City of Newnan
FY 2017 Annual Budget



Mayor L. Keith Brady
Mayor Pro-Tem Cynthia Jenkins
Councilman George Alexander
Councilman Ray Dubose
Councilman Clayton Hicks
Councilman Rhodes Shell
Councilman Dustin Koriko

City of Newnan



Mayor and City Council

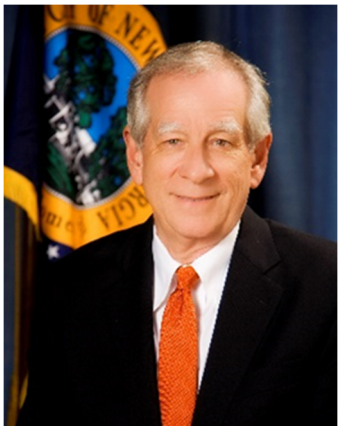
L. Keith Brady, Mayor
Cynthia E. Jenkins, Mayor Pro Tem
George M. Alexander
Ray F. DuBose
Clayton W. Hicks
Rhodes H. Shell
Dustin K. Koritko

City Administration

Cleatus Phillips, City Manager



Councilman Clayton W. Hicks
District 1 – Post A



Councilman Rhodes H. Shell
District 2 – Post A



Councilman George M. Alexander
District 3 – Post A



Councilman Dustin K. Koritko
District 1 – Post B



Councilman Ray F. Dubose
District 2 – Post B



Councilwoman Cynthia E. Jenkins
District 3 – Post B



Mayor L. Keith Brady

City of Newnan City Council & Administration



Cleatus W. Phillips, City Manager

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 2017 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 2017 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 2017. 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 2017 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 2017 Approved Budget. Within the Transmittal Letter is a narrative of the FY 2017 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: 2015 Actual, 2016 Budget, 2016 Projected (year-end, as of December 31, 2016) and 2017 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 2017 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 2017. 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 2017 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.



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, 2016. This is the City's twenty-seventh consecutive year!

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 2017 budget continues to conform to program requirements and will be submitted to GFOA to determine its eligibility for the FY 2017 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, 2017 AND ENDING DECEMBER 31, 2017.

Section I. There is hereby adopted for the fiscal year January 1, 2017 through December 31, 2017, 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 $22,919,500 for the general operation and legal obligation in 2017.

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

Property Taxes	$	5,832,500
Sales Taxes		$6,400,000
Excise (Franchise) Taxes		$4,140,000
Occp Tax & Alcohol Licenses		$2,955,000
Inspections & Permits		$608,000
Service Charges		$202,250
Fines & Forfeitures		$542,000
Other Local Revenue		$346,250
Intergovernmental		$118,500
Water & Light Transfers		1,500,000
Other Financing Sources		275,000
Total Revenue:	**$**	**22,919,500**

General Fund appropriations shall be disbursed from the following accounts:

General Government	$	4,146,198
Public Safety		12,696,764
Public Works		3,269,413
Community Development		2,414,104
Other Services		393,021
Total Expenditures:	**$**	**22,919,500**

Section III. Street Improvement Fund (200). There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $350,000 for street improvements.

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

Street Improvements	$	35,000
Interest Earnings		1,250
Transfer From General Fund		225,000
Fund Balance Reserves		88,750
Total Revenue:	**$**	**350,000**

The following disbursements are authorized for the fiscal year:

Major Streets Maintenance	$	350,000
Total Expenditures:	**$**	**350,000**

Section IV. LMIG Fund (201). There is hereby established an LMIG Fund for the City of Newnan with an appropriation of $355,516 for street improvements.

Revenues for this fund consist of the following sources:

State DOT Contracts	$	355,516
Interest Earnings		1,000
Fund Balance Reserves		(1,000)
Total Revenue:	**$**	**355,516**

The following disbursements are authorized for the fiscal year:

Major Street Repairs	$	355,516
Total Expenditures:	**$**	**355,516**

Section V. Confiscated Assets Fund (210). There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of $157,000 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	$	105,000
Interest Earnings		530
Fund Balance Reserves		51,470
Total Revenue:	**$**	**157,000**

The following disbursements are authorized for the fiscal year:

Other Seizures Expenditures	$	7,000
Dept. of Justice Expenditures		35,000
Dept. of Treasury Expenditures		115,000
Total Expenditures:	**$**	**157,000**

Section VI. NSP1 Grant Fund (221). There is hereby established a NSP1 Grant Fund for the City of Newnan with an appropriation of $82,040. 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		2,000
Interest Earnings		40
Total Revenue:	**$**	**82,040**

The following disbursements are authorized for the fiscal year:

Program Expenses	$	82,040
Total Expenditures:	**$**	**82,040**

Section VII. NSP3 Grant Fund (222). There is hereby established a NSP3 Grant Fund for the City of Newnan with an appropriation of $90,000. 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:

Program Income	$	90,000
Total Revenue:	**$**	**90,000**

The following disbursements are authorized for the fiscal year:

Program Expenses	$	90,000
Total Expenditures:	**$**	**90,000**

Section VIII. Miscellaneous Grants Fund (240). There is hereby established a Miscellaneous Grants Fund for the City of Newnan with an appropriation of $77,500. 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	$	77,500
Total Revenue:	**$**	**77,500**

The following disbursements are authorized for the fiscal year:

Materials and Supplies	$	1,000
Protective Equipment		1,500
Professional Services		75,000
Total Expenditures:	**$**	**77,500**

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 $502,800 for Tourism Enhancement activities.

Revenues for this fund consist of the following sources:

Hotel/Motel Tax	$	500,000
Interest Earnings		600
Fund Balance Reserves		2,200
Total Revenue:	**$**	**502,800**

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

Natural Gas	$	2,800
Transfer to General Fund		250,000
Transfer to Newnan Centre		250,000
Total Expenditures:	**$**	**502,800**

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 $85,000 for Convention Center activities.

Revenues for this fund consist of the following sources:

Excise Tax	$	85,000
Interest Earnings		150
Fund Balance Reserves		(150)
Total Revenue:	**$**	**85,000**

The following disbursements are authorized for the fiscal year:

Transfer to Newnan Centre	$	85,000
Total Expenditures:	**$**	**85,000**

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 $2,633,443 for capital projects.

Revenues for this fund consist of the following sources:

Fund Balance Reserves	$	2,628,943
Interest Earnings		4,500
Total Revenue:	**$**	**2,633,443**

The following disbursements are authorized for the fiscal year:

Streets	$	2,533,443
Building Maintenance/Structure		100,000
Total Expenditures:	**$**	**2,633,443**

The second fund, **SPLOST 2013,** was established in 2013 and will expire in 2018. This year's budget includes an appropriation of $4,613,313 for capital projects, transfer to Water and Light Commission.

Revenues for this fund consist of the following sources:

SPLOST 2013 Receipts	$	5,500,000
Interest Earnings		6,500
Fund Balance Reserves		(893,187)
Total Revenue:	**$**	**4,613,313**

The following disbursements are authorized for the fiscal year:

Network Improvements	$	53,179
Parks and Recreation		1,269,710
Streets, Drainage & Sidewalks		2,274,000
Sign Upgrades		25,000
Public Works Equipment		111,424
Transfer to W & L		880,000
Total Expenditures:	**$**	**4,613,313**

Section XII. Impact Fees (375). There is hereby established an Impact Fees Fund for the City of Newnan with an appropriation of $1,203,800. 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	$	95,000
Fire Services		120,000
Parks/Recreation		250,000
Interest Earnings		4,763
Fund Balance Reserves		734,037
Total Revenue:	**$**	**1,203,800**

The following disbursements are authorized for the fiscal year:

Roads/Streets/Bridges	$	200,000
Fire Services		0
Parks/Recreation		1,000,000
Police		3,800
Total Expenditures:	**$**	**1,203,800**

Section XIII. Sanitation Fund (540). There is hereby established a Sanitation Fund for the City of Newnan with an appropriation of $499,742. 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	$	550,000
Interest Earnings		1,750
Fund Balance Reserves		(52,008)
Total Revenue:	**$**	**499,742**

The following disbursements are authorized for the fiscal year:

Wages & Benefits	$	277,018
Operations		222,724
Capital		0
Total Expenditures:	**$**	**499,742**

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 tenth (10) day of January 2017.

Attest:

Della Hill, City Clerk

L. Keith Brady, Mayor

Cynthia E. Jenkins, Mayor Pro Tem

Reviewed:

C. Bradford Sears, Jr., City Attorney

Ray F. Dubose, Council Member

Clayton W. Hicks, Council Member

George M. Alexander, Council Member

Cleatus W. Phillips, City Manager

Rhodes H. Shell, Council Member

Dustin K. Koritko, Council Member


THE CITY OF NEWNAN, GEORGIA
18
28
City of Homes

Newnan
GEORGIA • 1828 • CITY OF HOMES

Office of the City Manager

Cleatus Phillips, City Manager

To: **Mayor and City Council**

Date: **November 07, 2016**

Subject: **Presentation of the Annual Budget for Fiscal Year 2017**

Honorable Mayor and City Council:

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 2017 Annual Budget" is hereby presented. The FY 2017 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-seventh consecutive year, the Government Finance Officers Association (GFOA) of the United States "Distinguished Budget Presentation Award" for 2016. This 2017 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 2017.

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 2017 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.

Below is a list of strategic goals and initiatives which drove the development of the 2017 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.

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.

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, infrastructure maintenance and facility improvement plans contained in the operating and capital budgets. b. Provide and maintain a safe, secure and clean community. c. Commitment 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

This annual operating budget includes twenty-one service areas, as indicated by the chart on the following page. The budget also 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 2017, 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
Public Information		x			x		x
City Clerk		x			x		
Finance		x		x	x		
Information Technology		x		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
Garage		x		x	x		
Cemetery		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	x		
Keep Newnan Beautiful	x	x	x		x		x
Business Development	x	x	x	x	x		x
Carnegie Building	x	x		x	x		

B. Prior Year Operating Results and Accomplishments

Revenue collections are projected to be 105% of budget for 2016. Additionally, expenditure control was maintained at the department level for day-to-day operating expenses. Fund balance will decrease slightly due to the approved allocation of fund balance reserves for appropriations to the Downtown Development Authority for the Newnan Hospital Redevelopment Project as well as the expenditures of committed funds for the Municipal Building renovations and Howard Warner renovations. If you remove those appropriations from total expenditures, the operating expenditures would only be 97.9% of appropriations for FY 2016.

During 2016, 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.
- Implemented recommendations from results of Compensation Study.
- Completed construction for the Jefferson/Jackson Corridor Improvement Project.
- Completed construction of Round-A-Bout on Lower Fayetteville Road.
- Substantially completed the renovation of the Howard Warner Facility.
- Completed the design of Fire Station # 4.
- Maintained an average response time of 5 minutes for Fire Department response to accidents.
- Maintained an Insurance Services Offices (ISO) Fire Rating of 3.
- Completed repaving of various streets under the LMIG 2015 program.
- Initiated repaving of various streets under the LMIG 2016 program.
- Completed construction of LaGrange Street Improvement Project.
- Completed design and initiated the construction of McIntosh Parkway.
- Substantially completed the Zoning Ordinance re-write.
- Completed City-Wide Code of Ordinance update.
- Completed design of Newnan Centre Trails.
- Completed construction of section addition in Oak Hill Cemetery.
- Completed audio visual upgrades in Council Chambers and City Hall conference room.
- Completed 1st phase of Gateway Enhancement Project at I85 and SR 34.
- Completed 1st phase of Gateway Signage Project.
- Initiated the renovations of the Municipal Building restrooms addition and Fire Station renovations.
- Completed Wadsworth lighting upgrades.
- Completed 2016-2036 Comprehensive Plan and CIE update.

- Completed Subdivision Streets paving project.
- Completed Lower Fayetteville Road Concept/Study.

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 2017.

- Revenue projections for 2017 continue to be conservative, yet realistic.
- The 2016 tax digest increased 1.46% from 2015, which fell short of budget projections. Several large reassessments impacted the overall net growth. It is estimated that the 2017 digest will slightly rebound at a 2.2% growth rate.
- The 2017 budget is based on maintaining the millage rate of 4.05 mils. This is expected to produce property tax revenues of $4,820,000, an increase of $55,000 from 2016.
- The City's distribution percentage of Local Option Sales Tax (LOST) will remain at 31.19% through 2022. This revenue is projected to increase slightly by 1.6%. Receipts for 2016 year are expected to exceed the budget by $100,000.
- Occupational tax receipts continued to rebound in 2016. Revenue for 2017 is projected to be $2,500,000, an increase of $400,000 or 19% from 2016 Budget. The continued expansion of the medical profession in Newnan is responsible for a significant portion of this growth.
- Insurance premium taxes are projected to continue with a steady increase in 2017 to $1,925,000 or 6.9% from 2016.
- Investment earnings are anticipated to increase at a slow pace. The City's ultimate priority is to minimize risk with all investments.
- Residential growth is continually rebounding, thus permit revenues are estimated to increase by $70,000 or 28% while commercial permits are expected to remain consistent in FY 2017.
- Along with permit activity, utility and franchise fees rebounded in 2016 and a slight increase is expected in 2017.
- The City will contribute 9.50% of expected payroll towards retirement, a slight decrease from 10.00% in 2016. The retirement plan is funded at a ratio of 91.6%, which is very healthy.
- 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 2017 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 2017 Budget Overview & Highlights

As mandated by the City Charter (§6.15), the FY 2017 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 2017 budget and their percentages of the overall entity.

Fund	FY 2016 Budget	FY 2017 Budget	Variance	% Change
General Fund	$22,246,500	$22,919,500	$673,000	3%
LMIG	$268,000	$355,516	$87,516	33%
Street Fund	$350,000	$350,000	$0	0%
Confiscated Assets	$140,032	$157,000	$16,968	12%
NSP1 Grant	$205,100	$82,040	($123,060)	-60%
NSP3 grant	$250,000	$90,000	($160,000)	-64%
Misc. Grants	$46,500	$77,500	$31,000	67%
Tourism Fund	$503,000	$502,800	($200)	0%
Motor Vehicle Fund	$80,000	$85,000	$5,000	6%
SPLOST 2007	$3,050,000	$2,633,443	($416,557)	-14%
SPLOST 2013	$4,215,179	$4,613,313	$398,134	9%
Impact Fees	$2,300,000	$1,203,800	($1,096,200)	-48%
Sanitation	$716,805	$499,742	($217,063)	-30%
Totals	$34,371,116	$33,569,654	$ (801,462.00)	-2%

The FY 2017 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 2016 are incorporated into the FY 2017 Budget. However, with the allocation of funds for new positions, seasonal workers, and operational upgrades, it is believed that the FY 2017 Budget represents an ***increase*** to our already excellent service levels.

The following list summarizes the changes contained in the FY 2017 Budget and how they impact employees and citizens of Newnan.

- Total government-wide budget (all funds) is $33,569,654, which is a decrease of $801,462 from 2016. The total General Fund Budget is a balanced Budget of $22,919,500, which is a 3% increase over 2016. 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 Public Safety. This is primarily attributed to additional staff and increased capital expenditures. Changes to expenditures per Function are shown on the following page.

Expenditures	Impact
Public Safety	$ 414,682.00
General Government	$ 282,439.00
Community Development	$ 141,320.00
Public Works	$ (83,391.00)

- The largest increase in revenue is projected to occur within the area of Occupational Tax. This primarily attributed to economic growth. The largest revenue impacts are shown below:

Revenues	Impact
Occupational Tax	$ 405,000.00
Franchise Tax	$ 205,000.00
Fines & Foreitures	$ (126,000.00)
Property Tax	$ (117,500.00)

- A total of $132,335 is allocated for 2 new full-time positions. These 2 positions are a GIS Analyst and a Community Resource Officer. The addition of new personnel brings us to 250 full-time employees, 12 part-time employees and 7 Council Members for a total of 269.

- The budget for full-time wages increased by $468,000. This reflects the City's hiring of the 2 new positions as well as a 3% salary increase for employees.

- $700,000 from the General Fund will be used as a transfer to the Downtown Development Authority for debt repayment for Newnan Hospital Redevelopment Project (UWG).

- Retirement contributions increased overall by $43,776 for 2017 mainly attributed to the hiring of new employees and some structural changes.

- The City's health insurance premium costs increased 14% due to new positions and a 12% premium increase. To help offset costs, employee contributions were increased and a HMO 80 Health Plan was included as an option for employees. Overall, the City and employees will split the increase 50/50.

- Electricity costs will remain consistent with FY 2016.

- Fuel allocations have decreased slightly, by $32,340. Fuel budgeting has always been very conservative due to the potential for prices to change quickly but some minor changes were made for 2017.

- Computer upgrades decreased by $37,254 from 2016 due to lack of significant projects that would impact this line item. In FY 2016 the new Public Safety Complex was the main increase in this expenditure.

- Vehicle purchases increased from $400,150 to $426,167 for 2017. This includes the purchase of 9 new police vehicles, which will give the department the ability to implement a 'take-home' vehicle program. These costs have been included in the 2017 budget.

- Other Contractual Services increased from $261,745 to $404,295. The largest increase are shown in the Facilities Maintenance Department that can be partly attributed to new facilities being maintained.
- Capital expenditure projects include various streets and intersection improvements, communications upgrades, recreation center, sign upgrades, recreation improvements and the construction of McIntosh Parkway.

Additionally, the FY 2017 Budget allows the City to continue to provide quality services and additional capital improvements to enhance the livability of the citizens within the City, with a minimal increase in the gross millage due to an overall tax valuation increase. The FY 2017 Budget is predicated on a tax rate of 4.05 mills, which is consistent with FY 2015 and FY 2016. The chart below depicts a 5 year history of the City's millage rate as well as the projected rate for FY 2017.

Description	2012 Tax Rate	2013 Tax Rate	2014 Tax Rate	2015 Tax Rate	2016 Tax Rate	Projected 2017
Gross Millage Rate	8.722	9.490	8.805	8.988	9.241	9.241
Rollback For LOST	4.332	5.120	4.655	4.938	5.191	5.191
Net Millage Rate	4.390	4.370	4.150	4.050	4.050	4.050
Local Sales Tax Rate	1%	1%	1%	1%	1%	1%
Special Sales Tax Rate	1%	1%	1%	1%	1%	1%

The 2017 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 2017 in no particular order.

- Complete renovations of the Howard Warner Community Center.
- Continued implementation of a new Document Management and Workflow System.
- Continue construction of McIntosh Parkway.
- Paving of Various Streets.
- Purchase of land for an east side community park
- Completion of the Municipal Building renovations
- Implement a traffic study of the intersection of Clark St., Jackson St., Jefferson St. and Bullsboro Dr. with the assistance of a grant from DCA.
- Expand First Avenue Park.
- Embark on a multi-use trail system in and around Newnan.
- Complete a feasibility study for a possible youth sports complex.

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 FY 2017. To illustrate their level of significance, SPLOST 07 and SPLOST 13 comprise 72 % 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 2017 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, staff members have worked diligently to see that the figures, graphs and analysis are complete and accurate as well as providing 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



Ray Park

FY 2017
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 six Council members. The Mayor is elected at large and serves a four-year term. Council members are elected by district and serve four-year staggered terms. The City Council represents the interests of citizens of Newnan by adopting public policies, determining the City's mission, scope of service, and tax levels, passing ordinances, approving new projects and programs and ratifying the budget.

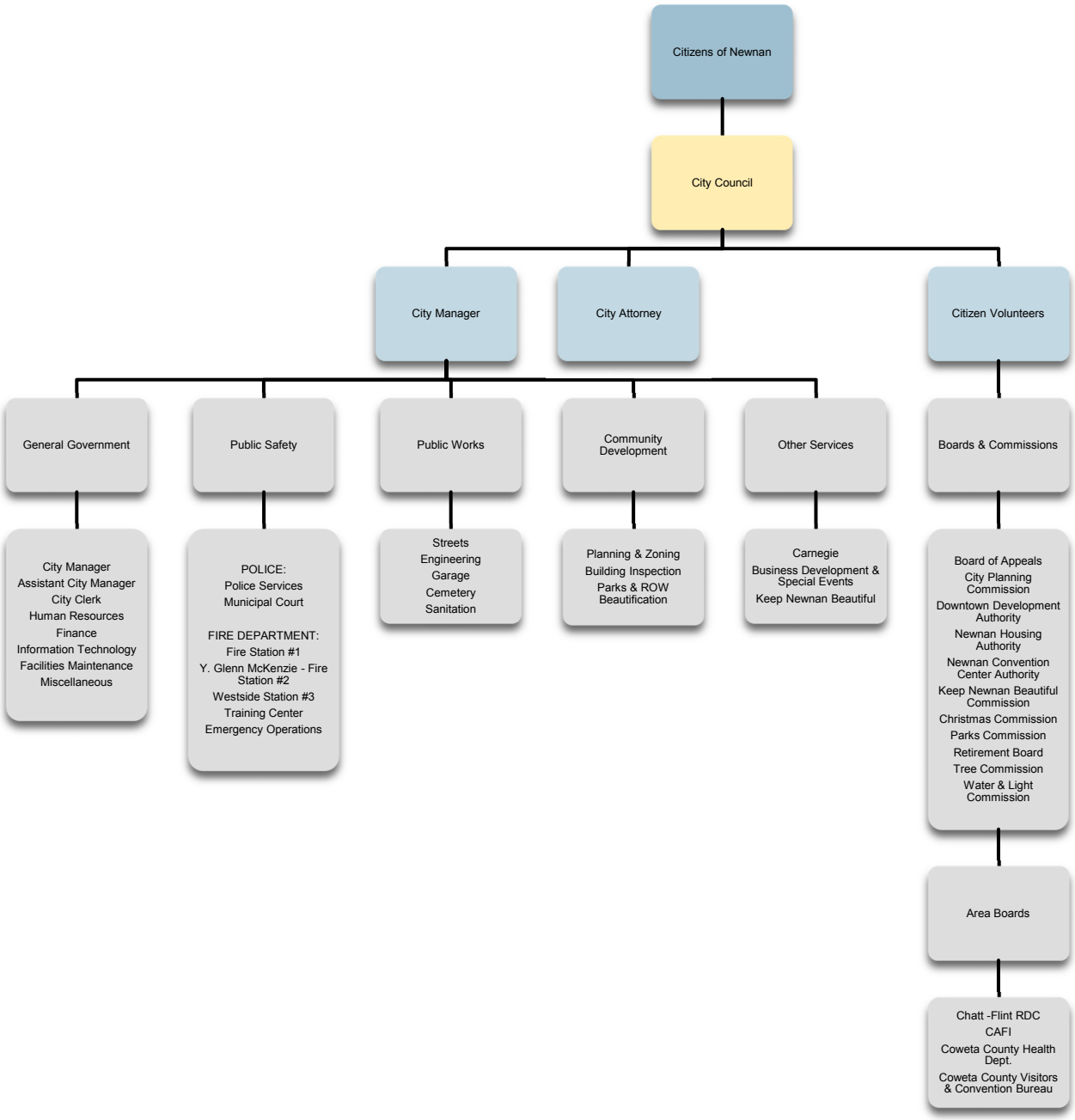
Appointed by and reporting to the City Council, the City Manager serves as the Chief Administrative Officer and is charged with the implementation of City Council adopted policies and directives and the day-to-day operations of the City. The City Manager is responsible for hiring directors to oversee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

The City currently employs 269 (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, Facilities Maintenance and Miscellaneous; Public Safety includes the Police, Municipal Court, and Fire Department; Public Works involves the Street, Garage, Engineering, Cemetery and Sanitation Department; Community Development is comprised of Planning and Zoning, Building Inspection, Beautification and Other Services include the Carnegie Building, Business Development, Keep Newnan Beautiful 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, Parks Commission, Retirement Board, Tree Commission, Christmas Commission and Water & 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 FY 2017 organizational makeup. It also includes information on boards and commissions appointed or established by the City Council.

FY 2017 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

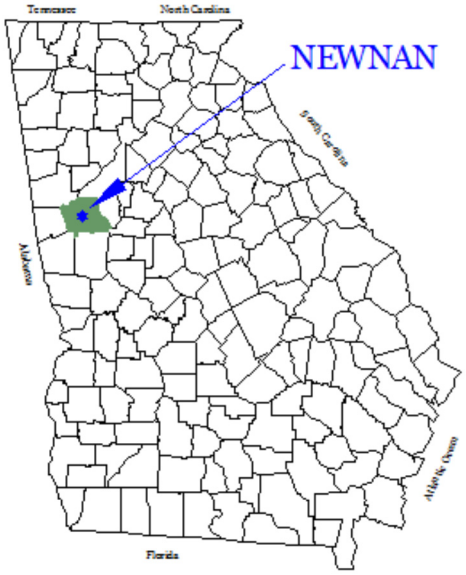
DISTRICTS	POSTS	NAME	YEAR ELECTED
District 001	POST A	Clayton Hicks	2006
	POST B	Dustin Koritko	2013
District 002	POST A	Rhodes Shell	2006
	POST B	Ray DuBose	2006
District 003	POST A	George Alexander	2003
	POST B	Cynthia Jenkins	2004
MAYOR	AT LARGE	L. Keith Brady	1994

CITY ADMINISTRATIVE OFFICES

Department	Management	Physical Address	Phone
ROW Beautification	Mike Furbush	57 Boone Drive	770-251-3455
Building Inspection	Bill Stephenson	25 LaGrange Street	770-254-2362
Business Development	Hasco Craver	6 First Avenue	770-253-8283
Carnegie Building	Amy Mapel	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	770-253-2358
Assistant City Manager	Hasco Craver	25 LaGrange Street	770-253-2358
Engineering	Michael Klahr	25 LaGrange Street	770-254-2354
Facilities Maintenance	Mark Johnston	54 Perry Street	678-673-5528
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 Technology	Jim Chambers	25 LaGrange Street	770-254-2358
Courtney Harcourt		6 First Avenue	770-253-8283
Mayor	L. Keith Brady	25 LaGrange Street	770-254-2358
Dennis McEntire		70 Sewell Road	770-263-5516
Planning & Zoning	Tracy Dunnavant	25 LaGrange Street	770-254-2354
Police	Douglas Meadows	1 Joseph Hannah Boulevard	770-254-2355
Program Manager	Ronda Helton	25 LaGrange Street	678-673-5479
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 Ray 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 55.40%.



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 155 Public Safety employees. The Police Department has 97 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 57 remaining Public Safety employees are with the Fire Department and distributed among them; the fire chief, 1 fire inspector, 35 firefighters, 12 lieutenants, 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 City has a plan for an additional fire station to be located on Millard Industrial Blvd. 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 new 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 30.11 mills.

2016 Millage Rates	
District Name	**Total Millage**
City of Newnan	4.05
Coweta County - Incorporated	7.47
Coweta County - Unincorporated*	0
Coweta County - Fire District*	0
School District	18.59
State	0
Grand Total for City Residents	30.11

* 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 two component units:

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

Newnan Convention Center Authority was created to promote tourism, trade and conventions for the City. The governing authority consist of 7 regular members. The Mayor and City Council members appoint the members of the Newnan Convention Center Authority. The City provides the major support to the Newnan Centre through the collections of hotel motel taxes and motor vehicle excise taxes.

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. Below is a chart that gives a profile overview of the Coweta County School System. Additional information can be found at www.coweta.k12.ga.us.

Number of Schools	31 (19 elementary, 6 middle, 3 high schools with stand-alone 9th grade campuses, 1 middle and 1 high alternative school). 1 charter high school for career-ready pathways 1 center for visual and performing arts
Enrollment	At all schools: 22,563 Elementary Schools: 10,392 Middle Schools: 5,193 High Schools: 6,978
Employees	All Employees: 2,985 Certified Personnel: 1,645 Classified Personnel: 1,340
Pupil-Teacher Ratios	19-1 Kindergarden 20-1 1st & 2nd grade 23-1 3rd thru 5th grade 29-1 6th thru 8th

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 31 schools and for the community at large. It also is the hub of expanding fine arts programs and opportunities for schools and citizens.

An exciting addition to Newnan's education infrastructure is the new University of West Georgia campus located in the former Old Newnan Hospital. The site was completely renovated and transformed into a new modern university while preserving the historic building façade.

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, Sunrise on the Square 5k/10k 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 needs, increases operational efficiencies, and accommodates future growth.

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. Contact by phone: 770.683.5516

Newnan Utilities
70 Sewell Road
Newnan, GA 30263
www.newnanutilities.org

G. Sanitation Services

Waste Industries Sanitation, through a contract with the City, provides sanitation services for residents. Contact by phone: 770.305.8300

Waste Industries
PO Box 988

Stockbridge, GA 30281

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. Contact by phone: 678.413.8400

Georgia Department of Driver Services
130 Bullsboro Drive, Suite 128 (Eastgate Shopping Center)
Newnan, GA 30263
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.). Contact by phone: 770.254.2631

Vehicle Tags/Registration
County Administration Building
22 East Broad Street
Newnan, Georgia 30263
www.coweta.ga.us

The hours of operation are Monday through Friday, 8:00 a.m. to 5:00 p.m. (except for the 3rd Wednesday of each month when offices open at 8:30 a.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. Contact by phone: 770.254.2615

Coweta County Registrar's Office
County Administration Building
22 E. Broad Street
Newnan, GA 30263
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 by any state, or the United States with a photo.
- A valid UNITED STATES passport.
- A valid Government employee photo ID.
- A valid UNITED STATES military identification card with photo.
- A valid tribal ID card with photo.
- A current utility bill.
- A current bank statement.
- Government check or paycheck
- Valid Government document with name and address.

SECTION III. Interesting Facts about the City of Newnan

A. Geography

- Approximately 19.5 square miles (640 acres per square mile).
- Approximately 35 miles southwest 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

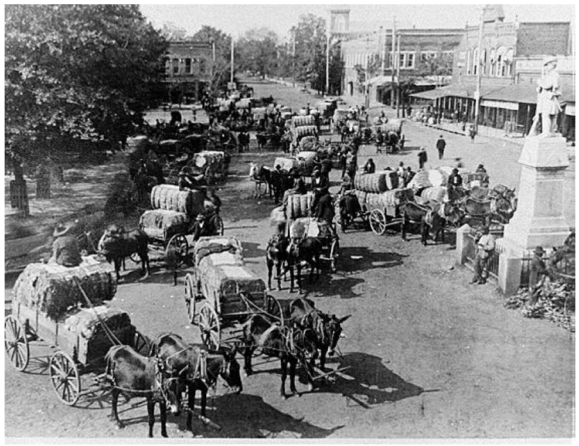
for a councilmember in underrepresented District 01 and an extra councilmember in District 03. Because of this, the City had 7 councilmembers, one at large, until the end of 2015.
- City Manager runs the daily operations of the city.

C. Accolades

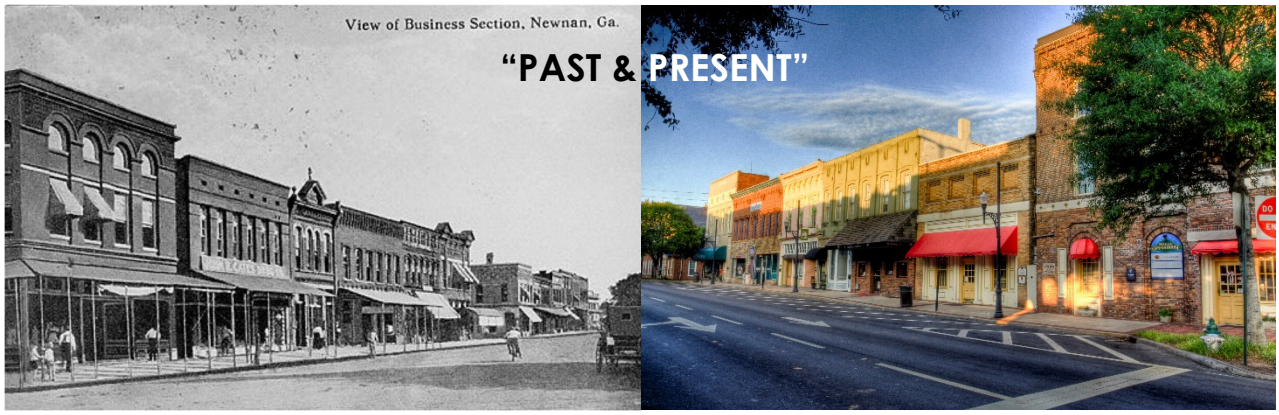
- Certified City of Ethics
- Tree City USA
- City of Excellence

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.
- Downtown, on and off the square some of the architectural styles are 19th century Italianate, 20th century Vernacular Commercial as well as Gothic Revival, Late Gothic Revival and Classical Revival.
- 1903 Carnegie Library still stands and in use as a Library today and also was the first endowed Carnegie Library built in Georgia.
- Newnan’s historic downtown business district served as a principal retail and service center for agricultural (corn/cotton) and industrial (textile) based economy as seen in the picture to the right, taken in 1907.



- Some historic landmarks include the present Coweta County Court House (1904), the Municipal Building (1939), the Presbyterian Church (1872) the Central Baptist Church (1898) and the First United Methodist Church (1928) as well as the Carnegie Library mentioned above.
- Six Historic Districts: Cole Town, Platinum Point, Greenville-LaGrange, College-Temple, Cotton Mill and Mill Village, Downtown Business.
- College Temple was the first college to offer a Master of Arts degree to women.
- In the mid-1800s, Newnan was one of the wealthiest cities in the country!
- Former Georgia Governors from Newnan; Ellis Arnall and William Atkinson.



- The Alamo Theater, built as a commercial dwelling in 1880, converted into a theater during the late 1920s and is now a restaurant. The picture below on the left was taken in 1955 while it was a theatre. The picture on the right is the Alamo today as a restaurant.



E. Miscellaneous

- Sister City: Ayr, Scotland
- The Coweta County Court House 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 Celebrities include: Charles Wadsworth, Pianist; Alan Jackson, Country Music Star; Margaret Ann Barnes, Author; Joe Jackson, Medal of Honor Recipient.
- Hollywood has come to Newnan - A popular backdrop for many of Hollywood's favorite films and shows. Newnan has overall charm and beauty that even Hollywood can't resist. Many production companies have shot scenes through the years in the City. Have fun watching for places in Newnan in these films and shows: The Walking Dead (2010 TV series), The Hunger Games: Mockingjay- Part I (2014), Fried Green Tomatoes (1991), Driving Miss Daisy (1989) The Odd Life of Timothy Green (2012) The Founder 2016 and many more!

FUNDS, FINANCIAL TRENDS AND DEBT SUMMARY

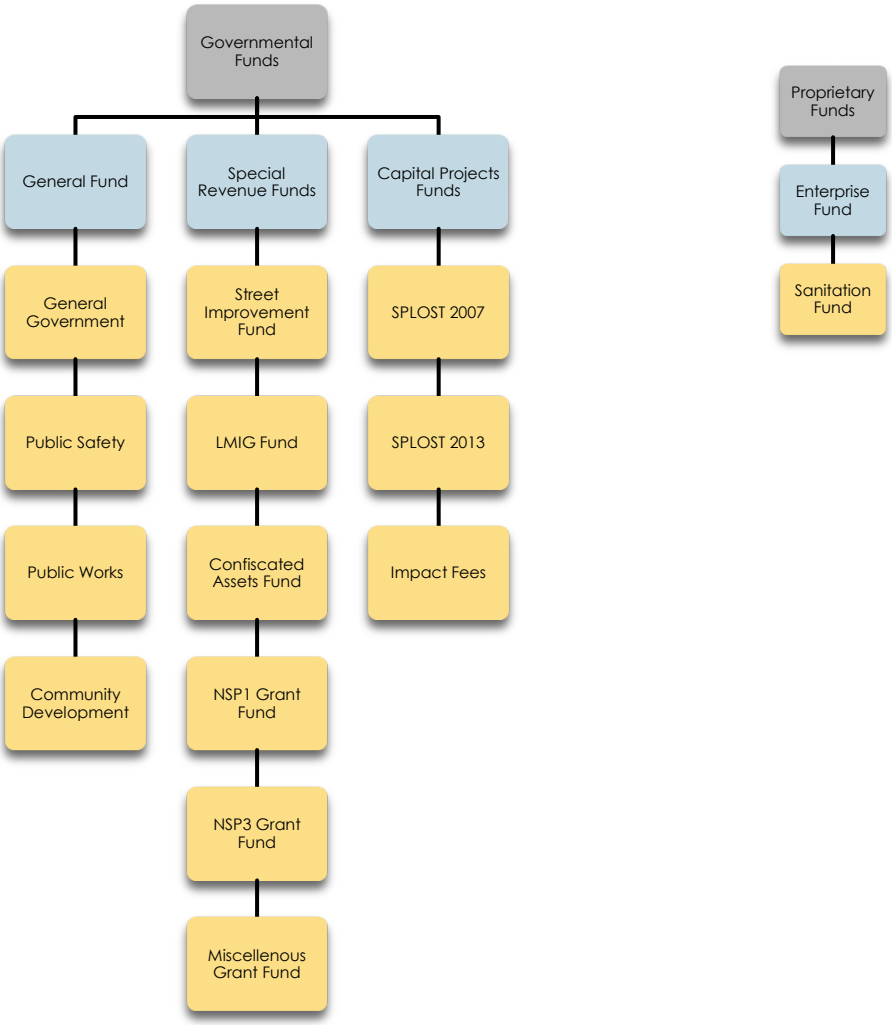


Howard Warner Ground Breaking

FY 2017
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.

2017 City of Newnan Fund Structure



SECTION I. Fund Structure and Fund Definitions

As noted in the chart entitled "2017 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 type description and on the pages to follow is a detailed summary of revenues and expenditures budgeted 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 is the main operating fund. 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 2017: 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.

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. In FY 2015 City Council halted the collection of Impact Fees in Police services since the projects earmarked for Impact Fees Funding have been completed.

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 thus considered a MAJOR FUND. The General Fund 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 2017 General Fund Revenues and Financial Trends

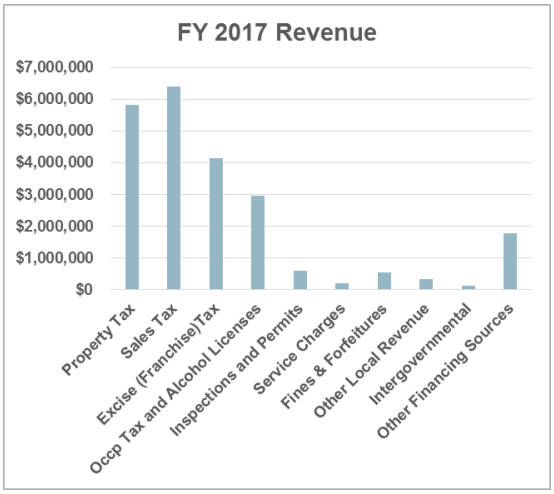
Financial Trends offer a practical approach for monitoring the economic health of the City. This trend summary of General Fund Revenues provides a global view of the past and present financial resource of the City.

Overall, FY 2017 total budgeted revenues are projected to increase by 3% over the $22,246,500 budgeted in FY 2016 which equals $673,000. General Fund resources available to the City of Newnan in 2017 include “revenues” of $21,144,500, and an “operating transfer in” from Newnan Water & Light of $1,500,000, an “operating transfer in” from the Hotel/Motel Tourism Fund of $250,000 and also an operating transfer in from Newnan Utilities for Business Development Activities of $25,000.

We are seeing an increase in most categories with some of the largest increases in Occupational Tax and Sales Tax. However, the Motor Vehicle Tax continues to decrease due to the new Vehicle Title Tax Fee. Total property taxes are projected to increase by 3% or $150,000. 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 - $6,400,000, Property Taxes - $5,832,500 and Excise (Franchise) Taxes - $4,140,000. Occupational Taxes and Alcohol Licenses make up the fourth largest source at $2,955,000 totaling $19,327,500 or 84% of total General Fund Revenues. Other Financing Sources is the fifth largest source of revenue at $1,775,000 (including $1,500,000 from Newnan Water & Light and $250,000 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 2017. Due to the overall increase in revenues, the City was able to fund some service level increases for 2017. All full-time employees will receive a wage increase of 3%. 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 2017.

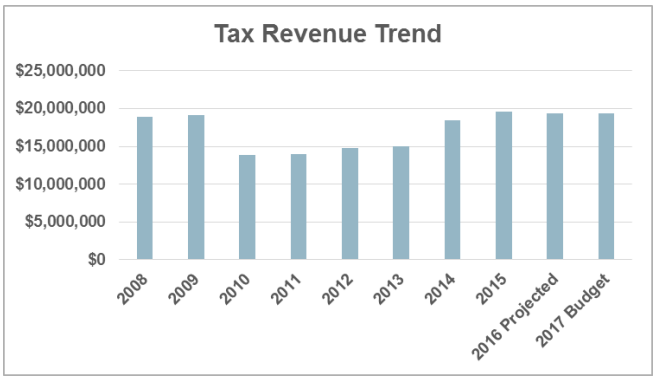


CITY OF NEWNAN, GEORGIA
TAX REVENUES BY SOURCE, GOVERNMENTAL FUNDS
Last Nine Calendar Years
(modified accrual basis of accounting)

Calendar Year	General Property	Franchise	Insurance Premium	Occupational	Alcoholic Beverage	Hotel / Motel	Sales Tax	Motor Vehicle	Other	Total
2008	$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
2009	$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
2010	$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
2011	$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
2012	$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
2013	$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
2014	$4,611,156	$1,306,323	$1,790,149	$2,314,758	$856,438	$384,002	$5,778,730	$1,275,827	$114,835	$18,432,219
2015	$4,393,641	$1,448,961	$1,912,480	$2,570,248	$881,758	$589,378	$6,399,087	$1,274,622	$106,096	$19,576,271
2016 Projected	$4,664,000	$1,371,000	$1,950,000	$2,957,100	$890,000	$590,000	$6,400,000	$1,030,000	$92,000	$19,944,100
2017 Budget	$4,725,000	$1,290,000	$1,800,000	$2,550,000	$845,000	$500,000	$6,300,000	$1,200,000	$105,000	$19,315,000
% Change 2008 - 2017	14.0%	5.2%	102.8%	47.1%	15.2%	51.6%	-34.1%	370.9%	312.2%	2.3%

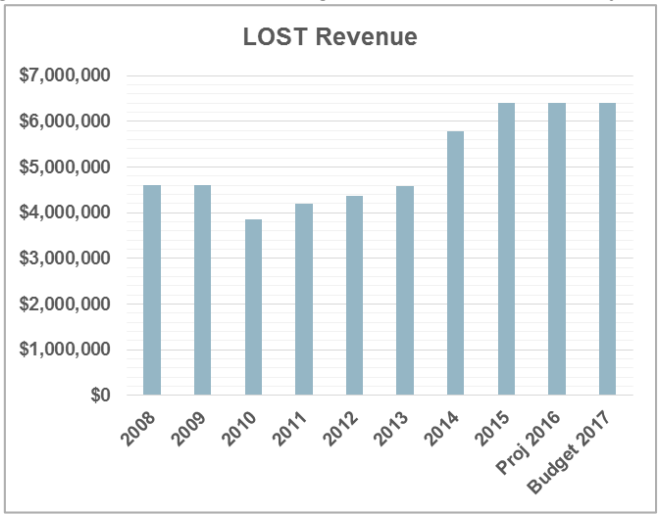
1. Tax Revenues

The chart to the right shows the history of the City's actual tax revenues from 2008 to 2015, as well as the projected for 2016 and 2017 Budget. Overall there has been an increase of 2.3%. Most of the tax revenues have flattened out over the last couple of years. Newnan's population was 16,242 in 2000; by 2010, the population had grown to 33,039 people, a trend which is predicted to continue. A discussion of the individual revenue streams follows.



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 $6,400,000 estimated from this source in 2017, which is an increase of $100,000 over the amount budgeted for 2016. The City's share of LOST increased from 28.57% of the total county wide distribution to 31.19% in 2015 and will remain at this rate until 2022, due to the growth in population in the City and the resulting renegotiation of the percentage with 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 2017, this source of revenue accounts for 28% of total general fund revenues, making this revenue source the largest for General Fund operations. The chart to the right illustrates the changes in sales tax collections from 2008 to projected FY 2017.

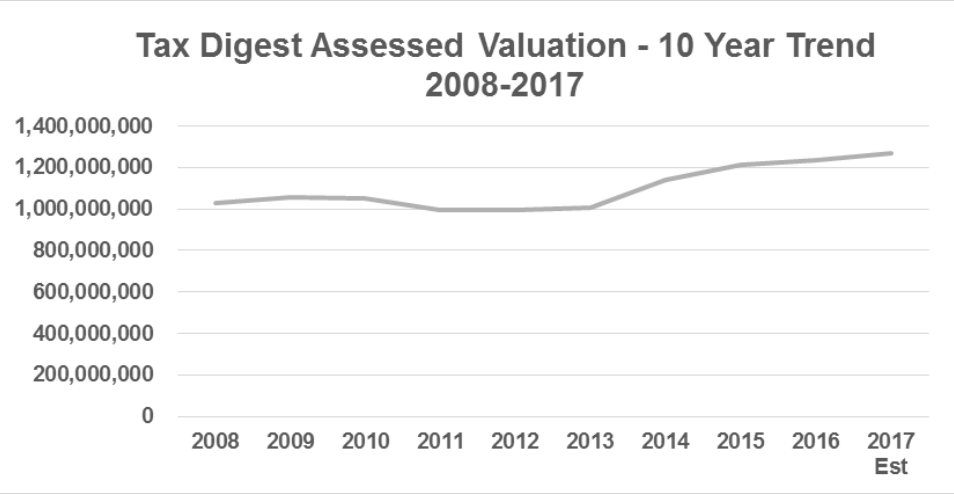


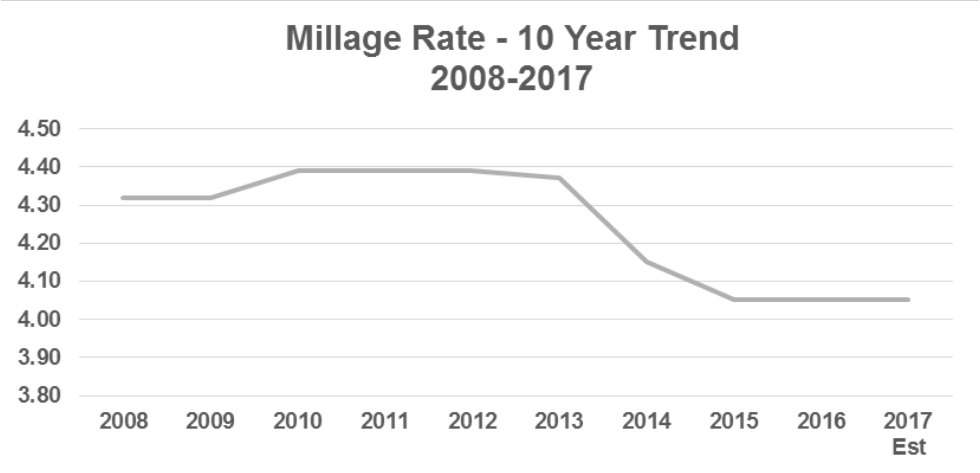
3. Property Taxes

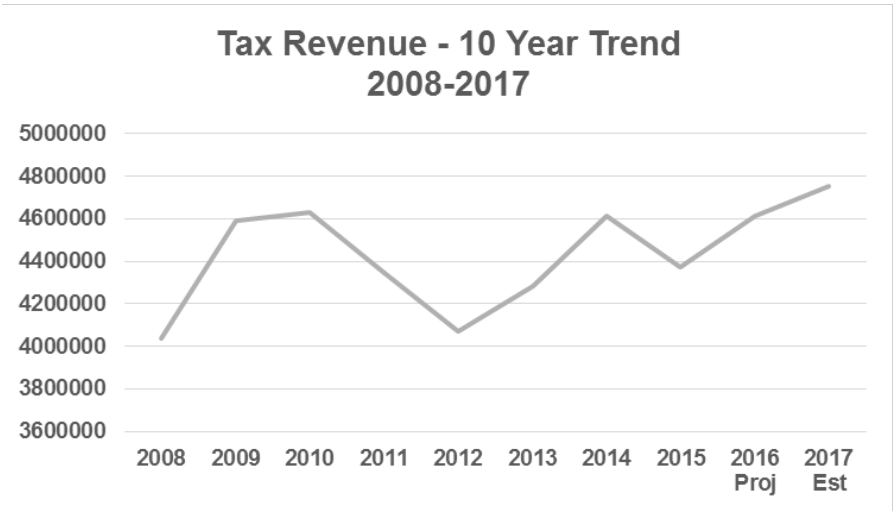
Property tax revenues are comprised of the ad valorem tax on property and its associated penalties for delinquent tax, intangible taxes, motor vehicle tax and public utility tax. Real property is assessed at 40% of its fair market value. Public utility assessments are finalized by the State of Georgia each year. The property taxes levied on taxable assessed valuation in the City are billed in October of each year, with a due date of approximately December 1st. 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, administration fees are imposed, along with all associated collection, advertising and attorney's fees.

In 2017, property taxes combined are expected to garner $5,832,500, as opposed to $5,950,000 in 2016; this represents a decrease of 2%, or $117,500. This can be partly attributed to the State retaining a larger portion of the Title Ad Valorem Tax (TAVT). Public Utility tax was rolled into the Property Tax line item as of FY 2015. This is a result of the County collections for the City. The charts on the following page represents the past ten (10) years trend in City property assessed valuations, millage rates and tax revenue. Prior to FY 2015 the City of Newnan collected property taxes in-house. The City mailed their bill and the County mailed a separate bill. City Council approved an intergovernmental agreement that would combined the property tax billings. The county now mails the bills and the City pays the County a certain amount per bill mailed. This will be more advantageous to the City as it has been costly to produce, mail and collect City taxes.

The City's 4.05 millage rate is projected to provide approximately $150,000 more tax revenues for the General Fund in 2017. The New Vehicle Title Tax is projected to generate $950,000; $150,000 less than FY 2016. The following schedule outlines the impact that property taxes will have on this 2017 budget. The City's 2016 millage rate prior to the rollback for sales tax was 9.241 mills per thousand.


Tax Digest Assessed Valuation - 10 Year Trend
2008-2017
1,400,000,000
1,200,000,000
1,000,000,000
800,000,000
600,000,000
400,000,000
200,000,000
0
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017 Est

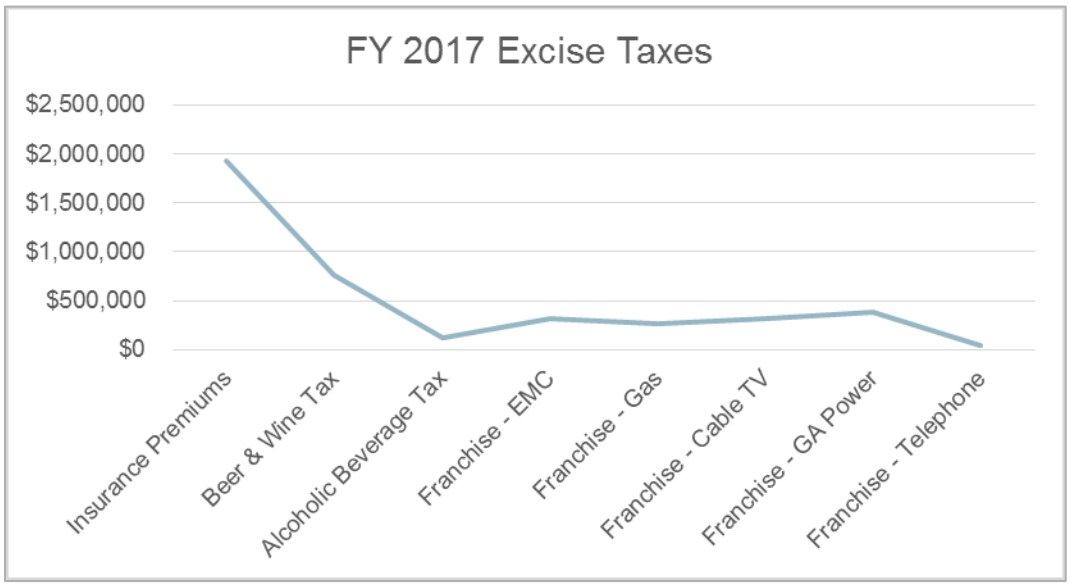

Millage Rate - 10 Year Trend
2008-2017
4.50
4.40
4.30
4.20
4.10
4.00
3.90
3.80
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017 Est


Tax Revenue - 10 Year Trend
2008-2017
5000000
4800000
4600000
4400000
4200000
4000000
3800000
3600000
2008
2009
2010
2011
2012
2013
2014
2015
2016 Proj
2017 Est

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 2017 budget.

We are projecting an overall 4.83% increase from the 2016 budgeted revenues for 2017. We expect a $125,000 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 decrease by $10,000. Telephone tax remains consistent. Cable TV tax rose slightly by $40,000. The chart below depicts 2017 budgeted revenues for Excise taxes. Overall, the City expects to collect $4,140,000 in Excise taxes, an increase of $205,000 from the FY 2016 budget of $3,935,000.



Excise Tax	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Insurance Premiums	$1,646,006	$1,704,283	$1,790,149	$1,912,480	$1,800,000	$1,925,000
Beer & Wine Tax	740,022	728,513	755,639	762,220	750,000	760,000
Alcoholic Beverage Tax	82,410	84,479	100,799	119,538	95,000	120,000
Franchise - EMC	394,302	302,105	321,167	327,255	335,000	325,000
Franchise - Gas	260,150	261,944	267,432	272,854	270,000	265,000
Franchise - Cable TV	303,517	310,104	327,071	384,647	285,000	325,000
Franchise - GA Power	341,750	320,488	328,056	396,774	360,000	380,000
Franchise - Telephone	80,453	67,082	62,597	67,431	40,000	40,000
Total	**$3,848,610**	**$3,778,998**	**$3,952,911**	**$4,243,199**	**$3,935,000**	**$4,140,000**
% Increase /Decrease		**-2%**	**4.52%**	**7.68%**	**-7.80%**	**4.83%**

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 2017, the City expects to collect $2,955,000 in occupational taxes and alcohol licensing, an increase by 15.9%, or $405,000 over the FY 2016 budget of $2,550,000. 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 2010 and ending with a projected number for FY 2017.

Occupational Taxes and Alcohol Licensing

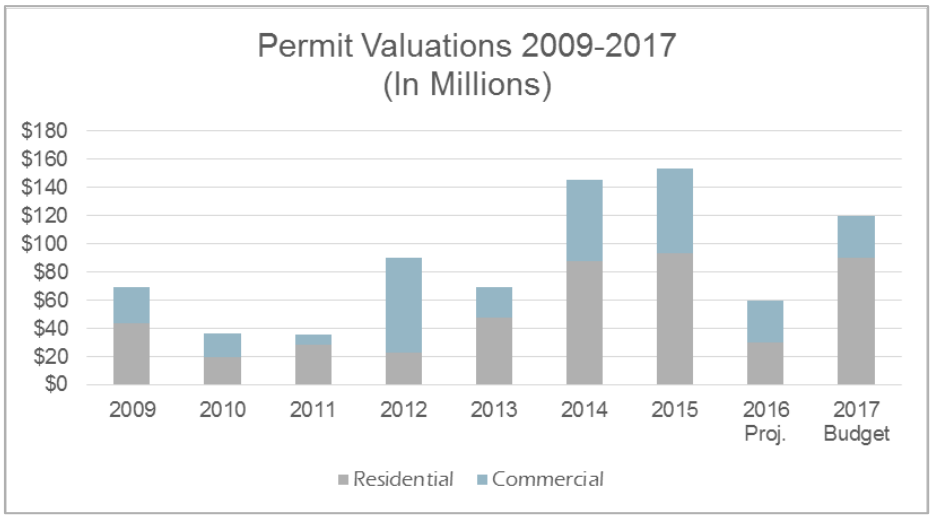
Number of Occupational Tax Certificates and Alcohol Licenses Issued by City

	2010	2011	2012	2013	2014	2015	2016	2017
Occupational Taxes	1,807	1,890	1,687	1,755	1,740	1,855	1,875	1,880
Alcohol Licenses	99	102	99	102	103	101	102	103
TOTAL	**1,906**	**1,992**	**1,786**	**1,857**	**1,843**	**1,956**	**1,977**	**1,983**

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 2010, when residential and commercial construction permits issued were valued at approximately $19 million and continued to drop through 2011. There was a 55% drop in permit valuations during the two-year period following the year of 2009. However, in 2013 there was a 112% increase in residential and in 2012 commercial permits rose 791% due to a growth spurt. We are projecting a leveling off and somewhat decline in inspections and permits in FY 2016 and FY 2017.



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 2017, we expect to collect $202,250 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 $542,000 in FY 2017. This is an 18.86% decrease, or $126,000, from the 2016 budget of $668,000. 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 following chart shows the history of police fines beginning with 2012. Projections for 2016 indicate that we expect to collect approximately 3.44% less than budgeted revenues.

	Fines and Forfeitures						
	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
Police Fines	$647,145	$663,267	$719,696	$561,058	$650,000	$625,000	$525,000
Parking Fines	9,785	2,145	5,140	3,295	2,000	4,000	2,000
Tech Fees from Fines	14,575	19,525	21,265	17,233	16,000	16,000	15,000
Total	**$671,505**	**$684,937**	**$746,101**	**$581,586**	**$668,000**	**$645,000**	**$542,000**
% Increase / Decrease		**2.00%**	**8.93%**	**-22.05%**	**14.86%**	**-3.44%**	**-18.86%**

9. Other Local Revenue

In 2016, this category was budgeted for $346,250 in revenue. For 2017, there is an increase of $10,250. Some of these other revenues are $20,000 in Cultural Arts revenue, Host Fees for Sanitation Services of $78,000, and $75,000 in cemetery services.

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 2017, intergovernmental revenue is estimated to decrease to $5,000 from FY 2016. The volume of foreclosures, along with slow resells of properties in Newnan, has affected this revenue source over the past several years, but seems to be rebounding at a slow pace.

11. Other Financing Sources

Other financing sources of revenue include a transfer from Water and Light of $1,500,000, up $75,000 from $1,425,000 in FY 2016. The Hotel/Motel Tourism Fund of $500,000 is expected to remain consistent with the FY 2016 Budget. 50% or $250,000 of this revenue will be transferred to the Newnan Centre for operating cost. Additionally, this revenue source includes a $25,000 operating grant from Water and Light for Business Development activities in 2017.

B. FY 2017 General Fund Revenue Summary

The summary of FY 2017 Revenue is continued on the next page. The chart was split into two sections for legibility.

General Fund (100) Revenue Summary						
		2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
Property Taxes						
31.1100	Property Tax	$4,467,012	$4,312,878	$4,600,000	$4,610,000	**$4,750,000**
31.1110	Public Utility Tax	78,629	1,367	65,000	1,500	**-**
31.1310	Vehicle Ad Valorem Tax	173,482	121,456	100,000	80,000	**70,000**
31.1315	Title Ad Valorem Tax (TAVT)	1,102,345	1,153,165	1,100,000	950,000	**950,000**
31.1340	Intangible Tax	41,981	67,819	50,000	50,000	**50,000**
31.9100	Interest & Penalities	35,269	15,546	25,000	12,000	**10,000**
31.9500	Fi Fa for Property Taxes	23,534	11,577	10,000	2,500	**2,500**
	Total Property Taxes	$5,922,252	$5,683,808	$5,950,000	$5,706,000	**$5,832,500**
Sales Tax						
31.3100	Local Option Sales Tax	$5,778,730	$6,399,087	$6,300,000	$6,400,000	**$6,400,000**
	Total Sales Tax	$5,778,730	$6,399,087	$6,300,000	$6,400,000	**$6,400,000**
Excise (Franchise) Tax						
31.1710	Franchise - Georgia Power	$691,303	$396,774	$360,000	$385,000	**$380,000**
31.1711	Franchise - EMC	657,227	327,255	335,000	320,000	**325,000**
31.1730	Franchise - Gas	267,432	272,854	270,000	266,000	**265,000**
31.1750	Franchise - Cable TV	327,071	384,647	285,000	350,000	**325,000**
31.1760	Franchise -Telephone	62,597	67,431	40,000	50,000	**40,000**
31.4200	Beer & Wine Tax	755,639	762,220	750,000	765,000	**760,000**
31.4300	Alcoholic Beverage Tax	100,799	119,538	95,000	125,000	**120,000**
31.6200	Insurance Premiums	1,790,149	$1,912,480	1,800,000	$1,950,000	**1,925,000**
	Total (Franchise Tax)	$4,652,217	$4,243,199	$3,935,000	$4,211,000	**$4,140,000**
Occupational Taxes and Alcohol Licensing						
31.6100	Occupational Tax	$2,055,657	$2,303,290	$2,100,000	$2,655,000	**$2,500,000**
31.6102	Professional Tax	48,000	52,737	50,000	62,100	**55,000**
31.6300	Financial Institution Tax	156,320	162,306	150,000	180,000	**160,000**
31.6400	Insurance Agent Tax	54,781	51,915	50,000	60,000	**55,000**
32.1110	Beer/Wine Licenses	39,210	35,210	35,000	35,000	**35,000**
32.1120	Liquor Licenses - Pouring/Pkg.	172,000	150,000	165,000	150,000	**150,000**
	Total Occupational Tax/Alcohol Lic.	$2,525,968	$2,755,458	$2,550,000	$3,142,100	**$2,955,000**
Inspections & Permits						
32.2100	Residential Const. Permits	$337,838	$436,116	$250,000	$390,000	**$320,000**
32.2110	Commercial Const. Permits	68,924	113,109	80,000	70,000	**80,000**
32.2150	Plan Review Fees	31,384	58,193	35,000	50,000	**45,000**
32.2215	Planning & Zoning Reg. Fees	18,304	19,256	15,000	14,000	**15,000**
32.2901	Site Improvement Fees	40,357	50,059	30,000	55,000	**50,000**
32.3101	Utility Inspection Fees	88,190	112,195	85,000	115,000	**95,000**
32.3125	FM - Plan Review	0	0	0	1,500	**1,500**
32.3135	FM - Inspections	0	0	0	1,000	**1,500**
	Total Inspections & Permits	$584,997	$788,928	$495,000	$696,500	**$608,000**

General Fund (100)
Revenue Summary Continued

		2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
Service Charges						
33.6000	School Resource Officer	$178,841	$229,081	$186,000	$225,000	**$200,000**
34.2901	Event Activity Fees	872	972	1,000	500	**750**
34.3010	House Demolition	106,161	19,800	1,000	2,000	**750**
34.3020	Grass Cutting/Lot Clearing	452	0	1,000	500	**750**
	Total Service Charges	$286,327	$249,853	$189,000	$228,000	**$202,250**
Fines & Forfeitures						
35.1171	Police Fines	$719,696	$561,058	$650,000	$515,000	**$525,000**
35.1172	Parking Fines	5,140	3,295	2,000	3,500	**2,000**
35.1173	Tech Fees from Fines	21,265	17,233	16,000	15,000	**15,000**
	Total Fines & Forfeitures	$746,101	$581,586	$668,000	$533,500	**$542,000**
Other Local Revenues						
33.4113	Cultural Arts Commission	$28,445	$27,935	$20,000	$25,000	**$20,000**
33.4114	Veteran's Memorial Bricks	100	50	0	0	**0**
33.4155	Grant Funds	0	0	0	50,000	**0**
34.4130	Sale of Recyclables	2,467	712	1,000	600	**750**
34.6901	Admin. Fee for Impact Fees	12,094	19,481	10,000	10,000	**10,000**
34.6902	Host Fee for Sanitation Collection	70,032	76,851	72,000	80,000	**78,000**
34.7901	City Store Sales	1,362	1,357	500	1,200	**1,000**
34.9110	Cemetery Lot Sales	54,792	83,042	50,000	60,000	**50,000**
34.9120	Monument Setting Fee	360	400	500	500	**500**
34.9130	Cemetery Services	85,600	88,250	75,000	75,000	**75,000**
34.9901	Rental Fees	10,913	16,420	16,000	18,000	**16,000**
36.1000	Interest on Investments	25,203	30,041	26,000	37,000	**30,000**
38.0000	Miscellaneous	357,980	126,354	40,000	40,000	**40,000**
39.2100	Proceeds of Capital Asset Disposition	29,317	0	25,000	25,000	**25,000**
	Total Other Local Revenues	$678,664	$470,893	$336,000	$422,300	**$346,250**
Intergovernmental Revenue						
33.1600	Real Estate Transfer	$27,294	$41,458	$30,000	$23,000	**$25,000**
33.1601	Intergovernmental Revenue	53,500	53,500	53,500	53,500	**53,500**
33.6010	Police Vest Grant	1,041	3,323	0	3,100	**0**
33.8001	Payments In Lieu of Tax	38,667	40,440	40,000	42,982	**40,000**
Total Intergovenrmental Revenues		$120,501	$138,721	$123,500	$122,582	**$118,500**
Other Financing Sources						
39.1101	Transfer from NU for Bus Dev	25,000	25,000	25,000	25,000	**25,000**
39.1100	Fund Transfers	0	160,951	0	0	**0**
39.1105	Water & Light	1,511,528	1,589,068	1,425,000	1,575,000	**1,500,000**
39.1205	Transfer from Tourism Fund	76,800	294,689	250,000	295,000	**250,000**
39.2100	Sale of fixed Asset/UWG	0	5,057,941	0	0	**0**
	Total Other Financing Sources	$1,613,328	$7,127,649	$1,700,000	$1,895,000	**$1,775,000**
	Total General Fund Revenue	**$22,909,086**	**$28,439,182**	**$22,246,500**	**$23,356,982**	**$22,919,500**

C. FY 2017 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
- Facilities Maintenance
- Miscellaneous

FY 2017 Approved General Government Expenditures			
		2016 Budget	2017 Budget
Salaries & Wages		$1,219,407	**$1,362,373**
Benefits		$494,536	**$583,273**
Operations		2,109,816	**$2,195,552**
Capital Outlays		40,000	**$5,000**
	Total	**$3,863,759**	**$4,146,198**

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

- Police Department
  - Municipal Court
- Fire Department

FY 2017 Approved Public Safety Expenditures		
	2016 Budget	2017 Budget
Salaries & Wages	$6,908,631	**$7,150,672**
Benefits	3,093,701	**3,348,326**
Operations	1,849,632	**1,753,050**
Capital Outlays	430,118	**444,716**
Total	**$12,282,082**	**$12,696,764**

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 2017 Approved Public Works Expenditures		
	2016 Budget	2017 Budget
Salaries & Wages	$1,456,428	**$1,518,487**
Benefits	707,839	**792,702**
Operations	928,837	**903,224**
Capital Outlays	259,700	**55,000**
Total	**$3,352,804**	**$3,269,413**

Community Development Function

The Community Development function is comprised of three (3) departments:

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

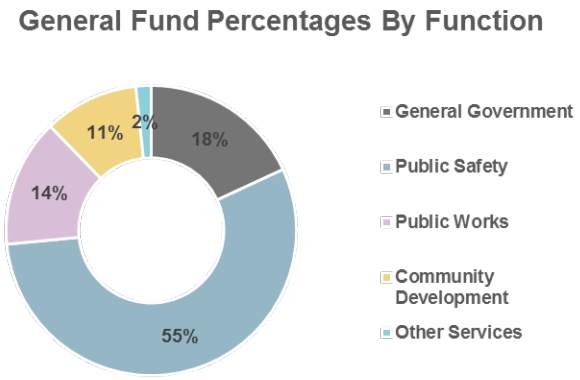
FY 2017 Approved Community Development Expenditures		
	2016 Budget	2017 Budget
Salaries & Wages	$1,352,365	**$1,347,049**
Benefits	434,276	**569,921**
Operations	389,883	**394,434**
Capital Outlays	96,260	**102,700**
Total	**$2,272,784**	**$2,414,104**

Other Services Function

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

FY 2017 Approved Other Services Expenditures		
	2016 Budget	2017 Budget
Salaries & Wages	$271,547	**$232,822**
Benefits	101,106	**66,265**
Operations	102,418	**93,934**
Total	**$475,071**	**$393,021**

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 55%. The General Government function makes up the second largest expenditure group at 18% of the total, followed by the Public Works function at 14%. The Community Development and Other Services functions follow, in that order.



2. <u>Summary of Uses (Expenditures and Transfers)</u>

As illustrated on the following chart, total General Fund uses are budgeted to increase by $673,000, or 2.94%. 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 2017 budget.

Function	2016 Budget	2017 Budget	% of 2017 Total	Variance 2016-2017	% Change 2016-2017
General Government	$3,863,759	**$4,146,198**	18.09%	$282,439	6.81%
Public Safety	12,282,082	**12,696,764**	55.40%	$414,682	3.27%
Public Works	3,352,804	**3,269,413**	14.26%	($83,391)	-2.55%
Community Development	2,272,784	**2,414,104**	10.53%	$141,320	5.85%
Other Services	475,071	**393,021**	1.71%	($82,050)	-20.88%
Total	**$22,246,500**	**$22,919,500**	**100.00%**	**$673,000**	**2.94%**

The table on the following page represents the FY 2017 Operating Budget as compared to the 2016 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	2016 Budget	2016 Projected	2017 Budget	2016-2017 Variance	% Change	% of FY 2017 Budget
51.1100	Wages - Full Time	$10,799,733	$10,799,733	**$11,267,733**	$468,000	4.3%	49.2%
51.1200	Wages - Part Time/Temp	$164,002	$178,765	**$212,696**	$48,694	29.7%	0.9%
51.1300	Wages - Overtime	$119,300	$116,300	**$119,300**	$0	0.0%	0.5%
51.2100	Employee Ins (Life/Health/Dent)	$2,363,901	$2,363,901	**$2,684,230**	$320,329	13.6%	11.7%
51.2100A	Employee Opt-Out Insurance Payments	$55,200	$55,200	**$63,000**	$7,800	14.1%	0.3%
51.2200	FICA (Soc Sec)	$832,157	$832,157	**$901,609**	$69,452	8.3%	3.9%
51.2400	Retirement	$1,039,849	$1,039,849	**$1,083,625**	$43,776	4.2%	4.7%
51.1200A	Contract Labor - Non Employee	$130,000	$130,000	**$124,408**	-$5,592	-4.3%	0.5%
51.2700	Worker's Compensation	$500,423	$500,423	**$480,089**	-$20,334	-4.1%	2.1%
51.2900	Taxable Employee Benefits	$24,401	$26,536	**$28,450**	$4,049	16.6%	0.1%
51.2900A	Non-Taxable Employee Benefits	$99,273	$98,819	**$95,893**	-$3,380	-3.4%	0.4%
52.1200	Professional Services	$399,230	$342,859	**$366,655**	-$32,575	-8.2%	1.6%
52.1201	Public Relations	$34,700	$30,676	**$32,706**	-$1,994	-5.7%	0.1%
52.1300	Other Contractual Services	$404,295	$494,387	**$464,070**	$59,775	14.8%	2.0%
52.2100	Solid Waste Disposal	$35,000	$10,000	**$20,000**	-$15,000	-42.9%	0.1%
52.2200	Repairs and Maintenance	$606,515	$610,789	**$449,005**	-$157,510	-26.0%	2.0%
52.3102	Vehicle Insurance	$85,829	$88,097	**$88,697**	$2,868	3.3%	0.4%
52.3102	Building & Personal Laibility Insurance	$391,405	$304,605	**$389,655**	-$1,750	-0.4%	1.7%
52.3200	Communications	$215,133	$212,173	**$206,014**	-$9,119	-4.2%	0.9%
52.3300	Advertising	$26,800	$22,470	**$25,275**	-$1,525	-5.7%	0.1%
52.3400	Printing & Binding	$30,550	$15,698	**$21,529**	-$9,021	-29.5%	0.1%
52.3500	Travel Expenses	$89,790	$87,485	**$100,770**	$10,980	12.2%	0.4%
52.3600	Dues & Fees	$32,001	$28,732	**$32,036**	$35	0.1%	0.1%
32.3700	Training	$93,025	$67,170	**$67,540**	-$25,485	-27.4%	0.3%
53.1230	Electricity	$332,000	$332,000	**$332,000**	$0	0.0%	1.4%
53.1270	Vehicle Gasoline/Diesel	$430,990	$265,460	**$398,650**	-$32,340	-7.5%	1.7%
53.16	Minor Equipment	$285,236	$261,500	**$216,765**	-$68,471	-24.0%	0.9%
53.1601	Computer Hardware & Software	$56,195	$59,367	**$97,340**	$41,145	73.2%	0.4%
53.1700	Other Supplies/Uniform Rental	$17,700	$14,867	**$13,820**	-$3,880	-21.9%	0.1%
53.1701	Vehicle Maintenance	$289,600	$307,779	**$286,900**	-$2,700	-0.9%	1.3%
53.1706	Miscellaneous	$126,550	$150,200	**$125,450**	-$1,100	-0.9%	0.5%
54.2200	Vehicles	$426,167	$392,396	**$457,250**	$31,083	7.3%	2.0%
57.1001	Appropriations to DDA for UWG Debt	$450,000	$850,000	**$700,000**	$250,000	55.6%	3.1%

Variance explanations are listed below for line items that reflect a 10% or more change:

1. Part-time wages increased by 29.7% due to the construction of restroom facilities within City parks. Individuals are needed to maintain and monitor these facilities. Also some additional part-time seasonal help is budgeted for maintaining public grounds.

2. Employee insurance increased by 13.6% due to additional employees for FY 2017 as well as an overall premium increase.

3. Employee Opt-Out Insurance Payments increased by 14.1% mainly due to employees having other insurance options such as being covered under another plan through a family member that may or may not be employed with the City.

4. Taxable Employee Benefits increased by 16.6% primarily due to new positions.

5. Other Contractual Services increased by 14.8% or $59,775. This increase is due to the need of assistance in maintaining right-of-ways, and public buildings.

6. Solid Waste Disposal decreased by 42.9%. This change is due to the trend of actual prior years costs.

7. Repairs and Maintenance decreased by 26% due to many repair projects being completed in prior years.

8. Printing and Binding cost decreased by 29.5%. This is due to the trend of actual prior year costs.

9. Travel Expenses increased by 12.2% mainly due to the fluctuations in fuel cost and accommodation fees.

10. Training decreased by 27.4%. This is due to the trend of actual prior year costs.

11. Minor Equipment decreased by 24% due to less minor equipment need for FY 2017.

12. Computer Hardware & Software increased by 73.2% or $41,145.The City continues to stay up-to-date by continuing to upgrade needs in this area.

13. Other Supplies/Uniform Rental decreased by 21.9% due to the trends prior year actual costs.

14. Appropriations to DDA for UWG Debt Payments increased by 55.6%. As the City has good financial stability it continues to appropriate funds for the UWG project to quickly alleviate the debt thus reducing the overall interest fees.

General Fund (100) Expenditures Summary

	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget	% of 2017 Budget
General Government						
City Council	$179,429	$163,601	$191,326	$193,836	**$204,482**	**0.9%**
City Manager	533,181	554,895	559,747	542,372	**714,060**	**3.1%**
Finance	467,674	442,191	514,868	503,273	**549,520**	**2.4%**
City Attorney	98,930	106,164	103,270	65,260	**91,270**	**0.4%**
Information Technology	247,634	393,104	455,352	447,953	**422,073**	**1.8%**
Human Resources	162,979	206,231	176,877	167,403	**182,216**	**0.8%**
Facilities Maintenance	336,260	523,787	685,219	613,533	**597,577**	**2.6%**
Miscellaneous	450,757	607,851	502,100	419,965	**460,000**	**2.0%**
Transfer to Street Fund	0	225,000	225,000	75,000	**225,000**	**1.0%**
Transfer to Downtown Dev. Authority	1,400,871	8,114,800	450,000	850,000	**700,000**	**3.1%**
Total General Government	$3,877,715	$11,337,624	$3,863,759	$3,878,595	**$4,146,198**	**18.1%**
Public Safety						
Police	$6,362,555	$6,730,698	$7,850,149	$7,865,200	**$8,127,136**	**35.5%**
School Resource Officers	447,467	439,744	0	0	**0**	**N/A**
Municipal Court	217,306	215,731	201,781	221,410	**219,292**	**1.0%**
Animal Services	59,525	57,404	0	0	**0**	**N/A**
Fire	3,883,427	3,852,819	4,230,152	4,143,275	**4,350,336**	**19.0%**
Total Public Safety	$10,970,279	$11,296,396	$12,282,082	$12,229,885	**$12,696,764**	**55.4%**
Public Works						
Public Works Administration	$240,084	$239,245	$245,565	$241,980	**$265,824**	**1.2%**
Engineering	197,087	253,554	262,734	251,745	**266,880**	**1.2%**
Streets	1,661,861	1,671,646	1,698,709	1,661,434	**1,790,302**	**7.8%**
Garage	362,426	441,658	399,220	395,246	**427,454**	**1.9%**
Cemetery	482,814	468,165	746,576	863,128	**518,953**	**2.3%**
Total Public Works	$2,944,271	$3,074,268	$3,352,804	$3,413,533	**$3,269,413**	**14.3%**
Community Development						
Parks & ROW Beautification	$959,443	$960,258	$1,169,133	$1,156,256	**$1,197,815**	**5.2%**
Planning & Zoning	428,752	276,934	295,319	286,289	**384,521**	**1.7%**
Building Inspection	758,009	782,068	808,332	804,358	**831,768**	**3.6%**
Total Comm. Development	$2,146,204	$2,019,260	$2,272,784	$2,246,903	**$2,414,104**	**10.5%**
Other Services						
Carnegie Building	$143,194	$159,501	$183,900	$183,900	**$187,817**	**0.8%**
Business Development & Main Street	214,414	217,655	239,799	236,982	**168,733**	**0.7%**
Keep Newnan Beautiful	43,277	39,830	51,372	48,112	**36,471**	**0.2%**
Total Other Services	**$400,885**	**$416,986**	**$475,071**	**$468,994**	**$393,021**	**1.7%**
Committed Fund Balance Howard Warner	$0	$0	$0	$1,870,000	**$0**	**N/A**
Committed Fund Balance Municipal Bldg	0	0	0	300,000	**0**	**N/A**
Total General Fund	**$20,740,239**	**$28,144,534**	**$22,246,500**	**$24,407,910**	**$22,919,500**	**100.0%**

	2014 Actual	2015 *Actual	2016 Budget	2016 *Projected	2017 Budget
General Fund Expenditures	$ 20,740,239	$ 28,144,534	$ 22,246,500	$24,407,910	$ 22,919,500
Cost Per Capita	$ 534.64	$ 708.98	$ 547.65	$ 587.17	$ 538.80

*In 2015 the City completed the UWG project. If you remove the expenditures from this project the cost per capita would be $583.02 per citizen. The average cost per capita for the four year period shown is $729.31. These figures are based on the estimated populations below.

Year	Est. Population
2014 Actual	38793
2015 Actual	39697
2016 Budget	40622
2016 Estimated	41569
2017 Budget	42538

General Fund (100) Revenue and Expenditures Summary	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
Beginning Fund Balance	$21,281,008	$23,850,740	$22,775,757	$24,211,496	**$23,160,568**
RESOURCES					
Revenue					
Property Tax	$5,922,252	$5,683,808	$5,950,000	$5,706,000	**$5,832,500**
Sales Tax	5,778,730	6,399,087	6,300,000	6,400,000	**6,400,000**
Excise (Franchise) Tax	4,652,217	4,243,199	3,935,000	4,211,000	**4,140,000**
Occp Tax & Alcohol Licenses	2,525,968	2,755,458	2,550,000	3,142,100	**2,955,000**
Inspections & Permits	584,997	788,928	495,000	696,500	**608,000**
Service Charges	286,327	249,853	189,000	228,000	**202,250**
Fines & Forfeitures	746,101	581,586	668,000	533,500	**542,000**
Intergovernmental Revenues	120,501	138,721	123,500	122,582	**118,500**
Other Local Revenues	678,664	470,893	336,000	422,300	**346,250**
Total Revenues	$21,295,758	$21,311,533	$20,546,500	$21,461,982	**$21,144,500**
Operating Transfers In					
Water & Light Commission	$1,511,528	$1,589,068	$1,425,000	$1,575,000	**$1,500,000**
Transfer from NU for Bus Dev	25,000	25,000	25,000	25,000	**25,000**
Transfer in	0	160,951	0	0	**0**
Transfer from Tourism Fund	76,800	294,689	250,000	295,000	**250,000**
Total Transfers In	$1,613,328	$2,069,708	$1,700,000	$1,895,000	**$1,775,000**
Other Resources					
Sale of fixed assets - UWG	$0	$5,057,941	$0	$0	**$0**
Total Resources	**$22,909,086**	**$28,439,182**	**$22,246,500**	**$23,356,982**	**$22,919,500**
USES					
Expenditures					
General Government	$2,476,844	$2,997,824	$3,188,759	$2,953,595	**$3,221,198**
Public Safety	10,970,279	11,296,396	12,282,082	12,229,885	**12,696,764**
Public Works	2,944,271	3,074,268	3,352,804	3,413,533	**3,269,413**
Community Development	2,146,205	2,019,260	2,272,784	2,246,903	**2,414,104**
Other Services	400,885	416,986	475,071	468,994	**393,021**
Total Expenditures	$18,938,484	$19,804,734	$21,571,500	$21,312,910	**$21,994,500**
Operating Transfers Out					
Transfer to Downtown Dev. Authority	$1,400,871	$8,114,800	$450,000	$850,000	**$700,000**
Transfer to Street Fund	0	225,000	225,000	75,000	**225,000**
Total Operating Transfers Out	$1,400,871	$8,339,800	$675,000	$925,000	**$925,000**
Total Uses	$20,339,355	$28,144,530	$22,246,500	$22,237,910	**$22,919,500**
Net Resources & Committed Fund Balance	$2,569,731	$360,756	$0	($1,050,928)	**$0**
Ending Fund Balance	$23,850,740	$24,211,496	$22,775,757	$23,160,568	**$23,160,568**
Ending Undesignated Fund Bal.	**$23,850,740**	**$24,211,496**	**$22,775,757**	**$23,160,568**	**$23,160,568**

D. General Fund Balance

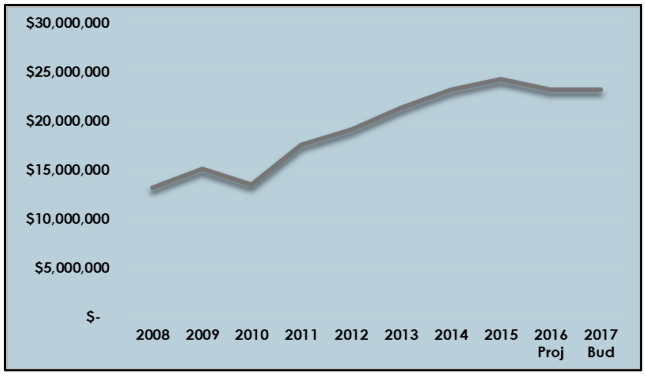
Fund Balance is the remainder of funds that have not been reserved or designated. In accounting terms it is the excess of assets over liabilities. The General Fund balance is expected to decrease by $1,050,928 from the 2016 projected beginning balance of $24,211,496, with revenues and committed fund balance reserves offsetting expenditures. Per policy, the City will, at a minimum, maintain an amount equal to 50% or $11,459,750 of the City's current operating budget for FY 2017 in the General Fund's fund balance.

Below is an overview of the General Fund balance changes from 2008 to 2017. 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 2010 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. Over the next six years, the fund balance rose by $8,048,204. At the end of 2016, fund balance is expected to decrease by $1,050,928 due to appropriations to the Downtown Development Authority to assist in the funding of the University of West Georgia project, the renovations of the Municipal Building and the renovations of the Howard Warner Facility. The chart to the right shows the changes over a 10 year period. The City is projected to maintain a healthy fund balance of $23,160,568 for the year end.

The following charts show in more detail the monetary and percentage changes. Also, shown is a breakdown of funds that were non-spendable, restricted, committed, assigned and unassigned from 2009 to the estimated 2016 year-end. The FY 2017 is a balanced budget and will not reflect change in fund balance. An explanation of these classifications can be found in Appendix A, Financial Policy on page 8.

General Fund Balance Changes

Year	Fund Balance	Variance	% Change
2008	$ 13,122,686	$ 2,500	0.02%
2009	$ 15,112,364	$ 1,989,678	15.16%
2010	$ 13,450,930	$ (1,661,434)	-12.66%
2011	$ 17,547,950	$ 4,097,020	27.11%
2012	$ 19,077,394	$ 1,529,444	11.37%
2013	$ 21,281,009	$ 2,203,615	12.56%
2014	$ 23,151,436	$ 1,870,427	9.80%
2015	$ 24,211,497	$ 1,060,061	4.98%
2016 Proj	$ 23,160,568	$ (1,050,929)	-4.54%
2017 Bud	$ 23,160,568	$ -	0.00%



Classifications	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimated
Non-Spendable	$ 1,487,835.31	$ 16,134.81	$ 8,537.52	$ 3,377.53	$ 6,646.65	$ 16,728.06	$ 3,027,727.47	$ 2,284,813.54	$ 1,534,813.54
Restricted	$ 145,866.16	$ 48,518.65	$ 70,122.23	$ 51,645.12	$ 61,139.97	$ 137,714.79	$ 33,670.05	$ 30,403.78	$ 14,471.64
Committed	$ -	$ -	$ 47,871.18	$ -	$ -	$ 1,400,871.20	$ 2,500,000.00	$ 1,150,000.00	$ 2,123,718.20
Assigned	$ 224,701.53	$ 295,482.08	$ 235,071.90	$ 567,918.97	$ 548,915.57	$ 385,070.43	$ 395,475.63	$ 449,036.72	$ 416,169.72
Unassigned	$ 11,264,282.54	$ 14,752,228.46	$ 13,088,900.93	$ 16,925,008.50	$ 18,460,691.50	$ 19,340,624.37	$ 17,194,562.89	$ 20,297,242.99	$ 19,071,394.90
Fund Balance	$ 13,122,685.54	$ 15,112,364.00	$ 13,450,503.76	$ 17,547,950.12	$ 19,077,393.69	$ 21,281,008.85	$ 23,151,436.04	$ 24,211,497.03	$ 23,160,568.00

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

The Street Improvement Fund is utilized to account for state grants and contracts for the purpose of maintaining City streets and roads. In FY 2017 the revenue stream consists of fees that are accessed for contractors for paving some subdivision streets and a $225,000 transfer from General Fund. The Street Improvement Fund Budget for FY 2017 includes paving and repair of various streets.

*Street Improvement Fund (200) Summary of Revenues and Expenditures					
		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance	$374,027	$343,485	$618,489	**$152,314**
	Revenue				
32.2990	New SD Street Paving	$36,481	$50,000	$32,000	**$35,000**
33.4112	Greenville Streetscapes - Phase 2	0	0	0	**0**
33.4115	Jefferson/Jackson Corridor	360,547	0	0	**0**
34.3000	Street Improvements	0	0	0	**0**
36.1000	Interest Earnings	645	350	2,045	**1,250**
	Total Revenues	**$397,673**	**$50,350**	**$34,045**	**$36,250**
	Expenditures				
52.1300	Other Contractual				
52.2200	Repairs & Maintenance	$0	$0	$0	**$0**
53.1100	Materials & Supplies	0	0	0	**0**
53.1110	Streetscapes Construction	0	0	0	**0**
54.1406	Major Street Maint & Repairs	17,664	350,000	575,220	**350,000**
54.1422	Jefferson/Jackson Corridor	360,547	0	0	**0**
	Total Expenditures	**$378,211**	**$350,000**	**$575,220**	**$350,000**
	Other Financing Sources				
	Transfer from General Fund	$225,000	$225,000	$75,000	**$225,000**
	Total Other Financing Sources	**$225,000**	**$225,000**	**$75,000**	**$225,000**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$244,462**	**($74,650)**	**($466,175)**	**($88,750)**
	Ending Fund Balance	**$618,489**	**$268,835**	**$152,314**	**$63,564**

*FY 2017 Department Relationship

Streets

Street Fund - 5 Year History					
2012	2013	2014	2015	2016	2017
$ 128,583.00	$ 294,638.00	$ 179,176.00	$ 397,673.00	$ 34,045.00	**$36,250**

B. LMIG Fund

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% and these funds typically come from SPLOST.

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. In FY 2017 the City anticipates repaving at least 2.6 centerline miles.

***LMIG Fund (201)**
Summary of Revenues & Expenditures

		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance	$55,276	$877	$770	**$1,770**
	Revenue				
33.4111	State DOT Contracts/LMIG	$265,101	$268,791	$268,791	**$355,516**
36.1000	Interest Earnings	393	100	1,000	**1,000**
	Total Revenues	**$ 265,494**	**$ 268,891**	**$ 269,791**	**$ 356,516**
	Expenditures				
54.1406	Major Street Maint & Repairs	$ 320,000	$ 268,000	$ 268,791	**$ 355,516**
	Total Expenditures	**$ 320,000**	**$ 268,000**	**$ 268,791**	**$ 355,516**
	Revenues and Other Financing Sources Over (Under)Expenditures	**$ (54,506)**	**$ 891**	**$ 1,000**	**$ 1,000**
	Ending Fund Balance	**$ 770**	**$ 1,768**	**$ 1,770**	**$ 2,770**

*FY 2017 Department Relationship

Streets

LMIG Fund - 5 Year Revenue History

2012	2013	2014	2015	2016	2017
$ -	$ -	$ 450,411.00	$ 265,494.00	$ 268,791.00	**$ 356,516.00**

C. 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.

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 2017 budget for these funds is for various equipment and supplies. No Capital Expenditures from these funds are budgeted for FY 2017.

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

		2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance	**$324,261**	**$203,916**	**$87,970**	**$100,440**	**$105,870**
	Revenues					
35.1240	Local Drug Condemnations	$0	$0	$0	$0	**$0**
35.1320	Other Police Seizures	22,696	10,641	10,000	11,000	**10,000**
35.1321	Dept. of Justice Condemnations	0	0	0	27,284	**20,000**
35.1322	Dept. of Treasury Condemnations	152,795	31,950	50,000	80,000	**75,000**
36.1000	Interest on Investments - Local	0	0	1	0	**0**
36.1150	Interest on Other Police Seizures	1	12	6	15	**20**
36.1151	Interest on DOJ Condemnations	2	0	1	9	**10**
36.1152	Interest on DOT Condemnations	449	223	100	600	**500**
39.2100	Sales of Fixed Assets	0	3,251	0	0	**0**
	Revenues Total	**$175,943**	**$46,077**	**$60,108**	**$118,908**	**$105,530**
	Expenditures					
35.1240A	Local Drug Cond Expenditures	$727	$91	$32	$0	**$0**
35.1320A	Other Police Seizures Expenditures	18,996	15,684	10,000	11,478	**7,000**
35.1321A	DOJ Expenditures	1,598	626	5,000	2,000	**35,000**
35.1322A	DOT Expenditures	274,967	133,152	125,000	100,000	**115,000**
	Expenditures Total	**$296,287**	**$149,553**	**$140,032**	**$113,478**	**$157,000**
		($120,345)	**($103,475)**	**($79,924)**	**$5,430**	**($51,470)**
	Ending Fund Balance	**$203,916**	**$100,440**	**$8,046**	**$105,870**	**$54,400**

*FY 2017 Department Relationship

Police

Confiscated Assets - 5 Year Revenue History

2012	2013	2014	2015	2016	2017
$ 57,779	$ 150,133	$ 175,943	$ 46,077	$ 118,908	**$ 105,530**

D. NSP1 Grant Fund

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.

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 Grant Fund (221)						
		2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance	$0	$0	$0	$0	**$0**
	Revenue					
33.1150	NSP Program Income	$74,577	$109,377	$200,000	$72,892	**$80,000**
33.4155	Grant Funds	41,846	4,406	5,000	2,670	**2,000**
36.1000	Interest Earnings	3	85	100	45	**40**
	Total Revenues	**$116,426**	**$113,868**	**$205,100**	**$75,607**	**$82,040**
	Expenditures					
52.1100	Administrative Services	$0	$0	$2,300	$0	**$0**
52.1200	Professional Services	0	0	2,800	0	**0**
52.1300	Other Contractual Services	0	0	0	0	**0**
52.2000	Program Income Expenses	74,580	109,462	200,000	75,607	**82,040**
57.2008	Disbursements to NCHFH	41,846	4,406	0	0	**0**
57.2009	Disbursements to HAN	0	0	0	0	**0**
	Total Expenditures	**$116,426**	**$113,868**	**$205,100**	**$75,607**	**$82,040**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
	Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**

*FY 2017 Department Relationship

Housing

NSP1 - 5 Year Revenue History					
2012	2013	2014	2015	2016	2017
$ 52,416	$ 84,300	$ 116,426	$ 113,868	$ 75,607	**$ 82,040**

E. NSP3 Grant Fund

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. Eventually the grant funds will deplete as with the NSP1 Fund and the expenditures will be paid from NSP program income.

*NSP3 Grant Fund (222)						
		2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance	$0	$0	$0	$0	**$0**
	Revenue					
33.1150	NSP Program Income	$0	$0	$250,000	$0	**$90,000**
33.4155	Grant Funds	376,997	0	0	2	**0**
36.1000	Interest Earnings	0	0	0	0	**0**
	Total Revenues	**$376,997**	**$0**	**$250,000**	**$2**	**$90,000**
	Expenditures					
52.1100	Administrative Services	$4,155	$0	$5,000	$0	**$0**
52.1200	Professional Services	0	0	0	0	**0**
52.1300	Other Contractual Services	0	0	0	0	**0**
52.2000	Program Income Expenses	0	0	0	2	**90,000**
57.2009	Disbursements to HAN	372,843	0	245,000	0	**0**
	Total Expenditures	**$376,997**	**$0**	**$250,000**	**$2**	**$90,000**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
	Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**

*FY 2017 Department Relationship

Housing

NSP3 - 5 Year Revenue History					
2012	2013	2014	2015	2016	2017
$ 297,570.00	$ 508,574	$ 450,000	$ -	$ 2	**$ 90,000**

F. Miscellaneous Grants Fund

	*Miscellaneous Grants Fund (240) Summary of Revenues and Expenditures	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance	**$0**	**$0**	**$0**	**$0**
	Revenues				
33.4155	Grant Funds	$21,163	$46,500	$12,352	**$77,500**
37.0000	Contributions/Donations	18,254	0	2,695	**0**
		$39,417	**$46,500**	**$15,047**	**$77,500**
	Expenditures				
	Function / Activity: 1540 - Human Resources				
	Department: 20 - Human Resources				
51.2900	Taxable Employee Benefits	$0	$0	$0	**$0**
51.2900A	Non-Taxable Employee Benefit	3,735	0	4,188	**0**
	Expenditures Total - Human Resources	**$3,735**	**$0**	**$4,188**	**$0**
	Function / Activity: 3200 - Police				
	Department: 40 - Police Department				
51.2910	Employee Recognition	$320	$1,000	$0	**$0**
52.1201	Public Relations	0	0	1,160	**0**
53.1108	Materials and Supplies	147	0	3,944	**1,000**
53.1100	Protective Equipemennt	9,770	1,500	1,500	**1,500**
	Expenditures Total - Police	**$10,237**	**$2,500**	**$6,604**	**$2,500**
	Function / Activity: 3500 - Fire				
	Department: 50 - Fire Department #1				
53.1106	Protective Equipment	$13,233	$0	$4,255	**$0**
	Expenditures Total - Fire	**$13,233**	**$0**	**$4,255**	**$0**
	Function / Activity: 6220 - Recreation				
	Department: 61 - Beautification				
53.1100	Materials and Supplies	$10,587	$0	$0	**$0**
53.1705	Landscaping Supplies	1,626	0	0	**0**
	Expenditures Total - Recreation	**$12,213**	**$0**	**$0**	**$0**
	Function / Activity: 7400 - Planning & Zoning				
	Department: 70 - Planning & Zoning				
52.1200	Professional Services	$0	$44,000	$0	**$75,000**
	Expenditures Total - Planning & Zoning	**$0**	**$44,000**	**$0**	**$75,000**
	Function / Activity: 9100 - Miscellaneous				
	Department: 29 - Miscellaneous				
53.1601	Computer Hardware & Sofware	$0	$0	$0	**$0**
	Expenditures Total - Miscellaneous	**$0**	**$0**	**$0**	**$0**
	Expenditures Total	**$39,417**	**$46,500**	**$15,047**	**$77,500**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$0**	**$0**	**$0**	**$0**
	Ending Fund Balance	**$0**	**$0**	**$0**	**$0**

*FY 2017 Department Relationship

Police - Planning & Zoning

G. 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. 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.

*Hotel/Motel Tourism Fund (275) Summary of Revenues and Expenditures						
		2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance	**$58,300**	**$122,760**	**$131,350**	**$121,032**	**$119,592**
	Revenues					
31.4100	Hotel/Motel Tax	$384,002	$589,378	$500,000	$590,000	**$500,000**
36.1000	Interest on Investments	122	405	400	660	**600**
		$384,125	**$589,783**	**$500,400**	**$590,660**	**$500,600**
	Expenditures					
52.1200	Professional Services	$0	$0	$0	$0	**$0**
53.1220	Natural Gas	2,864	2,133	3,000	2,100	**2,800**
54.1211	Bldgs. & Grounds Rep./Maint.	0	0	0	0	**0**
54.1315	Convention Center Construction	0	0	0	0	**0**
	Expenditures Sub-Total	**$2,864**	**$2,133**	**$3,000**	**$2,100**	**$2,800**
	Other Financing Uses					
	Transfer to General Fund (50%)	$76,800	$294,689	$250,000	$295,000	**$250,000**
	Transfer to Convention Center (50%)	240,000	294,689	250,000	295,000	**250,000**
	Other Financing Uses Total	**$316,800**	**$589,378**	**$500,000**	**$590,000**	**$500,000**
	Expenditures Total	**$319,664**	**$591,511**	**$503,000**	**$592,100**	**$502,800**
	Revenues and Other Financing Sources Sources Over/ (Under) Expenditures	**$64,460**	**($1,728)**	**($2,600)**	**($1,440)**	**($2,200)**
	Ending Fund Balance	**$122,760**	**$121,032**	**$128,750**	**$119,592**	**$117,392**

*FY 2017 Department Relationship

Facilities Maintenance

Hotel/Motel Tourism Fund - 5 Year Revenue History					
2012	2013	2014	2015	2016	2017
$ 254,457	$ 284,277	$ 384,125	$ 589,783	$ 590,660	**$ 500,600**

H. Motor Vehicle Rental Excise Tax Fund

* Motor Vehicle Rental Excise Tax Fund (280) Summary of Revenues and Expenditures		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Balance	**$35,072**	**$38,150**	**$35,072**	**$35,272**
	Revenues				
31.4400	Motor Vehicle Rental Excise Tax	$90,550	$80,000	$80,000	**$85,000**
36.1000	Interest on Investments	109	75	200	**150**
	Total Revenues	**$90,659**	**$80,075**	**$80,200**	**$85,150**
61.2001	Transfer to Convention Center	$90,659	$80,000	$80,000	**$85,000**
	Expenditures Total	**$90,659**	**$80,000**	**$80,000**	**$85,000**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$0**	**$75**	**$200**	**$150**
	Ending Fund Balance	**$35,072**	**$38,225**	**$35,272**	**$35,422**

*FY 2017 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.



The $85,000 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					
2012	2013	2014	2015	2016	2017
$ 76,806	$ 67,377	$ 79,566	$ 90,659	$ 80,000	**$ 85,000**

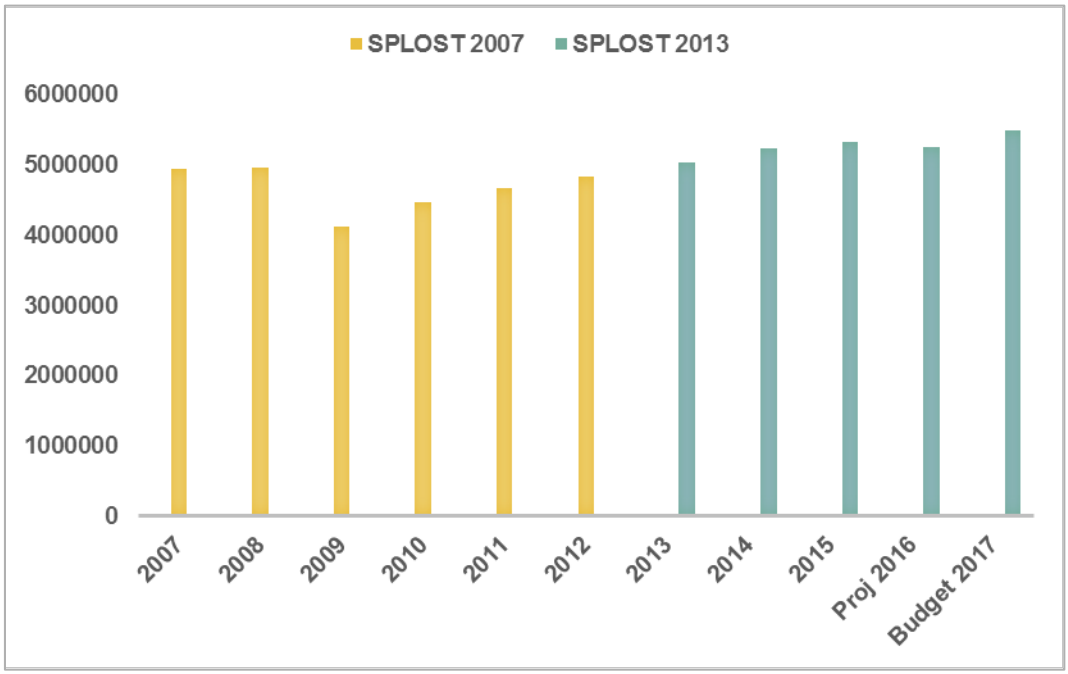
SECTION IV. Capital Projects Funds—Major Funds

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 2017: SPLOST 2007 Fund, SPLOST 2013 Fund and Impact Fees Fund. These three funds are considered MAJOR FUNDS.

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. The City and County in a joint effort has put together a website to give its citizens and overview of projects that were accomplished using SPLOST funding and the positive impacts the projects have had on their quality of life. The website is www.cowetasplost.com.

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 2017 Budget includes expenditures for the two SPLOSTs voted in 2007 and 2013. All other prior SPLOST funds have been exhausted. The chart below articulates the SPLOST collections from FY 2007 to projected FY 2017.



1. SPLOST 2007

*Special Purpose Local Option Sales Tax Fund (322) 2007 Issue Summary of Revenues and Expenditures							
			2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance		$7,401,984	$4,511,524	$3,304,939	$3,334,423	**$2,764,996**
	Revenue						
33.7100	SPLOST		$0	$0	$0	$0	**$0**
36.1000	Interest Earnings		8,700	7,156	4,500	6,200	**4,500**
33.0003	Intergovernmental Revenue		0	0	0	0	**0**
38.3001	Reimbursement for Damages/Perfomance Bond Related		0	0	0	0	**0**
		Total Revenues	**$8,700**	**$7,156**	**$4,500**	**$6,200**	**$4,500**
	Expenditures	**Project Budget**					
	PUBLIC SAFETY (322.3200.40/3500.50)						
54.2201	Heavy Rescue Vehicle	200,000	199,985	0	0	0	**0**
		$200,000	**$199,985**	**$0**	**$0**	**$0**	**$0**
	INFORMATION SYSTEM (322.1535.21)						
54.2401	New Computers and Upgrades	$127,000	$7,254	$0	$0	$0	**$0**
54.2401	Voice Over IP (VOIP) Phone System	$120,000	0	0	0	0	**0**
		$247,000	**$7,254**	**$0**	**$0**	**$0**	**$0**
	FACILITIES MAINTENANCE/STRUCTURE (322.1565.23)						
54.1303	City Hall Addition	$517,000	576	171	100,000	100,000	**100,000**
54.1303	Renovation - Carnegie Library	$204,039	6,970	0	0	0	**0**
54.1303	New Recreation Center	$550,000	0	157,170	450,000	400,000	**0**
54.1303	Improvements to Boone Drive Maint. Facility	$1,000,000	545,533	5,892	0	0	**0**
54.1303	Additional Funds for Conference Center	$2,742,961	0	0	0	0	**0**
		$5,014,000	**$553,079**	**$163,233**	**$550,000**	**$500,000**	**$100,000**
	PARKS AND RECREATION (322.6200.61)						
54.1215	Replacement of Playground Equipment	$100,000	$0	$0	$0	$0	**$0**
54.1215	Additional Parks and Improvements	1,000,000	528,907	151,250	0	0	**0**
		$1,100,000	**$528,907**	**$151,250**	**$0**	**$0**	**$0**
	STREETS (322.4200.60)						
54.1401	Intersection Improvements	$2,000,000	$250,602	$0	$0	$0	**$0**
54.1401	McIntosh Parkway	$2,000,000	85,878	175,458	2,500,000	0	**2,533,443**
54.1401	Street Imp., Culverts, Bridges, Sidewalks	$7,000,000	1,203,083	694,316	0	75,627	**0**
54.1401	Mill resurface Eastview Cemetery	$361,000	70,373	0	0	0	**0**
54.2401	GIS System	$298,294	0	0	0	0	**0**
		$11,659,294	**$1,609,936**	**$869,774**	**$2,500,000**	**$75,627**	**$2,533,443**
	EQUIPMENT (322.4200.60)					0	
54.2201	Street Sweepers (2)	$300,000	0	0	0	0	**0**
54.2201	Boom Trucks	$200,000	0	0	0	0	**0**
54.2201	Dump Trucks	$250,000	0	0	0	0	**0**
54.2201	Leaf Trucks/Equipment	$200,000	0	0	0	0	**0**
		$950,000	**$0**	**$0**	**$0**	**$0**	**$0**
	Expenditures Sub-Total	**$19,170,294**	**$2,899,160**	**$1,184,256**	**$3,050,000**	**$575,627**	**$2,633,443**
	Operating Transfers Out						
	Newnan Utilities Transfer (16%)	$4,450,000	0	0	0	0	**0**
	Expenditures Total	**$23,620,294**	**$2,899,160**	**$1,184,256**	**$3,050,000**	**$575,627**	**$2,633,443**
	Revenues and Other Financing Sources Over (Under) Expenditures		(2,890,460)	(1,177,100)	(3,045,500)	(569,427)	(2,628,943)
		Ending Fund Balance	**$4,511,524**	**$3,334,423**	**$259,439**	**$2,764,996**	**$136,053**

*FY 2017 Department Relationships

Streets - Facilities Maintenance

The FY 2017 SPLOST 2007 Budget includes expenditures totaling $2,633,443. The projects include City Hall upgrades and East Washington Street Extension, also known as McIntosh Parkway. The current revenue for SPLOST 2007 is interest. The revenue stream for this tax ceased at year-end 2012.

2. SPLOST 2013

*Special Purpose Local Option Sales Tax Fund (323) 2013 Issue Summary of Revenues and Expenditures							
			2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance		**$3,203,544**	**($1,345,488)**	**$703,970**	**($425,416)**	**$1,317,899**
	Revenue						
33.7100	SPLOST	**$31,140,000**	$5,239,530	$5,329,841	$5,600,000	$5,260,000	**$5,500,000**
36.1000	Interest Earnings		305	3,037	3,500	4,500	**6,500**
		$31,140,000	**$5,239,835**	**$5,332,878**	**$5,603,500**	**$5,264,500**	**$5,506,500**
	Expenditures	**Project Budget**					
	PUBLIC SAFETY						
54.1300A	Public Safety Complex	$7,788,823	$7,214,631	$344,115	$0	$0	**$0**
54.1300B	Fire Station #4	1,250,000	0	0	800,000	0	**0**
54.1322A	Rescue Unit	200,000	0	0	0	0	**0**
54.1322B	Fire Engine	500,000	0	0	0	0	**0**
54.2502A	Communications Upgrade	500,000	0	0	0	0	**0**
		$10,238,823	**$7,214,631**	**$344,115**	**$800,000**	**$0**	**$0**
	INFORMATION SYSTEM						
54.1323A	Network and Software Improvements	$100,000	$46,820	$0	$53,179	$0	**$53,179**
		$100,000	**$46,820**	**$0**	**$53,179**	**$0**	**$53,179**
	BUILDINGS AND FACILITIES						
54.1301A	Wadsworth Upgrades	$100,000	$0	$0	$0	$100,000	**$0**
		$100,000	**$0**	**$0**	**$0**	**$100,000**	**$0**
	PARKS AND RECREATION						
54.1300C	Recreation Center	$1,211,177	$0	$0	$1,000,000	$400,000	**$811,177**
54.1215A	Recreation Improvements	500,000	0	43,657	315,000	0	**458,533**
		$1,711,177	**$0**	**$43,657**	**$1,315,000**	**$400,000**	**$1,269,710**
	STREETS, DRAINAGE, SIDEWALKS & EQUIPMENT (53.55% of Total Budget)						
54.2504A	Trolley	$100,000	$0	$0	$0	$0	**$0**
54.1401A	Streets, Sidewalk and Drainage Maintenance	4,607,600	1,104,196	970,708	800,000	1,442,722	**610,000**
54.1415A	Sign Upgrades	500,000	0	0	50,000	60,363	**25,000**
54.1401B	McIntosh Parkway	1,400,000	0	0	0	0	**1,400,000**
54.1401C	Lower Fayetteville Road	1,250,000	0	497,208	0	26,500	**0**
54.1300D	Intelligent Traffic Operations Center	800,000	0	0	0	0	**0**
54.1401D	Intersection, Sidewalk & Parking Imp.	4,500,000	421,691	1,515,893	161,000	570,000	**264,000**
54.2504D	Public Works/Street Equipment	850,000	163,205	188,450	140,000	80,000	**111,424**
		$14,007,600	**$1,689,092**	**$3,172,259**	**$1,151,000**	**$2,179,585**	**$2,410,424**
	Expenditures Sub-total	**$26,157,600**	**$8,950,543**	**$3,560,031**	**$3,319,179**	**$2,679,585**	**$3,733,313**
	Operating Transfers Out and Other Uses						
61.2000	Newnan Utilities Transfer (16%)	$4,982,400	$838,325	$852,775	$896,000	$841,600	**$880,000**
	Expenditures Total	**$31,140,000**	**$9,788,868**	**$4,412,806**	**$4,215,179**	**$3,521,185**	**$4,613,313**
	Revenues and Other Financing Sources Over (Under) Expenditures		($4,549,032)	$920,072	$1,388,321	$1,743,315	$893,187
	Ending Fund Balance		**($1,345,488)**	**($425,416)**	**$2,092,291**	**$1,317,899**	**$2,211,086**

*FY 2017 Department Relationships

Streets - Information Technology - Parks and Recreation

SPLOST 2013 budgeted amount of $3,733,313 includes the following projects: The Howard Warner renovations, possible network improvements, LMIG match and McIntosh Parkway along with a couple of other minor street projects.

3. Impact Fees

*Impact Fees (375) Summary of Revenues and Expenditures							
		Project Budget	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance		**$2,345,454**	**$2,171,454**	**$2,169,850**	**$2,607,978**	**$1,932,437**
	Revenue						
34.1323	Road/St/Bridges Impact Fee	$7,310,466	$96,724	$90,581	$120,000	$80,000	**$95,000**
34.1324	Fire Services Impact Fee	3,036,840	88,322	169,618	130,000	110,000	**120,000**
34.1325	Police Protection Impact Fee	1,125,000	38,384	8,850	0	0	**0**
34.1326	Parks/Recreation Impact Fee	4,752,351	192,782	417,940	200,000	275,000	**250,000**
36.1003	Interest - Roads/Streets/Bridges		909	1,661	$1,000	700	**200**
36.1004	Interest - Fire Services		444	612	500	900	**960**
36.1005	Interest - Police Protection		661	75	0	9	**3**
36.1006	Interest - Parks/Recreation		1,059	2,314	2,000	3,300	**3,600**
	Total Revenue	**$16,224,657**	**419,286**	**691,651**	**453,500**	**469,909**	**469,763**
	Expenditures						
54.1400	Road/St/Bridges Improvements		$0	$194,089	$1,000,000	$800,000	**$200,000**
54.1300	Fire Services Improvements		410,800	12,294	300,000	45,000	**0**
54.1300	Police Protection Improvements		182,484	48,745	0	450	**3,800**
54.1100	Parks/Recreation Improvements		0	0	1,000,000	300,000	**1,000,000**
	Total Expenditures		**$593,284**	**$255,128**	**$2,300,000**	**$1,145,450**	**$1,203,800**
	Revenues and Other Financing Sources Over (Under) Expenditures		**($173,999)**	**$436,523**	**($1,846,500)**	**($675,541)**	**($734,037)**
	Ending Fund Balances						
	Road/St/Bridges Impact Fee		$929,523	$827,676	$170,523	$107,676	**$2,876**
	Fire Services Impact Fee		97,624	255,560	73,124	320,560	**441,520**
	Police Protection Impact Fee		44,092	4,271	0	3,821	**24**
	Parks/Recreation Impact Fee		1,100,216	1,520,470	427,216	1,495,470	**749,070**
	Ending Balance		**$2,171,454**	**$2,607,978**	**$670,862**	**$1,932,437**	**$1,193,490**

*FY 2017 Department Relationships

Public Works - Streets - Parks and Recreation

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.

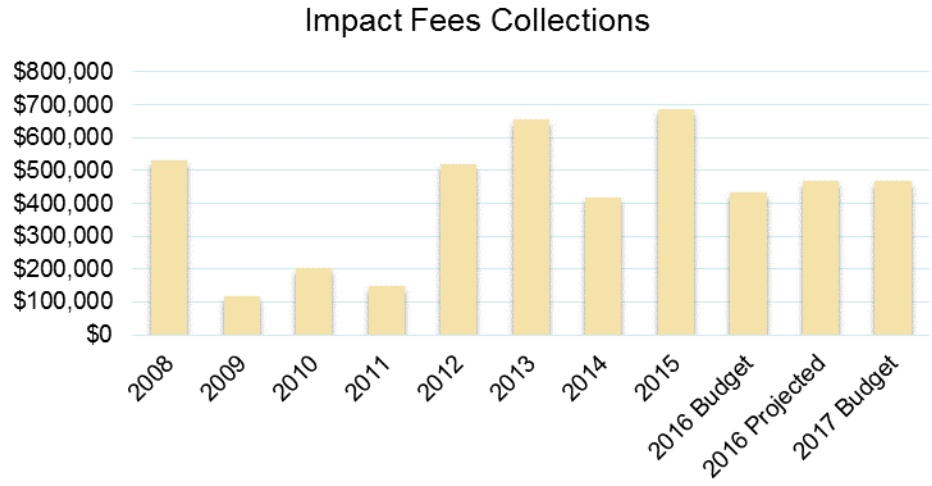
In FY 2015 the City purchased a Fire Truck, the land for Fire Station #4, expensed some funds for the Fire Station #4 design and utilized funds for the new Public Safety Complex. However, also in FY 2015 the Council resolved to cease the collection of Impact Fees in the area of Police due to completed projects that were earmarked in the Police category.

FY 2017 Impact Fees projects include the remaining Police expenditures, recreation improvements which can possibly include the land purchase for a new park, and McIntosh Parkway.

As seen in the chart on the following page, 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 slightly rose during 2012 and is remaining somewhat consistent, 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 .20% in 2017. 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. The projected revenue in FY 2017 is leveling off in comparison to the fluctuation in years past. During 2017, planned expenditures for improvements to parks and recreation, fire and streets total $1,203,800. The difference between projected revenues and expenditures will be made up from existing fund balance reserves.



Impact Fees Fund - 5 Year Revenue History					
2012	2013	2014	2015	2016	2017
$ 519,587	$ 654,800	$ 419,286	$ 691,651	$ 469,909	**$ 469,763**

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 2013.

*Sanitation Fund - Brush and Bulk (540) Summary of Revenues and Expenditures					
		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Beginning Fund Balance	**$331,695**	**$287,591**	**$481,321**	**$542,602**
	Revenue				
34.4115	Brush and Bulk Collection Fees	$611,083	$515,000	$525,000	**$550,000**
36.1000	Interest Earnings	630	500	1,558	**1,750**
39.1200	Transfer from General Fund	0	0	0	**0**
	Total Revenues	**$611,713**	**$515,500**	**$526,558**	**$551,750**
	Wages and Benefits				
51.1100	Wages - Full-Time	$178,734	$174,816	$174,816	**$180,060**
51.1300	Wages - Overtime	1,582	2,000	3,000	**3,000**
51.2100	Employee Ins. (Life/Health/Dental)	33,524	31,683	31,683	**33,027**
51.2100A	Employee Opt-Out Insurance	0	5,520	5,520	**4,500**
51.2150	Employee Flexible Spending Account	0	0	0	**57**
51.2200	FICA (Soc. Sec.)	13,596	14,237	14,237	**14,369**
51.2400	Retirement	14,818	16,607	16,607	**17,391**
51.2600	Unemployment Insurance	5	8	8	**8**
51.2700	Worker's Compensation	16,706	20,659	20,659	**22,331**
51.2900	Taxable Employees Benefits	251	275	275	**275**
51.2900A	Non-Taxable Employee Benefits	593	2,000	2,000	**2,000**
	Total Wages and Benefits	**$259,809**	**$267,805**	**$268,805**	**$277,018**
	Operating Expenses				
52.2110	Solid Waste Disposal	122,072	120,000	120,000	**125,000**
52.2200	Repairs & Maintenance	1,200	1,200	1,200	**1,624**
52.3101	Vehicle Insurance	2,257	4,000	4,000	**4,000**
52.3102	Bldg. & Pers. Liability Insurance	2,400	5,000	5,000	**5,000**
52.3200	Communications	1,343	2,000	2,000	**2,000**
52.3300	Advertising	0	500	500	**500**
53.1100	Materials & Supplies	1,317	4,000	4,000	**4,000**
53.1270	Vehicle Fuel/Diesel	30,191	60,000	30,000	**60,000**
53.1300	Food Supplies	0	0	0	**600**
53.1601	Computer Hardware/Software	0	1,300	2,227	**0**
53.1700	Other Supplies/Uniform Rental	185	0	290	**0**
53.1701	Vehicle Maintenance	23,271	18,000	24,000	**20,000**
	Total Operating Expenses	**$184,236**	**$216,000**	**$193,217**	**$222,724**
	Capital Outlays				
54.2200	Vehicles	$0	$165,000	$0	**$0**
54.2200	Other Equipment	0	45,000	3,255	**0**
56.1000	Depreciation Expenses	18,043	23,000	0	**0**
	Total Capital Outlays	**$18,043**	**$233,000**	**$3,255**	**$0**
	Expenditures Total	**$462,087**	**$716,805**	**$465,277**	**$499,742**
	Revenues and Other Financing Sources Over (Under) Expenditures	**$149,626**	**($201,305)**	**$61,281**	**$52,008**
	Ending Fund Balance	**$481,321**	**$86,286**	**$542,602**	**$594,610**

Section VI. Budget Overview – All Funds

A. Summary of FY 2017 Budgeted Revenues – All Funds

The chart below illustrates the total FY 2017 budgeted revenues for all funds and percentages of the total budgeted. The General Fund budget is 73.91% of the total budget and is the main operating account.

FUND	FY 2017 Budget	% of Budget
General Fund	$22,919,500	73.91%
LMIG	$356,516	1.15%
Street Fund	$261,250	0.84%
Confiscated Assets	$105,530	0.34%
NSP1 Grant	$82,040	0.26%
NSP3 grant	$90,000	0.29%
Misc. Grants	$77,500	0.25%
Tourism Fund	$500,600	1.61%
Motor Vehicle Fund	$85,150	0.27%
SPLOST 2007	$4,500	0.01%
SPLOST 2013	$5,506,500	17.76%
Impact Fees	$469,763	1.51%
Sanitation	$551,750	1.78%
Totals	$31,010,599	100%

B. Summary of FY 2017 Budgeted Expenditures – All Funds

The chart below illustrates the total FY 2017 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 of $880,000. 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 $250,000 from the Tourism Fund, and $85,000 from the Motor Vehicle Rental Excise Tax Fund. The City will also transfer $700,000 to the Downtown Development Authority to assist in the repayment of a loan to fund the Newnan Hospital Redevelopment Project.

FUND	FY 2017 Budget	% of Budget
General Fund	$22,919,500	68.27%
LMIG	$355,516	1.06%
Street Fund	$350,000	1.04%
Confiscated Assets	$157,000	0.47%
NSP1 Grant	$82,040	0.24%
NSP3 grant	$90,000	0.27%
Misc. Grants	$77,500	0.23%
Tourism Fund	$502,800	1.50%
Motor Vehicle Fund	$85,000	0.25%
SPLOST 2007	$2,633,443	7.84%
SPLOST 2013	$4,613,313	13.74%
Impact Fees	$1,203,800	3.59%
Sanitation	$499,742	1.49%
Totals	$33,569,654	100%

C. FY 2016-2017 Comparison – All Funds

The FY 2017 Annual Budget, with inter-fund transfers included, totals $33,569,654. Below is a table illustrating the FY 2017 Budget by fund, in comparison to the FY 2016 Budget. These figures include expenditures and inter-fund transfers, if applicable.

Fund	FY 2016 Budget	FY 2017 Budget	Variance	% Change
General Fund	$22,246,500	$22,919,500	$673,000	3%
LMIG	$268,000	$355,516	$87,516	33%
Street Fund	$350,000	$350,000	$0	0%
Confiscated Assets	$140,032	$157,000	$16,968	12%
NSP1 Grant	$205,100	$82,040	($123,060)	-60%
NSP3 grant	$250,000	$90,000	($160,000)	-64%
Misc. Grants	$46,500	$77,500	$31,000	67%
Tourism Fund	$503,000	$502,800	($200)	0%
Motor Vehicle Fund	$80,000	$85,000	$5,000	6%
SPLOST 2007	$3,050,000	$2,633,443	($416,557)	-14%
SPLOST 2013	$4,215,179	$4,613,313	$398,134	9%
Impact Fees	$2,300,000	$1,203,800	($1,096,200)	-48%
Sanitation	$716,805	$499,742	($217,063)	-30%
Totals	$34,371,116	$33,569,654	$ (801,462.00)	-2%

The FY 2017 Annual Budget represents a 2%, or $801,462, decrease from the FY 2016 Budget total of $34,371,116. While this portrayal of the budget is technically accurate, the inclusion of inter-fund transfers ($2,390,000) overstates the true cost of total operations. The largest change percentage wide is in the grant fund. The City anticipates a grant from ARC to assist in funding a traffic study. Also, there is a significant increase in Impact Fees Fund due to these funds needing to build in order to pursue the earmarked projects from this source. The decrease in the Street Fund can be explained by the Jefferson - Jackson Corridor Streetscape project being completed in FY 2016.

Several projects are planned for 2017. 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. However, the activity from this fund has decreased for FY 2017. 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 and the reason for this increase is mainly from capital expenditures.

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, 95% of the existing fund balance during 2017. 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 2017 Budget equal $31,179,654, a decrease of 3.34%, or $1,042,462 from the 2016 budget. Of this total $21,886,826, the increase of $629,399, will provide day-to-day services to the community, In addition, $8,883,488 will provide for pay-as-you-go financing for capital expenditures, a decrease of 16.15%. Detailed information for capital expenditures can be found in the CIP Section of this document beginning on page 183. The majority of the Capital Projects are funded through SPLOST.

FY 2017 Total Expenditures by Category (All Funds) Excluding Transfers

	FY 2016	FY 2017	Variance	% Change 2016-2017
Operating Expenditures	$21,257,427	$21,886,826	$629,399	2.88%
Tourism Expenditures	3,000	2,800	-200	-7.14%
Capital Expenditures	10,318,057	8,883,488	-1,434,569	-16.15%
Special Revenue Expenditures	641,632	406,540	-235,092	-57.83%
Total	$32,220,116	$31,179,654	-1,040,462	-3.34%

A total of $406,540 is designated within Special Revenue funds (Confiscated Assets, NSP Grants, LMIG, Street, Tourism, Motor Vehicle Rental and Miscellaneous Grants), which is a decrease of $235,092 or 57.83% from 2016.

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

On the following two pages you will find combined statements of budgeted revenues, expenditures and changes in fund balance for all appropriated funds. These charts give the reader a broad overview of all funds.

F. Fund Balance and Equity Changes – All Funds

All Government Fund Types in FY 2017

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

	General Fund	Street Improvement	LMIG Fund	Confiscated Assets	NSP1 Grant	NSP3 Grant
Resources						
Revenues						
Property Taxes	$5,832,500	$0	$0	$0	$0	$0
Sales Taxes	6,400,000	0	0	0	0	0
SPLOST	0	0	0	0	0	0
Excise (Franchise) Tax	4,140,000	0	0	0	0	0
Occp Tax/Alcohol License	2,955,000	0	0	0	0	0
Inspections & Permits	608,000	0	0	0	0	0
Service Charges	202,250	0	0	0	0	0
Fines & Forfeitures	542,000	0	0	105,000	0	0
Intergovernmental	118,500	35,000	355,516	0	82,000	90,000
Other Revenue	346,250	1,250	1,000	530	40	0
Total Revenues	$21,144,500	$36,250	$356,516	$105,530	$82,040	$90,000
Operating Transfers In						
Water & Light	$1,525,000	$0	$0	$0	$0	$0
General Fund	0	225,000	0	0	0	0
Hotel/Motel Tourism	250,000	0	0	0	0	0
Total Transfers In	$1,775,000	$225,000	$0	$0	$0	$0
TOTAL RESOURCES	$22,919,500	$261,250	$356,516	$105,530	$82,040	$90,000
Uses						
Expenditures						
General Government	$3,221,198	$0	$0	$0	$0	$0
Public Safety	12,696,764	0	0	157,000	0	0
Public Works	3,269,413	350,000	355,516	0	0	0
Community Development	2,414,104	0	0	0	82,040	90,000
Other Services	393,021	0	0	0	0	0
Total Expenditures	$21,994,500	$350,000	$355,516	$157,000	$82,040	$90,000
Operating Transfers Out						
Convention Center	$0	$0	$0	$0	$0	$0
Downtown Dev. Authority	700,000	0	0	0	0	0
General Fund	0	0	0	0	0	0
Street Improvement Fund	225,000	0	0	0	0	0
Sanitation Fund	0	0		0	0	0
Water & Light	0	0	0	0	0	0
Total Transfers Out	$925,000	$0	$0	$0	$0	$0
TOTAL USES	$22,919,500	$350,000	$355,516	$157,000	$82,040	$90,000
Net Resources	$0	($88,750)	$1,000	($51,470)	$0	$0
Projected Beg Fund Balance	$23,160,568	$152,314	$1,770	$105,870	$0	$0
Ending Fund Balance	**$23,160,568**	**$63,564**	**$2,770**	**$54,400**	**$0**	**$0**

All Government Fund Types in FY 2017 (Continued)

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

Misc. Grants	Hotel/Motel Tourism	Motor Vehicle Rental	SPLOST 2007	SPLOST 2013	Impact Fees	Sanitation	Total
$0	$0	$0	$0	$0	$0	$0	**$5,832,500**
0	0	0	0	0	0	0	**6,400,000**
0	0	0	0	5,500,000	0	0	**5,500,000**
0	500,000	85,000	0	0	0	0	**4,725,000**
0	0	0	0	0	0	0	**2,955,000**
0	0	0	0	0	465,000	0	**1,073,000**
0	0	0	0	0	0	550,000	**752,250**
0	0	0	0	0	0	0	**647,000**
0	0	0	0	0	0	0	**681,016**
77,500	600	150	4,500	6,500	4,763	1,750	**444,833**
$77,500	$500,600	$85,150	$4,500	$5,506,500	$469,763	$551,750	**$29,010,599**
$0	$0	$0	$0	$0	$0	$0	**$1,525,000**
0	0	0	0	0	0	0	**225,000**
0	0	0	0	0	0	0	**250,000**
$0	$0	$0	$0	$0	$0	$0	**$2,000,000**
$77,500	$500,600	$85,150	$4,500	$5,506,500	$469,763	$551,750	**$31,010,599**
$0	$0	$0	$0	$53,179	$0	$0	**$3,274,377**
2,500	0	0	0	0	3,800	0	**12,860,064**
0	0	0	2,533,443	2,410,424	200,000	499,742	**9,618,538**
75,000	2,800	0	100,000	1,269,710	1,000,000	0	**5,033,654**
0	0	0	0	0	0	0	**393,021**
$77,500	$2,800	$0	$2,633,443	$3,733,313	$1,203,800	$499,742	**$31,179,654**
$0	$250,000	$85,000	$0	$0	$0	$0	**$335,000**
$0	$0	$0	$0	$0	$0	$0	**700,000**
0	250,000	0	0	0	0	0	**250,000**
0	0	0	0	0	0	0	**225,000**
0	0	0	0	0	0	0	**0**
0	0	0	0	880,000	0	0	**880,000**
$0	$500,000	$85,000	$0	$880,000	$0	$0	**$2,390,000**
$77,500	$502,800	$85,000	$2,633,443	$4,613,313	$1,203,800	$499,742	**$33,569,654**
$0	($2,200)	$150	($2,628,943)	$893,187	($734,037)	$52,008	**($2,559,055)**
$0	$119,592	$35,272	$2,764,996	$1,317,899	$1,932,437	$542,602	**$29,590,719**
$0	**$117,392**	**$35,422**	**$136,053**	**$2,211,086**	**$1,198,400**	**$594,610**	**$27,031,664**

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:	2016 Beginning Balance	Projected Revenues	Projected Expenditures	2016 Projected Ending Balance	% Change	$$ Change
100	General Fund (1)	$24,211,496	$23,356,982	$24,407,910	**$23,160,568**	-4%	-1,050,928
322	SPLOST 2007 (2)	3,334,423	6,200	575,627	**2,764,996**	-17%	-569,427
323	SPLOST 2013 (3)	(425,416)	5,264,500	3,521,185	**1,317,899**	410%	1,743,315
375	Impact Fees (4)	2,607,978	469,909	1,145,450	**1,932,437**	-26%	-675,541
Fund	**Non-Major Funds:**						
200	Street Improvement (5)	$618,489	$259,045	$575,220	**$302,314**	-51%	-316,175
201	LMIG (6)	770	269,791	268,791	**1,770**	130%	1,000
210	Confiscated Assets (7)	100,440	118,908	113,478	**105,870**	5%	5,430
221	NSP1 Grant Fund (8)	0	75,606	75,606	**0**	N/A	0
222	NSP3 Grant Fund (8)	0	2	2	**0**	N/A	0
240	Miscellaneous Grants	0	15,047	15,047	**0**	N/A	0
275	Tourism Enhancement (9)	121,032	590,660	592,100	**119,592**	-1%	-1,440
280	Motor Vehicle Rental (10)	35,072	80,200	80,000	**35,272**	1%	200
540	Sanitation Fund (11)	481,321	526,558	465,277	**542,602**	13%	61,281

1. The General Fund balance is projected to decrease by $1,050,928 or 4%, by the end of 2016. Meaning total expenditures are projected to exceed total revenues by the amount shown. FY 2016 revenues and expenditures are outside of a normal operating Fiscal Year. This can be explained by the committed funds approved by City Council for the renovation of the Howard Warner Facility and the renovations of the Municipal Building. The expenditure of the funds for these two projects by the end of FY 2016 is estimated at $2,170,000. The City also expensed an additional $400,000 of committed funds to the Downtown Development Authority to assist in the repayment of the debt incurred by University of West Georgia Project.

2. SPLOST 2007 Fund balance will decrease by $569,427. This SPLOST referendum expired at the end of 2012. The only revenue in this fund is due to interest. The City of Newnan is aggressively completing projects thus there will be a continual reduction in fund balance until all projects are completed that was earmarked.

3. SPLOST 2013 Fund balance will increase by $1,743,315. The City has been conservative in capital spending for FY 2016 in anticipation of increased construction costs for McIntosh Parkway.

4. The Impact Fees Fund balance is expected to decrease by $675,541 during 2016 and is attributed to the cost of Right-Of-Way acquisitions for the McIntosh Parkway project.

5. The Street Improvement Fund balance is projected to decrease by $316,175 due to completing the paving of some subdivision streets.

6. The LMIG Fund will increase by $1,000 mostly attributed to interest revenue.

7. The Confiscated Assets Fund balance is expected to increase by approximately $5,430 in 2016 due primarily to a slight increase in revenue.

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 possibly decrease by approximately $1,440 during 2016. The slight decrease may vary at year end.

10. The Motor Vehicle Rental Fund balance will possibly increase by $200 by the end of 2016. This increase may also vary by year end. This fund is generally consistent from year to year.

11. The Sanitation Fund balance will increase by $61,281. The Sanitation Fund was established in 2013 and has become stable in revenue collections over the three period.

SECTION VII. Department / Fund Relationships

The relationship between the City's various departments and 2017 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 chart depicts the department/fund relationships of all Major Funds.

Department	General Fund	SPLOST 2007	SPLOST 2013	Impact Fees
City Manager	X			
Assistant City Manager	X			
City Clerk	X			
Public Information	X			
Program Manager	X			
Finance	X			
Info Technology	X		X	
Human Resources	X			
Police	X		X	X
Fire	X			
Public Works	X		X	X
Streets	X	X	X	X
Garage	X			
Cemetery	X			
Planning & Zoning	X			
Beautification	X		X	X
Engineering	X			
Bldg Insp.	X			
Facilities Maint.	X	X		
Bus. Development	X			
Keep Newnan Beautiful	X			
Carnegie	X			
Housing				

B. Department / Fund Relationships—Non-Major Funds

The following chart depicts the department/fund relationships of all Non-Major Funds.

Department	Street Fund	LMIG Fund	Conf. Assest	NSP Grants	Misc. Grants	Tourism	Motor Rental Vehicles	Sanitation
City Manager								
Assistant City Manager								
City Clerk								
Public Information								
Program Manager								
Finance								
Info Technology								
Human Resources								
Police			X		X			
Fire								
Public Works								X
Streets	X	X						X
Garage								
Cemetery								
Planning & Zoning								
Beautification								
Engineering								
Bldg Insp.								
Facilities Maint.						X	X	
Bus. Development								
Keep Newnan Beautiful								
Carnegie								
Housing				X				

SECTION VIII. Debt Summary

A. Primary Government

1. Long –Term Debt

The City of Newnan normally operates on a pay-as-you-go basis. As of December 31, 2015 the City's governmental activities had no outstanding long-term debt, other than compensated absences in the amount of $680,291 and $6,168 respectively. For the governmental activities, compensated absences are generally liquidated by the general fund. Additionally, the City implemented GASB statements 68 and 71 in 2015. Therefore there was an addition to long-term debt in the amount of $3,811,215 for pension liability, with $64,791 of the amount attributed to business-type activities.

	Beginning Balance 1/1/2015	Additions	Reductions	Ending Balance 12/31/2015	Due Within One Year
Governmental Activities:					
Net pension liabilitiy	$ 4,522,201.00	$ -	$ 775,777.00	$3,746,424.00	$ -
Compensated Absences	$ 613,313.00	$ 1,379,039.00	$ 1,312,061.00	$ 680,291.00	$ 471,735.00
Business Type Activities:					
Net pension liabilitiy	$ 78,207.00	$ -	$ 13,416.00	$ 64,791.00	$ -
Compensated Absences	$ 5,561.00	$ 17,451.00	$ 15,664.00	$ 7,348.00	$ 6,168.00

The compensated absences accrual increased by $66,978 during 2015 within the governmental activities and increased by $607 within business type activities. FY 2015 is the latest year where data is available. A discussion of the debt of the component units of the City, Newnan Water and Light and Newnan Downtown Authority, is discussed in detail on the following page.

2. 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 2016, the assessed value of taxable property in the City was $1,204,536,961. Therefore, the City's long-term obligations payable could not exceed $120,453,696 (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. Newnan Downtown Development Authority

The City of Newnan entered into a purchase and redevelopment agreement with the University System of Georgia and Newnan Hospital Incorporated. The budget was $15 million. Under the terms of the agreement, the City acquired the facility along with $4 million in cash. These funds were accounted for in a non-budgeted fund, Fund 350 UWG. The City was responsible for renovating the facility into a state of the art educational space for the University of West Georgia. Upon completion of the renovation process, the University System purchased the facility from the City for $5 million. The City issued short-term financing in the amount of $11 million and the long-term financing was expected to be $6 million. However, the City entered into an Intergovernmental Agreement with the Downtown Development Authority for the purpose of this financing. Immediately after closing, April 30, 2015, a lump sum payment was made from the sale proceeds, leaving a balance of the loan at $4,063,057. As of December 31, 2016 the balance after making allotted payments was $2,286,290.58. Initially the City was required to pay an annual principal payment of $733,333. However due to additional principal payments from the beginning of the loan period; this amount has been reduced tremendously. The next annual principal payment will be due in March 2017 and at that time the required minimum payment will be $163,306. However, the City will continue to allocate additional funds to alleviate the debt when funds are available. This will be determined on a year to year basis depending on the City's financial position. Below is a chart depicting the remaining balance of the loan principal payments, and interests through FY 2022 based on a forecast of additional payments.

	Budgeted Principal	Annual Interest	Annual Total
2017	700,000	$ 43,439.52	743,439.52
2018	450,000	$ 30,139.52	480,139.52
2019	450,000	$ 21,589.52	471,589.52
2020-2022	686,291	$ 80,296.00	766,586.58
		$ 175,464.56	**2,461,755.14**

2. Newnan Water, Sewerage and Light Commission (NWSL)

The Newnan Water, Sewerage and Light Commission had two types of long-term debt outstanding at December 31, 2015: notes payable and revenue bonds.

a) Long-Term Debt – The Newnan Water, Sewerage and Light Commission had three types of long-term debt outstanding at December 31,2015
b) Notes Payable - The Newnan Water, Sewerage and Light Commission has arrangements with the Georgia Environmental Facilities Authority to lease assets as capital leases.

Georgia Environmental Facilities Authority

The Commission entered into an $8,550,000 loan agreement dated February 16, 2007 with the Georgia Environmental Facilities Authority to finance the costs of improving the Hershall B. Norred Water Plant. The loan commitment will be advanced during the construction period of the project. Interest will be accrued during the construction period at the rate of 3 percent per annum. 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, 2015, the outstanding loan balance was $6,975,436, plus accrued interest of $17,773.

Total debt service requirements to maturity are as follow.

YEAR	PRINCIPAL	INTEREST	TOTAL
2016	398,209	203,871	602,080
2017	410,433	191,647	602,080
2018	422,870	179,210	602,080
2019	435,731	166,348	602,079
2020	448,932	153,148	602,080
2021-2025	2,458,278	552,122	3,010,400
2026-2030	2,400,983	159,383	2,560,366
	$6,975,436	$1,605,729	$8,581,165

C. Revenue Bonds

Series 2006

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 $424,054 are as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2016	$1,395,000	$581,194	$1,976,194
2017	1,450,000	517,175	1,967,175
2018	1,520,000	442,925	1,962,925
2019	1,600,000	364,925	1,964,925
2020	0	324,925	324,925
2021-2025	5,945,000	1,058,750	7,003,750
2026	1,150,000	30,187	1,180,187
	$13,060,000	$3,320,081	$16,380,081

Series 2015

On April 21, 2015 the Commission issued $7,050,000 of City of Newnan, Georgia Water, Sewage and Light Commission Public Utilities Refunding Revenue Bonds (the "Series 2015A Bonds") and $3,860,000 of City of Newnan, Georgia Water, Sewage and Light Commission Public Utilities Refunding Revenue Bonds (the Series 2015B Bonds" and together with the Series 2015A Bonds, the Series 2015 Bonds") jointly with the City.

The Series 2015 Revenue Bonds were issued to provide funds to (i) refund and defease a portion of the City and Commissions outstanding Public Utilities Revenue Bonds, Series 2006 (the "refunding Bonds"), (ii) pay the premium for a debt service reserve surety bond respecting the Series 2015 Bonds, and (iii) pay the costs of issuance of the Series 2015 Bonds.

The Series Bonds bear interest at rates ranging from 2.00 percent to 4.00 percent and mature at various dates through January 1, 2036. The Series 2015 Bonds are payable solely from the net revenues of the System, as defined.

The net proceeds of $11,508,370 were used to purchase securities that were deposited in an irrevocable trust with an escrow agent to provide for future debt service payments on the 2006 Series Bonds. As a result, the portions of the Series 2006 Bonds refunded are considered legally defeased and have been removed from Commission's books. Accrued interest related to the Series 2015 Bonds at December 31, 2015 was $172,666.

YEAR	PRINCIPAL	INTEREST	TOTAL
2016	$85,000	$344,482	$429,482
2017	85,000	342,783	427,783
2018	85,000	341,083	426,083
2019	90,000	339,333	429,333
2020	1,775,000	319,800	2,094,800
2021-2025	1,855,000	1,312,159	3,167,159
2026-2030	2,485,000	1,124,302	3,609,302
2031-2035	3,640,000	502,075	4,142,075
2036	810,000	16,200	826,200
	$10,910,000	$4,642,217	$15,552,217

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	$ 2,379,856	$ -	$ (134,397)	$ 2,245,459	$ 268,800
Revenue Bonds	25,329,566	11,508,320	(11,861,597)	24,976,289	1,480,000
Notes Payable	7,361,954	-	(386,518)	6,975,436	398,209
Total	$ 35,071,376	$ 11,508,320	$ (12,382,512)	$ 34,197,184	$ 2,147,009

DOWNTOWN EATS & TREATS









PERSONNEL SUMMARY



Newnan Center Amphitheatre

FY 2017
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 2017 Approved Budget, 269 employees (250 full-time and 19 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.

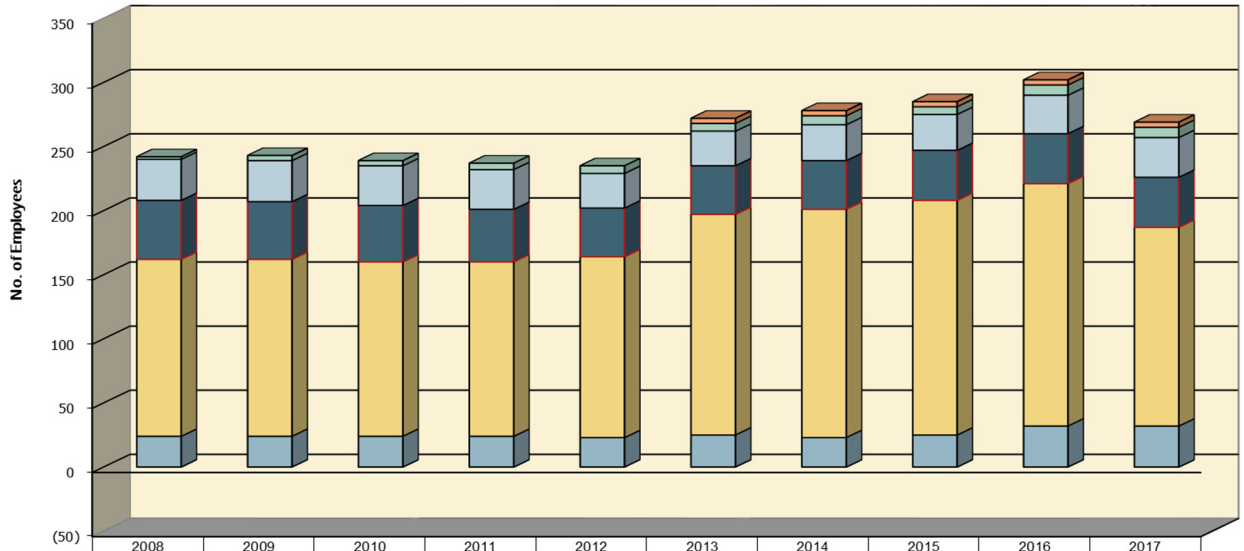
From a management standpoint, these services are grouped into five (5) functional areas: General Government, Public Safety, Public Works, Community Development, and Other Services. Each of these areas includes departments and/or divisions as needed to provide the necessary supervisory support in the 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	**Police**	Administration	Planning & Zoning	Business Development
City Manager	Municipal Court	Cemetery	Building Inspection	Carnegie Library
City Attorney	**Fire**	Engineering	Parks & Right of	Main Street
Facilities Maint.	Station #1	Garage	Way Maintenance	Keep Newnan
Finance	Y. Glenn McKenzie	Streets		Beautiful
Information Tech	Westside Fire Station	Sanitation - Brush		
Human Resources		& Bulk		
Miscellaneous				

Personnel Summary via Function
(2008-2017)

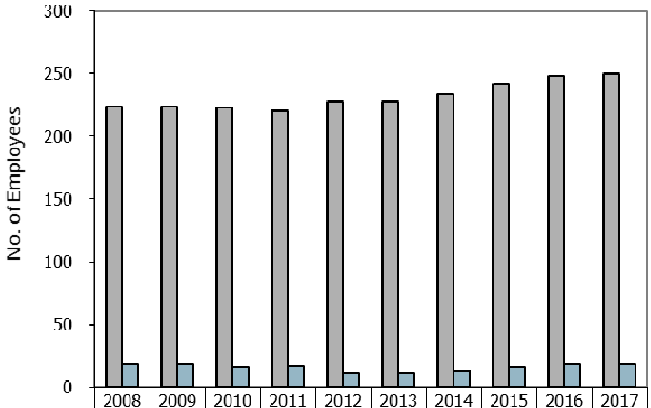


	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Sanitation	(0)	(0)	(0)	(0)	(0)	4	4	4	4	4
Other Services	2	4	4	5	6	6	7	6	8	8
Comm. Dev.	32	32	31	31	27	27	28	28	30	31
Public Works	46	45	44	41	38	38	38	39	39	39
Public Safety	138	138	136	136	141	172	178	183	189	155
General Gov.	24	24	24	24	23	25	23	25	32	32

SECTION II. FY 2017 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. Two (2) full-time positions were added to the 2017 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.

Personnel Summary



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Full-Time	224	224	223	220	228	228	234	242	248	250
PTime & Elected	19	19	16	17	11	11	13	16	19	19

City-Wide Personnel Summary By Function

City Functions	2013	2014	2015	2016	2017
General Government					
Full-Time	16	17	19	20	20
Part-Time	0	0	5	5	5
Elected Officials	7	8	8	7	7
Total General Government	**23**	**25**	**32**	**32**	**32**
Public Safety					
Full-Time	139	143	147	151	153
Part-Time	2	2	2	2	2
Total Public Safety	**141**	**145**	**149**	**153**	**155**
Public Works					
Full-Time	38	38	39	39	39
Part-Time	0	0	0	0	0
Total Public Works	**38**	**38**	**39**	**39**	**39**
Community Development					
Full-Time	27	28	28	30	31
Part-Time	0	0	0	0	0
Total Comm. Development	**27**	**28**	**28**	**30**	**31**
Other Services					
Full-Time	4	4	5	4	3
Part-Time	2	3	1	5	5
Total Other Services	**6**	**7**	**6**	**9**	**8**
Sanitation - Brush & Bulk					
Full-Time	4	4	4	4	4
Part-Time	0	0	0	0	0
Total Sanitation- Brush & Bulk	**4**	**4**	**4**	**4**	**4**
Total Full-Time Employees	228	234	242	248	250
Total Part-Time Employees	4	5	8	12	12
Total Elected Officials	7	8	8	7	7
Total Employees	**239**	**247**	**258**	**267**	**269**

General Government Function
Personnel Summary

Department/Title	2013	2014	2015	2016	2017
City Council					
Mayor (Elected Official)	1	1	1	1	**1**
Council Members (Elected Officials)	6	7	7	6	**6**
Total	**7**	**8**	**8**	**7**	**7**
City Manager's Office					
Assistant City Manager	0	0	0	1	**1**
City Clerk	0	1	1	1	**1**
City Manager	1	1	1	1	**1**
Executive Asst to the City Manager	1	1	1	1	**1**
PIO	1	1	1	1	**1**
Program Manager	1	1	1	1	**1**
Total	**4**	**5**	**5**	**6**	**6**
City Clerk's Office					
City Clerk (moved to City Manager's Office)	1	0	0	0	**0**
Total	**1**	**0**	**0**	**0**	**0**
Finance					
Accountant	1	1	1	1	**1**
Accounting Technician	2	2	2	2	**2**
Assistant Finance Director	0	1	1	1	**1**
Finance Director	1	1	1	1	**1**
Accounting Specialist	1	1	1	1	**1**
Sr. Accounting Technician (PT)	0	0	1	1	**1**
Total	**5**	**6**	**7**	**7**	**7**
Information Technology					
Information Technology Director	1	1	1	1	**1**
IT Senior Systems Analyst	0	0	0	1	**1**
IT Systems Analyst	1	1	2	1	**1**
Total	**2**	**2**	**3**	**3**	**3**
Human Resources					
Human Resources Director	1	1	1	1	**1**
Personnel Technician	1	1	1	1	**1**
Total	**2**	**2**	**2**	**2**	**2**
Facilties					
Facilities Maint Director	0	0	1	1	**1**
Maintenance Specialist	2	2	2	1	**1**
Maintenance Specialist Supervisor	0	0	0	1	**1**
Park Attendants (PT)	0	0	4	4	**4**
Total	**2**	**2**	**7**	**7**	**7**
Total General Government Full -Time	16	17	19	20	**20**
Total General Government Part-Time	0	0	5	5	**5**
Total Elected Officials	7	8	8	7	**7**
Total General Government	**23**	**25**	**32**	**32**	**32**

Public Safety Function
Personnel Summary

Department/Title	2013	2014	2015	2016	2017
Police Department					
Police Division					
Administrative Assistant	3	3	4	4	**4**
Animal Control Officer	0	0	0	1	**1**
Police Chief	1	1	1	1	**1**
Communications Operator	5	5	5	5	**5**
Communications Sergeant	1	1	1	1	**1**
Community Resource Officer	0	0	0	0	**2**
Crime Scene Invesitgation Technician	0	0	0	1	**1**
Deputy Police Chief	2	2	2	2	**2**
Detective	7	7	7	8	**8**
Inmate Crew Supervisor	1	1	1	1	**1**
Investigator	0	0	0	5	**5**
Lieutenant	5	6	6	6	**6**
Master Police Officer	0	0	0	1	**1**
Parking Enforcement Officer	1	1	1	1	**1**
Police Accreditation Coordinator	0	0	0	1	**1**
Police Corporal	0	0	0	4	**4**
Police Officer	49	49	51	40	**40**
School Resource Officers	0	0	0	4	**4**
School Resource Corporal	0	0	0	1	**1**
School Resource Sergeant	0	0	0	1	**1**
Sergeant	5	5	5	5	**5**
School Crossing Guard (Part-time)	2	2	2	2	**2**
Total	**82**	**83**	**86**	**95**	**97**
School Resource Officer Division					
School Resource Officer (Moved to Police)	4	5	5	0	**0**
SRO Sergeant (Moved to Police)	1	1	1	0	**0**
Total	**5**	**6**	**6**	**0**	**0**
Municipal Court Department					
Assistant Magistrate (Part-Time)	0	0	0	0	**0**
Associate Judge (Part-Time)	0	0	0	0	**0**
Municipal Clerk (Full-Time)	1	1	1	1	**1**
Total	**1**	**1**	**1**	**1**	**1**
Animal Services Division					
Animal Warden (Moved to Police)	1	1	1	0	**0**
Total	**1**	**1**	**1**	**0**	**0**
Fire Department					
Administrative Assistant	1	1	1	1	**1**
Battalion Chief	3	3	3	3	**3**
Captain	4	4	4	4	**4**
Fire Chief	1	1	1	1	**1**
Firefighter/EMT	0	0	0	25	**25**
Fire Marshal	1	1	1	1	**1**
Firefighter	30	32	33	10	**10**
Lieutenant	12	12	12	12	**12**
Total	**52**	**54**	**55**	**57**	**57**
Total Public Safety Full-Time	139	143	147	151	**153**
Total Public Safety Part-Time	2	2	2	2	**2**
Total Public Safety	**141**	**145**	**149**	**153**	**155**

Public Works Function
Personnel Summary

Department/Title	2013	2014	2015	2016	2017
Public Works Administration					
Administrative Assistant	1	1	1	1	**1**
Deputy Public Works Director	1	1	1	1	**1**
Public Works Director	1	1	1	1	**1**
Total	**3**	**3**	**3**	**3**	**3**
City Engineer					
Civil Engineer	1	1	1	1	**1**
Engineering Field Inspector	1	1	1	1	**1**
Erosion Control Inspector	0	0	1	1	**1**
Total	**2**	**2**	**3**	**3**	**3**
Street Department					
St Maint - Concrete Finisher	0	0	0	3	**3**
Street Maintenance Supervisor	3	3	3	3	**3**
Street Maintenance Worker	10	10	10	6	**6**
Senior Street Maintenance Worker	6	6	6	7	**7**
Total	**19**	**19**	**19**	**19**	**19**
Garage Department					
Automotive Lead Mechanic	0	0	0	1	**1**
Automotive Mechanic	4	4	4	3	**3**
Automotive Mechanic Assistant	1	1	1	1	**1**
Fleet Coordinator	1	1	1	1	**1**
Total	**6**	**6**	**6**	**6**	**6**
Cemetery					
Cemetery Equipment Operator	1	1	1	1	**1**
Cemetery Maintenance Supervisor	1	1	1	1	**1**
Cemetery Maintenance Worker	5	5	5	5	**5**
Cemetery Superintendent	1	1	1	1	**1**
Total	**8**	**8**	**8**	**8**	**8**
Total Public Works Full-Time	38	38	39	39	**39**
Total Public Works Part-Time	0	0	0	0	**0**
Total Public Works	**38**	**38**	**39**	**39**	**39**

Community Development Function
Personnel Summary

Department/Title	2013	2014	2015	2016	2017
Planning & Zoning					
Administrative Assistant	1	1	1	1	**1**
GIS Analyst II	0	0	0	0	**1**
Planner	2	2	2	2	**2**
Planning and Zoning Director	1	1	1	1	**1**
Total	**4**	**4**	**4**	**4**	**5**
Building Inspections					
Building Inspector	1	1	1	1	**1**
Chief Building Official	1	1	1	1	**1**
Code Enforcement Officer	2	2	2	2	**2**
Deputy Building Official	1	1	1	1	**1**
Permit Technician	1	1	1	1	**1**
Plans Examiner	0	1	1	1	**1**
Senior Building Inspector	3	3	3	3	**3**
Total	**9**	**10**	**10**	**10**	**10**
Parks & Right-of-Way Beautification					
Beautification Crew Leader	4	4	4	4	**4**
Beautification Supervisor	1	1	1	1	**1**
Beautification Worker	8	8	8	10	**10**
Landscape Architect	1	1	1	1	**1**
Total	**14**	**14**	**14**	**16**	**16**
Total Community Development Full-Time	27	28	28	30	**31**
Total Community Development Part-Time	0	0	0	0	**0**
Total Community Development	**27**	**28**	**28**	**30**	**31**

Other Services Function
Personnel Summary

Department/Title	2013	2014	2015	2016	2017
Business Development					
Bus Development Director	1	1	1	1	0
Main Street Manager	1	1	1	1	1
Keep Newnan Beautiful (PT)	0.5	0.5	0.5	1	1
Special Event Coord	0.5	0.5	0.5	1	1
Total	**3**	**3**	**3**	**4**	**3**
Carnegie Building (Reading Library)					
Carnegie Director	1	1	1	1	1
Sr. Carnegie Asst - Youth Programs	0	0	1	1	1
Carnegie Assistant - Reference (PT)	0	0	1	1	1
Reference Assistant (PT)	0	0	1	1	1
Sr.Carnegie Asst - Adult Programs (PT)	1	1	1	1	1
Total	**2**	**2**	**5**	**5**	5
Total Other Services Full-Time	4	4	5	4	3
Total Other Services Part-Time	1	1	3	5	5
Total Other Services	**5**	**5**	**8**	**9**	**8**

Sanitation Fund
Personnel Summary

Department/Title	2013	2014	2015	2016	2017
Sanitation- Brush & Bulk					
Sanitation Equipment Operator	3	3	3	3	**3**
Sanitation Supervisor	1	1	1	1	**1**
Total	**4**	**4**	**4**	**4**	**4**
Total San - Brush & Bulk Full-Time	4	4	4	4	**4**
Total San - Brush & Bulk Part-Time	0	0	0	0	**0**
Total San - Brush & Bulk	**4**	**4**	**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 2017. The 10-Year Personnel Summary chart below shows that staffing increased slightly from 2004-2006. Increasing growth brought a significant increase in staffing from 2006-2007 and that has remained fairly consistent through the years 2007-2017. Approved staffing changes for 2017 had a net impact on the budget of a $132,335 increase in wages and benefits.

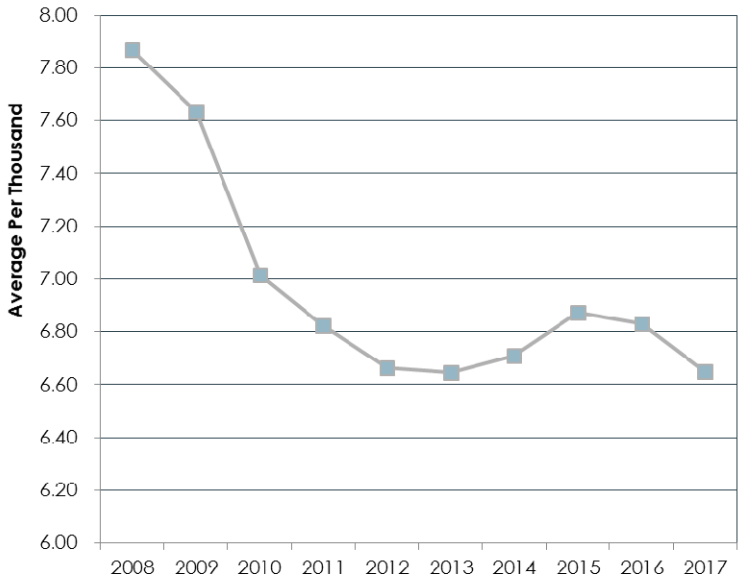
2017 Staffing Changes Impact

Position	Function	Dept	Wages & Benefits	Type of Change
GIS Analyst II	Comm Dev	Planning	$77,357	Addition
Comm resource Officer	Pub Safety	Police	$54,978	Addition
	Net Impact on Operations		**$132,335**	

SECTION IV. Employees Per Capita

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

City of Newnan
Employees Per 1,000 Citizens



The average increase in population over the past ten years is approximately 1,229 people per year. The average percentage increase annually is 4.2%. The City has maintained quality services through maximization of its resources and assets. We have added 27 positions over this time frame, while the population increased by approximately 8,926 people. Employees per capita (EPC) has decreased by only 1.58 employees per thousand citizens for the time period shown.

City of Newnan Per Capita

Year	EPC	Employees	*Population	Increase	%Increase
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	6.85	250	36,511	749	2.1%
2016	6.88	260	37,771	1,260	3.5%
2017	6.75	262	38,793	1,022	2.8%
			Average:	**1,229**	**4.2%**

* Does not include elected officials.

The chart below shows the change in employees per capita (EPC) by function over the ten year period from 2008 to 2017. The most significant change is in Public Safety, where the City has added twenty (20) employees from 2008 to 2017, 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 and General Government are the only two functional areas 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 Community Development Function shows a loss in employees whereas the General Government shows a significant gain. The reason for this is the Facilities Maintenance Department (formerly Building Maintenance) was taken out of the Community Development Function and added to the General Government Function for FY 2016.

Employees per Capita (by Function)

	2008	EPC	2017	EPC	EPC Change
Gen Government	17	0.66	32	0.89	0.23
Public Safety	135	5.27	155	4.33	(0.94)
Public Works	46	1.80	39	1.09	(0.71)
Comm Development	33	1.29	31	0.87	(0.42)
Sanitation & Bulk	0	0.00	4	0.11	0.11
Other Services	2	0.08	8	0.22	0.15
Total	**233**	**9.10**	**269**	**7.52**	**(1.58)**







DEPARTMENTAL SUMMARIES



City of Homes








FY 2017
DEPARTMENTAL SUMMARIES

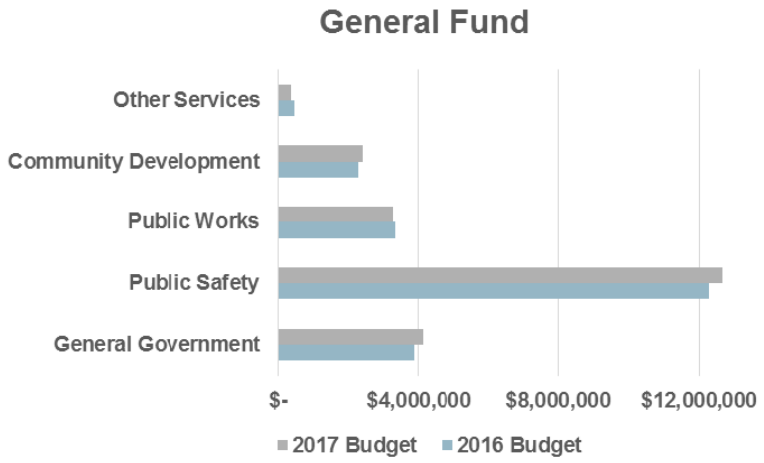
The City of Newnan provides services to citizens and visitors on a daily basis. The direct provision of said services and the support functions are organized into five (5) functions within the General Fund: General Government, Public Safety, Public Works, Community Development and Other Services and 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 2017 department summaries will be listed according to funding source.

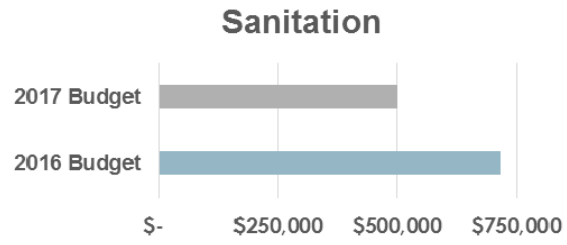
General Fund Functions

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

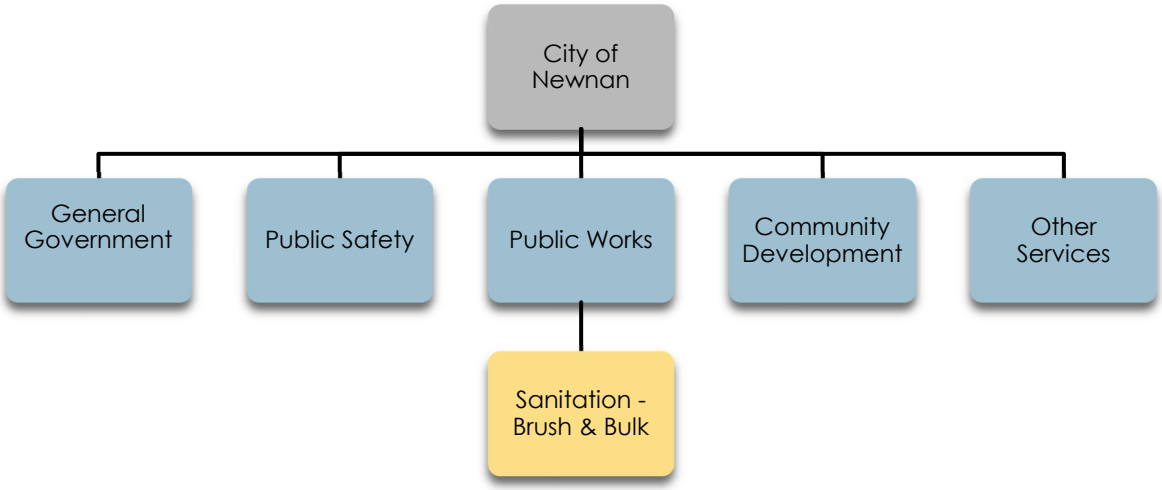
Sanitation Fund Functions

- Brush & Bulk





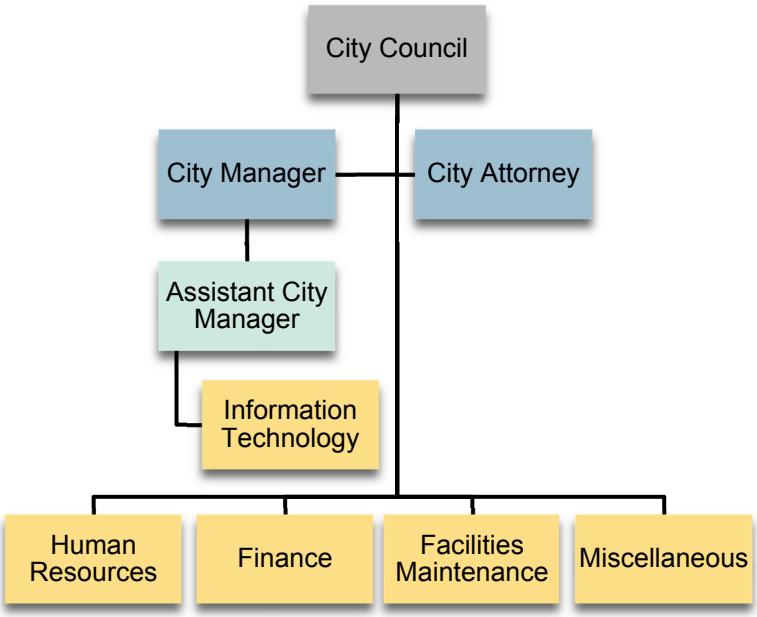
FY 2017 ALL FUNCTIONS
Organizational Chart



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, Assistant City Manager, City Clerk, Program Manager, and Public Information Officer), City Attorney, Finance, Information Technology, Human Resources, Facilities Maintenance and Miscellaneous.

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 2017 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

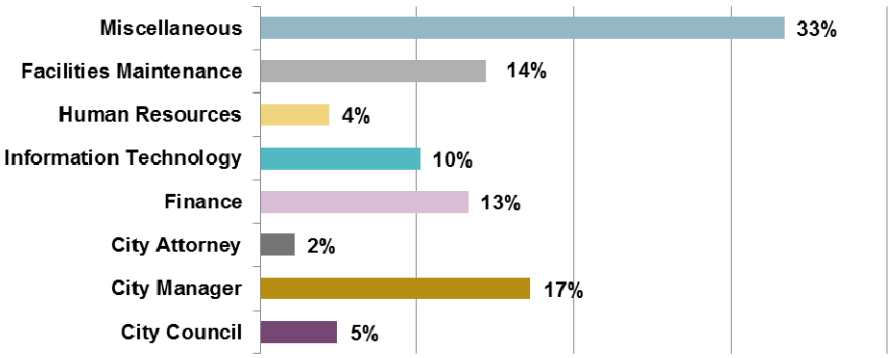
- Provide opportunities for staff members to develop themselves in order to better serve the citizens of the City.
- Develop and maintain policies and procedures to govern the employees of the City of Newnan.
- Provide coordinated, accurate information to the City, media and general public in a timely 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.

GENERAL GOVERNMENT FUNCTION FY 2017 BUDGET HIGHLIGHTS

General Government Function Expenditures						
	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance 2016-2017	% Change 2016-2017
Operating Expenditures						
City Council	$163,601	$191,326	$193,836	**$204,482**	$13,156	6.88%
City Manager	554,895	559,747	542,372	**714,060**	$154,313	27.57%
City Attorney	106,164	103,270	65,260	**91,270**	($12,000)	-11.62%
Finance	442,191	514,868	503,273	**549,520**	$34,652	6.73%
Information Technology	393,104	455,352	375,203	**422,073**	($33,279)	-7.31%
Human Resources	206,231	176,877	167,403	**182,216**	$5,339	3.02%
*Facilities Maintenance	523,787	685,219	613,533	**597,577**	($87,642)	-12.79%
Miscellaneous	8,947,651	1,177,100	944,965	**1,385,000**	$207,900	17.66%
	$11,337,622	**$3,863,759**	**$3,405,845**	**$4,146,198**	**$282,439**	**7.31%**
Total Operating	**$11,337,622**	**$3,863,759**	**$3,405,845**	**$4,146,198**	**$282,439**	**7.31%**

- City Council expenditures increased by 6.88%, or $13,156, over the FY 2016 Approved Budget. The increase is attributed training expenses and increase in health insurance premiums. Additionally, what was formally allocated under the City Manager's budget for Public Relations, is now in City Council's budget.
- The City Manager expenditures show an increase of $154,313 over the FY 2016 Budget. The additional cost is mostly attributed to the added Assistant City Manager position.
- The City Attorney expenditures reflect a slight decrease of $12,000 from the 2016 Budget due to services mostly being utilized on capital projects, thus expensed from capital funds.
- The Finance Department expenditures show an increase of $34,652 over the FY 2016 Budget and is mainly attributed to the increased insurance cost.
- The Information Technology expenditures show a decrease of $33,279 over the FY 2016 Budget due to a decrease in support service cost to the City's network system.
- The Human Resources Department proposed expenditures represent a slight increase of $5,339 from the FY 2016 Budget mainly due to the 3% across the board wage increase for FY 2017.
- Facilities Maintenance was moved from the Community Development Function to the General Government Function in FY 2016. In the FY 2017 budget for this department you will see that there is a decrease by $87,642 over the FY 2016 Budget. This decrease is due to many repair projects being completed in prior years thus less repairs budgeted for FY 2017.
- Miscellaneous expenditures show the largest increase over the FY 2016 Budget due to an amount in transfers to the Downtown Development Authority (DDA) that assist in funding the Newnan Hospital Redevelopment Project (UWG). The FY 2015 expense can be explained by the proceeds of sale of the completed UWG project being transferred to DDA for the above mentioned use.

FY 2017 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 6 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 that expired at the end of FY 2015. 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	2015	2016	2017
Mayor	1	1	**1**
Mayor Pro-Tem	1	1	**1**
Council Members	6	5	**5**
Total City Council	**8**	**7**	**7**

City Council Budget Dept. 10 / 100.1110		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1200	Wages - Part-Time	$48,500	$43,000	$43,000	**$43,000**
51.2100	Employee Insurance	67,370	84,611	84,611	**94,103**
51.2150	Employee Flexible Spending Accounts	0	0	0	**114**
51.2200	Social Security	3,721	3,301	3,301	**3,301**
51.2400	Retirement	4,234	4,085	4,085	**4,085**
51.2700	Workers' Compensation	167	183	183	**158**
51.2900	Taxable Employee Benefits	156	156	156	**156**
51.2900A	Non-Taxable Employee Benefits	0	315	0	**315**
	Total Salaries & Benefits	**$124,148**	**$135,651**	**$135,336**	**$145,232**
	Operating Expenditures				
52.1201	Public Relations	$0	$10,500	$10,500	**$10,500**
32.3200	Communications	0	500	0	**0**
52.3400	Printing & Binding	32	500	0	**500**
52.3500	Travel	37,486	28,500	38,000	**38,000**
52.3700	Training	1,690	14,025	10,000	**10,000**
53.1101	Office Supplies	245	150	0	**250**
53.1600	Minor equipment	0	1,500	0	**0**
	Total Operating Expenditures	**$39,453**	**$43,675**	**$58,500**	**$59,250**
	Total City Council Expenditures	**$163,601**	**$179,326**	**$193,836**	**$204,482**

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	2015	2016	2017
City Manager	1	1	**1**
Assistant City Manager	0	1	**1**
City Clerk	1	1	**1**
Executive Assistant to City Manager	1	1	**1**
Public Information Officer	1	1	**1**
Program Manager	1	1	**1**
Total City Manager	**5**	**6**	**6**

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	2015 Actual	2016 Estimate	2017 Projected
Number of participants in Newnan Citizen Academy Class	20	25	**28**
Number of new members on City Twitter & Facebook site. FB merged 2 pages together in 2013 and that is why there is such an increase in stats*	FB 8800 Twitter 2196	FB 9608 Twitter 4014	**FB 10358 Twitter 5100**
Number of public service announcements published	58	61	**63**
Percentage of meeting minutes drafted within 72 hours of meeting conclusion	94	94	**94**
Number of Council Resolutions processed	31	16	**18**
Number of Council Ordinances processed	11	15	**17**
Number of Retirees processed	5	1	**2**
Number of payroll voided checks/EFTs	2	1	**3**
Percentage of ACH (Direct Deposit) participants	100	100	**100**
Number of candidates qualified for election**	N/A	4	**N/A**
Number of ballots cast**	N/A	N/A	**N/A**

City Manager Budget Dept. 11 / 100.1320		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full-Time	$369,982	$369,179	$369,179	**$488,446**
51.2100	Employee Insurance	50,489	50,564	50,564	**60,572**
51.2100A	Employee Opt-Out Insurance	0	2,760	2,760	**3,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**114**
51.2200	Social Security	25,661	27,111	27,111	**38,622**
51.2400	Retirement	30,939	35,072	35,072	**46,402**
51.2600	Unemployment	7	10	10	**12**
51.2700	Workers' Compensation	2,490	3,086	3,086	**5,645**
51.2900	Taxable Employee Benefits	7,803	8,074	8,074	**13,414**
51.2900A	Non-Taxable Employee Benefits	0	150	161	**200**
51.2910	Employee Recognition	15,131	14,400	9,500	**11,900**
	Total Salaries & Benefits	**$502,502**	**$510,406**	**$505,517**	**$668,327**
	Operating Expenditures				
52.1200	Professional Services	$927	$550	$100	**$550**
52.1201	Public Relations	19,480	8,336	9,000	**8,449**
52.1300	Other Contractural Services	320	800	800	**800**
52.1301	Elections	240	0	0	**4,800**
52.3102	Bldg & Personal Liability Ins	624	1,300	900	**1,300**
52.3103	Surety Bonds	100	100	100	**100**
52.3200	Communications	1,517	600	600	**600**
32.3300	Advertising	2,660	1,400	1,200	**1,400**
52.3400	Printing & Binding	8,063	14,700	8,500	**7,700**
52.3500	Travel	8,856	10,000	7,000	**9,750**
52.3600	Dues & Fees	3,099	2,400	2,800	**2,055**
52.3700	Training	525	5,175	5,000	**4,650**
53.1100	Materials & Supplies	49	100	30	**200**
53.1101	Office Supplies	600	750	350	**600**
53.1300	Food Supplies	146	500	175	**400**
53.1400	Books & Periodicals	202	505	300	**379**
53.1600	Minor Equipment	1,034	1,725	0	**0**
53.1601	Computer Hardware and Software	2,903	300	0	**2,000**
53.1602	Office Furniture	1,048	100	0	**0**
	Total Operating Expenditures	**$52,393**	**$49,341**	**$36,855**	**$45,733**
	Total City Manager Expenditures	**$554,895**	**$559,747**	**$542,372**	**$714,060**

FY 2017 Goals and Objectives

Goal 1: Continuously provide information and improve communications to the general media by serving as City liaison.

Objectives:

- To disseminate and provide information to print, social and local broadcast media outlets. (G. Snider 12/31/2017)

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.

Objectives:

- To develop and print brochures, booklets, etc. (G. Snider 12/31/2017)
- To update and maintain city's website as needed. (G. Snider, J Chambers 12/31/2017)
- To film and make available more public service announcements. (G. Snider 12/31/2017)
- To promote and participate in GMA's Georgia Cities Week. (G. Snider 12/31/2017)
- To host annual Newnan Citizen Academy. (G. Snider 12/31/2017)

Goal 3: Continue with career development as a Public Information Officer.

Objectives:

- To continue to be engaged in GMA's PIO Network and 3CMA. (G. Snider 12/31/2017)
  Tasks:
  - ✓ 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.
- To research available educational opportunities. (G. Snider 12/31/2017)

Goal 4: Assist with internal communications.

Objectives:

- To print a monthly employee newsletter. (G. Snider 12/31/2017)
- To encourage information sharing among management staff by publishing monthly and annual reports. (G. Snider 12/31/2017)
- To coordinate with employee special events. (G. Snider 12/31/2017)

Goal 5: Enhance communications at City Council meetings.

Objectives:

- To assist NuLink with filming the City Council meetings. (G. Snider 12/31/2017)

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

Objectives:

- To increase awareness of department roles through press releases (G. Snider 12/31/2017)

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 12/31/2017)

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.

Objectives:

- 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 12/31/2017)
- Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (D. Hill 12/31/2017)

Goal 9: To administer municipal elections and serve as filing officer for the City.

Objectives:

- File all required reports for elected officials with the State Ethics Board. (D. Hill 12/31/2017)
- Assist Coweta County with coordination of elections as required. (D. Hill 12/31/2017)

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

Objectives:

- 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 12/31/2017)
- Complete all associated monthly, quarterly and annual reporting requirements associated with payroll processing. (D. Hill 12/31/2017)

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.

Objectives:

- Provide an 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 2016 Goals Accomplished

- ✓ Received the "Distinguished Budget Award" for the 28th consecutive year.
- ✓ Substantially completed or initiated 16 projects.
- ✓ Completed comprehensive quarterly projects reports for posting on the website for citizen review.
- ✓ Created a link on website to "Projects 411" for weekly updates on projects for Citizens

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.

City Attorney Budget 100.1530		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Operating Expenditures				
52.1200	Professional Services	$101,787	$95,000	$60,000	**$85,000**
52.3500	Travel	4,377	8,000	5,000	**6,000**
52.3700	Training	0	270	260	**270**
	Total Operating Expenditures	**$106,164**	**$103,270**	**$65,260**	**$91,270**
Total City Attorney Expenditures		**$106,164**	**$103,270**	**$65,260**	**$91,270**

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	2015	2016	2017
Finance Director	1	1	**1**
Assistant Finance Director	1	1	**1**
Accountant	1	1	**1**
Accounting Technician	2	2	**2**
Accounting Specialist	1	1	**1**
Senior Accounting Technician	1	1	**1**
Total Finance Department	**7**	**7**	**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	2015 Actual	2016 Estimate	2017 Projected
Total Assessed Property Tax Valuation (40%)	$1,131,425,603	$1,204,536,961	**$1,200,000,000**
Percentage of total collected at year-end	92.01%	90.00%	**90.00%**
Number of Occupational Tax Certificates Issued (includes renewals and new applications)	1,855	1,875	**1,880**
Occupational Taxes collected	$2,570,247	$2,575,000	**$2,600,000**
Number of Alcohol Licenses issued	101	102	**103**
Alcohol License revenue collected	$185,210	$186,000	**$187,000**
Alcohol Excise Taxes collected	$881,758	$885,000	**$887,000**
Number of Accounts Payable checks issued	3,833	3,850	**3,900**
Number of A/P Checks voided	52	35	**30**
Received GFOA Excellence in Financial Reporting Award – CAFR	Yes	Yes	**Yes**
Number of Bank/Investment accounts maintained	32	32	**32**
Total Annual Expenditures managed including capital and transfers (all funds)	$43,387,237	$44,000,000	**$44,500,000**
Total Annual Revenues managed including capital and transfers (all funds)	$36,921,749	$37,000,000	**$37,500,000**

Finance Budget Dept. 13 / 100.1510		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full-Time	$274,994	$305,094	$305,094	**$314,204**
51.1200	Wages - Part-Time	9,420	16,000	16,000	**16,000**
51.1300	Wages - Overtime	0	500	500	**500**
51.2100	Employee Insurance	34,238	30,169	30,169	**53,685**
51.2100A	Employee Opt-Out Insurance	0	5,520	5,520	**6,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**114**
51.2200	Social Security	21,910	24,090	24,090	**25,528**
51.2400	Retirement	25,791	28,894	28,894	**29,849**
51.2600	Unemployment Insurance	5,613	14	14	**14**
51.2700	Workers' Compensation	1,135	1,330	1,330	**1,219**
51.2900A	Non-Taxable Employee Benefits	437	1,900	1,400	**1,400**
	Total Salaries & Benefits	**$373,538**	**$413,511**	**$413,011**	**$448,513**
	Operating Expenditures				
52.1200	Professional Services	$26,799	$33,800	$31,500	**$34,400**
52.1300	Other Contractual Services	20,235	26,000	25,500	**24,600**
52.2200	Repairs & Maintenance	5,760	9,100	9,000	**11,500**
52.3102	Bldg. & Personal Liability Ins.	168	350	200	**350**
52.3200	Communications	726	732	732	**732**
52.3300	Advertising	2,055	6,650	5,500	**5,175**
52.3400	Printing & Binding	212	875	850	**875**
52.3500	Travel	2,466	6,500	1,700	**6,000**
52.3600	Dues & Fees	1,071	1,655	1,655	**1,475**
52.3700	Training	744	3,125	1,200	**3,125**
53.1100	Material & Supplies	2,264	1,400	1,400	**1,450**
53.1101	Office Supplies	3,435	3,400	3,400	**3,400**
53.1400	Books & Periodicals	133	120	125	**125**
53.1600	Minor Equipment	371	500	350	**300**
53.1601	Computer Equipment & Software	1,620	5,800	5,800	**6,600**
53.1602	Office Furniture	524	1,100	1,150	**650**
53.1706	Miscellaneous	70	250	200	**250**
	Total Operating Expenditures	**$68,653**	**$101,357**	**$90,262**	**$101,007**
	Capital Outlays				
54.2400	Computer Hardware and Software	$0	$0	$0	**$0**
	Total Capital Outlays	**$0**	**$0**	**$0**	**$0**
Total Finance Expenditures		**$442,191**	**$514,868**	**$503,273**	**$549,520**

FY 2017 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.

Objectives:

- Maintain cross-training for all positions so that every position has at least one back-up at all times. (K. Cline, Assistant Finance Director , Staff Ongoing)
- Maintain Standard Operating Procedures to guide and assist staff in the performance of their duties. (Assistant Finance Director, K. Cline, Staff Ongoing)
- 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.

Objectives:

- Ensure accounts receivable reconciliations on a monthly basis; Mail delinquent notices and follow through with other collection efforts as required. (K. Carroll Ongoing)
- Monitor procurement activities to ensure that the City obtains quality goods and services at the lowest cost within specified time frames. (K. Carroll, K. Cline Ongoing)
- 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: 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.

Objectives:

- Ensure that the City's bills are paid in a timely and efficient manner. (L. Penna On-going)
- Ensure that all Receivable accounts are managed effectively and efficiently. (K. Carroll, I. McClung Ongoing)
- 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. (I. McClung, K. Cline, Ongoing)
- Ensure that all required reporting requirements, including the annual audit, are followed and deadlines are met both internally and externally. (Assistant Finance Director, K. Cline On-going)
- 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)
- Complete implementation and training for eCIMS system and module for citizens' access to cemetery information. (K. Cline, J. Hemmings, K. Carroll, D. Pritchett 12/31/16)

Goal 4: Prepare and disseminate monthly and annual financial reports to Council and Management to aid in their assessment of financial and performance matters.

Objectives:

- Ensure that monthly and annual reports are provided with enough detail and analysis to assist in evaluating the data, determining operating priorities and projecting year-end budget performance. (R. Phillips, K. Cline, Ongoing)
- Ensure that CAFR is prepared and submitted by June 30 due date. (Assistant Finance Director, K. Cline, Ongoing)

Goal 5: Seek training and career development opportunities which enables department to provide quality services and excellent financial reporting to the Council, City Manager and citizens of Newnan.

Objectives:

- Attend GASB, GAAP and other related conferences that specifically address changes to the reporting and processing requirements as they occur. (K. Cline, Ongoing)
- 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)

- 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)
- 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 participate in one-on-one training sessions for new software developments. (K. Cline Ongoing)
- Provide training opportunities for subordinate staff when needed, which are pertinent to government entities and operations and job-related. (K. Cline, Staff Ongoing)

FY 2016 Goals Accomplished

- ✓ Completed and filed the City's 2015 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.
- ✓ The property tax collection rate for 2015 was 95%, which was a record for the City. We expect to end 2016 somewhere around 90.0%. Beginning in 2015, City property taxes were billed and collected by the Coweta County Tax Commissioner, per the contract signed in August 2015.
- ✓ Staff attended several training sessions and conferences throughout the year, covering topics such as Occupational Taxes, GASB & GAAP Changes and /or requirements, and various courses sponsored by CVIOG, GFOA, GATBO and/or GGFOA.
- ✓ Continued working with Ramaker and Associates towards the eCIMS Cemetery Software implementation. We expect to complete the mapping and begin the implementation in late 2016. We plan to complete the implementation and training during 2017.
- ✓ Staff plans to continue auditing Occupational Tax Returns 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 $493,423 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.

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 Assistant City Manager.

Personnel Summary	2015	2016	2017
Information Technology Director	1	1	**1**
IT Senior Systems Analyst	0	1	**1**
IT System Analyst	1	1	**1**
Total Information Technology	**2**	**3**	**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	2015 Actual	2016 Estimate	2017 Projected
Number of Help desk problem tickets received	1370	1668	**1850**
Number of Help Desk tickets resolved in 72 hours	1053	1146	**1400**
Number of computers maintained city-wide	235	250	**325**

Information Technology Budget Dept. 21/ 100.1530		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$147,699	$155,542	$155,542	**$160,209**
51.2100	Employee Insurance	19,824	24,025	24,025	**33,278**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	11,161	11,509	11,509	**12,380**
51.2400	Retirement	12,992	14,777	14,777	**15,220**
51.2600	Unemployment Insurance	3	6	6	**6**
51.2700	Workers' Compensation	512	640	640	**591**
51.2900	Taxable Employee Benefits	1,395	1,620	1,620	**1,620**
51.2900A	Non-Taxable Employee Benefits	0	0	0	**0**
	Total Salaries & Benefits	**$193,586**	**$208,119**	**$208,119**	**$223,361**
	Operating Expenditures				
52.1300	Other Contractual Services	$5,400	$5,500	$5,400	**$5,500**
52.2200	Repairs & Maintenance	108,049	136,054	100,000	**84,600**
52.3101	Vehicle Insurance	120	250	200	**200**
52.3102	Bldg & Personal Liability Ins	96	200	100	**200**
52.3200	Communications	72,852	89,929	55,000	**95,912**
52.3500	Travel	1,177	1,000	2,500	**2,500**
52.3600	Dues & Fees	491	1,200	0	**1,600**
52.3700	Training	472	6,000	750	**2,000**
53.1100	Materials & Supplies	132	500	0	**500**
53.1101	Office Supplies	376	700	0	**200**
53.1270	Vehicle Gasoline	147	400	200	**300**
53.1400	Books & Periodicals	0	250	0	**200**
53.1600	Minor Equipment	3,098	2,500	1,500	**2,500**
53.1601	Computer Equipment & Software	7,058	1,800	0	**2,000**
53.1602	Office Furniture	0	250	1,434	**0**
53.1701	Vehicle Maintenance	50	700	0	**500**
	Total Operating Expenditures	**$199,518**	**$247,233**	**$167,084**	**$198,712**
Total IT Expenditures		**$393,104**	**$455,352**	**$375,203**	**$422,073**

FY 2017 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.

Objectives:

- Consistently check server health via diagnostics to replace equipment as needed prior to failure. (J. Chambers 12/31/2017)
- Monitor and maintain backups daily to ensure data integrity is preserved. (J. Chambers 12/31/2017)
- Review current contracts to ensure the best price is being given and features we are paying for are being utilized. (J. Chambers 12/31/2017)

Goal 2: Redesign our city website.

Objectives:

- Implement new features within the redesign to improve the experience for our citizens
- Incorporate better mobile solution
- Have a true CMS built into the website.
- Smooth flow. Alleviate the cluttered look.

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

Objectives:

- Look into securing another layer of security for our network to ensure data integrity from growing threat of possible attacks. (J. Chambers 12/31/2017)
- Review our group policy in accordance with NIST.(National Institute of Standards and Technology)

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.

Objectives:

- 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, T. Hall, A. Simpkins, 12/31/2017)
- Provide technical assistance to staff in the development of custom reports, databases, and processes to improve efficiency and effectiveness. (J. Chambers, T. Hall, A. Simpkins, 12/31/2017)
- Monitor equipment age and keep systems up-to-date by replacing aging hardware as needed. (J. Chambers, T. Hall, A. Simpkins, 12/31/2017)

FY 2016 Goals Accomplished

- ✓ Implemented a digital solution for recording council meetings.
- ✓ Implemented a solution for collaboration in conference room as well as the council chambers.
- ✓ Implemented a patch management system with remote software capability for ease of support.
- ✓ On pace for 1000 tickets this year and a closure rate of 70% plus within 72 hours.
- ✓ Maintained backups and firewall/sonicwall/spam/group policy in accordance with industry standards.

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	2015	2016	2017
Human Resource Director	1	1	**1**
Personnel Specialist	1	1	**1**
Total Human Resource Dept.	**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	2015 Actual	2016 Estimate	2017 Projected
Applications received and processed	471	530	**500**
Annual employee turnover	6.60%	6.50%	**6.50%**
Average Length of Employment (Years)	10.8	10.1	**10**
Total number of liability claims city-wide	43	41	**42**
Total number of Worker's Compensation claims city-wide	27	23	**26**
Number of employees utilizing FMLA	29	22	**24**

Human Resources Budget Dept. 20 / 100.1540		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$117,486	$116,272	$116,272	**$119,760**
51.1200	Wages- Part Time/Temp	0	0	0	**0**
51.2100	Employee Insurance	14,851	12,817	12,817	**13,783**
51.2100A	Employee Opt-Out Insurance	0	2,760	2,760	**3,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**114**
51.2200	Social Security	8,981	8,883	8,883	**9,432**
51.2400	Retirement	9,849	11,046	11,046	**11,377**
51.2600	Unemployment Insurance	3	4	4	**4**
51.2700	Workers' Compensation	388	485	485	**441**
51.2900	Taxable Employee Benefit	540	540	540	**540**
51.2900A	Non-Taxable Employee Benefits	0	250	250	**250**
51.2910	Employee Recognition	4,743	5,950	170	**5,350**
	Total Salaries & Benefits	**$156,841**	**$159,007**	**$153,227**	**$164,051**
	Operating Expenditures				
52.1200	Professional Services	$44,552	$7,050	$7,000	**$8,475**
52.1300	Other Contractural Services	240	240	240	**240**
52.3102	Bldg & Personal Liability Ins	305	635	635	**635**
52.3300	Advertising	287	600	171	**600**
52.3400	Printing & Binding	86	975	160	**875**
52.3500	Travel	2,186	2,900	2,900	**2,500**
52.3600	Dues & Fees	240	270	270	**270**
52.3700	Training	893	2,900	2,800	**2,500**
53.1100	Materials & Supplies	3	100	0	**100**
53.1101	Office Supplies	115	600	0	**500**
53.1103	Medical Supplies	0	75	0	**75**
53.1300	Food Supplies	0	275	0	**100**
53.1400	Books & Periodicals	0	200	0	**200**
53.1600	Minor Equipment	0	150	0	**645**
53.1601	Computer Equipment & Software	0	900	0	**450**
53.1602	Office Furniture	483	0	0	**0**
	Total Operating Expenditures	**$49,390**	**$17,870**	**$14,176**	**$18,165**
	Total HR Expenditures	**$206,231**	**$176,877**	**$167,403**	**$182,216**

FY 2017 Goals and Objectives

Goal 1: Retain, develop, and attract highly competent employees through rigorous selection while providing a desirable quality of work life, and competitive salary and benefits.

Objectives:

- Utilize LGRMS and other resources to 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, 10/1/2017)

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

Objectives:

- Assist City Manager and other Department Heads with employee issues and related legal issues. (M. Blubaugh, Ongoing)
- Reduce 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, Ongoing)
- Provide Department Heads with Quarterly report about liability and worker's compensation losses. (M. Blubaugh, Ongoing)
- 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).
- Work with Police to develop a Crisis Response and Management plan (M. Blubaugh, and others, 12/31/2017).

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

Objectives:

- 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 for potential areas of improvement. (M. Blubaugh Ongoing)
- Continue developing a standardized procedures manual to ensure compliance and consistency in operations.

Goal 4: Increase knowledge and skill as HR Director while keeping abreast of the changing legal environment.

Objectives:

- Attend GLGPA conferences and webinars, LGRMS Risk Management Control training, online training, and other programs and conferences as available. (M. Blubaugh, 12/31/2017)

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

Objectives:

- 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. Guarnera Ongoing).
- Use the technology available to make the application process easier for citizens. (M. Blubaugh, IT, 12/31/2017)
- Develop a series of one page documents to provide concise information about services and benefits offered.(S. Guarnera, 12/31/2017)

FY 2016 Goals Accomplished

- ✓ RFP for employee assistance program services was released and contract was awarded to EAP Services Inc.
- ✓ All employees received Harassment Awareness Training provided by LGRMS.
- ✓ Flu Immunizations were offered to employees.
- ✓ A wellness fair was offered to employees with opportunities for glucose checks, blood pressure checks and a variety of educational materials provided by local businesses and medical facilities.
- ✓ A biannual Motor vehicle History check was conducted for all employees who drive City Vehicles.

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	2015	2016	2017
Facilities Director	0	1	**1**
Park Attendants (PT)	0	4	**4**
Maintenance Specialists	2	1	**1**
Maintenance Specialists Supervisor	0	1	**1**
Total Facilities Maintenance	**2**	**7**	**7**

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	2015 Actual	2016 Estimate	2017 Projected
Number of buildings maintained	37	42	**47**
Number of traffic signals maintained	19	19	**25**
Number of renovations/improvements	9	5	**7**
Number of work order tickets	406	480	**525**

FY 2016 Goals Accomplished

- ✓ Painted wall in the Carnegie second floor media room.
- ✓ Performed condenser tubes cleanings on all SWUD units at City Hall.
- ✓ Had HVAC coils steam cleaned on SWUD units at City Hall.
- ✓ Pressure washed and painted exterior windows of 6 First Ave.
- ✓ Moved Cascade air system from Station 1 to Station 3.
- ✓ Replaced gas HVAC unit with a new 5 Ton Heat Pump at Station 2.
- ✓ Added 2 x 2 lay in air diffusers in Station 2 bunk room to provide more vertical air flow.
- ✓ Repaired sheetrock damage and painted Council Chamber.
- ✓ Provided wiring for new Wadsworth Auditorium lighting.
- ✓ Added surge protection on Generator at Tower on Roberts Rd
- ✓ Updated Cooling Tower log information at City Hall, along with taking proactive steps to keep the Tower Legionella free, by having Tower cleaned professionally every year.
- ✓ Had HVAC coils steam cleaned on SWUD units at City Hall.
- ✓ Repaired sheetrock and painted stairwell at City Hall.
- ✓ Provided cost effective Access Control System at the Public Safety Complex.
- ✓ Updated and installed new backflow devices throughout City to bring back up to standards.
- ✓ Provided electrical wiring and installation of heating devices within all City park restrooms.
- ✓ Rebuilt back steps at Male Academy.

- ✓ Provided wiring for 11Alive weather camera at Carnegie.
- ✓ Remodeled restrooms at Wesley St Gym.
- ✓ Had grout cleaned 1st and 2nd floor corridors at City Hall.
- ✓ Installed and wired lighting equipment for NEWNAN sign at Interstate.
- ✓ Created a Preventative maintenance program that encompasses 15 buildings throughout City.
- ✓ Created an inventory of traffic light cards and controllers.
- ✓ Added a contract for the City generators to provide specific services to ensure proper maintenance and monitoring to enhance the life of each piece of equipment.
- ✓ Provided water lines to Port-o-cools in City Garage.
- ✓ Moved and installed a Hot water heater in Beautification building.
- ✓ Constructed two new offices in City Hall on the City Manager's side of first floor.
- ✓ Placed a photocell in Greenville St Park to better manage exterior park lighting.
- ✓ Updated wiring and lighting fixtures atop the Council Chamber Cupola to add a better lighting effect.
- ✓ Repaired check valve at Greenville St Park
- ✓ Updated lighting and Spray heads at Greenville St Park
- ✓ Painted Council Chambers
- ✓ Painted front stairwell/ceiling at City Hall
- ✓ Removed wallpaper/painted Conference Room and First floor restrooms at City Hall
- ✓ Painted Lagrange St Bridge lighting and Guard rails

Facilities Maintenance Dept. 23 / 100.1565		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$129,588	$140,920	$140,920	**$147,354**
51.1200	Wages - Part Time	30,976	72,400	72,400	**72,400**
51.1300	Wages-Overtime	0	500	500	**500**
51.2100	Employee Insurance	25,793	25,418	25,418	**27,350**
51.2100A	Employee Opt-Out Insurance	0	2,760	2,760	**3,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	12,119	16,285	16,285	**17,079**
51.2400	Retirement	12,100	13,387	13,387	**13,999**
51.2600	Unemployment Insurance	3	12	12	**14**
51.2700	Workers' Compensation	8,805	12,567	12,567	**11,409**
51.2900A	Non-Taxable Employee Benefits	1,289	3,000	3,000	**3,000**
	Total Salaries & Benefits	**$220,673**	**$287,249**	**$287,249**	**$296,162**
	Operating Expenditures				
52.1300	Other Contractual Services	$45,415	$106,060	$105,000	**$98,665**
52.2200	Repairs & Maintenance	161,262	174,000	165,000	**126,000**
52.3101	Vehicle Insurance	768	1,600	1,200	**1,600**
52.3102	Bldg & Personal Liability Ins	12,962	27,000	19,000	**27,000**
52.3200	Communications	2,032	2,600	2,200	**2,500**
52.3500	Travel Expenses	20	1,500	500	**750**
52.3600	Dues and Fees	0	0	334	**500**
52.3700	Training	2,099	500	500	**1,000**
53.1100	Materials and Supplies	648	1,000	1,200	**1,000**
53.1101	Office Supplies	271	500	500	**650**
53.1102	Cleaning & Chemicals	2,805	3,600	4,100	**5,000**
53.1220	Natural Gas	13,561	20,100	8,000	**15,000**
53.1270	Vehicle Gasoline/Diesel	5,777	8,250	5,200	**7,500**
53.1300	Food Supplies	0	250	250	**250**
53.1600	Minor Equipment	2,910	3,000	3,000	**5,000**
53.1601	Computer Harware/Software	1,462	2,050	1,500	**1,500**
53.1602	Office Furniture	778	4,000	4,000	**500**
53.1700	Uniform Rental	708	960	800	**1,000**
53.1701	Vehicle Maintenance	7,766	6,000	4,000	**6,000**
	Total Operating Expenditures	**$261,244**	**$362,970**	**$326,284**	**$301,415**
	Capital Outlays				
54.1302	Other Improvements	$0	$35,000	$0	**$0**
54.2200	Vehicles	41,870	0	0	**0**
	Total Capital Outlays	**$41,870**	**$35,000**	**$0**	**$0**
	Total Facilities Maintenance	**$523,787**	**$685,219**	**$613,533**	**$597,577**

FY 2017 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. (M. Johnston)

Objectives:

- Replace the roofing at 8 Carmichael St.
- Replace the roofing on the Lynch Park Pavilion with standing seam metal roofing to match Lynch Park Pool roof. (M. Johnston 12/31/2017)
- Replace and upgrade equipment in Pool mechanical room.

Goal 2: Update routine maintenance programs to extend the useful life of all buildings and prevent premature capital outlay for replacement. (M. Johnston)

Objectives:

- Continue to make adjustments to our Preventative Maintenance programs using our work order system. (M. Johnston 6/31/2017)
- Create a P. M. plan for City wide Ice Makers. (M. Johnston 12/31/2017)

Goal 3: Implement a routine maintenance program for all traffic light cabinets, which will make the City less dependent on outside contractors. (M. Johnston)

Goal 4: Continue our inventory of traffic lights, cards, and controllers to keep in-house. (M. Johnston)

Objective:

- To remove all incandescent lights in our traffic system, and replace with L.E.D. (M. Johnston, 12/31/2017)

Goal 5: Implement a process to upgrade all traffic signals and intersections to current standards. (M. Johnston)

Objectives:

- Updating the Lagrange St/Boone Rd intersection, bringing it up to G.D.O.T. standards, with new mast arms, new signal heads, and cabinet, using SPLOST initiative. (M. Johnston 12/31/2017)
- Continue to work with City Manager on 5 year plan to update all of our older traffic light/intersections. (M. Johnston 12/31/2017)

Goal 6: Shop for the best price on parts and equipment to further taxpayer dollars. (M. Johnston)

Objectives:

- Continue to establish relationships with vendors that allow for the elimination of “middle man” cost adjustments, by buying directly from vendor, Trane, Daikin, etc. (M. Johnston 12/31/2017)
- Actively pursue the lowest cost on the best products through government contracts and local vendors. (M. Johnston 12/31/2017)
- Establish more affiliations with local vendors for purchasing to keep our local economy strong. (M. Johnston 12/31/2017)

MISCELLANEOUS

Service to Community

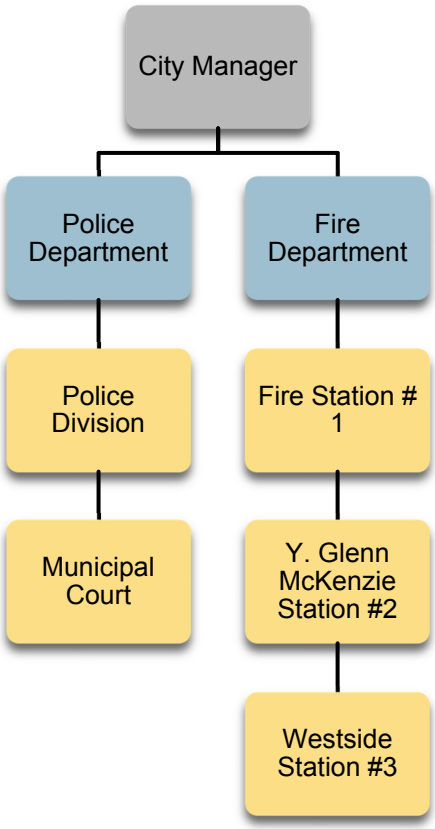
This department includes funding for non-employee building and personal liability insurance claims, citywide telephone and postage expenses, GMA & National League of Cities membership dues, supplies for citywide copiers, fax machine and printers, CAFI contributions and miscellaneous expenses. The Miscellaneous 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.

Miscellaneous Budget Dept. 29 / 100.9100		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Operating Expenditures				
52.1200	Professional Services	$8,736	$30,000	$20,000	**$3,000**
52.1201	Public Relations	1,098	1,500	0	**2,000**
52.1300	Other Contractual Services	7,616	29,500	10,133	**10,000**
52.2200	Repairs & Maintenance	4,903	10,000	15,000	**10,000**
52.2300	Equipment & Vehicle Rental	2,832	3,000	2,832	**3,000**
52.3101	Vehicle Insurance	0	0	2,500	**2,500**
52.3102	Bldg & Personal Liability Ins	79,329	160,000	84,000	**160,000**
52.3200	Communications	38,270	9,000	7,000	**9,000**
52.3600	Dues & Fees	13,406	13,500	14,000	**13,500**
52.3700	Training	8,538	8,500	3,500	**8,500**
53.1101	Office Supplies	2,517	2,500	4,000	**2,500**
53.1706	Miscellaneous	239,058	126,100	150,000	**125,000**
53.1708	Other Boards/Commissions	0	2,500	2,500	**2,500**
	Total Operating Expenditures	**$406,303**	**$396,100**	**$315,465**	**$351,500**
	Capital Outlays				
54.1100	Land Purchases	$51,730	$0	$0	**$0**
54.2400	Computer Hardware/Software	2,625	5,000	0	**5,000**
	Total Capital Outlays	**$54,355**	**$5,000**	**$0**	**$5,000**
	Other Financing Uses				
57.1001	Appropriations to DDA for UWG	$8,114,800	$450,000	$450,000	**$700,000**
57.2000	Payments to Others Agencies	11,193	24,500	24,500	**24,500**
57.2006	Cultural Arts Commission	64,950	40,000	40,000	**42,500**
57.2010	Three Rivers Commission	71,050	36,500	40,000	**36,500**
61.1200	Transfer to Street Fund	225,000	225,000	75,000	**225,000**
	Total Other Financing Uses	**$8,486,993**	**$776,000**	**$629,500**	**$1,028,500**
	Total Miscellaneous Expenditures	**$8,947,651**	**$1,177,100**	**$944,965**	**$1,385,000**

PUBLIC SAFETY FUNCTION

The Public Safety Function incorporates those departments responsible for insuring the safety of all residents and visitors to the City of Newnan. This function encompasses two departments: 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.

Organizational Chart



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 2017 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.

Long-Term Goals

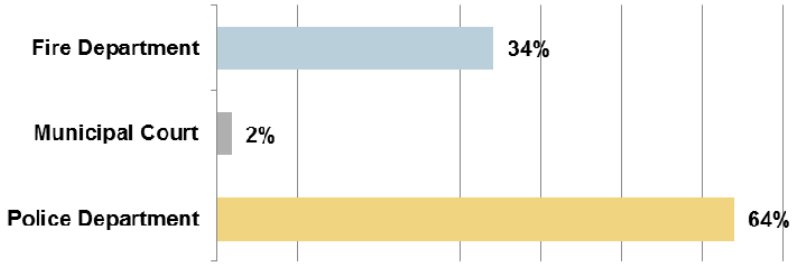
- Maintain Standard Operating Guidelines (SOG's) to ensure quality training and safety of personnel.
- Promote health and wellness of all Fire Department personnel through physical fitness and health programs.
- Aggressively promote public education programs through school visits, public events and station 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.

PUBLIC SAFETY FUNCTION FY 2017 BUDGET HIGHLIGHTS

Public Safety Function Expenditures						
	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance 2016-2017	% Change 2016-2017
Operating Expenditures						
Police Department	$6,730,698	$7,850,149	$7,865,200	**$8,127,136**	$276,987	3.41%
School Resources	439,744	0	442,298	**0**	0	N/A
Animal Services	57,404	0	63,567	**0**	0	N/A
Municipal Court	215,731	201,781	221,410	**219,292**	17,511	7.99%
Fire Department	3,852,819	4,230,152	4,143,275	**4,350,336**	120,184	2.76%
Total Operating	**$10,125,961**	**$12,282,082**	**$12,735,750**	**$12,696,764**	**$414,682**	**3.27%**

- The Police Department expenditures show an increase of $276,987 over the FY 2016 Budget, mainly due to an increase in capital expenditures.
- School Resources and Animal Services were rolled under Police Department as of FY 2016. The remaining increase is due to approved capital expenses and communication upgrades.
- The Municipal Court expenditures reflect an increase of $17,511 due to the increase in professional service fees, office supplies, minor equipment and training.
- The Fire Department expenditures show an increase of $120,184 over the FY 2016 Budget. The approved increase is primarily due to increased cost of services. Also, there were increased capital expenses for protective equipment. This budget represents spending for all three fire stations in the City limits. The locations of these stations are listed on page 119.

FY 2017 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.

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.

The City also 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.

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.

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	2015	2016	2017
Administrative Assistant	4	4	**4**
Animal Control Officer	0	1	**1**
Communications Operator	5	5	**5**
Communications Sergeant	1	1	**1**
Community Resource Officer	0	0	**1**
Corporal	0	4	**4**
Deputy Police Chief	2	2	**2**
Detective	7	8	**8**
Inmate Crew Supervisor	1	1	**1**
Investigator	0	5	**5**
Lieutenant	6	6	**6**
Parking Enforcement Officer	1	1	**1**
Police Cheif	1	1	**1**
Police Officer	51	43	**43**
School Resource Officer	0	4	**4**
School Resource Corporal	0	1	**1**
School Resource Sergeant	0	1	**1**
Sergeant	5	5	**5**
School Crossing Guard (Part-Time)	2	2	**2**
Total Police Department	**86**	**95**	**96**

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	2014 Actual	2015 Estimate	2016 Projected
Number of "Return A Crimes"	1570	1584	**1625**
Average response time	4	4	**4**
Number of calls for service	53625	59604	**62584**
Number of miles patrolled	312835	428868	**481368**
Number of traffic violations	7202	4920	**6072**
Number of DUI's issued	152	108	**130**
Number of motor vehicle accidents	1932	2148	**2360**
Number of retail thefts reported	248	260	**280**
Number of Drug Awareness classes or training sessions presented	7	8	**10**
Number of student contacts	2700	4925	**5000**
Number of criminal investigations	105	228	**250**
Number of instructional periods	2	15	**15**
Number of extracurricular activities	57	55	**55**
Number of training sessions attended by Officers	12	10	**15**
Number of public education classes	6	10	**12**
Number of animals taken to shelter	296	300	**300**
Number of calls for service	2125	2500	**2500**
Number of citations issued	29	45	**50**
Number of feral cats cases handled	165	150	**150**

Police Dept. Budget Dept. 40 / 100.3200		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$3,772,576	$4,140,202	$4,140,202	**$4,289,986**
51.1200	Wages-Part Time	12,128	1,100	8,000	**10,728**
51.1300	Wages-Overtime	160,884	73,300	73,300	**73,300**
51.2100	Employee Insurance	765,034	943,726	943,726	**1,064,195**
51.2100A	Employee Opt-Out Insurance	0	13,800	13,800	**18,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**684**
51.2200	Social Security	289,217	306,683	306,683	**335,989**
51.2400	Retirement	320,868	393,319	393,319	**405,186**
51.2600	Unemployment Insurance	111	190	190	**192**
51.2700	Workers' Compensation	169,879	227,437	227,437	**216,133**
51.2910	Employee Recognition	0	750	750	**750**
51.2900	Taxable Employee Benefits	0	0	2,000	**2,500**
51.2900A	Non-Taxable Employee Benefits	39,621	56,100	56,600	**56,600**
	Total Salaries & Benefits	**$5,530,318**	**$6,156,607**	**$6,166,007**	**$6,474,243**
	Operating Expenditures				
52.1200	Professional Services	67,671	64,425	41,704	**54,825**
52.1201	Public Relations	3,145	5,000	3,012	**3,000**
52.1300	Other Contractual Services	54,488	88,815	199,773	**133,424**
52.2200	Repairs & Maintenance	84,688	150,395	184,499	**119,510**
52.3101	Vehicle Insurance	25,739	37,000	37,000	**37,000**
52.3102	Bldg & Personal Liability Insurance	89,218	174,700	174,700	**174,700**
52.3200	Communications	59,565	63,882	65,596	**68,000**
52.3210	Cable TV	0	2,000	2,000	**1,000**
52.3300	Advertising	2,446	2,000	699	**3,000**
52.3400	Printing and Binding	2,238	8,300	1,977	**7,349**
52.3500	Travel	12,073	9,300	20,020	**14,000**
52.3600	Dues & Fees	1,912	4,185	969	**4,350**
52.3700	Training	7,344	20,600	13,084	**13,100**
53.1100	Materials & Supplies	44,939	46,915	67,851	**18,700**
53.1101	Office Supplies	11,437	10,500	9,060	**9,500**
53.1102	Cleaning Supplies & Chemicals	1,768	3,435	3,154	**3,035**
53.1104	Dog Food Supplies	0	250	144	**250**
53.1106	Protective Equipment	19,943	27,775	8,686	**8,700**
53.1270	Vehicle Gasoline/Diesel	180,430	252,000	133,960	**242,000**
53.1300	Food Supplies	1,664	2,000	1,535	**2,000**
53.1400	Books & Periodicals	775	3,750	81	**1,360**
53.1600	Minor Equipment	49,724	229,475	211,772	**167,990**
53.1601	Computer Hardware/Software	51,134	25,900	34,981	**61,350**
53.1603	Fire Arms	14,749	3,500	3,300	**0**
53.1700	Other Supplies/Uniform Rental	6	750	367	**0**
53.1701	Vehicle Maintenance	159,680	154,500	177,079	**154,500**
	Total Operating Expenditures	**$946,776**	**$1,391,352**	**$1,397,003**	**$1,302,643**
	Capital Outlays				
54.2200	Vehicles	$128,325	$248,500	$248,500	**$350,250**
54.2500	Other Equipment	125,279	53,690	53,690	**0**
	Total Capital Outlays	**$253,604**	**$302,190**	**$302,190**	**$350,250**
	Total Police Expenditures	**$6,730,698**	**$7,850,149**	**$7,865,200**	**$8,127,136**

FY 2017 Goals and Objectives

Goal 1: Provide safe and secure neighborhoods and street environments for citizens, employees, and visitors to our City.

Objective:

- Reduce Return "A" Crimes by maintaining an aggressive patrol and undercover operations in high crime areas, within the City of Newnan.
  - To maintain patrol and undercover surveillance in high crime areas. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2017)
  - To aggressively investigate suspicious activities by individuals. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2017)
  - To aggressively seek severe prosecution of offenders. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2017)
  - To increase drug arrests by 10% with the advance training of all Officers in Drug Interdiction and City Drug and Vice Unit. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2017)

Objective:

- 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 12/31/2017)
  - To aggressively prosecute violators for dangerous violations of traffic laws. (Patrol, Traffic 12/31/2017)
  - To conduct traffic safety awareness classes in public schools. (SRO, Traffic Units, CRO 12/31/2017)
  - Conduct Fatal Vision classes with Newnan High School's Driver Education

Objective:

- Increase D.U.I. arrests by the aggressive patrol in high alcohol abuse areas.
  - To increase use of sobriety checkpoints. (Patrol Shift Commanders, Traffic Unit 12/31/2017)
  - To increase patrol of high traffic areas. (Patrol Shift Commanders, Traffic Unit 12/31/2017)
  - Advanced D.U.I. Enforcement training for Officers. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2017)
  - Concentrated D.U.I patrol on a monthly basis. (Patrol Shift, CID, Drug and Vice, Traffic, GSP, Sheriff Department 12/31/2017)

Goal 2: Conduct responsible decision awareness training for Adults and Children.

Objective:

- Increase the awareness to Adults and Children of the Dangers and Signs of Destructive Decisions.
  - To schedule Adult Awareness classes at the Newnan Police Department Training Room. (Drug and Vice Unit, CRO, Training Division, Patrol 12/31/2017)
  - To schedule training sessions at area schools for students in elementary, middle, and high school. (SRO, CRO, Patrol, Drug and Vice 12/31/2017)

Goal 3: Establish a network between NPD and Loss Prevention Managers of retail stores and financial institutions.

Objective:

- Reduce the number of retail thefts and identify career shoplifters.
  - To have scheduled meetings with Loss Prevention Managers of retail and financial institutions. (CID, CRO 12/31/2017)
  - To share information on known offenders. (CID, Patrol 12/31/2017)
  - To provide training to Loss Prevention Managers in areas of forgery fraud, and theft. (CID 12/31/2017)

- To seek aggressive prosecution of career criminals. (Newnan Police Department sworn personnel 12/31/2017)
- To provide training to managers and employees of financial institutions to help establish procedures and prevent injuries during a robbery. (CID, CRO 12/31/2017)
- Establish social media networks to notify businesses and/or citizens of ongoing criminal activities and/or public safety concerns. (CID, Admin Staff 12/31/2017)

Goal 4: Provide a constant police presence in High Schools, Middle Schools, and Elementary Schools in the City of Newnan.

Objective:

- Protect and ensure the safety of the students, visitors, and faculty at assigned schools.
  - Train Officers and faculty for the observance of suspicious persons and activity. (SRO, Patrol 12/31/2017)
  - Furnish tools to Officers for use in the performance of their duties for the safety of students and faculty. (SRO 12/31/2017)

Objective:

- Protect the campus of all schools.
  - Patrol the campus of all schools. (SRO, Patrol 12/31/2017)
  - Attend extracurricular activities. (SRO, Patrol 12/31/2017)

Goal 5: Decrease the number of animals picked up and taken to the animal shelter.

Objective:

- 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 spayed or neutered.
  - Educate the public on the importance of having microchips installed on their pets.

Goal 6: Decrease the number of feral cats in the City.

Objective:

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

FY 2016 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 2016.
- ✓ Responded to citizen's request for stepped up traffic enforcement in their neighborhoods.
- ✓ 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 3 Active Shooter Training Citizen Seminars.
- ✓ 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.
- ✓ Completed Active Shooter Training.
- ✓ Completed Gang training.
- ✓ Sponsored Junior Law Enforcement Academy.
- ✓ The feral cat population has decreased in size and the number of calls concerning feral cats decreased.
- ✓ NARCAN Training for all sworn personnel.
- ✓ CPR & First Aid training for all Police Department personnel.
- ✓ Established a community outreach program for youth.

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	2015	2016	2017
Municipal Clerk	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	2015 Actual	2016 Estimated	2017 Projected
Number of indigent Defense Attorney's assigned	144	**150**	**75**
Number of scheduled bench trails	672	**800**	**800**
Number of requests for jury trails	117	**115**	**70**
Pre-Trail diversion programs successfully completed	67	**72**	**45**

FY 2016 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.

Municipal Court Budget Dept. 14 / 100.2650		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$31,993	$31,699	$31,699	**$32,650**
51.1300	Wages-Overtime	11	0	0	**0**
51.2100	Employee Insurance	2,946	216	216	**216**
51.2150	Employee Flexible Spending Accounts	0	0	0	**0**
51.1100A	Employee Opt-Out Insurance	0	2,760	2,760	**3,000**
51.2200	Social Security	2,649	2,561	2,561	**2,727**
51.2400	Retirement	2,682	3,011	3,011	**3,102**
51.2600	Unemployment	1	2	2	**2**
51.2700	Workers' Compensation	106	132	132	**120**
51.2900A	Non-Taxable Employee Benefits	201	200	200	**200**
	Total Salaries & Benefits	**$40,589**	**$40,581**	**$40,581**	**$42,017**
	Operating Expenditures				
52.1200	Professional Services	174,027	155,000	177,150	**175,000**
52.3400	Printing and Binding	0	500	331	**250**
52.3500	Travel	333	1,000	1,000	**1,000**
52.3600	Dues & Fees	0	200	200	**150**
52.3700	Training	550	1,500	771	**675**
53.1101	Office Supplies	232	1,500	710	**200**
53.1600	Minor Equipment	0	1,500	667	**0**
	Total Operating Expenditures	**$175,142**	**$161,200**	**$180,829**	**$177,275**
	Total Municipal Court Expenditures	**$215,731**	**$201,781**	**$221,410**	**$219,292**

<u>Goal 1:</u> Provide fair and impartial hearings and trials in matters brought before the Court.

Objectives:

- Insure defendants are aware of the rights afforded them during hearings/trials.
- Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring progress of participants. (Court Administration, Solicitor, and Providence Probation 12/31/2017)
  - Provide an Indigent Defense Program. (Municipal Judges and Public Defenders Office12/31/2017)
  - Provide defendants an opportunity for Bench Trial. (Municipal Judges, Solicitor, and Public Defenders Office 12/31/2017)
  - Provide the means to transfer a case to State Court for Jury Trial. (Municipal Judges 12/31/2017)

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-seven 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 38,000 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	2015	2016	2017
Administrative Assistant	1	1	**1**
Battalion Chief	3	3	**3**
Captain	4	4	**4**
Fire Chief	1	1	**1**
Fire Inspector	1	1	**1**
Firefighter	33	35	**35**
Lieutenant	12	12	**12**
Total Fire Department	**55**	**57**	**57**

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	2015 Actual	2016 Estimate	2017 Projected
Number of Annual building inspections	180	190	**216**
Number of training hours provided	400	400	**400**
Average Response time (ART) (minutes)	5	5	**5**
Total numbers of fires reported	90	120	**132**
Total EMS calls answered	2942	3000	**3300**
Total calls (all inclusive) for service	4489	4600	**5050**
% of personnel who completed 240 hours of mandatory training	100	100	**100**

FY 2016 Goal Accomplished

- ✓ 5 minutes response time.
- ✓ Continue health wellness program on all shifts, 30 minutes of physical fitness per employee every shift.
- ✓ Maintain 240 hours training per fire fighter.
- ✓ Moved forward with Station 1 renovation.
- ✓ Installed Security Camera System for Stations 1,2,3 and Training Tower
- ✓ Installed new Cascade System at Station 1
- ✓ Purchased new Explorer for Fire Marshall
- ✓ Training classes with FireRescue 1.
- ✓ Installed new burn building at Training Tower
- ✓ Added 2 new hires.

Fire Dept. Budget Dept. 50 / 100.3500		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$2,585,510	$2,645,830	$2,645,830	**$2,727,508**
51.1300	Wages-Overtime	15,630	16,500	16,500	**16,500**
51.2100	Employee Insurance	522,027	565,551	565,551	**641,432**
51.2100A	Employee Opt-Out Insurance	0	13,800	13,800	**15,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**627**
51.2200	Social Security	191,015	197,648	197,648	**211,312**
51.2400	Retirement	220,837	251,354	251,354	**259,113**
51.2600	Unemployment	71	110	110	**114**
51.2700	Workers' Compensation	73,371	90,463	90,463	**85,244**
51.2910	Employee Recognition	190	0	0	**0**
51.2900	Taxable Employee Benefits	1,350	3,240	3,240	**3,240**
51.2900A	Non-Taxable Employee Benefits	21,148	20,648	20,648	**22,648**
	Total Salaries & Benefits	**$3,631,149**	**$3,805,144**	**$3,805,144**	**$3,982,738**
	Operating Expenditures				
52.1300	Other Contractual Services	9,842	12,300	12,300	**12,702**
52.2200	Repairs & Maintenance	28,337	49,400	38,366	**55,000**
52.3101	Vehicle Insurance	8,898	18,000	18,000	**18,000**
52.3102	Bldg & Personal Liabiity Insurance	4,080	8,500	8,500	**8,500**
52.3200	Communications	3,434	29,800	29,800	**12,160**
52.3210	Cable TV	0	2,580	2,580	**2,580**
52.3500	Travel	12	1,200	1,200	**1,200**
52.3600	Dues & Fees	137	300	300	**300**
52.3700	Training	915	8,000	8,000	**4,000**
53.1100	Materials & Supplies	7,043	5,000	5,000	**4,000**
53.1101	Office Supplies	1,826	2,500	2,739	**2,400**
53.1102	Cleaning Supplies & Chemicals	6,832	6,200	6,200	**6,200**
53.1103	Medical Supplies	13,345	10,700	13,300	**14,690**
53.1106	Protective Equipment	14,049	28,000	28,000	**26,000**
53.1220	Natural Gas	6,437	7,500	7,500	**7,500**
53.1230	Electricity	11,612	12,000	12,000	**12,000**
53.1270	Vehicle Gasoline/Diesel	21,187	35,000	35,000	**30,000**
53.1300	Food Supplies	1,308	1,400	1,400	**1,400**
53.1400	Books & Periodicals	133	500	500	**500**
53.1600	Minor Equipment	8,733	12,000	12,000	**12,000**
53.1601	Computer Equipment	1,263	6,000	6,000	**5,000**
53.1602	Office Furniture	6,888	7,200	7,200	**4,000**
53.1701	Vehicle Fluids and Maintenance	34,702	33,000	33,000	**33,000**
	Total Operating Expenditures	**$191,013**	**$297,080**	**$288,885**	**$273,132**
	Capital Outlays				
54.1302	Other Improvements	$3,528	$70,000	$0	**$69,466**
54.2200	Vehicles	27,129	33,407	24,725	**0**
54.2503	Protective Equipment	0	24,521	24,521	**25,000**
	Total Capital Outlays	**$30,657**	**$127,928**	**$49,246**	**$94,466**
	Total Fire Department Expenditures	**$3,852,819**	**$4,230,152**	**$4,143,275**	**$4,350,336**

FY 2017 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.

Objectives:

- Review Standard Operating Guidelines for update to Health, Wellness and Fitness (Batt.Chief – Feb 2017)

- Clean and repair or replace bunker gear twice a year. (Chain of Command May and Sept 2017)
- Change Air in MSA Breathing unit twice a year. (Chain of Command May and Sept 2017)
- Work with HR on Health and Wellness and monthly safely topic (ongoing Capt. Byrom)
- Ensure all department personnel are adhering to City and Fire Department safety requirements (ongoing, Batt. Chief)
- Replace exercise equipment for Station 1 (Chief Whitley)

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

Objectives:

- Combine with Newnan Utilities to enhance hydrant maintenance program. (Capt. Byrom, June 2017)
- Conduct daily maintenance on all department fleet vehicles and report or repair any defectives. (ongoing, Lt.)
- Conduct Quarterly inspections on Fire Stations and make corrections. (Chief Whitley on-going)
- Plan and evaluate the remodeling of station 1 (Chief Whitley)
- Provide bicycle first responders at downtown events that create high pedestrian traffic and/or restricted roadway access. (ongoing Chain of Command)
- Conduct ladder maintenance on all apparatus with private firm. (Renee Windom, June 2017)

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

Objectives:

- Continue aggressive training schedule. (Captain John Byrom on-going)
- Replace Burn Building at training tower (Capt. Byrom Jan 2017)
- Continue Kaplan online training program to EMS and fire training requirements (Capt. Byrom – ongoing)
- Complete two Hazmat Drills per year with West Georgia Regional HazMat Team. (Capt. Byrom April and Oct 2017)
- Update all First Responder and CPR requirements (ongoing, Capt. Byrom)
- Place all updates and EMS refresher on FireRescue 1 Academy (ongoing Capt. Byrom or designee)

Goal 4: Continue aggressive fire inspections; provide public education and arson investigation programs which meet all applicable state and federal requirements.

Objectives:

- Fire Marshall to inspect all new businesses, review all plans and provide inspections on request. (Fire Marshall Dec 31 2017)
- Ensure that Fire Marshall investigates all fires for cause and origin. (Fire Marshall, chain of command ongoing)
- Document all inspections in fire house software using I-pads on site. (All shift members Apr 2017)
- Public education to all City of Newnan Schools upon request. (Renee Windom ongoing)
- Public service announcements such as fireworks, smoke detectors. (Fire Marshal ongoing)
- Create a back-up plan for inspections due to Fire Marshal absence. (One fire fighter per shift – ongoing)

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)

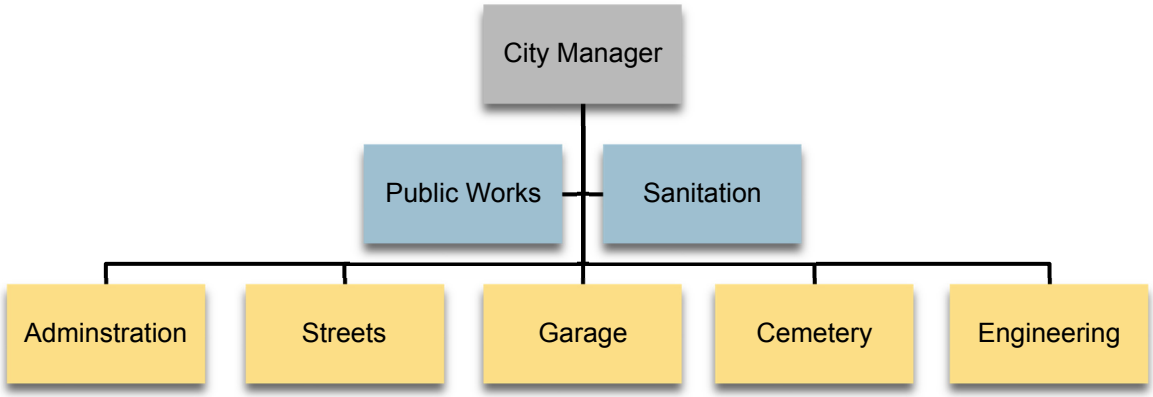
Objectives:

- Maintain an average 5.0 minute response time. (All Shifts ongoing)
- Weekly training on City Streets and Area familiarization. (Chain of command Nov 2017 ongoing)

PUBLIC WORKS FUNCTION

The Public Works Function provides community services enhancing the quality of life for the citizens of Newnan while protecting the environment by ensuring safe and clean neighborhoods and public places, and maintenance of city vehicles, streets and cemeteries. Incorporated into Public Works are 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.

Organizational Chart



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 2017 budget year are located in this section of the budget document underneath each respective department's budget information.

Short-Term Priorities

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

Short-Term Goals

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

Long-Term Priorities

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

Long-Term Goals

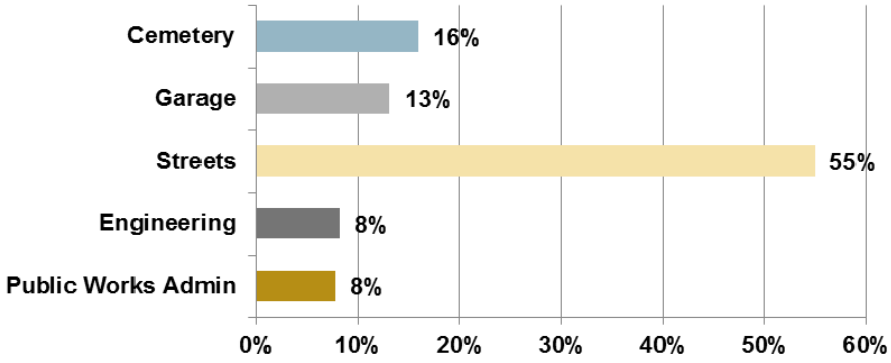
- Anticipate, identify and plan for future needs in providing a clean, sanitary and safe community.
- Meet the requirements assigned to Public Works for the City's Storm water Management Program, including educational outreach, and the execution of our plan for protecting the environment by preventing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

PUBLIC WORKS FUNCTION FY 2017 BUDGET HIGHLIGHTS

Public Works Function Expenditures						
	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance 2016-2017	% Change 2016-2017
Operating Expenditures						
Public Works Admin	$239,245	$245,565	$241,980	**$265,824**	$20,259	7.6%
Engineering	253,189	262,734	251,205	**266,880**	$4,146	1.6%
Streets	1,671,646	1,698,709	1,661,434	**1,790,302**	$91,593	5.1%
Garage	441,658	399,220	449,433	**427,454**	$28,234	6.6%
Cemetery	446,043	746,576	840,848	**518,953**	($227,623)	-43.9%
Total Operating	**$3,051,780**	**$3,352,804**	**$3,444,900**	**$3,269,413**	**$147,097**	**4.9%**
Public Works Total	**$3,051,780**	**$3,352,804**	**$3,444,900**	**$3,269,413**	**$147,097**	**4.9%**

- The Public Works Administration expenditures show an increase of $20,259 from the FY 2016 Budget. The increase is mostly attributed to an increase in wages.
- The City Engineer expenditures shows a slight increase of $4,146 due to a decrease in capital expenditures.
- The Streets expenditures show an increase of $91,593 over the FY 2016 Budget mainly due to increase in repairs and maintenance, contractual labor and the cost of solid waste disposal.
- The Garage expenditures show a slight increase of $28,234 from the FY 2016 Budget is mainly attributed to capital expenditures.
- The Cemetery expenditures decreased over the FY 2016 Budget by $227,623 due to a capital expenditure that was budgeted and expensed in the prior year.

FY 2017 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	2015	2016	2017
Administrative Assistant	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	2015 Actual	2016 Estimate	2017 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	**11**
Number of Monthly Safety Meetings conducted	12	12	**12**

FY 2016 Goals Accomplished

- ✓ Completion construction of a roundabout intersection at Five Points
- ✓ Milled and paved 19 streets, 3.98 centerline miles
- ✓ Repaired and paved additional 3.65 centerline miles of local streets
- ✓ Reclamation and paving of LaGrange St, including repairs to sidewalks/ curbs
- ✓ Reclamation and paving of Forth Street
- ✓ Reclamation and paving of Corinth Road
- ✓ Completed design and Right-of-Way acquisition for construction of McIntosh Pkwy
- ✓ Completed preliminary design concept for improvements to Lower Fayetteville Rd
- ✓ Expansion of Oak Hill Cemetery, four new sections at 12.43 acres
- ✓ Adoption of new model ordinance for Erosion, Sedimentation & Pollution Control
- ✓ Conducted monthly safety meetings and training
- ✓ Minimized injuries and worker's compensation claims

Public Works Administration Budget Dept. 67 / 100.4100		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$174,884	$173,393	$173,393	**$190,595**
51.2100	Employee Insurance	23,305	24,614	24,614	**26,015**
51.2150	Employee Flexible Spending Accounts	0	0	0	**171**
51.2200	Social Security	13,140	12,888	12,888	**14,988**
51.2400	Retirement	14,661	16,472	16,472	**17,967**
51.2600	Unemployment Insurance	4	5	5	**6**
51.2700	Workers' Compensation	3,538	4,376	4,376	**4,028**
51.2900	Taxable Employee Benefits	450	540	540	**540**
	Total Salaries & Benefits	**$229,982**	**$232,288**	**$232,288**	**$254,310**
	Operating Expenditures				
52.2200	Repairs & Maintenance	900	3,096	900	**1,217**
52.3101	Vehicle Insurance	53	110	110	**110**
52.3102	Bldg & Personal Liability Ins	131	272	272	**272**
52.3200	Communications	1,228	1,020	1,800	**990**
52.3400	Printing & Binding	242	100	100	**100**
52.3500	Travel Expenses	179	500	800	**1,500**
52.3600	Dues and Fees	0	400	400	**400**
52.3700	Training	450	450	900	**900**
53.1100	Materials & Supplies	20	200	200	**200**
53.1101	Office Supplies	65	100	100	**100**
53.1270	Vehicle Gasoline/Diesel	4,014	5,000	3,300	**4,000**
53.1400	Books & Periodicals	0	250	250	**250**
53.1601	Computer Hardware & Software	0	529	60	**0**
53.1602	Office Furniture	524	0	0	**0**
53.1701	Vehicle Maintenance	1,457	1,250	500	**1,475**
	Total Operating Expenditures	**$9,263**	**$13,277**	**$9,692**	**$11,514**
	Total Public Works Expenditures	**$239,245**	**$245,565**	**$241,980**	**$265,824**

FY 2017 Goals and Objectives

Goal 1: Provide training to maintain certifications for successfully performing the responsibilities of the various departments within Public Works.

Objectives:

- 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, 12/31/2017)
- 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, 12/31/2017)
- 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, 12/31/2017)

Goal 2: Minimize injuries, worker's compensation claims, and downtime for employees, and property damage as a result of operational activities.

Objective:

- Conduct a series of monthly meetings involving all employees within Public Works on safety issues and safety-related policies and procedures. (M. Klahr, 12/31/2017)

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 12/31/2017)

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.

Objectives:

- 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 12/31/2017)
- 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 12/31/2017)

Goal 5: Maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.

Objectives:

- Maintain a list of streets, prioritized for resurfacing, sidewalks and other accessibility improvements. (M. Klahr 12/31/2017)
- Maintain a list of culverts, prioritized for needed repairs/replacement. (M. Klahr 12/31/2017)
- Manage capital public works projects. (M. Klahr 12/31/2017)

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.

Objectives:

- Identify, recruit, and retain personnel for the various positions within the departments of Public Works. (M. Klahr 12/31/2017)

STREET DEPARTMENT

Mission Statement

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

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	2015	2016	2017
Street Maintenance Supervisor	3	3	**3**
Street Maintenance Worker	10	10	**10**
Senior Street Maintenance Worker	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	2015 Actual	2016 Estimate	2017 Projected
Street Sweeping (miles)	500+	500+	**500+**
Cubic yards of concrete poured for sidewalks and driveway aprons		334	**350**
New compliant accessibility ramps	25	25	**25**
Tons of asphalt placed for utility cuts and pot holes		200	**220**

Street Department Budget Dept. 60 / 100.4200		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$580,965	$604,369	$604,369	**$633,191**
51.1200	Wages - Part Time	7,344	0	0	**0**
51.1300	Wages - Overtime	0	15,000	15,000	**15,000**
51.2100	Employee Insurance	129,033	122,192	122,192	**163,893**
51.2100A	Employee Opt-Out Insurance	0	2,760	2,760	**3,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**171**
51.2200	Social Security	43,501	52,990	52,990	**55,213**
51.2400	Retirement	51,570	65,490	65,490	**68,228**
51.2600	Unemployment Insurance	25	38	38	**38**
21.2700	Workers' Compensation	71,908	87,291	87,291	**86,732**
51.1200A	Contractural Labor- Non Employee	$78,237	$70,000	$70,000	**$70,000**
51.2900	Taxable Employee Benefits	342	550	550	**550**
51.2900A	Non-Taxable Empolyee Benefits	6,240	8,500	8,500	**8,500**
	Total Salaries & Benefits	**$969,165**	**$1,029,180**	**$1,029,180**	**$1,104,516**
	Operating Expenditures				
52.1300	Other Contractural Services	17,340	0	0	**0**
52.2110	Solid Waste Disposal	33,817	35,000	10,000	**20,000**
52.2200	Repairs & Maintenance	5,235	11,694	11,694	**7,061**
52.3101	Vehicle Insurance	5,041	10,500	10,500	**10,500**
52.3102	Bldg & Personal Liability Ins	1,440	3,000	3,000	**3,000**
52.3200	Communications	2,069	2,060	2,060	**2,300**
52.3700	Training	1,672	1,375	1,500	**1,425**
53.1100	Materials & Supplies	23,267	20,000	20,000	**20,000**
53.1101	Office Supplies	587	500	500	**500**
53.1105	Minor Street Repairs/Maint.	39,521	35,000	55,000	**42,000**
53.1106	Protective Equipment	2,132	3,000	2,000	**3,000**
53.1107	Concrete Repairs	26,331	35,000	40,000	**40,000**
53.1108	Traffic Signs & Devices	38,631	42,000	42,000	**39,000**
53.1230	Electricity	321,400	320,000	320,000	**320,000**
53.1270	Vehicle Gasoline/Diesel	55,227	80,000	45,000	**70,000**
53.1300	Food Supplies	84	0	0	**3,000**
53.1600	Minor Equipment	3,395	4,000	4,000	**4,000**
53.1601	Computer Hardware/Software	0	1,400	0	**0**
53.1701	Vehicle Maintenance	72,318	65,000	65,000	**65,000**
	Total Operating Expenditures	**$649,507**	**$669,529**	**$632,254**	**$650,786**
	Capital Outlays				
54.1406	Major Street Maint. & Repairs	$52,974	$0	$0	**$0**
54.2200	Vehicles	0	0	0	**35,000**
54.2201	Vehicles/Equipment	0	0	0	**0**
54.2504	Other Equipment	0	0	0	**0**
	Total Capital Outlays	**$52,974**	**$0**	**$0**	**$35,000**
	Total Street Expenditures	**$1,671,646**	**$1,698,709**	**$1,661,434**	**$1,790,302**

FY 2017 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.

Objectives:

- Inspect, clean and repair, as needed, 20 percent of the storm sewer infrastructure annually. (R. Norton, 12/31/2017)
- Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency. (R. Norton, 12/31/2017)

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.

Objectives:

- Create an inventory of all existing regulatory, warning, street name and guidance signs. (M. Klahr, R. Norton 12/31/2017)
- Implement an approved assessment or management method to maintain traffic sign retro reflectivity at or above the established minimum levels (FHWA mandated deadline was January 22, 2016). (M. Klahr, R. Norton 1/22/2017)
- 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, 1/22/2017)

Goal 3: Achieve zero lost time accidents.

Objectives:

- Measured from September through August. (R. Norton, 08/31/2017)
- 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, 12/31/2017)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2017)

Goal 4: Improve pedestrian accessibility throughout the City by installing new sidewalks and compliant handicap ramps, and repairing existing sidewalks and driveway aprons.

Objectives:

- To maintain a prioritized list of street segments that would benefit from improved accessibility. (M. Klahr, R. Norton, D. McCauley 12/31/2017)

FY 2016 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	2015	2016	2017
Automotive Lead Mechanic	0	0	**1**
Automotive Mechanic	4	4	**3**
Automotive Mechanic Assistant	1	1	**1**
Fleet Coordinator	1	1	**1**
Total Garage	**6**	**6**	**6**

Performance Measures

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

Performance Measures	2015 Actual	2016 Estimate	2017 Projected
Number of service request performed	1574	1500	**1500**
Number of vehicles/major pieces of equipment maintained by the City Garage	232	230	**240**
Number of worker's Comp claim/lost days of work	0/0	0/0	**0/0**
Number of quarterly safety inspections conducted	4	4	**4**

Garage Budget Dept. 68 / 100.4900		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$222,270	$220,334	$220,334	**$221,396**
51.1300	Wages -Overtime	424	1,500	1,500	**1,500**
51.2100	Employee Insurance	60,129	61,828	61,828	**74,459**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	16,063	16,538	16,538	**17,073**
51.2400	Retirement	18,805	20,932	20,932	**21,175**
51.2600	Unemployment Insurance	8	12	12	**12**
51.2700	Workers' Compensation	5,167	6,369	6,369	**5,686**
51.2900	Taxable Employee Benefits	$251	$275	$275	**$2,040**
51.2900A	Non-Taxable Employee Benefits	1,499	1,500	1,500	**0**
	Total Salaries & Benefits	**$324,616**	**$329,288**	**$329,288**	**$343,398**
	Operating Expenditures				
52.1300	Other Contractual Services	336	408	408	**420**
52.2200	Repairs & Maintenance	11,846	14,774	14,000	**15,266**
52.3101	Vehicle Insurance	720	1,500	1,500	**1,500**
52.3102	Bldg & Personal Liability Ins	600	1,250	1,250	**1,250**
52.3500	Travel	1,625	2,000	1,624	**2,000**
52.3700	Training	626	1,500	500	**1,500**
53.1100	Materials & Supplies	15,536	18,000	16,000	**18,000**
53.1101	Office Supplies	359	500	500	**500**
53.1106	Protective Equipment	96	500	500	**500**
53.1270	Vehicle Gasoline/Diesel	2,428	4,000	3,000	**4,000**
53.1300	Food Supplies	0	0	0	**800**
53.1600	Minor Equipment	14,561	8,200	15,000	**7,000**
53.1700	Uniform Rental	6,661	7,800	6,363	**8,320**
53.1701	Vehicle Maintenance	2,470	3,000	2,500	**3,000**
	Total Operating Expenditures	**$57,864**	**$63,432**	**$63,145**	**$64,056**
	Capital Outlays				
54.2200	Vehicles	$44,378	$0	$42,000	**$0**
54.2504	Other Equipment	14,800	6,500	15,000	**20,000**
	Total Capital Outlays	**$59,178**	**$6,500**	**$57,000**	**$20,000**
	Total Garage Expenditures	**$441,658**	**$399,220**	**$449,433**	**$427,454**

FY 2017 Goals and Objectives

Goal 1: Track the preventative maintenance and repairs on all City-owned equipment.

Objectives:

- To maintain service records for each vehicle and motorized piece of equipment. (R. Norton 12/31/2017)
- To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement. (R. Norton 12/31/2017)

Goal 2: Conduct weekly housekeeping inspections of the Garage facility to insure safety, cleanliness and organization in the Garage area.

Objectives:

- Weekly inspections to be made by the Garage Supervisor and noted deficiencies corrected. (R. Norton 12/31/2017)
- Quarterly facility inspection reports to be submitted to the Human Resources Department. (R. Norton 12/31/2017)

Goal 3: Maintain an inventory of the City's fleet of motorized vehicles.

Objectives:

- To assign inventory control numbers for each unit in the fleet. (R. Norton, 12/31/2017)
- 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 12/31/2017)

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

Objectives:

- To be measured from September through August. (R. Norton, 08/31/2017)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (R. Norton, 12/31/2017)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2017)

FY 2016 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	2015	2016	2017
Cemetery Superintendent	1	1	**1**
Cemetery Maintenance Supervisor	1	1	**1**
Cemetery Maintenance Worker	5	5	**5**
Cemetery Equipment Operator	1	1	**1**
Total Cemetery Department	**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	2015 Actual	2016 Estimate	2017 Projected
Average number of working days to complete a mowing/ trimming cycle	12	12	**12**
Number of gravesites prepared for burials	130	160	**165**
Number of burial spaces sold	69	130	**125**
Number of acres maintained	91.9	91.9	**106.13**

Cemetery Budget Dept. 69 / 100.4950		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$276,589	$274,019	$274,019	**$282,240**
51.1300	Wages - Overtime	8,665	12,000	9,000	**12,000**
51.2100	Employee Insurance	62,878	66,043	66,043	**77,884**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	21,101	22,901	22,901	**24,234**
51.2400	Retirement	23,117	26,032	26,302	**30,043**
51.2600	Unemployment Insurance	11	16	16	**16**
51.2700	Workers' Compensation	13,640	16,867	16,867	**15,460**
51.1200A	Contracted Labor - Non Employee	21,576	22,000	22,000	**22,000**
51.2900	Taxable Employee Benefits	547	550	550	**550**
	Total Salaries & Benefits	**$406,001**	**$417,878**	**$415,148**	**$464,484**
	Operating Expenditures				
52.1300	Other Contractual Services	10,514	18,348	18,500	**18,500**
52.2200	Repairs & Maintenance	0	500	500	**1,044**
52.3101	Vehicle Insurance	1,920	4,000	4,000	**4,000**
52.3102	Bldg & Personal Liability Ins	1,920	4,000	4,000	**4,000**
52.3600	Dues and Fees	0	100	100	**100**
53.1100	Materials & Supplies	5,355	5,500	5,500	**5,500**
53.1101	Office Supplies	79	200	200	**200**
53.1102	Cleaning Supplies & Chemicals	824	300	300	**200**
53.1103	Medical Supplies	0	100	100	**100**
53.1106	Protective Equipment	257	200	200	**200**
53.1270	Vehicle Gasoline/Diesel	7,667	10,500	10,500	**9,750**
53.1600	Minor Equipment	2,354	2,900	2,900	**2,900**
53.1700	Uniform Rental	5,595	4,500	5,900	**4,500**
53.1701	Vehicle Maintenance	2,810	4,000	4,000	**1,475**
53.1705	Landscaping Supplies	747	3,000	1,000	**2,000**
	Total Operating Expenditures	**$40,042**	**$58,148**	**$57,700**	**$54,469**
	Capital Outlays				
54.1200	Site Improvements	$0	$200,000	$320,000	**$0**
54.2200	Vehicles	0	48,000	48,000	**0**
54.2201	Vehicles/Equipment	0	0	0	**0**
	Total Capital Outlays	**$0**	**$248,000**	**$368,000**	**$0**
	Total Cemetery Expenditures	**$446,043**	**$724,026**	**$840,848**	**$518,953**

FY 2017 Goals and Objectives

Goal 1: Provide essential burial services via timely grave openings and closings.

Objective:

- 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 12/31/2017)

Goal 2: Provide excellence in cemetery grounds and maintenance of landscaping during growth season.

Objectives:

- To ensure grounds are mowed and trimmed in a 12-day cycle, maximum, weather permitting. (J. Hemmings 12/31/2017)
- To address special needs identified in routine inspections of the grounds. (J. Hemmings, 12/31/2017)

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

Objectives:

- To be measured from September 2011 through August 2017. J. (Hemmings, 08/31/2017)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Hemmings, 12/31/2017)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Hemmings, 12/31/2017)

Goal 4: Maintain the mapping of blocks, sections, lots and spaces and a database of records identifying burial details.

Objective:

- All new cemetery records are to be added to an electronic database and backed up by hard copy. (J. Hemmings 12/31/2017)

FY 2016 Goals Accomplished

- ✓ Completed digital records for burials and spaces in all cemeteries
- ✓ Maintained membership in the Georgia Municipal Cemetery Association
- ✓ Completed Phase I of an expansion of Oak Hill Cemetery
- ✓ Expanded the turf improvement/ ant control program
- ✓ Completed drainage improvements at Oak Hill Cemetery

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	2015	2016	2017
Civil Engineer	1	1	**1**
Engineering Field Inspector	1	1	**1**
Soil Erosion Inspector	0	1	**1**
Total Engineering	**2**	**3**	**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	2015 Actual	2016 Estimate	2017 Projected
Number of plans reviews	48	60	**60**
Number of environmental investigations	2	1	**2**
Number of land disturbance permits (Issued)	15	16	**16**
Number of stormwater infrastructure inspections	1000	1500	**1500**
Number of environmental citations issued	2	1	**1**
Number of permit inspections	800	1600	**1600**
Number of traffic studies	6	6	**10**

City Engineer Budget Dept. 22 / 100.1575		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full-Time	$133,089	$155,813	$155,813	**$162,565**
51.2100	Employee Insurance	26,785	37,803	37,803	**41,181**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	9,617	11,595	11,595	**12,478**
51.2400	Retirement	13,208	14,802	14,802	**15,444**
51.2600	Unemployment Insurance	3	6	6	**6**
51.2700	Workers' Compensation	3,658	4,524	4,524	**4,210**
51.2900	Taxable Employee Benefit	362	540	540	**540**
	Total Salaries & Benefits	**$186,360**	**$224,543**	**$224,543**	**$236,481**
	Operating Expenditures				
52.1200	Professional Services	13,780	2,500	0	**0**
52.1300	Other Contractual Services	1,857	5,900	5,900	**5,900**
52.2200	Repairs and Maintenance	5,979	6,800	6,788	**7,030**
52.3101	Vehicle Insurance	182	380	380	**380**
52.3102	Bldg & Personal Liability Ins	293	610	610	**610**
52.3200	Communications	2,380	3,810	1,980	**1,980**
52.3400	Printing & Binding	599	850	850	**850**
52.3500	Travel	528	500	555	**750**
52.3600	Dues & Fees	1,726	2,421	2,049	**2,049**
52.3700	Training	1,008	6,500	1,500	**2,000**
53.1100	Materials & Supplies	809	1,200	850	**1,200**
53.1101	Office Supplies	223	600	500	**500**
53.1270	Vehicle Gasoline/Diesel	1,870	2,000	2,000	**2,000**
53.1400	Books & Periodicals	0	250	250	**250**
53.1600	Minor Equipment	6,283	1,000	750	**1,000**
53.1601	Computer Hardware & Software	1,582	530	500	**2,300**
53.1602	Office Furniture	1,573	0	0	**0**
53.1701	Vehicle Maintenance	923	1,800	1,200	**1,600**
	Total Operating Expenditures	**$41,595**	**$37,651**	**$26,662**	**$30,399**
	Capital Outlays				
54.2200	Vehicles	$25,234	$0	$0	**$0**
54.2504	Other Equipment	0	0	0	**0**
	Total Capital Outlays	**$25,234**	**$0**	**$0**	**$0**
	Total City Engineer Expenditures	**$253,189**	**$262,194**	**$251,205**	**$266,880**

FY 2017 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.

Objectives:

- 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. Johnson/ M. Kessler 12/31/2017)
  - 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. Johnson/ M. Kessler 12/31/2017)
- 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/ M. Kessler 12/31/2017)
- 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. Johnson/ M. Kessler 12/31/2017)

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:

- 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. Johnson 12/31/2017)
  - Coordinate with IT department to maintain the process of submitting electronic notifications to the engineering department for follow up and inspections. (D. Johnson 12/31/2017)

Goal 3: Maintain design standards, construction standards, ordinances, manuals and checklists up to date and in line with current generally accepted practices and principles.

Objectives:

- 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. Johnson 12/31/2017)
  - Revise as necessary any ordinance to incorporate proposed revisions and updates and present any proposed revisions to Council for adoption. (M. Klahr/ D. Johnson 12/31/2017)
- 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. Johnson 12/31/2017)
- Make new checklist available as online changes are made. (D. Johnson 12/31/2017)

Goal 4: Continue to identify intersections or road segments that may benefit from modifications or improvements, perhaps reducing the speed and/or number of traffic accidents.

Objectives:

- To identify intersections or road segments with high or unacceptable numbers of accidents.
  - Continue to work with our local police department in reviewing accident reports to identify accident prone locations. (D. Johnson 12/31/2017)
- To make changes or recommendations for modifications or improvements to intersections or road segments.
  - Review traffic studies and/or accident reports to identify trends. (D. Johnson 12/31/2017)
  - Investigate the identified intersections or road segments to determine if pavement markings, striping, signage or lighting changes could improve operation. (M. Klahr/ D. Johnson 12/31/2017)
  - Investigate the identified intersections or road segments for alignment and geometry to determine if physical changes could improve operation. (M. Klahr/ D. Johnson 12/31/2017)
  - Make minor changes or present proposed major recommendations to the City Manager. (M. Klahr 12/31/2017)

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:

- 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 12/31/2017)
  - 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, 2016 (R. Hill/ D. Johnson 12/31/2017)
  - 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/ D. Johnson 12/31/2017

Goal 6: Continue to monitor our Storm Water Management Program and prepare annual reporting as required by the EPD. As part of our Storm Water Management Program continue to work on obtaining written certification from the EPD for approval to use the Environmental Planning Alternative Minimum Criteria for Water Supply Watersheds to reduce stream buffers in our Water Supply Watersheds down to 50 feet undisturbed with an additional 25 foot impervious surface setback which is allowed if we perform additional water quality testing, require stream buffers to be revegetated upon development, and provide more education and outreach to both the general public and development community.

Objectives:

- Using the GIS inventory of storm water facilities to conduct the required inspections of at least 20% of our system each year and update the inventory accordingly. (M. Kessler/R. Hill 12/31/2017)
- Using the GIS inventory of storm water facilities to conduct yearly required inspections of all our outfalls and ponds and update inventory accordingly. (R. Hill/ M. Kessler 12/31/2017)

- Continue to capture yearly inspection data and update our GIS layers while coordinating with Public Works on work orders for required system maintenance and reporting. (R. Hill/ M. Kessler 12/31/2017)
- To obtain EPD approval to reduce Water Supply Watershed stream buffers as part of an increased Storm Water Management Program. (D. Johnson/R. Hill 12/31/2017)
- To implement the additional water quality testing and education and outreach to the general public and development community. (D. Johnson/R. Hill 12/31/2017)

FY 2016 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. Latest adoption, 2016
- ✓ 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: 2014 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.
- ✓ We have made initial contact with the EPD to obtain certification to use the Alternative Minimum Environment Planning Criteria for Water Supply Watershed buffers. This is a work in progress and it will involve ordinance updates and additional water quality testing as well as developing a plan to increase educational outreach.

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.

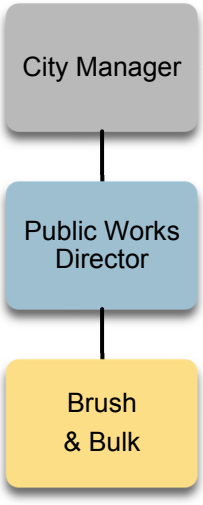
Long-Term Priorities

- 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.

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	2015	2016	2017
Sanitation Supervisor	1	1	1
Sanitation Equipment Operator	3	3	3
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	2015 Actual	2016 Estimate	2017 Projected
Number of report missed pick-ups	32	25	**30**
Yard waste & bulk items collected (tons)	2626	2600	**2700**

FY 2017 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.

Objectives:

- 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 12/31/2017)

Goal 2: Minimize injuries, worker's compensation claims, down time for employees, and property damage as a result of operational activities.

Objective:

- Conduct a series of monthly meetings involving all employees within the Sanitation Department on safety issues and safety related policies and procedures. (R. Norton, 12/31/2017)

Goal 3: Minimize missed pick-ups.

Objective:

- Maintain a log of reported missed pick-ups. (R. Norton, 12/31/2017)

Goal 4: Minimize complaints.

Objective:

- Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (R. Norton 12/31/2017)

FY 2016 Goals Accomplished

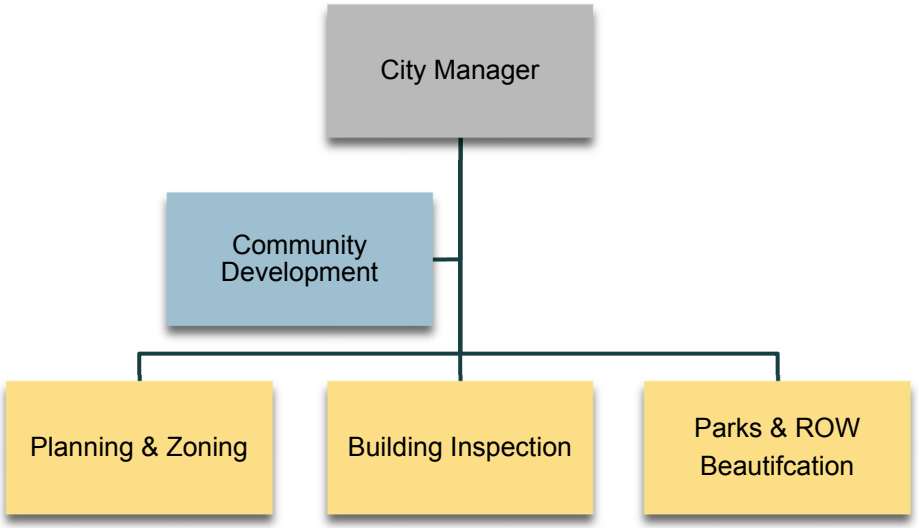
✓ Distributed door hangers informing customer of rules.
✓ Complaint log was created and maintained.

Sanitation - Brush & Bulk 65 / 540.4585	Dept.	2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$178,734	$174,816	$174,816	**$180,060**
51.1300	Wages - Overtime	1,582	2,000	3,000	**3,000**
51.2100	Employee Insurance	33,524	31,683	31,683	**33,027**
51.2100A	Employee Opt-Out Insurance	0	5,520	5,520	**4,500**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	13,596	14,237	14,237	**14,369**
51.2400	Retirement	14,818	16,607	16,607	**17,391**
51.2600	Unemployment Insurance	5	8	8	**8**
51.2700	Workers' Compensation	16,706	20,659	20,659	**22,331**
51.2900	Taxable Employee Benefits	251	275	275	**275**
51.2900A	Non-Taxable Employee Benefits	593	2,000	2,000	**2,000**
	Total Salaries & Benefits	**$258,965**	**$265,530**	**$266,530**	**$277,018**
	Operating Expenditures				
52.2110	Solid Waste Disposal	122,072	120,000	120,000	**125,000**
52.2200	Repairs & Maintenance	1,200	1,200	1,200	**1,624**
52.3101	Vehicle Insurance	2,257	4,000	4,000	**4,000**
52.3102	Bldg & Pers Liablility Insurance	2,400	5,000	5,000	**5,000**
52.3200	Communications	1,343	2,000	2,000	**2,000**
52.3300	Advertising	0	500	500	**500**
53.1100	Materials & Supplies	1,317	4,000	4,000	**4,000**
53.1270	Vehicle Fuel / Diesel	30,191	60,000	30,000	**60,000**
53.1300	Food Supplies	0	0	0	**600**
53.1601	Computer Hardware/Software	0	1,300	2,227	**0**
53.1700	Other Supplies/Uniform Rental	185	0	290	**0**
53.1701	Vehicle Maintenance	23,271	18,000	24,000	**20,000**
	Total Operating Expenditures	**$184,236**	**$216,000**	**$193,217**	**$222,724**
	Capital Outlays				
54.2200	Vehicles	$0	$165,000	$0	**$0**
54.2500	Other Equipment	0	45,000	0	**0**
56.1000	Depreciation Expenses	18,042	23,000	0	**0**
	Total Capital Outlays	**$18,042**	**$233,000**	**$0**	**$0**
	Total Sanitation Expenditures	**$461,243**	**$714,530**	**$459,747**	**$499,742**

COMMUNITY DEVELOPMENT

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, and Parks & ROW Beautification.

Organizational Chart



The following is a list of the City's short and long term priorities and goals for the Community Development function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2017 budget year are located in this section of the budget document underneath each respective department's budget information.

Short-Term Priorities

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

Short-Term Goals

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

Long - Term Priorities

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

Long -Term Goals

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

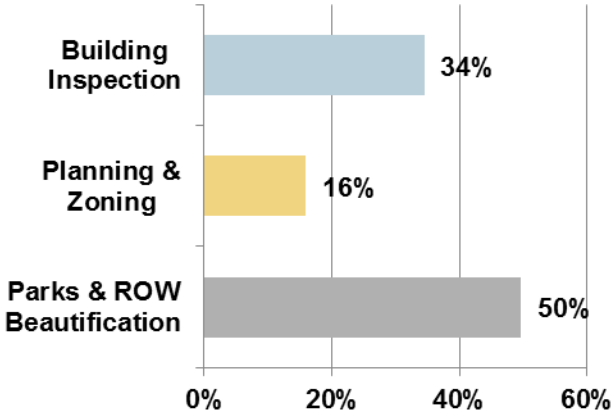
COMMUNITY DEVELOPMENT FUNCTION BUDGET HIGHLIGHTS

Community Development Function Expenditures						
	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance 2016-2017	% Change 2016-2017
Operating Expenditures						
*Facilities Maintenance	336,260	0	613,782	**0**	N/A	N/A
Parks & ROW Beautification	960,258	1,169,133	1,156,256	**1,197,815**	28,682	2.39%
Planning & Zoning	276,933	295,319	286,289	**384,521**	89,202	23.20%
Building Inspection	782,068	808,332	804,358	**831,768**	23,436	2.82%
Total Operating	**$2,355,519**	**$2,272,784**	**$2,860,685**	**$2,414,104**	**$332,801**	**14.35%**

The overall increase of 14.35% is partly attributed to a wage increase as well as an additional to personnel.

- Parks & ROW Beautification expenditures increase $28,682 is mostly attributed to increased contractual services costs.
- Planning and Zoning expenditures increased by $89,202. This over-all increase is mostly due to an addition to personnel, namely a GIS Data Analyst.
- Building Inspection expenditures increase of $23,436 over the FY 2016 Budget is mainly attributed to updating computer hardware and software.

FY 2017 Approved Percentages of Community Development Operating Expenditures



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	2015	2016	2017
Beautification Crew Leader	4	4	4
Beautification Supervisor	1	1	1
Beautification Worker	8	10	10
Landscape Architect	1	1	1
Total Parks & ROW Beautification	**14**	**16**	**16**

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	2015 Actual	2016 Estimate	2017 Projected
% of man hours devoted to maintenance activities	85%	82%	**78%**
% of man hours devoted to installation activities	5%	8%	**10%**
% of man hours devoted to misc. activities	10%	10%	**12%**
% of tree inspections completed w/in 48 hours	90%	90%	**92%**
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	41	50	**54**
Number of Worker's Comp incidents reported	1	1	**0**

Parks & Right-of-Way Beautification Dept 61 / 100.6200		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$466,568	$527,280	$527,280	**$546,114**
51.1300	Wages - Overtime	2,442	0	2,000	**5,582**
51.2100	Employee Insurance	104,099	134,119	134,119	**125,651**
51.2100A	Employee Opt-Out Insurance	0	2,760	2,760	**3,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	34,840	43,496	43,496	**44,521**
51.2400	Retirement	39,630	50,092	50,092	**51,931**
51.2600	Unemployment	18	28	28	**32**
51.2700	Worker's Compensation	21,585	24,750	24,750	**25,311**
51.2900	Taxable Employee Benefits	450	540	540	**0**
51.2900A	Non-Taxable Employee Benefits	0	5,810	5,810	**2,030**
51.1200A	Contracted Labor - Non Employee	$37,414	$38,000	$38,000	**$32,408**
	Total Salaries & Benefits	**$707,046**	**$826,875**	**$828,875**	**$836,637**
	Operating Expenditures				
52.1300	Other Contractual	61,491	100,500	100,500	**143,845**
52.2200	Repairs & Maintenance	3,043	34,000	24,000	**4,002**
52.3101	Vehicle Insurance	9,606	5,659	5,659	**5,659**
52.3102	Bldg & Personal Liability Ins	676	1,409	1,409	**1,409**
52.3200	Communications	1,986	1,350	1,717	**1,450**
52.3500	Travel	106	500	500	**500**
52.3600	Dues & Fees	470	800	800	**800**
52.3700	Training	602	1,500	1,500	**1,500**
53.1100	Materials and Supplies	951	1,000	1,000	**1,095**
53.1101	Office Supplies	385	500	500	**500**
53.1102	Cleaning Supplies & Chemicals	7,485	5,000	5,000	**11,088**
53.1103	Medical Supplies	39	0	0	**0**
53.1106	Protective Equipment	693	0	50	**0**
53.1270	Vehicle Gasoline/Diesel	17,959	17,000	15,500	**15,500**
53.1400	Books & Periodicals	0	100	100	**100**
53.1600	Minor Equipment	6,884	14,000	14,000	**12,780**
53.1601	Computer Hardware & Software	928	0	0	**0**
53.1700	Other Supplies/Uniform Rental	6,857	3,690	0	**0**
53.1701	Vehicle Maintenance	11,797	13,000	13,000	**13,000**
53.1705	Landscaping Supplies	28,109	43,750	43,750	**42,750**
53.1708	Other Boards & Commissions	33,874	10,000	10,000	**10,000**
53.1708A	Newnan Youth Council	953	18,500	18,500	**18,500**
	Total Operating Expenditures	**$194,894**	**$272,258**	**$257,485**	**$284,478**
	Capital Outlays				
54.1211	Buildings & Grounds Repair/Maint.	$0	$0	$0	**$30,700**
54.2100	Machinery	0	0	0	**0**
54.2200	Vehicles	58,318	70,000	69,896	**46,000**
	Total Capital Outlays	**$58,318**	**$70,000**	**$69,896**	**$76,700**
	Total Parks & ROW Expenditures	**$960,258**	**$1,169,133**	**$1,156,256**	**$1,197,815**

FY 2017 Goals and Objectives

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

Objectives:

- To evaluate the possibility of any additional streetscapes type projects within the City of Newnan. (M. Furbush February 2017)
- To evaluate all of the existing streetscapes type projects within the City of Newnan with an eye on possible improvements or maintenance issues. (M. Furbush April 2017)

Goal 2: Create a working environment that emphasizes safety in order to reduce dangers to departmental employees and property.

Objectives:

- To reduce worker's compensation incidents and their severity by being safety conscious and informed. (Department Crews, ongoing)
- To reduce liability incidents, including motor vehicle incidents, by being safety conscious and informed. (Department Crews, Ongoing)
- To continue to provide departmental staff with safety information through monthly safety meetings. (T. Cliett, Ongoing)
- To continue to provide twice a year self-inspections and evaluations of departmental facilities (T. Cliett, Ongoing)

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

Objectives:

- To discuss and clarify overall procedures and efficiency for the two year landscape establishment maintenance bond agreements. (M. Furbush, February 2017)
- Follow up on sites that have sub-standard landscaping and are not compliant with existing Landscape Ordinance. (M. Furbush, August 2017)
- To continue to implement and monitor the departmental plan of action to provide improved beautification efforts within the City. (M. Furbush, February 2017)
- To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance costs and operations. (M. Furbush, April 2017)
- To review existing high visibility areas and evaluate their current condition and the possibility of further enhancing those areas. (M. Furbush, April 2017)
- To research and pursue DOT grant funding for additional phases of the GATEway landscape improvements (M. Furbush, February 2017)

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

Objectives:

- To begin and complete the construction of the first phase of the fitness trails at the Newnan Conference Centre. (M. Furbush, August 2017)
- To determine the feasibility of the First Avenue Park expansion and/or dog park. (M. Furbush, April 2017)
- To complete the construction for the site and drainage improvements for the expansion of the additional First Avenue Park site and/or dog park. (M. Furbush, October 2017)
- To finalize the possible location for an east side City park and purchase the property. (M. Furbush, May 2017)
- To study and design creative and consistent entrance signage standards within the City parks in conjunction with the City Gateway Signage project. (M. Furbush, July 2017)
- To continue to improve public awareness and communication through brochures and the City website. (M. Furbush, July 2017)

FY 2016 Goals Accomplished

- ✓ Received the 26th consecutive Tree City USA award designation.
- ✓ Successfully completed the seventh year of the Newnan Youth Council.
- ✓ Successfully completed the construction on the Jefferson/Jackson Corridor Improvement Project.
- ✓ Successfully completed the first phase of the I-85 Interchange Landscape Improvement Project.
- ✓ Completed construction documents on Fitness Trails at the Newnan Centre/Fine Arts Auditorium tract.
- ✓ Made several landscape improvements along Bullsboro Drive to reduce maintenance and enhance aesthetics.
- ✓ Made several landscape improvements at the Newnan Centre roundabout to reduce maintenance and enhance aesthetics.
- ✓ Increased the amount of annual color at various City parks, buildings, and public areas.

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	2015	2016	2017
Administrative Assistant	1	1	**1**
GIS Analyst II	0	0	**1**
Planning and Zoning Director	1	1	**1**
Planner	2	2	**2**
Total Planning & Zoning	4	4	**5**

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	2015 Actual	2016 Estimate	2017 Projected
Number of training classes or seminars attended by staff	4	7	**6**
Number of customer service meetings	2	2	**2**
Number of Ordinance updates	3	3	**3**
Number of Storm Drain Markers installed	100	58	**100**
Percent of major projects completed	80%	90%	**90%**
Number of grants applied for	2	3	**2**

Planning & Zoning Dept. 70 / 100.7400		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$203,436	$206,710	$206,710	**$266,930**
51.2100	Employee Insurance	32,203	31,130	31,130	**47,061**
51.2100A	Employee Opt-Out Insurance	0	2,760	2,760	**3,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**114**
51.2200	Social Security	15,634	15,500	15,500	**20,649**
51.2400	Retirement	17,449	19,637	19,637	**25,359**
51.2600	Unemployment	5	8	8	**10**
51.2700	Workers' Compensation	707	874	874	**2,248**
	Total Salaries & Benefits	**$269,434**	**$276,619**	**$276,619**	**$365,371**
	Operating Expenditures				
52.1200	Professional Services	$0	$5,000	$0	**$0**
52.2200	Repairs & Maintenance	0	1,300	500	**1,300**
52.3101	Vehicle Insurance	384	800	600	**800**
52.3102	Bldg & Personal Liability Ins	768	1,600	1,200	**1,600**
52.3200	Communications	585	650	600	**650**
52.3300	Advertising	1,350	1,850	1,600	**1,800**
52.3400	Printing & Binding	121	500	200	**500**
52.3500	Travel	968	1,500	1,000	**1,500**
52.3600	Dues & Fees	820	900	820	**900**
52.3700	Training	1,164	1,250	900	**1,250**
53.1100	Materials & Supplies	230	800	600	**1,800**
53.1101	Office Supplies	592	1,000	600	**1,000**
53.1270	Vehicle Gasoline/Diesel	179	600	300	**1,600**
53.1400	Books & Periodicals	132	150	140	**150**
53.1601	Computer Equipment	126	300	200	**3,800**
53.1701	Vehicle Maintenance	80	150	100	**150**
53.1707	Planning Commission	0	350	310	**350**
	Total Operating Expenditures	**$7,499**	**$18,700**	**$9,670**	**$19,150**
	Total Planning & Zoning Expenditures	**$276,933**	**$295,319**	**$286,289**	**$384,521**

FY 2017 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.

Objectives:

- 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, 12/31/2017)
- Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training. (Planning Director, 12/31/2017)

Goal 2: Continue to work toward providing better customer service.

Objectives:

- Monitor staff's interaction with the public and provide guidance as to how they can improve their level of service. (Planning Director, 12/31/2017)

- Hold bi-annual meetings with Staff to discuss ways to improve customer service. (Planning Director, 12/31/2017)

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.

Objectives:

- Research planning related topics and provide information to these groups relevant to their role in the planning process. (Department Staff, 12/31/2017)
- Offer training opportunities to members to further assist them in making decisions and better understanding their role. (Planning Director, 12/31/2017)

Goal 4: Review and develop/amend plans, ordinances and other planning documents to ensure quality development with minimal impact on Newnan's historic resources.

Objectives:

- Update the Comprehensive Plan's Capital Improvement Element to ensure that it reflects current programs, policies and the overall vision for the City of Newnan. (Department Staff, 10/31/2017)
- Review new case law and ordinances from other jurisdictions for possible amendments to the Zoning Ordinance that will further enhance Newnan's planning objectives. (Department Staff, 12/31/2017)
- Review and amend the Livable Centers Initiative (LCI) Plan as needed to address changes in the downtown and its surrounding areas. (Department/Staff, 12/31/2017)

Goal 5: Further address housing needs throughout the City.

Objectives:

- Work with the Urban Redevelopment Authority to identify areas of need, specific programs, and available tools to promote housing. (Department Staff, 12/31/2017)
- Continue to implement the Neighborhood Stabilization Programs. (Planning Director, 12/31/2017)

Goal 6: Identify grants and other funding sources which will allow the City to pursue identified projects.

Objectives:

- Submit applications for grants related to projects identified in the City's planning documents. (Department Staff, 12/31/2017)
- Continue to submit applications for additional LCI funding related to transportation projects. (Department Staff, 06/30/2017)

Goal 7: Increase awareness of the City's Stormwater management program through educational opportunities for students and various service organizations.

Objectives:

- Continue to manage and implement the storm drain marker program. (Department Staff, 11/30/2017)
- Work with various youth organizations and clubs in the implementation of the program. (Department Staff, 09/30/2017)

FY 2016 Goals Accomplished

- ✓ Adopted the 2016-2036 Comprehensive Plan.
- ✓ 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 several student organizations (East Coweta's BETA Club and NHS) on installing 58 markers.
- ✓ Continued to rehab and sell/rent houses to low income families through the Neighborhood Stabilization Programs.
- ✓ Continued working on a comprehensive Zoning Ordinance update.
- ✓ Received an LCI study grant for the Bullsboro/Clark/Temple/Jackson Street intersection that was identified in the study's action plan.

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, and 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	2015	2016	2017
Building Inspector	1	1	**1**
Chief Building Official	1	1	**1**
Code Enforcement Officer	2	2	**2**
Permit Technician	1	1	**1**
Plans Examiner	1	1	**1**
Senior Building Inspector	4	4	**4**
Total Building Inspection	**10**	**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	2015 Actual	2016 Estimate	2017 Projected
Percentage commercial plans submitted electronically	10%	10%	**50%**
Number of training/CE hours attended by staff total hours	184	200	**200**
Number of training hours provided to Board of Zoning & Appeals	1.5	2	**3**
Percentage of electronic residential inspections program completed	25%	100%	**100%**
Number of New Commercial Permits issued	45	42	**40**
Commercial Permit improvement valuation	42	40	**40**
Number of New Single Family Residential Permits issued	268	370	**280**
Single Family Residential permit improvement valuation	80	111	**84**

Building Inspection Dept. 71 /100.7200		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$515,639	$513,032	$513,032	**$528,423**
51.2100	Employee Insurance	99,676	105,343	105,343	**113,881**
51.2150	Employee Flexible Spending Accounts	0	0	0	**114**
51.2200	Social Security	38,103	37,961	37,961	**40,507**
51.2400	Retirement	43,227	48,738	48,738	**50,200**
51.2600	Unemployment Insurance	13	20	20	**20**
51.2700	Workers' Compensation	11,381	14,073	14,073	**12,395**
51.2900	Taxable Employee Benefits	1,080	1,080	1,215	**1,080**
51.2900A	Non-Taxable Employee Benefits	0	900	750	**750**
	Total Salaries & Benefits	**709,119**	**721,147**	**721,132**	**$747,370**
	Operating Expenditures				
52.3101	Vehicle Insurance	$6,448	$6,030	$6,448	**$6,448**
52.3102	Bldg & Personal Liability Ins	1,800	3,750	2,000	**2,000**
52.3200	Communications	5,606	9,180	13,068	**9,720**
52.3300	Advertising	589	1,800	1,800	**1,800**
52.3400	Printing & Binding	867	500	480	**480**
52.3500	Travel	1,816	2,000	2,000	**3,600**
52.3600	Dues & Fees	662	495	500	**500**
52.3700	Training	3,395	4,800	4,800	**5,000**
53.1100	Materials & Supplies	267	330	330	**300**
53.1101	Office Supplies	989	800	800	**800**
53.1270	Vehicle Gasoline/Diesel	11,614	16,240	12,000	**12,000**
53.1300	Food Supplies	176	600	600	**600**
53.1400	Books & Periodicals	392	1,600	1,600	**1,600**
53.1600	Minor Equipment	149	200	200	**200**
53.1601	Computer Hardware & Software	7,484	3,600	1,800	**5,350**
53.1602	Office Furniture	1,455	1,800	1,600	**800**
53.1700	Uniform Rental	512	0	0	**0**
53.1701	Vehicle Maintenance	5,137	7,200	7,200	**7,200**
	Total Operating Expenditures	**$49,358**	**$60,925**	**$57,226**	**$58,398**
	Capital Outlays				
54.2200	Vehicles	$23,591	$26,260	$26,000	**$26,000**
	Total Capital Outlays	**$23,591**	**$26,260**	**$26,000**	**$26,000**
	Total Bldg. Inspection Expenditures	**$782,068**	**$808,332**	**$804,358**	**$831,768**

FY 2017 Goals and Objectives

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

Objectives:

- Design and maintain checklists for each type of inspection performed, and have available to customers (BS, BP, PS)
- 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.

Objectives:

- 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:

- 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.
  - 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 pictures of individual inspections process, with notes, to include in meetings and discussions. (BS, CA).

Goal 5: Implement a bar code system to include a code on the permit card in order to streamline input of information in the field. (BS, PS, JC).

Goal 6: Provide and electronic format for the commercial inspection program.

Objectives:

- Create paper checklist for all inspection types
- Convert paper checklist to electronic fillable forms
- Establish procedure for the process of electronically recoding of inspections
- Requisition electronic devices for inspectors with capability of accessing forms from the field
- Requisition monitor and software in order to receive plans electronically and conduct plan reviews in an electronic format
- Store commercial plans electronically

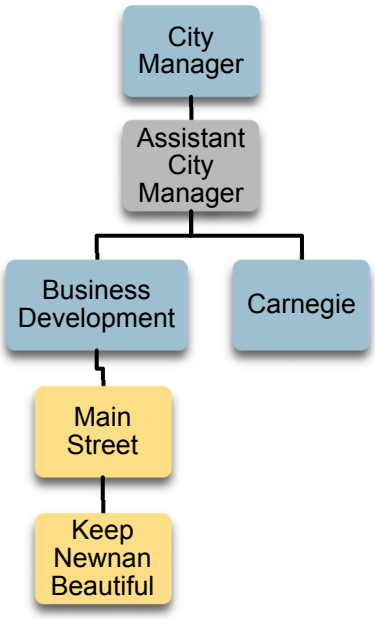
FY 2016 Goals Accomplished

- ✓ Acquired additional mobile devises for residential inspector's use in the field
- ✓ Built apps for mobile devices, collaborated and built apps with the landscape architect, engineering and Fire Marshal and brought them into our electronic inspection processes
- ✓ We continue to implement new permit application forms and update existing ones
- ✓ Streamlined and improved app inspection efficiency, creating features that notify the utility companies immediately as the inspection is completed, in real time

OTHER SERVICES

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

Organizational Chart



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 2017 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

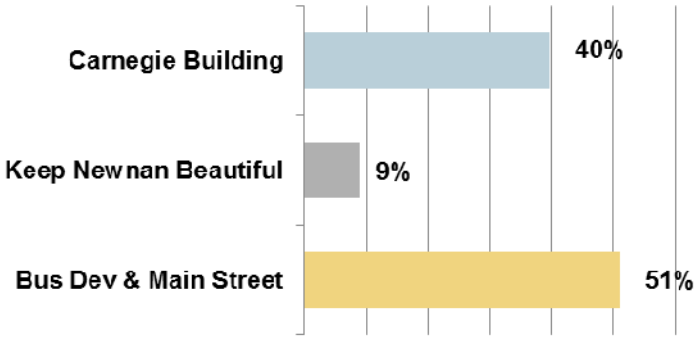
- Work with Code Enforcement, Planning and Zoning, and the Downtown Development Authority on a partnership basis to maintain and improve the aesthetic conditions in the City of Newnan with special consideration for the downtown area.
- Monitor market trends and formulate in-store promotions which increase 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.

OTHER SERVICES FUNCTION FY 2017 BUDGET HIGHLIGHTS

Other Services Function Operating Expenditures Overview						
	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance 2016-2017	% Change 2016-2017
Operating Expenditures						
Bus Dev & Main Street	$217,655	$239,799	$236,982	**$168,733**	($71,066)	-42.1%
Keep Newnan Beautiful	39,830	51,372	48,112	**36,471**	($14,901)	-40.9%
Carnegie Building	159,500	183,900	183,900	**187,817**	$3,917	2.1%
Total Operating	**$371,790**	**$475,071**	**$468,994**	**$393,021**	**(82,050)**	**-20.9%**

- Business Development and Special Events expenditures total $168,733, a decrease of $71,066, over the FY 2016 Budget of $239,799. The main reason for this decrease is the position of Business Development Director has been eliminated and the task of this position has been assigned to the new Assistant City Manager which is under the General Government Function.
- Keep Newnan Beautiful shows a decrease of $14,901. The majority of the decrease is due to the position becoming part-time.
- The FY 2017 Budget recommendation for the operation of the Carnegie Building is $187,817, which is a $3,917 increase over 2016 budget of $183,900. The increase is mainly attributed to wage increase and the added cost of providing additional events.

FY 2017 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	2015	2016	2017
Business Development Dir.	1	1	**0**
Main Street Manager	1	1	**1**
Total Business Development	**2**	**2**	**1**

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	2015 Actual	2016 Estimate	2017 Projected
Main Street Certification maintained?	YES	YES	**YES**
# Events / # Visitors	124/48,000	125/50,000	**125/50,000**
$ Investment - DDA District	$1.2M	$17.5M	**$2.M**
$ Investment - City of Newnan	$42.7M	$47.5M	**$35M**
City of Newnan Vacancy Rate (Commercial/Industrial)	6.00%	4.80%	**5.00%**
DDA District Vacancy Rate (Commercial)	4.40%	3.00%	**3.50%**
# Redevelopment Projects Downtown	4	6	**5**

Business Development & Special Events Dept. 80 / 100.7500		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages-Full Time	$118,432	$118,539	$118,539	**$84,818**
51.1100A	FT Wages - NU Operating Grant	20,000	20,000	20,000	**0**
51.1200	Wages-Part Time/Temp Employee	0	0	5,863	**17,118**
51.2100	Employee Insurance	23,305	24,614	24,614	**11,328**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	10,665	10,685	10,685	**6,553**
51.2400	Retirement	9,923	13,161	13,161	**8,058**
51.2600	Unemployment Insurance	3	5	5	**4**
51.2700	Workers' Compensation	3,232	3,997	3,997	**2,197**
51.2900	Taxable Employee Benefits	6,017	6,018	6,018	**840**
	Total Salaries & Benefits	**$191,577**	**$197,019**	**$202,882**	**$130,973**
	Operating Expenditures				
52.1200	Professional Services	$0	$3,500	$3,000	**$3,000**
52.1201	Public Relations	1,896	2,250	1,750	**2,030**
52.2200	Repairs & Maintenance	1,955	3,440	2,500	**3,140**
52.3102	Bldg & Personal Liability Ins	384	800	800	**800**
52.3300	Advertising	5,000	5,000	5,000	**5,000**
52.3400	Printing and Binding	32	1,250	1,000	**1,050**
52.3500	Travel	6,076	9,700	8,000	**6,800**
52.3600	Dues & Fees	2,472	2,440	2,000	**2,440**
52.3700	Training	2,745	3,650	2,900	**3,000**
53.1100	Materials & Supplies	133	400	400	**400**
53.1101	Office Supplies	679	1,000	750	**750**
53.1400	Books & Periodicals	103	700	600	**500**
53.1600	Minor Equipment	0	250	200	**250**
53.1601	Computer Hardware and Software	2,603	4,200	4,200	**4,400**
53.1706	Miscellaneous	0	200	0	**200**
57.2000	Payments to Other Agencies	2,000	4,000	1,000	**4,000**
	Total Operating Expenditures	**$26,078**	**$42,780**	**$34,100**	**$37,760**
Total Bus Development Expenditures		**$217,655**	**$239,799**	**$236,982**	**$168,733**

FY 2017 Goals and Objective (H. Craver 12/31/2017)

Goal 1: Retain & Expand Existing Businesses.

Objectives:

- Develop and Maintain a Knowledge Base.
- Create Partnership Newnan Team.
- Build a Support Network for Small/Entrepreneurial Businesses.

Goal 2: Recruit Quality Employment and Investment Opportunities.

Objectives:

- Attract New Businesses within Newnan's Targeted Industry Clusters.
- Lead Development and Prospect Management.

- Support and Collaborate with Regional, State and National Business Organizations.
- Aggressively Market the Redevelopment of Existing Commercial Corridors.
- Educate and Engage Private Sector Leaders to Serve as Ambassadors.
- Develop and Maintain a Property Database.
- Support Newnan's Tourism/Hospitality Industry.

Goal 3: Catalyze Redevelopment of Existing Assets.

Objectives:

- Implement Catalytic Development Projects.
- Focus Redevelopment Recruitment Efforts on Newnan's Targeted Industry Clusters.
- Support Strategic Public Investment Opportunities.

Goal 4: Market Newnan's Competitive Advantages.

Objectives:

- Support the City of Newnan's Brand Identity.
- Develop Distinctive Marketing Materials.
- Develop a Public Relations Strategy for Business Development.

Goal 5: Improve Capacity of Business Development.

Objectives:

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

FY 2016 Goals Accomplished

- ✓ 1/16 – 6/16, $22.1M Private Investment - Citywide (source: Coweta Tax Assessor)
- ✓ 3.8% Commercial Vacancy Rate - CBD (source: CoStar, August 2016)
- ✓ 4.8% Commercial Vacancy Rate - Citywide (source: CoStar, August 2016)
- ✓ Obtained National Main Street Certification.
- ✓ Adopted Main Street Annual Work Plan in concert with the Downtown Development Authority (DDA)
- ✓ Increased Main Street event vendor participation and satisfaction.
- ✓ Funded 3 Façade Grant improvement projects, $25,000 Leverage Amount
- ✓ Assisting with Municipal Building Redevelopment Project Programming/Design.
- ✓ Installed Primary and Secondary Gateway Signage Improvements
- ✓ Facilitated Murray Printing Building Downtown Development Revolving Loan Fund (DDRLF) / Georgia Cities Foundation Project, $700,000 TPC
- ✓ Facilitated 49 Spring Street DDRLF project, $296,800 TPC
- ✓ MS Program hosted 40+ Events, drawing >35,000 visitors to historic downtown.
- ✓ Utilizing "I 'Heart' Local" Advertising Campaign.
- ✓ Secured new Main Street program sponsors
- ✓ Launched new www.mainstreetnewnan.com mobile-friendly site
- ✓ Assisted with Buffalo Wild Wings location, $1M TPC
- ✓ Assisted with Honda location, $9M TPC (land acquisition only)
- ✓ Assisted with Brian's Sports Bar location, $1.75M TPC
- ✓ Assisted with Culver's location, $1.5M TPC
- ✓ Assisted with US Healthvest CON Award from GA DCH, $22M TPC (estimated TPC)
- ✓ Utilized Development Authority to assist with Coweta Industrial Fellowship Program (CIFT) Program, Teacher Externship Program, $100,000 TPC

- ✓ Co-hosted downtown Farmers Market with Coweta County and UGA Extension Office.
- ✓ Assisted with downtown relocation/expansion/redevelopment – Lilly Blu Bakery, Greenhouse Mercantile, McKinney Townhomes, Oink Joint BBQ, Bolton's Bakery, Casa Burgers, Make Me Up Studio, Typo,
- ✓ Added 2 Single Family Residential Units to CBD.
- ✓ Assisting with Howard Warner Redevelopment Project.
- ✓ Serve as liaison to Coweta County Development Authority and Newnan—Coweta Chamber of Commerce.
- ✓ Completed ED Research Program Funding for Workforce Analysis to support Corporate Office Recruitment Program.
- ✓ Participate in Georgia Economic Developers Assoc., Georgia Downtown Assoc., International Council of Shopping Centers, International Economic Development Council.

KEEP NEWNAN BEAUTIFUL

Mission Statement

Keep Newnan Beautiful (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	2015	2016	2017
Event Coordinator	1	1	**1**
Total Keep Newnan Beautiful	**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	2015 Actual	2016 Estimate	2017 Projected
Number of Electronic Recycling Events Hosted	3	9	**12**
Number of Document Shredding Events Hosted	3	9	**12**
Number of new Adopt-A-Street groups	6	4	**5**
Number of new Adopt-A-Park groups	1	3	**4**
Keep Newnan Beautiful certification maintained?	YES	YES	**YES**
President's Circle Achieved?	YES	YES	**YES**
Number of classes taught with Enviroscape	11	13	**12**

Keep Newnan Beautiful Dept. 82 / 100.7500		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$18,462	$19,304	$19,304	**$0**
51.1200	Wages- Part Time/Temp Employees	0	0	0	**17,118**
51.2100	Employee Insurance	5,952	6,301	6,301	**0**
51.2200	Social Security	1,301	1,372	1,372	**1,333**
51.2400	Retirement	1,553	1,739	1,739	**0**
51.2600	Unemployment Insurance	1	1	1	**2**
51.2700	Workers' Compensation	430	532	532	**443**
51.2900	Taxable Employee Benefits	137	138	138	**300**
	Total Salaries & Benefits	**$27,836**	**$29,387**	**$29,387**	**$19,196**
	Operating Expenditures				
52.1201	Public Relations	$2,230	$4,700	$4,000	**$3,900**
52.3102	Bldg & Personal Liability Ins	192	400	400	**400**
52.3300	Advertising	1,996	7,500	6,500	**6,500**
52.3400	Printing & Binding	866	1,500	1,250	**1,000**
52.3500	Travel	2,003	2,300	2,000	**1,500**
52.3600	Dues & Fees	480	700	700	**600**
52.3700	Training	275	900	550	**600**
53.1100	Materials & Supplies	3,616	2,775	2,500	**2,375**
53.1101	Office Supplies	150	150	150	**150**
53.1400	Books & Periodicals	165	300	150	**250**
53.1600	Minor Equipment	0	400	225	**0**
53.1601	Computer Equipment	21	360	300	**0**
	Total Operating Expenditures	**$11,994**	**$21,985**	**$18,725**	**$17,275**
	Total KNB Expenditures	**$39,830**	**$51,372**	**$48,112**	**$36,471**

FY 2017 Goals and Objectives (12/31/2017)

Goal 1: Enhance and Develop New and Existing Community-Wide Partnerships.

Objectives:

- 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.
- 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.

Objectives:

- Complete Affiliate Certification.
  - Attend required training.
  - Complete Semi-Annual and Annual Reports.
  - Complete Litter Index Survey.
- Participate in Keep America Beautiful Great American Cleanup.
- 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.
- Host educational seminars for and presentations to local community organizations.

FY 2016 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 Recycling Events in partnership with Total Recycling Georgia, 60,000 lbs. Paper Shredding / 50,000 lbs. Electronics Recycling
- ✓ Hosted Great American Clean-up 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.
- ✓ Facilitated Stream Restoration Project, partnership with Beautification/Engineering Depts., Yamaha and Niagara
- ✓ Created/Hosted Grease Collection event in partnership with Coweta County, Newnan Utilities, Total Recycling of Georgia, Niagara, Coweta County Water and Sewer Authority, City Public Works Department
- ✓ Implementing a pollinator garden project at New Leaf Community Garden
- ✓ Sponsored Bring One for the Chipper event in partnership with Coweta County, 110 Trees
- ✓ Coordinated the location of recycling facilities at four downtown churches, partnership with Waste Industries
- ✓ Coordinated location of recycling bins to East Coweta High School, partnership with Niagara
- ✓ Awarded Keep Georgia Beautiful 3rd Place Affiliate of the Year
- ✓ Hosted 6-7 water conservation courses at East Coweta HS, Newnan HS and The Heritage School.

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	2015	2016	2017
Carnegie Assistant - Youth Programs	1	1	**1**
Carnegie Assistant - Adult Programs (PT)	3	1	**1**
Carnegie Assistant Reference (PT)	0	1	**1**
Carnegie Director	1	1	**1**
Reference Assistant	0	1	**1**
Total Carnegie	**5**	**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	2015 Actual	2016 Estimate	2017 Projected
Reference questions answered	6,144	7,000	**7,000**
Meeting room usage	481	450	**460**
Meeting Room fees collected	5,975	8,400	**8,500**
Number of programs	433	385	**385**
Number of program attendees	12,619	12,000	**12,150**
Computer Usage	7,320	7,200	**7,200**
Public Fax, copier usage	6,796	7,000	**7,000**
Cost of speakers	2,219	2,405	**2,405**
Number of materials in collection	9,650	10,000	**10,100**
Dollar volume of store sales	1,557	1,300	**1,300**

Carnegie Building Dept. 90 / 100.6500		2015 Actual	2016 Budget	2016 Projected	2017 Budget
	Salaries & Benefits				
51.1100	Wages - Full Time	$67,382	$82,202	$82,202	**$83,018**
51.1200	Wages - Part Time/Temp	30,384	31,502	31,502	**30,750**
51.2100	Employee Insurance	12,752	12,817	12,817	**14,263**
51.2100A	Employee Opt-Out Insurance	0	2,760	2,760	**3,000**
51.2150	Employee Flexible Spending Accounts	0	0	0	**57**
51.2200	Social Security	7,469	8,160	8,160	**8,974**
51.2400	Retirement	6,212	7,809	7,809	**7,887**
51.2600	Unemployment Insurance	7	10	10	**10**
51.2700	Workers' Compensation	312	447	447	**419**
51.2900	Taxable Employee Benefits	180	540	540	**540**
	Total Salaries & Benefits	**$124,698**	**$146,247**	**$146,247**	**$148,918**
	Operating Expenditures				
52.1200	Professional Services	$2,345	$2,405	$2,405	**$2,405**
52.1201	Public Relations	1,884	2,414	2,414	**2,827**
52.1300	Other Contractual	8,348	9,924	9,924	**9,474**
52.2200	Repairs & Maintenance	2,014	1,962	2,042	**2,335**
52.3102	Bldg & Personal Liability Ins	782	1,629	1,629	**1,629**
52.3200	Communications	339	20	20	**20**
52.3500	Travel	749	890	810	**920**
52.3600	Dues & Fees	72	35	35	**47**
52.3700	Training	324	505	505	**545**
53.1100	Materials & Supplies	1,472	1,500	1,500	**1,500**
53.1101	Office Supplies	1,266	1,500	1,500	**1,500**
53.1102	Cleaning Supplies & Chemicals	635	650	650	**650**
53.1300	Food Supplies	564	565	565	**670**
53.1400	Books & Periodicals	8,134	8,295	8,295	**9,478**
53.1600	Minor Equipment	31	1,936	1,936	**200**
53.1601	Computer Hardware & Software	3,671	2,526	2,526	**2,590**
53.1602	Office Furniture	2,172	897	897	**2,109**
	Total Operating Expenditures	**$34,802**	**$37,653**	**$37,653**	**$38,899**
	Total Carnegie Building Expenditures	**$159,500**	**$183,900**	**$183,900**	**$187,817**

FY 2017 Goals and Objectives

Goal 1: Build and maintain quality collections, both print and electronic, based on community needs.

Objectives:

- Use professional sources to help determine collection development decisions.
  - Evaluate recommendations in Library Journal. (A. Mapel Ongoing)
  - Review collections of comparable facilities. (A. Mapel, L. Cumbie Ongoing)
  - Monitor listservs such as CHLIB-L and GLA. (A. Mapel, L. Cumbie Ongoing)
- Collect information from community regarding print and electronic needs.

- Provide suggestion cards to request materials. (A. Mapel, L. Cumbie, L. Holder, E. Wood Ongoing)
- Conduct annual survey to solicit community feedback. (A. Mapel 4th quarter 2017)

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

Objectives:

- 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.

Objectives:

- 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)
- 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, L. Cumbie, L. Holder, E. Wood Ongoing)

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

Objectives:

- Offer a variety of programs to children, young adults, and adults. (A. Mapel, L. Cumbie, L. Holder Ongoing)
- Coordinate meeting rooms and display areas. (A. Mapel, E. Wood Ongoing)
- Offer both print and electronic resources. (A. Mapel Ongoing)

FY 2016 Goals Accomplished

- ✓ Partnered with University of West Georgia, Newnan Coweta Art Association, Newnan Coweta Historical Society, and community businesses and organizations to provide programs for adults and children. ("Exercise is Medicine", "Scotland through the Words of Robert Burns", "Introduction to Fused Glass", "Your Story: U.S. Veterans Stories of Service", "Ken DeWaard: Painting Interiors" and "Key Life Decisions: Are You Prepared" 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)
- ✓ Provided a variety of children's', young adult and adult programming. Summer children's programs consisted of five favorite providers returning and six new providers. New adult programs for 2016 were Pilates, Scotland through the Words of Robert Burns, summer art workshop series, Southern Crossroads: Where History and Literature Meet, Cookies and Coloring, The Poetic Works of B.H. Fairchild and many more. (Goal 4)
- ✓ Rentals continues to increase without the need for advertising. For January – July 2015 the total rentals were 22 compared to 35 for January – July 2016 (up 60%). (Goal 4)
- ✓ Annual survey will be conducted in 4th quarter. (Goal 1)
- ✓ Front desk position was changed to full-time status which allows part-time adult and children's program assistants to focus on development and execution of quality programming. Director attended library conference and training webinars. Staff attended performer's workshop, Children's Literature Conference, webinars, and Excel training. (Goal 3)
- ✓ Provided annual volunteer recognition reception.


NEWNAN
CITY
OF
EXCELLENCE

CAPITAL IMPROVEMENTS PROGRAM



New Gymnasium to be completed in FY 2017

FY 2017-2022
CAPITAL IMPROVEMENTS PROGRAM

SECTION I: Introduction

The FY 2017-2022 Capital Improvements Program (CIP) represents the 25th 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 2017, from 2018–2022. 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 2017 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:

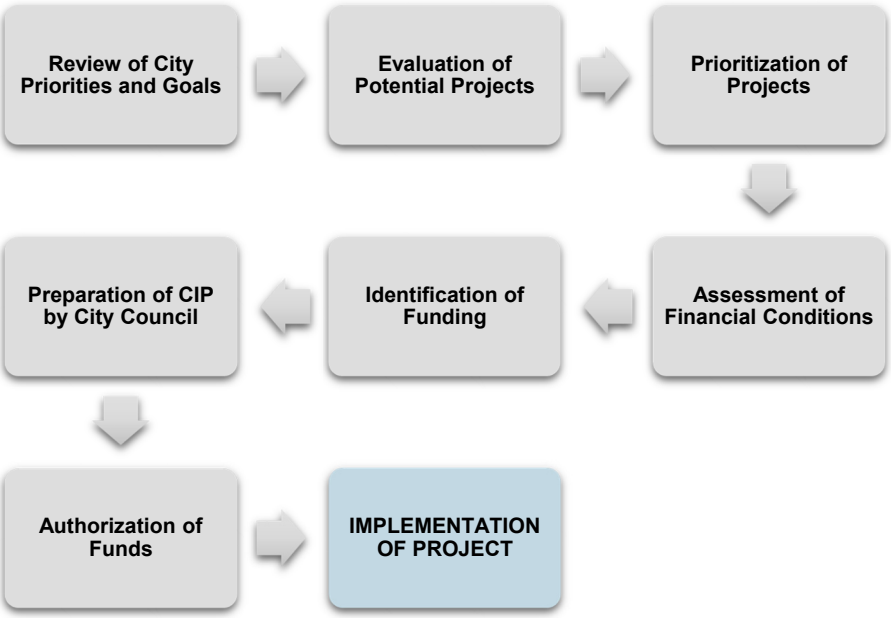
- Promotes advance planning and programming by department heads.
- Provides for orderly replacement of facilities and equipment.
- Forecasts need for new capital investments.
- Helps the City Council and administrative staff gain an overall view of growth and development within the City; and, coordinates 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 2016 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 $50,528,010 into capital improvements during the past five (5) years of the CIP. Based upon an estimated 2016 population of 37,910, the average capital investment was $1,332.84 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	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected	Total
2002 SPLOST	$2,087,966	$1,561,803	$9,348	$353,534	$0	$0	$4,012,651
2007 SPLOST	1,603,827	4,055,603	5,111,738	2,899,160	1,184,256	575,627	$15,430,211
2013 SPLOST	0	0	1,831,355	9,788,868	4,412,806	3,521,185	$19,554,214
Confiscated Assets	312,482	336,111	801,951	274,967	133,152	113,478	$1,972,141
Impact Fee	457,922	160,808	343,051	593,284	255,128	1,145,450	$2,955,643
General Fund	231,431	301,824	233,045	459,231	621,554	821,832	$2,668,917
LMIG Fund	0	0	332,899	441,757	320,000	268,791	$1,363,447
Street Fund	309,101	258,107	260,861	246	378,211	575,220	$1,781,746
Tourism Fund	122,079	108	666,853	0	0	0	$789,040
Total	**$5,124,808**	**$6,674,364**	**$9,591,101**	**$14,811,047**	**$7,305,107**	**$7,021,583**	**$50,528,010**

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 2017: 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 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
Culverst	30 Years	360
Curb and Gutter	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 (Plagrounds, 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 (accural basis of accounting)	2011	2012	2013	2014	2015
Governmental Activities					
Invested in Capital Assets, Net of Related Debt	$113,432,298	$116,381,649	$128,835,395	$150,483,429	$132,168,734
Restricted	16,488,833	16,508,525	16,664,637	10,413,607	6,230,119
Unrestricted	17,880,877	19,419,550	21,260,602	18,092,062	20,461,341
Total Governmental Activities Net Assets	**$147,802,008**	**$152,309,724**	**$166,760,634**	**$178,989,098**	**$158,860,194**

SECTION II: FY 2017 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 2017 Budget total $8,883,488. The City will also transfer $880,000 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 2017.

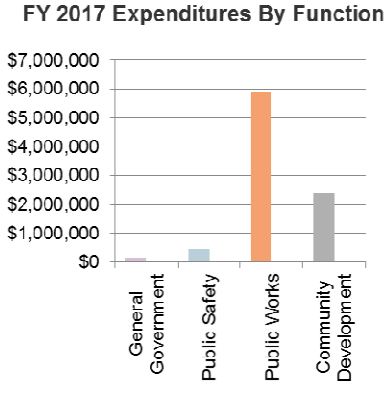
The FY 2017 Capital Improvements Program (CIP) encompasses six (6) funds: SPLOST 2007, SPLOST 2013, Impact Fees, General Fund, Street Fund, and LMIG Fund. Spending projections were calculated by analyzing expenditures during 2016, along with future needs assessments and projects outlined in the referendums 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 2,633,443 to the FY 2017 capital improvements program and SPLOST 2013 will add another $3,733,313 (not including the NU transfer). Additionally, Impact Fees will provide $1,203,800 for use during 2017. Please refer to the CIP section of this budget document for detailed information concerning capital spending in 2017.

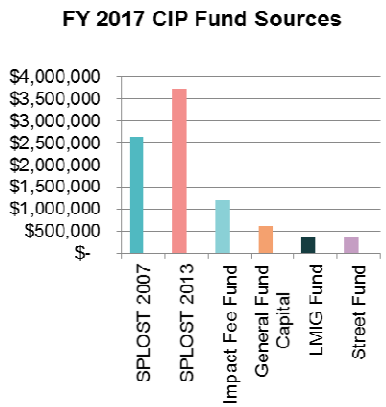
The Capital Improvements Program (CIP) will continue to be a major factor in identifying existing and future needs, funding sources and project operating/maintenance costs. The CIP should be considered as a financial planning tool with three (3) functions: lists the City's capital improvements projects,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

A. FY 2017 CIP Summary

The FY 2017 CIP, which is the current year component of the City's FY 2017 Annual Budget, represents a total of $8,883,488. The current year CIP is funded through six (6) separate funds and is comprised of twenty-two (22) 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 2017 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	100,000	0	0	0	0	0	100,000
Facilities Maintenance	0	0	0	0	0	0	0
Information Technology	0	53,179	0	5,000	0	0	58,179
General Govt Total	$100,000	$53,179	$0	$5,000	$0	$0	$158,179
Public Safety							
Communication Equipment	$0	$0	$0	$0	$0	$0	$0
Information Technology	0	0	0	0	0	0	0
Public Saftey Complex	0	0	3,800	0	0	0	3,800
Other Improvements	0	0	0	0	0	0	0
Other Equipment	0	0	0	69,466	0	0	69,466
Protective Equipment	0	0	0	25,000	0	0	25,000
Fire Station # 4	0	0	0	0	0	0	0
Vehicles	0	0	0	350,250	0	0	350,250
Public Safety Total	$0	$0	$3,800	$444,716	$0	$0	$448,516
Public Works							
Intersection Improvements	$0	$0	$0	$0	$0	$0	$0
McIntosh Parkway	2,533,443	1,400,000	200,000	0	0	0	4,133,443
Sign Upgrades	0	25,000	0	0	0	0	25,000
Other Equipment	0	111,424	0	0	0	0	111,424
Site Improvements	0	0	0	0	0	0	0
Machinery	0	0	0	20,000	0	0	20,000
Streets, Culverts, Sidewalks	0	874,000	0	0	355,516	350,000	1,579,516
Vehicles	0	0	0	35,000	0	0	35,000
Public Works Total	$2,533,443	$2,410,424	$200,000	$55,000	$355,516	$350,000	$5,904,383
Community Development							
Other Machinery	$0	$0	$0	$0	$0	$0	$0
Parks	0	0	1,000,000	0	0	0	$1,000,000
Recreation Improvements	0	458,533	0	30,700	0	0	$489,233
Recreation Center	0	811,177	0	0	0	0	$811,177
Streetscapes	0	0	0	0	0	0	$0
Vehicles	0	0	0	72,000	0	0	$72,000
Comm Dev Total	$0	$1,269,710	$1,000,000	$102,700	$0	$0	$2,372,410
2017 CIP TOTAL	**$2,633,443**	**$3,733,313**	**$1,203,800**	**$607,416**	**$355,516**	**$350,000**	**$8,883,488**





The primary funding source of the FY 2017 CIP is SPLOST. The 2007 SPLOST Fund comprises 30%, or $2,633,443 and the 2013 SPLOST Fund comprise an additional 42% or $3,733,313. Significant projects within these funds include major street improvements. Significant projects within other funds include McIntosh Parkway and land purchase for an east side community park.

B. FY 2017 CIP Detail

The projects that comprise the FY 2017 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 and ending with General Fund Capital.

2007 SPLOST Projects (322) FY 2017 CIP Detail

Project Name	**City Hall Addition**				**Department**	**Facilities Maintenance**	
Funding Amount	$100,000				**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.						
Relation to FY2017 Budget Goals	Goal #2, Initiative (a.) on Page 2						
Compliance with City Comprehensive Plan	Page 84, Short Term Work Program: Build Addition to City Hall.						
	2017	**2018**	**2019**	**2020**	**2021**	**2022**	**TOTAL**
New Operational Costs	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 9,000.00
Project Name	**McIntosh Parkway**				**Department**	**Streets**	
Funding Amount	$2,533,443				**Function**	Public Works	
Type	**New**						
Description	These funds will be used for the 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 FY2017 Budget Goals	Goal #3, Initiative (a.) on Page 2						
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.						
	2017	**2018**	**2019**	**2020**	**2021**	**2022**	**TOTAL**
New Operational Costs	$ -			$ 8,000.00	$ 8,500.00	$ 9,000.00	$ 25,500.00

Street Fund Capital Projects (200) FY 2017 CIP Detail

Project Name	**SD Paving**				**Department**	**Streets**	
Funding Amount	$350,000				**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 was no surity to cover the completion. The City collects a percentage from the contractor per house and continues to collect these funds to complete the final paving for the home owner.						
Relation to FY2017 Budget Goals	Goal #3, Initiative (a.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**TOTAL**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Impact Fees Projects (275) FY 2017 CIP Detail

Project Name	McIntosh Parkway				Department	Streets	
Funding Amount	$200,000				Function	Public Works	
Type	New						
Description	These funds will be used for the 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. These fees are calculated in the above project description.						
Relation to FY2017 Budget Goals	Goal #3, Initiative (a.) on Page 2						
Compliance with City Comprehensive Plan	Page 86, Short Term Work Program: Eight (8) Transportation Improvement Projects are scheduled in the 5 Year Work Program.						
	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Recreation - Land Purchase and Construction				Department	Park & Recreation	
Funding Amount	$1,000,000				Function	General Government	
Type	New						
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 2017, thus land maintenance is the only item budgeted for 2017.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (i.) Page 2						
Compliance with City Comprehensive Plan	N/A						
	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ 2,000.00	$ 3,000.00	$ 3,200.00	$ 3,200.00	$ 3,400.00	$ 3,400.00	$ 18,200.00

LMIG Fund Capital Projects (201) FY 2017 CIP Detail

Project Name	LMIG 2017				Department	Streets	
Funding Amount	$355,516				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 FY2017 Budget Goals	Goal #2, Initiative (a.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

SPLOST 2013 Fund Capital Projects (323) FY 2017 CIP Detail

Project Name	Network Improvements				Department	IT	
Funding Amount	$53,179				Function	General Governement	
Type	New						
Description	These funds will be used to implement iCloud. This project will allow for more data storage and better protection as far as network security.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (c.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Recreation Improvements				Department	Parks & Recreations	
Funding Amount	$458,533				Function	Community Development	
Type	New						
Description	The City plans to fill and pipe a creek that runs adjacent to First Avenue Park. Part of the existing park is eroding away. This project will eventually expand First Avenue Park to possibly be utilized as a dog park.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (i.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 3,000.00

Project Name	Recreation Center				Department	City Manager	
Funding Amount	$811,177				Function	General Government	
Type	New/Replacement						
Description	The funds will be utilized to complete the renovation of the Howard Warner Facilitiy. The facility will be used in conjunction with Boys & Girls Club and will also be used as Community Center. Operational costs will only include maintenance as the day-to-day operations will be the responsibility of the operator. This project also includes the construction of a new Gym.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (e.) on Page 2						
Compliance with City Comprehensive Plan	Page 85, Short Term Work Program: Build a New Recreation Center						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 10,000.00

Project Name	2017 LMIG - Matching Funds				Department	Public Works Admin	
Funding Amount	$500,000				Function	Public Works	
Type	Replacement						
Description	These funds will be used to match the Local Maintenance Improvement Grants (LMIG) Funds award through the Georgia Department of Transportation. No additional costs associated with this project.						
Relation to FY2017 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	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	F-550 Truck With Dump Bed				Department	Streets	
Funding Amount	$55,924				Function	Public Works	
Type	New						
Description	These funds will purchase an F-550 dump truck that will enable the Street Department to be more efficient in their day-to-day operations						
Relation to FY2017 Budget Goals	Goal #1, Initiative (b.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ 500.00	$ 600.00	$ 600.00	$ 700.00	$ 700.00	$ 700.00	$ 3,800.00

Project Name	Stump Grinder Attachment for Skid Steer				Department	Streets	
Funding Amount	$7,500				Function	Public Works	
Type	New						
Description	These funds will purchase a stump grinder attachment for the skid steer that will enable the Street Department to be more efficient in their day-to-day operations						
Relation to FY2017 Budget Goals	Goal #1, Initiative (b.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ 300.00	$ 400.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 2,700.00

Project Name	Streets and Sidewalk Repair				Department	Streets	
Funding Amount	$150,000				Function	Public Works	
Type	Replacement						
Description	This project will repairs sidewalks and streets in various locations depending on need.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (b.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Gateway Signage				Department	Streets	
Funding Amount	$25,000				Function	Public Works	
Type	New						
Description	This project conisist of constructing Gateway signs a various locations within the City. This project will include directional signs and instructional signs and welcome signs.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (d.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 3,000.00

Project Name	Traffic Study				Department	Streets	
Funding Amount	$14,000				Function	Public Works	
Type	New						
Description	These funds will be used as matching funds for a traffic study grant that is anticipated to be received from the ARC. Since the University of West Georgia relocated to downtown Newnan there is a need to address future traffic concerns at the intersections of Jefferson/Jackson/Clark/Bullsboro.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (h.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Asphalt Pro Filing Attachment				Department	Streets	
Funding Amount	$48,000				Function	Public Works	
Type	New						
Description	These funds will purchase an attachment for the skid steer that will enable the Street Department to be more efficient in their day-to-day operations. This equipment is designed to remove high spots in asphalt and concrete driving surfaces to imprve						
Relation to FY2017 Budget Goals	Goal #1, Initiative (b.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 3,000.00

Project Name	McIntosh Parkway				Department	Streets	
Funding Amount	$1,400,000				Function	Public Works	
Type	New						
Description	These funds will be used for the 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. These fees are presented in the SPLOST 2007 CIP.						
Relation to FY2017 Budget Goals	Goal #3, Initiative (a.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Various Sidewalk Designs				Department	Streets	
Funding Amount	$100,000				Function	Public Works	
Type	New						
Description	These funds will be used to design various sidewalks within the City as well as determine ROW aquistions needs. When funding is available the sidewalks will then be constructed.						
Relation to FY2017 Budget Goals	Goal #3, Initiative (a.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Paving of Subdivision Streets				Department	Streets	
Funding Amount	$110,000				Function	Public Works	
Type	New						
Description	These funds will be used to complete the paving of some subdivision streets that were not finshed due developer default. The City has been able to pave the majority of these streets through the collection of a percentage from the contractor per house and will continue to collect these funds to assist in completing the final paving for the home owner.						
Relation to FY2017 Budget Goals	Goal #3, Initiative (a.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
New Operational Costs	2017	2018	2019	2020	2021	2022	TOTAL
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

General Fund Capital Projects (100) FY 2017 CIP Detail

Project Name	**Police Vehicles**	**Department**	**Police**
Funding Amount	$350,250	**Function**	Public Safety
Type	**Replacement**		
Description	This is the replacement of ten (10) police vehicles, including CID, Drug & Vice, Police Crusiers and SRO vehicle. Each has in excess of 130,000 miles. Standard vehicle maintenance will be required but no new operational costs.		
Relation to FY2017 Budget Goals	Goal #1, Initiative (f.) Page 2		
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.		

	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	**Radio System**	**Department**	**Fire**
Funding Amount	$69,466	**Function**	Public Safety
Type	**New**		
Description	These funds will be used to add a radio back-up system. To be NFPA compliance 2 systems are required by ISO. No new operational cost, just staff maintenance.		
Relation to FY2017 Budget Goals	Goal #1, Initiative (f.) Page 2		
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.		

	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	**Protective Equipment**	**Department**	**Fire**
Funding Amount	$25,000	**Function**	Public Safety
Type	**Replacement**		
Description	This is the replacement of MSA Breathing Apparatus with mask and spare bottle. A total of 4 units budgeted. No new operational cost required as this is replacement.		
Relation to FY2017 Budget Goals	Goal #1, Initiative (f.) Page 2		
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.		

	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	**Crew Cab Truck**	**Department**	**Streets**
Funding Amount	$35,000	**Function**	Public Works
Type	**Replacement**		
Description	This purchase will adding a crew cab truck to the fleet. This will allow the mowing crew to be more efficient.		
Relation to FY2017 Budget Goals	Goal #1, Initiative (b.) Page 2		
Compliance with City Comprehensive Plan	N/A		

	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ 1,100.00	$ 1,100.00	$ 1,100.00	$ 1,100.00	$ 1,250.00	$ 1,250.00	$ 6,900.00

Project Name	**Tire Balancer**	**Department**	**Garage**
Funding Amount	$20,000	**Function**	Public Works
Type	**Replacement**		
Description	These funds will be used to replace and exisitng balancer that can handle larger tires which will make the process more efficient.		
Relation to FY2017 Budget Goals	Goal #1, Initiative (b.) Page 2		
Compliance with City Comprehensive Plan	N/A		

	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Vehicle				Department	Parks & ROW Beautification	
Funding Amount	$46,000				Function	Community Development	
Type	Replacement						
Description	These funds will be used to replace a vehicle that is not as efficient for the Parks and Row Beautification operations.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (e.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Park Repairs and Maintenance				Department	Parks & ROW Beautification	
Funding Amount	$20,000				Function	Community Development	
Type	Replacement						
Description	These funds will be used to make much needed repairs to CJ Smith Park and various playground repairs.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (e.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Name	Irrigation for Public Grounds				Department	Parks & ROW Beautification	
Funding Amount	$10,700				Function	Community Development	
Type	Replacement						
Description	These funds will be used to install much needed irrigation for public grounds. Currently the Parks & ROW Beautification Department uses a water truck from the Street Department. This keeps the water truck from being available during asphalt						
Relation to FY2017 Budget Goals	Goal #1, Initiative (b.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

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 while reducing current maintenance cost.						
Relation to FY2017 Budget Goals	Goal #1, Initiative (b.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

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 FY2017 Budget Goals	Goal #1, Initiative (c.) on Page 2						
Compliance with City Comprehensive Plan	N/A						
	2017	2018	2019	2020	2021	2022	TOTAL
New Operational Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

C. FY 2017 Significant Non-Recurring Projects

Included in the FY 2017 CIP are nine (9) 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 2017 is $6,900. 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.

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.

FY 2017 Capital Improvements Program
Operations and Maintenance Impact

Function	Description of Project	Impacts to O & M	Explanation
General Government			
	City Hall Additions	**1,500**	General Maintenance
Public Works			
	Crew Cab Truck	**1,100**	General Maintenance, Fuel & Insurance
	Dump Truck	**500**	General Maintenance, Fuel & Insurance
	Stump Grinder	**300**	General Maintenance, Fuel & Insurance
	Asphalt Filing Attachment	**500**	General Maintenance, Fuel & Insurance
Community Development			
	Recreation Improvements	**500**	General Landscaping & Maintenance
	Land Purchase for Park	**2,000**	General Landscaping & Maintenance
	Gateway Signage	**500**	General Landscaping & Maintenance
	FY 2017 CIP TOTAL	**$6,900**	**Total Impact on O & M**

SECTION III. FY 2018-2022 CIP Overview

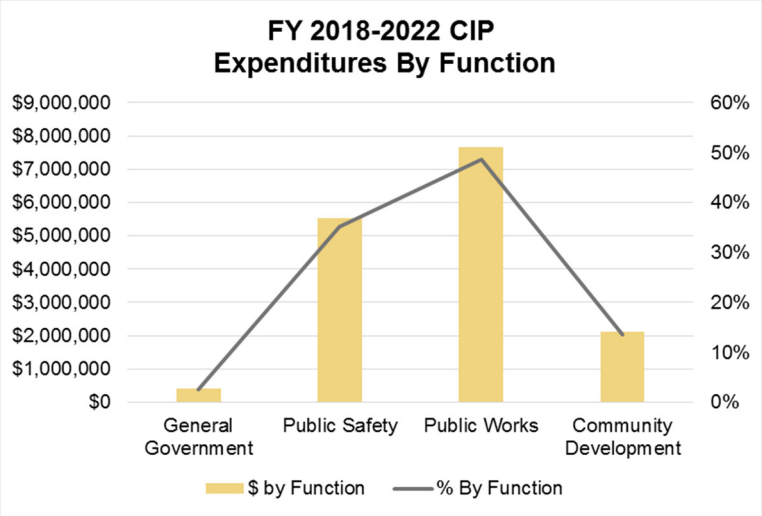
The FY 2018-2022 CIP, which is the 5-Year Planning Program of the Capital Improvements Plan, estimates total capital expenditures of $16,032,730. The Plan is funded through seven (7) separate funds as displayed below. The 2013 SPLOST Fund was approved by voters in March of 2012. Funds from the 2007 SPLOST are forecasted to be exhausted in 2017.

To highlight the importance of SPLOST Funds, from FY 2018-2022 37% of all planned capital projects are funded by the 2013 SPLOST Fund. During the same time period, the General Fund is responsible for 24% of all capital projects. The 5-Year plan does remain in accordance with the city's 'pay-as-you-go' financing policy.

A. FY 2018-2022 CIP by Fund & Function

As with the FY 2017 CIP, it is forecasted that the Public Works Function will contain the majority (48%) of the capital expenditures within the FY 2018-2022 CIP. This is due to the amount of money designated to upgrade the City's vast inventory of roads, sidewalks, bridges, and culverts. In 2016, the Public Works Function maintained a total of 172 miles roadway within the City. The Public Safety Function contains the second highest percentage at 36%. This can be primarily attributed to a new Fire Station and the rescue vehicles to equip the station. Detailed information for each year of the FY 2018-2022 CIP can be found in the following sections.

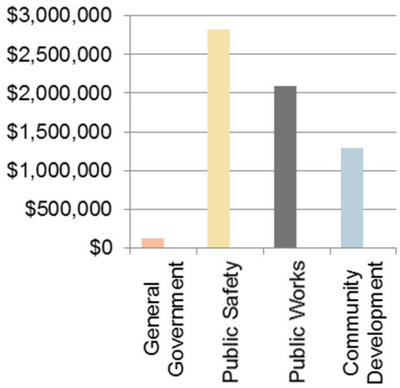
	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 Projected	Projected Total
General Govt	$125,000	$25,000	$25,000	$40,000	$195,000	$410,000
Public Safety	2,824,350	675,380	700,000	1,060,000	520,400	5,780,130
Public Works	2,095,000	1,385,000	2,217,000	1,050,000	970,000	7,717,000
Community Development	1,284,300	600,300	71,900	107,400	61,700	2,125,600
2018-2022 CIP TOTAL	**$6,328,650**	**$2,685,680**	**$3,013,900**	**$2,257,400**	**$1,747,100**	**$16,032,730**



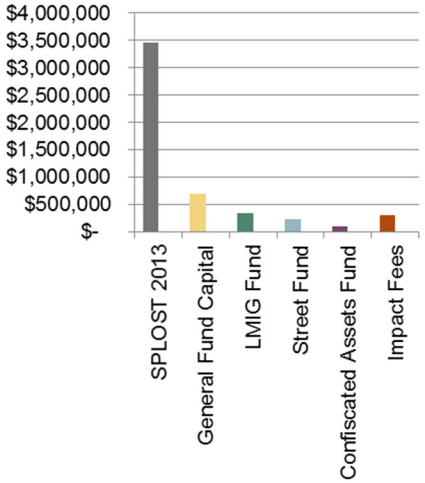
B. FY 2018 Capital Improvements Program

	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
City Hall Addition	0	0	0	0	0	0	0
Building Maintenance	0	0	100,000	0	0	0	100,000
Information Technology	0	0	25,000	0	0	0	25,000
General Govt Total	$ -	$ -	$ 125,000.00	$ -	$ -	$ -	$ 125,000.00
Public Safety							
Heavy Rescue Vehicles	$500,000	$0	$0	$0	$0	$0	$500,000
Fire Station #4	1,500,000	300,000	0	0	0	0	1,800,000
Information Technology	0	0	0	0	0	0	0
Other Equipment	0	0	154,350	0	0	0	154,350
Other Vehicles	0	0	0	0	0	0	0
Police Vehicles	0	0	250,000	0	0	50,000	300,000
Protective Equipment	0	0	20,000	0	0	50,000	70,000
Public Safety Total	$2,000,000	$300,000	$424,350	$0	$0	$100,000	$2,824,350
Public Works							
Other Equipment	$60,000	$0	$0	$0	$0	$0	$60,000
Machinery	0	0	60,000	0	0	0	60,000
Sign Upgrades	0	0	0	0	0	0	0
Streets Maintenance	800,000	0	0	350,000	0	0	1,150,000
Streets, Culverts, Sidewalks	600,000	0	0	0	225,000	0	825,000
Vehicles	0	0	0	0	0	0	0
Public Works Total	$1,460,000	$0	$60,000	$350,000	$225,000	$0	$2,095,000
Community Development							
Other Machinery	$0	$0	$57,300	$0	$0	$0	$57,300
Recreation Center	0	0	0	0	0	0	0
Parks	0	1,200,000	0	0	0	0	1,200,000
Vehicles	0	0	27,000	0	0	0	27,000
Comm Dev Total	$0	$1,200,000	$84,300	$0	$0	$0	$1,284,300
2018 CIP TOTAL	**$3,460,000**	**$1,500,000**	**$693,650**	**$350,000**	**$225,000**	**$100,000**	**$6,328,650**

FY 2018 Expenditures By Function



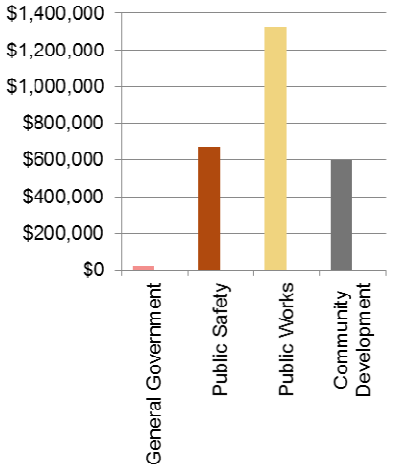
FY 2018 CIP Fund Source



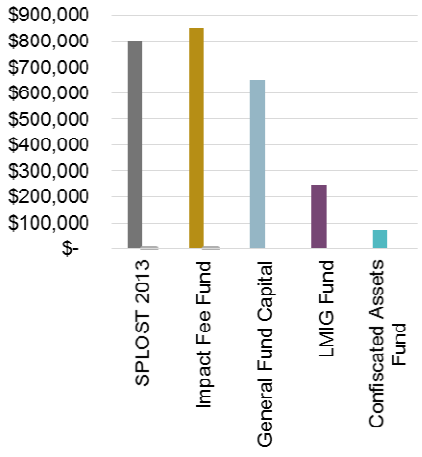
C. FY 2019 Capital Improvements Program

	2013 SPLOST Fund	Impact Fee Fund	General Fund Capital	LMIG Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government						
Information Technology	$0	$0	$25,000	$0	$0	$25,000
Wadsworth Upgrades	0	0	0	0	0	0
General Govt Total	$0	$0	$25,000	$0	$0	$25,000
Public Safety						
Communication Equipment	$0	$0	$0	$0	$0	$0
Information Technology	0	0	0	0	25,000	25,000
Other Equipment	0	0	150,380	0	0	150,380
Police Vehicles	0	0	250,000	0	50,000	300,000
Rescue Unit	200,000	0	0	0	0	200,000
Public Safety Total	$200,000	$0	$400,380	$0	$75,000	$675,380
Public Works						
Trolley	$0	$0	$0	$0	$0	$0
Machinery	60,000	0	80,000	0	0	140,000
Sign Upgrades	0	0	0	0	0	0
Streets Maintenance	600,000	350,000	0	250,000	0	1,200,000
Traffic Operations Center	0	0	0	0	0	0
Vehicles	0	0	45,000	0	0	45,000
Public Works Total	$660,000	$350,000	$125,000	$250,000	$0	$1,385,000
Community Development						
Other Machinery	$0	$0	$28,300	$0	$0	$28,300
Parks	0	500,000	45,000	0	0	545,000
Vehicles	0	0	27,000	0	0	27,000
Comm Dev Total	$0	$500,000	$100,300	$0	$0	$600,300
2019 CIP TOTAL	**$860,000**	**$850,000**	**$650,680**	**$250,000**	**$75,000**	**$2,685,680**

FY 2019 Expenditures By Function

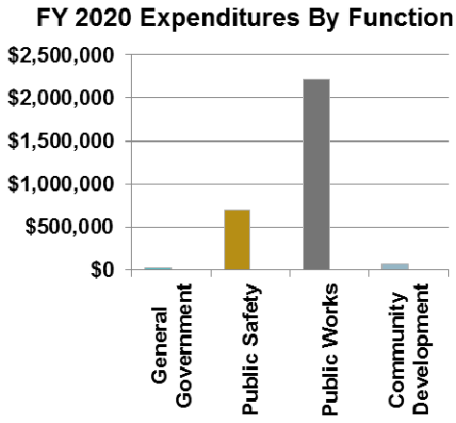


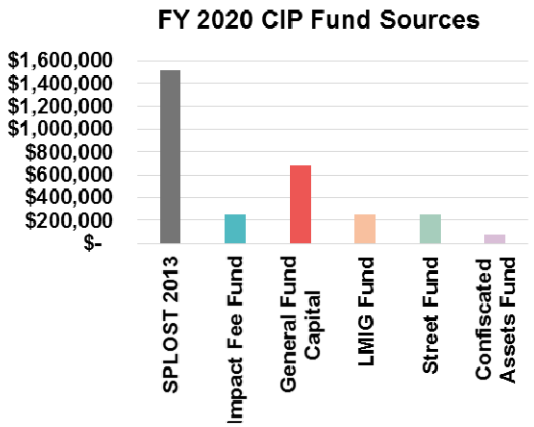
FY 2019 CIP Fund Sources



D. FY 2020 Capital Improvements Program

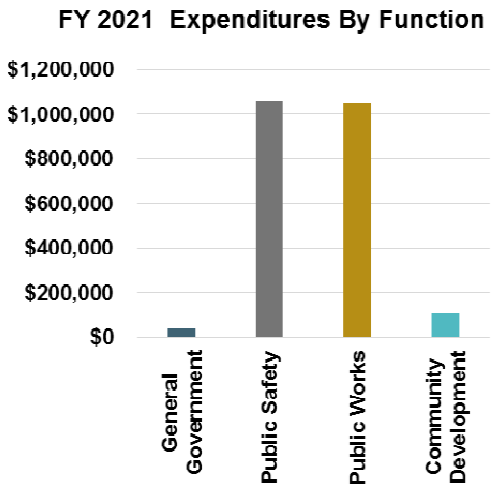
	2013 SPLOST Fund	Impact Fee Fund	General Fund Capital	LMIG Fund	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government							
Information Technology	$0	$0	$25,000	$0	$0	$0	$25,000
General Govt Total	$0	$0	$25,000	$0	$0	$0	$25,000
Public Safety							
Information Technology	$0	$0	$0	$0	$0	$25,000	$25,000
Other Equipment	0	0	55,000	0	0	0	55,000
Other Vehicles	0	0	0	0	0	0	0
Heavy Rescue Vehicles	0	250,000	0	0	0	0	250,000
Police Vehicles	0	0	300,000	0	0	50,000	350,000
Protective Equipment	0	0	20,000	0	0	0	20,000
Public Safety Total	$0	$250,000	$375,000	$0	$0	$75,000	$700,000
Public Works							
Other Equipment	$60,000	$0	$0	$0	$0	$0	$60,000
Other Machinery	0	0	179,000	0	0	0	179,000
Streets, Culverts, Sidewalks	500,000	0	0	250,000	250,000	0	1,000,000
Traffic Operations Center	800,000	0	0	0	0	0	800,000
Sign Upgrades	50,000	0	0	0	0	0	50,000
Trolley	100,000	0	0	0	0	0	100,000
Vehicles	0	0	28,000	0	0	0	28,000
Public Works Total	$1,510,000	$0	$207,000	$250,000	$250,000	$0	$2,217,000
Community Development							
Other Machinery	$0	$0	$19,900	$0	$0	$0	$19,900
Parks	0	0	0	0	0	0	0
Vehicles	0	0	52,000	0	0	0	52,000
Comm Dev Total	$0	$0	$71,900	$0	$0	$0	$71,900
2020 CIP TOTAL	**$1,510,000**	**$250,000**	**$678,900**	**$250,000**	**$250,000**	**$75,000**	**$3,013,900**

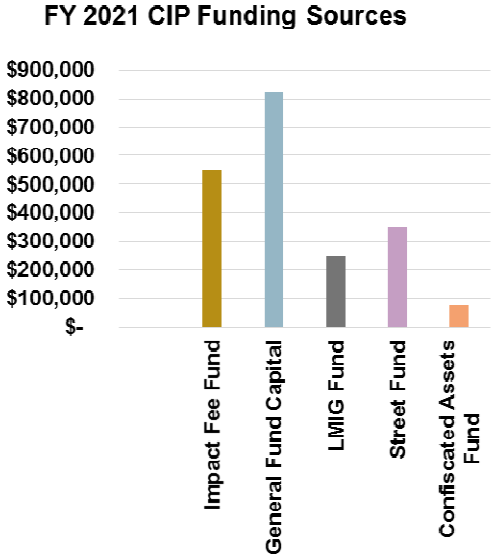




E. FY 2021 Capital Improvements Program

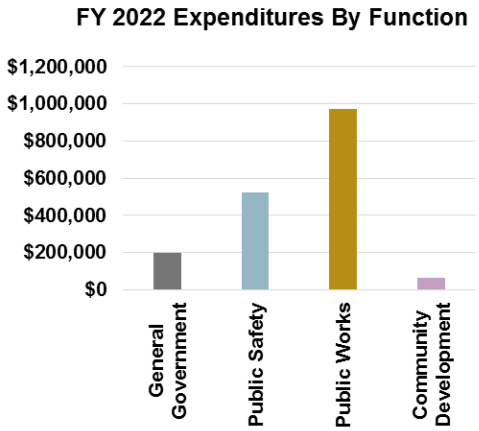
	Impact Fee Fund	General Fund Capital	LMIG Fund	Street Fund	Sanitation	Confiscated Assets Fund	FUNCTION TOTAL
General Government							
Information Technology	$0	$40,000	$0	$0	$0	$0	$40,000
General Govt Total	$0	$40,000	$0	$0	$0	$0	$40,000
Public Safety							
Information Technology	$0	$0	$0	$0	$0	$25,000	$25,000
Other Equipment	0	55,000	0	0	0	0	55,000
Other Vehicles	550,000	10,000	0	0	0	0	560,000
Police Vehicles	0	350,000	0	0	0	50,000	400,000
Protective Equipment	0	20,000	0	0	0	0	20,000
Station #4	0	0	0	0	0	0	0
Public Safety Total	$550,000	$435,000	$0	$0	$0	$75,000	$1,060,000
Public Works							
Other Equipment	$0	$240,000	$0	$0	$210,000	$0	$450,000
Streets, Culverts, Sidewalks	0	0	0	350,000	0	0	350,000
Sign Upgrades	0	0	0	0	0	0	0
Traffic Operations Center	0	0	250,000	0	0	0	250,000
Public Works Total	$0	$240,000	$250,000	$350,000	$210,000	$0	$1,050,000
Community Development							
Other Machinery	$0	$55,400	$0	$0	$0	$0	$55,400
Parks	0	0	0	0	0	0	$0
Vehicles	0	52,000	0	0	0	0	52,000
Comm Dev Total	$0	$107,400	$0	$0	$0	$0	$107,400
2021 CIP TOTAL	**$550,000**	**$822,400**	**$250,000**	**$350,000**	**$285,000**	**$75,000**	**$2,257,400**

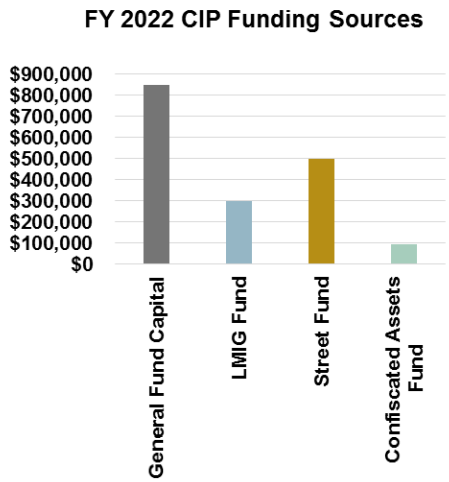




F. FY 2022 Capital Improvements Program

	General Fund Capital	LMIG Fund	Street Fund	Confiscated Assets Fund	FUNCTION TOTAL
General Government					
Information Technology	$45,000	$0	$0	$0	$45,000
Facilites Maintenance	150,000	0	0	0	150,000
General Govt Total	$195,000	$0	$0	$0	$195,000
Public Safety					
Information Technology	$0	$0	$0	$95,000	$95,000
Other Equipment	55,000	0	0	0	55,000
Police Vehicles	350,000	0	0	0	350,000
Protective Equipment	20,400	0	0	0	20,400
Public Safety Total	$425,400	$0	$0	$95,000	$520,400
Public Works					
Intersection Improvements	$0	$0	$0	$0	$0
Machinery	170,000	0	0	0	170,000
Sign Upgrades	0	0	0	0	0
Streets, Culverts, Sidewalks	0	300,000	500,000	0	800,000
Public Works Total	$170,000	$300,000	$500,000	$0	$970,000
Community Development					
Machinery	$34,700	$0	$0	$0	$34,700
Parks	0	0	0	0	0
Streetscapes	0	0	0	0	0
Vehicles	27,000	0	0	0	27,000
Comm Dev Total	$61,700	$0	$0	$0	$61,700
2022 CIP TOTAL	**$852,100**	**$300,000**	**$500,000**	**$95,000**	**$1,747,100**





SECTION IV: Summary

The FY 2017 six-year capital improvements program totals $24,916,218 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 2017-2022 CIP Totals

General Government Projects

Funding for General Government in the amount of $568,179 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 $6,228,646 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 $13,621,383 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, $4,498,010 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 a total of $620.24 per citizen for capital improvements with an average per year being $103.37. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	6-YR Total
CIP Costs	$8,883,488	$6,328,650	$2,685,680	$3,013,900	$2,257,400	$1,747,100	$24,916,218
Cost Per Capita	$229.00	$159.42	$66.11	$72.50	$53.07	$40.14	$620.24

City of Newnan's

Estimated Population per Year

2017	38,793
2018	39,697
2019	40,622
2020	41,569
2021	42,538
2022	43,529

B. Impact on Taxes

The FY 2017-2022 CIP totals $24,916,218 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 2017 CIP contains ten (10) capital outlay projects that will impact the City's operation and maintenance budgets by a total of $7,200. These funds have been budgeted in the FY 2017 Budget. In 2015, the City's increased ratio from local option sales tax proceeds increased from 28.57% to 31.19% and will remain at this rate until FY 2022. Based upon trending receipts of local option sales tax, the 2017 millage rate is projected to be rolled back from 9.241 to 4.051 mills per thousand dollars of assessed value.

FINANCIAL POLICIES



Ashley Park

FY 2017
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 except for:

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: (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 or 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 governments funds would report deficit fund balance 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 non-spendable 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.

Budget Calendar

August 2016						
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 2016						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	16	14	15	16	17
18	19	20	21	22	23	24
5	26	27	28	29	30	

October 2016						
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 2016						
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			

December 2016						
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 2017						
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				

Section IV. Long-Term Financial Planning

A. Strategic Long-Term Planning

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 operating programs for the current year. The five–year capital plan is developed to address future needs and project financial trends in order to plan for long-term needs of the City including personnel, equipment, facilities, operations and maintenance. This program establishes a continuing five-year look at facility and equipment needs.

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. The Comprehensive Plan can be viewed on the City of Newnan's website at www.ci.newnan.ga.us.

Financial analysis and planning is essentially a process to assess the future and determine what needs of the City will be in future years. The Mayor and City Council have recognized the needs for this type of planning effort, which will in turn provide the roadmap for future budgeting and capital planning efforts. Such a plan provides guidance to the legislative and administrative arms of city government, but also provides a guidelines for residents and businesses of the community to act upon in the development of private programs and services. Additionally, the City has adopted a comprehensive Disaster Preparedness Plan which will be implemented in the event of a catastrophic event which may occur in Newnan and Coweta County. All departments have been trained in this area.

The City of Newnan maintains a diversified and stable revenue system to shelter it from unforeseeable short-run fluctuations in any one revenue source. The City estimates annual revenues by analytical processes and takes a conservative approach when projecting existing and potential revenue sources. These processes have proven affective during the recent economic downturn.

However, the City is concerned with its infrastructure and capital improvement needs as the City relies partially on SPLOST revenues for new construction and street maintenance. The current SPLOST referendum, SPLOST 2013 will expire at the end of FY 2018. If not reapproved by voters, this will eliminate $5,000,000 in capital funds for new construction and street maintenance. The chart on the following page depicts the City's Major Funds. As seen in the chart, capital spending will decrease significantly and the General Fund will need to make up some of the difference. Especially in the area of grant matching as the City receives an average of $300,000 a year from GDOT for assistance in maintaining local streets and is required to match a portion in order to receive the funding. The City will take a conservative approach with remaining SPLOST revenue to assist in maintaining local streets through 2020 even though the revenue source will expire at the end of FY 2018.

The projected General Fund revenue is an increase of 3% each year. This has been the trend in previous years therefore it is projected to continue at this rate. As mentioned the City has diversified revenue sources and operates on a lean budget while still maintaining excellent customer service. This approach has allowed the City to maintain a strong financial position. The chart on the following page gives a broad overview of the decrease in revenues and expenditures

in the event that the City no longer receives the additional 1% sales tax to support major capital expenditures.

Major Funds Revenues	2015 Actual	2016 Budget	2016 Projected	2017 Budget	2018 Outlook	2019 Outlook	2020 Outlook
100 General Fund	$ 28,439,181.88	$ 22,246,500.00	$ 23,356,982.00	$ 22,919,500.00	$ 23,377,890.00	$ 23,845,447.80	$ 24,322,356.76
322 SPLOST 2007	$ 7,156.00	$ 4,500.00	$ 6,200.00	$ 4,500.00	$ 4,590.00	$ -	$ -
323 SPLOST 2013	$ 5,332,878.00	$ 5,603,500.00	$ 5,264,500.00	$ 5,506,500.00	$ 5,616,630.00	$ -	$ -
375 Impact Fees	$ 691,651.00	$ 453,500.00	$ 469,909.00	$ 469,763.00	$ 474,460.63	$ 479,205.24	$ 483,997.29
Totals	$ 34,470,866.88	$ 28,308,000.00	$ 29,097,591.00	$ 28,900,263.00	$ 29,473,570.63	$ 24,324,653.04	$ 24,806,354.04

Major Funds Expenditures	2015 Actual	2016 Budget	2016 Projected	2017 Budget	2018 Outlook	2019 Outlook	2020 Outlook
100 General Fund	$ 28,144,534.00	$ 22,246,500.00	$ 21,837,910.00	$ 21,111,062.00	$ 21,533,283.24	$ 22,463,948.90	$ 23,563,227.88
322 SPLOST 2007	$ 1,184,256.44	$ 3,050,000.00	$ 575,627.00	$ 2,633,443.00	$ 2,633,443.00	$ -	$ -
323 SPLOST 2013	$ 4,412,806.10	$ 4,215,179.00	$ 3,521,185.00	$ 4,613,313.00	$ 3,460,000.00	$ 860,000.00	$ 1,510,000.00
375 Impact Fees	$ 255,128.00	$ 2,300,000.00	$ 1,145,450.00	$ 1,203,800.00	$ 1,500,000.00	$ 850,000.00	$ 250,000.00
Totals	$ 33,996,724.54	$ 31,811,679.00	$ 27,080,172.00	$ 29,561,618.00	$ 29,126,726.24	$ 24,173,948.90	$ 25,323,227.88
					$ (434,891.76)	$ (5,387,669.10)	$ (4,238,390.12)

The City also utilizes the Long-Term Financial Plan much like the Capital Planning Process. The process is a somewhat Multi-Task. Not only does the City address future financial concerns, but it also addresses “Quality of Life”, Public Safety, and the overall wealth of the City through economic development.

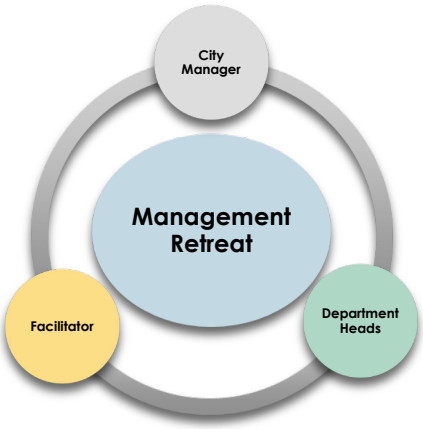
1. Mobilization Phase & Analysis Phase

Annually the City organizes a City Council Retreat. An agenda of current issues and possible future concerns is generally put together by the City Manager. However, Council also brings issues to the table facing the local government. Long–Term visions are discussed and well as citizens concerns and service needs. The Department Heads input is also valuable at these sessions as they deal with the day-to-day issues.



The Management Team has ample time before the retreat to put together data on financial trends, crime statistics, environmental factors, and if any, policy weaknesses. The team breaks up by Function and each Council Member gets the opportunity to sit down with the Department Heads of each function for a detailed overview of the financial condition, possible annexations (stimulating growth), environmental concerns, infrastructure needs or concerns as well as issues in the area of Public Safety. At the end of the session a recap is presented by each Function of the most highlighted concerns facing the City. Everyone leaves the session with direction or a plan to implement.

Starting in FY 2015 Administration holds a Management Retreat. At this session a Facilitator is used to guide the process so that the retreat will be as productive as possible. This stimulates discussions on processes, issues and brings innovative ideas. At the end of the two day session Management leaves with new ongoing task and processes that drives a more efficient, productive and vibrant operation. This retreat is geared toward assisting in the internal operations of the City. It is vital that the City as a whole is working together for a common purpose which is to serve the citizens in the best possible way and in the most economical way. At the following retreat scheduled for FY 2017 there will be accountability. Were these tasks or processes complete or at least initiated?

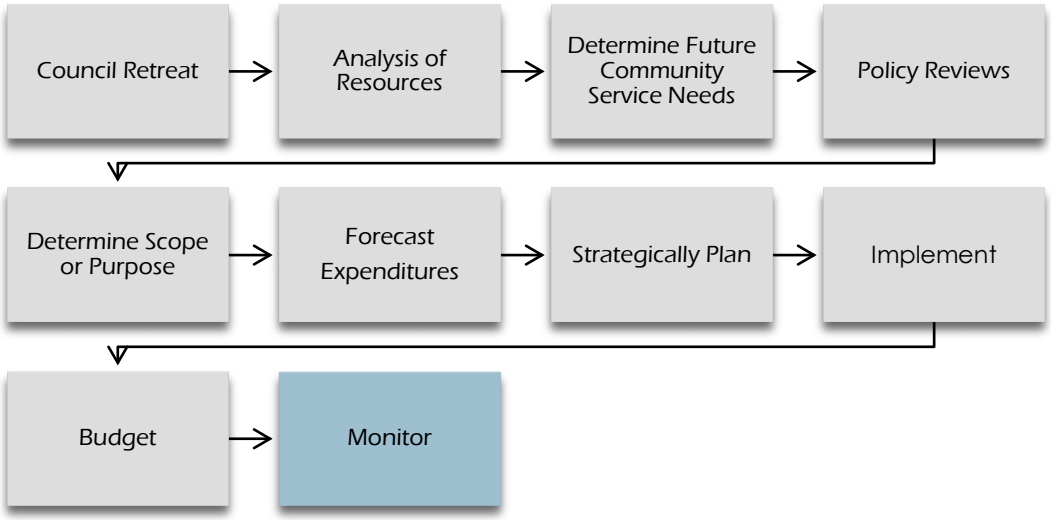


2. Decision Phase

After the retreats have been completed, usually in the spring; Administration and Staff have direction from Council, and the planning process begins. Depending on what the projects/tasks are; whether there is a need for an ordinance change, policy change, construction project or enhanced Public Safety; staff goes to work. Details are presented at public hearings through scheduled meetings (agendas always available for stakeholders). This is when decisions are made and the plan is officially adopted to move forward.

3. Execution Phase

This phase can be implemented in many ways, depending on the project or task to be achieved. For example: during the Mobilization & Analysis Phase of an upcoming SPLOST referendum, the same concerns are addressed but with a specific funding source on the table. A budget is derived from the anticipated revenues based on future needs of the City which are determined in the first phase. These projects are planned over a six year period as anticipated funds are available. Technically at that time these projects/tasks are approved to initiate but are not yet officially approved. This is done in the decision phase. Every project/task has an educated budget estimate that is not lightly assigned, but assigned through thorough discussions, analysis of the local economy and projected future revenues. The flow chart below articulates how the City implements Long-Term Financial Planning.


Council Retreat
Analysis of Resources
Determine Future Community Service Needs
Policy Reviews
Determine Scope or Purpose
Forecast Expenditures
Strategically Plan
Implement
Budget
Monitor


CITY HALL
CITY OF NEWNAN

DEMOGRAPHICS & STATISTICS



Downtown Newnan

FY 2017
DEMOGRAPHICS & STATISTICS

A. Departmental Statistics

The City charter authorizes the following services: public safety (police and fire), highways and streets, public improvements, planning and zoning, building inspection and general administrative services. The 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.

FY 2017 City of Newnan Departmental Statistics At-A-Glance			
Fire		**Police**	
ISO Classification	3	Number of Stations	1
Number of Stations	3	Uniform Strength	94
Uniform Strenght	57	Average Response Time	4 Minutes
Average Response Time	4.5 Minutes	Number of Police Vehicles	85
Number of Vehicles	14		
Public Works		**Sanitation Service**	
Street Miles Maintained	170	Number of Customers	9,379
Sidewalk Miles Maintained	166	Number of Vehicles	6
Number of Streets	641	Number of Employees	4
Active Living			
Number of Parks & Playgrounds	10	Number of Recreation Bldgs.	1
Acreage in Parks & Playgrounds	33		
Number of Swimming Pools	1		

B. Demographic and Economic Statistics

CITY OF NEWNAN, GEORGIA
DEMOGRAPHIC AND ECONOMIC STATISTICS
Last Ten Calendar Years

Calendar Year	Population[1]	Personal Income (amounts expressed in thousands)	Per Capita Personal Income [2,5]	Median Age [1,2,6]	School Enrollment [2,4]	Unemployment Rate [2,3]
2006	27,704	836,605	30,198	33.9	20,519	4.1%
2007	29,885	954,557	31,941	34.2	21,352	4.0%
2008	30,349	969,074	31,931	33.4	21,790	5.7%
2009	31,732	1,032,182	32,528	33.1	22,151	9.5%
2010	33,039	1,094,912	33,140	32.3	22,464	9.8%
2011	33,700	1,112,774	33,020	34.5	22,517	9.7%
2012	34,240	858,979	25,087	36.6	22,718	8.9%
2013	34,557	903,527	26,146	34.2	22,563	7.7%
2014	35,293	824,233	23,354	33.4	22,296	5.7%
2015	35,745	836,683	23,407	33.5	22,373	6.4%

[1] Per 2010 Census and the City's estimate; ARC Community Profile for City of Newnan
[2] ARC Community Profile for City of Newnan
[3] US Census - American Community Survey 5-year Estimate
[4] Coweta County Board of Education
[5] BEA Regional Economic Analysis
[6] US Bureau of Labor Statistics; ARC Community Profile for City of Newnan

Note: Personal income information is a total for the year and was estimated for 2009 - 2011 since data was not available.

C. Age Distribution, 1980-2025

The City charter authorizes the following services: public safety (police and fire), highways and streets, public improvements, planning and zoning, building inspection and general administrative services. The 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.

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.

D. Racial Composition, 1980-2010

The table on the following table shows past and present racial breakdown for the City of Newnan. This data was determined through the last available census process. Percentages may not add up to 100 percent due to rounding.

	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

E. Educational Attainment Indicators

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.

	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

F. Population Comparison, 1980-2020

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 in 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

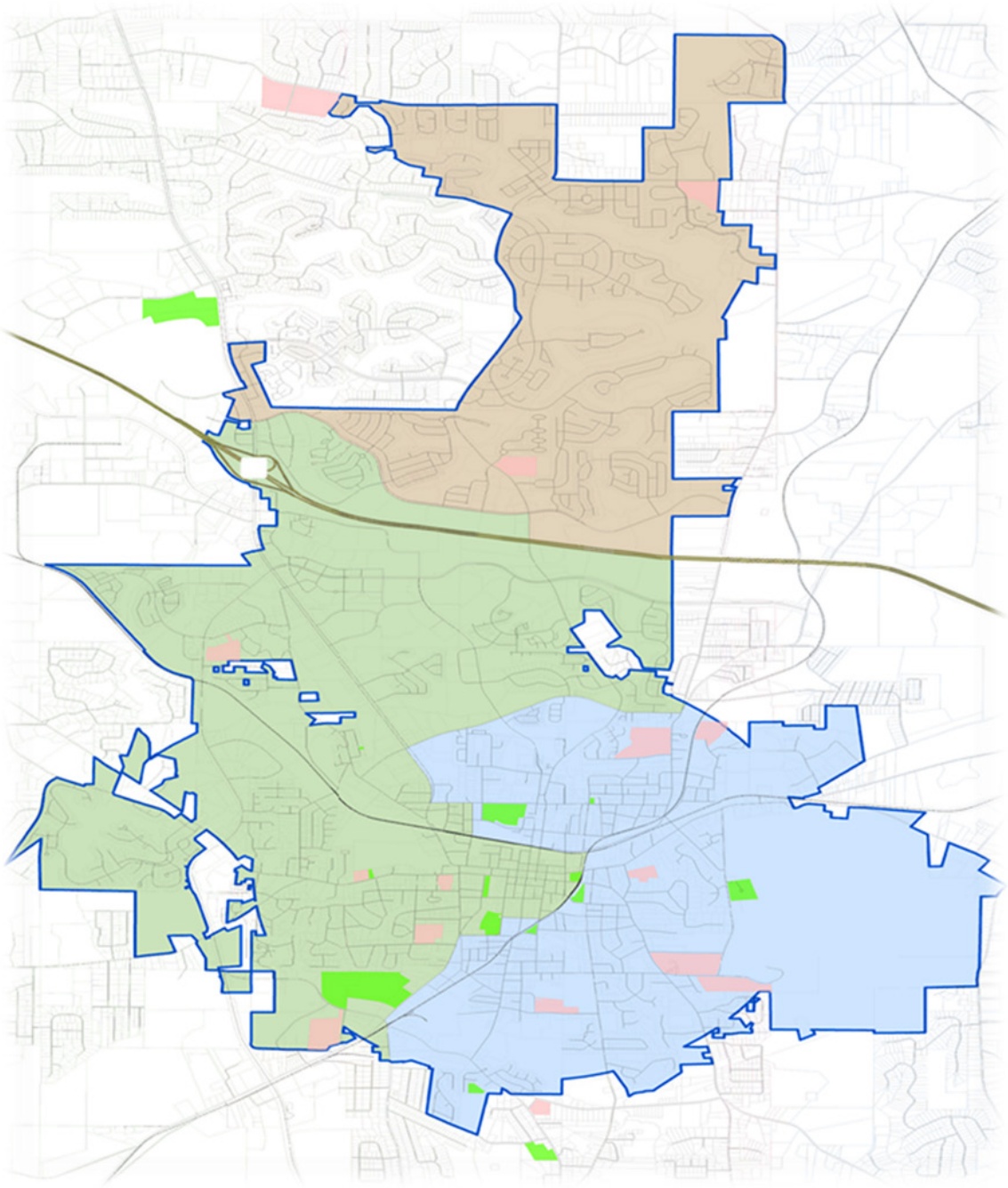
Year	State of Georgia				City of Newnan			
	Population	5-Year Growth Rates	10-Year Growth Rates	20-Year Growth Rate	Population	5-Year Growth Rates	10-Year Growth Rates	20-Year Growth Rates
1980	5,463,105	-	-	-	11,449	-	-	-
1990	6,478,216	-	18.6%	-	12,497	-	9.2%	-
2000	8,186,453	-	26.3%	49.8%	16,242	-	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

G. City of Newnan City Limits

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 2015, Newnan has grown to 19.5 square miles. This map shows the City's boundaries, current as of November 1, 2016.

City Limits Map



H. Principal Employers

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.

CITY OF NEWNAN, GEORGIA
PRINCIPAL EMPLOYERS
Current and Ten Years Ago

		2006			2015		
Employer	**Type of Industry**	**Employees**	**Rank**	**Percentage of Total County Employment**	**Employees**	**Rank**	**Percentage of Total County Employment**
Coweta County School System	Education			0.00%	2,800	1	4.41%
Yamaha Motor Manufacturing	Manufacturing	1,500	1	2.70%	1,700	2	2.68%
Cancer Treatment Centers of America	Healthcare			0.00%	1,100	3	1.73%
Piedmont Newnan Hospital	Healthcare			0.00%	990	4	1.56%
Coweta County, Georgia	Government			0.00%	950	5	1.49%
Pet Smart Distribution Center	Retail Distribution	280	9	0.50%	560	6	0.88%
Wal-Mart Supercenter	Retailer			0.00%	540	7	0.85%
Bon L Manufacturing	Manufacturing	550	2	0.99%	460	8	0.72%
Yokogawa Corporation	Manufacturing	500	3	0.90%	420	9	0.66%
Cargill Meat Solutions	Packaging	350	6	0.63%	417	10	0.66%
K-Mart Distribution Center	Retail Distribution	475	4	0.86%			0.00%
Rite Aid Distribution Center	Distribution	360	5	0.65%			0.00%
Georgia Power - Plant Yates	Utilities	350	7	0.63%			0.00%
Tencate (formerly Southern Mills)	Textiles	333	8	0.60%			0.00%
EGO North America, Inc.	Manufacturing	250	10	0.45%			0.00%
Kason Industries	Manufacturing	250	10	0.45%			0.00%
City of Newnan, Georgia	**Government**	**211**		**0.38%**	**242**		**0.38%**
All other employers		50,119		90.26%	53,372		83.98%
Total Labor Force		55,528		100.00%	63,551		100.00%
	City Unemployment Rate	4.1%			6.4%		
	County Unemployment Rate	4.1%			4.5%		
	Georgia Unemployment Rate	5.4%			5.5%		
	US Unemployment Rate	4.4%			5.0%		

Source: Newnan-Coweta Chamber of Commerce, Georgia Dept. of Labor, Coweta Development Authority
Notes: Information available at county level only (Coweta County).

I. Top Tax Payers

The Chart to below depicts the top ten tax payers for 2016 and nine years ago. Developers and Healthcare make up the majority of the top ten in 2016. 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

	2007			2016		
Taxpayer	Taxable Assessed Value	Rank	Percentage of Total City Tax Levy	Taxable Assessed Value	Rank	Percentage of Total City Tax Levy
Ashley Park Property Owners LLC				$ 23,739,726	1	1.98%
Coweta County Development Authority				16,367,353	2	1.37%
RPAI Newnan Crossing LLC				14,974,000	3	1.25%
Bon-L Manufacturing				11,688,049	4	0.98%
Inland Southeast Newnan Crossing LLC	13,083,702	2	1.40%	11,010,468	5	0.92%
Southeastern Regional Medical Center				9,766,432	6	0.82%
The Trees of Newnan (Apartments)				8,727,706	7	0.73%
Wal-Mart	5,132,135	6	0.55%	8,676,148	8	0.72%
Stillwood Farms Venture LLC				7,899,674	9	0.66%
JDN Realty Corporation	4,724,995	7	0.51%	6,954,338	10	0.58%
Fourth Quarter Properties	13,191,700	1	1.41%			
BellSouth Telecommunications	7,319,533	3	0.78%			
Newnan Development Partners	6,267,592	4	0.67%			
Lullwater Apartments LLC	5,713,418	5	0.61%			
S.G. Preston Mill	4,720,000	8	0.50%			
DR Horton Inc.	4,119,840	9	0.44%			
Coweta-Fayette EMC	4,119,310	10	0.44%			
Total	**$ 68,392,225**		**7.31%**	**$ 119,803,894**		**10.01%**

Source: Coweta County Tax Commissioner.



GLOSSARY



FY 2017
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 fundbalances, 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, and 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; an examination of something that assures 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

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.

PIO - Public Information Officer.

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.

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 pattern of a relationship between associated factors or variables, and (2) project the future direction of this pattern.

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

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

UNIFORM STRENGTH - Capacity in terms of personnel available.

UNINCORPORATED - Outside the legal boundaries of the City.

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

VARIANCE - A measure of the difference between two data points. In Accounting, this can be defined as the difference in a set of numbers from one fiscal year to the next, actual versus budget, or budget versus budget.

VESTED - Having the rights of ownership, although enjoyment of those rights may be delayed until a future date.

VoIP - Voice Over Internet Protocol; a general term for a family of transmission technologies for delivery of voice communications over IP networks such as the Internet or other packet-switched networks.

W & L - Water and Light Commission of the City of Newnan; more formally Newnan Utilities.

WRIT - A written court order demanding that the addressee do or stop doing whatever is specified in the order.

ZONING - Legislative action, usually at the municipal level, that divides municipalities into districts for the purpose of regulating the use of private property and the construction of buildings within the zones established. Zoning is said to be part of the state **police power**, and therefore must be for the furthering of the health, morals, safety, or general welfare of the community.




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