FISCAL YEAR 2008 BUDGET

FISCAL YEAR 2008 BUDGET

CITY OF MARIETTA, GEORGIA

JULY 2007 – JUNE 2008

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, 2006

President

Executive Director

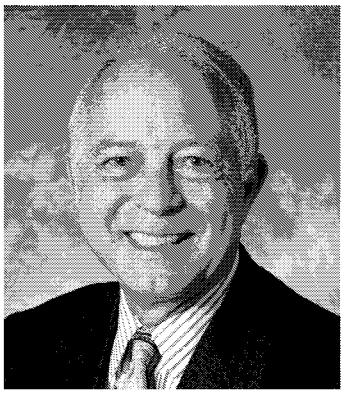
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Marietta, Georgia, for its annual budget for the fiscal year beginning July 1, 2006.

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

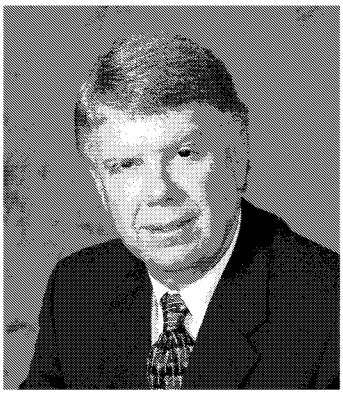
The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting this book to GFOA to determine its eligibility for another award.

MAYOR AND CITY COUNCIL

Annette Paige Lewis
Councilmember, Ward 1

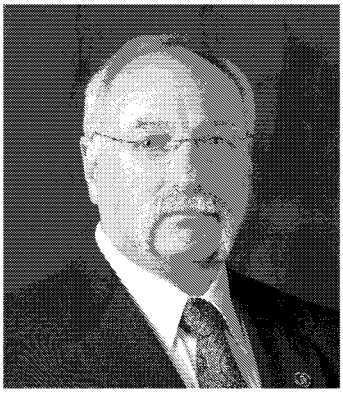


William B. Dunaway
Mayor



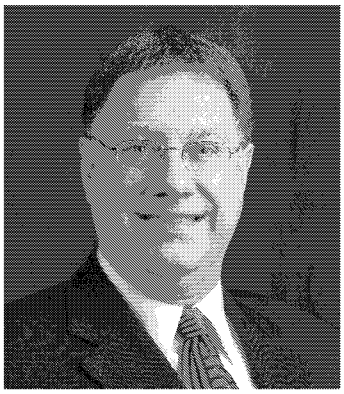
Griffin Chalfant
Councilmember, Ward 2

Holly Marie Walquist
Councilmember, Ward 3

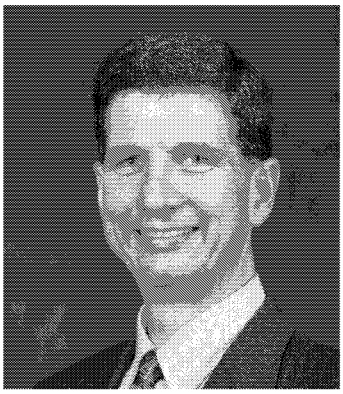


Irvan Alan Pearlberg (Van)
Councilmember, Ward 4

Rev. Anthony Coleman
Councilmember, Ward 5

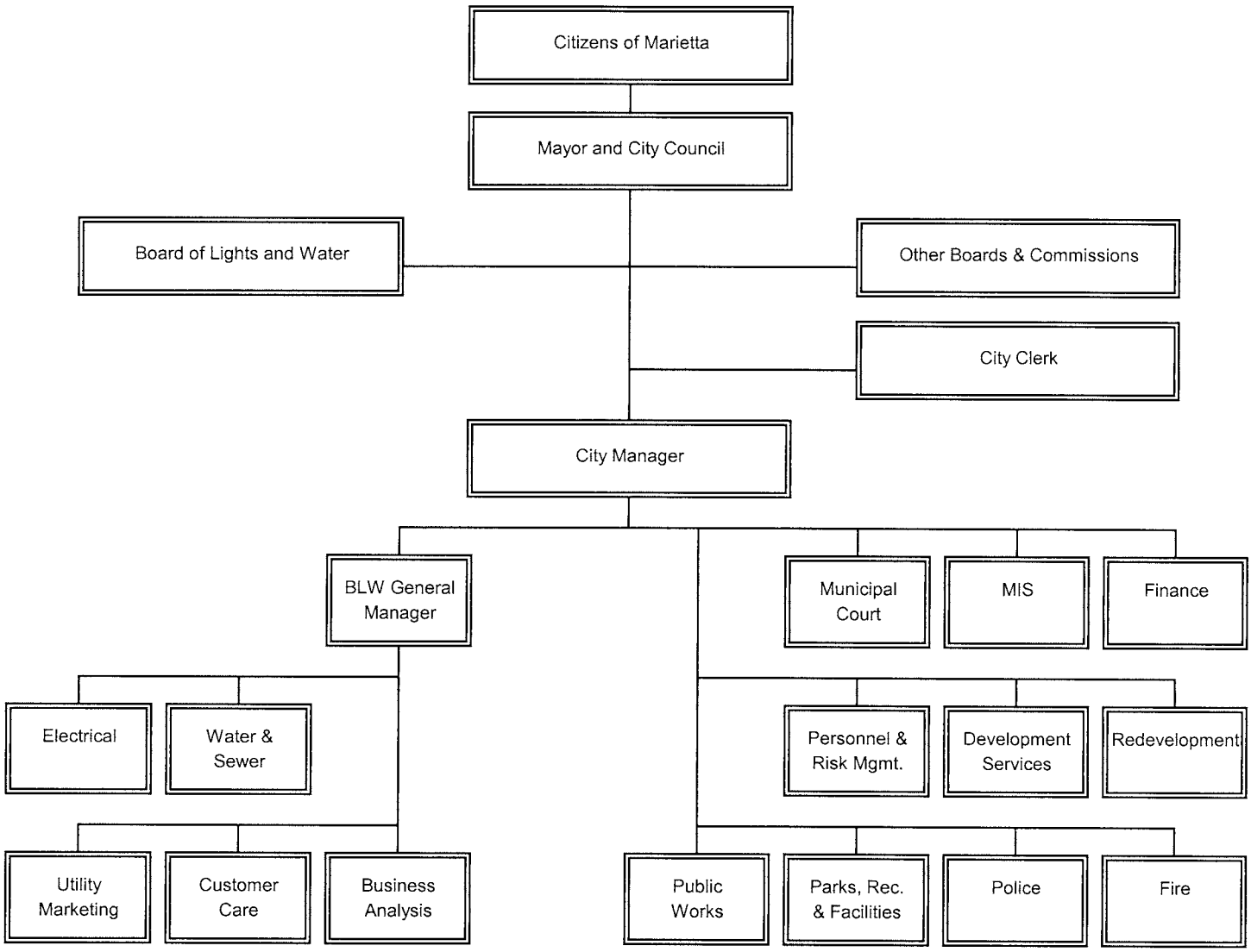


James King
Councilmember, Ward 6



Philip M. Goldstein
Councilmember, Ward 7

CITY OF MARIETTA ORGANIZATION CHART



OFFICIALS

Mayor and City Council

William B. Dunaway
Mayor

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

Board of Lights and Water

William B. Dunaway, Mayor
Chairperson

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

City / BLW Administration

William F. Bruton, Jr.
City Manager

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

The State of Georgia

&

City of Marietta Location Map

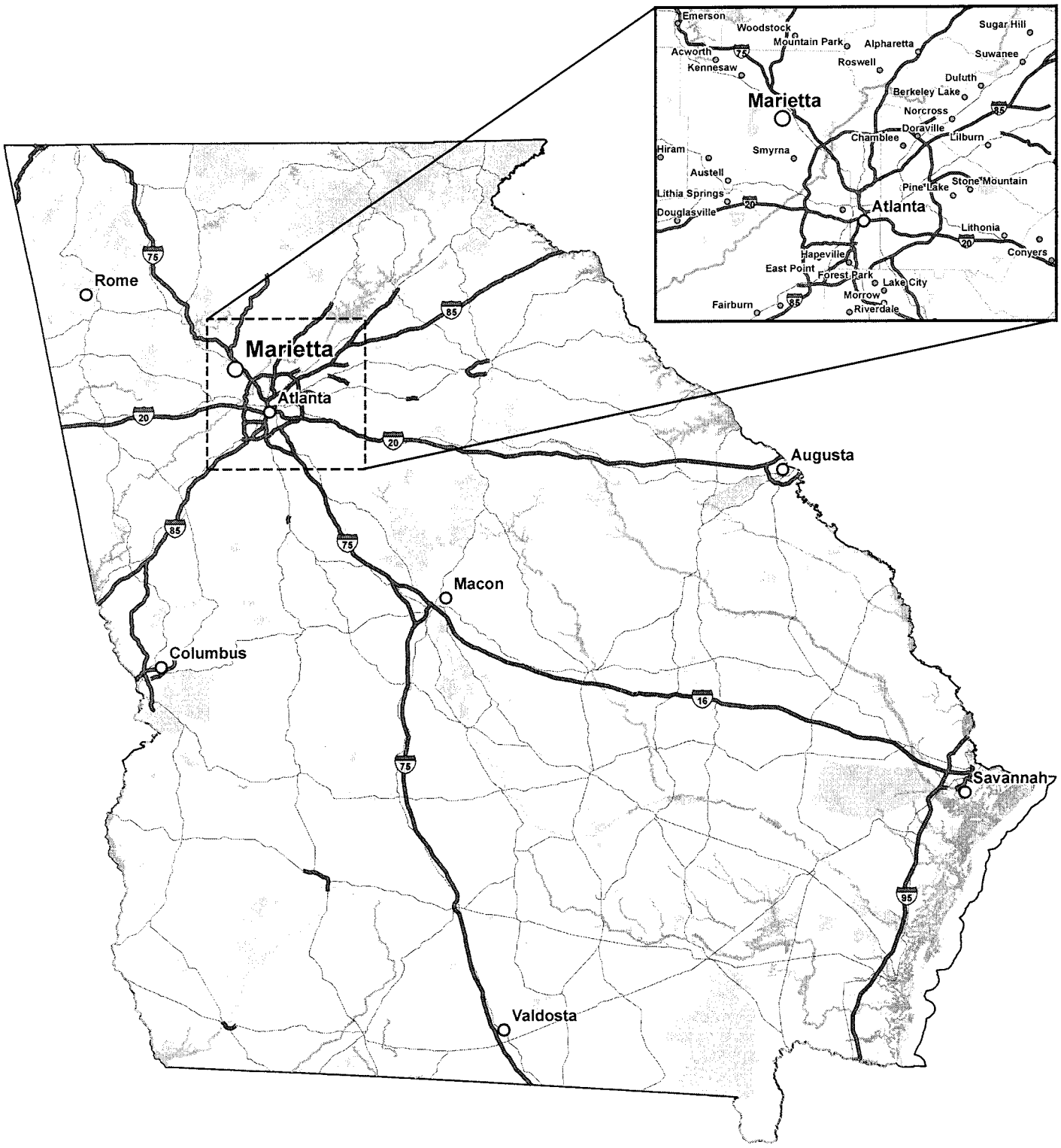


TABLE OF CONTENTS

INTRODUCTION
Budget Message 1
Introduction:
About the Budget Book 11
Budget Process 11
Amending the Budget 12
Basis of Presentation 13
Basis of Budgeting 14
Budget Calendar 15
City of Marietta Overview: 16
Historic Development 16
Physical Characteristics 17
About Marietta 18
All-America City Award 20
Vision Statement and Statement of Goals 22
Mission Statement 26
Comprehensive Plan, 2006-2030 Policies 27
Financial Policies 40

FINANCIAL SUMMARY
Sources and Uses of Funds 43
Revenue Analysis:
Charges for Services 50
Taxes 50
Licenses and Permits 51
Fines and Forfeits 51
Intergovernmental 52
Other Financing Sources 52
Bond Proceeds 53
Investment Income 53
Revenue and Expenditures Graph 54
Combined Statement of Revenue, Expenditures and Changes in Fund Balance 55
Fund Balance Summary 58
Revenue Summary Narrative 59
Expenditure Summary Narrative 63
Five-Year Financial Plan 66

GOVERNMENTAL FUNDS
General Fund 75
General Fund Summarized Operating Budget 76
City General Administration 79
Organization Chart 80
Department Expenditure History Graph 80
Mission Statement and Goals & Actions 81
Performance Measurements and Goals Accomplished 82
Expenditure Summary and Personnel Detail:
Mayor 83
City Council 83
City Manager 83
Weed and Seed Program 83
City Clerk 84
City Attorney 84
Civil Service Board 84
Municipal Court 85
Organization Chart 86
Department Expenditure History Graph 86

TABLE OF CONTENTS

Mission Statement and Goals & Actions 87
Performance Measurements and Goals Accomplished 88
Expenditure Summary and Personnel Detail 89
Finance 91
Organization Chart 92
Department Expenditure History Graph 92
Mission Statement and Goals & Actions 93
Performance Measurements and Goals Accomplished 94
Expenditure Summary:
Finance Administration 95
Accounting 95
Budget 95
Tax 96
Business License 96
Purchasing 96
Personnel Detail 97
Personnel and Risk Management 99
Organization Chart 100
Department Expenditure History Graph 100
Mission Statement and Goals & Actions 101
Performance Measurements and Goals Accomplished 102
Expenditure Summary and Personnel Detail 103
Development Services 105
Organization Chart 106
Department Expenditure History Graph 106
Mission Statement and Goals & Actions 107
Performance Measurements and Goals Accomplished 108
Expenditure Summary:
Planning and Zoning 109
Economic Development 109
Boards and Commissions 109
Personnel Detail 110
Redevelopment (MRC) 111
Organization Chart 112
Department Expenditure History Graph 112
Mission Statement and Goals & Actions 113
Performance Measurements and Goals Accomplished 114
Expenditure Summary and Personnel Detail 115
Public Works 117
Organization Chart 118
Department Expenditure History Graph 118
Mission Statement and Goals & Actions 119
Performance Measurements and Goals Accomplished 120
Expenditure Summary and Personnel Detail:
Administration and Engineering 121
Building Inspections and Code Enforcement 121
Sanitation 121
Streets and Traffic Administration 122
Streets 122
Traffic 122
Code Appeals Board 122
Personnel Detail 123
Parks, Recreation and Facilities 125
Organization Chart 126
Department Expenditure History Graph 126
Mission Statement and Goals & Actions 127

TABLE OF CONTENTS

Performance Measurements and Goals Accomplished 128
Expenditure Summary:
Administration 129
Programs and Events 129
Recreation Centers and Athletics 129
Buildings Maintenance 130
Grounds Maintenance 130
Keep Marietta Beautiful 130
Personnel Detail 131
Police 133
Organization Chart 134
Department Expenditure History Graph 134
Mission Statement and Goals & Actions 135
Performance Measurements and Goals Accomplished 136
Expenditure Summary:
Support Services 137
Uniform Patrol Services 137
Investigative Services 137
Personnel Detail 138
Fire 139
Organization Chart 140
Department Expenditure History Graph 140
Mission Statement and Goals & Actions 141
Performance Measurements and Goals Accomplished 142
Expenditure Summary:
Administration 143
Rescue 143
Suppression and Emergency Services 143
Prevention 144
Training 144
Apparatus 144
Personnel Detail 145
City Non-departmental 147
Department Expenditure History Graph 148
Expenditure Summary 148
Special Revenue Funds, Debt Service Fund and Capital Projects Funds 149
Department Expenditure History Graphs, Expenditure Summary, and Personnel Detail:
Tax Allocation District (TAD) Fund 151
Cemetery Fund 152
Housing and Urban Development (HUD) Fund 154
Community Development Block Grant (CDBG) Fund 156
Gone With The Wind Museum Fund 158
Aurora Fire Museum Fund 160
Grants Funds 161
Asset Forfeiture Fund 162
Parks, Greenspace and Tree Funds 163
Hotel / Motel Tax Fund 164
Auto Rental Excise Tax Fund 165
Debt Service Fund 166
SPLOST Fund 168

PROPRIETARY FUNDS
Board of Lights and Water (BLW) Fund 169
Board of Lights and Water (BLW) Summarized Operating Budget 170
Board of Lights and Water (BLW) General Administration 173
Organization Chart 174

TABLE OF CONTENTS

Department Expenditure History Graph 174
Mission Statement and Goals & Actions 175
Performance Measurements and Goals Accomplished 176
Expenditure Summary:
BLW General Manager's Office 177
BLW Board 177
Board Attorney 177
Personnel Detail 177
Electrical 179
Organization Chart 180
Department Expenditure History Graph 180
Mission Statement and Goals & Actions 181
Performance Measurements and Goals Accomplished 182
Expenditure Summary:
Administration 183
Engineering 183
Warehouse 183
Distribution 183
Operations and Maintenance 184
Cost of Goods Sold 184
Personnel Detail 185
Water and Sewer 187
Organization Chart 188
Department Expenditure History Graph 188
Mission Statement and Goals & Actions 189
Performance Measurements and Goals Accomplished 190
Expenditure Summary:
Administration 191
Engineering 191
Pump Station Maintenance 191
Meter Maintenance 192
Water Distribution 192
Waste Water Collection 192
Cost of Goods Sold 192
Personnel Detail 193
Utility Marketing 195
Organization Chart 196
Department Expenditure History Graph 196
Mission Statement and Goals & Actions 197
Performance Measurements and Goals Accomplished 198
Expenditure Summary and Personnel Detail 199
Customer Care 201
Organization Chart 202
Department Expenditure History Graph 202
Mission Statement and Goals & Actions 203
Performance Measurements and Goals Accomplished 204
Expenditure Summary:
Administration 205
Customer Service 205
Meters and Service 205
Mail and Copy Center 205
Personnel Detail 206
Business Analysis 207
Organization Chart 208
Department Expenditure History Graph 208
Mission Statement and Goals & Actions 209

TABLE OF CONTENTS

Performance Measurements and Goals Accomplished 210
Expenditure Summary and Personnel Detail 211
Management Information Systems 213
Organization Chart 214
Department Expenditure History Graph 214
Mission Statement and Goals & Actions 215
Performance Measurements and Goals Accomplished 216
Expenditure Summary:
Management Information Systems (MIS) 217
Geographic Information System (GIS) 217
Network Services 217
Personnel Detail 217
BLW Non-departmental 219
Department Expenditure History Graph 220
Expenditure Summary 220
Enterprise Funds and Internal Service Funds 221
Department Expenditure History Graphs, Expenditure Summary, and Personnel Detail:
Golf Course Fund 222
Club House and General Office 223
Golf Operations 223
Golf Course Maintenance 223
Food and Beverage 223
Debt Service 224
Non-departmental 224
Conference Center Fund 225
Motor Transport Fund 226
Health Insurance Fund 228
Workers Compensation Fund 229
Property and Casualty Fund 230

FIDUCIARY FUNDS
Pension Trust Fund 231
Department Expenditure History Graph:
General Pension Fund 232

CAPITAL IMPROVEMENTS
Capital Summary 233
Capital Improvement Program Detail:
Computer & Technology 236
Facility Improvements 237
Miscellaneous Capital Outlay 237
Vehicles and Powered Equipment 239
Utility Projects 240
Transportation Projects 244
Capital Summary by Department 246

APPENDIX
Personnel Position Summary 249
Statistical Information 250
Budget Ordinance 251
Tax Millage Rate Ordinance 255
Glossary of Terms 256
Index 262

INTRODUCTION

CITY MANAGER'S OFFICE
205 Lawrence St NE
P. O. Box 609
Marietta, GA 30061-0609
(770) 794-5504
Fax (770) 794-5505

Office of the City Manager
Budget Message
Fiscal Year 2008

July 1, 2007

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 2008, which begins July 1, 2007 and ends June 30, 2008. As the City's financial and spending plan for the new fiscal year, the adoption of the budget is one of the most important actions taken by the City Council each year. It authorizes resources and establishes a direction for our programs and services of the city government for the coming year in accordance with the City's Vision Statement, Strategic Plan and Comprehensive Plan.

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

The City has previously benefited from the impressive growth that our region has experienced for over two decades. Marietta has grown from a population of 30,829 in 1980 to an estimated 61,986 residents in 2006, and housing units have grown from 13,768 to approximately 24,422. Additionally, the employment sector has grown from a work force of 15,987 in 1980 to about 37,837 employed persons in 2007. This growth in past years has been riding on factors such as full employment, good schools, low taxes, business and industrial expansion, 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. The national housing market has slowed over the last six months, but we are hopeful that our unique developments and unified marketing will sustain our local market.

The test of government is the ability to insure long-term operating functions without a disruptive impact upon those we serve. A city must maintain an expenditure rate that does not exceed its revenue growth, while allowing itself the flexibility to respond to changing conditions. To this end, it is

important that the City Council and staff continue our efforts to follow a course that insures long-term as well as short-term stability.

BUDGET FORMAT

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

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

Combined, these elements define what the City of Marietta has done, what it plans to do, and how it will accomplish these objectives. The FY2008 Budget is a plan that links developed organizational goals and objectives with the financial resources necessary to fund them. The allocation of money and personnel becomes increasingly important as more demands are placed on limited resources.

BUDGET GOALS FOR FY2008

The FY2008 budget is based on the following goals incorporated into an overall strategy for minimizing the cost of local government:

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

FY2007 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 Marietta Redevelopment Corporation (MRC) is playing an important role in the redevelopment of our community. The MRC established the Marietta Fund for Neighborhood and Community Revitalization, initially capitalized by a private $6 million line of credit and a $2.1 million equity contribution from the Marietta City Council to undertake property assembly, disposition and redevelopment activities.

Redevelopment projects underway include residential, commercial and mixed-use developments. Meeting Park is an 11-acre development in the downtown that will include retail and office space, condominiums, town homes, and single-family homes for a total of 298 new households. Marietta Walk is a new mixed-use community currently underway on the former Johnny Walker site along Powder Springs Street. This development will include 121 new households as well as office and retail space. Marietta Mill Lofts, which consists of residential and office condominiums, is located in the downtown area overlooking Atlanta Street. Emerson Overlook is a mixed-use project in the downtown which will contain retail and office space as well as 37 residential condominiums. Manget at Historic Marietta is a residential community that will consist of 265 residential units including condominium flats, town homes, and single-family homes. The Village at Frasier Park is a residential town home community transformed from duplex units. Hunter Walk is a single-family infill project that provides finished homes or build-to-suit homes near the downtown transforming distressed areas into desirable areas for homebuyers. The developers of these communities have worked closely with the City Council and department staff members to incorporate green space, trees and landscaping, and recreational areas to provide an environment in which to live, work and play.

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

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

The Office of Economic Development provided assistance for two companies who chose to locate in the City. W.W. Grainger, an electrical supply company constructed a 27,000 sq. ft. building on a two-acre site near South Marietta Parkway and Fairground Street. EPI, a nationally recognized printing company, consolidated their corporate offices and production operations into a 266,000 sq. ft. Class A office and industrial building. When EPI completes their move, approximately 300 people will be employed at this location. The office and industrial occupancy rate remains strong in Marietta. West Oak Industrial Park continues to be a premier location for industrial manufacturing companies who want to expand or relocate to Marietta.

Marietta's commitment to upgrading and replacing the water and sewer systems has been evident in projects completed in 2007 including the Whitlock Avenue 20-inch Water Main Replacement, the Noses Creek Basin Sewer Line Replacement, and the Sope Basin at Rigby Sewer Line Replacement Projects. In addition there are now over 6,000 feet of large water main replacements, 1,600 feet of water distribution line replacements, and 2,900 feet of sewer line replacements presently in design. System reliability and infrastructure improvements will continue to be realized due to the ability to achieve departmental goals set for critical areas of operation.

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

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

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

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

Major technology enhancements and solutions have been deployed during the past year to our IT infrastructure. We took on responsibility for the non-emergency radio system, which will save the city $1.4 million over the next ten years. In the process we brought automatic vehicle location (AVL) capabilities to 130 vehicles. We completely replaced the data communications network, including the indoor wireless network and installed security around the devices. In conjunction with this project, we installed an all-new VoIP telephone system and replaced telephones on every desktop. This conversion will also save the City hundreds of thousands of dollars.

Park improvements can be found at Lewis Park where new tennis court lights have been installed. Also at Lewis Park, the City created an off-leash dog play area, which includes a doggie bag station and disposal facilities, and increased signage. We created a separate entrance from the ball field, and retained a large designated area for a people-only playing field. At Glover Park in Marietta Square, the first year of a three-phase project got underway to replace the brickwork at the fountain and the surrounding pavers to maintain a safe surface and keep it as a showplace for Marietta. At Wildwood Park, considerable clearing and restorative work was accomplished with an emphasis on preserving its natural resources while rendering it safe and family-friendly. A process to create a parks master plan was started with completion expected in the next nine months.

The Franklin Road Weed and Seed Program got underway this year. This is a federally-funded grant program that assists local governments to reduce crime and revitalize neighborhoods. The City hired a Site Coordinator to oversee the program that will unite its residents with law enforcement organizations, civic organizations, and community leaders to improve the safety and security of the neighborhood and quality of life for citizens and businesses. In conjunction with this program, the Marietta Police Department conducted one of its largest safety checkpoints on Franklin Road in March as part of the City's overall plan to improve the area. In a six-hour operation, there were 73 physical arrests, four weapons recovered, one stolen vehicle located and recovered, and 184 citations written.

FY2008 MAJOR INITIATIVES

A major focus in the coming year is a continuation of the efforts to launch additional economic and redevelopment programs for the City. The downtown, existing industrial sites, aging rental property and distressed shopping centers will all be given special attention in an effort to secure our economic

future. The City will continue our planning initiatives so that we can direct what that future will be. Redevelopment can then be focused toward projects that will have the greatest impact, such as the Franklin Road Corridor, the Powder Springs Road Corridor, and the Roswell Street streetscape project which is already in progress.

Increasing home ownership will also be a major focus of our redevelopment efforts. Several new mixed use developments are underway and we are seeing the domino effect throughout the City as more developers and homeowners are working to transform neighborhoods. Several large scale projects broke ground last year with the first phase of major construction planned for the coming year. These projects include Marietta Walk, which located along Powder Springs Street near downtown; Meeting Park, located in downtown Marietta; and Emerson Overlook, also located in the downtown area. These major projects will have a tremendous influence in revitalizing the city center. The City Council has worked with developers to ensure that affordable housing will be an important part of the overall redevelopment plan for Marietta. The Marietta Housing Authority will implement a program to assist first-time homebuyers such as public safety officers and teachers who have ties to the community.

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

Continuation of the transportation and road projects funded by SPLOST is a priority. The City is working toward accelerating the project schedule so that more projects are started and completed within a shorter time frame than originally planned. The two major projects slated for the coming year are Roswell Street extending from the downtown to US 41, and Fairground Road from Allgood Road to the South Marietta Parkway. Powder Springs Road is being designed and can hopefully see some construction in 2008. Other projects include multi-use trails, sidewalks, streetscapes, traffic management, street resurfacing and drainage rehabilitation.

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

The utility's capital improvement plan has committed millions of dollars toward the areas of redevelopment that are coming on line in the near future. The electrical utility plans to add a new substation with eight feeders on North Marietta Parkway, complete additional feeder projects along Powder Springs Street and Roswell Street, install underground facilities at Marietta Walk, Manget Street, and Meeting Park, and upgrade and convert Roswell Street from overhead to underground. Likewise, the water department will replace old water and sewer mains in these neighborhoods to meet the needs of these growing areas. The City's transportation projects from SPLOST will create the need to move electric, water and sewer lines before road construction can begin. Therefore, the BLW has committed $6.6 million toward the relocation of utilities along Kennesaw Avenue, Fairground Street, Atlanta Street, Lower Roswell Road and Franklin Road.

The City will create a Parks Master Plan to assess all city parks and amenities and provide prioritized recommendations for renovations, rehabilitations and upgrades to existing parks and amenities over

the next five to ten years. The process includes a statistically valid survey performed by a professional firm, and the City will hold public input meetings as well. The parks master plan will encompass a review of all governmental, school, and private recreation facilities with the intent of maximizing facilities through partnerships for the benefit of all citizens at the most effective cost.

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

Information technology continues to be a priority. A mobile data communications project for public safety will get underway in the new fiscal year. Obsolete data modems in police cars and fire trucks will be replaced with high-speed aircards. We are also committed to reaching out to our citizens and customers through our web site. Paying court citations and parking tickets online is one way we're improving customer service through 24x7 access to the virtual city.

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.

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. While we are now in a better position than we were a few years ago, the need for additional revenue to fund capital needs is becoming apparent as we work to improve the quality of life in our community. However, no tax increases 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. Ad Valorem Taxes on vehicles are expected to come in about 8% higher than last year's adopted budget.

Miscellaneous Taxes

We are expecting a 2% increase from FY2007's collections in Hotel/Motel Tax revenue in the coming year. While we are seeing overall increased tourism activity in Marietta over the last 2 years, one local hotel suffered a fire last year and is not in operation at this time. With car rental agencies moving to locations outside the City, the Auto Rental Excise Tax revenue is expected to decrease by approximately 13% from last year's adopted budget. 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 4% increase from this source over FY2007 collections. Alcoholic Beverage 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. 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. A user fee increase of one-dollar per month per household is incorporated into the FY2008 budget to help cover the costs of operations.

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 residential or core commercial rates.

Marietta City Club, the City's golf course, remains a leader in public golf courses in the metropolitan area. The quality and attractiveness of the course and the friendly service in both golf operations and concessions, has increased the number of rounds, tournaments and outings over the last year. Revenue is expected to increase overall in FY2008 due to the $1 increase on golf carts implemented in the spring of 2007.

Fines and Forfeitures

This category of revenue is projected to see a small rise in revenue through FY2008. Printing citations in both English and Spanish, providing foreign language interpreters in an effort to process more cases without continuances, the addition of court days, and the hiring of an additional staff member for collecting past due fines in the Municipal Court Department are all strategies for increasing the prompt collection of fines.

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, traffic, public safety, and parks, recreation and beautification again this year.

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

FY2008 Budget

FUND	PERSONAL SERVICES	OPERATING	CAPITAL	**PROPOSED BUDGET**
General Fund	33,303,990	14,772,669	1,518,010	**49,594,669**
TAD City Center	0	351,960	0	**351,960**
Cemetery	83,645	242,920	25,000	**351,565**
Housing Assistance	515,303	6,722,662	0	**7,237,965**
CDBG	163,917	15,147	0	**179,064**
Grants	8,583	100,500	0	**109,083**
Asset Forfeiture	0	260,000	0	**260,000**
Gone with the Wind Museum	88,965	69,295	0	**158,260**
Aurora Fire Museum	0	2,000	0	**2,000**
Parks & Recreation	0	0	50,000	**50,000**
SPLOST	0	0	9,303,516	**9,303,516**
Hotel Motel Tax	0	2,155,000	0	**2,155,000**
Auto Rental Excise Tax	0	480,000	0	**480,000**
Golf Course	0	2,355,752	131,320	**2,487,072**
Conference Center	0	2,322,965	0	**2,322,965**
Debt Service	0	7,784,470	0	**7,784,470**
Board of Lights and Water	13,665,415	109,210,869	24,451,499	**147,327,783**
Motor Transport	729,317	2,196,227	28,000	**2,953,544**
Health Insurance	0	7,659,203	0	**7,659,203**
Workers Compensation	0	1,054,632	0	**1,054,632**
Property Casualty	0	1,012,324	0	**1,012,324**
General Pension	0	7,700,010	0	**7,700,010**
TOTAL	**48,559,135**	**166,468,605**	**35,507,345**	**250,535,085**

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 made the following changes for the coming year: one Collections Representative is added for Municipal Court, a Transportation Engineer and a Supervisor of Street Construction are added in conjunction with the elimination of an unfilled Traffic Services Manager for the Public Works Department, and a Grounds Foreperson and a City Service Worker II are added for the Parks, Recreation and Facilities Department. The city privatized janitorial services for city buildings which required the transfer of one employee to the Grounds Division and the elimination of four vacant City Service Worker positions. In the federally-funded Housing Assistance Fund, we added one Program Accountant to the staff. In the BLW, a new Utility Network and Applications Analyst and an Electrical Engineering Assistant are added to the Electrical Department. In a move to recruit and retain talented employees who provide service to Marietta Power customers, a new pay plan for Electrical Line Workers is instituted beginning July 1, 2007. The addition of two System Operators for the Water Department round out

the new positions slated for the coming year. A 3% market adjustment to the citywide pay plan is planned for January 2008.

Operating

Cutbacks have been made in the city-wide operating budget to compensate for rising expenses to the City such as contract increases for buildings and grounds maintenance, recycling services, landfill fees, professional and consulting services, addressing federal requirements, rising insurance costs for property, health and workers compensation, increased legal fees and rising fuel prices. In the BLW, Electric Cost of Goods Sold and Water/Sewer Cost of Goods Sold comprise 75% ($65.9 million and $15.7 million, respectively) of the total operating services budget of $109.2 million.

Capital

The General Fund capital budget of $1,518,010 includes 14 vehicles for the Police Department, a pumper truck for the Fire Department, a garbage truck, a Bobcat track loader with forestry package for parks maintenance, a compact excavator for street construction, and a total of 6 vehicles for other city services departments. The yearly resurfacing rotation of tennis and basketball courts as well as other miscellaneous items such as grounds maintenance equipment and fire safety equipment round out the General Fund capital budget.

The BLW capital budget is funded at approximately $24.5 million, with Redevelopment Projects comprising 25% or $6.1 million. Utility Relocations due to SPLOST road construction projects make up another 27% or $6.6 million. Service to New Customers, Sewer Rehabilitation and Water Main replacements remain major priorities which cost approximately $5 million. Other major projects planned are Water Meter Replacements, Electrical System Improvements and Protection, Underground Cable Replacement, New Water Meter Installations and other miscellaneous utility projects, totaling approximately $3 million. Approximately $1.5 million is set aside for vehicles and miscellaneous utility equipment.

The Golf Course's capital budget of $131,320 consists of large equipment for course maintenance and clubhouse upgrades. A small capital budget of $28,000 in the Motor Transport Fund includes lubricating equipment and a diagnostic scanner. In the Parks & Recreation Fund $50,000 is appropriated for Glover Park for brickwork restoration of the fountain deck and surrounding walkways.

Public Works transportation and road projects account for over $8.4 million of the capital budget in the SPLOST Fund. Such projects as road improvements, new road construction, general street, drainage and intersection improvements, sidewalk and multi-use trail construction, and street resurfacing and repairs are funded by collections from a 1% special purpose local option sales tax enacted as of January 1, 2006. Also in the SPLOST Fund is approximately $840,000 for the county-wide 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 FY2008 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.

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

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 FY04. 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 FY08 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

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

Governmental Funds

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

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

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

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

Proprietary Funds

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

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

INTRODUCTION

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.

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

2	All Service Proposals for Reclassifications due
16	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
19	Budget training sessions for individuals responsible for the preparation of their department's budget

February

5	All Service Proposals for New Positions, New Programs or Projects due
12	Departmental Strategic Plans due
19	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
5	Capital Budget requests due to Finance
21	Payroll budget due to Finance from the Personnel Department

April

30	Preliminary budget presentation to City Council

May

7	BLW Board approves their budget
14	Budget Work Session with City Council
22	Recommended Budget Book sent to City Council
24	Presented Recommended Budget Book to City Council
31	Public hearing on the Recommended Budget

June

13	City Council adopts Final Budget and Tentative Millage Rate

July

16	Public hearings on the Proposed Millage Rate (2 of 3; one also held on July 23)
30	City Council adopts Final Millage Rate

OVERVIEW OF MARIETTA

HISTORIC DEVELOPMENT

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

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

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

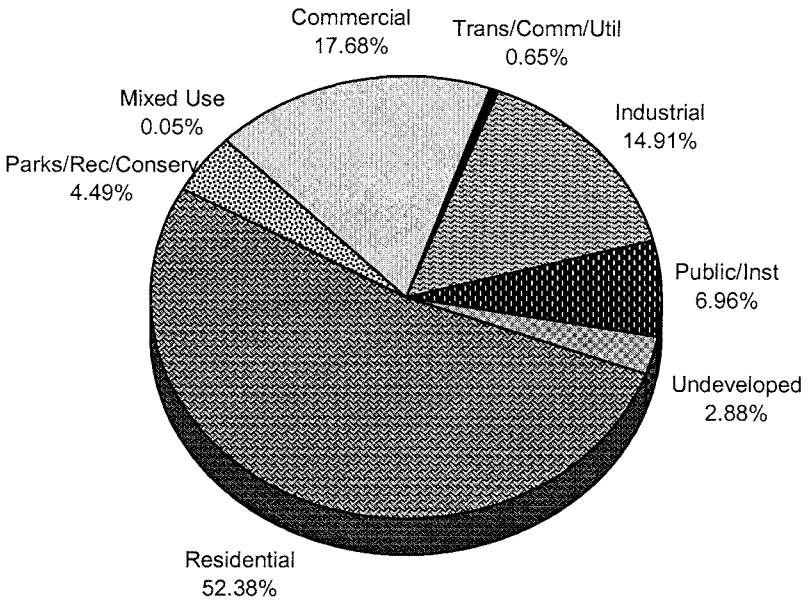
PHYSICAL CHARACTERISTICS

As of July 2007, the City of Marietta contained 23.04 square miles of land. The table and graph below illustrate the breakdown of land uses within the City. Marietta's land uses remain unchanged from last year.

Land Area Composition City of Marietta

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

Land Area Composition



OVERVIEW OF MARIETTA

ABOUT MARIETTA

Marietta Income for Households

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

Source: US Census

Marietta Population by Race/Ethnicity

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

Source: US Census

Marietta Value of Owner-Occupied Housing

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

Source: US Census

Marietta Rent for Renter-Occupied Housing

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

Source: US Census

Marietta Per Capita Income

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

Source: US Census

Marietta Employment Status

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

Source: US Census

OVERVIEW OF MARIETTA

Marietta Industry Status

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

Source: US Census

Marietta Age Distribution Percentages

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

Source: US Census

Marietta Climate

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

ALL-AMERICA CITY AWARD

MARIETTA CROWNED ONE OF THE 10 BEST CITIES IN AMERICA

WHAT IS MARIETTA CELEBRATING?

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

WHAT IS THE AWARD?

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

WHY IS IT IMPORTANT?

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

HOW DID THE COMMUNITY WIN?

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

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

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

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

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

ALL-AMERICA CITY AWARD

WHAT ORGANIZATIONS AND PROGRAMS HELPED MARIETTA WIN?

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

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

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.

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

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

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

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

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

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

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

Objective 1.11 Ensure that public safety facilities meet desired benchmarks.

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

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

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

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

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

Policy 2.2 Prepare an annual Marietta Development Report.

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

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

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

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

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

Objective 2.2 Assist industries in expanding their workforce and operations.

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

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

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

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

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

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

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

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

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

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

Policy 2.14 Periodically update property inventories of targeted redevelopment areas.

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

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

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

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

Policy 2.18 Further define Redevelopment Areas within the City.

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

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

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

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

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

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

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

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

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

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

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

Objective 3.3 Proactively plan for the preservation of cultural resources.

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

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

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

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

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

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

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

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

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

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

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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.

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.

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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

COMPREHENSIVE PLAN 2006 – 2030 POLICIES

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

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

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

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

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

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

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

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

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

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

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

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

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

FINANCIAL POLICIES

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

BUDGETARY POLICIES

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

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

Budget Amendments:

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

Budget Transfers:

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

CAPITAL BUDGET POLICIES

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

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

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

REVENUE POLICIES

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

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

FINANCIAL POLICIES

FIXED ASSET POLICY

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

RESERVE POLICIES

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

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

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

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

DEBT POLICIES

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

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

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

INVESTMENT POLICIES

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

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

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

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

THIS PAGE INTENTIONALLY LEFT BLANK.

FINANCIAL SUMMARY

SOURCES AND USES OF FUNDS

GENERAL FUND	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Revenue					
General Property Taxes					
Real Estate Taxes	4,960,667	4,797,946	5,325,897	5,691,778	5,792,200
Personal Property Taxes	1,248,278	1,252,497	1,295,714	1,346,021	1,328,200
Total General Property Taxes	**6,208,945**	**6,050,443**	**6,621,611**	**7,037,799**	**7,120,400**
Other Taxes					
Real Estate Trans./Intangible Rec.	383,323	367,775	406,820	395,915	392,000
Wholesale Excise Taxes	847,699	842,736	861,352	884,655	881,000
Hotel / Motel Tax	2,009,839	2,067,734	2,150,994	0	0
Insurance Premium	2,523,527	2,734,817	2,942,304	3,078,387	3,200,000
Auto Rental Excise Tax	519,884	579,169	551,862	0	0
Franchise Fees	4,857,706	5,069,807	5,182,989	5,126,508	5,165,345
Miscellaneous	130,608	73,882	85,185	83,206	67,350
Total Other Taxes	**11,272,586**	**11,735,920**	**12,181,506**	**9,568,671**	**9,705,695**
Licenses & Permits					
Business Licenses	4,897,516	4,986,686	5,235,980	5,656,063	5,373,966
Permits	535,282	1,090,318	1,070,267	965,210	1,018,000
Total Licenses & Permits	**5,432,798**	**6,077,004**	**6,306,247**	**6,621,273**	**6,391,966**
Intergovernmental Revenue	**186,599**	**574,711**	**1,181,776**	**1,595,428**	**1,178,885**
Charges For Services					
Sanitation	3,100,467	3,275,188	3,280,649	3,338,944	3,489,168
Recreation	165,999	157,110	148,604	148,211	153,050
Miscellaneous	329,721	326,573	324,494	280,620	275,200
Total Charges For Services	**3,596,187**	**3,758,871**	**3,753,747**	**3,767,775**	**3,917,418**
Fines and Forfeits	**2,151,556**	**3,789,732**	**4,127,358**	**4,358,966**	**4,221,700**
Other Revenue					
Miscellaneous	401,856	1,539,988	4,936,176	546,310	425,210
Interest Income	93,779	242,782	583,614	947,076	900,000
Total Other Revenue	**495,635**	**1,782,770**	**5,519,790**	**1,493,386**	**1,325,210**
Other Financing Sources					
Transfer from BLW	9,750,000	9,750,000	9,750,000	10,500,000	10,500,000
Indirect Cost Recovery	1,335,100	2,118,060	2,271,033	2,274,815	2,558,659
Transfer from Other Funds	124,079	273,701	3,773,675	2,674,385	2,674,736
Total Other Financing Sources	**11,209,179**	**12,141,761**	**15,794,708**	**15,449,200**	**15,733,395**
General Fund Revenue	**40,553,485**	**45,911,212**	**55,486,743**	**49,892,498**	**49,594,669**
Expenditures					
Personal Services	28,475,220	29,073,181	30,474,457	31,491,616	33,303,990
Professional & Technical Svcs.	3,421,778	3,458,417	3,605,589	3,787,427	3,776,904
Property & Business Services	2,129,521	2,180,424	3,050,952	2,912,752	3,143,447
Operating Supplies	1,313,613	1,210,508	1,249,640	1,352,861	1,335,229
Internal Fleet Services	1,449,679	1,529,925	1,860,607	2,019,373	2,213,291
Transfers Out	5,725,615	3,256,647	4,578,047	6,595,951	4,129,798
Miscellaneous Expenses	5,348	364	0	39	174,000
Capital Projects	1,023,851	4,472,864	6,779,304	1,297,880	1,518,010
General Fund Expenditures	**43,544,625**	**45,182,330**	**51,598,596**	**49,457,899**	**49,594,669**

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Revenue					
City Center Tax Allocation District					
Property Tax	0	1,449	136,580	183,005	185,000
Intergovernmental Revenue	0	0	34,902	55,369	60,000
Interest Income	0	0	94,742	178,635	140,000
Bond Proceeds	0	0	8,400,000	0	0
Tax Allocation Dist. Fund Revenue	**0**	**1,449**	**8,666,224**	**417,009**	**385,000**
Franklin/Gateway Tax Alloc. Distr.	**0**	**0**	**1,000**	**35,761**	**43,000**
PerimeterTax Alloc. District	**0**	**0**	**0**	**16,583**	**0**
Cemetery Fund					
Property Tax	177,325	175,646	187,263	201,845	194,000
Grants	6,250	0	0	0	0
Interest Income	4,542	21,691	36,181	51,761	35,000
Use of Reserve	0	0	0	0	122,565
Cemetery Fund Revenue	**188,117**	**197,337**	**223,444**	**253,606**	**351,565**
HUD - Housing Assistance Programs					
Voucher Program	7,051,534	7,303,410	6,534,482	6,725,974	7,237,965
Interest Income	9,684	3,317	29,694	74,770	0
HUD Fund Revenue	**7,061,218**	**7,306,727**	**6,564,176**	**6,800,744**	**7,237,965**
CDBG Fund Revenue	**138,585**	**229,105**	**228,753**	**152,032**	**179,064**
Marietta Redevel. Growth Fund	**0**	**0**	**50,000**	**0**	**0**
Grants Funds					
Reimbursement Grants	164,275	969,275	414,782	45,993	109,083
Interest Income	246	771	1,295	1,728	0
Transfers from Other Funds	139,552	302,992	0	143,730	0
Grants Funds Revenue	**304,073**	**1,273,038**	**416,077**	**191,451**	**109,083**
Asset Forfeiture Fund					
Intergovernmental Revenue	172,500	266,395	241,085	346,493	260,000
Interest Income	2,943	11,119	16,031	24,014	0
Asset Forfeiture Fund Revenue	**175,443**	**277,514**	**257,116**	**370,507**	**260,000**

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Revenue					
Gone With the Wind Movie Museum Fund					
Admissions	40,745	37,383	32,807	31,484	31,500
Gift Shop	29,670	28,464	26,373	31,539	35,400
Special Events	948	5,575	8,403	15,750	8,500
Transfer from General Fund	70,000	0	0	0	0
Welcome Ctr. Disbursement	19,778	88,000	90,000	84,316	80,360
Other	354	236	2,811	1,587	2,500
GWTW Fund Revenue	**161,495**	**159,658**	**160,394**	**164,676**	**158,260**
Aurora Fire Museum Fund					
Donations	5,887	2,018	1,623	1,115	0
Welcome Ctr. Disbursement	0	0	2,250	250	0
Transfer from General Fund	0	0	0	0	2,000
Interest Income	30	34	19	0	0
Aurora Fire Mus. Fund Revenue	**5,917**	**2,052**	**3,892**	**1,365**	**2,000**
Parks, Greenspace & Tree Funds					
Operating Revenue	0	237,380	0	0	0
Donations/Grants	638,453	19,961	0	0	0
Miscellaneous	0	0	0	2,007	0
Interest Income	5,292	20,611	28,428	42,462	0
Use of Reserve	0	0	0	0	50,000
Parks Funds Revenue	**643,745**	**277,952**	**28,428**	**44,469**	**50,000**
Tourism Funds					
Hotel / Motel Tax	0	0	0	2,180,519	2,155,000
Auto Rental Excise Tax	0	0	0	493,865	480,000
Tourism Funds Revenue	**0**	**0**	**0**	**2,674,384**	**2,635,000**
Special Revenue Funds Revenue	**8,678,593**	**9,724,832**	**16,599,504**	**11,122,587**	**11,410,937**
Expenditures					
Personal Services	638,235	580,464	673,712	747,284	860,413
Professional & Technical Svcs.	257,012	414,067	287,565	168,706	187,490
Property & Business Services	94,881	99,902	191,963	410,032	326,575
Operating Supplies	193,199	246,825	218,454	238,679	181,000
Cost of Goods Sold	14,139	22,304	15,888	17,330	17,000
Internal Fleet Services	1,177	1,057	2,707	3,442	3,000
Debt Service	0	0	119,830	353,997	351,960
Transfers Out	0	316,261	3,783,973	2,700,467	2,661,459
Housing Assistance Payments	6,341,339	6,539,346	5,632,836	4,894,345	6,411,000
Planned Reserve Increase	0	0	0	0	76,040
Miscellaneous Expenses	0	0	541,792	351,547	260,000
Capital Projects	1,036,769	948,704	634,060	380,597	75,000
Special Revenue Funds Expenditure	**8,576,751**	**9,168,930**	**12,102,780**	**10,266,426**	**11,410,937**

SOURCES AND USES OF FUNDS

CAPITAL PROJECTS FUNDS	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Revenue					
Transportation Fund					
Reimbursement Grants	1,860,752	2,911,369	1,719,904	18,198	0
Interest Income	15,846	3,666	14,093	24,698	0
Miscellaneous	0	748	549,872	0	0
TIP Funds Revenue	**1,876,598**	**2,915,783**	**2,283,869**	**42,896**	**0**
Construction Fund Revenue	**1,440**	**3,977**	**934**	**88**	**0**
SPLOST 2005 Fund					
1% Sales Tax	0	0	1,627,420	5,512,249	5,092,255
Reimbursement Grants	0	0	1,431,249	3,679,154	4,211,261
Interest Income	0	0	6,448	160,403	0
SPLOST 2005 Fund Revenue	**0**	**0**	**3,065,117**	**9,351,806**	**9,303,516**
Capital Projects Funds Revenue	**1,878,038**	**2,919,760**	**5,349,920**	**9,394,790**	**9,303,516**
Expenditures					
Professional and Technical Svcs.	1,202	4,301	51,693	2,146	0
Transfers Out	122,000	300,000	0	69,730	39,736
Capital Projects	2,762,804	3,644,600	2,306,747	4,206,842	9,263,780
Capital Projects Funds Expenditures	**2,886,006**	**3,948,901**	**2,358,440**	**4,278,718**	**9,303,516**

DEBT SERVICE FUND					
Revenue					
Property Tax	3,990,804	3,935,410	4,232,038	4,545,693	4,505,000
Bond Proceeds	6,960,040	3,646,180	3,657,380	3,670,180	3,684,380
Interest Income	28,687	78,920	153,454	208,150	100,000
Debt Service Fund Revenue	**10,979,531**	**7,660,510**	**8,042,872**	**8,424,023**	**8,289,380**
Expenditures					
Professional and Technical Svcs.	2,114	3,745	1,104	3,490	0
Debt Service	10,995,413	7,693,373	7,708,360	7,727,332	7,759,979
Transfers Out	23,922	23,482	25,191	24,990	24,491
Planned Reserve Increase	0	0	0	0	504,910
Debt Service Fund Expenditures	**11,021,449**	**7,720,600**	**7,734,655**	**7,755,812**	**8,289,380**

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
BLW Fund					
Revenue					
Charges for Services	109,450,916	112,660,135	117,343,112	119,370,230	124,100,761
Interest Income	139,942	765,761	1,758,623	2,461,626	2,262,610
Other	393,430	959,466	514,185	737,419	907,874
Indirect Cost Recoveries	2,252,952	2,567,803	2,673,826	2,972,882	2,965,958
Transfer from Other Funds	0	0	0	44,000	0
Use of Reserve	0	0	0	0	17,090,580
BLW Fund Revenue	**112,237,240**	**116,953,165**	**122,289,746**	**125,586,157**	**147,327,783**
Expenditures					
Personal Services	10,998,370	11,491,901	12,081,708	12,017,163	13,665,415
Professional & Technical Svcs.	2,038,421	2,202,063	2,312,702	3,311,344	4,564,643
Property & Business Services	4,020,639	3,732,037	4,133,128	4,672,701	5,113,910
Operating Supplies	2,720,809	2,665,808	2,714,911	2,818,183	2,981,518
Cost of Goods Sold	70,268,962	68,071,951	70,923,616	76,943,877	81,630,109
Internal Fleet Services	523,092	500,091	585,482	707,219	724,453
Transfers Out	37,975,474	12,013,902	12,120,273	13,047,848	13,460,298
Miscellaneous Expenses	446,604	453,671	592,847	564,074	735,938
Capital Projects	7,163,955	11,284,808	9,380,743	15,604,967	24,451,499
BLW Fund Expenditures	**136,156,326**	**112,416,232**	**114,845,410**	**129,687,376**	**147,327,783**
Golf Course Fund					
Revenue					
Green Fees	1,026,144	1,078,295	1,123,310	1,163,075	1,185,000
Cart Rental	343,559	380,380	391,324	407,419	470,000
Driving Range	65,088	68,072	83,956	86,115	85,000
Food and Beverage	262,539	262,235	248,095	292,983	325,000
Pro Shop Rental	8,820	8,887	9,095	12,080	12,240
Miscellaneous	5,303	1,739	1,414	11,336	25,000
Investment Earnings	(10,912)	(34,906)	3	8	0
Transfer from General Fund	499,388	391,004	449,677	471,507	384,832
Golf Course Fund Revenue	**2,199,929**	**2,155,706**	**2,306,874**	**2,444,523**	**2,487,072**
Expenditures					
Professional & Technical Svcs.	835,529	806,968	913,373	883,129	945,594
Property & Business Services	212,364	210,061	191,781	188,815	214,560
Operating Supplies	297,168	299,015	318,358	315,581	333,510
Debt Service	670,681	870,411	897,681	835,795	835,000
Transfers Out	23,135	20,614	20,529	26,325	27,088
Capital Projects	0	4,500	92,092	88,175	131,320
Golf Course Fund Expenditures	**2,038,877**	**2,211,569**	**2,433,814**	**2,337,820**	**2,487,072**

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Conference Center Fund					
Revenue					
Welcome Ctr. Disbursement	0	0	598,022	659,607	654,005
Rental Income	0	0	1,677,431	1,679,077	1,670,995
Transfer from General Fund	0	0	1,243,735	0	0
Miscellaneous	0	0	76,997	1,997	0
Interest Income	0	0	23,379	150,512	0
Conference Ctr. Fund Revenue	**0**	**0**	**3,619,564**	**2,491,193**	**2,325,000**
Expenditures					
Professional & Technical Svcs.	0	0	56,197	3,580	20,000
Debt Service	0	0	2,370,956	1,953,982	2,302,965
Transfers Out	0	0	0	4,281	0
Planned Reserve Increase	0	0	0	0	2,035
Capital Projects	0	0	236,011	215,137	0
Conference Ctr. Fund Expenditures	**0**	**0**	**2,663,164**	**2,176,980**	**2,325,000**

TRUST FUND					
Pension Fund					
Revenue					
Fund Charges	3,614,584	3,448,797	3,583,385	3,888,075	4,319,490
Investment Earnings	5,845,642	5,311,715	2,425,155	7,371,201	4,800,000
Transfer from General Fund	0	0	0	200,000	0
Pension Revenue	**9,460,226**	**8,760,512**	**6,008,540**	**11,459,276**	**9,119,490**
Expenditures					
Professional & Technical Svcs.	(604)	(2,247)	7,314	0	0
Transfers Out	0	4,497	4,497	4,778	5,010
Planned Reserve Increase	0	0	0	0	1,419,480
Benefit Payments & Premiums	4,971,518	5,502,399	6,228,131	6,895,835	7,695,000
Pension Fund Expenditures	**4,970,914**	**5,504,649**	**6,239,942**	**6,900,613**	**9,119,490**

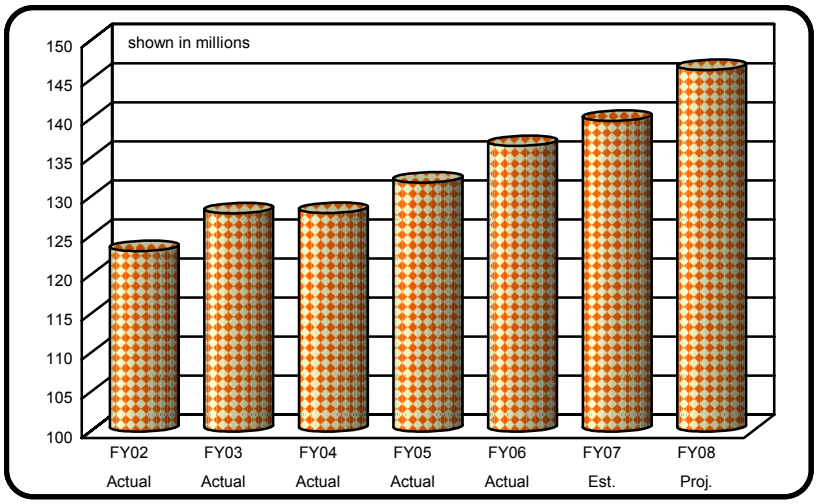
SOURCES AND USES OF FUNDS

INTERNAL SERVICE FUNDS	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Motor Transport Fund					
Revenue					
Fund Charges	2,033,518	2,080,715	2,502,413	2,781,603	2,953,544
Interest Income	(4,954)	(17,780)	0	0	0
Miscellaneous	6,010	3,656	4,174	946	0
Transfer from General Fund	0	0	83,000	0	0
Motor Transport Revenue	**2,034,574**	**2,066,591**	**2,589,587**	**2,782,549**	**2,953,544**
Expenditures					
Personal Services	603,563	593,398	634,945	635,886	729,317
Professional & Technical Svcs.	3,291	16,257	61,892	83,545	24,500
Property & Business Services	248,836	279,337	381,231	382,377	402,500
Operating Supplies	1,185,645	1,242,267	1,610,039	1,667,833	1,740,671
Internal Fleet Services	16,142	9,941	17,091	11,875	12,800
Transfers Out	0	14,256	13,680	16,532	15,756
Miscellaneous Expenses	0	13,154	2,326	118	0
Capital Projects	5,728	7,423	11,305	92,477	28,000
Motor Transport Expenditures	**2,063,205**	**2,176,033**	**2,732,509**	**2,890,643**	**2,953,544**
Self Insurance Funds					
Revenue					
Health Insurance Fund					
Fund Charges	5,255,401	5,581,832	4,513,044	4,941,154	5,803,961
Employee Contributions	871,926	719,305	792,278	823,571	854,733
Interest Income	1,758	(18,681)	0	0	0
Miscellaneous	342,119	0	0	82,108	55,000
Transfer from Other Funds	0	0	1,539,252	1,199,977	1,325,946
Health Insurance Revenue	**6,471,204**	**6,282,456**	**6,844,574**	**7,046,810**	**8,039,640**
Workers Compensation Fund					
Fund Charges	512,638	950,978	1,176,240	1,214,210	1,235,643
Interest Income	140	(7,465)	4,762	37,173	10,000
Trust Fund Reimbursement	97,191	276,766	531,134	786,272	0
Workers Compensation Revenue	**609,969**	**1,220,279**	**1,712,136**	**2,037,655**	**1,245,643**
Property and Casualty Fund					
Fund Charges	850,428	785,000	960,372	936,493	912,324
Insurance Claim Revenue	118,119	26,950	58,766	98,820	0
Interest Income	28,708	84,120	155,394	235,618	100,000
Property and Casualty Revenue	**997,255**	**896,070**	**1,174,532**	**1,270,931**	**1,012,324**
Self Insurance Funds Revenue	**8,078,428**	**8,398,805**	**9,731,242**	**10,355,396**	**10,297,607**
Expenditures					
Professional & Technical Svcs.	17,557	11,785	91,224	169,607	35,000
Transfers Out	126,548	48,118	53,856	94,674	48,495
Planned Reserve Increase	0	0	0	0	571,448
Benefit Payments & Premiums	9,057,263	8,930,973	10,098,763	9,456,037	9,642,664
Self Insurance Funds Expenditures	**9,201,368**	**8,990,876**	**10,243,843**	**9,720,318**	**10,297,607**

REVENUE ANALYSIS

CHARGES FOR SERVICES

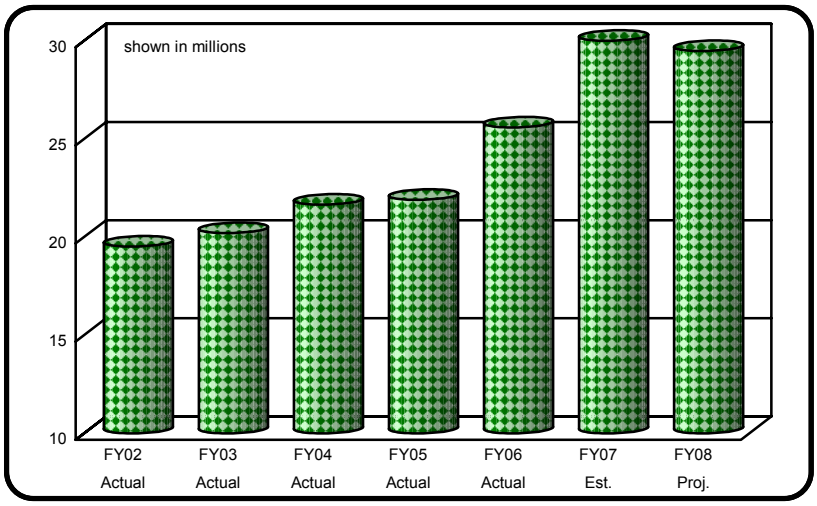
This revenue source includes revenue generated for services such as sanitation, electric, water and sewer utilities, golf, museum and recreation fees, motor transport charges to user departments, and city and/or employee contributions to self-insurance and pension funds.



Assumptions: There is a 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 expected that the new mixed-use developments will bring more businesses and residences into the utility service area. An increase of $1 per residence is instituted this fiscal year for sanitation services. Golf course revenue continues to increase as more rounds are played each year and due to a one-dollar increase on golf carts 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. Contributions 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.

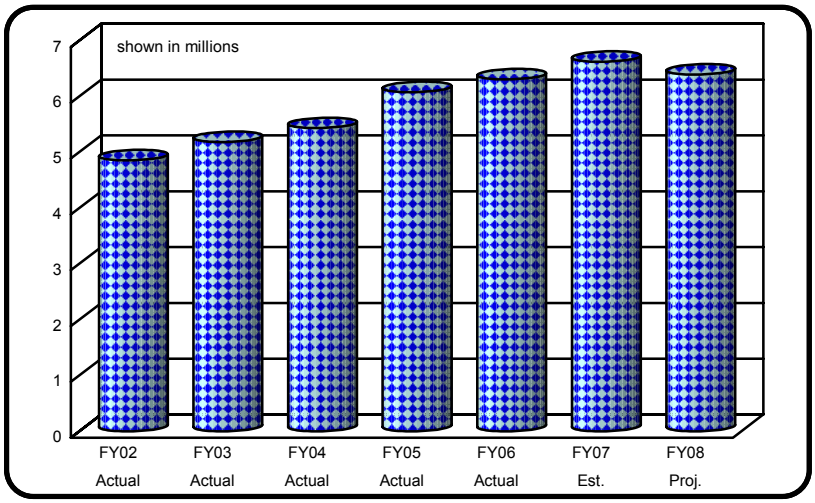


Assumptions: The City of Marietta adopted the same tax millage rate as last year. Marietta is not projecting revenue growth in the residential portion of this category due to a tax law that states that the amount of a reassessment increase to residential property will be granted in the form of an exemption 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 1% SPLOST went into effect during the latter part of FY06 that will yield about $5.1 million in FY08 with an additional $4.2 million coming as reimbursement from Cobb County for additional road projects. Insurance Premium from the State of Georgia is expected to be higher due to the disbursement being based on population. All other categories of taxes are expected to be on par with FY07 levels.

REVENUE ANALYSIS

LICENSES AND PERMITS

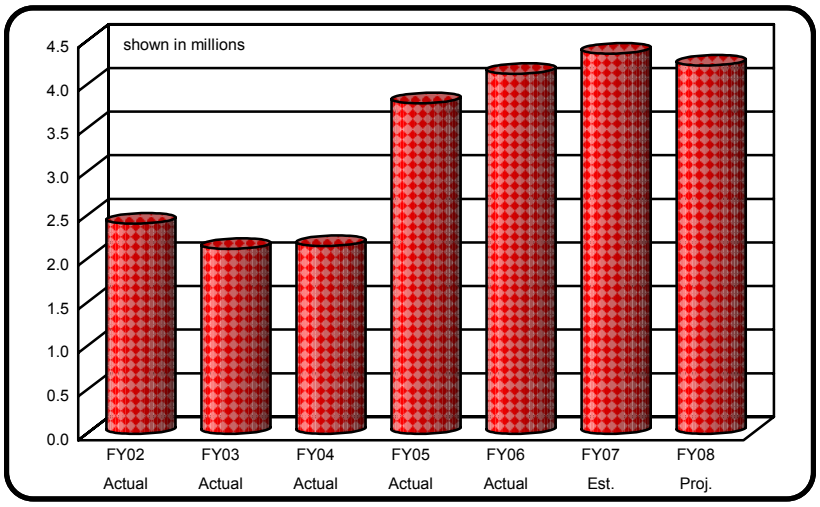
This category of revenue includes business and occupation licenses and permit fees.



Assumptions: Business License revenue is expected to increase slightly from prior years. However, there was an unexpected increase in collections in the latter part of FY07. This 8% increase over FY06 collections is inconsistent with our collection trends, and we will monitor current year collections to determine if this is a new trend or an anomaly. 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, a 5% increase over last year's collections is expected. There are several redevelopment projects underway with 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.

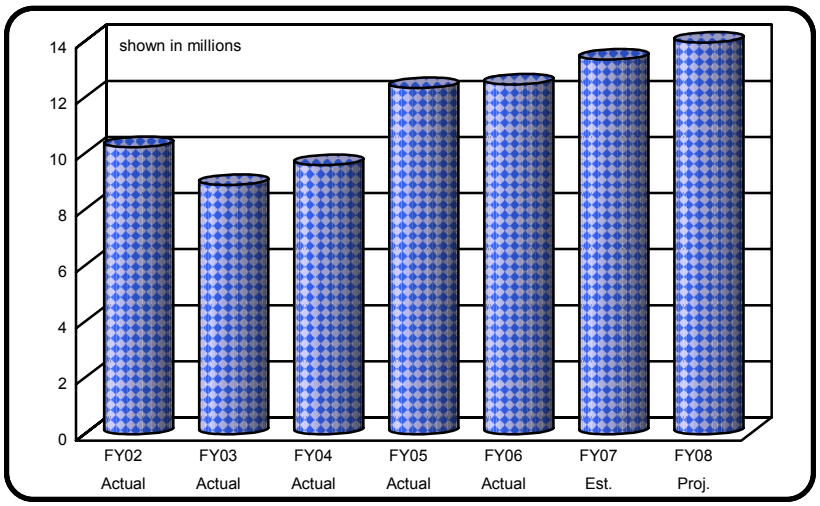


Assumptions: Marietta Municipal Court continues to plan ways to run the court more effectively and efficiently. The addition of more court days, printing citations in both English and Spanish, and providing foreign language interpreters on court days in order to process more cases without continuances are strategies that 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. Parking fines and traffic violations are showing upward trends. Conversely, because the intersection safety program is proving effective at curtailing red light violations, the associated revenue is expected to decrease significantly from last year.

REVENUE ANALYSIS

INTERGOVERNMENTAL REVENUE

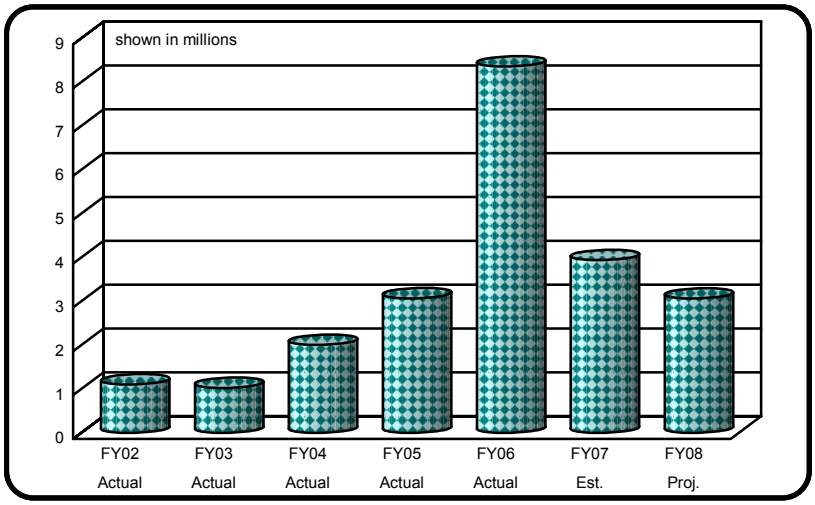
Receipts from local, state and federal governments comprise this category. These include reimbursable road construction projects, reimbursable redevelopment grants, police asset forfeiture revenue, grants for police officers and a tax equity reimbursement from the county government. HUD program grants 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 continue to see reimbursement revenue at higher levels due to the increase in program participants coming to Marietta from areas devastated by Hurricane Katrina. Other minor grants as well as the tax equity reimbursement from the county are expected to remain at levels equal to the prior year. Reimbursements from the county for road projects funded by the 2005 SPLOST are expected to increase by almost 15% in FY08 according to a construction schedule. These projects include the building of new roads, road widening and intersection improvement 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.

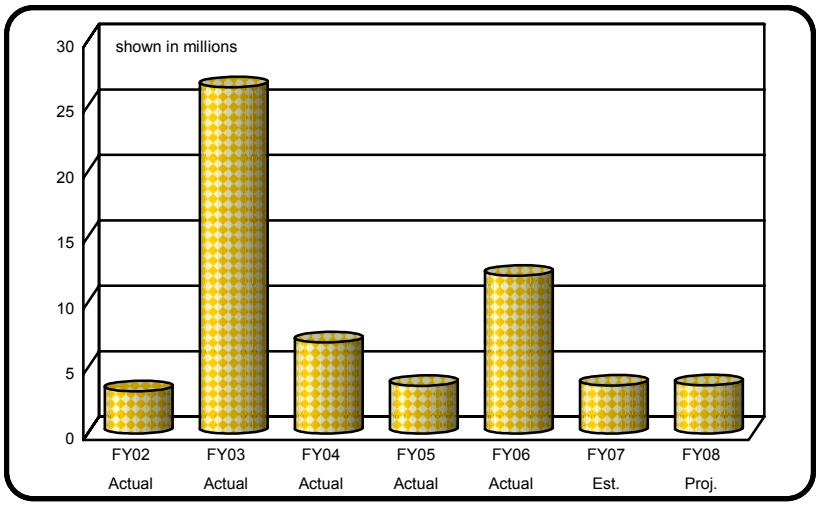


Assumptions: This is a category of revenue that is inconsistent in nature. In the past the City has received large one-time-only donations such as from estate wills or restitution for property damage to utilities. The largest part ($4.4 million) of the increase in FY06 is due to the sale of property that the city acquired in recent years for redevelopment projects. Another parcel was sold in conjunction with Transportation road projects that same year for almost $550,000. Rental income from the management company of the conference center accounts for about $1.67 million since FY06. In addition, smaller miscellaneous sources are budgeted based on the trends of recent years.

REVENUE ANALYSIS

BOND PROCEEDS

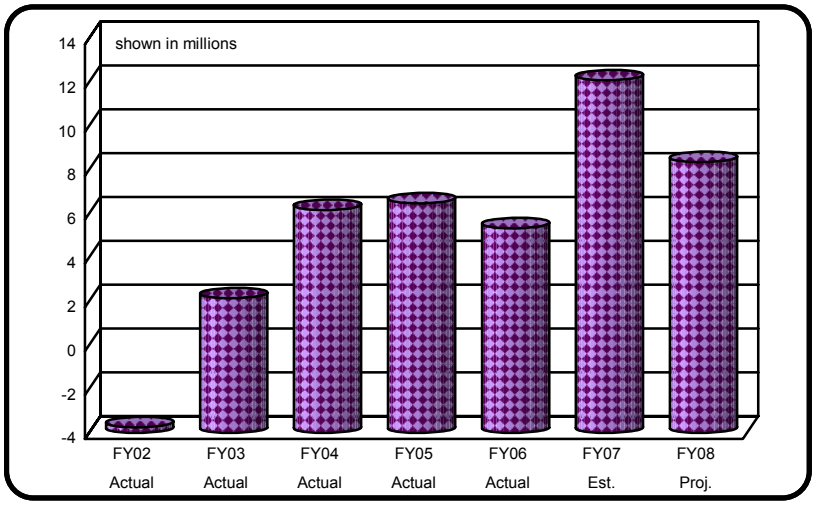
The school board collects a 1% Special Purpose Local Option Sales Tax (SPLOST) for the debt on new school bonds. The City carries the debt and the school board reimburses the City for the principal and interest payments paid each year. Municipal Bonds sold for redevelopment projects are also accounted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



Assumptions: The school bond proceeds paid to the City each year are based on a debt service schedule of principal and interest payments until 2019. It should be noted that each time the school SPLOST is scheduled to expire, if the vote to continue the SPLOST were defeated, the City would be required to raise the tax millage rate for General Property Taxes for the Debt Service Fund in order to collect the revenue for the bond payments. In 2003 the voters approved continuing the SPLOST for another 5 years, and 1% sales tax revenue will continue to be collected and remitted to the City for the payment of the school bonds. In a separate matter, in FY03 the City approved the refunding of 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).

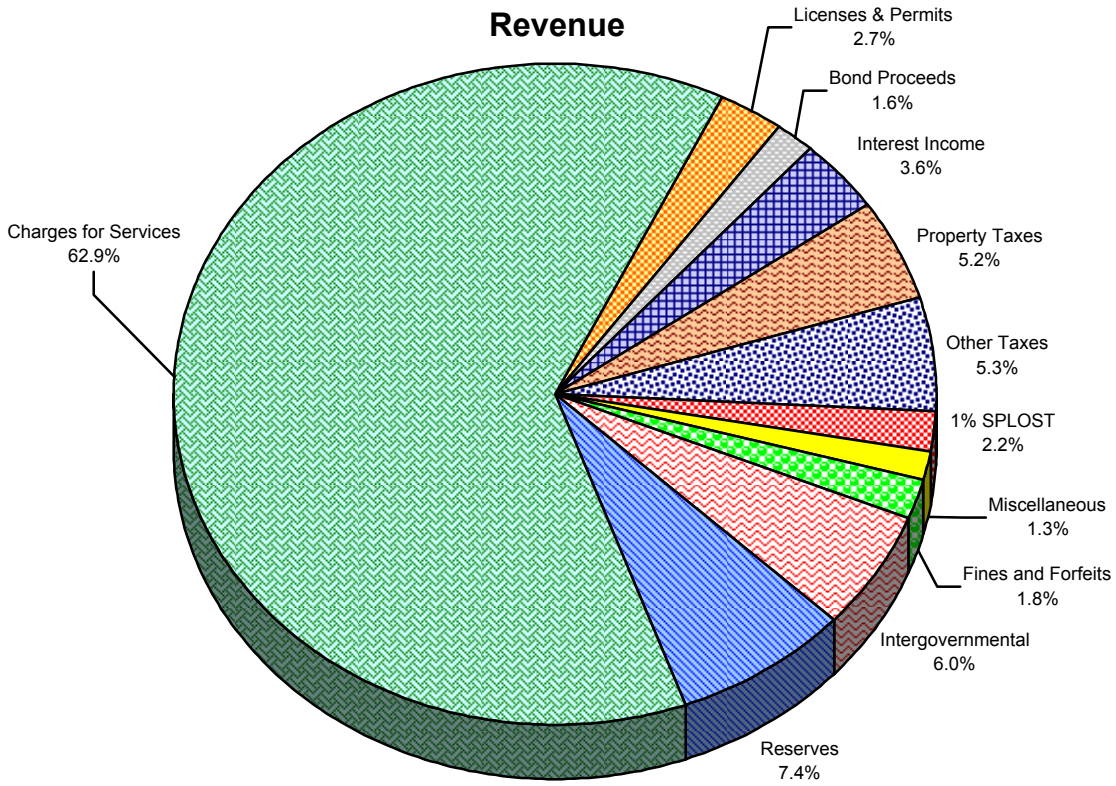
INVESTMENT INCOME

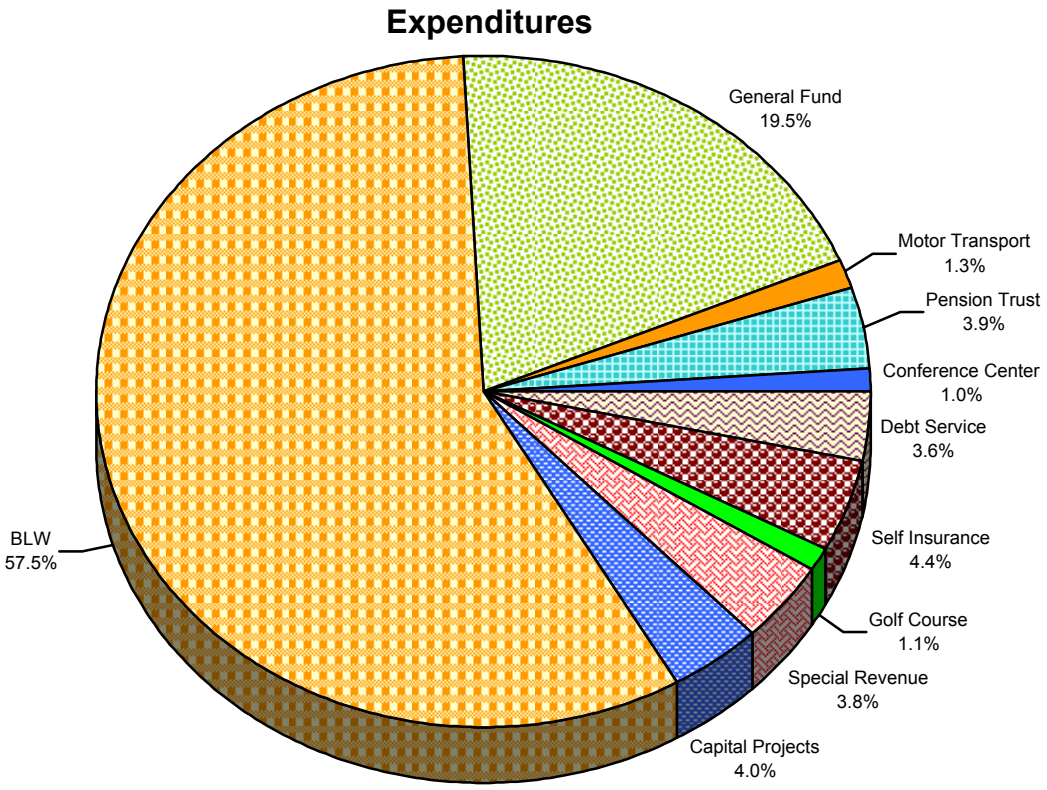
This category of revenue includes revenue derived from interest on the cash in the bank as well as the earnings on investments.



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.

FY2008 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. Other 'Transfer In' funding consists of a tourism transfer from Special Revenue funds. The 'Transfers Out' includes the Indirect Cost Transfer to the BLW Fund, an operating transfer to the Golf Course to assist in paying debt service, and a transfer to the Health Insurance Fund to help fund the retiree health insurance benefit.

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. The 'Transfer Out" represents 50% funding of a Transportation Engineer in the General Fund.

SPECIAL REVENUE FUNDS:
The Special Revenue Funds are used to account for the proceeds of specific revenues which are legally restricted to finance specific functions or activities of government 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), Marietta Redevelopment Growth Fund, miscellaneous Grants, LLEBG, Asset Forfeiture, Gone With the Wind Museum, Aurora Fire Museum, Parks, Greenspace and Tree, Hotel/Motel Tax, and Auto Rental Excise Tax Funds. The 'Transfer Out" represents the Indirect Cost Transfers to the General Fund and BLW Fund as well as Tourism transfers to the General Fund.

MOTOR TRANSPORT FUND:
This fund accounts for repair and maintenance 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 In' represents the contribution from General Fund and BLW Fund for retiree health. The 'Transfer Out" represents the Indirect Cost Transfers to the General Fund and BLW Fund.

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.

FY2008 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS:	GENERAL	BLW	GOLF COURSE	CONFERENCE CENTER	DEBT SERVICE
REVENUES:					
Property Taxes	7,120,400				4,505,000
Other Taxes	9,705,695				
Licenses and Permits	6,391,966				
Intergovernmental	1,178,885			654,005	
Charges for Services	3,917,418	124,100,761	2,102,240		
Fines and Forfeits	4,221,700				
1% Sales Tax					
Interest Earned	900,000	2,262,610			100,000
Miscellaneous Sources	425,210	907,874		1,670,995	
Bond Proceeds					3,684,380
Total Anticipated Revenues	**33,861,274**	**127,271,245**	**2,102,240**	**2,325,000**	**8,289,380**
EXPENDITURES:					
Personal Services	33,303,990	13,665,415			
Operating Services	10,642,871	95,750,571	1,493,664	20,000	
Appropriated Expenditures	**43,946,861**	**109,415,986**	**1,493,664**	**20,000**	**0**
Debt Service:					
Principal Retirement			445,665	940,000	5,240,000
Interest and Fiscal Charges			389,335	1,362,965	2,519,979
Capital Projects	1,518,010	24,451,499	131,320	0	
Total Anticipated Expenses	**45,464,871**	**133,867,485**	**2,459,984**	**2,322,965**	**7,759,979**
Excess (Deficit) of Revenues over Expenses	**(11,603,597)**	**(6,596,240)**	**(357,744)**	**2,035**	**529,401**
Transfers In	**15,733,395**	**2,965,958**	**384,832**		
Transfers Out	**(4,129,798)**	**(13,460,298)**	**(27,088)**		**(24,491)**
Incr (Decr) in Reserves as a result of FY08 Operations	**0**	**(17,090,580)**	**0**	**2,035**	**504,910**

FY2008 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		422,000				**12,047,400**
Other Taxes		2,635,000				**12,340,695**
Licenses and Permits						**6,391,966**
Intergovernmental	4,211,261	7,926,472				**13,970,623**
Charges for Services		75,400	2,953,544	8,806,661	4,319,490	**146,275,514**
Fines and Forfeits						**4,221,700**
1% Sales Tax	5,092,255					**5,092,255**
Interest Earned		175,000		110,000	4,800,000	**8,347,610**
Miscellaneous Sources		2,500		55,000		**3,061,579**
Bond Proceeds						**3,684,380**
Total Anticipated Revenues	**9,303,516**	**11,236,372**	**2,953,544**	**8,971,661**	**9,119,490**	**215,433,722**
EXPENDITURES:						
Personal Services		860,413	729,317			**48,559,135**
Operating Services		7,386,065	2,180,471	9,677,664	7,695,000	**134,846,306**
Appropriated Expenditures	**0**	**8,246,478**	**2,909,788**	**9,677,664**	**7,695,000**	**183,405,441**
Debt Service:						
Principal Retirement						**6,625,665**
Interest and Fiscal Charges		351,960				**4,624,239**
Capital Projects	9,263,780	75,000	28,000			**35,467,609**
Total Anticipated Expenses	**9,263,780**	**8,673,438**	**2,937,788**	**9,677,664**	**7,695,000**	**230,122,954**
Excess (Deficit) of Revenues over Expenses	**39,736**	**2,562,934**	**15,756**	**(706,003)**	**1,424,490**	**(14,689,232)**
Transfers In		**2,000**		**1,325,946**		**20,412,131**
Transfers Out	**(39,736)**	**(2,661,459)**	**(15,756)**	**(48,495)**	**(5,010)**	**(20,412,131)**
Incr (Decr) in Reserves as a result of FY08 Operations	**0**	**(96,525)**	**0**	**571,448**	**1,419,480**	**(14,689,232)**

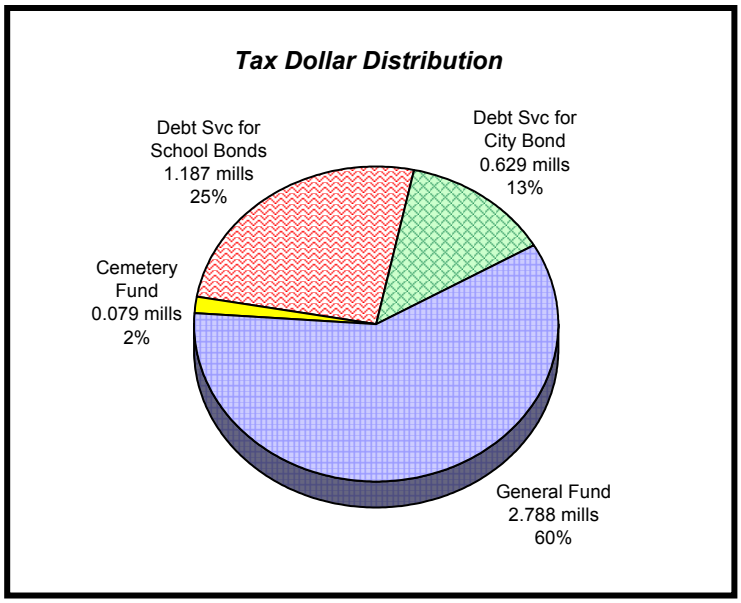
FY2008 FUND BALANCE SUMMARY

Governmental Funds	Beginning FY2008 Fund Balance	Anticipated Revenues	Anticipated Expenses	Projected Change in Fund Balance	Estimated Ending FY2008 Fund Balance	Designated/ Reserved	Undesignated
General	14,188,002	49,594,669	49,594,669	0	14,188,002	8,450,789	5,737,213
Tax Allocation Districts Fund	3,926,396	428,000	351,960	76,040	4,002,436	1,366	4,001,070
Cemetery Fund	941,051	229,000	351,565	(122,565)	818,486	7,003	811,483
HUD- Housing Assistance Program	2,394,456	7,237,965	7,237,965	0	2,394,456	39	2,394,417
Community Development Block Grant (CDBG)	0	179,064	179,064	0	0	0	0
Marietta Redevelopment Growth Fund	50,000	0	0	0	50,000	0	50,000
Grant Funds	994,972	109,083	109,083	0	994,972	47,535	947,437
Asset Forfeiture Fund	540,082	260,000	260,000	0	540,082	10,773	529,309
Gone With The Wind Museum	0	158,260	158,260	0	0	0	0
Aurora Fire Museum Fund	718	2,000	2,000	0	718	0	718
Parks, Greenspace & Tree Funds	1,011,902	0	50,000	(50,000)	961,902	236,251	725,651
Tourism Funds	0	2,635,000	2,635,000	0	0	0	0
Capital Projects Fund	12,948,713	9,303,516	9,303,516	0	12,948,713	2,648,239	10,300,474
Debt Service	2,874,608	8,289,380	7,784,470	504,910	3,379,518	0	3,379,518
Governmental Funds Total	**39,870,899**	**78,425,937**	**78,017,552**	**408,385**	**40,279,284**	**11,401,995**	**28,877,290**

REVENUE SUMMARY

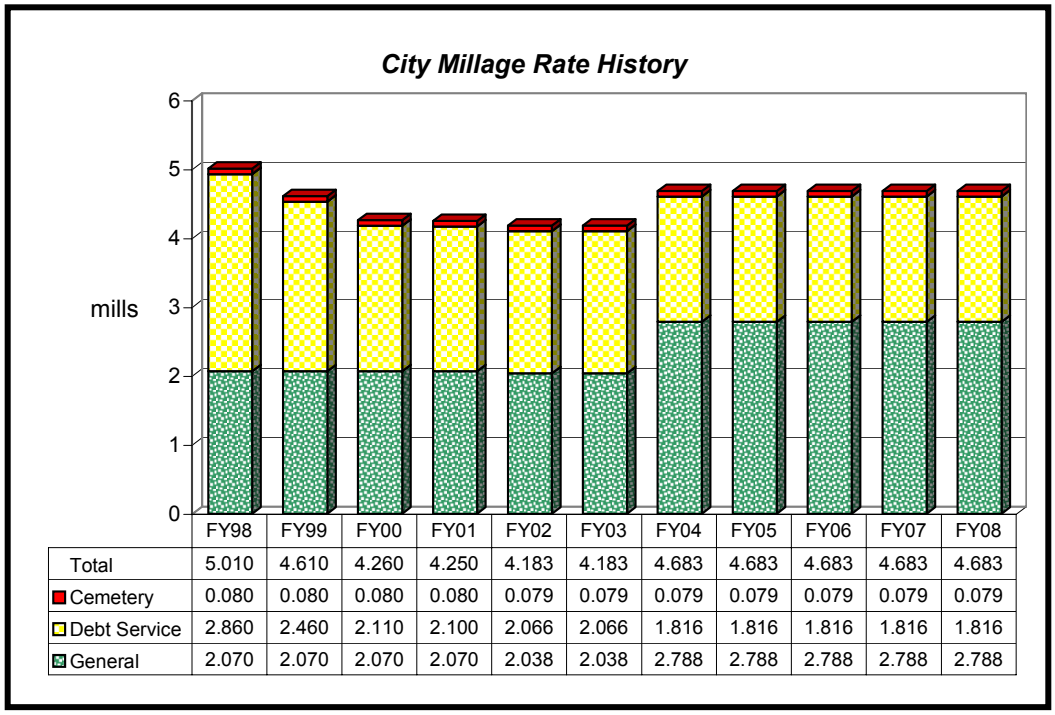
Marietta's Revenue is derived from eight basic categories, Charges for Services, Taxes, Licenses and Permits, Fines and Forfeits, Intergovernmental Revenue, Other Financing Sources, Bond Proceeds, and Investment Income. These categories span the 31 funds of Marietta city government.

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



The graph to the left shows the tax dollar distribution for the four levies. The General Fund portion is 2.788 mills which is expected to generate approximately $7.12 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 $4.5 million. The cemetery portion is 0.079 mills which should produce about $194,000 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.



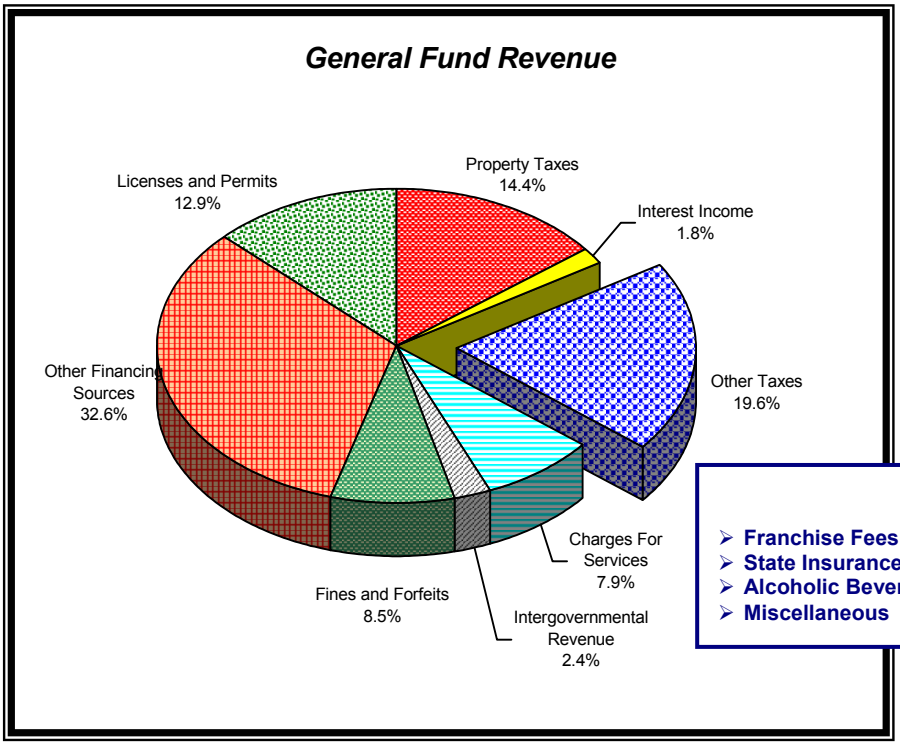
	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
Total	5.010	4.610	4.260	4.250	4.183	4.183	4.683	4.683	4.683	4.683	4.683
Cemetery	0.080	0.080	0.080	0.080	0.079	0.079	0.079	0.079	0.079	0.079	0.079
Debt Service	2.860	2.460	2.110	2.100	2.066	2.066	1.816	1.816	1.816	1.816	1.816
General	2.070	2.070	2.070	2.070	2.038	2.038	2.788	2.788	2.788	2.788	2.788

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 $49,594,669. 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 FY2008 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.

Other Taxes include:

➢ **Franchise Fees**	**42.3%**	**$5,165,345**
➢ **State Insurance Premium**	**25.5%**	**3,200,000**
➢ **Alcoholic Beverage Excise Tax**	**7.1%**	**881,000**
➢ **Miscellaneous**	**3.9%**	**459,350**

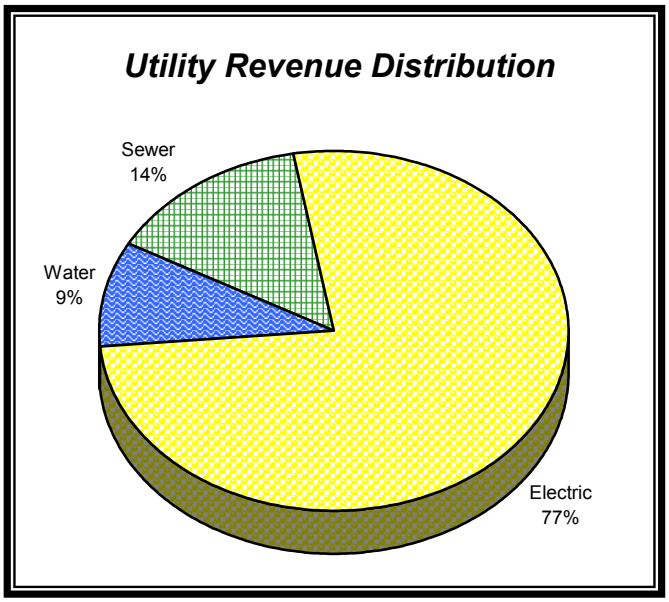
It is important to note that because Marietta has diverse revenue sources, the sluggish national and local economies in the recent past have not caused any major cut backs in services provided to the citizens because of a lack of funding.

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 21.2% 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 $2.56 million. In the past, tourism revenue from Hotel/Motel Tax and Auto Rental Excise Tax were received directly into the General Fund. Beginning in FY07, these receipts are received and accounted for in separate Special Revenue funds and then transferred to the General Fund. This is noteworthy due to the fact that the tourism taxes anticipated for FY08 amount over $2.67 million. There is no effect on the General Fund's bottom line.

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 11.6% is an appropriation of retained earnings, which will be used to fund major infrastructure improvements and additions. The remaining 4.1% of its income is derived from miscellaneous 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

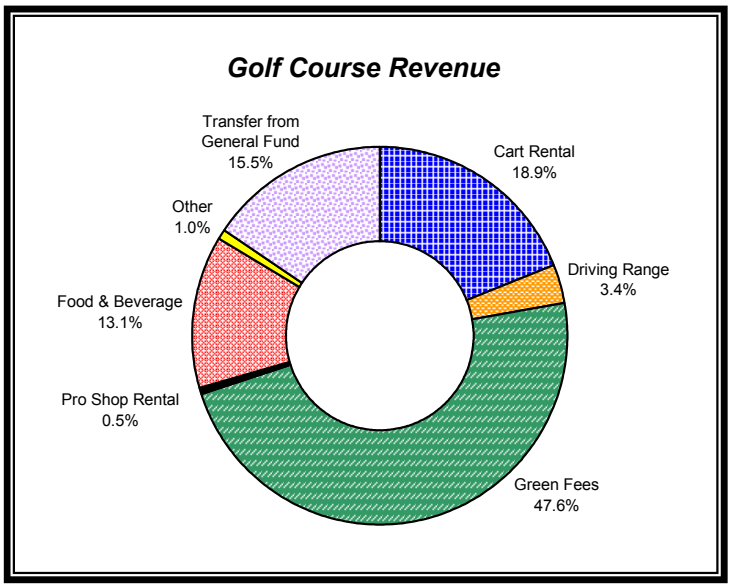


Charges for Services is the largest category of revenue, which is budgeted at $124.1 million for FY08. Electric, water and sewer sales are projected to contribute 77%, 7% and 14%, respectively, to this category of revenue.

This distribution of utility revenue remains rather constant from year to year. In the coming year the BLW's utility sales will, of course, be determined by the prevailing weather conditions. Summertime heat and drought conditions are the two of the biggest factors facing Marietta's utility enterprise fund annually. Like most jurisdictions in the Atlanta metro area, Marietta has a partial outdoor watering ban in place. 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 40,511 players enjoying this beautifully maintained 125-acre golf course.

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 5.9% over the prior year. We are projecting an increase in FY08 as well in both number of players and charges for services. Another factor to consider when estimating revenue for FY08 is that a fee increase of $1 was instituted at the golf course for cart rentals just prior to the start of the fiscal year. The golf course is planning a facility upgrade and is expanding its dining room, conference rooms, and food and beverage service in an effort to increase sales in that category as well.

OTHER FUNDS

increase in revenue in this fund can be found in the portables sector. Portable vouchers increased when Marietta received program participants from areas effected by Hurricane Katrina.

The SPLOST Fund accounts for the 1% sales tax collections dedicated for road projects and a county-wide communications system. Road projects will generate over $4.25 million with an additional $4.21 million coming from Cobb County for reimbursable road projects. The 800 MHz radio communications project will generate about $840,000 for FY08.

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

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

The Conference Center Fund receives its revenue from rental income received from the hotel's management company as well as hotel/motel taxes collected by the city for the operation of a conference center.

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 approximately 4.3% 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 14% 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 it 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 13.5% of salaries. This rate is an increase from 12.2% in FY07. 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.

In conclusion and as highlighted herein, the overall revenue picture for FY2008 is sound. No new taxes or tax increases 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 FY2008 is $250,537,120 for all City funds, excluding planned reserve increases, compared to last year's estimated actual expenditures of $225,472,605. Although this change represents a 11.1% increase over the estimated expenditures for FY2007, much of this increase is due to the fact that many funds had budget savings last year. As in recent years, the FY2008 budget addresses economic development and redevelopment across several funds, which is a major issue for Marietta. Other highlights for each fund are detailed as follows:

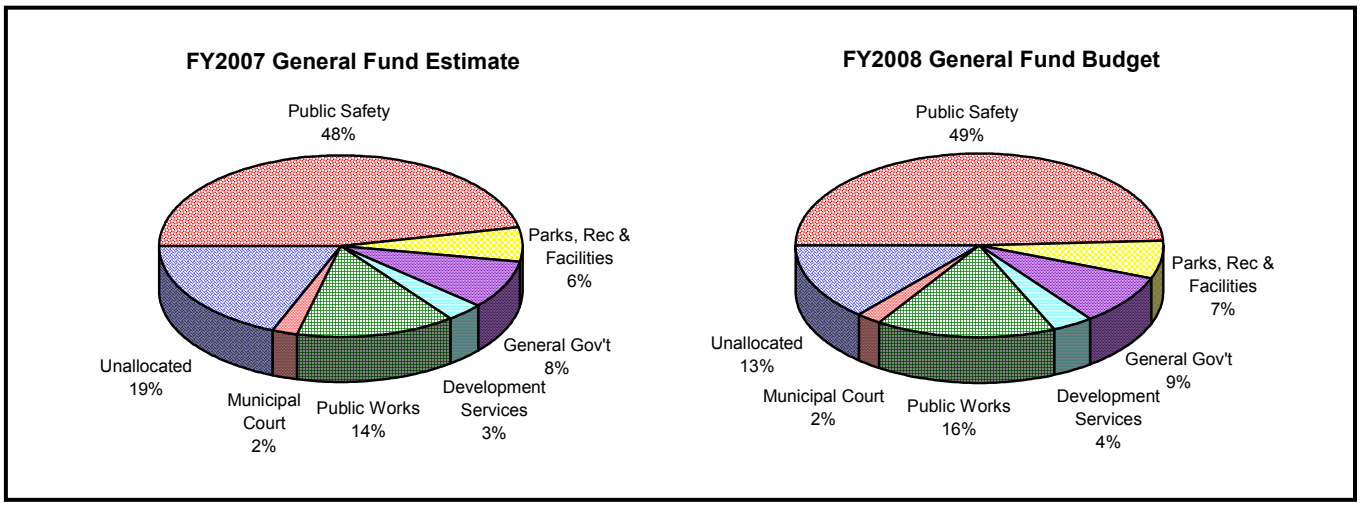
GENERAL FUND

The total budget for the General Fund is on par with last year's estimated expenses. Total salaries and benefits are budgeted below the 100% mark, as we rely on turnover and vacancies in personnel to make up salary savings. In FY2008 the salary savings is budgeted about $543,000. This allows us to plan our spending more efficiently and put otherwise unused dollars toward programs and services. A 3% market increase is planned for employees effective January 1, 2008.

A concerted effort by the administration to reduce spending plays a big part in controlling the budget. 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 and maintenance costs on vehicles, landfill fees and waste recycling, as well as general government costs such as mandates on stormwater drainage, contract maintenance services, and many others.

The General Fund capital budget is greater than last year's expenditures. With the exception of some property purchases the city has made in recent years, the city has increased its capital expenditures from about $1 million in FY2004 to about $1.5 million in FY2008. The FY2008 capital budget includes the usual rotation of vehicles for Police, a pumper truck for the Fire Department, large equipment purchases such as a garbage truck, a track loader, and an excavator, plus a couple replacement municipal vehicles. 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.

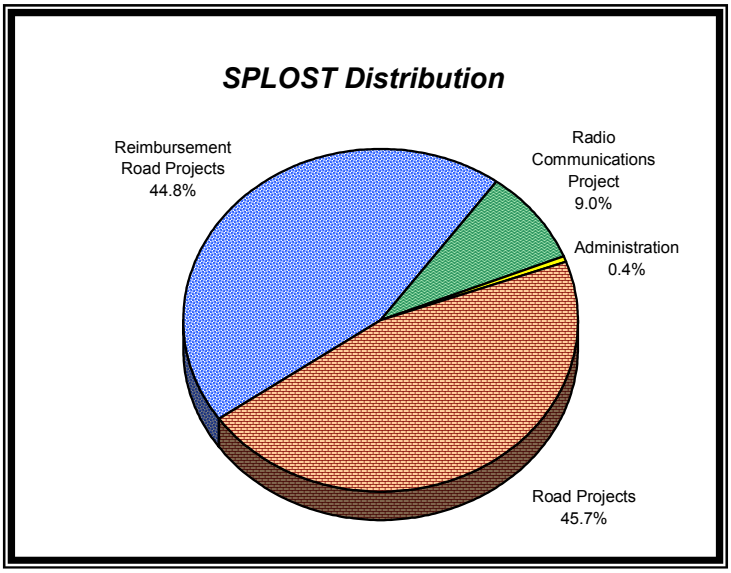
The budget allocations to the various activities of the General Fund are illustrated in the graphs below. The expenditure of funds has remained rather steady from last year, with one exception. There was a transfer to the Marietta Redevelopment Corporation (MRC) as seed money for property assemblage for $2.1 million in FY2007 that will not be repeated in FY2008. This accounts for the 6% difference in the Unallocated department.



EXPENDITURE SUMMARY

OTHER FUNDS

Most Special Revenue funds expenditures are consistent with previous years. However, in the HUD fund total housing assistance payments were about 17% less in FY2007 than the previous year. The FY2008 projection includes a budget figure that is in line with the federal budget for reimbursements. In the Tax Allocation District (TAD) funds, funding for project assistance and intrastructure totaled about $400,000 but these funds are not budgeted in FY2008. The tourism funds are budgeted to transfer about $40,000 less to the general fund than last year due to decreased collections.



The FY2008 budget includes large increases in capital project expenditures over last year. The 1% SPLOST for new roads and improvements to current roads is budgeted at $8.46 million compared to $2.9 million spent last year. Numerous projects are underway throughout the city. Also in the SPLOST fund, the county-wide communications project is expected to cost about $840,000, with no expenditures made last year.

Debt Service Payments will be about equal to the prior year. At the golf course planned capital expenditures include large mowers, greens rollers, and clubhouse facility improvements. Other operating expenditures are expected to rise slightly for such expenses as food and beverages for resale and advertising costs. In the Conference Center Fund, the FY2008 budget provides for the payment of debt service obligations from the proceeds of rental income from the hotel management company.

INTERNAL SERVICE FUNDS

In the Health Insurance fund, in order to control costs, changes were made to the benefit structure and coverage plan before the start of the fiscal year. We are estimating these costs to decrease slightly from the prior year and dramatically from FY2006. We've seen a slight downward trend in the benefit payments in Workers Comp. The Property and Casualty fund is budgeted at a level amount each year, and we have realized savings in the benefit payments category since FY2004.

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 FY2008 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 12% over last year.

BOARD OF LIGHTS AND WATER FUND

The BLW's expense budget of $147.3 million provides for an overall increase of approximately 13.6% 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

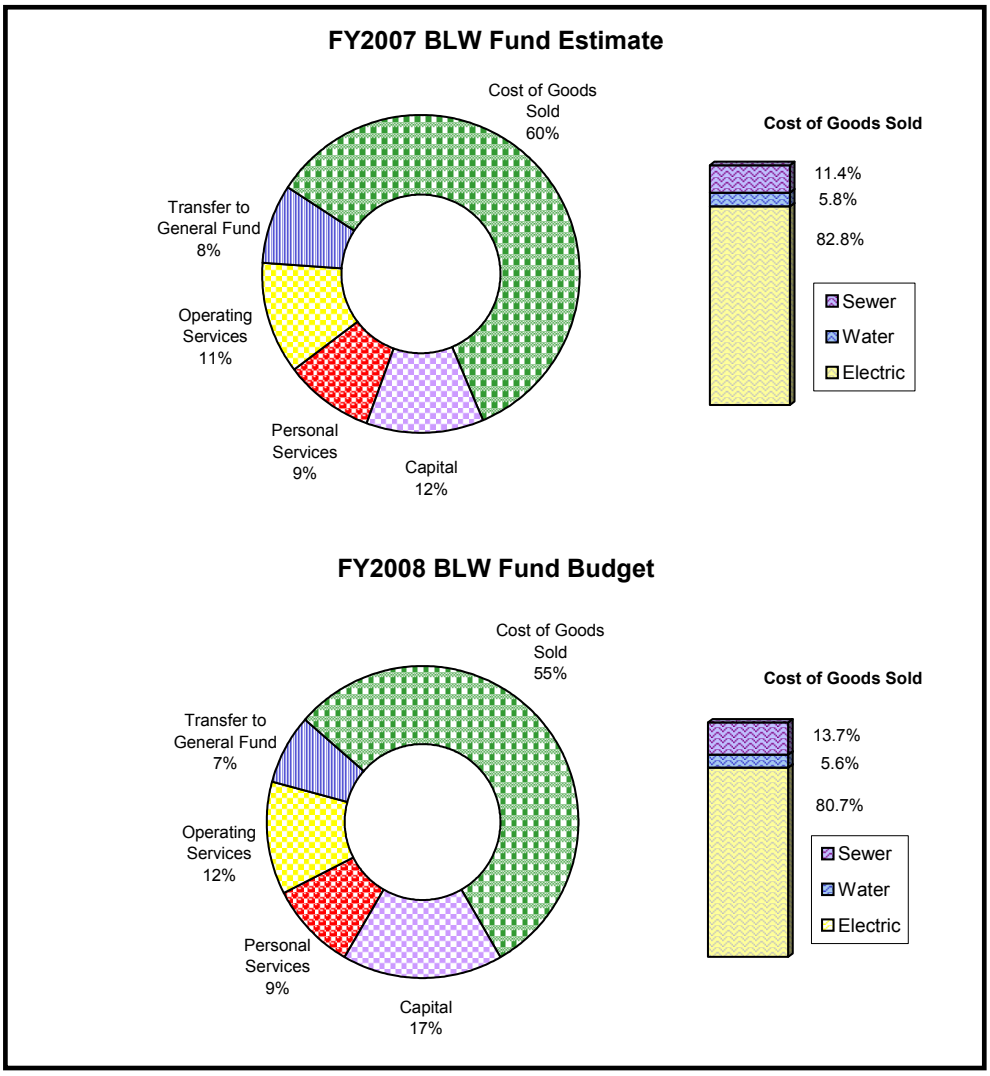
EXPENDITURE SUMMARY

roads where SPLOST projects are scheduled. Of the $24.45 million budgeted for capital projects, 3% is dedicated to city redevelopment and 27% 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 salary and benefits budget includes the addition of four new positions and the reclassifying of several others. However, in an effort to recruit and retain talented employees who provide electrical service to Marietta Power customers, the BLW Board in conjunction with City Council adopted a new pay plan for Electrical Line Workers. A 3% market increase is included for all employees in this budget effective January 1, 2008.

The Cost of Goods Sold in Electrical and Water/Sewer are far and away the largest expense for the utility. Electricity for resale is expected to increase by 6% over last year's actual expenses meanwhile water and sewer services for resale are expected to increase by 3%.

The graphs below illustrate the changes in expenditure distribution from FY2007 to FY2008.



In conclusion, the budget for FY2008 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

	FY2008	FY2009	FY2010	FY2011	FY2012
Revenue					
Taxes					
General Property Taxes	12,047,400	12,415,837	12,844,138	13,356,198	14,000,563
Selective Sales & Use Taxes	9,173,255	8,414,891	8,498,143	8,583,061	6,543,541
Franchise Fees	5,165,345	5,180,841	5,196,384	5,211,973	5,227,609
All Other Taxes	3,094,350	3,128,053	3,129,435	3,152,372	3,164,537
Licenses/Permits					
Business Licenses	5,373,966	5,508,315	5,646,023	5,787,174	5,931,853
Permits	1,018,000	1,038,360	1,059,127	1,080,310	1,101,916
Intergovernmental					
Reimbursement Grants	5,499,229	5,501,423	5,503,638	5,505,876	5,508,136
Housing & Urban Development	7,417,029	7,528,284	7,641,209	7,755,827	7,872,164
Asset Forfeiture	260,000	260,000	260,000	260,000	260,000
TAD Collections	60,000	66,000	79,200	102,960	144,144
Charges for Service					
General Government	1,154,556	1,164,726	1,174,990	1,185,350	1,195,807
Public Works	3,489,168	3,506,614	3,524,147	3,541,768	3,559,476
Utilities	123,221,405	125,975,453	128,793,270	131,676,392	134,626,395
Golf Course	2,102,240	2,161,103	2,221,614	2,283,819	2,347,766
Culture & Recreation	228,450	229,322	230,198	231,079	231,966
Fleet Maintenance	2,953,544	3,086,453	3,225,344	3,370,484	3,522,156
Fines & Forfeits	4,221,700	4,263,917	4,306,556	4,349,622	4,393,118
Miscellaneous					
Investment Earnings	8,347,610	8,766,000	9,085,000	9,453,000	9,821,000
Non-operating	2,775,531	2,784,201	2,784,797	2,785,392	2,785,990
Bond Proceeds	3,684,380	3,694,780	3,708,065	3,702,315	3,696,065
Other	1,646,598	1,678,440	1,711,395	1,745,503	1,780,805
Use of Reserves	17,491,693	9,257,678	8,390,460	8,346,085	6,632,255
Operating Fund Transfers	27,158,932	27,886,941	28,736,240	29,585,282	30,537,219
Indirect Cost Transfers	5,524,617	5,579,863	5,635,662	5,692,018	5,748,939
TOTAL REVENUE	253,108,998	249,077,495	253,385,034	258,743,858	260,633,419
Operating Expenditures					
General Government Services					
General Administration	2,212,847	2,268,168	2,324,872	2,382,994	2,442,569
Court	1,161,363	1,190,397	1,220,157	1,250,661	1,281,927
MIS & GIS	3,581,950	3,671,499	3,763,286	3,857,368	3,953,803
Finance	1,741,058	1,784,584	1,829,199	1,874,929	1,921,802
Personnel	878,171	900,125	922,628	945,694	969,336
Development Services	1,912,761	1,975,890	2,041,228	2,108,853	2,178,845
Customer Care	3,737,035	3,830,461	3,926,222	4,024,378	4,124,987
Business & Economic Analysis	612,436	621,623	630,947	640,411	650,017
Utility Marketing	865,148	886,777	908,946	931,670	954,962
Public Works					
Permitting & General Services	1,321,308	1,354,341	1,388,199	1,422,904	1,458,477
Sanitation Services	3,367,851	3,468,887	3,555,609	3,644,499	3,735,611
Streets & Traffic Services	2,875,497	2,933,007	2,991,667	3,051,500	3,112,530
Motor Transport	2,909,788	3,040,728	3,177,561	3,320,551	3,469,976

FIVE-YEAR FINANCIAL PLAN

SUMMARY - ALL FUNDS

	FY2008	FY2009	FY2010	FY2011	FY2012
Culture and Recreation					
Parks & Recreation	1,208,485	1,238,697	1,269,665	1,301,406	1,333,941
Grounds & Buildings	1,935,990	1,994,070	2,053,892	2,115,509	2,178,974
Cemetery	326,565	335,382	344,438	353,737	363,288
Museums	153,578	154,730	155,890	157,059	158,237
Promotion of Tourism	1,826,876	1,847,078	1,853,813	1,860,547	1,867,281
Golf Course	1,493,664	1,531,006	1,569,281	1,608,513	1,648,726
Conference Center	20,000	20,000	20,000	20,000	20,000
Public Safety					
Police	12,845,300	13,159,933	13,482,431	13,812,992	14,151,816
Fire	10,697,012	10,964,437	11,238,548	11,519,512	11,807,500
Utilities					
Water & Sewer	19,427,784	19,622,062	19,818,282	20,016,465	20,216,630
Electric	77,437,513	78,211,888	78,994,007	79,783,947	80,581,787
Housing & Urban Development	7,397,252	7,508,211	7,620,834	7,735,146	7,851,174
Debt Service	11,249,904	11,290,927	11,318,082	11,340,372	10,326,963
Self Insurance	9,677,664	10,209,936	10,771,482	11,363,913	11,988,929
General Pension	7,695,000	8,272,125	8,892,534	9,559,474	10,276,435
Non-departmental & Interfund Transfers	24,497,676	24,864,629	25,237,082	25,615,118	25,998,820
Reserve Increase	2,573,913	2,397,484	2,292,736	2,288,218	3,495,795
Subtotal Operating Expenditures	217,641,389	221,549,080	225,613,519	229,908,343	234,521,140
Capital Expenditures					
General Government Services	878,600	800,000	735,000	759,500	890,000
Public Works	288,000	225,000	225,000	225,000	225,000
Communications	839,984	0	0	0	0
Road Projects	8,423,796	8,572,615	8,572,615	8,572,615	6,446,480
Culture & Recreation	235,600	175,000	150,000	175,000	150,000
Golf Course	131,320	100,000	125,000	100,000	125,000
Public Safety					
Police	418,800	415,000	420,000	420,000	420,000
Fire	662,110	1,050,000	225,000	600,000	150,000
Utilities					
Water & Sewer	7,243,500	6,841,000	7,761,000	7,881,000	7,801,000
Electric	16,345,899	9,345,000	9,555,500	10,100,000	9,900,000
Housing & Urban Development	0	4,800	2,400	2,400	4,800
Subtotal Capital Expenditures	35,467,609	27,528,415	27,771,515	28,835,515	26,112,280
TOTAL EXPENDITURES	253,108,998	249,077,495	253,385,034	258,743,858	260,633,419

FIVE-YEAR FINANCIAL PLAN

GENERAL FUND

	FY2008	FY2009	FY2010	FY2011	FY2012
Revenue					
Taxes					
General Property Taxes	7,120,400	7,334,012	7,554,032	7,780,653	8,014,073
Selective Sales & Use Taxes	4,081,000	4,162,620	4,245,872	4,330,790	4,417,406
Franchise Fees	5,165,345	5,180,841	5,196,384	5,211,973	5,227,609
All Other Taxes	459,350	460,728	462,110	463,497	464,887
Licenses/Permits					
Business Licenses	5,373,966	5,508,315	5,646,023	5,787,174	5,931,853
Permits	1,018,000	1,038,360	1,059,127	1,080,310	1,101,916
Intergovernmental					
Reimbursement Grants	219,353	221,547	223,762	226,000	228,260
Local Reimbursement	959,532	959,532	959,532	959,532	959,532
Charges for Service					
General Government	275,200	276,576	277,959	279,349	280,745
Public Works	3,489,168	3,506,614	3,524,147	3,541,768	3,559,476
Culture & Recreation	153,050	153,356	153,663	153,970	154,278
Fines & Forfeits	4,221,700	4,263,917	4,306,556	4,349,622	4,393,118
Miscellaneous					
Investment Earnings	900,000	1,000,000	1,100,000	1,200,000	1,300,000
Non-operating	296,910	297,504	298,100	298,695	299,292
Operating Fund Transfers	13,174,736	13,167,325	13,178,100	13,188,875	13,199,650
Indirect Cost Transfers	2,558,659	2,584,246	2,610,088	2,636,189	2,662,551
Other Sources	128,300	944,115	625,141	1,516,839	1,549,607
TOTAL REVENUE	49,594,669	51,059,607	51,420,596	53,005,234	53,744,253
Operating Expenditures					
General Government Services					
General Administration	1,806,376	1,851,535	1,897,824	1,945,269	1,993,901
Court	1,161,363	1,190,397	1,220,157	1,250,661	1,281,927
Finance	1,741,058	1,784,584	1,829,199	1,874,929	1,921,802
Personnel	878,171	900,125	922,628	945,694	969,336
Development Services	1,803,678	1,866,807	1,932,145	1,999,770	2,069,762
Public Works					
Permitting & General Services	1,321,308	1,354,341	1,388,199	1,422,904	1,458,477
Sanitation Services	3,367,851	3,468,887	3,555,609	3,644,499	3,735,611
Streets & Traffic Services	2,875,497	2,933,007	2,991,667	3,051,500	3,112,530
Culture and Recreation					
Parks & Recreation	1,208,485	1,238,697	1,269,665	1,301,406	1,333,941
Grounds & Buildings	1,935,990	1,994,070	2,053,892	2,115,509	2,178,974
Public Safety					
Police	12,585,300	12,899,933	13,222,431	13,552,992	13,891,816
Fire	10,697,012	10,964,437	11,238,548	11,519,512	11,807,500
Promotion of Tourism	1,826,876	1,847,078	1,853,813	1,860,547	1,867,281
Non-departmental & Interfund Transfers	4,867,694	4,940,709	5,014,820	5,090,042	5,166,393
Subtotal Operating Expenditures	48,076,659	49,234,607	50,390,596	51,575,234	52,789,253

FIVE-YEAR FINANCIAL PLAN

GENERAL FUND

	FY2008	FY2009	FY2010	FY2011	FY2012
Capital Expenditures					
General Government Services	16,500	35,000	35,000	35,000	35,000
Public Works	260,000	200,000	200,000	200,000	200,000
Culture and Recreation	160,600	125,000	150,000	175,000	150,000
Public Safety					
Police	418,800	415,000	420,000	420,000	420,000
Fire	662,110	1,050,000	225,000	600,000	150,000
Subtotal Capital Expenditures	1,518,010	1,825,000	1,030,000	1,430,000	955,000
TOTAL EXPENDITURES	49,594,669	51,059,607	51,420,596	53,005,234	53,744,253

DEBT SERVICE FUND

	FY2008	FY2009	FY2010	FY2011	FY2012
Revenue					
Taxes					
General Property Taxes	4,505,000	4,617,625	4,733,066	4,851,392	4,972,677
Miscellaneous					
Investment Earnings	100,000	105,000	110,000	115,000	120,000
Bond Proceeds	3,684,380	3,694,780	3,708,065	3,702,315	3,696,065
TOTAL REVENUE	8,289,380	8,417,405	8,551,131	8,668,707	8,788,742
Operating Expenditures					
Debt Service	7,759,979	7,801,002	7,828,157	7,850,447	6,837,038
Non-departmental & Interfund Transfers	24,491	24,613	24,737	24,860	24,985
Reserve Increase	504,910	591,790	698,237	793,400	1,926,719
TOTAL EXPENDITURES	8,289,380	8,417,405	8,551,131	8,668,707	8,788,742

FIVE-YEAR FINANCIAL PLAN

OTHER FUNDS

	FY2008	FY2009	FY2010	FY2011	FY2012
Revenue					
Taxes					
General Property Taxes	422,000	464,200	557,040	724,152	1,013,813
Selective Sales & Use Taxes	5,092,255	4,252,271	4,252,271	4,252,271	2,126,136
All Other Taxes	2,635,000	2,667,325	2,667,325	2,688,875	2,699,650
Intergovernmental					
Housing & Urban Development	7,417,029	7,528,284	7,641,209	7,755,827	7,872,164
Reimbursement Grants	4,320,344	4,320,344	4,320,344	4,320,344	4,320,344
Asset Forfeiture	260,000	260,000	260,000	260,000	260,000
TAD Collections	60,000	66,000	79,200	102,960	144,144
Charges for Service					
Culture & Recreation	75,400	75,966	76,535	77,109	77,688
Fleet Maintenance	2,953,544	3,086,453	3,225,344	3,370,484	3,522,156
Miscellaneous					
Investment Earnings	175,000	176,000	177,000	178,000	179,000
Non-operating	1,670,995	1,670,995	1,670,995	1,670,995	1,670,995
Other	736,865	736,865	736,865	736,865	736,865
Operating Fund Transfers	2,000	2,000	2,000	2,000	2,000
Use of Reserves	172,565	186,477	75,689	0	0
TOTAL REVENUE	25,992,997	25,493,180	25,741,817	26,139,882	24,624,954
Operating Expenditures					
General Government Services					
Development Services	109,083	109,083	109,083	109,083	109,083
Public Works					
Fleet Maintenance	2,909,788	3,040,728	3,177,561	3,320,551	3,469,976
Culture and Recreation					
Grounds & Buildings	326,565	335,382	344,438	353,737	363,288
Museums	153,578	154,730	155,890	157,059	158,237
Conference Center	20,000	20,000	20,000	20,000	20,000
Debt Service	2,654,925	2,654,925	2,654,925	2,654,925	2,654,925
Public Safety					
Police	260,000	260,000	260,000	260,000	260,000
Housing Assistance	7,397,252	7,508,211	7,620,834	7,735,146	7,851,174
Non-departmental & Interfund Transfers	2,716,951	2,757,705	2,799,071	2,841,057	2,883,673
Reserve Increase	78,075	0	0	88,307	378,318
Subtotal Operating Expenditures	16,626,217	16,840,765	17,141,802	17,539,867	18,148,674
Capital Expenditures					
Public Works	28,000	25,000	25,000	25,000	25,000
Road Projects	8,423,796	8,572,615	8,572,615	8,572,615	6,446,480
Communications	839,984	0	0	0	0
Culture & Recreation	75,000	50,000	0	0	0
Housing & Urban Development	0	4,800	2,400	2,400	4,800
Subtotal Capital Expenditures	9,366,780	8,652,415	8,600,015	8,600,015	6,476,280
TOTAL EXPENDITURES	25,992,997	25,493,180	25,741,817	26,139,882	24,624,954

FIVE-YEAR FINANCIAL PLAN

BOARD OF LIGHTS AND WATER FUND

	FY2008	FY2009	FY2010	FY2011	FY2012
Revenue					
Charges for Service					
Electric	94,259,462	96,144,651	98,067,544	100,028,895	102,029,473
Water & Sewer	28,961,943	29,830,801	30,725,725	31,647,497	32,596,922
General Government	879,356	888,150	897,031	906,001	915,061
Miscellaneous					
Investment Earnings	2,262,610	2,470,000	2,580,000	2,690,000	2,800,000
Non-operating	807,626	815,702	815,702	815,702	815,702
Use of Reserves	17,090,580	8,025,836	7,587,367	6,725,960	4,978,330
Indirect Cost Transfers	2,965,958	2,995,618	3,025,574	3,055,829	3,086,388
Other Sources	100,248	101,250	102,263	103,286	104,318
TOTAL REVENUE	147,327,783	141,272,008	143,801,207	145,973,171	147,326,195
Operating Expenditures					
General Government Services					
General Administration	406,471	416,633	427,049	437,725	448,668
Utility Marketing	865,148	886,777	908,946	931,670	954,962
MIS & GIS	3,581,950	3,671,499	3,763,286	3,857,368	3,953,803
Customer Care	3,737,035	3,830,461	3,926,222	4,024,378	4,124,987
Business Analysis	612,436	621,623	630,947	640,411	650,017
Utilities					
Water & Sewer	19,427,784	19,622,062	19,818,282	20,016,465	20,216,630
Electric	77,437,513	78,211,888	78,994,007	79,783,947	80,581,787
Non-departmental & Interfund Transfers	16,807,947	17,060,066	17,315,967	17,575,707	17,839,342
Subtotal Operating Expenditures	122,876,284	124,321,008	125,784,707	127,267,671	128,770,195
Capital Expenditures					
General Government Services	862,100	765,000	700,000	724,500	855,000
Utilities					
Water & Sewer	7,243,500	6,841,000	7,761,000	7,881,000	7,801,000
Electric	16,345,899	9,345,000	9,555,500	10,100,000	9,900,000
Subtotal Capital Expenditures	24,451,499	16,951,000	18,016,500	18,705,500	18,556,000
TOTAL EXPENDITURES	147,327,783	141,272,008	143,801,207	145,973,171	147,326,195

FIVE-YEAR FINANCIAL PLAN

GOLF FUND

	FY2008	FY2009	FY2010	FY2011	FY2012
Revenue					
Charges for Service	2,102,240	2,161,103	2,221,614	2,283,819	2,347,766
Operating Fund Transfers	384,832	332,397	335,573	288,019	289,710
TOTAL REVENUE	2,487,072	2,493,500	2,557,187	2,571,838	2,637,476
Operating Expenditures					
Golf Course	1,493,664	1,531,006	1,569,281	1,608,513	1,648,726
Debt Service	835,000	835,000	835,000	835,000	835,000
Non-departmental & Interfund Transfers	27,088	27,494	27,907	28,325	28,750
Subtotal Operating Expenditures	2,355,752	2,393,500	2,432,187	2,471,838	2,512,476
Capital Expenditures					
Golf Course	131,320	100,000	125,000	100,000	125,000
Subtotal Capital Expenditures	131,320	100,000	125,000	100,000	125,000
TOTAL EXPENDITURES	2,487,072	2,493,500	2,557,187	2,571,838	2,637,476

FIVE-YEAR FINANCIAL PLAN

SELF INSURANCE FUND

	FY2008	FY2009	FY2010	FY2011	FY2012
Revenue					
Operating Fund Transfers	9,277,874	9,741,768	10,228,856	10,740,299	11,277,314
Employee/Retiree Contributions	854,733	884,649	915,611	947,658	980,826
Miscellaneous	55,000	56,925	58,917	60,979	63,114
Investment Earnings	110,000	115,000	118,000	120,000	122,000
TOTAL REVENUE	10,297,607	10,798,341	11,321,385	11,868,936	12,443,253
Operating Expenditures					
Self-Insurance Funds	9,677,664	10,209,936	10,771,482	11,363,913	11,988,929
Non-departmental & Interfund Transfers	48,495	48,980	49,470	49,964	50,464
Reserve Increase	571,448	539,426	500,433	455,058	403,860
TOTAL EXPENDITURES	10,297,607	10,798,341	11,321,385	11,868,936	12,443,253

PENSION FUND

	FY2008	FY2009	FY2010	FY2011	FY2012
Revenue					
Operating Fund Transfers	4,319,490	4,643,452	4,991,711	5,366,089	5,768,546
Investment Earnings	4,800,000	4,900,000	5,000,000	5,150,000	5,300,000
TOTAL REVENUE	9,119,490	9,543,452	9,991,711	10,516,089	11,068,546
Operating Expenditures					
Pension Fund	7,695,000	8,272,125	8,892,534	9,559,474	10,276,435
Non-departmental & Interfund Transfers	5,010	5,060	5,111	5,162	5,213
Reserve Increase	1,419,480	1,266,267	1,094,066	951,453	786,898
TOTAL EXPENDITURES	9,119,490	9,543,452	9,991,711	10,516,089	11,068,546

THIS PAGE INTENTIONALLY LEFT BLANK.

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 FY2008

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
Mayor	86,938	7,470	0	94,408
Council	162,774	91,911	0	254,685
City Manager's Office	569,423	172,725	0	742,148
City Clerk	143,080	39,730	0	182,810
City Attorney	0	525,000	0	525,000
Civil Service Board	6,850	475	0	7,325
Total General Administration	**969,065**	**837,311**	**0**	**1,806,376**
Municipal Court	**1,006,932**	**154,431**	**0**	**1,161,363**
Finance				
Administration	255,593	56,815	0	312,408
Accounting	374,838	20,580	0	395,418
Budget	145,919	7,710	0	153,629
Tax	207,854	57,140	0	264,994
Business License	314,403	10,134	0	324,537
Purchasing	270,042	20,030	0	290,072
Total Finance	**1,568,649**	**172,409**	**0**	**1,741,058**
Personnel and Risk Management	**666,781**	**211,390**	**0**	**878,171**
Development Services				
Planning and Zoning	1,079,394	114,097	16,500	1,209,991
Economic Development	163,785	129,993	0	293,778
Planning Commission	12,600	0	0	12,600
Board of Zoning Appeals	8,400	0	0	8,400
Historic Preservation Committee	0	32,300	0	32,300
Total Development Services	**1,264,179**	**276,390**	**16,500**	**1,557,069**
Redevelopment (MRC)	**170,224**	**92,885**	**0**	**263,109**
Public Works				
Admin, Engineering & Drafting	654,739	125,443	32,000	812,182
Board of Building Code Appeals	3,500	0	0	3,500
Bldg Inspect & Code Enforcement	508,261	29,365	33,000	570,626
Sanitation	1,897,956	1,469,895	125,000	3,492,851
Streets and Traffic Administration	113,600	0	0	113,600
Streets	1,497,065	577,444	70,000	2,144,509
Traffic Services	549,296	138,092	0	687,388
Total Public Works	**5,224,417**	**2,340,239**	**260,000**	**7,824,656**

GENERAL FUND
SUMMARIZED OPERATING BUDGET FY2008

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
Parks, Recreation and Facilities				
Administration	814,328	125,491	0	939,819
Programs & Events	0	135,190	0	135,190
Rec Centers & Athletics	0	53,248	17,500	70,748
Buildings Maintenance	492,782	607,748	0	1,100,530
Grounds Maintenance	542,288	293,172	143,100	978,560
Keep Marietta Beautiful	75,788	4,440	0	80,228
Total Parks, Rec. and Facilities	**1,925,186**	**1,219,289**	**160,600**	**3,305,075**
Police				
Support Services	10,810,886	960,118	0	11,771,004
Uniform Patrol Services	0	798,271	334,000	1,132,271
Investigative Services	0	16,025	84,800	100,825
Total Police	**10,810,886**	**1,774,414**	**418,800**	**13,004,100**
Fire				
Administration	342,872	13,549	0	356,421
Rescue	0	104,218	79,110	183,328
Suppression & Emergency Svcs	8,084,623	607,279	583,000	9,274,902
Prevention	691,881	29,992	0	721,873
Training	525,847	282,991	0	808,838
Apparatus Svc and Maint	0	13,760	0	13,760
Total Fire	**9,645,223**	**1,051,789**	**662,110**	**11,359,122**
Non-departmental	**52,448**	**6,642,122**	**0**	**6,694,570**
Total Operating Budget	**$33,303,990**	**$14,772,669**	**$1,518,010**	**$49,594,669**

THIS PAGE INTENTIONALLY LEFT BLANK.

CITY GENERAL ADMINISTRATION

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

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

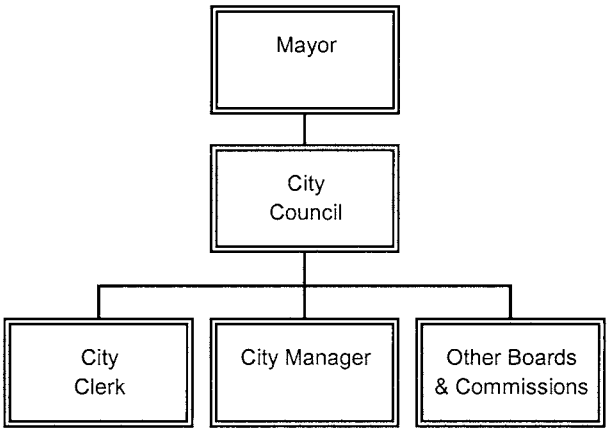
The position of City Manager is appointed by the City Council. The Manager periodically meets with the City Council to inform, recommend, and receive direction on affairs of the City. The office of City Manager is responsible for ensuring that operations for the City and its Board of Lights and Water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

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

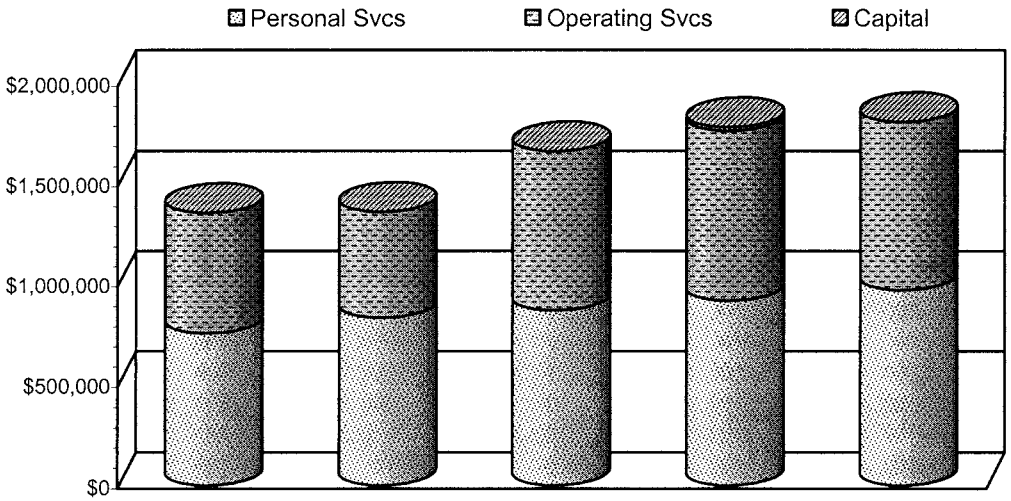
The City Clerk is the historian for the City and the keeper of City records. The City Clerk is held responsible for the proper recording and filing of all ordinances, resolutions, petitions, deeds, contracts, agreements and other legal documents. As Clerk of the Council, Board of Lights and Water and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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$753,438	$830,725	$866,479	$917,140	$969,065
Operating Svcs	$600,537	$528,451	$794,485	$845,767	$837,311
Capital	$0	$0	$0	$18,990	$0
Total Budget	$1,353,975	$1,359,176	$1,660,964	$1,781,897	$1,806,376
Change Over Prior Yr	---	0.38%	22.20%	7.28%	1.37%

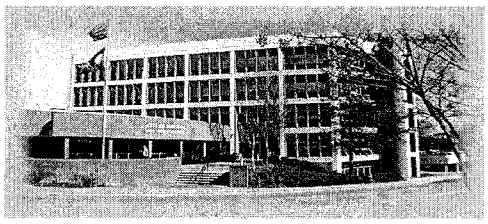
GENERAL ADMINISTRATION

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 City's website and email technology
- ✓ Utilize the City's website to provide access to streaming video of City Council meetings
- ✓ Provide access to minutes and official records of the City for review and inspection by citizens and City staff
- ✓ Disseminate news about the City's redevelopment efforts through *BluePrint Marietta*, the City's quarterly newsletter

Goal 3: **Implement Weed and Seed Program for the Franklin Road neighborhood**

- ✓ Maintain designation as US Department of Justice Weed and Seed site
- ✓ Supervise administration and implementation of federal grant to support program activities
- ✓ Implement weeding activities including overtime shifts of police patrols and seeding activities such as the new Police Athletic League's soccer program
- ✓ Increase social services from Travelers Aid, the Latin American Association and other agencies

Goal 4: **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
- ✓ Seek and encourage public and private support for local cultural and arts organizations
- ✓ Support redevelopment efforts while strengthening viable neighborhoods and commercial areas; encourage quality architecture and construction in development and redevelopment projects
- ✓ Build 250 affordable first-time homebuyer units by 2010
- ✓ 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
- ✓ Attain owner occupancy in more than 50% of our homes by 2009
- ✓ 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
- ✓ Support and secure funding for the Marietta Redevelopment Corporation to power the regeneration of the community

GENERAL ADMINISTRATION

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
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	178	134	210
Deeds	43	42	50
Ordinances	104	125	150
Resolutions	23	19	50
Clerk of Superior Court	7	34	50

GOALS ACCOMPLISHED

- ✓ Marietta Growth Fund received additional funding
- ✓ *Blueprint Marietta*, the new quarterly newsletter for the community focusing on citywide revitalization, was published and distributed in the Spring 2007
- ✓ Two major companies relocated into the City
- ✓ The City was awarded $175,000 by the US Department of Justice in federal grant funding for its Weed and Seed program to fight crime in the Franklin Road area. Marietta was one of 28 communities chosen from the 98 communities across the country seeking recognition.
- ✓ City of Marietta print ad campaign was implemented
- ✓ Marietta Fund for Neighborhood Revitalization was established; development and management agreement was negotiated between MRC and City Council
- ✓ Citywide marketing plan was developed

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

Mayor's Office

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	68,146	75,146	78,075	86,310	86,938
Operating Services	4,805	6,771	7,261	4,132	7,470
TOTAL ANNUAL BUDGET	**72,951**	**81,917**	**85,336**	**90,442**	**94,408**

City Council

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	116,944	124,005	134,021	159,296	162,774
Operating Services	54,484	48,004	83,242	91,166	91,911
TOTAL ANNUAL BUDGET	**171,428**	**172,009**	**217,263**	**250,462**	**254,685**

City Manager's Office

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	431,638	475,814	473,770	508,283	529,085
Operating Services	49,507	38,893	65,493	134,994	172,725
Capital	0	0	0	18,990	0
TOTAL ANNUAL BUDGET	**481,145**	**514,707**	**539,263**	**662,267**	**701,810**

Weed and Seed Program

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	0	0	0	32,916	40,338
Operating Services	0	0	0	30,160	0
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**63,076**	**40,338**

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

City Clerk

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	130,910	149,760	174,613	124,052	143,080
Operating Services	47,081	42,883	95,345	36,237	39,730
TOTAL ANNUAL BUDGET	**177,991**	**192,643**	**269,958**	**160,289**	**182,810**

City Attorney

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	443,343	391,648	542,796	548,755	525,000
TOTAL ANNUAL BUDGET	**443,343**	**391,648**	**542,796**	**548,755**	**525,000**

Civil Service Board

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	5,800	6,000	6,000	6,283	6,850
Operating Services	1,317	252	348	323	475
TOTAL ANNUAL BUDGET	**7,117**	**6,252**	**6,348**	**6,606**	**7,325**

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 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
Weed & Seed Grant Program Coord.	0	0	0	1	1
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Records Clerk	1	1	1	1	1
Civil Service Member	5	5	5	5	5
TOTAL BUDGETED POSITIONS	**23**	**23**	**23**	**24**	**24**

MUNICIPAL COURT

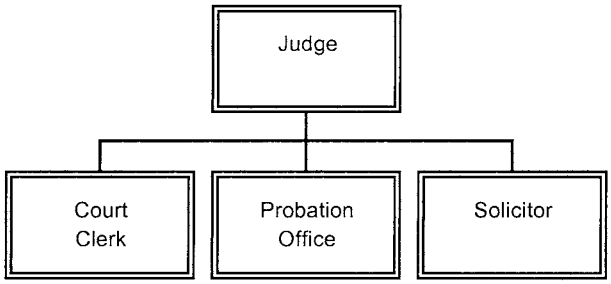
The City of Marietta Municipal Court is one of the 389 local courts of the Georgia court system. Jurisdiction is limited to the offenses of shoplifting, possession of one ounce or less of marijuana, and misdemeanor traffic offenses occurring within City limits. This court also handles violations of local 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.

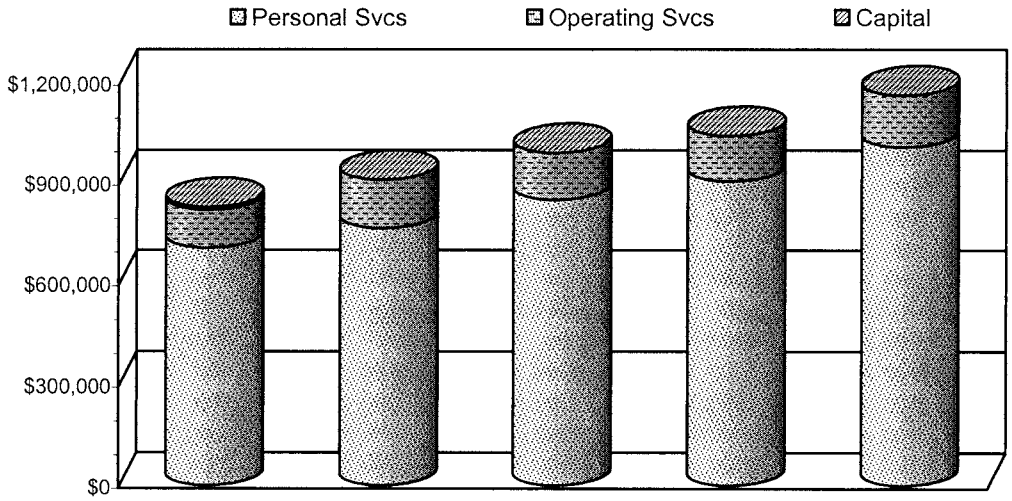
The second section is the Solicitor who prosecutes the cases filed with the Municipal Court of Marietta. If the defendant requests a trial by jury, the case is bound over to the State Court of Cobb County for jury trial and disposition.

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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$704,827	$763,966	$848,630	$903,818	$1,006,932
Operating Svcs	$112,899	$144,831	$140,631	$136,334	$154,431
Capital	$8,445	$0	$0	$0	$0
Total Budget	$826,171	$908,797	$989,261	$1,040,152	$1,161,363
Change Over Prior Yr	---	10.00%	8.85%	5.14%	11.65%

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
- ✓ Continue development and installation of on-line payment of fines
- ✓ Continue development and migration of parking and red-light violation data from Ticket Track to Sustain software
- ✓ Investigate the feasibility of scanning all documents in Court files to make them available on-line to the public

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

- ✓ Develop Defendant Image Repository by attaching defendant's photo electronically to the case file. Image would then be on the actual warrant and help to secure positive identification at the time of arrest.
- ✓ Enhance software to enable improved tracking of probationer's community service and reporting
- ✓ Develop reports as required by state mandate

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

- ✓ Upgrade software to provide video clip of actual violation
- ✓ Utilize CrimiNet software to eliminate data entry redundancy
- ✓ Implement skip tracing efforts to assist in collections of unpaid violations
- ✓ Continue to research legal issues regarding third party collections and filing of FIFAs for outstanding violations

MUNICIPAL COURT

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Traffic/Local Ordinances			
Traffic Citations Issued	17,795	20,648	21,680
Cases Filed	14,867	16,051	16,853
Non-Jury Trials	924	906	933
Cases Disposed during the Fiscal Year	N/A	14,794	15,600
% Cases Filed and Disposed in the same Fiscal Year	N/A	83%	85%
% Traffic Cases Disposed Within 90 Days	N/A	66%	70%
% Court Appointed Attorney Fees Reimbursed	N/A	15%	20%
% Translator Fee Reimbursement	N/A	155%	98%
Photo Red-Light			
Photo Red-Light Violation Notices Issued	38,004	35,873	34,900
Non-Jury Trials	797	1,149	1,100
% Collection Rate	N/A	75%	85%
Parking			
Parking Violation Notices Issued	4,720	3,923	7,500
Non-Jury Trials	N/A	90	130
% Collection Rate	N/A	76%	80%
Probation and Diversion			
New Probationers	542	489	510
New Diversion Program Participants	34	53	55
Diversion Cases Disposed Successfully	N/A	29	32
Diversion Cases Disposed Unsuccessfully	N/A	24	25
% Cases Disposed and Sentenced to Probation	N/A	3.3%	4.0%

GOALS ACCOMPLISHED

- ✓ Completed migration of traffic, probation, and diversion databases from HTE Jalan Court software to Georgia Sustain Court Management software resulting in a substantial savings to the City
- ✓ Finalized interface with Department of Driver Services for automatic electronic disposition reporting within 24 hours of sentencing
- ✓ Developed automated Request for Check (RFC) for bond refunds
- ✓ Integrated monthly state reports with Sustain data base
- ✓ Completed integration of Sustain Traffic software with HTE General Ledger system
- ✓ Installed sound panels in the Courtroom to reduce noise
- ✓ Drafted and presented contract for probation services to Administrative Office of the Courts as now required by mandate
- ✓ Modified parking ticket software to address new fine amounts and increase routine collection efforts
- ✓ Developed and trained staff on payment plan options for red-light offenders

MUNICIPAL COURT

EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	704,827	763,966	848,630	903,818	1,006,932
Operating Services	112,899	144,831	140,631	136,334	154,431
Capital	8,445	0	0	0	0
TOTAL ANNUAL BUDGET	**826,171**	**908,797**	**989,261**	**1,040,152**	**1,161,363**

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Municipal Court Clerk	1	1	1	1	1
Senior Deputy Court Clerk	1	1	0	0	0
Supervisor	0	0	1	1	1
Deputy Court Clerk	6	8	8	9	9
Legal Assistant	1	1	1	1	1
Bailiff - Part Time	2	2	2	3	3
Data Entry Clerk	0	1	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
Collections Representative	0	0	0	0	1
Judge	1	1	1	1	1
Solicitor	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**16**	**19**	**19**	**21**	**22**

THIS PAGE INTENTIONALLY LEFT BLANK.

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.

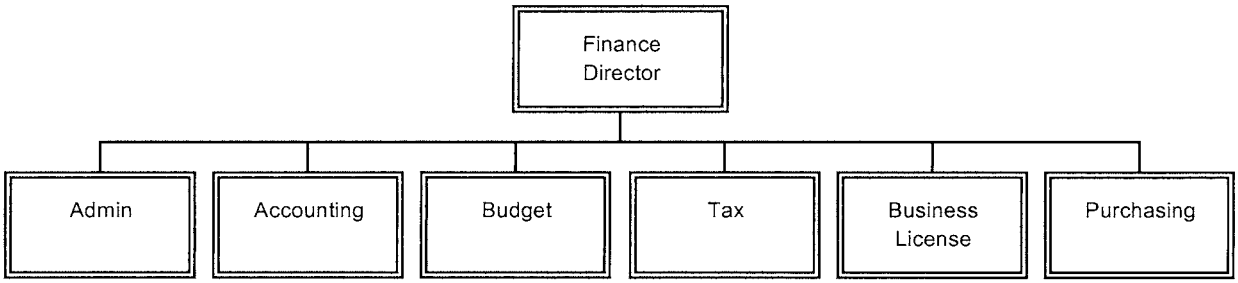
The primary responsibility of the Budget Division is the annual preparation and yearly management of the City's operating budgets. This includes preparing budget databases, reviewing budget requests, balancing projected revenues with proposed expenditures, and formatting the formal budget document to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

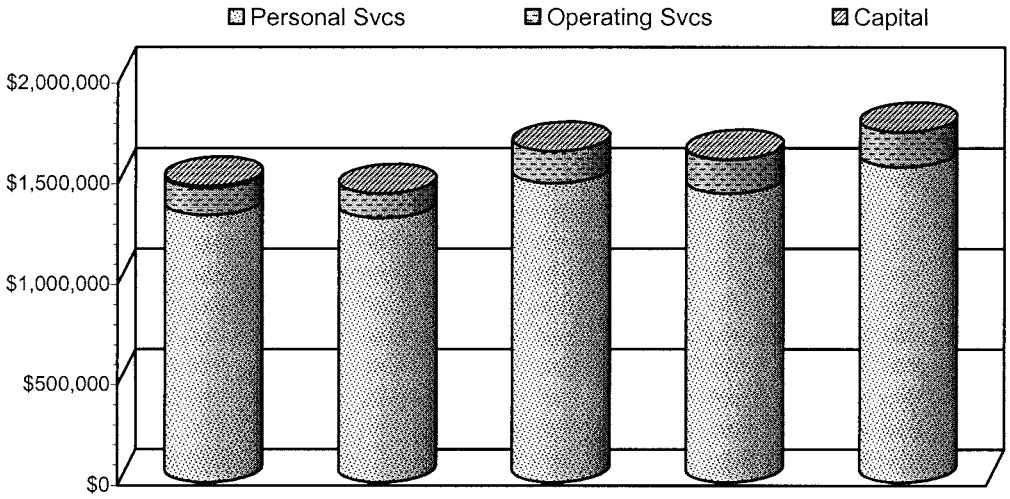
The Purchasing Division is responsible for awarding purchase orders, service and labor contracts, and issuing and evaluating requests for bid proposals for all City requirements. Additional Purchasing functions include evaluation of vendor performance, quality assurance, price/cost analysis, value analysis,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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$1,330,378	$1,316,273	$1,488,840	$1,437,062	$1,568,649
Operating Svcs	$134,414	$120,632	$157,159	$168,152	$172,409
Capital	$8,531	$0	$0	$2,246	$0
Total Budget	$1,473,323	$1,436,905	$1,645,999	$1,607,460	$1,741,058
Change Over Prior Yr	---	-2.47%	14.55%	-2.34%	8.31%

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 integrate with HTE database
- ✓ Develop policy for Fixed Assets disposal
- ✓ Establish values for infrastructure assets and integrate with 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

- ✓ Participate in the ICMA Center for Performance Measurement to assist in the development of departmental performance measures for functions, programs and/or activities
- ✓ Serve as Primary Coordinator for ICMA performance measurement project, administer the program, coordinate with management and submit data online for thirteen service areas

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 codes

Goal 5: Improve employee efficiency

- ✓ Encourage and support professional training and certifications
- ✓ Attend HTE training and enhance understanding of application interfaces; disseminate information to staff; apply training knowledge to improve procedures and recommend HTE system enhancements
- ✓ Cross train employees and prepare procedure manuals for all divisions

Goal 6: Maintain Tax Allocation District (TAD) tax base

- ✓ Update tax system to reflect changes in TAD base property valuations and account for additional districts created during the year

Goal 7: Maximize utilization of electronic media and web access

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

FINANCE

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
% Invoices paid within 30 days of receipt	87%	87%	91%
Budget Ordinances written	20	33	40
% Budget adjs. processed within 24 hours of approval/receipt	98%	98%	100%
Budget Procedures classes held	3	3	3
Attendees at Budget Procedures classes	34	20	20
% General Fund revenues within 3% of budget (by category)	95%	90%	100%
Tax payments processed	19,406	19,513	20,225
Tax payments processed per employee	6,469	6,504	6,740
Business Licenses issued	8,607	9,600	9,500
Business License renewals processed per employee	2,245	2,505	2,500
% New Business Licenses mailed within 2 weeks	62%	64%	64%
Business License audit revenue collected	$37,043	$30,838	$30,000
Purchase orders processed	2,256	2,375	2,455
Purchase Orders processed per employee	564	594	614
New vendor applications processed	127	130	168
% Purchase requests processed into a PO within 4 weeks	98%	98%	98%

GOALS ACCOMPLISHED

- ✓ Coordinated efforts with Cobb County to identify taxpayers' eligibility to receive state tax credits and corrected ineligibilities
- ✓ Reduced number of delinquent tax accounts forwarded to a collection agency or processed through a tax sale by initiating direct contact with delinquent taxpayers
- ✓ Continued the process of scanning homestead exemption forms in the Tax division
- ✓ Facilitated business personal property assessment by reformatting the COGNOS query used to report new and existing businesses to Cobb County
- ✓ Identified movement of businesses in and out of Tax Allocation Districts (TADs) and notified Cobb County Business Personal Property Tax division to ensure accurate assessment and collections
- ✓ Updated tax system to reflect changes in TAD base property valuations and to account for additional districts created during the year
- ✓ Completed Business License audits, resulting in collections of over $80,000
- ✓ Tax and Business License divisions coordinated efforts to identify parcels that are incorrectly coded and result in non-receipt of tax revenue by the City; reported findings to Cobb County
- ✓ Supported MIS department in conducting COGNOS classes for employees
- ✓ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY2007 budget book (12th consecutive year)
- ✓ Posted the FY2007 budget book on the City's website and added a quick link for budget information
- ✓ Incorporated Performance Measurement Program into the budget process and budget book
- ✓ Budget Manager served as Primary Coordinator for ICMA Center for Performance Measurement project
- ✓ 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 FY2006 CAFR
- ✓ Transitioned to the Naviline version of the H.T.E. system
- ✓ Generate increased sales revenues from the sale or liquidation of surplus goods through GovDeals website
- ✓ Purchasing staff attended classes offered by the National Institute for Governmental Purchasing

FINANCE

EXPENDITURE SUMMARY

Administration

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	156,838	160,870	195,697	198,330	255,593
Operating Services	30,146	33,992	61,987	68,337	56,815
Capital	0	0	0	2,246	0
TOTAL ANNUAL BUDGET	**186,984**	**194,862**	**257,684**	**268,913**	**312,408**

Accounting

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	336,784	317,345	338,196	359,599	374,838
Operating Services	21,148	18,597	18,019	17,398	20,580
TOTAL ANNUAL BUDGET	**357,932**	**335,942**	**356,215**	**376,997**	**395,418**

Budget

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	128,507	132,057	135,548	143,154	145,919
Operating Services	4,932	6,050	6,422	5,676	7,710
TOTAL ANNUAL BUDGET	**133,439**	**138,107**	**141,970**	**148,830**	**153,629**

FINANCE

EXPENDITURE SUMMARY

Tax

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	230,375	235,500	237,153	194,691	207,854
Operating Services	55,456	46,179	49,500	50,150	57,140
TOTAL ANNUAL BUDGET	**285,831**	**281,679**	**286,653**	**244,841**	**264,994**

Business License

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	285,637	271,433	341,434	278,488	314,403
Operating Services	16,987	6,599	8,167	9,923	10,134
Capital	8,531	0	0	0	0
TOTAL ANNUAL BUDGET	**311,155**	**278,032**	**349,601**	**288,411**	**324,537**

Purchasing

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	192,237	199,068	240,812	262,800	270,042
Operating Services	5,745	9,215	13,064	16,668	20,030
TOTAL ANNUAL BUDGET	**197,982**	**208,283**	**253,876**	**279,468**	**290,072**

FINANCE

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Finance Director	1	1	1	1	1
Executive Secretary	1	1	1	1	1
Internal Auditor	0	0	1	1	1
Accounting / Treasury Manager	1	1	1	1	1
Senior Accountant	1	1	1	1	1
Accountant	2	2	2	2	2
Accounting Clerk	2	2	2	2	2
Cashier	1	1	1	1	1
Budget Manager	1	1	1	1	1
Budget Analyst	1	1	1	1	1
Tax Manager	1	1	1	1	1
Tax Coordinator	1	1	1	1	1
Tax Representative	2	2	2	2	2
Business License Manager	1	1	1	1	1
Business License Auditor	1	1	1	1	1
Business License Inspector	1	2	2	2	2
Administrative Secretary - Bus. Lic.	1	1	1	1	1
Business License Clerk	1	2	2	2	2
Purchasing Manager	1	1	1	1	1
Senior Buyer	2	1	1	1	1
Buyer	1	2	2	2	2
Administrative Secretary - Purchasing	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**25**	**27**	**28**	**28**	**28**

THIS PAGE INTENTIONALLY LEFT BLANK.

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.

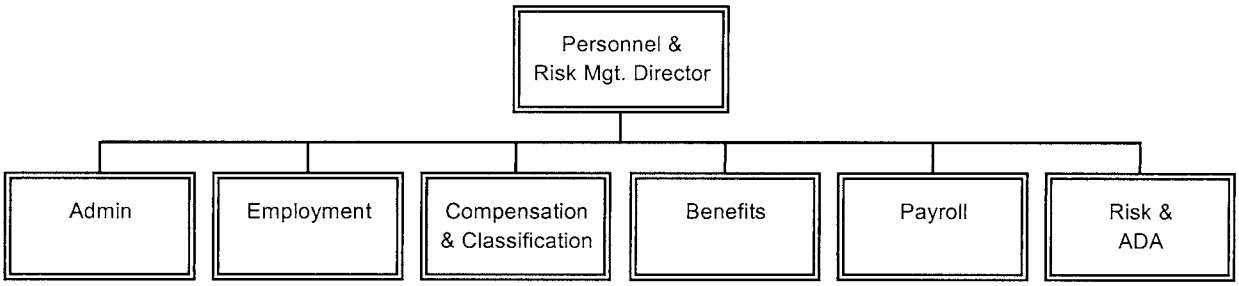
The Compensation and Classification Division is responsible for pay and classification administration including salary survey data collection and analysis, job audits, benchmark descriptions, reclassification testing and wage and salary program planning.

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.

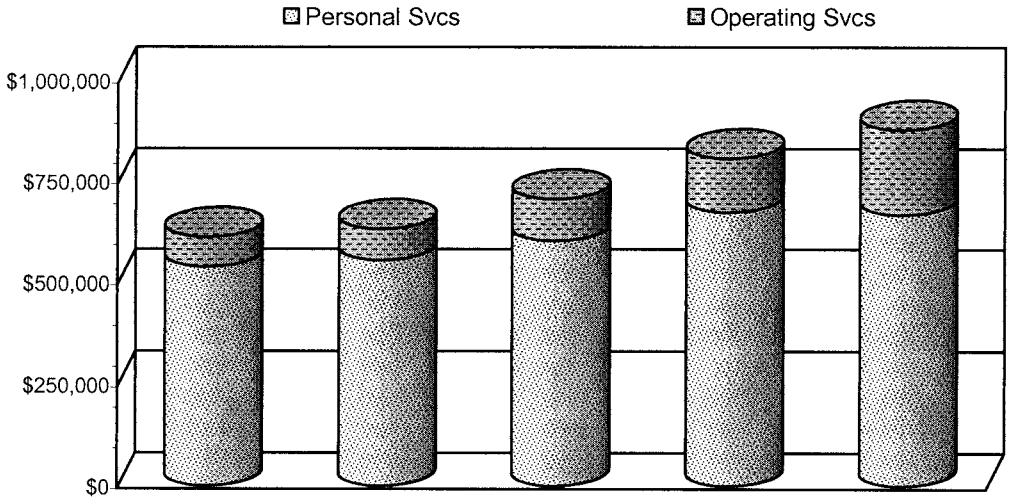
The activities of the Payroll Division include employee and retiree payroll management (weekly and monthly payrolls), flexible benefit administration, and employee records management. Staff also assists other departments in policy interpretation as it relates to pay. The prompt and accurate provision 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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$538,437	$554,612	$602,202	$673,915	$666,781
Operating Svcs	$73,452	$77,211	$103,685	$133,447	$211,390
Total Budget	$611,889	$631,823	$705,887	$807,362	$878,171
Change Over Prior Yr	---	3.26%	11.72%	14.38%	8.77%

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 encourage outside participation by other governments and utilities in the "Local Government Salary Exchange Network" via the internet
- ✓ Implement HTE Applicant Tracking software to aid in recruitment and selection tasks including record keeping, generation of statistical reports, and live applicant status to callers

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
- ✓ Monitor health insurance costs on a continuous basis and review plan designs annually
- ✓ Coordinate efforts with benefits attorney to complete the 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

- ✓ Implement Management Development Program
- ✓ Provide training on workplace behavior and "due process" requirements and a follow-up class on conflict/anger management
- ✓ 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

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Number of Positions Filled	206	204	200
Number of Applications Received	5,824	5,584	5,700
Workers' Compensation Claims:			
Medical Only	105	100	95
Indemnity	9	8	8
Reporting Purposes Only	11	12	10
Number of Liability Claims	46	55	55
Number of Auto Claims	29	25	25
Reported Health Insurance Concerns	125	130	135
Pension Applications Received and Approved	33	35	35
Number of Job Vacancies per Month	17.2	17.0	16.7
Average Cost per Vacancy Filled	$1,790	$1,873	$2,181
% of New Hires Performing Satisfactorily 6 Months After Hire	70.4%	77.7%	80.0%

GOALS ACCOMPLISHED

- ✓ Continued to expand the "Local Government Salary Exchange Network" which currently is comprised of the 20 largest public entities in Georgia
- ✓ Conducted several compensation studies for police, fire, electrical, GIS and public officials
- ✓ Provided liaison support to the ADA Advisory Board; organized and held an ADA Town Hall meeting
- ✓ Implemented expanded quarterly drug/alcohol testing program; increased test group from 20 to 95 per test
- ✓ Recovered approximately $631,484 from the State Workers' Comp Subsequent Injury Trust Fund
- ✓ 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
- ✓ Continued update of departmental records retention plan; conducted annual purge of outdated records and prepared other records for permanent storage
- ✓ Initiated and won several appeals of erroneous awards of unemployment benefits
- ✓ Provided departmental training on drug and alcohol awareness
- ✓ Worked with benefits consultant to develop a plan document and trust in compliance with OPEB for retiree health benefits
- ✓ Updated personnel rules and regulations; developed several new policies
- ✓ Implemented the LifeWorks Employee Assistance Program; provided training of departmental supervisors and personnel staff and initiated monitoring of system use

PERSONNEL AND RISK MANAGEMENT

EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	538,437	554,612	602,202	673,915	666,781
Operating Services	73,452	77,211	103,685	133,447	211,390
TOTAL ANNUAL BUDGET	**611,889**	**631,823**	**705,887**	**807,362**	**878,171**

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 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	0
Payroll Technician	0	0	0	0	1
Administrative Secretary	1	1	1	1	1
Personnel Clerk	0	0	1	1	1
TOTAL BUDGETED POSITIONS	**8**	**8**	**9**	**9**	**9**

THIS PAGE INTENTIONALLY LEFT BLANK.

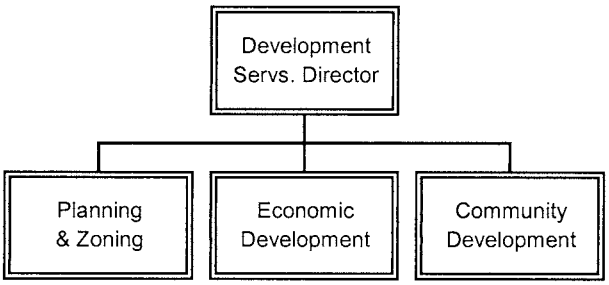
DEVELOPMENT SERVICES

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.

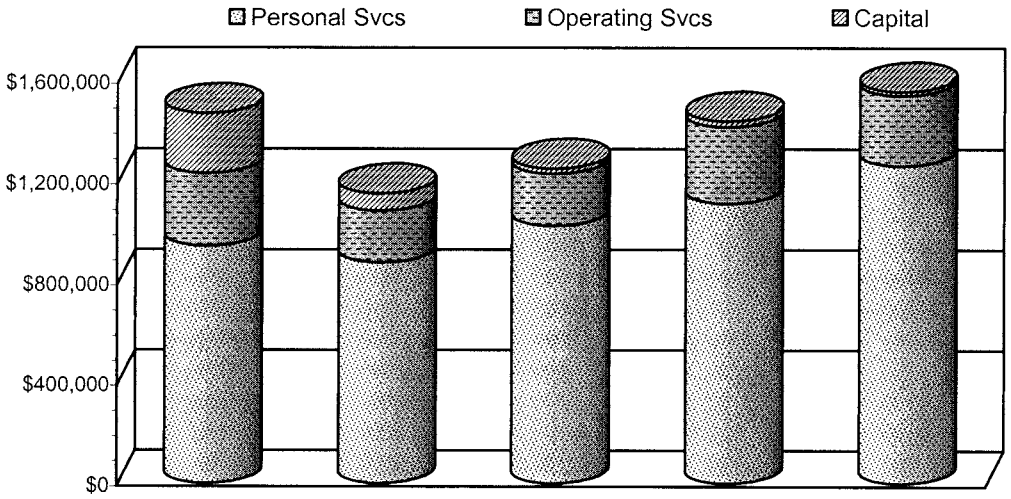
The goal of the Economic Development Division is to attain a program of services and initiatives that will promote new business development, build positive perceptions and community vision, increase economic growth and enhance the quality of life, increase community wealth and individual prosperity, 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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$945,237	$879,129	$1,024,524	$1,114,350	$1,264,179
Operating Svcs	$287,726	$205,074	$207,374	$301,768	$276,390
Capital	$237,394	$69,123	$19,733	$23,199	$16,500
Total Budget	$1,470,357	$1,153,326	$1,251,631	$1,439,317	$1,557,069
Change Over Prior Yr	---	-21.56%	8.52%	15.00%	8.18%

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 and facilitate redevelopment using a citizen-centered approach that ensures integrity, innovation and responsiveness.

GOALS AND ACTIONS

Goal 1: Conduct long-range planning projects

- ✓ Revise existing Historic Resource survey to review resources in individual proposed districts
- ✓ Complete yearly update of Comprehensive Plan and Future Land Use map
- ✓ Conduct study of 103B streams to determine effectiveness of current regulations
- ✓ Develop a Capital Improvement Program

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
- ✓ Provide opportunity for the public to view and comment on upcoming rezoning and variance cases through use of the City website

Goal 3: Implement existing plans and address redevelopment issues

- ✓ Implement design guidelines with development incentives to encourage redevelopment along Franklin Road
- ✓ Continue to prioritize code enforcement efforts as a means of improving health and safety for citizens
- ✓ Complete Roswell Street Streetscape project
- ✓ Initiate plan and design phase for Rottenwood Creek multi-use trail system
- ✓ Develop a Land Use Master Plan for the redevelopment of the Hedges/Gramling neighborhood

Goal 4: Revitalization of Franklin Road Corridor

- ✓ Develop Master Plan for the Franklin Road Corridor
- ✓ Coordinate meetings with stakeholders to discuss Plan implementation
- ✓ Facilitate implementation strategy for approval of funding for Franklin Gateway TAD increment
- ✓ Coordinate redevelopment efforts with Weed and Seed program

Goal 5: Conduct major marketing campaign of redevelopment projects

- ✓ Facilitate meetings with major real estate developers to discuss strategic marketing campaign objectives
- ✓ Coordinate financial donations from developers; obtain outside funding to launch and manage the campaign
- ✓ Finalize ad copy and conduct competitive bidding for advertising space
- ✓ Coordinate and provide data for website design

Goal 6: Identify and inventory land parcels and businesses affected by the proposed I-75 widening

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

DEVELOPMENT SERVICES

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Code Compliance Inspections	2,459	2,887	3,000
Letters / Reports Generated	2,783	2,076	2,000
Code Enforcement Cases	3,515	3,410	3,200
Ordinances Prepared for Council	12	14	16
Citations Issued	11	20	30
Sign Permits Issued	350	360	380
Rezoning Applications Processed	33	35	35
Variance Applications Processed	75	80	80
Plats Reviewed	169	180	195
Site Plans Reviewed	168	180	180
Business License Applications Reviewed	2,117	2,200	2,200
Building Permits Reviewed	761	800	1,000
Community marketing events hosted in metro-Atlanta	3	4	4
Prospect visits hosted in the community	4	3	4
% of economic development partner meetings attended	75%	80%	80%
Advertisements in regional and national publications	30	45	100
Industry or businesses visited in the community as a pro-active outreach for retention and expansion	12	48	100

GOALS ACCOMPLISHED

- ✓ Revised City Zoning ordinance to include Townhouse ordinance; revised City Zoning ordinance to include Historic Preservation ordinance
- ✓ Amended and updated the Tree Protection and Landscape ordinance
- ✓ Developed Strategic Land Use and Transportation Master Plan for Kennestone Hospital area
- ✓ Successfully assembled, purchased and sold land for redevelopment in the Manget area
- ✓ Negotiated contract for silhouette lighting program in Marietta Square
- ✓ Implemented City of Marietta print ad campaign
- ✓ Coordinated Southern Polytechnic State University student collaborative study for Powder Springs Street/South Marietta Parkway
- ✓ Participated in the Transportation and Land study for the Kennestone area
- ✓ Facilitated meetings regarding potential site for State Trooper facility
- ✓ Received additional funding for Marietta Growth Fund; developed brochure
- ✓ Served as project manager/liaison for multiple redevelopment sites throughout the City
- ✓ Provided staff support for relocation of two major companies into the City
- ✓ Investigated alternative sites for dumpsters on Marietta Square
- ✓ Developed new definition and brochure regarding Four Sided Architecture to serve as a guide for developers during residential architectural and design phase
- ✓ Served as chairperson for Weed & Seed subcommittee
- ✓ Managed Marietta Development Authority (MDA) print ad campaign

DEVELOPMENT SERVICES

EXPENDITURE SUMMARY

Planning and Zoning

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	703,064	724,704	868,417	932,902	1,079,394
Operating Services	123,088	67,152	121,891	157,880	114,097
Capital	0	7,958	19,733	23,199	16,500
TOTAL ANNUAL BUDGET	**826,152**	**799,814**	**1,010,041**	**1,113,981**	**1,209,991**

Economic Development

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	220,123	134,475	135,107	160,898	163,785
Operating Services	164,638	137,922	84,322	131,728	129,993
Capital	237,394	61,165	0	0	0
TOTAL ANNUAL BUDGET	**622,155**	**333,562**	**219,429**	**292,626**	**293,778**

Boards and Commissions

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Planning Commission	13,650	11,550	12,600	12,150	12,600
Board of Zoning Appeals	8,400	8,400	8,400	8,400	8,400
Historic Preservation Commission	0	0	1,161	12,160	32,300
TOTAL ANNUAL BUDGET	**22,050**	**19,950**	**22,161**	**32,710**	**53,300**

DEVELOPMENT SERVICES

PERSONNEL DETAIL

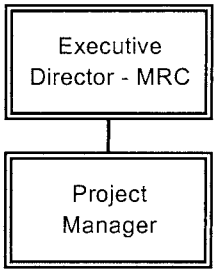
Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Development Services Director	0	1	1	1	1
Planning and Zoning Director	1	0	0	0	0
Planning and Zoning Manager	1	1	1	1	1
Code Enforcement Manager	1	1	1	1	1
Senior Urban Planner	0	1	0	0	0
Urban Planner	2	2	3	3	2
Urban Planner II	0	0	0	0	1
Code Enforcement Inspector	6	6	6	5	5
Code Enforcement Specialist	0	0	0	2	2
Code Enforcement Coordinator	0	0	0	1	1
Code Enforcement Clerk	0	0	0	1	1
Planning and Zoning Coordinator	1	1	1	1	1
Executive Secretary - P & Z	1	1	1	1	1
Economic Development Director	1	0	0	0	0
Economic Development Manager	0	1	1	1	1
Industrial Development Manager	1	1	1	1	1
Downtown Development Coordinator	1	0	0	0	0
Planning Commission Member	7	7	7	7	7
Board of Zoning Appeals Member	7	7	7	7	7
TOTAL BUDGETED POSITIONS	**30**	**30**	**30**	**33**	**33**

REDEVELOPMENT

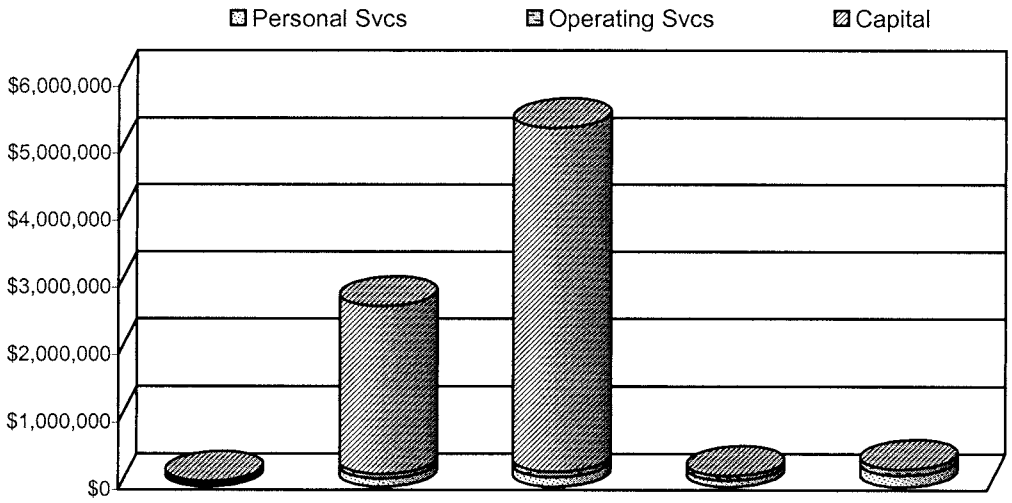
The major focus of the Redevelopment Department is to continue to initiate redevelopment programs for the City with special attention to existing downtown industrial sites, aging rental property and distressed shopping centers. Increasing home ownership also takes high priority among redevelopment efforts.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

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

REDEVELOPMENT



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$42,656	$124,024	$142,918	$95,452	$170,224
Operating Svcs	$37,952	$66,596	$83,290	$69,446	$92,885
Capital	$4,685	$2,488,673	$5,114,456	$0	$0
Total Budget	$85,293	$2,679,293	$5,340,664	$164,898	$263,109
Change Over Prior Yr	---	3041.28%	99.33%	-96.91%	59.56%

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)

- ✓ Update the Franklin/Gateway redevelopment plan and submit with project applications to City Council, Cobb County Commission and School Board officials
- ✓ Secure TAD financing for the Franklin/Gateway and Center City Perimeter TADs
- ✓ Support design/implementation of neighborhood improvement programs surrounding the Johnny Walker, Clay Homes and Manget redevelopment sites
- ✓ Assist the Marietta Housing Authority with the development of a Master Plan, solicit developer proposals and negotiate a master development agreement for the Lyman Homes project
- ✓ Develop and distribute marketing packages/developers' kits to proactively solicit redevelopment proposals for Franklin Road, Allgood Road and Hedges Street

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

- ✓ Coordinate efforts with the MRC Board to develop a comprehensive business plan that addresses investment priorities, initial capitalization, annual operations and on-going management
- ✓ 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

- ✓ Assist with the development of a Master Plan for the Franklin Road corridor
- ✓ 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
- ✓ Initiate long-range planning for the construction of additional downtown parking

Goal 4: Undertake property assembly, disposition and redevelopment activities through the Marietta Fund for Neighborhood and Community Revitalization

- ✓ Prepare Requests for Proposal and solicit proposals from acquisition agents and/or property management and inspection firms
- ✓ Perform due diligence on priority areas and monitor, rank and evaluate all redevelopment areas to plan fund investments
- ✓ Evaluate and adopt standard procedures for executing property transactions
- ✓ Prepare and update pro forma projection of net monthly holding costs for properties acquired through the fund

REDEVELOPMENT

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Reduction in city-wide inventory of rental housing units	(328)	(154)	(450)
Increase in inventory of owner-occupied housing units	50	65	250
Disposition of city-owned parcels for redevelopment purposes	2	2	2
Property owners and prospective developers recruited/assisted in evaluating investments within redevelopment areas	6	8	10
Parcels acquired through parcel assembly and disposition process	0	10	15
Increase in aggregate planned private investment within designated redevelopment areas at full build-out	$250M	$50M	$100M
Increase in annual private investment within designated redevelopment areas	$10M	<$10M	>$50M
Increase in annual tax increment channeled into the TAD Special Revenue fund to support public investment	$210,000	>$500,000	>$750,000

GOALS ACCOMPLISHED

- ✓ Established the Marietta Fund for Neighborhood and Community Revitalization to undertake property assembly, disposition and redevelopment activities; negotiated a development and management agreement between the MRC and City Council
- ✓ Prepared a Request for Qualifications and Request for Proposal to solicit proposals from potential 3rd party buyer/acquisition agents to implement the Marietta Fund for Neighborhood and Community Revitalization; developed an annual work program and a policy and procedures guide
- ✓ Developed and distributed a Developer and Property Owners Guide to the Franklin Road redevelopment area; contacted/met with key decision makers representing owners of existing apartment complexes on Franklin Road
- ✓ Prepared a redevelopment plan and obtained certification for a new TAD for the City Center Perimeter redevelopment area; solicited proposals from financial institutions to secure TAD financing for multiple projects within the area
- ✓ Successfully negotiated revisions to intergovernmental agreements with Cobb County and Marietta City Schools for the Center City South Renaissance and Center City Perimeter TADs
- ✓ Secured bond financing for the Center City South Renaissance TAD
- ✓ Assisted the Economic Development department in developing a city-wide marketing plan by providing in-house market research; coordinated efforts on the scope and implementation of the plan as well as consultant selection
- ✓ Assisted the MIS department in developing a citywide data base of ongoing, permitted and planned development activity within the City limits
- ✓ Pursued contacts with several developers, construction companies, architectural and engineering/consulting firms to renew interest in redevelopment opportunities in the City
- ✓ Prepared demographic forecast and analyzed homeownership to identify implications to City school enrollment

REDEVELOPMENT

EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	42,656	124,024	142,918	95,452	170,224
Operating Services	37,952	66,596	83,290	69,446	92,885
Capital	4,685	2,488,673	5,114,457	0	0
TOTAL ANNUAL BUDGET	**85,293**	**2,679,293**	**5,340,665**	**164,898**	**263,109**

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Executive Director	1	1	1	1	1
Project Manager	0	1	1	1	1
TOTAL BUDGETED POSITIONS	**1**	**2**	**2**	**2**	**2**

THIS PAGE INTENTIONALLY LEFT BLANK.

PUBLIC WORKS

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

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

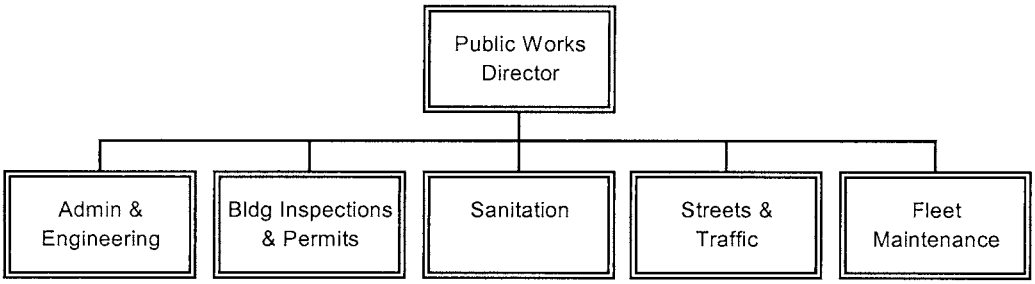
The Building Inspection Division is responsible for the enforcement of City codes or laws related to construction in the City. Inspection responsibilities include reviewing plans, issuing permits and performing field inspections for all building, electrical, grading, plumbing, heating and air conditioning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

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

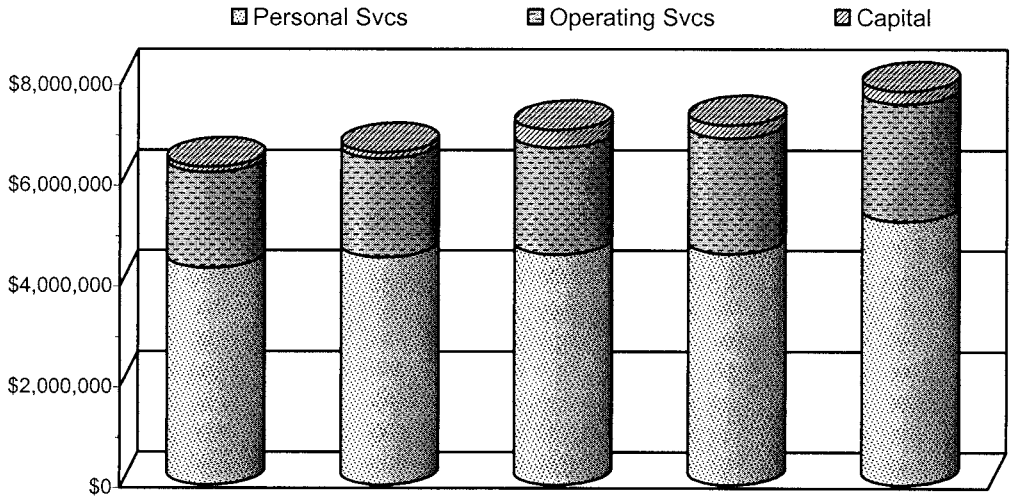
The Traffic Division is responsible for the installation and maintenance of traffic control signs, pavement markings, 98 traffic signals, and 8 school flasher zones located within the City Limits. It manages a traffic control center where traffic signal operations can be monitored and modified remotely.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

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

PUBLIC WORKS



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$4,306,223	$4,517,775	$4,576,725	$4,587,198	$5,224,417
Operating Svcs	$1,897,794	$1,961,465	$2,115,556	$2,295,286	$2,340,239
Capital	$107,769	$120,609	$356,119	$265,790	$260,000
Total Budget	$6,311,786	$6,599,849	$7,048,400	$7,148,274	$7,824,656
Change Over Prior Yr	---	4.56%	6.80%	1.42%	9.46%

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
- ✓ Implement public assets management system to manage the drainage infrastructure located within public rights of way

Goal 2: Implement comprehensive solid waste management program

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

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

- ✓ 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
- ✓ Implement permanent plan storage and retrieval system that can be accessed online

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

- ✓ 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
- ✓ Implement public assets management system to manage transportation infrastructure

Goal 6: Provide fleet maintenance and repair services

- ✓ Provide training as necessary for mechanics to perform maintenance on computer controlled vehicles and equipment
- ✓ Utilize diagnostic and repair equipment to reduce the time that vehicles and equipment are out of service
- ✓ Evaluate alternatives to the existing maintenance program to identify cost effective options

PUBLIC WORKS

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Site Plans Reviewed	52	57	60
Grading Permits Issued (Commercial and Residential)	410	353	370
Building Permits Issued (Commercial and Residential)	1,546	1,534	1,550
Electrical Permits Issued (Commercial and Residential)	1,090	1,404	1,800
Plumbing Permits Issued (Commercial and Residential)	941	882	910
Certificates of Occupancy Issued	405	408	415
Building Inspections per Month	925	934	960
Number of Building Inspections per Employee per month	190	197	210
% of Inspections Performed within 24 hours	90%	93%	95%
Roadway Miles Resurfaced	2.8	3.1	3.3
Curb Miles Swept	14,280	14,614	15,000
Pedestrian Signals Installed	9	11	11
Signalized Intersections Installed/Upgraded	10	13	15
Residential refuse collection accounts	11,892	11,998	12,300
Non-residential collection accounts	95	96	98
Tons of Residential Waste Collected	19,657	21,622	21,800
Cost per Ton of Residential Waste Collected	$95.91	$105.50	$106.37
Tons of Residential Waste Recycled	6,825	7,123	7,250
Cost per Ton of Recyclable Materials Collected	$270.17	$281.99	$287.02
Tons of Yard Waste Landfilled	3,955	4,272	4,600
Tons of Residential Waste Landfilled	15,300	15,617	16,000

GOALS ACCOMPLISHED

✓ The City has begun to implement several of the transportation improvement projects approved in the 2005 Special Purpose Local Option Sales Tax (SPLOST). Several major projects are under design, two intersection projects have completed the permitting process, design of the first sidewalk project is underway and the first series of streets has been resurfaced. Details of these projects include:

- Gramling Street at Powder Springs Road – Project design for the right turn lane has been completed and plans submitted to GA DOT for permitting
- Powder Springs Road at South Marietta Parkway – Project design for the right turn lane has been completed and plans have been submitted to GA DOT for permitting
- Sidewalk and Multi-Use Trail Construction –The design phase has been completed and construction is imminent
- Street Resurfacing Project – The first in a series of resurfacing projects, the 120-day contract was awarded and construction began in the fall of 2006
- Powder Springs Road Streetscapes – The concept for this project is under development and includes road improvements, sidewalks, streetlights and other streetscape elements. It will be implemented in phases as funds become available.
- Roswell Street (Olive to Fairground Street) – Project design of the proposed improvements is in progress and construction of two eastbound and two westbound lanes is impending

PUBLIC WORKS

EXPENDITURE SUMMARY

Administration and Engineering

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	468,171	472,884	452,936	450,583	654,739
Operating Services	89,312	69,152	79,373	134,300	125,443
Capital	5,500	0	0	0	32,000
TOTAL ANNUAL BUDGET	**562,983**	**542,036**	**532,309**	**584,883**	**812,182**

Building Inspections and Permits

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	414,066	406,940	427,770	491,827	508,261
Operating Services	24,636	23,027	26,071	21,070	29,365
Capital	0	33,600	17,045	0	33,000
TOTAL ANNUAL BUDGET	**438,702**	**463,567**	**470,886**	**512,897**	**570,626**

Sanitation

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	1,604,083	1,685,982	1,718,754	1,765,587	1,897,956
Operating Services	1,209,524	1,214,694	1,367,459	1,504,313	1,469,895
Capital	87,761	87,009	105,531	114,141	125,000
TOTAL ANNUAL BUDGET	**2,901,368**	**2,987,685**	**3,191,744**	**3,384,041**	**3,492,851**

PUBLIC WORKS

EXPENDITURE SUMMARY

Streets and Traffic Administration

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	135,512	130,710	0	0	113,600
Operating Services	5,771	4,964	0	0	0
TOTAL ANNUAL BUDGET	**141,283**	**135,674**	**0**	**0**	**113,600**

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

Streets

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	1,240,750	1,333,883	1,363,501	1,349,552	1,497,065
Operating Services	431,615	513,970	508,567	505,580	577,444
Capital	12,181	0	233,543	49,203	70,000
TOTAL ANNUAL BUDGET	**1,684,546**	**1,847,853**	**2,105,611**	**1,904,335**	**2,144,509**

Traffic

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	442,841	487,126	613,264	529,249	549,296
Operating Services	136,936	135,658	134,086	130,023	138,092
Capital	2,327	0	0	102,446	0
TOTAL ANNUAL BUDGET	**582,104**	**622,784**	**747,350**	**761,718**	**687,388**

Expenditures in FY06 and FY07 include Streets and Traffic Administration.

Board of Code Appeals

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	800	250	500	400	3,500
TOTAL ANNUAL BUDGET	**800**	**250**	**500**	**400**	**3,500**

PUBLIC WORKS

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Public Works Director	1	1	1	1	1
Assistant Director / City Engineer	1	1	1	1	1
Civil Engineer	1	1	1	1	1
Transportation Engineer	0	0	0	0	1
Erosion Control Inspector	1	1	1	1	1
Civil Engineering Technician	1	1	1	1	1
Civil Engineering Assistant	1	1	1	1	1
Executive Secretary - Public Works	1	1	1	1	1
Development Coordinator	1	1	1	1	1
Chief Building Inspector	1	1	1	1	1
Building Trades Inspector	3	3	4	4	4
Senior Building Trades Inspector	2	2	2	2	2
Permit Clerk	1	1	1	1	1
Sanitation Superintendent	1	1	1	1	1
Sanitation Foreperson	3	3	3	3	3
Sanitation Supervisor	1	1	1	1	1
Route Driver	15	15	15	15	15
Sanitation City Service Worker I	21	21	21	21	21
Administrative Secretary - Sanitation	1	1	1	1	1
Streets & Traffic Superintendent	1	1	0	0	1
Admin. Secretary - Streets & Traffic	0	1	0	0	1
Streets Superintendent	0	0	1	1	0
Streets Supervisor	1	1	0	0	1
Streets Foreperson	6	6	6	6	6
Administrative Secretary - Streets	1	0	1	1	0
Equipment Operator - Streets	6	6	6	6	6
Streets City Service Worker I	1	1	4	4	4
Streets City Service Worker II	20	19	16	16	16
Traffic Services Manager	0	0	1	1	0
Traffic Supervisor	1	1	1	1	1
Traffic Foreperson	2	2	0	0	0
Traffic System Technician	0	0	1	1	1
Traffic Sign Technician	0	0	1	1	1
Traffic Signal Technician	3	3	3	3	3
Traffic City Service Worker II	5	5	5	5	5
Board of Code Appeals Member	7	7	7	7	7
TOTAL BUDGETED POSITIONS	**111**	**110**	**111**	**111**	**112**

THIS PAGE INTENTIONALLY LEFT BLANK.

PARKS, RECREATION AND FACILITIES

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

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

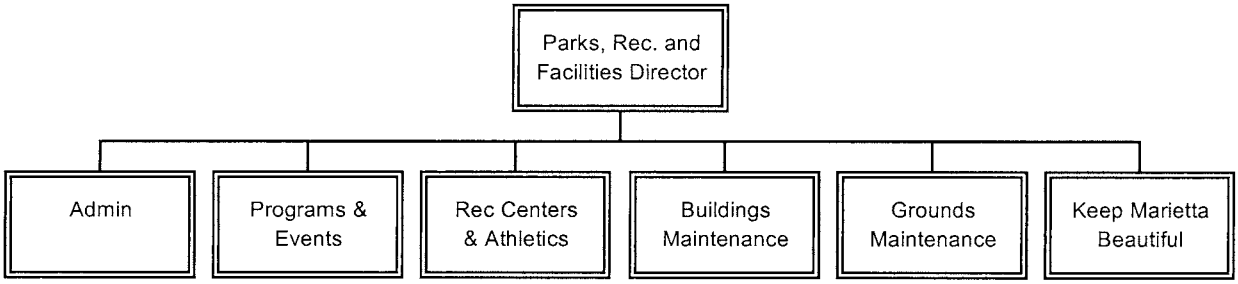
The Special Events Division is responsible for scheduling, planning, organizing and staffing special events and other variety programs such as concerts on Marietta Square, the Fourth of July parade and festivities, arts and crafts festivals, and holiday oriented activities. Senior Programs aims to provide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

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

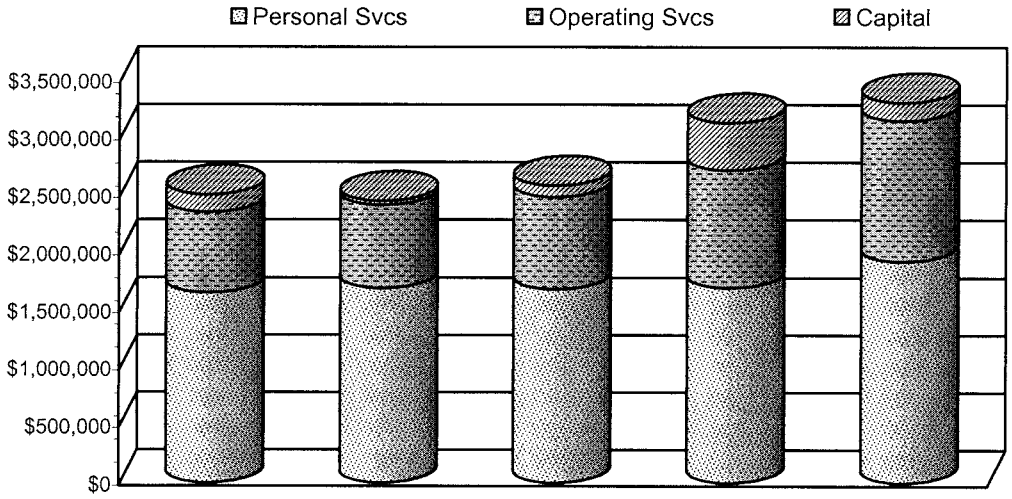
The Buildings Maintenance Division's responsibilities include general maintenance of all City buildings and facilities. It is also responsible for contractual maintenance services such as janitorial services and elevator repair and inspections and other services necessary to keep City buildings clean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

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

PARKS, RECREATION AND FACILITIES



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$1,651,196	$1,691,271	$1,682,512	$1,695,962	$1,925,186
Operating Svcs	$698,155	$723,701	$802,386	$1,020,338	$1,219,289
Capital	$153,241	$34,591	$98,178	$409,694	$160,600
Total Budget	$2,502,592	$2,449,563	$2,583,076	$3,125,994	$3,305,075
Change Over Prior Yr	---	-2.12%	5.45%	21.02%	5.73%

PARKS, RECREATION AND FACILITIES

MISSION STATEMENT

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

GOALS AND ACTIONS

Goal 1: Provide technical maintenance for City buildings and facilities

- ✓ Inspect buildings according to established schedule and report, schedule and perform repairs as needed
- ✓ Obtain and implement work order tracking system capable of producing output consistent with ICMA standards; obtain and maintain training and materials needed to effectively and efficiently produce required performance measurements
- ✓ Maintain timely knowledge of codes and ordinances governing facilities and ensure conformity to specifications
- ✓ Install deep-trench drainage system at City Hall parking deck wall to relieve hydraulic pressure, eliminate leaks and restore stability
- ✓ Repair brickwork hardscapes throughout Glover Park including walking surfaces and fountain decking

Goal 2: Maintain grounds at City parks and greenspaces

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

Goal 3: Provide landscape development and maintenance at beautification sites

- ✓ Install and maintain seasonal color at designated City sites including new properties as they are developed; coordinate contracts with professional landscaping firms
- ✓ Engage in tree preservation, health, maintenance and planting on City properties and secure professional arboriculture services; continue to support the efforts of 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

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

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

- ✓ Complete the design and installation of landscaping and irrigation system around entrance to City Hall
- ✓ Correct drainage along tennis courts at Lewis Park and install fencing to prevent damage to irrigation system
- ✓ Create safety buffer between new playground and parking lot at Elizabeth Porter Rec Center and add shade trees adjacent to playground area
- ✓ Continue restoration at Wildwood Park; adapt original design to accommodate current recreational interests

PARKS, RECREATION AND FACILITIES

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Parks & Recreation:			
Senior Games Participants	305	305	305
Summer Day Camp Participants	284	405	450
Youth Basketball Participants	490	356	450
Youth Track Participants	108	130	130
Adult Basketball Teams	11	10	12
Concerts on the Square	15	19	19
Festivals on the Square	7	7	7
City Special Events	13	13	13
Non-City Special Events	45	42	42
Pool Attendance	4,662	4,833	4,800
Rec. Centers – Weekly Hours of Operation:			
Lawrence Street Rec. Center	40-60	40-60	40-60
Elizabeth Porter Rec. Center	40-60	40-60	40-60
Buildings & Grounds Maintenance:			
Janitorial:			
Inspections	260	170	260
Work Orders	520	343	520
Vandalism Incidents	10	10	10
Technical:			
Projects	15	20	23
Inspections	211	243	280
Work Orders	2,080	2,340	2,600
Vandalism Incidents	52	64	78
Grounds:			
Projects	5	10	10
Inspections	3,100	3,200	3,325
Work Orders	230	288	360
Vandalism Incidents	127	190	235
Community Service Program:			
Work Orders	40	50	63

GOALS ACCOMPLISHED

- ✓ Reconfigured or constructed office space for Code Enforcement, Purchasing, Business License, Permits, second floor conference room, Economic Development, GIS and MIS
- ✓ Installed new tennis court lights and created the City's first off-leash dog play area at Lewis Park
- ✓ Negotiated a new seasonal color installation contract; expanded installation locations at Laurel Park and added two new sites to the program
- ✓ Initiated landscape and hardscape upgrades at City Hall entrance
- ✓ Actively participated in the development of the ten-year Cobb County Parks and Recreation Master Plan
- ✓ Completed study of custodial services at all City buildings; concluded bid process and negotiated janitorial contract with outside vendor
- ✓ Conducted significant site cleanup at Hickory Hills Park; continued clearing and restorative work at Wildwood Park

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Parks & Recreation Administration

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	690,877	678,782	677,023	726,130	814,328
Operating Services	47,691	52,895	40,228	60,200	125,491
Capital	0	0	0	300,000	0
TOTAL ANNUAL BUDGET	**738,568**	**731,677**	**717,251**	**1,086,330**	**939,819**

Programs and Events

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	107,352	119,166	107,205	106,299	135,190
TOTAL ANNUAL BUDGET	**107,352**	**119,166**	**107,205**	**106,299**	**135,190**

Recreation Centers and Athletics

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	43,309	47,908	37,658	40,205	53,248
Capital	0	0	0	39,444	17,500
TOTAL ANNUAL BUDGET	**43,309**	**47,908**	**37,658**	**79,649**	**70,748**

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Buildings Maintenance

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	566,734	584,387	596,508	571,869	492,782
Operating Services	323,085	322,997	379,662	477,831	607,748
Capital	105,671	34,591	54,833	24,100	0
TOTAL ANNUAL BUDGET	**995,490**	**941,975**	**1,031,003**	**1,073,800**	**1,100,530**

Grounds Maintenance

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	327,755	359,137	335,748	323,046	542,288
Operating Services	173,886	177,561	234,503	331,817	293,172
Capital	47,570	0	43,345	46,150	143,100
TOTAL ANNUAL BUDGET	**549,211**	**536,698**	**613,596**	**701,013**	**978,560**

Keep Marietta Beautiful

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	65,830	68,965	73,233	74,917	75,788
Operating Services	2,832	3,497	3,130	3,986	4,440
TOTAL ANNUAL BUDGET	**68,662**	**72,462**	**76,363**	**78,903**	**80,228**

PARKS, RECREATION AND FACILITIES

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 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	2	2	2	2
Recreation Coordinator	1	2	3	3	3
Recreation Coordinator - Part Time	1	0	0	0	0
Recreation Center Director	2	2	1	1	1
Recreation Leader	2	2	2	2	2
Clean City Coordinator	1	1	1	1	1
Administrative Secretary - Buildings	1	1	1	1	1
Buildings & Grounds Superintendent	0	0	0	1	1
Buildings Supervisor	1	1	1	1	1
Buildings Foreperson - Custodial Svs	1	1	1	1	0
Buildings CS Worker II - Bldgs Maint.	0	0	0	0	1
Senior Maintenance Tech	2	2	2	2	2
Maintenance Technician	2	2	2	2	2
Buildings CS Worker I - Custodial	0	0	0	1	0
Buildings CS Worker II - Custodial	4	4	4	3	0
Grounds Foreperson	1	2	2	2	3
Grounds City Service Worker I	2	3	3	3	3
Grounds City Service Worker II	5	5	5	5	6
TOTAL BUDGETED POSITIONS	**30**	**33**	**33**	**34**	**32**

THIS PAGE INTENTIONALLY LEFT BLANK.

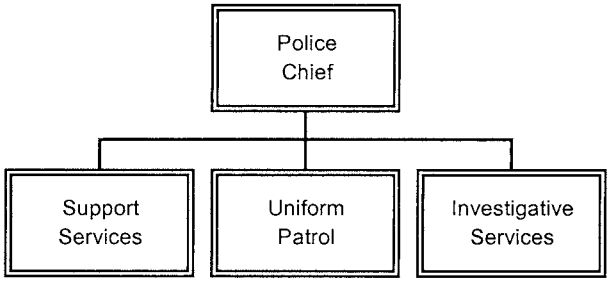
POLICE

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.

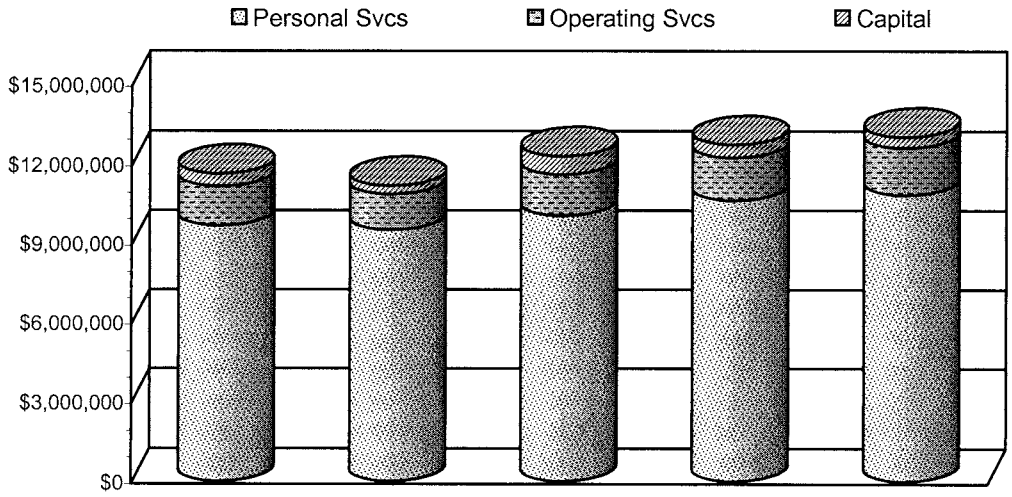
The Uniform Patrol Services Division is charged with the responsibility of taking appropriate action to protect life and property, preserve the peace, prevent crime, enforce DUI and traffic laws, detect and arrest violators of the law, and enforce all federal, state, and local laws and ordinances falling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



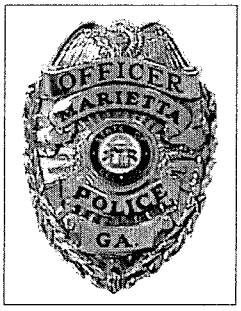
	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$9,639,088	$9,485,716	$10,022,154	$10,600,333	$10,810,886
Operating Svcs	$1,490,682	$1,348,280	$1,561,432	$1,619,888	$1,774,414
Capital	$480,680	$317,872	$687,429	$485,754	$418,800
Total Budget	$11,610,450	$11,151,868	$12,271,015	$12,705,975	$13,004,100
Change Over Prior Yr	---	-3.95%	10.04%	3.54%	2.35%

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 traffic accidents and improve traffic flow**

- ✓ Increase the number of locations for speed trailers and electronic message boards to display speed limit and detour information
- ✓ Expand traffic enforcement through the use of additional speed detection devices
- ✓ Improve accident investigations with advanced automobile retrieval equipment

Goal 2: **Create a Crime Free Housing Program**

- ✓ Research and pursue membership in the Crime Free Housing program
- ✓ Adapt the program to apartment communities and assist in standardizing the selection process for potential tenants

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: **Investigate alternatives of less lethal force**

- ✓ Develop a work group to study the feasibility of using TASERs as an alternate form of constraint
- ✓ Explore the costs associated with implementation; identify the availability of grant funding

Goal 5: **Improve service levels in Investigative Services**

- ✓ Identify the needs of the division and how updated technology and equipment would improve efficiency and effectiveness of operations
- ✓ Purchase a License Plate Recognition system to aid in the identification of stolen vehicles
- ✓ Research the purchase of a Reflected Ultraviolet Imaging System to aid in the recovery of latent fingerprints

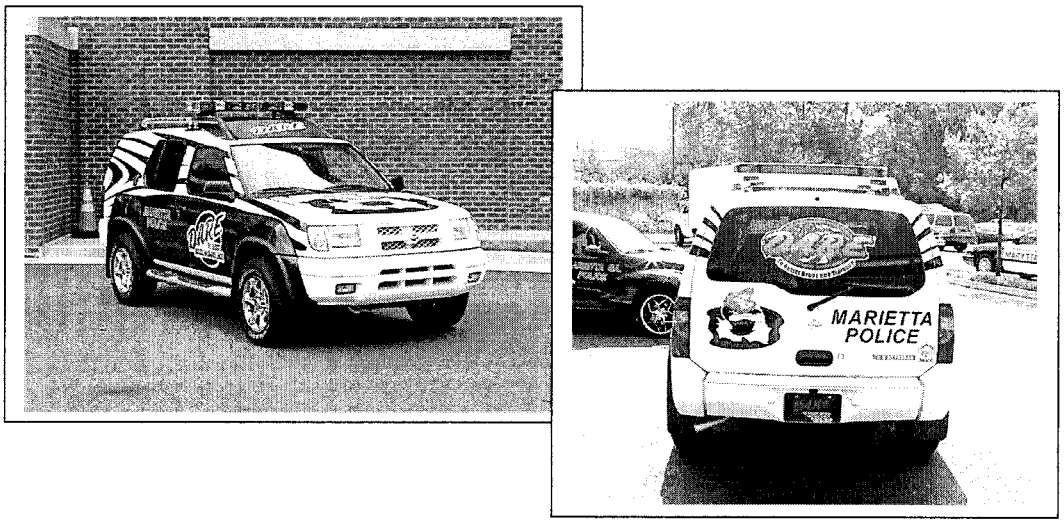
POLICE

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Crime Caseload:			
Murder	6	4	6
Rape	22	12	16
Robbery	217	199	210
Aggravated Assault	148	136	150
Auto Theft	501	422	440
Burglary	521	451	550
Larceny	1,914	1,866	1,750
Average response time for emergency priority calls (minutes)	6	5	4
Compliance rate with National and State Certification Standards	100%	100%	100%
Training cost per sworn officer	$2,426	$2,593	$2,350
% of recruits employed after 1 year	98%	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
- ✓ Four staff members attended the Dale Carnegie Course and received quality leadership and interpersonal skills training
- ✓ One Commander graduated from the Georgia Command College; one Sergeant graduated from Northwestern University Executive Development course; one Lieutenant graduated from the FBI National Academy
- ✓ Raised over $40,000 for Special Olympics through the Law Enforcement Torch Run
- ✓ One Sergeant was promoted to Lieutenant; two officers were promoted to Sergeant
- ✓ One Deputy Chief is participating in Honorary Commanders



POLICE

EXPENDITURE SUMMARY

Support Services

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	9,639,088	9,485,716	10,022,154	10,600,333	10,810,886
Operating Services	912,694	834,538	905,724	911,547	960,118
Capital	199,311	16,091	333,137	19,563	0
TOTAL ANNUAL BUDGET	**10,751,093**	**10,336,345**	**11,261,015**	**11,531,443**	**11,771,004**

Uniform Patrol

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	561,917	499,358	645,597	687,484	798,271
Capital	281,369	301,781	269,892	382,037	334,000
TOTAL ANNUAL BUDGET	**843,286**	**801,139**	**915,489**	**1,069,521**	**1,132,271**

Investigative Services

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	16,071	14,384	10,111	20,857	16,025
Capital	0	0	84,400	84,154	84,800
TOTAL ANNUAL BUDGET	**16,071**	**14,384**	**94,511**	**105,011**	**100,825**

POLICE

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	3
Commander	5	5	5	5	5
Lieutenant	8	8	8	8	8
Sergeant	15	15	15	15	15
Officer	105	105	97	92	93
Senior Officer	0	0	8	14	13
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	1	1	1
Records Clerk	0	18	0	0	0
Police Service Representative	17	0	18	18	18
Prisoner Transport Officer	4	4	4	4	4
Fleet Maintenance Coordinator	1	1	1	1	1
Parking Enforcement Officer	0	0	0	1	1
TOTAL BUDGETED POSITIONS	**166**	**167**	**168**	**170**	**171**

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. Polices and procedures are developed to provide guidelines for departmental operations.

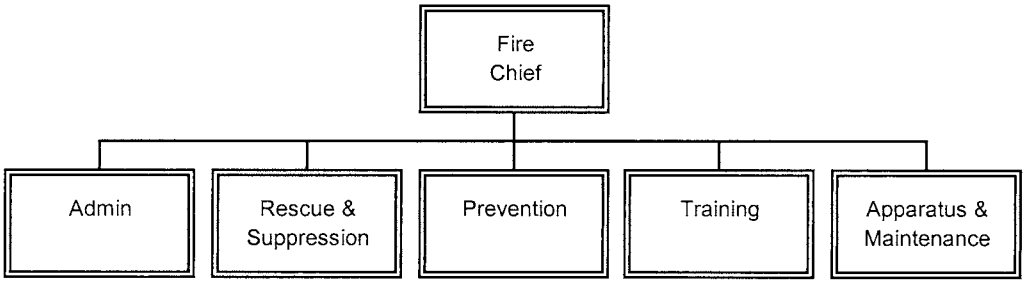
The Suppression Division provides resources necessary to provide timely response to requests for emergency services. The priority for fulfilling these requests is, initially, for events threatening life and health; secondly, for events responsible for unacceptable levels of property damage; and thirdly,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

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

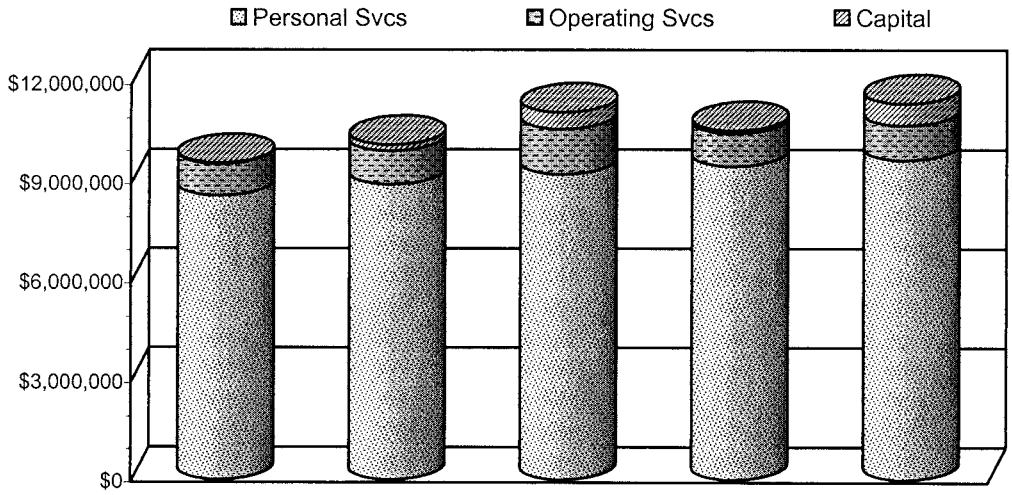
Fire Prevention focuses on citizen safety by providing public education, inspections, code enforcement, and investigations. This division also oversees the records and database to ensure that the department meets all its documentation responsibilities.

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

FIRE



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$8,563,913	$8,909,869	$9,219,473	$9,466,386	$9,645,223
Operating Svcs	$969,331	$1,014,784	$1,372,614	$985,523	$1,051,789
Capital	$23,113	$186,409	$502,779	$92,207	$662,110
Total Budget	$9,556,357	$10,111,062	$11,094,866	$10,544,116	$11,359,122
Change Over Prior Yr	---	5.80%	9.73%	-4.96%	7.73%

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**

- ✓ Evaluate the feasibility of providing paramedic instruction in-house instead of utilizing an outside agency; increase the number of paramedics in the Department

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

- ✓ Provide specialized training to create staff to serve as members of a Bicycle Emergency Response Team, Hazardous Materials Team, Honor Guard, Air Technician, SWAT Medic Team and Technical Rescue Team
- ✓ Increase staffing in Fire Prevention to aid in meeting the increase in code compliance investigations due to the City's redevelopment initiative

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

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

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

- ✓ Enhance current capabilities of the Crisis Management Center (CMC) through command training for staff and the addition of advanced equipment when available
- ✓ Comply with federal mandate to complete the National Incident Management System (NIMS) training
- ✓ Establish a Suppression Lieutenant as the liaison between the Fire Suppression division and the Homeland Security Lieutenant

FIRE

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Total calls for service	12,737	10,937	10,870
Units dispatched to calls for service	20,386	20,979	21,500
Fires within the City	302	280	265
Structure fires within the City	95	82	68
EMS (rescue) calls within the City	4,273	4,180	4,120
ALS units in service	6	7	8
Plan reviews of commercial property	711	730	740
Square footage of projects reviewed	2,719,260	3,073,946	3,482,000
Business inspections	3,698	4,032	4,402
Fire investigations	50	46	48
Training hours provided by Training Division	42	40	40
Training hours per Firefighter	40	40	40
Training hours per Emergency Medical Technician	16	16	16
Training hours per Paramedic	36	36	36
% of ALS responses in 6 minutes or less	86%	88%	90%
Average time spent per fire call (all fires)	1h 15m	1h 10m	1h 8m
Average time spent per structure fire	2h 5m	2h 3m	2h 0m
Average time spent per medical call	26m	25m	25m
% of recruits employed after 1 year	94%	96%	100%
% of uniformed personnel who are paramedic	62%	65%	70%

GOALS ACCOMPLISHED

- ✓ Brought Fire Department website online
- ✓ Trained thirty personnel to Rescue Operations level
- ✓ Purchased squad truck and vehicle; received pickup truck
- ✓ Promoted a new Homeland Security lieutenant
- ✓ Completed core-drill training of Suppression personnel
- ✓ Achieved 100% of Fire personnel at Hazardous Materials Operations level or higher

FIRE

EXPENDITURE SUMMARY

Administration

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	292,743	305,644	322,857	336,610	342,872
Operating Services	13,231	9,544	13,214	14,291	13,549
TOTAL ANNUAL BUDGET	**305,974**	**315,188**	**336,071**	**350,901**	**356,421**

Rescue

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	78,014	97,598	88,421	86,767	104,218
Capital	3,300	35,861	0	11,988	79,110
TOTAL ANNUAL BUDGET	**81,314**	**133,459**	**88,421**	**98,755**	**183,328**

Suppression and Emergency Services

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	7,256,490	7,552,069	7,708,343	7,899,681	8,084,623
Operating Services	368,380	401,270	533,583	555,666	607,279
Capital	6,802	138,113	459,123	47,157	583,000
TOTAL ANNUAL BUDGET	**7,631,672**	**8,091,452**	**8,701,049**	**8,502,504**	**9,274,902**

FIRE

EXPENDITURE SUMMARY

Prevention

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	540,690	571,710	685,894	672,538	691,881
Operating Services	20,193	12,694	26,331	24,560	29,992
Capital	0	0	38,938	0	0
TOTAL ANNUAL BUDGET	**560,883**	**584,404**	**751,163**	**697,098**	**721,873**

Training

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	473,990	480,446	502,379	557,557	525,847
Operating Services	482,602	485,492	701,838	291,701	282,991
Capital	13,011	12,435	4,718	33,062	0
TOTAL ANNUAL BUDGET	**969,603**	**978,373**	**1,208,935**	**882,320**	**808,838**

Apparatus

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	6,911	8,186	9,227	12,538	13,760
TOTAL ANNUAL BUDGET	**6,911**	**8,186**	**9,227**	**12,538**	**13,760**

FIRE

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 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	1	0	0	0
Lieutenant - Suppression	11	14	2	2	2
Lieutenant Medic - Suppression	0	0	13	13	13
Firefighter Engineer	33	33	15	15	14
Firefighter Engineer Medic	0	0	18	18	19
Firefighter I	61	61	60	59	59
Firefighter II	0	0	1	2	2
Assistant Chief - Prevention	1	1	1	1	1
Lieutenant - Prevention	3	3	1	1	1
Lieutenant Medic - Prevention	0	0	2	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	0	0	0
Lieutenant EMS / Medic - Training	0	0	1	1	1
Commander - Training	1	1	1	1	1
Radio Systems Manager	1	1	1	0	0
Lieutenant - Homeland Security	0	0	0	1	1
TOTAL BUDGETED POSITIONS	**135**	**135**	**135**	**135**	**135**

THIS PAGE INTENTIONALLY LEFT BLANK.

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.

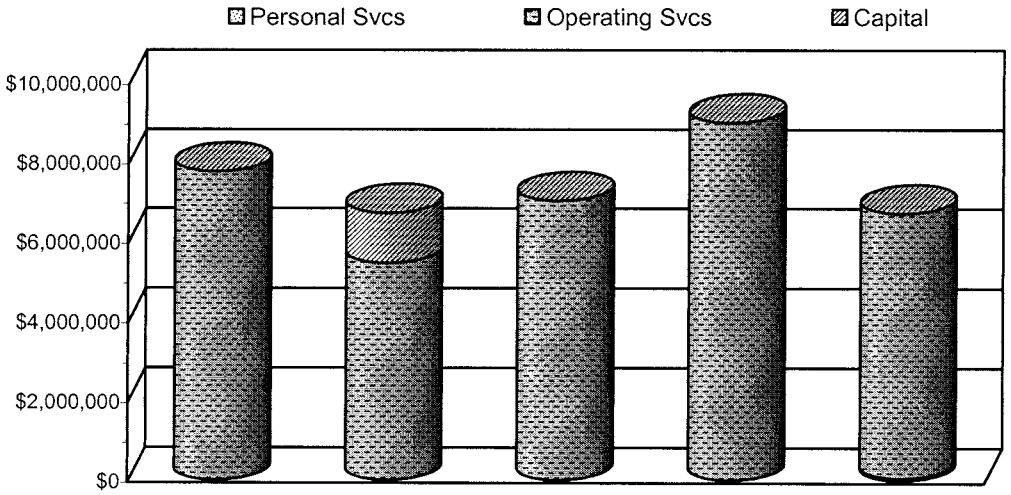
The City levies a tax to the patrons of all hotels and motels inside the City limits and collects it from these business establishments on a monthly basis. The revenue from this tax is used for the promotion of tourism and is authorized to be distributed to, but not limited to, an exhibit hall, a conference 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 $269,375, which includes $38,125 to be forwarded to the DMDA for Gone With the Wind Museum rent expense). The Marietta Welcome Center will also receive $480,000 from the 3% auto rental tax revenue received by the City. Appropriations include $227,687 for the Museum of History, $89,289 for the Museum of Art, $80,360 for the Gone With the Wind Museum, $66,967 for the Theater in the Square, $5,875 to the DMDA for rent expense, $4,464 for the Friends of Brumby Hall, $2,679 for Cobb Landmarks and Historical Society, and $2,679 for the Friends of Brown Park.

Remittance to the DMDA for the 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 $269,375 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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$0	$0	$0	$0	$52,448
Operating Svcs	$7,742,740	$5,445,081	$7,006,803	$8,978,179	$6,642,122
Capital	$0	$1,255,592	$0	$0	$0
Total Budget	$7,742,740	$6,700,673	$7,006,803	$8,978,179	$6,694,570
Change Over Prior Yr	---	-13.46%	4.57%	28.14%	-25.44%

EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	0	0	0	0	52,448
Tourism - Welcome Center	703,303	837,143	844,084	763,397	749,375
Tourism - Cobb Convention Center	396,943	408,377	424,821	430,653	425,613
Tourism - Marietta Conference Center	607,976	625,490	650,675	659,607	651,888
Operating Services	303,553	317,060	509,176	528,532	511,448
Designated Contingency	0	0	0	0	172,000
Indirect Cost Transfer to BLW Fund	2,039,745	2,542,651	2,666,529	2,949,476	2,941,998
Transfer to Golf Course	499,388	391,004	449,677	471,507	384,832
Transfer to Pension Fund	0	0	0	200,000	0
Miscellaneous Operating Transfers	159,405	2,992	113,000	74,000	2,000
Transfer to Conference Center	3,027,079	320,000	1,053,841	0	0
Transfer to Health Fund	0	0	295,000	800,968	800,968
Transfer to MRC	0	0	0	2,100,000	0
Miscellaneous Expenses	5,348	364	0	39	2,000
Capital	0	1,255,592	0	0	0
TOTAL ANNUAL BUDGET	**7,742,740**	**6,700,673**	**7,006,803**	**8,978,179**	**6,694,570**

SPECIAL REVENUE FUNDS

The eleven 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 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. The Hotel/Motel Tax Fund and the Auto Rental Excise Tax Fund were created in FY07 so that the City could receive and track hotel/motel taxes and auto rental excise taxes in their own funds instead of collecting the revenues in the General Fund as was done previously.

DEBT SERVICE FUND

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

CAPITAL PROJECTS FUNDS

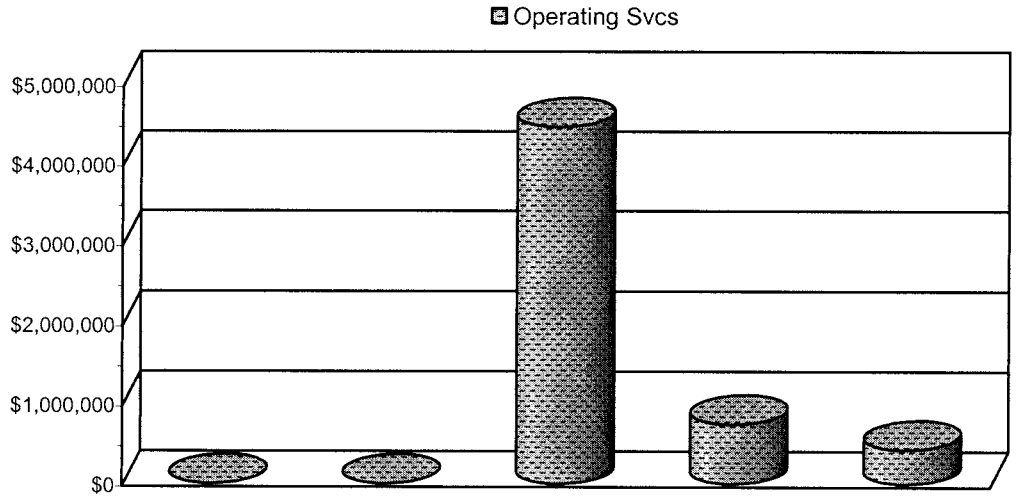
The SPLOST Fund accounts for the capital expenditures incurred in carrying out the City's Transportation Improvement Projects and the countywide radio communications project.

THIS PAGE INTENTIONALLY LEFT BLANK.

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

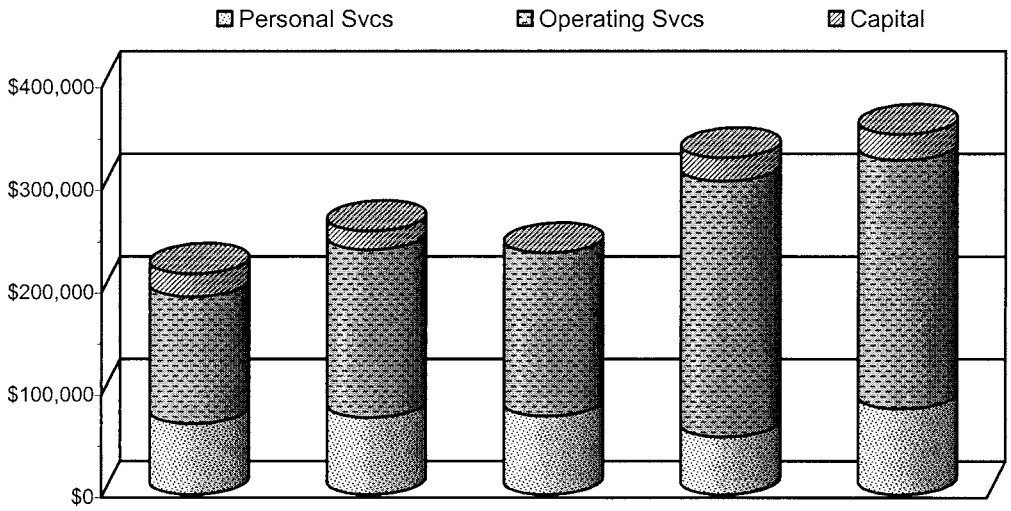


	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$0	$0	$4,464,131	$746,449	$428,000
Change Over Prior Yr	---	0.00%	100.00%	-83.28%	-42.66%

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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$69,158	$75,171	$76,518	$56,395	$83,645
Operating Svcs	$124,425	$164,362	$159,630	$249,602	$242,920
Capital	$22,500	$18,275	$0	$22,807	$25,000
Total Budget	$216,083	$257,808	$236,148	$328,804	$351,565
Change Over Prior Yr	---	19.31%	-8.40%	39.24%	6.92%

CEMETERY FUND

EXPENDITURE SUMMARY

Cemetery Maintenance

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	69,158	75,171	76,518	56,395	83,645
Operating Services	1,408	1,220	26	63	0
Capital	0	0	0	22,807	25,000
TOTAL ANNUAL BUDGET	**70,566**	**76,391**	**76,544**	**79,265**	**108,645**

Keep Marietta Beautiful

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	123,017	163,142	159,604	249,539	242,920
Capital	22,500	18,275	0	0	0
TOTAL ANNUAL BUDGET	**145,517**	**181,417**	**159,604**	**249,539**	**242,920**

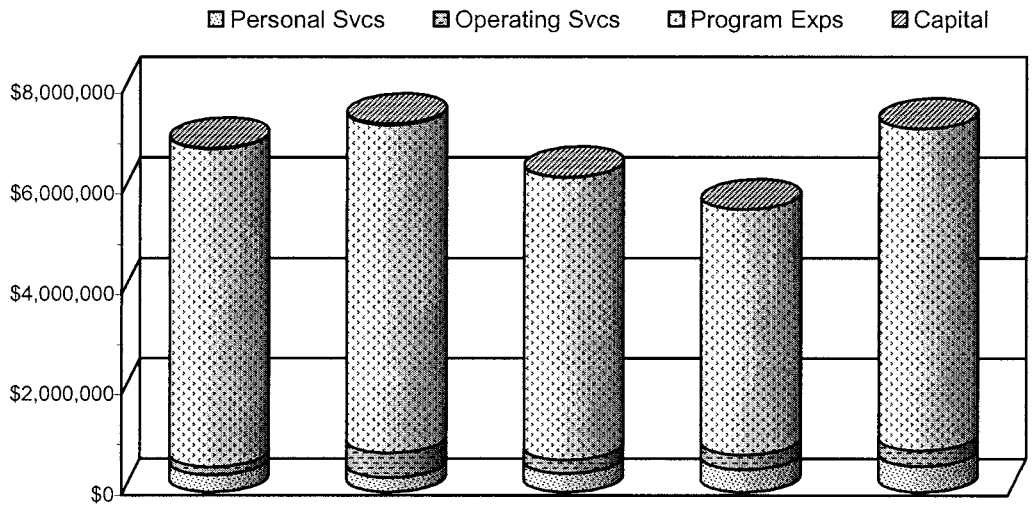
PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
City Service Worker I	1	1	1	1	1
City Service Worker II	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**2**	**2**	**2**	**2**	**2**

HUD FUND

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

DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$337,374	$284,372	$365,753	$449,065	$515,303
Operating Svcs	$160,417	$487,785	$273,136	$289,420	$311,662
Program Exps	$6,341,341	$6,539,346	$5,632,836	$4,894,345	$6,411,000
Capital	$12,751	$24,417	$5,680	$0	$0
Total Budget	$6,851,883	$7,335,920	$6,277,405	$5,632,830	$7,237,965
Change Over Prior Yr	---	7.06%	-14.43%	-10.27%	28.50%

HUD FUND

EXPENDITURE SUMMARY

Section 8 Program

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	337,374	284,372	365,753	449,065	515,303
Operating Services	160,417	487,785	273,136	289,420	311,662
Housing Assistance Payments	6,341,341	6,539,346	5,632,836	4,894,345	6,411,000
Capital	12,751	24,417	5,680	0	0
TOTAL ANNUAL BUDGET	**6,851,883**	**7,335,920**	**6,277,405**	**5,632,830**	**7,237,965**

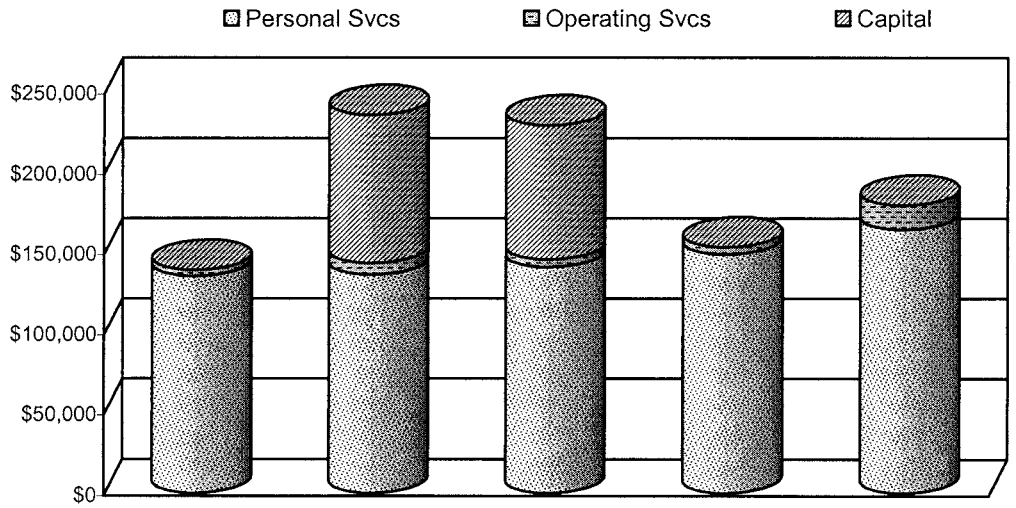
PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Supervisor	1	1	1	1	1
Housing Assistance Officer	4	4	4	4	4
Housing Coordinator	0	0	2	2	0
Housing Specialist	0	0	0	0	1
Intake Specialist	0	0	0	0	1
Housing Inspector	0	0	1	1	1
Accountant	0	0	0	0	1
Administrative Secretary	3	3	1	1	0
Intake Clerk	0	0	0	0	1
TOTAL BUDGETED POSITIONS	**8**	**8**	**9**	**9**	**10**

CDBG FUND

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

DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$134,810	$135,728	$140,404	$148,376	$163,917
Operating Svcs	$3,776	$7,264	$4,778	$4,522	$15,147
Capital	$0	$92,080	$83,565	$0	$0
Total Budget	$138,586	$235,072	$228,747	$152,898	$179,064
Change Over Prior Yr	---	69.62%	-2.69%	-33.16%	17.11%

CDBG FUND

EXPENDITURE SUMMARY

Community Development

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	134,810	135,728	140,404	148,376	163,917
Operating Services	3,776	7,264	4,778	4,522	15,147
Capital	0	92,080	83,565	0	0
TOTAL ANNUAL BUDGET	**138,586**	**235,072**	**228,747**	**152,898**	**179,064**

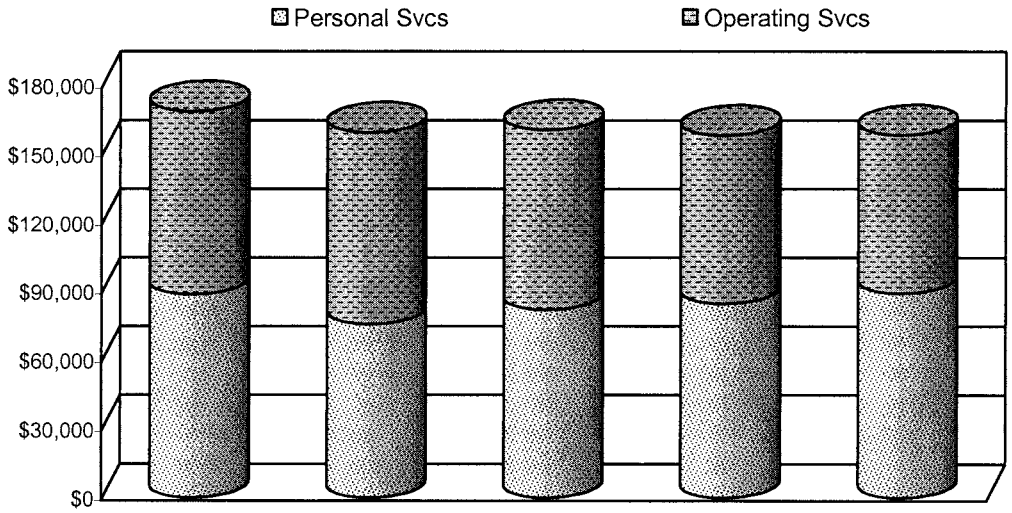
PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Manager of Housing Programs	1	1	1	1	1
Community Development Specialist	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**2**	**2**	**2**	**2**	**2**

GONE WITH THE WIND MUSEUM FUND

The Gone With The Wind 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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$88,504	$75,533	$81,803	$84,471	$88,965
Operating Svcs	$80,043	$83,808	$78,641	$73,607	$69,295
Total Budget	$168,547	$159,341	$160,444	$158,078	$158,260
Change Over Prior Yr	---	-5.46%	0.69%	-1.47%	0.12%

GONE WITH THE WIND MUSEUM FUND

EXPENDITURE SUMMARY

Museum and Special Events

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	88,504	75,533	81,803	84,471	88,965
Operating Services	63,554	65,588	59,185	65,476	51,395
TOTAL ANNUAL BUDGET	**152,058**	**141,121**	**140,988**	**149,947**	**140,360**

Gift Shop

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	16,489	18,220	19,456	8,131	17,900
TOTAL ANNUAL BUDGET	**16,489**	**18,220**	**19,456**	**8,131**	**17,900**

PERSONNEL DETAIL

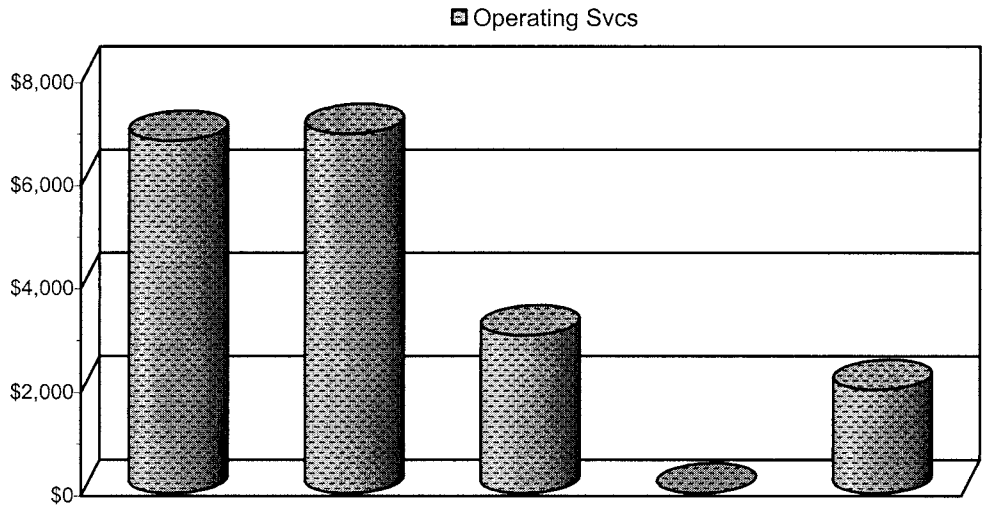
Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Museum Director	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**1**	**1**	**1**	**1**	**1**

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

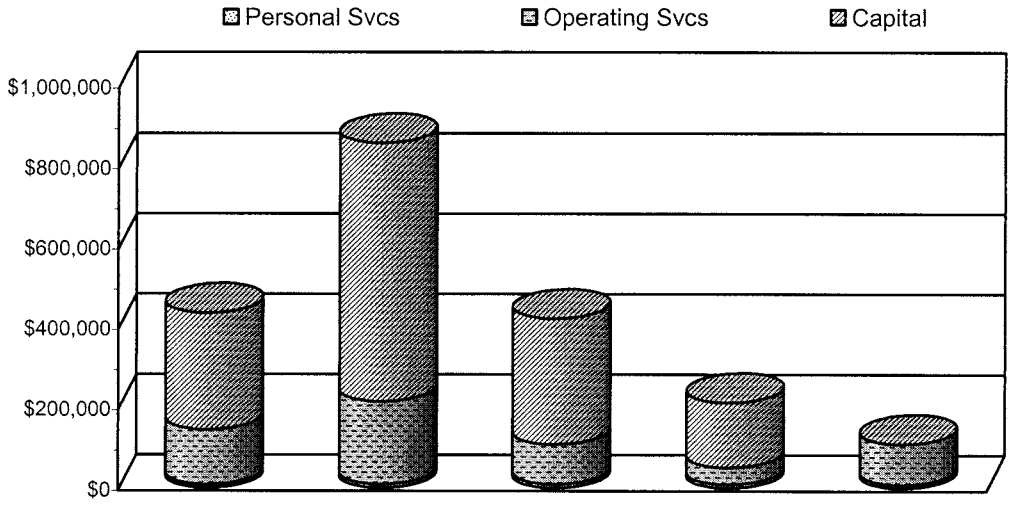


	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$6,818	$6,951	$3,042	$0	$2,000
Change Over Prior Yr	---	1.95%	-56.24%	-100.00%	100.00%

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.

DEPARTMENT EXPENDITURE HISTORY

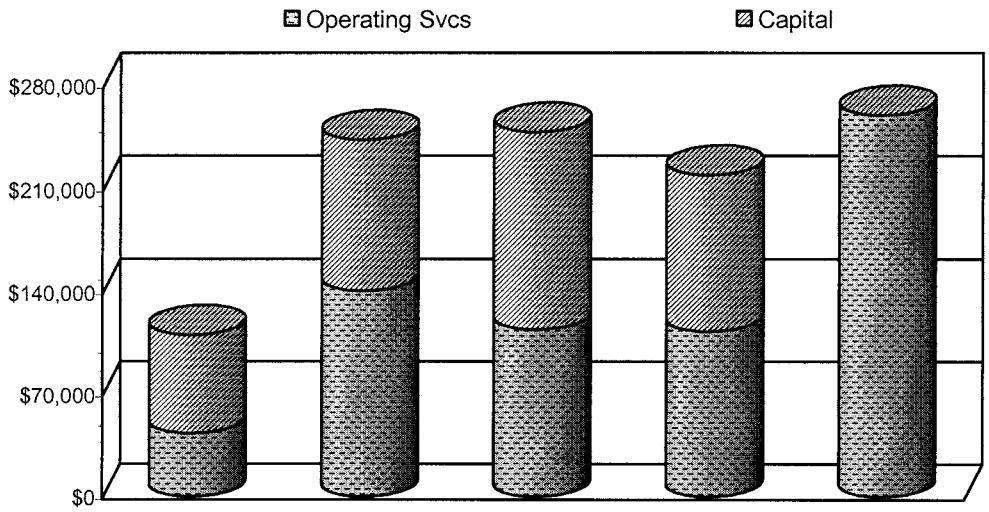


	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$8,410	$9,660	$9,234	$8,977	$8,583
Operating Svcs	$136,276	$204,958	$99,056	$42,229	$100,500
Capital	$290,160	$642,848	$312,237	$160,833	$0
Total Budget	$434,846	$857,466	$420,527	$212,039	$109,083
Change Over Prior Yr	---	97.19%	-50.96%	-49.58%	-48.56%

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

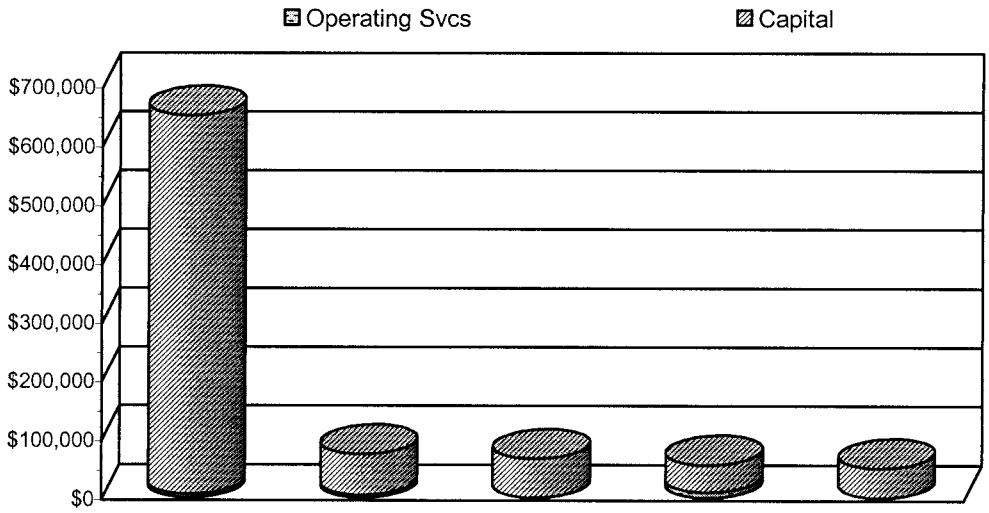


	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$43,292	$140,764	$114,235	$112,973	$260,000
Capital	$67,364	$102,368	$134,171	$106,429	$0
Total Budget	$110,656	$243,132	$248,406	$219,402	$260,000
Change Over Prior Yr	---	119.72%	2.17%	-11.68%	18.50%

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

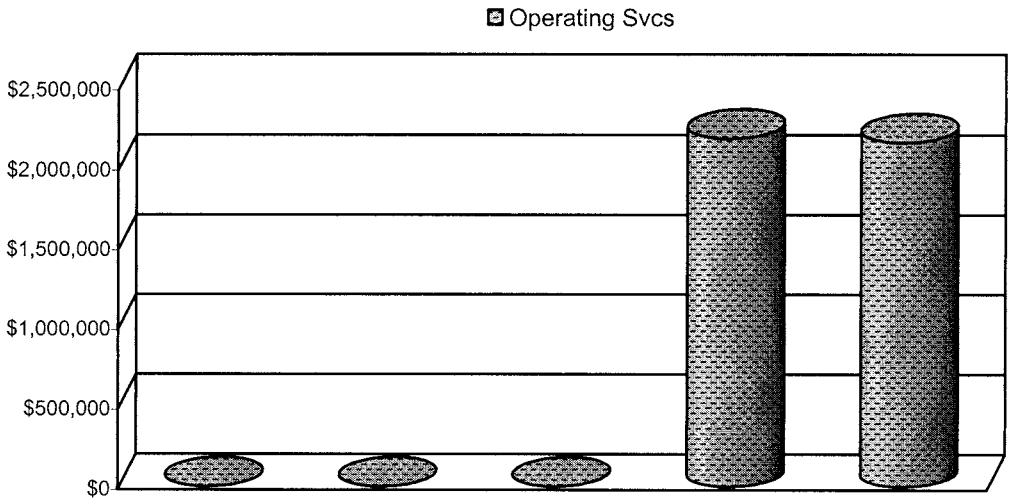


	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$5,382	$4,524	$97	$9,358	$0
Capital	$643,998	$68,716	$65,833	$46,013	$50,000
Total Budget	$649,380	$73,240	$65,930	$55,371	$50,000
Change Over Prior Yr	---	-88.72%	-9.98%	-16.02%	-9.70%

HOTEL/MOTEL TAX FUND

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

DEPARTMENT EXPENDITURE HISTORY

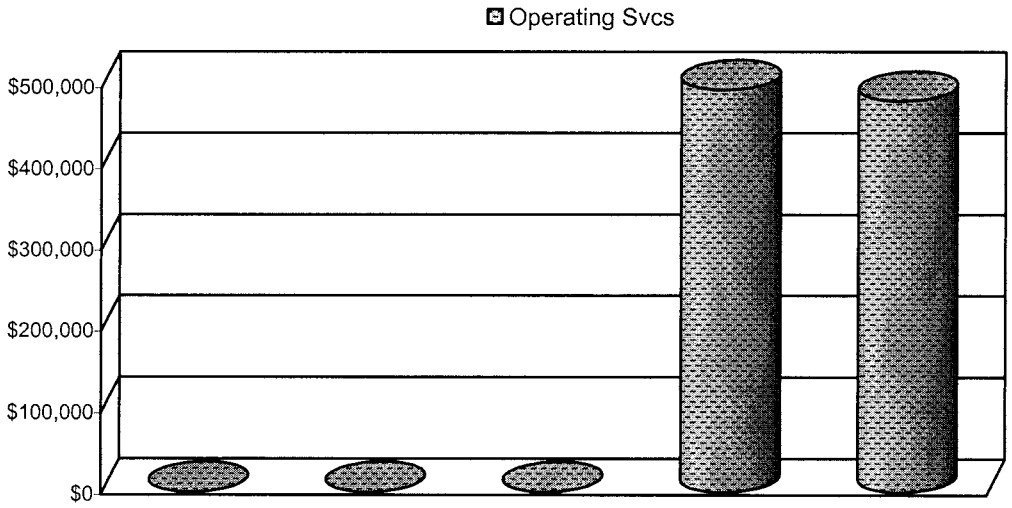


	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$0	$0	$0	$2,180,519	$2,155,000
Change Over Prior Yr	---	0.00%	0.00%	0.00%	100.00%

AUTO RENTAL EXCISE TAX FUND

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

DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$0	$0	$0	$493,865	$480,000
Change Over Prior Yr	---	0.00%	0.00%	0.00%	100.00%

DEBT SERVICE FUND

The budgeted principal and interest payments for FY2008 are as follows:

Bond Issue	Principal	Interest	Total
Public Safety 1996	$ 890,000	$ 533,125	$ 1,423,125
School 1998A	2,115,000	1,569,380	3,684,380
School Refunding 2002	2,235,000	413,874	2,648,874
Total	$ 5,240,000	$ 2,516,379	$ 7,756,379

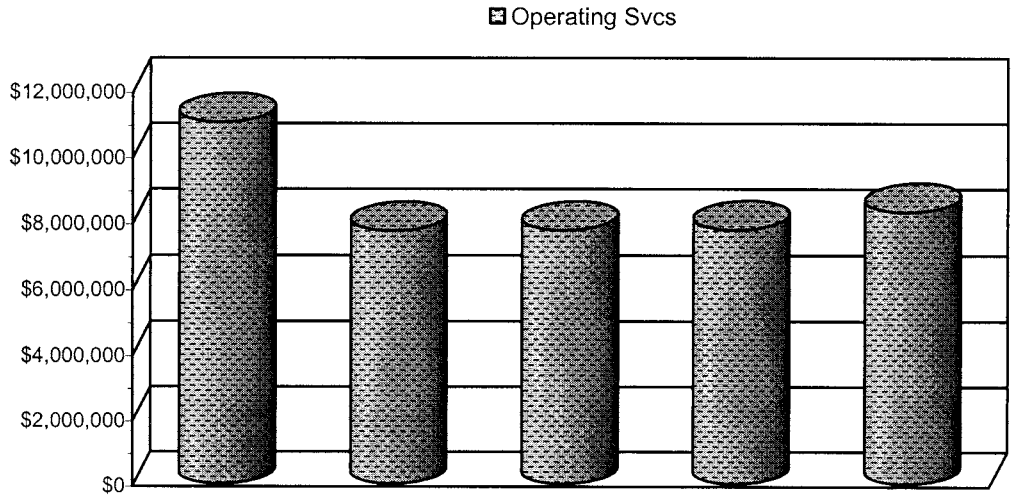
In 1996 bonds were issued for approximately $17.5 million for the construction of a new Police Station / Municipal Court Building, the renovation of the main fire station which also houses administrative offices, emergency command center and the fire museum, and the construction of two other fire stations.

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.

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 FY08 Budget includes administrative fees, service fees and a reserve increase totaling $533,001 which accounts for the difference between this graph and the Bond Issue table at the top of the page.

DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$11,021,449	$7,720,600	$7,734,655	$7,753,733	$8,289,380
Change Over Prior Yr	---	-29.95%	0.18%	0.25%	6.91%

DEBT SERVICE FUND

EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Principal and Interest Payments	10,993,311	7,691,571	7,705,958	7,725,231	7,756,379
Operating Services	28,138	29,029	28,697	28,502	533,001
TOTAL ANNUAL BUDGET	**11,021,449**	**7,720,600**	**7,734,655**	**7,753,733**	**8,289,380**

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
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	54,880,000	15,263,383	70,143,383

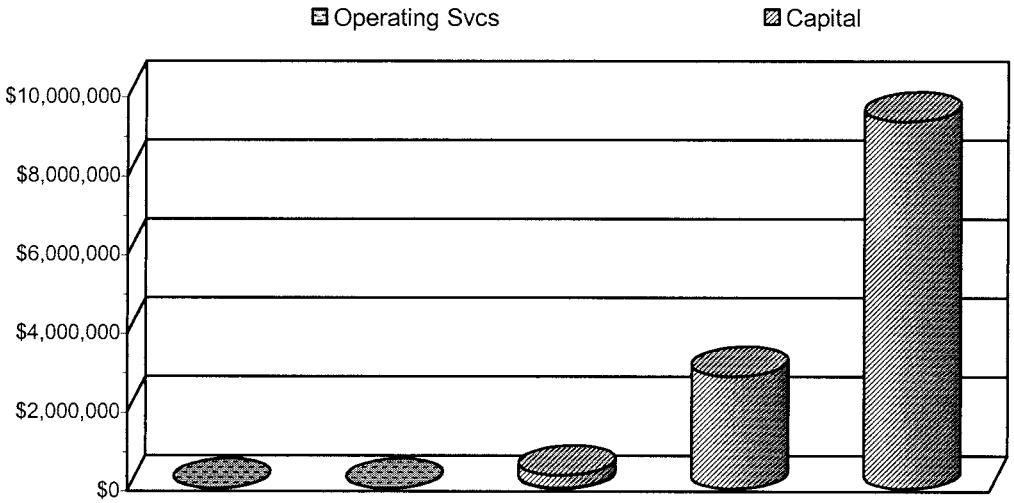
The City's debt policy states the total general obligation debt will not exceed 10% of the assessed valuation of taxable property. The calcuation is as follows:

Assessed valuation of taxable property	$	2,748,274,410
Debt limit: 10% of assessed value	$	274,827,441
Less: Debt applicable to debt limit	$	54,880,000
Legal debt margin	$	219,947,441

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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$0	$0	$21,014	$1,512	$0
Capital	$0	$0	$317,904	$2,837,493	$9,303,516
Total Budget	$0	$0	$338,918	$2,839,005	$9,303,516
Change Over Prior Yr	---	---	100.00%	737.67%	227.70%

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 FY2008

BLW Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
BLW Board	25,200	14,050	0	39,250
General Manager's Office	201,153	116,068	10,000	327,221
Board Attorney	0	50,000	0	50,000
Total General Administration	**226,353**	**180,118**	**10,000**	**416,471**
Utility Marketing	**339,266**	**525,882**	**19,600**	**884,748**
Electrical				
Administration	6,344,023	594,579	6,140	6,944,742
Engineering	0	114,729	14,948,500	15,063,229
Warehouse	0	61,822	81,759	143,581
Distribution	0	3,893,557	306,500	4,200,057
Operations & Maintenance	0	452,021	1,003,000	1,455,021
Cost of Goods Sold	0	65,976,782	0	65,976,782
Total Electrical	**6,344,023**	**71,093,490**	**16,345,899**	**93,783,412**
Water and Sewer				
Administration	497,374	241,942	105,000	844,316
Engineering	350,296	85,699	0	435,995
Pump Station Maintenance	127,214	30,435	0	157,649
Meter Maintenance	392,948	75,805	1,539,000	2,007,753
Water Distribution	431,115	392,131	2,145,500	2,968,746
Wastewater Collection	677,007	388,491	3,454,000	4,519,498
Cost of Goods Sold	0	15,737,327	0	15,737,327
Total Water and Sewer	**2,475,954**	**16,951,830**	**7,243,500**	**26,671,284**
Customer Care				
Administration	193,878	109,727	0	303,605
Customer Service	1,263,893	569,872	0	1,833,765
Meters and Services	591,339	166,866	114,000	872,205
Mail and Copy Center	75,255	766,205	0	841,460
Total Customer Care	**2,124,365**	**1,612,670**	**114,000**	**3,851,035**

BOARD OF LIGHTS AND WATER FUND
SUMMARIZED OPERATING BUDGET FY2008

BLW Departments	Personal Services	Operating Services	Capital	Total Budget
Business Analysis	**380,610**	**231,826**	**72,000**	**684,436**
Management Information Systems				
MIS	586,522	733,420	646,500	1,966,442
GIS	351,708	158,000	0	509,708
Network Services	645,065	1,107,235	0	1,752,300
Total Mgmt. Information Systems	**1,583,295**	**1,998,655**	**646,500**	**4,228,450**
Non-departmental	**191,549**	**16,616,398**	**0**	**16,807,947**
Total Operating Budget	**$13,665,415**	**$109,210,869**	**$24,451,499**	**$147,327,783**

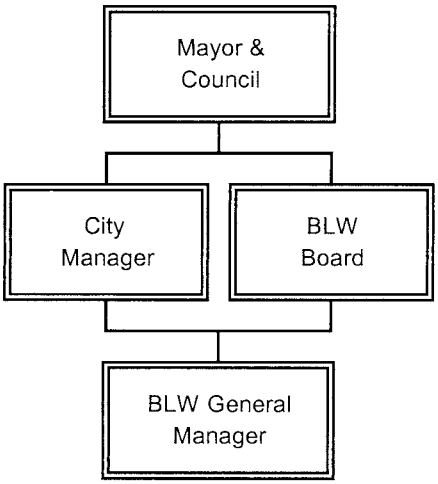
THIS PAGE INTENTIONALLY LEFT BLANK.

BLW GENERAL ADMINISTRATION

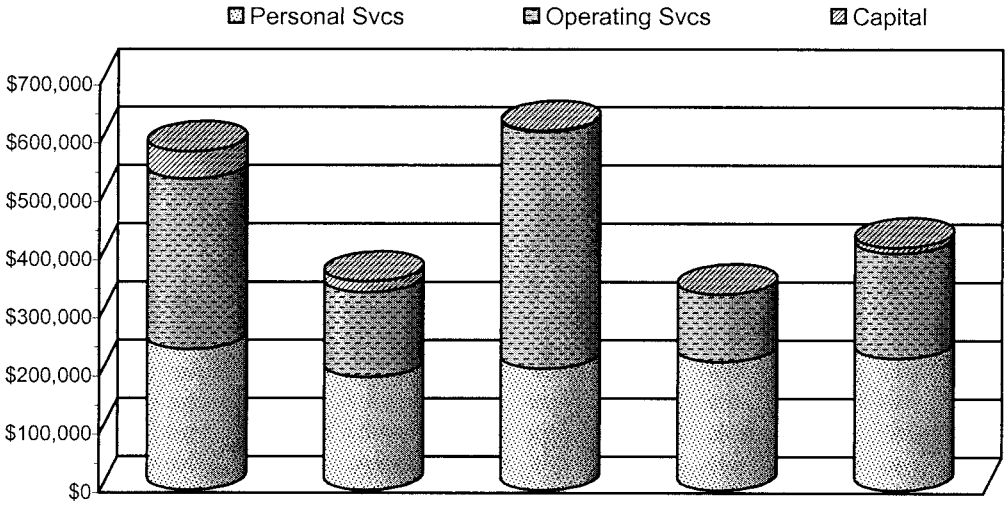
The BLW Board is the policy-making body for the Board of Lights and Water utilities. The chairperson of this Board is the Mayor of the City of Marietta. In addition to the Mayor, one member of City Council sits on the Board. The other five members are appointed by the City Council for various terms.

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

GENERAL ADMINISTRATION



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$241,486	$193,282	$208,367	$219,975	$226,353
Operating Svcs	$292,392	$146,069	$406,718	$116,249	$180,118
Capital	$46,801	$18,468	$1,402	$0	$10,000
Total Budget	$580,679	$357,819	$616,487	$336,224	$416,471
Change Over Prior Yr	---	-38.38%	72.29%	-45.46%	23.87%

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 and capacity options
- ✓ Develop a long-range plan for investing in the utility infrastructure to maximize performance while operating within capital constraints
- ✓ Develop financial policies that provide for long-range planning and optimal financial performance

Goal 2: Identify opportunities to improve operational efficiencies

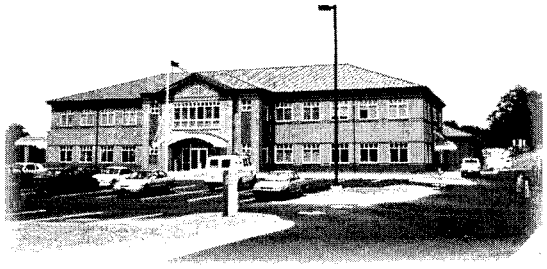
- ✓ Review existing processes and procedures to identify opportunities to maximize efficiency and productivity
- ✓ Enhance capability to accurately plan, schedule, estimate, budget and report on capital projects
- ✓ Upgrade computer applications for utility billing, work order management and management 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



GENERAL ADMINISTRATION

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Meetings Held:			
Board of Lights and Water – Regular	12	12	12
Board of Lights and Water – Special	0	1	4
Board of Lights and Water Committees	4	4	5
Resolutions Executed	9	2	5

GOALS ACCOMPLISHED

- ✓ Observed 100 Year Anniversary of Marietta Board of Lights and Water with series of events
- ✓ Hosted 7th Annual American Public Power Association (APPA) Lineworkers Rodeo at Laurel Park
- ✓ Completed Board of Director's Strategic Plan
- ✓ Developed Strategic Technology Plan and established a technology committee
- ✓ Completed major sewer replacement projects at Soap Creek and Noses Creek Basins
- ✓ Finalized conservation pricing rate for water and sewer
- ✓ Executed the first amendment to the Municipal Competitive Trust, providing funds for new power projects
- ✓ Completed detailed benchmarking studies for electric, water and sewer business lines
- ✓ Issued Request for Proposal (RFP) for the sale of 50 MW of surplus baseload capacity to other utilities
- ✓ Marketed 12 MW of surplus baseload capacity
- ✓ Initiated Roswell Street underground project to relocate 1.5 miles of electric utility lines
- ✓ Developed new lineman pay and progression program
- ✓ Held focus groups with residential and commercial customers to supplement market research and program development efforts
- ✓ Completed Customer Satisfaction surveys for residential, commercial and key account customers
- ✓ Developed and implemented a reward program for employees
- ✓ Transitioned to the Naviline version of the HTE system
- ✓ Replaced PBX telephone system with Cisco products and converged the voice and data networks into one enterprise Voice Over IP (VOIP) network

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

BLW General Manager's Office

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	217,186	168,382	183,167	194,775	201,153
Operating Services	223,017	83,344	357,793	85,147	116,068
Capital	46,801	18,468	1,402	0	10,000
TOTAL ANNUAL BUDGET	**487,004**	**270,194**	**542,362**	**279,922**	**327,221**

BLW Board

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	24,300	24,900	25,200	25,200	25,200
Operating Services	10,233	9,314	11,108	13,995	14,050
TOTAL ANNUAL BUDGET	**34,533**	**34,214**	**36,308**	**39,195**	**39,250**

Board Attorney

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	59,142	53,411	37,817	17,107	50,000
TOTAL ANNUAL BUDGET	**59,142**	**53,411**	**37,817**	**17,107**	**50,000**

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 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**

THIS PAGE INTENTIONALLY LEFT BLANK.

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.

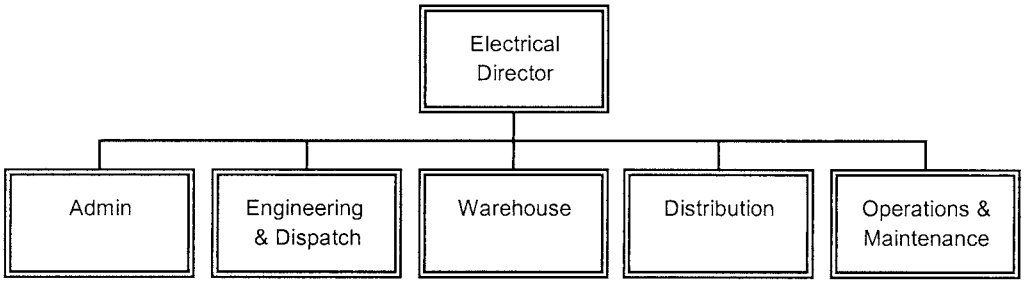
The Warehouse is responsible for ordering, unloading, receiving, issuing material and inventory control that are required to keep electrical and water operations functioning. It manages the status of items being returned to the Warehouse and determines if they are to be discarded or reused. This division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

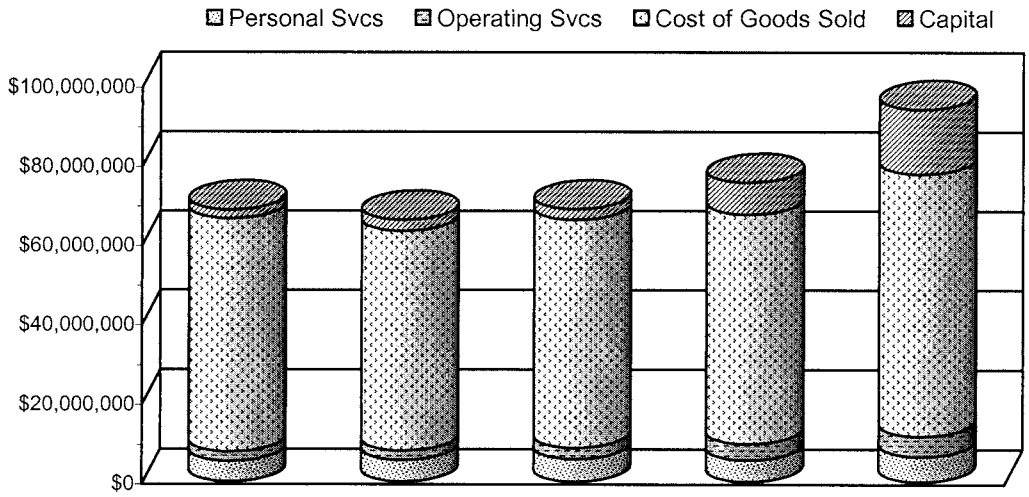
The Operations and Maintenance Division maintains, repairs, tests, installs and calibrates all electrical watt-hour meters and metering transformers. It is responsible for installing, removing and maintaining substation equipment and facilities. This division maintains a periodic meter change-out schedule 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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$5,145,817	$5,415,287	$5,650,276	$5,370,414	$6,344,023
Operating Svcs	$2,385,593	$2,321,898	$2,851,565	$4,126,646	$5,116,708
Capital	$2,239,803	$2,832,951	$2,745,277	$8,061,734	$16,345,899
Cost of Goods Sold	$58,666,109	$55,329,745	$57,364,013	$57,757,998	$65,976,782
Total Budget	$68,437,322	$65,899,881	$68,611,131	$75,316,792	$93,783,412
Change Over Prior Yr	---	-3.71%	4.11%	9.77%	24.52%

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 72,540 feet of cross-link primary underground cable annually
- ✓ Complete 25% of substation maintenance annually; replace breakers and upgrade stations 8 and 9
- ✓ Inspect 337 underground single-phase transformers annually
- ✓ Upgrade 6,531 feet of overhead distribution facilities
- ✓ Develop criteria and implement recloser maintenance program, switch maintenance program, capacitor maintenance program and "Feeder Watch" program to identify potential problems
- ✓ Create and maintain a substation equipment data base
- ✓ Install animal protection at substation 12
- ✓ 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 installation of 15 reclosers and 15 motorized SCADA-controlled switches
- ✓ Develop and implement performance measurements for construction crews and engineering designers
- ✓ Implement system engineering studies on all feeders on an annual basis, addressing the areas of balance loads, system overload, voltage, re-coordination, capacitor and sectionalizing
- ✓ Utilize contractual assistance on key projects when necessary
- ✓ Monitor 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: Identify and enable opportunities for customer interaction

- ✓ Monitor and report on external customer satisfaction as it relates to projects, work orders and service orders
- ✓ Monitor and report bi-annually on inter-departmental and intra-departmental satisfaction

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

- ✓ Improve safety, training and education of employees; implement a fire resistant clothing program
- ✓ Continue to assess human resources with respect to critical knowledge, skills and leadership
- ✓ Evaluate and 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

- ✓ Remodel lower level of BLW building previously occupied by American Fiber Systems
- ✓ Construct a storage building for outside material
- ✓ Complete repairs to existing facilities as needed

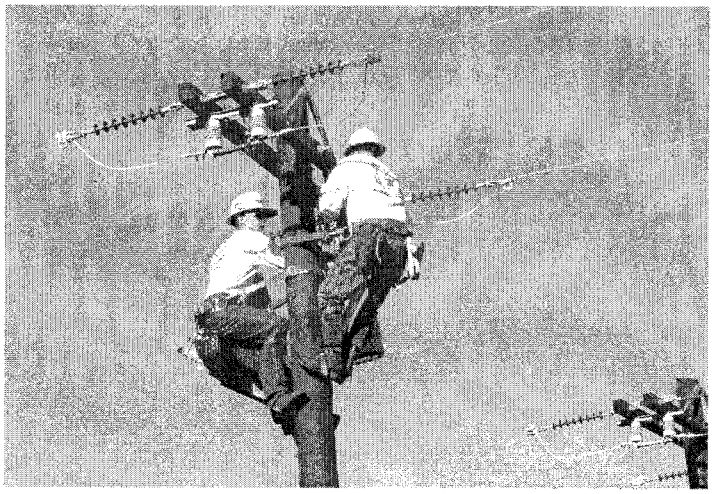
ELECTRICAL

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
New Customer Work Orders	414	525	600
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
Average Annual Outage Duration (minutes)	64.4	55.0	50.0
Employee Attendance Rate	97.3%	96.1%	97.5%

GOALS ACCOMPLISHED

- ✓ Replaced 25% of underground primary voltage cable
- ✓ Completed 25% of substation maintenance
- ✓ Upgraded 5% of overhead distribution facilities
- ✓ Inspected 10% of transformers
- ✓ Evaluated inventory turnover rate to determine optimum level
- ✓ Evaluated the utilization of barcode technology for inventory control
- ✓ Improved and expanded the use of laptops in the field and their interface with Work Management and Work Order systems
- ✓ Developed and implemented a reward program for employees
- ✓ Supported employee training and development through the enrollment of staff in the Apprentice Linework lab, Groundman lab, Meter school, Apparatus school, Engineering Application school and forklift training
- ✓ Completed various facility improvement projects such as the extension of the transformer yard, carpeting for the training area, refurbishment of the pole hoist in the warehouse and remodeling of the office space vacated by American Fiber Systems



ELECTRICAL

EXPENDITURE SUMMARY

Administration

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	157,993	2,079,543	5,650,276	5,370,414	6,344,023
Operating Services	180,324	196,334	276,356	516,359	594,579
Capital	0	68,079	492,082	101,351	6,140
TOTAL ANNUAL BUDGET	**338,317**	**2,343,956**	**6,418,714**	**5,988,124**	**6,944,742**

Personal Services for all divisions are accounted for in the Administration Division beginning in FY06.

Engineering

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	854,855	560,681	0	0	0
Operating Services	204,390	156,172	184,605	271,355	114,729
Capital	1,852,976	2,409,076	1,668,110	7,118,182	14,948,500
TOTAL ANNUAL BUDGET	**2,912,221**	**3,125,929**	**1,852,715**	**7,389,537**	**15,063,229**

Warehouse

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	257,017	173,058	0	0	0
Operating Services	28,296	30,030	42,317	105,295	61,822
Capital	4,858	72,191	74,230	204,320	81,759
TOTAL ANNUAL BUDGET	**290,171**	**275,279**	**116,547**	**309,615**	**143,581**

Distribution

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	3,164,864	2,036,323	0	0	0
Operating Services	1,799,610	1,791,587	1,999,638	2,821,510	3,893,557
Capital	350,051	241,390	287,698	210,959	306,500
TOTAL ANNUAL BUDGET	**5,314,525**	**4,069,300**	**2,287,336**	**3,032,469**	**4,200,057**

ELECTRICAL

EXPENDITURE SUMMARY

Operations and Maintenance

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	711,088	565,682	0	0	0
Operating Services	172,973	147,775	348,649	412,127	452,021
Capital	31,918	42,215	223,157	426,922	1,003,000
TOTAL ANNUAL BUDGET	**915,979**	**755,672**	**571,806**	**839,049**	**1,455,021**

Cost of Goods Sold

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	58,666,109	55,329,745	57,364,013	57,757,998	65,976,782
TOTAL ANNUAL BUDGET	**58,666,109**	**55,329,745**	**57,364,013**	**57,757,998**	**65,976,782**

ELECTRICAL

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Electrical Director	1	1	1	1	1
Administrative Secretary - Admin.	1	1	1	1	1
Training & Safety Manager	1	1	1	1	1
Utility Network & Applications Mgr.	0	0	1	1	1
Utility Network & Appls. Analyst	0	0	0	0	1
Engineering Manager	1	1	1	1	1
Administrative Secretary - Eng.	1	1	1	1	1
Electrical Engineer	2	2	2	2	2
Power Control Supervisor	1	1	1	1	1
Systems Automation Analyst	1	1	0	0	0
Systems Design Supervisor	0	1	1	1	1
Senior Electrical Designer	2	2	0	0	0
Electrical Designer	1	1	3	3	3
Engineering Assistant	0	0	0	0	1
Power Control Technician	3	1	1	4	5
Master Control Technician	3	5	5	2	1
Warehouse Manager	1	1	1	1	1
Warehouse Foreperson	1	1	1	1	1
Warehouse Material Processor	3	3	3	3	3
Distribution Superintendent	1	1	1	1	1
Distribution Supervisor	3	3	3	3	3
Distribution Coordinator	1	1	1	1	1
Projects Planner	2	0	0	0	0
Electrical Line Foreperson	8	8	8	8	8
Apprentice Line Worker	4	4	0	0	14
Line Worker	0	0	0	0	17
Electrical Distribution Worker I	3	3	0	0	0
Apprentice Line Worker I	4	0	5	5	0
Electrical Distribution Worker II	3	3	0	0	0
Apprentice Line Worker II	0	0	5	5	0
Junior Line Worker	5	4	3	3	0
Journey Line Worker	4	4	6	6	0
First Class Line Worker	12	13	12	12	0
Tree Crews Supervisor	1	1	1	1	1
Tree Crews Foreperson	0	0	0	1	1
Senior Tree Trimmer	2	2	0	0	0
Tree Trimmer	1	1	2	1	1
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	1	1	1
Thermography Technician	0	0	1	1	1
Utility Locator	0	0	0	2	2
TOTAL BUDGETED POSITIONS	91	86	85	87	89

THIS PAGE INTENTIONALLY LEFT BLANK.

WATER AND SEWER

The function of the Administration Division is to oversee the operations of the Water and Sewer Department.

The Engineering Division is responsible for the planning and construction of all capital improvements to the distribution and collection systems. Responsibilities include short-term and long-term planning, maintaining compliance with all Federal and State drinking water and clean water regulations, and maintaining the Geographic Information System.

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

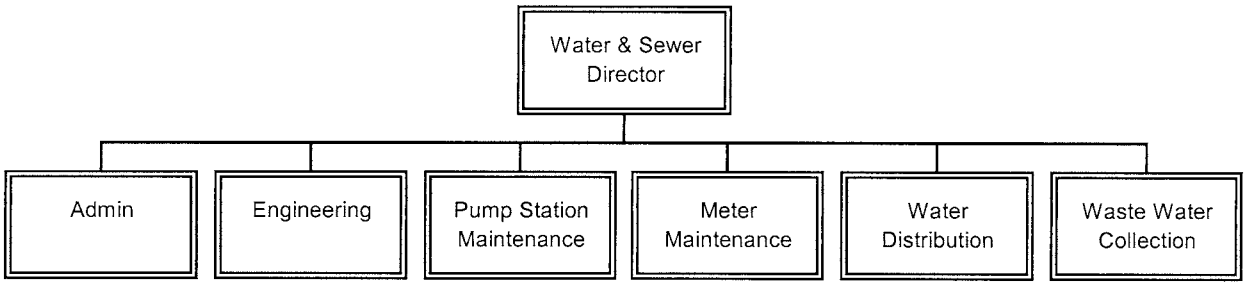
The Meter Maintenance Division's responsibilities include the large meter testing program, water meter replacement program, water meter repairs, uni-directional main flushing program, and water valve exercise and maintenance program.

The Water Distribution Division is responsible for the operation and maintenance of the BLW's water distribution system. Responsibilities include the maintenance of 313 miles of various sizes of water mains; 2,286 fire hydrants; 4,819 control valves and 21,960 water connections.

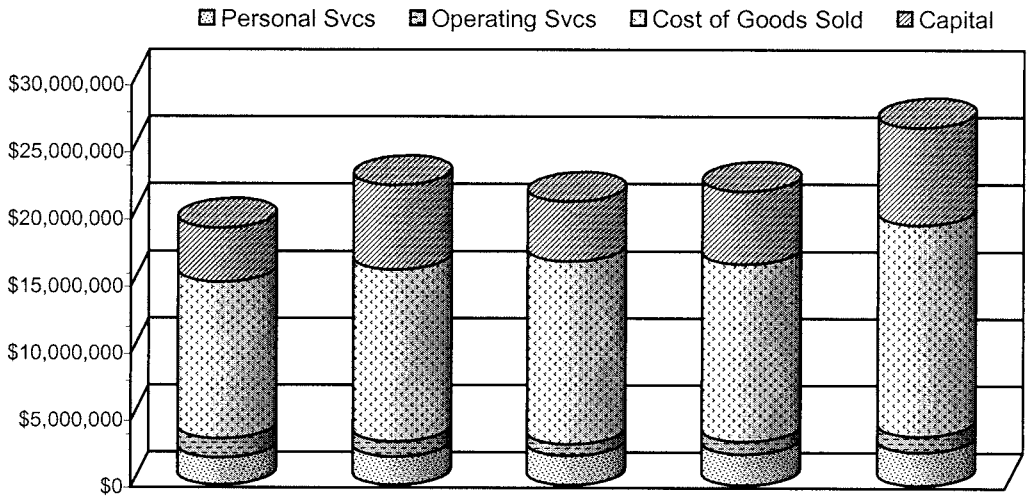
The Wastewater Collection Division is responsible for the operation and maintenance of the wastewater collection system. This division maintains approximately 275 miles of sanitary sewer mains; 7,577 manholes and 9,534 service lines.

The Cost of Goods Sold Division cost center was created to separate the cost of purchased water and wastewater commodities from the normal operating expenditures of their respective departments.

WATER AND SEWER



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$2,018,595	$2,109,374	$2,180,503	$2,313,373	$2,475,954
Operating Svcs	$1,444,076	$1,141,111	$872,782	$943,981	$1,214,503
Cost of Goods Sold	$11,667,943	$12,818,745	$13,643,137	$13,234,458	$15,737,327
Capital	$4,006,428	$6,259,995	$4,415,570	$5,403,159	$7,243,500
Total Budget	$19,137,042	$22,329,225	$21,111,992	$21,894,971	$26,671,284
Change Over Prior Yr	---	16.68%	-5.45%	3.71%	21.81%

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 yearly replacement program of 1,500 small meters and 150 chambers in medium meters
- ✓ Test and calibrate 178 large meters on a yearly basis
- ✓ 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 the estimated 2,000 hazard backflow locations through regular inspections
- ✓ Perform uni-directional flushing of 30,000 feet of the distribution system on a yearly basis
- ✓ Administer water quality sampling and Disinfection By-products Program (DBP) as required by the EPD
- ✓ Continue to prepare and distribute Consumer Confidence report to all consumers
- ✓ Review Vulnerability Assessment recommendations and Emergency Response Plan

Goal 3: **Eliminate sanitary sewer overflows**

- ✓ Clean 20% and inspect 5% of the collection system annually
- ✓ Apply root control treatment to 2% and grease removal treatment to 3% of the collection system yearly
- ✓ Clear 1% of sanitary sewer easements each year
- ✓ Inspect all businesses requiring grease control devices to ensure program compliance
- ✓ Inspect all sanitary sewer aerial stream crossings as required by the EPD
- ✓ Install permanent sewage flow meters at key locations in the collection system to monitor the impact of redevelopment
- ✓ Maintain documentation in accordance with the Marietta Water CMOM Consent Agreement with the EPD

Goal 4: **Improve system reliability with infrastructure improvements**

- ✓ Replace 22% of large water transmission lines yearly, including projects required for redevelopment and road improvements
- ✓ Replace 1% of distribution lines on a yearly basis to improve water quality and system reliability
- ✓ Complete temporary flow monitoring, inflow/infiltration (I/I) source detection and sewer system evaluation study (SSES) for all basins
- ✓ Rehab sewer manholes and lines as recommended by I/I studies and collection system model
- ✓ Complete collection system hydraulic model to guide rehab projects and determine impact of redevelopment on system capacity
- ✓ Inspect, exercise and repair 6% of the valves in the distribution system on a yearly basis

Goal 5: **Maintain employee training standards**

- ✓ Maintain compliance with Federal and State mandates through operator certification training
- ✓ Continue safety training for all employees

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

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

WATER AND SEWER

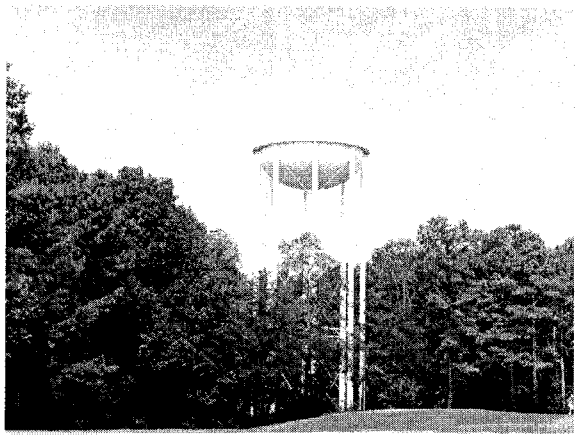
PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Small Meter Replacements	971	1,047	1,500
Medium Meter Replacements	53	120	150
Large Meter Testing	122	90	178
Water Transmission Line Replacements (feet)	N/A	3,150	5,000
Water Distribution Line Replacements (feet)	9,805	6,900	12,000
Sewer Line Rehabilitation (feet)	1,000	2,350	14,500
Backflow Device Inspections	295	330	2,000
Manhole Rehabilitation	N/A	200	80
Uni-directional Flushing (feet)	N/A	3,558	30,000
Valves Exercised/Repaired	2	3	300
Easement clearing (feet)	7,000	16,330	15,000
Grease Trap Inspections & Follow-ups	504	191	313
Sewer Line Inspections (feet)	68,352	40,533	70,000
Sewer Line Cleaning (feet)	386,208	261,752	300,000
Grease Control Treatment (feet)	34,728	5,070	45,000
% Unbilled Water	9.5%	5.4%	<10.0%
Professional Development Training (hours)	72	98	300
Safety Training (hours)	350	225	600
Operator Certification (hours)	289	254	390
% of Operators Certified	56%	15%	75%
Training Hours per employee	17.3	10.2	30.0
Water Distribution - Leaks/Breaks per 100 miles of pipe	162.7	63.0	37.0
Water Quality Complaints per 1,000 customers	11.1	7.8	<5.0
Waste Water Collection – Failures per 100 miles of pipe	40.7	68.9	8.0
Sanitary Sewer Overflows per 100 miles of pipe	10.4	5.9	0.0

GOALS ACCOMPLISHED

✓ The following infrastructure improvements are at or near completion:

- Rottenwood Basin sewer system evaluation study
- Olley Basin sewer system evaluation study
- Noses Creek Sewer Rehab Phase 1
- Sope Creek @ Rigby Street Sewer Rehab
- Rottenwood Creek-Little John Trail/Tuxedo Drive Sewer Rehab (easements)
- Olley Creek @ Bellemeade Sewer Rehab (easements)



WATER AND SEWER

EXPENDITURE SUMMARY

Administration

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	431,179	443,520	458,553	473,921	497,374
Operating Services	110,137	212,494	174,902	212,302	241,942
Capital	22,444	101,978	2,999	15,177	105,000
TOTAL ANNUAL BUDGET	**563,760**	**757,992**	**636,454**	**701,400**	**844,316**

Engineering

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	209,009	274,014	292,297	287,511	350,296
Operating Services	87,988	40,264	56,119	56,183	85,699
Capital	0	18,870	4,050	43,413	0
TOTAL ANNUAL BUDGET	**296,997**	**333,148**	**352,466**	**387,107**	**435,995**

Pump Station Maintenance

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	101,885	100,679	114,707	124,103	127,214
Operating Services	34,918	30,369	23,493	24,404	30,435
Capital	0	0	33,812	0	0
TOTAL ANNUAL BUDGET	**136,803**	**131,048**	**172,012**	**148,507**	**157,649**

WATER AND SEWER

EXPENDITURE SUMMARY

Meter Maintenance

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	244,165	227,504	326,757	362,810	392,948
Operating Services	28,356	31,662	27,889	48,852	75,805
Capital	287,267	1,773,852	1,134,231	993,153	1,539,000
TOTAL ANNUAL BUDGET	**559,788**	**2,033,018**	**1,488,877**	**1,404,815**	**2,007,753**

Water Distribution

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	433,885	471,602	426,765	465,542	431,115
Operating Services	915,211	519,503	317,511	295,334	392,131
Capital	2,099,370	2,482,745	1,672,181	1,415,207	2,145,500
TOTAL ANNUAL BUDGET	**3,448,466**	**3,473,850**	**2,416,457**	**2,176,083**	**2,968,746**

Wastewater Collection

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	598,472	592,055	561,424	599,486	677,007
Operating Services	267,466	306,819	272,868	306,906	388,491
Capital	1,597,347	1,882,550	1,568,297	2,936,209	3,454,000
TOTAL ANNUAL BUDGET	**2,463,285**	**2,781,424**	**2,402,589**	**3,842,601**	**4,519,498**

Cost of Goods Sold

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Water	3,642,626	3,840,524	3,907,322	4,461,212	4,563,323
Wastewater Treatment	8,025,317	8,978,221	9,735,815	8,773,246	11,174,004
TOTAL ANNUAL BUDGET	**11,667,943**	**12,818,745**	**13,643,137**	**13,234,458**	**15,737,327**

WATER AND SEWER

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 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	0
Executive Secretary - Admin.	0	0	0	0	1
Engineering Manager	1	1	1	1	1
Engineering Inspector	1	1	1	1	1
Engineering Project Manager	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
Civil Engineering Assistant	0	0	0	1	1
Pump Station Foreperson	1	1	1	1	1
Pump Station Mechanic	1	1	1	1	1
Meter Maintenance Supervisor	1	1	1	1	1
Water Meter Service Worker	2	2	2	2	2
Meter Maint. System Operator I	0	0	1	1	1
Meter Maint. System Operator II	0	0	1	1	1
Meter Apprentice System Operator	2	2	2	2	2
Distribution Supervisor	1	1	1	1	1
Distribution Foreperson	2	2	2	2	2
Distribution System Operator I	2	2	1	1	1
Distribution System Operator II	2	2	2	2	2
Water Apprentice System Operator	1	1	1	1	1
Senior Utility Locator	1	1	1	1	1
Utility Locator	1	1	1	1	1
Wastewater Supervisor	1	1	1	1	1
Wastewater Foreperson	3	3	3	3	3
Wastewater Apprentice System Op.	1	1	1	1	1
Wastewater System Operator I	3	3	3	3	4
Wastewater System Operator II	4	4	3	3	4
TOTAL BUDGETED POSITIONS	**40**	**40**	**40**	**41**	**43**

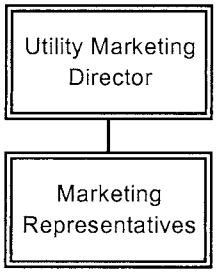
THIS PAGE INTENTIONALLY LEFT BLANK.

UTILITY MARKETING

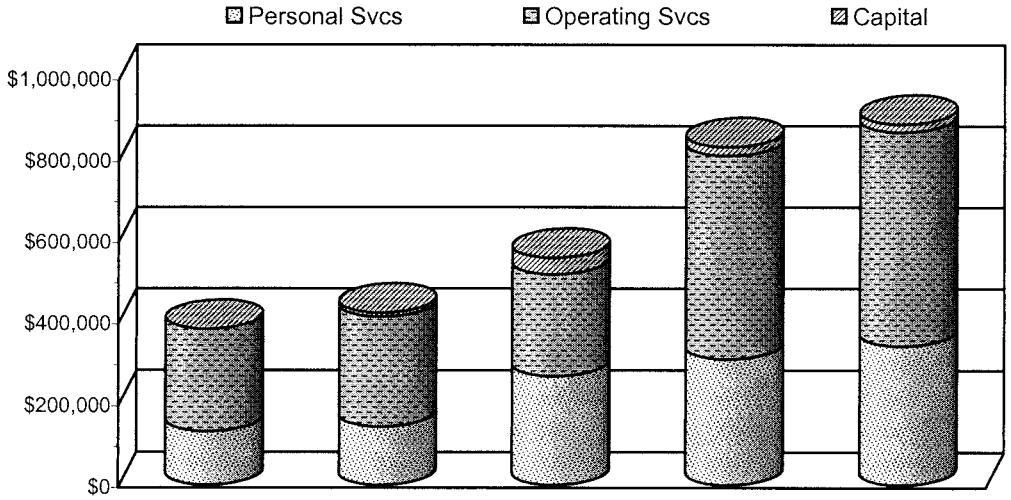
The responsibility of the Utility Marketing Department is to increase profitable electrical sales to new and existing customers and to locate new enterprises in the service area while ensuring a high level of customer satisfaction, value and loyalty.

Based on market research, the department develops new programs and services to capture competitive loads, increase revenues and customer satisfaction, and coordinates efforts with the Economic Development Division to ensure that all programs and services are focused on the specific needs of the customer.

UTILITY MARKETING



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$130,687	$142,905	$265,484	$307,316	$339,266
Operating Svcs	$249,789	$268,154	$249,964	$499,965	$525,882
Capital	$0	$9,583	$40,467	$21,358	$19,600
Total Budget	$380,476	$420,642	$555,915	$828,639	$884,748
Change Over Prior Yr	---	10.56%	32.16%	49.06%	6.77%

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

- ✓ Conduct a Key Account survey to determine satisfaction levels against benchmark
- ✓ 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
- ✓ Develop a new home program (Energy Star)
- ✓ Develop incentives for the commercial sector to increase competitive revenues in new and existing markets
- ✓ Evaluate the need to develop a surge protection program for residential customers
- ✓ Develop a HVAC program to extend our sales force; provide incentives to dealers who install electric heat pumps and water heaters
- ✓ Develop an outdoor lighting brochure

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

- ✓ Install Prime Read metering on six key accounts
- ✓ Develop rate choices based on customer load profile
- ✓ Offer seminars to Key Account customers to discuss energy items of interest and methods to improve profitability
- ✓ 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
- ✓ Develop and implement a method for project development reporting and tracking

Goal 4: Enhance company image and increase sales and customer loyalty 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
- ✓ 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

Goal 5: Improve employee efficiency while maintaining awareness of industry issues and trends

- ✓ Support and provide opportunities for training and development
- ✓ Create a formal professional development plan for employees
- ✓ Develop an employee sales program
- ✓ Provide appropriate tools and equipment to support response to customers' needs

UTILITY MARKETING

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Market Penetration of Electric/Dual Fuel Heat Pumps and Electric Water Heating in New Single Family Homes	6%	20%	25%
Market Penetration of Electric/Dual Fuel Heat Pumps and Electric Water Heating in New Multi Family Homes	29%	30%	40%
Competitive Sales in Residential Market (Kilowatts)	107	1,200	350
Competitive Sales in Commercial Market	$42,960	$110,000	$120,000
Competitive Sales in Key Account Market	$245,320	$50,000	$90,000
Marathon Water Heaters Sold in Residential Market	N/A	100	100

GOALS ACCOMPLISHED

- ✓ Developed and implemented customer satisfaction surveys for residential accounts, commercial accounts, key accounts and outdoor lighting customers
- ✓ Determined appliance saturation, equipment age, space and water heating fuel saturation, energy efficiency and dwelling descriptions from customer saturation surveys
- ✓ Held focus groups with residential and commercial customers to supplement market research and program development efforts
- ✓ Developed value contracts/agreements with all key accounts
- ✓ Created professional development plan for employees

SERVING YOU FOR 100 YEARS
1906-2006
Marietta
Power
Water

UTILITY MARKETING

EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	130,687	142,905	265,484	307,316	339,266
Operating Services	249,789	268,154	249,964	499,965	525,882
Capital	0	9,583	40,467	21,358	19,600
TOTAL ANNUAL BUDGET	**380,476**	**420,642**	**555,915**	**828,639**	**884,748**

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Utility Marketing Director	0	0	1	1	1
Marketing Representative	2	2	3	3	3
TOTAL BUDGETED POSITIONS	**2**	**2**	**4**	**4**	**4**

THIS PAGE INTENTIONALLY LEFT BLANK.

CUSTOMER CARE

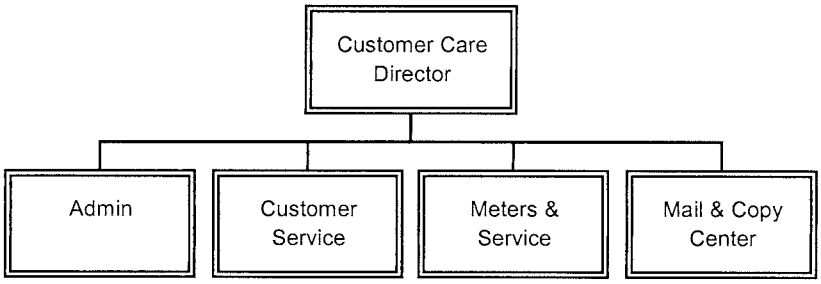
Customer Care Administration oversees the operations of Customer Service, Meters and Services, and the Mail and Copy Center.

The Customer Service Division is responsible for establishing new accounts, billing all accounts, processing payments, collecting for non-payment, terminating accounts and assisting customers with inquiries concerning meter reading and billing. This division assists both residential and commercial customers in energy management and water consumption monitoring. It also bills the sanitation charges for the citizens that live inside the city limits.

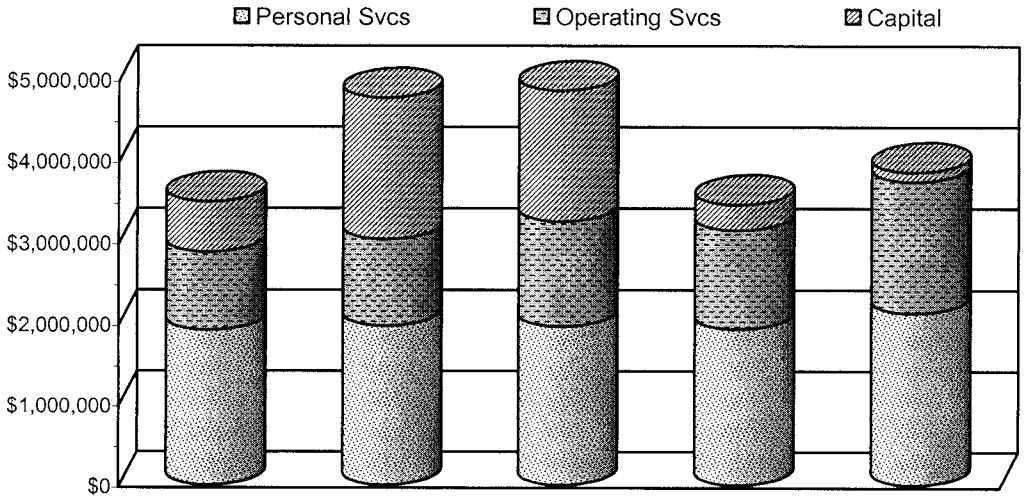
The Meters and Services Division is responsible for reading electric and water meters and performing service orders for connection and disconnection per customer request. While collecting meter data, this division investigates meter tampering, power diversion, damaged and inoperative electric and water meters, and monitors demand meter fluctuations. In addition, it completes meter re-read requests and assists the Mail and Copy Center in preparing utility billing for mailing.

The Mail and Copy Center coordinates the City's mail by picking up and delivering mail to the U.S. Postal Service and by distributing mail throughout all City/BLW buildings. Other responsibilities include the preparation of utility bills, tax bills and other correspondence for mailing. Additionally, this division duplicates, binds and distributes documents for all departments as needed and is responsible for all the copier leases throughout city facilities.

CUSTOMER CARE



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$1,912,158	$1,967,270	$1,959,349	$1,923,865	$2,124,365
Operating Svcs	$961,856	$1,062,249	$1,288,063	$1,216,986	$1,612,670
Capital	$617,722	$1,735,612	$1,607,691	$315,534	$114,000
Total Budget	$3,491,736	$4,765,131	$4,855,103	$3,456,385	$3,851,035
Change Over Prior Yr	---	36.47%	1.89%	-28.81%	11.42%

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

- ✓ Modify billing system for auditing meters in the field to verify reading accuracy
- ✓ Add fifty additional remote disconnect units in the field to improve collection efforts
- ✓ Automate collection agency process to eliminate manual paper process
- ✓ Install Automatic Vehicle Location (AVL) technology on vehicles to assist with read-times, determination of service worker availability and location during severe weather conditions
- ✓ Develop and implement standards for meter testing to ensure accuracy of equipment
- ✓ Revise deposit policy to decrease bad debt potential
- ✓ Revise budget billing policy to establish accurate budget bill estimates
- ✓ Reduce meter reading times to less than 400 hours per month

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

- ✓ Evaluate checks by phone option as a payment method for customers
- ✓ Convert payment engine for phone system from Verisign to Pause Partner to reduce number of dropped calls and duplicate payments
- ✓ Implement additional on-line request options for customers

Goal 3: Continue to promote a positive image and build community relations

- ✓ Reduce walk-in traffic through promotion of preferred payment methods
- ✓ Implement customer notification when crews will be working in areas that may affect service
- ✓ Replace signage around Administration building
- ✓ Purchase five data loggers to identify potential leaks and to assist customers with high bill complaints
- ✓ Implement schedule for manual rate calculations to verify billing accuracy

Goal 4: Provide timely and meaningful communications to our customers

- ✓ Develop a schedule for the "Connected" billing insert
- ✓ Continue to develop and promote the CARE program
- ✓ Continue to update the New Customer Care package as it relates to services offered
- ✓ Offer electronic billing through the City website

Goal 5: Support and provide training for employees to stay abreast of industry standards, best practices and services offered

- ✓ Build and utilize Cognos reports to improve Customer Care operation
- ✓ Develop training/certification program to implement third level Customer Service Representative position
- ✓ Utilize the expertise of industry consultants and contractors for selected projects
- ✓ Meet with employees twice a year to discuss business improvement ideas
- ✓ Continue safety meeting program for meter reading, collections and service personnel to ensure safety knowledge of meter bases
- ✓ Implement confined entry certification and/or training for AMR technicians
- ✓ Perform system cleanup to remove inactive meters

CUSTOMER CARE

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Number of Customer Phone Calls	101,205	100,469	100,000
Number of Meter Readings	738,115	751,216	740,000
Annual Meter Reading Hours	5,233	4,160	3,540
Number of Utility Cut-Offs	12,143	12,500	14,000
Uncollectible Accounts as % of Revenue $	0.47%	0.75%	0.75%
Average Wait Time per Customer Call (Minutes)	4.28	4.00	4.00

GOALS ACCOMPLISHED

- ✓ Implemented management reporting from the billing system
- ✓ Redesigned billing statement to improve comprehension
- ✓ Implemented Naviline
- ✓ Remodeled entire Customer Care office space
- ✓ Reduced meter reading times by 300 hours
- ✓ Replaced hand-held meter reading units with mobile units

Marietta POWER
Dependable Electric Energy

Marietta WATER

CUSTOMER CARE

EXPENDITURE SUMMARY

Administration

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	145,759	175,645	182,714	175,649	193,878
Operating Services	12,111	14,137	77,539	81,275	109,727
Capital	0	0	0	21,528	0
TOTAL ANNUAL BUDGET	**157,870**	**189,782**	**260,253**	**278,452**	**303,605**

Customer Service

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	1,107,854	1,148,492	1,161,119	1,162,227	1,263,893
Operating Services	330,899	420,352	427,283	453,214	569,872
Capital	1,432	5,500	126,682	46,032	0
TOTAL ANNUAL BUDGET	**1,440,185**	**1,574,344**	**1,715,084**	**1,661,473**	**1,833,765**

Meter and Services

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	602,343	579,048	554,458	514,473	591,339
Operating Services	123,466	112,217	124,686	95,651	166,866
Capital	616,290	1,730,112	1,474,514	247,974	114,000
TOTAL ANNUAL BUDGET	**1,342,099**	**2,421,377**	**2,153,658**	**858,098**	**872,205**

Mail and Copy Center

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	56,202	64,085	61,058	71,516	75,255
Operating Services	495,380	515,543	658,555	586,846	766,205
Capital	0	0	6,495	0	0
TOTAL ANNUAL BUDGET	**551,582**	**579,628**	**726,108**	**658,362**	**841,460**

CUSTOMER CARE

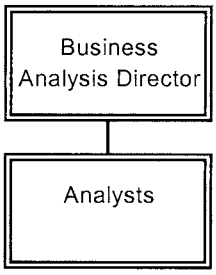
PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 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	4	4	2
Customer Service Representative II	5	5	11	11	13
Customer Service Technician	1	1	0	0	0
Final Billing Representative	0	0	1	1	1
Customer Service Field Rep.	1	1	0	0	0
Customer Service Data Specialist	0	0	1	1	1
Cashier	3	3	3	3	3
Senior Collections Representative	1	1	1	1	1
Collections Representative	2	2	2	2	2
Switch Board Clerk	1	1	1	1	1
Meters & Services Supervisor	1	1	1	1	1
Meter Reading Clerk	1	1	1	1	1
Meters & Services Foreperson	1	1	1	1	1
Meter Service Worker	3	2	2	2	2
Lead Meter Reader	1	1	1	1	1
Meter Reader	8	9	5	5	5
AMR Field Technician	0	0	2	2	2
Mail and Copy Center Supervisor	0	0	1	1	1
Copy Clerk	1	1	0	0	0
Mail Clerk	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**46**	**46**	**44**	**44**	**44**

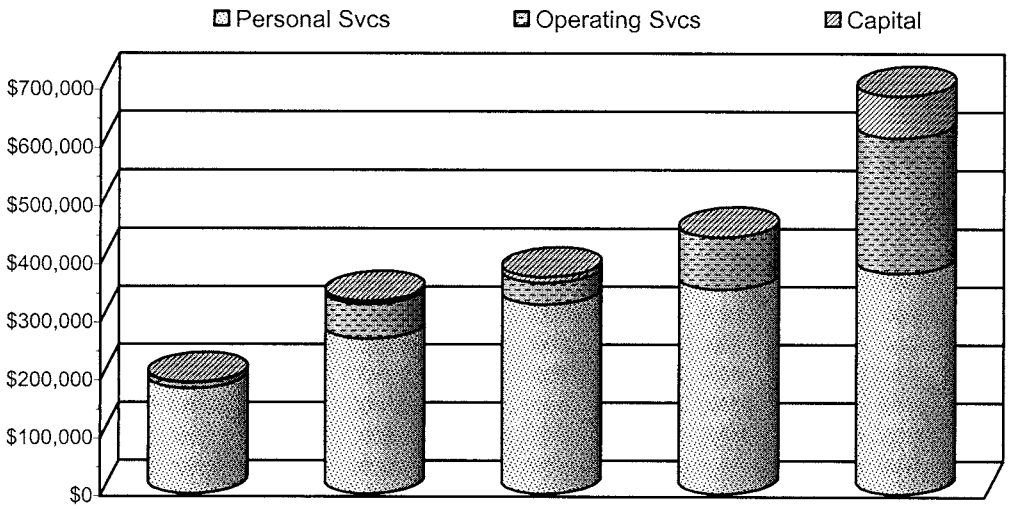
BUSINESS ANALYSIS

The Business Analysis Department's mission is to provide information, advice and recommendations on all economic, financial and operating matters of the BLW. The department serves as the primary point of contact for all issues concerning the preparation and coordination of the annual budget. It supplies decision support through the application of economic and financial analysis techniques and methods including cost/benefit analyses, computer modeling of utility consumption and analysis of relevant cost and revenue data. This department monitors economic, demographic and technological trends and incorporates the results into the development of forecasts of future utility requirements. The department is charged with the design of utility rates that effectively recover costs, the allocation of cost of service to all customer classes and the provision of a fair return to enable continued growth of the system.

BUSINESS ANALYSIS



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$181,025	$266,755	$326,022	$352,021	$380,610
Operating Svcs	$10,004	$60,175	$37,239	$90,317	$231,826
Capital	$858	$5,411	$10,162	$0	$72,000
Total Budget	$191,887	$332,341	$373,423	$442,338	$684,436
Change Over Prior Yr	---	73.20%	12.36%	18.45%	54.73%

BUSINESS ANALYSIS

MISSION STATEMENT

To enhance the profitability of the organization through the development and implementation of analytical and decision-support techniques.

GOALS AND ACTIONS

Goal 1: Minimize power supply costs

- ✓ 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

- ✓ Continue to 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
- ✓ Initiate a residential load research study

Goal 3: Improve BLW planning capabilities

- ✓ Expand the scope of 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
- ✓ Expand reporting on cost control and status of capital projects and encumbrances; enhance Detail Budget Report
- ✓ Review financial policies and incorporate amendments as necessary

Goal 5: Enhance Electric rate structure

- ✓ Conduct an allocated class cost-of-service study
- ✓ Continue to review and evaluate the BLW's "special rates"; identify potential pricing deficiencies and recommend resolutions as necessary
- ✓ Develop a Real-Time Pricing (RTP) rate offering
- ✓ Develop optional Time-of-Day rates for large commercial/industrial customers and residential customers
- ✓ Enhance procedures for electric sales and revenues forecasting

Goal 6: Enhance Water/Sewer rate structure

- ✓ Conduct an allocated class cost-of-service study
- ✓ Enhance procedures for water/sewer sales and revenues forecasting

BUSINESS ANALYSIS

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
Marketed electric surplus baseload capacity (Megawatts)	9.7	12.0	15.0
Marketed electric surplus reserves (Megawatts)	7.6	7.8	8.5

GOALS ACCOMPLISHED

- ✓ Developed a long-range financial planning model
- ✓ Developed and implemented a reserve policy for the BLW
- ✓ 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
- ✓ Marketed 12 MW of surplus baseload capacity
- ✓ Implemented PrimeRead Customer Load application

BUSINESS ANALYSIS

EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	181,025	266,755	326,022	352,021	380,610
Operating Services	10,004	60,175	37,239	90,317	231,826
Capital	858	5,411	10,162	0	72,000
TOTAL ANNUAL BUDGET	**191,887**	**332,341**	**373,423**	**442,338**	**684,436**

PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Business Analysis Director	1	1	1	1	1
Rate Research Analyst	0	0	1	1	1
Senior Utility Analyst	2	2	1	1	1
Principal Utility Analyst	0	0	1	1	1
Utility Analyst	1	1	0	0	0
Executive Secretary	0	1	1	1	1
TOTAL BUDGETED POSITIONS	**4**	**5**	**5**	**5**	**5**

THIS PAGE INTENTIONALLY LEFT BLANK.

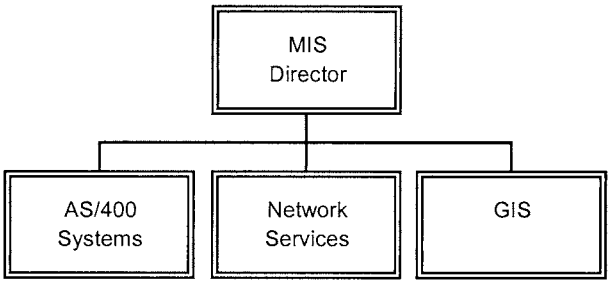
MANAGEMENT INFORMATION SYSTEMS

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.

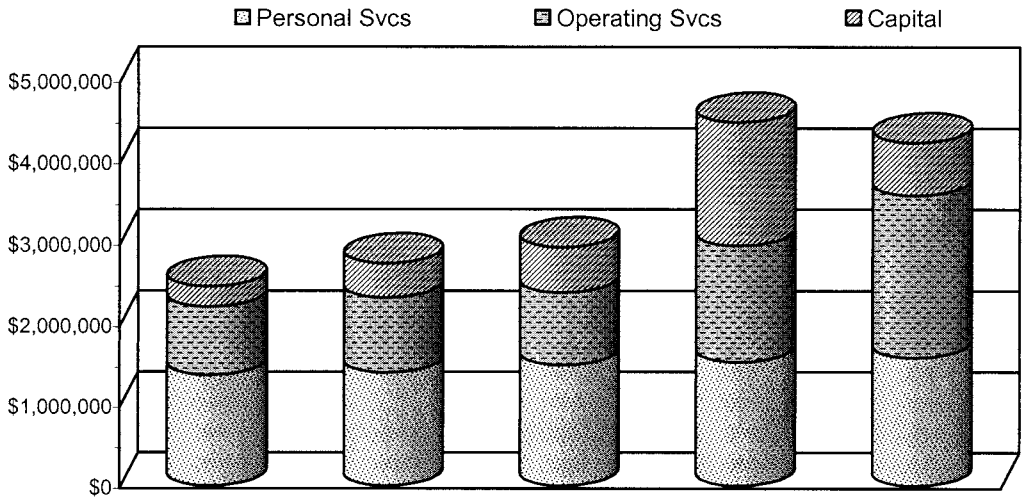
The Geographic Information System (GIS) Division is responsible for developing and maintaining the base map and cadastral information consisting of City boundaries, census blocks, Council wards, parcel boundaries zoning, easements and police zones. GIS is an integral part of designing and maintaining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

MANAGEMENT INFORMATION SYSTEMS



DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$1,368,715	$1,397,028	$1,491,707	$1,530,199	$1,583,295
Operating Svcs	$843,304	$927,072	$894,685	$1,433,339	$1,998,655
Capital	$252,364	$422,788	$560,174	$1,513,086	$646,500
Total Budget	$2,464,383	$2,746,888	$2,946,566	$4,476,624	$4,228,450
Change Over Prior Yr	---	11.46%	7.27%	51.93%	-5.54%

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: Expand the use of Cognos development software

✓ Partner with HTE to promote the development of Cognos catalogs and databases to enable application owners to extract data from the mainframe

Goal 2: Provide "persistence" for roaming laptops

✓ Acquire and implement NewMotion software for our mobile laptops to enable stable connections to our servers during online sessions from the field

Goal 3: Increase the quality and efficiency of the Help Desk

✓ Outsource MIS Level 1 Help Desk operation to increase productivity and expand skill availability and depth of staff
✓ Implement training for the Microsoft Vista/Office 2007 rollout

Goal 4: 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

Goal 5: Provide, promote and maintain an enterprise-wide GIS database

✓ Maintain the one common, integrated address file that links all City/BLW business applications
✓ Promote data sharing between City/BLW departments
✓ Assure that appropriate departments obtain the tools and training to maintain their data sets

MANAGEMENT INFORMATION SYSTEMS

PERFORMANCE MEASUREMENTS

Measurement	FY06 Actual	FY07 Estimate	FY08 Budget
MIS:			
Standard PCs Supported	450	450	455
Laptop PCs Supported	161	161	165
AS/400 Servers Supported	1	1	1
Windows/NT BackOffice Servers Supported	11	11	3
GIS Servers Supported	3	3	2
Specialized Application Servers Supported	32	32	12
Network Appliances Supported	4	4	4
Remote Access (RAS) enabled users	19	19	20
Network Access (VPN) accounts	19	19	20
Mobile (PDA) Devices Supported	60	60	75
Employees with GoToMyPC access	77	77	85
GIS:			
Arcview Licenses	30	1	1
Print Requests	350	300	325
Desktop Applications	10	1	1
Web Mapping Applications	4	8	5
Address Issues	975	990	1,000
Standard Digital Maps	41	42	43
Tax Maps	505	505	505
Subdivision Plats	7	11	7
Parcel Work	150	200	225
Web Page Update Requests	600	1,000	1,250
In-house Mapping Projects	175	200	212

GOALS ACCOMPLISHED

- ✓ Procured Automatic Vehicle Location (AVL) capabilities for 130 vehicles
- ✓ Replaced existing data communications network, including the indoor wireless network, with Cisco products; instituted necessary system security provisions
- ✓ Replaced PBX telephone system with Cisco products and converged the voice and data networks into one enterprise Voice Over IP (VOIP) network
- ✓ Contracted with Dell/EMC to consolidate Microsoft servers from 48 to 12
- ✓ Expanded storage capacity at each campus which improved disaster/recovery options of our Microsoft environment

MANAGEMENT INFORMATION SYSTEMS

EXPENDITURE SUMMARY

Management Information Systems (MIS)

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	1,064,122	1,087,759	1,181,322	664,329	586,522
Operating Services	773,950	842,448	822,038	866,794	733,420
Capital	192,789	411,939	555,659	1,474,086	646,500
TOTAL ANNUAL BUDGET	**2,030,861**	**2,342,146**	**2,559,019**	**3,005,209**	**1,966,442**

Geographic Information Systems (GIS)

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	304,593	309,269	310,385	324,517	351,708
Operating Services	69,354	84,624	72,647	107,162	158,000
Capital	59,575	10,849	4,515	3,500	0
TOTAL ANNUAL BUDGET	**433,522**	**404,742**	**387,547**	**435,179**	**509,708**

Network Services

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	0	0	0	541,353	645,065
Operating Services	0	0	0	459,383	1,107,235
Capital	0	0	0	35,500	0
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**1,036,236**	**1,752,300**

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

MANAGEMENT INFORMATION SYSTEMS

PERSONNEL DETAIL

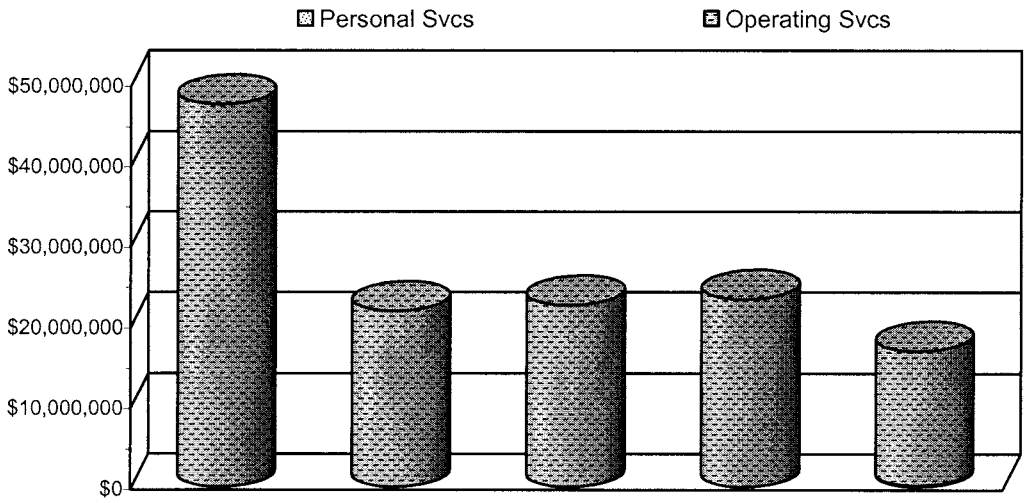
Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
MIS Director	1	1	1	1	1
Executive Secretary	1	1	1	1	1
Systems Manager	1	1	1	1	1
Systems Administrator	1	1	1	1	1
Data Base Systems Analyst	0	0	0	0	1
Programmer	0	0	0	1	1
Senior Business Analyst	1	1	1	1	1
Business Analyst	2	2	2	2	0
Network Administrator -Tech Support	1	1	1	0	0
Network Analyst - Technical Support	0	1	1	0	0
Computer Operator II	1	1	1	0	0
PC Specialist - Technical Support	1	1	1	0	0
PC Analyst - Technical Support	2	1	2	0	0
Technical Support Manager	1	1	1	0	0
Technical Support Specialist	1	1	1	0	0
GIS / Web Services Manager	1	1	1	1	1
GIS Coordinator	0	0	1	1	1
GIS Specialist	1	1	1	1	1
GIS Specialist II	1	1	1	1	1
Web Developer	1	1	1	1	1
Data Coordinator	1	1	1	1	1
GIS Analyst	1	1	0	0	0
Network Services Manager	0	0	0	1	1
Sr. Network Analyst - Network Serv.	0	0	0	1	1
Network Administrator - Network Svs.	0	0	0	1	1
Server Administrator-Network Svs	0	0	0	0	1
Network Analyst - Network Services	0	0	0	1	1
PC Analyst - Network Services	0	0	0	1	1
PC Specialist - Network Services	0	0	0	1	1
Radio Systems Analyst - Network Sv.	0	0	0	1	1
TOTAL BUDGETED POSITIONS	**20**	**20**	**21**	**21**	**21**

BLW NON-DEPARTMENTAL

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

NON-DEPARTMENTAL

DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$0	$0	$0	$0	$191,549
Operating Svcs	$47,447,656	$21,753,076	$22,463,073	$23,205,801	$16,616,398
Total Budget	$47,447,656	$21,753,076	$22,463,073	$23,205,801	$16,807,947
Change Over Prior Yr	---	-54.15%	3.26%	3.31%	-27.57%

EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	0	0	0	0	191,549
Miscellaneous Operating Services	1,269,156	1,227,409	1,246,355	1,128,232	679,962
Indirect Cost Transfer to Gen. Fund	1,077,002	1,992,405	2,150,274	2,148,839	2,435,320
Utilities-City Hall	128,117	132,903	136,119	128,960	136,200
Utilities-Lights/Signals	1,069,900	1,006,833	1,005,631	1,021,118	1,005,632
Utilities-General Fund	509,385	498,900	531,187	516,222	515,044
Utilities-BLW Building	74,418	74,592	70,643	81,102	83,324
Transfer to Health Fund	0	0	200,000	399,009	524,978
Operating Transfer to General Fund	9,750,000	9,750,000	9,750,000	10,500,000	10,500,000
Transfer to Other Funds	27,148,472	271,499	19,999	0	0
Miscellaneous Expenses	446,604	453,672	592,869	564,074	735,938
Depreciation	5,974,602	6,344,863	6,759,996	6,718,245	0
TOTAL ANNUAL BUDGET	**47,447,656**	**21,753,076**	**22,463,073**	**23,205,801**	**16,807,947**

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.

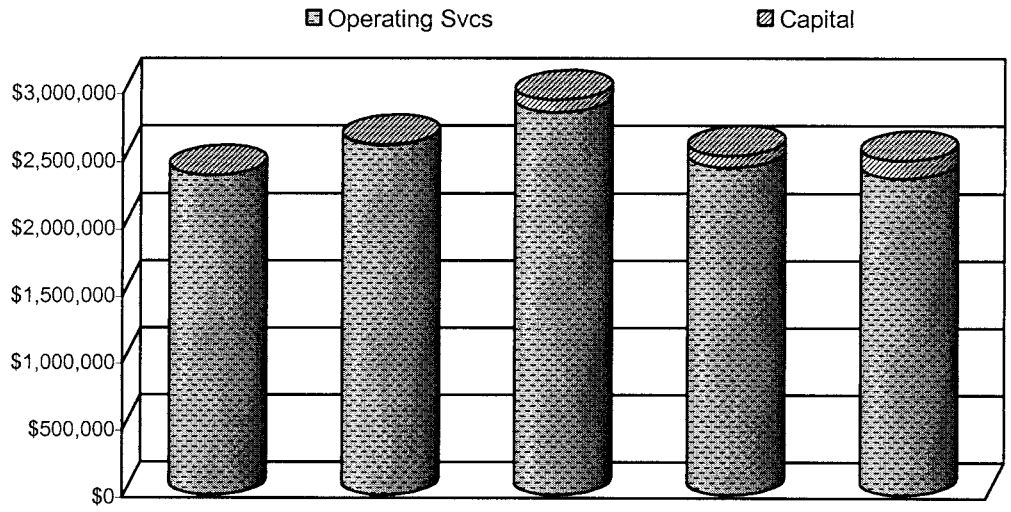
INTERNAL SERVICE FUNDS

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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$2,378,738	$2,600,004	$2,844,240	$2,435,940	$2,355,752
Capital	$0	$4,500	$92,092	$88,175	$131,320
Total Budget	$2,378,738	$2,604,504	$2,936,332	$2,524,115	$2,487,072
Change Over Prior Yr	---	9.49%	12.74%	-14.04%	-1.47%

GOLF COURSE FUND

EXPENDITURE SUMMARY

Clubhouse and General Office

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	385,436	368,269	411,939	396,191	474,970
Capital	0	0	0	2,489	60,350
TOTAL ANNUAL BUDGET	**385,436**	**368,269**	**411,939**	**398,680**	**535,320**

Golf Operations

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	313,004	304,690	299,790	291,103	324,636
Capital	0	4,500	2,512	0	3,820
TOTAL ANNUAL BUDGET	**313,004**	**309,190**	**302,302**	**291,103**	**328,456**

Golf Course Maintenance

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	438,719	466,401	475,575	439,945	474,203
Capital	0	0	89,580	85,686	61,200
TOTAL ANNUAL BUDGET	**438,719**	**466,401**	**565,155**	**525,631**	**535,403**

Food and Beverage

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	207,650	176,443	182,208	203,454	219,855
Capital	0	0	0	0	5,950
TOTAL ANNUAL BUDGET	**207,650**	**176,443**	**182,208**	**203,454**	**225,805**

GOLF COURSE FUND

EXPENDITURE SUMMARY

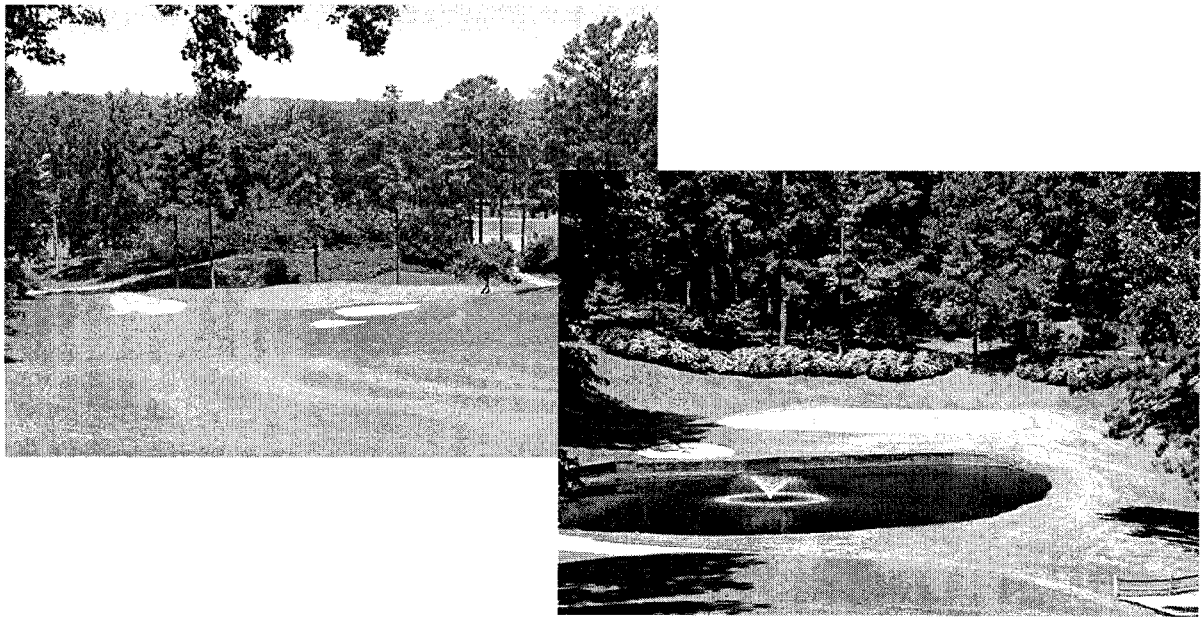
Debt Service

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Services	670,681	870,411	897,681	835,795	835,000
TOTAL ANNUAL BUDGET	**670,681**	**870,411**	**897,681**	**835,795**	**835,000**

Non-departmental

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Indirect Cost Transfer	23,135	20,614	20,529	26,325	27,088
Other	251	240	54,000	52,196	0
Depreciation	339,862	392,936	502,518	190,931	0
TOTAL ANNUAL BUDGET	**363,248**	**413,790**	**577,047**	**269,452**	**27,088**

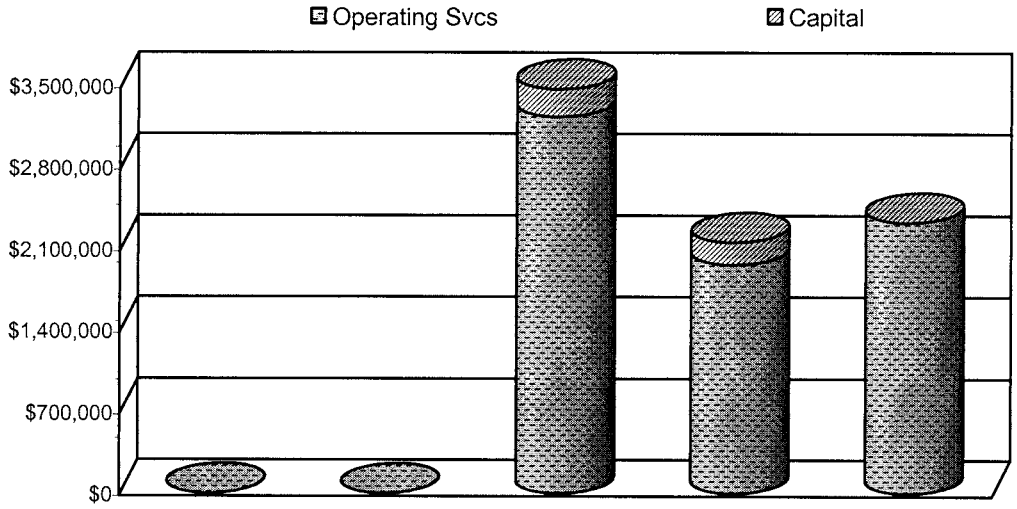
Note: Depreciation is not a budgeted item because capital expenditures are budgeted instead.



CONFERENCE CENTER FUND

The Conference Center Fund accounts for the operation of the 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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$0	$0	$3,232,124	$1,961,843	$2,325,000
Capital	$0	$0	$236,011	$192,036	$0
Total Budget	$0	$0	$3,468,135	$2,153,879	$2,325,000
Change Over Prior Yr	---	---	100.00%	-37.90%	7.94%

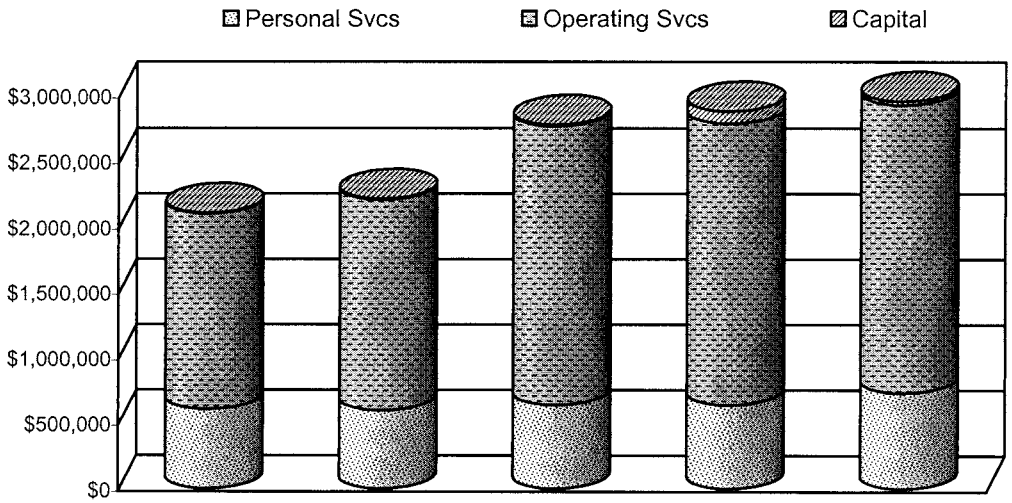
EXPENDITURE SUMMARY

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Principal and Interest Payments	0	0	2,370,956	1,953,982	2,302,965
Operating Services	0	0	861,168	7,861	22,035
Capital	0	0	236,011	192,036	0
TOTAL ANNUAL BUDGET	**0**	**0**	**3,468,135**	**2,153,879**	**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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Svcs	$603,569	$593,398	$634,945	$635,886	$729,317
Operating Svcs	$1,494,167	$1,611,701	$2,130,738	$2,149,728	$2,196,227
Capital	$5,728	$7,423	$11,305	$92,477	$28,000
Total Budget	$2,103,464	$2,212,522	$2,776,988	$2,878,091	$2,953,544
Change Over Prior Yr	---	5.18%	25.51%	3.64%	2.62%

MOTOR TRANSPORT FUND

EXPENDITURE SUMMARY

Fleet Maintenance

Category	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Personal Services	603,569	593,398	634,945	635,886	729,317
Operating Services	1,494,167	1,611,701	2,130,738	2,149,728	2,196,227
Capital	5,728	7,423	11,305	92,477	28,000
TOTAL ANNUAL BUDGET	**2,103,464**	**2,212,522**	**2,776,988**	**2,878,091**	**2,953,544**

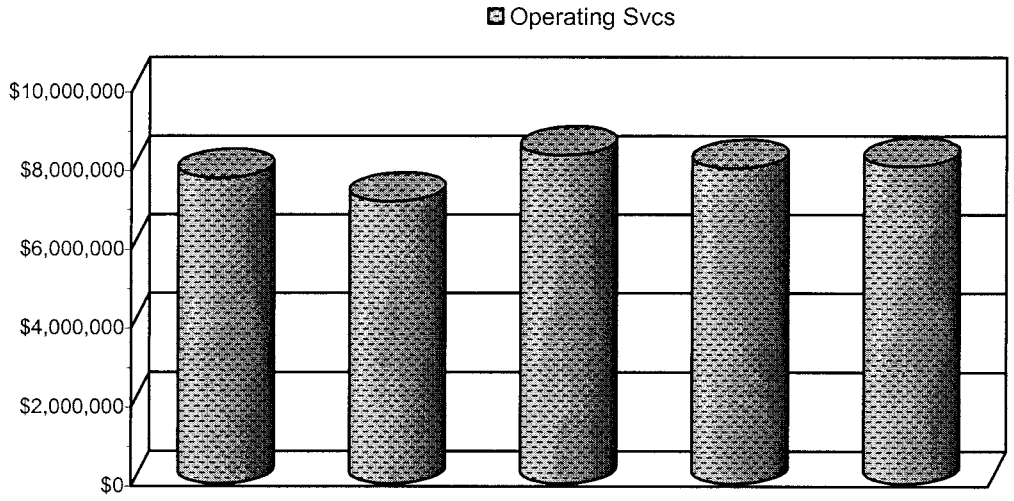
PERSONNEL DETAIL

Title	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Superintendent	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Service Manager	1	1	1	1	1
Small Engine Mechanic	1	1	1	1	1
Automotive Service Worker	2	2	2	2	2
Mechanic	8	8	8	5	4
Mechanic II	0	0	0	3	4
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

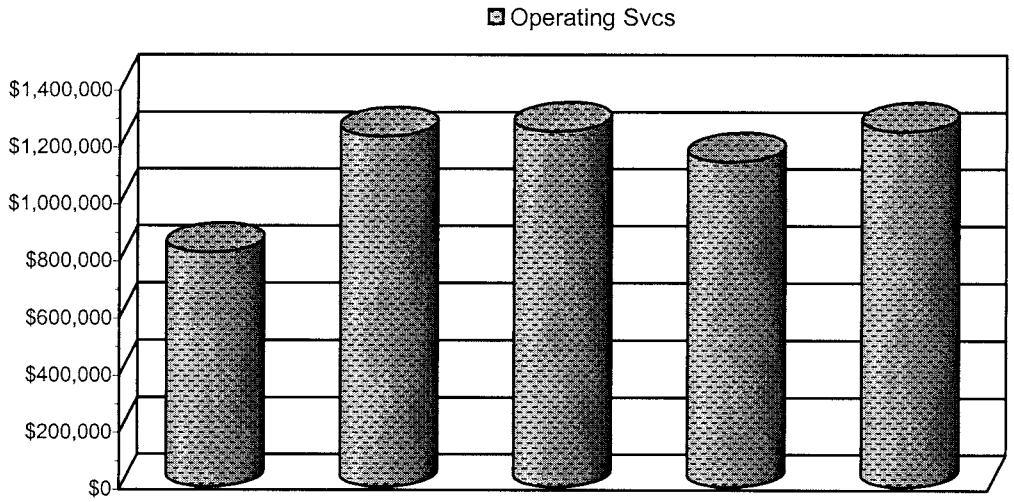


	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$7,747,595	$7,152,890	$8,326,773	$7,992,804	$8,039,640
Change Over Prior Yr	---	-7.68%	16.41%	-4.01%	0.59%

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

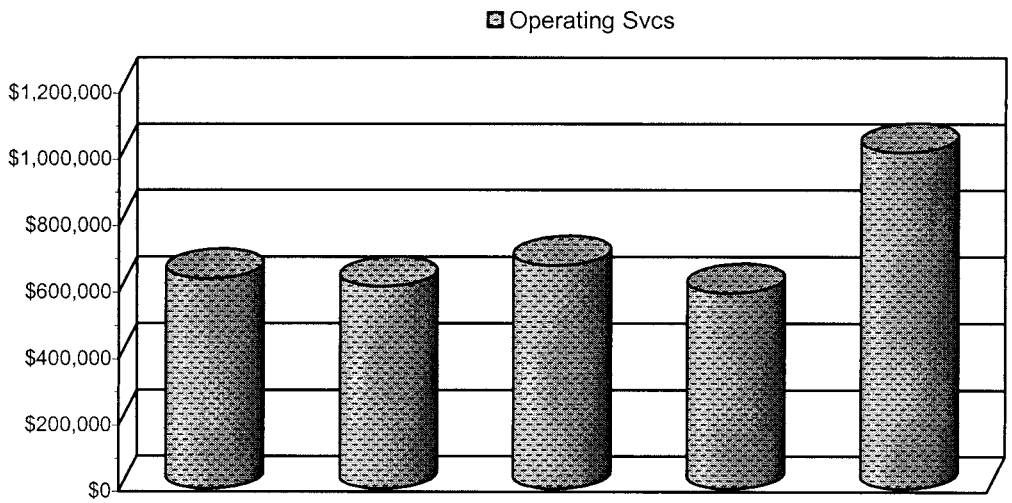


	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$821,004	$1,227,988	$1,245,240	$1,138,567	$1,245,643
Change Over Prior Yr	---	49.57%	1.40%	-8.57%	9.40%

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



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$632,772	$609,998	$671,830	$588,947	$1,012,324
Change Over Prior Yr	---	-3.60%	10.14%	-12.34%	71.89%

FIDUCIARY FUNDS

FIDUCIARY FUNDS

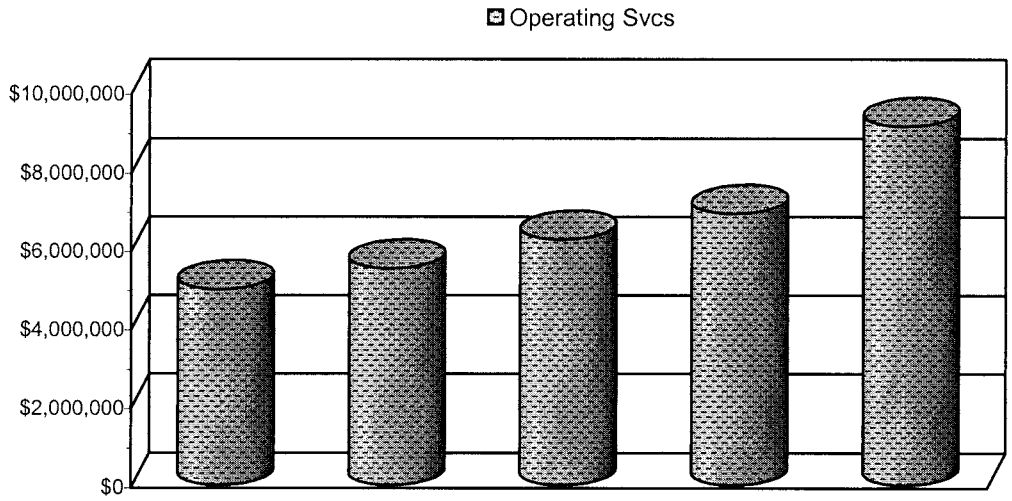
PENSION TRUST FUND

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 13.5% of the gross salaries for City employees. The normal retirement benefit is 2.1% of final average earnings times years of service to a maximum of 35 years. The normal age requirement is 65 years, but employees are eligible for the normal benefit if their age plus years of service totals at least 80. It should be noted that this is not all of the plan's provisions.

DEPARTMENT EXPENDITURE HISTORY



	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Estimate	FY08 Budget
Operating Svcs	$4,970,914	$5,504,649	$6,239,942	$6,900,613	$9,119,490
Change Over Prior Yr	---	10.74%	13.36%	10.59%	32.15%

CAPITAL IMPROVEMENTS

CAPITAL SUMMARY

The City of Marietta develops a Five-Year Capital Improvement Program as part of the budget process. Items or projects that fall under this section are those that cost $1,000 or more. The Five-Year Capital Program identifies project costs and the timing of necessary financing arrangements over a five-year planning period. The purpose of the capital program is to establish direction over multiple fiscal years and to allow for the planned replacement of items as they reach the end of their useful life. This planned replacement of capital items maintains their usefulness and helps to control downtime of worn resources and the associated cost of repairing these items. Capital replacement planning provides a framework for scheduling improvements based on the availability of funding, the priority between projects, and the current condition of assets. The Capital Improvement Program includes new projects and projects which are continuing from prior years that have been updated to reflect changing priorities and conditions. The Mayor and City Council adopt the first year, FY2008, 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

	FY2008	FY2009	FY2010	FY2011	FY2012
General Fund	1,518,010	1,207,000	1,171,200	1,406,750	1,306,550
Special Revenue Funds	75,000	50,000	0	28,000	0
SPLOST Fund	9,303,516	9,409,832	10,717,034	11,572,841	8,201,372
Golf Course Fund	131,320	43,850	32,350	65,200	45,000
BLW Fund	24,451,499	16,712,800	18,092,200	19,280,850	15,884,500
Motor Transport Fund	28,000	10,750	12,000	18,500	15,000
TOTAL	$35,507,345	$27,434,232	$30,024,784	$32,372,141	$25,452,422

Capital Improvement Program by Category Type

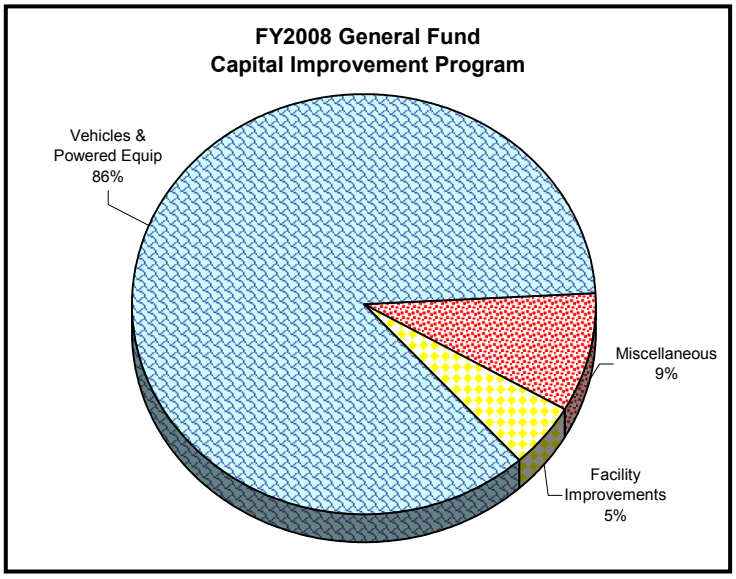
	FY2008	FY2009	FY2010	FY2011	FY2012
Computer and Technology	654,985	621,000	621,000	254,000	254,000
Facility Improvements	897,109	112,500	70,000	75,000	70,500
Utility Projects	15,019,500	7,440,200	7,517,400	7,738,500	7,796,500
Vehicles & Powered Equipment	2,841,200	2,328,400	2,172,850	3,001,450	2,807,050
Transportation Projects	15,063,532	16,909,832	19,617,034	21,272,841	14,501,372
Miscellaneous Projects	1,031,019	22,300	26,500	30,350	23,000
TOTAL	$35,507,345	$27,434,232	$30,024,784	$32,372,141	$25,452,422

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 categories above.

CAPITAL SUMMARY

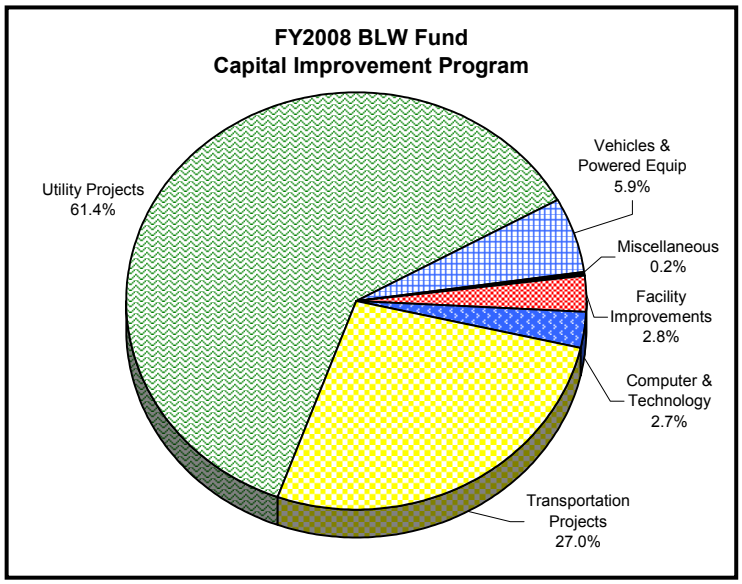
GENERAL FUND

Capital expenditures for the General Fund for FY2008 amount to just over $1.5 million. The largest category of capital spending is found in Vehicles and Powered Equipment. This budget includes $418,800 for ten police patrol vehicles and four detective vehicles including equipment, $125,000 for a refuse truck with roll cart lift arms and $500,000 for a pumper truck for the Fire Department. Grounds Maintenance will purchase three replacement pickup trucks, a Bobcat track loader, turbine blower, Giant leaf vac and equipment trailer for $143,100. Building Inspections will replace two pickup trucks, Code Enforcement will replace one pickup truck and Streets will purchase a compact excavator.



Miscellaneous Projects is comprised of Fire Rescue and Suppression equipment for $137,110 which includes a combination cutter spreader, five Heartstart defibrillators, two thermal imaging cameras and twelve air packs. Facility improvements totals $74,500 of which $32,000 will address the reconfiguration of workspace in Public Works, $17,500 for the resurfacing of tennis and basketball courts and $25,000 for a replacement generator at Fire Station 56.

BOARD OF LIGHTS AND WATER (BLW)



The BLW's capital budget for FY2008 is $24.5 million. Utility projects make up about 61% of the BLW capital budget. Electrical projects total about $9.4 million and Water and Sewer projects equal about $5.5 million. Of these totals, about 42% is attributable to infrastructure work related to the city's redevelopment efforts and another 10% is due to SPLOST projects. The FY2008 Utility Projects budget is not in line with previous years where 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 include system upgrades and the replacement of the infrastructure to ensure soundness within the system.

CAPITAL SUMMARY

The Transportation Projects category totaling $6.6 million is comprised of $6.2 million in electrical projects and $400,000 in water and sewer projects. These projects require moving and upgrading utility lines due to road widening and intersection improvement projects performed by the city.

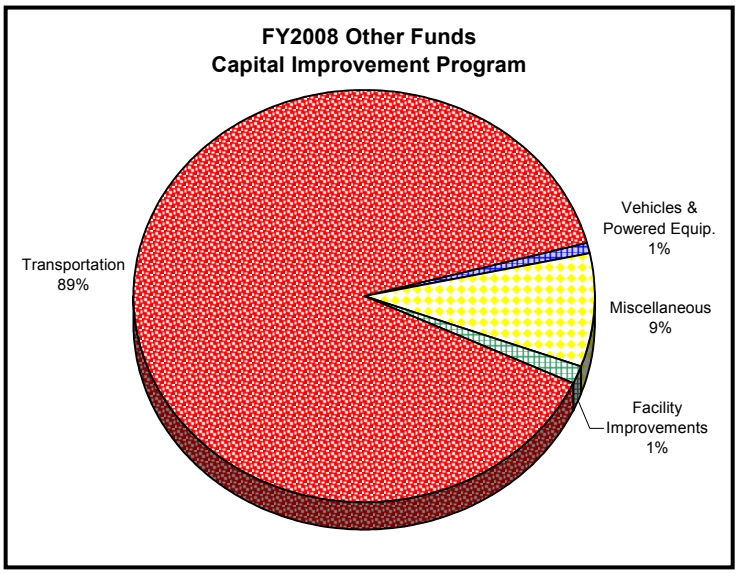
The Vehicles and Powered Equipment category totaling $1.5 million makes up 5.9% of the total BLW capital budget. The Electrical Department will replace a line truck for $170,000 and a bucket truck for $100,000 as well as two pickup trucks and a utility van. The Water and Sewer Department budgeted $287,000 to replace a Vac Con truck, $78,000 for a dump truck and $210,000 for four pick up trucks. A service truck for meter readers, a pickup truck for the Marketing Department and a pickup truck for the Warehouse round out the vehicle purchases. Powered equipment such as a backhoe, two small excavators, pipe bursting equipment, track loader and emergency response trailer are budgeted for utility operations.

Computer and Technology projects totaling $653,965 make up 2.7% of the BLW Fund's capital expenditures. MIS projects account for the majority of this category and include a wireless outdoor network infrastructure (Wi-Max), Microsoft Vista-compliant PCs and Selectron POS Partner project for Customer Service.

Facility Improvements of $681,759 include $200,000 in the Electrical Department to renovate the Dispatch Center and $250,000 in the Water and Sewer Department for an upgrade of the Benson Pump Station. Other items include signage for the Administration building, renovation of the Warehouse, chain link fence installation at the Warehouse, remodeling of the Water Department, security improvements at Benson Pump stations and tanks, painting of the water tank and upgrade of the distribution pump station.

The Miscellaneous Projects category totaling $45,175 addresses the Automated Vehicle Location (AVL) project for $12,000 for Meters and Services and tapping machines for $16,000 for the Water Department. Items such as a duct blaster, gas monitoring equipment, gas powered ventilators, and radios 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 $9.5 million. The greatest portion of these funds will be spent on transportation projects ($8.5 million) from SPLOST collections. Facility improvements totaling about $141,000 include lubricating equipment at the Fleet Maintenance building; grill and conference room renovations, pump house building repair and expansion of the irrigation system at the Golf Course; and brick hardscape repairs at Glover Park. A large passenger van will be purchased to transport groups of workers to the city cemetery for mowing and grounds keeping. The Golf Course will purchase a greens mower, two utility carts, a topdresser and a speed blower and Fleet Maintenance will purchase a heavy-duty vehicle diagnostic scanner. The Golf Course has budgeted for a PC for the POS system in the pro- shop. The Miscellaneous Projects category totaling about $850,000 includes 800MHz radios to be purchased with SPLOST funds, and a sandwich preparation station, flat panel TV and range ball washer for the Golf Course.

CAPITAL IMPROVEMENT PROGRAM

Computer & Technology

Project
Computer Hardware and Software

Description
The budget will provide funding for the first year of a three-year program to replace 200 PCs in preparation for the upgrade to the Microsoft Vista operating system. Funding is also available for the first year of a three-year program to establish an outdoor wireless communications network and camera surveillance system. In Customer Service, the Selectron POS Partner Integration Program will replace Verisign transaction verification. The Electrical department will purchase two PCs for new employees and the Water department will receive two PC upgrades. The budget also provides funding to replace the existing PC for the POS System in the Golf Pro shop.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
Golf Course Fund	1,020	0	0	0	0
BLW Fund	653,965	621,000	621,000	254,000	254,000
Total	654,985	621,000	621,000	254,000	254,000

Impact on FY2008 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 switch to Selectron POS Partner Integration Program will eliminate $3,000 annually in transaction charges.

CAPITAL IMPROVEMENT PROGRAM

Facility Improvements

Project
Building and Outdoor Improvements

Description
Funding is provided for the renovation and reconfiguration of the Public Works Engineering and Building Inspections area. The budget provides for the resurfacing of four tennis courts and one basketball court at Laurel Park and two tennis courts at the recreation center. The Fire department will receive a replacement generator for Station 56. Funding for phase two of a three-year project to replace brickwork hardscapes at Glover Park is budgeted in the Parks and Rec Fund. At the golf course, improvements include repairs to the pump house building, expansion and remodeling of the City Club grill, and additions to the irrigation system to improve water pressure and flow. The BLW Admin building will receive new parking lot directional signage and the Electrical Distribution complex will replace security fencing. Funding is available for the renovation of the metal Warehouse building and will include concrete slab flooring and roof repairs. The Electrical Engineering Dispatch center will undergo extensive renovation and remodeling as will the kitchen and breakroom area at the Water department building. The Benson water pump station will be upgraded and the painting and repair of the elevated water tank will be completed. Funding is provided for the installation of voltage meters at three water distribution pump stations as well as security upgrades at six remote pumping stations and tank sites. The budget also includes lubricating equipment for the repair shop in the Motor Transport department.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
General Fund	74,500	12,500	20,000	25,000	20,500
Parks and Rec Fund	50,000	50,000	0	0	0
Golf Course Fund	70,850	0	0	0	0
BLW Fund	681,759	50,000	50,000	50,000	50,000
Motor Transport Fund	20,000	0	0	0	0
Total	897,109	112,500	70,000	75,000	70,500

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

Miscellaneous Capital Outlay

Item
Utility Equipment

Description
These items include gas monitoring equipment, gas powered ventilators, and tapping machines for the Water department and a duct blaster for Utility Marketing.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	25,500	22,300	26,500	30,350	23,000

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

CAPITAL IMPROVEMENT PROGRAM

Miscellaneous Capital Outlay

Item
Radio Communications

Description
A 1% Special Purpose Local Option Sales Tax will fund the purchase of 800 MHz radios for Public Safety as part of Cobb County's interoperability communications system.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
SPLOST Fund	839,984	0	0	0	0

Impact on FY2008 Operating Budget
The City pays a maintenance fee to Cobb County to be part of the communications system based on the number of radios on the system. In FY08, this fee is budgeted at $105,780 in the Network Services division of the MIS department.

Item
Miscellaneous Items

Description
Miscellaneous capital items include extrication equipment, five defibrillators, two thermal imaging cameras, and twelve breathing apparatuses for the Fire department; a sandwich preparation station, range ball washer, and flat panel TV for the golf course; Automated Vehicle Location (AVL) project for Customer Care; furniture for new employees in the Electrical department; and two radios for the Water department.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
General Fund	137,110	0	0	0	0
Golf Course Fund	8,750	0	0	0	0
BLW Fund	19,675	0	0	0	0
Total	165,535	0	0	0	0

Impact on FY2008 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 pickup trucks, rear loader, compact excavator, police cars, pumper truck, passenger van, utility trucks, bucket truck, and dump truck are replaced on a rotation schedule.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
General Fund	1,214,300	1,125,000	1,091,000	1,292,000	1,205,000
Cemetery Fund	25,000	0	0	28,000	0
BLW Fund	989,100	810,000	715,000	1,010,000	963,000
Total	2,228,400	1,935,000	1,806,000	2,330,000	2,168,000

Impact on FY2008 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 $293,000 for commercial repairs, $1,654,000 for internal repairs, $370,000 for purchased repairs, $586,000 for parts, and $200,000 for tires. Fuel costs for the additional vehicles are estimated at $41,000.

Item
Powered Equipment

Description
Powered equipment purchases include a Bobcat track loader, Grasshopper turbine blower, giant leaf vacuum, and utility equipment trailer for Parks, Recreation & Facilities; a greens mower, two utility carts, topdresser, and speed blower for the City Club golf course; a backhoe for the Electrical department; two excavators, pipe bursting equipment, track loader, and emergency response trailer for the Water department; and a heavy duty vehicle diagnostic scanner for Motor Transport.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
General Fund	92,100	69,500	60,200	89,750	81,050
Golf Course Fund	50,700	43,850	32,350	65,200	45,000
BLW Fund	462,000	269,300	262,300	498,000	498,000
Motor Transport Fund	8,000	10,750	12,000	18,500	15,000
Total	612,800	393,400	366,850	671,450	639,050

Impact on FY2008 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 $80,200 is budgeted in FY08 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 FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000

Impact on FY2008 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 FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	126,000	126,000	126,000	126,000	126,000

Impact on FY2008 Operating Budget
Purchased power costs of $506,000 for these additional lights were added to the expenditure budget.

Project
Underground Cable Replacement Program

Description
This project replaces 10% of aging XLP insulated primary voltage underground cable.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	300,000	300,000	300,000	300,000	300,000

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

CAPITAL IMPROVEMENT PROGRAM

Utility Projects

Project
Water Transmission/Distribution Line Replacements

Description
This project provides for the replacement of older or inadequately sized water lines that are causing water supply problems such as low pressure, low flow, poor water quality, and frequent breaks due to deteriorating pipe conditions. Additionally, fire protection is improved by providing additional flow and by placing hydrants in areas that presently do not have adequate protection. In FY08 an additional $200,000 has been budgeted in this project to offset the cost of projected main replacements and upgrades to the wastewater collection system as the result of redevelopment efforts in high-density areas served by older water and sewer mains.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000

Impact on FY2008 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 adjustment to grade of water valve box covers and wastewater manhole covers that have been paved over during road improvement projects.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	100,000	100,000	100,000	100,000	100,000

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

Project
New Water Meter Installation

Description
New services include the installation of meters and backflow devices as well as fire service detector checks. The budget includes $259,000 for materials and $120,500 for contractual labor.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	379,500	398,500	418,500	439,500	461,500

Impact on FY2008 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 FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

Project
New Feeders to Substations #3 and #8

Description
The construction of additional feeders is necessary to support the City's redevelopment efforts. Feeders to Substation #3 are necessary to accommodate increased demand due to the hospital expansion and growth in the surrounding area. Additional feeders to Substation #8 will provide alternate means of service to redevelopment projects.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	3,840,000	0	0	0	0

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

Project
Underground Facilities and Equipment

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

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	2,260,000	0	0	0	0

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

CAPITAL IMPROVEMENT PROGRAM

Utility Projects

Project
Miscellaneous Utility Projects

Description
Miscellaneous Electrical projects include System Improvements, SCADA System Upgrades, System Protection, Capacitor Program, Substation Construction, Load Research Metering, and City Street Lighting. Miscellaneous Customer Care projects include Water AMR, Water Data Logger, and Electric Remote Disconnect. Miscellaneous Water and Sewer projects include Inflow/Infiltration Source Detection, Water Meter Replacement Program, Collection System Model and Flow Metering, and Water Valve Replacement Program.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	3,044,000	2,545,700	2,602,900	2,803,000	2,839,000

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

Project
Miscellaneous Road Projects

Description
These projects allow for the relocation/replacement of electrical distribution lines and water and sewer facilities required by the state, county and city as the result of road widening projects and other transportation improvement projects.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	300,000	300,000	300,000	300,000	300,000

Impact on FY2008 Operating Budget
There is no foreseeable impact on the operating budget for the current year.

Project
Benson Pump Station Force Main Upgrade

Description
Funding is provided for the replacement of the Benson wastewater pump station force main. This pipe runs cross-county through a subdivision and, due to its poor condition, has ruptured on several occasions.

Funding

	Adopted FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
BLW Fund	1,000,000	0	0	0	0

Impact on FY2008 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 FY08	Projected FY09	Projected FY10	Projected FY11	Projected FY12
SPLOST Fund	8,463,532	9,409,832	10,717,034	11,572,841	8,201,372
BLW Fund	6,600,000	7,500,000	8,900,000	9,700,000	6,300,000
Total	15,063,532	16,909,832	19,617,034	21,272,841	14,501,372

Impact on FY2008 Operating Budget
Approximately $1,429,000 has been added to the Utility Projects budget for anticipated electrical and water/sewer utility locates for projects under the SPLOST program.

THIS PAGE INTENTIONALLY LEFT BLANK.

FY2008
CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Technology	Facility Improvements	Misc. Projects	Vehicles & Powered Equip.	Utility Projects	Transportation Projects	Total
General Fund							
Development Services:							
Planning & Zoning				16,500			16,500
Public Works:							
Administration		32,000					32,000
Code Enforcement				33,000			33,000
Sanitation				125,000			125,000
Streets				70,000			70,000
Public Works Total	0	32,000	0	228,000	0	0	260,000
Parks, Recreation & Facilities:							
Laurel Park		17,500					17,500
Parks & Grounds Maintenance				143,100			143,100
Parks, Recreation & Facilities Total	0	17,500	0	143,100	0	0	160,600
Police:							
Uniform Patrol Services				334,000			334,000
Investigative Services				84,800			84,800
Police Total	0	0	0	418,800	0	0	418,800
Fire:							
Rescue			79,110				79,110
Suppression		25,000	58,000	500,000			583,000
Fire Total	0	25,000	137,110	500,000	0	0	662,110
General Fund Total	**0**	**74,500**	**137,110**	**1,306,400**	**0**	**0**	**1,518,010**
Cemetery Fund				25,000			**25,000**
Parks & Recreation Fund		50,000					**50,000**
SPLOST Fund			839,984			8,463,532	**9,303,516**

FY2008
CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Technology	Facility Improvements	Misc. Projects	Vehicles & Powered Equip.	Utility Projects	Transportation Projects	Total
Golf Course Fund							
General Office		60,350					**60,350**
Operations	1,020		2,800				**3,820**
Maintenance		10,500		50,700			**61,200**
Food & Beverage			5,950				**5,950**
Golf Course Fund Total	**1,020**	**70,850**	**8,750**	**50,700**	**0**	**0**	**131,320**
BLW Fund							
General Manager		10,000					10,000
Utility Marketing			2,000	17,600			19,600
MIS	646,500						646,500
Customer Care:							
Meters and Service			12,000	22,000	80,000		114,000
Business Analysis					72,000		72,000
Electrical:							
Administration	3,465		2,675				6,140
Engineering		200,000			8,548,500	6,200,000	14,948,500
Warehouse		59,259		22,500			81,759
Distribution				306,500			306,500
Operations & Maintenance				140,500	862,500		1,003,000
Electrical Total	3,465	259,259	2,675	469,500	9,411,000	6,200,000	16,345,899
Water & Sewer:							
Administration	4,000	75,000		26,000			105,000
Meter Maintenance			7,500		1,531,500		1,539,000
Water		87,500	16,000	392,000	1,450,000	200,000	2,145,500
Wastewater Collection		250,000	5,000	524,000	2,475,000	200,000	3,454,000
Water & Sewer Total	4,000	412,500	28,500	942,000	5,456,500	400,000	7,243,500
BLW Fund Total	**653,965**	**681,759**	**45,175**	**1,451,100**	**15,019,500**	**6,600,000**	**24,451,499**
Motor Transport Fund							
Fleet Maintenance		20,000		8,000			**28,000**
Grand Total	**654,985**	**897,109**	**1,031,019**	**2,841,200**	**15,019,500**	**15,063,532**	**35,507,345**

THIS PAGE INTENTIONALLY LEFT BLANK.

APPENDIX

PERSONNEL POSITION SUMMARY

FUND	Budget FY06	Budget FY07	Budget FY08
General			
General Administration	10	11	11
Municipal Court	17	19	20
Finance	28	28	28
Personnel and Risk Management	9	9	9
Development Services	16	19	19
Redevelopment	2	2	2
Public Works	104	104	105
Parks, Recreation and Facilities	33	34	32
Police	168	170	171
Fire	135	135	135
Elected/Appointed Officials	36	36	36
Total General Fund	**558**	**567**	**568**
Special Revenue			
Cemetery	2	2	2
Housing Assistance	9	9	10
CDBG	2	2	2
Gone with the Wind	1	1	1
Total Special Revenue	**14**	**14**	**15**
BLW			
General Administration	2	2	2
Electric	85	87	89
Water & Sewer	40	41	43
Customer Care	44	44	44
Business & Econ. Analysis	5	5	5
Utility Marketing	4	4	4
MIS	21	21	21
Appointed Officials*	5	5	5
Total BLW Fund	**206**	**209**	**213**
Internal Services			
Motor Transport	14	14	14
Total Internal Services	**14**	**14**	**14**
GRAND TOTAL	**792**	**804**	**810**

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	769
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	138
Recreation:	
Parks	19
Golf Courses	1
Recreation Centers	2
Tennis Courts	27
Parks / Recreation Center Acreage	299.8
Education:	
Elementary Schools	7
Middle Schools / 6th Grade School	2
High Schools	1
Special Entities	2

DEMOGRAPHICS

Year	Population	Area (Sq. Miles)	School Enrollment	Unemployment Rate
2001	58,748	22.43	7,460	4.4%
2002	60,210	22.43	7,524	6.0%
2003	60,208	22.43	7,552	5.8%
2004	60,204	22.64	7,316	5.6%
2005	60,197	22.91	7,558	4.6%
2006	60,758	23.02	7,818	3.9%

CONSTRUCTION ACTIVITY

Permits Issued	Estimated Valuation
1,079	184,807,449
1,003	101,753,458
1,006	121,630,748
1,269	152,214,913
1,430	221,039,826
1,534	160,737,523

UTILITY CUSTOMERS

Year	Electric	Water	Sewer
2002	44,467	18,194	16,584
2003	44,915	18,325	16,741
2004	45,347	18,162	16,768
2005	45,543	18,276	16,728
2006	45,213	18,490	16,702
2007	45,309	18,292	16,710

ASSESSED VALUE OF TAXABLE PROPERTY

Real (Taxable)	Personal (Taxable)	Total (Taxable)
1,806,660,508	371,572,706	2,178,233,214
1,835,195,817	362,342,659	2,197,538,476
1,894,998,659	368,658,567	2,263,657,226
2,059,939,253	384,795,676	2,444,734,929
2,207,625,251	373,109,333	2,580,734,584
2,361,786,408	386,488,002	2,748,274,410

MILLAGE RATES

Fiscal Year	General Fund	Cemetery Maintenance	Debt Service	Total
2001	2.070	0.080	2.100	4.250
2002	2.038	0.079	2.066	4.183
2003	2.038	0.079	2.066	4.183
2004	2.788	0.079	1.816	4.683
2005	2.788	0.079	1.816	4.683
2006	2.788	0.079	1.816	4.683
2007	2.788	0.079	1.816	4.683
2008	2.788	0.079	1.816	4.683

DEBT SERVICE

Principal	Interest	Total
3,205,000	4,271,825	7,476,825
3,185,000	4,110,785	7,295,785
5,585,000	3,558,011	9,143,011
7,640,000	3,353,111	10,993,111
4,620,000	3,071,571	7,691,571
4,810,000	2,895,959	7,705,959
5,015,000	2,710,231	7,725,231
5,240,000	2,516,379	7,756,379

File Reference No. 20070549

ORDINANCE NO: 7057

AN ORDINANCE

ADOPTING an Annual Budget for the fiscal year beginning July 1, 2007 and ending June 30, 2008 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 2008 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 2008 for operating and providing governmental and other public purposes, paying debt on general bonds, maintaining and repairing City owned cemeteries, the following millage rates:

Levy		Millage Rate
General		2.788
Debt Service:		
City Bond	0.629	
School Bonds	1.187	
Debt Service Total		1.816
Cemetery		0.079
Total		4.683

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, 2008 are hereby adopted as shown on the following pages:

	Anticipated Revenues	Appropriated Expenditures
General Fund		
Operating Revenue and Other Sources	$49,594,669	
City Council		$254,685
City Clerk		182,810
Municipal Court		1,161,363
Mayor		94,408
City Manager		742,148
Finance		1,741,058
City Attorney		525,000
Personnel and Risk Management		878,171
Civil Service Board		7,325
Development Services		1,557,069
Redevelopment		263,109
Public Works		7,824,656
Parks, Rec and Facilities		3,305,075
Police		13,004,100
Fire		11,359,122
Non-Departmental		6,694,570
Total General Fund	**$49,594,669**	**$49,594,669**
TAD CCSR Fund		
Operating Revenue	**$385,000**	
Expenditures		**$385,000**
TAD Franklin/Gateway Fund		
Operating Revenue	**$43,000**	
Reserve Increase		**$43,000**
Cemetery Maintenance Fund		
Operating Revenue and Other Sources	**$351,565**	
Expenditures		**$351,565**
Housing Assistance Program Fund		
Operating Revenue	**$7,237,965**	
Expenditures		**$7,237,965**
Community Development Grant Fund		
Operating Revenue	**$179,064**	
Expenditures		**$179,064**
Grant Fund		
Reimbursement Revenue	**$109,083**	
Expenditures		**$109,083**
Asset Forfeiture Fund		
Operating Revenue	**$260,000**	
Expenditures		**$260,000**
Gone with the Wind Movie Museum Fund		
Operating Revenue and Other Sources	**$158,260**	
Expenditures		**$158,260**

	Anticipated Revenues	Appropriated Expenditures
Aurora Fire Museum Fund		
Operating Revenue and Other Sources	**$2,000**	
Expenditures		**$2,000**
Parks and Recreation Fund		
Use of Reserve	**$50,000**	
Expenditures		**$50,000**
Hotel Motel Tax Fund		
Operating Revenue	**$2,155,000**	
Expenditures		**$2,155,000**
Auto Rental Excise Tax Fund		
Operating Revenue	**$480,000**	
Expenditures		**$480,000**
SPLOST Fund		
Operating Revenue	**$9,303,516**	
Expenditures		**$9,303,516**
Golf Course Fund		
Operating Revenue and Other Sources	$2,487,072	
Expenditures		$1,652,072
Debt Service		835,000
Total Golf Course Fund	**$2,487,072**	**$2,487,072**
Conference Center Fund		
Operating Revenue and Other Sources	$2,325,000	
Expenditures		$2,322,965
Reserve Increase		2,035
Total Conference Center Fund	**$2,325,000**	**$2,325,000**
Debt Service Fund		
Operating Revenue	$4,605,000	
Bond Proceeds	3,684,380	
Debt Service		$7,756,379
Expenditures		28,091
Reserve Increase		504,910
Total Debt Service Fund	**$8,289,380**	**$8,289,380**
BLW Fund		
Operating Revenue and Other Sources	$130,263,683	
Use of Reserves	17,090,580	
BLW Board		$39,250
General Manager		327,221
Utility Marketing		884,748
MIS & GIS		4,228,450
Purchasing (Telephones)		52,000
Board Attorney		50,000
Customer Care		3,851,035
Economic Analysis		684,436
Electrical		93,783,412
Water and Sewer		26,671,284
Non-Departmental		16,755,947
Total BLW Fund	**$147,327,783**	**$147,327,783**

	Anticipated Revenues	Appropriated Expenditures
Motor Transport Fund		
Charges For Service	**$2,953,544**	
Expenditures		**$2,953,544**
Self Insurance Funds		
Charges For Service and Other Sources	$10,297,607	
Expenditures		$9,726,159
Reserve Increase		571,448
Total Self Insurance Funds	**$10,297,607**	**$10,297,607**
General Pension Fund		
Charges For Service and Other Sources	$9,119,490	
Expenditures		$7,700,010
Reserve Increase		1,419,480
Total General Pension Fund	**$9,119,490**	**$9,119,490**
Total All City Funds	**$253,108,998**	**$253,108,998**

Section 4: The proposed budget presented by the City Manager is adopted and herein incorporated as Exhibit A.

Section 5: The proposed budget is adopted contingent on the approval of the Sanitation Fee increase and the 2007-2008 Positions Allocation Chart & Pay Classification Plan. Further, prior to any money being used to create the Historic Preservation design guidelines, a poll shall be taken in each potential district as determined by the Historic Preservation Commission. Using the guidelines set up by the DMDA, 60% of the property owners must be in favor in order to proceed with the creation of the Historic Preservation design guidelines. If 60% of the property owners are not in favor, the funds shall revert back to the General Fund of the City.

Section 6: The millage determined by this ordinance is premised upon approximately 6% growth in the assessed value of the 2006 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.

Section 7: 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 8: All Ordinances or parts of Ordinances in conflict with this Ordinance are hereby repealed.

Section 9: This Ordinance shall become effective upon the signature or without the signature of the Mayor, subject to Georgia laws 1983, page 4119.

DATE June 13, 2007

APPROVED _____
William B. Dunaway, Mayor

ATTEST _____
Stephanie Guy, City Clerk

APPROVED AS TO FORM _____
Douglas R. Haynie, City Attorney

File Reference No. 20070825

ORDINANCE NO: 7070

AN ORDINANCE

ADOPTING the final Ad Valorem tax levies for Fiscal Year 2008 for support of the City of Marietta governmental and public operations and debt service obligations.

Whereas, pursuant to Division 1, Section 7.3 of the Marietta City Charter and Section 3-4-050 of the Marietta Code of Ordinances, Mayor and Council have adopted a final budget for Fiscal Year 2008; 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 2008 for operating and providing governmental and public services, paying debt on general bonds, and maintaining City owned cemeteries, the following millage rates:

Levy		Millage Rate
General		2.788
Debt Service:		
City Bond	0.629	
School Bonds	1.187	
Debt Service Total		1.816
Cemetery		.079
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% growth in the real estate net assessed value; 7.5% growth in the personal property net assessed value; and 12.7% growth in the motor vehicles net assessed value from the 2007 property tax digest plus a 3% increase in homestead exemptions and 36.7% 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 30, 2007

APPROVED: _____
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 in which estimated revenues and appropriated fund balances is equal to appropriations for expenditures.

BLW: Board of Lights and Water. In this document BLW will mean the utility system as a whole or the governing body.

Bond: A certificate of debt issued by a government to finance a capital expenditure or other liabilities in which payment of the original investment plus interest is guaranteed by a specified future date.

Bond Rating: A system of appraising and rating the investment value of individual bond issues.

Budget: A financial plan for a specific period of time (fiscal year) incorporating an estimate of planned expenditures and financing sources.

Budget Amendment: A change in an amount in any budget line during the fiscal year.

Budget Calendar: The schedule of key dates which the City follows in the preparation, adoption and administration of the budget.

Budget Document: The official publication prepared by the budget office which presents the proposed or approved budget to the citizens and governing body.

Budget Message: A general discussion of the proposed or approved budget presented in writing as part of the budget document. A transmittal letter which explains the current budget issues compared to the background of financial experiences in recent years and recommendations made by the City Manager.

Budget Ordinance: The official enactment by the Mayor and City Council legally authorizing City officials to obligate and expend resources.

Budget Resolution: The official enactment by the Board of Lights and Water legally authorizing BLW officials to obligate and expend resources.

Budgeted Positions: The number of full-time positions scheduled for a division. However, the actual number of staff on board may vary from the budgeted position level because of retirements, terminations, delays in hiring, or other authorized changes in position or staff levels.

CAFR: Comprehensive Annual Financial Report – a report compiled annually by an external auditing firm which provides detailed information on the city's financial status.

Capital Assets: Property and equipment with a unit value of $1,000 or more. Capital Assets can also be referred to as Fixed Assets.

Capital Budget: A financial plan of proposed capital expenditures and the means of financing them.

GLOSSARY OF TERMS

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a fixed period of time (5 years) and the method for financing those expenditures.

Capital Outlay: An expenditure for the acquisition of, or addition to, a fixed asset.

Capital Projects Fund: A Governmental Fund used to account for the financial resources used for the acquisition and construction of major capital items and facilities.

Cash Basis: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

Cash Flow: A schedule reflecting projected cash receipts and disbursements to aid in determining seasonal and long-term borrowing needs and investment policy.

CCSR: City Center South Renaissance – the name for the redevelopment area in the city's first Tax Allocation District (TAD).

CDBG: Community Development Block Grant – a federally funded program designed to assist low-income residents.

Cemetery Fund: A Governmental Fund which accounts for the tax revenue and donations received dedicated to the maintenance of the city-owned cemetery.

City Council: The elected governing body of the city comprised of 7 members.

Comprehensive Plan: A long-term plan to control and direct the use and development of property in the City. It is also used to make strategic decisions regarding the water and sewage lines, infrastructure, and roads.

Cost of Goods Sold: The expenditure for goods or services purchased in order to resell them to customers. For instance, electricity, water and sewer commodities purchased in order to provide utility services to Board of Lights and Water (BLW) customers; or collectibles and merchandise purchased in order to be sold by the Gone With the Wind Museum's gift shop.

Debt Limit: A maximum amount of debt that can be legally incurred.

Debt Service: Expenditure providing for the repayment of principal and interest on City long-term obligations and interest costs on short-term borrowings for seasonal cash needs.

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

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Designated Contingency: Funds set aside for a specific purpose by the City Council to be used as needed.

Disbursement: Funds paid out for goods or services received which results in a decrease in net financial resources; also referred to as an expenditure.

DMDA: Downtown Marietta Development Authority – an eight-member organization, including the Mayor of the City of Marietta, the Chairman of the Cobb County Board of Commissioners, 3 elected property owners and 3 elected business owners, established for the purpose of overseeing the redevelopment of the downtown Marietta area.

DOT: Department of Transportation – usually referring to Cobb County's department. (GDOT is the Georgia Department of Transportation.)

800 MHz: Eight Hundred Megahertz – a radio system which allows the City of Marietta, other municipal agencies, Cobb County and surrounding counties to communicate directly with each other as well as with the E911 Center.

Encumbrance: The commitment of appropriated funds to purchase an item or service.

Enterprise Fund: A Proprietary Fund used to account for the acquisition, operation and maintenance of government facilities and services in a manner similar to private business 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 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 countywide communications project since 2005.

Tax Allocation District (TAD): TADs finance bonds with future tax collections from redevelopment. Tax values are frozen at current levels and the bonds are repaid with property taxes generated by increased values as the result of the redevelopment project.

Tax Digest: A listing of all property owners within the County, their property's assessed value, and the amount of taxes due. This listing is prepared annually and submitted to the State Department of Revenue.

Tax Exemption: Immunity from the obligation of paying taxes in whole or in part.

TIP: Transportation Improvement Program – a proposed plan of capital improvement projects to enhance a government's infrastructure. The current County/City program is funded by an additional 1% sales and use tax approved by County/City voters in November 1994 with a collection period that began April 1, 1995, and ended March 31, 1999. Projects continue using funds reimbursed by the County.

Unallocated: A departmental cost center found in various funds in which the expenditures benefit more than one department and are not attributed to any one department. Also called the Non-departmental cost center.

Undesignated Contingency: Funds set aside to be used on an as-needed basis as approved by the City Council.

Vision Statement: A statement prepared by City Council addressing short term and long term goals, and the plans for achieving them.

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.

INDEX

Topic	Page
All-America City Award	20-21
Amending the Budget	12-13
Asset Forfeiture Fund Budget	162
Aurora Fire Museum Fund Budget	160
Auto Rental Excise Tax Fund	165
Basis of Budgeting	14
Basis of Presentation	13
Board of Lights and Water Expenditure Budgets	169-220
Board of Lights and Water Fund Description	169
Board of Lights and Water Members	v
Board of Lights and Water Summarized Operating Budget	170-171
Budget Amendments	40
Budget Calendar	15
Budget Message	1-10
Budget Ordinance	251-254
Budget Process	11-12
Budget Transfers	40
Budgetary Policies	40
Business Analysis Department Budget	207-211
Capital Improvements Program Detail by Category	236-244
Capital Projects Funds Description	149
Capital Summary by Department	246-247
Capital Summary Narrative	233-235
Cemetery Fund Budget	152-153
City / BLW Administration	v
City Council Members	v
Combined Statement of Revenue, Expenditures and Changes in Fund Balance	55-57
Community Development Block Grant (CDBG) Fund Budget	156-157
Comprehensive Plan 2006-2030 Policies	27-39
Conference Center Fund Budget	225
Customer Care Department Budget	201-206
Debt Service Fund Budget	166-167
Debt Service Fund Description	149
Development Services Department Budget	105-110
Distinguished Budget Presentation Award	ii
Electrical Department Budget	179-185
Enterprise Funds Description	221
Expenditure Summary Narrative	63-65
Finance Department Budget	91-97
Financial Policies	40-41
Fire Department Budget	139-145
Five-Year Financial Plan	68-73
Fund Balance Summary	58
General Administration (BLW) Budget	173-177
General Administration (City) Budget	79-84

INDEX

Topic **Page**

General Fund Description 75
General Fund Expenditure Budgets 75-148
General Fund Summarized Operating Budget 76-77
General Pension Fund Budget 232
Glossary of Terms 256-261
Golf Course Fund Budget 222-224
Gone With The Wind Museum Fund Budget 158-159
Grants Funds Budget 161
Health Insurance Fund Budget 228
Hotel / Motel Tax Fund 164
Housing and Urban Development (HUD) Fund Budget 154-155
Internal Service Funds Description 221
Introduction Narrative 11-14
Management Information Systems (MIS) Department Budget 213-218
Map, State of Georgia and City of Marietta vi
Mayor and Council Members v
Mayor and Council Photos iii
Millage Rate Ordinance 255
Mission Statement (City of Marietta) 26
Motor Transport Fund Budget 226-227
Municipal Court Department Budget 85-89
Non-departmental (BLW) Budget 219-220
Non-departmental (General Fund) Budget 147-148
Officials v
Organization Chart, City iv
Overview of Marietta Narrative 16-19
Parks, Greenspace and Tree Funds Budget 163
Parks, Recreation and Facilities Department Budget 125-131
Pension Trust Fund Description 231
Personnel and Risk Management Department Budget 99-103
Personnel Position Summary, All Funds 249
Police Department Budget 133-138
Property and Casualty Fund Budget 230
Public Works Department Budget 117-123
Redevelopment Department Budget 111-115
Revenue Analysis by Category, including Assumptions 50-53
Revenue and Expenditures Graph 54
Revenue Summary Narrative 59-62
Sources and Uses of Funds, All Funds 43-49
Special Revenue Funds Description 149
SPLOST Fund 168
Statistical Information 250
Table of Contents ..... vii-xii
Tax Allocation District (TAD) Fund 151
Utility Marketing Department Budget 195-199
Vision Statement and Statement of Goals 22-26
Water and Sewer Department Budget 187-193
Workers Compensation Fund Budget 229