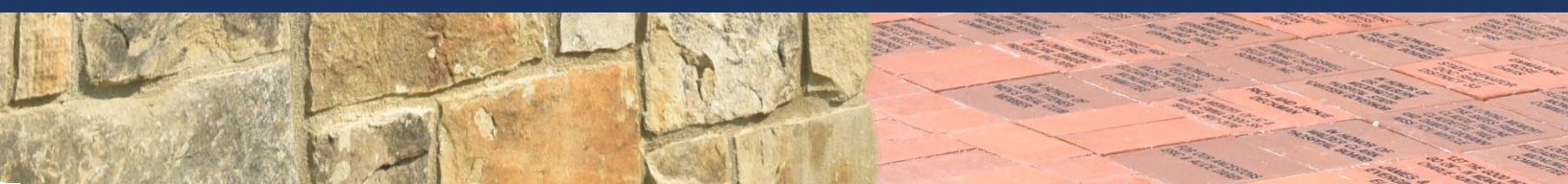


2020 Fiscal Budget

City of Marietta, Georgia



CITY OF MARIETTA

FY2020 RECOMMENDED BUDGET

JULY 2019 - JUNE 2020

WILLIAM F. BRUTON, JR.
CITY MANAGER

SAM LADY
FINANCE DIRECTOR

PATINA BROWN
DEPUTY FINANCE DIRECTOR

TENTISHA HUNTER
BUDGET SUPERVISOR

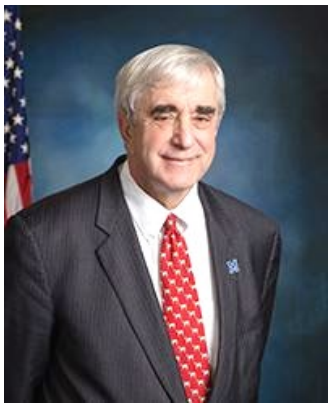
JACQUELINE VILLA
BUDGET ANALYST

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

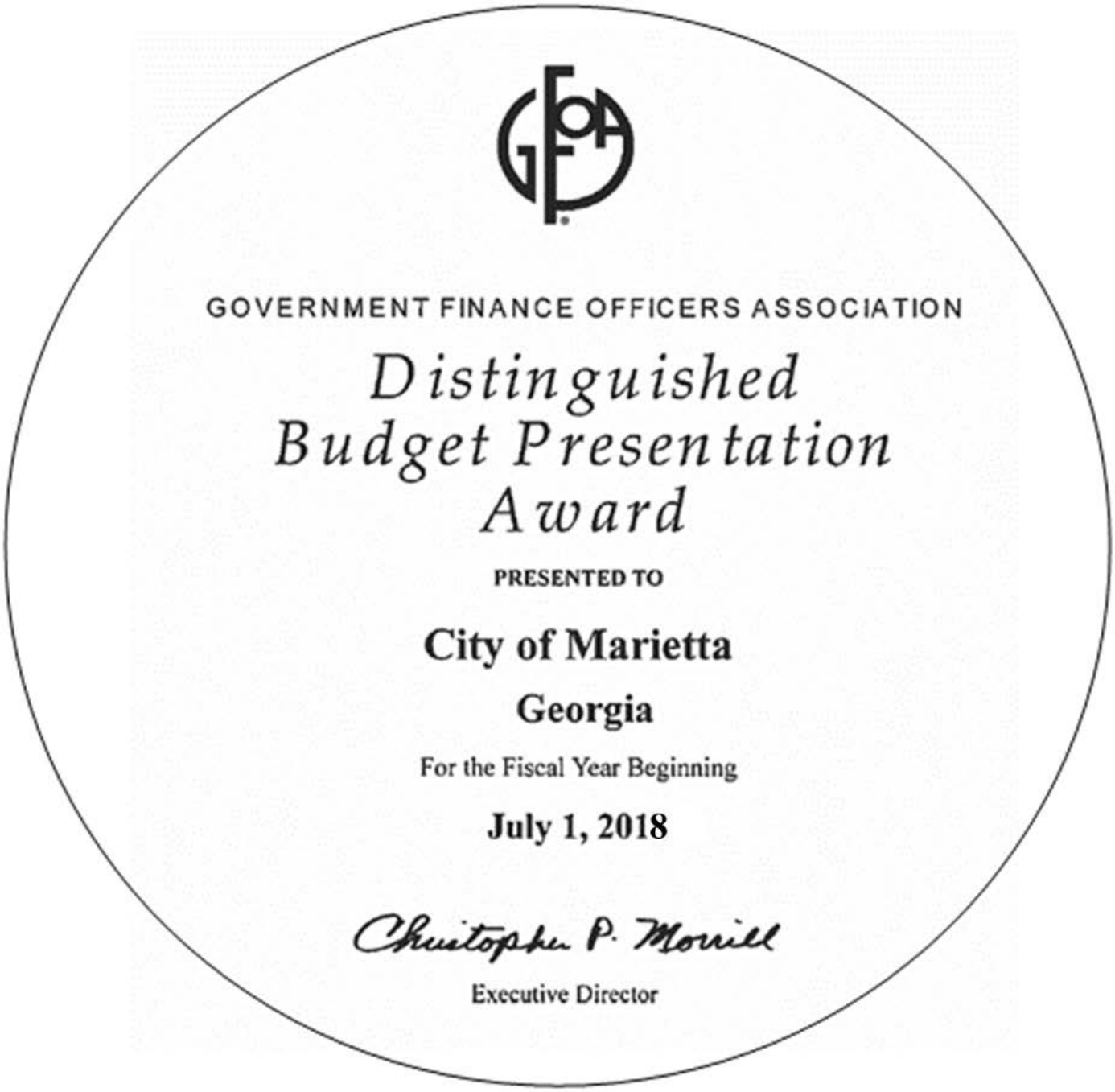
R. Steve Tumlin, Jr., Mayor
Chairperson

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
Mark Rice	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

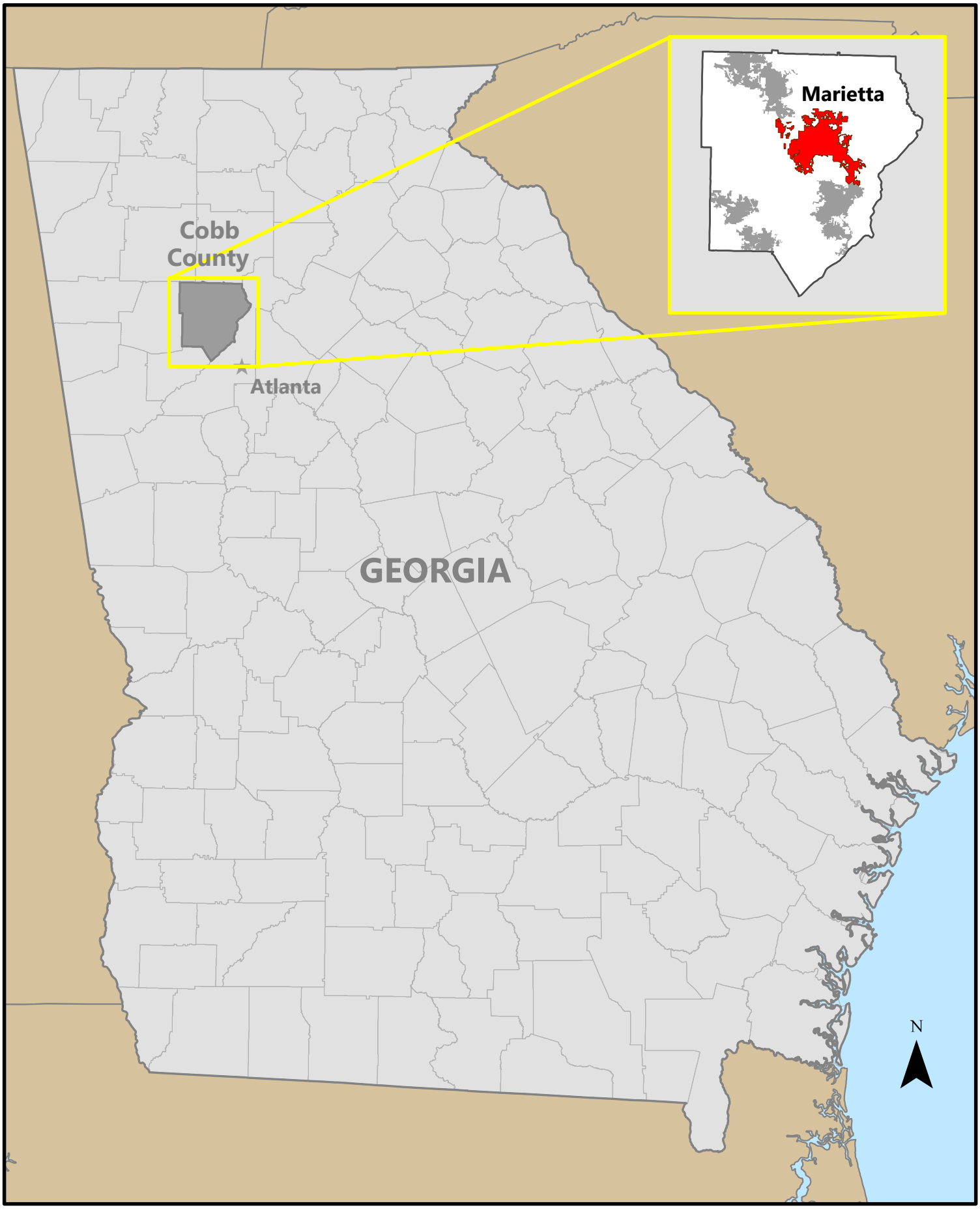


The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Marietta, Georgia**, for its annual budget for the fiscal year beginning **July 1, 2018**.

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 the 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 streetlights 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 public 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. Within this same timeframe, 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. Recently the City was named one of the top 50 Smart Cities in 2018 and 2019 by Livability.com. Marietta's population continues to recover growing to more than 61,000 residents in 2019.



Marietta Square 2019

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 ensuring sustained growth through the 21st century.

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INTRODUCTION

2020 CITY MANAGER'S MESSAGE

Dear Mayor, City Council and Citizens of Marietta,

The FY2020 budget is a strong representation of Marietta's ongoing commitment to providing a fiscally responsible plan which outlines increased public safety, community services, employee retainage programs, a continual investment in capital infrastructure, and long-term sustainability. As the county seat, Marietta continues to be a thriving city in Cobb County having established itself as a major business and employment center. 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; along with factoring in the needs of all citizens for which it is here to serve. This proactive and responsible approach has enabled the City to keep its maintenance and operating taxes at their current level since 2003, provide heightened services that our citizens desire, preserve the healthy reserve balance we have worked hard to accumulate, and maintain our overall bond rating that is one of the highest in the State.

Over the last decade, the City of Marietta has worked tirelessly to enhance its community offerings for residents by beautifying our downtown and boulevards, expanding housing opportunities, implementing a dynamic trail network, improving parks and recreation features, along with attracting and retaining quality employers. The revitalization of the Franklin Gateway Corridor, through the utilization of the 2013 Redevelopment Bond, continues to be a priority as new development opportunities such as Atlanta United's headquarters and training facility and The Home Depot Technology Center flourish. The Marietta Square Market opened in early spring housing numerous eateries and shops; adding a variety of food choices to an already vast array of superb dining options near the Square. We look forward to greeting one of our latest redevelopment prospects, the Lidl grocery store chain, in the coming year. 20020 will also bring the completion of one of the largest building projects in recent memory, the new emergency department for Kennestone Hospital.



Marietta has been the recipient of the Top 50 Smart Cities award two years in a row for its forward thinking and ongoing efforts to enhance citizens interaction. City-owned and operated facilities like Elizabeth Porter Splash Pad and the award-winning Franklin Gateway Sports Complex are just a small part of the overall drive for an interactive community. The Mountain to River Trail (M2R) has also been a welcomed addition to our City allowing connecting access to cities throughout Cobb County. MR2 serves as the cornerstone for future pedestrian and cycling opportunities throughout the City.

Fire Station 56 was completed in late spring utilizing 2016 Special Purpose Local Option Sales Tax (SPLOST) funds. This was just one of the many public safety initiatives implemented through SPLOST dollars. We continue to employ SPLOST dollars for several improvements such as: intersection improvements, street and sign marking reflectivity projects, gateway safety enhancements, annual street resurfacing, drainage improvements, and traffic calming devices.

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

Respectfully Submitted,

Bill Bruton, Jr.
City Manager

BUDGET IN SUMMARY

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:

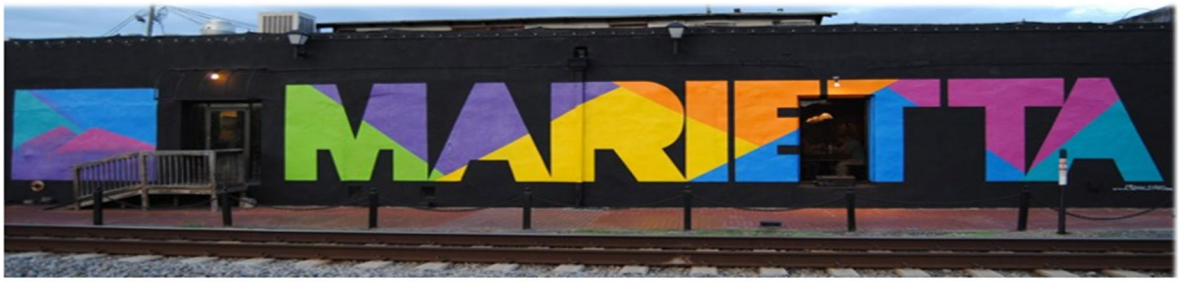
1. Policy
2. Financial Plan
3. Operation Guide
4. Communications Device

Combined, these elements define what the City of Marietta has done, what it plans to do, and how it will accomplish these objectives. The FY2020 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.

BUDGET GOALS

The FY2020 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.









BUDGET IN SUMMARY

FY2019 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. To further progress towards this goal, the following major initiatives were carried out:

1. Marietta was recognized internationally as one of the world's 50 Smart Cities for 2018 and 2019 in the areas of Smart Mobility and Community Engagement respectively. The TravelSafely application was deployed to provide accurate and up-to-the second vehicle communication to motorists, cyclists, and pedestrians through an app on their smartphones making them aware of potentially dangerous road conditions. In addition, the TravelSafely application extends 'red time' for intersection traffic signals to stop moving traffic, thereby allowing emergency vehicles to pass through.

2. The City successfully completed the expansion and relocation of Fire Station 56 from Allgood Road to Sawyer Road. This, 11,000 square feet, multi-year project was completed in early spring 2019 through the utilization of 2016 SPLOST Funds. The expansion will essentially double in size compared to the previous station, increasing the capacity from a 2-base station to a 4-base station. The additional space allows housing for up to 20 firefighters, includes a fully equipped kitchen, gym, and multipurpose room.

3. Economic Development & 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. New businesses such as the 469-room Home2Suites hotel by Hilton and The Marietta Market are a couple of the major development projects completed in FY19. Currently, Kennestone Hospital's new $126 million emergency department is under construction and scheduled for completing in spring 2020. The ER will increase in size from 44,000 square feet to 136,000 square feet allowing treatment for as many as 185,000 patients annually. The upgrade will make Kennestone's ER one of the top five in the nation.



Kennestone Hospital Emergency Department
Scheduled to open in Spring 2020

4. The City-owned and operated Franklin Gateway Sports Complex is making its mark as well. The facility opened in late August 2018. CY2019 was the first full season of operation. 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 hundreds 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.

5. The Elizabeth Porter Park opened in late August 2018, and includes 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.

Elizabeth Porter Park opened in late August, and includes a splash pad, playground, picnic pavilions, and greenspace.



6. In keeping with tradition, Marietta Power and Water received the distinguished Reliable Public Power (RP3) designation from American Public Power Association (APPA) for the eighth year in a row. 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. The Water/Wastewater team also received a Gold/Platinum award for Water Distribution System of Excellence by the Georgia Association of Water Professionals (GAWP).

FY2020 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:

1. 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. 2011 SPLOST projects are 90% complete with the remaining capital funds scheduled to be expensed in FY2020. We continue to receive revenue from the 2016 SPLOST that are carefully appropriated to maximize funding for capital improvement projects.

2. During FY20 the city will focus on finalizing current Parks Bond Projects such as: Wildwood, West Dixie, Glover, and Flournoy.

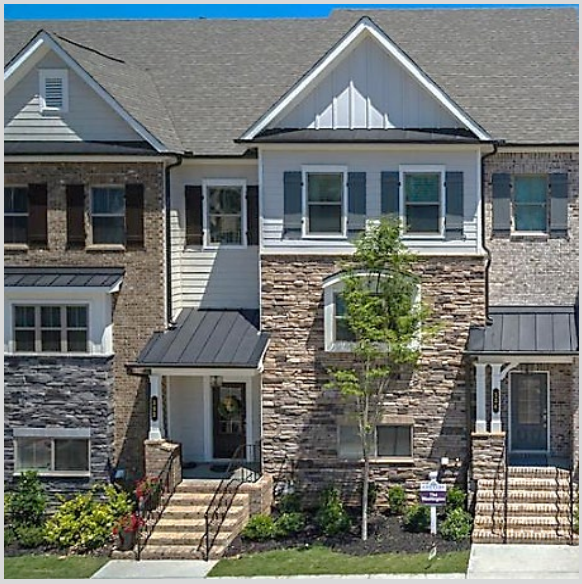
3. Maintaining, expanding, and upgrading the water, sewer and electric utilities will ensure reliable and high-quality services to our customers and citizens. Several large-scale and multi-year projects will continue in FY2020. Major relocation projects are underway moving water and sewer lines near Fairground and Manget, South Marietta Parkway from Roswell Street to Manget, in addition to locations where SPLOST projects are planned. Major sewer rehabilitation and replacement projects will also take place in the corridor of the highway 41 to east of I-75 and Clearwater Drive area improvements.

BUDGET IN SUMMARY

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 overall millage rates remain decreased.

The value of Marietta's real estate tax digest in conjunction with applicable exemptions increased in 2020 by an overall 4.7%. 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 in part a result of long-term 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. The Debt Service Fund, the millage rate reduced to 2.50 mills. 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. 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.

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; most noticeably in the service sector. The charge of our business license renewals has remained the same; however, the number of new licenses issued each year has steadily increased. 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 gradually increase in the coming years. General building permit revenue is stagnating as permitted projects progress into the construction phase. 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. The City has seen solid and steady growth for the last five years. As inventory begins to draw level with demand, we forecast a decrease in the number of permits for FY20.

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. 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 and wastewater rate structures increased as a result of 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, which will occur again in FY20. 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 enhance the course and maintain its high-quality standard.

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. Due to intersection redesigns, multiple cameras were temporarily removed in FY19. These cameras have since been recertified and are fully operational. We anticipate revenues to increase compared to prior year. A school bus passing camera program, which identifies drivers who pass a school bus when red lights are flashing, was instituted in 2014. In both cases, 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.

BUDGET IN SUMMARY

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.

	FY2020 BUDGET			
FUND	PERSONAL SERVICES	OPERATING SERVICES	CAPITAL PROJECTS	TOTAL BUDGET
General Fund	42,710,140	18,086,263	1,000,000	**61,796,403**
Lease Income	0	2,720,525	0	**2,720,525**
Tax Allocation Districts	0	851,154	0	**851,154**
Cemetery	109,011	74,150	0	**183,161**
CDBG	169,728	206,529	130,622	**506,879**
Police Asset Forfeiture	0	1,000,000	0	**1,000,000**
Museum of History	163,919	87,000	0	**250,919**
Gone With The Wind Museum	85,131	108,569	0	**193,700**
City Parks Bond	445	305,000	0	**305,445**
Hotel Motel Tax	0	3,454,750	0	**3,454,750**
Auto Rental Excise Tax	0	645,250	0	**645,250**
2011 SPLOST	0	0	4,191,806	**4,191,806**
2016 SPLOST	813,766	106,000	16,721,746	**17,641,512**
Golf Course	0	1,601,131	146,063	**1,747,194**
Conference Center	0	2,852,478	0	**2,852,478**
Debt Service	0	7,142,201	0	**7,142,201**
Board of Lights & Water	19,660,245	133,602,588	14,986,683	**168,249,516**
BLW Trust Fund	0	4,143,720	0	**4,143,720**
Fleet Maintenance	1,009,362	2,643,403	70,500	**3,723,265**
Self-Insurance	0	18,902,822	0	**18,902,822**
General Pension	0	14,638,261	0	**14,268,261**
TOTAL	**64,721,747**	**213,170,794**	**37,247,420**	**315,139,961**

This presentation includes interfund transfers but excludes planned reserve increases.

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 3% in January 2020, 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.

BUDGET IN SUMMARY

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

Operating

The General Fund departments kept their operating budgets flat with the prior year budget, with strategically targeted increases as necessary. We continue to look for ways to save money and cut costs, and we remain committed to operating with a thoughtful, conservative budget.

In the BLW, departmental operating budgets increased to compensate for rising utility cost of goods sold. 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 and continued this conservative approach through FY20. 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 $14.9 million. The Electrical system capital budget totals almost $4.9 million, which includes projects such as Service to New Customers and System Improvements.

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 $9.2 million of the BLW's capital budget. Most of these expenditures involve water line replacements and sewer system upgrades. About $707 thousand is budgeted for technology projects, and about $146 thousand is earmarked for the Customer Care department.



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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	**135**



Precincts	**1**
Sworn Police Officers	**140.5**

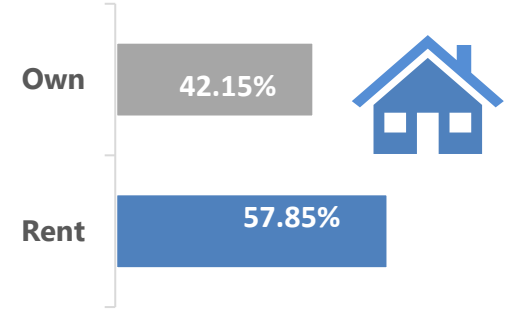


Parks and Greenspace	**39**
Golf Courses	**1**
Recreation Centers	**2**
Tennis Courts	**20**
Outdoor Basketball Courts	**3**
Parks Acreage	**387.2**

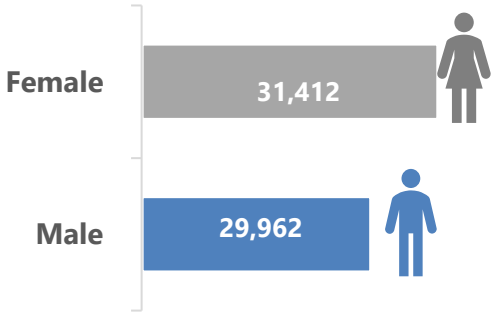


Elementary Schools	**8**
Middle Schools/ 6th Grade School	**2**
High Schools	**1**
Special Entities	**1**

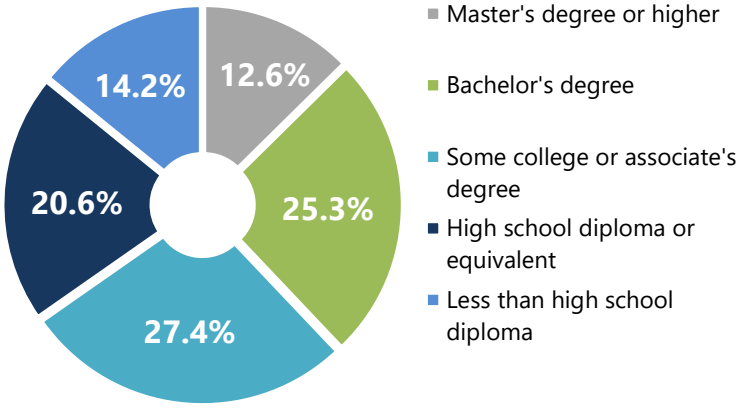
HOUSING



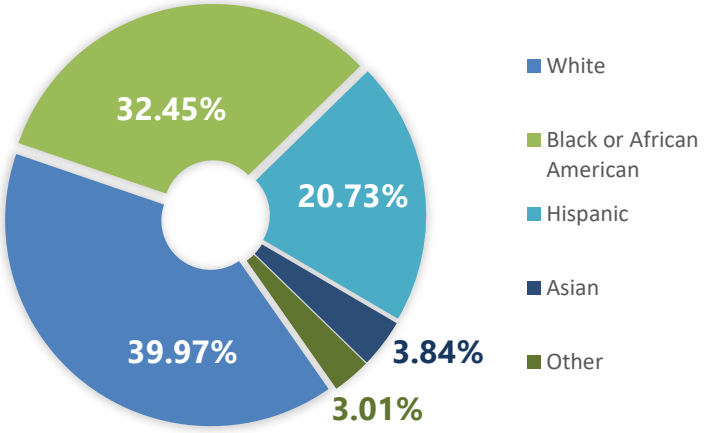
GENDER



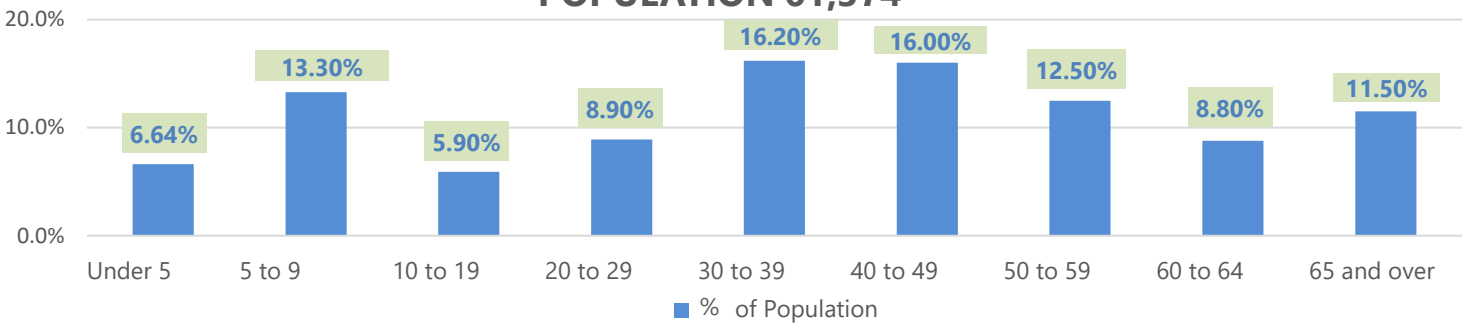
EDUCATION



POPULATION DEMOGRAPHICS



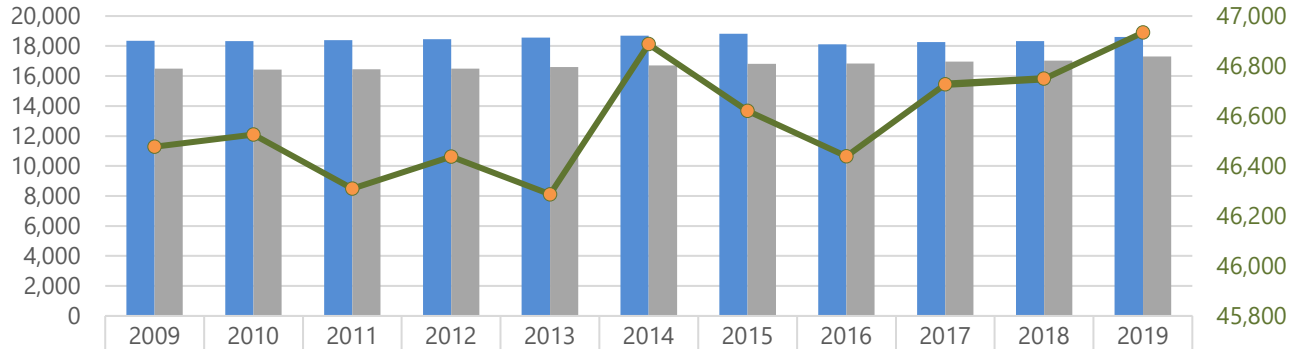
POPULATION 61,374



Source: Applied Geographic Solutions, 2019 and Marietta Staff

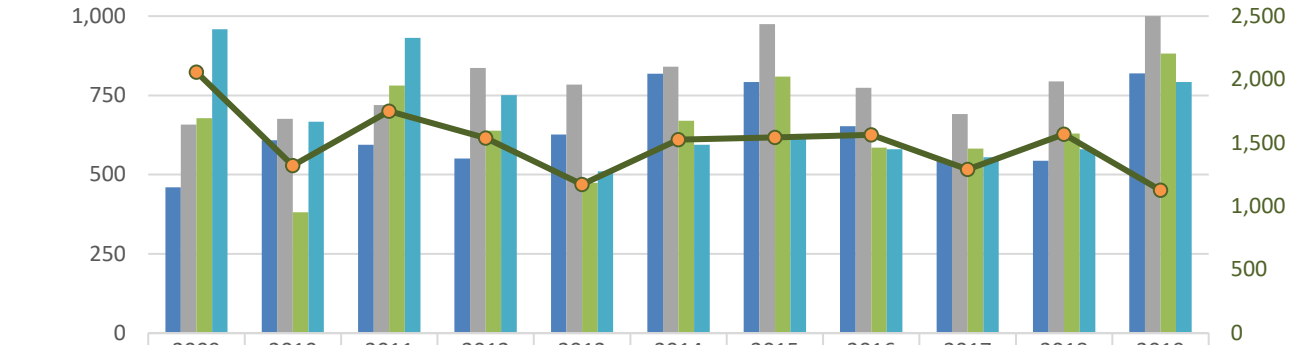
ABOUT MARIETTA

UTILITY CUSTOMERS



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Water	18,353	18,339	18,385	18,453	18,557	18,701	18,812	18,124	18,260	18,322	18,601
Sewer	16,499	16,425	16,451	16,491	16,602	16,709	16,808	16,835	16,962	17,029	17,294
Electric	46,477	46,526	46,309	46,437	46,287	46,887	46,621	46,439	46,727	46,749	46,934

BUILDING PERMIT ACTIVITY

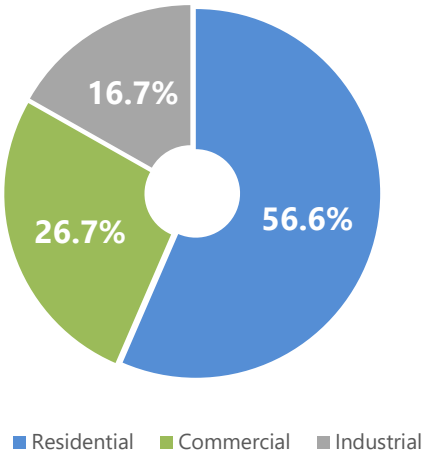


	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Residential	460	608	594	551	627	818	792	653	543	544	819
Commercial	658	676	719	836	784	841	975	774	691	794	1038
Heating	678	381	781	639	474	670	809	585	582	630	882
Plumbing	959	667	931	751	510	594	625	580	555	580	792
Electric	2,059	1,321	1,751	1,538	1,173	1,526	1,544	1.563	1.291	1.568	1.127

TOP 10 CITY EMPLOYERS

PUBLIC	PRIVATE
Lockheed Martin Aeronautical Systems	Marietta Technology Center (Home Depot)
WellStar Kennestone/Windy Hill Hospital	Tip Top Poultry
Dobbins Air Reserve Base	XPO Last Mile
Cobb County Police/Sheriff	Walmart
Cobb County Board of Education	Ed Voyles
Marietta City Schools	YRC Freight
Cobb County Government	C.W. Matthews Contracting Co Inc
City of Marietta Government	Cobb Electric Membership Corp
Cobb Energy	Six Flags / White Water
Wellstar Health System	Maxair

LAND COMPOSITION



Source: Applied Geographic Solutions, 2019 and Marietta Staff

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 plans are the foundation and working document for the budget process.

Each January, a budget kickoff meeting is hosted by the City Manager and the Budget Department with City 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, Directors are instructed to update their 5-year strategic plans and goals in accordance with City Council's vision and statement of goals. Strategic plans should also consider past and current year accomplishments. The Budget Department and the City Manager review all strategic plans in order to better assess budget requests for the coming year.

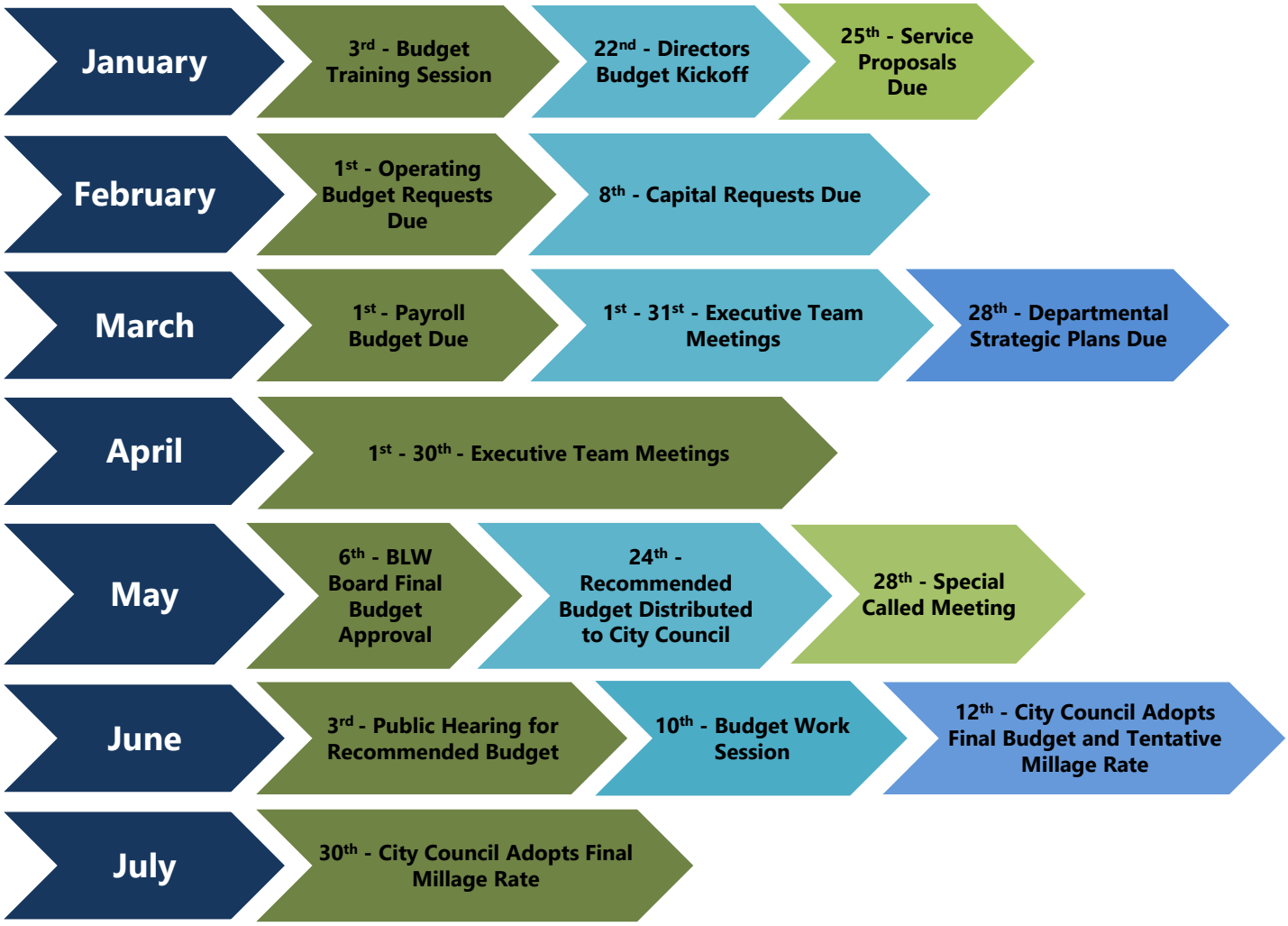
Each department Director is responsible for compiling and submitting budget requests for operating and capital expenditures. The personnel budget involves collaboration between Human Resources and the Budget Department. Service proposals are submitted by the department Director and include requests for new positions, reclassifications, and latest service initiatives. Once the department Directors submit their budget requests, the Budget Department analyzes the 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 to the public. Budget hosts a public hearing to receive comments and answer questions surrounding 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 budget adopted by the City of Marietta is 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, and the SPLOST Grant Fund is supported by funding from governmental sources.

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, interest, and related costs.

Proprietary Funds

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

Internal Service Funds: These funds are used to account for services performed by a central service department for other departments or agencies of the governmental unit. The 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 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, balance expenditure needs, or 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.
- Overspending in an operating services account line item is permissible only if it does not exceed the total operating services budget allocation for the department/division.

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 principal and interest payments, such transfers shall be made in advance of when the payments are 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 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 OF GOALS:

I. 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.

II. 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

III. 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.

IV. 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.

V. 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

VI. 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.

VII. 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.

VIII. 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.

IX. 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.

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 FY20 budget.

GENERAL FUND	Budget FY18	Budget FY19	Budget FY20
General Administration	11.50	12.00	12.00
Municipal Court	15.50	15.50	16.00
Finance	31.00	31.00	31.00
Human Resources & Risk Mgmt.	6.50	7.00	7.00
Development Services	19.00	19.00	19.50
Public Works	96.00	95.00	95.00
Parks, Rec & Facilities	31.00	35.75	35.75
Police	184.50	185.00	190.00
Fire	135.00	135.00	135.00
Elected/Appointed Officials	36.00	36.00	36.00
Total	566.00	571.25	577.25

- Add a Full-Time Probation Officer and remove a Part-time Probation Officer.
- Add a Part-Time Inspector of Code Enforcement.
- Add four Public Safety Ambassadors and three Part-time Police Officers.
- 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 FY18	Budget FY19	Budget FY20
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	23.00	23.00	23.00
Appointed Officials◆	5.00	5.00	5.00
Total	202	202	202

- 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 FY18	Budget FY19	Budget FY20
Cemetery Maintenance	2.00	2.00	2.00
CDBG	2.00	2.00	2.00
SPLOST 2016	6.00	7.00	7.00
Marietta Museum of History	2.50	2.50	2.50
Gone With the Wind Museum	1.00	1.00	1.00
City Parks Bond	0.25	0.25	0.25
Fleet Maintenance	14.00	14.00	14.00
Total	27.75	28.75	28.75

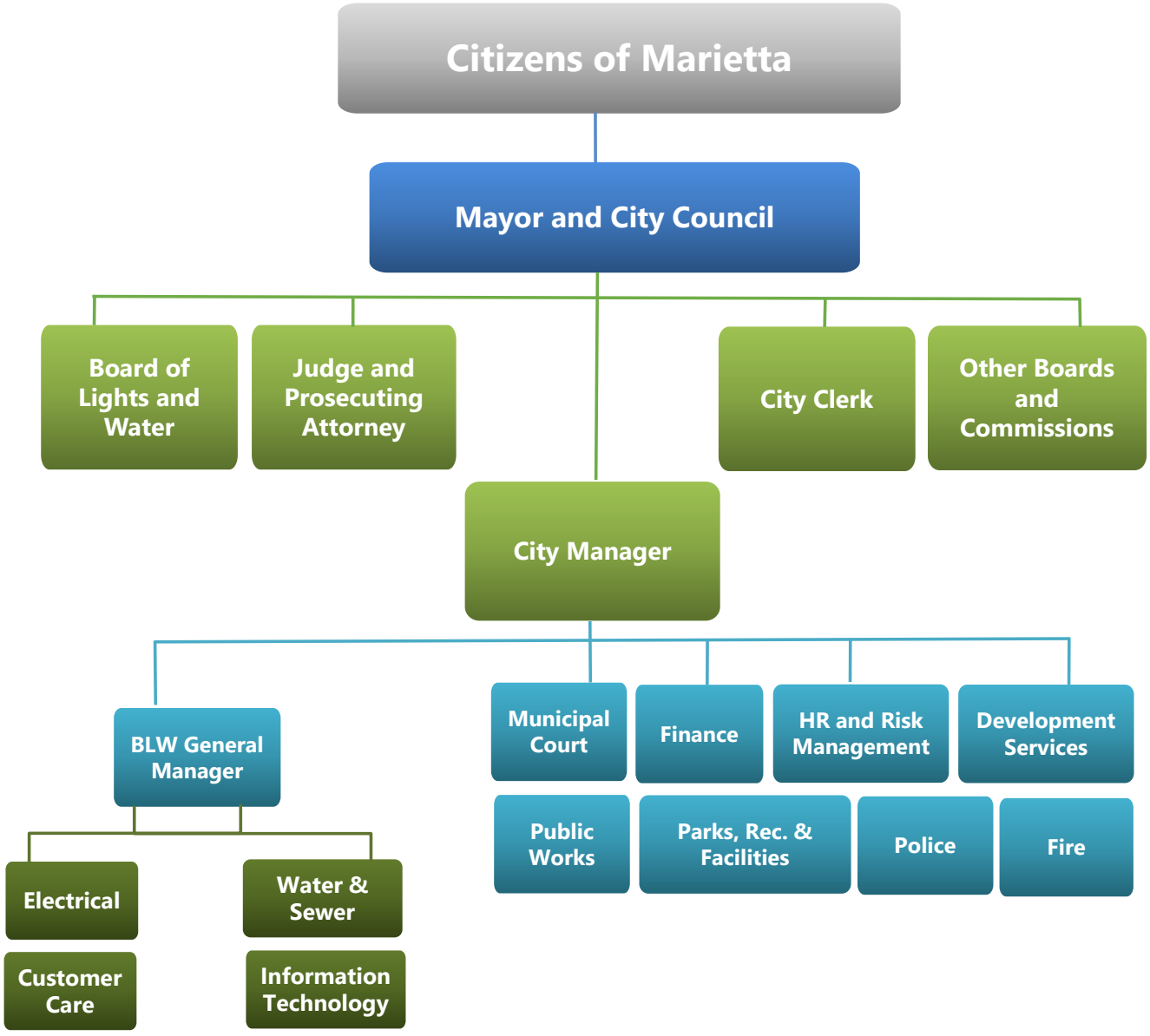
- Add a Full-time Transportation Project Inspector and remove a Traffic Control Center Coordinator.
- In conjunction with these changes, there were other position retitles or reclassifications approved as a result of departmental re-organizations without further changes in the levels of personnel allocations within the departments.

GRAND TOTAL	795.75	802.00	808.00

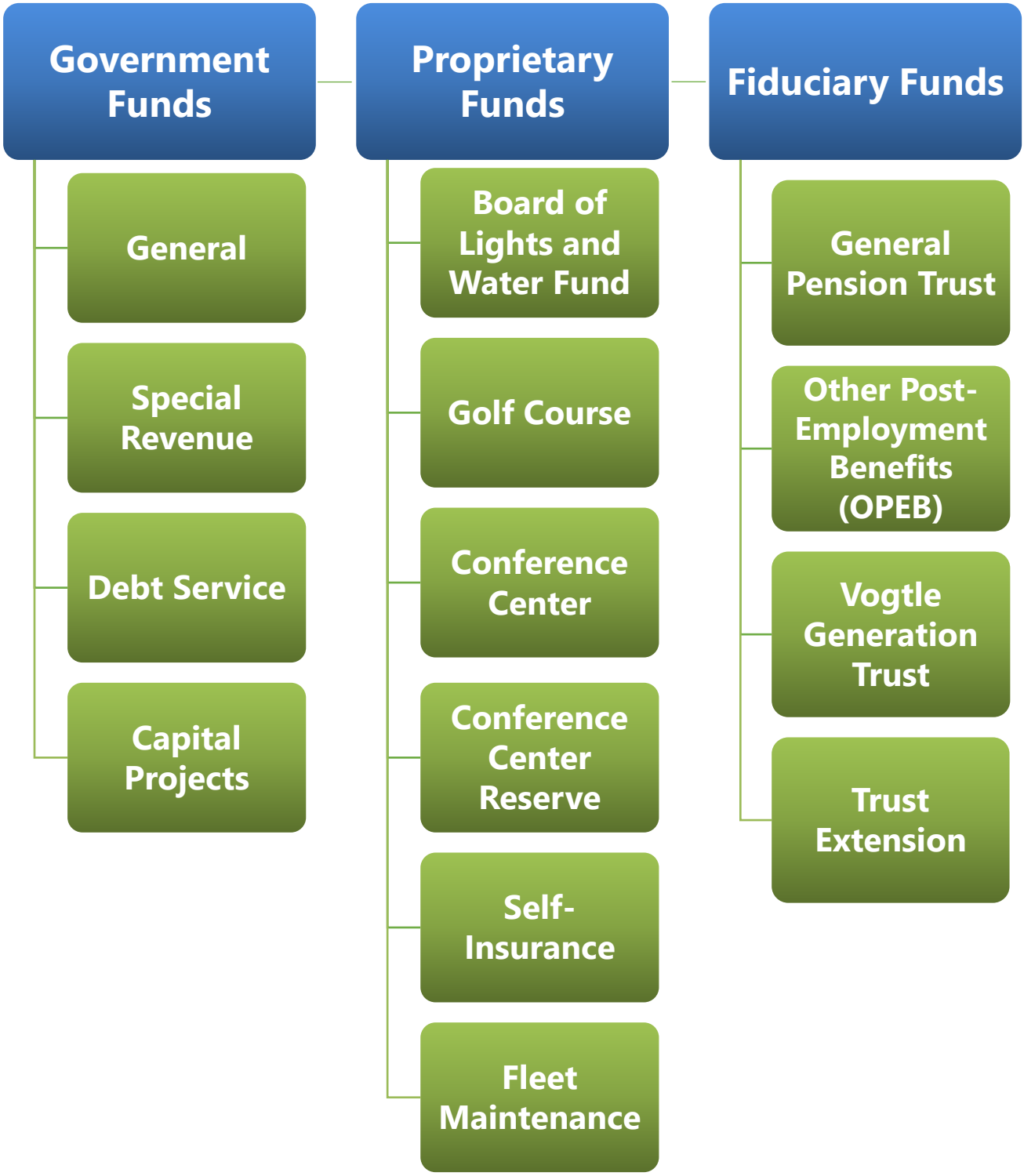
Note:

- 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.

CITY OF MARIETTA ORGANIZATION CHART



CITY OF MARIETTA
BUDGET FUND STRUCTURE





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FINANCIAL SUMMARY

SOURCES AND USES OF FUNDS

GENERAL FUND	FY18 Actual	FY19 Appr Budget	FY19 Final Budget	FY19 Yr-End Est	FY20 Budget
Revenue					
General Property Taxes					
Real Estate Taxes	6,618,540	7,174,366	7,174,366	7,257,343	7,679,686
Personal Property Taxes	2,484,510	2,361,400	2,361,400	2,817,744	2,705,500
Total General Property Taxes	**9,103,050**	**9,535,766**	**9,535,766**	**10,075,087**	**10,385,186**
Other Taxes					
Real Estate Trans./Intangible Rec.	548,819	600,256	600,256	466,117	530,675
Wholesale Excise Taxes	715,244	823,000	823,000	712,672	800,000
Insurance Premium	3,763,552	3,950,000	3,950,000	4,056,444	4,225,000
Franchise Fees	5,933,763	6,297,300	6,297,300	5,986,725	6,188,000
Miscellaneous	66,180	63,500	63,500	70,287	66,500
Total Other Taxes	**11,027,558**	**11,734,056**	**11,734,056**	**11,292,245**	**11,810,175**
Licenses & Permits					
Business Licenses	5,864,779	6,200,852	6,200,852	6,299,253	6,453,700
Permits	1,311,431	1,342,108	1,342,108	980,648	943,025
Total Licenses & Permits	**7,176,210**	**7,542,960**	**7,542,960**	**7,279,901**	**7,396,725**
Intergovernmental Revenue	**1,950,509**	**2,015,242**	**2,015,242**	**2,034,455**	**2,077,573**
Charges For Services					
Sanitation	3,900,657	4,073,000	4,073,000	4,097,114	4,192,400
Recreation	502,873	559,750	559,750	771,314	747,400
Miscellaneous	498,479	433,250	433,250	479,723	544,555
Total Charges For Services	**4,902,009**	**5,066,000**	**5,066,000**	**5,348,151**	**5,484,355**
Fines and Forfeits	**2,627,436**	**2,770,314**	**2,770,314**	**2,197,026**	**3,097,362**
Other Financing Sources					
Miscellaneous	559,457	474,524	512,261	703,618	618,684
Interest Income	109,939	105,000	105,000	204,949	250,000
Transfer from BLW	12,000,000	13,200,000	13,200,000	13,200,000	13,200,000
Transfers In	7,588,200	7,094,289	7,094,289	7,110,175	7,276,343
Use of Reserve	0	200,000	1,630,287	0	200,000
Total Other Financing Sources	**20,257,596**	**21,073,813**	**22,541,837**	**21,218,742**	**21,545,027**
General Fund Revenue	**57,044,368**	**59,738,151**	**61,206,175**	**59,445,607**	**61,796,403**
Appropriated Expenditures					
Personal Services	38,240,741	40,853,101	40,868,701	40,054,655	42,710,140
Operating Services	8,481,974	9,743,988	10,070,742	7,926,915	9,656,777
Internal Fleet Services	2,642,525	2,469,447	2,469,447	2,773,800	2,641,535
Transfers Out	5,398,138	5,671,615	5,671,615	5,671,615	5,787,951
Capital Projects	1,346,925	1,000,000	2,125,670	1,127,769	1,000,000
General Fund Expenditures	**56,110,303**	**59,738,151**	**61,206,175**	**57,554,754**	**61,796,403**

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY18 Actual	FY19 Appr Budget	FY19 Final Budget	FY19 Yr-End Est	FY20 Budget
Revenue					
Lease Income Fund					
Interest Income	200,619	0	0	320,672	296,916
Use of Reserve	0	0	0	0	1,421,158
Transfers In	923,293	2,803,800	2,803,800	946,135	1,002,451
Lease Income Fund Revenue	**1,123,912**	**2,803,800**	**2,803,800**	**1,266,807**	**2,720,525**
Tax Allocation Districts					
Property Tax	147,727	161,000	161,000	1,562,831	404,485
Intergovernmental Revenue	1,382,101	865,100	865,100	565,663	2,087,758
Interest Income	11,853	5,000	5,000	10,564	13,000
City Center TAD Fund Revenue	**1,541,681**	**1,031,100**	**1,031,100**	**2,139,058**	**2,505,243**
Cemetery Fund					
Property Tax	234,714	236,500	236,500	253,745	266,376
Interest Income	180	0	0	432	0
Use of Reserve	0	0	6,631	0	0
Cemetery Fund Revenue	**234,894**	**236,500**	**243,131**	**254,177**	**266,376**
CDBG Fund Revenue	**431,916**	**619,893**	**619,920**	**286,951**	**506,879**
Grants Funds					
Reimbursement Grants	216,267	0	842,160	2,624,699	0
Use of Reserve	0	0	388,304	0	0
Grants Funds Revenue	**216,267**	**0**	**1,230,464**	**2,624,699**	**0**
Asset Forfeiture Fund					
Intergovernmental Revenue	325,688	950,000	950,000	447,052	750,000
Miscellaneous	120,320	50,000	50,000	308,678	250,000
Use of Reserve	0	0	60,698	0	0
Asset Forfeiture Fund Revenue	**446,008**	**1,000,000**	**1,060,698**	**755,730**	**1,000,000**
Radio System Replacement Fund	**0**	**184,900**	**184,900**	**0**	**0**
Public Safety Ambassador	**600,000**	**0**	**0**	**0**	**0**
Museum of History Fund					
Admissions	19,174	21,000	21,000	26,184	26,000
Gift Shop	13,242	24,700	27,044	15,200	22,000
Special Events	0	52,250	52,250	27,858	30,000
Tourism Grant	79,917	152,136	157,000	143,917	162,419
Other	88,933	13,000	13,000	14,907	10,500
Museum of History Fund Revenue	**201,266**	**263,086**	**270,294**	**228,066**	**250,919**

SOURCES AND USES OF FUNDS

SPECIAL REVENUE FUNDS	FY18 Actual	FY19 Appr Budget	FY19 Final Budget	FY19 Yr-End Est	FY20 Budget
Revenue					
Gone With the Wind Museum Fund					
Admissions	49,722	59,000	59,000	45,719	53,700
Gift Shop	50,414	81,000	81,000	59,233	65,000
Special Events	0	30,000	30,000	21,865	0
Tourism Grant	243,083	60,000	57,000	52,250	55,000
Other	2,227	6,000	6,000	3,134	20,000
Use of Reserve	0	0	15,149	0	0
GWTW Fund Revenue	**345,446**	**236,000**	**248,149**	**182,201**	**193,700**
Aurora Fire Museum Fund					
Donations/Fundraising	694	0	0	4,254	0
Use of Reserve	0	0	24,794	0	12,068
Aurora Fire Mus. Fund Revenue	**694**	**0**	**24,794**	**4,254**	**12,068**
Parks and Tree Preservation Funds					
Interest Income	6,160	0	0	9,120	0
Miscellaneous	0	0	22,319	37,339	0
Use of Reserve	0	0	93,359	0	40,359
Parks Funds Revenue	**6,160**	**0**	**115,678**	**46,459**	**40,359**
Tourism Funds					
Hotel / Motel Tax	3,143,887	3,350,000	3,350,000	3,210,076	3,454,750
Auto Rental Excise Tax	575,024	561,500	561,500	705,935	645,250
Tourism Funds Revenue	**3,718,911**	**3,911,500**	**3,911,500**	**3,916,011**	**4,100,000**
Special Revenue Funds Revenue	**8,867,155**	**10,286,779**	**11,744,428**	**11,704,413**	**11,596,069**
Appropriated Expenditures					
Personal Services	359,229	586,862	586,862	434,122	527,789
Operating Services	930,949	1,724,730	1,734,737	717,697	1,468,592
Internal Fleet Services	1,447	0	0	549	0
Planned Reserve Increase	0	399,920	399,920	0	1,789,731
Debt Service	3,702,655	3,654,954	3,654,954	3,620,980	3,571,679
Transfers Out	4,422,068	3,917,313	3,919,657	3,924,043	4,107,656
Capital Projects	399,316	3,000	1,448,298	91,409	130,622
Special Revenue Funds Expenditures	**9,815,664**	**10,286,779**	**11,744,428**	**8,788,800**	**11,596,069**

SOURCES AND USES OF FUNDS

CAPITAL PROJECTS FUNDS	FY18 Actual	FY19 Appr Budget	FY19 Final Budget	FY19 Yr-End Est	FY20 Budget
Revenue					
City Parks Bond Fund					
Interest Income	1,037	0	0	6,465	0
Miscellaneous	0	0	0	4,350	0
Use of Reserve	0	2,128,263	3,464,108	0	305,445
City Parks Bond Fund Revenue	**1,037**	**2,128,263**	**3,464,108**	**10,815**	**305,445**
Redevelopment Bond Fund					
Interest Income	25,264	0	0	23,687	0
Miscellaneous	8,965,552	0	0	364	9,100,000
Use of Reserve	0	7,500,000	7,688,240	0	0
Redevelopment Bond Fund Revenue	**8,990,816**	**7,500,000**	**7,688,240**	**24,051**	**9,100,000**
SPLOST 2011 Fund					
Interest Income	156,457	0	0	228,754	0
Use of Reserve	0	11,544,883	15,840,151	0	4,191,806
SPLOST 2011 Fund Revenue	**156,457**	**11,544,883**	**15,840,151**	**228,754**	**4,191,806**
SPLOST 2016 Fund					
1% Sales Tax	11,536,684	10,056,250	10,056,250	11,045,038	17,641,512
Interest Income	50,359	0	0	123,560	0
Grant Funds	0	0	0	43,576	0
Sale of Property	0	0	0	50,555	0
Use of Reserve	0	2,201,819	11,571,430	0	0
SPLOST 2016 Fund Revenue	**11,587,043**	**12,258,069**	**21,627,680**	**11,262,729**	**17,641,512**
SPLOST Grant Fund					
Grants	0	0	0	10,800	0
Reimbursement Grants	3,401,036	0	1,300,000	149,164	0
SPLOST Grant Fund	**3,401,036**	**0**	**1,300,000**	**159,964**	**0**
Capital Projects Funds Revenue	**24,136,389**	**33,431,215**	**49,920,179**	**11,686,313**	**31,238,763**
Appropriated Expenditures					
Personal Services	306,987	612,863	612,863	555,527	814,211
Operating Services	134,122	305,000	449,999	49,944	411,000
Reserve Increase	0	0	0	0	9,100,000
Capital Projects	24,132,994	32,513,352	48,962,182	16,582,401	20,913,552
Capital Projects Funds Expenditures	**24,574,103**	**33,431,215**	**50,025,044**	**17,187,872**	**31,238,763**
DEBT SERVICE FUND					
Revenue					
Property Tax	8,186,562	4,495,850	4,495,850	8,831,323	9,255,081
School SPLOST	3,731,500	3,741,125	3,741,125	745,500	1,050,000
Interest Income	10,615	6,500	6,500	50,878	16,500
Debt Service Fund Revenue	**11,928,677**	**8,243,475**	**8,243,475**	**9,627,701**	**10,321,581**
Appropriated Expenditures					
Debt Service	10,986,490	7,939,215	7,939,215	7,943,490	7,116,965
Miscellaneous	0	3,000	3,000		
Planned Reserve Increase	0	276,024	276,024	0	3,179,380
Transfers Out	25,236	25,236	25,236	25,236	25,236
Debt Service Fund Expenditures	**11,011,726**	**8,243,475**	**8,243,475**	**7,968,726**	**10,321,581**

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY18 Actual	FY19 Appr Budget	FY19 Final Budget	FY19 Yr-End Est	FY20 Budget
BLW Fund					
Revenue					
Charges for Services	150,133,902	160,916,097	160,916,097	153,439,789	158,472,016
Interest / Investment Income	5,089,720	2,826,450	2,826,450	3,089,199	895,400
Miscellaneous	324,852	525,200	525,200	769,452	811,125
Transfers In	3,927,255	2,927,255	2,927,255	3,927,255	8,070,975
Use of Reserve	0	0	8,014,205	0	0
BLW Fund Revenue	**159,475,729**	**167,195,002**	**175,209,207**	**161,225,695**	**168,249,516**
Appropriated Expenditures					
Personal Services	17,317,920	17,720,499	17,720,499	17,453,046	19,660,245
Operating Services	10,251,173	11,314,304	11,445,452	11,088,937	11,570,573
Cost of Goods Sold	100,711,746	101,734,014	101,734,014	96,282,816	100,649,335
Internal Fleet Services	1,084,842	1,174,304	1,174,304	1,144,914	1,158,646
Miscellaneous Expenses	518,593	445,000	445,000	418,666	445,000
Transfers Out	18,467,265	19,179,034	19,199,034	19,799,034	19,779,034
Capital Projects	12,872,105	15,627,847	23,490,904	12,602,105	14,986,683
BLW Fund Expenditures	**161,223,644**	**167,195,002**	**175,209,207**	**158,789,518**	**168,249,516**
BLW Trust Funds					
Revenue					
Transfers In	1,835,076	1,235,076	1,235,076	1,835,076	1,835,076
Use of Reserve	0	0	0	0	4,143,720
Interest Income	117,638	0	0	251,058	0
BLW Trust Fund Revenue	**1,952,714**	**1,235,076**	**1,235,076**	**2,086,134**	**5,978,796**
Appropriated Expenditures					
Transfers Out	1,000,000	0	0	1,000,000	4,143,720
Personal Services	0	0	0	24,431	0
Capital Projects	0	0	0	77,433	0
Planned Reserve Increase	0	1,235,076	1,235,076	0	1,835,076
BLW Trust Fund Expenditures	**1,000,000**	**1,235,076**	**1,235,076**	**1,101,864**	**5,978,796**
Golf Course Fund					
Revenue					
Green Fees	742,192	916,186	916,186	480,951	780,000
Cart Rental	360,978	450,000	450,000	267,906	320,000
Driving Range	73,778	100,000	100,000	61,154	65,000
Food and Beverage	229,437	235,900	235,900	169,511	205,000
Pro Shop Rental	13,557	15,000	15,000	12,833	15,000
Miscellaneous	21,734	20,000	20,000	25,614	20,000
Use of Reserve	0	0	362,750	0	342,194
Golf Course Fund Revenue	**1,441,676**	**1,737,086**	**2,099,836**	**1,017,969**	**1,747,194**
Appropriated Expenditures					
Operating Services	1,048,374	1,369,765	1,385,100	971,885	1,376,110
Debt Service	(136,395)	0	0	0	0
Transfers Out	225,021	225,021	225,021	225,021	225,021
Capital Projects	0	142,300	489,715	229,992	146,063
Golf Course Fund Expenditures	**1,137,000**	**1,737,086**	**2,099,836**	**1,426,898**	**1,747,194**

SOURCES AND USES OF FUNDS

ENTERPRISE FUNDS	FY18 Actual	FY19 Appr Budget	FY19 Final Budget	FY19 Yr-End Est	FY20 Budget
Conference Center Fund					
Revenue					
Tourism Grant	944,241	1,089,000	1,089,000	978,715	1,045,062
Rental Income	1,938,240	1,903,800	1,903,800	1,860,666	1,952,478
Use of Reserve	0	0	1,172,700	0	0
Conference Ctr. Fund Revenue	**2,882,481**	**2,992,800**	**4,165,500**	**2,839,381**	**2,997,540**
Appropriated Expenditures					
Miscellaneous	200,619	0	0	320,671	0
Transfers Out	923,293	2,803,800	2,803,800	946,135	2,852,478
Planned Reserve Increase	0	189,000	189,000	0	145,062
Capital Projects	0	0	1,172,700	100,164	0
Conference Ctr. Fund Expenditures	**1,123,912**	**2,992,800**	**4,165,500**	**1,366,970**	**2,997,540**
TRUST FUNDS					
Revenue					
Pension Fund					
Fund Charges	5,334,904	5,466,967	5,466,967	5,540,152	5,623,830
Employee Contributions	1,352,681	1,484,265	1,484,265	1,446,307	1,405,958
Transfers In	803,434	700,000	700,000	1,300,000	342,850
Investment Earnings	10,168,736	4,707,650	4,707,650	2,770,993	7,265,623
Pension Fund Revenue	**17,659,755**	**12,358,882**	**12,358,882**	**11,057,452**	**14,638,261**
Other Post-Empl. Benefits Fund	**3,709,887**	**0**	**0**	**25,120**	**0**
Trust Funds Revenue	**21,369,642**	**12,358,882**	**12,358,882**	**11,082,572**	**14,638,261**
Appropriated Expenditures					
Operating Services	901,415	784,000	784,000	866,964	999,000
Benefit Payments & Premiums	15,475,722	11,570,000	11,570,000	12,454,705	13,470,000
Transfers Out	4,882	4,882	4,882	4,882	4,882
Planned Reserve Increase	0	0	0	0	164,379
Pension Fund Expenditures	**16,382,019**	**12,358,882**	**12,358,882**	**13,326,551**	**14,638,261**

SOURCES AND USES OF FUNDS

INTERNAL SERVICE FUNDS	FY18 Actual	FY19 Appr Budget	FY19 Final Budget	FY19 Yr-End Est	FY20 Budget
Fleet Maintenance Fund					
Revenue					
Fund Charges	3,747,149	3,613,163	3,633,163	3,948,106	3,723,265
Miscellaneous	308	27,674	27,674	0	0
Use of Reserve	0	0	26,446	0	0
Fleet Maintenance Revenue	**3,747,457**	**3,640,837**	**3,687,283**	**3,948,106**	**3,723,265**
Appropriated Expenditures					
Personal Services	899,436	909,934	909,934	897,866	1,009,362
Operating Services	2,672,471	2,603,600	2,612,363	2,647,892	2,603,600
Internal Fleet Services	18,340	0	0	28,881	20,000
Transfers Out	19,803	19,803	39,803	39,803	19,803
Capital Projects	20,790	107,500	125,183	100,079	70,500
Fleet Maintenance Expenditures	**3,630,840**	**3,640,837**	**3,687,283**	**3,714,521**	**3,723,265**
Self-Insurance Funds					
Revenue					
Fund Charges	9,776,311	10,974,022	10,974,022	10,874,436	12,967,894
Employee Contributions	1,522,890	1,460,079	1,460,079	1,547,987	1,495,249
Miscellaneous	216,418	0	0	269,737	0
Transfers In	3,914,219	4,402,899	4,402,899	4,402,899	4,439,679
Self-Insurance Funds Revenue	**15,429,838**	**16,837,000**	**16,837,000**	**17,095,059**	**18,902,822**
Appropriated Expenditures					
Operating Services	835,303	875,875	875,875	862,850	945,597
Contingency	(337,104)	0	0	0	0
Benefit Payments & Premiums	14,040,215	15,913,233	15,913,233	15,372,045	17,909,333
Transfers Out	47,891	47,892	47,892	47,981	47,892
Self-Insurance Funds Expenditures	**14,586,305**	**16,837,000**	**16,837,000**	**16,282,876**	**18,902,822**

SOURCES AND USES OF FUNDS

SUMMARY - ALL FUNDS	FY18 Actual	FY19 Appr Budget	FY19 Final Budget	FY19 Yr-End Est	FY20 Budget
Revenue					
Property Taxes	17,672,053	14,429,116	14,429,116	20,722,986	20,311,128
Other Taxes	14,746,469	15,645,556	15,645,556	15,208,256	15,910,175
1% Sales Tax	11,536,684	10,056,250	10,056,250	11,045,038	17,641,512
Licenses & Permits	7,176,210	7,542,960	7,542,960	7,279,901	7,396,725
Intergovernmental Revenue	12,706,258	9,492,496	11,636,547	8,082,742	7,734,691
Charges For Services	176,769,846	188,980,593	189,000,593	182,144,928	189,172,567
Fines and Forfeits	2,627,436	2,770,314	2,770,314	2,197,026	3,097,362
Interest Earned	15,948,577	7,650,600	7,650,600	7,090,331	8,737,439
Miscellaneous	17,501,116	5,190,134	5,252,534	5,266,202	14,364,487
Total Revenue	**276,684,649**	**261,758,019**	**263,984,470**	**259,037,410**	**284,366,086**
Appropriated Expenditures					
Personal Services	57,124,313	60,683,259	60,698,859	59,419,647	64,721,747
Operating Expenses	159,612,726	162,030,260	162,667,266	153,930,131	165,325,098
Debt Service	14,552,750	11,594,169	11,594,169	11,564,470	10,688,644
Capital Projects	38,772,130	49,393,999	77,814,652	30,911,352	37,247,420
Total Expenditures	**270,061,919**	**283,701,687**	**312,774,946**	**255,825,600**	**277,982,909**

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 reserved fund balance or retained earnings for FY2020 operations are:

- Lease Income Fund $1,421,158 - FY2019 year-end decrease due to the use of the reserve.
- City Parks Bond Fund: $305,445 - prior year bond proceeds to be used for parks projects.
- SPLOST 2011 Fund: $4,191,806 - prior year revenue to be used for capital projects.
- Golf Course Fund $342,194 - prior year revenue to be used for capital equipment.

The Funds that plan to increase fund balance as a result of FY2020 operations are:

- Tax Allocation District (TAD) Funds: $1,654,089 - reserved for future infrastructure and development projects.
- Cemetery Fund: $83,215 - reserved for future repair and replacement of markers and walls.
- Redevelopment Bond Fund: $9,100,000 - reserved for future infrastructure and development projects.
- Debt Service Fund: $3,179,380 - reserved for future debt expense.
- Trust Fund: $164,379 - reserved for future energy expense.
- Conference Center Fund: $145,062 - reserved for future tourism expense.

Additional details can be found on the following pages in the FY2020 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. SPLOST projects are funded by 1% county sales tax proceeds, with the exception of the SPLOST Grant Fund which is funded by proceeds from governmental sources.

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, Museum of History, 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 future power generation costs.

FY2020 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

FUNDS	GENERAL	BLW	GOLF COURSE	CONFERENCE CENTER	DEBT SERVICE
REVENUES:					
Property Taxes	10,385,186				9,255,081
Other Taxes	11,810,175				
1% Sales Tax					
Licenses and Permits	7,396,725				
Intergovernmental	2,077,573			1,045,062	
Charges for Services	5,484,355	158,472,016	1,405,000	1,952,478	
Fines and Forfeits	3,097,362				
Interest Earned	250,000	895,400			16,500
Miscellaneous Sources	618,684	811,125			
School SPLOST Proceeds					1,050,000
Total Anticipated Revenues	**41,120,060**	**160,178,541**	**1,405,000**	**2,997,540**	**10,321,581**
EXPENDITURES:					
Personal Services	42,710,140	19,660,245			
Operating Services	12,098,312	113,823,554	1,376,110		
Appropriated Expenditures	**54,808,452**	**133,483,799**	**1,376,110**	**0**	**0**
Debt Service:					
Principal Retirement					4,200,000
Interest and Fiscal Charges					2,916,965
Capital Projects	1,000,000	14,986,683	146,063		
Total Anticipated Expenses	**55,808,452**	**148,470,482**	**1,522,173**	**0**	**7,116,965**
Excess (Deficit) of Revenues over Expenses	**(14,688,392)**	**11,708,059**	**(117,173)**	**2,997,540**	**3,204,616**
Transfers In	**20,476,343**	**8,070,975**		**0**	**0**
Transfers Out	**(5,787,951)**	**(19,779,034)**	**(225,021)**	**(2,852,478)**	**(25,236)**
Incr (Decr) in Reserves as a result of FY20 Operations	**0**	**0**	**(342,194)**	**145,062**	**3,179,380**

FY2020 COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

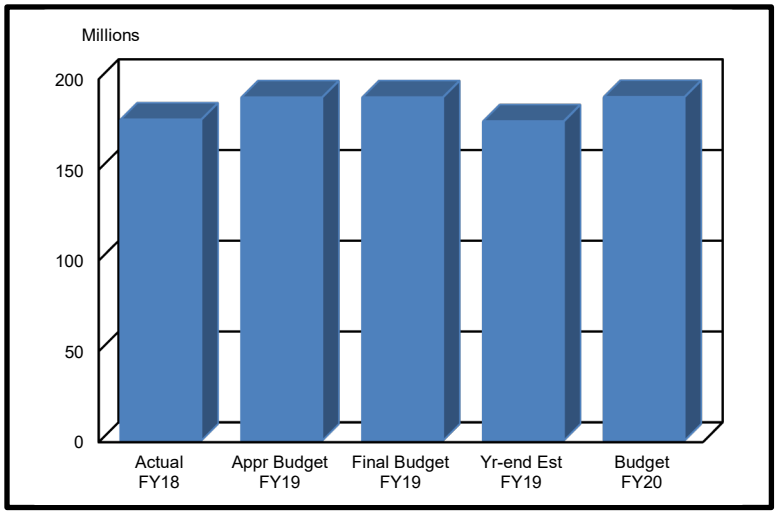
FUNDS	CAPITAL PROJECTS	SPECIAL REVENUE	FLEET MAINT.	SELF - INSURANCE	TRUSTS	TOTAL
REVENUES:						
Property Taxes		670,861				**20,311,128**
Other Taxes		4,100,000				**15,910,175**
1% Sales Tax	17,641,512					**17,641,512**
Licenses and Permits						**7,396,725**
Intergovernmental		3,562,056				**6,684,691**
Charges for Services		227,200	3,723,265	14,463,143	7,029,788	**192,757,245**
Fines and Forfeits						**3,097,362**
Interest Earned		309,916			7,265,623	**8,737,439**
Miscellaneous Sources	9,100,000	250,000				**10,779,809**
School SPLOST Proceeds						**1,050,000**
Total Anticipated Revenues	**26,741,512**	**9,120,033**	**3,723,265**	**14,463,143**	**14,295,411**	**284,366,086**
EXPENDITURES:						
Personal Services	814,211	527,789	1,009,362			**64,721,747**
Operating Services	411,000	1,468,592	2,623,600	18,854,930	14,469,000	**165,125,098**
Appropriated Expenditures	**1,225,211**	**1,996,381**	**3,632,962**	**18,854,930**	**14,469,000**	**229,846,845**
Debt Service:						
Principal Retirement		2,700,450				**6,900,450**
Interest and Fiscal Charges		871,229				**3,788,194**
Capital Projects	20,913,552	130,622	70,500			**37,247,420**
Total Anticipated Expenses	**22,138,763**	**5,698,682**	**3,703,462**	**18,854,930**	**14,469,000**	**277,782,909**
Excess (Deficit) of Revenues over Expenses	**4,602,749**	**3,421,351**	**19,803**	**(4,391,787)**	**(173,589)**	**6,583,177**
Transfers In		**1,002,451**		**4,439,679**	**342,850**	**34,332,298**
Transfers Out		**(4,107,656)**	**(19,803)**	**(47,892)**	**(4,882)**	**(32,849,953)**
Incr (Decr) in Reserves as a result of FY20 Operations	**4,602,749**	**316,146**	**0**	**0**	**164,379**	**8,065,522**

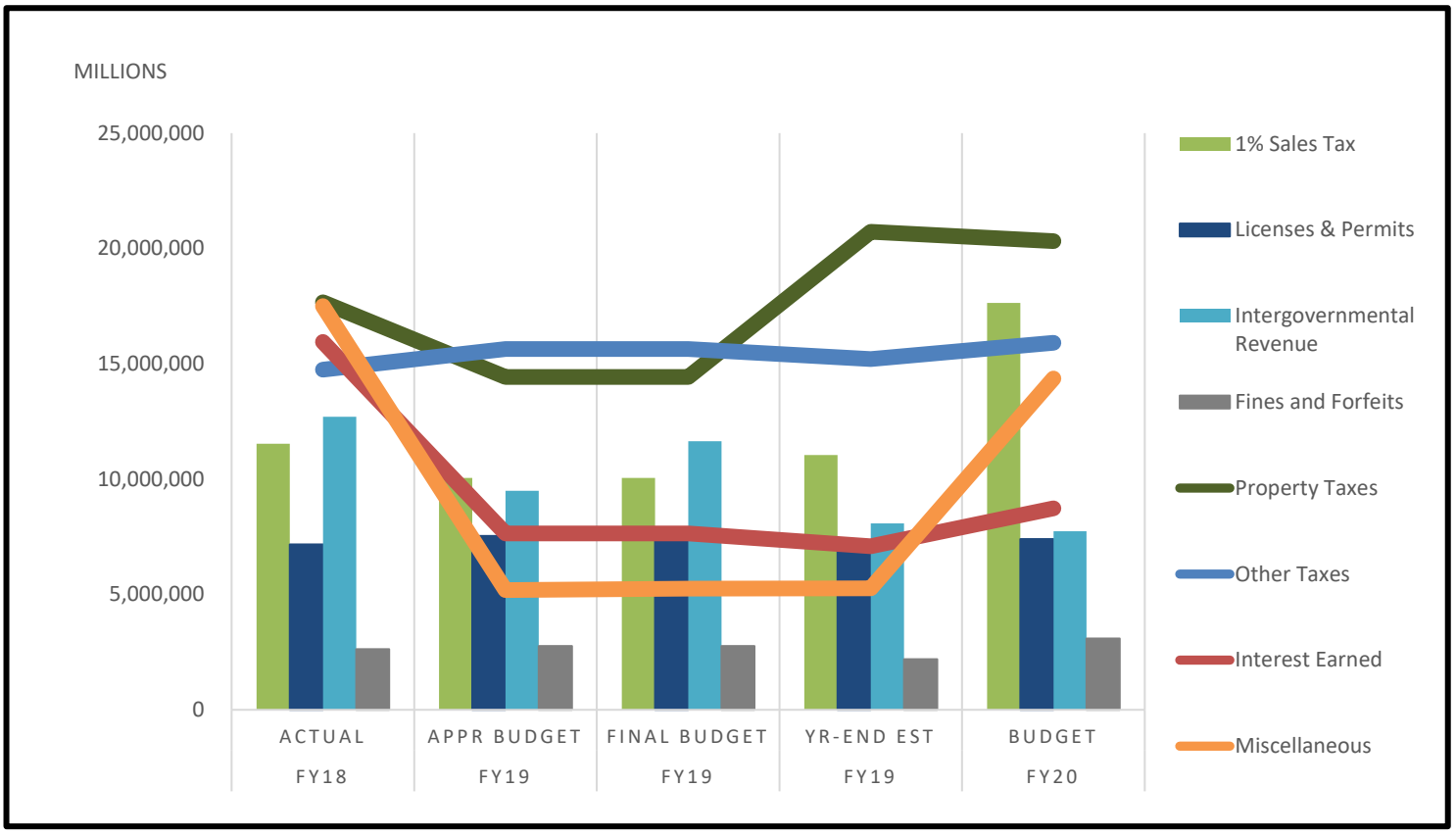
REVENUE SUMMARY

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 40 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.

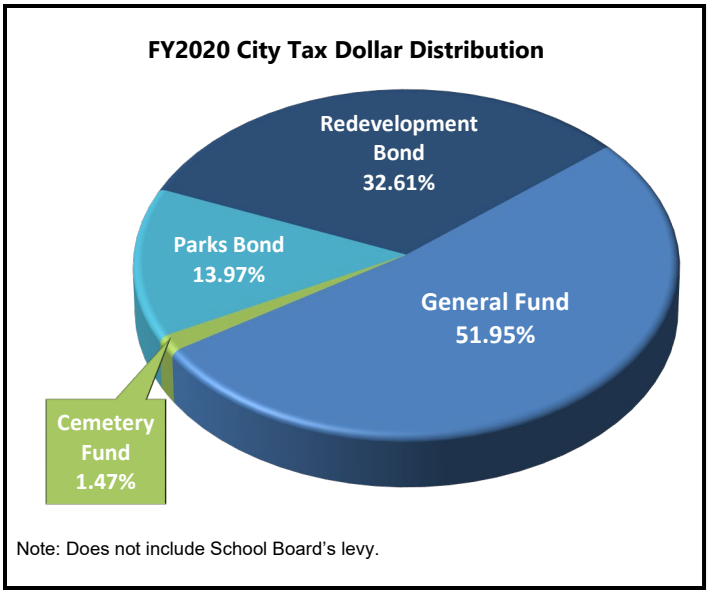




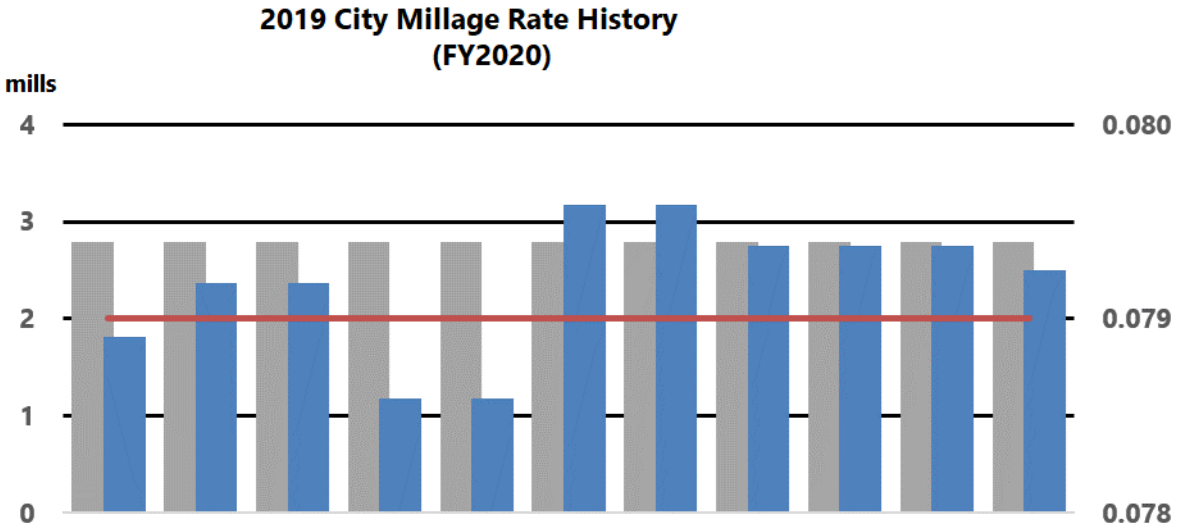
REVENUE SUMMARY

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 $8.30 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 1.75 mills. These two debt service levies are estimated to bring in about $7.93 million. The cemetery portion is 0.079 mills which should produce about $251,000 for cemetery maintenance. This brings the total millage rate to 5.367 mills. All in all, a typical tax bill for property assessed at $200,000 would be approximately $429. This is exclusive of the School Board's levy. Homeowners may apply for a homestead exemption, which would reduce this amount, if eligible, to $408.



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



Tax Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total	**4.683**	**5.233**	**5.233**	**4.046**	**4.046**	**6.046**	**6.046**	**5.617**	**5.617**	**5.617**	**5.367**
Cemetery	0.079	0.079	0.079	0.079	0.079	0.079	0.079	0.079	0.079	0.079	0.079
Debt Service	1.816	2.366	2.366	1.179	1.179	3.179	3.179	2.750	2.750	2.750	2.500
General	2.788	2.788	2.788	2.788	2.788	2.788	2.788	2.788	2.788	2.788	2.788

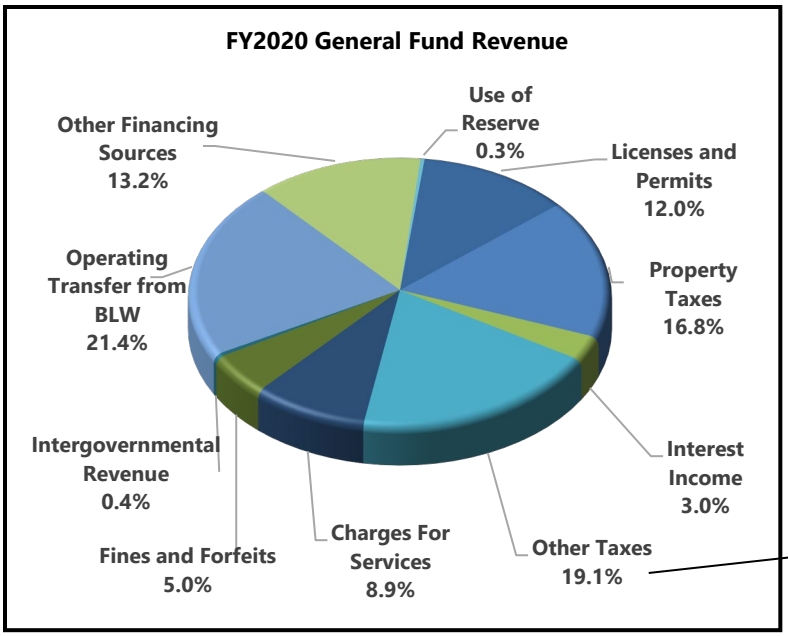
Notes:

1) The voters approved a Parks Bond in November 2009, which raised the Debt Service millage rate in 2010.
2) In June 2012, a school bond was paid off, which lowered the Debt Service millage rate.
3) The voters approved a Redevelopment Bond in November 2013, which raised the Debt Service millage rate in 2014.
4) In January 2016, the Public Safety Bond was paid off, which lowered the Debt Service millage rate.
5) Council voted to reduce the millage rate by 0.25 effective FY2020. Scheduled to reduce another 0.25 mill in FY2022.

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 $61.8 million. There are no tax increases or user fee increases approved for the FY2020 budget. The general fund revenue budget is expected to increase by 3.4% 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.

Other Taxes:	
Franchise Fees	$6,188,000
State Insurance Premium	$4,225,000
Alcoholic Beverage Excise Tax	$800,000
Miscellaneous	$597,175

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 5.54% increase in the real estate digest versus prior year.

On the personal property tax side, a new law in the 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. Effective July 2019, the Ad Valorem Tax Law was reformed and is now distributed based on where the vehicle resides, not its purchase location. We continue to monitor the effects of the law changes closely.

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 2.5% increase in revenue in this area, due mainly to new customer onboarding and the additional parks.

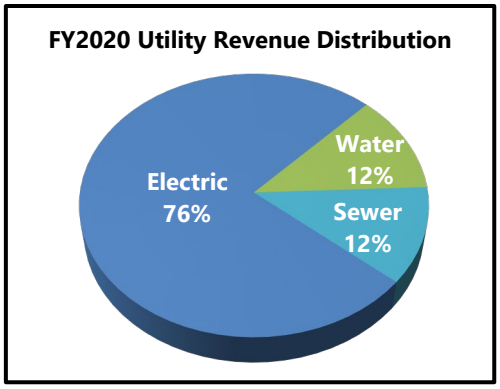
Revenue processed through the Municipal Court for traffic fines is declining. The automated red-light enforcement program is working to reduce accidents in targeted intersections. As violations and associated revenue decrease, the intersection becomes safer. Two cameras were removed, due to intersection redesign. Those cameras have been recertified and currently operational. Increased revenue is expected in this area as a result of the recertification.

Indirect cost recovery from the BLW Fund and other funds of the city, which totals about $2.98 million of the 7.4 million of Other Financing Source category. Tourism taxes from hotel and motel occupancies and auto rentals are considered 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 $4.1 million. The overall revenue forecast for the General Fund in FY2020 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 $158.5 million for FY2020. 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 FY2020 there is no rate increase for electricity built into 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 wastewater 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 $4.1 million in FY2020.

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 FY2020 budget for redevelopment projects is $9.1 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 the proceeds. Another SPLOST was approved by the voters thereafter, which began in January 2016. Collectively, $21.8 million is budgeted for transportation, building and capital projects for FY2020.

Recently relocated to the historic 1851 Brumby Hall, the Marietta Gone With the Wind Museum continues to be a popular tourist attraction that is expected to draw more than 9,500 visitors to Marietta's downtown area. This fund accounts for admission revenue, gift shop sales, 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 FY2020 based on admission, gift shop trends, and 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.

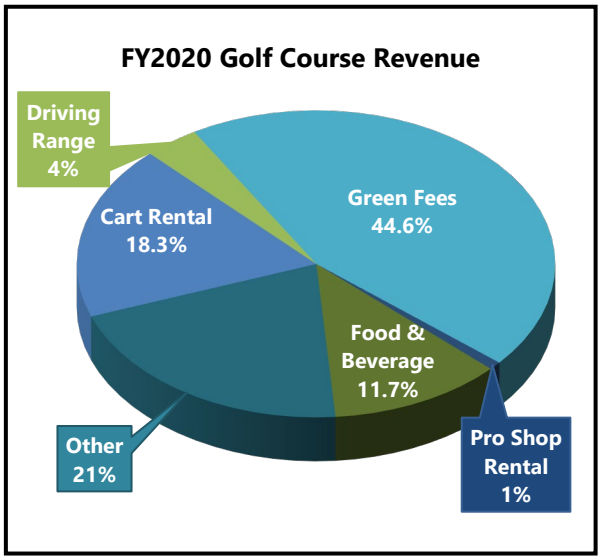
REVENUE SUMMARY

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 rate for the Redevelopment Bond was reduced by 0.25 mills in FY20 and is slated to be reduced again in FY21 by 0.25 mills. The Parks Bond remains the same as prior year.

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 almost 35,000 players. We remain conservative in our budget estimates for FY2020 and are projecting a slight uptick in revenue and numbers of players for the coming year, as a result of the course resurfacing.

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 $3.72 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 14.5% 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 performed 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.

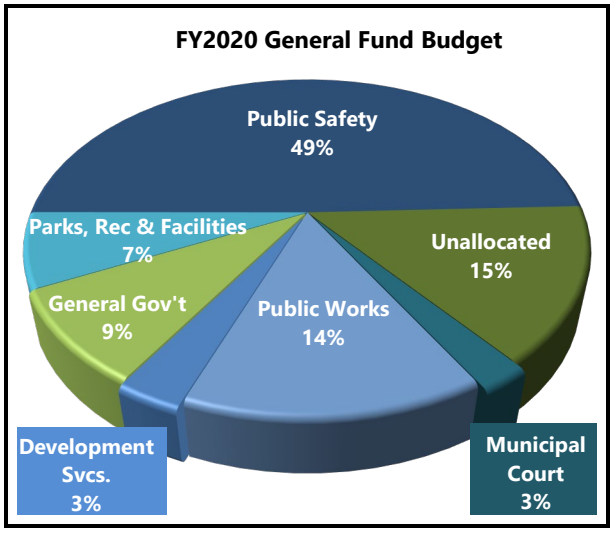
In conclusion and as highlighted herein, the overall revenue picture for FY2020 is sound. No tax increase nor fee increases are implemented with the passage of this budget. Despite concerns for the national and local economies in the past, Marietta remains stable and is thriving. Marietta is deliberate 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.



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EXPENDITURE SUMMARY

Marietta's Expenditure Budget is thoughtful, conservative and provides services that meet or exceed last year's levels. The total budget for FY2020 is $270.5 million for all City funds, excluding planned reserve increases and interfund transfers. As in recent years, the FY2020 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 $61.79 million General Fund Budget is 1% higher than last year's adopted budget. The Personal Services category of expenditures is budgeted at $42.7 million and accounts for 69% 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 FY2020 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 $16.84 million, which is 27% 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. The same holds true for FY2020. 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 FY2020 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.

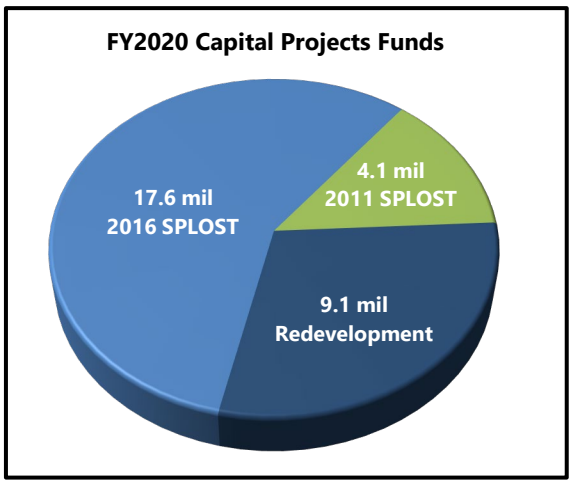
The Fleet Maintenance shop provides fuel and services to all departments of the City. The budget has been stable in this fund due to lower fuel costs and a well-maintained fleet of vehicles.

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 $146,063 for FY2020.

EXPENDITURE SUMMARY

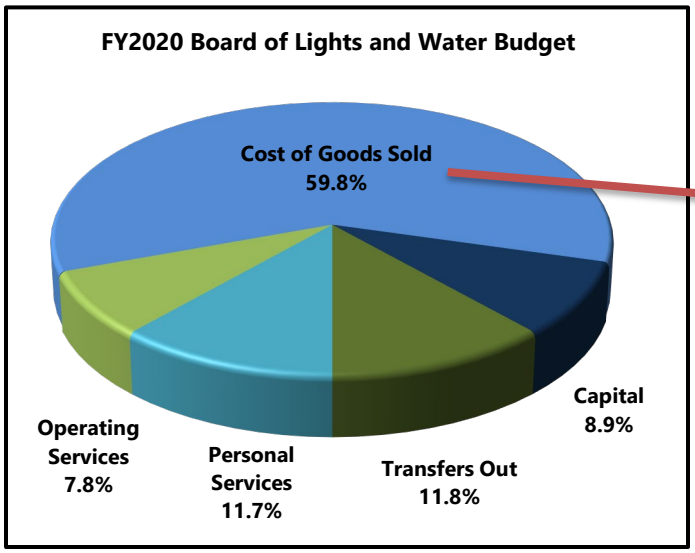
In the Capital Projects funds, we are using approximately $4.1 million for roads, transportation and capital projects funded by a 1% Special Purpose Local Option Sales Tax (SPLOST) from 2011. The collection of this particular sales tax expired in December 2015; however, projects will continue for a few years until all the funds are expended. A follow-up SPLOST began in January 2016. The major portion of the $17.6 million that we will receive in FY2020 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. Redevelopment projects are budgeted at $9.1 million for the current fiscal year.



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 $168.2 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 1.6% 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	$ 82.31 million
Water	$ 8.462 million
Sewer	$ 9.87 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 48.9% and purchased water and sewer services are 10.9% of the BLW's operating budget. Electricity for resale is budgeted at $82.311 million. Meanwhile water and sewer services for resale are budgeted at $18.33 million.

The FY2020 capital budget of $14.98 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 $14.6 million.
In conclusion, the budget for FY2020 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 liablilites. 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.

Governmental Funds	Beginning FY20 Fund Balance	Anticipated Revenues	Anticipated Expenses	Projected Change in Fund Balance	Estimated Ending FY20 Fund Balance	Designated/ Reserved	Undesignated
General Fund	24,741,501	61,596,403	61,796,403	(200,000)	24,541,501	12,586,401	11,955,100
Lease Income	15,908,252	1,299,367	2,720,525	(1,421,158)	14,487,094	0	14,487,094
Tax Allocation Districts	3,459,421	2,505,243	2,505,243	0	3,459,421	0	3,459,421
Cemetery	468,841	266,376	266,376	0	468,841	18,271	450,570
CDBG	2,998	506,879	506,879	0	2,998	0	2,998
Asset Forfeiture	776,053	1,000,000	1,000,000	0	776,053	256,011	520,042
Radio Sys Core Replacement	3,329	0	0	0	3,329	0	3,329
Museum Of History	105,095	250,919	250,919	0	105,095	9,108	95,987
Gone With The Wind Museum	124,359	193,700	193,700	0	124,359	77	124,282
Aurora Fire Museum	28,934	0	0	0	28,934	2,280	26,654
Parks and Trees	59,473	0	0	0	59,473	6,650	52,823
Tourism	0	4,100,000	4,100,000	0	0	0	0
Capital Projects	27,278,058	26,741,512	31,238,763	(4,497,251)	22,780,807	22,780,807	0
Debt Service	6,754,737	10,321,581	7,142,201	3,179,380	9,934,117	0	9,934,117
Governmental Funds Total	**79,711,052**	**108,781,980**	**111,721,009**	**(2,939,029)**	**76,772,023**	**35,659,605**	**41,112,417**

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.
- 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 $9.1 million from the Redevelopment bond to go forward with council-approved projects. Additionally $4.19 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 FY20. Likewise $17.6 million from the current SPLOST in effect is appropriated for road, traffic and capital projects.
- The Debt Service fund will add $3,179,380 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	$ -		$ 1,170,000		$ 15,110,000	
Maturities for FYE June 30:	Feb 1	Aug 1 & Feb 1	Jan. 1	July 1 & Jan 1	Jan. 1	July 1 & Jan 1
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	-	-	-	-	-	-
	$ -	$ -	$ 1,170,000	$ 58,500	$ 15,110,000	$ 3,176,300

AGGREGATE DEBT SERVICE

	Redevelopment General Obligation Bonds 2013A Issue		Redevelopment General Obligation Bonds 2013B Issue		Tax Allocation District Governmental Bonds 2005 Issue	
	Principal	Interest	Principal	Interest	Principal	Interest
Outstanding	$ 7,000,000		$ 47,540,000		$ 1,600,998	
Maturities for FYE June 30:	Jan. 1	July 1 & Jan 1	Jan. 1	July 1 & Jan 1	Dec 15	Dec 15
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	-	-
	$ 7,000,000	$ 694,050	$ 47,540,000	$ 20,575,290	$ 1,600,998	$ 101,311

Notes:

1. The Tax Allocation District Government Bonds 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

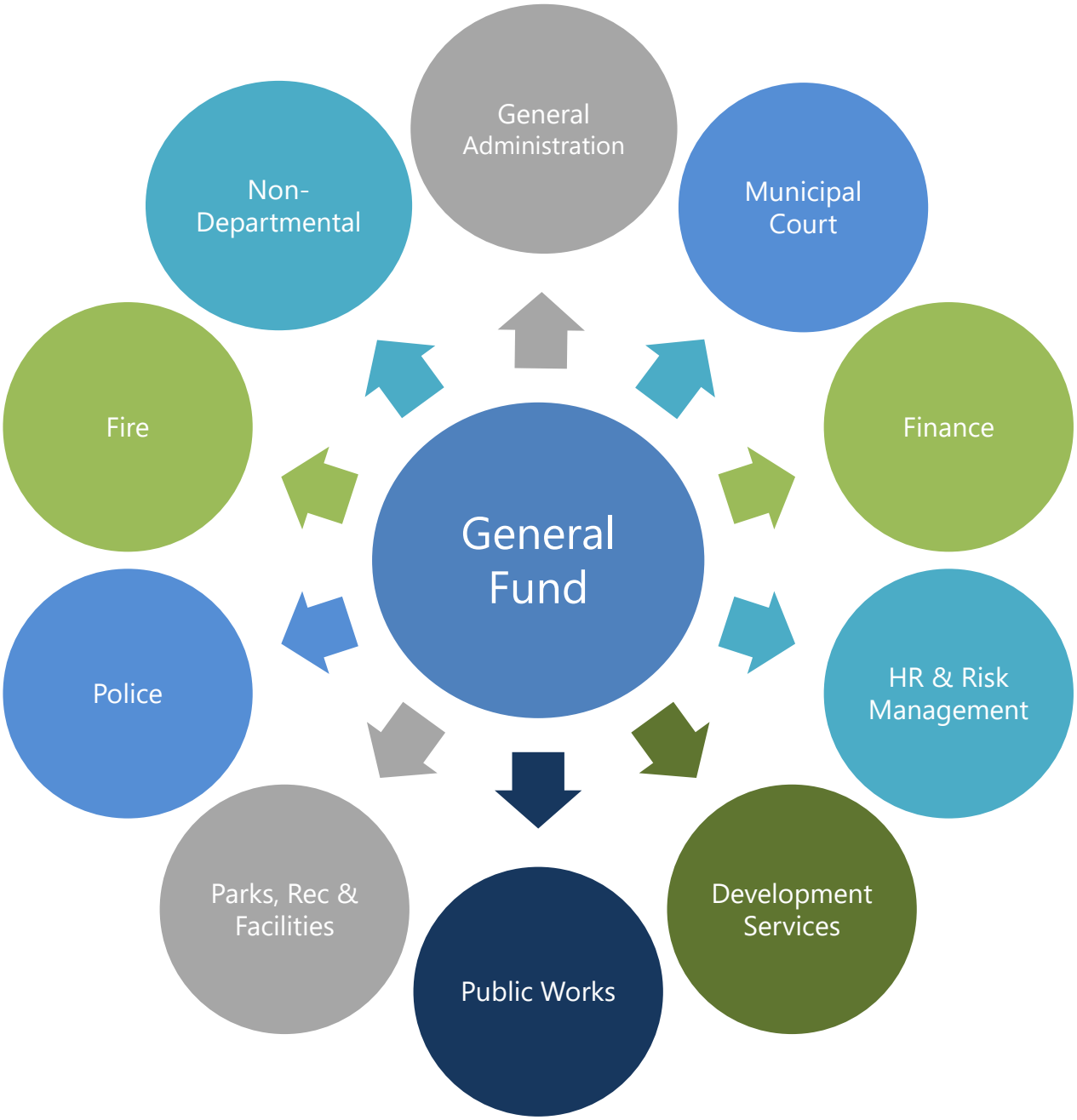
	DMDA Citywide Projects Revenue Bonds 2009 Issue		DMDA Citywide Projects Revenue Bonds 2016 Refunding Issue		Total City Debt (All Pages)		
	Principal	Interest	Principal	Interest	Principal	Interest	Total Payment
Outstanding	$ 4,000,000		$ 12,550,000		$ 88,970,998		
Maturities for FYE June 30:	July 1	July 1 & Jan 1	July 1	July 1 & Jan 1			
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
	$ 4,000,000	$ 192,200	$ 12,550,000	$ 3,259,250	$ 88,970,998	$ 28,056,901	$ 117,027,899

Notes:
1. The DMDA Citywide Projects Revenue Bonds 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 normal recurring activities not included in other specified funds. This section details the following departments:



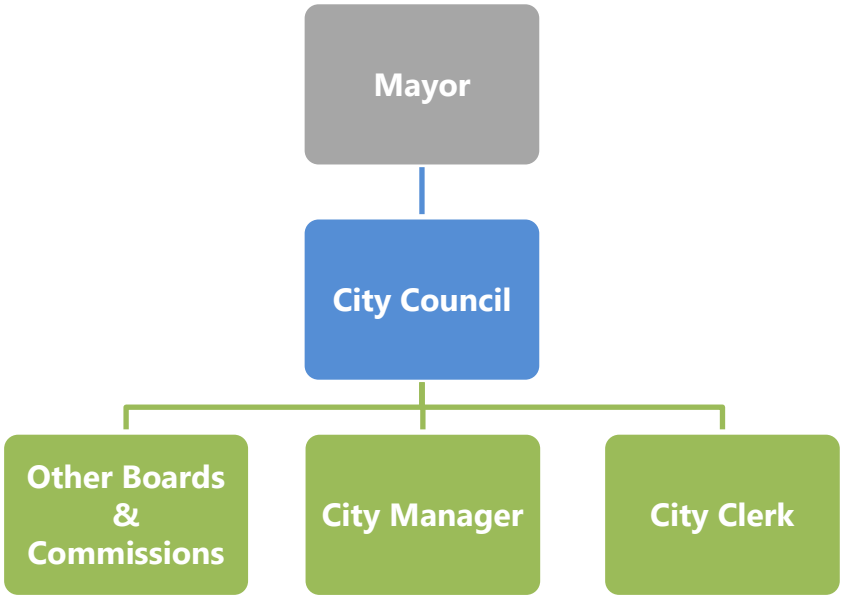
GENERAL FUND
SUMMARIZED OPERATING BUDGET FY2020

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
Mayor	129,948	5,560	0	135,508
Council	200,295	85,945	0	286,240
City Manager's Office	941,918	82,700	0	1,024,618
City Clerk	221,397	60,175	0	281,572
City Attorney	0	375,000	0	375,000
Civil Service Board	7,500	413	0	7,913
Total General Administration	**1,501,058**	**609,793**	**0**	**2,110,851**
Municipal Court	**1,328,039**	**173,978**	**0**	**1,502,017**
Finance				
Administration	592,140	65,289	0	657,429
Accounting and Payroll	601,374	25,606	0	626,980
Budget and Utility Analysis	317,098	9,828	0	326,926
Tax	316,929	73,616	0	390,545
Business License	298,575	6,010	0	304,585
Purchasing	273,981	13,952	0	287,933
Total Finance	**2,400,097**	**194,301**	**0**	**2,594,398**
Human Resources and Risk Management	**656,372**	**113,754**	**0**	**770,126**
Development Services				
Planning and Zoning	1,208,467	260,755	0	1,469,222
Economic Development	372,325	77,593	0	449,918
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
Total Development Services	**1,605,992**	**358,348**	**0**	**1,964,340**
Public Works				
Admin, Engineering and Drafting	926,728	107,629	0	1,034,357
Board of Building Code Appeals	2,250	0	0	2,250
Building Inspections and Permits	498,775	29,397	0	528,172
Sanitation	2,238,733	1,441,191	0	3,679,924
Operations	293,630	72,239	0	365,869
Streets	1,744,103	615,424	0	2,359,527
Traffic Services	697,782	132,452	0	830,234
Total Public Works	**6,402,001**	**2,398,332**	**0**	**8,800,333**

GENERAL FUND
SUMMARIZED OPERATING BUDGET FY2020

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
Parks, Recreation and Facilities				
Administration	913,367	62,804	0	976,171
Programs and Events	8,733	96,250	0	104,983
Recreation Centers and Athletics	430,117	136,636	0	566,753
Buildings Maintenance	517,664	678,664	0	1,196,328
Grounds Maintenance	721,031	753,270	0	1,474,301
Keep Marietta Beautiful	97,718	5,650	0	103,368
Total Parks, Rec. and Facilities	**2,688,630**	**1,733,274**	**0**	**4,421,904**
Police				
Support Services	14,749,564	1,247,760	0	15,997,324
Uniform Patrol Services	0	1,054,419	0	1,054,419
Investigative Services	0	9,425	0	9,425
Total Police	**14,749,564**	**2,311,604**	**0**	**17,061,168**
Fire				
Administration	401,636	9,333	0	410,969
Rescue	0	130,437	0	130,437
Suppression & Emergency Services	10,714,332	612,107	0	11,326,439
Prevention	764,862	17,140	0	782,002
Training	518,129	250,912	0	769,041
Apparatus Service and Maintenance	0	11,344	0	11,344
Total Fire	**12,398,959**	**1,031,273**	**0**	**13,430,232**
Non-Departmental	**(1,020,572)**	**9,161,606**	**1,000,000**	**9,141,034**
Total Operating Budget	**$42,710,140**	**$18,086,263**	**$1,000,000**	**$61,796,403**

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 and 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 City 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 Construction Board of Adjustments & Appeals 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, while delivering professional counsel and support to policy makers and those who provide and receive services. To accurately record, maintain, and retrieve all legislative records. This includes minutes of all official acts, ordinances, resolutions, and proceedings of the City.

GOALS AND ACTIONS

I. 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.

II. 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.

III. 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.

IV. 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	FY18 Actual	FY19 Estimate	FY20 Budget
Meetings Held:			
Council - Regular	12	12	12
Council - Special	8	5	8
Council Committees	76	82	80
Special Called City Council Agenda Work Sessions	12	12	12
Board of Lights & Water - Regular	12	12	11
Board of Lights & Water - Special	1	1	2
Board of Lights & Water Committees	4	4	3
Civil Service Board	2	2	1
Filings:			
Contracts	78	135	75
Deeds	22	54	40
Ordinances	56	55	50
Resolutions	14	12	15
Clerk of Superior Court	6	34	20
Open Records Requests	58	63	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 2019 Budget Book (24th consecutive year).
- Received a Certificate of Achievement from GFOA for the Comprehensive Annual Financial Report (CAFR) (30th consecutive year).
- Received the 2019 Community Engagement Award by Smart Cities for the "TrashTalk" app. The City of Marietta was one of only 50 cities in the world to be recognized for its innovative and influential work with technology.
- Recipient of the Spot-On Award sponsored by Cobb Travel & Tourism for the Gone With the Wind Museum - Attraction Partner of the Year.
- Awarded the 2018 Regional Redevelopment Award for Franklin Gateway by Partnership Gwinnett, in collaboration with the Council for Quality Growth.
- Councilwoman selected by the U.S. State Department's Bureau of Educational and Cultural Affairs to be a member of the American Delegation by the World Learning Organization in an exchange program trip to Moldova.
- Marietta Police and Fire Department received recognition from the Cobb Chamber of Commerce and Marietta Business Association as the 2018 Public Safety Employee of the Year and were also awarded the Operational Excellence and Public Safety Award.
- Held ribbon cutting ceremony's for Marietta's Kirby Park, Elizabeth Porter Park, and the commencement of the South Park Square Improvements and Renovations project.
- Named one of the 100 Best Places to Live in the U.S. by Liveability.com.
- City hosted the 27th Annual Marietta Streetfest, the 42nd Annual HarvestFest, the 32nd annual Art in the Park, Let Freedom Ring 4th of July Parade, Chalktoberfest, 14th annual Veterans Day Parade, amongst others.
- Presented proclamations to the American Heart Association for Go Red for Women and to Victor Reynolds for his outstanding service to the citizens of Cobb County; declared September 17th-23rd, 2018 as Constitution Week in the City of Marietta; and honored U.S. Air Force Captain John Jackie Smallwood on the Jackie Smallwood Field.

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	1,112,779	1,059,570	1,151,501	1,304,954	1,501,058
Operating Services	536,365	637,970	532,305	514,273	609,793
Capital	0	0	0	82,169	0
Total Budget	**1,649,144**	**1,697,540**	**1,683,806**	**1,901,396**	**2,110,851**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget	FY20 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	0	0	1	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	0
Multimedia Specialist	0	0	0	1	1
Director - GWTW Spec Projects Coord.	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
Total Budgeted Positions	**23.5**	**23.5**	**24.5**	**25**	**25**



(Left) Fire Hose Uncoupling ceremony at the new Fire Station 56.

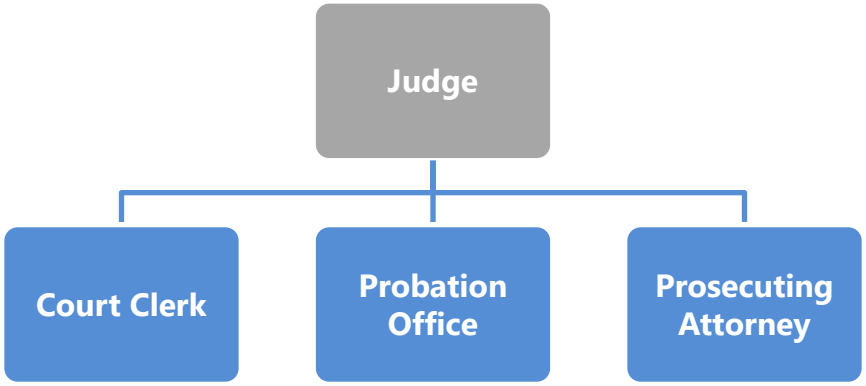
(Bottom) Ground-breaking ceremony for Kennestone Hospital new Emergency Department.

Kirby Park dedication ceremony.





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 sentencing 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 which are 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 of the Marietta Municipal Court 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

I. Continue to provide opportunities for citizens to become more informed of the Court's operations and to conduct transactions electronically

- 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.

II. 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 new collection efforts of outstanding parking and photo-enforced tickets with third-party vendor.

III. Migrate towards semi-paperless Court operations & enhance Court software

- Create access portal to the court's software to allow the police department to enhance the bonding and jail release process and associated paperwork, maintaining a stronger cash handling audit trail.
- Introduce electronic signature pads in the courtroom to further enhance paperless court system.
- Develop touch-screen application for routine tasks in courtroom.

IV. 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.
- Explore options to contract with Cobb County Indigent Defense for appointed attorney services.



MUNICIPAL COURT

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
Traffic/Local Ordinances			
Traffic Citations/Accusations Issued	18,244	17,000	17,200
Cases Filed	12,789	11,153	11,357
Non-Jury Trials	605	558	585
Cases Disposed during the Fiscal Year	12,896	12,100	12,500
% of Cases Filed and Disposed in the same Fiscal Year	71%	72%	73%
% of Cases Disposed Within 90 Days	37%	38%	39%
New Probationers	409	423	439
New Diversion Program Participants	99	105	118
Probation Cases Disposed Successfully	158	168	179
Probation Cases Disposed Unsuccessfully	316	358	367
% of Cases Disposed and Sentenced to Probation	3.15%	3.40%	3.50%
Photo Red-Light			
Photo Red-Light Violation Notices Issued	5,010	6,200	12,000
Photo Red-light Court Hearing Appeals	88	98	140
% of Collection Rate: Red-Light Violations	93%	93%	93%
School Bus Passing			
Photo School Bus Passing Violation Notices Issued	953	925	900
Photo School Bus Court Hearing Appeals	219	201	192
% of Collection Rate: Photo School Bus Violations	83%	83%	83%
Parking			
Parking Violation Notices Issued	3,707	3,810	3,800
Parking Court Hearing Appeals	94	96	99

GOALS ACCOMPLISHED

- Implemented a new online appeal and payment option, and installed parking software meant to improve monitoring by parking enforcement officers.
- Enacted a semi-paperless court by implementing scanning of court case records.
- Established an interface designed to improve efficiency in the ability of the Prosecutor's Office to retrieve discovery video evidence shared by the Marietta Police Department.
- Developed an indigent determination system to convert fines to community service as required by mandates.
- Enhanced electronic import of citations from police software, allowing individuals to access citation fines and court information within hours via the Court's website or through telephone assistance.

MUNICIPAL COURT

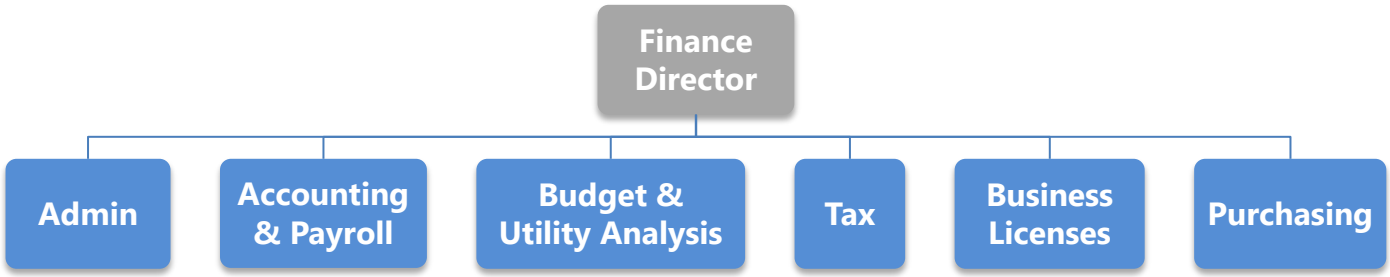
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	1,085,498	1,098,796	1,082,702	1,145,836	1,328,039
Operating Services	128,910	131,443	123,744	119,146	173,978
Capital	0	14,546	4,710	31,866	0
Total Budget	**1,214,408**	**1,244,785**	**1,211,156**	**1,296,848**	**1,502,017**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Director of Court Administration	1	1	1	1	1
Administrative Assistant II	0	1	1	1	1
Deputy Court Administrator	1	1	1	1	1
Senior Deputy Court Clerk	1	1	1	1	1
Deputy Court Clerk I/II/III	6.5	6.5	6	6	7
Probation Office Supervisor	1	1	1	1	1
Probation Officer	1	1	1	1	2
Probation Officer (Part-Time)	0.5	0.5	0.5	0.5	0
Probation Assistant	1	1	1	1	1
Legal Assistant	1	1	1	1	1
Court Services Coordinator	1	1	1	1	0
Judge	1	1	1	1	1
Prosecuting Attorney	1	1	1	1	1
Total Budgeted Positions	**17**	**18**	**17.5**	**17.5**	**18**

FINANCE



The Finance Department is responsible for providing long-term financial health and fiscal leadership to the City and Board of Lights and Water.

The centralized financial accounting center of the City lies with the Accounting/Payroll Division. Its functions include maintaining fund accounting systems according to generally accepted accounting principles (GAAP); 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. Payroll 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 Budget division formulates, forecasts, monitors, and analyzes the City's operating budgets across all funds. This includes analyzing budget requests; balancing projected revenues with proposed expenditures; producing the annual formal budget document; and managing revenues and expenditures throughout the year. The Budget 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 Tax Division ensures 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 1st and are due sixty 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 annual 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

I. Connect departmental goals with City's Vision Statement

- Continue working with departments to ensure goals and actions sufficiently 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.

II. Provide recommendations for budgetary constraints and financial strategies

- 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.

III. Work to streamline Accounting processes to eliminate wasted time, resources and efforts

- 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 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.

IV. 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.

V. Identify opportunities to improve workloads to decrease paper waste in Accounting, Purchasing and Payroll

- 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.
- Allow for partial payments to assist taxpayers that are having difficulty making total payments.

FINANCE

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
% of Invoices Paid (within 30 days of receipt)	97%	96%	96%
% Budget Adjustments Processed (within 24 hours of approval/receipt)	99%	99%	98%
Budget Training Classes Executed	1	4	2
Attendees at Budget Procedures/Training classes	17	12	11
Tax Payments Processed	20,945	21,161	21,500
Tax Payments Processed (per employee)	6,968	7,054	7,167
% Tax Payments Received by Fiscal Year End	99%	99%	99%
Business Licenses Issued	8,759	8,637	9,000
Business License Renewals Processed (per employee)	4,380	3,650	3,700
% New Business Licenses Mailed (within 3 week span)	98%	99%	99%
Business License Compliance Revenue Collected	$1,005,181	$803,542	$675,000
Purchase Orders Processed	1,793	1,785	1,803
Purchase Orders Processed (per employee)	448	446	451
Field Purchase Orders Entered	2,650	2,219	2,330
New Vendor Applications Processed	426	463	460
% Purchase Requests Processed into a PO (within 4 week span)	95%	94%	94%

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 2019 Budget Book (24th consecutive year).
- Received the Certificate of Achievement from GFOA for the Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2018 (30th consecutive year).
- Budget Manager and staff held on-site interactive training on the budget process with various departments.
- Updated procedures to upload all required bids onto the State of Georgia Procurement Site.
- Prior Accounting Supervisor completed Carl Vinson Certification for Local Finance Officer.
- Staff completed disaster drill to prepare office in the event of an emergency and learned the steps to maintain the continued service for the City.
- Contracted with new collection agency for real and personal property tax collection. This will save the city 26% collection fee on personal property and will cap the expense for the taxpayer at $240.00 to go to tax sale rather than 5% administrative fee.
- Sent two staff persons to the Georgia Association of Tax Officials (GATO) training in Athens, Georgia.
- Audited all school tax exemptions which produced additional revenue for the Marietta City Schools Board.

FINANCE

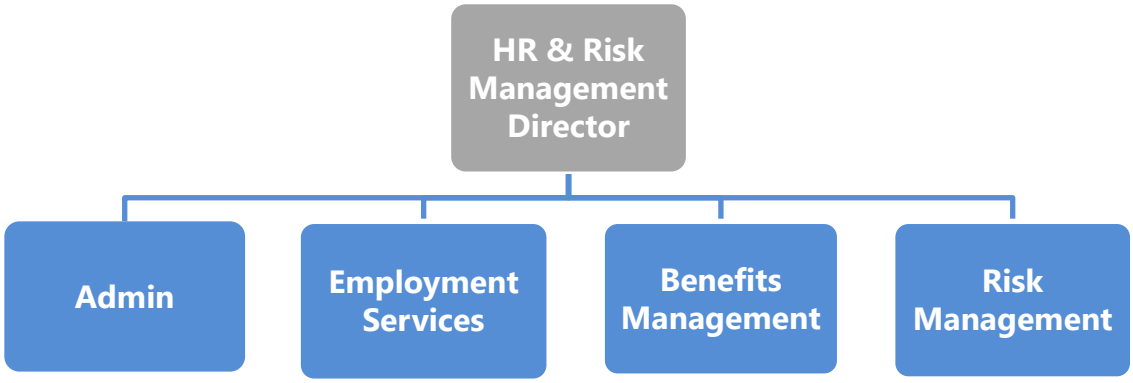
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	1,899,843	2,093,500	2,178,383	2,248,602	2,400,097
Operating Services	127,999	195,007	136,087	116,988	194,301
Total Budget	**2,027,842**	**2,288,507**	**2,314,470**	**2,365,590**	**2,594,398**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget	FY20 Budget
Finance Director	1	1	1	1	1
Administrative Coordinator	0	0	0	0	1
Administrative Assistant II	1	1	1	1	0
Deputy Director of Finance	0	0	0	2	2
Internal Auditor	1	1	1	1	1
Utility Business Analysis Manager	1	1	1	0	0
Controller/Purchasing Manager	1	1	1	0	0
Accounting Supervisor	1	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 Supervisor	0	0	0	1	1
Payroll Systems Analyst	0	0	1	0	0
Payroll Administrator	0	0	0	1	1
Payroll Specialist	0	1	1	0	0
Budget Supervisor	0	0	0	1	1
Budget and Payroll Manager	0	1	1	0	0
Budget Manager	1	0	0	0	0
Budget Analyst	1	2	2	2	2
Utility Business Analyst	1	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	0	0
Senior Revenue Officer	0	1	1	1	1
Revenue Compliance Officer	0	1	1	1	1
Revenue Processing Agent	0	0	0	0	2
Business License Clerk	1	1	1	2	0
Business License Compliance Officer	1	0	0	0	0
Business License Inspector	1	0	0	0	0
Purchasing Supervisor	1	1	1	1	1
Purchasing Agent I/II/III	3	3	3	3	3
Total Budgeted Positions	**28**	**30**	**31**	**31**	**31**

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

I. 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.

II. 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.

III. 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.

IV. Provide proactive 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 the goal of reducing workers' compensation claims.
- Provide quarterly statistical reports to management regarding employee on-the-job injuries and associated costs.

V. 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	FY18 Actual	FY19 Estimate	FY20 Budget
Number of Applications Received	19,745	20,000	22,000
Number of Positions Filled	228	230	250
Average Number of Job Vacancies per Month	19	19	20
Number of Total Separations	144	111	120
Number of Approved Retirements	24	18	20
Workers' Compensation Claims:			
Medical Only	84	76	75
Indemnity	20	14	20
Reporting Purposes Only	0	0	0
Number of Liability Claims	42	48	40
Number of Auto Claims	29	31	25

GOALS ACCOMPLISHED

- Changed Supplemental Pension providers; thereby, saving participants money from reduced fees.
- Renegotiated agreements with both 457b Deferred Compensation providers, leading to reduced participant fees.
- Significantly improved recruitment efforts, increasing the number of applicants who applied for open positions.



HUMAN RESOURCES AND RISK MANAGEMENT

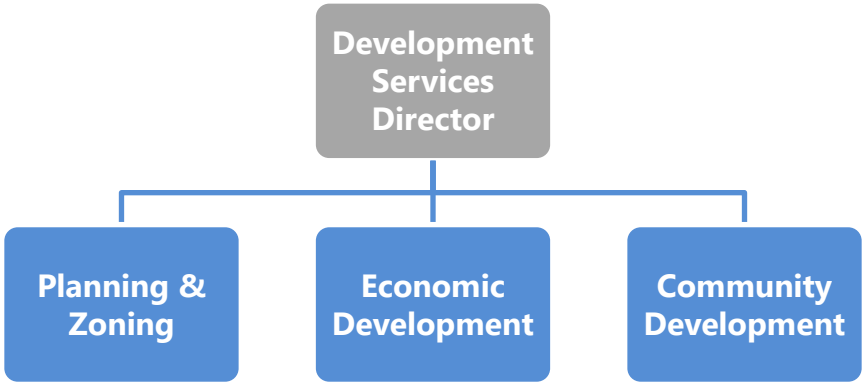
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	732,640	621,499	555,772	592,585	656,372
Operating Services	63,739	137,601	76,703	77,808	113,754
Total Budget	**796,379**	**759,100**	**632,475**	**670,393**	**770,126**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Director of Human Res. & Risk Mgmt.	1	1	1	1	1
Administrative Assistant I (1 Part-Time)	0	0	0	0.5	0.5
Administrative Assistant II	1	1	1	0	0
Risk Manager	1	1	1	1	1
Human Resources Coordinator	0	0	0	1	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	0	0	0
Payroll Manager	1	0	0	0	0
Payroll Technician	1	0	0	0	0
Total Budgeted Positions	**9.5**	**7.5**	**6.5**	**7**	**7**

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, the 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

I. 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.

II. 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.

III. Conduct long-range planning projects that help prioritize, redevelop, and revitalize the City

- Consider the Envision Livable Centers Initiative (LCI) Application for the redevelopment of Franklin Gateway.
- Implement goals of the updated 2019 Downtown LCI; focus on commercial retail growth opportunities to support affordable housing, bicycle, pedestrian trail, and sidewalk connectivity.
- Enhance the trail network by starting right-of-way and construction for a Rottenwood Creek multi-use trail system.
- Collaborate with City departments and community partners to acquire funding for sidewalks, road connections, signage, and trails.
- Seek supplemental LCI funding for connectivity and redevelopment of area around the "Big Chicken" and target with strategic efforts.

IV. 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.
- Market city-owned property for appropriate and compatible uses to help transform the area and create jobs.
- Implement the Franklin-Delk LCI plan in conjunction with other departments, the Gateway CID, Cobb County and partners.
- Identify and apply for infrastructure project funding to improve walkability, connectivity, and livability along the corridor.
- Foster private investment and repurposing of underutilized properties including low rent hotels with potential developers.

V. Obtain quality retention, expansion, development and growth

- Continue analysis of 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.

DEVELOPMENT SERVICES

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
Total Code Enforcement Cases	4,377	4,000	4,000
Court Trash & Obnoxious Vegetation Cases	45	45	40
Citations Issued	15	20	20
Sign Permits Issued	314	375	375
Rezoning Applications Processed	32	40	40
Variance Applications Processed	66	60	60
Plats Reviewed	64	60	60
Site Plans Reviewed	63	60	60
Business License Applications Reviewed	987	1,000	1,000
Building Permits Reviewed	2,620	2,100	2,100
One-on-one Dialogues with Georgia Project Managers	40	35	45
Private Business Prospect Meetings	150	150	150
Special Projects (MU2 LCI, Franklin-Gateway, CID, GO Bond)	3	5	6
Print Media Outreach	15	15	15
Industries or Businesses Visited in Support of Business Retention and Expansion Program (BREP)	75	80	90

GOALS ACCOMPLISHED

- Assisted prospective businesses in finding a location in Marietta, some of which included Atlanta Hard Cider, Red Eyed Mule, Quality Tape and Label, Hilton Home2Suites, and Good Kitchen and Market.
- Helped facilitate approval for quality development projects including Glover Park Brewing, The Marietta Square Market, Studio Bungee, 670 Whitlock Avenue, and many others.
- Researched, reviewed and developed policy recommendations on issues concerning e-scooters, downtown open container districts, CBD parking and dumpsters, and food trucks.
- Maintained relationship with Atlanta United to facilitate improvements on their headquarters and training facility.
- Continued to market the City in various publications, including GA Trend, Know Atlanta, and Cobb InFocus, with the purpose of attracting new businesses and residents.
- Continued to oversee management and sales marketing at the 550 & 849 Franklin Gateway properties.
- 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.
- Facilitated the sale of 994 & 1010 Roswell Street for the development of Atlanta Hard Cider and 1101 Powder Springs Road for the development of a restaurant.
- Developed a citywide median and ROW beautification and maintenance plan in conjunction with other City departments; assisted in the development of project lists for future SPLOST projects.
- Served as a staff liaison to the Marietta Development Authority, DMDA, Welcome Center, WorkSource Cobb, Cobb County Chamber, and the Gateway Marietta CID.
- Worked to facilitate infrastructure projects, management and securing funds of additional phases including the advancement of both Phase 1 and Phase 2 of the Rottenwood Creek Trail Projects.
- Researched and applied for new State and Federal incentives, developed guidance and marketed the City's new Federal Opportunity Zone; and prepared applications for new State Opportunity Zone boundaries.
- Ongoing administration of Zoning Regulations with the goal of making them more business-friendly.
- Ongoing collaboration with Public Works and the IT Department to implement SAGES, a digital user-friendly platform for submittal of site plans, plats, and building permit applications. This web based site allows for communication and tracking of all development approvals and permits.

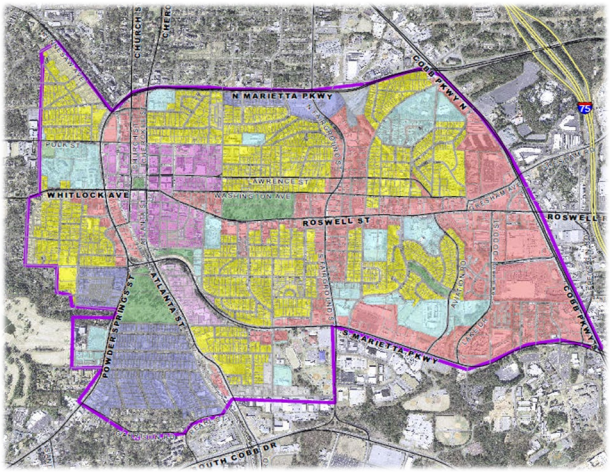
DEVELOPMENT SERVICES

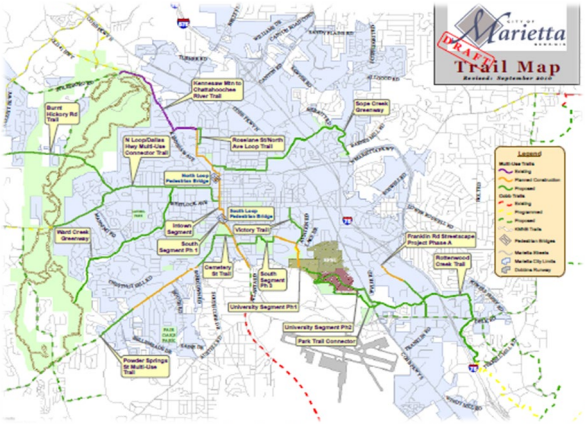
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	1,395,995	1,391,824	1,424,900	1,537,882	1,605,992
Operating Services	281,615	190,495	137,404	110,223	358,348
Capital	0	0	20,750	0	0
Total Budget	**1,677,610**	**1,582,319**	**1,583,054**	**1,648,105**	**1,964,340**

PERSONNEL DETAIL

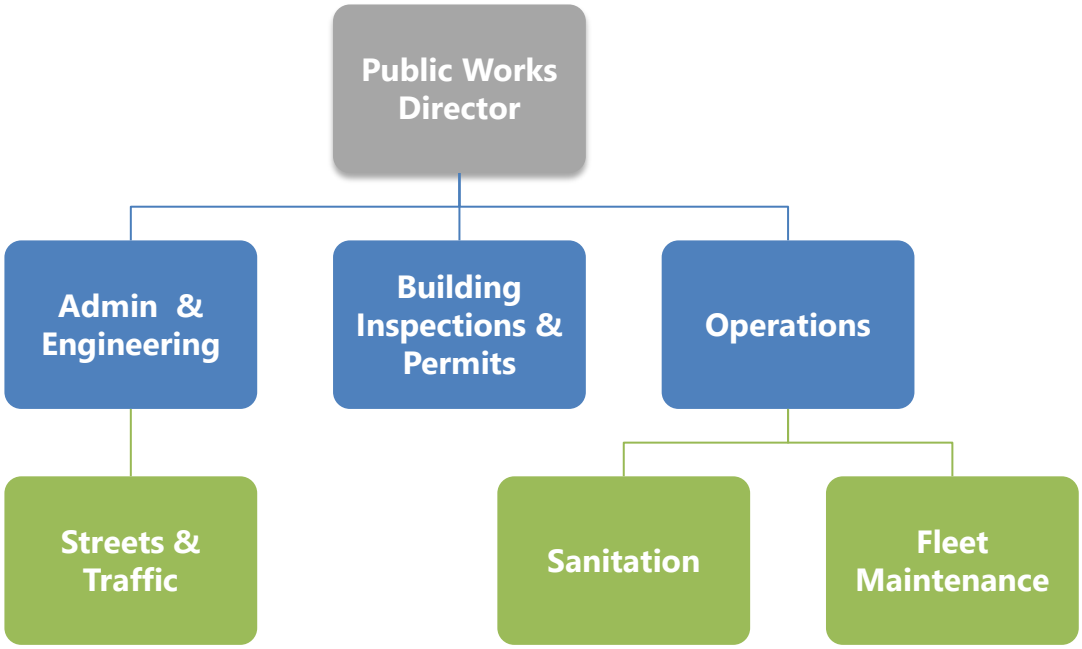
Title	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget	FY20 Budget
Development Services Director	1	1	1	1	1
Administrative Assistant II - Dvlpt. Svcs.	1	1	1	1	1
Planning and Zoning Manager	1	1	1	1	1
Planning & Zoning Administrator I/II/III	0	1	1	1	1
Planning and Zoning Coordinator	1	1	1	1	1
Urban Planner	1	1	1	1	1
Code Enforcement Manager	1	1	1	1	1
Code Enforcement - Admin. Assist. I	0	0	0	1	1
Senior Code Enforcement Inspector	1	1	1	1	1
Inspector Code Enforcement	6	6	6	6	6
Inspector Code Enforcement (1 Part-Time)	0	0	0	0	0.5
Code Enforcement Clerk	1	1	1	0	0
Zoning Administrator	1	0	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
Total Budgeted Positions	**33**	**33**	**33**	**33**	**33.5**





Envision Marietta Livable Centers Initiative (LCI) Study - Future Land Use and Trail Maps

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 such as 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, 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

I. Continue to maintain or exceed current service levels

- Maintain current FEMA Flood Plain Community Rating System level 8.
- Ensure compliance with the City's General Storm Water Discharge Permit and the Watershed Management Plan.
- Continue to 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.
- Upgrade existing signal mast wire intersections under City control and inspect traffic signal mast arms and poles for replacement or refurbishment.

II. Effectively utilize technology to increase departmental efficiency

- Finalize digital conversion of road construction, site plans, and building plan data to be accessed via searchable database.
- Implement web-based asset management system to include work order, customer data, and route analysis for Sanitation.
- Refine web-based asset management system to include storm water system tools for Streets and Engineering.

III. 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 and include evaluation of capacity needs as part of the study.
- Upgrade traffic controller connections from serial to ethernet in the Downtown Business District & Church Street Extension areas and upgrade all intersections to flashing yellow arrows.
- 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.

IV. Continue to support the City's promotion of environmentally friendly projects

- Administer residential and Christmas tree recycling programs as well as Solid Waste Management District and City facilities recycling.
- Continue to protect streams and watersheds from sediment and other pollutants created by development; enhance Municipal Storm Sewer System (MS4) management.
- Continue to formulate utilization studies to control and track underutilized vehicles.

V. Continue to support training and staff certification programs

- Provide continuing education for inspectors through Northwest Georgia Inspectors Association, and maintain International Code Council & BOAG certification for all building inspectors.
- Continue certification of traffic technicians through International Municipal Signal Association (IMSA).
- Improve Public Works safety training programs; focusing on monthly training forming a department safety committee.
- 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	FY18 Actual	FY19 Estimate	FY20 Budget
Potholes Repaired	377	314	200
Citizen Pothole Complaints	98	81	30
Citizen Pothole Complaints Completed within 24 hours	98	80	30
Sidewalks Completed (square feet)	6,050	6,668	14,000
Curbs/Gutters Completed (linear feet)	1,992	1,783	5,000
Signalized Intersections Installed/Upgraded	82	116	116
Traffic Signals Re-timed as part of Corridor Re-timing Projects	3	10	5
Intersection Maintenance	220	220	232
Span Wire Intersections Converted to Mast Arm	8	8	8
Sign Maintenance areas Defined by Blocks	60	60	60
Environmental Services Customer Calls	3,721	3,727	8,000
Missed Refuse Pickups	235	240	250
Average Number of Customers per Sanitation Route	1,543	1,700	1,750
New Roll Cart Customers	180	200	200
Tons of Residential Solid Waste Collected	41,443	24,300	26,000
% of Residential Solid Waste Diverted to Recycling	59%	26%	23%
Tons of Residential Solid Waste Recycled	24,456	6,400	6,000
Tons of Residential Solid Waste Landfilled	16,988	17,716	20,000
Tons of Brush and Yard Waste Collected	21,497	2,850	3,000
Fees Charged for Pickup of Extra Items	$23,449	$30,000	$40,000
Fleet Availability per Month	85%	85%	85%
Fleet Preventative Maintenance Compliance on Schedule	83%	85%	85%
ASE Certifications	52.00%	55.00%	60.00%
Fleet Mechanic Productivity	69%	85%	85%
Fleet Work Orders Processed	5,971	6,600	6,100
Work Zone and Safety Inspection for Public Works operations	190	148	500
Accident/Incident Investigations (employee, property, vehicles & equipment)	85	102	130
Paper Plan Sets Converted to Electronic Storage	1,500	1,000	500
Employee Training and Certification Hours	907	1,250	2,500
FEMA Flood Plain Community Rating System Score	8	8	8

GOALS ACCOMPLISHED

- Received a Smart Cities Award for the preemption system at the traffic signals in 2018.
- Fleet Maintenance Division recognized as a Blue Seal shop for 2019 by the National Institute for Automotive Service Excellence.
- 95% of site plans, 95% of building plans, and 80% of building permits have been scanned and made available internally.
- Three Building Inspectors obtain additional certifications resulting in broaden utilization and inspection capabilities.
- 90% of 2011 SPLOST projects completed or started.
- Upgraded the traffic controller software to newest version of Tactics, and upgraded all poly-head pedestrian signals with countdowns
- 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 upgraded traffic observation camera system, independent of GDOT.
- Completed electronic submittal for MEP and other building related permits.
- Obtained a 5 year pavement conditions analysis for all of our City streets.



PUBLIC WORKS

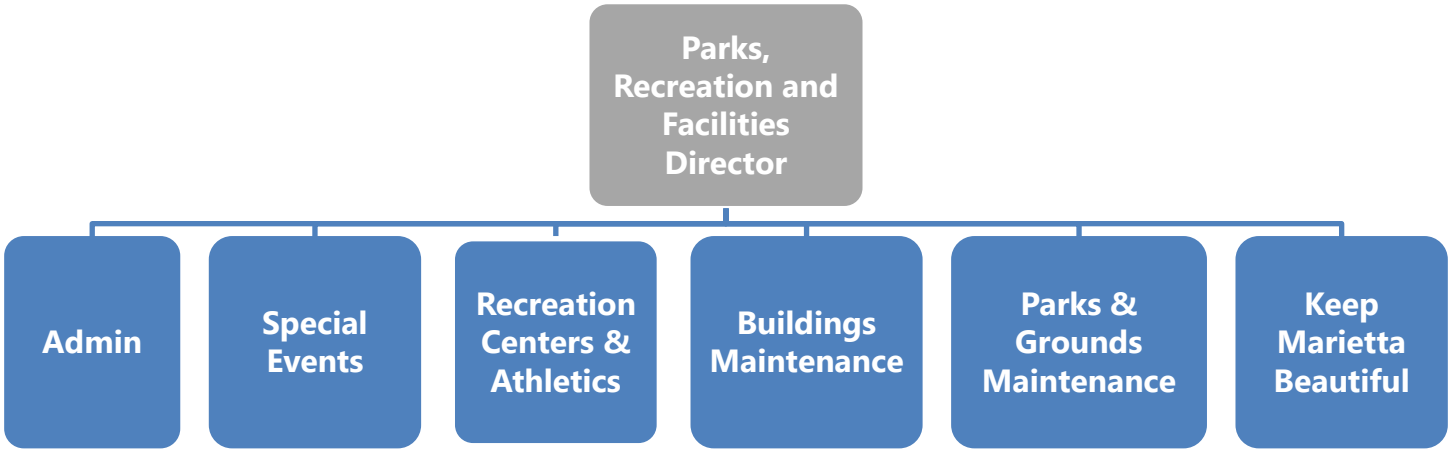
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	4,996,119	4,936,370	5,091,167	5,144,568	6,402,001
Operating Services	1,806,839	2,236,887	2,492,649	2,188,586	2,398,332
Capital	450,629	187,157	649,835	75,239	0
Total Budget	**7,253,587**	**7,360,414**	**8,233,651**	**7,408,393**	**8,800,333**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Director of Public Works	1	1	1	1	1
Permits and Insepctions Coordinator	0	0	0	0	1
Administrative Assistant II - Public Wks.	1	1	1	1	0
Deputy Director of PW - Engineering	0	0	0	1	1
Transportation Program Manager	0	1	1	0	0
City Engineer	0	1	1	1	1
Storm Water Engineer	1	1	1	1	1
Site Development Engineer	0	1	2	2	2
Field Engineer I/II/III	0	0	0	1	1
Civil Engineering Technician	1	1	1	0	0
Civil Engineering Assistant I/II/III	1	1	1	1	1
Storm Water Technician	1	1	0	0	0
Chief Building Official	1	1	1	0	0
Senior Building Trades Inspector I/II/III	2	2	2	2	2
Plans Examiner I/II/III	0	1	1	1	1
Inspector Building Trades I/II/III	3	2	2	2	2
Permit Technician I/II/III	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	1	1
Deputy Director of Public Works	0	1	1	0	0
Admin. Assistant I - Operations	1	1	1	1	1
PW Analyst/Safety Coordinator	1	1	1	1	1
Traffic Control Center Coordinator	0	1	0	0	0
Assistant PW Director/Ops. Mgr.	1	0	0	0	0
Supervisor Streets	1	1	1	1	1
Foreperson I/II/III - Streets	4	4	4	4	4
Equipment Operator I/II/III - Streets	6	6	6	6	6
Maintenance Technician - Streets	1	1	1	1	1
City Service Worker I/II/III - Streets	14	14	14	14	14
Supervisor Traffic Services	1	1	1	1	1
Traffic Signal Systems Specialist I/II/III	1	1	1	1	1
Traffic Signal Apprentice I/II/III	4	4	4	4	4
Traffic Signal Technician I/II/III	3	3	3	3	3
Sign Technician I/II/III	1	1	1	1	1
Board of Const. Adj. Appeals Members	7	7	7	7	7
Total Budgeted Positions	**100**	**104**	**103**	**102**	**102**

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, Lawrence Street Recreation Center, Elizabeth Porter Park, and Franklin Gateway Soccer facilities provide daily recreational activities. Seasonal special events, tournaments, league play and instruction, and soccer ground rentals 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 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 Parks & 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

I. 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.

II. 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.

III. Maintain grounds at City parks and greenspaces

- Maintain historic City cemetery to provide a tranquil setting that is aesthetically 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.

IV. 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.

V. 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.

VI. 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.

VII. 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.

VIII. 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

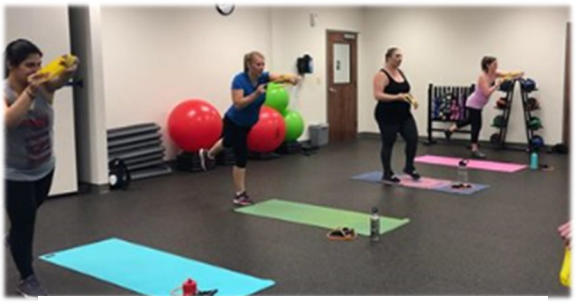
Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
Parks & Recreation:			
Youth Basketball Participants	272	255	300
Concerts on the Square	18	18	19
Festivals on the Square	9	9	7
City Special Events	10	10	8
Non-City Special Events	25	25	22
Rec Center Hours of Operation/Week	89	95	95
Buildings & Grounds Maintenance:			
Technical:			
Projects	22	25	30
Work Orders	1,193	1,251	1,315
Vandalism Incidents	15	0	0

GOALS ACCOMPLISHED

- 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 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 promoting the facility and available programs.
- Successfully provide 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.
- Repaired the stage at Glover Park and renovated the landscape at Brumby House for the Gone with the Wind Museum.
- Waterproofed the Public Safety Building and upgraded all lighting at the Municipal Court.
- Built a new breakroom for the Board of Lights and Water.
- Utilizing the Work Order system, continued to provide technical, landscape, and custodial services to all City facilities.
- Maintained playground safety inspection program, pursuant to National Playground Recreation Association standards.
- Installed new HVAC, roof, and gutters at the Laurel Park Pro Shop; and new HVAC at the City Club.
- Installed new boiler expansion tank at City Hall and UV protection at the Brumby House.
- Replumbed sewer at Lawrence Street Rec Center and Brumby House.



Newly Opened Elizabeth Porter Splashpad



Fit4Baby - Strength, Flexibility, and Balance Training for Expectant Mothers

PARKS, RECREATION AND FACILITIES

EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	1,879,763	1,929,955	1,912,238	2,349,905	2,688,630
Operating Services	1,160,083	1,199,059	1,156,927	1,573,579	1,733,274
Capital	489,732	302,696	122,286	161,471	0
Total Budget	**3,529,578**	**3,431,710**	**3,191,451**	**4,084,955**	**4,421,904**

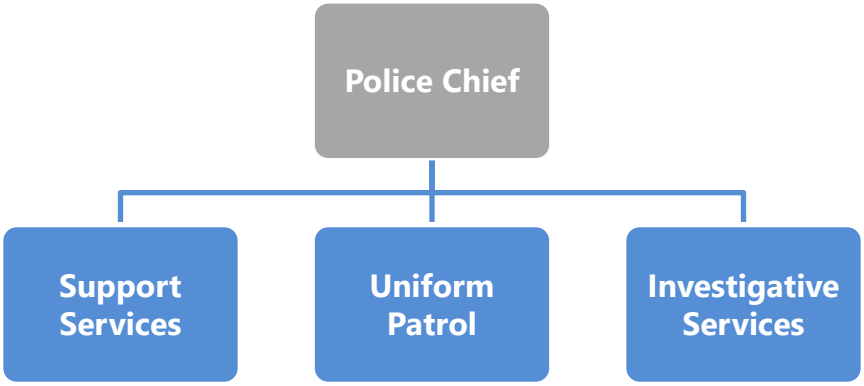
PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Director Parks, Rec. and Facilities	1	1	1	1	1
Manager, Recreation and Park Services	0	0	0	1	1
Mgr. Parks, Landscape & Open Spaces	0.50	0.50	0.75	0	0
Administrative Assistant II	1	1	1	1	1
Community Engagement Supervisor	0	0	0	1	1
Parks & Recreation Superintendent	1	1	1	0	0
Recreation Supervisor	2	2	2	1	1
Recreation Coordinator	3	3	3	1	1
Recreation Leader	2	2	2	0	0
Recreation Specialist	1	0	0	0	0
Recreation Supervisor - Custer Prk.	0	1	1	1	1
Recreation Coordinator - Custer Park	0	0	0	1	1
Recreation Specialist - Custer Park	0	0	0	2	2
Recreation Leader - Custer Park	0	0	0	1	1
Recreation Coordinator - Franklin Gtwy.	0	0	0	1	1
Recreation Specialist - Franklin Gtwy.	0	0	0	1	1
Superintendent of Buildings	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	0.75	0.75
Foreperson - Parks & Grounds	2	2	2	3	3
City Service Worker I/II - Parks & Grds.	9	9	9	11	11
Clean City Coordinator	1	1	1	1	1
Total Budgeted Positions	**30.5**	**30.5**	**30.75**	**35.8**	**35.75**

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.
In FY2020, the Manager, Parks and Grounds position has 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, and the 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, 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

I. Reduce the number of burglaries, larcenies, robberies, arson, auto thefts and aggravated assaults by five percent

- Develop recommendations for crime reduction in multi-occupancy structures.
- Develop crime prevention measures for City Parks and trails.
- Enhance crime prevention within large family entertainment venues.
- Conduct holiday enforcement plan.

II. Utilize improved technology to increase efficiency, effectiveness, and officer safety

- Research feasibility of enhancing Security Services technology.
- Expand the design and implementation of the Unmanned Aerial Vehicle Program.
- Conduct review of operational readiness of current technology.

III. Increase employee development opportunities

- Research feasibility of expanding the Public Safety Ambassador Program
- Plan, present, and attend county-wide management training programs.
- Continue development and administration of First Responder and Crisis Intervention (CIT) Training
- Develop and implement State mandated annual training in-house.

IV. Augment cyber and forensic capabilities

- Research feasibility of implementing Qlik program.
- Enhanced investigation of Human Trafficking cases and Internet Crimes Against Children cases.
- Evaluate available investigative software and make recommendations for purchase.

V. Enhance Department Infrastructure

- Research and develop proposal for interior building enhancements.
- Develop proposal for long term covered storage for specialty vehicles.
- Research and develop proposal for contained firing range within the department.







POLICE

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
Crime Caseload:			
Murder	1	6	4
Robbery	118	101	73
Aggravated Assault	90	84	92
Burglary	308	329	224
Larceny	1,818	1,692	1,540
Auto Theft	148	170	159
Internet Crimes Against Children Arrests	45	45	45
Compliance Rate with National and State Certification Standards	100%	100%	100%
% of Vehicle Purchases for Personal 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
Emergency Medical Training for Sworn Officers	100%	100%	100%
CIT Training for Sworn Officers	88%	100%	100%

GOALS ACCOMPLISHED

- Various awards presented to MPD Officers, including Public Safety Award by Marietta Business Association, Peace Office of the Year, Homes for Heroes Award, Kiwanis GEM Awards, and Public Safety Officer of the Year by Cobb Chamber of Commerce.
- The department obtained Federal grant funding to increase the number of stationary and mobile license plate readers (LPR) in fleet.
- Partnered with local businesses and Homeowner Associations with privately owned Automated License Plate Readers and launched the SMILE (Systems in Marietta Intersecting with Law Enforcement) Program.
- Initial First Responder and Crisis Intervention (CIT) Training completed. The training is integrated into departmental annual training, and advanced courses are being offered.
- Personnel have been trained to operate the Unmanned Aerial Vehicle.
- Attendance completion of the County Wide Management Training program by several officers.
- Developed and implemented safety plans for annual large scale events held within the City of Marietta, all of which are routinely reviewed and updated.
- Additional investigators have been trained to investigate human trafficking and Internet Crimes Against Children cases.
- Provided Advanced Law Enforcement Rapid Response (ALERRT) active shooter training to all sworn personnel.
- Continued Mine-Resistant Ambush Protected (MRAP) Vehicles training, personnel required to utilize vehicles obtained their class "B" license.
- 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.
- Held RadKIDS Safety education session, providing youths with 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), educational program to teach female high school seniors males how to escape attacks.
- Hosted training seminars 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.
- 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.

POLICE

EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	12,556,308	12,849,241	13,524,062	13,982,951	14,749,564
Operating Services	2,087,656	2,149,654	2,107,068	1,887,397	2,311,604
Capital	262,666	462,859	480,213	361,266	0
Total Budget	**14,906,630**	**15,461,754**	**16,111,343**	**16,231,614**	**17,061,168**

PERSONNEL DETAIL

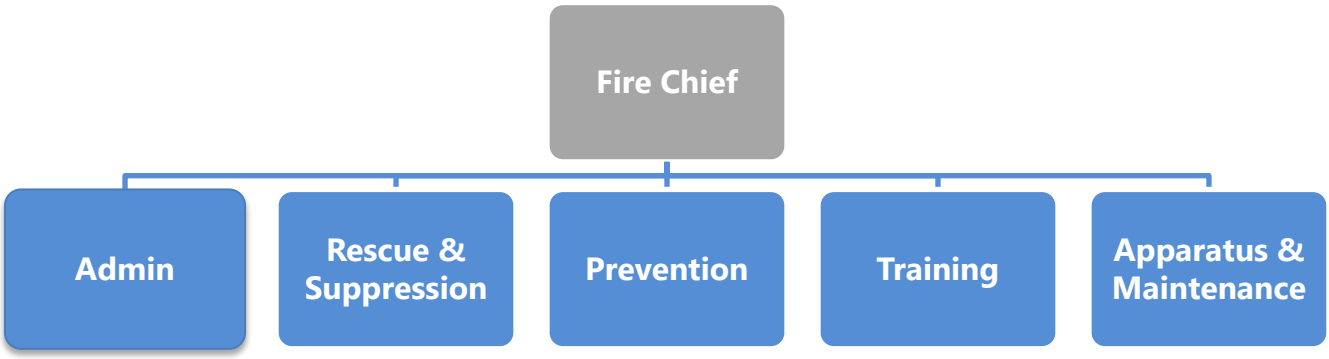
Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Police Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	2
Major	5	5	5	5	5
Sergeant	15	15	15	15	16
Lieutenant	8	8	8	8	8
Senior Officer/Police Officer	108	108	108	108	107
Police Officer (3 Part-Time)	0	0	0	0.5	1.5
Administrative Assistant III	1	1	1	1	1
Administrative Services Technician	1	2	2	2	2
Supervisor of Police Services	1	1	1	1	1
Police Service Representative I/II/III	0	0	0	18	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	0	0
Parking Enforcement Officer	1	1	1	1	1
Prisoner Transport Officer	4.5	4.5	5	5	5
Bailiff PT (3 Part-Time)	1.5	1.5	1.5	1.5	1.5
Administrative Assistant I	1	0	0	0	0
PAL/Community Program Coordinator	0	1	1	1	1
PAL/Franklin Rd. Program Coordinator	1	0	0	0	0
Public Safety Ambassador	0	0	8	8	12
Total Budgeted Positions	**176**	**176**	**184.5**	**185**	**190**





(Left) K9 Jacquo Ready for his Shift
(Right) Repurposed School Buses used to Close Roads for Large Events

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 a 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 of its documentation responsibilities.

The Training Division ensures 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

I. Maintain and improve infrastructure and capabilities through the maintenance of an Insurance Services Office (ISO) Class 1 rating

- Replace one ladder truck, one heavy squad truck, one Light Duty Rescue, two staff vehicles; purchase one Air truck; and return to an apparatus replacement schedule to meet future vehicle needs.
- Update interior finish in Stations 51 and 52; update exterior façade of Station 54 and 55; replace roof at Station 53.
- Build additions on Station 52, 53, 54, and 55 for physical conditioning.
- Commence replacement of hydraulic rescue tools in phases.
- Increase personnel by 5 to reduce overtime and increase department efficiency.

II. 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.
- Develop Behavior Health Programs to assist Marrietta Fire Department employees.
- Meet predetermined age group physical agility times annually.

III. Expand community risk reduction program within MFD, targeting residential and business properties

- Collaborate with the Marietta Police Department in the neighborhood blitz program.
- Expand the Community Risk Reduction program, with continued collaboration with residents, schools, and businesses.
- Utilize newly acquired City video assets to educate and prepare target audience on safety and preparedness programs.
- Develop a campaign to address aging smoke alarms.

IV. Reduce Firefighter cancer risk

- Adhere to contaminated Personal Protective Equipment (PPE) Guidelines in All Unit Circular (AUC).
- Complete decontamination of gear after every fire.
- Provide two sets of bunker gear for all fireghters.
- Continue annual medical physicals, compliance of mandatory fitness program, and promote a tobacco free lifestyle.

V. Partner with WellStar Health System to incorporate a fire station within their Kennestone campus

- Design and construct a fire station on the Kennestone Hospital campus, staffed with an engine, Quick Response Vehicle (QRV), and Utility Terrain Vehicle (UTV).
- Staff Quick Response Vehicle with Physician's Assistant (PA), and a paramedic to treat patients in the field.
- Engine company to provide a quick response to a high-risk campus.
- Use the Utility Terrain Vehicle (UTV) to respond to urban and wilderness rescues in Kennesaw National Park, and patrol for medical emergencies during large scale city events.

FIRE

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
Total Calls for Service (all incidents)	12,855	13,200	13,500
Units Dispatched to Calls for Service	17,677	17,950	18,100
Total Fire Calls	233	250	230
Structure fires	69	70	70
EMS (Emergency Medical Services) Calls	7,231	7,500	7,700
ALS (Advanced Life Support) Units in Service	9	9	9
Commercial Property Plans Reviewed	1,676	2,000	2,000
Business Inspections	2,951	3,500	3,500
Fire Investigations	57	60	60
% of EMS Responses in 6 Minutes or Less	66.0%	67.0%	68.0%
% of Recruits Employed After 1 year	100%	100%	100%
% of Uniformed Personnel who are Paramedics	57%	60%	68%

GOALS ACCOMPLISHED

- Completed construction and relocation of the new Station 56.
- Community Risk Reduction (CRR) Program expanded to include businesses.
- Remodel completed at Station 54.
- Replacement of all department radios to meet P-25 Phase 2 protocols.
- Recruit addition of 12 Firefighters/Advanced Emergency Medical Technician (AEMT) for Suppression Division.
- Completed annual fitness evaluation (BLITZ) to demonstrate firefighting fitness ability.
- Completed Citywide drill, with crisis management center activation, to evaluate departmental COOP (Continuity of Operations Plan) effectiveness.
- Fire Department RMS (Records Management Software/systems) converted from Firehouse to ESO.
- Continued to improve SAGES platform to aid in fire related permitting.
- Continued our CRR (Community Risk Reduction) program, including 6 neighborhoods blitz's – door to door program installing/replacing smoke alarms, and explaining our home safety inspections process.



(Left) Crisis Management and COOP Effectiveness Drill
(Middle) MFD in Action on the Scene
(Right) New Marietta Fire Station 56

FIRE

EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	10,671,689	11,135,157	11,320,016	11,747,372	12,398,959
Operating Services	1,032,990	946,696	928,540	1,075,362	1,031,273
Capital	721,741	113,741	67,636	409,861	0
Total Budget	**12,426,420**	**12,195,594**	**12,316,192**	**13,232,595**	**13,430,232**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Estimate	FY19 Budget	FY20 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 Station Commander - Suppression	6	6	6	6	6
Fire Lieutenant - Suppression	15	15	15	15	15
Master Fire Eng./Firefighter Eng./ Fire Eng. Medic	33	33	33	33	33
Master Firefighter/Firefighter I/II/III	61	61	61	61	62
Assistant Fire Chief - Prevention	1	1	1	1	1
Administrative Assistant II - Prevention	0	0	0	0	1
Administrative Assistant I - Prevention	1	1	1	1	0
Fire Commander - Prevention	2	2	2	2	2
Fire Prevention Specialist/Fire Lt. Prevention Ofc.	4	5	5	5	5
Assistant Fire Chief - Training	1	1	1	1	1
Administrative Assistant I - Training	1	1	1	1	0
Fire Commander - Training	1	1	1	1	1
Fire Lieutenant Officer -Training	3	2	2	2	2
Total Budgeted Positions	**135**	**135**	**135**	**135**	**135**

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 FY2020 include the following: $55,000 for the Gone With the Wind Museum; $90,000 for the Marietta-Cobb Museum of Art; $162,000 for the Marietta Museum of History; $66,000 for the Earl Smith Strand Theatre; $10,000 for the Old Zion Baptist Church Heritage Museum; $15,000 for the Georgia Symphony Orchestra; $12,000 for the Marietta Square Branding Project; $18,000 for GA Metro Dance Theatre; $8,000 for Marietta Fire Museum; $132,000 for reimbursement of City services; $10,000 for Cobb NAACP's Juneteenth event; $3,000 for the Georgia Ballet; $16,000 for the Marietta Business Association - Art in the Park; $300,000 for the Marietta Welcome Center; $20,000 for Cobb Landmarks; $9,000 to the Vapor Wake Dog; $12,000 for the Marietta Arts Council; $5,000 to the Actors Theatre of Georgia; $10,000 for the Atlanta Lyric Theatre; and $24,000 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.

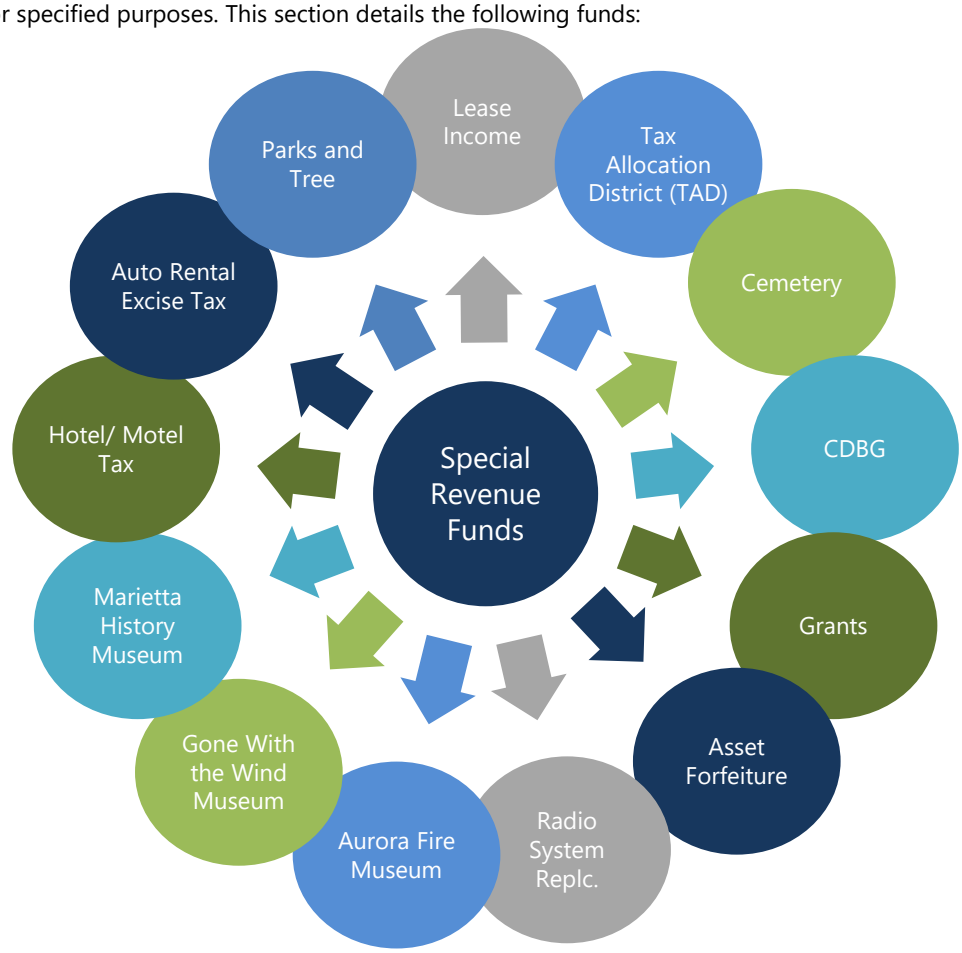
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	0	0	0	0	-1,020,572
Local Tourism	934,667	824,555	1,313,520	916,863	1,005,000
Tourism - Cobb Convention Center	573,091	622,563	608,875	633,990	674,256
Tourism - Marietta Conference Center	865,271	972,687	923,294	971,048	1,051,188
Operating Services	569,704	578,755	587,383	515,452	643,211
Indirect Cost Transfer to BLW Fund	3,009,147	2,924,700	2,924,700	2,924,700	2,924,700
Transfer to Golf Course	399,786	0	0	0	0
Transfer to Pension Fund	704,649	1,057,144	573,893	657,150	0
Miscellaneous Operating Transfers	0	0	0	0	0
Transfer to Self-Insurance Fund	1,542,769	2,364,873	1,899,545	2,089,765	2,863,251
Capital	0	183,997	1,495	5,897	1,000,000
Total Budget	**8,599,084**	**9,529,274**	**8,832,705**	**8,714,865**	**9,141,034**

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.

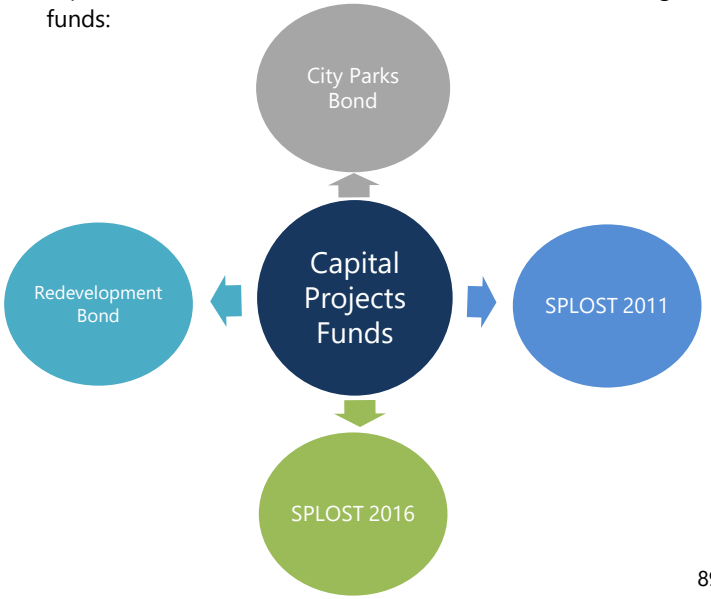
SPECIAL REVENUE FUNDS

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	2,759,321	2,657,813	2,851,500	2,769,825	2,720,525

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	851,154	851,155	851,155	851,155	851,154

CEMETERY FUND

The Cemetery Fund was set up in FY1989 as a result of HB 1658, Act 949. The Act amended a previous act reincorporating the City of Marietta, passed March 23, 1977 (Ga. Law 1977, p. 3541). Act 949 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, and includes 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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	44,927	12,546	66,604	42,733	109,011
Operating Services	121,781	90,447	78,068	48,262	157,365
Capital	15,095	0	0	0	0
Total Budget	**181,803**	**102,993**	**144,672**	**90,995**	**266,376**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
City Service Worker I/II - Parks & Grds.	2	2	2	2	2
Total Budgeted Positions	**2**	**2**	**2**	**2**	**2**



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. CDBG 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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	166,615	178,669	194,544	180,826	169,728
Operating Services	291,260	130,171	237,873	91,340	206,529
Capital	0	160	0	0	130,622
Total Budget	**457,875**	**309,000**	**432,417**	**272,166**	**506,879**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Community Development Manager	1	1	1	1	1
Community Development Specialist	1	1	1	1	1
Total Budgeted Positions	**2**	**2**	**2**	**2**	**2**



City of Marietta Home Rebuilt with CDBG Grant Funding

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	5,395	0	0	0	0
Operating Services	98,435	26,889	216,768	218,395	0
Capital	754,392	3,361,942	7,841	-314,082	0
Total Budget	**858,222**	**3,388,831**	**224,609**	**-95,687**	**0**

SPLOST GRANT FUND

The SPLOST Grant Fund consists of governmental monetary funds awarded for transportation projects outside of SPLOST. Grant funds are used for street resurfacing, sidewalks, trails, and other street related projects.

EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Capital	0	0	2,119,582	804,282	0
Total Budget	**0**	**0**	**2,119,582**	**804,282**	**0**

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	378,236	126,811	254,577	172,566	1,000,000
Capital	816,363	600,068	203,310	351,119	0
Total Budget	**1,194,599**	**726,879**	**457,887**	**523,685**	**1,000,000**

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	1,199,961	0	0	0	0

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	8,674	1,028	13,076	717	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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	0	0	62,740	139,830	163,919
Operating Services	0	0	41,680	83,613	87,000
Total Budget	**0**	**0**	**104,420**	**223,443**	**250,919**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Museum Collections Manager	0	0	1	1	1
Museum Curator	0	0	1	1	1
Museum Assistant PT (1 part-time)	0	0	0.5	0.5	0.5
Total Budgeted Positions	**0**	**0**	**2.5**	**2.5**	**2.5**



MARIETTA MUSEUM OF HISTORY

GONE WITH THE WIND MUSEUM FUND

The Gone With The Wind Museum Fund was established in FY2003 and accounts for the revenues and expenses associated with displaying 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*. During FY2018, the collection was relocated to Marietta's Brumby Hall.

EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	74,190	35,762	35,341	70,733	85,131
Operating Services	88,943	90,780	91,880	84,963	108,569
Capital	0	0	185,665	53,622	0
Total Budget	**163,133**	**126,542**	**312,886**	**209,318**	**193,700**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Museum Facilities Coordinator I/II	0	0	1	1	1
Exhibit Coordinator PT	1	0.5	0	0	0
Total Budgeted Positions	**1**	**0.5**	**1**	**1**	**1**



Marietta's Brumby Hall, Home to the Gone With The Wind Collection

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	2,885,136	3,128,429	3,143,887	3,210,076	3,454,750

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	398,675	476,389	575,024	705,935	645,250

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	43,994	66,319	104,131	27,172	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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	51,462	54,288	56,479	30,730	445
Operating Services	2,231,529	181,727	119,297	34,557	305,000
Capital	1,975,085	319,098	4,223,446	1,430,030	0
Total Budget	**4,258,076**	**555,113**	**4,399,222**	**1,495,317**	**305,445**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Manager, Parks and Grounds	0.00	0.00	0.00	0.25	0.25
Parks, Landscape & Open Spaces Mgr.	0.50	0.50	0.25	0.00	0.00
Total Budgeted Positions	**0.50**	**0.50**	**0.25**	**0.25**	**0.25**

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.

In FY2020, the Manager, Parks and Grounds position has 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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	0	0	0	218	9,100,000
Capital	24,024,049	9,517,581	6,823,714	200,993	0
Total Budget	**24,024,049**	**9,517,581**	**6,823,714**	**201,211**	**9,100,000**

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	184,758	0	0	0	0
Capital	7,907,596	4,364,392	4,205,086	3,419,202	4,191,806
Total Budget	**8,092,354**	**4,364,392**	**4,205,086**	**3,419,202**	**4,191,806**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
SPLOST Project Manager	1	0	0	0	0
Transportation Project Engineer	1	0	0	0	0
SPLOST Admin. Coordinator	1	0	0	0	0
SPLOST Support Specialist	1	0	0	0	0
Total Budgeted Positions	**4**	**0**	**0**	**0**	**0**



Your SPLOST Dollars at Work with New Road Construction

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	0	88,111	250,508	524,797	813,766
Operating Services	22,817	492,087	14,825	15,169	106,000
Capital	2,055,996	7,831,751	6,755,671	10,617,309	16,721,746
Total Budget	**2,078,813**	**8,411,949**	**7,021,004**	**11,157,275**	**17,641,512**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Deputy Director of PW - Transportation	0	0	0	1	1
Traffic Engineer	0	0	1	0	0
Transportation Project Engineer	0	0	1	3	3
Transportation Project Inspector I/II/III	0	0	2	1	2
Traffic Control Center Coordinator	0	0	1	1	0
Transportation Accounting Coord. I/II/III	0	0	0	1	1
SPLOST Admin. Coordinator	0	0	1	0	0
Total Budgeted Positions	**0**	**0**	**6**	**7**	**7**



Annual Street Resurfacing Suported by SPLOST Funding

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 FY20 are as follows:

Bond Issue	Principal	Interest	Total
Parks 2009D	1,170,000	58,500	1,228,500
Parks 2015 Refunding	195,000	526,450	721,450
Redevelopment 2013A	0	210,000	210,000
Redevelopment 2013B	2,835,000	2,122,015	4,957,015
Total	4,200,000	2,916,965	7,116,965

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	12,086,134	11,066,573	11,011,726	7,968,726	10,321,581

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	3,630,663,368
Debt limit: 10% of assessed value	363,066,337
Less: Debt applicable to debt limit	70,820,000
Legal debt margin	292,246,337

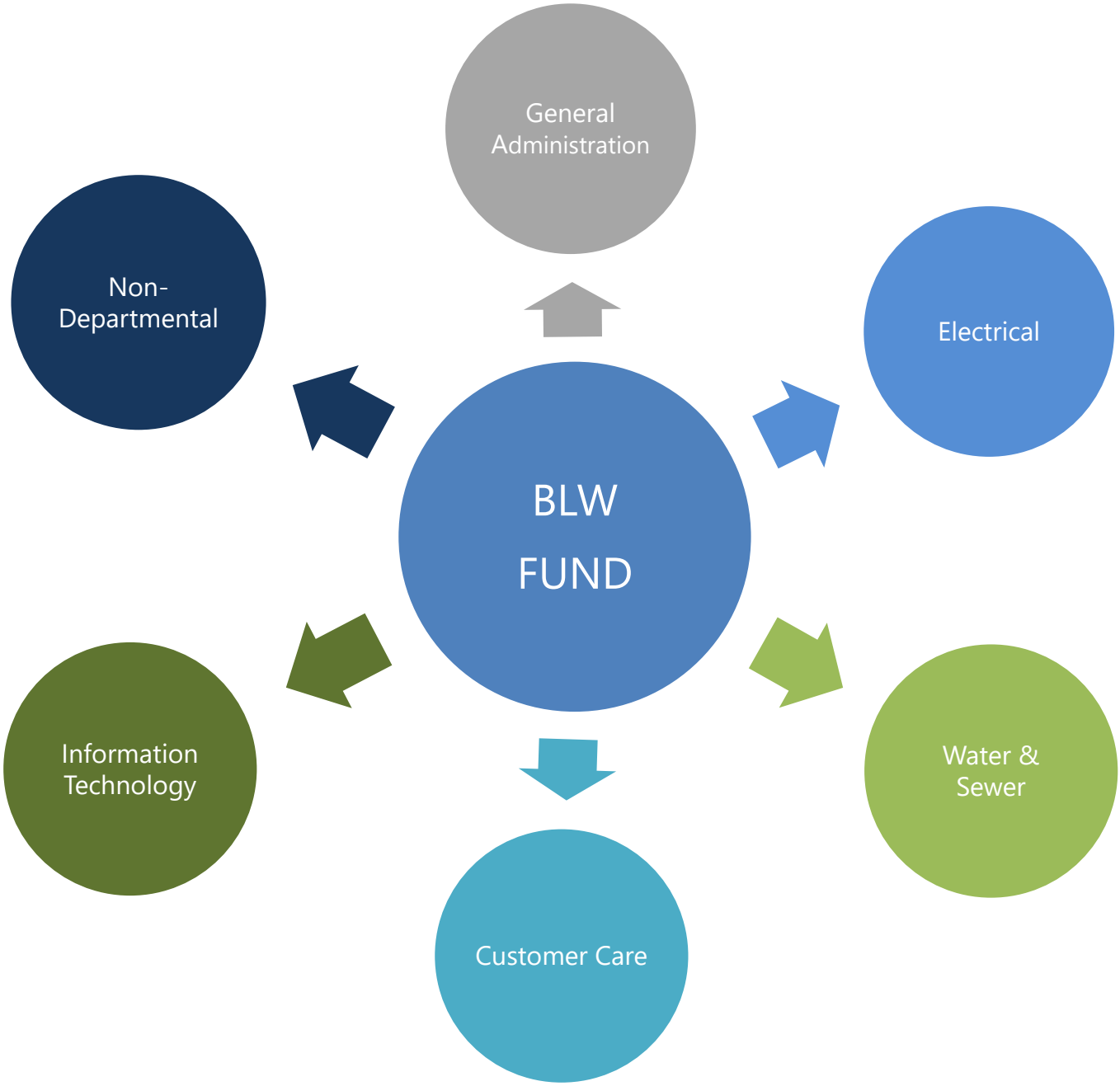


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PROPRIETARY FUNDS

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:



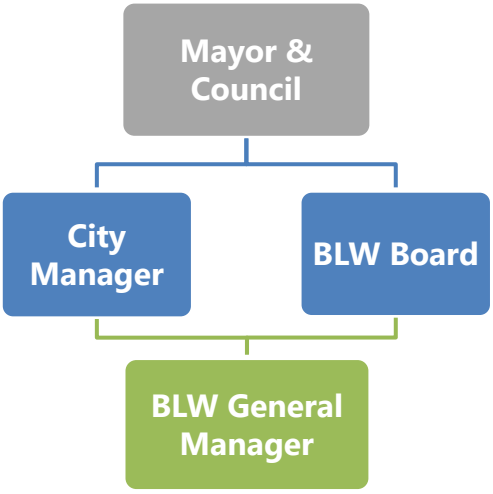


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BOARD OF LIGHTS AND WATER FUND
SUMMARIZED OPERATING BUDGET FY2020

BLW Fund Departments	Personal Services	Operating Services	Capital	Total Budget
General Administration				
BLW Board	29,400	18,800	0	48,200
General Manager's Office	286,588	161,688	27,400	475,676
Board Attorney	0	30,000	0	30,000
Total General Administration	**315,988**	**210,488**	**27,400**	**553,876**
Electrical				
Administration	332,007	205,837	40,787	578,631
Engineering	1,400,787	300,654	3,450,000	5,151,441
Marketing	212,264	123,533	0	335,797
Warehouse	393,351	51,131	27,000	471,482
Distribution	5,696,339	1,936,347	1,251,735	8,884,421
Operations & Maintenance	1,501,888	491,653	136,900	2,130,441
Cost of Goods Sold	0	82,311,612	0	82,311,612
Total Electrical	**9,536,636**	**85,420,767**	**4,906,422**	**99,863,825**
Water and Sewer				
Administration	657,739	168,986	0	826,725
Engineering	532,381	68,891	0	601,272
Pump Station Maintenance	189,228	18,925	0	208,153
Meter Maintenance	540,072	43,405	420,000	1,003,477
Water Distribution	740,879	459,679	1,797,782	2,998,340
Waste Water Collection	1,019,030	432,437	6,982,218	8,433,685
Cost of Goods Sold	0	18,337,723	0	18,337,723
Total Water and Sewer	**3,679,329**	**19,530,046**	**9,200,000**	**32,409,375**
Customer Care				
Administration	372,313	197,309	22,400	592,022
Customer Service	1,360,519	484,016	0	1,844,535
Meters and Services	742,395	108,968	123,461	974,824
Mail and Copy Center	120,000	836,248	0	956,248
Total Customer Care	**2,595,227**	**1,626,541**	**145,861**	**4,367,629**
Information Technology (IT)				
IT	1,237,273	1,595,375	200,000	3,032,648
Network Services	885,094	1,912,663	507,000	3,304,757
Service Desk	282,309	102,500	0	384,809
Total Information Technology	**2,404,676**	**3,610,538**	**707,000**	**6,722,214**
Non-Departmental	**1,128,389**	**23,204,208**	**0**	**24,332,597**
Total Operating Budget	**$19,660,245**	**$133,602,588**	**$14,986,683**	**$168,249,516**

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 $168 million and currently employs approximately 197 people. It is the largest municipal utility in the State, serving 46,934 customers in electrical, 17,294 in sewer, and 18,601 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

I. 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.

II. 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.

III. 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 the 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.

IV. 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.

V. 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.

VI. Improve and promote the image of the BLW to ensure its recognition as a key member of the community and that 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	FY18 Actual	FY19 Estimate	FY20 Budget
Meetings Held:			
Board of Lights and Water – Regular	12	12	11
Board of Lights and Water – Special	1	1	2
Board of Lights and Water Committees	4	4	3
Resolutions Executed	14	12	15

GOALS ACCOMPLISHED

- Successfully completed $7.2 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) for five consecutive years.
- 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: New customer Power Outage Map application; improved IVR in Dispatch for outages; implemented performance accelerator for web-based meetings; added new fiber ring for operational communication; replaced UPS at Fort Hill; implemented secure e-mail gateway; upgraded Click 2Gov for web payments; added 3 wireless access points for BLW & Electrical O&M; implemented new cloud-based 811 system for Water & Electric.
- Annual revenue increased by $288,401 due to winning Customer Choice jobs.
- Conducted 1,932 online energy audits and issued $6,630 in Energy Efficiency rebates.
- Conducted a security lights audit, which resulted in gaining $37,621 in annual revenue.
- Residential gas to electric conversions resulting in $1,125 added revenue.
- Maintained yearly professional, technical, and safety training standards according to Federal and State requirements.
- Actively exploring natural gas marketing to expand our utility offerings to customers.

GENERAL ADMINISTRATION

EXPENDITURE SUMMARY

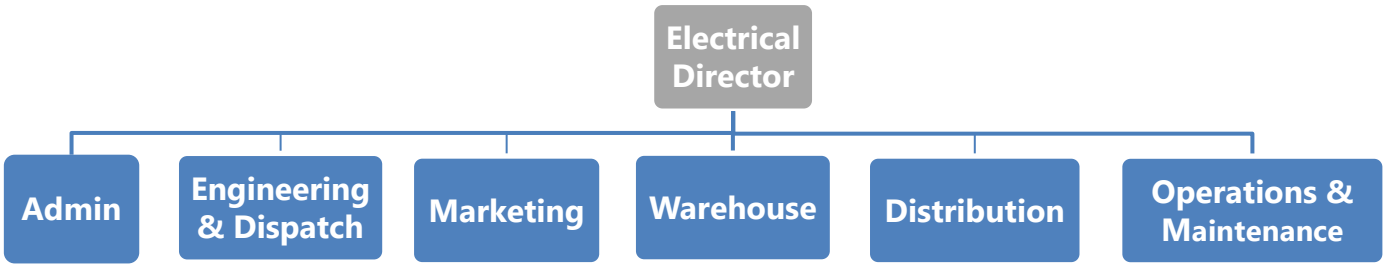
Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	277,086	278,107	292,546	306,485	315,988
Operating Services	153,046	284,577	148,041	142,044	210,488
Capital	0	0	1,999	44,193	27,400
Total Budget	**430,132**	**562,684**	**442,586**	**492,722**	**553,876**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 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
Total Budgeted Positions	**9**	**9**	**9**	**9**	**9**



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 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, increases revenues and customer satisfaction, and promotes energy efficiency and water conservation efforts. The Marketing Division 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 maintaining inventory controls 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 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, and 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

I. 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.

II. 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.

III. 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.

IV. 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.

V. 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 & investigate new opportunities to increase communication with commercial and residential customers.
- Deliver monthly newsletter to commercial and industrial customers.

ELECTRICAL

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
New Customer Work Orders	324	275	325
Lighting Repair Work Orders	1,208	1,520	1,200
Line Clearance (miles)	99	75	65
Trees Removed on System	628	620	620
Meter Site Audits	300	350	350
Transformer Infrared Scanning	353	550	550
System Average Interruption Duration (minutes) - January to December	100	90	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	75%	100%	75%
Residential/Commercial Conversions (Gas to Electric)	28kW	25kW	40kW
Residential Energy Efficiency Rebates	$6,095	$7,000	$7,500
Competitive Sales in Key Account Market	$0	$10,000	$10,000
Outdoor Lighting Audit	$21,021	$60,000	$50,000

GOALS ACCOMPLISHED

- Review 50% of feeders for proper protection and coordination.
- Completed 100% of duct bank work for Powder Springs SPLOST project.
- Connected 2 SCADA switches to fiber optic network.
- Installed 11 additional SCADA switches.
- Completed 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 6 vehicles: 1 bucket truck, 4 utility vehicles, and 1 digger derrick.
- 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

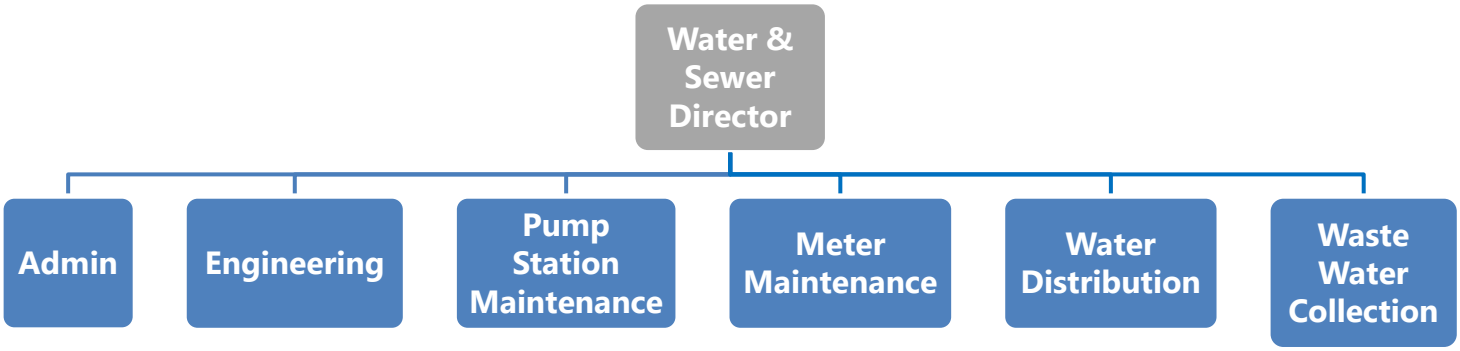
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	7,630,551	7,897,197	8,380,987	8,724,343	9,536,636
Operating Services	3,177,322	3,299,993	3,064,433	3,593,497	3,109,155
Cost of Goods Sold	90,840,775	87,618,390	83,246,050	79,398,158	82,311,612
Capital	3,712,268	7,285,025	5,902,173	6,153,459	4,906,422
Total Budget	**105,360,916**	**106,100,605**	**100,593,643**	**97,869,457**	**99,863,825**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 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	5	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	1	1	1	1
Marketing Representative	0	1	1	1	1
Warehouse Manager	1	1	1	1	1
Foreperson Warehouse	1	1	1	1	1
Material Processor I/II	3	3	3	3	3
Operations Manager Distribution	1	1	1	1	1
Electrical Distribution Coordinator	1	1	1	1	1
Supervisor Electrical	2	2	3	3	3
Foreperson Electrical	8	8	8	8	8
Apprentice Line Worker/Line Worker	31	31	31	32	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 Electrical	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	8	9	8	8
Thermography Technician	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**86**	**86**	**88**	**88**	**88**

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, wastewater collection and water resource management services, while maintaining fiscal responsibility.

GOALS AND ACTIONS

I. Maximize water revenues through the reduction of real and apparent water losses

- Continue yearly replacement program of 7.5% 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%.

II. 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.

III. 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.

IV. Improve system reliability with infrastructure improvements

- Replace 1% of water transmission lines on a yearly basis to improve system reliability.
- Replace 1% 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 wastewater pump station on an annual basis.
- Inspect, exercise and repair 5% of valves in the distribution system on a yearly basis.
- 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.

V. Maintain training standards for all employees in accord with State law requirements

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

WATER AND SEWER

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
Distribution Water Loss: Goal is 11.7%	12%	<10.0%	<10.0%
Water Distribution Failures: Goal is 35.4 per 100 miles of pipe	59.4	<35.4	<35.4
Waste Water Collection Failures: Goal is 7.2 per 100 miles of pipe	14.7	<7.2	<7.2
Technical Complaints: Goal is 6.9 per 1,000 accounts	31.3	<6.9	<6.9
Sanitary Sewer Overflows (SSO): Goal is 7.3 per 100 miles of pipe	5.0	<7.3	<7.3
Training Hours per employee: Goal is 20 hours	>20	>20	>20

GOALS ACCOMPLISHED

- Replaced 7.5% of small and 20% of medium sized water meters.
- Performed water pipe leak detection surveys on 3% of the distribution system.
- Executed compliance inspections of the estimated 1,593 high and medium hazard backflow locations.
- Prepared and distributed Consumer Confidence reports to approximately 33,000 customers.
- Inspected 5% of small diameter pipes in the collection system through Closed Circuit TV (CCTV).
- Installed sewage flow meters at key locations in the collection system to monitor impact of redevelopment.
- Inspected and repaired 5% of the valves and 20% of large diameter pipes in the distribution system
- Replaced priority wastewater collection lines to improve system reliability.
- Developed and funded programs to install sanitary sewer in critical septic tank areas.
- Reported 5.0 miles Sanitary Sewer Overflows (SSO) per 100 miles of collection system pipe.
- Conducted professional development and safety training for all employees.
- Completed 19.8 hours of training per employee. Includes safety and professional development training.
- Completed Operator Certification Training as required by Federal and State law.
- City Storm Water Engineer received State of Georgia's Level II Certified Design Professional of the Year.



WATER AND SEWER

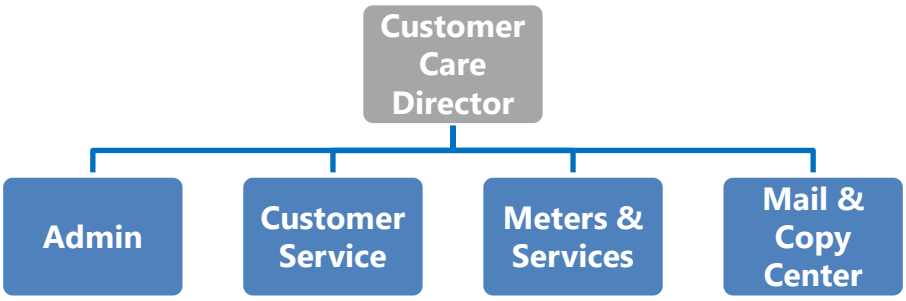
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	3,238,242	3,020,234	3,108,778	3,210,189	3,679,329
Operating Services	1,140,822	1,151,594	1,058,910	1,032,892	1,192,323
Cost of Goods Sold	17,129,645	17,805,309	17,465,696	16,884,658	18,337,723
Capital	6,903,724	3,825,641	6,159,774	5,842,947	9,200,000
Total Budget	**28,412,433**	**25,802,778**	**27,793,158**	**26,970,686**	**32,409,375**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 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 Water & Sewer	1	1	1	1	1
Inspector Water & Sewer	1	1	1	1	1
Dispatcher Water & Sewer	1	1	1	1	1
Engineering Manager	1	1	1	1	1
Utility Services Administrator	0	1	1	1	1
Inspector Water & Sewer	2	2	2	2	2
GIS Coordinator Water & Sewer	1	1	1	1	1
Project Manager	1	0	0	0	0
Foreperson I/II/III - Pump Station	1	1	1	1	1
System Operator II - Pump Station	0	0	0	0	1
Pump Station Mechanic	1	1	1	1	0
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 I/II/III - Water Distribution	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 I/II/III - Sewer	3	3	3	3	3
Apprentice/System Operator I/II - Sewer	9	9	9	9	9
Total Budgeted Positions	**43**	**43**	**43**	**43**	**43**

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, performing service orders for connection and disconnection per customer request. When 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

I. 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.

II. 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.

III. 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.

IV. 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.

V. 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	FY18 Actual	FY19 Estimate	FY20 Budget
Number of Customer Phone Calls	94,753	93,576	90,769
Number of Meter Readings	794,062	794,459	794,850
Maintenance & Data Accuracy of Master Data File	98%	99%	99%
Number of Utility Cut-Offs	12,638	13,270	13,600
Uncollectible Receivables (as % of Revenue $)	0.29%	0.23%	0.30%
Average Wait Time per Customer Call (Min:Sec)	4:16	4:36	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.
- Established a promotional training program for third level Customer Service Representatives.



CUSTOMER CARE

EXPENDITURE SUMMARY

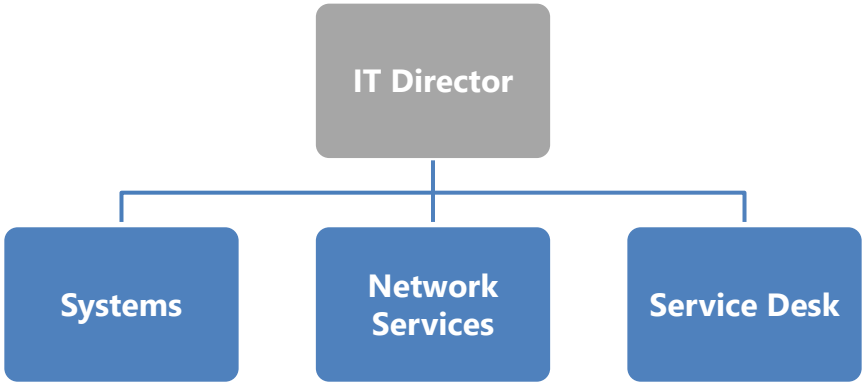
Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	2,283,659	2,161,888	2,219,444	2,321,531	2,595,227
Operating Services	1,317,817	1,369,006	1,309,699	1,326,416	1,626,541
Capital	34,637	72,612	204,294	128,092	145,861
Total Budget	**3,636,113**	**3,603,506**	**3,733,437**	**3,776,039**	**4,367,629**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Director of Customer Care	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Customer Care Analyst	2	2	2	2	2
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
Receptionist	0	0	0	0	1
Switch Board Clerk	1	1	1	1	0
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	2	2	2	2	2
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
Total Budgeted Positions	**41**	**41**	**41**	**41**	**41**



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

I. 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.

II. 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.
- Tracking of assets & more AVL for vehicles.
- Upgrade and replace AV equipment for Municipal Courts.
- Utilize drones for utility operational tasks.
- Implement a Security Operations Center.

III. 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.

IV. Provide efficient, consolidated and reliable infrastructure and services

- Upgrade and replace equipment for climate-controlled server room.
- Provide a robust and secure infrastructure that fosters collaboration and access to critical business data.
- Virtualize and converge SCADA utility servers and replace firewalls.
- Implement Failure/Detection/Isolation/Recovery (FDIR) technology in the Electrical department.

V. Provide upgraded Cyber security for the City

- Protect city data through robust security protocols.
- Replace and upgrade secondary firewall and back-up solutions.
- Implement a robust cyber training program for enterprise.
- Develop a phishing campaign to improve user understanding of cyber-attacks.

VI. 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.
- Implement a Meter Data Management System.

INFORMATION TECHNOLOGY

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 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	12	12	12
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 the physical iSeries and the Sungard Public Sector application system to major version 9.1.18.2.
- Rolled out 300 new Windows 10 machines.
- Replaced and upgraded the subscriber units for the county's public safety radio system.
- Built a test Interactive Voice Response (IVR) for outages.
- Updated City orthophotography to photographs from 2018.
- Replaced sign plotter and cutter for the Traffic Division.
- Developed the City of Marietta Skill application, enabling all devices to use Alexa and Google Assistant.
- Received 2018 Mobility Smart 50 Award for the Marietta TravelSafely Application.





INFORMATION TECHNOLOGY

EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	1,987,755	2,006,348	1,948,300	2,190,498	2,404,676
Operating Services	2,589,274	2,956,412	2,918,817	3,235,881	3,610,538
Capital	710,876	749,707	603,865	433,414	707,000
Total Budget	**5,287,905**	**5,712,467**	**5,470,982**	**5,859,793**	**6,722,214**

PERSONNEL DETAIL

Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Director of IT	1	1	1	1	1
Deputy Director Proj. Mgmt. Visual Image Design	0	0	0	1	1
Deputy Director / Project Manager	1	1	1	0	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	2	2	2
Systems Developer	1	1	1	1	1
GIS Analyst	2	2	2	2	2
Senior Business Analyst	1	1	0	0	0
Technology Specialist - Information Technology	1	1	0	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	1	1	1	1	1
Network Security Engineer	1	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	0	0	0
PC Technician - Network Services	1	1	0	0	0
Service Desk Manager	0	0	1	1	1
Technology Specialist - Service Desk	0	0	1	1	1
PC Specialist - Service Desk	0	0	1	1	1
PC Technician - Service Desk	0	0	1	1	1
Total Budgeted Positions	**22**	**22**	**23**	**23**	**23**

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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.

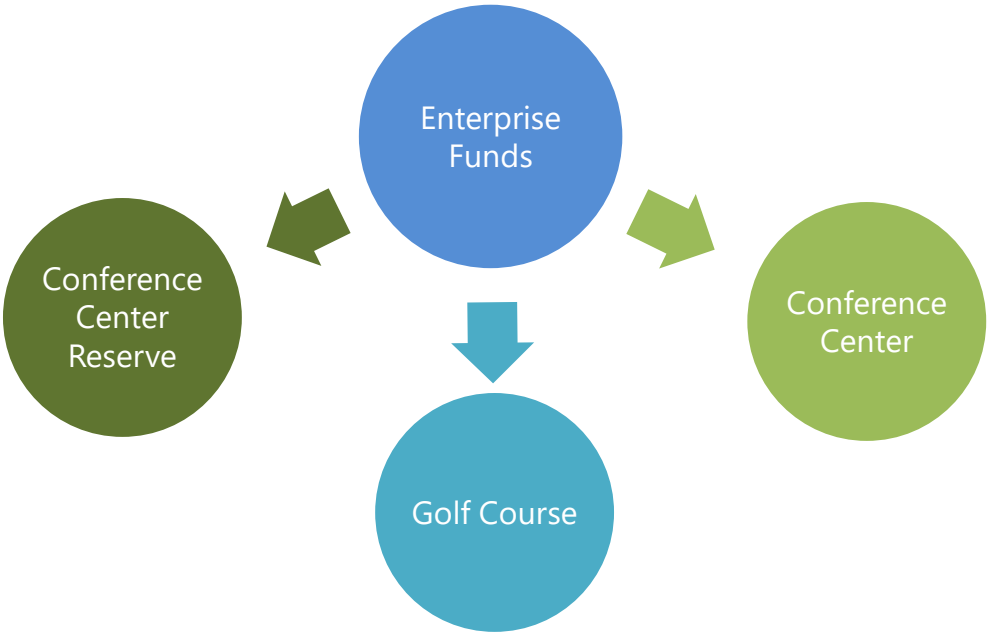
EXPENDITURE SUMMARY

Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	114,292	769,314	1,367,865	700,000	1,128,389
Miscellaneous Operating Services	612,656	634,535	650,969	651,052	722,071
Utilities-City Hall	133,146	132,309	139,126	146,940	142,000
Utilities-Lights/Signals	1,293,952	1,219,669	1,199,826	1,164,411	1,205,000
Utilities-General Fund	707,911	759,852	753,839	849,883	816,103
Utilities-BLW Building	91,960	91,863	92,355	90,835	95,000
Designated Contingency	0	0	0	0	0
Operating Transfer to General Fund	11,000,000	11,000,000	12,000,000	13,200,000	13,200,000
Indirect Cost Transfer to Gen. Fund	2,845,854	2,845,854	2,845,854	2,845,854	2,845,854
Transfer to Pension Fund	98,599	481,916	229,541	642,850	342,850
Transfer to Other Funds	0	0	600,000	20,000	0
Transfer to BLW Trust Fund	0	0	0	0	0
Transfer to Self-Insurance Fund	1,004,638	1,139,030	956,794	1,255,254	1,555,254
Transfer to Vogtle Trust	1,235,076	1,235,076	1,835,076	1,835,076	1,835,076
Miscellaneous Expenses	415,497	540,615	518,593	418,666	445,000
Depreciation	7,276,993	7,188,311	7,386,818	7,386,284	0
Total Budget	**26,830,574**	**28,038,344**	**30,576,656**	**31,207,105**	**24,332,597**

Note: FY20 depreciation expenses are zero 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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Principal and Interest Payments	10,290	0	-136,395	0	0
Operating Services	1,402,857	1,611,491	1,714,315	1,466,318	1,601,131
Capital	0	0	0	229,992	146,063
Total Budget	**1,413,147**	**1,611,491**	**1,577,920**	**1,696,310**	**1,747,194**



Preparing to Replace the Greens with TifEagle Bermudagrass

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

I. Continue to improve facility aesthetics and level of service commensurate with a multi-star resort

- Upgrade and replace decorative items throughout the clubhouse.
- Refinish Golf Shop counter.
- Install new AC unit in Golf Shop.

II. 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 partnerships 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.

III. 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.
- Install and maintain landscaping for improved safety, playability, and appearance.
- Improve infrastructures as needed, this would include 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.

IV. 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.

V. Increase level of customer service through training and team-building events

- Build a team of energetic and 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.
- Ensure employees have the tools and information necessary to provide great customer service.

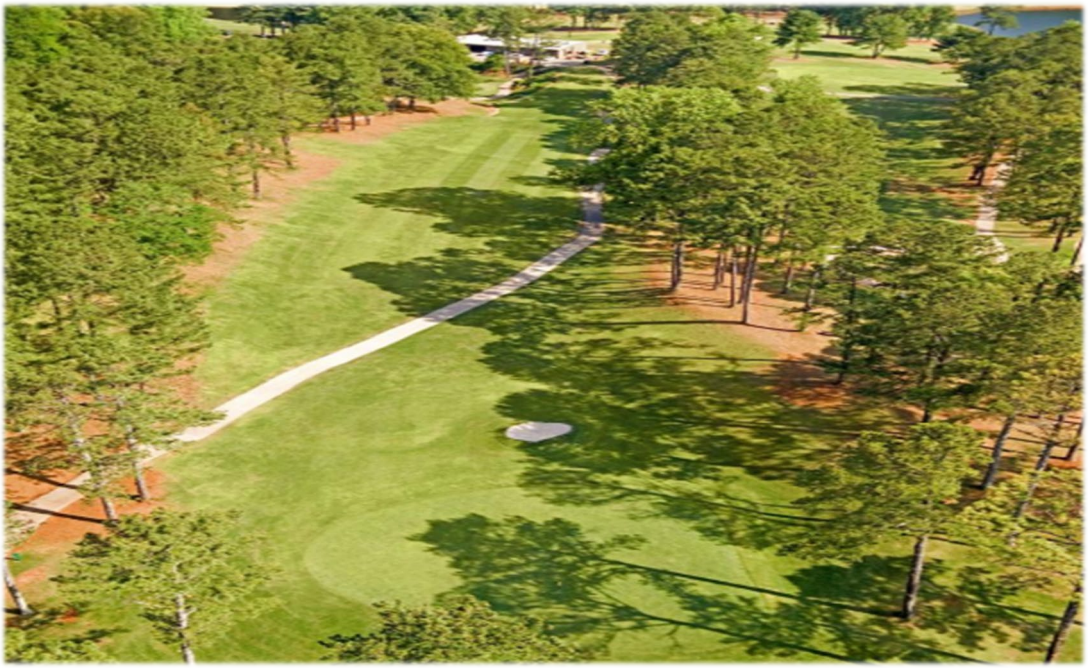
GOLF COURSE FUND

PERFORMANCE MEASUREMENTS

Measurement	FY18 Actual	FY19 Estimate	FY20 Budget
Adjusted number of rounds	32,782	34,971	35,200
Income - Golf	$1,282,783	$1,471,800	$1,472,400
Income - Pro Shop/Room rental	$13,700	$15,000	$16,000
Income - Food and Beverage	$241,708	$233,800	$243,536
Income - Total Revenue	$1,538,191	$1,720,600	$1,731,936
Income (per round)	$46.95	$46.10	$49.20
Food and Beverage Income per Round	$7.42	$7.41	$6.92
Expenses	$1,268,127	$1,152,649	$1,368,863
Profit Margin	17.56%	33.01%	20.96%

GOALS ACCOMPLISHED

- Replaced HVAC unit in Grill.
- Painted interior and exterior of clubhouse.
- Replaced insulation in attic.
- Converted greens to TifEagle Bermudagrass.
- Replaced range picker unit
- Replaced beverage cart unit



Overhead Glimpse of Driving Hole #5

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	1,610,435	1,681,021	1,779,576	1,266,806	2,852,478
Capital Projects	0	0	0	100,164	0
Total Budget	**1,610,435**	**1,681,021**	**1,779,576**	**1,366,970**	**2,852,478**

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	0	61,297	23,293	0	145,062

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 also 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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	14,084,969	14,956,260	14,586,305	16,282,786	18,902,822

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Personal Services	808,442	788,310	899,436	897,866	1,009,362
Operating Services	2,517,665	2,674,360	2,749,016	2,716,576	2,643,403
Capital	0	12,552	20,790	100,079	70,500
Total Budget	**3,326,107**	**3,475,222**	**3,669,242**	**3,714,521**	**3,723,265**

PERSONNEL DETAIL

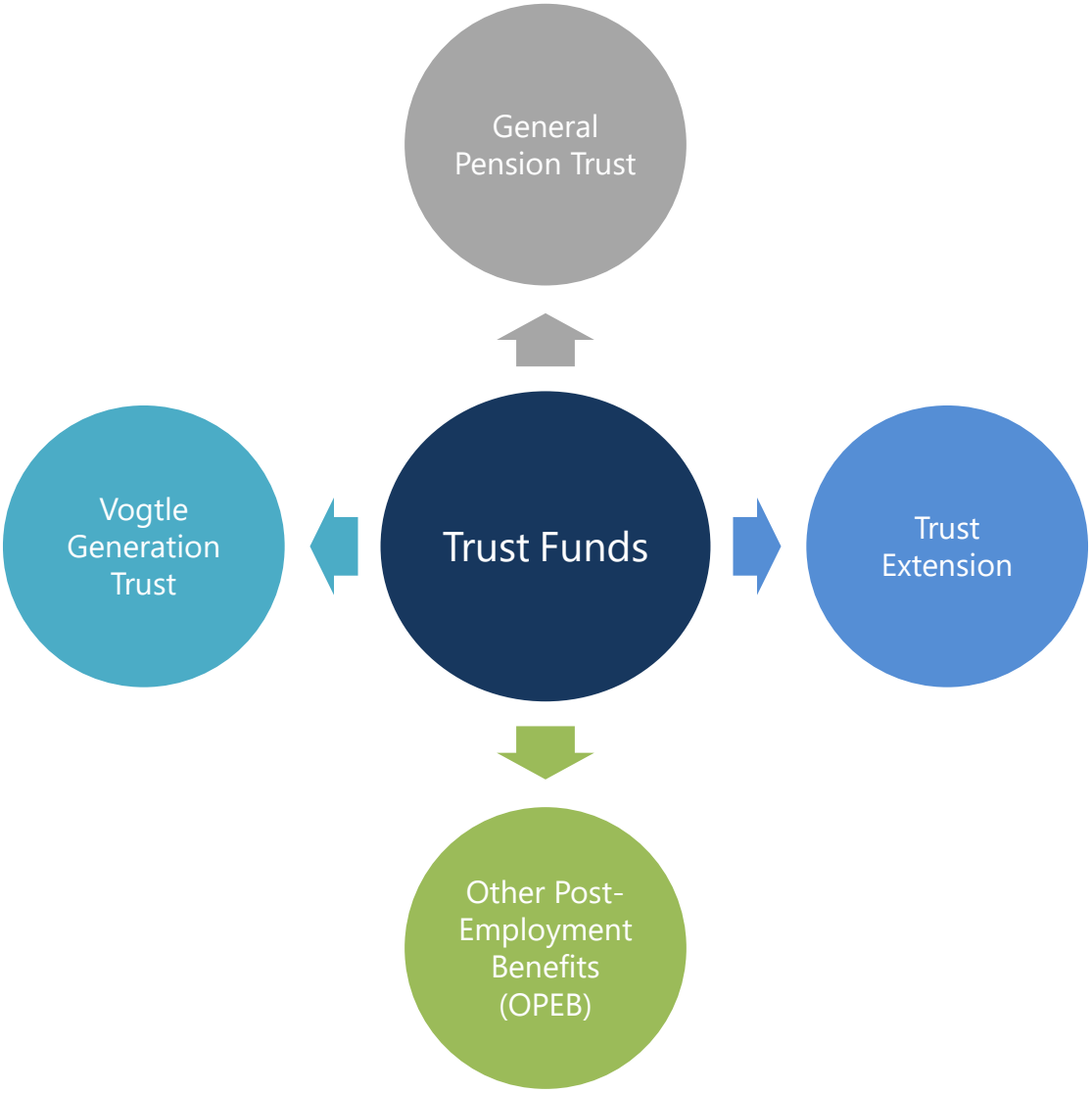
Title	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Supervisor Fleet Maintenance	1	1	1	1	1
Foreperson I/II/III	2	1	1	1	1
Mechanic I/II/III	8	9	9	9	9
Fleet Support Specialist I/II/III	0	1	1	1	1
Service Advisor I/II/III	1	1	1	1	1
Automotive Service Worker	1	1	1	1	1
Administrative Assistant I	1	0	0	0	0
Small Engine Mechanic	1	0	0	0	0
Total Budgeted Positions	**15**	**14**	**14**	**14**	**14**



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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	11,015,533	11,838,785	12,646,261	13,320,105	14,638,261

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	22,066	0	3,735,758	6,446	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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	0	0	1,000,000	1,000,000	4,143,720

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	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate	FY20 Budget
Operating Services	0	0	0	0	1,835,076



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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, FY2020, of the five-year plan. The Five-Year Improvement Program is shown below in two different summaries.

Capital Improvement Program by Fund Type

	FY2020	FY2021	FY2022	FY2023	FY2024
General Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
HUD-CDBG	130,622	0	0	0	0
City Parks Bond Fund	0	501,133	0	0	0
Redevelopment Bond Fund	9,100,000	0	0	0	0
SPLOST 2011 Fund	4,191,806	0	0	0	0
SPLOST 2016 Fund	16,721,746	0	0	0	0
Golf Course Fund	146,063	487,423	279,000	206,000	236,000
BLW Fund	14,986,683	18,880,900	15,027,501	14,746,303	14,725,906
Fleet Fund	70,500	0	0	0	0
TOTAL	**$46,347,420**	**$20,869,456**	**$16,306,501**	**$15,952,303**	**$15,961,906**

Capital Improvement Program by Category Type

	FY2020	FY2021	FY2022	FY2023	FY2024
Computer and Technology	927,000	1,035,000	530,000	785,000	630,000
Facility Improvements	151,800	558,633	359,000	155,000	60,000
Miscellaneous Projects	1,264,122	1,338,300	1,070,000	1,062,000	1,209,000
Vehicles & Powered Equipment	1,000,946	2,954,423	1,995,300	1,760,000	1,855,500
Utility Projects	22,090,000	14,983,100	12,352,201	12,190,303	12,207,406
Transportation Projects	20,913,552	0	0	0	0
TOTAL	**$46,347,420**	**$20,869,456**	**$16,306,501**	**$15,952,303**	**$15,961,906**

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.

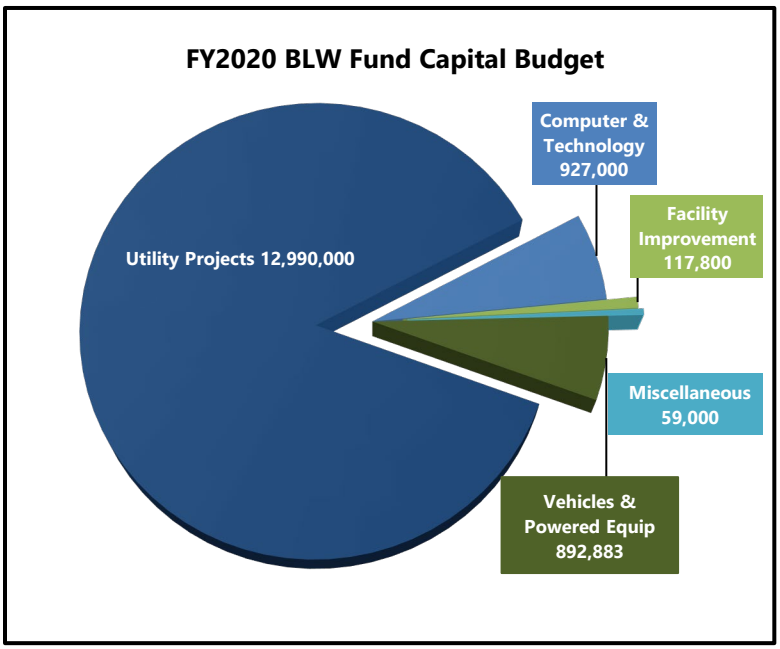
Computer and Technology relates to those items such as desktop PCs, network servers, system software, and copiers. Facility Improvements are those improvements made to existing structures and park grounds, as well as the construction of new buildings. Vehicles, heavy equipment, and machinery fall under 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 FY2020 is approximately $15 million. Utility projects make up about 86.7% of the BLW capital budget. Of these, Electrical projects total about $3.7 million, Water and Sewer projects equal about $9.1 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 $927,000 and make up 6.2% of the BLW's capital expenditures. Miscellaneous Projects totaling $59,000 includes battery operated tools and four replacement fuel operated rammer tamps for Electrical Distribution.

The Vehicles and Powered Equipment category, totaling $892,883 makes up 6.0% of the total BLW capital budget. The FY2020 budget includes funding for an International Bucket Truck, a Digger Derrick, and multiple F-150 and F-350 pickup trucks for Meter and Services, Electrical Distribution, and Electrical Operation and Maintenance. Powered equipment purchases include a Walk Behind Scrubber & Sweeper, a Bobcat Track loader, handheld power equipment, and three trailers.

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, buy a new refrigerator for the Grill, refinish the golf shop counter, and purchase a Toro 7000-D Fairway Mower and Toro Versa Vac. The Fleet Fund will purchase three tank monitoring dispensers, a diesel exhaust fluid dispenser unit, and a R134A recovery and recycling unit. CDBG capital expenses include costs associated with auditing and facility improvements.

The largest portion of Capital Projects Funds is the 2011 SPLOST Fund and 2016 SPLOST Fund, in which $4.2 million and $16.7 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.

Details regarding Marietta's five-year capital improvement plan can be found on the next several pages followed by a FY2020 summary listing all capital projects.

CAPITAL IMPROVEMENT PROGRAM

Computer & Technology

Item

Computer Hardware and Software

Description

In FY20, funds were budgeted within the IT department for a new fire suppression and air management server for City Hall, a meter data management storage system, 40 replacement laptops, SCADA firewall replacements, a workorder system and power quality replacement software for the Electrical Department. Funding has also been reserved for Electrical Engineering to purchase SCADA/Fiber Network replacements and metering software.

Impact on FY2020 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 FY2020.

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	927,000	1,035,000	530,000	785,000	630,000
Total	**927,000**	**1,035,000**	**530,000**	**785,000**	**630,000**

Facility Improvements

Item

Building and Outdoor Improvements

Description

The FY2020 budget provides funding for the City Club Golf Course to replace a HVAC unit and refinish the golf shop counter. Funding is also included for the BLW for new bird netting installation in truck bay, replace gutters and downspout for administrative building, Customer Care carpet replacement and paint renovations, mold and lead remediation and replacement toilets for Electrical Distribution, and a new trolley drive unit at the BLW Warehouse.

Impact on FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
Golf Course Fund	34,000	57,500	59,000	5,000	20,000
BLW Fund	117,800	0	300,000	150,000	40,000
Total	**151,800**	**57,500**	**359,000**	**155,000**	**60,000**

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 FY2020 Operating Budget

The FY2020 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 FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
City Parks Bonds	**0**	**501,133**	**0**	**0**	**0**

CAPITAL IMPROVEMENT PROGRAM

Vehicles and Powered Equipment

Item

Additional and Replacement Vehicles

Description

The FY2020 budget includes funding for an International Bucket Truck, a Digger Derrick, and multiple F-150 and F-350 pickup trucks for Meter and Services, Electrical Distribution, and Electrical Operation and Maintenance.

Impact on FY2020 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 FY2020, 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 $495,000 for commercial and purchased repairs and $1,023,000 for internal repairs, parts and tires.

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**737,123**	**2,063,100**	**1,249,300**	**1,226,000**	**1,192,500**

Item

Powered Equipment

Description

The City Club Golf Course will purchase a Toro 7000-D Fairway Mower and Toro Versa Vac. Powered equipment purchases for the Electrical Department includes a Walk Behind Scrubber and Sweeper for warehouse, a replacement Bobcat Track loader and trailers. Water is replacing handheld power equipment and also a trailer.

Impact on FY2020 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 FY2020 for repair and maintenance costs for equipment purchased in prior years.

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
Golf Course Fund	108,063	422,923	215,000	182,000	202,000
BLW Fund	155,760	468,400	531,000	352,000	461,000
Total	**263,823**	**891,323**	**746,000**	**534,000**	**663,000**

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 FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**1,000,000**	**1,000,000**	**1,000,000**	**800,000**	**800,000**

Item

Underground Cable Replacement Program

Description

This project replaces 10% of aging XLP insulated primary voltage underground cable. The FY2020 budget includes funding for contractual underground boring crews.

Impact on FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**500,000**	**650,000**	**650,000**	**700,000**	**700,000**

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 FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**847,228**	**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 FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**560,000**	**3,075,000**	**3,075,000**	**3,075,000**	**3,075,000**

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 FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**460,000**	**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 FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**6,717,772**	**4,432,000**	**3,230,000**	**3,230,000**	**3,230,000**

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 FY2020 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 FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**

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 FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
BLW Fund	**2,305,000**	**3,966,100**	**2,537,201**	**2,525,303**	**2,542,406**

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 FY2020 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 FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
Redev Bond Fund	**9,100,000**	**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 FY2020 budget provides funding in the Fleet Department to purchase dispensers for a tank monitoring system, a diesel exhaust fluid dispenser unit, and a R134A recovery and recycling unit. The Golf Course will purchase a new refrigerator for the Grill. The BLW will replace battery operated tools and fuel operated rammer tamps for Electrical Distribution.

Impact on FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
General Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
HUD-CDBG	130,622	-	-	-	-
Fleet	70,500	-	-	-	-
Golf Course Fund	4,000	7,000	5,000	19000	14,000
BLW Fund	59,000	331,300	65,000	43,000	195,000
Total	**1,264,122**	**1,338,300**	**1,070,000**	**1,062,000**	**1,209,000**

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 FY2020 Operating Budget

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

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
SPLOST 2011	**4,191,806**	**0**	**0**	**0**	**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 FY2020 Operating Budget

The FY2020 SPLOST Fund budget includes funding for the salaries and benefits of several dedicated SPLOST employees.

Funding

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
SPLOST 2016	**16,721,746**	**0**	**0**	**0**	**0**

FY2020 CAPITAL SUMMARY BY DEPARTMENT

Fund / Department	Computer & Tech.	Facility Improv.	Misc. Projects	Veh. & Equip.	Utility Projects	Trans. Projects	Total
General Fund							
Designated Contingency			1,000,000				**1,000,000**
HUD-CDGB			130,622				**130,622**
SPLOST 2011 Fund						4,191,806	**4,191,806**
SPLOST 2016 Fund						16,721,746	**16,721,746**
Golf Course Fund							
Food & Beverage			4,000				4,000
Maintenance				108,063			108,063
Operations		34,000					34,000
Golf Course Fund Total	0	34,000	4,000	108,063	0	0	**146,063**
BLW Fund							
General Manager		27,400					27,400
General Manager Total	0	27,400	0	0	0	0	27,400
Information Technology:							
IT	200,000						200,000
Network Services	507,000						507,000
Information Tech. Total	707,000	0	0	0	0	0	707,000
Customer Care:							
Administration		22,400					22,400
Meters & Service				73,461	50,000		123,461
Customer Care Total	0	22,400	0	73,461	50,000	0	145,861
Electrical:							
Administration				40,787			40,787
Engineering	220,000				3,230,000		3,450,000
Distribution		65,000	59,000	677,735	450,000		1,251,735
Ops. & Maint.				41,900	95,000		136,900
Warehouse		3,000		24,000			27,000
Electrical Total	220,000	68,000	59,000	784,422	3,775,000	0	4,906,422
Water & Sewer:							
Meter Maintenance				5,000	420,000		425,000
Water Distribution				30,000	1,767,782		1,797,782
Waste Water Coll.					6,977,218		6,977,218
Water & Sewer Total	0	0	0	35,000	9,165,000	0	9,200,000
BLW Fund Total	927,000	117,800	59,000	892,883	12,990,000	0	**14,986,683**
Fleet Maintenance Fund							
Fleet Maintenance			70,500				**70,500**
Grand Total	**927,000**	**151,800**	**1,264,122**	**1,000,946**	**12,990,000**	**20,913,552**	**37,247,420**

APPENDIX

File No. 20190467

ORDINANCE NO: 8092

AN ORDINANCE

ADOPTING An Annual Budget for the fiscal year beginning July 1, 2019 and ending June 30, 2020 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 2020 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 2020 for operating and providing governmental and other public purposes, paying debt on general bonds, maintaining and repairing City owned cemeteries, the following millage rates:

Levy		Millage Rate
General		2.788
Debt Service:		
Parks Bond	0.750	
Redevelopment Bond	1.750	
Debt Service Total		2.500
Cemetery		.079
Total		5.367

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, 2020 are hereby adopted as shown on the following pages:

	Anticipated Revenues	Appropriated Expenditures
General Fund		
Operating Revenue and Other Sources	$61,796,403	
City Council		286,240
City Clerk		281,572
Municipal Court		1,502,017
Mayor		135,508
City Manager		1,024,618
Finance		2,594,398
City Attorney		375,000
Human Resources and Risk Management		770,126
Civil Service Board		7,913
Development Services		1,964,340
Public Works		8,800,333
Parks, Rec and Facilities		4,421,904
Police		17,061,168
Fire		13,430,232
Non-Departmental		9,141,034
Total General Fund	**$61,796,403**	**$61,796,403**
Lease Income Fund		
Operating Revenue	**$2,720,525**	
Debt Service		**$2,720,525**
Cemetery Maintenance Fund		
Operating Revenue and Other Sources	**$266,376**	
Expenditures		**$266,376**
Community Development Block Grant Fund		
Operating Revenue	**$506,879**	
Expenditures		**$506,879**
Police Asset Forfeiture Fund		
Operating Revenue	**$1,000,000**	
Expenditures		**$1,000,000**
Museum of History Fund		
Operating Revenue and Other Sources	**$250,919**	
Expenditures		**$250,919**
Gone With the Wind Museum Fund		
Operating Revenue and Other Sources	**$193,700**	
Expenditures		**$193,700**
City Parks Bond Fund		
Operating Revenue	**$305,445**	
Expenditures		**$305,445**
Hotel Motel Tax Fund		
Operating Revenue	**$3,454,750**	
Expenditures		**$3,454,750**
Auto Rental Excise Tax Fund		
Operating Revenue	**$645,250**	
Expenditures		**$645,250**
Redevelopment Bond Fund		
Operating Revenue	**$9,100,000**	
Expenditures		**$9,100,000**

	Anticipated Revenues	Appropriated Expenditures
2011 SPLOST Fund		
Operating Revenue	**$4,191,806**	
Expenditures		**$4,191,806**
2016 SPLOST Fund		
Operating Revenue	**$17,641,512**	
Expenditures		**$17,641,512**
Golf Course Fund		
Operating Revenue and Other Sources	**$1,747,194**	
Expenditures		**$1,747,194**
Conference Center Fund		
Operating Revenue and Other Sources	**$2,852,478**	
Expenditures		**$2,852,478**
Conference Center Reserve Fund		
Operating Revenue and Other Sources	**$145,062**	
Reserve Increase		**$145,062**
Debt Service Fund		
Operating Revenue	$9,271,581	
School SPLOST Proceeds	1,050,000	
Debt Service		$10,321,581
Total Debt Service Fund	**$10,321,581**	**$10,321,581**
BLW Fund		
Operating Revenue and Other Sources	$168,249,516	
BLW Board		$48,200
General Manager		475,676
Information Technology		6,722,214
Board Attorney		30,000
Customer Care		4,367,629
Electrical		99,863,825
Water and Sewer		32,409,375
Non-Departmental		24,332,597
Total BLW Fund	**$168,249,516**	**$168,249,516**
BLW Trust Fund		
Operating Revenue	**$4,143,720**	
Reserve Increase		**$4,143,720**
BLW Vogtle Generation Trust Fund		
Operating Revenue	**$1,835,076**	
Reserve Increase		**$1,835,076**
Fleet Maintenance Fund		
Charges for Service	**$3,723,265**	
Expenditures		**$3,723,265**
Self Insurance Fund		
Charges for Service and Other Sources	**$18,902,822**	
Expenditures		**$18,902,822**
General Pension Fund		
Charges for Service and Other Sources	**$14,638,261**	
Expenditures		**$14,638,261**
Total All City Funds (less TADS)	**$328,632,540**	**$328,632,540**

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 12, 2019

APPROVED

R. Steve Tumlin, Jr., Mayor

ATTEST

Stephanie Guy, City Clerk

APPROVED AS TO FORM

Douglas R. Haynie, City Attorney

File No. 20190657
ORDINANCE NO: 8100

AN ORDINANCE

ADOPTING the final Ad Valorem tax levies for Fiscal Year 2020 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 2020; 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 2020 for operating and providing governmental and public services, paying debt on general bonds, and maintaining City owned cemeteries, the following millage rates:

Levy	Millage Rate
General	2.788
Debt Service:	
Parks Bond	0.750
Redevelopment Bond	1.750
Debt Service Total	2.500
Cemetery	0.079
Total	5.367

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 July 30, 2019

APPROVED _____
R. Steve Tumlin, Jr., Mayor

ATTEST _____
Stephanie Guy, City Clerk

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

GLOSSARY OF TERMS

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of when related cash is actually received or spent.

Actions: Specific productivity measures undertaken by the City and/or Departments to achieve goals.

ADA: 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.

CITY OF Marietta GEORGIA

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