residents in 2006, and housing units have grown from 13,768 to approximately 23,989. Additionally, the employment sector has grown from a work force of 15,987 in 1980 to about 46,596 employed persons as of March 2006. This growth in past years has been riding on factors such as full employment, good schools, low taxes, business and industrial expansion, the national economy, and our location within the metropolitan region.

Just as it is true for the nation, the City of Marietta experienced a significant drop in tourism and an economic downturn following September 11, 2001. However, Marietta is now seeing positive changes in our revenue sources. Many trends are starting to turn around and are on the upswing. Most revenue streams are increasing not only due to an improving national economy, but also as a result of steps taken by Marietta for redevelopment. Returns from our investments in the City's utilities are increasing as well.

The test of government is the ability to ensure 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 ensures 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 FY2007 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 MESSAGE

BUDGET GOALS FOR FY2007

The FY2007 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 ensure 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.

FY2006 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. The City's Redevelopment Corporation is playing an important role in the redevelopment of our community. The City itself undertook two bold initiatives to revitalize the heart of our City. A total of \$3 million was invested in the acquisition of the Johnny Walker site and another \$5 million was invested in the Manget Street slum elimination project. The City received the \$8 million back through the sale of the property and TAD proceeds associated with the redevelopment of both sites. When completed, the appraised value of the properties will increase by over \$80 million. The purpose of the projects is to encourage additional private investments and the reestablishment of ownership opportunities in our downtown. We can already see the results as families are purchasing housing that was formerly rented. Several residential developments are well underway such as the Village at Frasier Park on Frasier Circle, Emerson Hill townhome project, the Manget Street area, and the Hunter Walk infill project. Mixed-use developments are now under construction, including the Marietta Mill Lofts overlooking Atlanta Street.

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 Fort Street and Lawrence Street neighborhoods surrounding our downtown.

The office of economic development worked with business and industry as well and, as a result, several industries are locating significant new investments and expansions in Marietta. West Oak Industrial Park continues to attract quality companies to our City. The Marietta Trade Center underwent major reconstruction with large retail anchors paving the way for smaller stores and restaurants. We are seeing the domino effect in this vibrant area as more businesses are being built and small businesses are moving to larger buildings.

Marietta's commitment to upgrading and replacing the water and sewer systems has been evident in projects such as the 2006 Water System Improvements, the Whitlock Avenue 20-inch Water Main Replacement, the Terrell Mill Road Water Line Relocation, the Noses Creek Basin Sewer and Manhole Rehabilitation and the Phillips Drive Sewer Rehabilitation. System reliability and infrastructure improvements will continue to be realized due to the ability to achieve and exceed departmental goals. Over 3,100 feet of large water main replacement has been accomplished, over 7,700 feet of water distribution line replacements, and more than 15,000 feet of sewer mains are presently in construction.

BUDGET MESSAGE

Last year Marietta's utility company, the Board of Lights and Water (BLW) began a significant undertaking with its Automatic Meter Reading (AMR) project. This project entails changing out older and somewhat poorly functioning electric meters with new meters that also have a special feature which allow the meter to be read using an electronic device. Instead of a meter reader employee manually reading a meter on the customer's property, a computerized device is installed in a vehicle that picks up readings as it drives down the customer's street. This technology reduces the number of staff members needed to perform this work and eliminates the element of human error, thus producing more accurate power bills.

The Roswell Street streetscape project is an architectural master plan that was created to redevelop and bring back the charm of a downtown business district. The engineering and right-of-way acquisition phases are underway, with the construction portion quickly approaching. Grant funding from the Atlanta Regional Commission will be utilized toward this multi-year project along with recently approved SPLOST funds. This significant public investment is already bringing forward private investment in the corridor. Powder Springs Street/Fairground Street and Franklin Road improvements are also moving forward along with a connector from Powder Springs Street to South Cobb Drive.

Major technology enhancements and solutions have been deployed during the past year. For instance, utility customers can view their electric, water, sewer and sanitation bills via the Internet and make credit card payments on-line and via the telephone. Taxpayers are able to review a 10-year tax history of their property. A new server in conjunction with digital in-car cameras for the Police Department will eliminate the need to store video tapes and will provide for easy retrieval of footage.

The National Civic League selected the City of Marietta as a 2006 winner of the All-America City Award, the oldest and most respected community recognition program in the nation. Marietta was chosen because the city showed it is successfully resolving issues with active citizen involvement, volunteer and business resources, efficient government, community vision and collaboration, Marietta was the first Georgia city to receive this award in thirty years.

FY2007 MAJOR INITIATIVES

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

Increasing home ownership will also be a major focus of our redevelopment efforts. Several new mixed use developments are planned such as the former Johnny Walker Homes site on Powder Springs Road, the Clay Homes redevelopment project and Emerson Overlook, both along Roswell Street near Marietta Square. These large-scale projects along with their surrounding neighborhoods will have a tremendous influence in revitalizing the city center. Other residential redevelopment announced for the coming year is the Wynhaven Apartment property on Powder Springs Road. New commercial construction is planned near downtown Marietta with the addition of the Atlanta Northern Traction Company Building, which will add Class-A office space. 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 that have been addressed in this budget. Marietta has the fortunate ability to ensure that its utility infrastructure is top notch while staying committed to offering low rates for service.

The utility's capital improvement plan has committed millions of dollars toward the areas of redevelopment that are coming on line in the near future. The electrical utility plans to add a new substation with eight feeders on North Marietta Parkway, complete additional feeder projects along Powder Springs Street and Roswell Street,

BUDGET MESSAGE

install underground facilities at Johnny Walker Homes, Manget Street, Clay Homes, and Wynhaven, and upgrade and convert Roswell Street from overhead to underground. Likewise, the water department will replace old water and sewer mains in these neighborhoods to meet the needs of these growing areas.

The Sanitation Department is undertaking a pilot program in which all new developments will begin a new system of trash pickup. Large roll-carts will be issued to new homeowners in these areas and the city will outfit trucks with arm lifts.

The City of Marietta is entering into a new radio communications program along with Cobb County and neighboring cities to ensure interoperability for emergency services and crisis management. This program will utilize the latest technology of digital equipment.

FOUNDATION FOR THE BUDGET

REVENUE

Marietta was in the fortunate position of being able to ride out the storm during the downturn in the economy. Strong fiscal policies, ample reserves, and a diverse revenue base sustained the City while waiting for the turn-around in the national and local economies. We are seeing trends that indicate that the worst is over and are optimistic that we will benefit from better days in the future. Because of the projected upswing, no tax increases or user fee increases are approved for the coming year.

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

Property Taxes

The City of Marietta's residential growth is expected to increase by about 5% due to new construction that can be found throughout the city. Charming neighborhoods are being built on undeveloped and redeveloped parcels providing a renewal to older areas. The City's commercial tax base is projected to grow by approximately 6% over last year due to economic development and redevelopment efforts over the last two years.

Miscellaneous Taxes

We are expecting a slight decrease in Hotel/Motel Tax revenue in the coming year. While we are seeing overall increased tourism activity in Marietta over the last 18 months, one local hotel suffered a fire recently and is not in operation at this time. Franchise Taxes are expected to maintain a level collection rate in total from cable TV, telephone, natural gas, and electric utility services. The Insurance Premium Tax has been steadily climbing over the years, and we are projecting a 5.3% increase from this source over FY2006 collections. Alcoholic Beverage Excise Taxes and Auto Rental Excise Taxes are expected to remain fairly steady through the end of next year.

Licenses and Permits

We are projecting a small increase in business license revenue over last year's collections based on positive trends in this area and growth in our community. The large gain in this category, however, is due to increased activity in building permits. All permit types are expected to continue to be strong during the year as commercial and residential redevelopment plans come to fruition.

Charges for Services

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. Revenue for this service is expected to be about equal to last year's collections.

BUDGET MESSAGE

The BLW is committed to providing reliable and high quality service at the lowest possible ratepayer cost. In the water and sewer divisions, the BLW anticipates the need to pass through rate increases from our suppliers and the possible need for relatively small increases to water and sewer rates in order to sustain our continuing infrastructure improvement efforts. In the electric power area, the BLW does not foresee a need to increase the Purchased Power Adjustment (PPA) or a need to increase base rates during FY2007.

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 last year.

Fines and Forfeitures

This category of revenue is projected to see a small rise in revenue through FY2007. 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 additional staff in the Municipal Court Department are all strategies for increasing the prompt collection of fines.

Miscellaneous

Interest income is expected to see steady gains in the coming year. Small assorted categories of revenue are expected to stay status quo through the end of the fiscal year.

EXPENDITURES

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

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

FY2007 Budget

FUND	PERSONAL SERVICES	OPERATING	CAPITAL	TOTALS
General Fund	\$ 32,689,720	\$ 13,956,358	\$ 1,226,987	\$ 47,873,065
BLW Fund	13,013,748	107,721,451	21,655,733	142,390,932
Tax Allocation Districts	0	362,146	0	362,146
Cemetery	79,411	262,940	23,000	365,351
HUD	423,532	6,320,516	0	6,744,048
CDBG	156,690	15,014	0	171,704
Grants Fund	7,000	100,500	0	107,500
Asset Forfeiture	0	260,000	0	260,000
GWTW Movie Museum	88,365	88,085	0	176,450
Aurora Museum	0	7,000	0	7,000
Parks & Recreation	0	0	69,441	69,441
SPLOST	0	0	9,798,878	9,798,878
Golf Course	0	2,277,677	79,000	2,356,677
Conference Center	0	1,841,871	0	2,325,000
Debt Service	0	7,755,321	0	7,755,321
Motor Transport	701,247	2,010,832	103,500	2,815,579
Health Insurance	0	7,541,653	0	7,541,653
Workers Comp	0	1,094,635	0	1,094,635
Property & Casualty	0	1,036,493	0	1,036,493
Pension	0	6,955,778	0	6,955,778
TOTALS	\$ 47,159,713	\$159,661,270	\$ 32,956,539	\$239,777,522

BUDGET MESSAGE

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 General Fund plans to add six positions in the coming year: one Code Enforcement Coordinator and a Code Enforcement Clerk; a new position of Arborist, a Buildings Maintenance Superintendent, an additional police officer and a new Lieutenant in the Fire Department for Homeland Security. The MIS Department will reorganize their structure to better address the needs of the city and BLW utility. The elimination of two positions will be traded for the addition of a new programmer. Other new positions in the BLW include two new Electrical Utility Locators and a Civil Engineering Assistant in the Water Department. A 3.5% merit adjustment to the citywide pay plan is planned for January 2007.

Operating

Cutbacks have been made in the General Fund operating budget to compensate for rising expenses to the City such as contract increases for digital radios, recycling services, landfill fees, professional and consulting services, addressing federal requirements, rising insurance costs for property, health and workers compensation, increased legal fees and rising fuel prices. In the BLW, Electric Cost of Goods Sold and Water/Sewer Cost of Goods Sold comprise 59% (\$67.9 million and \$14.1 million, respectively) of the total operating services budget of \$107.7 million.

Capital

The General Fund capital budget of \$1,226,987 includes 13 vehicles for the Police Department plus one prisoner transport van, a heavy rescue truck for fire and emergency services, a garbage truck, and a total of 4 vehicles for other city services departments. The yearly resurfacing rotation of tennis and basketball courts as well as other miscellaneous items such as mowers, computers and a digital information sign round out the General Fund capital budget.

The BLW capital budget is funded at approximately \$21.6 million, with Redevelopment Projects comprising 37% or \$8.1 million. Utility Relocations due to SPLOST road construction projects make up another 10% or \$2.2 million. Service to New Customers, Sewer Rehabilitation and Water Main replacements remain major priorities which cost \$4 million. Other major projects planned are Water Meter Replacements, Inflow/Infiltration Source Detection, Electrical System Improvements, New Water Meter Installations and other miscellaneous utility projects, totaling approximately \$3 million. Approximately \$1 million is set aside for vehicles and miscellaneous utility equipment.

The Golf Course's capital budget of \$79,000 consists of large equipment for course maintenance and clubhouse upgrades.

Public Works transportation and road projects account for over \$8.1 million of the capital budget in the SPLOST Fund. Projects such as 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. Also in the SPLOST Fund is \$1.68 million for the county-wide interoperability 800 **MHz** digital radio communications project.

CONCLUSION

This budget seeks to strike a balance between providing quality services to our citizens, while minimizing the cost associated with local government. We have been fortunate over the course of time to improve service levels, reduce taxes and improve on the financial integrity of the City. The FY2007 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.

BUDGET MESSAGE

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

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

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

Sincerely,



William F. Bruton, Jr.
City Manager

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INTRODUCTION

THE BUDGET BOOK

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

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

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

The sections for **Governmental Funds, Proprietary Funds** and **Fiduciary Funds** include the normal on-going expenses of departments, including personal services, operating and capital. These sections also provide a history of expenses for each division or accounting entity since FY03. 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 FY07 Operating Budget.

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

THE BUDGET PROCESS

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

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

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

Each department director is responsible for compiling and submitting their budget requests. The department director budgets for both operating and capital expenditures. The personnel budget is handled by the Personnel Department for all employees. 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 Personnel Department is in charge of reviewing the requests for new positions, reclassifications, or staffing changes to the position allocation chart. The Personnel Director will then meet with the City Manager to present the analysis and recommendation for proposed personnel changes. In this meeting with the City Manager, it is decided which service proposals will continue to be pursued and incorporated into the budget process.

INTRODUCTION

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

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

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

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

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

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

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

AMENDING THE BUDGET

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

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

Because the legal level of control is the department level, all transfers between departments must follow this process. Likewise with salary and benefit increases. A transfer into the personal services category from an operating account budget or from an appropriation of fund reserves, for example, is permitted as long as it follows this process.

INTRODUCTION

In the case of an overall spending decrease, a memo is considered at the Finance Committee as detailed above. Also attached is a list of revenue accounts in which the budget will be decreased (due to shortfall projections) as is a list of expenditure accounts that will be decreased. This list is generated by the budget office in conjunction with the department directors and city manager.

BASIS OF PRESENTATION

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, Grants, Gone With the Wind Movie Museum, Aurora Fire Museum, Asset Forfeiture and Parks, Greenspace and Tree 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 collection systems. The Golf Course Fund accounts for the receipts and disbursements of funds from the operation of the City golf course, "City Club". The Conference Center Fund accounts for the operation of the Marietta Conference Center and Resort.

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.

Fiduciary Fund

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

INTRODUCTION

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 the Pension Trust Fund are prepared consistent with 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.

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

- 17 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

25-26 Budget training sessions for individuals responsible for the preparation of their department's budget

February

6 All Service Proposals for Reclassifications, New Positions, New Programs or Projects due

13 Departmental Strategic Plans due

20 Operating Budget requests entered in computer database due

March

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

6 Capital Budget requests due to Finance

17 Payroll budget due to Finance from the Personnel Department

April

27 Preliminary budget presentation to City Council – First Session

May

8 BLW Board approves their budget

15 Preliminary budget presentation to City Council – Second Session

19 Recommended Budget Book sent to City Council

25 Presented Recommended Budget Book to City Council

31 Public hearing on the Recommended Budget

June

14 City Council adopts Final Budget and Tentative Millage Rate

July

19 Public hearings on the Proposed Millage Rate (2 of 3; also 1 held on July 26)

26 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 McClennan 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

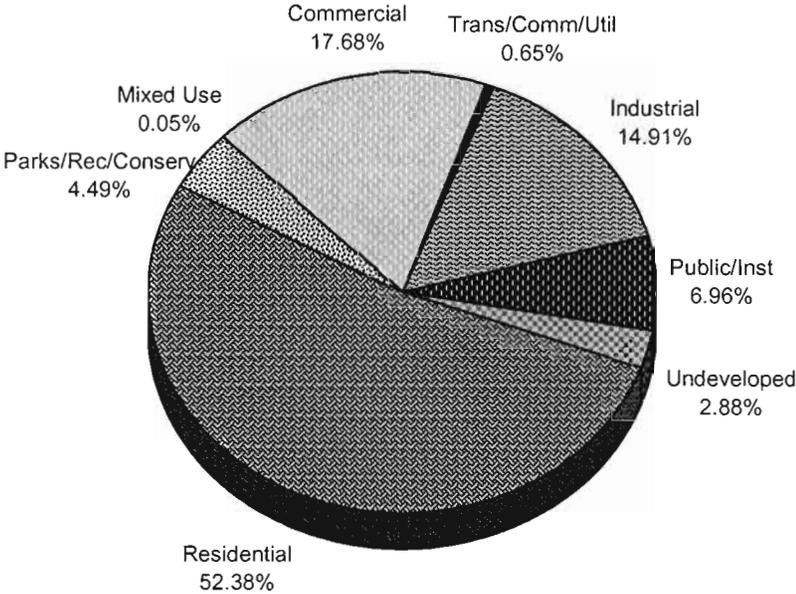
PHYSICAL CHARACTERISTICS

As of August 2006, the City of Marietta contained 23.02 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

	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

	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

	Less than \$50,000	\$50,000 - \$99,000	\$100,000 - \$149,000	\$150,000 - \$199,000	\$200,000 - \$299,000	\$300,000 - \$499,000	\$500,000 or more
1990	470	3,006	1,188	628	341	97	36
2000	132	2,325	1,654	1,690	1,709	524	150

Source: US Census

	Less than \$200	\$200 - \$299	\$300 - \$499	\$500 - \$749	\$750 - \$999	\$1,000 - \$1,499	No cash rent
1990	897	604	7,119	4,122	153	92	169
2000	617	358	851	5,018	6,320	1,654	767

Source: US Census

1980	\$8,106
1990	\$15,808
2000	\$23,409
2010*	\$31,061
2020*	\$38,712
2030*	\$46,364

* Projected
Source: US Census

	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	2010*	2020*	2030*
Employed Persons 16 years and older	15,987	24,226	32,172	40,265	48,357	56,450
Agriculture, forestry, fishing, hunting, and mining	125	220	107	98	89	80
Construction	1,138	1,626	4,069	5,535	7,000	8,466
Manufacturing	2,770	2,786	4,339	5,124	5,908	6,693
Transportation, communications and utilities	1,301	2,026	1,165	1,097	1,029	961
Wholesale trade	981	1,653	1,168	1,262	1,355	1,449
Retail trade	3,063	4,738	4,558	5,306	6,053	6,801
Finance, insurance, real estate, banking, credit agencies, and rental and leasing	1,326	2,537	2,513	3,107	3,700	4,294
Professional, scientific, management, administrative, waste management and other services	2,112	4,411	6,237	8,300	10,362	12,425
Educational, health, and social sciences	2,141	2,966	4,267	5,330	6,393	7,456
Art, entertainment, recreation, accommodation and food services	261	285	3,010	4,385	5,759	7,134
Public administration	769	978	739	724	709	694

* Projected

Source: US Census

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

Source: US Census

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

ALL-AMERICA CITY AWARD

MARIETTA CROWNED ONE OF THE 10 BEST CITIES IN AMERICA

WHAT IS MARIETTA CELEBRATING?

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

WHAT IS THE AWARD?

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

WHY IS IT IMPORTANT?

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

HOW DID THE COMMUNITY WIN?

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

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

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

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

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



ALL-AMERICA CITY AWARD

WHAT ORGANIZATIONS AND PROGRAMS HELPED MARIETTA WIN?

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

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

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 1

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

Goals:

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

STATEMENT 2

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

Goals:

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

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 3

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

Goals:

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

STATEMENT 4

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

Goals:

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

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 5

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

Goals:

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

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 6

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

Goals:

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

STATEMENT 7

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

Goals:

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

VISION STATEMENT AND STATEMENT OF GOALS

STATEMENT 8

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

Goal:

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

MISSION STATEMENT

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

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

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

Policies

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

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

- Objective 1.1 Promote the conservation and protection of sensitive natural resources while allowing for continued growth and development.
 - Policy 1.1 Enact the required Department of Natural Resources Environmental Planning Criteria regulations to ensure the protection of water supply watersheds, not in conflict with private property rights.
 - Policy 1.2 Enact the required Department of Natural Resources Environmental Planning Criteria regulations to ensure the protection of wetlands.
 - Policy 1.3 Enact the required Department of Natural Resources Environmental Planning Criteria regulations to ensure the protection of groundwater recharge areas, not in conflict with private property rights.
 - Policy 1.4 Pursue the acquisition of greenspaces and conservation easements as a means of protecting the natural environment.
 - Policy 1.5 Revise the zoning ordinance to provide incentives to protect sensitive plant and wildlife species habitat.
- Objective 1.2 Establish and maintain a system of greenspaces and trails in the city, linking to other greenways within Cobb County.
 - Policy 1.6 Create a citywide Greenway and Multiuse trail Master Plan to guide the construction of multi-use facilities and preservation of greenspace.
 - Policy 1.7 Complete the design and construction of Marietta's portion of the Kennesaw Mountain to Chattahoochee River Trail.
- Objective 1.3 Promote the development of brownfield and greyfield sites, as well as other underdeveloped areas.
 - Policy 1.8 Develop a database and map of potential brownfield and greyfield sites.
 - Policy 1.9 Develop a Brownfield Redevelopment Plan and a Greyfield Redevelopment Plan, including an awareness program and action plan.
- Objective 1.4 Promote the preservation of trees as part of the land development and construction process on non-residential properties, including maintenance of minimum tree densities.
 - Policy 1.10 Strengthen the city's enforcement of the tree protection and landscaping ordinance to ensure compliance with its requirements.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

- Policy 1.11 Amend the tree protection and landscape ordinance to provide additional incentives to protect specimen trees.
- Policy 1.12 Amend the alternative compliance section of the tree protection and landscaping ordinance to allow monies from the dedicated fund to be used for the creation of landscape plans as well as the purchase and installation of trees within the City.
- Objective 1.5 Encourage and require the planting of street trees along local streets.
- Policy 1.13 Ensure enforcement of and provide clear language in the Tree Protection and Landscaping Ordinance so that street trees are required on all new developments in the city.
- Objective 1.6 Promote the benefits of preserving specimen trees on residential properties through education.
- Policy 1.14 Establish a program with cooperation from the Marietta Tree Keepers and other organizations to educate homeowners on ecological, health, and societal benefits of specimen trees.
- Objective 1.7 Support the replanting of appropriate replacement trees in order to ensure the upkeep of Marietta's tree canopy for future generations. Replacement trees should not conflict with future transportation improvements and placement should take into account tree form and life cycle.
- Policy 1.15 Ensure the planting of appropriate tree species in conjunction with transportation improvements to ensure a healthy and stable tree canopy for Marietta's present and future residents.
- Policy 1.16 Collaborate with property owners, Marietta Tree Keepers, and other organizations to progressively plant new trees on private property in order to provide upkeep to the tree canopy.
- Objective 1.8 Provide for, maintain, and improve upon environmentally responsible water supply, wastewater treatment, sanitary sewer, and stormwater systems that support desired growth.
- Policy 1.17 Maintain the Capital Improvement Program to assist in identifying, prioritizing, and funding needed capital equipment and community facilities.
- Policy 1.18 Optimize pressure and flow throughout the city water system.
- Policy 1.19 Ensure yearly funds are available to implement improvements needed to maintain and upgrade the city's water and wastewater collection systems.
- Policy 1.20 Monitor the effects of stormwater quality management on private developments through the development review and approval process to ensure minimal impacts on the environment.
- Policy 1.21 Continue the City's efforts to inventory the municipal separate storm sewer system in order to assist in the development of a maintenance program.
- Policy 1.22 Ensure the City's compliance with the Metropolitan North Georgia Water Planning District's requirements for water supply and conservation, wastewater, and stormwater management.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

- Policy 1.23 Ensure the Board of Light and Water is working towards compliance with new federal and state regulations on distribution system water quality.
- Objective 1.9 Provide for an innovative, environmentally responsible, comprehensive solid waste management system.
- Policy 1.24 Continue to implement Marietta's Solid Waste Management Plan by encouraging recycling that will reduce reliance on landfills and to achieve other goals.
- Objective 1.10 Provide a balanced set of active and passive recreational facilities and programs appealing to a broad range of recreational interests while fully utilizing resources.
- Policy 1.25 Create a citywide Parks and Recreation Master Plan to ensure a diversity of recreational opportunities for local area residents.
- Policy 1.26 Enhance and upgrade the existing park and pool facilities throughout the jurisdiction.
- Policy 1.27 The Development Services Department, the Parks and Recreation Department, Marietta Tree Keepers, and other organizations should collaborate to assist in the location and construction of pocket parks in Marietta, which include provisions for upkeep of new facilities.
- Objective 1.11 Ensure that public safety facilities meet desired benchmarks.
- Policy 1.28 Maintain adequate police, fire and rescue, and emergency medical service response times to all areas in the city and any areas outside the city where municipal services are provided via intergovernmental service agreements.
- Policy 1.29 Enhance training programs for public safety personnel by establishing a shooting range in Burress Park.
- Goal#2: *We are a dynamic business center that has retail, offices and environmentally friendly industry in appropriate places. We honor our past and welcome the future.***
- Objective 2.1 Cultivate an economic climate that supports the retention of existing enterprises and assists in attracting a diverse mix of new business and industry to Marietta.
- Policy 2.1 Prepare a yearly analysis of the city's tax structure that contains comparisons with other local area counties and municipalities.
- Policy 2.2 Prepare an annual Marietta Development Report.
- Policy 2.3 Coordinate marketing and incentives policies between the Office of Economic Development, the Marietta Redevelopment Corporation, the Marietta Development Authority, and the Board of Lights and Water.
- Policy 2.4 Communicate with the business community via an electronic newsletter to keep them informed of developments in the city.
- Policy 2.5 Streamline city processes and communicate them more effectively with the business and development communities.
- Policy 2.6 Involve the business community in the local government decision-making process as stakeholders.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

- Objective 2.2 Assist industries in expanding their workforce and operations.
- Policy 2.7 Create an Economic Development Incentive Program through the Office of Economic Development that contains associated policies to assist in business expansion, retention, and redevelopment.
- Objective 2.3 Provide a well-balanced mix of employment opportunities in Marietta as a means of establishing a healthy job market for our residents.
- Policy 2.8 Prepare a marketing strategy to promote business and industry in Marietta that contains information about local area trade schools, educational institutions, and coordinated economic incentives.
 - Policy 2.9 Perform annual updates to the city's community profile document that showcase the areas quality-of-life.
 - Policy 2.10 Provide an alternative financing source to assist small businesses.
- Objective 2.4 Encourage and expand linkages between the education community and the business community as an economic force in the city.
- Policy 2.11 Work with local area educational institutions, trade schools, and businesses to assist in addressing workforce development and training concerns.
 - Policy 2.12 Support educational efforts and act as a resource to assist start-up companies and entrepreneurs in Marietta.
- Objective 2.5 Encourage class "A" office, high end commercial, and mixed-uses, especially along the I-75/Hwy 41 corridors, the downtown area, and other appropriate areas.
- Policy 2.13 Conduct corridor studies as necessary and establish zoning policies to the establishment of high intensity uses along the I-75/Hwy 41 corridor, the Canton Road corridor, and other appropriate areas.
 - Policy 2.14 Periodically update property inventories of targeted redevelopment areas.
- Objective 2.6 Emphasize the redevelopment of existing underperforming commercial properties, obsolete or abandoned structures, and economically deteriorating areas.
- Policy 2.15 Conduct a comprehensive economic development plan for the City.
 - Policy 2.16 Coordinate with the Marietta School System and Cobb County to create Tax Allocation Districts, where appropriate, and administer existing Tax Allocation Districts to assist in creating public-private partnerships to remove blight and assist in redevelopment.
 - Policy 2.17 Investigate the possible use of Opportunity zones in Marietta as a means of promoting economic development.
 - Policy 2.18 Further define Redevelopment Areas within the City.
- Objective 2.7 Assist the private sector in expanding health related industries as a means of enhancing economic prosperity.
- Policy 2.19 Prepare an inventory of sites appropriate to expand our health services and manufacturing clusters.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

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

- Objective 3.1 Expand awareness and understanding of Marietta’s heritage while protecting private property rights by encouraging the protection of significant and historic resources.
 - Policy 3.1 Establish an assistance program to help fund local historic rehabilitation projects.
 - Policy 3.2 Update Marietta’s inventory of historic sites and places.
- Objective 3.2 Educate the community about the value of historic resources.
 - Policy 3.3 Add a specific historic preservation category to the city’s web site to direct people to technical information about historic preservation.
 - Policy 3.4 Develop a series of seminars and workshops for the education of the public on historic preservation, the process, the implications, and the opportunities.
 - Policy 3.5 Support the heritage education programs in local schools to educate children about the city’s historic preservation efforts.
- Objective 3.3 Proactively plan for the preservation of cultural resources.
 - Policy 3.6 Establish historic districts and designate historic properties in appropriate areas of the City through the Historic Preservation Commission, in conformity with the City’s Historic Preservation Ordinance.
 - Policy 3.7 Contact other governmental agencies to assess the amount of grants, loans, leveraged funds and other financial assistance available to the city for preservation and tourism needs.
- Objective 3.4 Strengthen the visual image and identity of Marietta as a “historic city” through branding, marketing, and urban design.
 - Policy 3.8 Work with the Downtown Marietta Development Authority, the Marietta Business Association, and other organizations to identify and conduct promotional activities.
 - Policy 3.9 Expand the network of way-finding signage in Marietta to assist visitors in locating key attractions and historic sites throughout Marietta.
- Objective 3.5 Assist the private sector in expanding the tourism and arts related industries as a means of enhancing economic prosperity.
 - Policy 3.10 Prepare an inventory of sites appropriate to expand our arts and entertainment services clusters.
 - Policy 3.11 Perform an assessment of the financial impact tourism has on Marietta in terms of the change in the tax base, sales tax generation and multiplier effects in the local economy. This should include an assessment of which properties are key to increasing tourism.
- Objective 3.6 Maintain and encourage cultural and recreational opportunities to meet the present and future needs of the citizen’s of Marietta.
 - Policy 3.12 Expand programs and create publications that inform both residents and visitors about the city’s cultural resources and history.

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

- Objective 3.7 Expand support for arts and cultural organizations throughout Marietta, because they are a vital part of the community.
- Policy 3.13 Collaborate with Cobb County to ensure that cultural programs in Marietta have the financial means to continually enhance our quality-of-life.
- Policy 3.14 Continue to monitor parking conditions in the Downtown Marietta area from a short and long range perspective. Conduct studies when appropriate to assess options, including parking decks, in collaboration with the Downtown Marietta Development Authority and Cobb County.
- Objective 3.8 Encourage more private involvement/investment in supporting arts and cultural resources.
- Policy 3.15 Establish working relationships with local historic preservation and conservation organizations to encourage the use of conservation easements to protect culturally significant structures.
- Policy 3.16 Encourage the use of both Federal Rehabilitation Tax Credits and State Property Tax Abatement programs available for historic properties listed in or eligible for the National Registry.
- Policy 3.17 Encourage the tax-deductible donation of historic façade easements and conservation easements to further protect significant cultural resources in perpetuity.
- Policy 3.18 Encourage the creation of a Cobb/Marietta Arts Council to assist in leveraging private donations to support local arts and cultural programs.
- Goal #4 *Ours is a city of mixed-uses (live, learn, work, play) and diverse urban design that will become known as “the Marietta Look.” Our City has a well-defined, vibrant downtown, and neighborhoods that mix residences, parks and greenspace, and businesses.***
- Objective 4.1 Create a strategy for targeting specific areas for growth.
- Policy 4.1 Conduct a series of corridor studies, master plans, and neighborhood plans to improve under performing areas.
- Policy 4.2 Develop and adopt flexible development standards and procedures that are responsive to market demands.
- Policy 4.3 Conduct yearly updates and revisions to the city's Comprehensive Plan and Future Land Use Map.
- Policy 4.4 Perform an audit of the entire zoning ordinance to incorporate smart growth policies.
- Policy 4.5 Amend the lists of permitted uses by zoning district.
- Policy 4.6 Update local areas Master Plans every five years to ensure relevancy and accuracy.
- Policy 4.7 Aggressively apply the non-conforming use provisions of the Marietta Zoning Ordinance by identifying nonconforming uses and monitoring abandonment of such uses for periods exceeding the six-month window as provided in Section 706.02 of the Marietta Zoning Ordinance.

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- 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.

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- 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.

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- 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.

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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.

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- Objective 7.6 Coordinate with the county, adjoining municipalities, and regional agencies on water supply, wastewater, and other environmental issues to provide efficient services, eliminate duplication, and protect the natural environment.
- Policy 7.12 Work with the Cobb/Marietta Water Authority to make certain that there is sufficient water supply for the upcoming generations.
- Policy 7.13 Coordinate efforts between Cobb County and Marietta to maintain sufficient capacity for wastewater systems.
- Policy 7.14 Continue to participate in the creation of the Etowah Regional Habitat Conservation Plan and work with our regional partners in implementing policies to protect endangered species.
- Objective 7.7 Encourage citizen participation in the transportation planning, land use planning, and redevelopment processes.
- Policy 7.15 Establish public/private partnerships that will expand cooperation in the planning, design and financing of improvements for transportation facilities, infrastructure and other services.
- Objective 7.8 Collaborate with regional higher educational and technical institutes to maximize public service.
- Policy 7.16 Improve and maintain close relationships with institutional and educational facilities regarding short and long range planning prospects.
- Policy 7.17 Continue to involve interns from local universities, colleges, and local school system students to assist in educating these individuals by providing “real world” experience.
- Policy 7.18 Develop collaborations, programs, and innovative courses involving local area post-secondary institutions in order to support the educational opportunities of students while providing new ideas for the city.
- Policy 7.19 Build on existing relationships and develop new relationships to implement recommendations of the Comprehensive Plan.
- Policy 7.20 Planning and Zoning staff should participate in the creation of the Atlanta Regional Commissions regional Transportation Plan and Regional Development Plan.
- Policy 7.21 Continue to meet periodically with the Marietta School System to encourage cooperative use of school district and municipal facilities, share City growth and development plans, and work cooperatively to plan for new school sites during the redevelopment process.

FINANCIAL POLICIES

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

BUDGETARY POLICIES

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

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

Budget Amendments:

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

Budget Transfers:

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

CAPITAL BUDGET POLICIES

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

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

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

REVENUE POLICIES

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

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

FINANCIAL POLICIES

FIXED ASSET POLICY

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

RESERVE POLICIES

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

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

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

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

DEBT POLICIES

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

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

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

INVESTMENT POLICIES

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

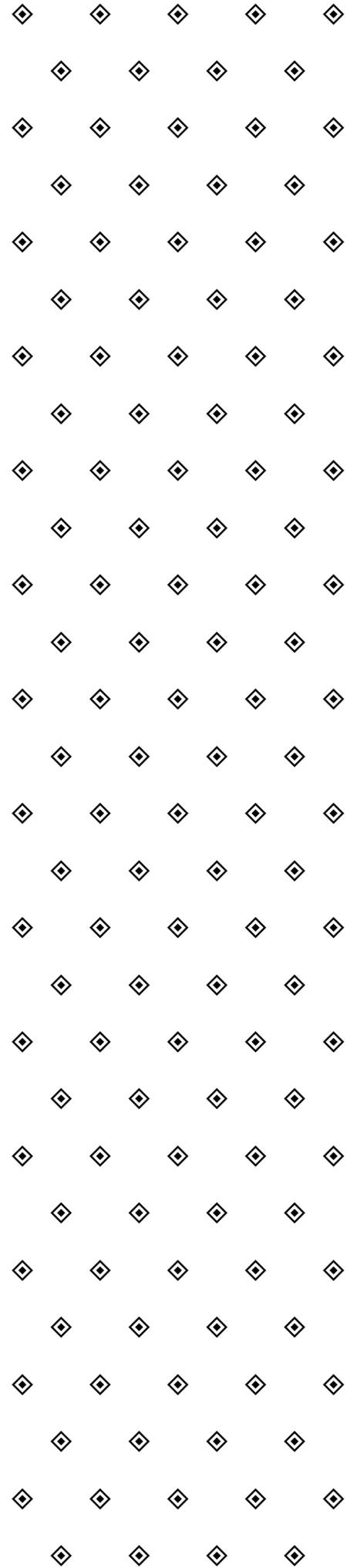
Liquidity: The portfolio must be structured to provide sufficient liquidity to pay maturing obligations, without loss of principal value.

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

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

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FINANCIAL SUMMARY



SOURCES AND USES OF FUNDS

GENERAL FUND	Actual FY03	Actual FY04	Actual FY05	Estimate FY06	Budget FY07
<u>Revenue</u>					
General Property Taxes					
Real Estate Taxes	3,476,800	4,960,667	4,797,946	5,302,858	5,481,107
Personal Property Taxes	931,293	1,248,278	1,252,497	1,295,716	1,302,200
Total General Property Taxes	4,408,093	6,208,945	6,050,443	6,598,574	6,783,307
Other Taxes					
Real Estate Trans./Intangible Rec.	366,110	383,323	367,775	406,820	407,000
Wholesale Excise Taxes	846,830	847,699	842,736	861,352	862,000
Hotel / Motel Tax	2,093,874	2,009,839	2,067,734	2,150,995	2,010,000
Insurance Premium	2,341,448	2,523,527	2,734,817	2,942,305	3,100,000
Auto Rental Excise Tax	539,024	519,884	579,169	551,863	555,000
Franchise Fees	5,020,826	4,857,706	5,069,807	5,182,993	5,146,000
Miscellaneous	52,273	130,608	73,882	85,194	71,450
Total Other Taxes	11,260,385	11,272,586	11,735,920	12,181,522	12,151,450
Licenses & Permits					
Business Licenses	4,733,616	4,897,516	4,986,686	5,235,989	5,317,186
Permits	450,517	535,282	1,090,318	1,070,269	1,110,000
Total Licenses & Permits	5,184,133	5,432,798	6,077,004	6,306,258	6,427,186
Intergovernmental Revenue	417,388	186,599	574,711	1,181,780	1,158,165
Charges For Services					
Sanitation	3,035,538	3,100,467	3,275,188	3,280,649	3,274,900
Recreation	170,557	165,999	157,110	148,606	149,300
Miscellaneous	327,100	329,721	326,573	315,860	307,100
Total Charges For Services	3,533,195	3,596,187	3,758,871	3,745,115	3,731,300
Fines and Forfeits	2,119,512	2,151,556	3,789,732	4,127,362	3,969,500
Other Revenue					
Miscellaneous	313,426	401,856	1,539,988	4,936,182	429,342
Interest Income	342,887	93,779	242,782	583,615	450,000
Total Other Revenue	656,313	495,635	1,782,770	5,519,797	879,342
Other Financing Sources					
Transfer from BLW	9,750,000	9,750,000	9,750,000	9,750,000	10,500,000
Indirect Cost Recovery	1,333,964	1,335,100	2,118,060	2,298,248	2,272,815
Transfer from Other Funds	33,209	124,079	273,701	3,773,675	0
Total Other Financing Sources	11,117,173	11,209,179	12,141,761	15,821,923	12,772,815
General Fund Revenue	38,696,192	40,553,485	45,911,212	55,482,331	47,873,065
<u>Expenditures</u>					
Personal Services	28,662,158	28,475,220	29,073,181	30,474,622	32,638,962
Professional & Technical Svcs.	3,326,885	3,421,778	3,458,417	3,547,018	3,648,724
Property & Business Services	1,932,301	2,129,521	2,180,424	2,742,007	2,690,709
Operating Supplies	1,303,374	1,313,613	1,210,508	1,240,852	1,313,276
Internal Fleet Services	1,445,726	1,449,679	1,529,925	1,886,897	2,130,456
Transfers Out	2,367,933	5,725,615	3,256,647	3,372,607	4,221,951
Miscellaneous Expenses	3,471	5,348	364	0	2,000
Capital Projects	1,563,351	1,023,851	4,472,864	6,775,669	1,226,987
General Fund Expenditures	40,605,199	43,544,625	45,182,330	50,039,672	47,873,065

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	Actual FY03	Actual FY04	Actual FY05	Estimate FY06	Budget FY07
<u>Revenue</u>					
City Center Tax Allocation District					
Property Tax	0	0	1,449	136,583	20,355
Intergovernmental Revenue	0	0	0	34,902	139,645
Interest Income	0	0	0	94,742	30,000
Bond Proceeds	0	0	0	8,400,000	0
Use of Reserve	0	0	0	0	172,146
Tax Allocation Dist. Fund Revenue	0	0	1,449	8,666,227	362,146
Franklin/Gateway Tax Alloc. Distr.	0	0	0	1,000	1,042
Cemetery Fund					
Property Tax	172,191	177,325	175,646	188,413	189,595
Grants	0	6,250	0	0	0
Interest Income	26,352	4,542	21,691	36,181	28,000
Use of Reserve	0	0	0	0	147,756
Cemetery Fund Revenue	198,543	188,117	197,337	224,594	365,351
HUD - Housing Assistance Programs					
Voucher Program	6,329,155	7,051,534	7,303,410	6,942,763	6,744,048
Interest Income	(601)	9,684	3,317	29,695	0
HUD Fund Revenue	6,328,554	7,061,218	7,306,727	6,972,458	6,744,048
CDBG Fund Revenue	101,784	138,585	229,105	245,285	171,704
Marietta Redevel. Growth Fund	0	0	0	50,000	0
Grants Funds					
Reimbursement Grants	223,843	164,275	969,275	313,415	107,500
Interest Income	957	246	771	1,296	0
Transfers from Other Funds	430,141	139,552	302,992	0	0
Grants Funds Revenue	654,941	304,073	1,273,038	314,711	107,500
Asset Forfeiture Fund					
Intergovernmental Revenue	90,188	172,500	266,395	241,086	260,000
Interest Income	3,764	2,943	11,119	16,031	0
Asset Forfeiture Fund Revenue	93,952	175,443	277,514	257,117	260,000

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	Actual FY03	Actual FY04	Actual FY05	Estimate FY06	Budget FY07
<u>Revenue</u>					
Gone With the Wind Movie Museum Fund					
Admissions	87,541	40,745	37,383	32,810	40,350
Gift Shop	36,488	29,670	28,464	26,373	36,100
Special Events	11,337	948	5,575	8,403	7,500
Transfer from General Fund	0	70,000	0	0	0
Welcome Ctr. Disbursement	0	19,778	88,000	90,000	90,000
State Operating Grant	10,000	0	0	0	0
Other	1,111	354	236	2,812	2,500
GWTW Fund Revenue	146,477	161,495	159,658	160,398	176,450
Aurora Fire Museum Fund					
Donations	6,104	5,887	2,018	1,623	7,000
Welcome Ctr. Disbursement	0	0	0	2,250	0
Interest Income	51	30	34	20	0
Aurora Fire Mus. Fund Revenue	6,155	5,917	2,052	3,893	7,000
Parks, Greenspace & Tree Funds					
Operating Revenue	0	0	237,380	0	0
Donations/Grants	18,420	638,453	19,961	0	0
Interest Income	40,176	5,292	20,611	28,428	0
Use of Reserve	0	0	0	0	69,441
Parks Funds Revenue	58,596	643,745	277,952	28,428	69,441
Special Revenue Funds Revenue	7,589,002	8,678,593	9,724,832	16,924,111	8,264,682
<u>Expenditures</u>					
Personal Services	538,824	638,235	580,468	673,730	754,998
Professional & Technical Svcs.	268,733	257,012	414,067	287,570	166,510
Property & Business Services	147,430	94,881	99,902	191,969	364,962
Operating Supplies	257,256	193,199	246,825	218,429	441,500
Cost of Goods Sold	20,287	14,139	22,304	15,889	18,000
Internal Fleet Services	560	1,177	1,057	2,377	1,000
Debt Service	0	0	0	119,830	362,146
Transfers Out	14,500	0	316,261	3,783,976	26,083
Housing Assistance Payments	5,659,991	6,341,339	6,539,346	5,631,527	6,036,000
Planned Reserve Increase	0	0	0	0	1,042
Miscellaneous Expenses	0	0	0	541,792	0
Capital Projects	174,277	1,036,769	988,858	633,000	92,441
Special Revenue Funds Expenditure	7,081,858	8,576,751	9,209,088	12,100,089	8,264,682

SOURCES AND USES OF FUNDS

CAPITAL PROJECTS FUNDS	Actual FY03	Actual FY04	Actual FY05	Estimate FY06	Budget FY07
<u>Revenue</u>					
Transportation Fund					
Reimbursement Grants	1,719,756	1,860,752	2,911,369	1,977,151	0
Interest Income	76,851	15,846	3,666	14,093	0
Use of Reserve	0	0	0	0	0
Miscellaneous	6,050	0	748	549,872	0
TIP Funds Revenue	1,802,657	1,876,598	2,915,783	2,541,116	0
Construction Fund Revenue	1,949	1,440	3,977	935	0
SPLOST 2005 Fund					
1% Sales Tax	0	0	0	1,627,420	5,512,247
Reimbursement Grants	0	0	0	287,483	3,655,195
Interest Income	0	0	0	6,448	0
Use of Reserve	0	0	0	0	419,992
SPLOST 2005 Fund Revenue	0	0	0	1,921,351	9,587,434
Capital Projects Funds Revenue	1,804,606	1,878,038	2,919,760	4,463,402	9,587,434
<u>Expenditures</u>					
Professional and Technical Svcs.	3,282	1,202	4,301	52,739	0
Transfers Out	2,560	122,000	300,000	0	0
Capital Projects	2,797,383	2,762,804	3,644,600	2,261,164	9,587,434
Capital Projects Funds Expenditures	2,803,225	2,886,006	3,948,901	2,313,903	9,587,434
DEBT SERVICE FUND					
<u>Revenue</u>					
Property Tax	4,362,579	3,990,804	3,935,410	4,223,475	4,159,051
Bond Proceeds	26,465,746	6,960,040	3,646,180	3,657,380	3,670,180
Interest Income	80,580	28,687	78,920	153,455	100,000
Debt Service Fund Revenue	30,908,905	10,979,531	7,660,510	8,034,310	7,929,231
<u>Expenditures</u>					
Professional and Technical Svcs.	9,531	2,114	3,745	1,105	1,500
Debt Service	9,806,160	10,995,413	7,693,373	7,708,361	7,728,831
Transfers Out	0	23,922	23,482	25,192	24,990
Planned Reserve Increase	0	0	0	0	173,910
Payment to Trustee	20,889,144	0	0	0	0
Debt Service Fund Expenditures	30,704,835	11,021,449	7,720,600	7,734,658	7,929,231

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	Actual FY03	Actual FY04	Actual FY05	Estimate FY06	Budget FY07
BLW Fund					
<u>Revenue</u>					
Charges for Services	109,866,511	109,450,916	112,660,135	116,845,978	119,620,495
Interest Income	236,132	139,942	765,761	1,758,623	1,280,000
Other	439,702	393,430	959,467	514,188	390,305
Indirect Cost Recoveries	2,031,636	2,252,952	2,567,803	2,518,387	2,972,883
Use of Reserve	0	0	0	0	18,127,249
BLW Fund Revenue	112,573,981	112,237,240	116,953,166	121,637,176	142,390,932
<u>Expenditures</u>					
Personal Services	10,692,612	10,998,370	11,491,901	11,941,165	13,013,748
Professional & Technical Svcs.	1,501,064	2,038,421	2,202,063	2,303,300	3,587,339
Property & Business Services	3,541,643	4,020,639	3,732,037	4,097,103	4,893,662
Operating Supplies	2,687,871	2,720,809	2,665,808	2,714,638	2,880,351
Cost of Goods Sold	70,863,144	70,268,962	68,071,951	69,959,518	82,067,528
Internal Fleet Services	454,039	523,092	500,091	591,202	673,123
Transfers Out	11,047,332	37,975,474	12,013,902	12,127,488	13,047,848
Miscellaneous Expenses	588,603	446,604	453,671	592,847	571,600
Capital Projects	8,818,868	7,163,955	11,284,808	9,076,744	21,655,733
BLW Fund Expenditures	110,195,176	136,156,326	112,416,232	113,404,005	142,390,932
Golf Course Fund					
<u>Revenue</u>					
Green Fees	965,132	1,026,144	1,078,295	1,123,311	1,150,000
Cart Rental	295,007	343,659	380,380	391,325	390,000
Driving Range	56,801	65,088	68,072	83,956	80,000
Food and Beverage	221,306	262,539	262,235	248,098	256,350
Pro Shop Rental	9,220	8,820	8,887	9,095	8,820
Miscellaneous	1,242	5,203	1,739	1,415	0
Investment Earnings	(12,969)	(10,912)	(34,907)	3	0
Transfer from General Fund	476,668	499,388	391,004	449,677	471,507
Golf Course Fund Revenue	2,012,407	2,199,929	2,155,705	2,306,880	2,356,677
<u>Expenditures</u>					
Professional & Technical Svcs.	752,500	835,529	806,968	903,051	922,054
Property & Business Services	210,435	212,364	210,061	214,743	192,723
Operating Supplies	284,481	297,168	299,015	317,372	301,575
Debt Service	411,312	670,681	870,411	835,795	835,000
Transfers Out	0	23,135	20,614	20,529	26,325
Miscellaneous	1,613	0	0	0	0
Capital Projects	0	0	4,500	92,092	79,000
Golf Course Fund Expenditures	1,660,341	2,038,877	2,211,569	2,383,582	2,356,677

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	Actual FY03	Actual FY04	Actual FY05	Estimate FY06	Budget FY07
Conference Center Fund					
<u>Revenue</u>					
Hotel/Motel Taxes	0	0	0	603,576	608,025
Rental Income	0	0	0	1,677,432	1,716,975
Transfer from General Fund	0	0	0	66,841	0
Interest Income	0	0	0	20,634	0
Conference Ctr. Fund Revenue	0	0	0	2,368,483	2,325,000
<u>Expenditures</u>					
Professional & Technical Svcs.	0	0	0	7,000	25,000
Debt Service	0	0	0	2,371,948	1,869,871
Planned Reserve Increase	0	0	0	0	430,129
Capital Projects	0	0	0	557,495	0
Conference Ctr. Fund Expenditures	0	0	0	2,936,443	2,325,000

TRUST FUND

Pension Fund

<u>Revenue</u>					
Fund Charges	3,579,282	3,614,584	3,448,797	3,583,386	3,719,401
Investment Earnings	1,259,901	5,845,642	5,311,715	2,425,156	3,900,000
Pension Revenue	4,839,183	9,460,226	8,760,512	6,008,542	7,619,401
<u>Expenditures</u>					
Professional & Technical Svcs.	374	(604)	(2,247)	7,316	9,000
Transfers Out	0	0	4,497	4,498	4,778
Planned Reserve Increase	0	0	0	0	663,623
Benefit Payments & Premiums	4,605,767	4,971,518	5,502,399	6,228,132	6,942,000
Pension Fund Expenditures	4,606,141	4,970,914	5,504,649	6,239,946	7,619,401

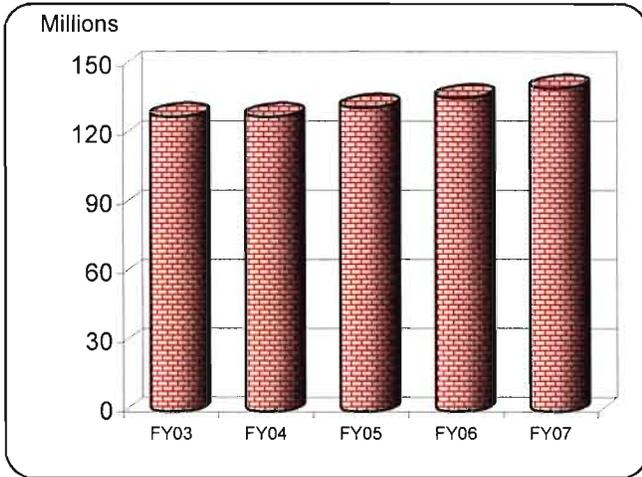
SOURCES AND USES OF FUNDS

INTERNAL SERVICE FUNDS	Actual FY03	Actual FY04	Actual FY05	Estimate FY06	Budget FY07
Motor Transport Fund					
<u>Revenue</u>					
Fund Charges	1,940,742	2,039,528	2,084,371	2,537,847	2,815,579
Interest Income	(5,189)	(4,954)	(17,780)	0	0
Motor Transport Revenue	1,935,553	2,034,574	2,066,591	2,537,847	2,815,579
<u>Expenditures</u>					
Personal Services	697,047	603,563	593,398	634,952	701,247
Professional & Technical Svcs.	14,836	3,291	16,257	56,685	24,500
Property & Business Services	411,500	248,836	279,337	378,654	395,500
Operating Supplies	975,026	1,185,645	1,242,267	1,606,449	1,563,300
Internal Fleet Services	6,634	16,142	9,941	17,092	11,000
Transfers Out	0	0	14,256	13,680	16,532
Miscellaneous Expenses	3,460	0	13,154	2,326	0
Capital Projects	5,282	0	7,423	11,306	103,500
Motor Transport Expenditures	2,113,785	2,057,477	2,176,033	2,721,144	2,815,579
Self Insurance Funds					
<u>Revenue</u>					
Health Insurance Fund					
Fund Charges	5,356,033	5,255,401	5,581,832	4,513,046	5,368,455
Employee Contributions	887,987	871,926	719,305	792,280	838,221
Interest Income	39,997	1,758	(18,681)	0	0
Miscellaneous	0	342,119	0	0	35,000
Transfer from Other Funds	0	0	0	1,539,252	1,199,977
Use of Reserve	0	0	0	0	100,000
Health Insurance Revenue	6,284,017	6,471,204	6,282,456	6,844,578	7,541,653
Workers Compensation Fund					
Fund Charges	465,587	512,638	950,978	1,176,241	1,221,312
Interest Income	3,667	140	(7,465)	4,762	1,000
Trust Fund Reimbursement	0	97,191	276,766	531,134	0
Workers Compensation Revenue	469,254	609,969	1,220,279	1,712,137	1,222,312
Property and Casualty Fund					
Fund Charges	627,693	850,428	785,000	960,372	936,493
Insurance Claim Revenue	238,841	118,119	26,950	58,766	0
Interest Income	42,060	28,708	84,120	155,394	100,000
Property and Casualty Revenue	908,594	997,255	896,070	1,174,532	1,036,493
Self Insurance Funds Revenue	7,661,865	8,078,428	8,398,805	9,731,247	9,800,458
<u>Expenditures</u>					
Professional & Technical Svcs.	15,307	17,557	11,785	91,226	33,000
Transfers Out	0	126,548	48,118	53,858	50,674
Planned Reserve Increase	0	0	0	0	127,677
Benefit Payments & Premiums	8,764,122	9,057,263	8,930,973	10,095,880	9,589,107
Self Insurance Funds Expenditures	8,779,429	9,201,368	8,990,876	10,240,964	9,800,458

REVENUE ANALYSIS

CHARGES FOR SERVICES

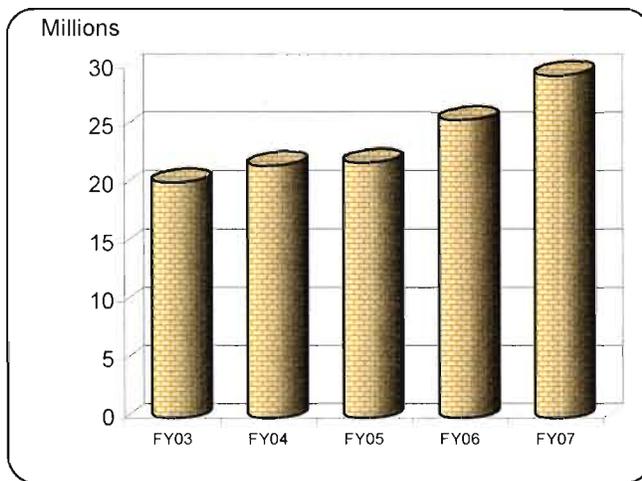
This revenue source includes revenue generated for services such as electric, water and sewer utilities, golf, museum and recreation fees, motor transport charges to user departments, and city contributions to self-insurance and pension funds.



Assumptions: There is small increase budgeted for electric, water, and sewer utility services based mostly on trends. However, with the city's redevelopment efforts well under way, it is expected that the new mixed-use developments will bring more businesses and residences into the utility service area. Golf Course revenue continues to increase as more rounds are played each year and due to a small fee increase which was instituted just prior to the new fiscal year. As fuel prices continue to rise, the charges to user departments by the motor transport internal service fund are steadily increasing as well. Charges for health, workers compensation and property/casualty insurance coverage are projected to increase.

TAXES

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



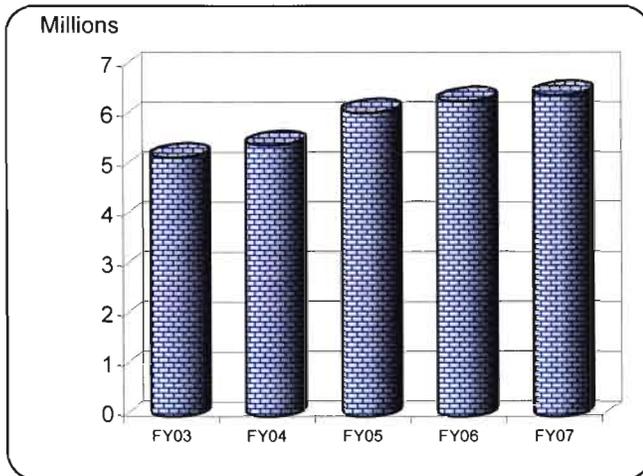
Assumptions: The City of Marietta adopted the same tax millage rate as last year. Marietta is not projecting revenue growth in the residential portion of this category due to a tax law that states that the amount of a reassessment increase to residential property will be granted in the form of an exemption to all homeowners receiving the Georgia 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. As new homes are added to the tax roll through development and redevelopment, the growth in the digest will produce more revenue in this category. A new 1% SPLOST went into effect during the latter part of FY06 that yielded \$1.6 million. A full year for FY07 will yield \$5.5 million. Franchise Fees, Hotel/Motel Tax, and Auto Rental Excise Taxes are expected to stay on par

with last year. Insurance Premium from the State of Georgia is expected to be higher due to the disbursement being based on population.

REVENUE ANALYSIS

LICENSES AND PERMITS

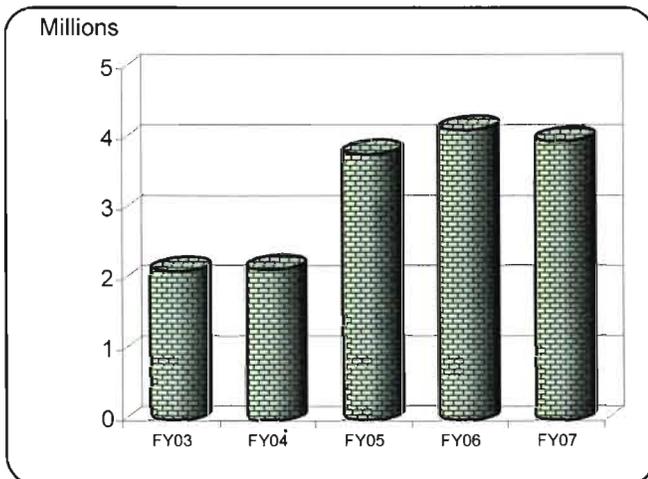
This category of revenue includes business and occupation licenses and permit fees.



Assumptions: Business License revenue is expected to see an increase again in FY07. Fees are based on businesses' gross receipts, and due to the local economy continuing its recent upturn, local businesses are seeing increases in their revenue. This upturn can also be found in the building permit portion of this category, where in FY05 two major building projects in the city provided a large jump in permit fees. Though these large jumps are not anticipated to be repeated, there are several redevelopment projects underway and additional ones due to come on line within the fiscal year which will push permit fees well above levels from FY03 and FY04.

FINES AND FORFEITS

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

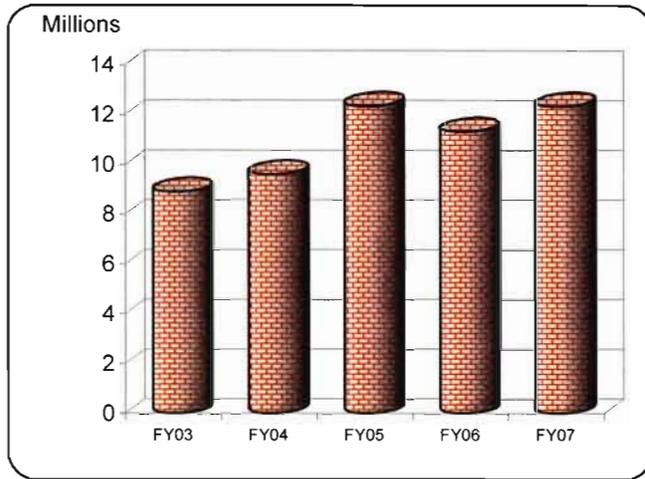


Assumptions: Marietta Municipal Court continues to plan ways to run the court more effectively and efficiently. Printing citations in both English and Spanish, and providing foreign language interpreters on court days in order to process more cases without continuances, are proving to increase timely collections. The intersection safety program instituted in FY05 has added a significant workload to this department; however, additional staff members have been added to aid in the processing efforts and shorten the turn-around time in posting payments. FY07 revenue is expected to remain at or near the collection levels of recent years.

REVENUE ANALYSIS

INTERGOVERNMENTAL REVENUE

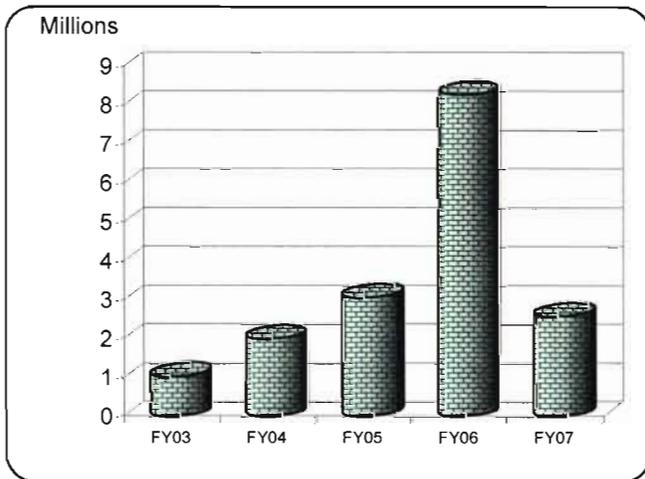
Receipts from local, state and federal governments comprise this category. These include reimbursable road construction projects, reimbursable redevelopment grants, police asset forfeiture revenue, grants for police officers and a tax equity reimbursement from the county government. HUD program grants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



Assumptions: The federally funded housing assistance program anticipates a very high occupancy rate and should see reimbursement revenue close to levels of recent years. Reimbursement for a local grant for the Roswell Street streetscape redevelopment project is anticipated to increase. This project is underway and the construction phase is approaching. Reimbursements from the county for road projects are expected to increase in FY07 and continue for 5-12 years. These projects include the building of new roads that are already planned and approved, road widening and intersection improvement projects, maintaining current roads, and for general street and drainage projects.

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.

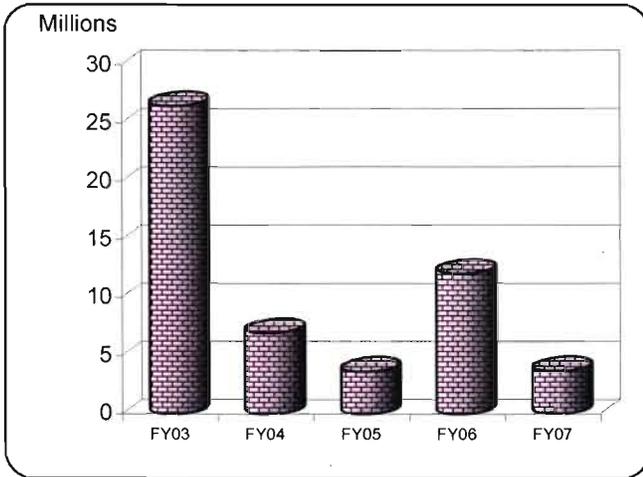


Assumptions: This is a category of revenue that is inconsistent in nature. In the past the City has received large one-time-only donations such as from estate wills or restitution for property damage to utilities. The largest part (\$4.4 million) of the increase in FY06 is due to the sale of property that the city acquired in recent years for redevelopment projects. Rental income from the management company of the conference center accounts for about \$1.7 million in FY06 and FY07. In addition, smaller miscellaneous sources are budgeted based on the trends of recent years.

REVENUE ANALYSIS

BOND PROCEEDS

The school board collects a 1% Special Purpose Local Option Sales Tax (SPLOST) for the debt on new school bonds. The City carries the debt and the school board reimburses the City for the principal and interest payments paid each year. Municipal Bonds sold for redevelopment projects are also accounted for here.

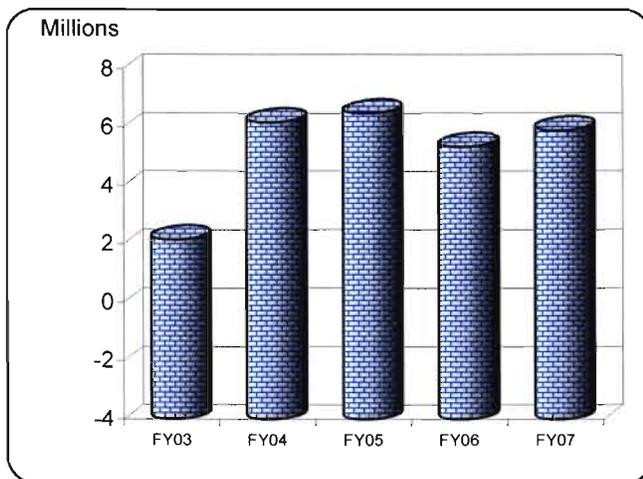


Assumptions: The school bond proceeds paid to the City are based on a debt service schedule of principal and interest payments until 2019. It should be noted that each time the SPLOST is scheduled to expire, if the vote to continue the SPLOST were defeated, the City would be required to raise the tax millage rate for General Property Taxes for the Debt Service Fund in order to collect the revenue for the bond payments. In 2003 the voters approved continuing the SPLOST for another 5 years, and 1% sales tax revenue will continue to be collected and remitted to the City for the payment of the school bonds. In a separate matter, in FY03 the City approved the refunding of a 1993 bond issue with a 2002 refunding bond issue and over \$21 million in bond proceeds were received and transferred to the bond trustee to call the bonds. The increase in FY06 is due to \$8.4 million in bonds that were sold in order to fund redevelopment projects in the City Center

South Renaissance (CCSR) Tax Allocation District (TAD).

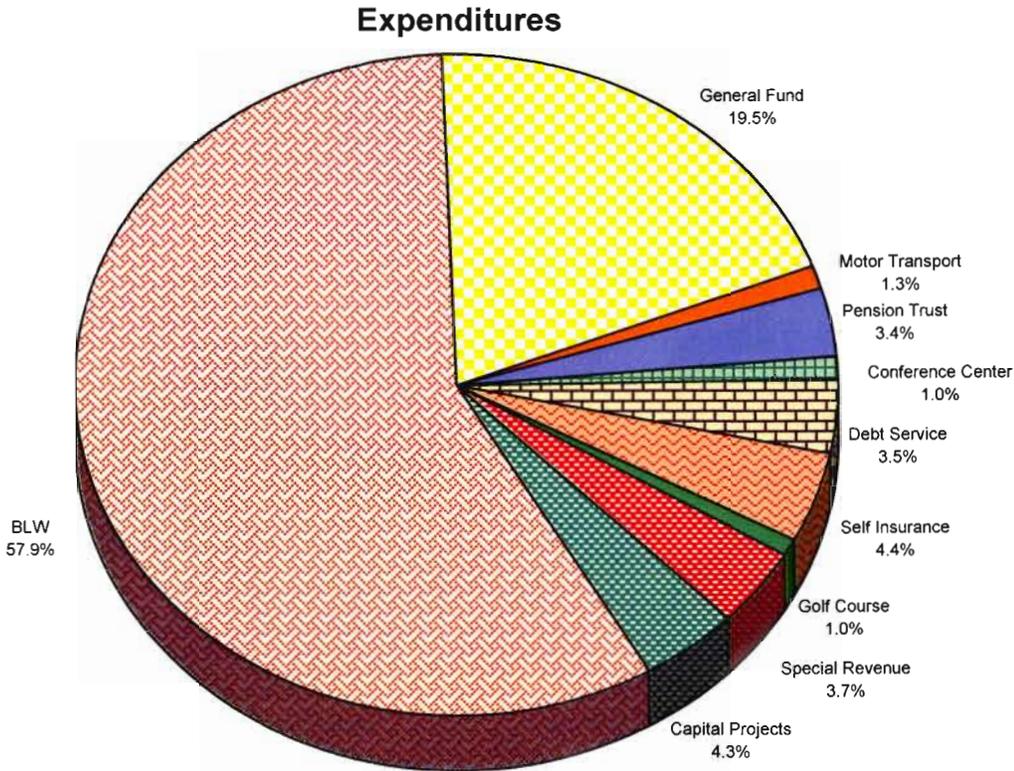
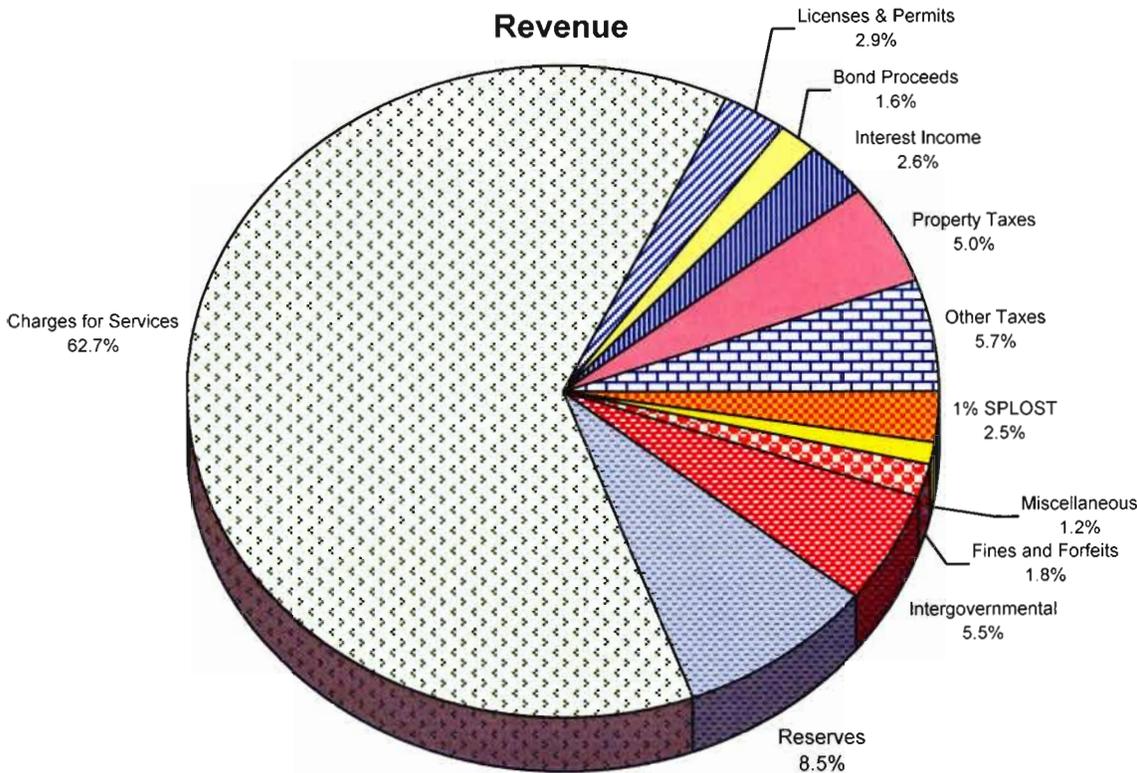
INVESTMENT INCOME

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



Assumptions: This revenue source relies totally on economic conditions; therefore, it is imperative to budget conservatively. Up until 1999 interest income and investment earnings were tremendous sources of revenue for the City, totaling upwards of \$15 million. The largest benefactor of the lucrative investment earnings was the Pension Fund. However, as the economy changed, this revenue source became more or less immaterial for certain funds, one being the General Fund. We are seeing a comeback in this area; and while we are still conservative in our estimates for the near future, we are optimistic that this category will once again be a strong revenue source in the years ahead.

FY2007 REVENUE AND EXPENDITURES



COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

GENERAL FUND:

Accounts for the 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. 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.

TAX ALLOCATION DISTRICT (TAD) FUND:

This is a new fund accounting for the revenue derived from tax-back bonds for redevelopment.

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 Marietta 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.

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 which, therefore, cannot be diverted to other uses. This fund is comprised of the Tax Allocation Districts, Cemetery Maintenance, HUD Housing Assistance Payments Program (Section 8), HUD Community Development Block Grant (CDBG), miscellaneous Grants, LLEBG, Asset Forfeiture, Gone With the Wind Movie Museum, Aurora Fire Museum, and Parks, Greenspace and Trees Funds. The 'Transfer Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund.

MOTOR TRANSPORT FUND:

This fund accounts for repair and maintenance services 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 Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund.

PENSION TRUST FUND:

The General Pension Fund accounts for City contributions and benefit payments to eligible participants. The 'Transfer Out' represents the Indirect Cost Transfers to the General Fund and BLW Fund.

FY2007 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS:	GENERAL	BLW	GOLF COURSE	CONFERENCE CENTER	DEBT SERVICE
REVENUES:					
Property Taxes	6,783,307				4,159,051
Other Taxes	12,151,450			608,025	
Licenses and Permits	6,427,186				
Intergovernmental	1,158,165				
Charges for Services	3,731,300	119,620,495	1,885,170		
Fines and Forfeits	3,969,500				
1% Sales Tax					
Interest Earned	450,000	1,280,000			100,000
Miscellaneous Sources	429,342	390,305		1,716,975	
Bond Proceeds					3,670,180
Total Anticipated Revenues	35,100,250	121,290,800	1,885,170	2,325,000	7,929,231
EXPENDITURES:					
Personal Services	32,638,962	13,013,748			
Operating Services	9,785,165	94,673,603	1,416,352	25,000	1,500
Appropriated Expenditures	42,424,127	107,687,351	1,416,352	25,000	1,500
Debt Service:					
Principal Retirement			477,520	465,000	5,015,000
Interest and Fiscal Charges			357,480	1,404,871	2,713,831
Capital Projects	1,226,987	21,655,733	79,000	0	
Total Anticipated Expenses	43,651,114	129,343,084	2,330,352	1,894,871	7,730,331
Excess (Deficit) of Revenues over Expenses	(8,550,864)	(8,052,284)	(445,182)	430,129	198,900
Transfers In	12,772,815	2,972,883	471,507		
Transfers Out	(4,221,951)	(13,047,848)	(26,325)		(24,990)
Incr (Decr) in Reserves as a result of FY07 Operations	0	(18,127,249)	0	430,129	173,910

FY2007 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS:	CAPITAL PROJECTS	SPECIAL REVENUE	MOTOR TRANSPORT	SELF - INSURANCE	PENSION TRUST	TOTAL
REVENUES:						
Property Taxes		210,992				11,153,350
Other Taxes						12,759,475
Licenses and Permits						6,427,186
Intergovernmental	3,655,195	7,512,897				12,326,257
Charges for Services		83,950	2,815,579	8,364,481	3,719,401	140,220,376
Fines and Forfeits						3,969,500
1% Sales Tax	5,512,247					5,512,247
Interest Earned		58,000		101,000	3,900,000	5,889,000
Miscellaneous Sources		9,500		35,000		2,581,122
Bond Proceeds						3,670,180
Total Anticipated Revenues	9,167,442	7,875,339	2,815,579	8,500,481	7,619,401	204,508,693
EXPENDITURES:						
Personal Services		754,998	701,247			47,108,955
Operating Services		7,390,118	1,994,300	9,622,107	6,951,000	131,859,145
Appropriated Expenditures	0	8,145,116	2,695,547	9,622,107	6,951,000	178,968,100
Debt Service:						
Principal Retirement						5,957,520
Interest and Fiscal Charges						4,476,182
Capital Projects	9,587,434	92,441	103,500			32,745,095
Total Anticipated Expenses	9,587,434	8,237,557	2,799,047	9,622,107	6,951,000	222,146,897
Excess (Deficit) of Revenues over Expenses	(419,992)	(362,218)	16,532	(1,121,626)	668,401	(17,638,204)
Transfers In				1,199,977		17,417,182
Transfers Out		(26,083)	(16,532)	(50,674)	(4,778)	(17,419,181)
Incr (Decr) in Reserves as a result of FY07 Operations	(419,992)	(388,301)	0	27,677	663,623	(17,640,203)

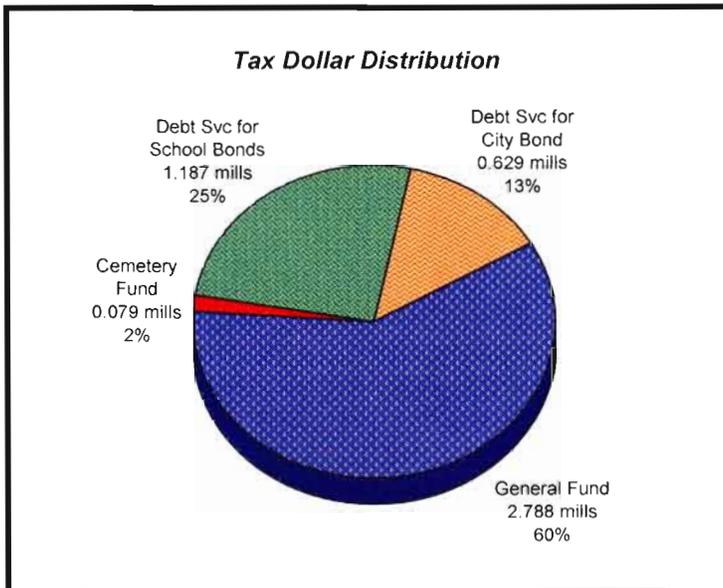
FY2007 FUND BALANCE SUMMARY

<u>Governmental Funds</u>	Beginning FY2007 Fund Balance	Anticipated Revenues	Anticipated Expenses	Projected Change in Fund Balance	Estimated Ending FY2007 Fund Balance	Designated/ Reserved	Undesignated
General	14,377,807	47,873,065	47,873,065	0	14,377,807	8,854,770	5,523,037
Tax Allocation Districts Fund	4,187,122	191,042	362,146	(171,104)	4,016,018	19,425	3,996,593
Cemetery Fund	1,016,968	217,595	365,351	(147,756)	869,212	7,063	862,149
HUD- Housing Assistance Program	1,217,996	6,744,048	6,744,048	0	1,217,996	6,937	1,211,059
Community Development Block Grant (CDBG)	10,559	171,704	171,704	0	10,559	6,335	4,224
Grant Funds	811,948	107,500	107,500	0	811,948	0	811,948
Asset Forfeiture Fund	395,414	260,000	260,000	0	395,414	0	395,414
§ Gone With The Wind Museum	0	176,450	176,450	0	0	0	0
Aurora Fire Museum Fund	0	7,000	7,000	0	0	0	0
Parks, Greenspace & Tree Funds	1,022,612	0	69,441	(69,441)	953,171	953,171	0
SPLOST Fund	2,229,114	9,167,442	9,587,434	(419,992)	1,809,122	335,806	1,473,316
Debt Service	2,197,829	7,929,231	7,755,321	173,910	2,371,739	0	2,371,739
Governmental Funds Total	27,467,369	72,845,077	73,479,460	(634,383)	26,832,986	10,183,507	16,649,479

REVENUE SUMMARY

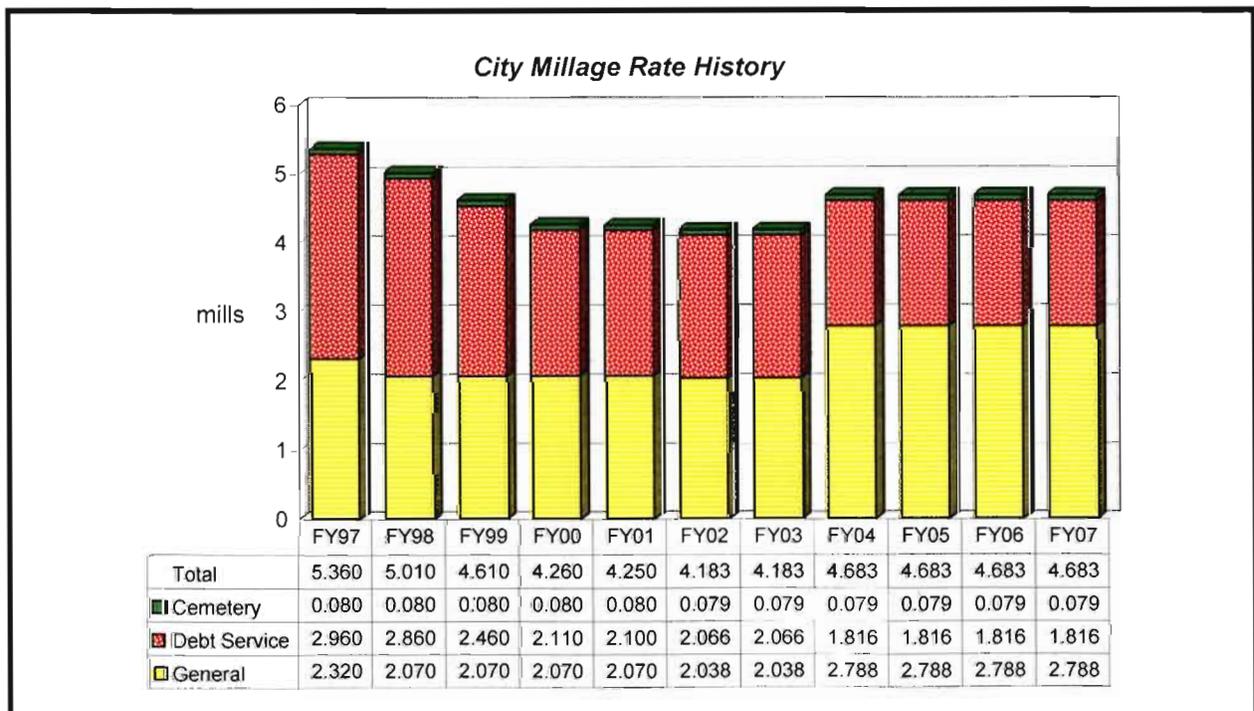
Marietta's Revenue is derived from eight basic categories, Charges for Services, Taxes, Licenses and Permits, Fines and Forfeits, Intergovernmental Revenue, Other Financing Sources, Bond Proceeds, and Investment Income. These categories span the 31 funds of Marietta city government.

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. This year the City Council adopted the same millage rates for each of the levies as last year. The graph below shows the tax dollar distribution for the four levies.



The General Fund portion is 2.788 mills which is expected to generate approximately \$6.78 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 \$4.16 million. The cemetery portion is 0.079 mills which should produce about \$190,000 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.

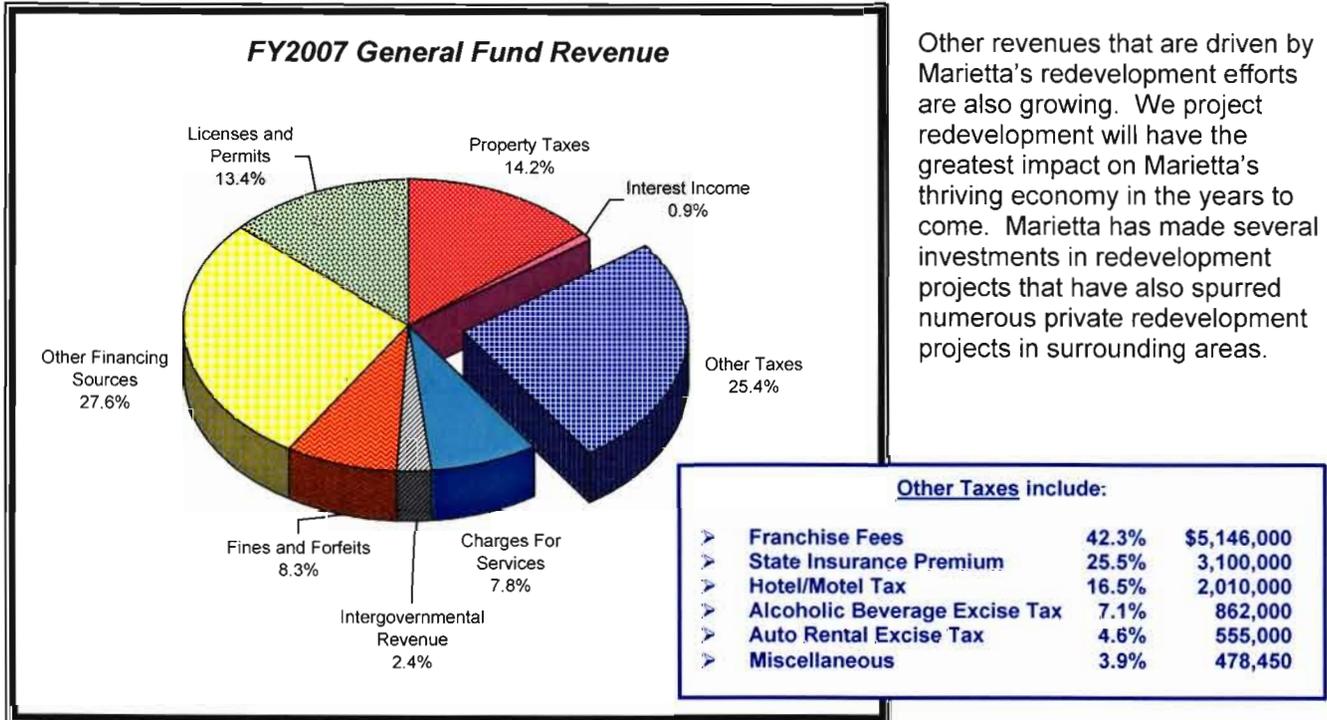


REVENUE SUMMARY

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 \$47,873,065. 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 FY2007 budget. The upturn in the economy is one reason many of our revenue sources are returning to pre-9/11/2001 levels.



Other revenues that are driven by Marietta's redevelopment efforts are also growing. We project redevelopment will have the greatest impact on Marietta's thriving economy in the years to come. Marietta has made several investments in redevelopment projects that have also spurred numerous private redevelopment projects in surrounding areas.

It is important to note that because Marietta has diverse revenue sources, the sluggish national and local economies in the recent past have not caused any major cut backs in services provided to the citizens because of a lack of funding.

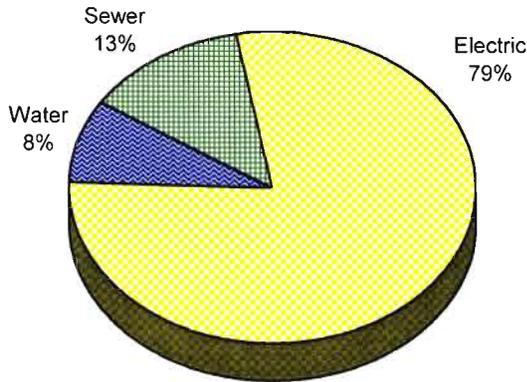
The Other Financing Sources category includes the operating transfer of \$10.5 million from the Board of Lights and Water (BLW) Fund. This interfund transfer accounts for 21.9% of the General Fund's revenue. Also budgeted in this category is the indirect cost recovery from the BLW Fund and other funds of the city, which totals about \$2.27 million.

BOARD OF LIGHTS AND WATER FUND

The Board of Lights and Water (BLW) projects to receive 84% of its revenue from the operation of the electric, water and sewer utilities. Another 12.7% is an appropriation of retained earnings, which will be used to fund major infrastructure improvements and additions. The remaining 3.3% of its income is derived from miscellaneous sources such as investment earnings, lease of building space, and indirect cost recovery of nearly \$3 million from the General Fund and miscellaneous funds of the city.

REVENUE SUMMARY

Utility Revenue Distribution



Charges for Services is the largest category of revenue, which is budgeted at \$118.6 million for FY07. Electric, water and sewer sales are projected to contribute 74%, 8% and 13%, respectively, to this category of revenue.

This distribution of utility revenue remains rather constant from year to year. However, last year the BLW was able to sell excess power to some areas affected by hurricane Katrina, thereby increasing the electric's share of utility revenue. In the coming year the BLW's utility sales will, of course, be determined by the prevailing weather conditions. Summertime heat and possible drought conditions are the two of the biggest factors facing Marietta's utility enterprise fund annually. In the recent past, Marietta has had a partial outdoor watering ban in place. As we look to the future, we must also consider when the city's redevelopment projects will be finished and their effect on the BLW's growing customer base and bottom line.

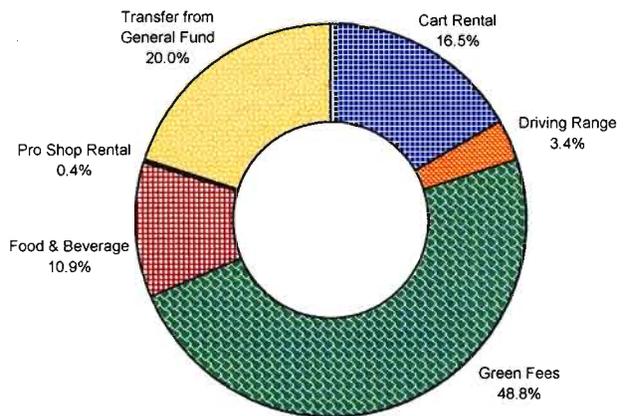
GOLF COURSE FUND

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.

Conservative estimates are used for estimating the number of rounds for the upcoming budget year due to unknown weather conditions. Trends do show that Marietta experiences either periods of extreme temperatures in summer and winter or, at times, rainy weather, all of which can affect play. Even so, last year the golf course had a strong year with approximately 43,180 players enjoying this beautifully maintained 125-acre golf course. Number of players increased 1.7% over the previous year.

An upward trend can be seen in the various revenue categories of golf course operations over the past few years. Revenue in the Charges for Services category increased 3.1% over the prior year. We are projecting an increase in FY07 as well in both number of players and charges for services. Another factor to consider when estimating revenue for FY07 is that a small fee increase was instituted at the golf course for greens fees and driving range fees just prior to the start of the fiscal year.

Golf Course Revenue



OTHER FUNDS

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

REVENUE SUMMARY

decrease in revenue in this fund can be found in the portables sector. As portable voucher recipients from other Section 8 agencies leave Marietta's program, reimbursements from other governments will decrease.

The newly established 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 \$3.66 million coming from Cobb County for reimbursable road projects. The 800 MHz radio communications project will generate about \$1.26 million for FY07.

The Gone With the Wind Movie Museum Fund is a tourist attraction that is expected to draw more than 6,000 visitors to the City's downtown area. This fund is partially supported by grants that flow through the Welcome Center with funds derived from tourism revenue.

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.

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. The Motor Transport Fund's budget has increased due to the growing number of vehicles in the fleet of vehicles. In addition, it is estimated that gasoline, diesel fuel and compressed natural gas costs will also cost the user departments substantially more than last year. The City is also faced with covering the escalating costs of contracted repairs such as vehicle body work and repairs to extra large equipment such as fire ladder trucks and utility boom trucks.

As a self-insured entity, Marietta must cover the cost of health claims and fees for its third party administrator. As the cost of covering claims increases, the amount the City and its employees contributes to the fund must increase. Therefore a 10% increase in revenue can be found in the Health Insurance Fund. 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 12.2% of salaries. In FY07, this rate increased from 11.8%, which has been in place for several years. 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, and the trend over the past couple of years shows healthy returns for the future.

In conclusion and as highlighted herein, the overall revenue picture for FY2007 is sound. No new taxes, tax increases or increases on user fees are implemented with the passage of this budget. In the coming years, the main focus for the City will be careful redevelopment and growth. As the city achieves its goals and vision to redevelop Marietta into a city in which to live, learn, work and play, the added benefit will be an increase in the tax base and, 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 FY2007 is \$240,962,459 for all City funds compared to last year's estimated actual expenditures of \$210,150,242. This change represents a 14.7% increase over the estimated expenditures for FY2006. This 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:

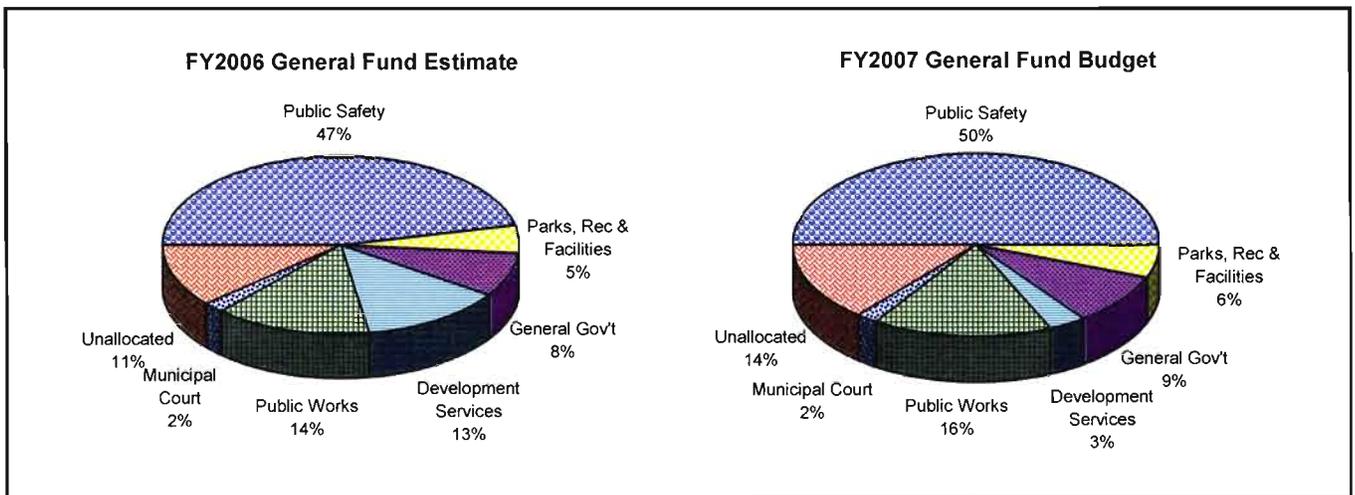
GENERAL FUND

The total budget for the General Fund decreased 4.3% from FY2006's estimated expenditures. There were a few one-time appropriations made in FY2006 that caused most of the difference between FY06 and FY07. However, a concerted effort to reduce spending also plays a big part in the decrease as well. Departments were asked to hold the line on operating budgets without effecting service levels or programs. The increases in the operating budget can be seen mainly in areas in which our costs are virtually uncontrollable, such as rising fuel costs, contract increases for digital radios, landfill fees and waste recycling, as well as general government costs such as mandates on stormwater drainage, contract maintenance services, and many others.

Total salaries and benefits were budgeted below the 100% mark, as we rely on turnover and vacancies in personnel to make up the 1% or almost half-million dollar salary savings. Five positions are added to the pay chart in FY2007: Code Enforcement will add one Coordinator and one Clerk. One Buildings Maintenance Superintendent will be added in the Parks, Recreation and Facilities Department. In Public Safety, we will add an additional Police Officer and one new Lieutenant in the Fire Department for Homeland Security.

The General Fund capital budget is greater than last year's adopted budget but less than the adjusted budget due to appropriations made during last year to purchase essential properties for redevelopment projects. The FY07 capital budget of about \$1.23 million includes the usual rotation of vehicles for Police plus one new prisoner transport van, a heavy rescue truck for the Fire Department, large equipment purchases such as a garbage truck, plus four vehicles for other city services departments. The yearly resurfacing of tennis and basketball courts as well as other miscellaneous items such as mowers, computers, and other equipment round out the General Fund capital budget.

The budget allocations to the various activities of the General Fund are illustrated in the graphs below. The most noteworthy variance is seen in the Development Services Department in which several key parcels of property were purchased with mid-year appropriations during FY2006. This is not expected to be repeated in FY2007.

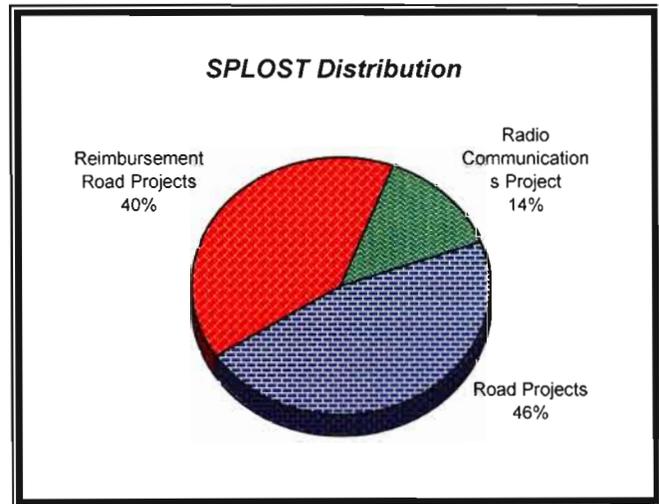


EXPENDITURE SUMMARY

OTHER FUNDS

Noteworthy changes from last year's Special Revenue Funds expenditures can be found in the following funds. For instance, in the Tax Allocation District Funds, the only expense anticipated will be bond interest payments of \$362,146. Contrast this expense level to last year when more than \$4.46 million was spent on infrastructure improvements, bond issuance expenses, and the purchase of property for redevelopment projects. In the Cemetery Fund, repair and maintenance projects for tombstones and perimeter fencing total about \$103,000 more than last year's expenditures. In the HUD Fund, while Katrina Disaster housing assistance totaled about \$175,000 last year, total housing assistance payments are expected to cost \$405,000 more in FY2007 overall. Last year in the Grant Funds approximately \$120,000 was spent for emergency communications pursuant to a homeland security grant that is now complete.

Golf course operations continue to excel and rounds are expected to increase again in the coming year. This fund is operating at virtually the same level as last year. Planned capital expenditures include large mowers, greens rollers, and clubhouse facility improvements. In the Conference Center Fund, the FY2007 budget provides for the payment of debt service obligations from the proceeds of rental income from the hotel management company. A new 1% SPLOST was approved for new roads and improvements to current roads and a county-wide communications project. This SPLOST is expected to bring in \$5.5 million in FY2007. In addition, the city will undertake added road projects, budgeted at \$3.66 million, which will be reimbursed by the county.



INTERNAL SERVICE FUNDS

The FY2007 budget provides for benefit payments based on trends of recent years. The trend in Health Insurance benefits paid show a sustained increase since FY1998; however, the increase in FY2006 was almost 20% higher than the previous year. Based on this information, the benefit structure and coverage plan has been addressed in order to control costs for FY2007 and beyond. The benefit payments in Workers Comp and Property and Casualty are budgeted at levels consistent with last year.

The Fleet Maintenance shop provides fuel and vehicle services to all departments of the City. This fund will see an increase in expenditures due to higher fuel costs and an increase in outside contracted services. Controllable expenses are cut back in order to offset the increases in these uncontrollable expenses.

PENSION TRUST FUND

The FY2007 budget provides for continued retirement benefit payments to an ever-increasing pool of retirees. The General Pension Trust Fund is a strong and stable fund that is amply funded in order to provide benefits to the projected number of retirees in the immediate and distant future. Pension benefit payments are expected to increase by about \$716,000 over last year.

EXPENDITURE SUMMARY

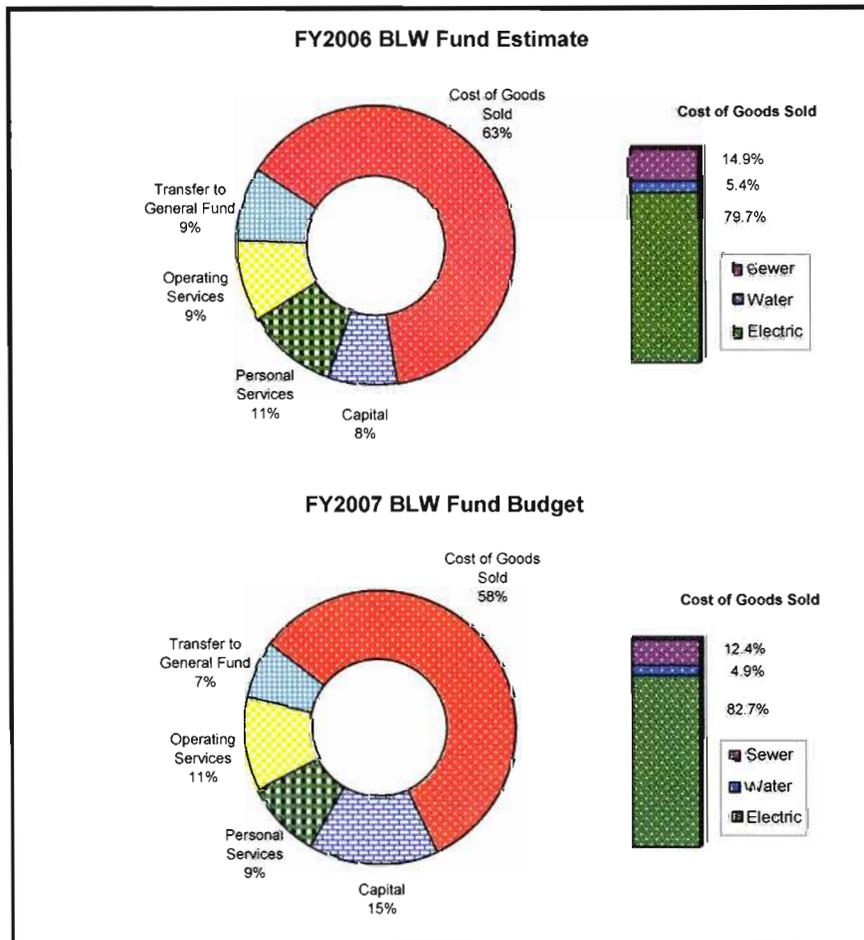
BOARD OF LIGHTS AND WATER FUND

The BLW's expense budget of \$142.39 million provides for an overall increase of approximately 25% over last year's estimated actual expenditures. The main reason for the increase can be found in the capital budget. While the normal capital projects such as sewer rehabilitation, water main replacements, and electrical service to new customers remain the backbone of the capital budget, priorities are emerging in redevelopment areas and along roads where SPLOST projects are scheduled. Of the \$21.66 million budgeted for capital projects, 37% is dedicated to city redevelopment and 10% is set aside for SPLOST projects. These projects are aggressive but necessary in order for the BLW to remain a leader in the utility business. The BLW has the fortunate ability to ensure reliable utility service at low rates.

The BLW will add a few positions to their pay plan in FY2007: two Utility Locators will be added in Electrical and one Civil Engineering Assistant will be added in the Water Department. The elimination of two positions in MIS will make way for a new Programmer.

The BLW is faced with increased rates for the commodities it purchases and resells. Cost of Goods Sold in Electrical and Water/Sewer are expected to increase in total by 17.26% over last year's actual expenses.

The graphs below illustrate the changes in expenditure distribution from FY2006 to FY2007.



In conclusion, the budget for FY2007 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.

FIVE-YEAR FINANCIAL PLAN

SUMMARY - ALL FUNDS

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Revenue</u>					
Taxes					
General Property Taxes	11,153,350	11,439,178	11,746,686	12,069,861	12,409,563
Selective Sales & Use Taxes	12,647,272	11,871,992	11,744,506	11,944,148	12,156,663
Franchise Fees	5,146,000	5,223,190	5,317,207	5,423,552	5,553,717
All Other Taxes	478,450	480,842	483,246	485,663	488,091
Licenses/Permits					
Business Licenses	5,317,186	5,423,530	5,542,847	5,681,419	5,840,498
Permits	1,110,000	1,148,850	1,189,060	1,230,677	1,279,904
Intergovernmental					
Reimbursement Grants	4,920,860	4,922,574	4,924,306	4,926,054	4,927,820
Housing & Urban Development	6,915,752	7,261,540	7,624,617	8,005,847	8,406,140
Asset Forfeiture	260,000	260,000	260,000	260,000	260,000
TAD Collections	139,645	143,276	147,287	151,559	156,106
Charges for Service					
General Government	1,336,517	1,348,347	1,360,287	1,372,339	1,384,504
Public Works	3,274,900	3,299,462	3,302,761	3,335,789	3,369,147
Utilities	118,591,078	121,733,284	124,976,853	128,325,739	131,784,070
Golf Course	1,885,170	1,932,299	1,986,404	2,044,009	2,105,330
Culture & Recreation	233,250	234,416	235,588	236,766	237,950
Fleet Maintenance	2,815,579	3,026,747	3,253,753	3,497,785	3,760,119
Fines & Forfeits	3,969,500	4,009,195	4,049,287	4,089,780	4,130,678
Miscellaneous					
Investment Earnings	5,889,000	6,393,900	6,938,945	7,520,642	8,127,524
Non-operating	2,536,622	2,537,481	2,538,341	2,539,203	2,540,067
Bond Proceeds	3,670,180	3,684,380	3,694,780	3,708,065	3,702,315
Other	972,721	1,053,588	1,124,169	1,199,969	1,281,376
Use of Reserves	19,036,584	4,687,152	1,601,247	1,471,560	1,082,403
Operating Fund Transfers	23,417,145	24,443,096	25,552,593	26,754,904	28,058,020
Indirect Cost Transfers	5,245,698	5,376,840	5,511,261	5,649,043	5,790,269
TOTAL REVENUE	240,962,459	231,935,159	235,106,033	241,924,373	248,832,273

<u>Operating Expenditures</u>					
General Government Services					
General Administration	2,086,393	2,145,230	2,205,758	2,258,949	2,313,430
Court	1,055,976	1,082,375	1,109,435	1,137,171	1,165,600
MIS & GIS	3,099,260	3,176,742	3,256,160	3,337,564	3,421,003
Finance	1,806,291	1,851,448	1,897,734	1,945,178	1,993,807
Personnel	826,681	847,348	868,532	890,245	912,501
Development Services	1,913,075	1,976,041	2,049,591	2,125,935	2,205,182
Customer Care	3,442,940	3,494,584	3,547,003	3,600,208	3,654,211
Business & Economic Analysis	596,361	605,306	614,386	623,602	632,956
Utility Marketing	791,903	811,701	831,993	852,793	874,113
Public Works					
Permitting & General Services	1,183,810	1,219,324	1,255,904	1,293,581	1,332,389
Sanitation Services	3,243,081	3,324,158	3,407,262	3,492,444	3,579,755
Streets & Traffic Services	2,847,120	2,918,298	2,991,255	3,066,037	3,142,688
Motor Transport	2,695,547	2,897,713	3,115,042	3,348,670	3,599,820

FIVE-YEAR FINANCIAL PLAN

SUMMARY - ALL FUNDS

	FY2007	FY2008	FY2009	FY2010	FY2011
Culture and Recreation					
Parks & Recreation	1,088,222	1,115,428	1,143,313	1,171,896	1,201,193
Grounds & Buildings	1,689,432	1,740,115	1,792,318	1,846,088	1,901,471
Cemetery	411,792	422,499	433,906	446,923	459,437
Museums	177,135	178,906	180,695	182,502	184,327
Promotion of Tourism	1,811,250	1,847,475	1,884,425	1,922,113	1,960,555
Golf Course	1,416,352	1,451,761	1,492,410	1,535,690	1,581,761
Conference Center	25,000	25,000	25,000	25,000	25,000
Public Safety					
Police	12,655,934	12,965,832	13,283,478	13,609,065	13,942,792
Fire	10,574,464	10,838,826	11,109,796	11,387,541	11,672,230
Utilities					
Water & Sewer	17,519,407	17,607,004	17,695,039	17,783,514	18,228,102
Electric	78,192,101	78,583,062	78,975,977	79,370,857	81,355,128
Housing & Urban Development	6,724,819	7,061,060	7,414,113	7,784,819	8,174,060
Debt Service	10,795,848	10,823,396	10,864,419	10,891,574	10,913,864
Self Insurance	9,622,107	10,343,765	11,119,547	11,953,513	12,850,027
General Pension	6,951,000	7,646,100	8,410,710	9,251,781	10,176,959
Non-departmental & Interfund Transfers	21,647,123	21,864,101	22,083,264	22,304,635	22,528,235
Reserve Increase	1,396,381	954,103	921,164	867,834	755,813
Subtotal Operating Expenditures	208,286,805	211,818,700	215,979,630	220,307,720	226,738,407
<u>Capital Expenditures</u>					
General Government Services	1,952,953	2,050,392	2,150,657	2,245,941	2,356,489
Public Works	314,950	400,000	275,000	235,000	260,000
Communications	1,679,968	314,994	0	0	0
Road Projects	7,907,466	7,907,466	7,907,466	7,907,466	7,907,466
Culture & Recreation	95,150	73,000	48,000	63,000	63,000
Golf Course	79,000	90,000	100,000	110,000	120,000
Public Safety					
Police	427,628	450,000	465,000	485,000	500,000
Fire	472,700	225,000	250,000	500,000	500,000
Utilities					
Water & Sewer	7,372,791	5,948,607	4,659,480	5,752,846	5,790,595
Electric	12,373,048	2,654,600	3,266,000	4,315,000	4,591,516
Housing & Urban Development	0	2,400	4,800	2,400	4,800
Subtotal Capital Expenditures	32,675,654	20,116,459	19,126,403	21,616,653	22,093,866
TOTAL EXPENDITURES	240,962,459	231,935,159	235,106,033	241,924,373	248,832,273

FIVE-YEAR FINANCIAL PLAN

GENERAL FUND

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Revenue</u>					
Taxes					
General Property Taxes	6,783,307	6,959,673	7,154,544	7,362,026	7,582,886
Selective Sales & Use Taxes	6,527,000	6,696,702	6,884,210	7,083,852	7,296,367
Franchise Fees	5,146,000	5,223,190	5,317,207	5,423,552	5,553,717
All Other Taxes	478,450	480,842	483,246	485,663	488,091
Licenses/Permits					
Business Licenses	5,317,186	5,423,530	5,542,847	5,681,419	5,840,498
Permits	1,110,000	1,148,850	1,189,060	1,230,677	1,279,904
Intergovernmental					
Reimbursement Grants	171,421	173,135	174,867	176,615	178,381
Local Reimbursement	986,744	986,744	986,744	986,744	986,744
Charges for Service					
General Government	307,100	308,636	310,179	311,730	313,288
Public Works	3,274,900	3,299,462	3,302,761	3,335,789	3,369,147
Culture & Recreation	149,300	150,047	150,797	151,551	152,308
Fines & Forfeits	3,969,500	4,009,195	4,049,287	4,089,780	4,130,678
Miscellaneous					
Investment Earnings	450,000	550,000	670,000	800,000	940,000
Non-operating	429,342	430,201	431,061	431,923	432,787
Operating Fund Transfers	10,500,000	10,500,000	10,500,000	10,500,000	10,500,000
Indirect Cost Transfers	2,272,815	2,329,635	2,387,876	2,447,573	2,508,762
Other Sources	0	222,749	435,781	894,586	1,082,403
TOTAL REVENUE	47,873,065	48,892,590	49,970,467	51,393,478	52,635,963

<u>Operating Expenditures</u>					
General Government Services					
General Administration	1,710,948	1,762,276	1,815,145	1,860,523	1,907,036
Court	1,055,976	1,082,375	1,109,435	1,137,171	1,165,600
Finance	1,806,291	1,851,448	1,897,734	1,945,178	1,993,807
Personnel	826,681	847,348	868,532	890,245	912,501
Development Services	1,634,410	1,683,442	1,742,363	1,803,345	1,866,463
Public Works					
Permitting & General Services	1,183,810	1,219,324	1,255,904	1,293,581	1,332,389
Sanitation Services	3,243,081	3,324,158	3,407,262	3,492,444	3,579,755
Streets & Traffic Services	2,847,120	2,918,298	2,991,255	3,066,037	3,142,688
Culture and Recreation					
Parks & Recreation	1,088,222	1,115,428	1,143,313	1,171,896	1,201,193
Grounds & Buildings	1,689,432	1,740,115	1,792,318	1,846,088	1,901,471
Public Safety					
Police	12,395,934	12,705,832	13,023,478	13,349,065	13,682,792
Fire	10,574,464	10,838,826	11,109,796	11,387,541	11,672,230
Promotion of Tourism	1,811,250	1,847,475	1,884,425	1,922,113	1,960,555
Non-departmental & Interfund Transfers	4,778,459	4,826,244	4,874,506	4,923,251	4,972,484
Subtotal Operating Expenditures	46,646,078	47,762,590	48,915,467	50,088,478	51,290,963

FIVE-YEAR FINANCIAL PLAN

GENERAL FUND

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Capital Expenditures</u>					
General Government Services	43,059	45,000	45,000	35,000	35,000
Public Works	211,450	350,000	250,000	225,000	250,000
Culture and Recreation	72,150	60,000	45,000	60,000	60,000
Public Safety					
Police	427,628	450,000	465,000	485,000	500,000
Fire	472,700	225,000	250,000	500,000	500,000
Subtotal Capital Expenditures	1,226,987	1,130,000	1,055,000	1,305,000	1,345,000
TOTAL EXPENDITURES	47,873,065	48,892,590	49,970,467	51,393,478	52,635,963

DEBT SERVICE FUND

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Revenue</u>					
Taxes					
General Property Taxes	4,159,051	4,263,027	4,369,603	4,478,843	4,590,814
Miscellaneous					
Investment Earnings	100,000	105,000	110,250	115,763	121,551
Bond Proceeds	3,670,180	3,684,380	3,694,780	3,708,065	3,702,315
TOTAL REVENUE	7,929,231	8,052,407	8,174,633	8,302,671	8,414,680
<u>Operating Expenditures</u>					
Debt Service	7,728,831	7,756,379	7,797,402	7,824,557	7,846,847
Non-departmental & Interfund Transfers	26,490	26,622	26,756	26,889	27,024
Reserve Increase	173,910	269,406	350,475	451,225	540,809
TOTAL EXPENDITURES	7,929,231	8,052,407	8,174,633	8,302,671	8,414,680

FIVE-YEAR FINANCIAL PLAN

OTHER FUNDS

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Revenue</u>					
Taxes					
General Property Taxes	210,992	216,478	222,539	228,993	235,863
Selective Sales & Use Taxes	6,120,272	5,175,290	4,860,296	4,860,296	4,860,296
Intergovernmental					
Housing & Urban Development	6,915,752	7,261,540	7,624,617	8,005,847	8,406,140
Reimbursement Grants	3,762,695	3,762,695	3,762,695	3,762,695	3,762,695
Asset Forfeiture	260,000	260,000	260,000	260,000	260,000
TAD Collections	139,645	143,276	147,287	151,559	156,106
Charges for Service					
Culture & Recreation	83,950	84,370	84,792	85,216	85,642
Fleet Maintenance	2,815,579	3,026,747	3,253,753	3,497,785	3,760,119
Miscellaneous					
Investment Earnings	58,000	60,900	63,945	67,142	70,499
Non-operating	1,716,975	1,716,975	1,716,975	1,716,975	1,716,975
Other	99,500	92,500	92,500	92,500	92,500
Use of Reserves	809,335	0	0	0	0
TOTAL REVENUE	22,992,695	21,800,770	22,089,399	22,729,008	23,406,834

<u>Operating Expenditures</u>					
General Government Services					
Development Services	278,665	292,598	307,228	322,590	338,719
Public Works					
Fleet Maintenance	2,695,547	2,897,713	3,115,042	3,348,670	3,599,820
Culture and Recreation					
Grounds & Buildings	411,792	422,499	433,906	446,923	459,437
Museums	177,135	178,906	180,695	182,502	184,327
Conference Center	25,000	25,000	25,000	25,000	25,000
Debt Service	2,232,017	2,232,017	2,232,017	2,232,017	2,232,017
Public Safety					
Police	260,000	260,000	260,000	260,000	260,000
Housing Assistance	6,724,819	7,061,060	7,414,113	7,784,819	8,174,060
Non-departmental & Interfund Transfers	42,615	43,680	44,772	45,892	47,039
Reserve Increase	431,171	99,436	136,360	157,730	161,149
Subtotal Operating Expenditures	13,278,761	13,512,910	14,149,133	14,806,142	15,481,568

<u>Capital Expenditures</u>					
Public Works	103,500	50,000	25,000	10,000	10,000
Road Projects	7,907,466	7,907,466	7,907,466	7,907,466	7,907,466
Communications	1,679,968	314,994	0	0	0
Culture & Recreation	23,000	13,000	3,000	3,000	3,000
Housing & Urban Development	0	2,400	4,800	2,400	4,800

Subtotal Capital Expenditures	9,713,934	8,287,860	7,940,266	7,922,866	7,925,266
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TOTAL EXPENDITURES	22,992,695	21,800,770	22,089,399	22,729,008	23,406,834
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FIVE-YEAR FINANCIAL PLAN

BOARD OF LIGHTS AND WATER FUND

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Revenue</u>					
Charges for Service					
Electric	92,911,597	94,769,829	96,665,226	98,598,530	100,570,501
Water & Sewer	25,679,481	26,963,455	28,311,628	29,727,209	31,213,570
General Government	1,029,417	1,039,711	1,050,108	1,060,609	1,071,215
Miscellaneous					
Investment Earnings	1,280,000	1,480,000	1,690,000	1,915,000	2,145,000
Non-operating	390,305	390,305	390,305	390,305	390,305
Use of Reserves	18,127,249	0	0	0	0
Indirect Cost Transfers	2,972,883	3,047,205	3,123,385	3,201,470	3,281,507
Other Sources	0	4,464,403	1,165,466	576,974	0
TOTAL REVENUE	142,390,932	132,154,908	132,396,118	135,470,097	138,672,097
<u>Operating Expenditures</u>					
General Government Services					
General Administration	375,445	382,954	390,613	398,425	406,394
Utility Marketing	791,903	811,701	831,993	852,793	874,113
MIS & GIS	3,099,260	3,176,742	3,256,160	3,337,564	3,421,003
Customer Care	3,442,940	3,494,584	3,547,003	3,600,208	3,654,211
Business & Economic Analysis	596,361	605,306	614,386	623,602	632,956
Utilities					
Water & Sewer	17,519,407	17,607,004	17,695,039	17,783,514	18,228,102
Electric	78,192,101	78,583,062	78,975,977	79,370,857	81,355,128
Non-departmental & Interfund Transfers	16,717,782	16,884,960	17,053,809	17,224,348	17,396,591
Subtotal Operating Expenditures	120,735,199	121,546,312	122,364,980	123,191,310	125,968,498
<u>Capital Expenditures</u>					
General Government Services	1,909,894	2,005,389	2,105,658	2,210,941	2,321,488
Utilities					
Water & Sewer	7,372,791	5,948,607	4,659,480	5,752,846	5,790,595
Electric	12,373,048	2,654,600	3,266,000	4,315,000	4,591,516
Subtotal Capital Expenditures	21,655,733	10,608,596	10,031,138	12,278,787	12,703,599
TOTAL EXPENDITURES	142,390,932	132,154,908	132,396,118	135,470,097	138,672,097

FIVE-YEAR FINANCIAL PLAN

GOLF FUND

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Revenue</u>					
Charges for Service	1,885,170	1,932,299	1,986,404	2,044,009	2,105,330
Operating Fund Transfers	471,507	471,050	467,860	463,804	458,825
TOTAL REVENUE	2,356,677	2,403,349	2,454,264	2,507,813	2,564,155
<u>Operating Expenditures</u>					
Golf Course	1,416,352	1,451,761	1,492,410	1,535,690	1,581,761
Debt Service	835,000	835,000	835,000	835,000	835,000
Non-departmental & Interfund Transfers	26,325	26,588	26,854	27,123	27,394
Subtotal Operating Expenditures	2,277,677	2,313,349	2,354,264	2,397,813	2,444,155
<u>Capital Expenditures</u>					
Golf Course	79,000	90,000	100,000	110,000	120,000
Subtotal Capital Expenditures	79,000	90,000	100,000	110,000	120,000
TOTAL EXPENDITURES	2,356,677	2,403,349	2,454,264	2,507,813	2,564,155

FIVE-YEAR FINANCIAL PLAN

SELF INSURANCE FUND

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Revenue</u>					
Operating Fund Transfers	8,726,237	9,380,705	10,084,258	10,840,577	11,653,620
Employee Contributions	838,221	901,088	968,669	1,041,319	1,119,418
Miscellaneous	35,000	60,000	63,000	66,150	69,458
Investment Earnings	101,000	103,000	105,000	108,000	110,000
Use of Reserve	100,000	0	0	0	0
TOTAL REVENUE	9,800,458	10,444,792	11,220,927	12,056,046	12,952,496
<u>Operating Expenditures</u>					
Self-Insurance Funds	9,622,107	10,343,765	11,119,547	11,953,513	12,850,027
Non-departmental & Interfund Transfers	50,674	51,181	51,693	52,209	52,732
Reserve Increase	127,677	49,846	49,687	50,323	49,737
TOTAL EXPENDITURES	9,800,458	10,444,792	11,220,927	12,056,046	12,952,496

PENSION FUND

	FY2007	FY2008	FY2009	FY2010	FY2011
<u>Revenue</u>					
Operating Fund Transfers	3,719,401	4,091,341	4,500,475	4,950,523	5,445,575
Investment Earnings	3,900,000	4,095,000	4,299,750	4,514,738	4,740,474
TOTAL REVENUE	7,619,401	8,186,341	8,800,225	9,465,260	10,186,049
<u>Operating Expenditures</u>					
Pension Fund	6,951,000	7,646,100	8,410,710	9,251,781	10,176,959
Non-departmental & Interfund Transfers	4,778	4,826	4,874	4,923	4,972
Reserve Increase	663,623	535,415	384,641	208,556	4,118
TOTAL EXPENDITURES	7,619,401	8,186,341	8,800,225	9,465,260	10,186,049

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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 FY2007

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
Mayor	82,784	7,470	0	90,254
Council	157,206	77,596	0	234,802
City Manager's Office	495,073	177,065	20,566	692,704
City Clerk	163,255	43,174	0	206,429
City Attorney	0	500,000	0	500,000
Civil Service Board	6,850	475	0	7,325
Total General Administration	905,168	805,780	20,566	1,731,514
Municipal Court	909,294	146,682	0	1,055,976
Finance				
Administration	245,322	66,790	0	312,112
Accounting	367,559	18,060	0	385,619
Budget	138,918	7,250	0	146,168
Tax	231,255	55,122	0	286,377
Business License	389,133	13,903	0	403,036
Purchasing	256,644	16,335	0	272,979
Total Finance	1,628,831	177,460	0	1,806,291
Personnel and Risk Management	660,417	166,264	0	826,681
Development Services				
Planning and Zoning	1,057,438	108,869	22,493	1,188,800
Economic Development	85,522	122,361	0	207,883
Planning Commission	12,600	0	0	12,600
Board of Zoning Appeals	8,400	0	0	8,400
Historic Preservation Committee	0	750	0	750
Total Development Services	1,163,960	231,980	22,493	1,418,433
Redevelopment (MRC)	147,370	91,100	0	238,470
Public Works				
Admin, Engineering & Drafting	555,147	150,708	0	705,855
Board of Building Code Appeals	3,500	0	0	3,500
Bldg Inspect & Code Enforcement	441,694	32,761	0	474,455
Sanitation	1,818,532	1,424,549	135,000	3,378,081
Streets	1,536,772	512,206	28,450	2,077,428
Traffic Services	655,482	142,660	48,000	846,142
Total Public Works	5,011,127	2,262,884	211,450	7,485,461

GENERAL FUND

SUMMARIZED OPERATING BUDGET FY2007

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
Parks, Recreation and Facilities				
Administration	761,590	63,588	0	825,178
Programs & Events	0	131,588	0	131,588
Rec Centers & Athletics	0	52,773	20,000	72,773
Buildings Maintenance	726,078	319,404	18,550	1,064,032
Grounds Maintenance	393,109	250,841	33,600	677,550
Keep Marietta Beautiful	73,943	4,740	0	78,683
Total Parks, Rec. and Facilities	1,954,720	822,934	72,150	2,849,804
Police				
Support Services	10,658,653	935,033	0	11,593,686
Uniform Patrol Services	0	777,798	367,055	1,144,853
Investigative Services	0	24,450	60,573	85,023
Total Police	10,658,653	1,737,281	427,628	12,823,562
Fire				
Administration	326,350	14,013	0	340,363
Rescue	0	94,203	0	94,203
Suppression & Emergency Svcs	8,103,247	576,674	450,000	9,129,921
Prevention	665,208	27,543	0	692,751
Training	481,141	277,817	22,700	781,658
Apparatus Svc and Maint	0	8,268	0	8,268
Total Fire	9,575,946	998,518	472,700	11,047,164
Non-departmental	23,476	6,566,233	0	6,589,709
Total Operating Budget				
	\$32,638,962	\$14,007,116	\$1,226,987	\$47,873,065

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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. The Mayor is 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.

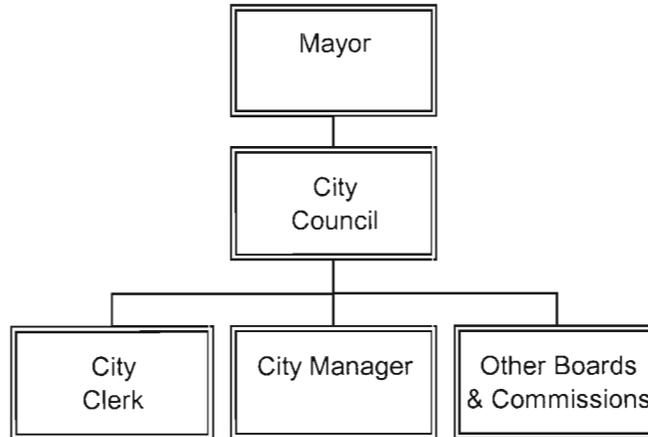
The City Council is comprised of 7 members who are elected from each of the seven districts in the City and serve for a four-year term, which run concurrently. The City Council enacts ordinances and resolutions, adopts an annual budget, establishes the tax levy, and otherwise takes such actions as are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

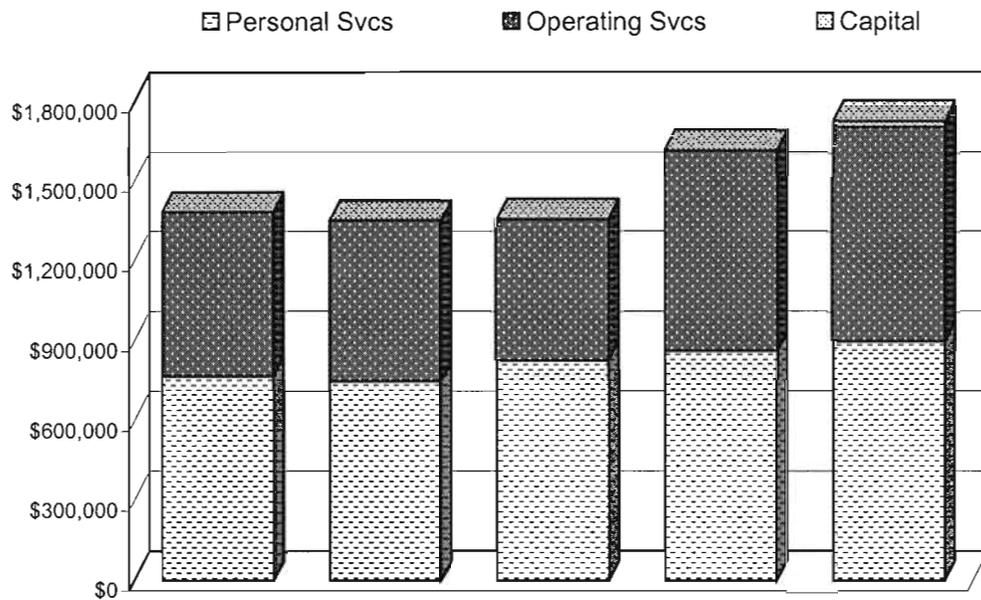
The City Clerk is the historian for the City and the keeper of City records. The City Clerk is held responsible for the proper recording and filing of all ordinances, resolutions, petitions, deeds, contracts, agreements and other legal documents. As Clerk of the Council, Board of Lights and Water and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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$772,157	\$753,438	\$830,725	\$866,495	\$905,168
Operating Svcs	\$612,463	\$600,537	\$528,451	\$756,902	\$805,780
Capital	\$0	\$0	\$0	\$0	\$20,566
Total Budget	\$1,384,620	\$1,353,975	\$1,359,176	\$1,623,397	\$1,731,514
Change Over Prior Yr	---	-2.21%	0.38%	19.44%	6.66%

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: Maintain an open office dedicated to providing timely and responsive answers and assistance to citizens and policy makers

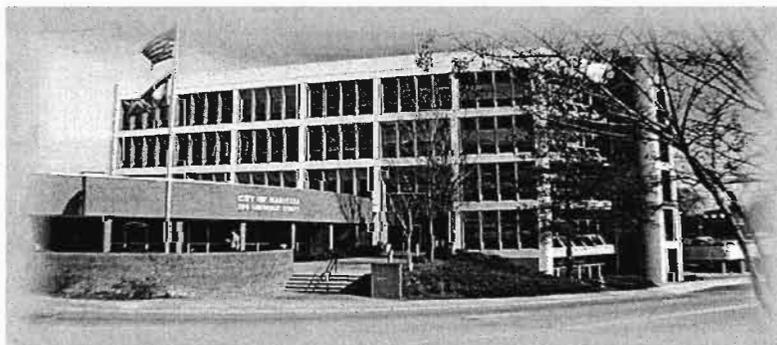
- ✓ Ensure prompt response to all inquiries and correspondence
- ✓ Maintain city website to ensure currency and completeness of data
- ✓ Continue to offer and support Citizens' Government Academy

Goal 2: Keep citizens and employees informed of City activities in a timely manner

- ✓ Provide citizens with public information that is available 24/7 through the use of the City's website and email technology
- ✓ Explore the option of providing information on the City's website in Spanish in addition to English
- ✓ Utilize a proactive approach for disseminating City news in a positive fashion
- ✓ Provide access to minutes and official records of the City for review and inspection by citizens and City staff

Goal 3: Maintain service levels that 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

- ✓ Oversee the activities of all City departments and coordinate efforts with the City Council to support the City's Vision Statement
- ✓ Encourage a diverse and vibrant local economy that provides meaningful employment for our citizens
- ✓ Support redevelopment efforts while strengthening viable neighborhoods and commercial areas
- ✓ Encourage more diverse housing units in the downtown area and quality single-family detached housing throughout the City
- ✓ Convert portions of developed multi-family housing properties on Franklin Road to new development
- ✓ Coordinate efforts with Marietta Housing Authority, Cobb Housing and other agencies to redevelop and revitalize the Franklin Road, Roswell Street, Allgood Road and Powder Springs Road corridors
- ✓ Provide a Public Safety employee home ownership program in target areas by 2007
- ✓ Address traffic issues from west Marietta to central Marietta; submit formal plan to state DOT
- ✓ Reconstruct existing roads wider than two lanes using boulevard standards
- ✓ Increase downtown parking and integrate design with commercial development
- ✓ Connect Powder Springs Road to South Cobb Drive as previously approved by the voters



GENERAL ADMINISTRATION

WORKLOAD MEASUREMENTS

	<u>FY05</u> <u>Actual</u>	<u>FY06</u> <u>Estimate</u>	<u>FY07</u> <u>Goal</u>
Meetings Held:			
Council - Regular	12	12	12
Council - Special	10	10	10
Council Committees	84	84	84
Committee of the Whole	12	12	12
Board of Lights & Water - Regular	12	12	12
Board of Lights & Water - Special	4	4	4
Board of Lights & Water Committees	5	5	5
Civil Service Board	2	2	2
Marietta Museum of History	7	7	7
Public Hearings	4	4	4
Filings:			
Contracts	212	180	210
Deeds	98	90	120
Ordinances	82	110	150
Resolutions	20	40	50
Clerk of Superior Court	100	86	100

GOALS ACCOMPLISHED

- ✓ The National Civic League awarded Marietta the 2006 All-America City award, the oldest and most respected community recognition award in the country which recognizes exemplary community problem-solving
- ✓ The Georgia Municipal Association and Georgia Trends magazine presented the City with the first-ever "Trendsetter Award" in 2005 for its new technology in the Public Safety category
- ✓ The GIS department was awarded the Special Achievement in GIS (SAG) award in 2005 for its advancement in GIS technology, the services it provides and the promotion of GIS within the City and the community

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

Mayor's Office

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	60,639	68,146	75,146	78,079	82,784
Operating Services	9,028	4,805	6,771	7,302	7,470
TOTAL ANNUAL BUDGET	69,667	72,951	81,917	85,381	90,254

City Council

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	114,450	116,944	124,005	134,024	157,206
Operating Services	92,707	54,484	48,004	83,243	77,596
TOTAL ANNUAL BUDGET	207,157	171,428	172,009	217,267	234,802

City Manager's Office

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	435,602	431,638	475,814	473,774	495,073
Operating Services	47,463	49,507	38,893	65,347	177,065
Capital	0	0	0	0	20,566
TOTAL ANNUAL BUDGET	483,065	481,145	514,707	539,121	692,704

City Clerk

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	155,466	130,910	149,760	174,618	163,255
Operating Services	40,773	47,081	42,883	93,377	43,174
TOTAL ANNUAL BUDGET	196,239	177,991	192,643	267,995	206,429

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

City Attorney

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	422,414	443,343	391,648	507,284	500,000
TOTAL ANNUAL BUDGET	422,414	443,343	391,648	507,284	500,000

Civil Service Board

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	6,000	5,800	6,000	6,000	6,850
Operating Services	78	1,317	252	349	475
TOTAL ANNUAL BUDGET	6,078	7,117	6,252	6,349	7,325

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Mayor	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Council Member	7	7	7	7	7
City Manager	1	1	1	1	1
Ass't to City Mgr-Proj. Development	1	1	1	1	1
Public Information Officer	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Museum Director	1	1	1	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	23	23	23	23

MUNICIPAL COURT

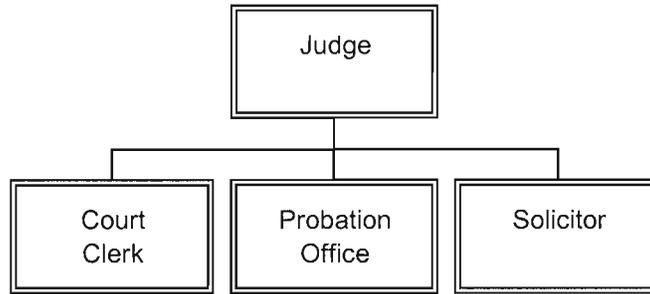
The City of Marietta Municipal Court is one of the 389 local courts of the Georgia court system. Jurisdiction is limited to the offenses of shoplifting, possession of one ounce or less of marijuana, and misdemeanor traffic offenses occurring within City limits. This court also handles violations of local ordinances including zoning and parking. 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 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. Concurrent with the reporting of final disposition of all offenses to the state is the accounting of funds received from fines and other charges and transferred to the City's account.

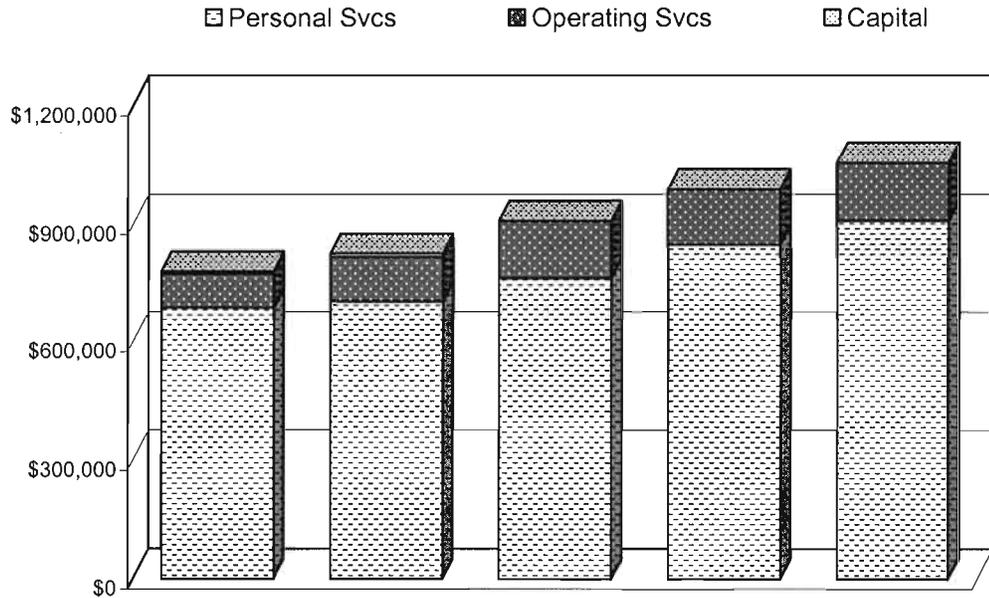
The second section is the Solicitor who prosecutes the cases filed with the Municipal Court of Marietta. If the defendant requests a trial by jury, the case is bound over to the State Court of Cobb County for jury trial and disposition.

The third section is the Probation Office which 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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$688,066	\$704,827	\$763,966	\$848,637	\$909,294
Operating Svcs	\$88,338	\$112,899	\$144,831	\$140,632	\$146,682
Capital	\$4,449	\$8,445	\$0	\$0	\$0
Total Budget	\$780,853	\$826,171	\$908,797	\$989,269	\$1,055,976
Change Over Prior Yr	---	5.80%	10.00%	8.85%	6.74%

MUNICIPAL COURT

MISSION STATEMENT

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 website development to provide information for citizens and attorneys relating to Court rules and procedures
- ✓ Link new Court software to the website to provide public access of case information and payment of fines via the website

Goal 2: Complete migration from current software

- ✓ Complete electronic paperless reporting of traffic and criminal violations to the Department of Motor Vehicles and to the Georgia Crime Information Center
- ✓ Finalize SUSTAIN software interface with the City's general ledger system



Goal 3: Increase the number of cases processed

- ✓ Initiate study to analyze the effectiveness of changing the Associate Judge and the Assistant Solicitor position from a part-time to full-time positions to address the needs of the Court and its growing caseload
- ✓ Initiate study to analyze the effectiveness of adding 2 days per month to the Court calendar
- ✓ Analyze the possibility of adding specialized court sessions for prosecution of serious offenses



MUNICIPAL COURT

WORKLOAD MEASUREMENTS

	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
Traffic Citations Issued	14,056	16,922	17,429
Photo Citations Issued	35,010	37,001	38,111
Parking Citations Issued	4,628	4,768	\$5,006
Parking Revenue Collected	\$53,838	\$61,245	\$62,776
Cases Filed	13,297	14,228	14,655
Non-Jury Trials	923	997	1,027
Diversion Program Revenue	\$12,950	\$12,226	\$12,593
Court Appointed Attorney Reimbursement	\$3,866	\$3,318	\$3,418
Probation Drug Screen Revenue	\$14,122	\$11,355	\$11,696
New Probationers	578	528	558
Supervision Fee Collected*	\$124,394	\$100,897	\$103,924

* This amount does not include the collection of state add-on fees required by statute.

GOALS ACCOMPLISHED

- ✓ Completed migration from HTE Jalan Court software to Georgia Sustain Court Management software (SUSTAIN) resulting in a substantial savings to the City
- ✓ Increased court calendar by 38 days to accommodate intersection safety program
- ✓ Reduced the number of intersection safety appeal court calendars by 50%. Included additional informative printed materials with the mailed citations.
- ✓ Integrated Court's computer applications with the General Ledger system
- ✓ Installed sound panels in the Courtroom to reduce noise
- ✓ Initiated electronic disposition reporting to the State Department of Driver Services

MUNICIPAL COURT

EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	688,066	704,827	763,966	848,637	909,294
Operating Services	88,338	112,899	144,831	140,632	146,682
Capital	4,449	8,445	0	0	0
TOTAL ANNUAL BUDGET	780,853	826,171	908,797	989,269	1,055,976

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Municipal Court Clerk	1	1	1	1	1
Senior Deputy Court Clerk	1	1	1	0	0
Supervisor	0	0	0	1	1
Deputy Court Clerk	6	6	8	8	8
Legal Assistant	1	1	1	1	1
Bailiff - Part Time	2	2	2	2	3
Data Entry Clerk	0	0	1	1	1
Chief Probation Officer	1	1	1	1	1
Probation Officer	1	1	1	1	1
Probation Assistant	1	1	1	1	1
Judge	1	1	1	1	1
Solicitor	1	1	1	1	1
TOTAL BUDGETED POSITIONS	16	16	19	19	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.

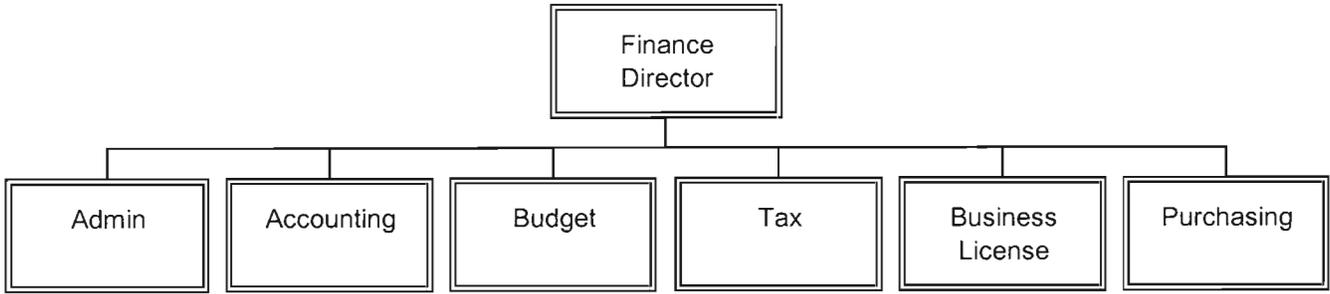
The primary responsibility of the Budget Division is the annual preparation and yearly management of the City's operating budgets. This includes preparing budget databases, reviewing budget requests, balancing projected revenues with proposed expenditures, and formatting the formal budget document to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

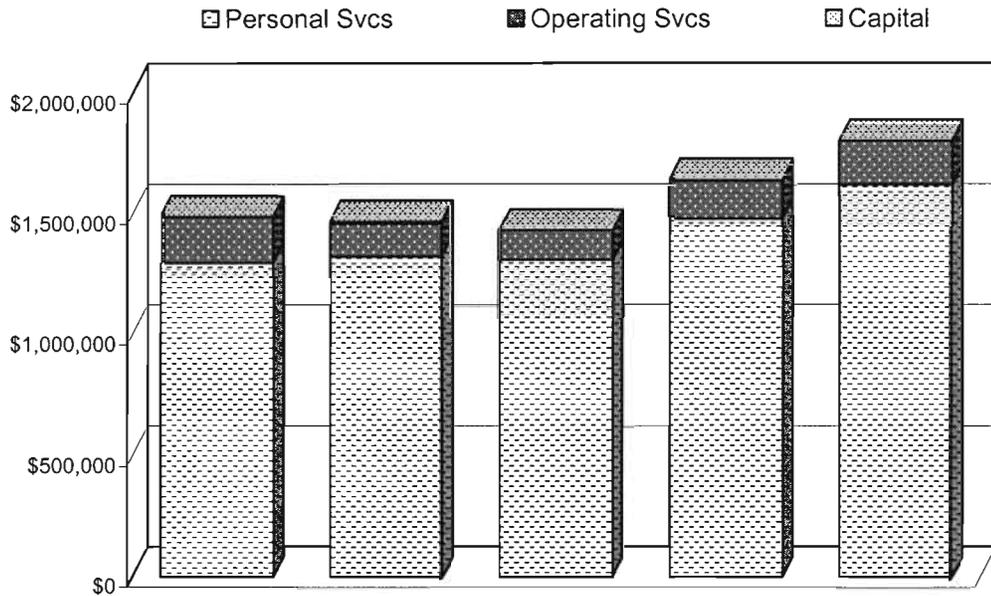
The Purchasing Division is responsible for awarding purchase orders, service and labor contracts, and issuing and evaluating requests for bid proposals for all City requirements. Additional Purchasing functions include evaluation of vendor performance, quality assurance, price/cost analysis, value analysis,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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$1,305,021	\$1,330,378	\$1,316,273	\$1,488,870	\$1,628,831
Operating Svcs	\$189,186	\$134,414	\$120,632	\$157,178	\$177,460
Capital	\$0	\$8,531	\$0	\$0	\$0
Total Budget	\$1,494,207	\$1,473,323	\$1,436,905	\$1,646,048	\$1,806,291
Change Over Prior Yr	---	-1.40%	-2.47%	14.56%	9.74%

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: Continue the implementation of GASB 34 reporting requirements to establish compliance with the current reporting pronouncements

- ✓ Update the value of Fixed Assets and enter into the HTE database
- ✓ Develop policy for disposing of Fixed Assets
- ✓ Establish values for infrastructure assets and enter into the HTE database

Goal 2: Implement GASB OPEB (Other Post Employment Benefits) accounting and reporting requirements

- ✓ Ensure compliance through the actuarial valuation of post employment medical benefits offered to current and retired employees
- ✓ Develop a plan to fund this liability once the valuation has been determined

Goal 3: Link departmental goals to allocated funds

- ✓ Assist departments in the development of performance measures for functions, programs and activities relevant to departmental goals

Goal 4: Update Commodity and Sub-Commodity files in AS/400

- ✓ Condense commodity and sub-commodity files in the Purchasing application and update in the HTE database to create a comprehensive list
- ✓ Distribute updated list to active vendors for designation of proper commodity/sub-commodity

Goal 5: Continue to develop the processing of Purchasing's bids and proposals via the City's website utilizing the HTE Purchasing application

- ✓ Coordinate efforts with MIS for system implementation
- ✓ Obtain training on the H.T.E. bid/proposal package
- ✓ Enter vendor applications into database

Goal 6: Maintain Tax Allocation District tax base

- ✓ Update tax base to reflect changes in base property valuations and the addition of new tax districts

Goal 7: Provide electronic processing and payment options through the City's website

- ✓ Offer over-the-counter electronic check acceptance and/or credit card payment options to taxpayers
- ✓ Provide capability to complete and submit forms and applications electronically

FINANCE

WORKLOAD MEASUREMENTS



	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
Tax payments processed	20,000	19,225	19,000
Value of tax payments (includes collections for School Board)	\$46.9M	\$51.5M	\$51.5M
Exemptions	7,799	8,000	8,300
NOD (Not on Original Digest) and releases	1,800	1,500	1,500
Purchase orders processed	2,500	2,375	2,200
New vendor applications processed	112	130	130
Active vendors in AS/400	6,300	6,375	6,400
Business Licenses issued	8,854	8,800	8,800
Business License audit revenue collected	\$17,412	\$50,000	\$40,000
<u>In-Service Training:</u>			
Budgeting Procedures classes held	3	3	3
Number of attendees	34	20	20

GOALS ACCOMPLISHED

- ✓ Collaborated with Cobb County Business Personal Property Tax Division to ensure that tax accounts are created and coded to the proper jurisdiction
- ✓ Worked with Cobb County to identify taxpayers' eligibility to receive state tax credits and corrected ineligibilities
- ✓ Collected over \$350,000 in delinquent taxes through direct contact with taxpayers instead of submitting these delinquent accounts to a collection agency or processing them through a tax sale
- ✓ Collected over \$200,000 in delinquent taxes during the 2005 tax sale
- ✓ Initiated the process of scanning homestead exemption forms
- ✓ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY2006 budget book (11th consecutive year)
- ✓ Posted the FY2006 budget book on the City's website and added a quick link for budget information
- ✓ Published the FY2006 budget book on CD ROM
- ✓ Incorporated Performance Measurement Pilot Program into the budget process and budget book
- ✓ Created a Budget-in-Brief handout for citizens and employees and posted to the City's website
- ✓ Received the GFOA Achievement for Excellence in Financial Reporting Award for the FY2005 CAFR
- ✓ Prepared the FY2005 CAFR to conform to GASB 34 reporting requirements
- ✓ Received training and began transition to the Naviline version of the H.T.E. system
- ✓ Continued to generate increased sales revenues from the sale of surplus goods through Ebay
- ✓ Created a Universal Vendor Number file and completed the vendor merge process
- ✓ Completed scanning active general business license files

FINANCE

EXPENDITURE SUMMARY

Administration

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	152,397	156,838	160,870	195,702	245,322
Operating Services	28,606	30,146	33,992	61,988	66,790
TOTAL ANNUAL BUDGET	181,003	186,984	194,862	257,690	312,112

Accounting

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	344,250	336,784	317,345	338,201	367,559
Operating Services	24,607	21,148	18,597	18,022	18,060
TOTAL ANNUAL BUDGET	368,857	357,932	335,942	356,223	385,619

Budget

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	122,627	128,507	132,057	135,552	138,918
Operating Services	4,376	4,932	6,050	6,424	7,250
TOTAL ANNUAL BUDGET	127,003	133,439	138,107	141,976	146,168

FINANCE

EXPENDITURE SUMMARY

Tax

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	193,744	230,375	235,500	237,157	231,255
Operating Services	117,181	55,456	46,179	49,504	55,122
TOTAL ANNUAL BUDGET	310,925	285,831	281,679	286,661	286,377

Business License

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	278,543	285,637	271,433	341,438	389,133
Operating Services	8,208	16,987	6,599	8,174	13,903
Capital	0	8,531	0	0	0
TOTAL ANNUAL BUDGET	286,751	311,155	278,032	349,612	403,036

Purchasing

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	213,460	192,237	199,068	240,820	256,644
Operating Services	6,208	5,745	9,215	13,066	16,335
TOTAL ANNUAL BUDGET	219,668	197,982	208,283	253,886	272,979

FINANCE

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Finance Director	1	1	1	1	1
Executive Secretary	1	1	1	1	1
Internal Auditor	0	0	0	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	2	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	1	2	2	2	2
Temporary Tax Clerk	1	0	0	0	0
Business License Manager	1	1	1	1	1
Business License Auditor	1	1	1	1	1
Business License Inspector	1	1	2	2	2
Administrative Secretary - Bus. Lic.	1	1	1	1	1
Business License Clerk	1	1	2	2	2
Purchasing Manager	1	1	1	1	1
Senior Buyer	2	2	1	1	1
Buyer	1	1	2	2	2
Administrative Secretary - Purchasing	1	1	1	1	1
TOTAL BUDGETED POSITIONS	26	25	27	28	28

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PERSONNEL AND RISK MANAGEMENT

The Administration Division performs the following functions while maintaining compliance with federal, state and local regulations: policy development, implementation and interpretation for managers, employees, applicants and the public; employee grievance and appeal resolution, employee relations and training activities, tuition reimbursement, drug-free workplace programs, internships and service recognition. These activities foster the development, retention, and recognition of high quality employees and provide fair and equitable resolutions of management-employee issues.

The Employment Division's activities include: employment policy development and administration; employment recruitment including adequate advertisement; testing, selection, and initial orientation; and termination services and out-processing.

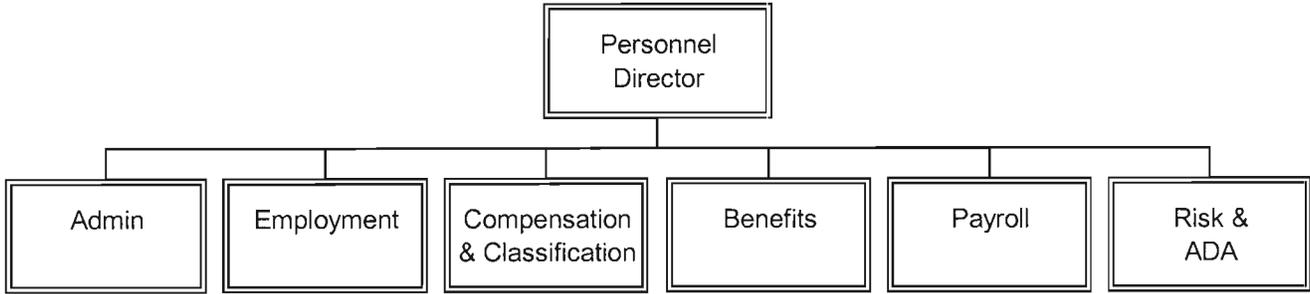
The Compensation and Classification Division is responsible for pay and classification administration including salary survey data collection and analysis, job audits, benchmark descriptions, reclassification testing and wage and salary program planning.

The area of responsibility of the Benefits Administration Division includes management of health, life, dental, vision, accidental death and dismemberment insurance and self-funded programs as well as administration of the City's three pension plans, FMLA administration and federal reports.

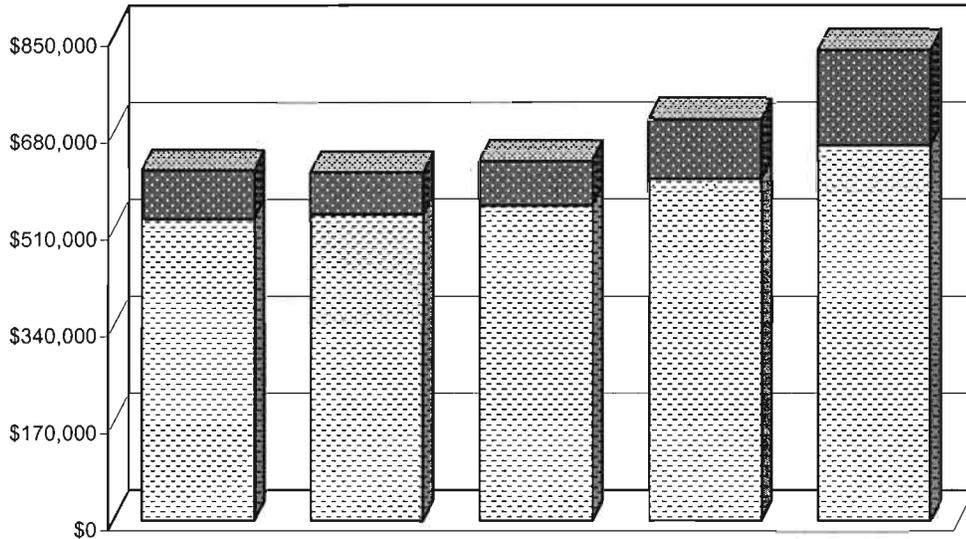
The activities of the Payroll Division include employee and retiree payroll management (weekly and monthly payrolls), flexible benefit administration, and employee records management. Staff also assists other departments in policy interpretation as it relates to pay. The prompt and accurate provision of these services contributes to employee/retiree satisfaction as well as compliance with various federal, state and local regulations.

Risk Management and safety functions include administration of a pro-active workers' compensation and loss control program, Americans with Disabilities Act compliance, property and casualty insurance, including property inventory, and self-funded and insured claims administration.

PERSONNEL AND RISK MANAGEMENT



DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$530,063	\$538,437	\$554,612	\$602,211	\$660,417
Operating Svcs	\$84,765	\$73,452	\$77,211	\$103,689	\$166,264
Capital	\$0	\$0	\$0	\$0	\$0
Total Budget	\$614,828	\$611,889	\$631,823	\$705,900	\$826,681
Change Over Prior Yr	---	-0.48%	3.26%	11.72%	17.11%

PERSONNEL AND RISK MANAGEMENT

MISSION STATEMENT

To provide the City and Board of Lights and Water's personnel, payroll and risk management needs in an efficient and accurate manner while maintaining compliance with federal, state and local laws governing these functions.

GOALS AND ACTIONS

Goal 1: Attract and retain quality human resources in all departments of the City/BLW

- ✓ Continue to provide recruitment opportunities via the City website, internet services and follow-up methodologies
- ✓ Continue to update current job descriptions through on-site job audits and evaluate survey results
- ✓ Continue to develop outside participation in the "Local Government Salary Exchange Network" via the Internet
- ✓ Implement HTE Applicant Tracking software to aid in recruitment and selection tasks



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

- ✓ Maintain updated benefits information on the City website
- ✓ Continue improvements to the open enrollment process including City website access to enrollment information
- ✓ Improve pension plans through joint efforts with the Pension Board while maintaining fiscal responsibility
- ✓ Monitor regulations regarding the reporting of actuarial valuation of retiree healthcare costs; coordinate efforts with actuary to perform annual valuation study
- ✓ Implement trial period for an Employee Assistance Program; provide supervisory training; perform program evaluation after trial period
- ✓ Coordinate efforts with benefits attorney to develop a plan document and trust for retiree health insurance to comply with GASB 45 financial reporting requirements

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

- ✓ Reinstate and implement Management Development Program, Levels I and II
- ✓ Provide training on "due process" requirements and a follow-up class on conflict/anger management and workplace behavior
- ✓ Provide training class and on-site departmental visits to discuss accessibility of programs/facilities for the disabled
- ✓ Provide training on risks of drug and alcohol use

Goal 4: Provide pro-active risk management services to the City/BLW

- ✓ Perform annual inventory of real and personal property
- ✓ Develop work plan for property/casualty insurance and reassess limits of coverage to ensure adequacy of coverage
- ✓ Provide pro-active safety program for employees with a goal of reducing workers' compensation claims by 5%
- ✓ Provide quarterly statistical reports to management via the City website to track employee injuries and associated costs

PERSONNEL AND RISK MANAGEMENT

WORKLOAD MEASUREMENTS

	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
Recruitment and Selection:			
Number of Positions Filled	235	210	230
Number of Applications Received	5,043	4,500	4,000
Workers' Compensation Claims:			
Medical Only	98	105	100
Indemnity	14	15	16
Reporting Purposes Only	19	20	20
Number of Liability Claims	64	85	68
Number of Auto Claims	28	20	25
Reported Health Insurance Concerns	112	120	125
Pension Applications Received and Approved	39	40	40

PERFORMANCE MEASUREMENTS

Number of Job Vacancies per Month	19	16	15
Average Cost per Vacancy Filled	\$1,510	\$1,758	\$1,811
% of New Hires Performing Satisfactorily 6 Months After Hire	81.7%	83.6%	84.0%

GOALS ACCOMPLISHED

- ✓ Implemented continuous Police and Fire recruitment in January 2005
- ✓ Continued to expand the "Local Government Salary Exchange Network" which currently is comprised of the 20 largest public entities in Georgia
- ✓ Performed comparative analysis of police officer and firefighter salary and benefit costs for use in departmental employee retention meetings
- ✓ Performed extensive research and development of new police educational and fire paramedic pay enhancement program; also researched compensation for electrical positions
- ✓ Established unpaid internship program to provide training opportunities for graduate students
- ✓ Initiated audit of terminated and retired employee files to ensure appropriate documentation of authorization of current or future benefits
- ✓ Recovered approximately \$500,000 from the State Workers' Comp Subsequent Injury Trust Fund
- ✓ Assisted retirees with applications for Medicare and subsequent filing and submission of claims
- ✓ Continued update of departmental records retention plan; conducted annual purge of outdated records and prepared other records for permanent storage
- ✓ Assisted Moore & Cubbedge in the performance of the annual audit of pension and payroll records
- ✓ Conducted annual benefits open enrollment; provided more on-line information instead of hard copy to reduce costs and to provide an on-going referral source

PERSONNEL AND RISK MANAGEMENT

EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	530,063	538,437	554,612	602,211	660,417
Operating Services	84,765	73,452	77,211	103,689	166,264
TOTAL ANNUAL BUDGET	614,828	611,889	631,823	705,900	826,681

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personnel & Risk Mgmt. Director	1	1	1	1	1
Benefits Manager	1	1	1	1	1
Compensation & Classification Mgr.	1	1	1	1	1
Employment Manager	1	1	1	1	1
Risk Manager	1	1	1	1	1
Payroll Manager	1	1	1	1	1
Assistant Payroll Clerk	1	1	1	1	1
Personnel Technician	1	0	0	0	0
Administrative Secretary	1	1	1	1	1
Personnel Clerk	0	0	0	1	1
TOTAL BUDGETED POSITIONS	9	8	8	9	9

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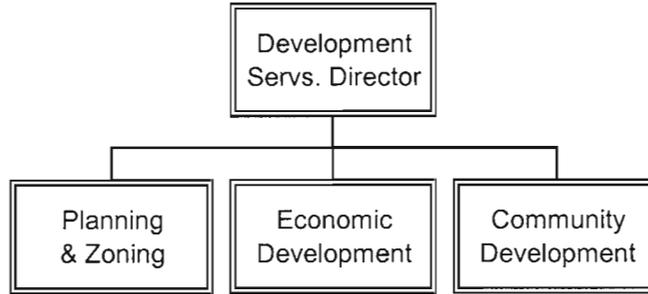
DEVELOPMENT SERVICES

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 maintaining 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.

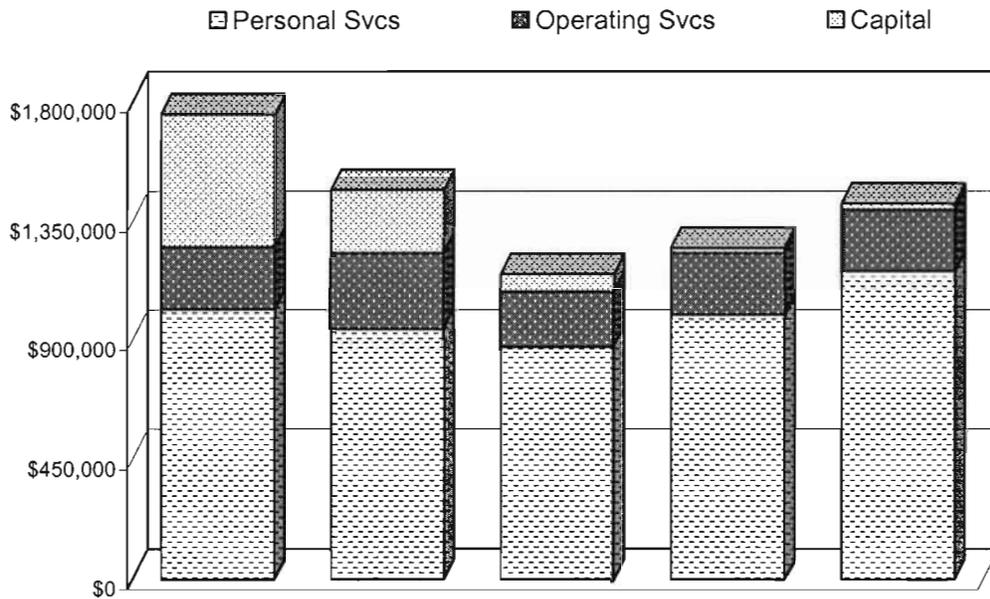
The goal of the Economic Development Division is to attain a program of services and initiatives that will promote new business development, build positive perceptions and community vision, increase economic growth and enhance the quality of life, increase community wealth and individual prosperity, and strengthen local and regional roles in community economic development leadership. These services and initiatives include the development of a more streamlined, efficient development process; promotion of appropriate infill activity and investment in targeted areas of the community; consideration of housing, mixed-use, and other development forms to ensure the best mix for the community; promotion and attraction of private investment in the community; promotion of the City of Marietta as a premier location in Cobb County and North Georgia 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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$1,020,410	\$945,237	\$879,129	\$1,003,533	\$1,163,960
Operating Svcs	\$238,493	\$287,726	\$205,074	\$228,461	\$231,980
Capital	\$496,730	\$237,394	\$69,123	\$19,733	\$22,493
Total Budget	\$1,755,633	\$1,470,357	\$1,153,326	\$1,251,727	\$1,418,433
Change Over Prior Yr	---	-16.25%	-21.56%	8.53%	13.32%

DEVELOPMENT SERVICES

MISSION STATEMENT

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

GOALS AND ACTIONS

Goal 1: Continue Business Retention and Expansion Program (BREP) implementation and development

- ✓ Promote an affiliation between local government and the business community to share incentives and provide expansion assistance
- ✓ Foster interaction with business and industrial park associations to address needs and resolve concerns
- ✓ Schedule on-site tours of industrial properties within the City
- ✓ Attend industrial and retail trade shows

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

- ✓ Provide staff representation to facilitate transmission of information to stakeholders
- ✓ Develop interactive interface to allow public search of Planning and Zoning records, codes and ordinances

Goal 3: Conduct market analysis study and manage marketing campaign

- ✓ Prepare demand analysis and forecasts
- ✓ Perform detailed evaluation of redevelopment projects
- ✓ Conduct competitive supply analysis; prepare absorption projection
- ✓ Function as staff liaison to the consultant for implementation of marketing plan

Goal 4: Secure solid relationships with stakeholders

- ✓ Serve as ombudsmen for developers, businesses, industry, Marietta Development Authority, Downtown Marietta Development Authority and citizens
- ✓ Facilitate meetings between key stakeholders; investigate and mitigate issues and concerns

Goal 5: Foster business expansion, retention and redevelopment through the creation of an Economic Development Incentives Program

- ✓ Receive direction from Mayor and Council and conduct a review of "best practices" with the staff
- ✓ Present recommendations to the City Manager, Mayor and Council; implement the program and support continuing development

Goal 6: Conduct long-range planning projects

- ✓ Revise Historic Resource Survey
- ✓ Develop a strategic Land Use and Transportation Master Plan for the Kennestone Hospital area
- ✓ Complete yearly update of Comprehensive Plan and Future Land Use map
- ✓ Conduct study of 103B streams to determine effectiveness of current regulations

DEVELOPMENT SERVICES

WORKLOAD MEASUREMENTS

	<u>FY05</u> <u>Actual</u>	<u>FY06</u> <u>Estimate</u>	<u>FY07</u> <u>Goal</u>
Code Compliance Inspections	8,670	10,200	12,000
Letters / Reports Generated	5,551	6,100	6,700
Code Enforcement Cases	3,564	3,600	4,000
Ordinances Prepared for Council	28	26	50
Citations Issued	22	40	75
Sign Permits Issued	250	330	360
Rezoning Applications Processed	36	30	35
Variance Applications Processed	68	80	90
Plats Reviewed	119	140	155
Site Plans Reviewed	166	180	180
Business License Applications Reviewed	737	1,800	1,900
Building Permits Reviewed	768	800	1,000
Community marketing events hosted in the metro-Atlanta region	3	3	4
Prospect visits hosted in the community	5	4	5
Industry or businesses visited in the community as a pro-active outreach for retention and expansion	10	12	20
Percentage of economic development partner meetings attended	70	80	80
Business Outreach visits	45	52	70
Advertisements in regional and national publications	20	33	50
City Enhancement projects completed	2	3	3

GOALS ACCOMPLISHED

- ✓ Created the Marietta Historic Preservation Commission
- ✓ Completed Envision Marietta five-year action plan
- ✓ Completed Comprehensive Plan which incorporates the “new urbanism” theory and smart growth concepts
- ✓ Developed a new logo, website, brochure and print ad for the Marietta Development Authority
- ✓ Encouraged the private sector to invest in Frasier Circle and former Johnny Walker Homes and Clay Homes sites
- ✓ Obtained additional funding from VA HUD for the Marietta Growth Fund

DEVELOPMENT SERVICES

EXPENDITURE SUMMARY

Planning and Zoning

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	791,230	703,064	724,704	868,422	1,057,438
Operating Services	150,652	123,088	67,152	121,969	108,869
Capital	0	0	7,958	19,733	22,493
TOTAL ANNUAL BUDGET	941,882	826,152	799,814	1,010,124	1,188,800

Economic Development

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	208,180	220,123	134,475	135,111	85,522
Operating Services	87,841	164,638	137,922	84,330	122,361
Capital	496,730	237,394	61,165	0	0
TOTAL ANNUAL BUDGET	792,751	622,155	333,562	219,441	207,883

Boards and Commissions

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Planning Commission	12,600	13,650	11,550	12,600	12,600
Board of Zoning Appeals	8,400	8,400	8,400	8,400	8,400
Historic Preservation Commission	0	0	0	1,162	750
TOTAL ANNUAL BUDGET	21,000	22,050	19,950	22,162	21,750

DEVELOPMENT SERVICES

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Development Services Director	0	0	1	1	1
Planning and Zoning Director	1	1	0	0	0
Planning and Zoning Manager	1	1	1	1	1
Code Enforcement Manager	1	1	1	1	1
Senior Urban Planner	0	0	1	0	0
Urban Planner	2	2	2	3	3
Zoning Analyst	1	0	0	0	0
Code Enforcement Inspector	6	6	6	6	6
Code Enforcement Coordinator	0	0	0	0	1
Code Enforcement Clerk	0	0	0	0	1
Planning and Zoning Coordinator	1	1	1	1	1
Executive Secretary - P & Z	1	1	1	1	1
Economic Development Director	1	1	0	0	0
Economic Development Manager	0	0	1	1	1
Industrial Development Manager	1	1	1	1	1
Downtown Development Coordinator	1	1	0	0	0
Planning Commission Member	7	7	7	7	7
Board of Zoning Appeals Member	7	7	7	7	7
TOTAL BUDGETED POSITIONS	31	30	30	30	32

REDEVELOPMENT

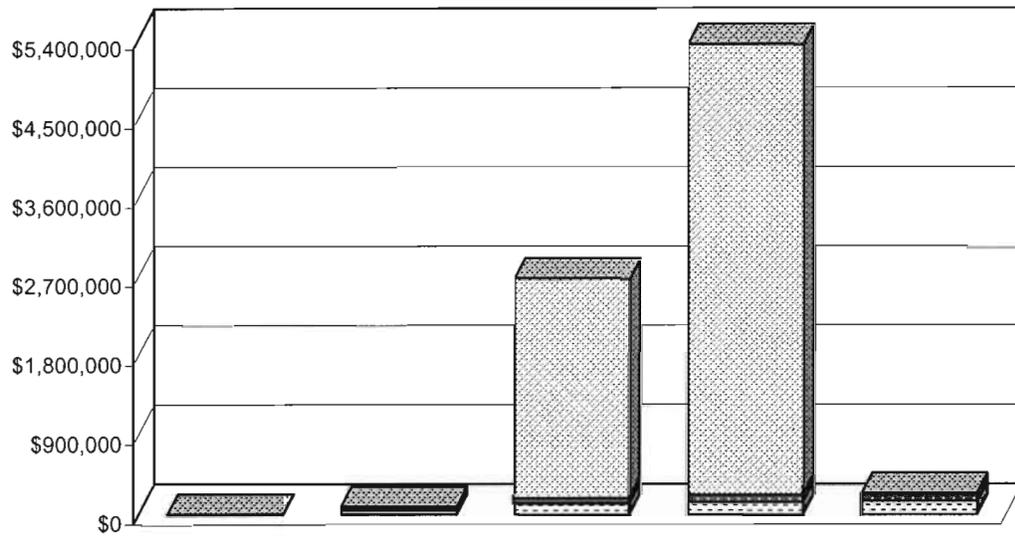
The major focus of the Redevelopment Department is to continue the initiation of redevelopment programs for the City with special attention given to existing downtown industrial sites, aging rental property and distressed shopping centers. Increasing home ownership also takes high priority among redevelopment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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$0	\$42,656	\$124,024	\$142,923	\$147,370
Operating Svcs	\$285	\$37,952	\$66,596	\$83,291	\$91,100
Capital	\$2,690	\$4,685	\$2,488,673	\$5,114,457	\$0
Total Budget	\$2,975	\$85,293	\$2,679,293	\$5,340,671	\$238,470
Change Over Prior Yr	---	2766.99%	3041.28%	99.33%	-95.53%

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 and assemble properties for redevelopment where needed.

GOALS AND ACTIONS

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

- ✓ Monitor redevelopment projects to ensure compliance with executed development agreements, contracts for sale and project stipulations; coordinate distribution of TAD bond funds to developers on an as-completed basis
- ✓ Identify additional projects within established TAD boundaries; work with developers to evaluate applications for TAD financing
- ✓ Function as community liaison between prospective developers and neighborhoods surrounding current redevelopment areas

Goal 2: Develop internal market research to enable the Marietta Redevelopment Corporation (MRC) and the City to make sound real estate investment decisions

- ✓ Utilize market research to insure the marketing success of on-going and future redevelopment efforts
- ✓ Enhance results of strategic/business planning exercises with the MRC Board in an effort to reach consensus on the Corporation's mission and priorities
- ✓ Coordinate efforts with the MRC Board to develop a comprehensive business plan that addresses investment priorities, initial capitalization, annual operations and on-going management
- ✓ Complete a City-wide market analysis of current redevelopment projects; coordinate with Economic Development division on the scoping, consultant selection and implementation of a City-wide marketing plan to support current projects
- ✓ Regularly monitor property sales, pricing/value trends, vacancy rates and other market conditions within redevelopment areas
- ✓ Complete a City-wide affordable housing needs assessment to aid in directing investments for the production of new assisted housing and workforce housing within the City limits
- ✓ Continue to coordinate efforts with MIS to develop and update development forecasts as part of the City's fiscal planning model

Goal 3: Establish additional TADs and/or pursue alternative strategies for implementation of future redevelopment projects

- ✓ Evaluate potential models and propose a realistic financing source to enable the MRC to undertake property assembly, disposition and redevelopment activities
- ✓ Develop a property disposition strategy for City-owned parcels that have either been acquired for redevelopment purposes or have re-use potential
- ✓ Coordinate efforts with Development Services and Public Works Departments to develop corridor revitalization strategies in anticipation of pending SPLOST projects

REDEVELOPMENT

WORKLOAD MEASUREMENTS

	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
Reduction in City-wide inventory of rental housing units	(333)	(428)	(250)
Increase in inventory of owner-occupied housing units	20	90	135
Property owners and prospective developers recruited/assisted in evaluating investments within redevelopment areas	N/A	6	10
Disposition of City-owned parcels for redevelopment purposes	2	2	0
Parcels acquired through parcel assembly and disposition process	0	0	15
Increase in aggregate planned private investment within designated redevelopment areas at full build-out	N/A	\$320M	>\$700M
Increase in annual private investment within designated redevelopment areas	N/A	<\$10M	>\$50M
Increase in annual tax increment channeled into the TAD Special Revenue fund to support public investment	N/A	<\$150,000	>\$250,000

GOALS ACCOMPLISHED

- ✓ Prepared a redevelopment plan and obtained certification for a new Tax Allocation District (TAD) for the Center City Perimeter redevelopment area
- ✓ Secured \$8.4M in bond financing for the Center City South Renaissance TAD to fund contributions to eligible projects, reimburse the City's costs related to assembling redevelopment sites and finance public improvements within surrounding neighborhoods
- ✓ Collected and updated market research data to support redevelopment planning including collection of building permit trend data, active subdivision and site plan approvals, retail and office market rents and vacancy rates. Initiated a market analysis of redevelopment projects to assist in the development of a City-wide marketing campaign to promote the market's acceptance of current redevelopment activities.
- ✓ Worked with the Finance Department to establish special funds for the Center City South Renaissance and Franklin/Gateway TADs and refined methodologies for calculating annual tax increments
- ✓ Provided local input into the HOV/BRT (Bus Rapid Transit) Environmental Impact Study including evaluation of proposed BRT station locations within City limits
- ✓ Successfully negotiated revisions to Intergovernmental Agreements with Cobb County and Marietta City Schools for the Center City South Renaissance and Perimeter TADs
- ✓ Managed a Request for Proposal (RFP) process and assisted in the negotiation of Purchase Contracts for the disposition of Johnny Walker Homes, Manget Street redevelopment and 326 Roswell Street
- ✓ Assisted in the negotiation of development agreements for Manget Street, Johnny Walker Homes, Marietta Mill Lofts, Frasier Circle, Wynhaven Apartments and 25 Polk Street
- ✓ Managed neighborhood stakeholder processes throughout the proposal solicitation, selection and site planning phases for the Manget Street and Johnny Walker Homes projects
- ✓ Assisted the Planning and Zoning Department in analyzing potential improvements to the Barnes Mill Road/Seminole Street area

REDEVELOPMENT

EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	0	42,656	124,024	142,923	147,370
Operating Services	285	37,952	66,596	83,291	.91,100
Capital	2,690	4,685	2,488,673	5,114,457	0
TOTAL ANNUAL BUDGET	2,975	85,293	2,679,293	5,340,671	238,470

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Executive Director	0	1	1	1	1
Project Manager	0	0	1	1	1
TOTAL BUDGETED POSITIONS	0	1	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 administers the Transportation Improvement Program which includes coordinating project designs with consultants, acquiring rights-of-way, coordinating utility relocations, monitoring construction activities, and managing project budgets. 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.

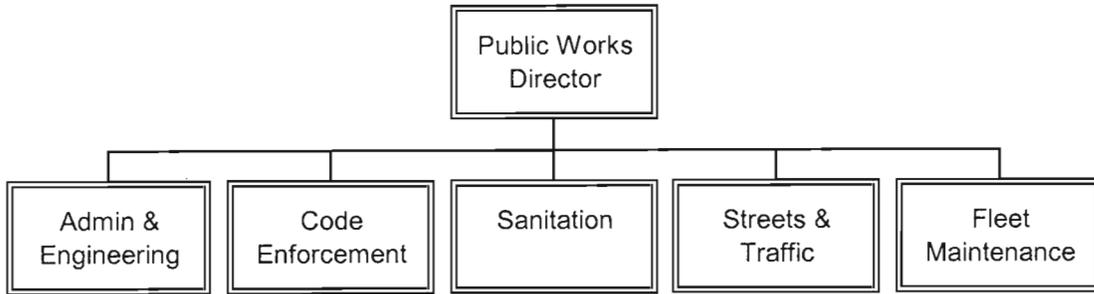
The Building Inspection Division is responsible for the enforcement of City codes or laws related to construction in the City. Inspection responsibilities include reviewing plans, issuing permits and performing field inspections for all building, electrical, grading, plumbing, heating and air conditioning work performed in the City. In 2006 over 4,500 permits were issued and the Building Inspection Division conducted over 11,500 inspections.

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 once every 6-8 weeks.

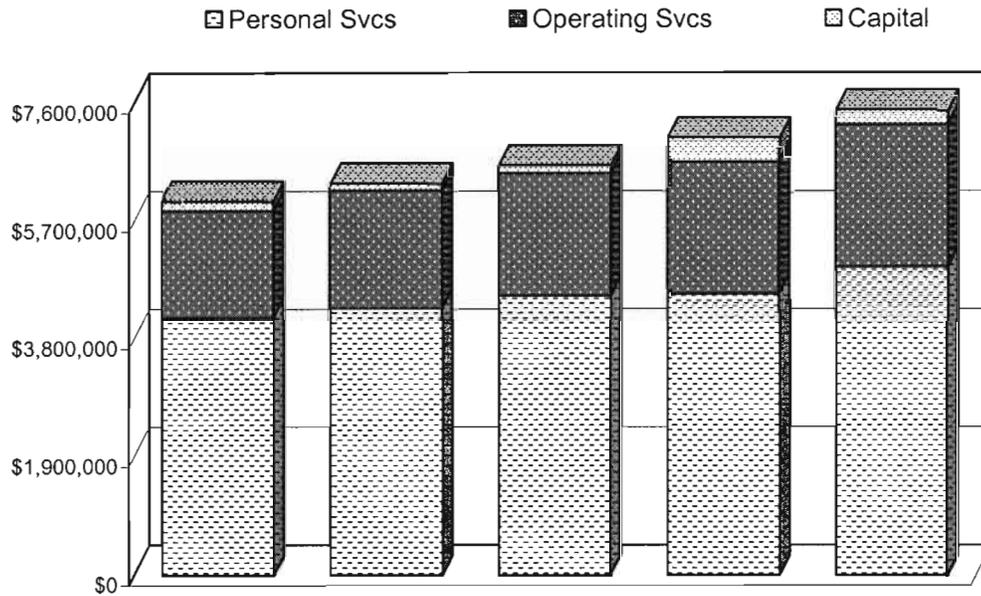
The Traffic Division is responsible for the installation and maintenance of traffic control signs, pavement markings, 98 traffic signals, and 8 school flasher zones located within the City Limits. It manages a traffic control center where traffic signal operations can be monitored and modified remotely.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

The Sanitation Division is responsible for providing solid waste collection services to over 11,200 households within the City. Services provided include twice-weekly garbage collection at the rear door, curbside recycling collection once per week, and curbside yard waste collection once per week. Garbage is delivered to a waste transfer facility operated by BFI. In addition, BFI collects the curbside recyclable material. Yard waste is delivered to a private vendor that converts the material to compost for sale to others. Waste Management collects solid waste, cardboard, and glass in the Central Business District. The City bills businesses around the Square for solid waste collection and pays Waste Management for the service. 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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$4,152,276	\$4,306,223	\$4,517,775	\$4,576,753	\$5,011,127
Operating Svcs	\$1,726,825	\$1,897,794	\$1,961,465	\$2,106,198	\$2,262,884
Capital	\$146,852	\$107,769	\$120,609	\$356,120	\$211,450
Total Budget	\$6,025,953	\$6,311,786	\$6,599,849	\$7,039,071	\$7,485,461
Change Over Prior Yr	---	4.74%	4.56%	6.66%	6.34%

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: Take a leadership role in actively enhancing water quality

- ✓ Continue to implement the storm water management program and establish standards for others
- ✓ Increase public awareness of water quality issues through the City website and other public education initiatives

Goal 2: Implement comprehensive solid waste management program

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

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

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

Goal 4: Implement SPLOST transportation projects

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

Goal 5: Operate and maintain the transportation network to provide optimum transportation efficiency

- ✓ Implement GIS based work order system to improve response to BLW utility pavement cuts and citizen requests
- ✓ Continue expansion of the traffic control center including access to the data from the city website
- ✓ Expand maintenance activities to support advanced traffic management system
- ✓ Expand and improve the existing transportation network and seek opportunities to promote alternative forms of transportation
- ✓ Expand remote diagnostic reporting system for traffic signal equipment

Goal 6: Provide fleet maintenance and repair services

- ✓ Provide training as necessary for mechanics to perform maintenance on computer controlled vehicles and equipment
- ✓ Purchase and install diagnostic and repair equipment to reduce the time that vehicles and equipment are out of service

PUBLIC WORKS

WORKLOAD MEASUREMENTS

	<u>FY05</u> <u>Actual</u>	<u>FY06</u> <u>Estimate</u>	<u>FY07</u> <u>Goal</u>
<u>ENGINEERING / BUILDING INSPECTIONS</u>			
Initiated Transportation Improvement Projects	4	4	5
Site Plans Reviewed	47	52	55
Grading Permits Issued	312	318	325
Permits Issued (Bldg. & Trades)	4,456	4,725	4,900
Inspections	11,295	11,525	11,715
Certificates of Occupancy Issued	402	405	410
Total Permit & Inspection Fees Collected	\$510,975	\$514,500	\$516,000
<u>SOLID WASTE COLLECTION</u>			
Tons of Residential Waste Collected	21,488	22,150	23,750
Tons of Residential Waste Recycled	6,527	6,825	6,960
Tons of Residential Waste Landfilled	14,983	15,300	15,775
<u>STREETS AND TRAFFIC SERVICES</u>			
Roadway Miles Resurfaced	2.5	2.8	3
Administrative Policy No. 6 Projects	8	10	10
Pedestrian Signals Installed	9	9	10
Signalized Intersections Installed/Upgraded	7	10	12
Curb Miles Swept	13,946	14,280	14,750

PERFORMANCE MEASUREMENTS

Building Inspections per Month	916	925	950
Number of Inspections per Employee per month	183	190	200
% of Inspections Performed within 24 hours	93%	95%	97%
Tons of Solid Waste Disposed Yearly	27,344	28,300	29,000
Cost per Ton of Solid Waste Disposed	\$115	\$118	\$125
% of Solid Waste Diverted to Recycling	25%	25%	25%

PUBLIC WORKS

EXPENDITURE SUMMARY

Administration and Engineering

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	512,188	468,171	472,884	452,940	555,147
Operating Services	62,913	89,312	69,152	69,253	150,708
Capital	0	5,500	0	0	0
TOTAL ANNUAL BUDGET	575,101	562,983	542,036	522,193	705,855

Building Inspections and Code Enforcement

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	406,676	414,066	406,940	427,774	441,694
Operating Services	17,945	24,636	23,027	26,303	32,761
Capital	0	0	33,600	17,045	0
TOTAL ANNUAL BUDGET	424,621	438,702	463,567	471,122	474,455

Sanitation

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	1,574,432	1,604,083	1,685,982	1,718,763	1,818,532
Operating Services	1,150,928	1,209,524	1,214,694	1,370,335	1,424,549
Capital	90,271	87,761	87,009	105,531	135,000
TOTAL ANNUAL BUDGET	2,815,631	2,901,368	2,987,685	3,194,629	3,378,081

PUBLIC WORKS

EXPENDITURE SUMMARY

Streets

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	1,236,996	1,376,262	1,464,593	1,363,508	1,536,772
Operating Services	359,880	437,386	518,934	512,788	512,206
Capital	0	12,181	0	233,544	28,450
TOTAL ANNUAL BUDGET	1,596,876	1,825,829	1,983,527	2,109,840	2,077,428

Traffic

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	421,634	442,841	487,126	613,268	655,482
Operating Services	135,159	136,936	135,658	127,519	142,660
Capital	56,581	2,327	0	0	48,000
TOTAL ANNUAL BUDGET	613,374	582,104	622,784	740,787	846,142

Board of Code Appeals

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	350	800	250	500	3,500
TOTAL ANNUAL BUDGET	350	800	250	500	3,500

PUBLIC WORKS

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 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
Erosion Control Inspector	2	1	1	1	1
Civil Engineering Technician	1	1	1	1	1
Civil Engineering Assistant	1	1	1	1	1
Executive Secretary - Public Works	1	1	1	1	1
Development Coordinator	1	1	1	1	1
Chief Building Inspector	1	1	1	1	1
Building Trades Inspector	3	3	3	4	4
Senior Building Trades Inspector	2	2	2	2	2
Permit Clerk	1	1	1	1	1
Sanitation Superintendent	1	1	1	1	1
Sanitation Foreperson	3	3	3	3	3
Sanitation Supervisor	1	1	1	1	1
Route Driver	15	15	15	15	15
Sanitation City Service Worker I	21	21	21	21	21
Administrative Secretary - Sanitation	1	1	1	1	1
Streets & Traffic Superintendent	1	1	1	0	0
Streets Superintendent	0	0	0	1	1
Streets Supervisor	1	1	1	0	0
Streets Foreperson	5	6	6	6	6
Admin. Secretary - Streets & Traffic	0	0	1	0	0
Administrative Secretary - Streets	1	1	0	1	1
Equipment Operator - Streets	6	6	6	6	6
Streets City Service Worker I	1	1	1	4	4
Streets City Service Worker II	16	20	19	16	16
Traffic Services Manager	0	0	0	1	1
Traffic Supervisor	1	1	1	1	1
Traffic Foreperson	2	2	2	0	0
Traffic System Technician	0	0	0	1	1
Traffic Sign Technician	0	0	0	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	107	111	110	111	111

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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.

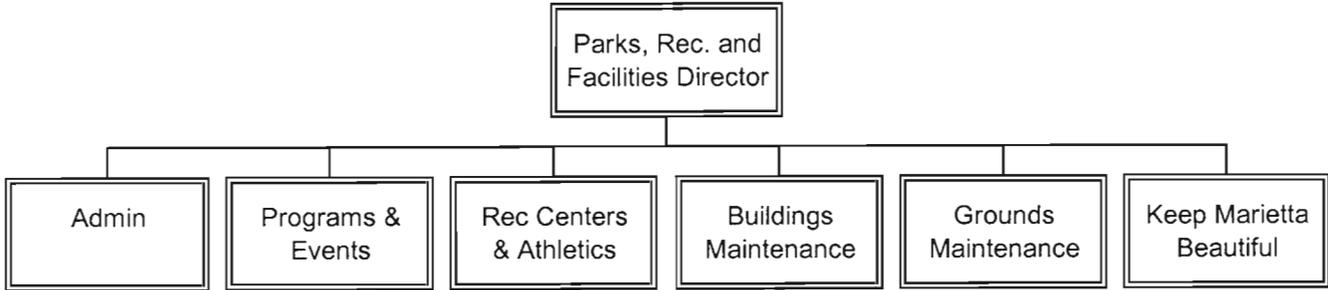
The Special Events Division is responsible for scheduling, planning, organizing and staffing special events and other variety programs such as concerts on Marietta Square, the Fourth of July parade and festivities, arts and crafts festivals, and holiday oriented activities. Senior Programs aims to provide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

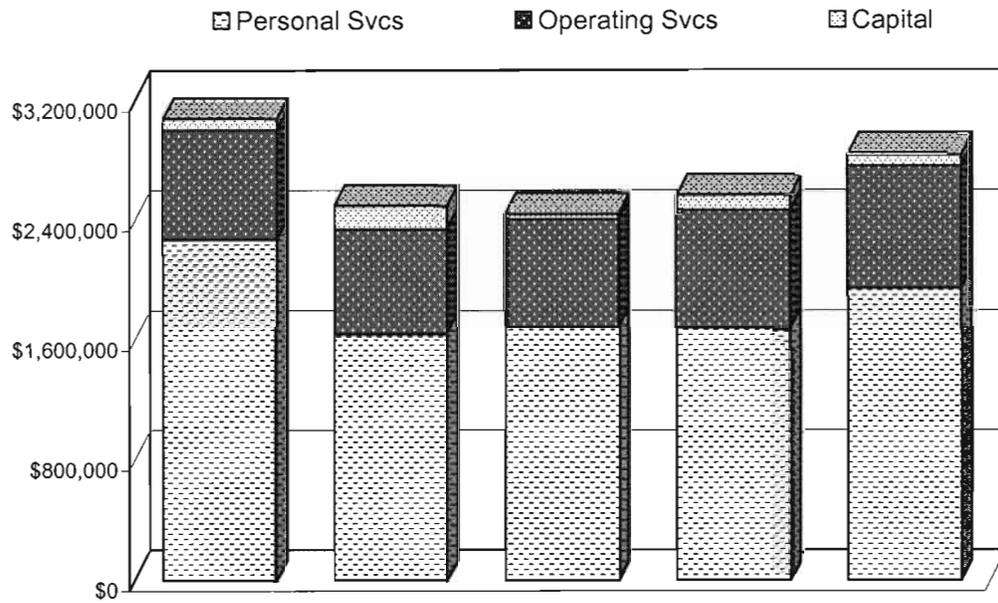
The Buildings Maintenance Division's responsibilities include general maintenance of all City buildings and facilities. It is also responsible for contractual maintenance services such as janitorial services and elevator repair and inspections and other services necessary to keep City buildings clean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

PARKS, RECREATION AND FACILITIES



DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$2,285,015	\$1,651,196	\$1,691,271	\$1,682,542	\$1,954,720
Operating Svcs	\$725,972	\$698,155	\$723,701	\$792,080	\$822,934
Capital	\$74,904	\$153,241	\$34,591	\$98,178	\$72,150
Total Budget	\$3,085,891	\$2,502,592	\$2,449,563	\$2,572,800	\$2,849,804
Change Over Prior Yr	---	-18.90%	-2.12%	5.03%	10.77%

PARKS, RECREATION AND FACILITIES

MISSION STATEMENT

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

GOALS AND ACTIONS

Goal 1: Provide technical maintenance for City buildings and facilities

- ✓ Inspect buildings according to established schedule and report, schedule and perform repairs as needed
- ✓ Continue to refine work order tracking system; coordinate and supervise contractors when applicable
- ✓ Maintain timely knowledge of codes and ordinances governing facilities and ensure conformity to specifications

Goal 2: Maintain grounds at City parks and greenspaces

- ✓ Maintain playground safety inspection program pursuant to National Parks and Recreation Association (NPRA) standards
- ✓ Continue graffiti removal program in support of City ordinance
- ✓ Execute lawn maintenance schedule; provide tree and shrub maintenance

Goal 3: Provide landscape development and maintenance at beautification sites

- ✓ Install and maintain seasonal color at designated City sites including new properties as they are developed
- ✓ Utilizing professional arboriculture services, engage in tree preservation and maintenance efforts and planting of trees on City properties; continue to support Marietta Treekeepers
- ✓ Continue to upgrade turf and expand chemical care program based on site needs and developing technologies
- ✓ Continue pesticide management program and expand as necessary

Goal 4: Provide janitorial services at designated City buildings and expand areas of maintenance

- ✓ Continue to provide routine and emergency janitorial services; provide sufficient training, equipment and supplies to meet job responsibilities
- ✓ Evaluate existing staffing levels, contracted services and maintenance requirements for potential decrease in expenses
- ✓ Implement janitorial training program; evaluate cleaning products for cost savings and improved maintenance

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

- ✓ Design and install landscaping and irrigation system around entrance to City Hall and Council Chambers
- ✓ Correct drainage along tennis courts at Lewis Park and install fencing to prevent damage to irrigation system
- ✓ Create safety buffer between new playground and parking lot at Elizabeth Porter Rec Center and add shade trees adjacent to playground area

Goal 6: Establish uniformity of City signage for park signs and directional/informational signs

- ✓ Design and install park signs with the new City logo
- ✓ Design and install beautification plantings to compliment park and gateway signs

PARKS, RECREATION AND FACILITIES

WORKLOAD MEASUREMENTS

	<u>FY05 Actual</u>	<u>FY06 Estimate</u>	<u>FY07 Goal</u>
<u>Parks & Recreation:</u>			
Senior Games Participants	309	320	310
Summer Day Camp Participants	517	790	790
Youth Basketball Participants	480	490	450
Youth Track Participants	112	108	100
Adult Basketball Teams	14	11	12
Concerts on the Square	17	17	17
Festivals on the Square	4	4	4
Special Events Vendors	545	550	550
<u>Rec. Centers –Weekly Hours of Operation</u>			
Lawrence Street Rec. Center	40-60	40-60	40-60
Elizabeth Porter Rec. Center	40-60	40-60	40-60
<u>Buildings & Grounds Maintenance:</u>			
<u>Janitorial:</u>			
Inspections	260	260	260
Work Orders	520	520	520
<u>Technical:</u>			
Projects	11	15	20
Inspections	210	211	212
Work Orders	1,820	2,080	2,080
<u>Grounds:</u>			
Projects	2	5	3
Inspections	3,000	3,100	3,200
Work Orders	220	230	240
<u>Community Service Program:</u>			
Number of Work Days	357	357	357
Work Orders	38	40	42
<u>Special Work Orders:</u>			
Tree Keepers	92	95	100

GOALS ACCOMPLISHED

- ✓ Repairs to the front entrance walkway at City Hall were completed and overgrown landscaping was removed; beautification property upgrades and improvements were initiated
- ✓ City Hall restrooms were renovated with new wallpaper, countertops, partitions and fixtures
- ✓ A damper sequence protection system was installed as part of the City Hall HVAC system
- ✓ Collaborated with Department of Development Services and Public Works to devise a plan for office relocation and construction in City Hall; new offices were completed on the ground floor and second floor
- ✓ Creosote crossties were replaced with recycled products at playgrounds in Victory Park and the safety surfacing was replaced with CPSC and ADA compliant engineered wood fibers
- ✓ Collaborated with City Manager's office and Friends of Brown Park to prepare construction documents to issue for bid the creation of a historical site and self-guided walking tour of the Confederate and City cemeteries
- ✓ Completed study of custodial services at all City buildings; results are in review for implementation
- ✓ Privatization of the adult softball program was successful
- ✓ The brick exterior of City Hall and the common areas were pressure washed, the concrete was cleaned and painted and windows were washed

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Parks & Recreation Administration

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	2,222,604	690,877	678,782	677,069	761,590
Operating Services	117,722	47,691	52,895	40,168	63,588
TOTAL ANNUAL BUDGET	2,340,326	738,568	731,677	717,237	825,178

Programs and Events

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	123,954	107,352	119,166	107,206	131,588
TOTAL ANNUAL BUDGET	123,954	107,352	119,166	107,206	131,588

Recreation Centers and Athletics

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	54,055	43,309	47,908	37,664	52,773
Capital	16,000	0	0	0	20,000
TOTAL ANNUAL BUDGET	70,055	43,309	47,908	37,664	72,773

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Buildings Maintenance

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	0	566,734	584,387	596,512	726,078
Operating Services	285,201	323,085	322,997	378,549	319,404
Capital	2,789	105,671	34,591	54,833	18,550
TOTAL ANNUAL BUDGET	287,990	995,490	941,975	1,029,894	1,064,032

Grounds Maintenance

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	0	327,755	359,137	335,753	393,109
Operating Services	141,346	173,886	177,561	225,332	250,841
Capital	56,115	47,570	0	43,345	33,600
TOTAL ANNUAL BUDGET	197,461	549,211	536,698	604,430	677,550

Keep Marietta Beautiful

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	62,411	65,830	68,965	73,238	73,943
Operating Services	3,694	2,832	3,497	3,131	4,740
TOTAL ANNUAL BUDGET	66,105	68,662	72,462	76,369	78,683

PARKS, RECREATION AND FACILITIES

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Parks, Rec. & Facilities Director	1	1	1	1	1
Recreation Services Manager	1	1	1	1	1
Executive Secretary	1	1	1	1	1
Recreation Supervisor	1	1	2	2	2
Recreation Coordinator	1	1	2	3	3
Recreation Coordinator - Part Time	1	1	0	0	0
Recreation Center Director	2	2	2	1	1
Senior Recreation Leader	1	0	0	0	0
Recreation Leader	2	2	2	2	2
Clean City Coordinator	1	1	1	1	1
Property Management Director	1	0	0	0	0
Executive Secretary - Prop. Mgmt.	1	0	0	0	0
Administrative Secretary - Buildings	0	1	1	1	1
Buildings & Grounds Superintendent	0	0	0	0	1
Buildings Supervisor	2	1	1	1	1
Buildings Foreperson - Custodial Svs	1	1	1	1	1
Senior Maintenance Tech	0	2	2	2	2
Maintenance Technician	2	2	2	2	2
Maintenance Plumber	1	0	0	0	0
Maintenance Carpenter	1	0	0	0	0
Buildings CS Worker I - Custodial	2	0	0	0	1
Buildings CS Worker II - Custodial	4	4	4	4	3
Small Engine Mechanic	1	0	0	0	0
Equipment Operator	1	0	0	0	0
Grounds Supervisor	1	0	0	0	0
Grounds Foreperson	4	1	2	2	2
Grounds City Service Worker I	5	2	3	3	3
Grounds City Service Worker II	11	5	5	5	5
TOTAL BUDGETED POSITIONS	50	30	33	33	34

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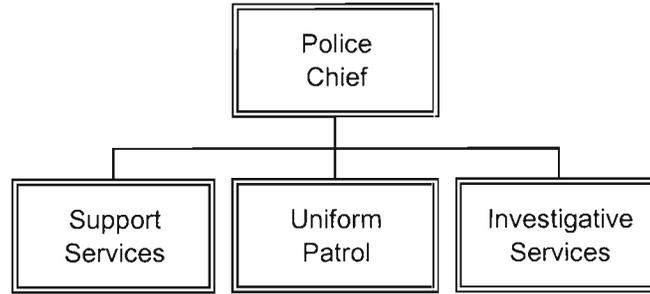
POLICE

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.

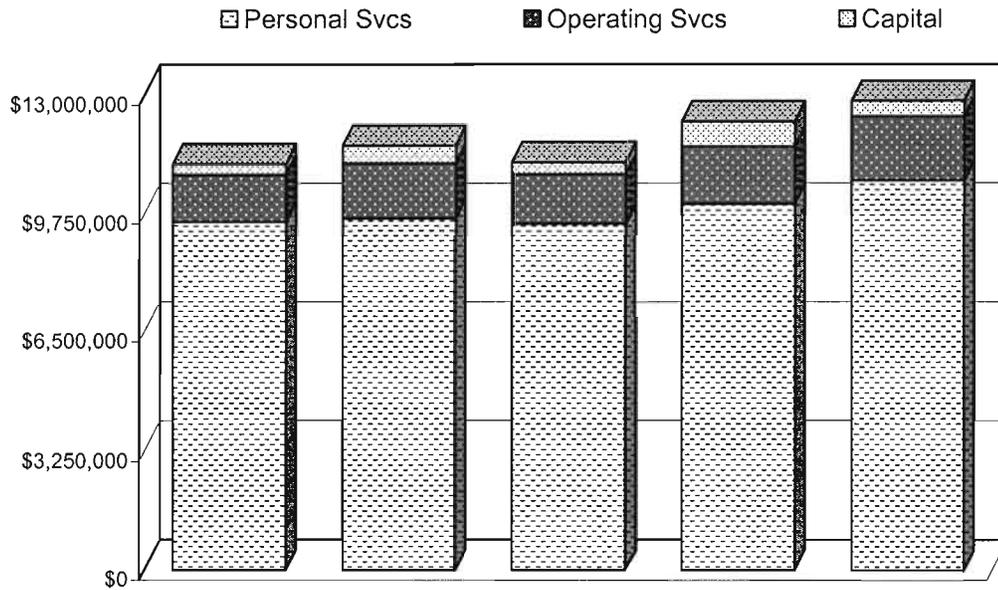
The Uniform Patrol Services Division is charged with the responsibility of taking appropriate action to protect life and property, preserve the peace, prevent crime, enforce DUI and traffic laws, detect and arrest violators of the law, and enforce all federal, state, and local laws and ordinances falling 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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$9,551,123	\$9,639,088	\$9,485,716	\$10,022,163	\$10,658,653
Operating Svcs	\$1,268,414	\$1,490,682	\$1,348,280	\$1,560,583	\$1,737,281
Capital	\$293,094	\$480,680	\$317,872	\$687,430	\$427,628
Total Budget	\$11,112,631	\$11,610,450	\$11,151,868	\$12,270,176	\$12,823,562
Change Over Prior Yr	---	4.48%	-3.95%	10.03%	4.51%

POLICE

MISSION STATEMENT

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

GOALS AND ACTIONS



Goal 1: Reduce frequency of false alarm calls

- ✓ Establish a False Alarm program to reduce the number of false alarm calls received
- ✓ Present recommendations to the City Manager, Mayor and Council
- ✓ Purchase computer hardware and software; implement the program and support continuing development

Goal 2: Expand the Community Outreach Program to better serve the citizens of Marietta

- ✓ Continue to encourage the Neighborhood Team Programs to promote and develop a cooperative effort between police and the community
- ✓ Upgrade technology to aid in the documentation and resolution of investigations

Goal 3: Continue support of M-STAR program

- ✓ Analyze data to develop statistics and trends to assist the 5 zone management teams and commanders in the identification, interpretation, assessment and resolution of problems and concerns of the community



Goal 4: Establish Intranet Map Server to aid in crime analysis

- ✓ Present proposal to City Management and City Council detailing the need for accessible statistical information for officers and the community concerning criminal activity in geographic areas throughout the City

Goal 5: Provide access to citizens to police records and transactions via the City website

- ✓ Complete document imaging of vehicle accident reports and incident reports
- ✓ Work with MIS to create a blocking system to prevent access of certain sensitive information like that involving juveniles or sexual assaults



POLICE

WORKLOAD MEASUREMENTS

	FY05 Actual	FY06 Estimate	FY07 Goal
<u>Crime Caseload</u>			
Murder	1	6	1
Rape	11	13	10
Robbery	201	197	195
Aggravated Assault	141	131	130
Auto Theft	439	405	400
Burglary	483	419	415
Larceny	1,803	1,929	1,866

PERFORMANCE MEASUREMENTS

Average response time for emergency priority calls (minutes)	4	6	5
Compliance rate with National and State Certification Standards (%)	100	100	100
Training cost per sworn officer	\$2,598	\$2,426	\$2,593
% of recruits employed after 1 year	92	98	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
- ✓ Seven staff members attended the Dale Carnegie Course and received quality leadership and interpersonal skills training
- ✓ One lieutenant graduated from the Georgia Command College; one lieutenant graduated from the Southern Police Institute
- ✓ Raised over \$25,000 for Special Olympics through the Law Enforcement Torch Run, the third highest amount in the state
- ✓ Participated in the 2nd Annual Atlanta Car Show for Special Olympics and received 2nd place award for "States Best Police Cruiser" for the DARE PT Cruiser



POLICE

EXPENDITURE SUMMARY

Support Services

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	9,551,123	9,639,088	9,485,716	10,022,163	10,658,653
Operating Services	704,230	912,694	834,538	892,395	935,033
Capital	14,539	199,311	16,091	333,137	0
TOTAL ANNUAL BUDGET	10,269,892	10,751,093	10,336,345	11,247,695	11,593,686

Uniform Patrol

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	554,495	561,917	499,358	658,077	777,798
Capital	260,616	281,369	301,781	269,893	367,055
TOTAL ANNUAL BUDGET	815,111	843,286	801,139	927,970	1,144,853

Investigative Services

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	9,689	16,071	14,384	10,111	24,450
Capital	17,939	0	0	84,400	60,573
TOTAL ANNUAL BUDGET	27,628	16,071	14,384	94,511	85,023

POLICE

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Chief	1	1	1	1	1
Deputy Chief	3	2	2	2	2
Commander	5	5	5	5	5
Lieutenant	8	8	8	8	8
Sergeant	15	15	15	15	15
Officer	109	105	105	97	92
Senior Officer	0	0	0	8	14
Administrative Assistant	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Administrative Services Technician	1	1	1	1	1
Support Services Technician	3	3	3	3	3
Payroll Clerk	1	1	1	1	1
Supervisor of Police Services	1	1	1	1	1
Crime Analyst	0	0	0	1	1
Records Clerk	0	0	18	0	0
Police Service Representative	17	17	0	18	18
Prisoner Transport Officer	4	4	4	4	4
Fleet Maintenance Coordinator	1	1	1	1	1
TOTAL BUDGETED POSITIONS	171	166	167	168	169

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 department operations.

The Suppression Division provides resources necessary to provide timely response to requests for emergency services. The priority of fulfilling these requests is:

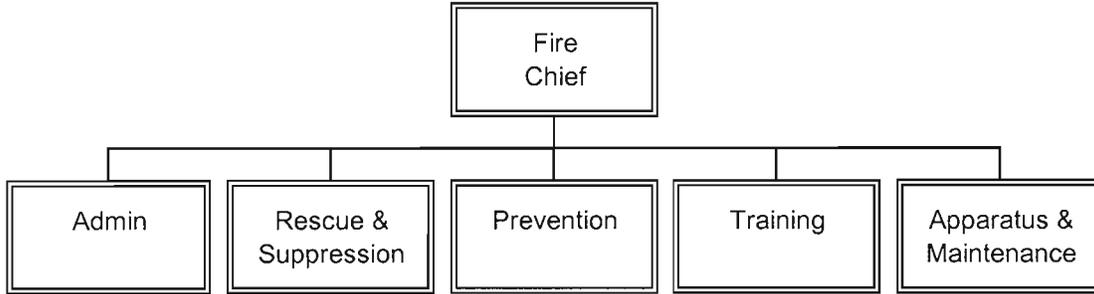
- 1) events immediately dangerous to life and health,
- 2) unacceptable levels of property damage, and
- 3) unacceptable levels of environmental abuse.

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).

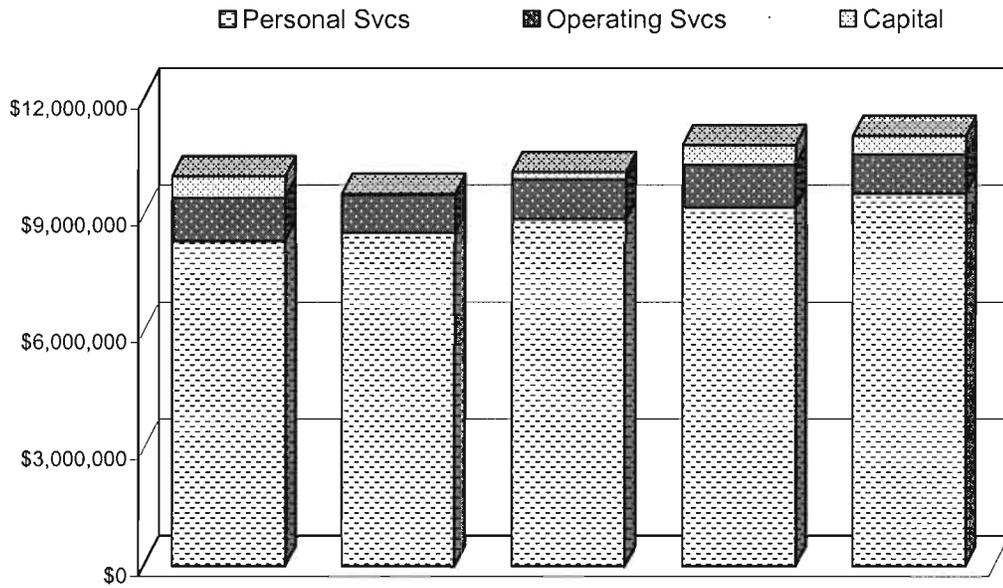
Fire Prevention focuses on citizen safety by providing public education, inspections, code enforcement, and investigations. This division also oversees the records and database to ensure that the department meets all its documentation responsibilities.

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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$8,358,027	\$8,563,913	\$8,909,869	\$9,219,495	\$9,575,946
Operating Svcs	\$1,101,386	\$969,331	\$1,014,784	\$1,080,611	\$998,518
Capital	\$544,632	\$23,113	\$186,409	\$499,141	\$472,700
Total Budget	\$10,004,045	\$9,556,357	\$10,111,062	\$10,799,247	\$11,047,164
Change Over Prior Yr	---	-4.48%	5.80%	6.81%	2.30%

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

- ✓ Relocate Station 56 farther northeast and build a Station 57 in the northwestern area of the City to reduce run times



Goal 2: Improve Insurance Services Office (ISO) Fire Protection Rating

- ✓ Increase number of firefighter positions for the next three years to increase minimum staffing on fire apparatus and aid in supporting ISO staffing requirements
- ✓ Continue apparatus replacement schedule to gain ISO points which, in turn, lowers the Fire Insurance rating
- ✓ Establish a training facility to enhance and expand firefighting capabilities

Goal 3: To establish a Technical Rescue Team (TRT) to handle non-routine situations

- ✓ Begin TRT training to obtain initial goal of 21 TRT personnel
- ✓ Purchase vehicle for TRT operations to expand current capabilities
- ✓ Identify and apply for grants to assist in TRT program funding
- ✓ Continue to be pro-active in discussions regarding the procurement of a Public Safety training facility for use in TRT operations as well as in Homeland Security and firefighting operations

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

- ✓ Establish a position in the Training division to supervise Homeland Security programs
- ✓ Identify and apply for grants to assist in program funding
- ✓ Train City employees to address homeland defense issues



FIRE

WORKLOAD MEASUREMENTS

	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
Total calls for service	12,266	12,633	13,011
Units dispatched to calls for service	19,793	20,386	21,000
Fires within the City	227	220	215
Structure fires within the City	80	75	70
EMS (rescue) calls within the City	3,487	3,500	3,550
ALS units in service	5	6	7
Plan reviews of commercial property	624	640	670
Square footage of projects reviewed	2,364,574	2,719,260	3,127,149
Business inspections	3,366	3,700	4,070
Fire investigations	45	42	40
Training hours provided by Training Division	20,000	20,000	20,000
Training hours per Firefighter	40	40	40
Training hours per Emergency Medical Technician	16	16	16
Training hours per Paramedic	36	36	36

PERFORMANCE MEASUREMENTS

% of ALS responses in 6 minutes or less	80	90	90
Average time spent per fire call (all fires)	1h 20m	1h 15m	1h 10m
Average time spent per structure fire	2h10m	2h 5m	2h 0m
Average time spent per medical call	27m	26m	25m
% of recruits employed after 1 year	92	100	100
% of uniformed personnel who are paramedic	53	62	62

GOALS ACCOMPLISHED

- ✓ New ALS Engine 54 was put into service and 3 paramedics were added to staff
- ✓ Thirteen personnel were trained to Rescue Operations level
- ✓ Four personnel completed Advanced Georgia Search and Rescue Training
- ✓ Rope Rescue Training Tower was built at Station 55
- ✓ Four Thermal Imaging cameras were put into service
- ✓ All front line extrication equipment was replaced with Homaltro equipment



FIRE

EXPENDITURE SUMMARY

Administration

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	371,725	292,743	305,644	322,861	326,350
Operating Services	17,073	13,231	9,544	13,364	14,013
TOTAL ANNUAL BUDGET	388,798	305,974	315,188	336,225	340,363

Rescue

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	74,370	78,014	97,598	87,982	94,203
Capital	26,294	3,300	35,861	0	0
TOTAL ANNUAL BUDGET	100,664	81,314	133,459	87,982	94,203

Suppression and Emergency Services

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	7,109,513	7,256,490	7,552,069	7,708,349	8,103,247
Operating Services	449,326	368,380	401,270	537,188	576,674
Capital	518,338	6,802	138,113	459,126	450,000
TOTAL ANNUAL BUDGET	8,077,177	7,631,672	8,091,452	8,704,663	9,129,921

FIRE

EXPENDITURE SUMMARY

Prevention

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	418,680	540,690	571,710	685,901	665,208
Operating Services	19,668	20,193	12,694	26,446	27,543
Capital	0	0	0	35,297	0
TOTAL ANNUAL BUDGET	438,348	560,883	584,404	747,644	692,751

Training

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	458,109	473,990	480,446	502,384	481,141
Operating Services	533,272	482,602	485,492	406,403	277,817
Capital	0	13,011	12,435	4,718	22,700
TOTAL ANNUAL BUDGET	991,381	969,603	978,373	913,505	781,658

Apparatus

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	7,677	6,911	8,186	9,228	8,268
TOTAL ANNUAL BUDGET	7,677	6,911	8,186	9,228	8,268

FIRE

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Chief	1	1	1	1	1
Deputy Chief	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Assistant Chief - Suppression	3	3	3	3	3
Station Commander -Suppression	6	6	6	6	6
Captain - Suppression	4	4	1	0	0
Lieutenant - Suppression	11	11	14	2	2
Lieutenant Medic - Suppression	0	0	0	13	13
Firefighter Engineer	33	33	33	15	15
Firefighter Engineer Medic	0	0	0	18	18
Firefighter I	61	61	61	60	59
Firefighter II	0	0	0	1	2
Assistant Chief - Prevention	1	1	1	1	1
Lieutenant - Prevention	3	3	3	1	1
Lieutenant Medic - Prevention	0	0	0	2	2
Inspector, Fire Safety Codes	1	1	1	1	1
Commander - Prevention	2	2	2	2	2
Administrative Secretary - Prevention	1	1	1	1	1
Assistant Chief - Training	1	1	1	1	1
Administrative Secretary - Training	1	1	1	1	1
Lieutenant - Training	1	1	1	1	1
Lieutenant EMS - Training	1	1	1	0	0
Lieutenant EMS / Medic - Training	0	0	0	1	1
Commander - Training	1	1	1	1	1
Radio Systems Manager	1	1	1	1	0
Lieutenant - Homeland Security	0	0	0	0	1
TOTAL BUDGETED POSITIONS	135	135	135	135	135

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CITY NON-DEPARTMENTAL

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

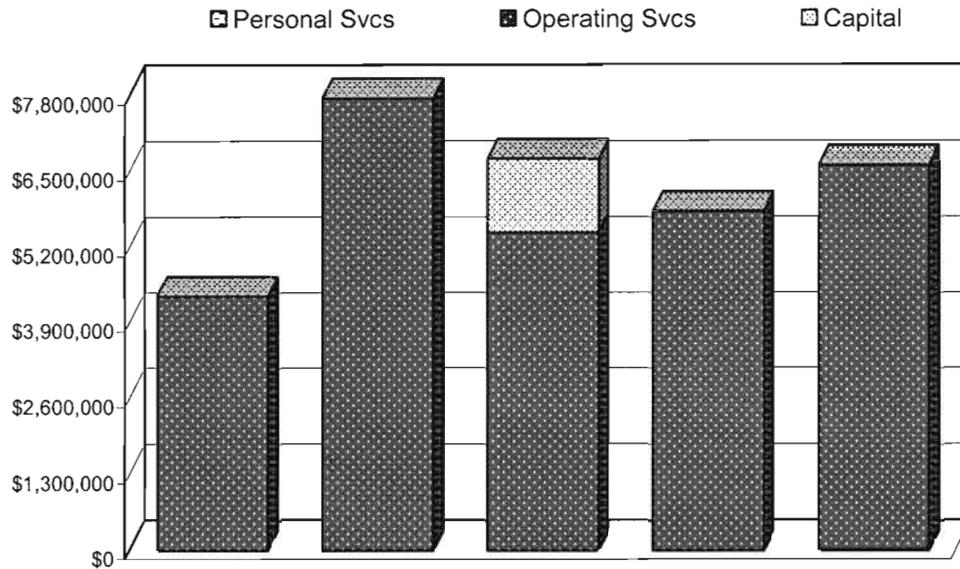
The City levies a tax to the patrons of all hotels and motels inside the City limits and collects it from these business establishments on a monthly basis. The revenue from this tax is used for the promotion of tourism and is authorized to be distributed to, but not limited to, an exhibit hall, a conference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

The Marietta Welcome Center expense represents 12.5% of the City's hotel/motel tax revenue (capped at a maximum of \$251,250, which includes \$20,000 to be forwarded to the DMDA for Gone With the Wind Museum rent expense). The Marietta Welcome Center will also receive \$555,000 from the 3% auto rental tax revenue received by the City. Appropriations include \$255,000 for the Museum of History, \$100,000 for the Museum of Art, \$90,000 for the Gone With the Wind Museum, \$75,000 for the Theater in the Square, \$24,000 to the DMDA for rent expense, \$5,000 for the Friends of Brumby Hall, \$3,000 for Cobb Landmarks and Historical Society, and \$3,000 for the Friends of Brown Park.

Remittance to the DMDA for the Marietta Conference Center and Resort is 30.25% of the City's hotel/motel tax revenue (excess of 1 cent collected for the Welcome Center over the \$251,250 will go into a designated contingency account for the promotion of tourism). The remittance for the Cobb Convention Center represents 19.75% of the hotel/motel tax revenue.

NON-DEPARTMENTAL

DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$0	\$0	\$0	\$0	\$23,476
Operating Svcs	\$4,343,563	\$7,742,740	\$5,445,081	\$5,801,366	\$6,566,233
Capital	\$0	\$0	\$1,255,592	\$0	\$0
Total Budget	\$4,343,563	\$7,742,740	\$6,700,673	\$5,801,366	\$6,589,709
Change Over Prior Yr	---	78.26%	-13.46%	-13.42%	13.59%

EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	0	0	0	0	23,476
Operating Services	224,818	303,553	317,060	509,178	531,032
Indirect Cost Transfer to BLW Fund	1,880,724	2,039,745	2,542,651	2,511,089	2,949,476
Transfer to Golf Course	476,668	499,388	391,004	449,677	471,507
Transfer to Conference Center	0	3,027,079	320,000	66,841	0
Transfer to Health Fund	0	0	0	295,000	800,968
Miscellaneous Operating Transfers	10,541	159,405	2,992	50,000	0
Miscellaneous Expenses	3,471	5,348	364	0	2,000
Tourism - Welcome Center	700,668	703,303	837,143	844,084	806,250
Tourism - Cobb Convention Center	413,436	396,943	408,377	424,821	396,975
Tourism - Marietta Conference Center	633,237	607,976	625,490	650,676	608,025
Capital	0	0	1,255,592	0	0
TOTAL ANNUAL BUDGET	4,343,563	7,742,740	6,700,673	5,801,366	6,589,709

SPECIAL REVENUE FUNDS

The nine 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 Gone with the Wind Movie 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. Grants Funds account for the expenditures addressed specifically in the grant award. The Asset Forfeiture Fund is used for special safety projects. The Parks, Greenspace and Tree Funds track bond proceeds, miscellaneous projects as stipulated by donors, and expenditures associated with the tree-planting program.

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.

DEBT SERVICE FUND

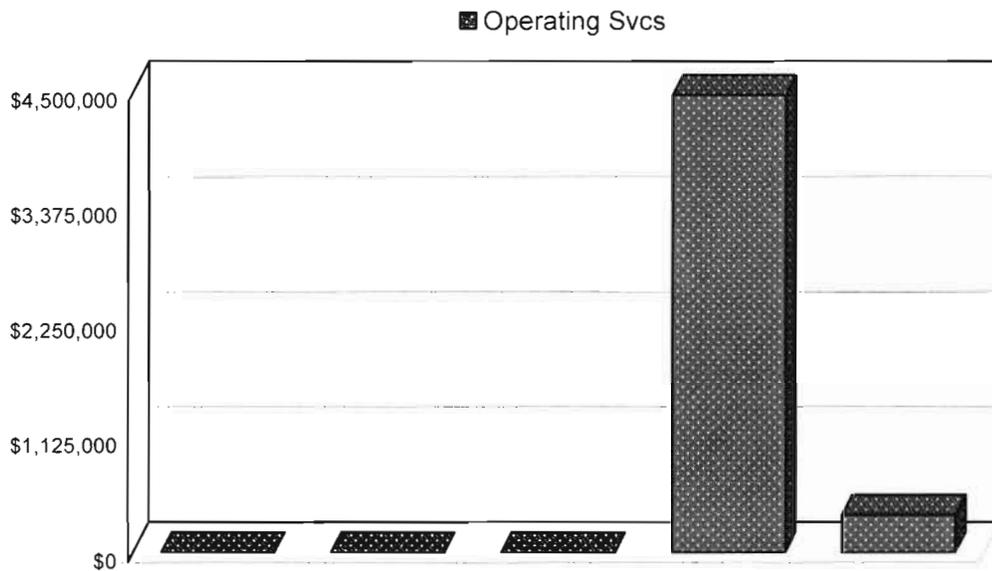
The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt, principal, interest and related costs.

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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

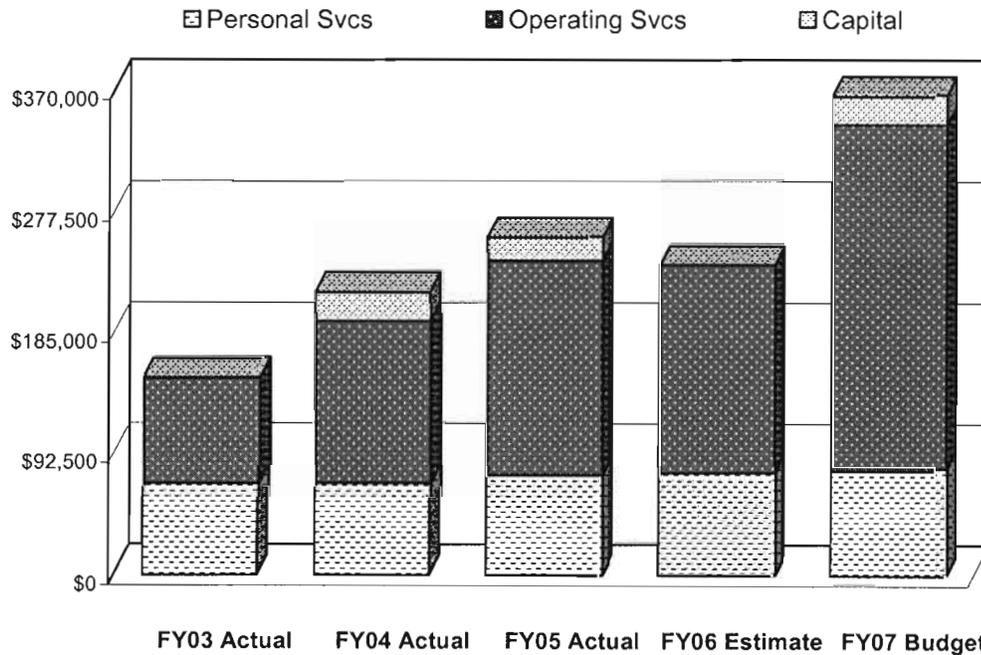


	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$0	\$0	\$0	\$4,462,132	\$363,188
Change Over Prior Yr	---	0.00%	0.00%	100.00%	-91.86%

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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$69,018	\$69,158	\$75,171	\$76,522	\$79,411
Operating Svcs	\$81,232	\$124,425	\$164,362	\$159,631	\$262,940
Capital	\$0	\$22,500	\$18,275	\$0	\$23,000
Total Budget	\$150,250	\$216,083	\$257,808	\$236,153	\$365,351
Change Over Prior Yr	---	43.82%	19.31%	-8.40%	54.71%

CEMETERY FUND

EXPENDITURE SUMMARY

Cemetery Maintenance

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	69,018	69,158	75,171	76,522	79,411
Operating Services	1,283	1,408	1,220	26	100
Capital	0	0	0	0	23,000
TOTAL ANNUAL BUDGET	70,301	70,566	76,391	76,548	102,511

Keep Marietta Beautiful

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	79,949	123,017	163,142	159,605	262,840
Capital	0	22,500	18,275	0	0
TOTAL ANNUAL BUDGET	79,949	145,517	181,417	159,605	262,840

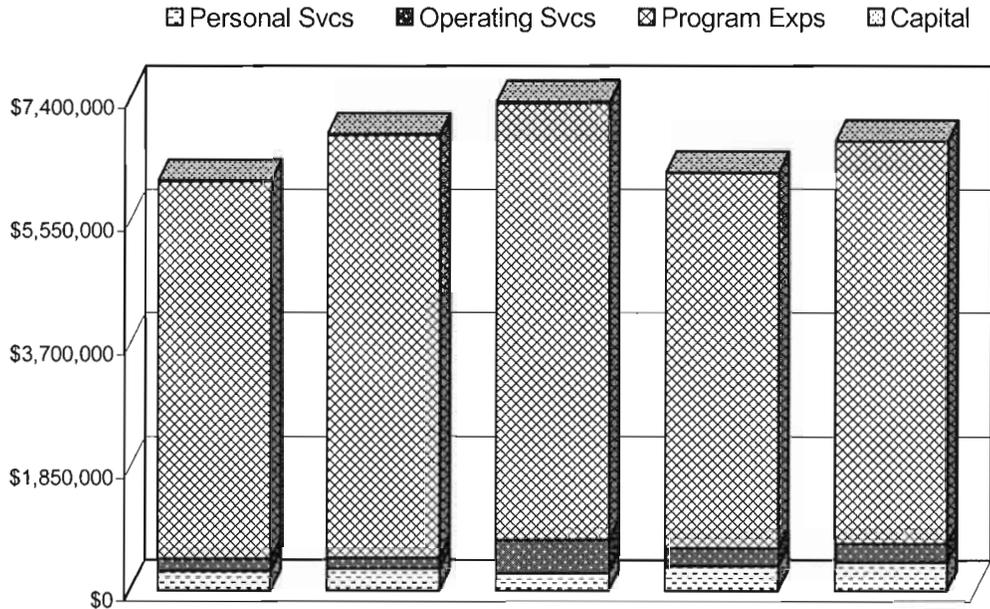
PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
City Service Worker I	0	1	1	1	1
City Service Worker II	2	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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$301,189	\$337,374	\$284,372	\$365,759	\$423,532
Operating Svcs	\$182,972	\$160,417	\$487,785	\$273,168	\$284,516
Program Exps	\$5,659,991	\$6,341,341	\$6,539,346	\$5,631,527	\$6,036,000
Capital	\$10,527	\$12,751	\$24,417	\$5,680	\$0
Total Budget	\$6,154,679	\$6,851,883	\$7,335,920	\$6,276,134	\$6,744,048
Change Over Prior Yr	--	11.33%	7.06%	-14.45%	7.46%

HUD FUND

EXPENDITURE SUMMARY

Section 8 Program

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	301,189	337,374	284,372	365,759	423,532
Operating Services	182,972	160,417	487,785	273,168	284,516
Housing Assistance Payments	5,659,991	6,341,341	6,539,346	5,631,527	6,036,000
Capital	10,527	12,751	24,417	5,680	0
TOTAL ANNUAL BUDGET	6,154,679	6,851,883	7,335,920	6,276,134	6,744,048

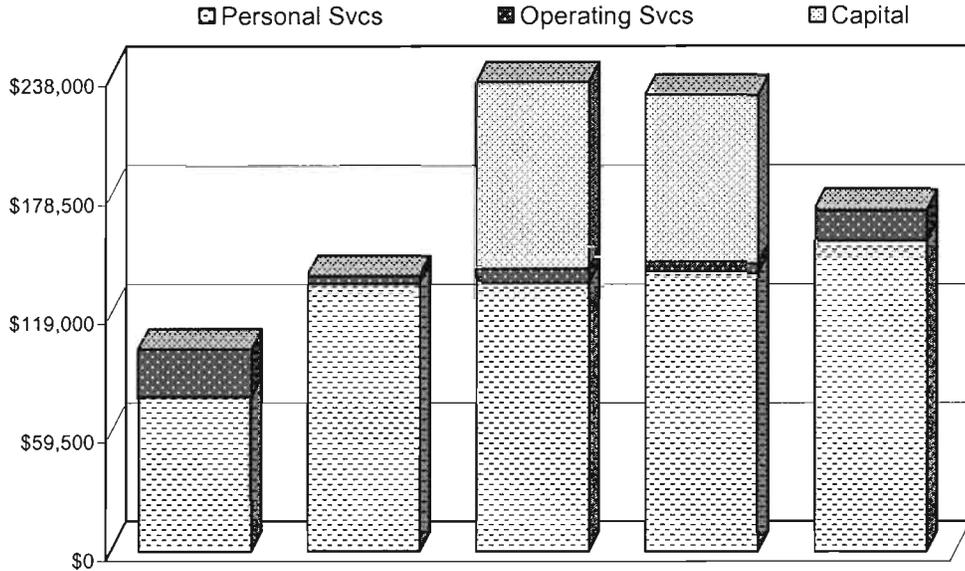
PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Supervisor	1	1	1	1	1
Housing Assistance Officer	3	4	4	4	4
Housing Specialist	1	0	0	0	0
Housing Inspector	0	0	0	1	1
Housing Coordinator	0	0	0	2	2
Administrative Secretary	2	3	3	1	1
TOTAL BUDGETED POSITIONS	7	8	8	9	9

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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$78,013	\$134,810	\$135,728	\$140,408	\$156,690
Operating Svcs	\$23,768	\$3,776	\$7,264	\$4,781	\$15,014
Capital	\$0	\$0	\$92,080	\$83,565	\$0
Total Budget	\$101,781	\$138,586	\$235,072	\$228,754	\$171,704
Change Over Prior Yr	---	36.16%	69.62%	-2.69%	-24.94%

CDBG FUND

EXPENDITURE SUMMARY

Community Development

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	78,013	134,810	135,728	140,408	156,690
Operating Services	23,768	3,776	7,264	4,781	15,014
Capital	0	0	92,080	83,565	0
TOTAL ANNUAL BUDGET	101,781	138,586	235,072	228,754	171,704

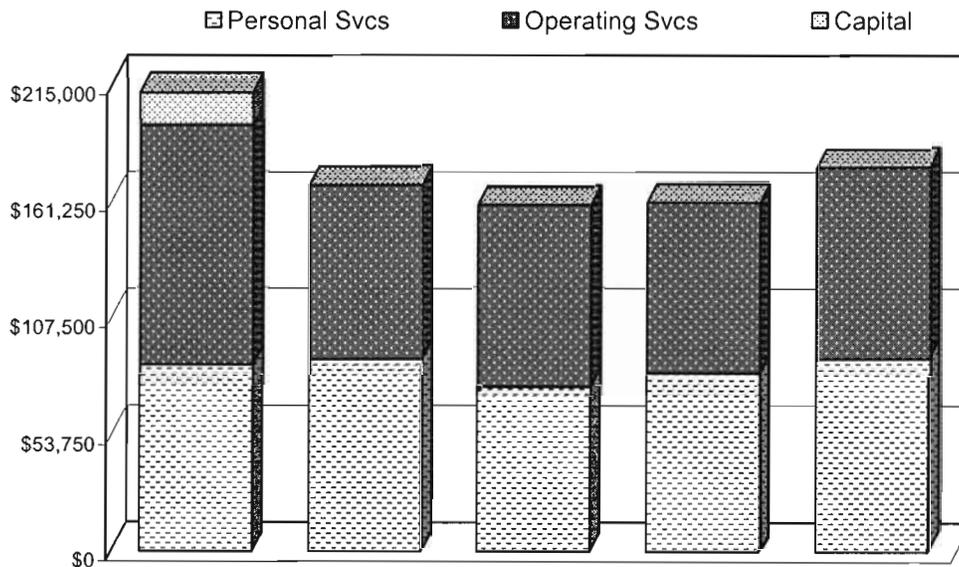
PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Manager of Housing Programs	1	1	1	1	1
Community Development Specialist	0	1	1	1	1
TOTAL BUDGETED POSITIONS	1	2	2	2	2

GONE WITH THE WIND MOVIE MUSEUM FUND

The Gone With The Wind Movie Museum Fund was established in FY2003 and funds 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. Its opening in June 2002 coincided with the Redevelopment Task Force's goal of revitalization.

DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$85,565	\$88,504	\$75,533	\$81,806	\$88,365
Operating Svcs	\$110,829	\$80,043	\$83,808	\$78,614	\$88,085
Capital	\$15,234	\$0	\$0	\$0	\$0
Total Budget	\$211,628	\$168,547	\$159,341	\$160,420	\$176,450
Change Over Prior Yr	---	-20.36%	-5.46%	0.68%	9.99%

GONE WITH THE WIND MOVIE MUSEUM FUND

EXPENDITURE SUMMARY

Museum and Special Events

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	85,565	88,504	75,533	81,806	88,365
Operating Services	83,855	63,554	65,588	59,191	68,785
Capital	15,234	0	0	0	0
TOTAL ANNUAL BUDGET	184,654	152,058	141,121	140,997	157,150

Gift Shop

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	26,974	16,489	18,220	19,423	19,300
TOTAL ANNUAL BUDGET	26,974	16,489	18,220	19,423	19,300

PERSONNEL DETAIL

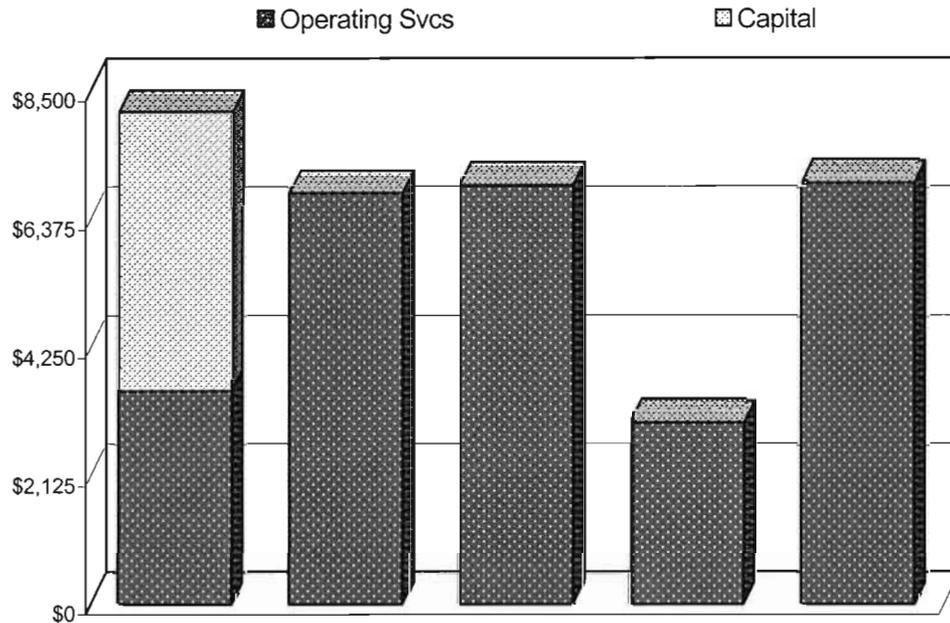
Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Museum Director	1	1	1	1	1
TOTAL BUDGETED POSITIONS	1	1	1	1	1

In addition to the full-time museum director, there is a pool of part-time employees who work a combined 80-100 hours per week.

AURORA FIRE MUSEUM FUND

The Aurora Fire Museum Fund collects funds from donations and fundraisers in order to provide citizens and visitors with a museum showcasing 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.

DEPARTMENT EXPENDITURE HISTORY

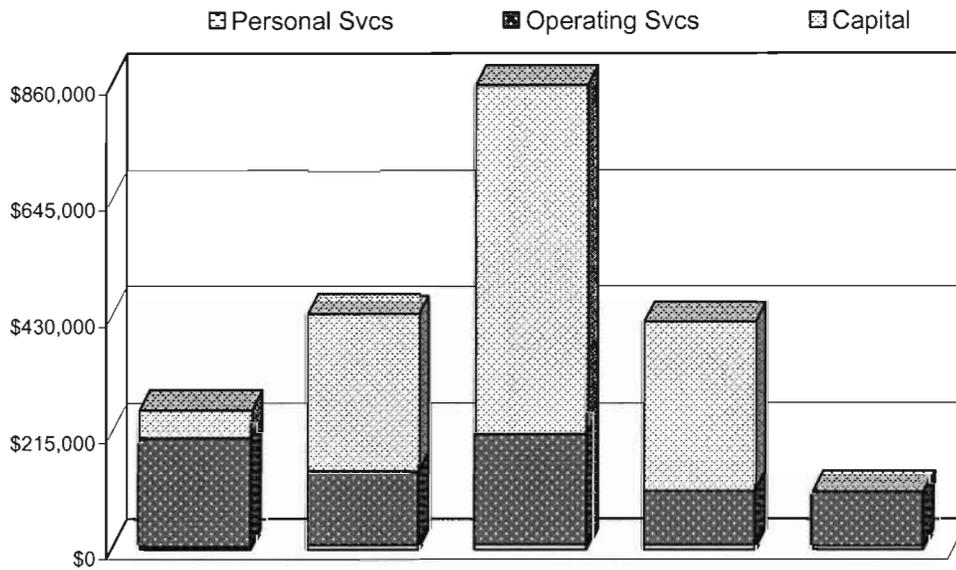


	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$3,551	\$6,818	\$6,951	\$3,044	\$7,000
Capital	\$4,600	\$0	\$0	\$0	\$0
Total Budget	\$8,151	\$6,818	\$6,951	\$3,044	\$7,000
Change Over Prior Yr	---	-16.35%	1.95%	-56.21%	129.96%

GRANTS FUNDS

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 bike trails and signs along with bike storage facilities, planning consultation services, 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. In FY2005 funding was provided for consultation fees, design and engineering fees, land acquisition and construction fees involved with the Roswell Street Streetscape project.

DEPARTMENT EXPENDITURE HISTORY

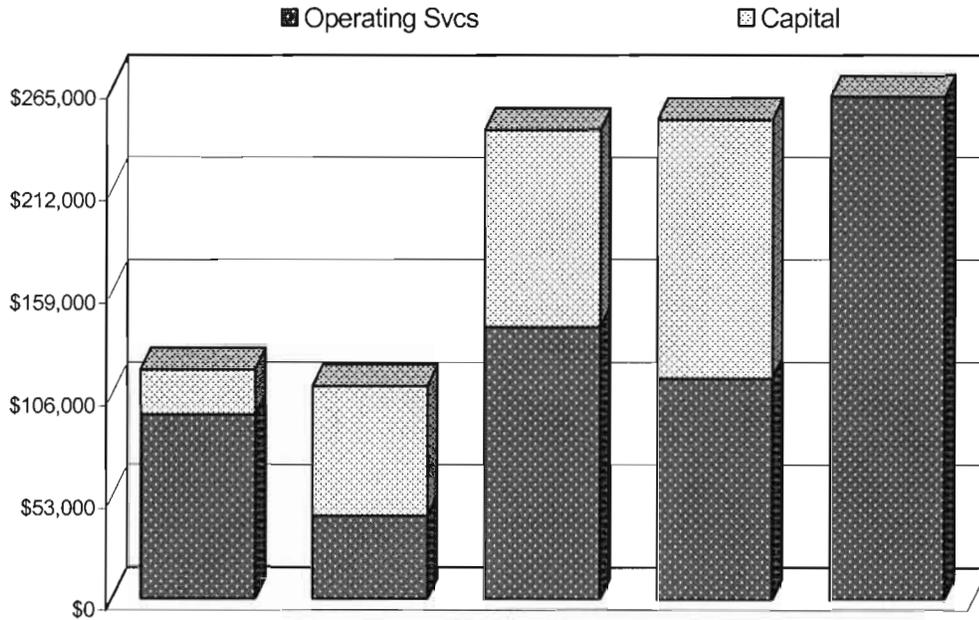


	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$5,039	\$8,410	\$9,660	\$9,235	\$7,000
Operating Svcs	\$202,661	\$136,276	\$204,958	\$99,059	\$100,500
Capital	\$50,364	\$290,160	\$642,848	\$311,637	\$0
Total Budget	\$258,064	\$434,846	\$857,466	\$419,931	\$107,500
Change Over Prior Yr	---	68.50%	97.19%	-51.03%	-74.40%

ASSET FORFEITURE FUND

The Asset Forfeiture Fund accounts for the expenditures of special public safety projects and purchases. These funds cannot be used to supplant funding normally appropriated during the budget process.

DEPARTMENT EXPENDITURE HISTORY

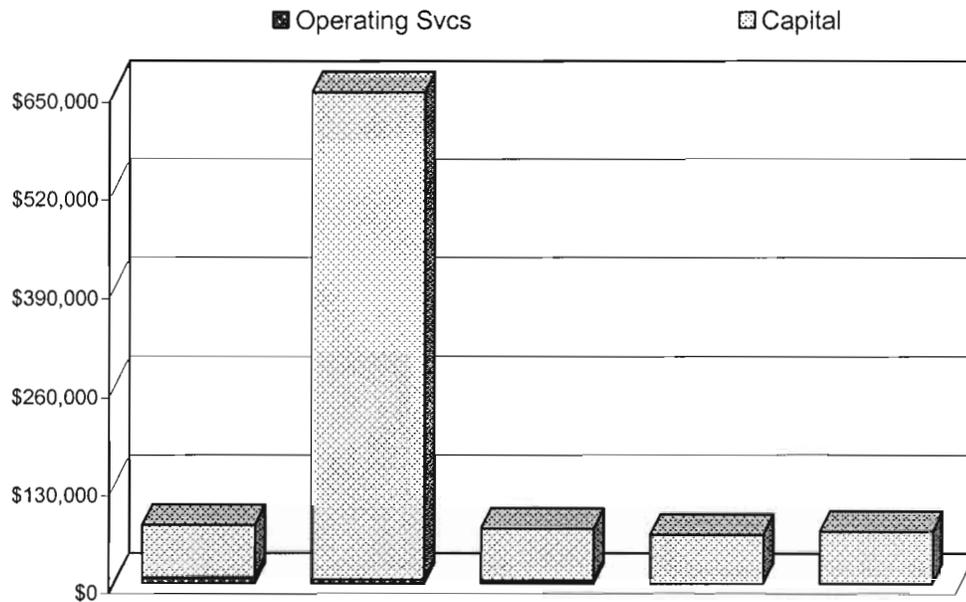


	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$95,822	\$43,292	\$140,764	\$114,236	\$260,000
Capital	\$23,362	\$67,364	\$102,368	\$134,171	\$0
Total Budget	\$119,184	\$110,656	\$243,132	\$248,407	\$260,000
Change Over Prior Yr	---	-7.16%	119.72%	2.17%	4.67%

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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$7,931	\$5,382	\$4,524	\$98	\$0
Capital	\$70,190	\$643,998	\$68,716	\$65,372	\$69,441
Total Budget	\$78,121	\$649,380	\$73,240	\$65,470	\$69,441
Change Over Prior Yr	---	731.25%	-88.72%	-10.61%	6.07%

DEBT SERVICE FUND

The budgeted principal and interest payments for FY2007 are as follows:

Bond Issue	Principal	Interest	Total
Public Safety 1996	\$ 840,000	\$ 573,445	\$ 1,413,445
School 1998A	2,020,000	1,650,180	3,670,180
School Refunding 2002	<u>2,155,000</u>	<u>486,606</u>	<u>2,641,606</u>
Total	<u>\$ 5,015,000</u>	<u>\$ 2,710,231</u>	<u>\$ 7,725,231</u>

In 1996 bonds were issued for approximately \$17.5 million for the construction of a new Police Station / Municipal Court Building, the renovation of the main fire station which also houses administrative offices, emergency command center and the fire museum, and the construction of two other fire stations.

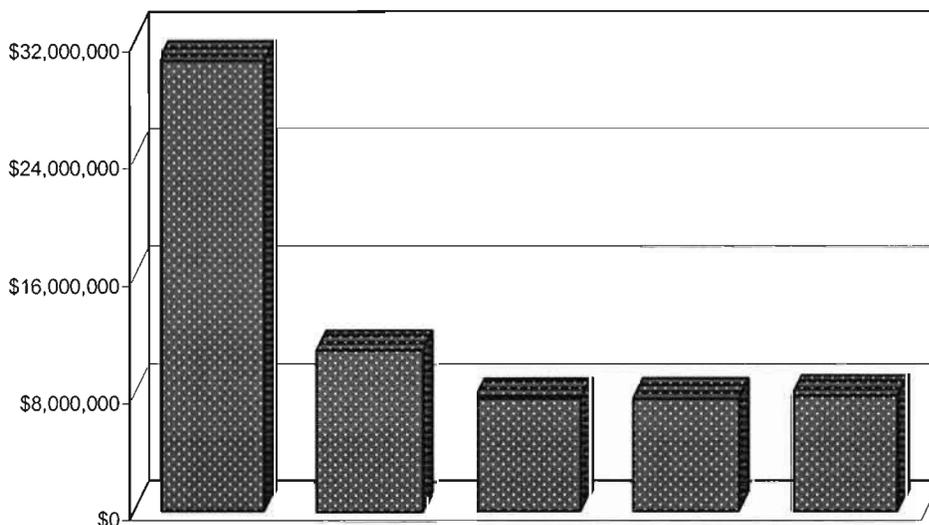
The 1998 School bonds were issued in two parts: 1998 issue for \$10.8 million which was backed by a 5-year voter-approved 1% SPLOST plus a 1998A issue for \$39.2 million general obligation bond in the event the 1% SPLOST is not approved for renewal by the voters every 5 years. As long as the SPLOST continues to be approved by taxpayers, the 1% sales tax funds will continue to fund the debt payments. The 1998 bonds were issued for the construction of a new high school and elementary school and for the renovation of several existing schools.

In 2002 a School Refunding Bond was issued which restructured the city's debt of previous school bonds in order to take advantage of lower interest rates as well as to equalize the yearly debt service payments in conjunction with the other outstanding bonds. This accounts for the spike in principal and interest payments for FY03 in the graph below.

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 FY07 Budget includes administrative fees, service fees and a reserve increase totaling \$204,000 which accounts for the difference between this graph and the Bond Issue table at the top of the page.

DEPARTMENT EXPENDITURE HISTORY

■ Operating Svcs



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$30,704,835	\$11,021,449	\$7,720,600	\$7,734,658	\$7,929,231
Change Over Prior Yr	---	-64.11%	-29.95%	0.18%	2.52%

DEBT SERVICE FUND

EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Principal and Interest Payments	30,695,304	10,995,413	7,693,373	7,708,361	7,725,231
Operating Services	9,531	26,036	27,227	26,297	204,000
TOTAL ANNUAL BUDGET	30,704,835	11,021,449	7,720,600	7,734,658	7,929,231

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

Outstanding General Obligation Bonds - Debt Service Schedule

Maturities for F/Y/E June 30:	Principal	Interest	Total
2007	5,015,000	2,710,231	7,725,231
2008	5,240,000	2,516,379	7,756,379
2009	5,485,000	2,312,402	7,797,402
2010	5,735,000	2,089,557	7,824,557
2011	6,015,000	1,831,847	7,846,847
2012	5,275,000	1,558,438	6,833,438
2013	3,875,000	1,309,325	5,184,325
2014	4,095,000	1,113,165	5,208,165
2015	4,320,000	905,835	5,225,835
2016	4,560,000	685,710	5,245,710
2017	3,255,000	462,600	3,717,600
2018	3,425,000	316,125	3,741,125
2019	3,600,000	162,000	3,762,000
Total	59,895,000	17,973,614	77,868,614

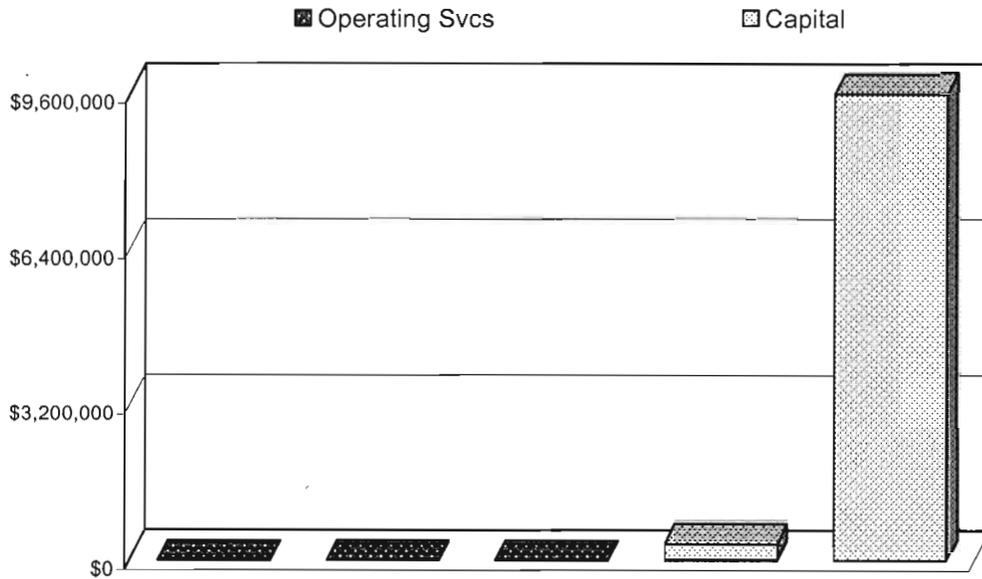
The City's debt policy states the total general obligation debt will not exceed 10% of the assessed valuation of taxable property. The calculation is as follows:

Assessed valuation of taxable property	\$ 2,580,734,584
Debt limit: 10% of assessed value	\$ 258,073,458
Less: Debt applicable to debt limit	\$ <u>59,895,000</u>
Legal debt margin	\$ 198,178,458

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. 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. This SPLOST was enacted in 2006 for a six-year collection period with projects continuing through 2019.

DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$0	\$0	\$0	\$22,057	\$0
Capital	\$0	\$0	\$0	\$313,063	\$9,587,434
Total Budget	\$0	\$0	\$0	\$335,120	\$9,587,434
Change Over Prior Yr	---	---	---	100.00%	2760.90%

PROPRIETARY FUNDS



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 FY2007

BLW Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
BLW Board	25,200	15,300	0	40,500
General Manager's Office	187,100	97,845	0	284,945
Board Attorney	0	50,000	0	50,000
Total General Administration	212,300	163,145	0	375,445
Utility Marketing	323,845	468,058	22,893	814,796
Electrical				
Administration	6,024,546	388,569	15,600	6,428,715
Engineering	0	284,011	11,459,550	11,743,561
Warehouse	0	50,467	160,866	211,333
Distribution	0	3,059,392	354,800	3,414,192
Operations & Maintenance	0	429,382	382,232	811,614
Cost of Goods Sold	0	67,955,734	0	67,955,734
Total Electrical	6,024,546	72,167,555	12,373,048	90,565,149
Water and Sewer				
Administration	468,357	192,198	67,000	727,555
Engineering	325,840	101,331	43,587	470,758
Pump Station Maintenance	112,712	33,390	0	146,102
Meter Maintenance	385,698	50,445	1,328,204	1,764,347
Water Distribution	413,038	371,991	2,651,000	3,436,029
Wastewater Collection	569,665	314,480	3,283,000	4,167,145
Cost of Goods Sold	0	14,180,262	0	14,180,262
Total Water and Sewer	2,275,310	15,244,097	7,372,791	24,892,198
Customer Care				
Administration	202,116	106,557	20,393	329,066
Customer Service	1,184,513	517,756	45,393	1,747,662
Meters and Services	612,713	113,644	204,065	930,422
Mail and Copy Center	72,390	633,251	0	705,641
Total Customer Care	2,071,732	1,371,208	269,851	3,712,791

BOARD OF LIGHTS AND WATER FUND SUMMARIZED OPERATING BUDGET FY2007

BLW Departments	Personal Services	Operating Services	Capital	Total Budget
Business & Economic Analysis	366,011	230,350	0	596,361
Management Information Systems				
MIS	778,000	950,556	1,581,650	3,310,206
GIS	331,696	124,450	0	456,146
Network Services	437,735	476,823	35,500	950,058
Total Mgmt. Information Systems	1,547,431	1,551,829	1,617,150	4,716,410
Non-departmental	192,573	16,525,209	0	16,717,782
Total Operating Budget	\$13,013,748	\$107,721,451	\$21,655,733	\$142,390,932

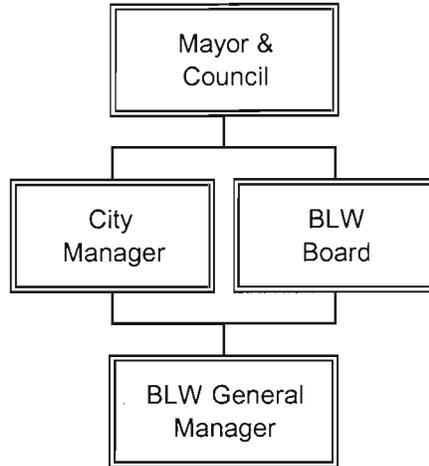
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BLW GENERAL ADMINISTRATION

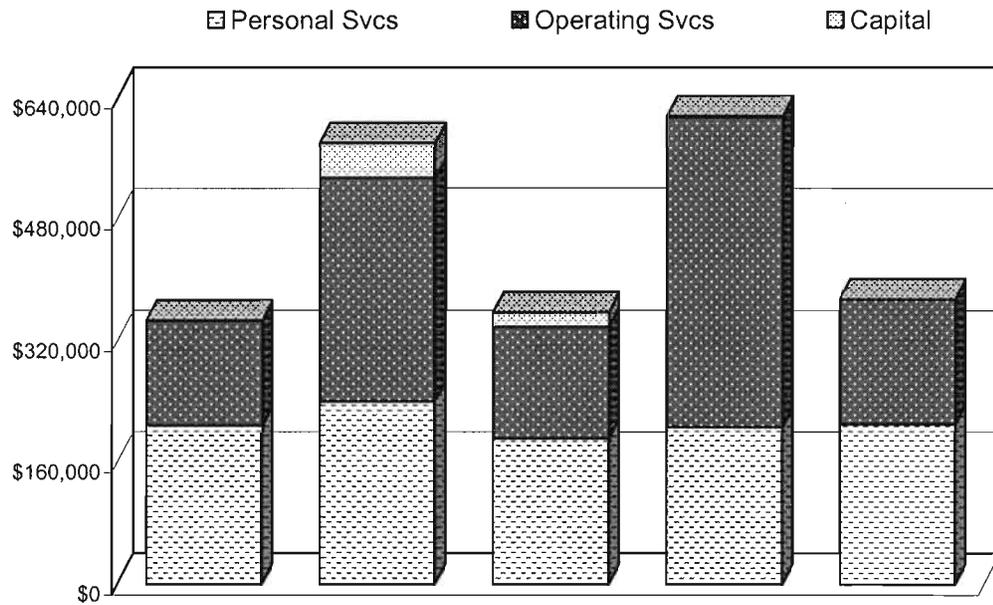
The BLW Board is the policy-making authority for the Board of Lights and Water utilities including electrical distribution, water distribution and wastewater collections. The chairperson of this Board is the Mayor of the City of Marietta. In addition to the Mayor, one member of City Council sits on the Board and 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 under the supervision of the Marietta Board of Lights and Water.

GENERAL ADMINISTRATION



DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$210,166	\$241,486	\$193,282	\$208,371	\$212,300
Operating Svcs	\$136,285	\$292,392	\$146,069	\$406,723	\$163,145
Capital	\$672	\$46,801	\$18,468	\$1,402	\$0
Total Budget	\$347,123	\$580,679	\$357,819	\$616,496	\$375,445
Change Over Prior Yr	---	67.28%	-38.38%	72.29%	-39.10%

GENERAL ADMINISTRATION

MISSION STATEMENT

To be a proven and respected provider of utility and related services by providing high quality, reliable and competitive 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/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: Improve operational efficiencies

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

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

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

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 with the BLW
- ✓ Promote customer service and satisfaction to employees through the Customer Appreciation Rewards Employees (CARE) program

Goal 5: Continue to improve the public image of the BLW

- ✓ Actively promote the BLW within its customer service area
- ✓ Ensure proper representation through active participation in professional and civic organizations
- ✓ Enhance relationships with key customers, business partners and community organizations



GENERAL ADMINISTRATION

WORKLOAD MEASUREMENTS

	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
Meetings Held:			
Board of Lights and Water – Regular	12	12	12
Board of Lights and Water – Special	4	4	4
Board of Lights and Water Committees	5	5	5
Resolutions Executed	2	4	5

GOALS ACCOMPLISHED

- ✓ Sold Marietta Fibernet
- ✓ Completed 2005 Board of Directors Strategic Plan
- ✓ Implemented Financial Planning model for long-range planning and monitoring
- ✓ Developed Key Business Indicators by line of business
- ✓ Marketed 10 MW of surplus baseload capacity
- ✓ Marketed surplus reserves to other MEAG cities
- ✓ Completed Automated Meter Reading (AMR) meter installation on residential class
- ✓ Started commercial AMR conversion
- ✓ Implemented Workload Measurements for Electrical department
- ✓ Developed Marketing Strategic Plan to focus on sales opportunities in the City
- ✓ Implemented 10-Year Capital Improvement Plan for Water, Sewer and Electrical businesses
- ✓ Analyzed benchmarking results for FY05
- ✓ Enhanced monthly budget reporting and focus on capital projects
- ✓ Implemented Customer Service Program (CARE) for employees
- ✓ Completed Cost of Service analysis for water and sewer rates
- ✓ Completed renovation of Electrical Distribution and General Office complexes
- ✓ Established a Technology Committee to guide the implementation of new technology into the BLW
- ✓ Upgraded the technology in the Dispatch Center
- ✓ Implemented a Contact Management system for Customer Service

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

BLW General Manager's Office

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	186,166	217,186	168,382	183,171	187,100
Operating Services	105,021	223,017	83,344	357,795	97,845
Capital	0	46,801	18,468	1,402	0
TOTAL ANNUAL BUDGET	291,187	487,004	270,194	542,368	284,945

BLW Board

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	24,000	24,300	24,900	25,200	25,200
Operating Services	5,409	10,233	9,314	11,110	15,300
TOTAL ANNUAL BUDGET	29,409	34,533	34,214	36,310	40,500

Board Attorney

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	26,527	59,142	53,411	37,818	50,000
TOTAL ANNUAL BUDGET	26,527	59,142	53,411	37,818	50,000

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 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 the Electrical Department. Programs and services related to safety and training issues are provided by the Safety and Training Manager who reports to this division.

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

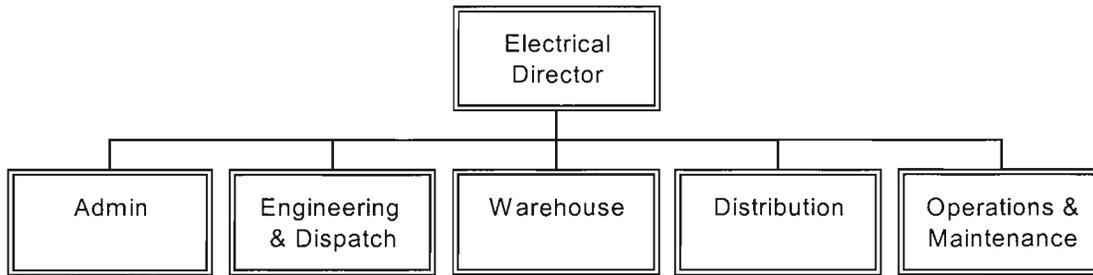
The Warehouse is responsible for ordering, unloading, receiving, issuing material and inventory control that are required to keep electrical and water operations functioning. It manages the status of items being returned to the Warehouse and determines if they are to be discarded or reused. This division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

The Distribution Division installs, constructs and maintains the overhead and underground electrical distribution system including primary conductors, secondary conductors, transformers, switches, reclosers, capacitors and other devices necessary to provide electrical service to BLW customers. Distribution is responsible for all emergency repairs resulting from power outages.

The Operations and Maintenance Division maintains, repairs, tests, installs and calibrates all electrical watt-hour meters and metering transformers. It is responsible for installing, removing and maintaining substation equipment and facilities. This division maintains a periodic meter change-out schedule to ensure accurate billing and also tests, repairs and installs all load management equipment. It is also responsible for general services and maintenance of street and area lighting and maintains an evening crew to provide additional services such as disconnects and re-connects.

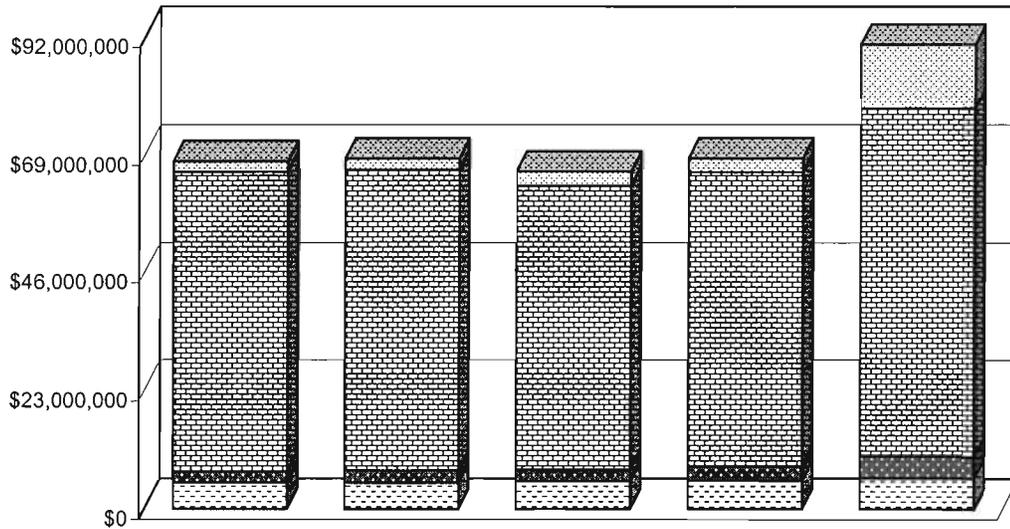
The Cost of Goods Sold Division cost center was created to separate the cost of purchased power commodities from the normal operating expenditures of the BLW to aid in the comparison of fluctuations in departmental operating expenditures.

ELECTRICAL



DEPARTMENT EXPENDITURE HISTORY

Personal Svcs
 Operating Svcs
 Cost of Goods Sold
 Capital



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$5,175,471	\$5,145,817	\$5,415,287	\$5,582,777	\$6,024,546
Operating Svcs	\$2,159,725	\$2,385,593	\$2,321,898	\$2,852,373	\$4,211,821
Cost of Goods Sold	\$58,533,179	\$58,666,109	\$55,329,745	\$57,364,013	\$67,955,734
Capital	\$2,049,187	\$2,239,803	\$2,832,951	\$2,678,110	\$12,373,048
Total Budget	\$67,917,562	\$68,437,322	\$65,899,881	\$68,477,273	\$90,565,149
Change Over Prior Yr	---	0.77%	-3.71%	3.91%	32.26%

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**

- ✓ Replace 80,600 feet of cross-link primary underground cable annually utilizing 4 contract crews
- ✓ Complete yearly cycle of substation maintenance
- ✓ Inspect 337 underground single-phase transformers annually
- ✓ Upgrade 6,875 feet of overhead distribution
- ✓ Perform thermography scans of 20 substations, 35 key account customers and all underground and overhead feeders
- ✓ Meet the redevelopment needs of the City and provide project facilities as required

Goal 2: **Improve operational efficiency**

- ✓ Expand system automation through completion of SCADA/UAI interface, Telemetric/SCADA exchange and installation of 15 reclosers and 15 motorized SCADA-controlled switches
- ✓ Enhance operational planning capabilities by optimizing and streamlining the job scheduling process
- ✓ Perform and implement recommendations from system engineering studies
- ✓ Utilize contractual assistance on key projects when necessary
- ✓ Evaluate inventory turnover rate to determine optimum inventory level
- ✓ Hold quarterly meetings with the Standards Committee to review standards
- ✓ Review and refine existing policies and procedures; develop new practices as necessary

Goal 3: **Develop improvement opportunities through new technologies**

- ✓ Continue to use laptops in field vehicles
- ✓ Implement new work management and work order systems
- ✓ Implement barcode technology for inventory control
- ✓ Implement phone and radio recording for dispatch

Goal 4: **Increase employee efficiency while maintaining awareness of industry issues and trends**

- ✓ Improve safety, training and education of employees
- ✓ Assess human resources with respect to critical knowledge, skills and leadership
- ✓ Implement a BLW-wide reward program for improved safety performance
- ✓ Continue to track productivity and analyze trends on an individual, divisional and departmental basis

Goal 5: **Improve professional image through facility improvements**

- ✓ Install street light pole racks
- ✓ Construct a storage building for outside material
- ✓ Complete repairs to existing facilities as needed



ELECTRICAL

WORKLOAD MEASUREMENTS

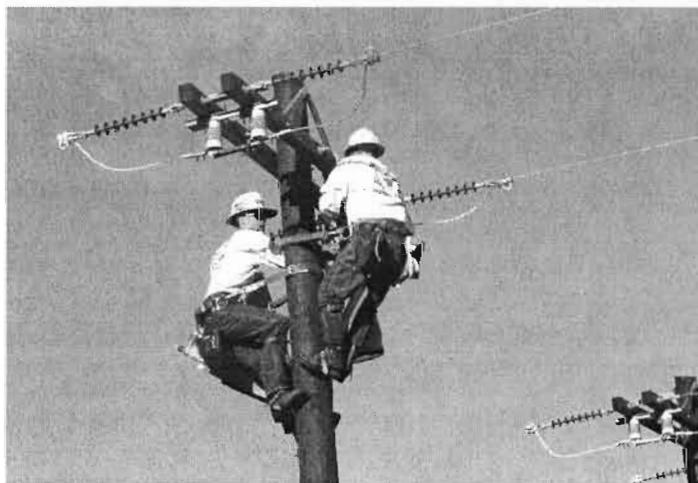
	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
New Customer Work Orders	429	415	525
Lighting Repair Work Orders	1,970	1,769	1,875
Line Clearance (miles)	68	75	87
Trees Removed on System	208	250	250
Meter Site Audits	335	384	500
Transformer Infrared Scanning	130	218	325

PERFORMANCE MEASUREMENTS

Average Annual Outage Duration (minutes)	71.9	65.0	55.0
% Employee Attendance	97.3	96.1	97.5

GOALS ACCOMPLISHED

- ✓ Replaced underground cable/equipment over 25 years old
- ✓ Upgraded overhead distribution at Engineer Drive, Haverford Lane and Foxcroft Lane
- ✓ Completed transformer and lighting pole inspection/infrared scanning and maintenance for 30 of the top 150 customers
- ✓ Added back-up feeder to Kroger on Powder Springs Road
- ✓ Utilized contractual assistance for tree trimming project (20 miles) and also for underground boring
- ✓ Installed defibrillators in supervisors' trucks
- ✓ Completed Pole-top Rescue and Bucket Truck Rescue recertification
- ✓ Established goals for reliability indices
- ✓ Established operational parameters to be used for engineering studies
- ✓ Developed spill prevention, control and countermeasures plan
- ✓ Developed a method to track maintenance and construction work orders
- ✓ Developed and implemented external customer satisfaction survey; developed and implemented intra- and inter-departmental satisfaction survey
- ✓ Completed various facility improvement projects such as resurfacing the warehouse floor, replacing the security gate, replacing HVAC in Operations & Maintenance, replacing the roof in Operations and Maintenance and renovating the training room at the Distribution facility



ELECTRICAL

EXPENDITURE SUMMARY

Administration

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	151,765	157,993	2,079,543	5,582,777	6,024,546
Operating Services	135,071	180,324	196,334	275,500	388,569
Capital	0	0	68,079	492,083	15,600
TOTAL ANNUAL BUDGET	286,836	338,317	2,343,956	6,350,360	6,428,715

Engineering

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	866,186	854,855	560,681	0	0
Operating Services	153,964	204,390	156,172	185,228	284,011
Capital	1,646,048	1,852,976	2,409,076	1,663,021	11,459,550
TOTAL ANNUAL BUDGET	2,666,198	2,912,221	3,125,929	1,848,249	11,743,561

Warehouse

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	240,823	257,017	173,058	0	0
Operating Services	50,411	28,296	30,030	42,570	50,467
Capital	54,714	4,858	72,191	74,230	160,866
TOTAL ANNUAL BUDGET	345,948	290,171	275,279	116,800	211,333

Distribution

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	3,094,999	3,164,864	2,036,323	0	0
Operating Services	1,592,596	1,799,610	1,791,587	1,999,708	3,059,392
Capital	333,365	350,051	241,390	287,698	354,800
TOTAL ANNUAL BUDGET	5,020,960	5,314,525	4,069,300	2,287,406	3,414,192

ELECTRICAL

EXPENDITURE SUMMARY

Operations and Maintenance

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	821,698	711,088	565,682	0	0
Operating Services	227,683	172,973	147,775	349,367	429,382
Capital	15,060	31,918	42,215	161,078	382,232
TOTAL ANNUAL BUDGET	1,064,441	915,979	755,672	510,445	811,614

Cost of Goods Sold

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	58,533,179	58,666,109	55,329,745	57,364,013	67,955,734
TOTAL ANNUAL BUDGET	58,533,179	58,666,109	55,329,745	57,364,013	67,955,734

ELECTRICAL

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Electrical Director	1	1	1	1	1
Administrative Secretary - Admin.	1	1	1	1	1
Electrical Projects Engineer	1	0	0	0	0
Engineering Manager	1	1	1	1	1
Electrical Engineer	2	2	2	2	2
Utility Network & Applications Mgr.	0	0	0	1	1
Systems Automation Analyst	1	1	1	0	0
Projects Planner	2	2	0	0	0
Power Control Supervisor	1	1	1	1	1
Systems Design Supervisor	0	0	1	1	1
Senior Electrical Designer	2	2	2	0	0
Electrical Designer	1	1	1	3	3
Administrative Secretary - Eng.	1	1	1	1	1
Power Control Technician	3	3	1	1	4
Master Control Technician	3	3	5	5	2
Warehouse Manager	1	1	1	1	1
Warehouse Foreperson	1	1	1	1	1
Warehouse Material Processor	3	3	3	3	3
Distribution Superintendent	1	1	1	1	1
Distribution Supervisor	3	3	3	3	3
Distribution Coordinator	1	1	1	1	1
Electrical Line Foreperson	8	8	8	8	8
Training & Safety Manager	1	1	1	1	1
Electrical Distribution Worker I	3	3	3	0	0
Electrical Distribution Worker II	3	3	3	0	0
Apprentice Line Worker	4	4	4	0	0
Apprentice Line Worker I	4	4	0	5	5
Apprentice Line Worker II	0	0	0	5	5
Junior Line Worker	3	5	4	3	3
Journey Line Worker	10	4	4	6	6
First Class Line Worker	8	12	13	12	12
Tree Crews Supervisor	1	1	1	1	1
Tree Crews Foreperson	0	0	0	0	1
Tree Trimmer	1	1	1	2	1
Senior Tree Trimmer	2	2	2	0	0
Apprentice Tree Trimmer	1	1	1	1	1
O & M Superintendent	1	1	1	1	1
Substations Supervisor	1	1	1	1	1
Meter Systems Supervisor	1	1	1	1	1
Senior Electrical Technician	2	2	2	2	2
Electrical Technician	6	6	6	6	6
Apprentice Electrical Technician	2	2	2	1	1
Thermography Technician	0	0	0	1	1
Utility Locator	0	0	0	0	2
TOTAL BUDGETED POSITIONS	92	91	86	85	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 engineering and design of all changes to the distribution and collection systems. Responsibilities include short-term and long-term planning and maintaining compliance with all Federal and State drinking water and clean water regulations.

The Pump Station Maintenance Division operates and maintains one sewage pump station, three water pump stations and two elevated water storage tanks.

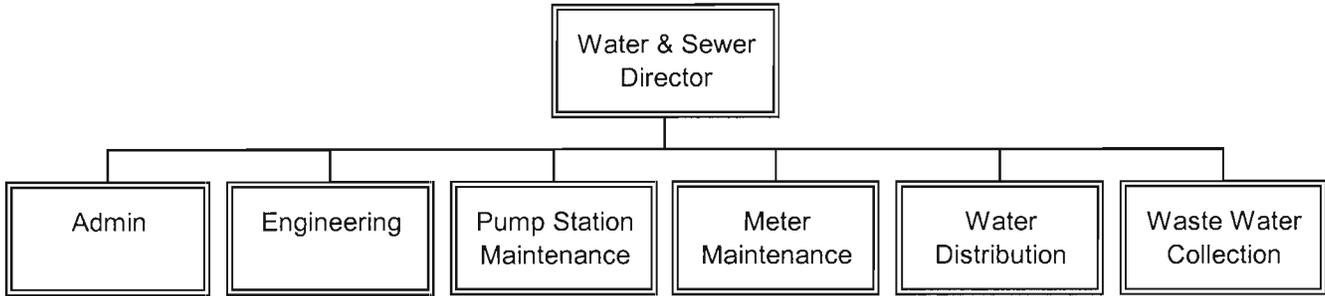
The Meter Maintenance Division's responsibilities include water valve maintenance and the water meter replacement program.

The Water Distribution Division is responsible for the operation and maintenance of the BLW's water distribution system. Responsibilities include the maintenance of over 250 miles of various sizes of water mains, fire hydrants and water connections.

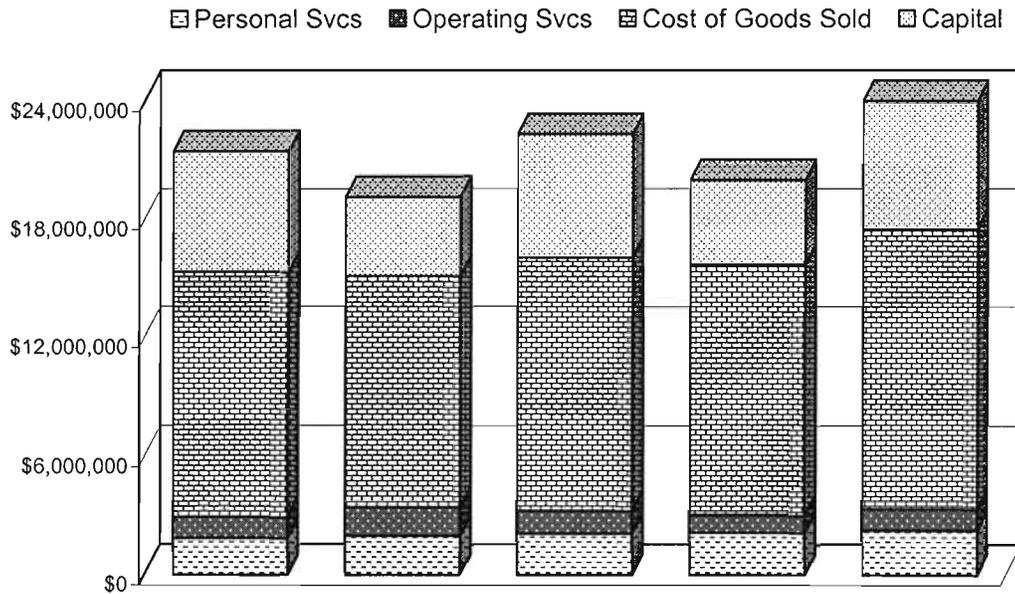
The Waste Water Collection Division is responsible for the operation and maintenance of the waste water collection system. This division maintains approximately 250 miles of sanitary sewer mains and several thousand manholes and service lines.

The Cost of Goods Sold Division cost center was created to separate the cost of purchased water and sewer commodities from the normal operating expenditures of their respective departments to aid in comparing fluctuations in departmental operating expenditures.

WATER AND SEWER



DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$1,873,371	\$2,018,595	\$2,109,374	\$2,158,041	\$2,275,310
Operating Svcs	\$1,071,608	\$1,444,076	\$1,141,111	\$880,011	\$1,063,835
Cost of Goods Sold	\$12,398,345	\$11,667,943	\$12,818,745	\$12,679,039	\$14,180,262
Capital	\$6,121,525	\$4,006,428	\$6,259,995	\$4,276,787	\$7,372,791
Total Budget	\$21,464,849	\$19,137,042	\$22,329,225	\$19,993,878	\$24,892,198
Change Over Prior Yr	---	-10.84%	16.68%	-10.46%	24.50%

WATER AND SEWER

MISSION STATEMENT

To provide our customers with high quality water and sewer services while maintaining fiscal responsibility.

GOALS AND ACTIONS



Goal 1: Maximize water revenues by maintaining unbilled water at or below 10 percent

- ✓ Continue meter repairs as required
- ✓ Continue yearly replacement of small meters and chamber replacement in medium meters; test and calibrate all large meters on a yearly basis
- ✓ Continue repair of non-readable meters as required
- ✓ Utilize GPS to conduct a yearly survey of 8% of all meter locations to eliminate lost meters

Goal 2: Maintain water quality standards as they relate to water distribution systems

- ✓ Ensure regulatory compliance of hazard backflow locations through regular inspections
- ✓ Administer water quality sampling as required by the EPD
- ✓ Continue to prepare and distribute Consumer Confidence report to all consumers
- ✓ Review Vulnerability Assessment recommendations and Emergency Response Plan

Goal 3: Eliminate sanitary sewer overflows

- ✓ Clean 13.5% and inspect 5% of the collection system annually
- ✓ Apply root control treatment to 1.5% and grease removal treatment to 3% of the collection system yearly
- ✓ Clear 3.5% of sanitary sewer easements each year
- ✓ Inspect all businesses requiring grease control devices to ensure program compliance
- ✓ Inspect all sanitary sewer creek crossings as required by the EPD
- ✓ Install permanent sewage flow meters at key locations in the collection system to monitor the impact of redevelopment

Goal 4: Improve system reliability with infrastructure improvements

- ✓ Continue to review plans and inspect construction projects for conformance to department standards
- ✓ Replace 22% of large water mains yearly
- ✓ 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 for all basins
- ✓ Rehab sewer manholes and mains as recommended by I/I studies and sewer system model
- ✓ Complete utility locate requests for water and sewer lines
- ✓ Complete sewer system hydraulic model to guide sewer rehab projects and determine impact of growth on system capacity
- ✓ Inspect, exercise and repair 12% of the valves in the distribution system on a yearly basis
- ✓ Replace/rehabilitate additional distribution lines and sewer mains, as required, to meet redevelopment needs
- ✓ Replace/relocate additional water and sewer mains, as required, to support road improvement projects

WATER AND SEWER

WORKLOAD MEASUREMENTS

	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
New Meter Installs	146	150	150
Meter Repairs	645	600	300
Large Water Main Replacements (feet)	3,250	3,150	3,150
Water Line Replacements (feet)	11,920	17,455	17,455
Sewer Main Rehabilitation (feet)	3,087	15,100	15,100
Backflow Device Inspections	186	274	350
Manhole Rehabilitation	9	240	240
Utility Locates	3,510	4,000	4,000
Valves Exercised/Repaired	140/31	600/60	600/60
Plan Reviews	62	70	70
Gallons of grease removed from traps	640,951	500,000	700,000
Major Sanitary Sewer Overflows	2	0	0
Sewer Line Inspections (feet)	69,584	50,000	50,000
Sewer Line Cleaning (feet)	208,993	200,000	200,000
Grease Control Treatment (feet)	30,000	40,000	40,000
Job Orders Completed	11,857	12,000	12,000
Professional Development Training (hours)	181	530	530
Information Technology Training (hours)	40	60	32
Safety Training (hours)	264	169	169
New Employee Certification (hours)	240	240	240

PERFORMANCE MEASUREMENTS

% of Operators Certified	72	75	75
Training Hours per employee	19.2	25.0	25.0
Water Distribution - Leaks/Breaks per mile of pipe	N/A	1.7	1.5
Water Quality Complaints per 1,000 customers	1.7	<5	<5
Waste Water Collection – Failures per mile of pipe	N/A	1.9	1.5
Sanitary Sewer Overflows per mile of pipe	.1	0	0

GOALS ACCOMPLISHED

✓ The following infrastructure improvements are at or near completion:

- Tower Road Utility Relocations
- 2004-2005 Water System Improvements Project
- 2006 Water System Improvements Project
- Whitlock Avenue 20-inch Water Main Replacement
- Noses Creek Sewer Rehab Phase 1
- Rottenwood Creek/Tuxedo Drive Sewer Rehab
- Sope Creek @ Rigby Street Sewer Rehab



WATER AND SEWER

EXPENDITURE SUMMARY

Administration

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	417,037	431,179	443,520	453,641	468,357
Operating Services	124,037	110,137	212,494	179,459	192,198
Capital	4,465	22,444	101,978	3,000	67,000
TOTAL ANNUAL BUDGET	545,539	563,760	757,992	636,100	727,555

Engineering

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	250,348	209,009	274,014	289,174	325,840
Operating Services	35,240	87,988	40,264	56,121	101,331
Capital	0	0	18,870	4,050	43,587
TOTAL ANNUAL BUDGET	285,588	296,997	333,148	349,345	470,758

Pump Station Maintenance

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	72,889	101,885	100,679	113,550	112,712
Operating Services	41,824	34,918	30,369	23,496	33,390
Capital	0	0	0	33,813	0
TOTAL ANNUAL BUDGET	114,713	136,803	131,048	170,859	146,102

WATER AND SEWER

EXPENDITURE SUMMARY

Meter Maintenance

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	0	244,165	227,504	323,505	385,698
Operating Services	0	28,356	31,662	27,891	50,445
Capital	0	287,267	1,773,852	1,134,234	1,328,204
TOTAL ANNUAL BUDGET	0	559,788	2,033,018	1,485,630	1,764,347

Water Distribution

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	609,681	433,885	471,602	422,206	413,038
Operating Services	665,000	915,211	519,503	318,482	371,991
Capital	4,705,668	2,099,370	2,482,745	1,629,851	2,651,000
TOTAL ANNUAL BUDGET	5,980,349	3,448,466	3,473,850	2,370,539	3,436,029

Wastewater Collection

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	523,416	598,472	592,055	555,965	569,665
Operating Services	205,507	267,466	306,819	274,562	314,480
Capital	1,411,392	1,597,347	1,882,550	1,471,839	3,283,000
TOTAL ANNUAL BUDGET	2,140,315	2,463,285	2,781,424	2,302,366	4,167,145

Cost of Goods Sold

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Water	3,763,851	3,642,626	3,840,524	3,907,323	4,009,578
Wastewater Treatment	8,634,494	8,025,317	8,978,221	8,771,716	10,170,684
TOTAL ANNUAL BUDGET	12,398,345	11,667,943	12,818,745	12,679,039	14,180,262

WATER AND SEWER

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Water and Sewer Director	1	1	1	1	1
Projects Planner	1	1	1	1	1
Superintendent	1	1	1	1	1
Environmental Compliance Coord.	1	1	1	1	1
Inspector	1	1	1	1	1
Dispatcher	1	1	1	1	1
Administrative Secretary - Admin	1	1	1	1	1
Engineering Manager	1	1	1	1	1
Engineering Inspector	1	1	1	1	1
Engineering Designer	1	0	0	0	0
Engineering Project Manager	0	1	1	1	1
GIS Technician II	1	0	0	0	0
GIS Coordinator	0	1	1	1	1
Civil Engineering Assistant	0	0	0	0	1
Pump Station Supervisor	1	0	0	0	0
Pump Station Foreperson	0	1	1	1	1
Pump Station Mechanic	1	1	1	1	1
Meter Maintenance Supervisor	0	1	1	1	1
Water Meter Service Worker	0	2	2	2	2
Meter Maint. System Operator I	0	0	0	1	1
Meter Maint. System Operator II	0	0	0	1	1
Meter Apprentice System Operator	0	2	2	2	2
Water Supervisor	1	1	1	1	1
Water Foreperson	3	2	2	2	2
Water System Operator I	2	2	2	1	1
Water System Operator II	2	2	2	2	2
Water Apprentice System Operator	1	1	1	1	1
Water Meter Service Worker	2	0	0	0	0
Senior Utility Locator	1	1	1	1	1
Utility Locator	1	1	1	1	1
Wastewater Supervisor	1	1	1	1	1
Wastewater Foreperson	3	3	3	3	3
Wastewater Apprentice System Op.	1	1	1	1	1
Wastewater System Operator I	3	3	3	3	3
Wastewater System Operator II	4	4	4	3	3
TOTAL BUDGETED POSITIONS	38	40	40	40	41

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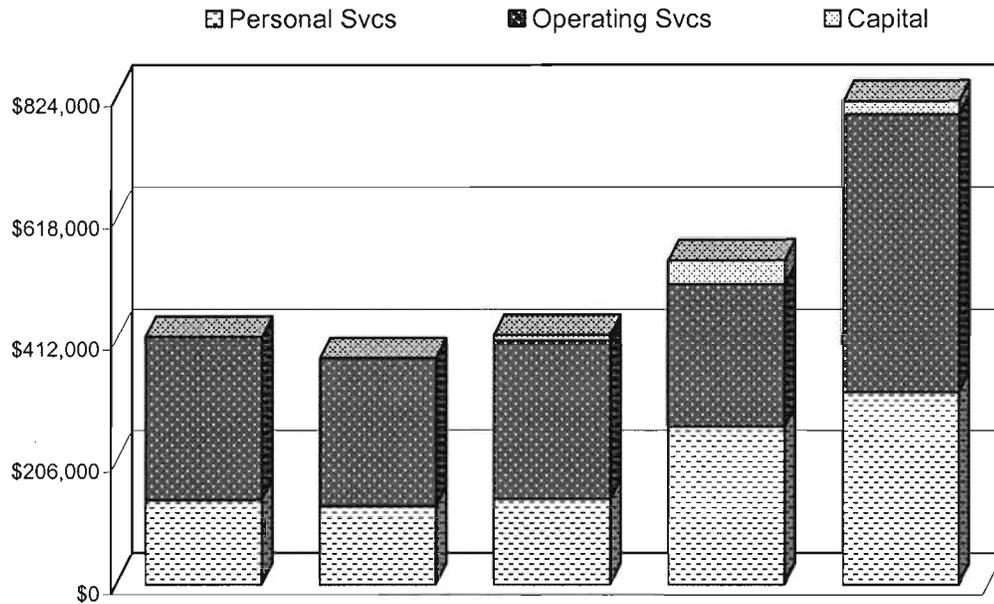
UTILITY MARKETING

The responsibility of the Utility Marketing Department is to increase electrical sales by expanding the existing customer base and locating new enterprises in the service area. This department works closely with existing customers to ensure quality service and reliability of operations. It develops new programs and services to capture competitive loads and increase revenues and coordinates efforts with the Economic Development Department to ensure that all programs and services are focused on the specific needs of the customer.

UTILITY MARKETING



DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$142,223	\$130,687	\$142,905	\$265,489	\$323,845
Operating Svcs	\$275,383	\$249,789	\$268,154	\$241,037	\$468,058
Capital	\$0	\$0	\$9,583	\$40,467	\$22,893
Total Budget	\$417,606	\$380,476	\$420,642	\$546,993	\$814,796
Change Over Prior Yr	---	-8.89%	10.56%	30.04%	48.96%

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.

GOALS AND ACTIONS

Goal 1: Identify opportunities to increase sales, develop marketing programs and increase customer satisfaction

- ✓ Develop and implement customer saturation surveys
- ✓ Hold focus groups with residential and commercial customers to supplement market research and program development efforts

Goal 2: Increase electric revenues for key market segments

- ✓ Seek opportunities to partner with the City as co-marketers of each other's services, utilizing advertising and economic development incentives
- ✓ Evaluate the need to develop a new home program (Energy Star)
- ✓ Develop incentives for the commercial sector to increase competitive revenues in new and existing markets
- ✓ Develop a financing program for residential and commercial customers
- ✓ Evaluate the need to develop a HVAC program to extend our sales force; provide incentives to dealers who install electric heat pumps and water heaters
- ✓ Develop computer-based cost/benefit analysis for residential customers for use in the field by marketing reps

Goal 3: Develop marketing programs that increase profitability for the customer and encourage customer loyalty

- ✓ Install MV90 metering on all key accounts
- ✓ Utilize ACT for sales and contact management reporting
- ✓ Create Key Account tools to enhance customer satisfaction
- ✓ Provide rate choices based on load profile
- ✓ Offer quarterly Power Hour meetings to Key Account customers to discuss energy items of interest
- ✓ Explore feasibility of offering fee-based metering information to Key Account customers
- ✓ Develop an internet-based self energy audit for small business and residential customers
- ✓ Develop value contracts/agreements with all Key Account customers and evaluate service facilities to proactively improve reliability

Goal 4: Enhance company image and increase sales through improved communication

- ✓ Evaluate advertising needs and establish program to promote marketing efforts
- ✓ Promote electric end-uses to the new and retrofit markets utilizing newsletters, target marketing, brochures and other forms of advertising
- ✓ Strengthen web presence to increase hits by 25%
- ✓ Develop joint promotions and alliances with strategic partners and local business organizations to publicize services and enhance image
- ✓ Expand web-based communications with industrial, commercial and residential customers

UTILITY MARKETING

WORKLOAD MEASUREMENTS

	<u>FY05 Actual</u>	<u>FY06 Estimate</u>	<u>FY07 Goal</u>
Penetration of Electric/Dual Fuel Heat Pumps and Electric Water Heating in New Single Family Homes	N/A	N/A	25%
Penetration of Electric/Dual Fuel Heat Pumps and Electric Water Heating in New Multi Family Homes	N/A	N/A	25%
Competitive Sales in Residential Market (Kilowatts)	N/A	N/A	250
Competitive Sales in Commercial Market	N/A	N/A	\$100,000
Competitive Sales in Key Account Market	N/A	N/A	\$50,000
Water Heaters Sold in Residential Market	N/A	N/A	100
% Increase in Outdoor Lighting Sales	N/A	N/A	10

Note: No history is available for these workload measurements. Management will begin tracking and monitoring them starting in FY2007.

GOALS ACCOMPLISHED

- ✓ Developed marketing brochure
- ✓ Initiated incentive program for water heating and heat pumps
- ✓ Developed outdoor lighting survey
- ✓ Established Moonlighting program
- ✓ Developed marketing plan
- ✓ Held 3 focus groups
- ✓ Developed sales reporting tool
- ✓ Established sales goals and training curriculum for marketing reps
- ✓ Developed Key Account program



UTILITY MARKETING

EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	142,223	130,687	142,905	265,489	323,845
Operating Services	275,383	249,789	268,154	241,037	468,058
Capital	0	0	9,583	40,467	22,893
TOTAL ANNUAL BUDGET	417,606	380,476	420,642	546,993	814,796

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Utility Marketing Director	0	0	0	1	1
Marketing Representative	2	2	2	3	3
TOTAL BUDGETED POSITIONS	2	2	2	4	4

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CUSTOMER CARE

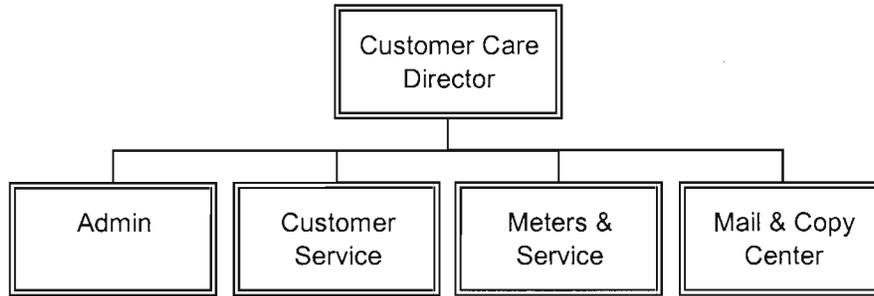
Customer Care Administration oversees the operations of Customer Service, Metering and the Mail and Copy Center.

The Customer Service Division is responsible for establishing new accounts, billing all accounts, collecting and processing money, terminating accounts and assisting customers with inquiries concerning meter reading and billing. This division also assists both residential and commercial customers in energy management and water consumption monitoring.

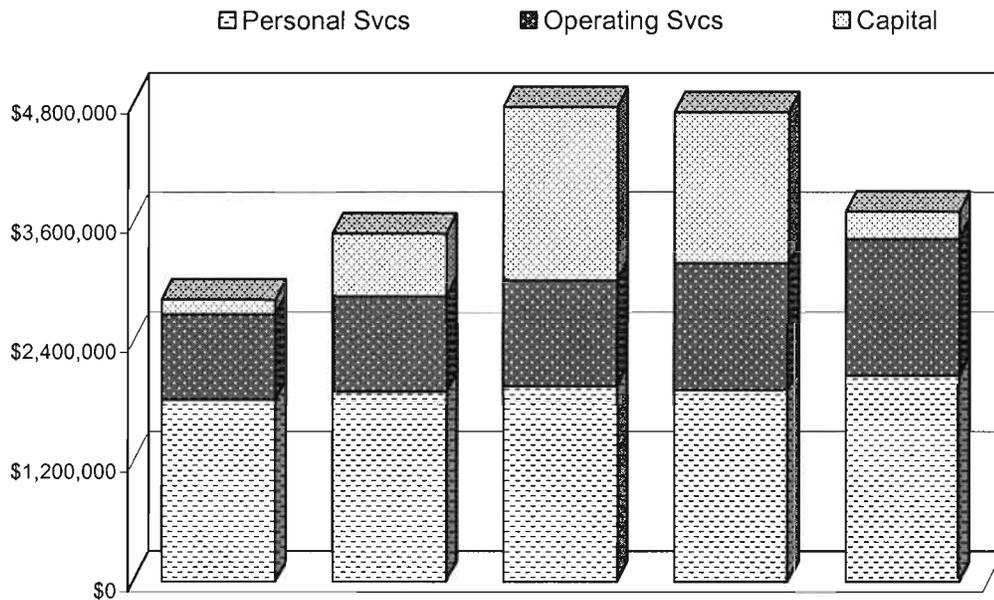
The Meters and Services Division is responsible for reading electric and water meters and performing service orders for connection and disconnection per customer request. When reading meters, the meter reader checks for meter tampering, power diversion, damaged and inoperative electric and water meters and monitors demand meter fluctuations. In addition, this division completes meter re-read requests, delivers City Council and Board agendas and reports 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. This activity also includes the preparation of utility bills, tax bills and other correspondence for mailing. Moreover, this division duplicates, binds and distributes documents for all departments as needed.

CUSTOMER CARE



DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$1,832,852	\$1,912,158	\$1,967,270	\$1,928,432	\$2,071,732
Operating Svcs	\$856,535	\$961,856	\$1,062,249	\$1,273,581	\$1,371,208
Capital	\$146,116	\$617,722	\$1,735,612	\$1,509,637	\$269,851
Total Budget	\$2,835,503	\$3,491,736	\$4,765,131	\$4,711,650	\$3,712,791
Change Over Prior Yr	---	23.14%	36.47%	-1.12%	-21.20%

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

- ✓ Add call-out option to notify customers of potential disconnection
- ✓ Add fifty additional Remote Disconnect units
- ✓ Develop security light procedure for the billing system
- ✓ Update handheld meter reading technology
- ✓ Develop Meter Set procedure for providing new service to customers
- ✓ Evaluate upgrade of drive-thru window
- ✓ Automate MV-90 readings to the billing system
- ✓ Utilize HTE system to generate form letters such as notices to customers and returned check notifications
- ✓ Identify and remove inactive meters from system
- ✓ Develop and implement a job schedule for Mail and Print Shop requests

Goal 2: Expand opportunities for customers to conduct business transactions on the City website and through the use of new technologies

- ✓ Upgrade billing system
- ✓ Implement on-line request options such as re-reads and service orders
- ✓ Explore phone system options for wait time announcements

Goal 3: Maximize opportunities to stay abreast of industry standards, best practices and services offered

- ✓ Upgrade HTE Web terminal
- ✓ Utilize the expertise of industry consultants and contractors for selected projects
- ✓ Meet with employees twice a year to discuss business improvement ideas
- ✓ Automate management reporting from the billing system
- ✓ Develop and implement safety training program for Collections and Customer Service personnel
- ✓ Implement confined entry certification and/or training for AMR technicians

Goal 4: Provide timely and meaningful communications to our customers

- ✓ Redesign billing statement to improve comprehension
- ✓ Increase public awareness of the availability of educational brochures of services offered
- ✓ Develop a schedule for the "Connected" billing insert
- ✓ Continue to develop and promote the CARE program
- ✓ Update the Customer Care package
- ✓ Develop a process to identify, track and analyze customer feedback

CUSTOMER CARE

WORKLOAD MEASUREMENTS

	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
Number of Customer Phone Calls	134,676	135,000	134,800
Number of Meter Readings	725,398	739,000	738,500
Annual Meter Reading Hours	8,512	7,300	5,500
Number of Utility Cut-Offs	14,272	14,500	14,750

PERFORMANCE MEASUREMENTS

Uncollectible Accounts per Revenue \$: (% of Revenue)	.0052	.0075	.0075
Average Number of Meters Read per Meter Reader	80,593	82,211	147,700
Average Wait Time per Customer Call (Minutes)	3.12	4.25	4.00

GOALS ACCOMPLISHED

- ✓ Completed residential survey
- ✓ Developed two new electric tariffs
- ✓ Implemented three new residential incentives
- ✓ Implemented same-day service
- ✓ Revised billing envelope
- ✓ Improved on-site security
- ✓ Created new Fire Line policy
- ✓ Installed AMR meters on residential accounts
- ✓ Instituted AMR conversion on commercial accounts
- ✓ Implemented new water rates
- ✓ Initiated AMR water meter conversion
- ✓ Provided on-line bill payment capability
- ✓ Changed lockbox provider
- ✓ Automated PIN number assignment
- ✓ Updated Customer Care packet
- ✓ Added customer rates to the City website



CUSTOMER CARE

EXPENDITURE SUMMARY

Administration

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	137,933	145,759	175,645	179,879	202,116
Operating Services	14,414	12,111	14,137	77,559	106,557
Capital	0	0	0	0	20,393
TOTAL ANNUAL BUDGET	152,347	157,870	189,782	257,438	329,066

Customer Service

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	1,050,684	1,107,854	1,148,492	1,142,726	1,184,513
Operating Services	308,312	330,899	420,352	421,766	517,756
Capital	24,211	1,432	5,500	126,683	45,393
TOTAL ANNUAL BUDGET	1,383,207	1,440,185	1,574,344	1,691,175	1,747,662

Meter and Services

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	585,558	602,343	579,048	545,801	612,713
Operating Services	81,050	123,466	112,217	126,135	113,644
Capital	102,023	616,290	1,730,112	1,376,459	204,065
TOTAL ANNUAL BUDGET	768,631	1,342,099	2,421,377	2,048,395	930,422

Mail and Copy Center

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	58,677	56,202	64,085	60,026	72,390
Operating Services	452,759	495,380	515,543	648,121	633,251
Capital	19,882	0	0	6,495	0
TOTAL ANNUAL BUDGET	531,318	551,582	579,628	714,642	705,641

CUSTOMER CARE

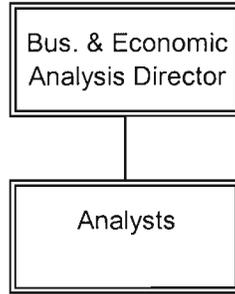
PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Customer Care Director	1	1	1	1	1
Administrative Secretary	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	10	10	10	4	4
Customer Service Representative II	5	5	5	11	11
Customer Service Technician	1	1	1	0	0
Final Billing Representative	0	0	0	1	1
Customer Service Field Rep.	1	1	1	0	0
Customer Service Data Specialist	0	0	0	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 & Service Supervisor	1	1	1	1	1
Meter Reading Clerk	1	1	1	1	1
Meters & Service Foreperson	1	1	1	1	1
Meter Service Worker	3	3	2	2	2
Lead Meter Reader	1	1	1	1	1
Meter Reader	8	8	9	5	5
AMR Field Technician	0	0	0	2	2
Mail and Copy Center Supervisor	0	0	0	1	1
Copy Clerk	1	1	1	0	0
Mail Clerk	1	1	1	1	1
TOTAL BUDGETED POSITIONS	46	46	46	44	44

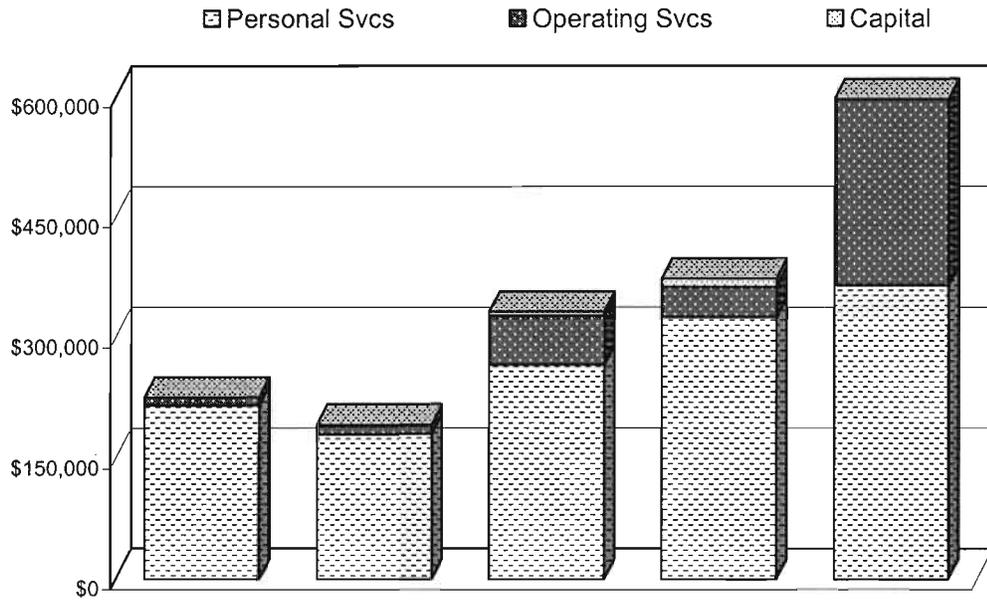
BUSINESS AND ECONOMIC ANALYSIS

The Business and Economic 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 recovers costs, the allocation of cost of service fairly to all customer classes and the provision of a fair return to enable continued growth of the system.

BUSINESS AND ECONOMIC ANALYSIS



DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$215,887	\$181,025	\$266,755	\$326,027	\$366,011
Operating Svcs	\$9,812	\$10,004	\$60,175	\$37,242	\$230,350
Capital	\$0	\$858	\$5,411	\$10,163	\$0
Total Budget	\$225,699	\$191,887	\$332,341	\$373,432	\$596,361
Change Over Prior Yr	---	-14.98%	73.20%	12.36%	59.70%

BUSINESS & ECONOMIC 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

- ✓ Identify and pursue opportunities to optimize Marietta Power's generation mix
- ✓ Monitor adequacy of Marietta Power's reserve capacity and acquire/sell reserves as appropriate

Goal 2: Expand analytical techniques for load, cost and profitability evaluations

- ✓ Expand Key Accounts load data analysis process
- ✓ Broaden the scope of existing commercial/industrial modeling technologies concerning hourly loads to aid in improving peak forecasting procedures

Goal 3: Improve BLW planning capabilities

- ✓ Expand the scope of the existing financial model to encompass appropriate policies for debt and revenue requirements
- ✓ Collaborate with the Electrical Department to establish a Property Records function; support efforts to establish a plant inventory, a valuation of existing plants in service and net plant valuation.

Goal 4: Maintain optimal financial posture for the BLW

- ✓ Enhance monthly financial reporting and Key Performance measures
- ✓ Improve annual benchmarking process
- ✓ Enhance reporting on cost control and status of capital projects
- ✓ Review financial policies and incorporate amendments as necessary

Goal 5: Enhance Electric rate structure

- ✓ Conduct an allocated class cost-of-service study
- ✓ Develop a Real-Time Pricing (RTP) rate offering
- ✓ Develop an optional Time-of-Day (TOD) rate for large commercial/industrial customers
- ✓ Develop an optional Time-of-Day rate for residential customers
- ✓ Evaluate the BLW's "special rates" and address potential pricing deficiencies

Goal 6: Enhance Water/Sewer rate structure

- ✓ Conduct an allocated class cost-of-service study
- ✓ Develop conservation-oriented pricing features as appropriate
- ✓ Enhance procedures for forecasting water/sewer sales and revenues



BUSINESS & ECONOMIC ANALYSIS

WORKLOAD MEASUREMENTS

	FY05 <u>Actual</u>	FY06 <u>Estimate</u>	FY07 <u>Goal</u>
Marketed amount of Marietta Power's surplus baseload capacity (MW)	N/A	10	20
Marketed amount of Marietta Power's surplus reserves (MW)	N/A	7.8	7.4

GOALS ACCOMPLISHED

- ✓ Developed procedures for cost/benefit analysis
- ✓ Developed profit/loss determinations for Electric and Water/Sewer operations; established procedures to allocate overhead costs to these two cost centers
- ✓ Analyzed existing generation mix to determine the potential need for reoptimization
- ✓ Developed a long-range financial planning model
- ✓ Developed and implemented a reserve policy
- ✓ Developed a model to identify and track Key Business Indicators based on extracts of BLW financial and operating statistics
- ✓ Successfully marketed Marietta Power's excess reserves

BUSINESS AND ECONOMIC ANALYSIS

EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	215,887	181,025	266,755	326,027	366,011
Operating Services	9,812	10,004	60,175	37,242	230,350
Capital	0	858	5,411	10,163	0
TOTAL ANNUAL BUDGET	225,699	191,887	332,341	373,432	596,361

PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Bus. & Economic Analysis Director	1	1	1	1	1
Operations Manager	1	0	0	0	0
Rate Research Analyst	0	0	0	1	1
Senior Utility Analyst	2	2	2	1	1
Principal Utility Analyst	0	0	0	1	1
Utility Analyst	1	1	1	0	0
Executive Secretary	0	0	1	1	1
TOTAL BUDGETED POSITIONS	5	4	5	5	5

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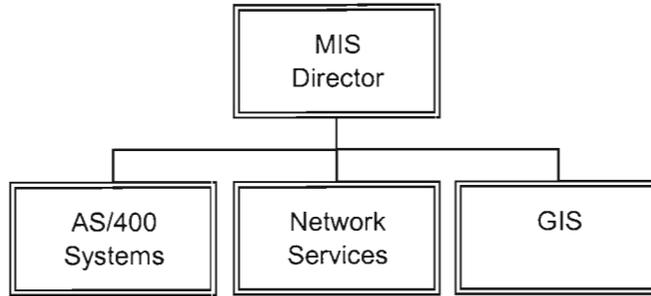
MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems (MIS) Department is a support function that supplies all City departments with computer related service and information. All departments and divisions in the City depend on the MIS function for their 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.

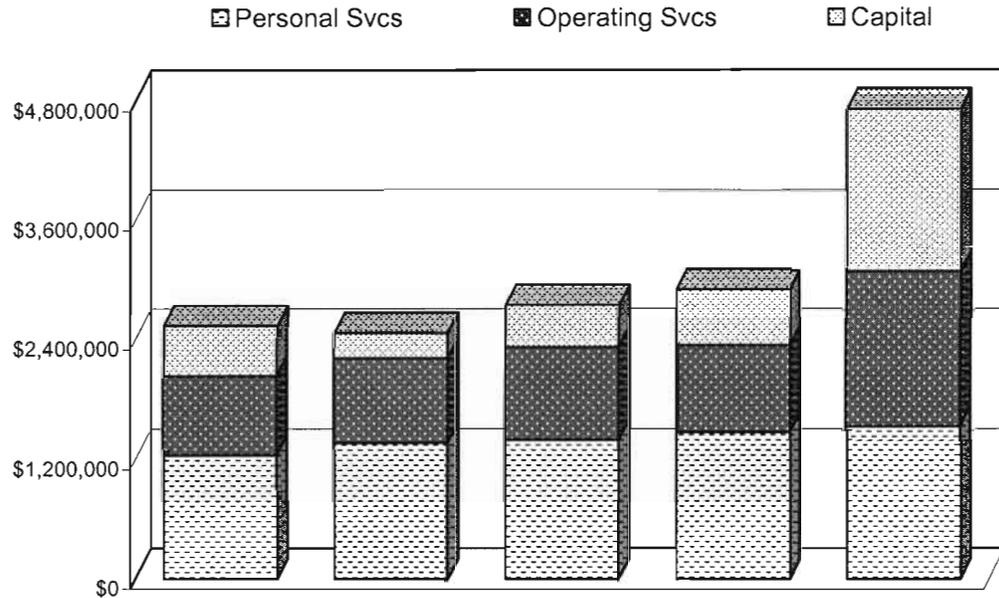
The Geographic Information System (GIS) Division is responsible for developing and maintaining the base map and cadastral information consisting of City boundaries, census blocks, Council wards, parcel boundaries zoning, easements and police zones. GIS is an integral part of designing and maintaining the City's web site.

In 2006 the Technical Support function of MIS became the Network Services Division. 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, both functions previously performed by the Fire Training Division.

MANAGEMENT INFORMATION SYSTEMS



DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$1,242,058	\$1,368,715	\$1,397,028	\$1,472,028	\$1,547,431
Operating Svcs	\$795,103	\$843,304	\$927,072	\$869,742	\$1,551,829
Capital	\$501,368	\$252,364	\$422,788	\$560,178	\$1,617,150
Total Budget	\$2,538,529	\$2,464,383	\$2,746,888	\$2,901,948	\$4,716,410
Change Over Prior Yr	---	-2.92%	11.46%	5.64%	62.53%

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 for the City which provides accurate and current geographic information to all City/BLW personnel and to the citizens of Marietta.

GOALS AND ACTIONS

Goal 1: Converge the voice and data networks into one enterprise Voice Over IP (VoIP) network

- ✓ Replace the PBX and converge the voice and data networks
- ✓ Upgrade the data network to VoIP capability

Goal 2: Converge forty Microsoft servers into two or four units

- ✓ Outsource the convergence and support of Microsoft servers to eliminate the maintenance required for individual servers

Goal 3: Expand document-imaging capability to other departments

- ✓ Provide consultation and training for departments new to document imaging
- ✓ Provide document imaging capability to Purchasing, Payroll, Code Enforcement and Economic Development

Goal 4: Increase security at the Virtual Private Network (VPN) and Firewall levels

- ✓ Converge the current VPN and Firewall technologies into one unit

Goal 5: Increase the quality and efficiency of the Help Desk

- ✓ Outsource MIS Help Desk operation to increase productivity and expand skill availability and depth of staff

Goal 6: Enable citizens and customers to pay bills via the Internet

- ✓ Complete implementation of the Building Permits web application from HTE
- ✓ Implement the Purchasing/Inventory and Business License web application from HTE
- ✓ Present payment processing for Court citations and parking tickets on the Internet via the City website
- ✓ Present payment processing for Tax bills on the Internet via the City website
- ✓ Implement Employee Self-Service online



MANAGEMENT INFORMATION SYSTEMS

WORKLOAD MEASUREMENTS

	<u>FY05</u> Actual	<u>FY06</u> Estimate	<u>FY07</u> Goal
<u>MIS:</u>			
Standard PCs Supported	405	468	475
Laptop PCs Supported	171	148	160
Total Network Nodes Supported	576	616	635
AS/400 Servers Supported	3	1	1
Windows/NT BackOffice Servers Supported	13	15	2
GIS Servers Supported	2	2	1
Specialized Application Servers Supported	23	26	1
Network Appliances Supported	4	5	6
Total Servers Supported	45	49	11
RAS (Remote Access) enabled users	11	9	0
VPN (Network Access) accounts	43	30	35
PALM Devices Supported	18	0	0
Mobile (PDA) Devices Supported	23	49	53
Employees with GoToMyPC access	50	60	68
Total Remote Access Supported	145	148	156
<u>GIS:</u>			
Arcview Licenses	40	30	30
Print Requests	350	350	400
Desktop Applications	10	10	12
Web Mapping Applications	3	4	5
Address Issues	950	975	985
Standard Digital Maps	40	42	45
Tax Maps	504	505	506
Subdivision Plats	4	5	6
Parcel Work	131	150	175
Web Page Update Requests	475	600	800
In-house Mapping Projects	155	175	200

GOALS ACCOMPLISHED

- ✓ Migrated to ESRI's ArcSDE technology which allows GIS maps to share datasets throughout the City/BLW
- ✓ Formed four Technology Committees that meet monthly to provide feedback on technology and training needs
- ✓ Collaborated with the FBI on a data sharing initiative; the MIS Director was named the enterprise HIPAA security officer
- ✓ Implemented Interactive Voice Response (IVR) system at the BLW and utilized integration software to link with the Customer Information System (CIS)
- ✓ Completed a massive migration of GIS's mapping layer to Spatial Database Engine (SDE) technology
- ✓ Integrated CIS Service Orders with Work Order systems deployed by the Water and Electrical departments
- ✓ Upgraded HTE Business Applications to version 3.0 "Windows look"
- ✓ Implemented PDA-based business applications in Public Works; implemented an Internet-based application in Purchasing
- ✓ Replaced Municipal Court system with one that is compatible with other Georgia municipals
- ✓ Brought Section 8 Housing and History Museum onto the network
- ✓ Created Network Services division

MANAGEMENT INFORMATION SYSTEMS

EXPENDITURE SUMMARY

Management Information Systems (MIS)

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	959,476	1,064,122	1,087,759	1,165,639	778,000
Operating Services	687,620	773,950	842,448	797,091	950,556
Capital	473,023	192,789	411,939	555,661	1,581,650
TOTAL ANNUAL BUDGET	2,120,119	2,030,861	2,342,146	2,518,391	3,310,206

Geographic Information Systems (GIS)

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	282,582	304,593	309,269	306,389	331,696
Operating Services	107,483	69,354	84,624	72,651	124,450
Capital	28,345	59,575	10,849	4,517	0
TOTAL ANNUAL BUDGET	418,410	433,522	404,742	383,557	456,146

Network Services

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	0	0	0	0	437,735
Operating Services	0	0	0	0	476,823
Capital	0	0	0	0	35,500
TOTAL ANNUAL BUDGET	0	0	0	0	950,058

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

MANAGEMENT INFORMATION SYSTEMS

PERSONNEL DETAIL

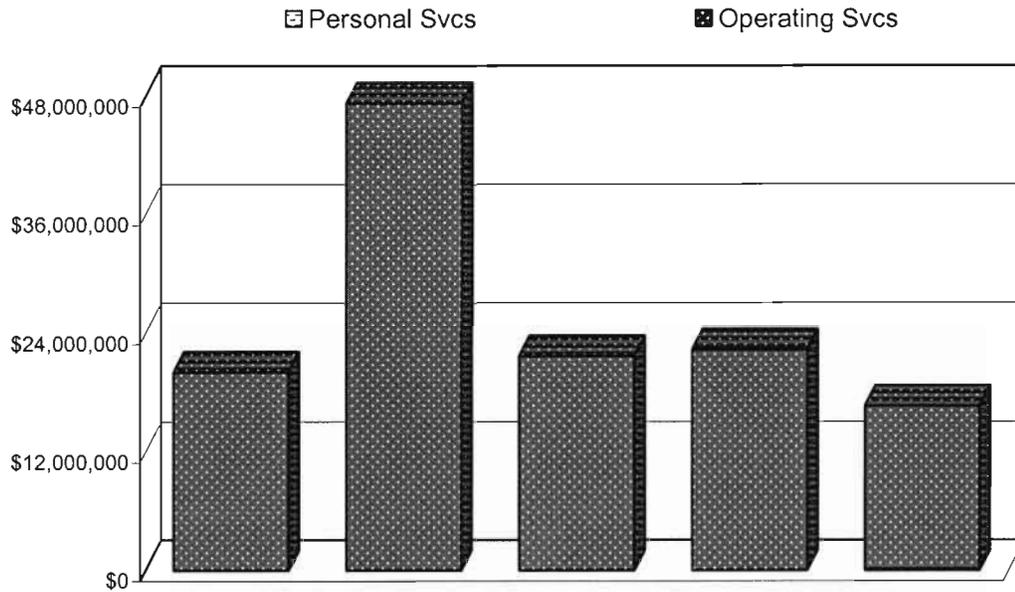
Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
MIS Director	1	1	1	1	1
Executive Secretary	1	1	1	1	1
Systems Manager	1	1	1	1	1
Programmer	0	0	0	0	1
Systems Administrator	1	1	1	1	1
Technical Support Manager	1	1	1	1	0
Network Services Manager	0	0	0	0	1
Technical Support Specialist	1	1	1	1	0
Sr. Network Analyst - Network Serv.	0	0	0	0	1
Senior Business Analyst	1	1	1	1	1
Business Analyst	2	2	2	2	2
Network Administrator - Tech Support	1	1	1	1	0
Network Administrator - Network Svs.	0	0	0	0	1
Network Analyst - Technical Support	0	0	1	1	0
Network Analyst - Network Services	0	0	0	0	1
PC Analyst - Technical Support	2	2	1	2	0
PC Analyst - Network Services	0	0	0	0	1
PC Specialist - Technical Support	1	1	1	1	0
PC Specialist - Network Services	0	0	0	0	1
Computer Operator II	1	1	1	1	0
Radio Systems Analyst - Network Sv.	0	0	0	0	1
GIS Manager	1	1	1	1	1
GIS Technician I	1	0	0	0	0
GIS Technician II	1	0	0	0	0
GIS Analyst	1	1	1	0	0
GIS Coordinator	0	0	0	1	1
GIS Specialist	2	1	1	1	1
GIS Specialist II	0	1	1	1	1
Web Designer	0	1	1	1	1
Data Coordinator	0	1	1	1	1
TOTAL BUDGETED POSITIONS	20	20	20	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

DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$0	\$0	\$0	\$0	\$192,573
Operating Svcs	\$20,145,676	\$47,447,656	\$21,753,076	\$22,428,504	\$16,525,209
Total Budget	\$20,145,676	\$47,447,656	\$21,753,076	\$22,428,504	\$16,717,782
Change Over Prior Yr	---	135.52%	-54.15%	3.10%	-25.46%

EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	0	0	0	0	192,573
Miscellaneous Operating Services	1,019,402	1,269,156	1,227,409	1,246,317	1,202,299
Indirect Cost Transfer to Gen. Fund	1,297,332	1,077,002	1,992,405	2,177,488	2,148,839
Utilities-City Hall	116,466	128,117	132,903	136,120	126,000
Utilities-Lights/Signals	1,070,272	1,069,900	1,006,833	1,005,632	1,000,000
Utilities-General Fund	533,667	509,385	498,900	531,188	500,000
Utilities-BLW Building	71,987	74,418	74,592	70,643	77,462
Designated Contingency	0	0	0	200,000	399,009
Operating Transfer to General Fund	9,750,000	9,750,000	9,750,000	9,750,000	10,500,000
Transfer to Other Funds	0	27,148,472	271,499	0	0
Miscellaneous Expenses	588,603	446,604	453,672	592,870	571,600
Depreciation	5,697,947	5,974,602	6,344,863	6,718,245	0
TOTAL ANNUAL BUDGET	20,145,676	47,447,656	21,753,076	22,428,504	16,717,782

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

ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges. Shown in this section are the Golf Course Fund and the Conference Center Fund. The BLW Enterprise Fund operations are detailed separately in the previous section.

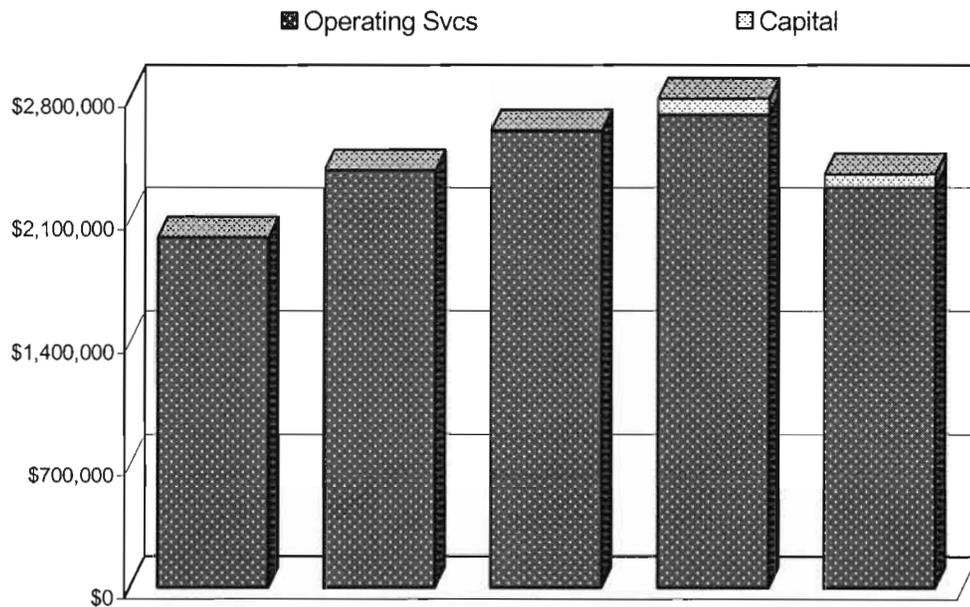
INTERNAL SERVICE FUNDS

There are four Internal Service Funds. The Motor Transport Fund provides for repair and maintenance services for vehicles owned by the various City departments. The Health Insurance Fund, Workers Compensation Fund and the Property and Casualty Fund are self-insurance funds.

GOLF COURSE FUND

The 125 acre City Club Golf Course accommodates approximately 40,000 - 50,000 annual rounds of golf. All greens, tees and bunkers follow USGA standards. Classic Golf Management, Inc. manages the golf course and its facilities and employs all personnel who work at the property. However, City Finance Department personnel are responsible for purchasing and payment of invoices for the operation. The Parks & Recreation Director plays an integral part in the operations of the enterprise fund and is the liaison between the management company and City officials.

DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$1,995,424	\$2,378,738	\$2,600,004	\$2,694,913	\$2,277,677
Capital	\$0	\$0	\$4,500	\$92,092	\$79,000
Total Budget	\$1,995,424	\$2,378,738	\$2,604,504	\$2,787,005	\$2,356,677
Change Over Prior Yr	--	19.21%	9.49%	7.01%	-15.44%

GOLF COURSE FUND

EXPENDITURE SUMMARY

Clubhouse and General Office

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	340,026	385,436	368,269	408,881	451,853
Capital	0	0	0	0	15,500
TOTAL ANNUAL BUDGET	340,026	385,436	368,269	408,881	467,353

Golf Operations

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	307,601	313,004	304,690	327,063	301,047
Capital	0	0	4,500	2,512	0
TOTAL ANNUAL BUDGET	307,601	313,004	309,190	329,575	301,047

Golf Course Maintenance

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	434,393	438,719	466,401	463,012	464,320
Capital	0	0	0	89,580	63,500
TOTAL ANNUAL BUDGET	434,393	438,719	466,401	552,592	527,820

Food and Beverage

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	170,651	207,650	176,443	182,209	199,132
TOTAL ANNUAL BUDGET	170,651	207,650	176,443	182,209	199,132

GOLF COURSE FUND

EXPENDITURE SUMMARY

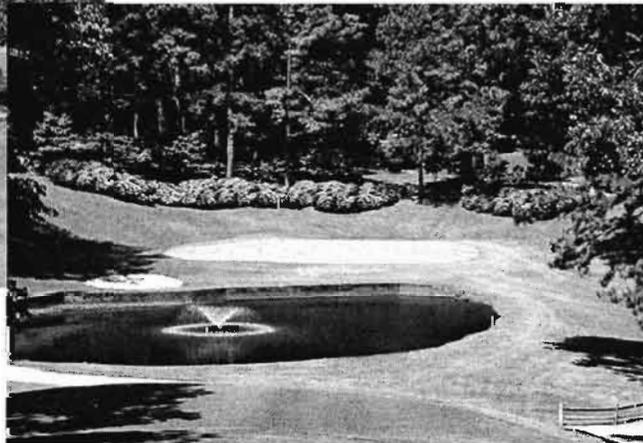
Debt Service

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Services	411,312	670,681	870,411	835,795	835,000
TOTAL ANNUAL BUDGET	411,312	670,681	870,411	835,795	835,000

Non-departmental

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Indirect Cost Transfer	0	23,135	20,614	20,529	26,325
Other	-3,642	251	240	54,001	0
Depreciation	335,083	339,862	392,936	403,423	0
TOTAL ANNUAL BUDGET	331,441	363,248	413,790	477,953	26,325

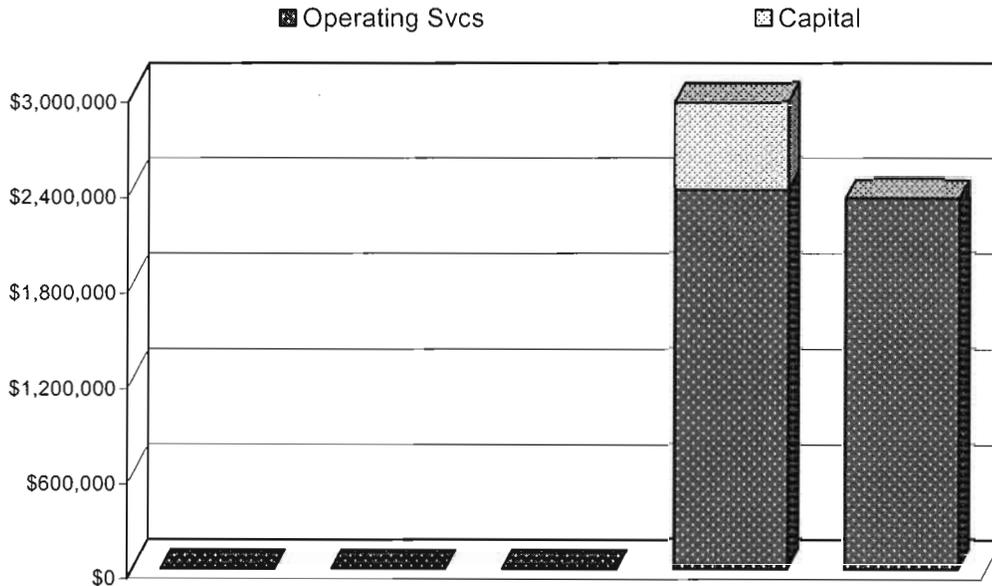
Note: Depreciation is not a budgeted item because capital expenditures are budgeted instead.



CONFERENCE CENTER FUND

The Conference Center Fund accounts for the operation of the Marietta Conference Center and Resort. 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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$0	\$0	\$0	\$2,378,948	\$2,325,000
Capital	\$0	\$0	\$0	\$557,495	\$0
Total Budget	\$0	\$0	\$0	\$2,936,443	\$2,325,000
Change Over Prior Yr	---	---	---	100.00%	-20.82%

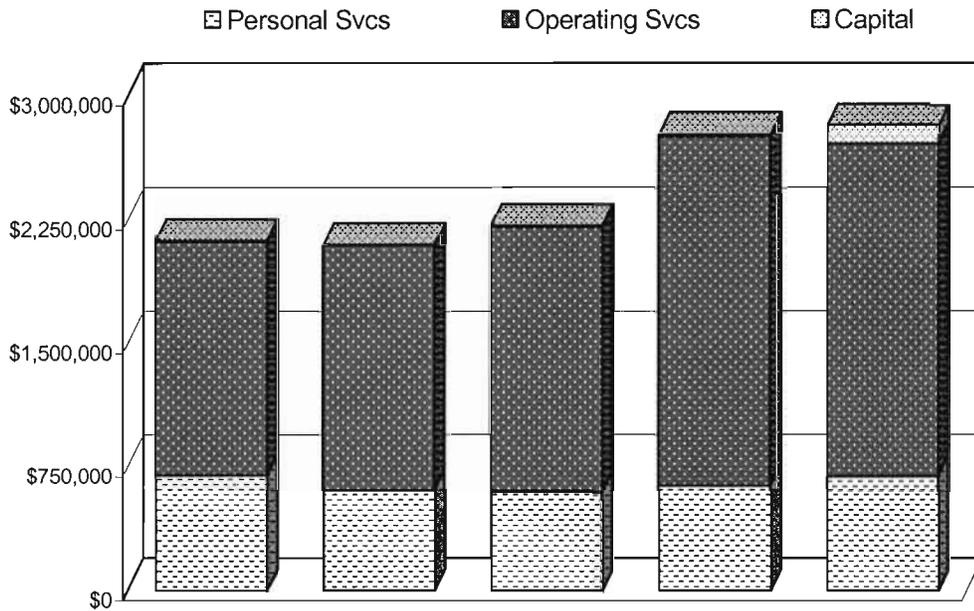
EXPENDITURE SUMMARY

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Principal and Interest Payments	0	0	0	2,371,948	1,869,871
Operating Services	0	0	0	7,000	455,129
Capital	0	0	0	557,495	0
TOTAL ANNUAL BUDGET	0	0	0	2,936,443	2,325,000

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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Svcs	\$697,047	\$603,569	\$593,398	\$634,952	\$701,247
Operating Svcs	\$1,421,027	\$1,494,167	\$1,611,701	\$2,119,365	\$2,010,832
Capital	\$5,282	\$0	\$7,423	\$11,306	\$103,500
Total Budget	\$2,123,356	\$2,097,736	\$2,212,522	\$2,765,623	\$2,815,579
Change Over Prior Yr	--	-1.21%	5.47%	25.00%	1.81%

MOTOR TRANSPORT FUND

EXPENDITURE SUMMARY

Fleet Maintenance

Category	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Personal Services	697,047	603,569	593,398	634,952	701,247
Operating Services	1,421,027	1,494,167	1,611,701	2,119,365	2,010,832
Capital	5,282	0	7,423	11,306	103,500
TOTAL ANNUAL BUDGET	2,123,356	2,097,736	2,212,522	2,765,623	2,815,579

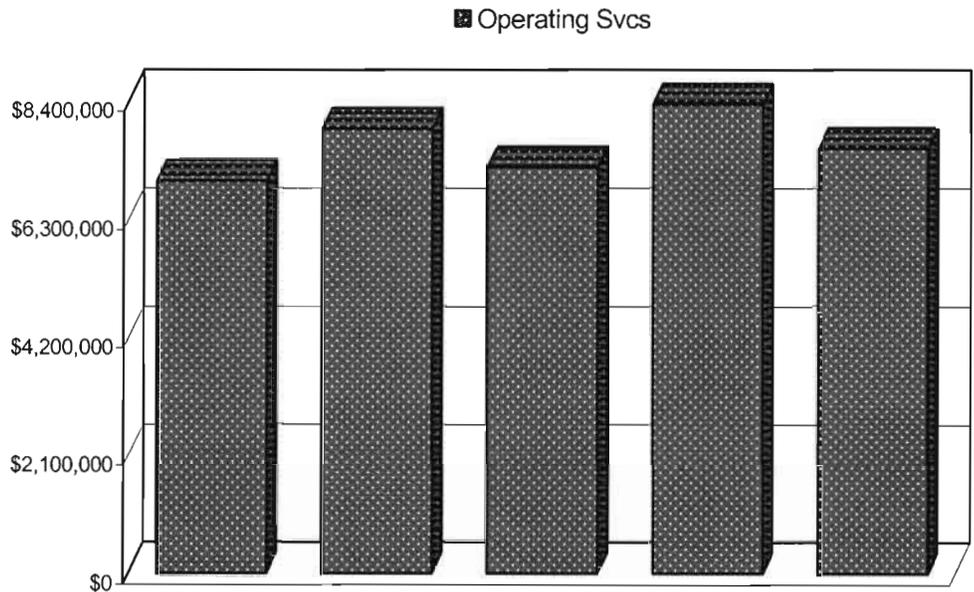
PERSONNEL DETAIL

Title	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Superintendent	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Service Manager	1	1	1	1	1
Lead Mechanic	1	0	0	0	0
Small Engine Mechanic	0	1	1	1	1
Automotive Service Worker	0	2	2	2	2
City Service Worker II	2	0	0	0	0
Mechanic	8	8	8	8	5
Mechanic II	0	0	0	0	3
TOTAL BUDGETED POSITIONS	14	14	14	14	14

HEALTH INSURANCE FUND

This fund constitutes insurance benefit payments for City employees for health, dental, vision and life insurance coverage. This fund receives contributions from the City as well as from the employees (for family coverage if applicable). A third party insurance company administers the plan. The proposed rates of contribution to this fund over the years have allowed it to maintain a self-insured status for benefit payments with a cash reserve over projected expenditures. This is also the accounting entity for the employee health club benefit, in which the City and the participating employee both contribute to the membership to a local health and wellness facility.

DEPARTMENT EXPENDITURE HISTORY

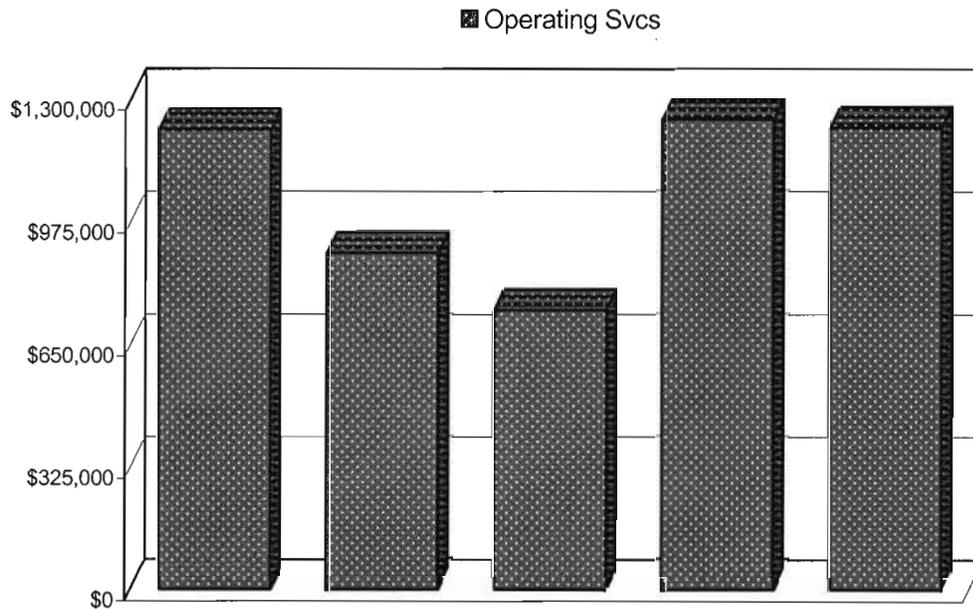


	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$6,975,238	\$7,892,465	\$7,210,849	\$8,326,776	\$7,541,653
Change Over Prior Yr	--	13.15%	-8.64%	15.48%	-9.43%

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

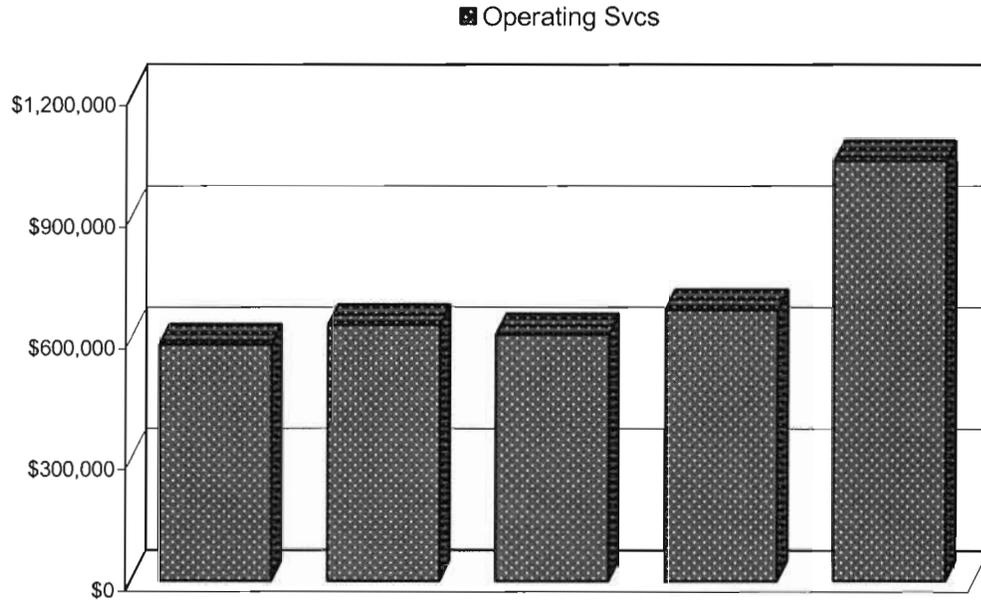


	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$1,220,104	\$892,015	\$740,721	\$1,245,244	\$1,222,312
Change Over Prior Yr	---	-26.89%	-16.96%	68.11%	-1.84%

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



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$584,087	\$632,772	\$609,998	\$668,944	\$1,036,493
Change Over Prior Yr	---	8.34%	-3.60%	9.66%	54.94%

FIDUCIARY FUNDS



FIDUCIARY FUNDS

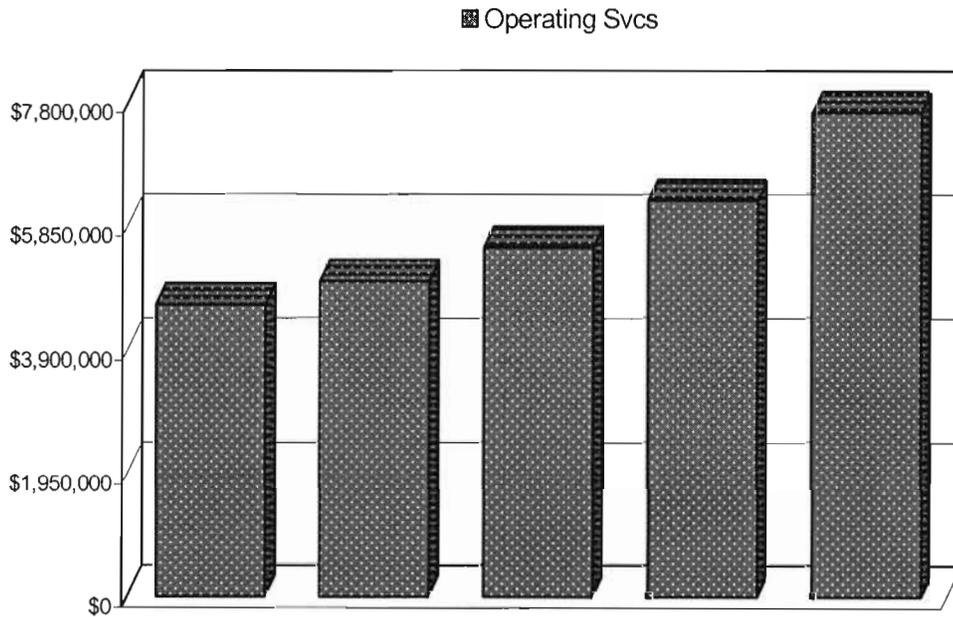
PENSION TRUST FUND

The General Pension Fund accounts for the assets held by the City in a trustee capacity and the payment of retirement benefits.

GENERAL PENSION FUND

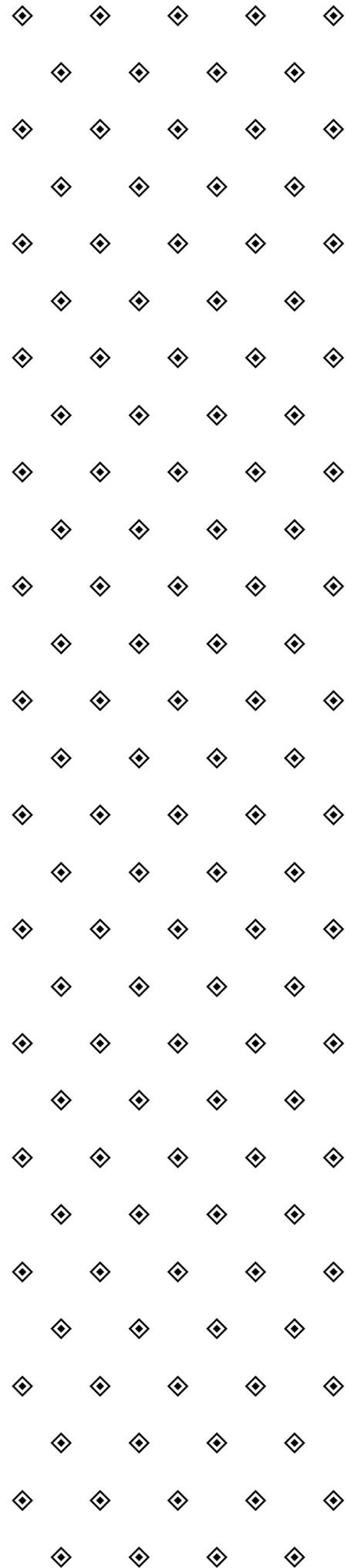
This fund represents payments on an annual basis to City employees who have retired from City service. Every employee is vested after five years of employment. The contribution rate is 12.2% of the gross salaries for City employees. The normal retirement benefit is 2.1% of final average earnings times years of service to a maximum of 35 years. The normal age requirement is 65 years, but employees are eligible for the normal benefit if their age plus years of service totals at least 80 and they are at least 55 years old. It should be noted that this is not all of the plan's provisions.

DEPARTMENT EXPENDITURE HISTORY



	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Estimate	FY07 Budget
Operating Svcs	\$4,606,141	\$4,970,914	\$5,504,649	\$6,239,946	\$7,619,401
Change Over Prior Yr	---	7.92%	10.74%	13.36%	22.11%

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 and have a useful life greater than or equal to two years. 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, FY2007, 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>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>
General Fund	1,226,987	1,414,600	983,400	1,197,000	1,344,000
Special Revenue Funds	92,441	25,000	25,000	51,500	25,000
SPLOST Fund	9,587,434	7,567,267	7,252,273	7,252,273	7,252,273
Golf Course Fund	79,000	56,500	68,000	83,000	54,000
BLW Fund	21,655,733	9,443,107	9,099,629	9,401,638	9,758,458
Motor Transport Fund	103,500	15,000	19,600	11,000	28,500
TOTAL	\$32,745,095	\$18,521,474	\$17,447,902	\$17,996,411	\$18,462,231

Capital Improvement Program by Category Type

	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>
Computer and Technology	2,016,840	372,500	386,000	403,000	268,500
Facility Improvements	245,581	45,000	45,000	45,000	45,000
Utility Projects	17,919,504	8,312,107	7,910,422	7,855,638	8,042,671
Vehicles & Powered Equipment	2,619,144	2,214,600	1,832,000	2,430,500	2,796,000
Transportation Projects	7,907,466	7,252,273	7,252,273	7,252,273	7,252,273
Miscellaneous Projects	2,036,560	324,994	22,207	10,000	57,787
TOTAL	\$32,745,095	\$18,521,474	\$17,447,902	\$17,996,411	\$18,462,231

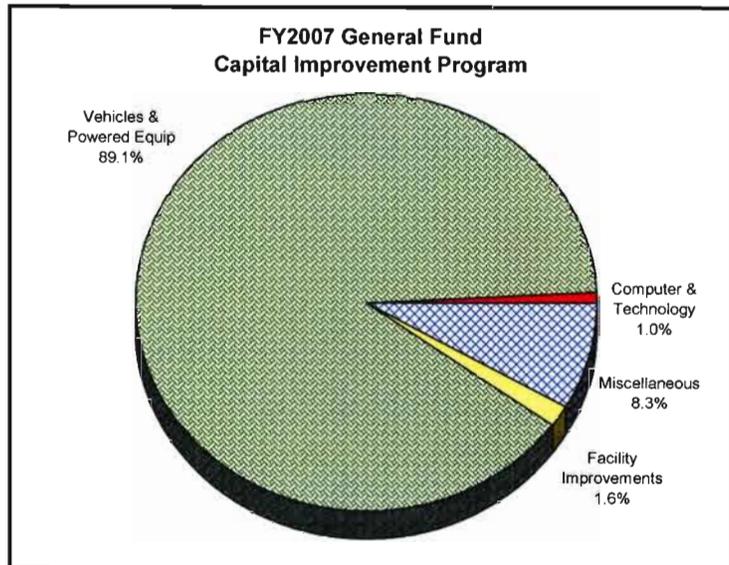
Capital projects are broken down into the following categories: Computer and Technology, Facility Improvements, Utility Projects, Vehicles & Powered Equipment, Transportation Projects, and Miscellaneous Projects. Computer and technology relates to those items such as desktop PCs, network servers, system software, copiers and the like. Facility improvements are those improvements done to existing structures, 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 above categories.

CAPITAL SUMMARY

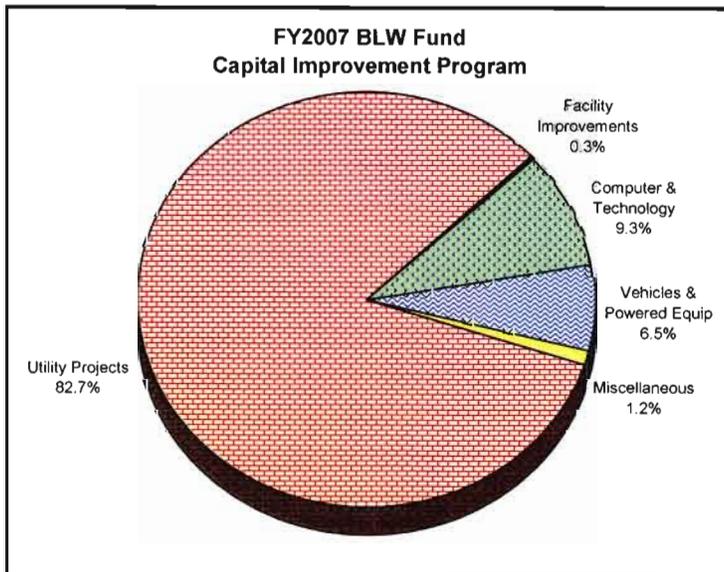
GENERAL FUND

Capital expenditures for the General Fund for FY2007 amount to just over \$1.2 million. The largest category of capital spending is found in the Vehicles and Powered Equipment group, in which the City is budgeting \$450,000 for a heavy duty rescue truck, \$135,000 for one refuse truck with roll cart lift arms, \$360,213 for 10 police patrol vehicles, three detective vehicles and one prisoner transport van, and \$76,450 for the Streets Department which includes one heavy duty service truck and two aerial platform rebuilds. A municipal vehicle for Code Enforcement for \$20,393 plus \$51,100 for two service vehicles for parks and grounds round out this category.

Miscellaneous expenditures consist of a projection system and digital signage for city hall, ten digital in-car cameras for patrol vehicles, and audio / video equipment for the main conference / training room. Police in-car laptop computers and other PCs are budgeted for a total of \$12,565 and \$20,000 is budgeted for tennis and basketball court painting and striping.



BOARD OF LIGHTS AND WATER (BLW)



The BLW's capital budget for FY2007 is \$21.66 million. Utility projects make up about 83% of the BLW capital budget. Electrical projects total about \$11.3 million and Water and Sewer projects equal about \$6.46 million. Of these totals, about 37% is attributable to infrastructure work related to the city's redevelopment efforts and another 10% is due SPLOST projects. The FY2007 Utility Projects budget is not in line with previous years, in which our "baseline" infrastructure projects usually total \$6-7 million. However, the BLW is poised to take on and complete the projects at hand in order to keep city projects rolling. These baseline capital projects include servicing of new customers 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. Baseline capital expenses for water and sewer includes system upgrades and the replacement of the infrastructure to ensure soundness within the system.

CAPITAL SUMMARY

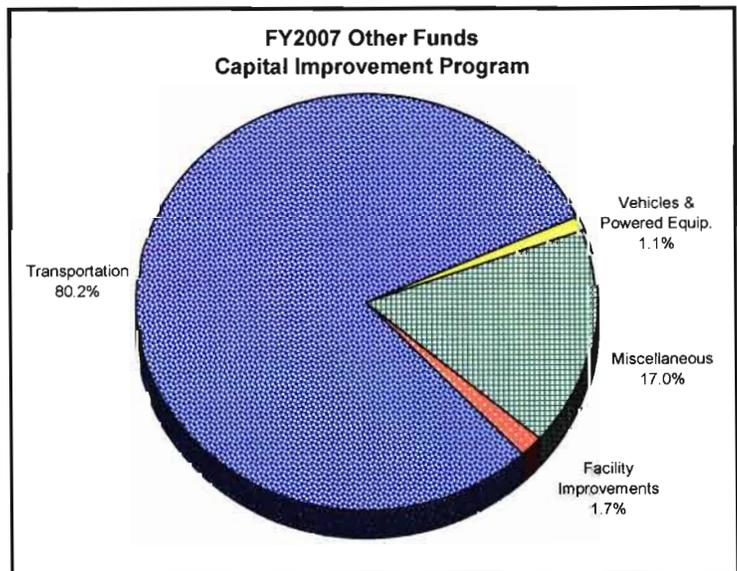
The vehicles and powered equipment category totaling \$1.4 million makes up 6.5% of the total BLW capital budget. The Electrical and Water and Sewer Departments budgeted for utility truck replacements such as utility service trucks, substation trucks, pickup trucks, a lineman truck with aerial device, and dump trucks. Service trucks for meter readers and a sedan for the Marketing Department round out the vehicle purchases. Powered equipment such as a backhoe, skid steer loader, directional boring machines and sewer push cameras are budgeted for utility operations.

Computer and technology projects totaling \$2 million make up 9.3% of the BLW Fund's capital expenditures. MIS projects account for most of this in which a new telephone system will be purchased for City and BLW operations plus a Microsoft server and storage consolidation project will be undertaken. Other BLW technology projects include a dispatch center upgrade consisting up voice/radio recording system, interactive voice response (IVR) replacement, a customized weather alert system, and an automatic vehicle locator (AVL) system.

Window replacement at the BLW drive-through customer service office is planned and a cable lift system will be purchased for the Warehouse. Miscellaneous items such as utility equipment, a GIS workstation upgrade and security improvements complete the BLW's capital budget.

OTHER FUNDS

Special Revenue Funds, Golf Course Fund, Capital Projects Funds, and Motor Transport Funds are referred to as the Other Funds in this section. The total amount of capital expenditures for these funds is budgeted at more than \$9.8 million. The largest amount of these funds will be spent on transportation projects (\$7.9 million) from SPLOST collections. 53.8% of the funding comes directly from SPLOST for city projects and 46.2% comes from Cobb County as reimbursement for additional projects within the city limits. Facility improvements costing about \$163,000 can be found at the Fleet Maintenance building for ventilation improvements, at the Golf Course for Club House renovations and a replacement roof, and at various parks throughout the city, one of them being Glover Park, which is at the center of the downtown Marietta Square district. A large passenger van will be purchased for the cemetery to transport large groups of workers to the city cemetery for mowing and grounds keeping. Miscellaneous Projects include \$1.68 million for the radio communications project to be purchased with SPLOST funds.



Details regarding Marietta's five-year capital improvement plan can be found on the next several pages followed by a summary listing for FY2007 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 FY07 budget will provide for the replacement and addition of 20 PCs and monitors and five printers as part of the citywide rotational replacement schedule. The Police department will receive five replacement laptops and Code Enforcement will receive two PC replacements. Funding is also provided for six laptops with docking stations for the Electrical Department. The Water Department will purchase two replacement laptops with docking stations and one PC. The Warehouse will receive Barcode Solution/Inventory Control software and the Dispatch Center will be upgraded to include a voice/radio recording system with dispatch and a customized weather alert system. Funding is provided for the replacement of the telephone system and for Microsoft server and storage consolidation. The FY07 budget will also provide funding for the installation of single-mode fiber that will provide the capability of transmitting voice and data over long distances.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
General Fund	12,565	21,500	28,000	34,000	18,500
BLW Fund	2,004,275	351,000	358,000	369,000	250,000
Total	2,016,840	372,500	386,000	403,000	268,500

Impact on FY2007 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. The consolidation of AS/400 servers will eliminate \$68,000 in maintenance costs. The installation of single-mode fiber will eliminate contract cost from American Fiber Systems of \$84,000 per year for that service.

Facility Improvements

Project

Building and Outdoor Improvements

Description

The budget provides funding for the resurfacing of eight tennis courts at Laurel and Lewis Parks and replacement of brickwork at Glover Park. At the golf course, improvements include roof replacement on the Clubhouse, a security camera system and alarm panel replacement. Funding is provided for a security system upgrade at the BLW Administration and Warehouse buildings, automatic door operators for the electrical and water docks at the Warehouse, festoon cable replacement for the Warehouse and window replacement at the BLW Drive-through. The budget also includes an air filter system for the welding and repair shop in the Motor Transport department.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
General Fund	20,000	20,000	20,000	20,000	20,000
Parks and Rec Fund	69,441	25,000	25,000	25,000	25,000
Golf Course Fund	15,500	0	0	0	0
BLW Fund	62,640	0	0	0	0
Motor Transport Fund	78,000	0	0	0	0
Total	245,581	20,000	20,000	20,000	20,000

Impact on FY2007 Operating Budget

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

CAPITAL IMPROVEMENT PROGRAM

Miscellaneous Capital Outlay

Item
Utility Equipment

Description

These items include the replacement of a vac-con hydro gun hose, three rescue saws, utility locate equipment and two sets of gas monitoring equipment for the Water department and rescue equipment for confined spaces, ground testing set, underground primary fault locator, relay test set, three cantilever racks and four crimping tools for the Electrical department.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	76,287	10,000	22,207	10,000	57,787

Impact on FY2007 Operating Budget

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

Item
Radio Communications

Description

Funding is provided for a county-wide 800 MHz communications system as well as a multi-channel radio console and VHF Repeater base station radios for Network Services

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
SPLOST Fund	1,679,968	314,994	0	0	0
BLW Fund	35,500	0	0	0	0
Total	1,715,468	314,994	0	0	0

Impact on FY2007 Operating Budget

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

Item
Miscellaneous Items

Description

Miscellaneous capital items include ten digital in-car cameras for the Police department; replacement projectors and equipment for the Fire conference rooms; radio for Homeland Security Lieutenant; projection system and digital signage for City Hall lobby; outdoor storage shed, concrete slab and video projector for the Electrical department; GIS workstation upgrade and security improvements for the Water department; and infrared test equipment for Marketing.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
General Fund	101,266	0	0	0	0
BLW Fund	143,539	0	0	0	0
Total	244,805	0	0	0	0

Impact on FY2007 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 such as rear loaders, street sweepers, bucket trucks, police cars, prisoner transport van, fire truck, utility trucks, pickup trucks, camera truck, dump trucks and municipal vehicles are replaced on a rotation schedule.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
General Fund	1,034,556	1,338,900	910,500	1,112,000	1,250,000
Cemetery Fund	23,000	0	0	26,500	0
BLW Fund	936,288	485,000	517,000	847,000	910,000
Total	1,993,844	1,823,900	1,427,500	1,985,500	2,160,000

Impact on FY2007 Operating Budget

Adherence to a rotation schedule for replacement of vehicles helps to stabilize repair and maintenance costs. Repair and maintenance costs for all city and utility vehicles are budgeted at \$1,317,000. Fuel costs for the additional vehicles are estimated at \$30,400.

Item

Powered Equipment

Description

Powered equipment purchases include a grasshopper mower for Parks, Recreation & Facilities; aerial platform overhauls for Public Works; rotary mower, greens roller, equipment lift and triplex greens mower for the City Club golf course; two major rebuilds of aerial devices, three trailers, power stocker lift and backhoe for the Electrical department; two sewer push cameras, directional boring machine, skid steer loader, sewer jet machine and three dirt tamps for the Water department; and refurbishment of the heavy truck lift and replacement of the truck/car lift for Motor Transport.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
General Fund	58,600	34,200	24,900	31,000	55,500
Golf Course Fund	63,500	56,500	68,000	83,000	54,000
BLW Fund	477,700	285,000	292,000	320,000	498,000
Motor Transport Fund	25,500	15,000	19,600	11,000	28,500
Total	625,300	390,700	404,500	445,000	636,000

Impact on FY2007 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 \$113,200 is budgeted in FY07 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 FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000
Impact on FY2007 Operating Budget There is no foreseeable impact on the operating budget for the current year.					

Project Security Lighting					
Description This project provides for the construction and installation of new security lighting requested by customers.					
Funding					
	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	120,000	120,000	120,000	120,000	120,000
Impact on FY2007 Operating Budget Purchased power costs of \$482,000 for these additional lights were added to the expenditure budget.					

Project Underground Cable Replacement Program					
Description This project replaces underground cable that is over 25 years old.					
Funding					
	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	500,000	700,000	700,000	700,000	700,000
Impact on FY2007 Operating Budget There is no foreseeable impact on the operating budget for the current year.					

CAPITAL IMPROVEMENT PROGRAM

Utility Projects

Project

Water and Sewer Main Replacement and Rehabilitation

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 and poor water quality. Additionally, fire protection is improved by providing increased flow and by placing hydrants in areas that presently do not have them. This project also provides for the replacement of deteriorated or overloaded sections of sewer lines that are in danger of collapsing due to age and condition. In FY07 an additional \$200,000 has been budgeted in this project to offset the cost of projected main replacements as the result of redevelopment efforts in areas served by older water and sewer mains.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	1,450,000	1,450,000	1,450,000	1,350,000	1,350,000

Impact on FY2007 Operating Budget

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

Project

Water Valve and Manhole Cover Adjustment and Maintenance Project

Description

This project allows for the raising and adjustment of water valve and manhole covers that have been paved over during road improvement projects. This project also includes exercising and collecting inventory data for approximately 5,000 water valves in order to identify closed or partially closed valves in need of repairs.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	100,000	100,000	100,000	100,000	100,000

Impact on FY2007 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 large, medium and small meters and backflow devices as well as fire service detector checks. In FY07 \$230,391 is budgeted for materials and \$133,083 for contractual labor.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	363,474	381,650	400,730	420,766	441,804

Impact on FY2007 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.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Impact on FY2007 Operating Budget

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

Project

New Substation and Feeders

Description

The construction of additional substations and feeders is necessary to support the City's redevelopment efforts. The new substation will include eight feeder bays and associated equipment and will require the installation of two new feeders. Funds are also budgeted for an additional feeder to be installed from substation #8.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	3,020,000	0	0	0	0

Impact on FY2007 Operating Budget

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

Project

Underground Facilities and Equipment

Description

This project supports the City's redevelopment efforts and the upgrade and conversion of Roswell Street from overhead to underground facilities. Funds are also budgeted for underground facilities and equipment in order to redevelop Wynhaven Apartments, Johnny Walker Homes, Manget Street and Clay Homes and will provide service to mixed-use development as well as townhomes and condominiums.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	4,880,000	0	0	0	0

Impact on FY2007 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, Relay Test, SCADA System Upgrades and Expansion, System Protection, Ratio/Resistance Test, Capacitor Program, Substation Construction and Replacement and City Street Lighting. Miscellaneous Water and Sewer projects include Sewer Easement Clearing, Inflow/Infiltration Source Detection, Water Meter Replacement Program, Sanitary Sewer System Model and Flow Metering and Water Valve Replacement Program. Miscellaneous Customer Care projects include the Replacement of Hand-Held Computers for Metering, Remote Disconnect of Electric Service and Retrofitting Water Meters with AMR technology.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	2,786,030	2,110,457	1,689,692	1,714,872	1,880,867

Impact on FY2007 Operating Budget

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

Project

Miscellaneous Road Projects

Description

These projects allows for the relocation, construction and installation of all electrical distribution lines as well as water and sewer facilities and lines that the state, county and city require as the result of road widening projects.

Funding

	Adopted FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
BLW Fund	2,700,000	1,200,000	1,200,000	1,200,000	1,200,000

Impact on FY2007 Operating Budget

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

CAPITAL IMPROVEMENT PROGRAM

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 FY07	Projected FY08	Projected FY09	Projected FY10	Projected FY11
SPLOST Fund	7,907,466	7,252,273	7,252,273	7,252,273	7,252,273

Impact on FY2007 Operating Budget

Approximately \$750,000 has been added to the Utility Projects budget for anticipated electrical and water/sewer utility locates for projects under the SPLOST program.

FY2007 CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Technology	Facility Improvements	Misc. Projects	Vehicles & Powered Equip.	Utility Projects	Transportation Projects	Total
General Fund							
General Administration: City Manager			20,566				20,566
Development Services: Planning & Zoning	2,100			20,393			22,493
Public Works: Sanitation				135,000			135,000
Streets				76,450			76,450
Public Works Total	0	0	0	211,450	0	0	211,450
Parks, Recreation & Facilities: Laurel Park		20,000					20,000
Buildings Maintenance	1,050			17,500			18,550
Parks & Grounds Maintenance				33,600			33,600
Parks, Recreation & Facilities Total	1,050	20,000	0	51,100	0	0	72,150
Police: Support Services			58,000				58,000
Uniform Patrol Services	9,415			299,640			309,055
Investigative Services				60,573			60,573
Police Total	9,415	0	58,000	360,213	0	0	427,628
Fire: Suppression				450,000			450,000
Training			22,700				22,700
Fire Total	0	0	22,700	450,000	0	0	472,700
General Fund Total	12,565	20,000	101,266	1,093,156	0	0	1,226,987
Cemetery Fund				23,000			23,000
Parks & Recreation Fund		69,441					69,441

FY2007 CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Technology	Facility Improvements	Misc. Projects	Vehicles & Powered Equip.	Utility Projects	Transportation Projects	Total
SPLOST Fund			1,679,968			7,907,466	9,587,434
Golf Course Fund							
Maintenance		15,500		63,500			79,000
BLW Fund							
Utility Marketing			2,500	20,393			22,893
MIS	1,581,650		35,500				1,617,150
Customer Care:							
Administration				20,393			20,393
Customer Service		25,000		20,393			45,393
Meters and Service				90,565	113,500		204,065
Customer Care Total	0	25,000	0	131,351	113,500	0	269,851
Electrical:							
Administration	2,000		13,600				15,600
Engineering	388,050			21,500	11,050,000		11,459,550
Warehouse	17,000	37,640	67,926	38,300			160,866
Distribution	3,100		28,800	322,900			354,800
Operations & Maintenance	2,000			82,432	297,800		382,232
Electrical Total	412,150	37,640	110,326	465,132	11,347,800	0	12,373,048
Water & Sewer:							
Administration	9,000		58,000				67,000
Engineering	1,475		25,000	17,112			43,587
Meter Maintenance					1,328,204		1,328,204
Water			11,000	240,000	2,400,000		2,651,000
Wastewater Collection			13,000	540,000	2,730,000		3,283,000
Water & Sewer Total	10,475	0	107,000	797,112	6,458,204	0	7,372,791
BLW Fund Total	2,004,275	62,640	255,326	1,413,988	17,919,504	0	21,655,733
Motor Transport Fund:							
Fleet Maintenance		78,000		25,500			103,500
Grand Total	2,016,840	245,581	2,036,560	2,619,144	17,919,504	7,907,466	32,745,095

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APPENDIX



PERSONNEL POSITION SUMMARY

<u>FUND</u>	<u>Budget FY05</u>	<u>Budget FY06</u>	<u>Budget FY07</u>
General			
General Administration	10	10	10
Municipal Court	17	17	18
Finance	27	28	28
Personnel and Risk Management	8	9	9
Development Services	16	16	18
Redevelopment	2	2	2
Public Works	103	104	104
Parks, Recreation and Facilities	33	33	34
Police	167	168	169
Fire	135	135	135
Elected/Appointed Officials	36	36	36
Total General Fund	554	558	563
Special Revenue			
Cemetery	2	2	2
Housing Assistance	8	9	9
CDBG	2	2	2
Gone with the Wind	1	1	1
Total Special Revenue	13	14	14
BLW			
General Administration	3	2	2
Electric	86	85	87
Water & Sewer	40	40	41
Customer Care	46	44	44
Business & Econ. Analysis	5	5	5
Utility Marketing	2	4	4
MIS	20	21	21
Appointed Officials*	5	5	5
Total BLW Fund	207	206	209
Internal Services			
Motor Transport	14	14	14
Total Internal Services	14	14	14
GRAND TOTAL	788	792	800

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	750
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	136
Recreation:	
Parks	19
Golf Courses	1
Recreation Centers	2
Tennis Courts	27
Parks / Recreation Center Acreage	287.5
Education:	
Elementary Schools	7
Middle Schools	2
High Schools	1
Special Entities	4

Year	DEMOGRAPHICS				CONSTRUCTION ACTIVITY	
	Population	Area (Sq. Miles)	School Enrollment	Unemployment Rate	Permits Issued	Estimated Valuation
2000	51,546	22.47	7,325	3.3%	1,044	123,851,000
2001	58,748	22.43	7,460	3.9%	1,079	184,807,449
2002	60,208	22.43	7,524	4.4%	1,003	101,753,458
2003	61,308	22.43	7,552	5.4%	1,006	121,630,748
2004	61,669	22.64	7,316	5.4%	1,269	152,214,913
2005	62,399	22.91	7,558	4.9%	1,430	221,039,826

Year	UTILITY CUSTOMERS			ASSESSED VALUE OF TAXABLE PROPERTY		
	Electric	Water	Sewer	Real (Taxable)	Personal (Taxable)	Total (Taxable)
2001	44,691	17,665	16,783	1,504,788,355	371,065,531	1,875,853,886
2002	44,467	18,194	16,584	1,806,660,508	371,572,706	2,178,233,214
2003	44,915	18,325	16,741	1,835,195,817	362,342,659	2,197,538,476
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

Fiscal Year	MILLAGE RATES				DEBT SERVICE		
	General Fund	Cemetery Maintenance	Debt Service	Total	Principal	Interest	Total
2000	2.070	0.080	2.110	4.260	1,875,000	2,182,470	4,057,470
2001	2.070	0.080	2.100	4.250	3,205,000	4,271,825	7,476,825
2002	2.038	0.079	2.066	4.183	3,185,000	4,110,785	7,295,785
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

ORDINANCE NO: 6929

AN ORDINANCE

ADOPTING an Annual Budget for the fiscal year beginning July 1, 2006 and ending June 30, 2007 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 2007 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 2007 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, 2007 are hereby adopted as shown on the following pages:

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
<i>General Fund</i>		
Operating Revenue and Other Sources	\$47,873,065	
City Council		\$234,802
City Clerk		206,429
Municipal Court		1,055,976
Mayor		90,254
City Manager		692,704
Finance		1,806,291
City Attorney		500,000
Personnel and Risk Management		826,681
Civil Service Board		7,325
Development Services		1,662,463
Public Works		7,485,461
Parks, Rec and Facilities		2,849,804
Police		12,823,562
Fire		11,047,164
Non-Departmental		6,584,149
Total General Fund	\$47,873,065	\$47,873,065
<i>TAD CCSR Fund</i>		
Operating Revenue	\$362,146	
Expenditures		\$362,146
<i>TAD Franklin/Gateway Fund</i>		
Operating Revenue	\$1,042	
Reserve Increase		\$1,042
<i>Cemetery Maintenance Fund</i>		
Operating Revenue	\$365,351	
Expenditures		\$365,351
<i>Housing Assistance Program Fund</i>		
Operating Revenue	\$6,744,048	
Expenditures		\$6,744,048
<i>Community Development Grant Fund</i>		
Operating Revenue	\$171,704	
Expenditures		\$171,704
<i>Grant Fund</i>		
Reimbursement Revenue	\$107,500	
Expenditures		\$107,500
<i>Asset Forfeiture Fund</i>		
Operating Revenue	\$260,000	
Expenditures		\$260,000
<i>Gone with the Wind Movie Museum Fund</i>		
Operating Revenue and Other Sources	\$176,450	
Expenditures		\$176,450

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
<i>Aurora Fire Museum Fund</i>		
Operating Revenue and Other Sources	\$7,000	
Expenditures		\$7,000
<i>Parks and Recreation Fund</i>		
Use of Reserve	\$69,441	
Expenditures		\$69,441
<i>SPLOST Fund</i>		
Operating Revenue	\$9,587,434	
Expenditures		\$9,587,434
<i>Golf Course Fund</i>		
Operating Revenue and Other Sources	\$2,356,677	
Expenditures		\$1,521,677
Debt Service		835,000
Total Golf Course Fund	\$2,356,677	\$2,356,677
<i>Conference Center Fund</i>		
Operating Revenue and Other Sources	\$2,325,000	
Expenditures		\$1,894,871
Reserve Increase		430,129
Total Conference Center Fund	\$2,325,000	\$2,325,000
<i>Debt Service Fund</i>		
Operating Revenue	\$4,259,051	
Bond Proceeds	3,670,180	
Debt Service		\$7,755,321
Reserve Increase		173,910
Total Debt Service Fund	\$7,929,231	\$7,929,231
<i>BLW Fund</i>		
Operating Revenue and Other Sources	\$124,263,683	
Use of Reserves	18,127,249	
BLW Board		\$40,500
General Manager		284,945
Utility Marketing		814,796
MIS, GIS and Network Services		4,716,410
Purchasing (Telephones)		519,558
Board Attorney		50,000
Customer Care		3,712,791
Business and Economic Analysis		596,361
Electrical		90,565,149
Water and Sewer		24,892,198
Non-Departmental		16,198,224
Total BLW Fund	\$142,390,932	\$142,390,932

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
<i>Motor Transport Fund</i>		
Charges For Service and Other Sources	\$2,815,579	
Expenditures		\$2,815,579
<i>Self Insurance Funds</i>		
Charges For Service and Other Sources	\$9,800,458	
Expenditures		\$9,672,781
Reserve Increase		127,677
Total Self Insurance Funds	\$9,800,458	\$9,800,458
<i>General Pension Fund</i>		
Charges For Service and Other Sources	\$7,619,401	
Expenditures		\$6,955,778
Reserve Increase		663,623
Total General Pension Fund	\$7,619,401	\$7,619,401
 Total All City Funds	 <u>\$240,962,459</u>	 <u>\$240,962,459</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.

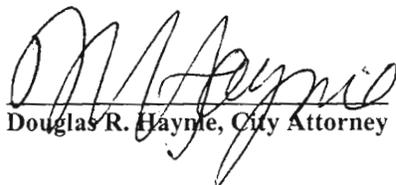
Section 8: The millage determined by this ordinance is premised upon approximately 6% growth in the assessed value of the 2005 property tax digest. In the event the digest change is greater or less than these amounts, the Council will review the millage at the next regularly scheduled City Council meeting after certification of the final assessment (tax digest) to the City by the Cobb County Tax office.

DATE: June 14, 2006

APPROVED: 
William B. Dunaway, Mayor

ATTEST: 
Sheila R. Hill, City Clerk

APPROVED AS TO FORM:


Douglas R. Haynie, City Attorney

ORDINANCE NO: 6944**AN ORDINANCE**

ADOPTING the final Ad Valorem tax levies for Fiscal Year 2007 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 has adopted a final budget for Fiscal Year 2007; 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 2007 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: The millage determined by this ordinance is premised upon 7.15% growth in the real estate net assessed value; 1.73% decline in the personal property net assessed value; and 2.31% decline in the motor vehicles net assessed value from the 2005 property tax digest plus a 5.54% increase in homestead exemptions and 53.77% increase in floating homestead exemptions.

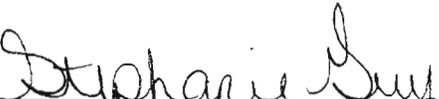
Section 4: It is hereby declared to be the intention of this Ordinance that its sections, paragraphs, sentences, clauses and phrases are severable, and if any section, paragraph, sentence, clause or phrase of this Ordinance is declared to be unconstitutional or invalid, it shall not affect any of the remaining sections, paragraphs, sentences, clauses or phrases of this Ordinance.

Section 5: All Ordinances or parts of Ordinances in conflict with this Ordinance are hereby repealed.

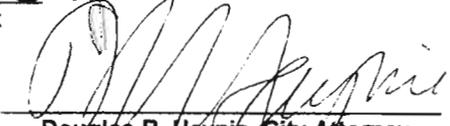
Section 6: This Ordinance shall become effective upon the signature or without the signature of the Mayor, subject to Georgia laws 1983, page 4119.

DATE: July 26, 2006APPROVED: 

William B. Dunaway, Mayor

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 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 and an estimated useful life of two years 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 enterprise 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 one fund type: Pension 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.

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 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 Movie Museum Fund: A Governmental Fund which accounts for the donations and operation of the museum "Scarlett On the Square" located in Downtown Marietta showcasing artifacts and memorabilia related to the famous novel and movie.

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.

GLOSSARY OF TERMS

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.

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.

GLOSSARY OF TERMS

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.

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.

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.

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 in 1998 for the construction of a new high school, elementary school, and renovations of current city schools. School Refunding Bonds were issued in 2002 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.

GLOSSARY OF TERMS

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 county-wide 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.

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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