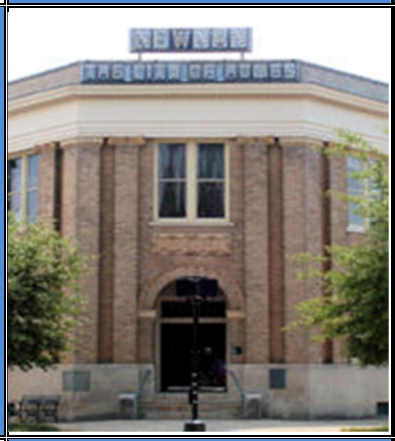


ethics



citizens

accountability



excellence



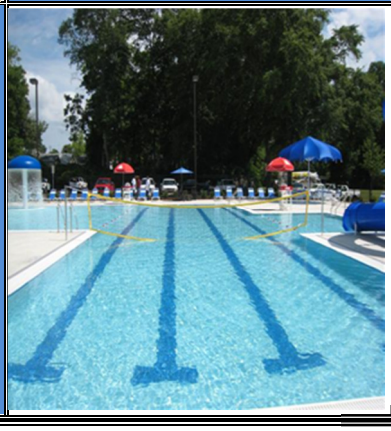


communication



service

responsive



teamwork



CITY OF NEWNAN ANNUAL BUDGET 2012

Fiscal Year 2012 Budget

The City of Newnan, Georgia

Mayor and City Council

L. Keith Brady, Mayor

Cynthia E. Jenkins, Mayor Pro Tem
George M. Alexander
Robert W. Coggin
Ray F. DuBose
Clayton W. Hicks
Rhodes H. Shell



Administration

Cleatus W. Phillips, City Manager

City of Newnan - City Council



Councilman Clayton W. Hicks
Ward A



Councilman Rodes H. Shell
Ward B



Councilman Ray F. DuBose
Ward E (A&B)



Mayor L. Keith Brady



Councilman George M. Alexander
Ward F (C&D)



Councilwoman Cynthia E. Jenkins
Ward C



Coiuncilman Robert W. Coggin
Ward D



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, 2011.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and communications device. The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

The award is valid for a period of one year only. The FY 2012 budget continues to conform to program requirements and will be submitted to GFOA to determine its eligibility for the FY 2012 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 2012 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 2012 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 the City's mission statement, city-wide organizational goals, priorities, operating results, financial situations and how the budget will address specific issues in FY 2012. Specific policies are addressed in the Financial Policies and Capital Improvement sections, respectively. Within the Departmental Summaries, the five functions list specific priorities and goals, both short and long term. On a more detailed basis, within the same section, the status of FY 2011 goals and the Approved FY 2012 goals, objectives, tasks and performance measures are listed for each department, along with prior year accomplishments.

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 2012 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: 2010 Actual, 2011 Budget, 2011 Projected (year-end, as of December 31, 2011) and 2012 Approved Budget. This Budget includes several transfers among the General Fund, Tourism and Newnan Water, Sewerage and Light Commission.

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 2012 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, department description, approved budgetary additions and/or deletions, line-item history, year-end projections and approved funding for FY 2012. Performance measures are included for each applicable department so that service and output can easily be measured by Council and citizens.

The Budget as a Communications Device

This Budget is designed to be user friendly with summary information in text, charts, tables and graphs. A glossary of 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 Adopted FY 2012 Budget, he or she may contact the City Manager at (770)-253-2682, ext. 204. This document is also available on our website at www.ci.newnan.ga.us.

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CITY OF NEWNAN, GEORGIA
EXECUTIVE SUMMARY

General Information

The following list summarizes the major aspects of the 2012 Budget and how it impacts the employees and citizens of Newnan. This list is not all-inclusive and is in no particular order.

1. The FY 2012 Budget does not require a general property tax increase. It is based on a 4.39 mill levy, which is the same as the 2011 millage rate. Citizens will not have to face an increase in taxes for the City to maintain its service levels.

2. Total Government-Wide Budget (all funds) is $31,591,487, which is a 6.57% increase from 2011 and mostly attributed to increased planned SPLOST spending for 2012. The total General Fund Budget is $16,790,600, which is a 3.14% increase over 2011. This is the main operating fund for the City.

3. All funds include balanced budgets (projected revenues plus fund balance is equal to or exceeds projected expenditures). Fund balances will not be utilized for general operations during 2012.

4. The City will fund a 3.5% pay increase for all full-time employees, the first such increase since 2009. The increase consists of a 1% cost of living increase and a 2.5% step increase.

5. Health insurance premiums increased by 7% for 2012. Premiums for employees with single coverage continue to be fully funded by the City; the premium rose by $348 annually. Premiums for family coverage increased by $936 annually. Employees will pay an additional $240 annually for the family policy, or $10 per pay period. The City will fund the remaining $696 of the annual increase for 2012.

6. The total number of full-time employees is 220, which is consistent with 2011. Five unfilled positions were eliminated and four new positions were created. The eliminated positions include the Community Development Director, a Custodian in the Building Maintenance Department, and an Engineering Assistant, Street Superintendent, and Police Lieutenant. The new positions include a Fire Training Officer, Deputy Public Works Director, Police Detective, and a Labor Supervisor in the Street Department. The Community Development Department was eliminated; therefore, the Office Assistant position was reclassified as a Planning Technician and transferred to the Planning Department.

7. Total number of part-time employees is 16, a decrease from 17 in 2011. Responsibilities of the part-time Keep Newnan Beautiful position were combined with the part-time Events Coordinator position to create a new full-time position.

8. Major increases projected in General Fund revenue:
    a. Excise (Franchise) Taxes $573,000
    b. Other Financing Sources 91,000

9. Major increases in General Fund expenditures:
    a. Public Works $239,441
    b. Public Safety 195,666

AN ORDINANCE TO PROVIDE FOR THE ADOPTION OF A BUDGET, ITS EXECUTION AND EFFECT FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2012 AND ENDING DECEMBER 31, 2012

Section I. There is hereby adopted for the fiscal year January 1, 2012 through December 31, 2012, a budget for the City of Newnan, Georgia, based on the budget prepared by the City Manager, as amended by City Council.

Section II. General Fund (100). There is hereby established a General Fund for the City of Newnan with an appropriation of $16,790,600 for the general operation and legal obligation in 2012.

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

Property Taxes	$4,366,000	26.00%
Sales Taxes	4,300,000	25.61%
Excise (Franchise) Taxes	3,592,000	21.39%
Occp Tax & Alcohol Licenses	1,802,000	10.73%
Inspections & Permits	243,150	1.45%
Service Charges	98,700	0.59%
Fines & Forfeitures	593,500	3.53%
Other Local Revenue	255,250	1.52%
Intergovernmental	45,000	0.27%
Water & Light & Transfers	1,345,000	8.01%
Other Financing Sources	150,000	0.89%
Total Revenue:	**$16,790,600**	**100.00%**

General Fund appropriations shall be disbursed from the following accounts:

General Government	$2,065,354	12.30%
Public Safety	9,527,697	56.74%
Public Works	2,930,128	17.45%
Community Development	1,905,157	11.35%
Other Services	362,264	2.16%
Total Expenditures:	**$16,790,600**	**100.00%**

Section III. Street Improvement Fund (200). There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $1,157,000 for street improvements.

Revenues for the Street Improvement Fund consist of the following sources:

Greenville Streetscapes	$300,000
State DOT Contracts	150,000
Jackson/Jefferson Corridor	360,000
Interest on Investments	600
Fund Balance Reserves	346,400
Total Revenue:	**$1,157,000**

The following disbursements are authorized for the fiscal year:

Greenville Streetscapes	$600,000
Street Improvements	197,000
Jackson/Jefferson Corridor	360,000
Total Expenditures:	**$1,157,000**

Section IV. Confiscated Assets Fund (210). There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of $859,354 for Public Safety operations. This fund consists of confiscated and condemned funds released by the Superior Court for police department purchases.

Revenues for this fund shall be financed by the following sources:

Court Condemnations	$287,412
Interest	2,003
Fund Balance Reserves	$569,939
Total Revenue:	**$859,354**

The following disbursements from this fund are authorized for the fiscal year:

Local Drug Condemnations Expenditures	$2,554
Other Seizures Expenditures	5,000
Dept. of Justice Expenditures	1,800
Dept. of Treasury Expenditures	850,000
Total Expenditures:	**$859,354**

Section V. NSP1 Grant Fund (221). There is hereby established a NSP1 Grant Fund for the City of Newnan with an appropriation of $246,385. This fund is utilized to account for a Neighborhood Stabilization Program grant received by the City from the Georgia Department of Community Affairs to purchase and rehabilitate housing for low income recipients who meet the eligibility guidelines for assistance. Newnan Housing Authority (HAN) and Newnan-Coweta Habitat for Humanity (NCHFH) are the sub-recipients of the grant.

Disbursements from this fund shall be financed from the following sources:

Program Income	$40,000
Grant Funds	206,285
Interest	100
Total Revenue:	**$246,385**

The following disbursements are authorized for the fiscal year:

Disbursements to HAN and NCHFH	$246,385
Total Expenditures:	**$246,385**

Section VI. Miscellaneous Grants Fund (240). There is hereby established a Miscellaneous Grants Fund for the City of Newnan with an appropriation of $20,000. This fund is utilized for grants received by the city from local vendors, DCA and other agencies to fund specific expenditures as required.

Disbursements from this fund shall be financed from the following sources:

Fund Balance Reserves	$0
Grant Funds	20,000
Total Revenue:	**$20,000**

The following disbursements are authorized for the fiscal year:

Police/Public Relations	$12,500
Fire/Materials, Minor Equipment	7,500
Total Expenditures:	**$20,000**

Section VII. Hotel/Motel Tourism Fund (275). There is hereby established a Hotel/Motel Tourism Fund for the City of Newnan with an appropriation of $715,000 for Tourism Enhancement activities.

Disbursements from the Hotel/Motel Tourism Fund shall be financed from the following sources:

Hotel/Motel Tax	$250,000
Interest	800
Fund Balance Reserves	464,200
Total Revenue:	**$715,000**

The following disbursements from the Hotel/Motel Tourism Fund are authorized for the fiscal year:

Transfer to General Fund (60%)	$150,000
Transfer to Convention Center	125,000
M & O Costs for Facilities	10,000
Natural Gas	5,000
Convention Center Construction	425,000
Total Expenditures:	**$715,000**

Section VIII. Rental Motor Vehicle Excise Tax Fund (280). There is hereby established a Rental Motor Vehicle Excise Tax Fund for the City of Newnan with an appropriation of $158,039 for Convention Center activities.

Disbursements from the Hotel/Motel Tourism Fund shall be financed from the following sources:

Excise Tax	$80,000
Interest	100
Fund Balance Reserves	77,939
Total Revenue:	**$158,039**

The following disbursements from the Hotel/Motel Tourism Fund are authorized for the fiscal year:

Transfer to Convention Center	$158,039
Total Expenditures:	**$158,039**

Section IX. Special Purpose Local Option Sales Tax Funds (321, 322).

There is hereby established two Special Purpose Local Option Sales Tax Funds for the City of Newnan. The first Fund, SPLOST 2002, was established during FY 2002. It includes an appropriation of $1,616,834 for capital projects. Revenues to this fund consist only of interest income as the revenue produced sales taxes ended in 2006.

Disbursements from **SPLOST 2002** Fund shall be financed from the following sources:

Fund Balance Reserves	$1,612,834
Interest	4,000
Total Revenue:	**$1,616,834**

The following disbursements are authorized for the fiscal year:

Convention Center	$887,344
Addition to Shop	79,490
Downtown Parking	300,000
Storage Facility for Beautification	350,000
Total Expenditures:	**$1,616,834**

The second Fund, **SPLOST 2007** is established in this budget and will extend for six years. This year's budget includes an appropriation of $9,278,274 for capital projects and transfer to Water and Light.

Disbursements from SPLOST 2007 Fund shall be financed from the following sources:

SPLOST 2007	$4,500,000
Interest	10,000
Fund Balance Reserves	4,768,274
Total Revenue:	**$9,278,274**

The following disbursements are authorized for the fiscal year:

Information System	$158,274
Streets	3,750,000
Building Maintenance/Structure	3,800,000
Parks and Recreation	675,000
Equipment	175,000
Transfer to W & L (16%)	720,000
Total Expenditures:	**$9,278,274**

Section X. Impact Fees (375).

There is hereby established an Impact Fees Fund for the City of Newnan with an appropriation of $750,000. In 2004 the City established an impact fee program with funds to be paid into the fund for four major areas of development: Roads and bridges, fire, police and parks. Revenues from these funds for 2012 are estimated as follows:

Roads/Streets/Bridges	$70,000
Fire Services Impact Fee	43,000
Police Protection Impact Fee	20,000
Parks Recreation Impact Fee	90,000
Interest	5,100
Fund Balance Reserves	521,900
Total Revenue:	**$750,000**

Funds to be expended or included in the various funds reserves as follows:

Roads/Streets/Bridges	$500,000
Parks	250,000
Total Expenditures:	**$750,000**

Section XI. 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 tenth (10th) day of January 2012.

ATTEST:

_____
Della Hill, City Clerk

_____
L. Keith Brady, Mayor

_____
George M. Alexander, Council Member

REVIEWED:

_____
Robert W. Coggin, Council Member

_____
C. Bradford Sears, Jr., City Attorney

_____
Ray F. DuBose, Council Member

_____
Cleatus W. Phillips, City Manager

_____
Clayton W. Hicks, Council Member

_____
Cynthia E. Jenkins, Council Member

_____
Rhodes H. Shell, Council Member

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City of Newnan
Office of the City Manager

Cleatus Phillips, City Manager

TO: Mayor and City Council

RE: Presentation of Budget for Fiscal Year 2012

In accordance with the laws of the state of Georgia and ordinances adopted by the governing authority of the City of Newnan, Georgia, the "FY 2012 Annual Budget" is hereby presented. The FY 2012 Budget is balanced by fund and complies with the fiscal policies as adopted by the Mayor and Council.

The City was awarded, for the twenty second consecutive year, the Government Finance Officers Association (GFOA) of the United States "Distinguished Budget Presentation Award" for 2011. This 2012 budget was developed on the same basis as previous years and will be submitted to GFOA in anticipation of gaining this prestigious award in 2012. Staff is to be commended for their commitment to excellence in this and other projects.

Mission Statement, Assumptions, & Priorities

The mission of the City of Newnan is ***"To provide cost effective programs and services while continuously focusing on preserving and enhancing the quality of life that is enjoyed by all Newnan citizens."***

All departments are charged with implementing and maintaining programs and services which support the mission and overall goals of the City. Each department has developed and monitors specific performance measures which allow Council and citizens to more accurately measure outputs and efficiencies of the City's departments. The FY 2012 Budget section clearly aligns the City's mission, goals and objectives with spending and shows the impact on operations the proposed capital projects will have.

The City of Newnan begins the initial planning stage of budget preparation by evaluating outside factors that affect funding decisions such as state and local economic conditions, federal and state mandates, political and social environment, citizen concerns and outside agency considerations. Based on these factors, the following assumptions were made to guide the development of the budget for FY 2012.

- Due to increased population figures as released from the 2010 Census, the Insurance Premium collections will increase by 63.89%, or $575,000, over the 2011 budget.
- Revenue projections for 2012 continue to be conservative, yet realistic.
- Occupational tax receipts rebounded slightly in 2011 with revenue exceeding $1,400,000.
- Local Option Sales Tax (LOST) and Special Purpose Local Option Sales Tax (SPLOST) revenue receipts appear to have stabilized and are showing slight improvements.
- The 2011 property digest decreased slightly from 2010 and it is estimated that the 2012 digest will again decrease by 3.35%, mainly due to reassessments and foreclosures.
- Investment earnings are anticipated to remain at extremely low levels. The City's ultimate priority is to minimize risk with all investments.

- Commercial and residential growth is projected to remain slow but is beginning to show some slight improvement due to local economic development opportunities.
- The City will absorb most of the 7% increase in health insurance premiums for its employees, passing along only $20 per month of the additional cost to those with family coverage. The increase for family coverage was $936 annually. The City absorbed the entire increase ($348 annually) for those with single coverage.
- The City will fund a 3.5% wage increase for all full-time employees.
- Cancer Treatment Center of America began construction of its new facility in Newnan, which is projected to add about $500 million and 500 new jobs to the local economy over the 1st five years of operation. The Center is expected to open in the third quarter of 2012.
- Expenditures have been analyzed for necessity and funding priority.

Once the above assumptions were developed, informal needs assessments were performed internally to ascertain the long term issues and priorities for available resources in 2012 based on community needs. The following is a list of those issues and priorities, in no particular order, which drove the development of the 2012 Budget for the City.

- Maintain quality of life for citizens
- Provide consistent services levels and excellent customer service
- Attract, employ, train and maintain a quality workforce
- Maintain competitive salary and benefit programs
- Provide a high level of customer service to businesses and citizens
- Provide and maintain a safe, secure and clean community
- Improve service delivery without increasing taxes
- Maintain strong police and fire protection
- Improve communication, efficiencies and effectiveness through technological investments
- Continue support for downtown revitalization and enhancements

The purpose of this document is to provide Council, citizens and staff with information on performance in order to 1) improve public accountability, 2) show what we accomplished using public funds, 3) assist with decision making and 4) enhance the delivery of public services. The City's short and long term priorities and goals are included in this budget document in the General Fund Departmental Summaries section.

Primary *short-term concerns* leading our City into 2012 include:

- Maintaining City services at prescribed levels in the face of slowing residential and commercial growth;
- Ensuring quality of life for our residents through sustainable, thriving neighborhoods and infrastructure maintenance and facility improvement plans contained in the operating and capital budgets;
- Providing strong police and fire protection;
- Employing, training and maintaining a quality workforce of highly effective and efficient individuals;
- Providing and maintaining a safe, secure and clean community;
- Improving our service delivery while holding the taxes and fees at prior year levels; and
- Developing and implementing a technological infrastructure which facilitates communication with citizens and improves the effectiveness of City staff.

The City's priorities and issues have changed little over the past few years. We continue to offer first rate services to our citizens while operating as leanly as possible. All city programs and operations are continually assessed to identify areas of improvement and ways to increase efficiency. This strategy has allowed us to maintain low millage rates and other fees during this economic downturn.

This annual operating budget includes approximately twenty-one (21) service areas, as indicated by the chart below, and contains information on the scope of operations, priorities and goals, and the level of accomplishment for the City's service delivery departments for Fiscal Year 2012, as well as results on departmental performance for the prior year. The majority of this information is contained in the General Fund Departmental Summaries section of this document. The performance measures provide data to assist with the evaluation and determination of appropriate service levels, as well as give Council and citizens an overall view of the level of service currently being provided and the direct impact on the City's overall mission and goals. All departmental data (including priorities, goals and performance measures) is derived from the overall mission and goals of the City of Newnan.

The table below indicates which departments are responsible for the implementation and completion of the City's overall goals. Please refer to the General Fund Departmental Summaries section for a complete listing of each department's specific goals, objectives and tasks as related to the City's mission, priorities and goals, as well as the performance measures related to each. All departments are charged with governmental efficiency and excellent customer service.

Primary City Goals by Department

Department	Quality of Life	Quality Service	Aesthetic Community	Quality Workforce	No Tax Increases	Governmental Efficiency	Public Safety	Downtown Revitalization
City Manager	x	x	x	x	x	x	x	x
Public Information		x				x		x
City Clerk		x				x		
Finance	x	x	x	x	x	x	x	x
Information Technology		x				x		
Human Resources		x		x		x		
Police	x	x		x		x	x	x
Fire	x	x		x		x	x	x
Public Works	x	x	x	x		x	x	x
Streets	x	x	x	x		x	x	x
Garage		x		x		x		
Cemetery		x	x	x	x	x		
Community Development	x	x	x	x	x	x		x
Planning & Zoning		x	x	x		x		x
Beautification	x	x	x	x		x		x
Engineering		x	x	x		x		
Building Inspection		x	x	x	x	x		x
Building Maintenance		x	x			x		
Business Development	x	x	x	x		x		x
Keep Newnan Beautiful	x	x	x			x		x
Carnegie Building	x	x		x	x	x		

2011 Operating Results and Accomplishments

Revenue collections are projected to be 105.91% of budget for 2011. Additionally, expenditure control was maintained at the department level and annual expenditures are estimated to total 93.35% of appropriations for 2011. Therefore, even with the economic crisis the whole country is facing, the City will end 2011 in very good standing. Fund balance will increase overall due to excellent management of available funds and resources by City staff, as well as aggressive collection efforts for delinquent taxes.

During 2011 the City was able to accomplish many major projects, some of which are listed below. The list is not all-inclusive and is shown in no particular order. A complete listing of prior year accomplishments is presented by department in the General Fund Departmental Summaries section of this document.

- Began renovation of the Public Works Facility on Boone Drive.
- Twenty-six homes were purchased and rehabilitated with funds awarded through the Neighborhood Stabilization Program.
- Completed major renovations at Pickett Field and Lynch Park.
- Replaced the roof on City Hall.
- Completed the Streetscape Project along East Broad and Perry Street.
- Implemented Computer Aided Dispatch (CAD) technology and field reporting software into our Police and Fire vehicles.
- Purchased a new fire pumper that will be placed into service at Station #3.
- Began construction of the Newnan Convention Center.
- Implemented internet based technology improvements such as See-Click-Fix, , Logos.NET Next Gen, eHR, ePermits, and eSupplier and Code Enforcement.
- Completed engineering design for the Jackson-Jefferson Streetscape Project, Jackson-Roscoe Intersection Improvement Project, and various sidewalk projects.
- GDOT authorized release of the bid package for construction of the Greenville Street Phase II Streetscape Project.
- Purchased a heavy duty track hoe for use in the Street Department.
- Replaced several culverts, upgraded street signs, and completed full depth reclamation and paving of various City streets.
- Received the Distinguished Budget Presentation Award from GFOA and submitted our second CAFR (2011 Annual Report) to GFOA for Excellence in Financial Reporting award consideration.

FY 2012 Annual Budget Overview/Highlights

As mandated by the City Charter (§6.15), the FY 2012 Annual Budget represents a balanced budget. Management staff has developed budget proposals which meet current operating targets, maintain City services at an established level, and add very few new costs to the general fund. Each function and department, in the General Fund Departmental Summaries section of this budget document, has included priorities (summarized to the function level), goals, objectives and performance measures, as related to the overall mission and goals of the organization. Some departments, where indicated, began reporting performance measures with the 2011 budget; therefore, several years of actual data may not be available.

The 2012 recommended budget focuses mainly on the short-term concerns and goals of the organization; it is the financial plan for carrying out the day-to-day operations of the City and the objectives designed to meet the long-term goals of the Council. The following is a list of the major projects to be accomplished, or started, in FY 2012 in no particular order.

- Construction of a new Convention Center.
- New VoIP system for the City.
- Downtown parking improvements.

- Construction of a new storage facility.
- Various Intersection improvements, including Sprayberry-Roscoe Road.
- Improvements to McIntosh Parkway.
- Various street, culvert and sidewalk projects.
- Continuation of Streetscapes projects along Greenville, Jackson, and Jefferson Streets.
- Protective equipment and vehicles for Public Safety.
- Fleet maintenance software for the City Garage.
- Purchase of various capital assets and equipment for Public Safety, Public Works and other City departments.

Additionally, this FY 2012 Proposed Annual Budget allows the City to continue to provide quality services and additional capital improvements to enhance the livability of the citizens within the City. The 2012 Budget is predicated on a tax rate of 4.39 mills, which is consistent with the 2011 rate. It is anticipated that revenues from this source will decrease by $151,000 in 2012. This is mainly due to a reassessment of existing properties, which produced a reduction of $47,185,134 in real property values for 2011.

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.

Total Uses – All Funds

The FY 2012 Annual Budget, with interfund transfers included, totals $31,591,487. Below is a table illustrating the FY 2012 Budget by fund and compared to the FY 2011 Annual Budget. These figures include expenditures and interfund transfers, if applicable.

FY 2012 Total Uses Per Fund

Fund	2011 Budget	2012 Budget	Variance	% Change
General Fund (100)	$16,279,900	$16,790,600	$510,700	3.14%
Street Improvement Fund (200)	810,000	1,157,000	347,000	42.84%
Confiscated Assets Fund (210)	1,065,600	859,354	(206,246)	-19.35%
NSP1 Grant Fund (221)	0	246,385	246,385	N/A
Miscellaneous Grants Fund (240)	25,000	20,000	(5,000)	-20.00%
Tourist Enhancement Fund (275)	845,000	715,000	(130,000)	-15.38%
Rental Motor Vehicles Fund (280)	0	158,039	158,039	N/A
SPLOST 2002 Fund (321)	2,625,528	1,616,834	(1,008,694)	-38.42%
SPLOST 2007 Fund (322)	7,072,820	9,278,274	2,205,454	31.18%
Impact Fee (375)	920,000	750,000	(170,000)	-18.48%
Total	**$29,643,848**	**$31,591,487**	**$1,947,639**	**6.57%**

The FY 2012 Annual Budget represents a 6.57%, or $1,947,639, increase, over the FY 2011 Budget total of $29,643,848. While this portrayal of the budget is technically accurate, the inclusion of interfund transfers overstates the true cost of total operations. The largest change, dollar-wise, is seen in Fund 322, SPLOST 2007. The City plans to utilize almost $4.8 million of SPLOST fund balance to complete planned projects in 2012. Since the City operates with no debt, fund balance has been allowed to accumulate in both SPLOST funds to cover project costs when performed.

Fund 321, SPLOST 2002, changed considerably also. We plan to utilize 100% of the existing fund balance reserves to complete the projects listed in the SPLOST 2002 referendum during 2012. Therefore, fund 321 should close completely at the end of 2012.

The General Fund showed the third largest change for 2012. The major contributors were a 3.5% wage increase for all full-time employees and a 7% increase in health insurance costs, a small percentage of which was passed along to the employees.

Total Expenditures – All Funds

When operating transfers are removed from the equation, the FY 2012 Budget total expenditures equal $30,438,447, an increase of 5.76%, or $1,658,599, over the 2011 level. Of this total, $16,790,600 will provide day-to-day services to the community, an increase of 4.54%, or $729,700. In addition, $12,082,108 will provide for pay-as-you-go financing for capital expenditures, an increase of 10.57%, or $1,154,760, and $440,000 is designated to a Special Revenue Fund (Hotel/Motel Tourism Fund), which is a decrease of $261,000 from 2011. An additional $283,039 is designated to be transferred to the Convention Center for operations in 2012, but this is shown as an operating transfer out rather than expensed by function. See pages 65 and 66 of this document for further information.

FY 2012 Total Expenditures by Category (All Funds), Excluding Transfers

	FY 2011	FY 2012	Variance	% Change 2011-12
Operating Expenditures	$16,060,900	$16,790,600	$729,700	4.54%
Tourism Expenditures	701,000	440,000	(261,000)	-37.23%
Capital Expenditures	10,927,348	12,082,108	1,154,760	10.57%
Minor Funds Expenditures	1,090,600	1,125,739	35,139	3.22%
Total	**$28,779,848**	**$30,438,447**	**$1,658,599**	**5.76%**

Significant Changes to Operating Budget

All services provided by the City in FY 2011 are incorporated into the FY 2012 Budget. That is, approved funding levels will permit the continuation of services at established service levels. The FY 2012 Budget contains, however, some funding/policy changes. The following list details the major changes contained in the FY 2012 Budget:

- The City was able to fund a 3.5% pay increase for 2012; the first wage increase since 2009.
- Realized net savings of $71,169 due to minor staffing changes.
- The City absorbed the majority of the 7% increase in health insurance premium costs for 2012.
- Experienced net savings of $60,678 in health insurance premiums due to employee participation in an optional opt-out program.
- Retirement contributions decreased by 5.32%.
- Fuel allocations were increased by 20.7% due to the continued volatility of fuel costs.
- Repairs and Maintenance increased by 35.15%.
- Computer upgrades increased from $1,750 in FY 2011 to $32,326 in FY 2012.
- Contractual Services increased by 89.7% due to contracting out janitorial services and maintenance of the By-pass median.

Employee Retirement and Health Insurance Contributions

Included in the FY 2012 Budget are appropriations for City contributions for employee health insurance benefits, the same as was in 2011. Health insurance premiums increased by 7% for 2012. The City absorbed the entire increase ($29 per month) for those with single coverage. Employees who have family coverage will pay an additional $20 per month towards the $78 monthly increase. Employees were also offered the option to participate in an optional opt-out program where the City paid a monthly stipend to any employee having health insurance outside of the City coverage plan.

As in the past, the City will continue to pay 100% of the employee's portion of 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.

FY 2012 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 2012 Budget total $12,466,607. The city will also transfer $720,000 to Newnan Utilities for the entity's share of SPLOST 2007 revenues to be used for capital projects. The following table, therefore, details the capital improvement expenditures for all City of Newnan funds in FY 2012.

FY 2012 Capital Expenditure Summary

Expenditure Category	SPLOST 02 Fund	SPLOST 07 Fund	Impact Fee Fund	General Fund Capital	Street Fund	Tourism Fund	Confiscated Assets Funds	Total
General Government	$887,343	$3,408,274	$0	$13,000	$0	$425,000	$0	$4,733,617
Public Safety	0	0	0	132,500	0	0	50,000	182,500
Public Works	379,490	4,465,000	500,000	111,000	150,000	0	0	5,605,490
Comm Development	350,000	685,000	250,000	0	660,000	0	0	1,945,000
Total	**$1,616,833**	**$8,558,274**	**$750,000**	**$256,500**	**$810,000**	**$425,000**	**$50,000**	**$12,466,607**

The FY 2012 Capital Improvement Program (CIP) encompasses seven (7) funds: SPLOST 2002, SPLOST 2007, Impact Fees, General Fund, Street Fund, Tourism and Confiscated Assets Funds. Spending projections were calculated by analyzing expenditures during 2011, along with future needs assessments. All prior year balances, with the exception of the General Fund, are automatically carried forward to the next year for budgeting purposes.

SPLOST 2007 will provide $8,558,274 to the FY 2012 capital improvements program and SPLOST 2002 will add another $1,616,833. This will exhaust the SPLOST 2002 funds, as all remaining allocated projects are scheduled for completion during 2012.

The City of Newnan has financed capital expenditures on a pay-as-you-go basis since 1964. This pay-as-you-go posture is included in the FY 2012 Budget. All capital expenditures are financed on a pay-as-you-go basis. Please refer to the Capital Improvement Program section near the end of this document for detailed capital spending information.

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 six-year forecast enables the City to look ahead to future capital needs.

General Fund

Total General Fund uses for FY 2012 are $16,790,600, which represents an increase of 3.14%, or $510,700, from FY 2011. Revenue projections for the forthcoming fiscal year indicate that $16,790,600 will be available through the City's diversified portfolio of revenues. The property tax millage rate is projected to remain the same as 2011 at 4.39 mills per thousand, which is necessary to cover projected expenditures.

Fund Balance

The FY 2012 General Fund Balance is expected to remain the same as the 2011 Projected Balance of $16,916,848, with revenues offsetting expenditures. Fund balance is projected to increase by approximately $2,044,407 during 2011 due to tight expenditure control and management of resources and higher than anticipated revenue collections. Fund balance may also be utilized throughout the year to fund various non-budgeted projects as approved by Council.

The General Fund balance at the end of FY 2011 is expected to equal 100.8% of the operating budget of $16,790,600. The City's reserve policy states that the City will, at a minimum, maintain an amount equal to 50% of the city's current operating budget, or $8,395,300, for FY 2012 in the General Fund's fund balance. An adequate fund balance is required to deal with emergency situations, to maintain the City's financial position and bond rating, to provide cash for operations prior to receipt of tax revenues and to maximize investment earnings potential. Fund balance is defined as the difference between the City's assets and liabilities.

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 Property Taxes. In FY 2012, the City estimates that the three largest categories of revenues for the General Fund will be property taxes at 26.0%, sales taxes (25.61%) and excise taxes (21.39%). 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. Brief descriptions of the General Fund revenue streams are provided below.

2012 General Fund Revenue Summary

Revenue Source	2011 Budget	2011 Projected	2012 Budget	Percent of 2012 Total	Change from 2011 Budget	% Change 2011 - 2012
Property Tax	$4,517,100	$4,464,046	$4,366,000	26.00%	($151,100)	-3.35%
Sales Tax	4,300,000	4,209,712	4,300,000	25.61%	0	0.00%
Excise (Franchise)Tax	3,019,000	3,727,062	3,592,000	21.39%	573,000	18.98%
Occp Tax and Alcohol Licenses	1,773,000	1,838,532	1,802,000	10.73%	29,000	1.64%
Inspections and Permits	250,400	313,753	243,150	1.45%	(7,250)	-2.90%
Service Charges	98,000	102,418	98,700	0.59%	700	0.71%
Fines & Forfeitures	690,000	676,190	593,500	3.53%	(96,500)	-13.99%
Other Local Revenue	182,400	347,893	255,250	1.52%	72,850	39.94%
Intergovernmental	46,000	51,702	45,000	0.27%	(1,000)	-2.17%
Other Financing Sources	1,404,000	1,510,534	1,495,000	8.90%	91,000	6.48%
Total	**$16,279,900**	**$17,241,842**	**$16,790,600**	**100.00%**	**$510,700**	**3.14%**

MAJOR GENERAL FUND REVENUE SOURCES

Property Tax

Property taxes, the largest General Fund revenue stream, are expected to generate $4,366,000, a decrease of 3.35%, or $151,100, under the FY 2011 Budget total. Traditionally, revenue projections are based on trend analysis and estimated growth in real property within the City. Budget figures for FY 2012 are based on the 4.39 millage rate enacted by Council for 2011. Setting the millage rate and collecting the taxes is traditionally done in the fall; therefore, the millage rate for 2012 will not be set until fall 2012. As mandated by state law, the millage rate is assessed at 40% of the valuation of property.

The City's property tax millage rate for 2011 was 4.39, which is consistent with 2010. The 4.39 millage rate will provide about $229,000 less tax revenues for the General Fund Budget in 2012, mainly due to

reassessment of existing properties within the City in 2011. Growth was stagnant from 2010 to 2011. However, motor vehicle and public utility taxes are expected to increase slightly in 2012. Thus, the net effect on property taxes is a decrease of $151,100. The following schedule outlines the impact that property taxes will have on this 2012 budget. The City's 2011 millage rate prior to the rollback for sales tax was 8.369 mills per thousand.

Description	2007 Tax Rate	2008 Tax Rate	2009 Tax Rate	2010 Tax Rate	2011 Tax Rate	Projected 2012 Tax Rate
Gross Millage Rate	8.829	8.866	8.463	8.245	8.369	8.369
Rollback for LOST	4.509	4.546	4.143	3.855	3.979	3.979
Net Millage Rate	4.320	4.320	4.320	4.390	4.390	4.390
Local Sales Tax Rate	1%	1%	1%	1%	1%	1%
Special Sales Tax Rate	1%	1%	1%	1%	1%	1%

Sales Tax (Local Option)

The second 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 $4,300,000, or 25.61% of the total revenues in FY 2012. This is consistent with 2011. 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.

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 27.90% 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 before April of any year.

Excise (Franchise) Tax

The Excise tax is the third largest group of General Fund revenues. Excise taxes, consisting of individual items such as franchise fees, alcoholic beverage taxes and insurance premium taxes, are expected to realize $3,592,000 in FY 2012, a 21.39% increase from the FY 2011 Budget. Insurance Premium taxes are projected to rise by 63.89%, or $575,000, for 2012. This tax is collected and distributed by the Georgia Department of Revenue on behalf of the municipalities in Georgia. The distribution is based on population. The City's population grew by almost 104% during the last 10-year period, from 16,242 people in 2000 to 33,039 people in 2010.

Occupational Tax and Alcohol Licensing

Occupational taxes and alcohol licensing make up the fourth largest General Fund revenue source, totaling 10.73% of the total budget. We expect to collect $1,802,000 in 2012, an increase of 1.64%, or $29,000, over 2011. These revenues are directly related to the health of the local economy also. The only significant increase in this category was in Financial Institution licensing.

Other Financing Sources

Other financing sources, at 8.9%, 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. Newnan Water and Light). Trend analysis is the primary source of forecasting for this revenue stream. In 2012, City receipts from this source are estimated at $1,495,000, representing a 6.48% increase over the FY 2011 Budget of $1,404,000. The increase is mainly attributed

to the transfer in from Newnan Utilities. Also included in this category is $150,000 from the transfer of hotel/motel taxes from the Tourist Enhancement Fund, up slightly from $144,000 in 2011.

NONMAJOR GENERAL FUND REVENUE SOURCES

Fines and Forfeitures

Fines and forfeitures are estimated to yield a total of $593,500 in FY 2012. This amount represents a decrease of 13.99% from the FY 2011 budget level. Trend analysis and population estimates are used to project these revenues. The major contributing factor for 2012 was the elimination of most of the parking ticket revenue. Council eliminated the 2-hour parking restriction in the downtown area during 2011.

Inspections and Permits

Inspections and permits make up 1.45% of the General Fund revenues. Trend analysis and anticipated construction starts are the primary forecasting tools used for this revenue stream. The City expects a 2.9% decrease in revenues for 2012.

Other Local Revenue

Other local revenue is comprised of various cemetery sales and services, rental fees and interest on investments. In FY 2012, these revenue sources are estimated to collect $255,250, which represents a 39.94% increase from FY 2011 budgeted levels. This is mainly due to the gain in revenue from cemetery sales and services and miscellaneous revenues. Interest on investments is projected to remain consistent with 2011 due to the economy. Trend analysis and the health of the general economy are taken into consideration when forecasting these revenue streams.

Summary of Uses (Expenditures and Transfers)

As illustrated by the chart below, total General Fund uses are budgeted to increase by $510,700, or 3.14%, primarily as the result of an additional $575,000 in Insurance Premium Revenues projected for 2012. The City was able to budget for additional expenditures, including new positions and equipment, for operations. Funding for those items had been tight during the previous three years. Additionally, the 2012 budget includes a 3.5% wage increase for all full-time employees, the first increase since 2009. The City projects being able to more efficiently and effectively serve its' citizens and customers with the additional funding available in 2012.

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 as indicated in the chart below. For specific explanations concerning the increase or decrease by function, please see the General Fund Departmental Summaries section of this budget document.

FY 2012 General Fund Expenditures and Transfers Summary

Function	2011 Budget	2012 Budget	Percent of 2012 Total	Variance 2011 - 2012	Percent Change 11 vs. 12 Budget
General Government	$1,947,387	$2,065,354	12.30%	$117,967	6.06%
Public Safety	9,332,031	9,527,697	56.74%	195,666	2.10%
Public Works	2,690,687	2,930,128	17.45%	239,441	8.90%
Community Development	2,059,444	1,905,157	11.35%	(154,287)	-7.49%
Other Services	250,351	362,264	2.16%	111,913	44.70%
Total	**$16,279,900**	**$16,790,600**	**100.00%**	**$510,700**	**3.14%**

General Government Function

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

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

FY 2012 Approved General Government Expenditures

	2011 Budget	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries and Wages	$727,714	$752,827	$25,113	3.45%
Benefits	335,343	350,988	15,645	4.67%
Operations	884,330	948,539	64,209	7.26%
Capital Outlays	0	13,000	13,000	N/A
Total	**$1,947,387**	**$ 2,065,354**	**$117,967**	**6.06%**

General Government expenditures make up 12.3% of the 2012 Budget and is the third largest expenditure function. General Government Expenditures for FY 2012 total $2,065,354, which represents a 6.06% increase over the FY 2011 budgeted amount. The largest percentage increase was in the Municipal Court Department, up by 30.83% from 2011, where professional services funding rose by $37,000 to cover indigent defense costs for 2012. Additionally, funds for new computer equipment and maintenance costs were added to the Information Technology department, which increased by 19.17%. Capital expenditures for General Government consist of $13,000 for the Finance Department.

Public Safety Function

The Public Safety function is comprised of the following departments:

- Police Department
  - School Resource Officers (SRO)
  - Animal Services
- Fire Department

The Public Safety function makes up the largest expenditure group ($9,527,697), or 56.74%, of the General Fund budget. This reflects the City's continued commitment to a high level of excellence in police and fire protection.

FY 2012 Approved Public Safety Expenditures

	2011 Budget	2012 Budget	Variance 2011 -'12	% Change 2011 -'12
Salaries & Wages	$5,739,094	$5,785,349	$46,255	0.81%
Benefits	2,620,486	2,705,239	84,753	3.23%
Operations	818,451	904,609	86,158	10.53%
Capital Outlays	154,000	132,500	(21,500)	-13.96%
Total	**$9,332,031**	**$9,527,697**	**$195,666**	**2.10%**

Operations are approved to increase by 2.1%, or $195,666, over 2012. The 7% health insurance premium and operating expense increases are the largest contributing factors. Vehicle fuel and protective equipment expenses are significantly higher than 2011.

Public Works Function

The Public Works function is comprised of four (4) departments, who report to the Public Works Director:

- Streets
- Cemetery
- Garage
- Engineering

Public Works is the second largest expenditure group ($2,930,128), or 17.45%, of the total General Fund budget. These services include public works administration, engineering, street maintenance and repairs, cemetery operations and a garage which maintains all City vehicles and equipment.

FY 2012 Approved Public Works Expenditures

	2011 Budget	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Wages	$1,329,096	$1,380,558	$51,462	3.87%
Benefits	659,895	709,016	49,121	7.44%
Operations	665,696	729,554	63,858	9.59%
Capital Outlays	36,000	111,000	75,000	208.33%
Total	**$2,690,687**	**$2,930,128**	**$239,441**	**8.90%**

In FY 2012, expenditures and transfers are approved to increase by 8.9%, or $239,441. The variance is due to the 3.5% wage increase, the 7% increase in health insurance premiums, an approximate $156,000 increase in operating funds for the Street Department primarily for street and road maintenance, and an increase of $75,000 in capital spending for vehicles and equipment.

Community Development Function

The Community Development function is comprised of four (4) departments:

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

The Community Development Department itself was eliminated with the 2012 Budget; however, the function of Community Development still exists within the City's structure and contains the departments listed above.

FY 2012 Approved Community Development Expenditures

	2011 Budget	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Wages	$1,186,578	$1,081,480	($105,098)	-8.86%
Benefits	535,588	468,543	(67,045)	-12.52%
Operations	308,278	355,134	46,856	15.20%
Capital Outlays	29,000	0	(29,000)	N/A
Total	**$2,059,444**	**$1,905,157**	**($154,287)**	**-7.49%**

Community Development is the fourth largest expenditure group, making up approximately 11.35% of the total 2012 budget. Expenditures for FY 2012 total $1,905,157, which represents a 7.49% decrease from the FY 2011 budget. The increase is attributed mainly to the deletion of the Community Development department in 2012.

Other Services Function

- Business Development
  - Keep Newnan Beautiful
- Carnegie Building

Business Development (including Main Street), Carnegie Building and Keep Newnan Beautiful are the three (3) departments in the Other Services function. Appropriations for Business Development for FY 2012 were approved at $328,404, an increase of $78,053, or 31.18%, over the FY 2011 Budget of $250,351. One (1) part-time position was added to the Business Development department during 2011, which is the main contributing factor for the increase. An additional $20,000 grant for Business Development was added for 2012, sponsored by Newnan Utilities, the City's component unit.

A new department, Keep Newnan Beautiful, was also added for 2012. In prior years, funding for this department was included in the Miscellaneous Department. Staffing includes one (1) part-time position.

FY 2011 Approved Other Services Expenditures

	2011 Budget	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Wages	$149,932	$178,995	$29,063	19.38%
Benefits	47,913	93,464	45,551	95.07%
Operations	52,506	55,945	3,439	6.55%
Total	**$250,351**	**$328,404**	**$78,053**	**31.18%**

Street Improvement Fund

The Street Improvement Fund is used to account for the maintenance of City streets and roads. This fund relies on monies from state grants and contracts for street maintenance and improvements. In the FY 2012 Budget, revenues are budgeted at $810,600. Expenditures of $1,157,000 are approved for the procurement of materials and supplies for Greenville Streetscapes Phase 2, Jefferson/Jackson Corridor improvements and the maintenance of City roads and right-of-ways. Fund balance reserves make up the difference between budgeted revenues and expenditures.

Confiscated Assets Fund

The Confiscated Assets Fund is utilized to maintain funds confiscated by the Police Department and released by the Superior Court. Expenditures of $859,354 are budgeted for 2012, with projected revenues totaling $289,415. Fund balance reserves make up the difference. These confiscated funds are available for use specifically by the Police department to purchase equipment and supplies. The funds cannot be used for wages and benefits however. The 2012 budget shows a decrease of 19.35% from 2011.

NSP1 Grant Fund

Fund 221 is utilized by the City to account for revenues and expenditures related to the Neighborhood Stabilization Grant provided by the Department of Community Affairs. Funds are disbursed by the City to Habitat for Humanity and the Newnan Housing Authority to purchase and rehabilitate housing for low-

income recipients. Budgeted spending for 2012 is $246,385, with the same amount projected for revenues.

Miscellaneous Grants Fund

The Miscellaneous Grants Fund is used to account for grants and small donations from local vendors and/or the Department of Community Affairs and other agencies. These funds are typically reserved for the purpose stated and typically support operations or enhance services to our citizens. Major Grants are reported separately as applicable. Budgeted spending for 2012 is $20,000, with the same amount projected for revenues.

Hotel/Motel Tourism Fund

The Hotel/Motel Tourism Fund is a special revenue fund created 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 $250,000 in FY 2012. Appropriations from this fund are strictly designated for promotional purposes as detailed in O.C.G.A, section 48-13-51 (a) (3). 60% of the funds collected through this tax will be transferred to the General Fund in accordance with the aforementioned O.C.G.A. section. The majority of the projected expenses will go towards construction of a convention center. In FY 2012, projected expenditures total $715,000, with $150,000 of that amount transferred to the General Fund. Projected revenues are $250,800. The difference will be made up with fund balance reserves totaling $604,000.

Rental Motor Vehicle Excise Tax Fund

The Rental Motor Vehicle Excise Tax Fund is used to account for funds generated by motor vehicle rental agencies. These funds are typically reserved for the promoting tourism; more specifically for the new Convention Center being constructed in Newnan during 2011 and 2012. Budgeted spending for 2012 is $158,039, with $80,100 projected for revenues. The difference will be made up with fund balance reserves totaling $77,939.

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. In 2001, voters approved a third SPLOST (2002) referendum. The 2002 SPLOST expired on December 31, 2006. In 2006, voters re-approved a new six (6) year SPLOST (2007) that will expire in December 2012.

SPLOST 2002

In September of 2001, the citizens of Newnan approved a third SPLOST for the years 2002-2006. The referendum approving the tax detailed the projects and items to be funded. These projects include: streets, drains and sidewalks; park acquisition and development; a convention center; downtown parking facilities; fire equipment; improvements to the City Shop; and other projects. The City plans to deplete this fund during 2012 when the remaining projects are scheduled for completion at a cost of $1,616,834.

SPLOST 2007

In 2006, the citizens of Newnan voted in a new six year SPLOST (SPLOST 2007) which is estimated to generate $30,000,000 over a six year period. $9,278,274 is budgeted for capital projects and transfer to Water and Light in FY 2012 from this source. Revenues of $4,510,000 are anticipated to be received during 2012 and reserves in this fund amounting to $4,768,274 will be used for projects which include public safety equipment, streets, drains, and sidewalks, parks and recreation, improvements to government buildings and other projects. The fund is projected to have an ending fund balance of

$6,366,256 at the end of 2012, which will be utilized, along with incoming revenues, to complete the remaining projects in later years.

Impact Fees Fund

The City implemented Impact Fees in 2004 as a means of funding capital projects and improvements. The fees are imposed on all new development to offset the cost of infrastructure improvements in the areas of Fire, Police, Parks and Transportation. Fees are calculated based upon the developments proportionate share of demand placed upon the infrastructure. In FY 2012, revenues are projected at $228,100 and fund expenditures have an appropriation of $750,000. Fund balance will be utilized to cover the excess expenditures, as funds have been allowed to accumulate since inception to cover the planned projects.

Department/Fund Relationships

The relationship between the City's various departments and 2012 funding sources is shown by the chart on the next page. The funds have been organized into major and non-major fund categories, according to budget and audit reporting methods and requirements.

2012 Department/Fund Relationships

	Major Funds				Non-major Funds				
Department	**General Fund**	**SPLOST 2002**	**SPLOST 2007**	**Impact Fees**	**Street Fund**	**Confiscated Assets**	**Misc Grants**	**Tourism**	**Rental Motor Vehicles**
City Manager	X								
Public Info	X								
City Clerk	X								
Finance	X		X						
Info Tech	X		X						
Human Res	X								
Police	X		X	X		X	X		
Fire	X			X			X		
Public Works	X	X	X		X				
Streets	X	X	X	X	X				
Garage	X								
Cemetery	X								
Plan & Zoning	X								
Beautification	X	X	X	X					
Engineering	X								
Bldg Insp	X								
Bldg Maint	X	X	X					X	X
Business Dev	X								
KNB	X								
Carnegie	X						X		

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 2012 Annual Budget was submitted to the City Council with the confidence that 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 the stated financial constraints.

In order to compile the data for this document, numerous staff members have worked diligently to see that the figures, graphs and analysis are complete and accurate. Other staff members have worked to provide the visual effects of the document. To all who have worked diligently to produce this document, I wish to express very sincere gratitude and appreciation for a job well done.

Respectfully submitted,

Cleatus W. Phillips
City Manager

City-In-Brief

City (Local) Government

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.

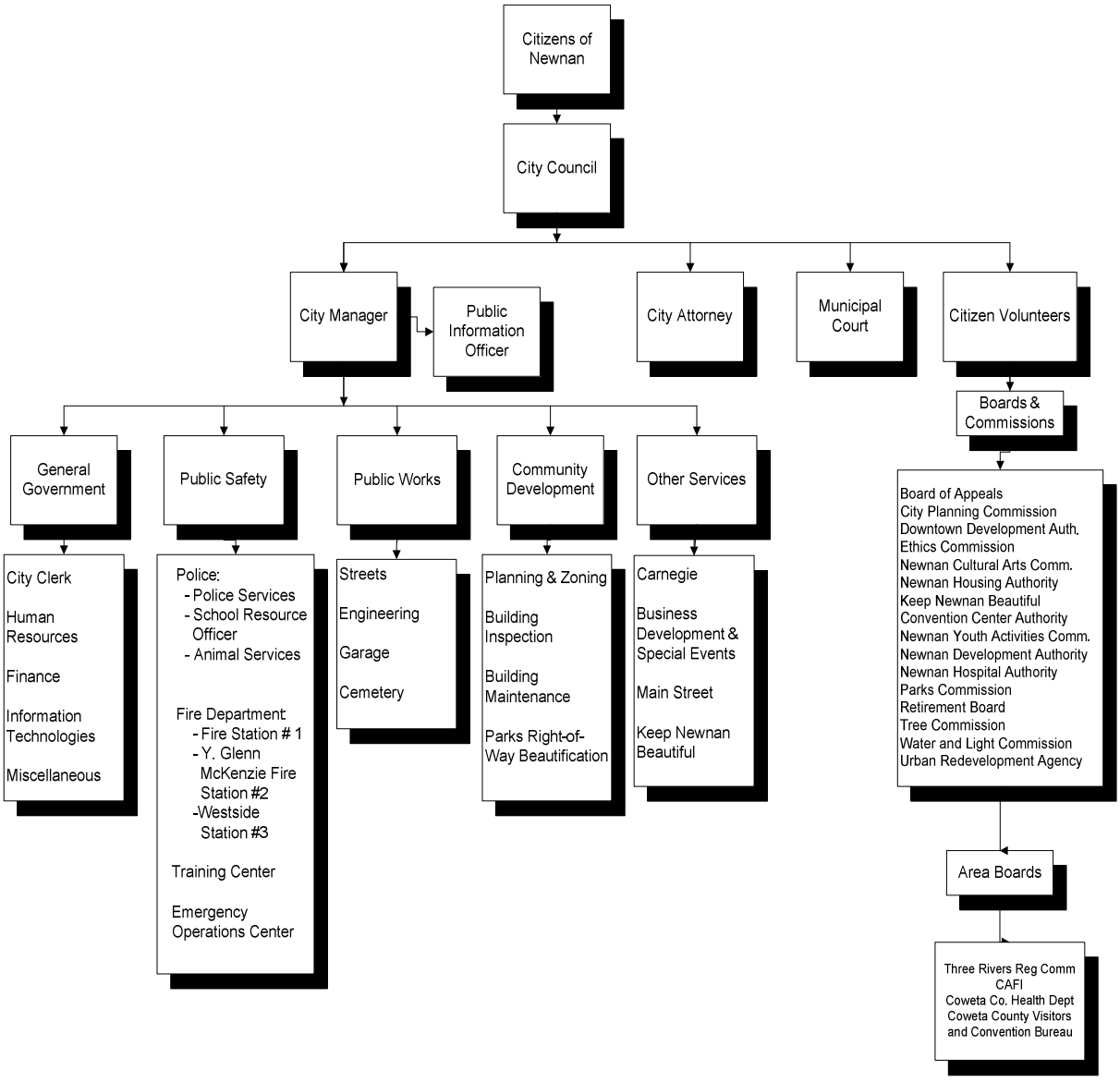
Appointed by and reporting to the City Council, the City Manager serves as the Chief Administrative Officer and is charged with the implementation of City Council adopted policies and directives and the day-to-day operations of the City. The City Manager is responsible for hiring directors to oversee each department.

The City currently employs 238 people and is organized into five functions: General Government, Public Safety, Public Works, Community Development and Other Services. General Government consists of City Clerk, Human Resources, Finance, Information Technologies, and Miscellaneous. Public Safety includes the Police and Fire Departments. Public Works involves the Street, Garage, Engineering and Cemetery departments. Community Development is comprised of Planning and Zoning, Building Inspection, Building Maintenance and Beautification. Other Services include the Carnegie Building, Business Development and Main Street.

Also important in the operation of the City are the numerous boards and commissions. Preliminary issues are heard and considered before being presented to the Mayor and Council. Over one hundred citizen volunteers serve on the various boards, commissions, and authorities for the City of Newnan including the Board of Zoning Appeals, Planning Commission, Downtown Development Authority, Ethics Commission, Housing Authority, Keep Newnan Beautiful Commission, Newnan Cultural Arts Commission, Newnan Convention Center Authority, Newnan Development Authority, Newnan Hospital Authority, Parks Commission, Retirement Board, Tree Commission, and Water and Light Commission. Members of these boards, commissions, and authorities aid in the effectiveness of local government.

The chart on the next page shows the City of Newnan's 2012 organizational makeup. It also includes information on boards and commissions appointed or established by the City Council.

FY 2012 City of Newnan Organization Chart



CITY CONTACTS

CITY OF NEWNAN
P. O. Box 1193
25 LaGrange Street
Newnan, Georgia 30264
Fax #: 770-254-2353

City website:
www.ci.newnan.ga.us

MAYOR AND COUNCIL MEMBERS

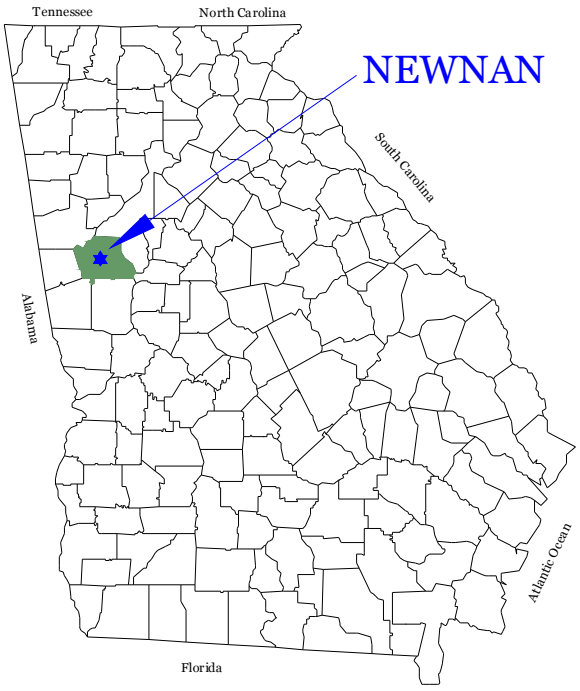
District	Council member	Year Elected
Mayor	L. Keith Brady	1994
District A:	Clayton Hicks	2006
District B:	Rhodes Shell	2006
District C:	Cynthia Jenkins, Mayor Pro Tem	2004
District D:	Robert Coggin	2008
Super District E (Districts A and B):	Ray DuBose	2006
Super District F (Districts C and D):	George Alexander	2003

CITY ADMINISTRATIVE OFFICES

Department	Director/Supervisor	Physical Address	Phone
Beautification	Mike Furbush	57 Boone Drive	770-251-3455
Building Inspection	Bill Stephenson	25 LaGrange Street	770-254-2362
Business Dev	Hasco Craver	6 First Avenue	770-253-8283
Carnegie Building	Amy Mapel	1 LaGrange Street	770-683-1347
Cemetery	Jimmy Hemmings	25 LaGrange Street	770-253-3744
City Clerk	Della Hill	25 LaGrange Street	770-254-2358
City Council		25 LaGrange Street	770-254-2358
City Hall		25 LaGrange Street	770-253-2682
City Manager	Cleatus Phillips	25 LaGrange Street	770-254-2358
Engineering	Michael Klahr	25 LaGrange Street	770-254-2354
Finance	Katrina Cline	25 LaGrange Street	770-254-2351
Fire	David Whitley	23 Jefferson Street	770-253-1851
Human Resources	Meg Blubaugh	25 LaGrange Street	770-254-2358
Information Tech	Jim Chambers	25 LaGrange Street	770-254-2358
Main Street	Hasco Craver	6 First Avenue	770-253-8283
Mayor	L. Keith Brady	25 LaGrange Street	770-254-2358
Newnan Utilities		70 Sewell Road	770-683-5516
Planning & Zoning	Tracy Dunnavant	25 LaGrange Street	770-254-2354
Police	Douglas Meadows	25 Jefferson Street	770-254-2355
Public Information	Gina Snider	25 LaGrange Street	770-254-2358
Public Works	Michael Klahr	55 Boone Drive	770-253-0327
Streets	Ray Norton	55 Boone Drive	770-253-1823

Introduction to the City of Newnan

The City of Newnan is the county seat of Coweta County and is located in the west central part of Georgia. The City is located 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 City 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 houses are prevalent, but Eclectic, Plantation Plain, and Plantation Variant styles are also common. Local builders have strived to maintain this quality in Newnan's modern homes, creating an aesthetic balance of old and new. The large number of recreational areas and the preservation of natural settings are the finishing touches to the City's picturesque landscape. As an example, Greenville Street Park is depicted below.



In 1828, eight streets were surveyed to form what would become downtown Newnan. The City was laid out in a grid pattern, and six of the streets still bear their original names, which honor famous Americans such as Jackson, Jefferson, Washington, and Madison. 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.



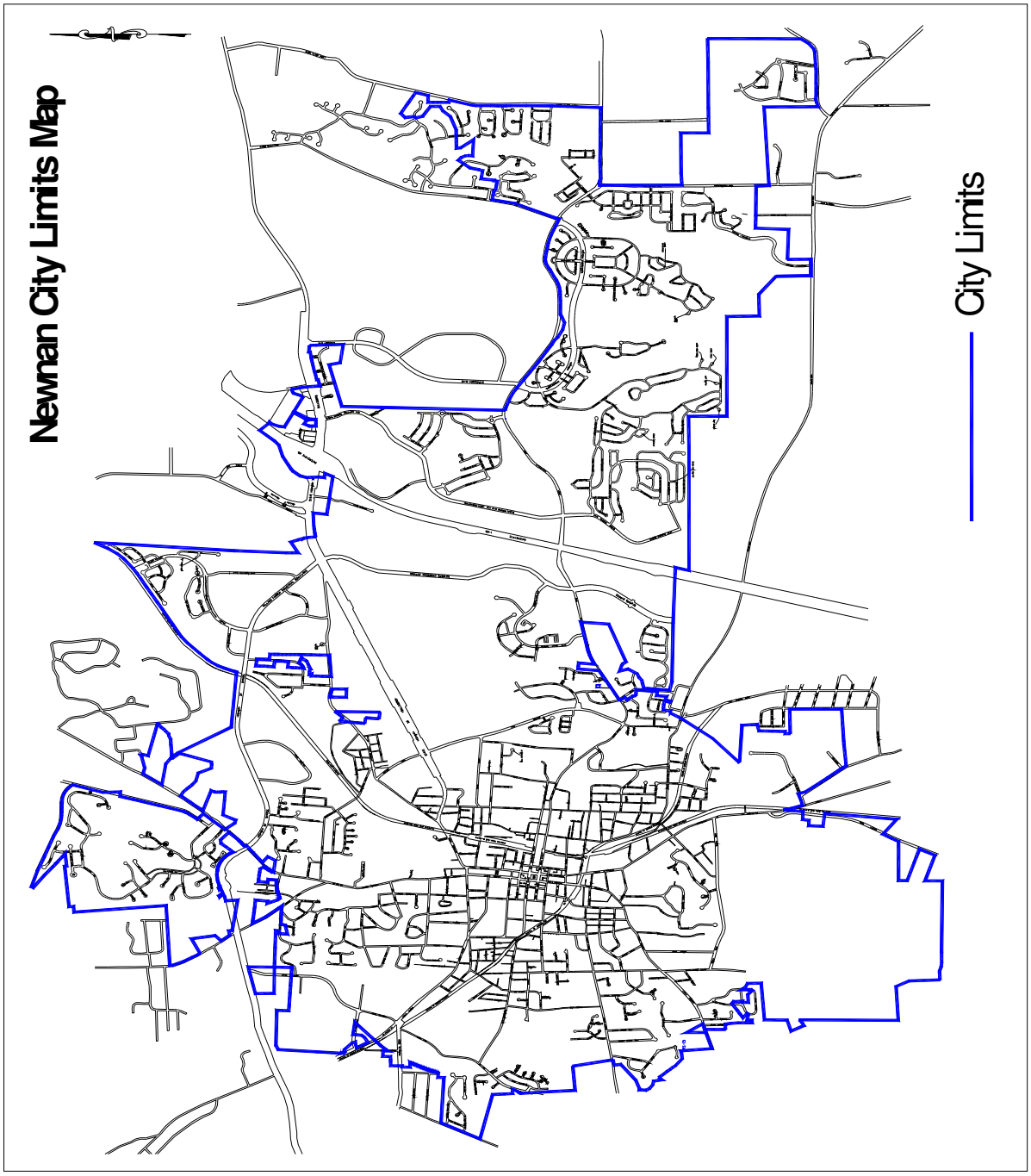




Newnan is home to six National Register historic districts, which contain some of Georgia's most beautiful houses and commercial buildings. Many houses are in the antebellum and Victorian styles that dominated Newnan's early and mid-19th century development. Buildings that make up the central business district comprise several architectural styles, including Neoclassical, Italianate, Classical Revival, Romanesque, and Victorian. Newnan's six historic districts are Cole Town, College-Temple, Downtown, Greenville-LaGrange, Newnan Cotton Mill and Mill Village, and Platinum Pointe.

The pictures above show downtown Newnan, the pool at Lynch Park, and City Hall.

The City of Newnan has increased substantially in population over the past few years and has grown in total square miles, via the annexation of land. In 1990, it was estimated that the City consisted of 12.37 square miles. By 2012, Newnan has grown to 19 square miles. This map shows the City's boundaries, current as of January 1, 2010.



Newnan At-A-Glance

Date of Incorporation: 1828

Population		Households	
1980 Census	11,449	1980 Census	4,084
1990 Census	12,497	1990 Census	4,634
2000 Census	16,242	2000 Census	5,939
2005 ACS*	28,388	2005 ACS*	10,348
2010 Census	33,039	2010 Census	12,439
2015 Projected	34,874	2015 Projected	13,362

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

*American Community Survey
Source: U.S. Census Bureau, City of Newnan Planning Department

Public Safety

One major goal of the City of Newnan is to provide a safe, secure, and clean community through the presence of strong police and fire forces. Consequently, Public Safety is allocated the largest percentage of the City's operating budget- 56.01% of the total 2012 operating budget.

The City of Newnan provides 24-hour police and fire protection through the employment of approximately 136 Public Safety employees. The Police Department has 86 employees composed of the Police Chief, detectives, lieutenants, sergeants, officers, school crossing guards, office assistants, five school resource officers working in conjunction with the Coweta County Board of Education, and one animal warden. The 50 remaining Public Safety employees are with the Fire Department and distributed among the Fire Chief, 12 driver engineers, 29 firefighters, 4 lieutenants, 3 captains, and an office assistant.

The City of Newnan Police department handles downtown parking enforcement, criminal investigations, traffic enforcement and assists with all municipal court cases. The department also utilizes bike patrol officers and a civilian jailor. There are two drug and vice units, one crime suppression unit and one ICE (Immigration and Customs Enforcement) unit.

The City of Newnan Fire Department's mission is to have professionally trained career firefighters committed to saving lives and property, to minimize the loss and suffering in the community due to fire through public education, code enforcement, standards of conduct, and training certification of personnel, and to provide responses to fires, hazardous material incidents, and emergency medical calls with available resources. Among other duties, the Fire Department operates as first responders to all traffic accidents and emergency medical calls that are life-threatening in nature, in conjunction with Coweta County 911. Additionally, the department also conducts station tours at all stations and gives back to the community through Public Fire Prevention Education by visiting schools as requested.

Currently, the City of Newnan operates three fire stations: Station 1 is located at 23 Jefferson Street in the downtown area, Station 2 (McKenzie Station) is located at 1516 Lower Fayetteville Road, and Station 3 (Westside Precinct) is located on Temple Avenue. The Newnan/Coweta Public Safety Training Complex is located at 473 Greison Trail. At this facility, firefighting personnel train in various areas from

basic firefighting techniques to advanced tactical rope rescue. The training complex consists of a live burn building, a newly renovated training tower with electrical simulator and, a defensive driver's course.

The Fire department has two aerial fire trucks, five pumper trucks, one special operations truck, and one hazardous materials trailer. The aerial fire trucks are utilized to fight fires in buildings reaching 95 feet and higher.

Statistics

Incident Type	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimated	2012 Projected
# of Home/Business Burglaries	219	250	213	300	361	375
# of Traffic Accidents Investigated	1,829	1,639	1,601	1,920	1,784	1,810
# of Drug-Related Investigations	216	240	261	120	205	215
# of Homicide Cases Investigated	3	0	2	1	0	1
# of Arrests Made	8,046	8,305	8,328	7,700	5,096	6,396
# of Court Cases Handled	6,325	6,652	6,900	6,600	5,150	6,450
# of Fires Responded to	87	98	69	59	100	105
# of Non-fire Related Emergencies Responded to	2,319	3,210	2,560	2,150	2,900	2950

Demographics

Newnan's per capita income is less than that of the State of Georgia, but it has been consistently rising in relation to the State for two decades. In 1980, Newnan residents earned 64% of the per capita income of the average for Georgia residents, whereas the most current figures show that Newnan residents are now making 96% of the average for the State. This is demonstrated in the table below.

Table 1: Per Capita and Median Household Income

	1980		1985		1990		1995		2000		2005-2009 ACS*	
Income	**City**	**State**	**City**	**State**	**City**	**State**	**City**	**State**	**City**	**State**	**City**	**State**
Per Capita	6,137	9,641	9,023	11,636	11,909	13,631	15,495	17,393	19,081	21,154	24,137	25,098
Median Household	14,981	15,033	17,987	18,013	20,993	29,021	28,568	31,713	36,142	42,433	50,531	49,466

*American Community Survey
Source: U.S. Census Bureau, ACS

The community services provided by the City, such as roads, planning, parks, and police and fire protection, are intended to meet the specific needs of residents. Knowing the age structure of a community and changes in its age distribution, as indicated by the following table, allows the City to appropriately plan for the future.

Table 2: Age Distribution

	1980		1985		1990		1995		2000	
Age Group	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**
0-4	933	8.1	1,070	8.9	1,207	9.7	1,218	9.0	1,372	8.4
5-14	1,909	16.7	1,801	15.0	1,692	13.5	1,981	14.6	2,502	15.4
15-24	2,012	17.6	1,997	16.7	1,981	15.9	2,037	15.0	2,331	14.4
25-34	1,689	14.8	1,837	15.3	1,984	15.9	2,275	16.8	2,833	17.4
35-44	1,065	9.3	1,357	11.3	1,648	13.2	1,887	13.9	2,347	14.5
45-54	1,115	9.7	1,083	9.0	1,051	8.4	1,370	10.1	1,849	11.4
55-64	1,032	9.0	1,043	8.7	1,053	8.4	1,020	7.5	1,107	6.8
65-74	993	8.7	973	8.1	952	7.6	863	6.4	876	5.4
75+	701	6.1	815	6.8	929	7.4	923	6.8	1,025	6.3
Total	11,449		11,973		12,497		13,576		16,242	

	2005		2010		2015		2020		2025	
Age Group	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**
0-4	1,714	7.6	3,149	9.5	2,570	7.7	2,676	7.6	2,823	7.5
5-14	3,536	15.6	5,049	15.3	4,736	14.2	5,099	14.4	5,385	14.4
15-24	3,087	13.6	4,098	12.4	4,597	13.8	4,609	13.0	4,801	12.8
25-34	2,912	12.9	5,748	17.4	4,571	13.7	5,161	14.6	5,342	14.3
35-44	3,850	17.0	5,177	15.6	3,971	11.9	3,938	11.1	4,761	12.7
45-54	3,215	14.2	3,823	11.5	5,073	15.2	4,796	13.6	4,058	10.8
55-64	2,347	10.4	2,948	8.9	3,962	11.9	4,557	12.9	4,858	13.0
65-74	1,131	5.0	1,733	5.3	2,486	7.5	2,884	8.2	3,302	8.8
75+	837	3.7	1,314	3.9	1,342	4.0	1,633	4.6	2,131	5.7
Total	22,629		33,039		33,307		35,354		37,459	

Source: U.S. Census Bureau, Woods & Poole Economics, Inc.

Table 3 shows past and present racial breakdown for the City of Newnan. Percentages may not add up to 100 percent due to rounding.

Table 3: Racial Composition

	1980		1990		2000		2010	
	Number	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**
Caucasian	6,311	55.1	6,464	51.7	8,783	54.1	19,473	59.4
African-American	5,101	44.6	5,951	47.6	6,846	42.1	9,978	30.4
American Indian, Eskimo, or Aleut	-	-	19	0.2	33	0.2	89	0.3
Asian or Pacific Islander	-	-	38	0.3	121	0.8	895	2.7
Other	37	0.3	25	0.2	259	1.6	1,689	5.2
Two or More Races	-	-	-	-	200	1.2	915	2.8
Hispanic Origin (Any Race)	77	0.7	78	0.6	806	5	3,619	11

Source: U.S. Census Bureau

In relation to Coweta County and the State of Georgia, Newnan residents have historically achieved a lesser level of education. Table 4 displays this trend for the years 1980 through the 2005-2009 reporting cycle of the American Community Survey (ACS) conducted by the Census Bureau. Estimates from the ACS show that this situation is rapidly reversing, especially at the college graduate level.

Table 4: Highest Educational Level Completed
Persons 25 and Older

	1980			1990			2000			2005-2009 ACS		
	City	County	State	City	County	State	City	County	State	City	County	State
Less than 9th Grade*	31.5	29.2	23.7	17.3	12.6	12	10.4	6.2	7.6	5.5	4.8	6.2
Some High School*	23.2	24.7	19.9	21.9	20	17	16.5	12.2	13.8	9.7	9.0	10.8
High School Graduate*	22.3	26.5	28.5	29.5	35.4	29.7	29.4	32.8	28.7	28.9	33.3	29.7
Some College*	10.4	9.8	-	12.8	18.8	17	18.6	22.8	20.4	18.2	20.9	19.7
College Graduate*	12.6	9.8	-	18.5	13.3	24.3	25.1	26	29.5	37.8	31.9	33.5
Total Pop. over 25	6,699	26,951	3,081,513	7,563	33,373	4,012,329	9,975	56,821	5,185,965	18,319	76,606	6,031,157

*Expressed as percentages
Source: U.S. Census Bureau, ACS

This coincides with Newnan High School and Coweta County School System's declining high school dropout rate and rising pass rate of 11th graders taking the Georgia High School Graduation Test (GHSGT) over the same period of time, as indicated by Table 5 below. What is also evident from the succeeding table is that students within Coweta County have consistently scored higher on the SAT than the State average.

Table 5: Educational Attainment Indicators
Newnan High School/Coweta County/State of Georgia

	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Total Enrollment											
Georgia	N/A	N/A	1,496,012	1,486,125	***	1,559,828	1,589,839	1,609,681	1,615,066	1,625,745	N/A
County	N/A	N/A	18,389	18,469	***	19,895	20,751	21,181	21,525	21,908	N/A
Newnan	N/A	N/A	1,772	1,846	***	2,080	2,168	2,145	2,206	2,293	N/A
High School Drop Out Rate											
Georgia	N/A	5.3%	5.5%	5.1%	5.0%	4.7%	4.1%	3.6%	3.8%	3.6%	N/A
County	N/A	6.2%	5.7%	4.6%	3.7%	3.8%	4.2%	3.0%	3.1%	2.2%	N/A
Newnan	N/A	8.2%	5.8%	6.5%	4.6%	3.4%	5.2%	4.3%	3.7%	3.5%	N/A
SAT Scores**											
Georgia	980	980	984	987	993	990	989	984	981	978	972
County	981	1009	1007	1000	1011	1013	1017	1023	1027	1020	1002
Newnan	1005	1037	1014	998	1021	996	1027	1022	1025	1025	999
% Cont. to GA Public Colleges											
Georgia	36.1	38.7	***	38.5	38.2	41.6	40.8	43.2	43.7	N/A	N/A
County	35.7	40.6	***	39.7	37.7	39.2	4.0	42.2	41.2	N/A	N/A
Newnan	35.8	36.3	***	35.0	26.5	32.0	35.6	32.9	32.8	N/A	N/A
GHSGT* Exit Exam Pass Rate											
Georgia	N/A	N/A	N/A	N/A	N/A	N/A	71.9	79.0	80.1	74.2	73.7
County	N/A	N/A	N/A	N/A	N/A	N/A	80.8	87.0	86.0	82.8	80.7
Newnan	N/A	N/A	N/A	N/A	N/A	N/A	78.5	81.0	84.2	80.1	83.5

*Georgia High School Graduation Test
**Mean Math and Verbal Scores only
***Data not available at time of printing
Source: Georgia Department of Education, Coweta County School System

Newnan's population totaled 16,242 in 2000 (see Table 6 following). This number represents a 30% growth rate since 1990. During the same time period, the State of Georgia experienced growth of 23%. From 2000 to 2010 the State and the City experienced growth rates of 18% and 103%, respectively. The exponential growth of Newnan is attributable to its close proximity to Atlanta, a trend of living on the "Southside", promising employment prospects, thriving commercial areas, and abundant recreational opportunities. It is not likely that the next decade will see another 100% increase of the City's population. The sluggish U.S. economy is leading people to be more stationary than they have been. However, the construction of a new cancer treatment hospital is likely to lead to the development of

other complementary businesses. This could cause Newnan to continue to see growth rates higher than the State average.

Table 6: Population Comparison, 1980-2025

	State of Georgia				City of Newnan			
Year	**Population**	**5-Year Growth Rates**	**10-Year Growth Rates**	**20-Year Growth Rate**	**Population**	**5-Year Growth Rates**	**10-Year Growth Rates**	**20-Year Growth Rates**
1980	5,463,105	-	-	-	11,449	-	-	-
1990	6,478,216	-	18.6%	-	12,497	-	9.2%	-
2000	8,186,453	-	26.3%	49.8%	16,242	-	30%	41.9%
2001	8,418,592	-	-	-	17,260	-	-	-
2002	8,583,674	-	-	-	19,262	-	-	-
2003	8,732,924	-	-	-	20,414	-	-	-
2004	8,910,741	-	-	-	22,310	-	-	-
2005	9,093,958	11.1%	-	-	24,423	50.4%	-	-
2006	9,318,715	-	-	-	26,790	-	-	-
2007	9,523,297	-	-	-	28,722	-	-	-
2008	8,583,674	-	-	-	30,474	-	-	-
2009	9,829,211	-	-	-	31,732	-	-	-
2010	9,687,653	6.5%	18.3%	-	33,039	35.3%	103.4%	-
2015	N/A	-	-	-	34,874	5.6%	-	-
2020	N/A	-	-	-	37,492	7.5%	13.5%	130.8%

Source: U.S. Census Bureau, ACS, City of Newnan Planning Department

The City charter authorizes the following services: public safety (police and fire), highways and streets, public improvements, planning and zoning, building inspection and general administrative services. The responsibility of providing the aforementioned services rest with the various City departments shown in the organizational chart shown earlier.

FY 2011 City of Newnan Departmental Statistics At-A-Glance

Fire		**Police**	
ISO Classification	4	Number of stations	3
Number of stations	3	Uniform Strength	72
Uniform Strength	48	Average Response Time	4 Minutes
Avg. Response Time	4.5 Minutes		

Public Works	
Street Miles	172.3
Water Storage Capacity	1.8 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 1800s. By the late 1920s, 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 textiles 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)

BJ's Wholesale Club
Bon L Manufacturing Company
Caldwell Steel Tanks
City of Newnan
Coweta County
Coweta County Board of Education
Crain Southern
Department of Children & Family Services
Georgia Power Company
Dillard's Department Store
EGO North America Products
Foley Products Company
Lowe's Home Center
Piedmont Newnan Hospital
Newnan Utilities
Target
U.S. Post Office
Wal-Mart Super Center

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 indebtedness. The total millage paid by City resident's sums to 33.32 mills.

2011 Millage Rates

District Name	Net O & M Millage	Bond Rate	Total Millage
City of Newnan	4.39	0	4.39
Coweta County - Incorporated	7.79	0	7.79
Coweta County - Unincorporated*		0	6.80
Coweta County - Fire District	2.50	0	2.50
School District	18.59	0	18.59
State	0.25	0	0.25
Grand Total for City Residents:	33.32	0	40.32

*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 purposes. Currently the City of Newnan has four 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, also known as Newnan Utilities, is completely responsible for the control and management of the water, sewerage and lights 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. However, the City sold its cable system to NuLink in 2008.

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.

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, 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 the high degree of efficiency and services offered today, the Commission and staff are making plans, taking surveys, and developing ideas daily to give Newnan an unparalleled public utility system

In addition, during the last half of 2002, revenue bonds in the amount of $112 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 is to focus on the revitalization and redevelopment of the central business district in downtown Newnan. Specifically, the Authority is charged with promoting the public good and general welfare for 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 directors who are appointed by the Newnan City Council. All directors must be a merchant or own property or buildings in the downtown business district.

Newnan Development Authority

In September of 1997, the Newnan City Council activated a public body known as the Development Authority of the City of Newnan. Its purpose is to develop and promote the public good and general welfare for trade, commerce, industry, and employment opportunities for the residents of the City of Newnan. The board of the Development Authority consists of seven 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

The City Council created the Hospital Authority in November of 2002. The function of the authority is the promotion of the public health needs of the community. The governing board of the Authority is composed of seven 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 1850s, 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 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, Schools of Excellence, and Teacher of the Year. Coweta has three past Georgia teachers of the year. This is more than any other school system in Georgia.

One of the things distinguishing Coweta County schools is the Central Educational Center (CEC), a charter school based on European-style apprenticeship programs. CEC was developed and is operated through a public-private partnership between the Coweta County School System, West Central Technical College, the local business and industrial communities, and local governments. CEC provides youth with a unique educational opportunity of seamless course offerings yielding joint credit with West Central Technical College and transfer credits with traditional four-year universities. To paraphrase former Governor Barnes's 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".

Another distinction of the Coweta County school system is the Centre for Performing and Visual Arts– a 1,000 seat performing arts hall joined with rehearsal space, visual art galleries, and lecture halls. The Centre is located on Lower Fayetteville Road and serves as exhibition and performance space for all of Coweta's 29 schools and for the community at large. It also is the hub of expanding fine arts programs and opportunities for schools and citizens. During the latter part of 2010, the City issued a Request for Proposals for a new convention center to be constructed adjacent to the Centre for Performing and Visual Arts. Funding for this project will come from hotel/motel taxes, special purpose local option sales tax (SPLOST), and motor vehicle rental excise taxes.

Below is a chart listing public schools located within the city limits of Newnan, along with their enrollment for 2010. Please note that this list is not representative of all schools in the Coweta County school system. To find out more about Coweta County schools, visit the Coweta County School System's web page at www.coweta.k12.ga.us/.

Schools Located in the City of Newnan	
School Name	***Enrollment***
Elementary Schools	
Atkinson	465 students
Elm Street	457 students
Jefferson Parkway	559 students
Newnan Crossing	905 students
Ruth Hill	430 students
Welch	886 students
Middle/Jr. High Schools	
Evans Middle School	793 students
High Schools	
Newnan High School	2,277 students
Alternative Schools	
Winston Dowdell Academy (formerly Fairmont)	35 students
Charter Schools	
Central Education Center	850 students

Additionally, the Heritage School, a co-educational, non-sectarian school, offers college preparatory curriculum for Kindergarten through 12th grade. The Newnan Christian School, founded by Bible Baptist Church, also provides education for Kindergarten through 12th grade. The Newnan Center for the State University of West Georgia, 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. In 2005, Brewton Parker College established a satellite campus at the CEC to offer undergraduate courses and degrees. In 2006, the former Maggie Brown Elementary School became an adult education center in partnership with West Central Technical College. Carolyn Barron Montessori School, a non-profit educational organization, offers a stimulating learning environment to families in Coweta County and surrounding areas. The school has programs for toddlers, as well as Montessori Classes for 3 to 14 year olds. The After School Enrichment (ASE) Program is open until 6pm each school day.

Recreation

Newnan's primary source of recreational facilities is derived from its inventory of parks and open spaces. Currently, the City has twelve parks within its boundaries, 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 the Newnan Water, Sewerage and Light Commission, the park has picnic tables, pavilions for groups of up to 150 people, a jogging path, 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.

A newer park addition is Greenville Street Park. The park was finished in the spring of 2008. The park features a 25 column colonnade and plaza. The park also includes intricate "hardscape" and brickwork. In addition to the colonnade, there is a sunken lawn/amphitheater, a fountain, plenty of tables and benches, and two beautiful sculptures.

First Avenue Park was opened in 2007. It is a 3.5 acre passive recreational park located along First Avenue and strategically placed on the edge of the historic Greenville/LaGrange residential neighborhood and within walking distance of historic downtown Newnan. The family park was designed as a neighborhood draw for play and exercise for the citizens of Newnan.

The community pool and pool house at Lynch Park were recently replaced and now include such features as a splash area for small children, a winding water slide, and zero entry into the pool.

The City of Newnan contracts with Coweta County for the administration of recreational programs at some City parks and facilities, including Lynch Park mentioned above. Coweta County also provides County recreational facilities and services near the northwest portion of the City.

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 636 seat capacity auditorium, named for Charles Wadsworth, a native Newnanite and renowned pianist. The auditorium has been the location of many cultural, civic, and social events for the City and County and houses the City of Newnan's Public Safety departments.

The Centre for Performing and Visual Arts (seen in the picture to the right) is located at 1523 Lower Fayetteville Road in Newnan and at www.thecentreonline.net via the Internet. Construction of the facility was funded by a SPLOST grant along with an investment by the Coweta County School System. The Centre is available for use by all the citizens of the surrounding communities with special priority being given to school system events.



Several private donations add to the distinction of The Centre for Performing and Visual Arts. One of the more notable donations is a Steinway concert grand piano given through the New York Bank by the estate of the late Tom McKeehan, a former resident of Senoia, Georgia. The Lauren Stapaniak Foundation, created in memory of Lauren Stepaniak, former principal of Madras Middle School who lost her battle with breast cancer, donated funds to purchase string instruments to be used by Coweta County middle school students, thus enabling the instruction of string instrumental music throughout the area. Most recently, the first piece of artwork from a major artist was received as the inaugural piece in what is hoped will become a large collection. The donation is a watercolor by Bruno Zupan entitled *Venice: View for Guidecca* and was given following a major art show in 2006.

However impressive the structure and its contents may be, it is the intangible that gives inspiration to visitors of The Centre for Performing and Visual Arts, as the philosophy of the Centre is to strive to be a house of excellence and an extension of the classroom no matter the age of the student. Its purpose is to provide opportunities that will expose its patrons to the arts, increase their knowledge and appreciation for multiple forms of artistic expression, and enhance the total living experience for all the people it is able to touch.

The Carnegie building was re-opened in 2009 after extensive renovations. This building was originally constructed as a Library in 1904. Eventually, the building came to be used for court rooms and fell away from its historic purpose. Now, the mission of the Carnegie is to provide a central gathering place that serves residents of all ages and backgrounds as well as community organizations with a non-circulating reading room, children's area, and meeting spaces enhanced by an art gallery. The Carnegie seeks to be an integral part of the community by offering print and electronic materials, services, and programs to adults and children to enrich lives. The physical address for the Carnegie is 1 LaGrange Street, Newnan and the web address is www.newnancarnegie.com.

Main Street Newnan hosts approximately 30 special events throughout the year in downtown Newnan. Events include favorites such as Taste of Newnan, Market Day, art walks, holiday parades, Christmas Open-House, and trick-or-treating.

The Newnan Community Theatre Company (NCTC) is a non-profit organization which has been providing live entertainment in downtown Newnan for over thirty years. With a full season of shows, NCTC is a busy and active theatre. Additionally, NCTC offers a youth program including a free weekly teen group for aspiring actors called XTras!, an improvisational comedy group known as NITWITS, murder mysteries, special events and a summer and holiday theatre camp for children. Their website is www.newnantheatre.org.

The Newnan Coweta Historical Society operates The Male Academy Museum, which is used to house many of Newnan's artifacts, and the History Depot at 60 East Broad Street. The Magnet-Brannon Center for the Arts located near downtown Newnan provides many cultural, civic, and social events for the City and County. The African-American Alliance operates the Coweta County Heritage Museum and Research Center at 92 Farmer Street.

Health Services

Newnan is the location of the County's major health services and facilities. Piedmont Newnan Hospital (PNH) is a 143-bed, joint commission accredited, acute-care hospital in Coweta County offering 24-hour emergency services, women's services and general medical/surgical services. Diagnostic services include digital mammography, CT, nuclear medicine, MRI, PET, ultrasound and fluoroscopy. A complete range of medical/surgical services includes laparoscopic surgery, physical therapy, respiratory therapy, sleep studies, cardiac catheterization and rehabilitation, and wound treatment/hyperbaric oxygen therapy. With more than 800 employees and a medical staff of over 230 physicians, PNH includes its main hospital campus (located on Hospital Road), the Piedmont Outpatient Center (located at the Summit Healthplex), the PNH Sleep Center (located near Thomas Crossroads), the PNH Wellness Center (located in downtown Newnan), and the PNH Ambulatory Surgery Center (located near downtown Newnan).

PNH is constructing a replacement hospital facility, which will be located on Poplar Road at the I-85 overpass. The state-of-the-art design of this new hospital, a 362,376-square-foot, 136-bed facility with nine total floors, will improve patient access and way finding, provide flexibility for changing clinical, technology and community need, increase operational efficiencies, and accommodate future growth. It is scheduled to open in early 2012.



PNH, a member of Piedmont Healthcare, operates with a mission of providing healthcare marked by compassion and sustainable excellence in a progressive environment guided by physicians, delivered by exceptional professionals, and inspired by the communities they serve. As part of their mission, they offer every patient they are privileged to serve the Piedmont Promise. This is their commitment, individually and collectively, to the community to provide "the perfect balance between health and care." The Promise defines their belief that every person who walks into a Piedmont Healthcare facility should be cared for in a genuine, respectful and heartfelt way, and treated by some of the world's best doctors using the latest medical technology. For more

information about Piedmont Newnan Hospital, view their website at www.piedmontnewnan.org.

The Coweta County Health Department at 137 Jackson Street is a vital force in the evolving health system, offering preventive and cost effective services which are family centered and provided in a culturally responsive manner. The Health Department is a fundamental resource for preventing disease and promoting health. Programs are offered in adult health, children's health, and women's health.

An exciting addition to Newnan's healthcare infrastructure will be the newest Cancer Treatment Centers of America (CTCA), which has chosen Newnan to serve the southeast region. The future hospital's certificate of need was approved by the State in December 2009. Along with good quality cancer treatment options, this facility will bring much-needed jobs and other industry to the City and County.

Transportation

Newnan is bisected by Interstate 85, which provides swift and convenient access to Atlanta located approximately 35 miles to the northeast. U.S. Highways 29 and 27A, along with Georgia Highways 34 and 70, provide access to the Newnan area from all directions. Newnan is also conveniently located 25 miles southwest of Atlanta's Hartsfield-Jackson International Airport, one of the busiest airports in the world.

The local Newnan-Coweta Airport has 5,500 feet of runway and accommodates corporate, military, and general aviation aircraft. The airport has plans for future expansion.

GRTA Xpress is a public bus transportation service and is operated as a partnership between the Georgia Regional Transportation Authority (GRTA) and Coweta County. This premier commuter service operates from the Newnan Crossing commercial area of Newnan to downtown Atlanta several times a day.

Coweta County's Dial-A -Ride program provides transit services to business, commercial, and activity centers in Coweta County and is funded with federal, state and local dollars. Trips are $3.00 per one way trip, must be within Coweta County, and are generally scheduled between the hours of 8 a.m. and 5 p.m. A van will come to any Coweta address to pick up or drop off citizens. The program uses a demand response model, meaning there are no fixed routes, stops, or pick up times. Citizens must call and schedule a needed trip 24 hours in advance, and daily routes are generated based on destinations requested. Rides are first come, first served based on availability. Service is provided Monday through Friday, excluding holidays. The operation of the program is conducted by Quality Trans, Inc., a third party contractor. The program is designed and available for anyone who needs transportation within Coweta County, but it is thought that the elderly and the handicapped are the predominant users of the program.

Public Utilities

Residents of the City of Newnan are provided access to water, electricity, and sewer services through Newnan Utilities. Their hours of operation are Monday through Friday, 8:00 a.m. to 5:00 p.m., and their contact information is:

Newnan Utilities
70 Sewell Road
Newnan, GA 30263
770-683-5516
www.newnanutilities.org

Sanitation Services

CLM Sanitation, through a contract with the City, provides sanitation services for residents. Their contact information is:

CLM Sanitation
PO Box 988
Stockbridge, GA 30281
770-716-1899
www.clmsanitation.com

Automobile Information

City residents may obtain information related to driver's licensing, vehicle tags, and registration through the entities listed below. Correct Georgia licenses and tags must be obtained within 30 days of establishing residency. Current registration, title or name and address of lien holder, or copy of lease agreement, proof of insurance, an auto emission inspection, and odometer reading are required.

Georgia Department of Driver Services
130 Bullsboro Drive, Suite 128 (Eastgate Shopping Center)
Newnan, GA 30263
678-413-8400
www.dds.ga.gov
Licenses are issued by the Georgia Department of Public Safety at designated testing sites. The Newnan office is open Tuesday through Saturday, 9:00 a.m. to 5:00 p.m. (no testing after 4:30 p.m.)

Vehicle Tags/Registration
County Administration Building
22 East Broad Street
Newnan, Georgia 30263
Phone: 770-254-2631
www.coweta.ga.us
The hours of operation are Monday through Friday, 8:00 a.m. to 5:00 p.m.

Voter Registration

Voter registration is handled by the Coweta County Registrar's Office. Hours of operation are Monday through Friday, 8:00 a.m. to 5:00 p.m. Their contact information is:

Coweta County Registrar's Office
County Administration Building
22 E. Broad Street
Newnan, GA 30263
770-254-2615
http://www.coweta.ga.us

Registering to vote in Georgia is a simple process. There are five requirements:

1. Be a citizen of the United States
2. Be a legal resident of the county
3. Be at least 17 1/2 years of age to register and 18 to vote
4. NOT be serving a sentence for a conviction of a felony involving moral turpitude
5. Have NOT been found mentally incompetent by a judge

Anyone meeting the above requirements can register to vote at any of the following locations:

- Public Library
- Government Revenue Offices
- Department of Public Safety
- College or University
- Recruitment Office of the US Armed Forces
- In person at the Voter Registration office (address above)
- By mail (applications available at any Coweta County fire station, downloading from the Georgia Secretary of State's office website, or calling the registrar's office to have an application mailed)

First Time Georgia Voters
Anyone who registered in Georgia for the first time by U.S. mail will be required to meet the following identification requirement before being allowed to cast their vote. Persons are required to provide identification either at the time they mail in their registration application, when they vote absentee, or when they vote at the precinct. If a person has previously registered in any county in the State, the person is not considered to be a first-time registrant. At this time, the identification items that will be accepted for these first-time registrants by mail are:

- A valid GEORGIA driver's license;
- A valid identification card issued any state, or the United States with a photo
- A valid UNITED STATES passport;
- A valid Government employee photo ID
- A valid UNITED STATES military identification card with photo;
- A valid tribal ID card with photo
- A current utility bill
- A current bank statement
- Government check or paycheck
- Valid Government document with name and address

The option exists to mail a copy of any of the above identification to the registrar's office. If this is not done, be prepared to show one of the acceptable forms of identification when going to the poll on Election Day to cast votes. Voting will not be allowed without one of these documents. It will not be permissible to sign an oath swearing or affirming identification as the person named on the elector's voter certificate.

Interesting Facts about the City of Newnan

Geography:

- Approximately 19 square miles (640 acres per square mile)
- Approximately 35 miles south west of Atlanta on Interstate 85
- County seat for Coweta County, Georgia
- A settlement known as Bullsboro was the first county seat.

Local Government:

- Council/Manager form of government
- Mission Statement: to provide cost effective programs and services, while continually focusing on preserving and enhancing the quality of life that is enjoyed by all citizens
- Mayor elected citywide, six council members from four districts and two super districts who all serve four year terms; Elections held in odd years
- Official policy for the City is set by this elected body.
- City Manager runs the daily operations of the city

Accolades:

- Certified City of Ethics
- Tree City USA
- City of Excellence
- Distinguished Budget Awards



Miscellaneous:

- Sister City: Ayr, Scotland
- Six Historic Districts: Cole Town, Platinum Point, Greenville-LaGrange, College-Temple, Cotton Mill and Mill Village, Downtown Business
- In the mid 1800s, Newnan was known as one of the wealthiest cities in the country!
- College Temple was the first college to offer a Master of Arts degree to women.
- Two Georgia Governors were from Newnan- Ellis Arnall and William Atkinson.
- Recently restored to its original splendor, the 1904 Coweta County courthouse, shown at the right, is well known to visitors as the site of the murder trial of John Wallace, which is immortized in the book *Murder In Coweta County* by Margaret Ann Barnes.
- Civil War General Joe Wheeler's headquarters can still be found at 87 LaGrange Street.
- Hometown to many famous people: Writer and Humorist Lewis Grizzard, Illustrator David Boyd, International Classical Pianist Charles Wadsworth, Country Music Superstar Alan Jackson, Novelist Erskine Caldwell, Country Music Star Doug Stone, Author Margaret Ann Barnes, Medal of Honor winners Joe Jackson and Stephen Pless, and many others

History:

- Newnan became a city in 1828.
- Newnan is named after General Daniel Newnan, a Georgia Secretary of State and United States Congressman.
- The passenger railroad line to Newnan was opened in 1851 and the old depot is now an exhibit hall of the Newnan Coweta Historical Society.
- Newnan is known as "the City of Homes".
- Land Lot 25 of the Fifth Land District was purchased for $100 for the courthouse location.
- The War of the States came closest to Newnan in July 1864, when the Battle of Brown's Mill occurred three miles south of town.

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Financial Policies

The City of Newnan has a great responsibility to its citizens to provide quality services with adequate funding, manage growth, and account for public funds. 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 over the years.

Fiscal Policies

The following long term financial policies and goals 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.
- The City will operate annually utilizing a balanced budget. The City defines a balanced budget as one where total appropriations from each fund do not exceed estimated fund balances, reserves and projected revenues for each of the City's respective funds.

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, Capital Improvement Funds, and a Fiduciary Fund. The Sanitation Fund, our only Enterprise Fund, was eliminated during 2003 when those services were outsourced. Following is a brief description of each fund type.

General Fund: Used as the main operating fund of the City and to account for all resources which 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 major capital projects) which are legally restricted to expenditures for specified purposes. Funds included are Confiscated Assets (210), Miscellaneous Grants (240), Law Enforcement (250) and Hotel/Motel Tourism (275).

Capital Improvement Funds: Used to account for financial resources to be used for the acquisition or construction of major capital projects. Funds included are Street Improvement (200), SPLOST (321, 322) and Impact Fees (375). *Fund 350 Capital Improvements was eliminated in 2011 due to GASB 54 implementation, since it was funded solely by the General Fund and did not have its own revenue stream.*

Fudiciary Fund: Used to account for money confiscated by the Police department and held pending disposition by courts. This fund is not budgeted by the City and is used only for bookkeeping purposes until funds are distributed, then the City records revenue as appropriate and upon receipt into a Special Revenue fund as designated.

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. The City does not currently utilize an enterprise fund; Sanitation was privatized in 2004.

Basis of Accounting

The basis of accounting determines when financial transactions are recorded in the accounts of the various funds used by the City. The basis of accounting is the same for the annual audit and the annual budget of the City of Newnan.

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, Fiduciary 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 the 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 a new software system, Logos.NET, in 2004, thereby decentralizing the purchasing function. Each department enters requisitions for goods and services, as needed and per budget, and the requisition is automatically processed by the Finance Director. This automated system also allows for denial or return of the requisition to the requesting department if funds are not available, bids are not acceptable or supplied, or additional information is needed. The Finance department is responsible for all purchase order and accounts payable processing.

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 General Fund, Street Improvement Fund, Special Local Option Sales Tax (SPLOST) Funds, Tourism Enhancement Fund and several other minor funds, such as

Miscellaneous Grants and Confiscated Assets. These budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) plus encumbrances.

Both the General Fund and Tourism Enhancement Fund budgets are prepared based 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.

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 (or CAFR) is public record and, therefore, available to the public for review. Reports are available for the past several years on our website at www.ci.newnan.ga.us.

The City produces monthly financial statements reporting the activity for the previous month and activity for all funds maintained by the City. These reports provide actual versus budgeted revenue and expense activity on a year-to-date basis, by fund and department. Additionally, these reports provide prior year-to-date information for comparison and reference.

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. Budget documents are also available for review on the City's website at www.ci.newnan.ga.us. 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 twenty-one 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. Historically, the City of Newnan has not utilized debt to fund capital projects and does not anticipate doing so in the future. Typically, capital funds are collected and maintained until the balance available is sufficient to complete a purchase or project. If a project or improvement cannot be purchased with current revenues, long-term debt might be considered, but only as a last resort.

Capital Improvement Policy

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. All capital assets are tagged upon receipt with a City of Newnan Inventory tag and maintained in the City's Capital Asset system for accountability and protection of the capital investment.

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.

The City will coordinate the capital improvement budget with the operating budget, so that future operating costs associated with new capital acquisitions are projected and included.

The City will maintain all assets at an adequate level to protect its investment and minimize maintenance and replacement costs.

City staff will include projected costs and funding sources for each capital project prior to submission to City Council for inclusion in the final budget.

Reserve Policy

The City will maintain a minimum reserve in Undesignated Fund Balance which equals 50% of the General Fund budgeted amount. If existing reserves exceed the required level, such funds may be used to provide for non-recurring expenditures and emergencies 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 are 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. Each department has system access to real-time information as related to budgets, expenditures, encumbrances and available balances. Encumbrances are established when purchase orders are issued. In the event of insufficient funds

within an account, requisitions are either denied or returned with a request for additional information. Budgetary control is established at the department level, not by individual line item within the department.

Budget Preparation Process

The City Manager's Office oversees the budget preparation process. The budget is composed of three levels: (1) Departmental Requests, (2) City Manager's Proposal, and (3) 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 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 City Manager. 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 City Manager to review their submitted budget requests. During October and November, the City Manager'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.

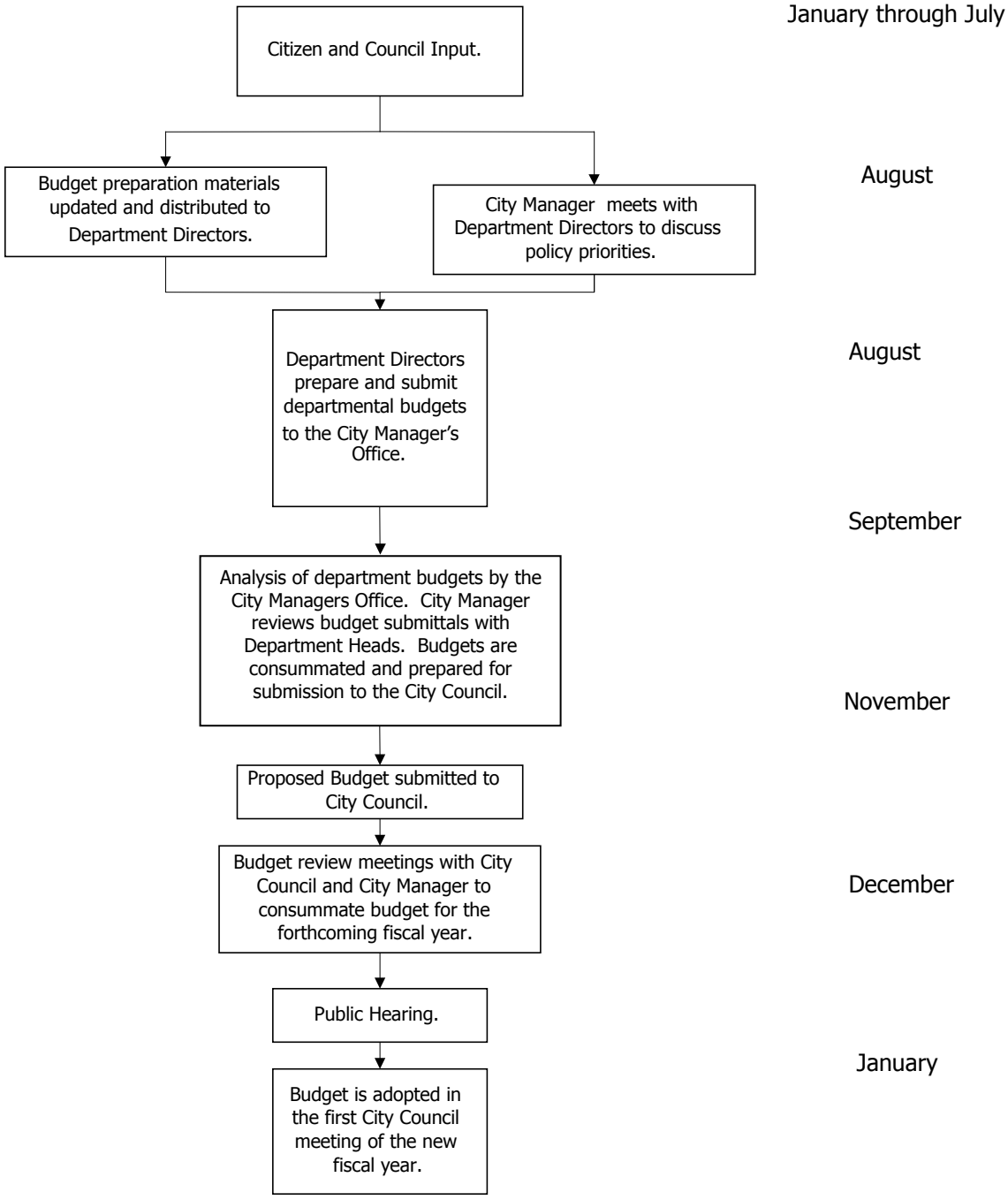
Budget Adoption: At the first regularly scheduled Council meeting in January, the City Council enacts an appropriation ordinance for the ensuing fiscal year. The ordinance details all anticipated revenues to be received during the fiscal year, all anticipated expenditures for the fiscal year and all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

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

Fiscal Year

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

City of Newnan Budget Process Flowchart



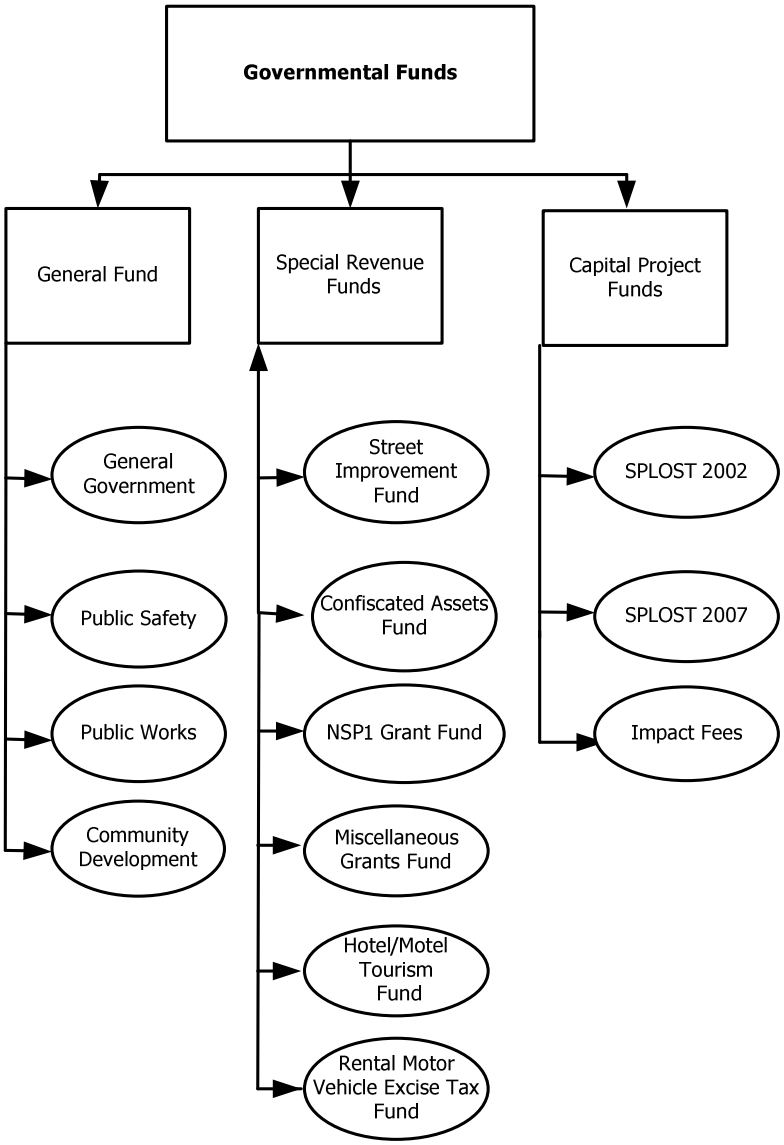
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Funds, Debt Summary & Financial Trends

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.

2012 City of Newnan Fund Structure



As noted in the chart entitled "2012 City of Newnan Fund Structure", the City utilizes three (3) major governmental fund types: General, Special Revenue, and Capital Project.

General Fund

The General Fund is the general operating fund of the City. It accounts for all transactions of the City which pertain to the general administration and services provided to citizens, including police and fire protection. 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. This fund accounts for the collection of most tax revenues, excise taxes, permits and licenses, fines and forfeitures, service charges and other local and intergovernmental revenues.

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 four special revenue funds: Street Improvement Fund, Hotel/Motel Tourism Fund, Drug Enforcement Fund and Miscellaneous Grants Fund.

Street Improvement Fund. The Street Improvement Fund is utilized to account for state grants and contracts for the purpose of maintaining City streets and roads. This fund's revenue stream consists of monies from state grants and contracts. Prior to the implementation of GASB 54 in 2011, this fund also relied on a transfer from the General Fund for maintenance of the City's streets and roads. Those funds are still utilized for operations; however, they are now budgeted in the Street department in the General Fund.

Confiscated Assets Fund. The Confiscated Assets fund consists solely of confiscated, condemned funds released by the Superior Court. The monies are used by the City of Newnan Police Department to purchase necessary equipment and supplies; it cannot be utilized for wages and benefits. Any projected fund balance automatically carries over the next year for budgeting purposes.

NSP1 Grant Fund. The NSP1 Grant Fund was created in the FY 2010 budget to account for funds received from the Georgia Department of Community Affairs Neighborhood Stabilization Program. The grant funds are passed through to the Newnan Housing Authority and Newnan-Coweta Habitat for Humanity to purchase and rehabilitate housing, which is then sold to eligible recipients via a low or no interest loan. Mortgage payment principal is then put back into the fund in the form of program income, which is also used to purchase and rehabilitate housing.

Miscellaneous Grants Fund. The Miscellaneous Grants Fund is utilized for grants received by the City of Newnan from local vendors, the Department of Community Affairs, and other agencies. This fund does not include major grants. The monies are utilized for minor equipment and other operating needs of the departments receiving the funds; most have a designated use. Any projected fund balance is automatically carried over to the next year for budgeting purposes.

Hotel/Motel Tourism Fund. The Hotel/Motel Tourism Fund was created in the FY 1999 budget 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.

Rental Motor Vehicle Excise Tax Fund. The Rental Motor Vehicle Excise Tax Fund was created in the FY 2011 budget for the purpose of promoting tourism in the City of Newnan. Revenues for this fund are raised from an excise tax on motor vehicle rentals collected by businesses operating within the City limits. State statute prohibits use of proceeds for anything except for the promotion of tourism and tourism activities. These funds are specifically allocated to the new Convention Center being built in Newnan.

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 2012: SPLOST 2002 Fund, SPLOST 2007 Fund and Impact Fees Fund. Fund 350 Capital Equipment was eliminated for 2011 due to implementation of GASB 54 by the City because the Fund did not have its own revenue stream. Capital outlay expenditures for the City's operations are now budgeted in the General Fund, rather than funded by a transfer to the Capital Equipment Fund.

SPLOST 2002 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%.

SPLOST 2007 In 2006, the citizens of Newnan re-approved a 1% Special Purpose Local Options Sales Tax (SPLOST) for the purpose of funding capital projects. Approved projects include building construction and maintenance, streets, parks, recreation center and other projects enumerated under that fund. This SPLOST is for a period of six years. The City receives 25% of the one-cent tax after the deduction of funds for renovation of the County Courthouse. Newnan Water and Light will receive 16% of the 25% the city receives during the six year program.

Impact Fees The City Council started levying impact fees in the fall of 2004 and funds received through this means are earmarked for capital improvements in Transportation, Fire Services, Police Services and Recreation/Beautification. Since its inception, funds have been used to construct a new park, build a fire/police precinct, fund road improvements in several areas and purchase a new fire truck. Additional projects will be developed for the four areas for which these funds are collected.

Major Governmental Funds

The funds listed below are considered to be major governmental funds for budgeting and auditing purposes. Each fund represents at least 10 percent of the total appropriated revenues or expenditures or it is considered major by the City. The fund descriptions are included above.

- General Fund
- SPLOST 2002
- SPLOST 2007
- Impact Fees

All other funds are considered to be minor for budgeting purposes, based on the 10 percent rule. Included below are the 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 (by Function and Department)
General Fund Revenue Summary (by Classification)
General Fund Summary of Revenues Chart
General Fund Expenditures by Function Chart
General Fund Budgeted Expenditures by Major Use Listing and Chart

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

Confiscated Assets Fund (Fund 210)
Confiscated Assets Fund Summary of Revenues and Expenditures

NSP1 Grant (Fund 221)
NSP1 Grant Fund Summary of Revenues and Expenditures

Miscellaneous Grants Fund (Fund 240)
Miscellaneous Grants Fund Summary of Revenues and Expenditures

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

Rental Motor Vehicle Excise Tax Fund (Fund 280)
Rental Motor Vehicle Excise Tax Fund Summary of Revenues and Expenditures

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

Special Purpose Local Option Sales Tax (SPLOST) 2007 Issue (Fund 322):
SPLOST 2007 Fund Summary of Revenues and Expenditures

Impact Fees (Fund 375):
Impact Fees Fund Summary of Revenues and Expenditures

ALL GOVERNMENT TYPES IN FY 2012

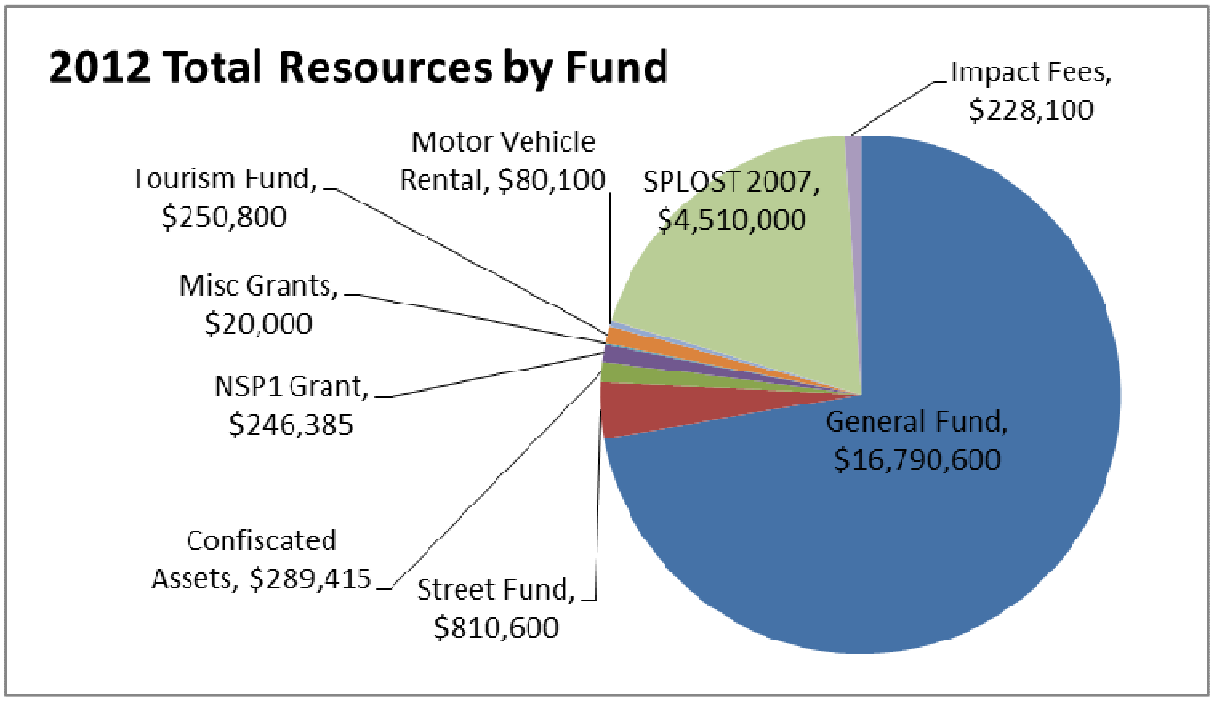
All Government Fund Types in FY 2012

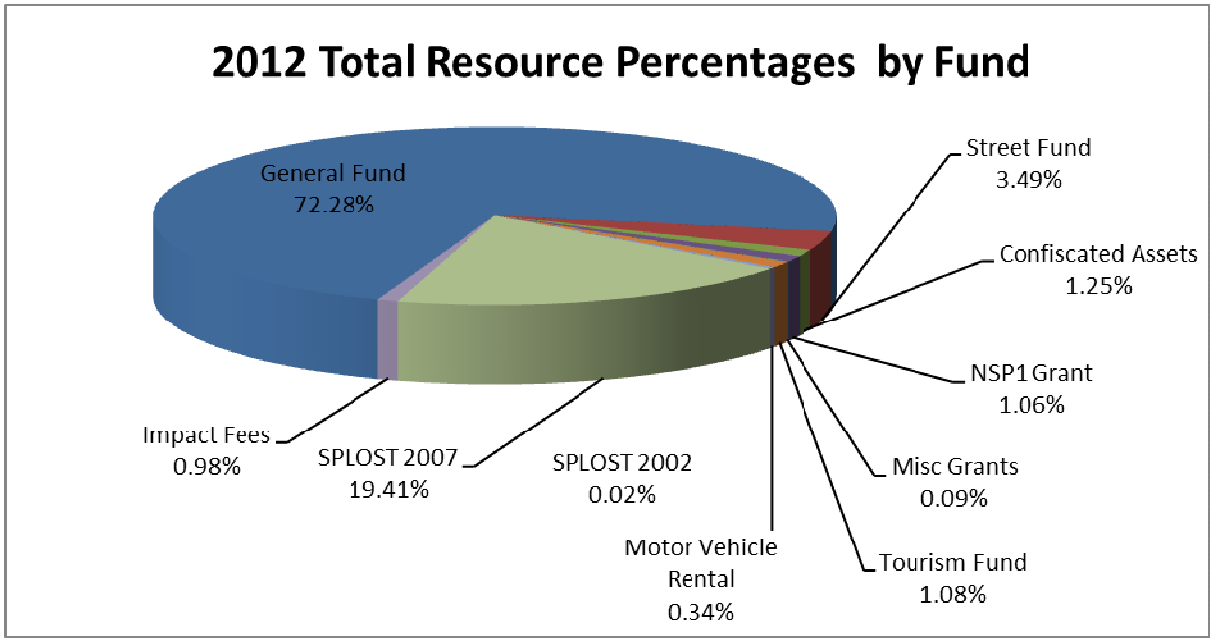
Combined Statement of Budgeted Revenues, Expenditures, and Changes in Fund Balance

	General Fund	Street Improvement	Confiscated Assets	NSP1 Grant	Miscellaneous Grants	Hotel/Motel Tourism	Motor Vehicle Rental	SPLOST 2002	SPLOST 2007	Impact Fees	Total
Resources											
Revenues											
Property Taxes	$4,366,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,366,000
Sales Taxes	4,300,000	0	0	0	0	0	0	0	0	0	4,300,000
SPLOST	0	0	0	0	0	0	0	0	4,500,000	0	4,500,000
Excise (Franchise) Tax	3,592,000	0	0	0	0	250,000	80,000	0	0	0	3,922,000
Occp Tax/Alcohol License	1,802,000	0	0	0	0	0	0	0	0	0	1,802,000
Inspections & Permits	243,150	0	0	0	0	0	0	0	0	223,000	466,150
Service Charges	98,700	0	0	0	0	0	0	0	0	0	98,700
Fines & Forfeitures	593,500	0	287,412	0	0	0	0	0	0	0	880,912
Intergovernmental	45,000	810,000	0	246,285	0	0	0	0	0	0	1,101,285
Other Revenue	255,250	600	2,003	100	20,000	800	100	4,000	10,000	5,100	297,953
Total Revenues	$15,295,600	$810,600	$289,415	$246,385	$20,000	$250,800	$80,100	$4,000	$4,510,000	$228,100	$21,735,000
Operating Transfers In											
Water & Light	$1,345,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,345,000
Hotel/Motel Tourism	150,000	0	0	0	0	0	0	0	0	0	150,000
Total Transfers In	$1,495,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,495,000
TOTAL RESOURCES	$16,790,600	$810,600	$289,415	$246,385	$20,000	$250,800	$80,100	$4,000	$4,510,000	$228,100	$23,230,000
Uses											
Expenditures											
General Government	$2,065,354	$0	$0	$0	$0	$0	$0	$0	$158,274	$0	$2,223,628
Public Safety	9,527,697	0	859,354	0	20,000	0	0	0	0	0	10,407,051
Public Works	2,930,128	1,157,000	0	0	0	0	0	379,490	4,475,000	500,000	9,441,618
Community Development	1,905,157	0	0	246,385	0	440,000	0	1,237,343	3,925,000	250,000	8,003,885
Other Services	362,264	0	0	0	0	0	0	0	0	0	362,264
Total Expenditures	$16,790,600	$1,157,000	$859,354	$246,385	$20,000	$440,000	$0	$1,616,834	$8,558,274	$750,000	$30,438,447
Operating Transfers Out											
Convention Center	$0	$0	$0	$0	$0	$125,000	$158,039	$0	$0	$0	$283,039
General Fund	0	0	0	0	0	150,000	0	0	0	0	150,000
Water & Light	0	0	0	0	0	0	0	0	720,000	0	720,000
Total Transfers Out	$0	$0	$0	$0	$0	$275,000	$158,039	$0	$720,000	$0	$1,153,039
TOTAL USES	$16,790,600	$1,157,000	$859,354	$246,385	$20,000	$715,000	$158,039	$1,616,834	$9,278,274	$750,000	$31,591,487
Net Resources	$0	($346,400)	($569,939)	$0	$0	($464,200)	($77,939)	($1,612,834)	($4,768,274)	($521,900)	($8,361,487)
Projected Beg Fund Balance	$16,916,848	$366,147	$1,141,808	$0	$0	$466,576	$77,939	$1,612,834	$11,134,530	$1,484,343	$33,201,025
Ending Fund Balance	**$16,916,848**	**$19,748**	**$571,868**	**$0**	**$0**	**$2,376**	**$0**	**$0**	**$6,366,256**	**$962,443**	**$24,839,539**

All Fund Types
Summary of FY 2012 Budgeted Revenues

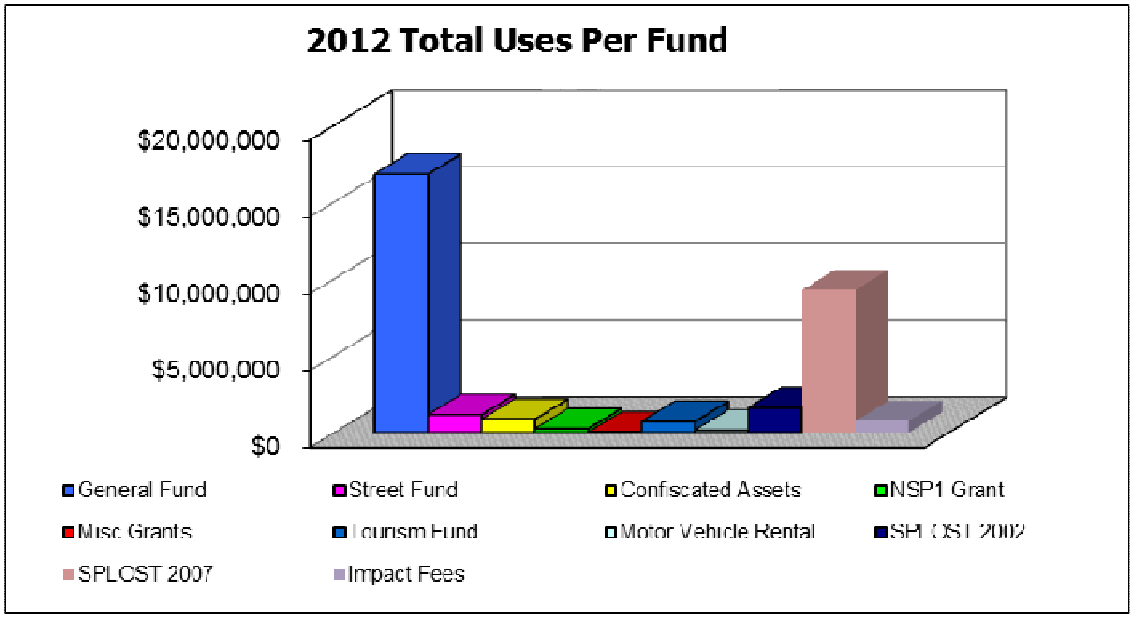
The following pie charts illustrate the total FY 2012 budgeted revenues for all funds. Specifically, the first chart depicts total revenue by dollar amount from each fund, whereas the second chart depicts each fund's percentage of total revenue.

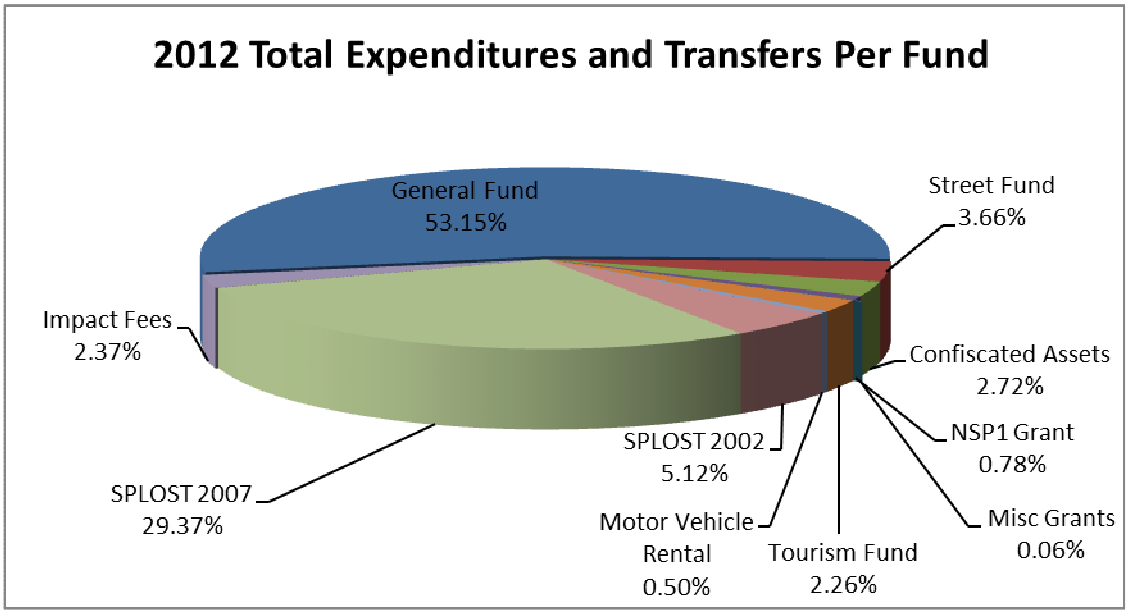




All Fund Types
Summary of Uses (Expenditures & Transfers)

The following bar graph and pie chart illustrate the total FY 2012 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. Please note that values in the following illustrations include operating transfers from SPLOST 2007 Fund to Newnan Utilities, a component unit of the City of Newnan, along with operating transfers to the Convention Center.





The chart below shows the summary of General Fund revenues and expenditures. There is a 3.14% increase in revenues and expenditures from 2011 to 2012.

General Fund (100)

Summary of Revenues and Expenditures

	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Percent Change 11 vs. 12 Budget
Beginning Fund Balance	$15,112,364	$13,450,930	$14,123,825	$14,872,441	$16,916,848	19.78%
RESOURCES						
Revenue						
Property Tax	$4,876,629	$4,924,986	$4,517,100	$4,464,046	$4,366,000	-3.35%
Sales Tax	3,860,258	4,187,040	4,300,000	4,209,712	4,300,000	0.00%
Excise (Franchise) Tax	3,063,835	3,028,181	3,019,000	3,727,062	3,592,000	18.98%
Occp Tax & Alcohol Licenses	1,972,011	1,789,459	1,773,000	1,838,532	1,802,000	1.64%
Inspections & Permits	259,895	267,249	250,400	313,753	243,150	-2.90%
Service Charges	119,331	80,634	98,000	102,418	98,700	0.71%
Fines & Forfeitures	691,911	624,181	690,000	676,190	593,500	-13.99%
Intergovernmental Revenues	59,583	47,252	46,000	51,702	45,000	-2.17%
Other Local Revenues	356,182	317,031	182,400	347,893	255,250	39.94%
Total Revenues	$15,259,634	$15,266,011	$14,875,900	$15,731,308	$15,295,600	2.82%
Operating Transfers In						
Water & Light Commission	$1,172,781	$1,389,847	$1,260,000	$1,359,376	$1,345,000	6.75%
Transfer from Tourism Fund	$144,385	$134,216	$144,000	$151,158	$150,000	4.17%
Total Transfers In	$1,317,166	$1,524,063	$1,404,000	$1,510,534	$1,495,000	6.48%
Total Resources	$16,576,799	$16,790,074	$16,279,900	$17,241,842	$16,790,600	3.14%
Uses						
Expenditures						
General Government	$3,850,665	$1,695,495	$1,947,387	$1,815,418	$2,065,354	6.06%
Public Safety	8,767,101	8,657,181	9,332,031	8,896,865	$9,527,697	2.10%
Public Works	2,561,396	2,508,168	2,690,687	2,528,491	$2,930,128	8.90%
Community Development	2,134,280	1,962,167	2,059,444	1,759,924	$1,905,157	-7.49%
Other Services	201,191	226,552	250,351	196,737	$362,264	44.70%
Total Expenditures	$17,514,633	$15,049,563	$16,279,900	$15,197,435	$16,790,600	3.14%
Capital Transfers Out						
Capital Equipment Fund	$523,600	$219,000	$0	$0	$0	N/A
Street Improvement Fund	200,000	100,000	0	0	0	N/A
Total Operating Transfers Out	$723,600	$319,000	$0	$0	$0	N/A
Total Uses	$18,238,233	$15,368,563	$16,279,900	$15,197,435	$16,790,600	3.14%
Net Resources	($1,661,434)	$1,421,511	$0	$2,044,407	$0	N/A
Ending Fund Balance	$13,450,930	$14,872,441	$14,123,825	$16,916,848	$16,916,848	19.78%
Ending Undesignated Fund Bal.	**$13,450,930**	**$14,872,441**	**$14,123,825**	**$16,916,848**	**$16,916,848**	**19.78%**

General Fund (100)
Revenue Summary

		2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Percent Change 11 vs. 12
Property Taxes							
31.1100	Property Tax	$4,517,575	$4,519,815	$4,200,000	$4,100,000	$4,025,000	-4.17%
31.1110	Public Utility Tax	29,674	70,106	40,000	50,000	45,000	12.50%
31.1200	Delinquent Tax	-	-	100	-	-	-100.00%
31.1310	Motor Vehicle Tax	249,931	249,579	225,000	252,224	240,000	6.67%
31.1340	Intangible Tax	40,205	22,175	20,000	19,366	19,000	-5.00%
31.9100	Interest & Penalities	34,544	44,909	30,000	35,000	33,000	10.00%
31.9500	Fi Fa for Property Taxes	4,700	18,402	2,000	7,456	4,000	100.00%
Total Property Taxes		$4,876,629	$4,924,986	$4,517,100	$4,464,046	$4,366,000	-3.35%
Sales Tax							
31.3100	Local Option Sales Tax	$3,860,258	$4,187,040	$4,300,000	$4,209,712	$4,300,000	0.00%
Total Sales Tax		$3,860,258	$4,187,040	$4,300,000	$4,209,712	$4,300,000	0.00%
Excise (Franchise) Tax							
31.1710	Franchise - Georgia Power	$309,066	$282,583	$300,000	$327,398	$320,000	6.67%
31.1711	Franchise - EMC	447,133	420,935	440,000	472,464	465,000	5.68%
31.1730	Franchise - Gas	245,343	246,944	242,000	261,296	250,000	3.31%
31.1750	Franchise - Cable TV	303,112	264,586	300,000	264,000	250,000	-16.67%
31.1760	Franchise -Telephone	115,942	201,588	105,000	100,000	100,000	-4.76%
31.4200	Beer & Wine Tax	669,278	667,031	660,000	663,830	660,000	0.00%
31.4300	Alcoholic Beverage Tax	73,453	70,178	72,000	88,407	72,000	0.00%
31.6200	Insurance Premiums	900,507	874,336	900,000	1,549,668	1,475,000	63.89%
Total Excise (Franchise) Tax		$3,063,835	$3,028,181	$3,019,000	$3,727,062	$3,592,000	18.98%
Occupational Taxes and Alcohol Licensing							
31.6100	Occupational Tax	$1,565,553	$1,404,665	$1,400,000	$1,410,000	$1,400,000	0.00%
31.6102	Professional Tax	61,200	59,200	59,000	67,200	63,000	6.78%
31.6300	Financial Institution Tax	125,420	99,497	100,000	143,332	125,000	25.00%
31.6400	Insurance Agent Tax	40,788	39,743	34,000	35,000	34,000	0.00%
32.1110	Beer/Wine Licenses	29,050	36,355	30,000	33,000	30,000	0.00%
32.1120	Liquor Licenses - Pouring/Pkg	150,000	150,000	150,000	150,000	150,000	0.00%
Total Occupational Tax/Alcohol Lic		$1,972,011	$1,789,459	$1,773,000	$1,838,532	$1,802,000	1.64%
Inspections & Permits							
32.2100	Residential Const Permits	$111,239	$143,984	$110,000	$110,136	$110,000	0.00%
32.2110	Commercial Const Permits	45,798	19,992	50,000	115,000	50,000	0.00%
32.2150	Building Plan Review	24,254	18,879	20,000	25,269	20,000	0.00%
32.2200	Variance/Appeal/Spec Exc	4,300	6,050	4,000	5,000	5,000	25.00%
32.2210	Zoning Certification Fee	365	450	300	500	300	0.00%
32.2211	Rezoning/Annexation Fee	1,816	3,630	2,000	0	1,000	-50.00%
32.2230	Sign Permit	3,335	2,765	3,000	2,820	2,500	-16.67%
32.2901	Site Preparation Fee	6,360	6,350	6,000	6,000	6,000	0.00%
32.2902	Land Disturbance Permit	6,919	1,558	2,000	150	1,000	-50.00%
32.2903	Demolition Permit	300	350	400	400	400	0.00%
32.2904	Mechanical Permit	8,505	8,935	8,000	9,500	8,500	6.25%
32.2906	Tree Removal Permit	235	290	200	350	200	0.00%
32.3110	Environmental Prot Fee	1,440	250	1,000	0	500	-50.00%
32.3130	Plumbing Permit	10,410	14,400	12,000	12,500	12,500	4.17%
32.3135	Construction Plan Rev	100	0	0	188	0	N/A
32.3140	Electrical Permit	18,150	20,710	18,000	17,505	17,000	-5.56%
32.3150	Gas Permit	970	1,370	1,000	1,035	1,000	0.00%
32.3910	Re-Inspect Fee	5,150	3,500	4,000	1,200	1,000	-75.00%
32.3920	Subdivision Plat Fee	200	650	500	200	250	-50.00%
32.3930	Site Development Plan Fee	5,250	6,736	3,000	1,000	1,000	-66.67%
32.3940	Sidewalk Inspecitons/ReInspect	4,800	6,400	5,000	5,000	5,000	0.00%
Total Inspections & Permits		$259,895	$267,249	$250,400	$313,753	$243,150	-2.90%

General Fund (100)
Revenue Summary (Continued)

	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Percent Change 11 vs. 12
Service Charges						
33.6000 School Resource Officer	$96,127	$89,719	$96,000	$94,390	$95,000	-1.04%
34.2901 Event Activity Fees	$0	$1,308	$2,000	$2,300	$2,500	25.00%
34.3010 House Demolition	21,338	(6,576)	0	5,316	1,000	N/A
34.3020 Grass Cutting	1,865	(3,817)	0	412	200	N/A
Total Service Charge	$119,331	$80,634	$98,000	$102,418	$98,700	0.71%
Fines & Forfeitures						
35.1171 Police Fines	$653,633	$594,965	$660,000	$652,059	$580,000	-12.12%
35.1172 Parking Fines	23,310	15,696	15,000	10,000	1,500	-90.00%
35.1173 Tech Fees from Fines	14,968	13,520	15,000	14,131	12,000	-20.00%
Total Fines & Forfeitures	$691,911	$624,181	$690,000	$676,190	$593,500	-13.99%
Other Local Revenue						
33.4113 Cultural Arts Commission	$17,560	$23,104	$0	$32,000	$0	N/A
33.4114 Veteran's Memorial Bricks	136,562	650	0	100	0	N/A
34.4130 Sale of Recyclables	0	1,528	1,000	4,887	2,000	100.00%
34.6901 Admin Fee for Impact Fees	3,157	4,333	4,000	2,500	2,500	-37.50%
34.7901 City Store Sales	0	968	200	300	250	25.00%
34.9110 Cemetery Lot Sales	43,263	70,493	47,000	93,497	70,000	48.94%
34.9120 Monument Setting Fee	135	705	200	400	500	150.00%
34.9130 Cemetery Services	55,000	65,500	60,000	78,975	65,000	8.33%
34.9901 Rental Fees	7,130	11,916	10,000	17,888	15,000	50.00%
36.1000 Interest on Investments	46,219	24,007	20,000	21,540	20,000	0.00%
38.0000 Miscellaneous	47,156	96,352	40,000	82,807	70,000	75.00%
39.2100 Fixed Asset Sales	0	17,475	0	13,000	10,000	N/A
Total Other Local Revenue	$356,182	$317,031	$182,400	$347,893	$255,250	39.94%
Intergovernmental Revenue						
33.1600 Real Estate Transfer	$24,665	$9,975	$12,000	$9,000	$10,000	-16.67%
33.6010 Police Vest Grant	25	2,995	0	6,617	0	N/A
33.8001 Payments In Lieu Of Tax	34,892	34,282	34,000	36,084	35,000	2.94%
Total Intergovernmental	$59,583	$47,252	$46,000	$51,702	$45,000	-2.17%
Other Financing Sources						
39.1101 Transfer from NU for Bus Dev	$0	$0	$0	$9,375	$25,000	N/A
39.1105 Water & Light	1,172,781	1,389,847	1,260,000	1,350,000	1,320,000	4.76%
39.1205 Transfer from Tourism Fund	144,385	134,216	144,000	151,158	150,000	4.17%
Total Other Financing Sources	$1,317,166	$1,524,063	$1,404,000	$1,510,534	$1,495,000	6.48%
Total General Fund Revenue	**$16,576,799**	**$16,790,074**	**$16,279,900**	**$17,241,842**	**$16,790,600**	**3.14%**

Overall, FY 2012 budgeted revenues are projected to increase by 3.14% over the $16,279,900 budgeted in FY 2011. This increase, which equals $510,700, is mainly attributed to the increase in insurance premium taxes which increased by $575,000. Newnan's population as stated by the 2010 Census grew by 104% and insurance premium taxes are distributed solely on population. Budgeted revenues for FY 2012 are 2.62% less than projected revenues for FY 2011, displaying a conservative approach to budget forecasting. Parking fines are down by 90%, which is a direct reflection of Council's decision to eliminate the 2-hour parking restriction in downtown parking areas.

Property taxes are down by $175,000 to reflect a continued slight decline in the tax digest. The millage rate is projected to remain the same for 2012, at 4.39 mills per thousand dollars of assessed value. Most other changes are related to the general economic and financial conditions affecting Newnan and the rest of the country.

General Fund (100)
Expenditure Summary

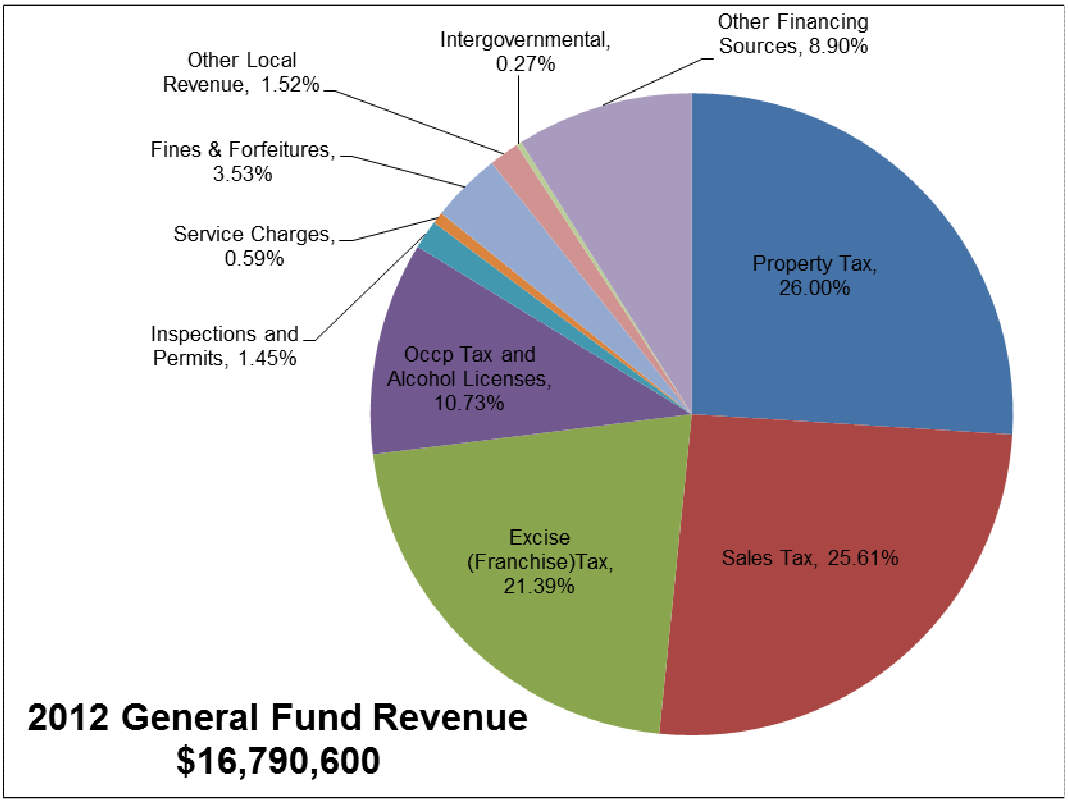
	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Percent Change 11 vs. 12 Budget
General Government						
City Council	$139,113	$136,727	$145,163	$138,194	$148,188	2.08%
City Manager	214,659	218,512	247,351	233,055	248,689	0.54%
Public Information Office	78,156	79,569	83,229	80,785	92,257	10.85%
City Attorney	106,720	94,208	92,000	91,586	93,650	1.79%
City Clerk	74,439	78,342	78,693	78,195	81,485	3.55%
Finance	349,293	352,318	361,819	357,715	403,408	11.49%
Human Resources	143,747	148,757	156,425	145,088	162,785	4.07%
Municipal Court	156,672	172,100	135,330	170,248	177,059	30.83%
Information Technology	126,888	139,459	140,412	148,539	167,332	19.17%
Miscellaneous	2,460,978	275,505	506,965	372,013	490,501	-3.25%
Transfer to Capital Fund	523,600	219,000	0	0	0	N/A
Total General Government	$4,374,265	$1,914,495	$1,947,387	$1,815,418	$2,065,354	6.06%
Public Safety						
Police	$5,249,948	$5,074,281	$5,585,307	$5,284,255	$5,636,607	0.92%
School Resources	310,927	315,599	317,100	313,102	335,336	5.75%
Animal Services	55,107	53,796	61,264	54,822	63,594	3.80%
Fire - Station 1	3,126,054	3,188,016	3,332,120	3,244,686	3,492,160	4.80%
Fire - Station 2	19,119	21,766	31,330	0	0	-100.00%
Fire - Station 3	5,946	3,723	4,910	0	0	-100.00%
Total Public Safety	$8,767,101	$8,657,181	$9,332,031	$8,896,865	$9,527,697	2.10%
Public Works						
Public Works Administration	$165,796	$170,457	$206,717	$210,837	$257,526	24.58%
Engineering	242,973	208,905	190,624	182,581	169,860	-10.89%
Streets	1,375,216	1,346,173	1,487,529	1,382,252	1,632,408	9.74%
Transfer to Street Fund	200,000	100,000	0	0	0	N/A
Garage	357,655	361,956	376,332	354,676	426,102	13.23%
Cemetery	419,756	420,676	429,485	398,145	444,232	3.43%
Total Public Works	$2,761,396	$2,608,168	$2,690,687	$2,528,491	$2,930,128	8.90%
Community Development						
Community Development Admin	$212,599	$218,163	$221,398	$0	$0	-100.00%
Building Maintenance	245,660	256,547	287,715	253,008	287,904	0.07%
Parks & ROW Beautification	914,123	703,700	735,239	698,637	768,040	4.46%
Planning & Zoning	206,344	219,527	228,310	215,784	285,182	24.91%
Building Inspection	555,555	564,231	586,782	592,495	564,031	-3.88%
Total Comm. Development	$2,134,280	$1,962,167	$2,059,444	$1,759,924	$1,905,157	-7.49%
Other Services						
Carnegie Building	$63,105	$87,261	$100,000	$95,360	$118,403	18.40%
Business Development & Main Street	138,086	139,290	150,351	101,377	210,001	39.67%
Keep Newnan Beautiful	0	0	0	0	33,860	N/A
Total Other Services	$201,191	$226,552	$250,351	$196,737	$362,264	44.70%
Total General Fund	**$18,238,233**	**$15,368,563**	**$16,279,900**	**$15,197,435**	**$16,790,600**	**3.14%**

Due to the increase in revenues, the City was able to fund some much-needed increases in wages, benefits and operations for 2012. All full-time employees will receive a 3.5% wage increase, the first increase in wages since 2009. Additionally, the Community Development Department was eliminated due to restructuring, Keep Newnan Beautiful funds are now contained within a

department under Other Services, and budgeted funds for Fire Stations #2, and #3 are combined with Station #1 for FY 2012.

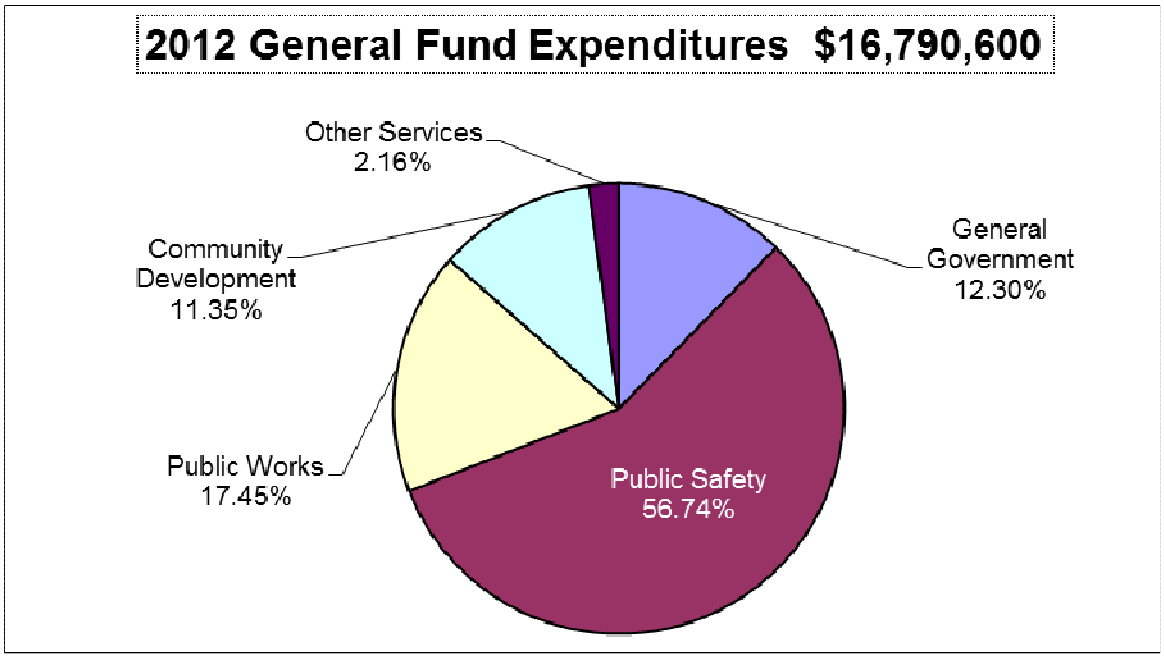
FY 2012 General Fund Summary of Revenues

This chart illustrates the major categories of General Fund revenue anticipated by the City in 2012. Property taxes are the largest source of revenue, followed by sales tax and excise (franchise) taxes. These three sources make up 73.01% of all General Fund revenue. Other sources include occupational tax and alcohol licenses, fines and forfeitures, intergovernmental monies, inspections and permits, other local revenues and other financing sources.



FY 2012 General Fund Expenditures by Function

The following chart illustrates the major categories of General Fund expenditures by function. The Public Safety function accounts for the largest appropriation in the General Fund at 56.74%. The Public Works function makes up the second largest expenditure group at 17.45% of the total, followed by the Community Development function at 11.35%. The General Government and Other Services functions follow, in that order. Please note that interfund transfers were eliminated in 2011 with the City's implementation of GASB 54.



Budgeted Expenditures by Use

Overall, operating expenditures increased by 3.14% for 2012. Virtually all departmental operating budgets increased from 2011 due to the 3.5% wage increase and 7% increase in health insurance premiums. Additionally, operating funds for most departments increased this year to facilitate more efficient and effective services.

The following table represents the total FY 2012 Operating Budget as compared to the 2011 Operating Budget. Categories of funding uses are shown to permit the reader a broad overview of the major changes in expenditures for all operating funds of the City. Expenditures are contained in those categories where the funds were originally spent.

General Fund Expenditures by Use

Description	2011 Adopted Budget	2011 Projected Expenditures	2012 Adopted Budget	2011 - 2012 Variance	2011 - 2012 % Change
Wages - Full Time	$8,929,975	$8,442,544	$9,023,864	$93,889	1.1%
Employee Insurance	2,001,078	2,060,794	2,169,283	168,205	8.4%
Professional Services	251,980	274,969	289,463	37,483	14.9%
Other Contractual Services	60,462	55,817	114,669	54,207	89.7%
Repairs and Maintenance	175,764	156,885	237,544	61,780	35.1%
Minor Street Repairs/Maint	0	50,000	50,000	50,000	N/A
Concrete Repairs	0	0	60,000	60,000	N/A
Traffic Signs & Devices	0	0	47,000	47,000	N/A
Vehicle Gasoline/Diesel	304,000	353,467	367,000	63,000	20.7%
Computer Hardware/Software	1,750	2,312	77,326	75,576	4318.6%
Protective Equipment	10,000	7,000	32,500	22,500	225.0%

Although the City granted a 3.5% wage increase for FY 2012, personnel restructuring accounted for savings of $71,169. Please refer to the Personnel Summary section of this document for details of all personnel changes. Employee health insurance premiums increased by 7% for FY 2012. Employees who have family coverage will absorb a small percentage of the increase ($20 per

month); the City will absorb the remaining $58 per month. Additionally, the City absorbed the full increase for those employees with single coverage. Professional services increased by approximately $37,000, mainly to pay for indigent defense in the Municipal Court department.

Other contractual services expenditures increased by $54,207. This is mainly attributed to an additional $35,000 added for the Bypass median maintenance in the Beautification department and approximately $12,000 added to Building Maintenance for janitorial services. Repairs and maintenance expenses increased by approximately $62,000 due to increased costs for supporting the City's operating system, Logos.Net, and increased maintenance needs at the City's buildings and offices.

Funds for minor street repairs and maintenance, concrete repairs and traffic signs and devices were allocated separately for 2012. In prior budget documents, these funds had been included with street repairs and maintenance. The increase for vehicle gasoline and diesel is simply due to the volatility in fuel costs over the past few years.

Computer hardware and software expenditures increased by approximately $75,500 for 2012. Most of the increases are to cover outdated computer equipment, including $45,000 for a new Fleet Management System for the City Garage. Expenses for protective equipment are related to replacement of breathing apparatus for the Fire Department.

Street Improvement Fund (200)

The Street Improvement Fund is utilized to account for state grants and contracts for the purpose of maintaining City streets and roads. Additionally, funds for Streetscapes, Bypass and other major street improvements utilizing state and federal funds are maintained in this fund. Any remaining fund balances are carried over to the next fiscal year for budgeting purposes.

Summary of Revenues and Expenditures

		2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Beginning Fund Balance		$315,153	$478,731	$459,300	$587,395	$366,147
Revenue						
33.4111	State DOT Contracts	$608	$89,781	$50,000	$126,530	$150,000
33.4112	Greenville Streetscapes - Phase 2	0	0	300,000	0	300,000
33.4115	Jefferson/Jackson Corridor	0	0	0	0	360,000
36.1000	Interest Earnings	1,724	831	700	837	600
Total Revenues		**$2,331**	**$90,612**	**$350,700**	**$127,367**	**$810,600**
Expenditures						
52.2200	Repairs & Maintenance	$0	$0	$0	$7,572	$7,000
53.1100	Materials & Supplies	4,078	27,106	60,000	6,334	40,000
53.1110	Streetscapes Construction	10,655	5,057	650,000	50,000	600,000
54.1406	Hot Mix, Asphalt and Gravel	24,020	49,786	100,000	284,709	150,000
54.1422	Jefferson/Jackson Corridor	0	0	0	0	360,000
Total Expenditures		**$38,753**	**$81,949**	**$810,000**	**$348,614**	**$1,157,000**
Other Financing Sources						
39.1200	Transfer from General Fund	$200,000	$100,000	$0	$0	$0
Total Other Financing Sources		**$200,000**	**$100,000**	**$0**	**$0**	**$0**
Revenues and Other Financing Sources Over (Under) Expenditures		**$163,578**	**$108,663**	**($459,300)**	**($221,247)**	**($346,400)**
Ending Fund Balance		**$478,731**	**$587,395**	**$0**	**$366,147**	**$19,748**

Significant Issues/Comments

Phase 2 of the Greenville Streetscapes Corridor Improvement project is scheduled for completion in FY 2012. The Jefferson/Jackson Corridor Improvement project is also on schedule to begin construction in FY 2012.

GASB 54 was implemented by the City in 2011. Therefore, the transfer from the General Fund that has historically provided a majority of this fund's revenue is now budgeted in the General Fund. This fund will be utilized to record revenues and expenditures associated with funding from outside sources such as Georgia Department of Transportation providing its revenue stream.

Confiscated Assets Fund (210)

This fund consists solely of confiscated, condemned funds released by the Superior Court. The monies are used by the City of Newnan Police Department to purchase necessary equipment and supplies; it cannot be utilized for wages and benefits. Any projected fund balance automatically carries over to the next year for budgeting purposes.

Summary of Revenues and Expenditures

		2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Beginning Fund Balance		$126,697	$136,165	$1,448,745	$1,686,320	$1,141,808
Revenues						
35.1240	Local Drug Condemnations	$4,800	$8,769	$12,000	$2,483	$2,318
35.1320	Other Police Seizures	18,289	14,844	18,000	7,468	6,970
35.1321	Dept. of Justice Condemnations	2,291	0	2,500	0	2,500
35.1322	Dept. of Treasury Condemnations	137,960	2,105,929	125,000	295,311	275,624
36.1000	Interest on Investments - Local	17	3	5	1	1
36.1150	Interest on Other Police Seizures	14	0	2	1	1
36.1151	Interest on DOJ Condemnations	221	6	5	5	1
36.1152	Interest on DOT Condemnations	292	2,002	700	2,416	2,000
33.0003	Reimbursement for Projects	0	75,430	0	0	0
Revenues Total		**$163,883**	**$2,206,983**	**$158,212**	**$307,685**	**$289,415**
Expenditures						
35.1240A	Local Drug Cond Expenditures	$0	$9,536	$12,000	$2,554	$2,554
35.1320A	Other Police Seizures Expenditures	0	12,066	18,000	4,301	5,000
35.1321A	DOJ Expenditures	0	373	2,500	3,963	1,800
35.1322A	DOT Expentidures	0	634,854	1,033,100	841,379	850,000
52.1200	Professional Services	1,230	0	0	0	0
52.1300	Other Contractual	152	0	0	0	0
52.2200	Repairs & Maintenance	420	0	0	0	0
52.3200	Communications	8,800	0	0	0	0
52.3500	Travel Expenses	2,529	0	0	0	0
52.3700	Training	1,655	0	0	0	0
53.1100	Materials and Supplies	25,096	0	0	0	0
53.1101	Office Supplies	1,388	0	0	0	0
53.1106	Protective Equipment	4,679	0	0	0	0
53.1400	Books & Periodicals	5,137	0	0	0	0
53.1600	Minor Equipment	37,699	0	0	0	0
53.1601	Computer Hardware & Software	50,278	0	0	0	0
54.2200	Vehicles	15,352	0	0	0	0
Expenditures Total		**$154,415**	**$656,828**	**$1,065,600**	**$852,197**	**$859,354**
Other Financing Sources						
39.1200	Transfer from General Fund	$0	$0	$0	$0	$0
Other Financing Sources Total		**$0**	**$0**	**$0**	**$0**	**$0**
Revenues and Other Financing Sources Over /(Under) Expenditures		**$9,468**	**$1,550,155**	**($907,388)**	**($544,513)**	**($569,939)**
Ending Fund Balance		**$136,165**	**$1,686,320**	**$541,357**	**$1,141,808**	**$571,868**

Note: The General Ledger was reconfigured to more closely match accounting requirements and simplify reconciliations.

NSP1 Grant Fund (221)

The NSP1 Grant Fund is utilized to account for a federal Neighborhool Stabilization Program (NSP) grant awarded in 2010. Funds are used to acquire and rehabilitate housing for citizens who meet the income and other established guidelines. The City of Newnan is the recipient of the Grant; Newnan Housing Authority and Newnan-Coweta Habitat for Humanity are sub-recipients. Any remaining fund balances are carried over to the next fiscal year for budgeting purposes.

Summary of Revenues and Expenditures

	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Beginning Fund Balance	$0	$0	$0	$0
Revenue				
33.1150 NSP1 Program Income	$0	$0	$30,925	$40,000
33.4155 Grant Funds	1,827,754	0	150,000	206,285
36.1000 Interest Earnings	0	0	20	100
Total Revenues	**$1,827,754**	**$0**	**$180,945**	**$246,385**
Expenditures				
52.1100 Administrative Services	$23,196	$0	$5,411	$5,000
52.1200 Professional Services	20,877	0	7,676	6,000
52.1300 Other Contractual Services	198,526	0	9,465	5,000
52.2000 NSP1 Program Income Expenses	0	0	30,925	40,000
57.2008 Disbursements to NCHFH	1,142,547	0	75,479	158,965
57.2009 Disbursements to HAN	442,608	0	51,989	31,420
Total Expenditures	**$1,827,754**	**$0**	**$180,945**	**$246,385**
Revenues and Other Financing Sources Over (Under) Expenditures	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**

Miscellaneous Grants Fund (240)

The Miscellaneous Grants Fund is utilized for grants and/or donations received by the City of Newnan from local vendors, the Department of Community Affairs, and other agencies. This fund does not include major grants. The monies are utilized for minor equipment and other operating needs of the departments receiving the funds; most have a designated use. Any projected fund balance is automatically carried over to the next year for budgeting purposes.

Summary of Revenues and Expenditures

	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Beginning Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
Revenues					
33.4155 Grant Funds	$2,999	$55,553	$25,000	$17,715	$20,000
Revenues Total	**$2,999**	**$55,553**	**$25,000**	**$17,715**	**$20,000**
Expenditures					
Function / Activity: 1540 - Human Resources					
Department: 20 - Human Resources					
51.2900 Other Employee Benefits	$376	$4	$0	$6,216	$0
Expenditures Total - Human Resources	**$376**	**$4**	**$0**	**$6,216**	**$0**
Function / Activity: 3200 - Police					
Department: 40 - Police Department					
52.1201 Public Relations	($27)	$0	$7,000	$7,652	$12,500
Expenditures Total - Police Department	**($27)**	**$0**	**$7,000**	**$7,652**	**$12,500**
Function / Activity: 3500 - Fire					
Department: 50 - Fire Department #1					
53.1100 Materials and Supplies	$0	$0	$15,000	$647	$3,000
53.1106 Protective Equipment	0	999	0	0	0
53.1600 Minor Equipment	0	0	3,000	0	4,500
53.1701 Vehicle Maintenance	0	53,550	0	0	0
Expenditures Total - Fire Department	**$0**	**$54,549**	**$18,000**	**$647**	**$7,500**
Function / Activity: 6220 - Recreation					
Department: 61 - Beautification					
53.1705 Landscaping Supplies	$0	$1,000	$0	$200	$0
Expenditures Total - Recreation	**$0**	**$1,000**	**$0**	**$200**	**$0**
Function / Activity: 6500 - Carnegie Building					
Department: 90 - Carnegie Building					
53.1400 Books & Periodicals	$150	$0	$0	$0	$0
Expenditures Total - Recreation	**$150**	**$0**	**$0**	**$0**	**$0**
Function / Activity: 7400 - Planning & Zoning					
Department: 70 - Planning & Zoning					
52.1200 Professional Services	$2,500	$0	$0	$3,000	$0
Expenditures Total - Planning & Zoning	**$2,500**	**$0**	**$0**	**$3,000**	**$0**
Expenditures Total	**$2,999**	**$55,553**	**$25,000**	**$17,714**	**$20,000**
Revenues and Other Financing Sources Over / (Under) Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**

Hotel/Motel Tourism Fund (275)

The Hotel/Motel Tourism 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 through a hotel/motel tax, which is placed on hotels/motels conducting business in the City of Newnan. O.C.G.A. section 48-13-51(a)(3) details in specific terms how proceeds garnered through the hotel/motel tax can be spent. City Council has designated that the majority of these funds be utilized to build and support the new Convention Center currently under construction.

Summary of Revenues and Expenditures

	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Beginning Balance	**$659,395**	**$749,697**	**$647,762**	**$629,966**	**$466,576**
Revenues					
31.4100 Hotel/Motel Tax	$240,641	$223,692	$240,000	$251,930	$250,000
36.1000 Interest on Investments	3,349	1,326	1,000	838	800
Revenues Total	**$243,990**	**$225,018**	**$241,000**	**$252,768**	**$250,800**
Expenditures					
52.1200 Professional Services	$0	$0	$20,000	$0	$0
52.2200 Repairs and Maintenance	0	0	10,000	0	0
52.3400 Printing & Binding	498	0	5,000	0	0
52.3600 Dues and Fees	0	0	1,000	0	0
53.1220 Natural Gas	3,678	3,691	5,000	5,000	5,000
54.1211 Bldgs & Grounds Rep/Maint	5,128	0	10,000	10,000	10,000
54.1315 Convention Center Construction	0	206,843	650,000	250,000	425,000
Expenditures Sub-Total	**$9,304**	**$210,534**	**$701,000**	**$265,000**	**$440,000**
Other Financing Uses					
61.1100 Transfer to General Fund (60%)	$144,385	$134,215	$144,000	$151,158	$150,000
61.2001 Transfer to Convention Center	0	0	0	0	125,000
Other Financing Uses Total	**$144,385**	**$134,215**	**$144,000**	**$151,158**	**$275,000**
Expenditures Total	**$153,689**	**$344,749**	**$845,000**	**$416,158**	**$715,000**
Sources Over (Under) Expenditures	**$90,302**	**($119,731)**	**($604,000)**	**($163,390)**	**($464,200)**
Ending Fund Balance	**$749,697**	**$629,966**	**$43,762**	**$466,576**	**$2,376**

Significant Issues/Comments

Monies collected through the hotel/motel tax in the City are utilized to fund tourism activities. 40% of the total revenue collected is retained by the fund and 60% is transferred to the General Fund for operations.

A new convention center is being constructed with the funds collected through this tax and is scheduled for completion by July of 2012. It will be located adjacent to the Performing and Arts Center on Lower Fayetteville Road. $125,000 is budgeted for transfer to the Convention Center Authority to partially fund operations and maintenance. Other funds for operations will come from Rental Motor Vehicle Excise Tax and event revenue generated by the facility.

Rental Motor Vehicle Excise Tax Fund (280)

The Motor Vehicle Rental Excise Tax Fund, a special revenue fund created in FY 2011, is for the purpose of promoting tourism in the City of Newnan. Revenues for this fund are garnered through an excise placed on vehicle rental businesses who conduct business in the City of Newnan. Funds collected are to be used specifically for the construction of the convention center and its operations.

Summary of Revenues and Expenditures

	2011 Budget	2011 Projected	2012 Budget
Beginning Balance	**$0**	**$0**	**$77,939**
Revenues			
31.4400 Motor Vehicle Rental Excise Tax	$0	$77,889	$80,000
36.1000 Interest on Investments	0	50	100
Revenues Total	**$0**	**$77,939**	**$80,100**
Other Financing Uses			
61.2001 Transfer to Convention Center	$0	$0	$158,039
Expenditures Total	**$0**	**$0**	**$158,039**
Sources Over (Under) Expenditures	**$0**	**$77,939**	**($77,939)**
Ending Fund Balance	**$0**	**$77,939**	**$0**

The new convention center is currently being constructed and is scheduled for completion by July of 2012. $158,039 is budgeted for transfer to the Convention Center Authority to partially fund operations and maintenance. Other funds for operations will come from Hotel/Motel Tax and event revenue generated by the facility.

Special Purpose Local Option Sales Tax Fund (321) 2002 Issue

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 was 25% of the balance collected after Coweta County took $35,000,000 off the top for a new Justice Center, is divided with the City receiving 84% and Newnan Water and Light receiving 16%. This sales tax expired in 2006; thus the only revenue since that time has been interest earnings.

Summary of Revenues and Expenditures

		Project Budget	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Beginning Fund Balance			$0	$1,398,321	$3,171,035	$4,315,794	$5,578,551	$6,259,535	$5,153,311	$5,365,845	$3,909,447	$2,619,528	$3,378,439	$1,612,834
Revenue														
31.3200	SPLOST		$2,097,415	$2,136,739	$2,347,378	$2,620,816	$3,057,400	$0	$0	$0	$0	$0	$0	$0
36.1000	Interest Earnings		9,131	19,817	52,487	145,761	280,984	281,826	110,964	21,751	7,576	6,000	5,018	4,000
37.0000	Donation/Private Contribution		0	0	0	0	0	0	150,000 *	0	0	0	0	0
	Total Revenue		**$2,106,546**	**$2,156,556**	**$2,399,865**	**$2,766,577**	**$3,338,384**	**$281,826**	**$260,964**	**$21,751**	**$7,576**	**$6,000**	**$5,018**	**$4,000**
Uses														
Expenditures														
54.1315	Convention Center	$2,500,000	$372,639	$7,829	$338,106	$142,913	$95	$0	$0	$0	$0	$1,265,000	$750,000	$887,343
54.1316	Const. of Downtown Parking	1,760,000	0	0	150,459	58,717	0	0	0	0	0	0	0	300,000
54.1317	Storage Facility (LF Road)	350,000	0	0	0	0	0	0	0	0	0	350,000	0	350,000
54.1318	New Facility or Renov. (Beaut)	200,000	0	0	0	0	11,150	528,208	0	0	0	0	0	0
54.1319	Additions to Shop	1,120,000	0	0	5,000	0	0	26,675	0	0	33,125	750,000	357,552	79,490
54.1320	Streets, Drains and Sidewalks	3,800,000	0	19,313	124,145	413,496	561,159	253,254	47,492	1,328,149	505,459	260,528	663,070	0
54.1321	Park Acquisition & Development	2,500,000	0	14,822	20,400	144,437	1,504,648	579,913	938	150,000 *	0	0	0	0
54.1322	Fire Equipment (Aerial & Pumper)	800,000	0	0	0	370,670	89,871	0	0	0	0	0	0	0
54.1323	Computers	200,000	0	0	242,950	20,327	1,293	0	0	0	0	0	0	0
	Total Expenditures	**$13,230,000**	**$372,639**	**$41,964**	**$881,060**	**1,150,560**	**2,168,216**	**1,388,050**	**48,430**	**1,478,149**	**538,584**	**2,625,528**	**1,770,622**	**1,616,834**
Operating Transfers Out														
61.2000	Newnan Utilities (16%)	$2,520,000	$335,586	$341,878	$374,044	$419,330	$489,184	$0	$0	$0	$0	$0	$0	$0
	Total Transfers Out	**$2,520,000**	**$335,586**	**$341,878**	**$374,044**	**$419,330**	**$489,184**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Operating Transfers In														
Transfers In (Reimbursement for Computers)						$66,070								
Total Uses		**$15,750,000**	**$708,225**	**$383,842**	**$1,255,104**	**$1,503,820**	**$2,657,400**	**$1,388,050**	**$48,430**	**$1,478,149**	**$538,584**	**$2,625,528**	**$1,770,622**	**$1,616,834**
Revenues Over (under) Uses			$1,398,321	$1,772,714	$1,144,761	$1,262,757	$680,984	($1,106,224)	$212,534	($1,456,398)	($531,008)	($2,619,528)	($1,765,605)	($1,612,834)
Ending Fund Balance			**$1,398,321**	**$3,171,035**	**$4,315,796**	**$5,578,551**	**$6,259,535**	**$5,153,311**	**$5,365,845**	**$3,909,447**	**$3,378,439**	**$0**	**$1,612,834**	**$0**

Special Purpose Local Option Sales Tax Fund (322) 2007 Issue

In 2006, 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, culverts, cemetery streets, new roofs for Wesley Street Gym and Wadsworth Auditorium, GIS/GPS System, Carnegie Library improvements and Old Jefferson Street improvements. The City of Newnan will retain 84% of the proceeds from Coweta County, with the remaining 16% going to Newnan Utilities.

Summary of Revenues and Expenditures

	Project Budget	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Beginning Fund Balance		$0	$3,585,915	$5,077,861	$7,105,007	$9,198,277	$9,197,655	$11,134,530
Revenue								
33.7100 SPLOST		$4,953,515	$4,959,560	$4,123,201	$4,469,336	$4,500,000	$4,495,164	$4,500,000
36.1000 Interest Earnings		68,150	85,402	22,996	15,309	15,000	10,589	10,000
33.0003 Intergovernmental Revenue		0	171,787	0	0	0	0	0
Revenues Total		**$5,021,664**	**$5,216,749**	**$4,146,197**	**$4,484,644**	**$4,515,000**	**$4,505,753**	**$4,510,000**
Expenditures								
PUBLIC SAFETY (322.3200.40/3500.50)								
54.2401 BPS Wireless System Update	$130,000	$0	$0	$131,709	$0	$0	$0	$0
54.2401 Laptops	130,000	0	0	32,002	0	97,998	85,000	0
54.2401 Software Upgrade for Wireless System	120,000	0	0	1,150	0	118,850	118,850	0
54.2201 Heavy Rescue Vehicle	200,000	0	0	0	0	0	0	0
	$580,000	**$0**	**$0**	**$164,861**	**$0**	**$216,848**	**$203,850**	**$0**
INFORMATION SYSTEM (322.1535.21)								
54.2401 New Computers and Upgrades	$150,000	$14,043	$24,756	$16,597	$13,330	$40,500	$52,000	$8,274
54.2401 Voice Over IP (VOIP) Phone System	150,000	0	0	0	0	0	0	150,000
54.2401 EGOV Modules for Logos.NET	25,000	0	0	0	0	0	66,000	0
	$325,000	**$14,043**	**$24,756**	**$16,597**	**$13,330**	**$40,500**	**$118,000**	**$158,274**
BUILDING MAINTENANCE/STRUCTURE (322.1565.23)								
54.1303 Roof Replacement - Wadsworth Auditorium	$300,000	$247,269	$0	$0	$0	$0	$0	$0
54.1303 City Hall Addition	2,000,000	0	0	0	0	0	0	0
54.1303 Roof for Wesley Street Gym	200,000	110,984	0	0	0	0	0	0
54.1303 New Pool and Pool House at Lynch Park	750,000	0	0	$10,435	961,552	0	0	0
54.1303 Renovation - Carnegie Library	250,000	41,104	85,482	70,317	0	0	0	0
54.1303 New Recreation Center	500,000	0	0	0	0	500,000	0	500,000
54.1303 Improvements/New Cemetery Office Building	150,000	0	130,611	73,903	0	0	0	0
54.1303 Improvements to Boone Drive Maint Facility	1,000,000	0	0	40,742	0	550,000	328,000	550,000
54.1303 Additional funds for Conference Center	1,500,000	0	0	0	0	1,500,000	0	2,750,000
	$6,650,000	**$399,357**	**$216,093**	**$195,397**	**$961,552**	**$2,550,000**	**$328,000**	**$3,800,000**
PARKS AND RECREATION (322.6200.61)								
54.1215 Replacement of Playground Equipment	$100,000	$0	$0	$0	$0	$0	$0	$50,000
54.1215 Parks Master Plan	100,000	0	55,390	33,503	1,700	0	0	0
54.1215 Additional Parks	1,000,000	0	0	0	0	600,000	375,000	625,000
	$1,200,000	**$0**	**$55,390**	**$33,503**	**$1,700**	**$600,000**	**$375,000**	**$675,000**
STREETS (322.4200.60)								
54.1401 Intersection Improvements	$2,000,000	$0	$0	$391,242	$22,912	$500,000	$50,000	$750,000
54.1401 Additional funds for McIntosh Parkway	2,000,000	0	3,960	440	0	0	0	1,000,000
54.1401 Old Jefferson Street Road Improvement	3,075,333	9,716	1,897,428	29,097	0	0	0	0
54.1401 Street Imp, Culverts, Bridges, Sidewalks	7,000,000	0	529,836	209,914	281,168	2,000,000	500,000	2,000,000
54.1401 Mill resurface Oak Hill Cemetery Street	351,706	207,608	0	24,761	0	0	0	0
54.1401 Mill resurface Eastview Cemetery	298,294	0	0	153,009	60,522	0	0	0
54.2401 GIS System	200,000	12,463	115,001	0	19,884	40,472	0	10,000
	$14,925,333	**$229,786**	**$2,546,225**	**$808,463**	**$384,486**	**$2,540,472**	**$550,000**	**$3,760,000**
EQUIPMENT (322.4200.60)								
54.2201 Track Hoe with Trailer	$225,000	$0	$0	$0	$0	$275,000	$171,848	$70,000
54.2201 Vacuum Trucks	250,000	0	0	0	241,294	0	0	55,000
54.2201 Street Sweepers (2)	350,000	0	0	141,988	0	0	0	0
54.2201 Boom Trucks	200,000	0	0	98,529	0	0	0	0
54.2201 Dump Trucks	300,000	0	0	0	74,541	130,000	102,954	40,000
54.2201 Leaf Trucks/Equipment	300,000	0	88,810	0	0	0	0	0
	$1,625,000	**$0**	**$88,810**	**$240,517**	**$315,835**	**$405,000**	**$274,802**	**$165,000**
Expenditures Sub-Total	**$25,305,333**	**$643,187**	**$2,931,274**	**$1,459,339**	**$1,676,902**	**$6,352,820**	**$1,849,652**	**$8,558,274**
Operating Transfers Out								
Newnan Utilities Transfer (16%)	4,820,063	792,562	793,530	659,712	715,094	720,000	719,226	720,000
Expenditures Total	**$30,125,396**	**$1,435,749**	**$3,724,804**	**$2,119,051**	**$2,391,996**	**$7,072,820**	**$2,568,878**	**$9,278,274**
Revenues and Other Financing Sources Over / (Under) Expenditures		3,585,915	1,491,946	2,027,146	2,092,648	(2,557,820)	1,936,875	(4,768,274)
Ending Fund Balance		**$3,585,915**	**$5,077,861**	**$7,105,007**	**$9,197,655**	**$6,640,457**	**$11,134,530**	**$6,366,256**

Impact Fees (375)

In 2004 the City of Newnan began charging impact fees to new development to offset the cost of infrastructure improvements in the areas of fire, police, parks and transportation. Fees are based upon the developments proportionate share of demand placed upon the infrastructure.

Summary of Revenues and Expenditures

	Project Budget	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Beginning Fund Balance			**$291,547**	**$1,742,461**	**$3,345,255**	**$2,663,894**	**$1,804,977**	**$1,783,370**	**$2,013,702**	**$1,977,603**	**$1,484,343**
Revenue											
34.1323 Road/St/Bridges Impact Fee	$7,310,466	$70,902	$259,815	$397,614	$204,520	$253,987	$27,566	$58,828	$65,000	$71,679	$70,000
34.1324 Fire Services Impact Fee	3,036,840	95,298	433,068	441,705	324,822	128,831	30,826	40,822	45,000	42,891	43,000
34.1325 Police Protection Impact Fee	1,125,000	37,677	171,217	174,152	118,699	47,049	12,362	17,281	20,000	19,480	20,000
34.1326 Parks/Recreation Impact Fee	4,752,351	87,620	550,832	491,977	470,552	99,529	45,192	86,651	100,000	84,881	90,000
36.1003 Interest - Roads/Streets/Bridges		11	7,332	30,853	42,587	21,217	2,628	1,294	1,500	1,563	1,500
36.1004 Interest - Fire Services		16	11,265	40,837	47,385	11,828	1,724	662	1,000	1,152	1,100
36.1005 Interest - Police Protection		7	4,438	16,196	21,923	8,684	1,845	900	1,200	1,328	1,300
36.1006 Interest - Parks/Recreation		16	12,945	47,486	48,347	8,035	1,547	883	1,200	1,275	1,200
Total Revenue	**$16,224,657**	**$291,547**	**1,450,914**	**1,640,820**	**1,278,836**	**579,160**	**123,690**	**207,323**	**234,900**	**224,249**	**228,100**
Expenditures											
54.1400 Road/St/Bridges Improvements		$0	$0	$4,800	$0	$658,550	$23,596	$13,090	$500,000	$400,000	$500,000
54.1300 Fire Services Improvements		0	0	33,226	406,311	695,045	73,030	0	320,000	317,509	0
54.1300 Police Protection Improvements		0	0	0	120,626	46,757	48,671	0	0	0	0
54.1100 Parks/Recreation Improvements		0	0	0	1,433,259	37,725	0	0	100,000	0	250,000
Total Expenditures		**$0**	**$0**	**$38,026**	**$1,960,196**	**$1,438,077**	**$145,297**	**$13,090**	**$920,000**	**$717,509**	**$750,000**
Revenues and Other Financing Sources Over (Under) Expenditures		**$291,547**	**$1,450,914**	**$1,602,794**	**($681,360)**	**($858,917)**	**($21,607)**	**$194,233**	**($685,100)**	**($493,260)**	**($521,900)**
Ending Fund Balances											
Road/St/Bridges Impact Fee		$70,913	$338,060	$761,727	$1,008,835	$625,489	$632,087	$679,120	$245,620	$298,731	($129,769)
Fire Services Impact Fee		95,314	539,648	988,964	954,859	400,473	359,992	401,476	127,476	$127,007	171,107
Police Protection Impact Fee		37,684	213,339	403,687	423,683	432,659	398,195	416,377	437,577	$453,466	474,766
Parks/Recreation Impact Fee		87,636	651,414	1,190,877	276,517	346,356	393,095	480,630	481,830	$432,512	273,712
Grand Total Fund Balance		**$291,547**	**$1,742,461**	**$3,345,255**	**$2,663,894**	**$1,804,977**	**$1,783,370**	**$1,977,603**	**$1,328,602**	**$1,484,343**	**$962,443**

DEBT SUMMARY

Primary Government

Long Term Debt - The City of Newnan operates solely on a pay-as-you-go basis. We have no debt and expect to continue to operate debt-free. A discussion of the debt of the component unit of the City, Newnan Water and Light, is discussed in detail below. As of December 31, 2010 the City's governmental activities had no outstanding long-term debt, other than compensated absences in the amount of $518,633. For the governmental activities, compensated absences are generally liquidated by the general fund.

Governmental Activities	Beginning Balance 1/1/2009	Additions	Reductions	Ending Balance 12/31/2010	Due Within One Year
Compensated Absences	$525,316	$357,857	$364,540	$518,633	$344,802

The compensated absences accrual decreased by $6,683 during 2010, which is the latest year where data is available. The City began actively tracking comp hours in 2009. Accrued vacation leave payable decreased by $11,625 and accrued banked leave decreased by $7,251. However, accrued comp increased by $7,589 and accrued holiday payables increased by $4,926. Sick leave was consistent with 2009.

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. According to the tax digest for 2011, the assessed value of taxable property in the City was $1,052,208,077. Therefore, the City's long-term obligations payable could not exceed $105,220,808 (or 10% of the assessed value).

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.

Component Units

Long-Term Debt – The Newnan Water, Sewerage and Light Commission had two types of long-term debt outstanding at December 31, 2010: notes payable and revenue bonds.

Notes Payable – The Newnan Water, Sewerage and Light Commission has arrangements with the Georgia Environmental Facilities Authority and Caterpillar to lease assets as capital leases.

Georgia Environmental Facilities Authority – The Commission entered into an $8,550,000 loan agreement dated February 16, 2007 with the Georgia Environmental Facilities Authority to finance the costs of improving the Hershall B. Norred Water Plant. The loan commitment will be advanced during the construction period of the project. Interest will be accrued during the construction period at the rate of 3 percent per annum. As of December 31, 2009, advances outstanding under the loan

agreement were $8,453,272 plus accrued interest of $455,412. On March 1, 2010, the loan converted to permanent status with the total outstanding balance of $9,046,798 due in 240 monthly payments of $50,173 consisting of principal and interest at 3 percent until maturity on March 1, 2030. As of December 31, 2010, the outstanding loan balance was $8,797,232, plus accrued interest of $22,415. Total debt service requirements to maturity are as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2011	$342,862	$259,218	$602,080
2012	353,216	248,864	602,080
2013	364,092	237,988	602,080
2014	375,108	226,971	602,080
2015	386,518	215,562	602,080
2016-2020	2,116,174	894,226	3,010,400
2021-2025	2,458,278	552,122	3,010,400
2026-2030	2,400,984	159,382	2,560,366
Total	**$8,797,232**	**$2,794,334**	**$11,591,566**

Revenue Bonds - During the year 2006, the NWSL Commission issued revenue bonds, Series A 2006, for the purpose of refinancing the 1998 and 2001 revenue bonds and Series B for the purpose of capital improvements. The bonds are dated December 1, 2006 with a face value of $28,080,000 and bear interest from 4.5% to 5.125%.

The bond proceeds are being used to advance, refund and defease outstanding bonds, purchase securities to provide for future debt service payments, acquire, construct and install certain additions, extensions and improvements to the water and sewer portion of the combined water, sewerage and electric distribution system of the City of Newnan and pay certain issuance costs. The maturities of the 2006 bonds excluding premiums, discounts and deferred refunding losses of $975,607, ($11,097) and ($907,860), respectively are as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2011	$565,000	$1,255,519	$1,820,519
2012	820,000	1,227,500	2,047,500
2013	850,000	1,197,525	2,047,525
2014	885,000	1,166,663	2,051,663
2015	1,220,000	1,120,675	2,340,675
2016-2020	7,650,000	4,595,083	12,245,083
2021-2025	7,720,000	2,644,190	10,364,190
2026-2030	3,595,000	1,368,844	4,963,844
2031-2035	3,695,000	620,439	4,315,439
2036	845,000	19,013	864,013
Total	**$27,845,000**	**$15,215,451**	**$43,060,451**

The changes in long-term debt of the NWSL Commission are as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Due Within One Year
Deferred Compensation	$2,133,820	$148,644	($225,000)	$2,057,464	$225,000
Notes Payable	8,543,272	503,526	(249,566)	8,797,232	342,862
Capital Lease Obligaitons	4,418	0	(4,418)	0	0
Revenue Bonds	28,093,328	0	(191,678)	27,901,650	565,000
Total	**$38,774,838**	**$652,170**	**($670,662)**	**$38,756,346**	**$1,132,862**

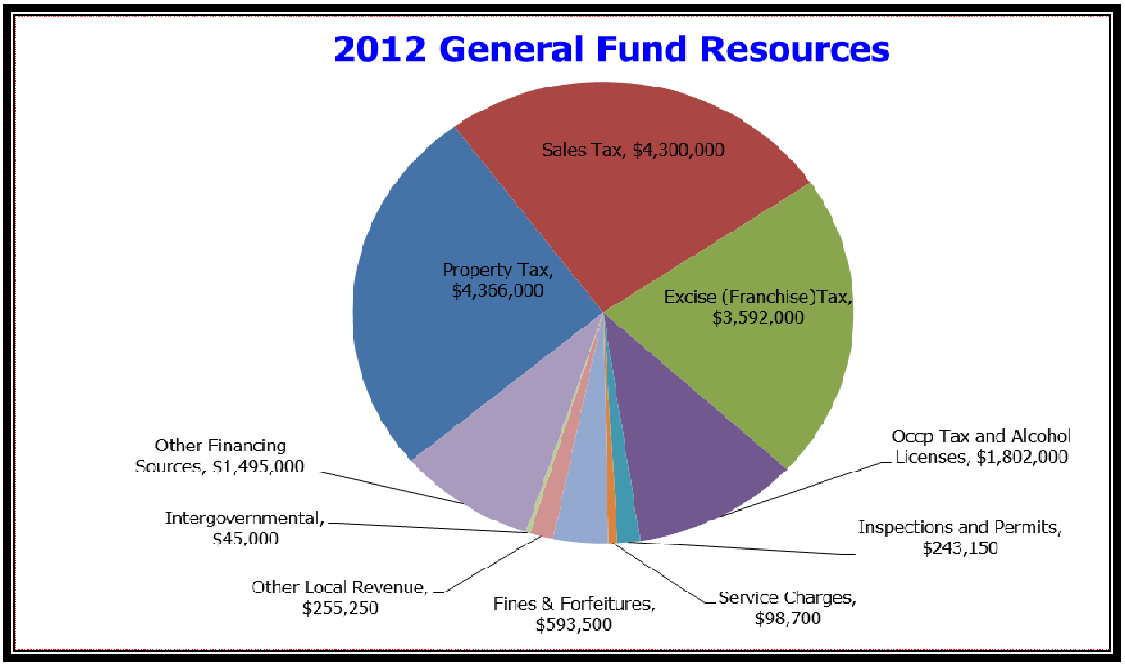
FINANCIAL TRENDS

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 projected to increase by 3.14%, or $510,700, from the 2011 budgeted amount of $16,279,900 to a total of $16,790,600 for FY 2012. General Fund resources available to the City of Newnan in 2012 include "revenues" of $15,295,600, an "operating transfer in" from Newnan Water & Light of $1,345,000 and an "operating transfer in" from the Hotel/Motel Tourism Fund of $150,000.

The largest sources of General Fund resources are: Property Taxes - $4,366,000, Local Option Sales Tax - $4,300,000, and Excise (Franchise) Taxes - $3,592,000. Occupational Taxes and Alcohol Licenses make up the fourth largest source at $1,802,000. Other Financing Sources are the fifth largest sources of revenue at $1,495,000 (including $1,345,000 from Newnan Water & Light and $150,000 from Hotel/Motel Tax). Other minor taxes and revenues round out the diverse financial resource streams within the General Fund. A chart showing the breakdown by revenue type is shown on the next page.



Tax Revenues

The chart on the next page shows the history of the City's actual tax revenues from 2004 to 2012. As you can see, overall, there has been an increase of 6.6%, mainly due to the growth the City was experiencing in commercial and residential growth from 2004 to 2008. The City of Newnan's population was 16,242 in 2000. By 2010, the population had grown to 33,039 people, a trend which is predicted to continue. A discussion of the individual revenue streams follows.

Tax Revenues by Source, Governmental Funds
(modified accrual basis of accounting)

Calendar Year	Tax Revenues: General Property [1]	Franchise	Insurance Premium	Occupational	Alcoholic Beverage	Hotel/ Motel	Sales Tax [2]	Other	Total
2004	$ 3,038,631	$ 977,592	$ 756,092	$ 1,206,741	$ 584,315	$ 174,947	$ 6,411,198	$ 107,912	$ 13,257,428
2005	3,194,225	935,536	813,456	1,321,047	636,993	200,101	6,658,437	199,194	13,958,989
2006	3,751,885	1,004,528	851,078	1,472,479	700,717	211,120	7,517,296	222,331	15,731,434
2007	4,145,848	1,226,762	887,770	1,732,989	733,406	329,900	9,552,987	280,303	18,889,965
2008	4,141,896	1,324,724	909,036	1,838,252	731,681	258,001	9,576,131	304,305	19,084,026
2009	4,592,154	1,420,597	900,507	1,792,961	742,731	240,642	3,860,258	284,475	13,834,325
2010	4,630,498	1,416,636	874,336	1,603,104	737,209	223,694	4,187,040	294,488	13,967,005
2011 Projected	4,176,822	1,425,158	1,549,668	1,655,532	752,236	251,930	4,209,712	287,224	14,308,282
2012 Budget	4,093,000	1,385,000	1,475,000	1,622,000	732,000	250,000	4,300,000	273,000	14,130,000
% Change 2004 - 2012	34.7%	41.7%	95.1%	34.4%	25.3%	42.9%	-32.9%	153.0%	6.6%

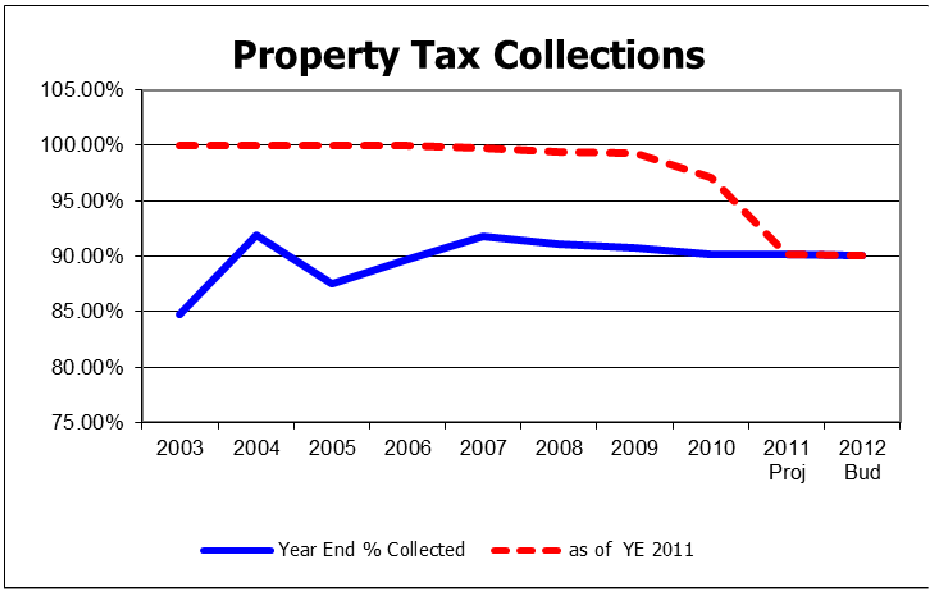
Property Taxes

Property tax revenues comprise the ad valorem tax on property and its associated penalties for delinquent tax, intangible taxes, motor vehicle tax and public utility tax. Real property is assessed at 40% of its fair market value. Public utility assessments are made by the State of Georgia. The property taxes levied on taxable assessed valuation in the City are billed mid-September of each year, with a due date of approximately October 31st. If not paid by the due date, a penalty of one (1) percent of the base tax is automatically added each month until paid in full. Property is generally subject to a tax sale once taxes are more than five months delinquent. In this event, a $50 administration fee is imposed, along with all associated collection, advertising and attorney's fees.

In 2012, these taxes combined are expected to garner $4,366,000 as opposed to $4,517,100 in 2011; this represents a decrease of 3.35%, or $151,100. The charts below represent actual property tax billing and collections rather than budgeted, to aid the reader in understanding the history of tax collections and billing.

As of December 31, 2010 the City had collected 100% of property taxes billed for all fiscal years prior to 2005. The delinquency rate for years 2003 to 2010 is 0.69%; a total of $29,495,902 was billed. Of that amount, only $202,550 remains outstanding. At the end of 2011, it is expected that approximately $600,000 will still be outstanding for this nine year period. The 2011 millage rate was set by Council on September 13, 2011. The 2011 Property tax bills were mailed on September 15, 2011, with a due date of October 31, 2011.

Year	Assessed Valuation	Millage Rate	Taxes Billed	Year-End Taxes Collected	Year End % Collected	% Collected as of YE 2011
2003	550,924,541	4.50	2,372,354	2,011,336	84.78%	100.00%
2004	614,784,436	4.50	2,766,530	2,541,109	91.85%	100.00%
2005	721,798,327	4.40	3,175,913	2,778,148	87.48%	99.96%
2006	827,220,159	4.34	3,596,135	3,224,897	89.68%	99.95%
2007	935,343,966	4.32	4,040,685	3,710,009	91.82%	99.79%
2008	1,026,088,379	4.32	4,432,702	4,036,118	91.05%	99.40%
2009	1,054,432,593	4.32	4,507,635	4,090,388	90.74%	99.31%
2010	1,048,735,367	4.39	4,603,948	4,150,000	90.14%	97.06%
2011 Proj	997,962,568	4.39	4,381,056	3,950,000	90.16%	90.16%
2012 Bud	995,000,000	4.39	4,380,000	3,942,000	90.00%	90.00%



The chart below depicts the top ten taxpayers for 2011 and six years ago. Developers and manufacturing make up the majority of the top ten in both cases. Although Newnan now has many retail establishments, Wal-Mart is consistently at the top as far as tax payments to the City. Additionally, Bon L and EGO Products are consistently among the highest in manufacturing. Fourth Quarter Properties has remained at the top under the development category, along with Inland Southeast Newnan LLC.

Principal Property Taxpayers
Current Year and Six Years Ago

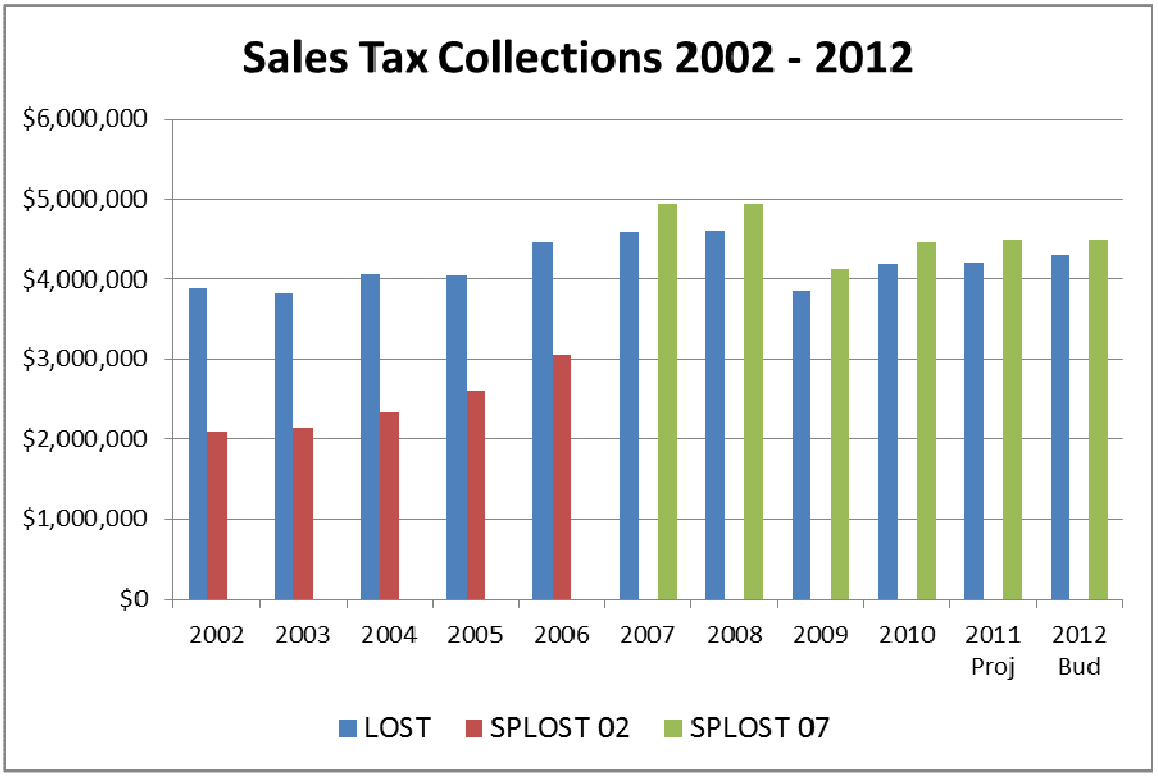
	2004			2010		
Taxpayer	Taxable Assessed Value	Rank	Percentage of Total City Tax Levy	Taxable Assessed Value	Rank	Percentage of Total City Tax Levy
Fourth Quarter Properties	$ 11,235,310	1	1.83%	$ 37,998,248	1	3.62%
Peachtree City Holdings	9,003,555	2	1.46%			
Inland Southeast Newnan LLC	7,167,218	3	1.17%	15,095,837	2	1.44%
BellSouth Telecommunications	6,985,040	4	1.14%			
Lullwater Apartments LLC	5,713,418	5	0.93%			
Wal-Mart	5,132,135	6	0.83%	8,178,150	5	0.78%
S.G. Preston Mill	4,801,604	7	0.78%			
JDN Realty Corporation	4,765,717	8	0.78%			
Newnan Crossing LLP	3,946,052	9	0.64%			
Out Med LLC	2,998,488	10	0.49%			
Stillwood Farms Venture LLC				6,784,077	9	0.65%
EGO Products				8,334,679	4	0.79%
Bon L Manufacturing				7,497,444	7	0.71%
WPRE				8,498,923	3	0.81%
HC Cable (NuLink)				8,039,380	6	0.77%
Newnan Development Partners				7,226,872	8	0.69%
Diplomat Hotels				6,490,309	10	0.62%
Total	**$ 61,748,537**		**10.05%**	**$ 114,143,919**		**10.88%**

Source: Based on information obtained from the Coweta County Tax Assessor's Office.
Note: Information above is presented with a comparison to 2004, information for years prior to 2004 is unavailable.

Local Option Sales Tax

The City relies heavily on the Local Option Sales Tax as is evidenced by the anticipated receipt of some $4,300,000 from this source in 2012, which is the same as 2011. Since the citizens first voted to implement this as a source of municipal financing, the city has depended on it to deliver high quality of services to the citizens and to offset significant millage rate increases. This tax consists of a one (1) percent sales tax collected by the businesses and remitted to the State of Georgia monthly. The State of Georgia remits the City's portion monthly also. In 2012, this source of revenue accounts for 25.61% of total general fund revenues, down slightly from 26.24% in 2011.

The history of the Special Purpose Local Option Sales Tax shows that the citizens of the city and county have adopted this source of revenues for capital improvements for the past 19 years, starting with the 1992 SPLOST and followed by 1997 SPLOST and 2002 SPLOST. In 2006, the citizens voted to continue this source of revenues until the end of 2012. The 1% SPLOST is collected countywide with the city receiving 25% of the total after a deduction for the restoration of the county courthouse. 16% of the City's share is allocated to the Newnan Water and Light Commission for capital improvements in those systems.



These tax dollars have funded many major capital improvements and asset additions for the City of Newnan over the years, leaving general fund revenues available for operations. The projects include the acquisition of new fire trucks, public safety facilities, road improvements, computer upgrades, new parks, convention center construction, improvements to various City facilities and others. Please note that the State required reporting changes in 2009 for municipalities who receive their SPLOST distribution from the County. This revenue is now classified and reported as Intergovernmental, rather than sales tax, in the financial statements for the City of Newnan.

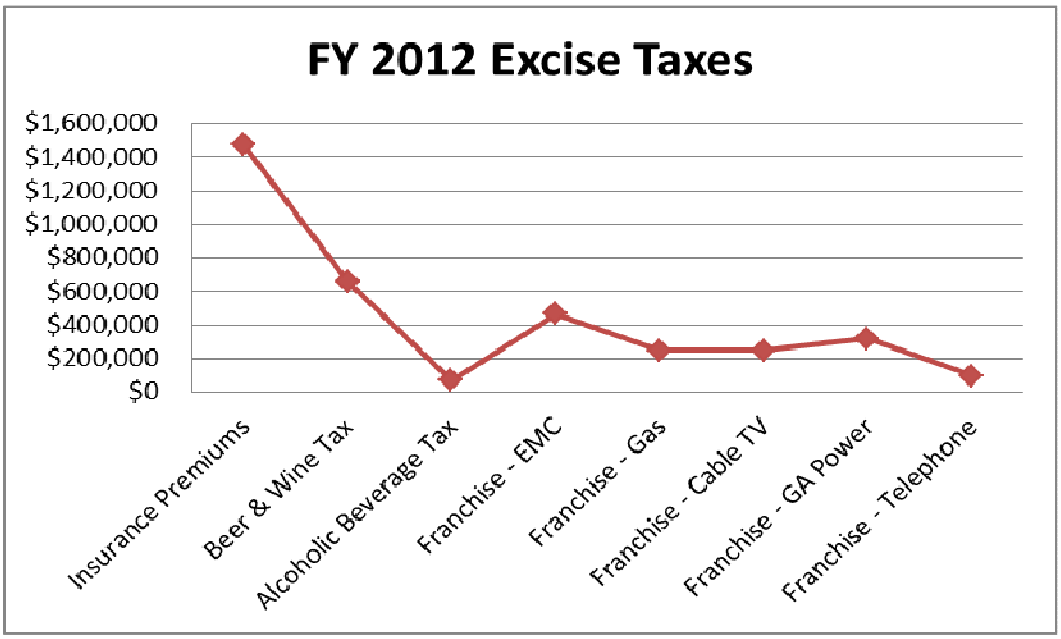
Excise (Franchise) Taxes

Taxes in the Excise tax category include: Insurance Premiums, Beer and Wine Tax, Alcoholic Beverage Tax and Franchise Taxes (Gas, Cable TV, Telephone and Electricity). Franchise taxes are typically collected by utility companies and remitted to the City. Fees are usually based on gross revenues of the business and are generally paid annually to the City. The chart below shows the history of excise tax collections and projections for the last five years.

We are projecting an 18.98% increase from the 2011 projected revenues for 2012. We expect an approximate $575,000, or 63.89%, increase in insurance premium taxes due to the growth in population for Newnan over the past ten years. Most other excise taxes remained fairly consistent with 2011, except cable TV, which decreased by 16.67%, or $50,000 for 2012.

Excise Tax	2008 Actual	2009 Actual	2010 Actual	2011 Projected	2012 Budget
Insurance Premiums	$909,036	$900,507	$874,336	$1,549,668	$1,475,000
Beer & Wine Tax	654,071	669,278	667,031	663,830	660,000
Alcoholic Beverage Tax	77,610	73,453	70,178	88,407	72,000
Franchise - EMC	415,257	447,133	420,935	472,464	465,000
Franchise - Gas	242,282	245,343	246,944	261,296	250,000
Franchise - Cable TV	310,134	303,112	264,586	264,000	250,000
Franchise - GA Power	246,200	309,066	282,583	327,398	320,000
Franchise - Telephone	110,851	115,943	201,588	100,000	100,000
Total	**$2,965,441**	**$3,063,835**	**$3,028,181**	**$3,727,063**	**$3,592,000**
% Increase / Decrease		**3.32%**	**-1.16%**	**23.08%**	**-3.62%**

The chart below depicts 2012 budgeted revenues for Excise taxes. The City expects to collect $3,592,000 in Excise taxes, an increase of $573,000 from the FY 2011 budget of $3,019,000. Please note that the chart above does not show the 2011 budget. The 3.62% decrease indicated reflects the increase in 2012 budgeted revenues versus the 2011 projected revenues.



Occupational Tax and Alcohol Licenses

In 1995, the state passed the Occupational Tax law requiring all revenue collected as business licenses to be recorded in the new category called Occupational Taxes. Occupational tax certificate renewals for annual and retail businesses are mailed in January of each year, with a due date of April 1st. The penalty for late submission is 10% plus 1.5% per month until paid in full. Additionally, Code Enforcement may issue citations for those who fail to renew by May 1st, which could result in a fine by the Municipal Court judge.

Alcohol license renewals are mailed in October of each year, with a due date of approximately December 1st. All establishments which sell alcohol, either on-premise or off-premise, must have a

current retail license. No stand-alone bars or night clubs are allowed in the City of Newnan, per City Ordinance. If the alcohol license is not renewed by January 1st, the alcohol license is closed. The business will not be allowed to sell alcohol until the appropriate new application is made to, and approved by, City Council. This is an expensive and time-consuming process, so early renewal is encouraged.

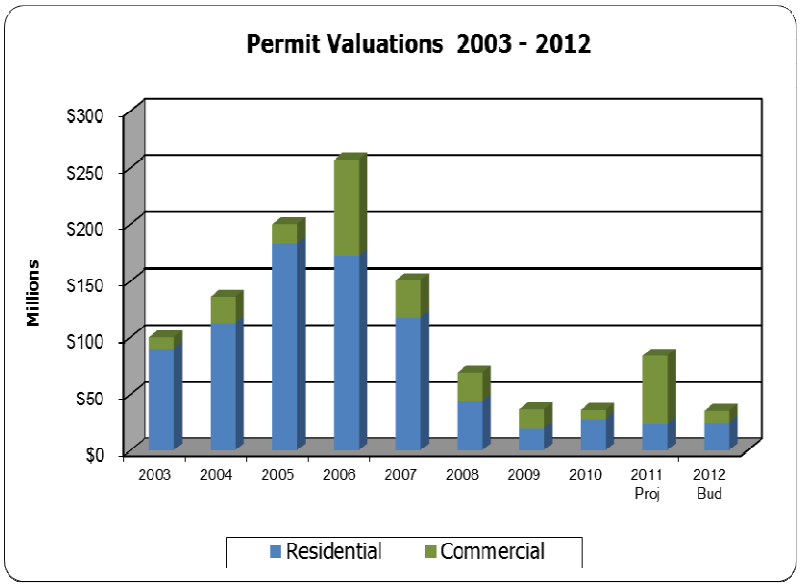
In FY 2012, the City expects to collect $1,802,000 in occupational taxes and alcohol licensing, a 1.64% increase, or $29,000, over the FY 2011 budget. The following chart shows the number of actual occupational tax certificates and alcohol licenses issued by the City for the seven year period beginning with 2006.

Occupational Taxes and Alcohol Licensing

Number of Occupational Tax Certificates and Alcohol Licenses Issued by City

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011 Proj	FY 2012 Bud
Occupational Taxes	1,927	2,053	2,016	1,776	1,807	1,850	1875
Alcoholic Licenses	95	90	90	96	99	99	100
	2,022	**2,143**	**2,106**	**1,872**	**1,906**	**1,949**	**1,975**

Inspections and Permits



The value of construction permits (commercial and residential) is one measure of the city's economic growth. During the mid 1990's the value of commercial projects dramatically outweighed residential construction. From 1994 to 1998, commercial construction constituted 67% of the total construction value. Beginning in 1999 that trend began to reverse due to a significant increase in residential construction activity. From 1999 to 2006 residential construction values constituted over 76% of the total permit value within the city. In 2006, total construction values exceeded $250 million with residential construction totaling some $172 million and commercial values totaled $85 million. Residential construction peaked in 2005 at $183 million.

Permit values dropped significantly in 2007, when residential and construction permits issued were valued at approximately $151 million. There was an 86% drop in permit valuations during the three year period following the peak year of 2006. We are projecting an increase in 2011 mainly due to the construction of the new Cancer Treatment Center of America. The FY 2012 revenue from this source is estimated to decrease by 2.9% from the 2011 budget of $250,400, primarily due to the general economy in Newnan.

Service Charges
This category contains revenues from house demolitions and grass cutting by City forces, along with monies collected from Coweta County for School Resource Officers (SRO) provided to the school system in Newnan. The City utilizes a Code Enforcement Officer to inspect structures and properties in the City to determine if substandard conditions exist. If so, the property owner is notified and given a set length of time to correct the condition. If the owner makes no attempt to correct, the City will eventually secure the property, cut the grass, or demolish the house, etc. and place a lien on the property to secure the debt to the City. The owner is then billed for the cost of services provided by the City. In 2012, we expect to collect $98,700 for these service charges, mainly from SRO revenues from the school system, since it is almost impossible to project the volume of substandard housing and/or code enforcement issues that may arise in any given year. This level of revenue is consistent with 2011.

Fines & Forfeitures
Fines and forfeitures are projected to produce a total of $593,500 in FY 2012. This is a 13.99% decrease, or $96,500, from the 2011 budget of $690,000. Revenues are related to fines and forfeitures resulting from tickets and investigations by the City of Newnan Police Department, some in conjunction with Coweta County Sheriff's Department. The chart below shows the history of police fines beginning with 2008. Projections for 2011 indicate that we expect to collect approximately 98% of budgeted revenues. Please note that the City Council eliminated the 2-hour parking restriction in the downtown area, thus a reduction in the parking fines revenue for 2012.

Fines and Forfeitures	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Budget
Police Fines	$634,879	$653,633	$594,965	$660,000	$652,059	$580,000
Parking Fines	20,903	23,310	15,696	15,000	10,000	1,500
Tech Fees from Fines	14,148	14,968	13,520	15,000	14,131	12,000
Total	**$669,930**	**$691,911**	**$624,181**	**$690,000**	**$676,190**	**$593,500**
% Increase / Decrease		**3.28%**	**-9.79%**	**10.54%**	**-2.00%**	**-13.99%**

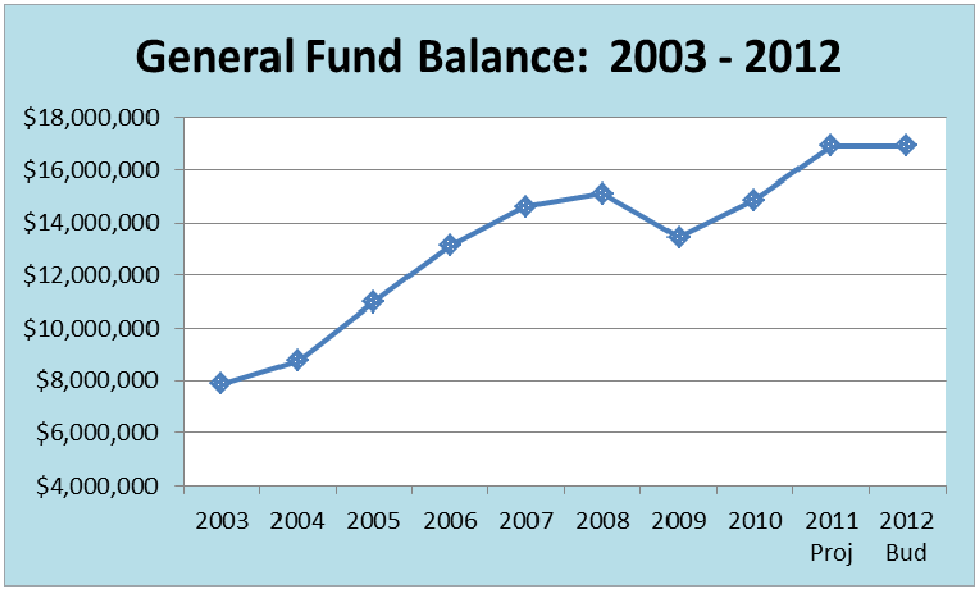
Other Local Revenue
In 2011, this category was budgeted for $182,400 in revenue. For 2012, there is an increase of $72,850, or 39.94%. Cemetery lot sales and service are up by 26.16%, or $28,300, along with a $30,000 increase in miscellaneous revenue, which includes fees for movies produced in downtown Newnan and other special event permits.

Intergovernmental Revenue
Intergovernmental revenues have totaled approximately 1% of total governmental revenues over the past five years. Intergovernmental revenues are mostly made up of revenues from real estate transfers and payments in lieu of tax agreements. In FY 2012, intergovernmental revenue is estimated to decrease to $45,000, a decrease of 2.17%, or $1,000, from FY 2011. The volume of foreclosures, along with slow resells of properties in Newnan, has affected this revenue source over the past couple of years.

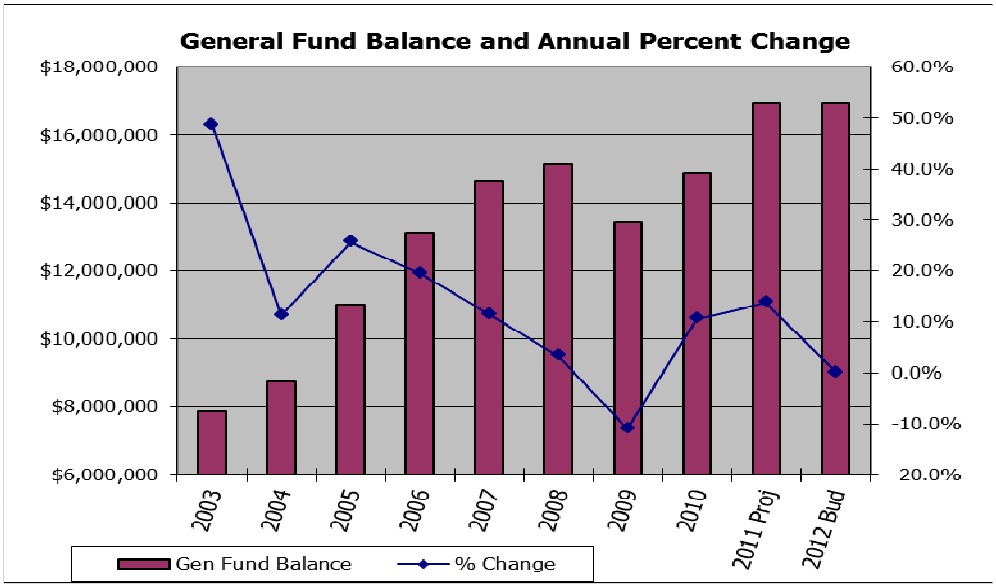
Other Financing Sources
Other financing sources of revenue include a transfer from Water and Light of $1,320,000, up from $1,260,000 in 2011, as well as a transfer from the Hotel/Motel Tourism Fund of $150,000, up slightly from $144,000 in 2011. Additionally, this revenue sources includes a $25,000 operating grant from Water and Light for Business Development activities in 2012.

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 $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. By the end of FY 2012, fund balance is projected to be $16,916,818. This represents approximately 100.75% of annual operating expenditures for FY 2012.



Several council-approved expenditures from fund balance reserves during 2009 reduced the number to $13,450,930. These expenditures included approximately $1,500,000 for the Carnegie Building renovations and another $773,000 for the Sprayberry Road land acquisition. During 2011, it is projected that the City will realize savings of approximately $2,044,407 when total actual revenues are compared to total actual expenditures. Some of these projected savings may be utilized, however, to fund other necessary expenditures before year ending 2011. The chart below shows both percentage and dollar amount changes year to year from 2003 to 2012.



SPLOST FUNDS

Over the past 25 years the citizens have approved Special Purpose Local Option Sales Taxes at five year intervals to provide for revenues to capital projects. The 2012 Budget includes expenditures for the two SPLOST's voted in 2002 and 2007. All prior SPLOST funds have been exhausted as projects were completed.

SPLOST 2002 tax revenues of approximately $13,182,469, including interest earned had been collected as of December 31, 2009. The only additional revenue is interest earned on the remaining fund balance. These funds have allowed the City to continue with the numerous capital projects required to maintain the current level of services offered by the City and the quality of life for the citizens of Newnan. The revenues that were generated by this tax are allocated to the projects listed below.

- Streets, Drains and Sidewalks
- Park acquisition and development
- Convention Center construction
- Construction of Downtown Parking facility
- New Fire Equipment (Arial and Pumper)
- Additions to the City Shop/Garage
- New Storage Facility on Lower Fayetteville Road
- Beautification Facility – new
- Computer System for City

The City plans to spend the balance of the funds, or approximately $1,612,834, in 2012 to complete the remaining projects approved by the referendum. These include construction of a new convention center, a new storage facility, additions and renovations to the City shop and improvements to streets.

SPLOST 2007 is to run for six years and it is estimated that over the six (6) year period the City will receive approximately $30 million dollars, with the city utilizing 84% of that amount and Newnan Water and Light Commission getting 16%. Projects included are for public safety, information systems, building maintenance/construction, parks and recreation, streets and heavy equipment. The 2012 Budget includes $9,278,274 for projects, including the 16% transfer to Newnan Water and Light as outlined under this section.

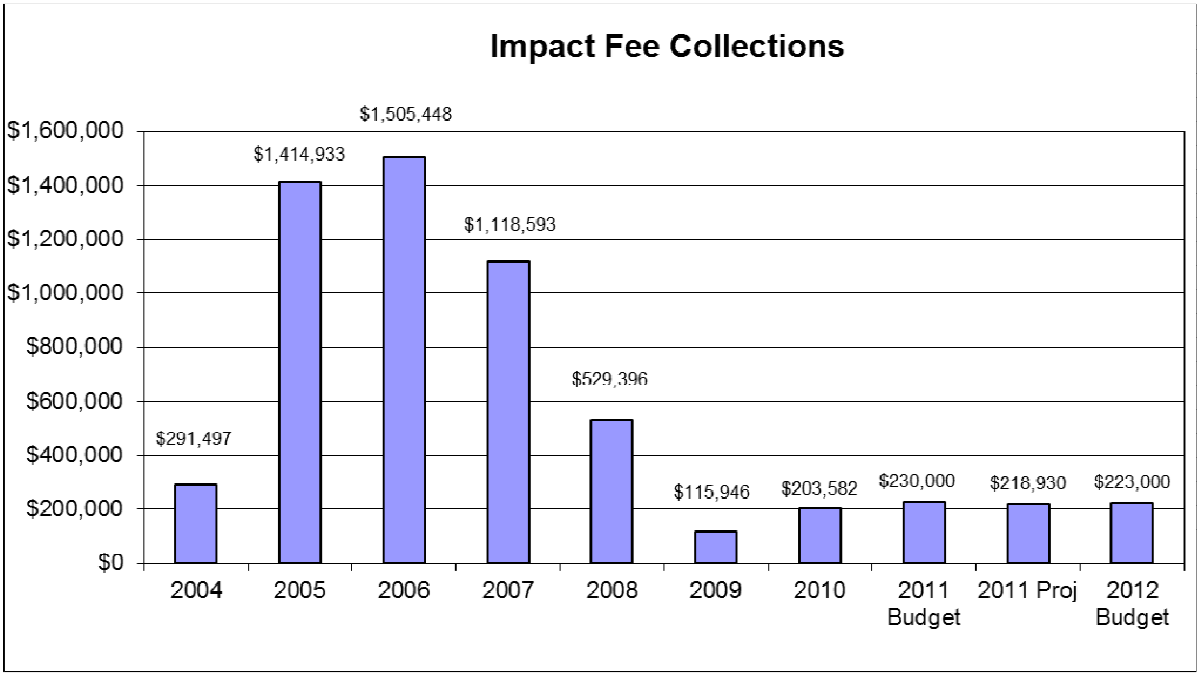
Consequentially, the City of Newnan relies heavily on SPLOST funding for the majority of its capital projects requirements. Without the additional revenue generated by this tax, the City would have to find alternate means of funding such projects. This could potentially lead to increased property taxes and other fees, along with a decrease in the quality of services the City is able to offer. Thus, the City will continue to utilize these revenues as long as possible to minimize the impact to its citizens.

IMPACT FEES FUND

The City Council started levying impact fees in the fall of 2004 and funds collected through this means are earmarked for capital improvements in transportation, fire services, police services and recreation/beautification. Since inception, funds have been utilized to construct a new park, build a new fire/police precinct, fund road improvements in several areas and purchase a new fire truck. The chart below shows the revenues collected since inception and projected for FY 2011 and 2012.

As you will notice, since 2006 there has been a sharp and steady decline in revenue collections. This is a direct result of the slowing commercial and residential construction in the City of Newnan due to

the general economy and housing and banking industry crisis. Commercial and residential growth rose slightly during 2010, but the volume is still significantly less than in previous years.
Additionally, the interest earned on investments has fallen from a high of over 6.0% in 2006 to a low of approximately 0.125% in 2011. The impact of the interest rate on City investments has been a significant factor in the development of this budget and the implications can be seen in most funds. During 2012, planned expenditures for improvements to parks and recreation, public safety and streets total $750,000. The difference between projected revenues and expenditures will be made up from existing fund balance reserves.



FUND BALANCE AND FUND EQUITY CHANGES

The chart below depicts the beginning and ending fund balance for each fund, along with the associated percentage and dollar amount of change from 2010 to 2011. The major funds, for budgeting purposes, are listed first and followed by minor funds in order. Major differences to fund balances are discussed on the next page.

Fund Balance and Fund Equity Changes

Fund		2011 Beginning Balance	Projected Revenues	Projected Expenditures	2011 Projected Ending Balance	% Change	$$ Change
	Major Funds:						
100	General Fund (1)	$14,872,441	$17,241,842	$15,197,435	$16,916,848	**13.7%**	$2,044,407
321	SPLOST 2002 (2)	3,378,439	5,018	1,770,622	1,612,834	**-52.3%**	(1,765,605)
322	SPLOST 2007 (3)	9,197,655	4,505,753	2,568,878	11,134,530	**21.1%**	1,936,875
375	Impact Fees	1,977,603	224,249	717,509	1,484,343	**-24.9%**	(493,260)
	Minor Funds:						
200	Street Improvement	$587,395	$127,367	$348,614	$366,147	**-37.7%**	($221,247)
210	Confiscated Assets (4)	1,686,320	307,685	852,197	1,141,808	**-32.3%**	(544,513)
221	NSP1 Grant Fund	0	180,945	180,945	0	**N/A**	0
240	Miscellaneous Grants	0	17,715	17,714	0	**N/A**	0
275	Tourism Enhancement	629,966	252,768	416,158	466,576	**-25.9%**	(163,390)
280	Motor Vehicle Rental	0	77,939	0	77,939	**N/A**	77,939

(1) The General Fund balance is projected to increase by approximately $2,044,407 by the end of 2011. That is, total current revenues are projected to exceed total current expenditures by the amount shown. Extremely tight expenditure control was maintained during 2011, with vacant positions held open as long as possible to maximize savings. Revenues were higher than budgeted due mainly to the Insurance Premium taxes which increased drastically due to the change in population related to the 2010 census.

(2) SPLOST 2002 Fund balance will decrease by $1,765,605. This is attributed mainly to intentionally spending down the funds in order to complete the projects approved by the referendum. Revenues were from interest earnings only since this issue of SPLOST expired at the end of 2006. The City plans to completely exhaust the remaining funds by completion of the allocated projects during 2011.

(3) SPLOST 2007 Fund balance is projected to increase by $1,936,875 by the end of 2011. Funds for the approved projects are allowed to accumulate until the City has the resources and funds available, since the City does not utilize debt to fund the projects.

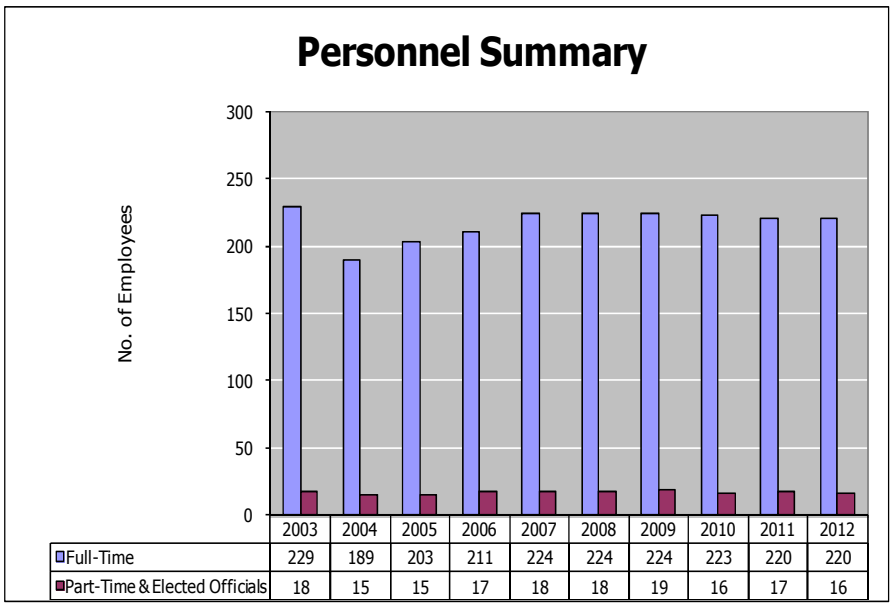
(4) The Confiscated Assets Fund balance is expected to decrease by $544,513 in 2011. Revenue receipts are not projected to be as high as previous years. Additionally, expenditures of $852,197 will utilize a good portion of prior years' fund balance.

(5) The only other major change related to the Impact Fees Fund. Fund balance is projected to decrease by $493,260 by the end of 2011 due to planned spending for roads, streets and bridges and the Fire Department.

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Personnel Summary

The City of Newnan is committed to a high level of excellence in the quality and delivery of all programs and services. In the FY 2012 Approved Budget, 236 employees (220 full-time and 16 part-time) are included 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.



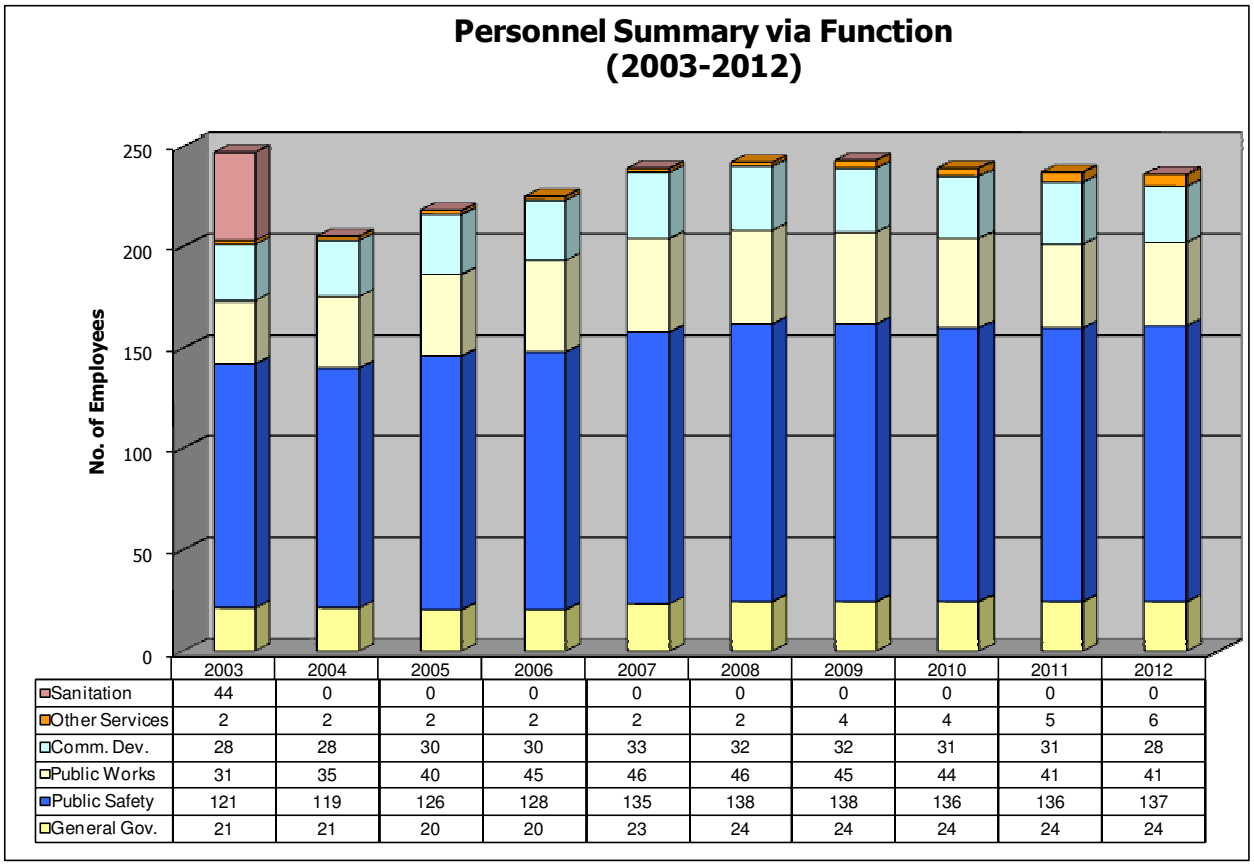
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Full-Time	229	189	203	211	224	224	224	223	220	220
Part-Time & Elected Officials	18	15	15	17	18	18	19	16	17	16

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.

City Functions
Departments/Divisions

General Government	Public Safety	Public Works	Community Development	Other Services
City Council City Manager Public Information City Attorney Municipal Court City Clerk Finance Information Technology Human Resources Miscellaneous	Police ▪ Police ▪ School Resources ▪ Animal Services Fire ▪ Station # 1 ▪ Y. Glenn McKenzie Station #2 ▪ Westside Fire Station #3	Administration Streets Garage Cemetery Engineering	Planning & Zoning Building Inspection Building Maintenance Parks & Right-of-Way Beautification	Carnegie Library Business Development Keep Newnan Beautiful

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 growth potential in commercial and residential zones, continued population growth is also forecasted for the future, however not at the same rate as we were experiencing five years ago. 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 City staff to ensure the uninterrupted provision of quality-driven programs and services.



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Sanitation	44	0	0	0	0	0	0	0	0	0
Other Services	2	2	2	2	2	2	4	4	5	6
Comm. Dev.	28	28	30	30	33	32	32	31	31	28
Public Works	31	35	40	45	46	46	45	44	41	41
Public Safety	121	119	126	128	135	138	138	136	136	137
General Gov.	21	21	20	20	23	24	24	24	24	24

FY 2012 Approved Budget Staffing Summary

With the changing economic climate, the City is obliged to balance the need for providing services to its Citizens along with reduced revenues. Five (5) full-time positions were deleted from the 2012 budget. Four (4) full-time and one (1) part-time position were added. These changes (including deleting unfilled positions) avoid the need to reduce filled positions, while at the same time stabilizing wage and benefit costs.

General Government Personnel Summary

The FY 2012 General Government Approved Budget does not include any staffing changes for 2012. The total number of employees remains at 24 (twenty-four). This includes 14 (fourteen) full time employees, 3 (three) part time employees and 7 (seven) elected officials.

Public Safety Personnel Summary

The FY 2012 Approved Budget includes one hundred thirty seven (137) full time employees and two (2) part time employees. Additional positions for 2012 include one (1) (Fire Captain), and one (1) Detective. One (1) Police Lieutenants position was deleted.

Public Works Personnel Summary

The FY 2012 Approved Budget includes forty-one (41) employees. Additional positions for 2012 include one (1) Deputy Public Works Director and one (1) Labor Supervisor position. One (1) Engineering Assistant position and one (1) Street Superintendent position were eliminated.

Community Development Personnel Summary

The FY 2012 Approved Budget includes twenty-eight (28) full-time employees. Two full-time positions were deleted from the 2012 budget: Community Development Director and Custodian. One (1) part time position was transferred to Business Development (Keep Newnan Beautiful). One (1) full time position in the Community Development Department (which was eliminated for 2012) was moved to the Planning and Zoning Department.

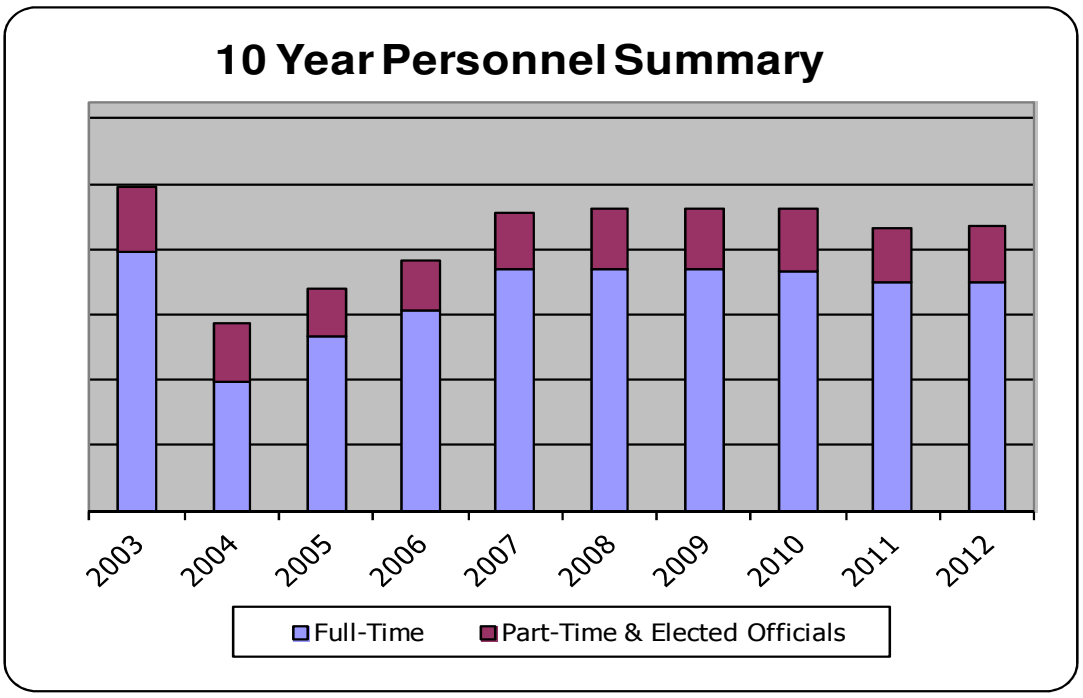
Other Services Personnel Summary

The City of Newnan has been operating the newly-renovated Carnegie Building since the middle of 2009. The 2012 budget includes one (1) Carnegie Director and two (2) part time Carnegie Assistants. Business Development and Special Events Department consists of two (2) full-time employees and one (1) part-time employee, Events Coordinator. For the 2012 budget, the Keep Newnan Beautiful Director's part-time position was moved from Community Development to Business Development and will also assume the duties of the newly created part-time Events Coordinator position.

Operating Impact on Staffing Changes

Staffing changes are shown on the charts included in the remainder of this section, along with associated operating costs attributed to these changes for FY 2012. The 10 Year Personnel Summary chart on the next page shows that staffing has remained pretty consistent through the years, with the exception of 2004, when Sanitation services were privatized.

The 2012 Staffing Changes Impact chart on the next page depicts the impact on operations the 2012 staffing changes had on the budget. The net dollars associated with these staffing changes allowed the City to utilize those dollars for operations where severe cuts were made over the past two to three years.



Approved staffing changes for 2012 had a net impact on the budget of $71,169 savings in wages and benefits. The savings were utilized to fund operations in 2012 and maintain the same level and quality of services to the citizens of Newnan.

2012 Staffing Changes Impact

Position	Function	Dept	Wages and Benefits	Type of Change
Comm Dev Director	Community Dev	Comm Dev	($132,568)	Delete
Lieutenant	Public Safety	Police	($81,256)	Delete
Street Superintendent	Public Works	Street	($70,693)	Delete
Soil Erosion Inspector	Public Works	Engineering	($67,251)	Delete
Custodian	Community Dev	Bldg Maint	($34,858)	Delete
Dep Public Works Director	Public Works	Public Works	$83,856	Add
Detective	Public Safety	Police	$72,349	Add
Labor Supervisor	Public Works	Street	$68,371	Add
Fire Captain	Public Safety	Fire	$64,818	Add
Events Coordinator (PT)	Other Services	Bus Dev	$26,063	Add
	Net Impact on Operations		**($71,169)**	

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	2008	2009	2010	2011	2012
General Government					
Full-Time	14	14	14	14	14
Part-Time	3	3	3	3	3
Elected Officials	7	7	7	7	7
Total General Government	**24**	**24**	**24**	**24**	**24**
Public Safety					
Full-Time	134	134	134	134	135
Part-Time	4	4	2	2	2
Total Public Safety	**138**	**138**	**136**	**136**	**137**
Public Works					
Full-Time	43	42	42	39	39
Part-Time	3	3	2	2	2
Total Public Works	**46**	**45**	**44**	**41**	**41**
Community Development					
Full-Time	31	31	30	30	28
Part-Time	1	1	1	1	0
Total Comm. Development	**32**	**32**	**31**	**31**	**28**
Other Services					
Full-Time	2	3	3	3	4
Part-Time	0	1	1	2	2
Total Other Services	**2**	**4**	**4**	**5**	**6**
Total Employees					
Total Full-Time Employees	224	224	223	220	220
Total Part-Time Employees	11	12	9	10	9
Total Elected Officials	7	7	7	7	7
Total Employees	**242**	**243**	**239**	**237**	**236**

General Government Function
Personnel Summary

Department/Title	2008	2009	2010	2011	2012
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					
Administrative Assistant	1	1	1	1	1
City Manager	1	1	1	1	1
PIO	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					
City Clerk	1	1	1	1	1
Total	**1**	**1**	**1**	**1**	**1**
Finance					
Accountant	1	1	1	1	1
Accounting Clerk	2	2	2	2	2
Accounting Technician	1	1	1	1	1
Finance Director	1	1	1	1	1
Total	**5**	**5**	**5**	**5**	**5**
Information Technology					
Information Technology Director	1	1	1	1	1
Total	**1**	**1**	**1**	**1**	**1**
Human Resources					
Human Resources Director	1	1	1	1	1
Office Assistant	1	1	1	1	1
Total	**2**	**2**	**2**	**2**	**2**
Municipal Court Department					
Assistant Magistrate (Part-Time)	2	2	2	2	2
Associate Judge (Part-Time)	1	1	1	1	1
Municipal Clerk (Full-Time)	1	1	1	1	1
Total	**4**	**4**	**4**	**4**	**4**
Total General Government Full -Time	14	14	14	14	14
Total General Government Part-Time	3	3	3	3	3
Total Elected Officials	7	7	7	7	7
Total General Government	**24**	**24**	**24**	**24**	**24**

Public Safety Function
Personnel Summary

Department/Title	2008	2009	2010	2011	2012
Police Department					
Police Division					
Civilian Communications Operator	5	5	5	5	5
Civilian Jailor	1	1	1	1	1
Communications Sergeant	1	1	1	1	1
Deputy Police Chief	2	2	2	2	2
Detective	5	5	5	5	6
Lieutenant	6	6	6	6	5
Office Assistant	3	3	3	3	3
Parking Enforcement Officer	1	1	1	1	1
Police Chief	1	1	1	1	1
Police Officer	48	48	48	48	48
Sergeant	5	5	5	5	5
School Crossing Guard (Part-time)	4	4	2	2	2
Total	**82**	**82**	**80**	**80**	**80**
School Resource Officer Division					
Police Officer	4	4	4	4	4
Sergeant	1	1	1	1	1
Total	**5**	**5**	**5**	**5**	**5**
Animal Services Division					
Animal Warden	1	1	1	1	1
Total	**1**	**1**	**1**	**1**	**1**
Fire Department					
Fire Stations: #1 & McKenzie					
Battalion Chief (formerly Captain)	3	3	3	3	3
Captain (formerly Lieutenant)	3	3	3	3	4
Captain - Fire Inspector (formerly LT)	1	1	1	1	1
Fire Chief	1	1	1	1	1
Firefighter	29	29	29	29	29
Sergeant (formerly Driver Engineer)	12	12	12	12	12
Office Assistant	1	1	1	1	1
Total	**50**	**50**	**50**	**50**	**51**
Total Public Safety Full-Time	134	134	134	134	135
Total Public Safety Part-Time	4	4	2	2	2
Total Public Safety	**138**	**138**	**136**	**136**	**137**

Public Works Function
Personnel Summary

Department/Title		2008	2009	2010	2011	2012
Public Works Administration						
Accounting Clerk		1	1	1	1	1
Deputy Public Works Director		0	0	0	0	1
Public Works Director		1	1	1	1	1
	Total	**2**	**2**	**2**	**2**	**3**
City Engineer						
Engineer		1	1	1	1	1
Engineering Assistant		1	1	1	1	1
Soil Erosion Inspector		2	2	2	1	0
	Total	**4**	**4**	**4**	**3**	**2**
Street Department						
CSW / Mosquito (Part Time)		1	1	1	1	1
Laborer II (formerly Equip Oper)		4	4	4	4	4
Labor Supervisor		2	2	2	2	3
Laborer I		16	15	15	13	13
Street Superintendent		1	1	1	1	0
	Total	**24**	**23**	**23**	**21**	**21**
Garage Department						
Automotive Mechanic		3	3	3	3	3
Automotive Mechanic Helper		2	2	2	2	2
Shop Supervisor		1	1	1	1	1
	Total	**6**	**6**	**6**	**6**	**6**
Cemetery						
Cemetery Superintendent		1	1	1	1	1
Laborer II (formerly Equip Oper)		1	1	1	1	1
Labor Supervisor		1	1	1	1	1
Laborer I		5	5	5	5	5
Laborer (Seasonal/Summer)		2	2	1	1	1
	Total	**10**	**10**	**9**	**9**	**9**
Total Public Works Full-Time		43	42	42	39	39
Total Public Works Part-Time		3	3	2	2	2
Total Public Works		**46**	**45**	**44**	**41**	**41**

Community Development Functions
Personnel Summary

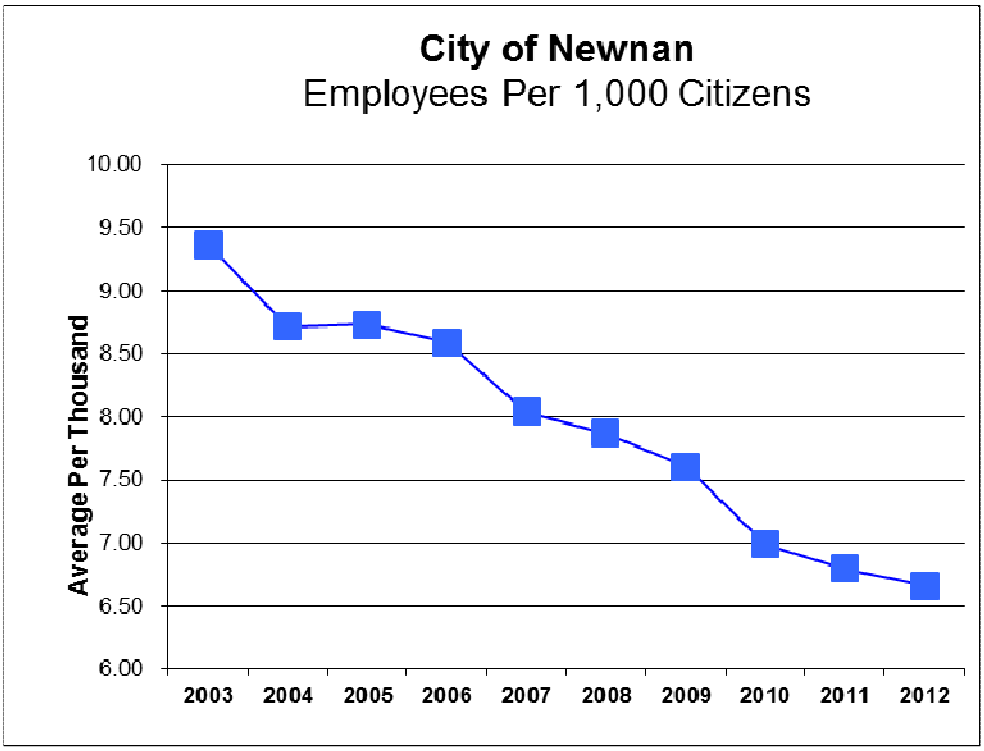
Department/Title	2008	2009	2010	2011	2012
Community Development Administration					
Community Development Director	1	1	1	1	0
Office Assistant (Moved to Planning)	1	1	1	1	0
Keep Newnan Beaut Dir. PT (Move to BD)	1	1	1	1	0
Total	**3**	**3**	**3**	**3**	**0**
Planning & Zoning					
Planner	2	2	2	2	2
Planning Director	1	1	1	1	1
Planning Technician	0	0	0	0	1
Total	**3**	**3**	**3**	**3**	**4**
Building Inspections					
Building Inspector I	1	1	1	1	1
Building Inspector II	4	4	4	4	4
Chief Building Official	1	1	1	1	1
Code Enforcement Officer	1	1	1	1	1
Permit Technician	1	1	1	1	1
Plans Examiner	1	1	0	0	0
Total	**9**	**9**	**8**	**8**	**8**
Parks & Right-of-Way Beautification					
Crew Leader	3	3	3	3	3
Laborer I	9	9	9	9	9
Labor Supervisor	1	1	1	1	1
Landscape Architect	1	1	1	1	1
Total	**14**	**14**	**14**	**14**	**14**
Building Maintenance					
Custodian	1	1	1	1	0
Maintenance Specialist	2	2	2	2	2
Total	**3**	**3**	**3**	**3**	**2**
Total Community Development Full-Time	31	31	30	30	28
Total Community Development Part-Time	1	1	1	1	0
Total Community Development	**32**	**32**	**31**	**31**	**28**

Other Services Function
Personnel Summary

Department/Title	2008	2009	2010	2011	2012
Business Development					
Bus Development Director	1	1	1	1	1
Main Street Manager	1	1	1	1	1
Keep Newnan Beautiful/Event Coord	0	0	0	0	1
Total	**2**	**2**	**2**	**2**	**3**
Carnegie Building (Reading Library)					
Carnegie Director	0	1	1	1	1
Carnegie Assistant (Part-Time)	0	1	1	2	2
Total	**0**	**2**	**2**	**3**	**3**
Total Other Services Full-Time	2	3	3	3	4
Total Other Services Part-Time	1	1	2	2	2
Total Other Services	**3**	**4**	**5**	**5**	**6**

Employees Per Capita

The following chart depicts the average number of City employees per 1,000 residents over the past ten (10) years. The most significant change was from 2002 to 2003 when the population increased by 16% and only three new employees were added to existing staff. The only other significant increase in population occurred in 2007; the City also added 12 new positions to compensate.



The average increase in population over the past ten years is approximately 1,633 people per year. The average percentage increase annually is 6.7%. The City has maintained quality services through maximization of its resources and assets. We have added 33 positions over this time frame, while the population increased by approximately 13,447 people. Employees per capita (EPC) has decreased by only 2.7 employees per thousand citizens for the time period shown.

Employees Per Capita

Year	EPC	Employees*	Population	Increase	% Increase
2003	9.37	196	20,927	2,885	16.0%
2004	8.72	196	22,489	1,562	7.5%
2005	8.73	210	24,050	1,561	6.9%
2006	8.59	220	25,612	1,562	6.5%
2007	8.04	232	28,857	3,245	12.7%
2008	7.87	235	29,867	1,010	3.5%
2009	7.60	235	30,912	1,045	3.5%
2010	6.99	231	33,069	2,157	7.0%
2011	6.80	229	33,700	631	1.9%
2012	6.66	229	34,374	674	2.0%
			Average:	**1,633**	**6.7%**

* Does not include elected officials, attorney or Sanitation.

The chart below shows the change in employees per capita (EPC) by function over the ten year period from 2002 to 2010. The most significant change is in Public Safety, where the City has added 15 employees from 2003 to 2011. In other services, the City has added one (1) full-time and two (2) part-time positions for Carnegie operations. Additionally, one (1) part-time position was added to Business Development in 2011 to assist the special events.

Employees per Capita (by Function)

	2003	EPC	2012	EPC	EPC Change
Gen Government	14	0.67	16	0.47	(0.20)
Public Safety	121	5.78	136	3.96	(1.83)
Public Works	31	1.48	41	1.19	(0.29)
Comm Development	28	1.34	31	0.90	(0.44)
Other Services	2	0.10	5	0.15	0.05
Total	**196**	**9.37**	**229**	**6.66**	**(2.70)**

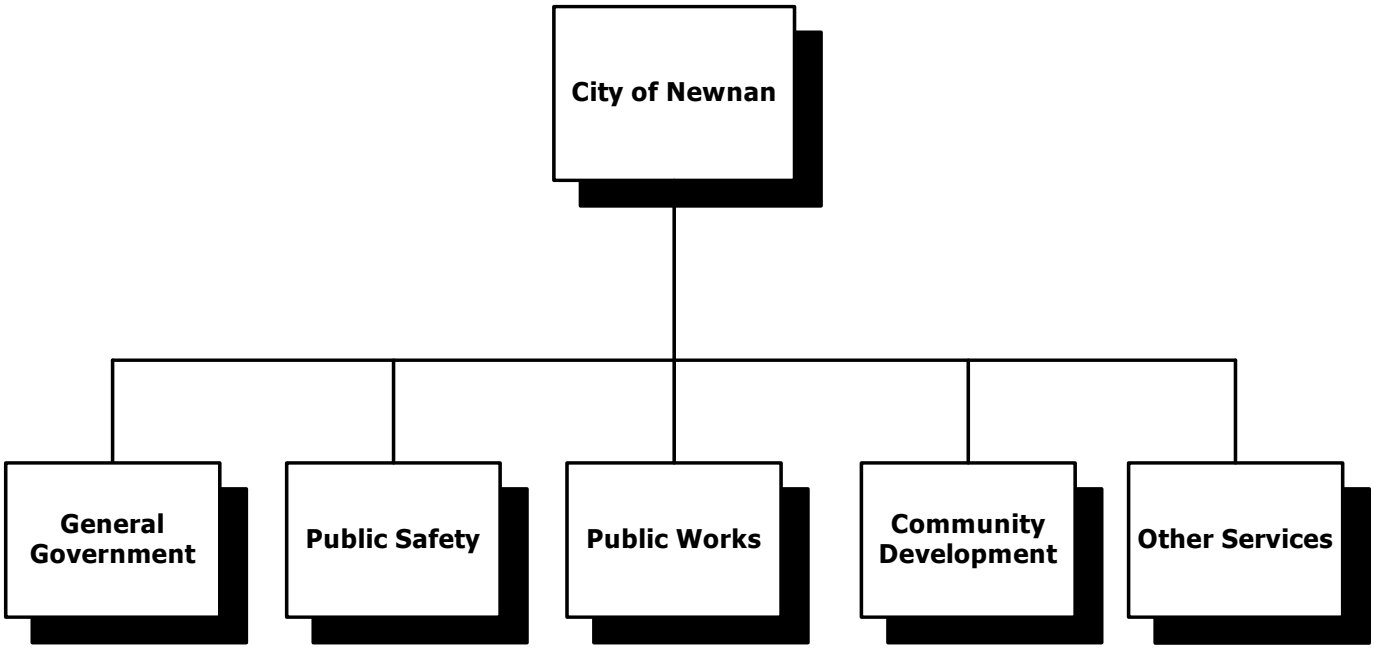
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Departmental Summaries

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) 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. Consequently, the FY 2012 department summaries will be listed according to funding source.

General Fund Functions

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

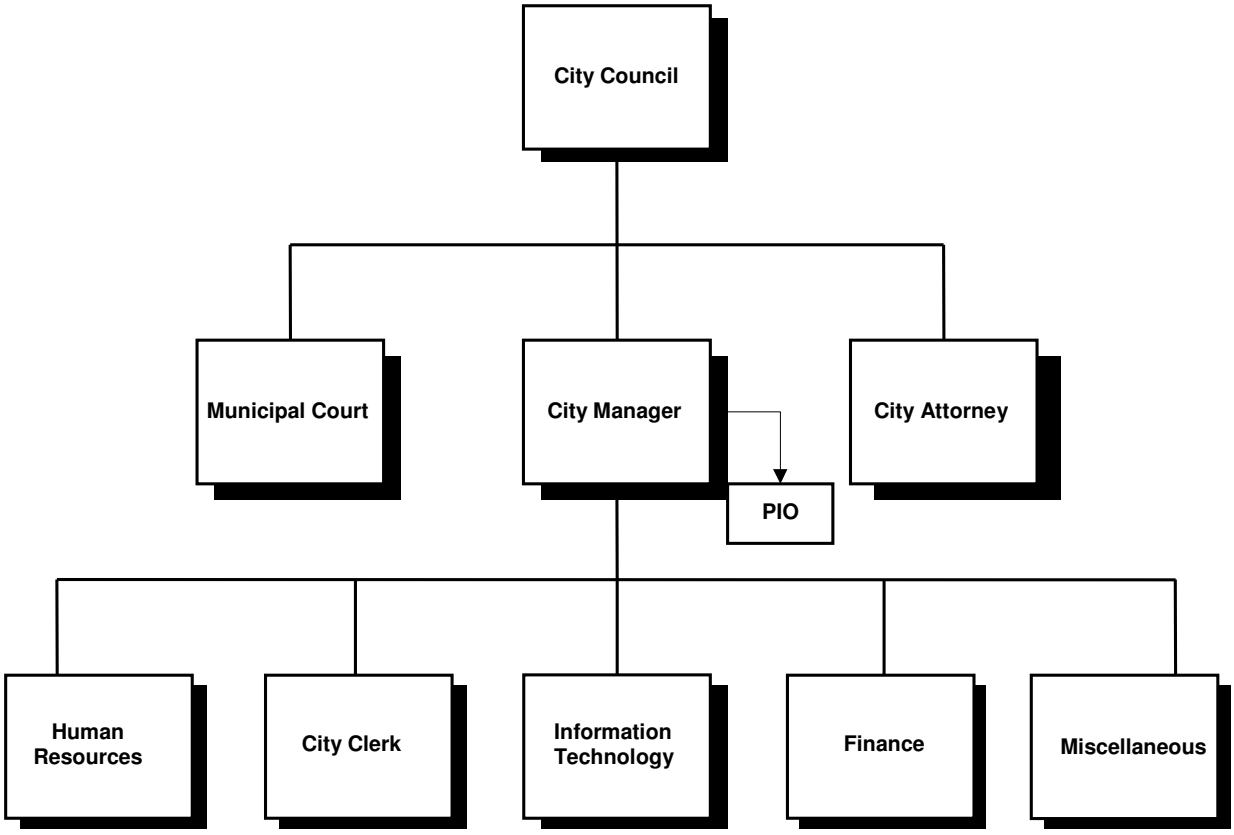


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GENERAL GOVERNMENT FUNCTION

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

General Government Function
Organization Chart



General Government

The following is a list of the City's short and long term priorities and goals for the General Government function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2012 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

- Work with the City Council to provide necessary resources to develop programs that will enhance the quality of living in the City of Newnan.
- Monitor operations of City's departments to see that services are provided in the most efficient and cost effective manner.
- Provide and monitor City's financial data to ensure that revenues and expenditures are within the ranges appropriated by Council.

Short Term Goals

- Procure and pay for needed goods and services in a timely, efficient manner, including processing payments to, and on behalf of, City staff and all associated reporting.
- Bill and collect all revenues due to the City in a professional and timely manner.
- Utilize new technologies to develop cost effective means of interactive communications between staff and citizens.
- Provide an annual CAFR for the Citizens and Council of the City of Newnan in accordance with GAAP and GASB requirements.
- Prepare high-quality budget documents worthy of the GFOA Distinguished Budget Presentation Award annually.
- Increase visibility of the City and its operations and services through positive and consistent communication with the public and staff.
- Maintain a City of Newnan Listserv through the City's website for public alerts and announcements to increase awareness and provide transparency of governmental practices to its citizens.

Long Term Priorities

- Develop programs to improve the delivery of city services and to expand services as required by city growth for Council's consideration.
- Focus on quality customer service in all contacts with citizens and customers.
- Offer a work environment which allows the city to recruit, attract and support quality employees dedicated to serving the citizens and businesses in the City of Newnan.
- Develop and maintain policies and procedures to govern the employees of the City of Newnan.

Long Term Goals

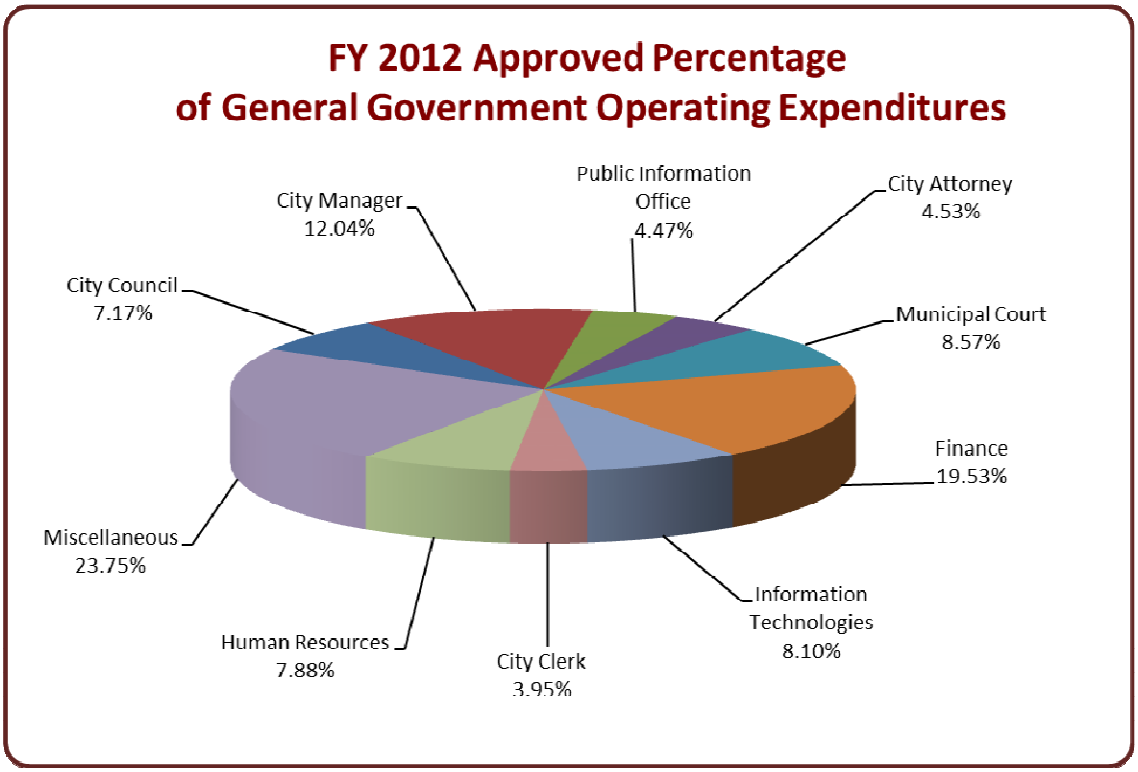
- Provide opportunities for staff members to develop themselves in order to better serve the citizens of the City.
- Develop and maintain policies and procedures to govern the employees of the City of Newnan.
- Provide coordinated, accurate information to the City, media and general public in a timely and effective fashion through news releases and other forms of communication.
- Maintain compliance with all state and federal regulations.
- Develop programs to enhance risk management effectiveness.
- Continuously update and enhance current operating practices and procedures utilizing new technologies to increase efficiency and effectiveness.
- Utilize volunteer boards, authorities and commissions to their fullest extent.
- Utilize plans, studies, projections and reports to formulate long-term plans, both programmatic and financial, in order to effectively handle growth in the City.

- Continually maintain and update the City's website with current, relevant information.
- Archive and maintain all records of the City of Newnan, including meeting minutes.

General Government Function Expenditures

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Operating Expenditures						
City Council	$136,726	$145,163	$138,194	$148,188	$3,025	2.08%
City Manager	218,513	247,351	233,055	248,689	1,338	0.54%
Public Information Office	79,568	83,229	80,785	92,257	9,028	10.85%
City Attorney	94,208	92,000	91,586	93,650	1,650	1.79%
Municipal Court	172,102	135,330	170,248	177,059	41,729	30.83%
Finance	352,318	361,819	357,715	403,408	41,589	11.49%
Information Technologies	139,458	140,412	148,539	167,332	26,920	19.17%
City Clerk	78,342	78,693	78,195	81,485	2,792	3.55%
Human Resources	148,758	156,425	145,088	162,785	6,360	4.07%
Miscellaneous	275,506	506,965	372,013	490,501	(16,464)	-3.25%
Total Operating	$1,695,499	$1,947,387	$1,815,418	$2,065,354	$117,967	6.06%
Transfer to Capital Fund	$219,000	$0	$0	$0	$0	N/A
Interfund Transfers	$219,000	$0	$0	$0	$0	N/A
Gen Government Total	$1,914,499	$1,947,387	$1,815,418	$2,065,354	$117,967	6.06%

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



CITY COUNCIL (Dept. 10)

Scope of Operations

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 2012 Budget, City Council expenditures total $148,188, an increase of 2.08%, or $3,025 over the FY 2011 Approved Budget of $145,163. The increase is directly attributed to the change in insurance costs for the Council.

City Council FY 2012 Budget (100-1110-10)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1200	Wages - Part Time	$43,000	$43,000	$43,000	$43,000	$0	0.00%
51.2100	Employee Insurance	67,257	60,424	55,010	64,275	3,851	6.37%
51.2200	Social Security	3,290	3,290	3,290	3,290	0	0.00%
51.2400	Retirement	4,941	4,898	4,329	4,343	(555)	-11.33%
51.2700	Worker's Compensation	137	151	128	180	29	19.21%
Total Salaries & Benefits		$118,625	$111,763	$105,757	$115,088	$3,325	2.98%
Operating Expenditures							
52.3400	Printing & Binding		$500	$250	$300	($200)	-40.00%
52.3500	Travel	16,743	30,000	29,987	30,000	0	0.00%
52.3700	Training	1,300	2,500	2,000	2,500	0	0.00%
53.1101	Office Supplies	58	400	200	300	(100)	-25.00%
Total Operating Expenditures		$18,101	$33,400	$32,437	$33,100	($300)	-0.90%
Total City Council Expenditures		**$136,726**	**$145,163**	**$138,194**	**$148,188**	**$3,025**	**2.08%**

Personnel Summary

The City Council is comprised of the Mayor and six (6) 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.

CITY MANAGER (Dept. 11)

Scope of Operations
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 2012 Budget, City Manager expenditures total $248,689, an increase of 0.54%, or $1,338, over the FY 2011 Budget of $247,351. The increase is primarily attributed to an increase in employee allowances, travel and training expenses.

City Manager FY 2012 Budget (100-1320-11)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$179,553	$172,100	$163,114	$171,667	($433)	-0.25%
51.2100	Employee Insurance	11,299	23,366	23,366	24,758	1,392	5.96%
51.2200	Social Security	11,262	11,475	11,475	12,915	1,440	12.55%
51.2400	Retirement	4,664	20,372	16,474	17,545	(2,827)	-13.88%
51.2600	Unemployment	3	4	4	4	0	0.00%
51.2700	Worker's Compensation	1,031	1,134	1,134	750	(384)	-33.86%
51.2900	Employee Allowance	4,800	4,800	7,534	7,550	2,750	57.29%
Total Salaries & Benefits		$212,612	$233,251	$223,101	$235,189	$1,938	0.83%
Operating Expenditures							
52.1201	Public Relations	$2,825	$3,000	$1,200	$2,200	($800)	-26.67%
52.3102	Bldg & Personal Liability Ins	521	1,000	459	1,000	0	0.00%
52.3200	Communications	0	1,000	0	0	(1,000)	-100.00%
52.3400	Printing & Binding	0	2,000	650	1,500	(500)	-25.00%
52.3500	Travel	1,942	2,500	5,100	4,000	1,500	60.00%
52.3600	Dues & Fees	0	1,000	1,145	1,300	300	30.00%
52.3700	Training	0	0	0	1,000	1,000	N/A
53.1100	Materials & Supplies	0	800	200	500	(300)	-37.50%
53.1101	Office Supplies	335	1,300	600	500	(800)	-61.54%
53.1400	Books & Periodicals	278	500	100	500	0	0.00%
53.1600	Minor Equipment	0	1,000	500	1,000	0	0.00%
Total Operating Expenditures		$5,901	$14,100	$9,954	$13,500	($600)	-4.26%
Total City Manager Expenditures		**$218,513**	**$247,351**	**$233,055**	**$248,689**	**$1,338**	**0.54%**

Personnel Summary

The City Manager's Office includes two (2) full-time staff members: the City Manager and the Administrative Assistant to the City Manager.

PUBLIC INFORMATION (Dept. 16)

Mission Statement
The public information office is dedicated to communicating accurate and timely information concerning the City's goals and activities to the public and staff. It strives to be the liaison for the City to all media outlets and its citizens.

Scope of Operations
The public information office strives to keep the citizens of Newnan aware and informed of current City topics, issues, accomplishments and events**.** This department maintains consistent and accurate communications for the City of Newnan; serves as a liaison to media representatives; and promotes the accomplishments of the City.

Budget Highlights
In the 2012 FY Budget, expenditures for this operation total $92,257, a increase of 10.85%, or $9,028 over the 2011 FY Budget of $83,229. This increase is primarily attributed to a 3.5% across the board salary increase and employee recognition expenses which were reported in the Human Resources department in prior years.

Public Information Office FY 2012 Budget (100-1320-16)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$48,774	$47,674	$47,674	$49,336	$1,662	3.49%
51.2100	Employee Insurance	11,299	11,683	11,683	12,379	696	5.96%
51.2200	Social Security	3,497	3,647	3,647	3,775	128	3.51%
51.2400	Retirement	5,478	5,430	5,430	4,983	(447)	-8.23%
51.2600	Unemployment	1	2	2	2	0	0.00%
51.2700	Worker's Compensation	155	168	168	207	39	23.21%
51.2910	Employee Recognition		0	0	6,500	6,500	N/A
Total Salaries & Benefits		$69,204	$68,604	$68,604	$77,182	$8,578	12.50%
Operating Expenditures							
52.1200	Professional Services	$33	$0	$0	$0	$0	N/A
52.1201	Public Relations	7,390	7,000	7,390	7,750	750	10.71%
52.3102	Bldg & Personal Liability Ins	156	300	126	0	(300)	-100.00%
52.3200	Communications	388	475	488	500	25	5.26%
52.3300	Advertising	38	500	742	1,200	700	140.00%
52.3400	Printing & Binding	1,175	4,000	3,000	4,000	0	0.00%
52.3500	Travel	741	1,000	0	750	(250)	-25.00%
52.3600	Dues & Fees	375	450	375	525	75	16.67%
52.3700	Training		750	0	200	(550)	-73.33%
53.1101	Office Supplies	68	150	60	150	0	0.00%
Total Operating Expenditures		$10,364	$14,625	$12,181	$15,075	$450	3.08%
Total PIO Expenditures		**$79,568**	**$83,229**	**$80,785**	**$92,257**	**$9,028**	**10.85%**

Personnel Summary

The Public Information Department includes one (1) full-time staff member. No staffing changes are approved for 2012.

Goals, Objectives and Tasks

Status of 2011 Goals and Objectives
1: Continuously provide information and improve communications to the general media.
Status: Ongoing. This is a key part of the PIO position and we deal with this goal on a daily basis through speaking with the media and City departments.
2: Provide communication materials to the general public, residents, customers and visitors to our City via printed media, speaking engagements and the City's website.
Status: Ongoing. This is a key part of this position and we deal with this goal on a daily basis through press releases to media and social media outlets.
3: Continue with career development as a Public Information Officer.
Status: The PIO attended the annual 3CMA conference in Atlanta 9/10 to network with other PIOs and to learn what they have new in their communities. Additionally, she served as a Savvy Award judge this year at the conference.
4: Assist with internal communications.
Status: The PIO gathers information from all departments through the bi weekly reports, monthly capital projects and quarterly goal status reports. Also a monthly employee newsletter is provided to all employees.
5: Enhance communications at City Council meetings.
Status: The PIO works with NuLink, the recording company, on getting them there to every meeting and working on any issues that may arise. All Council sessions are televised locally.
6: Continue to improve promotions and create positive publicity for City departments.
Status: Ongoing. This is a key part of this position and we deal with this goal on a daily basis.
7: Assist with tourism and cultural arts efforts by working with Convention and Visitors Bureaus, Newnan Cultural Arts Commission and Main Street Newnan.
Status: Ongoing. We assisted Newnan Cultural Arts Commission with publicity and set up for two key concerts with over 600 attendees to each concert. This is the first year we have had three concerts on the schedule, up from just one.

FY 2012 Goals, Objectives and Tasks	
1: Continuously provide information and improve communications to the general media by serving as City liaison.	
Objective A: *To disseminate and provide information to print and local broadcast media outlets.* (G. Snider 12/31/2012)	
2: Provide communication materials to the general public, residents, customers and visitors to our City via printed media, speaking engagements and the City's website.	
Objective A: *To develop and print brochures, booklets, etc.* (G. Snider 12/31/2012)	
Objective B: *To update and maintain city's website as needed.* (G. Snider, C. Foster 12/31/2012)	
Objective C: *Collect citizen email addresses for future electronic citizen newsletter.* (G. Snider 12/31/2012)	
Objective D: *To film and make available more public service announcements.* (G. Snider 12/31/2012)	
Objective E: *To promote and participate in GMA's Georgia's Cities Week.* (G. Snider 12/31/2012)	
Objective G: *To host annual Newnan Citizen Academy.* (G. Snider 12/31/2012)	
3: Continue with career development as a Public Information Officer.	
Objective A: *To continue to be engaged in GMA's PIO Network and 3CMA.* (G. Snider 12/31/2012)	
	Task A1: To attend GMA's Quarterly PIO meetings.

	Task A2: To take advantage of Information sharing with other city PIO's.
	Task A3: To utilize email list serve.
	Task A4: To renew 3CMA membership dues and attend yearly conference.
Objective B: *To research available educational opportunities.* (G. Snider 12/31/2012)	
4: Assist with internal communications.	
Objective A: *To print a monthly employee newsletter.* (G. Snider 12/31/2012)	
Objective B: *To encourage information sharing among management staff by publishing bi-weekly, monthly and quarterly reports and coordinating staff meetings.* (G. Snider 12/31/2012)	
Objective C: *To assist with employee special events.* (G. Snider 12/31/2012)	
5: Enhance communications at City Council meetings.	
Objective A: *To assist Newnan Utilities with filming the City Council meetings.* (G. Snider 12/31/2012)	
6: Continue to improve promotions and create positive publicity for City departments.	
Objective A: *To increase awareness of department roles through press releases, photos, media alerts, event coordination and City Hall tours, etc.* (G. Snider 12/31/2012)	
Objective B: *To maintain a contact in each department to gather information for Newnan Notes (weekly newspaper column).* (G. Snider 12/31/2012)	
7: Assist with tourism and cultural arts efforts by working with Convention and Visitors Bureaus, Newnan Cultural Arts Commission and Main Street Newnan.	

Performance Measures

The Public Information Office has identified the performance measurements outlined in the chart below. These measurements are consistent with the City's long and short-term priorities and goals, as well as those of the department.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of participants in Newnan Citizen Academy Class	20	21	22	23	25
Number of new members on City Twitter & Facebook sites *	N/A	N/A	4,700	4,900	5,200
Number of public service announcements published	65	65	65	69	69

* City began participation in 2010.

Prior Year Accomplishments

The 2012 goals and objectives of the Public Information Office are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Kicked off Safe STEP Newnan Pedestrian Safety Awareness program
- Completed the Newnan Citizen Academy for citizen awareness to city government operations and building relationships with city staff and citizens.
- Assisted Newnan Cultural Arts Commission with publicity and set up for two key concerts with over 600 attendees to each concert.

CITY ATTORNEY (Dept. 12)

Scope of Operations
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 2012 Budget, City Attorney expenditures total $93,650, which reflects an increase of 1.79% from the 2011 Budget of $92,000. The increase is attributed to travel expenses estimated for 2012.

City Attorney FY 2012 Budget (100-1530-12)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Operating Expenditures							
52.1200	Professional Services	$89,851	$90,000	$87,936	$90,000	$0	0.00%
52.3500	Travel	4,357	2,000	3,650	3,650	1,650	82.50%
Total Operating Expenditures		$94,208	$92,000	$91,586	$93,650	$1,650	1.79%
Total City Attorney Expenditures		**$94,208**	**$92,000**	**$91,586**	**$93,650**	**$1,650**	**1.79%**

Personnel Summary

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

MUNICIPAL COURT (Dept. 14)

Mission Statement
The City of Newnan Municipal Court strives to courteously and professionally serve those persons who may become involved in the legal system by providing swift and impartial disposition of cases.

Scope of Operations
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 2012 Budget, Municipal Court expenditures total $177,059, which reflects an increase of 30.83%, or $41,729, over the FY 2011 Budget of $135,330. This increase is attributed mainly to professional service expenditures for attorney representation of indigent court cases.

Municipal Court FY 2012 Budget (100-2650-14)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$28,616	$27,872	$26,279	$28,859	$987	3.54%
51.1200	Wages - Part Time	11,848	10,335	10,680	10,593	258	2.50%
51.2100	Employee Ins	246	246	281	2,665	2,419	983.33%
51.2200	Social Security	3,074	2,923	2,984	3,018	95	3.25%
51.2400	Retirement	3,178	3,150	2,784	2,915	(235)	-7.46%
21.2600	Unemployment Ins	3	4	5	4	0	0.00%
51.2200	Worker's Comp	123	135	196	165	30	22.22%
Total Salaries & Benefits		$47,088	$44,665	$43,209	$48,219	$3,554	7.96%
Operating Expenditures							
52.1200	Professional Services	$124,204	$90,000	$125,766	$127,000	$37,000	41.11%
52.3400	Printing & Binding	123	150	0	150	0	0.00%
52.3500	Travel	22	75	861	1,000	925	1233.33%
52.3600	Dues & Fees	0	40	0	40	0	0.00%
52.3700	Training	625	250	386	500	250	100.00%
53.1101	Office Supplies	40	150	26	150	0	0.00%
Total Operating Expenditures		$125,014	$90,665	$127,039	$128,840	$38,175	42.11%
Total Municipal Court Expenditures		**$172,102**	**$135,330**	**$170,248**	**$177,059**	**$41,729**	**30.83%**

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. A Clerk of Court is employed by the city to handle all of the clerical tasks of the court.

Goals and Objectives

The Municipal Court began reporting Goals, Objectives and Performance Measures with the 2011 Budget document. Therefore, subsequent year's information is not shown.

Status of 2011 Goals
1: Provide fair and impartial hearings and trials in matters brought before the Court.
Status: Provided services as required for 2011.

FY 2012 Goals, Objectives and Tasks	
1: Provide fair and impartial hearings and trials in matters brought before the Court.	
Objective A: *Insure defendants are aware of the rights afforded them during hearings/trials.*	
	Task A1: Provide an Indigent Defense Program. (Judge Rosenzweig 12/31/2011)
	Task A2: Provide defendants an opportunity for Bench Trial. (Judge Rosenzweig 12/31/2011)
	Task A3: Provide the means to transfer a case to State Court for Jury Trial. (Judge Rosenzweig 12/31/2011)
Objective B: *Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring progress of participants.* (R. Riggs, Providence Probation 12/31/2011)	

Performance Measures

The Municipal Court department has identified the following performance measures. These measures are consistent with the goals and objectives of the department.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of Indigent Defense Attorneys assigned	121	199	223	129	135
Number of scheduled bench trials	1,076	454	573	497	500
Number of requests for jury trial	67	42	60	65	65
Pre-Trial diversion programs successfully completed	6	61	56	46	50

Prior Year Accomplishments

The 2012 goals and objectives of Municipal Court are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011, in no particular order.

- Pre-Trial Diversion Program is continuing to be used and proves successful.
- Bench trials are decreasing due to video evidence.

FINANCE (Dept. 13)

Mission Statement
In the spirit of excellence, integrity and dedication, the Finance Department is committed to providing timely, accurate, clear and complete information and support to Council, City departments, citizens and the community at large, while maintaining a high level of compliance with all Federal, State and Local rules and regulations and ensuring a high level of excellence in customer satisfaction.

Scope of Operations
The Finance Department is charged with the administration of all financial affairs of the city. In addition, the Finance Director, along with the City Manager, is responsible for investment of all City funds as approved and authorized by Council. The supervision of all accounts includes property tax billing and collections, occupational taxes, alcohol licensing, accounts payable, accounts receivable, capital assets, budget preparation, surplus property auctions and purchasing. The Finance Department handles the year-end closing and adjustments, prepares the annual CAFR and assists with the annual budget document.

Budget Highlights
In the FY 2012 Budget, Finance expenditures total $403,408, an increase of 11.49%, or $41,589, over the FY 2011 Budget of $361,819. The increase is mainly attributed to a 3.5% across the board salary increase and adjustments to step positions within the pay plan. Additionally, capital equipment expenses added $13,000 to the budget for 2012.

Finance FY 2012 Budget (100-1510-13)

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits						
51.1100 Wages - Full Time	$210,544	$205,795	$205,795	$223,577	$17,782	8.64%
51.1300 Wages - Overtime	0	250	200	400	150	60.00%
51.2100 Employee Insurance	44,206	52,031	52,031	55,163	3,132	6.02%
51.2200 Social Security	15,285	15,820	15,796	17,135	1,315	8.31%
51.2400 Retirement	23,405	23,200	20,505	22,582	(618)	-2.66%
51.2600 Unemployment Insurance	7	10	7	10	0	0.00%
51.2700 Worker's Compensation	662	728	614	937	209	28.71%
51.2900 Other Employee Benefits	0	0	251	774	774	N/A
Total Salaries & Benefits	$294,109	$297,834	$295,199	$320,578	$22,744	7.64%
Operating Expenditures						
52.1200 Professional Services	$35,012	$34,980	$35,241	$35,800	$820	2.34%
52.1300 Other Contractural Services	15,121	12,600	11,976	12,900	300	2.38%
52.2200 Repairs & Maintenance	186	300	300	300	0	0.00%
52.3102 Bldg & Personal Liability Ins	794	1,000	564	600	(400)	-40.00%
52.3300 Advertising	1,260	6,000	5,000	6,050	50	0.83%
52.3400 Printing & Binding	576	600	700	800	200	33.33%
52.3500 Travel	955	1,300	1,300	3,800	2,500	192.31%
52.3600 Dues & Fees	810	855	850	1,380	525	61.40%
52.3700 Training	380	1,200	1,200	1,700	500	41.67%
53.1100 Material & Supplies	1,038	2,500	2,650	2,775	275	11.00%
53.1101 Office Supplies	1,943	1,900	1,900	2,000	100	5.26%
53.1400 Books & Periodicals	124	50	125	125	75	150.00%
53.1600 Minor Equipment	0	200	200	300	100	50.00%
53.1601 Computer Equipment & Software	0	300	300	250	(50)	-16.67%
53.1602 Office Furniture	0	0	0	800	800	N/A
53.1706 Miscellaneous	10	200	210	250	50	25.00%
Total Operating Expenditures	$58,209	$63,985	$62,516	$69,830	$5,845	9.13%
Capital Outlays						
54.2500 Other Equipment	$0	$0	$0	$13,000	$13,000	N/A
Total Capital Outlays	$0	$0	$0	$13,000	$13,000	N/A
Total Finance Expenditures	**$352,318**	**$361,819**	**$357,715**	**$403,408**	**$41,589**	**11.49%**

Personnel Summary

Staffing includes a Finance Director and four (4) full-time employees. No new positions were added in the 2012 budget.

Goals and Objectives

Status of FY 2011 Goals
1: Provide a healthy work environment for staff emphasizing excellent, seamless customer service and expertise in the collection of City revenues and delinquent accounts.
Status: All positions in the Finance Department have been successfully cross-trained. We can cover the walk-up counter in a seamless manner when required. All processes have been documented through a Standard Operating Procedures (SOP) guide. We have finalized all the SOP's. Additionally, all employees understand the need for excellent customer service. No complaints have been received regarding my employees. They are very cognizant of our customer's needs and do their best to serve and accommodate as needed. I routinely receive verbal and/or written commendations from businesses and citizens concerning staff performance.
2: Monitor and protect the City's assets by maximizing resources, minimizing costs and maintaining cash flows.
Status: We monitor Accounts Receivable files monthly. Delinquent notices, when required, are mailed in a timely fashion and Fi Fas (tax sales) are processed as a last resort when other collection methods have failed. Additionally, we monitor all expenditures closely. Verbal quotes are obtained for all purchases above $250. At the $5,000 level, we obtain written quotes or proposals. We are very aware of our purchasing power, especially during hard economic times. All bank accounts are balanced monthly. We actively monitor levels in our operating account to be sure we are earning the most interest available to us on our investment balances.
3: **Effectively and efficiently manage County-provided property tax assessment data to successfully bill and collect annual property taxes.**
Status: We obtained the data from Coweta County in August 2012 to bill property taxes. Bills were mailed mid-September with a due date of October 31, 2012. By the end of the year, we anticipate collection of approximately 90% of those taxes. For delinquent accounts still not paid in March of next year, we will begin the Fi Fa process to collect. We have automated our property tax processes extensively. All bills are bar-coded for scanning when payment is received. We have been taking online tax payments for 7 years with very good results. Keypunch errors are practically non-existent due to the bar coding. Additionally, we work closely with the tax services and mortgage companies to obtain files for their payments so that these can be scanned for revenue collections also.
4: Successfully manage and coordinate all financial functions of the City including Accounts Payable, Accounts Receivable, Cemetery Records, Occupational Taxes, Alcohol Licenses, and all associated reporting and auditing, both internally and externally.
Status: All invoices are processed as received and paid by the due date. We take pride in paying our bills on time. We take advantage of all discounts offered when possible. Occupational tax renewals are processed in a timely and efficient manner. We actively work with Code Enforcement to collect those who do not renew by the due date of April 1st each year. Additionally, we annually select a random sample of business returns to audit. Due to the budget available, I did not have the opportunity to obtain additional training or attend any GASB or GFOA conferences last year. Hopefully, I will be able to attend a couple of the GASB conferences later this year to keep abreast of GASB/GAAP regulations. We implemented purchasing cards in July 2012 for all City departments. This should substantially reduce the number of invoices/checks processed, as well as improve efficiencies for staff.
5: Prepare and disseminate monthly and annual Financial reports to Council and Management to aid in their assessment of financial and performance matters.

Status: All monthly reports were prepared and submitted to the City Manager and Council in a very efficient and timely manner. We assist as needed for analysis and year-end projections of cash flow and expenditures.
FY 2012 Goals and Objectives
1: Provide a healthy work environment for staff emphasizing excellent, seamless customer service and expertise in the collection of City revenues and delinquent accounts.
Objective A: *Provide cross-training for all positions so that every position has at least one back-up at all times.* (K. Cline, Staff On-going)
Objective B: *Maintain Standard Operating Procedures to guide and assist staff in the performance of their duties.* (R. Phillips, K. Cline, Staff On-going)
Objective C: *Maintain guidelines and codes of conduct for superior customer service.* (K. Cline On-going)
2: Monitor and protect the City's assets by maximizing resources, minimizing costs and maintaining cash flows.
Objective A: *Ensure accounts receivable reconciliations on a monthly basis; Mail delinquent notices and follow through with other collection efforts as required.* (K. Carroll On-going)
Objective B: *Monitor procurement activities to ensure that City obtains quality goods and services at lowest cost within specified time frames.* (R. Helton, K. Cline On-going)
Objective C: *Reconcile all bank accounts monthly; ensure that all accounts maintain healthy balances to provide the City with necessary funding for operations.* (R. Phillips On-going)
3: Effectively and efficiently manage County-provided property tax assessment data to successfully bill and collect annual property taxes.
Objective A: *Obtain data from Coweta County to process tax bills. Mail in sufficient time to collect by October 31st each year.* (K. Cline On-going)
Objective B: *Ensure that delinquent accounts are efficiently and effectively managed, up to and including issuance of Fi Fa to collect the delinquent taxes.* (K. Carroll, R. Helton, K. Cline On-going)
Objective C: *Strive for 90% collection rate for current year taxes by end of the calendar year.* (K. Carroll, K. Cline On-going)
4: Successfully manage and coordinate all financial functions of the City including Accounts Payable, Accounts Receivable, Cemetery Records, Occupational Taxes, Alcohol Licenses, and all associated reporting and auditing, both internally and externally.
Objective A: *Ensure that City's bills are paid in a timely and efficient manner.* (G. Gibson On-going)
Objective B: *Ensure that all Receivable accounts are managed effectively and efficiently.* (K. Carroll, R. Helton On-going)
Objective C: *Ensure that all Licensing and Occupational Tax renewals, including Alcohol, are processed and maintained effectively and efficiently. Ensure that tax returns are audited as necessary.* (R. Helton On-going)
Objective D: *Ensure that all required reporting requirements, including annual audit, are followed and deadlines met both internally and externally.* (R. Phillips, K. Cline On-going)
Objective E: *Ensure that all new GASB requirements for the annual audit are implemented as required, by keeping abreast of changes through training and Department of Audits conferences.* (K. Cline On-going)
5: Prepare and disseminate monthly and annual Financial reports to Council and Management to aid in their assessment of financial and performance matters.
Objective A: *Ensure that monthly and annual reports are provided, with enough detail and analysis to assist in evaluation of the data, determine operating priorities, and project year-end budget performance and analysis.* (R. Phillips, K. Cline On-going)
6: Seek training and career development opportunities which enable my department to provide quality services and excellent financial reporting to the Council, City Manager and citizens of Newnan.
Objective A: *Attend GASB, GAAP and other related conferences specifically addressing changes to the reporting and processing requirements as they occur.* (K. Cline On-going)

Objective B: *Attend Annual GFOA and GGFOA conferences to stay abreast of changes affecting governments and reporting, as well as keeping in touch with other governmental Finance professionals who are invaluable contacts in this environment.* (K. Cline On-going)
Objective C: *Retain membership in both GGFOA and GFOA so that all training opportunities are immediately available to us, along with the awards programs for the CAFR and Budget documents.* (K. Cline On-going)
Objective D: *Provide training opportunities for subordinate staff when needed as pertinent to government entities and operations.* (K. Cline On-going)

Performance Measures

The Finance Department has identified the performance measurements outlined in the chart below. These measurements are consistent with the overall mission and goals of the City, General Government's priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Total Assessed Property Tax Valuation (40%)	$1,026,088,379	$1,054,432,593	$1,048,735,367	$997,962,568	$885,000,000
Number of Property Tax bills	13,714	13,916	13,896	14,100	14,300
Percentage of total collected at year-end	91.1%	90.7%	91.2%	90.2%	90.0%
Number of Occupational Tax Certificate Renewals Processed	2,186	2,123	1,910	2,000	2,050
Occupational Taxes collected	$1,838,251	$1,792,961	$1,603,104	$1,655,532	$1,622,000
Number of Alcohol Licenses issued	91	99	99	100	101
Alcohol License revenue collected	$183,775	$179,050	$186,355	$183,000	$180,000
Number of Accounts Payable checks issued	3,347	3,099	3,252	3,150	3,100
Number of A/P Checks voided	106	24	58	40	35
Received GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes
Received GFOA Excellence in Financial Reporting Award – CAFR*	N/A	Yes	Yes	Yes	Yes
Number of Bank/Investment accounts maintained	23	24	28	29	31
Total Annual Expenditures monitored including capital and transfers (all funds)	$26,679,255	$25,970,959	$24,495,627	$25,154,300	$26,650,000
Total Annual Revenues monitored including capital and transfers (all funds)	$24,528,848	$22,006,584	$26,215,154	$27,125,000	$26,950,000

* Began preparing CAFR in 2010.

Prior Year Accomplishments

The 2012 goals and objectives of the Finance Department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the Finance Department during 2011, in no particular order.

- Received notice of the award for the City's Comprehensive Annual Financial Report (**CAFR**) for 2010, our first ever! It was submitted to GFOA for consideration of the "**Excellence in Financial Reporting**" Award in June 2011. We have also submitted our 2011 CAFR to GFOA for consideration of the award.
- The 2011 CAFR was completed and accepted by the Georgia Department of Audits with no corrective action necessary and two findings, both non-related to the Finance Department.
- Prepared and distributed a 2011 Popular Annual Financial Report (**PAFR**). It is available on the City's website, www.ci.newnan.ga.us, along with the 2011 CAFR and prior years' annual audits and other reports.
- 2011 Report of Local Government Finances Report completed and filed; no corrections required.
- Assisted with training for and preparation of the 2012 Budget document.
- Received the **GFOA Distinguished Budget Presentation Award** for 2012 Budget document, our 22nd year of receiving the award! We will submit our 2012 Budget to GFOA for consideration also.
- Issued approximately 22 Fi Fa's for delinquent property taxes. Most were paid in full before the property actually went to auction on the courthouse steps.
- Continuing development of an online payment and reporting system for monthly and quarterly alcohol tax revenues, monthly motor vehicle rental taxes and quarterly hotel/motel taxes. Expect to complete this project during 2012, with the assistance of the IT Department.
- Worked with Newnan Housing Authority and Newnan-Coweta Habitat for Humanity to disburse federal grant funds for the Neighborhood Stabilization Program (NSP) awarded through the Georgia Department of Community Affairs. This grant provided housing opportunities to eligible low-income families in Coweta County.
- Prepared and submitted various reports for the City of Newnan as required including: Report of Local Government Finances, Hotel/Motel Tax Report, MEAG Report, SPLOST Annual Reports, monthly Sales Tax Returns and 1099 tax forms.
- Implemented purchasing cards (p-cards) for City of Newnan departments to gain improvements in efficiency and service.
- Implemented New World Systems eSuite as a complement to our operating system, Logos.NET. This will allow customers and vendors to access the City's virtual office with inquiries and requests for service, permits and licenses. Additionally, employees have access to all information maintained by HR through our eHR module. Changes to information can be made, or initiated, online, W-2's and pay stubs can be reprinted as needed, and deductions can be viewed, along with all accrued hours information.
- Implemented HR NextGen for Logos.NET, which was a major release for Human Resources.
- Worked with New World Systems and Building Inspection staff to implement Code Enforcement and ePermitting.
- Issued RFP's for banking services and audit services, analyzed the proposals and submitted recommendations to Council for award of the contract.
- While Business Development and Main Street were virtually unstaffed due to resignations of both employees, the Finance Director maintained their books, reconciled bank statements and paid the bills. Additionally, the membership roster was automated and corrections to the ledger transactions were made where necessary.
- Began coordinating the City's surplus property auctions via an online website, www.publicsurplus.com. This has been a very successful venture for the City, with sales of surplus property far exceeding what we typically collected through on-site auctions at the City shop. Additionally, we have improved the disposal process immensely.

INFORMATION TECHNOLOGIES (Dept. 21)

Mission Statement
To provide City staff with the technological tools, assistance and support needed to efficiently and effectively do their jobs and to give the public access to an increasing number of services and information relevant to City issues and concerns through the City's website.

Scope of Operations
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, phone systems and various other computer programming and support systems. IT reports to the City Manager.

Budget Highlights
In the FY 2012 Budget, Information Technologies expenditures total $167,332, an increase of 19.17%, or $26,920, over the FY 2011 Budget of $140,412. The increase is primarily attributed to an increase in Repairs and Maintenance, which reflects added costs of maintenance agreements for items such as the City's financial operating system and network security.

Information Technologies FY 2012 Budget (100-1535-21)

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits						
51.1100 Wages - Full Time	$70,394	$68,806	$68,000	$64,458	($4,348)	-6.32%
51.2100 Employee Insurance	11,299	11,683	10,710	12,379	696	5.96%
51.2200 Social Security	5,153	5,264	5,154	4,932	(332)	-6.31%
51.2400 Retirement	7,869	7,800	7,870	6,511	(1,289)	-16.53%
51.2600 Unemployment Insurance	1	2	2	2	0	0.00%
51.2700 Worker's Compensation	220	242	225	270	28	11.57%
Total Salaries & Benefits	$94,936	$93,797	$91,961	$88,552	($5,245)	-5.59%
Operating Expenditures						
52.1300 Other Contractual Services	$0	$3,000	$3,000	$3,000	$0	0.00%
52.2200 Repairs & Maintenance	40,573	39,000	50,000	62,145	23,145	59.35%
52.3102 Bldg & Personal Liability Ins	182	350	200	200	(150)	-42.86%
52.3200 Communications	1,210	780	700	750	(30)	-3.85%
52.3500 Travel	650	1,000	511	700	(300)	-30.00%
52.3600 Dues & Fees	75	75	75	75	0	0.00%
52.3700 Training	399	1,000	900	500	(500)	-50.00%
53.1100 Materials & Supplies	489	380	250	380	0	0.00%
53.1101 Office Supplies	203	200	212	200	0	0.00%
53.1400 Books & Periodicals	278	330	150	330	0	0.00%
53.1600 Minor Equipment	463	500	400	500	0	0.00%
53.1601 Computer Equipment & Software	0	0	0	10,000	10,000	N/A
53.1602 Office Furniture	0	0	180	0	0	N/A
Total Operating Expenditures	$44,522	$46,615	$56,578	$78,780	$32,165	69.00%
Total IT Expenditures	**$139,458**	**$140,412**	**$148,539**	**$167,332**	**$26,920**	**19.17%**

Personnel Summary

Staffing for the department includes one (1) full-time Information Technologies Director. No staffing changes are approved for 2012.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Develop, enhance and modify the City's technological assets and investments in a sufficient manner to minimize data loss and ensure back-up data exists and is available in the event of natural disaster or equipment failure.
Status: Installed Drobo disk array for more efficient backup storage. Some cross building backup is now setup.
2: Manage costs and scheduling of assets so that the mission and goals of the City can be realized.
Status: Purchased a new Bladecenter to host the new Logos.NET server and some future servers.
3: Incorporate security measures which ensure that information and systems are protected and secure from unauthorized access or use.
Status: Ongoing. No funding for security software. Did implement stricter password policy. Keeping firewall up-to-date and accurate.
4: Effectively and efficiently maintain the City's computer systems and network and provide timely and sufficient technological resources and support to staff so that work can be productively and efficiently performed.
Status: Ongoing. Working with resources available.
5: Update and maintain the City's website so that citizens and businesses are informed and have immediate access to information relevant to the City, its services and events.
Status: Planning to migrate/redesign website to newer Joomla platform. Requires time.

FY 2012 Goals and objectives
1: Develop, enhance and modify the City's technological assets and investments in a sufficient manner to minimize data loss and ensure back-up data exists and is available in the event of natural disaster or equipment failure. (C. Foster 12/31/2012)
Objective A: *Create a cross building backup strategy that puts data backup's offsite on a regular basis.*
Objective B: *Create OS backup images for quicker restore if systems fail.*
2: Manage costs and scheduling of assets so that the mission and goals of the City can be realized. (C. Foster 12/31/2012)
Objective A: *Monitor and replace critical IT hardware and software before technology is obsolete or before components fail.*
3: Incorporate security measures which ensure that information and systems are protected and secure from unauthorized access or use. (C. Foster 12/31/2012)
Objective A: *Increase network security with penetration detection and unauthorized access prevention.*
Objective B: *Establish and maintain stringent password policies.*
4: Effectively and efficiently maintain the City's computer systems and network and provide timely and sufficient technological resources and support to staff so that work can be productively and efficiently performed. (C. Foster 12/31/2012)
Objective A: *Utilize the City's help desk, CITA, so that problem tickets are prioritized and handled in a manner that enables staff to conduct business and provide excellent customer service.*
Objective B: *Provide technical assistance to staff in the development of custom reports, databases, and processes to improve efficiency and effectiveness.*
Objective C: *Monitor equipment age and keep systems up to date by replacing aging hardware.*
5: Update and maintain the City's website so that citizens and businesses are informed and have immediate access to information relevant to the City, its services and events. (C. Foster 12/31/2012)
Objective A: *Maintain timely content.*

Performance Measures

Information Technologies has identified performance measurements as outlined in the chart below. These measurements are consistent with the Department's goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of CITA problem tickets received (1)	N/A	60	137	150	150
Number of CITA tickets resolved in 72 hours (1)	N/A	22	83	110	110
Number of visitors to City website (2)	500 est.	600K est.	1.5M	2M	3M
Number of online tax payments	557	660	573	600	630
Number of computers maintained city-wide	162 est.	170	193	210	225

(1) CITA was implemented in 2008.
(2) The City began measuring this data mid-year 2010. Actual data will be presented for subsequent years.

Prior Year Accomplishments

The 2012 goals and objectives of the Information Technology department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the Information Technology Department during 2011.

- Included more servers in the daily backup process.
- Installed a storage area network to keep a copy of backup data off site.
- Installed a new Virtual Machine server at the police department and began using it by installing the VisionFBR server on it.
- Migrated the physical VisionDBA server onto the new VM server.
- Improved on the cemetery database to help computerize and maintain our cemetery data.
- Began working on an on-line payment system to collect alcohol tax revenues, monthly motor vehicle rental taxes and quarterly hotel/motel taxes.
- Processed, verified, and printed over 14,000 tax bills.
- Upgraded and configured new copiers for City Hall and the Police Department.
- Moved the majority of City cell phones to Verizon Wireless.
- Managed to keep all services and application up and running with a minimum of outages.
- Helped in rerouting GCIC traffic for the Police Department from their legacy system to the new LEMS system.
- Installed a new network firewall after the 10-year old one failed.
- Installed and configured a new SSL-VPN system to allow authorized access to our network by employees outside of the network.
- Began plans to require more stringent passwords by implementing a password policy.

CITY CLERK (Dept. 15)

Mission Statement
The City Clerk is committed and dedicated to courteously serving the City Council, citizens and staff of the City of Newnan in order to prepare, record and maintain the official records of local government proceedings, including meeting minutes, ordinances, resolutions, contracts and other vital documents, as well as carrying out and promoting the goals and priorities of Council and the City Manager.

Scope of Operations
The City Clerk is responsible for maintaining official records of the City which includes recording the proceedings of City Council meetings and all records of Council action. The City Clerk records all ordinances in the City Code of Ordinances book, records all Resolutions, and is the custodian of the corporate seal of the City and the officer authorized to use and authenticate the seal. The City Clerk is the custodian of all official records of the City. All records in this office are public records and open to inspection at any time during regular business hours. The City Clerk cooperates with Coweta Board of Elections and Voters Registration in planning elections. The City Clerk is responsible for reviewing alcohol licenses, serves as Payroll coordinator for the City and is Secretary to the Retirement Board.

Budget Highlights
In the FY 2012 Budget, City Clerk proposed expenditures total $81,485, which represents an increase of 3.55%, or $2,792, over the FY 2011 Budget of $78,693. There will be no election in 2012, so those expenses decreased by $3,000. However, there was a $3,600 increase in printing and binding expenditures for the codification of City ordinances, along with the 3.5% salary increase for all employees. Therefore, the net effect on the budget was a slight increase.

City Clerk FY 2012 Budget (100-1330-15)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$57,882	$56,576	$56,576	$58,557	$1,981	3.50%
51.2100	Employee Insurance	5,154	5,298	5,298	5,646	348	6.57%
51.2200	Social Security	4,391	4,328	4,328	4,480	152	3.51%
51.2400	Retirement	6,457	6,400	6,400	5,915	(485)	-7.58%
51.2600	Unemployment Insurance	1	2	1	2	0	0.00%
51.2700	Worker's Compensation	181	199	167	245	46	23.12%
Total Salaries & Benefits		$74,066	$72,803	$72,770	$74,845	$2,042	2.80%
Operating Expenditures							
52.1200	Professional Services	$352	$500	$270	$500	$0	0.00%
52.1300	Other Contractural Services	400	400	400	550	150	37.50%
52.1301	Elections	0	3,000	3,000	0	(3,000)	-100.00%
52.3102	Bldg & Personal Liability Ins	73	120	50	120	0	0.00%
52.3103	Insurance - Surety Bond	100	100	100	100	0	0.00%
52.3400	Printing & Binding	3,068	400	350	4,000	3,600	900.00%
52.3600	Dues and Fees	0	100	100	100	0	0.00%
53.1100	Materials and Supplies	159	250	135	250	0	0.00%
53.1400	Books & Periodicals	124	120	120	120	0	0.00%
53.1600	Minor Equipment	0	900	900	900	0	0.00%
Total Operating Expenditures		$4,276	$5,890	$5,425	$6,640	$750	12.73%
Total City Clerk Expenditures		**$78,342**	**$78,693**	**$78,195**	**$81,485**	**$2,792**	**3.55%**

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

Goals, Objectives, and Tasks

Status of 2011 Goals
1: To provide essential legislative support and liaison services to City Council enabling effective and efficient decisions and actions and to provide access to the City's official records and documents utilizing the best available technologies in a courteous, professional manner.
Status: Ongoing.
2: To administer municipal elections and serve as filing officer for the City.
Status: Completed 12/31/2011.
3: To accurately process employee bi-weekly payroll, including taxes and withholdings, and required reporting for City employees efficiently and effectively.
Status: Ongoing.
4: To serve as Retirement Secretary for City of Newnan and provide assistance to staff in processing applications for retirement and related activities.
Status: Ongoing.

FY 2012 Goals and Objectives
1: To provide essential legislative support and liaison services to City Council enabling effective and efficient decisions and actions and to provide access to the City's official records and documents utilizing the best available technologies in a courteous, professional manner.
Objective A: *Attend all council meetings and record minutes. Prepare official records for Council approval, scan to archives and make available to general public, staff and Council.* (D. Hill 12/31/2012)
Objective B: *Prepare all ordinance and resolution documents for Council's approval. Record and file as required.* (D. Hill 12/31/2012)
2: To administer municipal elections and serve as filing officer for the City.
Objective A: *File all required reports for elected officials with the State Ethics Board.* (D. Hill 12/31/2012)
Objective B: *Assist Coweta County with coordination of elections as required.* (D. Hill 12/31/2012)
3: To accurately process employee bi-weekly payroll, including taxes and withholdings, and required reporting for City employees efficiently and effectively.
Objective A: *Process bi-weekly payroll, including deductions, taxes and other withholdings, after hours approval and entry into system. Distribute withholdings and taxes to appropriate third party.* (D. Hill 12/31/2012)
Objective B: *Complete all associated monthly, quarterly and annual reporting requirements associated with payroll processing.* (D. Hill 12/31/2012)
4: To serve as Retirement Secretary for City of Newnan and provide assistance to staff in processing applications for retirement and related activities.
Objective A: *Provide information and assistance for retirement issues to employees and staff.* (D. Hill 12/31/2012)
Objective B: *Process retirement applications; submit to GMA for processing.* (D. Hill 12/31/2012).

Performance Measures

The City Clerk has identified performance measurements as indicated in the chart below. These measurements are consistent with the goals and objectives of the department and the City's priorities and goals.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Percentage of meeting minutes drafted within 72 hours of meeting conclusion	94%	94%	94%	94%	94%
Number of Council Resolutions processed	36	23	24	27	28
Number of Council Ordinances processed	20	15	20	23	25
Number of Retirees processed	3	4	2	2	2
Number of payroll voided checks/EFTs	3	4	2	2	2
Percentage of ACH (Direct Deposit) participants	85%	90%	100%	100%	100%
Number of candidates qualified for election*	N/A	3	N/A	4	N/A
Number of ballots cast*	N/A	N/A	N/A	N/A	N/A

Note: City elections are not held every year; therefore, performance results are not applicable for every year.

* Four candidates (incumbent) qualified for the 2011 election, however, they ran uncontested. No election was necessary.

Prior Year Accomplishments

The 2012 goals and objectives of the City Clerk are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Effectively prepared and recorded all Council Meeting Minutes; scanned for archiving purposes.

HUMAN RESOURCES (Dept. 20)

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

Scope of Operations
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 providing risk management services including employee group insurance programs, workers' compensation administration, general liability insurance programs, and safety and loss control efforts.

Budget Highlights
In the FY 2012 Budget, Human Resources expenditures total $162,785, an increase of 4.07%, or 6,360, over the FY 2011 Budget of $156,425. This increase is attributed to a 3.5% salary increase. Funds were also budgeted for a potential mid-year reclassification of Office Assistant. Employee recognition costs decreased because some of the employee events were moved to the PIO budget where responsibility for the events resides.

Human Resources FY 2012 Budget (100-1540-20)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$97,226	$95,306	$92,200	$102,380	$7,074	7.42%
51.1200	Wages - Part Time	0	0	0	0	0	N/A
51.2100	Employee Insurance	16,453	16,981	14,500	18,026	1,045	6.15%
51.2200	Social Security	7,198	7,300	7,300	7,833	533	7.30%
51.2400	Retirement	10,462	10,370	9,600	10,341	(29)	-0.28%
51.2600	Unemployment Insurance	3	3	3	4	1	33.33%
51.2700	Worker's Compensation	300	330	330	428	98	29.70%
51.2910	Employee Recognition	6,330	10,050	7,800	5,150	(4,900)	-48.76%
Total Salaries & Benefits		$137,972	$140,340	$131,733	$144,162	$3,822	2.72%
Operating Expenditures							
52.1200	Professional Services	$6,198	$8,000	$5,800	$6,388	($1,612)	-20.15%
52.3102	Bldg & Personal Liability Ins	625	1,200	750	800	(400)	-33.33%
52.3200	Communications	0	400	550	600	200	50.00%
52.3300	Advertising	628	2,000	1,600	1,800	(200)	-10.00%
52.3400	Printing & Binding	8	450	450	450	0	0.00%
52.3500	Travel	1,169	1,200	1,350	1,900	700	58.33%
52.3600	Dues & Fees	445	480	465	510	30	6.25%
52.3700	Training	650	650	800	1,400	750	115.38%
53.1100	Materials & Supplies	128	150	90	100	(50)	-33.33%
53.1101	Office Supplies	479	650	850	900	250	38.46%
53.1103	Medical Supplies	9	75	50	75	0	0.00%
53.1300	Food Supplies	0	0	0	100	100	N/A
53.1400	Books & Periodicals	372	480	500	500	20	4.17%
53.1600	Minor Equipment	0	0	50	100	100	N/A
53.1601	Computer Equipment & Software	75	350	50	2,550	2,200	628.57%
53.1602	Office Furniture	0	0	0	450	450	N/A
Total Operating Expenditures		$10,786	$16,085	$13,355	$18,623	$2,538	15.78%
Total HR Expenditures		**$148,758**	**$156,425**	**$145,088**	**$162,785**	**$6,360**	**4.07%**

Personnel Summary

Staffing includes two (2) full-time employees: A Human Resources Director and an Office Assistant.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Attract, develop, and retain highly competent employees through rigorous selection while providing a desirable quality of work life, and competitive salary and benefits.
Status: Implemented eSuite module giving employees more access to their employment information. The Employee Assistance Program was schedule to be rebid in 2011. However, the decision was made to continue services with Deer Oaks through 2012 and look at rebidding then. Have provided IT with suggested changes for the HR section of the website to make it more informative and user friendly. Will be working with IT to implement. Coordinated informational meetings for employees about retirement plans.
2. Protect the City's assets and resources by minimizing the internal and external exposures and associated risks.
Status: All employees completed Harassment Awareness in 2010 therefore, City-wide training was postponed until 2012. Accident Review Board meets monthly to review employee motor vehicle accidents. Safety and drug awareness topics are provided monthly to each department. Conducted biannual review of Motor Vehicle Histories for employees who drive City vehicles. Employees who are considered "at-risk" are offered Hepatitis B immunizations. Obtained Health Promotion grant from LGRMS to implement health education programs.
3: Administer Human Resources policies, procedures and related programs to ensure compliance with applicable State and Federal laws.
Status: Research is being conducted to ensure compliance with CDL drivers. Updating personnel policy manual to reflect changes in federal laws.
4: Increase knowledge and skill as HR Director while keeping abreast of the changing legal environment.
Status: Attended GLGPA and LGRMS training programs. Also attended monthly local HR association training programs.
5: Strive for continuous improvement in Human Resource department efficiency, effectiveness and customer service, utilizing technology as available and affordable.
Status: Implemented eSuite module. Implemented NextGen of Logos program.

FY 2012 Goals and Objectives
1: Attract, develop, and retain highly competent employees through rigorous selection while providing a desirable quality of work life, and competitive salary and benefits.
Objective A: *Explore new ways to communicate with employees about open enrollment, FMLA, EAP, and other HR benefits and services. Offer informational meetings as necessary to provide information for employees about benefits.* (M. Blubaugh 12/31/2012)
Objective B: *Issue RFP for Optional Insurance plans to ensure employees are getting the best value for their money.* (M. Blubaugh 5/1/2012)
2. Protect the City's assets and resources by minimizing the internal and external exposures and associated risks.
Objective A: *Ensure employees understand the legal aspects and consequences of harassing behavior through Harassment Awareness Training Program*. (M. Blubaugh 12/31/2012).
Objective B: *Reduce lost time due to illness/exposure with preventive screening and immunizations as needed.* (M. Blubaugh 7/31/2012)
Objective C: *Reduce Worker's Compensation and Liability Claims through on-going training and awareness and Accident Review Board.* (M. Blubaugh 12/31/2012).

Objective D: *Continue to offer employees information about wellness and opportunities to participate in activities leading to healthier lifestyles through the LGRMS Health Promotion Grant.* (M. Blubaugh 12/31/2012).
3: Administer Human Resources policies, procedures and related programs to ensure compliance with applicable State and Federal laws. (M. Blubaugh 12/31/2012)
Objective A: *Begin review and updating job descriptions in light of legal changes to the ADAAA and other appropriate legislation.* (M. Blubaugh 10/1/2012)
Objective B: *Update Employee Policy Manual as needed.* (M. Blubaugh 10/1/2012)
4: Increase knowledge and skill as HR Director while keeping abreast of the changing legal environment.
Objective A: *Attend GLGPA conferences and webinars, online training and other programs as available.* (M. Blubaugh 12/31/2012)
5: Strive for continuous improvement in Human Resource department efficiency, effectiveness and customer service, utilizing technology as available and affordable.
Objective A: *Review departmental procedures and practices with an eye to improving operations and customer service.* (M. Blubaugh 12/31/2012)

Performance Measures

The Human Resources department has identified performance measurements as indicated in the chart below. These measurements are consistent with the City's mission and goals.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Applications received and processed	510	378	225	530	450
Annual employee turnover	7.4%	7.7%	5.3%	5.0%	5.0%
Annual City-paid health care cost per employee	$7,703	$7,710	$8,052	$8,100	$8,100
Total number of liability claims city-wide	49	33	54	35	35
Total number of Worker's Compensation claims city-wide	34	25	32	36	36
Number of employees utilizing FMLA	28	35	33	40	35

Prior Year Accomplishments

The 2012 goals and objectives of the Human Resources department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Implemented eSuite so employees have greater accessibility to their payroll information and other relevant information.
- Implemented NextGen HR module. This was a major revision of the Logos HR module with greater flexibility and capability. Although this took quite a bit of time and effort from Finance and IT as well as Human Resources, it was well worth it.
- Received a $5,000 Health and Wellness Promotion Incentive Grant from Local Government Risk Management Services. Provided a health screening and health risk assessment. Other programs are being scheduled.
- Processed over 500 applications to fill approximately 20 positions.
- With input from the Accident Review Board, the review process has been given more structure which resulted in more efficient review boards.

MISCELLANEOUS (Dept. 29)

Scope of Operations
This department includes funding for non-employee building & personal Insurance claims, city-wide telephone and postage expenses, GMA & National League of Cities Membership dues, supplies for city-wide copiers, fax machine and printers, CAFI contributions and miscellaneous expenses.

Budget Highlights
In the FY 2012 Budget, Miscellaneous expenditures total $490,501, a decrease of 3.254%, or $16,464, under the FY 2011 Budget of $506,965. Keep Newnan Beautiful expenses were moved to a separate department to enable better management of the budget. Additionally, building and personal liability expenditures were projected to decrease by $40,000 and funds for Three Rivers Commission were moved from Community Development, which was eliminated in 2012, to this department.

Miscellaneous FY 2012 Budget (100-9100-29)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Operating Expenditures							
52.1200	Professional Services	$310	$1,500	$1,000	$6,825	$5,325	355.00%
52.1201	Public Relations	0	10,000	2,000	2,500	(7,500)	-75.00%
52.1300	Other Contractual Services	0	0	0	5,160	5,160	N/A
52.2200	Repairs & Maintenance	4,389	5,624	8,524	4,324	(1,300)	-23.12%
52.2300	Equipment & Vehicle Rental	3,192	3,192	3,192	3,192	0	0.00%
52.3102	Bldg & Personal Liability Ins	107,792	200,000	112,847	160,000	(40,000)	-20.00%
52.3200	Communications	68,672	74,881	73,194	75,000	119	0.16%
52.3600	Dues & Fees	9,191	10,825	11,256	11,000	175	1.62%
53.1101	Office Supplies	3,818	5,000	5,000	6,000	1,000	20.00%
53.1706	Miscellaneous	46,497	160,943	98,000	153,000	(7,943)	-4.94%
53.1708	Other Boards/Commissions		2,500	2,500	8,500	6,000	240.00%
Total Operating Expenditures		$243,861	$474,465	$317,513	$435,501	-$38,964	-8.21%
Other Financing Uses							
57.2000	Payments to Others	$21,000	$22,500	$21,500	$21,500	($1,000)	-4.44%
57.2001	Keep Newnan Beautiful	10,053	10,000	0	0	(10,000)	-100.00%
57.2006	Cultural Arts Commission	592	0	33,000	0	0	N/A
57.2010	Three Rivers Commission	0	0	0	33,500	33,500	N/A
61.1350	Transfer to Capital Fund	219,000	0	0	0	0	N/A
Total Other Financing Uses		$250,645	$32,500	$54,500	$55,000	$22,500	69.23%
Total Miscellaneous Expenditures		**$494,506**	**$506,965**	**$372,013**	**$490,501**	**($16,464)**	**-3.25%**

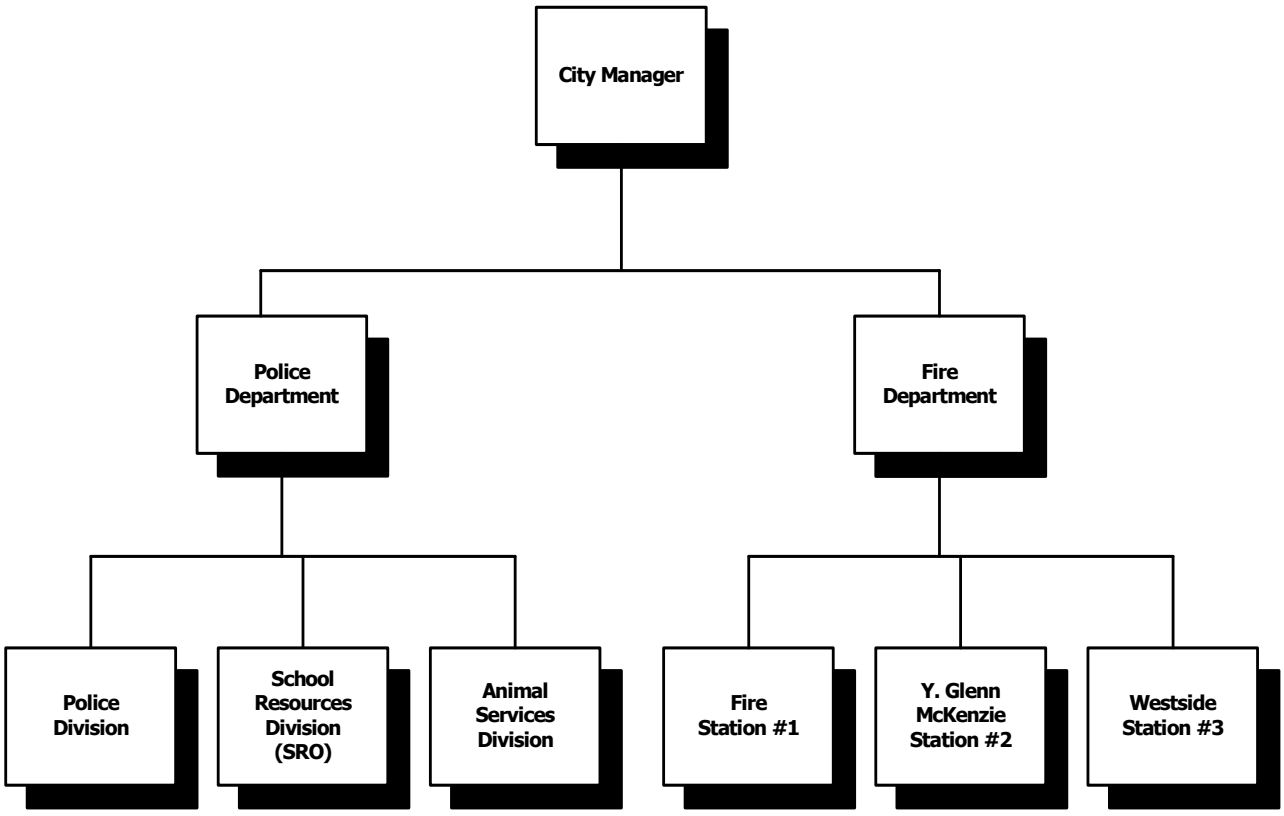
Keep Newnan Beautiful, account number 57.2001, was established as separate department with the 2012 budget. It now falls under the Business Development function as Department 82. The Miscellaneous department is utilized by the City to account and budget for expenditures that are not specifically related to any department, but rather items that are associated with government-wide activities. Therefore, no goals, objectives or performance measures are included or applicable.

PUBLIC SAFETY FUNCTION

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

Public Safety Function

Organization Chart



Public Safety

The following is a list of the City's short and long term priorities and goals for the Public Safety function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2012 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

- Provide proper education, training, equipment and materials so that staff can perform their duties in the safest, most proactive manner possible utilizing the best and most cost-effective technology and equipment.

Short Term Goals

- Ensure that all fire personnel complete the mandated 240 hours of certified core competency training annually.
- Establish a Professional Standards Division to conduct internal investigations and maintain certification guidelines in the police department.
- Update and replace equipment as needed and specified by manufacturers' guidelines.
- Maintain a full time in-house Drug and Vice Unit which focuses mainly on street-level drug dealers and other vices.

Long Term Priorities

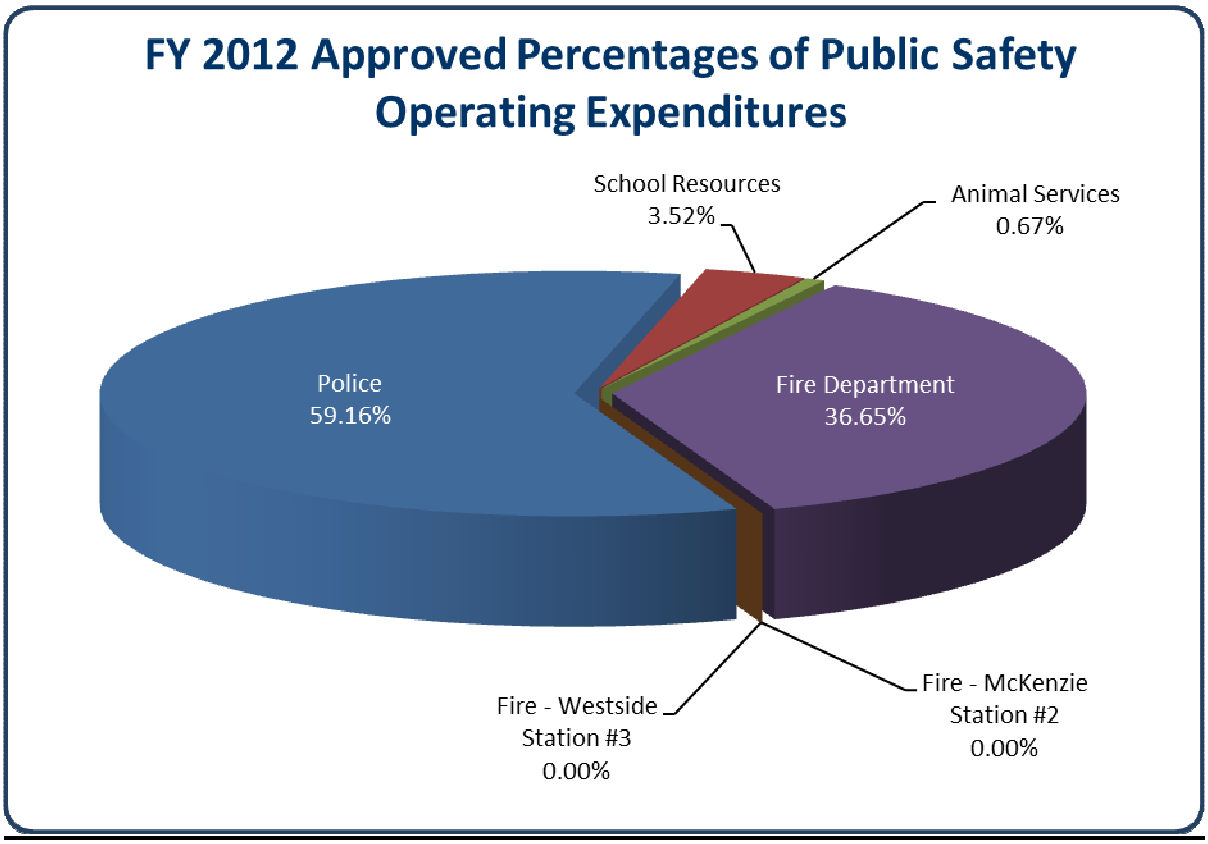
- Promote the safety and security of the community and citizens through tough proactive law enforcement operations and strategies.
- Minimize the loss and suffering of our community through public education, code enforcement and high standards of training in fire suppression, hazardous materials and emergency medical calls.
- Ensure acceptable response times through the acquisition of additional personnel, equipment and create designated zones and satellite locations as required by the continuing growth of the city.
- Provide security and maintain standard of living conditions at all fire stations.
- Seek a new police building to house all divisions in one location, centrally located, to enhance communications between divisions.

Long Term Goals

- Maintain Standard Operating Guidelines (SOG's) to ensure quality training and safety of personnel.
- Promote health and wellness of all Fire personnel through physical fitness and health programs.
- Aggressively promote public education programs through school visits, public events and station tours.
- Maintain the Certified Law Enforcement Agency certification status for the State of Georgia.
- Maintain a full time in-house Drug and Vice Unit which focuses mainly on street-level drug dealers and other vices.

Public Safety Function Expenditures

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011 -'12	% Change 2011 -'12
Operating Expenditures						
Police	$5,077,244	$5,585,307	$5,284,255	$5,636,607	$51,300	0.92%
School Resources	315,893	317,100	313,102	335,336	18,236	5.75%
Animal Services	53,796	61,264	54,822	63,594	2,330	3.80%
Fire Department	3,188,018	3,332,120	3,244,686	3,492,160	160,040	4.80%
Fire - McKenzie Station #2	17,001	31,330	22,820	0	(31,330)	-100.00%
Fire - Westside Station #3	2,827	4,910	3,459	0	(4,910)	-100.00%
Total Operating	**$8,654,779**	**$9,332,031**	**$8,923,144**	**$9,527,697**	**$195,666**	**2.10%**



Note: The operating funds for Stations #2 and #3 were included with the budgeted funds for Station #1 for 2012, a change from prior years.

POLICE DEPARTMENT (Dept. 40)

Mission Statement
To provide professional, well-trained, well-equipped and motivated employees who are empowered as a team to protect and serve the citizens, employees and the City of Newnan through highest quality law enforcement services.

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

Investigations and Special Operations. The Criminal Investigations Unit has the responsibility of investigating criminal cases, locating missing persons, and analyzing crime trends to formulate prevention strategies and implementing crime prevention programs.

The Traffic Enforcement Unit is tasked with enforcing traffic laws, investigating traffic accidents and directing traffic during special events. The Bike Patrol Unit's primary mission is to provide a concentrated patrol in selected neighborhoods and retail areas. The Bike Patrol Unit is also equipped with patrol cars for transportation to the areas required to patrol.

The Crime Suppression Unit consists of four Newnan Police Department officers working plain clothes and attached to the Newnan-Coweta Crime Suppression Unit. This unit is comprised of officers from the Newnan Police Department and the Coweta County Sheriff's Department. Their primary mission is the enforcement of drug laws. These officers conduct undercover operations, execute search warrants and gather intelligence on illegal drug organizations. These officers are also responsible for the investigation of vice crimes, conducting surveillances in cooperation with the Criminal Investigation Units and apprehending fugitives.

The Police Department no longer operates a jail, but houses inmates in the County Jail. Inmates sentenced to the County Jail from Municipal Court are used as "trustees" at the Police Department and other City facilities. The Jailor is responsible for supervising these trustees while engaged in cleaning the buildings, washing patrol cars, assisting with traffic directional devices and other daily general needs.

Patrol and Training. The Uniform Patrol Unit consists of four Lieutenants, four Patrol Sergeants and twenty-six Patrol Officers. They patrol the city, enforcing Federal, State, and Local Traffic and Criminal Laws and Ordinances. The Uniform Patrol Unit conduct talks with Schools and Civic Clubs on Law Enforcement issues and safety procedures and business security checks during and after business hours.

The Communications Unit consists of a Communications Sergeant and five Communication Officers. A Communication Officer is assigned to each patrol shift with an additional Communication Officer on Day shift. They answer all incoming calls from citizens, and dispatch calls for service to all of the Units of the Police Department. They do inquiries on tags, guns, articles, people and drivers licenses to check for stolen items or wanted persons. They enter items stolen in our jurisdiction into the National and State Crime Computer System to enhance the recovery of stolen items and the arrest of wanted persons by our department.

School Crossing Guards consist of two part-time personnel who work the elementary schools in the morning and afternoon for traffic control and safety of the students. They also work special events when needed.

Budget Highlights

In the FY 2012 Budget, Police expenditures total $5,636,607, an increase of 0.92%, or $51,300, over the FY 2011 Budget of $5,585,307. All full-time employees were granted a 3.5% wage increase, however, one Lieutenants position was eliminated for 2012. Additionally, employee health insurance costs increased by 7% for 2012 and vehicle fuel expenses are projected to add an additional $42,000 to the budget.

Police FY 2012 Budget (100-3200-40)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011 -'12	% Change 2011 -'12
Salaries & Benefits							
51.1100	Wages-Full Time	$3,086,641	$3,263,587	$3,161,945	$3,220,043	($43,544)	-1.33%
51.1200	Wages-Part Time	16,990	11,808	13,769	12,104	296	2.51%
51.1300	Wages-Overtime	8,331	40,000	17,704	40,000	0	0.00%
51.2100	Employee Insurance	652,282	721,066	744,832	801,000	79,934	11.09%
51.2200	Social Security	227,042	245,636	211,643	250,320	4,684	1.91%
51.2400	Retirement	358,642	355,500	314,199	325,225	(30,275)	-8.52%
51.2600	Unemployment Insurance	103	160	177	160	0	0.00%
51.2700	Worker's Compensation	152,836	161,509	165,000	183,176	21,667	13.42%
51.2900	Other Employee Benefits	28,468	30,350	35,800	35,150	4,800	15.82%
Total Salaries & Benefits		$4,531,335	$4,829,616	$4,665,069	$4,867,178	$37,562	0.78%
Operating Expenditures							
52.1200	Professional Services	$19,420	$25,000	$16,970	$20,000	($5,000)	-20.00%
52.1300	Other Contractual Services	1,263	3,550	1,674	3,900	350	9.86%
52.2200	Repairs & Maintenance	51,459	60,000	22,673	60,000	0	0.00%
52.3101	Vehicle Insurance	28,779	32,000	14,801	32,000	0	0.00%
52.3102	Bldg & Personal Liability Insurance	103,732	170,000	71,940	170,000	0	0.00%
52.3200	Communications	24,232	29,090	26,064	29,090	0	0.00%
52.3210	Cable TV	2,550	4,260	2,737	3,500	(760)	-17.84%
52.3400	Printing and Binding	2,102	2,000	3,075	2,000	0	0.00%
52.3500	Travel	693	1,000	2,739	2,500	1,500	150.00%
52.3600	Dues & Fees	100	700	634	700	0	0.00%
52.3700	Training	1,563	2,000	1,871	2,000	0	0.00%
53.1100	Materials & Supplies	12,976	20,000	14,427	19,989	(11)	-0.06%
53.1101	Office Supplies	8,648	8,000	5,675	8,000	0	0.00%
53.1102	Cleaning Supplies & Chemicals	2,604	2,500	2,106	2,500	0	0.00%
53.1106	Protective Equipment	2,994	4,491	7,636	5,150	659	14.67%
53.1270	Vehicle Gasoline/Diesel	186,097	158,000	200,103	200,000	42,000	26.58%
53.1300	Food Supplies	25	0	0	100	100	N/A
53.1400	Books & Periodicals	190	100	0	5,000	4,900	4900.00%
53.1600	Minor Equipment	1,674	10,000	427	3,000	(7,000)	-70.00%
53.1601	Computer Equipment	0	0	792	0	0	N/A
53.1701	Vehicle Fluids and Maintenance	94,808	100,000	104,299	100,000	0	0.00%
Total Operating Expenditures		$545,909	$632,691	$500,643	$669,429	$36,738	5.81%
Capital Outlays							
54.2200	Vehicles	$0	$123,000	$118,543	$100,000	($23,000)	N/A
Total Capital Outlays		$0	$123,000	$118,543	$100,000	($23,000)	N/A
Total Police Expenditures		**$5,077,244**	**$5,585,307**	**$5,284,255**	**$5,636,607**	**$51,300**	**0.92%**

Personnel Summary

FY 2012 staffing includes 80 (eighty) personnel, the same as 2011. One Lieutenants position was deleted and one Detective position added. No other staffing changes were approved for 2012.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Provide safe and secure neighborhoods and street environments for citizens, employees and visitors to our City.
Status: This is ongoing. We have increased patrol within our neighborhoods and business districts. Our return A crimes are down by 1.7% as of July 31, 2011. Officers have increased pressure on street corner drug sales, making it harder for users to purchase drugs.
2: Enhance drug awareness among Adults and Children.
Status: This is ongoing. The Drug and Vice unit has conducted 3 programs on request in 2011. We have participated in programs at schools to distribute material with information about drug and alcohol abuse and the problems that go along with this type of abuse.
3: Establish a network between NPD and Loss Prevention Managers of retail stores and financial institutions.
Status: We have had 2 sessions with new businesses. The larger chain stores use their own system for detecting and apprehending shoplifters.

FY 2012 Goals, Objectives and Tasks	
1: Provide safe and secure neighborhoods and street environments for citizens, employees and visitors to our City.	
Objective A: *Reduce Return "A" Crimes by increasing patrol and undercover operations in high crime areas, within the City of Newnan.*	
	Task A1: To increase patrol and undercover surveillance in high crime areas. (Deputy Chief Jones, Lt. Attaway, Lt. Jordan, Lt. Sweatman, Lt. LaChance, Newnan Drug and Vice Unit and Crime Suppression Unit 12/31/2012)
	Task A2: To aggressively investigate suspicious activities by individuals. (Deputy Chief Jones, Lt. Attaway, Lt. Jordan, Lt. Sweatman, Lt. LaChance, Crime Suppression Unit, Newnan Drug and Vice Unit and Investigator's 12/31/2012)
	Task A3: To aggressively seek severe prosecution of offenders. (Deputy Chief Jones, Lt. Attaway, Lt. Jordan, Lt. Sweatman, Lt. LaChance, Crime Suppression Unit, Newnan Drug and Vice Unit and Investigator's 12/31/2012)
	Task A4: To increase drug arrests by 10% with advance training of all Officers in Drug interdiction and City Drug and Vice Unit. (Deputy Chief Jones, Lt. Attaway, Lt. Jordan, Lt. Sweatman, Lt. LaChance, Crime Suppression Unit, City Drug and Vice Unit and Investigator's 12/31/2012)
Objective B: *Reduce motor vehicle accidents by aggressive enforcement of State and Local Laws by all divisions.*	
	Task B1: To aggressively enforce Traffic Laws in High Accident Locations. (Patrol, Traffic 12/31/2012)
	Task B2: To aggressively prosecute violator's for dangerous violations of Traffic Laws. (Patrol, Traffic 12/31/2012)
	Task B3**:** To conduct traffic safety awareness classes in public schools. (R. Riggs, School Resource Officers and Traffic Units 12/31/2012)
	Task B4**:** Conduct Fatal Vision classes with Newnan High School's Driver Education Program. (C. Wood 12/31/2012)
Objective C: *Increase D.U.I. arrest by aggressive patrol in high alcohol abuse areas.*	

	Task C1: To increase use of license check points. (Patrol Shift Commanders, Traffic Unit 12/31/2012)
	Task C2: To increase patrol of high traffic areas. (Patrol Shift Commanders, Traffic Unit 12/31/2012)
	Task C3: Advanced D.U.I. Enforcement training for Officers. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2012)
2: Enhance drug awareness among Adults and Children.	
Objective A: *Increase the awareness to Adults and Children of the Dangers and Signs of Drug Abuse*.	
	Task A1: To schedule Adult Awareness classes at public schools and/or at the Newnan Coweta Training Center on a quarterly basis. (City Drug and Vice Unit 12/31/2012)
	Task A2: To schedule training sessions at area schools for students in middle and high school. (School Resource Officers 12/31/2012)
3: Establish a network between NPD and Loss Prevention Managers of retail stores and financial institutions.	
Objective A: *Reduce the number of retail thefts and identify career shoplifters.*	
	Task A1: To have scheduled meetings with Loss Prevention Managers and of retail and financial institutions. (R. Riggs, CID Lt. 12/31/2012)
	Task A2: To share information on known offenders. (R. Riggs, CID Lt. 12/31/2012)
	Task A3: To provide training to Loss Prevention Managers in areas of forgery fraud, and theft. (R. Riggs, CID Lt. 12/31/2012)
	Task A4: To seek aggressive prosecution of career criminals. (R. Riggs, CID Unit 12/31/2012)
	Task A5: To provide training to managers and employees of financial institutions to help establish procedures and prevent injuries during a robbery. (R. Riggs, CID Unit 12/31/2012)
	Task A6: Obtain fax numbers from merchants to send mass information to merchants concerning on-going criminal activities. (R. Riggs, CID Lt. 12/31/2012)

Performance Measures

The Police Department has identified the performance measurements outlined in the following chart. These measurements are consistent with the function's short and long-term priorities and the Police Department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of "Return A Crimes"	1,516	1,429	1,501	1,475	1,510
Average response time	4 min.	3 min.	3 min.	3 min.	3 min.
Number of calls for service	57,122	54,633	55,547	56,657	57,790
Number of miles patrolled	385,410	389,800	505,921	510,980	516,090
Number of traffic violations	5,921	6,493	6,194	6,878	7,222
Number of DUI's issued	253	243	224	231	239
Number of motor vehicle accidents	1,639	1,831	1,939	1,784	1,810
Number of retail thefts reported	241	262	303	285	300
Number of Drug Awareness classes or training sessions presented	4	6	6	6	6

Prior Year Accomplishments

The 2012 goals and objectives of the Police Department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Completed installation of city wide wireless camera system.

- Started Officers on a career training program
- Replaced outdated mobile radios for radios that will operate on the new narrow band requirements by FCC.
- Assigned Officer as Certification Manager.
- Replaced all old light bars with more efficient LED light bars.
- Replaced 30 bulletproof vest that were due to rotate out of service.
- Purchased portable sound system.
- Installed heat and air for exercise room.
- Updated all department policies and installed on USB drives to issue to Personnel.
- Developed a vehicle inventory document for impounded vehicles.
- Added 3 more units to wireless mobile data system.
- Updated mobile data system with software that will aid in communications with the Sheriff's Department.

SCHOOL RESOURCE OFFICERS (Dept. 42)

Mission Statement
School Resource Officers strive to provide a safe and healthy educational environment conducive to learning and without interruption in a prompt, courteous and professional manner; support administration and staff with legal issues as they occur; deter crime and provide education concerning law enforcement activities and project a positive law enforcement image.

Scope of Operations
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 2012 Budget, School Resource Officers expenditures total $335,336, an increase of 5.75%, or $18,236, over the FY 2011 Budget of $317.100. The approved increase is mainly attributed to a 3.5% salary increase for all employees, along with employee insurance changes.

School Resource Officers FY 2012 Budget (100-3250-42)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011 -'12	% Change 2011 -'12
Salaries & Benefits							
51.1100	Wages-Full Time	$214,670	$209,248	$197,291	$216,583	$7,335	3.51%
51.1300	Wages-Overtime	0	1,500	0	1,500	0	0.00%
51.2100	Employee Insurance	38,060	39,260	52,527	48,430	9,170	23.36%
51.2200	Social Security	15,817	16,122	15,102	16,684	562	3.49%
51.2400	Retirement	23,748	23,748	20,989	21,875	(1,873)	-7.89%
51.2600	Unemployment	7	10	11	10	0	0.00%
51.2700	Worker's Compensation	10,490	11,452	16,569	13,194	1,742	15.21%
51.2900	Other Employee Benefits	1,999	2,000	2,000	2,000	0	0.00%
Total Salaries & Benefits		$304,791	$303,340	$304,489	$320,276	$16,936	5.58%
Operating Expenditures							
52.3101	Vehicle Insurance	$1,627	$3,000	$1,388	$3,000	$0	0.00%
52.3102	Bldg & Personal Liabiity Insurance	1,666	3,200	1,354	3,200	0	0.00%
52.3500	Travel	228	400	0	800	400	100.00%
52.3600	Dues and Fees	150	260	43	260	0	0.00%
52.3700	Training	350	400	686	800	400	100.00%
53.1270	Vehicle Gasoline/Diesel	5,389	4,500	4,698	5,000	500	11.11%
53.1701	Vehicle Maintenance	1,692	2,000	444	2,000	0	0.00%
Total Operating Expenditures		$11,102	$13,760	$8,613	$15,060	$1,300	9.45%
Total SRO Expenditures		**$315,893**	**$317,100**	**$313,102**	**$335,336**	**$18,236**	**5.75%**

Personnel Summary

FY 2012 staffing includes four (4) full-time Patrol Officers and one Patrol Sergeant. No staffing changes were approved for 2012.

Goals and Objectives

Status of 2011 Goals
1: Provide a constant police presence in High and Middle Schools in the City of Newnan.
Status: SRO's continued to provide a constant police presence in all schools in the City of Newnan. We investigated incidents and patrolled the campuses as needed to keep order.

FY 2012 Goals and Objectives	
1: Provide a constant police presence in High and Middle Schools in the City of Newnan.	
Objective A*: Insure the safety of, and protect, the students, visitors and faculty at assigned schools.*	
	Task A1: Train Officers for observance of suspicious persons and activity. (R. Riggs, S. Yeager, Off. Williamson. 12/31/2012)
	Task A2: Furnish tools to Officers for use in the performance of their duties for the safety of students and faculty. (R. Riggs, S. Yeager, L. Williamson. 12/31/2012)
Objective B*: Protect the campus of the assigned schools.*	
	Task B1: Patrol the campus of assigned schools. (S. Yeager, L. Williamson, D. Evans, L. Atkins, R. Thompson. 12/31/2012)

Performance Measures

School Resource Officers have identified the performance measurements outlined in the following chart. These measurements are consistent with the function's short and long-term priorities and the Department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of student contacts*	N/A	933	1,274	1,340	1,400
Number of criminal investigations*	N/A	70	82	74	80
Number of instructional periods*	N/A	10	15	17	17
Number of extracurricular activities*	N/A	39	57	70	70
Number of training sessions attended by Officers*	N/A	1	4	5	5

***** Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the School Resource Officers are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Added an electric car to patrol Newnan High School campus, instead of using gas vehicles.
- Sgt. Yeager serving on the Executive Committee with the Georgia School Resource Officers Association.

ANIMAL SERVICES (Dept. 49)

Mission Statement
The mission of the Animal Control department is to provide courteous, professional animal control and regulation services to promote public safety, health and responsible pet ownership.

Scope of Operations
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. The City contracts with Coweta County to handle all animals picked up by the City Animal Warden at the Coweta County Animal Shelter.

Budget Highlights
In the FY 2012 Approved Budget, Animal Services expenditures total $63,594. This is an increase of 3.80%, or $2,330, over the FY 2011 Budget of $61,264. All budgeted expenditures are consistent with 2011 except wages and health insurance, which reflect the 3.5% salary increase and a 7% increase in employee health insurance premiums.

Animal Services FY 2012 Budget (100-3910-49)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011 -'12	% Change 2011 -'12
Salaries & Benefits							
51.1100	Wages-Full Time	$29,732	$30,722	$29,862	$31,799	$1,077	3.51%
51.1300	Wages-Overtime	0	1,800	0	1,800	0	0.00%
51.2100	Employee Insurance	11,299	11,683	13,352	12,379	696	5.96%
51.2200	Social Security	2,054	2,488	2,089	2,570	82	3.30%
51.2400	Retirement	3,480	3,450	3,049	3,212	(238)	-6.90%
51.2600	Unemployment	1	2	2	2	0	0.00%
51.2700	Worker's Compensation	609	669	968	647	(22)	-3.29%
51.2900	Other Employee Benefits	0	0	0	0	0	N/A
Total Salaries & Benefits		$47,175	$50,814	$49,322	$52,409	$1,595	3.14%
Operating Expenditures							
52.1200	Professional Services	$720	$1,300	$326	$1,000	($300)	-23.08%
52.2200	Repairs & Maintenance	106	150	0	150	0	0.00%
52.3101	Vehicle Insurance	1,085	2,000	925	2,000	0	0.00%
52.3102	Bldg & Personal Liabiity Insurance	781	1,500	635	1,500	0	0.00%
52.3200	Communications	389	370	264	370	0	0.00%
52.3400	Printing and Binding	172	200	0	200	0	0.00%
52.3500	Travel	200	250	0	400	150	60.00%
52.3600	Dues & Fees	0	100	0	100	0	0.00%
52.3700	Training	90	150	0	250	100	66.67%
53.1100	Materials & Supplies	50	300	465	385	85	28.33%
53.1104	Dog Food & Supplies	0	0	0	200	200	N/A
53.1106	Protective Equipment	0	75	0	75	0	0.00%
53.1270	Vehicle Gasoline/Diesel	2,316	2,500	2,233	3,000	500	20.00%
53.1600	Minor Equipment	164	405	0	405	0	0.00%
53.1700	Uniform Rental	143	400	144	400	0	0.00%
53.1701	Vehicle Fluids and Maint.	405	750	508	750	0	0.00%
Total Operating Expenditures		$6,621	$10,450	$5,500	$11,185	$735	7.03%
Total Animal Services Expenditures		**$53,796**	**$61,264**	**$54,822**	**$63,594**	**$2,330**	**3.80%**

Personnel Summary

FY 2012 staffing for the division includes one (1) full-time employee. No staffing changes are approved for 2012.

Goals and Objectives

Status of 2011 Goals
1: **Decrease the number of animals picked up and taken to animal shelter.**
Status: 407 animals were taken to the pound in 2010 and due to estimates, there should only be approximately 360 animals taken to pound this year. This goal is being reached by education on animals wearing tags or having microchip and about spray/neuter programs.
2: Decrease the number of feral cats in the City.
Status: I have trapped feral cats and in some areas the feral cats have disappeared. However there are areas still having problems with feral cats.

FY 2012 Goals, Objectives and Tasks	
1: **Decrease the number of animals picked up and taken to animal shelter**. (C. Hoffman 12/31/2012)	
Objective A: To educate the public on proper care of their pets	
	Task A1: Educate the public on the importance of having proper tags on their animals.
	Task A2: Educate the public on the importance of having their pets sprayed or neutered.
2: Decrease the number of feral cats in the City. (C. Hoffman 12/31/2012)	
Objective A: To trap feral cats and dispose of in a humane matter.	
	Task A1: Educate public and special interest groups of the dangers posed by wild cats running loose.

Performance Measures

The Animal Control Officer has identified the performance measurements outlined in the following chart. These measurements are consistent with the function's short and long-term priorities and the Department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of public education classes*	N/A	5	4	5	5
Number of animals taken to shelter*	N/A	689	407	360	350
Number of calls for service*	N/A	2,539	1,826	2,500	2,800
Number of citations issued*	N/A	69	43	65	65
Number of feral cats cases handled*	N/A	35	200	150	125

***** Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Animal Control Officer are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Decrease in number of feral cat calls.

FIRE DEPARTMENT (Dept. 50)

Mission Statement
To have professionally trained career fire fighters that are committed to saving lives and property; to minimize the loss and suffering in our community due to fire through public education, code enforcement, standards and training certification of personnel; and to provide responses to fires, hazardous material incidents and emergency medical calls with resources available.

Scope of Operations
Newnan Fire Department is a full-time paid department and currently has fifty (50) active employees, including Fire Fighters, the Fire Chief and one Office Assistant. This department consists of three Stations: 23 Jefferson Street (Station #1), 1516 Lower Fayetteville Road (McKenzie Station #2) and 138 Temple Ave (Station #3).

Additionally, the Newnan/Coweta Greison Trail Training Complex is located at 473 Greison Trail. This training center is a joint effort of City and County departments. NFD trains its firefighting personnel in various areas from basic firefighting techniques to advanced tactical rope rescue. The training center consists of a live burn building, a flammable liquid burn pit, defensive driver's course, electrical simulator and a natural gas stimulator.

NFD currently protects and provides services to a population of approximately 33,000 people. Daily services provided to the community include, but are not limited to, the following: fire prevention, fire suppression, hazardous materials response, rescue and emergency medical assistance; public service assistance by installation of smoke detectors; fire prevention education as well as fire extinguisher usage is taught to various centers, businesses and schools upon request; and station tours for classes and children along with fire prevention interaction education is conducted weekly at both stations during station tours.

Budget Highlights
In the FY 2012 Budget, Fire Division expenditures total $3,492,160, an increase of 3.68% or $123,800, over the FY 2011 Budget of $3,368,360. The approved increase is primarily attributed to a 3.5% wage increase, along with increases in protective equipment, minor equipment and communication equipment. The operating expenses for the Fire Department were previously budgeted in three (3) departments. For 2012, we have combined all expenses for the Fire Department; this budget now contains expenditures for all three fire stations (Station #1, Y. Glenn McKenzie Station #2 and Westside Station #3).

Fire Department FY 2012 Budget (100-3500-50)

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011 -'12	% Change 2011 -'12
Salaries & Benefits						
51.1100 Wages-Full Time	$2,136,112	$2,163,929	$2,113,617	$2,245,020	$81,091	3.75%
51.1300 Wages-Overtime	12,792	16,500	11,311	16,500	0	0.00%
51.2100 Employee Insurance	439,031	483,330	486,658	492,028	8,698	1.80%
51.2200 Social Security	155,800	166,803	158,650	173,007	6,204	3.72%
51.2400 Retirement	245,753	243,000	214,769	226,747	(16,253)	-6.69%
51.2600 Unemployment	63	110	63	100	(10)	-9.09%
51.2700 Worker's Compensation	77,116	84,788	71,546	79,623	(5,165)	-6.09%
51.2900 Other Employee Benefits	15,101	17,350	16,500	17,700	350	2.02%
Total Salaries & Benefits	$3,081,768	$3,175,810	$3,073,114	$3,250,725	$74,915	2.36%
Operating Expenditures						
52.1300 Other Contractual Services	$603	$3,470	$1,452	$3,350	($120)	-3.46%
52.2200 Repairs & Maintenance	10,977	16,850	17,078	15,000	(1,850)	-10.98%
52.3101 Vehicle Insurance	10,308	18,000	8,325	18,000	0	0.00%
52.3102 Bldg & Personal Liabiity Insurance	6,561	8,500	3,597	8,500	0	0.00%
52.3200 Communications	6,349	8,400	9,869	18,000	9,600	114.29%
52.3210 Cable TV	722	1,910	2,136	1,910	0	0.00%
52.3400 Printing and Binding	104	300	300	300	0	0.00%
52.3500 Travel	500	1,200	759	1,200	0	0.00%
52.3600 Dues & Fees	224	500	214	500	0	0.00%
52.3700 Training	1,829	3,000	2,714	5,000	2,000	66.67%
53.1100 Materials & Supplies	2,934	4,500	1,601	4,500	0	0.00%
53.1101 Office Supplies	1,519	1,450	2,075	2,075	625	43.10%
53.1102 Cleaning Supplies & Chemicals	2,757	5,200	3,581	5,000	(200)	-3.85%
53.1103 Medical Supplies	6,705	6,000	9,528	10,000	4,000	66.67%
53.1106 Protective Equipment	4,273	6,700	3,012	20,000	13,300	198.51%
53.1220 Natural Gas	0	10,000	7,000	7,500	(2,500)	N/A
53.1230 Electricity	0	11,000	11,000	11,000	0	N/A
53.1270 Vehicle Gasoline/Diesel	20,193	25,000	29,198	29,500	4,500	18.00%
53.1300 Food Supplies	0	0	169	200	200	N/A
53.1400 Books & Periodicals	0	270	700	900	630	233.33%
53.1600 Minor Equipment	3,013	4,300	6,903	14,500	10,200	237.21%
53.1601 Computer Equipment	346	0	0	5,000	5,000	N/A
53.1701 Vehicle Fluids and Maintenance	26,333	25,000	22,501	27,000	2,000	8.00%
Total Operating Expenditures	$106,250	$161,550	$143,712	$208,935	$47,385	29.33%
Capital Outlays						
54.2200 Vehicles	$0	$21,000	$20,860	$0	($21,000)	-100.00%
54.2503 Protective Equipment	0	10,000	7,000	32,500	22,500	225.00%
Total Capital Outlays	$0	$31,000	$27,860	$32,500	$1,500	4.84%
Total Fire Department Expenditures	**$3,188,018**	**$3,368,360**	**$3,244,686**	**$3,492,160**	**$123,800**	**3.68%**

Please note that the 2011 and prior budget documents included a breakdown of operating expenditures by station. Beginning with the 2012 budget, all fire department expenditures are budgeted as one department.

Personnel Summary

FY 2012 staffing for Station #1, Y. Glenn McKenzie Station #2 and Westside Station #3 includes fifty-one (51) full-time positions. One full time position, Fire Captain, was added for 2012.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Provide for the health, safety and wellness of fire personnel in an on-going effort to meet the growing demands of the City and the Fire Department.
Status: Worked with HR on GMA Health Safety Topic monthly. Continued physical fitness program for all shifts.
2: Maintain an aggressive maintenance program to ensure that all departmental apparatus and facilities are safe, properly working and meet ISO Standards.
Status: Completed daily inspections of all fire apparatus and make repairs as necessary. Completed maintenance & painting Station 1. Inspected all city fire hydrants.
3: Continue aggressive training programs for personnel to meet the growing demands of City and the Fire Department.
Status: Completed 240 hours of training on Fire, Rescue & EMS by Nov. 2011. Working on EMT class for department.
4: Continue aggressive fire inspections; provide public education and arson investigation programs which meet all applicable state and federal requirements.
Status: Fire Marshall inspected all new buildings and approved plans. Fire personnel visited all businesses in the city and completed pre-fire plans.
5: Maintain an average response time (ART) that provides our citizens with the best chance of a positive outcome in the event of fire or medical emergency.
Status: Continued an average of 5 minute response time in 2011. Adding a wireless GPS Dispatch system that will help in location and response time in 2012 project.

FY 2012 Goals, Objectives and Tasks
1: Provide for the health, safety and wellness of fire personnel in an on-going effort to meet the growing demands of the City and the Fire Department.
Objective A: *Continue Physical training programs for all employees.* (Shift Battalion Chief 12/31/2012)
Objective B: *Work with HR to do wellness program.* (Chief 12/31/2012)
Objective C: *Physical Fitness Test on all personnel* (Shift Battalion Chief Feb. 2012)
Objective D: *Review standard operating guidelines and enforce all safety guidelines.* (Chief February 2012)
Objective E: *Ensure all department personnel attend emergency vehicle awareness class.* (Shift Battalion Chief March 2012)
Objective F: *Work with Chain of Command and Human Resources on month safety meeting.* (Chief and Shift Battalion Chief ongoing)
2: Maintain an aggressive maintenance program to ensure that all departmental apparatus and facilities are safe, properly working and meet ISO Standards.
Objective A: *Clean out around all City Fire Hydrants and paint as needed.* (Shift Battalion Chief 12/31/2012)
Objective B: *Replace and Repair Bunker Gear, nomex hoods, helmets and gloves as needed.* (Chief or R. Windom 12/31/2012)
Objective C: *Conduct daily maintenance on all department fleet vehicles and report or repair any defectives.* (Shift members, chain of command 12/31/2012)
Objective D: Purchase F-250 Service body truck for zone 2 EMS calls. (Chief 3/2011)
Objective E: Replace five MSA Breathing Apparatus'. (Chief 2/2012)
Objective F: Replace FM radio with 2012 complaint communications. (Chief 3/2012)
Objective G: Replace worn out furniture for Station 1 & 3. (Chief 5/2012)
3: Continue aggressive training programs for personnel to meet the growing demands of City and the Fire Department.

Objective A: *Ensure all shift members complete state core competency training and City required training.* (Chief, chain of command November 2012)
Objective B: *Update all First Responder and CPR requirements.* (Shift Battalion Chief ongoing)
Objective C: *Complete two Hazmat Drills per year with West Georgia Regional HazMat Team.* (Chief, chain of command ongoing)
Objective D: Offer EMT training to all shift members. (Battalion Chief 11/2012)
Objective E: Replace ISFTA training manuals. (Battalion Chief 2/2012)
4: Continue aggressive fire inspections; provide public education and arson investigation programs which meet all applicable state and federal requirements.
Objective A: *Fire Marshall to inspect all new businesses, review all plans and provide inspections on request.* (Fire Marshall 12/31/2012)
Objective B: *Ensure that Fire Marshall investigates all fires for cause and origin.* (Fire Marshall, chain of command ongoing)
Objective C: *All Shift members will conduct school visits, public events and station tours on request.* (Shift members ongoing)
Objective D: *All shift members will conduct a pre-fire plan review and update pre-fire plan books.* (Chain of command, Shift members July 2012)
5: Maintain an average response time (ART) that provides our citizens with the best chance of a positive outcome in the event of fire or medical emergency.
Objective A: *Maintain an average 5.0 minute response time.* (All Shifts 12/31/2012)
Objective B: *Weekly training on City Streets and Area familiarization.* (Chain of command November 2012)
Objective C: *Conduct yearly street tests of all personnel.* (Chain of command January 2012)

Performance Measures

The Fire Department has identified the performance measurements outlined in the following chart. These measurements are consistent with the function's short and long-term priorities and the Fire Department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of annual building inspections	200	240	220	250	260
Number of training hours provided	19,000	19,000	19,000	19,000	19,000
Average response time (ART) (minutes)	4.50	5.00	5.00	5.00	5.00
Total number of fires reported	100	69	101	113	120
Total EMS calls answered	2,000	1,873	2,566	2,835	3,000
Total calls (all inclusive) for service	2,781	2,631	3,590	4,000	4,500
% of personnel who completed 240 hours of mandatory training*	N/A	100	100	100	100

***** Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Fire Department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

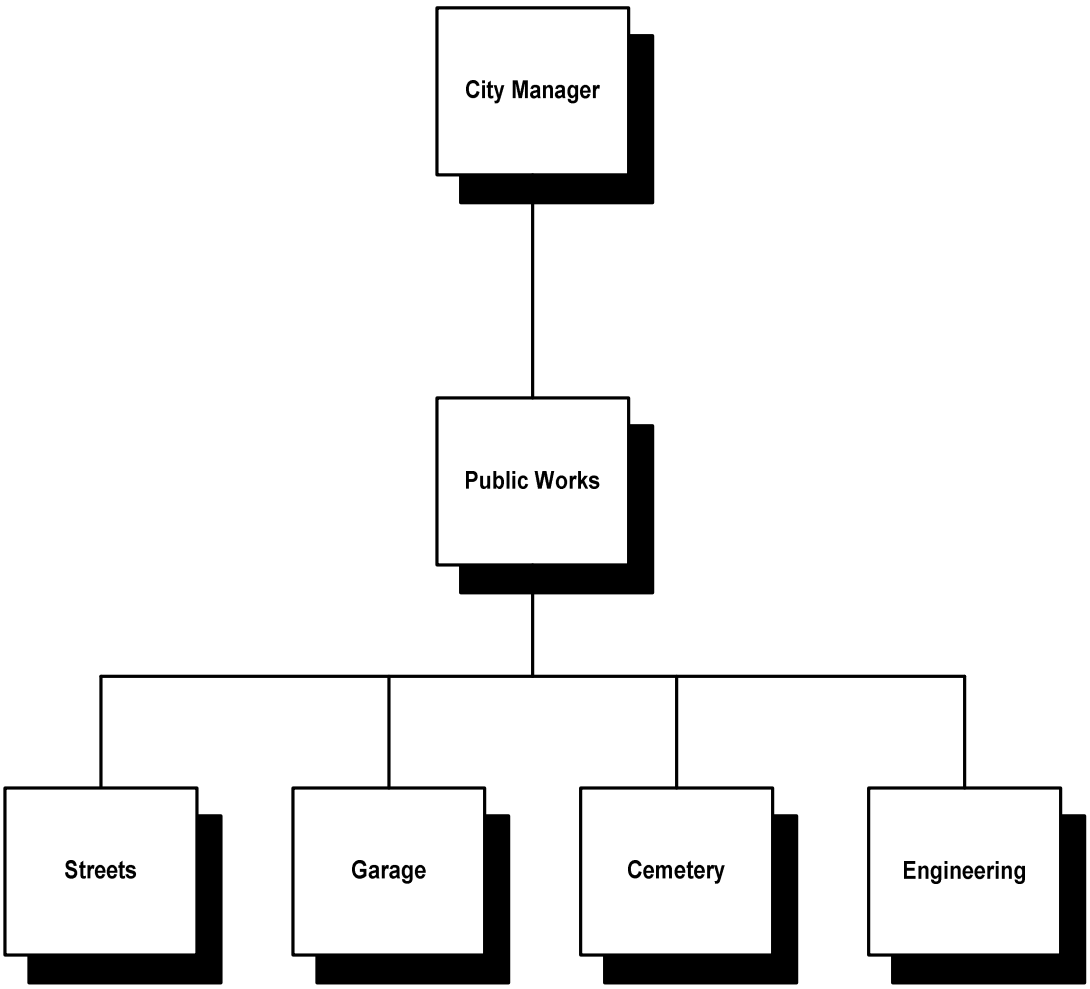
- Maintained an average of 5 minute response to all incidents.
- Changed to Fire House software for all fire department operations.
- Began using regular pickup truck for EMS calls to save ware & fuel on fire pumper when man-power allowed.
- Ordered a new class AAA pumper for Fire/Rescue and EMS calls.

- Began implementation of wireless communication system for department; it will tie in with computer aid dispatched through E-911 system.
- Continued health wellness program on all shifts, 30 minute of physical fitness per employee every shift.
- Completed state audit of all training records in department. The department was in compliance.
- All personnel completed 240 hours of training.

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PUBLIC WORKS FUNCTION

The Public Works function provides community services enhancing the quality of life for the citizens of Newnan while protecting the environment, by ensuring safe and clean neighborhoods and public places, and maintenance of city vehicles, streets and cemeteries. Incorporated into Public Works are four departments, each providing unique services including: Streets, City Garage, Cemetery and Engineering.



Public Works

The following is a list of the City's short and long term priorities and goals for the Public Works function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2012 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

- Maintain the city's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm water drainage systems.
- Maintain the cleanliness and aesthetics of the city's rights-of-way.
- Provide safe, effective, efficient and environmentally-sensitive mosquito control services.
- Ensure development within the city meets current design criteria and standards through the prompt, efficient and accurate review of plans and studies.

Short Term Goals

- Manage operations efficiently by acquiring and utilizing new equipment and technologies.
- Manage resources by maximizing the utilization of available personnel, equipment and materials.
- Bring into compliance with Federal and State standards, all signs, pavement markings, and other devices used to regulate, warn, or guide traffic on the city's streets, in order to promote safety and efficiency by providing for the orderly movement of all road users.
- Maintain the City's cemeteries in an efficient, effective manner while providing prompt, professional services to those in need.

Long Term Priorities

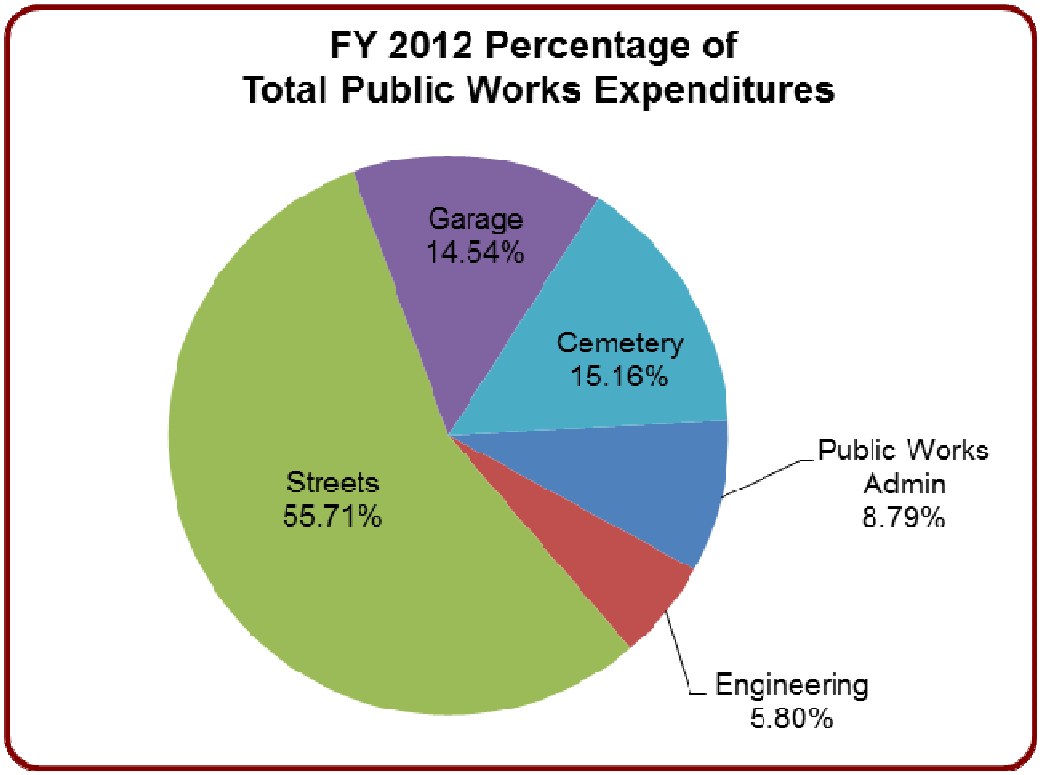
- Attract, recruit, retain and support a responsible workforce of employees dedicated to providing quality services to residents, businesses, and visitors to the City of Newnan.
- Demonstrate a commitment to excellence in customer services through improved access to information, friendly service and prompt responses.
- Develop and maintain a responsible street and road surface management program.

Long Term Goals

- Anticipate, identify and plan for future needs in providing a clean, sanitary and safe community.
- Meet the requirements assigned to Public Works for the City's Storm Water Management Program, including educational outreach, and the execution of our plan for protecting the environment by preventing contaminants and other pollutants from entering waterways through the storm water drainage systems.
- Anticipate future needs and plan for maintenance and improvements to ensure the city requirements and expectations for minimum standards and specifications for public infrastructure are met.
- Continually review and revise as needed, the city's design criteria, specifications, and standard details to reflect current industry standards and engineering technology.

Public Works Function Expenditures

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Operating Expenditures						
Public Works Admin	$170,458	$206,717	$210,837	$257,526	$50,809	24.58%
Engineering	208,904	190,624	198,584	169,860	(20,764)	-10.89%
Streets	1,346,486	1,487,529	1,382,252	1,632,408	144,879	9.74%
Garage	361,957	376,332	354,676	426,102	49,770	13.23%
Cemetery	420,679	429,485	398,145	444,232	14,747	3.43%
Total Operating	$2,508,484	$2,690,687	$2,544,494	$2,930,128	$239,441	8.90%
Interfund Transfers	$100,000	$0	$0	$0	$0	N/A
TOTAL	**$2,608,484**	**$2,690,687**	**$2,544,494**	**$2,930,128**	**$239,441**	**8.90%**



PUBLIC WORKS ADMINISTRATION (Dept. 67)

Mission Statement

The Public Works Department strives to provide the management, leadership and tools necessary to maintain and enhance the quality of life for residents and businesses alike, through cost effective, prompt and courteous delivery of services, ensuring safe and clean neighborhoods and public places, while protecting the environment.

Scope of Operations

The Public Works Department consists of the Engineering, Cemetery, Streets and Garage. Each department operates under the direction of the Public Works Director. The staff in these departments maintains the City's streets, sidewalks, curbs, vehicle fleet, equipment and cemetery grounds. Additionally, the Engineering Department provides technical assistance to City projects and permitting as needed. The Public Works Director reports to the City Manager.

Budget Highlights

In the FY 2012 Budget, Administration expenditures total $257,526. This is an increase of 24.58%, or $50,809, from the FY 2011 Budget of $206,717. The increase is a result of the 3.5% salary increase granted to all employees. Wages and operating expenses for the newly created Deputy Public Works Director position also contributed to the increase.

Public Works Administration FY 2012 Budget (100-4100-67)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$125,297	$147,471	$147,967	$174,661	$27,190	18.44%
51.2100	Employee Insurance	16,453	22,823	24,074	30,404	7,581	33.22%
51.2200	Social Security	9,359	11,282	10,800	13,362	2,080	18.44%
51.2400	Retirement	13,902	16,305	22,979	17,641	1,336	8.19%
51.2600	Unemployment Insurance	3	6	3	6	0	0.00%
51.2700	Worker's Compensation	673	2,244	625	7,980	5,736	255.61%
Total Salaries & Benefits		$165,687	$200,131	$206,448	$244,054	$43,923	21.95%
Operating Expenditures							
52.3101	Vehicle Insurance	$222	$410	$110	$110	($300)	-73.17%
52.3102	Bldg & Personal Liability Ins	573	1,100	272	272	(828)	-75.27%
52.3200	Communications	736	1,276	572	1,140	(136)	-10.66%
52.3400	Printing & Binding	40	50	50	100	50	100.00%
52.3500	Travel Expenses	869	1,000	950	1,200	200	20.00%
52.3600	Dues and Fees	141	350	145	150	(200)	-57.14%
52.3700	Training	755	800	790	1,250	450	56.25%
53.1100	Materials & Supplies	0	100	100	100	0	0.00%
53.1101	Office Supplies	293	250	250	250	0	0.00%
53.1270	Vechicle Gasoline/Diesel	949	900	800	7,900	7,000	777.78%
53.1400	Books & Periodicals	0	250	250	250	0	0.00%
53.1701	Vehicle Maintenance	193	100	100	750	650	650.00%
Total Operating Expenditures		$4,771	$6,586	$4,389	$13,472	$6,886	104.56%
Total Public Works Expenditures		**$170,458**	**$206,717**	**$210,837**	**$257,526**	**$50,809**	**24.58%**

Personnel Summary

Staffing includes three (3) full-time employees: the Public Works Director, Deputy Public Works Director and an Accounting Clerk. The Deputy Public Works Director's position was added during 2011 due to the need for additional supervision and management.

Goals and Objectives

Status of 2011 Goals
1: Provide training to maintain certifications for successfully performing the responsibilities of the various departments within Public Works.
Status: Goal was met. Dana McCauley attained her Professional Engineer license this year.
2: Minimize injuries, worker's compensation claims, down time for employees, and property damage as a result of operational activities.
Status: Goal was met, however there were injury claims in the Street Dept.
3: Maintain certification as a *Local Issuing Authority*, certified by the Director of the Environmental Protection Division of the Georgia Department of Natural Resources, for issuing permits for land disturbance activities.
Status: Goal was met.
4: Implement and manage each annual budget as adopted by the Mayor and City Council, and to operate each department within Public Works within the adopted budget.
Status: Goal was met.
5: Maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.
Status: Goal was met. Renovations and additions to the Public Works facilities are under way, a new section was added to Oak Hill Cemetery, a new culvert was constructed at Dewey St and numerous new and repaired sidewalks were constructed
6: Attract and maintain a competent and well-trained staff dedicated to serving the needs of residents and businesses by meeting the goals and objectives of the departments.
Status: Goal was met. A reorganization of the Street Department and PW Admin will allow for more efficiency in operations, with more accountability and productivity from the employees

FY 2012 Goals and Objectives
1: Provide training to maintain certifications for successfully performing the responsibilities of the various departments within Public Works.
Objective A: *Identify individual employees who need training and other requirements for certification/ re-certification and facilitate enrollment, payment of fees and other logistics for each department in Public Works.* (M. Klahr 12/31/2012)
Objective B: *Coordinate between departments, not only within Public Works, but citywide, to ensure the requirements for our NPDES, Phase II Permit for discharging storm water into a separate storm sewer system are met.* (M. Klahr 12/31/2012)
Objective C: *Review and prepare revisions to City ordinances as needed for compliance with agencies of the State of Georgia, to be submitted to the Mayor and City Council for adoption.* (M. Klahr 12/31/2012)
2: Minimize injuries, worker's compensation claims, down time for employees, and property damage as a result of operational activities.
Objective A: *Conduct a series of monthly meetings involving all employees within Public Works on safety issues and safety related policies and procedures.* (M. Klahr 12/31/2012)

3: Maintain certification as a *Local Issuing Authority*, certified by the Director of the Environmental Protection Division of the Georgia Department of Natural Resources, for issuing permits for land disturbance activities. (M. Klahr 12/31/2012)
4: Implement and manage each annual budget as adopted by the Mayor and City Council, and to operate each department within Public Works within the adopted budget.
Objective A: *Procure, review/ approve and monitor purchasing for needed goods and services and prepare and submit invoices in a timely manner to the Finance Department for payments.* (M. Klahr 12/31/2012)
Objective B: *Submit monthly progress reports for capital projects to the City Manager, or as directed, and to submit monthly updates of the activities of the departments within Public Works to the Public Information Office for distribution to the Mayor and City Council.* (M. Klahr 12/31/2012)
5: Maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure
Objective A: *Maintain a list of streets, prioritized for resurfacing, sidewalks and other accessibility improvements.* (M. Klahr 12/31/2012)
Objective B: *Maintain a list of culverts, prioritized for needed repairs/ replacement.* (M. Klahr 12/31/2012)
Objective C: *Manage capital works projects.* (M. Klahr 12/31/2012)
6: Attract and maintain a competent and well-trained staff dedicated to serving the needs of residents and businesses by meeting the goals and objectives of the departments
Objective A: *Identify, recruit, and retain personnel for the various positions within the departments of Public Works.* (M. Klahr 12/31/2012)

Performance Measures

The Public Works department has identified performance measurements as outlined in the chart below. These measurements are consistent with function's priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of monthly capital projects progress reports submitted*	N/A	12	12	12	12
Number of monthly financial progress reports submitted**	26	26	26	12	12
Number of quarterly progress reports of departmental goals submitted***	4	4	4	N/ A	N/ A
Number of Certifications Maintained*	N/A	7	6	6	10
Number of Monthly Safety Meetings conducted*	N/A	12	12	12	12

* Began reporting/tracking in 2009
** Changed from bi-weekly to monthly in 2011
***Discontinued in 2011

Prior Year Accomplishments

The 2012 goals and objectives of the Public Works department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Capital project: Replacement of culvert on Dewey St.

- Capital project: Construction of new sidewalk and related work on Pinson St and Armory Rd.
- Capital project: Streetscapes along Spring St, Perry St, E Broad St, and E Washington St.
- Capital project: Full depth reclamation (FDR) of Belt Rd.
- Capital project: Striping of the downtown parking spaces following GDOT paving of the state routes through town.
- Capital project: Striping/ pavement marking/ raised reflectors for approximately 13.86 miles of various streets.
- Capital project: Renovations/ alterations of the Public Works facilities on Boone Drive.
- Capital project: Resurfacing and striping of approximately 2.37 miles of local streets.
- Reorganized the department adding a Deputy Public Works Director.
- Purchased and put into operation a new combination vacuum/ sewer truck.
- Acquired new radio system for vehicles, including base stations, for day-to-day operations and emergency situations.

STREET DEPARTMENT (Dept. 60)

Mission Statement
To maintain safe traffic and pedestrian friendly streets and walkways and to ensure the adequate and timely drainage of storm water from city streets, while meeting common goals of quality of service, pollution reduction and environmental compliance.

Scope of Operations
The Street Department maintains and repairs the City's streets and drainage infrastructure, including curbs, gutters, sidewalks, inlets, manholes, catch basins, storm sewers and culverts. Street cleaning operations include sweeping, litter control, flushing and leaf collection. The Street Department installs and maintains all traffic control devices. Maintenance of rights-of-way, including mowing operations and mosquito control are responsibilities of the Street Department. The Street Department is a division of Public Works and reports to the Public Works Director.

Budget Highlights
In the FY 2012 Budget, Street expenditures total $1,632,408, an increase of 9.74%, or $144,879, over the FY 2011 Budget of $1,487,529. The increase is mainly due to the addition of needed funds for concrete repairs, traffic signs, and minor street repairs.

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits						
51.1100 Wages - Full Time	$586,951	$570,000	$482,153	$582,874	$12,874	2.26%
51.1200 Wages - Part Time	5,264	5,000	4,444	4,000	(1,000)	-20.00%
51.1300 Wages - Overtime	6,977	10,000	10,000	15,000	5,000	50.00%
51.2100 Employee Insurance	148,093	157,041	174,624	173,518	16,477	10.49%
51.2200 Social Security	43,800	44,550	37,349	46,044	1,494	3.35%
51.2400 Retirement	70,215	69,600	61,514	58,870	(10,730)	-15.42%
51.2600 Unemployment Insurance	32	44	54	42	(2)	-4.55%
21.2700 Worker's Compensation	57,094	57,505	83,408	82,427	24,922	43.34%
51.2900 Other Employee Benefits	2,230	8,190	6,000	8,190	0	0.00%
Total Salaries & Benefits	$920,656	$921,930	$859,546	$970,965	$49,035	5.32%
Operating Expenditures						
52.2110 Solid Waste Disposal	$17,577	$25,000	$25,000	$25,000	$0	0.00%
52.3101 Vehicle Insurance	10,357	10,500	5,917	10,500	0	0.00%
52.3102 Bldg & Personal Liability Ins	2,107	3,000	1,270	3,000	0	0.00%
52.3200 Communications	1,872	2,424	2,100	6,068	3,644	150.33%
52.3700 Training	320	925	500	1,375	450	48.65%
53.1100 Materials & Supplies	32,646	36,500	36,500	21,000	(15,500)	-42.47%
53.1101 Office Supplies	209	250	250	500	250	100.00%
53.1105 Minor Street Repairs/Maint.	0	0	50,000	50,000	50,000	N/A
53.1106 Protective Equipment	2,908	3,000	2,000	3,000	0	0.00%
53.1107 Concrete Repairs	0	0	0	60,000	60,000	N/A
53.1108 Traffic Signs & Devices	0	0	0	47,000	47,000	N/A
53.1230 Electricity	243,723	240,000	230,000	240,000	0	0.00%
53.1270 Vehicle Gasoline/Diesel	63,759	65,000	66,109	70,000	5,000	7.69%
53.1600 Minor Equipment	2,260	4,000	3,500	4,000	0	0.00%
53.1701 Vehicle Fluids and Maint.	48,092	60,000	64,560	65,000	5,000	8.33%
Total Operating Expenditures	$425,830	$450,599	$487,706	$606,443	$155,844	34.59%
Capital Outlays						
54.1406 Major Street Maint. & Repair	$0	$100,000	$20,000	$0	($100,000)	-100.00%
54.2201 Vehicles/Equipment	0	0	0	40,000	40,000	N/A
54.2504 Other Equipment	0	15,000	15,000	15,000	0	0.00%
Total Capital Outlays	$0	$115,000	$35,000	$55,000	($60,000)	$0
Sub Total Expenditures	$1,346,486	$1,487,529	$1,382,252	$1,632,408	$144,879	9.74%
Other Financing Sources						
61.1200 Transfer to Street Fund	$100,000	$0	$0	$0	$0	N/A
Total Other Financing Sources	$100,000	$0	$0	$0	$0	N/A
Total Street Expenditures	**$1,446,486**	**$1,487,529**	**$1,382,252**	**$1,632,408**	**$144,879**	**9.74%**

Personnel Summary

FY 2012 staffing includes twenty (20) full-time employees and one (1) part-time employee, which was consistent with 2011. The Street Superintendent was eliminated for 2012 but replaced with a Labor Supervisor position.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Maintain the City's storm water infrastructure; including meeting all the requirements of the City's approved *Storm Water Management Plan,* as assigned to the Street Department.
Status: Goal as met.
2: Bring into compliance with the *Manual on Uniform Traffic Control Devices (MUTCD)* all traffic control devices including regulatory, warning, street name and guidance signs, as well as pavement markings.
Status: Goal was met.
3: Achieve zero lost time accidents.
Status: Goal was not met.
4: Improve pedestrian accessibility throughout the City by installing new sidewalks and compliant handicap ramps, and repairing existing sidewalks and driveway aprons.
Status: Goal was met.

FY 2012 Goals and Objectives	
1: Maintain the City's storm water infrastructure; including meeting all the requirements of the City's approved *Storm Water Management Plan,* as assigned to the Street Department.	
	Objective A: *Inspect, clean and repair as needed, 20 percent of the storm sewer infrastructure, annually.* (R. Norton 12/31/2012)
	Objective B: *Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency.* (R. Norton, Hill 12/31/2012)
2: Bring into compliance with the *Manual on Uniform Traffic Control Devices (MUTCD)* all traffic control devices including regulatory, warning, street name and guidance signs, as well as pavement markings.	
	Objective A: *Create an inventory of all existing regulatory, warning, street name and guidance signs.* (M. Klahr, R. Norton 12/31/2012)
	Objective B: *Implement an approved assessment or management method to maintain traffic sign retro reflectivity at or above the established minimum levels (FHWA mandated deadline is January 22, 2012).* (M. Klahr, R. Norton 1/22/2012)
	Objective C: *Replace regulatory, warning, and ground-mounted guide (except street name) signs that are identified using the assessment or management method as failing to meet the established minimum levels of retro reflectivity (FHWA mandated deadline is January 22, 2015).* (M. Klahr, R. Norton 1/22/2015)
	Objective D: *Replace street name signs and overhead guide signs that are identified using the assessment or management method as failing to meet the established minimum levels of retro reflectivity (FHWA mandated deadline is January 22, 2018)* . (M. Klahr, R. Norton 1/22/2018)
3: Achieve zero lost time accidents.	
	Objective A: *Measured from September 2009 through August 2012.* (R. Norton 08/31/2012)

	Objective B: *To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection, and wearing visible reflective clothing when working within the right-of-way or operating equipment.* (R. Norton 12/31/2012)
	Objective C: *To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment.* (R. Norton 12/31/2012)
4: Improve pedestrian accessibility throughout the City by installing new sidewalks and compliant handicap ramps, and repairing existing sidewalks and driveway aprons.	
	Objective A: *To maintain a prioritized list of street segments that would benefit from improved accessibility.* (M. Klahr, R. Norton, D. McCauley 12/31/2012)

Performance Measures

The Street Department has identified performance measurements as outlined in the chart below. These measurements are consistent with the function's priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Total cost of street maintenance per mile ($): Total Budget/# street miles	11,760	8,560	8,437	8,650	9,036
Street Sweeping (miles)	350	350	500+	500+	500+
New or repaired sidewalks and driveway aprons (LF)	1,000	5167	3,138	2,000	5,000
New compliant accessibility ramps*	N/A	104	32	30	30
Number of worker's comp claims/ lost days of work*	N/A	1/ 0	4/ 2	6/ 2	0/ 0
Number of pot holes patched*	N/A	325	170	150	125

* Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Street department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Replaced culvert at Wesley St/ Richard Allen Drive.
- Miscellaneous storm sewer repairs.
- Repaired existing sidewalks along Cliff Cir, Hospital Rd, Middleton Trace, Pecan Crescent, Wesley St, College St, Elm St, and miscellaneous other streets.
- Repaired sinkhole conditions at guardrail along Newnan Crossing Bypass.
- Put into operation a new traffic sign truck for maintenance/ installation of traffic signs.

GARAGE (Dept. 68)

Mission Statement

The Garage will safely, effectively, and efficiently maintain the city's fleet of vehicles and equipment in satisfactory working condition through provisions of preventive maintenance, service and emergency repairs.

Scope of Operations

The City Garage is responsible for the effective management of equipment and fleet services by maintaining sufficient and adequate equipment, performing equipment inspections and repairs, scheduling preventative and routine maintenance, recording maintenance histories, analyzing equipment costs and defining replacement cycles, drafting specifications and procuring all mechanized equipment. Responsibilities include establishing procedures to ensure equipment maintenance technicians have appropriate training, licenses and certifications, that underground storage tanks are inspected and maintained to meet federal and state regulations, that manufacturer warranties are monitored and tracked, that parts and materials are inventoried and controlled to prevent loss and meet service and repair needs, and that the service and repair facilities are maintained to meet federal and state safety regulation. The City Garage is a division of Public Works and reports to the Public Works Director.

Budget Highlights

In the FY 2012 Budget, Garage expenditures total $426,102, an increase of 13.23%, or $49,770, over the FY 2011 Budget of $376,332. The approved increase is primarily attributed to the funding of a Fleet Management System for the department.

Garage FY 2012 Budget (100-4900-68)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$210,104	$220,750	$197,160	$229,689	$8,939	4.05%
51.1300	Wages -Overtime	1,038	1,000	1,169	1,500	500	50.00%
51.2100	Employee Insurance	55,505	57,329	65,396	60,809	3,480	6.07%
51.2200	Social Security	15,566	17,117	15,256	17,686	569	3.32%
51.2400	Retirement	25,191	24,970	22,068	23,199	(1,771)	-7.09%
51.2600	Unemployment Insurance	8	12	14	12	0	0.00%
51.2700	Worker's Compensation	8,508	9,400	13,597	6,689	(2,711)	-28.84%
Total Salaries & Benefits		$315,920	$330,578	$314,660	$339,584	$9,006	2.72%
Operating Expenditures							
52.1300	Other Contractual Services	$336	$408	$336	$408	$0	0.00%
52.2200	Repairs & Maintenance	0	1,250	500	1,100	(150)	-12.00%
52.3101	Vehicle Insurance	1,085	1,500	694	1,500	0	0.00%
52.3102	Bldg & Personal Liability Ins	989	1,250	529	1,250	0	0.00%
52.3200	Communications	2,100	2,956	2,100	2,400	(556)	-18.81%
52.3210	Cable TV	0	0	0	720	720	N/A
52.3500	Travel	0	1,000	800	1,000	0	0.00%
52.3700	Training	0	1,500	1,000	1,500	0	0.00%
53.1100	Materials & Supplies	13,397	16,000	15,000	16,000	0	0.00%
53.1101	Office Supplies	253	250	250	500	250	100.00%
53.1106	Protective Equipment	488	500	400	500	0	0.00%
53.1220	Natural Gas	8,384	7,000	4,000	0	(7,000)	-100.00%
53.1270	Vehicle Gasoline/Diesel	5,281	5,000	5,068	6,000	1,000	20.00%
53.1600	Minor Equipment	1,405	1,500	2,400	2,000	500	33.33%
53.1700	Uniform Rental	3,437	3,640	3,027	3,640	0	0.00%
53.1701	Vehicle Fluids and Maintenance	8,882	2,000	3,912	3,000	1,000	50.00%
Total Operating Expenditures		$46,037	$45,754	$40,016	$41,518	($4,236)	-9.26%
Capital Outlays							
54.2400	Computers	$0	$0	$0	$45,000	$45,000	N/A
Total Capital Outlays		$0	$0	$0	$45,000	$45,000	N/A
Total Garage Expenditures		**$361,957**	**$376,332**	**$354,676**	**$426,102**	**$49,770**	**13.23%**

Personnel Summary

FY 2012 staffing includes six (6) full-time employees. No staffing changes were approved for 2012.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Track the preventative maintenance and repairs on all City-owned equipment.
Status: Goal was met
2: Conduct weekly housekeeping inspections of the Garage facility to insure safety, cleanliness and organization in the Garage area.
Status: Goal was met
3: Maintain an inventory of the City's fleet of motorized vehicles.
Status: Goal was met
4: Strive for no lost time from accidents or injuries.
Status: Goal was met

FY 2012 Goals and Objectives	
1: Track the preventative maintenance and repairs on all City-owned equipment.	
	Objective A: *To maintain service records for each vehicle and motorized piece of equipment.* (C. Stanford 12/31/2012)
	Objective B: *To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement.* (C. Stanford 12/31/2012)
2: Conduct weekly housekeeping inspections of the Garage facility to insure safety, cleanliness and organization in the Garage area.	
	Objective A: *Weekly inspections to be made by the Garage Supervisor and noted deficiencies corrected.* (C. Stanford 12/31/2012)
	Objective B: *Quarterly facility inspection reports to be submitted to the Human Resources Department.* (C. Stanford 12/31/2012)
	Objective C: *Underground Storage Tanks to be inspected and maintained in accordance with State of Georgia regulations, including all required record keeping.* (C. Stanford 12/31/2012)
3: Maintain an inventory of the City's fleet of motorized vehicles.	
	Objective A: *To assign inventory control numbers for each unit in the fleet.* (C. Stanford 12/31/2012)
	Objective B: *To obtain certification of compliance with clean-fueled emission standards through the Georgia Clean Fuel Fleet Program (CFFP) for the current model year ending August 3, as established by the Georgia Environmental Protection Division (EPD), by documenting and reporting that the appropriate number of Clean Fueled Vehicles purchased and added to the fleet for the model year.* (C. Stanford 12/31/2012)
4: Strive for no lost time from accidents or injuries.	
	Objective A: *To be measured from September 2010 through August 2012.* (C. Stanford 08/31/2012)
	Objective B: *To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection.* (C. Stanford 12/31/2012)
	Objective C: *To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment.* (C. Stanford 12/31/2012)

Performance Measures

The Garage has identified performance measurements as outlined in the chart below. These measurements are consistent with the function's priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of service requests performed	1,370	1,240	1,157	1200	1250
Number of vehicles/ major pieces of equipment maintained by the City Garage	140	200	200	210	210
Obtain annual certification for the CFFP by the Georgia Environmental Protection Division (EPD)	Yes	Yes	Yes	Yes	Yes
Number of worker's comp claims/ lost days of work*	N/A	1/ 2	1/ 0	1/ 0	0/ 0
Number of quarterly safety inspections conducted	4	4	4	4	4

* Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Garage are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Implemented new inventory procedures for tracking service and parts usage.
- Assisted with new surplus auction procedures to dispose of City property no longer needed or useful.
- Removal and closure of three underground fuel storage tanks in compliance with EPD regulations.
- Began utilizing state contract with Napa Auto Parts for vehicle maintenance and spare parts.

CEMETERY (Dept. 69)

Mission Statement
To operate and maintain the municipal cemeteries at a professionally competent level with the attention to detail required, while extending the special efforts needed to grieving family members and friends in making arrangements for their loved ones.

Scope of Operations
The Cemetery Department operates and maintains Oak Hill, Presbyterian, East View and East View Annex Cemeteries. Additionally, general maintenance of West View Cemetery (Boone Drive) is now routinely provided. Operating responsibilities include providing assistance in the selection and purchase of a burial site (Presbyterian excluded), coordinating logistics with the family and the funeral home, preparing gravesites for interment, inurnment, or exhumation as may be needed and providing assistance to visitors in locating specific gravesites. Maintenance activities include grooming of the grounds and landscaping and repairing gravesites. The Cemetery Department is a division of Public Works and reports to the Public Works Director.

Budget Highlights
In the FY 2012 Budget, Cemetery expenditures total $444,232, an increase of 3.43%, or $14,747, over the FY 2011 Budget of $429,485. This 2012 budget is consistent with 2011, with the exception of the 3.5% salary increase and funding provided for a new riding mower.

Cemetery FY 2012 Budget (100-4950-69)

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits						
51.1100 Wages - Full Time	$254,308	$246,376	$239,541	$252,330	$5,954	2.42%
51.1200 Wages - Part Time	5,753	6,000	0	5,400	(600)	-10.00%
51.1300 Wages - Overtime	5,892	10,000	6,681	12,000	2,000	20.00%
51.2100 Employee Insurance	54,798	56,513	56,525	62,387	5,874	10.39%
51.2200 Social Security	19,646	20,821	18,733	20,635	(186)	-0.89%
51.2400 Retirement	27,945	27,700	24,481	25,486	(2,214)	-7.99%
51.2600 Unemployment Insurance	12	20	12	18	(2)	-10.00%
51.2700 Worker's Compensation	19,883	21,181	17,894	14,954	(6,227)	-29.40%
51.2900 Other Employee Benefits	0	0	182	826	826	N/A
Total Salaries & Benefits	$388,237	$388,611	$364,049	$394,036	$5,425	1.40%
Operating Expenditures						
52.1300 Other Contractual Services	$336	$336	$336	$336	$0	0.00%
52.2200 Repairs & Maintenance	0	500	500	500	0	0.00%
52.3101 Vehicle Insurance	2,820	4,000	4,000	4,000	0	0.00%
52.3102 Bldg & Personal Liability Ins	2,083	4,000	4,000	4,000	0	0.00%
52.3200 Communications	3,191	3,868	2,400	2,400	(1,468)	-37.95%
52.3600 Dues and Fees	0	100	100	100	0	0.00%
53.1100 Materials & Supplies	5,325	5,000	4,500	5,000	0	0.00%
53.1101 Office Supplies	106	250	150	250	0	0.00%
53.1102 Cleaning Supplies & Chemicals	212	200	350	350	150	75.00%
53.1103 Medical Supplies	41	100	100	100	0	0.00%
53.1106 Protective Equipment	0	300	200	200	(100)	-33.33%
53.1270 Vehicle Gasoline/Diesel	8,586	10,000	8,000	10,000	0	0.00%
53.1600 Minor Equipment	2,191	2,600	2,200	2,600	0	0.00%
53.1700 Uniform Rental	2,769	3,120	2,860	2,860	(260)	-8.33%
53.1701 Vehicle Fluids and Maintenance	4,726	4,000	2,900	4,000	0	0.00%
53.1705 Landscaping Supplies	56	2,500	1,500	2,500	0	0.00%
Total Operating Expenditures	$32,442	$40,874	$34,096	$39,196	($1,678)	-4.11%
Capital Outlays						
54.2100 Machinery	$0	$0	$0	$11,000	$11,000	N/A
Total Capital Outlays	$0	$0	$0	$11,000	$11,000	N/A
Total Cemetery Expenditures	**$420,679**	**$429,485**	**$398,145**	**$444,232**	**$14,747**	**3.43%**

Personnel Summary

FY 2012 staffing includes eight (8) full-time employees and one (1) seasonal/part-time employee. No staffing changes were approved for 2012.

Goals, Objectives, Tasks and Performance Measures

Status of FY 2011 Goals
1: Provide essential burial services via timely grave openings and closings.
Status: Goal was met
2: Provide excellence in cemetery grounds and maintenance of landscaping during growth season.
Status: Goal was met; this year the department was able to keep up with routine maintenance without the need for an additional seasonal worker, due to dryer weather
3: Strive for no lost time from accidents or injuries.
Status: Goal was met
4: Maintain the mapping of blocks, sections, lots and spaces and a database of records identifying burial details.
Status: Goal was met

FY 2012 Goals and Objectives	
1: Provide essential burial services via timely grave openings and closings.	
	Objective A: *To quantify burials, available inventory, and prepare for additional inventory by developing new blocks and sections when approximately 75% of current inventory is utilized.* (J. Hemmings 12/31/2012)
2: Provide excellence in cemetery grounds and maintenance of landscaping during growth season.	
	Objective A: *To ensure grounds are mowed and trimmed in a 12-day cycle, maximum, weather permitting.* (J. Hemmings 12/31/2012)
	Objective B: *To address special needs identified in routine inspections of the grounds.* (J. Hemmings 12/31/2012)
3: Strive for no lost time from accidents or injuries.	
	Objective A: *To be measured from September 2010 through August 2012.* J. (Hemmings 08/31/2012)
	Objective B: *To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection.* (J. Hemmings 12/31/2012)
	Objective C: *To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment.* (J. Hemmings 12/31/2012)
4: Maintain the mapping of blocks, sections, lots and spaces and a database of records identifying burial details.	
	Objective A: *All new cemetery records are to be added to an electronic database and backed up by hard copy.* (J. Hemmings 12/31/2011)

Performance Measures

The Cemetery Department has identified performance measurements as outlined in the chart below. These measurements are consistent with the function's priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Average number of working days to complete a mowing/ trimming cycle	12	12	12	12	12
Number of gravesites prepared for burials	150	123	123	170	150
Number of burial spaces sold	60	51	169	168	150
Number of worker's comp claims/ lost days of work*	N/A	N/ A	0/ 0	0/ 0	0/ 0

* Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Cemetery Department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Opened new Section 9 in Oak Hill Cemetery.
- Performed specialized landscape maintenance on overgrown and diseased trees and shrubs in Oak Hill and Eastview Cemeteries.
- Participated in Cemetery tour program at Oak Hill Cemetery.
- Maintained grounds for both cemeteries.
- Cemetery Superintendent was elected as Secretary for the Georgia Municipal Cemetery Association.

CITY ENGINEER (Dept. 22)

Mission Statement
To vigorously defend the best interest of the citizen's of the City of Newnan in all aspects of civil engineering and infrastructure design, construction, and maintenance.

Scope of Operations
The Engineering Department is responsible for reviewing civil and structural plans for proposed development; construction inspections, inspections of soil erosion and sedimentation control measures including an on-going evaluation of the effectiveness of measures in place; the implementation and enforcement of good engineering standards for the city; the design and management of engineering projects for the city; and the response to calls from the general public about drainage and other engineering related issues. Engineering is a department of Public Works and reports to the Public Works Director/City Engineer.

Budget Highlights
In the FY 2012 Approved Budget, City Engineer expenditures total $169,860, a decrease of 10.89%, or $20,764, under the FY 2011 Budget of $190,624. This decrease is primarily attributed to elimination of one vacant full time position, Engineering Assistant, for 2012.

City Engineer FY 2012 Budget (100-1575-22)

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits						
51.1100 Wages - Full Time	$140,927	$112,499	$114,102	$103,104	($9,395)	-8.35%
51.2100 Employee Insurance	16,699	11,385	24,238	18,025	6,640	58.32%
51.2200 Social Security	10,529	8,587	8,693	7,888	(699)	-8.14%
51.2400 Retirement	20,681	11,403	12,310	10,414	(989)	-8.67%
51.2600 Unemployment Insurance	5	4	6	4	0	0.00%
51.2700 Worker's Compensation	7,195	3,863	4,590	1,500	(2,363)	-61.17%
Total Salaries & Benefits	$196,036	$147,741	$163,939	$140,935	($6,806)	-4.61%
Operating Expenditures						
52.1300 Other Contractual Services	$757	$6,200	$5,500	$5,900	($300)	-4.84%
52.2200 Repairs and Maintenance	312	1,100	1,100	5,925	4,825	438.64%
52.3101 Vehicle Insurance	678	939	380	380	(559)	-59.53%
52.3102 Bldg & Personal Liability Ins	859	1,650	610	610	(1,040)	-63.03%
52.3200 Communications	1,334	1,644	1,100	1,332	(312)	-18.98%
52.3400 Printing & Binding	570	700	700	750	50	7.14%
52.3500 Travel	4	200	200	500	300	150.00%
52.3600 Dues & Fees	445	750	750	878	128	17.07%
52.3700 Training	405	1,000	1,000	2,000	1,000	100.00%
53.1100 Materials & Supplies	554	1,200	1,200	1,200	0	0.00%
53.1101 Office Supplies	422	250	250	500	250	100.00%
53.1270 Vehicle Gasoline/Diesel	3,142	3,500	3,300	3,000	(500)	-14.29%
53.1400 Books & Periodicals	180	250	235	250	0	0.00%
53.1600 Minor Equipment	2,088	1,000	1,000	500	(500)	-50.00%
53.1601 Computer Hardware & Software	0	0	120	4,000	4,000	N/A
53.1701 Vehicle Fluids/Maintenance	1,118	1,500	1,200	1,200	(300)	-20.00%
Total Operating Expenditures	$12,868	$21,883	$18,645	$28,925	$7,042	32.18%
Capital Outlays						
54.2504 Other Equipment	$0	$21,000	$16,000	$0	($21,000)	N/A
Total Capital Outlays	$0	$21,000	$16,000	$0	($21,000)	N/A
Total City Engineer Expenditures	**$208,904**	**$190,624**	**$198,584**	**$169,860**	**($20,764)**	**-10.89%**

Personnel Summary

Staffing for the department includes two (2) full-time employees: City Engineer and Engineering Assistant. One (1) vacant full time position, Soil Erosion Inspector, was deleted for 2012.

Goals, Objectives, Tasks and Performance Measures

Status of 2011 Goals
1: Obtain our approval via Memorandum of Agreement (MOA) from the EPD and Georgia Soil Water Conservation to review and approve soil erosion and sedimentation control plans in house.
Status: We have attained our MOA on a probationary status and we should have our full MOA by the end of 2011.
2: Maintain and monitor the permit notification system for underground utility work which requires a City street to be cut open and patched.
Status: We have been doing this via email for the past few years. We check these daily and all parties in the Public Works department that are required complete action items are in the email loop allowing us to minimize the time it takes to complete pavement patches for utility work.
3: Maintain design standards, construction standards, ordinances, manuals and checklists up to date and in line with current generally accepted practices and principles.
Status: We do this on an on-going basis as ordnances and laws are frequently changing.
4: Identify intersections or road segments that may benefit from modifications or improvements, perhaps reducing the number of traffic accidents resulting in injury and/or property damage.
Status: We have been able to identify a few locations within the City limits that would benefit from minor physical road changes and should see a reduction in accidents and these are included in our list of possible road improvements yearly to the City Council.

FY 2012 Goals and Objectives	
1: Maintain our Memorandum of Agreement (MOA) with the EPD and Georgia Soil and Water Conservation Commission (GSWCC) for reviewing and approving soil erosion, sedimentation and pollution control plans in-house.	
Objective A: *Implement, on a continual basis, our erosion, sedimentation and pollution control program documenting all aspects of erosion, sedimentation and pollution control issues from permitting to final inspection and completion of a project.*	
	Task A1: Maintain a *Complaint Resolution Process* tracked in a database and used as a measure of efficiency and service. (D. McCauley 12/31/2012)
	Task A2: Maintain flow charts describing our erosion, sedimentation and pollution control program and steps and responsibilities of the City to include permit and application process, inspection process, complaint resolution process, and final approval of projects clearly indicating the required process and possible enforcement actions and mitigations required for each aspect of the erosion, sedimentation and pollution control program. (D. McCauley 12/31/2012)
	Task A3: Maintain a documentation system for inspections, notices, warnings, and citations in a calendar style database format showing that we are following our program in inspecting, permitting, and enforcing our erosion, sedimentation and pollution control program consistently for all developments. (D. McCauley 12/31/2012)
Objective B: *To ensure we have the most current erosion, sedimentation and pollution control ordinance in place.*	
	Task B1: Periodically review our ordinance to ensure that our ordinance meets State of Georgia mandated minimum requirements. (D. McCauley 12/31/2012)

	Task B2: Revise as necessary our current ordinance to incorporate the State of Georgia mandated minimum requirements and present any proposed revisions to Council for adoption. (M. Klahr, D. McCauley 12/31/2012)
Objective C: *Periodically review our erosion, sedimentation and pollution control program to ensure compliance with current Commission requirements and standards.*	
	Task C1: Attend the Georgia Soil Water Conservation Commission monthly meetings on a regular basis to maintain a good working relationship with Commission members. (D. McCauley 12/31/2012)
2: Maintain and monitor a permit and notification system for all underground utility work which requires a City street to be cut open and patched.	
Objective A: *To have all utility companies submit electronic notification to the engineering department prior to a planned road cut for underground utility work.*	
	Task A1: Monitor and maintain electronically submitted notifications that include required information on the anticipated work, location, and schedules. (D. McCauley 12/31/2012)
	Task A2: Coordinate with IT department to maintain the process of submitting electronic notifications to the engineering department for follow up and inspections. (D. McCauley 12/31/2012)
3: Maintain design standards, construction standards, ordinances, manuals and checklists up to date and in line with current generally accepted practices and principles.	
Objective A: *To review and revise as needed the ordinances and standards for engineering design and construction.*	
	Task A1: Revise ordinances to incorporate any needed revisions and updates to reflect current generally accepted practices and principles. (M. Klahr, D. McCauley 12/31/2012)
	Task A2: Revise as necessary any ordinance to incorporate proposed revisions and updates and present any proposed revisions to Council for adoption. (M. Klahr, D. McCauley 12/31/2012)
Objective B: *To review and revise as needed the checklists for civil engineering and site development in the City of Newnan*.	
	Task B1: Updated checklists as ordinances change. (D. McCauley 12/31/2012)
	Task B2: Make new checklist available as online changes are made. (D. McCauley 12/31/2012)
4: Continue to identify intersections or road segments that may benefit from modifications or improvements, perhaps reducing the number of traffic accidents resulting in injury and/ or property damage.	
Objective A: *To identify intersections or road segments with high or unacceptable numbers of accidents.*	
	Task A1: Continue to coordinate with the Police Department to obtain copies of accident reports for all traffic related accidents within the city limits, monthly. (D. McCauley 12/31/2012)
	Task A2: Continue to summarize accident reports and track these on our GIS layer for accidents which gives us the ability to report accident prone locations. (D. McCauley 12/31/2012)
Objective B: *To make changes or recommendations for modifications or improvements to intersections or road segments.*	
	Task B1: Review the summarized accident reports to identify trends. (D. McCauley 12/31/2012)
	Task B2: Investigate the identified intersections or road segments to determine if pavement markings, striping, signage or lighting changes could improve operation, thereby perhaps reducing the number and type of accidents that warranted the investigation. (M. Klahr, D. McCauley 12/31/2012)

	Task B3: Investigate the identified intersections or road segments for alignment and geometry to determine if physical changes could improve operation and thereby reduce the number and types of accidents that warranted the investigation. (M. Klahr, D. McCauley 12/31/2012)
	Task B4: Make minor changes or present proposed major recommendations to the City Manager. (M. Klahr 12/31/2012)
5: Maintain our GIS layers which include updating them to reflect the most current information for use in evaluation of data in our planning projects. The goal is to have an accurate inventory of city owned property and city work completed. These layers include but are not limited to traffic signs, traffic studies, accidents, storm water system, city owned streets, zoning districts, council wards, floodplains, etc.	
Objective A: *To identify information that needs to be collected and to make sure we have the resources to collect this data on regular and consistent basis*.	
Task B1: Make an inventory of the layers we currently maintain. (R. Hill 12/31/2012)	
Task B2: Make an inventory of the layers we need to add that are not currently in our system, add those layers in our system and begin tracking data as of Jan 1, 2012 (R. Hill and D. McCauley 12/31/2012)	
Task B3: Continue to update these layers as data is made available and to continue to look for better and easier ways to capture this data. (R. Hill and D. McCauley 12/31/2012)	

Performance Measures

The Engineering Department has identified performance measurements as outlined in the chart below. These measurements are consistent with the function's short and long term priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of plans reviews (permitted)*	N/ A	15	8	10	12
Number of environmental investigations*	N/ A	10	54	47	40
Number of land disturbance permits (active)*	N/ A	0	5	5	5
Number of stormwater infrastructure inspections *	N/ A	396	785	800	800
Number of environmental citations issued*	N/ A	8	11	5	5
Number of permit inspections*	N/ A	188	371	390	420
Number of utility cuts patched*	N/ A	N/ A	29	30	30
Number of traffic studies*	N/ A	16	10	10	15

* Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Engineering department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Maintained a *Memorandum of Agreement* with the Georgia Soil and Water Conservation Commission and the Georgia Environmental Protection Division as a probationary status

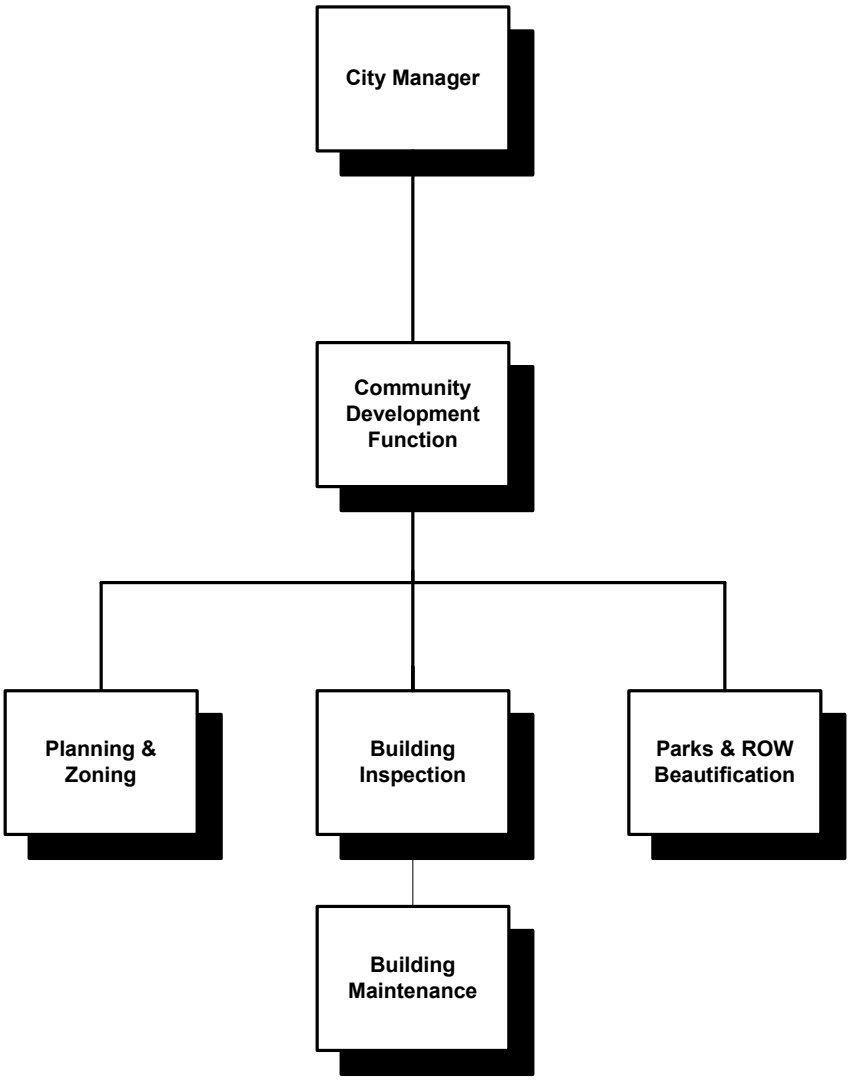
- Conducted numerous speed studies, including Wesley St (2), Westhill Dr (2), Northside Dr, South St, and Highwoods Pkwy
- Provided technical review of design and construction of McIntosh Pkwy and Parkway North in association with the construction of the Cancer Treatment Center of America
- Provided technical assistance to the Three Rivers Regional Commission, Transportation Roundtable, for developing a prioritized list of transportation project under the guidelines of the *Transportation Investment Act of 2010*
- Provided technical assistance to the Stormwater Subcommittee of the North Georgia Water Planning District
- Served as Chairman of Region 3 for the GUCC (Georgia Utility Coordinating Committee), having been named Chairman of the Year (Dana McCauley) for 2011

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COMMUNITY DEVELOPMENT FUNCTION

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

Organization Chart



The following is a list of the City's short and long term priorities and goals for the Community Development function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2012 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

- Continue excellence in planning, building inspections, and beautification to insure safe, desirable, and quality development within Newnan, while working to preserve, maintain, and enhance the aesthetic qualities of the City of Newnan.
- Provide a high level of support services to elected officials, boards, commissions, and other volunteer groups.
- Properly utilize the operating and capital improvement budgets to allocate funds and resources that will provide a level of service to meet community needs.

Short Term Goals

- Provide for continuing education and training opportunities so that staff can further develop the skills necessary to provide quality and efficient service and programs and to effectively handle the growth of the City of Newnan.
- Develop plans, studies, and reports for use by city officials and other decision making bodies.
- Implement and complete assignments quickly and efficiently and with the highest level of professional standards.

Long Term Priorities

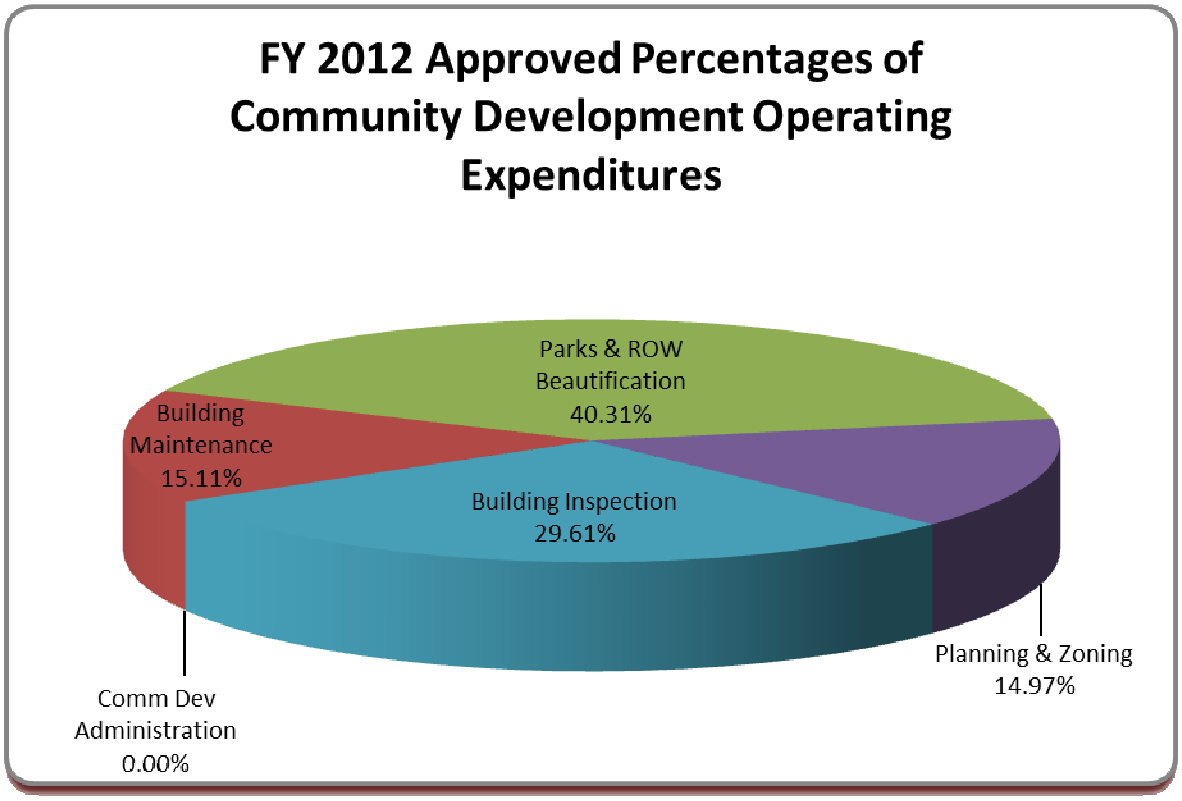
- Manage department operations to see that they are executed in an efficient and professional manner.
- Construct, maintain, and enhance public facilities to insure quality of life and safety for the citizens and employees of the City of Newnan.

Long Term Goals

- Provide excellence in all aspects of project management and project implementation.
- Monitor areas that lend themselves to departmental improvements, such as interdepartmental communication, public relation efforts, and quality customer service.
- Ensure safe, desirable, and quality development within Newnan, while working to preserve the historic character of the community.
- Administer programs with the highest degree of efficiency, integrity and professionalism.
- Make use of technological advances which will foster a more efficient work environment.

Community Development Function Operating Expenditures Overview

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Operating Expenditures						
Comm Dev Administration	$212,599	$221,398	$212,539	$0	($221,398)	-100.00%
Building Maintenance	254,552	287,715	253,008	287,904	189	0.07%
Parks & ROW Beautification	701,719	735,239	698,637	768,040	32,801	4.46%
Planning & Zoning	219,525	228,310	215,784	285,182	56,872	24.91%
Building Inspection	564,232	586,782	592,495	564,031	(22,751)	-3.88%
Total Operating	**$1,952,627**	**$2,059,444**	**$1,972,463**	**$1,905,157**	**($154,287)**	**-7.49%**



Note: The Community Development Administration department was eliminated for 2012. It consisted of two full-time employees and one part time employee. The part-time employee was moved to a separate department, Keep Newnan Beautiful. One full time employee was moved to the Planning Department and added as a Planning Technician. One full time position, Community Development Director, was eliminated. Each department director in this function now reports directly to the City Manager.

COMMUNITY DEVELOPMENT (Dept. 72)

The Community Development Department was eliminated with the 2012 budget due to internal staffing changes which took place in 2011. The previous City Manager retired at the end of 2011 and the Community Development Director was promoted internally to fill the position.

The chart depicted below is for information purposes only, showing prior year's activity. As you will notice, there is no budget for 2012. The department consisted of 2 employees: the Director who was promoted to City Manager and an Office Assistant who was moved to the Planning and Zoning Department as a Planning Technician.

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages-Full Time	$121,194	$118,622	$115,000	$0	($118,622)	-100.00%
41.1200	Wages-Part Time/Temp	14,390	16,120	16,198	0	(16,120)	-100.00%
51.2100	Employee Insurance	20,654	23,366	22,598	0	(23,366)	-100.00%
51.2200	Social Security	9,893	10,308	10,151	0	(10,308)	-100.00%
51.2400	Retirement	11,503	13,400	13,518	0	(13,400)	-100.00%
51.2600	Unemployment Insurance	4	6	4	0	(6)	-100.00%
51.2700	Worker's Compensation	464	474	431	0	(474)	-100.00%
51.2900	Other Employee Benefits	3,600	3,600	3,600	0	(3,600)	-100.00%
Total Salaries & Benefits		$181,702	$185,896	$181,500	$0	($185,896)	-100.00%
Operating Expenditures							
52.3102	Bldg & Personal Liability Ins	$602	$700	$378	$0	($700)	-100.00%
52.3200	Communications	354	360	334	0	(360)	-100.00%
52.3300	Advertising	94	0	0	0	0	N/A
52.3400	Printing & Binding	41	60	0	0	(60)	-100.00%
52.3500	Travel	1,017	800	300	0	(800)	-100.00%
52.3600	Dues & Fees	450	500	500	0	(500)	-100.00%
52.3700	Training	674	600	200	0	(600)	-100.00%
53.1101	Office Supplies	184	120	75	0	(120)	-100.00%
53.1400	Books & Periodicals	0	75	0	0	(75)	-100.00%
53.1600	Minor Equipment	10	0	120	0	0	N/A
53.1601	Computer Equipment	229	700	275	0	(700)	-100.00%
57.2010	Three Rivers Regional Commission	27,242	31,587	28,857	0	(31,587)	-100.00%
Total Operating Expenditures		$30,897	35,502	$31,039	$0	(35,502)	-100.00%
Total Comm Dev Admin Expenditures		**$212,599**	**$221,398**	**$212,539**	**$0**	**($221,398)**	**-100.00%**

BUILDING MAINTENANCE (Dept. 23)

Mission Statement
Maintain City buildings and other facilities in safe and functional operating condition and provide for the expansion and renovation of City property as directed by Mayor and City Council.

Scope of Operations
The Building Maintenance Department is responsible for the upkeep of City buildings, parks and recreational facilities. In addition, Building Maintenance is responsible for upkeep of City traffic signals. This department reports directly to the Chief Building Official.

Budget Highlights
In the FY 2012 Approved Budget, Building Maintenance expenditures total $287,904, an increase of 0.07%, or $189, over the FY 2011 Budget of $287,715. One full-time janitorial position was eliminated during 2011 and the City switched vendors for Natural Gas resulting in a savings of approximately $10,000 annually. On the other hand, expenses for other contractual services increased due to outsourcing of janitorial services for City Hall.

Building Maintenance FY 2012 Budget (100-1565-23)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages-Full Time	$99,938	$103,896	$82,500	$83,802	($20,094)	-19.34%
51.1300	Wages-Overtime	0	500	0	500	0	0.00%
51.2100	Employee Insurance	25,287	22,279	23,100	18,025	(4,254)	-19.09%
51.2200	Social Security	7,375	7,986	6,450	6,450	(1,536)	-19.23%
51.2400	Retirement	11,803	11,700	10,500	8,464	(3,236)	-27.66%
51.2600	Unemployment Insurance	4	6	6	1,000	994	16566.67%
51.2700	Worker's Compensation	5,754	6,327	8,007	4,952	(1,375)	-21.73%
Total Salaries & Benefits		$150,161	$152,694	$130,563	$123,193	($29,501)	-19.32%
Operating Expenditures							
52.1300	Other Contractual Services	$11,782	$12,051	$12,051	$22,551	$10,500	87.13%
52.2200	Repairs & Maintenance	45,585	50,000	50,320	80,150	30,150	60.30%
52.3101	Vehicle Insurance	759	1,400	1,400	1,400	0	0.00%
52.3102	Bldg & Personal Liability Ins	14,060	27,000	27,000	27,000	0	0.00%
52.3200	Communications	777	960	600	560	(400)	-41.67%
53.1101	Office Supplies	0	100	0	0	(100)	-100.00%
53.1102	Cleaning & Chemicals	2,434	2,460	100	100	(2,360)	-95.93%
53.1106	Protective Equipment	0	0	1,974	2,500	2,500	N/A
53.1220	Natural Gas	22,574	30,000	20,000	20,000	(10,000)	-33.33%
53.1270	Vehicle Gasoline/Diesel	4,266	5,000	4,500	5,000	0	0.00%
53.1700	Uniform Rental	404	500	500	500	0	0.00%
53.1701	Vehicle Fluids/Maintenance	1,750	5,550	4,000	4,950	(600)	-10.81%
Total Operating Expenditures		$104,391	$135,021	$122,445	$164,711	$29,690	21.99%
Total Building Maintenance		**$254,552**	**$287,715**	**$253,008**	**$287,904**	**$189**	**0.07%**

Personnel Summary

Staffing includes two (2) full-time employees. One full time vacant position, Custodian, was eliminated during 2011 when janitorial services were outsourced. No other staffing changes were approved for 2012.

Goals, Objectives, and Tasks

Status of 2011 Goals
1: Maintain and enhance City facilities to ensure quality of life and safety for the citizens and employees of the City of Newnan.
Renovate Public Works facility at 55 Boone Drive, funding through SPLOST, collaborating with the Public Works director. Architectural drawings have been drawn up for the complete renovation of the facility. **Status:** Ongoing; projected to be completed during 2012.
2. Follow routine maintenance programs which will extend the useful life of all buildings and prevent premature capital outlay for replacement.
Monitoring and providing guidance to the maintenance crew on the routine maintenance program. **Status**: Ongoing.
3. Be proficient in the operation and daily maintenance of all climate control and lighting systems in City buildings and property.
Collaborate with the maintenance crew to replace luminaries and thermostats with energy efficient products. The lighting contract has been awarded to replace all fixtures in the gymnasium, and scheduled to be installed in January 2011. **Status**: Gymnasium lighting has been completed.

FY 2012 Goals and Objectives
1: Maintain and enhance City facilities to ensure quality of life and safety for the citizens and employees of the City of Newnan.
Renovate the attic space of Fire Station 2, lower Fayetteville Rd. in order to reduce mold and mildew growth. (B. Stephenson 2012)
2. Follow routine maintenance programs which will extend the useful life of all buildings and prevent premature capital outlay for replacement.
Monitoring and providing guidance to the maintenance crew on the routine maintenance program. (B. Stephenson, JW Davis 2012)
3. Be proficient in the operation and daily maintenance of all climate control and lighting systems in City buildings and property.
Collaborate with the maintenance crew to replace heater in Fire Station 1, seek out lighting option for other facilities. Attend conference on energy efficiency. (B. Stephenson, Maintenance Crew 2011)

Performance Measures

The Building Maintenance department has identified performance measurements as outlined in the chart below. These measurements are consistent with the overall mission and goals of the City, the function's priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of buildings maintained	33	34	34	37	38
Number of traffic signals maintained	17	17	17	17	15
Number of work orders received (1)	N/A	8	6	4	5
Number of renovations/improvements completed by staff (1)	N/A	0	4	2	4

* Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Building Maintenance department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the Building Maintenance department during 2011.

- Wesley Street Gym has been completely repainted on the interior.
- A cleaning contract was established to clean the City Hall building daily.
- An old service station facility was demolished at the corner of Spence and Greenville and is now a grassed lot.
- New toilet partitions were installed at the boys and girls club.
- New condensing units with security cages were installed at the CAFI building and the day care building.
- A complete overhaul of the City Hall roof was completed, including the gutter systems of the both the City Hall and the Council Chambers.
- An upgrade to the insulation value (R-value) was also completed to the City Hall roof.

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

Mission Statement
Provide the City of Newnan, its citizens, and visitors with efficient and effective maintenance and enhancement to the City's parks, public grounds and limited road right-of-ways.

Scope of Operations
The Beautification Department maintains and enhances City parks, public grounds, and limited road right-of-ways. Their activities include, but are not limited to, general lawn and grounds maintenance, planting design and installation and overall beautification. The Department is also responsible for the interpretation, implementation and enforcement of the City's Landscape and Tree Preservation Ordinance. The department reports directly to the City Manager.

Budget Highlights
In the FY 2012 Budget, Beautification expenditures total $768,040, an increase of 4.46%, or $32,801, over the FY 2011 Budget of $735,239. This is attributed to a 3.5% increase in wages and the funding of approximately $35,000 for Bypass median maintenance for 2012. Workers compensation categories were re-evaluated resulting in a 42.94%, or $18,365, savings over FY 2011.

Parks and ROW FY 2012 Budget (100-6200-61)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages-Full Time	$404,618	$411,902	$401,503	$422,621	$10,719	2.60%
51.2100	Employee Insurance	92,445	106,098	102,996	112,710	6,612	6.23%
51.2200	Social Security	29,862	31,511	30,954	32,331	820	2.60%
51.2400	Retirement	46,911	46,500	41,097	42,685	(3,815)	-8.20%
51.2600	Unemployment	19	28	28	28	0	0.00%
51.2700	Worker's Compensation	39,019	42,772	36,100	24,407	(18,365)	-42.94%
Total Salaries & Benefits		$612,874	$638,811	$612,678	$634,782	($4,029)	-0.63%
Operating Expenditures							
52.1300	Other Contractual	$7,793	$13,000	$13,000	$48,000	$35,000	269.23%
52.2200	Repairs & Maintenance	3,003	3,500	3,500	3,500	0	0.00%
52.3101	Vehicle Insurance	3,262	5,659	4,000	5,659	0	0.00%
52.3102	Bldg & Personal Liability Ins	4,167	1,409	800	1,409	0	0.00%
52.3200	Communications	2,061	1,840	1,840	1,840	0	0.00%
52.3500	Travel	244	500	594	500	0	0.00%
52.3600	Dues & Fees	435	850	550	850	0	0.00%
52.3700	Training	375	1,000	750	1,000	0	0.00%
53.1100	Materials and Supplies	10	5,000	5,000	5,400	400	8.00%
53.1101	Office Supplies	163	500	250	400	(100)	-20.00%
53.1102	Cleaning Supplies & Chemicals	2,789	2,900	2,900	3,000	100	3.45%
53.1103	Medical Supplies	24	300	300	300	0	0.00%
53.1106	Protective Equipment	635	700	700	300	(400)	-57.14%
53.1270	Vehicle Gasoline/Diesel	13,721	12,000	15,000	14,000	2,000	16.67%
53.1400	Books & Periodicals	0	150	75	100	(50)	-33.33%
53.1600	Minor Equipment	3,326	5,000	5,000	6,000	1,000	20.00%
53.1700	Uniform Rental	3,146	3,120	3,700	3,500	380	12.18%
53.1701	Vehicle Fluids and Maintenance	9,452	8,500	8,500	11,000	2,500	29.41%
53.1705	Landscaping Supplies	9,835	20,000	17,000	20,000	0	0.00%
57.2007	Veterans Memorial	24,404	0	0	0	0	N/A
53.1708	Newnan Youth Council	0	2,500	2,500	6,500	4,000	N/A
Total Operating Expenditures		$88,845	$88,428	$85,959	$133,258	$44,830	50.70%
Capital Outlays							
54.2100	Machinery	$0	$8,000	$0	$0	($8,000)	N/A
Total Capital Outlays		$0	$8,000	$0	$0	($8,000)	N/A
Total Parks & ROW Expenditures		**$701,719**	**$735,239**	**$698,637**	**$768,040**	**$32,801**	**4.46%**

Personnel Summary

Current staffing includes 14 full-time employees. No staffing changes were approved for 2012.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Improve the quality of life and safety of City residents through improved pedestrian accessibility.
Status: The right of way was acquired for the second phase of the Greenville Corridor Improvement Project. Construction is scheduled to begin in early 2012 and be completed by the end of 2012. The construction and right of way plans for the Jefferson/Jackson Corridor Improvement Project have been approved and the acquisition of the right of way is scheduled to begin in 2012. It may not be feasible to either fund or coordinate two streetscape construction projects at the same time or in the same year.
2: Create a working environment that emphasizes safety in order to reduce dangers to departmental employees and property.
Status: The department continues to diligently hold regularly scheduled monthly safety meetings with all of our staff.
3: Establish and maintain initiatives that preserve, maintain and enhance the overall aesthetic qualities of the City of Newnan.
Status: The City continues to make assessments and improvements to the daily operations in regards to enhancing and maintaining the City's public parks, grounds, open spaces, and limited road rights-of-way. Areas that were originally scheduled to be reforested along disturbed stream buffers as part of the City's reforestation program have more than successfully reforested themselves nicely through natural succession.
4: Improve the quality of life of City residents through recreational improvements and public awareness.
Status: After the completion of the family aquatic center at Lynch Park last year, the City decided to look at some ideas that might improve and connect the various recreational elements of Lynch Park. The City initiated and recently completed several design/build park improvements that have successfully tied the park together. The City also held a public informational meeting in an attempt to gather public input as to the future use and possible improvements to Ray Park. A recommendation, based on public input and other design considerations, from the Parks Commission as to its use will be forthcoming.

FY 2012 Goals, Objectives and Tasks
1: Improve the quality of life and safety of City residents through improved pedestrian accessibility.
Objective A: *To begin and complete construction on the second phase of the Greenville Street Corridor Improvement Project.* (M. Furbush March 2012)
Objective B: *To begin and complete right of way acquisition on the Jefferson/Jackson Street Corridor Improvement Project.* (M. Furbush January 2012)
2: Create a working environment that emphasizes safety in order to reduce dangers to departmental employees and property.
Objective A: *To reduce worker's compensation incidents and their severity by being safety conscious and informed*. (Departmental Crews December 2012)
Objective B: *To reduce liability incidents, including motor vehicles incidents, by being safety conscious and informed.* (Departmental Crews December 2012)
Objective C: *To provide departmental staff with safety information through monthly safety meetings.* (M. Furbush December 2012)
3: Establish and maintain initiatives that preserve, maintain and enhance the overall aesthetic qualities of the City of Newnan.

Objective A: *To sustain and improve a reforestation program that will plant 300 trees a year in disturbed stream buffers.* (M. Furbush Late Fall 2012)
Objective B: *To improve overall procedures and efficiency for the two year landscape establishment maintenance bond agreements.* (M. Furbush February 2012)
Objective C: *To continue to implement and monitor the departmental plan of action to provide improved beautification within the City.* (M. Furbush January 2012)
Objective D: *To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance operations.* (M. Furbush February 2012)
4: Improve the quality of life of City residents through improved recreational improvements and public awareness.
Objective A: *To design and construct recommended recreational improvements to Ray Park.* (M. Furbush August 2012)
Objective B: *To study, design, and implement creative and consistent entrance signage standards within the City parks.* (M. Furbush April 2012)
Objective C: *To improve public awareness and communication through brochures and the City website.* (M. Furbush July 2012)

Performance Measures

The Beautification Department has identified performance measurements as outlined in the following chart. These measurements are consistent with the function's priorities and the department's mission, goals and objectives.

Performance Measures	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
% of man hours devoted to maintenance activities	85%	80%	85%	80%	80%
% of man hours devoted to installation activities	5%	5%	5%	2%	5%
% of man hours devoted to misc activities	10%	15%	15%	13%	15%
% of residential tree inspections completed w/in 48 hours	85%	90%	85%	80%	85%
Percentage of total major City grounds maintenance completed w/in 10 day working cycle	55 %	55%	65%	60%	65%
Miles of planted medians maintained	N/A	6.5 miles	6.5 miles	7.3 miles	4.5 miles
Number of City parks maintained	8	9	9	9	9
Number of public grounds maintained	27	30	31	31	31
Number of trees replanted as reforestation	0	0	0	0	0
Number of Worker's Comp incidents reported	5	0	2	6	2

Prior Year Accomplishments

The 2012 goals and objectives of the Beautification Department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Successfully completed the park improvements at Lynch Park that included new parking facilities, a new multipurpose ball field, new fencing, improved drainage, and miscellaneous other improvements to the existing baseball field.
- Completed an inventory of 7,900 trees within the City public parks, cemeteries, grounds, and road rights-of way.
- Completed the right of way acquisition for the second phase of the Greenville Street Corridor Improvement Project.
- Completed and approved the construction and right of way documents for the Jefferson/Jackson Corridor Improvement Project.
- Successfully completed the second year of the Newnan Youth Council. Membership increased from 24 members to 37 members.
- Received the 21st consecutive Tree City USA award designation.

PLANNING & ZONING (Dept. 70)

Mission Statement
Provide quality planning services that enhance and protect the economic, environmental, historical and cultural resources of the City of Newnan through the coordination of public and private actions to ensure well-planned development and responsible stewardship of community environmental resources.

Scope of Operations
The Planning and Zoning Department is responsible for a wide range of tasks related to growth and development in the City of Newnan. Community Development services provided by the Planning and Zoning Department include handling of public inquiries, subdivision and site plan review, short and long range planning, grants administration, mapping services, zoning administration, composition of land use regulations, serving as advisor to the City Council, City Manager, Historic Resource Commission, Board of Zoning Appeals and the Planning Commission plus other tasks as they arise or are assigned. This department reports directly to the City Manager.

Budget Highlights
In the FY 2012 Budget, Planning and Zoning expenditures total $285,182, an increase of $56,872, or 33.65%, over the FY 2011 Budget of $228,310. The increase is primarily due to the addition of a Planning Technician position, created with the elimination of the Community Development department in 2012.

Planning & Zoning FY 2012 Budget (100-7400-70)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages-Full Time	$161,302	$157,664	$150,000	$192,030	$34,366	21.80%
51.2100	Employee Insurance	21,607	28,664	31,000	42,783	14,119	49.26%
51.2200	Social Security	12,020	12,061	11,200	14,691	2,630	21.81%
51.2400	Retirement	17,957	17,800	15,800	19,396	1,596	8.97%
51.2600	Unemployment	4	6	4	8	2	33.33%
51.2700	Worker's Compensation	505	555	470	824	269	48.47%
Total Salaries & Benefits		$213,395	$216,750	$208,474	$269,732	$52,982	24.44%
Operating Expenditures							
52.3101	Vehicle Insurance	$434	$800	$725	$800	$0	0.00%
52.3102	Bldg & Personal Liability Ins	937	1,600	1,000	1,600	0	0.00%
52.3200	Communications	388	360	520	600	240	66.67%
52.3300	Advertising	860	1,200	800	1,200	0	0.00%
52.3400	Printing & Binding	619	1,000	500	1,500	500	50.00%
52.3500	Travel	453	1,500	500	1,500	0	0.00%
52.3600	Dues & Fees	463	700	700	700	0	0.00%
52.3700	Training	475	800	625	800	0	0.00%
53.1100	Materials & Supplies	455	800	600	800	0	0.00%
53.1101	Office Supplies	526	1,250	500	1,200	(50)	-4.00%
53.1270	Vehicle Gasoline/Diesel	273	600	450	600	0	0.00%
53.1400	Books & Periodicals	0	100	140	150	50	50.00%
53.1601	Computer Equipment	0	100	50	3,100	3,000	3000.00%
53.1701	Vehicle Maintenance	72	250	100	550	300	120.00%
53.1707	Planning Commission	175	500	100	350	(150)	-30.00%
Total Operating Expenditures		$6,130	$11,560	$7,310	$15,450	$3,890	33.65%
Total Planning & Zoning Expenditures		**$219,525**	**$228,310**	**$215,784**	**$285,182**	**$56,872**	**24.91%**

Personnel Summary

Current staffing includes four (4) full-time employees. A Planning Technician was added to the Planning and Zoning Department when the Community Development Department was eliminated.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Identify training opportunities which will allow staff to build upon existing skills and keep current on changing trends within the Planning profession.
Status: Staff has attended three trainings related to housing and planning since the beginning of the year. Staff will attend a fourth training at the end of September.
2: Continue to work toward providing better customer service.
Status: The Planning Director has been monitoring Staff's interaction with the public and provides coaching as needed. In addition, quarterly meetings have been held with Staff to discuss ways to improve service.
3: Continue to be responsive to the City Council as well as the other Boards, Commissions and volunteer groups who deal with planning related issues.
Status: Staff continues to provide copies of the Planning Commissioner's journal to each of the Planning Commissioners. In addition, Staff shares relevant information from trainings they attend and encourages board members to attend City held trainings.
4: Review and develop/amend plans, ordinances and other planning documents to ensure quality development with minimal impact on Newnan's historic resources.
Status: Staff has completed the capital improvement element and short term work program updates. Staff has also updated the sign ordinance, created an agricultural overlay, added brewpubs as a use and drafted language related to the replacement of non-conforming signs.
5: Continue to work toward the development of a housing program that will enhance existing City neighborhoods while preserving historic character.
Status: Staff continues to administer the City's Neighborhood Stabilization Program, which has helped provide over twenty homes for low income families. In addition, the Urban Redevelopment Authority held its first paint day in an effort to assist a senior citizen physically incapable of maintaining her home.
6: Identify grants and other sources of funding which will allow the City to pursue identified projects.
Status: Staff continues to work toward identifying grants that can be used as funding for the Council's priority projects. Staff also applied for NSP3 funding which will provide additional monies for its current housing program.
7: Increase awareness of the City's stormwater management program through educational opportunities for students and various service organizations.
Status: Planning related to the storm drain marking community activity is currently underway. It is anticipated that the storm drain marking project will be completed by the end of October.

FY 2012 Goals, Objectives and Tasks
1: Identify training opportunities which will allow staff to build upon existing skills and keep current on changing trends within the Planning profession.
Objective A: *Ensure that each staff member attends at least one Planning or Zoning- related training or conference relevant to issues currently or potentially impacting the city.* (T. Dunnavant 12/31/2012)
Objective B: *Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training.* (T. Dunnavant 12/31/2012)
2: Continue to work toward providing better customer service.

Objective A: *Monitor staff's interaction with the public and provide guidance as to how they can improve their level of service*. (T. Dunnavant 12/31/2012)
Objective B: *Hold quarterly meetings with Staff to discuss ways to improve customer service.* (T. Dunnavant 12/31/2012)
3: Continue to be responsive to the City Council as well as the other Boards, Commissions and volunteer groups who deal with planning related issues.
Objective A: *Research planning related topics and provide information to these groups relevant to their role in the planning process.* (Department Staff 12/31/2012)
Objective B: *Offer training opportunities to members to further assist them in making decisions and better understanding their role.* (T. Dunnavant 12/31/2012)
4: Review and develop/amend plans, ordinances and other planning documents to ensure quality development with minimal impact on Newnan's historic resources.
Objective A: *Update the Comprehensive Plan to ensure that it reflects current programs, policies and the overall vision for the City of Newnan.* (D. Ethredge 10/31/2012)
Objective B: *Review new case law and ordinances from other jurisdictions for possible amendments that will further enhance the planning objectives for Newnan.* (D. Smith 12/31/ 2012)
5: Further address housing needs throughout the City.
Objective A: *Work with the Urban Redevelopment Agency to identify areas of need, specific programs, and available tools to promote housing.* (D. Ethredge 12/31/2012)
6: Identify grants and other sources of funding which will allow the City to pursue identified projects.
Objective A: *Submit an application for a CDBG grant for the construction of a community center.* (Consultant April 2012)
7: Increase awareness of the City's stormwater management program through educational opportunities for students and various service organizations.
Objective A: *Continue to manage and implement the storm drain marker program.* (D. Ethredge 11/30/2012)

Performance Measures

The Planning and Zoning department has identified the performance measures indicated on the chart below. These measurements are consistent with the function's priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Number of training classes or seminars attended by staff*	N/A	4	6	4	4
Number of meetings held to discuss Customer Service*	N/A	2	4	4	4
Number of Ordinance updates	5	3	2	6	3
Number of Storm Drain Markers installed	100	100	100	100	100
Percent of major projects completed	85%	90%	95%	95%	95%
Number of grants applied for*	N/A	1	0	1	1

* Began tracking performance measure in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Planning and Zoning department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Adopted the Capital Improvement Element and Short Term Work Program update of the Comprehensive Plan that allows the City to collect impact fees.
- Rehabbed and sold/rented 16 houses to low income families through the Neighborhood Stabilization Program.
- Continued the storm drain marking program by working with various volunteer groups on installing 100 markers.
- The Urban Redevelopment Authority held its first paint day designed to help an elderly resident maintain her home.
- Completed six updates of the Zoning Ordinance in the areas of signage, agricultural districts, and brewpubs.
- Applied for NSP3 funding to help sustain the City's current housing program.

BUILDING INSPECTION (Dept. 71)

Mission Statement
To provide for a City that is safe from building hazards by administering and enforcing the codes and zoning ordinances adopted by the Mayor and City Council.

Scope of Operations
The Building 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 alteration to existing facilities, the department issues the necessary permits and examines all plans and proactively inspects properties for code compliance. This department reports directly to the City Manager.

Budget Highlights
In the FY 2012 Budget, Building Inspection expenditures total $564,031, a decrease of 3.88%, or $22,751, under the FY 2011 Budget of $586,782. This decrease is due primarily to the reduction in capital spending for 2012 in the amount of $21,000. A new truck was purchased during FY 2011.

Building Inspection FY 2012 Budget (100-7200-71)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$386,655	$377,874	$375,000	$382,527	$4,653	1.23%
51.1300	Wages - Overtime	0	0	350	0	0	N/A
51.2100	Employee Insurance	59,668	61,540	72,750	62,387	847	1.38%
51.2200	Social Security	29,064	28,907	29,000	29,264	357	1.23%
51.2400	Retirement	42,876	42,500	37,500	38,636	-3,864	-9.09%
51.2600	Unemployment Insurance	12	16	16	16	0	0.00%
51.2700	Worker's Compensation	15,627	17,178	21,750	8,879	-8,299	-48.31%
51.2900	Other Employee Benefits	0	0	0	607	607	N/A
Total Salaries & Benefits		$533,902	$528,015	$536,366	$522,316	($5,699)	-1.08%
Operating Expenditures							
52.3101	Vehicle Insurance	$3,381	$5,360	$5,360	$5,360	$0	0.00%
52.3102	Bldg & Personal Liability Ins	1,859	3,570	3,570	3,570	0	0.00%
52.3200	Communications	2,731	2,880	1,611	2,880	0	0.00%
52.3300	Advertising	1,440	1,200	570	1,360	160	13.33%
52.3400	Printing & Binding	334	905	727	965	60	6.63%
52.3500	Travel	147	600	600	600	0	0.00%
52.3600	Dues & Fees	310	470	465	465	(5)	-1.06%
52.3700	Training	515	2,400	750	2,400	0	0.00%
53.1100	Materials & Supplies	426	252	210	240	(12)	-4.76%
53.1101	Office Supplies	486	1,500	250	500	(1,000)	-66.67%
53.1270	Vehicle Gasoline/Diesel	13,454	12,000	14,008	13,500	1,500	12.50%
53.1300	Food Supplies	0	650	600	600	(50)	-7.69%
53.1400	Books & Periodicals	250	780	780	1,550	770	98.72%
53.1600	Minor Equipment	0	200	200	200	0	0.00%
53.1601	Computer Equipment	0	300	300	300	0	0.00%
53.1700	Uniform Rental	643	700	700	725	25	3.57%
53.1701	Vehicle Fluids and Maint.	4,354	4,000	4,500	6,500	2,500	62.50%
Total Operating Expenditures		$30,330	$37,767	$35,201	$41,715	$3,948	10.45%
Capital Outlays							
54.2200	Vehicles	$0	$21,000	$20,928	$0	($21,000)	N/A
Total Capital Outlays		$0	$21,000	$20,928	$0	($21,000)	N/A
Total Bldg. Inspection Expenditures		**$564,232**	**$586,782**	**$592,495**	**$564,031**	**($22,751)**	**-3.88%**

Personnel Summary

FY 2012 Budget staffing for the Building Inspection Department includes eight (8) full-time employees. No staffing changes were approved for 2012.

Goals, Objectives, and Tasks

Status of 2011 Goals and Objectives
1: Improve public relations and provide quality customer service.
Objective A: *Update all building permitting related documents and produce new ones as applicable, provide to IT to be available on our City Website for homeowner and contractor use. (B. Stephenson, C. Foster 1/2011)* **Status:** 8/26/11 – complete and on-going Objective B: *Continue to provide informational packets to customers that walk up to counter. (B. Stephenson, 2011)* **Status:** 8/26/11 – complete and on-going Objective C: *Provide ICC public awareness literature to the general public at the counter. (B. Stephenson 5/2011)* **Status:** 8/26/11 – complete and on-going
2: Provide 3 hours of code training to the appeals board members, annually.
Objective A: Produce and provide curriculum to the appeals board members in an effort to keep them educated on the codes and code changes. (B. Stephenson, T. Dunnavant 12/2011) **Status:** 8/26/11 – Curriculum has been produced to begin the training sessions, first class completed August 2 and will continue bi-monthly
3: Provide continuing education and training opportunities to the inspectors.
Objective A: *Continue to budget and schedule training opportunities for the inspectors to attend and renew their membership to the Midwest Georgia Inspectors Association. (B. Stephenson 2011)* **Status:** 8/26/11 – complete and on-going
4: Make use of technological advances for a more efficient work environment and improve communications between the Building Dept., Engineering Dept., and Planning and Zoning Dept., in regards to permitting.
Objective A: *Continue to utilize computer technology that allows for the processing of costumer submitted permitting documentation to be electronically routed between departments. (B. Stephenson 2011)* **Status:** 8/26/11 – complete and on-going

	FY 2012 Goals, Objectives and Tasks
1: Improve public relations and provide quality customer service.	
Objective A: *Update all building permitting related documents and produce new ones as applicable, provide to IT to be available on our City Website for homeowner and contractor use. (B. Stephenson, C. Foster 1/2012)*	
Objective B: *Continue to provide informational packets to customers who walk up to counter and distribute ICC public awareness literature to the general public. (B. Stephenson, 2012)*	
2: Preserve the historical character of the community.	
Objective A: *Maintain a guide showing how historical construction materials and methods can be made to comply with today's codes.*	
	Task A1: Research other municipality historic guidelines and consult with planning and zoning to continuously update guide. (B. Stephenson 3/2012)
3: Provide continuing education and training opportunities to inspectors to enhance the quality and efficiency of inspections.	
Objective A: *Fund and require building inspectors to attend continuing education classes.*	
	Task A1: Fund membership with Inspectors association and sponsor annual meeting. (B. Stephenson, K. Cline 1/2012)
	Task A2: Post schedule of meetings and require bi-monthly attendance. (B. Stephenson 1/2012)
	Task A3: Provide 3 hours of code training to the appeals board members, annually.

	Task A4: Continue to budget and schedule training opportunities for the inspectors to attend and renew their membership to the Midwest Georgia Inspectors Association. (B. Stephenson 2012)
4: Make use of technological advances for a more efficient work environment and improve communications between the Building and Planning and Zoning departments on residential plans zoned UND (Urban Neighbor Design).	
Objective A: *Continue to utilize Adobe Professional software that would allow residential plans to be electronically transmitted to the appropriate reviewer for their approval.*	

Performance Measures

The Building Inspection department has identified performance measurements as outlined in the following chart. These measurements are consistent with the function's priorities and the department's mission, goals and objectives.

Performance Measure	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2012 Projected**
Percentage of felt inspections completed within one day time frame*	N/A	90%	99%	99%	99%
Number of training/CE classes attended by staff*	N/A	32	33	33	33
Number of training hours provided to Board of Zoning and Appeals**	N/A	N/A	N/A	1.5	3.0
Percentage of residential plans submitted/converted electronically for review by staff*	N/A	85%	95%	100%	100%
Number of New Commercial Permits issued	14	6	27	20	15
Commercial permit improvement valuation	$24,000,000	$11,270,000	$7,611,598	$60,000,000	$10,000,000
Number of New Single Family Residential Permits issued	188	88	122	98	100
Single Family Residential permit improvement valuation	$41,000,000	19,600,000	$28,225,466	$24,008,796	25,000,000

(1) Began distribution in 2010.
(2) Began tracking/reporting in 2009.

Prior Year Accomplishments

The 2012 goals and objectives of the Building Inspection department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

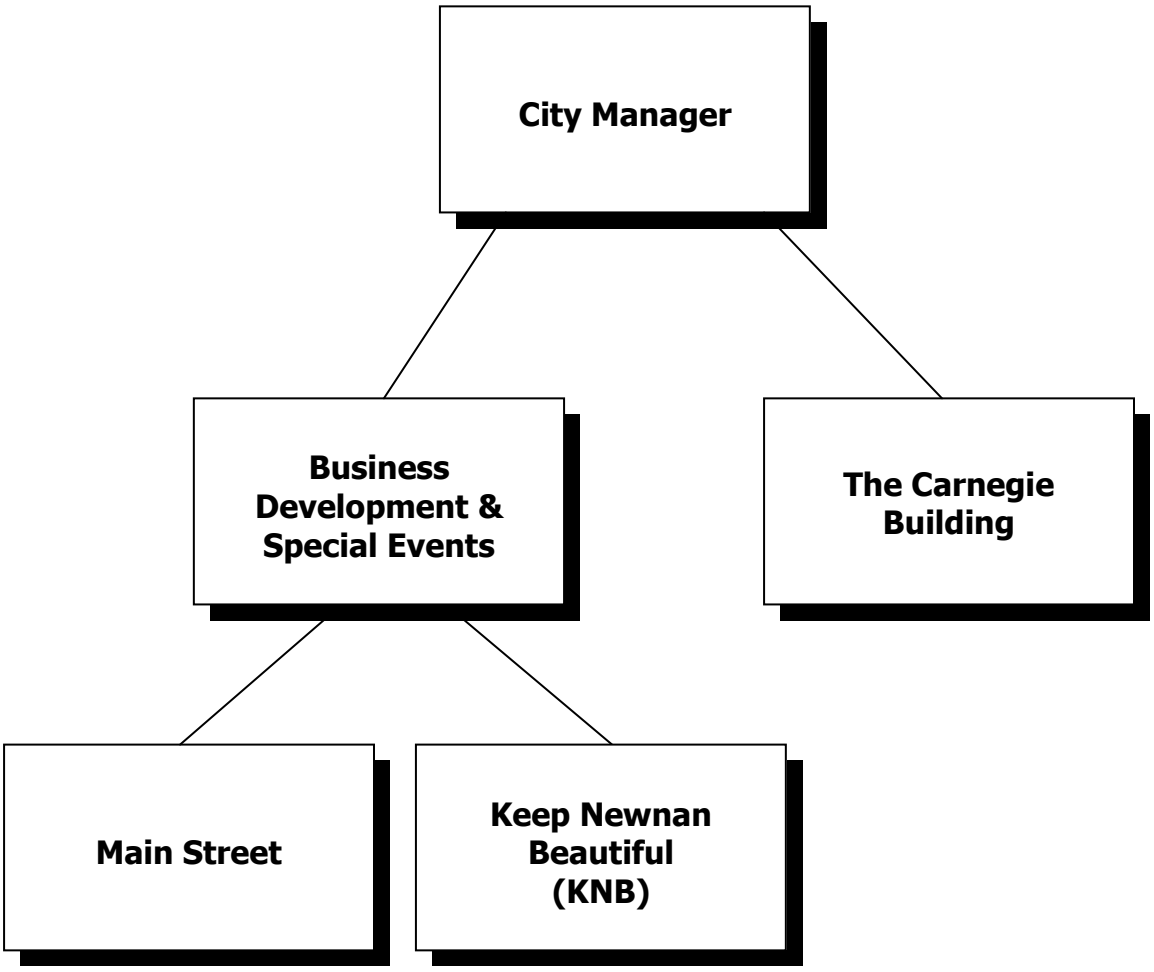
- All residential permitting, including inspection results, are now processed and stored electronically
- All commercial permitting, including inspection results, are now stored electronically.
- All felt inspections are performed on the day of the request.
- Public information packets are produced and given out at the window on routine basis.
- A curriculum is being produced to educate the Board of Zoning and Appeals (BZA) members on the Construction Codes and their role in such a procedure.
- Continuing education classes have begun to educate the BZA members in regards to the construction codes and their roll in such a procedure.
- Cross training of the inspectors is an on-going process – with the permitting of the Cancer Treatment Center, we will take advantage of this great opportunity to cross train individual inspectors.

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OTHER SERVICES FUNCTION

The Other Services Function encompasses the Business Development & Special Events, Main Street and Keep Newnan Beautiful Programs, along with the operations of the Carnegie Building. In previous years, the Newnan-Coweta Library was funded by Coweta County and the City of Newnan; however, Newnan will no longer share with Coweta County in this funding and will instead operate the Carnegie Building.

Other Services Function
Organization Chart



Other Services

The following is a list of the City's short and long term priorities and goals for the Other Services function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2012 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

- Provide safe and fun family entertainment to the citizens and visitors of Newnan.
- Provide unique, quality services and events through the Carnegie Building and its staff to visitors and citizens of the City of Newnan.

Short Term Goals

- Research and train staff to develop and implement events and programs that enhance the quality of life of the citizens of Newnan, Georgia.
- Train business owners to be work smart, coach them to work ethically, and encourage them to set goals which ensure longevity and stability in the marketplace.

Long Term Priorities

- Work with small business owners to develop quality job opportunities and provide assistance to attract and retain quality, long term employees through counseling and SBA business development training.
- Promote and retain competent and well-trained staff and volunteers dedicated to serving the needs of the community.

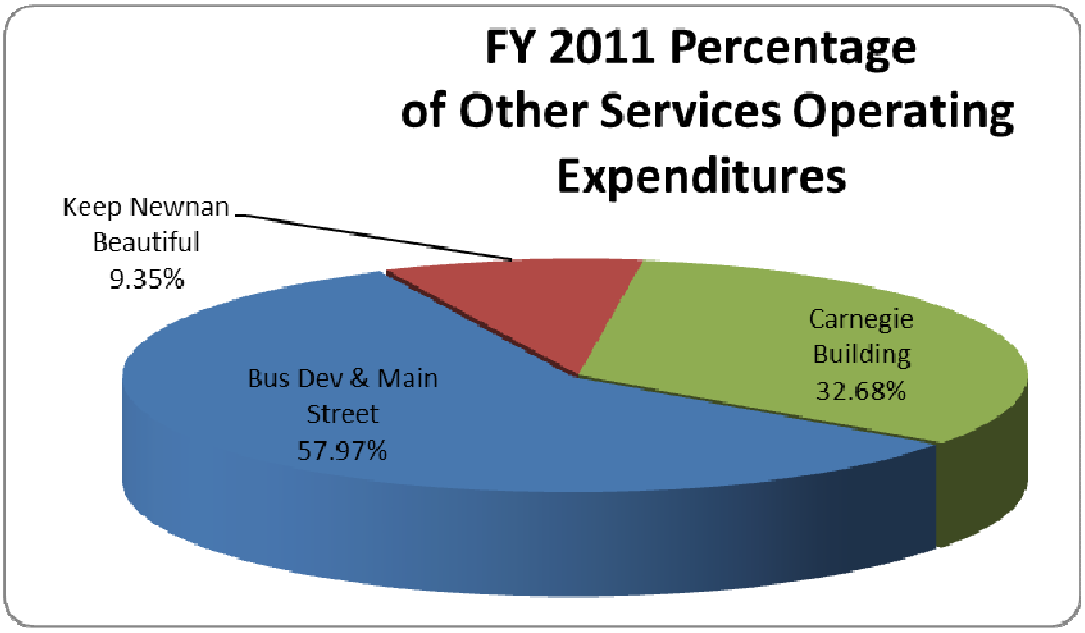
Long Term Goals

- Work with Code Enforcement, Planning and Zoning, and the Downtown Development Authority on a partnership basis to maintain and improve the aesthetic conditions in the City of Newnan with special consideration for the downtown area.
- Monitor market trends and formulate in-store promotions which increase merchant sales, fill existing space and, in turn, boost sales tax revenue for the City of Newnan.
- Monitor the pulse of the community and attempt to recruit the type of businesses the citizen's desire for the area.
- Research and anticipate future enrichment needs of the community and City.

Other Services Function

Other Services Function Operating Expenditures Overview

	2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Operating Expenditures						
Bus Dev & Main Street	$139,292	$150,351	$101,377	$210,001	$59,650	39.67%
Keep Newnan Beautiful	0	0	0	33,860	33,860	N/A
Carnegie Building	87,244	100,000	95,360	118,403	18,403	18.40%
Total Operating	**$226,536**	**$250,351**	**$196,737**	**$362,264**	**$111,913**	**44.70%**



BUSINESS DEVELOPMENT & SPECIAL EVENTS (Dept. 80)

Mission Statement
Business Development/Main Street's mission is to develop and maintain a healthy, viable downtown commercial district symbolic of community caring and the high quality of life available in Newnan, including filling existing vacant properties within the city limits of Newnan.

Scope of Operations
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 (DDA) and to lease existing commercial space within the community.

Budget Highlights
In the FY 2012 Budget, Business Development and Special Events expenditures total $210,001, an increase of 39.67%, or $59,650, over the FY 2011 Budget of $150,351. This is attributed to the addition of a part-time position, Events Coordinator, for 2012. Additionally, the budget is being supplemented by an operating grant offered by Newnan Utilities.

Business Development FY 2012 Budget (100-7500-80)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages-Full Time	$94,973	$93,288	$54,950	$107,216	$13,928	14.93%
51.1100A	FT Wages - NU Operating Grant	0	0	7,500	20,000	20,000	N/A
51.2100	Employee Insurance	10,308	16,724	15,578	30,600	13,876	82.97%
51.2200	Social Security	7,165	7,137	4,867	9,732	2,595	36.36%
51.2400	Retirement	10,593	10,500	3,978	12,849	2,349	22.37%
51.2600	Unemployment Insurance	3	4	3	1,500	1,496	N/A
51.2700	Worker's Compensation	598	657	500	574	-83	-12.63%
51.2900	Other Employee Benefits	3,600	3,600	2,370	5,340	1,740	48.33%
Total Salaries & Benefits		$127,240	$131,910	$89,746	$187,811	55,901	42.38%
Operating Expenditures							
52.1200	Professional Services	$0	$0	$960	$1,000	$1,000	N/A
52.1201	Public Relations	910	3,000	250	1,500	(1,500)	-50.00%
52.2200	Repairs & Maintenance	1,312	3,300	1,500	3,010	(290)	-8.79%
52.3102	Bldg & Personal Liability Ins	521	1,000	425	1,000	0	0.00%
52.3200	Communications	4,254	801	2,571	2,460	1,659	207.12%
52.3210	Cable TV	0	240	0	0	(240)	-100.00%
52.3300	Advertising	1,414	1,800	1,900	2,500	700	38.89%
52.3400	Printing and Binding	115	1,000	500	1,000	0	0.00%
52.3500	Travel	0	1,200	500	1,800	600	50.00%
52.3600	Dues & Fees	1,241	1,550	1,100	2,045	495	31.94%
52.3700	Training	70	600	500	2,550	1,950	325.00%
53.1100	Materials & Supplies	165	350	350	250	(100)	-28.57%
53.1101	Office Supplies	920	1,750	800	1,575	(175)	-10.00%
53.1400	Books & Periodicals	99	250	125	250	0	0.00%
53.1600	Minor Equipment	842	1,400	0	550	(850)	-60.71%
53.1601	Computer Equipment	0	0	0	500	500	N/A
53.1706	Miscellaneous	189	200	150	200	0	0.00%
Total Operating Expenditures		$12,052	$18,441	$11,631	$22,190	$3,749	20.33%
Total Bus Development Expenditures		**$139,292**	**$150,351**	**$101,377**	**$210,001**	**$59,650**	**39.67%**

Personnel Summary

Staffing includes two (2) full-time employees and the addition of one (1) part-time employee to serve as Events Coordinator. The half-time responsibilities of the Event Coordinator position will be filled by the Keep Newnan Beautiful Director.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Maintain and improve the organizational structure and integrity of the Main Street program.
Status: Ongoing - Main Street Newnan has 100 active members as of 7/31/11. The Main Street Newnan Program has successfully maintained it State Certification from the Georgia Department of Community Affairs.
2: Market downtown through promotions, advertising and public awareness to increase tourism and economic growth in the City.
Status: Ongoing - The Business Development Department, through its partnership with Main Street Newnan, continues to manage a robust promotional calendar featuring more than 45 events. The department continues to actively utilize social media. The department continues to advertise in local, regional and statewide publications. The department, through the Main Street Newnan program, funds nearly all promotional activities with privately raised funds.
3: Enhance downtown's physical appearance through rehabilitation and maintenance of buildings and public spaces.
Status: Ongoing - The façade grant program is no longer available to downtown business/property owners. The Business Development Department continues to work through existing and new relationships to facilitate the sensitive rehabilitation and maintenance of the built environment.
4: Increase Business Development throughout the City of Newnan by identifying the needs of citizens and pursuing those types of business accounts.
Status: Ongoing – The Business Development Department continues to solicit input from community stakeholders in crafting annual work plans and initiatives.

FY 2012 Goals and Objectives
1: Improve and maintain the organizational structure and integrity of the Main Street program, Downtown Development Authority and Business Development Department. (Hasco Craver, MS Manager, On-going)
Objective A: *Obtain Main Street certification.*
Objective B: *Increase Main Street program membership by 15%.*
Objective C: *Establish an annual work plan and applicable committees.*
Objective D: *Increase meeting attendance and participation.*
2: Market downtown and the City of Newnan through promotions, advertising and public awareness to increase tourism and economic growth in the City. (Hasco Craver, MS Manager, On-going)
Objective A: *Increase the awareness of the City of Newnan through newcomer packets, goody bags for visitors and advertising in various media outlets.*
Objective B: *Evaluate existing events for effectiveness and consistency with organizational mission.*
3: Enhance the City of Newnan and the downtown's physical appearance through rehabilitation and maintenance of buildings and public spaces. (Hasco Craver, MS Manager, On-going)
Objective A: *Encourage the sensitive rehabilitation of downtown's built environment.*
Objective B: *Work with Code Enforcement to address ordinance violations.*
Objective C: *Continue to pursue the goals of the Newnan Downtown Development Authority.*
Objective D: *Investigate the reinstatement and implementation of a privately-funded façade grant program.*
Objective E: *Work with existing and new property owners to encourage the successful development and redevelopment of commercial property in the City of Newnan.*
4: Increase Business Development throughout the City of Newnan by identifying the needs of citizens and pursuing those types of business accounts. (Hasco Craver, MS Manager, On-going)
Objective A: *Encourage business retention throughout the community through small business counseling and market trend consultations with businesses.*
Objective B: *Encourage the expansion of existing businesses and the recruitment of existing businesses to the City of Newnan to increase occupancy rate, job opportunities and private investment.*
Objective C: *Compile a comprehensive property inventory of the DDA District as well as commercial areas of concern throughout the City.*
Objective D: *Identify and promote the use of existing local, regional and state-wide economic development tools to increase business activity in the City of Newnan.*
Objective E: *Investigate the creation and use of a business solicitation packet.*

Performance Measures

Business Development/Main Street has identified the performance measurements outlined in the following chart. These measurements are consistent with the Other Services priorities and the department's mission, goals and objectives.

Performance Measure	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Projected
Main Street Certification maintained?	Yes	Yes	Yes	Yes	Yes
Number of new Main Street members	8	12	102 total	100 total	115 total
Number of newcomer packets mailed	700	500	550	400	500
Number of tourism or promotional brochures published	10,000	10,000	10,000	10,000	10,000
Downtown (building) occupancy rate	98%	98%	95%	90%	>90%
Number of properties rehabilitated	4	3	2	3	10
Number of small business counseling/consultation sessions conducted	35	37	41	30	35

Prior Year Accomplishments

The 2012 goals and objectives of the Business Development/Main Street department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Hosted privately-funded annual promotions.

KEEP NEWNAN BEAUTIFUL (KNB) (Dept. 82)

Mission Statement
Keep Newnan Beautiful's mission is to educate, motivate and empower the individuals of Newnan to take greater responsibility for improving our local community environments through litter prevention, beautification, and waste reduction.

Scope of Operations
This department was created in 2012, although funding was provided for KNB operations in the Miscellaneous (operations) and Community Development (wages and benefits) Department in prior years. Our Adopt-A-Street program involves recruiting businesses, groups and individuals to contract with us to keep specific segments of roadway picked up and free of litter. All groups are welcome to adopt a section of a city street. We host an annual Great American Cleanup, encouraging local residents to join us for the day as we clean up Newnan! We sponsor Electronics Recycling Events and Paper Shredding Events throughout the year. We have an annual Walk N' Wag, enabling us to purchase additional pet stations for the community with our proceeds. KNB also offers classes on the causes and effects of pollution to students of all ages using our educational model, the Enviroscape.

Budget Highlights
The FY 2012 Budget for the Keep Newnan Beautiful is $33,860. In prior years, wages were budgeted in Community Development and operating funds were budgeted in the Miscellaneous Department. A new department for KNB was added for 2012 to enable better management of the budgeted funds. The KNB Director will also fill the role of half-time Events Coordinator position within Business Development.

Keep Newnan Beautiful FY 2012 Budget (100-7500-82)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$0	$0	$0	$17,107	$17,107	N/A
51.2100	Employee Insurance	0	0	0	5,842	5,842	N/A
51.2200	Social Security	0	0	0	1,309	1,309	N/A
51.2400	Retirement	0	0	0	1,728	1,728	N/A
51.2600	Unemployment Insurance	0	0	0	1	1	N/A
51.2700	Worker's Compensation	0	0	0	78	78	N/A
Total Salaries & Benefits		$0	$0	$0	$26,065	$26,065	N/A
Operating Expenditures							
52.1200	Professional Services	$0	$0	$0	$1,350	$1,350	N/A
52.3102	Bldg & Personal Liability Ins	0	0	0	200	200	N/A
52.3200	Communications	0	0	0	420	420	N/A
52.3300	Advertising	0	0	0	550	550	N/A
52.3400	Printing & Binding	0	0	0	150	150	N/A
52.3500	Travel	0	0	0	250	250	N/A
52.3600	Dues & Fees	0	0	0	500	500	N/A
52.3700	Training	0	0	0	400	400	N/A
53.1100	Materials & Supplies	0	0	0	2,325	2,325	N/A
53.1101	Office Supplies	0	0	0	200	200	N/A
53.1600	Minor Equipment	0	0	0	350	350	N/A
53.1601	Computer Equipment	0	0	0	1,100	1,100	N/A
Total Operating Expenditures		$0	$0	$0	$7,795	$7,795	N/A
Total Carnegie Building Expenditures		**$0**	**$0**	**$0**	**$33,860**	**$33,860**	N/A

Personnel Summary

Staffing will include one part-time employee for 2012. This department was added for 2012. In prior years, funding for KNB was included in the Miscellaneous Department budget.

Goals, Objectives and Tasks

FY 2012 Goals, Objectives and Tasks
1: Enhance and Develop New and Existing Community-Wide Partnerships.
Objective A: *Continue to develop existing partnership with Coweta County Schools collaborating on projects that improve our community.*
Task A1: Identify student volunteer groups to assist in aiding with projects and city events. (C. Duffey 12/31/2012)
Task A2: Provide support and coordination for school related recycling events. (C. Duffey 12/31/2012)
Task A3: Provide Away from Home recycling bins and bags to schools as needed. (C. Duffey 12/31/2012)
Objective B: *Build and maintain relationships with businesses, groups and individuals.*
Task B1: Recruit a minimum of 8 additional volunteers or volunteer groups to participate in Adopt-A-Street program. (C. Duffey 12/31/2012)
Task B2: Work with existing and new groups to educate them on litter prevention and beautification. (C. Duffey 12/31/2012)
Task B3: Provide Away from Home recycling bins and bags to businesses and groups as needed. (C. Duffey 12/31/2012)
2: Improve and Maintain the Integrity of the Keep Newnan Beautiful Program
Objective A: *Complete Affiliate Certification.*
Task A1: Attend required training. (C. Duffey 12/31/2012)
Task A2: Complete Semi-Annual and Annual Reports. (C. Duffey 12/31/2012)
Task A3: Complete Litter Index Survey. (C. Duffey 12/31/2012)
Objective B: *Participate in Keep America Beautiful Great American Cleanup. (C. Duffey 12/31/2012)*
3: Increase Environmental Awareness through Education & Outreach Activities
Objective A: *Host educational seminars with local schools*
Task A1: Utilize Enviroscape model (C. Duffey 12/31/2012)
Task A2: Participate in Coweta County Water Team's Teacher Training workshops (C. Duffey 12/31/2012)
Objective B: *Host educational seminars for and presentations to local community organizations*
Task B1: Utilize Enviroscape model (C. Duffey 12/31/2012)

Performance Measures

Keep Newnan Beautiful has identified the performance measurements outlined in the following chart. These measurements are consistent with the Other Services priorities and the department's mission, goals and objectives. Please note that KNB was established with the 2012 budget.

Performance Measure	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Projected
Number of Electronic Recycling Events Hosted	N/A	N/A	N/A	N/A	5
Number of new Adopt-A-Street groups	N/A	N/A	N/A	N/A	8
Keep Newnan Beautiful certification maintained?	N/A	N/A	N/A	N/A	Yes
President's Circle Achieved?	N/A	N/A	N/A	N/A	Yes
Number of classes taught with Enviroscape	N/A	N/A	N/A	N/A	20

Prior Year Accomplishments

The 2012 goals and objectives of Keep Newnan Beautiful are defined above. Goals were established during 2012 when the department was actually created. In prior years, funding for KNB was included in the Miscellaneous department budget. The following is a list of major accomplishments of the department during 2011.

- Held annual Great American Cleanup.
- Sponsored four Electronic Recycling Events.
- Sponsored one Paper Shredding Event.
- Partnered with CEC and assisted with Greener Greater Newnan.
- Recognized with the President's Circle Award from Keep America Beautiful.
- Held 2nd annual Walk N Wag. Purchased pet station with proceeds and installed in Cranford Park.
- Taught 16 classes using the Enviroscape to local students.

CARNEGIE BUILDING (Dept. 90)

Mission Statement
Carnegie's mission is to provide a safe environment where lifelong habits of learning, self-improvement and self-expression are encouraged and patrons can meet their educational, informational and recreational needs. The library strives to serve and be responsive to the needs of the community.

Scope of Operations
This department was a new endeavor for the City in 2010. The building was renovated and re-opened in September 2009. The Carnegie reading library strives to serve the informational, educational, cultural, and recreational needs of all members of the community by providing access to professional staff, up-to-date technology, and quality material, programs and services.

Budget Highlights
The FY 2012 Budget recommendation for the operation of the Carnegie Building is $118,403, which is an 18.4% increase over 2011. The increase is mainly attributed to a 3.5% salary increase, pay grade adjustments, and employee insurance.

Carnegie Building FY 2012 Budget (100-6500-90)

		2010 Actual	2011 Budget	2011 Projected	2012 Budget	Variance 2011-'12	% Change 2011-'12
Salaries & Benefits							
51.1100	Wages - Full Time	$34,434	$28,018	$35,315	$43,624	$15,606	55.70%
51.1200	Wages - Part Time/Temp	16,559	28,626	23,400	28,155	(471)	-1.65%
51.2100	Employee Insurance	246	265	265	2,665	2,400	905.66%
51.2200	Social Security	3,690	5,048	3,616	5,492	444	8.80%
51.2400	Retirement	4,293	3,773	3,335	4,405	632	16.75%
51.2600	Unemployment Insurance	0	6	6	6	0	0.00%
51.2700	Worker's Compensation	164	199	285	301	102	51.26%
Total Salaries & Benefits		$59,386	$65,935	$66,222	$84,648	$18,713	28.38%
Operating Expenditures							
52.1200	Professional Services	$700	$700	$700	$950	$250	35.71%
52.1201	Public Relations	0	0	419	1,250	1,250	N/A
52.1300	Other Contractual	5,884	5,967	6,092	8,614	2,647	44.36%
52.2200	Repairs & Maintenance	550	1,040	890	1,440	400	38.46%
52.2320	Equipment & Vehicle Rental	1,326	1,441	1,400	1,400	(41)	-2.85%
52.3102	Bldg & Personal Liability Ins	848	1,629	1,629	1,629	0	0.00%
52.3200	Communications	5,092	4,657	5,346	5,406	749	16.08%
52.3500	Travel	206	206	387	415	209	101.46%
52.3600	Dues & Fees	35	35	35	35	0	0.00%
52.3700	Training	155	155	240	365	210	135.48%
53.1100	Materials & Supplies	1,563	1,800	1,500	1,500	(300)	-16.67%
53.1101	Office Supplies	767	1,200	900	900	(300)	-25.00%
53.1102	Cleaning Supplies & Chemicals	321	400	400	400	0	0.00%
53.1300	Food Supplies	200	200	200	330	130	65.00%
53.1400	Books & Periodicals	9,111	13,735	8,000	6,295	(7,440)	-54.17%
53.1600	Minor Equipment	997	200	200	200	0	0.00%
53.1601	Computer Equipment	103	700	700	2,526	1,826	260.86%
53.1602	Office Furniture	0	0	100	100	100	N/A
Total Operating Expenditures		$27,858	$34,065	$29,138	$33,755	($310)	-0.91%
Total Carnegie Building Expenditures		**$87,244**	**$100,000**	**$95,360**	**$118,403**	**$18,403**	**18.40%**

Personnel Summary

Staffing will include one (1) full time and two (2) part time employees for 2012. No staffing changes were approved for 2012.

Goals, Objectives and Tasks

Status of 2011 Goals
1: Build and maintain quality collections, both print and electronic, based on community needs.
Status: Continue to offer Internet and Wi-Fi access. Two computers have been added to the main room and one more has been added to the Children's Room. Books and periodical materials have increased based on community input and professional recommendations. Second annual survey will be conducted in 4th quarter 2011.
2: Offer City of Newnan merchandise for sale to public.
Status: Merchandise is on display in the main room. Information is available on website. Discounts are offered to program attendees. New items added in 3rd quarter.
3: Attract, employ and retain highly competent, friendly volunteers and employees to provide excellent customer service to residents and visitors of the City.
Status: Training manual is updated as needed. Volunteers are given one-on-one training in their areas of interest. Staff is given support and feedback to ensure excellent customer service. Volunteers will be invited to a "thank you" reception in September. Staff continues to attend online and onsite training opportunities.
4: Provide a multi-use facility for diverse community needs.
Status: New programs continue to be developed. There are 13-16 monthly adult programs and 8-9 monthly children's programs (this increases to about 13 monthly in the summer). The art gallery is rotated quarterly and draws regular interest. The meeting room's usage has significantly increased in the areas of programs, rentals and City department use. There are now 6 public computers and 2 children's computers. Reference books, magazines and honor books are increased monthly.

FY 2012 Goals, Objectives and Tasks	
1: Build and maintain quality collections, both print and electronic, based on community needs.	
Objective A: *Use professional sources to help determine collection development decisions.*	
	Task A1: Evaluate recommendations in Library Journal. (A. Mapel Ongoing)
	Task A2: Review collections of comparable facilities. (A. Mapel, D. Oliver Ongoing)
	Task A3: Monitor listservs such as CHLIB-L and GLA. (A. Mapel, D. Oliver Ongoing)
Objective B: *Collect information from community regarding print and electronic needs.*	
	Task B1: Provide suggestion cards to request materials. (A. Mapel, D. Oliver, C. Wilson Ongoing)
	Task B2: Conduct annual survey to solicit community feedback. (A. Mapel 4th quarter 2012)
2: Offer City of Newnan merchandise for sale to public.	
Objective A: *Monitor City Store inventory and keep public informed of items available.*	
	Task A1: Track merchandise currently available and consider other items to be sold. (A. Mapel Ongoing)
	Task A2: Maintain display in building and advertise through websites, mailings and programs. (A. Mapel Ongoing)
3: Attract, employ and retain highly competent, friendly volunteers and employees to provide excellent customer service to residents and visitors of the City.	
Objective A: *The Carnegie will be staffed with highly competent, friendly employees and volunteers.*	

	Task A1: Offer a pleasant work environment to recruit and retain highly competent qualified staff. (A. Mapel Ongoing)
	Task A2: Schedule adequate staff and volunteers to cover services and programs. (A. Mapel Ongoing)
Objective B: *Staff members & volunteers will have training, technology and other tools needed to perform their assigned duties.*	
	Task B1: Provide training and tools needed to complete job assignments. (A. Mapel Ongoing)
	Task B2: Answer reference questions accurately and efficiently. (A. Mapel, D. Oliver, C. Wilson Ongoing)
4: Provide a multi-use facility for diverse community needs.	
Objective A: *Offer a variety of programs to children and adults.* (A. Mapel, D. Oliver, C. Wilson Ongoing)	
Objective B: *Coordinate meeting rooms and display areas.* (A. Mapel Ongoing)	
Objective C: *Offer both print and electronic resources.* (A. Mapel Ongoing)	

Performance Measures

The Carnegie Building department has identified the performance measurements outlined in the following chart. These measurements are consistent with the Other Services priorities and the department's mission, goals and objectives.

Performance Measure	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Projected
Reference questions answered	N/A	1,082	3,506	4,000	4,200
Meeting room usage	N/A	46	217	270	282
Meeting Room fees collected	N/A	$650	$5,850	$8,200	$9,400
Number of programs	N/A	42	154	220	232
Number of program attendees	N/A	1,319	5,466	5,563	5,800
Computer usage	N/A	448	3,581	4,600	4,850
Public fax, copier usage	N/A	427	2,709	3,800	4,050
Cost of speakers	N/A	$250	$700	$700	$950
Number of materials in collection	N/A	2,306	3,707	3,940	4,000
Dollar volume of Store sales	N/A	N/A	$968	$600	$840

Please note that the Carnegie Building opened near the last quarter of 2009, so actual data for prior years was not available or applicable.

Prior Year Accomplishments

The 2012 goals and objectives of the Carnegie Building department are defined above, along with the status of 2011 goals. The following is a list of major accomplishments of the department during 2011.

- Managed large donations of books (over 500 from Barnes & Noble plus many from patrons) and cash donations totaling $820 designated for specific items in the children's and adult areas.
- Hired and trained new employee who works primarily with adult programming which has grown from 5-6 programs monthly to 13-16 programs monthly.
- Collaborated with many community groups and businesses to create and present new and varied programs.
- Offered proctoring service.
- Overwhelming response to the second summer of special children's programs.
- Continued growth in usage of meeting rooms for programs, City use, and rentals.
- Very successful honor book program requiring additional shelving.
- Extensive use of computers and Wi-Fi (added 2 new public computers and 1 children's computer).

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FY 2012-2017 Capital Improvements Program

SECTION I: INTRODUCTION

The FY 2012-2017 Capital Improvements Program (CIP) represents the 20th annual update of the five-year plan that was originally compiled in 1992. This year the CIP is compiled for a six year period; the current year and for the five years after 2012, from 2013–2017. 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 first year 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 2012 through a realistic approach in revenue and expenditure forecasting.

A. CIP Purposes and Advantages

The City annually invests a large portion of its budget to capital projects. The City realizes that such an investment is required to maintain and enhance public facilities and infrastructure, thus enhancing the viability and overall quality of life within the City. Due to this significance, the CIP is developed to facilitate the following:

1. Promotes advance planning and programming by department heads.
2. Provides for orderly replacement of facilities and equipment.
3. Forecasts need for new capital investments.
4. 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.
5. Helps plan for balanced development and capital expenditures without concentrating too heavily on any one area or department within the City.
6. 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.
7. Ensures projects and spending will be carried out in a prioritized fashion in accordance with the City's fiscal ability.
8. Ensures capital projects will be implemented in accordance with all of the objectives set by the City Council and as expressed by the citizenry.

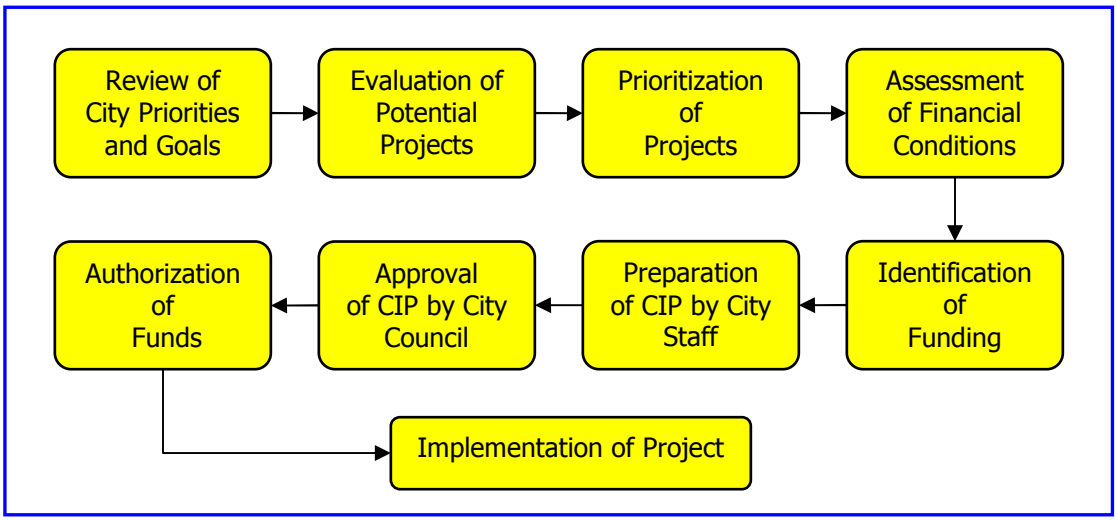
9. Allows adequate time for projects to be planned and designed carefully, including the opportunity for public input in the process.

B. CIP Process

Preparation of the CIP begins with a review of the priorities, goals, and potential capital projects that have been developed by the City through a very comprehensive planning process. This planning process includes the development of long range documents such as the 2006 Comprehensive Plan, the 2006 Coweta County Joint Comprehensive Transportation Plan, and the 2009 Recreation Master Plan -- all of which involved substantial input from the citizens of Newnan and Coweta County. After potential projects have been identified, they are evaluated to determine their impacts in a variety of critical areas such as:

1. Legal mandates;
2. Fiscal and budget impacts;
3. Health and Safety impacts;
4. Economic Development impacts;
5. Environmental impacts;
6. Project feasibility;
7. Disruption of services;
8. Impacts of project deferral; and,
9. Risk Assessment.

Projects that perform well in the evaluation stage often rank high in the areas of 'fiscal and budget impacts' and 'project feasibility'. After projects are evaluated and prioritized, City staff will assess the financial conditions of the City to determine potential implementation strategies and schedules. The flow chart below outlines the planning and preparation process utilized by the City to implement the CIP.



C. Impact on City Service Levels

As shown in the table below, the City has invested $23,183,781 into capital improvements during the past five (5) years of the CIP. Based upon a 2010 population of 33,039, the average capital investment was an outstanding $701.71 per city resident. This tremendous investment has allowed the City to develop extraordinary service provisions. Services such as public safety, parks and recreation, permitting, cemetery maintenance and traffic operations all provide high levels of service to our citizens. Most, if not all, of the services offered by the City are well above generally accepted industry standards.

FUND	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Projected	Total
1997 SPLOST	$77,820	$745,886	$274,243	$0	$0	$1,097,948
2002 SPLOST	1,388,050	48,430	1,478,149	538,584	1,770,622	5,223,834
2007 SPLOST	643,187	2,931,274	1,459,339	1,676,902	1,849,652	8,560,353
Confiscated Assets	0	0	50,278	44,712	187,500	282,490
Impact Fee	1,960,196	1,438,077	145,297	13,090	717,509	4,274,170
General Fund	567,943	726,335	411,365	169,491	222,045	2,097,179
Street Fund	269,534	318,124	38,754	54,843	334,709	1,015,964
Tourism Fund	0	0	0	206,843	425,000	631,843
Total	**$4,906,730**	**$6,208,125**	**$3,857,424**	**$2,704,465**	**$5,507,037**	**$23,183,781**

D. Funding Sources

Funding of the City's CIP is made available from three (3) major governmental fund types: 1) General Fund, 2) Special Revenue Funds, and 3) Capital Project Funds. An overview of the fund types are provided below. For a detailed description of each fund, please refer to the *'Funds, Debt Summary & Financial Trends'* section of this budget document.

1. General Fund

   The General Fund is the general operating fund of the City. It accounts for all transactions of the City which pertain to general administration of the City and services provided to citizens, which includes police and fire protection. By definition, the City has only one General Fund. This fund accounts for the collection of most tax revenues, excise taxes, permits and licenses, fines and forfeitures, service charges and other local and intergovernmental revenues.

2. 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 four special revenue funds: Street Improvement Fund, Confiscated Assets Fund, Miscellaneous Grants Fund, and Hotel/Motel Tourism Fund.

3. 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 2012: SPLOST 2002 Fund, SPLOST 2007 Fund and Impact Fees Fund.

E. Capital Expenditure 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 classified into one of the following three (3) categories: 1) self-contained or stand alone projects, 2) a phase of multifaceted projects, or 3) capitalized repairs or renovations. Repairs or renovations are only capitalized when the useful life of an asset is significantly extended by the repair or renovation and the total cost of the work exceeds $5,000.

F. Useful Life Schedule

The City of Newnan has developed the following useful life schedule to assist in the depreciation of capital assets acquired by the City and plan for replacement of said assets. Depreciation of all assets is recorded annually.

	Asset Class	Useful Life	Months
	Bridges	75 Years	900
	Buildings	25 - 50 Years	300 - 600
(1)	Building Improvements	15 Years	180
	Computer Equipment	3 Years	36
	Culverts	30 Years	360
	Curbs and Gutters	20 Years	240
(2)	Equipment (Heavy, non-office)	10 Years	120
	Fire Trucks (Pumpers, Arials)	12 - 15 Years	144 - 180
(3)	Grounds Equipment	7 Years	84
(4)	Land Improvements	20 - 25 Years	240 - 300
	Machinery	10 Years	120
	Motor Vehicles (Cars & Light Trucks)	5 Years	60
	Office Furnishings	7 Years	84
	Other Office Equipment	5 Years	60
	Outdoor Equipment (Playgrounds, Parks)	12 - 15 Years	144 - 180
	Roads (Paved, Asphalt, Non-Paved)	50 Years	600
	Repaving Streets	25 Years	300
	Road Improvements	20 Years	240
(5)	Special Equipment - Police/Fire	5 - 10 Years	60 - 120
	Traffic Signals	40 Years	480

(1) Includes HVAC systems (air conditioning, heating, ventilation system), roofing, carpet
(2) Includes backhoes, trucks, dozers, front end loaders, forklift
(3) Includes mowers, tractors, and attachments
(4) Includes parking lots, sidewalks, bus ramps, fencing
(5) Includes weapons, radar detectors, scanners, detectors, breathalyzers, polygraph equipment

G. Net Assets

The following chart depicts the City of Newnan's Net Assets by Component for the last five (5) calendar years. As you will notice, net assets have increased significantly each year, especially from 2006 to 2007, when the City implemented GASB 34 completely and capitalized all assets as required. The City's net assets at the end of 2010 totaled over $143 million, an increase of 70% since 2006.

Net Assets by Component
Last Five Years
(accural basis of accounting)

	2006	2007	2008	2009	2010
Governmental Activities					
Invested in Capital Assets, Net of Related Debt	$59,950,866	$99,720,483	$107,970,772	$111,049,663	$110,991,843
Restricted	$10,017,489	$12,310,604	$11,890,374	$12,341,221	$16,917,262
Unrestricted	$14,484,797	$16,050,074	$17,202,620	$15,619,539	$15,818,177
Total Governmental Activities Net Assets	$84,453,152	$128,081,161	$137,063,766	$139,010,423	$143,727,282

SECTION II: FY 2012 CAPITAL IMPROVEMENTS PROGRAM

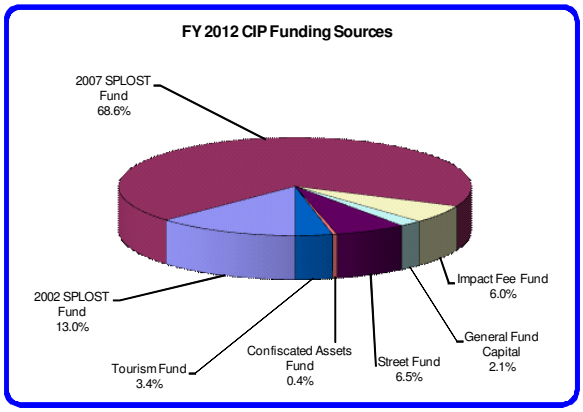
A. FY 2012 CIP SUMMARY

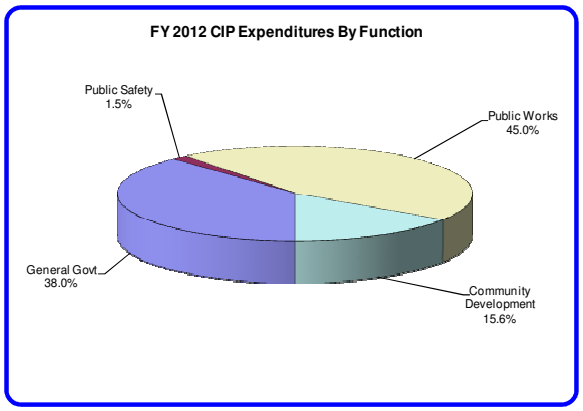
The FY 2012 CIP, which is the current year component of the City's FY 2012 Annual Budget, represents a total of $12,466,607. The current year CIP is funded through seven (7) separate funds and is comprised of twenty-nine (29) projects, which are described in Part B of this Section. In accordance with the 'pay-as-you-go' financing policy, the City will complete each of the projects outlined by using funds that have been accumulated or will be received during the 2012 fiscal year.

FY 2012 CIP SUMMARY

	2002 SPLOST Fund	2007 SPLOST Fund	Impact Fee Fund	General Fund Capital	Street Fund	Tourism Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government								
Convention Center	$887,343	$2,750,000	$0	$0	$0	$425,000	$0	$4,062,343
Information Technology	0	158,274	0	13,000	0	*0*	0	171,274
Recreation Center	0	500,000	0	0	0	*0*	0	500,000
General Govt Total	$887,343	$3,408,274	$0	$13,000	$0	$425,000	$0	$4,733,617
Public Safety								
Information Technology	0	0	0	0	0	0	25,000	25,000
Police Vehicles	0	0	0	100,000	0	0	25,000	125,000
Protective Equipment	0	0	0	32,500	0	0	0	32,500
Public Safety Total	$0	$0	$0	$132,500	$0	$0	$50,000	$182,500
Public Works								
Boone Drive Shop Facility	$79,490	$550,000	$0	$0	$0	$0	$0	$629,490
Information Technology	0	0	0	45,000	0	0	0	45,000
Downtown Parking	300,000	0	0	0	0	0	0	300,000
Intersection Improvements	0	750,000	0	0	0	0	0	750,000
Machinery	0	165,000	0	11,000	0	0	0	176,000
McIntosh Parkway	0	1,000,000	0	0	0	0	0	1,000,000
Other Equipment	0	0	0	15,000	0	0	0	15,000
Streets, Culverts, Sidewalks	0	2,000,000	500,000	0	150,000	0	0	2,650,000
Vehicles	0	0	0	40,000	0	0	0	40,000
Public Works Total	$379,490	$4,465,000	$500,000	$111,000	$150,000	$0	$0	$5,605,490
Community Development								
Information Technology	$0	$10,000	$0	$0	$0	$0	$0	$10,000
Parks	0	675,000	250,000	0	0	0	0	925,000
Storage Facility	350,000	0	0	0	0	0	0	350,000
Streetscapes	0	0	0	0	660,000	0	0	660,000
Comm Dev Total	$350,000	$685,000	$250,000	$0	$660,000	$0	$0	$1,945,000
2012 CIP TOTAL	**$1,616,833**	**$8,558,274**	**$750,000**	**$256,500**	**$810,000**	**$425,000**	**$50,000**	**$12,466,607**

The primary funding source of the FY 2012 CIP is SPLOST. The 2007 SPLOST Fund comprises 68.6%, or $8,558,274, and the 2002 SPLOST Fund comprises an additional 13.0% of the budgeted expenditures. Significant projects within these funds include a conference center, major street improvements, renovations to the public works shop, park improvements, and construction of a storage facility. Significant projects within other funds include the construction of streetscape projects along Greenville, Jackson, and Jefferson Street and the purchase of five (5) new police cars. Due to the costs associated with transportation improvements, 45.0% of expenditures for FY 2012 fall within the Public Works Function. An additional 38.0% are classified within General Government.





B. FY 2012 CIP DETAIL

The projects that comprise the FY 2012 CIP are described in detail in the following tables. The description includes the project name, funding amount, funding source, responsible department, funding source, project description, new operational costs, relation to the policies and goals as stated in this budget document, and compliance with Newnan's 2006 Comprehensive Plan. The projects are listed by Fund, beginning with the 2002 SPLOST Fund.

2002 SPLOST FUND PROJECTS

Project Name	**Convention Center**		**FY 2012 CIP Project Detail**
Funding Amount	$887,343	**Department**	City Manager
Funding Source	2002 SPLOST FUND	**Function**	General Government
New or Replacement	New		
Description	This is partial funding for the construction of a City Conference Center. Other funding sources are located within the 2007 SPLOST Fund and the Tourism Fund. Construction of the facility began in September 2011 and is scheduled for completion by the end of 2012. Operational funding will be provided from hotel/motel tax proceeds, vehicle rental tax, and rental income.		
Relation to FY2012 Budget	Short Term Priority #1, General Government: To develop programs that will enhance the quality of living in the City of Newnan.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Acquire additional funds for Conference Center/Amphitheatre.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 250,000.00	$ 250,000.00	$ 260,000.00	$ 280,000.00	$ 290,000.00	$ 1,330,000.00

Project Name	**Boone Drive Shop Facility**		**FY 2012 CIP Project Detail**
Funding Amount	$79,490	**Department**	Public Works Administration
Funding Source	2002 SPLOST FUND	**Function**	Public Works
New or Replacement	New		
Description	This is partial funding to complete Phase I of the renovation of the Public Works Facility on Boone Drive. This portion of the project will be completed by mid 2012. Other funding sources are located within the 2007 SPLOST Fund. This is a much needed project to an outdated facility. The renovated facility will enhance overall efficiency and likely reduce overall maintenance costs. For these reasons, no additional operational costs are required.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Improve Boone Drive Maintenance Facility.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	**Downtown Parking**		**FY 2012 CIP Project Detail**
Funding Amount	$300,000	**Department**	Public Works Administration
Funding Source	2002 SPLOST FUND	**Function**	Public Works
New or Replacement	New		
Description	These funds will be used to construct new parking facilities in the Downtown Area. For 2012, the City is examining the feasibilty of improving the parking area around the historic train depot on East Broad Street. Once completed the parking lot will require routine cleaning and landscaping services by the Beautification Department.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 60, Comprehensive Plan: As growth continues, parking will clearly become an important issue.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 2,000.00	$ 3,500.00	$ 3,500.00	$ 3,750.00	$ 3,750.00	$ 4,000.00	$ 20,500.00

Project Name	**Storage Facility**		**FY 2012 CIP Project Detail**
Funding Amount	$350,000	**Department**	Building Maintenance
Funding Source	2002 SPLOST FUND	**Function**	Community Development
New or Replacement	New		
Description	A storage facility is much needed to house seasonal items, surplus, records, and volume items. Currently, storage is disbursed in various buildings throughout the city. This new facility will result in greater efficiency and an improved inventory system. Operational costs will be minimal as the building will not include office space. Construction is not anticipated to start until late 2012, thus no operational costs are budgeted for 2012.		
Relation to FY2012 Budget	Goal #1, Building Maintenance: To maintain and enhance City facilities to ensure quality of life and safety for the citizens and employees of the City of Newnan.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Construct Storage Facility.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 2,000.00	$ 2,000.00	$ 2,100.00	$ 2,100.00	$ 2,200.00	$ 10,400.00

2007 SPLOST FUND PROJECTS

Project Name	**Convention Center**		**FY 2012 CIP Project Detail**
Funding Amount	$2,750,000	**Department**	City Manager
Funding Source	2007 SPLOST FUND	**Function**	General Government
New or Replacement	New		
Description	This is partial funding for the construction of a City Conference Center. Other funding sources are located within the 2002 SPLOST Fund and the Tourism Fund. Construction of the facility began in September 2011 and is scheduled for completion by the end of 2012. Operational funding will be provided from hotel/motel tax proceeds, vehicle rental tax, and rental income.		
Relation to FY2012 Budget	Short Term Priority #1, General Government: To develop programs that will enhance the quality of living in the City of Newnan.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Acquire additional funds for Conference Center/Amphitheatre.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 250,000.00	$ 250,000.00	$ 260,000.00	$ 280,000.00	$ 290,000.00	$ 1,330,000.00

Project Name	**Information Technology**		**FY 2012 CIP Project Detail**
Funding Amount	$158,274	**Department**	I.T.
Funding Source	2007 SPLOST FUND	**Function**	General Government
New or Replacement	New and Replacement		
Description	For computer equipment upgrades to include licenses for Windows 7 and Windows Server OS, and a new VoiP phone system for all city facilities. General service and maintenance will be required. The O&M costs for the VoiP system will be funded from budgets currently allocated to the existing phone system. A reduction is anticipated.		
Relation to FY2012 Budget	Goal #4, Information Technology: Effectively and efficiently maintain the City's computer systems and network and provide timely and sufficient technological resources and support to staff so that work can be productively and efficiently performed.		
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Obtain new computers, update existing, obtain VOIP and EGOV Module.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 2,000.00	$ 2,500.00	$ 2,600.00	$ 2,600.00	$ 2,700.00	$ 2,700.00	$ 15,100.00

Project Name	**Recreation Center**		**FY 2012 CIP Project Detail**
Funding Amount	$500,000	**Department**	City Manager
Funding Source	2007 SPLOST FUND	**Function**	General Government
New or Replacement	New		
Description	The City desires to provide new recreational opportunities in the Chalk Level Neighborhood. The City will apply for a $500,000 CDBG grant to match the funding from 2007 SPLOST. The City is currently looking for possible site locations and identifying potential operators. Operational costs will only include building maintenance as the day-to-day costs will be the responsibility of the operator.		
Relation to FY2012 Budget	Goal #1, Building Maintenance: To maintain and enhance City facilities to ensure quality of life and safety for the citizens and employees of the City of Newnan.		
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Build a new recreation center.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 3,000.00	$ 3,000.00	$ 3,200.00	$ 3,200.00	$ 3,400.00	$ 15,800.00

Project Name	**Intersection Improvements**		**FY 2012 CIP Project Detail**
Funding Amount	$750,000	**Department**	Public Works Administration
Funding Source	2007 SPLOST FUND	**Function**	Public Works
New or Replacement	Replacement		
Description	The city is currently acquiring right-of-way and designing improvements to the intersection of Highway 29 and Roscoe Road. The intersection has one of the highest accident rates in the City. GDOT has agreed to install the traffic signal provided the City will acquire the right-of-way and perform construction activities. The project will create some operational costs due to a new grassed/landscaped area.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 1,000.00	$ 1,500.00	$ 1,500.00	$ 1,600.00	$ 1,600.00	$ 1,700.00	$ 8,900.00

2007 SPLOST FUND PROJECTS – Continued

Project Name	**Dump Truck**		**FY 2012 CIP Project Detail**
Funding Amount	$45,000	**Department**	Cemetery Department
Funding Source	2007 SPLOST FUND	**Function**	Public Works
New or Replacement	Replacement		
Description	This small dump truck is used for grave openings and closures. The small stature of this truck allows for efficient operations within tight work spaces created by the location of head stones.		
Relation to FY2012 Budget	Goal #1, Cemetery Department: To provide essential burial services via timely grave openings and closings.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Continue to upgrade Public Works equipment.		

New Operational Costs	2011	2012	2013	2014	2015	2016	TOTAL
	$ 1,200.00	$ 1,250.00	$ 1,300.00	$ 1,350.00	$ 1,400.00	$ 1,450.00	$ 7,950.00

Project Name	**Mini Excavator/Other Equipment**		**FY 2012 CIP Project Detail**
Funding Amount	$125,000	**Department**	Street Department
Funding Source	2007 SPLOST FUND	**Function**	Public Works
New or Replacement	New		
Description	Acquisition of a mini-excavator would allow access to tight areas and also be more economical to operate in areas where the large excavators are not necessary. The Street Department also plans to replace a backhoe and/or tractor within the next year.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Continue to upgrade Public Works equipment.		

New Operational Costs	2012	2013	2014	2015	2016	2017	TOTAL
	$ 1,500.00	$ 1,600.00	$ 1,700.00	$ 1,800.00	$ 1,900.00	$ 2,000.00	$ 11,850.00

Project Name	**McIntosh Parkway**		**FY 2012 CIP Project Detail**
Funding Amount	$1,000,000	**Department**	Public Works Administration
Funding Source	2007 SPLOST FUND	**Function**	Public Works
New or Replacement	New		
Description	These funds will be used to update plans and acquire right-of-way for the future construction of McIntosh Parkway. This parkway will link the retail area of Ashley Park with Downtown Newnan. Upon completion, the parkway will require regular shoulder and right-of-way maintenance.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.		

New Operational Costs	2012	2013	2014	2015	2016	2017	TOTAL
	$ -		$ 8,000.00	$ 8,500.00	$ 9,000.00	$ 9,500.00	$ 35,000.00

Project Name	**Streets, Culverts, & Sidewalks**		**FY 2012 CIP Project Detail**
Funding Amount	$2,000,000	**Department**	Public Works Administration
Funding Source	2007 SPLOST FUND	**Function**	Public Works
New or Replacement	New		
Description	These funds will be used to construct new sidewalks, repair/replace failing culverts, and to perform road rehabilitation projects. The annual sidewalk construction program and several pavement rehabilitation projects have been identified as potential projects. These projects will not require any additional operational costs.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.		

New Operational Costs	2012	2013	2014	2015	2016	2017	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

2007 SPLOST FUND PROJECTS – Continued

Project Name	**Boone Drive Shop Facility**		**FY 2012 CIP Project Detail**
Funding Amount	$550,000	**Department**	Public Works Administration
Funding Source	2007 SPLOST FUND	**Function**	Public Works
New or Replacement	New		
Description	This is funding to complete Phase II of the renovation of the Public Works Facility on Boone Drive. This phase will include parking lot, drives, security, fencing, storage bins, surplus storage, landscaping, and relocation of the composting operation. These improvements will not create additional maintenance costs but rather will increase efficiency and security. For this reason, no additional operational costs are required.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Improve Boone Drive Maintenance Facility.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	**GIS**		**FY 2012 CIP Project Detail**
Funding Amount	$10,000	**Department**	Community Development Administration
Funding Source	2007 SPLOST FUND	**Function**	Community Development
New or Replacement	New		
Description	These funds will be used to continue building the geographic information's system. The system is used to store and analyze various data sets such as street and stormwater infrastructure, zoning and landuse, address points, police and fire zones, property owner information, and other miscellaneous data that assists with the everyday functions of city operations. Annual maintenance contracts are not expected to increase.		
Relation to FY2012 Budget	Long Term Priority #1, General Government: Develop programs to improve the delivery of city services.		
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Obtain Geographic Information System (GIS).		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	**Parks**		**FY 2012 CIP Project Detail**
Funding Amount	$675,000	**Department**	Beautification
Funding Source	2007 SPLOST FUND	**Function**	Community Development
New or Replacement	New		
Description	According to the Parks and Recreation Master Plan, one of the higher priority projects is the construction of a park faciilty on the east side of the City. The Parks Commission is currently working on plans to develop a series of trails and outdoor activities adjacent to the Convention Center.		
Relation to FY2012 Budget	Goal #4, Beautification Department: To improve the quality of life of City residents through improved recreational improvements and public awareness.		
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Eight (8) Park Improvement Projects are scheduled in the 5 Year Work Program.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 6,000.00	$ 6,500.00	$ 7,000.00	$ 7,500.00	$ 8,000.00	$ 35,000.00

IMPACT FEE FUND PROJECTS

Project Name	**Streets**		**FY 2012 CIP Project Detail**
Funding Amount	$500,000	**Department**	Public Works Administration
Funding Source	Impact Fees	**Function**	Public Works
New or Replacement	New		
Description	These funds will be used to finalize settlements for the Greenville-Spence Street intersection improvement project and to supplement design and right-of-way acquisition funds for McIntosh Parkway.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Four (4) Impact Fee Eligible Transportation Improvement Projects are scheduled in the 5 Year Work Program.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

IMPACT FEE FUND PROJECTS – Continued

Project Name	**Parks**			**FY 2012 CIP Project Detail**
Funding Amount	$250,000	**Department**	Beautification	
Funding Source	Impact Fees	**Function**	Community Development	
New or Replacement	New			
Description	These funds will be used to start the planning and design of a community park on the east side of Newnan, which is an Impact Fee eligible project that is specifically listed in the Capital Improvements Element. No additional operational costs will occur until the project is complete.			
Relation to FY2012 Budget	Goal #4, Beautification Department: To improve the quality of life of City residents through improved recreational improvements and public awareness.			
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Eight (8) Park Improvement Projects are scheduled in the 5 Year Work Program.			

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 6,000.00	$ 6,500.00	$ 7,000.00	$ 7,500.00	$ 8,000.00	$ 35,000.00

GENERAL FUND CAPITAL PROJECTS

Project Name	**Folder-Inserter**			**FY 2012 CIP Project Detail**
Funding Amount	$13,000	**Department**	Finance Department	
Funding Source	General Fund	**Function**	General Government	
New or Replacement	New			
Description	This piece of equipment will be used to fold and insert paperwork for large volume mailings such as tax bills, occupational tax renewals, alcohol license renewals, etc. Currently, all mailings are folded and inserted by hand.			
Relation to FY2012 Budget	Goal #2 and #4, Finance Department: To maximize resources, minimine costs & to successfully bill and collect annual property taxes.			
Compliance with City Comprehensive Plan	N/A			

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 500.00	$ 500.00	$ 550.00	$ 550.00	$ 600.00	$ 600.00	$ 3,900.00

Project Name	**Police Vehicles**			**FY 2012 CIP Project Detail**
Funding Amount	$100,000	**Department**	Police Department	
Funding Source	General Fund	**Function**	Public Safety	
New or Replacement	Replacement			
Description	This is the replacement of four (4) police cruisers, each of which has in excess of 130,000 miles. Standard vehicle maintenance will be required.			
Relation to FY2012 Budget	Short Term Priority #1, Public Safety: Provide proper education, training, equipment and materials so that staff can perform their duties in the safest, most proactive manner possible utilizing the best and most cost-effective technology and equipment.			
Compliance with City Comprehensive Plan	Page 81, Community Service Issues: With any city the need to update equipment and training for pubic services is a must. Within Newnan, this is most evident as it relates to fire and police services.			

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 7,500.00	$ 7,750.00	$ 8,000.00	$ 8,250.00	$ 8,500.00	$ 8,750.00	$ 48,750.00

Project Name	**Protective Equipment**			**FY 2012 CIP Project Detail**
Funding Amount	$32,500	**Department**	Fire Department	
Funding Source	General Fund	**Function**	Public Safety	
New or Replacement	Replacement			
Description	This is the replacement of breathing apparatus as needed to fight structure fires. No increased maintenance expenses are associated with this purchase.			
Relation to FY2012 Budget	Short Term Priority #1, Public Safety: Provide proper education, training, equipment and materials so that staff can perform their duties in the safest, most proactive manner possible utilizing the best and most cost-effective technology and equipment.			
Compliance with City Comprehensive Plan	Page 81, Community Service Issues: With any city the need to update equipment and training for pubic services is a must. Within Newnan, this is most evident as it relates to fire and police services.			

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

GENERAL FUND CAPITAL PROJECTS – Continued

Project Name	**Fleet Maintenance Software**		**FY 2012 CIP Project Detail**
Funding Amount	$45,000	**Department**	Garage
Funding Source	General Fund	**Function**	Public Works
New or Replacement	New		
Description	This software will be used to track maintenance records of the city fleet and provide notice of regular maintenance intervals. The software will also control inventory as parts are used or purchased. The first year of software maintenance will be provided with the initial purchase.		
Relation to FY2012 Budget	Goal #1 and #3, Garage: To track preventive maintenance and repairs on all city owned equipment & to maintain an inventory of the city's fleet.		
Compliance with City Comprehensive Plan	N/A		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 1,200.00	$ 1,250.00	$ 1,300.00	$ 1,350.00	$ 1,400.00	$ 6,500.00

Project Name	**Mower**		**FY 2012 CIP Project Detail**
Funding Amount	$11,000	**Department**	Cemetery
Funding Source	General Fund	**Function**	Public Works
New or Replacement	New		
Description	The new mower will replace an older unit in the mowing fleet used by the Cemetery. Most mowers are replaced on a 4-5 year cycle. This mower will contain a bagging unit for grass clippings.		
Relation to FY2012 Budget	Goal #2, Cemetery: To provide excellence in cemetery grounds and maintenance of landscaping during growth season.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Continue to upgrade Public Works equipment.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 1,500.00

Project Name	**Concrete Forms**		**FY 2012 CIP Project Detail**
Funding Amount	$15,000	**Department**	Street Department
Funding Source	General Fund	**Function**	Public Works
New or Replacement	Replacement		
Description	These forms will replace the old forms which are in bad shape and low quality. The new forms will enable the crews to construct higher quality sidewalks and curbs.		
Relation to FY2012 Budget	Goal #4, Street Department: To improve pedestrian accessibility throughout the City by installing new sidewalks and compliant handicap ramps, and repairing existing sidewalks and driveway aprons.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Continue to upgrade Public Works equipment.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	**Truck for Street Department**		**FY 2012 CIP Project Detail**
Funding Amount	$40,000	**Department**	Street Department
Funding Source	General Fund	**Function**	Public Works
New or Replacement	Replacement		
Description	The new truck will replace a unit that has in excess of 100,000 miles. The new truck will be a crew cab with a service body that will allow for much greater efficiency in terms of carrying personnel and equipment to the job site.		
Relation to FY2012 Budget	Goal #4, Street Department: To improve pedestrian accessibility throughout the City by installing new sidewalks and compliant handicap ramps, and repairing existing sidewalks and driveway aprons. (Truck will be used by crew)		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Continue to upgrade Public Works equipment.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 1,200.00	$ 1,500.00	$ 1,600.00	$ 1,600.00	$ 1,700.00	$ 1,700.00	$ 9,300.00

STREET FUND PROJECTS

Project Name	**Street, Culverts, Sidewalks**		**FY 2012 CIP Project Detail**
Funding Amount	$150,000	**Department**	Street Department
Funding Source	Street Fund	**Function**	Public Works
New or Replacement	Replacement		
Description	These funds will be used to make necessary repairs and/or improvements to the road and sidewalk system throughout the City. These projects will not require any additional operational costs.		
Relation to FY2012 Budget	Goal #5, Public Works: To maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.		
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	**Streetscapes**		**FY 2012 CIP Project Detail**
Funding Amount	$660,000	**Department**	Beautification
Funding Source	Street Fund	**Function**	Community Development
New or Replacement	Replacement		
Description	These funds will be used as the matching funds for Phase II of the Greenville Street Streetscape Project and Phase I of Jackson-Jefferson Street. The purpose of this project is to enhance pedestrian safety and improve aesthetics along this corridor. Minor maintenance may be required along some of the new grass strips, although property owners will be encouraged to maintain these areas.		
Relation to FY2012 Budget	Goal #1, Beautification Department: To improve the quality of life and safety of City residents through improved pedestrian accessibility.		
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Other street improvements and culverts, bridges, and sidewalks.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 2,000.00	$ 2,000.00	$ 2,100.00	$ 2,100.00	$ 2,200.00	$ 2,200.00	$ 12,600.00

TOURISM FUND PROJECTS

Project Name	**Convention Center**		**FY 2012 CIP Project Detail**
Funding Amount	$425,000	**Department**	City Manager
Funding Source	Tourism Fund	**Function**	General Government
New or Replacement	New		
Description	This is partial funding for the construction of a City Conference Center. Other funding sources are located within the 2002 and 2007 SPLOST Funds. Construction of the facility began in September 2011 and is scheduled for completion by the end of 2012. Operational funding will be provided from hotel/motel tax proceeds, vehicle rental tax, and rental income.		
Relation to FY2012 Budget	Short Term Priority #1, General Government: To develop programs that will enhance the quality of living in the City of Newnan.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Acquire additional funds for Conference Center/Amphitheatre.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 250,000.00	$ 250,000.00	$ 260,000.00	$ 280,000.00	$ 290,000.00	$ 1,330,000.00

CONFISCATED ASSETS FUND PROJECTS

Project Name	**Police Vehicles**		**FY 2012 CIP Project Detail**
Funding Amount	$25,000	**Department**	Police Department
Funding Source	Confiscated Assets Fund	**Function**	Public Safety
New or Replacement	Replacement		
Description	This is the replacement of one (1) police cruiser, which has in excess of 130,000 miles. Standard vehicle maintenance will be required.		
Relation to FY2012 Budget	Short Term Priority #1, Public Safety: Provide proper education, training, equipment and materials so that staff can perform their duties in the safest, most proactive manner possible utilizing the best and most cost-effective technology and equipment.		
Compliance with City Comprehensive Plan	Page 81, Community Service Issues: With any city the need to update equipment and training for pubic services is a must. Within Newnan, this is most evident as it relates to fire and police services.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ 1,500.00	$ 1,500.00	$ 1,550.00	$ 1,550.00	$ 1,600.00	$ 1,600.00	$ 9,300.00

CONFISCATED ASSETS FUND PROJECTS – Continued

Project Name	**Redundant Repeater System**		**FY 2012 CIP Project Detail**
Funding Amount	$25,000	**Department**	Police Department
Funding Source	Confiscated Assets Fund	**Function**	Public Safety
New or Replacement	New		
Description	To provide emergency back-up of police radios. If the main communication system goes down, the radios would automatically swap to the back-up system to keep Officers operating on the emergency band.		
Relation to FY2012 Budget	Short Term Priority #1, Public Safety: Provide proper education, training, equipment and materials so that staff can perform their duties in the safest, most proactive manner possible utilizing the best and most cost-effective technology and equipment.		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Obtain a software package update for wireless system Computer Aided Dispatch.		

New Operational Costs	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**TOTAL**
	$ -	$ 1,000.00	$ 1,000.00	$ 1,100.00	$ 1,100.00	$ 1,200.00	$ 5,400.00

C. FY 2012 SIGNIFICANT NON-RECURRING PROJECTS

Included in the FY 2012 CIP are ten (10) capital outlays that are considered ***nonroutine (non-recurring) capital expenditures***. These assets have some impact on the City's operation and maintenance budgets. The total operating impact for FY 2012 is $20,650. The details of all operational and maintenance impacts are listed in the table below. All other capital asset expenditures are considered routine in nature and are typically replacements for existing, aged assets.

FY 2012 Capital Improvements Program
Operations and Maintenance Impact

Function	Description of Project	Impacts to O & M	Explanation
General Government			
	Folder-Inserter Equipment	**$500**	General Maintenance Contract
	VoiP - Information Technology	**$2,000**	General Maintenance Contract
Public Safety			
	Police Vehicles	**$9,000**	General Maintenance, Fuel & Insurance
Public Works			
	Crew Cab Service Truck	**$1,200**	General Maintenance, Fuel & Insurance
	Dump Truck	**$1,200**	General Maintenance, Fuel & Insurance
	Intersections	**$1,000**	General Landscaping & Maintenance
	Mini Excavator	**$1,500**	General Maintenance, Fuel & Insurance
	Mower	**$250**	General Maintenance, Fuel & Insurance
Community Development			
	Downtown Parking	**$2,000**	General Landscaping & Maintenance
	Streetscapes	**$2,000**	General Landscaping & Maintenance
	FY 2012 CIP TOTAL	**$20,650**	**Total Impact on O & M**

As previously stated, several capital outlays 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:

1. City buildings continue to age and maintenance costs will continue to increase as structures get older.

2. Acquisition, upgrading and replacing vehicles and equipment should decrease 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.

3. 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.

4. 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.

SECTION III: FY 2013–2017 CAPITAL IMPROVEMENTS PROGRAM

A. FY 2013-2017 CIP OVERVIEW

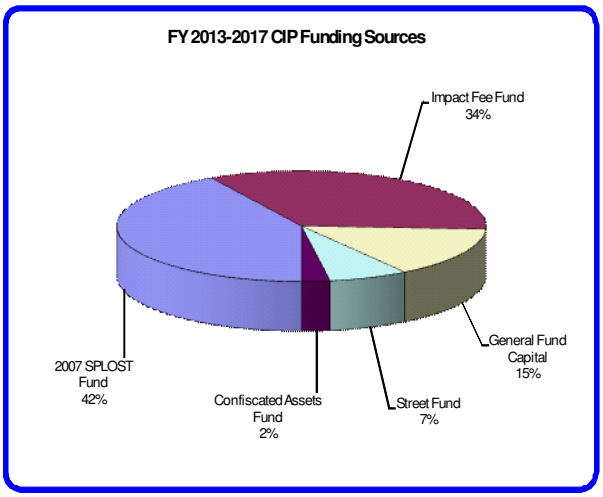
The FY 2013-2017 CIP, which is the 5-Year Planning Program of the Capital Improvements Plan, estimates total capital expenditures of $15,121,000. The Plan is funded through five (5) separate funds as displayed below, but does not take into consideration the potential for a 2013 SPLOST Fund. The 2013 SPLOST Fund is scheduled to be on the ballot in March of 2012. Funds from the 2007 SPLOST are forecasted to be exhausted in 2015 thus the forecasted expenditures for 2016 and 2017 are less than previous years.

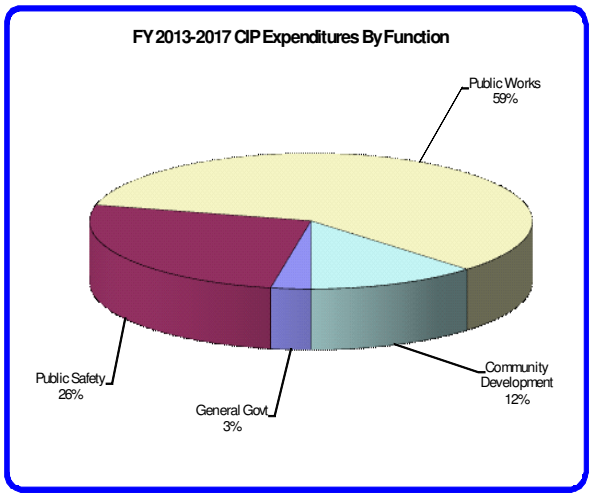
To highlight the importance of SPLOST Funds, from FY 2013-2017 42% of all planned capital projects are funded by the 2007 SPLOST Fund, despite fund balance being exhausted in 2015. During the same time period, the General Fund is only responsible for 15% of all capital projects. The 5-Year plan does remain in accordance with the city's 'pay-as-you-go' financing policy.

FY 2013-2017 CIP BY FUND & FUNCTION

	2007 SPLOST Fund	Impact Fee Fund	General Fund Capital	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Govt	$300,000	$0	$140,000	$0	$0	$440,000
Public Safety	200,000	2,150,000	1,184,000	0	375,000	3,909,000
Public Works	5,830,000	1,500,000	517,000	1,050,000	0	8,897,000
Community Development	0	1,500,000	375,000	0	0	1,875,000
2013-2017 CIP TOTAL	**$6,330,000**	**$5,150,000**	**$2,216,000**	**$1,050,000**	**$375,000**	**$15,121,000**

As with the FY 2012 CIP, it is forecasted that the Public Works Function will contain the majority (59%) of the capital expenditures within the FY 2013-2017 CIP. This is due to the amount of money designated to upgrade the City's vast inventory of roads, sidewalks, bridges, and culverts. In 2011, the Public Works Function maintained a total of 172 miles roadway within the City. The Public Safety Function contains the second highest percentage at 26%. This can be primarily attributed to a new police and fire precinct ($1,700,000) that is planned within the Impact Fee Fund. Detailed information for each year of the FY 2013-2017 CIP can be found in the following sections.

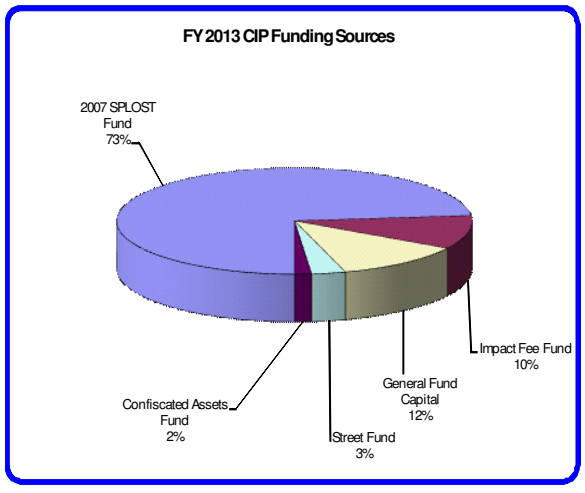


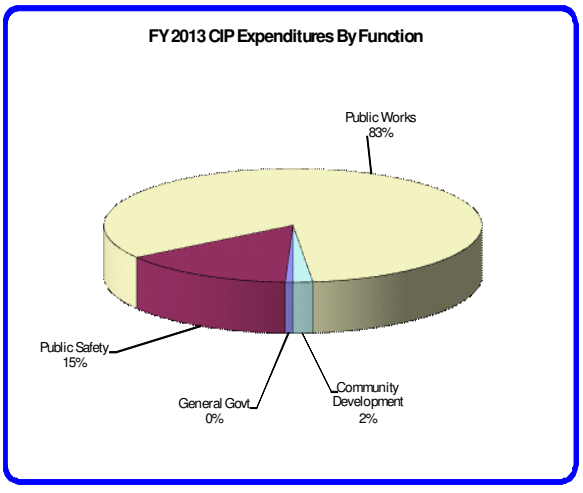


B. FY 2013 CAPITAL IMPROVEMENTS PROGRAM

FY 2013 CIP

	2007 SPLOST Fund	Impact Fee Fund	General Fund Capital	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government						
Information Technology	$0	$0	$35,000	$0	$0	$35,000
General Govt Total	$0	$0	$35,000	$0	$0	$35,000
Public Safety						
Communication Equipment	$0	$0	$10,000	$0	$0	$10,000
Information Technology	0	0	0	0	25,000	25,000
Other Equipment	0	0	12,500	0	0	12,500
Protective Equipment	0	0	32,500	0	0	32,500
Public Safety Facility	0	500,000	0	0	0	500,000
Vehicles	0	0	165,000	0	50,000	215,000
Public Safety Total	$0	$0	$220,000	$0	$75,000	$795,000
Public Works						
Boone Drive Facility	$0	$0	$0	$0	$0	$0
Dump Trucks	90,000	0	0	0	0	90,000
Intersection Improvements	320,000	0	0	0	0	320,000
McIntosh Parkway	1,000,000	500,000	0	0	0	1,500,000
Other Equipment	0	0	30,000	0	0	30,000
Machinery	70,000	0	11,000	0	0	81,000
Streets, Culverts, Sidewalks	2,100,000	0	0	150,000	0	2,250,000
Vehicles	0	0	188,500	0	0	188,500
Public Works Total	$3,580,000	$500,000	$229,500	$150,000	$0	$4,459,500
Community Development						
Other Machinery	$0	$0	$33,000	$0	$0	$33,000
Vehicles	0	0	57,000	0	0	57,000
Comm Dev Total	$0	$0	$90,000	$0	$0	$90,000
2013 CIP TOTAL	**$3,580,000**	**$500,000**	**$574,500**	**$150,000**	**$75,000**	**$5,379,500**

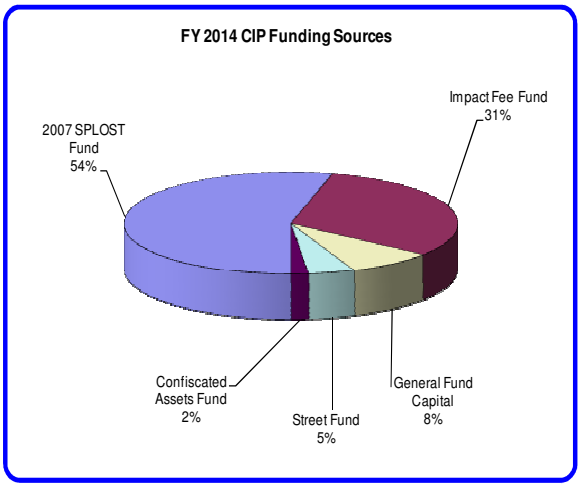


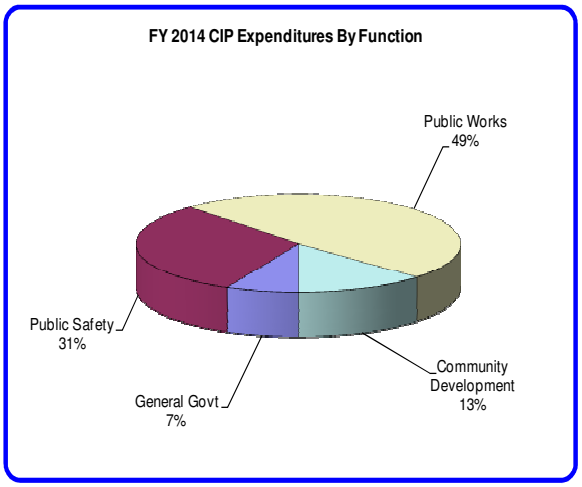


C. FY 2014 CAPITAL IMPROVEMENTS PROGRAM

FY 2014 CIP

	2007 SPLOST Fund	Impact Fee Fund	General Fund Capital	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government						
City Hall Addition	$ 300,000.00	$0	$0	$0	$0	$300,000
Information Technology	$0	$0	$20,000	$0	$0	$20,000
General Govt Total	$ 300,000.00	$0	$20,000	$0	$0	$320,000
Public Safety						
Heavy Rescue Vehicles	$200,000	$0	$0	$0	$0	$200,000
Information Technology	0	0	0	0	25,000	25,000
Other Equipment	0	0	12,500	0	0	12,500
Other Vehicles	0	0	32,000	0	0	32,000
Police Vehicles	0	0	130,000	0	50,000	180,000
Protective Equipment	0	0	35,000	0	0	35,000
Public Safety Facility	0	900,000	0	0	0	900,000
Public Safety Total	$200,000	$900,000	$209,500	$0	$75,000	$1,384,500
Public Works						
Intersection Improvements	$250,000	$0	$0	$0	$0	$250,000
Other Equipment	0	0	7,500	0	0	7,500
Machinery	250,000	0	11,000	0	0	261,000
Streets, Culverts, Sidewalks	1,400,000	0	0	200,000	0	1,600,000
Vehicles	0	0	45,000	0	0	45,000
Public Works Total	$1,900,000	$0	$63,500	$200,000	$0	$2,163,500
Community Development						
Parks	$0	$500,000	$0	$0	$0	$500,000
Vehicles	0	0	77,000	0	0	77,000
Comm Dev Total	$0	$ 500,000.00	$77,000	$0	$0	$577,000
2014 CIP TOTAL	**$2,400,000**	**$1,400,000**	**$370,000**	**$200,000**	**$75,000**	**$4,445,000**

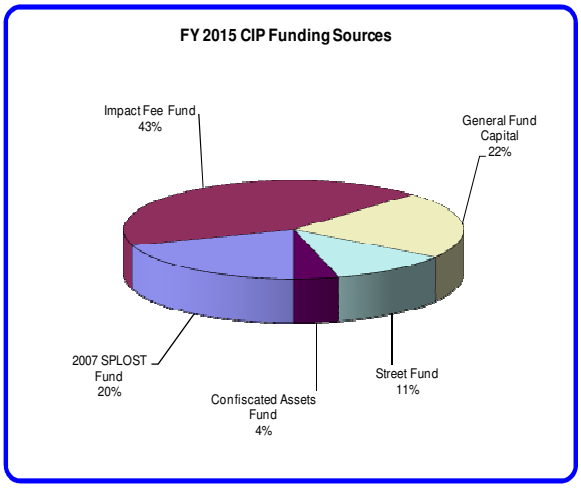


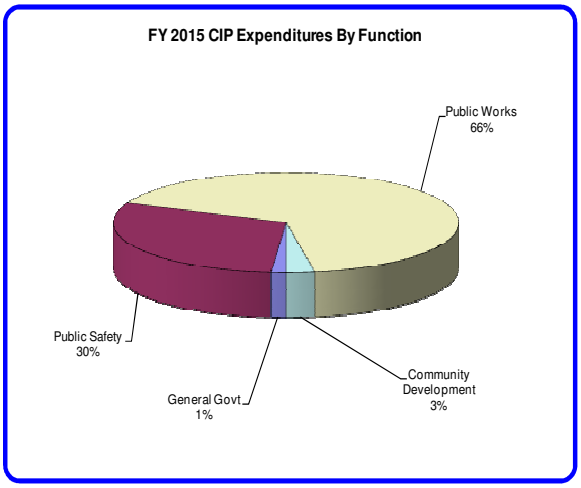


D. FY 2015 CAPITAL IMPROVEMENTS PROGRAM

FY 2015 CIP

	2007 SPLOST Fund	Impact Fee Fund	General Fund Capital	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government						
Information Technology	$0	$0	$25,000	$0	$0	$25,000
General Govt Total	$0	$0	$25,000	$0	$0	$25,000
Public Safety						
Communication Equipment	$0	$0	$20,000	$0	$0	$20,000
Information Technology	0	0	0	0	25,000	25,000
Other Equipment	0	0	47,500	0	0	47,500
Police Vehicles	0	0	135,000	0	50,000	185,000
Public Safety Facility	0	250,000	0	0	0	250,000
Public Safety Total	$0	$250,000	$202,500	$0	$75,000	$527,500
Public Works						
Cemetery Streets	$100,000	$0	$0	$0	$0	$100,000
Intersection Improvements	250,000	0	0	0	0	250,000
Machinery	0	0	48,000	0	0	48,000
Streets, Culverts, Sidewalks	0	500,000	0	200,000	0	700,000
Vehicles	0	0	68,000	0	0	68,000
Public Works Total	$350,000	$500,000	$116,000	$200,000	$0	$1,166,000
Community Development						
Other Machinery	$0	$0	$23,000	$0	$0	$23,000
Vehicles	0	0	24,000	0	0	24,000
Comm Dev Total	$0	$0	$47,000	$0	$0	$47,000
2015 CIP TOTAL	**$350,000**	**$750,000**	**$390,500**	**$200,000**	**$75,000**	**$1,765,500**

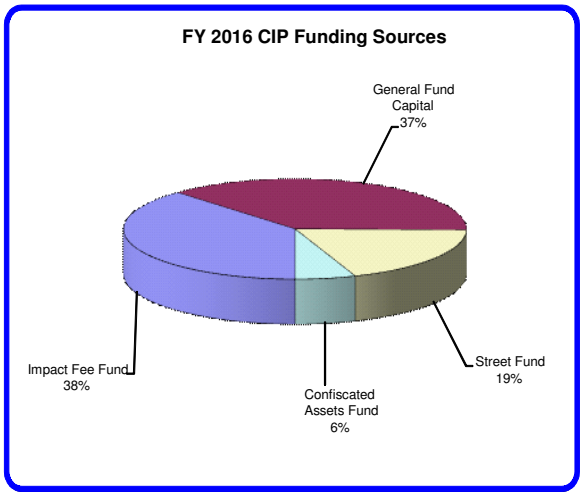


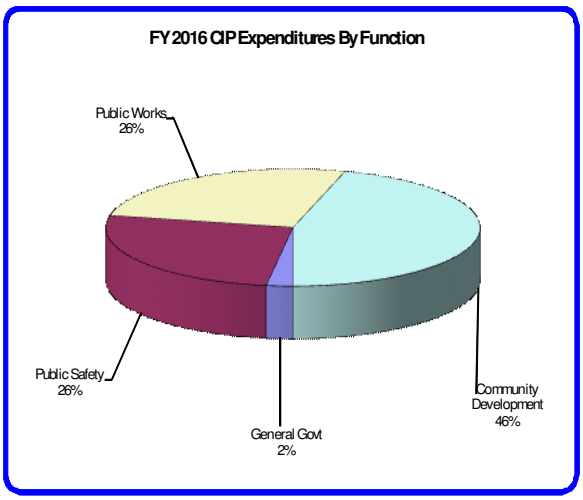


E. FY 2016 CAPITAL IMPROVEMENTS PROGRAM

FY 2016 CIP

	Impact Fee Fund	General Fund Capital	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government					
Information Technology	0	30,000	0	0	30,000
General Govt Total	$0	$30,000	$0	$0	$30,000
Public Safety					
Information Technology	$0	$0	$0	$25,000	$25,000
Other Equipment	0	54,500	0	0	54,500
Other Vehicles	0	28,000	0	0	28,000
Police Vehicles	0	140,000	0	50,000	190,000
Protective Equipment	0	45,000	0	0	45,000
Public Safety Total	$0	$267,500	$0	$75,000	$342,500
Public Works					
Other Equipment	$0	$15,000	$0	$0	$15,000
Other Machinery	0	35,000	0	0	35,000
Streets, Culverts, Sidewalks	0	0	250,000	0	250,000
Vehicles	0	45,000	0	0	45,000
Public Works Total	$0	$95,000	$250,000	$0	$345,000
Community Development					
Other Machinery	$0	$12,000	$0	$0	$12,000
Parks	500,000	0	0	0	500,000
Vehicles	0	87,000	0	0	87,000
Comm Dev Total	$500,000	$99,000	$0	$0	$599,000
2016 CIP TOTAL	**$500,000**	**$491,500**	**$250,000**	**$75,000**	**$1,316,500**

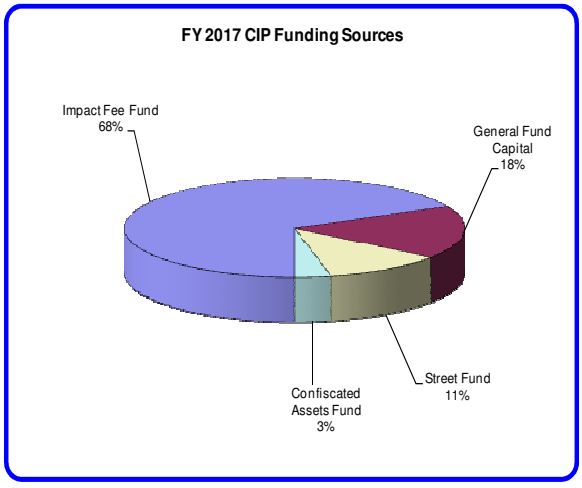


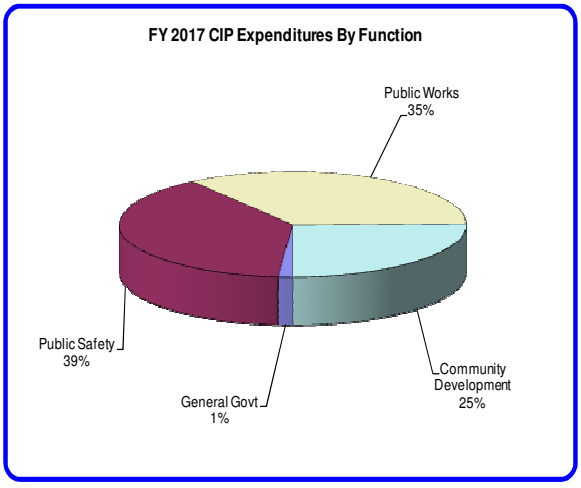


F. FY 2017 CAPITAL IMPROVEMENTS PROGRAM

FY 2017 CIP

	Impact Fee Fund	General Fund Capital	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government					
Information Technology	0	30,000	0	0	30,000
General Govt Total	$0	$30,000	$0	$0	$30,000
Public Safety					
Information Technology	500,000	0	0	25,000	525,000
Other Equipment	0	54,500	0	0	54,500
Other Vehicles	0	40,000	0	0	40,000
Police Vehicles	0	145,000	0	50,000	195,000
Protective Equipment	0	45,000	0	0	45,000
Public Safety Total	$500,000	$284,500	$0	$75,000	$859,500
Public Works					
Other Equipment	0	13,000	0	0	13,000
Streets, Culverts, Sidewalks	500,000	0	250,000	0	750,000
Public Works Total	$500,000	$13,000	$250,000	$0	$763,000
Community Development					
Other Machinery	$0	$13,000	$0	$0	$13,000
Parks	500,000	0	0	0	500,000
Vehicles	0	49,000	0	0	49,000
Comm Dev Total	$500,000	$62,000	$0	$0	$562,000
2017 CIP TOTAL	**$1,500,000**	**$389,500**	**$250,000**	**$75,000**	**$2,214,500**





SECTION IV: SUMMARY

The FY 2012 six-year capital improvements program totals $27,587,607 and is also consistent with the City's pay-as-you-go financing policy. The following table (6-Year Capital Improvements Program Summary) provides a summary of expenditures for each year of the CIP and total program expenditures for the CIP.

A. FY 2012-2017 CIP Totals

Function	Budgeted 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017	Total 6-Year Program
General Government	$4,733,617	$35,000	$320,000	$25,000	$30,000	$30,000	$5,173,617
Public Safety	182,500	795,000	1,384,500	527,500	342,500	859,500	4,091,500
Public Works	5,605,490	4,459,500	2,163,500	1,166,000	345,000	763,000	14,502,490
Comm Development	1,945,000	90,000	577,000	47,000	599,000	562,000	3,820,000
Total	$12,466,607	$5,379,500	$4,445,000	$1,765,500	$1,316,500	$2,214,500	**$27,587,607**

1. General Government Projects

   Funding for General Government in the amount of $5,173,617 is planned for capital improvements over the next six (6) years. The majority of this funding is for construction of a convention center.

2. Public Safety Projects

   Public Safety funding in the amount of $4,091,500 is planned for capital improvements over the next six (6) years. Past, present and projected 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, security cameras, protective equipment and new police and fire buildings.

3. Public Works Projects

   Funding for Public Works projects in the amount of $14,502,490 is planned for the next six (6) years with a significant portion of these funds being used to make improvements to the City's transportation network, along with a significant modernization of the city's public works garage. Funding is also included to purchase, replace and/or upgrade vehicles and equipment to ensure efficient and effective delivery of municipal services. The list of equipment includes boom trucks, dump trucks, pick-up trucks, leaf machine, backhoe, mowers, and miscellaneous equipment.

4. Community Development Projects

   Due to the condition of existing facilities and their current use, $3,820,000 is planned for Community Development projects over the next six (6) years. These projects include park development, machinery, equipment and vehicle replacements. Streetscape improvements are also included in this category.

The 6-Year CIP provides an average of $129.77 per citizen per year for capital improvements. The table on the next page is based on the City's estimated population and shows costs per capita.

Capital Improvement Program Costs & Cost Per Capita

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	6-YR Total
CIP Costs	$12,466,607	$5,379,500	$4,445,000	$1,765,500	$1,316,500	$2,214,500	$27,587,607
Cost Per Capita	$369.93	$156.50	$126.78	$49.37	$36.09	$59.52	$129.77

City of Newnan's
Estimated Population per Year

2005	24,050
2006	25,612
2007	28,857
2008	29,867
2009	30,912
2010	33,039
2011	33,700
2012	34,374
2013	35,061
2014	35,762
2015	36,478
2016	37,207

B. Impact on Taxes

The FY 2012-2017 CIP totals $27,587,607 and funding comes from seven (7) sources: the 2002 SPLOST, the 2007 SPLOST, General Fund revenue sources (property taxes, local option sales taxes, etc.), State of Georgia funding for street improvements, confiscated assets, hotel/motel tax, and the City's Impact Fee.

As explained in Section II(C) of this document, the FY 2012 CIP contains ten (10) capital outlay projects that will impact the City's operation and maintenance budgets by a total of $20,650. These funds have been budgeted in the FY 2012 Budget, which contains a proposed millage rate of 4.39 mills. Due to projected local option sales tax receipts, the City's millage rate was rolled back from 8.24 to 4.39 mills per thousand dollars of assessed value. As in the past, no long or short-term debt instruments will be used to fund any of the projects in the CIP. Sales tax rates will remain the same: one cent per sales from LOST revenues and one cent from SPLOST 2007 revenues.

The FY 2012 CIP contains several on-going capital outlay projects which will impact the City's operation and maintenance budgets beginning in FY 2013. Of these projects, the Convention Center comprises the majority of this impact with an estimated annual operating budget of $250,000. The City plans to fund these operations via rental income from the conference center, along with eligible proceeds from the hotel/motel tax and the planned implementation of a motor vehicle rental excise tax. A pro forma operating statement prepared by the Newnan Convention Center Authority projects the Center to break even with a conservative 12% utilization of the facility.

C. Conclusion

The FY 2012-2017 Capital Improvements Program represents a conservative, but realistic, approach in revenue and expenditure forecasting along with a comprehensive analysis of capital needs, expectations, and feasibility. City staff and elected officials will strive, through implementation and annual review of this 6-year program, to maintain the highest levels of service possible for both the current and future residents of the City of Newnan.

Glossary

AASHTO. American Association of State Highway and Transportation Officials.

ACCOMPLISHMENT. The completion or fulfillment of something.

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.

ACCOUNTABLE. Answerable for one's conduct, discharge of assigned responsibilities, or performance.

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.

ACQUISITION. The act of acquiring something.

ADAAA. Americans with Disabilities Act Amendments Acts.

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.

ALIGN. To place something in a straight line or in an orderly position in relation to something else, or be placed in this way.

AMORTIZE. To write off a regular portion of an asset's cost over a fixed period of time.

ANNEXATION. To take over territory or property and incorporate it into another political entity or government jurisdiction.

APPEAL. An earnest or urgent request to somebody for something.

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.

ASSESSMENT. (1) The act of assessing; an appraisal. (2) An amount assessed, as for taxation.

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

ASSIGN. To give somebody a job to do.

AQUATIC. Connected with, consisting of, or dependent on water.

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.

AUTOMATE. The act of implementing the control of equipment with advanced technology; usually involving electronic hardware and software; "automation replaces human workers by machines".

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.

BALANCED BUDGET. When the sum of the projected revenues and fund balance is equal to or greater than, appropriations for a particular fund or entity.

BMP. Best Management Practices.

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.

BUFFER. Somebody or something that reduces shock or impact or protects against other harm, usually by interception.

BUILDING CODES. Provincial or locally adopted regulations that control the design, construction, repair, quality of building materials, use, and occupancy of any structure under its jurisdiction.

CAD. Computer-Aided Design.

CAFI. Community Action for Improvement, whose mission is to enhance the quality of life of individuals and families by providing services and resources that will facilitate the building of self-esteem and self-sufficiency through the active involvement of the total community.

CAFR. Comprehensive Annual Financial Report. This is the official annual report of a government. In addition to a combined, combining (assembling of data for all funds within a type), and individual balance sheet, the following are also presented as appropriate on a combined, combining, and individual basis: (1) statement of revenues, expenditures, and changes in fund balance (all funds); (2) statement of revenues, expenditures, and changes in fund balances, budget and actual (for government fund types); (3) statement of revenues, expenses, and changes in retained earnings (for proprietary funds); and (4) statement of changes in financial position (for proprietary funds).

CAPITAL EXPENDITURES. Capital outlay of five thousand dollars ($5,000) 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 LEASE. One in which the lessee obtains significant property rights. Although *not* legally a purchase, theoretical substance governs over legal form and requires that the leased property be recorded as an asset on the lessee's books.

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, defined as costing at least $5,000 and having an economic useful life of one year or more.

CDBG. Community Development Block Grant.

CENTRAL BUSINESS DISTRICT. The downtown section of a city, generally consisting of retail, office, hotel, entertainment, and governmental land uses with some high density housing.

CERTIFICATION. A document attesting to the truth of certain stated facts.

CEU. Continuing Education Unit for credit to maintain a degree or certification.

CHECKLIST. A list of tasks to be completed.

CIE. Capital Improvement Element.

CIP. Capital Improvement Program; a multi-year plan developed for capital improvements, which is updated annually. All improvements are to be made in accordance to this plan.

CITA. City Information Technology Assistance. This is the City's official computer help desk where problem tickets are filed electronically by staff and prioritized by the IT department for handling. The status of all tickets can also be electronically viewed at any time by users and staff.

CITY COUNCIL. Comprised of the Mayor and six (6) Council members who are elected by a vote of the citizens of the City of Newnan and who each serve staggered four-year terms. The Council sets policy, represents the interests of the citizens and relies on the City Manager to implement policy direction.

COMMERCIAL. Connected with or engaged in or sponsored by or used in commerce or commercial enterprises.

COMMITMENT. An agreement to perform a particular activity at a certain time in the future under certain circumstances.

COMPEL. To require somebody to do something.

COMPLIANCE. Conformity: acting according to certain accepted standards.

COMPONENT UNIT. A special-purpose government (such as a school district) that meets all of the following criteria: has a separately elected governing body, is legally separate and is fiscally independent of other state and local governments.

COMPOUNDED. To compute (interest) on the principal and accrued interest; to add to, or increase.

COMPREHENSIVE PLAN. A master plan to guide the long-term development of a government subdivision, such as a city or country to ensure that social and economic needs are balances against environmental and aesthetic concerns.

CONTEMPT. An attitude of utter disgust or hatred.

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.

COORDINATION. The combining of diverse parts or groups to make a unit, or the way these parts work together.

DAT. District Assessment Team.

DCA. Department of Community Affairs, provides a variety of community development programs to help the state's communities realize their growth and development goals.

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

DEFICIENCY. The state of needing something that is absent or unavailable.

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.

DEVELOPMENT. (1) The act of improving by expanding or enlarging or refining. (2) A process in which something passes by degrees to a different stage.

DISBURSEMENT. The act of spending money for goods or services.

DISPOSITION. The final settlement of a matter.

DISSEMINATE. To distribute or spread something, especially information, widely, or become widespread.

DISTRICT. A division of an area, as for administrative purposes; a geographical or political division made for a specific purpose.

DISTURBANCE. The disruption of a peaceful or ordered environment, or something that causes such disruption.

DIVERSION. A change in the purpose or use of something from what was intended or from what it was previously.

DOT. Department of Transportation.

DRUG CONDEMNATION. Confiscated and condemned funds released by the Superior Court for use specifically by the police department. These funds cannot be used to reduce the operating budget of the police department.

EAP. Employee Assistance Program.

ECONOMIC GROWTH. Steady growth in the productive capacity of the economy.

EFFECTIVENESS. The measure of the ability to accomplish a purpose; works well as a means or remedy.

EFFICIENCY. The ability to do something well or achieve a desired result without wasted energy or effort, often measured as the ratio of inputs to outputs.

ELIMINATION. To get rid of or remove.

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.

ENFORCEMENT. Ensure observance of laws and rules.

ENGINEERING. The discipline, art and profession of acquiring and applying technical, scientific and mathematical knowledge to design and implement materials, structures, machines, devices, systems, and processes that safely realize a desired objective or inventions.

ENHANCEMENT. To make greater, as in value, beauty, or effectiveness; augment.

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.

EPD. Environmental Protection Division, the state division of the federal Environmental Protection Agency located within the state Department of Natural Resources.

EROSION. The gradual destruction or reduction and weakening of something.

eSUITE. Integrated software package: a collection of integrated application programs functioning as a single program, each of which can incorporate data from the others, eliminating the need for re-entry or transfer of data.

EXCISE TAX. A tax that is measured, or assessed, by the volume of business accomplished.

EXECUTION. Validation of a legal document by the performance of all necessary formalities.

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.

FACADE. The front of a building; also any face of a building given special architectural treatment.

FEASIBLE. Capable of being achieved or put into effect.

FERAL. Describes animals that live in the wild after having been domestically reared.

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 (CAPITAL) 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.

FMLA. Family and Medical Leave Act, designed to enable employees to take maternity leave, as well as qualifying medical leaves of absence to care for themselves or others.

FORMAT. The organization of information according to preset specifications (usually for computer processing).

FORMULATE. To express or communicate something carefully or in specific words.

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.

FUNCTION. The intended role or purpose of a department, person or thing.

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.

FY. Fiscal Year.

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.

GASB. Governmental Accounting Standards Board, an organization which formulates accounting standards for governmental units. It is under the auspices of the Financial Accounting Foundation and replaced the National Council on Government Accounting.

GDOT. Georgia Department of Transportation.

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, typically .

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.

GFOA. Government Finance Officers Association.

GICH. The Georgia Initiative for Community Housing offers communities a three-year program of collaboration and technical assistance. The objective of the Initiative is to help communities create and launch a locally based plan to meet their housing and neighborhood revitalization needs. The program represents a collaboration of three partners: the Georgia Department of Community Affairs (DCA), the Georgia Municipal Association (GMA), and the University of Georgia (UGA) Housing and Demographics Research Center. Currently, GICH is funded by the Georgia Power Company, Wachovia Wells Fargo Foundation, and the USDA Rural Development. Georgia Electric Membership Corporation and the UGA Partnership Project are implementation partners.

GIS. A Geographic Information System is a system of hardware and software used for storage, retrieval, mapping and analysis of geographic data (linked to location). Technically, GIS is geographic information systems which includes mapping software and its application with remote sensing, land surveying, aerial photography, mathematics, photogrammetry, geography, and tools that can be implemented with GIS software.

GLGPA. Georgia Local Government Personnel Association.

GMA. Georgia Municipal Association, an organization whose purpose is to anticipate and influence the forces shaping Georgia's communities and to provide leadership, tools and services that assist local governments in becoming more innovative, effective and responsive.

GOAL. A goal is a statement of desired conditions to be maintained or achieved through the efforts of an organization. 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.

HARASSMENT. Threatening or tormenting behavior: behavior that threatens or torments somebody, especially persistently.

HAZARD. A source of danger; a possibility of incurring loss or misfortune.

HISTORIC DISTRICT. A group of buildings recognized for historic importance based on the application of at least one of several criteria so that property owners are assured that their investment in their property will be not be harmed by inappropriate alterations or construction on adjacent properties.

HOTEL/MOTEL TAX. A tax imposed on short-term lodging at hotels/motels within the City to generate revenues for funding tourism-related activities.

ILLICIT. Not sanctioned by custom or law; unlawful**.**

INITIATIVE. The ability to act and make decisions without the help or advice of other people; a plan or strategy designed to deal with a particular problem.

IMPACT FEES. Fees charged to a new development to offset the cost of infrastructure improvements in the areas of fire, police, parks and transportation. Fees are based upon the developments proportionate share of demand placed upon the infrastructure.

IMPLEMENT. To follow through: pursue to a conclusion or bring to a successful issue.

INCORPORATED. Organized as a legal corporation; combined into one body or unit. Inside the legal boundaries of the City.

INDIGENT. Extremely poor: lacking the necessities of life, e.g. food, clothing, and shelter.

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

INSPECTION. The act of examining something, often closely; organization that checks that certain laws or rules are obeyed.

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.

INTERRELATED. To place in or come into mutual relationship.

INTERSECTION. A place where two roads or paths cross each other.

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

ISO. International Standardization Organization.

JURISDICTION. The area over which legal authority extends.

LARP. Local Assistance Road Projects.

LEVY. (1) To impose taxes, special assessments or service charges for the support of government activities. (2) The total amount of taxes, special assessments or service charges imposed by a government.

LGRMS. Local Government Risk Management Services, a Service Organization of the Association County Commissioners of Georgia and the Georgia Municipal Association.

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.

LIAISON. A linking up or connecting of two or more separate entities or of the parts of a whole so that they can work together effectively.

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.

LISTSERV. A trademark for a mailing list management system that allows subscribers to take part in e-mail discussions.

LOGOS. The City's main operating system, Logos.NET, a web-based software system provided by New World Systems.

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

LOST. Local Option Sales Tax.

MAIN STREET. A program coordinated by the Department of Community Services and the Georgia Main Street and Better Hometown programs. These programs assist Georgia cities and neighborhoods in the development of their core commercial areas. Assistance provided by the Office of Downtown Development emphasizes community-based, self-help efforts grounded in the principles of professional, comprehensive management of core commercial districts. Communities are expected to work within the context of historic preservation and the National Main Street Center's Four-point Approach to Downtown Revitalization™: Organization, Design, Economic Restructuring and Promotion.

MANDATE. An authoritative order or command, especially a written one.

MASTER PLAN. A document that describes, in narrative and with maps, an overall development concept including both present property uses as well as future land development plans.

MEASURE. A basis for comparison; a reference point against which other things can be evaluated.

MGD. Millions of Gallons per Day.

MEDIAN. One type of average, found by arranging the values in order and then selecting the one in the middle.

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

MISSION STATEMENT. Defines what an organization is, why it exists, and its reason for being.

MOA. Memorandum of Agreement.

MODIFIED ACCRUAL BASIS OF ACCOUNTING. 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.

MODIFY. To make a minor change or alteration to something, or change slightly, especially in order to improve.

MODULE. A self-contained component of a system (e.g., a product) which has a well-defined interface to other components of the system..

MUTCD. Manual on Uniform Traffic Control Devices.

NET ASSETS. The difference between a company's total assets and liabilities; another way of saying *owner's equity* or net worth.

NEWNAN CITIZEN ACADEMY. An annual program; approximately 20 – 25 citizens of the City of Newnan are educated about the functions and duties of local government and its departments through an intensive six-week, hands-on course of study.

NEXTGEN. Next Generation.

NFD. Newnan Fire Department.

NPD. Newnan Police Department.

NPDES. National Pollutant Discharge Elimination System.

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.

NOTE PAYABLE. Written promise to pay a certain amount of money at a certain time.

NSP. Neighborhood Stabilization Program.

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. Objectives are defined as the steps to be taken to achieve the specified goal.

OBLIGATION. A social, legal, or moral requirement, such as a duty, contract, or promise that compels one to follow or avoid a particular course of action.

OCCUPATIONAL TAXES. Fees levied on all businesses operating within the City of Newnan based on gross receipts and due annually by April 1st.

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.

OUTPUT. The number or amount of services, units or work produced within a given time.

PAFR. Popular Annual Financial Report. This is prepared as a supplement to the CAFR, but is typically much easier to read and understand. Its primary focus is the general fund and governmental functions and statistics, rather than complete fund reporting.

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

PATROL. The act of moving about an area especially by an authorized and trained person or group, for purposes of observation, inspection, or security.

PAYABLE. Money which a company owes to vendors for products and services purchased on credit.

PER ANNUM. By the year, or annually.

PER CAPITA. By or for each individual person.

PERMIT. A legal document giving official permission to do something.

PERFORMANCE MEASURES. Measures which identify how an organization defines and measures progress toward its goals; typically measured as efficiency, effectiveness or output.

PERSONNEL. The body of persons employed by or active in an organization, business, or service.

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

PHASE. A distinct stage of development.

PIO. Public Information Officer.

POLICY. A program of actions adopted by a person, group, or government, or the set of principles on which they are based.

PRIORITIES. (1) The most important thing that must be dealt with first. (2) Precedence, especially established by order of importance or urgency.

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

PROPRIETARY FUND. One having profit and loss aspects; therefore it uses the *accrual* rather than modified accrual accounting method. The two types of proprietary funds are the enterprise fund and the internal service fund.

RDC. Regional Development Center; a focal point for regional issues concerning local government and a resource for those governments in a variety of specialized areas, such as planning, economic development and grants.

RATIFIED. Formally approved and invested with legal authority.

RECEIVABLE. Money which is owed to a company by a customer for products and services provided on credit.

RECRUIT. To enroll somebody as a worker or member, or to take on people as workers or members.

REFERENDUM. A vote by the whole of an electorate on a specific question or questions put to it by a government or similar body.

REFORESTED. To replant an area with trees after its original trees have been cut down.

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.

RESIDENTIAL. Used or designed for residence or limited to residences.

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

RESTRICTED ASSET. Account or other balance with limited right of access or withdrawal.

RETENTION. The act of retaining something or the condition of being retained.

RETROREFLECTIVITY. A device or surface that reflects light back to its source with a minimum scattering of light.

RETURN "A" CRIME. Aggravated felony such as rape, murder, drug trafficking, sexual abuse of a minor, etc.

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.

REVISION. The act of revising or rewriting.

REVITALIZATION. Renew somebody or something: to give new life or energy to somebody or something.

REVOLVING LOAN. Arrangement which allows for the **loan** amount to be withdrawn, repaid, and redrawn again in any manner and any number of times, until the arrangement expires.

RFP. Request for Proposal.

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

SBA. Small Business Administration. This agency is a business development program created to help small disadvantaged businesses compete in the American economy and access the federal procurement market.

SEDIMENTATION. The removal, transport, and deposition of detached soil particles by flowing water or wind.

SOG. Standard Operating Guidelines, typically in reference to public safety.

SOIL EROSION. The washing away of soil by the flow of water.

SOP. Standard Operating Procedures.

SPLOST. Special Purpose Local Option Sales Tax, approved by the citizens of the City and allocated to certain capital projects which were identified in the original referendum and usually limited to five (5) years, but may run longer on some capital projects.

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.

SRO. School Resource Officer.

STAYCATION. A stay-at-home vacation, enjoying all the amenities and attractions of one's own town and/or County.

STANDARDS. An established norm or requirement; it is usually a formal document that establishes uniform engineering or technical criteria, methods, processes and practices.

STEWARDSHIP. The conducting, supervising, or managing of something.

STORMWATER UTILITY. A Utility which has primary authority and responsibility for carrying out the City's comprehensive drainage and storm sewer plan, maintenance, administration, and operation of all City storm and surface water facilities, as well as establishing standards for design, construction, and maintenance of improvements on private property where these may affect storm and surface water and management.

STRATEGY. An elaborate and systematic plan of action.

STREETSCAPES. The visual elements of a street, including the road, adjoining buildings, trees, sidewalks, street furniture and open spaces, that combine to form the street's character.

STREET MILES. Total square miles.

SUBDIVISION. An area composed of subdivided lots.

SUPPRESSION. Conscious and forceful action to put an end to something, destroy it, or prevent it from becoming known.

TASK. An activity that needs to be accomplished within a defined period of time.

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.

TEA. The Transportation Economic Assistance (TEA) program provides state grants to governing bodies, private businesses, and consortiums for road, rail, harbor and airport projects that help attract employers, or encourage business and industry to remain and expand in the state.

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.

TOURISM ENHANCEMENT FUND. Commonly referred to as the Hotel/Motel Tax fund; created in 1999 for the purpose of promoting tourism in the City of Newnan. Revenues are raised from taxes imposed on hotels/motels conducting business in the City. Appropriations are strictly designated for promotional purposes as detailed in O.C.G.A., section 48-13-51 (a) (3), with 60% transferred to the General Fund and 40% retained.

TREND ANALYSIS. Method of time series data (information in sequence over time) analysis involving comparison of the same item (such as monthly or annual revenue figures) over a significantly long period to (1) detect general patter of a relationship between associated factors or variables, and (2) project the future direction of this pattern.

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.

UNAPPROPRIATED 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.

UNIFORM STRENGTH. Capacity in terms of personnel available.

UNINCORPORATED. Outside the legal boundaries of the City.

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

VARIANCE. A measure of the difference between two data points. In Accounting, this can be defined as the difference in a set of numbers from one fiscal year to the next, actual versus budget, or budget versus budget.

VESTED. Having the rights of ownership, although enjoyment of those rights may be delayed until a future date.

VoIP. Voice Over Internet Protocol; a general term for a family of transmission technologies for delivery of voice communications over IP networks such as the Internet or other packet-switched networks.

W & L. Water and Light Commission of the City of Newnan; more formally Newnan Utilities.

WRIT. A written court order demanding that the addressee do or stop doing whatever is specified in the order.

ZONING. Legislative action, usually at the municipal level, that divides municipalities into districts for the purpose of regulating the use of private property and the construction of buildings within the zones established. Zoning is said to be part of the state **police power**, and therefore must be for the furthering of the health, morals, safety, or general welfare of the community.