

City of Newnan Annual Budget

2015





L. Keith Brady, Mayor
Cynthia E. Jenkins, Mayor Pro Tem
George M. Alexander, Councilman
Robert W. Coggin, Councilman
Ray F. Dubose, Councilman
Clayton W. Hicks, Councilman
Rhodes H. Shell, Councilman
Dustin K. Koritko, Councilman

City of Newnan



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
Dustin K. Koritko

City Administration

Cleatus Phillips, City Manager



Councilman Clayton W. Hicks
District 1 – Post A



Councilman Rhodes H. Shell
District 2 – Post A



Councilwoman Cynthia E. Jenkins
District 3 – Post B



Councilman Robert W. Coggin
Councilman at Large



Councilman Ray F. Dubose
District 2 – Post B



Councilman George M. Alexander
District 3 - Post A



Councilman Dustin K. Koritko
District 1 – Post B



Mayor L. Keith Brady

City of Newnan City Council

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 2015 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 2015 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 2015. 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 Approved FY 2015 goals, objectives, tasks and performance measures are listed for each department, along with prior year goals 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 2015 Approved Budget. Within the Transmittal Letter is a narrative of the FY 2015 budget assumptions, overview, highlights and a list of prior year accomplishments as well as the City's strategic goals and initiatives. Within the Budget Summary 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: 2013 Actual, 2014 Budget, 2014 Projected (year-end, as of December 31, 2014) and 2015 Budget. This Budget includes several transfers between the General Fund, Tourism, Rental Motor Vehicles Fund 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 2015 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 2015. 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 2015 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.

Distinguished Budget Award



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, 2014.

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 2015 budget continues to conform to program requirements and will be submitted to GFOA to determine its eligibility for the FY 2015 Distinguished Budget Presentation Award.

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AN ORDINANCE TO PROVIDE FOR THE ADOPTION OF A BUDGET, ITS EXECUTION AND EFFECT FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2015 AND ENDING DECEMBER 31, 2015.

Section I. There is hereby adopted for the fiscal year January 1, 2015 through December 31, 2015, 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 $21,490,000 for the general operation and legal obligation in 2015.

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

Property Taxes	$	5,605,000
Sales Taxes		5,850,000
Excise (Franchise) Taxes		3,770,000
Occp Tax & Alcohol Licenses		2,280,000
Inspections & Permits		480,000
Services Charges		138,000
Fines & Forfeitures		707,000
Other Local Revenue		292,000
Intergovernmental		116,500
Water & Light Transfers		1,375,000
Other Financing Sources		205,000
Fund Balance Reserves		671,500
Total Revenue:	**$**	**21,490,000**

General Fund appropriations shall be disbursed from the following accounts:

General Government	$	3,892,449
Public Safety		11,370,296
Public Works		3,144,537
Community Development		2,651,992
Other Services		430,726
Total Expenditures:	**$**	**21,490,000**

Section III. Street Improvement Fund (200). There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $545,000 for street improvements.

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

Street Improvements	$	410,000
Interest Earnings		500
Fund Balance Reserves		134,500
Total Revenue:	**$**	**545,000**

The following disbursements are authorized for the fiscal year:

Jackson/Jefferson Corridor	$	360,000
Major Streets Maintenance		185,000
Total Expenditures:	**$**	**545,000**

Section IV. LMIG Fund (201). There is hereby established an LMIG Fund for the City of Newnan with an appropriation of $300,000 for street improvements.

Revenues for this fund consist of the following sources:

State DOT Contracts	$	260,000
Interest Earnings		500
Fund Balance Reserves		39,500
Total Revenue:	**$**	**300,000**

The following disbursements are authorized for the fiscal year:

Major Street Repairs	$	300,000
Total Expenditures:	**$**	**300,000**

Section V. Confiscated Assets Fund (210). There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of $163,000 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 consist of the following sources:

Court Condemnations	$	211,200
Interest Earnings		803
Fund Balance Reserves		(49,003)
Total Revenue:	**$**	**163,000**

The following disbursements are authorized for the fiscal year:

Local Drug Condemnations	$	1,500
Other Seizures Expenditures		10,000
Dept. of Justice Expenditures		1,500
Dept. of Treasury Expenditures		150,000
Total Expenditures:	**$**	**163,000**

Section VI. NSP1 Grant Fund (221). There is hereby established a NSP1 Grant Fund for the City of Newnan with an appropriation of $130,005. 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.

Revenues for this fund consist of the following sources:

Program Income	$	80,000
Grant Funds		50,000
Interest Earnings		5
Total Revenue:	**$**	**130,005**

The following disbursements are authorized for the fiscal year:

Administrative Services	$	2,300
Professional Services		3,000
Program Expenses		81,825
Disbursements to NCHFH		42,880
Total Expenditures:	**$**	**130,005**

Section VII. NSP3 Grant Fund (222). There is hereby established a NSP3 Grant Fund for the City of Newnan with an appropriation of $435,000. 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) is the sub-recipient of the grant.

Revenues for this fund consist of the following sources:

Grant Funds	$	435,000
Total Revenue:	**$**	**435,000**

The following disbursements are authorized for the fiscal year:

Adminstration Services	$	5,000
Disbursments to HAN		430,000
Total Expenditures:	**$**	**435,000**

Section VIII. Miscellaneous Grants Fund (240). There is hereby established a Miscellaneous Grants Fund for the City of Newnan with an appropriation of $2,000. This fund is utilized for grants received by the city from local vendors, DCA and other agencies to fund specific expenditures as required.

Revenues for this fund consist of the following sources:

Grant Funds	$	2,000
Total Revenue:	**$**	**2,000**

The following disbursements are authorized for the fiscal year:

Police/Public Relations, Materials	$	2,000
Total Expenditures:	**$**	**2,000**

Section IX. Hotel/Motel Tourism Fund (275). There is hereby established a Hotel/Motel Tourism Fund for the City of Newnan with an appropriation of $360,000 for Tourism Enhancement activities.

Revenues for this fund consist of the following sources:

Hotel/Motel Tax	$	360,000
Interest Earnings		600
Fund Balance Reserves		(600)
Total Revenue:	**$**	**360,000**

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

Transfer to General Fund	$	180,000
Transfer to Newnan Centre		180,000
Total Expenditures:	**$**	**360,000**

Section X. Motor Vehicle Rental Excise Tax Fund (280). There is hereby established a Motor Vehicle Rental Excise Tax Fund for the City of Newnan with an appropriation of $80,000 for Convention Center activities.

Revenues for this fund consist of the following sources:

Excise Tax	$	80,000
Interest Earnings		45
Fund Balance Reserves		(45)
Total Revenue:	**$**	**80,000**

The following disbursements are authorized for the fiscal year:

Transfer to Newnan Centre	$	80,000
Total Expenditures:	**$**	**80,000**

Section XI. Special Purpose Local Option Sales Tax Funds (322 and 323). There is hereby established two Special Purpose Local Option Sales Tax Funds for the City of Newnan.

The first fund, **SPLOST 2007,** was established in 2007 and expired at the end of 2012. This year's budget includes an appropriation of $4,034,794 for capital projects.

Revenues for this fund consist of the following sources:

Fund Balance Reserves	$	4,027,794
Interest Earnings		7,000
Total Revenue:	**$**	**4,034,794**

The following disbursements are authorized for the fiscal year:

Streets	$	3,256,944
Building Maintenance/Structure		703,725
Parks and Recreation		74,125
Total Expenditures:	**$**	**4,034,794**

The second fund, **SPLOST 2013,** was established in 2013 and will expire in 2018. This year's budget includes an appropriation of $5,569,000 for capital projects, transfer to Water and Light and Interfund loan payment of $750,000 for the advanced funding on the Public Safety Complex construction project.

Revenues for this fund consist of the following sources:

SPLOST 2013 Receipts	$	5,100,000
Interest Earnings		500
Fund Balance Reserves		468,500
Total Revenue:	**$**	**5,569,000**

The following disbursements are authorized for the fiscal year:

Public Safety Complex	$	350,000
Network & Software Improvements		25,000
Parks and Recreation		275,000
Streets, Drainage & Sidewalk Improvements		3,350,000
Public Woks Equipment		19,000
Transfer to W & L		800,000
Interfund Loan Payable		750,000
Total Expenditures:	**$**	**5,569,000**

Section XII. Impact Fees (375). There is hereby established an Impact Fees Fund for the City of Newnan with an appropriation of $960,000. 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 for this fund consist of the following sources:

Roads/Streets/Bridges	$	100,000
Fire Services		100,000
Police Protection		60,000
Parks/Recreation		170,000
Interest Earnings		2,000
Fund Balance Reserves		528,000
Total Revenue:	**$**	**960,000**

The following disbursements are authorized for the fiscal year:

Fire Services	$	150,000
Police Protection		60,000
Parks/Recreation		750,000
Total Expenditures:	**$**	**960,000**

Section XIII. Sanitation Fund (540). There is hereby established a Sanitation Fund for the City of Newnan with an appropriation of $476,732. In 2004, the City privatized its sanitation services. During the renewal of the Sanitation Agreement in 2013, Council voted to resume handling the brush and bulk portion of the services for City residents. Waste Industries will continue to handle trash and recycling.

Revenues for this fund consist of the following sources:

Yard Debris & Bulk Collections	$	515,000
Interest Earnings		500
Fund Balance Reserves		(38,768)
Total Revenue:	**$**	**476,732**

The following disbursements are authorized for the fiscal year:

Wages & Benefits	$	262,032
Operations		214,700
Total Expenditures:	**$**	**476,732**

Section XIV. 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, including any available fund balances.

Done, Ratified, and Passed by the City Council of the City of Newnan, Georgia, in regular session assembled this thirteenth (13) day of January 2015.

Attest:

Della Hill, City Clerk

Reviewed:

C. Bradford Sears, Jr., City Attorney

Cleatus W. Phillips, City Manager

L. Keith Brady, Mayor

George M. Alexander, Council Member

Robert W. Coggin, Council Member

Ray F. Dubose, Council Member

Clayton W. Hicks, Council Member

Cynthia E. Jenkins, Council Member

Rhodes H. Shell, Council Member

Dustin K. Koritko, Council Member



TO: Mayor and City Council

DATE: November 14, 2014

RE: Presentation of Proposed Budget for Fiscal Year 2015

Cleatus Phillips, City Manager

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 2015 Annual Budget" is hereby presented. The FY 2015 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-fifth consecutive year, the Government Finance Officers Association (GFOA) of the United States "Distinguished Budget Presentation Award" for 2014. This 2015 budget document was developed on the same basis as previous years and will be submitted to GFOA in anticipation of gaining this prestigious award in 2015.

A. Strategic Goals and Initiatives

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."* 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.

All departments are charged with implementing and maintaining programs and services which support the mission and 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. This FY 2015 Budget section clearly aligns the City's mission, goals and initiatives with spending and shows the impact on operations the proposed capital projects will have.

The City of Newnan has initiated processes to provide for the future, and plan for services, programs and facilities to meet the needs of the citizens, visitors and businesses in the community. The most current budget process addresses both revenues and expenditures for its operating programs for the current year. The five-year Capital Improvement Program (CIP) is developed to address future needs and project financial trends in order to plan for the long-term needs of the City, including personnel, equipment, facilities, operations and maintenance. The City also maintains a twenty-year Comprehensive Plan, which provides a review of the issues and opportunities that will affect the future of the City, delineates and discusses character areas and areas of special concern and provides a detailed analysis of existing conditions as well as future projections.

On the following page is a list of strategic goals and initiatives which drove the development of the 2015 Budget for the City of Newnan. These goals and initiatives serve as the mechanism for determining priorities over multiple years for consistent,

quality services to our citizens. This year the organization continues to make an effort to closely tie the City's overall goals and initiatives to the departments' goals, objectives and performance measures.

These performance measures provide for the evaluation and assessment of how tax dollars are spent, quality of services received, and whether efficient, effective services are being provided by the government.

Goals	Initiatives
1. Provide efficient, quality services to the City's citizens, businesses and visitors while enabling managed growth and infrastructure additions.	a. Maintain City services at established and consistent levels. b. Improve service delivery strategies while holding taxes and fees at the lowest possible levels. c. Seek ways to increase efficiencies and effectiveness through technological advancements. d. Actively promote downtown revitalization through resources and funding of business development and Main Street activities. e. Maintain a capital asset acquisition strategy which meets the city's infrastructure needs. f. Provide strong police and fire protection to ensure a safe community. g. Provide excellent, reliable customer service. h. Manage commercial and residential growth to ensure that required infrastructure needs are met. i. Maintain a formal acquisition and implementation strategy for parks and open space. j. Promote installation of infrastructure to support private development. k. Promote high quality development and attractive community appearances.
2. Provide responsive and open government with a focus towards a positive identity throughout the community.	a. Develop and implement a technological infrastructure which facilitates communication with citizens and businesses and improves the effectiveness of City staff. b. Listen to citizens and remain responsive to their needs. c. Maintain high standards of integrity, honesty, openness and fairness in serving our citizens. d. Maintain transparency through quality reporting and meetings.
3. Promote and maintain a high quality of life for the residents, businesses and visitors of the City of Newnan.	a. Ensure quality of life for our residents through sustainable, thriving neighborhoods and infrastructure maintenance and facility improvement plans contained in the operating and capital budgets. b. Provide and maintain a safe, secure and clean community. c. Commit to preserving the City's financial and physical resources for current and future generations. d. Protect and enhance our residential neighborhoods and commercial districts.
4. Hire and maintain a qualified work force.	a. Employ, train and maintain a quality workforce of highly effective and efficient individuals. b. Treat City staff with fairness, respect and dignity. c. Create and foster a healthy work environment which promotes high morale, ethics and job satisfaction. d. Encourage employees to identify opportunities which will improve efficiency and effectiveness.
5. Promote community participation and involvement in local government.	a. Encourage citizens and businesses to participate in the City's planning and decision-making processes through volunteer opportunities, council meetings and appointments to the City's various committees. b. Improve the methods of communication with citizens and businesses. c. Develop and maintain liaisons with other elected officials, governments and agencies. d. Encourage active feedback and comments from the community.

The City's goals and initiatives 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 long-standing strategy has allowed us to maintain low millage rates and fees during the latest economic downturn.

This annual operating budget includes twenty-two 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 2015, 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) were derived from the overall mission, goals and initiatives of the City of Newnan.

The chart below illustrates which departments/divisions are responsible for each of the City's goals.

Department	Quality of Life	Quality Service	Aesthetic Community	Quality Workforce	Governmental Efficiency	Public Safety	Downtown Revitalization
City Manager	x	x	x	x	x	x	x
City Clerk	-	x	-	-	x	-	-
Public Information	-	x	-	-	x	-	x
Program Manager	x	x	x	-	x	-	x
Finance	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	-	-
Sanitation	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
Facilities 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

B. Prior Year Operating Results and Accomplishments

Revenue collections are projected to be 113% of budget for 2014. Additionally, expenditure control was maintained at the department level and annual expenditures are estimated to total 94.54% of appropriations for 2014. 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 2014, 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.

- ✓ Received the Distinguished Budget Presentation Award and Excellence in Financial Reporting Award from GFOA.
- ✓ Initiated construction for the Jefferson/Jackson Corridor Improvement Project.
- ✓ Completed Phase II of improvements at the Public Works Facility.
- ✓ Completed construction of storage facility at the Public Works Facility.
- ✓ New sidewalks were constructed at First Avenue, St. Clair Street, Roscoe Road and East Washington Street.
- ✓ Repaved streets in East View Cemetery.
- ✓ Completed construction of the new Public Safety Complex.
- ✓ Maintained an average response time of 5 minutes for Fire Department response to accidents.
- ✓ Obtained an Insurance Services Offices (ISO) Fire Rating of 3.
- ✓ Completed repaving of various streets.
- ✓ Completed substantial construction on the redevelopment of the Old Newnan Hospital to a University of West Georgia Campus.
- ✓ Rehabilitated and sold or rented 4 houses to low-income families through the Neighborhood Stabilization Program Grant in FY 2014 bringing us to a total of 40 houses since the beginning of both NSP1 and NSP3 programs.
- ✓ Transitioned several City departments to the new document storage system, including Planning and Police.

C. Budget Assumptions

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 2015.

- ✓ Due to renegotiation of the Local Option Sales Tax (LOST) agreement with Coweta County, the City's percentage of the distribution will increase from 28.57% to 31.19% in 2015, thus revenue collections for 2015 are expected to increase by 9%.

- ✓ Occupational tax receipts continued to rebound in 2014. Revenue for 2015 is projected to be $1,850,000, an increase of $350,000 or 19% from 2014 Budget. The continued expansion of the medical profession in Newnan is responsible for a significant portion of this growth.
- ✓ The 2014 tax digest increased 13.18% from 2013. Actual property taxes billed in 2014 were $483,500, or 10.7%, more than in 2013. It is estimated that the 2015 digest will increase an additional 5% from 2014.
- ✓ Insurance premium taxes are projected to continue with a steady increase in 2015 to $1,725,000 or 7% from 2014.
- ✓ Investment earnings are anticipated to increase at a slow pace. The City's ultimate priority is to minimize risk with all investments.
- ✓ Commercial and residential growth are continually rebounding, thus permit revenues are estimated to increase by 26% over 2014.
- ✓ Along with permit activity, utility and franchise fees rebounded in 2014 and a slight increase is expected in 2015.
- ✓ Revenue projections for 2015 continue to be conservative, yet realistic.
- ✓ The City plans to add staff in some critical areas in order to maintain the quality and level of services currently being provided. Seasonal labor and contract labor expenses also are expected to increase in order to maintain the level of service.
- ✓ The cost of City provided health insurance will remain unchanged from 2014.
- ✓ The City will contribute 10.00% of expected payroll towards retirement.
- ✓ All expenditures will be 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 2015 based on community needs. The budgeting process is dependent upon the City's long-range planning documents including 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.

D. FY 2015 Budget Overview & Highlights

As mandated by the City Charter (§6.15), the FY 2015 Annual Budget represents a balanced budget. Management staff has developed budget proposals which meet current operating targets, maintain City services at an established level that adds some new costs to the general fund. Each function and department, in the General Fund Department Summaries section of this budget document has included priorities (summarized to function level), goals, objectives and performance measures, as related to the overall mission and goals of the organization. The chart to the right depicts all funds in the FY 2015 budget and their percentages of the overall entity.

Fund	2015 Budget	% of Budget
General Fund	$21,490,000	62.21%
LMIG Fund	300,000	0.87%
Street Fund	545,000	1.58%
Confiscated Assets	163,000	0.47%
NSP1 Grant	130,005	0.38%
NSP3 Grant	435,000	1.26%
Misc Grants	2,000	0.01%
Tourism Fund	360,000	1.04%
Motor Vehicle Rental	80,000	0.23%
SPLOST 2007	4,034,794	11.68%
SPLOST 2013	5,569,000	16.12%
Impact Fees	960,000	2.78%
Sanitation	476,732	1.38%
Totals	**$34,545,531**	**100.00%**

The FY 2015 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. All Services provided by the City in FY 2014 are incorporated into the FY 2015 Budget. However, with the allocation of funds for new positions, seasonal workers, and operational upgrades, it is believed that the FY 2015 Budget represents an ***increase*** to our already excellent service levels.

The following list summarizes the major changes contained in the FY 2015 Budget and a how they impact employees and citizens of Newnan.

- ✓ Total government-wide budget (all funds) is $34,545,531, which is a 15.66% decrease from 2014, and mostly attributed to projects being initiated and some completed in 2014. The total General Fund Budget is a balanced Budget of $21,490,000, which is a 10.13% increase over 2014. The General Fund is the main operating fund for the City of Newnan.
- ✓ All funds include balanced budgets (defined as projected revenues plus fund balance is equal to or exceeds projected expenditures) except where a balanced fund is not required and the fund reserves are carried over to the next year for budgeting purposes.
- ✓ The largest increase in expenditures is budgeted within the function of General Government. This is primarily attributed to $1,125,000 in a transfer to the Downtown Development Authority and $225,000 in a transfer to the Street Fund. Changes to expenditures per Function are shown below:

Expenditures	Impact
Public Safety	$ 594,640.00
General Government	$ 1,469,715.00
Community Development	$ 332,801.00
Public Works	$ 147,097.00

- ✓ The largest increase in revenue is projected to occur within the area of Property Taxes. This primarily attributed to the growth of the tax digest and vehicle title fees. The largest revenue increases are shown below:

Revenues	Impact
Local Option Sales Tax	$ 550,000.00
Inspections & Permits	$ 127,000.00
Occupational Tax	$ 360,000.00
Property Tax	$ 623,000.00

- ✓ A total of $437,626 is allocated for 8 new full-time, 3 new part-time positions and 1 employee going from part-time to full-time. The addition of new personnel brings us to a total 242 full-time employees and 17 part-time employees.
- ✓ A Facility Maintenance Department was created to better address short and long-term building maintenance needs. This department will consist of 3 full-time employees and 3 part-time employees.
- ✓ The budget for part-time wages increased by $41,520. This reflects the City's move toward hiring temporary employees to address seasonal maintenance needs.

- ✓ A committed minimal portion of $671,500 from the General Fund Balance will be used as a transfer to the Downtown Development Authority to assist in the funding of the Newnan Hospital Redevelopment Project (UWG) in FY 2015.
- ✓ Retirement contributions decreased overall by 3% for 2015 due to the strong return on investment and sound long-term investment strategies.
- ✓ The City was able to fund a 2.5% step-pay increase for 2015.
- ✓ The City's health insurance premium costs increased 9% due to new positions for 2015, but premiums did not change from 2014.
- ✓ Electricity costs increased by 7%, primarily due to additional street lights throughout the City.
- ✓ Fuel allocations increased by 2% due to the continued volatility of fuel costs.
- ✓ Computer upgrades increased by $37,823 from 2014 as the City continues to invest in technology.
- ✓ Vehicle purchases increased from $276,350 to $400,150 for 2015.
- ✓ Other Contractual Services increased from $179,086 to $260,089.
- ✓ The FY 2015 Budget articulates a slight increase in property tax revenue. However, the 2014 property tax millage rate decreased from 4.37 mills to 4.15 mills and is expected to remain consistent in FY 2015.
- ✓ Capital expenditure projects include various streets and intersection improvements, communications upgrades, recreation center, sign upgrades and recreation improvements.

Additionally, the FY 2015 Budget allows the City to continue to provide quality services and additional capital improvements to enhance the livability of the citizens within the City, without a tax increase! The 2015 Budget is predicated on a tax rate of 4.15 mills, which is consistent with the 2014 rate yet a decrease from FY 2013. The chart below depicts a 10 year history of the City's millage rate.

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Gross M & O Millage	10.603	9.965	9.242	8.829	8.866	8.463	8.245	8.373	8.787	9.407	8.805
Less Rollback	6.108	5.565	4.902	4.509	4.546	4.143	3.855	3.983	4.397	5.037	4.655
Net M & O Millage	4.495	4.400	4.340	4.320	4.320	4.320	4.390	4.390	4.390	4.370	4.150

The 2015 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 2015 in no particular order.

- ✓ Intersection improvements at Five Points.
- ✓ Construction of a new access drive to the Convention Center.
- ✓ Renovations at the Howard Warner Community Center.
- ✓ Completion of the University of West Georgia (UWG) Newnan Campus project.
- ✓ Continued implementation of a new Document Management and Workflow System.

- ✓ Initiation of the construction of McIntosh Parkway.
- ✓ LaGrange Street Improvements
- ✓ Paving of Various Streets
- ✓ Purchase of new Playground Equipment
- ✓ Newnan Blvd. East Repairs
- ✓ Newnan Blvd. East Median Improvements
- ✓ Jefferson- Jackson Corridor Improvements
- ✓ Design of Fire Station #4

All of the above projects are being funded with a 'pay-as-you-go' financing plan, ensuring that the City retains its solid financial position. The voter approved Special Purpose Local Option Sales Tax (SPLOST) is the primary funding source for the capital expenditures planned in 2015. To illustrate their level of significance, SPLOST 07 and SPLOST 13 comprise 77 % of the capital budget.

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 2015 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 evaluating operations and performances, 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 of Newnan

CITY-IN-BRIEF

SECTION I. 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 seven 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.

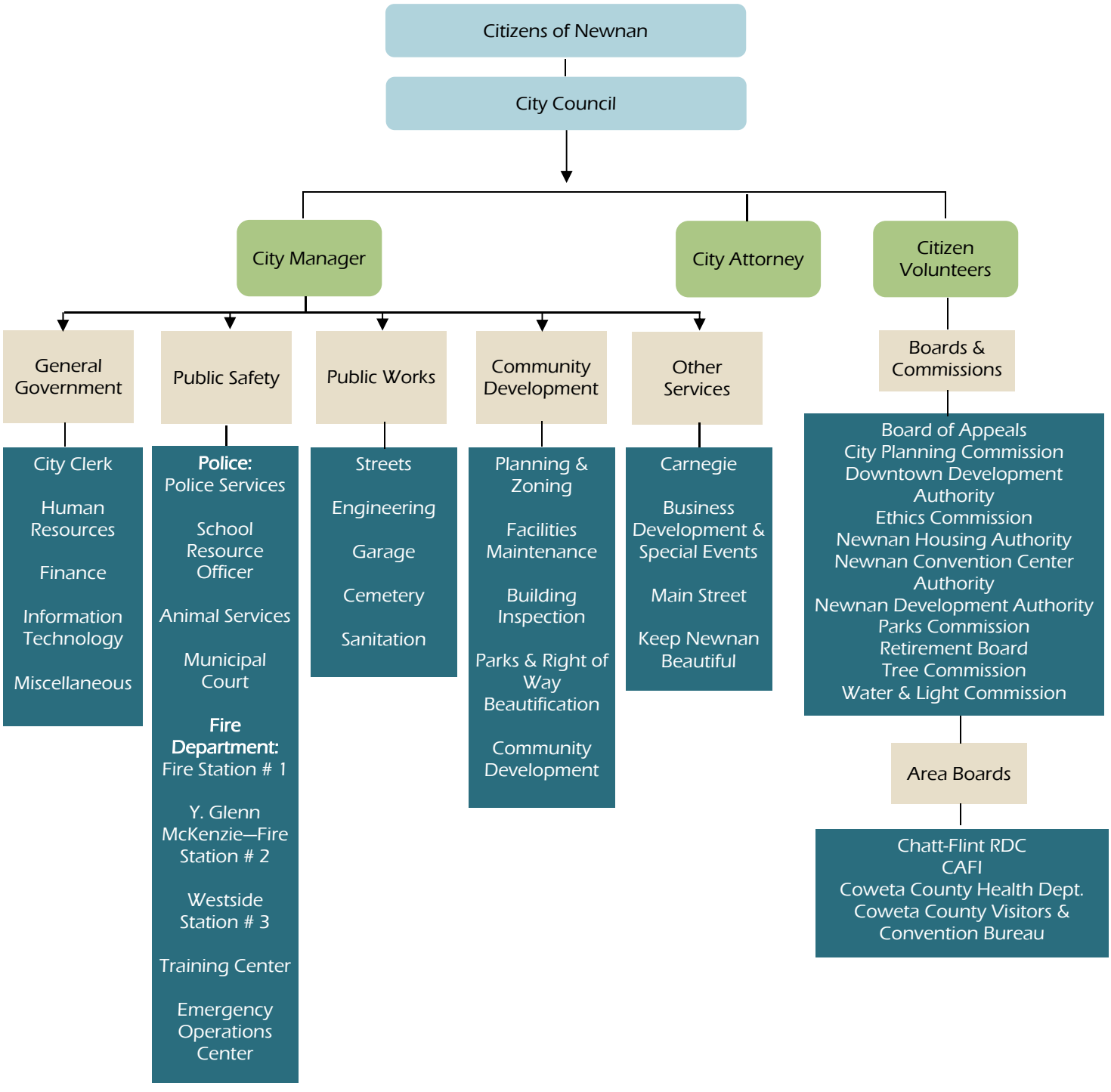
Appointed by and reporting to the City Council, the City Manager serves as the Chief Administrative Officer and is charged with the implementation of City Council adopted policies and directives and the day-to-day operations of the City. The City Manager is responsible for hiring directors to oversee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

The City currently employs 259 (including part-time) people who are organized into five functions: General Government, Public Safety, Public Works, Community Development and Other Services. General Government consists of City Manager, Human Resources, Finance, Information Technologies, and Miscellaneous; Public Safety includes the Police, Municipal Court, Animal Control Services, and School Resource Officers and Fire Departments; Public Works involves the Street, Garage, Engineering, Cemetery and Sanitation Department; Community Development is comprised of Planning and Zoning, Building Inspection, Facilities Maintenance (formerly Building Maintenance), Beautification and 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, 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 2015 organizational makeup. It also includes information on boards and commissions appointed or established by the City Council.

FY 2015 City of Newnan Organization Chart



CITY CONTACTS

City of Newnan

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

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

MAYOR AND COUNCIL MEMBERS

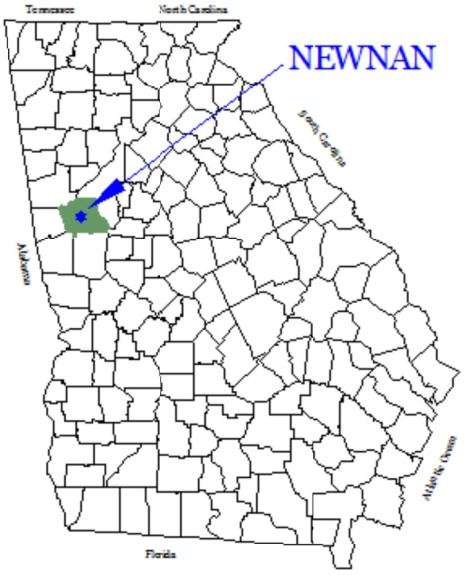
DISTRICTS	POSTS	NAME	YEAR ELECTED
DISTRICT 001	POST A	CLAYTON HICKS	2006
	POST B	DUSTIN K. KORITKO	2013
DISTRICT 002	POST A	RHODES SHELL	2006
	POST B	RAY DUBOSE	2006
DISTRICT 003	POST A	GEORGE M ALEXANDER	2003
	POST B	CYNTHIA E JENKINS	2004
MAYOR	AT LARGE	L KEITH BRADY	1994
COUNCIL MEMBER	AT LARGE-2015	ROBERT COGGIN	2008

CITY ADMINISTRATIVE OFFICES

Department	Management	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 Maple	1 LaGrange Street	770-683-1347
Cemetery	Jimmy Hemmings	70 Jefferson 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
Program Manager	Ronda Helton	25 LaGrange Street	770-254-2358
Public Information	Gina Snider	25 LaGrange Street	770-254-2358
Public Works	Michael Klahr	55 Boone Drive	770-253-0327
Sanitation	Bryan Anderson	55 Boone Drive	770-253-0327
Streets	Ray Norton	55 Boone Drive	770-253-1823

SECTION II. 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.



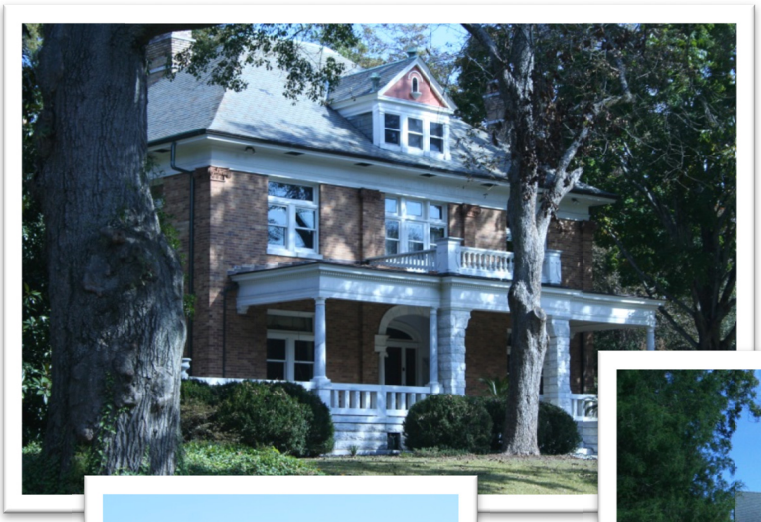
A century and a half ago the small City of Newnan was carved out of the homeland of the proud Indian Creek Nation. Newnan stands in the preserved natural beauty of its surroundings, while thriving as an independent commercial and industrial trade center. As a residential community, Newnan has become 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. For example, Greenville Street Park and Veteran's Memorial Park as 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, Mill Village, and Platinum Pointe.







A. 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 total operating budget at 52.96%.

The City of Newnan Police department handles 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 provides 24-hour police and fire protection through the employment of approximately 149 Public Safety employees. The Police Department has 94 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 55 remaining Public Safety employees are with the Fire Department and distributed among them; the Fire Chief, 1 Fire Inspector, 33 firefighters, 12 sergeants, 3 battalion chiefs, 4 captains, and an office assistant.

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.

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.

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 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 33.30 mills.

2014 Millage Rates			
District Name	Net O & M Millage	Bond Rate	Total Millage
City of Newnan	4.15	0	4.15
Coweta County - Incorporated	7.75	0	7.75
Coweta County - Unincorporated*	0	0	6.5
Coweta County - Fire District*	0	0.42	3.5
School District	18.59	0	18.59
State	0.1	0	0.1
Grand Total for City Residents	30.59	0.42	31.01

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

B. 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 three component units:

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

1. 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.

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.

2. 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.

3. 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.

C. 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." In Appendix B you will find a chart listing public schools located within the city limits of Newnan, along with their enrollment for 2014. Please note that this list is not all inclusive in the Coweta County School System. For this information please visit www.coweta.k12.ga.us.

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.

The Centre for Performing and Visual Arts is adjacent to The Newnan Centre. The Centre for Performing and Visual Arts is available for use by all citizens of the surrounding communities with special priority 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.

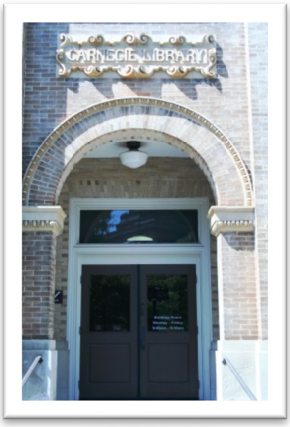
However impressive the structure and its contents may be, it is the intangible that gives inspiration to visitors of The Centre for Performing and Visual Arts, as the philosophy of the Centre is to strive to be a house of excellence and an extension of the classroom no matter the age of the student. 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.

In 2012 the City began construction of a new convention center adjacent to the Centre for Performing and Visual Arts. This facility was completed in 2013. Funding for this project came from hotel/motel taxes, special purpose local option sales tax (SPLOST), and motor vehicle rental excise taxes.

The Newnan Centre (seen in the picture to the right) is located at 1515 Lower Fayetteville Road in Newnan and at www.newnancentre.com via the Internet. Construction of the facility was funded by SPLOST and the City of Newnan. The Newnan Centre is operated on an Authority Board basis comprised of seven members. This beautiful facility is a great location for weddings and corporate events.



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.

D. Health Services

Newnan is the location of the County's major health services and facilities. Piedmont Newnan Hospital (PNH) is a 136-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 is located on Poplar Road at the I-85 overpass. The state-of-the-art design of this new hospital, a 362,376-square-foot, with nine total floors, improved patient access and way finding, provides flexibility for changing clinical, technology and community need, increases operational efficiencies, and accommodates future growth.

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, 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 is the new Cancer Treatment Centers of America (CTCA) which has chosen Newnan to serve the southeast region. With good quality cancer treatment options, this facility has brought much-needed jobs and other industry to the City and County.



E. 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 pickup times. Citizens must call and schedule a needed trip 24 hours in advance, and daily routes are generated based on destinations requested. Rides are Monday-Friday, excluding holidays and are on a first-come, first-serve basis and on availability.

F. 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

G. Sanitation Services

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

Waste Industries
PO Box 988
Stockbridge, GA 30281
770-716-1899
www.wasteindustries.com

H. 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 Drivers Services 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.

I. 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:

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

Anyone meeting the voter 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)

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.

SECTION III. Interesting Facts about the City of Newnan

A. Geography

- Approximately 19.5 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.

B. 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 councilmembers from three districts who serve four year terms. Due to the 2010 census, the City went through the process of redistricting which changed the division from four districts and two super districts, to three districts each with two council members representing the district. This process created an opening for a councilmember in underrepresented District 01 and as extra councilmember in District 03. Because of this, the City will have 7 councilmembers, one at large, until the elections take place in 2015.
- City Manager runs the daily operations of the city.

C. Accolades

- Certified City of Ethics
- Tree City USA
- City of Excellence

D. 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.





E. 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 immortalized 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.







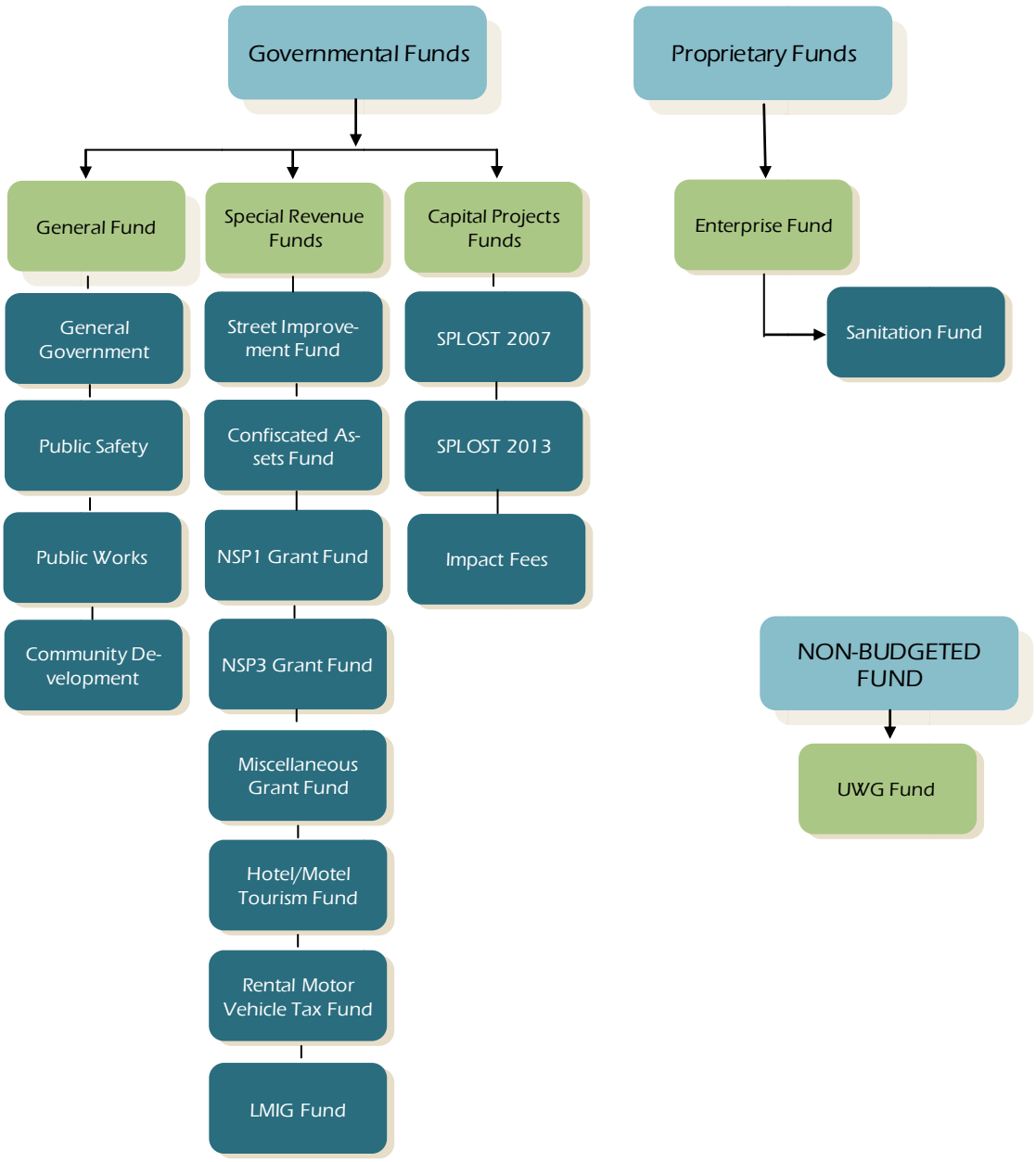


CITY OF NEWNAN
Focusing on the "Quality of Life"

FUNDS, FINANCIAL TRENDS AND DEBT SUMMARY

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. The City had only one NON-Budgeted Fund (UWG Fund), required in the Annual Audit, thus mentioned briefly in this document.

2015 City of Newnan Fund Structure



SECTION I. Fund Structure and Fund Definitions

As noted in the chart entitled "2015 City of Newnan Fund Structure," the City utilizes three major governmental fund types: General, Special Revenue, and Capital Projects, plus one proprietary fund type: Enterprise. Below is each fund's description and on the pages to follow there will be a detailed summary of revenues and expenditures budget for each Fund in the same order of their description.

A. General Fund (Major Fund)

The General Fund is the main operating fund of the City. The General Fund is considered a MAJOR FUND because it falls under the 10% rule; meaning at least 10% of revenue is used for operations. 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.

B. Special Revenue Funds (Non-Major 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 eight special revenue funds: Street Improvement Fund, LMIG Fund, Confiscated Assets Fund, NSP1 Grant Fund, NSP3 Grant Fund, Miscellaneous Grants Fund, Hotel/Motel Tourism Fund and Rental Motor Vehicle Excise Tax 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 2012, 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, the majority of these funds are now budgeted in the Street Department in the General Fund.

LMIG Fund

The LMIG Fund is utilized to account for state grants for the purpose of maintaining City streets and roads. This fund's revenue stream consists of monies from Local Maintenance Improvement Grants. This Fund was created in late 2013 in order to separate the revenues and expenditures from the Street Fund to accurately account for this particular grant.

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 the 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.

NSP3 Grant Fund
The NSP3 Grant Fund was created in the FY 2012 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 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 for low-income households.

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 of the designation funds 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.

Motor Vehicle Rental Excise Tax Fund
The Motor Vehicle Rental Excise Tax Fund was created in the FY 2012 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 built in Newnan.

C. Capital Project Funds (Major 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 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 2015: SPLOST 2007, SPLOST 2013 and the Impact Fees Fund. These three funds are considered MAJOR FUNDS as well because they also fall under the 10% rule. 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 2007

In 2006, the citizens of Newnan reapproved 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 received 25% of the one-cent tax after the deduction of funds for renovation of the County Courthouse. Newnan Water and Light received 16% of the 25% the city received during the six year program.

SPLOST 2013

In 2012, 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 a new Public Safety Complex, a new Fire Station (#4), a Rescue Unit and Fire Engine, Wadsworth Building upgrades, recreation improvements, downtown trolley, various street, intersection, sidewalk and parking improvements, as well as communications, network and software upgrades and equipment for Public Works and the Street departments. This SPLOST is for a period of six years. The City receives 25.95% of the one-cent tax. Newnan Water and Light will receive 16% of the 25.95% 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

D. Enterprise Fund

An Enterprise Fund permits an organization to budget and account for a specific activity "like a business" and therefore represents the economic results of said activities. The City established the Sanitation Fund in FY 2001 as an Enterprise Fund. The Sanitation fund, the only non-governmental fund type, is a proprietary fund, which is structured more like a business than a governmental fund.

Sanitation Fund

The Sanitation Fund will track all revenues, transfers and expenditures associated with the collection of brush and bulk (appliances, furniture, etc.) efforts in the City of Newnan. Revenues include user fees and interest. The remaining sanitation services, solid waste collection, and disposal and recycling will be provided by Waste Industries, who has contracted with the City to provide those services. Sanitation services were privatized in 2004. The City resumed this portion of the services in 2014.

SECTION II. General Fund - Major Fund

The General Fund is the main operating fund of the City. The General Fund is considered a MAJOR FUND because it falls under the 10% rule; meaning at least 10% of revenue is used for operations. 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.

A. FY 2015 General Fund Revenues and Financial Trends

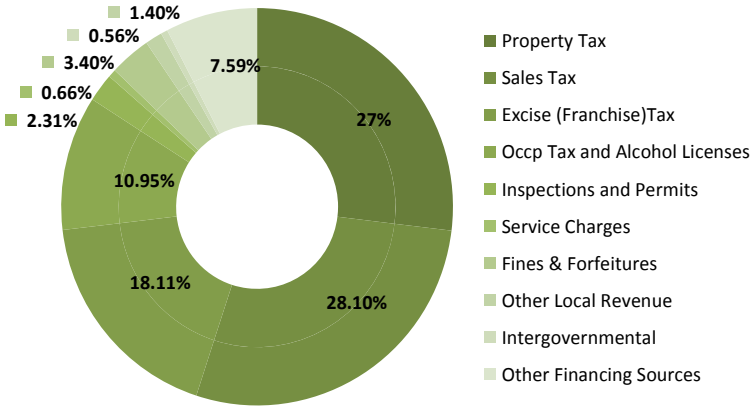
Financial Trends offer a practical approach for monitoring the economic health of the City. This trend summary of General Fund Revenues provides a global view of the past and present financial resource of the City.

Overall, FY 2015 total budgeted revenues are projected to increase by 10.13% over the $18,710,000 budgeted in FY 2014 which equals $2,108,500. General Fund resources available to the City of Newnan in 2015 include "revenues" of $19,238,500, an "operating transfer in" from Newnan Water & Light of $1,375,000 and an "operating transfer in" from the Hotel/Motel Tourism Fund of $180,000.

We are seeing an increase in most categories with some of the largest increases in Occupational Tax and Inspections and Permits. However, the Motor Vehicle Tax decreased due to the new Vehicle Title Tax Fee by 25% or $30,000. Total property taxes are projected to increase by 11% or $623,000. Most of the changes are primarily related to the improving economic and financial conditions in Newnan.

The largest sources of General Fund resources are: Local Option Sales Tax - $5,850,000, Property Taxes - $5,605,000 and Excise (Franchise) Taxes - $3,770,000. Occupational Taxes and Alcohol Licenses make up the fourth largest source at $2,280,000 totaling $15,225,000 or 73.13% of total General Fund Revenues. Other Financing Sources is the fifth largest source of revenue at $1,555,000 (including $1,375,000 from Newnan Water & Light and $180,000 from Hotel/Motel Tax). Fines and forfeitures, intergovernmental revenues, inspections and permits, other local revenue and other financing revenues round out the diverse financial resource streams within the General Fund.

The chart to the right illustrates the major categories of General Fund revenue anticipated by the City in 2015.



Due to the overall increase in revenues, the City was able to fund some service level increases for 2015. All full-time employees will receive a step-wage increase at 2.5%. Staffing changes consisted of several new positions, as well as some reclassifications, due to changes in the level and types of services being provided by the City. See the Personnel Summary section of this document for further information concerning staffing changes for 2015.

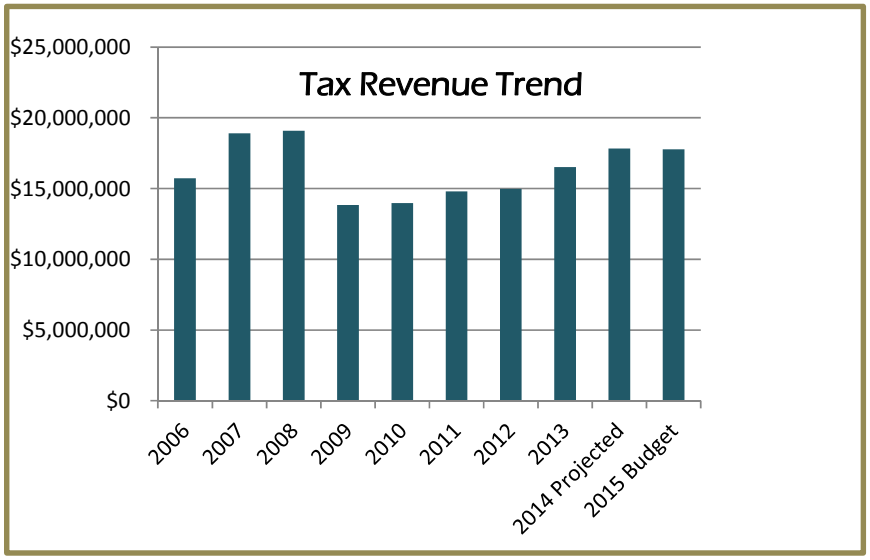
1. Tax Revenues

The chart below shows the history of the City's actual tax revenues from 2006 to 2013, as well as the projected for 2014 and 2015. As seen below, overall there has been an increase of 12.9%, mainly due to the growth the City was experiencing in commercial and residential growth from 2005 to 2008. 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 follow.

CITY OF NEWNAN, GEORGIA
TAX REVENUES BY SOURCE, GOVERNMENTAL FUNDS
Last Nine Calendar Years
(modified accrual basis of accounting)

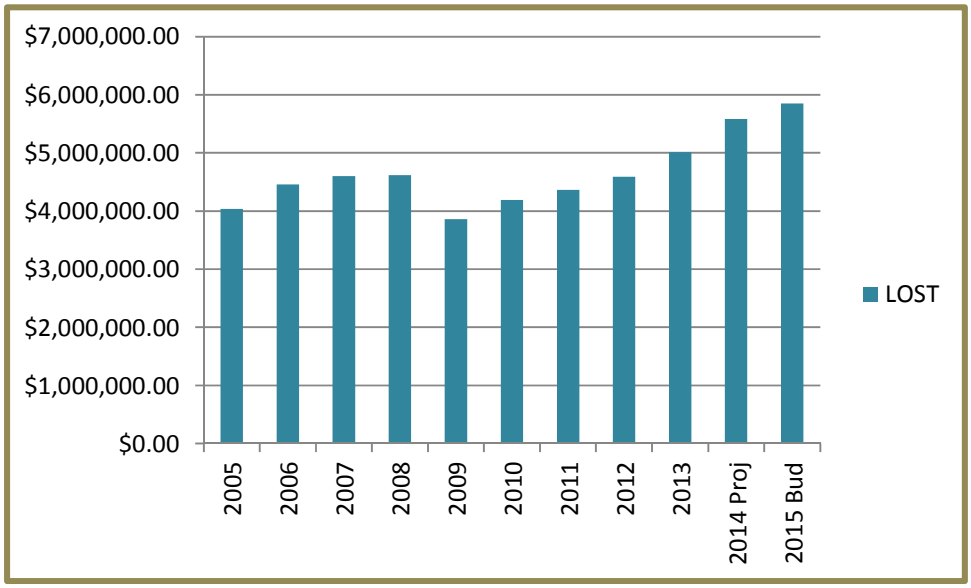
Calendar Year	General Property	Franchise	Insurance Premium	Occupational	Alcoholic Beverage	Hotel / Motel	Sales Tax	Motor Vehicle	Other	Total
2006	$3,521,423	$1,004,528	$851,078	$1,472,479	$700,717	$211,120	$7,517,296	$230,462	$222,331	$15,731,434
2007	$4,145,848	$1,226,762	$887,770	$1,732,989	$733,406	$329,900	$9,552,987	$254,832	$25,471	$18,889,966
2008	$4,141,896	$1,324,724	$909,036	$1,838,252	$731,681	$258,001	$9,576,131	$270,781	$33,524	$19,084,026
2009	$4,592,154	$1,420,597	$900,507	$1,792,961	$742,731	$240,642	$3,860,258	$249,931	$34,544	$13,834,324
2010	$4,630,498	$1,416,636	$874,336	$1,603,104	$737,209	$223,694	$4,187,040	$249,579	$44,909	$13,967,005
2011	$4,342,139	$1,449,554	$1,549,668	$1,684,129	$757,381	$253,718	$4,367,306	$273,376	$125,950	$14,803,221
2012	$4,069,084	$1,380,171	$1,646,007	$1,788,599	$822,432	$283,321	$4,589,581	$300,866	$101,620	$14,981,681
2013	$4,282,655	$1,261,724	$1,704,283	$1,877,696	$812,992	$337,102	$5,014,974	$1,094,431	$123,094	$16,508,951
2014 Projected	$4,420,000	$1,243,222	$1,725,000	$2,309,319	$811,000	$360,000	$5,580,000	$1,265,000	$120,000	$17,833,541
2015 Budget	$4,430,000	$1,240,000	$1,725,000	$2,100,000	$805,000	$360,000	$5,850,000	$1,145,000	$110,000	$17,765,000
% Change 2006 - 2015	**25.8%**	**23.4%**	**102.7%**	**42.6%**	**14.9%**	**70.5%**	**-22.2%**	**396.8%**	**-50.5%**	**12.9%**

The chart below shows the trend of the tax revenues from FY 2006 to FY 2015. In FY 2009 depicts a sharp drop in revenues, however in FY 2011 these revenue sources start to gradually rebound.



2. Local Option Sales Tax

The City relies heavily on the Local Option Sales Tax (LOST) as is evidenced by the anticipated receipt of some $5,850,000 estimated from this source in 2015, which is an increase of $550,000 over the amount projected for 2014. The City's share of LOST increased from 28.57% of the total county wide distribution to 31.19% for 2015, due to the growth in population in the City and the resulting renegotiation of the percentage with the Coweta County. Since the citizens first voted to implement this as a source of municipal financing, the City has depended on it to deliver high quality services to the citizens and offset significant millage rate increases in property taxes. This sales tax consists of a one percent sales tax collected by businesses and remitted to the State of Georgia monthly, where the distribution is made to the cities and counties. In 2015, this source of revenue accounts for 28.10% of total general fund revenues, making this revenue sources the largest for General Fund operations. The chart below illustrates the changes in sales tax collections from 2005 to projected FY 2015.



3. Property Taxes

Property tax revenues are comprised of 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 finalized by the State of Georgia each year. 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 taxes are not paid by the due date, a penalty of one percent of the base tax is automatically added each month until the account is 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.

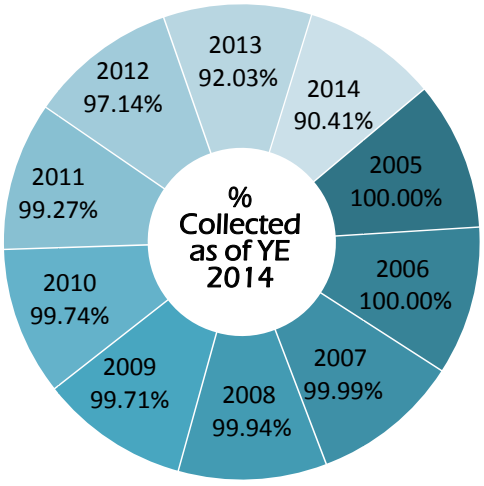
In 2015, property taxes combined are expected to garner $5,605,000, as opposed to $4,982,000 in 2014; this represents an increase of 11%, or $623,000. The chart on the following page

represents 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, 2014, the City had collected 100% of the property taxes billed for all fiscal years prior to 2007. The delinquency rate for years 2005 to 2014 was approximately 1.19%; in which a total of $41,386,589 was billed. The average collection rate for the nine-year period was 98.81%.

Year	Assessed Valuation	Millage Rate	Taxes Billed	Taxes Collected	Collected as of YE 2014
2005	721,798,327	4.40	3,175,913	3,175,913	100.00%
2006	827,220,159	4.34	3,596,135	3,596,135	100.00%
2007	935,343,966	4.32	4,040,685	4,038,584	99.95%
2008	1,026,088,379	4.32	4,432,702	4,423,802	99.80%
2009	1,054,432,593	4.32	4,507,635	4,503,936	99.92%
2010	1,048,735,367	4.39	4,603,948	4,594,765	99.80%
2011	997,962,568	4.39	4,381,056	4,371,411	99.78%
2012	992,648,071	4.39	4,060,401	4,048,374	99.70%
2013	936,331,076	4.37	4,091,767	4,077,441	99.65%
2014 Proj	1,081,798,682	4.15	4,496,347	4,065,317	90.41%
2015 Est	1,092,616,668	4.15	4,785,200	4,325,000	90.38%

As seen from the chart below, the City has consistently maintained over a 90% collection rate by year-end. Aggressive collection is necessary, as the City is heavily reliant on property tax revenues to support operations. Property taxes are the second largest revenue source for the General Fund.



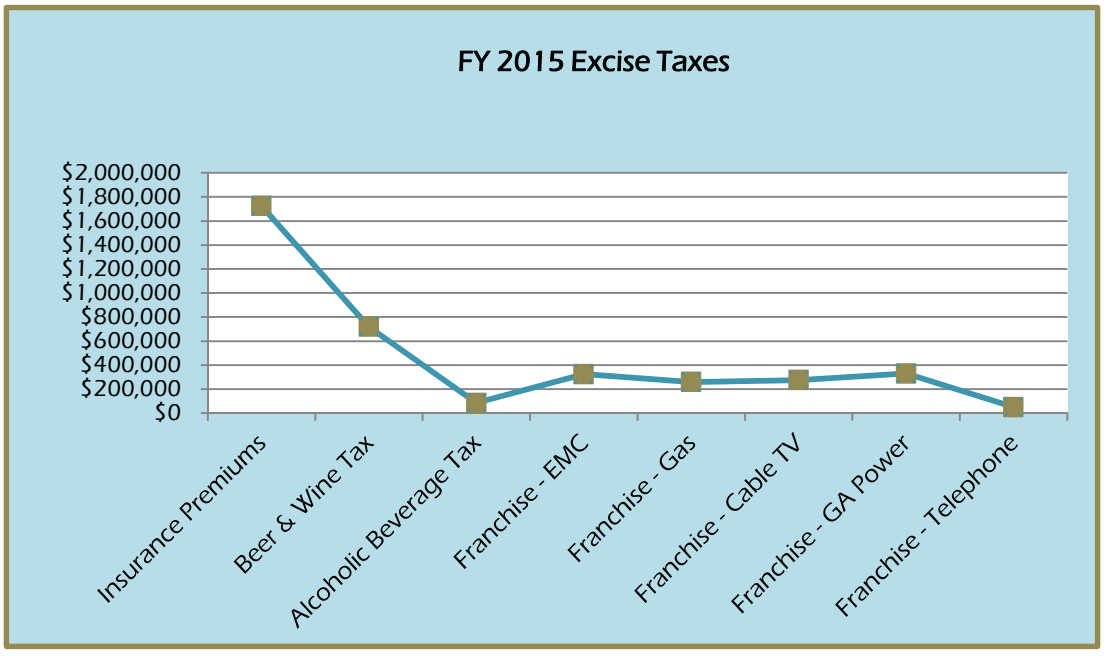
The City's 4.15 millage rate is projected to provide approximately $425,000 more tax revenues for the General Fund in 2015. The New Vehicle Title Tax is projected to generate an additional $225,000. Utility taxes are projected to be consistent with 2014 rates and intangible taxes are expected to increase slightly in 2015. The following schedule outlines the impact that property taxes will have on this 2015 budget. The City's 2014 millage rate prior to the rollback for sales tax was 8.805 mills per thousand.

Description	2010 Tax Rate	2011 Tax Rate	2012 Tax Rate	2013 Tax Rate	2014 Tax Rate	Projected 2015
Gross Millage Rate	8.245	8.369	8.722	9.407	8.805	8.805
Rollback For LOST	3.855	3.979	4.332	5.037	4.655	4.655
Net Millage Rate	4.39	4.39	4.39	4.37	4.15	4.15
Local Sales Tax Rate	1%	1%	1%	1%	1%	1%
Special Sales Tax Rate	1%	1%	1%	1%	1%	1%

4. 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 on the following page shows the history of excise tax collections and projections for the last five years as well as the projected FY 2015 budget.

We are projecting an overall 6.80% increase from the 2014 budgeted revenues for 2015. We expect a $125,000, or 7%, increase in insurance premium taxes due to the growth in population for Newnan over the past ten years. EMC's franchise fees are expected to increase by $45,000. Telephone tax continues to decline which is mostly attributed to the technology era we live in today. The City expects a 60% decrease or $30,000 in Telephone Taxes. This decrease is felt to be mainly attributed to increased wireless technology. Most other excise taxes remained fairly consistent with 2014. The chart below depicts 2015 budgeted revenues for Excise taxes. Overall, the City expects to collect $3,770,000 in Excise taxes, an increase of $240,000 from the FY 2014 budget of $3,530,000.



Excise Tax	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Insurance Premiums	$874,336	$1,549,668	$1,646,006	$1,704,283	$1,600,000	$1,725,000
Beer & Wine Tax	667,031	671,200	740,022	728,513	690,000	720,000
Alcoholic Beverage Tax	70,178	70,178	82,410	84,479	80,000	85,000
Franchise - EMC	420,935	472,464	394,302	302,105	280,000	325,000
Franchise - Gas	246,944	260,941	260,150	261,944	250,000	260,000
Franchise - Cable TV	264,586	299,893	303,517	310,104	250,000	275,000
Franchise - GA Power	282,583	327,398	341,750	320,488	300,000	330,000
Franchise - Telephone	201,588	88,858	80,453	67,082	80,000	50,000
Total	**$3,028,181**	**$3,740,600**	**$3,848,610**	**$3,778,998**	**$3,530,000**	**$3,770,000**
% Increase /Decrease		**23.53%**	**2.89%**	**-1.81%**	**-6.59%**	**6.80%**

5. 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 each year, with a due date of approximately December 1st. All establishments selling 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 2015, the City expects to collect $2,280,000 in occupational taxes and alcohol licensing, a 16% increase, or $360,000 over the FY 2014 budget of $1,920,000. The chart below shows the number of actual occupational tax certificates and alcohol licenses issued by the City for a seven year period beginning with 2008 and ending with a projected number for FY 2015.

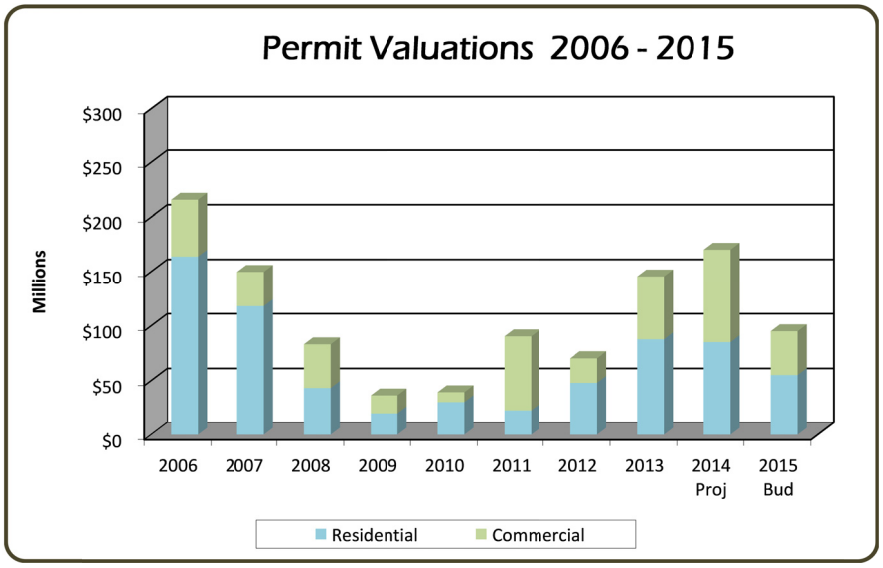
	Occupational Taxes and Alcohol Licensing Number of Occupational Tax Certificates and Alcohol Licenses Issued by City							
	2008	2009	2010	2011	2012	2013	2014	2015
Occupational Taxes	2,016	2,123	1,910	1,692	1,725	1,755	1,755	1,790
Alcoholic Licenses	90	99	99	102	104	102	103	105
TOTAL	**2,106**	**2,222**	**2,009**	**1,794**	**1,829**	**1,857**	**1,858**	**1,895**

6. 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 hit $215 million, with residential construction totaling some $163 million and commercial values totaled $52 million.

Permit values dropped significantly in 2007, when residential and commercial construction permits issued were valued at approximately $149 million and continued to drop through 2010. There was an 83% drop in permit valuations during the three-year period following the peak year of 2006. However, in 2013 there was a 145% increase in residential and commercial permits due to a growth spurt. We are projecting a leveling off in inspections and permits in FY 2014 and FY 2015.



7. 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, and event activity fees. 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 2015, we expect to collect $138,000 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.

8. Fines and Forfeitures

Fines and forfeitures are projected to produce a total of $707,000 in FY 2015. This is a 10% increase, or $68,000, from the 2014 budget of $639,000. 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 on the following page

shows the history of police fines beginning with 2010. Projections for 2014 indicate that we expect to collect approximately 17.53% over budgeted revenues.

	Fines and Forfeitures						
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Police Fines	$551,364	$647,145	$647,145	$663,267	$625,000	$730,000	$690,000
Parking Fines	15,696	9,785	2,125	2,145	1,000	3,000	1,000
Tech Fees from Fines	13,520	14,575	17,568	19,525	13,000	18,000	16,000
Total	**$580,580**	**$671,505**	**$666,838**	**$684,937**	**$639,000**	**$751,000**	**$707,000**
% Increase / Decrease		**15.66%**	**-0.70%**	**2.71%**	**-6.71%**	**17.53%**	**10.64%**

9. Other Local Revenue

In 2014, this category was budgeted for $289,000 in revenue. For 2015, there is a increase of $3,000 or 1%. There is a $5,000 increase in miscellaneous revenue. Additionally, $20,000 was included for Cultural Arts expenditures; which is consistent with the 2014 budget.

10. Intergovernmental Revenue

Intergovernmental revenues have totaled less than 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 2015, intergovernmental revenue is estimated to increase to $116,500, an increase of 57%, or $66,500 from FY 2014. The volume of foreclosures, along with slow resells of properties in Newnan, has affected this revenue source over the past several years, but seemed to be rebounding at a slow pace.

11. Other Financing Sources

Other financing sources of revenue include a transfer from Water and Light of $1,375,000, up $55,000 from $1,320,000 in FY 2014. The Hotel/Motel Tourism Fund of $180,000 is consistent with the FY 2014 budget. Additionally, this revenue source includes a $25,000 operating grant from Water and Light for Business Development activities in 2015.

B. FY 2015 General Fund Revenue Summary

Revenue Source	2014 Budget	2014 Projected	2015 Budget	$ Change 2014 - 2015	% Change 2014-2015
Property Tax	$4,982,000	$5,725,000	$5,605,000	$623,000	11.12%
Sales Tax	5,300,000	5,580,000	5,850,000	550,000	9.40%
Excise (Franchise)Tax	3,530,000	3,779,222	3,770,000	240,000	6.37%
Occp Tax and Alcohol Licenses	1,920,000	2,494,319	2,280,000	360,000	15.79%
Inspections and Permits	353,000	598,000	480,000	127,000	26.46%
Service Charges	122,000	139,357	138,000	16,000	11.59%
Fines & Forfeitures	639,000	751,000	707,000	68,000	9.62%
Other Local Revenue	289,000	434,400	292,000	3,000	1.03%
Intergovernmental	50,000	117,166	116,500	66,500	57.08%
Other Financing Sources	1,525,000	1,585,000	1,580,000	55,000	3.48%
Total	**$18,710,000**	**$21,203,464**	**$20,818,500**	**$2,108,500**	**10.13%**

General Fund (100) Revenue Summary

		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Property Taxes						
31.1100	Property Tax	$3,895,126	$4,112,450	$3,900,000	$4,300,000	$4,325,000
31.1110	Public Utility Tax	97,190	95,211	50,000	50,000	50,000
31.1310	Vehicle Ad Valorem Tax	300,866	261,496	150,000	165,000	120,000
31.1311	Vehicle Title Tax (TAVT)	0	832,935	800,000	1,100,000	1,025,000
31.1340	Intangible Tax	45,457	49,276	40,000	40,000	40,000
31.9100	Interest & Penalities	34,289	47,224	30,000	40,000	30,000
31.9500	Fi Fa for Property Taxes	31,311	25,718	12,000	30,000	15,000
	Total Property Taxes	$4,404,239	$5,424,309	$4,982,000	$5,725,000	**$5,605,000**
Sales Tax						
31.3100	Local Option Sales Tax	$4,589,581	$5,014,974	$5,300,000	$5,580,000	$5,850,000
	Total Sales Tax	$4,589,581	$5,014,974	$5,300,000	$5,580,000	**$5,850,000**
Excise (Franchise) Tax						
31.1710	Franchise - Georgia Power	$341,750	$320,488	$300,000	$328,055	$330,000
31.1711	Franchise - EMC	394,302	302,105	280,000	321,167	325,000
31.1730	Franchise - Gas	260,150	261,944	250,000	264,000	260,000
31.1750	Franchise - Cable TV	303,517	310,104	250,000	275,000	275,000
31.1760	Franchise -Telephone	80,453	67,082	80,000	55,000	50,000
31.4200	Beer & Wine Tax	740,022	728,513	690,000	725,000	720,000
31.4300	Alcoholic Beverage Tax	82,410	84,479	80,000	86,000	85,000
31.6200	Insurance Premiums	1,646,006	1,704,283	1,600,000	1,725,000	1,725,000
	Total Excise (Franchise) Tax	$3,848,610	$3,778,999	$3,530,000	$3,779,222	**$3,770,000**
Occupational Taxes and Alcohol Licensing						
31.6100	Occupational Tax	$1,504,856	$1,622,644	$1,500,000	$2,050,000	$1,850,000
31.6102	Professional Tax	72,309	50,422	50,000	48,000	50,000
31.6300	Financial Institution Tax	164,044	154,577	150,000	156,319	150,000
31.6400	Insurance Agent Tax	47,390	50,054	40,000	55,000	50,000
32.1110	Beer/Wine Licenses	34,100	35,299	30,000	35,000	30,000
32.1120	Liquor Licenses - Pouring/Pkg.	140,400	139,600	150,000	150,000	150,000
	Total Occupational Tax/Alcohol Lic.	$1,963,099	$2,052,595	$1,920,000	$2,494,319	**$2,280,000**
Inspections & Permits						
32.2100	Residential Const. Permits	$174,506	$317,782	$185,000	$315,000	$240,000
32.2110	Commercial Const. Permits	65,577	128,154	65,000	90,000	80,000
32.2150	Plan Review Fees	26,886	45,513	28,000	40,000	35,000
32.2215	Planning & Zoning Reg. Fees	13,235	20,439	12,000	18,000	15,000
32.2901	Site Improvement Fees	24,034	45,097	18,000	35,000	25,000
32.2902	Land Disturbance Permit	0	0	0	0	0
32.3101	Utility Inspection Fees	52,655	107,005	45,000	100,000	85,000
	Total Inspections & Permits	$356,893	$663,990	$353,000	$598,000	**$480,000**

The summary of FY 2015 Revenue is continued on the next page. The chart was split into two sections so that it would be legible.

General Fund (100)
Revenue Summary Continued

		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Service Charges						
33.6000	School Resource Officer	$96,260	$136,357	$120,000	$136,357	$135,000
34.2901	Event Activity Fees	1,308	1,308	1,000	1,000	1,000
34.3010	House Demolition	439	33,132	500	1,000	1,000
34.3020	Grass Cutting/Lot Clearing	940	154	500	1,000	1,000
	Total Service Charge	$98,947	$170,951	$122,000	$139,357	**$138,000**
Fines & Forfeitures						
35.1171	Police Fines	$647,145	$663,267	$625,000	$730,000	$690,000
35.1172	Parking Fines	2,125	2,145	1,000	3,000	1,000
35.1173	Tech Fees from Fines	17,568	19,525	13,000	18,000	16,000
	Total Fines & Forfeitures	$666,838	$684,937	$639,000	$751,000	**$707,000**
Other Local Revenues						
33.4113	Cultural Arts Commission	$31,245	$36,474	$20,000	$20,000	$20,000
33.4114	Veteran's Memorial Bricks	600	250	0	0	0
34.4130	Sale of Recyclables	8,448	15,135	2,000	3,000	2,000
34.6901	Admin. Fee for Impact Fees	15,456	18,969	7,500	15,000	10,000
34.6902	Host Fee for Sanitation Collection	0	55,241	60,000	60,000	60,000
34.7901	City Store Sales	601	814	250	1,000	500
34.9110	Cemetery Lot Sales	54,466	48,325	50,000	40,000	45,000
34.9120	Monument Setting Fee	435	540	250	400	500
34.9130	Cemetery Services	72,704	73,910	60,000	70,000	60,000
34.9901	Rental Fees	14,047	15,488	14,000	12,000	14,000
36.1000	Interest on Investments	23,402	24,315	25,000	23,000	25,000
38.0000	Miscellaneous	44,206	45,057	35,000	160,000	40,000
39.2100	Fixed Asset Sales	38,316	27,934	15,000	30,000	15,000
	Total Other Local Revenues	$303,926	$362,451	$289,000	$434,400	**$292,000**
Intergovernmental Revenues						
33.1600	Real Estate Transfer	$20,095	$29,441	$20,000	$25,000	$25,000
33.1601	Intergovernmental Revenue	0	0	0	53,500	53,500
33.6010	Police Vest Grant	1,562	5,202	0	0	0
33.8001	Payments In Lieu Of Tax	31,800	0	30,000	38,666	38,000
	Total Intergovernmental Revenues	$53,457	$34,643	$50,000	$117,166	**$116,500**
Other Financing Sources						
39.1101	Transfer from NU for Bus Dev	25,000	25,000	25,000	25,000	25,000
39.1105	Water & Light	1,404,838	1,390,764	1,320,000	1,440,000	1,375,000
39.1205	Transfer from Tourism Fund	169,992	202,261	180,000	120,000	180,000
	Total Other Financing Sources	$1,599,830	$1,618,025	$1,525,000	$1,585,000	$1,580,000
Total General Fund Revenues		**$17,885,420**	**$19,805,875**	**$18,710,000**	**$21,203,464**	**$20,818,500**
	Committed Fund Balance Reserves	$0	$0	$0	$0	**$671,500**
	Total General Fund Revenues	**$17,885,420**	**$19,805,875**	**$18,710,000**	**$21,203,464**	**$21,490,000**

C. FY 2015 General Fund Expenditures

1. Expenditures by Function

The City is organized into five functions: General Government, Public Safety, Public Works, Community Development, and Other Services. Listed below are the departments under each function's heading, as well as each function's General Fund expenditures summaries. More detailed expenditures for each function are discussed in the Departmental Summaries section of this document.

General Government Function
The General Government function is comprised of the following departments:

- City Council
- City Manager
  - City Attorney
  - Finance
  - Information Technology
  - Human Resources
  - Miscellaneous

FY 2015 Approved General Government Expenditures		
	2014 Budget	2015 Budget
Salaries & Wages	$704,029	$994,394
Benefits	374,103	420,253
Operations	981,991	2,459,146
Capital Outlays	20,960	5,000
Total	$2,081,084	$3,878,793

Public Safety Function
The Public Safety function is comprised of the following departments:

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

FY 2015 Approved Public Safety Expenditures		
	2014 Budget	2015 Budget
Salaries & Wages	$6,426,354	$6,569,214
Benefits	2,892,607	2,965,001
Operations	1,186,830	1,494,118
Capital Outlays	223,650	341,963
Total	$10,729,441	$11,370,296

Public Works Function

The Public Works function is comprised of four (4) departments and the Sanitation Department (Enterprise Fund which will be detailed in the Departmental Summaries section). However, all departments report to the Public Works Director:

- Streets
- Cemetery
- Garage
- Engineering

FY 2015 Approved Public Works Expenditures	2014 Budget	2015 Budget
Salaries & Wages	$1,447,702	$1,478,655
Benefits	682,869	717,716
Operations	768,942	846,341
Capital Outlays	97,927	101,825
Total	$2,997,440	$3,144,537

Community Development Function

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

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

FY 2015 Approved Community Development Expenditures	2014 Budget	2015 Budget
Salaries & Wages	$1,266,432	$1,287,562
Benefits	536,282	652,763
Operations	428,477	568,342
Capital Outlays	88,000	143,325
Total	$2,319,191	$2,651,992

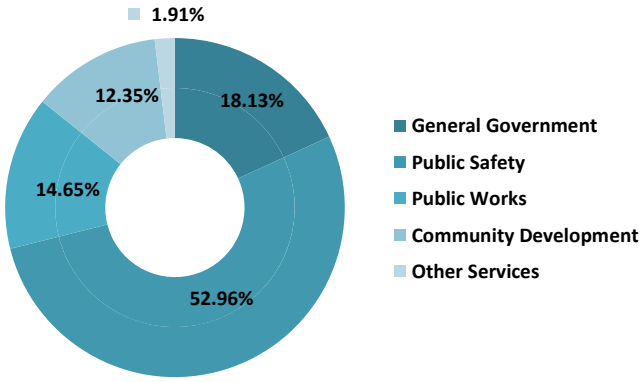
Other Services Function

- Business Development and Main Street
  - Keep Newnan Beautiful
- Carnegie Building

FY 2015 Approved Other Services Expenditures	2014 Budget	2015 Budget
Salaries & Wages	$240,186	$243,754
Benefits	68,720	104,549
Operations	100,870	94,423
Capital Outlays	0	0
Total	$409,776	$442,726

The chart below illustrates the major categories of General Fund expenditures by function. The Public Safety function accounts for the largest appropriation in the General Fund at 52.96%. The General Government function makes up the second largest expenditure group at 18.13% of the total, followed by the Public Works function at 14.65%. The Community Development and Other Services functions follow, in that order.

However, if the transfers from the General Government Function were removed, this function would drop to the third largest expenditure group at 12.64%.



2. Summary of Uses (Expenditures and Transfers)

As illustrated on the following chart, total General Fund uses are budgeted to increase by $2,780,000, or 14.86%, primarily as the result of an approved transfer to the Downtown Development Authority in the amount of $1,125,000 to meets its obligation for the funding of the Newnan Hospital Redevelopment Project (UWGA) and an approved transfer of $225,000 to the Street Fund. These changes are presented in the General Government Function. The City was able to budget for some critical additional items, including new positions and equipment for operations. Funding for those items had been tight during the previous three years. The City projects being able to more efficiently and effectively serve its citizens and customers with the additional funding available in the 2015 budget.

Function	2014 Budget	2015 Budget	% of 2015 Total	Variance 2014 - 2015	% Change 2014-2015
General Government	$2,422,734	$3,880,449	18.06%	$1,457,715	60.17%
Public Safety	10,560,859	11,370,296	52.91%	809,437	7.66%
Public Works	2,997,440	3,144,537	14.63%	147,097	4.91%
Community Development	2,319,191	2,651,992	12.34%	332,801	14.35%
Other Services	409,776	442,726	2.06%	32,950	8.04%
Total	**$18,710,000**	**$21,490,000**	**100.00%**	**$2,780,000**	**14.86%**

The table on the following page represents the FY 2015 Operating Budget as compared to the 2014 Operating Budget. Categories of funding uses are shown to permit the reader a broad overview of the major changes in expenditures. Not all categories are shown. Expenditures are contained in those categories where the funds were originally spent.

Expenditures By Use						
Account	Description	2014 Budget	2014 Projected	2015 Budget	2014-2015 Variance	% Change
51.1100	Wages - Full Time	$ 9,929,942.00	$ 9,754,376.00	$10,267,970.00	$ 338,028.00	3%
51.1200	Wages - Part Time/Temp	208,220.00	209,679.00	240,206.00	31,986.00	15%
51.2100	Employee Ins (Life/Health/Dent)	2,117,976.00	2,118,861.00	2,300,479.00	182,503.00	9%
51.2200	FICA (Soc Sec)	778,608.00	775,664.00	811,157.00	32,549.00	4%
51.2400	Retirement	1,066,117.00	1,008,700.00	1,038,847.00	-27,270.00	-3%
51.2700	Worker's Compensation	474,802.00	593,581.00	503,009.00	28,207.00	6%
51.2900	Other Employee Benefits	120,658.00	114,598.00	106,652.00	-14,006.00	-12%
52.1200	Professional Services	307,067.00	332,491.00	470,267.00	163,200.00	53%
52.1300	Other Contractual Services	179,086.00	164,888.00	260,089.00	81,003.00	45%
52.3102	Building & Personal Laibility Insurance	391,515.00	338,027.00	391,405.00	-110.00	0%
52.3200	Communications	133,682.00	115,109.00	196,047.00	62,365.00	47%
52.3500	Travel Expenses	76,934.00	72,124.00	84,051.00	7,117.00	9%
53.1230	Electricity	311,000.00	331,000.00	332,000.00	21,000.00	7%
53.1270	Vehicle Gasoline/Diesel	424,810.00	401,679.00	432,140.00	7,330.00	2%
53.1601	Computer Hardware & Software	55,626.00	34,301.00	93,449.00	37,823.00	68%
53.1706	Miscellaneous	162,727.00	92,350.00	163,550.00	823.00	1%
54.2200	Vehicles	276,350.00	307,010.00	400,150.00	123,800.00	45%

Variance explanations are listed below:

1. Overall expenditures increased by 14.86%. Virtually all departmental operating budgets increased from 2014, primarily due to increased capital expenditures, contractual services and professional services.
2. Part-time wages increased by 15% due to the construction of restroom facilities within City parks. Individuals are needed to maintain and monitor these facilities.
3. Employee insurance increased by 9% due to additional employees for FY 2015.
4. Workers' Compensation and FICA also increased due to the aforementioned.
5. Other Employee Benefits decreased by 12%.
6. Professional Services increased by 53% or $163,200. A big portion of this increase is attributed to the planned hiring of a consultant to perform a pay plan/pay grade study.
7. Other Contractual Services increased by 45% or $81,003. This increase is due to the need of assistance in maintaining right-of-ways, and public buildings.
8. Communications increased by 47% or $62,365. This is mainly due to the relocation of the communication services to the new Public Safety Complex which is scheduled to be complete by mid-January 2015.
9. Electricity also increased by 7% or $21,000 mainly due to the new Public Safety Complex and the four new restroom facilities.
10. Vehicle Gasoline/Diesel slightly increased by 2% or $7,330. This is a volatile market; and due to the fluctuation this budget item was determined by prior trends.
11. Computer Hardware & Software increased by 68% or $37,823. The technology field is constantly changing. The increased budget is necessary to keep up with these changes.
12. Vehicles increased by 45% or $123,800. Several areas of the City of Newnan fleet needed to be upgraded. Vehicles that have excessive miles drive up insurance cost, maintenance and repair costs.

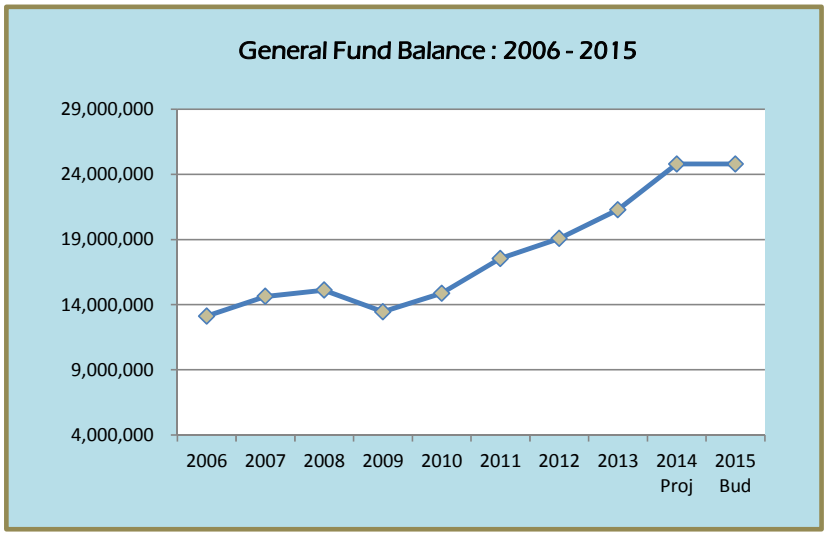
General Fund (100) Expenditures Summary	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
General Government					
City Council	$130,625	$147,514	$175,024	$174,424	$176,582
City Manager	245,739	308,128	547,470	522,490	548,237
Public Information Office	87,230	0	0	0	0
Finance	397,978	400,986	496,249	535,175	535,948
City Clerk	79,097	0	0	0	0
City Attorney	97,934	108,024	98,650	92,000	98,500
Information Technology	163,062	208,590	246,908	0	422,256
Human Resources	144,977	147,689	167,200	159,532	231,029
Municipal Court	174,622	193,881	168,582	211,351	0
Miscellaneous	486,705	487,535	522,651	342,774	517,897
Transfer to Street Fund	0	196,016	0	0	225,000
Transfer to Downtown Dev. Authority	0	0	0	0	1,125,000
Total General Government	$2,007,969	$2,198,362	$2,422,734	$2,037,746	**$3,880,449**
Public Safety					
Police	$5,611,230	$5,879,036	$6,239,452	$6,286,799	$6,750,300
School Resource Officers	340,063	394,985	446,146	428,777	451,695
Municipal Court	0	0	0	0	184,002
Animal Services	57,142	66,175	67,552	65,166	68,058
Fire	3,450,040	3,591,027	3,807,709	3,650,138	3,916,241
Total Public Safety	$9,458,475	$9,931,224	$10,560,859	$10,430,880	**$11,370,296**
Public Works					
Public Works Administration	$246,859	$242,320	$242,718	$224,903	$238,624
Engineering	170,101	187,453	205,235	203,269	303,865
Streets	1,475,475	1,503,833	1,664,854	1,542,083	1,666,106
Garage	360,041	320,293	401,266	378,895	452,689
Cemetery	447,585	462,408	483,367	466,801	483,253
Total Public Works	$2,700,061	$2,716,307	$2,997,440	$2,815,951	**$3,144,537**
Community Development					
Facilities Maintenance	269,712	242,348	304,463	291,683	533,054
Parks & ROW Beautification	750,711	874,272	949,010	795,678	1,027,335
Planning & Zoning	252,748	360,344	301,167	292,204	307,187
Building Inspection	568,120	677,858	764,551	651,883	784,416
Transfer to UWG Fund	0	98,982	0	0	0
Total Comm. Development	$1,841,291	$2,253,803	$2,319,191	$2,031,448	**$2,651,992**
Other Services					
Carnegie Building	$116,328	$124,954	$148,318	$128,407	$175,698
Business Development & Main Street	197,513	205,171	217,296	205,292	226,818
Keep Newnan Beautiful	33,067	41,666	44,162	39,807	40,210
Total Other Services	$346,908	$371,791	$409,776	$373,506	**$442,726**
Total General Fund	**$16,354,704**	**$17,471,634**	**$18,710,000**	**$17,689,531**	**$21,490,000**

General Fund (100) Revenue and Expenditures Summary	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Beginning Fund Balance	$17,547,950	$19,077,393	$20,547,265	$21,281,008	**$24,794,941**
RESOURCES					
Revenue					
Property Tax	$4,404,239	$5,424,310	$4,982,000	$5,725,000	$5,605,000
Sales Tax	4,589,581	5,014,974	5,300,000	5,580,000	5,850,000
Excise (Franchise) Tax	3,848,610	3,778,999	3,530,000	3,779,222	3,770,000
Occp Tax & Alcohol Licenses	1,963,099	1,877,696	1,920,000	2,494,319	2,280,000
Inspections & Permits	356,893	838,889	353,000	598,000	480,000
Service Charges	98,947	34,594	122,000	139,357	138,000
Fines & Forfeitures	666,838	684,937	639,000	751,000	707,000
Intergovernmental Revenues	53,457	207,474	50,000	117,166	116,500
Other Local Revenues	303,926	325,976	289,000	434,400	292,000
Total Revenues	$16,285,590	$18,187,849	$17,185,000	$19,618,464	**$19,238,500**
Operating Transfers In					
Water & Light Commission	$1,404,838	$1,390,764	$1,320,000	$1,440,000	$1,375,000
Transfer from NU for Bus Dev	25,000	25,000	25,000	25,000	25,000
Transfer from Capital Equipment	0	0	0	0	0
Transfer from Tourism Fund	169,992	202,261	180,000	120,000	180,000
Total Transfers In	$1,599,830	$1,618,025	$1,525,000	$1,585,000	$1,580,000
Total Resources	$17,885,420	$19,805,874	$18,710,000	$21,203,464	**$20,818,500**
USES					
Expenditures					
General Government	$1,948,969	$2,162,803	$2,422,734	$2,037,746	$2,530,449
Public Safety	9,519,205	9,925,718	10,560,859	10,430,880	$11,370,296
Public Works	2,699,986	2,722,009	2,997,440	2,815,951	$3,144,537
Community Development	1,840,910	2,166,460	2,319,191	2,031,448	$2,651,992
Other Services	346,907	330,125	409,776	373,506	$442,726
Debt Service Interest	0	146	0	0	$0
Total Expenditures	$16,355,977	$17,307,261	$18,710,000	$17,689,531	**$20,140,000**
Operating Transfers Out					
Transfer to Downtown Dev. Authority	$0	$0	$0	$0	$1,125,000
Transfer to Sanitation	0	196,016	0	0	0
Transfer to Street Fund	0	0	0	0	225,000
Transfer to Capital Fund (UWG)	0	98,982	0	0	0
Total Operating Transfers Out	$0	$294,998	$0	$0	$1,350,000
Total Uses	$16,355,977	$17,602,259	$18,710,000	$17,689,531	**$21,490,000**
Net Resources & Committed Fund Balance	$1,529,443	$2,203,615	$0	$3,513,933	$671,500
Net Fund Balance					**$21,490,000**
Ending Fund Balance	$19,077,393	$21,281,008	$20,547,265	$24,794,941	$24,123,441
Ending Undesignated Fund Bal.	**$19,077,393**	**$21,281,008**	**$20,547,265**	**$24,794,941**	**$24,123,441**

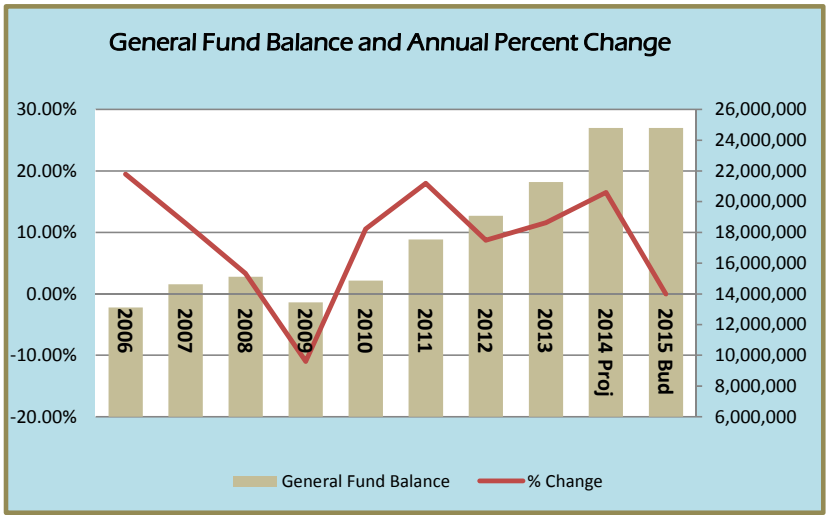
D. General Fund Balance

Fund Balance is the remainder of funds that have not been reserved or designated. In accounting terms it is the excess of assets over liabilities. The General Fund balance is expected to decrease by $671,500 from the 2014 projected balance of $24,794,941, with revenues and committed fund balance reserves offsetting expenditures. However, fund balance is expected to increase by approximately $3,513,933 during 2014 due to tight expenditure control, management of resources and higher than anticipated revenue collections. Per policy, the City will, at a minimum, maintain an amount equal to 50% of the City's current operating budget of $10,745,000, for FY 2015 in the General Fund's fund balance.

Below is an overview of the General Fund balance changes from 2006 to 2015. In 1993, total fund balance in the General Fund was $1,756,873, or 34.41% of the annual operating expenditures. In 1999, the fund balance reached $8,120,030, or 88.48% of the budget. Several council-approved expenditures from fund balance reserves during 2009 reduced fund balance 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 these six years, the fund balance rose by 362.20%, or $6,363,193. At the end of 2012, fund balance had increased to $17,547,952. By the end of FY 2013, fund balance was $21,281,008.



During 2014, it is projected that the City will realize savings of approximately $3,513,933, when total actual revenues are compared to total actual expenditures. Some of these projected savings may be utilized, however, to fund other necessary but unexpected expenditures before year ending 2014. The chart below shows both percentage and dollar amount changes year to year from 2006 to 2015.



SECTION III. Special Revenue Funds—Non-Major

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 eight (8) special revenue funds: Street Improvement Fund, LMIG Fund, Confiscated Assets Fund, NSP1 Grant Fund, NSP3 Grant Fund, Miscellaneous Grants Fund, Hotel/Motel Tourism Fund and Rental Motor Vehicle Excise Tax Fund.

A. Street Improvement Fund

*Street Improvement Fund (200) Summary of Revenues and Expenditures						
		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance	$406,877	$443,409	$137,509	$342,590	**$387,068**
	Revenue					
32.2990	New SD Street Paving	$8,911	$63,910	$0	$43,968	**$50,000**
33.4112	Greenville Streetscapes - Phase 2	185,010	114,990	0	0	**0**
33.4115	Jefferson/Jackson Corridor	0	0	360,000	0	**360,000**
34.3000	Street Improvements	100,000	100,000	0	0	**0**
36.1000	Interest Earnings	718	277	200	510	**500**
	Total Revenues	**$294,639**	**$279,177**	**$360,200**	**$44,478**	**$410,500**
	Expenditures					
52.2200	Repairs & Maintenance	$0	$0	$0	$0	**$0**
53.1100	Materials & Supplies	0	0	0	0	**0**
53.1110	Streetscapes Construction	240,377	260,861	0	0	**0**
54.1406	Major Street Maint & Repairs	3,317	0	0	0	**185,000**
54.1422	Jefferson/Jackson Corridor	14,414	0	360,000	0	**360,000**
	Total Expenditures	**$258,108**	**$260,861**	**$360,000**	**$0**	**$545,000**
	Other Financing Sources					
	Transfer from General Fund	$0	$0	$0	$0	**$225,000**
	Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$225,000**
	Other Financing Uses					
	Transfer to LMIG Fund 201	$0	-$119,135	$0	$0	**$0**
	Total Other Financing Uses	**$0**	**($119,135)**	**$0**	**$0**	**$0**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$36,531**	**$18,316**	**$200**	**$44,478**	**$90,500**
	Ending Fund Balance	**$443,409**	**$342,590**	**$137,709**	**$387,068**	**$477,568**

*FY 2015 Department Relationship

Streets

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 main revenue stream consists of monies from state grants and contracts. The Street Improvement Fund Budget for FY 2015 includes the Jefferson/Jackson Streetscape Project. This project was budgeted for FY 2014, but due to unforeseen delays it is anticipated that construction will not begin until early FY 2015.

Street Fund - 5 Year Revenue History					
2010	2011	2012	2013	2014	2015
$ 190,613.00	$ 128,583.00	$ 294,638.00	$ 179,176.00	$ 44,468.00	$ 635,500.00

B. LMIG Fund

*LMIG Fund (201) Summary of Revenues & Expenditures					
		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance	$0	$219,435	$236,647	**$55,125**
	Revenue				
33.4111	State DOT Contracts/LMIG	$449,926	$260,000	$259,978	**$260,000**
36.1000	Interest Earnings	485	300	500	**500**
	Total Revenues	**$450,411**	**$260,300**	**$260,478**	**$260,500**
	Expenditures				
54.1406	Major Street Maint & Repairs	$332,899	$200,000	$442,000	**$300,000**
	Total Expenditures	**$332,899**	**$200,000**	**$442,000**	**$300,000**
	Other Financing Sources				
	Transfers In	$119,135	$0	$0	**$0**
	Total Other Financing Sources	**$119,135**	**$0**	**$0**	**$0**
	Revenues and Other Financing Sources Over (Under)Expenditures	**$236,647**	**$60,300**	**($181,522)**	**($39,500)**
	Ending Fund Balance	**$236,647**	**$279,735**	**$55,125**	**$15,625**
*FY 2015 Department Relationship					
Streets					

The LMIG Fund consists of grant monies received from the Georgia Department of Transportation (GDOT) as part of their Local Maintenance Improvement Grant Program (LMIG). The amount of funds that the City of Newnan receives is based on a formula that the GDOT utilizes. The factors in the formula are based on State population numbers; Local Government population numbers; total State road miles; and total Local Government road miles. The City of Newnan is required to match the awarded funds by 30%. The 30% match typically comes from SPLOST Funds.

How do we decide which streets to repair or repave? The Public Works Department compiles a list of local roads based on a needs assessment; roads that are cracked and falling apart. The list is presented to City Council for approval and then to GDOT for their approval. The FY 2014 approved but not all inclusive list consisted of College Street, Augusta Drive, Richard Allen Drive, Nimmons Street, Elm Circle, and Spence Avenue.

The LMIG Fund was created in FY 2013. These funds were previously accounted for in the Street Fund (200) therefore the only history available is the actual for 2013, estimated for 2014 and FY 2015 budgeted.

LMIG Fund - 5 Year Revenue History					
2010	2011	2012	2013	2014	2015
$ -	$ -	$ -	$ 450,411.00	$ 260,478.00	$ 260,500.00

C. Confiscated Assets Fund

*Confiscated Assets Fund (210) Summary of Revenues and Expenditures						
		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance	**$1,254,411**	**$976,079**	**$371,931**	**$324,261**	**$205,300**
	Revenues					
35.1240	Local Drug Condemnations	$4,173	$865	$2,000	$0	**$1,200**
35.1320	Other Police Seizures	37,052	8,411	10,000	22,000	**10,000**
35.1321	Dept. of Justice Condemnations	0	3,019	0	0	**0**
35.1322	Dept. of Treasury Condemnations	14,880	137,050	200,000	160,000	**200,000**
36.1000	Interest on Investments - Local	0	0	1	1	**1**
36.1150	Interest on Other Police Seizures	3	1	1	1	**1**
36.1151	Interest on DOJ Condemnations	0	1	1	2	**1**
36.1152	Interest on DOT Condemnations	1,671	786	1,000	600	**800**
33.0003	Reimbursement for Projects	0	0	0	0	**0**
	Total Revenues	**$57,779**	**$150,133**	**$213,003**	**$182,604**	**$212,003**
	Expenditures					
35.1240A	Local Drug Cond Expenditures	$2,321	$1,904	$1,500	$800	**$1,500**
35.1320A	Other Police Seizures Expenditures	29,102	15,214	3,600	15,000	**10,000**
35.1321A	DOJ Expenditures	0	811	0	765	**1,500**
35.1322A	DOT Expenditures	304,688	784,023	302,000	285,000	**150,000**
	Expenditures Total	**$336,111**	**$801,951**	**$307,100**	**$301,565**	**$163,000**
	Other Financing Sources					
	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	**($278,332)**	**($651,818)**	**($94,097)**	**($118,961)**	**$49,003**
	Ending Fund Balance	**$976,079**	**$324,261**	**$277,834**	**$205,300**	**$254,303**
*FY 2015 Department Relationship						
Police						

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.

When the City first joined the Immigration Custom Enforcement Program (ICE), the City assisted with a 13 million dollar seizure thus receiving 2.1 million in revenue for 2010; each year after shows a significant decrease in funding.

The FY 2015 budget for these funds is for various equipment and supplies. No Capital Expenditures from these funds are budgeted for FY 2015.

Confiscated Assets - 5 Year Revenue History						
2010	**2011**	**2012**	**2013**	**2014**	**2015**
$ 2,131,553.00	$ 181,133.00	$ 57,779.00	$ 150,133.00	$ 182,604.00	$ 212,003.00

D. NSP1 Grant Fund

*NSP1 Grant Fund (221)						
		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance	$0	$0	$0	$0	**$0**
	Revenue					
33.1150	NSP Program Income	$17,711	$69,126	$60,000	$110,540	**$80,000**
33.4155	Grant Funds	34,688	15,144	100,000	45,000	**50,000**
36.1000	Interest Earnings	18	31	30	2	**5**
	Total Revenues	**$52,417**	**$84,300**	**$160,030**	**$155,542**	**$130,005**
	Expenditures					
52.1100	Administrative Services	$7,026	$0	$5,000	$0	**$2,300**
52.1200	Professional Services	1,188	0	6,000	0	**3,000**
52.1300	Other Contractual Services	0	0	2,500	0	**0**
52.2000	Program Income Expenses	17,729	69,157	60,000	110,542	**81,825**
57.2008	Disbursements to NCHFH	26,474	0	61,530	45,000	**42,880**
57.2009	Disbursements to HAN	0	15,144	25,000	0	**0**
	Total Expenditures	**$52,417**	**$84,300**	**$160,030**	**$155,542**	**$130,005**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
	Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
*FY 2015 Department Relationship						
Housing						

The NSP1 Grant Funds are used to account for the federal Neighborhood Stabilization Program (NSP). These 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 grants. Newnan Housing Authority (HAN) and Newnan-Coweta Habitat for Humanity (NCHFH) are sub recipients. All remaining fund balances are carried over to the next year for budgeting purposes.

Two units were purchased in 2014 with program income. Program Income is monies received from the loan payments from the individuals that purchased the housing. The grants funds will slowly deplete and expenditures will continue to be paid from program income.

NSP1 - 5 Year Revenue History					
2010	2011	2012	2013	2014	2015
$ 1,827,754.00	$ 176,453.00	$ 52,416.00	$ 84,300.00	$ 155,542.00	$ 130,005.00

E. NSP3 Grant Fund

*NSP3 Grant Fund (222)						
		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance	$0	$0	$0	$0	**$0**
	Revenue					
33.1150	NSP Program Income	$0	$0	$0	$0	**$0**
33.4155	Grant Funds	297,570	508,575	480,000	450,000	**435,000**
36.1000	Interest Earnings	0	0	0	0	**0**
	Total Revenues	**$297,570**	**$508,575**	**$480,000**	**$450,000**	**$435,000**
	Expenditures					
52.1100	Administrative Services	$4,544	$4,811	$15,000	$0	**$5,000**
52.1200	Professional Services	1,919	0	0	0	**0**
52.1300	Other Contractual Services	854	0	0	0	**0**
52.2000	Program Income Expenses	0	0	0	0	**0**
57.2009	Disbursements to HAN	290,253	503,763	465,000	450,000	**430,000**
	Total Expenditures	**$297,570**	**$508,575**	**$480,000**	**$450,000**	**$435,000**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
	Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
*FY 2015 Department Relationship						
Housng						

The NSP3 Grant Funds are used to account for the federal Neighborhood Stabilization Program (NSP). 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 grants. Newnan Housing Authority (HAN) and Newnan-Coweta Habitat for Humanity (NCHFH) are sub recipients. All remaining fund balances are carried over to the next year for budgeting purposes.

The City is currently receiving grant funds from the NSP3. Two units were purchased in 2014 from these funds. Eventually the grant funds will deplete as with the NSP1 Fund and the expenditures will be paid from NSP program income.

NSP3 - 5 Year Revenue History					
2010	2011	2012	2013	2014	2015
$ -	$ -	$ 297,570.00	$ 508,574.00	$ 450,000.00	$ 435,000.00

F. Miscellaneous Grants Fund

*Miscellaneous Grants Fund (240) Summary of Revenues and Expenditures					
		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance	**$0**	**$0**	**$0**	**$0**
	Revenues				
33.4155	Grant Funds	$3,762	$2,200	$1,033	**$2,000**
37.0000	Contributions/Donations	4,985	0	3,443	**0**
		$8,747	**$2,200**	**$4,476**	**$2,000**
	Expenditures				
	Function / Activity: 1540 - Human Resources				
	Department: 20 - Human Resources				
51.2900	Other Employee Benefits	$2,555	$0	$0	**$0**
	Expenditures Total - Human Resources	**$2,555**	**$0**	**$0**	**$0**
	Function / Activity: 3200 - Police				
	Department: 40 - Police Department				
52.1201	Public Relations	$1,111	$0	$3,443	**$1,000**
53.1100	Materials and Supplies	0	2,200	0	**$1,000**
	Expenditures Total - Police	**$1,111**	**$2,200**	**$3,443**	**$2,000**
	Function / Activity: 3500 - Fire				
	Department: 50 - Fire Department #1				
53.1100	Materials and Supplies	$0	$0	$0	**$0**
53.1106	Protective Equipment	0	0	0	**0**
53.1600	Minor Equipment	0	0	0	**0**
53.1701	Vehicle Maintenance	0	0	0	**0**
	Expenditures Total - Fire	**$0**	**$0**	**$0**	**$0**
	Function / Activity: 6220 - Recreation				
	Department: 61 - Beautification				
53.1705	Landscaping Supplies	$0	$0	$0	**$0**
	Expenditures Total - Recreation	**$0**	**$0**	**$0**	**$0**
	Function / Activity: 6500 - Carnegie Building				
	Department: 90 - Carnegie Building				
53.1400	Books & Periodicals	$0	$0	$0	**$0**
	Expenditures Total - Recreation	**$0**	**$0**	**$0**	**$0**
	Function / Activity: 7400 - Planning & Zoning				
	Department: 70 - Planning & Zoning				
52.1200	Professional Services	$96	$0	$0	**$0**
	Expenditures Total - Planning & Zoning	**$96**	**$0**	**$0**	**$0**
	Function / Activity: 9100 - Miscellaneous				
	Department: 29 - Miscellaneous				
53.1601	Computer Hardware & Sofware	$4,985	$0	$1,033	**$0**
	Expenditures Total - Miscellaneous	**$4,985**	**$0**	**$1,033**	**$0**
	Expenditures Total	**$8,747**	**$2,200**	**$4,476**	**$2,000**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$0**	**$0**	**$0**	**$0**
	Ending Fund Balance	**$0**	**$0**	**$0**	**$0**
*FY 2015 Department Relationship					
Police					

This FY 2015 budgeted use of these funds include an anticipated Police Vest Grant. No other grants are anticipated for FY 2015.

G. Hotel/Motel Tourism Fund

*Hotel/Motel Tourism Fund (275) Summary of Revenues and Expenditures						
		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance	**$607,528**	**$720,087**	**$64,147**	**$58,300**	**$6,100**
	Revenues					
31.4100	Hotel/Motel Tax	$283,321	$337,102	$300,000	$360,000	**$360,000**
36.1000	Interest on Investments	956	690	600	600	**600**
	Total Revenues	**$284,277**	**$337,792**	**$300,600**	**$360,600**	**$360,600**
	Expenditures					
52.1200	Professional Services	$0	$0	$0	$0	**$0**
53.1220	Natural Gas	1,618	2,465	2,500	2,800	**0**
54.1211	Bldgs. & Grounds Rep./Maint.	0		0	0	**0**
54.1315	Convention Center Construction	107	666,853	0	0	**0**
	Expenditures Sub-Total	**$1,725**	**$669,318**	**$2,500**	**$2,800**	**$0**
	Other Financing Uses					
	Transfer to General Fund (50%)	$169,992	$202,261	$180,000	$170,000	**$180,000**
	Transfer to Convention Center (50%)	0	128,000	120,000	240,000	**180,000**
	Other Financing Uses Total	**$169,992**	**$330,261**	**$300,000**	**$410,000**	**$360,000**
	Expenditures Total	**$171,718**	**$999,580**	**$302,500**	**$412,800**	**$360,000**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$112,559**	**($661,788)**	**($1,900)**	**($52,200)**	**$600**
	Ending Fund Balance	**$720,087**	**$58,300**	**$62,247**	**$6,100**	**$6,700**
*FY 2015 Department Relationship						
Facilities Maintenance						

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.

Monies collected through the Hotel/Motel tax are utilized for tourism activities. 50% of the total revenue collected will be retained by the fund and transferred to the Newnan Centre and the other 50% will be transferred to the General Fund.



"Newnan Centre Boardroom"

The chart below depicts a 5 year revenue history and shows a slight increase in this revenue stream each year.

Hotel/Motel Tourism Fund - 5 Year Revenue History						
	2010	2011	2012	2013	2014	2015
$	225,018.00	$ 254,457.00	$ 284,277.00	$ 337,792.00	$ 360,600.00	$ 360,600.00

H. Motor Vehicle Rental Excise Tax Fund

*Motor Vehicle Rental Excise Tax Fund (280) Summary of Revenues and Expenditures						
		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Balance	**$76,806**	**$24,184**	**$34,203**	**$35,073**	**$45,493**
	Revenues					
31.4400	Motor Vehicle Rental Excise Tax	$67,331	$75,870	$75,000	$75,375	**$80,000**
36.1000	Interest on Investments	46	19	20	45	**45**
	Total Revenues	**$67,377**	**$75,889**	**$75,020**	**$75,420**	**$80,045**
	Other Financing Uses					
61.2001	Transfer to Newnan Centre	$120,000	$65,000	$65,000	$65,000	**$80,000**
	Expenditures Total	**$120,000**	**$65,000**	**$65,000**	**$65,000**	**$80,000**
	Revenues and Other Financing Sources Over (Under) Expenditures	**($52,623)**	**$10,889**	**$10,020**	**$10,420**	**$45**
	Ending Fund Balance	**$24,183**	**$35,073**	**$44,223**	**$45,493**	**$45,538**
*FY 2015 Department Relationship						
Facilities Maintenance						

The Motor Vehicle Rental 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 built in Newnan. The Newnan Centre is the closest convention center to the downtown area.



"Newnan Centre Ballroom 2"

The $80,000 of the budgeted expenditures will be transferred to the Convention Center Authority to partially fund operations and maintenance of the Newnan Centre. Other operating funds will be financed by the aforementioned Fund—Hotel/Motel Tourism Fund.

The following chart shows a five year revenue history. This revenue stream remains fairly consistent.

Motor Vehicle Rental Excise Tax Fund - 5 Year Revenue History					
2010	2011	2012	2013	2014	2015
$ -	$ 76,806.00	$ 67,377.00	$ 75,888.00	$ 75,420.00	$ 80,045.00

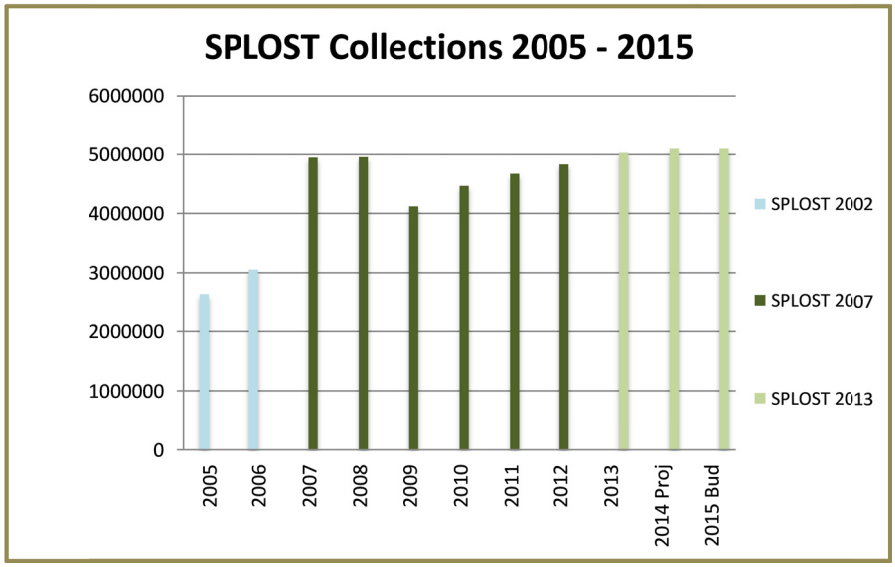
SECTION IV. Capital Projects Funds—Major Funds

Capital Projects 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 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 2015: SPLOST 2007 Fund, SPLOST 2013 Fund and Impact Fees Fund. These three funds are considered MAJOR FUNDS. The chart below articulates the SPLOST collections from FY 2005 to project FY 2015.

Consequentially, the City of Newnan relies 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 and types of services the City is able to offer. The City will continue to utilize these revenues as long as possible to minimize the impact on its citizens.

A. SPLOST Funds

Over the past 25 years, the citizens have approved Special Purpose Local Option Sales Taxes (SPLOST) at certain year intervals to provide funding for capital projects. The 2015 Budget includes expenditures for the two SPLOSTs voted in 2007 and 2013. However, to show a ten year trend, SPLOST 2002 is portrayed in the chart below. The SPLOST 2002 was exhausted in FY 2014. All other prior SPLOST funds have been exhausted as well.



1. SPLOST 2007

*Special Purpose Local Option Sales Tax Fund (322) 2007 Issue Summary of Revenues and Expenditures							
		Project Budget	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance		$11,534,517	$12,334,428	$7,161,087	$7,401,984	**$4,027,794**
	Revenue						
33.7100	SPLOST		$4,837,413	$0	$0	$0	**$0**
36.1000	Interest Earnings		18,100	14,294.47	7,500	8,600	**7,000**
33.0003	Intergovernmental Revenue		0	0.00	0	0	**0**
38.3001	Reimbursement for Damages/Perfomance Bond Related		0	165,000.00	0	0	**0**
	Revenues Total		**$4,855,513**	**179,294.47**	**$7,500**	**$8,600**	**$7,000**
	Expenditures						
	PUBLIC SAFETY (322.3200.40/3500.50)						
54.2401	BPS Wireless System Update	$130,000	$0	$0	$0	$0	**$0**
54.2401	Laptops	125,000	0	0	0	0	**0**
54.2401	Software Upgrade for Wireless System	120,000	30,937	0	0	0	**0**
54.2201	Heavy Rescue Vehicle	200,000	0	0	200,000	200,000	**0**
		$575,000	**$30,937**	**$0**	**$200,000**	**$200,000**	**$0**
	INFORMATION SYSTEM (322.1535.21)						
54.2401	New Computers and Upgrades	$127,000	$0	$6,899	$0	$9,987	**$0**
54.2401	Voice Over IP (VOIP) Phone System	$120,000	115,728	16,182	0	0	**0**
54.2401	EGOV Modules for Logos.NET	$68,000	0	0	0	0	**0**
		$315,000	**$115,728**	**$23,081**	**$0**	**$9,987**	**$0**
	FACILITIES MAINTENANCE/STRUCTURE (322.1565.23)						
54.1303	Roof Replacement - Wadsworth Auditorium	$248,000	$0	$0	$0	$0	**$0**
54.1303	City Hall Addition	$517,000	0	167,364	0	0	**203,725**
54.1303	Roof for Wesley Street Gym	$111,000	0	0	0	0	**0**
54.1303	New Pool and Pool House at Lynch Park	$972,000	0	0	0	0	**0**
54.1303	Renovation - Carnegie Library	$204,039	0	0	0	0	**0**
54.1303	New Recreation Center	$500,000	0	0	500,000	0	**500,000**
54.1303	Improvements/New Cemetery Office Building	$205,000	0	0	0	0	**0**
54.1303	Improvements to Boone Drive Maint. Facility	$1,000,000	140,712	20,706	520,000	588,033	**0**
54.1303	Additional Funds for Conference Center	$2,742,961	620,400	2,287,561	0	0	**0**
		$6,500,000	**$761,112**	**$2,475,631**	**$1,020,000**	**$588,033**	**$703,725**
	PARKS AND RECREATION (322.6200.61)						
54.1215	Replacement of Playground Equipment	$100,000	$0	$0	$60,000	$47,875	**$52,125**
54.1215	Parks Master Plan	100,000	0	0	0	0	**0**
54.1215	Additional Parks	1,000,000	8,000	25,675	550,000	643,000	**22,000**
		$1,200,000	**$8,000**	**$25,675**	**$610,000**	**$690,875**	**$74,125**
	STREETS (322.4200.60)						
54.1401	Intersection Improvements	$2,000,000	$160,962	$882,233	$700,000	$43,056	**$156,944**
54.1401	Additional funds for McIntosh Parkway	$2,000,000	139,437	10,083	2,600,000	43,000	**2,800,000**
54.1401	Old Jefferson Street Road Improvement	$1,938,706	0	0	0	0	**0**
54.1401	Street Imp., Culverts, Bridges, Sidewalks	$7,000,000	1,945,836	1,203,083	1,838,587	1,747,826	**300,000**
54.1401	Mill resurface Oak Hill Cemetery Street	$212,000	0	0	0	0	**0**
54.1401	Mill resurface Eastview Cemetery	$361,000	0	0	200,000	70,000	**0**
54.2401	GIS System	$298,294	0	10,237	0	0	**0**
		$13,810,000	**$2,246,235**	**$2,105,636**	**$5,338,587**	**$1,903,882**	**$3,256,944**
	EQUIPMENT (322.4200.60)						
54.2201	Track Hoe with Trailer	$171,848	$0	$0	$0	$0	**$0**
54.2201	Vacuum Trucks	$243,152	0	0	0	0	**0**
54.2201	Street Sweepers (2)	$300,000	0	160,000	0	0	**0**
54.2201	Boom Trucks	$200,000	0	135,495	0	0	**0**
54.2201	Backhoe/Excavator	$0	119,605	0	0	0	**0**
54.2201	Dump Trucks	$250,000	0	39,401	0	0	**0**
54.2201	Leaf Trucks/Equipment	$200,000	0	146,820	0	0	**0**
		$1,365,000	**$119,605**	**$481,716**	**$0**	**$0**	**$0**
	Expenditures Sub-Total	**$23,765,000**	**$3,281,617**	**$5,111,738**	**$7,168,587**	**$3,392,777**	**$4,034,794**
	Operating Transfers Out						
	Newnan Utilities Transfer (16%)	$4,450,000	773,986	0	0	0	**0**
	Expenditures Total	**$28,215,000**	**$4,055,603**	**$5,111,738**	**$7,168,587**	**$3,392,777**	**$4,034,794**
	Revenues and Other Financing Sources Over (Under) Expenditures		799,910	(4,932,444)	(7,161,087)	(3,384,177)	**(4,027,794)**
	Ending Fund Balance		**$12,334,428**	**$7,401,984**	**$0**	**$4,027,794**	**$0**
*FY 2015 Department Relationships							
Streets - Parks and Recreation - Facilities Maintenance							

The FY 2015 SPLOST 2007 Budget includes $4,034,794 for the following projects: City Hall addition, new recreation center, recreation equipment and parks, and East Washington Street Extension, also known as McIntosh Parkway.

2. SPLOST 2013

*Special Purpose Local Option Sales Tax Fund (323) 2013 Issue Summary of Revenues and Expenditures						
		Project Budget	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance		$0	$3,437,500	$3,203,544	$703,970
	Revenue					
33.7100	SPLOST	$31,140,000	$5,034,321	$5,000,000	$5,100,000	$5,100,000
36.1000	Interest Earnings		579	2,500	300	500
12.2100	Interfund Loan from General Fund		0	3,000,000	3,000,000	0
		$31,140,000	$5,034,899	$8,002,500	$8,100,300	$5,100,500
	Expenditures					
	PUBLIC SAFETY					
54.1300A	Public Safety Complex	$7,788,823	$190,674	$7,800,000	$7,350,000	$350,000
54.1300B	Fire Station #4	1,250,000	0	0	0	0
54.1322A	Rescue Unit	200,000	0	0	0	0
54.1322B	Fire Engine	500,000	0	0	0	0
54.2502A	Communications Upgrade	500,000	510,788	0	0	0
		$10,238,823	$701,462	$7,800,000	$7,350,000	$350,000
	INFORMATION SYSTEM					
54.1323A	Network and Software Improvements	$100,000		$25,000	$46,824	$25,000
		$100,000		$25,000	$46,824	$25,000
	BUILDINGS AND FACILITIES					
54.1301A	Wadsworth Upgrades	$100,000	$0	$0	$0	$0
		$100,000	$0	$0	$0	$0
	PARKS AND RECREATION					
54.1300C	Recreation Center	$1,211,177	$0	$250,000	$0	$200,000
54.1215A	Recreation Improvements	500,000	$0	$0	$100,000	$75,000
		$1,711,177	$0	$250,000	$100,000	$275,000
	STREETS, DRAINAGE, SIDEWALKS & EQUIPMENT (53.55% of Total Budget)					
54.2504A	Trolley	$100,000	$0	$0	$0	$0
54.1401A	Streets, Sidewalk and Drainage Maintenance	4,607,600	$270,776	$300,000	$286,133	$2,000,000
54.1415A	Sign Upgrades	500,000	$0	$100,000	$0	$0
54.1401B	McIntosh Parkway	1,400,000	$0	$0	$0	$0
54.1401C	Lower Fayetteville Road	1,250,000	$0	$0	$315,799	$0
54.1300D	Intelligent Traffic Operations Center	800,000	$0	$0	$0	$0
54.1401D	Street, Intersection, Sidewalk & Parking Imp.	4,500,000	$14,565	$300,000	$1,364,658	$1,350,000
54.2504D	Public Works/Street Equipment	850,000	$39,062	$215,000	$336,460	$19,000
		$14,007,600	$324,402	$915,000	$2,303,050	$3,369,000
	Expenditures Sub-total	$26,157,600	$1,025,864	$8,990,000	$9,799,874	$4,019,000
	Operating Transfers Out and Other Uses					
12.2400	Interfund Loan Payable to General Fund		$0	$0	$0	$750,000
61.2000	Newnan Utilities Transfer (16%)	$4,982,400	$805,491	$800,000	$800,000	$800,000
	Expenditures Total	$31,140,000	$1,831,355	$9,790,000	$10,599,874	$5,569,000
	Revenues and Other Financing Sources Over (Under) Expenditures			($1,787,500)	($2,499,574)	($468,500)
	Ending Fund Balance		$3,203,544	$1,650,000	$703,970	$235,470

*FY 2015 Department Relationships

Police - Streets - Information Technology - Parks and Recreation

SPLOST 2013 budgeted amount of $5,569,000 includes the following projects: 5 Points Intersection Improvements, LMIG matching funds for the FY 2015 repaving project, LaGrange Street Streetscape Project and the final expenses for the Public Safety Complex construction.



3. Impact Fees

*Impact Fees (375) Summary of Revenues and Expenditures							
		Project Budget	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance		$1,669,308	$2,030,642	$2,243,437	$2,345,454	$2,169,850
	Revenue						
34.1323	Road/St/Bridges Impact Fee	$7,310,466	$129,280	$244,503	$200,000	$90,470	$100,000
34.1324	Fire Services Impact Fee	3,036,840	153,320	157,017	150,000	96,421	100,000
34.1325	Police Protection Impact Fee	1,125,000	65,543	67,121	60,000	46,021	60,000
34.1326	Parks/Recreation Impact Fee	4,752,351	171,444	186,160	170,000	202,218	170,000
36.1003	Interest - Roads/Streets/Bridges		777	897	700	903	700
36.1004	Interest - Fire Services		205	375	300	440	300
36.1005	Interest - Police Protection		712	742	200	670	200
36.1006	Interest - Parks/Recreation		861	1,047	800	1,053	800
	Total Revenue	$16,224,657	522,142	657,862	582,000	438,196	432,000
	Expenditures						
54.1400	Road/St/Bridges Improvements		$123,015	0	$750,000	$0	$0
54.1300	Fire Services Improvements		0	4,795	220,000	410,800	150,000
54.1300	Police Protection Improvements		37,793	338,256	350,000	203,000	60,000
54.1100	Parks/Recreation Improvements		0	0	750,000	0	750,000
	Total Expenditures		$160,808	$343,051	$2,070,000	$613,800	$960,000
	Revenues and Other Financing Sources Over (Under) Expenditures		$361,334	$314,811.71	($1,488,000)	($175,604)	($528,000)
	Ending Fund Balances						
	Road/St/Bridges Impact Fee		$586,490	$831,889	$297,990	$923,262	$1,023,962
	Fire Services Impact Fee		267,061	419,658	97,681	$105,719	$56,019
	Police Protection Impact Fee		457,925	187,533	43,825	$31,224	$31,424
	Parks/Recreation Impact Fee		719,167	906,374	315,942	$1,109,645	$530,445
	Ending Balance		$2,030,642	$2,345,454	$755,437	$2,169,850	$1,641,850
*FY 2015 Department Relationships							
Police - Fire - Publics Works - Streets - Beautification							

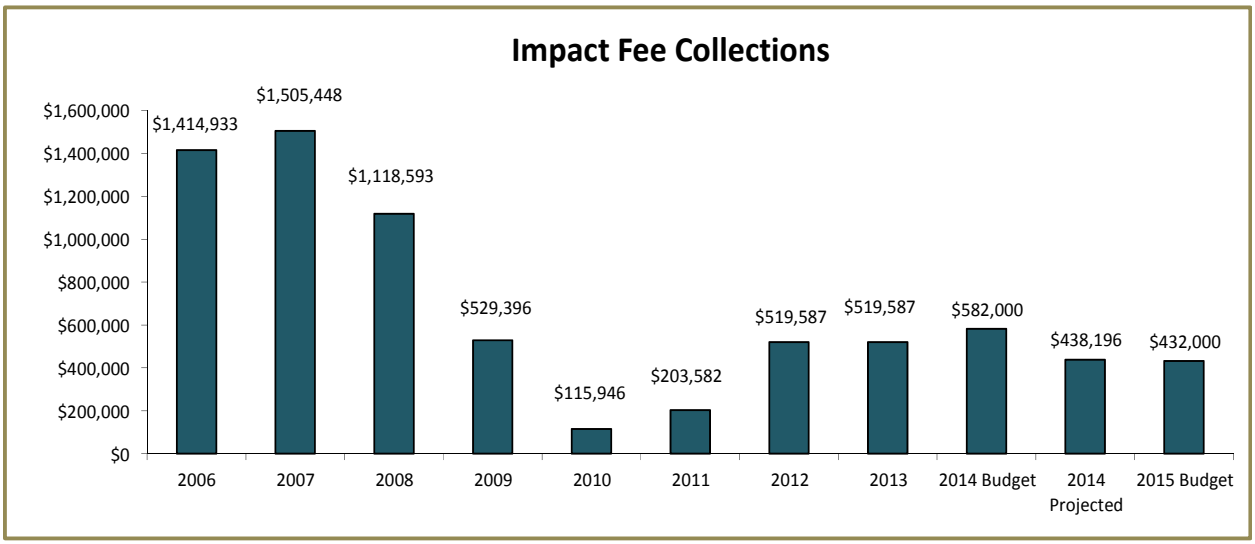
The City Council started levying impact fees in the fall of 2004 and funds received through this means are earmarked for capital improvements in Transportation (Roads, Streets, and Bridges), Fire Services, Police Services and Recreation/Beautification. Since its inception, funds have been used to construct 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.

In FY 2014 the City purchased a Fire Truck, the land for Fire Station #4 and utilized funds for the new Public Safety Complex.

FY 2015 Impact Fees projects include the design services for Fire Station #4, some additional funds for the new Public Safety Complex, and recreation improvements which can possibly include the land purchase for a new park.

As seen in the following chart, 2008 started a sharp and steady decline in revenue collections. This was a direct result of slowing commercial and residential construction in the City of Newnan due to the general economy, housing and banking industry crisis. Commercial and residential growth rose slightly during 2012 and 2013, but the volume is still significantly less than the earlier years.

Additionally, interest earned on investments has fallen from a high of over 6.0% in 2006 to a low of approximately 0.125% in 2015. 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 2015, planned expenditures for improvements to parks and recreation, public safety and streets total $960,000. The difference between projected revenues and expenditures will be made up from existing fund balance reserves.



SECTION V. Enterprise Fund

A. Sanitation Fund

The Sanitation Fund will track all revenues, transfers and expenditures associated with the collection of brush (yard debris) and bulk efforts in the City of Newnan. Revenues include user fees and interest. The remaining sanitation services, solid waste collection, disposal and recycling will be provided by Waste Industries, who has contracted with the City to provide those services. Sanitation services were privatized in 2004; the City resumed this portion of the services in 2014.

*Sanitation Fund - Brush and Bulk (540) Summary of Revenues and Expenditures					
		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Beginning Fund Balance	$0	$230,808	$281,518	$287,591
	Revenue				
34.4115	Brush and Bulk Collection Fees	$439,606	$510,000	$465,000	$515,000
36.1000	Interest Earnings	112	500	230	500
39.1200	Transfer from General Fund	217,668	0	0	0
	Total Revenues	$657,386	$510,500	$465,230	$515,500
	Wages and Benefits				
51.1100	Wages - Full-Time	$146,088	$168,853	$163,000	$169,726
51.1200	Wages - Part-Time	0	3,500	0	3,500
51.1300	Wages - Overtime	2,142	0	4,000	2,000
51.2100	Employee Ins. (Life/Health/Dental)	27,912	38,844	33,808	34,348
51.2200	FICA (Soc. Sec.)	10,270	12,917	12,917	12,984
51.2400	Retirement	15,246	17,932	17,932	16,973
51.2600	Unemployment Insurance	7	8	8	8
51.2700	Worker's Compensation	9,655	22,292	22,292	20,659
51.2900	Other Employees Benefits	860	0	0	1,834
	Total Wages and Benefits	$212,179	$264,346	$253,957	$262,032
	Operating Expenses				
52.1300	Other Contractual Services	$1,775	$0	$0	$0
52.2110	Solid Waste Disposal	79,089	120,000	120,000	120,000
52.2200	Repairs & Maintenance	0	0	1,200	1,200
52.3101	Vehicle Insurance	3,997	4,000	4,000	4,000
52.3102	Bldg. & Pers. Liability Insurance	2,577	5,000	5,000	5,000
52.3200	Communications	1,745	2,000	2,000	2,000
52.3300	Advertising	439	0	0	500
53.1100	Materials & Supplies	1,735	4,000	1,000	4,000
53.1270	Vehicle Fuel/Diesel	46,329	60,000	52,000	60,000
53.1700	Other Supplies/Uniform Rental	1,140	2,000	2,000	0
53.1701	Vehicle Maintenance	24,864	18,000	18,000	18,000
	Total Operating Expenses	$163,689	$215,000	$205,200	$214,700
	Capital Outlays				
54.2200	Vehicles	$0	$0	$0	$0
	Total Capital Outlays	$0	$0	$0	$0
	Expenditures Total	$375,868	$479,346	$459,157	$476,732
	Revenues and Other Financing Sources Over (Under) Expenditures	$281,518	$31,154	$6,073	$38,768
	Ending Fund Balance	$281,518	$261,962	$287,591	$326,359
*FY 2015 Department Fund Relationships					
Public Works - Streets					

SECTION VI. UWG Fund NON-BUDGETED

The UWG Fund is a required fund for Auditing purposes. This fund was set up to account for funding for the construction management of the Newnan Hospital Redevelopment Project. This is a temporary non-budgeted fund that will not be utilized after construction is complete. The City will not own this facility, but rather turn it over to the University of West Georgia to be utilized as a college campus. Additional information on this project can be found in the CIP Section of this document on page 187.



The picture to the left is the "Old Newnan Hospital" and the picture below is the future "University of West Georgia Campus"



Section VII. Overview – All Funds

A. Summary of FY 2015 Budgeted Revenues – All Funds

The chart on the following page illustrates the total FY 2015 budgeted revenues for all funds and percentages of the total budgeted. The General Fund budget is 71.81% of the total budget and is the main operating account. The City has reserved a $1,500,000 of the General Fund Balance to fund a portion of the Newnan Hospital Redevelopment Project. The FY 2015 budget utilizes $671,500 of the reserved amount to offset expenditures.

Fund	2015 Budget	% of Budget
General Fund	$20,818,500	71.81%
LMIG Fund	260,500	0.90%
Street Fund	635,500	2.19%
Confiscated Assets	212,003	0.73%
NSP1 Grant	130,005	0.45%
NSP3 Grant	435,000	1.50%
Misc Grants	2,000	0.01%
Tourism Fund	360,600	1.24%
Motor Vehicle Rental	80,045	0.28%
SPLOST 2007	7,000	0.02%
SPLOST 2013	5,100,500	17.59%
Impact Fees	432,000	1.49%
Sanitation	515,500	1.78%
Totals	**$28,989,153**	**100.00%**

B. Summary of FY 2015 Budgeted Expenditures – All Funds

The chart below illustrates the total FY 2015 proposed budgeted uses for all funds including percentages of the total budgeted. Please note that percentages in the following illustration include operating transfers from the SPLOST 2013 Fund to Newnan Utilities, $800,000 and $750,000 to General Fund as part of the repayment for advance funding for the Public Safety Complex. Newnan Utilities is a component unit of the City of Newnan. Also, within the budgeted uses below are operating transfers to the Newnan Centre in the amount $180,000 from the Tourism Fund, and $80,000 from the Motor Vehicle Rental Excise Tax Fund.

Fund	2015 Budget	% of Budget
General Fund	$21,490,000	62.21%
LMIG Fund	300,000	0.87%
Street Fund	545,000	1.58%
Confiscated Assets	163,000	0.47%
NSP1 Grant	130,005	0.38%
NSP3 Grant	435,000	1.26%
Misc Grants	2,000	0.01%
Tourism Fund	360,000	1.04%
Motor Vehicle Rental	80,000	0.23%
SPLOST 2007	4,034,794	11.68%
SPLOST 2013	5,569,000	16.12%
Impact Fees	960,000	2.78%
Sanitation	476,732	1.38%
Totals	**$34,545,531**	**100.00%**

C. FY 2014-2015 Comparison – All Funds

The FY 2015 Annual Budget, with inter-fund transfers included, totals $34,545,531. Below is a table illustrating the FY 2015 Budget by fund, in comparison to the FY 2014 Annual Budget. These figures include expenditures and inter-fund transfers, if applicable.

FY 2015 Total Uses Per Fund				
Fund	2014 Budget	2015 Budget	Variance	% Change
General Fund (100)	$18,710,000	$21,490,000	$2,780,000	14.86%
Street Improvement Fund (200)	$360,000	$545,000	$185,000	51.39%
LMIG Fund	$200,000	$300,000	$100,000	50.00%
Confiscated Assets Fund (210)	$307,100	$163,000	($144,100)	-46.92%
NSP1 Grant Fund (221)	$160,030	$130,005	($30,025)	-18.76%
NSP3 Grant Fund (222)	$480,000	$435,000	($45,000)	-9.38%
Miscellaneous Grants Fund (240)	$2,200	$2,000	($200)	-9.09%
Tourist Enhancement Fund (275)	$302,500	$360,000	$57,500	19.01%
Motor Vehicle Rental Fund (280)	$65,000	$80,000	$15,000	23.08%
SPLOST 2007 Fund (322)	$7,168,587	$4,034,794	($3,133,793)	-43.72%
SPLOST 2013 Fund (323)	$9,790,000	$5,569,000	($4,221,000)	-43.12%
Impact Fees Fund (375)	$2,070,000	$960,000	($1,110,000)	-53.62%
Sanitation Fund (540)	$479,346	$476,732	($2,614)	-0.55%
Total	$40,094,763	$34,545,531	($5,549,232)	-13.84%

The FY 2015 Annual Budget represents a 13.84%, or $5,549,232, decrease from the FY 2014 Budget total of $40,094,763. The SPLOST 2002 budget of $355,323 was completely utilized in FY 2014 and therefore not included in the FY 2015 budget. While this portrayal of the budget is technically accurate, the inclusion of inter-fund transfers ($3,340,000) overstates the true cost of total operations. Other than a decrease in minor funds, the largest changes, percentage-wise, is seen in the Street Improvement Fund, SPLOST 2007, SPLOST 2013 and Impact Fees. These changes are mostly attributed to many projects being completed or substantially completed in FY 2014.

Several projects are planned for 2015. Details can be found in the CIP sections of this document. The NSP3 Grant Fund will be utilized to purchase and rehabilitate housing for low-income recipients. The Sanitation Fund will cover services provided to citizens for collection of brush and bulk items only. Other refuse services continue to be provided by Waste Industries, who contracts with the City of Newnan for residential refuse collections and disposal services. The Sanitation Fund is the only Enterprise Fund within the City's Fund Structure.

The City has been aggressively implementing projects from the 2007 referendum and thus the number of projects and fund balance continue to decrease. The City is very much committed to prompt delivery of projects as approved by the voters. Plans are to utilize, or at a minimum to commit, 100% of the existing fund balance during 2015. The major portion of the SPLOST 2007 Funds will be used for the construction the East Washington Extension Project also known as McIntosh Parkway. This project will alleviate much of the traffic on Lower Fayetteville Road.

D. Uses by Category – All Funds

When operating transfers are removed from the equation, total expenditures for the FY 2015 Budget equal $31,205,531, a decrease of 20.57%, or $8,079,555 from the 2014 budget. Of this total $20,616,732 the increase of 10.19%, or $1,906,963, will provide day-to-day services to the community, In addition, $9,858,794 will provide for pay-as-you-go financing for capital expenditures, a decrease of 50.18%. Detailed information for capital expenditures can be found in the CIP Section of this document beginning on page 175. To follow is a list a few major projects budgeted for FY 2015:

- ✓ Recreation Center
- ✓ 5 Points Intersection Improvements
- ✓ McIntosh Parkway
- ✓ Fire Station #4 Design Fees
- ✓ Jefferson/Jackson Corridor Improvements

The majority of the Capital Projects are funded through SPLOST.

A total of $730,005 is designated within Special Revenue funds (Confiscated Assets, NSP Grants, LMIG and Miscellaneous Grants), which is a decrease of $52,325 from 2014.

FY 2015 Total Expenditures by Category (All Funds), Excluding Transfers

	FY 2014	FY 2015	Variance	% Change 2014-15
Operating Expenditures	$18,709,769	$20,616,732	$1,906,963	10.19%
Tourism Expenditures	2,500	0	(2,500)	-100.00%
Capital Expenditures	19,790,487	9,858,794	(9,931,693)	-50.18%
Special Revenue Expenditures	782,330	730,005	(52,325)	-6.69%
Total	**$39,285,086**	**$31,205,531**	**($8,079,555)**	**-20.57%**

E. Budgeted Revenues, Expenditures and changes in Fund Balance – All Funds

On the following page you will find a combined statement of budgeted revenues, expenditures and changes in fund balance for all appropriated funds. This chart gives the reader a broad overview of all funds.

All Government Fund Types in FY 2015
Combined Statement of Budgeted Revenues, Expenditures, and Changes in Fund Balance

	General Fund	Street Improvement	LMIG Fund	Confiscated Assets	NSP1 Grant	NSP3 Grant	Misc. Grants	Hotel/Motel Tourism	Motor Vehicle Rental	SPLOST 2007	SPLOST 2013	Impact Fees	Sanitation	Total
Resources														
Revenues														
Property Taxes	$5,605,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$5,605,000**
Sales Taxes	5,850,000	0	0	0	0	0	0	0	0	0	0	0	0	**5,850,000**
SPLOST	0	0	0	0	0	0	0	0	0	0	5,100,000	0	0	**5,100,000**
Excise (Franchise) Tax	3,770,000	0	0	0	0	0	0	360,000	80,000	0	0	0	0	**4,210,000**
Occp Tax/Alcohol License	2,280,000	0	0	0	0	0	0	0	0	0	0	0	0	**2,280,000**
Inspections & Permits	480,000	0	0	0	0	0	0	0	0	0	0	430,000	0	**910,000**
Service Charges	138,000	0	0	0	0	0	0	0	0	0	0	0	515,000	**653,000**
Fines & Forfeitures	707,000	0	0	211,200	0	0	0	0	0	0	0	0	0	**918,200**
Intergovernmental	116,500	360,000	260,000	0	130,000	435,000	0	0	0	0	0	0	0	**1,301,500**
Other Revenue	292,000	50,500	500	803	5	0	2,000	600	45	7,000	500	2,000	500	**356,453**
Total Revenues	$19,238,500	$410,500	$260,500	$212,003	$130,005	$435,000	$2,000	$360,600	$80,045	$7,000	$5,100,500	$432,000	$515,500	**$27,184,153**
Operating Transfers In														
Water & Light	$1,400,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$1,400,000**
General Fund	0	225,000	0	0	0	0	0	0	0	0	0	0	0	**225,000**
Hotel/Motel Tourism	180,000	0	0	0	0	0	0	0	0	0	0	0	0	**180,000**
Total Transfers In	$1,580,000	$225,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$1,805,000**
TOTAL RESOURCES	$20,818,500	$635,500	$260,500	$212,003	$130,005	$435,000	$2,000	$360,600	$80,045	$7,000	$5,100,500	$432,000	$515,500	**$28,989,153**
Uses														
Expenditures														
General Government	$2,530,449	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$2,530,449**
Public Safety	11,370,296	0	0	163,000	0	0	2,000	0	0	0	350,000	210,000	0	**12,095,296**
Public Works	3,144,537	545,000	300,000	0	0	0	0	0	0	3,256,944	3,369,000	0	476,732	**11,092,213**
Community Development	2,651,992	0	0	0	130,005	435,000	0	0	0	777,850	275,000	750,000	0	**5,019,847**
Other Services	442,726	0	0	0	0	0	0	0	0	0	25,000	0	0	**467,726**
Total Expenditures	$20,140,000	$545,000	$300,000	$163,000	$130,005	$435,000	$2,000	$0	$0	$4,034,794	$4,019,000	$960,000	$476,732	**$31,205,531**
Operating Transfers Out														
Convention Center	$0	$0	$0	$0	$0	$0	$0	$180,000	$80,000	$0	$0	$0	$0	**$260,000**
Downtown Dev. Authority	$1,125,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$1,125,000**
General Fund	0	0	0	0	0	0	0	180,000	0	0	750,000	0	0	**930,000**
Street Improvement Fund	225,000	0	0	0	0	0	0	0	0	0	0	0	0	**225,000**
Sanitation Fund	0	0		0	0	0	0	0	0	0	0	0	0	**0**
Water & Light	0	0	0	0	0	0	0	0	0	0	800,000	0	0	**800,000**
Total Transfers Out	$1,350,000	$0	$0	$0	$0	$0	$0	$360,000	$80,000	$0	$1,550,000	$0	$0	**$3,340,000**
TOTAL USES	$21,490,000	$545,000	$300,000	$163,000	$130,005	$435,000	$2,000	$360,000	$80,000	$4,034,794	$5,569,000	$960,000	$476,732	**$34,545,531**
Net Resources	($671,500)	$90,500	($39,500)	$49,003	$0	$0	$0	$600	$45	($4,027,794)	($468,500)	($528,000)	$38,768	**($5,556,378)**
Projected Beg Fund Balance	$24,794,941	$387,068	$55,125	$205,300	$0	$0	$0	$6,100	$34,203	$4,027,794	$703,970	$2,169,850	$230,808	**$32,615,159**
Ending Fund Balance	**$24,123,441**	**$477,568**	**$15,625**	**$254,303**	**$0**	**$0**	**$0**	**$6,700**	**$34,248**	**$0**	**$235,470**	**$1,641,850**	**$269,576**	**$27,058,781**

F. Fund Balance and Equity Changes – All Funds

The chart below depicts the beginning and ending fund balance for each fund, along with the associated percentage and dollar amount of change. The major funds, for budgeting purposes, are listed first and are followed by non-major funds.

Fund	Major Funds:	2014 Beginning Balance	Projected Revenues	Projected Expenditures	2014 Projected Ending Balance	% Change	$$ Change
100	General Fund (1)	$21,281,008	$21,203,464	$17,689,531	$24,794,941	17%	$3,513,933
322	SPLOST 2007 (2)	7,401,984	8,600	3,392,777	4,017,807	-46%	($3,384,177)
323	SPLOST 2013 (3)	3,203,544	8,100,300	10,599,874	703,970	-78%	($2,499,574)
375	Impact Fees (4)	2,345,454	438,196	613,800	2,169,850	-7%	($175,604)
	Minor Funds:						
200	Street Improvement (5)	$342,590	$44,478	$0	$387,068	13%	$44,478
201	LMIG (6)	236,647	260,478	442,000	55,125	-77%	($181,522)
210	Confiscated Assets (7)	324,261	182,604	301,565	205,300	-37%	($118,961)
221	NSP1 Grant Fund (8)	0	155,542	155,542	0	N/A	$0
222	NSP3 Grant Fund (8)	0	450,000	450,000	0	N/A	$0
240	Miscellaneous Grants	0	2,000	2,000	0	N/A	$0
275	Tourism Enhancement (9)	58,300	360,600	412,800	6,100	-90%	($52,200)
280	Motor Vehicle Rental (10)	35,073	75,420	65,000	45,493	30%	$10,420
540	Sanitation Fund (11)	281,518	465,230	459,157	287,591	2%	$6,073

1. The General Fund balance is projected to increase by $3,513,933, or 17%, by the end of 2014. Meaning total collected revenues are projected to exceed total expenditures by the amount shown. Tight expenditure control was maintained during 2014. Expenditures are projected to total only 94% of the budgeted amount for 2014. However, revenues are projected to be higher than budgeted, at 117.5%, due mainly to collections in vehicle title tax, increases in occupational taxes, increases residential construction permits, and local option sales taxes.

2. SPLOST 2007 Fund balance will decrease by $3,384,177. Several budgeted projects were initiated and completed in 2014.

3. SPLOST 2013 Fund balance will decrease by $2,499,574 and is mostly attributed to the construction of the new Public Safety Complex.

4. The Impact Fees Fund balance is expected to decrease by $175,604 during 2014 and is also attributed to some funds being utilized for the construction of the Public Safety Complex and the purchase of a new Fire Truck.

5. The Street Improvement Fund balance is projected to remain the same by the end of 2014.

6. The LMIG Fund will decrease by $181,522 due to repairs and repaving of local roads.

7. The Confiscated Assets Fund balance is expected to decrease by approximately $118,961 in 2014 due primarily to a decrease in actual revenue receipts and the construction of the Public Safety Complex.

8. Fund 221, Fund 222 and Fund 240 were established as a special revenue funds. Expenses are recorded only as revenue is received; therefore, no ending fund balances will exist for any given year.

9. The Tourism Fund balance will decrease by approximately $52,200 during 2014. The primary reason for the decrease is the additional needed funds to assist in operations of the Newnan Convention Center.

10. The Motor Vehicle Rental Fund balance will increase by $10,420 by the end of 2014 due to the slight increase in revenues. Collections will total approximately 87% of the established budget.

11. The Sanitation Fund balance will increase slightly by $6,073. The Sanitation Fund was established in 2013.

Note:

In the construction of the Public Safety Complex; a significant project for the City of Newnan; several funds were used to provide resources; SPLOST 2013, Confiscated Assets and Impact Fees. Therefore, it is mentioned in three of the eleven analyses of the fund balance and fund equity changes.

SECTION VIII. Department / Fund Relationships

The relationship between the City's various departments and 2015 funding sources is shown by the charts on the following pages. The funds have been organized into major and non-major fund categories, according to budget and audit reporting methods and requirements.

A. Department / Fund Relationships – Major Funds

The following charts depict the department/fund relationships as well as a summary of revenues and expenditures for each major fund.

Department	General Fund	SPLOST 2007	SPLOST 2013	Impact Fees
City Manager	X	-	-	-
City Clerk	X	-	-	-
Public Information	X	-	-	-
Program Manager	X	-	-	-
Finance	X	-	-	-
Info Tech	X	X	-	-
Human Res	X	-	-	-
Police	X	-	X	X
Fire	X	-	-	X
Public Works	X	-	X	X
Streets	X	X	X	X
Garage	X	-	-	-
Cemetery	X	-	-	-
Plan & Zoning	X	-	-	-
Beautification	X	X	X	X
Engineering	X	-	-	-
Bldg Insp	X	-	-	-
Facilities Maint	X	X	-	-
Business Dev	X	-	-	-
KNB	X	-	-	-
Carnegie	X	-	-	-
Housing	-	-	-	-

	Major Funds Revenues	2013 Actual	2014 Budget	2014 Projected	2015 Budget
100	General Fund	$19,805,875	$18,710,000	$21,203,464	$20,818,500
322	SPLOST 2007	179,294	7,500	8,600	7,000
323	SPLOST 2013	5,034,899	8,002,500	8,100,300	5,100,500
375	Impact Fees	657,862	582,000	438,196	432,000
	Totals	$25,677,931	$27,302,000	$29,750,560	$26,358,000

	Major Funds Expenditures	2013 Actual	2014 Budget	2014 Projected	2015 Budget
100	General Fund	$17,471,634	$18,710,000	$17,689,531	$21,490,000
322	SPLOST 2007	5,111,738	7,168,587	3,392,777	4,034,794
323	SPLOST 2013	1,831,355	9,790,000	10,599,874	5,569,000
375	Impact Fees	343,051	2,070,000	613,800	960,000
	Totals	$24,757,778	$37,738,587	$32,295,982	$32,053,794

B. Department / Fund Relationships—Non-Major Funds

The following charts depict the department/fund relationships, as well as a summary of revenues and expenditures for each non-major fund.

Department	Street Fund	LMIG Fund	Conf. Assets	NSP Grants	Misc. Grants	Tourism	Rental Motor Vehicles	SPLOST	Impact Fees	Sanitation
City Manager	-	-	-	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-	-	-	-
Public Information	-	-	-	-	-	-	-	-	-	-
Program Manager	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-
Info Tech	-	-	-	-	-	-	-	-	-	-
Human Res	-	-	-	-	-	-	-	-	-	-
Police	-	-	X	-	X	-	-	-	X	-
Fire	-	-	-	-	-	-	-	-	X	-
Public Works	-	-	-	-	-	-	-	X	-	X
Streets	X	X	-	-	-	-	-	-	X	X
Garage	-	-	-	-	-	-	-	-	-	-
Cemetery	-	-	-	-	-	-	-	-	-	-
Plan & Zoning	-	-	-	-	-	-	-	-	-	-
Beautification	-	-	-	-	-	-	-	X	X	-
Engineering	-	-	-	-	-	-	-	-	-	-
Bldg Insp	-	-	-	-	-	-	-	-	-	-
Facilities Maint	-	-	-	-	-	X	X	-	-	-
Business Dev	-	-	-	-	-	-	-	-	-	-
KNB	-	-	-	-	-	-	-	-	-	-
Carnegie	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	X	-	-	-	-	-	-

Non-Major Funds Revenues		2013 Actual	2014 Budget	2014 Projected	2015 Budget
200	Street Improvement	$279,177	$360,200	$44,478	$635,500
201	LMIG	450,411	260,300	260,478	260,500
210	Confiscated Assets	150,133	213,003	182,604	212,003
221	NSP1 Grant Fund	84,300	160,030	155,542	130,005
222	NSP3 Grant Fund	508,575	480,000	450,000	435,000
240	Miscellaneous Grants	8,747	2,200	4,476	2,000
275	Tourism Enhancement	337,792	300,600	360,600	360,600
280	Motor Vehicle Rental	75,889	75,020	75,420	80,045
540	Sanitation Fund	657,386	510,500	465,230	515,500
	Totals	$2,552,410	$2,361,853	$1,998,828	$2,631,153

Non-Major Funds Expenditures		2013 Actual	2014 Budget	2014 Projected	2015 Budget
200	Street Improvement	$260,861	$360,000	$0	$545,000
201	LMIG	332,899	200,000	442,000	300,000
210	Confiscated Assets	801,951	307,100	301,565	163,000
221	NSP1 Grant Fund	84,300	160,030	155,542	130,005
222	NSP3 Grant Fund	508,575	480,000	450,000	435,000
240	Miscellaneous Grants	8,747	2,200	4,476	2,000
275	Tourism Enhancement	999,580	302,500	412,800	360,000
280	Motor Vehicle Rental	65,000	65,000	65,000	80,000
540	Sanitation Fund	375,868	479,346	459,157	476,732
	Totals	$3,437,781	$2,356,176	$2,290,540	$2,491,737

SECTION IX. Debt Summary

A. Primary Government

1. Short-Term Debt

The schedule below details the changes in short-term capital borrowings during the year ended December 31, 2013 for the governmental activities.

Original Issue	Interest Rate	Balance as of January 1, 2013	Draws	Repayments	Balance as of December 31 ,2013
2013	1.90%	$ -	$ 98,983.00	$ (98,983.00)	$ -

The purpose of the short-term borrowings was to provide resources for the UWG Project. The form of financing used was a line of credit from United Bank. The amounts for governmental activities are accounted for in the general fund and transferred to the capital project as needed.

2. Long –Term Debt

The City of Newnan normally operates on a pay-as-you-go basis. As of December 31, 2013 the City's governmental activities had no outstanding long-term debt, other than compensated absences in the amount of $522,351. For the governmental activities, compensated absences are generally liquidated by the general fund.

Governmental Activities	Beginning Balance 1/1/2013	Additions	Reductions	Ending Balance 12/31/2013	Due Within One Year
Compensated Absences	$497,427	$951,059	$908,135	$522,351	$338,595
Business Type Activities					
Compensated Absences	$0	$17,061	$10,500	$6,561	$5,770

The compensated absences accrual decreased by $10,500 during 2013, which is the latest year where data is available. Accrued vacation leave increased by $18,143, accrued holiday leave decreased by $34,856 and accrued banked leave decreased by $11,684. However, accrued comp-time increased by $1,907 and accrued sick leave decreased by $8,845. A discussion of the debt of the component unit of the City, Newnan Water and Light, is discussed in detail below.

3. Limitations on City Debt

The Constitution of the State of Georgia provide 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 2014, the assessed value of taxable property in the City was $1,138,589,882. Therefore, the City's long-term obligations payable could not exceed $113,858,988 (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.

B. Component Units

1. Long-Term Debt

The Newnan Water, Sewerage and Light Commission had two types of long-term debt outstanding at December 31, 2013: notes payable and revenue bonds.

2. Notes Payable

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

3. 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. 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, 2013, the outstanding loan balance was $8,101,154, plus accrued interest of $20,585. Total debt service requirements to maturity are as follow.

YEAR	PRINCIPAL	INTEREST	TOTAL
2014	$375,108	$226,972	$602,080
2015	386,518	215,562	602,080
2016	398,209	203,871	602,080
2017	410,433	191,647	602,080
2018	422,870	179,210	602,080
2019-2023	2,315,261	695,138	3,010,399
2024-2028	2,689,421	320,979	3,010,400
2029-2030	739,242	14,884	754,126
TOTAL	$7,737,062	$2,048,263	$9,785,325

C. 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 3.55% to 5.25%.

The bond proceeds are being used to advance, refund and decrease 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 $710,872, ($9,501) and ($558,338) respectively, are shown in the chart below.

YEAR	PRINCIPAL	INTEREST	TOTAL
2014	$885,000	$1,166,663	$2,051,663
2015	1,220,000	1,120,675	2,340,675
2016	1,395,000	1,062,406	2,457,406
2017	1,450,000	998,388	2,448,388
2018	1,520,000	924,138	2,444,138
2019-2023	8,865,000	3,403,240	12,268,240
2024-2028	4,460,000	1,756,626	6,216,626
2029-2033	3,395,000	936,045	4,331,045
2034-2036	2,420,000	166,726	2,586,726
TOTAL	$25,610,000	$11,534,907	37,144,907

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	$2,622,515	$480,000	$(597,170)	$2,505,345	$329,100
Revenue Bonds	26,589,651	0	(836,618)	25,753,033	885,000
Notes Payable	8,101,154	0	(364,092)	7,737,062	375,108
TOTAL	$37,313,320	$480,000	$(1,797,880)	$35,995,440	$1,589,208



Ray Park Grand Opening
October 30, 2014

PERSONNEL SUMMARY

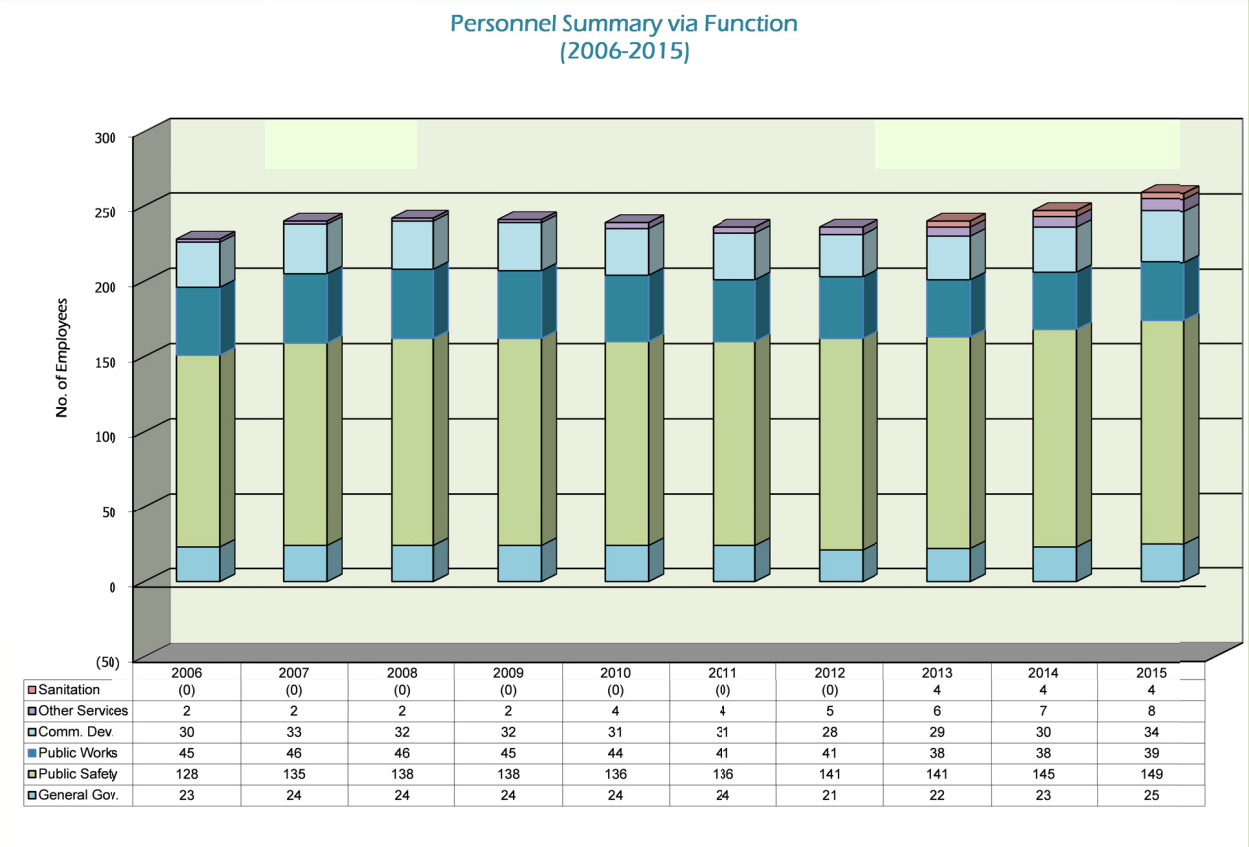
The City of Newnan is committed to a high level of excellence in the quality and delivery of all programs and services. In the FY 2015 Approved Budget, 259 employees (242 full-time and 17 part-time) are included to meet the daily needs of our citizens, businesses and visitors. These employees will landscape our parks, fight fires, make our streets safe and provide a countless number of other services to ensure the City of Newnan continues to be one of the best managed and most livable cities in Georgia and the nation.

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

SECTION I. City Functions - Departments/Divisions

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.

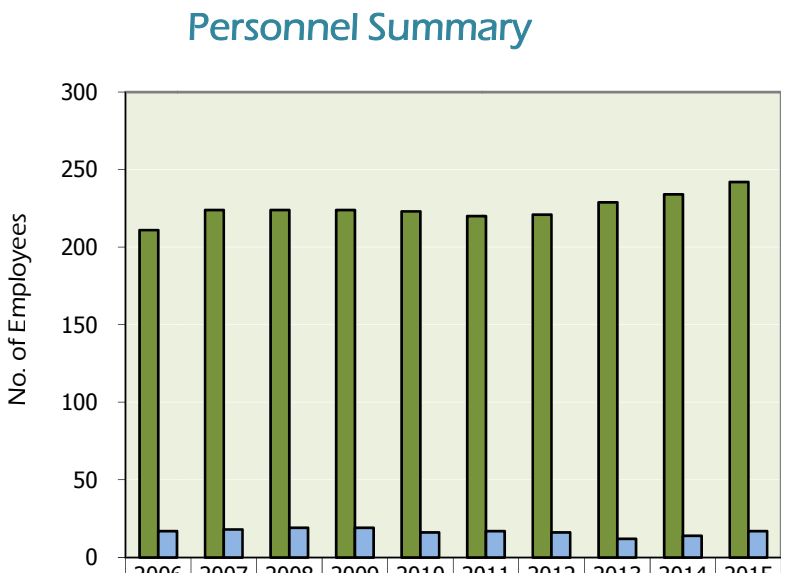
General Government	Public Safety	Public Works	Community Development	Other Services
City Council City Manager Public Information City Attorney City Clerk Finance Information Technology Human Resources Miscellaneous Program Manager	Police • Police • School Resources • Animal Services • Municipal Court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



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Sanitation	(0)	(0)	(0)	(0)	(0)	(0)	(0)	4	4	4
Other Services	2	2	2	2	4	4	5	6	7	8
Comm. Dev.	30	33	32	32	31	31	28	29	30	34
Public Works	45	46	46	45	44	41	41	38	38	39
Public Safety	128	135	138	138	136	136	141	141	145	149
General Gov.	23	24	24	24	24	24	21	22	23	25

SECTION II. FY 2015 Approved Budget Staffing Summary

Due to the changing economic climate, the City finds itself balancing the need to provide services to a community with increasing population, while at the same time, experiencing limited revenues. Eight (8) full-time positions and four (4) part time positions were added to the 2015 budget. These changes enable the City to add positions in areas of specific need in order to minimize the impact on wages and benefits costs. Details of specific changes are found in the departmental summaries.



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Full-Time	211	224	224	224	223	220	221	229	234	242
PTime & Elected	17	18	19	19	16	17	16	12	14	17

City-Wide Personnel Summary By Function

City Functions	2011	2012	2013	2014	2015
General Government					
Full-Time	14	14	15	15	16
Part-Time	0	0	0	0	1
Elected Officials	7	7	7	8	8
Total General Government	**21**	**21**	**22**	**23**	**25**
Public Safety					
Full-Time	135	136	139	143	147
Part-Time	2	5	2	2	2
Total Public Safety	**137**	**141**	**141**	**145**	**149**
Public Works					
Full-Time	39	39	38	38	39
Part-Time	2	2	0	0	0
Total Public Works	**41**	**41**	**38**	**38**	**39**
Community Development					
Full-Time	30	28	29	30	31
Part-Time	1	0	0	0	3
Total Comm. Development	**31**	**28**	**29**	**30**	**34**
Other Services					
Full-Time	3	4	4	4	5
Part-Time	2	2	3	4	3
Total Other Services	**5**	**6**	**7**	**8**	**8**
Sanitation - Brush & Bulk					
Full-Time	0	0	4	4	4
Part-Time	0	0	0	0	0
Total Sanitation- Brush & Bul	**0**	**0**	**4**	**4**	**4**
Total Full-Time Employees	221	221	229	234	242
Total Part-Time Employees	7	9	5	6	9
Total Elected Officials	7	7	7	8	8
Total Employees	**235**	**237**	**241**	**248**	**259**

General Government Function
Personnel Summary

Department/Title	2011	2012	2013	2014	2015
City Council					
Mayor (Elected Official)	1	1	1	1	1
Council Members (Elected Officials)	6	6	6	7	7
Total	**7**	**7**	**7**	**8**	**8**
City Manager's Office					
Administrative Assistant	1	1	1	1	1
City Clerk	1	1	1	1	1
City Manager	1	1	1	1	1
PIO	1	1	1	1	1
Program Manager	0	0	1	1	1
Total	**4**	**4**	**5**	**5**	**5**
City Attorney					
City Attorney	1	1	0	0	0
Total	**1**	**1**	**0**	**0**	**0**
City Clerk's Office					
City Clerk (moved to City Manager's Office)	1	1	1	0	0
Total	**1**	**1**	**1**	**0**	**0**
Finance					
Accountant	1	1	1	1	1
Accounting Clerk	2	2	2	2	2
Assistant Finance Director	0	0	0	1	1
Finance Director	1	1	1	1	1
Licensing Specialist	1	1	1	1	1
Sr. Accounting Clerk (PT)	0	0	0	0	1
Total	**5**	**5**	**5**	**6**	**7**
Information Technology					
Information Technology Director	1	1	1	1	1
Systems Analyst	0	0	1	1	2
Total	**1**	**1**	**2**	**2**	**3**
Human Resources					
Human Resources Director	1	1	1	1	1
Personnel Technician	1	1	1	1	1
Total	**2**	**2**	**2**	**2**	**2**
Total General Government Full -Time	14	14	15	15	16
Total General Government Part-Time	0	0	0	0	1
Total Elected Officials	7	7	7	8	8
Total General Government	**21**	**21**	**22**	**23**	**25**

Public Safety Function
Personnel Summary

Department/Title	2011	2012	2013	2014	2015
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	6	7	7	7
Lieutenant	6	5	5	6	6
Office Assistant	3	3	3	3	4
Parking Enforcement Officer	1	1	1	1	1
Police Chief	1	1	1	1	1
Police Officer	48	48	49	49	51
Sergeant	5	5	5	5	5
School Crossing Guard (Part-time)	2	2	2	2	2
Total	**80**	**80**	**82**	**83**	**86**
School Resource Officer Division					
Police Officer	4	4	4	5	5
Sergeant	1	1	1	1	1
Total	**5**	**5**	**5**	**6**	**6**
Municipal Court Department					
Assistant Magistrate (Part-Time)	2	2	0	0	0
Associate Judge (Part-Time)	1	1	0	0	0
Municipal Clerk (Full-Time)	1	1	1	1	1
Total	**4**	**4**	**1**	**1**	**1**
Animal Services Division					
Animal Warden	1	1	1	1	1
Total	**1**	**1**	**1**	**1**	**1**
Fire Department					
Battalion Chief	3	3	3	3	3
Captain	3	4	4	4	4
Fire Chief	1	1	1	1	1
Firefighter	29	29	30	32	33
Fire Inspector	1	1	1	1	1
Office Assistant	1	1	1	1	1
Sergeant	12	12	12	12	12
Total	**50**	**51**	**52**	**54**	**55**
Total Public Safety Full-Time	135	136	139	143	147
Total Public Safety Part-Time	5	5	2	2	2
Total Public Safety	**140**	**141**	**141**	**145**	**149**

Public Works Function
Personnel Summary

Department/Title		2011	2012	2013	2014	2015
Public Works Administration						
Accounting Clerk		1	1	1	1	1
Deputy Public Works Director		0	1	1	1	1
Public Works Director		1	1	1	1	1
	Total	**2**	**3**	**3**	**3**	**3**
City Engineer						
Engineer		1	1	1	1	1
Field Inspector		1	1	1	1	1
Soil Erosion Inspector		1	0	0	0	1
	Total	**3**	**2**	**2**	**2**	**3**
Street Department						
CSW / Mosquito (Part Time)		1	1	0	0	0
Labor Supervisor		2	3	3	3	3
Laborer I		13	13	10	10	10
Laborer II		4	4	6	6	6
Street Superintendent		1	0	0	0	0
	Total	**21**	**21**	**19**	**19**	**19**
Garage Department						
Automotive Mechanic		3	3	4	4	4
Automotive Mechanic Helper		2	2	1	1	1
Fleet Coordinator		0	0	1	1	1
Shop Supervisor		1	1	0	0	0
	Total	**6**	**6**	**6**	**6**	**6**
Cemetery						
Cemetery Superintendent		1	1	1	1	1
Labor Supervisor		1	1	1	1	1
Laborer I		5	5	5	5	5
Laborer II		1	1	1	1	1
Laborer (Seasonal/Summer)		1	1	0	0	0
	Total	**9**	**9**	**8**	**8**	**8**
Total Public Works Full-Time		39	39	38	38	39
Total Public Works Part-Time		2	2	0	0	0
Total Public Works		**41**	**41**	**38**	**38**	**39**

Community Development Function
Personnel Summary

Department/Title	2011	2012	2013	2014	2015
Community Development Administration					
Community Development Director	1	0	0	0	0
Office Assistant (Moved to Planning)	1	0	0	0	0
Keep Newnan Beaut Dir. PT (Move to BD)	1	0	0	0	0
Total	**3**	**0**	**0**	**0**	**0**
Planning & Zoning					
Planner	2	2	2	2	2
Planning Director	1	1	1	1	1
Office Assistant	0	1	1	1	1
Total	**3**	**4**	**4**	**4**	**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	2	2	2
Permit Technician	1	1	1	1	1
Plans Examiner	0	0	0	1	1
Total	**8**	**8**	**9**	**10**	**10**
Parks & Right-of-Way Beautification					
Crew Leader	3	3	4	4	4
Laborer I	9	9	8	8	8
Labor Supervisor	1	1	1	1	1
Landscape Architect	1	1	1	1	1
Total	**14**	**14**	**14**	**14**	**14**
Facilties (Formerly Build Maint)					
Facilities Director	0	0	0	0	1
Park Attendants (PT)	0	0	0	0	3
Custodian	1	0	0	0	0
Maintenance Specialist	2	2	2	2	2
Total	**3**	**2**	**2**	**2**	**6**
Total Community Development Full-Time	30	28	29	30	31
Total Community Development Part-Time	1	0	0	0	3
Total Community Development	**31**	**28**	**29**	**30**	34

Other Services Function
Personnel Summary

Department/Title	2011	2012	2013	2014	2015
Business Development					
Bus Development Director	1	1	1	1	1
Main Street Manager	1	1	1	1	1
Keep Newnan Beautiful/Event Coord	0	1	1	1	1
Total	**2**	**3**	**3**	**3**	**3**
Carnegie Building (Reading Library)					
Carnegie Director	1	1	1	1	1
Carnegie Assistant (Full-Time)	0	0	0	0	1
Carnegie Assistant (Part-Time)	2	2	3	4	3
Total	**3**	**3**	**4**	**5**	**5**
Total Other Services Full-Time	3	4	4	4	5
Total Other Services Part-Time	2	2	3	4	3
Total Other Services	**5**	**6**	**7**	**8**	**8**

Sanitation Fund
Personnel Summary

Department/Title	2011	2012	2013	2014	2015
Sanitation- Brush & Bulk					
Laborer II	0	0	3	3	3
Sanitation Supervisor	0	0	1	1	1
Total	**0**	**0**	**4**	**4**	**4**
Total San - Brush & Bulk Full-Time	0	0	4	4	4
Total San - Brush & Bulk Part-Time	0	0	0	0	0
Total San - Brush & Bulk	**0**	**0**	**4**	**4**	**4**

SECTION III. Operating Impact on Staffing Changes

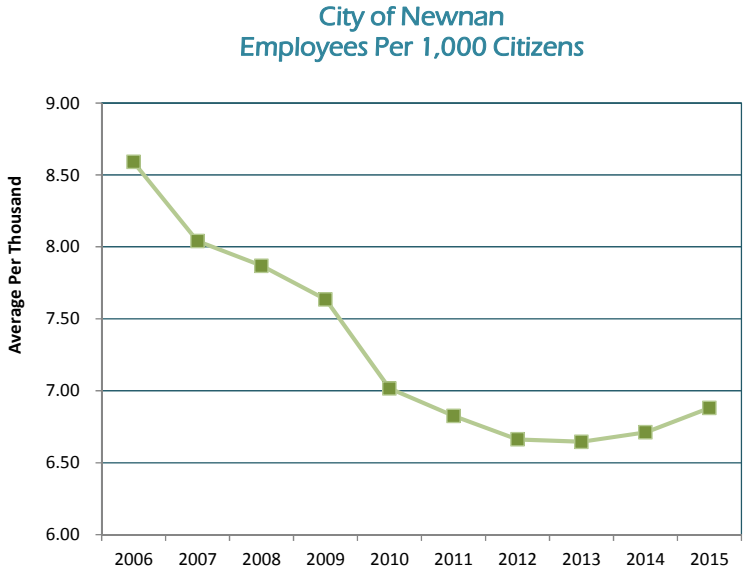
Staffing changes are shown on the charts included in the remainder of this section, along with the associated operating costs attributed to these changes for FY 2015 Approved staffing changes for 2015 had a net impact on the budget of a $437,626 increase in wages and benefits.

Operating Impact on Staffing Changes

Position	Function	Dept	Wages & Benefits	Type of Change
Facilities Director	Comm Dev	Facilities	$74,850	Addition
Systems Analyst	General	IT	$62,982	Addition
Soil Erosion Insp	Public Works	Engineering	$60,007	Addition
Police Officer	Pub Safety	Police	$58,917	Addition
Office Assistant	Pub Safety	Police	$43,484	Addition
Park Attendents (3- PT)	Comm Dev	Facilities	$43,443	Addition
Firefighter (Half Year)	Pub Safety	Fire	$28,213	Addition
Police Officer (Half Year)	Pub Safety	Police	$24,958	Addition
Carnegie Asst	Other Services	Carnegie	$23,736	PT to FT
Sr. Acct Clerk (PT)	General	Finance	$17,036	Addition
	Net Impact on Operations		**$437,626**	

SECTION IV. Employees Per Capita

The chart to the right depicts the average number of City employees per 1,000 residents over the past ten (10) years. The most significant change was from 2006 to 2007 when the population increased by 12.7% and twelve (12) new employees were added to existing staff to compensate.



The average increase in population over the past ten years is approximately 1,278 people per year. The average percentage increase annually is 4.4%. The City has maintained quality services through maximization of its resources and assets. We have added 31 positions over this time frame, while the population increased by approximately 11,222 people. Employees per capita (EPC) has decreased by only 1.92 employees per thousand citizens for the time period shown.

Year	EPC	Employees	*Population	Increase	%Increase
2001	10.76	186	17,292	1,050	6.5%
2004	8.72	196	22,489	5,197	30.1%
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	7.63	236	30,912	1,045	3.5%
2010	7.02	232	33,069	2,157	7.0%
2011	6.82	230	33,700	631	1.9%
2012	6.66	229	34,374	674	2.0%
2013	6.65	233	35,061	687	2.0%
2014	6.71	240	35,762	701	2.0%
2015	6.88	251	36,477	715	2.0%
			Average:	1,243	4.3%

* Does not include elected officials.

The chart below shows the change in employees per capita (EPC) by function over the ten year period from 2006 to 2015. The most significant change is in Public Safety, where the City has added twenty-one (21) employees from 2006 to 2015, which is the function with the most improvement. In Other Services, the City has added six (6) employees: one KNB Manager/Event Coordinator, one Carnegie Library Director, one full time Carnegie Library Assistant and three part time Carnegie Library Assistants. As you will note, Other Services is the only functional area where employees per capita shows a positive change over the ten-year period other than the Sanitation Department. However, the Sanitation Department wasn't added until 2013 so this doesn't depict a good history for comparison in this department. The function showing the least improvement is the General Government function.

Employees per Capita (by Function)					
	2006	EPC	2015	EPC	EPC Change
Gen Government	15	0.59	17	0.46	(0.12)
Public Safety	128	5.00	149	4.05	(0.95)
Public Works	45	1.76	39	1.06	(0.70)
Comm Development	30	1.17	34	0.92	(0.25)
Sanitation & Bulk	0	0.00	4	0.11	0.11
Total	**220**	**8.59**	**251**	**6.81**	**(1.78)**

DEPARTMENTAL SUMMARIES

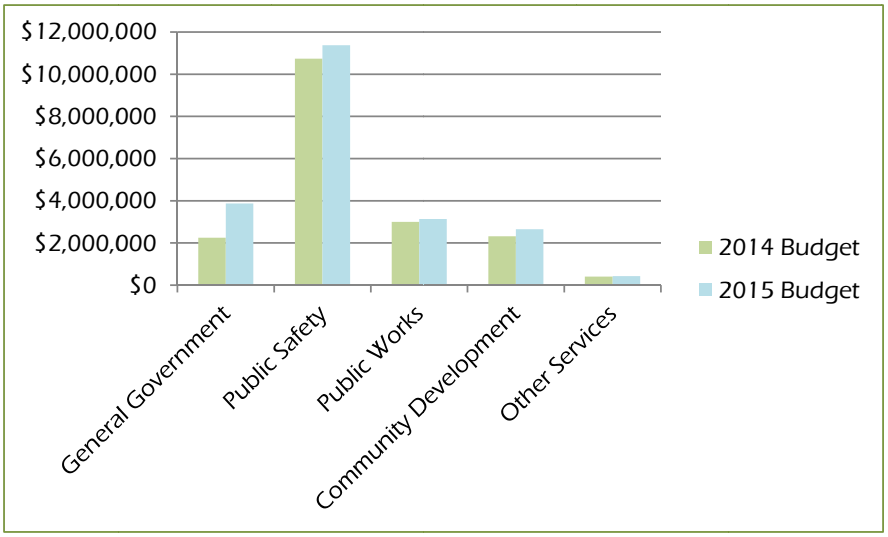
The City of Newnan provides services to citizens and visitors on a daily basis. The direct provision of said services and the support functions are organized into five (5) functions within the General Fund: General Government, Public Safety, Public Works, Community Development and Other Services and one (1) function within the Sanitation Fund: Brush and Bulk. The Sanitation function works under the direction of the Public Works department, although the revenue to support the function is generated by the service charges for the sanitation services. Consequently, the FY 2015 department summaries will be listed according to funding source.

General Fund Functions

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

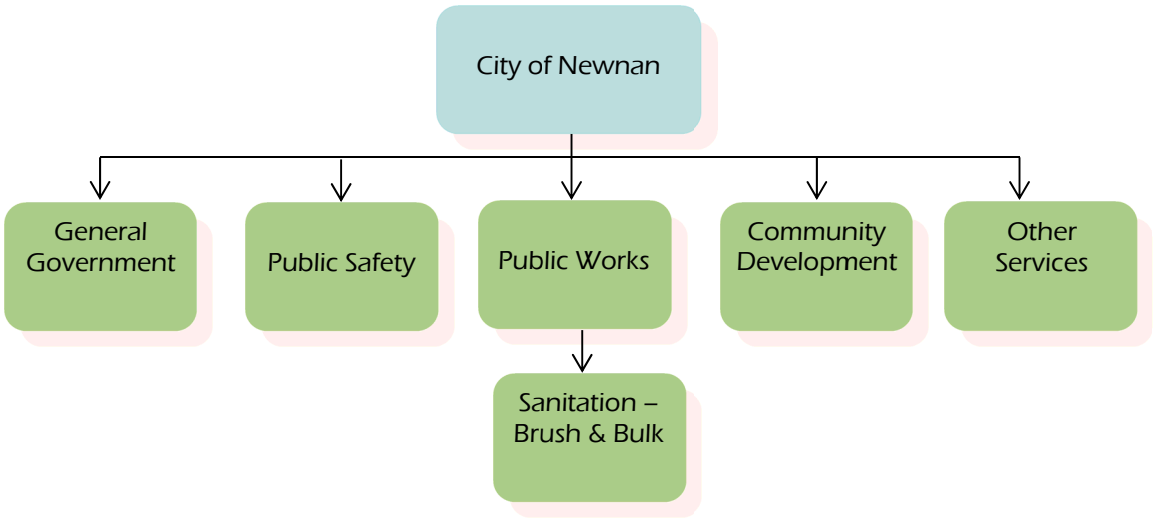
Sanitation Fund Functions

- Brush & Bulk



FY 2015 All FUNCTIONS

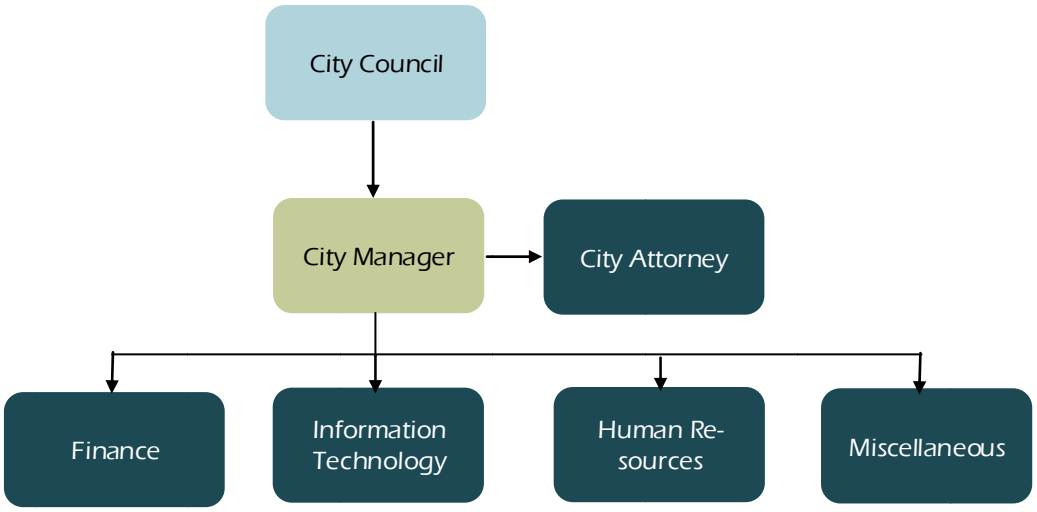
Organizational Chart



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 (encompassing Administration, City Clerk, Program Manager, and Public Information Officer), City Attorney, Finance, Information Technology, Human Resources and Miscellaneous.

GENERAL GOVERNMENT FUNCTION
Organizational Chart



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 2015 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 the 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 Comprehensive Annual Financial Report (CAFR) for the Citizens and Council of the City of Newnan in accordance with Government Accepted Accounting Principals (GAAP) and Government Accounting Standards Board (GASB) requirements.
- Prepare high-quality budget documents worthy of the Government Finance Officers Association (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.

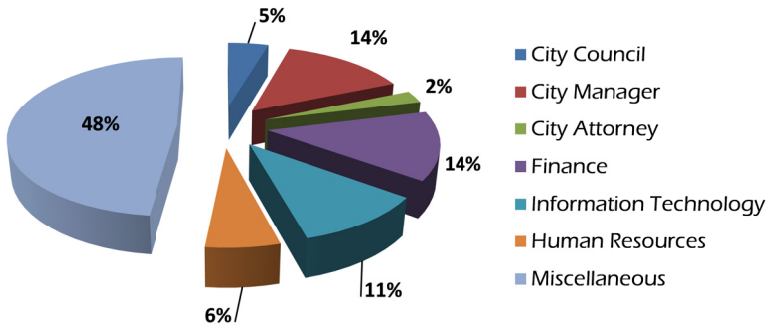
- Utilize plans, studies, projections and reports to formulate long-term plans, both programmatic and financial, in order to effectively handle growth in the City.

General Government Function Expenditures						
	2013 Actual	2014 Budget	2014 Projected	2015 Budget	Variance 2014-2015	% Change 2014-2015
Operating Expenditures						
City Council	$147,514	$175,024	$174,424	**$176,582**	$1,558	0.89%
City Manager	308,127	547,470	522,490	**548,237**	767	0.14%
City Attorney	108,023	98,650	92,000	**98,500**	(150)	-0.15%
Finance	400,986	496,249	535,175	**535,948**	39,699	8.00%
Information Technology	208,590	246,908	223,568	**422,256**	175,348	71.02%
Human Resources	147,688	167,200	159,532	**231,029**	63,829	38.18%
Miscellaneous	697,190	522,651	343,447	**1,866,241**	1,343,590	257.07%
Total Operating	**$2,018,118**	**$2,254,152**	**$2,050,636**	**$3,878,793**	**$1,624,641**	**72.07%**
Gen Government Total	**$2,018,118**	**$2,254,152**	**$2,050,636**	**$3,878,793**	**$1,624,641**	**72.07%**

GENERAL GOVERNMENT FUNCTION FY 2015 BUDGET HIGHLIGHTS

- City Council expenditures increased by .89%, or $1,558, over the FY 2014 Approved Budget. The increase is directly attributed training expenses.
- The City Manager expenditures show a minimal increase of $767 over the FY 2014 Budget. These additional costs are in books & periodicals and minor equipment.
- The City Attorney expenditures reflect a slight decrease of $150 from the 2014 Budget.
- The Finance Department expenditures show an increase of $39,699 over the FY 2014 Budget and mainly attributed to the hiring of a full-time Assistant Finance Director in 2014 and a part-time Sr. Accounting Clerk for FY 2015.
- The Information Technology expenditures show an increase of $175,348 over the FY 2014 Budget due to needed upgrades to protect the City's network system and the relocation of the network system for the new Public Safety Complex. Additionally the City created a new position, Systems Analyst to assist with the busy everyday changes in technology.
- The Human Resources Department proposed expenditures represent an increase of $63,829 from the FY 2014 Budget due to contractual services. The City plans to hire an independent consultant to do a job description/pay study to be assured that each employees pay is in line with other local governments.
- Miscellaneous expenditures show the largest increase over the FY 2014 Budget due to an approved transfer to the Downtown Development Authority to assist in funding the Newnan Hospital Redevelopment Project (UWG).

FY 2015 Approved Percentages of General Government Operating Expenditures



CITY COUNCIL

Service to Community

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 seven 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 2010 Census determined an underrepresented district resulting in redistricting which created an additional Council Member position, considered "at-large," until 2016 or after the elections in 2015 when the term shall expire. 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.

Personnel Summary	2013	2014	2015
Mayor	1	1	1
Council Members	6	7	7
TOTAL CITY COUNCIL	**7**	**8**	**8**

FY 2015 City Council Budget Dept. 10 / 100.1110		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1200	Wages - Part-Time	$43,000	$48,500	$48,500	**$48,500**
51.2100	Employee Insurance	69,717	81,268	81,268	**81,268**
51.2200	Social Security	3,302	3,710	3,710	**3,710**
51.2400	Retirement	3,879	5,151	5,151	**4,850**
51.2700	Workers' Compensation	153	203	203	**206**
51.2900	Other Employee Benefits	156	1,092	1,092	**1,248**
	Total Salaries & Benefits	**$120,207**	**$139,924**	**$139,924**	**$139,782**
	Operating Expenditures				
52.3400	Printing & Binding	$275	$300	$750	**$500**
52.3500	Travel	24,318	32,000	30,000	**32,000**
52.3700	Training	2,505	2,500	3,750	**4,000**
53.1101	Office Supplies	209	300	0	**300**
	Total Operating Expenditures	**$27,307**	**$35,100**	**$34,500**	**$36,800**
	Total City Council Expenditures	**$147,514**	**$175,024**	**$174,424**	**$176,582**

CITY MANAGER

Service to Community

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.

Personnel Summary	2013	2014	2015
City Manager	1	1	1
City Clerk	1	1	1
Program Manager	1	1	1
Public Information Officer	1	1	1
Administrative Assistant	1	1	1
TOTAL CITY MANAGER	**5**	**5**	**5**

Performance Measures

The City Manager's 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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of participants in Newnan Citizen Academy Class	25	N/A	28
Number of new members on City Twitter & Facebook site. FB merged 2 pages together in 2014 and that is why there is such an increase in stats.	FB 8569 Twitter 2196	FB 8900 Twitter 2400	FB 9200 Twitter 2700
Number of public service announcements published	55	58	61
Percentage of meeting minutes drafted within 72 hours of meeting conclusion	94%	94%	94%
Number of Council Resolutions processed	25	27	27
Number of Council Ordinances processed	25	27	27
Number of Retirees processed	2	3	3
Number of payroll voided checks/EFTs	2	2	2
Percentage of ACH (Direct Deposit) participants	100%	100%	100%
Number of candidates qualified for election	4	N/A	N/A
Number of Projects Monitored	32	32	32
Number of Projects Completed	8	14	7

FY 2015 City Manager Budget Dept. 11 / 100.1320		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full-Time	$219,236	$352,580	$352,580	**$354,390**
51.2100	Employee Insurance	32,724	47,994	47,994	**50,754**
51.2200	Social Security	14,623	26,972	26,972	**27,111**
51.2400	Retirement	22,587	37,444	37,444	**35,439**
51.2600	Unemployment	3	10	10	**10**
51.2700	Workers' Compensation	839	1,520	1,520	**3,079**
51.2900	Other Employee Benefits	7,533	10,150	10,000	**7,684**
51.2910	Employee Recognition	0	9,200	9,000	**8,000**
	Total Salaries & Benefits	**$297,545**	**$485,870**	**$485,520**	**$486,467**
	Operating Expenditures				
52.1200	Professional Services	$0	$1,850	$1,200	**$1,500**
52.1201	Public Relations	1,573	13,500	8,300	**20,280**
52.1300	Other Contractural Services	0	2,600	0	**995**
52.1301	Elections	0	0	0	**4,700**
52.3102	Bldg & Personal Liability Ins	468	1,295	600	**1,300**
52.3103	Surety Bonds	0	100	100	**100**
52.3200	Communication	503	1,400	1,000	**1,200**
32.3300	Advertising	0	1,800	1,050	**1,100**
52.3400	Printing & Binding	165	13,800	12,000	**10,600**
52.3500	Travel	2,801	10,350	6,000	**10,500**
52.3600	Dues & Fees	1,202	2,190	2,300	**770**
52.3700	Training	584	2,225	500	**2,675**
53.1100	Materials & Supplies	0	500	200	**200**
53.1101	Office Supplies	860	1,025	800	**900**
53.1300	Food Supplies	0	175	120	**350**
53.1400	Books & Periodicals	0	640	300	**1,000**
53.1600	Minor Equipment	1,483	2,000	1,000	**1,850**
53.1601	Computer Hardware and Software	943	3,900	500	**750**
53.1602	Office Furniture	0	2,250	1,000	**1,000**
	Total Operating Expenditures	**$10,582**	**$61,600**	**$36,970**	**$61,770**
	Total City Manager Expenditures	**$308,127**	**$547,470**	**$522,490**	**$548,237**

FY 2015 Goals and Objectives

Goal 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 12/31/2015)

Goal 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 12/31/2015)
- **Objective B:** To update and maintain city's website as needed. (G. Snider, J Chambers 12/31/2015)
- **Objective C:** To film and make available more public service announcements. (G. Snider 12/31/2015)
- **Objective D:** To promote and participate in GMA's Georgia Cities Week. (G. Snider 12/31/2015)
- **Objective E:** To host annual Newnan Citizen Academy. (G. Snider 12/31/2015)

Goal 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 12/31/2015)
  - To attend GMA's Quarterly PIO meetings.
  - To take advantage of information sharing with other city PIO's.
  - To renew 3CMA membership dues and attend yearly conference.
- **Objective B:** To research available educational opportunities. (G. Snider 12/31/2015)

Goal 4: Assist with internal communications.

- **Objective A:** To print a monthly employee newsletter. (G. Snider 12/31/2015)
- **Objective B:** To encourage information sharing among management staff by publishing monthly and annual reports. (G. Snider 12/31/2015)
- **Objective C:** To coordinate with employee special events. (G. Snider 12/31/2015)

Goal 5: Enhance communications at City Council meetings.

- **Objective A:** To assist NuLink with filming the City Council meetings. (G. Snider 12/31/2015)

Goal 6: Continue to improve promotions and create positive publicity for City departments.

- **Objective B:** To increase awareness of department roles through press releases (G. Snider 12/31/2015)

Goal 7: Assist with tourism and cultural arts efforts by working with Convention and Visitors Bureau, Newnan Cultural Arts Commission and Main Street Newnan. (G. Snider 12/31/2015)

Goal 8: 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 12/31/2015)
- **Objective B:** Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (D. Hill 12/31/2015)

Goal 9: 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 12/31/2015)
- **Objective B:** Assist Coweta County with coordination of elections as required. (D. Hill 12/31/2015)

Goal 10: To accurately process employee bi-weekly payroll, including taxes and withholdings, and required reporting for City employees efficiently and effectively.

- **Objective A:** Process biweekly payroll, including deductions, taxes and other withholdings, after-hours approval and entry into system. Distribute withholdings and taxes to appropriate third party. (D. Hill 12/31/2015)
- **Objective B:** Complete all associated monthly, quarterly and annual reporting requirements associated with payroll processing. (D. Hill 12/31/2015)

Goal 11: To serve as Retirement Secretary for the City of Newnan and provide assistance to staff in processing applications for retirement and related activities. (D. Hill On-going)

Goal 12: To efficiently deliver projects that will enhance the quality of life for our citizens. (R. Helton On-going)

Goal 13: To serve as a Liaison between the City Manager and Department Heads to assure that everyone is well informed as to Project Status.

- **Objective A:** Provide and accurate and thorough monthly projects report as to projects status. (R. Helton -monthly)

Goal 14: To deliver an Annual Budget Document that our citizens can read and clearly understand as to how the City utilizes their tax dollars. (R. Helton-annually)

Goal 15: To monitor capital projects funding/budgets so that the City will have a clear picture of the total costs of projects in order to enhance the capital planning and budgeting process. (R. Helton On-going)

FY 2014 Goals Accomplished

- ✓ Received the "Distinguished Budget Award" for the 25th consecutive year.
- ✓ Substantially completed 14 projects.
- ✓ Completed comprehensive quarterly projects reports for posting on the website for citizen review.
- ✓ Completed Management Development Training.
- ✓ Completed Federal Aid ROW Acquisition Training.

CITY ATTORNEY

Service to Community

The City Attorney serves as the legal advisor to the City Council, City Manager and 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.

FY 2015 City Attorney Budget 100.1530		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Operating Expenditures				
52.1200	Professional Services	$102,556	$95,000	$83,000	**$90,000**
52.3500	Travel	5,467	3,650	9,000	**8,500**
	Total Operating Expenditures	**$108,023**	**$98,650**	**$92,000**	**$98,500**
Total City Attorney Expenditures		**$108,023**	**$98,650**	**$92,000**	**$98,500**

Note:

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

FINANCE

Service to Community

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 and the supervision of all accounts, including property tax billing and collections, occupational taxes, alcohol licensing, revenue collections, accounts payable, accounts receivable, capital assets and purchasing. The Finance Department handles the year-end closing and adjustments, prepares the annual CAFR and assists with the annual budget document.

Personnel Summary	2013	2014	2015
Finance Director	1	1	1
Assistant Finance Director	0	1	1
Accountant	1	1	1
Accounting Clerk	2	2	2
Licensing Specialist	1	1	1
Sr. Accounting Clerk (PT)	0	0	1
TOTAL FINANCE	**5**	**6**	**7**

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, the General Government's priorities and the department's mission, goals and objectives.

Performance Measures	2013 Actual	2014 Estimate	2015 Projected
Total Assessed Property Tax Valuation (40%)	$936,331,076	$1,138,589,882	$1,150,000,000
Percentage of total collected at year-end	94.5%	92%	92%
Number of Occupational Tax Certificate Renewals Processed	1,755	1,755	1,790
Occupational Taxes collected	$1,877,696	$2,280,000	$2,300,000
Number of Property Tax Bills	13,770	14,000	14,200
Number of Alcohol Licenses issued	102	103	105
Alcohol License revenue collected	$174,899	$180,000	$180,000
Alcohol Excise Taxes collected	$812,992	$840,000	$850,000
Number of Accounts Payable checks issued	3,475	3,500	3,525
Number of A/P Checks voided	48	50	52
Received GFOA Excellence in Financial Reporting Award – CAFR	Yes	Yes	Yes
Number of Bank/Investment accounts maintained	37	37	36
Total Annual Expenditures monitored including capital and transfers	$33,236,762	$34,000,000	$32,000,000
Total Annual Revenues monitored including capital and transfers (all funds)	$32,373,388	$33,000,000	$31,000,000

FY 2015 Finance Budget Dept. 13 / 100.1510		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full-Time	$230,504	$236,286	$262,977	**$313,700**
51.1200	Wages - Part-Time	6,623	15,568	20,640	**15,761**
51.1300	Wages - Overtime	66	400	400	**400**
51.2100	Employee Insurance	54,312	53,223	56,203	**47,307**
51.2200	Social Security	16,663	19,297	21,000	**25,234**
51.2400	Retirement	22,789	25,094	26,000	**29,542**
51.2600	Unemployment Insurance	7	12	7	**14**
51.2700	Workers' Compensation	817	1,054	1,019	**1,404**
51.2900	Other Employee Benefits	630	700	700	**850**
	Total Salaries & Benefits	**$332,411**	**$351,634**	**$388,946**	**$434,212**
	Operating Expenditures				
52.1200	Professional Services	$29,990	$35,300	$33,000	**$33,800**
52.1300	Other Contractual Services	19,537	17,936	17,500	**27,200**
52.2200	Repairs & Maintenance	1,021	8,929	8,930	**9,504**
52.3102	Bldg. & Personal Liability Ins.	234	500	242	**350**
52.3200	Communications	416	600	732	**732**
52.3300	Advertising	4,083	6,425	6,425	**6,500**
52.3400	Printing & Binding	180	875	850	**875**
52.3500	Travel	1,334	5,600	5,400	**6,000**
52.3600	Dues & Fees	1,386	1,425	1,375	**1,475**
52.3700	Training	504	2,700	2,600	**3,125**
53.1100	Material & Supplies	1,902	2,800	2,700	**2,800**
53.1101	Office Supplies	3,000	3,100	3,600	**3,400**
53.1400	Books & Periodicals	133	125	125	**125**
53.1600	Minor Equipment	1,778	300	300	**750**
53.1601	Computer Equipment & Software	2,880	2,200	3,700	**4,350**
53.1602	Office Furniture	0	550	3,500	**500**
53.1706	Miscellaneous	197	250	250	**250**
	Total Operating Expenditures	**$68,575**	**$89,615**	**$91,229**	**$101,736**
	Capital Outlays				
54.2500	Other Equipment	$0	$55,000	$55,000	**$0**
	Total Capital Outlays	**$0**	**$55,000**	**$55,000**	**$0**
Total Finance Expenditures		**$400,986**	**$496,249**	**$535,175**	**$535,948**

FY 2015 Goals and Objectives

Goal 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:** Maintain cross-training for all positions so that every position has at least one back-up at all times. (K. Cline, Staff Ongoing)
- **Objective B:** Maintain Standard Operating Procedures to guide and assist staff in the performance of their duties. (R. Phillips, K. Cline, Staff Ongoing)
- **Objective C:** Maintain guidelines, training and codes of conduct for superior customer service. (K. Cline Ongoing)

Goal 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 Ongoing)
- **Objective B:** Monitor procurement activities to ensure that the City obtains quality goods and services at the lowest cost within specified time frames. (D. Wicher, K. Cline Ongoing)
- **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 Ongoing)

Goal 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, IT Department Ongoing)
- **Objective B:** Ensure that delinquent accounts are efficiently and effectively managed, up to and including the issuance of Fi Fa to collect the delinquent taxes. (K. Carroll, D. Wicher, 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 Ongoing)
- **Objective D:** Implement new property tax software and train staff. (K. Cline, Staff 12/31/2015)

Goal 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 the 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, D. Wicher Ongoing)
- **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. (D. Wicher Ongoing)
- **Objective D:** Ensure that all required reporting requirements, including the annual audit, are followed and deadlines are 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)
- **Objective F:** Complete implementation and training for eCIMS system and module for citizens' access to cemetery information. (K. Cline, J. Hemmings, K. Carroll 12/31/15)
- **Objective G:** Complete development of online reporting and payment system for monthly and quarterly alcohol tax revenues, franchise taxes, monthly motor vehicle rental taxes and quarterly hotel/motel taxes. (K. Cline, IT Department or Consultant On-going)

Goal 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 evaluating the data, determining operating priorities, projecting year-end budget performance and allow for analysis. (R. Phillips, K. Cline Ongoing)

Goal 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 that specifically address changes to the reporting and processing requirements as they occur. (K. Cline Ongoing)
- **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. (K. Cline Ongoing)
- **Objective C:** Retain membership in GGFOA, GFOA, & NAPW so that all training opportunities are immediately available to the department, along with the awards programs for the annual CAFR and Budget documents. (K. Cline Ongoing)
- **Objective D:** Attend annual New World Systems User Conference to stay abreast of changes and enhancements to software, confer with fellow users, and offer suggestions for improvements at hands-on labs and one-on-one training sessions. (K. Cline Ongoing)
- **Objective E:** Provide training opportunities for subordinate staff when needed that are pertinent to government entities and operations. (K. Cline, Staff Ongoing)

FY 2014 Goals Accomplished

- ✓ Completed and filed the City's 2013 Comprehensive Annual Financial Report (CAFR). Received the GFOA "Excellence in Financial Reporting" award for the CAFR. We have submitted the CAFR to GFOA for consideration five times and won the award five times.
- ✓ Prepared and submitted various annual reports for the City of Newnan including: Report of Local Government Finances, Hotel/Motel Tax Report, MEAG Report, SPLOST Annual Reports, Sales Tax Returns, Unclaimed Property and 1099 Tax Forms for Vendors.
- ✓ Issued an RFP for a new Property Tax System in July 2014. The department reviewed proposals, and then selected a system and vendor. The department will complete system implementation and training in 2015.
- ✓ The property tax collection rate for 2013 was 94.5%, which was a record for the City. We expect to end 2014 somewhere around 92.0%.
- ✓ Staff attended several training sessions and conferences throughout the year, covering topics such as Business Licensing, GASB & GAAP Changes and /or requirements, and various courses sponsored by CVIOG, GFOA and/or GGFOA. Additionally, staff was able to attend the annual New World Systems Conference this year for our operating system, Logos.NET.
- ✓ Continued working with Ramaker and Associates towards the eCIMS Cemetery Software implementation. Mapping the cemeteries has taken longer than anticipated. We expect to complete the mapping and begin the implementation in late 2014. We plan to complete the implementation and training during 2015.
- ✓ The Finance Department was able to add an Assistant Finance Director position to staff during 2014. This addition will enable staff to more effectively and efficiently manage the department's workload and meet reporting deadlines.
- ✓ Occupational tax audits resulted in approximately $400,000 in additional revenues in 2014. Staff plans to continue auditing as renewals are processed to ensure compliance with the City's Ordinances to the extent that current staffing allows.
- ✓ Worked with the Planning and Zoning Department, Newnan Housing Authority and Newnan-Coweta Habitat for Humanity to disburse $592,875 in grant funds awarded to the City through the Neighborhood Stabilization Programs. These grants provide home ownership opportunities for eligible low-income families in Coweta County and help restore and rehabilitate existing housing and neighborhoods.
- ✓ Established a new fund during 2014 to handle the UWG Project. Additionally, we managed interfund loans from the general Fund to the SPLOST and Hotel/Motel Funds to assist with funding needs related to the new Public Safety Complex and convention center.

INFORMATION TECHNOLOGY

Service to Community

Information Technology (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 staff reports to the City Manager.

Personnel Summary	2013	2014	2015
Information Technology Director	1	1	1
Information Technology Assistant	1	1	2
TOTAL INFORMATION TECH.	**2**	**2**	**3**

Performance Measures

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

Performance Measures	2013	2014	2015
Number of Help desk problem tickets received	1188	1300	1450
Number of Help Desk tickets resolved in 72 hours	709	960	1050
Number of IT components maintained city-wide	215	250	275

FY 2015 Goals and Objectives

Goal 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.

- **Objective A:** Redo conference room and council chambers A/V solution. (J. Chambers 12/31/2015)
- **Objective B:** Implement Virtual Desktops for some departments. (J. Chambers 12/31/2015)
- **Objective C:** Remove last XP and Vista workstations and replace with Windows 7. (J. Chambers 12/31/2015)
- **Objective D:** Move PD to new Public Safety complex .(J. Chambers 12/31/2015)

Goal 2: Replacement, expansion and addition of hardware.

- **Objective A:** Install a new server to replace the failure of two servers from July and August of 2014. (J. Chambers 12/31/2015)
- **Objective B:** Replacement of routers and switches by NuLink for added stability. (J. Chambers 12/31/2015)

Goal 3: Incorporate industry standard security measures which ensure that information and systems are protected and secure from unauthorized access or use.

- **Objective A:** Replace/Upgrade core routers and switches to allow better bandwidth between locations. (J. Chambers 12/31/2015)
- **Objective B:** Review our group policy in accordance with NIST.(National Institute of Standards and Technology) (J. Chambers 12/31/2015)

Goal 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.

- **Objective A:** Utilize the City's Help Desk software so that problem tickets are prioritized and handled in a manner that enables staff to conduct business and provide excellent customer service. (J. Chambers 12/31/2015)
- **Objective B:** Provide technical assistance to staff in the development of custom reports, databases, and processes to improve efficiency and effectiveness. (J. Chambers 12/31/2015)
- **Objective C:** Monitor equipment age and keep systems up-to-date by replacing aging hardware. (J. Chambers 12/31/2015)

FY 2014 Goals Accomplished

- ✓ Implemented Barracuda Firewall replacement for added stability.
- ✓ Implemented VPN Solution for simpler remote access.
- ✓ IBM Blade Server expansion for growth and server consolidation.

FY 2015 Information Technology Budget Dept. 21/ 100.1530		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$100,301	$107,143	$107,143	**$148,824**
51.2100	Employee Insurance	10,070	10,958	10,958	**22,894**
51.2200	Social Security	7,573	8,196	8,196	**11,385**
51.2400	Retirement	10,212	11,379	11,379	**14,882**
51.2600	Unemployment Insurance	1	4	4	**6**
51.2700	Workers' Compensation	361	448	448	**633**
51.2900	Other Employee Benefits	900	0	0	**1,200**
	Total Salaries & Benefits	**$129,419**	**$138,128**	**$138,128**	**$199,824**
	Operating Expenditures				
52.1300	Other Contractual Services	$3,420	$7,000	$70	**$5,500**
52.2200	Repairs & Maintenance	57,352	67,000	72,000	**120,650**
52.3101	Vehicle Insurance	0	0	0	**250**
52.3102	Bldg & Personal Liability Ins	94	200	80	**200**
52.3200	Communications	361	1,080	450	**78,392**
52.3500	Travel	0	800	0	**800**
52.3600	Dues & Fees	75	450	100	**1,075**
52.3700	Training	0	3,000	0	**3,500**
53.1100	Materials & Supplies	247	350	200	**400**
53.1101	Office Supplies	146	200	40	**700**
53.1270	Vehicle Gasoline	64	300	200	**500**
53.1400	Books & Periodicals	99	200	200	**200**
53.1600	Minor Equipment	866	500	100	**2,000**
53.1601	Computer Equipment & Software	16,297	27,000	12,000	**7,415**
53.1602	Office Furniture	150	0	0	**150**
53.1701	Vehicle Maintenance	0	700	0	**700**
	Total Operating Expenditures	**$79,171**	**$108,780**	**$85,440**	**$222,432**
Total IT Expenditures		**$208,590**	**$246,908**	**$223,568**	**$422,256**

HUMAN RESOURCES

Service to Community

The Human Resources Department 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.

Personnel Summary	2013	2014	2015
Human Resource Director	1	1	1
Personnel Specialist	1	1	1
TOTAL HUMAN RESOURCES	2	2	2

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Applications received and processed	723	650	650
Annual employee turnover	6.6%	6.25%	6.5%
Annual City-paid health care cost per employee	$9,247	$9,486	$9,486
Total number of liability claims city-wide	43	41	42
Total number of Worker's Compensation claims city-wide	22	27	26
Number of employees utilizing FMLA	26	44	38

FY 2015 Human Resources Budget Dept. 20 / 100.1530		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$96,515	$112,184	$112,184	**$112,819**
51.1200	Wages- Part Time/Temp	7,784	0	0	**0**
51.2100	Employee Insurance	5,264	5,729	5,729	**14,946**
51.2200	Social Security	7,534	8,582	8,582	**8,631**
51.2400	Retirement	10,138	11,914	11,914	**11,282**
51.2600	Unemployment Insurance	3,853	1,200	4	**4**
51.2700	Workers' Compensation	363	469	469	**480**
51.2900	Other Employee Benefit	0	2,600	250	**850**
51.2910	Employee Recognition	4,134	5,300	4,200	**5,350**
	Total Salaries & Benefits	**$135,585**	**$147,978**	**$143,332**	**$154,362**
	Operating Expenditures				
52.1200	Professional Services	$5,991	$6,872	$6,100	**$66,872**
52.1300	Other Contractural Services	0	120	120	**240**
52.3102	Bldg & Personal Liability Ins	375	600	635	**635**
52.3200	Communications	661	600	700	**0**
52.3300	Advertising	1,132	1,100	900	**1,100**
52.3400	Printing & Binding	257	575	500	**1,025**
52.3500	Travel	1,439	3,100	3,100	**2,300**
52.3600	Dues & Fees	492	480	400	**270**
52.3700	Training	664	2,200	2,200	**1,650**
53.1100	Materials & Supplies	120	100	100	**100**
53.1101	Office Supplies	618	900	750	**700**
53.1103	Medical Supplies	14	75	25	**75**
53.1300	Food Supplies	15	100	50	**100**
53.1400	Books & Periodicals	0	300	50	**300**
53.1600	Minor Equipment	142	150	320	**150**
53.1601	Computer Equipment & Software	183	1,950	250	**550**
53.1602	Office Furniture	0	0	0	**600**
	Total Operating Expenditures	**$12,103**	**$19,222**	**$16,200**	**$76,667**
	Total HR Expenditures	**$147,688**	**$167,200**	**$159,532**	**$231,029**

FY 2015 Goals and Objectives

Goal 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:** Coordinate a comprehensive Compensation study from issuing the bid to implementing the plan. (M.Blubaugh 12/31/2015)
- **Objective B:** Review the Human Resources Department budget procedure in order to be more efficient and provide more timely and useful information to the City Managr, which may include adoption of the Position Budgeting module in Logos. (M. Blubaugh 8/1/2015)
- **Objective C:** Apply for LGRMS Wellness grants and provide employees with opportunities to become healthier, which not only improve their lives but can result in lower insurance costs for the City. (M. Blubaugh 10/1/2015)

Goal 2: Protect the City's assets and resources by minimizing the internal and external exposures and associated risks.

- **Objective A:** Assist City Manager and other Department Heads with employee issues and related legal issues. (M. Blubaugh Ongoing)

- **Objective B:** Conduct a review of Motor Vehicle Histories for employees who drive a City vehicle or those who drive personal vehicles while on City business, as recommended by our Liability carrier, LGRMS. (M. Blubaugh 7/31/2015)
- **Objective C:** Reduce Worker's Compensation and Liability Claims through ongoing training and awareness and through the Accident Review Board. The Accident Review Board is scheduled monthly to review incidents, determine whether employee action or inaction contributed to the incident, and recommend disciplinary measures as appropriate. (M. Blubaugh 12/31/2015)
- **Objective D:** Continue to administer the City's Risk Management programs, including working with other drivers and insurers when loss occurs and recovering any money owed to the City. (M. Blubaugh Ongoing).

Goal 3: Administer Human Resources policies, procedures and related programs to ensure compliance with applicable State and Federal laws.

- **Objective A:** Audit HR procedures to ensure compliance with all applicable laws. Each year a different area of the Human Resources process will be evaluated for compliance and forpotential areas of improvement. (M. Blubaugh Ongoing)
- **Objective B:** Provide training to all employees on their rights and responsibilities under the Family and Medical Leave Act (FMLA). (M. Blubaugh, 10/1/2015)

Goal 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 and conferences as available. (M. Blubaugh 12/31/2015)

Goal 5: Strive for continuous improvement in Human Resource department efficiency, effectiveness and customer service, utilizing technology as available and affordable.

- **Objective A:** Explore more efficient means of reconciling medical/dental and optional insurance bills for better efficiency and accuracy. (M. Blubaugh, 12/31/2015)
- **Objective B:** Human Resources has created packets of documents that are needed for family status changes and other routine employee changes. These can be sent directly to employees to make such changes more convenient for employees. HR will be expanding the types of packets for employees. Employees are always welcome to come to the Human Resources office for assistance with any changes needed. (M. Blubaugh, S. Frazier Ongoing)
- **Objective C:** Continue to find new ways to increase service to the citizens of Newnan, who contact City Hall for information. General calls to the City are fielded by the Personnel Specialist. (S. Frazier Ongoing).
- **Objective D:** Create a powerpoint presentation for employee orientation to ensure consistency and that all important topics such as the City's policies are explained. (M. Blubaugh 12/31/2015)

FY 2014 Goals Accomplished

- ✓ All employees attended biannual mandatory training on Harassment Awareness and Prevention. Interim classes are conducted on alternate years for new employees.
- ✓ Using the LGRMS Health grant, the City was able to offer no cost flu immunizations in 2013 and 2014. The City applied for the grant in 2014.
- ✓ Starting in 2014, citizens can subscribe to a Text Alert service for job vacancies. When a position vacancy occurs, all subscribers will be notified by text on their cell phones or tablets of the open positions, closing date, and are pointed to the website for further information. This has been very well received. Position vacancies continue to be posted on the City website as well.
- ✓ Updated the policy manual for the first time since 2009. This has been a long-term project. Not only was the policy manual modified to reflect current practices and procedures, but large sections of the manual were simplified, reorganized, and redundancies were removed.
- ✓ All employee personnel files have been scanned and stored electronically. The HR department now scans all possible documents. This reduces paperwork and is more efficient in retrieving employee information.
- ✓ Attended the New World Executive Conference. This provides access to New World.

MISCELLANEOUS

Service to Community

This department includes funding for non-employee building and personal liability insurance claims, citywide telephone and postage expenses, GMA & National League of Cities membership dues, supplies for citywide copiers, fax machine and printers, CAFI contributions and miscellaneous expenses. 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 and functions. Therefore, no goals, objectives or performance measures are included or applicable.

FY 2015 Miscellaneous Budget Dept. 29 / 100.9100		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Operating Expenditures				
52.1200	Professional Services	$2,777	$3,000	$1,000	**$3,000**
52.1201	Public Relations	592	2,000	1,800	**2,000**
52.1300	Other Contractual Services	8,968	8,000	6,000	**7,500**
52.2200	Repairs & Maintenance	6,425	6,000	18,000	**10,000**
52.2300	Equipment & Vehicle Rental	2,832	3,600	2,500	**3,000**
52.3102	Bldg & Personal Liability Ins	83,456	160,000	85,000	**160,000**
52.3200	Communications	72,514	60,000	50,700	**53,400**
52.3600	Dues & Fees	12,950	11,800	14,000	**13,500**
53.1101	Office Supplies	2,694	4,800	900	**2,500**
53.1601	Computer Hardware & Software	13,640	0	0	**0**
53.1706	Miscellaneous	187,063	162,277	92,000	**149,994**
53.1708	Other Boards/Commissions	0	8,000	5,000	**5,000**
	Total Operating Expenditures	**$393,911**	**$429,477**	**$276,900**	**$409,894**
	Capital Outlays				
54.1100	Land Purchases	$10,800	$0	$0	**$0**
54.1211	Building & Ground Maintenance	0	10,000	0	**0**
54.2400	Computer Hardware/Software	10,160	5,000	1,200	**5,000**
	Total Capital Outlays	**$20,960**	**$15,000**	**$1,200**	**$5,000**
	Other Financing Uses				
57.1001	Transfer to Downtown Dev. Authority	$0	$0	$0	**$1,125,000**
57.2000	Payments to Others	17,107	24,000	14,000	**24,000**
57.2006	Cultural Arts Commission	35,471	20,000	16,500	**42,500**
57.2010	Three Rivers Commission	33,725	34,174	34,847	**34,847**
61.1200	Transfer to Street Fund	0	0	0	**225,000**
61.1350	Transfer to Capital	0	0	0	**0**
61.1540	Transfer to Sanitation Fund	196,016	0	0	**0**
	Total Other Financing Uses	**$282,319**	**$78,174**	**$65,347**	**$1,451,347**
	Total Miscellaneous Expenditures	**$697,190**	**$522,651**	**$343,447**	**$1,866,241**



"TASTE OF NEWNAN" Event

PUBLIC SAFETY FUNCTION

The following is a list of the City's short-term 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 2015 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 and equipment. 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 communication between divisions.

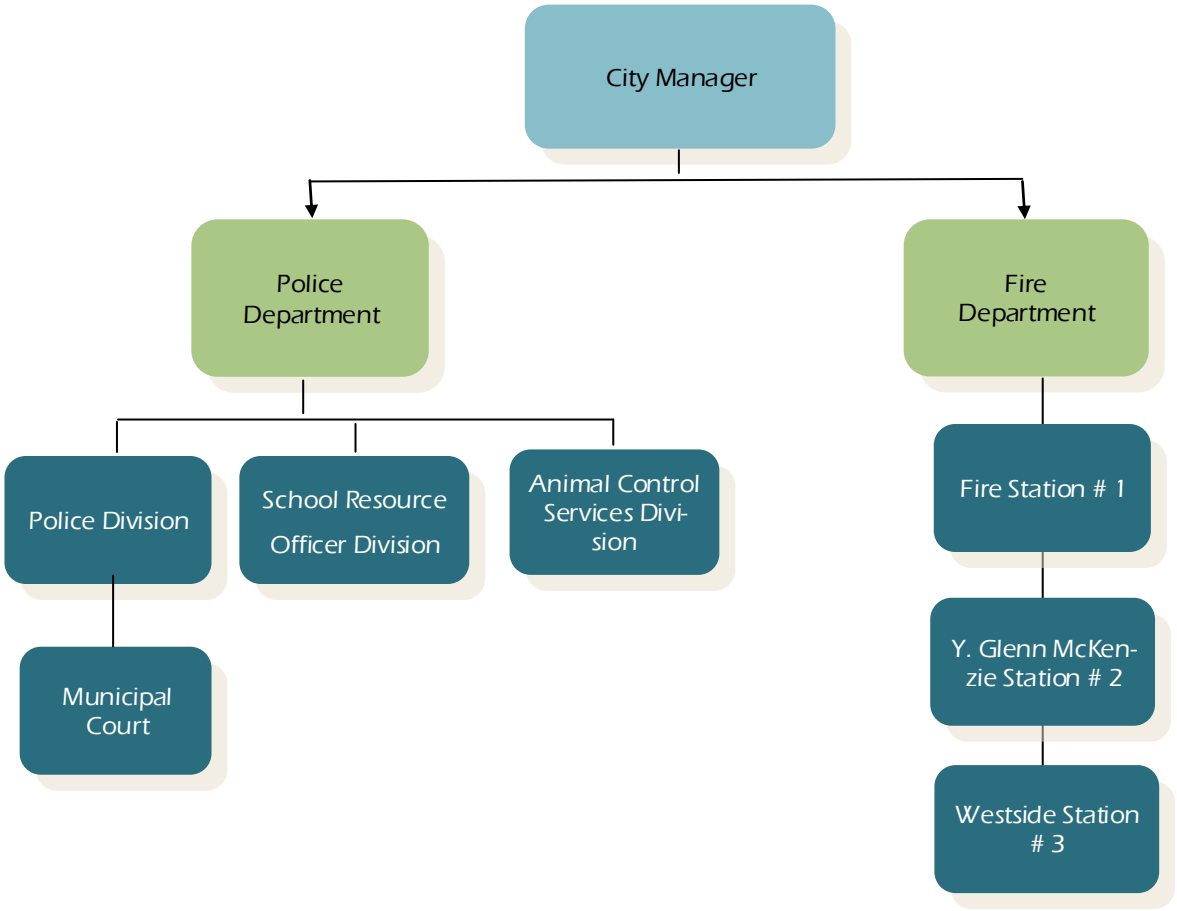
Long-Term Goals

- Maintain Standard Operating Guidelines (SOG's) to ensure quality training and safety of personnel.
- Promote health and wellness of all Fire Department 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.

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: Police Department and Fire Department. The Police Department is composed of four divisions: (1) Police, (2) School Resource Officer (SRO), (3) Animal Control Services and (4) Municipal Court. 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

Organizational Chart

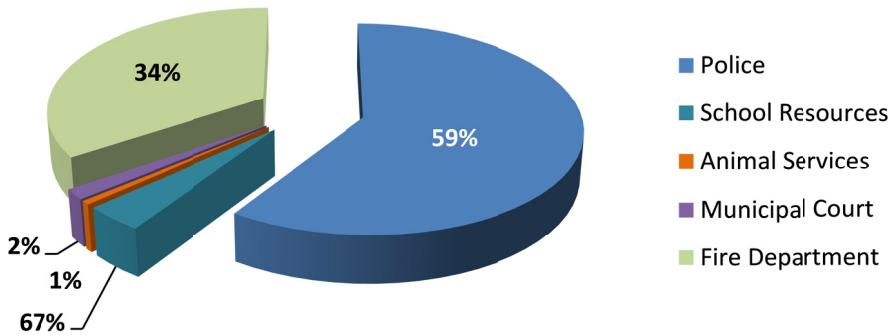


Public Safety Function Expenditures						
	2013 Actual	2014 Budget	2014 Projected	2015 Budget	Variance 2014-2015	% Change 2014-2015
Operating Expenditures						
Police Department	$5,879,893	$6,239,452	$6,286,799	**$6,750,300**	$510,848	8.19%
School Resources	394,985	446,146	428,777	**451,695**	5,549	1.24%
Animal Services	66,175	67,552	68,404	**68,058**	506	0.75%
Municipal Court	193,881	168,582	211,351	**184,002**	15,420	9.15%
Fire Department	3,591,027	3,807,709	3,818,055	**3,916,241**	108,532	2.85%
Total Operating	**$10,125,961**	**$10,729,441**	**$10,813,386**	**$11,370,296**	**$640,855**	**5.97%**

PUBLIC SAFETY FUNCTION FY 2015 BUDGET HIGHLIGHTS

- The Police Department expenditures show an increase of $510,848 over the FY 2014 Budget, mainly due to three new positions. Two of the positions are Police Officers and one Office Assistant.
- The School Resource Officer's budget shows a minimal increase of $5,549 over the FY 2014 due to repairs and maintenance and vehicle gasoline.
- The Animal Control Services Department budget also shows a minimal increase of $506 due to repairs and maintenance and travel expenses.
- The Municipal Court expenditures reflect an increase of $15,420 due to the increase in professional service fees.
- The Fire Department expenditures show an increase of $108,532 over the FY 2014 Budget. The approved increase is primarily attributed to a new firefighter position that will not be hired until after July 2015. Also, there were increases in furniture, minor equipment, and repairs and maintenance due to the relocation of offices. This budget represents spending for all three fire stations in the City limits. The locations of these stations are listed on the previous page.

FY 2015 Approved Percentages of Public Safety Operating Expenditures



POLICE DEPARTMENT

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.

Service to the Community

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, 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 to get them to the areas they are 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 Office. 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 surveillance in cooperation with the Criminal Investigation Unit 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 units of the Police Department. They do inquiries on tags, guns, articles, people and driver's 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 consists 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.

Personnel Summary	2013	2014	2015
Civilian Communications Operator	5	5	5
Civilian Jailor	1	1	1
Communications Sergeant	1	1	1
Deputy Police Chief	2	2	2
Detective	7	7	7
Lieutenant	5	6	6
Office Assistant	3	3	4
Parking Enforcement Officer	1	1	1
Police Chief	1	1	1
Police Officer	49	49	51
Sergeant	5	5	5
School Crossing Guard (Part-Time)	2	2	2
TOTAL POLICE DEPARTMENT	**82**	**83**	**86**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of "Return A Crimes"	1,432	1,418	1,404
Average response time	4	4	4
Number of calls for service	55,365	56,994	58,134
Number of miles patrolled	468,651	481,704	503,672
Number of traffic violations	7,727	8,050	8,472
Number of DUI's issued	165	175	192
Number of motor vehicle accidents	1,864	1,905	1,955
Number of retail thefts reported	361	328	352
Number of Drug Awareness classes or training sessions presented	7	8	10

FY 2015 Police Dept. Budget Dept. 40 / 100.3200		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$3,467,469	$3,556,128	$3,408,648	**$3,605,401**
51.1200	Wages-Part Time	16,425	15,002	15,433	**15,002**
51.1300	Wages-Overtime	55,308	40,000	67,270	**70,000**
51.2100	Employee Insurance	772,306	781,125	781,125	**813,174**
51.2200	Social Security	259,964	276,251	273,104	**282,316**
51.2400	Retirement	330,485	381,909	330,888	**367,540**
51.2600	Unemployment Insurance	97	168	168	**172**
51.2700	Workers' Compensation	161,040	202,794	318,502	**210,074**
51.2900	Other Employee Benefits	33,276	55,150	55,150	**45,900**
	Total Salaries & Benefits	**$5,096,370**	**$5,308,527**	**$5,250,288**	**$5,409,579**
	Operating Expenditures				
52.1200	Professional Services	$20,622	$25,650	$25,910	**$78,700**
52.1201	Public Relations	0	0	0	**3,000**
52.1300	Other Contractual Services	9,657	16,330	10,090	**17,591**
52.2200	Repairs & Maintenance	66,948	71,043	142,758	**107,594**
52.3101	Vehicle Insurance	21,786	32,000	32,000	**32,000**
52.3102	Bldg & Personal Liability Insurance	81,203	170,000	170,000	**170,000**
52.3200	Communications	36,546	33,600	25,552	**28,001**
52.3210	Cable TV	2,192	3,000	2,250	**3,000**
52.3300	Advertising	855	0	2,400	**3,000**
52.3400	Printing and Binding	1,618	2,500	2,500	**4,000**
52.3500	Travel	3,257	3,000	3,250	**5,000**
52.3600	Dues & Fees	395	1,025	1,418	**1,500**
52.3700	Training	2,259	3,000	4,590	**6,000**
53.1100	Materials & Supplies	27,161	21,162	30,740	**38,861**
53.1101	Office Supplies	9,099	8,500	5,994	**10,000**
53.1102	Cleaning Supplies & Chemicals	1,574	2,500	1,722	**3,035**
53.1106	Protective Equipment	5,370	9,200	9,200	**19,650**
53.1270	Vehicle Gasoline/Diesel	256,927	240,000	216,162	**240,000**
53.1300	Food Supplies	0	1,500	762	**1,500**
53.1400	Books & Periodicals	25	1,250	1,250	**1,375**
53.1600	Minor Equipment	6,941	5,514	3,756	**82,100**
53.1601	Computer Hardware/Software	872	2,001	2,001	**51,101**
53.1603	Fire Arms	0	0	0	**20,250**
53.1701	Vehicle Maintenance	130,138	105,000	122,116	**125,000**
	Total Operating Expenditures	**$685,445**	**$757,775**	**$816,421**	**$1,052,258**
	Capital Outlays				
54.2200	Vehicles	$98,077	$107,850	$168,470	**$130,000**
54.2500	Other Equipment	0	65,300	51,620	**158,463**
	Total Capital Outlays	**$98,077**	**$173,150**	**$220,090**	**$288,463**
	Total Police Expenditures	**$5,879,893**	**$6,239,452**	**$6,286,799**	**$6,750,300**

FY 2015 Goals and Objectives

Goal 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.
  - 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 12/31/2015)
  - 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 Investigators 12/31/2015)
  - 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 Investigators 12/31/2015)
  - 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 Investigators 12/31/2015)
- **Objective B:** Reduce motor vehicle accidents by aggressive enforcement of State and Local Laws by all divisions.
  - To aggressively enforce traffic laws in high accident Locations. (Patrol, Traffic 12/31/2015)
  - To aggressively prosecute violators for dangerous violations of Traffic laws. (Patrol, Traffic 12/31/2015)
  - To conduct traffic safety awareness classes in public schools. (R. Riggs, School Resource Officers and Traffic Units 12/31/2015)
  - Conduct Fatal Vision classes with Newnan High School's Driver Education Program. (C. Wood 12/31/2015)
- **Objective C:** Increase D.U.I. arrest by aggressive patrol in high alcohol abuse areas.
  - To increase use of license check points. (Patrol Shift Commanders, Traffic Unit 12/31/2015)
  - To increase patrol of high traffic areas. (Patrol Shift Commanders, Traffic Unit 12/31/2015)
  - Advanced D.U.I. Enforcement training for Officers. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2015)

Goal 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.
  - 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 12/31/2015)
  - To schedule training sessions at area schools for students in middle and high school. (School Resource Officers 12/31/2015)

Goal 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.
  - To have scheduled meetings with Loss Prevention Managers of retail and financial institutions. (R. Riggs, CID Lt. 12/31/2015)
  - To share information on known offenders. (R. Riggs, CID Lt. 12/31/2015)
  - To provide training to Loss Prevention Managers in areas of forgery fraud, and theft. (R. Riggs, CID Lt. 12/31/2015)
  - To seek aggressive prosecution of career criminals. (R. Riggs, CID Unit 12/31/2015)
  - To provide training to managers and employees of financial institutions to help establish procedures and prevent injuries during a robbery. (R. Riggs, CID Unit 12/31/2015

- Obtain fax numbers from merchants to send mass information to merchants concerning on-going criminal activities. (R. Riggs, CID Lt. 12/31/2015)

FY 2014 Goals Accomplished

- ✓ Concentrated Patrol has resulted in 144 charges for various traffic violations and other criminal activities.
- ✓ Working with District Attorney's office to prosecute offenders under the Georgia Gang Statute. Created Gang Intelligence Network with the Sheriff Department and other surrounding agencies.
- ✓ Drug arrests increased for 2014.
- ✓ Decreased traffic accidents by strict speed law enforcement.
- ✓ Conducted DUI classes to Driver's Education classes utilizing the Fatal Vision Goggles.
- ✓ All Officers are being certified to do Field Sobriety Testing for DUI.
- ✓ Department completed Active Shooter Training.
- ✓ Sent Officers to a Gang Seminar in Savannah and Co-sponsored a local Gang Seminar with the District Attorney's Office and the Coweta County Sheriff Department.
- ✓ Established Training Officer Position for the department to enhance the training opportunities for the Officers.
- ✓ Continued the School walk through program for all schools located in the City of Newnan.



SCHOOL RESOURCE OFFICER

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.

Service to the Community

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.

Personnel Summary	2013	2014	2015
Police Officer	4	5	5
Sergeant	1	1	1
TOTAL SCHOOL RESOURCE OFFICERS	**5**	**6**	**6**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of student contacts	1,623	2,260	2,400
Number of criminal investigations	75	82	90
Number of instructional periods	10	5	10
Number of extracurricular activities	55	45	50
Number of training sessions attended by Officers	13	15	18

FY 2015 School Resource Budget Dept. 42 / 100.3250		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$269,685	$273,775	$258,959	**$275,288**
51.1300	Wages-Overtime	0	1,500	1,102	**1,500**
51.2100	Employee Insurance	60,738	58,702	58,702	**58,702**
51.2200	Social Security	19,337	21,059	21,059	**21,174**
51.2400	Retirement	21,883	29,234	25,329	**27,679**
51.2600	Unemployment	7	12	12	**12**
51.2700	Worker's Compensation	11,406	16,654	16,654	**17,050**
51.2900	Other Employee Benefits	0	2,400	3,060	**2,400**
	Total Salaries & Benefits	**$383,056**	**$403,336**	**$384,877**	**$403,805**
	Operating Expenditures				
52.2200	Repairs & Maintenance	$0	$0	$2,100	**$2,100**
52.3101	Vehicle Insurance	1,406	3,000	3,000	**3,000**
52.3102	Bldg & Personal Liabiity Insurance	1,499	3,200	3,200	**3,200**
52.3500	Travel	693	960	1,000	**1,300**
52.3600	Dues and Fees	525	650	650	**650**
52.3700	Training	359	800	800	**800**
53.1270	Vehicle Gasoline/Diesel	7,220	7,200	7,500	**8,500**
53.1600	Minor Equipment	0	0	0	**840**
53.1701	Vehicle Maintenance	227	2,500	3,000	**3,000**
	Total Operating Expenditures	**$11,929**	**$18,310**	**$21,250**	**$23,390**
	Capital Outlays				
54.2200	Vehicles	$0	$24,500	$22,650	**$24,500**
	Total Capital Outlays	**$0**	**$24,500**	**$22,650**	**$24,500**
	Total SRO Expenditures	**$394,985**	**$446,146**	**$428,777**	**$451,695**

FY 2015 Goals and Objectives

Goal 1: Provide a constant police presence in High Schools and Middle Schools in the City of Newnan.

- **Objective A:** Protect and insure the safety of the students, visitors and faculty at assigned schools.
  - Train Officers for observance of suspicious persons and activity. (R. Riggs, S. Yeager, Off. Williamson. 12/31/2015)
  - 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. 12/31/2015)
- **Objective B:** Protect the campus of the assigned schools.
  - Patrol the campus of assigned schools. (S. Yeager, L. Williamson, D. Evans, L. Atkins, R. Thompson. 12/31/2015)

FY 2014 Goals Accomplished

- ✓ Completed Active Shooter Training.
- ✓ Completed Gang training.
- ✓ Sponsored Junior Law Enforcement Academy.
- ✓ Reviewed and updated school safety plans.

MUNICIPAL COURT

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.

Service to Community

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.

Personnel Summary	2013	2014	2015
Clerk of Court	1	1	1
TOTAL MUNICIPAL COURT	**1**	**1**	**1**

Note: The Municipal Court is presided over by a Chief Judge who is appointed by the Mayor and City Council annually on a contractual basis.

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of Indigent Defense Attorneys assigned	141	144	150
Number of scheduled bench trials	508	860	900
Number of requests for jury trial	116	108	115
Pre-Trial diversion programs successfully completed	74	60	70

FY 2015 Municipal Court Budget Dept. 14 / 100.2650		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$30,671	$30,609	$29,050	**$30,722**
51.1300	Wages-Overtime	85	0	0	**0**
51.2100	Employee Insurance	246	250	250	**250**
51.2200	Social Security	2,343	2,342	2,378	**2,350**
51.2400	Retirement	2,918	3,251	2,817	**3,072**
51.2600	Unemployment	3	2	2	**2**
51.2700	Workers' Compensation	105	128	128	**131**
51.2900	Other Employee Benefits	0	0	0	**200**
	Total Salaries & Benefits	**$36,371**	**$36,582**	**$34,625**	**$36,727**
	Operating Expenditures				
52.1200	Professional Services	$156,524	$130,000	$174,626	**$145,000**
52.3400	Printing and Binding	0	150	150	**250**
52.3500	Travel	348	1,000	1,000	**1,000**
52.3600	Dues & Fees	0	100	150	**150**
52.3700	Training	525	550	600	**675**
53.1101	Office Supplies	113	200	200	**200**
	Total Operating Expenditures	**$157,510**	**$132,000**	**$176,726**	**$147,275**
	Total Municipal Court Expenditures	**$193,881**	**$168,582**	**$211,351**	**$184,002**

Goal 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.
  - Provide an Indigent Defense Program. (Judge Rosenzweig 12/31/2015)
  - Provide defendants an opportunity for Bench Trial. (Judge Rosenzweig 12/31/2015)
  - Provide the means to transfer a case to State Court for Jury Trial. (Judge Rosenzweig 12/31/2015)
- **Objective B:** Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring progress of participants. (R. Riggs, Providence Probation 12/31/2015)

FY 2014 Goals Accomplished

- ✓ Each defendant is offered the services of an attorney.
- ✓ Those that desire an attorney, but cannot afford one may complete an application for an Indigent Defense Attorney.
- ✓ The Indigent Defense Attorney has been able to work with the Prosecutor and court to dispose of most of the cases without a bench trial.
- ✓ Most cases are settled without a bench trial.
- ✓ The Pretrial Diversion Program continues to be a successful program. It allows young first offenders an opportunity to restrict charges/convictions from being accessed on their criminal history.
- ✓ Majority of Pretrial Diversion Members complete the program and do not repeat their offense.

ANIMAL CONTROL SERVICES

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.

Service to the Community

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.

Personnel Summary	2013	2014	2015
Animal Warden	1	1	1
TOTAL ANIMAL SERVICES	**1**	**1**	**1**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of public education classes	6	8	9
Number of animals taken to shelter	468	237	244
Number of calls for service	2,662	2,604	2,650
Number of citations issued	37	40	42
Number of feral cats cases handled	168	90	100

FY 2015 Animal Control Services Budget Dept. 49 / 100.3250		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$33,781	$33,724	$33,724	**$33,904**
51.1300	Wages-Overtime	0	1,800	1,800	**1,800**
51.2100	Employee Insurance	12,667	11,936	11,936	**11,936**
51.2200	Social Security	2,338	2,718	2,719	**2,731**
51.2400	Retirement	3,214	3,773	3,774	**3,570**
51.2600	Unemployment	1	2	2	**2**
51.2700	Workers' Compensation	559	684	684	**700**
	Total Salaries & Benefits	**$52,560**	**$54,637**	**$54,639**	**$54,643**
	Operating Expenditures				
52.1200	Professional Services	$433	$1,000	$1,000	**$1,000**
52.2200	Repairs & Maintenance	368	150	300	**300**
52.3101	Vehicle Insurance	937	2,000	2,000	**2,000**
52.3102	Bldg & Personal Liabiity Insurance	703	1,500	1,500	**1,500**
52.3200	Communications	143	370	370	**370**
52.3400	Printing and Binding	0	200	200	**200**
52.3500	Travel	518	500	650	**650**
52.3600	Dues & Fees	0	100	100	**100**
52.3700	Training	0	250	275	**300**
53.1100	Materials & Supplies	319	795	795	**795**
53.1104	Dog Food & Supplies	168	250	250	**250**
53.1106	Protective Equipment	0	75	75	**75**
53.1270	Vehicle Gasoline/Diesel	2,065	3,500	4,000	**3,500**
53.1600	Minor Equipment	1,714	625	625	**625**
53.1700	Uniform Rental	181	600	625	**750**
53.1701	Vehicle Fluids and Maint.	301	1,000	1,000	**1,000**
	Total Operating Expenditures	**$7,851**	**$12,915**	**$13,765**	**$13,415**
	Capital Outlays				
54.2500	Other Equipment	$5,764	$0	$0	**$0**
	Total Capital Outlays	**$5,764**	**$0**	**$0**	**$0**
Total Animal Control Services Expenditures		**$66,175**	**$67,552**	**$68,404**	**$68,058**

FY 2015 Goals and Objectives

Goal 1: Decrease the number of animals picked up and taken to animal shelter.

- **Objective A:** To educate the public on proper care of their pets.
  - Educate the public on the importance of having proper tags on their animals.
  - Educate the public on the importance of having their pets sprayed or neutered.

Goal 2: Decrease the number of feral cats in the City.

- **Objective A:** To trap feral cats and dispose of in a humane matter.
  - Educate public and special interest groups of the dangers posed by wild cats running loose.

FY 2014 Goals Accomplished

- ✓ The feral cat population has decreased in size and the number of calls concerning feral cats decreased

FIRE DEPARTMENT

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.

Service to Community

Newnan Fire Department is a full-time paid department and currently has fifty-four 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.

Personnel Summary	2013	2014	2015
Battalion Chief	3	3	3
Captain	4	4	4
Fire Inspector	1	1	1
Fire Chief	1	1	1
Firefighter	30	32	33
Office Assistant	1	1	1
Sergeant	12	12	12
TOTAL FIRE DEPT	**52**	**54**	**55**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of annual building inspections	100	150	250
Number of training hours provided	250	240	40
Average response time (ART) (minutes)	5	5	5
Total number of fires reported	100	84	100
Total EMS calls answered	2752	2860	3000
Total calls (all inclusive) for service	4045	4212	4300
% of personnel who completed 240 hours of mandatory training	100	100	100

FY 2015 Goals and Objectives

Goal 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 Fire Department.

- **Objective A:** Continue Physical training programs for all employees. (Shift Battalion Chief—ongoing)
- **Objective B:** Work with HR to do wellness program. (Chief - ongoing)
- **Objective C:** Place safety cones out when parked. (Battalion Chief Feb)
- **Objective D:** Review standard operating guidelines and enforce all safety guidelines with HR monthly safety topic. (Chief February 2015)
- **Objective E:** Ensure all department personnel attend emergency vehicle awareness class. (Shift Battalion Chief 4/15/14)
- **Objective F:** Change all air in MSA Air packs. (Battalion Chief 1/10/2015 and 7/10/2015)
- **Objective G:** Clean all bunker gear. (battalion Chief, 1/10/2015 and 7/10/2015)

Goal 2: Maintain an aggressive maintenance program to ensure that all departmental apparatus and facilities are safe, properly working and meet ISO Standards.

- **Objective A:** Combine with Newnan Utilities to enhance hydrant maintenance program. (Capt. Byrom 1/1/2015)
- **Objective B:** Replace and Repair all protective equipment as needed. (Chief or R. Windom on going)
- **Objective C:** Conduct daily maintenance on all department fleet vehicles and report or repair any defectives. (Shift members, chain of command 12/31/2015)
- **Objective D:** Replace Chief vehicle due for replacement. (3/15 Chief)
- **Objective E:** Replace five MSA Breathing Apparatus'. (Chief 2/15/2015)
- **Objective F**: Conduct inspection of stations weekly for needed repairs. (Battalion Chief 1/1/15)
- **Objective G:** Remodel Station #1 and Station #3. (6/15 Chief)

Goal 3: Continue aggressive training programs for personnel to meet the growing demands of City and Fire Department.

- **Objective A:** Create aggressive training schedule for all ISO, state and local requirements. (Captain John Byrom 1/1/15)
- **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. (Captain Byrom 11/2015)
- **Objective E:** Replace storage container at training center. (Captain Byrom 3/15/15)
- **Objective F:** Place all update and EMS refresher classes on a 2 year program through Kaplan.

Goal 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 12/31/2015)
- **Objective B:** Ensure that Fire Marshall investigates all fires for cause and origin. (Fire Marshall, chain of command ongoing)
- **Objective C:** Document all inspections in fire house software using I-pads on site. (All shift members 4/15/15)
- **Objective D:** Public education to all City of Newnan Schools upon request. (Renee Windom on going)
- **Objective E:** Public service announcements such as fireworks, smoke detectors. (Fire Marshal) on going

Goal 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. City Goal pg. 2–Goal 1.(a, b, f, g)

- **Objective A**: Maintain an average 5.0 minute response time. (All Shifts 12/31/2015)
- **Objective B:** Weekly training on City Streets and Area familiarization. (Chain of command 11/15/15)
- **Objective C:** Conduct yearly street test of all personnel. (Chain of command 1/15/15)
- **Objective D:** Change dispatch protocols with 911 Center to enhance dispatch time. (Chief of command 1/15/15)

FY 2014 Goal Accomplished

- ✓ 5 minutes response time.
- ✓ Currently going out to bid for a class AAA pumper. (received 7/14)
- ✓ Continue health wellness program on all shifts, 30 minutes of physical fitness per employee every shift.
- ✓ Maintain 240 hours training per fire fighter.
- ✓ Upgraded ISO rating from a class 4 to a class 3.
- ✓ Went live with 700 MHz communications.
- ✓ Placed rehab trailer in service.
- ✓ Updated SOG's.
- ✓ Training classes with Kaplan University.
- ✓ Safety Cones in place.
- ✓ Place rescue truck and equipment in service.
- ✓ Added 2 new hires.

FY 2015 Fire Dept. Budget Dept. 50 / 100.3500		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$2,366,790	$2,451,343	$2,451,285	**$2,513,092**
51.1300	Wages-Overtime	12,477	16,500	16,500	**16,500**
51.2100	Employee Insurance	497,662	472,536	472,536	**538,057**
51.2200	Social Security	174,070	188,790	188,986	**193,514**
51.2400	Retirement	230,114	262,085	262,085	**252,959**
51.2600	Unemployment	64	108	108	**107**
51.2700	Workers' Compensation	69,789	86,917	86,917	**90,732**
51.2900	Other Employee Benefits	19,142	37,100	27,336	**24,000**
51.2910	Employee Recognition	0	500	500	**500**
	Total Salaries & Benefits	**$3,370,108**	**$3,515,879**	**$3,506,253**	**$3,629,461**
	Operating Expenditures				
52.1300	Other Contractual Services	$3,991	$5,380	$5,400	**$7,200**
52.2200	Repairs & Maintenance	13,184	16,150	37,204	**33,900**
52.3101	Vehicle Insurance	9,162	18,000	18,000	**18,000**
52.3102	Bldg & Personal Liabiity Insurance	3,983	8,500	8,500	**8,500**
52.3200	Communications	18,325	12,000	12,000	**12,000**
52.3210	Cable TV	2,279	2,200	2,200	**2,580**
52.3500	Travel	268	1,200	1,200	**1,200**
52.3600	Dues & Fees	133	300	300	**300**
52.3700	Training	3,658	10,600	10,600	**5,000**
53.1100	Materials & Supplies	4,403	4,000	3,177	**4,000**
53.1101	Office Supplies	2,592	2,500	2,500	**2,500**
53.1102	Cleaning Supplies & Chemicals	6,063	5,000	5,295	**5,500**
53.1103	Medical Supplies	13,324	10,000	10,000	**10,000**
53.1106	Protective Equipment	16,408	65,500	65,000	**33,000**
53.1220	Natural Gas	2,563	7,500	7,500	**7,500**
53.1230	Electricity	11,792	11,000	11,000	**12,000**
53.1270	Vehicle Gasoline/Diesel	33,869	35,000	35,000	**35,000**
53.1300	Food Supplies	28	1,400	1,400	**1,400**
53.1400	Books & Periodicals	487	500	500	**500**
53.1600	Minor Equipment	12,004	11,100	11,100	**14,500**
53.1601	Computer Equipment	4,408	6,000	6,000	**6,000**
53.1602	Office Furniture	0	2,000	2,000	**7,200**
53.1701	Vehicle Fluids and Maintenance	26,060	30,000	30,000	**30,000**
	Total Operating Expenditures	**$188,984**	**$265,830**	**$285,876**	**$257,780**
	Capital Outlays				
54.2200	Vehicles	$0	$26,000	$25,926	**$29,000**
54.2503	Protective Equipment	31,935	0	0	**0**
	Total Capital Outlays	**$31,935**	**$26,000**	**$25,926**	**$29,000**
	Total Fire Department Expenditures	**$3,591,027**	**$3,807,709**	**$3,818,055**	**$3,916,241**

PUBLIC WORKS FUNCTION

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 2015 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.

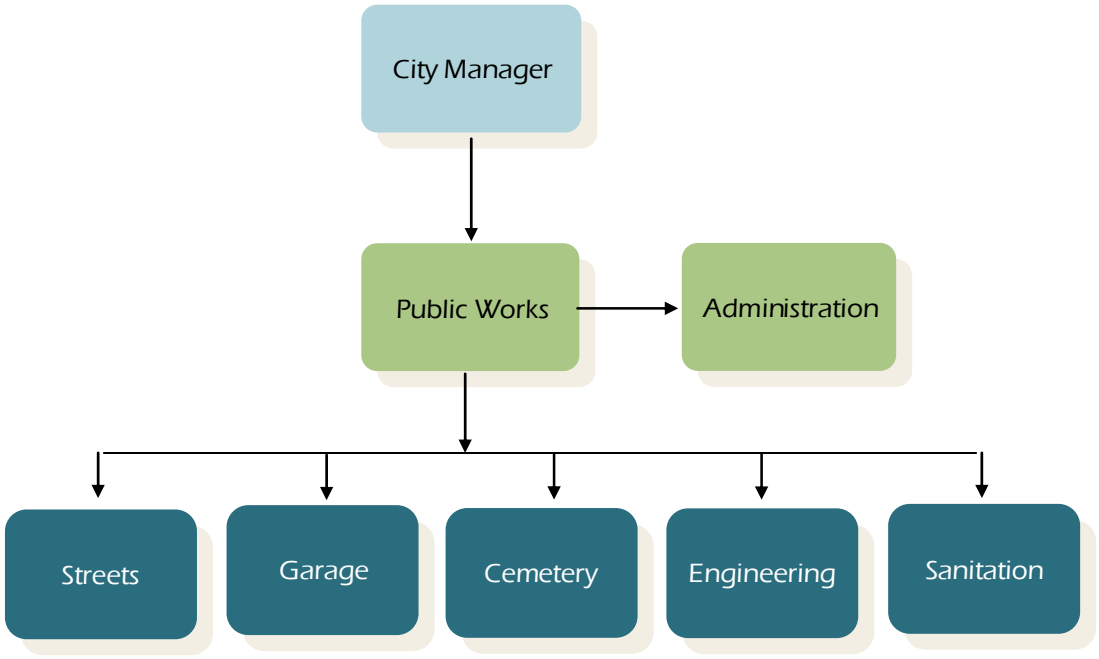
Long-Term Goals

- 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.

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 five divisions, each providing unique services, including Streets, City Garage, Cemetery, Engineering, and Sanitation – Brush and Bulk. Sanitation is shown as an Enterprise Fund for the City; therefore, revenues and expenditures are listed separately from those in this General Fund section. Please refer to the Sanitation Fund chart in the Funds, Financial Trends and Debt Summary section of this document for more information.

PUBLIC WORKS FUNCTION

Organizational Chart

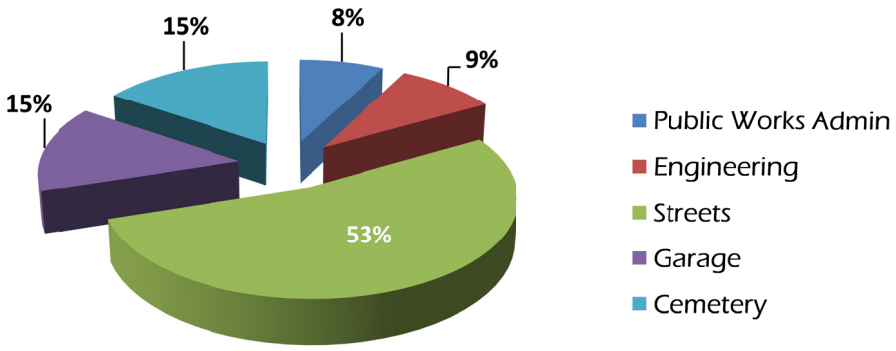


Public Works Function Expenditures						
	2013 Actual	2014 Budget	2014 Projected	2015 Budget	Variance 2014-2015	% Change 2014-2015
Operating Expenditures						
Public Works Admin	$242,320	$242,718	$242,399	**$238,624**	($4,094)	-1.7%
Engineering	187,453	205,235	203,269	**303,865**	98,630	48.1%
Streets	1,503,833	1,664,854	1,696,346	**1,666,106**	1,252	0.1%
Garage	320,293	401,266	398,581	**452,689**	51,423	12.8%
Cemetery	462,408	483,367	477,010	**483,253**	(114)	0.0%
Total Operating	**$2,716,307**	**$2,997,440**	**$3,017,605**	**$3,144,537**	**$147,097**	**4.9%**
Public Works Total	**$2,716,307**	**$2,997,440**	**$3,017,605**	**$3,144,537**	**$147,097**	**4.9%**

PUBLIC WORKS FUNCTION FY 2015 BUDGET HIGHLIGHTS

- The Public Works Administration expenditures show a decrease of $4,094 from the FY 2014 Budget. The savings are mostly attributed to a reduction in worker's compensation costs for this department.
- The City Engineer expenditures show an increase of $98,630 due to an allocation of a new position for an Erosion Control Inspector and the purchase of a vehicle. Also approved was the allocation of $20,000 for professional services as a result of adding lots to the current Oak Hill Cemetery.
- The Streets expenditures show a minimal increase of $1,252 over the FY 2014 Budget mainly due to increased electricity costs.
- The Garage expenditures increase of $51,423 from the FY 2014 Budget is mainly attributed to the purchase of vehicles.
- The Cemetery expenditures are consistent with the FY 2014 budget with a minimal decrease of $114.

FY 2015 Approved Percentages of Public Works Operating Expenditures



PUBLIC WORKS ADMINISTRATION

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.

Service to Community

The Public Works Department consists of the Engineering, Cemetery, Streets, Garage, and Sanitation Divisions. 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.

Personnel Summary	2013	2014	2015
Accounting Clerk	1	1	1
Deputy Public Works Director	1	1	1
Public Works Director	1	1	1
TOTAL PUBLIC WORKS ADMIN	**3**	**3**	**3**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of monthly capital projects progress reports submitted	12	12	12
Number of monthly financial progress reports submitted	12	12	12
Number of quarterly progress reports of departmental goals submitted	4	4	4
Number of Certifications Maintained	9	10	10
Number of Monthly Safety Meetings conducted	12	12	12

Public Works Administration Budget Dept. 67 / 100.4100		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$171,017	$167,105	$173,227	**$167,937**
51.1300	Wages- Overtime	0	0	89	**0**
51.2100	Employee Insurance	26,038	23,948	23,383	**23,383**
51.2200	Social Security	12,822	12,784	13,252	**12,847**
51.2400	Retirement	15,973	17,747	18,397	**16,794**
51.2600	Unemployment Insurance	3	6	6	**6**
51.2700	Workers' Compensation	5,636	6,796	4,539	**4,375**
	Total Salaries & Benefits	**$231,489**	**$228,386**	**$232,893**	**$225,342**
	Operating Expenditures				
52.2200	Repairs & Maintenance	$0	$0	$900	**$900**
52.3101	Vehicle Insurance	51	110	110	**110**
52.3102	Bldg & Personal Liability Ins	127	272	272	**272**
52.3200	Communications	1,979	1,800	1,800	**1,800**
52.3400	Printing & Binding	0	100	100	**100**
52.3500	Travel Expenses	974	3,000	500	**1,500**
52.3600	Dues and Fees	379	450	174	**400**
52.3700	Training	375	1,800	0	**900**
53.1100	Materials & Supplies	0	200	200	**200**
53.1101	Office Supplies	47	100	100	**100**
53.1270	Vehicle Gasoline/Diesel	5,556	5,000	4,750	**5,000**
53.1400	Books & Periodicals	435	250	250	**250**
53.1602	Office Furniture	0	0	0	**500**
53.1701	Vehicle Maintenance	908	1,250	350	**1,250**
	Total Operating Expenditures	**$10,831**	**$14,332**	**$9,506**	**$13,282**
	Total Public Works Expenditures	**$242,320**	**$242,718**	**$242,399**	**$238,624**

FY 2015 Goals and Objectives

Goal 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 12/31/2015)
- **Objective B:** Coordinate between departments, not only within Public Works, but Citywide, to ensure the requirements for our NPDES, Phase II Permit for discharging stormwater into a separate storm sewer system are met. (M. Klahr 12/31/2015)
- **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 12/31/2015)

Goal 2: Minimize injuries, worker's compensation claims, downtime 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 12/31/2015)

Goal 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 12/31/2015)

Goal 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 12/31/2015)
- **Objective B:** Submit monthly progress reports for capital projects to the City Manager, or as directed, and 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 12/31/2015)

Goal 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 12/31/2015)
- **Objective B:** Maintain a list of culverts, prioritized for needed repairs/replacement. (M. Klahr 12/31/2015)
- **Objective C:** Manage capital public works projects. (M. Klahr 12/31/2015)

Goal 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 12/31/2015)

FY 2014 Goals Accomplished

- ✓ Completion of Phase II of the Public Works Facilities Improvements Project.
- ✓ Milled and paved 11 streets, 2.97 centerline miles.
- ✓ Reclamation and paving of three streets, 1.21 centerline miles, 15,750 square yards.
- ✓ Rehabilitation of the Governor Arnall parking lot.
- ✓ Conducted monthly safety meetings and training.
- ✓ Minimized injuries and worker's compensation claims.

STREET DEPARTMENT

Mission Statement

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

Service to Community

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 directly to the Public Works Director.

Personnel Summary	2013	2014	2015
Labor Supervisor	3	3	3
Laborer I	10	10	10
Laborer II	6	6	6
Total Street Department	19	19	19

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Total cost of street maintenance per mile ($): Total Budget/# Street Miles	9500	9800	9800
Street Sweeping (miles)	500+	500+	500+
New or repaired sidewalks and driveway aprons (LF)	3500	4000	4000
New compliant accessibility ramps	25	25	25
Number of worker's comp claims/ lost days of work	42	22	20
Number of pot holes patched	75	100	80

Street Department Budget Dept. 60 / 100.4200		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$539,612	$589,762	$588,787	**$590,709**
51.1200	Wages - Part Time	24,353	32,000	32,000	**38,000**
51.1300	Wages - Overtime	8,861	15,000	18,000	**15,000**
51.2100	Employee Insurance	142,703	142,975	142,546	**152,192**
51.2200	Social Security	40,079	47,940	48,638	**48,785**
51.2400	Retirement	55,736	62,633	62,529	**59,071**
51.2600	Unemployment Insurance	32	38	38	**38**
21.2700	Workers' Compensation	69,896	85,821	88,654	**88,922**
51.2900	Other Employee Benefits	7,897	8,190	8,190	**8,774**
	Total Salaries & Benefits	**$889,169**	**$984,359**	**$989,382**	**$1,001,491**
	Operating Expenditures				
52.2110	Solid Waste Disposal	$19,468	$25,000	$25,000	**$25,000**
52.2200	Repairs & Maintenance	0	0	5,100	**5,100**
52.3101	Vehicle Insurance	10,861	10,500	10,500	**10,500**
52.3102	Bldg & Personal Liability Ins	1,406	3,000	3,000	**3,000**
52.3200	Communications	1,825	3,120	2,000	**1,640**
52.3700	Training	775	1,375	1,000	**1,375**
53.1100	Materials & Supplies	19,510	20,000	20,000	**20,000**
53.1101	Office Supplies	329	500	500	**500**
53.1105	Minor Street Repairs/Maint.	12,855	20,000	30,000	**30,000**
53.1106	Protective Equipment	1,153	3,000	3,000	**3,000**
53.1107	Concrete Repairs	49,044	50,000	47,000	**40,000**
53.1108	Traffic Signs & Devices	36,680	42,000	42,000	**42,000**
53.1230	Electricity	327,302	300,000	320,000	**320,000**
53.1270	Vehicle Gasoline/Diesel	73,970	80,000	79,900	**80,000**
53.1600	Minor Equipment	2,728	4,000	4,000	**4,000**
53.1701	Vehicle Maintenance	56,758	65,000	70,000	**65,000**
	Total Operating Expenditures	**$614,664**	**$627,495**	**$663,000**	**$651,115**
	Capital Outlays				
54.1406	Major Street Maint. & Repairs	$0	$0	$0	**$0**
54.2200	Vehicles	0	46,000	43,964	**0**
54.2201	Vehicles/Equipment	0	0	0	**13,500**
54.2504	Other Equipment	0	7,000	0	**0**
	Total Capital Outlays	**$0**	**$53,000**	**$43,964**	**$13,500**
	Total Street Expenditures	**$1,503,833**	**$1,664,854**	**$1,696,346**	**$1,666,106**

FY 2015 Goals and Objectives

Goal 1: Maintain the City's stormwater infrastructure; including meeting all the requirements of the City's approved Stormwater 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 12/31/2015)
- **Objective B:** Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency. (R. Norton, 12/31/2015)

Goal 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 12/31/2015)
- **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, 2014). (M. Klahr, R. Norton 1/22/2015)
- **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. (M. Klahr, R. Norton 1/22/2015)

Goal 3: Achieve zero lost time accidents.

- **Objective A**: Measured from September 2009 through August 2014. (R. Norton 08/31/2015)
- **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 12/31/2015)
- **Objective C:** To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton 12/31/2015)

Goal 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 12/31/2015)

FY 2014 Goals Accomplished

- ✓ Changed the Street Sweeper's hours to four, 10 hour days to increase productivity.
- ✓ Completed Sign inventory.
- ✓ Inspecting storm drains during winter months.
- ✓ Began replacing sidewalks on a larger scale.

GARAGE

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.

Service to Community

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 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.

Personnel Summary	2013	2014	2015
Automotive Mechanic	4	4	4
Automotive Mechanic Helper	1	1	1
Fleet Coordinator	1	1	1
TOTAL GARAGE	**6**	**6**	**6**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of service requests performed	1476	1500	1500
Number of vehicles / major pieces of equipment maintained by the City Garage	227	230	240
Number of workers compensation claims / lost days of work	1/0	1/0	1/0
Number of quarterly safety inspections conducted	4	4	4

Garage Budget Dept. 68 / 100.4900		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$190,628	$233,409	$233,409	**$215,405**
51.1200	Wages - Part Time / Temp	0	0	3,625	**0**
51.1300	Wages -Overtime	369	1,500	3,000	**1,500**
51.2100	Employee Insurance	41,474	45,788	58,702	**58,702**
51.2200	Social Security	14,146	17,971	17,971	**16,593**
51.2400	Retirement	22,248	24,788	24,788	**21,540**
51.2600	Unemployment Insurance	8	12	12	**12**
51.2700	Workers' Compensation	4,964	6,796	6,796	**6,389**
51.2900	Other Employee Benefits	1,499	1,800	1,800	**1,776**
	Total Salaries & Benefits	**$275,336**	**$332,064**	**$350,103**	**$321,917**
	Operating Expenditures				
52.1300	Other Contractual Services	$364	$408	$408	**$408**
52.2200	Repairs & Maintenance	6,523	7,600	7,600	**13,874**
52.3101	Vehicle Insurance	703	1,500	1,500	**1,500**
52.3102	Bldg & Personal Liability Ins	2,775	1,250	1,250	**1,250**
52.3200	Communications	2,100	2,400	2,400	**2,400**
52.3210	Cable TV	731	720	720	**720**
52.3500	Travel	25	1,000	1,000	**1,000**
52.3700	Training	68	1,500	1,500	**1,500**
53.1100	Materials & Supplies	16,834	16,000	16,000	**16,000**
53.1101	Office Supplies	262	500	500	**500**
53.1106	Protective Equipment	211	500	500	**500**
53.1220	Natural Gas	0	0	0	**0**
53.1270	Vehicle Gasoline/Diesel	2,143	4,000	2,000	**4,000**
53.1600	Minor Equipment	5,394	5,800	5,800	**15,000**
53.1700	Uniform Rental	4,667	4,524	5,800	**6,120**
53.1701	Vehicle Maintenance	2,157	3,000	1,500	**3,000**
	Total Operating Expenditures	**$44,957**	**$50,702**	**$48,478**	**$67,772**
	Capital Outlays				
54.2200	Vehicles	$0	$0	$0	**$48,000**
54.2504	Other Equipment	0	18,500	0	**15,000**
	Total Capital Outlays	**$0**	**$18,500**	**$0**	**$63,000**
	Total Garage Expenditures	**$320,293**	**$401,266**	**$398,581**	**$452,689**

FY 2015 Goals and Objectives

Goal 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. (R. Norton 12/31/2015)
- **Objective B:** To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement. (R. Norton 12/31/2015)

Goal 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. (R. Norton 12/31/2015)
- **Objective B:** Quarterly facility inspection reports to be submitted to the Human Resources Department. (R. Norton 12/31/2015)
- **Objective C:** Underground Storage Tanks to be inspected and maintained in accordance with State of Georgia regulations, including all required record keeping. (R. Norton 12/31/2015)

Goal 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. (R. Norton 12/31/2015)
- **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. (R. Norton 12/31/2015)

Goal 4: Strive for no lost time from accidents or injuries.

- **Objective A:** To be measured from September 2010 through August 2014. (R. Norton 08/31/2015)
- **Objective B:** To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (R. Norton 12/31/2015)
- **Objective C:** To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton 12/31/2015)

FY 2014 Goal Accomplished

- ✓ Preventive maintenance and repairs are tracked with our Fleet Software.
- ✓ Spare parts inventory is well stocked and managed.

CEMETERY

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.

Service to Community

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.

Personnel Summary	2013	2014	2015
Cemetery Superintendent	1	1	1
Laborer Supervisor	1	1	1
Laborer I	5	5	5
Laborer II	1	1	1
TOTAL CEMETERY	**8**	**8**	**8**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Average number of working days to complete a mowing/ trimming cycle	12	12	12
Number of gravesites prepared for burials	130	150	150
Number of burial spaces sold	69	75	80
Number of acres maintained	91.9	91.9	93.7

Cemetery Budget Dept. 69 / 100.4950		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$262,013	$263,348	$263,545	**$264,805**
51.1200	Wages - Part Time	13,820	22,000	22,000	**22,000**
51.1300	Wages - Overtime	7,630	12,000	10,500	**12,000**
51.2100	Employee Insurance	64,398	63,203	63,203	**63,203**
51.2200	Social Security	19,777	22,181	22,762	**22,859**
51.2400	Retirement	25,496	27,968	27,988	**26,480**
51.2600	Unemployment Insurance	(50)	16	16	**16**
51.2700	Workers' Compensation	12,914	16,075	16,796	**16,867**
51.2900	Other Employee Benefits	547	576	550	**550**
	Total Salaries & Benefits	**$406,545**	**$427,367**	**$427,360**	**$428,780**
	Operating Expenditures				
52.1300	Other Contractual Services	$2,652	$5,848	$7,500	**$12,923**
52.2200	Repairs & Maintenance	50	500	500	**500**
52.3101	Vehicle Insurance	1,874	4,000	4,000	**4,000**
52.3102	Bldg & Personal Liability Ins	1,874	4,000	4,000	**4,000**
52.3200	Communications	2,100	2,400	2,400	**2,400**
52.3600	Dues and Fees	0	100	100	**100**
53.1100	Materials & Supplies	5,336	5,500	5,500	**5,500**
53.1101	Office Supplies	214	200	200	**200**
53.1102	Cleaning Supplies & Chemicals	359	350	300	**300**
53.1103	Medical Supplies	0	100	100	**100**
53.1106	Protective Equipment	58	200	200	**200**
53.1270	Vehicle Gasoline/Diesel	9,856	8,510	9,650	**10,500**
53.1600	Minor Equipment	853	2,750	2,750	**2,750**
53.1601	Computer Hardare & Software	0	1,400	1,750	**0**
53.1700	Uniform Rental	4,087	4,500	4,100	**4,500**
53.1701	Vehicle Maintenance	4,946	3,500	4,100	**4,000**
53.1705	Landscaping Supplies	597	2,500	2,500	**2,500**
	Total Operating Expenditures	**$34,856**	**$46,358**	**$49,650**	**$54,473**
	Capital Outlays				
54.2100	Machinery	$0	$0	$0	**$0**
54.2200	Vehicles	21,007	9,642	0	**0**
	Total Capital Outlays	**$21,007**	**$9,642**	**$0**	**$0**
	Total Cemetery Expenditures	**$462,408**	**$483,367**	**$477,010**	**$483,253**

FY 2015 Goals and Objectives

Goal 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 12/31/2015)

Goal 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 12/31/2015)
- **Objective B:** To address special needs identified in routine inspections of the grounds. (J. Hemmings 12/31/2015)

Goal 3: Strive for no lost time from accidents or injuries.

- **Objective A:** To be measured from September 2011 through August 2015. J. (Hemmings 08/31/2015)
- **Objective B:** To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Hemmings 12/31/2015)
- **Objective C:** To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Hemmings 12/31/2015)

Goal 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 12/31/2015)

FY 2014 Goals Accomplished

- ✓ Opened a new section in East View Annex.
- ✓ Continued participation in the Georgia Municipal Cemetery Association.
- ✓ Completed the reclamation and paving of the road serving East View Annex.
- ✓ Expanded the turf improvement/ ant control program.

CITY ENGINEER

Mission Statement

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

Service to Community

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.

Personnel Summary	2013	2014	2015
Engineer	1	1	1
Field Inspector	1	1	1
Soil Erosion Inspector	0	0	1
TOTAL CITY ENGINEER	**2**	**2**	**3**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of plans reviews	48	24	30
Number of environmental investigations	2	1	1
Number of land disturbance permits (Issued)	15	8	10
Number of stormwater infrastructure inspections	1000	1500	1500
Number of environmental citations issued	2	1	1
Number of permit inspections	800	1000	1200
Number of traffic studies	6	6	6

City Engineer Budget Dept. 22 / 100.1575		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full-Time	$107,470	$111,578	$111,578	**$151,299**
51.2100	Employee Insurance	21,855	23,872	23,872	**35,808**
51.2200	Social Security	7,813	8,536	8,536	**11,574**
51.2400	Retirement	10,427	11,850	11,850	**15,130**
51.2600	Unemployment Insurance	5	4	4	**6**
51.2700	Workers' Compensation	1,298	1,655	3,335	**4,524**
51.2900	Other Employee Benefit	0	900	300	**500**
	Total Salaries & Benefits	**$148,868**	**$158,395**	**$159,475**	**$218,841**
	Operating Expenditures				
52.1200	Professional Services	$14,493	$4,000	$2,310	**$20,000**
52.1300	Other Contractual Services	3,553	5,900	5,900	**5,900**
52.2200	Repairs and Maintenance	5,095	6,400	6,400	**6,787**
52.3101	Vehicle Insurance	178	380	380	**380**
52.3102	Bldg & Personal Liability Ins	286	610	610	**610**
52.3200	Communications	1,235	1,356	900	**2,056**
52.3400	Printing & Binding	0	850	850	**850**
52.3500	Travel	60	500	500	**500**
52.3600	Dues & Fees	1,160	1,659	1,659	**1,866**
52.3700	Training	150	2,000	1,500	**2,000**
53.1100	Materials & Supplies	96	1,200	1,000	**1,200**
53.1101	Office Supplies	389	500	400	**500**
53.1270	Vehicle Gasoline/Diesel	2,025	2,000	2,000	**3,800**
53.1400	Books & Periodicals	0	500	250	**250**
53.1600	Minor Equipment	75	500	500	**8,100**
53.1601	Computer Hardware & Software	9,594	500	500	**1,800**
53.1602	Office Furniture	0	0	0	**1,500**
53.1701	Vehicle Maintenance	196	1,200	1,350	**1,600**
	Total Operating Expenditures	**$38,585**	**$30,055**	**$27,009**	**$59,699**
	Capital Outlays				
54.2200	Vehicles	$0	$0	$0	**$25,325**
54.2504	Other Equipment	0	16,785	16,785	**0**
	Total Capital Outlays	**$0**	**$16,785**	**$16,785**	**$25,325**
	Total City Engineer Expenditures	**$187,453**	**$205,235**	**$203,269**	**$303,865**

FY 2015 Goals and Objectives

Goal 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.
  - Maintain a Complaint Resolution Process tracked in a database and used as a measure of efficiency and service. (D. McCauley 12/31/2015)
  - 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 12/31/2015)

- **Objective B:** To ensure we have the most current erosion, sedimentation and pollution control ordinance in place.
  - 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 12/31/2015)
- **Objective C:** Periodically review our erosion, sedimentation and pollution control program to ensure compliance with current Commission requirements and standards.
  - Attend the Georgia Soil Water Conservation Commission monthly meetings on a regular basis to maintain a good working relationship with Commission members. (D. McCauley12/31/2015)

Goal 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.
  - Monitor and maintain electronically submitted notifications that include required information on the anticipated work, location, and schedules. (D. McCauley 12/31/2015)
  - Coordinate with IT department to maintain the process of submitting electronic notifications to the engineering department for follow up and inspections. (D. McCauley 12/31/2015)

Goal 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.
  - Revise ordinances to incorporate any needed revisions and updates to reflect current generally accepted practices and principles. (M. Klahr, D. McCauley 12/31/2015)
  - Revise as necessary any ordinance to incorporate proposed revisions and updates and present any proposed revisions to Council for adoption. (M. Klahr, D. McCauley 12/31/2015)
- **Objective B:** To review and revise as needed the checklists for civil engineering and site development in the City of Newnan.
  - Updated checklists as ordinances change. (D. McCauley 12/31/2015)
  - Make new checklist available as online changes are made. (D. McCauley 12/31/2015)

Goal 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.
  - 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 12/31/2015)
- **Objective B:** To make changes or recommendations for modifications or improvements to intersections or road segments.
  - Review the summarized accident reports to identify trends. (D. McCauley 12/31/2015)
  - 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 12/31/2015)
  - 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 12/31/2015)

- Make minor changes or present proposed major recommendations to the City Manager. (M. Klahr 12/31/2015)

Goal 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 a regular and consistent basis.
  - Make an inventory of the layers we currently maintain. (R. Hill 12/31/2015)
  - 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, 2014 (R. Hill and D. McCauley 12/31/2015)
  - 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 12/31/2015)

FY 2014 Goals Accomplished

- ✓ We have continued to maintain our MOA with the Georgia Environmental Protection Division (EPD) and Georgia Soil and Water Conservation Commission (GSWCC).
- ✓ We have continued to keep our ordinances up to date with State and Federal regulations.
- ✓ We continue to monitor both the 811 locate tickets and the street cut notification system. By monitoring these we were able to use the 811 locate tickets to identify proposed piping of a stream that would require not only a local stream buffer variance but also a state stream buffer variance and we were able to educate the owners and contractors before the work ever began about the necessary permits to remain compliant with our ordinances.
- ✓ Our GIS system has been kept up to date and several new layers have been added which include: 2013 FEMA Flood Layers, Low Impact Development Sites, Sidewalks, Street Signs and Regulatory Signs.
- ✓ We have added additional radar feedback signs and are now up to 15 signs in total. We continue to perform traffic studies around the City as needed and we move these radar feedback signs to different places in an effort to slow down drivers by educating them of their speed with the visual feedback from the radar sign.


The Place to
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Downtown
Newnan

SANITATION FUND

The Sanitation Fund provides brush and bulk collection and disposal services to the citizens of Newnan. As required by the Georgia Uniform Chart of Accounts law, the Sanitation Fund is accounted for as a separate enterprise fund. The fund has one department: Brush and Bulk. The remaining sanitation services, consisting of the collection and disposal of residential solid waste and recycling, is contracted out to Waste Industries.

Short-Term Priorities

- Provide the necessary equipment and tools to allow staff to perform their jobs in the most efficient manner possible.
- Monitor residential development patterns and other factors that may slow collection routes.

Short-Term Goals

- Use the operating and capital improvement budgets to allocate the necessary funds to procure needed equipment and tools.
- Maintain high percentage of households experiencing on-time curbside brush and household junk collection.

Long-Term Priorities

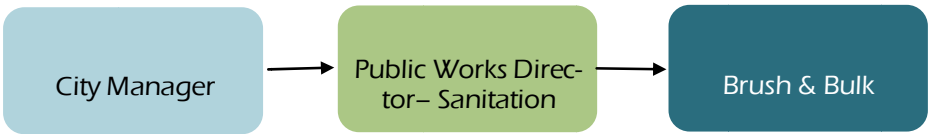
- Insure efficiency and effectiveness in the delivery of City services.

Long-Term Goals

- Continually update goals, objectives and tasks as additional information is acquired, while monitoring performance measures for changes in service level and/or quality.
- Use the current City Shop area in the most efficient and effective manner.

SANITATION

Organizational Chart



SANITATION - BRUSH AND BULK

Mission Statement

It is the mission of the Sanitation Department to provide solid waste services to the residents of Newnan in the collection and disposal of yard waste and bulk items in a manner that is safe, efficient, environmentally sound and cost effective.

Service to Community

The Sanitation Department provides weekly pick up of yard waste, including brush, leaves, and grass clippings for the residents of Newnan. The Sanitation Department also provides weekly pick up of bulk items, including appliances, furniture, mattresses and box springs. The Sanitation department supervisor reports to the Deputy Public Works Director.

Personnel Summary	2013	2014	2015
Laborer II	3	3	3
Sanitation Supervisor	1	1	1
TOTAL SANITATION	**4**	**4**	**4**

Performance Measures

The Sanitation 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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of report missed pick-ups	N/A	25	20
Yard waste & bulk items collected (tons)	2093	2500	2500

FY 2015 Goals and Objectives

Goal 1: Provide education and public outreach to the citizens and other stakeholders in Newnan regarding the proper disposal of yard waste and bulk items.

- **Objective A:** Maintain the web page for the Sanitation Department within the City's website to include important information regarding the collection of yard waste and bulk items. (M. Klahr 12/31/2015)
- **Objective B:** Develop a door knob hanger style flier for distribution and education purposes. (M. Klahr 12/31/2015)

Goal 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 the Sanitation Department on safety issues and safety related policies and procedures. (R. Norton 12/31/2015)

Goal 3: Minimize missed pick-ups.

- **Objective A:** Maintain a log of reported missed pick-ups. (R. Norton 12/31/2015)

Goal 4: Minimize complaints.

- **Objective A:** Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (R. Norton 12/31/2015)

FY 2014 Goals Accomplished

- ✓ Developed door hangers informing customer of rules.
- ✓ Complaint log was created and maintained.

FY 2015 Sanitation - Brush & Bulk Dept. 65 / 540.4585		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$146,088	$168,853	$163,000	**$169,726**
51.1200	Wages-Part Time/Temp	0	3,500	0	**3,500**
51.1300	Wages - Overtime	2,142	0	4,000	**2,000**
51.2100	Employee Insurance	27,912	38,844	33,808	**34,348**
51.2200	Social Security	10,270	12,917	12,917	**12,984**
51.2400	Retirement	15,246	17,932	17,932	**16,973**
51.2600	Unemployment Insurance	7	8	8	**8**
51.2700	Workers' Compensation	9,655	22,292	22,292	**20,659**
51.2900	Other Employee Benefits	860	0	0	**1,834**
	Total Salaries & Benefits	**$212,180**	**$264,346**	**$253,957**	**$262,032**
	Operating Expenditures				
52.1300	Other Contractual Services	$1,775	$0	$0	**$0**
52.2110	Solid Waste Disposal	79,089	120,000	120,000	**120,000**
52.2200	Repairs & Maintenance	0	0	1,200	**1,200**
52.3101	Vehicle Insurance	3,997	4,000	4,000	**4,000**
52.3102	Bldg & Pers Liablility Insurance	2,577	5,000	5,000	**5,000**
52.3200	Communications	1,744	2,000	2,000	**2,000**
52.3300	Advertising	439	0	0	**500**
53.1100	Materials & Supplies	1,745	4,000	1,000	**4,000**
53.1270	Vehicle Fuel / Diesel	46,329	60,000	52,000	**60,000**
53.1700	Other Supplies/Uniform Rental	1,140	2,000	2,000	**0**
53.7101	Vehicle Maintenance	24,863	18,000	18,000	**18,000**
	Total Operating Expenditures	**$163,698**	**$215,000**	**$205,200**	**$214,700**
	Capital Outlays				
56.1000	Depreciation Expenses	$23,087	$0	$0	**$0**
	Total Capital Outlays	**$23,087**	**$0**	**$0**	**$0**
	Total Sanitation Expenditures	**$398,965**	**$479,346**	**$459,157**	**$476,732**




Newnan

COMMUNITY DEVELOPMENT

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 2015 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.

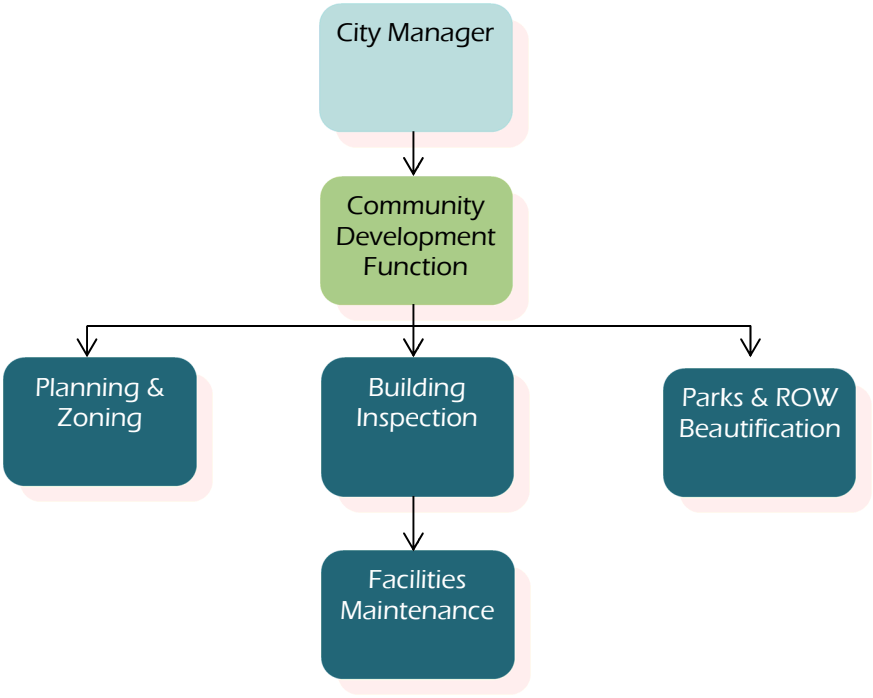
Long -Term Goals

- 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.

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 Facilities Maintenance.

COMMUNITY DEVELOPMENT FUNCTION

Organizational Chart

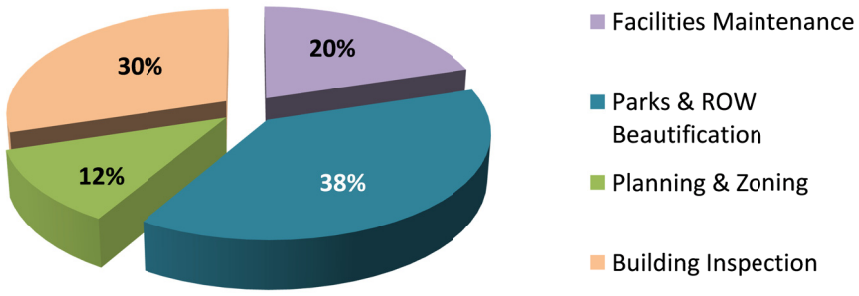


Community Development Function Expenditures						
Operating Expenditures	2013 Actual	2014 Budget	2014 Projected	2015 Budget	Variance 2014-2015	% Change 2014-2015
Facilities Maintenance	242,348	304,463	304,383	**533,054**	228,591	75.08%
Parks & ROW Beautification	874,272	949,010	951,215	**1,027,335**	78,325	8.25%
Planning & Zoning	360,343	301,167	234,126	**307,187**	6,020	2.00%
Building Inspection	677,857	764,551	760,976	**784,416**	19,865	2.60%
Debt Service Interest & Transfer To UWG Fund	99,129	0	0	**0**	0	N/A
Total Operating	**$2,253,949**	**$2,319,191**	**$2,250,700**	**$2,651,992**	**$332,801**	**14.35%**

COMMUNITY DEVELOPMENT FUNCTION BUDGET HIGHLIGHTS

- Facilities Maintenance, formally, Building Maintenance, expenditures increased by $228,591. This increase is due to the creation of several new positions: One Facilities maintenance Director, and three part-time Park Attendants. The City started the process of erecting 4 park restroom facilities and needed the additional staff, supplies and equipment.
- Parks & ROW Beautification expenditures increase $78,325 is mostly attributed to increased contractual services costs.
- Planning and Zoning expenditures increased by $6,020. This over-all increase is mostly due to an increase in professional services.
- Building Inspection expenditures increase of $19,865 over the FY 2014 Budget is mainly attributed to updating computer hardware and software and an increase in healthcare costs.

FY 2015 Approved Percentages of Community Development Operating Expenditures



FACILITIES MAINTENANCE

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.

Service to the Community

The Facilities Maintenance Department is responsible for the upkeep of City buildings, parks and recreational facilities. In addition, Facilities Maintenance is responsible for upkeep of City traffic signals

Personnel Summary	2013	2014	2015
Facilities Director	0	0	1
Park Attendants (PT)	0	0	3
Maintenance Specialists	2	2	2
TOTAL FACILITIES MAINT.	**2**	**2**	**6**

Performance Measures

The Facilities 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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of buildings maintained	37	38	42
Number of street lights maintained	18	19	19
Number of renovations/improvements	4	9	5

FY 2015 Goals and Objectives

Goal 1: Maintain and enhance City facilities to ensure quality of life and safety for the citizens and employees of the City of Newnan.

- Objective A: Renovate current PD space when police department moves to new facility late 2014. (B. Stephenson)

Goal 2: Follow routine maintenance programs which will extend the useful life of all buildings and prevent premature capital outlay for replacement. (B. Stephenson)

Goal 3: Establish a procedure to identify and change incandescent traffic signal to LED type. (B. Stephenson)

Goal 4: Produce a work frame to upgrade all traffic signals and intersections to current standards. (B. Stephenson)

FY 2015 Facilities Maintenance Dept. 23 / 100.1565		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$74,845	$85,057	$85,057	**$138,112**
51.1200	Wages - Part Time	0	0	0	**43,443**
51.1300	Wages-Overtime	0	500	500	**500**
51.2100	Employee Insurance	17,923	17,415	17,415	**35,808**
51.2200	Social Security	5,515	6,545	6,545	**13,927**
51.2400	Retirement	8,466	9,086	9,086	**13,861**
51.2600	Unemployment Insurance	4	4	4	**12**
51.2700	Workers' Compensation	4,281	5,026	5,026	**10,888**
51.2900	Other Employee Benefits	0	0	0	**3,460**
	Total Salaries & Benefits	**$111,034**	**$123,633**	**$123,633**	**$260,011**
	Operating Expenditures				
52.1300	Other Contractual Services	$27,965	$25,290	$29,000	**$46,708**
52.2200	Repairs & Maintenance	69,217	91,450	90,000	**104,950**
52.3101	Vehicle Insurance	656	1,600	1,600	**1,600**
52.3102	Bldg & Personal Liability Ins	12,651	27,000	27,000	**27,000**
52.3200	Communications	888	1,440	700	**2,600**
53.1100	Materials and Supplies	(219)	300	300	**400**
53.1101	Office Supplies	32	100	150	**250**
53.1102	Cleaning & Chemicals	1,420	2,500	2,500	**3,250**
53.1220	Natural Gas	9,288	20,100	20,000	**20,100**
53.1270	Vehicle Gasoline/Diesel	5,827	5,500	4,500	**7,500**
53.1600	Minor Equipment	943	500	500	**2,760**
53.1601	Computer Harware/Software	0	0	0	**1,500**
53.1602	Office Furniture	0	0	0	**1,800**
53.1700	Uniform Rental	787	550	500	**550**
53.1701	Vehicle Maintenance	1,859	4,500	4,000	**4,750**
	Total Operating Expenditures	**$131,314**	**$180,830**	**$180,750**	**$225,718**
	Capital Outlays				
54.2200	Vehicles	$0	$0	$0	**$47,325**
	Total Capital Outlays	**$0**	**$0**	**$0**	**$47,325**
	Total Facilities Maintenance	**$242,348**	**$304,463**	**$304,383**	**$533,054**

FY 2014 Goals Accomplished

- ✓ Installed new exit door in Wesley St. Gym.
- ✓ Painted the exterior of 92 Farmer Street—African American Museum.
- ✓ Replaced traffic signal with LED's as needed.
- ✓ Painted interior of Male Academy Museum.
- ✓ New carpet installed throughout City Hall & Fire Station 2.
- ✓ Replaced incandescent lighting with LED's at Main Street offices and Male Academy.
- ✓ Painted basement floor and walls.
- ✓ Painted interior walls throughout City Hall.
- ✓ Constructed office area in Carnegie Library.

PARKS & RIGHT-OF-WAY BEAUTIFICATION

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.

Service to Community

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.

Personnel Summary	2013	2014	2015
Crew Leader	4	4	4
Laborer I	8	8	8
Labor Supervisor	1	1	1
Landscape Architect	1	1	1
TOTAL PARKS & ROW	**14**	**14**	**14**

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	2013 Actual	2014 Estimate	2015 Projected
% of man hours devoted to maintenance activities	85%	85%	85%
% of man hours devoted to installation activities	5%	5%	5%
% of man hours devoted to misc. activities	10%	10%	10%
% of tree inspections completed w/in 48 hours	90%	90%	90%
Percentage of total major City grounds maintenance completed w/in 10 day working cycle	85%	85%	85%
Miles of planted medians maintained	3.7 miles	3.7 miles	3.7 miles
Number of City parks maintained	9	9	9
Number of public grounds maintained	38	41	45
Number of trees replanted as reforestation	N/A	N/A	N/A
Number of Worker's Comp incidents reported	0	1	0

FY 2015 Parks & Right-of-Way Beautification Dept 61 / 100.6200		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$450,871	$452,693	$452,693	**$453,939**
51.1200	Wages - Part Time	24,305	32,000	32,000	**38,000**
51.1300	Wages - Overtime	37	0	0	**0**
51.2100	Employee Insurance	116,458	108,991	108,991	**115,448**
51.2200	Social Security	33,121	34,631	34,631	**34,726**
51.2400	Retirement	42,948	48,076	48,076	**45,394**
51.2600	Unemployment	18	28	28	**28**
51.2700	Worker's Compensation	21,221	26,143	26,143	**26,692**
	Total Salaries & Benefits	**$688,979**	**$702,562**	**$702,562**	**$714,227**
	Operating Expenditures				
52.1300	Other Contractual	$53,087	$73,400	$73,400	**$118,000**
52.2200	Repairs & Maintenance	3,806	4,000	3,600	**4,000**
52.3101	Vehicle Insurance	2,652	5,659	5,659	**5,659**
52.3102	Bldg & Personal Liability Ins	660	1,409	1,409	**1,409**
52.3200	Communications	2,509	1,680	1,755	**780**
52.3500	Travel	149	500	300	**500**
52.3600	Dues & Fees	65	800	500	**800**
52.3700	Training	0	1,000	600	**1,000**
53.1100	Materials and Supplies	9,286	10,400	10,400	**5,400**
53.1101	Office Supplies	272	400	400	**400**
53.1102	Cleaning Supplies & Chemicals	2,204	4,000	4,000	**4,000**
53.1103	Medical Supplies	190	400	400	**450**
53.1106	Protective Equipment	342	0	0	**0**
53.1270	Vehicle Gasoline/Diesel	22,557	17,000	20,617	**17,000**
53.1400	Books & Periodicals	0	100	0	**100**
53.1600	Minor Equipment	5,197	5,500	5,500	**6,000**
53.1601	Computer Hardware/Software	0	200	0	**0**
53.1700	Uniform Rental	4,981	5,000	6,540	**7,610**
53.1701	Vehicle Maintenance	19,166	12,000	12,475	**13,000**
53.1705	Landscaping Supplies	18,717	22,500	22,500	**28,500**
53.1708	Other Boards & Commissions	4,512	18,500	18,500	**10,000**
53.1708A	Newnan Youth Council	0	0	0	**18,500**
	Total Operating Expenditures	**$150,352**	**$184,448**	**$188,555**	**$243,108**
	Capital Outlays				
54.2100	Machinery	$14,998	$16,000	$14,098	**$0**
54.2200	Vehicles	19,943	46,000	46,000	**70,000**
	Total Capital Outlays	**$34,941**	**$62,000**	**$60,098**	**$70,000**
	Total Parks & ROW Expenditures	**$874,272**	**$949,010**	**$951,215**	**$1,027,335**

FY 2015 Goals and Objectives

Goal 1: Improve the quality of life and safety of City residents through improved pedestrian accessibility.

- **Objective A:** To complete construction on the Jefferson/Jackson Street Corridor Improvement Project .(M. Furbush July 2015)

Goal 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. (Department Crews, ongoing)

- **Objective B:** To reduce liability incidents, including motor vehicle incidents, by being safety conscious and informed. (Department Crews, Ongoing)
- **Objective C:** To provide departmental staff with safety information through monthly safety meetings. (M. Furbush, Ongoing)

Goal 3: Establish and maintain initiatives that preserve, maintain and enhance the overall aesthetic qualities of the City of Newnan.

- **Objective A:** To improve overall procedures and efficiency for the two year landscape establishment maintenance bond agreements. (M. Furbush February 2015)
- **Objective B:** To continue to implement and monitor the departmental plan of action to provide improved beautification efforts within the City. (M. Furbush January 2015)
- **Objective C:** To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance costs and operations. (M. Furbush February 2015)
- **Objective D:** To complete construction of the landscape improvements along Newnan Crossing Blvd. (M. Furbush July 2015)
- **Objective E:** To apply and be awarded a GDOT GATEway grant for the second phase of the I-85 Interchange Landscape Improvement Project. (M. Furbush August 2015)

Goal 4: Improve the quality of life of City residents through improved recreational improvements and public awareness.

- **Objective A:** To complete construction of the restroom facilities within four select City Parks. (M. Furbush July 2015)
- **Objective B:** To complete the construction of the first phase of the fitness trails on at the Newnan Conference Centre. (M. Furbush November 2015)
- **Objective C:** To study and design creative and consistent entrance signage standards within the City parks in conjunction with the City Gateway Signage project. (M. Furbush June 2015)
- **Objective D:** To continue to improve public awareness and communication through brochures and the City website. (M. Furbush July 2015)

FY 2014 Goals Accomplished

- ✓ Received the 24th consecutive Tree City USA award designation.
- ✓ Successfully completed the fifth year of the Youth Council.
- ✓ Successfully completed the construction for the full renovation of Ray Park.
- ✓ Began construction on the Jefferson/Jackson Corridor Improvement Project.
- ✓ Began design/build phase on restroom facilities for four City Parks.
- ✓ Applied for and received $50,000 GDOT GATEway Grant.
- ✓ Completed design documents and began construction of I-85 Interchange Landscape Improvement Project.
- ✓ Completed design and pricing on the landscape improvements along Newnan Crossing Blvd.

PLANNING & ZONING

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.

Service to Community

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, Urban Redevelopment Authority, 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.

Personnel Summary	2013	2014	2015
Planner	2	2	2
Planner Director	1	1	1
Planning Technician	1	1	1
TOTAL PLANNING & ZONING	**4**	**4**	**4**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Number of training classes or seminars attended by staff	4	4	5
Number of customer service meetings	4	2	2
Number of Ordinance updates	2	3	1
Number of Storm Drain Markers installed	100	100	100
Percent of major projects completed	95%	75%	80%
Number of grants applied for	1	2	3

FY 2015 Planning & Zoning Dept. 70 / 100.7400		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$199,013	$202,432	$160,921	**$199,867**
51.1200	Wages - PartTime/Temp	232	0	0	**0**
51.2100	Employee Insurance	50,852	47,744	31,333	**32,361**
51.2200	Social Security	14,318	15,486	12,505	**15,290**
51.2400	Retirement	19,296	21,498	18,625	**19,987**
51.2600	Unemployment	5	8	8	**8**
51.2700	Workers' Compensation	708	869	869	**874**
	Total Salaries & Benefits	**$284,425**	**$288,037**	**$224,261**	**$268,387**
	Operating Expenditures				
52.1200	Professional Services	$67,500	$0	$200	**$25,000**
52.2200	Repairs & Maintenance	1,183	1,200	1,270	**1,300**
52.3101	Vehicle Insurance	375	800	500	**800**
52.3102	Bldg & Personal Liability Ins	750	1,600	900	**1,600**
52.3200	Communications	771	780	550	**700**
52.3300	Advertising	1,380	1,200	1,600	**1,700**
52.3400	Printing & Binding	8	500	200	**500**
52.3500	Travel	368	1,000	650	**1,500**
52.3600	Dues & Fees	788	800	810	**900**
52.3700	Training	639	1,500	700	**1,250**
53.1100	Materials & Supplies	395	800	400	**800**
53.1101	Office Supplies	877	1,000	750	**1,000**
53.1270	Vehicle Gasoline/Diesel	361	600	400	**600**
53.1400	Books & Periodicals	95	150	135	**150**
53.1601	Computer Equipment	0	700	700	**500**
53.1701	Vehicle Maintenance	320	150	100	**150**
53.1707	Planning Commission	108	350	0	**350**
	Total Operating Expenditures	**$75,918**	**$13,130**	**$9,865**	**$38,800**
Total Planning & Zoning Expenditures		**$360,343**	**$301,167**	**$234,126**	**$307,187**

FY 2015 Goals and Objectives

Goal 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. (Planning Director 12/31/2015)
- **Objective B:** Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training. (Planning Director 12/31/2015)

Goal 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. (Planning Director 12/31/2015)
- **Objective B:** Hold quarterly meetings with Staff to discuss ways to improve customer service. (Planning Director 12/31/2015)

Goal 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 12/31/2015)

- **Objective B:** Offer training opportunities to members to further assist them in making decisions and better understanding their role. (Planning Director 12/31/2015)

Goal 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. (Department Staff 10/31/2015)
- **Objective B:** Review new case law and ordinances from other jurisdictions for possible amendments that will further enhance the planning objectives for Newnan. (Department Staff 12/31/ 2015)
- **Objective C:** Conduct a comprehensive update of the City's Zoning Ordinance to better reflect changes in development trends. (Department/Staff/Consultant 12/31/2015)

Goal 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. (Department Staff 12/31/2015)
- **Objective B:** Continue to implement the Neighborhood Stabilization Program. (Planning Director 12/31/2015)

Goal 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 2015)
- **Objective B:** Submit applications for additional LCI funding related to transportation projects. (Department Staff 06/30/2015)

Goal 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. (Department Staff 11/30/2015)

FY 2014 Goals Accomplished

- ✓ Adopted the Capital Improvement Element and Short Term Work Program update of the Comprehensive Plan that allows the City to collect impact fees.
- ✓ Continued the storm drain marking program by working with various volunteer groups on installing 100 markers.
- ✓ Completed an LCI study which recommended a plan of action for the downtown area.
- ✓ Recommended a use for the Howard Warner facility as a recreation/community center.
- ✓ Continued to rehab and sell/rent houses to low income families through the Neighborhood Stabilization Programs.
- ✓ Completed Phase II of the Bike/Pedestrian Plan.
- ✓ Adopted three updates to the City's Zoning Ordinance.

BUILDING INSPECTION

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.

Service to Community

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.

Personnel Summary	2013	2014	2015
Building Inspector	1	1	1
Building Inspector II	4	4	4
Chief Building Official	1	1	1
Code Enforcement Officer	2	2	2
Permit Technician	1	1	1
Plans Examiner	0	1	1
TOTAL BUILDING INSPECTION	**9**	**10**	**10**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Percentage of felt inspections completed within one day time frame	5%	10%	50%
Number of training/CE classes attended by staff	144	184	200
Number of training hours provided to Board of Zoning & Appeals	1	1.5	3
Percentage of residential plans submitted and/or converted electronically for review by staff	15%	25%	50%
Number of New Commercial Permits issued	57	42	40
Commercial Permit improvement valuation	57,800,000	85,000,000	40,000,000
Number of New Single Family Residential Permits issued	263	290	200
Single Family Residential permit improvement valuation	87,600,000	85,000,000	55,000,000

FY 2015 Building Inspection Dept. 23 /100.1565		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$437,531	$493,750	$493,750	**$495,144**
51.2100	Employee Insurance	90,098	90,718	90,718	**99,989**
51.2200	Social Security	32,107	37,772	37,772	**37,879**
51.2400	Retirement	42,594	52,436	52,436	**49,514**
51.2600	Unemployment Insurance	12	20	20	**20**
51.2700	Workers' Compensation	8,635	13,786	13,786	**14,074**
51.2900	Other Employee Benefits	811	0	0	**1,080**
	Total Salaries & Benefits	**611,788**	**688,482**	**$688,482**	**$697,700**
	Operating Expenditures				
52.3101	Vehicle Insurance	$2,825	$6,030	$6,030	**$6,030**
52.3102	Bldg & Personal Liability Ins	1,757	3,750	27,000	**3,750**
52.3200	Communications	4,484	3,920	4,300	**3,420**
52.3300	Advertising	2,234	1,600	1,600	**1,800**
52.3400	Printing & Binding	897	960	1,250	**2,208**
52.3500	Travel	1,135	1,500	1,500	**1,550**
52.3600	Dues & Fees	243	450	450	**500**
52.3700	Training	990	2,400	2,400	**2,400**
53.1100	Materials & Supplies	389	240	240	**300**
53.1101	Office Supplies	998	750	0	**750**
53.1270	Vehicle Gasoline/Diesel	16,862	16,200	15,000	**16,240**
53.1300	Food Supplies	14	600	600	**600**
53.1400	Books & Periodicals	1,519	1,550	1,550	**1,550**
53.1600	Minor Equipment	206	200	200	**200**
53.1601	Computer Equipment	3,241	2,100	2,100	**10,000**
53.1602	Office Furniture	0	700	1,155	**1,650**
53.1700	Uniform Rental	0	720	720	**728**
53.1701	Vehicle Maintenance	7,912	6,399	6,399	**7,040**
	Total Operating Expenditures	**$45,707**	**$50,069**	**$72,494**	**$60,716**
	Capital Outlays				
54.2200	Vehicles	$20,362	$26,000	$0	**$26,000**
	Total Capital Outlays	$20,362	$26,000	$0	**$26,000**
	Total Bldg. Inspection Expenditures	**$677,857**	**$764,551**	**$760,976**	**$784,416**

FY 2015 Goals and Objectives

Goal 1: Improve public relations and provide quality customer service.

- **Objective A:** Design and maintain checklists for each type of inspection performed, and have available to customers at counter. (BS, BP)
- **Objective B:** Continue to provide informational packets to customers who walk up to counter and distribute International Code Council public awareness literature to the general public. (Staff)

Goal 2: Preserve the historical character of the community.

- **Objective A:** Perform plan reviews and inspections with the focus of maintaining the historical construction materials and methods while complying with today's codes. (Staff)

Goal 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.
  - Fund membership with Inspectors association and sponsor annual meeting.
  - Post schedule of meetings and require bi-monthly attendance.
  - Provide 3 hours of code training to the appeals board members, annually.
  - Continue to budget and schedule training opportunities for the inspectors to attend and renew their membership to the Midwest Georgia Inspectors Association.

Goal 4: Provide and electronic format for the residential inspection program.

- **Objective A:** create paper checklist for all inspection types.
- **Objective B:** convert paper checklist to electronic fillable forms
- **Objective C:** establish procedure for the process of electronically recoding of inspections
- **Objective D:** requisition electronic devices for inspectors with capability of accessing forms from the field

FY 2014 Goals Accomplished

- ✓ Hiring of a plans examiner, this makes our department fully staffed for its size and work load.
- ✓ We continue to implement new permit application forms and update existing ones.
- ✓ Set up a training program for the Board of Zoning and Appeals.
- ✓ Started the process of inputting checklist for inspections.

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 2015 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 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.

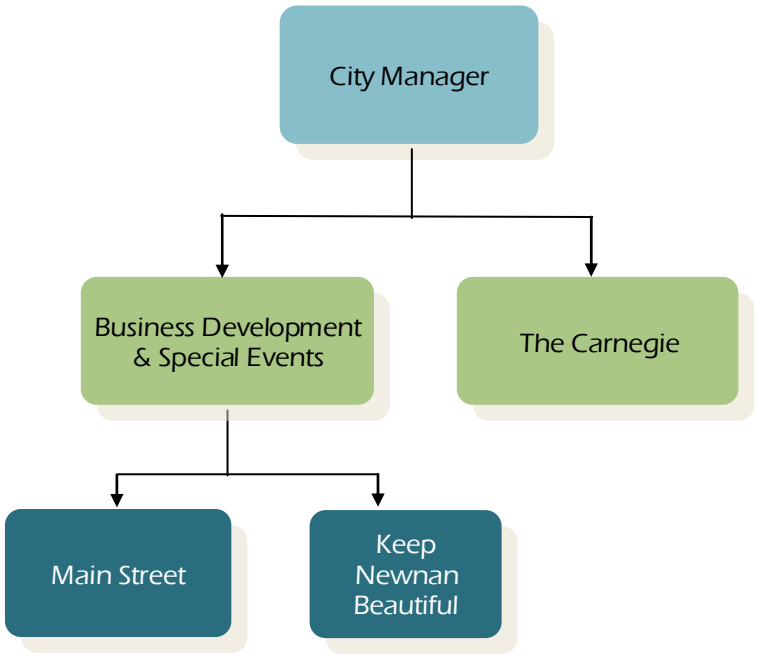
Long-Term Goals

- 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.

The Other Services Function encompasses the Business Development & Special Events, Main Street, Keep Newnan Beautiful Program, along with the operations of the Carnegie Building.

OTHER SERVICES FUNCTION

Organizational Chart

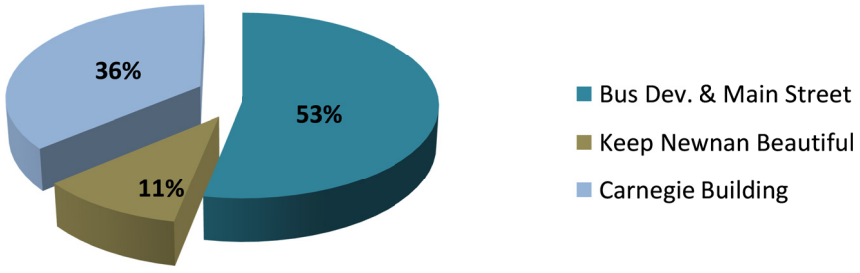


Other Services Function Operating Expenditures Overview						
	2013 Actual	2014 Budget	2014 Projected	2015 Budget	Variance 2014-2015	% Change 2014-2015
Operating Expenditures						
Bus Dev & Main Street	$205,171	$217,296	$214,376	**$226,818**	$9,522	4.2%
Keep Newnan Beautiful	41,665	44,162	42,895	**40,210**	(3,952)	-9.8%
Carnegie Building	124,954	148,318	139,003	**175,698**	27,380	15.6%
Total Operating	**$371,790**	**$409,776**	**$396,274**	**$442,726**	32,950	7.4%

OTHER SERVICES FUNCTION FY 2015 BUDGET HIGHLIGHTS

- Business Development and Special Events expenditures total $226,818, an increase of $9,522, over the FY 2014 Budget of $217,296. Some of this increase is due to worker's compensation increase, professional services, and advertising. Additionally, the budget is being supplemented by an operating grant funded by Newnan Utilities (NU).
- Keep Newnan Beautiful shows a decrease of $3,952. the majority of the decrease is a reduction advertising cost.
- The FY 2015 Budget recommendation for the operation of the Carnegie Building is $163,698, which is a $27,380 increase over 2014 budget of $148,318. The increase is mainly attributed to additional funding for current change from one part-time employee to full-time.

FY 2015 Approved Percentages of Other Services Operating Expenditures



BUSINESS DEVELOPMENT & SPECIAL EVENTS

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.

Service to Community

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.

Personnel Summary	2013	2014	2015
Bus Development Director	1	1	1
Main Street Manager	1	1	1
TOTAL BUSINESS DEV	**2**	**2**	**2**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Main Street Certification maintained?	Y	Y	Y
Number of new Main Street members	112	N/A	N/A
Number of newcomer packets mailed	1500	1500	1500
Number of tourism or promotional brochures published	10000	5000	5000
Downtown (building) occupancy rate	85	90	90
Number of properties rehabilitated	4	6	5
Number of small business counseling/consultation sessions conducted	30	25	25

Business Development & Special Events Dept. 80 / 100.7500		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$102,460	$113,070	$113,070	**$113,662**
51.1100A	FT Wages - NU Operating Grant	20,000	20,000	20,000	**20,000**
51.1200	Wages - Part-Time	4,691	0	0	**0**
51.2100	Employee Insurance	22,837	23,383	23,383	**23,383**
51.2200	Social Security	9,417	8,650	8,650	**10,225**
51.2400	Retirement	10,778	12,008	12,008	**11,366**
51.2600	Unemployment Insurance	4,954	2,500	5	**5**
51.2700	Workers' Compensation	418	510	510	**3,997**
51.2900	Other Employee Benefits	5,677	0	6,000	**6,180**
	Total Salaries & Benefits	**$181,232**	**$180,121**	**$183,626**	**$188,818**
	Operating Expenditures				
52.1200	Professional Services	$0	$2,000	$1,750	**$3,000**
52.1201	Public Relations	252	1,750	1,750	**2,200**
52.2200	Repairs & Maintenance	1,587	2,890	2,700	**3,140**
52.3102	Bldg & Personal Liability Ins	469	1,000	1,000	**800**
52.3200	Communications	2,416	2,640	2,600	**0**
52.3300	Advertising	4,050	4,000	4,000	**5,000**
52.3400	Printing and Binding	98	750	400	**1,050**
52.3500	Travel	4,501	5,200	5,000	**6,000**
52.3600	Dues & Fees	1,830	2,240	2,200	**2,475**
52.3700	Training	1,549	3,150	2,300	**3,000**
53.1100	Materials & Supplies	81	300	300	**435**
53.1101	Office Supplies	855	1,500	550	**1,000**
53.1400	Books & Periodicals	298	880	600	**750**
53.1600	Minor Equipment	499	300	0	**250**
53.1601	Computer Equipment	5,453	5,875	3,000	**5,700**
53.1706	Miscellaneous	1	200	100	**200**
57.2000	Payments to Other Agencies	0	2,500	2,500	**3,000**
	Total Operating Expenditures	**$23,939**	**$37,175**	**$30,750**	**$38,000**
Total Bus Development Expenditures		**$205,171**	**$217,296**	**$214,376**	**$226,818**

FY 2015 Goals and Objective (H. Craver 12/31/2015)

Goal 1: Retain & Expand Existing Businesses.

- **Objective A:** Develop and Maintain a Knowledge Base.
- **Objective B:** Create Partnership Newnan Team.
- **Objective C:** Build a Support Network for Small/Entrepreneurial Businesses.

Goal 2: Recruit Quality Employment and Investment Opportunities.

- **Objective A:** Attract New Businesses within Newnan's Targeted Industry Clusters.
- **Objective B:** Lead Development and Prospect Management.
- **Objective C:** Support and Collaborate with Regional, State and National Business Organizations.
- **Objective D:** Aggressively Market the Redevelopment of Existing Commercial Corridors.
- **Objective E:** Educate and Engage Private Sector Leaders to Serve as Ambassadors.
- **Objective F:** Develop and Maintain a Property Database.
- **Objective G:** Support Newnan's Tourism/Hospitality Industry.

Goal 3: Catalyze Redevelopment of Existing Assets.

- **Objective A:** Implement Catalytic Development Projects.
- **Objective B:** Focus Redevelopment Recruitment Efforts on Newnan's Targeted Industry Clusters.
- **Objective C:** Support Strategic Public Investment Opportunities.

Goal 4: Market Newnan's Competitive Advantages.

- **Objective A:** Support the City of Newnan's Brand Identity.
- **Objective B:** Develop Distinctive Marketing Materials.
- **Objective C:** Develop a Public Relations Strategy for Business Development.

Goal 5: Improve Capacity of Business Development.

- **Objective A:** Align Strategies, Operations and Resources of Partners.
- **Objective B:** Serve as a Catalyst for Sharing Information and Intelligence.
- **Objective C:** Enhance Communication among Organizations in the City that Impact Business Development.
- **Objective D:** Provide Support and Leadership to the Development Authority and Downtown Development Authority.
- **Objective E:** Identify Additional Resources for Business Development.

FY 2014 Goals Accomplished

- ✓ Hired Main Street Manager.
- ✓ Obtained National Main Street Certification.
- ✓ Reorganized Main Street program removing dues structure.
- ✓ Adopted Main Street Annual Work Plan in concert with the Downtown Development Authority.
- ✓ Increased Main Street event vendor participation and satisfaction.
- ✓ Funded 3 Façade Grant improvement projects.
- ✓ Newnan Hospital Redevelopment Project.
- ✓ Facilitated Municipal Building Redevelopment Project Programming/Design.
- ✓ Installed Downtown Kiosks (Gateway Redevelopment Project).
- ✓ Facilitated Meat and Greet Downtown Development Revolving Loan Fund / Georgia Cities Foundation Project.
- ✓ Hosted 40+ Events, drawing >60,000 visitors to historic downtown.
- ✓ Launched Development Authority website (www.developnewnan.org).
- ✓ Acquired and utilized seasonal downtown banners.
- ✓ Secured new Main Street program sponsors
- ✓ Located Marriott Towne Place Suites.
- ✓ Located Gander Mountain.
- ✓ Located Newnan Nissan Project.
- ✓ Located Farm Bistro.
- ✓ Located Pita by Beirut.
- ✓ Facilitated Economic Development Agreement/Location of Health South.
- ✓ Located Ollie's – 30,000 SF Retail
- ✓ Assisted with securing Electric Power (Newnan Utilities) for Niagara Bottling, Inc.
- ✓ Located Garlic Thai & Sushi.
- ✓ Assisted with Cancer Treatment Center of America Expansion – 130,000SF
- ✓ Utilized Development Authority to assist with Avalon Health Bond Transaction.
- ✓ Located Dollar General.
- ✓ Assisted with Livable Centers Initiative Planning Process.
- ✓ Located Rednexican (Restaurant).
- ✓ Reorganized and co-hosted downtown Farmers Market with Coweta County and UGA Extension Office.
- ✓ Assisted with relocation/expansion – C.S. Toggery, Design House, Encore Décor, Corner Arts Gallery, Leaf & Bean, Simply Unique Finds, Southern Décor, (Retail Stores).
- ✓ Initiated Fridays After Five Event Series – Screen on the Green, Donut Day, etc.

- ✓ Received Georgia Development Association Awards for Meat and Greet Project and Donut Day Event.
- ✓ Hosted Georgia Municipal Assoc. Tour with Corporate Headquarters Project Managers.
- ✓ Assisted with Howard Warner Redevelopment Project.
- ✓ Facilitated Carl Vincent Institute of Government, Georgia Municipal Assoc., Georgia Cities Foundation Landscape Architect Inter Program Project.
- ✓ Facilitated update of Downtown Development Authority Strategic Plan (2015-2018).
- ✓ Serve as Project Lead for AT&T Giga-power Project.
- ✓ Serve as liaison to Newnan—Coweta Chamber of Commerce.
- ✓ Participate in Georgia Economic Developers Assoc., Georgia Downtown Assoc., International Council of Shopping Centers, International Economic Development Council.
- ✓ Presented Amendment to Economic Development Policy for New Development Projects (Industry Specific, Investment & Jobs Goals).
- ✓ Utilizing "I 'Heart' Local" Advertising Campaign.
- ✓ Assist Battle of Brown's Mill Association with Sesquicentennial Celebration.
- ✓ Developed web-based volunteer management system.



KEEP NEWNAN BEAUTIFUL

Mission Statement

Keep Newnan Beautiful's (KNB) 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.

Service to Community

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.

Personnel Summary	2013	2014	2015
Keep Newnan Beautiful/Event Coordinator	1	1	1
TOTAL KNB	**1**	**1**	**1**

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.

Performance Measures	2013 Actual	2014 Estimate	2015 Projected
Number of Electronic Recycling Events Hosted	3	2	2
Number of Document Shredding Events Hosted	3	2	2
Number of new Adopt-A-Street groups	6	3	5
Number of new Adopt-A-Park groups	1	1	1
Keep Newnan Beautiful certification maintained?	Y	Y	Y
President's Circle Achieved?	Y	Y	Y
Number of classes taught with Enviroscape	11	10	10

Keep Newnan Beautiful Dept. 82 / 100.7500		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$18,312	$17,695	$17,695	**$17,794**
51.2100	Employee Insurance	6,334	5,968	5,968	**5,968**
51.2200	Social Security	1,229	1,354	1,354	**1,361**
51.2400	Retirement	1,687	1,879	1,879	**1,779**
51.2600	Unemployment Insurance	1	1	1	**1**
51.2700	Workers' Compensation	66	80	78	**532**
51.2900	Other Employee Benefits	0	0	170	**0**
	Total Salaries & Benefits	**$27,629**	**$26,977**	**$27,145**	**$27,435**
	Operating Expenditures				
52.1200	Professional Services	$4,379	$4,200	$3,900	**$3,900**
52.3102	Bldg & Personal Liability Ins	94	200	200	**400**
52.3200	Communications	494	720	150	**0**
52.3300	Advertising	1,809	4,500	4,500	**2,000**
52.3400	Printing & Binding	982	1,300	1,100	**1,000**
52.3500	Travel	1,406	1,400	1,400	**1,500**
52.3600	Dues & Fees	425	500	525	**600**
52.3700	Training	460	750	500	**600**
53.1100	Materials & Supplies	2,838	3,015	3,000	**2,375**
53.1101	Office Supplies	149	150	150	**150**
53.1400	Books & Periodicals	0	250	225	**250**
53.1600	Minor Equipment	1,000	200	100	**0**
53.1601	Computer Equipment	0	0	0	**0**
	Total Operating Expenditures	**$14,036**	**$17,185**	**$15,750**	**$12,775**
	Total KNB Expenditures	**$41,665**	**$44,162**	**$42,895**	**$40,210**

FY 2015 Goals and Objectives (C. Duffey 12/31/2015)

Goal 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.
  - Identify student volunteer groups to assist in aiding with projects and city events.
  - Provide support and coordination for school related recycling events.
  - Provide Away from Home recycling bins and bags to schools as needed.
- **Objective B:** Build and maintain relationships with businesses, groups and individuals.
  - Recruit a minimum of 8 additional volunteers or volunteer groups to participate in Adopt-A-Street program.
  - Recruit a minimum of 4 additional volunteers or volunteer groups to participate in Adopt-A-Park program.
  - Work with existing and new groups to educate them on litter prevention and beautification.
  - Provide Away from Home recycling bins and bags to businesses and groups as needed.

Goal 2: Improve and Maintain the Integrity of the Keep Newnan Beautiful Program.

- **Objective A:** Complete Affiliate Certification.
  - Attend required training.
  - Complete Semi-Annual and Annual Reports.
  - Complete Litter Index Survey.
- **Objective B:** Participate in Keep America Beautiful Great American Cleanup.
- **Objective C:** Maintain membership in Middle Georgia Partners Group.
  - Utilize Enviroscape model.
  - Partner with Engineering, assisting with storm water management classes.

- Participate in Coweta County Water Team's Teacher Training workshop.

- **Objective B:** Host educational seminars for and presentations to local community organizations.

FY 2014 Goals Accomplished

- ✓ Obtained Keep Georgia Beautiful certification & Keep America Beautiful certification along with required reporting.
- ✓ Implemented Adopt-A-Park Program and secured sponsor of Lynch Park.
- ✓ Installed Cigarette Litter receptacles in downtown commercial district.
- ✓ Completed Litter Index Survey.
- ✓ Coordinated Electronics Recycling Events / 25,000 lbs- Paper Shredding Events /15,000 lbs—Great American Clean-up.
- ✓ Coordinated with Humane Society and hosted Walk N Wag Event.
- ✓ Implemented increased Marketing/Public Relations Campaign to include PSA, TV, Print.
- ✓ Partnered with Public Works/Engineering Department to administer Enviroscape Program.
- ✓ Partnered with New Leaf Community Garden on various programs.
- ✓ Disseminated quarterly newsletter & published local Farmer's Market Info.

CARNEGIE BUILDING

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.

Service to Community

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.

Personnel Summary	2013	2014	2015
Carnegie Director	1	1	1
Carnegie Assistant (Full Time)	0	0	1
Carnegie Assistant (Part Time)	3	4	3
TOTAL CARNEGIE	**4**	**5**	**5**

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 Measures	2013 Actual	2014 Estimate	2015 Projected
Reference questions answered	4,151	5,000	5,200
Meeting room usage	382	450	460
Meeting rooms fees collected	6,625	5,625	5,800
Number of programs	332	41	416
Number of programs attendees	8,985	10,800	11,300
Computer usage	5,655	6,200	6,400
Public fax, copier usage	5,421	5,900	6,100
Cost of speakers	1,397	2,395	2,395
Number of materials in collection	8,657	8,700	8,750
Dollar volume of store sales	1,135	1,400	1,500

Carnegie Building Dept. 90 / 100.6500		2013 Actual	2014 Budget	2014 Projected	2015 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$46,349	$46,271	$44,094	**$71,157**
51.1200	Wages - Part Time/Temp	32,522	43,150	35,481	**31,500**
51.2100	Employee Insurance	2,646	250	2,646	**14,946**
51.2200	Social Security	5,878	6,841	6,322	**6,935**
51.2400	Retirement	4,411	4,914	4,257	**7,116**
51.2600	Unemployment Insurance	0	8	9	**10**
51.2700	Workers' Compensation	281	374	503	**386**
	Total Salaries & Benefits	**$92,087**	**$101,808**	**$93,312**	**$132,050**
	Operating Expenditures				
52.1200	Professional Services	$1,397	$2,395	$2,395	**$2,395**
52.1201	Public Relations	1,071	1,664	1,664	**1,914**
52.1300	Other Contractual	9,324	10,874	9,500	**9,924**
52.2200	Repairs & Maintenance	1,324	3,262	2,500	**3,758**
52.2320	Equipment & Vehicle Rental	1,056	1,272	815	**0**
52.3102	Bldg & Personal Liability Ins	763	1,629	1,629	**1,629**
52.3200	Communications	4,824	1,776	4,050	**4,156**
52.3500	Travel	531	674	674	**751**
52.3600	Dues & Fees	35	35	35	**35**
52.3700	Training	359	380	380	**450**
53.1100	Materials & Supplies	1,365	1,500	1,500	**1,500**
53.1101	Office Supplies	1,222	1,700	1,200	**1,500**
53.1102	Cleaning Supplies & Chemicals	508	550	550	**650**
53.1300	Food Supplies	338	535	535	**535**
53.1400	Books & Periodicals	7,158	8,595	8,595	**8,295**
53.1600	Minor Equipment	226	350	350	**200**
53.1601	Computer Hardware & Software	1,365	1,800	1,800	**3,783**
53.1602	Office Furniture	0	7,519	7,519	**2,173**
	Total Operating Expenditures	**$32,867**	**$46,510**	**$45,691**	**$43,648**
Total Carnegie Building Expenditures		**$124,954**	**$148,318**	**$139,003**	**$175,698**

FY 2015 Goals and Objectives

Goal 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.
  - Evaluate recommendations in Library Journal. (A. Mapel Ongoing)
  - Review collections of comparable facilities. (A. Mapel, D. Oliver Ongoing)
  - Monitor listservs such as CHLIB-L and GLA. (A. Mapel, D. Oliver Ongoing)
- **Objective B:** Collect information from community regarding print and electronic needs.
  - Provide suggestion cards to request materials. (A. Mapel, D. Oliver, C. Wilson Ongoing)
  - Conduct annual survey to solicit community feedback. (A. Mapel 4th quarter 2014)

Goal 2: Offer City of Newnan merchandise for sale to public.

- **Objective A:** Monitor City Store inventory and keep public informed of items available.
  - Track merchandise currently available and consider other items to be sold. (A. Mapel Ongoing)

- Maintain display in building and advertise through websites, mailings and programs. (A. Mapel Ongoing)

Goal 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.
  - Offer a pleasant work environment to recruit and retain highly competent qualified staff. (A. Mapel Ongoing)
  - 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.
  - Provide training and tools needed to complete job assignments. (A. Mapel Ongoing)
  - Answer reference questions accurately and efficiently. (A. Mapel, D. Oliver, C. Wilson Ongoing)

Goal 4: Provide a multi-use facility for diverse community needs.

- **Objective A:** Offer a variety of programs to children, young adults, 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)

FY 2014 Goals Accomplished

- ✓ Partnered with local schools, retail stores, restaurants, and community organizations to provide programs for adults and children. ("Recycle, Reduce, Reuse", "Exercise is Medicine", "Graphite on Paper", "The Ghosts of Nascar", "Leadership Coweta", "Newnan High Literacy Night", "YMCA Healthy Kids Day", "Classics from the Classroom" are some of the examples). (Goal 4)
- ✓ Participated in Barnes & Noble and Kiwanis Fundraisers. The funding provided by these 2 groups allowed the Carnegie to choose new books for the Honor Book collection and facilitate quality children's programming in the areas of theatre, dance, science, technology, art, literature, history and more. (Goal 1 and 4)
- ✓ Increased number and variety of children's', young adult and adult programming. Summer statistics include 100 programs compared to 73 in 2013 (up 37%), program attendees of 2,959 compared to 2,282 in 2013 (up 30%), and the number of Carnegie visitors 8,143 compared to 6,161 in 2013 (up 32%). (Goal 4)
- ✓ Meeting room usage for Carnegie, departments and rentals continues to increase. For January – July 2013 the total usage was 238 compared to 296 for January – July 2014 (up 25%). (Goal 4)
- ✓ Added new items to the City Store based on requests and past sales. (Goal 2)
- ✓ Added additional shelving to expand Honor Book collection. (Goal 1)
- ✓ Annual survey will be conducted in 4th quarter. (Goal 1)
- ✓ Additional part-time staff member was added. Director attended library conference and training webinars. Staff attended performer's workshop, webinars, and Publisher training. (Goal 3)
- ✓ Provide annual volunteer recognition reception. Utilized new software to track hours. (Goal 3)
- ✓ Held the first Mayor's Summer Reading Program of Awesomeness which culminated in a large Minecraft event. Representatives from the community provided stations on Architecture, Animal Husbandry, Technology, Math, Engineering and more. (Goal 4)



Story time at the Carnegie

FY 2015-2020 CAPITAL IMPROVEMENTS PROGRAM

SECTION I: Introduction

The FY 2015-2020 Capital Improvements Program (CIP) represents the 22nd 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 2015, from 2015–2020. 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 2015 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:

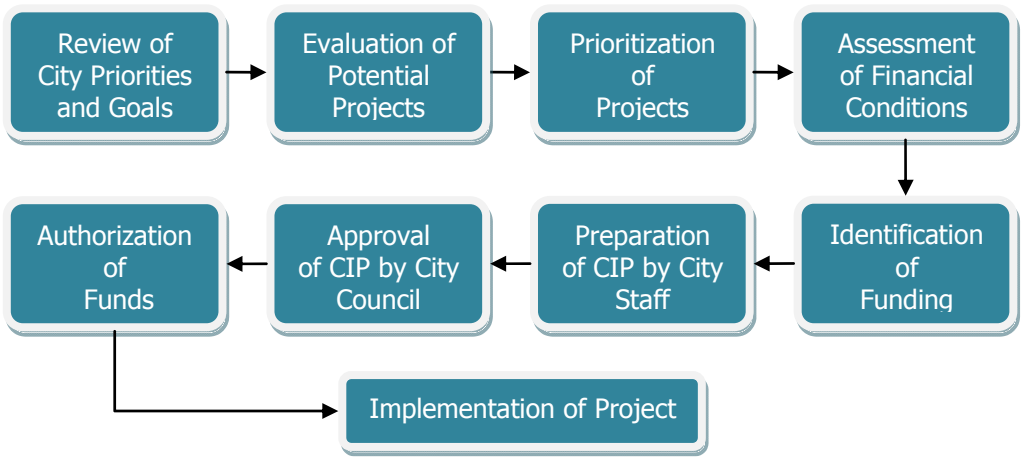
- Promotes advance planning and programming by department heads.
- Provides for orderly replacement of facilities and equipment.
- Forecasts need for new capital investments.
- Helps the City Council and administrative staff gain an overall view of growth and development within the City; and, coordinates capital improvements with this growth.
- Helps plan for balanced development and capital expenditures without concentrating too heavily on any one area or department within the City.
- 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.
- Ensures projects and spending will be carried out in a prioritized fashion in accordance with the City's fiscal ability.
- Ensures capital projects will be implemented in accordance with all of the objectives set by the City Council and as expressed by the citizenry.
- 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:

- Legal mandates;
- Fiscal and budget impacts;
- Health and Safety impacts;
- Economic Development impacts;
- Environmental impacts;
- Project feasibility;
- Disruption of services;
- Impacts of project deferral; and,
- 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 $43,694,332 into capital improvements during the past five (5) years of the CIP. Based upon an estimated 2015 population of 35,061, the average capital investment was an outstanding $767.39 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	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Projected	Total
2002 SPLOST	$538,584	$2,087,966	$1,561,803	$0	$355,323	$5,082,260
2007 SPLOST	1,676,902	1,603,827	4,055,603	5,111,738	3,392,777	17,517,749
2013 SPLOST	0	0	0	1,831,355	10,599,874	12,431,229
Confiscated Assets	44,712	312,482	336,111	764,200	301,565	1,803,782
Impact Fee	13,090	457,922	457,922	150,000	613,800	1,705,824
General Fund	169,491	231,431	231,431	252,868	445,713	1,500,425
LMIG Fund	0	0	0	332,899	442,000	774,899
Street Fund	54,843	334,709	258,107	260,861	0	963,363
Tourism Fund	206,843	122,079	171,718	797,318	410,000	1,914,801
Total	**$5,150,416**	**$5,150,416**	**$7,072,695**	**$9,501,239**	**$16,561,052**	**$43,694,332**

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 three special revenue funds: Street Improvement Fund, LMIG Fund, Confiscated Assets 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 2015: SPLOST 2007 Fund, SPLOST 2013 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
Building Improvements [1]	15 Years	180
Computer Equipment	3 Years	36
Culverts	30 Years	360
Curb and Gutters	20 Years	240
Equipment (Heavy, Non-Office) [2]	10 Years	120
Fire Trucks (Pumper, Arials)	12-15 Years	144-180
Grounds Equipment [3]	7 Years	84
Land Improvements [4]	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
Special Equipment—Police/Fire [5]	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, Breathalyzer, polygraph equipment

G. Net Assets

Net Assets by Component Last Five Years (accrual basis of accounting)					
Governmental Activities	**2009**	**2010**	**2011**	**2012**	**2013**
Invested in Capital Assets, Net of Related Debt	111,049,663	110,991,843	113,432,298	116,381,649	128,918,129
Restricted	12,341,221	16,917,262	16,488,833	16,508,525	16,664,637
Unrestricted	15,619,539	15,818,177	17,880,877	19,419,550	21,497,058
Total Governmental Activities Net Assets	**139,010,423**	**143,727,282**	**147,802,008**	**152,309,724**	**167,079,824**

SECTION II: FY 2015 Capital Improvements

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 2015 Budget total $10,450,907. The City will also transfer $800,000 to Newnan Utilities for the entity's share of SPLOST 2013 revenues to be used for capital projects. The following table, therefore, details the capital improvement expenditures for all City funds in FY 2015.

The FY 2015 Capital Improvements Program (CIP) encompasses six (6) funds: SPLOST 2007, SPLOST 2013, Impact Fees, General Fund, Street Fund, and LMIG Fund. Spending projections were calculated by analyzing expenditures during 2014, along with future needs assessments and projects outlined in the referendums for SPLOST. 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 $4,034,794 to the FY 2015 capital improvements program and SPLOST 2013 will add another $4,019,000. Additionally, Impact Fees will provide $960,000 for use during 2015. Please refer to the CIP section of this budget document for detailed information concerning capital spending in 2015.

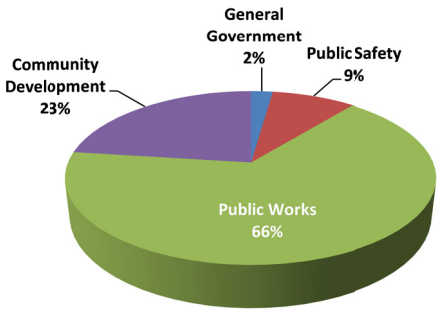
The Capital Improvements Program (CIP) will continue to be a major factor in identifying existing and future needs, funding sources and project operating/maintenance costs. The CIP should be considered as a financial planning tool with three (3) functions: lists the City's capital improvements projects,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

A. FY 2015 CIP Summary

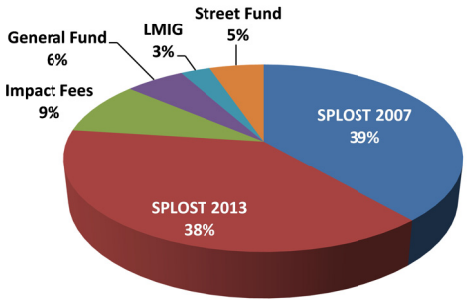
The FY 2015 CIP, which is the current year component of the City's FY 2015 Annual Budget, represents a total of $10,450,907 The current year CIP is funded through six (6) separate funds and is comprised of thirty-four (34) projects, which are described in Part B of this Section. In accordance with the '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 2015 fiscal year.

	2007 SPLOST Fund	2013 SPLOST Fund	Impact Fee Fund	General Fund Capital	LMIG Fund	Street Fund	FUNCTION TOTAL
General Government							
Finance	$0	$0	$0	$0	$0	$0	$0
City Hall Addition	203,725	0	0	0	0	0	203,725
Miscellaneous	0	0	0	5,000	0	0	5,000
Information Technology	0	25,000	0	0	0	0	25,000
General Govt Total	$203,725	$25,000	$0	$5,000	$0	$0	$233,725
Public Safety							
Communication Equipment	$0	$0	$0	$0	$0	$0	$0
Information Technology	0	0	0	0	0	0	0
Other Equipment	0	0	0	158,463	0	0	158,463
Protective Equipment	0	0	0	0	0	0	0
Public Safety Complex	0	350,000	60,000	0	0	0	410,000
Fire Dept. Station #4	0	0	150,000	0	0	0	150,000
Vehicles	0	0	0	183,500	0	0	183,500
Public Safety Total	$0	$350,000	$210,000	$341,963	$0	$0	$901,963
Public Works							
Boone Drive Shop Site Upgrades	$0	$0	$0	$0	$0	$0	$0
Intersection Improvements	156,944	1,000,000	0	0	0	0	1,156,944
McIntosh Parkway	2,800,000	0	0	0	0	0	2,800,000
Sign Upgrades	0	0	0	0	0	0	0
Other Equipment	0	19,000	0	15,000	0	0	34,000
Machinery	0	0	0	0	0	0	0
Streets, Culverts, Sidewalks	0	2,350,000	0	0	300,000	185,000	2,835,000
Resurface Eastview Cemetery Streets	0	0	0	0	0	0	0
Vehicles	0	0	0	86,825	0	0	86,825
Public Works Total	$2,956,944	$3,369,000	$0	$101,825	$300,000	$185,000	$6,912,769
Community Development							
Other Machinery	$0	$0	$0	$0	$0	$0	$0
Parks	74,125	75,000	750,000	0	0	0	899,125
Recreation Center	500,000	200,000	0	0	0	0	700,000
Streetscapes	300,000	0	0	0	0	360,000	660,000
Vehicles	0	0	0	143,325	0	0	143,325
Comm Dev Total	$874,125	$275,000	$750,000	$143,325	$0	$360,000	$2,402,450
2015 CIP TOTAL	**$4,034,794**	**$4,019,000**	**$960,000**	**$592,113**	**$300,000**	**$545,000**	**$10,450,907**

FY 2015 CIP Expenditures By Function



FY 2015 CIP Funding Sources



The primary funding source of the FY 2015 CIP is SPLOST. The 2007 SPLOST Fund comprises 39%, or $4,034,794 and the 2013 SPLOST Fund comprise an additional 38% or $4,019,000. Significant projects within these funds include major street improvements, and park improvements. Significant projects within other funds include the construction of streetscape projects along Jackson, and Jefferson Street and the purchase of six (6) new police cars. An additional 66% are classified within Public Works.

B. FY 2015 CIP Detail

The projects that comprise the FY 2015 CIP are described in detail in the following tables. The description includes the project name, funding amount, funding source, responsible department, 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 2007 SPLOST Fund.

2007 SPLOST Projects (322) FY 2015 CIP Detail

Project Name	**City Hall Addition**				**Department**	**City Manager**	
Funding Amount	$203,725				**Function**	General Government	
Type: New	**Description:** This project was originally slated as a large expansion valued in excess of $2,000,000. However, due to impacts from the economic recession this project has been scaled back to include office space, a wellness center, and upgrades to current spaces and facilities within City Hall. It is anticipated that many of these projects will be phased over the next few years.						
Relation to FY2015 Budget Goals	Goal #2, Initiative A on Page 3						
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Build Addition to City Hall.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ -	$ 3,000.00	$ 5,000.00	$ 5,000.00	$ 5,500.00	$ 6,000.00	$ 24,500.00
Project Name	**Recreation Center**				**Department**	**Parks & Recreation Department**	
Funding Amount	$500,000				**Function**	Community Development	
Type: 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. Additional funds were approved in the 2013 SPLOST Fund. The City is currently looking to renovate the Howard Warner Building to house a Recreation Center/Community center in conjunction with Coweta County and the Boys & Girls Club.						
Relation to FY2015 Budget Goals	Goal #1, Initiative I on Page 3						
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Build a new recreation center.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ -	$ 3,000.00	$ 3,500.00	$ 4,000.00	$ 4,500.00	$ 5,000.00	$ 20,000.00
Project Name	**McIntosh Parkway**				**Department**	**Streets**	
Funding Amount	$2,800,000				**Function**	Public Works	
Type: 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 FY2015 Budget Goals	Goal #3, Initiative A on Page 3						
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ -			$ 8,000.00	$ 8,500.00	$ 9,000.00	$ 25,500.00
Project Name	**5 Point Intersection Improvements**				**Department**	**Streets**	
Funding Amount	$156,944				**Function**	Public Works	
Type: New	**Description** These funds will be used to construct new sidewalks,contruct a round-a-bout to improve the intersections at East newnan Road, Martin Luther King and Poplar Road. This is a joint project between the City and Coweta County (local county government)						
Relation to FY2015 Budget Goals	Goal #3, Initiative A on Page 3						
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Parks				Department	Parks & Recreation	
Funding Amount	$22,000				Function	Community Development	
Type: New	Description						
	These funds will be use to purchase land from Norfolk Southern Railroad which is adjacent to the City owned First Avenue Park. The land will be used in he future to construct a Dog Park.						
Relation to FY2015 Budget Goals	Goal #1, Initiative I on Page 3						
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Eight (8) Park Improvement Projects are scheduled in the 5 Year Work Program.						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ -	$ 6,000.00	$ 6,000.00	$ 6,500.00	$ 7,000.00	$ 7,500.00	$ 33,000.00

Project Name	Replace Playground Equipment				Department	Parks & Recreation	
Funding Amount	$52,125				Function	Community Development	
Type: New	Description						
	These funds will be used to replace playground equipment in various City parks.						
Relation to FY2015 Budget Goals	Goal #3, Initiative A on Page 3						
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Eight (8) Park Improvement Projects are scheduled in the 5 Year Work Program.						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Jefferson Jackson Corridor Improvements				Department	Streets	
Funding Amount	$300,000				Function	Public Works	
Type: New	Description						
	These funds will be used to match funding to be recived by the Georgia Department of Transportation to improve sidewalks, streets lighting. This is considered a streetscape project and will greatly improve accesibility and esthetics in the particular corridor.						
Relation to FY2015 Budget Goals	Goal #1, Initiative I on Page 3						
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ -	$ 6,000.00	$ 6,000.00	$ 6,500.00	$ 7,000.00	$ 7,500.00	$ 33,000.00

SPLOST 2013 Fund Capital Projects (323) FY 2015 CIP Detail

Project Name	Network Improvements				Department	IT	
Funding Amount	$25,000				Function	General Governement	
Type: New / Replacement							
Description	These funds will be used to replace or upgrade network equiment.						
Relation to FY2015 Budget Goals	Goal #1, Initiative A on Page 3						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Recreation Improvements				Department	Parks & Recreations	
Funding Amount	$75,000				Function	Community Development	
Type: Replacement							
Description	The City plans to construct a dog park adjacent to First Avenue Park. Currently in the process of purchasing the additional land from Norfolk Southern.						
Relation to FY2015 Budget Goals	Goal #1, Initiative A on Page 3						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Recreation Center				Department	Parks & Recreation	
Funding Amount	$200,000				Function	Community Development	
Type: New / Replacement							
Description	The funds will be utilized to start the process of renovating the Howard Warner Facilitiy. The facility will be used in conjunction with Coweta County, Boys & Girls Club & the YMCA. Operational costs will only include maintenance as the day-to-day operations will be the responsibility of the operator.						
Relation to FY2015 Budget Goals	Goal #1, Initiative I on Page 2						
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Build a New Recreation Center						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 10,000.00

Project Name	LaGrange Street Streetscape				Department	Public Works Admin	
Funding Amount	$1,200,000				Function	Public Works	
Type: New & Replacemen							
Description	These funds will be used to construct new sidewalks, perfom road rehabilitation and install decorative street lighting throughout the LaGrange Street Corridor. These projects will not incur any additional costs.						
Relation to FY2015 Budget Goals	Goal #1, Initiative A on Page 3						
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Other Street Improvements						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Newnan Crossing Blvd Repairs				Department	Public Works Admin	
Funding Amount	$800,000				Function	Public Works	
Type: Replacement							
Description	The funds will be used to repair a portion of Newnan Crossing Blvd East and enhance the landscape median. There will be minor landscape maintenance.						
Relation to FY2015 Budget Goals	Goal #1, Initiative I on Page 2						
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Other Street Improvements						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ 1,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 11,000.00

Project Name	5 Point Intersection				Department	Public Works Admin	
Funding Amount	$1,000,000				Function	Public Works	
Type: New							
Description	These funds will be used to construct new sidewalks,contruct a round-a-bout to improve the intersections at East Newnan Road, Martin Luther King and Poplar Road. This is a joint project between the City and Coweta County (local county government) This project isn't schedule for completion until 2016 therefore no landscape maintenance is allocated for FY 2015.						
Relation to FY2015 Budget Goals	Goal #1, Initiative A on Page 3						
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	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 10,000.00

Project Name	2015 LMIG				Department	Public Works Admin	
Funding Amount	$350,000				Function	Public Works	
Type: Replacement							
Description	These funds will be used to match the Local Maintenance Improvement Grants Funds award through the Georgia Department of Transportation. No additional costs associated with this project.						
Relation to FY2015 Budget Goals	Goal #3, Initiative A on Page 2						
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Other Street Improvements						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Mowing Attachment for Boom Mower	Department	Streets
Funding Amount	$19,000	Function	Public Works
Type: New			
Description	These funds will purchase an attachement for the Boom Mower that will enable the Street Department to cut small brush along the right-of -way. This will be a good asset as it will improve vehicle visability. This is a minor piece of equipment and therefore we		
Relation to FY2015 Budget Goals	Goal #1, Initiative A on Page 3		
Compliance with City Comprehensive Plan	N/A		

New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Public Safety Complex	Department	Police
Funding Amount	$350,000	Function	Public Safety
Type: New			
Description	These funds will be used to complete the final phase of construction on the Public Safety Complex Project. Additional funding was provided by Impact Fees and Confiscated Assets.		
Relation to FY2015 Budget Goals	Goal #1, Initiative F on Page 2		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Construct Police Station		

New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ 22,000.00	$ 24,000.00	$ 26,000.00	$ 28,000.00	$ 30,000.00	$ 30,000.00	$ 160,000.00

Impact Fees Projects (275) FY 2015 CIP Detail

Project Name	Public Safety Complex	Department	Police
Funding Amount	$60,000	Function	Public Safety
Type: New			
Description	Description These funds will be used finish construction of a new Public Safety Complex. Additional funding was provided by SPLOST 2013 and SPLOST 2007. Construction began at the end of 2013 and will be complete by the beginning of 2015.		
Relation to FY2015 Budget Goals	Goal #1, Initiative F Page 3		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Construct police station.		

New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ 20,000.00	$ 22,000.00	$ 24,000.00	$ 26,000.00	$ 28,000.00	$ 120,000.00

Project Name	Fire Station #4	Department	Fire
Funding Amount	$150,000	Function	Public Safety
Type: New			
Description	Description These funds will be used to retain a design firm for the construction of Fire Station #4, which will be located along the SR34 Bypass. Construction of the facility is not slated to begin until 2016, thus land maintenance is the only item budgeted for 2015.		
Relation to FY2015 Budget Goals	Goal #1, Initiative F Page 3		
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Construct station for fire department.		

New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ 2,000.00	$ 2,200.00	$ 2,400.00	$ 2,600.00	$ 7,000.00	$ 7,500.00	$ 23,700.00

Project Name	Recreation - Land Purchase for Park	Department	Park & Recreation
Funding Amount	$750,000	Function	General Government
Type: New			
Description	Description The City desires to provide new recreational opportunities in the Chalk Level Neighborhood. The City is currently looking for possible site locations and identifying potential operators. Construction of the park is not slated to begin until 2016, thus land maintenance is the only item budgeted for 2015.		
Relation to FY2015 Budget Goals	Goal #2, Initiative A Page 3		
Compliance with City Comprehensive Plan	N/A		

New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ 2,000.00	$ 3,000.00	$ 3,200.00	$ 3,200.00	$ 3,400.00	$ 3,400.00	$ 18,200.00

General Fund Capital Projects (100) FY 2015 CIP Detail							
Project Name	**Police Vehicles**				**Department**	**Police**	
Funding Amount	$130,000				**Function**	Public Safety	
Type: Replacement	**Description**						
	This is the replacement of five (5) police cruisers, each of which has in excess of 130,000 miles. Standard vehicle maintenance will be required.						
Relation to FY2015 Budget Goals	Goal #1, Initiative F Page 3						
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.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ 7,500.00	$ 7,750.00	$ 7,750.00	$ 8,000.00	$ 8,250.00	$ 8,500.00	$ 47,750.00
Project Name	**Body Camera Equipment**				**Department**	**Police**	
Funding Amount	$125,663				**Function**	Public Safety	
Type: New	**Description**						
	These funds will be used to purchase a body camera system for the Police Department. This will be a great asset for citizens and Officers for record keeping in routine traffic stops and will replace some in car cameras.						
Relation to FY2015 Budget Goals	Goal #1, Initiative F Page 3						
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.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ -	$ 4,500.00	$ 4,500.00	$ 4,500.00	$ 4,500.00	$ 4,500.00	$ 22,500.00
Project Name	**License Plate Capture Devices**				**Department**	**Police**	
Funding Amount	$27,300				**Function**	Public Safety	
Type: New	**Description**						
	These funds will be used to purchase license plate capture devices. These devices will assit in the recovery of stolen vehicles, insurance violators, outstanding warrants, and etc. Three devices are approved for purchase.						
Relation to FY2015 Budget Goals	Goal #1, Initiative B Page 3						
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.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ -	$ 4,500.00	$ 4,500.00	$ 4,500.00	$ 4,500.00	$ 4,500.00	$ 22,500.00
Project Name	**Cell Phone Forensics**				**Department**	**Police**	
Funding Amount	$5,500				**Function**	Public Safety	
Type: New	**Description**						
Description	These funds will be used to purchase a Cell Phone Forsensic kit that will assit in being able to pull imformation from a cell phone in an investigative situtation. Could possible assit when investigation missing person and etc.						
Relation to FY2015 Budget Goals	Goal #1, Initiative A Page 3						
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.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Project Name	**School Resource Office Vehicle**				**Department**	**School Resource Officer**	
Funding Amount	$24,500				**Function**	Public Safety	
Type: Replacement	**Description**						
	This is the replacement of one (1) police cruisers, which has in excess of 130,000 miles. Standard vehicle maintenance will be required.						
Relation to FY2015 Budget Goals	Goal #3, Initiative B Page 3						
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.						
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**TOTAL**
New Operational Costs	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 6,000.00

Project Name	Fire Chief Vehicle				Department	Fire	
Funding Amount	$29,000				Function	Public Safety	
Type: Replacement	Description This is the replacement of one (1) police cruisers, which has in excess of 130,000 miles. Standard vehicle maintenance will be required.						
Relation to FY2015 Budget Goals	Goal #1, Initiative A Page 3						
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.						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ 1,200.00	$ 1,500.00	$ 1,500.00	$ 1,600.00	$ 1,600.00	$ 1,700.00	$ 9,100.00

Project Name	Utility Vehicle For Weed Control				Department	Streets	
Funding Amount	$13,500				Function	Public Works	
Type: New	Description These funds will be used to purchase and all terrain vehicle to to maintain weed control in an efficient manner.						
Relation to FY2015 Budget Goals	Goal #1, Initiative A Page 3						
Compliance with City Comprehensive Plan	N/A						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ 1,500.00	$ 1,600.00	$ 1,700.00	$ 1,700.00	$ 1,800.00	$ 1,800.00	$ 10,100.00

Project Name	Service Truck with Air Compressor				Department	Garage	
Funding Amount	$48,000				Function	Public Works	
Type: New	Description These funds will be used to purchase a service truck for the City Garage Department to use in the field if a City vehicle breaks down as opposed to calling a tow truck.						
Relation to FY2015 Budget Goals	Goal #3, Initiative A on Page 3						
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Continue to upgrade Public Works equipment.						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ 1,500.00	$ 1,600.00	$ 1,700.00	$ 1,800.00	$ 1,900.00	$ 1,900.00	$ 10,400.00

Project Name	15,000 lb Vehicle Lift				Department	Garage	
Funding Amount	$15,000				Function	Public Works	
Type: Replacement	Description These funds will be used to replace a lift within the garage that is beyond repair.						
Relation to FY2015	Goal #3, Initiative A on Page 3						
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Continue to upgrade Public Works equipment.						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Utility Vehicle				Department	Parks & Recreation	
Funding Amount	$22,000				Function	Community Development	
Type: Replacement	Description These funds will be used to replace two (2) utility vehicles that are starting to have maintenance issues.						
Relation to FY2015 Budget Goals	Goal #1, Initiative I on Page 3						
Compliance with City Comprehensive Plan	N/A						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ -	$ 3,000.00	$ 3,500.00	$ 4,000.00	$ 4,500.00	$ 5,000.00	$ 20,000.00

Project Name	Truck with Body Cage for Landscaping				Department	Parks & Recreation	
Funding Amount	$46,000				Function	Community Development	
Type: Replacement	Description						
	These funds will be used to replace the current truck that has surpassed its useful life.						
Relation to FY2015 Budget Goals	Goal #1, Initiative F on Page 3						
Compliance with City Comprehensive Plan	N/A						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ 1,500.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 11,500.00

Project Name	Truck for Building Inspector				Department	Building Inspection	
Funding Amount	$26,000				Function	Community Development	
Type: Replacement	Description						
	These funds will be used to replace the current truck with excessive miles.						
Relation to FY2015 Budget Goals	Goal #3, Initiative A on Page 3						
Compliance with City Comprehensive Plan	N/A						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,000.00	$ 1,500.00	$ 1,500.00	$ 8,500.00

Project Name	Miscellaneous Capital				Department	City Manager	
Funding Amount	$5,000				Function	General Government	
Type: New/Replacement Description	The funds will be used make make unexpected structure repairs and computer and hardware upgrades.						
Relation to FY2015 Budget Goals	Goal #3, Initiative A on Page 3						
Compliance with City Comprehensive Plan	N/A						
	2015	2016	2017	2018	2019	2020	TOTAL
New Operational Costs	$ 200.00	$ -	$ -	$ -	$ -	$ -	$ 200.00

Street Fund Capital Projects (200) FY 2015 CIP Detail

Project Name	SD Paving				Department	Street	
Funding Amount	$185,000				Function	Public Works	
Type: New Description	These funds will be used to pave subdivision streets that were not finshed due developer default. This was when the economy fell in the housing market and there were no surity to cover the completion. The City collects a percentage from the contractor per house and continue to collect these funds to complete the final paving for the home owner.						
Relation to FY2015 Budget Goals	Goal #3, Initiative B on Page 3						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Jefferson/Jackson Corridor				Department	Street	
Funding Amount	$360,000				Function	Public Works	
Type: New Description	These funds will be used to match funding to be recived by the Georgia Department of Transportation to improve sidewalks, streets lighting. This is considered a streetscape project and will greatly improve accesibility and esthetics in the particular corridor.						
Relation to FY2015 Budget Goals	Goal #3, Initiative A on Page 3						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ 2,000.00	$ 2,200.00	$ 2,200.00	$ 2,200.00	$ 2,200.00	$ 2,200.00	$ 13,000.00

LMIG Fund Capital Projects (201) FY 2015 CIP Detail							
Project Name	LMIG 2015				Department	Street	
Funding Amount	$300,000				Function	Public Works	
Type: New							
Description	These funds are collected from the Georgia Department of Transportation as part of a transporation maintenance program grant. The City will fund a portion of the paving from the SPLOST 2013 Fund.						
Relation to FY2015 Budget Goals	Goal #1, Initiative A on Page 3						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2015	2016	2017	2018	2019	2020	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

C. FY 2015 Significant Non-Recurring Projects

Included in the FY 2015 CIP are twelve (12) capital outlays that are considered ***non-routine (non-recurring) capital expenditures***. These assets have some impact on the City's operation and maintenance budgets. The total operating impact for FY 2015 is $44,900. 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 2015 Capital Improvements Program
Operations and Maintenance Impact

Function	Description of Project	Impacts to O & M	Explanation
General Government			
	Computer Hardward & Software Upgrades	**200**	General Maintenance
Public Safety			
	Public Safety Complex	**22,000**	General Maintenance & Insurance
	Fire Station # 4	**2,000**	General Maintenance
	Fire Vehicle	**1,200**	General Maintenance & Insurance
	Police Vehicles	**8,500**	General Maintenance Contract
Public Works			
	NC BLVD Repairs	**1,000**	General Maintenance
	Service Truck With Air	**1,500**	General Maintenance, Fuel & Insurance
	Utility Vehicle for Weed Control	**1,500**	General Maintenance, Fuel & Insurance
Community Development			
	Beautifcation Truck	**1,500**	General Maintenance, Fuel & Insurance
	Streetscapes	**2,000**	General Landscaping & Maintenance
	Land Purchase for Park	**2,000**	General Maintenance & Insurance
	Building Inspection Truck	**1,500**	General Maintenance, Fuel & Insurance
	FY 2015 CIP TOTAL	**$44,900**	**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, computer purchases, and 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: Capital Project Highlights

On the following pages are highlights of some of the projects that were completed in FY 2014 as well as a few projects that were initiated and planned to be completed in FY 2015 and beyond. Most of these projects were funded through SPLOST dollars other than the Newnan Hospital Redevelopment Project. The City of Newnan is grateful for the continued support of its citizens. This grouping of projects is not all inclusive. The City has a 30 plus project list that its' currently undertaking.

Public Safety Complex

The City of Newnan's Police force has grown over the past several years. This resulted in the department being spread out in several different small offices around the City. This new Complex has allowed the Police Department to bring its force once again under one roof, restoring a more efficient means of operation. The success of this project can be mostly credited to the tax payers as it was mostly funded through SPLOST 2013. Also, the hard work and dedicated of City staff contributed to the success of this project.



RAY PARK

Ray Park was a small park off of Spring Street close to downtown Newnan. It had only a couple of tennis courts which were in much need of repair. The park is now a great asset to the adjacent community. It includes a playground, walking path, a pedestrian bridge, several seat walls and during construction a beautiful culvert was uncovered that ran underneath the railroad. Other than the hard work and dedication from City staff, the success of the project is mostly attributed to the 2007 SPLOST referendum.



Newnan Hospital Redevelopment Project—UWG "Newnan Campus"

The picture to the right is what is known as the "Old Newnan Hospital"; located on Jackson Street in downtown Newnan. This is where many of Newnan natives were born. This building became vacant after a new hospital was built on Poplar Road just outside of Newnan. Rather than let the building becomes dilapidated and beyond repair, Newnan Hospital dedicated the building to the City of Newnan. The City of Newnan formed a partnership with Board of Regents and the Hospital to turn this location into a University of West Georgia Campus. The City of Newnan managed the project through completion and the financing was managed through the Downtown Development Authority. Currently under construction and scheduled to be complete early 2015. Although not included in the CIP budget as it is not a budgeted fund, this project is deemed to have a long term significant impact on the local economy.



Public Works Projects

LMIG Projects: Each year the Public Works Department submits a prioritized list of streets that needs milling, paving, striping and other various work to City Council for approval. Once the list is approved by Council it is then submitted to the Georgia Department of Transportation (GDOT) for approval under the Local Maintenance Improvement Grant (LMIG) program. Generally GDOT annually contributes

Sidewalk Construction from Priority List: This project was the construction of sidewalks based on a priority list approved by City Council. The four streets that received new sidewalks in 2014 were, E. Washington Street, St Clair Street, 1 St Avenue and the remainder of Roscoe Road. The success of this project can be attributed to the 2007 SPLOST referendum.





Public Safety Connector Road Project: This project consists of the construction of a connector road through the middle of the "Old Hannah Homes" site. The road now named Joseph Hannah Boulevard, after the previous owner, will connect Augusta Drive to Jefferson Street and will act as a gateway to the new Public Safety Complex. This project was funded by both SPLOST 2007 and SPLOST 2013.

McIntosh Parkway Project: This project is the design and construction of a parkway that will eventually connect Newnan Crossing Bypass to Downtown Newnan. This will alleviate much of the traffic that is currently on Lower Fayetteville Road and will provide an additional gateway to Ashley Park and the Cancer Treatment Center of America. A grant was awarded through the State Road & Tollway Authority in the amount of $1.7 million dollars. This project currently has a budget of $6.9 million dollars and the remainder of the funds will come from SPLOST 2007, SPLOST 2013 and Impact Fees. This project is scheduled for completion in 2017.

Parks / ROW & Beautification Project

Park Restroom Facilities: These City Parks were constructed without public restrooms and it has been deemed necessary to build restrooms in each park after an intensive feasibility study. These restrooms are scheduled to be completed by either the end of FY 2014 or early FY 2015. Funding source is SPLOST 2013.



SECTION IV. FY 2016-2020 CIP Overview

The FY 2016-2020 CIP, which is the 5-Year Planning Program of the Capital Improvements Plan, estimates total capital expenditures of $16,088,965. The Plan is funded through six (6) separate funds as displayed below, and does take into consideration the new 2013 SPLOST Fund. The 2013 SPLOST Fund was approved by voters in March of 2012. Funds from the 2007 SPLOST are forecasted to be exhausted in 2015.

To highlight the importance of SPLOST Funds, from FY 2016-2020 64% of all planned capital projects are funded by the 2013 SPLOST Fund. During the same time period, the General Fund is only responsible for 8% of all capital projects. The 5-Year plan does remain in accordance with the city's 'pay-as-you-go' financing policy.

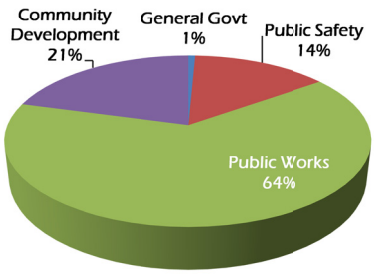
A. FY 2016-2020 CIP by Fund & Function

As with the FY 2015 CIP, it is forecasted that the Public Works Function will contain the majority (65%) of the capital expenditures within the FY 2016-2020 CIP. This is due to the amount of money designated to upgrade the City's vast inventory of roads, sidewalks, bridges, and culverts. In 2014, the Public Works Function maintained a total of 172 miles roadway within the City. The Public Safety Function contains the second highest percentage at 21%. This can be primarily attributed to a new public safety complex and fire precinct. Detailed information for each year of the FY 2016-2020 CIP can be found in the following sections.

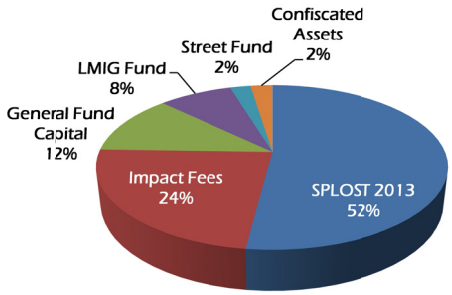
FY 2016 - 2020 CIP BY YEAR

	2016 Projected	2017 Projected	2018 Projected	2019 Projected	2020 Projected	Projected Total
General Govt	$20,000	$25,000	$30,000	$30,000	$10,000	$115,000
Public Safety	276,500	277,500	342,500	859,500	555,400	$2,311,400
Public Works	3,041,000	2,876,000	2,090,000	1,013,175	1,311,090	$10,331,265
Community Development	1,108,000	1,050,000	104,000	614,000	455,300	$3,331,300
2016-2020 CIP TOTAL	**$4,445,500**	**$4,228,500**	**$2,566,500**	**$2,516,675**	**$2,331,790**	**$16,088,965**

FY 2016-2020 CIP Expenditures By Fuction



FY 2016-2020 CIP Funding Sources

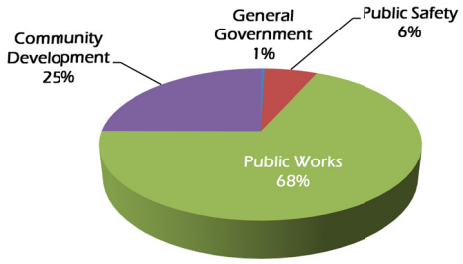


B. FY 2016 Capital Improvements Program

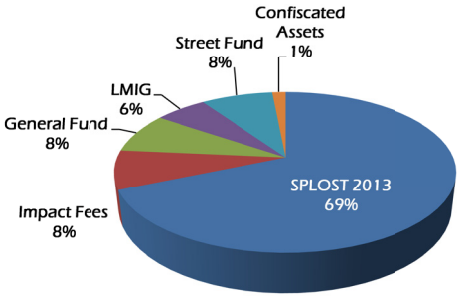
FY 2016 CIP

	2013 SPLOST Fund	Impact Fee Fund	General Fund Capital	LMIG Fund	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government							
Wadworth Upgrades	$0	$0	$0	$0	$0	$0	$0
Information Technology	0	0	20,000	0	0	0	$20,000
General Govt Total	$0	$0	$20,000	$0	$0	$0	$20,000
Public Safety							
Heavy Rescue Vehicles	$0	$0	$0	$0	$0	$0	$0
Information Technology	0	0	0	0	0	0	0
Other Equipment	0	0	12,500	0	0	0	12,500
Other Vehicles	0	0	32,000	0	0	0	32,000
Police Vehicles	0	0	130,000	0	0	67,000	197,000
Protective Equipment	0	0	35,000	0	0	0	35,000
Public Safety Total	$0	$0	$209,500	$0	$0	$67,000	$276,500
Public Works							
Other Equipment	$0	$0	$15,000	$0	$0	$0	$15,000
Machinery	200,000	0	11,000	0	0	0	211,000
Streets, Culverts, Sidewalks	2,050,000	100,000	0	260,000	360,000	0	2,770,000
Vehicles	0	0	45,000	0	0	0	45,000
Public Works Total	$2,250,000	$100,000	$71,000	$260,000	$360,000	$0	$3,041,000
Community Development							
Parks	$0	$250,000	$0	$0	$0	$0	$250,000
Recreation Center	800,000	0	0	0	0	0	800,000
Vehicles	0	0	58,000	0	0	0	58,000
Comm Dev Total	$800,000	$250,000	$58,000	$0	$0	$0	$1,108,000
2016 CIP TOTAL	**$3,050,000**	**$350,000**	**$358,500**	**$260,000**	**$360,000**	**$67,000**	**$4,445,500**

FY 2016 CIP Expenditures By Function



FY 2016 CIP Funding Sources

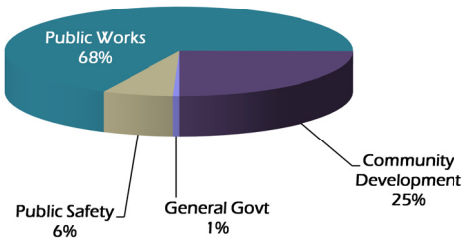


C. FY 2017 Capital Improvements Program

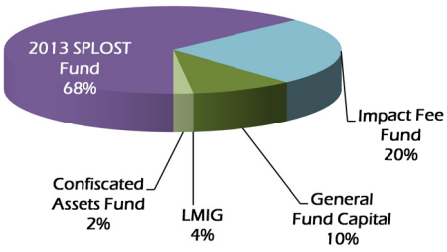
FY 2017 CIP

	2013 SPLOST Fund	Impact Fee Fund	General Fund Capital	LMIG Fund	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government							
Information Technology	$0	$0	$25,000	$0	$0	$0	$25,000
Wadsworth Upgrades	0	0	0	0	0	0	0
General Govt Total	$0	$0	$25,000	$0	$0	$0	$25,000
Public Safety							
Communication Equipment	$0	$0	$20,000	$0	$0	$0	$20,000
Information Technology	0	0	0	0	0	25,000	25,000
Other Equipment	0	0	47,500	0	0	0	47,500
Police Vehicles	0	0	135,000	0	0	50,000	185,000
Station #4	0	0	0	0	0	0	0
Public Safety Total	$0	$0	$202,500	$0	$0	$75,000	$277,500
Public Works							
Machinery	$0	$0	$48,000	$0	$0	$0	$48,000
Streets, Culverts, Sidewalks	2,500,000	0	0	260,000	0	0	2,760,000
Traffic Operations Center	0	0	0	0	0	0	0
Vehicles	0	0	68,000	0	0	0	68,000
Public Works Total	$2,500,000	$0	$116,000	$260,000	$0	$0	$2,876,000
Community Development							
Other Machinery	$0	$0	$26,000	$0	$0	$0	$26,000
Parks	0	1,000,000	0	0	0	0	1,000,000
Vehicles	0	0	24,000	0	0	0	24,000
Comm Dev Total	$0	$1,000,000	$50,000	$0	$0	$0	$1,050,000
2017 CIP TOTAL	**$2,500,000**	**$1,000,000**	**$393,500**	**$260,000**	**$0**	**$75,000**	**$4,228,500**

FY 2017 CIP Expenditures By Function



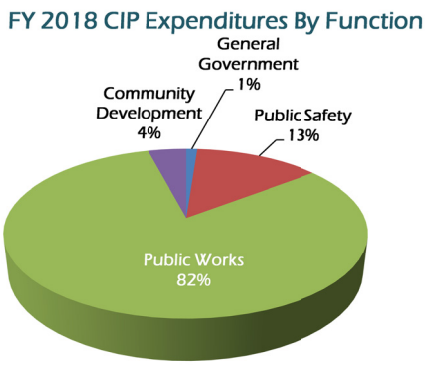
FY 2017 CIP Funding Sources

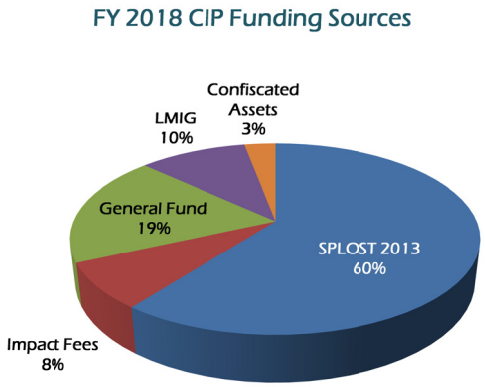


D. FY 2018 Capital Improvements Program

FY 2018 CIP

	2013 SPLOST Fund	Impact Fee Fund	General Fund Capital	LMIG Fund	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government							
Information Technology	0	0	30,000	0	0	0	30,000
General Govt Total	$0	$0	$30,000	$0	$0	$0	$30,000
Public Safety							
Information Technology	$0	$0	$0	$0	$0	$25,000	$25,000
Other Equipment	0	0	54,500	0	0	0	$54,500
Other Vehicles	0	0	28,000	0	0	0	$28,000
Heavy Rescue Vehicles	0	0	0	0	0	0	$0
Police Vehicles	0	0	140,000	0	0	50,000	$190,000
Protective Equipment	0	0	45,000	0	0	0	$45,000
Station #4	0	0	0	0	0	0	$0
Public Safety Total	$0	$0	$267,500	$0	$0	$75,000	$342,500
Public Works							
Other Equipment	$0	$0	$0	$0	$0	$0	$0
Other Machinery	0	0	35,000	0	0	0	$35,000
Streets, Culverts, Sidewalks	1,550,000	100,000	0	260,000	0	0	$1,910,000
Traffic Operations Center	0	100,000	0	0	0	0	$100,000
Trolley	0	0	0	0	0	0	$0
Vehicles	0	0	45,000	0	0	0	$45,000
Public Works Total	$1,550,000	$200,000	$80,000	$260,000	$0	$0	$2,090,000
Community Development							
Other Machinery	$0	$0	$15,000	$0	$0	$0	$15,000
Parks	0	0	0	0	0	0	$0
Vehicles	0	0	89,000	0	0	0	$89,000
Comm Dev Total	$0	$0	$104,000	$0	$0	$0	$104,000
2018 CIP TOTAL	**$1,550,000**	**$200,000**	**$481,500**	**$260,000**	**$0**	**$75,000**	**$2,566,500**



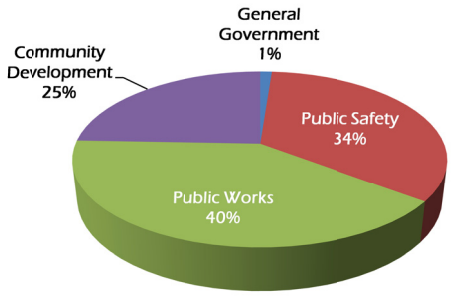


E. FY 2019 Capital Improvements Program

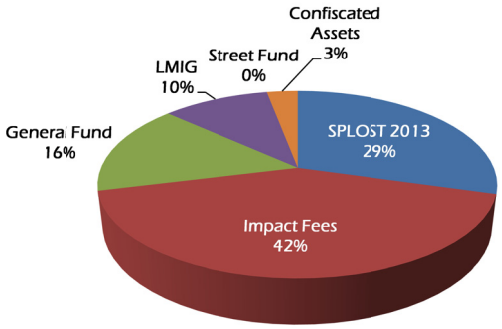
FY 2019 CIP

	2013 SPLOST Fund	Impact Fee Fund	General Fund Capital	LMIG Fund	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government							
Information Technology	$0	$0	$30,000	$0	$0	$0	$30,000
General Govt Total	$0	$0	$30,000	$0	$0	$0	$30,000
Public Safety							
Information Technology	$0	$0	$0	$0	$0	$25,000	$25,000
Other Equipment	0	0	54,500	0	0	0	54,500
Other Vehicles	0	0	40,000	0	0	0	40,000
Police Vehicles	0	0	145,000	0	0	50,000	195,000
Protective Equipment	0	0	45,000	0	0	0	45,000
Station #4	0	500,000	0	0	0	0	500,000
Public Safety Total	$0	$500,000	$284,500	$0	$0	$75,000	$859,500
Public Works							
Other Equipment	$0	$0	$13,000	$0	$0	$0	$13,000
Streets, Culverts, Sidewalks	740,175	0	0	260,000	0	0	1,000,175
Traffic Operations Center	0	0	0	0	0	0	0
Public Works Total	$740,175	$0	$13,000	$260,000	$0	$0	$1,013,175
Community Development							
Other Machinery	$0	$0	$13,000	$0	$0	$0	$13,000
Parks	0	550,000	0	0	0	0	$550,000
Vehicles	0	0	51,000	0	0	0	51,000
Comm Dev Total	$0	$550,000	$64,000	$0	$0	$0	$614,000
2019 CIP TOTAL	**$740,175**	**$1,050,000**	**$391,500**	**$260,000**	**$0**	**$75,000**	**$2,516,675**

FY 2019 CIP Expenditures By Function



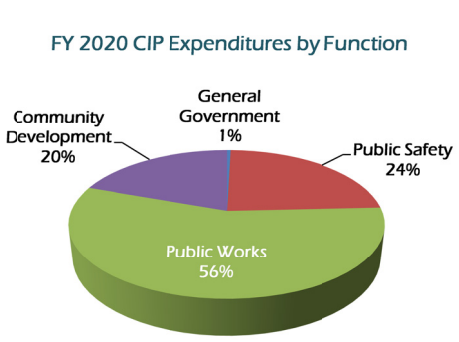
FY 2019 CIP Funding Sources

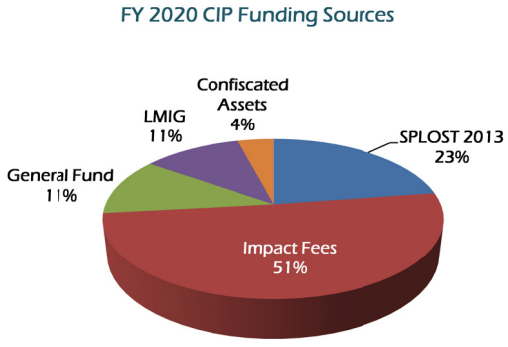


F. FY 2020 Capital Improvements Program

FY 2020 CIP

	2013 SPLOST Fund	Impact Fee Fund	General Fund Capital	LMIG Fund	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government							
Information Technology	0	0	10,000	0	0	0	10,000
General Govt Total	$0	$0	$10,000	$0	$0	$0	$10,000
Public Safety							
Information Technology	0	0	0	0	0	95,000	$95,000
Other Equipment	0	0	20,000	0	0	0	20,000
Police Vehicles	0	150,000	130,000	0	0	0	280,000
Fire Engine	0		0	0	0	0	0
Protective Equipment	0	140,000	20,400	0	0	0	160,400
Public Safety Total	$0	$290,000	$170,400	$0	$0	$95,000	$555,400
Public Works							
Boone Drive Shop Facility	$0	$0	$0	$0	$0	$0	$0
Intersection Improvements	307,600	0	0	0	0	0	307,600
Machinery	70,000	0	0	0	0	0	70,000
McIntosh Parkway	0	0	0	0	0	0	0
Streets, Culverts, Sidewalks	150,000	500,000	0	260,000	0	0	910,000
Vehicles	0	0	23,490	0	0	0	23,490
Public Works Total	$527,600	$500,000	$23,490	$260,000	$0	$0	$1,311,090
Community Development							
Machinery	$0	$0	$26,300	$0	$0	$0	$26,300
Parks	0	390,000	0	0	0	0	390,000
Storage Facility	0	0	0	0	0	0	0
Streetscapes	0	0	0	0	0	0	0
Vehicles	0	0	39,000	0	0	0	39,000
Comm Dev Total	$0	$390,000	$65,300	$0	$0	$0	$455,300
2020 CIP TOTAL	**$527,600**	**$1,180,000**	**$269,190**	**$260,000**	**$0**	**$95,000**	**$2,331,790**





SECTION V: Summary

The FY 2015 six-year capital improvements program totals $26,539,872 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 2015-2020 CIP Totals

General Government Projects

Funding for General Government in the amount of $348,725 is planned for capital improvements over the next six (6) years. The majority of this funding is for technology upgrades.

Public Safety Projects

Public Safety funding in the amount of $3,213,363 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. The majority of this funding is for a new public safety complex and fire station, with the remaining funds earmarked for police pursuit vehicles, fire engines, communications equipment, security cameras and protective equipment.

Public Works Projects

Funding for Public Works projects in the amount of $17,244,034 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 asphalt repair trucks, leaf trucks, tractors, mowers and miscellaneous equipment.

Community Development Projects

Due to the condition of existing facilities and their current use, $5,733,750 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 $148.23 per citizen per year for capital improvements. The table below is based on the City's estimated population and shows costs per capita for each of the six years.

Capital Improvement Program Costs & Cost per Capita

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6-YR Total
CIP Costs	$10,450,907	$4,445,500	$4,228,500	$2,566,500	$2,516,675	$2,331,790	$26,539,872
Cost Per Capita	$303.76	$126.68	$118.13	$70.29	$67.58	$62.67	$148.23

City of Newnan's
Estimated Population per Year

Year	Population
2004	22,489
2005	24,050
2006	25,612
2007	28,857
2008	29,867
2009	30,912
2010	33,069
2011	33,700
2012	34,405
2013	35,093
2014	35,795
2015	36,511

B. Impact on Taxes

The FY 2015-2020 CIP totals $26,539,872 and funding comes from seven (7) sources: the 2007 SPLOST, the 2013 SPLOST, General Fund revenue sources (property taxes, local option sales taxes, etc.), State of Georgia funding for street improvements (including the Street Fund and LMIG Fund), confiscated assets, and the City's impact fees. As in the past, no long or short-term debt instruments will be used to fund any of the projects in the CIP.

As explained in Section II(C) of this document, the FY 2015 CIP contains twelve (12) capital outlay projects that will impact the City's operation and maintenance budgets by a total of $44,900. These funds have been budgeted in the FY 2015 Budget. In 2015, the City's increased ratio from local option sales tax proceeds will increase from 28.57% to 31.19%. Based upon trending receipts of local option sales tax, the 2015 millage rate is projected to be rolled back from 9.407 to 4.15 mills per thousand dollars of assessed value.

C. Conclusion

The FY 2015–2020 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.

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.

SECTION I. 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.

A. 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.

B. Types of Funds

The City currently makes use of five (5) Governmental Fund types: General Fund, Special Revenue Funds, Capital Improvement Funds, a Fiduciary Fund and an Enterprise Fund. Following is a brief description of each *fund type used by the City.*

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 Street Improvement (200), LMIG Fund (201) , Confiscated Assets (210), NSP1 Grant Fund (221), NSP3 Grant Fund (222), Miscellaneous Grants (240), Hotel/Motel Tourism (275) and Rental Motor Vehicle Excise Tax Fund (280).

Capital Improvement Funds: Used to account for financial resources to be used for the acquisition or construction of major capital projects. Funds included are SPLOST (322, and 323) 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.

Fiduciary 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 that are significantly financed through user fees and/or for which a governing body desires periodical information on costs. Costs incurred in providing the services are recovered primarily through user fees. The City's only enterprise fund is Fund 540, Sanitation, which includes only yard debris and bulk items. The City contracts with Waste Industries to provide regular solid waste collection and disposal services to its residents.

C. 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 three 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. Exceptions include loans, loan payments, capital expenses and depreciation, which are budgeted on a cash basis.

D. 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 re-appropriation 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.

E. 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, Part II, Chapter 2, Article VI, Sections 2-251 through 2-350. The City's Purchasing Ordinance was updated during 2012 to reflect more current operating efficiencies and standards. Basically, the ordinance allows department heads to spend up to $500 in budgeted funds without prior approval of the City Manager. Purchases exceeding $500 require a purchase order and encumbrance of funds.
Purchases costing between $501 and $5,000 require three (3) quotes and the City Manager's approval. For those expenditures between $5,001 and $25,000, three (3) written bids are required, as well as the City Manager's approval. Any purchase over $25,000 requires approval by City Council. The updated ordinance also addresses E-Verify requirements, performance, bid

and payment bonds, ethical standards, RFP's and RFQ's, contracts, change orders, intergovernmental contracts and cooperative purchasing agreements and other related information.

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. 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 City Manager approves all purchase orders prior to the purchase. 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.

F. Budgets and Budgetary Accounting

Annual budgets are adopted for the General Fund, Street Improvement Fund, LMIG 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. Also these budgets are adopted as balanced budgets; meaning projected revenues and fund balance equal to or greater than appropriations for a particular fund or entity.

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 $500 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 Funds. Encumbrances outstanding at year end are reported as reservations of fund balances since they do not constitute expenditures or liabilities.

G. Investment Policy

The City adheres to treasury management practices permitted by Georgia statutes and/or code. The statutes of the State of Georgia authorize the City to invest in U.S. Government Obligations,

State of Georgia Obligations, negotiable certificates of deposit issued by any bank or trust company organized under the laws of any state of the United States, etc., and pooled investment programs sponsored by the State of Georgia for the investment of local government funds. The City, subsequently, limits its investments to the types of securities provided by statute and/or code, considering first the probable safety of capital and then the probable income to be derived.

H. 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-four years.

I. 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.

J. Contract Policy

The Mayor or any other person designated by the City Council may sign, on behalf of the City, any contract authorized by the City Council. No contract may be entered into without the authority of the City Council.

K. Invoice Policy

All bills payable by the City, other than for the payment of salaries established by the City Council or recurring monthly expenditures for operations and bond payments, shall be submitted to the City Manager for approval before they are paid. Checks are mailed to vendors each Friday according to vendor terms.

L. 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.

SECTION II. Fund Balance Policies

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. Below is the City's Fund Balance Policy, adopted in December 2011.

Background: The City of Newnan maintains its financial operations in a manner consistent with sound financial management principles, which require that sufficient funds be retained by the City to provide a stable financial base at all times. An adequate fund balance level is an essential element in both short-term and long-term financial planning. It serves to mitigate current and future risks, sustain operations during economic downturns, provides cash flow liquidity for the City's general operations, and enhances creditworthiness. Maintenance of sufficient levels of fund balance enables the City to stabilize funding for operations, stabilize taxes and fees, and realize cost savings if issuing debt. While adequate levels of fund balance are important, the City strives to maintain an appropriate amount that is neither too high nor low.

Purpose: The purpose of this policy is to specify the size and composition of the City's desired fund balance and to identify certain requirements for classifying fund balance in accordance with Governmental Accounting Standards Board Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. Fund balance is a surplus of funds accrued from unexpended operating budgets and unanticipated revenues.

A. Policy

1. *Classifications*

The fund balances of a local government's governmental funds shall be reported in the new classifications based on the definitions in the following table:

Classification	Definition	Examples
Nonspendable	Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.	Inventories Prepaid Items Long-term Receivables
Restricted	Fund balance should be reported as restricted when constraints placed on the use of resources are either: a. Externally imposed by creditors, grantors, contributors, or laws or regulations of other governments, or b. Imposed by law through constitutional provisions or enabling legislation.	Restricted by State Statute Debt Covenants Revenues restricted by enabling legislation Grants earned but not spent
Committed	Used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.	Amounts City Council sets aside by resolution
Assigned	Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.	City Council delegates authority to the City Manager
Unassigned	Unassigned fund balance is the residual classification for the General Fund. This is fund balance that has not been reported in any other classification. The General Fund is the only fund that can report a positive unassigned fund balance. Other governmental funds would report deficit fund balances as unassigned.	

Committing Fund Balance: In order to commit fund balance, the City Council as the highest level of decision-making authority, must incorporate in a resolution the commitment of funds for specific purposes. These funds must be fully expended for their committed purpose or a separate action by Council for the funds to become uncommitted. The action taken to commit the funds must be taken prior to the end of the fiscal year, but the specific amount may be determined in the subsequent period.

Assigning fund balance: In order to assign fund balance, City Council designates the City Manager as the authority to assign fund balance. Unlike committed fund balance, the action taken to assign fund balance may be made after year end.

Classifying fund balance amounts: Fund balance classifications depict the nature of the net resources that are reported in a governmental fund. An individual governmental fund may include nonspendable resources and amounts that are restricted, committed, or assigned, or any combination of those classifications. The General Fund may also include an unassigned amount.

Encumbrance reporting: Encumbering amounts for specific purposes for which resources have already been restricted, committed or assigned should not result in a separate display of encumbered amounts. Encumbered amounts for specific purposes for which amounts have not been previously restricted, committed or assigned, will be classified as committed or assigned, as appropriate, based on the definitions and criteria set forth in GASB Statement No. 54.

2. Minimum Level of Fund Balance

The City will establish and maintain a minimum assigned fund balance in the General Fund equal to 50% of the current annual operating expenditure budget. For purposes of this calculation, the budget will be originally adopted in January each year. Fund balance may be higher than this minimum to save for large planned expenditures (i.e. capital projects) restructuring, emergencies, liquidity, cash flow issues related to revenue receipt timing, credit rating agency concerns, and to address volatility in economic conditions. This minimum balance will allow the City to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures.

3. Replenishment of the General Fund Minimum Requirements

Should the minimum balance (assigned and unassigned fund balances as a percentage of total budgeted expenditures) fall below the 50% requirement for the General Fund, the City Council shall approve and adopt a plan to restore this balance to the target level within a specific period of time.

4. Order of Resource Use

In general, restricted funds are used first when expenditure is incurred for which both restricted and unrestricted fund balance is available. In addition, for unrestricted fund balance, the order of use of fund balance shall generally be: 1) committed, 2) assigned and 3) unassigned.

SECTION III. 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.

A. 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.

B. 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.

C. 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. The table on the following page visually details the steps in the City's budget preparation process.

City of Newnan Budget Calendar

August 2014						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September 2014						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

October 2014						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

January - July

Citizen, Staff and Council input and planning for upcoming year.

August

Budget preparation materials distributed to Department Directors. City Manager meets with Directors to discuss policy priorities and goals for the upcoming year.

September

Department Directors submit departmental budgets to the City Manager's Office, including Capital requests. City Manager analyzes requests and prioritizes funding; meets with Department Directors to review final draft.

October

Budget document is drafted and reviewed by Staff.

November

City Manager's proposed budget submitted to City Council. Document is available to public for inspection.

December

Council reviews budget; budget work sessions held; Council holds public hearing(s) on proposed budget for citizen input.

January

Council adopts final operating budget. Operating budget is posted to City's operating system.

All budgets monitored year-round.

November 2014						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	32	33	34	35	36

December 2014						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

January 2015						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31





Greenville Street Park



DEMOGRAPHICS & STATISTICS

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

Demographics

Newnan's per capita income is less than that of the Stat 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.

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	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

Table 1: Per Capita and Median Household Income

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, 1980-2025

Age	1980		1985		1990		1995		2000	
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	

Age	2005		2010		2015		2020		2025	
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, 1980-2010

	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 for the ACS show that this situation is rapidly reversing, especially at the college graduate level.

Table 4: Highest Educational Level Completed

	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 Population 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

Persons 25 and Older
City of Newnan / Coweta / State of Georgia

*City refers to Newnan High School
Source: U.S. Census Bureau, ACS

This coincides with the Newnan High School and Coweta County School System's declining high school dropout rates 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

	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

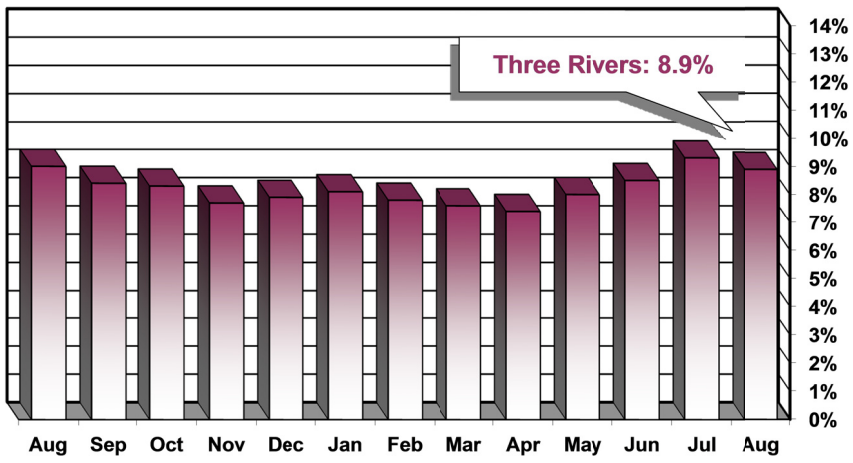
Newnan's population totaled 33,039 in 2010 (see table 6 below). This number represents a 35% growth rate since 2000. During the same period, the State of Georgia experienced growth of 6.5%. From 2000 to 2010 the State and the City experienced growth rates of 18% and 103%, respectively. The exponential growth of Newnan is attributed 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 if the City's population. The sluggish U.S. economy is leading people to be more stationary than they have been. However, the construction of the 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

Year	State of Georgia				City of Newnan			
	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

Table 7: Local Unemployment Rate (Three Rivers Region)

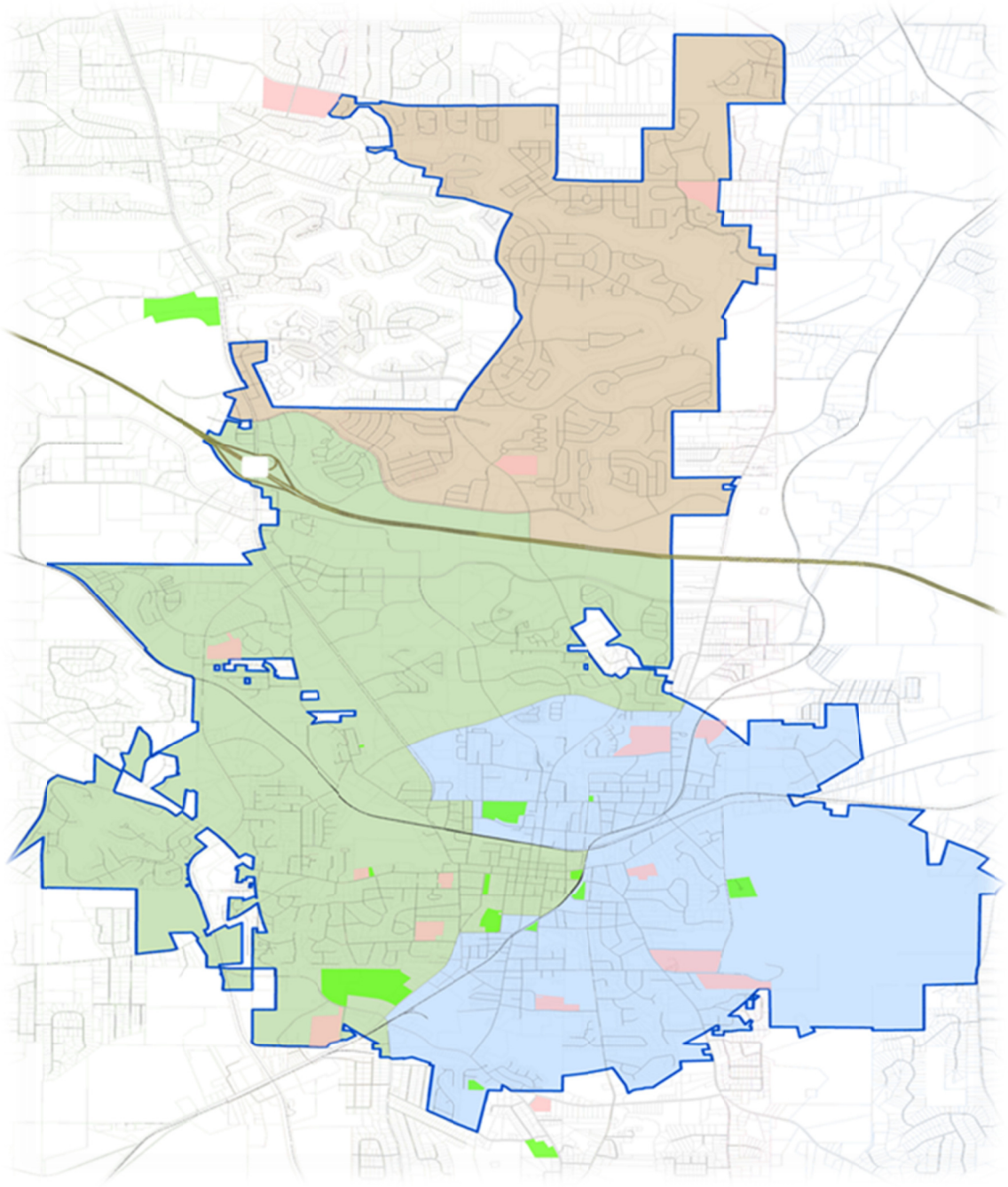


Note: Three Rivers Region includes Butts, Carroll, Coweta, Heard, Lamar, Meriwether, Pike, Spalding, Troup and Upson Counties.

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 2014, Newnan has grown to 19.5 square miles. This map shows the City's boundaries, current as of November 1, 2014.

CITY OF NEWNAN

City Limits Map



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.

FY 2015 City of Newnan Departmental Statistics At-A-Glance			
Fire		**Police**	
ISO Classification	3	Number of stations	4
Number of stations	3	Uniform Strength	76
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)

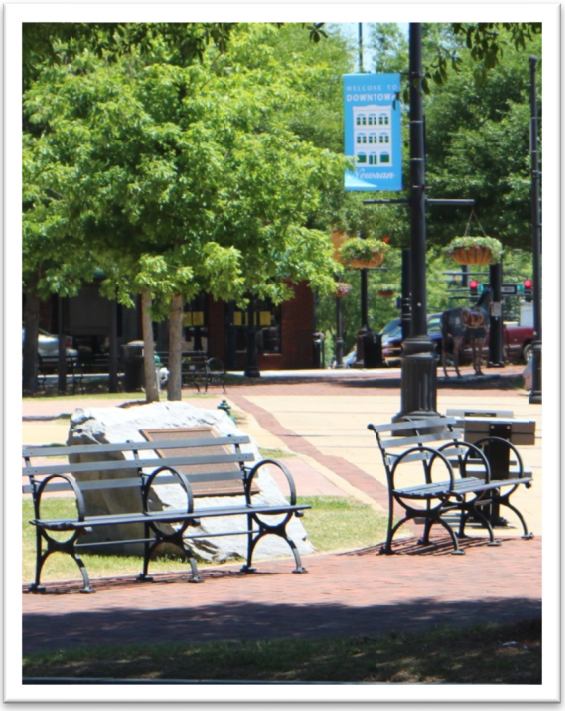
Major Employers in Newnan (listed in alphabetical Order
BJ's Wholesale Club
Bon L. Manufacturing
Cancer Treatment Center
City of Newnan
Coweta County
Coweta County Board of Education
Crain Southern
Department of Family and Children Services
Georgia Power Compnay
Dillards Department Store
EGO North America Products
Foley Products Company
Lowe's Home Center
Newnan Utilities
Target
U.S. Post Office
Wal-Mart Super Center

The Chart to below depicts the top ten tax payers for 2014 and nine years ago. Developers and Healthcare make up the majority of the top ten in 2014. Newnan has truly boomed in the healthcare field. Although Newnan now has many retail establishments, Wal-Mart is consistently at the top as far as tax payments to the City. Bon L is the only consistent one among the manufacturers.

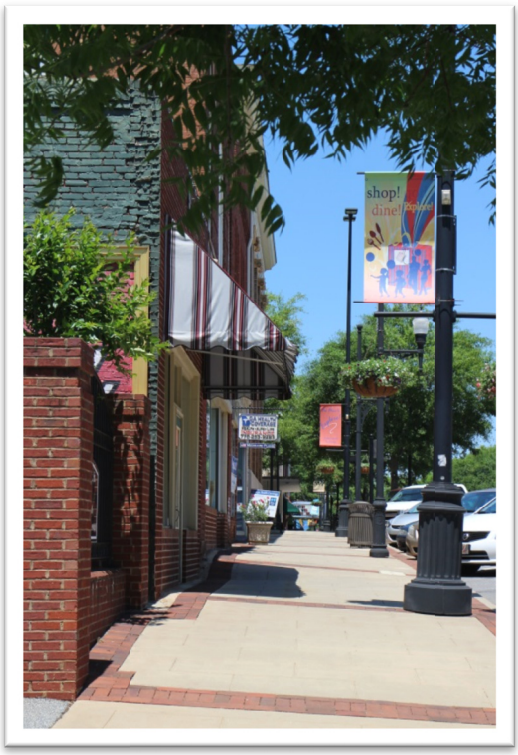
CITY OF NEWNAN, GEORGIA
PRINCIPAL PROPERTY TAXPAYERS
Current Year and Ten Years Ago

	2005			2014		
Taxpayer	**Taxable Assessed Value**	**Rank**	**Percentage of Total City Tax Levy**	**Taxable Assessed Value**	**Rank**	**Percentage of Total City Tax Levy**
Fourth Quarter Properties	$ 9,193,121	2	1.27%	$ 33,914,335	1	2.94%
Piedmont Newnan Hospital Inc.				15,298,916	2	1.32%
Newnan Apartments LLC				13,808,309	3	1.20%
Inland Southeast Newnan LLC	12,898,104	1	1.79%	11,191,250	4	0.97%
Georgia Healthcare Properties LLC				9,969,810	5	0.86%
Wal-Mart	5,132,135	6	0.71%	9,326,056	6	0.81%
REO Funding Solutions				9,307,428	7	0.81%
Stillwood Farms Venture LLC				9,300,244	8	0.80%
Bon L Manufacturing				9,291,497	9	0.80%
WPRE				8,294,470	10	0.72%
Newnan Development Partners	6,181,804	4	0.86%			
BellSouth Telecommunications	6,985,040	3	0.97%			
Peachtree City Holdings	4,503,912	10	0.62%			
Lullwater Apartments LLC	5,713,418	5	0.79%			
S.G. Preston Mill	4,801,604	7	0.67%			
JDN Realty Corporation	4,765,717	9	0.66%			
Newnan Crossing Partnership	4,794,967	8	0.66%			
Total	**$ 64,969,822**		**9.00%**	**$ 129,702,315**		**11.22%**

Source: Coweta County Tax Commissioner







Various Downtown Sidewalks

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.

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.

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.

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.

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

FAÇADE - 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.

LMIG - Local Maintenance Improvement Grant.

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.

SOG - Standard Operating Guidelines, typically in reference to public safety.

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.

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.

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.


Newnan
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