



# 2019 FISCAL BUDGET

CITY OF MARIETTA, GEORGIA





# CITY OF MARIETTA

## FISCAL YEAR 2019 BUDGET

JULY 2018 - JUNE 2019

WILLIAM F. BRUTON, JR.  
CITY MANAGER

SAM LADY  
FINANCE DIRECTOR

PATINA BROWN  
DEPUTY FINANCE DIRECTOR

TENTISHA HUNTER  
BUDGET SUPERVISOR

JACQUELINE VILLA  
BUDGET ANALYST

STEPHEN KIRSCH  
BUDGET ANALYST



# MAYOR AND CITY COUNCIL



**Cheryl Richardson**  
Councilmember, Ward 1



**R. Steve Tumlin, Jr.**  
Mayor



**Griffin "Grif" L. Chalfant, Jr.**  
Councilmember, Ward 2



**Johnny Walker**  
Councilmember, Ward 3



**G.A. "Andy" Morris**  
Councilmember, Ward 4



**Reggie Copeland**  
Councilmember, Ward 5



**Michelle Cooper Kelly**  
Councilmember, Ward 6



**Joseph R. Goldstein**  
Councilmember, Ward 7

# OFFICIALS

## Mayor and City Council

R. Steve Tumlin, Jr.  
Mayor

Cheryl Richardson	Ward 1
Griffin "Grif" L. Chalfant, Jr.	Ward 2
Johnny Walker	Ward 3
G. A. "Andy" Morris	Ward 4
Reggie Copeland	Ward 5
Michelle Cooper Kelly	Ward 6
Joseph R. Goldstein	Ward 7

## Board of Lights and Water

R. Steve Tumlin, Jr., Mayor  
Chairperson

Michelle Cooper Kelly	Council/Board Member
Bruce E. Coyle	Board Member
Terry G. Lee	Board Member
Alice R. Summerour	Board Member
J. Brian Torras	Board Member
Michael G. Wilson	Board Member

## City / BLW Administration

William F. Bruton, Jr.  
City Manager

Douglas R. Haynie	City Attorney
Stephanie Guy	City Clerk
Pamela Allen	Court Administrator
Sam Lady	Finance Director
Davy Godfrey	Human Resources and Risk Management Director
Rusty Roth	Development Services Director
Daniel Conn	Public Works Director
Richard Buss	Parks, Recreation and Facilities Director
Daniel Flynn	Police Chief
Timothy S. Milligan	Fire Chief
Ronald Mull	BLW General Manager
J. Kevin Moore	BLW Attorney
Ronald Barrett	Information Technology Director
Sherri Rashad	Customer Care Director
Ernesto Garcia	Electrical Director
Kimberly Holland	Water and Sewer Director





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Marietta  
Georgia**

For the Fiscal Year Beginning

**July 1, 2017**

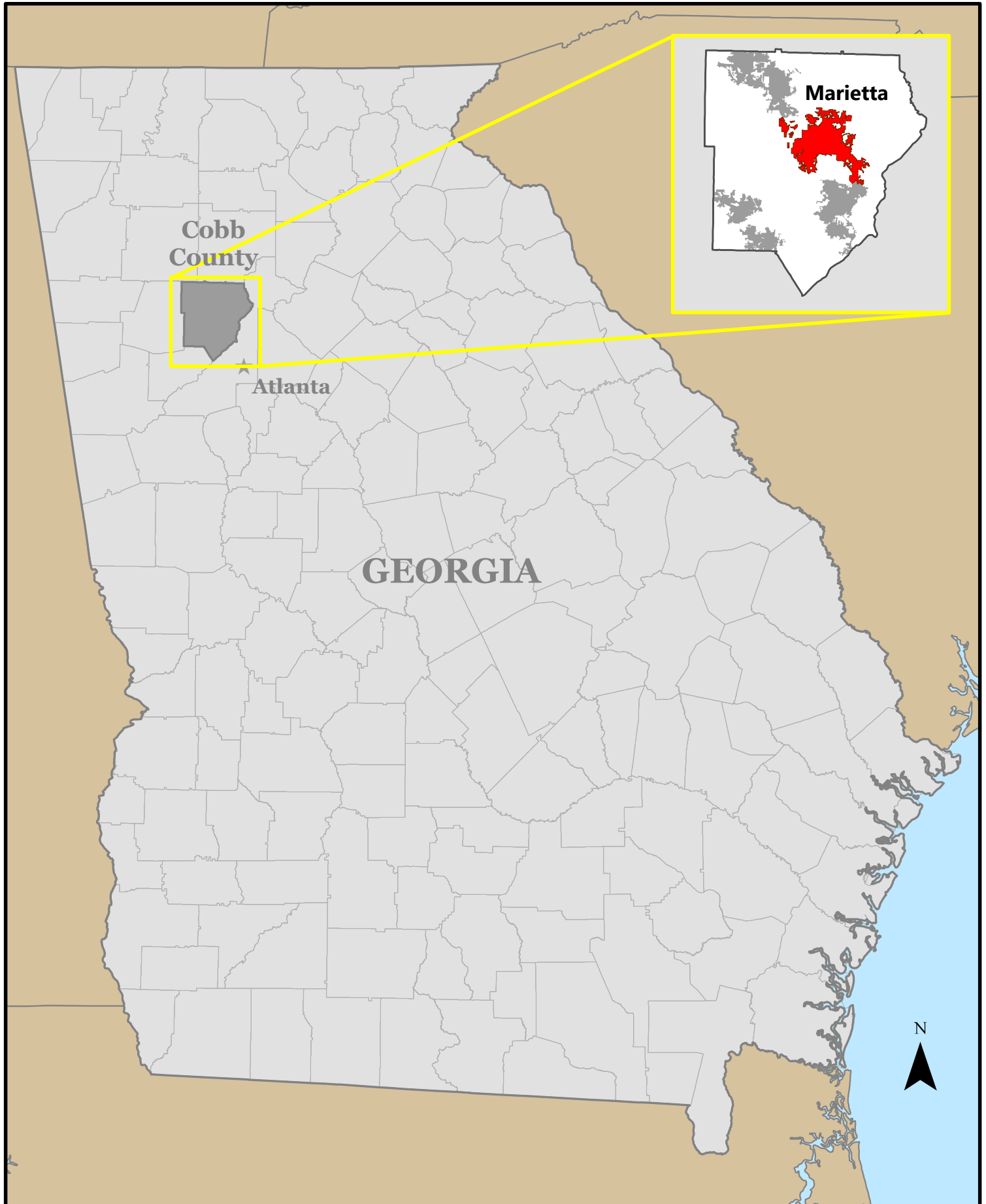
*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Marietta, Georgia, for its annual budget for the fiscal year beginning July 1, 2017.

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.

# The State of Georgia & City of Marietta





# CITY OF MARIETTA

## **HISTORIC DEVELOPMENT**

Modern day Marietta and Cobb County area were part of Cherokee Indian Territory. In the early 1830s, settlers began to migrate from other Georgian cities, taking advantage of a lottery designed to allocate Indian land. Cherokee land was divided into 40-acre gold tracts and 160-acre farm tracts. While seeking to make a fortune as gold prospectors, the earliest settlers established homesteads as the Indian population moved west.



***Marietta Square 1890s***

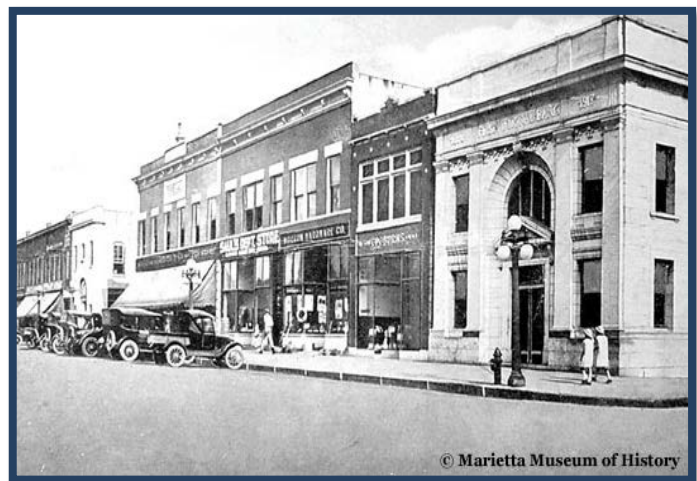
By 1833, nearly 100 people had settled close to springs now known as the Marietta town square. The county was named in honor of Judge Thomas Willis Cobb a Georgia Congressman and U.S. Senator who later became the Judge of Superior Court. The city of Marietta was named after Cobb's wife, Mary. By the mid-1840s, Marietta had grown to include more than 1,500 residents and was becoming a resort town for people from the coastal areas in Georgia. The railroad began running from what is now Atlanta through Marietta and Cobb County.

The 1850s established Marietta as a fast-growing community with flourishing businesses. Marietta had tailors, bakeries, warehouses, grocery stores, general stores, carriage shops, and gunsmiths. The city also became home to numerous other professionals such

as physicians and attorneys. On January 22, 1852, Marietta was incorporated as a city, electing John Heyward Glover as its first Mayor. The first town Marshal Law Enforcement Officer was subsequently appointed, and in 1854 the Marietta Fire Company was established.

In April 1862, the War Between the States came to Marietta in the form of a group of Union undercover agents. After an overnight stay at the Kennesaw House (a hotel still standing on Depot Street near the Marietta town square), the agents boarded the W & A railroad northbound train at the Marietta station. At Big Shanty, now known as the City 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. Following the Battles of Kennesaw Mountain, General Sherman arrived in Marietta on July 3, 1864. Marietta remained occupied by Federals until November 1864 when Sherman ordered the evacuation of Marietta, destruction of the railroads, and had the Union Army set fire to the buildings around Marietta Square.

After the devastating ruin endured during the War Between the States, Marietta began to prosper as new businesses were established. These included a barrel factory, knitting mills, paper mills, and marble works. In the 1870s a new jail and courthouse were built, and 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. While private schools held classes in the late 1870s, Marietta's first public school building was completed in 1894.



***Marietta Square 1920s***

In 1905 an electric railway began operating between Marietta and Atlanta. The Marietta Board of Lights and Water was created in 1906 by the City Council to administer water and electric utilities in Marietta. By 1940, there were 8,600 residents in Marietta.

# CITY OF MARIETTA

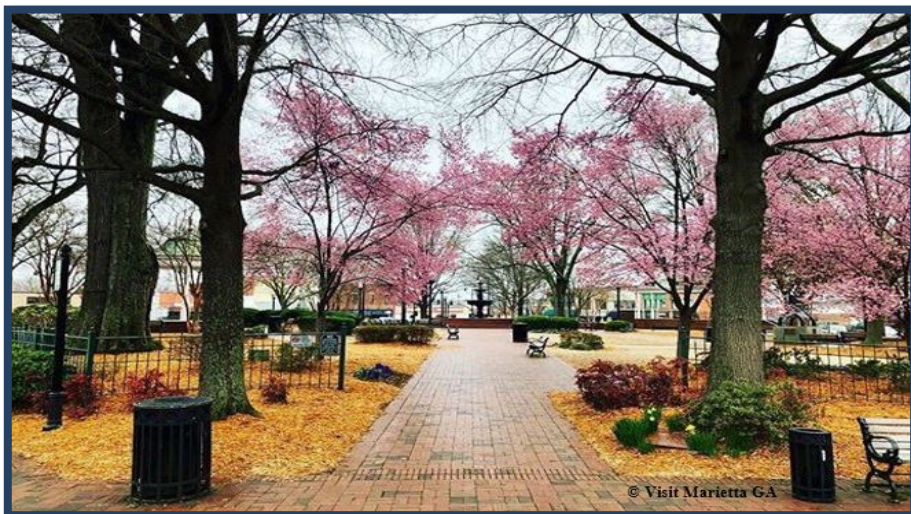
World War II brought additional changes to Marietta. In 1941 Rickenbacker Field, now Dobbins Air Reserve Base, was built south of town adjoined by the Bell Aircraft plant. During the WWII period, the city more than doubled its residents in three years to almost 18,000. B-29s were produced at the plant, and employment peaked at 28,000. This was a major driver of workforce housing construction in the 1940s. The plant closed in 1945 but reopened in 1951 as Lockheed-Georgia Company and continues to be the largest private employer in the area.

The 1960s and 1970s saw many advancements in the City with the emergence of more public, private and post-secondary schools, and businesses. It is within this same timeframe, that Interstate 75 was completed and it ran through the city of Marietta. In 1980, the population rose to about 31,000 residents. In 1984, Marietta undertook a major renovation of Glover Park in conjunction with a significant financial contribution from developer John Williams. This park is the center of historic Marietta Square, which has become an award-winning destination of choice for enjoyment of festivals, concerts, special events, cultural arts, shopping, dining, and feature film production in an authentic historic setting.



***Marietta Square 1950s***

During the 1990s, new establishments opened in the City of Marietta including Cobb County's new Central Library; the City Club Marietta, an 18-hole golf course; the Marietta Museum of History; the Marietta Conference Center and Resort, now known as the Hilton Atlanta/Marietta Hotel and Conference Center; the county's fifth courthouse; and the city's new Public Safety complex for Police and Fire. The 2000s expansions included the new Marietta High School campus; the Gone With the Wind Museum: Scarlett on the Square; the grand re-opening of the restored Strand Theater; several historical attractions and parks; and Cobb's sixth courthouse. The city was recognized in 2006 as an All-American City by the National Civic League for being one of the ten best communities in the nation. Businessweek also named Marietta one of the best top places to raise a family in Georgia. The city's population continues to recover growing to more than 59,000 residents by 2016.



***Marietta Square 2018***

Ongoing investments have been made to improve the quality of life for citizens and visitors by attracting new businesses, redeveloping distressed areas, adding and upgrading parks and recreation centers, improving traffic and city streets, sidewalks and bridges, upgrading water, sewer and electric utilities, supporting businesses and residents alike, and promoting tourism. Frequent special events draw many thousands to the downtown area throughout the year. Marietta continues to be a progressive modern city, while maintaining the southern charm of a friendly historic town.

Although Marietta's foundation lies in its historic beginnings, its growth and economic vitality results from its forward thinking, extensive planning, and the dedication of citizens and government. Development in and around Marietta has caused this area to be one of the fastest growing suburbs in the metro Atlanta region. Today, public policies and redevelopment investments are helping to renew older neighborhoods and commercial corridors in Marietta, ensuring sustained growth through the 21<sup>st</sup> century.



# TABLE OF CONTENTS

## INTRODUCTION

Budget Message.....	1
About Marietta.....	10
Financial Policies and Procedures:	
Budget Process .....	12
Budget Calendar.....	13
Basis of Budgeting .....	14
Amending the Budget.....	14
Basis of Presentation.....	15
Financial & Budgetary Policies.....	16
Reserve Policies.....	17
Investment Policies.....	17
Mission Statement.....	19
Statement of Goals.....	19
City of Marietta Organization Chart.....	22
City of Marietta Fund and Function Chart.....	23
Personnel Position Summary.....	24

## FINANCIAL SUMMARY

Sources and Uses of Funds.....	25
Combined Statement of Revenue, Expenditures and Changes in Fund Balance .....	33
Revenue Summary:	
Charges for Services.....	36
Fines and Forfeits .....	36
Property Taxes.....	36
Other Taxes .....	36
1% Sales Tax.....	36
Licenses and Permits.....	36
Intergovernmental Revenue .....	36
Other Financing Sources.....	36
Revenue Summary Narrative.....	37
Expenditure Summary Narrative .....	42
Fund Balance Summary.....	44
Aggregate Debt Service .....	45

## GOVERNMENTAL FUNDS

<b>General Fund .....</b>	<b>49</b>
General Fund Summarized Operating Budget .....	50
City General Administration.....	52
Organization Chart .....	52
Mission Statement and Goals .....	53
Performance Measurements and Goals Accomplished .....	54
Expenditure Summary and Personnel Detail.....	55
Municipal Court.....	56
Organization Chart .....	56
Mission Statement and Goals .....	57
Performance Measurements and Goals Accomplished .....	58
Expenditure Summary and Personnel Detail.....	59
Finance.....	60
Organization Chart .....	60
Mission Statement and Goals .....	61
Performance Measurements and Goals Accomplished .....	62
Expenditure Summary and Personnel Detail.....	63
Human Resources and Risk Management .....	64
Organization Chart .....	64
Mission Statement and Goals .....	65
Performance Measurements and Goals Accomplished .....	66
Expenditure Summary and Personnel Detail.....	67
Development Services .....	68
Organization Chart .....	68
Mission Statement and Goals .....	69
Performance Measurements and Goals Accomplished .....	70
Expenditure Summary and Personnel Detail.....	71

# TABLE OF CONTENTS

Public Works .....	72
Organization Chart .....	72
Mission Statement and Goals .....	73
Performance Measurements and Goals Accomplished .....	74
Expenditure Summary and Personnel Detail .....	75
Parks, Recreation and Facilities .....	76
Organization Chart .....	76
Mission Statement and Goals .....	77
Performance Measurements and Goals Accomplished .....	78
Expenditure Summary and Personnel Detail .....	79
Police .....	80
Organization Chart .....	80
Mission Statement and Goals .....	81
Performance Measurements and Goals Accomplished .....	82
Expenditure Summary and Personnel Detail .....	83
Fire .....	84
Organization Chart .....	84
Mission Statement and Goals .....	85
Performance Measurements and Goals Accomplished .....	86
Expenditure Summary and Personnel Detail .....	87
City Non-Departmental .....	88
Expenditure Summary .....	88
<b>Special Revenue Funds, Capital Projects Funds and Debt Service Fund .....</b>	<b>89</b>
Expenditure Summary and Personnel Detail:	
Lease Income Fund .....	90
Tax Allocation District (TAD) Fund .....	90
Cemetery Fund .....	91
Community Development Block Grant (CDBG) Fund .....	92
Grants Fund .....	93
Asset Forfeiture Fund .....	93
Radio System Replacement Fund .....	94
Aurora Fire Museum Fund .....	94
Marietta Museum Of History Fund .....	95
Gone With The Wind Museum Fund .....	96
Hotel / Motel Tax Fund .....	97
Auto Rental Excise Tax Fund .....	97
Parks and Tree Funds .....	97
City Parks Bond Fund .....	98
Redevelopment Bond Fund .....	98
SPLOST 2011 Fund .....	99
SPLOST 2016 Fund .....	100
Debt Service Fund .....	101

## PROPRIETARY FUNDS

<b>Board of Lights and Water (BLW) Fund .....</b>	<b>103</b>
Board of Lights and Water (BLW) Summarized Operating Budget .....	105
Board of Lights and Water (BLW) General Administration .....	106
Organization Chart .....	106
Mission Statement and Goals .....	107
Performance Measurements and Goals Accomplished .....	108
Expenditure Summary and Personnel Detail .....	109
Electrical .....	110
Organization Chart .....	110
Mission Statement and Goals .....	111
Performance Measurements and Goals Accomplished .....	112
Expenditure Summary and Personnel Detail .....	113
Water and Sewer .....	114
Organization Chart .....	114
Mission Statement and Goals .....	115
Performance Measurements and Goals Accomplished .....	116
Expenditure Summary and Personnel Detail .....	117
Customer Care .....	118
Organization Chart .....	118
Mission Statement and Goals .....	119



# TABLE OF CONTENTS

Performance Measurements and Goals Accomplished .....	120
Expenditure Summary and Personnel Detail.....	121
Information Technology .....	122
Organization Chart .....	122
Mission Statement and Goals .....	123
Performance Measurements and Goals Accomplished .....	124
Expenditure Summary and Personnel Detail.....	125
BLW Non-Departmental .....	126
Expenditure Summary .....	126
<b>Enterprise Funds and Internal Service Funds .....</b>	<b>127</b>
Expenditure Summary and Personnel Detail:	
Golf Course Fund.....	128
Mission Statement and Goals .....	129
Performance Measurements and Goals Accomplished .....	130
Conference Center Fund .....	131
Conference Center Reserve Fund.....	131
Self-Insurance Fund.....	131
Fleet Maintenance Fund.....	132
 <b>FIDUCIARY FUNDS</b>	
<b>Trust Funds...</b>	<b>133</b>
Expenditure Summary:	
General Pension Trust Fund.....	134
Other Post-Employment Benefits (OPEB) Trust Fund.....	134
Trust Extension Fund.....	135
Vogtle Generation Trust Fund.....	135
 <b>CAPITAL IMPROVEMENTS</b>	
Capital Summary Narrative .....	137
Capital Improvement Program Detail:	
Computer & Technology .....	139
Facility Improvements.....	139
Vehicles and Powered Equipment .....	140
Utility Projects .....	141
Miscellaneous Capital Outlay .....	144
Transportation Projects.....	145
Capital Summary by Department.....	146
 <b>APPENDIX</b>	
Budget Ordinance.....	148
Millage Rate Ordinance.....	152
Glossary of Terms.....	154
Index.....	161

# INTRODUCTION



Dear Mayor, City Council and Citizens of Marietta,

I respectfully submit the official document for the adopted budget for FY2019. The adoption of the budget is one of the most important actions taken by the City Council each year authorizing resources and establishing a direction for our programs and services of the City government for the coming year.

With each budget cycle, the City addresses the challenge of providing enhanced services with limited resources. The budget process provides the foundation that guides the operational and financial planning for the City; however, factoring in the needs of all citizens for which it is founded requires tradeoffs. This proactive and responsible approach has enabled the City to keep taxes at their current level, continue to provide the services that our citizens desire, preserve the healthy reserve balance we have worked hard to accumulate, and maintain our bond rating which is one of the highest in the State.

Currently Marietta has the 3<sup>rd</sup> largest city budget in the state, and a thriving population. Marietta has experienced a population increase of 5.5 percent from 56,579 to 59,714, between 2010 and 2016. The city continues to show upward growth, successfully attracting home buyers, and becoming increasingly more diverse in its population. As the county seat, it has become a major business and employment center in Cobb County with a strong concentration of companies in the professional, technical and scientific services, manufacturing, retail and healthcare industries along with having major governmental employers.

Over the last decade the City has worked hard to enhance a vibrant downtown, expand housing opportunities, implement a trail network, improve parks and recreation offerings, and attract and retain quality jobs. Revitalization of the Franklin Gateway Corridor continues as the City implements the 2013 Redevelopment Bond with more tracts of land, previously purchased and demolished by the city, being developed. Three of the tracts have undergone significant redevelopment with the addition of Atlanta United Football Club's Headquarters and training facility, and the completed Franklin Gateway Sports Complex. Land acquisitions by IKEA and Drive Shack will continue to increase employment and further enhance the work, play, live environment Marietta seeks to achieve. With current policies in place and continued support from City leadership, residents and community partners, we should see an extension of rising growth trends in the upcoming years.

The population upsurge has resulted in double-digit percent increases in our real estate transaction revenue over the last three years indicating a flourishing real estate market. New home building is taking place in most of our formerly stalled redevelopment sites. Some developments are complete and fully occupied. Both new and existing home prices are rising to near pre-recession levels. Currently over 900 homes are being built in the city. With this new housing, Marietta continues to make progress toward achieving a more balanced ratio of ownership to rental. The 2018 Cobb County Digest has projected growth of 7.5 percent providing additional substance to the outlook of an overall upward trend.



***Franklin Gateway has spurred interest in the private sector, causing a halo-effect of quality redevelopment and new businesses coming to Marietta, amongst these IKEA and Drive Shack.***



# City Manager's Message

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. In times of revenue stagnation or slow growth, cities must prioritize services and make appropriate and timely cuts that adapt to the changing revenue forecast. During growth periods, it is equally important to carefully plan where to focus those additional resources in order to provide the greatest benefit to our citizens. To this end, it is important that the City Council and Staff continue efforts to follow a conservative course that insures long-term as well as short-term stability. I am pleased to report that our efforts over the last year resulted in significant expenditure savings which has again allowed us to make capital purchases at year end.

## **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
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 FY2019 Budget is a plan that links developed organizational goals and objectives with the financial resources necessary to fund them. The calculated allocation of money and personnel are increasingly important as more demands are placed upon limited resources.

## **FY2019 BUDGET GOALS**

The FY2019 budget is derived from the following goals incorporated into an overall strategy for maximizing cost efficiency of local government while providing exceptional service. We will:

1. Provide a superior level of support and service to the community.
2. Control expenditures so that they do not outpace revenues.
3. Maintain fund balance reserves in accordance with our reserve policy.
4. Invest in our future and partner with the community to encourage economic growth.
5. Continue to provide competitive wages and positive work environments that will attract and retain quality employees.
6. Utilize innovative technology to improve performance and reduce costs.

## **FY2018 IN REVIEW**

The City of Marietta has worked diligently to improve the quality of life of our citizens as we continue to develop our City into the most livable community in the Atlanta metro region. In an effort to further progress towards this goal, the following major initiatives were carried out:

1. Economic Development and Redevelopment continued to be a priority for the year as Marietta brought in new businesses, retained existing industries, and revitalized distressed areas. Signs of transformation are taking place as a result of the citizen-approved \$68 million bond for urban redevelopment.

\$64 million is dedicated to the Franklin-Gateway redevelopment area for the acquisition and demolition of developed property for redevelopment and road infrastructure improvements. Funding from the bond allowed the City to purchase a 28-acre apartment complex on Franklin Gateway that has since been acquired by IKEA for \$9.25 million dollars. Drive Shack agreed to purchase 17-acres from the city for \$9.5 million. IKEA and Drive Shack will be amongst the newest additions to the Franklin Gateway Corridor joining other top brands such as The Home Depot Technology Center and Atlanta United FC.

2. The City-owned and operated Franklin Gateway Sports Complex is making its mark as well. The facility opened in August 2017. This complex is state of the art and includes three lighted artificial turf fields, a playground, picnic area, walking track, concessions, restrooms, and park offices. The three fields are lined for soccer and lacrosse play and are used for other sports needing a rectangular playing surface. The sports complex has accommodated over 1500 rental reservations offering youth and adult soccer and lacrosse programs for teams in the City and across the state and has hosted various national tournaments and events.
3. Beautification and enhancement projects are taking place throughout the City. Atherton Square, situated adjacent to Historic Marietta Square, underwent renovation that was concluded last spring. The Atherton Square Revitalization project includes the renovation of the Marietta Welcome Center and improving the adjacent square park including a centrally located art element celebrating the City's rich history. The project was funded by Transportation Enhancement (TE) funds from the State of Georgia. The city also completed the renovation of West Park Square, which provided additional space for outdoor dining and more room for pedestrians and shoppers.
4. Transportation projects continued all over the City using voter-approved 1% Special Purpose Local Option Sales Tax (SPLOST) funds. These projects include intersection and sidewalk improvements, annual road resurfacing, multi-use trail and bridge improvements, and streetscape enhancements. A shining light for our transportation department was the completion of the Mountain to River Trail (MR2) connecting trail systems throughout Cobb. The project spanned more than 15 years and stretches from Kennesaw Mountain through the Marietta Square ending at the City limits on Atlanta Street. It will serve as a cornerstone for future pedestrian and cyclist trails throughout the City.
5. In keeping with tradition, Marietta Power received the distinguished Reliable Public Power (RP3) designation for the seventh year. This is Marietta Power's second consecutive time obtaining the Diamond Level, which is the highest level attainable. The award recognizes public power utilities that demonstrate reliability, safety, workforce development, and system improvement. This commitment to excellence was on display when the region experienced the worst winter storm in over 30 years. Marietta Power worked with all city departments to provide organized and effective responses to the challenges presented.





## **FY2019 MAJOR INITIATIVES**

Marietta will continue its makeover efforts by focusing on parks, streets and traffic projects, economic development, redevelopment, and creating a friendly, safe and aesthetically pleasing environment for citizens and visitors. A major portion of the City Council's Vision Statement and Comprehensive Plan revolves around these objectives. With these goals in mind, the following major initiatives are planned in the coming year:



***Elizabeth Porter Park completed construction and is planned to open in late August. The park includes a splash pad, playground, picnic pavilions, greenspace, art, murals and a statue honoring Elizabeth Porter.***



1. The voters approved a 1% Special Purpose Local Sales Tax (SPLOST), which went into effect in January 2016 after the 2011 SPLOST expired. Intersection improvements, street and sign marking reflectivity projects, gateway improvements, annual street resurfacing, drainage improvements, and traffic calming devices will continue to be addressed. The City of Marietta broke ground on the \$3.7 million-dollar replacement fire station planned along Sawyer Road early spring. The 11,000 square-foot fire station replaces the existing Fire Station 56 on Allgood Road near Cobb Parkway. The firehouse, which is being built with SPLOST funds, is scheduled to be operational in spring of 2019. Major streetscape work on Roswell Street will also continue throughout FY19.

2. Parks bond projects in progress will continue as scheduled. The Elizabeth Porter Park scheduled to open in August 2018, and will include a splash pad, playground, picnic pavilions, and greenspace. In addition, members of the City of Marietta's Elizabeth Porter Historic Committee raised money from community members and organizations to fund a monument, art, and murals in the new park. The Elizabeth Porter Park fund was created for enhancements within the park including a statue to honor park namesake Elizabeth Porter and interpretative signage recounting the history of the African American hospital and the Baptist Town community. The new park is the site of the historic hospital, then the once-popular canteen, and lastly the Elizabeth Porter recreational facility. During FY19 the city will focus on improvement to Burruss and Wildwood parks along with finishing other remaining projects on the parks bond list.

3. Maintaining, expanding and upgrading the water, sewer and electric utilities will ensure reliable and high-quality services to our customers and citizens. Several large-scale and multi-year projects will continue in FY2019. Major utility

relocation projects will take place over the next two years to move water and sewer lines on Lower Roswell Road from South Marietta Parkway to Old Sewell Road, and along Roswell Street where SPLOST projects are planned to get underway. Major sewer rehabilitation and replacement projects will also take place in the corridor from Highway 41 to east of I-75.

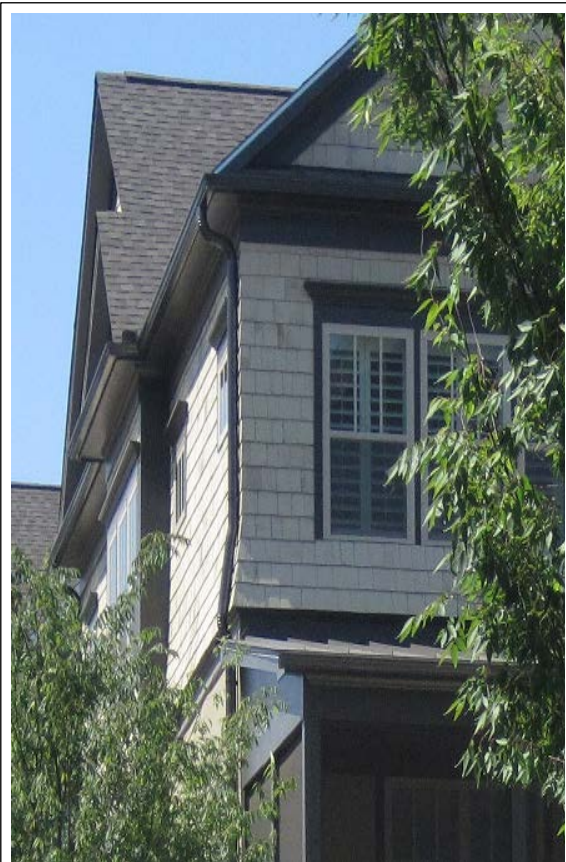


## FOUNDATION FOR THE BUDGET

### REVENUE

The revenue picture has improved, and we are seeing an upward trend in almost every category. While there is a need for additional revenue to adequately fund capital requirements as we go forward, we were able to increase our funding level this year. In addition, we typically use other sources such as grants and year-end surplus to purchase necessary items. No tax increases or fee increases are recommended or approved with this budget. 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



***New construction and resold homes continue to increase assessment values while millage rates remain stagnant.***

The value of Marietta's real estate tax digest in conjunction with applicable exemptions increased in 2018 by an overall 7.5%. Tax revenue projections in the General Fund are expected to rise but be stabilized somewhat due to Marietta's tax law that froze residential property values in 2001 for tax relief purposes. This law states that if a property's value increases after the 2001 base year, an exemption will be granted in the amount of the increase. In this scenario, the tax owed on this property remains steady even though the property value has increased. Once the property is sold; however, the base year is reset, and the current value becomes the benchmark. As properties resell, more tax revenue is generated based on the new assessed value. These resales are just part of the revenue growth story. New developments have been built in the last few years and more are underway. Marietta is at the beginning of a substantial period of infill and redevelopment, which is possible resulting from prior planning and infrastructure upgrades.

There are no millage rate increases for taxpayers. The millage rate for the maintenance and operation of the City, also known as the General Fund, remains steady at 2.788 mills as it has since 2003. In the Debt Service Fund, the millage rate remains at 2.750 mills. Likewise, the Cemetery Fund millage rate remains at 0.079 mills.

#### Miscellaneous Revenue

Tourism tax revenue is trending higher due to increased activity in the hotel/motel tourism industry over the last few years. Wholesale taxes on alcoholic beverages are expected to increase slightly in FY2019 primarily due to newly implemented state and local regulations. The Insurance Premium Tax is expected to increase from last year's funding level. Real Estate and Intangible Recording taxes are showing an upward trend, indicating that the local housing market is trending upwards as well.



## City Manager's Message

Revenue from the 1% Special Local Option Sales Tax (SPLOST) for various road, transportation, construction, and capital projects is ongoing and budgeted on a prescribed schedule.

### **Licenses and Permits**

Increases in business license revenue can be seen in various sectors. The value of our business license renewals, in addition to the number of new licenses issued each year, have been increasing. We continue to look at our economic development efforts to provide growth in this area. With companies relocating to Marietta each year, we expect business license revenue to steadily increase in the coming years. General building permit revenue is exhibiting steady growth as well. With our infrastructure in place in redeveloped areas and having many developments already underway, building has recommenced in both commercial and residential areas. The Licenses and Permits category are a strong indicator of the local economy, and we have seen solid and steady growth for the last five years, with an increase budgeted for FY2019 as well.

### **Charges for Services**

In the General Fund, this category is a steady source of revenue, with most of the receipts coming from Sanitation services. As land is redeveloped and housing projects are completed, more customers are added to our service area. 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. This source increases about 1-3% per year. Recreation revenue increased due to the opening of the new Franklin Gateway Sports Complex, Elizabeth Porter Park, and additional activities at the new Custer Park Sports and Fitness Center. The Center is the site for youth day camps, which are held throughout the year during school vacations. All other recreation revenue is anticipated to be consistent with last year's budget numbers for youth and adult recreation programs, arts and crafts festivals, concerts, sports teams, and special events. Minor sources of revenue, such as, document copying fees, false alarm fees, film permits, and the charge to the school board for tax collection services, round out this category.

The BLW is committed to providing reliable and high-quality service at the lowest possible ratepayer cost. No increases in rates to power customers are included in this budget. Water rate structures remained unchanged for FY18 despite the rise in cost of purchasing these commodities from our suppliers. We evaluate this need at mid-year when annual cost increases from our suppliers occur and will again in FY19. Since weather can affect the demand for water and power, conservative projections are made in this area. In addition, the BLW adopted a water conservation plan as well as a water conservation rate structure. In general, sales volumes in electricity, water and sewer services are anticipated to increase as the residential and commercial real estate markets continue to grow in Marietta.

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 helped to ensure a steady number of rounds, tournaments and outings over the years. Again, this is an area greatly affected by weather, but recent sales and rounds averages were used to project revenue estimates for the coming fiscal year. Some work will be planned during FY19 and FY20 to the course to maintain this high-quality standard.



# City Manager's Message

## Fines and Forfeitures

General traffic fines are expected to remain stable in the coming year based on the trends of the recent past. The photo red-light violation program has been instrumental in providing greater safety for motorists, pedestrians and police officers, which has been the goal of this valuable program. Because of intersection redesigns, multiple cameras had to be removed temporarily, and will stay that way for much of FY19. We will see a decrease revenue accordingly. A school bus passing camera program, which identifies drivers who pass a school bus when red lights are flashing, was instituted in 2014. We expect these violations will decline as enforcement continues.

Interest income and investment earnings have been extremely inconsistent in recent years. This category is budgeted conservatively in all funds and is based on current rates.

## EXPENDITURES

This budget affords us the opportunity to maintain or increase service levels and earmark more funding for capital purchases in the General Fund. The table below shows 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.

FY2019 BUDGET				
FUND	PERSONAL SERVICES	OPERATING SERVICES	CAPITAL PROJECTS	TOTAL BUDGET
General Fund	40,853,101	17,885,050	1,000,000	59,738,151
Lease Income	0	2,803,800	0	2,803,800
Tax Allocation Districts	0	851,155	0	851,155
Cemetery	127,276	74,150	0	201,426
CDBG	201,091	415,802	3,000	619,893
Police Asset Forfeiture	0	1,000,000	0	1,000,000
Museum of History	157,707	105,379	0	263,086
Gone With The Wind Museum	100,788	135,212	0	236,000
City Parks Bond	2,849	305,000	1,820,414	2,128,263
Hotel Motel Tax	0	3,350,000	0	3,350,000
Auto Rental Excise Tax	0	561,500	0	561,500
Redevelopment Bond	0	0	7,500,000	7,500,000
2011 SPLOST	0	0	11,544,883	11,544,883
2016 SPLOST	610,014	0	11,648,055	12,258,069
Golf Course	0	1,594,786	142,300	1,737,086
Conference Center	0	2,803,800	0	2,803,800
Debt Service	0	7,967,451	0	7,967,451
Board of Lights & Water	17,720,499	133,846,656	15,627,847	167,195,002
Fleet Maintenance	909,934	2,623,403	107,500	3,640,837
Self-Insurance	0	16,837,000	0	16,837,000
General Pension	0	12,358,882	0	12,358,882
<b>TOTAL</b>	<b>60,683,259</b>	<b>205,519,026</b>	<b>49,393,999</b>	<b>315,596,284</b>

This presentation includes interfund transfers but excludes planned reserve increases.



# City Manager's Message

## Personal Services

As we see changes in the marketplace or in-service delivery needs, Marietta carefully plans and adapts its personnel position allocations to address those issues. Some vacant positions have been deleted in favor of new positions that are needed for efficiency of operations. The City took a conservative approach when looking at staffing levels for the coming year. Marietta is committed to preserving jobs throughout the City and because of this, all employee programs and benefits were evaluated for funding ability. Because of savings generated in the Personal Services category, the City set aside funds for an employee pay increase of 4% in January 2019, and we will evaluate our financial forecast at that time to see if we can move forward with that plan.

The General Fund has a budgeted salary savings of \$1.25 million, which must be made up through current and future vacancies for the next 12 months. Unfilled positions will be reviewed on a case-by-case basis for backfilling; however, priority approvals are given in the Marietta Police Department and Marietta Fire Department where adequate levels must be maintained in order to provide high-quality protection services.

The Board of Lights and Water (BLW) Fund addressed positions in order to keep up with changing technology and business practices. In this fund as well, unfilled positions are reviewed before filling. This strategy is helpful to mitigate unforeseen expenses that may arise during the year.

## Operating

This is the seventh consecutive year that General Fund departments kept their operating budgets flat with the prior year budget, with strategically-targeted increases as necessary where they make sense. We continue to look for ways to save money and cut costs, and we remain committed to operating with a thoughtful, conservative budget. Through our efforts, we are able to increase our budget for recreation services to cover the costs of operating the new Custer Park Sports and Fitness Center the new Franklin Gateway Sports Complex and Elizabeth Porter Park.

In the BLW, departmental operating budgets increased to compensate for rising costs in IT security. In this area, we continue to work with a judicious, responsible budget to save our utility customers money wherever possible. Departmental spending is small compared to the operating cost for the resale of electric, water and sewer services to customers.

## Capital

The General Fund approaches its capital budget conservatively in order to balance the budget and ensure that our financial outlook remains stable. While there are always capital needs throughout the City, such as the routine replacement of vehicles, the City puts those expenses on hold and addresses them at the end of the fiscal year. This strategy has been in place for many years and is an effective method of allocating funds where they are most needed. In FY2019 we decreased our capital contingency budget to \$1 million. Marietta pursues other strategies in order to stretch capital dollars, such as grant funds, SPLOST funding for public safety vehicles and buildings, and police asset forfeiture funds. At the end of recent fiscal years, the capital contingency budget remained unspent, and we used those funds as well as savings in the department's operating budgets to purchase vehicles, capital equipment, and address facility improvement projects.

The BLW capital budget is funded at approximately \$15.6 million. The Electrical system capital budget totals almost \$4.8 million, which includes projects such as Service to New Customers and System Improvements.





## City Manager's Message

These projects will expand the BLW's customer base with the goal of maintaining low rates due to increased volume sales. Water and Sewer system projects make up about \$10 million of the BLW's capital budget. Most of these expenditures involve water line replacements and sewer system upgrades. About \$434 thousand is budgeted for technology projects, and about \$112 thousand is earmarked for the Customer Care department.

### **CONCLUSION**

The City of Marietta has been fortunate to improve service levels, keep taxes the lowest in metro Atlanta for a City our size, and improve on the financial integrity of the City. This budget seeks to strike a balance between continuing to provide quality services to our citizens, while minimizing the cost associated with local government. We will use available resources such as Parks Bond, Redevelopment Bond and SPLOST funding to make much needed improvements to our community. This budget is designed to focus our resources on the areas which will be of the greatest benefit to our citizens and to those who work in and visit our City. We are committed to working together toward one common goal continuing to provide the highest quality of government that our constituents deserve.

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 and take on additional responsibilities with fewer employees, while continuing to provide exceptionally high levels of service. I would like to express my sincere appreciation to all our department managers and employees for their dedication and cooperation. I am also grateful for the performance of our budget staff and the time they devoted to the 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.







Respectfully Submitted,

***Bill Bruton***

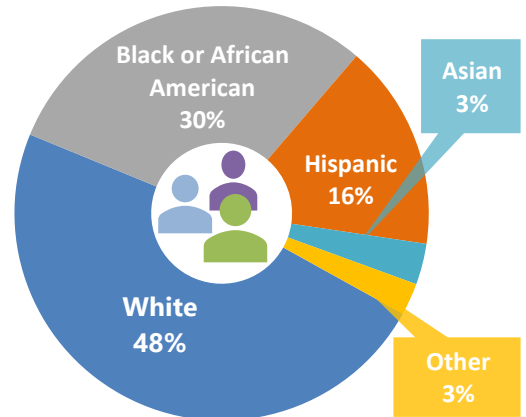
City Manager

# ABOUT MARIETTA

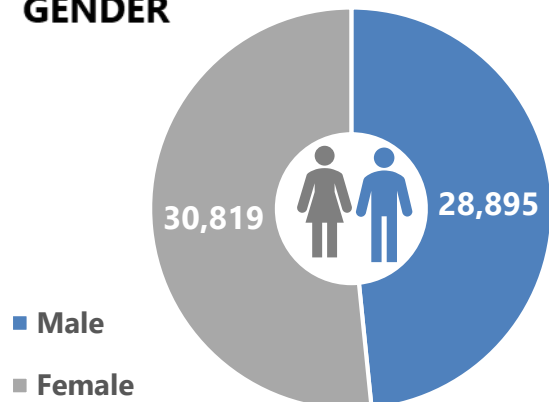
**Date Founded** 1834  
**Form of Government** Council-City Manager  
**Number of Personnel positions:**

	Employee (FTE)	761
	Elected, Appointed, Board & Commission	41
	Fire Stations	6
	Certified Firefighter and Officers	132
	Precincts	1
	Sworn Police Officers	139
	Parks and Greenspace	39
	Golf Courses	1
	Recreation Centers	2
	Tennis Courts	20
	Outdoor Basketball Courts	3
	Parks Acreage	405.2
	Elementary Schools	8
	Middle Schools/ 6th Grade School	2
	High Schools	1
	Special Entities	1

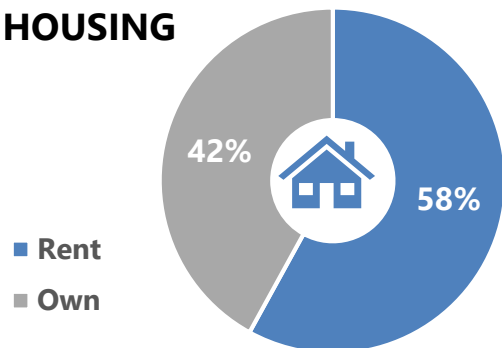
## POPULATION DEMOGRAPHICS



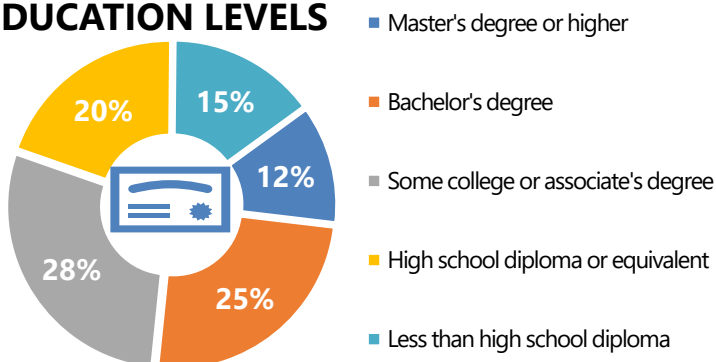
## GENDER



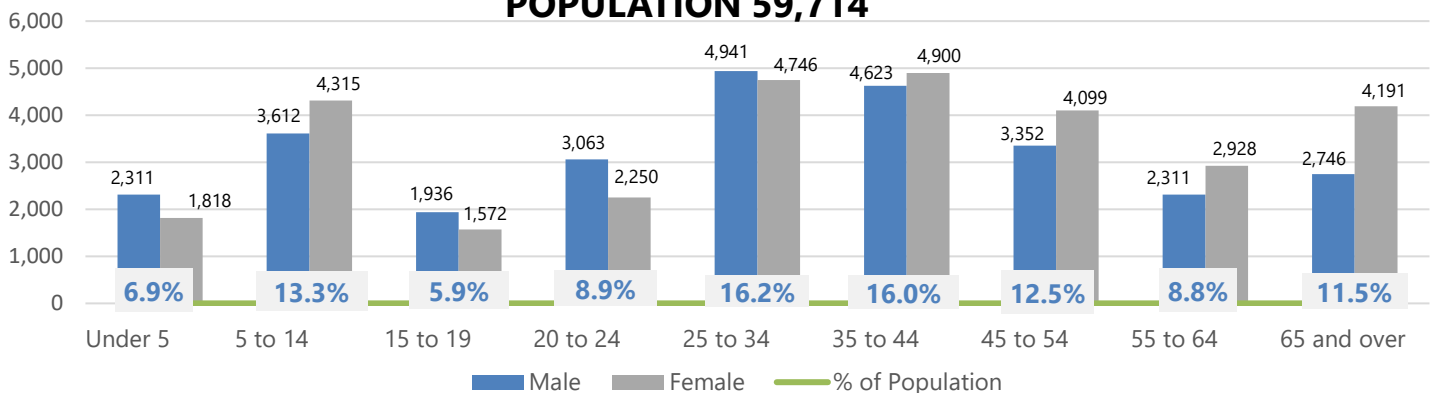
## HOUSING



## EDUCATION LEVELS

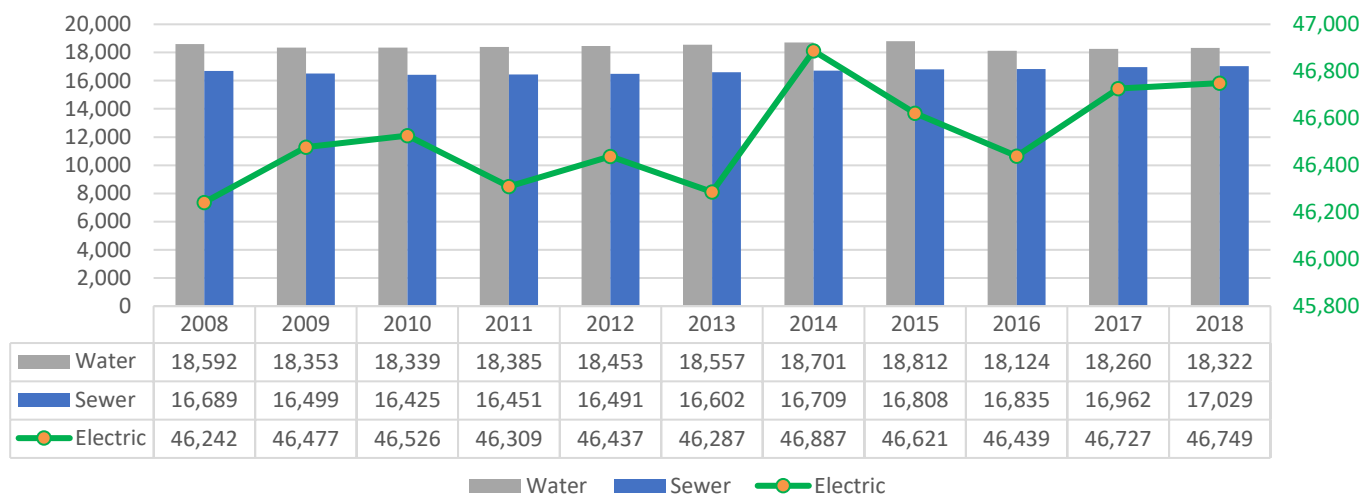


## POPULATION 59,714

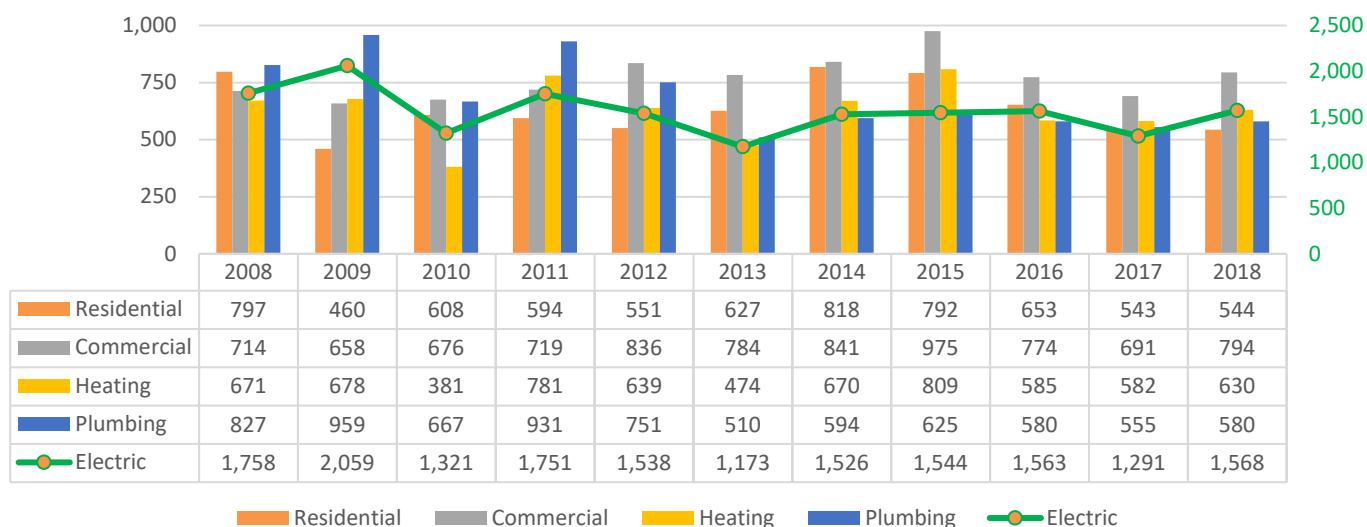


# ABOUT MARIETTA

## UTILITY CUSTOMERS



## BUILDING PERMIT ACTIVITY



## TOP 10 CITY EMPLOYERS

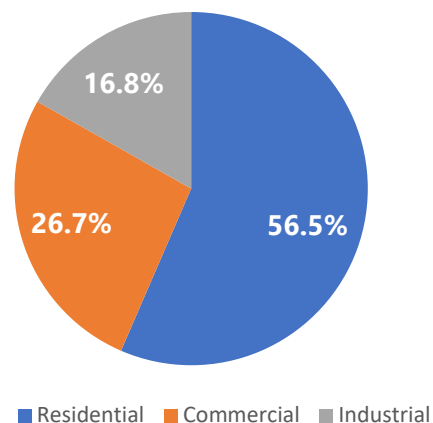
### PUBLIC

Lockheed Martin Aeronautical Systems  
 Dobbins Air Reserve Base  
 WellStar Kennestone/Windy Hill Hospital  
 Cobb County Police/Sheriff  
 Cobb County Government  
 Cobb County Board of Education  
 Marietta City Schools  
 Wellstar Health System  
 City of Marietta Government  
 Cobb Energy

### PRIVATE

Marietta Technology Center (Home Depot)  
 Tip Top Poultry  
 C.W. Matthews Contracting Co Inc  
 Walmart  
 XPO Last Mile  
 YRC Freight  
 Life University  
 Six Flags  
 Cobb Electric Membership Corp  
 Kennesaw State University (Marietta Campus)

## LAND COMPOSITION



# FINANCIAL POLICIES & PROCEDURES

## THE BUDGET PROCESS

The Mayor and City Council outline the vision statement and statement of goals for the coming year. Simultaneously, the Planning Department coordinates and develops the City's long-range Comprehensive Plan and Policies. Together, these two plans become the foundation and working document for the budget process.

Each January, a budget kickoff meeting is held by the City Manager and Budget Department with Directors. This meeting outlines the expectations and goals of the City Council and City Manager for the upcoming budget year. Financial forecasts are also presented which help lay the foundation for the coming year. Department Directors receive instructional packets containing the budget calendar and detailed instructions on how to develop departmental budgets.

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

Each department Director is responsible for compiling and submitting budget requests for operating and capital expenditures. The personnel budget is a collaboration between the Human Resources and Budget Departments. Service proposals are also the responsibility of the department Director and include items such as new positions, reclassification requests, and new service initiatives. Once the department Directors submit their

budget requests, the Budget Department analyzes all operating, capital and personal service requests to ensure all budgetary elements are balanced to the revenue forecast. Based on this analysis, a draft recommendation is formulated for the City Manager to review.

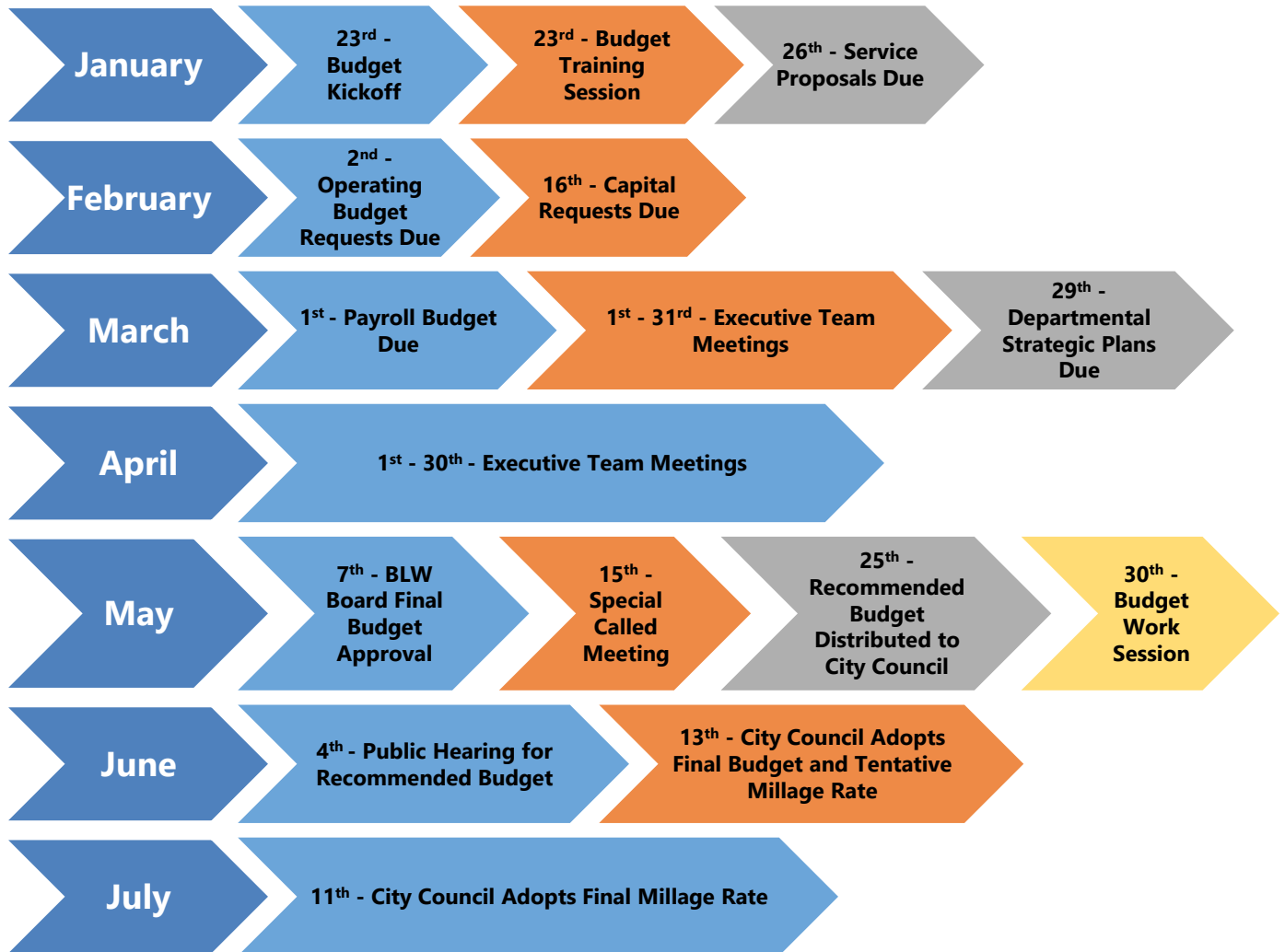
During the month of May, the Budget Department and the City Manager conduct budget presentations and host work sessions for the City Council and BLW Board. When the City Manager's final recommendation is ready, a Recommended Budget Book is prepared and distributed to the City Council, Administration, and copies are also made available for the public to review. Budget hosts a public hearing to receive comments 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. Concurrently, the final list of personnel changes is presented to the Personnel Committee for their review and recommendation. The budget is then adopted at a City Council meeting in June along with the tentative millage rate.

The final tax digest is received from the county on or near the last day of June. The Budget Department analyzes the digest to ensure sufficient revenue will be generated. 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 in mid-July.



# FINANCIAL POLICIES & PROCEDURES

## THE BUDGET CALENDAR



# FINANCIAL POLICIES & PROCEDURES

## BASIS OF BUDGETING

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

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

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

## AMENDING THE BUDGET

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

The request to amend the budget occurs at the department Director level and is communicated with the City Manager. A memo outlining the issue, background and recommendation is put on the agenda for consideration at the monthly Finance Committee meeting. This memo also states the source of revenue (i.e. grant, donation, another department's budget, or excess current year revenue) 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 a justification, the revenue and expenditure account numbers to be amended, and the dollar amount. Once the City Council votes to approve the budget amendment, the ordinance is signed and delivered to the Budget Department to process.

The legal level of control is at the departmental level; therefore, all transfers between departments must follow the Budget Amendment process as do transfers involving salary and benefit increases. A transfer into a personal services account from an operating account or from an appropriation of fund reserves, for example, is permitted as long as it follows this process.

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

# FINANCIAL POLICIES & PROCEDURES

## BASIS OF PRESENTATION

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 reflects all assets, liabilities, equity, revenue, and expenditures and is segregated for the purpose of differentiating activities or attaining certain objectives. All of the funds used by the City of Marietta are classified into one of three 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 other sources .

**Special Revenue Funds:** These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures of a specialized nature. They include Lease Income Fund; Tax Allocation Districts; Cemetery; CDBG; Grants; Asset Forfeiture; Radio System Core Replacement; Aurora Fire Museum; Museum of History; Gone with the Wind Museum; Hotel/Motel Tax; Auto Rental Excise Tax; and Parks and Tree Funds.

**Capital Projects Funds:** Capital project funds provide funding for land acquisition, the development of new parks, and streetscape and infrastructure modifications. The City of Marietta has two SPLOSTS, which were enacted back to back on January 2012 for four years and January 2016 for six years. The 2011 and 2016 SPLOSTS are funded by 1% County sales tax proceeds.

**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 waste water collection systems. The Golf Course Fund accounts for the receipts and disbursements of funds from the operation of the City golf course, City Club Marietta. The Conference Center Fund accounts for the operation of the Hilton Atlanta/Marietta Hotel and Conference Center.

**Internal Service Funds:** These funds are used to account for services performed by a central service department for other departments or agencies of the governmental unit. The Fleet Maintenance 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 covers insurance claims within the Self-insurance fund.

### Fiduciary Funds

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

# FINANCIAL POLICIES & PROCEDURES

## FINANCIAL & BUDGETARY 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.

**Balanced Budget:** The City shall adopt a balanced budget for each of its funds in which operating expenses may not exceed anticipated revenues plus available unreserved fund balance after meeting the fund reserve requirements.

**Borrowing for Operating Expenditures:** 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 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.

## FIXED ASSET POLICIES

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



# FINANCIAL POLICIES & PROCEDURES

## 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 plus funds needed to pay for current encumbrances. Tier 2 or the Weather Reserve includes a weather contingency factor equal to 3% of the estimated annual electric sales revenue. Tier 3 or the Target Reserve consists of additional funds for emergency capital projects to maintain the integrity of electric, water or sewer infrastructure and shall be set at \$4 million.

**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 POLICES

**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

**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 approved by its ordinance 93-1003, Section 5.

# CITY OF MARIETTA

## MISSION AND STATEMENT OF GOALS

### 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.



### STATEMENT 1

**Marietta is a livable city in a great metropolitan area. We are dedicated to being a clean city with trees, green spaces and parks.**

1. Pursue appropriate signage throughout the city.
2. Establish aesthetically pleasing roads and gateways. Plant currently unplanted corridors and improve existing landscapes.
3. Strive for code compliance in improving the appearance of the city.
4. Establish good and continuous tree coverage and canopy, partnering with the Marietta Tree Keepers when possible.

### 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 by embracing technology.**

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. Work with property owners and developers to make sure new development is well-planned and harmonious with existing structures in appearance, including landscapes.
4. Encourage quality architecture and construction in development and redevelopment projects.
5. Work to continue the preservation of historically significant resources.
6. Partner with existing business and industry to encourage the retention and expansion of jobs.
7. Support community partners in developing the city's workforce in a way that meets the needs of existing and potential industry.
8. Attract business and industry that are compatible with and add value to the character and resources of the area.
9. Support road network connectivity in a way that encourages revitalization of areas in need.
10. Embrace new technology and cutting-edge practices to extend the highest level of service to residents and businesses.
11. Develop a business environment that attracts and cultivates a highly-skilled workforce and technology-based industries.

# **CITY OF MARIETTA**

## **MISSION AND STATEMENT OF GOALS**

### **STATEMENT 3**

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

1. Become a significant destination for arts, sports and entertainment.
2. Gain more public and private support for our local cultural and arts organizations.
3. Make public art part of the community streetscape.
4. Promote tourism.
5. Promote the downtown as a dining and entertainment destination.
6. Encourage programs for local artists.
7. Embrace the arts by incorporating public art in infrastructure, streetscapes, parks, sidewalks, bridges, parking areas and open areas where possible.

### **STATEMENT 4**

**We are a city of mixed uses (live, learn, work, play) and diverse urban design that will become known as “the Marietta Look.” We have a well-defined vibrant downtown and neighborhoods that mix residences, parks and greenspaces, and businesses.**

1. Design and build “the Marietta Look” that establishes and promotes a city brand.
2. Provide guidance to help developers understand the look we are trying to achieve.
3. Continue collaborative relationships with local centers of higher learning, particularly Chattahoochee Technical College, Kennesaw State University – Marietta Campus and Life University.
4. Have vibrant centers that support retail, offices, entertainment and residences.
5. Continue quality zoning and development that will benefit generations to come.
6. Maintain high quality parks, both active and passive, while continuously adapting to the future needs and wants of the community.
7. Ensure the zoning ordinance is updated to reflect best practices in zoning that promote positive economic development and quality growth.

### **STATEMENT 5**

**We offer 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.**

1. Strive for a majority of the city’s homes to be owner-occupied.
2. Continue to convert selected parcels of deteriorated multi-family housing located on Franklin Road into new developments that will stabilize and enhance the local economy.
3. Continue to encourage diverse housing options in the downtown area and encourage quality housing throughout the city.
4. Work with public and private partners to encourage the development of quality, multi-tiered housing at various price points for all members of our community.
5. Continue to educate residents and homebuyers to strengthen their ability to buy, retain and maintain their homes.
6. Continue to work with the Marietta Housing Authority and other agencies to redevelop and revitalize the Franklin Road, Roswell Street, Allgood Road, Powder Springs Road and Roswell Road/Cobb Parkway corridors as well as other areas of our city.
7. Ensure safe housing for all residents.
8. Continue to encourage the rehabilitation or removal of substandard rental properties throughout the city.

# CITY OF MARIETTA

## MISSION AND STATEMENT OF GOALS

### STATEMENT 6

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

1. Enhance pedestrian crossings across major intersections.
2. Reconstruct all existing roads greater than two lanes using complete street standards. Where not practical, reconstruct all existing roads greater than two lanes as tree-lined streets.
3. Design all new roads greater than two lanes using complete street standards where possible.
4. Support the creation of a trolley bus system to operate in and around the city.
5. Support new downtown parking strategies to alleviate parking challenges, the design of which will be integrated with commercial development.
6. Continue to expand and connect the city's trail system in a way that fosters recreation opportunities and transportation alternatives, including linkages to neighboring trails and other points of interest.
7. Marietta will be a city that implements walkability, bicycle use, sidewalks, electric vehicles and carts, and safe crossings in its street designs, both private and public roads (collectively known as "Walkability"). Said implementation shall be included in public works projects, zoning, commercial usage and residential usage, both owner-occupied neighborhoods and multifamily neighborhoods. Walkability shall be implemented as a component in redesigning and in new projects as well.

### STATEMENT 7

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

1. Hold community-wide meetings in which citizen input is actively received and considered.
2. Have active citizens' participation in planning processes.
3. Foster and utilize innovative forms of media and technology in order to provide efficiency, safety and transparency to all residents, visitors, businesses and employees.
4. Engage partners and stakeholder groups in efforts to collaborate and achieve common efforts.

### STATEMENT 8

**We are a city committed to ethical behavior.**

1. Ensure that the Council maintains an effective code of ethical behavior.
2. Maintain a culture and reputation of ethical behavior throughout city departments, boards, commissions and authorities.

### STATEMENT 9

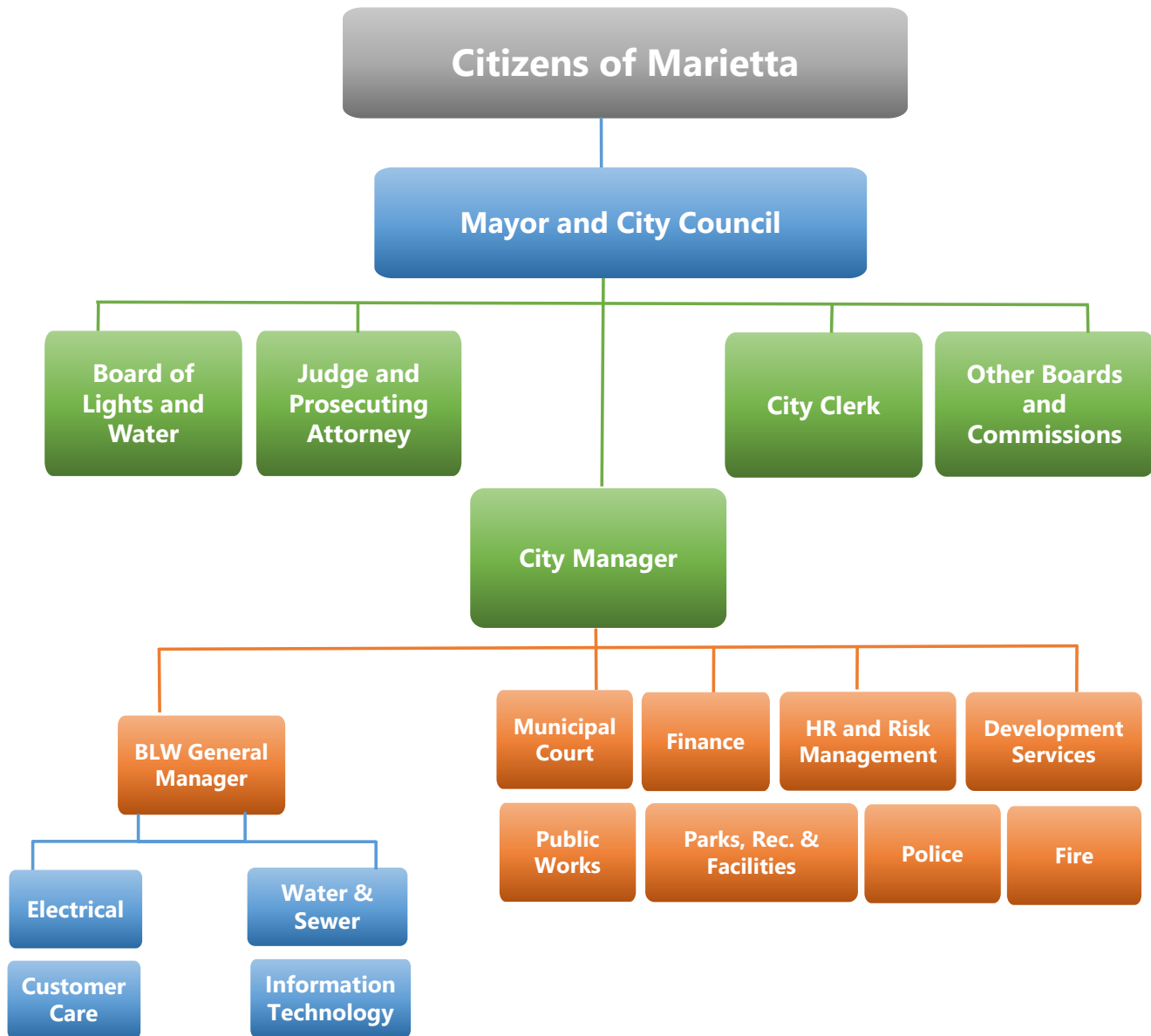
**We are a city that provides a healthy and safe environment for our citizens and businesses.**

1. Build relationships with all facets of the community to promote safety and healthy living.
2. Support the establishment of facilities and programs that enable healthy lifestyles.
3. Continue to provide the highest quality of services to residents, businesses and visitors.



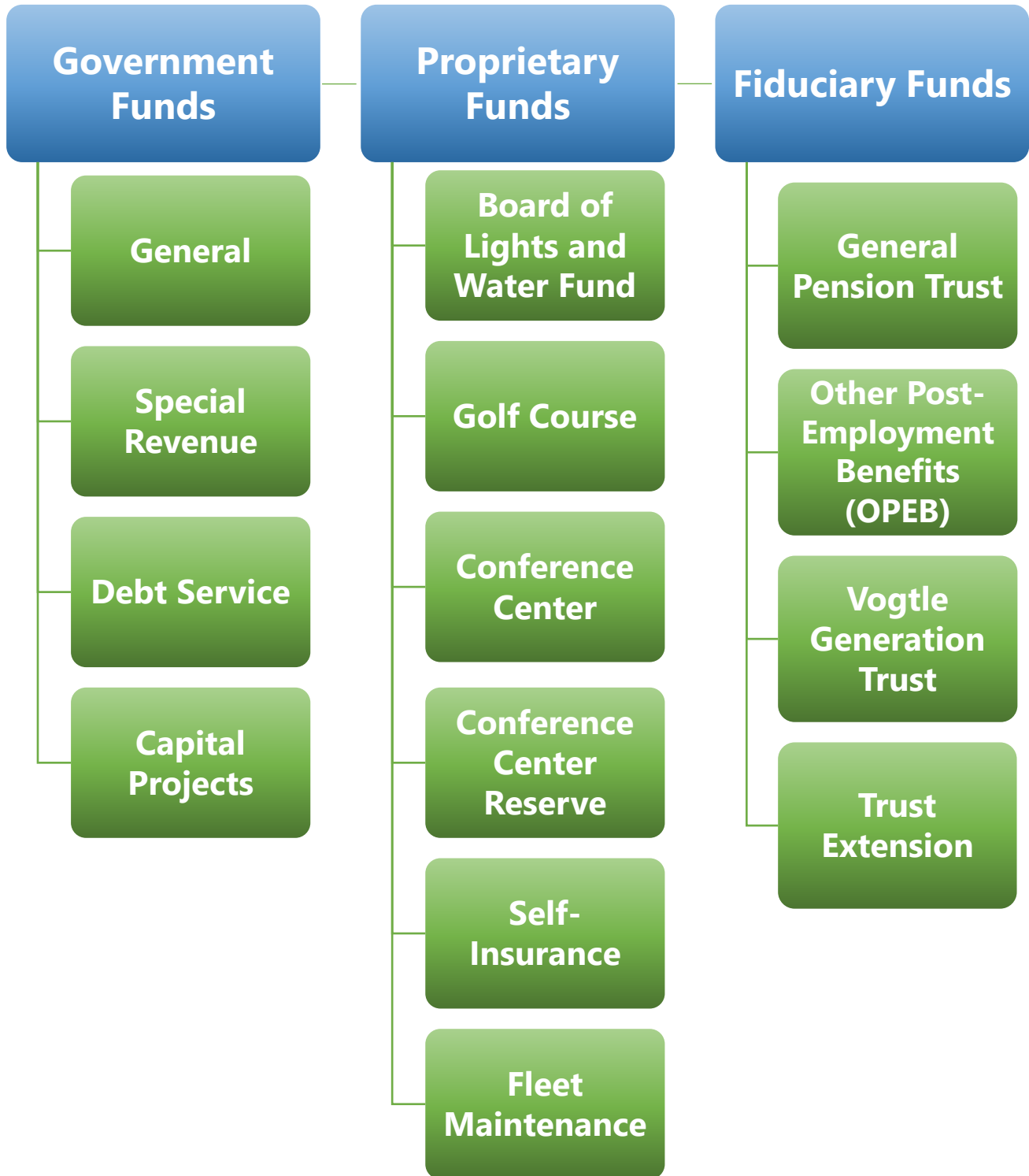


# CITY OF MARIETTA ORGANIZATION CHART



# **CITY OF MARIETTA**

## **BUDGET FUND STRUCTURE**



# PERSONNEL POSITION SUMMARY

The following charts and summaries denote a history of personnel allocations and an explanation of the changes that were approved with the FY19 budget.

GENERAL FUND	Budget FY17	Budget FY18	Budget FY19
General Administration	10.50	11.50	12.00
Municipal Court	16.00	15.50	15.50
Finance	30.00	31.00	31.00
Human Resources & Risk Mgmt.	7.50	6.50	7.00
Development Services	19.00	19.00	19.00
Public Works	100.00	96.00	95.00
Parks, Rec & Facilities	31.00	31.00	35.75
Police	176.00	184.50	185.00
Fire	135.00	135.00	135.00
Elected/Appointed Officials	36.00	36.00	36.00
Total	561.00	566.00	571.25

- Add a Full-Time Multimedia Specialist position.
- Add one Part-Time Administrative Assistant I.
- Delete one Chief Building Official position.
- Add two Recreation Specialists, two Recreation Coordinators, and one Recreation Leader position.
- Add one Part-Time Police Officer position.
- In conjunction with these changes, there were other position retitles or reclassifications approved as a result of departmental re-organizations without further changes in the levels of personnel within the departments.

BLW FUND	Budget FY17	Budget FY18	Budget FY19
General Administration	2.00	2.00	2.00
Electrical	88.00	88.00	88.00
Water & Sewer	43.00	43.00	43.00
Customer Care	41.00	41.00	41.00
Information Technology	22.00	23.00	23.00
Appointed Officials♦	5.00	5.00	5.00
Total	201	202	202

- Add Deputy Director of IT - Project Mgmt. Visual Image Design position.
- Delete one Deputy Director/Project Manager of IT position.
- In conjunction with these changes, there were other position retitles or reclassifications approved as a result of departmental re-organizations without further changes in the levels of personnel allocations within the departments.

OTHER FUNDS	Budget FY17	Budget FY18	Budget FY19
Cemetery Maintenance	2.00	2.00	2.00
CDBG	2.00	2.00	2.00
SPLOST 2016	0.00	6.00	7.00
Marietta Museum of History	0.00	2.50	2.50
Gone With the Wind Museum	0.50	1.00	1.00
City Parks Bond	0.50	0.25	0.25
Fleet Maintenance	14.00	14.00	14.00
Total	19.00	27.75	28.75

- Add a Deputy Director of PW - Transportation.
- In conjunction with these changes, there were other position retitles or reclassifications approved as a result of departmental re-organizations without further changes in the levels of personnel allocations within the departments.

<b>GRAND TOTAL</b>	<b>781.00</b>	<b>795.75</b>	<b>802.00</b>
--------------------	---------------	---------------	---------------

**Note:**

- BLW Appointed Officials is a 7-member board, the Mayor and Council Representative are accounted for in the General Fund Elected Officials total.
- Tables include regular full-time and part-time positions as Full-Time Equivalent (FTE), and do not include temporary, seasonal pooled positions.

# FINANCIAL SUMMARY

## SOURCES AND USES OF FUNDS

GENERAL FUND	FY17 Actual	FY18 Appr Budget	FY18 Final Budget	FY18 Yr-End Est	FY19 Budget
<u>Revenue</u>					
General Property Taxes					
Real Estate Taxes	6,167,017	6,530,000	6,530,000	6,598,045	7,174,366
Personal Property Taxes	2,385,564	2,174,100	2,174,100	2,480,172	2,361,400
<b>Total General Property Taxes</b>	<b>8,552,581</b>	<b>8,704,100</b>	<b>8,704,100</b>	<b>9,078,217</b>	<b>9,535,766</b>
Other Taxes					
Real Estate Trans./Intangible Rec.	516,006	605,000	605,000	508,148	600,256
Wholesale Excise Taxes	746,083	774,000	774,000	715,244	823,000
Insurance Premium	3,535,199	3,825,000	3,825,000	3,763,552	3,950,000
Franchise Fees	6,161,402	6,297,000	6,297,000	5,930,999	6,297,300
Miscellaneous	50,679	60,000	60,000	66,180	63,500
<b>Total Other Taxes</b>	<b>11,009,369</b>	<b>11,561,000</b>	<b>11,561,000</b>	<b>10,984,123</b>	<b>11,734,056</b>
Licenses & Permits					
Business Licenses	5,731,450	6,088,345	6,088,345	5,864,679	6,200,852
Permits	1,015,701	1,068,800	1,068,800	1,311,431	1,342,108
<b>Total Licenses &amp; Permits</b>	<b>6,747,151</b>	<b>7,157,145</b>	<b>7,157,145</b>	<b>7,176,110</b>	<b>7,542,960</b>
<b>Intergovernmental Revenue</b>	<b>2,001,140</b>	<b>1,934,309</b>	<b>1,934,309</b>	<b>1,870,202</b>	<b>2,015,242</b>
Charges For Services					
Sanitation	3,808,002	3,867,000	3,867,000	3,900,657	4,073,000
Recreation	280,683	261,200	261,200	500,335	559,750
Miscellaneous	411,655	394,000	394,000	491,904	433,250
<b>Total Charges For Services</b>	<b>4,500,340</b>	<b>4,522,200</b>	<b>4,522,200</b>	<b>4,892,896</b>	<b>5,066,000</b>
<b>Fines and Forfeits</b>	<b>3,099,878</b>	<b>2,973,000</b>	<b>2,973,000</b>	<b>2,618,031</b>	<b>2,770,314</b>
Other Financing Sources					
Miscellaneous	437,305	504,746	504,746	859,814	474,524
Interest Income	56,906	60,000	60,000	(21,732)	105,000
Transfer from BLW	11,000,000	12,000,000	12,000,000	12,000,000	13,200,000
Transfers In	6,797,007	7,069,289	7,769,289	7,523,919	7,094,289
Use of Reserve	0	200,000	1,657,107	0	200,000
<b>Total Other Financing Sources</b>	<b>18,291,218</b>	<b>19,834,035</b>	<b>21,991,142</b>	<b>20,362,001</b>	<b>21,073,813</b>
<b>General Fund Revenue</b>	<b>54,201,677</b>	<b>56,685,789</b>	<b>58,842,896</b>	<b>56,981,580</b>	<b>59,738,151</b>
<u>Appropriated Expenditures</u>					
Personal Services	37,115,912	38,828,952	39,125,585	38,240,371	40,853,101
Operating Services	8,365,871	8,894,877	9,296,682	8,111,918	9,743,988
Internal Fleet Services	2,457,501	2,480,565	2,480,565	2,642,525	2,469,447
Transfers Out	6,346,717	4,981,395	4,981,395	4,981,395	5,671,615
Capital Projects	1,264,996	1,500,000	2,958,669	1,636,521	1,000,000
<b>General Fund Expenditures</b>	<b>55,550,997</b>	<b>56,685,789</b>	<b>58,842,896</b>	<b>55,612,730</b>	<b>59,738,151</b>



## SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY17 Actual	FY18 Appr Budget	FY18 Final Budget	FY18 Yr-End Est	FY19 Budget
<u>Revenue</u>					
Lease Income Fund					
Interest Income	92,589	0	0	200,619	0
Transfers In	961,297	2,764,400	2,764,400	923,293	2,803,800
<b>Lease Income Fund Revenue</b>	<b>1,053,886</b>	<b>2,764,400</b>	<b>2,764,400</b>	<b>1,123,912</b>	<b>2,803,800</b>
Tax Allocation Districts					
Property Tax	112,957	133,000	133,000	1,210,733	161,000
Intergovernmental Revenue	910,277	832,000	832,000	357,547	865,100
Interest Income	8,847	5,000	5,000	10,911	5,000
Use of Reserve	0	0	0	0	0
<b>City Center TAD Fund Revenue</b>	<b>1,032,081</b>	<b>970,000</b>	<b>970,000</b>	<b>1,579,191</b>	<b>1,031,100</b>
Cemetery Fund					
Property Tax	220,625	222,000	222,000	235,278	236,500
Interest Income	94	0	0	180	0
Use of Reserve	0	0	6,250	0	0
<b>Cemetery Fund Revenue</b>	<b>220,719</b>	<b>222,000</b>	<b>228,250</b>	<b>235,458</b>	<b>236,500</b>
<b>CDBG Fund Revenue</b>	<b>297,795</b>	<b>222,482</b>	<b>278,889</b>	<b>125,559</b>	<b>619,893</b>
Grants Funds					
Reimbursement Grants	2,085,712	0	926,763	56,698	0
Use of Reserve	0	0	606,106	0	0
<b>Grants Funds Revenue</b>	<b>2,085,712</b>	<b>0</b>	<b>1,532,869</b>	<b>56,698</b>	<b>0</b>
Asset Forfeiture Fund					
Intergovernmental Revenue	265,143	950,000	950,000	458,871	950,000
Miscellaneous	41,470	50,000	50,000	3,696	50,000
Use of Reserve	0	0	110,324	0	0
<b>Asset Forfeiture Fund Revenue</b>	<b>306,613</b>	<b>1,000,000</b>	<b>1,110,324</b>	<b>462,567</b>	<b>1,000,000</b>
<b>Radio System Replacement Fund</b>	<b>0</b>	<b>134,379</b>	<b>134,379</b>	<b>0</b>	<b>184,900</b>
<b>Public Safety Ambassador</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>600,000</b>	<b>0</b>
Museum of History Fund					
Admissions	0	0	14,125	15,275	21,000
Gift Shop	0	0	9,825	10,643	24,700
Special Events	0	0	3,500	0	52,250
Tourism Grant	0	0	68,500	68,500	152,136
Other	0	0	47,182	36,669	13,000
Use of Reserve	0	0	0	0	0
<b>Museum of History Fund Revenue</b>	<b>0</b>	<b>0</b>	<b>143,132</b>	<b>131,087</b>	<b>263,086</b>
Gone With the Wind Museum Fund					
Admissions	55,216	55,500	55,500	49,722	59,000
Gift Shop	52,202	115,000	115,000	50,414	81,000
Special Events	2,729	25,000	25,000	0	30,000
Tourism Grant	40,222	55,000	55,000	43,083	60,000
Other	1,317	0	0	2,227	6,000
Use of Reserve	0	0	200,000	200,000	0
<b>GWTW Fund Revenue</b>	<b>151,686</b>	<b>250,500</b>	<b>450,500</b>	<b>345,446</b>	<b>236,000</b>

## SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY17 Actual	FY18 Appr Budget	FY18 Final Budget	FY18 Yr-End Est	FY19 Budget
<u>Revenue</u>					
Aurora Fire Museum Fund					
Donations/Fundraising	0	0	0	694	0
Use of Reserve	0	0	34,454	0	0
<b>Aurora Fire Mus. Fund Revenue</b>	<b>0</b>	<b>0</b>	<b>34,454</b>	<b>694</b>	<b>0</b>
Parks and Tree Preservation Funds					
Interest Income	1,446	0	0	(4,457)	0
Miscellaneous	31,730	0	0	0	0
Use of Reserve	0	0	178,628	0	0
<b>Parks Funds Revenue</b>	<b>33,176</b>	<b>0</b>	<b>178,628</b>	<b>(4,457)</b>	<b>0</b>
Tourism Funds					
Hotel / Motel Tax	3,128,429	3,475,000	3,505,000	3,082,909	3,350,000
Auto Rental Excise Tax	476,389	425,000	595,000	571,721	561,500
<b>Tourism Funds Revenue</b>	<b>3,604,818</b>	<b>3,900,000</b>	<b>4,100,000</b>	<b>3,654,630</b>	<b>3,911,500</b>
<b>Special Revenue Funds Revenue</b>	<b>8,786,486</b>	<b>9,463,761</b>	<b>12,525,825</b>	<b>8,310,785</b>	<b>10,286,779</b>
<u>Appropriated Expenditures</u>					
Personal Services	226,977	373,188	453,592	359,229	586,862
Operating Services	521,436	1,281,699	1,712,392	689,631	1,724,730
Cost of Goods Sold	0	0	0	0	0
Internal Fleet Services	1,452	3,300	3,300	1,447	0
Planned Reserve Increase	0	286,862	286,862	0	399,920
Debt Service	3,508,968	3,615,555	3,615,555	3,702,655	3,654,954
Transfers Out	3,607,975	3,903,157	4,814,985	4,357,787	3,917,313
Capital Projects	3,968,570	0	1,639,139	3,425,588	3,000
<b>Special Revenue Funds Expenditures</b>	<b>11,835,378</b>	<b>9,463,761</b>	<b>12,525,825</b>	<b>12,536,337</b>	<b>10,286,779</b>

## SOURCES AND USES OF FUNDS

CAPITAL PROJECTS FUNDS	FY17 Actual	FY18 Appr Budget	FY18 Final Budget	FY18 Yr-End Est	FY19 Budget
<u>Revenue</u>					
City Parks Bond Fund					
Interest Income	17,324	0	0	18,625	0
Miscellaneous	0	0	0	0	0
Use of Reserve	0	2,060,000	5,467,472	0	2,128,263
<b>City Parks Bond Fund Revenue</b>	<b>17,324</b>	<b>2,060,000</b>	<b>5,467,472</b>	<b>18,625</b>	<b>2,128,263</b>
Redevelopment Bond Fund					
Interest Income	25,565	0	0	23,627	0
Miscellaneous	1	10,500,000	10,500,000	8,965,552	0
Use of Reserve	0	0	1,322,542	0	7,500,000
<b>Redevelopment Bond Fund Revenue</b>	<b>25,566</b>	<b>10,500,000</b>	<b>11,822,542</b>	<b>8,989,179</b>	<b>7,500,000</b>
SPLOST 2005 Fund					
1% Sales Tax	0	0	0	0	0
Interest Income	315	0	0	304	0
Use of Reserve	0	0	110,360	0	0
<b>SPLOST 2005 Fund Income</b>	<b>315</b>	<b>0</b>	<b>110,360</b>	<b>304</b>	<b>0</b>
SPLOST 2011 Fund					
1% Sales Tax	0	0	0	0	0
Interest Income	67,306	0	0	(157,183)	0
Use of Reserve	0	12,998,227	20,036,991	0	11,544,883
<b>SPLOST 2011 Fund Revenue</b>	<b>67,306</b>	<b>12,998,227</b>	<b>20,036,991</b>	<b>(157,183)</b>	<b>11,544,883</b>
SPLOST 2016 Fund					
1% Sales Tax	11,060,365	9,058,984	9,164,925	10,506,307	10,056,250
Interest Income	17,330	0	0	(45,569)	0
Grant Funds	0	0	0	2,125,328	0
Use of Reserve	0	4,041,400	6,157,278	0	2,201,819
<b>SPLOST 2016 Fund Revenue</b>	<b>11,077,695</b>	<b>13,100,384</b>	<b>15,322,203</b>	<b>12,586,066</b>	<b>12,258,069</b>
<b>Capital Projects Funds Revenue</b>	<b>11,188,206</b>	<b>38,658,611</b>	<b>52,759,568</b>	<b>21,436,991</b>	<b>33,431,215</b>
<u>Appropriated Expenditures</u>					
Personal Services	142,399	400,573	506,514	306,987	612,863
Operating Services	673,814	570,000	670,427	141,317	305,000
Transfers Out	0	0	0	0	0
Capital Projects	22,287,103	37,688,038	51,582,627	19,612,134	32,513,352
<b>Capital Projects Funds Expenditures</b>	<b>23,103,316</b>	<b>38,658,611</b>	<b>52,759,568</b>	<b>20,060,438</b>	<b>33,431,215</b>
<b>DEBT SERVICE FUND</b>					
<u>Revenue</u>					
Property Tax	7,710,476	7,551,250	7,551,250	8,187,974	4,495,850
School SPLOST	3,713,250	3,731,500	3,731,500	3,731,500	3,741,125
Interest Income	4,925	4,000	4,000	5,356	6,500
<b>Debt Service Fund Revenue</b>	<b>11,428,651</b>	<b>11,286,750</b>	<b>11,286,750</b>	<b>11,924,830</b>	<b>8,243,475</b>
<u>Appropriated Expenditures</u>					
Debt Service	11,041,337	10,985,490	10,985,490	10,986,490	7,942,215
Planned Reserve Increase	0	276,024	276,024	0	276,024
Transfers Out	25,236	25,236	25,236	25,236	25,236
<b>Debt Service Fund Expenditures</b>	<b>11,066,573</b>	<b>11,286,750</b>	<b>11,286,750</b>	<b>11,011,726</b>	<b>8,243,475</b>

## SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY17 Actual	FY18 Appr Budget	FY18 Final Budget	FY18 Yr-End Est	FY19 Budget
BLW Fund					
<u>Revenue</u>					
Charges for Services	152,414,340	159,070,782	159,070,782	150,031,055	160,916,097
Interest / Investment Income	7,126,831	3,716,230	3,716,230	6,168,946	2,826,450
Miscellaneous	464,370	638,902	638,902	316,205	525,200
Transfers In	2,927,255	3,927,255	3,927,255	3,927,255	2,927,255
Use of Reserve	0	0	6,705,120	0	0
<b>BLW Fund Revenue</b>	<b>162,932,796</b>	<b>167,353,169</b>	<b>174,058,289</b>	<b>160,443,461</b>	<b>167,195,002</b>
<u>Appropriated Expenditures</u>					
Personal Services	16,133,088	17,429,504	17,467,584	16,509,359	17,720,499
Operating Services	10,882,318	10,629,432	10,777,263	10,165,204	11,314,304
Cost of Goods Sold	105,423,699	107,099,988	107,099,988	92,912,641	101,734,014
Internal Fleet Services	1,017,492	1,132,598	1,132,598	1,084,842	1,174,304
Miscellaneous Expenses	540,615	693,843	743,843	419,998	445,000
Transfers Out	16,701,876	17,100,574	18,300,574	18,300,574	19,179,034
Capital Projects	11,932,985	13,267,230	18,536,439	12,691,963	15,627,847
<b>BLW Fund Expenditures</b>	<b>162,632,073</b>	<b>167,353,169</b>	<b>174,058,289</b>	<b>152,084,581</b>	<b>167,195,002</b>
BLW Trust Funds					
<u>Revenue</u>					
Transfers In	2,235,076	2,235,076	2,835,076	1,835,076	1,235,076
Interest Income	39,468	0	0	(74,163)	0
<b>BLW Trust Fund Revenue</b>	<b>2,274,544</b>	<b>2,235,076</b>	<b>2,835,076</b>	<b>1,760,913</b>	<b>1,235,076</b>
<u>Appropriated Expenditures</u>					
Transfers Out	1,000,000	1,000,000	1,000,000	1,000,000	0
Planned Reserve Increase	0	1,235,076	1,835,076	0	1,235,076
<b>BLW Trust Fund Expenditures</b>	<b>1,000,000</b>	<b>2,235,076</b>	<b>2,835,076</b>	<b>1,000,000</b>	<b>1,235,076</b>
Golf Course Fund					
<u>Revenue</u>					
Green Fees	794,977	935,000	935,000	742,192	916,186
Cart Rental	398,966	421,800	421,800	360,978	450,000
Driving Range	84,420	95,000	95,000	73,778	100,000
Food and Beverage	230,154	233,800	233,800	229,437	235,900
Pro Shop Rental	13,235	15,000	15,000	13,557	15,000
Miscellaneous	21,299	20,000	20,000	21,734	20,000
Transfer from General Fund	0	0	0	0	0
Use of Reserve	0	0	14,236	0	0
<b>Golf Course Fund Revenue</b>	<b>1,543,051</b>	<b>1,720,600</b>	<b>1,734,836</b>	<b>1,441,676</b>	<b>1,737,086</b>
<u>Appropriated Expenditures</u>					
Operating Services	1,177,225	1,352,779	1,352,350	1,253,833	1,369,765
Debt Service	0	0	0	0	0
Transfers Out	225,021	225,021	225,021	225,021	225,021
Capital Projects	0	142,800	157,465	126,171	142,300
<b>Golf Course Fund Expenditures</b>	<b>1,402,246</b>	<b>1,720,600</b>	<b>1,734,836</b>	<b>1,605,025</b>	<b>1,737,086</b>

## SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY17 Actual	FY18 Appr Budget	FY18 Final Budget	FY18 Yr-End Est	FY19 Budget
Conference Center Fund					
<u>Revenue</u>					
Tourism Grant	980,437	1,051,188	1,051,188	923,293	1,089,000
Rental Income	1,850,935	1,864,400	1,864,400	1,938,240	1,903,800
Miscellaneous	500	0	0	0	0
Use of Reserve	0	0	1,172,700	0	0
<b>Conference Ctr. Fund Revenue</b>	<b>2,831,872</b>	<b>2,915,588</b>	<b>4,088,288</b>	<b>2,861,533</b>	<b>2,992,800</b>

<u>Appropriated Expenditures</u>					
Operating Services	0	0	0	0	0
Miscellaneous	92,589	0	0	200,619	0
Transfers Out	961,297	2,764,400	2,764,400	923,293	2,803,800
Planned Reserve Increase	0	151,188	151,188	0	189,000
Capital Projects	0	0	1,172,700	0	0
<b>Conference Ctr. Fund Expenditures</b>	<b>1,053,886</b>	<b>2,915,588</b>	<b>4,088,288</b>	<b>1,123,912</b>	<b>2,992,800</b>

### TRUST FUNDS

<u>Revenue</u>					
Pension Fund					
Fund Charges	5,319,309	5,588,000	5,578,338	5,334,904	5,466,967
Employee Contributions	1,343,343	1,461,165	1,461,165	1,352,681	1,484,265
Transfers In	1,539,060	500,000	500,000	500,000	700,000
Investment Earnings	15,207,837	4,724,717	4,724,717	9,486,837	4,707,650
<b>Pension Fund Revenue</b>	<b>23,409,549</b>	<b>12,273,882</b>	<b>12,264,220</b>	<b>16,674,422</b>	<b>12,358,882</b>
<b>Other Post-Empl. Benefits Fund</b>	<b>33,949</b>	<b>125,000</b>	<b>125,000</b>	<b>(25,125)</b>	<b>0</b>
<b>Trust Funds Revenue</b>	<b>23,443,498</b>	<b>12,398,882</b>	<b>12,389,220</b>	<b>16,649,297</b>	<b>12,358,882</b>

<u>Appropriated Expenditures</u>					
Operating Services	963,948	721,500	711,838	746,000	784,000
Benefit Payments & Premiums	10,869,955	11,570,000	11,570,000	11,747,238	11,570,000
Transfers Out	4,882	4,882	4,882	4,882	4,882
Planned Reserve Increase	0	102,500	102,500	0	0
<b>Pension Fund Expenditures</b>	<b>11,838,785</b>	<b>12,398,882</b>	<b>12,389,220</b>	<b>12,498,120</b>	<b>12,358,882</b>



## SOURCES AND USES OF FUNDS

INTERNAL SERVICE FUNDS	FY17 Actual	FY18 Appr Budget	FY18 Final Budget	FY18 Yr-End Est	FY19 Budget
Fleet Maintenance Fund					
<u>Revenue</u>					
Fund Charges	3,544,268	3,636,463	3,636,463	3,747,149	3,613,163
Miscellaneous	2,071	0	0	308	27,674
Use of Reserve	0	0	2,966	0	0
<b>Fleet Maintenance Revenue</b>	<b>3,546,339</b>	<b>3,636,463</b>	<b>3,639,429</b>	<b>3,747,457</b>	<b>3,640,837</b>
<u>Appropriated Expenditures</u>					
Personal Services	788,310	947,060	947,060	856,688	909,934
Operating Services	2,545,219	2,603,600	2,606,566	2,471,791	2,603,600
Internal Fleet Services	20,472	20,000	20,000	18,340	0
Transfers Out	19,803	19,803	19,803	19,803	19,803
Capital Projects	12,552	46,000	46,000	19,133	107,500
<b>Fleet Maintenance Expenditures</b>	<b>3,386,356</b>	<b>3,636,463</b>	<b>3,639,429</b>	<b>3,385,755</b>	<b>3,640,837</b>
Self-Insurance Funds					
<u>Revenue</u>					
Fund Charges	8,873,259	10,533,281	10,533,281	9,775,311	10,974,022
Employee Contributions	1,395,331	1,401,704	1,401,704	1,522,890	1,460,079
Miscellaneous	177,620	0	0	(61,036)	0
Transfers In	4,530,283	3,634,219	3,634,219	3,634,219	4,402,899
<b>Self-Insurance Funds Revenue</b>	<b>14,976,493</b>	<b>15,569,204</b>	<b>15,569,204</b>	<b>14,871,384</b>	<b>16,837,000</b>
<u>Appropriated Expenditures</u>					
Operating Services	632,355	793,175	793,175	835,122	875,875
Benefit Payments & Premiums	14,239,914	14,728,137	14,728,137	13,867,336	15,913,233
Transfers Out	83,991	47,892	47,892	47,891	47,892
<b>Self-Insurance Funds Expenditures</b>	<b>14,956,260</b>	<b>15,569,204</b>	<b>15,569,204</b>	<b>14,750,349</b>	<b>16,837,000</b>

## SOURCES AND USES OF FUNDS

SUMMARY - ALL FUNDS	FY17 Actual	FY18 Appr Budget	FY18 Final Budget	FY18 Yr-End Est	FY19 Budget
<u>Revenue</u>					
Property Taxes	16,596,639	16,610,350	16,610,350	18,712,202	14,429,116
Other Taxes	14,614,187	15,461,000	15,661,000	14,638,753	15,645,556
1% Sales Tax	11,060,365	9,058,984	9,164,925	10,506,307	10,056,250
Licenses & Permits	6,747,151	7,157,145	7,157,145	7,176,110	7,542,960
Intergovernmental Revenue	10,293,976	8,776,479	9,828,149	9,760,581	9,492,496
Charges For Services	177,390,190	186,213,595	186,203,933	176,656,886	188,980,593
Fines and Forfeits	3,099,878	2,973,000	2,973,000	2,618,031	2,770,314
Interest Earned	22,666,783	8,509,947	8,509,947	15,612,301	7,650,600
Miscellaneous	4,694,466	15,733,527	15,808,159	13,604,974	5,190,134
<b>Total Revenue</b>	<b>267,163,635</b>	<b>270,494,027</b>	<b>271,916,608</b>	<b>269,286,145</b>	<b>261,758,019</b>
<u>Appropriated Expenditures</u>					
Personal Services	54,406,686	57,979,277	58,500,335	56,272,634	60,683,259
Operating Expenses	160,425,875	164,575,493	165,699,124	147,309,802	162,027,260
Debt Service	14,550,305	14,601,045	14,601,045	14,689,145	11,597,169
Capital Projects	39,466,206	52,644,068	76,093,039	37,511,510	49,393,999
<b>Total Expenditures</b>	<b>268,849,072</b>	<b>289,799,883</b>	<b>314,893,543</b>	<b>255,783,091</b>	<b>283,701,687</b>

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

**The Funds that are utilizing an appropriation of fund balance or retained earnings for FY2019 operations are:**

- ♦ General Fund: \$200,000 - FY2018 year-end decrease due to the use of the reserve.
- ♦ City Parks Bond Fund: \$2,128,263 - prior year bond proceeds to be used for parks projects.
- ♦ SPLOST 2011 Fund: \$11,544,883 - prior years' revenue to be used for capital projects.
- ♦ SPLOST 2016 Fund: \$2,201,819 - prior years' revenue to be used for capital projects.
- ♦ Redevelopment Bond \$7,500,000 - prior years' bond proceeds to be used for capital projects.

**The Funds that plan to increase fund balance as a result of FY2019 operations are:**

- ♦ Tax Allocation District (TAD) Funds: \$179,946 - reserved for future infrastructure and development projects.
- ♦ Cemetery Fund: \$35,074 - reserved for future repair and replacement of markers and walls.
- ♦ Radio System Replacement Fund: \$184,900 - reserved for future replacement of the 800 MHz radio system.
- ♦ Conference Center Fund: \$189,000 - reserved for future tourism expense.

Additional details can be found on the following pages in the FY2019 Combined Statement of Revenue, Expenditures and Changes in Fund Balance.

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

## **GENERAL FUND:**

The General Fund accounts for the daily operating activities of the City such as Fire, Police, Recreation, Public Works, General Government, etc. The "Transfers In" represents transfers from the BLW towards the City's operating costs, plus Indirect Cost Recoveries from the BLW Fund and Other Funds. Other "Transfers In" funding consists of a tourism transfer from Special Revenue funds and the City Golf Course. The "Transfers Out" includes the Indirect Cost Transfer to the BLW Fund and a transfer to the Self-Insurance Fund toward the retiree health insurance benefit.

## **BOARD OF LIGHTS AND WATER (BLW) FUND:**

The BLW Fund accounts for the operations of the Electric, Water Distribution and Collection Systems and other activities to support these functions. The "Transfers In" represents Indirect Cost Recoveries from the General Fund and Other Funds. The "Transfers Out" includes an operating transfer to the General Fund, an Indirect Cost Transfer to the General Fund, a transfer to the Health Insurance Fund toward the retiree health insurance benefit, and a transfer to the BLW Trust Fund for future use.

## **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 "Transfers Out" represents the Indirect Cost Transfers to the General Fund.

## **GOLF COURSE FUND:**

This fund accounts for the receipts and disbursements of money from the operation of the City Golf Course. The "Transfers Out" represents a transfer to the General Fund and the Indirect Cost Transfers to the General Fund and BLW Fund.

## **CONFERENCE CENTER FUND:**

This fund is used for the receipt of rental income from the hospitality management company and debt service payments for the operation of the Hilton Atlanta/Marietta Hotel & Conference Center. Hotel/motel tax receipts also offset the debt service amount. The "Transfers Out" is a transfer to the Lease Income Fund.

## **CAPITAL PROJECTS FUNDS:**

The City Parks Bond Fund provides funding for land acquisition, development of new parks and improvements to existing parks. The Redevelopment Bond Fund provides funding for property acquisition and demolition for redevelopment projects and streetscape enhancements. These two Bond Funds are funded by millage levies as approved by the voters. The SPLOST 2011 Fund and SPLOST 2016 Fund account for the activities of the SPLOSTs that were approved by the voters for road and traffic improvements, capital improvements and public safety capital purchases. The SPLOST projects are funded by 1% county sales tax proceeds.

## **SPECIAL REVENUE FUNDS:**

The Special Revenue Funds are used to account for the proceeds of specific revenues which are legally restricted to finance specific functions or activities of government and, therefore, cannot be diverted to other uses. This group of funds is comprised of Lease Income, Tax Allocation Districts, Cemetery Maintenance, HUD Community Development Block Grant (CDBG), Grants, Police Asset Forfeiture, Radio System Core Replacement, Gone With the Wind Museum, Parks Fund, Tree Preservation Fund, Hotel/Motel Tax, and Auto Rental Excise Tax Funds. The "Transfers In" is the amount transferred from the Conference Center Fund to the Lease Income Fund. The "Transfers Out" represents the Indirect Cost Transfers to the General Fund and BLW Fund as well as Tourism transfers to the General Fund.

## **FLEET MAINTENANCE FUND:**

This fund accounts for operations of the Fleet Maintenance Division which provides fuel and repair and maintenance services for vehicles used by City departments. The "Transfers Out" represents the Indirect Cost Transfers to the General Fund and BLW Fund.

## **SELF-INSURANCE FUNDS:**

This fund accounts for the activities of being a self-insured entity relating to casualty, liability, workers' compensation and medical claims. The "Transfers In" represents the contribution from General Fund and BLW Fund for retiree health. The "Transfers Out" represents the Indirect Cost Transfers to the General Fund.

## **TRUST FUNDS:**

This fund is comprised of General Pension, Other Post-Employment Benefits (OPEB) Funds and BLW Trust Funds. The General Pension Trust Fund accounts for City and employee contributions and benefit payments to eligible participants. The "Transfers Out" represents the Indirect Cost Transfers to the General Fund and BLW Fund. The OPEB Trust Fund accounts for the contributions made by the City for future benefits such as retiree health care. The "Transfer Out" for the BLW Trust Funds represents the amount that is being used from the funds that were specifically set aside by the BLW to offset a diminishing revenue source in the future. The "Transfer In" represents funds that the BLW is setting aside for the future relating to power generation costs.

# FY2019 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS:	GENERAL	BLW	GOLF COURSE	CONFERENCE CENTER	DEBT SERVICE
<b>REVENUES:</b>					
Property Taxes	9,535,766				4,495,850
Other Taxes	11,734,056				
1% Sales Tax					
Licenses and Permits	7,542,960				
Intergovernmental	2,015,242			1,089,000	
Charges for Services	5,066,000	160,916,097	1,737,086	1,903,800	
Fines and Forfeits	2,770,314				
Interest Earned	105,000	2,826,450			6,500
Miscellaneous Sources	474,524	525,200			
School SPLOST Proceeds					3,741,125
<b>Total Anticipated Revenues</b>	<b>39,243,862</b>	<b>164,267,747</b>	<b>1,737,086</b>	<b>2,992,800</b>	<b>8,243,475</b>
<b>EXPENDITURES:</b>					
Personal Services	40,853,101	17,720,499			
Operating Services	12,213,435	114,667,622	1,369,765		
<b>Appropriated Expenditures</b>	<b>53,066,536</b>	<b>132,388,121</b>	<b>1,369,765</b>	<b>0</b>	<b>0</b>
Debt Service:					
Principal Retirement					4,818,000
Interest and Fiscal Charges					3,124,215
Capital Projects	1,000,000	15,627,847	142,300		
<b>Total Anticipated Expenses</b>	<b>54,066,536</b>	<b>148,015,968</b>	<b>1,512,065</b>	<b>0</b>	<b>7,942,215</b>
<b>Excess (Deficit) of Revenues over Expenses</b>	<b>(14,822,674)</b>	<b>16,251,779</b>	<b>225,021</b>	<b>2,992,800</b>	<b>301,260</b>
<b>Transfers In</b>	<b>20,294,289</b>	<b>2,927,255</b>		<b>0</b>	<b>0</b>
<b>Transfers Out</b>	<b>(5,671,615)</b>	<b>(19,179,034)</b>	<b>(225,021)</b>	<b>(2,803,800)</b>	<b>(25,236)</b>
<b>Incr (Decr) in Reserves as a result of FY19 Operations</b>	<b>(200,000)</b>	<b>0</b>	<b>0</b>	<b>189,000</b>	<b>276,024</b>

# FY2019 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS:	CAPITAL PROJECTS	SPECIAL REVENUE	FLEET MAINT.	SELF - INSURANCE	TRUSTS	TOTAL
<b>REVENUES:</b>						
Property Taxes		397,500				14,429,116
Other Taxes		3,911,500				15,645,556
1% Sales Tax	10,056,250					10,056,250
Licenses and Permits						7,542,960
Intergovernmental		2,647,129				5,751,371
Charges for Services		286,950	3,613,163	12,434,101	6,951,232	192,908,429
Fines and Forfeits						2,770,314
Interest Earned		5,000			4,707,650	7,650,600
Miscellaneous Sources		234,900	27,674			1,262,298
School SPLOST Proceeds						3,741,125
<b>Total Anticipated Revenues</b>	<b>10,056,250</b>	<b>7,482,979</b>	<b>3,640,837</b>	<b>12,434,101</b>	<b>11,658,882</b>	<b>261,758,019</b>
<b>EXPENDITURES:</b>						
Personal Services	612,863	586,862	909,934			60,683,259
Operating Services	305,000	1,724,730	2,603,600	16,789,108	12,354,000	162,027,260
<b>Appropriated Expenditures</b>	<b>917,863</b>	<b>2,311,592</b>	<b>3,513,534</b>	<b>16,789,108</b>	<b>12,354,000</b>	<b>222,710,519</b>
Debt Service:						
Principal Retirement		2,656,341				7,474,341
Interest and Fiscal Charges		998,613				4,122,828
Capital Projects	32,513,352	3,000	107,500			49,393,999
<b>Total Anticipated Expenses</b>	<b>33,431,215</b>	<b>5,969,546</b>	<b>3,621,034</b>	<b>16,789,108</b>	<b>12,354,000</b>	<b>283,701,687</b>
<b>Excess (Deficit) of Revenues over Expenses</b>	<b>(23,374,965)</b>	<b>1,513,433</b>	<b>19,803</b>	<b>(4,355,007)</b>	<b>(695,118)</b>	<b>(21,943,668)</b>
<b>Transfers In</b>		<b>2,803,800</b>		<b>4,402,899</b>	<b>700,000</b>	<b>31,128,243</b>
<b>Transfers Out</b>		<b>(3,917,313)</b>	<b>(19,803)</b>	<b>(47,892)</b>	<b>(4,882)</b>	<b>(31,894,596)</b>
<b>Incr (Decr) in Reserves as a result of FY19 Operations</b>	<b>(23,374,965)</b>	<b>399,920</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(22,710,021)</b>

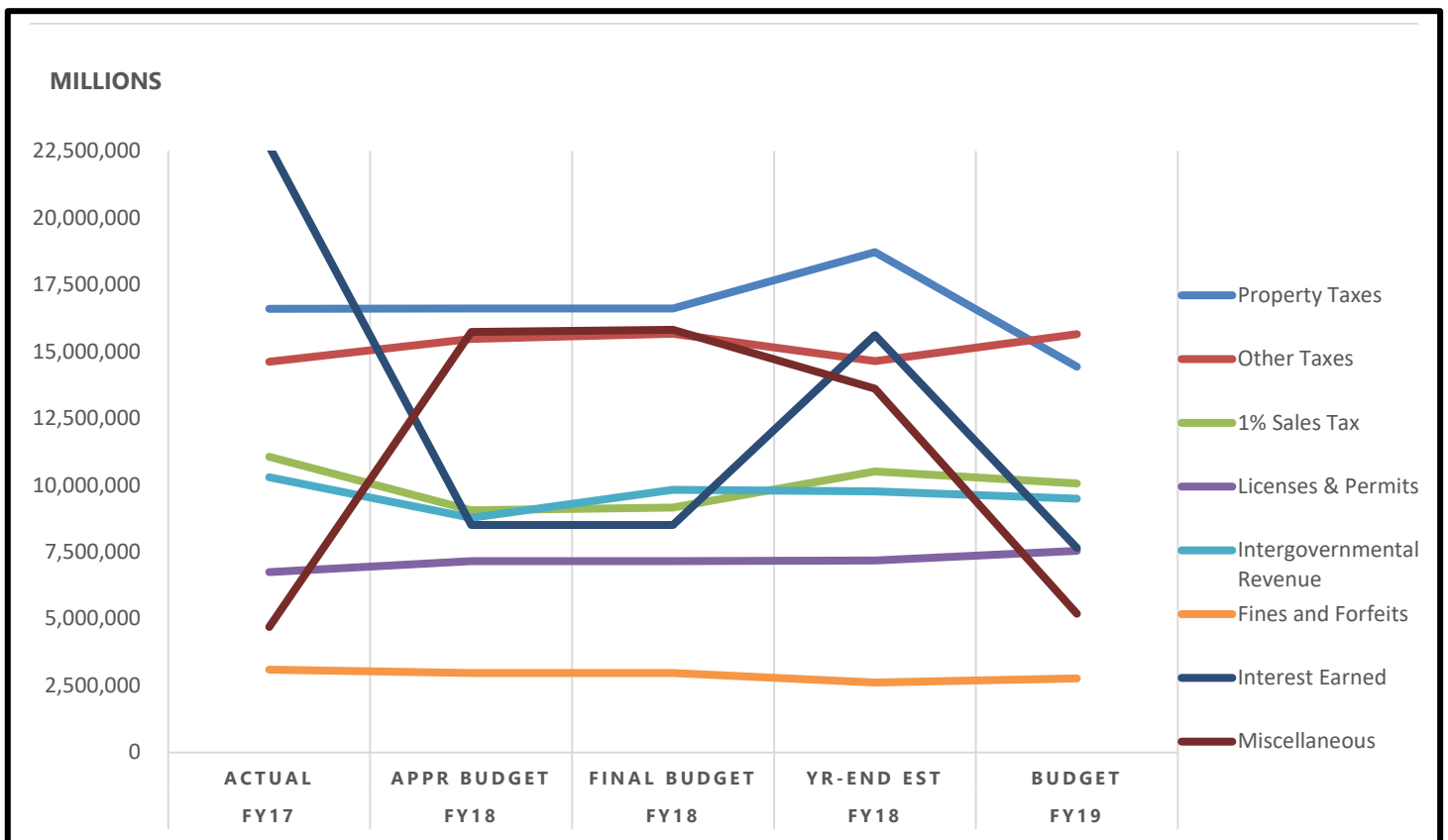
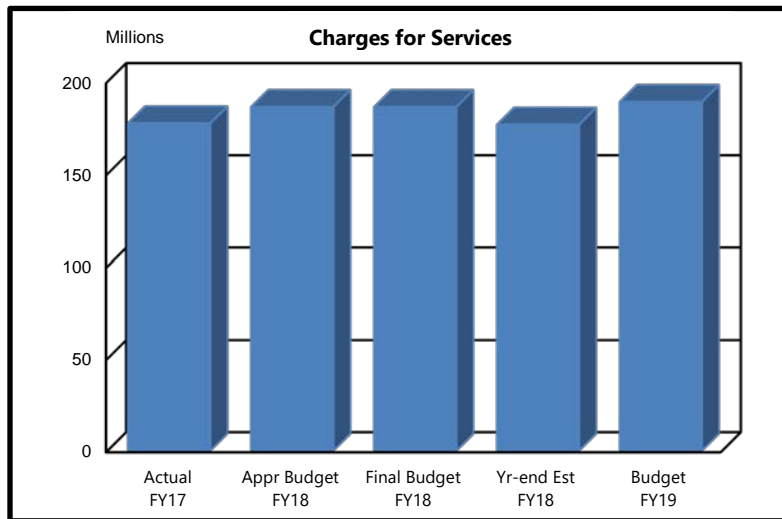


# REVENUE SUMMARY

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 43 funds of Marietta city government.

## CHARGES FOR SERVICES

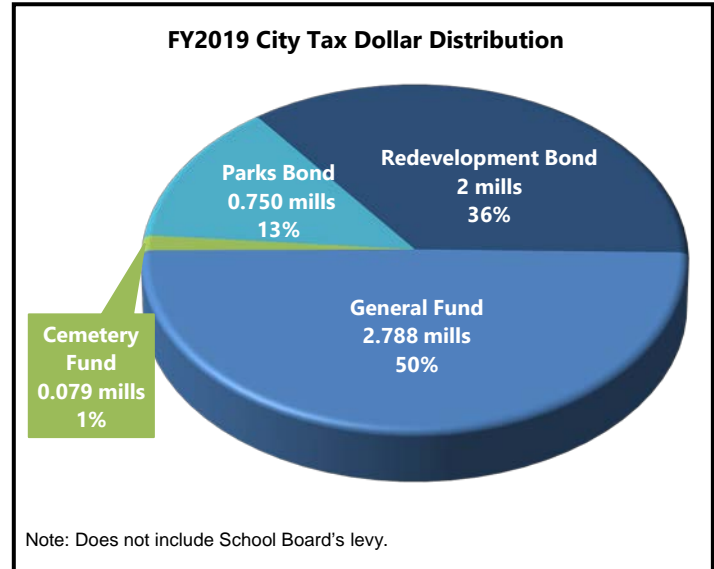
This revenue source includes revenue generated for services such as sanitation, electric, water and sewer utilities, golf, museum and recreation fees, fleet maintenance charges to user departments, and city and employee contributions to self-insurance and pension funds.



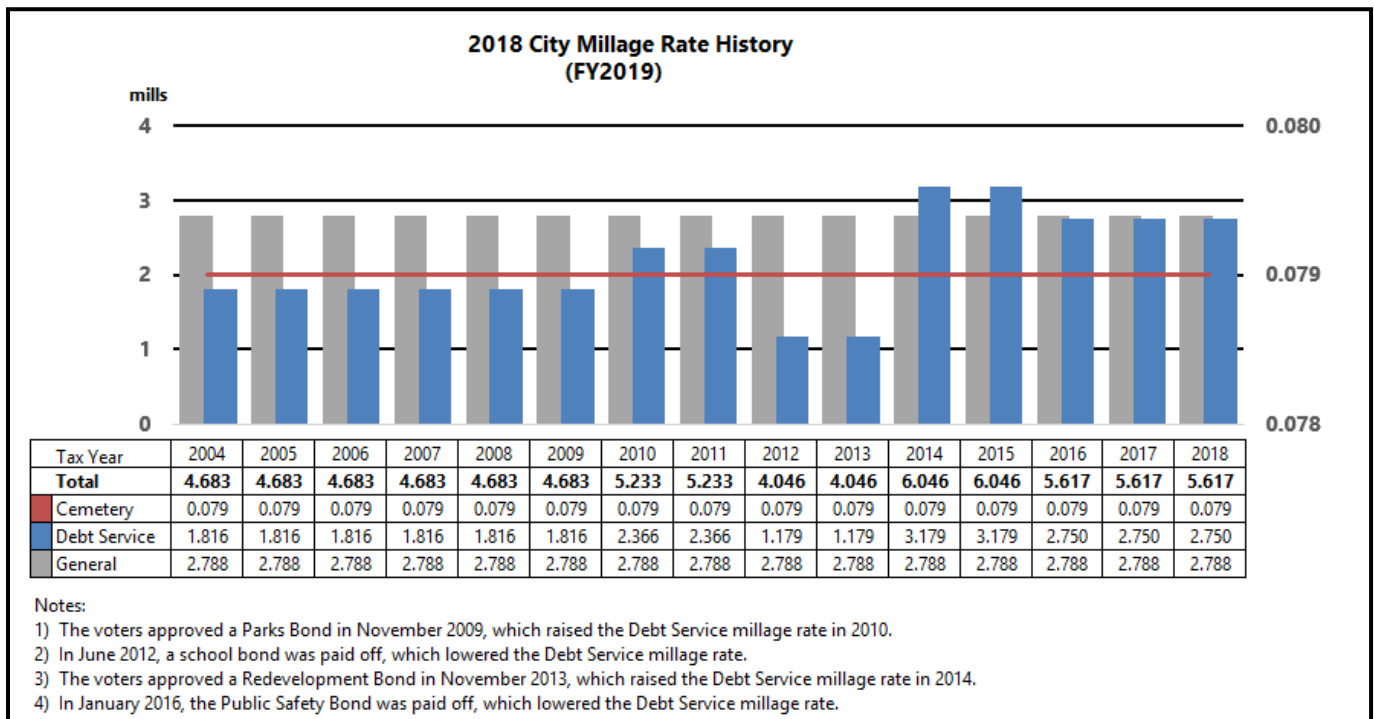
# REVENUE SUMMARY

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 bonds for the public safety complex, parks and redevelopment areas. The City Council adopted the same millage rates for each of the levies as last year with the addition of the new millage for the redevelopment bond that the voters approved in 2013.

The graph to the right shows the tax dollar distribution for the four levies. The General Fund portion is 2.788 mills, which is expected to generate about \$7.94 million in real estate and personal property taxes. The debt service levies include voter approved bonds for parks, which has a millage rate of 0.750 mills, and redevelopment, which is set at 2 mills. These two debt service levies are estimated to bring in about \$8.9 million. The cemetery portion is 0.079 mills which should produce about \$210,000 for cemetery maintenance. This brings the total millage rate to 5.617 mills. All in all, a typical tax bill for property assessed at \$200,000 would be approximately \$449. This is exclusive of the School Board's levy. Homeowners may apply for a homestead exemption, which would reduce this amount, if eligible, to \$427.



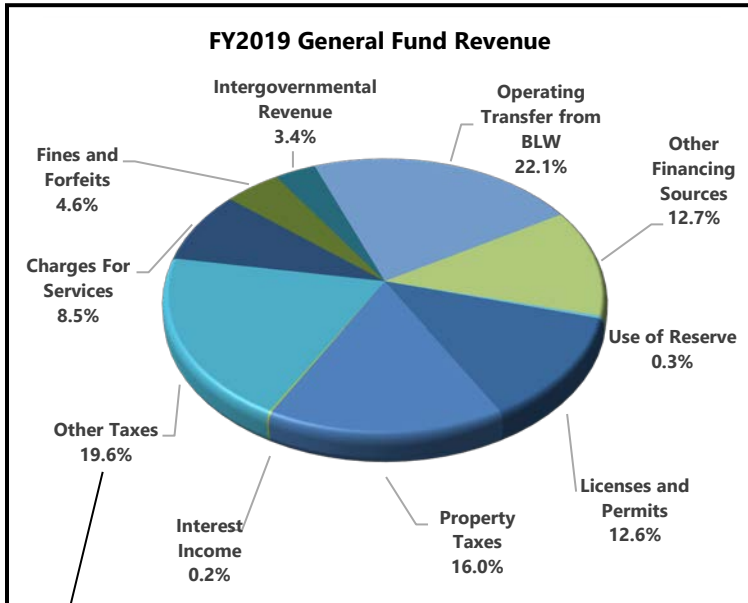
The graph below shows a history of Marietta's millage rate.



# REVENUE SUMMARY

## GENERAL FUND

The General Fund differs from the other funds because it has a variety of revenue sources. The graph below shows the sources of revenue along with the percent each contributes to the total amount budgeted of \$59.7 million. There are no tax increases or user fee increases approved for the FY2019 budget. The general fund revenue budget is expected to increase by 5.4% from last year's adopted budget.



We are anticipating continued growth in the Business License and Permits category, with building permits leading the way. This is a positive sign for the local economy as we see residential and commercial building and improvements increasing. Construction permit revenue has risen in the last couple years, and we expect this trend to continue as we see developers and home builders making investments in the city. Marietta's steady economic development efforts are bringing businesses to our city and helping others expand, thus increasing business license revenue.

The General Property Taxes category has a distinctive feature. Marietta has a tax law that froze residential real estate property values in 2001 for tax relief purposes. The law states that if any residential properties are assessed higher after the base year of 2001, the amount of the reassessment increase will be granted in the form of an exemption. This exemption is granted to all homeowners receiving the state homestead exemption until the property is sold. Therefore, no significant amount of tax revenue can be collected due to higher property values. Currently, new residential and commercial construction is underway resulting in a 7.52% increase in the real estate digest versus the prior year.

### Other Taxes includes:

Franchise Fees	\$6,297,300
State Insurance Premium	\$3,950,000
Alcoholic Beverage Excise Tax	\$864,597
Miscellaneous	\$622,159

On the personal property tax side, a new law in Georgia states that vehicles purchased on or after March 1, 2013 and titled in Georgia will be exempt from sales and use tax and the annual ad valorem tax and will not be included in the tax digest. Instead, these vehicles will be subject to a new, one-time title ad valorem tax at the time of purchase that is based on the value of the vehicle. This change generated a large revenue increase the first year but is steadily declining, with a decrease of 26.4% being realized this year.

Charges for Services consists mostly of fees collected for Sanitation services, and Parks and Recreation programs and services. Miscellaneous fees round out this category. We expect to see a 3% increase in revenue in this area, due mainly to new customer onboarding and additional parks.

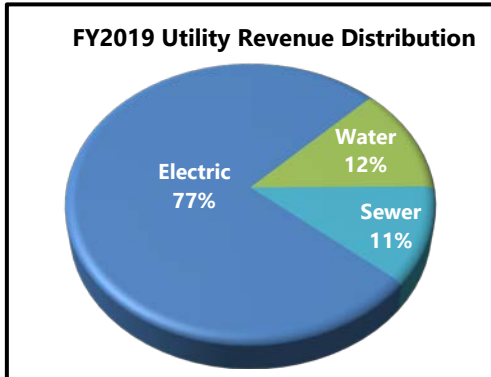
Revenue processed through the Municipal Court for traffic fines is declining. The automated red-light enforcement program is working to reduce accidents in targeted intersections. As violations and associated revenue decrease, the intersection becomes safer. Additionally, cameras have been temporarily removed, thus a reduction in revenue is anticipated in this area.

Indirect cost recovery from the BLW Fund and other funds of the city, which totals about \$2.99 million of the 7.4 million of Other Financing Source category. Tourism taxes from hotel and motel occupancies and auto rentals are collected special revenue funds and transferred to the general fund for disbursement to other agencies and tourism groups in the downtown area. This source is expected to bring in approximately \$3.9 million. The overall revenue forecast for the General Fund in FY2019 is positive, with many areas showing signs of healthy upward trend lines.

# REVENUE SUMMARY

## BOARD OF LIGHTS AND WATER FUND

The operation of the electric, water and sewer utilities is projected to produce 95% of the revenue for the Board of Lights and Water (BLW) Fund. The remaining 5% of its income is derived from investment earnings, miscellaneous sources, and indirect cost recovery of \$2.85 million from the General Fund and other funds.



Charges for Services is the largest category of revenue, which is budgeted at about \$161 million for FY2019. Electric, water and sewer sales are projected to contribute 76%, 12% and 11%, respectively, to this category of revenue. Utility revenue distribution remains rather constant from year to year. There is a 1.2% increase in the budget for utility revenue compared to last year.

In the coming year the BLW's utility sales will be partially determined by the prevailing weather conditions. Summertime heat and rainy or drought conditions are the two of the biggest factors facing Marietta's utility enterprise fund annually. In FY2019 there is no rate increase for electricity built in to the budget; however, with additional residences and commercial buildings, the usage and corresponding revenue is expected to increase over last year. A small pass-through increase in water, and waste water rates is possible and will be

decided mid-year when we know if our cost for purchased water will increase.

As we look to the future, we must also consider that the City's redevelopment projects will have an effect on the BLW's growing customer base and bottom line. The BLW has been continuing with its infrastructure enhancements and service to redeveloping areas, and we have resources and utilities ready for new customers every day.

## OTHER FUNDS

Tourism funds from Hotel/Motel Tax and Auto Rental Excise Tax are received and accounted for in special revenue funds instead of the General Fund. Hotel/Motel collections are transferred to the General Fund monthly and distributed to the required agencies, such as the Welcome Center for the promotion of local tourism, Cobb Galleria Convention Center, and the Marietta Conference Center. Auto Rental Excise Taxes are also transferred to the General Fund monthly, where they are granted to local non-profits, museums, theatres and historic societies to assist in bringing tourism to the historic downtown Marietta area. Tourism funds are estimated to generate approximately \$3.9 million in FY2019.

A \$68 million Redevelopment Bond was passed by the voters in 2013 to improve the Franklin Gateway redevelopment area. Other improvements funded by this bond include streetscape improvements in the Whitlock Avenue corridor. The FY2019 budget for redevelopment projects is \$7.5 million.

The 2011 SPLOST collected 1% sales tax for road projects and capital projects. This SPLOST expired at the end of 2015 but projects continue to be built with those proceeds. Another SPLOST was approved by the voters thereafter, which began in January 2016. Collectively, \$23.8 million is budgeted for transportation, building and capital projects for FY2019.

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. An increase in revenue is budgeted for FY2019 based on admission, gift shop trends, and the recent additions due to the change in venue.

The Marietta History Museum is a new addition to the budget. The museum receives operating revenue primarily from grants, events, and admissions.

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.

# REVENUE SUMMARY

## DEBT SERVICE FUND

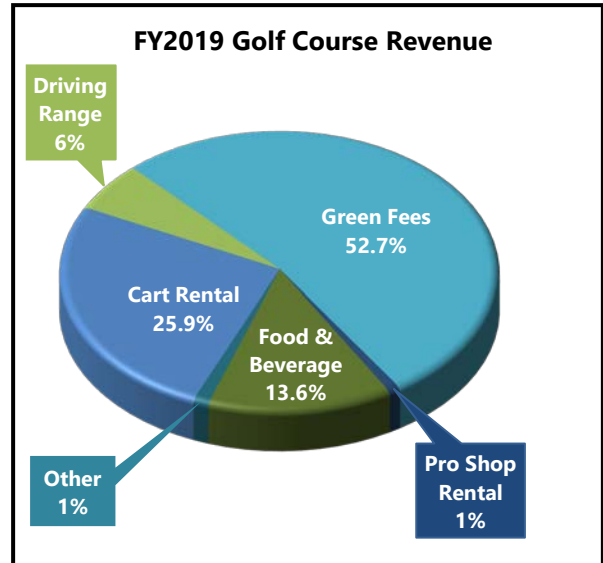
The Debt Service Fund receives its revenue from two basic sources: a property tax levy for two city general obligation bonds (Parks Bond and Redevelopment Bond) and a reimbursement from the School Board for the School Bond payment. The School Board collects a 1% SPLOST as approved by the voters in order to cover the debt service for the school bond. The millage rates remain the same as last year for these bonds.

## GOLF COURSE FUND

The Golf Course Fund receives its revenue mainly through user fees from rounds, the driving range, and beverage services. Revenue percentages from the main categories is consistent from year to year.

Last year the golf course had close to 33,000 players. We remain conservative in our budget estimates for FY2019, and are projecting similar revenue and numbers of players for the coming year.

Weather is a factor in golf course operations, and we have seen where this can make a considerable difference when comparing the number of rounds sold from year to year. The course is well maintained and attracts golfers and tournaments throughout the year.



## INTERNAL SERVICE FUNDS

The Internal Service Funds receive their financing from the General Fund, BLW, Cemetery and CDBG Funds. The revenue for these funds is based on the amount needed to cover their projected expenses.

The Fleet Maintenance Fund recovers the cost of contracted commercial repairs, internal repairs and maintenance, labor, parts, supplies and fuel from user departments, with a total fund budget of \$3.6 million.

Marietta is largely a self-insured entity. Health insurance plan and benefit changes are made each year in order to slow the growing trend of higher claims costs. Workers comp, property, casualty and general liability insurance are also captured in this Fund.

## TRUST FUNDS

The revenue in the Pension Fund is derived from charges to all funds for all eligible employees at a rate of 13.1% of salaries. The employees contribute 4% of salaries to the pension fund as well. Investment earnings play a substantial role in the fund's overall health. Large gains were seen last year; however, the budget is routinely conservative in that area. An analysis by an outside firm is done each year to evaluate the rate of contribution into the fund in order to ensure strength now and in the future. The Other Post-Employment Benefits (OPEB) Trust Fund was established in FY2008. The Board of Lights and Water (BLW) Trust Fund was established in FY2011 in which the BLW makes contributions to set aside funds for future years.

In conclusion and as highlighted herein, the overall revenue picture for FY2019 is sound. No tax increase nor fee increases are implemented with the passage of this budget. Despite concerns for the national and local economies in the past, Marietta remains stable and is thriving. Marietta is deliberate in maximizing its financial and personnel resources and has a fiscally conservative philosophy that has sustained the city during hard economic times and continues to encourage growth during the current economic upturn.



# EXPENDITURE SUMMARY

Marietta's Expenditure Budget is thoughtful, conservative and provides services that meet or exceed last year's levels. The total budget for FY2019 is \$285.5 million for all City funds, excluding interfund transfers. As in recent years, the FY2019 budget addresses economic development services across several funds, which is an area of focus for Marietta's future. Other highlights for each fund are detailed as follows:

## GENERAL FUND

The \$59.7 million General Fund Budget is 5.4% higher than last year's adopted budget.

The Personal Services category of expenditures is budgeted at \$40.9 million and accounts for 68% of the General Fund budget. Total salaries and benefits continue to be budgeted below the 100% mark, as we rely on turnover and vacancies in personnel to make up salary savings throughout the year. In FY2019 the salary savings is budgeted at -\$1.25 million. This allows us to plan our spending more efficiently and put some otherwise unused dollars toward programs and services.

The Operating budget is about \$17.9 million, which is 30% of the budget. This includes the funding needed for departments to provide services and programs. A concerted effort by the administration to limit spending plays a big part in controlling the budget. The departmental operating budgets were budgeted at the same level as last year with an eye to decrease some areas in order to offset increases elsewhere. The allocation of funds by department remains rather steady from year to year; however, the Parks, Recreation and Facilities Department is increasing its budget this year due to new operations and increased services.

While Parks Bond funds are used to purchase park land and recreation buildings, operating and maintaining these acquisitions is part of the General Fund. Likewise, when SPLOST funding installed landscaped medians and gateways, the General Fund takes on the recurring maintenance costs, which is why we must keep a close eye on maximizing the operating budget. Marietta is committed to providing high levels of service while maintaining or reducing costs.

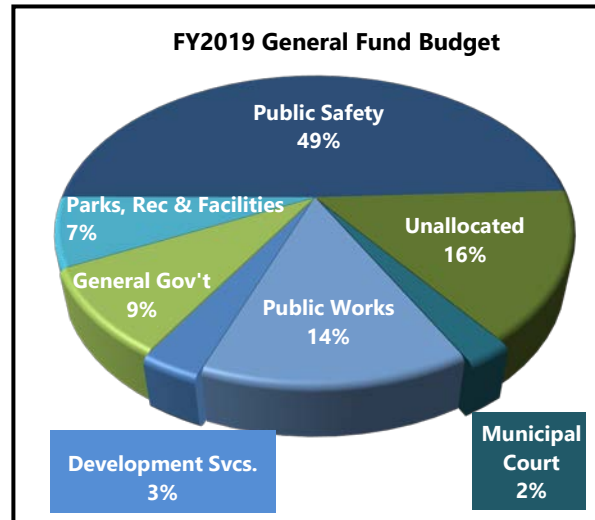
Beginning in fiscal year 2010, the General Fund capital budget consisted of a \$300,000 contingency for large items that break during the year and cannot be fixed. As the financial outlook allowed, this contingency was spent at year end on critical capital purchases. In recent years, the capital contingency has increased, and in FY2019 we are able to budget \$1 million for the capital budget. We are able to provide for the normal replacement rotation of cars, trucks, mowers and equipment. In order to balance the budget without any increases in taxes or fees, we have continued with the contingency capital budget plan as a necessary strategy. This format has worked well for us in recent years, making the capital purchases at the end of the year rather than in the beginning of the year.

## INTERNAL SERVICE FUNDS

The City is a self-insured entity, and as it is the nature of self-insured funds, we have seen some increases and decreases throughout recent years. In FY2019 the budget for claims, policy premiums, and administration fees is higher than last year. The City continues to be proactive in making changes to the benefit structure and coverage plan in order to keep our increases to a minimum and below the national average. The Fleet Maintenance shop provides fuel and services to all departments of the City. The budget has been stable in this fund due to lower fuel costs and a well-maintained fleet of vehicles.

## OTHER FUNDS

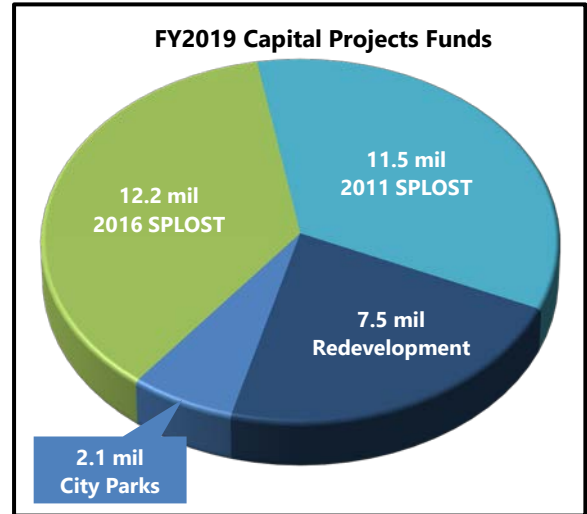
The Golf Course Fund remains relatively flat compared to last year at \$1.74 million. The City contracts with a management company to run the golf course with oversight coming mainly from the Parks, Recreation and Facilities Department. The expenses in this fund are typical of a golf course: golf course maintenance and operation, golf cart rental, club house maintenance, food and beverage, and management fees. Capital equipment is budgeted at \$142,300 for FY2019.





## EXPENDITURE SUMMARY

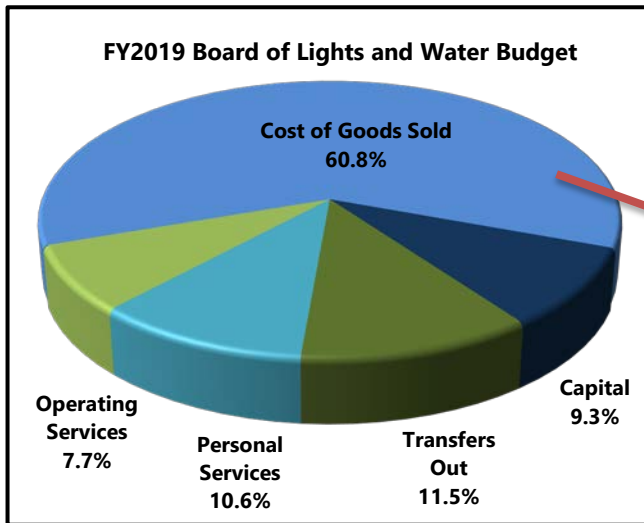
In the Capital Projects funds, we are using approximately \$11.5 million for roads, transportation and capital projects funded by a 1% Special Purpose Local Option Sales Tax (SPLOST) from 2011. The collection of this particular sales tax expired in December 2015; however, projects will continue for a few years until all the funds are expended. A follow-up SPLOST began in January 2016. The major portion of the \$12.3 million that we will receive in FY2019 will be used for additional transportation projects. While the 2016 SPLOST is largely for road and transportation projects, a substantial amount of funding for public safety replacement vehicles is included as are funds for building construction and other capital outlays. In the City Parks Bond Fund, \$1.82 million in expenditures are planned for FY2019 for various park construction and renovation projects. Many parks and recreation centers have been re-designed and renovated or major enhancements are in progress. Redevelopment projects are budgeted at \$7.5 million with a combination of prior year bond proceeds and potential sale of property. Properties are being purchased, assembled and prepared for resale to developers in the Franklin-Gateway area off I-75. As properties are sold, the money will return to this Fund for future use to continue the redevelopment efforts.



The Debt Service Fund provides for the principal and interest payments on the city's existing general obligation bonds, which can be found in the Aggregate Debt Service schedule on the following pages.

### BOARD OF LIGHTS AND WATER FUND

The expense budget of the Board of Lights and Water (BLW) is \$167.2 million. This is slightly more than last year's approved budget. The percentage of the whole spent in each category remains largely stable from year to year. The largest category of expenditures Cost of Goods Sold, decreased by 4.25% over last year's adopted budget. This is due to savings that will be realized on fixed costs.



The salary and benefits budget include the normal day-to-day positions to support the operations of a large utility company. Cost-saving measures are implemented in this area with some minor adjustments to positions and re-structuring.

#### Cost of Goods Sold:

Electric	\$ 83.68 million
Water	\$ 8.30 million
Sewer	\$ 9.75 million

The Cost of Goods Sold in Electrical and Water/Sewer are by far the largest expense for the utility. Purchased power costs accounts for 62.5% and purchased water and sewer services are 13.5% of the BLW's operating budget.

Electricity for resale is budgeted at \$83.68 million. Meanwhile water and sewer services for resale are budgeted at \$18.05 million. The FY2019 capital budget of \$15.6 million includes routine capital projects, such as sewer rehabilitation, water main replacements, underground cable replacements, substation

maintenance, system protection and improvements, and electrical service to new customers, which remain the backbone of the capital budget. These projects are necessary in order for the BLW to remain a leader in the utility business.

### TRUST FUNDS

The Pension Fund budget provides for retirement benefits to a pool of retirees and is budgeted at \$12.4 million.

In conclusion, the budget for FY2019 is sound and conservative, and it should be noted that the City administration, in concert with elected officials and department directors, have made a diligent effort to generate innovative ideas and find cost cutting measures in order to provide the highest level of services to our citizens and customers.

## FUND BALANCE SUMMARY

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Funds are separated based on activity or attaining certain objectives. The Fund Balance in each fund is the difference between assets and liabilities. Fund Balance is increased when revenues exceed expenses in a fiscal year; conversely fund balance is decreased when expenses exceed revenue in a fiscal year. We also refer to Fund Balance as the dollar amount of resources remaining from prior years which are available to be budgeted for expenditure.

	Beginning FY19 Fund Balance	Anticipated Revenues	Anticipated Expenses	Projected Change in Fund Balance	Estimated Ending FY19 Fund Balance	Designated/ Reserved	Undesignated
<b>Governmental Funds</b>							
General Fund	19,022,281	59,538,151	59,738,151	(200,000)	18,822,281	9,176,933	9,645,348
Lease Income	17,378,690	2,803,800	2,803,800	0	17,378,690	0	17,378,690
Tax Allocation Districts	2,133,175	1,031,100	1,031,100	0	2,133,175	0	2,133,175
Cemetery	292,268	236,500	236,500	0	292,268	6,631	285,637
CDBG	55,990	619,893	619,893	0	55,990	0	55,990
Asset Forfeiture	507,512	1,000,000	1,000,000	0	507,512	60,698	446,814
Radio Sys Core Replacement	3,329	184,900	184,900	0	3,329	0	3,329
Museum Of History	85,510	263,086	263,086	0	85,510	0	85,510
Gone With The Wind Museum	112,614	236,000	236,000	0	112,614	6,562	106,052
Aurora Fire Museum	26,361	0	0	0	26,361	2,500	23,861
Parks and Trees	42,450	0	25,471	(25,471)	16,979	16,979	(1)
Tourism	0	3,911,500	3,911,500	0	0	0	0
Capital Projects	29,502,287	10,056,250	33,431,215	(23,374,965)	6,127,322	6,127,322	0
Debt Service	5,014,504	8,243,475	7,967,451	276,024	5,290,528	0	5,290,528
<b>Governmental Funds Total</b>	<b>74,176,972</b>	<b>88,124,655</b>	<b>111,449,067</b>	<b>(23,324,412)</b>	<b>50,852,560</b>	<b>15,397,626</b>	<b>35,454,935</b>

### Projected Change in Fund Balance:

- General Fund: Reserves in the amount of \$200,000 are appropriated for a one-time special project in Development Services.
- Tax Allocation Districts Funds: The City Center TAD will increase fund balance by \$59,946 and the Perimeter TAD will add \$120,000 to its fund balance for future projects.
- Cemetery Fund: This fund will add \$35,074 to its fund balance for future repair and maintenance projects on markers and headstones.
- Radio System Replacement Fund: This is an amount that the city contributes each year to a reserve fund in order to have funds available for radio system upgrades in the future. In FY19 the reserve increase is \$184,900.
- Capital Projects Fund: A Parks bond was issued in 2009 for \$25 million. A Redevelopment bond was issued in 2013 for \$68 million. These funds will be spent over the course of several years. In FY19 the city appropriated approximately \$2.1 million from the Parks bond fund balance and \$7.5 million from the Redevelopment bond to go forward with council-approved projects. Additionally \$11.5 million in unspent funds from a Special Purpose Local Option Sales Tax (SPLOST) that ended in December 2015 is budgeted for council-approved projects in FY19. Likewise \$12.2 million from the current SPLOST in effect is appropriated for road, traffic and capital projects.
- The Debt Service fund will add \$276,024 to fund balance for a principal payment that is due on the first day of the next fiscal year.

# AGGREGATE DEBT SERVICE

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

## DEBT SERVICE FUND:

### **School General Obligation Bond:**

This bond was originally issued in 1998 then refunded in 2009 for the acquiring, constructing and equipping school buildings including the construction of a new high school. The principal and interest for this bond is paid from proceeds of a 1% sales tax as approved by the voters.

### **City Parks General Obligation Bond:**

This \$25 million bond was approved by the voters in 2009 for the acquisition of land, construction of new parks and facilities, and for the renovation of existing parks & facilities. This bond was partially refunded in 2015.

### **Redevelopment General Obligation Bond:**

This \$68 million bond was approved by the voters in 2013 for the acquisition and demolition of properties approved for redevelopment, right-of-way acquisitions and road infrastructure modifications to improve connectivity within the Franklin-Gateway redevelopment area. In addition, streetscape improvements and construction in the Whitlock Avenue corridor are included.

## SPECIAL REVENUE FUNDS:

### **Tax Allocation District (TAD) Bond:**

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

### **Citywide Projects Revenue Bond:**

The Citywide Projects Fund was established in 2009 when the City issued revenue bonds to support the construction of major projects or the purchase of major equipment or vehicles. This bond was partially refunded in 2016. The debt service for the revenue bonds is paid through the Lease Income Fund.

# AGGREGATE DEBT SERVICE

	School General Obligation Bonds 2009A Refunding Issue		Parks General Obligation Bonds 2009D Issue		Parks General Obligation Bonds 2015 Refunding Issue	
	Principal	Interest	Principal	Interest	Principal	Interest
Outstanding	<u>\$ 4,230,000</u>		<u>\$ 3,405,000</u>		<u>\$ 15,485,000</u>	
Maturities for FYE June 30:	Feb 1	Aug 1 & Feb 1	Jan. 1	July 1 & Jan 1	Jan. 1	July 1 & Jan 1
2019	710,000	35,500	1,135,000	115,250	190,000	530,250
2020	-	-	1,170,000	58,500	195,000	526,450
2021	-	-	-	-	1,415,000	522,550
2022	-	-	-	-	1,440,000	480,100
2023	-	-	-	-	1,485,000	422,500
2024	-	-	-	-	1,550,000	348,250
2025	-	-	-	-	1,615,000	270,750
2026	-	-	-	-	1,645,000	222,300
2027	-	-	-	-	1,685,000	172,950
2028	-	-	-	-	1,725,000	122,400
2029	-	-	-	-	1,775,000	70,650
2030	-	-	-	-	580,000	17,400
2031	-	-	-	-	-	-
2032	-	-	-	-	-	-
2033	-	-	-	-	-	-
2034	-	-	-	-	-	-
	<u>\$ 710,000</u>	<u>\$ 35,500</u>	<u>\$ 2,305,000</u>	<u>\$ 173,750</u>	<u>\$ 15,300,000</u>	<u>\$ 3,706,550</u>

# AGGREGATE DEBT SERVICE

	<b>Redevelopment General Obligation Bonds 2013A Issue</b>		<b>Redevelopment General Obligation Bonds 2013B Issue</b>		<b>Tax Allocation District Governmental Bonds 2005 Issue</b>	
	Principal	Interest	Principal	Interest	Principal	Interest
Outstanding	<u>\$ 7,000,000</u>		<u>\$ 53,050,000</u>		<u>\$ 3,075,818</u>	
Maturities for FYE June 30:	Jan. 1	July 1 & Jan 1	Jan. 1	July 1 & Jan 1	Dec 15	Dec 15
2019	-	210,000	2,780,000	2,233,215	752,541	98,613
2020	-	210,000	2,835,000	2,122,015	784,073	67,082
2021	940,000	210,000	1,965,000	1,994,440	816,925	34,229
2022	2,985,000	181,800	-	1,906,015	-	-
2023	3,075,000	92,250	-	1,906,015	-	-
2024	-	-	3,175,000	1,906,015	-	-
2025	-	-	3,285,000	1,779,015	-	-
2026	-	-	3,405,000	1,647,615	-	-
2027	-	-	3,535,000	1,508,010	-	-
2028	-	-	3,675,000	1,359,540	-	-
2029	-	-	3,825,000	1,201,515	-	-
2030	-	-	3,990,000	1,033,215	-	-
2031	-	-	4,165,000	853,665	-	-
2032	-	-	4,355,000	662,075	-	-
2033	-	-	4,555,000	457,390	-	-
2034	-	-	4,775,000	238,750	-	-
	<u>\$ 7,000,000</u>	<u>\$ 904,050</u>	<u>\$ 50,320,000</u>	<u>\$ 22,808,505</u>	<u>\$ 2,353,539</u>	<u>\$ 199,924</u>

Notes:

1. The Tax Allocation District Government Bonds (next page) are assessed only on the specified redevelopment area. The Bond is paid by the increase in tax collections from the county, city and school board over the base year (2004).

# AGGREGATE DEBT SERVICE

	DMDA Citywide Projects Revenue Bonds 2009 Issue		DMDA Citywide Projects Revenue Bonds 2016 Refunding Issue		Total City Debt (All Pages)		
	Principal	Interest	Principal	Interest	Principal	Interest	Total Payment
Outstanding	<u>\$ 7,735,000</u>		<u>\$ 12,700,000</u>		<u>\$ 106,680,818</u>		
Maturities for FYE June 30:	July 1	July 1 & Jan 1	July 1	July 1 & Jan 1			
2019	1,905,000	208,975	30,000	626,150	7,502,541	4,057,953	11,560,495
2020	1,960,000	141,200	30,000	625,550	6,974,073	3,750,797	10,724,870
2021	2,040,000	51,000	35,000	624,950	7,211,925	3,437,169	10,649,094
2022	-	-	2,175,000	624,250	6,600,000	3,192,165	9,792,165
2023	-	-	2,285,000	515,500	6,845,000	2,936,265	9,781,265
2024	-	-	2,395,000	401,250	7,120,000	2,655,515	9,775,515
2025	-	-	2,520,000	281,500	7,420,000	2,331,265	9,751,265
2026	-	-	2,495,000	155,500	7,545,000	2,025,415	9,570,415
2027	-	-	615,000	30,750	5,835,000	1,711,710	7,546,710
2028	-	-	-	-	5,400,000	1,481,940	6,881,940
2029	-	-	-	-	5,600,000	1,272,165	6,872,165
2030	-	-	-	-	4,570,000	1,050,615	5,620,615
2031	-	-	-	-	4,165,000	853,665	5,018,665
2032	-	-	-	-	4,355,000	662,075	5,017,075
2033	-	-	-	-	4,555,000	457,390	5,012,390
2034	-	-	-	-	4,775,000	238,750	5,013,750
	<u>\$ 5,905,000</u>	<u>\$ 401,175</u>	<u>\$ 12,580,000</u>	<u>\$ 3,885,400</u>	<u>\$ 96,473,539</u>	<u>\$ 32,114,854</u>	<u>\$ 128,588,394</u>

Notes:

1. The DMDA Citywide Projects Revenue Bonds (third page) are paid from Hotel Motel Tax and income from the Conference Center Lease.

# GOVERNMENTAL FUNDS



# GENERAL FUND

The General Fund is the principal fund of the City and it 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. This section details the following departments:



# GENERAL FUND

## SUMMARIZED OPERATING BUDGET FY2019

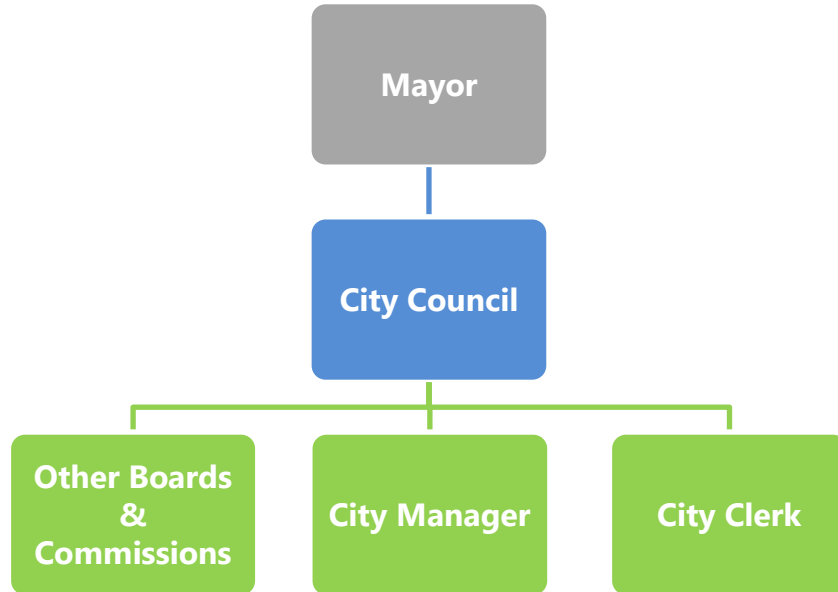
General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
<b>General Administration</b>				
Mayor	123,974	5,560	0	129,534
Council	194,349	87,945	0	282,294
City Manager's Office	875,951	82,700	0	958,651
City Clerk	211,638	60,175	0	271,813
City Attorney	0	475,000	0	475,000
Civil Service Board	7,500	413	0	7,913
<b>Total General Administration</b>	<b>1,413,412</b>	<b>711,793</b>	<b>0</b>	<b>2,125,205</b>
<b>Municipal Court</b>	<b>1,273,888</b>	<b>146,978</b>	<b>0</b>	<b>1,420,866</b>
<b>Finance</b>				
Administration	557,706	71,289	0	628,995
Accounting and Payroll	587,290	20,266	0	607,556
Budget and Utility Analysis	268,536	10,053	0	278,589
Tax	305,352	73,616	0	378,968
Business License	283,354	5,185	0	288,539
Purchasing	267,790	13,892	0	281,682
<b>Total Finance</b>	<b>2,270,028</b>	<b>194,301</b>	<b>0</b>	<b>2,464,329</b>
<b>Human Resources and Risk Management</b>	<b>631,137</b>	<b>113,754</b>	<b>0</b>	<b>744,891</b>
<b>Development Services</b>				
Planning and Zoning	1,122,798	254,308	0	1,377,106
Economic Development	347,983	77,593	0	425,576
Planning Commission	14,700	0	0	14,700
Board of Zoning Appeals	10,500	0	0	10,500
Historic Preservation Commission	0	20,000	0	20,000
<b>Total Development Services</b>	<b>1,495,981</b>	<b>351,901</b>	<b>0</b>	<b>1,847,882</b>
<b>Public Works</b>				
Admin, Engineering and Drafting	997,477	107,637	0	1,105,114
Board of Building Code Appeals	2,250	0	0	2,250
Building Inspections and Permits	508,989	35,405	0	544,394
Sanitation	2,076,269	1,300,832	0	3,377,101
Operations	286,191	6,000	0	292,191
Streets	1,531,204	541,970	0	2,073,174
Traffic Services	631,651	202,704	0	834,355
<b>Total Public Works</b>	<b>6,034,031</b>	<b>2,194,548</b>	<b>0</b>	<b>8,228,579</b>

# GENERAL FUND

## SUMMARIZED OPERATING BUDGET FY2019

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
<b>Parks, Recreation and Facilities</b>				
Administration	890,327	43,862	0	934,189
Programs and Events	8,733	91,675	0	100,408
Recreation Centers and Athletics	241,375	112,665	0	354,040
Buildings Maintenance	482,538	663,820	0	1,146,358
Grounds Maintenance	892,239	777,042	0	1,669,281
Keep Marietta Beautiful	94,589	5,650	0	100,239
<b>Total Parks, Rec. and Facilities</b>	<b>2,609,801</b>	<b>1,694,714</b>	<b>0</b>	<b>4,304,515</b>
<b>Police</b>				
Support Services	14,235,160	1,352,516	0	15,587,676
Uniform Patrol Services	0	962,470	0	962,470
Investigative Services	0	9,925	0	9,925
<b>Total Police</b>	<b>14,235,160</b>	<b>2,324,911</b>	<b>0</b>	<b>16,560,071</b>
<b>Fire</b>				
Administration	353,397	10,883	0	364,280
Rescue	0	130,437	0	130,437
Suppression & Emergency Services	10,135,899	519,504	0	10,655,403
Prevention	919,896	18,546	0	938,442
Training	498,512	230,596	0	729,108
Apparatus Service and Maintenance	0	11,344	0	11,344
<b>Total Fire</b>	<b>11,907,704</b>	<b>921,310</b>	<b>0</b>	<b>12,829,014</b>
<b>Non-Departmental</b>	<b>(1,018,041)</b>	<b>9,230,840</b>	<b>1,000,000</b>	<b>9,212,799</b>
<b>Total Operating Budget</b>	<b>\$40,853,101</b>	<b>\$17,885,050</b>	<b>\$1,000,000</b>	<b>\$59,738,151</b>

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

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

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

# GENERAL ADMINISTRATION

## MISSION STATEMENT

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

## GOALS AND ACTIONS

### **Goal 1: Encourage a diverse and vibrant local economy**

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

### **Goal 2: Foster mixed-use concept and diverse urban design to be known as “the Marietta Look”**

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

### **Goal 3: Increase owner occupancy**

- ♦ Build affordable first-time homebuyer units.
- ♦ Allocate a portion of newly built or renovated housing units for low to moderate income families.
- ♦ Rehab or replace 10% of existing rental housing.
- ♦ Encourage diverse housing in the downtown area and single-family detached housing throughout the City.

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

- ♦ Seek and encourage public and private support for local cultural and arts organizations.
- ♦ Promote the downtown area as a dining and entertainment destination.
- ♦ Increase downtown parking and integrate design with commercial development.
- ♦ Address traffic issues from west Marietta to central Marietta.
- ♦ Encourage revitalization of current parks through implementation of parks improvement projects.



# GENERAL ADMINISTRATION

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
<b>Meetings Held:</b>			
Council - Regular	12	12	12
Council - Special	7	8	10
Council Committees	77	76	80
Special Called City Council Agenda Work Sessions	12	12	12
Board of Lights & Water - Regular	12	12	12
Board of Lights & Water - Special	0	1	2
Board of Lights & Water Committees	3	4	3
Civil Service Board	2	2	1
Public Hearings	0	0	1
<b>Filings:</b>			
Contracts	80	78	75
Deeds	21	22	25
Ordinances	68	56	75
Resolutions	7	14	20
Clerk of Superior Court	16	6	20
Open Records Requests	75	58	75

## GOALS ACCOMPLISHED

- ♦ Marietta's outstanding General Obligation Bonds have maintained a credit rating of Aa2 from Moody's Investor Services and an AA+ rating from both Fitch's Inc. and Standard and Poor's Corporation.
- ♦ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the Fiscal Year 2018 Budget Book (23rd consecutive year).
- ♦ Received the Certificate of Achievement from GFOA for the Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2017 (29th consecutive year).
- ♦ Held groundbreaking ceremonies at the Mountain to River (M2R) Pedestrian Bridge near Brown Park; the new Fire Station 56; and at Life University new student housing facility.
- ♦ Received 2018 Mobility Award by Smart Cities Connect for the Marietta TravelSafely App.
- ♦ Released citizen friendly sanitation Trash Talk app to aid in recycling and refuse service; and a new web based Site Plan Review and Permit Application Process.
- ♦ Police Department presented with a distinguished award and a Certificate of Excellence by the Georgia Bureau of Investigation for its work on the Internet Crimes Against Children Task Force.
- ♦ Parks and Recreation Department was awarded GRPA D5 Class "A" Agency of the Year.
- ♦ Recognized by the Intelligent Transportation Society of Georgia (ITS Georgia) for Marietta TravelSafely App.
- ♦ Marietta Fire and Police Departments received recognition from the Cobb Chamber of Commerce at the Annual Public Safety Appreciation Breakfast amongst them 2017 Employee of the Year and the Award of Merit.
- ♦ Marietta partnered with the Marietta Art Council to celebrate the Mountain to River Trail during the inaugural M2R Trailfest event; the Mountain to River trail stretches from Kennesaw Mountain, through the Marietta Square, and ends at the City limits on Atlanta Street.
- ♦ Held a ribbon cutting ceremony for the City's new Franklin Gateway Sports Complex, and the commencement of the West Park Square Improvements and Renovations project.
- ♦ City hosted the 26th Annual Marietta Streetfest, the 41st Annual HarvestFest, Art in the Park, Chalktober fest, Marietta/Cobb Career Expo, 5k Shamrock Shuffle benefiting the City's Police Athletic League (PAL), amongst others.
- ♦ Police Department Chief named the Chief of the Year by the Georgia Association of Chiefs of Police (GACP).
- ♦ Marietta Square Branding Project and Marietta Daily Journal hosted Restaurant Week on the Marietta Square.
- ♦ Hosted a one-day sports clinic featuring international coaches brought through the US State Department's Bureau of Educational and Cultural Affairs (ECA); the ECA Division uses sports diplomacy's ability to increase dialogue and cultural understanding between people around the world through the universal language of sports and athletics.

# GENERAL ADMINISTRATION

## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	1,077,869	1,112,779	1,059,570	1,151,501	1,413,412
Operating Services	594,859	536,365	637,970	522,568	711,793
<b>Total Budget</b>	<b>1,672,728</b>	<b>1,649,144</b>	<b>1,697,540</b>	<b>1,674,069</b>	<b>2,125,205</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Mayor	1	1	1	1	1
Admin. Assistant to the Mayor	1	1	1	1	1
Council Members	7	7	7	7	7
City Manager	1	1	1	1	1
Assistant to City Manager	1	0	0	1	1
Executive Aide to the City Manager	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Communications & Gov't Affairs Mgr.	1	1	1	1	1
Public Information Tech (1 Part-Time)	0.5	0.5	0.5	0.5	0
Multimedia Specialist	0	0	0	0	1
Director/Spec Projs Coord.- GWTW	1	1	1	1	1
Director - Marietta Museum of History	1	1	1	1	1
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Records Clerk	1	1	1	1	1
Civil Service Members	5	5	5	5	5
<b>Total Budgeted Positions</b>	<b>24.5</b>	<b>23.5</b>	<b>23.5</b>	<b>24.5</b>	<b>25</b>



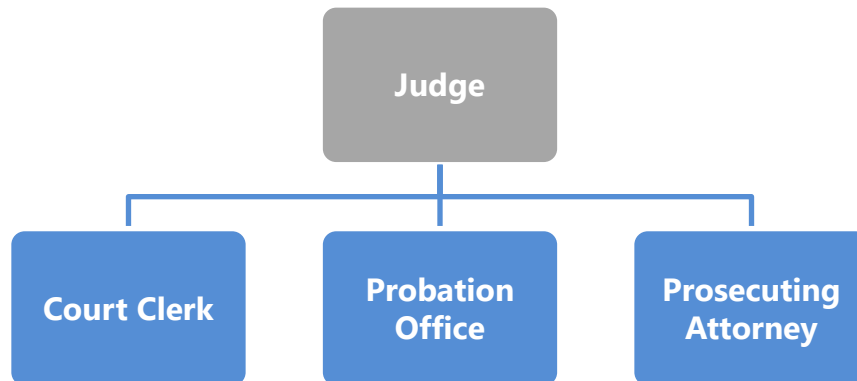
(Left) Groundbreaking ceremony at the new Fire Station 56.

(Bottom) Ribbon cutting ceremony for the City's new Franklin Gateway Sports Complex and Mountain to River (M2R) Pedestrian Bridge near Brown Park.





# MUNICIPAL COURT



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

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

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

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

# MUNICIPAL COURT

## MISSION STATEMENT

To create and maintain quality services that promote public confidence and accessibility and generates support from individuals and organizations both inside and outside the judiciary. 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: Continue to provide opportunities for citizens to become more informed of the Court's operations and to conduct transactions electronically**

- ♦ Migrate to new parking software to integrate with traffic software; implement on-line payment of parking tickets.
- ♦ Offer option for citizens to conduct public records searches, print public documents, and make payments on-line.
- ♦ Offer electronic filing of pleadings to attorneys.
- ♦ Develop video and print material to explain the court process and what to expect when attending court; link to Court's webpage.

### **Goal 2: Enhance services and provide increased security**

- ♦ Develop video arraignment of inmates which will enhance security and provide cost savings.
- ♦ Develop electronic warrant interface between Court and Police Departments to reduce the need for manual warrant entry after probation term expires.
- ♦ Implement collection of outstanding parking and photo-enforced tickets with third-party vendor.

### **Goal 3: Migrate towards semi-paperless Court operations & enhance Court software**

- ♦ Create semi-paperless environment by allowing official documents to be scanned into the Court's case management software; offer option to allow pleadings to be filed electronically; offer option to email court hearing notices.
- ♦ Introduce electronic signature pads in the courtroom to further enhance paperless court system; develop touch-screen application for court sentencing options.

### **Goal 4: Improve Court services by providing additional resources to defendants and enhancing Court functions**

- ♦ Seek State approval to retain the 10% mandated fees collected for indigent services.



# MUNICIPAL COURT

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
<b><u>Traffic/Local Ordinances</u></b>			
Traffic Citations/Accusations Issued	18,488	18,898	19,275
Cases Filed	12,700	12,933	13,191
Non-Jury Trials	652	622	615
Cases Disposed during the Fiscal Year	12,767	12,810	12,950
% of Cases Filed and Disposed in the same Fiscal Year	69%	62%	65%
% of Cases Disposed Within 90 Days	58%	36%	40%
New Probationers	490	417	430
New Diversion Program Participants	125	94	100
Probation Cases Disposed Successfully	190	160	171
Probation Cases Disposed Unsuccessfully	318	323	328
% of Cases Disposed and Sentenced to Probation	3.83%	3.25%	3.50%
<b><u>Photo Red-Light</u></b>			
Photo Red-Light Violation Notices Issued	8,598	4,897	4,700
Photo Red-light Court Hearing Appeals	114	108	100
% of Collection Rate: Red-Light Violations	75%	75%	75%
<b><u>School Bus Passing</u></b>			
Photo School Bus Passing Violation Notices Issued	2,395	1,648	1,600
Photo School Bus Court Hearing Appeals	255	216	200
% of Collection Rate: Photo School Bus Violations	75%	75%	75%
<b><u>Parking</u></b>			
Parking Violation Notices Issued	4,056	3,562	3,600
Parking Court Hearing Appeals	75	73	75

## GOALS ACCOMPLISHED

- ♦ Improved open records request response time with installation of open shelf filing ranges, which house over 150,000 closed cases.
- ♦ Established mandated failure to appear grace-period process in conjunction with State law change.

# MUNICIPAL COURT

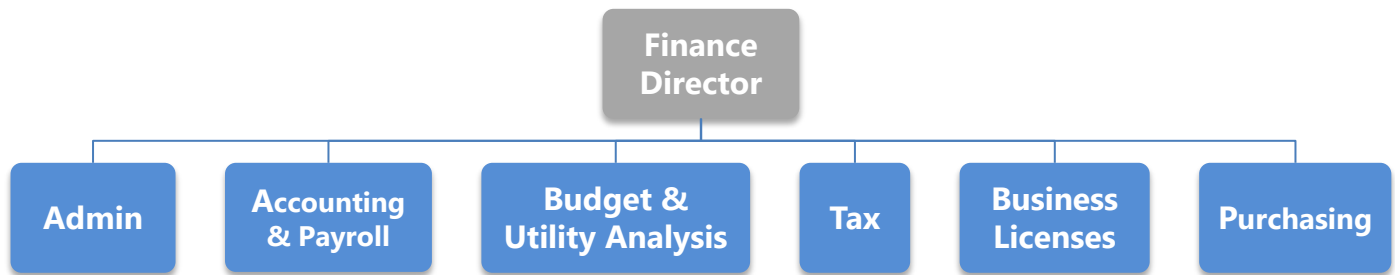
## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	1,029,935	1,085,498	1,098,796	1,082,702	1,273,888
Operating Services	129,305	128,910	131,443	119,784	146,978
Capital	13,862	0	14,546	4,710	0
<b>Total Budget</b>	<b>1,173,102</b>	<b>1,214,408</b>	<b>1,244,785</b>	<b>1,207,196</b>	<b>1,420,866</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Director of Court Administration	1	1	1	1	1
Administrative Assistant II	0	0	1	1	1
Deputy Court Administrator	1	1	1	1	1
Senior Deputy Court Clerk	0	1	1	1	1
Deputy Court Clerk III	0	3	3	2	2
Deputy Court Clerk II	0	2	2	2	2
Deputy Court Clerk I	0	1.5	1.5	2	2
Probation Office Supervisor	1	1	1	1	1
Probation Officer	1	1	1	1	1
Probation Officer (Part-Time)	0.5	0.5	0.5	0.5	0.5
Probation Assistant	1	1	1	1	1
Legal Assistant	1	1	1	1	1
Court Services Coordinator	1	1	1	1	1
Deputy Court Clerk	7	0	0	0	0
Deputy Court Clerk (Part-Time)	0.5	0	0	0	0
Judge	1	1	1	1	1
Prosecuting Attorney	1	1	1	1	1
<b>Total Budgeted Positions</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>17.5</b>	<b>17.5</b>

# FINANCE



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

The Administration Division has been expanded to include Utility Analysis. The primary responsibility of Utility Analysis is to provide quality information and recommendations to assist the Board of Lights and Water (BLW) in the policy-making process. The recommendations are a result of analytical methodologies designed to assist in areas such as rate setting, financial analysis, forecasting, supply planning, load research, budgeting and cost evaluation for the utility.

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 office is the annual preparation and administration of the City's operating budgets. This includes analyzing budget requests; balancing projected revenues with proposed expenditures; formatting the formal budget document to incorporate as much useful information as possible; and managing revenues and expenditures throughout the year. The Payroll area ensures timely and accurate payroll and pension check processing and reporting; enters all payroll deduction information; manages direct deposit; and administers payroll-related documents.

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

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 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 service and labor contracts; awarding purchase orders; 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.

# FINANCE

## MISSION STATEMENT

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

## GOALS AND ACTIONS

### **Goal 1: Link departmental mission and goals to Marietta's Vision Statement**

- ♦ Continue to work with other departments to ensure that goals and actions support the Council's Vision Statement.
- ♦ Keep current with the Vision Statement as it expands or as goals are achieved.
- ♦ Continue to present departmental information in the annual Budget Book.

### **Goal 2: Continue to offer recommendations to resolve budgetary constraints and issues**

- ♦ Perform comparative analyses of operating programs for previous fiscal years as well as proposed projects by analyzing costs in relation to services performed.
- ♦ Explore and research all potential resources for revenue generation as well as areas of potential expenditure reduction.

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

- ♦ Encourage professional training and maintenance of certification standards through continuing education seminars.
- ♦ Attend Superion trainings and distribute information to staff, making enhancements and automation recommendations.
- ♦ Expand knowledge of application interfaces and to improve current procedures and practices.
- ♦ Review process and procedure manuals to ensure they are current.
- ♦ Continuously offer training classes to educate users on the basic functions, guidelines and procedures of Superion applications and City processes.
- ♦ Encourage Purchasing staff to attend National Institute of Government Purchasing (NIGP) training to obtain certification within five years and recertification every 5 years.

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

- ♦ Update the value of fixed assets and record in database.
- ♦ Develop policy for disposal of fixed assets.
- ♦ Evaluate and book infrastructure assets to fixed asset system.

### **Goal 5: Identify opportunities to increase operational efficiency**

- ♦ Offer over-the-counter electronic check acceptance and/or credit card payment options to taxpayers.
- ♦ Provide access to paperless forms on gemNet and the City's website.
- ♦ Coordinate efforts with the Web Services Manager to provide on-line business license tax forms.
- ♦ Work with the IT Department and outside vendors to streamline procedures for tax billing and processing exemptions.
- ♦ Attend training with the Georgia Association of Tax Officials.

# FINANCE

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actuals	FY18 Estimate	FY19 Budget
% of Invoices paid within 30 days of receipt	97%	97%	97%
% Budget adjustments processed within 24 hours of approval/receipt	99%	99%	98%
Budget training classes held	1	1	4
Attendees at Budget Procedures/Training classes	17	12	11
Tax payments processed	20,945	20,945	22,000
Tax payments processed per employee	6,968	6,968	7,333
% Tax payments received by fiscal year end	99%	99%	99%
Business Licenses issued	8,759	8,800	9,000
Business License renewals processed per employee	3,000	3,000	3,000
% New Business Licenses mailed within 3 weeks	90%	90%	90%
Business License compliance revenue collected	\$1,005,181	\$800,000	\$850,000
Purchase Orders processed	1,789	1,802	1,830
Purchase Orders processed per employee	448	451	458
Field Purchase Orders entered	2,604	2,795	2,800
New vendor applications processed	341	352	350
% Purchase requests processed into a PO within 4 weeks	97%	95%	96%

## GOALS ACCOMPLISHED

- General Obligation Bonds maintained a credit rating of AA+ from Standard and Poor's Corporation.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for Fiscal Year 2018 Budget Book (23rd consecutive year).
- Received the Certificate of Achievement from GFOA for the Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2017 (29th consecutive year).
- Completed divisional reorganization providing system and analysis training to new employees.
- New City Website functions updated to include view of bids and request for proposals.
- Budget Manager and staff held in-service training on the budget process with various departments.
- Tax Division collaborated with Business License Division to identify and report to Cobb County those parcels the City is not receiving tax revenues because of inaccurate coding, and also corrected the number of ineligible taxpayers receiving homestead and school tax exemptions.
- Utilized GovDeals and Public Surplus to sell surplus goods has resulted in increased revenue and the ability to target a larger pool of prospective buyers.
- Purchasing staff attended GANIGP classes and GPAG on-line classes; all staff attended SunGard on-line PI classes; one staff member attended the SunGard conference.
- Processed vendor applications and implemented the use of email to send Purchasing bids and proposals to vendors; while also maintaining updated data on the City web page for vendor information and inquiries.
- Streamlined and documented procedures for tax billing and processing various exemptions for the purpose of reporting to outside agencies.
- Tax system was updated to incorporate changes in CID, DMDA, TAD base property valuations, creating additional districts during the year, and receipt of late penalty payments.
- Tax Division is collaborating with the Business License Division to enforce collection of personal property taxes by utilizing the Revenue Officer and Revenue Compliance Office while conducting Business License inspections.
- Purchasing and Accounting staff conducted educational classes for staff members on use of the NaviLine application, and attended training for City Website maintenance.



# FINANCE

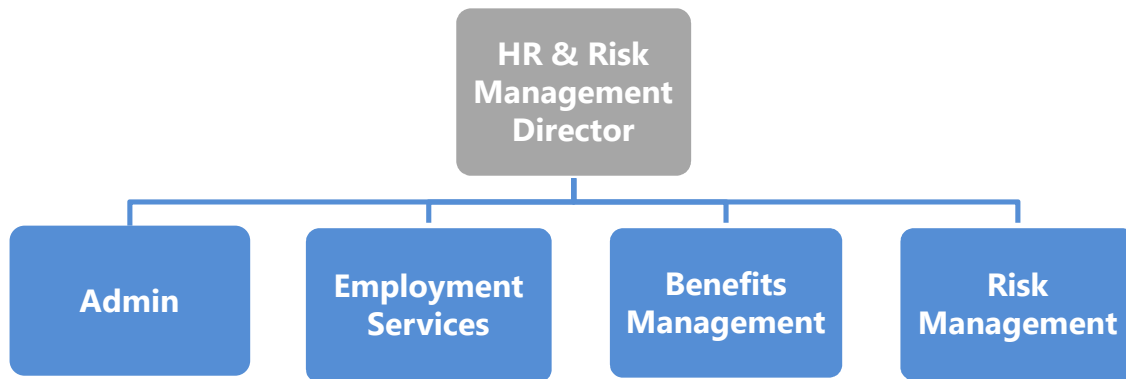
## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	1,797,586	1,899,843	2,093,500	2,178,383	2,270,028
Operating Services	136,985	127,999	195,007	125,971	194,301
<b>Total Budget</b>	<b>1,934,571</b>	<b>2,027,842</b>	<b>2,288,507</b>	<b>2,304,354</b>	<b>2,464,329</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Finance Director	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Internal Auditor	1	1	1	1	1
Deputy Director of Finance	0	0	0	0	2
Utility Business Analysis Manager	1	1	1	1	0
Controller/Purchasing Manager	1	1	1	1	0
Accounting Supervisor	0	1	1	1	1
Accounting Analyst	1	1	1	1	1
Accountant	2	2	2	2	2
Accounting Clerk	2	2	2	2	2
Cashier	1	1	1	1	1
Payroll Systems Analyst	0	0	0	1	0
Payroll Supervisor	0	0	0	0	1
Payroll Specialist	0	0	1	1	0
Payroll Administrator	0	0	0	0	1
Budget Manager	1	1	0	0	0
Budget and Payroll Manager	0	0	1	1	0
Budget Supervisor	0	0	0	0	1
Budget Analyst	1	1	2	2	2
Utility Business Analyst	0	1	1	1	1
Tax Manager	1	1	1	1	1
Tax Coordinator	1	1	1	1	1
Tax Representative I/II	2	2	2	2	2
Business License Manager	1	1	1	1	1
Business License - Admin. Assistant I	1	1	1	1	0
Senior Revenue Officer	0	0	1	1	1
Business License Clerk	1	1	1	1	2
Revenue Compliance Officer	0	0	1	1	1
Business License Compliance Officer	1	1	0	0	0
Business License Inspector	1	1	0	0	0
Purchasing Supervisor	1	1	1	1	1
Purchasing Agent I/II/III	3	3	3	3	3
<b>Total Budgeted Positions</b>	<b>26</b>	<b>28</b>	<b>30</b>	<b>31</b>	<b>31</b>

# HUMAN RESOURCES AND RISK MANAGEMENT



The Human Resources Department strives to provide innovative, effective services for the City's employees and the public. Divisions within this department include Administration, Employment Services, Benefits Management, and Risk Management. Programs and policies are developed in an ethical and cost-effective manner with the goal of excellence in public service.

The Administration Division performs the following functions while maintaining compliance with federal, state and local regulations: policy development; implementation and interpretation; employee grievance and appeals resolution; employee relations; organizational/human resources development; Title VI coordination; department website maintenance; and Pension Board recordkeeping.

The Employment Services Division develops employment and retention policies; manages recruitment (tracking, advertisement, assessment and selection); conducts employee orientation; manages employee service recognition; conducts post-employment surveys; provides EEO reporting; and manages employment authorization and FLSA compliance.

The Benefits Management Division administers the following: Employee/retiree health, dental and vision insurance; traditional life, AD&D, accident and disability insurance plans; employee pension plans; deferred compensation plans; employee assistance and wellness programs; HIPAA, FMLA and USERRA compliance; and employee orientation and post-employment benefits counseling programs.

The Risk Management Division manages a proactive workers' compensation and loss control program; administers self-funded and insured claims administration; administers property and casualty insurance programs; establishes insurance requirements and criteria transferring risk of loss; implements and monitors the drug-free workplace program; provides safety training and serves as the ADA coordinator.

# HUMAN RESOURCES AND RISK MANAGEMENT

## MISSION STATEMENT

To actively recruit and retain the most qualified personnel to provide outstanding customer service to citizens, customers, employees, and retirees of the City of Marietta/BLW; and to accurately and efficiently administer benefits, oversee management/employee relations and risk management functions in compliance with federal, state, and local laws.

## GOALS AND ACTIONS

### **Goal 1: Attract and retain highly qualified and trained staff to provide superior service to citizens and customers of the City**

- ♦ Continue to design and implement creative employment strategies and methods for presenting career opportunities to the public via the City website, internet services, social media, career fairs, print media, and other viable resources.
- ♦ Using the Applicant Tracking System as the linchpin, continue to develop and implement follow-up methodologies to keep viable applicants engaged in the employment process and hiring managers abreast.
- ♦ Conduct a comprehensive pay plan study to determine if the City is compensating its employees in line with the current market, trends, and practices.
- ♦ Implement web-based performance evaluations with digital signature capabilities and digital personnel filing system, reducing paperwork, simplifying recordkeeping and productivity.

### **Goal 2: Provide competitive benefits programs, competent benefits administration and improved recordkeeping while maintaining fiscal responsibility and solvency**

- ♦ Recurrently update benefits information for employees and retirees via the City's public and internal websites.
- ♦ Continue to offer online open enrollment and ensure that those without internet access are kept informed.
- ♦ Work collectively with the Pension Board to improve pension plans in a fiscally responsible manner.
- ♦ Monitor health insurance costs, reviewing plan designs annually; examine regulations regarding the reporting of actuarial valuation of retiree health care costs.
- ♦ Effectively and proficiently process or administer a wide variety of benefits programs.
- ♦ Continue to maintain accurate records of changes to benefits and pension plans to serve as documentation for future benefits administrators.

### **Goal 3: Provide employees, supervisors, and managers with current training on human resources issues**

- ♦ Offer classroom and online training on a wide variety of topics such as management skills, stress relief, and labor laws.
- ♦ Deliver formal training and departmental visits to discuss with employees and managers the accessibility of programs/facilities for the disabled.
- ♦ Provide formal training to all employees on the subject of workplace harassment and maintenance of a drug-free work environment.
- ♦ Hold training sessions for all supervisors on the internal hiring process, legal and effective interviewing and selection techniques, and the tangible value of employee retention.

### **Goal 4: Provide pro-active risk management services to City employees**

- ♦ Continue to monitor property/casualty insurance and reassess limits of coverage on an annual basis.
- ♦ Provide pro-active safety program for employees with a goal of reducing workers' compensation claims.
- ♦ Provide quarterly statistical reports to management regarding employee on-the-job injuries and associated costs.

### **Goal 5: Reduce health care costs through viable total wellness program**

- ♦ Institute and expand wellness program for employees, dependents, and retirees with access to wellness initiations to reduce potential claims; Partner with Medicare Advantage to host wellness education seminars for retirees.
- ♦ Implement cost containment measures at CareHere clinic.

# HUMAN RESOURCES AND RISK MANAGEMENT

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
Number of Applications Received	8,764	13,500	15,000
Number of Positions Filled	178	198	180
Average Number of Job Vacancies per Month	14	16	15
Number of Total Separations	119	132	125
Number of Approved Retirements	27	24	25
Workers' Compensation Claims:			
Medical Only	61	81	80
Indemnity	13	11	10
Reporting Purposes Only	74	98	90
Number of Liability Claims	53	37	33
Number of Auto Claims	15	18	18

## GOALS ACCOMPLISHED

- ♦ Implemented centralized claim system for damage to City property.
- ♦ Conducted Wellness education for active employees and retirees; and the annual benefits open enrollment.
- ♦ Significantly improved recruitment efforts, increasing the number of applicants who applied for open positions.



# HUMAN RESOURCES AND RISK MANAGEMENT

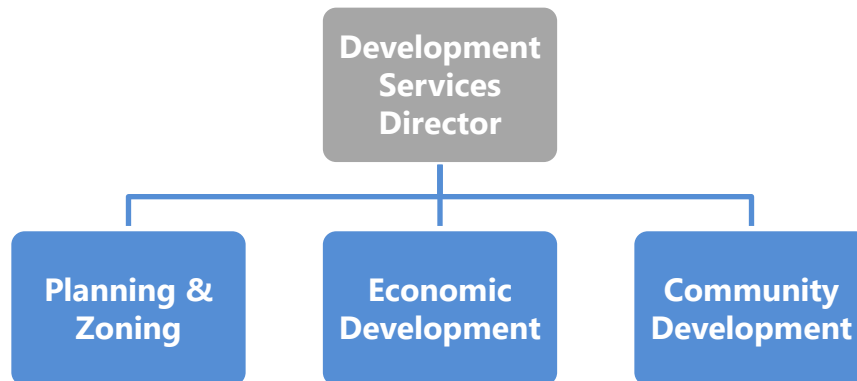
## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	767,329	732,640	621,499	555,402	631,137
Operating Services	74,546	63,739	137,601	73,529	113,754
<b>Total Budget</b>	<b>841,875</b>	<b>796,379</b>	<b>759,100</b>	<b>628,931</b>	<b>744,891</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Director of Human Res. & Risk Mgmt.	1	1	1	1	1
Administrative Assistant I (1 Part-Time)	0	0	0	0	0.5
Administrative Assistant II	1	1	1	1	0
Risk Manager	1	1	1	1	1
Human Resources Coordinator	0	0	0	0	1
Benefits Manager	1	1	1	1	1
Benefits Technician (1 Part-Time)	0.5	0.5	0.5	0.5	0.5
Employment Manager	1	1	1	1	1
Human Resources Specialist	1	1	1	1	1
Human Resources Analyst	1	1	1	0	0
Payroll Manager	1	1	0	0	0
Payroll Technician	1	1	0	0	0
<b>Total Budgeted Positions</b>	<b>9.5</b>	<b>9.5</b>	<b>7.5</b>	<b>6.5</b>	<b>7</b>

## DEVELOPMENT SERVICES



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

The goal of the Economic Development Division is to foster local economic growth by attracting and retaining businesses, encouraging redevelopment, and embracing innovation. Assisting businesses directly and facilitating connections between companies and state and workforce agencies committed to business retention and expansion; assisting employers with recruiting and retaining qualified workers. Such programs would enhance the quality of life; increase community wealth and individual prosperity; and strengthen local and regional roles in community economic development leadership. These services and initiatives include streamlining the development process, promotion of appropriate infill activity and investment in targeted areas of the community. Also included is the consideration of housing, mixed-use and other development forms to ensure the best mix for the community; promotion and attraction of private investment; promotion of the City as a premier location for business and residential living; and the creation of a team of professional economic developers who can meet the needs of the City.

The Community Development Division is comprised of the CDBG program which is detailed in the Special Revenue section.

# DEVELOPMENT SERVICES

## MISSION STATEMENT

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

## GOALS AND ACTIONS

### **Goal 1: Promote a customer-friendly approach to community development**

- ♦ Utilize technology to develop an improved interactive experience with access to real-time information for Planning and Zoning applications for re-zonings, variances, etc.
- ♦ Complete digital storage of archived departmental records and provide digital access to files.

### **Goal 2: Adopt and revise ordinances to reflect increased environmental, aesthetic and neighborhood viability concerns**

- ♦ Conduct a comprehensive review of the entire Zoning Ordinance, including development regulations and permitted uses; evaluate changes regarding permitted uses in each zoning category.
- ♦ Review the zoning concept of Form Based Codes when considering the redevelopment of existing properties and/or underutilized commercial corridors.
- ♦ Implement new Overlay Districts as recommended in the Marietta University Enhancement District Livable Centers Initiative (MU2 LCI) study.
- ♦ Consider changes to life, safety and sanitary codes to assist in the cleanup of blighted properties.

### **Goal 3: Conduct long-range planning projects that help prioritize, redevelop and revitalize the City**

- ♦ Update the Envision Livable Centers Initiative (LCI) considering redevelopment in the past 15 years; focus on commercial retail growth opportunities to support new housing.
- ♦ Enhance the trail network by starting right-of-way and construction for a Rottenwood Creek multi-use trail system.
- ♦ Work with other City departments and community partners to acquire funding for sidewalks, road connections, signage and trails.
- ♦ Work with Planning and Zoning to pursue zoning and land use changes that promote livable centers outside the CBD.
- ♦ Identify new redevelopment areas and target with strategic efforts.

### **Goal 4: Market the strategic vision of transforming the Franklin Gateway redevelopment area into a vibrant commercial and office-centered corridor**

- ♦ Work with Gateway Marietta Community Improvement District (CID) to improve infrastructure, provide increased safety, expand influence and develop a sense of place throughout the area.
- ♦ Identify and apply for infrastructure project funding to improve walkability, connectivity, and livability along the corridor.
- ♦ Implement the Franklin-Delk LCI plan in conjunction with other departments, the Gateway CID, Cobb County and partners.
- ♦ Market city-owned property for appropriate and compatible uses to help transform the area and create jobs.
- ♦ Continue to research and acquire additional properties within the Franklin Gateway Area; foster investment and repurposing of underutilized properties including low rent hotels with potential developers.

### **Goal 5: Obtain quality retention, expansion, development and growth**

- ♦ Analyze the City's existing industrial stock to identify strengths, weaknesses and action steps.
- ♦ Strategically conduct business retention calls and visits to maintain relationships and identify solutions to concerns.
- ♦ Monitor changes in the local economy and identify available sites.
- ♦ Market Marietta to prospective industries and promote local resources, community strengths and available incentives.
- ♦ Work with local partners to communicate a unified message to prospective businesses, citizens and visitors.
- ♦ Connect small businesses to local partners such as Ignite HQ, EDFE, the Cobb Chamber to foster and strengthen growth.

# DEVELOPMENT SERVICES

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
Code Enforcement Cases	4,897	6,000	6,000
Trash & Obnoxious Vegetation Cases	1,976	1,800	1,800
Citations Issued	44	45	45
Sign Permits Issued	422	375	375
Rezoning Applications Processed	35	40	40
Variance Applications Processed	46	60	60
Plats Reviewed	67	60	60
Site Plans Reviewed	56	60	60
Business License Applications Reviewed	991	1,000	1,000
Building Permits Reviewed	1,896	1,800	1,800
One-on-one dialogues with Georgia project managers	50	40	30
Meetings with private business prospects	150	150	150
Special projects (MU2 LCI, Franklin-Gateway, CID, GO Bond)	2	3	4
Print media outreach	12	15	16
Industries or businesses visited in support of Business Retention and Expansion Program (BREP)	50	75	90

## GOALS ACCOMPLISHED

- ◆ Assisted prospective business in finding a location in Marietta, some of which include IKEA USA, Drive Shack, Prodew and the Marietta Square Market, Promenade (Wynhaven), Hedges-West Dixie and Marvelle (Boston Homes).
- ◆ Helped facilitate approval for quality development projects including the Franklin Gateway Sports Complex, Studio Movie Grill, and the City Farmers Market.
- ◆ Created a business guide for new and existing business to navigate the City and available resources.
- ◆ Maintained relationship with Atlanta United to facilitate improvements on their headquarters and training facility.
- ◆ Marketed the City in publications, including GA Trend, Know Atlanta, Cobb InFocus, with the purpose of attracting new businesses and residents.
- ◆ Negotiated the acquisition of the the Marietta Flea Market at 550 Franklin Gateway, and oversaw management of the property.
- ◆ Continued to work in support of the Gateway Marietta Community Improvement District (CID), by attending their meetings, coordinating with their staff, providing project updates, and advisory assistance.
- ◆ Finalized staff support to the Marietta Redevelopment Corporation after it was dissolved.
- ◆ Concluded the coordination of the statue and mural for the Elizabeth Porter Park.
- ◆ Served as a staff liaison to the Marietta Development Authority, DMDA, Welcome Center, Cobb County Chamber, and the Gateway Marietta CID.
- ◆ Worked to facilitate infrastructure projects, including the advancement of both Phase 1 and Phase 2 of the Rottenwood Creek Trail Projects.
- ◆ Applied for and received \$100,000 in grant funds for the update of the Envision Livable Centers Initiative (LCI) studies; Applied for funds for additional phases to the Rottenwood Creek Trail Projects.
- ◆ Aided in the planning and coordination of the inaugural M2R Trailfest.
- ◆ Completed adoption of the 10-year update to the City's Comprehensive Plan.
- ◆ Updated several detailed plans for Manget, Registry, North Square Townhomes and Session Street Townhomes.
- ◆ Ongoing administration of Zoning Regulations to make them more business-friendly.
- ◆ Assisted Historic Preservation Committee in the creation of a new historic district - the Forest Hills Historic District.
- ◆ Worked with Public Works and IT Departments to implement SAGES, a digital user-friendly process for development approvals and permits.



## DEVELOPMENT SERVICES

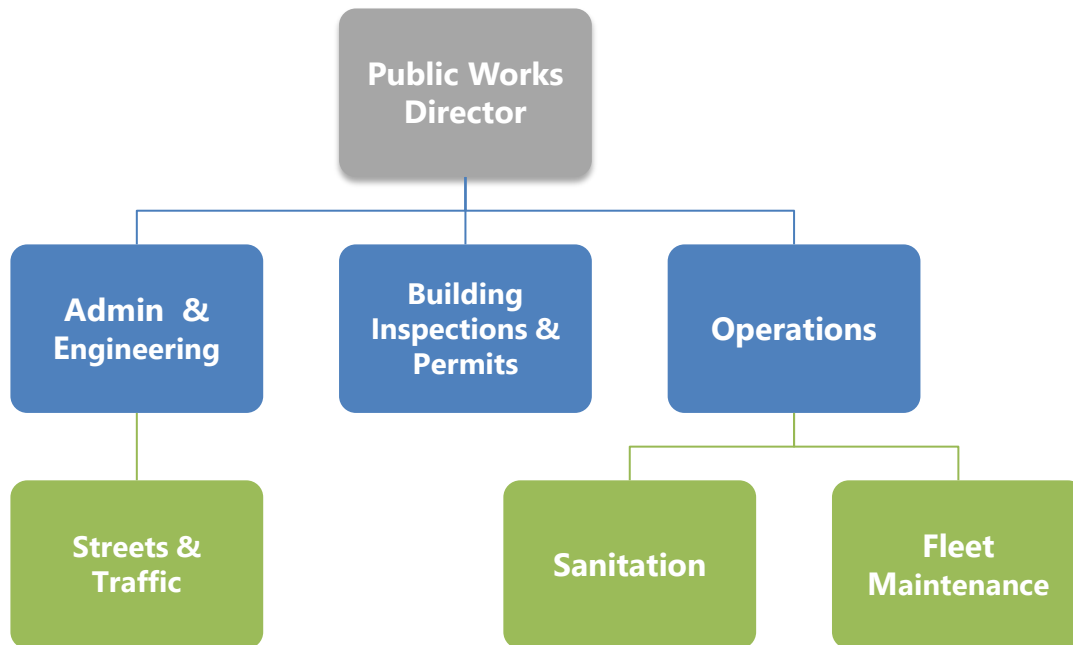
### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	1,421,183	1,395,995	1,391,824	1,424,900	1,495,981
Operating Services	177,012	281,615	190,495	137,319	351,901
Capital	0	0	0	20,750	0
<b>Total Budget</b>	<b>1,598,195</b>	<b>1,677,610</b>	<b>1,582,319</b>	<b>1,582,969</b>	<b>1,847,882</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Development Services Director	1	1	1	1	1
Administrative Assistant II - Dvlpt. Svcs.	1	1	1	1	1
Planning and Zoning Manager	1	1	1	1	1
Planning & Zoning Administrator I/II/III	0	0	1	1	1
Planning and Zoning Coordinator	1	1	1	1	1
Urban Planner	1	1	1	1	1
Code Enforcement Manager	1	1	1	1	1
Code Enforcement - Admin. Assist. I	0	0	0	0	1
Senior Code Enforcement Inspector	1	1	1	1	1
Inspector Code Enforcement	6	6	6	6	6
Code Enforcement Clerk	1	1	1	1	0
Zoning Administrator	1	1	0	0	0
Economic Development Manager	1	1	1	1	1
Economic Development Proj. Mgr. I/II	1	1	1	1	1
Planning & Development Specialist	1	1	1	1	1
Project Manager Redevelopment	1	1	1	1	1
Planning Commission Members	7	7	7	7	7
Board of Zoning Appeals Members	7	7	7	7	7
<b>Total Budgeted Positions</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>

# PUBLIC WORKS



The Public Works Department has six main divisions: Administration and Engineering; Building Inspections; Sanitation; Streets and Traffic Services; and Fleet Maintenance 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 drains 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 Inspections 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 certificates of occupancy; and performing field inspections for all building, electrical, grading, plumbing, and heating and air conditioning work performed in the City.

The Sanitation Division is responsible for providing solid waste collection services to approximately 13,000 households within the City. Services provided include twice-weekly garbage collection at the rear door and curbside yard waste collection once per week. 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 13% of the solid waste stream from landfills each year since implementing a volume-based fee structure in 1994.

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; re-patches of pavement and replacement of sidewalks and driveways and transportation improvement projects.

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

# PUBLIC WORKS

## MISSION STATEMENT

To maintain a high-level infrastructure through the provision of municipal and public support services to citizens and internal partnerships.

## GOALS AND ACTIONS

### Goal 1: Continue to maintain or exceed current service levels

- ♦ Maintain current FEMA Flood Plain Community Rating System level 8; evaluate pursuit of level 7 which would provide greater flood insurance savings to residents.
- ♦ Ensure compliance with the City's General Storm Water Discharge Permit and the Watershed Management Plan.
- ♦ Update and refine the Sanitation application and associated processes based on consumer feedback.
- ♦ Finalized the Storm Water preventative maintenance program to include use of the asset management database.
- ♦ Refurbish Fleet building to increase efficiency and maintain the ASE Blue Shield designation within the Fleet division.
- ♦ Offer building code training programs to contractors and builders' associations annually.
- ♦ Coordinate with CSX and School Bus System to provide safety measures for drivers through the City's Travel Safely app.

### Goal 2: Effectively utilize technology to increase departmental efficiency

- ♦ Complete full online conversion for Mechanical, Electrical, Plumbing (MEP) permits and other building related permits.
- ♦ Digitally convert all road construction, site plans, and building plan data to be accessed via Superion AS-400 and gemNet.
- ♦ Enhance web-based asset management system to include storm water system tools for Streets and Engineering.
- ♦ Refine web-based asset management system to include work orders, customer data and route analysis for Sanitation.

### Goal 3: Optimize the transportation and traffic infrastructure through technology and planning

- ♦ Perform/update traffic corridor timing analysis on an annual basis using Synchro for signalized corridors; include evaluation of capacity needs as part of the study.
- ♦ Upgrade traffic controller software and connections from serial to ethernet and all intersections to flashing yellow arrow.
- ♦ Finalize upgrade of all poly-head pedestrian signals with countdown display.
- ♦ Continue reflectivity program and inspections to ensure safe visibility and alignment with Federal Highway Administration (FHWA) requirements; monitor revised implementation deadline and ensure compliance.
- ♦ Continue striping inspection and maintenance program and evaluation of pavement patch conditions at utility cut sites.
- ♦ Perform a five-year pavement conditions analysis, with the goal of having a full analysis every five years and annual updates.

### Goal 4: Continue to support the City's promotion of environmentally friendly projects

- ♦ Manage residential recycling programs as well as Central Business District and City facility recycling.
- ♦ Continue to protect streams and watersheds from sediment and other pollutants created by development; enhance Municipal Storm Sewer System (MS4) management.
- ♦ Formulate utilization studies to control and track underutilized vehicles.

### Goal 5: Continue to support training and staff certification programs

- ♦ Provide continuing education for inspectors through Northwest Georgia Inspectors Association, and maintain International Code Council certification for all building inspectors.
- ♦ Continue certification of traffic technicians through International Municipal Signal Association.
- ♦ Improve ISO Building Code Effectiveness Grading Schedule rating.
- ♦ Initiate national accreditation process for the Building Inspections division through the International Accreditation Service.
- ♦ Prepare for auditing process to receive the Certified Fleet Management Operation Certification (CFMO) and Public Works Certification, via the American Public Works Association.

# PUBLIC WORKS

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
Potholes Repaired	417	200	200
Citizen Pothole Complaints	11	9	9
Citizen Pothole Complaints Completed within 24 hours	11	8	8
Sidewalks Completed (square feet)	49,198	14,000	14,000
Curbs/Gutters Completed (linear feet)	11,955	5,000	5,000
Signalized Intersections Installed/Upgraded	9	82	116
Traffic signals re-timed as part of corridor re-timing projects	35	3	10
Intersection Maintenance	220	220	220
Span wire intersections converted to mast arm	9	8	8
Sign Maintenance areas defined by blocks	60	60	60
Sanitation Customer Calls	2,056	8,000	8,000
Missed Refuse Pickups	117	180	180
Average Number of Customers per Sanitation Route	1,900	2,000	2,000
New roll cart customers	400	200	400
Tons of Residential Solid Waste Collected	21,965	10,856	28,000
% of Residential Solid Waste Diverted to Recycling	33%	26%	30%
Tons of Residential Solid Waste Recycled	7,204	2,834	6,000
Tons of Residential Solid Waste Landfilled	14,765	8,022	20,000
Tons of Brush and Yard Waste Collected	3,814	1,742	6,000
Fees Charged for Pickup of Extra Items	\$20,456	\$40,000	\$40,000
Fleet Availability per Month	79%	85%	90%
Fleet Preventative Maintenance Compliance on Schedule	82%	83%	85%
Fleet Rework Rate	0.10%	0.10%	0.10%
Fleet Mechanic Productivity	65%	80%	85%
Fleet Work Orders Processed	6,649	6,600	6,600
Work Zone and Safety Inspection for Public Works operations	285	350	500
Accident/Incident investigations (employee, property, vehicles & equip)	89	130	130
Paper plan sets converted to electronic storage	2,000	2,000	2,000
Employee training and certification hours	1,265	2,000	2,000
FEMA Flood Plain Community Rating System Score	8	8	8

## GOALS ACCOMPLISHED

- ◆ Fleet Maintenance Division recognized as a Blue Seal shop for 2018 by the National Institute for Automotive Service Excellence and as one of Government Fleet Magazine's Notable Fleet Program for 2018.
- ◆ 20% of site plans, 80% of building plans, and 80% of building permits have been scanned and made available internally.
- ◆ Four Building Inspectors obtain additional certifications resulting in broaden utilization and inspection capabilities.
- ◆ 100% of 2005 SPLOST projects have been completed or started; 81% of 2011 SPLOST projects completed or started.
- ◆ Launched new fleet management system, which provides real time work order management and updates to customers and technicians.
- ◆ Reviewed Erosion, Sedimentation and Pollution Control Plans (ES&PC) for proposed projects, and assisted in the approval process of an estimated 120 plans per year, plus multiple reviews for each.
- ◆ Implemented a web based interface for Traffic and Sanitation divisions asset management system.
- ◆ Completed electronic submittal and approval efforts for building site plans and permits.
- ◆ Installed Signal Phase and Timing (SPaT) controllers to broadcast signal data in real-time to roadway users.

# PUBLIC WORKS

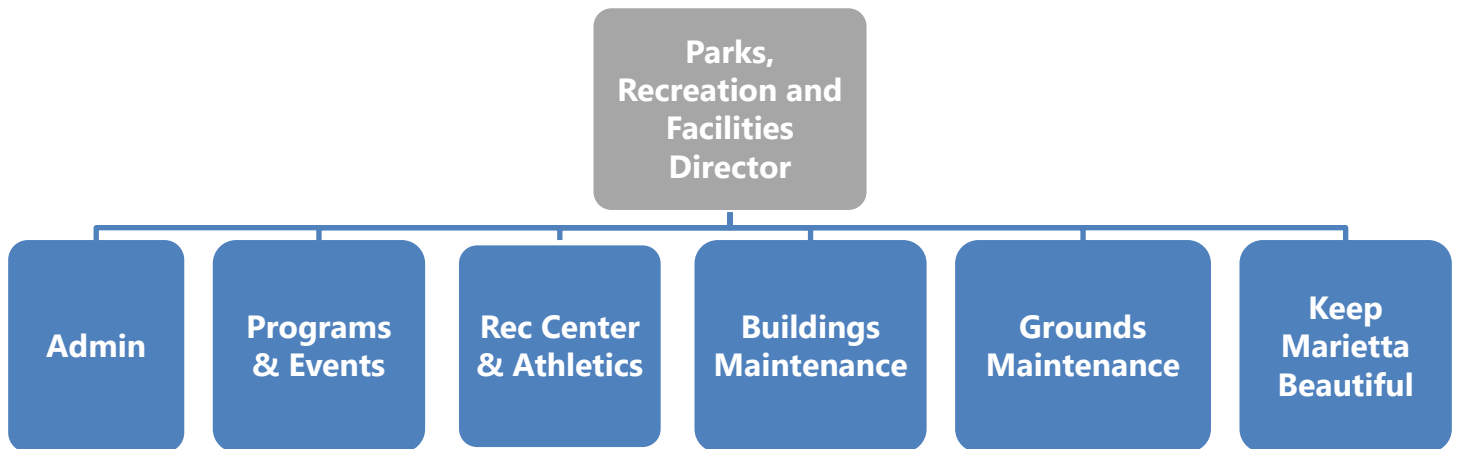
## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	5,008,814	4,996,119	4,936,370	5,091,167	6,034,031
Operating Services	1,869,772	1,806,839	2,236,887	2,443,359	2,194,548
Capital	396,809	450,629	187,157	949,191	0
<b>Total Budget</b>	<b>7,275,395</b>	<b>7,253,587</b>	<b>7,360,414</b>	<b>8,483,717</b>	<b>8,228,579</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Director of Public Works	1	1	1	1	1
Deputy Director of PW - Engineering	0	0	0	0	1
Administrative Assistant II - Public Wks.	1	1	1	1	1
Transportation Program Manager	0	0	1	1	0
City Engineer	1	1	1	1	1
Storm Water Engineer	1	1	1	1	1
Site Development Engineer	0	0	1	2	2
Field Engineer	0	0	0	0	1
Civil Engineering Technician	1	1	1	1	0
Civil Engineering Assistant	1	1	1	1	1
Storm Water Technician	1	1	1	0	0
Chief Building Official	1	1	1	1	0
Senior Building Trades Inspector	2	2	2	2	2
Plans Examiner	0	0	1	1	1
Inspector Building Trades	3	3	2	2	2
Permit Technician I/II	2	2	2	2	2
Supervisor Sanitation	1	1	1	1	1
Admin. Assistant I - Sanitation	1	1	1	1	1
Foreperson Sanitation I/II/III	3	3	3	3	3
Route Driver I/II/III	10	10	10	10	10
City Service Worker I/II/III - Sanitation	25	25	25	25	25
Deputy Director of PW - Operations	0	0	0	0	1
Deputy Director of Public Works	0	0	1	1	0
Admin. Assistant I - Operations	1	1	1	1	1
PW Analyst/Safety Coordinator	1	1	1	1	1
Traffic Control Center Coordinator	0	0	1	0	0
Assistant PW Director/Ops. Mgr.	1	1	0	0	0
Supervisor Streets	1	1	1	1	1
Foreperson Streets	4	4	4	4	4
Equipment Operator Streets	6	6	6	6	6
Maintenance Technician - Streets	1	1	1	1	1
City Service Worker I/II - Streets	14	14	14	14	14
Supervisor Traffic Services	1	1	1	1	1
Traffic Signal Systems Specialist	0	1	1	1	1
Traffic Signal Apprentice I/II	5	4	4	4	4
Traffic Signal Technician I/II/III	3	3	3	3	3
Sign Technician I/II	1	1	1	1	1
Traffic Systems Technician	1	0	0	0	0
Board of Bldg. Code Appeals Members	7	7	7	7	7
<b>Total Budgeted Positions</b>	<b>102</b>	<b>101</b>	<b>104</b>	<b>103</b>	<b>102</b>

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

The Custer Park and Lawrence Street Recreation Centers provide daily recreational activities. Seasonal special events, tournaments, league play and instruction are also offered. Summer Programs provide 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 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; elevator repair and inspections; and other services necessary to keep City buildings clean and in safe working order.

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

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.

# 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 provide technical maintenance to all City buildings through preventative, routine and emergency care.

## GOALS AND ACTIONS

### **Goal 1: Provide technical maintenance for designated buildings and facilities**

- ♦ Inspect buildings and ensure parking lot access according to established schedule, repairs, and equipment maintenance.
- ♦ Coordinate and supervise janitorial contractors; evaluate staffing levels, contracted services and maintenance requirements; evaluate cleaning products and supplies and integrate green products where practical.

### **Goal 2: Increase efficiency of HVAC operations throughout the City**

- ♦ Institute remote access for troubleshooting and temperature control by linking systems to Metasys or Tracer.
- ♦ Establish an efficient preventative maintenance program by implementing a dedicated service model and contractor recommended updates.

### **Goal 3: Maintain grounds at City parks and greenspaces**

- ♦ Maintain historic City cemetery to provide a tranquil setting that is esthetically pleasing to citizens and tourists; continue graffiti removal program in support of City Ordinance; sustain playground safety inspection program pursuant to NPRA.
- ♦ Develop programs and set standards relative to the new MR2 Trail section and the future opening of the Elizabeth Porter Park, Kirby Park and Rottenwood Creek Trail.

### **Goal 4: Provide landscape development and maintenance at beautification sites**

- ♦ Maintain and improve, turf, weed and ant control programs through in-house labor and contract support; maintain standards set by Georgia Department of Agriculture; adjust chemical care program based on site needs.
- ♦ Engage in tree preservation, health, maintenance and planting; continue support of Marietta Tree Keepers activities.
- ♦ Maintain landscape and beautification installations; upgrade specified properties to restore optimum aesthetic.

### **Goal 5: Enhance and expand electronic media communications**

- ♦ Improve Department website page layout and accessibility within the City's website and other media outlets.
- ♦ Promote Department website as a primary hub of communication, program registration, and up-to-date information.

### **Goal 6: Maximize operations at the Franklin Gateway Sports Complex**

- ♦ Host city sponsored or partnered programs/events; implement rental/scheduling structure to maximize revenue and provide time for local use.
- ♦ Conduct training for maintenance of artificial turf and surrounding amenities.

### **Goal 7: Continue progress on construction projects funded by the 2009 Parks Bond or CDBG funds**

- ♦ Complete the remaining Parks Bond projects including Wildwood, West Dixie, Glover and Flournoy Parks.
- ♦ Maintain Kirkpatrick, Burnt Hickory and Powder Springs Road greenspace properties.

### **Goal 8: Continue expanding operations at Custer Park Sports and Fitness Center**

- ♦ Promote use of "Kids Zone" program designed to grant pass holders access to child supervision by recreation center staff.
- ♦ Expand instructor-led exercise classes and programs; while maximizing scheduling of new athletic programs including pickle ball, volleyball, camps, badminton, and fitness-driven opportunities.

# PARKS, RECREATION AND FACILITIES

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
<u>Parks &amp; Recreation:</u>			
Youth Basketball Participants	342	270	300
Concerts on the Square	18	18	19
Festivals on the Square	9	9	7
City Special Events	10	10	8
Non-City Special Events	25	25	22
Rec Center Hours of Operation/Week	89	95	95
<u>Buildings &amp; Grounds Maintenance:</u>			
<u>Technical:</u>			
Projects	22	22	22
Work Orders	1,193	1,225	1,250
Vandalism Incidents	16	0	0

## GOALS ACCOMPLISHED

- The following City Park Bond projects have been completed: Franklin Gateway Sports Complex, Elizabeth Porter Park and Kirby Park.
- Made improvements to communication with the public with a more up to date department website, calendar of events, increased Rec1 registration usage for pavilion and field rentals, and developed a procedure for program approvals to ensure adequate promotion of what is happening within the department.
- Supported Marietta Tree Keepers and Keep Marietta Beautiful programs. Conducted regular "Adopt" programs, shredding events, and assisted with park cleanups.
- Increased revenue and attendance numbers at Custer Park Sports and Fitness Center, added contract fitness instructors, and developed a recreation programming plan to guide facility staff in coordinating, marketing, and promotion of the facility and available programs.
- Provided technical and labor support for all City-sponsored special events including Taste of Marietta, 4th of July celebration, concerts on the Square, Winter Wonderland, and our annual New Year's Eve event.
- Maintained updated knowledge regarding codes and ordinances governing facilities; ensured conformation of all facilities to proper specifications through training and provision of equipment and tools needed to complete required tasks.
- Sustained use of lawn maintenance schedules for assigned areas, evaluating sites and expanding programs as needed.
- Installed center stanchions on park benches in Glover Park.
- Progressively upgraded all lighting fixtures throughout City facilities with new energy saving LED bulbs that do not require ballast.
- Utilizing the Work Order system, continued to provide technical, landscape and custodial services to all City facilities.
- Installed new HVAC and painted at the Welcome Center and Brumby House for the Gone With the Wind Museum.
- Repaired and reroofed the large Pavilion at Laurel Park.
- Installed new chiller at Fire Department's Public Safety Complex and a new overhead heater and HVAC Controls at Lawrence Street Recreation Center.
- Assisted with the renovations, including painting and repairs of the Brumby House for the Gone With the Wind Museum relocation.
- Completed the construction of the Franklin Gateway Sports Complex.
- Retained a low work order backlog.
- Maintained playground safety inspection program, pursuant to National Playground Recreation Association standards.



## PARKS, RECREATION AND FACILITIES

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	1,592,043	1,879,763	1,929,955	1,912,238	2,609,801
Operating Services	917,656	1,160,083	1,199,059	1,125,810	1,694,714
Capital	437,166	489,732	302,696	119,230	0
<b>Total Budget</b>	<b>2,946,865</b>	<b>3,529,578</b>	<b>3,431,710</b>	<b>3,157,278</b>	<b>4,304,515</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Director Parks, Rec. and Facilities	1	1	1	1	1
Manager, Recreation and Park Services	0	0	0	0	1
Mgr. Parks, Landscape & Open Spaces	0.25	0.50	0.50	0.75	0
Administrative Assistant II	1	1	1	1	1
Community Engagement Supervisor	0	0	0	0	1
Parks & Recreation Superintendent	1	1	1	1	0
Recreation Supervisor	2	2	2	2	1
Recreation Coordinator	2	3	3	3	1
Recreation Leader	2	2	2	2	0
Recreation Specialist	0	1	0	0	0
Recreation Center Director	1	0	0	0	0
Recreation Supervisor - Custer Prk.	0	0	1	1	1
Recreation Coordinator - Custer Prk.	0	0	0	0	1
Recreation Specialist - Custer Prk.	0	0	0	0	2
Recreation Leader - Custer Prk.	0	0	0	0	1
Recreation Coordinator - Franklin Gtwy.	0	0	0	0	1
Recreation Specialist - Franklin Gtwy.	0	0	0	0	1
Buildings Superintendent	1	1	1	1	1
Administrative Assistant I - Bldgs.	1	1	1	1	1
Senior Maintenance Technician	1	1	1	1	1
Maintenance Technician II	2	2	2	2	2
Maintenance Technician I	2	2	2	2	2
Manager, Parks and Grounds	0	0	0	0	0.75
Foreperson - Parks & Grounds	3	2	2	2	3
City Service Worker I/II - Parks & Grds.	8	9	9	9	11
Clean City Coordinator	1	1	1	1	1
<b>Total Budgeted Positions</b>	<b>29.25</b>	<b>30.5</b>	<b>30.5</b>	<b>30.8</b>	<b>35.75</b>

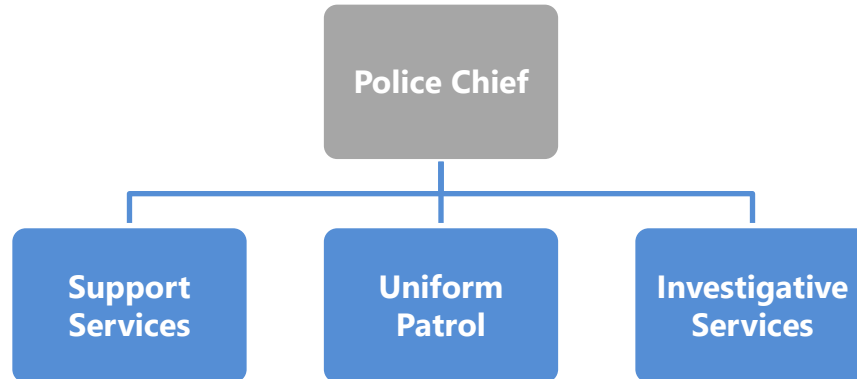
In FY2015, 25% of the position allocation for the Manager of Parks, Landscape & Open Spaces was moved to the General Fund from the City Parks Bond Fund.

In FY2016 and FY2017, 50% of the position allocation for the Manager of Parks, Landscape & Open Spaces is allotted in the General Fund and 50% is in the City Parks Bond Fund.

In FY2018, 75% of the position allocation for the Manager of Parks, Landscape & Open Spaces is allotted in the General Fund, and 25% is in the City Parks Bond Fund.

In FY2019, the Manager of Parks, Landscapes & Open Spaces position was reclassified as a Manager, Parks and Grounds, with 75% funding allocation in the General Fund and 25% from the City Parks Bond Fund.

# POLICE



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

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

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



# POLICE

## MISSION STATEMENT

To ensure the highest level of crime control and overall public safety through community problem-solving, active partnering with public sector agencies, extensive teamwork with the community, and sharing of information with the public.

## GOALS AND ACTIONS

### **Goal 1: Reduce the number of burglaries, larcenies, robberies, arson, auto thefts and aggravated assaults by five percent**

- ♦ Address the vagrant camp issue.
- ♦ Conduct holiday enforcement plan.
- ♦ Develop recommendations for crime reduction in multi-occupancy structures.
- ♦ Establish standards for use of bait technology.
- ♦ Review shoplifting offenses.

### **Goal 2: Utilize improved technology to increase efficiency, effectiveness, and officer safety**

- ♦ Purchase additional mobile and stationary license plate readers for fleet and special unit vehicles as well as key locations throughout the City.
- ♦ Research feasibility of creating a Video Camera Monitoring Center.
- ♦ Design and implement the Unmanned Aerial Vehicle Program.

### **Goal 3: Increase employee development opportunities**

- ♦ Develop and implement State mandated annual training in-house.
- ♦ Plan, create, and attend county-wide management training programs.
- ♦ Continue development and administration of First Responder and Crisis Intervention (CIT) Training.

### **Goal 4: Enhance cyber and forensic capabilities**

- ♦ Develop Cyber Intelligence Protocol for large events.
- ♦ Enhanced Investigation of Human Trafficking cases and Internet Crimes Against Children cases.
- ♦ Evaluate available investigative software and make recommendations for purchase.

### **Goal 5: Enhance Planning and Training for Large events and Critical Incidents**

- ♦ Increase Public Safety Awareness to include CRASE and Stop the Bleed programs.
- ♦ Complete Unified Mass Casualty Incident Plan for Marietta Square.
- ♦ Develop Safety Plans for large events held regularly within the city.
- ♦ Plan and conduct Tabletop Exercises for Mass Casualty Incidents.



# POLICE

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
<b><u>Crime Caseload:</u></b>			
Murder	7	1	7
Robbery	125	118	101
Aggravated Assault	89	90	82
Burglary	334	308	326
Larceny	1,924	1,818	1,682
Auto Theft	158	148	170
Internet Crimes Against Children Arrests	35	45	45
Compliance rate with National and State Certification Standards	100%	100%	100%
% of vehicle purchases completed for Pers. Patrol Vehicle Program (PPVP)	100%	100%	100%
% of body camera purchases provided to effected personnel	100%	100%	100%
Internal training classes held (certification and non-certification)	43	43	43
CIT training to sworn officers	85%	100%	100%

## GOALS ACCOMPLISHED

- ♦ Crisis Intervention (CIT) Training for sworn officers provided with more than 85% completion rate, in handling the mentally ill.
- ♦ Marietta Police Department average response time dropped 20 seconds since the inception of the Public Safety Ambassador (PSA) program in October 2017.
- ♦ Provided Advanced Law Enforcement Rapid Response (ALERT) active shooter training to all sworn personnel.
- ♦ Mine-Resistant Ambush Protected (MRAP) Vehicles training completion, personnel required to utilize vehicles obtained class "B" license.
- ♦ Hosted training seminar to review program concepts for Civilian Response to Active Shooter Events (CRASE).
- ♦ Partnered with Trauma Services at WellStar Kennestone Hospital and the stop the bleed campaign to teach life-saving bleed control and on the scene emergency skills.
- ♦ Held RadKIDS Safety education session, providing youth methods that utilize knowledge, skills and power to protect themselves from violence or harm on the internet, at home, at school, in a vehicle, and outdoors. Hosted Rape Aggression Defense (RAD) for high school female seniors to learn options to escape attacks.
- ♦ Hosted Pastor's Police Academy, a six week course providing faith based leaders with insight into various aspects of policing; and Citizens' Police Academy, an eleven-week course designed to familiarize residents and business owners with City policing.
- ♦ Police Department open house, showcasing the department, our state of the art equipment and hiring process to prospective young adults showing interest in joining the force.
- ♦ Hosted semi-annual Police Department Firearm Safety Seminar, a seminar designed to educate residents on gun safety, weapon laws, permits, and other weapons for self-defense.
- ♦ Completed four tabletop and field critical incident exercises.

Citizens Police Academy Class



# POLICE

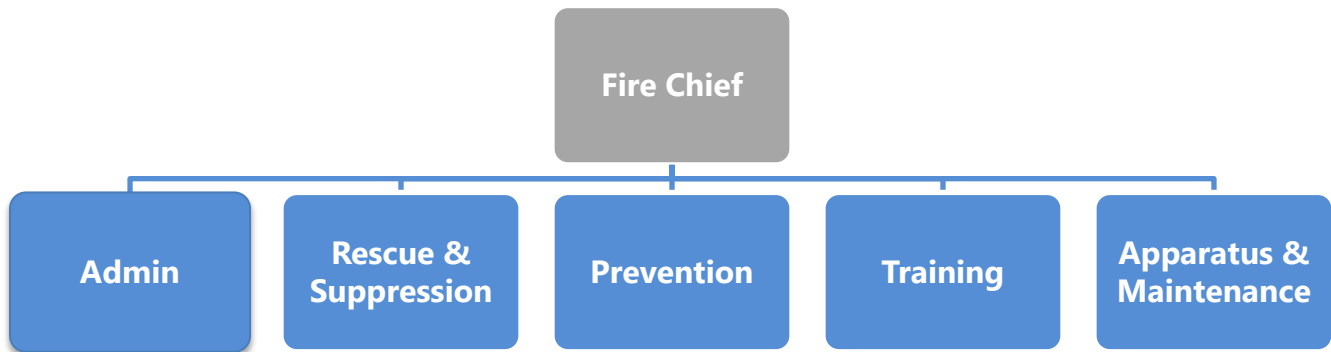
## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	11,855,132	12,556,308	12,849,241	13,524,062	14,235,160
Operating Services	2,309,626	2,087,656	2,149,654	1,881,413	2,324,911
Capital	223,175	262,666	462,859	476,759	0
<b>Total Budget</b>	<b>14,387,933</b>	<b>14,906,630</b>	<b>15,461,754</b>	<b>15,882,234</b>	<b>16,560,071</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Police Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	2
Major	5	5	5	5	5
Sergeant	15	15	15	15	15
Lieutenant	8	8	8	8	8
Senior Officer/Police Officer	108	108	108	108	108
Police Officer PT	0	0	0	0	0.5
Administrative Assistant III	1	1	1	1	1
Administrative Services Technician	1	1	2	2	2
Supervisor of Police Services	1	1	1	1	1
Police Service Representative I/II/III	0	0	0	0	18
Support Services Technician	3	3	3	3	3
Police Analyst	2	2	2	2	2
Fleet Maintenance Coordinator	1	1	1	1	1
Police Expense Coordinator	1	1	1	1	1
Police Service Representative	18	18	18	18	0
Parking Enforcement Officer	1	1	1	1	1
Prisoner Transport Officer	4	4.5	4.5	5	5
Bailiff PT (3 Part-Time)	1.5	1.5	1.5	1.5	1.5
Administrative Assistant I	1	1	0	0	0
PAL/Community Program Coordinator	0	0	1	1	1
PAL/Franklin Rd. Program Coordinator	1	1	0	0	0
Public Safety Ambassador	0	0	0	8	8
<b>Total Budgeted Positions</b>	<b>175.5</b>	<b>176</b>	<b>176</b>	<b>184.5</b>	<b>185</b>

# FIRE



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

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

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

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

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

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

# 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: Maintain and improve infrastructure and capabilities through the maintenance of an Insurance Services Office (ISO) Class 1 rating**

- ♦ Complete the relocation of Station 56
- ♦ Replace one ladder truck, one heavy rescue truck, one Light Duty Rescue, two staff vehicles and purchase one Air truck; return to apparatus replacement schedule to meet future vehicle needs.
- ♦ Update interior finish in Stations 51, 52, 54 and 55; replace roof at Station 53.
- ♦ Commence replacement of hydraulic rescue tools in phases.

### **Goal 2: Expand community risk reduction program within MFD, targeting residential and business properties**

- ♦ Continue collaboration with residents, schools and businesses and assessing risk exposure.
- ♦ Provide specific emergency planning for the traditional and non-traditional needs of the community.
- ♦ Expand educational and preparedness programs using social media, neighborhood safety workshops and business partnerships.
- ♦ Expand the Business Community Risk Reduction program.

### **Goal 3: Increase firefighter safety and improve service delivery through completion of a Public Safety training facility**

- ♦ Complete site preparation; fence the training area; install fire hydrants; complete drives and pads for vehicle access.
- ♦ Construct public safety training building, tactical and drill facility, and public safety training props.
- ♦ Construct training tower and live fire training center.

### **Goal 4: Refresh radio equipment with updated technology to adhere to Cobb County radio system mandates**

- ♦ Research and evaluate radio equipment which optimize operational delivery and provides best value.
- ♦ Train all personnel on how to use radio solution.
- ♦ Distribute new portables, mobiles, base stations, and related equipment to the department.





# FIRE

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
Total calls for service (all incidents)	12,971	13,200	13,500
Units dispatched to calls for service	17,722	17,950	18,100
Total Fire Calls	255	250	230
Structure fires	96	85	95
EMS (Emergency Medical Services) calls	8,839	9,000	9,300
ALS (Advanced Life Support) units in service	6	6	6
Commercial property plans reviewed	1,221	1,260	1,300
Business inspections	3,258	3,000	3,000
Fire investigations	57	60	50
% of EMS responses in 6 minutes or less	65.7%	66.3%	66.5%
% of recruits employed after 1 year	100%	100%	100%
% of uniformed personnel who are paramedics	55%	55%	58%

## GOALS ACCOMPLISHED

- ♦ Completed renovation project of the Marietta Fire Museum and held a Grand Re-Opening.
- ♦ Held Groundbreaking Ceremony for New Fire Station 56, and site plans were completed.
- ♦ Replaced Records Management System.
- ♦ Completed annual fitness evaluation (BLITZ) to demonstrate firefighting fitness ability.
- ♦ Business Community Risk Reduction (CRR) Program built and beta tested.
- ♦ Applied for Grant and awarded funds for Carbon Monoxide(CO) alarm installation in the community.
- ♦ Plan review permitting process moved to online format, increasing efficacy.
- ♦ Recruitment process opened for the Fire Department seeking qualified individuals to join to the team.
- ♦ Teamed up with Santa to promote and educate the City's children with Fire Prevention education.



A Fire Department Training Exercise for New Recruits



Marietta's New Fire Station 56 Building Site



# FIRE

## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	10,630,474	10,671,689	11,135,157	11,320,016	11,907,704
Operating Services	990,834	1,032,990	946,696	894,275	921,310
Capital	352,034	721,741	113,741	64,386	0
<b>Total Budget</b>	<b>11,973,342</b>	<b>12,426,420</b>	<b>12,195,594</b>	<b>12,278,677</b>	<b>12,829,014</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Fire Chief	1	1	1	1	1
Administrative Assistant III	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1
Assistant Fire Chief - Suppression	3	3	3	3	3
Fire Commander - Suppression	6	6	6	6	6
Lieutenant/Lt. Medic - Suppression	15	15	15	15	15
Fire Engineer/Fire Engineer Medic	33	33	33	33	33
Firefighter I/II/III	61	61	61	61	61
Assistant Fire Chief - Prevention	1	1	1	1	1
Administrative Assistant I - Prevention	1	1	1	1	1
Fire Commander - Prevention	2	2	2	2	2
Lieutenant - Prev. Ofc/Prev. Ofc - Medic	4	4	5	5	5
Assistant Fire Chief - Training	1	1	1	1	1
Administrative Assistant I - Training	1	1	1	1	1
Fire Commander - Training	1	1	1	1	1
Lt.-EMS/Training Ofc/Training Ofc-Medic	3	3	2	2	2
<b>Total Budgeted Positions</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>

## NON-DEPARTMENTAL

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

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

City limits and collects it from these business establishments on a monthly basis. The revenue from this tax is used for the promotion of tourism and is authorized to be distributed to, but not limited to, an exhibit hall, a conference center and a performing arts center. This promotes and supports tourism by providing a forum for conventions and trade shows as well as athletic, musical, theatrical, cultural, civic and performing arts events. The City distributes 62.5% of hotel/motel tax revenue that it receives as follows: Marietta Welcome Center receives 12.5%, the Hilton Atlanta/Marietta Hotel and Conference Center receives 30.25% and the Cobb Convention Center receives 19.75%.

In addition the City collects auto rental excise tax in the amount of 3% on all rental cars within the city limits. The City distributes these collections via the Welcome Center to local museums, theaters and other non-profit organizations for the promotion of tourism in the downtown area. Tourism grants for FY2018 include the following: \$57,000 for the Gone With the Wind Museum; \$85,000 for the Marietta-Cobb Museum of Art; \$157,000 for the Marietta Museum of History; \$54,500 for the Earl Smith Strand Theatre; \$10,000 for the Old Zion Baptist Church Heritage Museum; \$15,000 for the Georgia Symphony Orchestra; \$24,000 for the Marietta Square Branding Project; \$18,000 for GA Metro Dance Theatre; \$4,000 for Friends of Brown Park; \$96,337 for reimbursement of City services; \$10,000 for Cobb NAACP's Juneteenth event; \$3,000 for the Georgia Ballet; \$16,666 for the Marietta Business Association - Art in the Park; \$270,000 for the Marietta Welcome Center; and \$24,500 for City Museum marketing.

In addition to the appropriation of current year tourism revenue, the commitment of prior year proceeds from Hotel/Motel Tax and 3% Auto Rental Excise Tax is also included.

Other general expenditures found in this departmental accounting entity include transfers to other funds of the City such as the BLW, Pension and Self-Insurance Funds.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	0	0	0	0	-1,018,041
Local Tourism	553,125	934,667	824,555	1,313,520	1,193,036
Tourism - Cobb Convention Center	513,130	573,091	622,563	608,875	720,875
Tourism - Marietta Conference Center	845,026	865,271	972,687	932,580	1,051,188
Operating Services	459,817	569,704	578,755	587,383	594,126
Indirect Cost Transfer to BLW Fund	3,009,147	3,009,147	2,924,700	2,924,700	2,924,700
Transfer to Golf Course	399,786	399,786	0	0	0
Transfer to Pension Fund	322,167	704,649	1,057,144	357,150	657,150
Miscellaneous Operating Transfers	37,500	0	0	0	0
Transfer to Self-Insurance Fund	1,975,141	1,542,769	2,364,873	1,699,545	2,089,765
Capital	0	0	183,997	1,495	1,000,000
<b>Total Budget</b>	<b>8,114,839</b>	<b>8,599,084</b>	<b>9,529,274</b>	<b>8,425,248</b>	<b>9,212,799</b>

Due to the hiring delay that is in place, the Personal Services budget has been decreased in a lump sum to account for the savings that will be generated by not filling General Fund positions. At year end, this budget amount will be allocated to the departments that had vacancies.

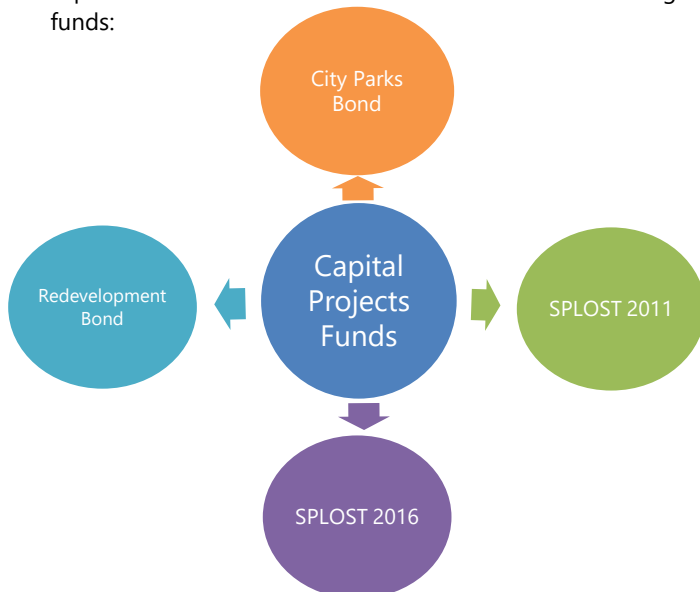
## SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. This section details the following funds:



## CAPITAL PROJECTS FUNDS

Capital Projects Funds are used to account for the financial resources used for the acquisition and construction of major capital items and facilities. This section details the following funds:



## DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources and the payment of general long-term debt principal and interest. This section details the following funds:



## LEASE INCOME FUND

The Lease Income Fund was created in FY2010 to account for the rental income received by the Hilton Atlanta/Marietta Hotel and Conference Center. Because the City/BLW paid off the former Conference Center bonds, which were previously funded with this rental income, the City now uses these funds to pay the debt service on the Citywide Projects revenue bonds.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	2,769,443	2,759,321	2,657,813	2,851,500	2,803,800

## TAX ALLOCATION DISTRICT (TAD) FUND

A Tax Allocation District (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 utilizing 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 currently has two TADs: the Center City South Renaissance (CCSR) and the Center City Perimeter.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	851,154	851,154	851,155	851,155	1,031,100

# CEMETERY FUND

The Cemetery Fund was set up in FY1989 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.

## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	69,268	44,927	12,546	66,604	127,276
Operating Services	73,748	121,781	90,447	77,843	109,224
Capital	0	15,095	0	0	0
<b>Total Budget</b>	<b>143,016</b>	<b>181,803</b>	<b>102,993</b>	<b>144,447</b>	<b>236,500</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
City Service Worker I/II - Parks & Grds.	2	2	2	2	2
<b>Total Budgeted Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



## CDBG FUND

The Community Development Block Grant (CDBG) Program is a 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.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	186,323	166,615	178,669	194,544	201,091
Operating Services	413,026	291,260	130,171	18,302	415,802
Capital	146,915	0	160	0	3,000
<b>Total Budget</b>	<b>746,264</b>	<b>457,875</b>	<b>309,000</b>	<b>212,846</b>	<b>619,893</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Community Development Manager	1	1	1	1	1
Community Development Specialist	1	1	1	1	1
<b>Total Budgeted Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



## GRANTS FUND

The Grants Fund accounts for the purchases and projects related to the receipt of various federal, state and local grants. Police grants for technology, vehicles and K-9 programs have been received in the past. Expenditures from other grants, such as from Georgia Department of Transportation, include planning consultation services, downtown streetscape installation, a pedestrian bridge and walking trail construction. No confirmed grants had been awarded at the time the FY2019 budget was adopted.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	7,797	5,395	0	0	0
Operating Services	104,521	98,435	26,889	215,648	0
Capital	1,533,070	754,392	3,361,942	3,034,113	0
<b>Total Budget</b>	<b>1,645,388</b>	<b>858,222</b>	<b>3,388,831</b>	<b>3,249,761</b>	<b>0</b>

## ASSET FORFEITURE FUND

The Police Asset Forfeiture Fund accounts for the expenditures of special public safety projects and purchases. These funds are obtained through local and federal seizures and confiscations and cannot be used to supplant funding normally appropriated during the budget process. Each year a contingency budget is established in an operating account for this fund. In order for authorized purchases to be made throughout the year, a budget transfer is transacted to move the budget to the correct operating or capital expenditure account.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	189,726	378,236	126,811	252,577	1,000,000
Capital	1,059,749	816,363	600,068	203,310	0
<b>Total Budget</b>	<b>1,249,475</b>	<b>1,194,599</b>	<b>726,879</b>	<b>455,887</b>	<b>1,000,000</b>

## RADIO SYSTEM REPLACEMENT FUND

The Radio System Replacement Fund accounts for the funds the City is required to set aside each year and accumulate in order to pay for its portion of the county-wide 800 MHz radio communications system when it is replaced.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	0	1,199,961	0	0	184,900

Funds are budgeted each year as a reserve increase. The system was replaced in FY2016.

## AURORA FIRE MUSEUM FUND

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

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	68	8,674	1,028	10,771	0



The Aurora Fire Museum boasts a collection of antique fire apparatus, tools, and gear dating back to 1854.



## MUSEUM OF HISTORY FUND

The Museum of History was recently added to the City of Marietta in January of 2018. Originally known as the Kennesaw House, the museum building was built in 1845 as a cotton warehouse and is one of Marietta's oldest standing buildings. The museum features a number of galleries and exhibits highlighting the history of Marietta, local Native American culture, influential local businesses, and the gold mining industry of Georgia.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	0	0	0	62,740	157,707
Operating Services	0	0	0	40,808	105,379
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>103,548</b>	<b>263,086</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Museum Collections Manager	0	0	0	1	1
Museum Curator	0	0	0	1	1
Museum Assistant PT (1 part-time)	0	0	0	0.5	0.5
<b>Total Budgeted Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2.5</b>	<b>2.5</b>



## GONE WITH THE WIND MUSEUM FUND

The Gone With The Wind Museum Fund was established in FY2003 and accounts for the revenues and expenses associated with the display of the private collection of book and movie memorabilia owned by Dr. Christopher Sullivan. This collection is on lease to the City of Marietta and features an impressive compilation of artifacts related to the novel and film *Gone With the Wind*.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	68,959	74,190	35,762	35,341	100,788
Operating Services	70,579	88,943	90,780	84,525	135,212
Capital	0	0	0	185,665	
<b>Total Budget</b>	<b>139,538</b>	<b>163,133</b>	<b>126,542</b>	<b>305,531</b>	<b>236,000</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Museum Operations Specialist I/II	0	0	0	1	1
Exhibit Coordinator PT	1	1	0.5	0	0
<b>Total Budgeted Positions</b>	<b>1</b>	<b>1</b>	<b>0.5</b>	<b>1</b>	<b>1</b>



The Marietta Gone with the Wind Museum at Historic Brumby Hall has been a mainstay in Marietta since April 2003 where it first opened in the historic Old Thomas Warehouse Building. The museum recently relocated to the historic Brumby Hall, built in 1851.

## HOTEL/MOTEL TAX FUND

Pursuant to O.C.G.A. 48-13-51, the City of Marietta may levy an excise tax of 8% on lodging and accommodations for the promotion of tourism. These tourism dollars are transferred to the General Fund whereby they are disbursed to the Marietta Welcome Center, Cobb Galleria Convention Center and the Hilton Atlanta/Marietta Hotel and Conference Center.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	2,679,750	2,885,136	3,128,429	3,082,909	3,350,000

## AUTO RENTAL EXCISE TAX FUND

Pursuant to O.C.G.A. 48-13-90, the City of Marietta may levy an excise tax of 3% on rental motor vehicles for the purpose of promoting tourism. These tourism dollars are transferred to the General Fund whereby they are disbursed to local museums, theaters and non-profit organizations in the downtown area that draw visitors to the heart of Marietta. These grants are administered through the Marietta Welcome Center.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	432,886	398,675	476,389	571,721	561,500

## PARKS AND TREE FUNDS

The Parks 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.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	9,166	43,994	66,319	104,131	0

## CITY PARKS BOND FUND

The City Parks Bond Fund was established in FY2010 after the approval of a \$25 million bond referendum. Funding is provided for land acquisition; improvements to existing parks, facilities, trails and greenspace; development of new parks; administration fees and contingencies.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	73,657	51,462	54,288	56,479	2,849
Operating Services	477,884	2,231,529	181,727	103,662	305,000
Capital	4,783,496	1,975,085	319,098	3,794,656	1,820,414
<b>Total Budget</b>	<b>5,335,037</b>	<b>4,258,076</b>	<b>555,113</b>	<b>3,954,797</b>	<b>2,128,263</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Parks, Landscape & Open Spaces Mgr.	0.75	0.50	0.50	0.25	0.00
Manager, Parks and Grounds	0.00	0.00	0.00	0.00	0.25
<b>Total Budgeted Positions</b>	<b>0.75</b>	<b>0.50</b>	<b>0.50</b>	<b>0.25</b>	<b>0.25</b>

In FY2015, 75% of the position allocation for the Manager of Parks, Landscape & Open Spaces is allocated in the City Parks Bond Fund and 25% is in the General Fund.

In FY2016 and FY2017, 50% of the position allocation for the Manager of Parks, Landscape & Open Spaces is allocated in the City Parks Bond Fund and 50% is in the General Fund.

In FY2018, 25% of the position allocation for the Manager of Parks, Landscapes & Open Spaces is allocated in the City Parks Bond Fund and 75% is in the General Fund.

In FY2019, the Manager of Parks, Landscapes & Open Spaces position was reclassified as a Manager, Parks and Grounds, with 75% funding allocation in the General Fund and 25% from the City Parks Bond Fund.

## REDEVELOPMENT BOND FUND

The Redevelopment Bond Fund was established in FY2014 after the approval of a \$68 million bond referendum. Its purpose is to finance urban redevelopment projects including streetscape improvements in the Whitlock Avenue corridor. It will also provide funding for the acquisition and demolition of properties approved for redevelopment, right-of-way acquisitions, and road infrastructure modifications to improve connectivity within the Franklin-Gateway redevelopment area.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	9,009	0	0	0	0
Capital	2,197,398	24,024,049	9,517,581	7,141,854	7,500,000
<b>Total Budget</b>	<b>2,206,407</b>	<b>24,024,049</b>	<b>9,517,581</b>	<b>7,141,854</b>	<b>7,500,000</b>



## SPLOST 2011 FUND

The SPLOST 2011 Fund is the accounting entity for the expenditures related to the 1% Special Purpose Local Option Sales Tax (SPLOST), which was approved by voters in 2011 for a four-year period from 2012 through 2015. Funding is provided for traffic congestion relief, road improvements including redesign and resurfacing, intersection improvements, storm water drainage infrastructure improvements, sidewalk and multiuse trail construction, and capital improvements.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	219,693	184,758	0	0	0
Capital	6,296,106	7,907,596	4,364,392	3,055,170	11,544,883
<b>Total Budget</b>	<b>6,515,799</b>	<b>8,092,354</b>	<b>4,364,392</b>	<b>3,055,170</b>	<b>11,544,883</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
SPLOST Project Manager	1	1	0	0	0
Transportation Project Engineer	1	1	0	0	0
SPLOST Admin. Coordinator	1	1	0	0	0
SPLOST Support Specialist	1	1	0	0	0
<b>Total Budgeted Positions</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>



Annual Street Resurfacing - Streets resurfaced by Re-HEAT 100% Recycled Paving

## SPLOST 2016 FUND

The SPLOST 2016 Fund is the accounting entity for the expenditures related to the 1% Special Purpose Local Option Sales Tax (SPLOST), which was approved by voters in 2014 for a six-year period from 2016 through 2021. Funding is provided for projects including road resurfacing, general streets and drainage, intersection safety projects, replacement of the traffic control center, renovations and construction of other public buildings, and the purchase of public safety vehicles and equipment.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	0	0	88,111	250,508	610,014
Operating Services	0	22,817	492,087	37,655	0
Capital	0	2,055,996	7,831,751	4,958,465	11,648,055
<b>Total Budget</b>	<b>0</b>	<b>2,078,813</b>	<b>8,411,949</b>	<b>5,246,628</b>	<b>12,258,069</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Deputy Director of PW - Transportation	0	0	0	0	1
Transportation Program Manager	0	0	0	0	1
Traffic Engineer	0	0	0	1	1
Transportation Project Engineer	0	0	0	1	1
Transportation Project Inspector	0	0	0	2	1
Traffic Control Center Coordinator	0	0	0	1	1
Transportation Accounting Coordinator	0	0	0	0	1
SPLOST Admin. Coordinator	0	0	1	1	0
<b>Total Budgeted Positions</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>7</b>



West Park Square sidewalk expansion project, which is part of the pedestrian and revitalization improvements around Glover Park.

## DEBT SERVICE FUND

The Debt Service Fund accounts for the principal and interest payments of the City's general obligation bonds. The budgeted principal and interest payments for FY19 are as follows:

Bond Issue	Principal	Interest	Total
School 2009A Refunding	710,000	35,500	745,500
Parks 2009D	1,135,000	115,250	1,250,250
Parks 2015 Refunding	190,000	530,250	720,250
Redevelopment 2013A	0	210,000	210,000
Redevelopment 2013B	2,780,000	2,233,215	5,013,215
Total	4,815,000	3,124,215	7,939,215

Marietta's outstanding General Obligation Bonds enjoy a Moody's rating of Aa2, a Fitch Investors Service rating of AA+, and a Standard and Poor's rating of AA+.

Please note that the amounts in the chart below also include applicable fees to the Debt Service Fund in addition to Principal and Interest payments such as administrative and service fees, which accounts for the difference between this chart and the Bond Issue table at the top of the page.

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

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	12,592,429	12,086,134	11,066,573	11,011,726	8,243,475

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

Assessed valuation of taxable property	3,177,603,274
Debt limit: 10% of assessed value	317,760,327
Less: Debt applicable to debt limit	<u>75,635,000</u>
Legal debt margin	242,125,327

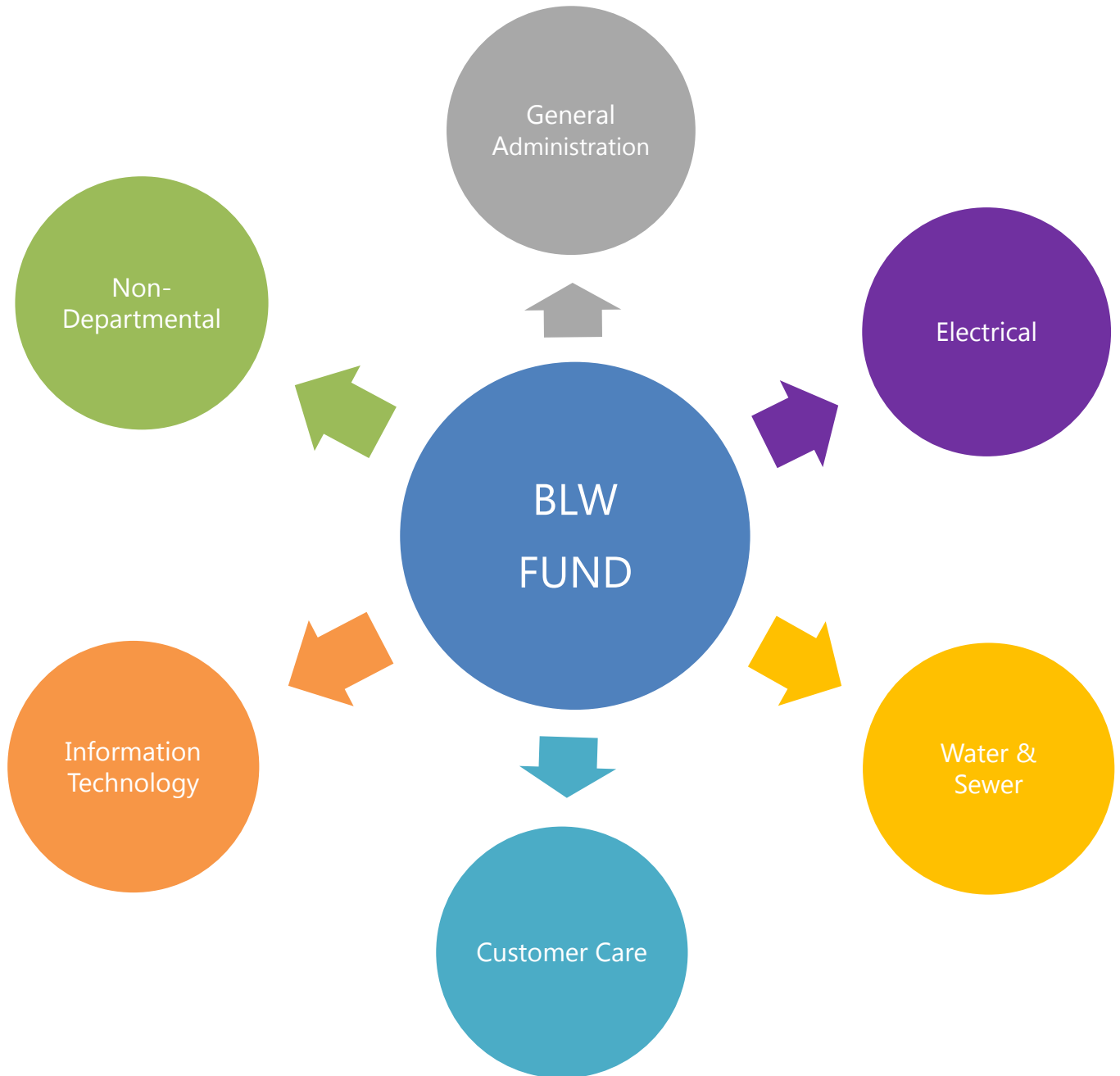
**THIS PAGE INTENTIONALLY LEFT BLANK.**



# 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, sewer collection systems, and the administrative departments which support these operations. This section details the following departments:



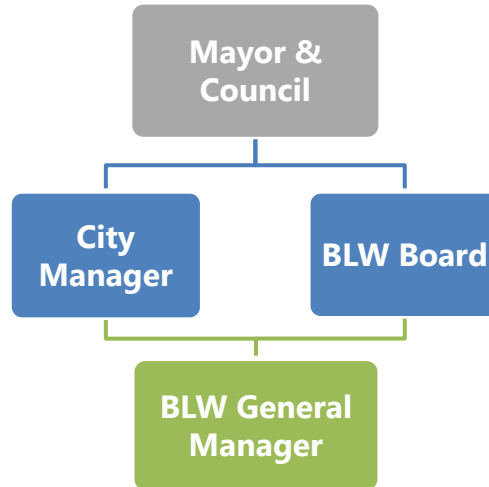
**THIS PAGE INTENTIONALLY LEFT BLANK.**

# BOARD OF LIGHTS AND WATER FUND

## SUMMARIZED OPERATING BUDGET FY2019

BLW Fund Departments	Personal Services	Operating Services	Capital	Total Budget
<b>General Administration</b>				
BLW Board	29,400	17,800	0	47,200
General Manager's Office	270,939	162,851	46,518	480,308
Board Attorney	0	30,000	0	30,000
<b>Total General Administration</b>	<b>300,339</b>	<b>210,651</b>	<b>46,518</b>	<b>557,508</b>
<b>Electrical</b>				
Administration	404,330	202,106	0	606,436
Engineering	1,380,441	362,020	3,206,050	4,948,511
Marketing	201,828	121,051	0	322,879
Warehouse	382,648	48,417	0	431,065
Distribution	4,925,927	1,932,633	1,461,150	8,319,710
Operations & Maintenance	1,413,236	452,586	143,650	2,009,472
Cost of Goods Sold	0	83,684,014	0	83,684,014
<b>Total Electrical</b>	<b>8,708,410</b>	<b>86,802,827</b>	<b>4,810,850</b>	<b>100,322,087</b>
<b>Water and Sewer</b>				
Administration	619,142	143,115	3,000	765,257
Engineering	473,393	68,666	34,378	576,437
Pump Station Maintenance	172,014	19,800	80,875	272,689
Meter Maintenance	518,297	46,250	480,000	1,044,547
Water Distribution	666,951	435,737	3,355,000	4,457,688
Waste Water Collection	931,487	462,347	6,272,000	7,665,834
Cost of Goods Sold	0	18,050,000	0	18,050,000
<b>Total Water and Sewer</b>	<b>3,381,284</b>	<b>19,225,915</b>	<b>10,225,253</b>	<b>32,832,452</b>
<b>Customer Care</b>				
Administration	359,980	196,988	0	556,968
Customer Service	1,216,043	387,016	0	1,603,059
Meters and Services	685,517	101,520	111,726	898,763
Mail and Copy Center	109,652	776,779	0	886,431
<b>Total Customer Care</b>	<b>2,371,192</b>	<b>1,462,303</b>	<b>111,726</b>	<b>3,945,221</b>
<b>Information Technology (IT)</b>				
IT	1,191,970	1,416,464	67,500	2,675,934
Network Services	794,911	2,038,558	366,000	3,199,469
Service Desk	197,393	97,500	0	294,893
<b>Total Information Technology</b>	<b>2,184,274</b>	<b>3,552,522</b>	<b>433,500</b>	<b>6,170,296</b>
<b>Non-Departmental</b>	<b>775,000</b>	<b>22,592,438</b>	<b>0</b>	<b>23,367,438</b>
<b>Total Operating Budget</b>	<b>\$17,720,499</b>	<b>\$133,846,656</b>	<b>\$15,627,847</b>	<b>\$167,195,002</b>

## 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, Customer Care Department, and Information Technology Department. The General Manager's Office also interfaces 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.

The BLW has an annual budget of \$167 million and currently employs approximately 197 people. It is the largest municipal utility in the State, serving 46,700 customers in electrical, 17,000 in sewer, and 18,300 in water.

# GENERAL ADMINISTRATION

## MISSION STATEMENT

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

## GOALS AND ACTIONS

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

- ♦ Increase revenues and sales margins through new marketing programs, economic development initiatives, and redevelopment.
- ♦ Have financial performance presented to the Board monthly to show ongoing financial health of the BLW; benchmark rates against state and local utilities.
- ♦ Evaluate opportunities to optimize existing generation assets and analyze future supply and capacity options.
- ♦ Maintain 10-year Capital Improvement Plan (CIP) for investing in the utility infrastructure to maximize performance while recognizing capital constraints.

### **Goal 2: Enhance operations through process improvement, benchmarking, and best practices**

- ♦ Review existing business processes and procedures to identify options for maximizing efficiency and productivity.
- ♦ Enhance the ability to accurately plan, schedule, estimate, budget and report on capital projects.
- ♦ Upgrade and maintain computer applications for utility billing, work order management and reporting.
- ♦ Implement new technology to enhance planning, service delivery, operations and customer service.
- ♦ Implement BLW strategy and goals for Distribution Automation; define quantitative measures for evaluating results.

### **Goal 3: Develop Emergency Preparedness procedures and institute employee training**

- ♦ Participate in disaster preparedness exercises with City and County departments; coordinating activities through the City's Crisis Management Center.
- ♦ Develop and practice emergency evacuation procedures for BLW campus in the event of a City emergency.
- ♦ Develop and maintain Emergency Operations Plan for electric and water services.
- ♦ Develop continuity standards to support essential business functions in the event of an emergency that requires working from alternate facilities and/or locations.

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

- ♦ Re-evaluate promotion of customer service and satisfaction among all employees through the Customer Appreciation Rewards Employees (CARE) program.
- ♦ Identify and implement technology improvements to aid customers in their business transactions with the BLW.
- ♦ Monitor, track, and address citizen and customer complaints in a timely and efficient manner.
- ♦ Assess customer satisfaction, identifying issues and measuring results through customer satisfaction surveys.
- ♦ Evaluate social media as a method to communicate with customers.

### **Goal 5: Develop a human resource plan to meet business needs in future years**

- ♦ Identify key management positions, essential skill sets, and the required experience for those positions.
- ♦ Implement career development programs for all management and supervisory personnel.
- ♦ Continue to provide on the job training and work study opportunities for all employees.

### **Goal 6: Improve and promote the image of the BLW to ensure its recognition as a key member of the community and that it is postured to compete effectively**

- ♦ Actively promote the BLW within its customer service area and develop roundtable program for key accounts.
- ♦ Ensure proper representation through active participation in professional and civic organizations.
- ♦ Develop relationships with key customers, business partners, and community organizations.

# GENERAL ADMINISTRATION

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
<b>Meetings Held:</b>			
Board of Lights and Water – Regular	12	12	12
Board of Lights and Water – Special	0	1	2
Board of Lights and Water Committees	3	4	3
Resolutions Executed	7	14	20

## GOALS ACCOMPLISHED

- ◆ Successfully completed \$8.4 million in capital projects for electric and water sewer infrastructure.
- ◆ Awarded the Gold/Platinum award for Waste Water Collection System of Excellence and the Gold award for Water Distribution System of Excellence by the Georgia Association of Water Professionals (GAWP).
- ◆ Achieved the highest (Diamond) level of Reliable Public Power Provider (RP3) recognition from the American Public Power Association (APPA).
- ◆ Received the Jeff Cook Safety Award of Excellence from Electric Cities of Georgia.
- ◆ Enhanced meter reading communications through the installation of Tantalus Versa Collectors.
- ◆ Implemented various technology related improvements including: back-up batteries for all customer care computers; a BLW toll free number; BLW radio system upgrade; Water tablet computers; UPS replacements at Sugar Hill & Fort Hill; replaced all VOIP desk phones; migration to Office 365 and installed electric vehicle charging stations.
- ◆ Annual revenue increased by \$540,866 due to winning 7 Customer Choice jobs.
- ◆ Conducted 1,340 online energy audits and issued \$5,290 in Energy Efficiency rebates.
- ◆ Security lights audit resulting in \$38,720 added annual revenue.
- ◆ Residential gas to electric conversions resulting in \$1,967 added revenue.
- ◆ Maintained yearly professional, technical and safety training standards according to Federal and State.
- ◆ Actively exploring natural gas marketing to expand our utility offerings to customers.



# GENERAL ADMINISTRATION

## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	200,371	277,086	278,107	292,546	300,339
Operating Services	118,991	153,046	284,577	147,917	210,651
Capital	75,186	0	0	1,999	46,518
<b>Total Budget</b>	<b>394,548</b>	<b>430,132</b>	<b>562,684</b>	<b>442,462</b>	<b>557,508</b>

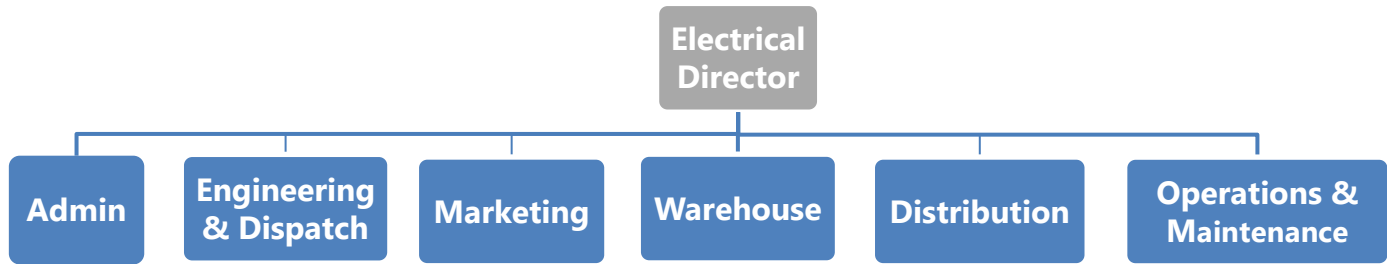
## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
BLW General Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Board Chairperson	1	1	1	1	1
Board Members	6	6	6	6	6
<b>Total Budgeted Positions</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>





# ELECTRICAL



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

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

The responsibility of the Marketing Division is to increase profitable electrical sales to new and existing customers and to locate new enterprises in the service area while ensuring a high level of customer satisfaction, value, and loyalty. It is also responsible for the promotion of energy efficiency, water conservation, and education in all market segments. Based on market research, the division develops new programs, services and advertising to capture competitive loads, increase revenues and customer satisfaction, promote energy efficiency and water conservation efforts. The Marketing Division also coordinates efforts with the Economic Development Division to ensure that all programs and services are focused on the specific needs of the customer.

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 initiating notification of deliveries to each respective department.

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

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

# ELECTRICAL

## MISSION STATEMENT

Deliver reliable and cost competitive electric energy to our customers through continued implementation of best practices of design, construction, operation and maintenance of the electrical distribution system. 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: Continue to improve electrical system reliability and overall performance**

- ♦ Monitor and report reliability indices monthly.
- ♦ Replace direct buried and other underground primary cable based on age and frequency of repair.
- ♦ Complete annual preventative maintenance on 50% of substation equipment.
- ♦ Review and maintain necessary material inventories to assure response to customer outages and needs.
- ♦ Inspect 10% of pad mounted transformers each year.
- ♦ Perform quarterly thermography scans at all substations and key customer service locations.
- ♦ Continue to plan for the automation of main feeder switches using Viper 6S technology.
- ♦ Facilitate feeder automation by continuing to expand and leverage the fiber optic system.
- ♦ Inspect and treat 15% of all wooden distribution poles on an annual basis.
- ♦ Implement FDIR (fault, detection, isolation and restoration) software for the automatic restoration of feeders.
- ♦ Perform cycle tree trimming on 25% of the overhead distribution system annually.



### **Goal 2: Improve operational efficiency through effective system planning**

- ♦ Update first contingency switching plans for all substations and feeders.
- ♦ Develop program to implement LED street and security lighting for improved efficiency and lower energy cost.
- ♦ Review construction/material specifications with Standards Committee.
- ♦ Coordinate efforts with Public Works to accomplish major street and area projects.

### **Goal 3: Using market research, identify opportunities to increase sales, develop marketing programs and increase customer satisfaction**

- ♦ Evaluate and implement most recent recommendations from customer satisfaction survey for residential and commercial accounts.
- ♦ Investigate new opportunities for increased revenues.
- ♦ Implement on-line customer satisfaction survey and sanitation survey on BLW website.

### **Goal 4: Develop marketing programs that increase customer profitability and loyalty**

- ♦ Continue to develop, implement and monitor conservation/efficiency programs for Marietta Power and Water customers.
- ♦ Develop revised conversion incentives for heat pumps and water heaters.
- ♦ Expand energy efficiency rebates for Energy Star appliance customers.
- ♦ Determine the feasibility of providing incentives for energy efficiency rebates for commercial customers.

### **Goal 5: Enhance branding and image through the promotion of electric end-uses, water conservation and energy efficiency to new and retrofit markets**

- ♦ Evaluate advertising needs and establish programs to promote marketing efforts; establish branding to incorporate the addition of natural gas marketing.
- ♦ Deliver monthly newsletter to commercial and industrial customers.

# ELECTRICAL

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
New Customer Work Orders	257	324	325
Lighting Repair Work Orders	1,415	1,393	1,400
Line Clearance (miles)	175	180	180
Trees Removed on System	522	550	550
Meter Site Audits	300	350	350
Transformer Infrared Scanning	353	550	550
System Average Interruption Duration (minutes) - January to December	110	100	70
Vehicular Incidents	1	0	0
Personnel Injuries	2	0	0
Residential - Heat pump installation	27%	25%	25%
Identify All Customer Choice Opportunities	100%	100%	100%
Customer Choice Jobs Competed for and Awarded	83%	75%	75%
Residential / Commercial Conversions: Gas to Electric	0	25kW	40kW
Residential Energy Efficiency Rebates	\$5,970	\$6,000	\$6,000
Competitive Sales in Key Account Market	\$105,405	\$125,000	\$200,000

## GOALS ACCOMPLISHED

- Review 25% of feeders for proper protection and coordination with improvements.
- Completed 90% of duct bank work for Powder Springs SPLOST project.
- Completed 100% of duct bank work for Franklin Road SPLOST Phase 3 from Franklin Forest to Rottenwood Creek.
- Replacement of 2 G&W submersible switches on Roswell St. near Cobb Pkwy. 100% increase above grade switchgear.
- Connected 2 SCADA switches to fiber optic network.
- Began pole attachment inventory by McLean Engineering.
- Completed infrared scanning quarterly for all 21 substations and 70 key account locations.
- Performed inspections and repairs for over 350 pad-mounted underground transformers.
- Performed field testing for over 300 transformer-related metering installations.
- Replaced 3 inventory vehicles, 1 bucket truck and 2 utility vehicles.
- Investigated opportunities for increased revenues by conducting security light audit on select accounts.
- Achieved a success rate of 100% for Customer Choice jobs.
- Evaluated the service facilities of all key accounts to proactively improve reliability.
- Monitor billing of Customer Choice, Key Accounts, and contractual customers.
- Deliver monthly newsletter to residential, commercial, and key account customers.
- Worked with City of Marietta Economic Development Department to attract business to the City of Marietta.



# ELECTRICAL

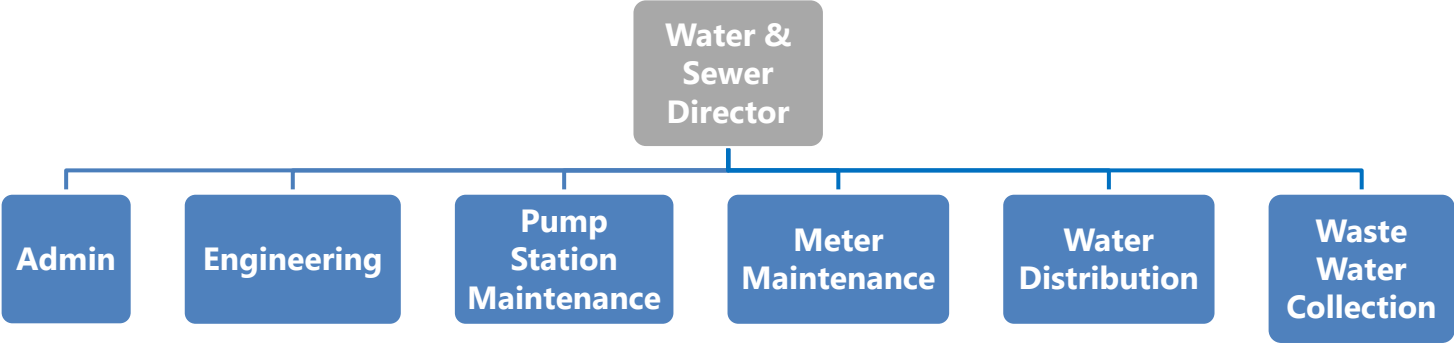
## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	7,197,165	7,630,551	7,897,197	8,380,987	8,708,410
Operating Services	3,017,305	3,177,322	3,299,993	3,061,015	3,118,813
Cost of Goods Sold	90,904,203	90,840,775	87,618,390	75,568,503	83,684,014
Capital	5,144,562	3,712,268	7,285,025	5,697,649	4,810,850
<b>Total Budget</b>	<b>106,263,235</b>	<b>105,360,916</b>	<b>106,100,605</b>	<b>92,708,154</b>	<b>100,322,087</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Electrical Director	1	1	1	1	1
Administrative Assistant I	1	1	1	1	1
Training & Safety Manager	1	1	1	1	1
Engineering Manager	1	1	1	1	1
Electrical Engineer	1	1	1	1	1
Supervisor of System Design	1	1	1	1	1
Electrical Designer I/II/Senior	6	6	5	5	5
Electrical Engineering Assistant	1	1	1	1	1
Supervisor Power Control	1	1	1	1	1
Pwr Ctrl Tech/Master/Senior Pwr. Ctrl. Tech	5	5	5	5	5
Marketing Administrator	0	0	1	1	1
Marketing Representative	0	0	1	1	1
Warehouse Manager	1	1	1	1	1
Foreperson Warehouse	1	1	1	1	1
Material Processor	3	3	3	3	3
Operations Manager Distribution	1	1	1	1	1
Electrical Distribution Coordinator	1	1	1	1	1
Supervisor Electrical	3	3	3	3	3
Foreperson Electrical	8	8	8	8	8
Apprentice Line Worker/Line Worker	31	31	31	31	32
Supervisor Tree Crews	1	1	1	1	1
Foreperson Tree Crews	1	1	1	1	1
Apprentice Tree Trimmer/Tree Trimmer	2	2	2	2	2
Operations Manager Substation Metering	1	1	1	1	1
Utility Locator	2	2	2	2	2
Supervisor Meters O&M	1	1	1	1	1
Supervisor Substation O&M	1	1	1	1	1
Apprentice/Electrical/Senior Technician	9	9	9	9	8
Thermography Technician	1	1	1	1	1
<b>TOTAL BUDGETED POSITIONS</b>	<b>87</b>	<b>87</b>	<b>88</b>	<b>88</b>	<b>88</b>

# 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 and clean water regulations, and maintaining the Geographic Information System.

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

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

The Water Distribution Division is responsible for the operation and maintenance of the BLW's water distribution system. Responsibilities for this division include the maintenance of fire hydrants, variable sized water mains, control valves, and water connections.

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

# WATER AND SEWER

## MISSION STATEMENT

To provide our customers with high quality water distribution, waste water collection and water resource management services while maintaining fiscal responsibility.



## GOALS AND ACTIONS

### Goal 1: Maximize water revenues through the reduction of real and apparent water losses

- ♦ Continue yearly replacement program of 10% of small meters and GPS locations.
- ♦ Test and calibrate all large meters on a yearly basis.
- ♦ Replace chambers in 20% of medium sized meters each year.
- ♦ Perform water pipe leak detection surveys on 3% of the distribution system each year.
- ♦ Maintain an Infrastructure Leakage Index (ILI) of less than 2.0 and a distribution water loss of less than 10%.

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

- ♦ Ensure regulatory compliance of approximately 1,391 medium/high hazard backflow locations by requiring inspection records on all locations.
- ♦ Perform unidirectional flushing of 10% of the distribution system on a yearly basis.
- ♦ Administer water quality sampling and Disinfection By-products Program (DBP) as required by the EPD.
- ♦ Clean and inspect Sugar Hill and Redwood elevated storage tanks every three years.
- ♦ Install residential backflow devices in conjunction with new residential meter installations.
- ♦ Prepare and provide customer access to Annual Consumer Confidence report.
- ♦ Review Vulnerability Assessment recommendations and Emergency Response Plan.

### Goal 3: Eliminate sanitary sewer overflows

- ♦ Inspect 20% of the collection system large diameter pipes and 5% of the small diameter pipes via Closed Circuit TV (CCTV).
- ♦ Clean 35% of the collection system each year, which includes priority cleaning of 103,000 feet.
- ♦ Inspect all sanitary sewer exposed stream crossings and clear 100% of sanitary sewer easements on an annual basis.
- ♦ Install permanent sewage flow meters at key locations to monitor the impact of redevelopment.
- ♦ Apply chemical treatment for root control to 4% of the collection system each year.
- ♦ Inspect all businesses requiring grease control devices to ensure program compliance.

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

- ♦ Replace 1% of water transmission lines on a yearly basis, including redevelopment and road improvement projects.
- ♦ Exchange 0.5% of water distribution lines on a yearly basis to improve water quality and system reliability.
- ♦ Complete upgrades and major rehabilitation to the Campbell Hill, Sugar Hill and Redwood water pump stations on a rotating basis each year.
- ♦ Complete upgrades and major pump rehabilitation to the Benson waste water pump station on an annual basis.
- ♦ Rehabilitate or replace sewer manholes as recommended by inflow/infiltration studies and sewer system model.
- ♦ Inspect, exercise and repair 5% of valves in the distribution system on a yearly basis.
- ♦ Rehabilitate sewer lines as recommended by inflow/infiltration studies and collection system model.
- ♦ Develop and fund program to install sanitary sewers in areas presently served by septic tanks.
- ♦ Inspect 20% of large diameter water pipes in the distribution system.
- ♦ Complete temporary flow monitoring, inflow/infiltration source detection, and sewer system evaluation surveys for all basins.

### Goal 5: Maintain training standards for all employees in accord with State law requirements

- ♦ Improve customer satisfaction by providing well-trained, competent personnel to operate and maintain the system.
- ♦ Maintain compliance with Federal and State regulations.

# WATER AND SEWER

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
Distribution Water Loss: Goal is 11.7%	11.4%	<10.0%	<10.0%
Water Distribution Failures: Goal is 35.4 per 100 miles of pipe	57.4	47.2	<35.4
Waste Water Collection Failures: Goal is 7.2 per 100 miles of pipe	15.2	11.4	<7.2
Technical Complaints: Goal is 6.9 per 1,000 accounts	24.7	24.6	<6.9
Sanitary Sewer Overflows (SSO): Goal is 7.3 per 100 miles of pipe	3.6	3.4	<7.3
Training Hours per employee: Goal is 20 hours	27.8	>20	>20

## GOALS ACCOMPLISHED

- ◆ Replaced 10% of small and medium sized water meters.
- ◆ Administered 840 water samples to monitor water quality assurance throughout the system.
- ◆ Installed 120 new residential meters and 28 commercial meters with backflow prevention devices.
- ◆ Cleaned 44% of collection system mains, which totals 722,516 feet.
- ◆ Inspected 3% of small and medium wastewater mains through CCTV.
- ◆ Inspected 10% of large diameter wastewater mains.
- ◆ Treated 3% of wastewater mains for root intrusion.
- ◆ Replaced 2,500 feet of water transmission main.
- ◆ Replaced 3,400 feet of water distribution main.
- ◆ Rebuilt pumps at Redwood and Session St. pump stations.
- ◆ Rehabilitation of wastewater mains in process and project design.
- ◆ Easement acquisition and construction bid were completed.
- ◆ Completed hydraulic model and risk assessment of distribution system.
- ◆ Completed replacement planning model for distribution and collection system.



# WATER AND SEWER

## EXPENDITURE SUMMARY

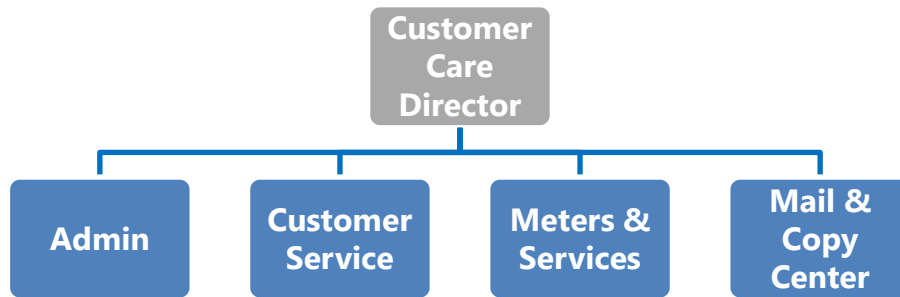
Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	2,913,536	3,238,242	3,020,234	3,108,778	3,381,284
Operating Services	984,889	1,140,822	1,151,594	1,053,042	1,175,915
Cost of Goods Sold	16,983,905	17,129,645	17,805,309	16,735,022	18,050,000
Capital	3,239,859	6,903,724	3,825,641	6,230,549	10,225,253
<b>Total Budget</b>	<b>24,122,189</b>	<b>28,412,433</b>	<b>25,802,778</b>	<b>27,127,391</b>	<b>32,832,452</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Director of Water & Sewer	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Operations Manager Water & Sewer	1	1	1	1	1
Environmental Compliance Coordinator	1	1	1	1	1
Projects Planner	1	1	1	1	1
Inspector Water & Sewer	1	1	1	1	1
Dispatcher	1	1	1	1	1
Engineering Manager	1	1	1	1	1
Utility Services Administrator	0	0	1	1	1
Inspector Water & Sewer	2	2	2	2	2
GIS Coordinator	1	1	1	1	1
Project Manager	1	1	0	0	0
Civil Engineering Assistant	1	0	0	0	0
Foreperson Pump Station I/II/III	1	1	1	1	1
Pump Station Mechanic	1	1	1	1	1
Supervisor Meter Maintenance	1	1	1	1	1
Apprentice/System Operator I/II Meters	4	4	4	4	4
Water Meter Service Worker	2	2	2	2	2
Supervisor Water Distribution	1	1	1	1	1
Foreperson Water Distribution I/II/III	2	2	2	2	2
Apprentice/System Operator I/II Water	4	4	4	4	4
Senior Utility Locator Water Distribution	1	1	1	1	1
Utility Locator Water Distribution	1	1	1	1	1
Supervisor Sewer	1	1	1	1	1
Foreperson Sewer I/II/III	3	3	3	3	3
Apprentice/System Operator I/II Sewer	9	9	9	9	9
<b>Total Budgeted Positions</b>	<b>44</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>



## CUSTOMER CARE



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

The Customer Service Division is responsible for establishing new accounts, billing all accounts, processing payments, collecting for non-payment, terminating accounts, and assisting customers with inquiries concerning meter reading and billing questions. This division assists both residential and commercial customers in energy management and water consumption monitoring. It also bills the sanitation charges for customers 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 copier leases throughout City facilities.

# CUSTOMER CARE

## MISSION STATEMENT

To improve customer satisfaction by delivering the highest level of customer service, while anticipating customer needs.

## GOALS AND ACTIONS

### **Goal 1: Maximize efficiency of operations to reduce overall operating costs**

- ♦ Review copier contracts and evaluate current equipment and associated costs.
- ♦ Perform cost of service study for service charges and fees to ensure all costs are being considered.
- ♦ Manually read 1,500 electric meters per year and inspect meter boxes.
- ♦ Maintain monthly outbound phone report to track number of calls completed based on the number of accounts on the delinquency call-out list.
- ♦ Evaluate replacement of the utility bill insertion equipment.
- ♦ Utilize 100W and 100 Plus water meter ERT data for customers and customer service.
- ♦ Manage vendor contracts to ensure maintenance of a professional campus for the BLW Administrative facility.
- ♦ Maintain meter reading accuracy of 99%; continue meter testing program for residential meters to ensure accuracy.
- ♦ Maintain bad debt of .50% of revenues, and an average call wait-time of 4.5 minutes or less.
- ♦ Maintain report tracking payment arrangements and review Meter Data Management Solutions.

### **Goal 2: Continue to expand and streamline opportunities for customers to conduct business with the BLW on the internet and new technologies**

- ♦ Continue to utilize data logger to assist customers who may have a water leak.
- ♦ Evaluate Real Time Pricing (RTP) and Smart Metering modules from SunGard.
- ♦ Evaluate mobile applications for utility bill payments.
- ♦ Continue to increase strength of communications for Tantalus meter reading system.
- ♦ Research and implement upload/download for service orders to obtain readings from Tantalus.
- ♦ Implement online application process for residential customers and evaluate "live chat" technology and requirements.

### **Goal 3: Develop rate administration procedures to ensure accuracy of customer utility bills**

- ♦ Review all demand meter changes monthly and ensure the correct multiplier is being applied.
- ♦ Conduct rate calculations in the event of a rate change and/or purchased power adjustment, and semi-annual rate calculations to verify billing accuracy.

### **Goal 4: Support and provide employee training encouraging industry standards, current events and services offered**

- ♦ Continue to build and utilize portfolio of Business Intelligence (Cognos) reports to improve Customer Care operation.
- ♦ Provide yearly training sessions for Customer Service staff focusing on providing quality customer care and personal/professional development.
- ♦ Ensure employee safety by continuing monthly meter safety program for meter reading and collection/service personnel.
- ♦ Implement Customer Care training program for third level participation.
- ♦ Document Itron meter reading functions and processes and cross-train all meter reading staff.
- ♦ Document all Customer Service/Billing processes, procedures and system modifications and their functionalities.
- ♦ Document all Customer Care processes and standard operating procedures.

### **Goal 5: Provide analytical data and business operational support for internal departments and external organizations**

- ♦ Develop Business Intelligence (Cognos) Excel-based solutions for business requirements.
- ♦ Provide support to the Tantalus project; complete documentation for programs, functionality and processes.
- ♦ Coordinate and compile data for annual BLW budget and Strategic Plan.
- ♦ Administer and maintain meter data collection system (MV-90 xi) and analyze interval load data for key accounts; provide data to Marketing division to be utilized in the development of marketing proposals.

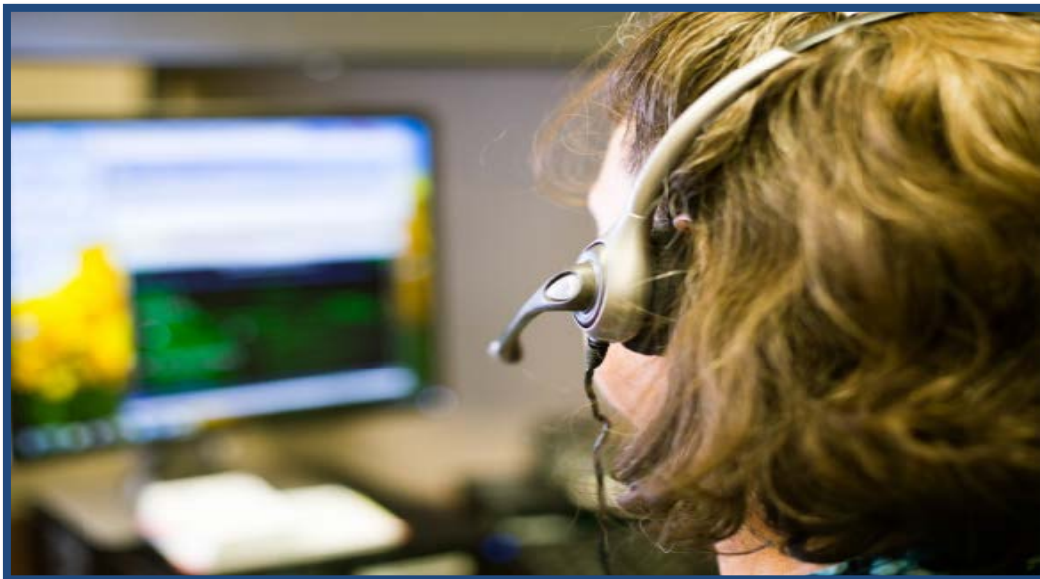
# CUSTOMER CARE

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
Number of Customer Phone Calls	100,858	103,090	108,245
Number of Meter Readings	784,873	785,660	790,000
Maintenance & Data Accuracy of Master Data File	98%	99%	99%
Number of Utility Cut-Offs	13,226	13,500	13,600
Uncollectible Receivables as % of Revenue \$	0.29%	0.29%	0.30%
Average Wait Time per Customer Call (Min:Sec)	4:00	4:00	3:50

## GOALS ACCOMPLISHED

- ♦ Tested upgraded billing system to ensure functionality.
- ♦ Implemented mobile application for service order completion in the field and a customer service billing calculator.
- ♦ Replaced utility bill insertion equipment with the goal of maximizing efficiency and minimizing costs.
- ♦ Established a promotional training program for third level Customer Service Representatives.



# CUSTOMER CARE

## EXPENDITURE SUMMARY

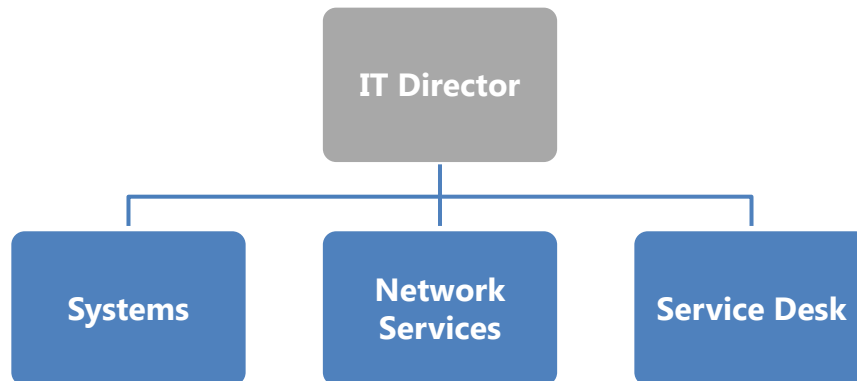
Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	2,242,577	2,283,659	2,161,888	2,219,444	2,371,192
Operating Services	1,305,688	1,317,817	1,369,006	1,308,699	1,462,303
Capital	2,024,755	34,637	72,612	204,294	111,726
<b>Total Budget</b>	<b>5,573,020</b>	<b>3,636,113</b>	<b>3,603,506</b>	<b>3,732,437</b>	<b>3,945,221</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Director of Customer Care	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Customer Care Analyst	0	2	2	2	2
Principal Utility Analyst	2	0	0	0	0
Customer Service Manager	1	1	1	1	1
Customer Service Supervisor	2	2	2	2	2
Customer Service Representative I/II/III	15	15	15	15	15
Final Billing Representative	1	1	1	1	1
Customer Service Data Specialist	1	1	1	1	1
Cashier	3	3	3	3	3
Switch Board Clerk	1	1	1	1	1
Meters & Services Manager	1	1	1	1	1
Foreperson Meters and Services	1	1	1	1	1
Lead Meter Reader	1	1	1	1	1
Meter Reading Specialist	3	2	2	2	2
Senior Collections Representative	1	0	0	0	0
Collections Representative	2	2	2	2	2
Meter Service Worker	2	2	2	2	2
AMR Field Technician	2	2	2	2	2
Supervisor Mail and Copy Center	1	1	1	1	1
Mail Clerk	1	1	1	1	1
<b>Total Budgeted Positions</b>	<b>43</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>



# INFORMATION TECHNOLOGY



The Information Technology (IT) 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 IT function for information storage, manipulation, processing, and analysis. The objectives of the department are to provide fast, efficient methods of electronic data processing, train, suggest solutions, and provide new programs and technology for information analysis.

The Systems Division has two primary goals: to combine independent but interrelated division processes into a unifying whole and to minimize organizational costs through efficient automation. This division's responsibilities include supporting and implementing all business applications, delivering Mapping (GIS) services, and providing all web development for City/BLW employees and the citizens of Marietta.

The Network Services Division is responsible for the technical support function of IT. This division is responsible for enterprise server support, voice and data networking, and supervision of the City's computing infrastructure. It also manages emergency and non-emergency communication devices and oversees the Crisis Management Center.

The Service Desk Division is a broad-based and user-centered division which provides a single point of contact for all IT requirements. This division monitors and owns all incidents and manages user questions, and provides the communications channel between IT and the enterprise organization. Some of the services provided include, but are not limited to, incident management, problem management, configuration management, equipment management, release management, and audio-visual and mobility needs.

# INFORMATION TECHNOLOGY

## MISSION STATEMENT

To provide the computing infrastructure and applications required to support the business processes of the City of Marietta and Board of Lights and Water (BLW). To develop and maintain a Geographic Information System; to provide web services to City/BLW personnel and citizens of Marietta.

## GOALS AND ACTIONS

### **Goal 1: Identify areas where technology, automation, and mobility can streamline and improve City business processes**

- ♦ Devise a streamlined method by which the City/BLW departments request technology solutions.
- ♦ Provide departments with specific applications, services, and information through the intranet.
- ♦ Establish a Project Governance model.
- ♦ Determine if projects are aligned with the city's mission statement.

### **Goal 2: Provide improved efficiency and cost optimization**

- ♦ Create an efficient organization while maximizing the allocated budget for technology services.
- ♦ Keep application systems current with respect to version upgrades and application modules.
- ♦ Expand, enhance, maintain, and increase security of the network communications infrastructure.
- ♦ Increase and improve mobility for department employees.
- ♦ Provide access to on-line forms to streamline requests and reservations.
- ♦ Upgrade and replace AV equipment in the Council Chambers.

### **Goal 3: Develop a strategic operations plan**

- ♦ Create a roadmap to advance business management practices and transform service delivery.
- ♦ Develop and maintain a strategic planning calendar.
- ♦ Develop IT planning council.

### **Goal 4: Provide efficient, consolidated and reliable infrastructure and services**

- ♦ Upgrade all public safety radios to 800 MHz and phase 2 compliant devices.
- ♦ Provide a robust and secure infrastructure that fosters collaboration and access to critical business data.
- ♦ Virtualize and converge SCADA utility servers.
- ♦ Implement Failure/Detection/Isolation/Recovery (FDIR) technology in the Electrical department.

### **Goal 5: Provide upgraded Cyber security for the City**

- ♦ Protect city data through robust security protocols.
- ♦ Replace and upgrade secondary Firewall and Back-Up solutions.
- ♦ Implement secure e-mail capability.

### **Goal 6: Implement processes to become a Smart City**

- ♦ Improve the efficiency & effectiveness of city services through re-engineering & technology solution adoption.
- ♦ Provide Smart parking and Siri for employees.

# INFORMATION TECHNOLOGY

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
Standard PCs Supported	525	520	520
Laptop PCs Supported	220	205	205
AS/400 Servers Supported	2	2	2
Virtualized Servers	82	80	80
Physical Servers (Non-Virtualized)	10	12	13
Physical Servers Supporting the Virtualization Infrastructure	10	10	10
Network Appliances Supported	11	12	12
Remote Access (RAS) enabled users	185	185	185
SAN Storage Capacity	100	120	120
Mobile (PDA) Devices Supported	100	100	100
Business Applications	55	70	75
HelpDesk Ticket Volume	7,300	7,500	7,500
IT Project/Task Volume	540	550	550
gemNet Applications	30	30	35
Print Requests	320	300	325
GIS/Web Mapping Applications	10	12	15
Address Issues	795	825	850
GIS Project/Task Volume	400	425	450
New Plats	25	12	10
Parcel Work	190	175	175
Web Page Update Requests	800	700	700
150 - 160 MHz (VHF) two-way radios supported	613	620	620
450 - 470 MHz (UHF) two-way radios supported	10	15	15
800 MHz two-way radios supported	461	463	465
150 - 160 MHz (VHF) base stations/ repeaters supported	22	22	22
450 - 470 MHz (UHF) base stations/ repeaters supported	6	6	6
800 MHz base stations/ repeaters supported	0	0	0
VHF to 800 MHz portable cross-band repeaters supported	5	5	5
ACU - 1000 Interoperability Systems Supported (Crisis Management Center)	2	2	2
Emergency Alert and Public Address Systems Supported	6	6	6
FCC Licenses maintained for City/BLW operations	18	18	18

## GOALS ACCOMPLISHED

- ◆ Upgraded SunGard Public Sector application system to major version 9.1.16.2.
- ◆ Rolled out 300 new Windows 10 machines.
- ◆ Implemented Tablets for Water, Sanitation, and Streets.
- ◆ Migrated GIS to the new Parcel Fabric model.
- ◆ Updated City orthophotography to photographs from 2017.
- ◆ Re-architected the Tantalus day back-ups.
- ◆ Replaced and upgraded BLW non-public safety radio system.
- ◆ Created Human Resources training room.
- ◆ Implemented on-line site review system.
- ◆ Installed 2 electric vehicle charging stations.
- ◆ Replaced all 500 VOIP desk phones throughout the city.
- ◆ Upgraded record and timekeeping system software.
- ◆ Implemented quartermaster for Police.
- ◆ Migrated all users to Office 365 environment.
- ◆ Built a test IVR for outages.
- ◆ Replaced Plotter in GIS.

# INFORMATION TECHNOLOGY

## EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	1,913,385	1,987,755	2,006,348	1,948,300	2,184,274
Operating Services	2,464,425	2,589,274	2,956,412	2,917,783	3,552,522
Capital	523,577	710,876	749,707	603,865	433,500
<b>Total Budget</b>	<b>4,901,387</b>	<b>5,287,905</b>	<b>5,712,467</b>	<b>5,469,948</b>	<b>6,170,296</b>

## PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Director of IT	1	1	1	1	1
Deputy Director Proj. Mgmt. Visual Image Design	0	0	0	0	1
Deputy Director / Project Manager	1	1	1	1	0
Administrative Assistant II	1	1	1	1	1
Systems Manager	1	1	1	1	1
Senior Programmer Analyst II	1	1	1	1	1
Systems Administrator	1	1	1	1	1
Systems Analyst	1	1	1	2	2
Systems Developer	1	1	1	1	1
GIS Analyst	2	2	2	2	2
Senior Business Analyst	1	1	1	0	0
Technology Specialist - Information Technology	1	1	1	0	0
Network Services Manager	1	1	1	1	1
Network Administrator	1	1	1	1	1
Server Administrator	1	1	1	1	1
Communications / Tech Analyst	1	1	1	1	1
Network Analyst	2	1	1	1	1
Network Security Engineer	0	1	1	1	1
Radio Systems Analyst	1	1	1	1	1
Security Administrator	1	1	1	1	1
PC Specialist - Network Services	1	1	1	0	0
PC Technician - Network Services	1	1	1	0	0
Service Desk Manager	0	0	0	1	1
Technology Specialist - Service Desk	0	0	0	1	1
PC Specialist - Service Desk	0	0	0	1	1
PC Technician - Service Desk	0	0	0	1	1
<b>Total Budgeted Positions</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>23</b>	<b>23</b>



## 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.

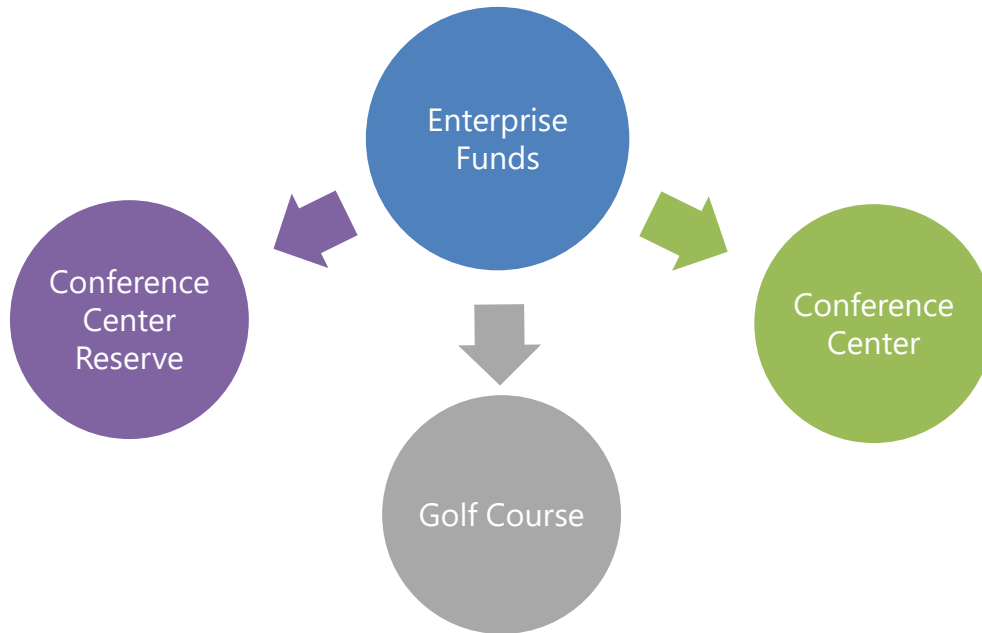
### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	512,387	114,292	769,314	700,000	775,000
Miscellaneous Operating Services	573,412	612,656	634,535	650,894	683,404
Utilities-City Hall	124,750	133,146	132,309	139,126	140,000
Utilities-Lights/Signals	1,446,610	1,293,952	1,219,669	1,199,826	1,300,000
Utilities-General Fund	674,392	707,911	759,852	753,839	750,000
Utilities-BLW Building	88,517	91,960	91,863	90,202	95,000
Designated Contingency	0	0	0	0	0
Operating Transfer to General Fund	11,000,000	11,000,000	11,000,000	12,000,000	13,200,000
Indirect Cost Transfer to Gen. Fund	2,754,210	2,845,854	2,845,854	2,845,854	2,845,854
Transfer to Pension Fund	155,413	98,599	481,916	142,850	642,850
Transfer to Other Funds	12,500	0	0	600,000	0
Transfer to BLW Trust Fund	4,140,882	0	0	0	0
Transfer to Self-Insurance Fund	883,869	1,004,638	1,139,030	876,794	1,255,254
Transfer to Vogtle Trust	1,235,076	1,235,076	1,235,076	1,835,076	1,235,076
Miscellaneous Expenses	513,464	415,497	540,615	494,597	445,000
Depreciation	7,099,247	7,276,993	7,188,311	7,088,833	0
<b>Total Budget</b>	<b>31,214,729</b>	<b>26,830,574</b>	<b>28,038,344</b>	<b>29,417,891</b>	<b>23,367,438</b>

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

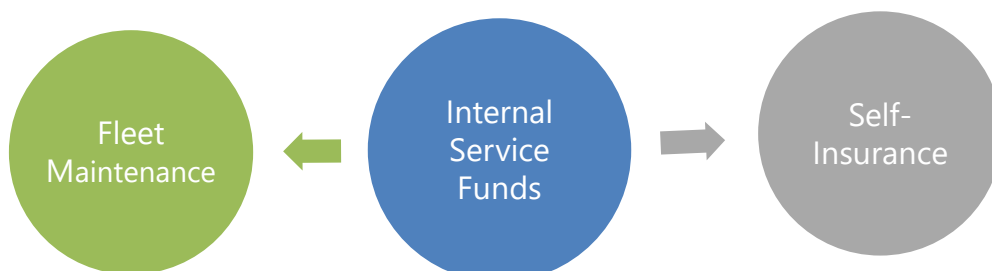
## ENTERPRISE FUNDS

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 are financed or recovered primarily through user charges. The Board of Lights and Water (BLW) Enterprise Fund operations are detailed separately in the previous section. This section details the following funds:



## INTERNAL SERVICE FUNDS

Internal Service Funds are 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. This section details the following funds:



## GOLF COURSE FUND

The 125 acre City Club Golf Course accommodates approximately 35,000 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.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Principal and Interest Payments	803,301	10,290	0	0	0
Operating Services	1,435,933	1,402,857	1,611,491	1,602,083	1,594,786
Capital	32,028	0	0	126,171	142,300
<b>Total Budget</b>	<b>2,271,262</b>	<b>1,413,147</b>	<b>1,611,491</b>	<b>1,728,254</b>	<b>1,737,086</b>



# GOLF COURSE FUND

## MISSION STATEMENT

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

## GOALS AND ACTIONS

### **Goal 1: Continue to improve facility aesthetics and level of service commensurate with a multi-star resort**

- ♦ Upgrade and replace decorative items throughout the clubhouse.
- ♦ Paint interior and exterior of Clubhouse.
- ♦ Install new AC unit in Grill.

### **Goal 2: Increase golf course profitability through tee sheet management, effective marketing, improved golf outing management, and increased food and beverage/banquet events**

- ♦ Continue to fill unsold tee times through email marketing and other internet marketing tools.
- ♦ Create partnership between SunTrust Park, Atlanta Braves, and Hilton Hotel and Conference Center to increase exposure.
- ♦ Target larger, more profitable outings and include package options such as hotel accommodations, golf clinics, tee gifts, and meal options.
- ♦ Market and advertise Range Plan, Regular, Senior, and Junior 10-play packages through our website, email, and GPS ads.
- ♦ Market the grill and conference room to potential guests, outings, and corporate meetings.
- ♦ Contract Aerial video of Golf course for use in promotional material.

### **Goal 3: Upgrade golf operations through enhanced playing conditions and updated equipment**

- ♦ Add new bag racks on the driving range.
- ♦ Add covered scoreboard outside the golf shop to enhance tournament experience.
- ♦ Refinish Golf shop counter.
- ♦ Install and maintain landscaping for improved safety, playability, and appearance.
- ♦ Improve infrastructures as needed: cart path repair, irrigation, and utilities.
- ♦ Replace and add signage to help players throughout their round.
- ♦ Improve the practice facility and the construction of target greens and miscellaneous targets.

### **Goal 4: Upgrade the Food and Beverage operation; increase banquet revenue**

- ♦ Place ads on the GPS units at strategic places throughout the course to promote sales in the grill and at the beverage cart; promote rental of the clubhouse and conference room.
- ♦ Focus on providing superior service at all “touch points” such as inside The Grill, on the beverage cart, and at the portable grill on the ninth green.
- ♦ Continue to refine the comprehensive catering and outing guide to promote banquets and private functions at City Club.
- ♦ Provide superior products at competitive prices; continually re-evaluate purchasing methods to ensure food costs and quality are maximized.

### **Goal 5: Increase level of customer service through training and team-building events**

- ♦ Build a team of energetic, motivated individuals that will represent City Club in a positive manner.
- ♦ Provide customer service training and constructive feedback to ensure the staff is clear on procedures and expectations.
- ♦ Conduct employee events to enable the staff to work with other departments toward a common goal.

# GOLF COURSE FUND

## PERFORMANCE MEASUREMENTS

Measurement	FY17 Actual	FY18 Estimate	FY19 Budget
Adjusted number of rounds	34,020	32,782	34,971
Income - Golf	\$1,298,427	\$1,282,783	\$1,471,800
Income - Pro Shop/Room rental	\$13,235	\$13,700	\$15,000
Income - Food and Beverage	\$230,154	\$241,708	\$233,800
Income - Total Revenue	\$1,541,816	\$1,538,191	\$1,720,600
Income per Round	\$45.32	\$46.92	\$49.20
Food and Beverage Income per Round	\$6.77	\$7.37	\$6.69
Expenses	\$1,206,557	\$1,220,000	\$1,352,779
Profit Margin	21.74%	20.69%	21.38%

## GOALS ACCOMPLISHED

- ◆ Replaced golf cart fleet with models that included an integrated GPS system.
- ◆ New beer cooler purchased for the Grill.
- ◆ Replaced range ball washer.
- ◆ Refurbished starter stand.
- ◆ Repainted bag rack.
- ◆ Purchased two new Greens mowers.
- ◆ Raised level and replaced left side netting.



Gearing up for the Lawn Day Classic, through this event, Cobb County Bar Association is able to raise funds that will be used to assist local families throughout the year.

## CONFERENCE CENTER FUND

The Conference Center Fund accounts for the operation of the Hilton Atlanta/Marietta Hotel and Conference Center. Revenue is derived from rental income received from the hotel's management company as well as the hotel/motel taxes collected by the City for the operation of the conference center.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	1,558,915	1,610,435	1,681,021	1,806,150	2,803,800
<b>Total Budget</b>	<b>1,558,915</b>	<b>1,610,435</b>	<b>1,681,021</b>	<b>1,806,150</b>	<b>2,803,800</b>

## CONFERENCE CENTER RESERVE FUND

The revenue for the Conference Center that is derived from hotel/motel taxes collected by the City that is capped at \$900,000 per agreement. The excess funds are deposited in a reserve fund for later appropriation.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	0	0	61,297	0	189,000
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>61,297</b>	<b>0</b>	<b>189,000</b>

## SELF-INSURANCE FUND

The Self-Insurance Fund accounts for the activity relating to health insurance, workers' compensation, and property and casualty claims. This fund receives contributions from the City as well as from the employees for fringe benefits. A third party insurance company administers the health benefit 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. 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. The City is self-insured for some types of property/casualty claims and purchases supplemental coverage for others.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	14,060,900	14,084,969	14,956,260	14,750,349	16,837,000



## FLEET MAINTENANCE FUND

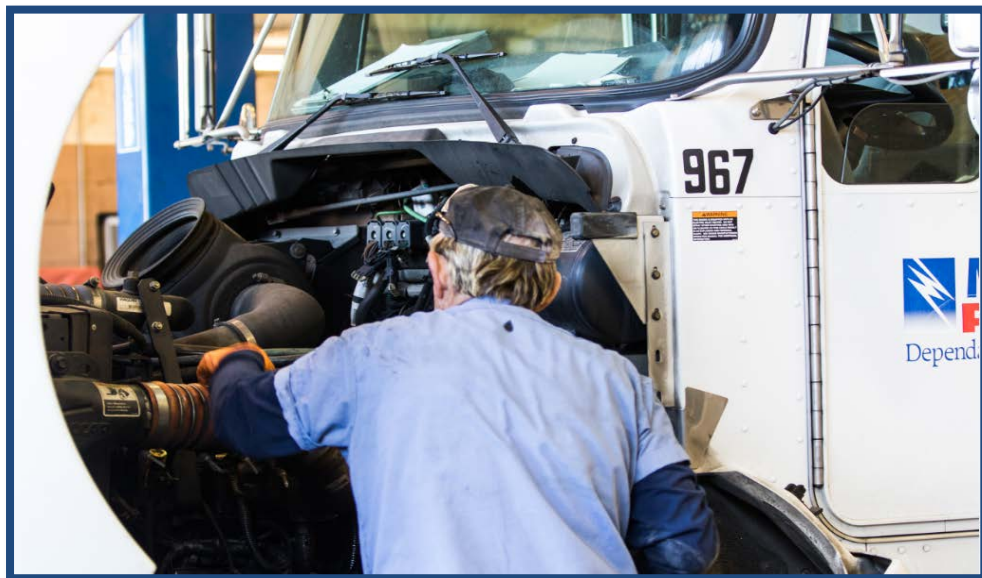
Fleet Maintenance maintains over 700 pieces of fleet equipment and provides the City/BLW with an economical, safe and available fleet so that the operating departments can provide services to the citizens and customers of the City/BLW. The Fleet Maintenance Division operates a centralized fuel facility that complies with federal underground fuel storage tank requirements. The division has a contract with NAPA to provide an on-site parts supply warehouse.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Personal Services	850,549	808,442	788,310	856,766	909,934
Operating Services	2,718,791	2,517,665	2,674,360	2,561,864	2,623,403
Capital	35,800	0	12,552	19,133	107,500
<b>Total Budget</b>	<b>3,605,140</b>	<b>3,326,107</b>	<b>3,475,222</b>	<b>3,437,763</b>	<b>3,640,837</b>

### PERSONNEL DETAIL

Title	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Supervisor Fleet Maintenance	1	1	1	1	1
Foreperson I/II/III	2	2	1	1	1
Mechanic I/II/III	7	8	9	9	9
Fleet Support Specialist	0	0	1	1	1
Service Advisor	1	1	1	1	1
Automotive Service Worker	2	1	1	1	1
Administrative Assistant I	1	1	0	0	0
Small Engine Mechanic	1	1	0	0	0
<b>Total Budgeted Positions</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>14</b>

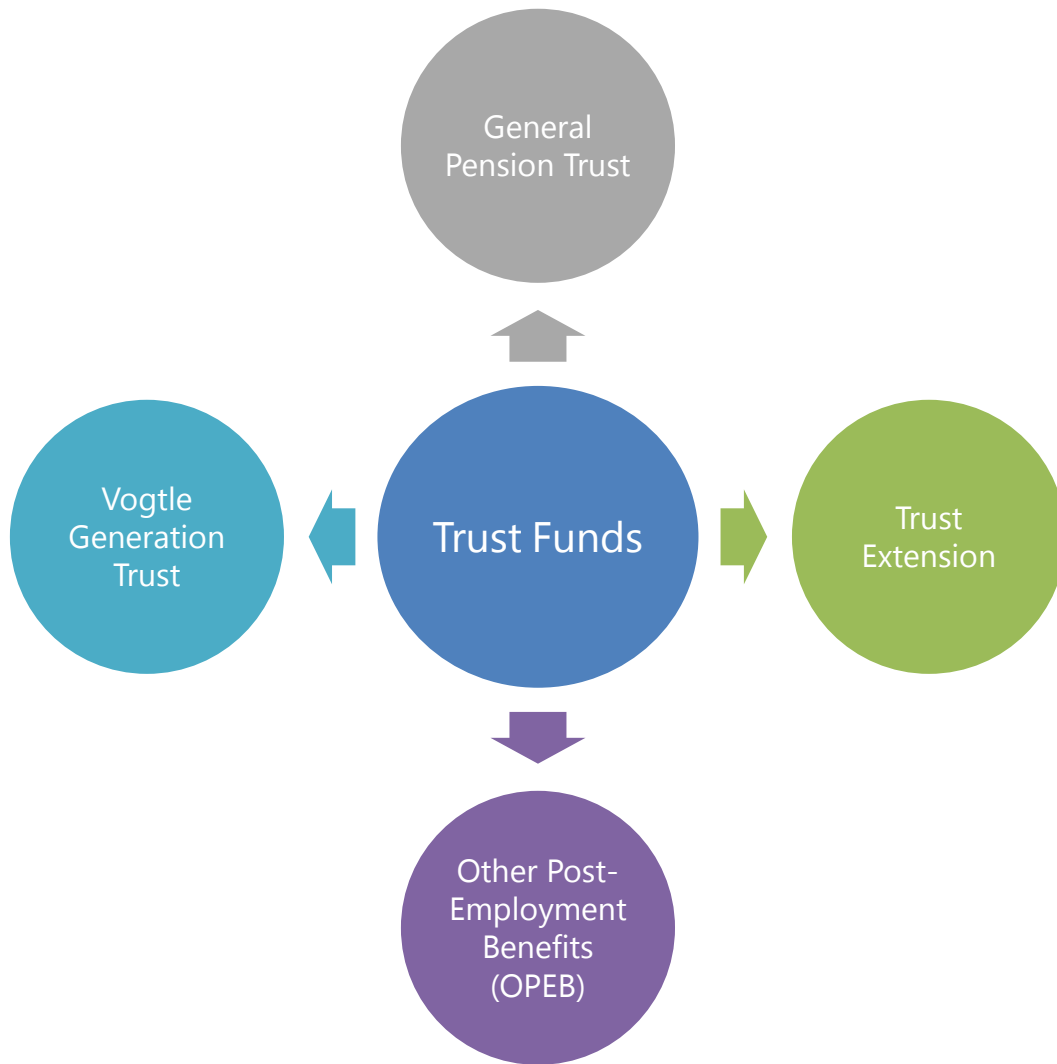


# FIDUCIARY FUNDS



# TRUST FUNDS

Trust Funds are used to account for assets held in trust by the government for the benefit of individuals or other entities. This section details the following funds:



## GENERAL PENSION TRUST FUND

This fund represents annual payments to City employees who have retired from City service. It accounts for City and employee contributions to the defined pension plan and benefit payments to eligible participants. The City contributes 14.5% of employee gross salaries and the employees contribute 4% of their gross salaries into the fund. The normal retirement benefit is 2.1% of final average earnings times years of service to a maximum of 35 years. It should be noted that this is not all of the plan's provisions.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	10,368,416	11,015,533	11,838,785	12,498,120	12,358,882

## OTHER POST-EMPLOYMENT BENEFITS TRUST FUND

The Other Post-Employment Benefits (OPEB) Trust Fund represents the contributions made by the City for future benefits such as retiree health care. Although retiree health care benefits are currently paid from the Self-Insurance Fund, claims will be paid from the OPEB Trust Fund once a sufficient fund balance accrues.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	15,050	22,066	0	0	0

## TRUST EXTENSION FUND

The Trust Extension Fund was established in 2011 by the Board of Lights and Water (BLW) to set aside funds to use when needed to offset a planned decrease in revenue from another source.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	0	0	0	1,000,000	0

## VOGTLE GENERATION TRUST FUND

The Vogtle Generation Trust Fund was established by the Board of Lights and Water (BLW) to accumulate funds to help offset the anticipated increase in electric cost when the City starts receiving the added electric generation from the new units 3 and 4. The City will start receiving the added electric generation from Vogtle 3 in 2037 and from Vogtle 4 in 2038.

### EXPENDITURE SUMMARY

Category	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget
Operating Services	0	0	0	0	1,235,076

THIS PAGE INTENTIONALLY LEFT BLANK.

# 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. Planned replacement of capital items extends their usefulness, helps to control downtime of worn resources, and minimizes repair costs. 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 adopted the first year, FY2019, of the five-year plan. The Five-Year Improvement Program is shown below in two different summaries.

### Capital Improvement Program by Fund Type

	FY2019	FY2020	FY2021	FY2022	FY2023
General Fund	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000
HUD-CDBG	3,000	3,000	3,000	3,000	3,000
City Parks Bond Fund	1,820,414	1,000,000	400,000	159,000	0
Redevelopment Bond Fund	7,500,000	0	0	0	0
SPLOST 2011 Fund	11,544,883	8,730,000	4,900,000	4,265,000	0
SPLOST 2016 Fund	11,648,055	9,283,000	4,600,000	1,600,000	0
Golf Course Fund	142,300	364,000	251,000	235,000	188,000
BLW Fund	15,627,847	16,586,285	15,012,438	13,807,285	12,919,786
Fleet Fund	107,500	52,000	45,000	35,000	25,000
<b>TOTAL</b>	<b>\$49,393,999</b>	<b>\$37,268,285</b>	<b>\$26,461,438</b>	<b>\$21,354,285</b>	<b>\$14,385,786</b>

### Capital Improvement Program by Category Type

	FY2019	FY2020	FY2021	FY2022	FY2023
Computer and Technology	616,000	575,000	1,235,000	900,000	535,000
Facility Improvements	1,917,414	20,000	375,000	20,000	40,000
Miscellaneous Projects	1,133,140	2,566,000	1,775,000	1,457,000	1,313,000
Vehicles & Powered Equipment	1,117,507	2,240,000	1,739,400	1,144,000	1,039,000
Utility Projects	21,417,000	13,854,285	11,837,038	11,968,285	11,458,786
Transportation Projects	23,192,938	18,013,000	9,500,000	5,865,000	0
<b>TOTAL</b>	<b>\$49,393,999</b>	<b>\$37,268,285</b>	<b>\$26,461,438</b>	<b>\$21,354,285</b>	<b>\$14,385,786</b>

Capital projects are broken down into the following categories: Computer and Technology, Facility Improvements, Miscellaneous Projects, Vehicles & Powered Equipment, Utility Projects, and Transportation Projects. Miscellaneous Projects are those projects that do not fit into one of the categories above.

Computer and Technology relates to those items such as desktop PCs, network servers, system software, and copiers. Facility Improvements are those improvements made to existing structures and park grounds, as well as the construction of new buildings. Vehicles, heavy equipment, and machinery fall under the category of Vehicles and Powered Equipment. The Utility Projects category contains BLW funded projects relating to the maintenance and installation of electrical, water, and sewer utilities. Transportation Projects include general streets, bridge, and sidewalk construction.

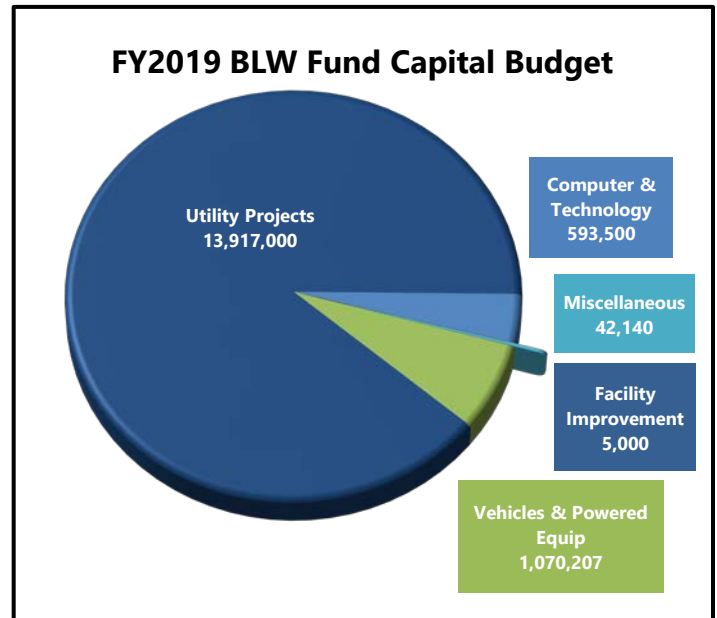
# CAPITAL SUMMARY

## GENERAL FUND

Capital expenditures for the General Fund will be addressed in the same manner as in the last several fiscal years. Marietta continues to utilize a contingency fund in place of a true capital budget for new items and the routine replacement of vehicles and equipment. Marietta has set aside \$1,000,000 in a contingency fund for the replacement of capital items that break during the year or for emergency purchases. At year end, if all or some of the contingency fund remains unspent, we will purchase high priority items. Marietta has received grant funds in recent years for public safety equipment and vehicles. We have also used savings from the operating budget at year-end to purchase other essential capital equipment.

## BOARD OF LIGHTS AND WATER (BLW)

The BLW's capital budget for FY2019 is approximately \$15.6 million. Utility projects make up about 89.1% of the BLW capital budget. Of these, Electrical projects total about \$4 million, Water and Sewer projects equal about \$9.8 million and Customer Care projects total \$50,000. In the Electrical Department, these projects include providing service to new customers, the underground cable replacement program, security lighting construction, and general maintenance and upgrades of the current electrical system. Adding new customers will expand the BLW's customer base with the goal of maintaining low rates due to increased volume sales. Capital expenses for Water and Sewer include new water meters, replacement water meters, a water valve replacement program, water transmission and distribution line replacements, sewer rehabilitation and various other system upgrades. Attention to maintenance and the replacement of the infrastructure ensures soundness and reliability within the system. Customer Care's wireless meter reading project will capture real-time information without having to send personnel into the field.



Computer and Technology projects throughout the utility organization total \$593,500 and make up 3.8% of the BLW's capital expenditures. Miscellaneous Projects totaling \$42,140, includes steel traffic plates for Water Distribution; a replacement ice machine and four handicap push plates for the BLW Manager; the purchase of three fire hydrants and the replacement of medium and large meter testers for Meter and Maintenance.

The Vehicles and Powered Equipment category, totaling \$1.07 million, makes up 6.8% of the total BLW capital budget. Vehicle purchases include the replacement of multiple vehicles such as, a bucket truck, trimmer truck and utility pickup trucks. Powered equipment purchases include a pneumatic boring tool, sewer cleaning nozzles, an emergency generator and two sewer jet machines.

## OTHER FUNDS

This section is comprised of the funding and allocation for Golf Course, Fleet Fund, CDBG and Capital Projects Funds. The City Club Golf Course will replace their HVAC unit and attic insulation, plus interior and exterior painting for the clubhouse. The Fleet Fund will purchase a fuel management system upgrade and leak detection system equipment. CDBG capital expenses include costs associated with auditing.

The largest portion of Capital Projects Funds is the Redevelopment Bond Fund, in which \$7.5 million is budgeted for redevelopment projects, mainly in the Franklin Gateway area. Capital Projects Funds also includes the 2011 SPLOST Fund and 2016 SPLOST Fund, in which \$11.5 million and \$11.6 million is budgeted, respectively, for transportation projects. The 2011 SPLOST has expired however, approved projects will continue until all funds are exhausted. Collected funds from the 1% SPLOST will be used to add or improve roadways, intersections, streetscapes, storm drains, and traffic management systems. Also included in the Capital Projects Fund is the City Parks Bond Fund, where \$1.8 million is budgeted this year for park improvements and land acquisition for the development of new parks.

Details regarding Marietta's five-year capital improvement plan can be found on the next several pages followed by a FY2019 summary listing all capital projects.

# CAPITAL IMPROVEMENT PROGRAM

## Computer & Technology

### Item

*Computer Hardware and Software*

### Description

The IT department will perform a GIS software upgrade and purchase SCADA routers and virtual hosts. Funds will also be used for new fiber runs, 30 replacement laptops, NextGen Secure Web gateways Firewall, audio and visual equipment. Funding for Fleet to purchase a fuel management system upgrade is also included.

### Impact on FY2019 Operating Budget

The City replaces computers on a three to five-year rotational basis. The purchases made this year come with a one-year service contract and will not impact the operating budget. Licensing fees for new software purchases will not affect the operating budget until FY2019.

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	593,500	575,000	1,235,000	900,000	535,000
Fleet Fund	22,500	0	0	0	0
<b>Total</b>	<b>616,000</b>	<b>575,000</b>	<b>1,235,000</b>	<b>900,000</b>	<b>535,000</b>

## Facility Improvements

### Item

*Building and Outdoor Improvements*

### Description

The FY2019 budget provides funding for the City Club Golf Course to replace a HVAC unit, install new attic insulation, and exterior/interior painting of the Clubhouse. Funding is also included for the replacement of the engineering breakroom, cabinets, countertop, and sink in the BLW.

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
Golf Course Fund	92,000	20,000	75,000	20,000	0
BLW Fund	5,000	0	300,000	0	40,000
<b>Total</b>	<b>97,000</b>	<b>20,000</b>	<b>375,000</b>	<b>20,000</b>	<b>40,000</b>

### Item

*Parks Improvements*

### Description

The \$25 million parks bond approved in 2009 provides funding for land acquisition; improvements to existing parks and facilities; development of parks, facilities, trails and greenspace; and planning and design of improvements. It also provides for perimeter fencing, irrigation, landscaping, trail lighting, shade structures, pavilions and parking lot lighting.

### Impact on FY2019 Operating Budget

The FY2019 General Fund budget includes funding for utilities, landscaping, and general upkeep of city parks and attractions like the soon to open Elizabeth Porter & Kirby park.

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
<b>City Parks Bonds</b>	<b>1,820,414</b>	<b>1,000,000</b>	<b>400,000</b>	<b>159,000</b>	<b>0</b>



# CAPITAL IMPROVEMENT PROGRAM

## Vehicles and Powered Equipment

### Item

#### Additional and Replacement Vehicles

### Description

Vehicles are replaced on a rotation schedule. The FY2019 budget includes funding for a bucket truck, a trimmer truck, Ford Escape, F-150 pickup trucks, two truck utility beds and a F-350 utility truck for Operations and Maintenance.

### Impact on FY2019 Operating Budget

Adherence to a rotation schedule for replacement of vehicles helps to stabilize repair and maintenance costs. Because the General Fund will not fund the normal replacement of vehicles in FY2019, the repair and maintenance costs budgeted are higher than in previous years. Repair and maintenance costs for all city and utility vehicles are budgeted at \$465,000 for commercial and purchased repairs and \$1,053,000 for internal repairs, parts and tires.

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	835,207	1,782,000	1,289,000	653,000	801,000

### Item

#### Powered Equipment

### Description

The City Club Golf Course will purchase a Toro Workman HDX, Toro Pass 200 Top dresser and three cutting units for mowers. Powered equipment purchases for the Water department include a pneumatic boring tool, sewer cleaning nozzles, emergency generator, and two sewer jet machines.

### Impact on FY2019 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. Approximately \$45,700 is budgeted in FY2019 for repair and maintenance costs for equipment purchased in prior years.

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
Golf Course Fund	47,300	336,000	169,000	215,000	182,000
BLW Fund	235,000	122,000	272,400	276,000	56,000
<b>Total</b>	<b>282,300</b>	<b>458,000</b>	<b>441,400</b>	<b>491,000</b>	<b>238,000</b>

# CAPITAL IMPROVEMENT PROGRAM

## Utility Projects

### Item

*Service to New Customers*

### Description

This project includes expansion of the utility networks to new areas and provides material to install primary and secondary service drops to new metering points. The project objective in the BLW is to construct underground distribution facilities for service to new customers.

### Impact on FY2019 Operating Budget

When new customers are added to the network, the BLW has an associated purchased power cost each year thereafter.

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	1,000,000	412,000	424,360	437,091	450,204

### Item

*Underground Cable Replacement Program*

### Description

This project replaces 10% of aging XLP insulated primary voltage underground cable. The FY2019 budget includes funding for contractual underground boring crews.

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	1,000,000	1,030,000	1,033,090	1,063,727	1,095,639

### Item

*Utility Relocation*

### Description

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

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	760,000	760,000	760,000	760,000	760,000

# CAPITAL IMPROVEMENT PROGRAM

## Utility Projects

### Item

*Water Transmission/Distribution Line Replacements*

### Description

This project provides for the replacement of older or inadequately sized water lines that are causing water supply problems such as low pressure, low flow, poor water quality and frequent breaks due to deteriorating pipe conditions. In addition, fire protection is improved by providing additional flow and hydrant placement in areas that presently do not have adequate protection.

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	1,525,000	2,075,000	2,075,000	2,075,000	2,075,000

### Item

*New Water Meter Installation*

### Description

New services include contractual labor and materials for the installation of meters, backflow devices, concrete vaults, meter boxes, pipe, fittings and fire service detector checks.

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	500,000	500,000	500,000	500,000	500,000

### Item

*Collection System Rehabilitation*

### Description

This project provides for the replacement and/or upgrade of deteriorated or overloaded sections of sewer lines as well as point repairs of specific pipe defects and manholes. Inflow and infiltration problems throughout the system result in surcharges and possible overflows during wet weather. Several sections of pipe collapse each year due to their poor condition. Application of root treatment to 5% of the collection system each year is an essential part of the maintenance operation as it reduces sanitary sewer overflows due to blockages. This project includes inflow/infiltration source detection and collection system model and flow metering.

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	5,755,000	5,300,000	4,280,000	4,280,000	4,280,000

# CAPITAL IMPROVEMENT PROGRAM

## Utility Projects

### Item

*Security Lighting*

### Description

This project provides for the construction and installation of new security lighting requested by customers.

### Impact on FY2019 Operating Budget

When additional security lighting is added to the network, an associated purchased power cost is added to the BLW expenditure budget.

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	350,000	350,000	325,000	325,000	300,000

### Item

*Miscellaneous Utility Projects*

### Description

Miscellaneous Electrical projects include system improvements; system protection; capacitor program; substation construction; SCADA upgrades; recertification of infrared cameras and meter test boards; distribution automation; pole inspection/replacement program and street lighting. Miscellaneous Customer Care projects include remote metering. Miscellaneous Water and Sewer projects include the water meter replacement program, water valve replacement program, water pump station rehabilitation, Benson Waste Water Pump Station maintenance, and the annual rotation of water tank inspections and rehabilitation.

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
BLW Fund	3,027,000	3,427,285	2,439,588	2,527,467	1,997,943

# CAPITAL IMPROVEMENT PROGRAM

## Miscellaneous Capital Outlay

### Item

#### Redevelopment Projects

### Description

The Redevelopment Bond Fund was established in FY2014 after the approval of a \$68 million bond referendum. Its purpose is to finance urban redevelopment projects including streetscape improvements in the Whitlock Avenue corridor. It will also provide funding for the acquisition and demolition of properties approved for redevelopment, right-of-way acquisitions, and road infrastructure modifications to improve connectivity within the Franklin-Gateway redevelopment area.

### Impact on FY2019 Operating Budget

All costs associated with redevelopment projects are paid out of the Redevelopment Bond Fund. The projects are managed by Economic Development staff and no additional costs are anticipated for the General Fund. There is no foreseeable impact on the operating budget for the current year; however, in future years, landscape maintenance for medians, right-of-way and gateways will be budgeted after installation is complete.

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
Redev Bond Fund	7,500,000	0	0	0	0

### Item

#### Miscellaneous Projects

### Description

A \$1,000,000 designated contingency has been established for capital purchases in the General Fund. The FY2019 budget provides funding in the Fleet Department to purchase a leak detection system and diesel and unleaded dispenser replacements. The Golf Course will purchase a new freezer. The BLW General Manager will replace their ice maker and handicap push plates. Water Department will purchase new steel traffic plates. Available funds will also be used by Meter Maintenance to purchase three fire hydrant meters and replace medium and large meter testers.

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
General Fund	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000
HUD-CDBG	3,000	3,000	3,000	3,000	3,000
Fleet	85,000	52,000	45,000	35,000	25,000
Golf Course Fund	3,000	8,000	7,000	0	6,000
BLW Fund	42,140	253,000	70,000	10,000	29,000
<b>Total</b>	<b>1,133,140</b>	<b>1,566,000</b>	<b>1,375,000</b>	<b>1,298,000</b>	<b>1,313,000</b>

# CAPITAL IMPROVEMENT PROGRAM

## Transportation Projects

### Item

SPLOST 2011

### Description

SPLOST 2011 was approved by voters in 2011 and will be in effect from 2012 through 2015. This 1% Special Purpose Local Option Sales Tax will fund projects that include congestion relief and mobility improvements; safety and operational improvements; infrastructure preservation and capital improvements.

### Impact on FY2019 Operating Budget

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

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
SPLOST 2011	11,544,883	8,730,000	4,900,000	4,265,000	0

### Item

SPLOST 2016

### Description

SPLOST 2016 was approved by voters in 2014 and will be in effect from 2016 through 2021. This 1% Special Purpose Local Option Sales Tax will fund projects that include road resurfacing and other transportation projects, public safety enhancements and purchases, and capital improvement projects.

### Impact on FY2019 Operating Budget

The FY2019 SPLOST Fund budget includes funding for the salaries and benefits of several dedicated SPLOST employees.

### Funding

	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
SPLOST 2016	11,648,055	9,283,000	4,600,000	1,600,000	0

# FY2019 CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Tech.	Facility Improv.	Misc. Projects	Veh. & Equip.	Utility Projects	Trans. Projects	Total
<b>General Fund</b>							
Designated Contingency			1,000,000				<b>1,000,000</b>
<b>HUD-CDGB</b>			3,000				<b>3,000</b>
<b>City Parks Bond Fund</b>		1,820,414					<b>1,820,414</b>
<b>Redevelopment Bond Fund</b>					7,500,000		<b>7,500,000</b>
<b>SPLOST 2011 Fund</b>						11,544,883	<b>11,544,883</b>
<b>SPLOST 2016 Fund</b>						11,648,055	<b>11,648,055</b>
<b>Golf Course Fund</b>							
Food & Beverage			3,000				3,000
Maintenance				47,300			47,300
Operations		92,000					92,000
							0
<b>Golf Course Fund Total</b>	0	92,000	3,000	47,300	0	0	<b>142,300</b>
<b>BLW Fund</b>							
General Manager			12,140	34,378			46,518
General Manager Total	0	0	12,140	34,378	0	0	46,518
Information Technology:							
IT	67,500						67,500
Network Services	366,000						366,000
Information Tech. Total	433,500	0	0	0	0	0	433,500
Customer Care:							
Administration							0
Mail & Copy Center							0
Meters & Service				61,726	50,000		111,726
Customer Care Total	0	0	0	61,726	50,000	0	111,726
Electrical:							
Engineering	160,000	5,000		26,050	3,015,000	0	3,206,050
Distribution				561,150	900,000		1,461,150
Ops. & Maint.				48,650	95,000		143,650
Warehouse							0
Electrical Total	160,000	5,000	0	635,850	4,010,000	0	4,810,850
Water & Sewer:							
Administration				3,000			3,000
Engineering				34,378			34,378
Meter Maintenance			20,000		460,000		480,000
Pump Station Maint.				80,875			80,875
Water Distribution			10,000	8,000	3,337,000		3,355,000
Waste Water Coll.				212,000	6,060,000		6,272,000
Water & Sewer Total	0	0	30,000	338,253	9,857,000	0	10,225,253
<b>BLW Fund Total</b>	593,500	5,000	42,140	1,070,207	13,917,000	0	<b>15,627,847</b>
<b>Fleet Maintenance Fund</b>							
Fleet Maintenance	22,500		85,000				<b>107,500</b>
<b>Grand Total</b>	<b>616,000</b>	<b>1,917,414</b>	<b>1,133,140</b>	<b>1,117,507</b>	<b>21,417,000</b>	<b>23,192,938</b>	<b>49,393,999</b>

# APPENDIX



**AN ORDINANCE**

**ADOPTING** an Annual Budget for the fiscal year beginning July 1, 2018 and ending June 30, 2019 for the various City of Marietta funds 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 2019 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 2019 for operating and providing governmental and other public purposes, paying debt on general bonds, maintaining and repairing City owned cemeteries, the following millage rates:

<u>Levy</u>	<u>Millage Rate-</u>
General	2.788
Debt Service:	
Parks Bond	0.750
Redevelopment Bond	2.000
Debt Service Total	2.750
Cemetery	<u>.079</u>
<b>Total</b>	<u><b>5.617</b></u>

**Section 2:** The above tentative millage rates shall be applied to the assessed value of all taxable property in the City of Marietta less any exemptions applicable to each levy in conformity with the Charter and Related Laws of the City of Marietta, Georgia.

**Section 3:** The anticipated revenues and appropriated expenditures for City of Marietta each fund for the Fiscal Year ending June 30, 2019 are hereby adopted as shown on the following pages:

	Anticipated Revenues	Appropriated Expenditures
<b>General Fund</b>		
Operating Revenue and Other Sources	\$59,738,151	
City Council		\$282,294
City Clerk		271,813
Municipal Court		1,420,866
Mayor		129,534
City Manager		958,651
Finance		2,464,329
City Attorney		475,000
Human Resources and Risk Management		744,891
Civil Service Board		7,913
Development Services		1,847,882
Public Works		8,228,579
Parks, Rec and Facilities		4,304,515
Police		16,560,071
Fire		12,829,014
Non-Departmental		9,212,799
<b>Total General Fund</b>	<b>\$59,738,151</b>	<b>\$59,738,151</b>
<b>Lease Income Fund</b>		
Operating Revenue	\$2,803,800	
Debt Service		\$2,803,800
<b>TAD CCSR Fund</b>		
Operating Revenue and Other Sources	\$911,100	
Debt Service		\$911,100
<b>TAD Perimeter Fund</b>		
Operating Revenue	\$120,000	
Reserve Increase		\$120,000
<b>Cemetery Maintenance Fund</b>		
Operating Revenue and Other Sources	\$236,500	
Expenditures		\$236,500
<b>Community Development Block Grant Fund</b>		
Operating Revenue	\$619,893	
Expenditures		\$619,893
<b>Police Asset Forfeiture Fund</b>		
Operating Revenue	\$1,000,000	
Expenditures		\$1,000,000
<b>Radio System Replacement Fund</b>		
Operating Revenue	\$184,900	
Reserve Increase		\$184,900
<b>Museum of History Fund</b>		
Operating Revenue and Other Sources	\$263,086	
Expenditures		\$263,086
<b>Gone With the Wind Museum Fund</b>		
Operating Revenue and Other Sources	\$236,000	
Expenditures		\$236,000
<b>City Parks Bond Fund</b>		
Operating Revenue	\$2,128,263	
Expenditures		\$2,128,263

	<u>Anticipated Revenues</u>	<u>Appropriated Expenditures</u>
<b>Hotel Motel Tax Fund</b>		
Operating Revenue	\$3,350,000	
Expenditures		\$3,350,000
<b>Auto Rental Excise Tax Fund</b>		
Operating Revenue	\$561,500	
Expenditures		\$561,500
<b>Redevelopment Bond Fund</b>		
Operating Revenue	\$7,500,000	
Expenditures		\$7,500,000
<b>2011 SPLOST Fund</b>		
Operating Revenue	\$11,544,883	
Expenditures		\$11,544,883
<b>2016 SPLOST Fund</b>		
Operating Revenue	\$12,258,069	
Expenditures		\$12,258,069
<b>Golf Course Fund</b>		
Operating Revenue and Other Sources	\$1,737,086	
Expenditures		\$1,737,086
<b>Conference Center Fund</b>		
Operating Revenue and Other Sources	\$2,803,800	
Expenditures		\$2,803,800
<b>Conference Center Reserve Fund</b>		
Operating Revenue and Other Sources	\$189,000	
Reserve Increase		\$189,000
<b>Debt Service Fund</b>		
Operating Revenue	\$4,502,350	
School SPLOST Proceeds	3,741,125	
Debt Service		\$8,243,475
<b>Total Debt Service Fund</b>	<b>\$8,243,475</b>	<b>\$8,243,475</b>
<b>BLW Fund</b>		
Operating Revenue and Other Sources	\$167,195,002	
BLW Board		\$47,200
General Manager		480,308
Information Technology		6,170,296
Board Attorney		30,000
Customer Care		3,945,221
Electrical		100,322,087
Water and Sewer		32,832,452
Non-Departmental		23,367,438
<b>Total BLW Fund</b>	<b>\$167,195,002</b>	<b>\$167,195,002</b>
<b>BLW Vogtle Generation Trust Fund</b>		
Operating Revenue	\$1,235,076	
Reserve Increase		\$1,235,076

	Anticipated Revenues	Appropriated Expenditures
<b><i>Fleet Maintenance Fund</i></b>		
Charges for Service Expenditures	\$3,640,837	\$3,640,837
<b><i>Self Insurance Fund</i></b>		
Charges for Service and Other Sources Expenditures	\$16,837,000	\$16,837,000
<b><i>General Pension Fund</i></b>		
Charges for Service and Other Sources Expenditures	\$12,358,882	\$12,358,882
<b>Total All City Funds</b>	<b>\$317,696,303</b>	<b>\$317,696,303</b>

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

**Section 5:** It is hereby declared to be the intention of this Ordinance that its sections, paragraphs, sentences, clauses and phrases are severable, and if any section, paragraph, sentence, clause or phrase of this Ordinance is declared to be unconstitutional or invalid, it shall not affect any of the remaining sections, paragraphs, sentences, clauses or phrases of this Ordinance.


**Section 6:** All Ordinances or parts of Ordinances in conflict with this Ordinance are hereby repealed.

**Section 7:** This Ordinance shall become effective upon the signature or without the signature of the Mayor, subject to Georgia laws 1983, page 4119.

DATE June 13, 2018

APPROVED   
R. Steve Tumlin, Jr., Mayor

ATTEST   
Stephanie Guy, City Clerk

APPROVED AS TO FORM   
Douglas R. Haynie, City Attorney

**AN ORDINANCE**

**ADOPTING** the final Ad Valorem tax levies for Fiscal Year 2019 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 2019; 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 as 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 2019 for operating and providing governmental and public services, paying debt on general bonds, and maintaining City owned cemeteries, the following millage rates:

<u>Levy</u>	<u>Millage Rate</u>
General	2.788
Debt Service:	
Parks Bond	0.750
Redevelopment Bond	2.000
Debt Service Total	2.750
Cemetery	<u>0.079</u>
<b>Total</b>	<u><b>5.617</b></u>

**Section 2:** The above millage rates shall be applied to the assessed value of all taxable property in the City of Marietta less any exemptions applicable to each levy in conformity with the Charter and Related Laws of the City of Marietta, Georgia.

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

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

**Section 5:** This Ordinance shall become effective upon the signature or without the signature of the Mayor, subject to Georgia laws 1983, page 4119.

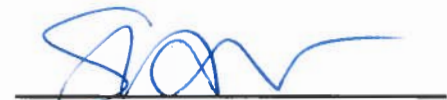
DATE: March 14, 2018

APPROVED:   
R. Steve Tumlin, Mayor

ATTEST:

  
Stephanie Guy, City Clerk

APPROVED AS TO FORM:

  
~~Douglas R. Haynie, City Attorney~~  
Sarah Hegener

# 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:** See Americans with Disabilities Act.

**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.

**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.

**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.

**Auto Rental Excise Tax Fund:** A Special Revenue Fund used to receive and track auto rental excise tax revenue. This revenue is transferred to the General Fund to cover the cost of tourism expenses.

**Balanced Budget:** A budget in which estimated revenues and appropriated fund balances is equal to appropriations for expenditures.

**BLW:** See Board of Lights and Water.

**BLW Trust Fund:** An internal fund established to set aside operating funds for future years to offset the end of the Municipal Competitive Trust payout from MEAG.

**Board of Lights and Water:** Marietta's utility system that provides Electric, Water and Sewer services. Also a seven-member policy-making board that oversees the utilities. In this document, BLW refers to 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 equivalent (FTE) positions allocated for a division. The actual number of staff on board may vary from the budgeted position level due to authorized changes in position or staffing levels.

# GLOSSARY OF TERMS

**CAFR:** See Comprehensive Annual Financial Report.

**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:** The category term for the portion of the budget that pertains to the purchase of capital assets or capital projects.

**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:** See City Center South Renaissance.

**CDBG:** See Community Development Block Grant.

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

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

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

**City Parks Bond Fund:** A Capital Projects Fund established in FY2010 with the approval of a \$25 million bond referendum. It provides funding for land acquisition, parks improvements and development of new parks.

**Citywide Projects Fund:** A Capital Projects Fund which uses revenue bond funds for major projects or the purchase of major vehicles or equipment.

**Community Development Block Grant:** A federally-funded program designed to assist low-income residents.

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

**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.

**Conference Center Reserve Fund:** The revenue for the Conference Center that is derived from hotel/motel taxes collected by the City is capped at \$900,000. The excess funds are deposited into this reserve fund for later appropriation.

**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.

**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.

**Department of Transportation:** Usually referring to Cobb County's department which develops, manages, and operates the county's transportation systems. (GDOT is the Georgia Department of Transportation.)

**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 expenditures.

**DMDA:** See Downtown Marietta Development Authority.



# GLOSSARY OF TERMS

**DOT:** See Department of Transportation.

**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, three elected property owners and three elected business owners, established for the purpose of overseeing the redevelopment of the downtown Marietta area.

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

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

**Enterprise Fund:** A Proprietary Fund used to account for the acquisition, operation and maintenance of government facilities and services in a manner similar to private business enterprises which are entirely or predominantly self-supporting by user charges.

**Estimated True Value:** The true value of real and personal property as determined by the Cobb County Tax Assessors Office.

**Expenditure:** The outflow of funds paid for an asset, good or service.

**Fiduciary Fund:** A fund category used to account for assets held by a government in a trustee (managing pension plans for employees) or agent (collecting funds belonging to another agency) capacity. This category includes the General Pension Trust Fund and Other Post-Employment Benefits Trust Fund.

**Fines and Forfeitures:** Revenue received from bond forfeitures and authorized fines such as parking and traffic violation fines.

**Fiscal Year:** The City's accounting period of twelve months which begins July 1 and ends the following June 30. (e.g. FY2016 refers to the twelve-month period beginning July 1, 2015 and ending June 30, 2016.)

**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.

**Fleet Maintenance 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.

**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:** See Fiscal Year.

**GAAP:** See Generally Accepted Accounting Principles.

**GDOT:** Georgia Department of Transportation. See Department of Transportation.

**gemNet:** A website created solely for City of Marietta employees, containing information, announcements, personnel forms and access to IT and GIS applications. GEM stands for "Government Employees of Marietta."

**General Fund:** A Governmental Fund, which is the city's principal accounting fund. This fund accounts for all activities of the City not included in other specified funds.

**General Obligation Bonds:** Method of raising funds for long-term capital financing. The State of Georgia requires approval by referendum. The debt ceiling is ten percent of the assessed value of all taxable property.

**General Pension Trust Fund:** A Fiduciary Fund which accounts for assets held by the City in a trustee capacity and the payment of retirement benefits.

**General Property Taxes:** Taxes levied on all property located in or owned by the citizens of the City of Marietta.

**Generally Accepted Accounting Principles:** Guidelines to financial accounting and reporting which set uniform minimum standards for accepted accounting practices.

**Geographic Information System:** Includes the development and maintenance of base map and cadastral information consisting of City/BLW boundaries, tax parcel boundaries, infrastructure location, etc.

# GLOSSARY OF TERMS

**GFOA:** See Government Finance Officers Association of the United States and Canada.

**GIS:** See Geographic Information System.

**Goals:** Broad aims of the City and/or Departments toward which programs, projects and services are directed.

**Golf Course Fund:** A Proprietary Fund which accounts for the operations of the "City Club" golf course.

**Gone With The Wind Museum Fund:** A Governmental Fund which accounts for the donations and operation of the museum "Scarlett on the Square" located in Downtown Marietta which showcases artifacts and memorabilia related to the famous novel and movie.

**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 along with a detailed criteria location guide to be judged for the Distinguished Budget Presentation Award.

**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.

**GWTW:** See Gone With The Wind Museum Fund.

**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.

**Hotel/Motel Tax Fund:** A Special Revenue Fund used to receive and track hotel/motel tax revenue. This revenue is transferred to the General Fund to cover the cost of tourism expenses.

**Housing and Urban Development:** A federally-funded program which assists low-income families in attaining decent, safe and sanitary housing.

**HUD:** See Housing and Urban Development.

**Indirect Cost Recovery:** Revenue from providing services to another fund.

**Indirect Cost Transfer:** Expense for payment to another fund for services provided.

**Information Technology:** the City department responsible for supporting City/BLW departments with their technological and computer-related needs.

**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.

**IT:** See Information Technology.

**Lease Income Fund:** A Special Revenue Fund which accounts for the rental income received from the Hilton Atlanta/Marietta Hotel and Conference Center. This rental income is used to pay the debt service on the Citywide Projects revenue bonds.

**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.

# GLOSSARY OF TERMS

**Market Expansion Fund:** An internal fund established by the Board of Lights and Water (BLW) to set aside money for large capital projects to bring utilities to new areas and expand into new markets.

**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:** See Municipal Electric Authority of Georgia.

**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.

**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 Vehicle Tax:** Taxes levied on vehicles designed primarily for use upon public roads.

**MRC:** See Marietta Redevelopment Corporation.

**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].

**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.

**OPEB:** See Other Post-Employment Benefits Trust Fund.

**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:** The category term for expenditures for goods and services which primarily benefit the current period and are not defined as capital or personal services.

**Other Financing Sources:** Non-operating revenue received used to assist with financing City operations such as insurance recoveries, gifts/donations, and sale of surplus fixed assets.

**Other Post-Employment Benefits Trust Fund:** A Fiduciary Fund which accounts for the contributions made by the City for future benefits such as retiree health care.

**Parks 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 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:** The category term for expenditures for salaries, wages, overtime, standby pay, worker's compensation, health and life insurance, and retirement employee benefits.

**Police Asset Forfeiture Fund:** See Asset Forfeiture Fund.

**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.

# GLOSSARY OF TERMS

**Radio System Replacement Fund:** A Governmental Fund which accounts for the funds the City is required to set aside each year to pay for its portion of the county-wide 800 MHz radio communications system replacement.

**Real Property:** Immobile property such as land, natural resources above and below the ground, and fixed improvements to land.

**Redevelopment Bond Fund:** A Capital Projects Fund established in FY2014 with the approval of a \$68 million bond referendum. It provides funding for urban redevelopment projects which includes streetscape improvements, acquisition and demolition of properties and road infrastructure modifications.

**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.

**Reserve Increase:** A budget-balancing account used when revenue exceeds expenditures, thereby increasing the amount of money held in reserve at the end of each fiscal year.

**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:** See Supervisory Control and Data Acquisition System.

**School Bonds:** Municipal Bonds issued for the construction of a new high school, elementary school, and renovations of current city schools.

**Self-Insurance Funds:** Comprised of Health Insurance Fund, Workers' Compensation Fund and Property Casualty Fund.

**Service Proposal:** Budget request for implementing a new program or service; adding new personnel or upgrading or reclassifying position compensation grade(s); awarding merit or performance increases; and/or amending the pay scale based on market conditions.

**Special Purpose Local Option Sales Tax:** The City receives 1% sales tax from SPLOST. The FY2016 budget covers two SPLOSTS (2012-2015 and 2016-2021) which fund various road, traffic and transportation projects, capital improvements, the purchase of public safety vehicles and equipment, and the construction of public buildings. The Marietta School Board receives 1% sales tax to fund the debt service on the School General Obligation Bond which was used to build school buildings.

**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, CDBG, Asset Forfeiture, Aurora Fire Museum, and others.

**SPLOST:** See Special Purpose Local Option Sales Tax.

**Supervisory Control and Data Acquisition System:** A program which assists the Water Department with the collection of data and control of the water and waste water infrastructure.

**TAD:** See Tax Allocation District.

**Tax Allocation District:** 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:** See Transportation Improvement Program.

**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.

## GLOSSARY OF TERMS

**Vision Statement:** A statement prepared by City Council addressing short term and long term goals, and the plans for achieving them.

**Vogtle Generation Trust Fund:** An internal fund established by the Board of Lights and Water (BLW) to help offset the anticipated increase in cost when the City starts to receive the added electric generation from Units 3 and 4.

**Water Sewer Rate Offset Fund:** An internal fund established by the Board of Lights and Water (BLW) to set aside money to offset a rate increase in the Water and Sewer utility by absorbing all or part of the increased cost for commodities.

**Workers' Compensation:** A form of insurance providing wage replacement and medical benefits to workers who are injured on the job.

**Workload Measurements:** A count of outputs or work performed.



# INDEX

TOPIC	PAGE
About Marietta.....	10-11
Aggregate Debt Service.....	45-48
Amending the Budget.....	14
Asset Forfeiture Fund Budget.....	93
Aurora Fire Museum Fund Budget.....	94
Auto Rental Excise Tax Fund Budget.....	97
Basis of Budgeting.....	14
Basis of Presentation.....	15
Board of Lights and Water Expenditure Budgets.....	105-126
Board of Lights and Water Fund Description.....	103
Board of Lights and Water Board Members.....	iii
Board of Lights and Water Summarized Operating Budget.....	105
Budget Amendments.....	16
Budget Calendar.....	13
Budget Message.....	1-9
Budget Ordinance.....	147-150
Budget Process.....	12
Budget Transfers.....	16
Budgetary Policies.....	16
Capital Improvement Program Detail by Category.....	139-145
Capital Projects Funds Description.....	89
Capital Summary by Department.....	146
Capital Summary Narrative.....	137-138
Cemetery Fund Budget.....	91
City / BLW Administration.....	iii
City Council Members.....	iii
City Parks Bond Fund Budget.....	98
Combined Statement of Revenue, Expenditures and Changes in Fund Balance.....	33-35
Community Development Block Grant (CDBG) Fund Budget.....	92
Conference Center Fund Budget.....	131
Conference Center Reserve Fund.....	131
Customer Care Department Budget.....	118-121
Debt Service Fund Budget.....	101
Debt Service Fund Description.....	89
Debt Service Schedule.....	45-48
Development Services Department Budget.....	68-71
Distinguished Budget Presentation Award.....	iv
Electrical Department Budget.....	110-113
Enterprise Funds Description.....	127
Expenditure Summary Narrative.....	42-43
Finance Department Budget.....	60-63
Financial Policies.....	16
Fire Department Budget.....	84-87
Fleet Maintenance Fund Budget.....	132
Fund and Function Chart (City of Marietta).....	23
Fund Balance Summary.....	44
General Administration (BLW) Budget.....	106-109
General Administration (City) Budget.....	52-55

# INDEX

TOPIC	PAGE
General Fund Description.....	49
General Fund Expenditure Budgets .....	50-88
General Fund Summarized Operating Budget .....	50-51
General Pension Trust Fund Budget .....	134
Glossary of Terms .....	153-159
Golf Course Fund Budget.....	128-130
Gone With The Wind Museum Fund Budget.....	96
Grants Fund Budget.....	93
Historic Development (City of Marietta) .....	vi-vii
Hotel / Motel Tax Fund Budget.....	97
Human Resources and Risk Management Department Budget.....	64-67
Information Technology (IT) Department Budget .....	122-125
Internal Service Funds Description.....	127
Lease Income Fund Budget .....	90
Map, State of Georgia and City of Marietta .....	v
Marietta Museum Of History.....	95
Mayor and Council Members .....	iii
Mayor and Council Photos .....	ii
Millage Rate Ordinance.....	151
Mission Statement (City of Marietta) .....	19
Municipal Court Department Budget.....	56-59
Non-Departmental (BLW) Budget .....	126
Non-Departmental (General Fund) Budget.....	88
Officials.....	iii
Organization Chart, City.....	22
Other Post-Employment Benefits (OPEB) Trust Fund Budget.....	134
Parks and Tree Fund Budget.....	97
Parks Bond Fund Budget.....	98
Parks, Recreation and Facilities Department Budget .....	76-79
Personnel Position Summary, All Funds.....	24
Police Department Budget .....	80-83
Public Works Department Budget.....	72-75
Radio System Replacement Fund Budget .....	94
Redevelopment Bond Fund.....	98
Revenue Summary Narrative .....	36-40
Self-Insurance Fund .....	131
Sources and Uses of Funds, All Funds.....	25-32
Special Revenue Funds Description .....	89
SPLOST 2011 Fund Budget.....	99
SPLOST 2016 Fund Budget.....	100
Statement of Goals.....	19
Table of Contents .....	viii-x
Tax Allocation District (TAD) Fund.....	90
Trust Extension Fund .....	135
Trust Funds Description .....	133
Vogtle Generation Trust Fund.....	135
Water and Sewer Department Budget.....	114-117

THIS PAGE INTENTIONALLY LEFT BLANK.