The City of Homes

Newnan

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2004 BUDGET

CITY OF EXCELLENCE
Newnan

Certified City of Ethics

THE CITY OF NEWNAN, GEORGIA
City of Homes

FY 2004 Annual Budget

The City of Newnan, Georgia

Budget Document

Mayor and City Council

L. Keith Brady, Mayor

John P. Goodrum, Jr., Mayor Pro Tem
George Bradshaw
George M. Alexander
Sidney P. Jones, Jr.
Cynthia E. Jenkins
Greg Lewis



Administration

W. Danny Lewis, City Manager
Katrina Cline, Finance Director

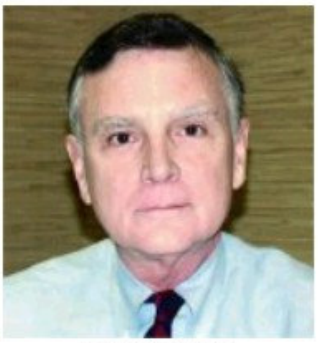
City Officials



Mayor
L. Keith Brady



Mayor Pro Tem
John P. Goodrum, Jr.



Councilman
Sidney Pope Jones, Jr.



Councilman
George Bradshaw



Councilman
George M. Alexander



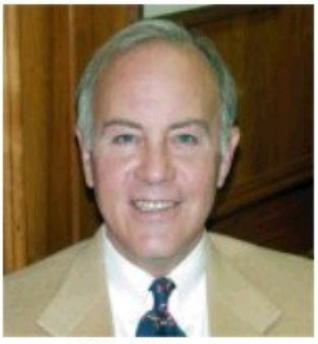
Councilwoman
Cynthia E. Jenkins



Councilman
Greg Lewis



City Manager
W. Danny Lewis



City Attorney
C. Bradford Sears



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Newnan, Georgia, for its annual budget for the fiscal year beginning January 1, 2003.

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 FY 2004 budget continues to conform to program requirements, and it will be submitted to GFOA to determine its eligibility for the FY 2004 Distinguished Budget Presentation Award.

The following information is provided to assist the reader in understanding the purpose of this approved budget document, in addition to finding information. The City of Newnan Approved FY 2004 Annual Budget includes financial and service delivery information combined with policy statements, in a means designed to easily

communicate the information to the reader. The FY 2004 Approved Budget, therefore, is intended to serve four purposes:

The Budget as a Policy Document

As a policy document, the Budget indicates what services the City will provide during the next year. Additionally, the level of services and reasons for their provision are stated. The Transmittal Letter summarizes long and short-term concerns for the City, financial situations and how the Budget will address specific issues in FY 2004. Specific policies are addressed in the Financial Policies and Capital Improvement sections, respectively. Within the Departmental Summaries, the four functions and Sanitation Fund list specific short and long-term priorities and goals. On a more detailed basis, within the same section, the status of FY 2003 goals and the Approved FY 2004 goals, objectives, tasks and performance measures are listed for each department.

The Budget as an Operations Guide

As an operations guide, the Budget indicates how departments and funds are organized to provide services to the citizens of Newnan and visitors to the community. Approved changes for FY 2004 are summarized in the Transmittal Letter and detailed in the Funds, Debt Summary & Financial Trends, Personnel Summary, and Departmental Summaries sections. Additionally, within the Departmental Summaries section, each department lists a mission statement, a department description, goals, objectives, tasks and performance measures, approved budgetary additions and/or deletions, and line-item history, year-end projections and approved funding for FY 2004.

The Budget as a Financial Plan

As a financial plan, the Budget summarizes and details the cost to the taxpayers for current and approved service levels and includes funding information. At the front of the document is the adopting ordinance summarizing revenue and expenditures at the fund level for the FY 2004 Approved Budget. Within the Transmittal Letter is a narrative description of the major revenue sources for each fund, expected receipts and summaries of approved expenditures. Detailed financial information is illustrated in the Funds, Debt Summary & Financial Trends section in addition to data found within the Departmental Summaries section. Such information is typically listed in four columns: 2002 Actual, 2003 Budget, 2003 Projected (year-end, as of October 31, 2003) and 2004 Approved Budget. This Budget includes several transfers among the General Fund, Street Improvement Fund, Capital Equipment Fund, Sanitation Fund and Newnan Water, Sewerage and Light Commission.

The Budget as a Communications Device

The Budget is designed to be user friendly with summary information in text, charts, tables and graphs. A glossary of financial budget terms is included for the reader's reference. Additionally, a Table of Contents provides a listing in order of the sections within this document. Should the reader have any questions about the City of Newnan's Approved FY 2004 Budget, he or she may contact Katrina Cline, Finance Director, at (770)-254-2351, ext. 211 or by e-mail: kcline@cityofnewnan.org. This document is also available on our website at www.ci.newnan.ga.us under Public Documents.

TABLE OF CONTENTS

Budget Message

Transmittal Letter....1

City-In-Brief

Introduction....17
Newnan City Limits Map....19
Local Government....20
Economy & Tax Base....21
Component Units of the City of Newnan....22
Education....23
Recreation....24
Health Services....25

Financial Policies

Fiscal Policies....27
Fund Accounting....27
Basis of Accounting....28
Budget Adjustments/Amendments....28
Purchasing Policy....29
Budgets & Budgetary Accounting....29
Investment Policy....30
Reporting Policy/Audit....30
Debt Policy....30
Capital Improvement Plan Policy....30
Reserve Policy....31
Budget Control Guidelines....31
Expenditure Control....31
Budget Preparation Process....31
Fiscal Year....32
City of Newnan Budget Process Flowchart....33

Funds, Debt Summary & Financial Trends

Fund Summaries

Fund Structure of the City of Newnan....35
Combined Statement of Budgeted
Revenues, Expenditures and Changes in Fund Balance....38
General Fund Expenditure Summary....40
General Fund Revenue Summary....41
General Fund Summary of Revenues and Expenditures....43
Street Improvement Summary of Revenues and Expenditures....45
Capital Equipment Fund Summary of Revenues & Expenditures....46
SPLOST 1997 Summary of Revenues & Expenditures....47
SPLOST 2002 Summary of Revenues & Expenditures....49
Tourism Enhancement Fund Summary of Revenues and Expenditures....50

Debt Summary

Debt Summary....51

Financial Trends

Financial Trends....52

Personnel Summary

10-Year Personnel Summary....57
Citywide Personnel Summary....60
General Government Function Personnel Summary....61
Public Safety Function Personnel Summary....62
Public Works Function Personnel Summary....63
Community Development Function Personnel Summary....64
Other Services Function Personnel Summary....65

Departmental Summaries

Introduction....67
General Government Function....69
City Council....73
City Manager....74
City Attorney....77
Municipal Court....78
Finance....79
Information Technologies....82
City Clerk....84
Human Resources....86
Miscellaneous....89
Public Safety Function....91
Police Department....94
Housing Authority....99
School Resource Officer....100
Animal Services....101
Fire Department....102
Y. Glenn McKenzie Fire Station....105
Public Works Function....107
Public Works Administration....109
Street Department....110
Garage....113
Cemetery....115
Community Development Function....117
Community Development Administration....120
City Engineer....121
Building Maintenance....124
Parks & Right-of-Way Beautification....127
Planning & Zoning....131
Building Inspection....135
Other Services Function....139
Business Development & Special Events....141
Library....144

2004-2008 Capital Improvement Program

Introduction....147
Impact on Taxes....151
2004 CIP Budget....153
2005 CIP Project List....155
2006 CIP Project List....156
2007 CIP Project List....156
2008 CIP Project List....157

Glossary

Glossary....159

CITY OF NEWNAN, GEORGIA

EXECUTIVE SUMMARY
FY 2004 APPROVED BUDGET

General Information

1) FY 2004 Tax rate of 4.50 mills; FY 2003 budgeted rate was 3.78 mills.
2) FY 2004 Annual Budget of $18,583,261, a decrease of 22.01% ($5,245,360).
3) FY 2004 Total Expenditures of $17,915,761, a decrease of 13.59% ($2,817,873).
4) FY 2004 General Fund **Expenditure** Budget of $12,136,588, a decrease of 1.69% ($208,846). This decrease is primarily attributed to the following:
    a) Privatization of Sanitation during 2003 eliminated the transfer of the $846,291 subsidy from the General Fund to the Sanitation Fund.
    b) The transfer from the General Fund to the Capital Equipment Fund decreased by $269,700, or 47.55%.
5) The decrease in the General Fund Expenditure Budget is primarily offset by the following increases for FY 2004.
    a) A budgeted 5% salary increase (2.5% cost-of-living increase and 2.5% salary adjustments) for all employees added approximately $390,710.
    b) A 25% increase in group insurance rates added approximately $140,000. The increase was split, with the City absorbed 50% of the increase and the employees absorbed 50% of the increase.
    c) Increase in Elected Official's compensation added $33,400.
    d) Solid Waste expenses in the amount of $30,000 were added due to the privatization of Sanitation for disposal of tree limbs, brush, and trash not covered under the Sanitation contract.
    e) One clerk was transferred from the Sanitation department to the Public Works department, which added $28,725 to Salaries.
    f) Three positions (Equipment Operator I, Laborer I, and Community Service Worker) were transferred from the Sanitation department to the Streets, which added approximately $82,524.
    g) Operating expenses for Public Safety increased by $92,356, or 16.65%.
    h) Eliminated funding for 21st Century Coweta, which was $100,000.
6) FY 2004 General Fund **Revenue** Budget of $12,136,588, a decrease of 1.69% ($208,846). This change is primarily attributed to the following:
7) Property Tax Millage Rate Increase from 3.78 to 4.5 mills per thousand. This resulted in an additional $589,100 in revenue.
8) Occupational Tax revenue is projected to increase by $140,000.
9) Plan Review fees added an additional $30,000 to the budgeted revenue.
10) $820,534 was approved from unappropriated surplus to balance the 2003 Budget. This was not necessary in 2004 due to the outsourcing of Sanitation services.
11) Interest on Investments was budgeted conservatively in 2004, resulting in a decrease of $130,000.
12) FY 2004, 204 total City personnel; FY 2003, 247 total City personnel.
13) No new positions were budgeted for FY 2004; the difference in the number of personnel was brought about by the outsourcing of Sanitation during 2003.

Capital

- 5-year CIP expenditures total $12,342,823.
- FY 2004 Capital Budget totals $4,552,923.
- Capital Equipment Fund (CEF) uses total $298,500, a decrease of 47.46%, or $269,700, which is possible due to the outsourcing of Sanitation. The FY 2003 capital requirements for Sanitation were $348,000.
- SPLOST 97 Fund expenditures total $2,457,423.
- SPLOST 02 Fund expenditures total $2,017,000.

The SPLOST funds allocated for expenditures are a combination of prior-year surpluses and current-year revenue projections. The balance will carry-over year to year until all funds are utilized as appropriated.

Assumptions

- Interest on Investments is projected to remain at approximately 1.50% for 2004.
- No changes to current organization structure.
- No increase in the 4.5 property tax millage rate.

AN ORDINANCE TO PROVIDE FOR THE ADOPTION OF A BUDGET, ITS EXECUTION AND EFFECT FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2004 AND ENDING DECEMBER 31, 2004

Section I. There is hereby adopted for the fiscal year January 1, 2004 through December 31, 2004, a budget for the City of Newnan, Georgia, based on the budget prepared by the Finance Director and City Manager, as amended by City Council.

Section II. General Fund. There is hereby established a General Fund for the City of Newnan with an appropriation of $12,136,588 for the general operation and legal obligation in 2004.

General Fund revenues for the fiscal year are estimated as follows:

Property Taxes	$2,414,100	19.89%
Sales Taxes	3,893,000	32.08%
Excise Taxes	3,479,000	28.67%
Licenses & Permits	800,752	6.60%
Fines & Forfeitures	328,600	2.71%
Intergovernmental	205,986	1.70%
Water & Light	760,000	6.26%
Other	255,150	2.10%
Total Estimated Revenue:	**$12,136,588**	**100.00%**

General Fund appropriations shall be disbursed from the following accounts:

General Government	$1,423,135	11.73%
Public Safety	6,579,623	54.21%
Public Works	1,616,865	13.32%
Community Development	1,688,593	13.91%
Other Services	480,872	3.96%
Debt Service	0	0.00%
Capital Equipment Transfer	297,500	2.45%
Street Improvement Transfer	50,000	0.41%
Sanitation Fund Transfer	0	0.00%
Total Expenditures:	**$12,136,588**	**100.00%**

Section III. Sanitation Fund. The Sanitation fund was eliminated during 2003 when services were outsourced by the City of Newnan.

Section IV. Street Improvement Fund. There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $1,553,750 for street improvements.

Disbursements for the Street Improvement Fund shall be financed from the following sources:

Bypass Contracts	$702,858
State DOT Contracts	50,000
General Fund Transfer	50,000
Interest on Investments	5,000
Reserves	745,892
Total Revenue:	**$1,553,750**

The following disbursements are authorized for the fiscal year:

Street Improvements	$1,553,750
Total Expenditures:	**$1,553,750**

Section V. Capital Equipment Fund. There is hereby established a Capital Equipment Fund for the City of Newnan with an appropriation of $298,500 for capital equipment and improvements in 2004.

Disbursements from the Capital Equipment Fund shall be financed from the following sources:

General Fund Transfer	297,500
Reserves	0
Interest	1,000
Total Revenue:	**$298,500**

The following disbursements are authorized for the fiscal year:

General Government	$16,000
Public Safety	209,000
Public Works	18,000
Community Development	45,500
Other Services	10,000
Transfer to Sanitation Fund	0
Total Expenditures:	**$298,500**

Section VI. Special Purpose Local Option Sales Tax. There is hereby established two Special Purpose Local Option Sales Tax Funds for the City of Newnan. The first is SPLOST 97, with an appropriation of $2,457,423 for capital projects. This fund was established in 1997 and expired during FY 2002; therefore, no additional revenue will be forthcoming for the FY 2004 Budget, other than interest revenue.

Disbursements from SPLOST 97 Fund for FY 2004 shall be financed from the following sources:

SPLOST	$0
Interest	18,000
Reserves	2,439,423
Total Revenue:	**$2,457,423**

The following disbursements are authorized for the fiscal year:

Municipal Buildings	$600,000
Transportation Improvements	1,340,423
Park Development	517,000
Newnan Utilities Transfer	0
Total Expenditures:	**$2,457,423**

The second Fund, **SPLOST 02**, was established during FY 2002. It includes an appropriation of $2,017,000 for capital projects.

Disbursements from SPLOST 02 Fund shall be financed from the following sources:

SPLOST	$2,000,000
Interest	17,000
Reserves	
Total Revenue:	**$2,017,000**

The following disbursements are authorized for the fiscal year:

Streets, Drains and Sidewalks	$19,000
Park Acquisition & Development	30,000
Fire Equipment	350,000
Computer System	200,000
Additions to Shop	98,000
Convention Center	500,000
Downtown Parking Facilities	500,000
Newnan Utilities Transfer	320,000
Total Expenditures:	**$2,017,000**

Section VII. Tourism Enhancement Fund. There is hereby established a Tourism Enhancement Fund for the City of Newnan with an appropriation of $120,000 for Tourism Enhancement activities.

Disbursements from the Tourism Enhancement Fund shall be financed from the following sources:

Hotel/Motel Tax	$70,000
Reserves	50,000
Total Revenue:	**$120,000**

The following disbursements from the Tourism Enhancement Fund are authorized for the fiscal year:

Professional Services	$55,000
M & O Costs for Facilities	30,000
Dues and Fees	10,000
Materials and Supplies	25,000
Total Expenditures:	**$120,000**

Section VIII. All revenue received by the City of Newnan from sources not restricted by law to expenditure for specified purposes may be used in meeting disbursements in Section II. Should the revenue received from such sources exceed the amount estimated, such excess shall be allocated to the General Fund subject to further action by City Council. The total disbursements in any fund shall not exceed the amount appropriated for that fund.

Done, Ratified, and Passed by the City Council of the City of Newnan, Georgia, in regular session assembled this thirteenth (13th) day of January 2004.

ATTEST:

Della Hill, City Clerk

L. Keith Brady, Mayor

John P. Goodrum, Jr., Mayor Pro Tem

REVIEWED:

George M. Alexander, Council member

C. Bradford Sears, Jr., City Attorney

George Bradshaw, Council member

W. Danny Lewis, City Manager

Cynthia E. Jenkins, Council member

Sidney P. Jones, Jr., Council member

Greg Lewis, Council member

City of Newnan, Georgia

City Manager's Office

The Honorable Mayor Keith L. Brady, Honorable Mayor Pro Tem John Goodrum, and Honorable Councilmen George M. Alexander, George Bradshaw, Sidney P. Jones, Jr., Greg Lewis and Councilwoman Cynthia E. Jenkins:

In accordance with the laws of the state of Georgia and ordinances adopted by the governing authority of the City of Newnan, Georgia, I am pleased to present the "Proposed FY 2004 Annual Budget".

First, a little about our budgeting process. Our budget began on a grass roots level. Each division head or department head produced his or her requests for funding. Those were submitted to the department or agency head and then submitted to our Finance Department.

Secondly, revenue projections were reviewed. As usual, we looked at our fee schedule and made recommendations concerning changes in fees to Council in mid-November. We also had to look at the impact of transferring sanitation to our private operator, CLM. This changed our funds by making an extra $820,534 available. This number equals the FY 2003 approved by Council from unappropriated surplus to balance the budget last year. Thus, we were not required to ask for that transfer this year.

Finally, we recommended a 0.72 mill tax increase, to 4.5 mills for 2003. This should generate an additional $589,100 in funds for our operations, when comparing FY 2003 budgeted levels to FY 2004.

As department heads presented their budgets, they were reviewed and adjusted by the Department Head and Finance Director. It was through this "give and take" effort that we are able to present a balanced budget. This is a proud time for staff, in that it has been balanced without reducing services and without requiring the use of funds from the city reserves.

I am pleased that we were able to secure the thirteenth consecutive Georgia Finance Officers Association "Distinguished Budget Presentation Award" for 2003. Likewise, it is my desire that this 2004 budget document would likewise follow suit. Our staff is to be commended for their commitment to excellence in this and other projects. This team is energetic and appreciative of each other's work.

Our primary long-term and short-term concerns leading our city into 2004 include:

1. Maintaining city services at current levels in the face of unprecedented residential and commercial growth;
2. Ensuring the quality of life for our residents and vistas through infrastructure maintenance and facility improvements in the operating and capital budgets;
3. Employing, training and maintaining a quality workforce of effective and highly efficient individuals;
4. Providing and maintaining a safe, secure and clean community;
5. Improving our service delivery while holding the increases to a minimum; and
6. Through studies, reviews and suggestions to review and implement cost effective improvements.

25 LaGrange Street, Newnan, Georgia 30263
(770) 253-2682, Facsimile (770) 254-2353
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In 2003, the City of Newnan completed, or was able to begin planning, the following (not inclusive of all work accomplished).

- Completed the Storm Water Management Program.
- Built sidewalks along East Broad, West Washington, and Martin Luther King, Jr. Blvd.
- Nearing completion of the Newnan Crossing By-pass.
- Completed the 2020 Comprehensive Plan and Five-Year Work Program.
- Completed the Solid Waste Management Plan.
- Completed the updated to the Capital Improvements Plan.
- Began work to implement a new Impact Fee Program.
- Completed renovation of the Shotgun House at the Farmer Street Cemetery.
- Began remodeling the Main Street Office and White House for the Public Works Department at the Cemetery.
- Installed a new roof on the Public Safety Complex.
- Managed the installation of several new culverts in the city.
- Updated the Service Delivery Strategy between the City of Newnan and Coweta County.
- Implemented new procedures to streamline the construction plan review process.
- Reviewed over 50 sets of construction drawings.
- Completed needed revisions to the City's Landscape and Tree Preservation Ordinance.
- Completed construction on the Temple/Clark Corridor Improvement Project.
- Completed master plan designs for two parks south of City Hall, with assistance from the Parks Commission.
- Submitted Transportation Enhancement application on Greenville Street Corridor Improvement Project (Phase II).
- Initiated new Tree Preservation and Landscape Excellence awards program to outstanding commercial and residential projects through the Tree Commission.
- Installed new sidewalk, grass, trees, and shrubs at the Public Safety Building.
- Received our 13th consecutive award as Tree City USA.
- Hired a Plans Examiner in the Building Department to handle the influx of building plan review, through reorganization within that department.
- The building inspectors continued their "Excellence in Training" by receiving a total of 10 new certifications.
- Newnan Streetscapes featured in national magazine, *Landscape Architect.*
- The Newnan Fire Department received grants in 2003 for two generators from FEMA; a 4x4 pick-up truck from GEMA; and a mobile home from Evelyn Jones, which was converted into the Greison Trail Training Complex classroom. Monetary grants were also received: $ 35,000 from CEMC to purchase Command 5; $2,000 to purchase Sparky the Fire Dog (costume); and $1,000 from Wal-Mart to purchase cooking equipment for Stations 1 and 2.
- Joint projects were completed this year between Coweta County Fire Department and Newnan Fire Department (NFD) including: renovations to the Greison Trail Burn Tower and the construction of the burn building (City contributed $50,000 and Coweta County contributed $54,000); grand opening and dedication ceremony of the Public Safety Complex on September 11th; donation of an electrical simulator by Newnan Utilities; construction of fire engine driver's course (City contributed $7,000, Coweta County contributed $23,000); and a signed mutual aid agreement between NFD and Coweta County FD.
- Started requiring vaults for burial in all three (3) City owned cemeteries.
- Accepted an additional 20.3 miles of roads into City limits.
- Added over 7,000 linear feet of new sidewalks in our neighborhoods.
- Privatized sanitation services with CLM to provide for garbage, recycling, plus yard debris and bulk waste pick-up, while saving tax payers $1.2 million annually.
- Council established a "Clean Commission" to work in conjunction with Public Works to address the problem of litter in The City of Newnan.

- This year the City of Newnan will, for the first time, recognize an Employee of the Quarter for each of the four (4) quarters.
- Assisted with clean-up following spring storm.
- Revised Assistant to City Manager position to also have PIO function, hired Kristi Vining.
- Started a weekly television show, Spotlight On Newnan, on City accomplishments which airs 19 times per week.
- PIO writes weekly City column in Newnan Times Herald that runs on Monday.
- Scheduled monthly staff meetings at area businesses to enable the management team to get to know the community and the community leaders to get to know the management team.
- Built Media Corner in Council Chambers for Newnan Utilities to easily film Council meetings.
- All City of Newnan employees now have an Identification Badge for security purposes.
- Newnan Police Department (NPD) signed an agreement with the Georgia Law Enforcement Network to become a host agency which now allows NPD the benefit of regional information sharing via the network.
- Formed first Honor/Color Guard Unit for the Newnan Police Department.
- Started the "Take Back the Neighborhood" program in Westgate Subdivision.
- Appointed two Deputy Chiefs of Police: one oversees Investigations and Special Operations, and one oversees Patrol and Training.
- Increased Drug awareness and prevention training classes for Police Officers, City Employees, schools and businesses.
- Conducted first Ethics Training class for Police Department; the initial step in becoming certified as a Department of Ethics.
- Appointed a Sergeant to oversee the School Resource Officer program.
- Parking Enforcement Officer also serves as an ambassador to downtown Newnan.
- Newnan Fire Department painted 1,100 fire hydrants in city limits.
- A new website was created for the Newnan Fire Department, www.newnanfire.com.
- Adopted a new Standard Operating Procedures for Newnan Fire Department.
- Newnan Police Department made available the internet for payment of fines on-line by credit card. The Website is: www.newnanpolice.com.
- Newnan Police Department has received so far this year from Military Excess Property, equipment valued at $ 176,151.00 including a flatbed trailer, full size van, paddle boat, Chemical suit, bucket truck, two generators (3kw and 10kw), armored van, 44 passenger bus, 17 foot Boston trawler, ice making machine, storage shelter, ATV Honda 4-wheeler, and two cargo containers for the training center.
- Identification Card system installed at the Newnan Police department. ID Badges made for all City personnel, Public Safety personnel, Produce Vendors, Taxi Drivers, Solicitors and Peddlers, and licensed alcohol pourers.
- Newnan Police Department implemented LOCATER™, the LOst Child Alert TEchnology Resource, which was created to provide the computer hardware and software needed to rapidly distribute critical missing child data on a local, statewide and nationwide basis.
- An E-Commerce Gateway was established to enable citizens to make property tax payments on-line. We will continue to enhance this site to accommodate other types of payments as time permits and the need arises.
- The 2003 Budget was created and posted using the AS/400 system, for the first time. Excel spreadsheets were used previously.
- The Uniform Chart of Accounts was fully implemented per State regulations.
- The City of Newnan Code of Ordinances has been posted on our website and will be updated approximately four times per year.
- The Electronic Agenda was successfully implemented and all associated training is completed.
- Centralized Purchasing has been implemented; Mary Lynn Meadows was promoted to Buyer to handle the purchasing function for the City.
- Direct Deposit was implemented and is working efficiently. Approximately 63% of our employees are currently signed up, with additional add-ons each month.

- One janitorial position was eliminated and a cleaning service hired, resulting in about $20,000 savings annually.
- A website was established specifically for Mortgage Companies so that tax information concerning their customers could be accessed directly, rather than having our employees spend days providing the information for them.
- New and/or revised forms have been created including Travel Expense Forms, Purchase Requisitions, Check Requests and Time Sheets.
- Daily revenue collections were computerized, which resulted in less manual processing and reconciliation time savings.
- The Information Technology department was moved under the Finance Department, a positive move for the City as a whole.
- Implementation of Courtware Solutions Software System at the Police Department to handle fines and all reporting and disbursements, which was being done manually and with very little audit trail.
- Secured a predevelopment grant from the state of Georgia for the Carnegie Library to research alternative uses.
- Opened over 30 economic development accounts.
- City staff worked together to save the Newnan Elks Lodge property. It will open in December 2003.
- Increased Main Street Membership 20% (16 new members).

This FY 2004 Annual Budget specifically addresses similar projects, programs and plans of the City of Newnan.

- This budget provides a 2.5% cost of living increase and a 2.5% salary adjustment for all city employees. We felt this was fair due to the decrease in insurance provided by the city upon receipt of the recent major insurance increases.
- Insurance coverage in the 2003 Budget was 100.00% for employees (single coverage) and 86.4% for family coverage. The recent changes reduced this coverage for 2004 to 89% for employees and 79% for families beginning on January 1, 2004.
- The FY 2004 capital budget totals $4,552,923. Major equipment (automobiles, trucks, etc.) was prioritized by the Public Works Department's Vehicular Maintenance personnel.
- Our fee schedule has been revised, a project we began in 2003, by staff and approved by council in order to allow an annual look at fees.
- Understanding that also, the City Council has itself changed in 2004. Not only will the new salary schedule go into effect on January 1, 2004, but three new faces will be on the Council.

I applaud the efforts of our Finance Director, Katrina Cline, along with every department head in the City of Newnan for their collective efforts to date.

The remainder of this transmittal letter details in general terms, the budgetary decisions/actions pertaining to the operating and capital budgets, expenditures and revenues for each fund and changes in final balance.

FY 2004 Approved Annual Budget Overview/Highlights

As mandated by the City Charter (§6.15), the FY 2004 Approved Annual Budget represents a balanced budget. Total appropriations from each fund do not exceed estimated fund balances, reserves and revenues for each of the City's respective funds.

Total Uses

The FY 2004 Approved Annual Budget, with interfund transfers included, totals $18,583,261. Below is a table illustrating the FY 2004 approved total uses per fund in descending order. Said figures include expenditures and interfund transfers.

FY 2004 Proposed Total Uses Per Fund

Fund	FY 2003	FY 2004	Variance	% Change
General Fund (100)	$12,345,434	$12,136,588	($208,846)	-1.69%
SPLOST 97 Fund (320)	3,091,969	2,457,423	(634,546)	-20.52%
SPLOST 02 Fund (321)	4,116,000	2,017,000	(2,099,000)	-51.00%
Sanitation Fund (540)	2,481,291	0	(2,481,291)	-100.00%
Street Improvement Fund (200)	1,067,496	1,553,750	486,254	45.55%
Capital Equipment Fund (350)	568,200	298,500	(269,700)	-47.47%
Tourist Enhancement Fund (275)	158,231	120,000	(38,231)	-24.16%
Total	**$23,828,621**	**$18,583,261**	**($5,245,360)**	**-22.01%**

The FY 2004 Approved Annual Budget represents a 22.01%, or $5,245,360, decrease from the FY 2003 Approved Budget total of $23,828,621. While this portrayal of the approved budget is technically accurate, the inclusion of interfund transfers overstates the true cost of total operations. Additionally, the outsourcing of Sanitation during 2003 impacts the General Fund and Capital Equipment budgets tremendously, as indicated by the above chart.

Total Expenditures

When interfund transfers are removed from the equation, the FY 2004 Approved Budget total expenditures equal $17,915,761, a decrease of 13.59% from the 2003 level. Of this total, $11,789,088 will provide day-to-day services to the community, a decrease of 12.11%, or $1,624,146. In addition, $6,006,673 will provide for pay-as-you-go financing for capital expenditures, a decrease of 16.13%, or $1,155,496, and $120,000 is designated to a Special Revenue Fund (Tourism Enhancement Fund), a decrease of $38,231.

FY 2004 Approved Total Expenditures

	FY 2003	FY 2004	Variance	% Change
Operating Expenditures	$13,413,234	$11,789,088	($1,624,146)	-12.11%
Tourism Enhancement Fund	158,231	120,000	(38,231)	-24.16%
Total Capital Expenditures	7,162,169	6,006,673	(1,155,496)	-16.13%
Total	**$20,733,634**	**$17,915,761**	**($2,817,873)**	**-13.59%**

Operating (day-to-day services) expenditures are found within the General Fund. The Sanitation Fund was eliminated in 2003 when Sanitation services were outsourced, resulting in a reduction of $2,481,291 in operating expenditures. FY 2004 Approved General Fund expenditures total $11,789,088, an increase of 7.84%, or $857,145.

FY 2004 Approved Operating Budget

All services provided by the City in FY 2003 are incorporated into the FY 2004 Approved Budget. That is, approved funding levels will permit the continuation of basic services at established service levels. The FY 2004 Approved Budget contains, however, some significant funding/policy changes. The following list details the significant changes contained in the FY 2004 Approved Budget:

- Privatization of Sanitation services during 2003; outsourced to CLM Sanitation.
- Property Tax Millage rate increased from 3.78 to 4.50 mills per thousand.
- Increased City contributions (premium payments) for employee health insurance.
- 2.5% cost-of-living increase and a 2.5% salary adjustment (5% total increase) for all City employees.
- No new positions approved for FY 2004 Budget purposes.
- Restructuring of compensation package for Council members.

Summary of Salary Increase

One of the City's underlying concerns/goals is to retain an effective workforce by providing a competitive salary and benefit package for City employees. The FY 2004 Approved Budget includes a 2.5% cost-of-living increase and a 2.5% salary adjustment (total increase of 5%) for all employees.

Summary of Increased Employee Retirement and Health Insurance Contributions

Included in the FY 2004 Approved Budget are appropriations for increased City contributions for employee health insurance benefits. The City absorbed 50% of the health insurance increase in 2003 and employees picked up the remaining 50%. As in the past, the City will continue to fully fund the retirement system as a benefit to employees. Employees are eligible to participate in the retirement program after one (1) year of continued service and are vested in the program after ten (10) years of service.

In September 2002, Council voted to adsorb a 20% increase in health insurance costs instead of passing on the cost to the employees. The City can no longer afford to absorb 100% of the health insurance increases, which we were striving for. In FY 2004, the City will budget sufficient funds to provide 79% of family health insurance and 89% of single health insurance, along with 100% of employee life insurance costs.

FY 2004 Approved Capital Budget

Major objectives during the budgetary process focused on controlling day-to-day operating costs so funds could be made available for capital equipment and needed public facilities. Capital improvements provided in the FY 2004 Approved Budget total $4,872,923. Of this amount, $320,000 is designed as a transfer to Newnan Utilities for the entity's share of SPLOST 02 revenues. The following table, therefore, details the capital improvement expenditures for all City of Newnan funds in FY 2004.

FY 2004 Approved Capital Expenditure Summary*

Expenditure Category	Capital Equipment Fund	Street Imp Fund	SPLOST 97 Fund	SPLOST 02 Fund *	Total
General Government	$16,000	$0	$0	$200,000	$216,000
Public Safety	209,000	0	500,000	350,000	1,059,000
Public Works	18,000	100,000	0	98,000	216,000
Comm Development	45,500	0	1,957,423	1,049,000	3,051,923
Other Services	10,000	0	0	0	10,000
Total	**$298,500**	**$100,000**	**$2,457,423**	**$1,697,000**	**$4,552,923**

*Does not include $320,000 transfer to Newnan Utilities from SPLOST 02.

The FY 2004 Approved Capital Improvement Program (CIP) encompasses four (4) funds: Capital Equipment, Street Improvement, SPLOST 97 and SPLOST 02. The Capital Equipment Fund will decrease by $269,700, or 47.47%. The SPLOST 97 Fund will decrease by $634,546 since the five-year tax expired in 2002 and we are spending down the remaining balance. The SPLOST 02 Fund will decrease by approximately $2,099,000, or 51.0%; spending projections were calculated by analyzing expenditures during 2003. All prior year balances are automatically carried forward to the next year. The remaining SPLOST 97 balance will be utilized as plans and projects are developed and implemented by staff.

The City of Newnan has financed capital expenditures on a pay-as-you-go basis since 1964. The FY 2004 Approved Budget is no different; all capital expenditures are financed on a pay-as-you-go basis.

Several capital expenditures were undertaken during the 2003 fiscal year. The most notable project was the completion of remodeling the Municipal Building, which has served as the Administration Building for the City since completion in the late 1930's. The remodeled Municipal Building provides the Police Department with additional office space. Funding for the Municipal building renovation project has been drawn from the SPLOST 97 Fund.

The Capital Improvements Program (CIP) will continue to be a major factor in identifying existing and future needs, funding sources, and project operating and maintenance costs. The CIP should be considered as a financial planning tool with three (3) functions: lists the City's capital improvement projects, schedules the projects for possible funding, and seeks the guidance of the City Council for effective and efficient implementation by City staff. The five-year forecast enables the City to look ahead to future capital needs.

General Fund

Total General Fund uses (expenditures and transfers to other funds) for FY 2004 are approved at $12,136,588, which represents a decrease of 1.69%, or $208,846, from FY 2003. Revenue projections for the forthcoming fiscal year indicate that $12,136,588 will be available through the City's diversified portfolio of revenues. The property tax millage rate was increased from 3.78 mills per thousand to 4.5 mills per thousand, which was necessary to cover projected expenditures. The City's fee schedule was updated during October 2003 and some new sources of revenue were identified, along with some modest increases for current fees.

Summary of Revenues

The City uses a diversified revenue mix to ensure a stable flow of revenues during the ups and downs of economic cycles. The City's largest source of revenue is derived from the Local Option Sales Tax (LOST). In FY 2004, the City estimates LOST receipts to total 32.08% of the General Fund revenue base. Other significant sources are the excise taxes (28.67%) and property taxes (19.89%). The remaining revenue mix will continue to provide adequate diversification of taxation to ensure that property owners are not disproportionally directly taxed higher than non-property owners. Provided below are brief descriptions of the General Fund revenue streams.

Approved 2004 General Fund Revenue Summary

Revenue Source	2003 Budget	2003 Projected	2004 Budget	Percent of 2004 Total	Change from 2003 Budget	% Change 2003 - 2004
Prior Year Surplus	$820,534	$820,534	$0	0.00%	($820,534)	-100.00%
Property Tax	1,825,000	2,225,500	2,414,100	19.89%	589,100	26.47%
Sales Tax	4,000,000	3,892,616	3,893,000	32.08%	(107,000)	-2.75%
Excise Tax	3,277,500	3,477,519	3,479,000	28.67%	201,500	5.79%
Licenses & Permits	760,400	860,178	800,752	6.60%	40,352	4.69%
Fines & Forfeitures	324,000	350,171	328,600	2.71%	4,600	1.31%
Other	358,000	284,456	255,150	2.10%	(102,850)	-36.16%
Intergovernmental	212,000	272,812	205,986	1.70%	(6,014)	-2.20%
Water & Light	768,000	763,172	760,000	6.26%	(8,000)	-1.05%
Total	**$12,345,434**	**$12,946,957**	**$12,136,588**	**100.00%**	**($208,846)**	**-1.69%**

MAJOR GENERAL FUND REVENUE SOURCES

Sales Tax (Local Option)

The largest General Fund revenue source is the Local Option Sales Tax (LOST), a retail sales and use tax of 1%. LOST revenues are projected to generate $3,893,000 in FY 2004. Trend analysis, estimated growth in the number of retail commercial businesses and observation of local retail business conditions are the primary means of forecasting this revenue source. Since the national and state economy has slowed in 2003, local conditions will need to be monitored to see if there is a continued growth in LOST revenues. During the last half of FY 2002, the City of Newnan renegotiated the split of LOST revenues with the County (Coweta) officials. The City's percentage dropped from 27.9% to 21.89%, however, the County agreed to supplement the funds received by the City as follows. If the 27.90% would have produced the same or greater proceeds, Coweta County shall pay to the City, on or before January 31st of each year, a sum equal to actual LOST receipts for 2002, less the sum generated for the year using the 21.89%. In addition, the County and City agree that either party may request a renegotiation of the percentages at any time during 2004, or before April of any succeeding year. The City plans to request a renegotiation with the County during 2004.

Excise Tax

The Excise tax is the second largest group of General Fund revenues. Excise taxes, consisting of individual items such as beer and wine taxes, franchise fees, occupational taxes and other similar taxes, are expected to realize $3,479,000 in FY 2004, a 5.79% increase from the FY 2003 Approved Budget. Forecasted similarly to the sales tax, excise tax revenues are directly related to the health of the local economy.

Property Tax

The property tax, the third largest General Fund revenue stream, is expected to raise $2,414,100, an increase of 26.47%, or $589,100, over the FY 2003 Approved Budget total. Traditionally, revenue projections are based on trend analysis and estimated growth in real property within the city. Budget figures for FY 2004 are based on a millage rate increase of 19%; from 3.78 mills per thousand to 4.50 mills per thousand. Setting the millage rate and collecting the taxes is traditionally done in the fall; therefore, the millage rate for 2003 was not set until October 2003. As mandated by state law, the millage rate is assessed on only 40% of the valuation of property.

Licenses and Permits

Licenses and permits make up the General Fund's fourth largest revenue source. Trend analysis and anticipated construction starts are the primary forecasting tools used for this revenue stream. Said fees are expected to yield $800,752 in FY 2004. This represents a 4.69% increase from the FY 2003 Approved Budget total of $760,400. Based on recent trends and anticipated construction projects for FY 2004, the City expects further increases in building permit revenues.

Other Financing Sources (Water and Light)

Other financing sources combine to make the General Fund's fifth largest revenue source. Said revenues are generated from a 5% charge on electricity and 3% payment on water and sewer revenues from Newnan Utilities (a.k.a. Water and Light). Trend analysis is the primary source of forecasting for this revenue stream. In 2004, City receipts from this source are estimated at $760,000, representing a 1.05% decrease from the FY 2003 Approved Budget.

MINOR GENERAL FUND REVENUE SOURCES

Other Local Revenue

Other local revenue is comprised of various cemetery fees, rental fees and interest on investments. In FY 2004, these revenue sources are estimated to collect $255,150, representing a 36.16% decrease over FY 2003 budgeted levels. The decrease is primarily attributed to a realistic assumption of decreased earnings from interest on reserve accounts in this time of very low interest rates.

Fines and Forfeitures

Fines and forfeitures are estimated to yield a total of $328,600 in FY 2004. This amount represents an increase of 1.31% over the FY 2003 budget level.

Intergovernmental Revenue

Intergovernmental revenues are anticipated at $205,986, a decrease of 2.20% from the FY 2003 budget level.

Summary of Uses (Expenditures and Transfers)

As illustrated below, Total General Fund uses is budgeted to decrease $208,846, or 1.69%, primarily as the result of privatization of sanitation. This outsourcing eliminated the subsidy of $846,291 from the General Fund and the transfer of funds from Capital Equipment in the amount of $348,000. The City's various duties and responsibilities are performed and/or provided by twenty-seven (27) departments and divisions. These departments are grouped in one of five general functions: General Government, Public Safety, Public Works, Community Development and Other Services.

FY 2004 Approved General Fund Expenditures and Transfers Summary

Function	2003 Budget	2004 Budget	Percent of 2004 Total	Variance 2003 - 2004	Percent Change 03 vs. 04 Budget
General Government	$1,440,917	$1,423,135	11.73%	($17,782)	-1.23%
Public Safety	6,044,360	6,579,623	54.21%	535,263	8.86%
Public Works	1,379,767	1,616,865	13.32%	237,098	17.18%
Community Development	1,597,886	1,688,593	13.91%	90,707	5.68%
Other Services	469,013	480,872	3.96%	11,859	2.53%
Debt Service	0	0	0.00%	0	N/A
Expenditure Sub-Total:	$10,931,943	$11,789,088	97.14%	$857,145	7.84%
Capital Equipment Transfer	$567,200	$297,500	2.45%	($269,700)	-47.55%
Sanitation Transfer	846,291	0	0.00%	(846,291)	-100.00%
Street Improvement Transfer	0	50,000	0.41%	50,000	N/A
Transfers Sub-Total:	$1,413,491	$347,500	2.86%	($1,065,991)	-75.42%
Total Expenditures & Transfers	**$12,345,434**	**$12,136,588**	**100.00%**	**($208,846)**	**-1.69%**

General Government Function

The General Government function is comprised of the following departments and divisions:

- City Council
- City Manager
- City Attorney
- Finance
- Information Technologies
- City Clerk
- Human Resources
- Municipal Court
- Miscellaneous

FY 2004 Approved General Government Expenditures

	2003 Budget	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries and Wages	$551,310	$602,243	$50,933	9.24%
Benefits	217,752	265,884	48,132	22.10%
Operations	671,855	555,008	(116,847)	-17.39%
Interfund Transfers	1,413,491	297,500	(1,115,991)	-78.95%
Total	**$2,854,408**	**$ 1,720,635**	**($1,133,773)**	**-39.72%**

General Government Expenditures for FY 2004 total $1,720,635, which represents a 39.72% decrease from the FY 2003 budgeted amount. Salaries and wages are approved to increase 9.24% due to a 2.5% cost-of-living increase and a 2.5% salary adjustment given to all employees. Additionally, the compensation package for Council was restructured during 2003. In FY 2004, $297,500 will be transferred

to the Capital Equipment Fund; a decrease of 47.55%, or $269,700, from the amount transferred in FY 2003. In addition, $846,291 was budgeted to be transferred to the Sanitation Fund in 2003. This transfer was eliminated due to the outsourcing of Sanitation during 2003.

Public Safety Function

The Public Safety function is comprised of the following departments:

- Police Department
  - Housing Authority Public Safety
  - School Resource Officers (SRO)
  - Animal Services
- Fire Department
  - Y. Glenn McKenzie Fire Station

The Public Safety function makes up the largest expenditure group ($6,579,623), or 54.21%, of the General Fund budget. This reflects the City's continued commitment to a high level of excellence in police and fire protection.

FY 2004 Approved Public Safety Expenditures

	2003 Budget	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Wages	$3,989,116	$4,317,756	$328,640	8.24%
Benefits	1,500,485	1,614,752	114,267	7.62%
Operations	554,759	647,115	92,356	16.65%
Interfund Transfers	0	0	0	N/A
Total	$6,044,360	$6,579,623	$535,263	8.86%

Salaries and benefits are approved to increase by 8.24% and 7.62%, respectively. The increases can be primarily attributed to a 2.5% cost-of-living increase and a 2.5% salary adjustment and increased City contributions for employee health insurance benefits, along with some reorganization in the Police department as explained in the Personnel section under Public Safety.

Public Works Function

The Public Works function is comprised of three (3) departments:

- Streets
- Cemetery
- Garage

Public Works is the third largest expenditure group ($1,666,865), or 13.73%, of the total General Fund budget. These services include street maintenance and repairs, cemetery operations, and a garage that maintains all City vehicles and equipment.

FY 2004 Approved Public Works Expenditures

	2003 Budget	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Wages	$824,678	$947,496	$122,818	14.89%
Benefits	328,330	401,424	73,094	22.26%
Operations	226,759	267,945	41,186	18.16%
Interfund Transfers	0	50,000	50,000	N/A
Total	$1,379,767	$1,666,865	$287,098	20.81%

In FY 2004, expenditures and transfers are approved to increase 20.81%, or $287,098. The increase is primarily a result of additional costs associated with a 2.5% cost-of-living increase and a 2.5% salary adjustment, along with a 25% increase in insurance premiums. Benefits are likewise approved to increase by 22.26% for similar reasons.

Sanitation Fund

In FY 2003, Sanitation services provided by the City of Newnan were privatized. The City contracted with CLM Sanitation to provide services to all City households.

Community Development Function

The Community Development function is comprised of five (5) departments:

- Planning & Zoning
- Engineering
- Parks and Right-of-Way Beautification
- Building Inspection
- Building Maintenance

FY 2004 Approved Community Development Expenditures

	2003 Budget	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Wages	$950,226	$1,000,706	$50,480	5.31%
Benefits	356,211	398,031	41,820	11.74%
Operations	291,449	289,856	(1,593)	-0.55%
Interfund Transfers	0	0	0	N/A
Total	$ 1,597,886	$ 1,688,593	$90,707	5.68%

Community Development expenditures for FY 2004 total $1,688,593, which represents a 5.68% increase from the FY 2003 budget. Salaries and wages are budgeted to increase 5.31% in FY 2004, due to a 2.5% cost-of-living increase and a 2.5% salary adjustment. Employee benefits costs are budgeted to increase 11.74% due to increased City contributions for employee health insurance benefits.

Other Services Function

Business Development (including Mainstreet) & Special Events and the Library are the only two (2) departments in the Other Services function. The Business Development and Special Events department was reorganized during FY 2002 to include a Mainstreet Coordinator. This department now staffs two full-time employees. Appropriations for Business Development for FY 2004 were approved at $149,316, an increase of 1.16% over the FY 2003 Budget of $147,610.

The City and County share funding responsibilities for the Library. In FY 2004, appropriations for the Library are approved at $331,556, an increase of 3.16%, or $10,153, over the FY 2003 Adopted Budget amount of $321,403.

FY 2004 Approved Other Services Expenditures

	2003 Budget	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Wages	$75,610	$79,301	$3,691	4.88%
Benefits	22,770	29,950	7,180	31.53%
Operations	370,633	371,621	988	0.27%
Interfund Transfers	0	0	0	N/A
Total	**$469,013**	**$480,872**	**$11,859**	**2.53%**

Fund Balance

The FY 2004 General Fund Balance is expected to increase by 21.44% (or $1,105,656) as compared to the FY 2003 Budget, as a result of controlled unappropriated spending and better budgetary management in FY 2003. The Fund Balance is used throughout the year to fund various non-budgeted projects as approved by the Council.

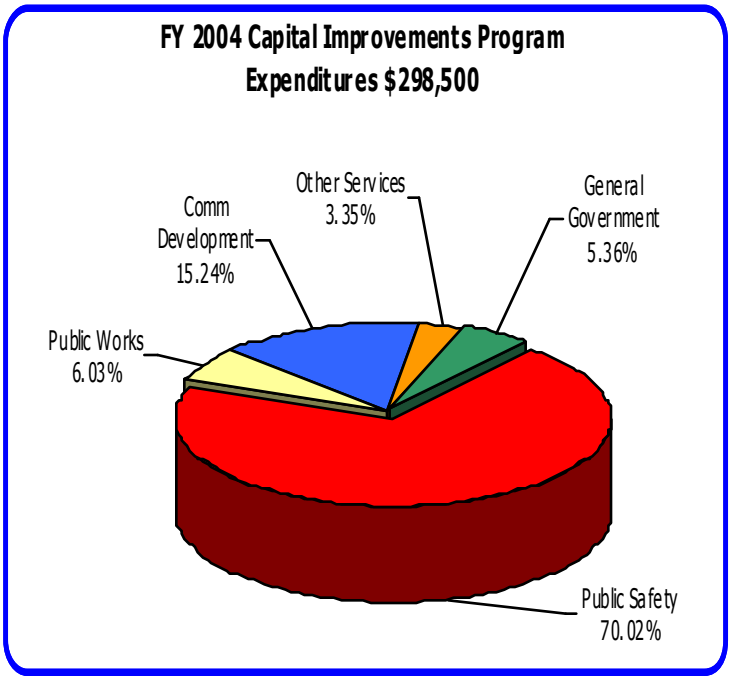
The Fund Balance at the end of FY 2004 is expected to equal 51.60% of the operating budget, or $6,262,384. The City's reserve policy has been modified to stipulate that the City will, at a minimum, maintain $5,000,000 in the General Fund's undesignated Fund Balance. The purpose of this reserve is to protect the City from economic downturns and unforeseen expenditures.

Street Improvement Fund

The Street Improvement Fund is used to account for the maintenance of City streets and roads. This fund relies solely on interfund transfers from the General Fund and monies from state grants and contracts. In the FY 2004 Approved Budget, funds are budgeted at $807,858, combined with $745,892 in fund balance reserves to total $1,553,750 in budgeted resources. Expenditures of $1,553,750 are approved for updating street signs plus the procurement of materials and supplies for the maintenance of City roads and right-of-ways. These amounts also include the budgeted funds for the Bypass extension in Newnan.

Capital Equipment Fund

The Capital Equipment Fund is used to account for the purchase of new equipment, equipment replacements, building improvements, and equipment refurbishment with costs exceeding $5,000 and economic useful lives of one (1) year or longer. This fund is not a revenue-generating fund with a dedicated taxing source, but relies solely on interfund transfers from the General Fund. In the FY 2004 Approved Budget, $297,500 will be transferred from the General Fund to the Capital Equipment Fund, and $1,000 is projected in interest earnings. Total uses for the FY 2004 Approved Budget are $298,500.



The Capital Fund's balance continues to be drawn down purposely to procure necessary capital equipment to meet the City's goal/concern of maintaining City services at current levels and providing for infrastructure maintenance and facility improvements. At the end of FY 2004, the fund balance is projected to have a zero balance.

Special Purpose Local Option Sales Tax Funds

The Special Purpose Local Option Sales Tax (SPLOST) is a citizen approved penny sales tax for specifically designated capital projects. The tax is voter approved for five (5) year increments, first in 1992 and 1997. The 1997 SPLOST authorization for collections expired in April of 2002. In FY 2001, voters approved a third SPLOST (2002) referendum.

SPLOST 97

In 1996, the citizens of Newnan approved the second issue (1997) of SPLOST. The referendum approving the tax detailed the projects and items to be funded. Several of these projects were completed in the last three years, such as the new City Hall building and the new Y. Glenn McKenzie Fire Station #2. In FY 2004, appropriations are designated for the purchase of a 100' Arial for the Fire department and other transportation projects and park development and acquisitions. These projects will be paid for using remaining interest revenues and reserves from the SPLOST 97 Fund.

SPLOST 02

In September of 2001, the citizens of Newnan approved a third SPLOST for the years 2002-2007. The referendum approving the tax detailed the projects and items to be funded. These projects include: streets, drains and sidewalks; parkland acquisition and development; a convention center; downtown parking facilities; fire equipment; improvements to the City Shop; and other projects.

Tourism Enhancement Fund

The Tourism Enhancement Fund (TEF) is a special revenue fund created in the FY 99 budget for the purpose of promoting tourism in the City of Newnan. Revenues for the fund are raised from a hotel/motel tax placed on hotels/motels conducting business within city limits. The tax is expected to raise $70,000 in FY 2004. Appropriations from this fund are strictly designated for promotional purposes as detailed in O.C.G.A, section 48-13-51 (a) (3). Revenues can be spent on the following broad categories: advertising, printing, binding and brochures; construction and renovation; and maintenance and operating costs. In FY 2004, fund expenditures will be divided between the aforementioned expenditure categories.

Budgetary Impact on Taxes

As previously mentioned, the City increased the property tax millage rate from 3.78 to 4.50 in 2003. The increase was necessary to continue at the current service levels. In FY 2001, the City Council authorized a reduction millage rate from the FY 2000 level of 4.70 mills to 3.80 mills (1 mill equates to $1,000 of property value or $1 per $1,000 of assessed property value). The reduction was possible due to the reassessment of residential property within Coweta County in 2001. The millage rate for FY 2002 was reduced again to 3.78. Revenue forecasts and budgetary needs indicate that the millage rate may increase slightly in FY 2004.

The following schedule outlines the impact this budget, including capital projects, will have on primary taxes:

Tax Category	2000 Tax Rate	2001 Tax Rate	2002 Tax Rate	2003 Tax Rate	2004 Tax Rate
Property Taxes	4.70 Mills	3.70 Mills	3.78 Mills	4.50 Mills	4.50 Mills
Local Sales Taxes	1%	1%	1%	1%	1%
Special Sales Taxes	1%	1%	1%	1%	1%

Conclusion

To protect the City's financial condition while achieving the goals outlined in this budget, a conservative and cautious approach was taken in projecting revenues and budgeting expenditures. This FY 2004 Approved Annual Budget was submitted to the City Council with the confidence this document will assist citizens in evaluating approved budgetary and service levels, City Council in setting policy and overview of operations, and City staff in accomplishing stated goals and objectives within financial constraints.

I personally wish to extend my sincere appreciation and thanks to the members of staff who have assisted in the development and assembly of this budget. This FY 2004 Approved Budget is a testimony to the commitment to professionalism within our organization and staff's dedication to public service excellence. And, of course, to the City staff who must bear the front-line responsibilities of implementation.

Respectfully submitted,



W. Danny Lewis
City Manager

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City-In-Brief

Introduction

The City of Newnan, County seat of Coweta County, is located in the west central part of Georgia, approximately thirty-five miles southwest of Atlanta, with Interstate 85 running through the eastern part of the city.

A century and a half ago the small village of Newnan was carved out of the homeland of the proud Creek Indian Nation. Newnan stands in the preserved natural beauty of its surroundings, while thriving as an independent commercial and industrial trade center. As a residential community, Newnan has become widely known for its shady tree-lined streets and a large number of historic homes. Victorian and Classical Revival styles are the most prevalent, along with Eclectic, Plantation Plain, and Plantation Variant. Local builders have strived to maintain this quality in Newnan's modern homes, creating an aesthetic balance of old and new in this tranquil city. The preservation of natural settings, along with the large number of recreational areas, has been the finishing touch to the picture, adding completeness to its beauty.





In 1828 eight streets were surveyed to form what would become downtown Newnan. Six (6) of the streets still bear their original names. The new town was named in honor of General Daniel Newnan of Georgia. As one of the campaign leaders of the War of 1812, he survived severe wounds at Camp Defiance in 1813 to later become Georgia Adjutant General, Secretary of State, and a member of the United States Congress.

Just a small sample of the many beautiful homes in Newnan…







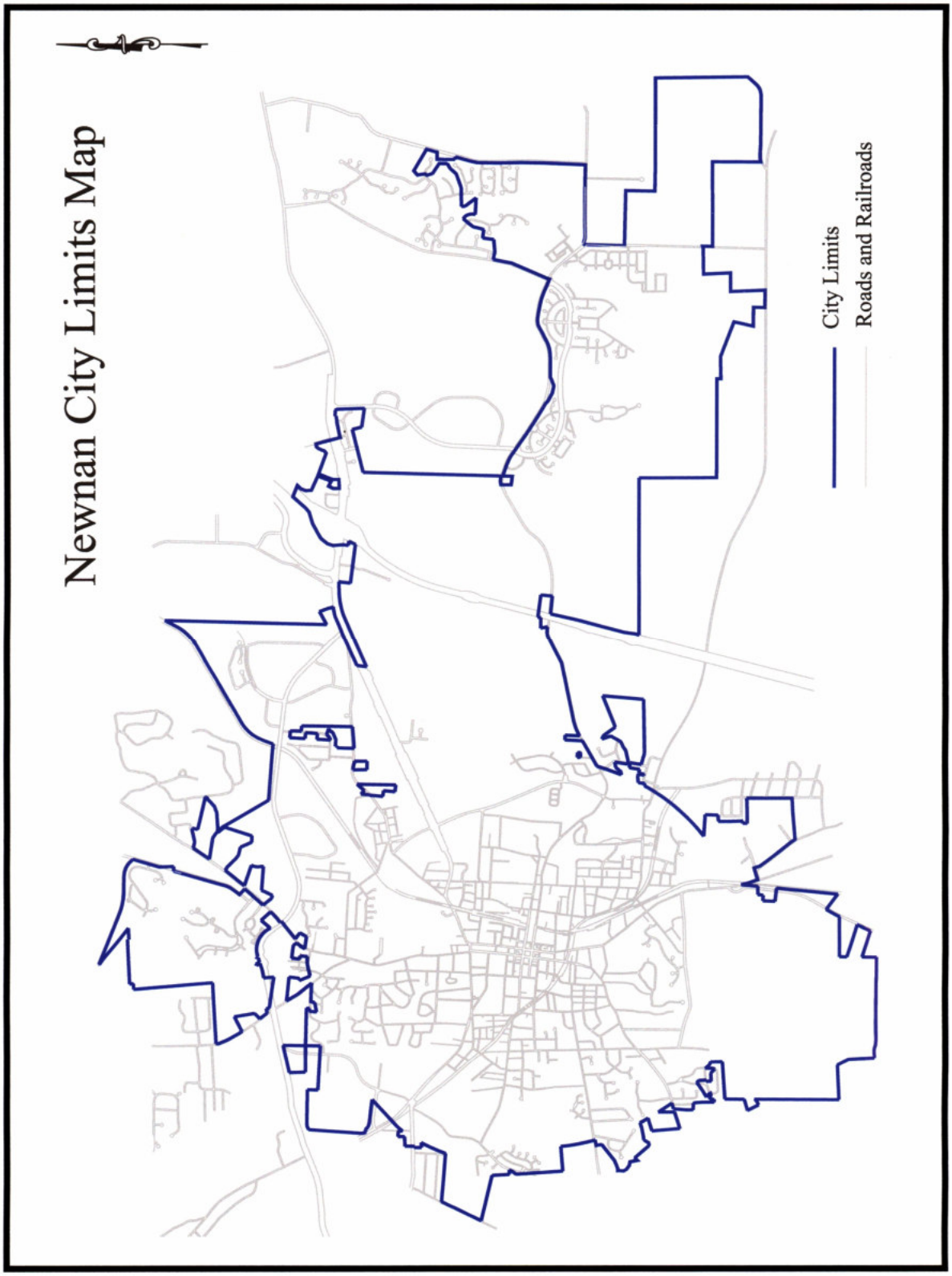
Newnan-At-A-Glance

Date of Incorporation: 1828

Population:		**Number of Households:**	
1980 Census	11,449	1970	3,583
1990 Census	12,497	1980	4,084
2000 Census	16,242	1990	4,634
2003 Estimated	19,310	2000	6,464

Climate:
The climate is moderate with an average temperature of 64.3 degrees Fahrenheit (45.8 degrees in winter and 79.1 degrees in summer). Annual rainfall is 51.84 inches.

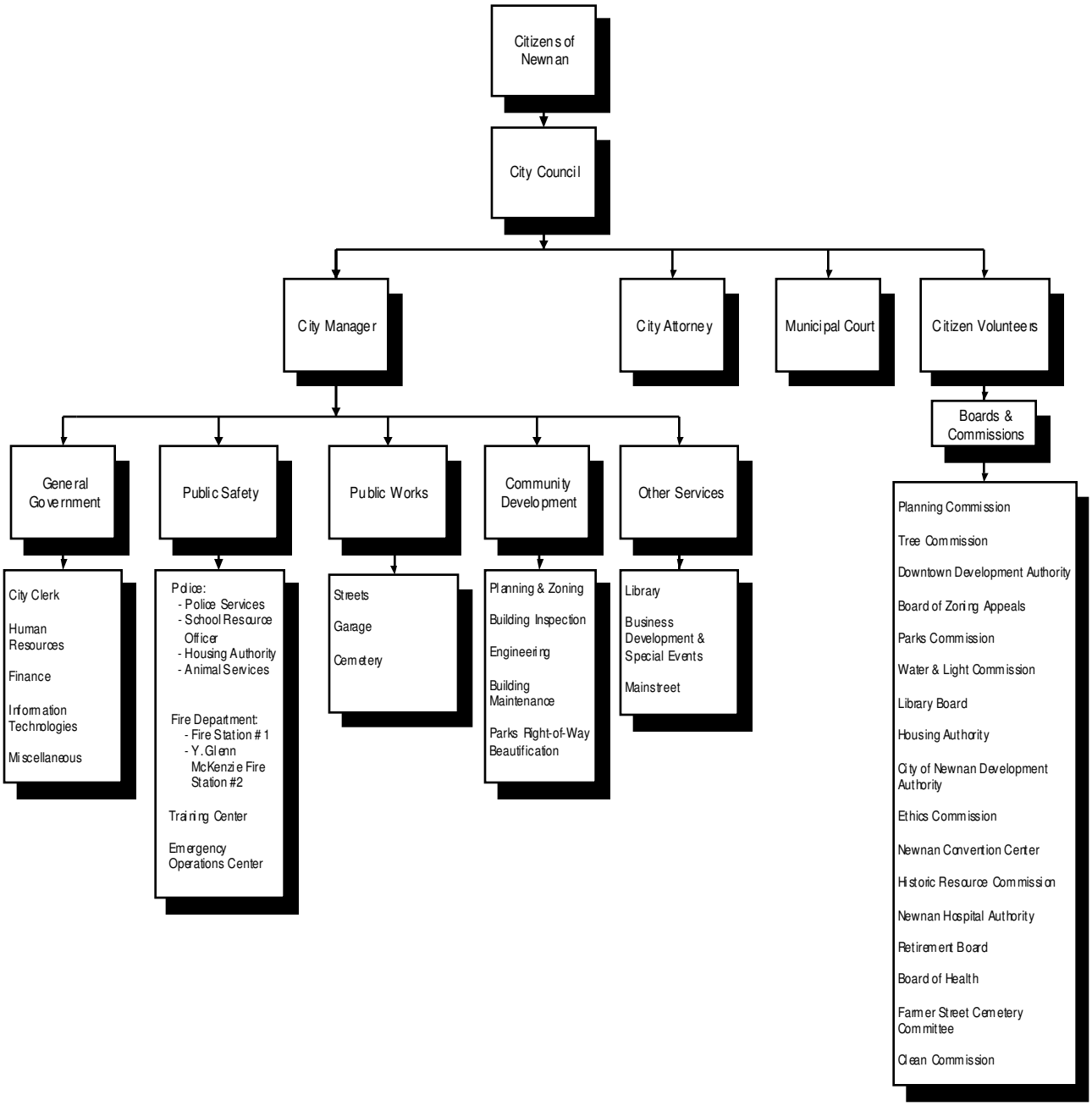
Although the City of Newnan has not increased substantially in population over the past decade, the city has grown in total square miles, via the annexation of land. In 1990, it was estimated the city consisted of 12.37 square miles. By 2004, Newnan had grown to more than 18 square miles. The map included on the following page shows the city's boundaries, current as of January 1, 2004.


Newnan City Limits Map
City Limits
Roads and Railroads

Local Government

The City of Newnan operates under a Council-Manager form of government. Under the Council-Manager form of government, citizens elect their representatives, the Mayor and City Council, who determine policy for the City. The Council selects and appoints the City Manager, who is responsible for administering the Council's policies, advising the Council, and conducting the day-to-day operations of the City. In keeping with these responsibilities, the City Manager is responsible for hiring the directors who run each department. Teamwork between the Council and City Manager is a key element of the Council-Manager form of government. The pooling of political and administrative skills is essential to resolving the many complex problems facing Newnan today.

FY 2004 City of Newnan Organization Chart



The City Charter authorizes the following services: public safety (police and fire), highways and streets, sanitation, public improvements, planning and zoning, and general administrative services. The responsibility of providing the aforementioned services rests with the various City departments shown in the organizational chart above.

FY 2003 City of Newnan Departmental Statistics At-A-Glance

Fire		Police	
ISO Classification	4	Number of stations	3
Number of stations	2	Uniform Strength	64
Uniform Strength	41	Average Response Time	9.0 Minutes
Avg. Response Time	4.8 Minutes		

Public Works	
Tons of Waste Collected	9,752
Street Miles	110
Water Storage Capacity	2 Billion Gallons
Avg. Daily Water Pumping Capacity	14 MGD

Economy & Tax Base

Textile mills began to dot the landscape in and around Newnan in the late 1800's. By the late 1920's the Newnan Hosiery Mill, Arnall Mills, Grantville Mills and McIntosh Mills were among the ever-growing list of entrepreneurial undertakings. Over the last one hundred years the local economy has changed from that of a textile town to a diverse manufacturing center. Farmland and rural southern villages in west central Georgia are being transformed into a business hub as international and national corporations expand and move into the area. Giants such as Kawasaki Corporation, Yokogawa Corporation of America, William L. Bonnell, Southern Mills and Yamaha Motor Manufacturing Corporation have all established in and around Newnan. Consequently, Newnan has developed into a business and industrial community that is growing and thriving.

Major Employers in Newnan (listed in alphabetical order)

Caldwell Steel
City of Newnan
Coweta County
Coweta County School District
Department of Children & Family Services
Excel
Foley Brogdon
Home Depot
Lowe's Home Center
Newnan Hospital
Newnan Utilities
U.S. Post Office
Wal-Mart
William L. Bonnell Company

The combination of the region's commitment to quality of life and attention to tax and infrastructure issues has brought many new businesses to the area and is a significant reason why so many

businesses flourish in and around Newnan. Listed in the table below are the millage rates levied by Coweta County, Coweta County School Board, and the City of Newnan for maintenance and operations and bonded indebtness. The total millage paid by City residents sums to 28.49 mills.

2003 Millage Rates			
District Name	**Net O & M Millage**	**Bond Rate**	**Total Millage**
City of Newnan	4.50	0	4.50
Coweta County - Incorporated	5.13	0	5.13
*Coweta County - Unincorporated**	*3.93*	*0*	*3.93*
*Coweta County - Fire District**	*2.50*	*0*	*2.50*
School District	18.61	0	18.61
State	0.25	0	0.25
Grand Total for City Residents:	28.49	0	28.49

* Taxes paid only by property owners living in the unincorporated areas of Coweta County.

Component Units of the City of Newnan

Component units are legally created public organizations which function "separate" from the City, yet elected officials of the City of Newnan remain financially accountable. Component units are created by the City and exist to serve public purpose(s). Currently the City of Newnan has four (4) component units:

- Newnan Water, Sewerage and Light Commission (Newnan Utilities)
- Downtown Development Authority of the City of Newnan
- Newnan Development Authority
- Hospital Authority of the City of Newnan

Newnan Water, Sewerage and Light Commission/Newnan Utilities

The Newnan Water, Sewerage and Light Commission is completely responsible for the control and management of the water, sewerage and light works of the City of Newnan. Moreover, the Commission has recently installed the infrastructure to allow city residents to access cable television, the Internet and telecommunications with the same fiber optic line. The Newnan Water, Sewerage and Light Commission's governing board is appointed by the City Council of Newnan. The Commission consists of three members appointed for three-year staggered terms. General management of the Commission is vested in a full-time general manager who is selected by the Commission. He reports to the Chairman of the Commission. The financial affairs of the Commission are handled on a day-to-day basis by the Treasurer of the Commission. This position is an appointment by the Commission and reports to the Assistant General Manager. The Assistant General Manager reports to the General Manager, who is also appointed by the Commission.

Newnan's Water, Sewerage and Light Commission has gained a reputation over the last century for excellence in providing services, planning for the future, and maintaining only the highest quality of facilities. From its humble beginning of pumping untreated branch water nearly a century ago, the Commission today has achieved a capacity of pumping fourteen million gallons per day of raw water.

The Commission's impoundment areas hold approximately two billion gallons of raw water -- enough to serve the City's needs for a period in excess of three months should the area experience drought conditions. The Commission's wastewater treatment plants ensure the highest degree of treatment, preserving the cleanliness of the local environment.

The Water, Sewerage and Light Commission (Newnan Utilities), a member of the Municipal Electric Authority of Georgia, distributes electricity to Newnan residents and assures that local streets are attractively and adequately lighted. Additionally, the fiber optic system has become a highly

attractive and useful tool for encouraging residential and business development. Even with this high degree of efficiency and services offered today, the Commission and staff are making plans, taking surveys, and coming up with ideas daily to give Newnan an unparalleled public utility system. One such plan has been the expansion of the fiber optic system that provides cable and Internet access services to residents. In FY 2000, $15 Million in revenue bonds were sold to provide the capital requirements of the fiber optic expansion.

In addition, during the last half of 2002, revenue bonds in the amount of $12 million were issued to provide funds for the expansion of the City's cable television system by Newnan Utilities. The bonds are payable from net revenues provided by the Utility, but are backed by an unlimited ad valorem tax pledge by the City of Newnan.

Downtown Development Authority of the City of Newnan

In 1981, the City of Newnan created the Downtown Development Authority. The purpose of the Authority was to focus on the revitalization and redevelopment of the central business district in downtown Newnan. Specifically, the Authority was created to promote for the public good and general welfare, trade, commerce, industry, employment opportunities, a climate favorable to the location of new industry, and the development of existing industry within the downtown business district. The Authority has the legal authority to issue bonds, notes and/or other obligations to fund projects aimed at achieving the aforementioned goals/objectives. The governing board of the Authority is composed of seven (7) directors who are appointed by the Newnan City Council. All directors must be a merchant or own property or building(s) in the downtown business district.

Newnan Development Authority

In the fall (September) of 1997, the Newnan City Council, acting under the authority contained in the Constitution of the State of Georgia, activated a public body corporate and politic known as the Development Authority of the City of Newnan, for the purpose of developing and promoting for the public good and general welfare, trade, commerce, industry, and employment opportunities for the residents of the City of Newnan. The Board of the Development Authority consists of seven (7) members appointed by the Newnan City Council. Members of the Authority must be taxpayers (owners of real property) residing in the City of Newnan. Powers of the Authority include the issuance of revenue bonds, notes and other obligations in order to finance, in whole or part, the cost of any project undertaken by the Authority for the good of the entire city.

Hospital Authority of the City of Newnan

In November of 2002, the Newnan City Council, acting under the authority contained in the Constitution of the State of Georgia, activated a public body corporate and politic known as the Hospital Authority of the City of Newnan, for the purpose of promoting the public health needs of the community. The governing board of the Authority is composed of seven (7) directors who are appointed by the Newnan City Council. All members are residents of the City of Newnan.

Education

Coweta County has a historic tradition of scholarship and leadership in education. In the 1850's, College Temple was the first women's college in the nation to confer the degree of the Master of Arts. The Coweta County public school system, widely recognized as one of the best in the state, has produced three (3) Rhodes Scholars, a Pulitzer Prize winner, and several famous authors and musicians. Almost every year, the system's teachers receive local, regional, and national recognition -- Honor Teacher Award, Presidential Award of Excellence, and Teacher of the Year.

The newest educational addition to the area is the Central Educational Center (CEC), a charter school based on the European-style apprenticeship programs. CEC was developed through a public-private partnership of 21st Century Coweta (including, but not limited to Coweta County schools,

Carroll Technical Institute and the local business and industrial communities). CEC will provide today's youth with a unique educational opportunity to providing seamless course offerings yielding joint credit with Carroll Tech and transfer credits with traditional four-year universities. To paraphrase Governor Barnes' address at the CEC groundbreaking ceremony, "Charter schools provide the solution for experimentation in education and Central is perhaps the most visible, and successful, result of that model in the state to date".

Schools Located in the City of Newnan	
School Name	**Enrollment**
Elementary Schools	
Atkinson	411 students
Elm Street	387 students
Jefferson Parkway	312 students
Maggie Brown	106 students
Newnan Crossing	878 students
Ruth Hill	435 students
Middle/Jr. High Schools	
Evans Middle School	706 students
High Schools	
Newnan High School	1,806 students
Alternative Schools	
Winston Dowdell Academy (formerly Fairmont)	68 students
Charter Schools	
Central Education Center	N/A*

* Students attending Central are officially counted in other schools.

The Heritage School, a co-educational non-sectarian school, offers college preparatory curriculum for grade level Kindergarten through 12th grade. The Newnan Christian School founded by Bible Baptist Church provides education for grades Kindergarten through 12th. The Newnan Center for the State University of West Georgia College, located in the Shenandoah Environmental & Education Center, provides undergraduate and graduate courses leading to a bachelor and masters degree. Courses are primarily offered during evening hours.

Recreation

Newnan's primary source of recreational facilities is derived from its inventory of parks and open spaces. Currently, the City has eleven parks within its city limits, nine of which the City is the sole owner. One of these parks is the Carl Miller Park, a 14 acre park on the southern end of the City. Constructed by Newnan Water, Sewerage and Light Commission, the park has picnic tables, pavilions for groups of up to 150 people, a jogging path with exercise stations, a preschool playground and the Kid's Castle Park. Built in 1998 by local volunteers and funded through local donations, Kid's Castle Park is a 32,000 square foot playground featuring wooden climbing areas, several swings, assorted bridges, tunnels, forts, playhouses, cars, boats, trucks and airplanes for kids to play in, on and around.

Additionally, the City of Newnan contracts with Coweta County for the administration of recreational programs at City parks and facilities. Coweta County also provides county recreational facilities and services near the northwest portion of the City (see HB 489 – Service Delivery Strategy).

In 1939, as part of the Public Works program of F.D. Roosevelt, Newnan's Municipal Building was constructed. Included in the construction was a 694 seat capacity auditorium. The auditorium has been the location of many cultural, civic and social events for the city and county.

Construction began in 2002 on the Coweta County School System Fine Arts Center, which will include a 999 seat auditorium. The new facility will be sited on land that is to be jointly developed between the School System and the City of Newnan. A convention center and amphitheatre are planned to be built by the City next to the fine arts center. Since the convention center project is in the preliminary design phase, no construction date has been set. In addition, a hotel is being planned adjacent to these facilities.

The Male Academy Museum is used to house many of Newnan's historical artifacts. It is staffed by a part-time director/curator. The Magnet-Brannon Center for the Arts located near downtown Newnan provides many cultural, civic and social events for the City and County.

Health Services

Newnan is the location of the county's major health services and facilities. Newnan Hospital is a healthcare delivery system offering hospital services at 60 Hospital Road. Services include 24-hour emergency departments, same day surgery, obstetrics, women and children services, CT scan, PET scan, MRI and Open MRI, a wound treatment center and a sleep center.

Newnan Hospital also operates Beaulieu Convalescent Center, a 143-bed skilled nursing home, and the Newnan Hospital Health and Fitness Center. Additionally, Newnan has many primary care and specialty physicians and surgeons to meet the professional clinical needs of the children, adults and seniors in the community. For more information about Newnan Hospital, you may view their website at www.newnanhospital.org.



In addition, the Coweta County Clinic, located in Newnan, provides low cost health services to economically disadvantage families. Additionally, the county has available physician services from pediatrics to neurology, including several multi-service clinics.

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Financial Policies

The purpose of this section is to present the policies that the City follows in managing its financial and budgetary affairs. These policies represent long-standing principles, traditions, and practices that have guided the City in maintaining financial stability.

Fiscal Policies

The following fiscal policies are employed by the City of Newnan:

- The City shall strive to maintain a broad and diversified revenue base that will equitably distribute the burden of supporting City services and will protect the City from short-term fluctuations in any one revenue source.
- The City will actively support economic and industrial development, recruitment and retention efforts to expand the revenue base.
- The City will maintain timely collection systems and implement necessary enforcement strategies to collect revenues.
- The City will project revenues on a conservative basis so that actual revenues will consistently meet or exceed budgeted revenues.
- Basic and essential services provided by the City will receive priority funding.
- The City will provide access to medical, dental and life insurance for its employees. The cost for these benefits will be shared between the City and its employees.
- The City will provide access to appropriate retirement plans for its employees. The City will make contributions for eligible employees at the percentage defined.

Fund Accounting

In governmental accounting all financial transactions are organized within "funds". The City abides by Generally Accepted Accounting Principles (GAAP) governing the use of funds. First, a fund contains a group of accounts segregated for certain purposes. Second, the financial transactions related to these purposes will be recorded in the accounts of the fund. And third, these accounts must be self-balancing and must include information about all the financial resources (assets), liabilities, and equities for those purposes.

Types of Funds

The City currently makes use of three Governmental Fund types: General Fund, Special Revenue Funds, and Capital Improvements Fund. The Sanitation Fund, our only Enterprise Fund, was eliminated during 2003 when those services were outsourced.

General Fund: Used as the chief operating fund and to account for all resources are not accounted for in another fund. Most functions of the City are financed within this fund, such as operations and maintenance (O & M) and salaries and benefits. By definition, there can only be one general fund.

Special Revenue Funds: Used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes.

Capital Improvements Fund: Used to account for financial resources to be used for the acquisition or construction of major capital projects.

Enterprise Fund: Used to account for operations, such as the Sanitation Department, that are significantly financed through user fees and/or for which a governing body desires periodical information on costs.

Basis of Accounting

The basis of accounting determines when financial transactions are recorded in the accounts of the various funds used by the City.

Governmental Fund types: The modified accrual basis is followed. Such funds include the General Fund, Special Revenue Funds, and Capital Improvements Funds. The modified basis of accounting recognizes revenues in the accounting period in which they become available and measurable as current assets. Sales taxes, licenses and permits, fines and forfeitures and miscellaneous revenues are recorded as revenues when received because they are not generally measurable until actually received. Expenditures are generally recognized when the obligation is incurred, with the exception of principal and interest on general long-term debt which is recognized when due.

Proprietary Fund type: The full accrual basis is followed. Such fund types include two sub-types: Enterprise Funds and Internal Services Funds. The full accrual basis of accounting recognizes transactions and events when they occur, regardless of the time of related cash flow. An example is that garbage bills are encumbered during the month the service is provided and not the following month when receipts are collected.

Budget Adjustments/Amendments

From time to time it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed. One type of change (budget adjustment) does not affect the "bottom line" total for a department or fund. These adjustments may be authorized by the City Council at the written request of the City Manager. Circumstances requiring an amendment include but are not limited to:

- Approval of new expenditures from miscellaneous spending account or unallocated surplus; or

- Substitution of budgeted items; or
- Transfer from one line item to another within a department.

The second type of change is a budget amendment that alters the total appropriation for a department or fund. The Charter of the City, Article VI, Section 6.18, entitled "Changes in Appropriations," permits the City Council, by ordinance, to make changes in the appropriations contained in the current operating budget. Circumstances requiring an amendment include but are not limited to:

- The appropriation of additional funding if expenditures are projected to exceed budgeted amounts; or
- The reappropriation of monies from one department to another when deemed necessary.

Seldom, however, are budget amendments recommended by the City Manager. It is a standing policy that departments discipline themselves to initial appropriations made in the original budget ordinance passed at the beginning of the fiscal year.

Purchasing Policy

Procurements of goods and services by the City are made in accordance with the purchasing policy of the City of Newnan found in the City's Code of Ordinances, Article VI, Sections 2-251 through 2-440. The City implemented centralized Purchasing during FY 2003, thereby relieving the individual departments of the responsibility and realizing the savings associated with volume purchases. This function falls under the direction of the Finance Director.

The intent of the City's purchasing policy is to provide for the fair and equitable treatment of all persons involved in public purchasing by the City, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity.

Budgets and Budgetary Accounting

Annual budgets are adopted for the Capital Equipment Fund, General Fund, Street Improvement Fund, Special Sales Tax Funds and Tourism Enhancement Fund. These budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) plus encumbrances.

The General Fund budget is prepared on the modified accrual basis of accounting. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items.

The Tourism Enhancement Fund budget is prepared on the modified accrual basis of accounting. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred.

All appropriated budgets are prepared by fund, function and department. Transfers of appropriations between departments require the approval of the City Council. The legal level of budgetary control is the department level; department managers have the authority to purchase budgeted items up to a $250 maximum without prior approval of the City Manager. The City Manager is authorized to approve budget transfers among line items within a specific department.

Such transfers, however, are infrequent as department directors are encouraged to stay within the approved line item budgeted levels.

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the Capital Projects Funds General Fund and Special Revenue Fund. Encumbrances outstanding at year end are reported as reservations of fund balances since they do not constitute expenditures or liabilities.

Investment Policy

The City adheres to treasury management practices permitted by Georgia statutes/code. The City, subsequently, limits its investments to the types of securities provided by statute/code, considering first the probable safety of capital and then the probable income to be derived.

Reporting Policy/Audit

Each fiscal year, an independent firm is contracted to perform an audit of the City's general purpose financial statements. The City's fiscal year runs from January 1 to December 31. Audits are performed in accordance with Generally Accepted Auditing Standards (GAAS) and the standards applicable to financial audits contained in *Governmental Auditing Standards* issued by the Comptroller General of the United States. The annual audit report is public record and, therefore, available to the public for review.

The City produces monthly financial statements reporting the activity for the previous month and activity for funds maintained by the City.

The City prepares an annual budget document providing basic understanding of the City's planned financial operations for the coming fiscal year. Copies of the proposed and final budget are made available to all interested parties for citizen review and input prior to final Council adoption of the budget. The City will continue to submit copies of the approved budget to the Government Finance Officer Association (GFOA) Distinguished Budget Presentation program. Newnan has received the "Distinguished Budget Presentation Award" for the past 13 years.

Debt Policy

The City will pay for all capital projects and capital improvements with pay-as-you-go financing, using current revenues when possible. If a project or improvement cannot be financed with current revenues, long-term debt will be recommended.

Capital Improvement Policy

The City will prepare annually and update a five-year Capital Improvements Program (CIP), which will provide for the orderly maintenance, replacement and expansion of capital needs. The CIP will identify long-range capital projects and capital improvements of all types that will be coordinated with the annual operating budget to maintain full utilization of available resources. Additionally, the City will seek federal, state and other funding to assist in financing capital projects and capital improvements.

A capital outlay is defined as an item or project that costs $5,000 or more and has an "economic useful life" of one (1) year or more.

Reserve Policy

The City will maintain a minimum reserve in Undesignated Fund Balance of $5,000,000. If existing reserves exceed the required level, such funds may be used to provide for non-recurring expenditures as approved by Council.

Budget Control Guidelines & Monitoring

It is the responsibility of each department to control expenditures and expend funds only for items that were budgeted. The budget ordinance stipulates that expenditures shall not exceed the appropriation authorized by the budget. No increase in the overall budget for any one department shall be made without the approval of the City Council. Refer to "Budget Amendments" for additional details.

Expenditure Control

An operational control of departmental budgets is maintained by a preliminary check of funds availability on a line-item basis. The City of Newnan purchasing system assures budget availability prior to the issuance of purchase orders. Budgetary expenditure printouts are distributed to the departments on a monthly basis. Encumbrances are established on the basis of the issuance of purchase orders. In the event of insufficient funds within the account, purchase orders are not issued until additional funds become available.

Budget Preparation Process

The Finance Director's Office, under the direction of the City Manager, oversees the budget preparation process. The budget is composed of four levels: (1) Departmental Requests, (2) Finance Director's Recommendation, (3) City Manager's Proposal, and (4) the Council Approved Budget. The City Manager is responsible for formulating finance and policy priorities. Specific steps in the budget preparation process include the following:

- ✓ **Budget Preparation Package:** In early August budget preparation packages are distributed to all department heads.

- ✓ **City Manager Overview:** Later in August, after budget preparation packages are distributed, department heads meet with the Finance Director and City Manager for directions in preparation of the budget and identify funding priorities for the forthcoming fiscal year. This budget kick-off meeting is held to inform staff of any changes as related to forms, budget requests, goals, and submission of documents.

- ✓ **Goals, Objectives and Tasks:** During the last week of August, department heads submit their budget requests to the Finance Director. Goals, objectives and tasks are submitted to the City Manager for approval prior to inclusion in the budget document. Budget components include: goals, objectives, tasks, performance measures, capital budgets, and operating budgets.

- ✓ **Analysis of Departmental Budgets:** In mid September, department heads meet with the Finance Director to review their submitted budget requests. During October and November, the Finance Director's Office compiles the proposed budget for submittal to City Council.

- ✓ **City Manager's Proposed Budget Formally Submitted to City Council for Review**. City Ordinance (Article V., Section 2-226, (b)) stipulates that the proposed budget document must be submitted by the City Manager to the City Council each year forty (40) days prior to the beginning of the next fiscal year. The proposed budget is made available to the public for review during this period.

- ✓ **Consideration of Budget:** From the end of November through mid December special budget meetings (i.e. work sessions) are scheduled with the City Council. These budget meetings afford the Council an opportunity to ask questions, and make revisions to the proposed budget document.

- ✓ **Public Hearing:** A public hearing is held, typically in the second half of December, after the work sessions with City Council are complete. The public hearing permits direct input from citizens. The budget workshop(s) is (are) held prior to the public hearing and typically in the first half of December.

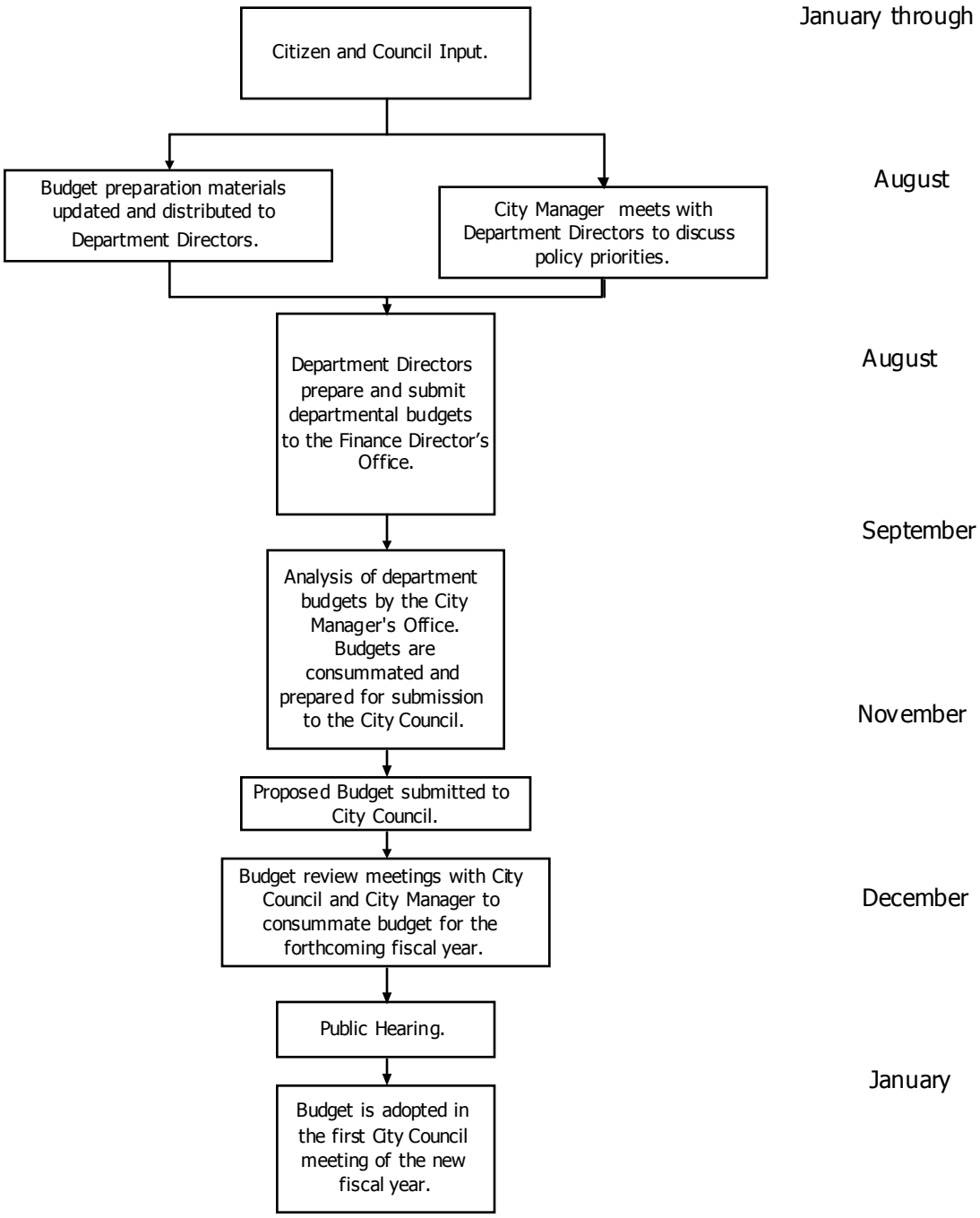
- ✓ **Budget Adoption:** At the first regularly scheduled Council meeting in January, the City Council enacts an appropriation ordinance for the ensuing fiscal year. The ordinance details all anticipated revenues to be received during the fiscal year, all anticipated expenditures for the fiscal year and all payments to be applied toward the City's bonded indebtedness.

The table on the following page, entitled **City of Newnan Budget Process Flowchart**, visually details the steps in the City's budget preparation process.

Fiscal Year

The fiscal year of the City begins on January 1st of each year and ends on December 31st of the same year.

City of Newnan Budget Process Flowchart



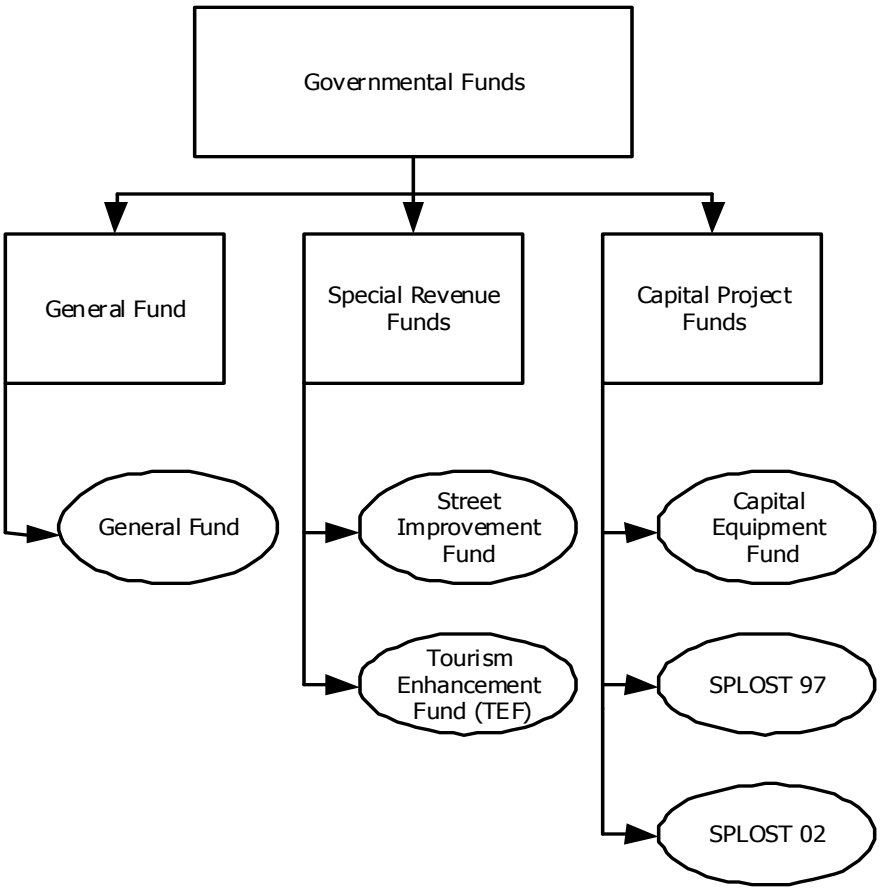
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Funds, Debt Summary & Financial Trends

FUND SUMMARIES

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise the City's assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

2004 City of Newnan Fund Structure



As noted in the chart entitled "2004 City of Newnan Fund Structure", the City utilizes three (3) major governmental fund types: General, Special Revenue, and Capital Project.

General Fund

A General Fund is the general operating fund of a City. This fund is used to account for all financial resources except those required to be in another fund. By definition, the City has only one General Fund.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. The City has two special revenue funds: Street Improvement Fund and Tourism Enhancement Fund (TEF).

Street Improvement Fund The Street Improvement Fund allocates General Fund transfers and state grants and contracts for the purpose of maintaining City streets and roads. This fund relies solely on interfund transfers from the General Revenue Fund and monies from state grants and contracts.

Tourism Enhancement Fund The Tourism Enhancement Fund, created in the FY 99 budget, was created for the purpose of promoting tourism in the City of Newnan. Revenues for this fund are raised from a hotel/motel tax that is placed on hotels/motels conducting business within city limits. State statute prohibits use of proceeds for anything except for the promotion of tourism and tourism activities.

Capital Project Funds

Capital Project Funds are used to budget and account for the acquisition or construction of all capital equipment or facilities, costing $5,000 or more and having an economic useful life of one (1) year or more (other than those financed by Proprietary Funds, Special Assessment Funds, and Trust Funds). The City uses three capital project funds for FY 2004: Capital Equipment Fund, SPLOST 97 Fund and SPLOST 02 Fund.

Capital Equipment Fund The Capital Equipment Fund allocates General Fund transfers for the purchase of new equipment over $5,000, equipment replacements, building improvements, and equipment refurbishment. This fund is not a revenue generating fund, therefore, relying solely on interfund transfers from the General Fund.

SPLOST 97 In 1996, the citizens of Newnan re-approved a 1% Special Purpose Local Options Sales Tax (SPLOST) for the purpose of funding capital improvement projects. Approved projects included a new City Hall, expansion and remodeling of the Police Station, transportation improvements and park development. The City received 70% of the proceeds and Newnan Utilities received 30%.

SPLOST 02 In 2001, the citizens of Newnan re-approved a 1% Special Purpose Local Options Sales Tax (SPLOST) for the purpose of funding capital improvement projects. Approved projects include: streets, drains and sidewalks; parkland acquisition and

renovation; a convention center; downtown parking facilities; fire equipment; additions to the City Shop; and other projects. The City's share of the proceeds, which is 25% of the balance, collected after Coweta County takes $35,000,000 off the top for a new justice center for Coweta County, is divided with the City receiving 84% and Newnan Utilities receiving 16%.

Included hereinafter are the following fund summaries, listed in the order they appear in this chapter:

All Fund Types:
Combined Statement of Budgeted Revenues, Expenditures and Changes in Fund Balance

(Note: In reference to the combined statement for governmental funds, the revenues are listed by major source and the expenditures are listed by major function and department. The operating transfers are listed as both "in" and "out").

General Fund (Fund 100):
General Fund Expenditure Summary
General Fund Revenue Summary
General Fund Summary of Revenues and Expenditures

Street Improvement Fund (Fund 200):
Street Improvement Fund Summary of Revenues and Expenditures

Capital Equipment Fund (Fund 350):
Capital Equipment Fund Summary of Revenues and Expenditures

Special Purpose Local Option Sales Tax (SPLOST) 1997 Issue (Fund 320):
SPLOST 1997 Summary of Revenues and Expenditures

Special Purpose Local Option Sales Tax (SPLOST) 2002 Issue (Fund 321):
SPLOST 2002 Summary of Revenues and Expenditures

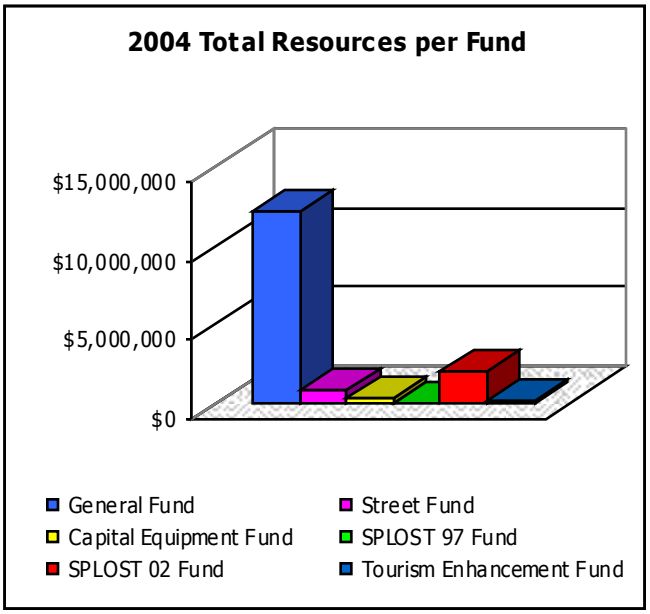
Tourism Enhancement Fund (Fund 275):
Tourism Enhancement Fund Summary of Revenues and Expenditures

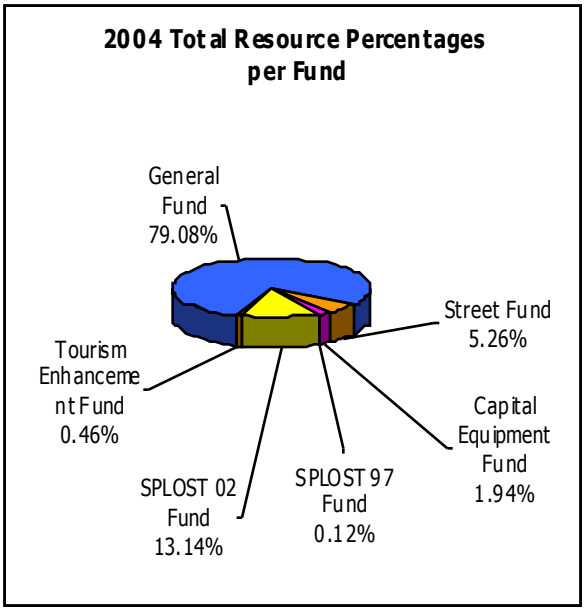
All Government Fund Types in FY 2004
Combined Statement of Budgeted Revenues, Expenditures, and Changes in Fund Balance

	General	Street Improvement	Capital Equipment	SPLOST 1997	SPLOST 2002	Tourism Enhancement	Total
Resources							
Revenues							
Property Taxes	$2,414,100	$0	$0	$0	$0	$0	$2,414,100
Sales Taxes	3,893,000	0	0	0	0	0	3,893,000
SPLOST 97/02	0	0	0	0	2,000,000	0	2,000,000
Excise Taxes	3,479,000	0	0	0	0	70,000	3,549,000
Licenses & Permits	800,752	0	0	0	0	0	800,752
Service Charges	0	0	0	0	0	0	0
Fines & Forfeitures	328,600	0	0	0	0	0	328,600
Intergovernmental	205,986	0	0	0	0	0	205,986
Other	255,150	757,858	1,000	18,000	17,000	0	1,049,008
Prior Year Surplus	0	0	0	0	0	0	0
Total Revenues	$11,376,588	$757,858	$1,000	$18,000	$2,017,000	$70,000	$14,240,446
Operating Transfers In							
Water & Light	$760,000	$0	$0	$0	$0	$0	$760,000
Street Reserves	0	0	0	0	0	0	0
SPLOST Reserves	0	0	0	0	0	0	0
Capital Equipment	0	0	0	0	0	0	0
General Fund	0	50,000	297,500	0	0	0	347,500
Total Transfers In	$760,000	$50,000	$297,500	$0	$0	$0	$1,107,500
TOTAL RESOURCES	$12,136,588	$807,858	$298,500	$18,000	$2,017,000	$70,000	$15,347,946
Uses							
Expenditures							
General Government	$1,423,135	$0	$16,000	$0	$700,000	$0	$2,139,135
Public Safety	6,579,623	0	209,000	600,000	350,000	0	7,738,623
Public Works	1,616,865	1,553,750	18,000	517,000	617,000	0	4,322,615
Community Development	1,688,593	0	45,500	1,340,423	30,000	0	3,104,516
Other Services	480,872	0	10,000	0	0	120,000	610,872
Debt Service	0	0	0	0	0	0	0
Total Expenditures	$11,789,088	$1,553,750	$298,500	$2,457,423	$1,697,000	$120,000	$17,915,761
Operating Transfers Out							
Capital Equipment Fund	$297,500	$0	$0	$0	$0	$0	$297,500
Street Improvement Fund	50,000	0	0	0	0	0	50,000
Newnan Utilities	0	0	0	0	320,000	0	320,000
Total Transfers Out	$347,500	$0	$0	$0	$320,000	$0	$667,500
TOTAL USES	$12,136,588	$1,553,750	$298,500	$2,457,423	$2,017,000	$120,000	$18,583,261
Net Resources	$0	($745,892)	$0	($2,439,423)	$0	($50,000)	($3,235,315)
Beginning Fund Balance	$6,262,384	$745,892	$0	$2,439,423	$2,074,911	$139,929	$11,662,539
Ending Fund Balance	$6,262,384	$0	$0	($0)	$2,074,911	$89,929	$8,427,224

All Fund Types
Summary of FY 2004 Budgeted Revenues

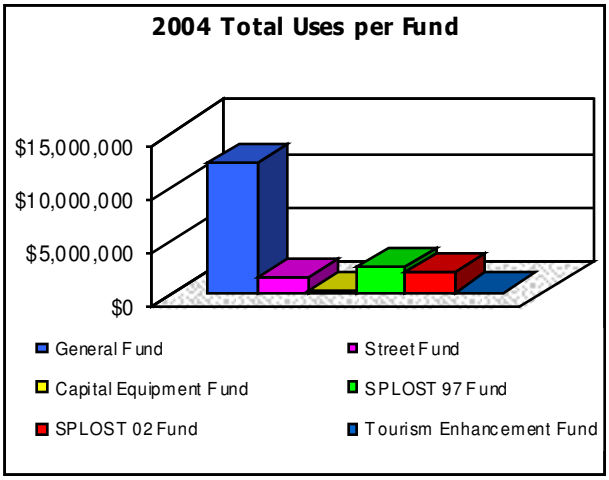
The following bar graph and pie chart illustrate the total FY 2004 budgeted revenues for all funds. Specifically, the bar graph depicts total revenue by dollar amount from each fund, whereas, the pie chart depicts each fund's percentage of the total revenue.

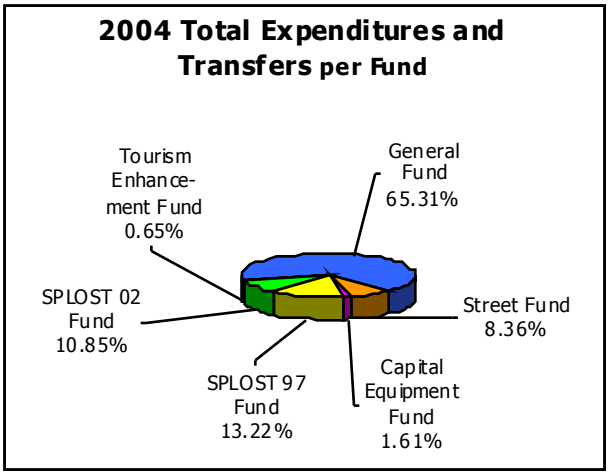




All Fund Types
Summary of Uses (Expenditures & Transfers)

The following bar graph and pie chart illustrate the total FY 2004 proposed budgeted uses for all funds. Specifically, the bar graph depicts total uses (expenditures and transfers) by dollar amount from each fund, whereas, the pie chart depicts each fund's percentage of the total uses. Note: Values in the following illustrations include interfund transfers from the General Fund to the Street Fund and the Capital Equipment Fund, an interfund transfer from the Capital Equipment Fund to the Sanitation Fund and interfund transfers from the SPLOST 97 Fund and SPLOST 02 Fund to Newnan Utilities.





General Fund (100)

Expenditure Summary

	2002 Actual	2003 Budget	2003 Projected	2004 Budget	Percent Change 03 vs. 04 Budget
General Government					
City Council	$90,471	$94,836	$97,614	$164,742	73.71%
City Manager	231,557	283,093	255,950	303,491	7.21%
City Attorney	90,054	94,550	100,119	100,050	5.82%
City Clerk	0	70,150	60,766	64,934	-7.44%
Finance	324,390	272,327	258,364	267,656	-1.72%
Human Resources	102,411	153,814	127,832	152,196	-1.05%
Municipal Court	18,394	18,858	18,614	18,858	0.00%
Information Technology	80,588	127,263	122,394	99,833	-21.55%
Miscellaneous	383,431	326,026	348,540	251,375	-22.90%
Transfer to Capital Equip. Fund	503,800	567,200	480,200	297,500	-47.55%
Transfer to Sanitation Fund	793,848	846,291	634,718	0	-100.00%
Total General Government	$2,618,944	$2,854,408	$2,505,111	$1,720,635	-39.72%
Public Safety					
Police	$3,590,743	$3,594,151	$3,675,699	$3,988,972	10.99%
Housing Authority	93,891	95,193	92,192	50,143	-47.32%
School Resources	159,418	175,593	172,932	204,649	16.55%
Animal Services	45,771	51,133	46,629	56,601	10.69%
Fire - Station 1	1,968,874	2,104,110	2,125,338	2,260,858	7.45%
Fire - Y. Glenn McKenzie Station	21,864	24,180	16,352	18,400	-23.90%
Total Public Safety	$5,880,561	$6,044,360	$6,129,142	$6,579,623	8.86%
Public Works					
Public Works Administration	$0	$99,547	$98,618	$155,168	55.87%
Streets	688,817	633,338	595,585	779,583	23.09%
Transfer to Street Imp. Fund	50,000	0	0	50,000	N/A
Garage	295,610	311,554	301,442	318,887	2.35%
Cemetery	303,209	335,328	324,627	363,227	8.32%
Total Public Works	$1,337,636	$1,379,767	$1,320,272	$1,666,865	20.81%
Community Development					
Community Development Admin	$0	$151,063	$149,229	$160,562	6.29%
Engineering	124,880	187,664	185,157	198,950	6.01%
Building Maintenance	205,019	188,306	172,719	201,036	6.76%
Parks & ROW Beautification	1,209,190	462,923	453,823	462,312	-0.13%
Planning & Zoning	240,648	193,889	191,376	199,312	2.80%
Building Inspection	388,593	414,041	411,596	466,421	12.65%
Total Comm. Development	$2,168,330	$1,597,886	$1,563,900	$1,688,593	5.68%
Other Services					
Library	$324,692	$321,403	$321,404	$331,556	3.16%
Business Develop. & Sp. Events	88,280	147,610	132,223	149,316	1.16%
Total Other Services	$412,972	$469,013	$453,627	$480,872	2.53%
Total General Fund	$12,418,443	$12,345,434	$11,972,052	$12,136,588	-1.69%

General Fund (100)

Revenue Summary

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Percent Change 03 vs. 04 Budget
Property Taxes						
31.1100	Property Tax	$1,573,831	$1,500,000	$1,750,000	$2,088,100	39.21%
31.1110	Public Utility Tax	39,834	45,000	55,000	55,000	22.22%
31.1200	Delinquent Tax	200,902	160,000	300,000	150,000	-6.25%
31.1310	Motor Vehicle Tax	105,723	110,000	110,000	110,000	0.00%
31.9100	Interest & Penalities	13,245	10,000	10,500	11,000	10.00%
Total Property Taxes		$1,933,534	$1,825,000	$2,225,500	$2,414,100	32.28%
Sales Tax						
31.3100	Local Option Sales Tax	$3,892,616	$4,000,000	$3,892,616	$3,893,000	-2.68%
Total Sales Tax		$3,892,616	$4,000,000	$3,892,616	$3,893,000	-2.68%
Excise Tax						
31.1710	Franchise-GA Power	$129,985	$130,000	$111,623	$115,000	-11.54%
31.1711	Franchise-EMC	180,614	190,000	230,471	225,000	18.42%
31.1730	Franchise-Gas	175,088	176,000	175,404	176,000	0.00%
31.1750	Franchise-Cable TV	122,574	128,000	138,056	135,000	5.47%
31.1760	Franchise-Telephone	154,306	155,000	141,198	147,000	-5.16%
31.4100	Hotel/Motel Tax	105,069	140,000	130,000	140,000	0.00%
31.4200	Beer & Wine Tax	498,975	518,000	487,080	505,000	-2.51%
31.4300	Excise on Alcoholic Bev.	39,585	44,000	42,576	40,000	-9.09%
31.6100	Occupation Tax	1,000,193	1,010,000	1,163,364	1,150,000	13.86%
31.6102	Professional Tax	60,607	60,000	62,558	60,000	0.00%
31.6200	Insurance Premiums	647,338	645,000	697,677	695,000	7.75%
31.6300	Financial Institution Tax	65,201	62,000	74,750	70,000	12.90%
31.6400	Insurance Agent Tax	28,236	19,500	22,762	21,000	7.69%
Total Excise Tax		$3,207,771	$3,277,500	$3,477,519	$3,479,000	6.15%
License & Permits						
32.1110	Alcohol Beverage Lic.	$16,450	$15,000	$15,000	$15,000	0.00%
32.1120	Spiritous Liquor Bev. Lic.	92,500	92,000	92,000	92,000	0.00%
32.2100	Building Permits	599,538	625,000	739,880	642,152	2.74%
32.2150	Plan Review	0	0	4,000	30,000	N/A
32.2200	Variance Appeal Fees	4,875	13,000	4,250	4,000	-69.23%
32.3100	Fire Marshall's Fees	0	400	0	400	0.00%
32.3110	Fireworks Mfgr License	0	8,000	0	8,000	0.00%
32.3120	Carnival License	0	200	0	200	0.00%
32.3125	Ammonia Permit	0	200	0	200	0.00%
32.3130	Cert of Occupancy	0	2,000	0	2,000	0.00%
32.3135	Construction Plan Rev	1,719	2,000	4,848	4,000	100.00%
32.3140	Sprinkler Cert of Occup	0	1,000	0	1,000	0.00%
32.3145	Petro Gas License	0	500	0	500	0.00%
32.3150	Construction Inspection	0	500	0	500	0.00%
32.3155	Explosives License	0	200	0	200	0.00%
32.3160	Gas Station Fee	0	300	0	300	0.00%
32.3165	Natural Gas Permit	0	100	0	100	0.00%
32.3170	Burn Permit	150	0	200	200	N/A
Total Licenses & Permits		$715,232	$760,400	$860,178	$800,752	5.31%

General Fund (100)

Revenue Summary (Con't)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Percent Change 03 vs. 04 Budget
Service Charges						
35.1171	Police Fines	$304,909	$310,000	$314,007	$300,000	-3.23%
35.1172	Parking Fines	16,690	14,000	33,125	25,000	78.57%
35.1173	Tech Fees from Fines	0	0	3,038	3,600	N/A
Total Fines & Forfeitures		$321,599	$324,000	$350,171	$328,600	1.42%
Other Local Revenue						
34.9110	Cemetery Lot Sales	$60,800	$59,000	$58,364	$52,000	-11.86%
34.9120	Monument Setting Fee	430	600	851	650	8.33%
34.9130	Cemetery Services	57,200	53,000	62,345	57,000	7.55%
34.9901	Rental Fees	975	400	4,811	2,500	525.00%
36.1000	Interest on Investments	129,331	200,000	64,663	68,000	-66.00%
37.1005	Tree Memorial	650	0	75	0	N/A
38.0000	Miscellaneous	40,737	45,000	72,716	75,000	66.67%
39.2100	Fixed Asset Sales	234,321	0	20,632	0	N/A
39.3600	Prior Year Surplus	0	820,534	820,534	0	-100.00%
Total Other Local Revenue		$524,443	$1,178,534	$1,104,990	$255,150	-78.35%
Intergovernmental Revenue						
33.1101	Housing Grant	$55,467	$80,000	$68,073	$43,680	-45.40%
33.1107	Temple Avenue	114,997	0	0	0	N/A
33.1600	Real Estate Transfer	43,580	45,000	106,155	71,306	58.46%
33.4153	Greenspace	55,209	0	204	0	N/A
33.4157	Downtown Economic Dev.	20,000	0	0	0	N/A
33.6000	School Resource Officer	40,098	36,000	55,258	40,000	11.11%
33.6010	Police Grant - Vests	4,507	0	1,700	0	N/A
33.8001	Payments In Lieu Of Tax	50,541	51,000	41,422	51,000	0.00%
Total Intergovernmental		$384,399	$212,000	$272,812	$205,986	-2.84%
Other Financing Sources						
39.1105	Water & Light	$822,463	$768,000	$763,172	$760,000	-1.04%
Total Other Financing Sources		$822,463	$768,000	$763,172	$760,000	-1.04%
Total General Fund Revenue		$11,802,057	$12,345,434	$12,946,957	$12,136,588	-1.69%

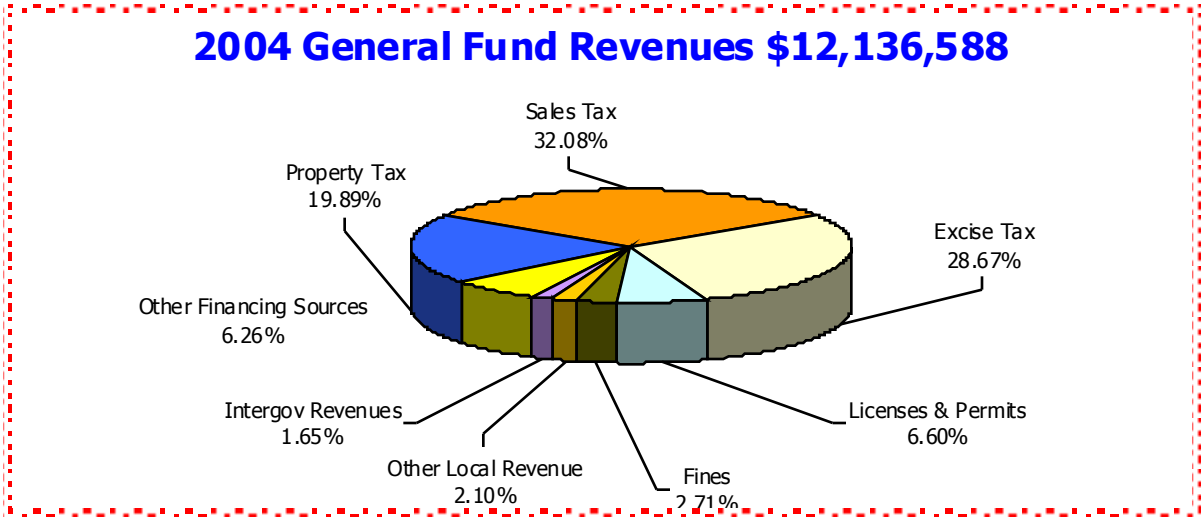
General Fund (100)

Summary of Revenues and Expenditures

	2002 Actual	2003 Budget	2003 Projected	2004 Budget	Percent Change 03 vs. 04 Budget
Beginning Fund Balance	$8,157,523	$5,156,728	$5,287,479	$6,262,384	21.44%
RESOURCES					
Revenue					
Property Tax	$1,933,534	$1,825,000	$2,225,500	$2,414,100	32.28%
Sales Tax	3,892,616	4,000,000	3,892,616	3,893,000	-2.68%
Excise Tax	3,207,771	3,277,500	3,477,519	3,479,000	6.15%
Licenses & Permits	715,232	760,400	860,178	800,752	5.31%
Service Charges	0	0	0	0	N/A
Fines & Forfeitures	321,599	324,000	350,171	328,600	1.42%
Intergovernmental Revenues	384,399	212,000	272,812	205,986	-2.84%
Other Local Revenues	524,443	1,178,534	1,104,990	255,150	-78.35%
Total Revenues	$10,979,595	$11,577,434	$12,183,786	$11,376,588	-1.73%
Operating Transfers In					
Water & Light Commission	$822,463	$768,000	$763,172	$760,000	-1.04%
Total Transfers In	$822,463	$768,000	$763,172	$760,000	-1.04%
Total Resources	$11,802,057	$12,345,434	$12,946,957	$12,136,588	-1.69%
Uses					
Expenditures					
General Government	$1,321,296	$1,440,917	$1,390,193	$1,423,135	-1.23%
Public Safety	5,880,561	6,044,360	6,129,142	$6,579,623	8.86%
Public Works	1,287,636	1,379,767	1,320,272	$1,616,865	17.18%
Community Development	2,168,330	1,597,886	1,563,900	$1,688,593	5.68%
Other Services	412,972	469,013	453,627	$480,872	2.53%
Debt Service	0	0	0	$0	N/A
Unapprop. Surplus Allocations	0	0	0	$0	N/A
Total Expenditures	$11,070,795	$10,931,943	$10,857,134	$11,789,088	7.84%
Capital Transfers Out					
Capital Equipment Fund	$503,800	$567,200	$480,200	$297,500	-47.55%
Sanitation Fund	$793,848	$846,291	$634,718	$0	-100.00%
Street Improvement Fund	50,000	0	0	50,000	N/A
Total Operating Transfers Out	$1,347,648	$1,413,491	$1,114,918	$347,500	-75.42%
Total Uses	$12,418,443	$12,345,434	$11,972,052	$12,136,588	-1.69%
Net Resources	($616,386)	$0	$974,905	$0	N/A
Adjustment	$0	$0	$0	$0	N/A
Ending Fund Balance	$7,541,137	$5,156,728	$6,262,384	$6,262,384	21.44%
Reserved for Encumbrances	$0	$0	$0	$0	N/A
Reserved for Inventories	0	0	0	0	N/A
Reserved for Unappr. Surplus	(2,253,658)	0	0	0	N/A
Ending Designated Fund Bal.	($2,253,658)	$0	$0	$0	N/A
Residual Equity Transfer	$0	$0	$0	$0	N/A
Ending Undesignated Fund Bal.	$5,287,479	$5,156,728	$6,262,384	$6,262,384	21.44%

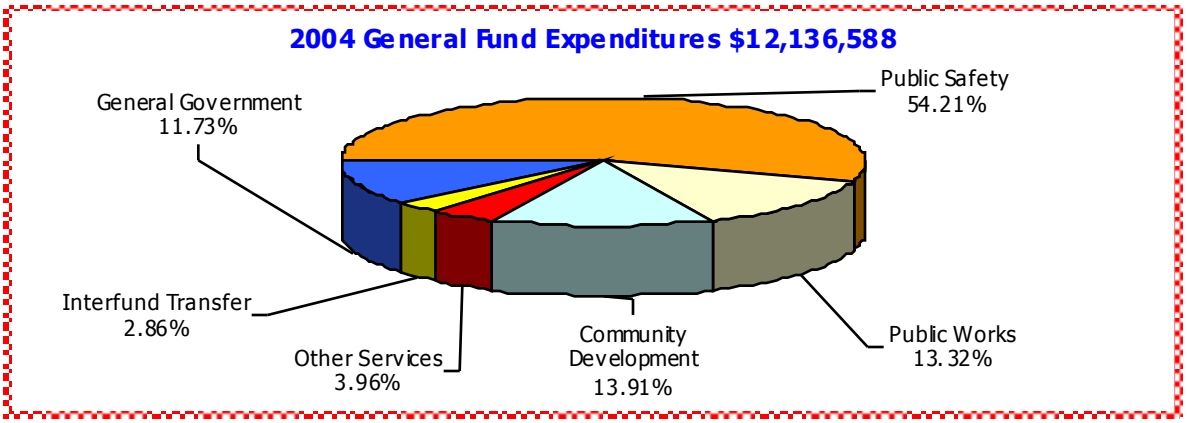
General Fund – FY 2004
Summary of Revenues

The following chart illustrates the major categories of the General Fund revenue anticipated by the City in FY 2004. Sales taxes are the largest source of revenue followed by excise taxes and property taxes. These three sources make up 80.64% of all General Fund revenue. All other sources include fines and forfeitures, intergovernmental monies, licenses and permits, other local revenues and other financing sources.



General Fund - FY 2004
Expenditures by Function

The following chart illustrates the major categories of General Fund expenditures by function. The Public Safety function, consisting of Police and Fire Departments, accounts for the largest appropriation in the General Fund at 54.21%. The Community Development function consists of Engineering, Planning & Zoning, Building Maintenance, Building Inspection, Parks and Right-of-Ways. The Public Works function consists of Streets, Garage and Cemetery. Interfund transfers are allocations to the Capital Equipment Fund, Sanitation Fund and Street Improvement Fund.



Street Improvement Fund (200)

The Street Improvement Fund allocates General Fund transfers plus state grants and contracts for the purpose of maintaining City streets and roads.

Summary of Revenues and Expenditures

		2002 Actual	2003 Budget	2003 Projected	2004 Budget
Beginning Fund Balance		$165,511	$699,334	$1,445,226	$745,892
Revenue					
33.4110	Bypass Contract	$2,923,593	$336,519	$336,519	$702,858
33.4111	State DOT Contracts	2,539	25,000	25,000	50,000
36.1000	Interest Earnings	3,281	6,643	6,643	5,000
Total Revenues		$2,929,413	$368,162	$368,162	$757,858
Expenditures					
52.1300	Other Contractual	$88	$63	$63	$100
53.1100	Materials & Supplies	1,683,894	930,749	930,749	1,453,650
54.1406	Hot Mix, Asphalt and Gravel	15,715	136,684	136,684	100,000
Total Expenditures		$1,699,697	$1,067,496	$1,067,496	$1,553,750
Other Financing Sources					
39.1200	Transfer from General Fund	$50,000	$0	$0	$50,000
Total Other Financing Sources		$50,000	$0	$0	$50,000
Revenues and Other Financing Sources Over (Under) Expenditures		$1,279,716	($699,334)	($699,334)	($745,892)
Residual Equity Transfer from (to) Other Fund		$0	$0	$0	$0
Ending Fund Balance		$1,445,226	$0	$745,892	$0

Capital Equipment Fund (350)

The Capital Equipment fund allocates General Fund transfers for the capital outlay of items costing more than $5,000 with an economic useful life of more than one (1) year. Such capital outlays include new equipment, equipment replacement, building improvements, and equipment refurbishment. This fund is not a revenue generating fund and relies solely on interfund transfers. This Fund is designed to have an annual ending undesignated fund balance of zero (0). Any projected balance is automatically applied toward the financing needs of the new fiscal year.

Summary of Revenues and Expenditures

		2002 Actual	2003 Budget	2003 Projected	2004 Budget
Projected Beginning Fund Balance		$50,166	$0	($49,325)	$0
Revenue					
36.1000	Interest	$3,197	$1,000	$1,933	$1,000
Total Revenues		$3,197	$1,000	$1,933	$1,000
Other Financing Sources					
39.1200	Transfer from General Fund	$503,800	$567,200	$480,200	$297,500
Total Other Financing Sources		$503,800	$567,200	$480,200	$297,500
	Grand Total Revenue	$557,163	$568,200	$432,808	$298,500
Expenditures					
1320.11	City Manager	$1,886	$0	$0	$16,000
1510.13	Finance	13,018	0	0	0
1535.21	Information Technologies	3,759	0	0	0
1565.23	Building Maintenance	61,810	5,800	5,800	0
1575.22	City Engineer	0	0	0	22,000
3200.40	Police	234,444	84,300	51,000	162,000
3500.50	Fire	63,765	51,000	53,984	47,000
4200.60	Streets	58,383	20,600	19,164	0
4950.69	Cemetery	35,464	0	0	18,000
6200.61	Park & Right of Way Beautification	14,140	7,500	6,440	7,000
6500.90	Library	0	13,000	13,000	10,000
7200.71	Building Inspection	38,519	0	0	16,500
7400.70	Planning & Zoning	0	8,000	7,862	0
7500.80	Business Dev. & Special Events	0	30,000	28,000	0
Total Expenditures		$525,188	$220,200	$185,250	$298,500
Capital Transfer Out					
61.1100	Transfer to Sanitation Fund	$81,300	$348,000	$261,000	$0
Total Capital Transfer		$81,300	$348,000	$261,000	$0
	Grand Total Expenditures	$606,488	$568,200	$446,250	$298,500
Revenues Over (Under) Expenditures		($49,325)	$0	($13,442)	$0
Ending Fund Balance		($49,325)	$0	($13,442)	$0

Special Local Option Sales Tax Fund (320) 1997 Issue

Summary of Revenues and Expenditures

		1997 Actual	1998 Actual	1999 Actual
Beginning Fund Balance		$0	$1,230,483	$2,767,999
Revenue				
31.3200	SPLOST	$1,885,296	$2,573,206	$3,007,699
36.1000	Interest Earnings	13,840	109,492	129,253
	Total Revenue	$1,899,136	$2,682,698	$3,136,952
Uses				
Expenditures				
1565-23-54.1302	Municipal Buildings	$101,640	$373,220	$3,030,246
6220-95-54.1302	Park Development	1,424	0	1,360
9100-29-54.1302	Transportation Imps.	0	0	126,479
	Total Expenditures	$103,064	$373,220	$3,158,085
Operating Transfers Out				
61.2000	Newnan Utilities	$565,589	$771,962	$902,309
	Total Transfers Out	$565,589	$771,962	$902,309
Total Uses		$668,653	$1,145,182	$4,060,394
Encumbrances				$125,149
Revenues Over (under) Uses		$1,230,483	$1,537,516	($1,048,591)
Ending Fund Balance		$1,230,483	$2,767,999	$1,719,408

In 1996, the citizens of Newnan re-approved a 1 cent Special Local Option Sales Tax (SPLOST 97) for the purpose of funding capital improvement projects. Approved projects include: a new City Hall, a records retention center, expansion and remodeling the Police Station, transportation improvements, and park development. The City's share of the proceeds (roughly 25%) is divided with the City receiving 70% and Newnan Water and Light receiving 30%.

2000 Actual	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Budget
$1,719,408	$2,741,954	$3,786,566	$3,071,969	$3,460,423	$2,439,423
$3,106,689	$3,503,970	$617,312	$0	$0	$0
146,844	140,991	63,659	20,000	32,000	18,000
$3,253,533	$3,644,961	$680,971	$20,000	$32,000	$18,000
$1,034,464	$685,002	$197,451	$300,000	$50,000	$600,000
41,215	825,505	183,522	1,000,650	678,000	517,000
197,093	67,388	440,947	1,791,319	325,000	1,340,423
$1,272,772	$1,577,895	$821,920	$3,091,969	$1,053,000	$2,457,423
$958,215	$1,022,454	$185,194	$0	$0	$0
$958,215	$1,022,454	$185,194	$0	$0	$0
$2,230,987	$2,600,349	$1,007,114	$3,091,969	$1,053,000	$2,457,423
$1,022,546	$1,044,612	($326,143)	($3,071,969)	($1,021,000)	($2,439,423)
$2,741,954	$3,786,566	$3,460,423	$0	$2,439,423	($0)

Special Local Option Sales Tax Fund (321) 2002 Issue

Summary of Revenues and Expenditures

		Project Budget	2002 Actual	2003 Budget	2003 Projected	2004 Budget
Beginning Fund Balance			$0	$1,915,737	$1,103,529	$2,074,911
Revenue						
31.3200	SPLOST		$1,746,473	$2,600,000	$1,874,052	$2,000,000
36.1000	Interest Earnings		9,131	12,000	12,000	17,000
	Total Revenue		$1,755,604	$2,612,000	$1,886,052	$2,017,000
Uses						
Expenditures						
54.1315	Convention Center	$2,500,000	$372,639	$350,000	$450,000	$500,000
54.1316	Const. of Downtown Parking Facilities	1,760,000	0	1,250,000	0	500,000
54.1317	Storage Facility (Lower Fayetteville Rd)	350,000	0	0	0	0
54.1318	New Facility or Renov. (Beaut. Facility)	200,000	0	0	0	0
54.1319	Additions to Shop	1,120,000	0	0	0	98,000
54.1320	Streets, Drains and Sidewalks	3,800,000	0	1,300,000	25,000	19,000
54.1321	Park Acquisition & Development	2,500,000	0	800,000	139,822	30,000
54.1322	Fire Equipment (Aerial & Pumper)	800,000	0	0	0	350,000
54.1323	Computers	200,000	0	0	0	200,000
	Total Expenditures	$13,230,000	$372,639	$3,700,000	$614,822	$1,697,000
Operating Transfers Out						
61.2000	Newnan Utilities (16%)	$2,520,000	$279,436	$416,000	$299,848	$320,000
	Total Transfers Out	$2,520,000	$279,436	$416,000	$299,848	$320,000
Total Uses		$15,750,000	$652,075	$4,116,000	$914,670	$2,017,000
Revenues Over (under) Uses			$1,103,529	($1,504,000)	$971,382	$0
Ending Fund Balance			$1,103,529	$411,737	$2,074,911	$2,074,911

In 2001, the citizens of Newnan re-approved a 1 cent Special Local Option Sales Tax (SPLOST) for the purpose of funding capital improvement projects. Approved projects include: streets, drains and sidewalks; parkland acquisition and development; a convention center; downtown parking facilities; fire equipment; additions to the City Shop; and other projects. The City's share of the proceeds, which is 25% of the balance collected after Coweta County takes $35,000,000 off the top for a new justice center for Coweta County, is divided with the City receiving 84% and Newnan Water and Light receiving 16%.

Tourism Enhancement Fund (275)

The Tourism Enhancement Fund, a special revenue fund, created in the FY 99 Budget, is for the purpose of promoting tourism in the City of Newnan. Revenues for this fund are garnered from a hotel/motel tax which is placed on hotels/motels conducting business within City limits. O.C.G.A.section 48-13-51(a)(3), details in specific terms how proceeds garnered from the hotel/motel tax can be spent.

Summary of Revenues and Expenditures

		2002 Actual	2003 Budget	2003 Projected	2004 Budget
Beginning Fund Balance		$81,731	$102,231	$128,015	$139,929
Revenue					
31.4100	Hotel/Motel Tax	$70,046	$56,000	$66,913	$70,000
Total Revenues		$70,046	$56,000	$66,913	$70,000
Expenditures					
52.1200	Professional Services	$13,358	$75,000	$15,000	$55,000
52.2200	Repairs & Maintenance for Facilities	0	15,000	5,000	10,000
52.3600	Dues & Fees	7,862	15,000	5,000	10,000
53.1100	Materials & Supplies	2,541	28,231	10,000	25,000
54.1211	Bldg & Grounds, Repairs & Maintenance	0	25,000	20,000	20,000
57.2000	Payments to Other Agencies	0	0	0	0
Total Expenditures		$23,761	$158,231	$55,000	$120,000
Revenues and Other Financing Sources Over (Under) Expenditures		$46,285	($102,231)	$11,913	($50,000)
Ending Fund Balance		**$128,015**	**$0**	**$139,929**	**$89,929**

DEBT SUMMARY

Debt History

The City did not have any long-term liabilities for fiscal years 1964 through 1996.

- In August 1997, the Coweta County Development Authority (Authority) issued $10,000,000 in Revenue Bonds. The proceeds from the sale of the bonds were used for the purpose of financing the acquisition, construction, equipping and installation of a fiber optic system capable of providing cable television and Internet service throughout the City of Newnan and Coweta County while paying the cost of issuing the bonds.

- In August 2000, the Authority issued an additional $15,055,000 in Revenue Bonds. The proceeds from these bonds are to be used to refinance the remaining debt from the 1997 issue and to expand the fiber optic loop throughout the area surrounding the City of Newnan. As with the first bond issuance, the 2000 project will provide sufficient revenue to handle the new debt service for the newly issued bonds.

- In December 2001, the Authority issued an additional $14,835,000 in Revenue Bonds. The proceeds from these bonds will be used for water and sewer improvement projects. Specifically, the projects will include improvements to the Mineral Springs water pollution control plant, the construction of a land application system, and related projects.

- During the last quarter of 2003, revenue bonds in the amount of $12 million were issued to provide funds for the expansion of the City's cable television system by Newnan Utilities. The bonds are payable from net revenues provided by the Utility, but are backed by an unlimited ad valorem tax pledge by the City of Newnan.

The projects are being managed/undertaken by the Newnan Water, Sewerage and Light Commission. The bonds are limited obligations of the Authority. The Commission is obligated to make payments for the account of the Authority with proceeds/revenues from related revenue streams. In the event the Commission is unable to pay the amounts due under the terms of the bond obligation, the City of Newnan (City) would be required by the lease to pay any such deficiency. The Commission's and the City's obligation to make payments to the Authority sufficient in time and amount to enable the Authority to pay the principal of, premium (if any) and interest on the Bonds is absolute and unconditional and will not expire so long as any of the Bonds remain outstanding and unpaid. Under the lease, the City has agreed to levy an ad valorem property tax, unlimited as to rate or amount, on all property in the City subject to such tax as may be necessary to make the payments required by the Lease. The City's obligations under the lease shall constitute general obligations of the City for the payment of which the full faith and credit of the City is pledged. **The rating agencies, in association with the issuance of this bond, have given the City of Newnan the following bond ratings:**

Moody's	**Aaa**
S & P	**AAA**

- In November of 2002, the Hospital Authority of the City of Newnan issued $43,555,000 in Revenue Anticipation Certificates, Series 2002. The proceeds will be used to finance or refinance certain additions, extensions and improvements to the Newnan Hospital Medical Facility and purchase other medical facilities and properties. As security for the Series 2002 Certificates, the Authority and the City of Newnan entered into a contract in which both parties agreed to make payments to the Certificate Trustee sufficient to insure the payment

of the principal and interest on the certificates, and further agreed to levy an annual tax on all taxable property located within the City, within the seven mill limit, as may be necessary for the City to make the payments required pursuant to the Contract. **The rating assigned to these Revenue Bonds is as follows:**

Insured Rating	**Aaa**
Moody's	**A2**

Limitations on City Debt

The Constitution of the State of Georgia provides that the City may not incur long-term obligations payable out of general property taxes without the approval of a majority of the qualified voters of the City voting at an election called to approve the obligations. In addition, under the Constitution of the State of Georgia, the City may not incur long-term obligations payable out of general property taxes in excess of ten percent of the assessed value of all taxable property within the City. The County and school district may also incur general obligation debt up to the ten percent limitation.

Short-term obligations (those payable within the same calendar year in which they are incurred), lease and installment purchase obligations subject to annual appropriation and intergovernmental obligations are not subject to the legal limitations described above. In addition, refunded obligations cease to count against the City's debt limitations.

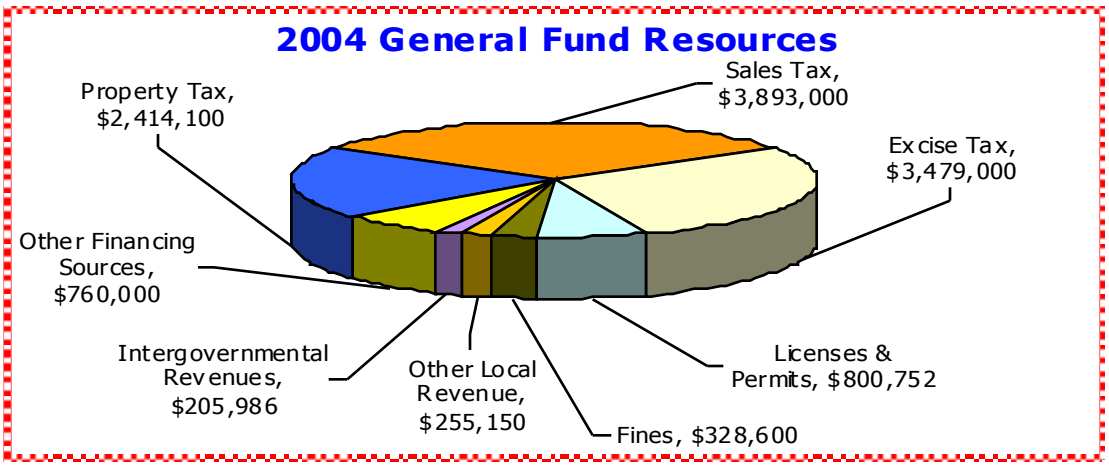
FINANCIAL TRENDS

Financial trends offer a practical approach for monitoring the economic health of the City. This trend summary provides a global view of the past and present financial resources of the City.

General Fund Resources

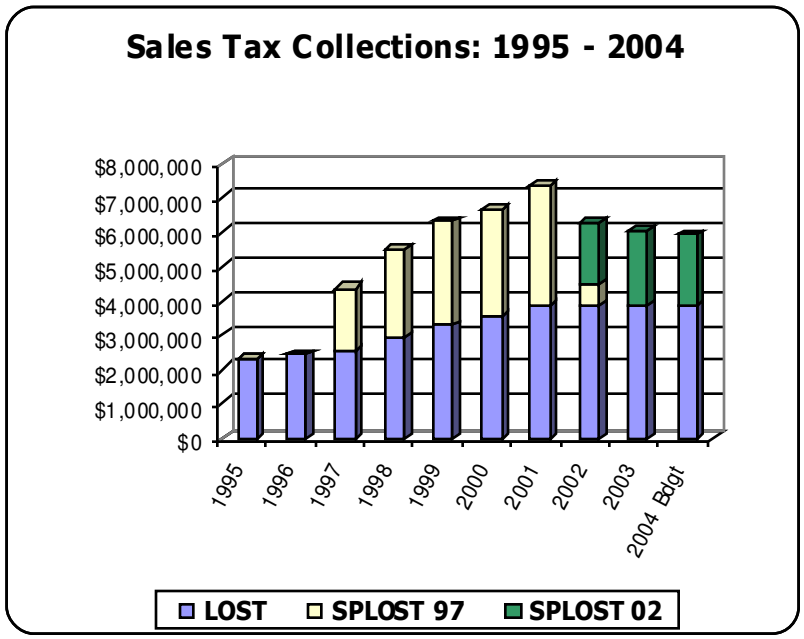
Total General Fund resources are anticipated to decrease 1.69% ($208,846) from the 2003 budgeted amount to a total of $12,345,434. General Fund resources available to the City of Newnan in 2004 include "revenues" of $11,376,588 and an "operating transfer in" from Newnan Water & Light of $760,000.

The largest sources of General Fund resources are the Local Option Sales Tax - $3,893,000, Excise Tax - $3,479,000, and Property Tax - $2,414,100. Licenses and permits are the fourth largest sources of revenue at $800,752, followed by the "transfer in" of $760,000 from Newnan Water & Light. Other minor taxes and revenues round out the diverse financial resource streams within the General Fund.



Sales Tax

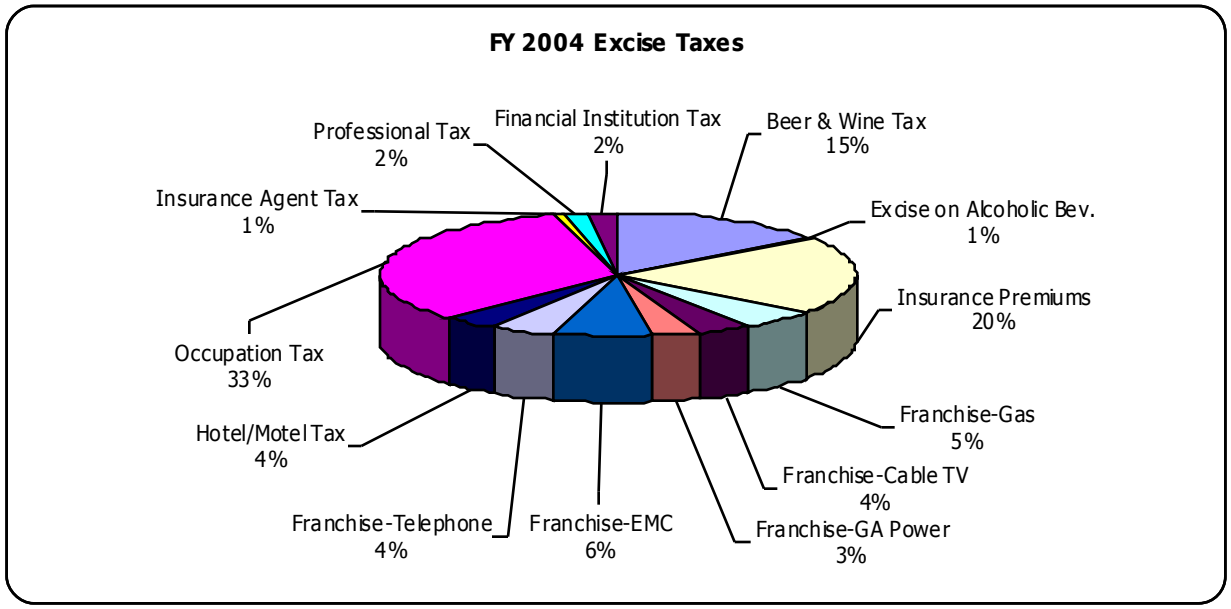
The City relies strongly on sales tax receipts as its largest revenue source. Traditionally, City policy has utilized a conservative approach in forecasting this revenue. The Local Option Sales Tax (LOST) has the highest growth rate of all the revenue sources with a twelve (12) year increase of 143.88% from 1993 to budgeted 2004. However, the use of a multi-year average measurement is misleading since four (4) of those years saw increases over 13%, while the remaining eight (8) years had increases of 7% or less. For 2004, LOST is projected to raise $3,893,000 in revenues.



Revenues from the 1992 SPLOST ended in February 1997. In 1996, voters approved the 1997 issue of the Special Purpose Local Option Sales Tax (SPLOST '97). While, in 2001, voters approved a third issue of the one-penny sales and use tax: SPLOST 02. By definition, SPLOST is a 1% retail sales and use tax like the LOST, but SPLOST 97 and SPLOST 02 proceeds are split with the Newnan Water, Sewerage and Light Commission (Newnan Utilities) on 70-30 and 84-16 ratios, respectively.

Excise Taxes

Taxes in the excise tax category include: Beer and Wine Tax; insurance premium tax; and Franchise taxes (Gas, Cable TV, and Georgia Power). In 1995, the state passed the Occupational Tax law requiring all revenue once collected as business licenses to be recorded in this new category. In FY 2004, the City expects to garner $3,479,000, a 6.15% increase, or $201,500, increase over the FY 2003 budget.



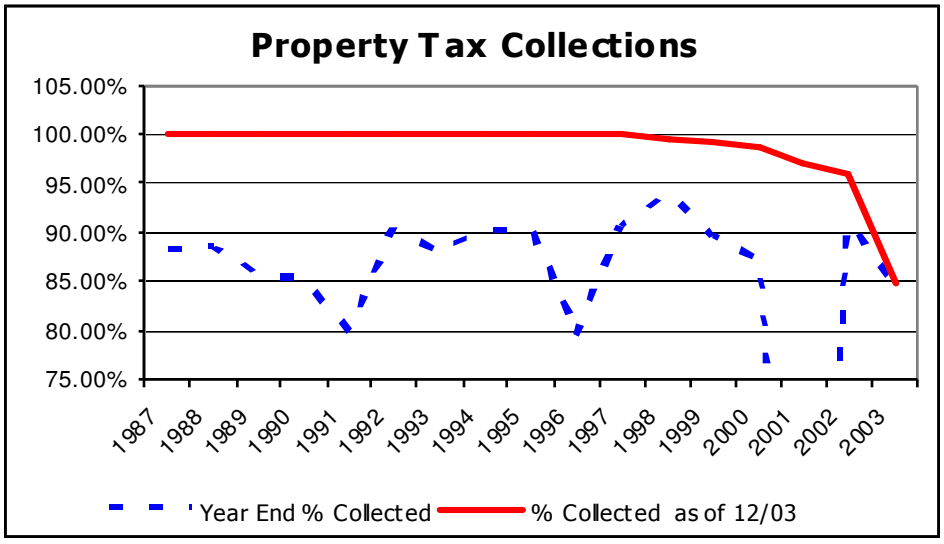
Property Tax

Property tax revenues comprise the ad valorem tax on property and its associated penalties for delinquent tax, motor vehicle tax, and public utility tax. In 2004, these taxes combined are expected to garner $2,414,100; this represents an increase of 32.28% ($589,100) over the 2003 budget total of $1,825,000.

As of December 31, 2003 the City had collected 100% of property taxes billed for all fiscal years prior to 1998. For fiscal years 1999 through 2003, approximately 87.75% of all property taxes assessed have been collected. The 2003 Property tax bills were mailed on November 18, 2003, with a due date of December 20, 2003.

City of Newnan, Georgia
Property Tax Collections 1987–2003

Year	Assessed Valuation	Millage Rate	Taxes Billed	Year-End Taxes Collected	Year End % Collected	% Collected as of 12/03
1987	98,270,828	4.50	463,707	409,892	88.39%	100.00%
1988	111,402,341	4.50	501,334	443,998	88.56%	100.00%
1989	116,455,398	5.00	582,276	499,486	85.78%	100.00%
1990	124,335,250	8.00	994,682	846,680	85.12%	100.00%
1991	214,426,071	5.00	1,072,138	857,294	79.96%	100.00%
1992	213,036,028	5.00	1,073,939	971,495	90.46%	100.00%
1993	211,534,938	5.00	1,061,898	933,118	87.87%	100.00%
1994	215,279,592	5.00	1,076,398	970,792	90.19%	100.00%
1995	220,318,620	5.00	1,101,593	990,326	89.90%	100.00%
1996	237,584,322	5.00	1,187,922	943,485	79.42%	100.00%
1997	258,718,600	5.00	1,293,593	1,172,429	90.63%	100.00%
1998	277,357,581	4.85	1,345,183	1,265,270	94.06%	99.66%
1999	301,980,970	4.70	1,419,030	1,270,650	89.54%	99.14%
2000	333,438,498	4.70	1,567,149	1,366,072	87.17%	98.51%
2001	440,539,446	3.80	1,674,059	165,788	9.90%	97.13%
2002	478,933,559	3.78	1,731,972	1,573,831	90.87%	95.88%
2003	550,924,541	4.50	2,372,354	2,011,336	84.78%	84.78%



City of Newnan, Georgia
Principal Taxpayers -12/31/03

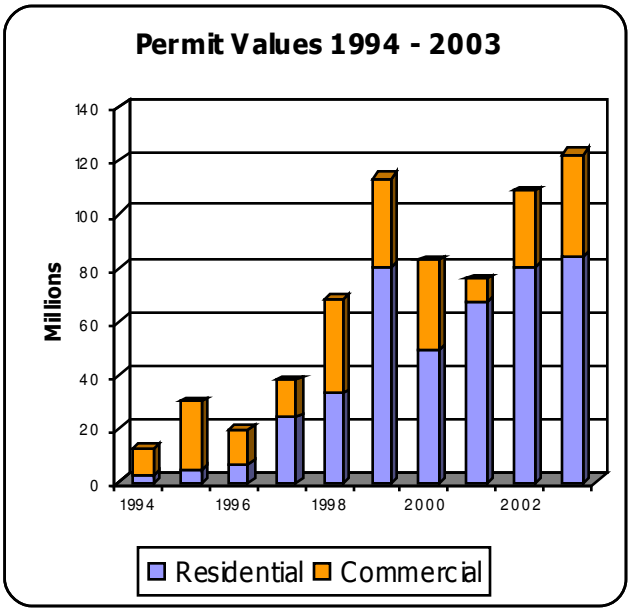
Taxpayer	Business	Assessed Valuation	% of Total Assessed Valuation
Fourth Quarter Properties	Developers	$10,585,908	1.92%
Peachtree City Holdings	Developers	7,697,991	1.40%
BellSouth Telecommunications	Public Utility	7,224,370	1.31%
Lullwater Apartments LLC	Apartment Complex	5,713,418	1.04%
JDN Realth Corporation	Retail Store	5,267,758	0.96%
Wal-Mart	Real Estate/Retail	5,132,135	0.93%
S.G. Preston Mill	Apartment Complex	4,801,604	0.87%
Inland Southeast Newnan LLC	Retail/Dining	4,305,861	0.78%
Out Med LLC	Developers	3,689,917	0.67%
Merchants Crossing LLC	Retail Stores	2,701,667	0.49%
		$57,120,629	10.37%

City of Newnan, Georgia
Principal Taxpayers -12/31/02

Taxpayer	Business	Assessed Valuation	% of Total Assessed Valuation
Fourth Quarter Properties	Land Development	$7,163,140	1.50%
Lullwater Apartments	Apartment Complex	$5,699,243	1.19%
S G Preston Mills	Apartment Complex	$4,801,604	1.00%
Wal-Mart	Real Estate/Retail Store	$4,778,427	1.00%
Atlanta Healthcare/Peachtree	Private Hospital	$4,012,923	0.84%
EGO Products	Manufacturing	$3,139,584	0.71%
Lowe's	Retail Store	$3,324,575	0.69%
Papp Clinic	Private Hospital	$3,174,717	0.66%
Target	Retail Store	$2,980,479	0.62%
Pearl Springs	Apartment Complex	$2,452,526	0.51%
		$41,527,218	8.72%

Value of Construction Permits Issued

The value of construction permits (commercial and residential) is one measure of the city's economic growth. During the early 1990's the value of commercial projects dramatically outweighed residential construction. In 1999, total permit values reached $113 million, the highest total ever recorded to date. Residential construction valuation constituted over 71% of the 1999 activity. Residential construction valuation declined in 2000, while commercial construction remained relatively constant. In 2001, residential construction valuation



increased again and has steadily increased each year thereafter. Permit values are expected to remain strong over the next few years as several large developments continue and other projects are begun.

Fines & Forfeitures

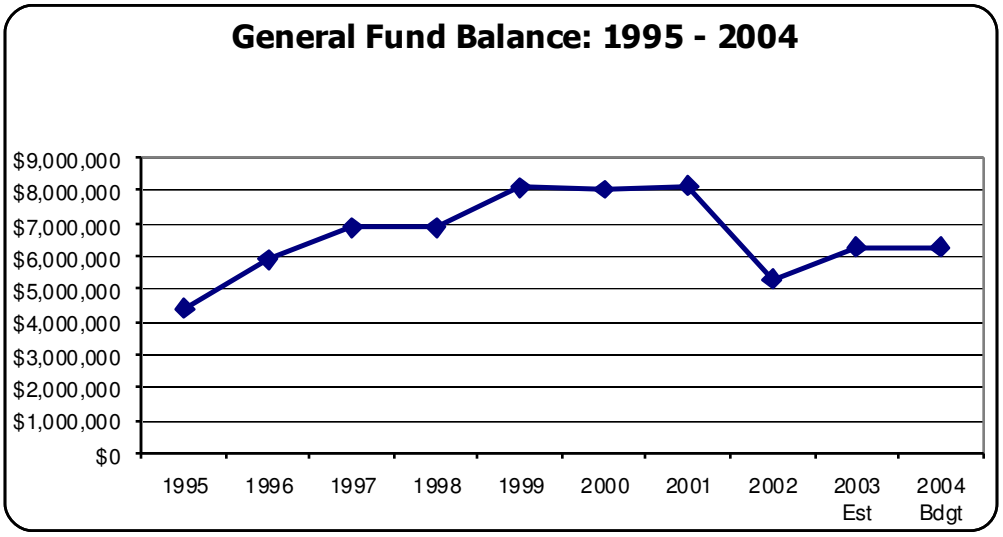
Fines and forfeitures are projected to garner a total of $328,600 in FY 2004. This represents an increase of 1.42% or $4,600 from the FY 2003 budget.

Intergovernmental Revenue

Fiscal dependence on intergovernmental revenues over the past few years has been nearly nonexistent. Intergovernmental revenues have totaled, for example, approximately 1% of total revenues over the past five years. In 2004, intergovernmental revenue will total $205,986, a decrease of 2.84% from the FY 2003 budgeted amount of $212,000.

General Fund Balance

In 1993, total fund balance in the General Fund was $1,756,837 or 34.41% of the annual operating expenditures. In 1999, the fund balance reached a record high of $8,120,030 or 88.48% of the budget. During these six (6) years the fund balance rose by 362.20% or $6,363,193. During 2002 the fund balance declined over 2 million dollars due to expenditures from the unappropriated surplus. By the end of FY 2004, the fund balance is projected to be $6,262,384. This represents approximately 51.6% of annual operating expenditures for FY 2004.

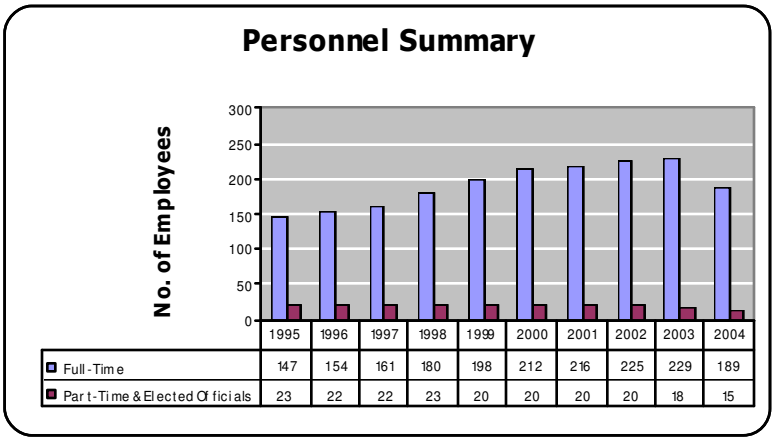


SPLOST FUNDS

Special Local Option Sales Tax (SPLOST) receipts for 2004 will come from voter approved taxes: SPLOST 02. During the last year of SPLOST 97 (which was 2002), the City received $617,312 in revenue, while the first year of SPLOST 02 (2002) generated $1,755,604. The FY 2004 Budget includes $2,017,000 in revenue from SPLOST 02.

Personnel Summary

The City of Newnan is committed to a level of excellence in the quality and delivery of all programs and services. In the FY 2004 Approved Budget, 204 (189 full-time and 15 part-time) employees are approved to meet the daily needs of our citizens and visitors. These employees will landscape our parks, fight fires, make our streets safe and provide a myriad of other services to ensure the City of Newnan continues to be one of the best managed and most livable cities in Georgia and the nation.

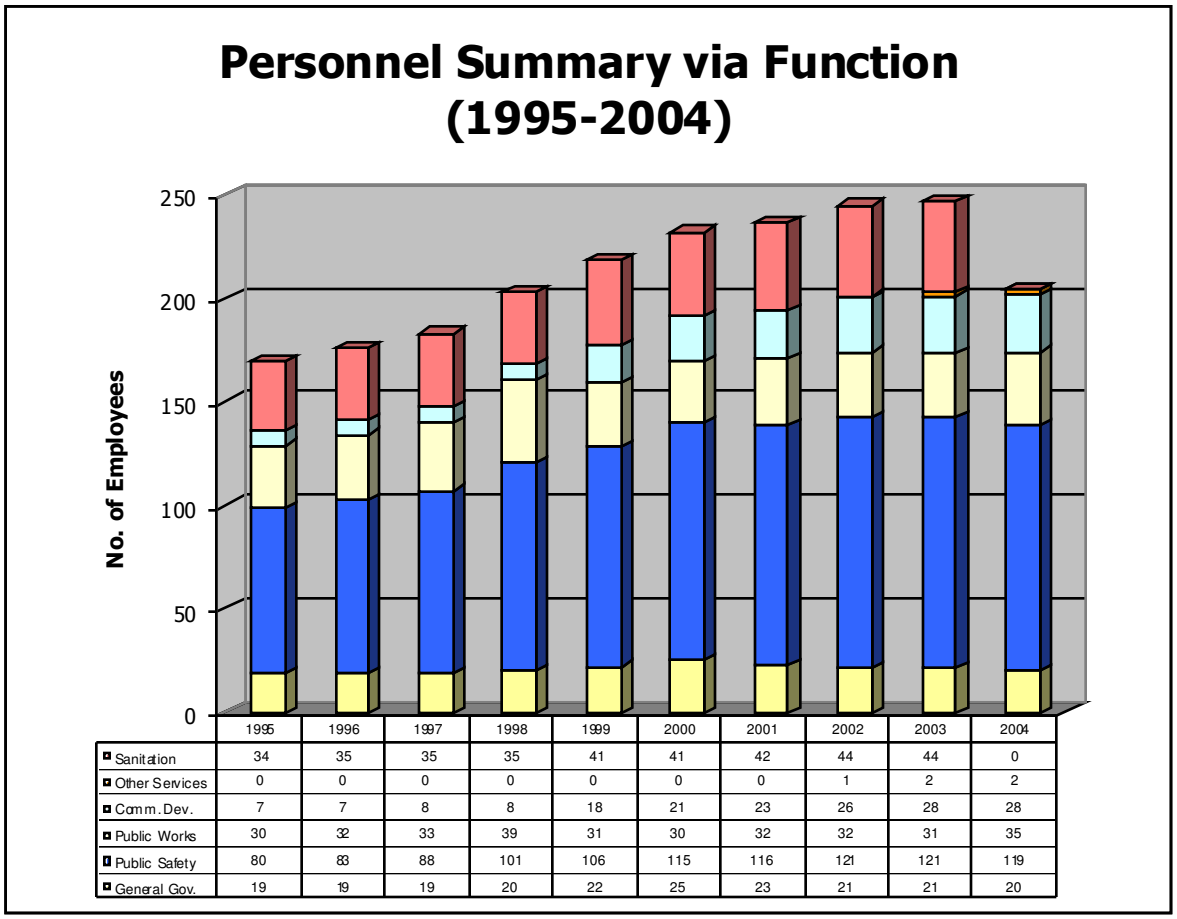


From a management standpoint, these services are grouped into five (5) functional areas: General Government, Public Safety, Public Works, Community Development, and Other Services. Each of these areas includes departments and/or divisions as needed to provide the necessary supervisory support in the development and delivery of related programs and services. In October 2003, Sanitation services were outsourced to a local private company, CLM Sanitation.

City Functions
Departments/Divisions

General Government	Public Safety	Public Works	Community Development	Other Services
City Council City Manager City Attorney Municipal Court City Clerk Finance Information Technology Human Resources Miscellaneous	Police ▪ Police ▪ School Resources ▪ Housing Authority Public Safety ▪ Animal Services Fire ▪ Station # 1 ▪ Y. Glenn McKenzie Station ▪ Training Center ▪ Emergency Operations Center	Administration Streets Garage Cemetery	Administration Planning & Zoning Building Inspection Building Maintenance City Engineer Parks & Right-of-Way Beautification	Library Business Development and Special Events Mainstreet

Although the population of Newnan did not grow appreciably through most of the 20th Century, beginning in the 1990's, the City began to experience unprecedented commercial and residential development. Based on the development potential in commercial and residential zones, continued population growth is forecasted for the future. City staff will be called upon to provide not only the current level and types of services, but to respond to heightened expectations of our new citizens and visitors who commute to Newnan to work or to enjoy leisure activities. As the City grows so must the City staff to ensure the uninterrupted provision of quality-driven programs and services.



	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Sanitation	34	35	35	35	41	41	42	44	44	0
Other Services	0	0	0	0	0	0	0	1	2	2
Comm.Dev.	7	7	8	8	18	21	23	26	28	28
Public Works	30	32	33	39	31	30	32	32	31	35
Public Safety	80	83	88	101	106	115	116	121	121	119
General Gov.	19	19	19	20	22	25	23	21	21	20

FY 2004 Approved Budget Staffing Summary

The FY 2004 Approved Budget includes no new positions. The total number of employees actually decreased from 247 employees in 2003 to 204 employees in 2004, primarily due to the privatization of sanitation services. Additionally, there were several transfers of both employees and service functions from one department to another, again related in an ancillary way to the privatization of sanitation services.

General Government Personnel Summary

The FY 2004 General Government budget includes a total of twenty (20) employees: twelve (12) full-time, one (1) part-time, and seven (7) elected officials.

Public Safety Personnel Summary

The FY 2004 Approved Budget reflects a reduction of two (2) positions in the Public Safety budget, resulting in overall staffing of one hundred nineteen (119) employees. This reduction is the result of: (a) combining the duties previously assigned to one fulltime and one part-time position and eliminating the part time position; and, (b) a renegotiation of the City contract with the Newnan Housing Authority which reduced the number of officers from two (2) to one (1). The budget includes one hundred fifteen (115) full-time and four (4) part-time employees.

Public Works Personnel Summary

The FY 2004 Approved Budget includes thirty-five (35) employees in the Public Works departments: thirty-two (32) full-time and three (3) part-time. Four (4) positions: Account Clerk, Equipment Operator I, Laborer I and Community Service Workers' Coordinator, were transferred from Sanitation.

Community Development Personnel Summary

The FY 2004 Approved Budget includes twenty-eight (28) full-time employees.

Other Services Personnel Summary

The City of Newnan and Coweta County share funding for the Newnan-Coweta Library. All employees are designated as employees of the Newnan-Coweta Library and are not employees of the City. The Business Development and Special Events Department consists of two (2) full-time employees for FY 2004.

Sanitation Summary

During October 2003, the City outsourced most of what had been previously classified as sanitation services. Employees assigned to street sweeping operations were transferred to the Street Department. The remainder of sanitation operations, Refuse, Brush, Recycling and Composting, are now being handled by a private locally owned company, CLM. The City retains oversight of sanitation services and the Public Works staff serves as liaison with the company in the facilitation of services throughout the City.

Thirty-eight (38) positions were eliminated with the transfer of these functions. Many of the employees in these positions were hired by CLM and others were placed in vacant positions within other City operations.

The table below details staffing levels for each function. In subsequent tables, current and historic staffing levels for the departments/divisions within each function are shown.

City-Wide Personnel Summary

City Functions	2000	2001	2002	2003	2004
General Government					
Full-Time	15	12	12	12	12
Part-Time	3	2	2	2	1
Elected Officials	7	7	7	7	7
Total General Government	**25**	**21**	**21**	**21**	**20**
Public Safety					
Full-Time	110	111	116	116	115
Part-Time	5	5	5	5	4
Total Public Safety	**115**	**116**	**121**	**121**	**119**
Public Works					
Full-Time	27	29	29	29	32
Part-Time	3	3	3	2	3
Total Public Works	**30**	**32**	**32**	**31**	**35**
Community Development					
Full-Time	21	24	25	28	28
Part-Time	0	1	1	0	0
Total Comm. Development	**21**	**25**	**26**	**28**	**28**
Other Services					
Full-Time	0	0	1	2	2
Part-Time	0	0	0	0	0
Total Leisure Services	**0**	**0**	**1**	**2**	**2**
Sanitation					
Full-Time	39	40	42	42	0
Part-Time	2	2	2	2	0
Total Sanitation	**41**	**42**	**44**	**44**	**0**
Total Employees					
Total Full-Time Employees	212	216	225	229	189
Total Part-Time Employees	13	13	13	11	8
Total Elected Officials	7	7	7	7	7
Total Employees	**232**	**236**	**245**	**247**	**204**

General Government Function
Personnel Summary

Department/Title	2000	2001	2002	2003	2004
City Council					
Mayor (Elected Official)	1	1	1	1	1
Council Members (Elected Officials)	6	6	6	6	6
Total	**7**	**7**	**7**	**7**	**7**
City Manager's Office					
PIO/Assistant to City Manager	1	1	1	1	1
City Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Total	**3**	**3**	**3**	**3**	**3**
City Attorney					
City Attorney	1	1	1	1	1
Total	**1**	**1**	**1**	**1**	**1**
City Clerk's Office					
Accountant	1	1	1	0	0
Accounting Clerk 1	1	1	1	0	0
Accounting Technician	1	1	1	0	0
City Clerk	1	1	1	1	1
Clerk-Typist	1	1	1	0	0
Total	**5**	**5**	**5**	**1**	**1**
Finance					
Accountant	0	0	0	1	1
Buyer	0	0	0	1	1
Finance Director	0	0	0	1	1
Payroll Coordinator	0	0	0	1	1
Total	**0**	**0**	**0**	**4**	**4**
Information Technology					
Information Technology Director	1	1	1	1	1
Total	**1**	**1**	**1**	**1**	**1**
Human Resources					
Office Assistant	1	1	1	1	1
Human Resources Manager	1	1	1	1	1
Total	**2**	**2**	**2**	**2**	**2**
Municipal Court Department					
Assistant Magistrate (Part-Time)	1	1	1	1	0
Associate Judge (Part-Time)	1	1	1	1	1
Total	**2**	**2**	**2**	**2**	**1**
Total General Government Full -Time	15	12	12	12	12
Total General Government Part-Time	3	2	2	2	1
Total Elected Officials	7	7	7	7	7
Total General Government	**25**	**21**	**21**	**21**	**20**

Public Safety Function
Personnel Summary

Department/Title	2000	2001	2002	2003	2004
Police Department					
Police Division					
Deputy Police Chief	1	1	1	1	2
Captain	1	1	1	1	0
Chief of Police	1	1	1	1	1
Civilian Communications Operator	4	4	4	4	4
Civilian Jailor	1	1	1	1	1
Communications Patrol Officer	1	0	0	0	0
Communications Sergeant	1	2	2	2	2
Detective	4	5	5	5	5
Lieutenant	5	5	5	5	5
Office Assistant	3	3	3	3	3
Parking Enforcement Officer	1	1	1	1	1
Patrol Officer	35	36	38	38	37
Patrol Sergeant	5	5	5	5	6
School Crossing Guard (Part-time)	5	5	5	5	4
Total	**68**	**70**	**72**	**72**	**71**
Housing Authority Division					
Patrol Officer	2	2	2	2	1
Total	**2**	**2**	**2**	**2**	**1**
School Resource Officer Division					
Patrol Sergeant	0	0	0	0	1
Patrol Officer	3	3	4	4	3
Total	**3**	**3**	**4**	**4**	**4**
Animal Services Division					
Animal Shelter Attendant	1	1	1	0	0
Animal Warden	1	1	0	1	1
Total	**2**	**2**	**1**	**1**	**1**
Fire Department					
Fire Stations: #1 & McKenzie					
Captain	4	3	3	3	3
Driver-Engineer	9	9	9	9	9
Fire Chief	1	1	1	1	1
Firefighter	21	21	24	24	24
Fire Inspector	1	1	1	1	1
Lieutenant	3	3	3	3	3
Office Assistant	1	1	1	1	1
Total	**40**	**39**	**42**	**42**	**42**
Total Public Safety Full-Time	**110**	**111**	**116**	**116**	**115**
Total Public Safety Part-Time	**5**	**5**	**5**	**5**	**4**
Total Public Safety	**115**	**116**	**121**	**121**	**119**

Public Works Function
Personnel Summary

Department/Title	2000	2001	2002	2003	2004
Public Works Administration					
Public Works Director	0	0	0	1	1
Account Clerk	0	0	0	0	1
Total	**0**	**0**	**0**	**1**	**2**
Street Department					
CSW Coordinator (Part Time)	0	0	0	0	1
Equipment Operator I	2	2	2	2	3
Labor Foreman I	2	2	2	1	1
Laborer I	8	10	10	10	11
Laborer II	0	0	0	0	0
Street Superintendent	1	1	1	1	1
Total	**13**	**15**	**15**	**14**	**17**
Garage Department					
Accounting Clerk I	1	0	0	0	0
Automotive Mechanic	3	3	3	4	3
Automotive Mechanic Helper	1	2	2	2	2
Clerk-Typist	0	0	0	0	0
Shop Foreman	1	1	1	0	1
Total	**6**	**6**	**6**	**6**	**6**
Cemetery					
Asst. Cemetery Superintendent	1	0	0	0	0
Cemetery Superintendent	1	1	1	1	1
Equipment Operator I	0	0	0	0	1
Equipment Operator II	1	1	1	1	0
Labor Foreman I	0	1	1	1	1
Laborer (Seasonal/Summer)	3	3	3	2	2
Laborer I	5	5	5	5	5
Total	**11**	**11**	**11**	**10**	**10**
Total Public Works Full-Time	**27**	**29**	**29**	**29**	**32**
Total Public Works Part-Time	**3**	**3**	**3**	**2**	**3**
Total Public Works	**30**	**32**	**32**	**31**	**35**

Community Development Functions
Personnel Summary

Department/Title	2000	2001	2002	2003	2004
Community Development Administration					
Community Development Director	0	0	0	1	1
Office Assistant	0	0	0	1	1
Total	**0**	**0**	**0**	**2**	**2**
Planning & Zoning					
Clerk-Typist	1	1	1	0	0
Planner	1	1	1	2	2
Planning Director	1	1	1	1	1
Total	**3**	**3**	**3**	**3**	**3**
City Engineer					
City Engineer	1	1	0	1	1
Engineering Assistant	0	0	0	1	1
Soil Erosion Inspector	0	0	0	1	1
Total	**1**	**1**	**0**	**3**	**3**
Building Inspections					
Accounting Clerk I	1	1	1	1	1
Building Inspector I	4	5	4	3	2
Building Inspector II	0	0	2	2	2
Building Official	1	1	1	1	1
Clerk-Typist	0	0	0	0	0
Code Enforcement Officer	0	0	1	1	1
Deputy Building Official	1	1	0	0	0
Plans Examiner	0	0	0	0	1
Total	**7**	**8**	**9**	**8**	**8**
Parks & Right-of-Way Beautification					
Crew Leader	0	0	0	3	3
Labor Foreman I	1	1	1	0	0
Laborer I	8	8	8	6	6
Landscape Architect	1	1	1	1	1
Total	**10**	**10**	**10**	**10**	**10**
Building Maintenance					
Custodian (Part-Time)	0	1	1	0	0
Maintenance Specialist	1	1	2	2	2
Total	**1**	**2**	**3**	**2**	**2**
Total Community Development Full-Time	22	24	25	28	28
Total Community Development Part-Time	0	1	1	0	0
Total Community Development	**22**	**25**	**26**	**28**	**28**

Other Services Function
Personnel Summary

Department/Title	2000	2001	2002	2003	2004
Business Development					
Mainstreet Coordinator	0	0	0	1	1
Bus Dev/Mainstreet Director	1	1	1	1	1
Total	**1**	**1**	**1**	**2**	**2**
Library					
N/A	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**
Total Other Services Full-Time	1	1	1	2	2
Total Other Services Part-Time	0	0	0	0	0
Total Other Services	**1**	**1**	**1**	**2**	**2**

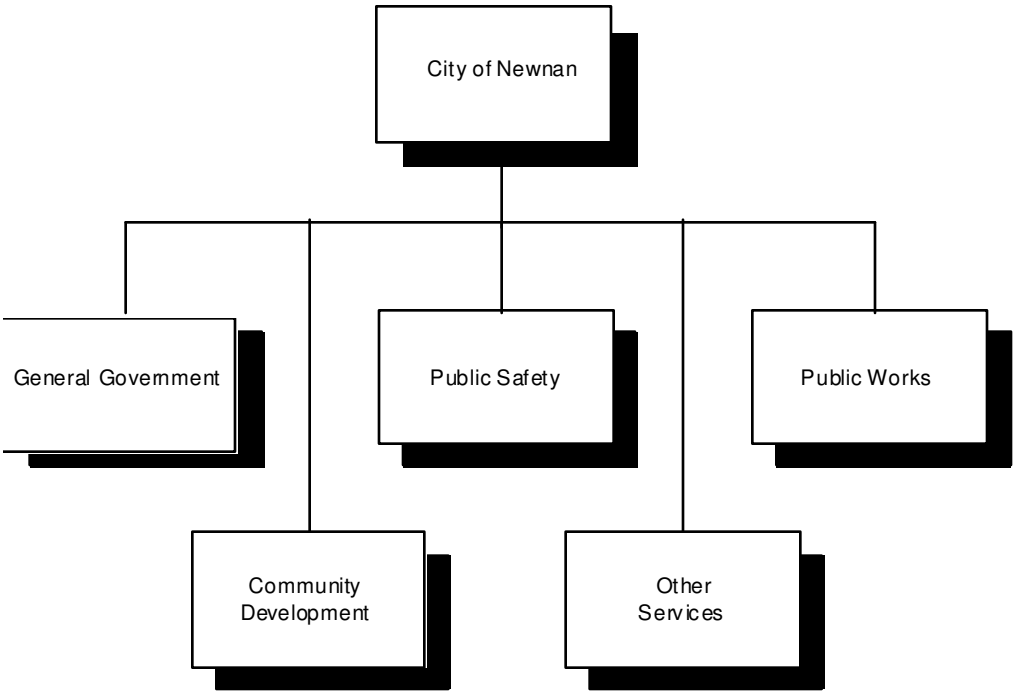
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Departmental Summaries

The City of Newnan provides services to citizens and visitors on a daily basis. The direct provision of said services and the support functions are organized into five (5) different functions: General Government, Public Safety, Public Works, Community Development and Other Services. All City departments are funded by the General Fund, therefore, departments are listed within one of the five (5) functions. Due to the outsourcing of services previously provided by the Sanitation department, the 2004 budget does not include Sanitation as a separate Enterprise Fund. Consequently, the FY 2004 department summaries will be listed according to funding source.

General Fund Functions

- General Government
- Public Safety
- Public Works
- Community Development
- Other Services

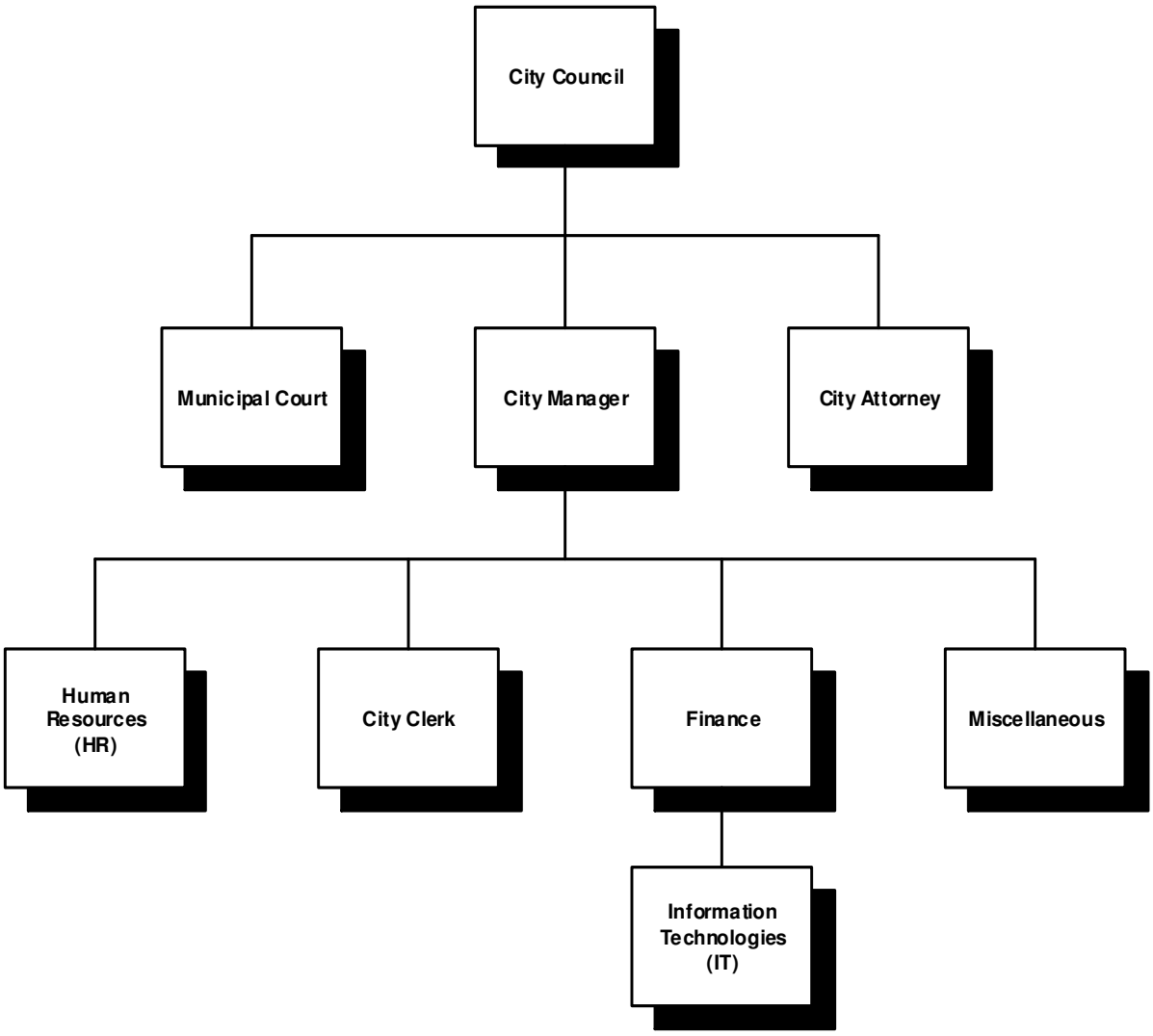


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GENERAL GOVERNMENT FUNCTION

General Government Function is comprised of departments and divisions responsible for the management of the City's resources. This function includes the following departments and divisions: City Council, City Manager, Municipal Court, City Attorney, City Clerk, Finance, Information Technologies, Human Resources and Miscellaneous.

General Government Function
Organization Chart



General Government

Short Term Priorities & Goals

Priorities:

1. A key to managing our growth – is a well-planned operation. I applaud our Community Development Department for their extra efforts to insure an orchestrated approach. The City of Newnan made some major improvements in our planning process. Plans are submitted by developers and are reviewed by City Staff, City Council, and Planning Commission, and then returned to City Council for decision, and lastly referred to staff for implementation. Growth is inevitable, but managed growth is planning our work and working our plan.

2. The City of Newnan's comprehensive work plan and short term work program was developed by staff, approved by council, and is being implemented.

3. We are striving to make City Hall (and all City operations) more open to the public and user friendly. Our citizens do not have to remind us, that they are our Board of Directors.

4. Our priority is to be more computer savvy. Our creation and usage of the electronic agenda put Newnan "on the map". We have been visited by numerous communities, in person or via phone or email, to learn more about our electronic technology usage. Our website is more user-friendly and is updated constantly by staff.

5. Public awareness of the City's operations has improved due to converting a vacant Assistant to the City Manager position to Assistant to the City Manager/Public Information Officer. After training in city operations, Kristi Vining now has a weekly television talk show that is aired 19 times per week on Newnan Utilities. She writes a weekly positive column of city operations in the Times-Herald newspaper. She has become involved in the formation of a PIO section for GMA to give Newnan statewide recognition. Positive articles are submitted to both the Times-Herald and AJC on a regular basis. She also has been instrumental in keeping our website fresh with ideas and links.

6. Privatization of our Sanitation operations was completed this year. We contracted with CLM Sanitation to provide services, which has saved the city approximately one million dollars, annually. While there were some minor initial kinks in the program, it seems to be very well received by our constituents.

7. Phase III of Streetscapes was completed on the Clark-Temple corridor. We are now planning for our fourth Streetscapes program along Greenville Street. Also, we installed 7,000 linear feet of sidewalks in three areas of Newnan: West Washington, East Broad Street and Martin Luther King, Jr. Drive.

8. Through volunteer led efforts, Newnan successfully celebrated our city's 175th Anniversary. A concentrated week of activities and festivities was held in April, but the excitement of the Celebration continued throughout the year. The theme of the 175th Anniversary was "Saluting Volunteers" in order to thank all the tireless people who make Newnan a wonderful city.

9. Development of a Finance Department has allowed us to be more informed on financial operations. We have now begun the GASB-34 program, changed auditors, and developed electronic payments for taxes, permits, and police fines. Information Technology was incorporated in the Finance Department, allowing for better utilization of our computer system.

10. Combining of the four departments to the Public Works Department has allowed us to be more efficient and effective. Management has been added to the operations that include Cemetery, Sanitation, Streets and Vehicle Maintenance Services.

Goals:

1. To be in compliance with all local state and federal regulations, including, but not limited to NPDES and GASB-34 in Finance, both that effect the entire city

2. To continue to plan for managed growth

3. To utilize our volunteer boards, authorities, and commissions to their fullest extent

4. To prepare for growth by planning for infrastructure, using impact fees and other sources of income

Long Term Priorities & Goals

Priorities:

1. To continue the delivery of cost-effective services to existing residents and businesses while expanding services to meet the needs of planned growth.

2. To continue to increase and improve the usage of electronic communications as a means of providing an alternative method for citizens to interact and conduct business with the City of Newnan. Also to improve and increase intercommunications within city (staff to staff, staff to council, council to staff).

Goals:

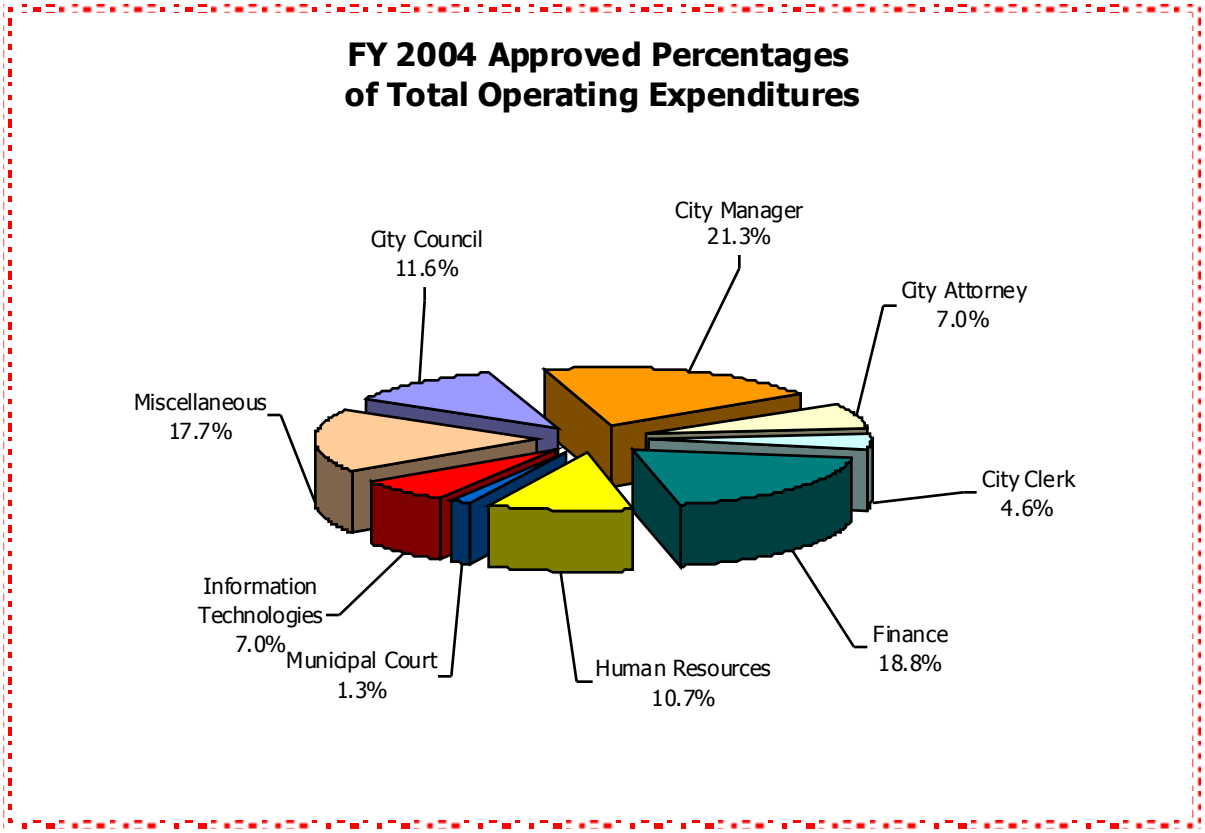
1. To utilize plans, studies, projections, and reports as a guide to formulate long-term plans both programmatic and financial in order to effectively handle the growth forecasted for the City of Newnan.

2. To use new information technologies to develop cost-effective means of interactive communications between staff and citizens.

General Government Function Expenditures

	2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Operating Expenditures						
City Council	$90,471	$94,836	$97,614	$164,742	$69,906	73.71%
City Manager	231,557	283,093	255,950	303,491	20,398	7.21%
City Attorney	90,054	94,550	100,119	100,050	5,500	5.82%
City Clerk	0	70,150	60,766	64,934	(5,216)	-7.44%
Finance	324,390	272,327	258,364	267,656	(4,671)	-1.72%
Human Resources	102,411	153,814	127,832	152,196	(1,618)	-1.05%
Municipal Court	18,394	18,858	18,614	18,858	0	0.00%
Information Technologies	80,588	127,263	122,394	99,833	(27,430)	-21.55%
Miscellaneous	383,431	326,026	348,540	251,375	(74,651)	-22.90%
Total Operating	$1,321,296	$1,440,917	$1,390,193	$1,423,135	($17,782)	-1.23%
Transfer to Cap. Equip. Fund	$503,800	$567,200	$480,200	$297,500	($269,700)	-47.55%
Transfer to Sanitation Fund	793,848	846,291	634,718	0	(846,291)	-100.00%
Interfund Transfers	$1,297,648	$1,413,491	$1,114,918	$297,500	($1,115,991)	-78.95%
Gen Government Total	$2,618,944	$2,854,408	$2,505,111	$1,720,635	($1,133,773)	-39.72%

Note: See explanations for percentage changes under Budget Highlights for each department.



CITY COUNCIL (Dept. 10)

Department Description

Since 1960, the City of Newnan has operated under the Council-Manager form of government: the City Council sets policy and relies on the City Manager to implement policy direction. The City Council consists of a Mayor and six Council members. The Mayor is elected at large and serves a four-year term. Council members are elected by district and serve four-year staggered terms. The City Council represents the interests of citizens of Newnan by adopting public policies; determining the City's mission, scope of service and tax levels; passing ordinances; approving new projects and programs; and ratifying the budget.

Budget Highlights

In the FY 2004 Approved Budget, City Council expenditures total $164,742, an increase of 73.71%, or $69,906, over the FY 2003 Approved Budget of $94,836. The increase is primarily attributed to a restructuring of the compensation package for members of Council, approved in 2003 for implementation beginning January 1, 2004. The new package reflects a base salary rate commensurate with similar municipalities in Georgia and eliminates utilities perquisites previously provided in lieu of compensation. Additionally, 2004 health insurance premiums reflect a 25% increase over the prior year.

City Council FY 2004 Budget (100-1110-10)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Elected Officials	$9,600	$9,600	$9,600	$43,000	$33,400	347.92%
51.2100	Employee Insurance	45,890	45,542	51,309	72,583	27,041	59.38%
51.2200	Social Security	734	740	707	3,290	2,550	344.59%
51.2400	Retirement	651	864	700	4,085	3,221	372.80%
51.2700	Worker's Compensation	37	40	40	184	144	360.00%
	Total Salaries & Benefits	$56,912	$56,786	$62,356	$123,142	$66,356	116.85%
Operating Expenditures							
52.3200	Communications	$125	$400	$0	$400	$0	0.00%
52.3500	Travel	32,192	36,500	34,000	40,000	3,500	9.59%
52.3600	Dues & Fees	0	50	0	50	0	0.00%
53.1101	Office Supplies	1,242	1,100	1,258	1,150	50	4.55%
	Total Operating Expenditures	$33,559	$38,050	$35,258	$41,600	$3,550	9.33%
Total City Council Expenditures		$90,471	$94,836	$97,614	$164,742	$69,906	73.71%

Personnel Summary

The City Council is comprised of one (1) part-time Mayor and six (6) part-time Council members. The Mayor is elected by a citywide vote of the citizens, while the individual Council members are elected from voting districts throughout the city. Elections held in November 2004 resulted in the re-election of Councilman George Bradshaw and the election of new Council members George Alexander, Greg Lewis and Cynthia Jenkins. Councilman Alexander was also selected in a special election to complete the final 45 days of the current term previously held by David Iwamoto, who relocated to another City with his family.

CITY MANAGER (Dept. 11)

Department Description

The Office of the City Manager is responsible for coordinating the varied functions of the City. Appointed by and reporting to the City Council, the City Manager serves as the Chief Administrative Officer, charged with the implementation of City Council adopted policies and directives and the day-to-day operations of the City.

Budget Highlights

In the FY 2004 Approved Budget, City Manager expenditures total $303,491, an increase of 7.21%, or $20,398, over the FY 2003 Approved Budget of $283,093. The increase is primarily attributed to insurance premiums, worker's compensation, the addition of printing and binding expenditures, and an increase in dues and fees. Additionally, the PIO (Public Information Officer) position created the need for additional funding for various City projects and events.

City Manager FY 2004 Budget (100-1320-11)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$170,732	$201,627	$186,000	$203,199	$1,572	0.78%
51.1200	Wages-Part Time	2,262	0	1,668	0	0	N/A
51.2100	Employee Insurance	7,645	17,482	14,215	21,740	4,258	24.36%
51.2200	Social Security	11,195	15,424	12,700	15,545	121	0.78%
51.2400	Retirement	11,972	18,146	15,100	19,304	1,158	6.38%
51.2600	Unemployment	0	5	5	5	0	0.00%
51.2700	Worker's Compensation	1,002	1,050	1,595	1,600	550	52.38%
51.2900	Employee Allowance	6,973	8,400	5,000	4,800	(3,600)	-42.86%
	Total Salaries & Benefits	$211,781	$262,134	$236,283	$266,193	$4,059	1.55%
Operating Expenditures							
52.1201	Public Relations	$0	$0	$0	$3,000	$3,000	N/A
52.3101	Vehicle Insurance	$242	$0	$0	$0	$0	N/A
52.3102	Insurance-Bldg.& Personal	550	600	1,120	1,290	690	115.00%
52.3200	Communications	3,734	684	1,175	1,428	744	108.77%
52.3400	Printing & Binding	0	0	0	6,750	6,750	N/A
52.3500	Travel	7,964	12,000	10,500	12,000	0	0.00%
52.3600	Dues & Fees	3,362	3,000	4,266	6,250	3,250	108.33%
52.3700	Training	0	0	0	1,100	1,100	N/A
53.1100	Materials & Supplies	102	175	175	200	25	14.29%
53.1101	Office Supplies	3,403	3,000	1,231	3,250	250	8.33%
53.1400	Books & Periodicals	0	0	100	280	280	N/A
53.1600	Minor Equipment	0	1,500	1,100	1,750	250	16.67%
53.1701	Vehicle Fluids & Maint.	419	0	0	0	0	N/A
	Total Operating Expenditures	$19,776	$20,959	$19,667	$37,298	$16,339	77.96%
Total City Manager Expenditures		$231,557	$283,093	$255,950	$303,491	$20,398	7.21%

Personnel Summary

The City Manager's Office includes three (3) full-time staff members: the City Manager, the Assistant to the City Manager/Public Information Officer and the Administrative Assistant to the City Manager.

Goals, Objectives and Tasks

Status of FY 2003 Goals and Objectives (Note: Began Job in late March of 2003; Goals established by City Manager and PIO)	
1: To become familiar and acquainted with city and city lay-out by December 2003	
	Status: on-going Reviewed maps Reviewed historical documents
2: To get to know City departments by December 2003	
	Status: On-going Reviewed organizational charts Traveled with City Departments such as Fire, Police, Building Inspection, Public Works, etc. Held meetings with each department head Learned about operations within each department Became knowledgeable of elected officials
3: To establish contact with Newnan Utilities by December 2003	
	Status: Completed Became knowledgeable of contacts at Council Meetings and assisted as necessary Set up weekly TV Show
4: To establish contacts with local media by September 2003	
	Status: Completed Set up contact with Times-Herald Set Up contact with Atlanta Journal Constitution Set up contact with local radio
5: To assist Departments with promotions by December 2003	
	Status: On-going Assisted with promotions of Main Street events such as 175th Anniversary, Lunch Box Series, Taste of Newnan, Car Cruise-In, etc. Helped with Public Safety events such as September 11th Dedication Ceremony and facility tours Helped with Employee Appreciation Luncheon; Will Assist with Holiday Party
6: To create brochures as needed	
	Status: on-going Updated Employee of the Quarter Brochure Created Sign Regulation Brochure
7: To explore possibility of weekly newspaper column in Newnan Times-Herald by September 2003	
	Status: completed Met with Times-Herald officials Currently writes weekly column on City Highlights and Newnan Notes
8: To increase the dissemination of departmental information and topics of interest to general public by December 2003	
	Status: on-going Writes press releases and media alerts for local and state media Updates website Serves as liaison to local and state media
FY 2004 Goals and Objectives	
GOALS:	
1: To improve public interest and participation in local government and city functions	
Objective A: To develop and host a Newnan 101 Workshop	
	Task A 1: To establish a committee for workshop session by the end of summer 2004 Task A 2: To hold workshop and have 30 participants in Fall 2004 Task A 3: To evaluate after completion to determine if additional classes are necessary
Objective B: To improve City's website	
	Task B1: To offer citizens more online services by December 2004 Task B2: To offer more online feedback options by December 2004

	Task B3: To offer more online general information about Newnan and elected and appointed officials by December 2004
2: To enhance communications through printed media	
Objective A: To develop and print a statistical information booklet	
	Task A1: To gather information by Summer 2004 Task A2: To print information by Fall 2004
Objective B: To develop and print an annual report	
	Task B1: To gather information by Summer 2004 Task B2: To print information by Fall 2004
Objective C: To develop and print brochures	
	Task C1: To collect information as needed Task C2: To print brochures as needed
3: To improve communications within different departments by December 2004	
Objective A: To encourage information sharing	
	Task A1: To coordinate monthly staff meetings Task A2: To compile weekly achievement reports
Objective B: To help foster relationships and teamwork within management staff	
	Task B1: To host quarterly lunches Task B2: To host annual team building outing
Objective C: To increase employee morale	
	Task C1: To select employee of the quarter winners Task C2: To help publish employee newsletter Task C3: To update employee bulletin board
4: To continue training and improvement of PIO skills by December 2004	
Objective A: To meet with other PIOs across the state	
	Task A1: To assist GMA in the development of a PIO section Task A2: To attend a PIO meeting by December 2004 Task A3: To maintain records shared by others in profession
Objective B: To attend public relations educational classes	
	Task B1: To evaluate classes offered and investigate most pertinent classes Task B2: To attend at least two public relations classes a year
5. To continuously provide information and improve communications to the general public by December 2004	
Objective A: To disseminate information in print media	
	Task A1: To issue appropriate press releases to local and state newspapers Task A2: To issue pertinent press releases to local and state magazines Task A3: To serve as City liaison to local print media
Objective B: To disseminate information to broadcast media	
	Task B1: To improve relationships and convey pertinent information to local news broadcasts Task B2: To continuously offer imperative information to the public through local television show Task B3: To advance relationships and relay appropriate information to local radio stations Task B4: To serve as City liaison to local broadcast media
Objective C: To disseminate information by websites	
	Task C1: To ensure up-to-date information on the city's website Task C2: To include information on partnering websites such as Newnan Utilities, Newnan Times-Herald, Coweta County, etc.
6. To continue to improve promotions and create positive publicity for city departments by December 2004	
Objective A: To increase awareness of departmental roles	
	Task A1: To promote interest and increase awareness of City departments through the use of press releases, photos and media alerts Task A2: To assist with coordination of events as needed Task A3: To assist with tours of City Hall for school groups
Objective B: To establish a contact in each department for informational purposes	
	Task B1: To focus on departmental accomplishments in Newnan Notes and weekly newspaper column Task B2: To enhance awareness of departmental goals and accomplishments by informing the public of important information and progress

CITY ATTORNEY (Dept. 12)

Department Description

The City Attorney serves as the legal advisor to the City Council, City Manager and City department heads. Appointed annually, the City Attorney is responsible for prosecuting and defending all legal actions where the City may have an interest. The City Attorney attends all City Council meetings; drafts ordinances and resolutions; prepares all leases, contracts or other legal documents as needed in the operation of City business; and ensures that all judgments and decrees rendered in favor of the City are enforced.

Budget Highlights

In the FY 2004 Approved Budget, City Attorney expenditures total $100,050, an increase of 5.82%, or $5,500, over the FY 2003 Approved Budget of $94,550. The increase is primarily attributed to an increase in the professional services fees required for legal services.

City Attorney FY 2004 Budget (100-1530-12)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Operating Expenditures							
52.1200	Professional Services	$87,215	$90,000	$96,669	$95,000	$5,000	5.56%
52.3500	Travel	2,339	4,000	3,000	4,500	500	12.50%
52.3700	Training	500	550	450	550	0	0.00%
Total Operating Expenditures		$90,054	$94,550	$100,119	$100,050	$5,500	5.82%
Total City Attorney Expenditures		$90,054	$94,550	$100,119	$100,050	$5,500	5.82%

Personnel Summary

The City retains the services of one (1) attorney on a contractual basis. The Mayor and Council members appoint the City Attorney annually.

MUNICIPAL COURT (Dept. 14)

Department Description

The Municipal Court conducts hearings in addition to determining all causes of prosecution for violating the laws and ordinances of the City of Newnan and certain laws of the State of Georgia. It has the power to compel the attendance of parties and witnesses and to compel the production of papers; to issue all processes and writs necessary to exercise jurisdiction; to punish contempt by fine or imprisonment or both; and to levy a fine of up to $1,000 along with imprisonment of a convicted person for a period of up to one year, or both.

Budget Highlights

In the FY 2004 Approved Budget, Municipal Court expenditures total $18,858, which reflects no additional increase over the FY 2003 Approved Budget of $18,858.

Municipal Court FY 2004 Budget (100-2650-14)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1200	Wages/Part-Time	$8,798	$8,600	$8,864	$8,600	$0	0.00%
51.2200	Social Security	670	658	650	658	0	0.00%
	Total Salaries & Benefits	$9,468	$9,258	$9,514	$9,258	$0	0.00%
Operating Expenditures							
52.1200	Professional Services	$8,400	$8,700	$8,400	$8,700	$0	0.00%
52.3500	Travel	351	400	450	400	0	0.00%
52.3700	Training	175	500	250	500	0	0.00%
	Total Operating Expenditures	$8,926	$9,600	$9,100	$9,600	$0	0.00%
Total Municipal Court Expenditures		$18,394	$18,858	$18,614	$18,858	$0	0.00%

Personnel Summary

The Municipal Court is presided over by a Chief Judge who is appointed by the Mayor and City Council annually. The Council also appoints a part-time Associate Judge, who is responsible for signing warrants.

FINANCE (Dept. 13)

Mission statement

To accurately and efficiently maintain the City of Newnan's financial records which are generated by the operations of the City. In addition, the Finance Director, along with the City Manager, is responsible for investment of city funds as approved and authorized by Council.

Department Description

The Finance Department shall have charge of the administration of the financial affairs of the city, including the keeping and supervision of all accounts. The supervision of all accounts as set forth under this section shall include financial records and accounts maintained in connection with all sources of revenue and expenditures, such as: budgeting, utilities, all income producing projects and all sources of taxation; the custody and disbursement of city funds and monies; the preparation and certification of special assessments and the collection of such assessments as are payable directly to the city; the collection of license and permit fees; the control over expenditures; payroll processing, and such other duties as directed by the City Manager, or as the Council may by ordinance require. This function reports directly to the City Manager, who reports to the Mayor and Council.

The Finance Department was reorganized during 2002 and 2003. Positions now include the Finance Director, Accountant, Buyer and Payroll Coordinator. Prior to the reorganization, the department consisted of a City Clerk, Accountant, and two Accounting Technicians. This reorganization resulted in no additional positions, but rather a reassignment of duties and responsibilities utilizing existing personnel.

Budget Highlights

In the FY 2004 Approved Budget, Finance expenditures total $267,656, a decrease of 1.72%, or $4,671, from the FY 2003 Approved Budget of $272,327.

Finance FY 2004 Budget (100-1510-13)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$182,641	$152,269	$150,000	$158,777	$6,508	4.27%
51.1200	Wages-Part Time	0	0	250	2,000	2,000	N/A
51.1300	Wages-Overtime	730	300	0	0	(300)	-100.00%
51.2100	Employee Insurance	15,098	16,712	16,956	22,742	6,030	36.08%
51.2200	Social Security	13,966	11,786	11,500	12,169	383	3.25%
51.2400	Retirement	11,668	13,704	11,450	15,112	1,408	10.27%
51.2600	Unemployment Insurance	0	6	5	6	0	0.00%
51.2700	Worker's Compensation	352	400	397	650	250	62.50%
	Total Salaries & Benefits	$224,455	$195,177	$190,558	$211,456	$16,279	8.34%
Operating Expenditures							
52.1200	Professional Services	$40,707	$54,800	$49,500	$32,800	($22,000)	-40.15%
52.1300	Other Contractural Services	28,966	0	0	0	0	N/A
52.2200	Repairs & Maintenance	0	700	450	700	0	0.00%
52.3102	Insurance-Bldg.& Personal	628	650	1,212	1,500	850	130.77%
52.3200	Communications	17,705	0	9	0	0	N/A
52.3300	Advertising	0	3,000	1,500	3,500	500	16.67%
52.3400	Printing & Binding	2,772	8,000	6,000	7,000	(1,000)	-12.50%
52.3500	Travel	932	2,100	2,000	3,700	1,600	76.19%
52.3600	Dues & Fees	1,295	500	400	500	0	0.00%
52.3700	Training	1,851	2,850	2,800	2,000	(850)	-29.82%
53.1100	Materials & Supplies	729	0	0	0	0	N/A
53.1101	Office Supplies	3,922	2,500	2,100	2,500	0	0.00%
53.1400	Books & Periodicals	0	400	350	350	(50)	-12.50%
53.1600	Minor Equipment	428	150	135	650	500	333.33%
53.1706	Miscellaneous	0	1,500	1,350	1,000	(500)	-33.33%
	Total Operating Expenditures	$99,935	$77,150	$67,806	$56,200	($20,950)	-27.15%
Total Finance Expenditures		$324,390	$272,327	$258,364	$267,656	($4,671)	-1.72%

Personnel Summary

Current staffing includes four (4) full-time employees.

Goals, Objectives, and Tasks

Status of FY 2003 Goals	
1: Upgrade the AS-400 system so that the City can fully implement all aspects of GASB-34.	
	Status:
	On-going. We have obtained the information for the upgrade from New World, but the focus is now on a new system, rather than upgrading the old one. We have attended training seminars on GASB-34 and Fixed Assets, however, we have not implemented yet due to a lack of time and available staff. Paul Glick, Glick Consulting, has been retained by the City to implement GASB-34 for 2003 year-end closing.
2: Establish centralized Purchasing for City of Newnan.	
	Status:
	On-going. We have promoted an accounting technician to the Buyer position. In addition, we are building our database of standard specifications as we proceed with full implementation of centralized purchasing. A vendor database is also maintained. The development of a purchasing manual will be listed as a goal for FY 2004; time will not permit that to happen in this fiscal year.
3: Revise Accounts Payable procedures so that vendor terms may be utilized and payments made when due rather than when received, resulting in earned revenue for the City.	

	Status:
	On-going. Due to employee turnover, we have not completed this goal as of yet. We are adding new vendors to the system correctly.
4. Improve/Enhance the collections of business licenses fees, property taxes, police fines, commercial garbage fees, etc. and the reporting and tracking of such revenues.	
	Status:
	Complete. We now track revenues according to source.
5. Cross-train/Train employees in Finance Department.	
	Status:
	On-going. Duties and responsibilities for each function have been established. We will continue to cross-train employees as time permits.

FY 2004 Goals and Objectives	
Goals:	
1: Purchase and implement a new financial management system for the City of Newnan.	
Objective A: Develop RFP for system and all related components.	
	Task A1: Evaluate needs, prepare specifications and bid document; 01/01/04 (K. Cline, C. Foster, C. Hayes, J. Holt)
	Task A2: Mail to selected vendors, post on website; (K. Cline, C. Foster)
Objective B: Evaluate Bids and Select Vendor.	
	Task B1: Open bids and evaluate; 02/15/04 (Team)
	Task B2: Select top three vendors, schedule presentations; 02/15/04 (Team)
	Task B3: Rate top three vendors and recommend bid award to Council; 02/28/04 (Team)
	Task B4: Notify selected vendor of award; 03/05/04 (K. Cline)
Objective C: Implement System and Train Staff.	
	Task B1: Transfer files from old system to new; 03/31/04 (Team)
	Task B2: Test data for validity and integrity; 04/15/04 (Team)
	Task B3: Train employees on new system; 05/30/04 (Team)
	Task B4: Run simultaneous closing to check for accuracy; 06/30/04 (K. Cline)
	Task B5: System fully implemented and functioning; 09/30/04 (Team)
2: Reconcile Bank Reconciliations to General Ledger on a monthly basis.	
Objective A: Close month and reconcile bank transactions to General Ledger;	
	Task A1: Complete monthly closing transactions in a timely fashion; 01/31/04 (J. Holt)
	Task A2: Obtain disk from bank and reconcile transactions to Ledger; 02/12/04 (J. Holt)
	Task A3: Complete bank reconciliation; 02/28/04 (J. Holt)
3. Establish and maintain Fixed Asset system according to GASB-34 requirements.	
Objective A: Complete physical asset inventory, by department.	
	Task A1: Develop forms for asset inventory and maintenance; 01/01/04 (J. Holt)
	Task A2: Establish plan for asset inventory by department; hold meeting to distribute forms and guidelines; 01/15/04 (J. Holt)
	Task A3: Enter asset inventory into system; 02/28/04 (J. Holt)
	Task A4: Maintain system utilizing transfer, additions, and deletions forms as developed; 02/28/04 (J. Holt)
4: Establish and maintain stockroom for office and janitorial supplies.	
Objective A: Establish stockroom location and control; 01/31/04 (M.L. Meadows, K. Cline)	
Objective B: Develop Issue forms for charge-backs at month-end; 01/31/04 (K. Cline, M.L. Meadows)	
Objective C: Order initial supply and open stockroom; 02/28/04 (M.L. Meadows)	
5: Cross-train/Train employees in Finance Department.	
Objective A: Train payroll coordinator to reconcile general ledger payroll accounts on monthly basis.; 01/31/04 (J. Holt, R. Windom)	
Objective B: Train backup employee for payroll; 03/31/04 (R. Windom)	
6. Select new auditors for City and complete 2003 audit by June 30, 2004.	

INFORMATION TECHNOLOGIES (Dept. 21)

Mission Statement

To provide the tools and support that departments need to more easily and efficiently do their jobs, and to provide a stable, reliable and usable network environment to help facilitate communication and ensure data integrity.

Department Description

Information Technologies (IT) was established in 1999 to provide technical computer support to all departments. IT is also responsible for designing and maintaining the City's computer network, website, and various other computer programming and support systems. IT staff report to the Finance Director, who reports to the City Manager.

Budget Highlights

In the FY 2004 Approved Budget, Information Technologies expenditures total $99,833, a decrease of 21.55%, or $27,430, from the FY 2003 Approved Budget of $127,263. The decrease is attributed to Repairs and Maintenance and Computer Equipment. Due to the planned purchase of a new Financial Management System for 2004, these expenses have been reduced. Maintenance will be included in the purchase price for the first twelve months.

Information Technologies FY 2004 Budget (100-1535-21)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$53,755	$54,272	$56,000	$56,937	$2,665	4.91%
51.2100	Employee Insurance	5,937	6,722	7,200	7,669	947	14.09%
51.2200	Social Security	4,091	4,152	4,150	4,356	204	4.91%
51.2400	Retirement	3,498	4,885	4,200	5,409	524	10.73%
51.2600	Unemployment Insurance	0	2	2	2	0	0.00%
51.2700	Worker's Compensation	99	100	100	150	50	50.00%
	Total Salaries & Benefits	$67,380	$70,133	$71,652	$74,523	$4,390	6.26%
Operating Expenditures							
52.1300	Other Contractual Services	$372	$0	$0	$0	$0	N/A
52.2200	Repairs & Maintenance	882	31,500	28,000	9,100	(22,400)	-71.11%
52.3102	Insurance - Bldg. & Pers.	0	0	0	375	375	N/A
52.3200	Communications	937	600	480	530	(70)	-11.67%
52.3500	Travel	1,311	2,100	2,000	1,600	(500)	-23.81%
52.3600	Dues & Fees	379	0	0	75	75	N/A
52.3700	Training	1,605	3,000	2,600	2,500	(500)	-16.67%
53.1100	Materials & Supplies	1,136	1,400	1,000	1,200	(200)	-14.29%
53.1101	Office Supplies	1,428	500	350	400	(100)	-20.00%
53.1400	Books & Periodicals	0	230	200	230	0	0.00%
53.1600	Minor Equipment	1,814	3,300	3,112	1,000	(2,300)	-69.70%
53.1601	Computer Equipment	3,344	14,500	13,000	8,300	(6,200)	-42.76%
	Total Operating Expenditures	$13,208	$57,130	$50,742	$25,310	($31,820)	-55.70%
Total IT Expenditures		$80,588	$127,263	$122,394	$99,833	($27,430)	-21.55%

Personnel Summary

Staffing for the department includes one (1) full-time Information Technologies Director. No staffing changes are approved for FY 2004.

Goals, Objectives, and Tasks

Status of FY 2003 Goals and Objectives	
1: Develop a database program or install third party software for collection and distribution of Police Department fines by May 30, 2003 (If third party software, skip objective A & C.)	
	Status:
	Completed
2: Give all of the management team query access to their budgets on the AS/400 by April 30, 2003	
	Status:
	Project aborted in favor of a simpler solution
3: Install a new audio system in the council chambers by May 31, 2003	
	Status:
	Completed
4: Develop a computer and internet usage policy by May 31, 2003	
	Status:
	Completed
5: Redesign the City website to allow updates by individual departments and to enhance the look and usability by September 30, 2003	
	Status:
	In progress. Met with several companies to determine needs and decide on which direction to proceed.

FY 2004 Goals, Objectives and Tasks	
GOALS:	
1: Improve collaboration between city departments by September 30, 2004	
Objective A: Install and train on more feature rich software package by August 31, 2004	
	Task A1: Install Exchange 2003 or equivalent Groupware Server by July 31, 2004
	Task A2: Train employees on changes by August 31, 2004
Objective B: Create tracking system to more efficiently handle problem requests	
	Task B1: Install Trouble Ticket software for tracking problems by August 30, 2004
	Task B2: Train employees on changes by September 30, 2004
2: Tighten Security on City Network by May 30, 2004	
Objective A: Protect the City Network from outside attacks by May 30, 2004	
	Task A1: Determine need and purchase by March 31, 2004
	Task A2: Install City network firewall by April 30, 2004
Objective B: Increase Internal network security and access rights by March 31, 2004	
	Task B1: Require every employee to have a unique login name and password by March 31, 2004
3: Give citizens instant access to previous City TV shows by October 31, 2004	
Objective A: Use streaming video to view TV show from website by June 30, 2004	
	Task A1: Call Newnan Utilities and ask about video archiving by April 30, 2004
	Task A2: Research equipment needed to stream video by May 31, 2004
Objective B: Have test site up and running by September 30, 2004	
	Task B1: Install software to stream archived City TV program over web by August 31, 2004

CITY CLERK (Dept. 15)

Mission statement

To keep and maintain records of the Council and of the City of Newnan, including minutes, ordinances, resolutions, contracts and other vital documents, in addition to performing other duties as required by the City Manager or Council.

Department Description

The City Clerk is responsible for maintaining official records of the City, including the recording of proceedings of City Council meetings and records of Council actions. She shall record all ordinances in the City Code of Ordinances book. She shall be the custodian of the corporate seal of the City and shall be the officer authorized to use and authenticate it. The City Clerk shall be the custodian of all official records of the City. All records in her office shall be public records and open to inspection at any time during regular business hours. The City Clerk also works in cooperation with Coweta County in planning elections. The City Clerk reports to the City Manager, who reports to the Mayor and Council.

Budget Highlights

In the FY 2004 Approved Budget, City Clerk expenditures total $64,934, which represents a decrease of 7.44%, or $5,216, from the FY 2003 Budgeted amount of $70,150. There will be no elections during 2004, which explains the decrease in funding.

City Clerk FY 2004 Budget (100-1330-15)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$0	$44,620	$44,000	$46,782	$2,162	4.85%
51.2100	Employee Insurance	0	3,330	3,665	3,702	372	11.17%
51.2200	Social Security	0	3,413	3,425	3,579	166	4.86%
51.2400	Retirement	0	4,016	3,450	4,444	428	10.66%
51.2600	Unemployment Insurance	0	2	2	2	0	0.00%
51.2700	Worker's Compensation	0	74	74	125	51	68.92%
	Total Salaries & Benefits	$0	$55,455	$54,616	$58,634	$3,179	5.73%
Operating Expenditures							
52.1200	Professional Services	$0	$300	$100	$300	$0	0.00%
52.1300	Other Contractural Services	0	300	250	350	50	16.67%
52.1301	Elections	0	9,400	4,560	0	(9,400)	-100.00%
52.3102	Insurance-Bldg. & Personal	0	100	190	250	150	150.00%
52.3103	Insurance - Surety Bond	0	200	150	150	(50)	-25.00%
52.3400	Printing & Binding	0	650	200	1,825	1,175	180.77%
52.3500	Travel	0	2,000	400	1,300	(700)	-35.00%
52.3600	Dues and Fees	0	345	250	225	(120)	-34.78%
52.3700	Training	0	1,300	0	1,300	0	0.00%
53.1400	Books & Periodicals	0	100	50	100	0	0.00%
53.1601	Computer Equipment	0	0	0	500	500	N/A
	Total Operating Expenditures	$0	$14,695	$6,150	$6,300	($8,395)	-57.13%
Total City Clerk Expenditures		$0	$70,150	$60,766	$64,934	($5,216)	-7.44%

Personnel Summary

Current staffing includes one (1) full-time employee.

Goals, Objectives, and Tasks

Status of FY 2003 Goals and Objectives	
1: To place Ordinances and Resolutions on computer by December 1, 2003 (C. Foster and D. Hill)	
	Status: Completed 3/31/03
2: To attend classes for certification by December 31, 2005 (D. Hill)	
	Status: On going
3: To attend training for computers by September 30, 2003 (D. Hill)	
	Status: On going - None scheduled at this time.

FY 2004 Goals, Objectives and Tasks	
GOALS:	
1: To provide better control of Occupational Tax Licenses.	
Objective A: Obtain audit on applicant for Occupation Tax Licenses.	
	Task A1 Provide letters to applicant for audit on Occupational Tax Licenses. 6/30/04 (D. Hill)
2: To reduce the amount of time spent on preparation and distribution of City of Newnan Code and supplements.	
Objective A: Submit ordinances for codification in hard copy and electronic format; 01/31/04 (D. Hill)	
	Task A1: Submit new ordinances for codification to Municipal Code Corporation for hard copy. 01/31/04 (D. Hill)
	Task A2: Place ordinance updates on City's website for easy access. 01/31/04 (C. Foster; D. Hill)
3: To obtain certification for City Clerk by December 31, 2005.	
Objective A: Register for and complete required courses; 12/31/05 (D. Hill)	
	Task A1: To take courses for the following: Public Admin. (50 hours); Social and Interpersonal Skills (30 hours); and Electives (20 hours) offered at Carl Vinson Institute of Government
4: To maintain all ordinance and charter changes in the Code of Ordinances via the Municipal Code Corporation.	
Objective A: Submit all ordinances and charter changes to Municipal Code Corporation for update.	
	Task A1: Submit new ordinances and charter to Municipal Code Corp. for hard copy. 01/31/04 (D. Hill)
	Task A2: Work on placing all minutes on disk. 03/31/04 (C. Foster, D. Hill)
5: To improve the record and minute-taking process.	
Objective A: Work on skills to perfect record and minute-taking.	
	Task A1: Complete courses in record and minute taking. 07/31/04 (D. Hill)
	Task A2: Spend more time reviewing minutes before submission to City Manager. Immediately (D. Hill)
6: To develop a check-list for Alcoholic Beverage Licenses for agenda.	
Objective A: Develop and implement check-list form for Alcoholic Beverage License.	
	Task A1: Develop check-list form for Alcohol Beverage Licenses. 06/30/04 (D. Hill)
	Task A2: Implement form immediately. (D. Hill)

HUMAN RESOURCES (Dept. 20)

Mission Statement

Recruit, retain and support a qualified workforce committed to serving the citizens of Newnan.

Department Description

Human Resources provides administrative support to City departments in the recruitment, selection, development and retention of staff through the design and implementation of an equitable personnel management system. The department is also responsible for the administration of, and compliance with, City personnel policies and applicable state and federal laws. The Human Resources Director is responsible to the City Manager.

Budget Highlights

In the FY 2004 Approved Budget, Human Resources expenditures total $152,196, a decrease of 1.05%, or $1,618, from the FY 2003 Approved Budget of $153,814.

Human Resources FY 2004 Budget (100-1540-20)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$78,325	$80,022	$76,500	$82,948	$2,926	3.66%
51.2100	Employee Insurance	5,753	6,660	6,660	7,404	744	11.17%
51.2200	Social Security	5,959	6,122	6,100	6,346	224	3.66%
51.2400	Retirement	5,167	7,202	6,300	7,880	678	9.41%
51.2500	Employee Tuition Reimb	0	5,000	2,800	12,000	7,000	140.00%
51.2600	Unemployment Insurance	0	3	3	3	0	0.00%
51.2700	Worker's Compensation	134	135	135	140	5	3.70%
51.2910	Employee Recognition	0	14,975	14,000	8,200	(6,775)	-45.24%
	Total Salaries & Benefits	$95,338	$120,119	$112,498	$124,921	$4,802	4.00%
Operating Expenditures							
52.1200	Professional Services	$127	$17,350	$6,000	$13,450	($3,900)	-22.48%
52.3102	Insurance-Bldg.& Personal	300	300	560	750	450	150.00%
52.3200	Communications	1,569	0	4	0	0	N/A
52.3300	Advertising	0	2,500	1,500	1,500	(1,000)	-40.00%
52.3400	Printing & Binding	726	2,000	1,000	2,000	0	0.00%
52.3500	Travel	1,228	3,500	1,350	4,000	500	14.29%
52.3600	Dues & Fees	825	470	470	525	55	11.70%
52.3700	Training	860	2,225	1,200	1,350	(875)	-39.33%
53.1100	Materials & Supplies	0	2,550	1,500	1,300	(1,250)	-49.02%
53.1101	Office Supplies	1,438	1,400	650	1,200	(200)	-14.29%
53.1103	Medical Supplies	0	300	150	175	(125)	-41.67%
53.1300	Food Supplies	0	500	300	500	0	0.00%
53.1400	Books & Periodicals	0	600	650	525	(75)	-12.50%
	Total Operating Expenditures	$7,073	$33,695	$15,334	$27,275	($6,420)	-19.05%
Total HR Expenditures		$102,411	$153,814	$127,832	$152,196	($1,618)	-1.05%

Personnel Summary

Current staffing includes two (2) full-time employees. No staffing changes are approved for FY 2004.

Goals, Objectives and Tasks

Status of FY 2003 Goals and Objectives	
1: Recruit and promote the most qualified candidates recognizing the value of diversity in the workplace – Ongoing (CH*, Department Heads).	
Objective A: Fill promotional vacancies with qualified internal applicants whenever possible (CH, Department Heads).*	
	Task A1: Identify minimum education and training requirements for promotional opportunities in Public Works and incorporate Incentive Pay program to encourage career enhancement training by June 30 (CH*, RD) – **Preliminary work on job descriptions complete. Privatization of Sanitation operations realigned priorities.**
	Task A2: Expand testing process for promotional opportunities in the Police Department to include job simulation exercises and oral interview boards by March 31 (CH*, BM) - **Complete**
Objective B: Fill externally posted vacancies with a minimum of down time (CH, Department Heads).*	
	Task B1: Develop non-certified police candidate sponsor program by June 30 (CH*, BM) – **No action due to low turnover. Identified as potential goal for 2004.**
	Task B2: Develop ongoing labor pool to fill entry level positions in Public Works by March 31 (CH*, RD) – **Pool position postings used to fill entry level positions.**
2: Provide a competitive salary and benefit package to attract and retain the most qualified employees – Ongoing (CH).	
Objective A: Develop annual Pay Plan Proposal for submission with the FY2004 Budget Proposal by August 31 (CH, Department Heads).*	
	Task A1: Conduct comprehensive salary and benefits study by August 31 (CH)
	Task A2: Develop job descriptions and assign rate of pay for new positions to be included in FY2004 Budget by August 31 (CH*, Department Heads) – **In progress.**
Objective B: Explore benefit package alternatives by September 30 (CH)	
	Task B1: Determine feasibility of amending current retirement plan to include defined contribution alternative by August 31 (CH*, Retirement Committee)
	Task B2: Re-bid group health, dental and term life insurance program and forward recommendation to City Council by June 30 (CH) – **No action as directed by City Manager.**
	Task B3: Evaluate employee holiday and leave provisions and recommend alternatives to address the changing demographics of the workforce by September 30 (CH) – **Policy amendments in progress.**
3: Promote a work atmosphere that is safe, healthy and reflects the City's commitment to fairness and equality in the workplace – Ongoing (CH*, Department Heads, Accident Review Board, Safety Committee).	
Objective A: Implement employee safety programs to reduce workplace injuries, promote loss control and provide loss prevention education (CH, Accident Review board, Safety Committee, Department Heads).*	
	Task A1: Provide Safety Coordinator training for all members of the Safety Committee by December 31 (CH*, Department Heads) – **In progress to be complete by year-end.**
	Task A2: Conduct First Aid and/or CPR training courses for all non-Public Safety employees by September 30 (CH*, Safety Committee)
	Task A3: Develop lesson plans for Safety Committee members to deliver to employees in their respective departments by June 30 (CH*, Safety Committee)
Objective B: Implement and effectively communicate sound policies that treat employees with dignity and equality while maintaining compliance with federal and state employment laws (CH).	
	Task B1: Conduct training programs on Non-Harassment and Drug Free Workplace policies for all employees by September 30 (CH) – **Non-harassment training scheduled for September 2003.**
	Task B2: Develop and conduct training program for all supervisory personnel on Effective Performance Reviews by June 30 (CH)

FY 2004 Goals, Objectives and Tasks	
GOALS:	
1: Recruit and promote the most qualified candidates recognizing the value of diversity in the workplace – Ongoing (CH*, Department Heads).	
Objective A: Fill promotional vacancies with qualified internal applicants whenever possible (CH, Department Heads).*	
	Task A 1: Expand testing process to include simulation exercises for all promotional opportunities – Ongoing (CH*, Department Heads)
Objective B: Fill externally posted vacancies with a minimum of down time (CH, Department Heads).*	
	Task B1: Develop non-certified police candidate sponsor program by June 30 (CH*, BM)
2: Provide a competitive salary and benefit package to attract and retain the most qualified employees – Ongoing (CH).	
Objective A: Develop annual Pay Plan Proposal for submission with the FY2004 Budget Proposal by August 31 (CH, Department Heads).*	
	Task A 1: Conduct comprehensive salary and benefits study by August 31 (CH)
	Task A 2: Develop job descriptions and assign rate of pay for new positions to be included in FY2004 Budget by August 31 (CH*, Department Heads)
Objective B: Explore benefit package alternatives by September 30 (CH)	
	Task B1: Explore feasibility of and/or re-bid group health, dental and term life insurance program and forward recommendation to City Council by June 30 (CH)
Objective C: Purchase, install and implement comprehensive Human Resources Information System (HRIS) by December 31 (CH, KC).*	
	Task C 1: Conduct comprehensive needs analysis to develop system specifications (CH)
	Task C 2: Develop bid specifications for HRIS component of Financial Package Software (CH*, KC)
	Task C 3: Install software, transfer data and test system outputs.
3: Promote a work atmosphere that is safe, healthy and reflects the City's commitment to fairness and equality in the workplace – Ongoing (CH*, Department Heads, Accident Review Board, Safety Committee).	
Objective A: Implement employee safety programs to reduce workplace injuries, promote loss control and provide loss prevention education (CH, Accident Review board, Safety Committee, Department Heads).*	
	Task A 1: Provide train-the-trainer opportunities for all members of the Safety Committee - Ongoing (CH*, Department Heads)
	Task A 2: Conduct various safety/loss prevention education programs for all employees - Ongoing (CH*, Safety Committee)
Objective B: Implement and effectively communicate sound policies that treat employees with dignity and equality while maintaining compliance with federal and state employment laws (CH).	
	Task B1: Conduct training programs on Non-Harassment and Drug Free Workplace policies for new employees - Ongoing (CH)
	Task B2: Develop and conduct training on Effective Employee Assistance Programs by October 31 (CH)
Objective C: Develop programs and procedures to effectively transfer/retain risk exposures. (CH, Accident Review board, Safety Committee, Department Heads).*	
	Task C 1: Research feasibility of and/or re-bid property/casualty liability insurance programs by April 30 (CH*, City Manager, City Council)

MISCELLANEOUS (Dept. 29)

Department Description

This account includes funding for public officials, cleaning services for City Hall, Building & Personal Insurance claims, telephone and postage expenses, GMA & National League of Cities Membership dues, supplies for copiers, fax machine and printers, CAFI dues, expenses related to city car, and miscellaneous expenses. Additionally, the department includes a transfer to the Capital Equipment Fund.

Budget Highlights

In the FY 2004 Approved Budget, Miscellaneous expenditures total $548,875, a decrease of 68.45%, or $1,190,642, from the FY 2003 Approved Budget of $1,739,517. The decrease is primarily attributed to the outsourcing of Sanitation Services by the City, which eliminated the transfer to Sanitation entirely. In addition, the transfer to the Capital Equipment fund will be $269,700 less than last year.

The City has included $13,000 under line item 57.2000 for CAFI (Community Action for Improvement). These funds have been approved by Council and designated to be spent as follows: $10,000 for Emergency Services within the City and $3,000 for the Food Program, if it is still active in 2004. Otherwise, the entire amount must be used for Emergency Services within the City of Newnan.

Miscellaneous FY 2004 Budget (100-9100-29)

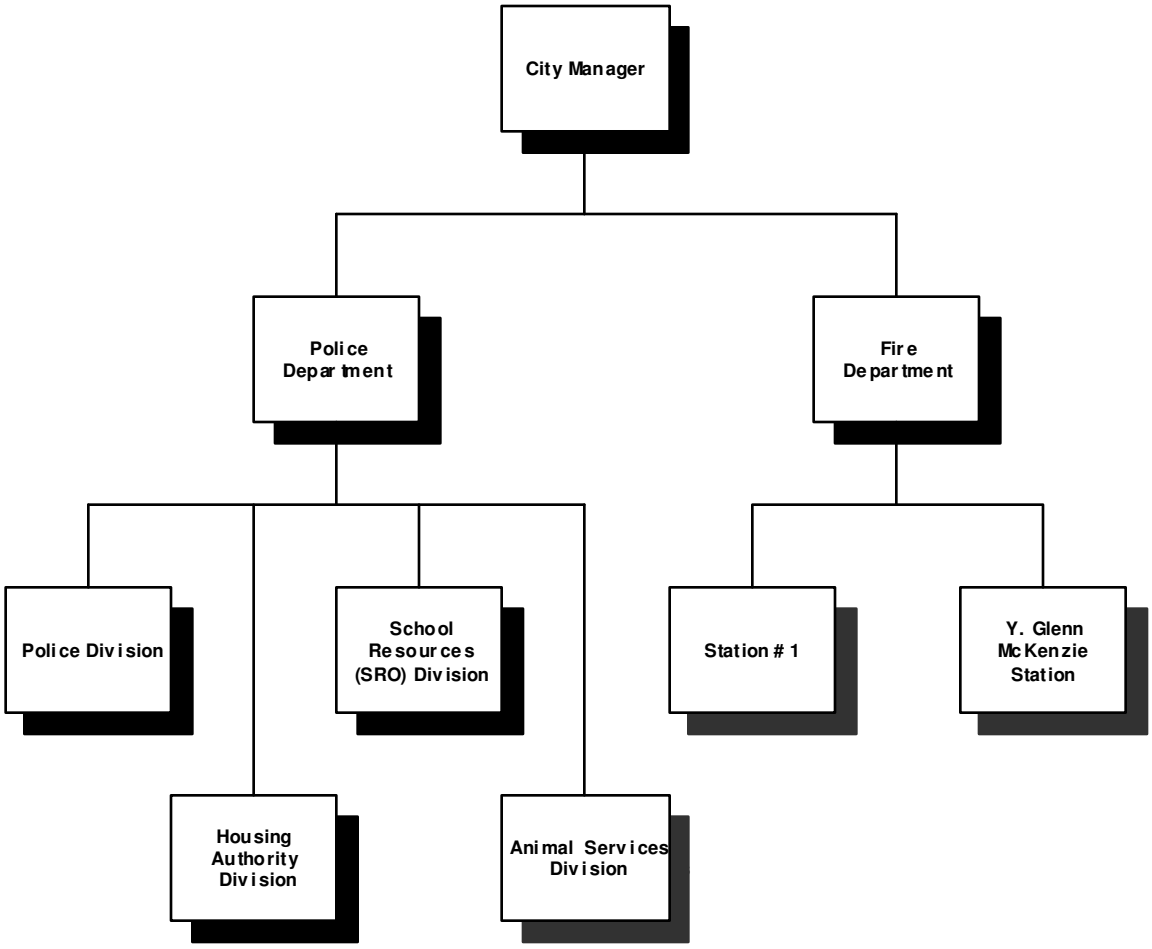
		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Operating Expenditures							
51.2910	Employee Recognition	$10,182	$2,500	$2,000	$1,000	($1,500)	-60.00%
52.1200	Professional Services	152,630	2,150	500	2,150	0	0.00%
52.1201	Public Relations	5,852	6,000	5,609	5,000	(1,000)	-16.67%
52.1300	Other Contractural Services	5,445	14,400	12,500	0	(14,400)	-100.00%
52.2200	Repairs & Maintenance	0	6,500	6,047	6,000	(500)	-7.69%
52.2300	Equipment & Vehicle Rental	0	3,120	1,300	3,050	(70)	-2.24%
52.3101	Vehicle Insurance	0	300	560	650	350	116.67%
52.3102	Insurance-Bldg. & Personal	(1,658)	70,000	151,570	100,000	30,000	42.86%
52.3200	Communications	0	63,110	56,000	64,400	1,290	2.04%
52.3300	Advertising	0	500	500	500	0	0.00%
52.3600	Dues & Fees	7,253	7,300	7,000	7,875	575	7.88%
53.1101	Office Supplies	0	6,426	3,000	5,000	(1,426)	-22.19%
53.1400	Books & Periodicals	0	120	160	0	(120)	-100.00%
53.1701	Vehicle Fluids/Maintenance	0	1,000	500	1,000	0	0.00%
53.1706	Miscellaneous	90,825	29,600	20,294	34,750	5,150	17.40%
57.2000	Payments to Others	112,902	113,000	81,000	20,000	(93,000)	-82.30%
	Total Operating Expenditures	$383,431	$326,026	$348,540	$251,375	($74,651)	-22.90%
Other Financing Uses							
	Transfer to Capital Equip. Fund	$503,800	$567,200	$480,200	$297,500	($269,700)	-47.55%
	Transfer to Sanitation Fund	793,848	846,291	634,718	0	(846,291)	-100.00%
	Total Other Financing Uses	$1,297,648	$1,413,491	$1,114,918	$297,500	($1,115,991)	-78.95%
Total Miscellaneous Expenditures		$1,681,079	$1,739,517	$1,463,458	$548,875	($1,190,642)	-68.45%

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PUBLIC SAFETY FUNCTION

The Public Safety function incorporates those departments responsible for insuring the safety of all residents and visitors to the city. This function encompasses two departments: (1) Police Department and (2) Fire Department. The Police Department is composed of four (4) divisions: (1) Police, (2) Housing Authority, (3) School Resource Officers (SRO), and (4) Animal Services. The Fire Department consists of two (2) divisions: (1) Station #1 and (2) Y. Glenn McKenzie Station #2.

Public Safety Function
Organization Chart



Public Safety Priorities & Goals

Short Term Priorities & Goals

Priorities:

1. Ensure law enforcement and fire personnel receive the proper training and materials to conduct their jobs in the safest manner possible.
2. Update equipment as needed and specified by manufacturers' guidelines.

Goals:

1. Continue educational and training opportunities for employees.
2. Provide Public Safety personnel with the equipment needed to perform their duties as new technology becomes available and cost-effective.

Long Term Priorities & Goals

Priorities:

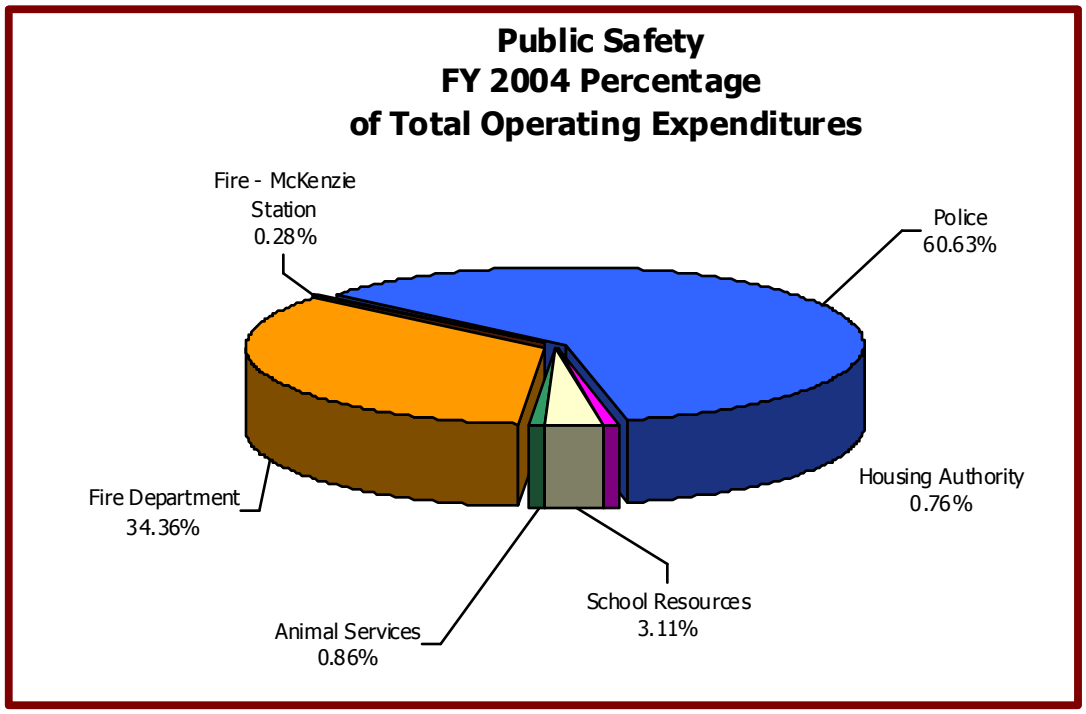
1. To promote the safety and security of the community through tough proactive law enforcement operations and fire prevention strategies.
2. To ensure acceptable response times through the acquisition of additional personnel, equipment and satellite locations as required by the continuing growth of the city.

Goals:

1. Provide employees with the equipment and information necessary to complete their jobs and engage in proactive law enforcement and fire prevention strategies.
2. Maintain adequate building space and geographical locations to ensure acceptable response times.

Public Safety Function Expenditures

	2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Operating Expenditures						
Police	$3,590,743	$3,594,151	$3,675,699	$3,988,972	$394,821	10.99%
Housing Authority	93,891	95,193	92,192	50,143	(45,050)	-47.32%
School Resources	159,418	175,593	172,932	204,649	29,056	16.55%
Animal Services	45,771	51,133	46,629	56,601	5,468	10.69%
Fire Department	1,968,874	2,104,110	2,125,338	2,260,858	156,748	7.45%
Fire - McKenzie Station	21,864	24,180	16,352	18,400	(5,780)	-23.90%
Total Operating	$5,880,561	$6,044,360	$6,129,142	$6,579,623	$535,263	8.86%



POLICE DEPARTMENT (Div. 40)

Mission Statement

To provide professional, well-trained and motivated employees who are empowered as a team to protect and serve our citizens, our employees and the City of Newnan.

Division Description

The Police Division provides administrative control, logistical support, policy setting and decision making relative to all aspects of law enforcement operations; provides a full range of police patrol services including crime prevention, suppression, detection of criminal activity, traffic enforcement, and traffic accident investigations; provides follow-up investigations of all types of crimes; provides initial and follow-up investigations concerning drug related crime/intelligence reports including all leads concerning the illicit manufacturing, distribution and use of controlled substances. The Police Chief and staff are responsible to the City Manager and Council.

Budget Highlights

In the FY 2004 Approved Budget Police expenditures total $3,988,972, an increase of 10.99%, or $394,821, over the FY 2003 Approved Budget of $3,594,151. The approved increase is primarily attributed to salary increases and employee insurance premiums, along with associated benefits. In addition, the property and casualty insurance premiums increased by $86,500.

Police FY 2004 Budget (100-3200-40)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$2,330,442	$2,298,317	$2,327,216	$2,501,803	$203,486	8.85%
51.1200	Wages-Part Time	33,388	26,096	30,084	21,941	(4,155)	-15.92%
51.1300	Wages-Overtime	40,000	45,000	39,600	15,000	(30,000)	-66.67%
51.2100	Employee Insurance	306,810	325,000	335,590	414,383	89,383	27.50%
51.2200	Social Security	179,915	183,139	184,176	195,285	12,146	6.63%
51.2400	Retirement	154,835	209,059	185,000	240,426	31,367	15.00%
51.2600	Unemployment Insurance	629	525	88	108	(417)	-79.43%
51.2700	Worker's Compensation	68,504	70,000	86,703	81,000	11,000	15.71%
51.2900	Other Employee Benefits	30,728	30,525	31,500	30,150	(375)	-1.23%
	Total Salaries & Benefits	$3,145,251	$3,187,661	$3,219,957	$3,500,096	$312,435	9.80%
Operating Expenditures							
52.1200	Professional Services	$80,329	$52,000	$27,000	$40,000	($12,000)	-23.08%
52.1300	Other Contractual Services	54,614	4,860	7,466	7,090	2,230	45.88%
52.2200	Repairs & Maintenance	18,806	53,310	53,000	60,110	6,800	12.76%
52.3101	Vehicle Insurance	8,559	9,000	16,771	19,500	10,500	116.67%
52.3102	Insurance-Bldg. & Personal	33,540	33,500	108,673	120,000	86,500	258.21%
52.3200	Communications	38,617	13,700	20,417	19,814	6,114	44.63%
52.3400	Printing and Binding	2,103	8,300	3,287	5,500	(2,800)	-33.73%
52.3500	Travel	4,528	6,500	1,917	3,500	(3,000)	-46.15%
52.3600	Dues & Fees	814	645	550	1,045	400	62.02%
52.3700	Training	6,626	9,646	6,750	5,850	(3,796)	-39.35%
53.1100	Materials & Supplies	25,620	29,795	23,500	29,000	(795)	-2.67%
53.1101	Office Supplies	8,361	7,000	6,506	8,000	1,000	14.29%
53.1102	Cleaning Supplies & Chemicals	1,356	2,000	1,709	2,000	0	0.00%
53.1106	Protective Equipment	5,827	9,100	6,825	7,500	(1,600)	-17.58%
53.1270	Vehicle Gasoline/Diesel	66,619	56,000	81,716	72,000	16,000	28.57%
53.1400	Books & Periodicals	0	2,005	950	75	(1,930)	-96.26%
53.1600	Minor Equipment	22,371	45,329	14,699	23,842	(21,487)	-47.40%
53.1601	Computer Equipment	(236)	13,800	9,083	10,050	(3,750)	-27.17%
53.1701	Vehicle Fluids and Maintenance	67,038	50,000	64,923	54,000	4,000	8.00%
	Total Operating Expenditures	$445,492	$406,490	$455,742	$488,876	$82,386	20.27%
Total Police Expenditures		$3,590,743	$3,594,151	$3,675,699	$3,988,972	$394,821	10.99%

Personnel Summary

FY 2003 staffing included 72 personnel. During 2003 there was some reorganization in the Police department. The duties previously assigned to one full-time and one part-time position were combined and the part-time position eliminated. In addition, the position of Captain was eliminated and an additional Deputy Police Chief's position was created; the number of patrol officers was reduced from 38 to 37, while the number of Patrol Sargeants increased from 5 to 6. Therefore, the FY 2004 budget includes 71 employees.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives	
1: To provide safe and secure neighborhood, commercial and street environments for our citizens, our employees and visitors to our City.	
	Status: On going

	We have increased patrols in heavy crime areas. For example, a special unit was formed consisting of four officers and one supervisor to concentrate on Westgate Sub-Division. They have been successful and the citizens in the neighborhood are receptive to the Officers. This will be an on-going goal for each year.
	We are still involved with the Joint Crime Suppression Unit with the Coweta County Sheriff's Office and the School Resource Officer Program with the Coweta County Board of Education. The Bike Patrol continues to patrol the business districts with high visibility.
	While continuing to enforce traffic laws, our traffic offense arrests have declined, but the offenses citied have resulted in Officers spending more time in court.
	As of June 30, 2003, the Return "A" Crimes have been reduced by 8.4%.
2: To enhance drug awareness among adults and children.	
	Status: On going
	Investigator McDonald taught classes to school children, their parents, public employees and Law Enforcement Officers.
3: To identify and prosecute habitual offenders of two hour parking violations.	
	Status: On going
	We identified several violators, who have settled their tickets and are abiding by the two-hour parking limit.
4: To activate the three (3) dummy camera sites to live camera sites	
	Status: On going
	We will activate these by October 31, 2003.
5: To seek Pedestrian Safety Award from American Automobile Association.	
	Status: On going
6: To form an Arson Task Force with the Newnan Fire Department.	
	Status: On going
	We have an investigator that works with the Fire Marshall and the State Fire Marshall's office for suspected arson cases. The joint effort with these agencies resulted in the arrest of the arson suspect for Wal-Mart and Target in Newnan.
7: To renovate the motor home condemned by Crime Suppression Unit into a Mobile Command Unit, Mobile Breath Alcohol Testing Unit, and a De-Contamination Unit for Newnan and Coweta County Fire Department.	
	Status: On going
	The motor home was determined to be too expensive and in need of extensive repair for use. Thus, we obtained a 1987 International bus which we will use. We should have this completed by October 31, 2003.
8: To conduct a staffing improvement plan.	
	Status: On going
	With this plan, we have added two (2) Deputy Chief positions, a Crime Suppression Unit Sergeant and a School Resource Sergeant.
	Future plans call for an additional four (4) officers to continue "Take Back Our Neighborhoods", two (2) additional investigators, and a secretary for the Chief of Police.
	Future plans call for five (5) Corporal positions. This will include four (4) for patrol and one (1) for Traffic Unit.
9: To establish a Department Evidence and Property Room Procedure.	
	Status: Complete
	This is in place with software that was purchased in 2002. The procedure was completed in February 2003.

FY 2004 Goals, Objectives and Tasks	
GOALS:	
1: To provide safe and secure neighborhoods and street environments for our citizens, employees and visitors to our City. (Doug Meadows, Rodney Riggs, Deputy Chief TBA, and Danny McDonald) (12/31/2004)	
Objective A: To reduce Return "A" Crimes by three percent (3%) through increased patrol and undercover operations in high crime areas. (D. Meadows)(R. Riggs) (Patrol Lts.) (Lt. Washington) (12/31/2004)	
	Task A1: To continue the "Take Back Our Neighborhood" program. (Dep. Chief TBA) (12/31/2004)
	Task A2: To increase patrol and undercover surveillance in high crime areas. (Lt. Morris, Jones, Attaway, and Jordan) (Crime Suppression Unit) (12/31/2004)
	Task A3: To aggressively investigate suspicious activities by individuals. (Lt. Morris, Jones, Attaway, and Jordan) (Crime Suppression Unit) (Investigators) (12/31/2004)
	Task A4: To aggressively seek severe prosecution of offenders. (Lt. Morris, Jones, Attaway, and Jordan) (Crime Suppression Unit) (Investigators) (12/31/2004)
	Task A5: To increase drug arrests by ten percent (10%).(Lt. Morris, Jones, Attaway, and Jordan) (Crime Suppression Unit) (Investigators) (12/31/2004)
Objective B: To reduce Auto Accidents by five percent (5%) through aggressive enforcement of State and Local Laws by all patrol units. (Patrol Shift Cmdrs, Nat Brown) (12/31/2004)	
	Task B1: To aggressively enforce traffic laws in high accident locations
	Task B2: To effectively prosecute violators for dangerous violations of traffic laws.
	Task B3: To utilize the mobile speed indicator to make the public aware of their speed.
Objective C: To increase D.U.I. arrests by ten percent (10%). (Patrol Shift Cmdrs. Nat Brown) (12/31/2004)	
	Task C1: To increase the use of license check points. (Patrol Shift Cmdrs., Nat Brown) (12/31/2004)
	Task C2: To increase patrol of high traffic areas. (Patrol Shift Cmdrs., Nat Brown) (12/31/2004)
2: To enhance drug awareness among adults and children. (Danny McDonald, SRO's) (12/31/2004)	
Objective A; To increase the awareness of adults and children of the dangers and signs of drug abuse.	
	Task A1: To schedule an Adult Awareness class at area schools and/or at the Newnan Coweta Training Center on a quarterly basis. (Danny McDonald) (12/31/2004)
	Task A2: To schedule training sessions in the area schools for students in middle and high schools. (Danny McDonald) (12/31/2004)
3: To identify three (3) new sites for additional closed circuit television cameras. (Doug Meadows, Charles Stapler) (02/05/04)	
Objective A: To increase surveillance of high crime areas.	
	Task A1: To contact Steve Dudley of Newnan Utilities to order three (3) complete camera systems. (Charles Stapler) (Tate Washington) (02/05/2004)
	Task A2: To have camera systems delivered to Newnan Utilities. (Steve Dudley) (04/05/2004)
	Task A3: To have camera systems installed at new sites. (Newnan Utilities) (05/01/2004)
	Task A4: To activate the camera sites for testing. (Charles Stapler, Tate Washington, Steve Dudley) (05/31/2004)
	Task A5: To activate the camera systems live into the system for operation. (Charles Stapler, Tate Washington, Steve Dudley) (06/17/2004)
	Task A6: To secure funding in 2004 Budget. (Doug Meadows) (01/31/2004)
4: To activate the three (3) remaining dummy camera sites to live camera sites. (Charles Stapler, Tate Washington, Steve Dudley) (07/01/2004)	
Objective A: To have three (3) additional Closed Circuit Television Cameras activated for additional security surveillance.	

	Task A1: To contact Steve Dudley of Newnan Utilities to order three (3) cameras to activate the dummy sites only. (Charles Stapler) (02/05/2004)
	Task A2: To have cameras delivered to Newnan Utilities. (Steve Dudley) (04/05/2004)
	Task A3: To have cameras installed into current dummy sites. (Newnan Utilities) (05/01/2004)
	Task A4: To activate the cameras for testing. (Charles Stapler, Tate Washington, Steve Dudley) (05/31/2004)
	Task A5: To activate the cameras live into the system for operation. (Charles Stapler, Tate Washington, Steve Dudley) (06/17/2004)
	Task A6: To secure funding in 2004 Budget. (Doug Meadows) (01/31/2004)
5: To seek Pedestrian Safety Award from American Automobile Association. (Doug Meadows, Nat Brown, Ed Myrick, Lane Yearta, Brent Blankenship, Rick Daughtery, Sam Nelson) (12/31/2004)	
Objective A: To provide safety for pedestrians crossing the streets and highways within our City.	
	Task A1: To ensure crosswalks are properly marked. (Nat Brown, Rick Daugherty, Sam Nelson) (03/31/2004)
	Task A2: To educate adults and children in the correct way to properly cross streets. (Doug Meadows, Nat Brown, Ed Myrick, LaneYearta, Brent Blankenship, Tanya Keith, Rick Daughtery, Sam Nelson) (06/30/2004)
	Task A3: To enforce State and Local Laws concerning vehicle right of way and pedestrian right of way. (Nat Brown, Ed Myrick, LaneYearta, Brent Blankenship, Tanya Keith) (12/31/2004)
6: To start a "Keep Kids Alive" and "Drive 25" program. (All) (12/31/2004)	
Objective A: To encourage drivers in neighborhoods with children to obey the speed limit of 25 mph.	
	Task A1: To obtain material and signs for "Keep Kids Alive" program. (Doug Meadows) (03/31/2004)
	Task A2: To arrange neighborhood meetings to encourage participation of parents. (Off. James Bradshaw) (Doug Meadows) (DC) (04/30/2004)
	Task A3: To post signs and have patrol cars in the areas to enforce the speed limits on the neighborhood streets. (Sam Nelson) (All Police Dept. Personnel) (06/30/04)
	Task A4: To secure funding in 2004 Budget.
7: To establish a network between NPD and Loss Prevention managers of retail stores. (Rodney Riggs, CID Lt.) (01/31/2004)	
Objective A: To reduce the number of retail thefts and identify career shoplifters	
	Task A1: To have scheduled meetings with Loss Prevention Managers.
	Task A2: To share information on known offenders.
	Task A3: To provide training to Loss Prevention managers in areas of forgery, fraud, and theft.
	Task A4: To seek aggressive prosecution of career criminals.

FY 2004 Performance Measures						
Type	***Description***	**2000 Actual**	**2001 Actual**	**2002 Actual**	**2003 Estimate**	**2004 Projected**
Effectiveness	Decrease the amount of Return "A" Crimes by 5%.	10.7% (1,437)	14.7% (1,226	4% (1,205)	2% (1,152)	3% (1,135)
Efficiency	Average response time	8 min	9 min	8 min	9 min	8 min
Output	Number of calls for service	50,048	56,045	52,005	54,605	57,400
Output	Miles Patrolled	426,051	359,344	310,886	341,975	359,898
Output	Number of Traffic Violations	5,129	5,491	4,090	4,499	5,166
Output	Number of DUI's	226	218	167	139	153
Output	Motor Vehicle Accidents	1,732	1,791	1,488	1,574	1,495

HOUSING AUTHORITY PUBLIC SAFETY (Div. 41)

Division Description

The Housing Authority Division will provide one City of Newnan police officer to patrol and respond to calls at different public housing sites in 2004. The Officer's duties include resolving resident conflicts, assisting with evictions, responding to reported crimes, and taking proactive measures to ensure resident safety, such as reporting broken windows, broken sidewalks, graffiti, and suspected drug sales.

Budget Highlights

In the FY 2004 Approved Budget, Housing Authority expenditures total $50,143, a decrease of 47.32%, or $45,050, from the FY 2003 Approved Budget of $95,193. The decrease is due to renegotiation of the City contract with the Newnan Housing Authority, which reduced the number of officers from two to one.

Housing Authority FY 2004 Budget (100-3250-41)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$69,085	$65,258	$62,000	$34,100	($31,158)	-47.75%
51.2100	Employee Insurance	9,627	10,052	5,866	3,702	(6,350)	-63.17%
51.2200	Social Security	7,921	4,992	6,183	2,609	(2,383)	-47.74%
51.2400	Retirement	4,099	5,873	12,962	3,240	(2,633)	-44.83%
51.2600	Unemployment Insurance	(6)	3	3	2	(1)	-33.33%
51.2700	Worker's Compensation	2,295	2,300	2,489	2,350	50	2.17%
51.2900	Employee Allowance		900	0	450	(450)	-50.00%
	Total Salaries & Benefits	$93,021	$89,378	$89,503	$46,453	($42,925)	-48.03%
Operating Expenditures							
52.3101	Vehicle Insurance	$562	$575	$1,071	$1,350	$775	134.78%
52.3102	Insurance-Bldg. & Personal	0	600	1,118	1,275	675	112.50%
52.3400	Printing and Binding	0	240	0	90	(150)	-62.50%
52.3500	Travel	0	250	0	200	(50)	-20.00%
52.3700	Training	308	400	0	200	(200)	-50.00%
53.1100	Materials & Supplies	0	300	0	100	(200)	-66.67%
53.1106	Protective Equipment	0	950	500	475	(475)	-50.00%
53.1270	Vehicle Gasoline/Diesel	0	1,500	0	0	(1,500)	-100.00%
53.1701	Vehicle Fluids and Maint.	0	1,000	0	0	(1,000)	-100.00%
	Total Operating Expenditures	$870	$5,815	$2,689	$3,690	($2,125)	-36.54%
Total Housing Auth. Expenditures		$93,891	$95,193	$92,192	$50,143	($45,050)	-47.32%

Personnel Summary

Current staffing includes one (1) full-time Patrol Officer. No other staffing changes are approved for FY 2004.

Goals, Objectives, Tasks and Performance Measures are included within the previously listed Police Division Summary.

SCHOOL RESOURCE OFFICERS (Div. 42)

Division Description

The School Resource Officer (SRO) program was established to provide a liaison between the schools and the Police Division. Officers instruct classes on safety, drug prevention, and other related subjects. Officers also counsel students and parents, assist in conflict resolution, and work assigned campus functions as designated by school administrators.

Budget Highlights

In the FY 2004 Approved Budget, School Resource expenditures total $204,649, an increase of 16.55%, or $29,056, over the FY 2003 Approved Budget of $175,593. The approved increase is primarily attributed to salary and insurance increases.

School Resource Officers FY 2004 Budget (100-3250-42)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$118,513	$125,558	$128,667	$144,848	$19,290	15.36%
51.2100	Employee Insurance	12,279	16,712	17,104	18,775	2,063	12.34%
51.2200	Social Security	8,258	9,605	10,140	11,149	1,544	16.07%
51.2400	Retirement	8,040	10,000	8,247	13,846	3,846	38.46%
51.2600	Unemployment	0	6	5	6	0	0.00%
51.2700	Worker's Compensation	2,637	3,132	3,389	3,150	18	0.57%
51.2900	Other Employee Benefits	2,475	1,800	0	1,800	0	0.00%
	Total Salaries & Benefits	$152,202	$166,813	$167,552	$193,574	$26,761	16.04%
Operating Expenditures							
52.3101	Vehicle Insurance	$0	$900	$1,677	$1,875	$975	108.33%
52.3102	Insurance-Bldg. & Personal	800	800	1,491	1,750	950	118.75%
52.3400	Printing and Binding	17	480	0	360	(120)	-25.00%
52.3500	Travel	0	750	0	400	(350)	-46.67%
52.3700	Training	339	700	0	700	0	0.00%
53.1100	Materials & Supplies	222	300	0	1,540	1,240	413.33%
53.1106	Protective Equipment	448	850	0	850	0	0.00%
53.1270	Vehicle Gasoline/Diesel	803	2,000	0	1,000	(1,000)	-50.00%
53.1701	Vehicle Fluids and Maintenance	4,587	2,000	2,212	2,600	600	30.00%
	Total Operating Expenditures	$7,216	$8,780	$5,380	$11,075	$2,295	26.14%
Total SRO Expenditures		$159,418	$175,593	$172,932	$204,649	$29,056	16.55%

Personnel Summary

FY 2003 staffing includes four (4) full-time Patrol Officers. No staffing changes are approved for FY 2004.

Goals, Objectives, Tasks and Performance Measures are included within the previously listed Police Division Summary.

ANIMAL SERVICES (Div. 49)

Division Description

Historically, the Animal Services Division provided a sanitary, humane, efficient, City-operated facility for handling animals and provided essential animal services by enforcing City animal ordinances. In 2001, the City contracted with Coweta County to handle all animals picked up by the City Animal Warden at the new Coweta County Animal Shelter. The City maintains the position of Animal Warden, who investigates reports of dogs running at large and vicious dogs, while humanely collecting animals that violate the City Animal Control Ordinance.

Budget Highlights

In the FY 2004 Approved Budget, Animal Services expenditures total $56,601, an increase of 10.69%, or $5,468, over the FY 2003 Approved Budget of $51,133. The approved increase is attributed to health insurance premiums for family coverage versus employee only coverage.

Animal Services FY 2004 Budget (100-3910-49)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$28,707	$26,077	$26,524	$27,366	$1,289	4.94%
51.1300	Wages-Overtime	948	730	720	800	70	9.59%
51.2100	Employee Insurance	2,947	3,330	7,332	7,669	4,339	130.30%
51.2200	Social Security	2,264	1,995	2,015	2,231	236	11.83%
51.2400	Retirement	1,767	2,347	2,074	2,771	424	18.07%
51.2600	Unemployment	0	2	1	2	0	0.00%
51.2700	Worker's Compensation	398	398	360	350	(48)	-12.06%
51.2900	Other Employee Benefits	555	450	14	0	(450)	-100.00%
	Total Salaries & Benefits	$37,586	$35,329	$39,040	$41,189	$5,860	16.59%
Operating Expenditures							
52.1200	Professional Services	$0	$0	$687	$6,000	$6,000	N/A
52.1300	Other Contractual	$0	$7,200	$0	$0	($7,200)	-100.00%
52.2200	Repairs & Maintenance	0	125	100	100	(25)	-20.00%
52.3101	Vehicle Insurance	403	420	596	1,076	656	156.19%
52.3102	Insurance-Bldg. & Personal	300	320	0	950	630	196.88%
52.3200	Communications	726	804	10	804	0	0.00%
52.3400	Printing and Binding	0	305	100	125	(180)	-59.02%
52.3500	Travel	86	300	175	150	(150)	-50.00%
52.3600	Dues & Fees	0	40	35	80	40	100.00%
52.3700	Training	185	375	200	200	(175)	-46.67%
53.1100	Materials & Supplies	384	460	140	360	(100)	-21.74%
53.1106	Protective Equipment	0	190	170	90	(100)	-52.63%
53.1270	Vehicle Gasoline/Diesel	1,735	1,400	2,037	1,900	500	35.71%
53.1600	Minor Equipment	402	2,365	1,500	1,713	(652)	-27.57%
53.1700	Uniform Rental	0	0	350	364	364	N/A
53.1701	Vehicle Fluids and Maint.	3,964	1,500	1,489	1,500	0	0.00%
	Total Operating Expenditures	$8,185	$15,804	$7,589	$15,412	($392)	-2.48%
Total Animal Services Expenditures		$45,771	$51,133	$46,629	$56,601	$5,468	10.69%

Personnel Summary

FY 2004 staffing for the division includes one (1) full-time employee.

Goals, Objectives, Tasks and Performance Measures are included within the previously listed Police Division Summary.

FIRE DEPARTMENT (Div. 50)

Mission Statement

To have professionally-trained, career Firefighters that are committed to saving lives and property; and, to minimize the loss and suffering of our community due to fire through public education, code enforcement, standards, and training certification. Additionally, it is our mission to provide incident response to hazardous material calls and first response to emergency medical calls with available resources.

Division Description

The City of Newnan Fire Department (NFD) proudly protects approximately 20,612 people living in an area of 18 square miles. NFD operates two fire stations which protect all commercial and residential areas. Our department is a public department whose members are on a paid status. NFD has an ISO rating of 4. In FY 2004, the City of Newnan Fire Department is approved to consist of two stations and 42 personnel. NFD is responsible for the life safety, fire suppression, public fire safety and prevention education to the City of Newnan community. All firefighting personnel are trained at minimum to the level of Certified Firefighter through the State of Georgia's Fire Academy. The Fire Chief is responsible to the City Manager.

Budget Highlights

In the FY 2004 Approved Budget, Fire Division expenditures total $2,260,858, an increase of 7.45%, or $156,748, over the FY 2003 Approved Budget of $2,104,110. The approved increase is primarily attributed to salary and insurance premium increases. This divisional budget contains the salary and benefit expenditures for both fire stations (Station #1 & Y. Glenn McKenzie Station #2).

Fire Station #1 FY 2004 Budget (100-3500-50)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$1,420,824	$1,473,906	$1,489,002	$1,557,898	$83,992	5.70%
51.1300	Wages-Overtime	13,660	17,000	13,752	14,000	(3,000)	-17.65%
51.2100	Employee Insurance	197,574	228,052	248,721	258,626	30,574	13.41%
51.2200	Social Security	108,904	114,313	114,964	120,709	6,396	5.60%
51.2400	Retirement	94,164	132,686	110,357	149,900	17,214	12.97%
51.2600	Unemployment	0	63	51	63	0	0.00%
51.2700	Worker's Compensation	30,122	30,200	38,341	35,500	5,300	17.55%
51.2900	Other Employee Benefits	13,380	13,100	14,360	14,500	1,400	10.69%
	Total Salaries & Benefits	$1,878,628	$2,009,320	$2,029,548	$2,151,196	$141,876	7.06%
Operating Expenditures							
52.1200	Professional Services	$2,102	$0	$161	$0	$0	N/A
52.1300	Other Contractual Services	3,475	2,740	1,093	540	(2,200)	-80.29%
52.2200	Repairs & Maintenance	10,429	13,700	15,526	28,006	14,306	104.42%
52.3101	Vehicle Insurance	7,060	7,100	13,230	16,500	9,400	132.39%
52.3102	Insurance-Bldg. & Personal	1,450	1,450	2,702	5,400	3,950	272.41%
52.3200	Communications	10,244	3,500	3,813	3,100	(400)	-11.43%
52.3400	Printing and Binding	211	500	250	200	(300)	-60.00%
52.3500	Travel	1,710	2,000	2,000	1,600	(400)	-20.00%
52.3600	Dues & Fees	1,150	900	754	760	(140)	-15.56%
52.3700	Training	2,344	4,500	1,133	4,000	(500)	-11.11%
53.1100	Materials & Supplies	5,206	6,700	5,690	4,000	(2,700)	-40.30%
53.1101	Office Supplies	2,529	2,000	1,213	1,800	(200)	-10.00%
53.1102	Cleaning Supplies & Chem.	2,569	2,500	2,699	3,100	600	24.00%
53.1103	Medical Supplies	2,606	4,000	2,322	2,900	(1,100)	-27.50%
53.1104	Dog Food & Supplies	0	500	0	0	(500)	-100.00%
53.1106	Protective Equipment	8,060	9,000	8,907	10,000	1,000	11.11%
53.1270	Vehicle Gasoline/Diesel	6,614	7,000	9,680	8,200	1,200	17.14%
53.1300	Food	0	400	135	200	(200)	N/A
53.1400	Books & Periodicals	0	900	675	415	(485)	-53.89%
53.1600	Minor Equipment	887	7,400	7,350	5,241	(2,159)	-29.18%
53.1601	Computer Equipment	1,458	0	0	200	200	N/A
53.1701	Vehicle Fluids and Maintenance	20,142	18,000	16,457	13,500	(4,500)	-25.00%
	Total Operating Expenditures	$90,246	$94,790	$95,790	$109,662	$14,872	15.69%
Total Fire Department Expenditures		$1,968,874	$2,104,110	$2,125,338	$2,260,858	$156,748	7.45%

Personnel Summary

FY 2003 staffing for Station #1 and Y. Glenn McKenzie Station #2 included forty-two (42) full-time positions. There are no approved staffing changes for FY 2004.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives
1: To renovate the training tower and live burn building.
Status: Complete 06/04/2003.
2: To conduct Haz-Mat training exercises.
Status:
Conducted exercises April 3, 2003. This was a FAA Haz-Mat exercise with an aircraft down.
Conducted annual training on Haz-Mat incident training and equipment/ongoing.

3: To reduce the incident of arson and establish cause and origin of fire by Fire Marshall.	
	Status:
	Worked closely with building department. The Fire Marshal reviewed plans and conducted inspections. Investigations continue to improve as we worked with the State Fire Marshal's Office. We had one arrest in 2003.

FY 2004 Goals, Objectives, Tasks and Performance Measures	
GOALS:	
1: To improve communications at Station 1 and Station 2.	
Objective A:	
	Task A1 To replace intercom system at Station 1.
	Task A2: To install a UHF radio system for both stations.
	Task A3: To replace the phone lines with wireless radio systems.
Objective B:	
	Task B1: To begin upgrades by March of 2004.
	Task B2: To complete upgrades by by March of 2004.
2: To provide a Haz-Mat refresher course.	
Objective A:	
	Task A1: To have a guest instructor.
	Task A2: To have all shift personnel participate.
Objective B:	
	Task B1: To be completed by May of 2004 (DW, KJ, GJ, JP)
3: To provide automatic aid response to Coweta County.	
Objective A:	
	Task A1: To meet with Chief Hammond and determine area of aid.
	Task A2: To coordinate with the 911 center.
Objective B:	
	Task B1: To obtain a written agreement from the City Attorney.
	Task B2: To go before City Council by August of 2004 (DW, DL, DH)
4: To upgrade Gresion Trail Training Complex.	
Objective A:	
	Task A1: To build an automobile extrication pad.
	Task A2: To get matching funds from Coweta County by August of 2004 (DW, DH).
5: To provide Public Fire Safety and Prevention Education field trips.	
Objective A:	
	Task A1: To have a Training Coordinator conduct class on Mondays and Fridays.
	Task A2: To have schools bring children to see live demonstrations.
Objective B:	
	Task B1: To have a fire dog costume on site by April of 2004. (DW, GJ, KJ, JP)

FY 2004 Performance Measures						
Type	***Description***	**2000 Actual**	**2001 Actual**	**2002 Actual**	**2003 Estimate**	**2004 Projected**
	Yearly Building Inspections	N/A	109	160	168	175
	Training Hours	10,406	10,250	14,000	14,000	14,200
	Cost per Firefighter	15,750	N/A	N/A	N/A	N/A
	Average Response	3.85	3.79	N/A	N/A	N/A
	Total of Fires	114	98	150	150	154
	Total of EMS	622	1,086	1,700	1,800	1,875
	Total Calls	736	1,184	1,850	1,950	2,029

Y. GLENN MCKENZIE FIRE STATION #2 (Div. 51)

Division Description

During FY 1999, Y. Glenn McKenzie Fire Station (formerly known as the Lower Fayetteville Road Station/Station #2) was completed and began serving residents on the east side of the city.

Budget Highlights

In the FY 2004 Approved Budget, Y. Glenn McKenzie Fire Station expenditures total $18,400, a decrease of 23.90%, or $5,780, from the FY 2003 Approved Budget of $24,180. The decrease is attributed to the fact that most expenditures for Y. Glenn McKenzie Fire Station #2, including salary and benefit expenditures, are allocated from the Fire Division (Division 50) budget.

Y. Glenn McKenzie Fire Station #2 FY 2004 Budget (100-3500-51)

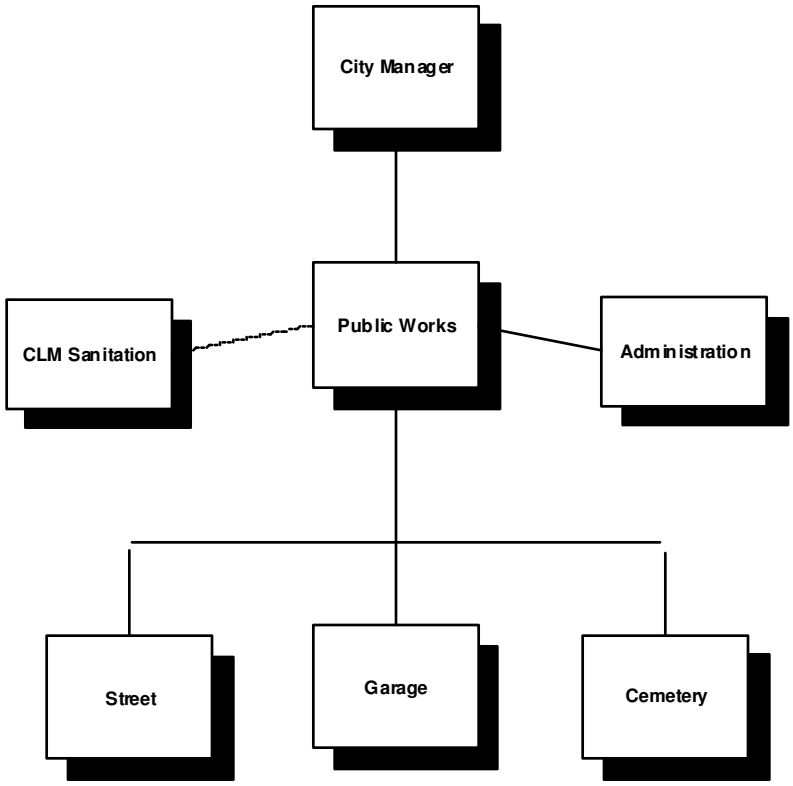
		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.2910	Employee Recognition	$0	$1,100	$0	$0	($1,100)	-100.00%
		$0	$1,100	$0	$0	($1,100)	-100.00%
Operating Expenditures							
52.1300	Other Contractual Services	$240	$600	$131	$0	($600)	-100.00%
52.2200	Repairs & Maintenance	815	2,250	2,431	1,000	(1,250)	-55.56%
52.3200	Communications	745	0	0	0	0	N/A
52.3600	Dues & Fees	0	380	0	0	(380)	-100.00%
53.1100	Materials & Supplies	491	750	375	400	(350)	-46.67%
53.1101	Office Supplies	598	700	500	500	(200)	-28.57%
53.1102	Cleaning Supplies & Chem.	1,616	1,300	723	1,000	(300)	-23.08%
53.1103	Medical Supplies	1,109	1,900	0	0	(1,900)	-100.00%
53.1220	Natural Gas	13,257	14,000	11,179	6,600	(7,400)	-52.86%
53.1230	Electricity	0	0	0	6,500	6,500	N/A
53.1300	Food Supplies	0	200	0	0	(200)	-100.00%
53.1600	Minor Equipment	949	1,000	1,013	2,400	1,400	140.00%
53.1701	Vehicle Fluids and Maint.	2,044	0	0	0	0	N/A
	Total Operating Expenditures	$21,864	$23,080	$16,352	$18,400	($4,680)	-20.28%
Total McKenzie Station Expenditures		$21,864	$24,180	$16,352	$18,400	($5,780)	-23.90%

Goals, Objectives, Tasks and Performance Measures are included within the previously listed Fire Department Division Summary.

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PUBLIC WORKS FUNCTION

The Public Works function incorporates three departments; each providing unique services to the citizens of Newnan. Said departments include: (1) Streets, (2) Garage and (3) Cemetery. In addition, CLM Sanitation is the firm chosen by the City when Sanitation was outsourced during October of 2003.



Public Works Priorities & Goals

Short Term Priorities & Goals

Priorities:

1. Ensure budgetary integrity via accurate forecasting and fiscal responsibility by keeping expenditures within budgeted levels.
2. Monitor employee attendance patterns and provide counseling and discipline when required.

Goals:

1. Use the operating and capital improvement budgets to allocate funds to procure necessary equipment and tools.
2. Maintain a reliable and productive workforce.

Long Term Priorities & Goals

Priorities:

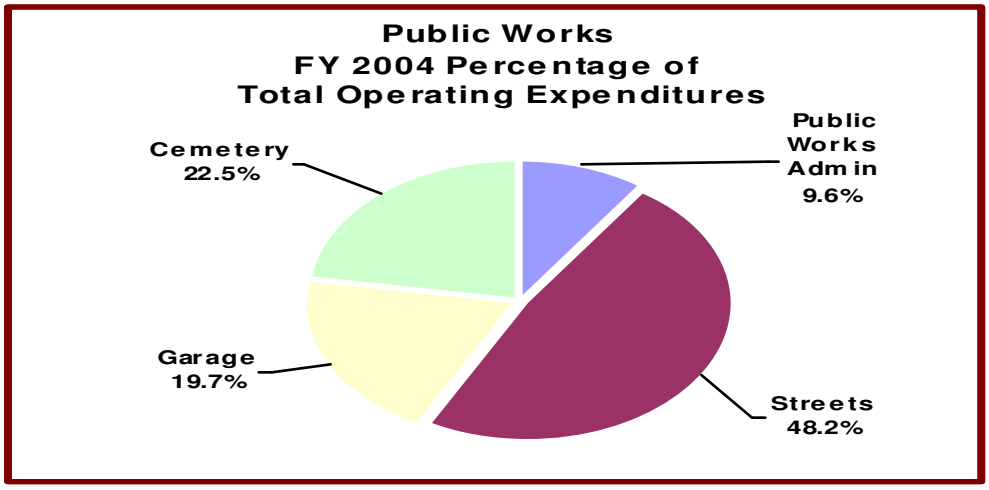
1. Provide all personnel applicable and valuable training and safety opportunities.
2. Annually re-examine all performance measurements to ensure accuracy and relevancy.

Goals:

1. Provide the most cost-effective and cost-efficient means of service.
2. Continuously update goals, objectives and tasks as additional information becomes available while monitoring performance measures for changes in service levels and/or quality.

Public Works Function Expenditures

	2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Operating Expenditures						
Public Works Admin	$0	$99,547	$98,618	$155,168	$55,621	55.87%
Streets	688,817	633,338	595,585	779,583	146,245	23.09%
Garage	295,610	311,554	301,442	318,887	7,333	2.35%
Cemetery	303,209	335,328	324,627	363,227	27,899	8.32%
Total Operating	$1,287,636	$1,379,767	$1,320,272	$1,616,865	$237,098	17.18%
Interfund Transfers	$50,000	$0	$0	$50,000	$50,000	N/A
TOTAL	$1,337,636	$1,379,767	$1,320,272	$1,666,865	$287,098	20.81%



PUBLIC WORKS ADMINISTRATION (Dept. 67)

Mission Statement

To provide a clean, sanitary and safe community for all citizens by controlling the quality of services offered by the Public Works Department.

Department Description

The Public Works department consists of the Cemetery, Streets and Garage Divisions. The Public Works Director is responsible to the City Manager, who reports to the Mayor and Council.

Budget Highlights

In the FY 2004 Approved Budget, Administration expenditures total $155,168. This is an increase of 55.87%, or $55,621, over the FY 2003 Budget of $99,547. This department was created during the reorganization in FY 2002. The increase in funding for 2004 is primarily related to the outsourcing of Sanitation during 2003; the Accounting Clerk position was transferred from Sanitation to Public Works Administration. Additionally, funds in the amount of $7,850 were added to this department for Clean Commission expenses which will be incurred during 2004.

Public Works Administration FY 2004 Budget (100-4100-67)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$0	$72,662	$72,937	$106,361	$33,699	46.38%
51.2100	Employee Insurance	$0	6,722	7,332	15,338	8,616	128.18%
51.2200	Social Security	$0	5,559	5,602	8,137	2,578	46.38%
51.2400	Retirement	$0	6,540	5,341	10,104	3,564	54.50%
51.2600	Unemployment Insurance	$0	2	1	3	1	50.00%
51.2700	Worker's Compensation	$0	2,012	1,996	2,000	(12)	-0.60%
51.2900	Other Employee Benefits	$0	3,600	3,600	0	(3,600)	-100.00%
	Total Salaries & Benefits	$0	$97,097	$96,809	$141,943	$44,846	46.19%
Operating Expenditures							
52.2200	Repairs & Maintenance	0	0	0	2,000	2,000	N/A
52.3102	Insurance - Bldg. & Pers.	0	0	0	675	675	N/A
52.3200	Communications	0	600	749	2,700	2,100	350.00%
52.3500	Travel	0	300	310	1,050	750	250.00%
52.3600	Publications & Dues	0	500	250	5,000	4,500	900.00%
52.3700	Training	0	400	200	400	0	0.00%
53.1101	Office Supplies	0	400	200	600	200	50.00%
53.1102	Cleaning Supplies & Chemicals	0	150	100	300	150	100.00%
53.1300	Food Supplies	0	0	0	500	500	N/A
53.1400	Books & Periodicals	0	100	0	0	(100)	-100.00%
	Total Operating Expenditures	$0	$2,450	$1,809	$13,225	$10,775	439.80%
	Total Street Department Expenditures	$0	$99,547	$98,618	$155,168	$55,621	55.87%

Personnel Summary

Current staffing includes two (2) full-time employees. The Accounting Clerk position was added during FY 2003 when Sanitation was outsourced.

STREET DEPARTMENT (Dept. 60)

Mission Statement
To maintain safe traffic and pedestrian friendly roads and walkways while ensuring the adequate and timely drainage of storm water from City streets.

Department Description

The Street Department maintains City streets and constructs, repairs and cleans sidewalks, shoulders, storm drains, driveways, curbs, gutters, culverts, and other drainage systems. The department budget may also include a transfer to the Street Improvement Fund for street maintenance activities. This department reports to the Public Works Director.

Budget Highlights

In the FY 2004 Approved Budget, Street expenditures total $829,583, an increase of 30.99%, or $196,245, over the FY 2003 Approved Budget of $633,338. The approved increase is primarily attributed to the transfer of three positions (Equipment Operator I, Laborer I, and CSW) from Sanitation to the Street department. Additionally, $30,000 was added for Solid Waste Disposal and $22,000 was added for signage (Materials & Supplies). The signage expenditures have previously been located in the Parks & Right-of-Way budget under the Community Development function.

Streets FY 2004 Budget (100-4200-60)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$394,939	$333,453	$302,500	$396,025	$62,572	18.76%
51.1200	Wages-Part Time	0	0	0	9,959	9,959	N/A
51.1300	Wages-Overtime	2,976	5,000	12,769	7,500	2,500	50.00%
51.2100	Employee Insurance	56,368	66,972	63,500	87,001	20,029	29.91%
51.2200	Social Security	29,980	26,083	23,095	31,632	5,549	21.27%
51.2400	Retirement	24,466	30,011	26,508	38,335	8,324	27.74%
51.2600	Unemployment Insurance	0	21	17	26	5	23.81%
51.2700	Worker's Compensation	23,350	24,000	22,155	22,000	(2,000)	-8.33%
51.2900	Other Employee Benefits	4,262	0	0	0	0	N/A
	Total Salaries & Benefits	$536,341	$485,540	$450,544	$592,478	$106,938	22.02%
Operating Expenditures							
52.1300	Other Contractual Services	$20	$400	$210	$0	($400)	-100.00%
52.2110	Solid Waste Disposal	0	0	0	30,000	$30,000	N/A
52.2200	Repairs & Maintenance	0	1,000	0	0	($1,000)	-100.00%
52.3101	Vehicle Insurance	2,887	2,900	5,404	6,200	$3,300	113.79%
52.3102	Insurance - Bldg. & Personal	1,880	1,880	3,503	4,785	$2,905	154.52%
52.3200	Communications	2,156	500	708	650	$150	30.00%
52.3600	Dues & Fees	213	0	0	0	$0	N/A
52.3700	Training	2,470	1,500	625	1,000	($500)	-33.33%
53.1100	Materials & Supplies	24,192	11,400	16,873	31,370	$19,970	175.18%
53.1101	Office Supplies	293	500	457	500	$0	0.00%
53.1102	Cleaning Supplies & Chemicals	95	2,150	1,050	1,500	($650)	-30.23%
53.1106	Protective Equipment	1,752	2,800	382	900	($1,900)	-67.86%
53.1220	Natural Gas	55,962	65,000	65,713	0	($65,000)	-100.00%
53.1230	Electricity	0	0	0	61,000	$61,000	N/A
53.1270	Vehicle Gasoline/Diesel	11,464	10,000	10,476	13,000	$3,000	30.00%
53.1600	Minor Equipment	4,034	13,600	14,645	12,700	($900)	-6.62%
53.1601	Computer Equipment	0	2,200	0	0	($2,200)	-100.00%
53.1700	Uniform Rental	0	4,368	2,761	2,500	($1,868)	-42.77%
53.1701	Vehicle Fluids and Maint.	45,058	27,600	22,234	21,000	($6,600)	-23.91%
	Total Operating Expenditures	$152,476	$147,798	$145,041	$187,105	$39,307	26.60%
Other Financing Sources							
	Transfer to Street Imp. Fund	$50,000	$0	$0	$50,000	$50,000	N/A
	Total Other Financing Sources	$50,000	$0	$0	$50,000	$50,000	N/A
	Total Street Department Expenditures	$738,817	$633,338	$595,585	$829,583	$196,245	30.99%

Personnel Summary

FY 2003 staffing included fourteen (14) full-time employees. FY 2004 staffing includes sixteen (16) full-time employees and one (1) part-time employee. The three additional positions were transferred from the Sanitation department when those services were outsourced during 2003.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives	
1: To inspect all culverts and record their conditions to create a priority list of maintenance needs.	
	Status: All culverts were inspected and rated on a 1-10 scale, depending on the seriousness of maintenance needs.
2: To maintain an inventory of all sidewalks and their conditions to create a priority list of maintenance needs.	
	Status: An inventory of all sidewalks was created to develop a priority list of maintenance needs.
3: To install or supervise installation of 5,000 plus feet of new sidewalks as approved by the Council.	

	Status: Over 5,000 feet of new sidewalks were installed in new subdivisions and were inspected by Street Department personnel to ensure proper installation and accurate design specifications.
4: To achieve zero lost time accidents and no more than two medical injuries.	
	Status: Complete

FY 2004 Goals, Objectives and Tasks
GOALS:
1: To inspect all City streets and to create a priority list of maintenance needs. (S.N., T.N.)
2: To implement the required Storm Water Management Program as required by the Federal Government by the scheduled timetable or sooner. (R.D., S.N.)

FY 2004 Performance Measures

Type	*Description*	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Projected
Effectiveness	No. of street complaints per capita (City pop. 16, 242 in 2000)	.20%	.32%	.36%	.36%	.36%
Efficiency	Cost of street repairs per capita	$98,296	$91,950	$134,664	$134,664	$136,500
Output	No. of major culvert repairs performed by City staff	4	4	5	5	6
Output	Linear feet of sidewalk replaced/yr.	5,275	5,600	5,010	5,000	5,100
Output	No. of potholes patched/yr.	105	36	61	75	88

GARAGE (Div. 68)

Mission Statement

To safely, effectively, and efficiently maintain City vehicles and equipment through the preventive maintenance schedules and required repairs.

Division Description

The City Garage is responsible for the repair and maintenance of City vehicles and other motorized equipment (tractors, mowers, bush-hogs, etc.). Additionally, the Garage assists departments in procuring new vehicles and equipment when needed. All Garage personnel report to the Public Works Director.

Budget Highlights

In the FY 2004 Approved Budget, Garage expenditures total $318,887, an increase of 2.35%, or $7,333, over the FY 2003 Approved Budget of $311,554. The approved increase is primarily attributed to increases in wages and insurance premiums.

Garage FY 2004 Budget (100-4900-68)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$184,129	$185,116	$188,737	$194,114	$8,998	4.86%
51.1300	Wages-Overtime	4,237	3,000	6,392	3,000	0	0.00%
51.2100	Employee Insurance	26,062	36,940	40,294	42,047	5,107	13.83%
51.2200	Social Security	14,341	14,253	14,491	15,079	826	5.80%
51.2400	Retirement	11,942	16,660	13,606	18,555	1,895	11.37%
51.2600	Unemployment Insurance	0	9	7	9	0	0.00%
51.2700	Worker's Compensation	4,124	4,125	5,492	5,075	950	23.03%
51.2900	Other Employee Benefits	1,310	0	0	0	0	N/A
	Total Salaries & Benefits	$246,145	$260,103	$269,019	$277,879	$17,776	6.83%
Operating Expenditures							
52.1300	Other Contractual Services	$3,771	$1,800	$1,250	$1,410	($390)	-21.67%
52.2200	Repairs & Maintenance	3,505	5,050	2,675	4,625	(425)	-8.42%
52.3101	Vehicle Insurance	562	575	1,072	1,375	800	139.13%
52.3102	Insurance - Bldg. & Personal	550	600	1,120	1,298	698	116.33%
52.3200	Communications	3,264	0	75	0	0	N/A
52.3700	Training	1,300	3,000	650	2,000	(1,000)	-33.33%
53.1100	Materials & Supplies	14,043	9,800	8,400	9,800	0	0.00%
53.1101	Office Supplies	689	1,150	650	1,000	(150)	-13.04%
53.1106	Protective Equipment	969	500	150	350	(150)	-30.00%
53.1220	Natural Gas	6,600	6,000	5,895	7,000	1,000	16.67%
53.1270	Vehicle Gasoline/Diesel	8,841	13,000	1,643	1,900	(11,100)	-85.38%
53.1300	Food Supplies	200	100	0	0	(100)	-100.00%
53.1400	Books & Periodicals	0	400	0	0	(400)	-100.00%
53.1600	Minor Equipment	3,996	5,500	5,494	7,000	1,500	27.27%
53.1700	Uniform Rental	0	2,370	2,173	1,950	(420)	-17.72%
53.1701	Vehicle Fluids and Maint.	1,175	1,606	1,176	1,300	(306)	-19.05%
	Total Operating Expenditures	$49,465	$51,451	$32,423	$41,008	($10,443)	-20.30%
Total Garage Expenditures		$295,610	$311,554	$301,442	$318,887	$7,333	2.35%

Personnel Summary

FY 2003 staffing included six (6) full-time employees. No new positions have been approved for FY 2004.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives
1: To purchase the software needed to track preventive maintenance costs and repairs on all City vehicles and equipment.
Status: Complete
2: To develop a daily inspection log of housekeeping items for safety, organization, and cleanliness in the garage area.
Status: Complete
3: To attain zero lost time accidents and no more than two medical injuries.
Status: Complete

FY 2004 Goals, Objectives and Tasks
GOALS:
1: To meet 100% of departmental vehicle preventive maintenance and repair needs per manufacturer's schedule and/or as needed.
Objective A:
Task A1: To be measured from January 1st to December 31st (C.S., R.D.)
2: To conduct weekly inspections of housekeeping items to ensure safety, organization, and cleanliness of garage area.
Objective A:
Task A1: Daily and weekly inspections to be performed by Garage Foreman (C.S.)

FY 2004 Performance Measures

Type	*Description*	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Projected
Effectiveness	Dept. chiefs and directors satisfaction rate	80%	83%	82%	85%	90%
Efficiency	Percent of minor repairs completed within two working days	85%	85%	86%	87%	90%
Output	No. of vehicles within City Fleet	175	185	195	200	191
Output	No. of other equipment maintained	30	35	39	45	50
Output	Annual no. of major repairs performed	25	20	22	20	23

CEMETERY (Dept. 69)

Mission Statement

To maintain all three cemeteries in an aesthetically pleasing and safe manner while providing essential burial services.

Department Description

The Cemetery Department operates Oak Hill, East View and East View Annex cemeteries. Responsibilities include maintaining the landscape, repairing gravesites, opening and closing new graves, selling new lots, and assisting citizens in locating specific gravesites. This function reports to the Public Works Director.

Budget Highlights

In the FY 2004 Approved Budget, Cemetery expenditures total $363,227, an increase of 8.32%, or $27,899, over the FY 2003 Approved Budget of $335,328. The approved increase is primarily attributed to salary and insurance premium increases.

Cemetery FY 2004 Budget (100-4950-69)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$197,715	$206,847	$204,819	$219,514	$12,667	6.12%
51.1200	Wages-Part Time	5,792	8,000	3,675	10,382	2,382	29.78%
51.1300	Wages-Overtime	12,567	10,600	16,093	10,600	0	0.00%
51.2100	Employee Insurance	32,731	40,208	37,621	45,484	5,276	13.12%
51.2200	Social Security	16,495	16,635	16,640	18,398	1,763	10.60%
51.2400	Retirement	13,260	18,616	15,202	21,730	3,114	16.73%
51.2600	Unemployment Insurance	0	12	12	12	0	0.00%
51.2700	Worker's Compensation	9,317	9,350	11,222	10,500	1,150	12.30%
51.2900	Other Employee Benefits	1,907	0	0	0	0	N/A
	Total Salaries & Benefits	$289,784	$310,268	$305,284	$336,620	$26,352	8.49%
Operating Expenditures							
52.1300	Other Contractual Services	$110	$920	$120	$240	($680)	-73.91%
52.2200	Repairs & Maintenance	40	1,200	976	1,600	400	33.33%
52.3101	Vehicle Insurance	1,545	1,550	2,888	3,852	2,302	148.52%
52.3102	Insurance - Bldg. & Personal	1,050	1,100	2,050	2,640	1,540	140.00%
52.3200	Communications	828	720	575	650	(70)	-9.72%
53.1100	Materials & Supplies	2,074	8,000	5,689	4,500	(3,500)	-43.75%
53.1101	Office Supplies	38	150	242	175	25	16.67%
53.1102	Cleaning Supplies & Chemicals	139	600	133	225	(375)	-62.50%
53.1103	Medical Supplies	0	50	0	25	(25)	-50.00%
53.1106	Protective Equipment	0	300	150	550	250	83.33%
53.1270	Vehicle Gasoline/Diesel	2,258	3,000	2,500	2,500	(500)	-16.67%
53.1300	Food Supplies	0	400	0	0	(400)	-100.00%
53.1600	Minor Equipment	1,869	0	0	5,600	5,600	N/A
53.1601	Computer Equipment	50	100	0	0	(100)	-100.00%
53.1700	Uniform Rental	0	3,120	1,917	2,000	(1,120)	-35.90%
53.1701	Vehicle Fluids and Maintenance	2,924	2,500	1,603	1,700	(800)	-32.00%
53.1705	Landscaping Supplies	500	1,350	500	350	(1,000)	-74.07%
	Total Operating Expenditures	$13,425	$25,060	$19,343	$26,607	$1,547	6.17%
Total Cemetery Dept. Expenditures		$303,209	$335,328	$324,627	$363,227	$27,899	8.32%

Personnel Summary

FY 2003 staffing included eight (8) full-time employees and two (2) seasonal/part-time employees. For 2004, no staffing changes are approved.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives	
1: To install new trash can receptacles throughout the Cemetery so families can dispose of old flowers and trash	
	Status: Complete
2: To install new brass identification plates in each section of the cemetery thereby making location of a particular grave site easier to find	
	Status: This goal was not achieved due to budget restraints in the Cemetery Department. This will be a FY 2004 goal.
3: To install a security system and additional lighting at the cemetery office	
	Status: Complete
4: To attain zero loss time accidents and no more than one medical injury	
	Status: Complete

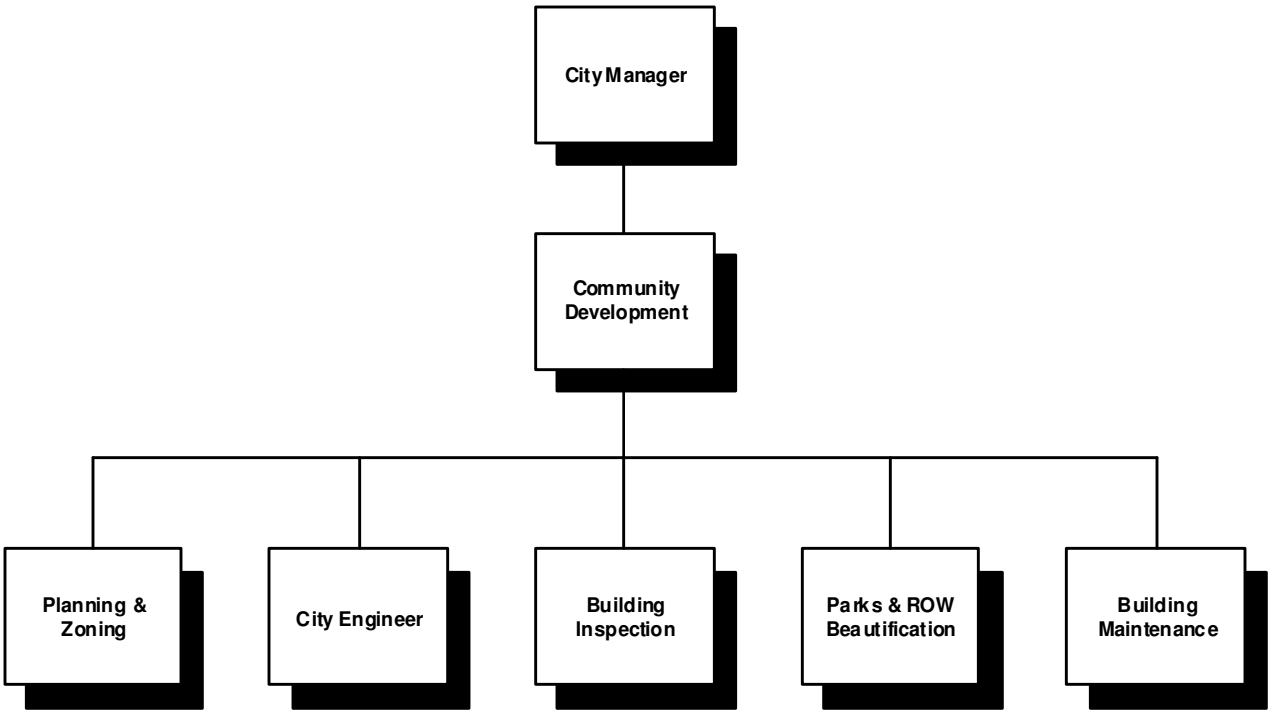
FY 2004 Goals, Objectives and Tasks	
GOALS:	
1: To provide essential burial services via timely grave openings or closings.	
Objective A:	
	Task A 1: To measure the number of late grave openings and closings from January through December (J.H., R.D.)
2: To sustain excellent landscaping and maintenance of cemetery grounds.	
Objective A:	
	Task A 1: To ensure grass is mowed on 10-day cycles (weather permitting) (J.C, J.H.)
3: To install new brass identification plates in each section of the cemetery, thereby increasing efficiency in grave locations	
Objective A:	
	Task A 1: To present budget request to City Manager by scheduled date (R.D.)
	Task A 2: To order identification plates by March 1, 2004 and receive and install plates in each section of the cemetery by August 31, 2004 (J.H., J.C.)

FY 2004 Performance Measures						
Type	***Description***	**2000 Actual**	**2001 Actual**	**2002 Actual**	**2003 Estimate**	**2004 Projected**
Effectiveness	Percent of citizen inquiries handled to their satisfaction	75%	80%	85%	91%	95%
Efficiency	Number of working days required to complete moving and trimming cycle	10 days	11 days	12 days	12 days	10 days
Output	Number of burials	197	192	194	199	206
Output	Number of older grave sites leveled	40	45	47	53	58

COMMUNITY DEVELOPMENT FUNCTION

The Community Development function encompasses those departments responsible for enforcement of Building Codes, Subdivision Regulations, and Zoning Ordinance Regulations. The Community Development function includes the departments of Planning and Zoning, Building Inspection, City Engineer, Parks & ROW Beautification and Building Maintenance.

Community Development
Organization Chart



Community Development

Short Term Priorities & Goals

Priorities:

1. Continue excellence in planning, building inspections, engineering, and beautification to insure safe and desirable development within Newnan, while working to preserve existing neighborhoods and commercial areas.
2. Enhance the special events held in downtown Newnan to increase the number of citizens and visitors frequenting the Central Business District.

Goals:

1. Begin the Greenville Street Streetscapes Project in FY 2004 and continue with implementation of the City's Sidewalk Program, with an emphasis on minimal disruption to local business and residents.
2. Implement recommendations from the 2020 Comprehensive Plan for the City of Newnan, with an emphasis to maintain the high quality of life associated with the City.

Long Term Priorities & Goals

Priorities:

1. Provide efficient and quality customer service.
2. Maintain awareness of local, state, and national economic and development trends that may impact the economic health of the City of Newnan.

Goals:

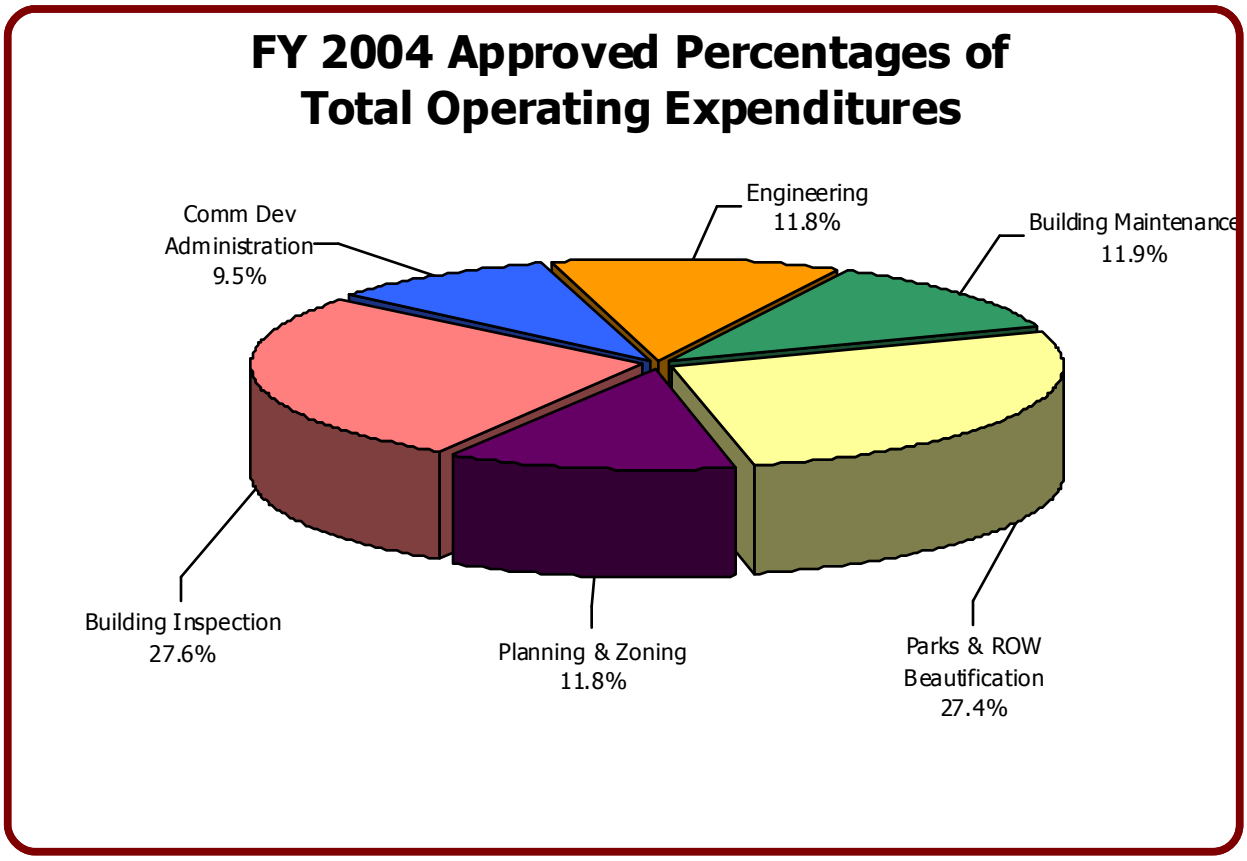
1. Continue to examine areas that lend themselves to improvement, such as interdepartmental communication, public relation efforts, and timely response to citizen inquiry.
2. To continue research and change strategies as necessary to insure the economic vibrance and balance of the Central Business District and new growth areas.

Community Development

Community Development Function Operating Expenditures Overview

	2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Operating Expenditures						
Comm Dev Administration	$0	$151,063	$149,229	$160,562	$9,499	6.29%
Engineering	124,880	187,664	185,157	198,950	$11,286	6.01%
Building Maintenance	205,019	188,306	172,719	201,036	$12,730	6.76%
Parks & ROW Beautification	1,209,190	462,923	453,823	462,312	($611)	-0.13%
Planning & Zoning	240,648	193,889	191,376	199,312	$5,423	2.80%
Building Inspection	388,593	414,041	411,596	466,421	$52,380	12.65%
Total Operating	$2,168,330	$1,597,886	$1,563,900	$1,688,593	$90,707	5.68%

Community Development



COMMUNITY DEVELOPMENT ADMINISTRATION (Dept. 72)

Mission Statement
To provide the community development departments with the management, leadership and tools required to implement smart managed growth, to ensure construction of quality buildings, to establish and protect natural resources, and to provide excellent service to the citizens of Newnan.

Department Description
The Community Development department is responsible for managing operations of the Beautification, Building Inspection, Building Maintenance, Engineering, and Planning and Zoning departments. The Community Development Director, who reports to the City Manager, is charged with coordinating the efforts of each department director and overseeing the implementation of development related ordinances, policies and plans.

Budget Highlights
This function was created during FY 2002. In the FY 2004 Approved Budget, Community Development Administration expenditures total $160,562. The FY 2004 Approved Budget represents an increase of 6.29%, or $9,499, over the FY 2003 Approved Budget of %151,063. This increase is attributed to an increase in wages and benefits.

Community Development FY 2004 Budget (100-7000-72)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$0	$94,109	$93,514	$98,171	$4,062	4.32%
51.2100	Employee Insurance	0	10,052	13,442	15,338	5,286	52.59%
51.2200	Social Security	0	7,199	6,792	7,510	311	4.32%
51.2400	Retirement	0	8,470	7,667	9,326	856	10.11%
51.2600	Unemployment Insurance	0	3	3	3	0	0.00%
51.2700	Worker's Compensation	0	200	199	200	0	0.00%
51.2900	Other Employee Benefits	0	3,600	3,600	3,600	0	0.00%
	Total Salaries & Benefits	$0	$123,633	$125,217	$134,148	$10,515	8.51%
Operating Expenditures							
52.2200	Repairs & Maintenance	$0	$500	$197	$300	($200)	-40.00%
52.3102	Insurance-Bldg. & Personal	0	300	560	675	375	125.00%
52.3200	Communications	0	500	512	759	259	51.80%
52.3300	Advertising	0	3,100	1,825	1,500	(1,600)	-51.61%
52.3400	Printing & Binding	0	1,500	650	0	(1,500)	-100.00%
52.3500	Travel	0	1,900	1,376	1,900	0	0.00%
52.3600	Dues & Fees	0	950	837	1,000	50	5.26%
52.3700	Training	0	850	350	950	100	11.76%
53.1101	Office Supplies	0	600	403	400	(200)	-33.33%
53.1400	Books & Periodicals	0	300	372	400	100	33.33%
53.1601	Computer Equipment	0	0	0	1,600	1,600	N/A
57.2010	Chatt-Flint RDC	0	16,930	16,930	16,930	0	0.00%
	Total Operating Expenditures	$0	$27,430	$24,012	$26,414	($1,016)	-3.70%
Total Comm Dev Admin Expenditures		$0	$151,063	$149,229	$160,562	$9,499	6.29%

Personnel Summary
Current staffing includes two (2) full-time employees. No staffing changes were approved for 2004.

CITY ENGINEER (Dept. 22)

Mission Statement

To vigorously defend the best interests of the citizens of the City of Newnan in all aspects of civil engineering and infrastructure design, construction and maintenance.

Department Description

The City Engineering Department was established in FY 2001 to provide professional engineering services in the review of submitted construction plans for both commercial and residential properties. In the past, an outside contractor has provided these services. Given the forecasted growth in new construction, the department now includes three positions: Engineer, Engineering Assistant and Soil Erosion Inspector. This department reports to the Community Development Director, who reports to the City Manager.

Budget Highlights

In the FY 2004 Approved Budget, City Engineer expenditures total $198,950, an increase of 6.01%, or $11,286, over the FY 2003 Approved Budget of $187,664. The increase is primarily attributed to an increase in wages and benefits.

City Engineer FY 2004 Budget (100-1575-22)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$89,614	$128,834	$129,773	$135,102	$6,268	4.87%
51.2100	Employee Insurance	8,936	16,774	18,298	19,040	2,266	13.51%
51.2200	Social Security	6,732	9,856	10,151	10,335	479	4.86%
51.2400	Retirement	3,671	11,595	10,969	12,835	1,240	10.69%
51.2600	Unemployment Insurance	0	5	5	5	0	0.00%
51.2700	Worker's Compensation	2,800	5,850	5,804	5,850	0	0.00%
	Total Salaries & Benefits	$111,753	$172,914	$175,000	$183,167	$10,253	5.93%
Operating Expenditures							
52.3101	Vehicle Insurance	$281	$500	$933	$1,150	$650	130.00%
52.3102	Insurance-Bldg. & Personal	550	700	1,305	1,500	800	114.29%
52.3200	Communications	1,679	1,500	1,361	1,773	273	18.20%
52.3400	Printing & Binding	0	400	202	200	(200)	-50.00%
52.3500	Travel	1,394	1,800	1,037	1,800	0	0.00%
52.3600	Dues & Fees	678	610	254	520	(90)	-14.75%
52.3700	Training	705	2,500	1,173	2,000	(500)	-20.00%
53.1100	Materials & Supplies	59	100	146	200	100	100.00%
53.1101	Office Supplies	699	600	600	500	(100)	-16.67%
53.1270	Vehicle Gasoline/Diesel	1,273	2,500	1,752	1,800	(700)	-28.00%
53.1400	Books & Periodicals	0	300	89	200	(100)	-33.33%
53.1600	Minor Equipment	3,643	800	383	900	100	12.50%
53.1601	Comp. Hardware & Software	1,797	1,240	589	2,640	1,400	112.90%
53.1701	Vehicle Fluids/Maintenance	369	1,200	333	600	(600)	-50.00%
	Total Operating Expenditures	$13,127	$14,750	$10,157	$15,783	$1,033	7.00%
Total City Engineer Expenditures		$124,880	$187,664	$185,157	$198,950	$11,286	6.01%

Personnel Summary

Staffing for the department includes three (3) full-time employees: City Engineer, Engineering Assistant, and Soil Erosion Inspector. No staffing changes are approved for FY 2004.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives	
1: To develop procedures for review and/or inspection of construction plans, providing said service within 10 days of request.	
	Status:
	There have been several improvements made to the plan review process, including the development of checklists for use by the Engineering Assistant and the City Engineer. While these improvements have resulted in better efficiency, the tremendous volume of work undertaken by the department currently has not allowed continued 10 day service. The addition of another engineer would provide the necessary staffing. The 2004 budget does not include funding for a new position, however the City has began outsourcing some of the plan design and review projects to outside Consultants, at the request and expense of the development firms and builders.
2: To complete Phase II of the Newnan Crossing Bypass.	
	Status:
	The overwhelming amounts of rain experienced by our City over the last year have delayed the completion of the Newnan Crossing Bypass. The current estimated completion date will be in October 2003. Should the City continue to experience large amounts of rain, the completion date will be delayed further.
3: To Prepare the necessary documents to comply with the Phase II NPDES requirements.	
	Status:
	The City's NPDES Phase II NOI and Storm Water Management Program was prepared and submitted to the Georgia EPD on time. The program was designed and drafted by the Community Development Director with assistance by the Engineering department.
4: To create maps delineating drainage areas for the City of Newnan.	
	Status:
	Drainage system base maps were created during the Spring of 2003. Storm drainage structures on perennial streams have been mapped. Final delineation of drainage areas is expected to be completed on schedule.
5: To review and update street design standards for the City of Newnan.	
	Status:
	The City's street design standards are expected to be reviewed and updated during 2004. The establishment of a new engineering position in the engineering department will allow the department to pursue these needed updates. Funding of the new position was not available, so this will be an on-going goal.
6: To revise standard details in the subdivision regulations.	
	Status:
	The City's typical utility cross section has been revised and updated, but other standard details are expected to be reviewed and updated during 2004. The establishment of a new engineering position in the engineering department will allow the department to pursue these needed updates. Again, since funding was not available for a new position in 2004, this will be an on-going goal.
7: To develop a more effective means of filing and tracking archived construction plans.	
	Status:
	The filing system for development plans has been completely overhauled during 2003 and plans have been re-filed using the new system. Plans are now easily located and re-filed using a computer database.
8: To develop standard checklists for plan reviews and site inspections.	
	Status:
	The standard checklist for development plan review has been in development since 2000 and is now finalized. The site inspection checklist has also been completed this year. These checklists will be subject to constant revision to keep them current.

2004 Goals and Objectives	
1: To comply with goals set in the City's new Storm Water Management Program by December 31, 2004.	
	Objectives:
	To prepare and begin dispersion of educational brochures by August 30, 2004 (JE, CF)
	To prepare and conduct live educational presentation in local schools by October 31, 2004 (JE, CP)
	To develop list of all storm water management ponds/facilities by November 30, 2004 (DT, LW)
	To begin creation of storm drainage mapping system by December 15, 2004 (JE, DT, RL)
	To develop and implement system for tracking E & S inspections by October 31, 2004 (LW, CF)
2: To review and update street design standards for the City of Newnan by November 31, 2004.	
	Objectives:
	To perform full review of Zoning Ordinance and Subdivision Regulations by June 30,20 04 (JE, DT)
	To obtain model ordinances from other sources by July 30, 2004 (DT)
	To prepare recommended revisions by October 31, 2004 (JE)
	To submit to Council for revision by November 30, 2004 (JE)
3: To revise standard details in the subdivision regulations by December 31, 2004.	
	Objectives:
	To perform full review of standard details by August 30, 2004 (JE, DT)
	To obtain model details from other sources by November 30, 2004 (DT)
	To submit to Council for revision by December 15, 2004 (JE)

FY 2004 Performance Measures

Type	***Description***	**2000 Actual**	**2001 Actual**	**2002 Actual**	**2003 Estimate**	**2004 Projected**
Effectiveness	Percentage of total number of tasks accomplished adequately	N/A	83%	67%	63%	100%
Efficiency	Median number of workdays required for first review of a Construction Project	N/A	17	24	20	10
Efficiency	Percentage of engineering projects designed in-house	N/A	20%	20%	50%	75%
Output	Number of Construction Projects reviewed	29	57	48	48	60
Output	Number of in-house projects designed	N/A	1	2	2	5

BUILDING MAINTENANCE (Dept. 23)

Mission Statement

To keep City buildings and other facilities in safe and functional operating condition and to provide for expansion and renovation as directed by the City Council.

Department Description

The Building Maintenance Department is responsible for upkeep of City buildings, parks, and recreational facilities. In addition, Building Maintenance is responsible for upkeep of City traffic lights.

Budget Highlights

In the FY 2004 Approved Budget, Building Maintenance expenditures total $201,036, an increase of 6.76%, or $12,730, over the FY 2003 Approved Budget of $188,306. The increase is primarily attributed to a 2.5% cost-of-living increase and a 2.5% salary adjustment for all employees and the addition of cleaning service expenses for City Hall, moved from the Miscellaneous budget for 2004.

Building Maintenance FY 2004 Budget (100-1565-23)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$71,237	$63,795	$64,325	$66,896	$3,101	4.86%
51.1300	Wages-Overtime	361	600	275	500	(100)	-16.67%
51.2100	Employee Insurance	14,914	13,444	14,664	15,338	1,894	14.09%
51.2200	Social Security	5,313	4,972	4,857	5,209	237	4.77%
51.2400	Retirement	5,543	5,742	5,440	6,469	727	12.66%
51.2600	Unemployment Insurance	0	3	2	2	(1)	-33.33%
51.2700	Worker's Compensation	2,178	900	1,726	1,750	850	94.44%
51.2900	Employee Allowance	36	0	0	0	0	N/A
	Total Salaries & Benefits	$99,582	$89,456	$91,289	$96,164	$6,708	7.50%
Operating Expenditures							
52.1200	Professional Services	$10,050	$0	$0	$0	$0	N/A
52.1300	Other Contractual Services	8,333	7,500	4,678	21,900	14,400	192.00%
52.2200	Repairs & Maintenance	45,371	55,000	33,527	35,000	(20,000)	-36.36%
52.3101	Vehicle Insurance	403	450	839	1,100	650	144.44%
52.3102	Insurance-Bldg. & Personal	10,430	10,200	19,006	21,050	10,850	106.37%
52.3200	Communications	0	500	421	1,122	622	124.40%
52.3500	Travel	0	300	0	200	(100)	-33.33%
52.3600	Dues & Fees	0	100	0	0	(100)	-100.00%
52.3700	Training	80	400	150	200	(200)	-50.00%
53.1100	Materials & Supplies	639	0	0	0	0	N/A
53.1101	Office Supplies	0	300	0	100	(200)	-66.67%
53.1102	Cleaning & Chemicals	1,142	1,200	371	1,000	(200)	-16.67%
53.1103	Medical Supplies	0	0	692	150	150	N/A
53.1106	Protective Equipment	0	700	0	500	(200)	-28.57%
53.1220	Natural Gas	18,025	17,000	18,020	18,000	1,000	5.88%
53.1270	Vehicle Gasoline/Diesel	1,266	1,800	2,243	1,800	0	0.00%
53.1600	Minor Equipment	1,985	800	0	800	0	0.00%
53.1700	Uniform Rental	0	600	406	450	(150)	-25.00%
53.1701	Vehicle Fluids/Maintenance	7,713	2,000	1,077	1,500	(500)	-25.00%
	Total Operating Expenditures	$105,437	$98,850	$81,430	$104,872	$6,022	6.09%
Total Building Maintenance Exp.		$205,019	$188,306	$172,719	$201,036	$12,730	6.76%

Personnel Summary

Current staffing includes two (2) full-time employees. No staffing changes are approved for 2004.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives	
1: To improve routine inspections of City buildings by creating an inspection checklist by March 1, 2003.	
	Status:
	Due to changes in administration, this goal has been altered to reflect a priority list. This priority list is compiled by the department head and is based on routine inspections, in conjunction with work orders or requests.
2: To create an improved means of handling complaints by March 1, 2003.	
	Status:
	Complaints and work orders are to be administered by department heads only. These requests are to be submitted via e-mail or hand-written. J.W. Davis logs in the requests and categorizes according to building and priority. These procedures are currently being finalized.
3: To comply with new state pool requirements so that the City pool can be opened for the 2003 season.	
	Status:
	A meeting was held with the health department to determine what was needed to comply with the new state standards. A list was compiled based on the inspectors' comments. Those items were corrected by May 20, 2003 and the pool was permitted to be opened on June 1, 2003.
4: To continue smooth flow of traffic by improving response to traffic light problems for 2003.	
	Status:
	A bucket truck was budgeted to be purchased this year, however, an alternate plan has emerged which could place this responsibility with Newnan Utilities. At this time, we are awaiting the response to the letter from the City Manager to Newnan Utilities requesting this action.

2004 Goals and Objectives	
1: To analyze costs associated with maintenance on all buildings during 2004.	
	Objectives:
	To prepare a form for tracking and recording these costs by January 31, 2004 (JW)
	To research by month these applicable fees at the end of each month (JW)
	To document costs in the record at the end of each month (JW)
2: To renovate the white house at the cemetery; converting it to usable office space by June 1, 2004.	
	Objectives:
	To remove all unwanted materials from the property by January 31, 2004 (JW, JR)
	To make necessary repairs and improvements based on P/W needs by June 1, 2004 (JW, JR)
3: To compile a priority list based on department head complaints, the capital improvement plans, as well as the inspections reports on the various buildings by January 31, 2004.	
	Objectives:
	To inspect all buildings and meet with departments by January 10, 2004. (JW, TI)
	To develop the priority list by January 31, 2004 (JW, TI)
	To use the list as a guide throughout 2004 (JW)
4: To have the Wesley Street Pool operational for the 2004 season.	
	Objectives:
	To have the pool house and pool secured, protecting it from trespassers, by January 1, 2004 (JW, JR)
	To seal the pool and paint the bathrooms by May 1, 2004 (JW, JR)
5: To arrange and clean up the building department archives in the City Hall basement by March 1, 2004.	
	Objectives:
	To develop a filing plan which is versatile and can adapt to years of operation by February 1, 2004 (JW)
	To reorganize the shelves based on the filing plan by April 1, 2004 (JW)

FY 2004 Performance Measures						
Type	***Description***	**2000 Actual**	**2001 Actual**	**2002 Actual**	**2003 Estimate**	**2004 Projected**
Effectiveness	Percent of directors satisfied with their buildings.	UNK	UNK	UNK	UNK	100%
Efficiency	Average cost per building for annual maintenance.	UNK	UNK	UNK	$188,306/ 30 BLDGS =$6277	$6277
Output	Number of city buildings being maintained.	UNK	UNK	30	30	30
Output	Number of traffic light service requests.	UNK	UNK	UNK	80	100

PARKS & RIGHT-OF-WAY BEAUTIFICATION (Dept. 61)

Mission Statement

To provide efficient and effective maintenance and enhancement of parks, public grounds, and road right-of-ways to the citizens and visitors of the City.

Department Description

The Beautification Department maintains and enhances City parks, public grounds, and road right-of-ways. Activities include general lawn and garden maintenance, planting design and installation, and maintenance and installation of City signage. The Department is also responsible for the interpretation, implementation and enforcement of the City's Landscape and Tree Protection Ordinances.

Budget Highlights

In the FY 2004 Approved Budget, Beautification expenditures total $462,312, a decrease of 0.13%, or $611, from the FY 2003 Approved Budget of $462,923. The approved decrease is primarily attributed to the transfer of signage expenditures ($22,000), under Materials and Supplies, to the Street Department, which is offset by the increase in wages and benefits.

Parks and ROW FY 2004 Budget (100-6200-61)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$225,844	$248,386	$263,004	$257,013	$8,627	3.47%
51.1300	Wages-Overtime	151	0	139	0	0	N/A
51.2100	Employee Insurance	37,197	53,652	53,415	56,855	3,203	5.97%
51.2200	Social Security	17,265	19,001	20,170	19,662	661	3.48%
51.2400	Retirement	16,116	22,355	18,256	24,366	2,011	9.00%
51.2600	Unemployment	213	15	12	15	0	0.00%
51.2700	Worker's Compensation	20,099	18,500	18,588	18,950	450	2.43%
51.2900	Employee Allowance	2,040	0	0	0	0	N/A
	Total Salaries & Benefits	$318,925	$361,909	$373,584	$376,861	$14,952	4.13%
Operating Expenditures							
52.1300	Other Contractual	$13,390	$12,000	$10,664	$19,000	$7,000	58.33%
52.2200	Repairs & Maintenance	4,517	7,200	4,177	4,700	(2,500)	-34.72%
52.3101	Vehicle Insurance	2,109	2,109	3,930	4,725	2,616	124.04%
52.3102	Insurance - Bldg. & Personal	700	725	1,351	1,600	875	120.69%
52.3200	Communications	288	500	514	759	259	51.80%
52.3500	Travel	176	600	130	500	(100)	-16.67%
52.3600	Dues & Fees	612	600	393	600	0	0.00%
52.3700	Training	714	1,500	767	925	(575)	-38.33%
53.1100	Materials & Supplies	1,958	25,000	12,732	0	(25,000)	-100.00%
53.1101	Office Supplies	1,096	750	559	550	(200)	-26.67%
53.1102	Cleaning Supplies & Chem.	2,494	2,500	2,005	2,500	0	0.00%
53.1103	Medical Supplies	196	200	150	200	0	0.00%
53.1106	Protective Equipment	695	800	547	700	(100)	-12.50%
53.1110	Construct Streetscapes	826,367	0	0	0	0	N/A
53.1270	Vehicle Gasoline/Diesel	5,682	4,300	6,119	7,000	2,700	62.79%
53.1400	Books & Periodicals	0	300	71	200	(100)	-33.33%
53.1600	Minor Equipment	6,831	5,010	4,318	7,992	2,982	59.52%
53.1700	Uniform Rental	0	3,120	2,397	2,500	(620)	-19.87%
53.1701	Vehicle Fluids and Maintenance	2,119	2,800	12,970	6,000	3,200	114.29%
53.1705	Landscaping Supplies	20,321	31,000	16,445	25,000	(6,000)	-19.35%
	Total Operating Expenditures	$890,265	$101,014	$80,239	$85,451	($15,563)	-15.41%
	Total Parks & ROW Expenditures	$1,209,190	$462,923	$453,823	$462,312	($611)	-0.13%

Personnel Summary

Current staffing includes 10 full-time employees. No staffing changes are approved for FY 2004.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives	
1: To develop site designs for two city parks by September 30, 2003	
	Status:
	Selected Robert and Company as project park designer in January 2003.
	Revised scope of overall project and had Robert and Company provide overall master plan in January 2003.
	Construction documents and actual construction was delayed primarily to budget constraints. (June 2003)
2: To make revisions to the City's Landscape/Tree Preservation Ordinance	
	Status: Complete
3: To complete construction of the Temple/Clark Corridor Improvement Project	
	Status: Complete

4: To begin construction on the Greenville Corridor Improvement Project, Phase I	
	Status:
	Finalized preliminary conceptual design in February 2003.
	Submitted 60% construction documents to DOT for review in July 2003.
	Overall construction documents not progressing as well as expected by July 2003.
	Goal to finish construction documents and begin construction will carry over into 2004.
5: To perform minor renovations at the department's Wall Street building	
	Status:
	Installed heating source for building interior in February 2003.
	Bathroom renovations delayed due to budget constraints and building's uncertain status.
	Construction of overhead shed delayed due to budget constraints and building's uncertain status.
6: To re-evaluate departmental responsibilities of street signage, watering baskets, and ROW mowing	
	Status: Complete
7: To develop procedures for review/inspection of construction plans, providing service within 10 days	
	Status:
	Clarified submittal and review processes and procedures by revising Zoning Ordinance in July 2003.
	54% of initial construction plan review submittals reviewed within 10 days.
	79% of initial construction plan review submittals reviewed within 20 days.
	100% of initial construction plan review submittals reviewed within 30 days.
8: To reduce workman's compensation incidents and severity by 25 percent	
	Status:
	Reduced the number of workman's compensation incidents from 5 in 2002 to only 2 in 2003.
	Reduced the number of lost hours to workman's compensation incidents from 258 in 2002 to only 8 in 2003.
9: To provide existing parks with park accessories as identified in the 2002 Parks Assessment Review	
	Status:
	Evaluated 2002 Parks Assessment in February 2003.
	Due to budgetary constraints, no park accessories were installed this year.
	Goal to assess park needs and install accessories will be carried over into 2004.
10: To mulch approximately 150 trees planted within the last five years	
	Status: Complete

2004 Goals and Objectives	
1: To begin construction on the Greenville Street Corridor Improvement Project by April 30, 2004	
	Objectives:
	Finalize construction documents and submit to DOT by January 20, 2004 (MF)
	Send construction documents out to bid by January 31, 2004 (MF)
	Select contractor and begin construction by April 30, 2004 (MF) with a target date for completion being June 2005.
2: To provide parks with park accessories as identified in the 2002 Parks Assessment Review by April 30, 2004	
	Objectives:
	Re-evaluate 2002 Parks assessment by January 10, 2004 (MF, Parks Commission)
	Order, if approved in budget, park accessories January 31, 2004 (MF)
	Install park accessories as previously re-evaluated by April 30, 2004 (MF)
3: To reduce workman's compensation incidents and severity by 25 percent during 2004	
	Objectives:
	Continue to stress importance of workplace safety in staff meetings throughout 2004 (MF)
	Continue to provide safety training and encourage reporting by staff throughout 2004 (MF)
	Collectively view safety videos during rain days throughout 2004 (MF)
4: To improve landscape inspection/warranty procedures and provide plan review within 10 days of receipt	
	Objectives:
	Implement landscape bonds as per 2003 Landscape Ordinance revisions by January 31, 2004 (MF)
	Develop system to accurately track bond expirations and future inspections by January 31, 2004 (MF)
	Prioritize punctual plan review by personally logging in all submitted plans by January 31, 2004 (MF)
5: To begin construction on First Avenue passive recreational park by December 31, 2004	

	Objectives:
	Send out RFP, collect bids, and select park designer to prepare construction plans by May 30, 2004 (MF)
	Send construction documents out to bid by August 30, 2004 (MF)
	Select contractor and begin construction by September 30, 2004 (MF)
6: To complete construction documents of Greenville Street active recreational park by December 31, 2004	
	Objectives:
	Send out RFP, collect bids, and select park designer to prepare construction plans by May 30, 2004 (MF)
	Send construction documents out to bid by September 30, 2004 (MF)
	Select contractor and begin construction by December 31, 2004 (MF)
7: To determine, establish, and improve a base station for the Beautification Department by March 31, 2004	
	Objectives:
	Evaluate all available options for future Beautification home by January 31, 2004 (MF, CP)
	Select base station and move equipment to facility by February 28, 2004 (MF, CP, Crew)
	Determine improvements that need to be made to accommodate Department by February 28, 2004 (MF)
	Establish base station and begin to make necessary improvements by March 31, 2004 (MF)
8: To complete all fundable recommendations from the Farmer Street Cemetery Commission by April 30, 2004	
	Objectives:
	Re-evaluate recommendations in the final FSC Commission's report by January 31,2004 (MF)
	Create formal document and cost estimate to present to Council by February 28, 2004 (MF)
	Secure funding and proceed with bid work and/or procurement by March 31, 2004 (MF)
	Monitor construction and/or installation by April 30, 2004 (MF)
9: To develop and implement a reforestation program that will plant 500 trees a year in stream buffers by November 30, 2004	
	Objectives:
	Meet with Tree Commission to explain and develop reforestation program by February 28, 2004 (MF)
	Select various stream buffer locations in need of reforestation by April 30, 2004 (MF)
	Establish volunteer network that would implement the program by September 30, 2004 (MF)
	Secure and install trees in select stream buffers by November 30, 2004 (MF)

FY 2004 Performance Measures

Type	*Description*	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Projected
Effectiveness	Percentage of budgeted operating expenses utilized.	96%	98%	71%	66%	75%
Effectiveness	Percentage of man hours devoted to maintenance related activities.	N/A	50%	70%	70%	70%
Effectiveness	Percentage of man hours devoted to installation type activities.	N/A	20%	20%	20%	20%
Effectiveness	Percentage of man hours devoted to signage related activities.	N/A	15%	00%	N/A	N/A
Effectiveness	Percentage of man hours devoted to miscellaneous related activities.	N/A	15%	10%	10%	10%
Efficiency	Percentage of work orders completed within ten (10) business days.	N/A	70%	75%	85%	90%
Efficiency	Percentage of total City grounds maintained within a ten (10) working cycle.	N/A	20%	20%	30%	30%

PLANNING & ZONING (Dept. 70)

Mission Statement

To protect and enhance the quality of life for the current and future residents of Newnan through comprehensive planning and implementation strategies.

Department Description

The Planning and Zoning Department (P & Z) is responsible for a wide range of tasks related to growth and development in the City of Newnan. Community development services provided by Planning and Zoning include handling of public inquiries, subdivision and site plan review, short and long range planning, grants administration, mapping services, composition of land use regulations, serving as advisor to the City Council, City Manager, Historic Resources Commission and Planning Commission, plus other tasks as they arise or are assigned.

Budget Highlights

In the FY 2004 Approved Budget, Planning and Zoning expenditures total $199,312, an increase of 2.80%, or $5,423, over the FY 2003 Approved Budget of $193,889. The approved increase is primarily attributed to salary and insurance premium increases, which are offset by a decrease in operating expenditures.

Planning & Zoning FY 2004 Budget (100-7400-70)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$172,475	$132,591	$136,085	$138,225	$5,634	4.25%
51.2100	Employee Insurance	16,514	20,166	19,929	23,007	2,841	14.09%
51.2200	Social Security	12,946	10,143	10,781	10,574	431	4.25%
51.2400	Retirement	7,866	11,934	9,746	13,131	1,197	10.03%
51.2600	Unemployment	0	5	4	5	0	0.00%
51.2700	Worker's Compensation	223	225	441	225	0	0.00%
	Total Salaries & Benefits	$210,024	$175,064	$176,986	$185,167	$10,103	5.77%
Operating Expenditures							
52.1300	Other Contractual Services	$946	$0	$0	$0	$0	N/A
52.3102	Insurance-Bldg & Personnel	600	600	1,118	1,350	750	125.00%
52.3200	Communications	2,809	0	7	0	0	N/A
52.3400	Printing & Binding	0	700	409	500	(200)	-28.57%
52.3500	Travel	4,037	3,250	3,086	2,650	(600)	-18.46%
52.3600	Dues & Fees	4,941	600	519	650	50	8.33%
52.3700	Training	995	2,525	1,871	1,500	(1,025)	-40.59%
53.1100	Materials & Supplies	249	400	661	400	0	0.00%
53.1101	Office Supplies	2,579	2,800	2,078	4,200	1,400	50.00%
53.1400	Books & Periodicals	0	250	112	200	(50)	-20.00%
53.1600	Minor Equipment	133	600	350	0	(600)	-100.00%
53.1601	Computer Equipment	1,443	3,700	3,679	1,195	(2,505)	-67.70%
53.1707	Planning Commission	4,344	2,200	500	1,500	(700)	-31.82%
53.1708	Other Boards & Commissions	(796)	1,200	0	0	(1,200)	-100.00%
57.2001	Chatt-Flint RDC	8,344	0	0	0	0	N/A
	Total Operating Expenditures	$30,624	$18,825	$14,390	$14,145	($4,680)	-24.86%
Total Planning & Zoning Expenditures		$240,648	$193,889	$191,376	$199,312	$5,423	2.80%

Personnel Summary

Current staffing includes three (3) full-time employees; no staffing changes are approved for FY 2004.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives	
1: To update the Comprehensive Plan and have it approved and adopted by June 30, 2003.	
	Status: Completed
2: To update the Solid Waste Management Plan (SWMP) and have it approved and adopted by June 30, 2003.	
	Status: Completed
3: To update the Service Delivery Strategy Plan and have it approved and adopted by June 30, 2003.	
	Status: Completed
4: To update the Capital Improvements Element (CIE) and have it approved and adopted by June 30, 2003.	
	Status: Completed
5: To update city maps with property lines, right-of-way lines, city limit lines, street addresses, and city owned property by December 31, 2003.	
	Status:
	Staff has been successful developing individual work sessions in AutoCad so city maps can be created and updated in a more efficient and effective manner.
	The collection of property lines, right-of-way lines and city limit lines will be 33% completed by the end of September.
	The collection of street addresses has not and will not be completed this year.
	The creation of a city-owned property map is in draft form and will require review for accuracy.
6: To review all building permits within two (2) working days of submission for calendar year 2003.	
	Status:
	As of August 14, 2003, 82% of all building permits have been reviewed within two (2) working days of being logged in by the Planning and Zoning Department.
7: To develop procedures for review and inspection of construction plans, providing service within the ten (10) days of the request by March 31, 2003.	
	Status:
	Construction Plan review by the Planning and Zoning Department have been completed within the ten (10) day period for calendar year 2003.
8: To update the Subdivision Regulations for consistency with the Comprehensive Plan and Zoning Ordinance by July 31, 2003.	
	Status:
	This goal has been carried over to the 2004 calendar year due to the moratoriums and the many updates of the Zoning Ordinance during calendar year 2003.

2004 Goals and Objectives	
1: To create an accurate base map for the City of Newnan by December 31, 2004.	
	Objectives:
	Collect accurate property land right-of-way lines by July 30, 2004. (RL, DP, SO, WL, Newnan Utilities)
	Update base map with property and right-of-way lines by August 31, 2004. (RL, DP, SO)
	Collect street addresses for all addressed lots in the City by September 30, 2004. (RL, DP, SO)
	Update base map with addresses by December 31, 2004. (RL, DP, SO)
2: To review all building permits within two (2) working days of submission for calendar year 2004.	
	Objectives:
	Log in all permits received by the Building Department within the same day. (SO, WL)
	Review all permits within two (2) days from the date it was logged in and return to the Building Department. (RL, SO, DP, WL)
3: To develop a mixed-use zoning district ordinance by June 30, 2004.	
	Objectives:

	Collect the necessary information to develop a good mixed-use zoning district ordinance by January 31, 2004. (CP, RL, DP, BS)
	Draft the new mixed-use zoning district ordinance by March 15, 2004. (CP, RL, DP, BS)
	Present the mixed-use zoning district ordinance at the Planning Commission meeting on April 13, 2004. (CP, RL, DP, BS, Planning Commission)
	Hold a public hearing to adopt a mixed-use zoning district ordinance on June 30, 2004. (CP, RL, BS, Council)
4: To update the Subdivision Regulations for consistency with the Comprehensive Plan and Zoning Ordinance by October 31, 2004.	
	Objectives:
	Review Subdivision Regulations for inconsistencies with Comprehensive Plan and Zoning Ordinance by March 31, 2004. (RL, DP, SO, JE, DT, Planning Commission)
	Draft new Subdivision Regulations by June 30, 2004. (RL, DP, SO, JE, DT)
	Present new Subdivision Regulations at the Planning Commission meeting on August 10, 2004. (RL, DP, SO, JE, Planning Commission)
	Present Planning Commission and staff recommendation to adopt new Subdivision Regulations to City Council by the October 26, 2004 meeting. (RL, JE, Council)
5: To update the Capital Improvements Element (CIE) for sanitary sewer and have it approved and adopted by June 30, 2004.	
	Objectives:
	Collect data and complete the CIE update by February 28, 2003. (DP, RL, CP, Newnan Utilities)
	Hold a public hearing to discuss the contents of the element and to provide the opportunity for public input on March 9, 2004. (DP, RL, Council)
	Write resolution to transmit the CIE update related to sanitary sewer to the Chatt-Flint Regional Development Center and State Department of Community Affairs (DCA) by March 31, 2004. (DP, RL, BS)
	Transmit the resolution to Council on April 13, 2004 to allow staff to submit the CIE update for review by Chatt-Flint RDC and DCA. (DP, RL, CP)
	Adopt the City of Newnan Capital Improvements Elements (CIE) by June 30, 2004 (DP, Council)
6: To develop an amendment to the Capital Improvements Element (CIE) to allow for the collection of impact fees for purposes other than sanitary sewer by June 30, 2004.	
	Objectives:
	Hold a public hearing to discuss the contents of the element and to provide the opportunity for public input on August 12, 2003. (DP, RL, Council)
	Collect a list of priorities for the CIE from Council by September 12, 2003. (WDL, DP, Council)
	Collect data and draft the CIE update by March 30, 2004. (DP, RL, CP, Newnan Utilities)
	Hold a public hearing to discuss the contents of the element and to provide the opportunity for public input on April 27, 2004. (DP, RL, Council)
	Write the resolution to transmit the CIE update related to impact fees for purposes other than sanitary sewer to the Chatt-Flint Regional Development Center and State Department of Community Affairs (DCA) by May 11, 2004. (DP, RL, BS)
	Transmit the resolution to Council on May 25, 2004 to allow staff to submit the CIE update for review by Chatt-Flint RDC and DCA. (DP, RL, CP)
	Adopt the amendment to the City of Newnan Capital Improvements Elements (CIE) by June 30, 2004. (DP, Council)
7: To begin the process of developing the 2006-2026 Comprehensive Plan and the 2006-2011 Short Term Work Program by December 1, 2004.	
	Objectives:
	Hold a public hearing to discuss the process to be followed and to provide the opportunity for public input on July 1, 2004. (DP, RL, Planning Commission)
	Start researching and collecting data for the plans during calendar year 2004. (DP)
	Begin holding citizen workshops and neighborhood meetings to identify issues and opportunities in the community during calendar year 2004. (RL, DP, Planning Commission)
8: To perform targeted neighborhood assessments of all neighborhoods where substandard housing is prevalent by November 30, 2004.	
	Objectives:

	Identify areas of Newnan with substandard housing by May 31, 2004. (SO, DP, RL, Building Department)
	Perform assessments of housing, economic development needs, infrastructure, and public safety issues by July 31, 2004. (SO, DP, RL, Building Department, Engineering, Police, Fire, Public Works)
	Create redevelopment/incentive plans for identified areas by November 30, 2004. (DP, RL, CP, Building Department, Planning Commission, Council)
9: To develop a corridor plan for the Greenville Street commercial district by December 31, 2004.	
	Objectives:
	Begin inventory of all properties within the corridor by June 1, 2004. (RL, DP, SO, Intern?)
	Develop a draft of the corridor plan with the information gained from the inventory by September 30, 2004. (RL, DP, SO, Intern?)
	Hold a meeting with all property owners in the corridor to solicit comments on the plan by October 31, 2004. (RL, DP, SO)
	Present the plan to the Planning Commission on October 12, 2004 (RL, DP, Planning Commission)
	Present the plan to City Council by December 31, 2004. (RL, DP, CP, Council)
10: To utilize civic groups to stencil fifty (50) storm drains with a public message about storm water pollution by December 1, 2004.	
	Objectives:
	Identify and contact civic groups about participating in the storm drain stenciling program by May 1, 2004. (SO)
	Begin stenciling storm drains with civic groups by June 1, 2004. (SO)
	Have all fifty (50) storm drains stenciled by December 1, 2004. (SO)
11: To develop low impact development standards that are related to storm water runoff by October 1, 2004.	
	Objectives:
	Determine the three (3) low impact development standards best suited for the City of Newnan by March 31, 2004. (RL, DP, SO, JE, CP)
	Draft ordinances and regulations that require developments to utilize low impact development standards by July 1, 2004. (RL, DP, SO, JE, CP, BS)
	Have City Council adopt the ordinances and regulations by October 1, 2004. (RL, Council)

FY 2004 Performance Measures

Type	*Description*	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Projected
Efficiency	Percent of Subdivision Plan reviews reviewed within 7 days of submission	75%	85%	80%	97%	95%
Efficiency	Percent of residential building permits reviewed within 3 days of submission	82%	83%	73%	85%	95%
Efficiency	Percent of commercial building permits reviewed within 7 days of submission	87%	100%	98%	95%	97%
Efficiency	Percent of Planning Commission packets mailed one week prior to meeting	83%	92%	75%	66%	75%
Output	Number of subdivision plan reviews	40	41	38	51	60
Output	Number of building permit reviews	331	630	581	595	590

BUILDING INSPECTION (Dept. 71)

Mission Statement

To provide safety to the citizens, visitors and employees of the City of Newnan from building hazards by administrating and enforcing the codes and zoning ordinances adopted by the City Council.

Department Description

The Building Inspection Department provides for administration and enforcement of building, housing, plumbing, electrical, health, and zoning codes as adopted by the City Council. For new construction and alterations to existing facilities, the department issues the necessary permits, examines all plans and proactively inspects properties for code compliance. The Building Inspectors report to the Community Development Director, who reports to the City Manager.

Budget Highlights

In the FY 2004 Approved Budget, Building Inspection expenditures total $466,421, an increase of 12.65%, or $52,380, over the FY 2003 Approved Budget of $414,041. The approved increase is primarily attributed to (a) a 2.5% cost-of-living increase and a 2.5% salary adjustment for all employees, (b) the associated increases in insurance and benefits, and (c) an increase in training and communications expenses.

Building Inspection FY 2004 Budget (100-7200-71)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$266,619	$281,911	$277,091	$304,799	$22,888	8.12%
51.2100	Employee Insurance	35,285	43,600	41,818	49,451	5,851	13.42%
51.2200	Social Security	20,654	21,566	21,029	23,317	1,751	8.12%
51.2400	Retirement	20,339	25,372	22,220	28,651	3,279	12.92%
51.2600	Unemployment Insurance	0	12	10	12	0	0.00%
51.2700	Worker's Compensation	11,723	11,000	16,777	17,000	6,000	54.55%
	Total Salaries & Benefits	$354,620	$383,461	$378,945	$423,230	$39,769	10.37%
Operating Expenditures							
52.1300	Other Contractual Services	$107	$0	$0	$0	$0	N/A
52.2200	Repairs & Maintenance	0	0	4,535	1,506	1,506	N/A
52.3101	Vehicle Insurance	2,250	2,000	3,727	4,500	2,500	125.00%
52.3102	Insurance-Bldg & Personnel	1,300	1,300	2,422	2,750	1,450	111.54%
52.3200	Communications	6,773	500	804	4,605	4,105	821.00%
52.3400	Printing & Binding	0	900	811	1,300	400	44.44%
52.3500	Travel	2,189	2,500	1,868	3,250	750	30.00%
52.3600	Dues & Fees	1,936	780	542	960	180	23.08%
52.3700	Training	2,504	3,000	2,912	7,000	4,000	133.33%
53.1100	Materials & Supplies	873	1,400	1,015	500	(900)	-64.29%
53.1101	Office Supplies	3,442	2,500	2,098	2,200	(300)	-12.00%
53.1103	Medical Supplies	0	0	0	200	200	N/A
53.1106	Protective Equipment	0	600	0	0	(600)	-100.00%
53.1270	Vehicle Gasoline/Diesel	6,314	7,000	7,020	7,000	0	0.00%
53.1400	Books & Periodicals	0	1,750	788	700	(1,050)	-60.00%
53.1600	Minor Equipment	1,261	2,000	1,300	700	(1,300)	-65.00%
53.1601	Computer Equipment	0	0	0	2,020	2,020	N/A
53.1603	Equipment	127	0	0	0	0	N/A
53.1701	Vehicle Fluids and Maint.	4,897	4,350	2,809	4,000	(350)	-8.05%
	Total Operating Expenditures	$33,973	$30,580	$32,651	$43,191	$12,611	41.24%
Total Bldg. Inspection Expenditures		$388,593	$414,041	$411,596	$466,421	$52,380	12.65%

Personnel Summary

FY 2004 Approved Budget staffing for the Building Inspection Department includes eight (8) full-time employees. No staffing changes were approved for 2004.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals and Objectives	
1: To have at least 50% of inspectors certified in building, plumbing, mechanical, and CABO by December 31, 2003.	
	Status:
	All of the inspectors have acquired certifications this year related to their job functions. We have updated the incentive plan to encourage the inspectors to pursue additional certifications. This incentive, along with the addition of the Plans Examiner position, has allowed the department to complete this goal.
2: To improve residential inspection service by providing a comprehensive inspection checklist by January 31, 2003.	
	Status:
	Model checklists borrowed from SBCCI and other municipalities were used in preparing the final inspection checklist as well as the checklists used for plan reviews. These checklists are continuously updated to stay current with code changes. This change enables the department to efficiently complete about 60 plan reviews per month.
3: To improve the inspection process by creating inspection teams to handle specific commercial projects no later than April 1, 2003.	
	Status:
	Due to leadership changes in the Building Department, this goal has been revised to emphasize individual accountability by assigning specific job responsibilities and coverage areas. This change, completed in January of 2003, has created a sense of ownership by the inspector to his assigned projects.
4: To create a plan review team by January 31, 2003.	
	Status:
	In April of 2003 the department hired a full-time plans examiner to handle the increased workload. By assigning the plan review tasks to one specialized employee, the permit turn-around time has improved.
5: To develop procedures for review/ inspection of construction plans, providing service within 10 working days by March 31, 2003.	
	Status:
	This has and will continue to be a goal for the Planning and Building departments. Currently the average residential permit does not exceed seven working days from application to issuance. This is due, in part, to having staff members assigned to plan reviews and making cycle time a priority.
6: To provide means of tracking plans and/or inspection report files in the Building Department by September 30, 2003.	
	Status:
	A conventional filing system has been put into place, making the active plans more accessible to the inspectors, drastically reducing retrieval time. Additional write-up sheets and master sign sheets for our filing system have been implemented, enhancing our accountability goals.
7: To provide methods of achieving the goals of the Standard Housing Code other than the threat of demolition by June 1, 2003.	
	Status:
	The department is continuously seeking sources to aid in the renovation efforts where owners may not possess the means necessary to bring the structure into compliance. Local investors have also shown interest in acquiring many of these properties for rehabilitation and speculation.

2004 Goals and Objectives	
1: To enhance our permitting and inspection procedures by making our department more user friendly by April 31, 2004.	
	Objectives:
	Provide for permit applications to be downloaded from website by March 1st, 2004. (TI, CF)
	Develop permit application in Word format by April 1, 2004. (TI)
	List the codes which are in effect on the website by April 31, 2004. (TI, CF)
2: To allow for alternate methods of payments for permits and other related fees by July 31, 2004.	
	Objectives:
	Purchase a credit card machine by June 1st, 2004. (TI)
	Train personnel on how to use machine by July 31, 2004. (TI, CF)
	Install credit card machine on second floor by July 31, 2004. (TI, CF)
3: To provide for in-house training for the building inspectors by December 15, 2004.	
	Objectives:
	Bring instructors to Newnan for department training on a quarterly basis, March 15, June 15, September 15, and December 15. (TI)
	Meet with the Coweta County Building Department to establish regular training sessions to be held at the training facility on Greison Trail by March 1, 2004. (TI)
	Contact potential instructors from SBCCI, ICC, and DCA by March 1, 2004. (TI)
	Set up personnel/ethics training with the HR Department by April 1, 2004. (TI, CH)
4: To provide for high level training and education for all of the seven inspectors by December 15, 2004.	
	Objectives:
	Secure funding needed for each inspector for course fees and travel by August 22, 2003. (TI)
	Send inspectors to training as appropriate throughout 2004. (TI)
5: To survey a sample of the new homeowners in Newnan about quality and satisfaction in their recent home purchase by October 1, 2004.	
	Objectives:
	Prepare a cover letter and questionnaire by June 1st, 2004. (TI)
	Send out the questionnaire by July 1, 2004. (TI)
	Analyze the results by October 1, 2004. (TI)
6: To educate contractors and the general public on storm water protection by July 31, 2004.	
	Objectives:
	Design brochures which summarize storm water protection goals/practices by 6/1/04. (TI,CP)
	Have brochures printed up and placed at permit desk by July 31, 2004. (TI, CP)
7: To increase the effectiveness of the code enforcement efforts by establishing a training program and effective work program by June 30, 2004.	
	Objectives:
	Provide the code enforcement officer with reading/study materials for local codes on a weekly basis beginning January 1, 2004. (TI)
	Enroll the code enforcement officer in the GACE Program by January 31, 2004. (TI)
	Establish a hard copy filing system to be used by the code enforcement officer by January 31, 2004. (TI)
	Develop a system that would allow mapping of the code violations by February 28, 2004. (TI, CP)
	Establish an routine inspection route for the code enforcement officer by March 31, 2004. (TI, CP)

FY 2004 Performance Measures						
Type	***Description***	**2000 Actual**	**2001 Actual**	**2002 Actual**	**2003 Estimate**	**2004 Projected**
Efficiency	Percent of inspections continued to the next day after initial request				<2%	1%
Efficiency	Permit application/ issuance cycle time				7 days	5 days
Effectiveness	Percent of satisfied homeowners taken from survey.				N/A	90%
Effectiveness	The total number of Certifications held by the Building Department				32	40

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OTHER SERVICES FUNCTION

The Other Services Function encompasses the Business Development and Special Events and Mainstreet Programs. Library Services are included in this section, however, the Library is funded equally (50%) by the City of Newnan and Coweta County. The City of Newnan employs no Library employees. Therefore, the Library is not shown on this organization chart.

Other Services Function

Organization Chart

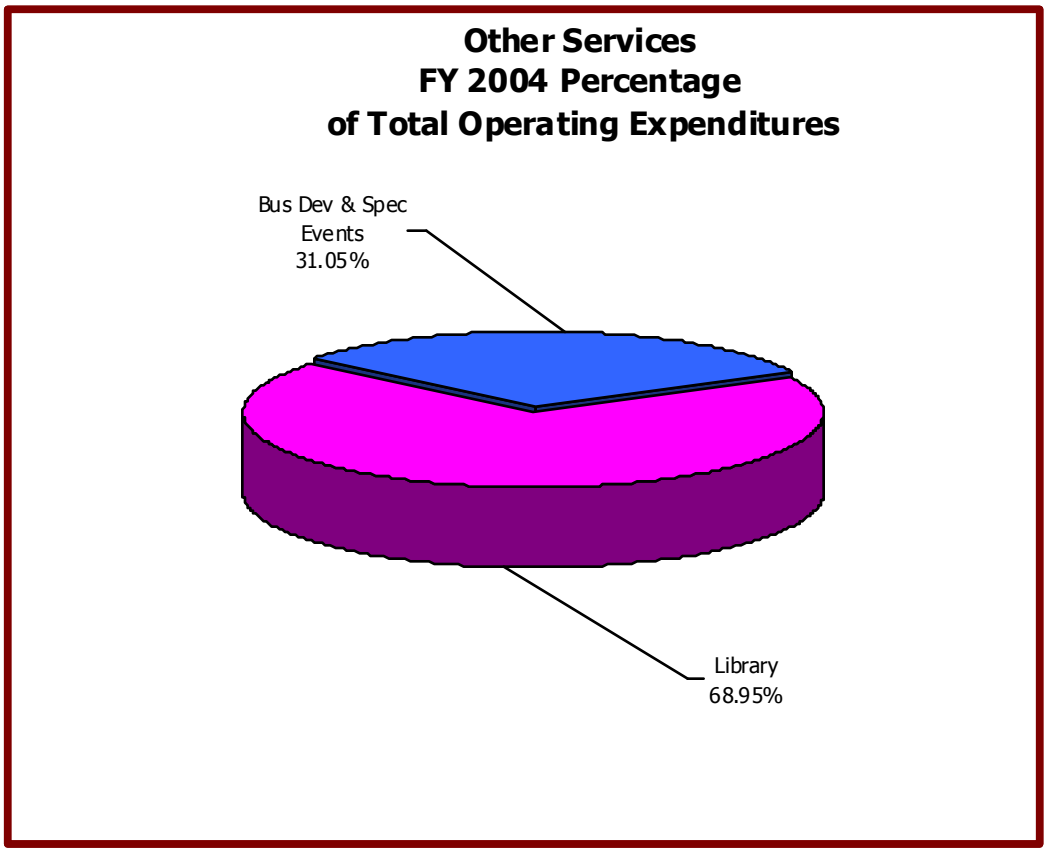


Other Services Function Operating Expenditures Overview

	2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	%Change 2003-'04
Operating Expenditures						
Bus Dev & Spec Events	$88,280	$147,610	$132,223	$149,316	$1,706	1.16%
Library	324,692	321,403	321,404	331,556	10,153	3.16%
Total Operating	$412,972	$469,013	$453,627	$480,872	$11,859	2.53%

FY 2004 Approved Other Services Expenditures

	2003 Budget	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Wages	$75,610	$79,301	$3,691	4.88%
Benefits	22,770	29,950	7,180	31.53%
Operations	370,633	371,621	988	0.27%
Interfund Transfers	0	0	0	N/A
Total	**$469,013**	**$480,872**	**$11,859**	**2.53%**



BUSINESS DEVELOPMENT & SPECIAL EVENTS (Dept. 80)

Mission Statement

To maintain a healthy, viable downtown commercial district symbolizing community caring and a high quality of life and fill existing space within the city limits of Newnan.

Department Description

The Business Development and Special Events Department serves as a liaison between the City of Newnan and the Chamber of Commerce, Economic Development agencies, non-profit groups and other governmental agencies. The department's primary function is to operate the Main Street Program overseen by the Downtown Development Authority. This department reports to the City Manager, who reports to Council.

Budget Highlights

In the FY 2004 Approved Budget, Business Development and Special Events expenditures total $149,316, an increase of 1.16%, or $1,706, from the FY 2003 Approved Budget of $147,610. The reduction in expenditures was possible due to a shifting of some responsibilities to the PIO Office.

Business Development FY 2004 Budget (100-7500-80)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Salaries & Benefits							
51.1100	Wages-Full Time	$62,394	$75,610	$76,585	$79,301	$3,691	4.88%
51.1200	Wages-Part Time	922	0	0	0	0	N/A
51.2100	Employee Insurance	6,159	10,052	10,965	11,371	1,319	13.12%
51.2200	Social Security	4,731	5,784	5,974	6,067	283	4.89%
51.2400	Retirement	2,367	6,805	5,857	7,534	729	10.71%
51.2600	Unemployment Insurance	0	3	2	3	0	0.00%
51.2700	Worker's Compensation	76	126	125	175	49	38.89%
51.2900	Other Employee Benefits	0	0	0	4,800	4,800	N/A
	Total Salaries & Benefits	$76,649	$98,380	$99,508	$109,251	$10,871	11.05%
Operating Expenditures							
52.1201	Public Relations	$0	$15,000	$14,544	$10,000	($5,000)	-33.33%
52.1300	Other Contractual Services	(180)	0	0	0	0	N/A
52.2200	Repairs & Maintenance	194	1,000	1,294	1,500	500	50.00%
52.3102	Insurance-Bldg. & Personal	300	300	560	775	475	158.33%
52.3200	Communications	2,732	1,000	963	1,000	0	0.00%
52.3300	Advertising	0	1,800	1,260	2,950	1,150	63.89%
52.3400	Printing and Binding	2,092	12,000	2,500	2,000	(10,000)	-83.33%
52.3500	Travel	2,543	3,980	1,884	2,900	(1,080)	-27.14%
52.3600	Dues & Fees	1,937	1,650	1,859	1,900	250	15.15%
52.3700	Training	300	1,225	675	650	(575)	-46.94%
53.1100	Materials & Supplies	89	350	250	250	(100)	-28.57%
53.1101	Office Supplies	771	1,300	911	1,200	(100)	-7.69%
53.1400	Books & Periodicals	0	0	0	390	390	N/A
53.1600	Minor Equipment	218	1,625	500	1,300	(325)	-20.00%
53.1601	Computer Equipment	374	2,000	1,515	2,250	250	12.50%
53.1706	Miscellaneous	194	0	0	0	0	N/A
53.1707	Boards & Commissions	0	0	0	7,000	7,000	N/A
53.1708	Other Boards & Commissions	67	2,000	0	0	(2,000)	-100.00%
57.2000	Payments to Other Agencies	0	4,000	4,000	4,000	0	0.00%
	Total Operating Expenditures	$11,631	$49,230	$32,715	$40,065	($9,165)	-18.62%
Total Police Expenditures		$88,280	$147,610	$132,223	$149,316	$1,706	1.16%

Personnel Summary
Current staffing includes two (2) full-time employee; no staffing changes are approved for FY 2004.

Goals, Objectives and Tasks

Status of FY 2003 Goals and Objectives
1: To establish a work plan for each committee of Main Street by January 31, 2003. (committee chairs, LB., LY.)
Status: Complete
2: To increase membership in Main Street by 10 members by September, 2003. (organization committee, LY)
Status:
We have increased membership by 9 and expect to complete by November, 2003
3: To conduct a quarterly evening meeting to give Main Street members an option to attend. January, May, August, November. (organization committee, LY, LB)
Status:
Main Street members voted to move the meetings to the second Tuesday evening of each month.
4: To work with Code Enforcement to address ordinance violations by June, 2003. (HA, LB)
Status: Ongoing
5: To award four façade grants from the Downtown Development Authority by October, 2003 to be completed by December, 2003. (DDA, LB)
Status:
The DDA has awarded two grants. Application deadline has been extended to December, 2003.
6: To maintain a 99% occupancy rate in Downtown Business District.
Status: Ongoing
7: To plan a week long celebration celebrating Newnan's 175 Anniversary by May, 2003. (LB, LY, all departments)
Status:
This celebration has been extended to a year long celebration. The week that was celebrated during GMA Georgia Cities Week was a huge success.
8: To host the Fall Ride of Bike Ride Across Georgia by November, 2003. (LB, LY, Newnan Shriners)
Status: Ongoing
9: To increase sponsorship and participation in the Newnan Nights Concert Series by 33% by September, 2003. (LY)
Status: Ongoing
10: To successfully complete all 2003 Main Street sponsored events by December 2003. (LY, Promotions Committee, LB)
Status: Ongoing
11: To look into funding of a public Information Center by April, 2003. (WDL, LB)
Status:
Applied for Georgia Heritage Grant to redevelop the Carnegie Library to include an information center.
12: To mail out 600 welcome packets to the new citizens of Coweta County showcasing the Downtown Area by December, 2003. (LB, LY.)
Status: Ongoing and successful – average 200 monthly
13: To publish a brochure and secure funding from by antique merchants highlighting the antique shops and malls in the city limits by May, 2003. (LB)
Status: Project completed by Coweta County
14: To locate 8 new businesses into existing properties in the city limits by December, 2003. (LB)
Status: Complete and Ongoing

	Established a realtors/distribution list so that realtors can respond to leads with available property. Ongoing available property file in office.
15. To establish an inventory of available commercial property within the city limits by May, 2003 and share it with local realtors, bankers and economic development groups. (LB)	
	Status:
	Established a realtors/distribution list so that realtors can respond to leads with available property. Ongoing available property file in office.
16: To review zoning requirements in the corridors leading to downtown and change where appropriate to stimulate development	
	Status:
	Working with summer intern Maren Ehrenhardt to complete a study on how zoning changes would impact Temple corridor. Ongoing.
17: To attend 6 training meetings and seminars that will provide professional knowledge of Main Street and Economic Development.	
	Status: Ongoing
18: To travel to six other cities and gather ideas and suggestions by December, 2003.	
	Status: Ongoing
19:To host the Summer Lunch Box Series May thru September on the Court Square. (LY)	
	Status: Ongoing and successful

FY 2004 Goals, Objectives and Tasks	
GOALS:	
1: To Maintain and Improve the organization structure of the Main Street Program.	
Objective A: Establish Work Plans and Committees.	
	Task A 1 Establish a work plan and committee for each of the four points by January 31, 2004. (LB, LY)
	Task A 2: Increase program membership by 8 members by October, 2004. (LY)
Objective B: Increase meeting attendance and participation.	
	Task B1: To conduct a monthly evening meeting for members. (LB, LY)
	Task B2: To provide monthly minutes by email to each member, CM and Council for input. (LY)
2: To continue to improve the image of downtown Newnan through promotions and public awareness.	
Objective A Increase tourism and economic growth through promotional activity.	
	Task A 1: To host the Fall ride of the Bike Ride Across Georgia by November, 2004. (LB, LY)
	Task B1: Explore pre-development plans of the Carnegie Building by November, 2004. (LB, CP)
Objective B: Increase awareness and revitalization of Downtown Newnan by promotions.	
	Task B1: To promote the monthly car show on the square ending in October, 2004. (LY)
	Task B2: To successfully complete the extensive calendar of events by December, 2004. (LY, LB)
	Task B3: To host the Summer Lunch Box Series May – October on the Court Square. (LY)
Objective C: Increase awareness of Newnan in outlying communities.	
	Task C 1: To increase participation in the Newnan Nights Concert Series by October, 2004. (LY)
	Task C 2: To mail out 600 welcome packets to the new citizens of Coweta Co. by Dec. 2004. (LB, LY)
3: To enhance downtown's physical environment through rehabilitation and maintenance of buildings and public spaces.	
Objective A: : Encourage the façade improvements of downtown buildings.	
	Task A 1: To award four façade grants from the Downtown Development Authority by Dec. 2004. (LB)
	Task A 2: To work with Code Enforcement to address ordinance violations by Dec. 2004. (LB)
Objective B: Encourage new businesses with the Downtown area.	
	Task B1: To maintain a 97% occupancy rate by December, 2004. (LB)
4: To increase Business Development within the City of Newnan.	
Objective A: Revitalize corridors leading into the downtown area.	
	Task A 1: To begin a Temple Avenue Revitalization Project by June, 2004. (LB, DL, CP)
	Task A 2: To continue to work on the leasing of existing available property throughout Newnan by December, 2004. (LB)
Objective B: Encourage business retention throughout the community.	
	Task B1: To continue to provide small business counseling by December, 2004. (LB)

LIBRARY (Dept. 90)

Mission Statement

The Newnan-Coweta Public Library is a free public agency committed to meeting the educational and informational needs of the community through professional reference service and support for students in K-12 as well as the adult learner. The library actively encourages preschool children to develop a love of reading and learning. In addition, the library features a collection of current, popular, recreational materials for library users of all ages.

Department Description

The Newnan-Coweta Public Library provides comprehensive library services to all Newnan and Coweta County residents. Services include, but are not limited to, phone, electronic and walk-in reference services for all ages, access to computer services including the Internet and word processing in both Spanish and English, nine or more children's programs each week, outreach services to K-12 and homebound residents, community meeting facilities, current popular reading and adult programming.

Budget Highlights

The FY 2004 Approved Budget recommendation for the Library is $331,556, an increase of 3.16%, or $10,153, over the FY 2003 Approved Budget of $321,403. Due to the tight City's budget situation in 2004, the Library's budget was funded at the same level as the County.

Library FY 2004 Budget (100-6500-90)

		2002 Actual	2003 Budget	2003 Projected	2004 Budget	Variance 2003-'04	% Change 2003-'04
Operating Expenditures							
52.1200	Professional Services	12,000	0	0	0	$0	N/A
52.3600	Dues/Fees	15,000	0	0	0	$0	N/A
53.1400	Books & Periodicals	0	15,000	15,000	15,000	0	0.00%
57.1010	Public Library	280,864	306,403	306,404	316,556	10,153	3.31%
	Total Operating Expenditures	$307,864	$321,403	$321,404	$331,556	$10,153	3.16%
Capital Expenditures							
54.1302	Capital Improvements	16,828	0	$ 0	$ 0	$ 0	N/A
	Total Capital Expenditures	16,828	0	$ 0	$ 0	$ 0	N/A
Total Library Expenditures		$324,692	$321,403	$321,404	$331,556	$10,153	3.16%

Goals, Objectives, Tasks and Performance Measures

Status of FY 2003 Goals	
1: The community will be able to rely on the library for accurate, useful, and timely information.	
	Status: The new book security system and the circulation desk were both installed in March of 2003. The staff was trained in the new system and we continue to educate the public about the new system in order to avoid misinterpretation of our need for materials security.
	We have continued to add to our collection of Spanish materials and have discovered that "word-of-

	mouth" seems to be the best way to reach the Hispanic members of our community. A brochure in Spanish was created to explain library services and policies. A phrase sheet of common library terminology in English/Spanish is in process.
	We have been unable to send a reference staff member to beginning Spanish language classes due to severe personnel shortages for most of 2003. We are exploring available classes and staff interest for last quarter of 2003. Two of the three staff members of the reference department are taking preliminary library science classes and this limits the amount of time they have to add an additional class.
	Five leading subject areas for pathfinders have been identified by polling staff and patrons. These tip sheets are in progress with completion scheduled by end of 2003.
2: Students and educators will have access to materials and services that supplement the K-12 curriculum and support the adult learner.	
	Status: We have completed the data entry for our materials collection into the online catalog and are more than 2/3 through data entry of the State University of West Georgia collection which numbers over 9,000 items. This in on-target to be completed per goal.
	The reference desk reconfiguration has been designed and is in the bidding process with projected installation by end of 2003.
	So far in 2003, we have not had the staff resources to pursue the idea of computer classes for targeted populations. Our difficulty is just in keeping up with the day-to-day maintenance of our computers and assisting patrons who use them. We do not have an in-house computer technician, but one reference staff member is learning to do scheduled maintenance and moderate repairs. As computer classes do not seem to be something we have resources to accomplish we refer patrons seeking such classes to other organizations-such as local colleges-that do offer such classes.
3: All children and their parents will have access to stimulating library materials and services designed to foster early and continued learning and a love of reading.	
	Status: Using the bookmobile and word-of-mouth we are locating targeted populations in order to inform them of the library and its services.
	The youth services staff is planning to observe Hispanic Heritage Month in regular programming if funds are not available for a special program. (September-October)
	The library has continued to work with its teen board and has held monthly meetings as well as committee meetings. A local design firm has donated time and some materials and we completed phase I of the refurbishing of the Young Adult (teen) area. The teens made many practical suggestions for the Teen Summer Reading program 2003-these ideas were incorporated and resulted in higher participation this summer and more creative programming for teens including juggling lessons. Youth services staff continue to weed old materials in an attempt to make more shelf space available. We are still looking at ways to try to squeeze more books into the space but have determined for the most part that we just need more square footage.

FY 2004 Goals, Objectives, Tasks and Performance Measures	
1: The community will be able to rely on the library for accurate, useful and timely information.	
Objective A: Maintain quality of reference service as well as fill-rate and response time.	
	Task A 1: Plan and execute a minimum of three large book sales to increase book purchasing ability and maintain on-going smaller sale book stand. (C. Elmore 12-04) Explore other avenues of materials money/donations (C. Zeiger 12-04)
	Task A 2: Request increase in local monies in 2004 budget to offset higher cost of books, 23.5% cut in state materials monies, inability to order materials patrons need/request, decrease in ILL fill rate. (C. Zeiger 12-04)
	Task A 3: Continue on-site training of reference department employee to assist in maintaining library computers (J. Jones, B. Wood 12-04)
Objective B: Increase speed and delivery of(permanent additions to the collection) books and other popular materials from initiation of order to final processing.	
	Task B1: Determine current average time for confirmed order to reach patron. (W. Skelton 03-04)
	Task B2: Begin entering books and other resources into the public catalog as soon as ordered to facilitate identification and placing of holds. (W. Skelton 01-04)
2: Students and educators will have access to materials and services that supplement the K-12	

curriculum and support the adult learner.	
Objective A: Maintain cooperative relationship with State University of West Georgia and begin cooperative venture with West Central Technical College.	
	Task A 1: Determine fee-based services for WCTC and submit to WCTC administration (C. Zeiger 1/04) for approval. New task
	Task A 2: Order and process materials requested by WCTC as needed. (C. Zeiger and W. Skelton 12-04) new task
Objective B: Continue library teen board and increase participation by 10% by end of 2004.	
	Task B1: Finish second phase of refurbishing teen department. (A. Hollander 07-04)
	Task B2: Hold monthly teen board meetings (A. Hollander 12-04)
	Task B3: Increase marketing/publicity of teen club by establishing a quarterly art display by teens. (I. Dombrowski, A. Hollander(03-04) new task
Objective C: Increase library participation in programs and services of targeted primary grade students 1-3rd grade	
	Task C 1: Begin Family Night to replace Teddy Bear Time on Thursday evenings-program to appeal to entire family (01-04) (A. Hollander, L. Dombrowski, V. Morris)
	Task C 2: Create list of contacts of groups that serve primary grade population (A. Hollander, C. Zeiger06-04)) new task
	Task C 3: Contact those groups with presentations of library services (A. Hollander 12-04) new task
3: Preschool children and their parents will have access to stimulating library materials and services designed to foster early learning and a love of reading	
Objective A: Continue to provide 9 or more quality programs each week for pre-school children and infants	
	Task A 1: Write grant request for continued funding for part-time teacher (A. Hollander, C. Zeiger 1-04)
	Task A 2: Send children's room staff to a minimum of one children's conference for training purposes/new program ideas (12-04 A. Hollander, C. Zeiger)
Objective B: Continue "Adopt-A-Book" program	
	Task B1: Create quarterly displays of books that are available for "adoption" (A. Hollander, L. Dombrowski, V. Morris 12-04)

FY 2004 Performance Measures

Type	*Description*	2000 Actual	2001 Actual	2002 Actual	2003 Estimate	2004 Projected
Effectiveness	Percentage of filled Ill requests	81%	93%	87%	90%	90%
Effectiveness	Circulation per FTE in circulation department	34,661	43,552	35,702	36,923	38,154
Efficiency	Total attendance at youth programs per youth staff dollar	3.06	3.54	4.3	4.5	4.7
Efficiency	Total circulation per circulation staff dollar	.56	.49	.48	.63	.66
Output	Number of books circulated annually	225,298	283,087	232,066	240,000	248,000
Output	Number of patrons served in youth programming	22,837	21,901	22,510	23,100	23,600
Output	Number of reference questions answered	17,201	21,375	18,280	25,014	28,000

FY 2004-2008 Capital Improvements Program

Introduction

The FY 2004-2008 Capital Improvements Program (CIP) represents the 12th annual update of the five-year plan that was originally compiled in 1992. The CIP is a planning guide for future improvements to the City's infrastructure and other capital items that are in excess of $5,000 with an economic useful life of one (1) year or more. The CIP uses the findings from a number of interrelated plans -- comprehensive plan, transportation plan, parks and facilities master plan, and street improvements plan-- to assist in developing an orderly schedule for implementing projects.

The most current FY of the CIP becomes a component of the total annual budget, and reflects the mission ***to maintain cost effective programs and services while focusing on preserving and enhancing the quality of life that is enjoyed by all Newnan citizens.*** This mission will be accomplished in FY 2004 through a realistic approach in revenue and expenditure forecasting.

Funding Sources

CIP funding is available from three primary sources: 1) special purpose local option sales tax funding, 2) operating funds, and 3) federal and state grants.

Special Purpose Local Option Sales Tax: In 1996, the citizens of Newnan approved a Special Purpose Local Option Sales Tax (SPLOST) for the purpose of funding capital improvements. This tax has generated more than $15,000,000 over seven (7) years, including interest earned. In 2001, the citizens, once again, approved an extension of the tax from 2002-2006 (SPLOST 2002) that is estimated to generate over $13,000,000 in revenue.

Federal and State Grant Programs: The City utilizes federal and state grant programs to fund capital improvements where possible. In 1998, the City was awarded a $1,000,000 Transportation Enhancement Grant (TEA) from the Federal Government for the purpose of implementing a Downtown Streetscape Project. Similar TEA awards were received in recent years for two addition streetscape projects. The City also anticipates receiving Local Assistance Road Project (LARP) funding from the State for street improvements.

Operational Funds: The City utilizes operational funds (i.e., General Fund, Street Improvement Fund, Capital Equipment Fund) for equipment purchases and other improvements not funded by SPLOST or grant programs.

Capital Improvement Program Benefits/Advantages

The Capital Improvements Program facilitates the following:

A. Promotes advance planning and programming by department heads.

B. Provides for orderly replacement of facilities and equipment.

C. Forecasts need for new capital investments.

D. Helps the City Council and administrative staff gain an overall view of growth and development within the City; and, coordinates capital improvements with this growth.

E. Helps plan for balanced development and capital expenditures without concentrating too heavily on any one area or department within the City.

F. Becomes a fiscal planning tool to forecast capital demands on local revenue, to foresee future borrowing needs, if any, and to identify State or Federal aid that will be needed.

G. Ensures projects and spending will be carried out in a prioritized fashion in accordance with the City's fiscal ability.

H. Ensures capital projects will be implemented in accordance with all of the objectives set by the City Council and as expressed by the citizenry.

I. Allows adequate time for projects to be planned and designed carefully, including the opportunity for public input in the process.

Capital Project Definition

Capital expenditures are expenditures of $5,000 or more that have an economic useful life in excess of one year. The expenditure can be for a self-contained or stand alone project (i.e. fire truck purchase, purchase of a building, etc.) or an easily defined phase of a multifaceted project (i.e. purchase of land or easements for future construction, purchase and renovation of a building, engineering and construction of new streets, etc.) or a feasibility or engineering study that could lead to future infrastructure projects (i.e., transportation study, bikeways plan, sidewalk plan, etc.).

City of Newnan's FY 2004 - 2008 CIP

The FY 2004 five-year capital improvements program totals $12,342,823, and is consistent with the City's pay-as-you-go financing policy. The City will complete each of the projects outlined in the CIP by increasing the property tax millage rate to 4.5 mills per thousand (up from 3.62); this will also allow the City to maintain the required reserve of $5,000,000 in the General Fund. The following table (5-Year Capital Improvements Program Summary) provides a summary of expenditures for each year of the CIP and total program expenditures for the CIP.

5-Year Capital Improvements Program Summary

Function	Budgeted 2004	Projected 2005	Projected 2006	Projected 2007	Projected 2008	Total 5-Year Program
General Government	$216,000	$0	$0	$0	$0	$216,000
Public Safety	1,059,000	1,413,500	2,865,500	2,397,000	402,000	8,137,000
Public Works	216,000	81,700	56,000	89,000	66,000	508,700
Comm Development	3,051,923	201,700	67,400	84,500	65,600	3,471,123
Other Services	10,000	0	0	0	0	10,000
Total	$4,552,923	$1,696,900	$2,988,900	$2,570,500	$533,600	**$12,342,823**

General Government Projects

Funding for General Government in the amount of $216,000 is planned for capital improvements over the next five (5) years. This funding is primarily for replacement of the City's computer system, specifically the Financial Management Reporting System, which was purchased in 1991.

Public Safety Projects

Public Safety funding in the amount of $8,137,000 is planned for capital improvements over the next five (5) years. Past, present and projected future growth in the city has necessitated capital investments for police and fire services. This funding is for replacement of police pursuit vehicles, fire engines, state of the art communications equipment, mobile fingerprint swipe system, construction of a new police and fire precinct, and protective equipment.

Public Works Projects

Funding for Public Works projects in the amount of $508,700 is planned for the next five (5) years to purchase, replace and/or upgrade vehicles, buildings and equipment to ensure efficient and effective delivery of municipal services.

Community Development Projects

Due to the condition of existing facilities and their current use, $3,471,123 is planned for Community Development projects over the next five (5) years. These projects include Park Acquisitions, machinery, equipment and vehicle replacements, Global Positioning and Aerial Photography systems, and new mowers.

Other Services

Funding in the amount of $10,000 is planned for capital projects over the next five (5) years. This funding is for Library Improvements.

Impact of CIP on Operating and Maintenance (O & M) Budgets

Included in the FY 2004 Approved Budget are several Capital Outlays that have some impact on the operation and maintenance budgets within the General Fund. Listed on the next page are the capital outlay expenditures that directly impact and/or are a result of new operating and maintenance expenditures.

FY 2004 Capital Improvements Program
Maintenance and Operations Impact

Function	Account Name (Number)	Description of Project (Dept)	Capital Budget FY 2004	Operations	Change to O & M	Explanation
General Government						
	Vehicles (350.3200.4054.2200)	8-Passenger Van (City Manager)	$16,000	$3,000	**$3,000**	Repairs/Maint/Fuel/Ins
Public Safety						
	Vehicles (350.3200.4054.2200)	6 New Police Cars (Police)	$132,000	$3,000	**$3,000**	Repairs/Maint/Fuel/Ins
Public Works						
	Additions to Shop (321.4950.6954.1319)	Remodel White House for Offices	$30,000	5,000	**$5,000**	Maint/Utilities/Insurance
	Additions to Shop (321.4900.6854.1319)	Bldg for Beautification Equipment Storage	$50,000	1,000	**$1,000**	Maint/Utilities/Insurance
Community Development						
	Machinery (350.6200.6154.2100)	60" Riding Mower (Beautification)	$7,000	$200	**$200**	Maintenance/Supplies
		FY 2004 CIP TOTAL	**$235,000**		**$12,200**	**Total Impact on O & M**

Additionally, several capital outlays budgeted in the five (5) year capital improvement plan are replacements for equipment, machinery and vehicles due for replacement. Although new equipment and vehicles bring a lower cost in fuel consumption and maintenance costs, the size of the City fleet and number of equipment items tend to even out these expenditures each year. Savings associated with these capital outlays, therefore, are not listed since a corresponding increase in the cost of aging vehicles and equipment would necessitate the inclusion of offsetting higher expenditures.

Said projects include the purchase of replacement vehicles, new roofs for buildings, computer purchases, etc. The following examples illustrate such projects:

- Municipal Building O & M costs are expected to decrease upon completion of renovations. The building will contain new heating and air conditioning systems and other state-of-the art systems to increase building efficiency. However, as other City buildings continue to age, maintenance costs saved from the Municipal Building will be diverted into the older facilities.

- Acquisition, upgrading and replacing vehicles and equipment should not increase O & M costs due to the City's policy of only recommending new capital outlays when the benefits outweigh the costs of status quo O & M funding.

- Miscellaneous Parks and Recreation expenditures should not have any significant impact upon O & M costs since the City typically only purchases passive parks land. When non-passive land or buildings are purchased, the City contracts with Coweta County for the

running of activities requiring staffing. This contractual arrangement limits the financial impact of providing recreational activities for the citizens of Newnan.

- Continued expenditures for public facilities and public safety needs should not significantly increase O & M costs since capital purchases are geared toward increasing organizational effectiveness and efficiency, while remaining fiscally prudent in outlays.

Impact on Taxes

The FY 2004-2008 CIP totals $12,342,823 and funding comes from four (4) sources: the 1997 Authorized Special Local Option Sales Tax (SPLOST 97), the 2002 Authorized Special Local Option Sales Tax (SPLOST 02), General Fund revenue sources (property taxes, local option sales taxes [LOST], etc.) and State of Georgia funding for street improvements.

The impact on General Fund revenues, including property taxes, is found in the interfund transfer from the General Fund to Capital Equipment Fund. Approved for FY 2004, $297,500 will be transferred to the Capital Equipment Fund.

The 2003 property tax millage rate increased from 3.78 to 4.5. The increase was needed to fund, in part, the FY 2004-2008 Capital Improvements Program. In 2001, the City lowered the millage rate from 4.70 mills to 3.80 mills, as a result of reappraised property values. In 2002, the millage rate was reduced from 3.80 to 3.78. As in the past, no long or short-term debt instruments will be used to fund any of the projects in the Capital Improvements Program. Sales tax rates will remain the same: one cent per sales from LOST revenues and one cent from SPLOST 02 revenues.

The 5-Year Capital Improvements Program provides an average of $103.99 per citizen per year for capital improvements. The table below is based on the City's estimated population.

Capital Improvement Program Costs & Cost Per Capita

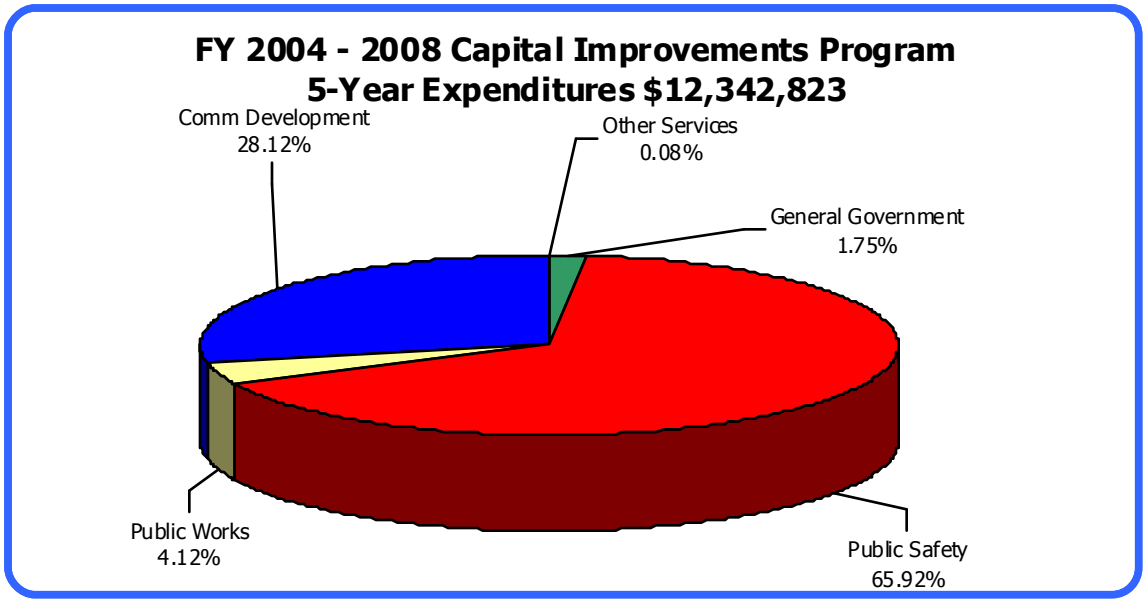
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-YR. Total
CIP Costs	$4,552,923	$1,696,900	$2,988,900	$2,570,500	$533,600	$12,342,823
Cost Per Capita	$220.89	$76.20	$123.40	$101.03	$20.41	$103.99

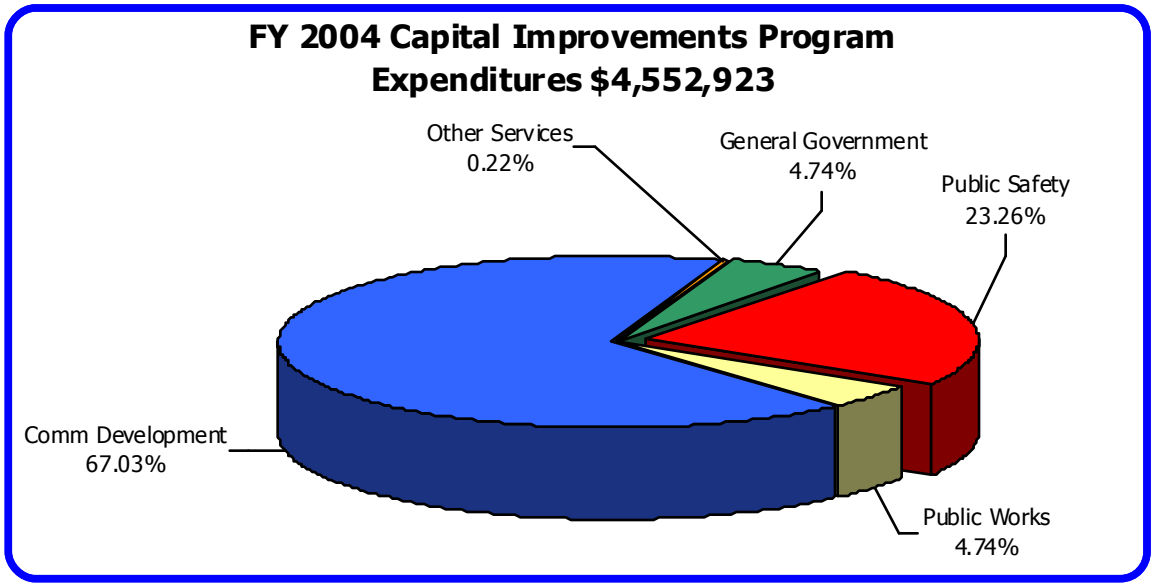
City of Newnan's
Estimated Population Per Year

2000	16,242
2001	17,292
2002	18,042
2003	19,310
2004	20,612
2005	22,269
2006	24,222
2007	25,442
2008	26,142
2009	27,000
2010	28,998

Summary Statement

The Capital Improvements Program (C.I.P.) is a valuable tool to be used in the accomplishment of **responsible** and **progressive** financial planning, and forms the basis for making various annual capital budget decisions while supporting the City's continued commitment to sound long-range financial planning and direction. In FY 2003, the City finished several major projects: the downtown and Temple/Clark corridor streetscape projects, and renovation of the old Municipal Building and Wadsworth Auditorium back stage area. Projects still underway (or scheduled for completion) in 2004 include extension of the Bypass Road, widening of Lower Fayetteville Road, resurfacing of other roads and streets, upgrading several recreational facilities, upgrading the City's computer systems and several other capital outlay projects.





FY 2004 Capital Improvements Program
Project Description List by Function

Function	Account Name (Number)	Description of Project (Dept)	Amount Budgeted FY 2004
General Government	Vehicles (350.1320.11.54.2200)	8-Passenger Van (City Manager)	$16,000
	Computers (321.1535.21.54.1323)	New Server for Groupware Collaboration (Information Technology - SPLOST 02)	10,000
	Computers (321.1510.13.54.1323)	Financial Management Reporting System (Finance - SPLOST 02)	190,000
		Total General Government	**$216,000**
Public Safety	Vehicles (350.3200.40.54.2200)	6 New Police Cars (Police)	$132,000
	Bldg Repair & Maintenance (350.3200.40.54.1211)	Relocation of Firing Range (Police)	30,000
	Communications Equipment (350.3500.50.54.2502)	Upgrade UHF System (Fire)	31,000
	Protective Equipment (350.3500.50.54.2503)	Breathing Apparatus Replacements (Fire)	16,000
	Fire Equipment (320/321.3500.50.54.1322)	100' Ariel Pumper (Fire) (SPLOST 97 $500K, SPLOST 02 $350K)	850,000
		Total Public Safety	**$1,059,000**
Public Works	Additions to Shop (321.4900.68.54.1319)	Garage Door Replacements (Garage - SPLOST 02)	$18,000
	Additions to Shop (321.4950.69.54.1319)	Remodel White House for Offices (Cemetery - SPLOST 02)	30,000
	Additions to Shop (321.4900.68.54.1319)	Bldg for Beautification Equipment Storage (Garage - SPLOST 02)	50,000
	Vehicles (350.4950.69.54.2200)	Pick-up to replace #508 (Cemetery)	18,000
		Total Public Works	**$116,000**

FY 2004 Capital Improvements Program
Project Description List by Function

Function	Account Name (Number)	Description of Project (Dept)	Amount Budgeted FY 2004
Community Development	Municipal Buildings (320.1565.23.54.1302)	Municipal Building Improvements (SPLOST 97)	$600,000
	Park Development (320.6220.95.54.1302)	Park Development (SPLOST 97)	517,000
	Transportation Improvements (320.9100.29.54.1302)	Transportation Improvements (SPLOST 97)	840,423
	Convention Center (321.1565.81.54.1315)	Convention Center (Community Development - SPLOST 02)	500,000
	Downtown Parking Facility (321.6200.61.54.1316)	Downtown Parking Facility Construction (Community Development - SPLOST 02)	500,000
	Streets, Drains, Sidewalks (321.4200.60.54.1320)	Streets, Drains, Sidewalk Construction (Community Development - SPLOST 02)	19,000
	Park Acquisition & Development (321.6200.61.54.1321)	Park Accessories (tables, grills, benches, etc) (Beautification - SPLOST 02)	30,000
	Vehicles (350.1575.22.54.2200)	Pick-up to replace #509 (Engineering)	22,000
	Machinery (350.6200.61.54.2100)	60" Riding Mower (Beautification)	7,000
	Vehicles (350.7200.71.54.2200)	Pick-up to replace #510 (Bldg Inspection)	16,500
		Total Community Development	**$3,051,923**
Other Services	Furniture & Fixtures (350.6500.90.54.2300)	HVAC Unit (Library)	$5,375
	Bldg Repair & Maintenance (350.6500.90.54.1211)	Painting/Lighting Improvements (Library)	4,625
		Total Other Services	**$10,000**
		Grand Total FY 2004	**$4,452,923**

FY 2005 Capital Improvements Program

Project Description List by Function

Function	Department	Description of Project (Dept)	Amount Projected FY 2005
Public Safety	3200 Police	Computer Aided Dispatch & Field Reporting	$225,000
	3200 Police	10 Vehicles added to Fleet	265,000
	3200 Police	Crime Scene Vehicle	16,500
	3200 Police	Equipment for Emergency Response Team	10,000
	3500 Fire	100' Arial Platform	850,000
	3500 Fire	Breathing Apparatus Replacements	32,000
	3500 Fire	New Bunker Gear	15,000
		Total Public Safety	**$1,413,500**
Public Works	4200 Street	Ford Tractor	$50,000
	4900 Garage	Truck to replace #112	25,000
	4950 Cemetery	Grasshopper Mower	6,700
		Total Public Works	**$81,700**
Community Development	6200 Parks & ROW	Riding Lawn Mower	$7,200
	6200 Parks & ROW	Small Tractor	15,000
	6200 Parks & ROW	Gator Utility Vehicle	7,500
	7200 Bldg Inspection	New Vehicle for Inspector	20,000
	7400 Planning & Zoning	Global Positioning System	12,000
	7400 Planning & Zoning	Aerial Photography	60,000
	7400 Planning & Zoning	Transportation Plan	80,000
		Total Community Development	**$201,700**
Other Services			
		Total Leisure Services	**$ 0**
		Grand Total FY 2005	**$ 1,696,900**

FY 2006 Capital Improvements Program
Project Description List by Function

Function	Department	Description of Project (Dept)	Amount Projected FY 2006
Public Safety	3200 Police	MDT User Licenses	$28,500
	3200 Police	Hardware to Add Mobile Data Units to System	35,000
	3200 Police	10 Vehicles to add to Fleet	270,000
	3200 Police	Equipment for Emergency Response Team	5,000
	3500 Fire	Breathing Apparatus Replacements	32,000
	3500 Fire	Class AAA Fire Engine	400,000
	3500 Fire	New Fire Station/Police Precinct (Impact Fees)	1,500,000
	3500 Fire	New Fire Chief's Vehicle	25,000
	3500 Fire	New Fire Engine (Impact Fees)	400,000
	3500 Fire	Emergency Response Vehicle (Impact Fees)	155,000
	3500 Fire	New Bunker Gear	15,000
		Total Public Safety	**$2,865,500**
Public Works	4200 Street	Backhoe	$30,000
	4900 Garage	Truck to replace #109	26,000
		Total Public Works	**$56,000**
Community Development	6200 Parks & ROW	Riding Lawn Mower	$7,400
	6200 Parks & ROW	Pick-up Truck	20,000
	7200 Bldg Inspection	New Vehicle for Inspector	20,000
	7400 Planning & Zoning	Redevelopment Plans	20,000
		Total Community Development	**$67,400**
		Grand Total FY 2006	**$2,988,900**

FY 2007 Capital Improvements Program
Project Description List by Function

Function	Department	Description of Project (Dept)	Amount Projected FY 2007
Public Safety	3200 Police	Mobile Fingerprint Swipe System	$125,000
	3200 Police	10 Vehicles to add to Fleet	275,000
	3500 Fire	Construction of Fire Station/Police Precinct	1,500,000
	3500 Fire	New Bunker Gear	15,000
	3500 Fire	New Fire Engine (Impact Fees)	400,000
	3500 Fire	Station 1 Capital Improvements	50,000
	3500 Fire	Breathing Apparatus	32,000
		Total Public Safety	**$2,397,000**
Public Works	4100 Public Works	New Radio System	$20,000
	4200 Street	F350 Truck	32,000
	4900 Garage	Forklift	30,000
	4950 Cemetery	Grasshopper Mower	7,000
		Total Public Works	**$89,000**
Community Development	6200 Parks & ROW	Riding Lawn Mower	$7,500
	6200 Parks & ROW	Gator Utility Vehicle	8,000
	6200 Parks & ROW	Flatbed Truck	28,000
	6200 Parks & ROW	Pick-up Truck	21,000
	7200 Bldg Inspection	New Vehicle for Inspector	20,000
		Total Community Development	**$84,500**
		Grand Total FY 2007	**$2,570,500**

FY 2008 Capital Improvements Program
Project Description List by Function

Function	Department	Description of Project (Dept)	Amount Projected FY 2008
Public Safety	3200 Police	10 Vehicles to add to Fleet	$280,000
	3500 Fire	Breathing Apparatus	32,000
	3500 Fire	New Bunker Gear	15,000
	3500 Fire	Pick-up Truck Replacement	25,000
	3500 Fire	Station 2 Capital Improvements	50,000
		Total Public Safety	**$402,000**
Public Works	4200 Streets	Dump Truck	$45,000
	4950 Cemetery	Pickup Truck	21,000
		Total Public Works	**$66,000**
Community Development	6200 Parks & ROW	Riding Lawn Mower	$7,600
	6200 Parks & ROW	Pick-up Truck	22,000
	6200 Parks & ROW	Small Tractor	16,000
	7200 Bldg Inspection	New Vehicle for Inspector	20,000
		Total Community Development	**$65,600**
		Grand Total FY 2008	**$533,600**

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Glossary

ACCOUNT GROUP. A self-balancing set of accounts which are not a fund or a fiscal entity. General Fixed Assets Account Group and General Long-Term Debt Account Group are such examples.

ACCOUNTING SYSTEM. The total structure of records and procedures that identify, record, classify, summarize and report information on the financial position and results of operations of a governmental unit or any of its funds.

ACCRUAL BASIS ACCOUNTING. A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

ACCRUED EXPENSE. An expense incurred during the current accounting period which will not be paid until a subsequent accounting period.

ACCRUED REVENUE. Revenue earned during the current accounting period which will not be collected until a subsequent accounting period.

AD VALOREM. A basis for levying taxes upon property based on value.

AD VALOREM TAX. A tax levied on the assessed value of real property. This tax is also known as property tax.

AGENCY FUND. A fund consisting of resources received and held by the governmental unit as an agent for others.

APPROPRIATION. An authorization by the City Council to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

ASSETS. Probable future economic benefits obtained or controlled by a particular entity as a result of past transactions or events.

AUDIT. A methodical examination of the utilization of and changes in resources. It concludes in a written report of the findings. A financial audit is a test of the management's financial statements and internal accounting control procedures to determine the extent to which: internal accounting controls are both available and being used; and to determine whether the financial statements fairly present the City's financial condition and results of operations.

AUTHORITY. A government or public agency created to perform a single function of a restricted group of related activities. Usually such units are financed from service charges, fees and tools, but in some instances they also have taxing powers. An authority may be completely independent of

other governments or partially dependent upon other governments for its creation, its financing or the exercise of certain powers.

AVAILABLE (UNDESIGNATED) FUND BALANCE. This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

BOND. A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

BOND DISCOUNT. The excess of the face value of a bond over the price for which it is acquired or sold.

BOND PREMIUM. The excess of the price at which a bond is acquired or sold over its face value.

BONDED DEBT. The portion of indebtedness represented by outstanding bonds.

BUDGET. A plan of financial operation embodying estimates of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

BUDGET ADJUSTMENT. A legal procedure to be utilized by the City Manager to adjust expenditures within a departmental budget but with no change to the total budget. Budget Policy requires the City Manager to make a written request to the City Council for approval to make a budget adjustment.

BUDGET AMENDMENT. A budget amendment alters the total appropriation for a department or fund and requires approval by an ordinance passed by the Newnan City Council.

BUDGET CONTROL. The control or management of the approved Budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGET DOCUMENT. The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

BUDGET MESSAGE. A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of the principal budget items and recommendations regarding the financial policy for the coming year.

CAPITAL EXPENDITURES. Capital outlay of one thousand dollars ($1,000) or more that has a useful life in excess of one year.

CAPITAL IMPROVEMENT PROGRAM (CIP). A multi-year plan developed for capital improvements, which is updated annually. All improvements are to be made in accordance to this plan.

CAPITAL PROJECTS FUND. A fund used to account for financial resources used for the acquisition or construction of major capital equipment or facilities.

CAPITAL OUTLAY. Expenditures that result in the acquisition of/or addition to fixed assets.

CDBG. Community Development Block Grant.

CONSTRUCTION WORK IN PROGRESS. The cost of construction work that has been started but not yet completed.

CONTRACTUAL SERVICE. An agreement to perform a service or task by external organizational units. A group of accounts which cover the above as well as travel and training and other miscellaneous services.

CONTINGENT FUND. Funds set aside to provide for unforeseen expenditures of uncertain amounts.

DEBT SERVICE. Expenditures for principal and interest payments on loans, notes, and bonds.

DELINQUENT TAXES. Taxes remaining unpaid after the due date. Unpaid taxes continue to be delinquent until paid, abated, or converted into a lien on property.

DEPARTMENT. Departments are the major functional sub-divisions and correspond roughly to functional hierarchy used by the City. Each department has been assigned to one of the functions according to the type of activity it performs. For example, the Police Department is part of the Public Safety function.

DEPRECIATION. (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) The portion of the cost of a capital asset which is charged as an expense during a fiscal period.

ENCUMBRANCE. An amount of money committed for the payment of goods and/or services not yet received or paid for and chargeable to an appropriation.

ENTERPRISE FUND. A self-supporting fund designated to account for activities supported by user charges; examples include: Water, Solid Waste and Sewer Funds.

ENTITLEMENT. The amount of payment to which a state or local government is entitled as determined by the Federal Government pursuant to an allocation formula contained in applicable statues.

EXPENDITURE. This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

EXPENSE. Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations; for example, depreciation.

FIDUCIARY FUND. Any fund held by a governmental unit as an agent or trustee.

FISCAL PERIOD. Any period at the end of which a governmental unit determines its financial position and the results of its operations.

FISCAL YEAR. A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.

FIXED ASSETS. Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, improvements other than building, machinery, and equipment.

FRANCHISE TAX. Fees levied on a corporation in return for granting a privilege sanctioning a monopoly or permitting the use of public property, usually subject to regulation set by the governing body.

FRINGE BENEFITS. Employers share of F.I.C.A taxes, health and dental insurance, disability insurance, life insurance, workmen compensation, unemployment taxes, and retirement contributions made on behalf of the City employees.

FULL-TIME POSITON. A position which qualifies for full City benefits, usually required to work 40 hours per week.

FUND. A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE. Fund equity (excess of assets over liabilities) available for appropriation.

FUND EQUITY. The excess of assets over liabilities. A portion of the equity may be reserved or designated; the remainder is Fund Balance.

GAAP. Generally Accepted Accounting Principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standards setting bodies.

GENERAL FIXED ASSETS ACCOUNT GROUP. A self-balancing group of accounts set up to account for the general fixed assets of a governmental unit.

GENERAL FUND. A fund used to account for all transactions of a governmental unit that are not accounted for in another fund.

GENERAL LONG-TERM DEBT ACCOUNT GROUP. A self-balancing group of accounts set up to account for long-term debt that is legally payable from general revenues.

GOAL. A goal is a statement of desired conditions to be maintained or achieved through the efforts of an organization. Actual total achievement may be impossible, but the goal is a standard against which to measure progress toward ideal conditions. A goal is a definition of results toward which the work of the organization is directed.

GOVERNMENTAL FUND. A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds. General fund, special revenue funds and capital projects funds are all examples of governmental fund types.

GRANT. A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function, activity or for the acquisition or construction of fixed assets.

INFRASTRUCTURE. An underlying base or foundation; the basic facilities needed for the functioning of the City.

INTERFUND LOAN. A loan made by one fund to another to be repaid at a later date.

INTERFUND TRANSFER. An amount transferred from one fund to another as expenditure to one fund and revenue to the other fund.

INTERGOVERNMENTAL REVENUE. Revenue from other governments in the form of entitlements, grants, shared revenues or payments in lieu of taxes.

INVESTMENT. Securities held for the production of income in the form of interest and dividends.

LARP. Local Assistance Road Projects.

LIABILITY. Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

LINE-ITEM. A detailed classification of an expense or expenditures classified within each Department.

LINE-ITEM BUDGET. A budget featuring things to be purchased. By relating appropriations to commodities, line-item budgets represent a "shopping-list" approach to allocation problems. This approach is believed to express official and citizen interest in the values of economy and control. Also known as traditional budgeting.

LONG-TERM DEBT. Debt with a maturity of more than one year after the date of issuance.

LOST. Local Option Sales Tax.

MILLAGE. The tax rate on real property based on $1 per $1,000 of assessed property value.

MODIFIED ACCRUAL BASIS. Governmental funds use the modified accrual basis of accounting. Revenues are recognized in the period in which they become both available and measurable. Expenditures are recognized at the time a liability is incurred.

NON-OPERATING EXPENSE. Proprietary fund expenses incurred in performance of activities not directly related to supplying the basic service by a governmental enterprise.

NON-OPERATING INCOME. Propriety fund income that is not derived from the basic operations of such enterprises.

OBJECT CODE. Expenditure classification according to the types of items purchased or services obtained; for example, personnel services, materials & supplies, contractual services, and capital.

OBJECTIVE. An objective is a decision about the amount of progress to be made within a specified period of time. It states in measurable and quantitative terms the results to be achieved within a specified time and plans the incremental steps to achieve the goal.

OPERATING COSTS. Operating cost are proprietary (Enterprise) fund expenses that directly relate to the fund's primary service activities. For example: salaries and wages, expendable supplies, and contractual services.

OPERATING TRANSFER. Legally authorized interfund transfers from a fund receiving revenue to the fund that makes expenditures.

ORDINANCE. A formal legislative enactment by the governing body of a municipality. It is not in conflict with any higher form of law, such as state statute or constitutional provision; it has the full force and effect of law within the boundaries of the municipality to which it applies.

PART-TIME. Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

PERSONNEL COST. Refers to all costs directly associated with employee, including salaries and fringe benefits.

PROFESSIONAL SERVICES. Expenditures incurred by the City to obtain the services of recognized, licensed professionals such as Doctors, Engineers, Certified Public Accountants, etc….

RESERVE. (1) An account used to earmark a portion of fund balance to indicate that it has been earmarked for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a future use.

RESIDUAL EQUITY TRANSFERS. Additions to or deductions from the beginning fund balance of governmental funds.

REVENUE. Additions to fund financial resources other than from interfund transfers and debt issue proceeds.

REVENUE BONDS. Revenue bonds are issued to finance industrial and commercial growth projects. Projects can include land acquisition, new-facility construction, improvements to existing facilities, and purchase and renovation of existing structures.

SALARIES & BENEFITS. The cost of all salaries, wages, and associated fringe benefits required to provide a governmental service.

SPLOST. Special Purpose Local Option Sales Tax.

SPECIAL REVENUE FUND. A fund established to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

TAX. A compulsory charge levied by a governmental unit for the purpose of raising revenue. These revenues are used to pay for services or improvements provided for the general public benefit.

TEMPORARY POSITION. A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

UNRESERVED FUND BALANCE. The amount remaining in a fund that is not designated for some future use and which is available for further appropriation or expenditure.

USER CHARGES. The payment of a fee for direct receipt of a public service by the party benefiting from the service.