





FY 2019
ANNUAL BUDGET





CITY OF NEWNAN

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Newnan

Georgia

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrill

Executive Director

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, 2019. This is the City's twenty-ninth 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 2019 budget continues to conform to program requirements and will be submitted to GFOA to determine its eligibility for the FY 2019 Distinguished Budget Presentation Award.

City of Newnan City Council



District 3

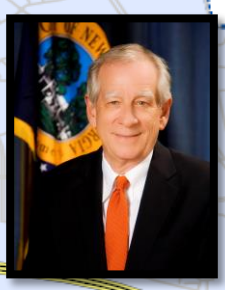


Councilman
George M. Alexander

Councilwoman
Cynthia E. Jenkins



Mayor
L. Keith Brady
At Large



District 2



Councilman
Rhodes H. Shell

Councilman
Ray F. Dubose



District 1



Councilman
Paul L. Guillaume

Councilman
Dustin K. Koritko

FY 2019 Budget Ordinance

AN ORDINANCE TO PROVIDE FOR THE ADOPTION OF A BUDGET, ITS EXECUTION AND EFFECT FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2019 AND ENDING DECEMBER 31, 2019.

Section I.
There is hereby adopted for the fiscal year January 1, 2019 through December 31, 2019, 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 $25,962,900 for the general operation and legal obligation in 2019.

General Fund Revenues	
Property Taxes	$6,802,000
Sales Taxes	$7,000,000
Excise (Franchise) Taxes	$4,453,000
Occp. Tax & Alcohol Licenses	$3,111,000
Inspections & Permits	$680,000
Fines & Forfeitures	$567,000
Other Local Revenue	$376,400
Intergovernmental	$668,500
Water & Light Transfers	$1,650,000
Other Financing Sources	$655,000
	$25,962,900
General Fund Expenditures	
General Government	$3,932,085
Public Safety	$14,731,555
Public Works	$3,550,681
Community Development	$2,926,377
Other Services	$822,202
	$25,962,900

Section III. Street Improvement Fund (200).
There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $646,983 for street improvements.

Street Improvements Revenue	
Street Improvements	$35,000
LMIG Contract Revenue	$396,982
Interest Earnings - Street Improvements	$1,500
Interest Earnings - LMIG	$1,000
Transfer From General Fund	$225,000
Fund Balance Reserves	($12,499)
	$646,983
Street Improvements Expenditures	
Major Streets Maintenance	$646,983
	$646,983

Section IV. Confiscated Assets Fund (210)
There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of $93,500 for Public Safety operations. This fund consists of confiscated and condemned funds released by the Superior Court for Police Department purchases.

Confiscated Assets Revenue	
Court Condemnations	$85,000
Interest Earnings	$1,210
Fund Balance Reserves	$7,290
	$93,500
Confiscated Assets Expenditures	
Other Seizures Expenditures	$7,000
Dept. of Justice Expenditures	$6,500
Dept. of Treasury Expenditures	$80,000
	$93,500

Section V. 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.

NSP1 Revenues	
Program Income	$80,000
Grant Funds	$2,000
Interest Earnings	$40
	$82,040
NSP1 Expenditures	
Program Expenses	$82,040
	$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 $90,200. 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.

NSP3 Revenue	
Program Income	$90,200
	$90,200
NSP3 Expenditures	
Program Expenses	$90,200
	$90,200

Section VIII. Miscellaneous Grants Fund (240)
There is hereby established a Miscellaneous Grants Fund for the City of Newnan with an appropriation of $19,675. This fund is utilized for grants received by the city from local vendors, DCA and other agencies to fund specific expenditures as required.

Misc. Grants Revenue	
Grant Funds	$19,675
	$19,675
Misc. Grants Expenditures	
Public Relations	$18,000
Employee Recognition	$1,000
Protective Equipment	$675
	$19,675

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 $703,000 for Tourism Enhancement activities.

Hotel/Motel Tourism Revenues	
Hotel/Motel Tax	$700,000
Interest Earnings	$3,200
Fund Balance Reserves	($200)
	$703,000
Hotel/Motel Tourism Expenditures	
Natural Gas	$3,000
Transfer to General Fund	$420,000
Transfer to Newnan Centre	$280,000
	$703,000

Section X. Motor Vehicle Rental Excise Tax Fund (280)
There is hereby established a Motor Vehicle Rental Excise Tax Fund for the City of Newnan with an appropriation of $96,000 for Newnan Centre activities.

Motor Vehicle Rental Excise Tax Revenues	
Excise Tax	$94,000
Interest Earnings	$800
Fund Balance Reserves	$1,200
	$96,000
Motor Vehicle Rental Excise Tax Expenditures	
Transfer to Newnan Centre	$96,000
	$96,000

Section XI. Special Purpose Local Option Sales Tax Funds (310, 322 and 323)
There is hereby established three 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 $91,640 for capital projects.

SPLOST 2007 Revenues	
Fund Balance Reserves	$90,140
Interest Earnings	$1,500
	$91,640
SPLOST 2007 Expenditures	
Facilities	$91,640
	$91,640

The second fund, **SPLOST 2013,** was established in 2013 and expired in 2018. This year's budget includes an appropriation of $4,048,285 for capital projects.

SPLOST 2013 Revenues	
Interest Earnings	$5,000
Reimbursements For Projects	$85,000
Grant Funds	$85,000
Fund Balance Reserves	$3,873,285
	$4,048,285
SPLOST 2013 Expenditures	
Public Safety	$2,025,000
Streets, Drainage & Sidewalks	$1,593,750
Sign Upgrades	$40,000
Recreation Improvements	$350,000
Public Works Equipment	$39,535
	$4,048,285

The third fund, **SPLOST 2019,** was established in 2019 and will expire in 2023. This year's budget includes an appropriation of $5,217,466 for capital projects and a transfers to Newnan Utilities in the amount of $580,426 for a total of $5,797,712.

SPLOST 2019 Revenue:	
SPLOST 2019 Receipts	$5,802,461
Interest Earnings	$3,000
Fund Balance Reserves	($53,523)
	$5,797,712
SPLOST 2019 Expenditures:	
Network Improvements	$46,000
Leisure Services	$3,500,000
Streets, Drainage & Sidewalks	$1,550,000
Public Works Equipment	$121,466
Transfer to Newnan Utilities	$580,426
	$5,797,712

Section XII. Impact Fees (375)

There is hereby established an Impact Fees Fund for the City of Newnan with an appropriation of $950,000. In 2004, the City established an impact fee program with funds to be paid into the fund for four major areas of development: Roads and Bridges, Fire, Police and Parks.

Impact Fees Revenues	
Roads/Streets/Bridges	$100,000
Fire Services	$200,000
Parks/Recreation	$300,000
Interest Earnings	$2,050
Fund Balance Reserves	$347,950
	$950,000
Impact Fees Expenditures	
Fire Services	$650,000
Parks/Recreation	$300,000
	$950,000

Section XIII. Sanitation Fund (540)
There is hereby established a Sanitation Fund for the City of Newnan with an appropriation of $1,086,470. These funds will be used for Brush & Bulk and Refuse (downtown commercial district).

Sanitation Revenues	
Yard Debris & Bulk Collections	$650,000
Garbage Fees - Commercial	$55,000
Interest Earnings	$5,000
Transfer From General Fund	$150,000
Fund Balance Reserves	$226,470
	$1,086,470
Sanitation Expenditures	
Wages & Benefits	$537,374
Operations	$315,096
Depreciation Expenses	$45,000
Capital	$189,000
	$1,086,470

Section XIV. All revenue received by the City of Newnan from Sources not restricted by law to expenditure for specific 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 eighth day of January 2019.

ATTEST:

_____
Della Hill, City Clerk

REVIEWED AS TO FORM:

_____
C. Bradford Sears, Jr., City Attorney

_____
Cleatus Phillips, City Manager

_____
L. Keith Brady, Mayor

_____
Cynthia E. Jenkins, Mayor Pro Tem

_____
George M. Alexander, Councilmember

_____
Ray F. DuBose, Councilmember

_____
Rhodes H. Shell, Councilmember

_____
Dustin K. Koritko, Councilmember

_____
Paul L Guillaume, Councilmember

Manager's Message



City Manager's Message

HONORABLE MAYOR AND CITY COUNCIL:



Cleatus Phillips
City Manager

In accordance with the laws of the state of Georgia and ordinances adopted by the governing authority of the City of Newnan, Georgia, the "FY 2019 Annual Budget" is hereby presented. The FY 2019 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-ninth consecutive year, the Government Finance Officers Association (GFOA) of the United States "Distinguished Budget Presentation Award" for 2018. This budget document was developed on the same basis as previous years and will be submitted to GFOA in anticipation of gaining this prestigious award again in 2019.

A. Goals

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 detailed financial and performance information that will continue to:

- Improve public accountability and on-going relations between the City and our citizens.
- Provide information on tasks that have been completed and projects planned with the use of public funds.
- Provide a tool for operational decisions during the budget year.
- Enhance the delivery of public services and quality of life for our community.

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 provides us with a tool to accurately measure outputs and efficiencies. The FY 2019 Budget clearly aligns the City's mission, goals and initiatives with spending and shows the impact of operations and proposed capital projects.

This budget, which includes a six-year Capital Improvement Program (CIP), was prepared in the same conservative style as years past but with the specific intent to address key service areas and to retain an attractive benefits package for current and future employees. Personnel was added to address fire services, grounds maintenance, and animal control. Employee contributions to health insurance plans are not increasing and recruitment strategies have been implemented for police officers. In making these type of budget decisions, staff relied upon documents such as our Comprehensive Plan, Greenway Master Plan, Retreat Strategy, along with recent staffing and compensation studies. These documents are key to a conservative, yet results oriented, budget document.

I am very confident this budget will provide resources that will allow staff to increase the level of services that we provide to our citizens. All of our programs and operations are continually assessed to identify areas of needed improvement. Below is a list of strategic goals and initiatives which influenced the development of the FY 2019 Budget for the City of Newnan. The goals and initiatives serve as the mechanism for determining priorities over multiple years for consistent, quality services to our citizens.



Provide efficient, quality services to the City's citizens, businesses and visitors while enabling managed growth and infrastructure additions.

- Maintain City services at established and professional standards.
- Improve service delivery strategies while maintaining healthy revenues.
- Seek ways to increase efficiencies and effectiveness through technological advancements.
- Actively promote downtown revitalization through resources and funding of business development and main street activities.
- Maintain a capital asset acquisition strategy which meets the city's infrastructure needs.
- Provide strong police and fire protection to ensure a safe community.
- Provide excellent, reliable customer service.
- Manage commercial and residential growth to ensure that required infrastructure needs are met.
- Maintain a formal acquisition and implementation strategy for parks and open space.
- Promote installation of infrastructure to support private development.
- Promote high quality development and attractive community appearances.



Provide responsive and open government with a focus towards a positive identity throughout the community.

- Develop and implement a technological infrastructure which facilitates communication with citizens and businesses and improves the effectiveness of City staff.
- Listen to citizens and remain responsive to their needs.

- Maintain high standards of integrity, honesty, openness and fairness in serving citizens.
- Maintain transparency through quality reporting and meetings.



Promote and maintain a high quality of life for the residents, businesses and visitors of the City of Newnan

- Ensure a high quality of life for our residents through sustainable, thriving neighborhoods, infrastructure maintenance and facility improvements.
- Provide and maintain a safe, secure and clean community.
- Commitment to preserving the City's financial and physical resources for current and future generations.
- Protect and enhance residential neighborhoods and commercial districts.



Hire and maintain a qualified work force.

- Employ, train and maintain a quality workforce of highly effective and efficient individuals.
- Treat City staff with fairness, respect and dignity.
- Create and foster a healthy work environment which promotes high morale, ethics and job satisfaction.
- Encourage employees to identify opportunities which will improve efficiency and effectiveness.



Promote community participation and involvement in local government.

- Encourage citizens and businesses to participate in the City's planning and decision-making processes through volunteer opportunities, public meetings and appointments to the City's various boards, commissions and committees.
- Improve the methods of communication with citizens and businesses.
- Develop and maintain liaisons with regional and statewide elected officials, governments and agencies.
- Encourage active feedback and comments from the citizenry.

The chart to the right illustrates which departments/divisions are responsible for each of the City's Goals. These departments represent nineteen service areas and the FY 2019 budget contains mission, goals and initiatives of the City of Newnan. This information is contained in the General Fund Departmental Summaries section of this document. Information on the scope of operations, priorities, goals, accomplishments, as well as results on departmental performance for the prior year. All departmental data was derived from the overall mission, goals and initiatives of the City of Newnan.

Matrix of Primary City Priorities by Department

Department	Provide High Quality of Life	Provide Quality Services	Maintain Quality Workforce	Provide Responsive Open Government	Promote Community Participation in Local Government
City Manager's Office	x	x	x	x	x
Finance		x	x	x	
Information Technology		x	x	x	x
Human Resources		x	x	x	
Leisure Services	x	x	x		
Police	x	x	x	x	x
Fire	x	x	x	x	x
Public Works	x	x	x	x	x
Streets	x	x	x	x	x
Garage		x	x	x	
Cemetery		x	x	x	
Community Development	x	x	x	x	x
Planning & Zoning	x	x	x	x	x
Beautification	x	x	x	x	x
Engineering		x	x	x	
Building Inspection	x	x	x	x	x
Facilities Maintenance		x	x	x	
Keep Newnan Beautiful	x	x		x	x
Business Development	x	x	x	x	x
Carnegie Building	x	x	x	x	

B. Prior Year Operating Results and Accomplishments

Revenue collections for FY 2018 are projected to be 108% of the adopted budget. Expenditure control was maintained extraordinarily well at the department level.

During 2018, the City was able to accomplish many projects, some of which are listed below. The list provided 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 Budgets section of this document.

- Completed Phase I of the LINC.
- Initiated construction of Fire Station #4.
- Initiated construction of Dog Park.
- Completed renovation of restrooms at Historic Wadsworth.
- Completed the CAFI Building renovation project.

- Received the Distinguished Budget Presentation Award and Excellence in Financial Reporting Award from GFOA.
- Maintained an Insurance Services Offices (ISO) Fire Rating of 2.
- Maintained an average response time of 5 minutes for Fire Department response to accidents and fires.
- Completed repaving of various streets under the LMIG 2017 & 2018 Programs.
- Initiated repaving of various streets under the LMIG 2019 program.
- Completed cross-walk & signaling on Jackson Street.
- Completed various signal upgrades.
- Completed Howard Warner Playground.
- Completed office additions for Human Resource Department.
- Substantially completed the construction of the McIntosh Parkway Extension Project.
- Completed various streetscape projects. (Perry St., Salbide St., Madison St.)
- Completed Greenville Street Park and First Avenue Park lighting repairs.
- Completed Right-of-Way improvements to Oak Hill Cemetery.
- Implemented new Leisure Services Department.
- Initiated design of Phase II of the LINC. (downtown connector)

C. FY 2019 Projects and Operational Priorities

- Paving of various streets and sidewalk repair. (on-going)
- Enhance overall employee benefit and recruitment package.
- Complete construction of Dog Park.
- Complete construction and fully staff Fire Station #4 and begin operations!
- Complete design and initiate construction of Phase II of the LINC.
- 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.
- Initiate development of East Side Park.
- Address key service areas such as landscaping/lawn maintenance and animal control.
- Complete Beautification building.

Any capital project listed above will be 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 2019. To illustrate their level of significance, of the total capital expenditures of $11,746,374; SPLOST 13 and SPLOST 19 comprise 77% of the revenue expended in the capital budget.

D. Major General Fund Budget Changes

The two charts below highlight the major changes in the budgeted revenue and expenditures for the FY 2019 Budget. These changes are explained in the following Budget Assumptions Section.

Revenue Categories	Net Change
Property Taxes	$652,500
Sales Tax	$400,000
Franchise Tax	$78,000
Inspections & Permits	$50,000
Service Charges	$323,000
Fines & Forfeitures	($27,500)
Other Local Revenue	$230,800

Expenditure Categories	Net Change
General Government	($722,174)
Public Safety	$1,477,886
Public Works	$176,131
Community Development	$350,214
Other Services	$364,570

Major issues and increased operating needs that drove budget decisions for FY 2019 include (not all-inclusive):

TAVT Revenue Mandate HB 329

Hiring 6 New Fire Fighters

New Leisure Service Department

Beautification Staff Additions

Downtown Sanitation Subsidizing

Trolley Operations

10% Health Insurance Increase

E. Overall Budget Assumptions

The City of Newnan begins the initial planning stage of budget preparation by evaluating outside factors that may affect funding decisions, such as state and local economic conditions, federal and state program mandates, political and social environments, citizen concerns and outside agency considerations.

Based on the aforementioned factors, the following assumptions were used to guide the development of the FY 2019 Budget.

- The local economy is projected to remain steady throughout the budget year. New development activity remains strong and interest in re-development opportunities is growing in the downtown area.
- The national economy has been in a slow, but steady, expansion period for 9 years. History tells us that some form of correction may not be too far into the future. Staff believes that if a national economic correction were to happen, Newnan is well positioned to remain in a strong financial position.
- Based upon state and local economic conditions, revenue projections for 2019 are conservative, yet realistic.
- The 2018 tax digest increased 6.81% from 2017 as Newnan is experiencing growth in

both commercial and residential areas. It is estimated that the 2019 digest will show additional growth at a 4.75% rate. Based on a 94% collection rate AND increasing the millage rate to 4.00 mills, property taxes are budgeted at $5,460,000 for real and personal, $1,100,000 for Title Ad Valorem Tax (TAVT) and $40,000 for Vehicle Ad Valorem. All forms of Property Taxes, including delinquent taxes, are budgeted $652,500 higher than 2018 or 10%.

- The City's distribution percentage of Local Option Sales Tax (LOST) will remain at 31.19% through 2022. LOST revenue is projected to increase by 6%, totaling $7,000,000, up from $6,600,000 in 2018.
- The need to subsidize the downtown garbage collection has had an impact to the General Fund transfers in the amount of $140,000. Since the implementation of the program, the Sanitation Fund has realized an operating loss. However, due to the huge success of the program for which it was intended; keeping the downtown area and alley ways much cleaner; the City Council decided to subsidize the program.
- The 2019 budget includes six (6) new Fire Fighters for ½ year for staffing Fire Station # 4 with a budget impact of $230,473. Two (2) beautification worker positions are added for 2019 to assist in maintaining the landscaping of the new facilities that the City is adding and have recently added. These two positions will have a budget impact of $47,232. A new employee for the Leisure Service Department has been added to coincide with the creation of this department in 2018. The budget impact is $61,777. Lastly, an additional Animal Control Officer has been added. The City currently only has one staff member in this area. The total impact of these additions are $397,171.
- There is an increase in Contractual Labor by 20% and Other Contractual Services by 34% for a total combined increase of $326,952. These increases can be attributed to added infrastructure, facilities and parks such as McIntosh Parkway, Fire Station 4, Dog Park and the LINC. These will require maintenance and eventually repairs. Also included in the increase is a budgeted $100,000 to fund case prosecution services in the Police Department.
- The business climate remains strong, therefore Occupational Taxes are budgeted at $3,111,000; fairly consistent with 2018.
- Insurance premium taxes are projected to continue with a steady increase in 2019 to $2,200,000. This is a $100,000 increase or 5% from 2018.
- Residential growth is steady, thus permit revenue is budgeted to see a slight increase of $25,000 or 7%.
- Excise taxes have leveled off in 2019 and the City also anticipates a slight decrease of $35,000 in Cable TV and Telephone Franchise Taxes combined.
- Transfers from Newnan Utilities remains consistent with 2018, therefore the budgeted transfer of $1,650,000 represents no change for 2019.
- Interest on Investments have been increased by $185,000 in 2019. As interest rates are beginning to rise, the City is planning to implement new strategies and will ask Council to review our investment policies.
- Police fines are expected to show a decrease from $575,000 to $550,000 or 4%. Public

safety remains to be the highest percentage of expenditures in the overall General Fund Budget at 57% when transfers are removed.

- Transfers to the Downtown Development Authority have decreased by 100%!! The City being in a strong financial position and at the direction of City Council was able to alleviate the debt in 2018 for the University of West Georgia Project. This has had a significant impact on being able to adjust operational expenses in the 2019 budget and increase the already high level of services provided to its citizenry.
- The City will contribute 10.89% of expected payroll towards retirement, a slight increase from 9.31% in 2018. The retirement plan is funded at a ratio of 82.48%, which remains healthy.
- Health Insurance Premiums increased by 10%. However, the 2019 budget represents an 18% increase or $634,021. The additional 8% increase can be attributed to the nine (9) full-time positions added for 2019 and the results of Open Enrollment where we have seen more spouses and dependents added to the City plan.
- To further insure that we retain a competitive benefit package and reward our employee for their service and dedication, a 3% pay increase is included for all employees.

Conclusion

To protect the City's financial condition, while achieving the goals outlined in this budget, a conservative approach was taken to project revenue and appropriate budgeted expenditures. The FY 2019 Budget is submitted to the Newnan City Council with confidence that the document will allow citizens to benefit from increased service levels, assist City Council in setting policy, and provide City staff with the resources necessary to meet the mission of the City of Newnan.

A tremendous amount of time and effort has gone into producing this budget document. Staff members from the City Manager's Office, Human Resources, and Finance Department dedicate themselves to see that the budget process is successful each and every year. I would like to thank all of them for their tremendous commitment to this process. I would also like to say a special thank you to Ronda Helton for her work to improve upon the design and layout of the budget document. Due to her efforts, I am certain it will enhance the reading experience and transparency for our citizens.

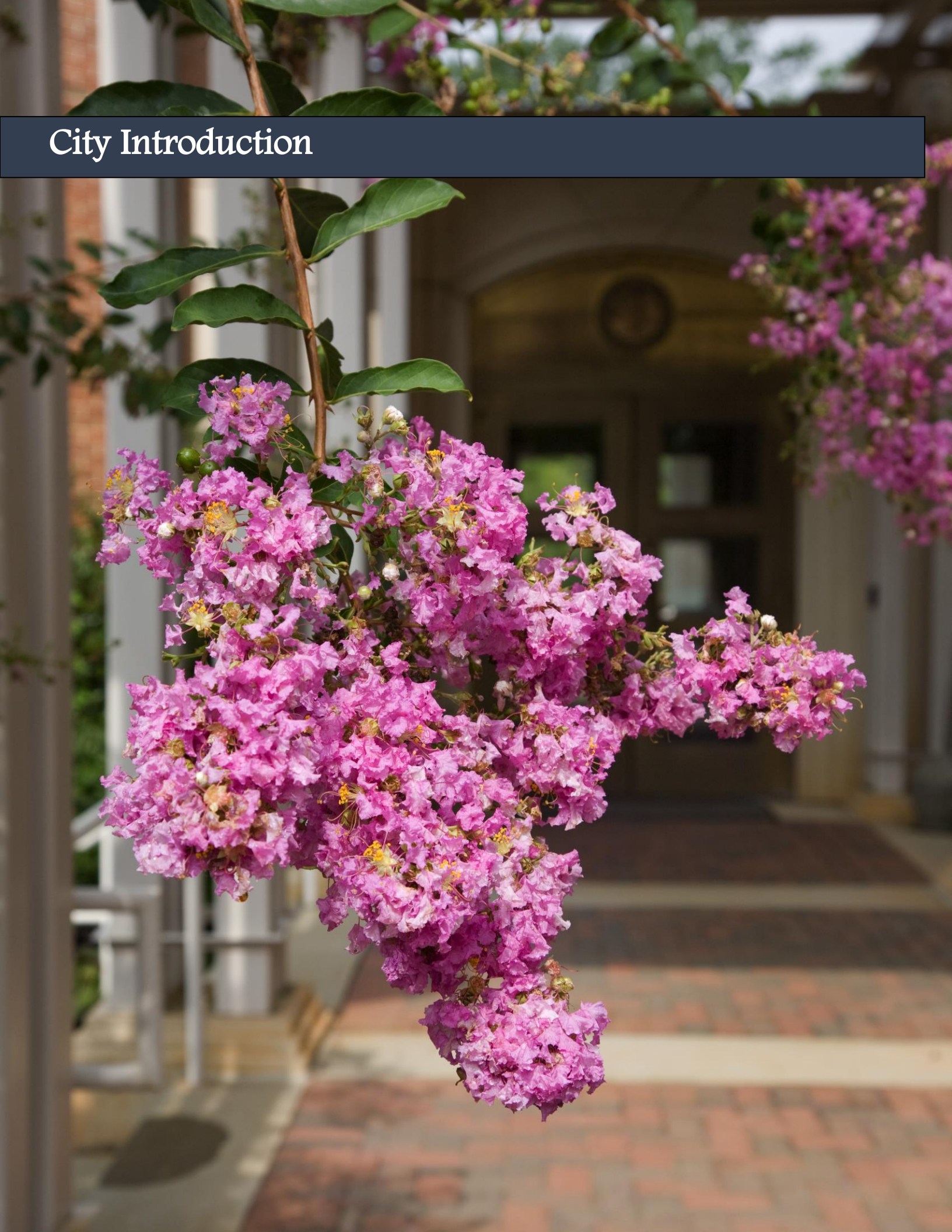
Respectfully Submitted,



Cleatus Phillips, City Manager


NEWNAN GEORGIA
ALAN J
HARLEY
DAVIDSON

City Introduction



Local Government

SECTION I. City (Local) Government

Since 1960, the City of Newnan has operated under the Council-Manager form of government. The City Council sets policies 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 services, 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 295 (including part-time) people who are organized into five functions: General Government, Public Safety, Public Works, Community Development and Other Services. General Government consists of City Manager, Human Resources, Finance, Information Technologies, and Facilities Maintenance; 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.

City Contacts

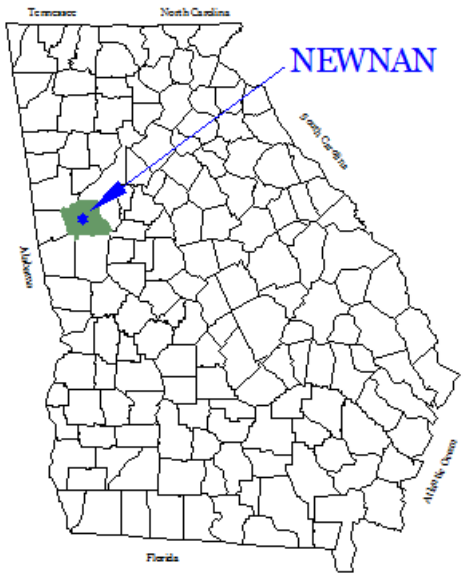
City of Newnan
P. O. Box 1193
25 LaGrange Street
Newnan, Georgia 30264
Fax #: 770-254-2353

City website: www.cityofnewnan.org

Department	Contact	Physical Address	Phone
Assistant City Manager	Hasco Craver	25 LaGrange Street	770-253-2358
Building Inspection	Bill Stephenson	25 LaGrange Street	770-254-2362
Carnegie Building	Amy Maple	1 LaGrange Street	770-683-1347
Cemetery	Jimmy Hemmings	70 Jefferson Street	770-253-3744
City Clerk	Della Hill	25 LaGrange Street	770-254-2358
City Council		25 LaGrange Street	770-254-2358
City Hall		25 LaGrange Street	770-253-2682
City Manager	Cleatus Phillips	25 LaGrange Street	770-253-2358
Communications Manager	Ashley Copeland	25 LaGrange Street	770-254-2358
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	Stephen Brown	23 Jefferson Street	770-253-1851
Human Resources	Meg Blubaugh	25 LaGrange Street	770-254-2358
Information Technology	Bryan Lee	25 LaGrange Street	770-254-2358
Leisure Services	Katie Mosley	25 Jefferson Street	770-253-2682
Main Street	Courtney Harcourt	6 First Avenue	770-253-8283
Mayor	L. Keith Brady	25 LaGrange Street	770-254-2358
Newnan Utilities		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 Works	Michael Klahr	55 Boone Drive	770-253-0327
ROW Beautification	Mike Furbush	57 Boone Drive	770-251-3455
Sanitation	John Martin	55 Boone Drive	770-253-0327
Streets & Garage	Ray Norton	55 Boone Drive	770-253-1823

Introduction

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.

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 with 24-hour services.

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 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. The picture above are fire fighters that received life-saving awards at their annual Christmas Dinner in 2017.

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. Budgeted for FY 2019 is Fire Station 4 to be located at 3 Farmer Commercial Park Drive.

B. Component Units of the City of Newnan

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

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

- Newnan 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.

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.

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.

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.

Interesting Facts

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

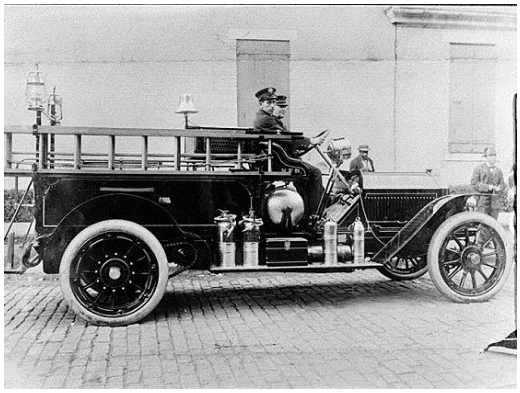
- Council/Manager form of government.
- Mission Statement: to provide cost effective programs and services, while continually focusing on preserving and enhancing the quality of life that is enjoyed by all citizens.
- Mayor elected citywide, six councilmembers from three districts who serve four year 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. History

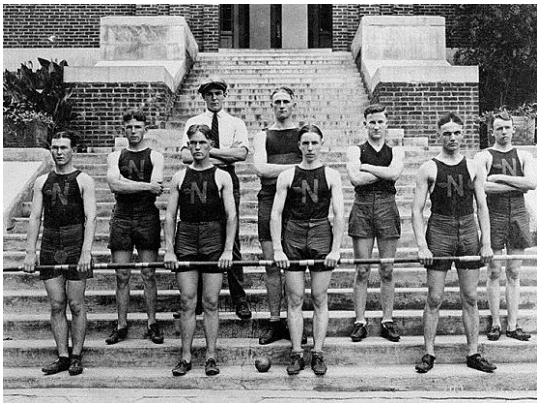
- Newnan became a city in 1828.
- Newnan is named after General Daniel Newnan, a Georgia Secretary of State and United States Congressman.
- The passenger railroad line to Newnan was opened in 1851 and the old depot is now an exhibit hall of the Newnan Coweta Historical Society.
- Newnan is known as “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.
- 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!

HISTORIC PHOTOS



Newnan Fire Truck 1914



Newnan High School Track Team 1922



Newnan Baseball Team 1917-1918

Supplemental Information

SECTION IV. Supplemental Information

A. Departmental Statistics

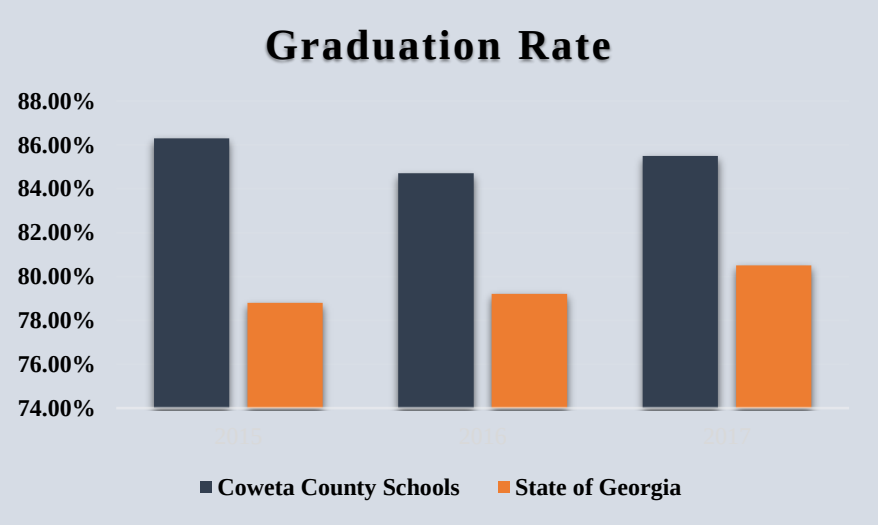
The City charter authorizes the following services: public safety (police and fire), highways and streets, public improvements, planning and zoning, building inspection and general administrative services. The community services provided by the City, such as roads, planning, parks, and police and fire 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 2019 City of Newnan Departmental Statistics At-A-Glance			
Fire		**Police**	
ISO Classification	2	Number of Stations	1
Number of Stations	4	Uniform Strength	94
Uniform Strength	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	642	Number of Employees	4
Active Living			
Number of Parks & Playgrounds	10	Number of Recreation Bldgs.	2
Acreage in Parks & Playgrounds	33		
Number of Swimming Pools	1		

B. School Stats

The following chart illustrates all schools within the Coweta County School System along with enrollment numbers, employees, student to teacher ratios and a comparisons charts for graduation in Coweta County School System as compared to the State of Georgia.

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 (CEC) (includes 8th Grade College & Career Academy) 1 center for visual and performing arts
Enrollment	At all schools: 22,709 Elementary Schools: 10,161 Middle Schools: 5,221 High Schools: 7,327
Employees	All Employees: 3,122 Certified Personnel: 1,660 Classified Personnel: 1,462 (includes Afterschool Program)
Pupil-Teacher Ratios	20 to 1 - Kindergarden 19 to 1 - 1st Grade 20 to 1 - 2nd and 3rd Grade 23 to 1 - 4th Grade 24 to 1 - 5th Grade 28 to 1 - 6th through 8th Grade



C. Employers

The chart below shows top employers located in the City of Newnan and surrounding Coweta County.

Employer	Type of Industry	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Coweta County Schools	Education	2,950	1	5.09%	3,122	1	4.27%
Yamaha Motor Mfg.	Manufacturing	1,250	2	2.16%	1,700	2	2.46%
Piedmont Newnan Hospital	Healthcare			0.00%	1,574	3	2.27%
Cancer Treatment Center	Healthcare			0.00%	978	4	1.41%
Coweta, County GA	Government	770	3	1.33%	950	5	1.37%
Pet Smart Distribution Center	Retail Distribution	390	7	0.67%	960	6	0.81%
Wal-Mart Supercenter	Retail	500	4	0.86%	540	7	0.78%
Bonnell Aluminum	Manufacturing	455	5	0.79%	460	8	0.66%
Cargill Meat Solutions	Packaging	350	10	0.60%	420	9	0.61%
Yokogawa Corporation	Manufacturing	442	6	0.76%	360	10	0.52%
K-Mart Distribution Center	Retail Distribution	376	8	0.65%			0.00%
Rite Aid Distribution Center	Retail Distribution	360	9	0.62%			0.00%
GA Power - Plant Yates	Utilities	350	10	0.60%			0.00%

D. Population Changes & Unemployment Rates

The chart below depicts the population rate over the last 10 years as well as the 10 year history of the unemployment rates for the City of Newnan and surrounding Coweta County.

Year	Population	Per Capita Personal Income	Age Median	School Enrollment	Unemployment Rate
2008	30,349	31,931	33.4	21,790	5.7%
2009	31,732	32,528	33.1	22,151	9.5%
2010	33,039	33,140	32.3	22,464	9.8%
2011	33,700	33,020	34.5	22,517	9.7%
2012	34,240	25,087	36.6	22,718	8.9%
2013	34,557	26,145	34.2	22,563	7.7%
2014	35,293	23,354	33.4	22,296	5.7%
2015	35,745	23,407	33.5	22,373	6.4%
2016	37,291	25,392	32.9	22,489	5.3%
2017	37,912	26,544	34.3	22,733	5.2%





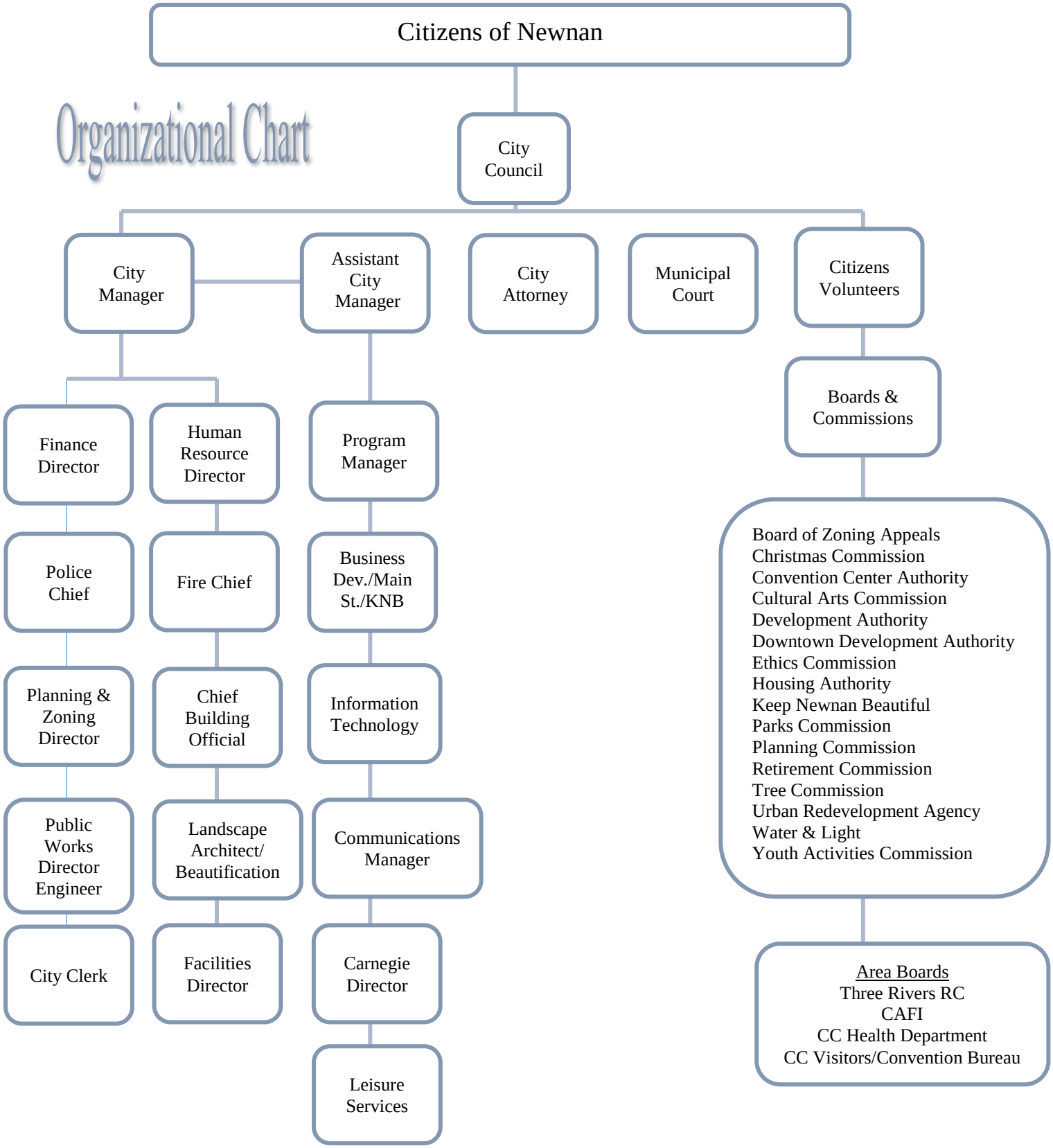
ART WALK



Policies & Processes

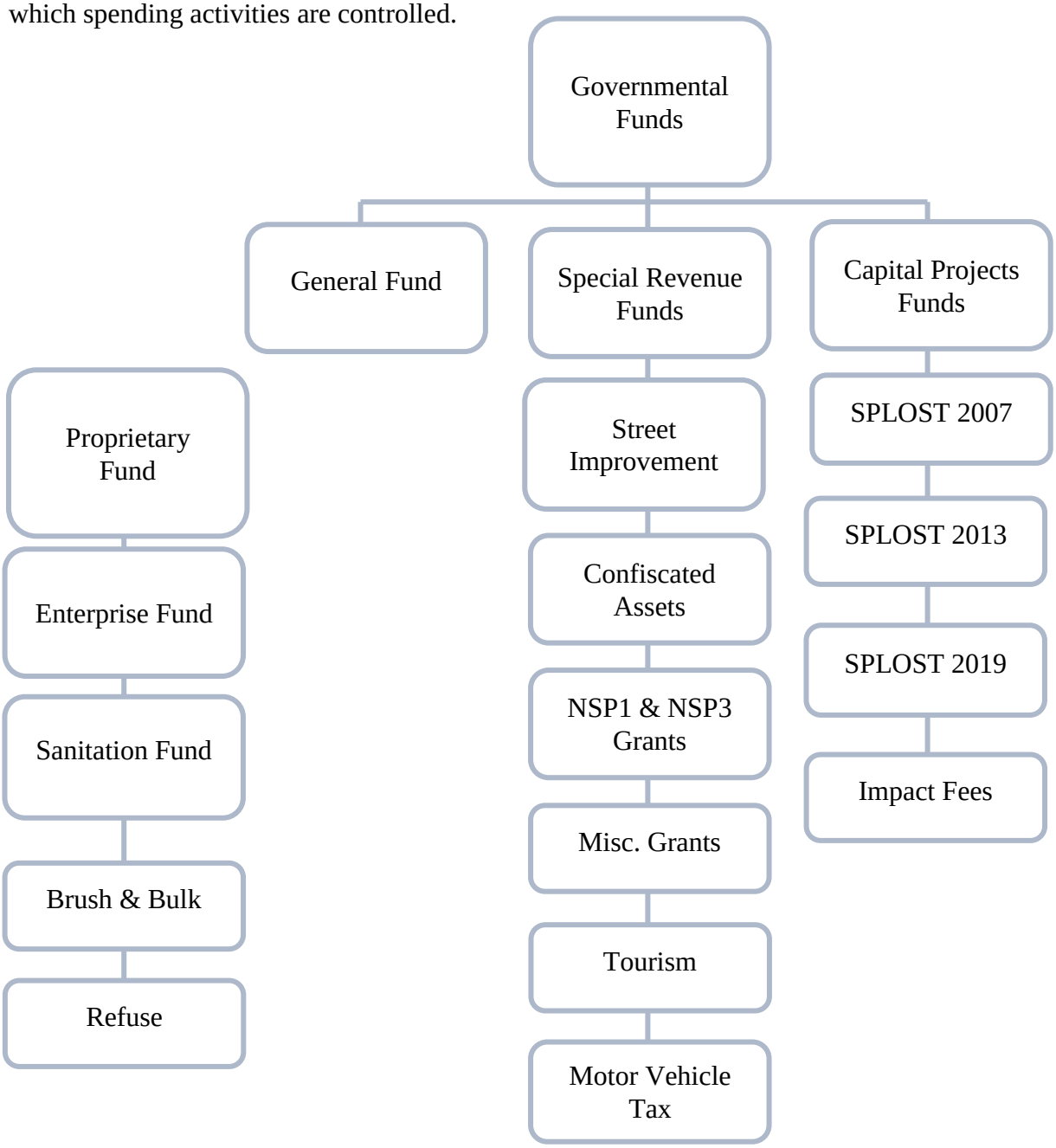


Organizational Chart



Fund Structure

The accounts of the City are organized on the basis of funds, 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 appropriated. 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.



Fund Definitions

SECTION I. Fund Definitions

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, 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 (LIMG) 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.

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 four capital project funds for FY 2019: SPLOST 2007, SPLOST 2013, SPLOST 2019 and the Impact Fees Fund.

SPLOST 2007

In 2006, the citizens of Newnan reapproved a 1% Special Purpose Local Options Sales Tax (SPLOST) for the purpose of funding capital projects. Approved projects included building construction and maintenance, streets, parks, recreation center and other projects enumerated under that fund. This SPLOST was for a period of six years and expired in 2012. 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 was for a period of six years and expired in 2018. The City received 25.95% of the one-cent tax. Newnan Water and Light received 16% of the 25.95% the City received during the six-year program.

SPLOST 2019

In 2018, 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 fire trucks, a public safety training facility, recreation improvements that includes linear parks (LINC) and paths, Lower Fayetteville Road improvements, 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 26.94% of the one-cent tax. Newnan Water and Light will receive 10% of the 26.94% 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.

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, bulk (appliances, furniture, etc.) and commercial garbage 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. In FY 2018 the City began a new operation within the Sanitation Fund for the collection of garbage in the downtown commercial district in order to maintain a more sanitary and cleaner downtown.

Department / Fund Relationships

SECTION II. Department / Fund Relationships

A. Department / Fund Relationships – Major Funds

The relationship between the City's various departments and 2019 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 requirement

The following matrix depicts the department/fund relationships of all Major Funds.

Department	General Fund	SPLOST 2007	SPLOST 2013	SPLOST 2019	Impact Fees
City Manager	X				
City Clerk	X				
Assistant City Manager	X				
Communications	X				
Program Manager	X				
Finance	X				
Info Technology	X		X	X	
Human Resources	X				
Leisure Services	X			X	
Police	X				
Fire	X		X	X	X
Public Works	X			X	
Streets	X	X	X		X
Garage	X				
Cemetery	X				
Planning & Zoning	X				
Beautification	X		X	X	X
Engineering	X				
Bldg. Inspection	X				
Facilities Maintenance	X	X			
Bus. Development	X				
Keep Newnan Beautiful	X				
Carnegie	X				
Housing					

B. Department / Fund Relationships—Non-Major Funds

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

Department	Street Fund	Conf. Assets	NSP Grants	Misc. Grants	Tourism	Motor Rental Vehicles	Sanitation
City Manager							
Assistant City Manager							
City Clerk							
Communications							
Program Manager							
Finance							
Info Technology							
Human Resources							
Leisure Services							
Police		X		X			
Fire							
Public Works							X
Streets	X						X
Garage							
Cemetery							
Panning & Zoning				X			
Beautification							
Engineering							
Bldg. Inspection							
Facilities Maintenance					X	X	
Bus. Development							
Keep Newnan Beautiful							
Carnegie							
Housing			X				

Financial Policies

SECTION III. 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.

A. 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.

B. 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.

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. Most purchases over $25,000 requires approval by City Council other than vehicles and equipment purchase between $25,000 and $65,000. These require three (3) quotes with a minimum of two (2) and must be approved by City Manager. 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 approved or denied by three (3) additional reviewers before a purchase order is processed. 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. Budgeting 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.

G. 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.cityofnewnan.org

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.cityofnewnan.org.

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-nine years.

H. 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.

I. 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.

J. 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.

SECTION IV. Fund Balance Policies

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
Non-spendable	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 government 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.

Budget Process

SECTION V. Budget Process

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. Basis of Budgeting

All of the funds are budgeted using the modified accrual basis of accounting other than the Sanitation fund which uses the full accrual basis of accounting. Modified accrual accounting recognizes revenues when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period, or soon enough after the end of the current period to pay liabilities of the current period. Expenditures are recorded when a liability is incurred. However, expenditures related to compensated absences are recorded only when payment is due.

B. 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.

C. 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.

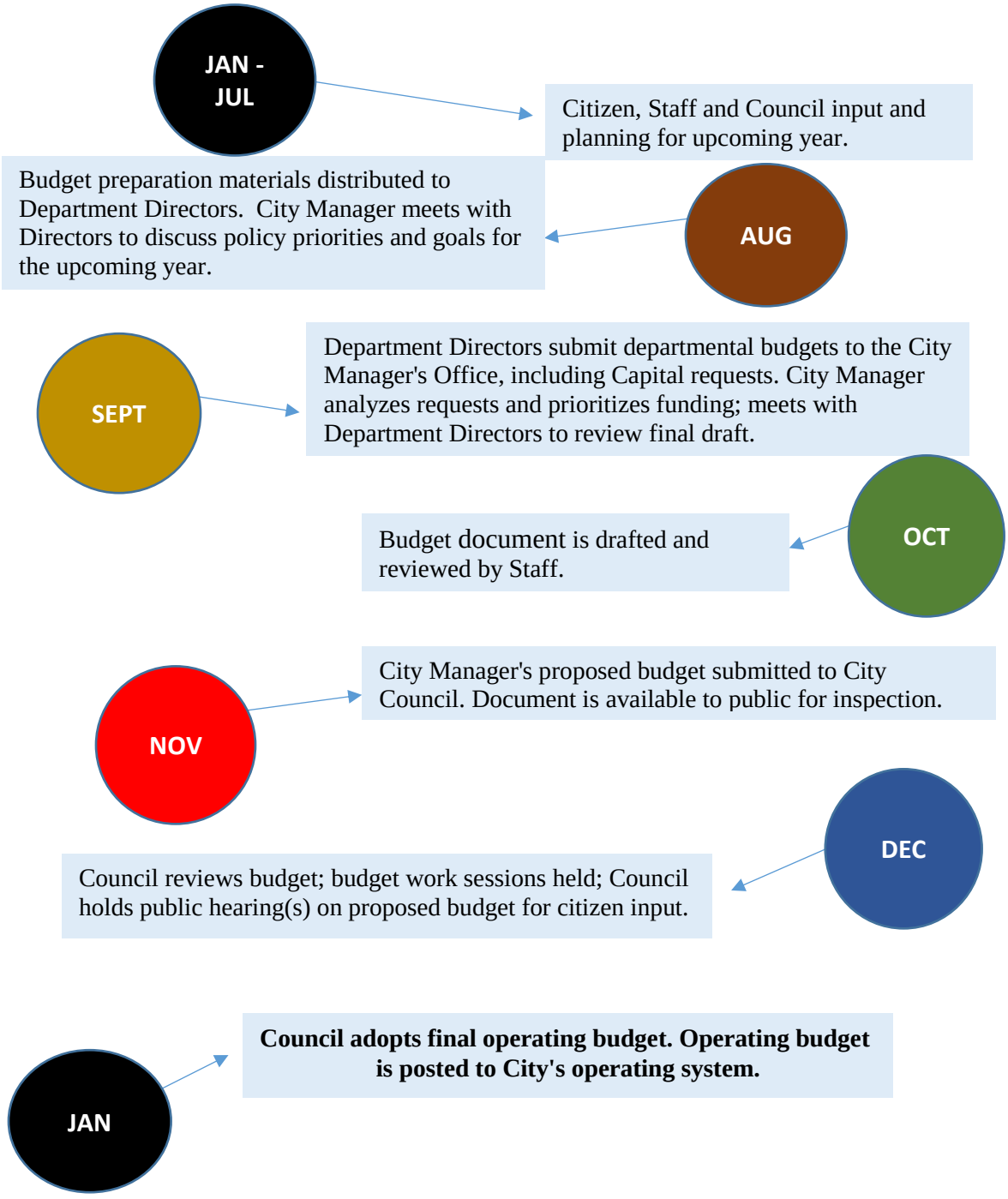
Public Hearing: A public hearing is held, typically in the second half of December, after the work sessions with City Council are complete. The public hearing permits direct input from citizens. The budget workshop(s) is (are) held prior to the public hearing and typically in the first half of December.

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.

D. 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. One the following page is visually details the steps in the City's budget preparation process.

Budget Calendar



Long-Term Financial Planning

SECTION VI. 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.cityofnewnan.org.

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.

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 negative numbers at the bottom of the chart on the following page depicts the reduction in capital expenditures which would in turn potentially decrease City services or Programs.

Major Funds Revenues	2017 Actual	2018 Budget	2018 Projected	2019 Budget	2020 Outlook	2021 Outlook	2022 Outlook
100 General Fund	$25,190,617	$24,251,100	$26,343,106	$25,962,900	$26,741,787	$27,544,041	$28,370,362
322 SPLOST 2007	$2,351,094	$4,500	$12,000	$1,500	$0	$0	$0
323 SPLOST 2013	$5,675,753	$5,456,500	$5,563,230	$4,500	$4,590	$0	$0
310 SPLOST 2019	$0	$0	$0	$5,805,461	$5,986,666	$6,182,950	$6,392,542
375 Impact Fees	$480,017	$416,390	$990,000	$602,050	$608,071	$614,151	$620,293
Totals	$33,697,481	$30,128,490	$32,908,336	$32,376,411	$33,341,114	$34,341,142	$35,383,197
Major Funds Expenditures	**2017 Actual**	**2018 Budget**	**2018 Projected**	**2019 Budget**	**2020 Outlook**	**2021 Outlook**	**2022 Outlook**
100 General Fund	$25,189,545	$24,251,100	$24,635,311	$25,962,900	$27,261,045	$28,078,876	$28,921,243
322 SPLOST 2007	$3,503,911	$1,822,141	$1,509,419	$91,640	$91,640	$0	$0
323 SPLOST 2013	$2,457,619	$6,809,179	$3,456,789	$3,954,535	$40,000	$0	$0
310 SPLOST 2019	$0	$0	$0	$5,211,466	$5,260,000	$5,265,000	$3,645,000
375 Impact Fees	$107,370	$2,330,000	$986,234	$950,000	$0	$0	$0
Totals	$31,258,445	$35,212,420	$30,587,753	$36,170,541	$32,652,685	$33,343,876	$32,566,243
					($3,517,856)	($2,826,665)	($3,604,298)

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.



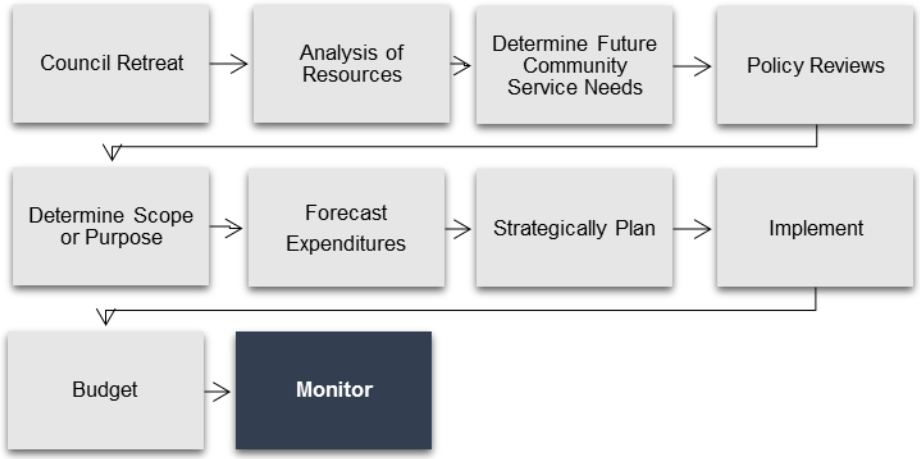
The Management Team has ample time before the retreat to put together data on financial trends, crime statistics, environmental factors, and if any, policy weaknesses. The team breaks up by Function and each Council Member gets the opportunity to sit down with the Department Heads of each function for 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.

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.



Budget Overview



FY 2019 Budget – All Funds

SECTION I. FY 2019 All Funds Budget Highlights

As mandated by the City Charter (§6.15), the FY 2019 Annual Budget represents a balanced budget. Management staff has developed budget proposals which meet current operating needs at an established level and in some cases, add certain new costs to the General Fund. Each department in the General Fund Department Summaries section of this budget document has included priorities: goals, objectives and performance measures, as related to the overall mission and goals of the organization. The charts below depicts all funds revenues and expenditures in the FY 2019 Budget.

All Funds Revenues

		2018	2019
Fund	Description	Budget	Budget
100	General Fund	$24,251,100	$25,962,900
200	Street Fund	$262,500	$659,482
201	*LMIG Fund	$416,500	$0
210	Confiscated Assets Fund	$33,210	$86,210
221	NSP1 Grant	$82,040	$82,040
222	NSP3 Grant	$90,000	$90,200
275	Hotel/Motel Fund	$676,000	$703,200
280	Motor Vehicle Excise Tax	$90,500	$94,800
240	Misc. Grant Fund	$81,000	$19,675
322	SPLOST 2007	$4,500	$1,500
323	SPLOST 2013	$5,456,500	$175,000
310	SPLOST 2019	$0	$5,805,461
375	Impact Fees	$416,390	$602,050
540	Sanitation Fund	$816,000	$860,000
	Total Revenues	$32,676,240	$35,142,518

All Funds Expenditures

		2018	2019
Fund	Description	Budget	Budget
100	General Fund	$24,251,100	$25,962,900
200	Street Fund	$250,000	$646,983
201	*LMIG	$803,000	$0
210	Confiscated Assets Fund	$42,400	$93,500
221	NSP1 Grant	$82,040	$82,040
222	NSP3 Grant	$90,000	$90,200
275	Hotel/Motel Fund	$677,800	$703,000
280	Motor Vehicle Excise Tax	$90,000	$96,000
240	Misc. Grant Fund	$81,000	$19,675
322	SPLOST 2007	$1,822,141	$91,640
323	SPLOST 2013	$6,809,179	$4,048,285
310	SPLOST 2019	$0	$5,797,712
375	Impact Fees	$2,330,000	$950,000
540	Sanitation Fund	$932,446	$1,086,470
	Total Expenditures	$38,261,106	$39,668,405

The FY 2019 Proposed Annual Budget allows the City to continue to provide quality services and capital improvements to enhance the quality of life for its citizenry. All services provided by the City in FY 2018 are incorporated into the FY 2019 Budget. However, with the allocation of funds for new positions, seasonal workers, and operational upgrades, it is believed that the FY 2019 Budget represents an ***increase*** to our already excellent service levels.

*The LMIG Fund revenues and expenditures will be accounted for in the Street Fund for FY 2019 and subsequent years.

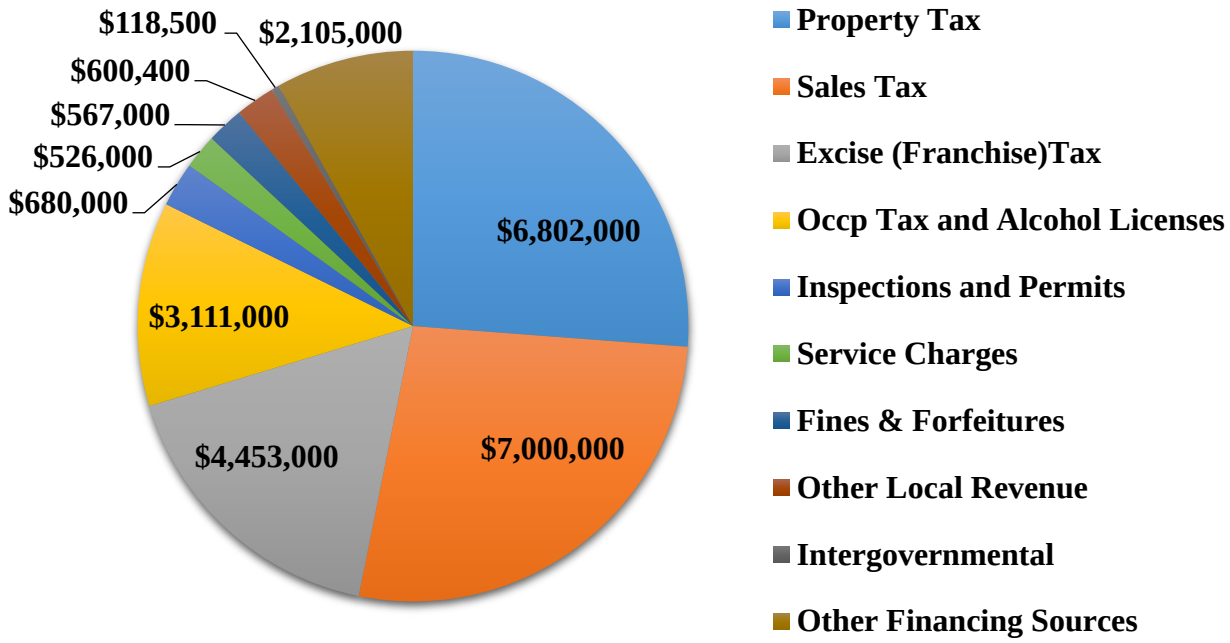
FY 2019 Budgeted Revenues

SECTION II. FY 2019 REVENUES

A. General Fund Revenues

The four (4) largest revenue categories in the General Fund for the FY 2019 Budget are Property Taxes (all property tax categories) estimated at $6,802,000; Sales Tax at $7,000,000; Excise Tax at $4,448,000 and Occupational Tax & Licensing at $3,111,000. Other Financing Sources is the next highest at $2,105,000. This includes $1,650,000 in revenue from the City of Newnan's Component Unit, Water & Light Commission; $420,000 transfer from the Tourism Fund; and a transfer from Newnan Utilities for Business Development activities.

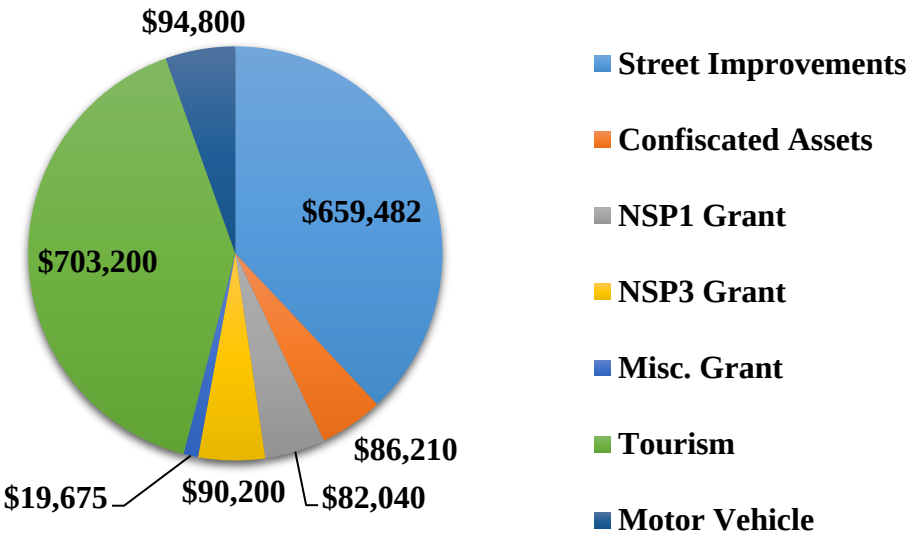
GENERAL FUND REVENUES



B. Special Revenue Funds

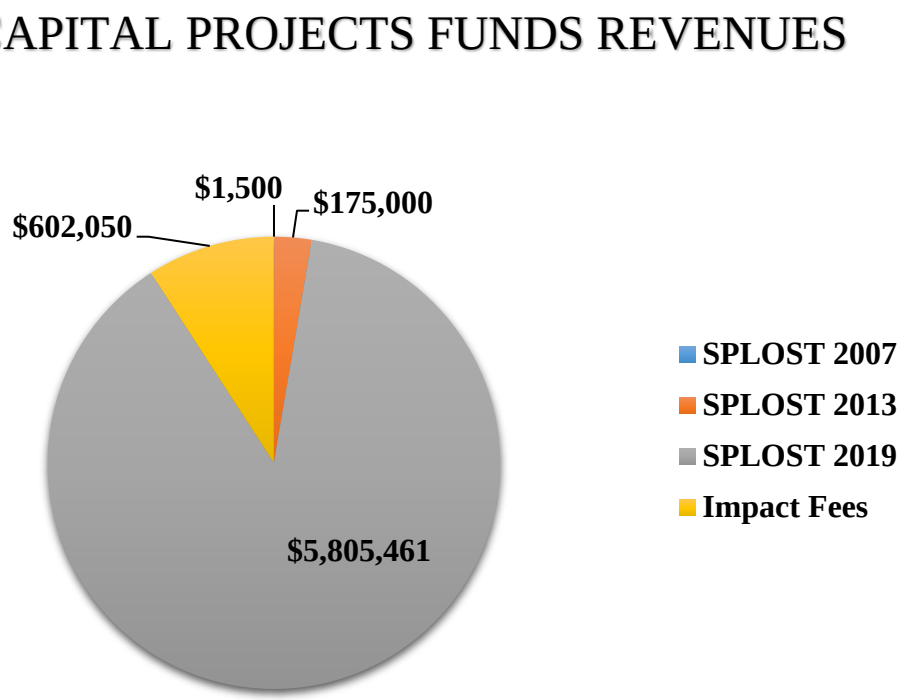
The FY 2019 Special Revenue Funds includes seven (7) funds. The Street Fund revenue consists of topping fees collected from developers in the amount of $35,000 and Local Maintenance Improvement Grant monies from GDOT in the amount of $396,982. Confiscated Assets Fund includes Other Police Seizures, Dept. of Justice Condemnation, Dept. of Treasury Condemnations and minimal interest. NSP1 and NSP3 are difficult funds to budget. It's impossible to know just how much grant money we will receive in any given year. However, this year we are estimating a total of $172,040. The Tourism Fund is expected to garner $703,200 in revenue to be split 60/40 with the City receiving the 60% at $420,000. The other 40% or $280,000 will be transferred to the Newnan Centre.

SPECIAL REVENUE FUNDS REVENUES



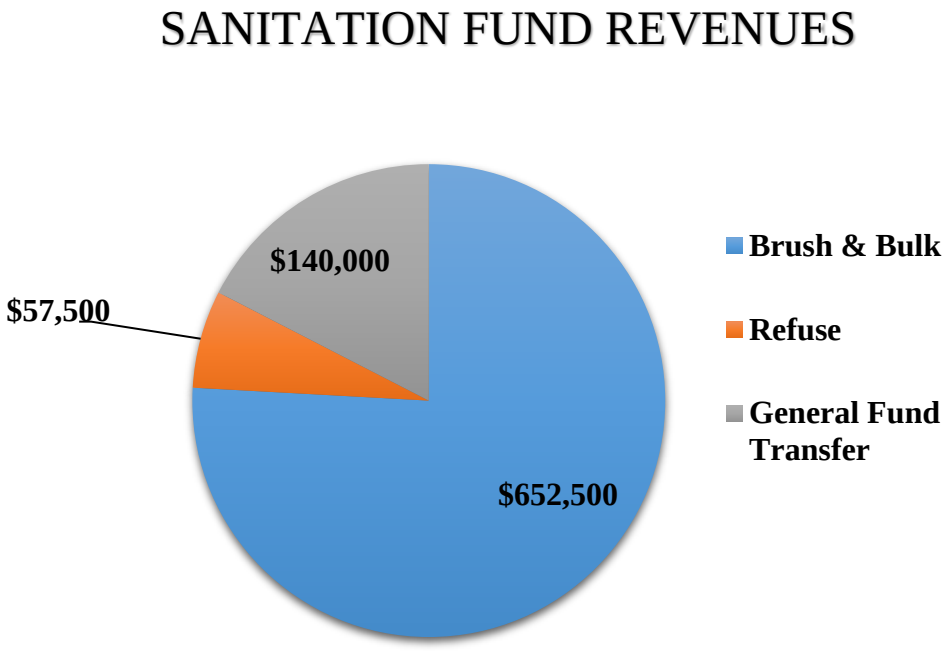
C. Capital Projects Funds

SPLOST 2007 collections expired at the end of FY 2012. The only revenue budgeted in the fund is interest in the amount of $1,500. SPLOST 2013 has also expired at the end of 2018 and interest is budgeted at $5,000 along with $85,000 in reimbursements and $85,000 in Grant Funds. The colors in the chart below for SPLOST 2007 is not visible due to the small amount of interest earnings. SPLOST 2019 was approved by voters and revenue for FY 2019 is budgeted at $5,805,461. This amount includes $3,500 estimated in interest. Impact Fees revenue is budgeted at $602,050.



D. Enterprise Fund Revenues

For FY 2019 the Enterprise Fund consist of three (3) difference revenue sources. The first revenue source are fees from brush and bulk collections in the amount of $652,500. Of this amount, $2,500 is interest earnings. The second revenue source is from collection fees for downtown commercial garbage in the amount of $57,500. Of this amount, $2,500 is interest earnings. And lastly, there is a $140,000 transfer from the General Fund to subsidize this division.

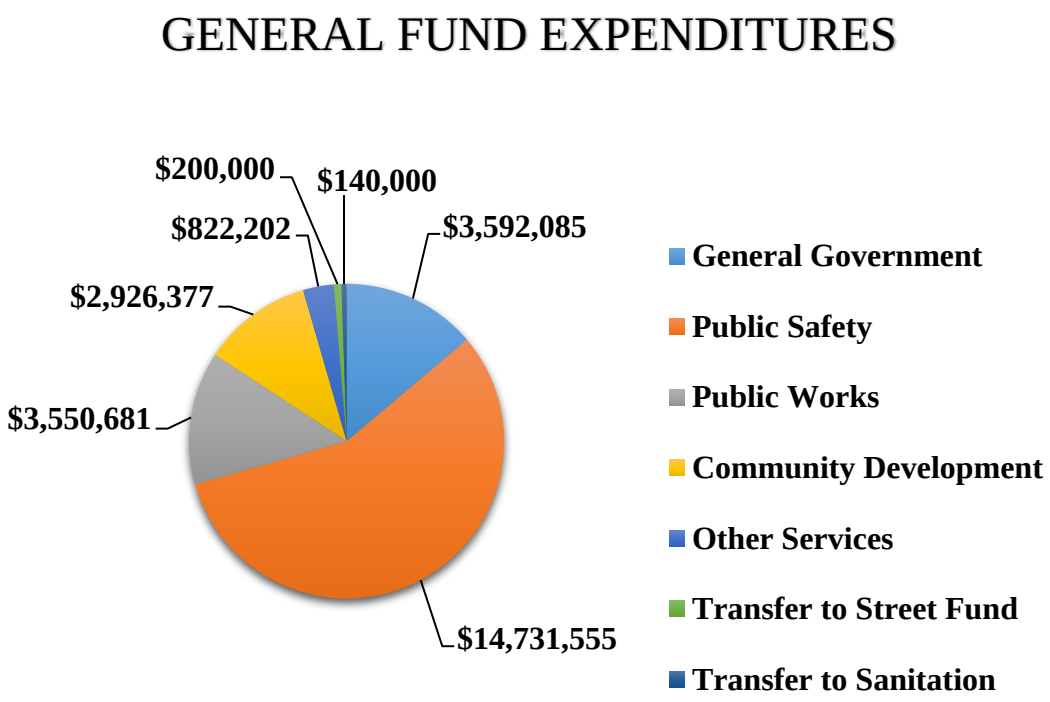


FY 2019 Budgeted Expenditures

SECTION III. FY 2019 EXPENDITURES

A. General Fund Expenditures Overview

The City is organized into five functions: General Government, Public Safety, Public Works, Community Development, and Other Services. The chart below shows an overview of General Fund expenditures and transfers. Public Safety is always the most important service any Government can provide its citizens. Therefore, it only makes sense that Public Safety is where the majority of tax payer dollars goes. In FY 2019 Public Safety expenditures are 57% of the total budget. General Government is second at 15%. General Government Function is responsible for implementing the services. Public Works is third at 14%. More detailed expenditures for each Department are shown in the Departmental Summaries section of this document.



On the following pages are the departments under each function's heading, as well as each function's General Fund expenditures summaries.

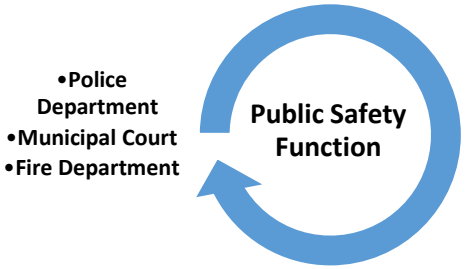


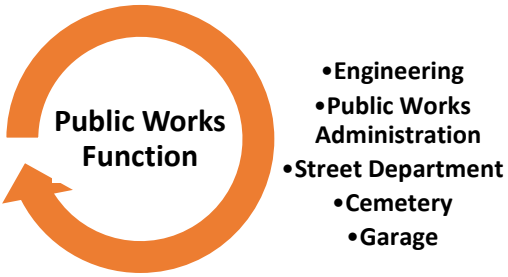
General Government

Operating Expenditures	2017 Actual	2018 Budget	2019 Budget
City Council	$196,983	$204,482	**$300,688**
City Manager	$701,041	$714,060	**$1,302,280**
City Attorney	$84,771	$89,750	**$89,300**
Finance	$480,918	$606,787	**$633,818**
IT	$607,050	$530,403	**$554,387**
Human Resources	$189,280	$357,312	**$355,690**
Facilities Maint.	$2,651,480	$791,684	**$695,922**
Miscellaneous	$1,774,514	$0	**$0**
Total Operating	**$6,686,037**	**$3,294,478**	**$3,932,085**

Public Safety

Operating Expenditures	2017 Actual	2018 Budget	2019 Budget
Police Department	$8,095,248	$8,408,681	**$9,449,382**
Fire Department	$4,163,611	$4,477,969	**$4,957,010**
Municipal Court	$256,815	$269,419	**$325,163**
Total Operating	**$12,515,674**	**$13,156,069**	**$14,731,555**





Public Works

Operating Expenditures	2017 Actual	2018 Budget	2019 Budget
Public Works Admin.	$275,820	$265,824	**$293,602**
Engineering	290,151	266,880	**348,661**
Streets	1,796,053	1,790,302	**1,859,649**
Garage	388,429	427,454	**428,536**
Cemetery	496,336	518,953	**620,233**
Total Operating	**$3,246,790**	**$3,269,413**	**$3,550,681**

Community Development

Operating Expenditures	2017 Actual	2018 Budget	2019 Budget
Parks & ROW Beautification	$1,247,566	$1,339,864	**$1,584,245**
Planning & Zoning	$347,635	$402,998	**$441,477**
Building Inspection	$792,991	$858,701	**$900,655**
Total Operating	**$2,388,192**	**$2,601,563**	**$2,926,377**



- Planning & Zoning
- Building Inspection
- Beautification



- Leisure Services
- Business Development
- Keep Newnan Beautiful
- Carnegie

Other Services

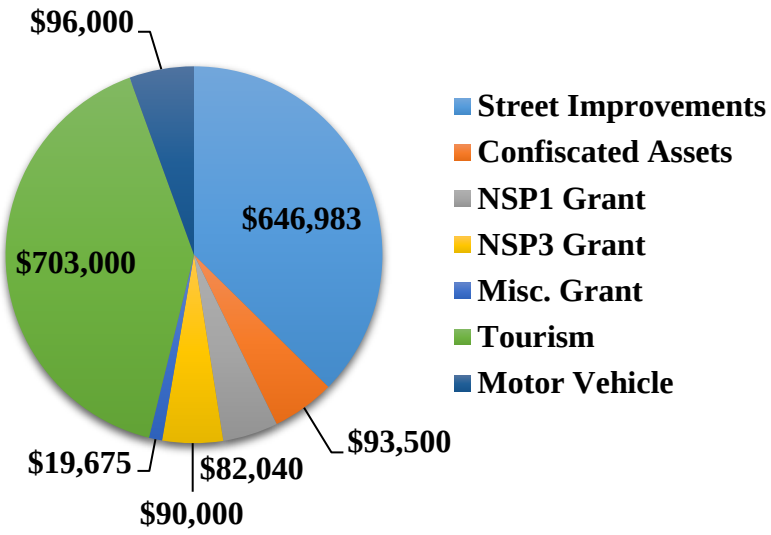
Operating Expenditures	2017 Actual	2018 Budget	2019 Budget
Bus. Dev. & Main Street	$136,843	$177,895	**$183,803**
Leisure Services	$0	$0	**$329,056**
Keep Newnan Beautiful	$31,075	$75,562	**$97,924**
Carnegie Building	$186,925	$203,078	**$211,419**
Total Operating	**$371,790**	**$456,535**	**$822,202**



The picture to left depicts the Newnan Police Department implementing the "Guitars Not Guns" Program for Newnan's youth.

B. Special Revenue Funds Expenditures

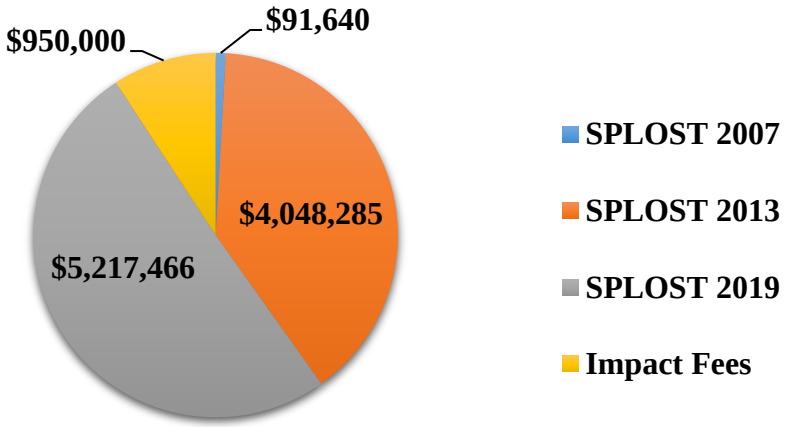
Special Revenue Funds expenditures for FY 2019 includes major street repairs totaling $646,983. Of this amount $396,983 comes from the LMIG (Local Maintenance Improvement Program funded through GDOT. Confiscated Assets Fund includes $93,500 of various expenditures for Police operations. NSP 1 and NSP3 Grants total $172,040. This fund is used to account for housing expenditures for low income families through the Neighborhood Stabilization Program. Hotel/Motel tax fund expenditures is budgeted at $703,000. This amount consists of transfers; $420,000 to the General Fund for operations and $280,000 to be transferred to the Newnan Centre for operations. The Motor Vehicle Tax Fund is budgeted at $96,000 with this total being transferred to the Newnan Centre for operations.



C. Capital Projects Funds Expenditures

For FY 2019 there are four (4) funds to be utilized. The remaining funds in SPLOST 2007 is budgeted at $91,640 for facilities and buildings. This will be utilized to construct offices within City Hall. The remaining funds in SPLOST 2013 are allocated for Fire Station 4 construction, Dog Park construction, sign upgrades, Public Works equipment, completion of McIntosh Parkway and other street improvements budgeted at $4,048,285. SPLOST 2019 funds are allocated for Phase II of the LINC, network upgrades, heavy equipment, sidewalk improvements and major street maintenance for a total of $5,217,466. Not shown is the 10% transfer to Newnan Utilities in the amount of $580,246. Impacts Fees are budgeted to expense in the Fire Station 4 construction and recreation improvements in the amount of $950,000.

CAPITAL PROJECTS FUNDS EXPENDITURES





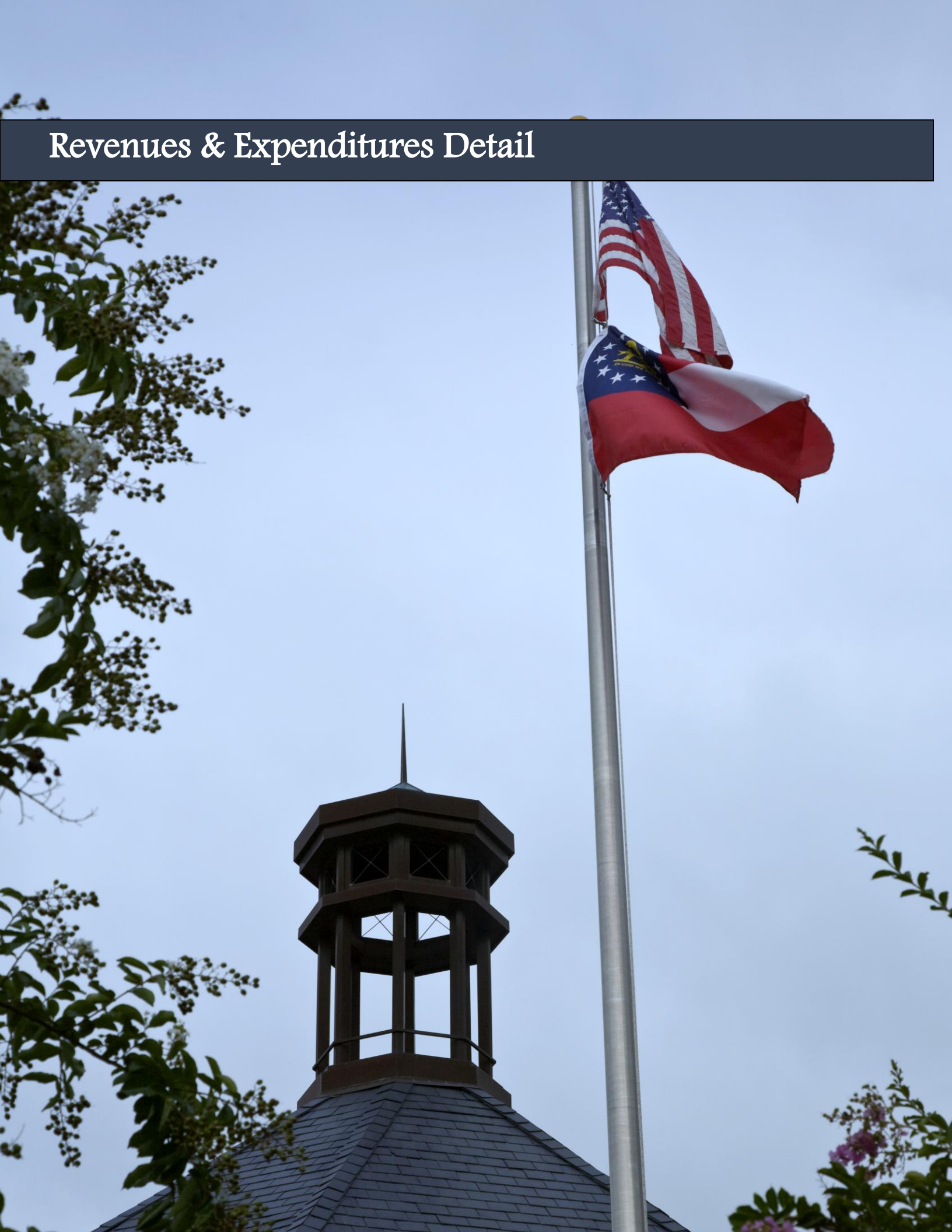






MARKET DAY ON THE SQUARE

Revenues & Expenditures Detail



Revenue Trends

SECTION I. Revenue Trends, Revenues and Expenditures

A. General Fund Revenues 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 2019 total budgeted revenues are projected to increase by 7% over the $24,251,100 budgeted in FY 2018 which equals $1,711,800. General Fund resources available to the City of Newnan in 2019 include "revenues" of $23,867,900 and an "operating transfer in" from Newnan Water & Light of $1,650,000, an "operating transfer in" from the Hotel/Motel Tourism Fund of $420,000 and also an operating transfer in from Newnan Utilities for Business Development Activities of $25,000.

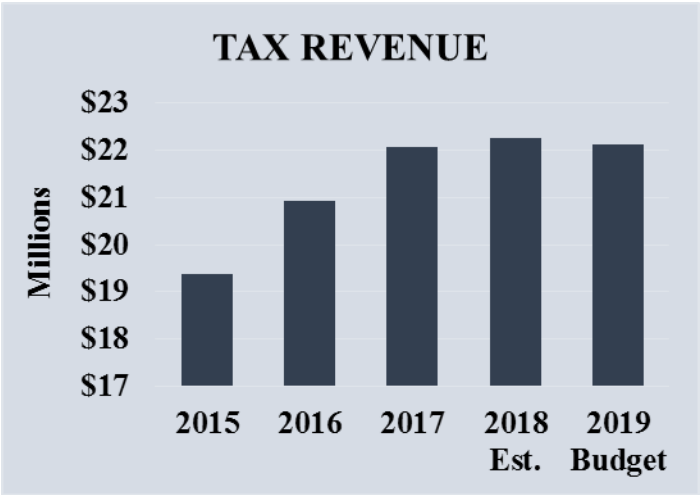
The largest sources of General Fund resources are: Local Option Sales Tax - $7,000,000, Property Taxes - $6,802,000 and Excise (Franchise) Taxes - $4,453,000. Occupational Taxes and Alcohol Licenses make up the fourth largest source at $3,111,000 totaling $21,366,000 or 82% of total General Fund Revenues. Other Financing Sources is the fifth largest source of revenue at $2,105,000 (including $1,650,000 from Newnan Water & Light and $420,000 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.

1. Tax Revenues

The chart below shows the history of the City's actual tax revenues from 2010 to 2017, as well as the projected for 2018 and 2019 Budget. Overall there has been an increase of 58.2%. 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. This has been a tremendous factor in the significant change in tax revenues over the last ten years. A discussion of the individual revenue streams follow.

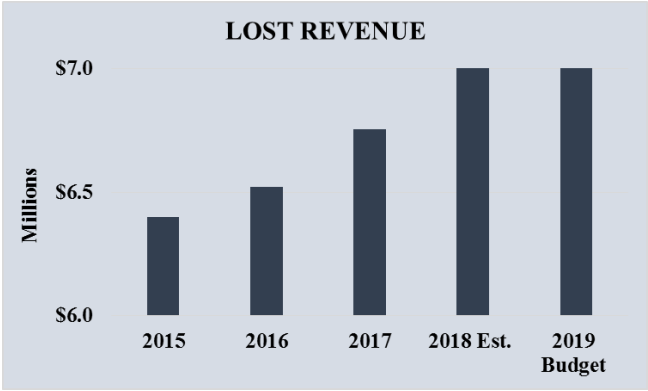
CITY OF NEWNAN, GEORGIA
TAX REVENUES BY SOURCE, GOVERNMENTAL FUNDS
Ten Calendar Years
(modified accrual basis of accounting)

Calendar Year	General Property	Franchise	Insurance Premium	Occup.	Alcoholic Beverage	Hotel / Motel	Sales Tax	Motor Vehicle	Other	Total
2010	$4,592,154	$1,420,597	$900,507	$1,603,104	$742,731	$240,642	$4,187,040	$270,781	$33,524	$13,991,080
2011	$4,630,498	$1,416,636	$874,336	$1,684,129	$737,209	$223,694	$4,367,306	$249,931	$34,544	$14,218,283
2012	$4,342,139	$1,449,554	$1,549,668	$1,788,599	$757,381	$253,718	$4,589,581	$249,579	$44,909	$15,025,127
2013	$4,069,084	$1,380,171	$1,646,007	$2,314,758	$822,432	$283,321	$5,014,974	$273,376	$125,950	$15,930,073
2014	$4,611,156	$1,306,323	$1,790,149	$2,570,248	$856,438	$384,002	$4,589,581	$300,866	$101,620	$16,510,384
2015	$4,393,641	$1,448,961	$1,912,480	$2,974,656	$881,758	$589,378	$5,778,730	$1,275,827	$114,835	$19,370,266
2016	$4,908,713	$1,452,675	$2,071,588	$3,118,171	$889,718	$582,222	$6,521,934	$1,274,622	$106,096	$20,925,738
2017	$5,424,634	$1,567,698	$2,174,802	$3,340,780	$880,578	$716,575	$6,753,211	$1,098,312	$108,449	$22,065,038
2018 Projected	$5,330,000	$1,454,000	$2,250,000	$3,008,000	$878,000	$800,000	$7,000,000	$1,452,000	$98,000	$22,270,000
2019 Budget	$5,657,000	$1,378,000	$2,200,000	$3,111,000	$880,000	$675,000	$7,000,000	$1,140,000	$97,000	$22,138,000
% Change 2010 - 2019	**18.8%**	**-3.1%**	**59.1%**	**48.5%**	**18.5%**	**180.5%**	**67.2%**	**321.0%**	**189.3%**	**58.2%**



2. Local Option Sales Tax

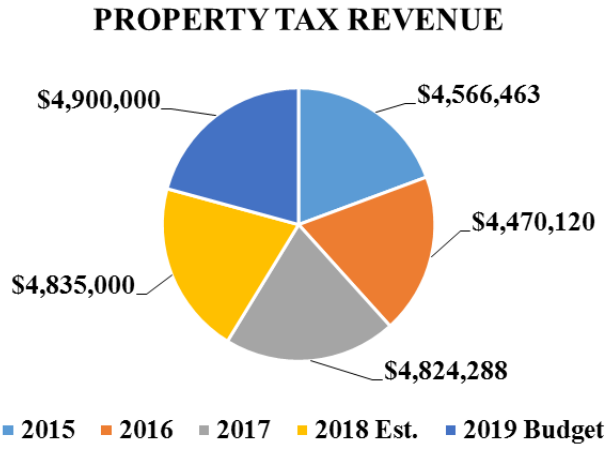
The City relies heavily on the Local Option Sales Tax (LOST) as is evidenced by the anticipated receipt of some $7,000,000 estimated from this source in 2019, which is an increase of $400,000 over the amount budgeted for 2018. In 2019, this source of revenue accounts for 27% of total general fund revenues, making this revenue source the largest for General Fund operations. The chart to the right illustrates the changes in sales tax collections from 2015 to projected FY 2019.



3. Property Taxes

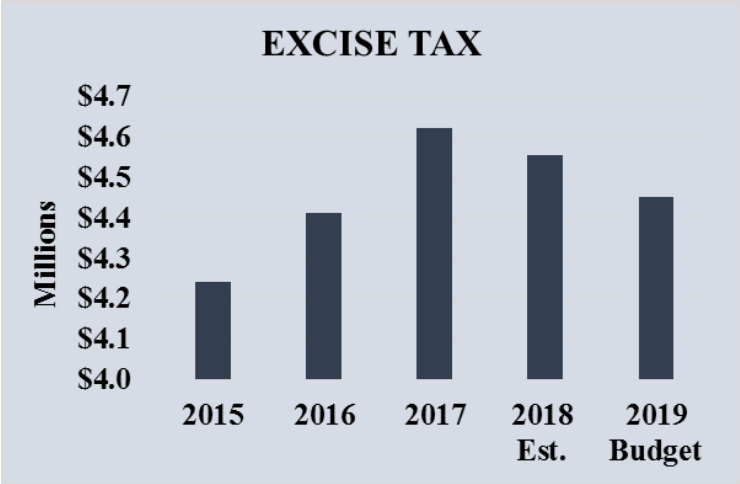
Property tax revenues are comprised of the ad valorem tax on property and its associated penalties for delinquent tax, intangible taxes, motor vehicle tax and public Real property is assessed at 40% of its fair market value. Public utility assessments are finalized by the State of Georgia each year. In the past five years property taxes have increased by 9% even though up until FY 2018 the city of Newnan took the roll back rate. In FY 2018 the City of Newnan increased the millage rate by .13 mills. The charts below illustrates five (5) year history of millage rates and property tax revenue.

Description	2014 Tax Rate	2015 Tax Rate	2016 Tax Rate	2017 Tax Rate	2018 Tax Rate
Gross Millage Rate	8.805	8.988	9.241	8.709	**8.707**
Rollback For LOST	4.655	4.938	5.191	4.839	**4.707**
Net Millage Rate	4.150	4.050	4.050	3.870	**4.000**
Local Sales Tax Rate	1%	1%	1%	1%	**1%**
Special Sales Tax Rate	1%	1%	1%	1%	**1%**



4. Excise (Franchise) Taxes

Taxes in the Excise tax category include: Insurance Premiums, Beer and Wine Tax, Alcoholic Beverage Tax and Franchise Taxes (Gas, Cable TV, Telephone and Electricity). Franchise taxes are typically collected by utility companies and remitted to the City. Fees are usually based on gross revenues of the business and are generally paid annually to the City.



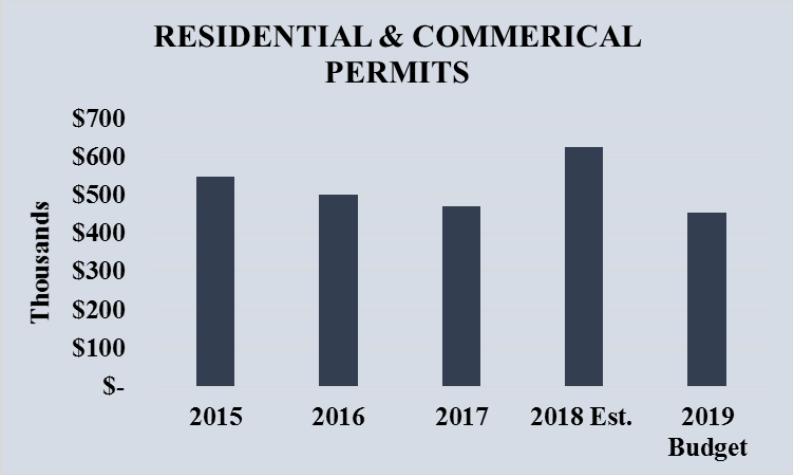
***5*. Occupational Tax and Alcohol Licenses**

In FY 2019, the City expects to collect $3,111,000 in occupational taxes. The chart to the right shows the past 5 years of Occupational Tax revenue. There has been steady increases in businesses in Newnan; particularly in the Health Industry.



6. Inspections and Permits

We are projecting a leveling off and somewhat decline in inspections and permits in FY 2019. Buildable residential property is becoming scarce in the City of Newnan unless the City receives a major or multiple annexation request.

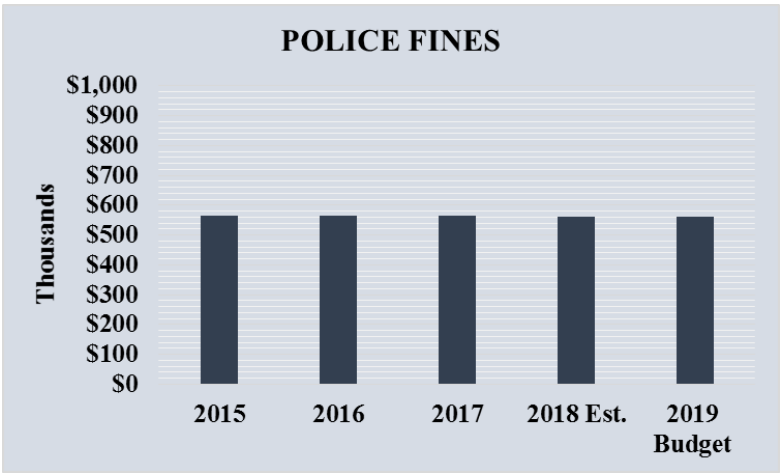


7. Service Charges

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. In 2019, we expect to collect $526,000 in service charges, mainly attributed to the City receiving funds to hire six (6) new SROs for local elementary schools.

8. Fines and Forfeitures

Fines and forfeitures are projected to produce a total of $567,000 in FY 2019. This is a 5% decrease from the FY 2018 budget of $594,500. Revenues are related to fines and forfeitures resulting from tickets and investigations by the City of Newnan Police Department, some in conjunction with Coweta County Sheriff's Department. The chart to the right depicts Police Fines and Parking Tickets combined since 2015.



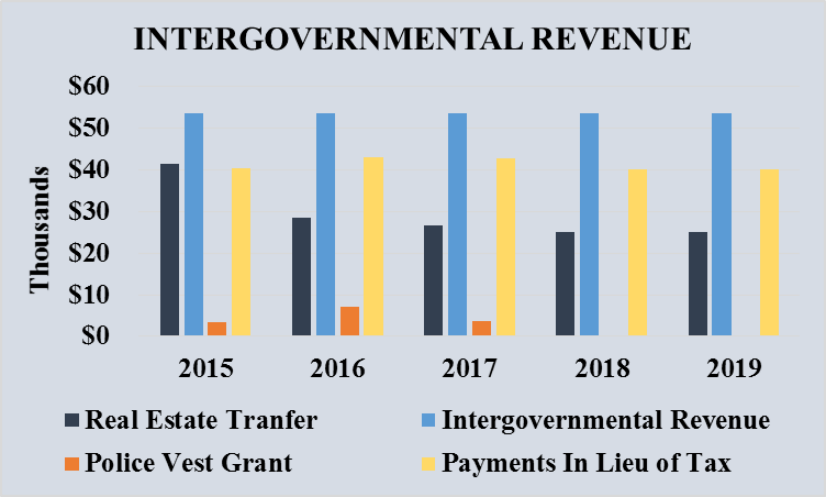
9. Other Local Revenue

In 2018, this category was budgeted for $369,600 in revenue. For 2019, there is an increase of $230,800, totaling $600,400. In the past ten years there has been a 38% increase in this category. The main increase for 2019 is investment revenue; the City plans to make additional investments in 2019.

Among revenues in this category include:

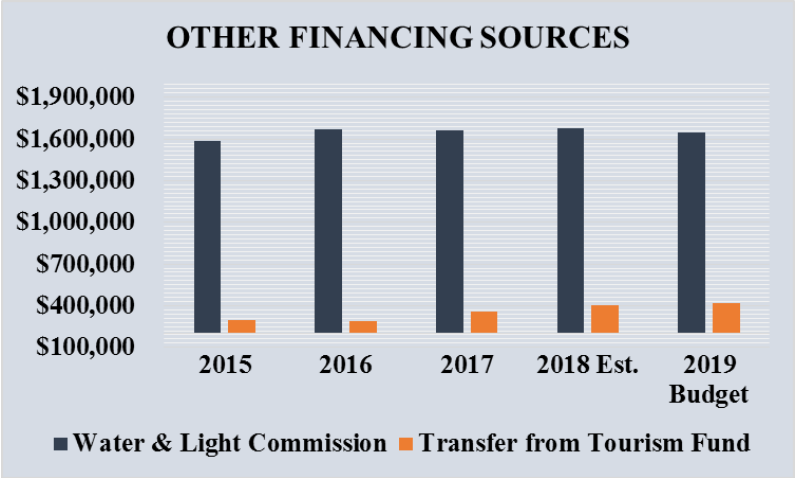
	2010	2019 Budget	10 YR Change
Cultural Arts Commission	$23,104	**$20,000**	($3,104)
Sale of Recyclables	$1,528	**$1,000**	($528)
Admin. Fee for Impact Fees	$4,333	**$15,000**	$10,667
Host Fee for Sanitation Collection	$0	**$83,000**	$83,000
City Store Sales	$968	**$1,200**	$232
Cemetery Lot Sales	$70,493	**$60,000**	($10,493)
Monument Setting Fee	$705	**$200**	($505)
Cemetery Services	$65,500	**$85,000**	$19,500
Rental Fees	$11,917	**$30,000**	$18,084
Interest on Investments	$24,008	**$225,000**	$275,992
Miscellaneous	$96,352	**$40,000**	($56,352)
Insurance Recoveries	$0	**$40,000**	$40,000
	$298,908	**$600,400**	$376,492

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 2019, intergovernmental revenue is estimated to increase by $4,000 from FY 2018.



12. Other Financing Sources

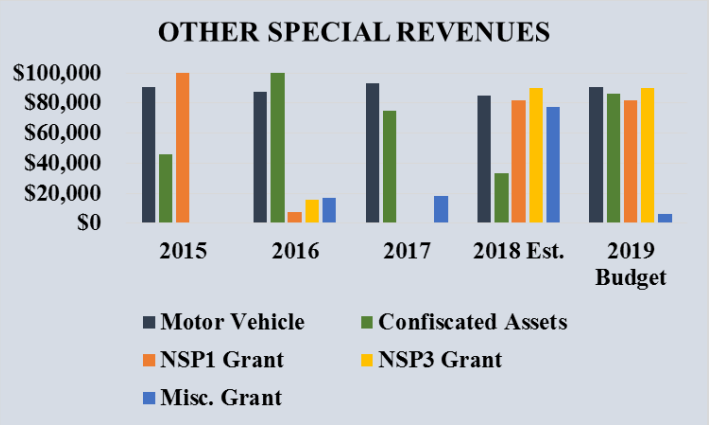
Other financing sources of revenue include a transfer from Water and Light of $1,650,000, consistent with FY 2018. The Hotel/Motel Tourism Fund of $703,200 has increased by 7% over the FY 2018 Budget. 60% will be transferred to the General Fund at $420,000 and 40% or $280,000 of this revenue will be transferred to the Newnan Centre for operating cost. Not shown in the chart to the right is also a transfer from Newnan Utilities each year in the amount of $25,000 for business development activities and small amounts from sale of fixed assets.



B. Special Revenue Funds Revenue Trends

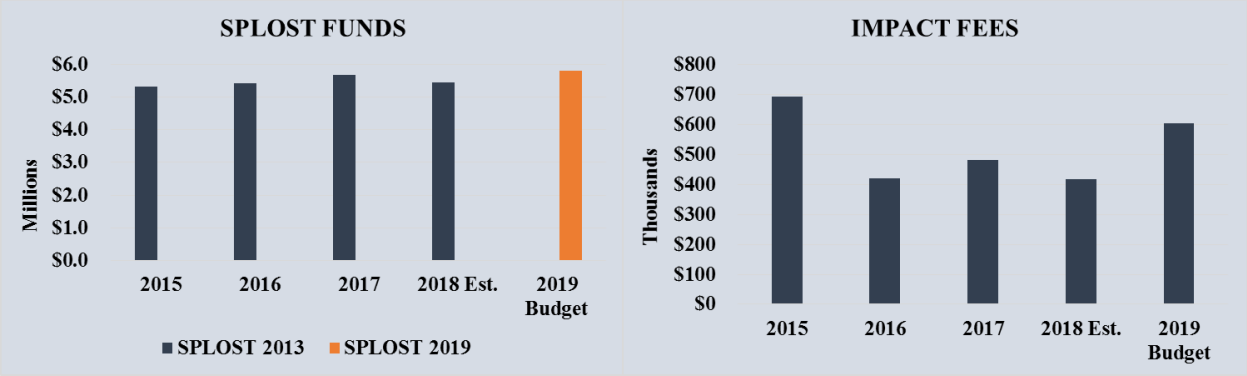
The majority of these funds have remained consistent in revenues over the past five (5) years. The chart below includes Street Improvement Fund, Tourism Found, Motor Vehicle Rental Fund, NSP1 Grant Fund, NSP3 Grant Fund, Miscellaneous Grant Fund and Confiscated Assets Fund.





C. Capital Projects Funds Revenue Trends.

The City of Newnan has been fortunate to be supported by its Citizens. The Citizens continue to vote for the 1% Special Purpose Local Option Sales tax to fund infrastructure needs and other capital improvements. The charts below shows the revenue from SPLOST Funds (2013 and 2019) over the past five (5) years to fund major projects as well as Impact Fees. Impact Fees fluctuates depending on commercial and residential development activities.



General Fund FY 2019 Revenue & Expenditures

SECTION II. General Fund – Major Fund

The chart spread over the next five (5) pages illustrates the detail of General Fund Revenues and Expenditures for FY 2017 Actual, FY 2018 Budget and FY 2019 Budget. The chart is spread over several pages in order for it to legible to the reader.

General Fund Revenue Detail

	2017 Actual	2018 Budget	2019 Budget
Property Tax	$4,880,179	$4,900,000	**$5,460,000**
Public Utility Tax	$1,423	$0	**$0**
Delinquent Property Tax	$160,200	$150,000	**$150,000**
Vehicle Ad Valorem Tax	$60,929	$50,000	**$40,000**
Title Ad Valorem Tax (TAVT)	$1,037,384	$1,000,000	**$1,100,000**
Intangible Tax	$48,363	$40,000	**$45,000**
Interest & Penalties	$15,403	$8,000	**$7,000**
Fi Fa for Property Taxes	$662	$1,500	**$0**
Total Property Taxes	**$6,204,542**	**$6,149,500**	**$6,802,000**
Local Option Sales Tax	$6,753,211	$6,600,000	**$7,000,000**
Total Local Option Sales Tax	**$6,753,211**	**$6,600,000**	**$7,000,000**
Franchise - Georgia Power	$378,576	$390,000	**$390,000**
Franchise - EMC	$360,501	$350,000	**$365,000**
Franchise - Gas	$268,693	$265,000	**$268,000**
Franchise - Cable TV	$520,686	$350,000	**$325,000**
Franchise -Telephone	$39,243	$40,000	**$30,000**
Beer & Wine Tax	$742,211	$750,000	**$740,000**
Alcoholic Beverage Tax	$138,368	$130,000	**$135,000**
Insurance Premiums	$2,174,802	$2,100,000	**$2,200,000**
Total Franchise Taxes	**$4,623,078**	**$4,375,000**	**$4,453,000**
Occupational Tax	$2,862,585	$2,650,000	**$2,650,000**
Professional Tax	$54,400	$55,000	**$55,000**
Financial Institution Tax	$185,171	$170,000	**$166,000**
Insurance Agent Tax	$53,813	$55,000	**$55,000**
Beer/Wine Licenses	$34,810	$35,000	**$35,000**
Liquor Licenses - Pouring/Pkg.	$150,000	$145,000	**$150,000**
Total Occupational Taxes and Alcohol Lic.	**$3,340,779**	**$3,110,000**	**$3,111,000**
Residential Const. Permits	$389,396	$350,000	**$375,000**

Commercial Const. Permits	$82,109	$70,000	**$80,000**
Plan Review Fees	$54,691	$50,000	**$60,000**
Planning & Zoning Reg. Fees	$27,290	$15,000	**$15,000**
Site Improvement Fees	$69,665	$50,000	**$50,000**
Utility Inspection Fees	$95,300	$90,000	**$90,000**
FM - Plan Review	$3,431	$4,000	**$0**
FM - Inspections	$1,300	$1,000	**$10,000**
Total Inspections & Permits	**$723,182**	**$630,000**	**$680,000**
Police Fines	$538,300	$575,000	**$550,000**
Parking Fines	$2,585	$3,500	**$1,000**
Tech Fees from Fines	$17,253	$16,000	**$16,000**
Total Fines & Forfeitures	**$558,138**	**$594,500**	**$567,000**
Cultural Arts Commission	$30,134	$20,000	**$20,000**
House Demolition	$19,176	$1,000	**$1,000**
Sale of Recyclables	$810	$1,000	**$1,000**
Admin. Fee for Impact Fees	$11,984	$10,000	**$15,000**
Host Fee for Sanitation Collection	$81,270	$82,000	**$83,000**
City Store Sales	$1,142	$1,200	**$1,200**
Cemetery Lot Sales	$73,033	$50,000	**$60,000**
Monument Setting Fee	$400	$400	**$200**
Cemetery Services	$113,550	$85,000	**$85,000**
Rental Fees	$30,175	$20,000	**$30,000**
Miscellaneous	$96,402	$60,000	**$40,000**
Insurance Recoveries	$77,888	$0	**$40,000**
Total Other Local Revenue	**$524,798**	**$329,600**	**$376,400**
Real Estate Transfer	$26,709	$20,000	**$25,000**
Intergovernmental Revenue	$53,500	$53,500	**$53,500**
School Resource Officer	$196.155	$200,000	**$668,500**
Police Vest Grant	$3,649	$0	**$0**
Payments In Lieu of Tax	$41,690	$41,000	**$40,000**
Transfer from NU for Bus Dev	$25,000	$25,000	**$25,000**
Total Intergovernmental Revenue	**$346,704**	**$339,500**	**$668,500**
Interest on Investments	$49,161	$40,000	**$225,000**
Water & Light Commission	$1,661,630	$1,650,000	**$1,650,000**
Transfer from Tourism Fund	$358,287	$405,000	**$420,000**
Sale of Fixed Asset	$27,930	$25,000	**$10,000**
Total Other Financing Sources	**$2,097,009**	**$2,120,000**	**$2,305,000**
Total General Fund Revenue	**$25,190,617**	**$24,251,100**	**$25,962,900**

General Fund Expenditure Detail

	2017 Actual	2018 Budget	2019 Budget
Wages - Full Time	$11,442,183	$11,693,836	**$12,575,723**
Wages - Part-Time	$159,431	$261,162	**$264,947**
Wages - Overtime	$305,240	$119,300	**$124,300**
Employee Insurance	$2,542,558	$2,955,723	**$3,589,744**
Employee Opt-Out Insurance	$58,060	$60,000	**$69,000**
Cancer Insurance For Firemen	$0	$17,100	**$17,100**
Employee Flexible Spending Accounts	$1,663	$1,710	**$2,166**
FICA (Soc. Sec.)	$864,596	$939,919	**$1,008,393**
Retirement	$843,150	$1,131,168	**$1,257,755**
Tuition Reimbursement	$0	$12,500	**$13,500**
Unemployment Insurance	$331	$536	**$4,558**
Worker's Compensation	$355,450	$506,107	**$519,585**
Employee Recognition	$16,694	$21,850	**$21,700**
Taxable Employee Benefits	$27,108	$28,429	**$29,526**
Non-Taxable Employee Benefits	$80,261	$110,320	**$120,185**
Salaries & Benefits	**$16,696,725**	**$17,859,660**	**$19,618,182**
Contracted Labor - Non Employee	$198,331	$125,000	**$156,928**
Professional Services	$359,731	$434,013	**$401,105**
Public Relations	$29,492	$49,977	**$55,669**
Other Contractual Services	$505,899	$565,624	**$860,648**
Elections	$190	$0	**$2,800**
Solid Waste Disposal	$10,892	$20,000	**$20,000**
Repairs and Maintenance	$485,755	$536,025	**$661,894**
Equipment & Vehicle Rental	$2,861	$6,500	**$6,500**
Vehicle Insurance	$66,055	$91,691	**$93,538**
Bldg. & Personal Liability Insurance	$230,659	$301,468	**$301,531**
Surety Bonds	$100	$100	**$100**
Communications	$171,753	$176,876	**$225,748**
Cable TV	$0	$3,580	**$500**
Advertising	$12,528	$23,815	**$34,855**
Travel Expenses	$98,032	$119,004	**$126,864**
Dues & fees	$29,532	$34,805	**$46,721**
Training	$47,894	$69,425	**$69,485**
Materials & Supplies	$92,367	$92,975	**$126,220**
Office Supplies	$25,581	$30,120	**$35,138**

Cleaning Supplies & Chemicals	$20,649	$21,485	**$23,900**
Medical Supplies	$8,472	$15,175	**$15,175**
Dog Food & Supplies	$46	$250	**$250**
Minor Street Repairs	$49,049	$42,000	**$42,000**
Protective Equipment	$36,744	$63,497	**$61,750**
Concrete Repairs	$40,213	$40,000	**$40,000**
Traffic Signs & Devices	$46,210	$39,000	**$37,000**
Natural Gas	$10,199	$22,500	**$23,500**
Electricity	$331,645	$332,000	**$332,000**
Vechile Gasoline/Deisel	$327,391	$398,550	**$408,750**
Food Supplies	$8,154	$11,310	**$12,320**
Books & Periodicals	$11,950	$18,108	**$17,183**
Minor Equipment	$230,865	$64,080	**$117,420**
Vehicle Equipment Add Ons	$0	$118,294	**$116,288**
Computer Hardware & Software	$97,564	$121,277	**$164,639**
Office Furniture	$6,659	$6,650	**$11,313**
Fire Arms	$0	$4,850	**$2,200**
Other Supplies/Uniforms	$17,430	$15,150	**$16,533**
Vehicle Maintenance	$312,938	$311,950	**$326,100**
Landscaping Supplies	$42,465	$53,000	**$60,000**
Miscellaneous	$113,350	$100,550	**$100,450**
Planning Commission	$25	$350	**$350**
Other Boards & Commissions	$39,290	$12,500	**$11,500**
Newnan Youth Council	$18,581	$18,500	**$18,500**
Grounds Repairs & Maintenance	$0	$80,000	**$93,500**
Operating Expenses	**$4,146,040**	**$4,618,903**	**$5,303,809**
Appropriations to DDA for UWG Debt	$1,100,000	$825,000	**$0**
Debt Service	**$1,100,000**	**$825,000**	**$0**
Site Improvements	$1,439	$0	**$0**
Bldgs. & Grounds Maint.	$14,690	$25,000	**$0**
Bldgs. & Grounds Improvements	$2,056,549	$85,000	**$31,500**
Other Improvements	$117,940	$0	**$0**
Storage Facility	$0	$0	**$55,000**
Vehicles	$470,449	$392,500	**$402,000**
Vehicles/Equipment	$0	$0	**$30,500**
Computer Hardware & Software	$144,544	$17,625	**$0**
Other Equipment	$0	$25,500	**$6,000**
Protective Equipment	$24,414	$40,000	**$78,000**

Other Equipment	$34,603	$15,500	**$0**
Capital Outlays	**$2,864,629**	**$601,125**	**$603,000**
Payments to Other Agencies	$11,000	$41,000	**$16,500**
Cultural Arts Commission	$70,949	$42,500	**$42,500**
Three Rivers Regional Commission	$75,203	$37,912	**$38,909**
Transfer To Street Fund	$225,000	$225,000	**$200,000**
Transfer To Sanitation Fund	$0	$0	**$140,000**
Other Financing Uses	**$382,152**	**$346,412**	**$437,909**
General Fund Expenditure Totals	**$25,189,546**	**$24,251,100**	**$25,962,900**
	FY 2017	**FY 2018**	**FY 2019**
	Actual	**Budget**	**Budget**
Total Revenues	**$25,190,617**	**$24,251,100**	**$25,962,900**
Total Expenditures	**$25,189,545**	**$24,251,100**	**$25,962,900**

Special Funds FY 2019 Revenues & Expenditures

SECTION III. Special 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 following pages consist of revenue and expenditure summaries for the City's has seven (7) special revenue funds: Street Improvement 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 Fund
Revenue and Expenditures Summary

	2017 Actual	2018 Budget	2019 Budget
Revenues			
New SD Street Paving	$163,037	$35,000	**$35,000**
State DOT/LMIG	$740,192	$415,000	**$396,982**
Interest Earnings	$9,194	$4,000	**$2,500**
Other Financing Sources			
Transfer from General Fund	$225,000	$225,000	**$225,000**
Total Resources	**$1,137,423**	**$679,000**	**$659,482**
Expenditures			
Major Street Maint. & Repairs	$232,349	$350,000	**$250,000**
LMIG Projects	$562,945	$803,000	**$396,983**
Total Expenditures	**$795,293**	**$1,153,000**	**$646,983**

The Street Improvement Fund is utilized to account for state grants and contracts for the purpose of maintaining City streets and roads. In FY 2019 the revenue stream consists of fees that are accessed for contractors for paving some subdivision streets and a $225,000 transfer from General Fund.

Confiscated Assets Fund Revenue and Expenditures Summary	2017 Actual	2018 Budget	2019 Budget
Revenues			
Other Police Seizures	$10,169	$7,000	**$10,000**
Dept. of Justice Condemnations	$2,645	$5,000	**$40,000**
Dept. of Treasury Condemnations	$45,037	$20,000	**$35,000**
Interest on Other Police Seizures	$10	$10	**$10**
Interest on DOJ Condemnations	$149	$200	**$200**
Interest on DOT Condemnations	$771	$1,000	**$1,000**
Sales of Fixed Assets	$16,380	$0	**$0**
Total Revenues	**$75,161**	**$33,210**	**$86,210**
Expenditures			
Other Police Seizures	$10,552	$900	**$7,000**
DOJ Expenditures	$33,502	$1,500	**$6,500**
DOT Expenditures	$133,513	$40,000	**$80,000**
Total Expenditures	**$177,567**	**$42,400**	**$93,500**

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.

The FY 2019 budget for these funds is for various equipment and supplies.

NSP 1 Grant Funds Revenue and Expenditures Summary	2017 Actual	2018 Budget	2019 Budget
Revenues			
NSP Program Income	$0	$80,000	**$80,000**
Grant Funds	$0	$2,000	**$2,000**
Interest Earnings	$0	$40	**$40**
Total Revenues	**$0**	**$82,040**	**$82,040**
Expenditures			
Program Income Expenses	$0	$82,040	**$82,040**
Total Expenditures	**$0**	**$82,040**	**$82,040**

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.

NSP3 Grant Fund Revenue and Expenditures Summary	2017 Actual	2018 Budget	2019 Budget
Revenues			
NSP Program Income	$0	$90,000	**$90,000**
Grant Funds	$0	$0	**$0**
Interest Earnings	$0	$0	**$200**
Total Revenues	**$0**	**$90,000**	**$90,200**
Expenditures			
Program Income Expenses	$0	$90,000	**$90,200**
Total Expenditures	**$0**	**$90,000**	**$90,200**

The NSP3 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.

Hotel/Motel Fund	2017 Actual	2018 Budget	2019 Budget
Revenues			
Hotel/Motel Tax	$582,222	$675,000	**$700,000**
Interest on Investments	$965	$1,000	**$3,200**
	$583,187	**$676,000**	**$703,200**
Expenditures			
Natural Gas	$2,318	$2,800	**$3,500**
Transfers Out			
Transfer to General Fund	$291,111	$405,000	**$420,000**
Transfer to Convention Center	$291,111	$270,000	**$280,000**
Total Expenditures	**$584,540**	**$677,800**	**$703,000**

Revenues for the Hotel/Motel Tourism 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. 40% of the total revenue collected will be retained by the fund and transferred to the Newnan Centre and the other 60% will be transferred to the General Fund.

Motor Vehicle Rental Excise Tax Fund Revenue and Expenditures Summary	2017 Actual	2018 Budget	2019 Budget
Revenues			
Motor Vehicle Rental Excise Tax	$87,132	$90,000	**$94,000**
Interest on Investments	$221	$500	**$800**
Total Revenues	**87,353**	**$90,500**	**$94,800**
Transfer Out			
Transfer to Convention Center	$88,105	$90,000	**$96,000**
Total Expenditures	**$88,105**	**$90,000**	**$96,000**

Revenues from the Motor Vehicle Rental Tax 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 Newnan Centre.

Miscellaneous Grant Fund Revenue and Expenditures Summary	2017 Actual	2018 Budget	2019 Budget
Revenues			
Grant Funds	$8,149	$81,000	**$19,675**
Contributions/Donations	$8,891	$0	**$0**
Total Revenues	**$17,040**	**$81,000**	**$19,675**
Expenditures			
Human Resources			
Non-Taxable Employee Benefit	$4,188	$0	**$0**
Police Department			
Public Relations	$0	$0	**$18,000**
Employee Recognition	$36	$0	**$1,000**
Materials and Supplies	$7,438	$1,000	**$0**
Protective Equipment	$1,123	$1,500	**$675**
Fire Department			
Protective Equipment	$4,255	$0	**$0**
Planning & Zoning			
Professional Services	$0	$75,000	**$0**
Total Expenditures	$17,040	$77,500	**$19,675**

The Miscellaneous Grant Fund is utilized to account for minor grants received by various departments throughout the year. Some grants cannot be anticipated until the current year, but if the Department Director is sure of a grant to be received it is budgeted in this fund. In this case the anticipated grants are within the Police Department

Capital Projects Funds FY 2019 Revenues & Expenditures

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 four capital project funds for FY 2019: SPLOST 2007 Fund, SPLOST 2013 Fund, SPLOST 2019 and Impact Fees Fund. These four 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.

SPLOST 2007
Revenue and Expenditures Summary

	2017 Actual	2018 Budget	2019 Budget
Revenues			
SPLOST	$0	$0	**$0**
Interest Earnings	$5,381	$4,500	**$1,500**
Reimbursements for Projects	$591,313	$0	**$0**
Grant Funds	$1,754,400	$0	**$0**
Total Revenues	**$2,351,094**	**$4,500**	**$1,500**
Expenditures			
City Hall Addition	$2,120	$91,000	**$91,640**
Playground Equipment	$6,661	$0	**$0**
Parks Improvements	$6,250	$130,885	**$0**
McIntosh Parkway	$3,473,880	$1,600,256	**$0**
Expenditures Total	**$3,488,911**	**$1,822,141**	**$91,640**

SPLOST 2007 expired in 2012. Many projects were implemented and completed utilizing this 1% sales tax The City plans to utilize all remaining monies in this fund in FY 2019 for City Hall additions.

SPLOST 2013 Revenue and Expenditures Summary	2017 Actual	2018 Budget	2019 Budget
Revenue			
SPLOST	$5,620,503	$5,450,000	**$0**
Reimbursements For Projects	$33,091	$0	**$85,000**
Donations (Private)	$15,000	$0	**$0**
Grant Funds	$0	$0	**$85,000**
Interest Earnings	$7,159	$6,500	**$5,000**
Total Revenues	**$5,675,753**	**$5,456,500**	**$175,000**
Expenditures			
Fire Station #4	$0	$1,500,000	**$2,025,000**
Rescue Unit	$0	$200,000	**$0**
Fire Engine	$0	$500,000	**$0**
Network and Software Improvements	$15,132	$53,179	**$0**
Wadsworth Upgrades	$270	$0	**$0**
Recreation Center	$458,203	$0	**$0**
Recreation Improvements	$90,873	$300,000	**$350,000**
Trolley	$0	$100,000	**$0**
Streets, Sidewalk and Drainage Maint.	$599,029	$1,050,000	**$600,000**
Sign Upgrades	$26,240	$40,000	**$40,000**
McIntosh Parkway	$259,437	$1,800,000	**$400,000**
Lower Fayetteville Road	$11,775	$0	**$500,000**
Intersection, Sidewalk & Parking Imp.	$12	$165,000	**$0**
Public Works/Street Equipment	$97,367	$237,000	**$39,535**
Transfers Out			
Newnan Utilities Transfer (16%)	$899,280	$864,000	**$0**
Expenditures Total	**$2,457,619**	**$6,809,179**	**$4,048,285**

SPLOST 2013 expired in FY 2018. Below is a list of projects completed utilizing these funds:

- Public Safety Complex
- McIntosh Parkway
- Trolley Purchase
- Sidewalk repairs
- Public Works Equipment
- LMIG Program Match
- Gateway Signage
- Fire Truck
- Communication Upgrades for Public Safety

In FY 2019 projects include:

- Fire Station #4
- Dog Park
- Sign upgrades
- Lower Fayetteville Road Improvements Concept

SPLOST 2019 Revenue and Expenditures Summary	2019 Budget
Revenue	
SPLOST	**$5,802,461**
Interest Earnings	**$3,000**
Total Revenues	**$5,805,461**
Expenditures	
Network Upgrades	**$46,000**
Path and Linear Parks	**$3,500,000**
Street, Sidewalk & Drainage Maint.	**$1,150,000**
Heavy Equipment	**$121,466**
Sidewalk & Intersection Imp.	**$400,000**
Transfers Out	
Newnan Utilities Transfer (10%)	**$580,246**
Expenditures Total	**$5,797,712**

SPLOST 2019 was approved by voters in 2017. The City of Newnan will begin collections of this 1% sales tax in FY 2019. Among the projects budgeted in FY 2019 include:

- Continuation of the LINC
- Network Upgrades
- Street Maintenance
- Heavy Equipment
- Sidewalk and Intersection Improvements

Impact Fees Revenue and Expenditures Summary	2017 Actual	2018 Budget	2019 Budget
Revenues			
Road/St/Bridges Impact Fee	$114,367	$92,000	**$100,000**
Fire Services Impact Fee	$125,325	$120,000	**$200,000**
Parks/Recreation Impact Fee	$234,893	$200,000	**$300,000**
Interest - Roads/Streets/Bridges	$86	$40	**$300**
Interest - Fire Services	$790	$750	**$1,000**
Interest - Police Protection	$4	$0	**$0**
Interest - Parks/Recreation	$4,550	$3,600	**$750**
Total Revenues	**$480,017**	**$416,390**	**$602,050**
Expenditures			
Road/St/Bridges Improvements	$23,827	$80,000	**$0**
Fire Services Improvements	$0	$550,000	**$650,000**
Police Protection Improvements	$3,832	$0	**$0**
Parks/Recreation Improvements	$79,711	$1,700,000	**$300,000**
Total Expenditures	**$107,370**	**$2,330,000**	**$950,000**

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 Parks. Some of the budgeted items for FY 2019 include:

- Fire Station #4
- Park Improvements

Fund Balance

SECTION V. Fund Balance and Consolidated Schedule

1. Fund Balance – All Funds

Fund Balance is the remainder of funds that have not been reserved or designated. In accounting it is excess of assets over liabilities. The following charts shows the changes in fund balance for all funds and explanations where fund balance has changed more that 10%.

	FY 2018 Budget Beginning Fund Balance	FY 2018 Projected Revenues	FY 2018 Projected Expenditures	2019 Budget Projected Beginning Fund Balance	% Change	$$ Change
Major Funds						
General Fund	$24,143,130	$26,343,106	$24,635,311	$25,850,925	7%	$1,707,795
SPLOST 2007	$1,588,879	$12,000	$1,509,419	$91,460	-94%	($1,497,419)
SPLOST 2013	$4,498,603	$5,563,230	$3,456,789	$6,605,044	47%	$2,106,441
Impact Fees	$2,472,617	$986,234	$1,885,200	$1,573,651	-36%	($898,966)
Non-Major Funds						
Street Improvement	$568,265	$127,000	$370,000	$325,265	-43%	($243,000)
Confiscated Assets	$92,126	$143,816	$135,000	$100,942	10%	$8,816
NSP1 Grant Fund	$0	$527,350	$527,350	$0	N/A	$0
NSP3 Grant Fund	$0	$457,000	$457,000	$0	N/A	$0
Miscellaneous Grants	$0	$91,000	$91,000	$0	N/A	$0
Tourism Enhancement	$119,897	$671,775	$670,000	$121,672	1%	$1,775
Motor Vehicle Rental	$34,980	$105,295	$105,295	$34,980	0%	$0
Sanitation Fund	$556,117	$670,000	$725,000	$501,117	-10%	($55,000)

1. SPLOST 2007 – It's projected that SPLOST 2007 will be close to being exhausted by the end of 2018 due to expenditures on McIntosh Parkway. The remaining funds will be expensed in 2019 for added offices within the Finance Department.
2. SPLOST 2013 – The 47% increase in fund balance is simply less anticipated expenditures for 2018. Some of the projects that was started or in construction were delayed due to the more than normal rainfall in the spring. Thus the completion of the projects are budgeted in 2019.
3. Impact Fees – Impact Fees Fund Balance is reduced due to the construction of Phase I of the LINC Trail.
4. Street Fund – The 43% decrease in Fund Balance in the Street Fund can be explained due to the budgeted $225,000 transfer from the General Fund in 2018. In 2018 only $75,000 of the budgeted transfer was actually transferred; thus reducing the revenue for 2018.
5. Funds 221, 222 and Fund 240 were established as special revenue funds. Expenses are recorded only as revenues are received; therefore no ending fund balances will exist in any given year.
6. Sanitation Fund decreased by 10% due the City implementing the new downtown commercial Garbage collection. This endeavor has incurred a loss in the Sanitation Fund; therefore in order to keep this service operating, the 2019 budget reflects a subsidizing transfer from the General Fund.

Consolidated Schedule

2. Consolidated Schedule

This chart illustrates all funds resources and expenditures for a 3 year period. On the following page are explanations of changes from FY 2018 in comparison to the FY 2019 Budget. Details on revenue sources and expenditures can be found throughout this document.

All Funds
Revenue and Expenditures Summary

	2017 Actual	2018 Budget	2019 Budget	$ Change	% Change
General Fund (100)					
RESOURCES	$25,190,617	$24,251,100	**$25,962,900**	$1,711,800	7%
USES	$27,005,546	$24,251,100	**$25,962,900**	$1,711,800	7%
Street Fund (200)					
RESOURCES	$1,137,423	$262,500	**$659,482**	$396,982	151%
USES	$795,293	$250,000	**$646,983**	$396,983	159%
Confiscated Assets Fund (210)					
RESOURCES	$75,161	$33,210	**$86,210**	$53,000	160%
USES	$177,567	$42,400	**$93,500**	$51,100	121%
NSP1 Grant (221)					
RESOURCES	$0	$82,040	**$82,040**	$0	0%
USES	$0	$82,040	**$82,040**	$0	0%
NSP3 Grant (222)					
RESOURCES	$0	$90,000	**$90,200**	$200	0%
USES	$0	$90,000	**$90,200**	$200	0%
Hotel/Motel Fund (275)					
RESOURCES	$583,187	$676,000	**$703,200**	$27,200	4%
USES	$584,540	$677,800	**$703,000**	$25,200	4%
Motor Vehicle Excise Tax (280					
RESOURCES	$87,353	$90,500	**$94,800**	$4,300	5%
USES	$88,105	$90,000	**$96,000**	$6,000	7%
Misc. Grant Fund (240)					
RESOURCES	$17,040	$77,500	**$19,675**	($57,825)	-75%
USES	$17,040	$77,500	**$19,675**	($57,825)	-75%
SPLOST 2007 (322)					
RESOURCES	$2,351,094	$4,500	**$1,500**	($3,000)	-67%
USES	$3,488,911	$1,822,141	**$91,640**	($1,730,501)	-95%
SPLOST 2013 (323)					
RESOURCES	$5,675,753	$5,456,500	**$175,000**	($5,281,500)	-97%
USES	$2,457,619	$6,809,179	**$4,048,285**	($2,760,894)	-41%
SPLOST 2019 (310)					
RESOURCES	$0	$0	**$5,805,461**	$5,805,461	N/A
USES	$0	$0	**$5,797,712**	$5,797,712	N/A
Impact Fees (375)					
RESOURCES	$480,017	$416,390	**$602,050**	$185,660	45%
USES	$107,370	$2,330,000	**$950,000**	($1,380,000)	-59%
Sanitation Fund (540)					
RESOURCES	$673,255	$816,000	**$860,000**	$44,000	5%
USES	$0	$932,446	**$1,086,470**	$154,024	17%
All Funds Totals					
RESOURCES	$35,597,645	$31,440,240	**$35,142,518**	$3,702,278	12%
USES	$37,073,085	$36,526,660	**$39,668,405**	$3,141,745	9%

a) General Fund – There was a 7% increase in resources/uses from the FY 2018 budget mainly due to the current economy and residential and commercial growth within the City.

b) Street Fund – The 151% increase in resources and 159 % increase in uses can be explained by the fact the previous LMIG Fund has been combined with this fund for accounting purposes.

c) Confiscated Assets – Is it difficult to determine the resources and uses in the fund as it is based on activity of various Courts. It is anticipated to show a 160% increase in resources for FY 2019 and a 121% increase in uses.

d) NSP1 and NSP3 – There is no change shown in these two funds mainly due to the fact it is difficult to determine resources/uses in any given year. Resources are based on grant revenues and uses are based on grant activities that fluctuate.

e) Hotel/Motel Fund – There is a slight increase of 4% in both resources and uses.

f) Motor Vehicle Excise Tax – This fund also shows a slight increase in both resources (5%) and uses (7%).

g) SPLOST 2007 – As of 2012 the City no longer receives resources from the referendum. The only resources budgeted are interest earnings. As this fund is expensed the interest earnings also will be reduced explaining the 75% reduction in resources. The same goes for the uses; as the projects are completed there will be a continued reduction in uses. For FY 2019 there is a 95% decrease in uses. The only project budgeted is in facilities.

h) SPLOST 2013 – As of the end of FY 2018 the City will no longer receive resources from this referendum thus showing a 97% reduction for FY 2019. As with SPLOST 2007 as projects are completed the fund will deplete.

i) SPLOST 2019 – The City will not begin collecting SPLOST 2019 revenue until January 2019 therefore there are no history to discuss.

j) Impact Fees – There is an increase for FY 2019 of 45% due to the increase in permit activity in both residential and commercial areas. The reduction of uses for FY 2019 can be explained due the majority of available funds being expensed in FY 2018 for the LINC project. These revenues are slow to come in.

k) Sanitation Fund – There is a slight increase in resources for FY 2019 of 5% and an increase of 17%. These changes are due to the implementation of the downtown commercial garbage collection.

Departmental Budgets



Personnel

SECTION I. Personnel Position Counts

CITY OF NEWNAN, GEORGIA FULL-TIME EMPLOYEES BY DEPARTMENT				
Department	**FY 2017**	**FY 2018**	**Positions Added for FY 2019**	**FY 2019**
City Manager	6	6		**6**
Finance	7	7		**7**
Human Resources	2	3		**3**
Information Technology	3	3		**3**
Facilities Maintenance	3	3		**3**
Police:				**0**
Officers	84	84		**84**
Civilians	6	6	**1**	**7**
Administrative	5	5		**5**
Municipal Court	1	1		**1**
Fire Department:				**0**
Firefighters	56	57	**6**	**63**
Administrative	1	1		**1**
Planning & Zoning	5	5		**5**
Beautification	16	16	**2**	**18**
Building Inspection	10	11		**11**
Administration	3	3		**3**
Streets	19	19		**19**
Garage	6	6		**6**
Cemetery	8	8		**8**
Sanitation Refuse	0	2		**2**
Sanitation Brush & Bulk	4	6		**6**
Engineering	3	3		**3**
Carnegie Building	2	2		**2**
Business Dev. & Main Street (& Special Events)	3	3		**3** **0**
Leisure Services	0	1	**1**	**2**
Total Full-Time Employees	253	261	**10**	**271**

The chart to the left is a position count of City of Newnan's full-time employees, and additions. Six (6) firefighters were added for 2019 to staff the new fire station; Fire Station # 4. One (1) additional Animal Control Officer was added for FY 2019. The City currently only has one. Two beautification works were added to the Beautification Department to assist with the additional grounds to maintain due to a Dog Park being added, the new fire station as mentioned above and the LINC being built. All the above mentioned projects are budgeted for FY 2019.

BUDGET IMPACTS FOR FULL – TIME PERSONNEL CHANGES IN FY 2019

$397,171

CITY OF NEWNAN, GEORGIA PART - TIME EMPLOYEES BY DEPARTMENT				
Department	**FY 2017**	**FY 2018**	**Positions Added for FY 2019**	**FY 2019**
City Council	7	7		**7**
Finance	1	1		**1**
Facilities Maintenance	4	4	**-4**	**0**
Police:				
Crossing Guards	2	2		**2**
Administrative	0	3		**3**
Building Inspection	0	1		**1**
Cemetery	0	3		**3**
Carnegie Building	3	3		**3**
Leisure Services	0	0	**4**	**4**
Total Part-Time Employees	**17**	**24**	**0**	**24**

There are minor changes in the area of part-time employees that does not have any operating impacts to the FY 2019 Budget. It is simply moving the four (4) part-time park attendees from the Facilities Maintenance Department over to the Leisure Services Department.

BUDGET IMPACTS FOR PART-TIME PERSONNEL CHANGES IN FY 2019

$0

Management Team

SECTION II. Management Team Introduction & Departmental Budgets


Cleatus Phillips
City Manager


Hasco Craver
Assistant City Manager


Douglas Meadows
Police Chief


Stephen Brown
Fire Chief


Della Hill
City Clerk


Katrina Cline
Finance Director


Tracy Dunnavant
Planning & Zoning
Director


Mike Furbush
Landscape Architech


Mark Johnston
Facilities Maintenance
Director


Michael Klahr
Public Works Director


Bryan Lee
Information Technology
Director


Amy Mapel
Carnegie Library
Director


Bill Stephenson Chief
Building Official


Ray Norton Deputy
Public Works Director


Courtney Harcourt
Main Street Manager


Jimmy Hemmings
Cemetery Director


Ronda Helton
Program Manager


Mark Cooper
Deputy Police Chief


Jay LaChance
Deputy Police Chief


Jennifer McCrary
Assistant Finance
Director

Not pictured here are new members of the City of Newnan Management Team; Katie Mosley, Leisure Services Manager and Ashley Copeland, Communications Manager.

City Council Budget

10.100.1110

Department Description

Since 1960, the City of Newnan has operated under the Council-Manager form of government. The City Council sets policy and relies on the City Manager to implement policy direction. The City Council consists of a Mayor and 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.

7
Council Members

Account #	Descriptions	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$144,169	$153,983	**$155,379**
52.1201	Public Relations	$13,279	$25,500	**$26,000**
52.3400	Printing & Binding	$0	$250	**$250**
52.3500	Travel	$33,732	$38,000	**$40,000**
52.3600	Dues and Fees	$0	$15,500	**$15,500**
52.3700	Training	$4,947	$10,000	**$10,000**
53.1101	Office Supplies	$57	$250	**$150**
53.1300	Food Supplies	$0	$1,800	**$1,800**
53.1600	Minor Equipment	$800	$1,600	**$1,200**
57.2000	Payments to Other Agencies	$0	$24,000	**$11,500**
57.2010	Three Rivers Regional Commission	$0	$37,912	**$38,909**
	Total City Council Expenditures	**$196,983**	**$308,795**	**$300,688**

City Manager Budget

11.100.1320

Department Description

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

6
Department Strength

Account #	Descriptions	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$670,148	$701,121	**$710,286**
52.1200	Professional Services	$287	$11,510	**$10,000**
52.1201	Public Relations	$4,582	$3,550	**$4,050**
52.1300	Other Contractual Services	$1,300	$9,600	**$10,050**
52.1301	Elections	$190	$0	**$2,800**
52.2200	Repairs and Maintenance	$0	$10,000	**$10,000**
52.2300	Equipment and Vehicle Rental	$0	$3,000	**$3,000**
52.3102	Bldg. & Personal Liability Ins	$721	$1,343	**$1,350**
52.3103	Surety Bonds	$100	$100	**$100**
52.3200	Communications	$1,210	$1,850	**$2,000**
32.3300	Advertising	$1,480	$1,000	**$2,000**
52.3400	Printing & Binding	$4,753	$13,200	**$9,250**
52.3500	Travel	$7,893	$14,200	**$15,250**
52.3600	Dues & Fees	$3,310	$1,825	**$7,570**
52.3700	Training	$2,034	$11,500	**$13,000**
53.1100	Materials & Supplies	$5	$3,000	**$1,500**
53.1101	Office Supplies	$538	$2,950	**$2,650**
53.1270	Vehicle Gasoline	$0	$0	**$200**
53.1300	Food Supplies	$216	$1,500	**$1,500**
53.1400	Books & Periodicals	$214	$223	**$380**
53.1600	Minor Equipment	$0	$750	**$750**
53.1601	Computer Hardware and Software	$2,060	$130	**$5,000**
53.1602	Office Furniture	$0	$0	**$1,500**
53.1701	Vehicle Maintenance	$0	$0	**$500**
53.1706	Miscellaneous	$0	$100,100	**$100,000**
53.1708	Other Boards and Commissions	$0	$2,500	**$5,000**

City Manager Budget Continued…

54.1100	Land Purchases	$0	$0	**$0**
54.2400	Computer Hardware and Software	$0	$5,000	**$0**
57.1001	Appropriations to DDA for UWG	$0	$825,000	**$0**
57.2000	Payments to Other Agencies	$0	$13,000	**$0**
57.2006	Cultural Arts Commission	$0	$42,500	**$42,500**
61.1200	Transfer To Street Fund	$0	$225,000	**$200,000**
61.1540	Transfer To Sanitation Fund	$0	$0	**$140,000**
	Total City Manager Budget	**$701,041**	**$2,004,355**	**$1,302,280**

Goals Accomplished

- Received the "Distinguished Budget Award" for the 29th consecutive year.
- Substantially completed or initiated 16 projects.
- Completed comprehensive quarterly projects reports for posting on the website for citizen review.

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Number of public service announcements published	58	60	**62**
Percentage of meeting minutes drafted within 72 hours of meeting conclusion	94	94	**94**
Number of Council Resolutions processed	27	27	**29**
Number of Council Ordinances processed	27	27	**30**
Number of Retirees processed	3	3	**7**
Number of payroll voided checks/EFTs	2	2	**2**
Number of candidates qualified for election	N/A	4	**N/A**
Achieved the Distinguished Budget Award	Yes	Yes	**Yes**
Number of Projects Completed	8	9	**7**

Goal 1

Objectives

Continuously provide information, improve communications to the employees and Citizens.

- To disseminate and provide information to print, social and local broadcast media outlets. (City Manager's Office ongoing)
- To update and maintain city's website as needed. (City Manager's Office ongoing)
- To film and make available more public service announcements. (City Manager's Office ongoing)
- To print a monthly employee newsletter. (City Manager's Office ongoing)
- To encourage information sharing among management staff by publishing monthly and annual reports. (City Manager's Office ongoing)
- To coordinate with employee special events. (City Manager's Office ongoing)
- To assist NuLink with filming the City Council meetings. (City Manager's Office ongoing)

Goal 2

Objectives

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**.**

- 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 12/31/2019)
- Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (D. Hill 12/31/2019)

Goal 3

Objectives

To efficiently deliver projects that will enhance the quality of life for our citizens.

- 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)

- To serve as a Liaison between the City Manager and Department Heads to assure that everyone is well informed as to Project Status. (R. Helton On-going)

Goal 4

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)

City Attorney Budget

100.1530

Department Description

The Brad Sears, 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.

1
City Attorney

Account #	Descriptions	2017 Actual	2018 Budget	2019 Budget
52.1200	Professional Services	$77,109	$80,000	**$80,000**
52.3500	Travel	$6,962	$9,000	**$8,500**
52.3700	Training	$700	$750	**$800**
	Total City Attorney Expenditures	**$84,771**	**$89,750**	**$89,300**



C. Bradford Sears, City Attorney

Mr. Sears has been a part of the City of Newnan Team and City Attorney since 1985. He is a partner at Sanders, Haugen & Sears, P.C. located at 11 Perry Street, Newnan, GA 30263

Finance Budget

13.100.1510

Department Description

Katrina Cline, Finance Director and her team 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.

8
Department Strength

Account #	Descriptions	2017 Actual	2017 Budget	2018 Budget
	Salaries & Benefits	$394,803	$466,945	**$492,464**
52.1200	Professional Services	$33,548	$52,400	**$52,100**
52.1300	Other Contractual Services	$22,089	$38,560	**$39,172**
52.2200	Repairs & Maintenance	$5,760	$23,500	**$23,500**
52.3102	Bldg. & Personal Liability Ins.	$194	$350	**$350**
52.3200	Communications	$730	$732	**$732**
52.3300	Advertising	$1,000	$3,100	**$4,315**
52.3400	Printing & Binding	$490	$875	**$825**
52.3500	Travel	$2,339	$4,800	**$4,800**
52.3600	Dues & Fees	$1,111	$1,475	**$1,475**
52.3700	Training	$1,059	$2,125	**$2,125**
53.1100	Material & Supplies	$808	$1,450	**$1,450**
53.1101	Office Supplies	$2,489	$3,200	**$3,200**
53.1400	Books & Periodicals	$133	$125	**$160**
53.1600	Minor Equipment	$122	$300	**$300**
53.1601	Computer Equipment & Software	$13,175	$6,600	**$6,600**
53.1602	Office Furniture	$1,070	$0	**$0**
53.1706	Miscellaneous	$0	$250	**$250**
54.2400	Computer Hardware and Software	$0	$0	**$0**
	Total Finance Expenditures	**$480,918**	**$606,787**	**$633,818**

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, J. McCrary, Staff Ongoing)
- Maintain Standard Operating Procedures to guide and assist staff in the performance of their duties. (J. McCrary, K. Cline, Staff Ongoing)
- Maintain guidelines, training and codes of conduct for superior customer service. (J. McCrary, 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. (J. McCrary, 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. White 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, J. McCrary On-going)
- Ensure that all Receivable accounts are managed effectively and efficiently. (K. Carroll, I. McClung, J. McCrary Ongoing)
- Ensure that all Licensing and Occupational Tax renewals, including Alcohol, are processed and maintained effectively and efficiently. Ensure that business 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. (J. McCrary, 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. (J. McCrary, K. Cline, On-going)
- Complete implementation and training for eCIMS system and module for citizens' access to cemetery information. (K. Cline, J. McCrary, J. Hemmings, K. Carroll, 12/31/19)

Goal 4

Objectives

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

- 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. (J. McCrary, K. Cline, Ongoing)
- Ensure that CAFR is prepared and submitted by June 30 due date. (J. McCrary, K. Cline, Ongoing)

Goal 5

Objectives

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

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

- Completed and filed the City's 2017 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 seven times and won the award seven times.
- Received a clean audit report; no findings!
- Satisfied various annual reporting requirements 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 the prior year was 96.7%. We expect to end 2018 somewhere around 95.0%.
- Staff conducted a physical inventory of controlled assets and reconciled accounts.
- Staff met all reporting requirements, cross-trained employees on various processes, and updated several standard operating procedures, as well as the month-end closing process.
- Conducted 4 quarterly staff meetings during the year.
- Hired and trained two new employees who filled vacant positions during the year.
- Prepared reports, scenarios and projections for various items during the year to support operations and provide information to City Manager for decision-making purposes.
- Staff attended several training sessions and co*nferences* 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.
- Completed implementation of the SeamlessGov document portal for the City. Adding new forms and workflow as time permits.
- Recorded and tagged all assets added during 2018. Capitalized projects upon completion.
- Issued new Wright Express Fleet Cards to all departments.

- Prepared instructions, forms and packet of information for Police department to establish a non-profit organization to handle various community and fund-raising activities.
- Set up new fund for SPLOST 2019, which will be effective January 1, 2019.
- Established a new department, Leisure Services, during the year and added general codes for operations.
- Assisted with training several new City employees and managers for purchasing, payroll hours entry, budgeting, etc.
- Continued working with Ramaker and Associates towards the eCIMS Cemetery Software implementation. We expect to complete the mapping and begin the implementation in late 2018. We plan to complete the implementation and training by the end of 2019.

Goals Accomplished

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Total Assessed Property Tax Valuation	$1,319,223,536	$1,419,667,563	**$1,500,000,000**
Percentage of total collected at year-end	96.70%	95.00%	**95.00%**
Issued Occupational Tax Certificates	1,774	1,790	**1,800**
Occupational Taxes collected	$3,155,970	$3,200,000	**$3,250,000**
Number of Alcohol Licenses issued	97	98	**99**
Alcohol License revenue collected	$184,810	$185,000	**$190,000**
Alcohol Excise Taxes collected	$880,578	$885,000	**$890,000**
Number of Accounts Payable checks issued	3,386	3,400	**3,425**
Number of A/P Checks voided	15	15	**16**
Received GFOA Excellence in Financial Reporting Award – CAFR	Yes	Yes	**Yes**
Bank/Investment accounts maintained	33	33	**34**
Total Annual Expenditures managed including capital and transfers (all funds)	$38,260,309	$40,000,000	**$41,000,000**
Total Annual Revenues managed including capital and transfers (all funds)	$36,412,911	$38,000,000	**$39,000,000**

Information Technology Budget 21.100.1530

Department Description

Bryan Lee, Information Technology Director and his team is 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.

3
Department Strength

Account #	Descriptions	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$218,296	$227,116	**$218,805**
52.1300	Other Contractual Services	$591	$6,000	**$5,000**
52.2200	Repairs & Maintenance	$139,459	$145,600	**$158,800**
52.2300	Equipment & Vehicle Rental	$0	$3,500	**$3,500**
52.3101	Vehicle Insurance	$111	$200	**$200**
52.3102	Bldg. & Personal Liability Ins	$111	$200	**$200**
52.3200	Communications	$98,593	$96,912	**$106,912**
52.3500	Travel	$1,517	$7,000	**$6,000**
52.3600	Dues & Fees	$631	$1,600	**$1,720**
52.3700	Training	$0	$0	**$2,000**
53.1100	Materials & Supplies	$487	$500	**$500**
53.1101	Office Supplies	$0	$1,500	**$1,500**
53.1270	Vehicle Gasoline	$113	$200	**$200**
53.1400	Books & Periodicals	$0	$200	**$200**
53.1600	Minor Equipment	$694	$2,500	**$2,500**
53.1601	Computer Equipment & Software	$1,882	$29,000	**$45,600**
53.1602	Office Furniture	$0	$250	**$250**
53.1701	Vehicle Maintenance	$21	$500	**$500**
54.2400	Computer Hardware & Software	$144,544	$5,625	**$0**
	Total IT Expenditures	**$607,050**	**$530,403**	**$554,387**



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.

- Monitor and maintain backups daily to ensure data integrity is preserved. (B. Lee 12/31/2019)
- Review current contracts to ensure the best price is being given and features we are paying for are being utilized. (B. Lee 12/31/2019)



Replace aging critical infrastructure where budget permits.

- Replace core Intel blade server which is going End of Life in 2019. (B. Lee 12/31/2019)
- Replace Microsoft Exchange 2007 to current version. (B. Lee 12/31/2019)



Network Infrastructure mapping and monitoring.

- Develop documentation of all infrastructure including location and how it interconnects. (B. Lee 12/31/2019)
- Deploy a network monitoring solution to alert IT staff of problems before the phone rings. (B. Lee 12/31/2019)

Goal 4

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. (B. Lee 12/31/2019)
- Review our group policy in accordance with NIST.(National Institute of Standards and Technology)

Goal 5

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. (B. Lee, T. Hall, A. Simpkins, 12/31/2019)
- Provide technical assistance to staff in the development of custom reports, databases, and processes to improve efficiency and effectiveness. (B. Lee, T. Hall, A. Simpkins, 12/31/2019)
- Monitor equipment age and keep systems up-to-date by replacing aging hardware as needed. (B. Lee, T. Hall, A. Simpkins, 12/31/2019)

Goals Accomplished

- Deployed new laptop mounts for all Police Department vehicles.
- Deployed IT services to Lynch Park pool.
- On pace for 1000 tickets this year and a closure rate of 70% plus within 72 hours.
- Maintained backups and firewall/sonic-wall/spam/group policy in accordance with industry standards

Human Resources Budget

20.100.1540

Department Description

Meg Blubaugh, Human Resource Director and her team 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.

3
Department Strength

Account #	Descriptions	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$176,420	$263,032	**$261,380**
52.1200	Professional Services	$7,417	$8,475	**$8,475**
52.1300	Other Contractual Services	$0	$240	**$300**
52.2200	Repairs and Maintenance	$1,995	$2,000	**$2,500**
52.3100	Vehicle Insurance	$0	$5,000	**$5,000**
52.3102	Bldg. & Personal Liability Ins	$352	$70,635	**$70,650**
52.3300	Advertising	$108	$350	**$300**
52.3400	Printing & Binding	$169	$775	**$850**
52.3500	Travel	$1,160	$1,750	**$2,200**
52.3600	Dues & Fees	$249	$280	**$360**
52.3700	Training	$395	$1,550	**$1,800**
53.1100	Materials & Supplies	$124	$100	**$200**
53.1101	Office Supplies	$355	$850	**$800**
53.1103	Medical Supplies	$14	$75	**$75**
53.1300	Food Supplies	$35	$100	**$200**
53.1400	Books & Periodicals	$230	$100	**$100**
53.1600	Minor Equipment	$0	$150	**$150**
53.1601	Computer Equipment & Software	$258	$1,850	**$350**
	Total HR Expenditures	**$189,280**	**$357,312**	**$355,690**

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. (N. Ball, 10/1/2019)
- Explore ways to make job postings more attractive and garner better results. (M. Blubaugh, Ongoing)

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. (N. Ball, Ongoing)
- Provide Department Heads with Quarterly report about liability and worker's compensation losses. (N. Ball, 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. (N. Ball, Ongoing).
- Work with Police/Fire to develop Emergency Plans (N. Ball, and others, 12/31/2019).

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. (M. Blubaugh, S. Watson, Ongoing)

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, N. Ball, 12/31/2019)

Goal 5

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

Objectives

- Using existing technology options to provide more self-service forms for employee benefit changes updates. (M. Blubaugh, S. Watson, 12/31/2019)

- The City received grants totaling $9,683 from Georgia Municipal Association and LGRMS.
- Received approximately 3000 applications for 42 open positions.
- Flu Immunizations were offered to employees.
- A Risk Manger was hired to assist with liability, Worker's Compensation and other risk related areas
- The City received over 3,000 applications and filled approximately 42 positions.
- All employees received Harassment Awareness training provided by Local Government Risk Management Services
- Human Resources relocated to new office suite on City
- Hall ground floor.
- Streamlined the employee first day in-processing by creating pre-filled forms. Also provided benefit information in advance so employees have an opportunity to examine the various plans and decide on the benefits they desired.

Goals Accomplished

Facilities Maintenance Budget

23.100.1565

Department Description

Mark Johnston, Facilities Maintenance Director and his team is responsible for the maintaining of City buildings, parks and recreational facilities. In addition, Facilities Maintenance is responsible for maintaining of City traffic signals.

3
Department Strength

Account #	Descriptions	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$266,636	$313,568	**$223,872**
52.1300	Other Contractual Services	$86,143	$170,716	**$181,950**
52.2200	Repairs & Maintenance	$116,269	$138,400	**$171,000**
52.3101	Vehicle Insurance	$887	$2,000	**$2,000**
52.3102	Bldg. & Personal Liability Ins	$14,968	$27,000	**$27,000**
52.3200	Communications	$2,492	$2,800	**$2,500**
52.3500	Travel Expenses	$177	$750	**$750**
52.3600	Dues and Fees	$165	$700	**$600**
52.3700	Training	$1,318	$2,000	**$2,500**
53.1100	Materials and Supplies	$1,293	$1,000	**$1,200**
53.1101	Office Supplies	$383	$750	**$800**
53.1102	Cleaning & Chemicals	$5,712	$7,000	**$7,000**
53.1220	Natural Gas	$7,218	$15,000	**$16,000**
53.1270	Vehicle Gasoline/Diesel	$6,595	$8,500	**$8,500**
53.1300	Food Supplies	$405	$500	**$750**
53.1600	Minor Equipment	$6,480	$6,500	**$7,000**
53.1601	Computer Hardware/Software	$34	$1,500	**$1,500**
53.1602	Office Furniture	$0	$1,000	**$2,000**
53.1700	Uniform Rental	$852	$0	**$0**
53.1701	Vehicle Maintenance	$2,656	$7,000	**$7,500**
54.1300	Buildings/Building Improvements	$2,056,549	$85,000	**$31,500**
54.1302	Other Improvements	$74,250	$0	**$0**
	Total Facilities Maintenance	**$2,651,480**	**$791,684**	**$695,922**

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 6 First Ave. (M. Johnston 6/31/2019)
- Add a Vapor Barrier in Ceiling at Station 2. (M. Johnston 6/31/2019)
- Continue to Retrofit Canopy lights and parking lot lights at City Hall with LED lighting. (M. Johnston 06/31/2019)
- Replace Exterior Doors at Wesley St Gym. (M. Johnston 12/31/2019)
- Paint the exterior of the Carnegie Building at 1 LaGrange St. (M. Johnston 12/31/2019)
- Polish Brass Elevators at Carnegie and City Hall. (M. Johnston 12/31/2019)
- Replace Damaged Stool/Sill in Windows at City Hall. (M. Johnston 6/31/2019)

Goal 2

Continue to update and expand our Preventative Maintenance programs to prolong the life of the City's buildings, grounds, and Traffic Management system. (M. Johnston)

Objectives

- Continue to make adjustments to our Preventative Maintenance programs using our work order system. (M. Johnston 6/31/2019)
- Develop a program for a yearly inspection of all traffic cabinets, with an emphasis on preventative maintenance. (M. Johnston 6/31/2019)
- Develop a Program to Inspect All Park Lighting on a Quarterly Basis. (M. Johnston 12/31/2019)

Goal 3

To be self-sufficient in our Traffic Management process, by keeping the necessary inventory needed for our intersections and school zones to operate properly and efficiently. (M. Johnston)

Objectives

- Continue the on-going process of replacing incandescent lighting with LED lighting as they stop functioning. (M. Johnston, 12/31/2019)
- Work with the Public Works Director and GDOT to acquire the latest hardware and software for our Traffic system inventory. (12/31/2019)
- Updating the Lagrange St/Boone Rd intersection, bringing it up to GDOT standards, with new mast arms, new signal heads, and cabinet, using SPLOST initiative and LMIG monies. (M. Johnston 12/31/2019)
- Continue to have all Mechanized Intersections studied to determine need and efficiency. Using those results to plan for removal or modernization of tested intersections. Brown St/West Washington Intersection. (M. Johnston 12/31/2019)
- Have the intersection at Newnan Crossing Blvd/Lower Fayetteville Rd studied to determine if timing changes are needed to assist with a better flow of traffic.

- Painted Upstairs Rooms in the Carnegie Building
- Retrofitting all Canopy/Parking Lot Lights at City Hall as they burn out.
- Painted the exterior of the Male Academy.
- Added New 30 Ton HVAC Unit to the Wadsworth Auditorium.
- Replaced 5 Ton HVAC Unit at 27 Clarke St.
- Replaced two 5 Ton Bard Units at the Wesley St. Gym.
- Remodeled Wadsworth Original Restrooms.
- Replaced 3 Phase Electrical Panel for Exterior Lighting at Lynch Park.
- Added Roof Hatch at Municipal Building.
- Added New Flooring at Station 3.
- Repaired all Low Voltage Lighting in First Ave Park.
- Constructed a Ceiling for Server Room at City Hall.
- Added a Mini-Split HVAC System for Server Room at City Hall.
- Had New Emergency Generator Installed at City Hall.
- Added Access Control to the Howard Warner Gymnasium.
- Painted the Arbor at Greenville St. Park.
- Added more Pool Umbrellas for Lynch Park Pool.
- Internalized Backflow Testing Capabilities.
- Added a Garage Door Maintenance Plan for all Applicable City Buildings.
- Added Garage Door Safety Mechanisms at all Fire Stations.
- Negotiated the Cleaning Contract with Beck Services.

Goals Accomplished

- Replaced Gas Valves/Pressure Tested Lines at Verona Rosser Building.
- Repainted Various Offices at Public Safety Complex.
- Updated Thermostats at the Carnegie Building and CAFI Building.
- Added a 60 Amp Fused Disconnect for Tar Truck at Public Works.
- Installed New Stove at Station 3.
- Installed Wiring For New Camera System at Public Works Garage.
- Installed Wiring for New Intercom at Station 1 Front and Back Doors.
- Replaced Defective Pancake Valve on Dry Side of Carnegie Sprinkler System.
- Replaced Sewer Line at Station 1.
- Added New Water Lines to Station 1.
- Added two Backflows for Station 1.

Goals Accomplished

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Number of buildings maintained	42	44	**47**
Number of traffic signals maintained	19	19	**19**
Number of Work Order Requests	396	450	**525**

Police Department Budget

40.100.3200

Department Description

100
Department Strength

Douglas "Buster" Meadows, Police Chief and his team 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 an Animal Control Officer, who investigates reports of dogs running at large and vicious dogs, while humanely collecting animals that violate the City Animal Control Ordinance. The FY 2019 includes the addition of an Animal Control Officer.

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$6,546,192	$6,773,631	**$7,582,345**
52.1200	Professional Services	$14,496	$35,450	**$31,250**
52.1201	Public Relations	$4,729	$5,000	**$5,000**
52.1300	Other Contractual Services	$131,054	$147,742	**$346,255**
52.2200	Repairs & Maintenance	$142,603	$153,600	**$160,400**
52.3101	Vehicle Insurance	$30,289	$37,000	**$37,000**
52.3102	Bldg. & Personal Liability Insurance	$108,950	$174,700	**$174,700**
52.3200	Communications	$36,473	$40,000	**$75,130**
52.3210	Cable TV	$0	$1,000	**$500**
52.3300	Advertising	$640	$2,000	**$6,000**
52.3400	Printing and Binding	$1,999	$7,349	**$7,349**
52.3500	Travel	$22,289	$17,000	**$17,000**
52.3600	Dues & Fees	$3,612	$6,265	**$7,765**
52.3700	Training	$15,832	$13,100	**$8,000**
53.1100	Materials & Supplies	$30,889	$24,115	**$40,600**
53.1101	Office Supplies	$11,030	$9,500	**$12,000**
53.1102	Cleaning Supplies & Chemicals	$2,434	$3,035	**$3,500**

Police Department Budget continued… 40.100.3200

53.1104	Dog Food Supplies	$46	$250	**$250**
53.1106	Protective Equipment	$8,500	$29,700	**$34,500**
53.1270	Vehicle Gasoline/Diesel	$202,954	$242,000	**$242,000**
53.1300	Food Supplies	$3,243	$3,000	**$3,000**
53.1400	Books & Periodicals	$734	$4,500	**$2,250**
53.1600	Minor Equipment	$168,811	$13,850	**$28,200**
53.1600A	Vehicle Equipment Add-Ons	$0	$118,294	**$116,288**
53.1601	Computer Hardware/Software	$59,424	$48,500	**$14,400**
53.1603	Fire Arms	$0	$4,850	**$2,200**
53.1700	Other Supplies/Uniform Rental	$262	$750	**$0**
53.1701	Vehicle Maintenance	$174,345	$154,500	**$154,500**
54.2200	Vehicles	$373,420	$312,500	**$331,000**
54.2500	Other Equipment	$0	$25,500	**$6,000**
	Total Police Expenditures	**$8,095,248**	**$8,408,681**	**$9,449,382**



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

- 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 12/31/2019)
    - To maintain parking lot details during high crime/seasonal locations by the situation of Officers and Detectives for high visibility in areas prone to entering autos (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2019)
    - To aggressively investigate suspicious activities by individuals. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2019)
    - To aggressively seek severe prosecution of offenders. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2019)

  - To increase drug arrests with the advanced training of all Officers in Drug Interdiction and City Drug and Vice Unit. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2019)
- 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 12/31/2019)
  - To aggressively prosecute violators for serious violations of traffic laws. (Patrol, Traffic 12/31/2019)
  - To conduct traffic safety awareness classes in public schools. (SRO, Traffic Units, CRO 12/31/2019)
  - Conduct Fatal Vision classes with Newnan High School's Driver Education Program. (Traffic, SRO 12/31/2019)
- Increase D.U.I. arrest by the aggressive enforcement in high alcohol abuse areas.
  - To increase enforcement of high traffic areas. (Patrol Shift Commanders, Traffic Unit 12/31/2019)
  - Advanced D.U.I. Enforcement Training for Officers. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2019)
  - Officers obtain Standardize Field Sobriety Testing Certification and Intoxilyzer Certification (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2019)
- Concentrated D.U.I enforcement on a monthly basis and two times on every four months (Patrol Shift, CID, Drug and Vice, Traffic 12/31/2019)
  - Concentrated patrol on selective offensives to include:
  - Littering offenses to promote the City of Newnan's theme of Keep Newnan Beautiful. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2019)
  - Distracted driving offenses to enforce the seriousness of crimes such as texting while driving, putting on makeup, reading a book or magazine, etc. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2019)



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

- 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 12/31/2019)
  - Continue the "See Something Say Something" campaign through Newnan High School to report suspicious activity on campus. (SRO 12/31/2019)

- Furnish tools to officers for use in the performance of their duties for the safety of students and faculty. (SRO 12/31/2019)

- Protect the campus of all schools.
  - Patrol the campus of all schools. (SRO, Patrol 12/31/2019)
  - Attend extracurricular activities. (SRO, Patrol 12/31/2019)

Goal 3

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

Objectives

- To educate the public on proper care of their pets.
- Educate the public on the importance of having proper tags on their animals. (AW 12/31/2019)
- Educate the public about the importance of having their pets spayed or neutered. (AW 12/31/2019)
- Educate the public on the importance of having microchips installed on their pets. (AW 12/31/2019)
- Decrease the number of feral cats in the City.
- Trap feral cats and dispose of humanely. (AW 12/31/2019)
- Educate public and special interest groups in the proper use of trap, neuter, and release, and the dangers posed by wild cats running loose. (AW 12/31/2019)

- Due to the active patrol in crime areas, Return "A" Crimes have been estimated to reduce by 6.1% from 2017. This is due to the combined operations of the whole department, the citizens willing to share information on crimes, and aggressive prosecution.
- In 2017, there were a total of 368 criminal investigation *cases cleared with 137 prosecutions. During 2018, criminal investigation cases are projected to be cleared with 115 prosecutions.*
- *Concentrated Patrol has resulted in numerous charges for various traffic violations and other criminal activities.*
- *Conducted* concentrated patrol on texting and driving during the Teen Driving Safety Week.
- The estimated 2018 motor vehicle accidents have decreased by an estimate of 7.8% from 2017. This is due to the aggressive enforcement and prosecution in court to the highest prosecution that the judges will allow.

Goals Accomplished

- The DUI arrests are estimated to increase from 2017 by 46.3% are due to the aggressive traffic enforcement. The public is aware of patrol presence and the use of Uber or Lyft services.
- Conducted DUI training classes in Driver's Education classes and the Law Enforcement Explorer Program utilizing the Fatal Vision Goggles.
- All Officers are being certified to do Field Sobriety Testing for DUI.
- Awareness classes and Fatal Vision classes in public schools have taught younger drivers to be more cautious and aware of the dangers of drinking and driving which have resulted in the reduction of the number of accidents and DUI arrests.
- Continued the Gang Intelligence Network with the Coweta County Sheriff's Office and other surrounding agencies.
- Sent officers to a Gang Seminar in Savannah, Ga.
- Drug arrests are estimated to decrease by 59% from 2018, due to joining the West Georgia Regional Taskforce.
- Conducted responsible decision awareness training for adults and children through the Community Resource Officer and all other division's contact with the citizens in the community and visitors in the area.
- Citizens are being taught the dangers and signs of destructive decisions, safety habits to observe while out in the community, how to contact us during times of emergency, safety features of the residences to help provide extra protection, public safety announcements, and C.I.T training.
- C.I.T training for all Law Enforcement personnel with 75% completed the training.
- Continued a community outreach program for youth.
- Continued support between law enforcement and local businesses by security checks from officers in all divisions.
- Used social media outlets for posting public safety announcements to the citizens of Newnan. Several tips from social media aided in the identity of suspects resulting in arrests and prosecutions.
- Established a City of Newnan Police Department website to inform citizens about the department, pay fines and fees, and request open records.
- Entered in an agreement with the Coweta County School system to staff all elementary schools with SROs.
- Responded to citizen's request for stepped-up traffic enforcement in their neighborhoods.
- Continued the school walk-through program for all schools located in the City of Newnan.
- Reviewed and updated school safety and traffic plans.
- Sponsored Junior Law Enforcement Academy.
- Continued NARCAN Training for all sworn new hires.
- Conducted 5 Citizen Response to Active Shooter training sessions.
- The feral cat population has decreased in size, and the number of calls concerning feral cats is estimated to decrease by 20%.
- The Animal Warden promotes spay and neuter clinics to help reduce the unwanted pets in the City of Newnan.
- Sponsored with Southeastern Animal Control Association training conference.
- Managed a political activist rally.

Goals Accomplished

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Number of "Return A Crimes"	1,680	1,579	**1,500**
Average response time	4.59	4.38	**4.25**
Number of officer calls for service	52,744	53,849	**54,954**
Number of miles patrolled	622,329	675,024	**727,719**
Number of traffic violations	5,608	6,238	**6,470**
Number of DUI's issued	58	108	**76**
Number of motor vehicle accidents	2,421	2,232	**2,315**
Number of criminal investigations	1,253	1,280	**1,300**
Number of drug awareness classes or training sessions presented	0	18	**36**
Number of student contacts	4,272	4,761	**5,039**
Number of School Resource instructional periods	4	10	**18**
Number of School Resource extracurricular activities worked	66	74	**81**
Number of department training hours received	8,619	87,84	**8,976**
Number of Animal Warden public education classes	7	8	**10**
Number of animals taken to shelter	186	225	**200**
Number of Animal Warden calls for service	2,163	2,300	**2,500**
Number of Animal Warden citations issued	20	20	**20**
Number of feral cats cases handled	45	40	**35**

Municipal Court Budget

14.100.2650

Department Description

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

1
Department Strength

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$43,010	$55,379	**$85,963**
52.1200	Professional Services	$205,831	$200,000	**$200,000**
52.1300	Other Contractual Services	$0	$0	**$8,400**
52.2200	Repairs and Maintenance	$0	$1,140	**$19,600**
52.3400	Printing and Binding	$0	$250	**$250**
52.3500	Travel	$740	$1,500	**$1,500**
52.3600	Dues & Fees	$0	$150	**$150**
52.3700	Training	$4,950	$1,950	**$1,950**
53.1101	Office Supplies	$385	$1,500	**$2,500**
53.1600	Minor Equipment	$0	$2,800	**$1,550**
53.1601	Computer Hardware and Software	$1,900	$4,750	**$3,300**
	Total Municipal Court	**$256,815**	**$269,419**	**$325,163**

Goal 1

Provide fair and impartial hearings and trials in matters brought before the Court.

Objectives

- Ensure defendants are aware of the rights afforded them during hearings/trials.
  - Provide an Indigent Defense Program. (Municipal Judges and Public Defenders Office 12/31/2019)

  - Provide defendants an opportunity for Bench Trial. (Municipal Judges, Solicitor, and Public Defenders Office 12/31/2019)
  - Provide the means to transfer a case to State Court for Jury Trial. (Municipal Judges 12/31/2019)
  - Provide and maintain first appearance program within 24 hours of an arrest. (Municipal Judges 12/31/2019)
- Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring the progress of participants. (Court Administration, Solicitor, and CRSA Probation 12/31/2019)

- The rights afforded to each defendant during their trials and hearings are displayed before court on a TV monitor, the judge verbally reads the rights before court, and an interpreter presents the rights to non-English speaking defendants in court.
- During the reading of the defendant's rights, they are advised that they have an opportunity to be represented by an attorney, the opportunity for a bench trial, and the ability to transfer their case for a jury trial.
- Those that desire an attorney, but cannot afford one, may complete an application for an Indigent Defense Attorney. If the judge approves the application, then the Indigent Defense Attorney is provided.
- 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.
- Upon notification of district court judge's ruling, the Newnan Municipal Court instituted the 24-hour first appearance hearing immediately after an arrest, but strictly comply with the 48-hour mandate.
- The Pretrial Diversion Program continues to be a successful program. It is monitored by the City contracted probation department. The probation department monitors the progress of each participant.
- The Pretrial Diversion Program allows young first offenders an opportunity to restrict charges/convictions from being accessed on their criminal history.
- In 2017, we had 47 Pretrial Diversion members. 83% completed the program successfully

Goals Accomplished

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Number of indigent Defense Attorney's assigned	98	88	**93**
Number of scheduled bench trails	593	576	**555**
Number of requests for jury trails	66	80	**75**
Pre-Trail diversion programs successfully completed	53	35	**50**
Number of first appearance hearings	162	218	**200**

Fire Department Budget

50.100.3500

Department Description

Stephen Brown, Fire Chief and his team currently consist of sixty four active employees, including Fire Fighters, the Fire Chief and one Office Assistant. This department consists of three Stations: 23 Jefferson Street (Station #1), 1516 Lower Fayetteville Road (McKenzie Station #2) and 138 Temple Ave (Station #3).

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Department Strength

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 39,697 citizens. 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.

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$3,887,346	$4,178,167	**$4,573,567**
52.1200	Professional Services	$40	$0	**$0**
52.1300	Other Contractual Services	$11,741	$17,700	**$17,043**
52.2200	Repairs & Maintenance	$35,699	$23,525	**$53,800**
52.3101	Vehicle Insurance	$9,979	$18,000	**$18,000**
52.3102	Bldg. & Personal Liability Insurance	$4,712	$8,500	**$8,500**
52.3200	Communications	$2,977	$12,200	**$12,200**
52.3210	Cable TV	$0	$2,580	**$0**
52.3500	Travel	$1,543	$1,200	**$1,500**
52.3600	Dues & Fees	$555	$500	**$4,100**
52.3700	Training	$663	$4,000	**$4,500**
53.1100	Materials & Supplies	$5,994	$5,000	**$7,200**
53.1101	Office Supplies	$2,211	$2,400	**$2,500**
53.1102	Cleaning Supplies & Chemicals	$5,565	$6,200	**$6,200**
53.1103	Medical Supplies	$8,459	$15,000	**$15,000**
53.1106	Protective Equipment	$27,295	$30,097	**$23,400**

Fire Department Budget continued… 50.100.3500

53.1220	Natural Gas	$2,981	$7,500	**$7,500**
53.1230	Electricity	$10,619	$12,000	**$12,000**
53.1270	Vehicle Gasoline/Diesel	$22,602	$30,000	**$30,000**
53.1300	Food Supplies	$1,631	$1,500	**$1,800**
53.1400	Books & Periodicals	$0	$500	**$1,000**
53.1600	Minor Equipment	$3,425	$10,000	**$15,400**
53.1601	Computer Equipment	$3,199	$5,000	**$9,800**
53.1602	Office Furniture	$2,792	$4,000	**$4,000**
53.1701	Vehicle Fluids and Maintenance	$41,270	$40,000	**$50,000**
54.1302	Other Improvements	$43,690	$0	**$0**
54.2503	Protective Equipment	$24,414	$40,000	**$78,000**
	Total Fire Department Expenditures	**$4,163,611**	**$4,477,969**	**$4,957,010**

Goal 1

Objectives

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.

- Review SOGs for update (Batt. Chief – Feb 2019)
- Replace bunker gear. (Fire Chief Apr 2019)
- Hold monthly safety meeting with guidance from HR (Batt. Chief – monthly 2019)
- Review SOG's on health and wellness program (Batt. Chief – 2019)

Goal 2

Objectives

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

- Appointed Captain Travis Hall to work with Ray Norton at City Shop on daily maintenance issues (Capt. Travis Hall 2019 ongoing)

- Station 4 (Chief Brown December 2019)
- Purchased new Quint to be placed at Station 4. (Chief Brown 2019 ongoing)
- Hire 6 new fire fighters to man station 4. (Chief Brown – 2019 ongoing)
- Promote 3 Lieutenants to be placed at Station 4. (Chief Brown – 2019 ongoing)

Goal 3

Objectives

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

- Revise training schedule to address ISO requirements (Capt. Travis Hall Feb 2019)
- Use the Rescue 1 Training System to maintain all EMS certifications (Capt. Travis Hall 2019 on going)
- Assign Captain each shift to work along with Captain Travis Hall to maintain all training records and reports. (Shift Captain's ongoing)

Goal 4

Objectives

Continue aggressive fire inspections; provide public education and arson investigations programs which meet all applicable state and federal requirements.

- Send Fire Marshall Cox and 1 fire fighter from each shift to schools, assisted living facilities, nursing homes businesses, etc. for public fire education. (Fire Marshall Cox, Jan. 2019)
- All fires will be investigated in the city to determine cause and origin. (Fire Marshall Cox, Chain of Command, 2019 ongoing)
- Begin placing all pre-fire plans on Firehouse software for easy access. (Fire Marshall Cox, Batt. Chief 2019 ongoing)
- Schedule events upon request for the public (Renee Windom 2019 ongoing)
- Continue training personnel for backup arson investigations and building inspections. (Fire Marshall Cox and Fire Chief 2019 ongoing)

- Station 3 Renovation
- Completed Burn Building Renovation as a joint agreement with CCFD
- Created a shared calendar for events and training scheduling.
- Purchased and placed 3 new IPad pros in service in Fire Engines.
- Shift completed 1/3 of pre-fire plan data on Firehouse software.
- Completed inspections and maintenance of all fire hydrants in the city.
- Fire safety education for all City schools upon requests.
- Trained personnel to backup Fire Marshall Cox and Training Officer.
- Third Party inspection of ladder and Aerial Platform.
- Activated Newnan Fire Department Facebook Page and Twitter Page.
- Secured the purchase of the Sutphen Quint Aerial.
- Broke ground on Station 4.
- Put in service new Hurst Extrication tools/JAWS of Life.
- Purchase new SCBS's.
- Formed Preventative Fire Education Team.
- Hired 2 new Fire Fighters

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Number of Annual building inspections	126	190	**280**
Number of training hours provided	400	400	**400**
Average Response time (ART) (minutes)	5	5	**5**
Total numbers of fires reported	77	100	**140**
Total EMS calls answered	3348	3500	**3700**
Total calls (all inclusive) for service	5050	5200	**5500**
% of personnel who completed 240 hours of mandatory training	100	100	**100**

Public Works Administration Budget 67.100.4100

Department Description

3
Department Strength

The Public Works Department consists of the Engineering, Cemetery, Streets, Garage, and Sanitation Divisions. Each department operates under the direction of Michael Klahr, 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.

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$265,964	$233,483	**$278,194**
52.2200	Repairs & Maintenance	$900	$1,217	**$1,506**
52.3101	Vehicle Insurance	$61	$110	**$110**
52.3102	Bldg. & Personal Liability Ins	$151	$272	**$272**
52.3200	Communications	$1,292	$990	**$1,080**
52.3400	Printing & Binding	$0	$100	**$100**
52.3500	Travel Expenses	$1,041	$1,500	**$2,400**
52.3600	Dues and Fees	$380	$400	**$400**
52.3700	Training	$129	$900	**$990**
53.1100	Materials & Supplies	$770	$200	**$200**
53.1101	Office Supplies	$0	$100	**$100**
53.1270	Vehicle Gasoline/Diesel	$3,945	$4,000	**$5,500**
53.1400	Books & Periodicals	$153	$250	**$250**
53.1701	Vehicle Maintenance	$1,035	$2,500	**$2,500**
	Total Public Works Expenditures	**$275,820**	**$246,022**	**$293,602**

Performance Measures	2017 Actual	2018 Estimate	2019 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	12
Number of Monthly Safety Meetings conducted	12	12	12

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, 12/31/2019)
- 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, 12/31/2019)
- 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, 12/31/2019)

Goal 2

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

Objectives

- Conduct a series of monthly meetings involving all employees within Public Works on safety issues and safety-related policies and procedures. (M. Klahr, 12/31/2019)

Goal 3

Maintain certification as a Local Issuing Authority (LIA), 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 12/31/2019)

Goal 4

Objectives

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.

- 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 12/31/2019)
- 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 12/31/2019)

Goal 5

Objectives

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

- Maintain a list of streets, prioritized for resurfacing, sidewalks and other accessibility improvements. (M. Klahr 12/31/2019)
- Maintain a list of culverts, prioritized for needed repairs/replacement. (M. Klahr 12/31/2019)
- Manage capital public works projects. (M. Klahr 12/31/2019)

Goals Accomplished

- Completed traffic signal upgrades:
  - E Broad St/ Farmer St
  - Roscoe Rd/ Sherwood Dr.
  - Newnan Crossing Blvd E/ Summerlin Blvd
- Milled, deep patched and paved 33 streets, 7.3 centerline miles
- Reclaimed and paved sections Stillwood Dr. and Southwind Cir.

- Relined culverts under Lower Fayetteville Rd and Timber Mill
- Repaired sidewalks in Eastlake and Olmstead subdivisions
- Completed streetscape alterations on Jackson St to accommodate a flashing beacon pedestrian crosswalk to Veterans Park
- Completed construction of McIntosh Pkwy
- Developed alternative concepts for intersection improvements at Jefferson St/ Clark St/ Jackson St
- Continued turf improvements in all City maintained cemeteries
- Received a successful audit of our Stormwater Management Program by the Georgia Environmental Protection Division
- Conducted monthly safety meetings and training
- Minimized injuries and worker's compensation claims

Goals Accomplished

Street Department Budget

67.100.4200

Department Description

19
Department Strength

Ray Norton, Deputy Public Works Director and his team 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.

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$996,655	$1,087,700	**$1,095,777**
51.1200A	Contractual Labor- Non Employee	$114,753	$70,000	**$96,928**
52.2110	Solid Waste Disposal	$10,892	$20,000	**$20,000**
52.2200	Repairs & Maintenance	$6,091	$7,021	**$6,500**
52.3101	Vehicle Insurance	$5,821	$10,500	**$10,500**
52.3102	Bldg. & Personal Liability Ins	$1,663	$3,000	**$3,000**
52.3200	Communications	$1,859	$3,352	**$6,644**
52.3500	Travel Expenses	($150)	$1,500	**$2,000**
52.3700	Training	$1,318	$2,000	**$2,000**
53.1100	Materials & Supplies	$18,624	$20,000	**$20,000**
53.1101	Office Supplies	$259	$750	**$500**
53.1102	Cleaning Supplies & Chemicals	$385	$0	**$0**
53.1105	Minor Street Repairs/Maint.	$49,049	$42,000	**$42,000**
53.1106	Protective Equipment	$748	$3,000	**$3,000**
53.1107	Concrete Repairs	$40,213	$40,000	**$40,000**
53.1108	Traffic Signs & Devices	$46,210	$39,000	**$37,000**
53.1230	Electricity	$321,026	$320,000	**$320,000**
53.1270	Vehicle Gasoline/Diesel	$49,656	$70,000	**$70,000**
53.1300	Food Supplies	$1,198	$0	**$0**
53.1600	Minor Equipment	$16,183	$4,000	**$8,800**
53.1601	Computer Hardware/Software	$58	$1,400	**$0**
53.1701	Vehicle Maintenance	$71,755	$75,000	**$75,000**
54.1406	Major Street Maint. & Repairs	$0	$0	**$0**
54.2200	Vehicles	$34,052	$0	**$0**
54.2504	Other Equipment	$7,737	$0	**$0**
	Total Street Expenditures	**$1,796,053**	**$1,820,223**	**$1,859,649**

Goal 1

Provide education and public outreach to the citizens and other stakeholders in Newnan regarding the proper disposal of waste 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 12/31/2019)
- Develop a door knob hanger style flier for distribution and education purposes. (M. Klahr, 12/31/2019)

Goal 2

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

Objectives

- Conduct a series of monthly meetings involving all employees within the Sanitation Department on safety issues and safety related policies and procedures. (R. Norton, 12/31/2019)

Goals Accomplished

- Operating 2 street sweepers for increased productivity.
- Inspecting storm drains during winter months.
- Began replacing and repairing sidewalks on a larger scale.

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Street Sweeping (miles)	500+	750+	**1000+**
Cubic yards of concrete poured for sidewalks and driveway aprons	369	334	**350**
New compliant accessibility ramps	17	20	**25**
Tons of asphalt placed for utility cuts and pot holes	87	120	**120**

Garage Budget

68.100.4900

Department Description

6
Department Strength

Ray Norton Deputy Public Works Director and his team are 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.

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$314,307	$343,170	**$362,724**
52.1300	Other Contractual Services	$330	$540	**$540**
52.2200	Repairs & Maintenance	$12,517	$15,000	**$15,739**
52.3101	Vehicle Insurance	$832	$1,500	**$1,500**
52.3102	Bldg. & Personal Liability Ins	$693	$1,250	**$1,250**
52.3500	Travel	$2,278	$2,000	**$2,000**
52.3700	Training	$177	$1,500	**$1,500**
53.1100	Materials & Supplies	$19,517	$18,000	**$20,000**
53.1101	Office Supplies	$385	$650	**$650**
53.1106	Protective Equipment	$0	$500	**$500**
53.1270	Vehicle Gasoline/Diesel	$1,645	$4,000	**$4,000**
53.1300	Food Supplies	$37	$0	**$0**
53.1600	Minor Equipment	$6,090	$5,000	**$5,000**
53.1700	Uniform Rental	$8,159	$8,400	**$1,400**
53.1701	Vehicle Maintenance	$2,128	$3,000	**$8,733**
54.2200	Vehicles	$0	$0	**$3,000**
54.2504	Other Equipment	$19,336	$15,500	**$0**
	Total Garage Expenditures	**$388,429**	**$420,010**	**$428,536**

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 12/31/2019)
- To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement. (R. Norton 12/31/2019)

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 12/31/2019)
- Quarterly facility inspection reports to be submitted to the Human Resources Department. (R. Norton 12/31/2019)

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, 12/31/2019)
- 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 12/31/2019)

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

Goals Accomplished

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Number of service request performed	1158	1500	**1500**
Number of vehicles/major pieces of equipment maintained by the City Garage	300	312	**320**
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**

Cemetery Budget

69.100.4950

Department Description

Jimmy Hemmings, Cemetery Director and his team 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.

8
Department Strength

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$416,848	$479,098	**$483,626**
51.1200A	Contracted Labor - Non Employee	$15,553	$5,000	**$0**
52.1200	Professional Services	$0	$10,000	**$0**
52.1300	Other Contractual Services	$23,430	$34,642	**$37,804**
52.2200	Repairs & Maintenance	$154	$400	**$1,153**
52.3101	Vehicle Insurance	$5,618	$4,000	**$4,000**
52.3102	Bldg & Personal Liability Ins	$2,217	$4,000	**$4,000**
52.3600	Dues and Fees	$0	$100	**$100**
53.1100	Materials & Supplies	$5,372	$5,500	**$6,500**
53.1101	Office Supplies	$136	$200	**$350**
53.1102	Cleaning Supplies & Chemicals	$462	$500	**$500**
53.1103	Medical Supplies	$0	$100	**$100**
53.1106	Protective Equipment	$211	$200	**$350**
53.1270	Vehicle Gasoline/Diesel	$7,452	$9,750	**$9,750**
53.1300	Food Supplies	$0	$250	**$500**
53.1600	Minor Equipment	$2,749	$3,200	**$3,700**
53.1700	Uniform Rental	$8,157	$6,000	**$7,800**
53.1701	Vehicle Maintenance	$4,706	$7,500	**$7,500**
53.1705	Landscaping Supplies	$1,833	$10,000	**$10,000**
54.1200	Site Improvements	$1,439	$0	**$0**
54.2200	Vehicles	$0	$0	**$30,000**
54.2201	Vehicles/Equipment	$0	$0	**$12,500**
	Total Cemetery Expenditures	**$496,336**	**$580,440**	**$620,233**

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Average number of working days to complete a mowing/ trimming cycle	12	12	**12**
Number of gravesites prepared for burials	173	148	**150**
Number of burial spaces sold	80	111	**115**
Number of acres maintained	93.7	93.7	**93.7**

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 12/31/2019)

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 12/31/2019)
- To address special needs identified in routine inspections of the grounds. (J. Hemmings, 12/31/2019)

Goal 3

Strive for no lost time from accidents or injuries.

Objectives

- To be measured from September 2011 through August 2018. J. (Hemmings, 08/31/2019)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Hemmings, 12/31/2019)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Hemmings, 12/31/2019)

Goals Accomplished

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

City Engineer Budget

22.100.1575

Department Description

3
Department Strength

Michael Klahr, Public Works Director/City Engineer and his team 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.

Account #	Descriptions	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$237,558	$244,852	**$256,958**
52.1200	Professional Services	$16,561	$30,000	**$0**
52.1300	Other Contractual Services	$1,079	$5,900	**$5,900**
52.2200	Repairs and Maintenance	$6,412	$5,000	**$9,914**
52.3101	Vehicle Insurance	$211	$474	**$480**
52.3102	Bldg. & Personal Liability Ins	$338	$610	**$610**
52.3200	Communications	$2,107	$7,480	**$7,480**
52.3400	Printing & Binding	$678	$850	**$850**
52.3500	Travel	$931	$1,824	**$2,224**
52.3600	Dues & Fees	$807	$975	**$1,355**
52.3700	Training	$766	$2,000	**$2,000**
53.1100	Materials & Supplies	$627	$1,200	**$1,200**
53.1101	Office Supplies	$308	$500	**$500**
53.1270	Vehicle Gasoline/Diesel	$2,213	$2,000	**$2,000**
53.1400	Books & Periodicals	$39	$250	**$250**
53.1600	Minor Equipment	$9,014	$1,000	**$24,000**
53.1601	Computer Hardware & Software	$1,811	$1,340	**$1,340**
53.1701	Vehicle Maintenance	$1,162	$1,600	**$1,600**
54.2504	Other Equipment	$7,530	$0	**$0**
54.2200	Vehicles	$0	$0	**$30,000**
	Total City Engineer Expenditures	**$290,151**	**$307,855**	**$348,661**

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Number of plans reviews	62	72	**82**
Number of environmental investigations	0	4	**2**
Number of land disturbance permits (Issued)	13	22	**30**
Number of stormwater infrastructure inspections	1500	1500	**1500**
Number of environmental citations issued	2	1	**1**
Number of permit inspections	1678	2000	**2300**
Number of traffic studies	3	6	**8**

Goal 1

Objectives

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.

- 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 12/31/2019)
    - 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 12/31/2019)
- 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 12/31/2019)
- 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 12/31/2019)

Goal 2

Objectives

Maintain and monitor a permit and notification system for all underground utility work which requires a City street to be cut open and patched.

- 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 12/31/2019)
  - Coordinate with IT department to maintain the process of submitting electronic notifications to the engineering department for follow up and inspections. (D. Johnson 12/31/2019)

Goal 3

Objectives

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

- 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 12/31/2019)
- Revise as necessary any ordinance to incorporate proposed revisions and updates and present any proposed revisions to Council for adoption. (M. Klahr/ D. Johnson 12/31/2019)
- 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 12/31/2019)
- Make new checklist available as online changes are made. (D. Johnson 12/31/2019)

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 12/31/2019)
- 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 12/31/2019)
    - Investigate the identified intersections or road segments to determine if pavement markings, striping, signage or lighting changes could improve operation. (M. Klahr/ D. Johnson 12/31/2019)
    - Investigate the identified intersections or road segments for alignment and geometry to determine if physical changes could improve operation. (M. Klahr/ D. Johnson 12/31/2019)
    - Make minor changes or present proposed major recommendations to the City Manager. (M. Klahr 12/31/2019)

- Completed traffic signal upgrades:
    - E Broad St/ Farmer St
    - Roscoe Rd/ Sherwood Dr.
    - Newnan Crossing Blvd E/ Summerlin Blvd
- Milled, deep patched and paved 33 streets, 7.3 centerline miles
- Reclaimed and paved sections Stillwood Dr. and Southwind Cir.
- Relined culverts under Lower Fayetteville Rd and Timber Mill
- Repaired sidewalks in Eastlake and Olmstead subdivisions
- Completed streetscape alterations on Jackson St to accommodate a flashing beacon pedestrian crosswalk to Veterans Park
- Completed construction of McIntosh Pkwy
- Developed alternative concepts for intersection improvements at Jefferson St/ Clark St/ Jackson St
- Continued turf improvements in all City maintained cemeteries
- Received a successful audit of our Stormwater Management Program by the Georgia Environmental Protection Division.

Goal Accomplished

Sanitation – Brush & Bulk Budget 65.540.4585

Department Description

6
Department Strength

Ray Norton, Deputy Public Works Director and his team (Brush & Bulk) provides weekly pick up of yard waste, including leaves, grass clippings for the residents of Newnan. This department also provides weekly pick up of bulk items such as appliances, furniture, mattresses and box springs. The Brush and Bulk was combined with the Refuse Division in FY 2018. Mid-year it was separated again therefore in both Refuse and Brush & Bulk budgets, there will be no history until after the FY 2019. It would simply be too confusing to the average reader.

Account #	Description	2019 Budget
	Salaries & Benefits	**$401,811**
52.2110	Solid Waste Disposal	**$182,019**
52.2200	Repairs & Maintenance	**$2,104**
52.3101	Vehicle Insurance	**$3,000**
52.3102	Bldg. & Pers. Liability Insurance	**$3,500**
52.3200	Communications	**$1,584**
52.3300	Advertising	**$500**
53.1100	Materials & Supplies	**$3,000**
53.1101	Office Supplies	**$250**
53.1270	Vehicle Fuel / Diesel	**$50,000**
53.1700	Other Supplies/Uniform Rental	**$2,288**
53.1701	Vehicle Maintenance	**$25,000**
54.2200	Vehicles	**$189,000**
56.1000	Depreciation Expenses	**$20,000**
Total Sanitation (Brush & Bulk) Expenditures		**$884,056**

Goal 1

Objectives

Provide education and public outreach to the citizens and other stakeholders in Newnan regarding the proper disposal of waste items.

- 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 12/31/2019)
- Develop a door knob hanger style flier for distribution and education purposes. (M. Klahr, 12/31/2019)

Goal 2

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

Objectives

- Conduct a series of monthly meetings involving all employees within the Sanitation Department on safety issues and safety related policies and procedures. (R. Norton, 12/31/2019)

Goal 3

Minimize missed pick-ups & complaints.

Objectives

- Maintain a log of reported missed pick-ups. (R. Norton, 12/31/2019)
- Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (R. Norton 12/31/2019)

Goals Accomplished

- Door hangers are currently being distributed informing customer of rules.
- Complaint log was created and maintained.

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Number of report missed pick-ups	47	62	**30**
Yard waste & bulk items collected (tons)	4058	4500	**4600**

Sanitation – Refuse Budget

63.540.4520

Department Description

2
Department Strength

Ray Norton, Deputy Public Works Director and his team (Refuse) provides a daily pick up for the downtown commercial area. This department was created in FY 2018 and was combined with the Sanitation Brush & Bulk Department. In the middle of FY 2018 the City decided in order to account for and understand the true monetary implications on starting this service was to separate the service from Brush and Bulk. Therefore, to avoid confusion there is no history shown for either department.

Account #	Description	2019 Budget
	Salaries & Benefits	**$130,563**
52.1300	Other Contractual Services	**$5,000**
52.2110	Solid Waste Disposal	**$28,000**
52.2200	Repairs & Maintenance	**$400**
52.3101	Vehicle Insurance	**$1,000**
52.3102	Bldg. & Pers. Liability Insurance	**$1,500**
52.3300	Advertising	**$300**
53.1100	Materials & Supplies	**$2,500**
53.1101	Office Supplies	**$500**
53.1270	Vehicle Fuel / Diesel	**$7,500**
53.1600	Minor Equipment	**$500**
53.1700	Other Supplies/Uniform Rental	**$1,150**
53.1701	Vehicle Maintenance	**$3,500**
56.1000	Depreciation Expenses	**$20,000**
	Total Sanitation (Refuse) Expenditures	**$202,414**

Goal 1

Objectives

Provide education and public outreach to the citizens and other stakeholders in Newnan regarding the proper disposal of waste items.

- 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 12/31/2019)
- Develop a door knob hanger style flier for distribution and education purposes. (M. Klahr, 12/31/2019)

Goal 2

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

Objectives

- Conduct a series of monthly meetings involving all employees within the Sanitation Department on safety issues and safety related policies and procedures. (R. Norton, 12/31/2019)

Goal 3

Minimize missed pick-ups & complaints.

Objectives

- Maintain a log of reported missed pick-ups. (R. Norton, 12/31/2019)
- Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (R. Norton 12/31/2019)

- Door hangers are currently being distributed informing customer of rules.
- Complaint log was created and maintained.

Goals Accomplished

Beautification Budget

61.100.6200

Department Description

Mike Furbush, Landscape Architect and his team 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.

18
Department Strength

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$797,817	$847,616	**$1,005,465**
51.1200A	Contracted Labor - Non Employee	$49,755	$50,000	**$60,000**
52.1300	Other Contractual Services	$178,553	$123,730	**$196,600**
52.2200	Repairs and Maintenance	$4,549	$4,000	**$23,760**
52.3101	Vehicle Insurance	$3,137	$5,659	**$5,700**
52.3102	Bldg. & Personal Liability Ins.	$781	$1,409	**$1,450**
52.3200	Communications	$1,153	$1,100	**$1,100**
52.3500	Travel	$365	$500	**$500**
52.3600	Dues & Fees	$380	$800	**$800**
52.3700	Training	$800	$1,500	**$1,500**
53.1100	Materials and Supplies	$3,019	$2,100	**$2,520**
53.1101	Office Supplies	$247	$500	**$500**
53.1102	Cleaning Supplies & Chemicals	$5,371	$4,000	**$5,700**
53.1270	Vehicle Gasoline/Diesel	$19,519	$15,500	**$20,000**
53.1300	Food Supplies	$0	$1,000	**$1,000**
53.1400	Books and Periodicals	$0	$100	**$100**
53.1600	Minor Equipment	$16,268	$10,850	**$16,550**
53.1601	Computer Hardware & Software	$45	$0	**$0**
53.1701	Vehicle Maintenance	$12,532	$13,000	**$13,000**
53.1705	Landscaping Supplies	$40,633	$43,000	**$50,000**
53.1708	Other Boards & Commissions	$39,290	$10,000	**$0**
53.1708A	Newnan Youth Council	$18,581	$18,500	**$18,500**
53.1709	Grounds Repairs and Maintenance	$0	$80,000	**$93,500**
54.1211	Bldgs. & Grounds Repairs/Maint.	$14,690	$25,000	**$0**
54.1317	Building/Storage Building	$0	$0	**$55,000**
54.2200	Vehicles	$40,081	$80,000	**$11,000**
	Total Parks & ROW Expenditures	**$1,247,566**	**$1,339,864**	**$1,584,245**



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

- To evaluate the possibility of any additional streetscapes type projects within the City of Newnan. (M. Furbush, May 2019)



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

- To reduce worker's compensation incidents and their severity by being safety conscious and informed. (Departmental Crews, ongoing)
- To reduce liability incidents, including motor vehicle incidents, by being safety conscious and informed. (Departmental 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)



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

- To discuss and clarify overall procedures and consistent enforcement of the two year landscape establishment maintenance bond agreements. (M. Furbush, February 2019)
- To continue to evaluate and monitor the overall departmental plan of action to provide improved beautification efforts within the City, including high visibility areas that could result in further enhancement. (M. Furbush, February 2019)
- To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance costs and operations. (M. Furbush, March 2019)
- To research and pursue possible 2019 DOT grant funding for additional phases of the GATEway landscape improvements along Interstate 85 interchange. (M. Furbush, May 2019)
- Identify and follow up on sites that have sub-standard landscaping and are not compliant with the City's existing Landscape Ordinance. (M. Furbush, August 2019)
- To continue to research and evaluate the City's Landscape & Tree Preservation Ordinance with an emphasis on more consistent site specific tree density units (M. Furbush – January 2019)
- To continue to monitor & evaluate the five year lawn improvement & maintenance plan for Bullsboro Drive. Currently in the third year of five year plan. (M. Furbush, March 2019)

Goal 4

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

Objectives

- To continue evaluation and determination of the maintenance requirements for the constructed initial phase and subsequent phases of the LINC (M. Furbush, February 2019)
- To designate and evaluate locations for possible pocket parks along the LINC (M. Furbush – February 2019)
- To evaluate possible park improvements to C. J. Smith Park as LINC proceeds to and through the park. (M. Furbush – February 2019)
- To determine the feasibility of improving drainage and erosion control adjacent to First Avenue Park playground and parking lot. (M. Furbush, April 2019)
- To begin and complete the construction of the seven (7) acre recreational dog park at the Harper's Farm tract. (M. Furbush, March (begin) August (end) 2019)
- To continue to improve public awareness and communication through brochures and updating the City website. (M. Furbush, February 2019)
- To redesign and construct hardscape, landscape and drainage improvements at Temple Park wedding gazebo area. (M. Furbush, March 2019)

- Received the 28th consecutive Tree City USA award designation.
- Completed the 9th year of the Newnan Youth Council.
- Completed the bidding & construction documents for the dog park at Harper's Farm.
- Completed construction on the various Downtown Streetscape Extensions Project.
- Completed the landscape design & installation along McIntosh Parkway.
- Completed the landscape design & installation at Main Street building.
- Completed the landscape design & installation at Children's Museum building.
- Completed the landscape design & installation on the Howard Warner Playground.
- Completed the landscape design & installation on the Howard CAFI Building.
- Completed design & installation of Historic Oak Hill Cemetery frontage wall.
- Completed the landscape design & installation at the Wadsworth Auditorium.
- Completed the hardscape design & installation at the rear of the Wadsworth Auditorium.
- Completed landscape improvements along Bullsboro Drive & I-85 Interchange.
- Completed hardscape & site amenity improvements to picnic pavilion at Lynch Park.
- Chemically treated and trimmed Downtown Square Street Trees.
- Entered third year of a five year plan to chemically treat and fully establish lawn areas within select City parks and public grounds.

Performance Measures	2017 Actual	2018 Estimate	2019 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**

Planning & Zoning Budget

70.100.7400

Department Description

5
Department Strength

Tracy Dunnavant, Planning Director and her team 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.

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$331,724	$376,318	**$408,112**
52.2200	Repairs & Maintenance	$5,864	$1,000	**$500**
52.3101	Vehicle Insurance	$443	$800	**$800**
52.3102	Bldg. & Personal Liability Ins	$887	$1,600	**$1,600**
52.3200	Communications	$587	$800	**$850**
52.3300	Advertising	$1,600	$1,800	**$1,800**
52.3400	Printing & Binding	$140	$500	**$1,800**
52.3500	Travel	$842	$1,700	**$1,700**
52.3600	Dues & Fees	$825	$1,000	**$1,000**
52.3700	Training	$725	$1,500	**$1,500**
53.1100	Materials & Supplies	$577	$2,330	**$3,390**
53.1101	Office Supplies	$803	$1,000	**$1,000**
53.1270	Vehicle Gasoline/Diesel	$0	$0	**$600**
53.1400	Books & Periodicals	$133	$150	**$175**
53.1601	Computer Equipment	$2,339	$5,000	**$8,500**
53.1602	Office Furniture	$0	$0	**$1,100**
53.1701	Vehicle Maintenance	$121	$150	**$200**
53.1707	Planning Commission	$26	$350	**$350**
53.1708	Other Boards & Commissions	$0	$7,000	**$6,500**
	Total Planning & Zoning Expenditures	**$347,635**	**$402,998**	**$441,477**



Identify training opportunities which will allow staff to build upon existing skills and keep current on changing trends within the Planning profession.

- 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, 12/31/2019)
- Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training. (Planning Director, 12/31/2019)



Continue to work toward providing better customer service.

- Monitor staff's interaction with the public and provide guidance as to how they can improve their level of service. (Planning Director, 12/31/2019)
- Solicit input from Staff on ways to improve customer service. (Planning Director, 12/31/2019)



Continue to be responsive to the City Council as well as the other Boards, Commissions and volunteer groups who deal with planning related issues.

- Research planning related topics and provide information to these groups relevant to their role in the planning process. (Department Staff, 12/31/2019)
- Offer training opportunities to members to further assist them in making decisions and better understanding their role. (Planning Director, 12/31/2019)

Goal 4

Objectives

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

- 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, 10/31/2019)
- 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, 12/31/2019)
- Review and amend the Livable Centers Initiative (LCI) Plan as needed to address changes in the downtown and its surrounding areas. (Department/Staff, 12/31/2019)

Goal 5

Objectives

Further address housing needs throughout the City.

- Work with the Urban Redevelopment Authority to identify areas of need, specific programs, and available tools to promote housing. (Department Staff, 12/31/2019)
- Continue to implement the Neighborhood Stabilization Programs. (Planning Director, 12/31/2019)
- Develop an overall housing strategy for the City including a housing survey for the NURA's redevelopment area. (Department Staff, NURA members, 06/30/2019)

- Applied for GICH recertification through the Alumni Program.
- 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 100 markers.
- Continued to rehab and sell/rent houses to low income families through the Neighborhood Stabilization Programs.
- Adopted a comprehensive Zoning Ordinance update.

Goals Accomplished

Performance Measures	2017	2018	2019
	Actual	Estimate	Projected
Number of training classes or seminars attended by staff	5	9	**9**
Number of customer service meetings	2	2	**2**
Number of Ordinance updates	1	2	**2**
Number of Storm Drain Markers installed	128	100	**100**
Percent of major projects completed	92%	90%	**90%**
Number of grants applied for	1	1	**2**

Building Inspection Budget 71.100.7200

Department Description

Bill Stephenson, Chief Building Official and his team 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.

11
Department Strength

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$712,214	$770,771	**$791,209**
51.1200A	Contract Labor - Non Employees	$14,005	$0	**$0**
52.1300	Other Contractual Services	$180	$780	**$900**
52.3101	Vehicle Insurance	$3,575	$6,448	**$6,448**
52.3102	Bldg. & Personal Liability Ins	$1,108	$3,750	**$3,750**
52.3200	Communications	$6,347	$8,640	**$8,700**
52.3300	Advertising	$641	$1,860	**$1,200**
52.3400	Printing & Binding	$74	$480	**$480**
52.3500	Travel	$3,230	$3,660	**$3,720**
52.3600	Dues & Fees	$310	$540	**$540**
52.3700	Training	$5,154	$5,400	**$5,520**
53.1100	Materials & Supplies	$128	$1,080	**$1,260**
53.1101	Office Supplies	$1,260	$1,020	**$1,188**
53.1270	Vehicle Gasoline/Diesel	$10,496	$12,000	**$12,000**
53.1300	Food Supplies	$717	$660	**$720**
53.1400	Books & Periodicals	$661	$1,600	**$1,600**
53.1600	Minor Equipment	$146	$220	**$20**
53.1601	Computer Hardware & Software	$7,803	$5,492	**$53,900**
53.1602	Office Furniture	$838	$1,100	**$7,300**
53.1700	Uniform Rental	$0	$0	**$0**
53.1701	Vehicle Maintenance	$1,209	$7,200	**$0**
54.2200	Vehicles	$22,897	$26,000	**$0**
	Total Bldg. Inspection Expenditures	**$792,991**	**$858,701**	**$897,763**



Improve public relations and provide quality customer service.

- 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)
- Provide software that allows contractors and others to pull and pay for permits on-line (BS, PS, IT)
- Provide avenues for electronic submittal of plans and the ability to conduct plan review on-line



Preserve the historical character of the community.

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



Provide continuing education and training opportunities to inspectors to enhance the quality and efficiency of inspections.

- Fund and require building inspectors to attend continuing education classes
    - Fund membership with Inspectors association and sponsor annual meeting
    - Post schedule of meetings and require bi-monthly attendance

- Provide location to hold meetings at the Newnan Centre
- Continue to budget and schedule training opportunities for the inspectors to attend and renew their membership to the Midwest Georgia Inspectors Association

Goal 4

Provide and electronic format for the 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.

  - Updated apps and streamlined Fire Marshal inspection that involve permitting
  - Wrote RFP for new Building Department software to include plan review and electronic submittal of permits and plans
  - 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
  - Provided funding and opportunity for inspectors to attend code educational classes, 6 additional certifications were obtained this year.

Goals Accomplished

Performance Measures	2017 Actual	2018 Estimate	2019 Projected
Percentage commercial plans submitted electronically	10%	10%	**50%**
Number of training/CE hours attended by staff total hours	184	200	**200**
Number of new certifications for department	1	7	**5**
Percentage of electronic residential inspections program completed	100%	100%	**100%**
Number of New Commercial Permits issued	86	130	**70**
Commercial Permit improvement valuation	37.0 M	102.0 M	**40**

Business Development & Special Events Budget 80.100.7500

Department Description

The Business Development and Special Events Department serves as a liaison between the City of Newnan and the Chamber of Commerce, Economic Development agencies, non-profit groups and other governmental agencies. The department's primary function is to operate the Main Street Program overseen by the Downtown Development Authority (DDA) and to lease existing commercial space within the community.

2
Department Strength

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$111,672	$137,435	**$145,603**
52.1200	Professional Services	$0	$3,500	**$3,500**
52.1201	Public Relations	$822	$2,000	**$2,000**
52.2200	Repairs & Maintenance	$2,178	$3,440	**$1,040**
52.3102	Bldg. & Personal Liability Ins	$443	$820	**$820**
52.3300	Advertising	$279	$5,000	**$5,000**
52.3400	Printing and Binding	$128	$1,250	**$1,250**
52.3500	Travel	$8,525	$7,500	**$7,500**
52.3600	Dues & Fees	$2,638	$1,750	**$1,350**
52.3700	Training	$2,181	$4,000	**$3,300**
53.1100	Materials & Supplies	$0	$400	**$400**
53.1101	Office Supplies	$393	$750	**$750**
53.1400	Books & Periodicals	$192	$500	**$500**
53.1600	Minor Equipment	$0	$250	**$250**
53.1601	Computer Hardware and Software	$3,093	$5,100	**$5,340**
53.1706	Miscellaneous	$36	$200	**$200**
57.2000	Payments to Other Agencies	$0	$4,000	**$5,000**
	Total Business Development	**$136,843**	**$177,895**	**$183,803**



Retain and Expand Existing Businesses.

- Develop and Maintain a Knowledge Base.
- Nurture Relationships with Strategic Partners.
- Build a Support Network for Existing Businesses.



Provide and electronic format for the commercial inspection program.

- 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.



Catalyze Redevelopment of Existing Assets

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

Goal 4

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.

Performance Measures	2016	2017	2018
	Actual	Estimate	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**

Keep Newnan Beautiful Budget 82.100.7500

Department Description

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.

1
Department Strength

Account #	Description	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$14,295	$43,797	**$63,580**
52.1201	Public Relations	$3,171	$10,500	**$11,420**
52.1300	Other Contractual Services	$0	$0	**$1,200**
52.3102	Bldg. & Personal Liability Ins	$1,170	$400	**$400**
52.3300	Advertising	$6,780	$8,705	**$9,240**
52.3400	Printing & Binding	$68	$1,000	**$1,000**
52.3500	Travel	$1,944	$2,900	**$3,100**
52.3600	Dues & Fees	$630	$700	**$700**
52.3700	Training	$0	$1,000	**$1,000**
53.1100	Materials & Supplies	$2,603	$4,200	**$4,500**
53.1101	Office Supplies	$71	$150	**$200**
53.1400	Books & Periodicals	$40	$100	**$100**
53.1600	Minor Equipment	$0	$150	**$150**
53.1601	Computer Hardware / Software	$303	$1,960	**$1,334**
	Total KNB Expenditures	**$31,075**	**$75,562**	**$97,924**

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.
    - Maintain membership on the Coweta Water Extension Team and the Coweta Stem Institute.
    - Begin to implement a Green School Certification program with lessons matched to state standards, allowing teachers to teach Environment classes with ease.
    - Conduct at least 2 KGB Water Field Trips (children's water festival) at 2 local elementary schools.
    - Assist schools in establishing on-site recycling programs.
- Build and maintain relationships with businesses, groups and individuals.
    - Recruit a minimum of 6 additional volunteers or volunteer groups to participate in Adopt-A-Street 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.
    - Conduct "Green" Adult classes based on environmental friendly ways to do everyday things i.e.: green cleaning, composting, pest control, recycling, and gardening

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.
- Upgrade Adopt-A Street Signs to reflect new logo requirements from KAB.
- 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 workshops.
- Host educational seminars and presentations to local community organizations
- Clean at least 2 local streams
- Continue to organize and host the following events: Electronic Recycling(2), Paper Shredding (4), Tire Amnesty Day(1), Bring 1 for the Chipper(1), Great American Cleanup Event(1), Paint Recycling(2).
- Complete outdoor classroom behind Pollinator Garden
- Plant a fruit orchard and/or participate in the Community Garden movement.

Goals Accomplished

  - Obtained Keep Georgia Beautiful certification & Keep America Beautiful Presidential certification along with required reporting.
  - Completed Litter Index Survey.
  - Coordinated 10 City Hall On-Site Recycling Events. These events recycled the following amounts: Paper: 30,287 lbs.; Tires: 2486 tires (47 TONS); Electronics: 12,386 lbs.; 5178.5 gallons of paint; Bring one for the Chipper: 135 trees; and 120 lbs. of alkaline batteries.
  - Hosted Great American Clean-up event
  - Established Advisory Board with members from Niagara, Newnan Utilities, Waste Industries, Coweta Water Authority, Coweta County Environmental Services, and Yamaha.
  - Implemented increased Marketing/Public Relations Campaign to include PSA, TV, Print; Radio.
  - Updated program's logo and started adding new signage to Adopt- A- Street program.
  - Partnered with Engineering Department to teach Enviroscape classes.
  - Installed Community Orchard at 121 Spring St with assistance from Niagara Bottling, Newnan Utilities, Keep GA Beautiful.

Performance Measures	2017	2018	2019
	Actual	Estimate	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**

Carnegie Budget

90.100.6500

Department Description

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.

5
Department Strength

Account #	Descriptions	2017 Actual	2018 Budget	2019 Budget
	Salaries & Benefits	$150,638	$161,381	**$167,423**
52.1200	Professional Services	$2,350	$3,775	**$3,780**
52.1201	Public Relations	$2,909	$3,427	**$3,699**
52.1300	Other Contractual	$8,804	$9,474	**$9,534**
52.2200	Repairs & Maintenance	$1,901	$1,182	**$1,182**
52.3102	Bldg. & Personal Liability Ins	$903	$1,629	**$1,629**
52.3200	Communications	$4	$20	**$20**
52.3500	Travel	$672	$720	**$720**
52.3400	Printing & Binding	$0	$0	**$690**
52.3600	Dues & Fees	$139	$245	**$236**
52.3700	Training	$452	$650	**$1,000**
53.1100	Materials & Supplies	$1,530	$2,800	**$3,100**
53.1101	Office Supplies	$1,686	$1,600	**$1,800**
53.1102	Cleaning Supplies & Chemicals	$719	$750	**$1,000**
53.1300	Food Supplies	$674	$1,000	**$1,050**
53.1400	Books & Periodicals	$9,423	$9,510	**$10,118**
53.1600	Minor Equipment	$82	$960	**$200**
53.1601	Computer Hardware & Software	$2,080	$3,655	**$3,275**
53.1602	Office Furniture	$1,960	$300	**$963**
	Total Carnegie Building Expenditures	**$186,925**	**$203,078**	**$211,419**

- Partnered with University of West Georgia, Newnan Coweta Art Association, Newnan Art Rez, and community businesses and organizations to provide programs for adults and children. ("Health, Happiness, Harmony series", "Writing with Alex McRae", "The Other Night School", "Cut Paper Art Demo" 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 twelve favorite providers returning with new themes as well as new staff-led programs, Rock Painting and Pixel Art. New adult programs for 2018 were "Intro to Photography", "Fall Prevention for Seniors", "Crafting Paper Flowers", "Instagram for Adults", "LinkedIn 101", "Goodreads 101" and many more. New young adult programming was initiated in the summer including "Stop Motion Film", "Movie Makeup Magic", "Rube Goldberg Day", and more. (Goal 4)
- Rentals remain steady without the need for advertising. For January – July 2017 the total rentals were 30 compared to 31 for January – July 2018. (Goal 4)
- Added new items to the City Store based on requests and past sales. (Goal 2)
- Annual survey will be conducted in 4th quarter. (Goal 1)
- Front desk position was re-evaluated to include young adult programming. Director attended library conference and training webinars. Staff attended webinars. (Goal 3)
- Provide annual volunteer recognition reception in fourth quarter. (Goal 3)
- Facilitated the Mayor's Summer Reading Program created by the Newnan Carnegie Library Foundation. (Goal 4)
- Director part of New Employee Orientation Team to provide a day of orientation twice per year for new employees. (Goal 5)
- Adult Program Assistant participated in Christmas parade planning and execution. (Goal 5)
- Director part of team providing City activities such as annual Christmas Luncheon and Recognition as well as spring/fall gatherings. (Goal 5)

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, T. Anderson, E. Ruppel Ongoing)
- Monitor listservs such as CHLIB-L and GLA. (A. Mapel, T. Anderson Ongoing)

- Collect information from community regarding print and electronic needs.
  - Provide suggestion cards to request materials. (A. Mapel, T. Anderson, S. Crutchfield, E. Ruppel Ongoing)
  - Conduct annual survey to solicit community feedback. (A. Mapel 4th quarter 2019)

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, T. Anderson, S. Crutchfield, E. Ruppel 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, T. Anderson, S. Crutchfield Ongoing)
- Coordinate meeting rooms and display areas. (A. Mapel, E. Ruppel Ongoing)
- Offer both print and electronic resources. (A. Mapel Ongoing)

Performance Measures	2017	2018	2019
	Actual	Estimate	Projected
Reference questions answered	8,209	10,000	**11,000**
Meeting room usage	494	430	**430**
Meeting Room fees collected	10,275	8,500	**8,500**
Number of programs	405	380	**390**
Number of program attendees	11,532	10,000	**10,000**
Computer Usage	6,509	7,000	**7,000**
Public Fax, copier usage	10,276	10,300	**10,300**
Cost of speakers	2,410	2,405	**3,775**
Number of materials in collection	10,496	11,520	**3,775**
Dollar volume of store sales	1,248	1,200	**1,200**

Leisure Services Budget

95.100.6100

Department Description

2
Department Strength

The Leisure Service Department was created in 2018. The mission of the Leisure Services Department is to effectively and efficiently provide services and activities that will improve the overall quality of life for the residents and visitors of Newnan. Our goal is to promote and enhance the usage of city owned parks and facilities by simplifying the rental process, hosting public events and programs in the available spaces, and increasing advertisement to the community.

Account #	Descriptions	2019 Budget
	Salaries & Benefits	**$255,356**
52.1200	Professional Services	**$12,000**
52.1201	Public Relations	**$3,500**
52.2200	Repairs & Maintenance	**$1,000**
52.3101	Vehicle Insurance	**$1,800**
52.3200	Communications	**$400**
52.3300	Advertising	**$5,000**
52.3500	Travel Expenses	**$3,500**
52.3600	Dues & Fees	**$1,000**
52.3700	Training	**$2,500**
53.1100	Materials & Supplies	**$10,500**
53.1101	Office Supplies	**$1,500**
53.1270	Vehicle Gasoline/Diesel	**$4,000**
53.1600	Minor Equipment	**$1,500**
53.1601	Computer Hardware / Software	**$3,000**
53.1602	Office Furniture	**$1,500**
53.1701	Vehicle Maintenance	**$3,000**
54.2201	Vehicles/Equipment	**$18,000**
	Total Leisure Services Expenditures	**$329,056**

Performance Measures	*2017 Actual	2018 Estimated	2019 Projected
Number of rentals in the parks	171	150	**160**
Number of rentals at Howard Warner Facility	1	57	**65**
Number of Standing Agreements (weekly programming) Howard Warner Facility	3	4	**5**
Number of rentals at Wadsworth Auditorium	39	36	**45**
Number of rentals at Wesley Street Gym	2	2	**5**
Number of Standing Agreements (weekly programming) Wesley Street Gymnasium	6	5	**6**
Number of programs sponsored by Leisure Services	0	0	**3**
Number of Newnan Cultural Arts Commissions Events	9	11	**15**

*The 2017 actual are Performance Measures that were achieved by the Facilities Maintenance Department. These duties were relinquished to the new Leisure Services Department Mid-2018.

Goal 1

Increase usage of parks and facilities by 20%.

Objectives

- Research comparable cities and learn how they promote and manage their rentable properties.
- Establish a marketing plan to promote the availability and rental process for the parks and facilities.
- Put intentional signage in the parks to inform patrons that the pavilions are available to be rented for events.
- Create a program guide with information about the properties and an explanation of how to rent them.

Goal 2

Improve and enhance the parks and facilities rental process.

Objectives

- Simplify the rental agreements and make all facility agreement uniform
- Develop and implement a more efficient fee payment, deposit, refund process
- Established an organized recording keeping system for facility requests and reservations
- Implement an effective communication plan for the Parks & Facilities Attendants
- Update and maintain a functional webpage with up-to-date information about parks, facilities, and the rental process.

Goal 3

Recruit, hire, and retain a quality Leisure Services Coordinator

Objectives

- Create an attractive job description that encompasses the mission and vision for the overall growth and development of the Leisure Services Department.
- Provide a quality training provide to ensure the coordinator is learning and retaining necessary information to be successful in his/her position.
- Effectively relay the mission, values, and vision of the Leisure Services Department and offer resources to coordinator to help he/she build and grow the position

Goal 4

Create and implement community programming in parks and facilities.

Objectives

- Provide attractive events for the citizens and visitors of Newnan – Plan 3 events by end of 2019.

- Plan regular programming such as yoga, paint classes, game nights, etc. to encourage citizens to attend, see, and use the facilities – Establish at least 1 regular program by end of 2019.
- Purchase equipment such as bubble soccer balls, kick balls, and tents that are available for rent and will improve the renters' overall experiences.

Goal 5

Increase involvement and support for the Newnan Cultural Arts Commission

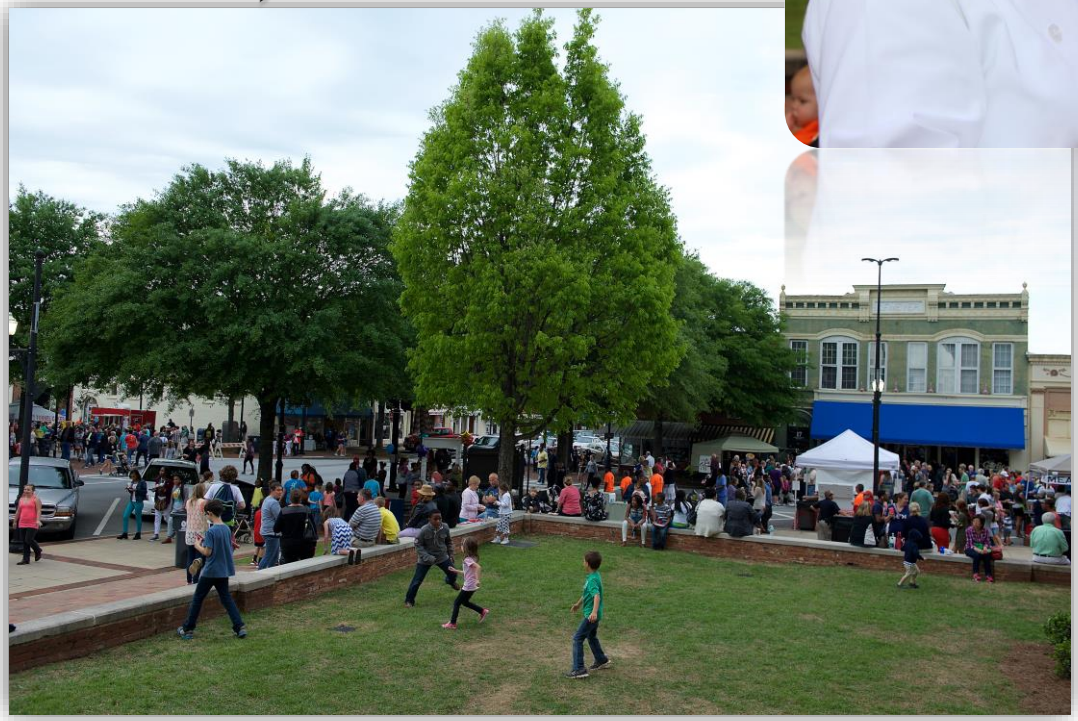
Objectives

- Attend all meetings held by NCAC and help facilitate ideas for programs and events.
- Create a yearly calendar of events for NCAC.
- Maintain the NCAC Facebook page and post regularly to engage audience.
- Attend and assist in the coordination of events.



TASTE OF NEWNAN







Fire Station # 4

Ground Breaking

Capital Improvements Introduction

SECTION I: Introduction to Capital Improvement Program

The FY 2019-2024 Capital Improvements Program (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 2019 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:

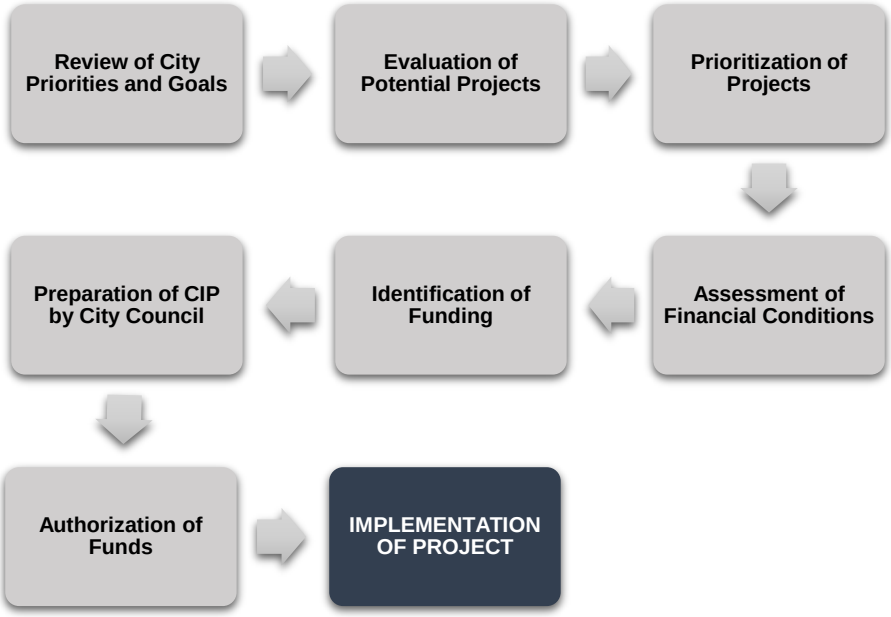
- Promotes advance planning and programming by department heads.
- Provides for orderly replacement of facilities and equipment.
- Forecasts need for new capital investments.
- Helps the City Council and administrative staff gain an overall view of growth and development within the City; and, coordinates 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 on the following page 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 on the following page, the City has invested $58,110,937 into capital improvements during the past five (5) years of the CIP. Based upon an estimated 2019 population of 38,793, the average capital investment was $1,497.97 per city resident over the 5 year period. 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.

FUND	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Projected	Total
2002 SPLOST	$9,348	$353,534	$0	$0	$0	$0	$362,882
2007 SPLOST	$5,111,738	$2,899,160	$1,184,256	$611,826	$3,513,788	$1,509,419	$14,830,187
2013 SPLOST	$1,831,355	$9,788,868	$4,412,806	$3,673,293	$2,025,800	$3,456,789	$25,188,911
Confiscated Assets	$801,951	$274,967	$133,152	$53,048	$0	$0	$1,263,118
Impact Fee	$343,051	$593,284	$255,128	$926,557	$109,581	$1,573,651	$3,801,252
General Fund	$233,045	$459,231	$621,554	$3,220,436	$2,864,629	$878,000	$8,276,895
LMIG Fund	$332,899	$441,757	$320,000	$269,900	$562,945	$0	$1,927,501
Street Fund	$260,861	$246	$378,211	$575,219	$232,349	$325,265	$1,772,151
Tourism Fund	$666,853	$0	$0	$0	$0	$0	$666,853
Total	**$9,591,101**	**$14,811,047**	**$7,305,107**	**$9,330,279**	**$9,330,279**	**$7,743,124**	**$58,110,937**

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 *Revenues & Expenditures Detail* 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, 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 2019: SPLOST 2007 Fund, SPLOST 2013 Fund, SPLOST 2019 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	15 Years	180
Computer Equipment	3 Years	36
Culverts	30 Years	360
Curb and Gutter	20 Years	240
Equipment (Heavy, Non-Office)	10 Years	120
Fire Trucks (Pumper Aerials)	12-15 Years	144-180
Grounds Equipment	7 Years	84
Land Improvements	20-25 Years	240-300
Machinery	10 Years	120
Motor Vehicles (Cars & Light Trucks)	5 Years	60
Office Furnishings	7 Years	84
Other Office Equipment	5 Years	60
Outdoor Equipment (Playgrounds, Parks)	12-15 Years	144-180
Roads (Paved, Asphalt, Non-Paved)	50 Years	600
Repaving Streets	25 Years	300
Road Improvements	20 Years	240
Special Equipment - Police/Fire	5-10 Years	60-120
Traffic Signals	40 Years	480

FY 2019 Improvements

SECTION II: FY 2019 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 2019 Budget total $11,746,374. The City will also transfer $580,246 to Newnan Utilities for the entity's share of SPLOST 2019 revenues to be used for capital projects. The following table, therefore, details the capital improvement expenditures for all City funds in FY 2019.

The FY 2019 Capital Improvements Program (CIP) encompasses seven (7) funds: SPLOST 2007, SPLOST 2013, SPLOST 2019, Impact Fees, General Fund, Street Fund, and Sanitation. Spending projections were calculated by analyzing expenditures during 2018, 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 $91,640 to the FY 2018 capital improvements program and SPLOST 2013 will add another $4,048,285 and SPLOST 2019 increase the FY 2019 Capital Budget by $5,217,466 (not including transfers to Newnan Utilities). Additionally, Impact Fees will provide $950,000 for use during 2018. Please refer to the following pages of this section for detailed information concerning capital spending in 2019.

Fund Source	Expenditures
General Fund	**$603,000**
Impact Fees	**$950,000**
Sanitation Fund	**$189,000**
Street Fund	**$646,983**
SPLOST 2007	**$91,640**
SPLOST 2013	**$4,048,285**
SPLOST 2019	**$5,217,466**
Total Capital Expenditures FY 2019	**$11,746,374**

The following chart illustrates the operating impacts of the FY 2019 Budget Capital Expenditures.

Project Name	New/Replacement	Impacts	Type Impact
HVAC Units (2)	Replacements	N/A	N/A
Shade Sail for Pool	New	N/A	N/A
Vehicle (1)	Replacements	N/A	N/A
Vehicle (1)	Replacements	N/A	N/A
Vehicles (10 yearly average)	Replacements	N/A	N/A
Programmable Sign for Events	New	$150	Minor Repairs
Breathing Apparatus	Replacements	N/A	N/A
Rescue Tool	Replacements	N/A	N/A
Vehicles (2)	Replacements	N/A	N/A
Major Repairs, Streets & Sidewalks	Replacements	N/A	N/A
LMIG Project	Replacements	N/A	N/A
Vehicle (1)	Replacements	N/A	N/A
Mower	Replacements	N/A	N/A
Vehicle (1)	Replacements	N/A	N/A
Buildings & Grounds	Replacements	N/A	N/A
Drainage Improvements	Replacements	N/A	N/A
Mower	Replacements	N/A	N/A
Vehicle (1)	Replacements	N/A	N/A
Heavy Equipment	Replacements	N/A	N/A
Park Lighting Upgrades	Replacements	N/A	N/A
Dog Park	New	$10,000	Maintenance
Phase II LINC Project	New	$12,000	Maintenance
Heavy Equipment	Replacements	N/A	N/A
Major Repairs, Streets & Sidewalks & Drainage	Replacements	N/A	N/A
Major Improvements, Streets, Sidewalks & Intersection	Replacements	N/A	N/A
Wireless Infrastructure Upgrades	Replacements	N/A	N/A
Fire Station 4 Construction	New	$250,473	Staffing and Maintenance
	Total Operating Impacts	**$272,623**	

FY 2019 – FY 2024 Capital Improvements

A. FY 2019 – FY 2024 Capital Improvements

The FY 2019 CIP, which is the current year component of the City's FY 2019 Annual Budget, represents a total of $11,746,374. The current year CIP is funded through seven (7) separate funds and is comprised of twenty-eight (28) 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 2019 fiscal year.

The following chart outlines the Capital Projections for years FY 2019-FY 2021 utilizing seven (7) funds; General Fund, Impact Fees Fund, Street Fund, Sanitation Fund, SPLOST 2007, SPLOST 2013 and SPLOST 2019.

Capital Projects	Funding Source	2019 Budget	2020	2021
Facilities Maintenance				
HVAC Units (2)	General Fund	$16,500	$60,000	$18,000
Shade Sail for Pool	General Fund	$15,000		
Vehicle (1)	General Fund			$45,000
City Engineer				
Vehicle (1)	General Fund	$30,000		$30,000
Police Dept.				
Vehicles (10 yearly average)	General Fund	$331,000	$340,930	$340,930
Programmable Sign for Events	General Fund		$22,500	$22,500
Hazardous Material Detector	General Fund		$26,500	
Other Equipment	General Fund	$6,000		
Fire Dept.				
Breathing Apparatus	General Fund	$40,000	$40,800	$41,616
Rescue Tool	General Fund	$38,000	$38,760	$39,535
Vehicle (1)	General Fund		$50,000	
Station 4 Construction	Impact Fees	$650,000		
Street Dept.				
Vehicles (1)	General Fund	$31,000		
Major Repairs, Streets & Sidewalks	Street Fund	$250,000		
LMIG Project	Street Fund	$396,982	$400,000	$400,000
Cemetery				
Vehicle (1)	General Fund	$30,000		

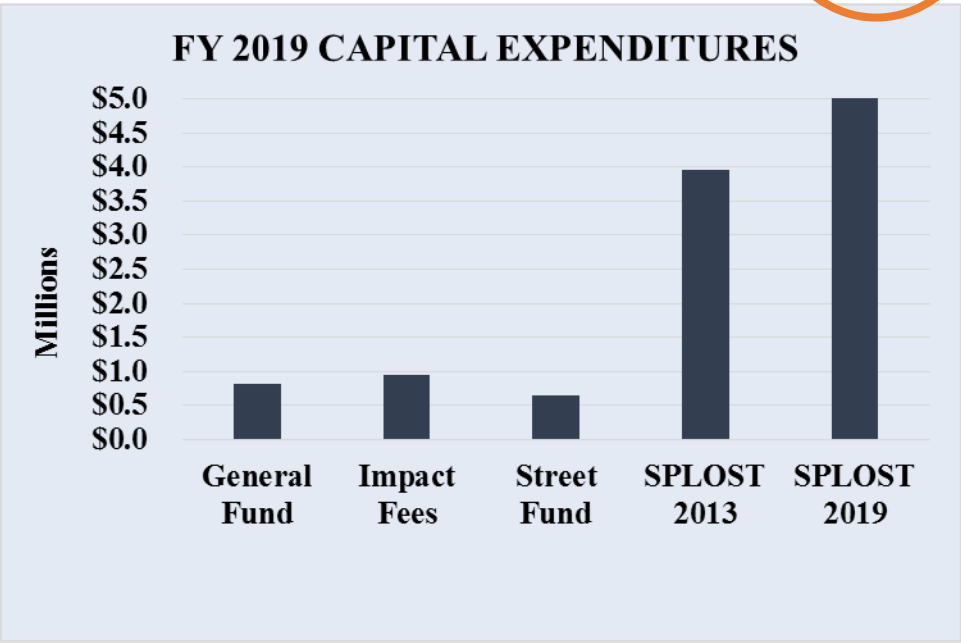
Mower	General Fund	$12,500		$12,500
Heavy Equipment	General Fund		$50,000	
Leisure Services				
Vehicle (1)	General Fund	$18,000		
Beautification				
Buildings & Grounds	General Fund	$55,000		
Mower	General Fund	$11,000		
Park Improvements	Impact Fees	$300,000		
Sanitation Dept.				
Vehicle (1)	Sanitation Fund	$31,000		
Heavy Equipment	Sanitation Fund	$158,000		
Garage				
Vehicle	General Fund		$25,000	
HVAC Unit (1)	General Fund			$6,000

	2019 Budget	2020	2021
General Fund	$603,000	$594,490	$423,546
Impact Fees	$950,000		
Sanitation Fund	$189,000		
Street Fund	$646,983	$400,000	$400,000
	$2,600,082	**$994,490**	**$823,546**

SPLOST FUNDS				
Capital Projects	**Funding Source**	**2019 Budget**	**2020**	**2021**
Parks				
Dog Park	SPLOST 2013	$350,000		
Phase II LINC Project	SPLOST 2019	$3,500,000	$3,500,000	
*Parks & Leisure Service Facilities	SPLOST 2019			$1,750,000
Facilities				
City Hall Additions	SPLOST 2007	$91,640		
Streets				
Heavy Equipment	SPLOST 2013	$39,535		
Sign Upgrades	SPLOST 2013	$40,000	$40,000	
Lower Fayetteville Road	SPLOST 2013	$500,000		
Oak Hill Cemetery Paving	SPLOST 2013	$100,000		
LMIG Project	SPLOST 2013	$500,000		
McIntosh Parkway	SPLOST 2013	$400,000		

Major Repairs, Streets & Sidewalks & Drainage	SPLOST 2019	$1,150,000	$750,000	$1,000,000
Major Improvements, Streets, Sidewalks & Intersections	SPLOST 2013	$93,750		
Major Improvements, Streets, Sidewalks & Intersection	SPLOST 2019	$400,000	$200,000	$500,000
Lower Fayetteville Road	SPLOST 2019			
Heavy Equipment	SPLOST 2019	$121,466	$185,000	$265,000
Information Technology				
Wireless Infrastructure Upgrades	SPLOST 2019	$46,000		
Fire Dept.				
Fire Station 4 Construction	SPLOST 2013	$2,025,000		
Fire Engine Pumper	SPLOST 2019		$625,000	
Public Safety Training Center	SPLOST 2019			$1,750,000

	2019 Budget	2020	2021
SPLOST 2007	$91,640		
SPLOST 2013	$4,048,285	$40,000	
SPLOST 2019	$5,217,466	$5,260,000	$5,265,000
	$9,257,641	**$5,300,000**	**$5,265,000**



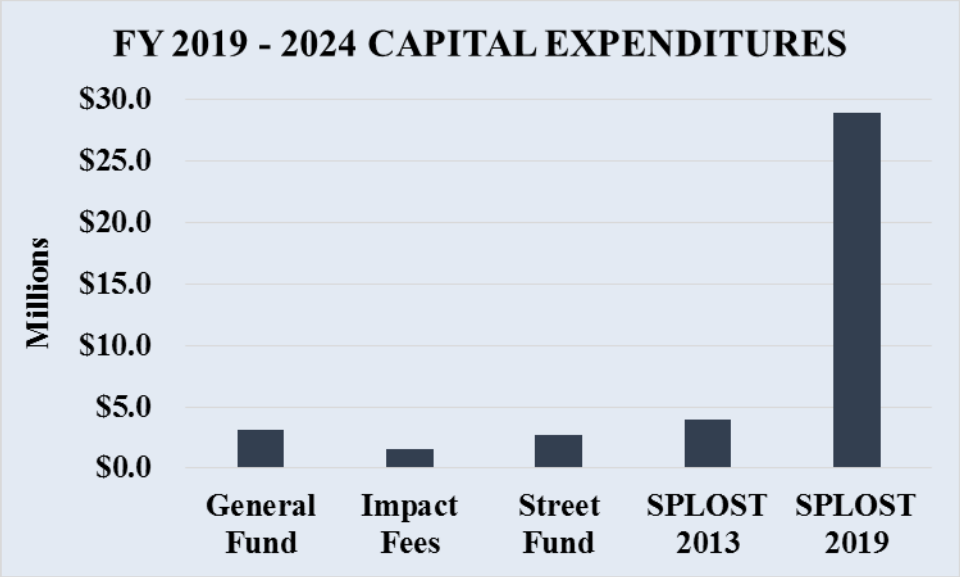
Not illustrated in the chart to the left are expenditures from SPLOST 2007 in the amount of $91,640 and the Sanitation Fund in the amount of $189,000 due to legibility on the chart.

Additionally as part of the City of Newnan's planning for the Capital Improvement Program are years FY 2022 through FY 2024. The following chart outlines the Capital Projections for years FY 2022 - FY 2024 utilizing seven (7) funds; General Fund, Impact Fees Fund, Street Fund, Sanitation Fund, SPLOST 2007, SPLOST 2013 and SPLOST 2019

Capital Projects	Funding Source	2022	2023	2024
Facilities Maintenance				
Station 2 Improvements	General Fund	$40,000		
Vehicle (1)		$30,000		
Police Dept.				
Vehicles (10 yearly average)	General Fund	$351,158	$351,158	$351,158
K-9 Unit	General Fund	$20,000		
Fire Dept.				
Breathing Apparatus	General Fund	$42,448	$43,296	44,161
Rescue Tool	General Fund	$40,326		
Fire Truck	Impact Fees		$650,000	
Cemetery				
Mower	General Fund		$12,500	
Sanitation Dept.				
Heavy Equipment	Sanitation Fund	$160,000		
Garage				
Lift	General Fund			
Welder	General Fund	$20,000		
Metal Brake	General Fund		$10,000	$15,000
CAPITAL IMPROVEMENT TOTALS (SPLOST PROJECTS LISTED SEPARATE)				
		2022	**2023**	**2024**
General Fund		$433,606	$416,954	$410,319
Sanitation Fund		$160,000		
Impact Fees			$650,000	
		$593,606	$1,066,954	410,319

SPLOST FUNDS					
	Capital Projects	Funding Source	2022	2023	2024
Parks					
	*Parks & Leisure Service Facilities	SPLOST 2019	$1,750,000	$1,750,000	1,750,000
Streets					
	Heavy Equipment	SPLOST 2019	$145,000	$35,000	250,000
	Major Repairs, Streets & Sidewalks & Drainage	SPLOST 2019	$1,000,000	$750,000	1,250,000
	Major Improvements, Streets, Sidewalks & Intersection	SPLOST 2019	$500,000	$500,000	900,000
	Lower Fayetteville Road	SPLOST 2019		$1,750,000	2,250,000
	Light Rescue Vehicle	SPLOST 2019	$250,000		
	Fire Engine Pumper	SPLOST 2019		$625,000	

			2022	2023	2024
	SPLOST 2019				
			$3,645,000	$5,410,000	4,150,000
			$3,645,000	**$5,410,000**	**4,150,000**



As with the chart on page 186, SPLOST 2007 and Sanitation is not shown to the left. Total expenditures from these Funds over the six year period are:

SPLOST 2007 - $91,640
Sanitation Fund - $349,000.

FY 2019 Major Budgeted Projects

B. FY 2019 Major Budgeted Projects

a) Fire Station # 4

The picture below is a rendering of the new Fire Station to be built at 3 Farmer Commercial Park Drive. Much planning goes in to implementing a new structure, especially when it has to be fully staffed in order to be operational. In the FY 2019 six (6) Firefighters are budgeted with a budget impact of $230,473. This is only for half a year as the construction isn't deemed to be completed until fall 2019. In FY 2020, this amount will double. Also there is the cost of a Fire Truck. You can't have a Fire House without a Fire Truck correct? Fortunately the voters also approved this purchase in the SPLOST 2013 referendum and it is on order. This takes about 12 months due to the specialty of the vehicle. This came at a cost of $749,922. The building itself is budgeted at $3,500,000. The funding sources are SPLOST 2013 and Impact Fees. This includes all construction, land cost, furniture, fixtures and equipment.



b) LINC – Phase II

The picture to the right is actually Phase I that was started in FY 2018. This section is roughly 1.3 miles. The cost is anticipated at completion to be $3,300,000. This meandering trail of concrete through the woods is going to a wonderful asset to the Citizens of Newnan. Especially those that love the outdoors. It begins at Summerlin Boulevard and ends at Summergrove Parkway. This section will be complete by the first of FY 2019. The City started the design process for Phase II in FY 2018. Phase II will begin and Summerlin Boulevard and end on East Broad Street at the Train Depot. The cost of Phase II is estimated at $9,000,000. Along with the funding from the new SPLOST 2019 ($7,000,000), Friends of The LINC are gearing up for fund raising to help assist in the budget deficit which is currently over $2,000,000.



c) Dog Park



The concept above is of a Dog Park that was bid at the end of FY 2018. The concept drawing is not the final design. However, there was very minimal changes. This park will be more than six (6) acres and include a small dog area separated from a large dog area. There will also be pavilions, restrooms and plenty of parking. This will be a nice addition to the Sprayberry Road area. The estimated cost will be around $1,000,000. SPLOST 2013 and proceeds from the sale of the adjacent residential lots will be the funding for this project.



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, 2016 the City's governmental activities had no outstanding long-term debt, other than compensated absences in the amount of $773,053 and $9,748 respectively. For the governmental activities, compensated absences are generally liquidated by the general fund. Additionally, the City implemented GASB statements 68 and 71 in 2016. Therefore there was an addition to long-term debt in the amount of $4,986,607 for pension liability, with $84,772 of the amount attributed to business-type activities.

	Beginning 1/1/2016	Additions	Reductions	Ending Balance 12/31/2016	Due Within One Year
Governmental Activities:					
Net pension liability	$ 3,746,424.00	$ 2,091,517.00	$ 936,106.00	$ 4,901,835.00	$ -
Compensated Absences	$ 680,291.00	$ 1,356,179.00	$ 1,263,417.00	$ 773,053.00	$ 559,664.00
Business Type Activities:					
Net pension liability	$ 64,791.00	$ 36,171.00	$ 16,190.00	$ 84,772.00	$ -
Compensated Absences	$ 7,348.00	$ 18,063.00	$ 15,663.00	$ 9,748.00	$ 8,234.00

The compensated absences accrual increased by $92,762 during 2016 within the governmental activities and increased by $2,400 within business type activities. FY 2016 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 2018, the assessed value of taxable property in the City was $1,434,712,753. Therefore, the City's long-term obligations payable could not exceed $143,471,275 (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 Unit

1. **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, 2017: 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 31,2017

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

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. In 2018 through 2022 no principal payment will be made due to the debt structure and when the bond matures which was designed by bond issuer.

As of December 31, 2017, total debt service requirements to maturity for the Series 2006A Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2018	$0	$172,725	$172,725
2019	$0	$172,725	$172,725
2020	$0	$172,725	$172,725
2021	$0	$172,725	$172,725
2022	$0	$172,725	$172,725
2023-2026	$3,290,000	$523,950	$3,813,950
	$3,290,000	$1,387,575	$4,677,575

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.

As of December 31, 2017, total debt service requirements to maturity for the Series 2015 Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2018	$85,000	341,933	$426,933
2019	90,000	340,232	430,232
2020	1,775,000	338,432	2,113,432
2021	1,815,000	301,166	2,116,166
2022	10,000	258,550	268,550
2023-2027	635,000	1,288,676	1,923,676
2028-2032	3,250,000	967,076	4,217,076
2033-2036	3,080,000	289,850	3,369,850
	$10,740,000	$4,125,915	$14,865,915

Series 2017

On January 9,2017, the Commission issued a $9,421,000 of City of Newnan, Georgia Water, Sewerage and Light Commission Public Utilities Refunding Revenue Bonds (Series 2017A Bonds) and $4,090,000 of the City of Newnan, Georgia Water, Sewerage and Light Commission Public Utilities Refunding Bonds (Series 2017B and together with Series 2017A Bonds, Series 2017 Bonds) jointly with the City.

The Series 2017 Revenue Bonds were issues to provide funds to (i) refund and defease a portion of the City and Commission's outstanding Public Utilities Revenue Bonds, Series 2006 (Refunding Bonds), (ii) payoff the GEFA loan, (iii) pay the premium for a debt service reserve surety bond respecting the Series 2017 Bonds, and pay the costs of issuance of the Series 2017 bonds.

As of December 31, 2017, total debt service requirements to maturity for the Series 2017 Bonds were as follows:

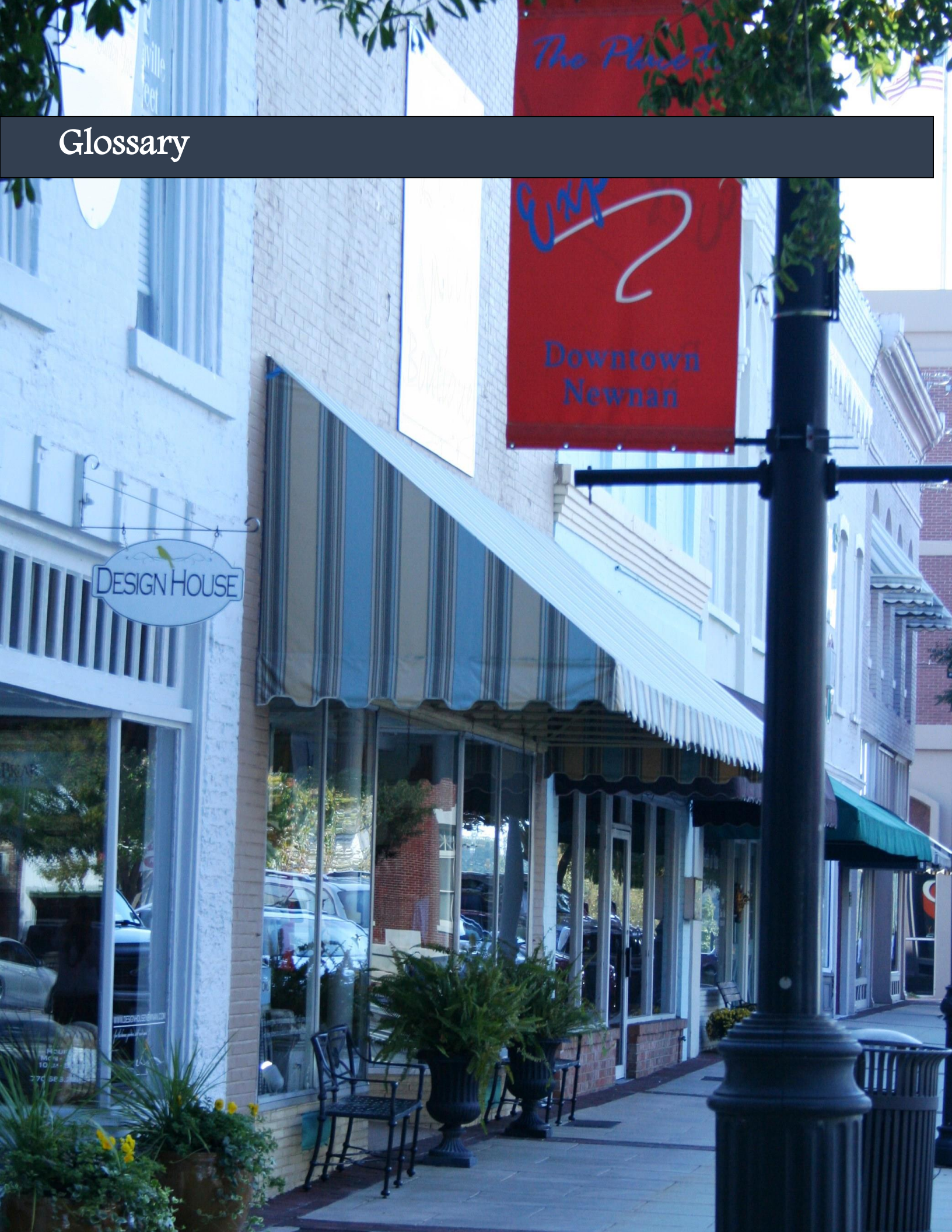
YEAR	PRINCIPAL	INTEREST	TOTAL
2018	$2,015,469	263,304	$2,278,773
2019	2,074,531	257,490	2,332,021
2020	431,217	221,394	652,611
2021	440,945	211,260	652,205
2022	2,316,398	200,898	2,517,296
2023-2027	4,446,661	437,661	4,884,322
2028-2031	1,785,779	89,142	1,874,921
	$13,511,000	$1,681,149	$15,192,149

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	$ 2,101,519	$ -	$ (154,160)	$ 1,947,359	$ 268,800
Revenue Bonds	23,391,933	13,511,000	(8,765,327)	28,137,606	2,100,469
Notes Payable	6,577,227	-	(6,577,227)	-	-
Total	$ 32,070,679	$ 13,511,000	$ (15,496,714)	$ 30,084,965	$ 2,369,269


the Square

Glossary



AASHTO - American Association of State Highway and Transportation Officials.

ACCOMPLISHMENT - The completion or fulfillment of something.

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

ACCOUNTABLE - Answerable for one's conduct, discharge of assigned responsibilities, or performance.

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

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

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

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

ACQUISITION - The act of acquiring something.

ADAAA - Americans with Disabilities Act Amendments Acts.

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

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

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

ALIGN - To place something in a straight line or in an orderly position in relation to something else, or be placed in this way.

AMORTIZE - To write off a regular portion of an asset's cost over a fixed period of time.

ANNEXATION - To take over territory or property and incorporate it into another political entity or government jurisdiction.

APPEAL - An earnest or urgent request to somebody for something.

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

ASSESSMENT - (1) The act of assessing; an appraisal. (2) An amount assessed, as for taxation.

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

ASSIGN - To give somebody a job to do.

AQUATIC - Connected with, consisting of, or dependent on water.

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

AUTHORITY - A government or public agency created to perform a single function of a restricted group of related activities. Usually such units are financed from service charges, fees and tools, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing or the exercise of certain powers.

AUTOMATE - The act of implementing the control of equipment with advanced technology; usually involving electronic hardware and software; "automation replaces human workers by machines".

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

BALANCED BUDGET - When the sum of the projected revenues and fund balance is equal to or greater than, appropriations for a particular fund or entity.

BMP - Best Management Practices.

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

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

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

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

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

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

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

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

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

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

BUFFER - Somebody or something that reduces shock or impact or protects against other harm, usually by interception.

BUILDING CODES - Provincial or locally adopted regulations that control the design, construction, repair, quality of building materials, use, and occupancy of any structure under its jurisdiction.

CAD - Computer-Aided Design.

CAFI - Community Action for Improvement, whose mission is to enhance the quality of life of individuals and families by providing services and resources that will facilitate the building of self-esteem and self-sufficiency through the active involvement of the total community.

CAFR - Comprehensive Annual Financial Report. This is the official annual report of a government. In addition to a combined, combining (assembling of data for all funds within a type), and individual balance sheet, the following are also presented as appropriate on a combined, combining, and individual basis: (1) statement of revenues, expenditures, and changes in fund balance (all funds); (2) statement of revenues, expenditures, and changes in fund balances, budget and actual (for government fund types); (3) statement of revenues, expenses, and changes in retained earnings (for proprietary funds); and (4) statement of changes in financial position (for proprietary funds).

CAPITAL EXPENDITURES - Capital outlay of five thousand dollars ($5,000) or more that has a useful life in excess of one year.

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

CAPITAL LEASE - One in which the lessee obtains significant property rights. Although *not* legally a purchase, theoretical substance governs over legal form and requires that the leased property be recorded as an asset on the lessee's books.

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

CAPITAL OUTLAY - Expenditures that result in the acquisition of/or addition to fixed assets, defined as costing at least $5,000 and having an economic useful life of one year or more.

CDBG - Community Development Block Grant.

CENTRAL BUSINESS DISTRICT - The downtown section of a city, generally consisting of retail, office, hotel, entertainment, and governmental land uses with some high density housing.

CERTIFICATION - A document attesting to the truth of certain stated facts.

CEU - Continuing Education Unit for credit to maintain a degree or certification.

CHECKLIST - A list of tasks to be completed.

CIE - Capital Improvement Element.

CIP - Capital Improvement Program; a multi-year plan developed for capital improvements, which is updated annually. All improvements are to be made in accordance to this plan.

CITA - City Information Technology Assistance. This is the City's official computer help desk where problem tickets are filed electronically by staff and prioritized by the IT department for handling. The status of all tickets can also be electronically viewed at any time by users and staff.

CITY COUNCIL - Comprised of the Mayor and six (6) Council members who are elected by a vote of the citizens of the City of Newnan and who each serve staggered four-year terms. The Council sets policy, represents the interests of the citizens and relies on the City Manager to implement policy direction.

COMMERCIAL - Connected with or engaged in or sponsored by or used in commerce or commercial enterprises.

COMMITMENT - An agreement to perform a particular activity at a certain time in the future under certain circumstances.

COMPEL - To require somebody to do something.

COMPLIANCE - Conformity: acting according to certain accepted standards.

COMPONENT UNIT - A special-purpose government (such as a school district) that meets all of the following criteria: has a separately elected governing body, is legally separate and is fiscally independent of other state and local governments.

COMPOUNDED - To compute (interest) on the principal and accrued interest; to add to, or increase.

COMPREHENSIVE PLAN - A master plan to guide the long-term development of a government subdivision, such as a city or country to ensure that social and economic needs are balances against environmental and aesthetic concerns.

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

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

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

DAT - District Assessment Team.

DCA - Department of Community Affairs, provides a variety of community development programs to help the state's communities realize their growth and development goals.

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

DEFICIENCY - The state of needing something that is absent or unavailable.

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

DEPARTMENT - Departments are the major functional sub-divisions and correspond roughly to functional hierarchy used by the City. Each department has been assigned to one of the functions according to the type of activity it performs.

DEPARTMENT STRENGHT – Number of employees in the entire Department.

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.

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.
HB – House Bill

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 inter-fund 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.

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 inter-fund 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.

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.

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.


Newnan
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