City of Newnan
FY 2020
Annual Budget



EXECUTIVE SUMMARY

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The City of Newnan Approved FY 2020 Annual Budget includes financial and service delivery information combined with policy statements, in a means designed to easily communicate the information to the reader. The FY 2020 Approved Budget, therefore, is intended to serve four purposes:

A Policy Document

This Budget indicates what services the City will provide during the next year. Additionally, the level of services and reasons for their provision are stated. The Transmittal Letter summarizes the City's mission statement, city-wide organizational goals, priorities, operating results, financial situations and how the budget will address specific issues in FY 2020. Specific policies are addressed in the Financial Policies and Capital Improvement sections, respectively. Within the Departmental Summaries, the five functions list specific priorities and goals, both short and long term. On a more detailed basis, within the same section, the Approved FY 2020 goals, objectives, tasks and performance measures are listed for each department, along with prior year goals accomplishments.

A Financial Plan

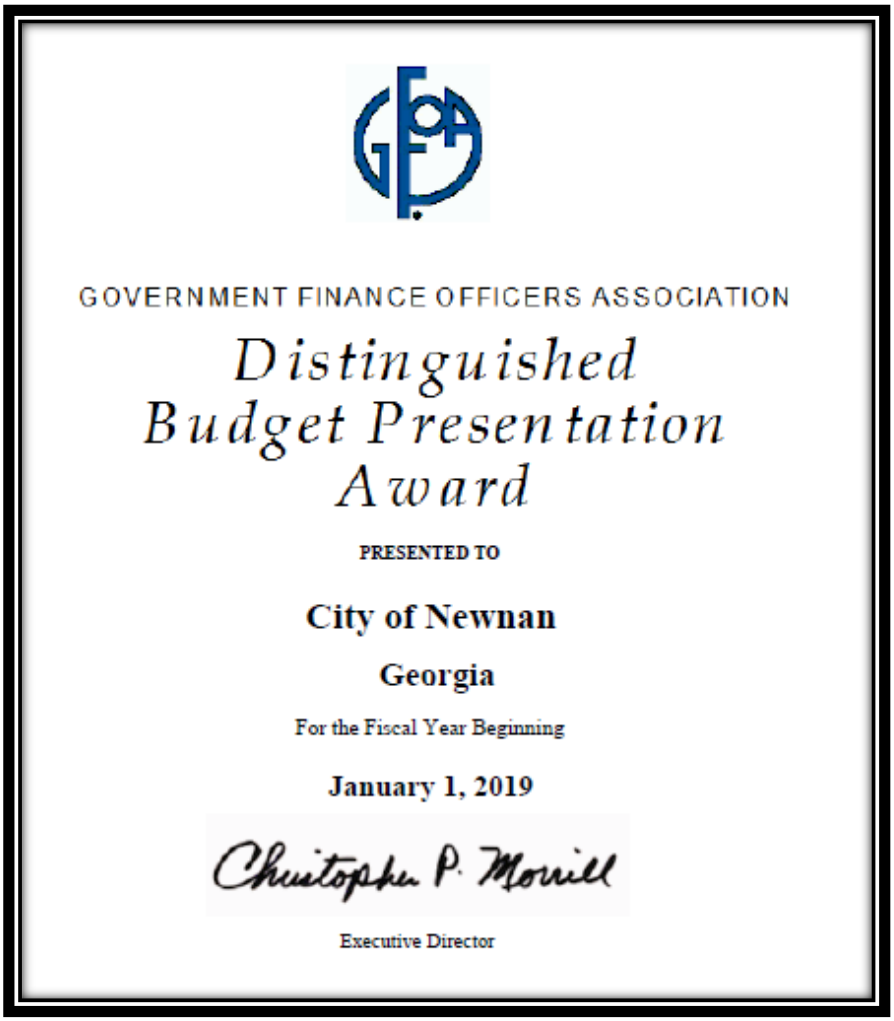
This Budget summarizes and details the cost to the taxpayers for current and approved service levels and includes funding information. At the front of the document is the adopting ordinance summarizing revenue and expenditures at the fund level for the FY 2020 Approved Budget. Within the Transmittal Letter is a narrative of the FY 2020 budget assumptions, overview, highlights and a list of prior year accomplishments as well as the City's strategic goals and initiatives. Within the Budget Summary is a narrative description of the major revenue sources for each fund, expected receipts and summaries of approved expenditures. Detailed financial information is illustrated in the Funds, Debt Summary & Financial Trends section in addition to data found within the Departmental Summaries section. Such information is typically listed in three columns: FY 2018 Actual, FY 2019 Budget, and FY 2020 Budget. This Budget includes several transfers between the General Fund, Tourism, Rental Motor Vehicles Fund and Newnan Water, Sewerage and Light Commission.

An Operations Guide

This Budget indicates how departments and funds are organized to provide services to the citizens of Newnan and visitors to the community. Approved changes for FY 2020 are summarized in the Transmittal Letter and detailed in the Funds, Debt Summary & Financial Trends, Personnel Summary, and Departmental Summaries sections. Additionally, within the Departmental Summaries section, each department lists a mission statement, department description, approved budgetary additions and/or deletions, line-item history, year-end projections and approved funding for FY 2020. Performance measures are included for each applicable department so that service and output can easily be measured by Council and citizens.

A Communication Device

This Budget is designed to be user friendly with summary information in text, charts, tables and graphs. A glossary of budget terms is included for the reader's reference. Additionally, a Table of Contents provides a listing in order of the sections within this document. Should the reader have any questions about the City of Newnan's Adopted FY 2020 Budget, he or she may contact the City Manager at (770)-253-2682, ext. 204. This document is also available on our website at www.cityofnewnan.org.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Newnan

Georgia

For the Fiscal Year Beginning

January 1, 2019

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 thirtieth 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 2020 budget continues to conform to program requirements and will be submitted to GFOA to determine its eligibility for the FY 2020 Distinguished Budget Presentation Award.

City of Newnan
CITY COUNCIL

MAYOR, L. KEITH BRADY



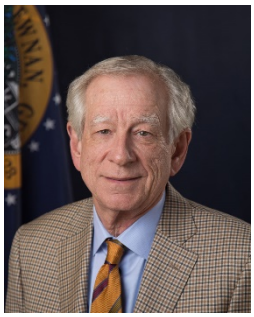
District 1
Council Members
Dustin K. Koritko
Paul L. Guillaume





District 2
Council Members
Ray F. Dubose
Rhodes H. Shell





District 3
Council Members
George M. Alexander
Cynthia E. Jenkins





BUDGET ORDINANCE

AN ORDINANCE TO PROVIDE FOR THE ADOPTION OF A BUDGET, ITS EXECUTION AND EFFECT FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2020 AND ENDING DECEMBER 31, 2020.

Section I.

There is hereby adopted for the fiscal year January 1, 2020 through December 31, 2020, 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 $27,145,600 for the general operation and legal obligation in 2020.

General Fund Revenues	
Property Taxes	$6,983,700
Sales Taxes	$7,500,000
Excise (Franchise) Taxes	$4,655,000
Occp. Tax & Alcohol Licenses	$3,065,000
Inspections & Permits	$740,000
Fines & Forfeitures	$642,000
Other Local Revenue	$383,400
Intergovernmental	$688,500
Water & Light Transfers	$1,700,000
Other Financing Sources	$788,000
	$27,145,600
General Fund Expenditures	
General Government	$3,957,595
Public Safety	$15,598,604
Public Works	$3,814,011
Community Development	$2,940,565
Other Services	$834,825
	$27,145,600

Section III. Street Improvement Fund (200).

There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $437,676 for street improvements.

Street Improvements Revenue	
Street Improvements	$35,000
LMIG Contract Revenue	$437,676
Interest Earnings - Street Improvements	$500
Interest Earnings - LMIG	$1,000
Fund Balance Reserves	($36,500)
	$437,676
Street Improvements Expenditures	
Major Streets Maintenance	$437,676
	$437,676

Section IV. Confiscated Assets Fund (210)

There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of $91,400 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	$79,800
Interest Earnings	$2,605
Fund Balance Reserves	$8,995
	$91,400
Confiscated Assets Expenditures	
Other Seizures Expenditures	$10,800
Dept. of Justice Expenditures	$8,000
Dept. of Treasury Expenditures	$72,600
	$91,400

Section V. NSP1 Grant Fund (221)

There is hereby established a NSP1 Grant Fund for the City of Newnan with an appropriation of $300,000. This fund is utilized to account for a Neighborhood Stabilization Program grant received by the City from the Georgia Department of Community Affairs to purchase and rehabilitate housing for low income recipients who meet the eligibility guidelines for assistance. Newnan Housing Authority (HAN) and Newnan-Coweta Habitat for Humanity (NCHFH) are the sub-recipients of the grant.

NSP1 Revenues	
Program Income	$70,000
Interest Earnings	$750
Fund Balance Reserves	($229,250)
	$300,000
NSP1 Expenditures	
Program Expenses	$300,000
	$300,000

Section VI. NSP3 Grant Fund (222)

There is hereby established a NSP3 Grant Fund for the City of Newnan with an appropriation of $300,000. This fund is utilized to account for a Neighborhood Stabilization Program grant received by the City from the Georgia Department of Community Affairs to purchase and rehabilitate housing for low income recipients who meet the eligibility guidelines for assistance. Newnan Housing Authority (HAN) is the sub-recipient of the grant.

NSP3 Revenue	
Program Income	$90,000
Interest Income	$800
Fund Balance Reserves	($209,200)
	$300,000
NSP3 Expenditures	
Program Expenses	$300,000
	$300,000

Section VII. Miscellaneous Grants Fund (240)

There is hereby established a Miscellaneous Grants Fund for the City of Newnan with an appropriation of $64,635. 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	$86,500
Fund Balance Reserves	($21,865)
	$64,635
Misc. Grants Expenditures	
Employee Benefits	$2,000
Employee Recognition	$1,200
Public Relations	$37,900
Other Contractual Services	$20,000
Materials & Supplies	$1,435
Training	$1,100
Protective Equipment	$1,000
	$64,635

Section VII. Hotel/Motel Tourism Fund (275)

There is hereby established a Hotel/Motel Tourism Fund for the City of Newnan with an appropriation of $1,160,200 for Tourism Enhancement activities.

Hotel/Motel Tourism Revenues	
Hotel/Motel Tax	$1,168,000
Interest Earnings	$5,000
Fund Balance Reserves	($12,800)
	$1,160,200
Hotel/Motel Tourism Expenditures	
Natural Gas	$3,000
Transfer to Explore Newnan - Coweta	$213,600
Tourism Capital Expenditures	$213,600
Transfer to General Fund	$438,000
Transfer to Newnan Centre	$292,000
	$1,160,200

Section IX. 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	$96,000
Interest Earnings	$1,000
Fund Balance Reserves	($1,000)
	$96,000
Motor Vehicle Rental Excise Tax Expenditures	
Transfer to Newnan Centre	$96,000
	$96,000

Section X. Special Purpose Local Option Sales Tax Funds (323 and 310)

Fund 323, **SPLOST 2013,** was established in 2013 and expired in 2018. This year's budget includes an appropriation of $1,585,000 for capital projects.

SPLOST 2013 Revenues	
Interest Earnings	$15,500
Grant Funds	$500,000
Fund Balance Reserves	($1,069,500)
	$1,585,000
SPLOST 2013 Expenditures	
Lower Fayetteville Road	$685,000
Streets, Drainage & Sidewalks	$750,000
Sign Upgrades	$150,000
	$1,585,000

Fund 310, **SPLOST 2019,** was established in 2019 and will expire in 2023. This year's budget includes an appropriation of $9,117,000 for capital projects and a transfers to Newnan Utilities in the amount of $626,200 for a total of $9,743,200.

SPLOST 2019 Revenue:	
SPLOST 2019 Receipts	$6,262,000
Interest Earnings	$5,000
Fund Balance Reserves	($3,476,200)
	$9,743,200

SPLOST 2019 Expenditures:	
Network Improvements	$5,000
Leisure Services	$7,465,000
Streets, Drainage & Sidewalks	$1,500,000
Public Works Equipment	$147,000
Transfer to Newnan Utilities	$626,200
	$9,743,200

Section XI. Impact Fees (375)

There is hereby established an Impact Fees Fund for the City of Newnan with an appropriation of $750,000. In 2004, the City established an impact fee program with funds to be paid into the fund for four major areas of development: Roads and Bridges, Fire, Police and Parks.

Impact Fees Revenues	
Roads/Streets/Bridges	$150,000
Fire Services	$240,000
Parks/Recreation	$475,000
Interest Earnings	$1,900
Fund Balance Reserves	($116,900)
	$750,000

Impact Fees Expenditures	
Parks/Recreation	$750,000
	$750,000

Section XII. Sanitation Fund (540)

There is hereby established a Sanitation Fund for the City of Newnan with an appropriation of $878,715. These funds will be used for Brush & Bulk and Refuse (downtown commercial district).

Sanitation Revenues	
Yard Debris & Bulk Collections	$690,000
Garbage Fees - Commercial	$65,000
Interest Earnings	$10,000
Transfer From General Fund	$140,000
Fund Balance Reserves	($26,285)
	$878,715

Sanitation Expenditures Brush & Bulk	
Wages & Benefits	$356,808
Operations	$292,366
Depreciation Expenses	$20,000
	$669,174

Sanitation Expenditures Refuse	
Wages & Benefits	$136,391
Operations	$53,150
Depreciation Expenses	$20,000
	$209,541

Section XIII. 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 fourteenth day of January 2020.

ATTEST:

Della Hill, City Clerk

L. Keith Brady, Mayor

REVIEWED AS TO FORM:

Cynthia E. Jenkins, Mayor Pro-Tem

C. Bradford Sears, Jr., City Attorney

George M. Alexander, Councilmember

Cleatus Phillips, City Manager

Ray F. Dubose, Councilmember

Rhodes H. Shell, Councilmember

Dustin K. Koritko, Councilmember

Paul L. Guillaume, Councilmember

MANAGER'S MESSAGE

Manager's Message

Honorable Mayor and City Council:



In accordance with the laws of the state of Georgia and ordinances adopted by the governing authority of the City of Newnan, Georgia, the "FY 2020 Annual Budget" is hereby presented. The FY 2020 Budget is balanced by fund and complies with the fiscal policies as adopted by the Mayor and Council. The City was awarded, for the thirtieth consecutive year, the Government Finance Officers Association (GFOA) of the United States "Distinguished Budget Presentation Award" for 2019. 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 2020.

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 2020 Budget clearly aligns the City's mission, goals and initiatives with spending and shows the impact of operations and proposed capital projects.

This budget 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 public safety, facilities maintenance, and other services. Employee contributions to health insurance plans are increasing slightly 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.

Below is a list of strategic goals and initiatives which influenced the development of the FY 2020 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.

Goal 1

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

Initiatives

- 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.

Goal 2

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

Initiatives

- 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.

Goal 3

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

Initiatives

- 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.

Goal 4

Hire and maintain a qualified work force.

Initiatives

- 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.

Goal 5

Promote community participation and involvement in local government.

Initiatives

- 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 below illustrates which departments/divisions are responsible for each of the City's Goals. These departments represent twenty service areas and the FY 2020 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.

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	X	x	x	x	

B. Prior Year Operating Results and Accomplishments

Revenue collections for FY 2019 are projected to be 107% of the adopted budget. Expenditure control was maintained extraordinarily well at the department level.

During 2019, 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.

- Substantially completed design of Phase II – Newnan LINC.
- Completed construction of Fire Station #4 and began operations.
- Purchased Fire truck for Station 4 funded by SPLOST 2019.
- Completed construction of Dog Park.
- Received the Distinguished Budget Presentation Award and Excellence in Financial Reporting Award from GFOA.
- Initiated a traffic improvement study of Lower Fayetteville Road.
- 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 2018 & 2019 Programs.
- Initiated repaving of various streets under the LMIG 2020 program.
- Completed a traffic study of the intersection of Clark St., Jackson St., Jefferson St. and Bullsboro Dr. with the assistance of a grant from DCA.
- Completed signaling at East Broad and Farmer.
- Completed the construction of the McIntosh Parkway Extension Project.
- Initiated renovations of CJ Smith Park.
- Initiated renovations of Pickett Field.

C. FY 2020 Projects and Operational Priorities

- Paving of various streets and sidewalk repair. (on-going)
- Enhance overall employee benefit and recruitment package.
- Initiate construction of Phase II of the LINC.
- Initiate construction of CJ Smith Park renovations
- Complete design of Pickett Field
- Initiate the design of a pickle ball facility
- Address key service areas such as public safety, facilities maintenance and infrastructure maintenance.

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 2020. To illustrate their level of significance, of the total capital expenditures of $12,650,276; SPLOST 13 and SPLOST 19 comprise 85% of the revenue expended in the capital budget.

D. General Fund Budget Changes

The two charts below highlight the major changes in the budgeted revenue and expenditures for the FY 2020 Budget. These changes are explained in the following Budget Assumptions Section.

Revenue Categories	Net Change
Property Taxes	181,700
Sales Tax	500,000
Franchise Tax	202,000
Inspections & Permits	60,000
Service Charges	323,000
Fines & Forfeitures	75,000
Other Financing Sources	183,000

Expenditure Categories	Net Change
General Government	20,561
Public Safety	867,549
Public Works	263,330
Community Development	14,188
Other Services	17,572

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 2020 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 over several 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 2020 are conservative, yet realistic.
- The 2019 tax digest increased 3.37% (net) from 2018 as Newnan is experiencing some growth in both commercial and residential areas. It is estimated that the 2020 digest will show additional growth at a 3% rate. Based on a 94% collection rate property taxes are budgeted at $5,650,000 for real and personal, $1,100,000 for Title Ad Valorem Tax (TAVT) and $35,000 for Vehicle Ad Valorem. All forms of Property Taxes, including delinquent taxes, are budgeted $181,700 higher than 2019 or 3%.
- 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 7%, totaling $7,500,000, up from $7,000,000 in 2019.

- The need to subsidize the downtown garbage collection has had an impact to the General Fund transfers in the amount of $140,000 consistent with FY 2019. 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 continue to subsidize the program.

- The 2020 budget includes staffing changes as follows:

    - 2 new Police Officers positions added (patrol & detective)
    - 1 new Fire Fighter position added
    - 2 new Street Maintenance Workers positions added
    - 1 new Facilities Maintenance Technician position added
    - 1 part-time employee in Municipal Court going to a full-time position
    - 1 part-time employee in Leisure Services going to a full-time position
    - 1 part-time position added to the Carnegie

  Total impact for the above changes are $443,228.

- There is an increase in Salaries & Benefits of $1,508,136 due the addition of the above mentioned employees, wages adjustments, a 10% increase in health insurance, and a 10% increase in retirement contributions.
- Insurance premium taxes are projected to continue with a steady increase in 2020 to $2,375,000. This is a $175,000 increase or 7% from 2019.
- Residential growth is steady, thus permit revenue is budgeted to see a slight increase of $15,000 or 4%.
- Excise taxes have leveled off showing only a slight increase of $27,000 in Franchise Taxes combined in FY 2020. This does not include insurance premium taxes.
- Transfers from Newnan Utilities remains closely consistent with 2019; estimating a slight increase of $50,000 with a budgeted transfer of $1,700,000 for 2020.
- Interest on Investments have been increased by $100,000 in 2020. As interest rates are beginning to rise, the City has begun implementing new strategies in our investment policies.
- Police fines are expected to show a slight increase from $550,000 to $625,000 or 12%. Public safety remains to be the highest percentage of expenditures in the overall General Fund Budget at 58%.
- The City will contribute 10.20% of expected payroll towards retirement, fairly consistent with 2019's 10.89%. The retirement plan is funded at a ratio of 81.17%, which remains healthy.
- Health Insurance Premiums increased by 10%. The 2020 budget represents an increase of $362,977. Some of this increase is due to the staffing changes and additions.
- To further insure that we retain a competitive benefit package and reward our employees for their service and dedication, a 5% pay increase is included for all employees. In addition, the FY 2020 budget reflects 12% starting pay of police officers and fire fighters. The City of Newnan recognizes the importance of a viable public safety community. Therefore, a

modernization of the public safety pay plan has been instituted.

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 2020 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


THE CITY OF NEWNAN, GEORGIA
18
28
City of Homes

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. City Council also determines the City's mission, scope of services, and tax levels, passing ordinances, approving new projects and programs and ratifying the budget.

The City Manager, who is appointed by and reports to the City Council, 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 304 (including part-time) staff 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 includes the Street, Garage, Engineering, Cemetery and Sanitation Department
- Community Development includes Planning and Zoning, Building Inspection, Beautification and
- Other Services includes the Carnegie Building, Business Development, Keep Newnan Beautiful, Leisure Services 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.

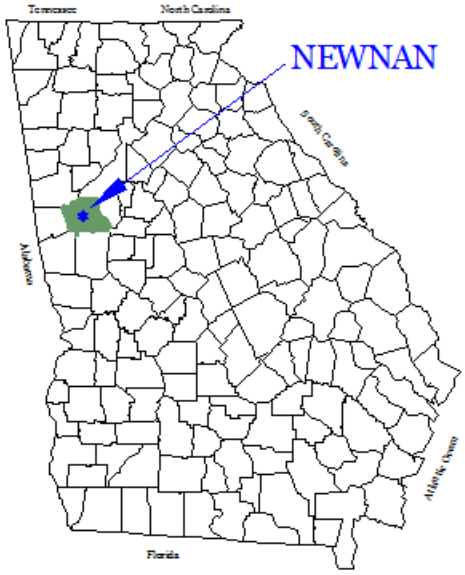
City of Newnan
P. O. Box 1193
25 LaGrange Street
Newnan, Georgia 30264
Fax #: 770-254-2353

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	Susan Crutchfield	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
Keep Newnan Beautiful	Page Beckwith	6 First Avenue	770-253-8283
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 Blvd.	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

SECTION II. Introduction to the City of Newnan

The City of Newnan is the county seat of Coweta County 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. A 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 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 four fire stations: Station 1 located at 23 Jefferson Street in the downtown area, Station 2 (McKenzie Station) located at 1516 Lower Fayetteville Road, Station 3 (Westside Precinct) located on Temple Avenue and Station 4 is located at 3 Farmer Commerical 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 Newnan City Council. 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 consists 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.
- 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.

Supplemental

TAX REVENUES BY SOURCE, GOVERNMENTAL FUNDS
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Calendar Years

(modified accrual basis of accounting)

Calendar Year Ended December 31,	Real Property	Personal Property	Less: Tax-Exempt Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Actual Taxable Value
2008	928,082,597	91,674,717	62,073,670	957,683,644	4.32	2,565,220,948	37.33%
2009	949,769,939	95,116,548	66,807,005	978,079,482	4.32	2,636,081,482	37.10%
2010	953,353,123	92,771,473	66,643,892	979,480,704	4.39	2,621,838,417	37.36%
2011	900,523,872	91,837,145	66,584,340	925,776,677	4.39	2,494,906,419	37.11%
2012	835,653,052	92,269,724	66,410,012	861,512,764	4.39	2,325,772,020	37.04%
2013	847,125,933	89,033,331	69,217,708	866,941,556	4.37	2,340,827,691	37.04%
2014	985,950,139	95,848,543	74,086,777	1,007,711,905	4.15	2,709,407,531	37.19%
2015	1,206,951,054	101,650,734	133,364,837	1,175,236,951	4.05	2,829,261,935	41.54%
2016	1,223,413,936	105,494,305	124,371,280	1,204,536,961	4.05	2,993,246,099	40.24%
2017	1,191,905,884	106,711,132	-	1,298,617,016	3.87	3,246,542,539	40.00%
2018	1,293,514,303	113,935,110	-	1,407,449,413	4.00	3,518,623,531	40.00%

Source: Coweta County Tax Commissioner and Assessor's Offices.
Notes: The City assesses property at 40% of actual value.
Commissioner to bill and collect property taxes for City residents.

2018 Top Ten Taxpayers	Market Value	Assessed Value	%	Rank
Coweta County Development Authority	104,416,281	41,766,513	2.97%	1
Ashley Park Property Owner LLC	59,349,313	23,739,725	1.69%	2
The Trees of Newnan LLC	51,843,988	20,737,595	1.47%	3
VR Newnan Holdings Limited Partnership	37,900,000	15,160,000	1.08%	4
RPAI Newnan Crossing LLC	37,430,200	14,972,080	1.06%	5
Bon L Manufacturing	35,257,881	14,103,153	1.00%	6
Progress Residential	34,675,781	13,870,313	0.99%	7
Southeastern Regional Medical Center	33,861,781	13,544,713	0.96%	8
Chartwell Preston Mill LLC	24,862,700	9,945,080	0.71%	9
Stillwood Farms Venture LLC	24,766,088	9,906,435	0.70%	10
	$444,364,013	$177,745,605	12.63%	

TAXABLE SALES BY CATEGORY
Last Ten Calendar Years

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Accommodations [1]	53,972	83,090	108,870	112,012	113,493	130,415	167,258	187,616	224,331	241,429
Apparel	234,779	0	0	0	0	0	0	0	0	0
Automotive	2,816,514	2,198,045	2,136,427	2,262,067	1,072,920	442,597	479,336	561,385	596,564	637,483
Construction [1]	31,972	94,584	102,177	84,101	61,131	140,787	112,887	108,889	126,222	141,462
Food	3,351,960	3,118,289	3,155,028	3,313,930	3,503,506	3,762,233	4,093,321	4,294,015	4,132,948	4,426,662
General	2,792,283	2,809,106	3,108,903	3,247,842	3,356,695	3,565,869	3,752,860	3,498,475	3,110,988	3,495,465
Home	1,305,365	1,305,236	1,226,607	1,323,877	1,363,829	1,557,022	1,652,122	1,860,017	1,893,703	2,026,162
Lumber	391,677	0	0	0	0	0	0	0	0	0
Manufacturing	1,059,659	762,408	772,057	866,136	811,622	949,342	1,093,488	1,102,711	1,169,687	1,413,059
Miscellaneous	472,311	0	0	0	0	0	0	0	0	0
Miscellaneous Services	1,088,761	1,185,083	1,318,039	1,232,728	1,480,349	1,790,827	1,950,374	1,990,516	1,839,543	1,950,912
Other Retail [1]	1,471,919	2,448,746	2,705,070	3,698,588	3,177,469	3,466,332	3,419,146	3,384,245	3,937,783	3,818,702
Other Services [1]	151,802	226,837	357,111	434,245	373,192	353,686	333,449	409,914	951,097	1,038,112
Utilities	3,255,225	3,010,243	2,807,056	2,262,514	1,745,286	1,573,547	1,581,534	1,597,447	1,586,640	1,912,452
Wholesale [1]	922,109	1,651,568	1,896,594	1,786,427	2,460,618	2,326,933	1,971,644	1,824,607	2,012,579	2,125,650
Total	19,400,308	18,893,235	19,693,940	20,624,467	19,520,110	20,059,591	20,607,420	20,819,837	21,582,085	23,227,549

Source: Georgia Department of Revenue, Local Government Services Division
Note: Since the City of Newnan does not have a City sales tax, all sales tax reported to the Georgia Department of Revenue is accumulated by commodity as Coweta County. The above
[1] The data was reported utilizing SIC codes until mid-2009, when the Georgia Department of Revenue implemented the NAICS system.

Population Changes Last Ten Years

Calendar Year	Population[1]	Personal Income (In thousands)	Per Capita Personal Income [2,5]	Median Age [1,2,6]	School Enrollment [2,4]	Unemployment Rate [2,3]
2009	31,732	1,032,182	32,528	33.1	22,151	9.5%
2010	33,039	1,094,912	33,140	32.3	22,464	9.8%
2011	33,700	1,112,774	33,020	34.5	22,517	9.7%
2012	34,240	858,979	25,087	36.6	22,718	8.9%
2013	34,557	903,527	26,146	34.2	22,563	7.7%
2014	35,293	824,233	23,354	33.4	22,296	5.7%
2015	35,745	836,683	23,407	33.5	22,373	6.4%
2016	37,291	946,893	25,392	32.9	22,489	5.3%
2017	37,912	1,006,336	26,544	34.3	22,733	5.2%
2018	39,784	1,201,914	30,211	34.6	22,753	5.7%

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

PRINCIPAL EMPLOYERS
Current and Ten Years Ago

		2009			2018		
Employer	Type of Industry	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Coweta County School System	Education	3,043	1	5.50%	2,956	1	4.14%
Piedmont Newnan Hospital	Healthcare				1,450	2	2.03%
Yamaha Motor Manufacturing	Manufacturing	1,250	2	2.26%	1,300	3	1.82%
Cancer Treatment Centers of America	Healthcare				978	4	1.37%
Coweta County, Georgia	Government	810	3	1.46%	907	5	1.27%
Pet Smart Distribution Center	Retail Distribution	445	5	0.80%	560	6	0.78%
Bonnell Aluminum	Manufacturing	352	7	0.64%	460	7	0.64%
Cargill Meat Solutions	Packaging	350	8	0.63%	417	8	0.58%
Yokogawa Corporation	Manufacturing	381	6	0.69%	360	9	0.50%
Variety Wholesalers	Manufacturing				310	10	0.43%
Wal-Mart Supercenter	Retailer	500	4	0.90%			
Georgia Power - Plant Yates	Utilities	350	8	0.63%			
Rite Aid Distribution Center	Distribution	340	9	0.61%			
K-Mart Distribution Center	Distribution	327	10	0.59%			
City of Newnan, Georgia	**Government**	**224**		**0.41%**	**257**		**0.36%**
All other employers		46,923		84.86%	61,479		86.06%
Total Labor Force		55,295		100.00%	71,434		100.00%

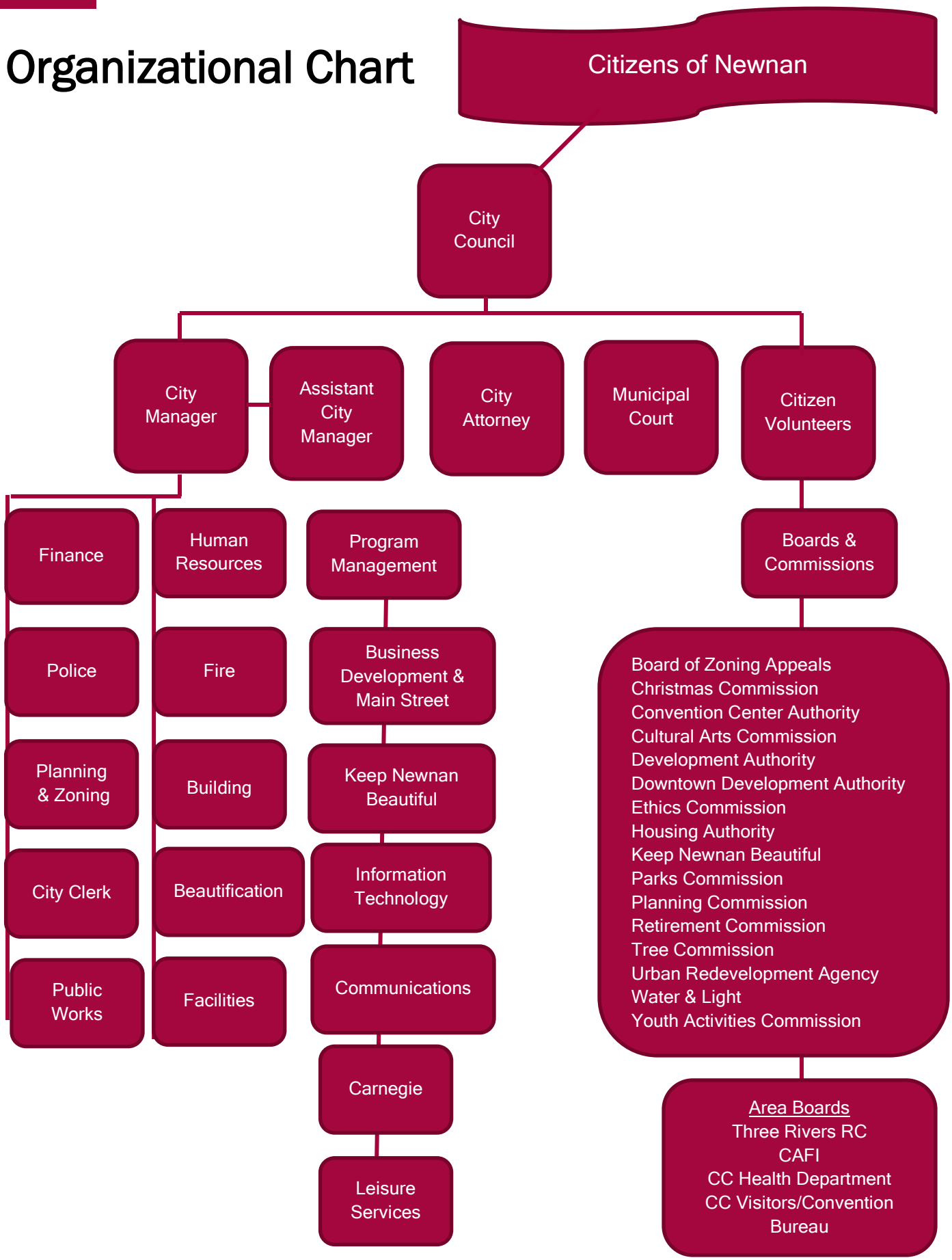
City Unemployment Rate	9.5%	5.7%
County Unemployment Rate	9.5%	3.3%
Georgia Unemployment Rate	9.9%	3.9%
US Unemployment Rate	10.0%	3.9%

Source: Newnan-Coweta Chamber of Commerce, Georgia Dept. of Labor, Coweta Development Authority, Bureau of Labor Statistics

FY 2020 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		

POLICIES & PROCESSES

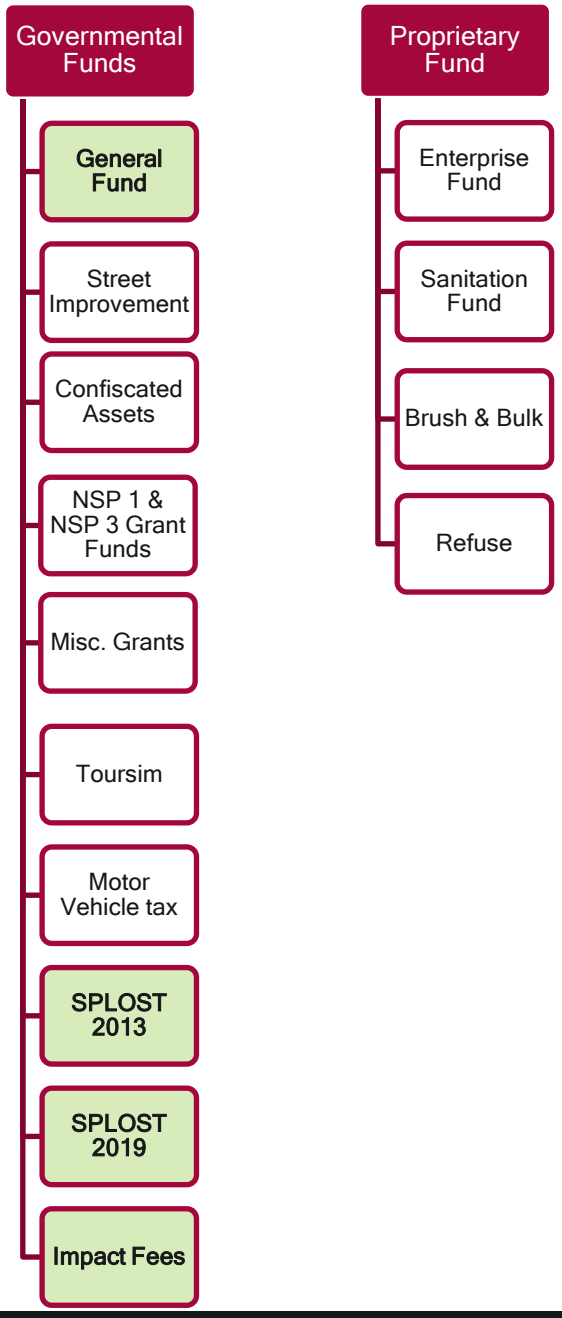
Organizational Chart



Fund Structure & Major Fund Descriptions

SECTION I. FUND STRUCTURE & MAJOR FUND DESCRIPTIONS

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. Below is an organizational chart showing each fund and a description of the major funds.



MAJOR FUND DESCRIPTIONS:

General Fund: The General Fund (GF) is the main operating fund of the City. It accounts for all transactions of the City which pertain to the general administration and services provided to citizens, including police and fire protection. This fund is used to account for all financial resources except those required to be in another fund. 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.

Capital 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 2020: SPLOST 2013, SPLOST 2019, Impact Fees Fund and the Tourism Fund.

Department / Fund Relationships

SECTION II. DEPARTMENT/FUND RELATIONSHIPS

A. Major Funds

The relationship between the City's various departments and 2020 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 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
Garage	X			
Cemetery	X			
Planning & Zoning	X			
Beautification	X	X	X	X
Engineering	X			
Bldg. Inspection	X			
Facilities Maintenance	X			
Bus. Development	X			
Keep Newnan Beautiful	X			
Carnegie	X			

B. 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 2018 to reflect more current operating efficiencies and standards. Basically, the ordinance allows department heads to spend up to $2,000 in budgeted funds without prior approval of the City Manager. Purchases exceeding $2,000 require a purchase order and encumbrance of funds. Purchases costing between $2,001 and $25,000 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 purchases 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, 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 $2,000 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.

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 unassigned 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. On the following page is the steps in the City's budget preparation process.

Budget Calendar

Jan – July
Citizen, Staff and Council input and planning for upcoming year.

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

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

October
Budget document is drafted and reviewed by Staff.

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

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

JANUARY

City Council adopts final operating budget.

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 guideline 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 - 4% each year. This has been the trend in previous years therefore it is projected to continue at this rate. As mentioned the City has diversified revenue sources and operates on a lean budget while still maintaining excellent customer service. This approach has allowed the City to maintain a strong financial position. The chart on the following page indicates that the City financial position will continue to be in good shape over the next couple of years.

Major Funds Revenues	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2021 Outlook	2022 Outlook	2022 Outlook
100 General Fund	$25,190,617	$24,251,100	$25,962,900	$26,741,787	$27,544,041	$28,370,362	$29,221,473
322 SPLOST 2007	$2,351,094	$4,500	$1,500	$0	$0	$0	$0
323 SPLOST 2013	$5,675,753	$5,456,500	$4,500	$4,590	$0	$0	$0
310 SPLOST 2019	$0	$0	$5,805,461	$5,986,666	$6,182,950	$6,392,542	$6,392,542
375 Impact Fees	$480,017	$416,390	$602,050	$608,071	$614,151	$620,293	$626,496
Totals	$33,697,481	$30,128,490	$32,376,411	$33,341,114	$34,341,142	$35,383,197	$36,240,510

Major Funds Expenditures	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2021 Outlook	2022 Outlook	2022 Outlook
100 General Fund	$25,189,545	$24,251,100	$25,962,900	$27,261,045	$28,078,876	$28,921,243	$29,788,880
322 SPLOST 2007	$3,503,911	$1,822,141	$91,640	$91,640	$0	$0	$0
323 SPLOST 2013	$2,457,619	$6,809,179	$3,954,535	$40,000	$0	$0	$0
310 SPLOST 2019	$0	$0	$5,211,466	$5,260,000	$5,265,000	$3,645,000	$3,645,000
375 Impact Fees	$107,370	$2,330,000	$950,000	$0	$0	$0	$0
Totals	$31,258,445	$35,212,420	$36,170,541	$32,652,685	$33,343,876	$32,566,243	$33,433,880

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.




W. Court Square
La Grange Street
NO TURN ON RED

BUDGET OVERVIEW

Budget Overview

FY 2020 Budget – All Funds

SECTION I. FY 2020 ALL FUNDS BUDGET HIGHLIGHTS

As mandated by the City Charter (§6.15), the FY 2020 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 2020 Budget.

All Funds Revenues

		2019	2020
Fund	Description	Budget	Budget
100	General Fund	25,962,900	27,145,600
200	Street Fund	659,482	474,176
201	*LMIG Fund	416,500	0
210	Confiscated Assets Fund	86,210	82,405
221	NSP1 Grant	82,040	70,750
222	NSP3 Grant	90,200	90,800
275	Hotel/Motel Fund	703,200	1,173,000
280	Motor Vehicle Excise Tax	94,800	97,000
240	Misc. Grant Fund	81,000	86,500
322	SPLOST 2007	4,500	0
323	SPLOST 2013	175,000	515,500
310	SPLOST 2019	5,805,461	6,267,000
375	Impact Fees	602,050	866,900
540	Sanitation Fund	816,000	905,000
	Total Revenues	35,579,343	37,774,631

All Funds Expenditures

		2019	2020
Fund	Description	Budget	Budget
100	General Fund	25,962,900	27,145,600
200	Street Fund	646,983	437,676
201	*LMIG	803,000	0
210	Confiscated Assets Fund	93,500	91,400
221	NSP1 Grant	82,040	300,000
222	NSP3 Grant	90,200	300,000
275	Hotel/Motel Fund	703,200	1,160,200
280	Motor Vehicle Excise Tax	96,000	96,000
240	Misc. Grant Fund	81,000	64,635
322	SPLOST 2007	1,822,141	0
323	SPLOST 2013	4,048,285	1,585,000
310	SPLOST 2019	5,797,712	9,743,200
375	Impact Fees	950,000	750,000
540	Sanitation Fund	884,056	878,715
	Total Expenditures	42,061,017	42,552,426

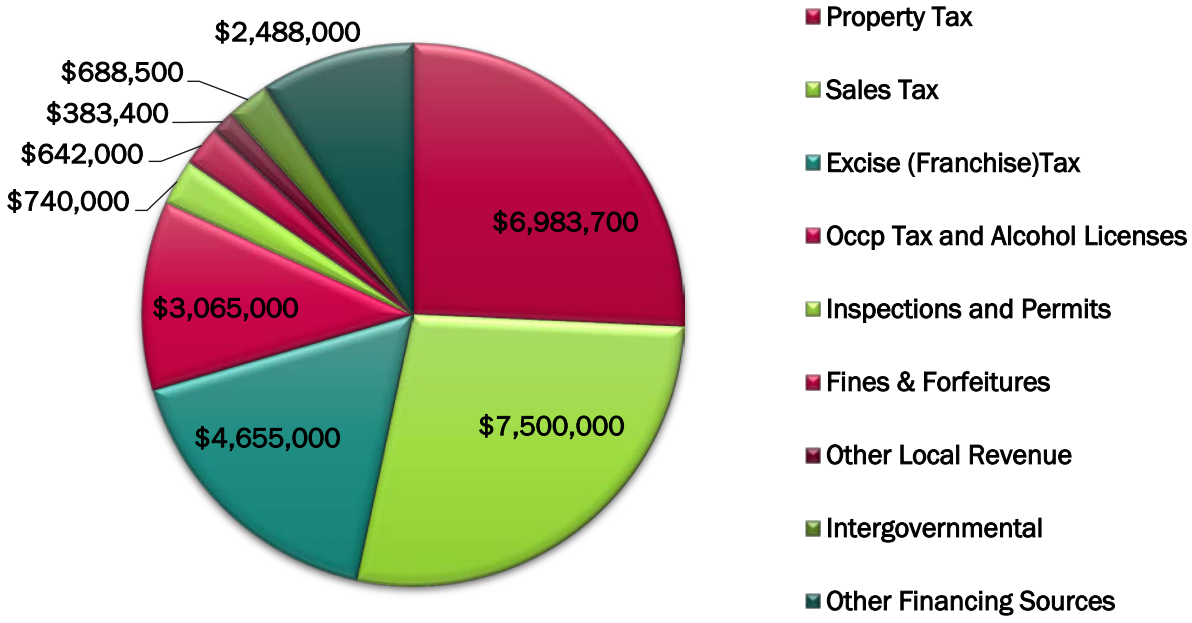
The FY 2020 Proposed Annual Budget allows the City to continue to provide quality services and capital improvements to enhance the quality of life for its citizenry. All services provided by the City in FY 2019 are incorporated into the FY 2020 Budget. However, with the allocation of funds for new positions, seasonal workers, and operational upgrades, it is believed that the FY 2020 Budget represents an ***increase*** to our already excellent service levels.

FY 2020 Budgeted Revenues

SECTION II. FY 2020 REVENUES

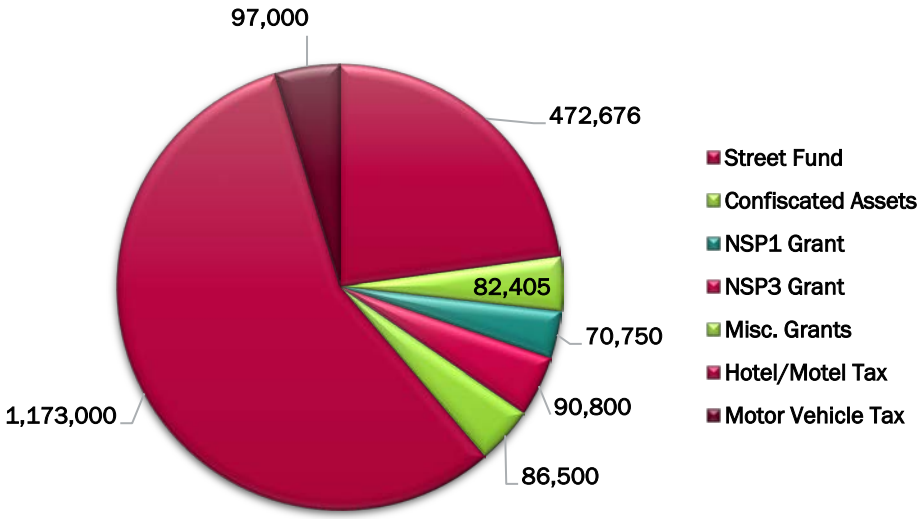
A. General Fund Revenues

The four (4) largest revenue categories in the General Fund for the FY 2020 Budget are Property Taxes (all property tax categories) estimated at $6,983,700; Sales Tax at $7,500,000; Excise Tax at $4,655,000 and Occupational Tax & Licensing at $3,065,000. Other Financing Sources is the next highest at $2,488,000. This includes $1,700,000 in revenue from the City of Newnan's Component Unit, Water & Light Commission; $438,000 transfer from the Tourism Fund; and a transfer from Newnan Utilities for Business Development activities.



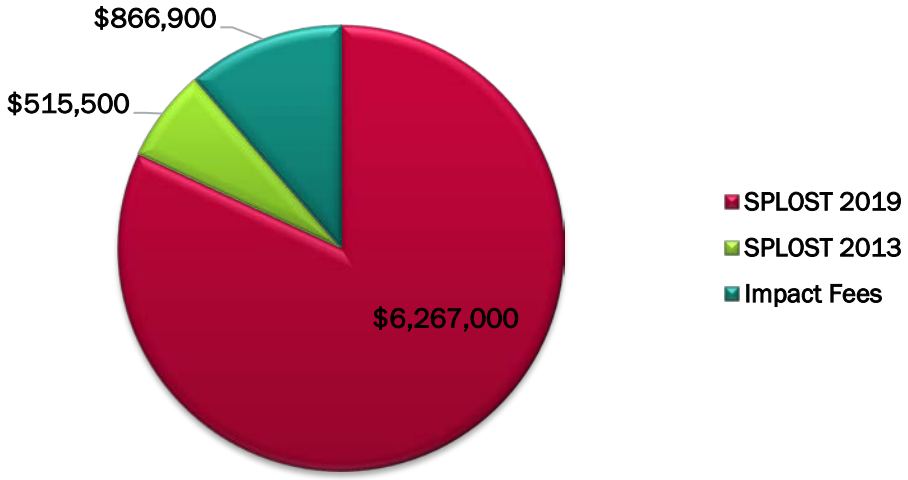
B. Special Revenue Funds

The FY 2020 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 $160,000. The Tourism Fund is expected to garner $1,173,000 in revenue to be with the City receiving $438,000, the Newnan Centre receiving $292,000 and $213,600 being transferred to Explore Newnan-Coweta. The remaining $213,600 will be used for capital expenditures related to tourism. The chart reflects the revenues as well as the interest income for each fund.



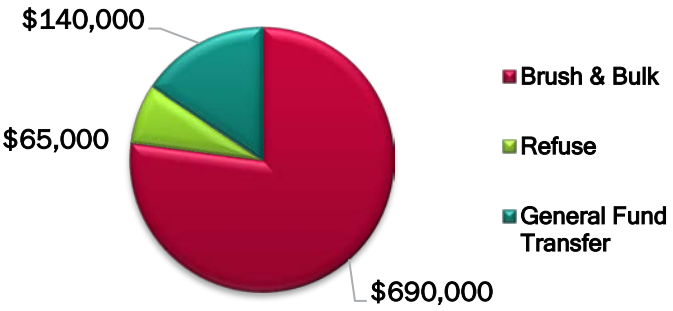
C. Capital Projects Funds

SPLOST 2013 expired at the end of 2018 and interest is budgeted at $15,500 along with $500,000 in Grant Funds. SPLOST 2019 revenue for FY 2020 is budgeted at $6,267,000. This amount includes $5,000 estimated in interest. Impact Fees revenue is budgeted at $866,900.



D. Enterprise Fund Revenues

For FY 2020 the Enterprise Fund consists of three (3) difference revenue sources. The first revenue source are fees from brush and bulk collections in the amount of $690,000. Not included on the chart to the right is $10,000 of interest income. The second revenue source is from collection fees for downtown commercial garbage in the amount of $65,000. And lastly, there is a $140,000 transfer from the General Fund to subsidize this division.

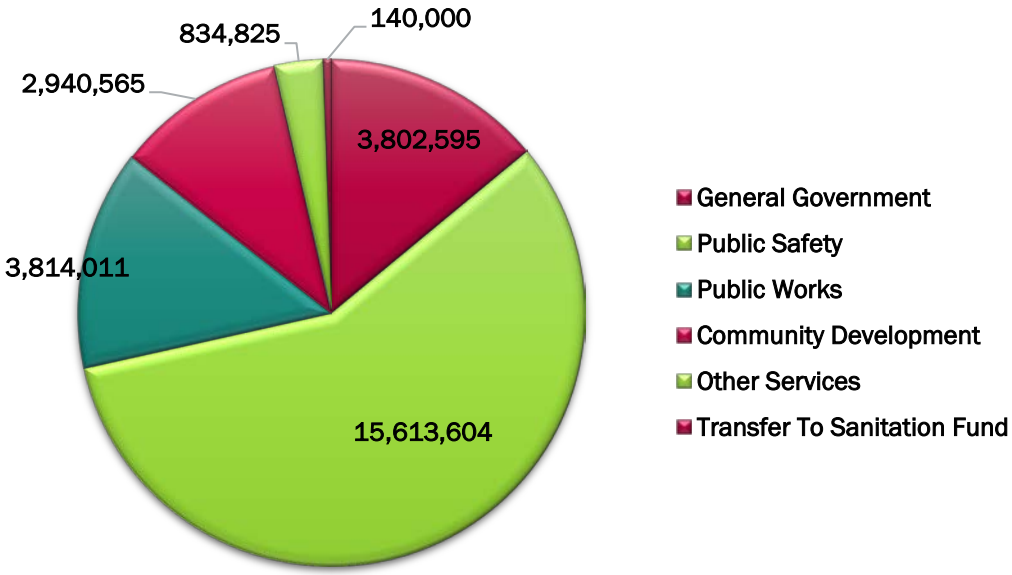


FY 2020 Budgeted Expenditures

Section III. FY 2020 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 2020 Public Safety expenditures are 58% of the total budget. General Government is second at 14%. General Government Function is responsible for implementing the services. Public Works is consistent with General Fund at 14%. More detailed expenditures for each Department are shown in the Departmental Summaries section of this document.



In the charts below are the departments under each function's heading, as well as each function's General Fund expenditures summaries.

General Government	2018 Actual	2019 Budget	2020 Budget	Net Change	% Change
City Council	248,838	300,688	312,114	11,426	4%
City Manager	3,773,333	1,302,280	1,180,192	-122,088	-11%
Finance	580,012	633,818	665,459	31,641	5%
City Attorney	74,774	89,300	89,300	0	0%
IT	519,024	554,387	560,892	6,505	1%
HR	291,490	355,690	373,836	18,146	5%
Facilities Maint.	951,560	695,922	770,853	74,931	10%
Total General Govern.	6,439,031	3,932,085	3,937,646	5,561	0%

Public Safety	2018 Actual	2019 Budget	2020 Budget	Net Change	% Change
Police Department	8,383,803	9,448,882	9,747,364	298,482	3%
Municipal Court	299,294	325,163	339,586	14,423	4%
Fire Department	4,479,773	4,957,010	5,511,654	554,644	10%
Total Public Safety	13,162,870	14,731,055	15,613,604	882,549	6%

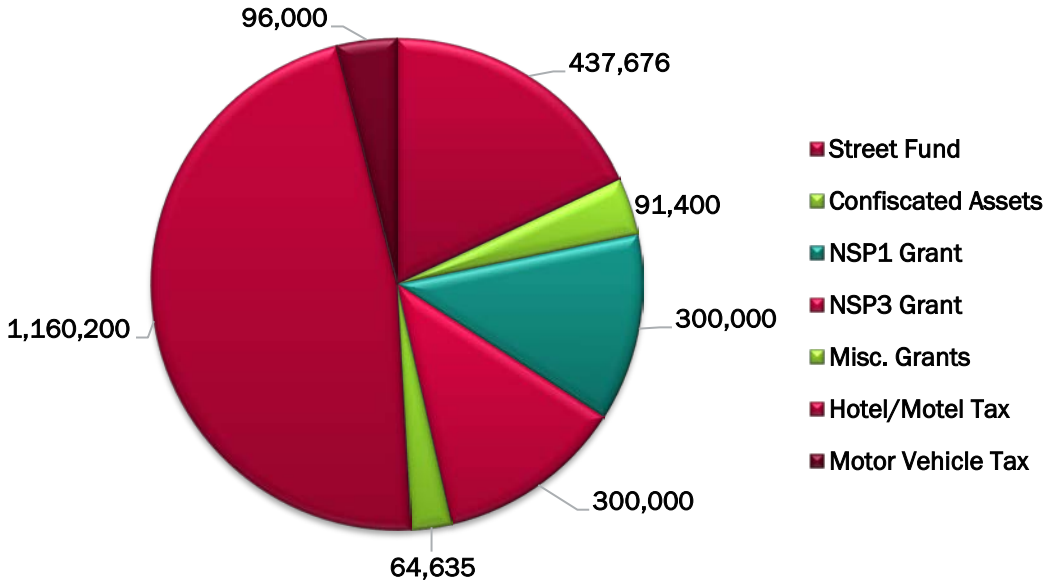
Public Works	2018 Actual	2019 Budget	2020 Budget	Net Change	% Change
City Engineer	295,898	348,661	303,478	-45,183	-15%
Public Works Admin.	274,136	293,602	310,304	16,702	5%
Garage	421,732	428,536	478,048	49,512	10%
Cemetery	640,137	620,233	614,344	-5,889	-1%
Streets	1,797,133	1,859,649	2,107,837	248,188	12%
Total Public Works	3,429,036	3,550,681	3,814,011	263,330	7%

Community Dev.	2018 Actual	2019 Budget	2020 Budget	Net Change	% Change
Beautification	248,838	1,584,245	1,598,314	14,069	1%
Planning & Zoning	416,701	441,477	471,747	30,270	6%
Building Dept.	580,012	900,655	870,504	-30,151	-3%
Total Community Dev.	1,245,551	2,926,377	2,940,565	14,188	0%

Other Services	2018 Actual	2019 Budget	2020 Budget	Net Change	% Change
Leisure Services	50,240	329,056	317,836	-11,220	-4%
Carnegie	202,381	211,419	220,549	9,130	4%
Busi. Dev. & Main Street	164,817	183,803	190,059	6,256	3%
Keep Newnan Beautiful	95,355	97,924	111,330	13,406	12%
Total Other Services	512,793	822,202	834,825	12,623	2%

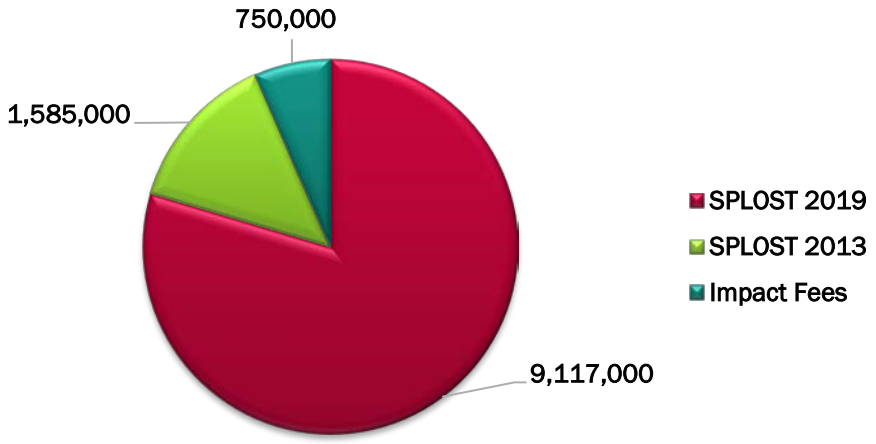
B. Special Revenue Funds Expenditures

Special Revenue Funds expenditures for FY 2020 includes major street repairs totaling $437,676. This amount comes from the LMIG (Local Maintenance Improvement Program funded through GDOT. Confiscated Assets Fund includes $91,400 of various expenditures for Police operations. NSP 1 and NSP3 Grants total $600,000. 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 $1,160,200. This amount consists of transfers to the General Fund for operations of $438,000 and $292,000 to be transferred to the Newnan Centre for operations. An additional $213,600 is budgeted to transfer to Explore Newnan-Coweta and $213,600 for capital expenditures exclusively for capital tourism projects. 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 2020 there are three (3) funds to be utilized. The remaining funds in SPLOST 2013 are allocated for Lower Fayetteville Road, sign upgrades and major street maintenance & repairs, SPLOST 2019 funds are allocated for Phase II of the LINC, network upgrades, heavy equipment, sidewalk improvements, CJ Smith Park design & construction, Pickett Field design and major street maintenance for a total of $9,117,000. Not shown is the 10% transfer to Newnan Utilities in the amount of $626,200. Impacts Fees are budgeted to expense in the Phase II LINC construction and recreation improvements in the amount of $750,000.



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. In FY 2020 budgeted in both Brush & Bulk and Refuse include all operating expenses for the day-to-day operation of the Sanitation Fund. The total amount for both departments is $838,715. A more detailed budget for each department is located in the Revenues and Expenditures Detail section of this document.


PUBLIC SAFETY
PUBLIC SAFETY
COMPLEX


FIRE STATION NO. 1

REVENUES & EXPENDITURES DETAIL

Revenues & Expenditures Detail

Section I. GENERAL FUND REVENUE 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 2020 total budgeted revenues are projected to increase by 5% over the $25,962,900 budgeted in FY 2019 which equals $1,182,700. General Fund resources available to the City of Newnan in 2020 include "revenues" of $24,982,600 and an "operating transfer in" from Newnan Water & Light of $1,700,000, an "operating transfer in" from the Hotel/Motel Tourism Fund of $438,000 and also an operating transfer in from Newnan Utilities for Business Development Activities of $25,000.

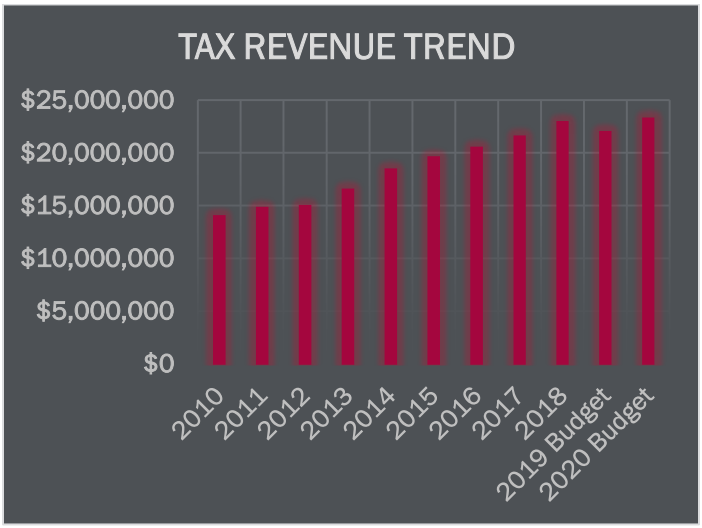
The largest sources of General Fund resources are: Local Option Sales Tax - $7,500,000, Property Taxes - $6,983,700 and Excise (Franchise) Taxes - $4,655,000. Occupational Taxes and Alcohol Licenses make up the fourth largest source at $3,065,000 totaling $22,203,700 or 82% of total General Fund Revenues. Other Financing Sources is the fifth largest source of revenue at $2,488,000. 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 2018, as well as the 2019 and 2020 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.

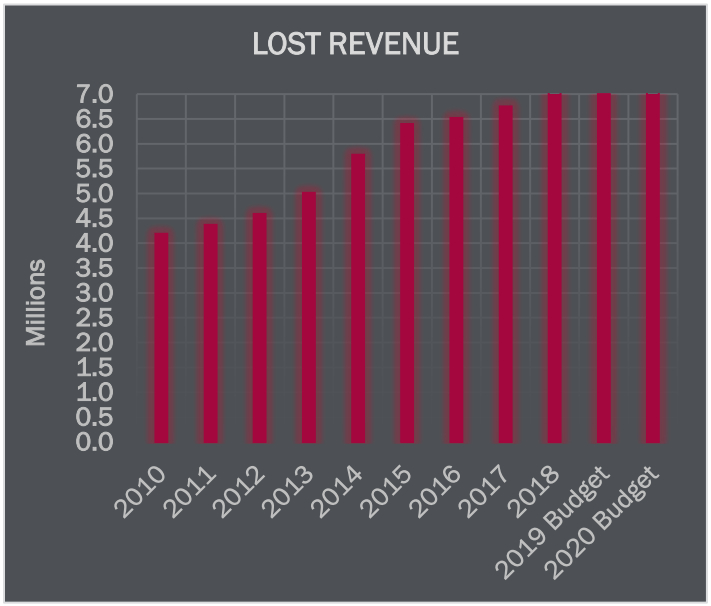
CITY OF NEWNAN, GEORGIA
TAX REVENUES BY SOURCE, GOVERNMENTAL FUNDS
Ten Calendar Years
(modified accrual basis of accounting)

Calendar Year	General Property	Franchise	Insurance Premium	Occup.	Alcoholic	Hotel / Motel	Sales Tax	Motor Vehicle	Other	Total
2010	4,630,498	1,416,636	874,336	1,603,104	737,209	223,694	4,187,040	270,781	44,909	13,988,207
2011	4,342,139	1,449,554	1,549,668	1,684,129	757,381	253,718	4,367,306	273,376	125,950	14,803,220
2012	4,069,084	1,380,171	1,646,007	1,788,599	822,432	283,321	4,589,581	300,866	101,620	14,981,681
2013	4,282,655	1,261,724	1,704,283	1,877,696	812,992	337,102	5,014,974	1094431	123094	16,508,951
2014	4,611,156	1,306,323	1,790,149	2,314,758	856,438	384,002	5,778,730	1,275,827	114,835	18,432,219
2015	4,393,641	1,448,961	1,912,480	2,570,248	881,758	589,378	6,399,087	1,274,622	106,096	19,576,271
2016	4,908,713	1,452,675	2,071,588	2,974,656	889,718	582,222	6,521,934	972,605	108,449	20,482,560
2017	5,090,827	1,567,698	2,174,802	3,155,970	880,578	716,575	6,753,211	1,098,312	108194	21,546,167
2018	5,748,180	1,499,012	2,250,000	2,992,768	881,540	717,630	7,310,624	1,407,361	113,861	22,920,976
2019 Budget	5,655,000	1,378,000	2,200,000	2,926,000	875,000	703,200	7,000,000	1,140,000	103,000	21,980,200
2020 Budget	5,840,000	1,405,000	2,375,000	2,875,000	875,000	1,139,200	7,500,000	1,135,000	103,000	23,247,200
% Change 2010 - 2020	20.7%	-0.8%	63.2%	44.2%	15.7%	80.4%	44.2%	76.1%	56.4%	66.2%



2. Local Option Sales Tax

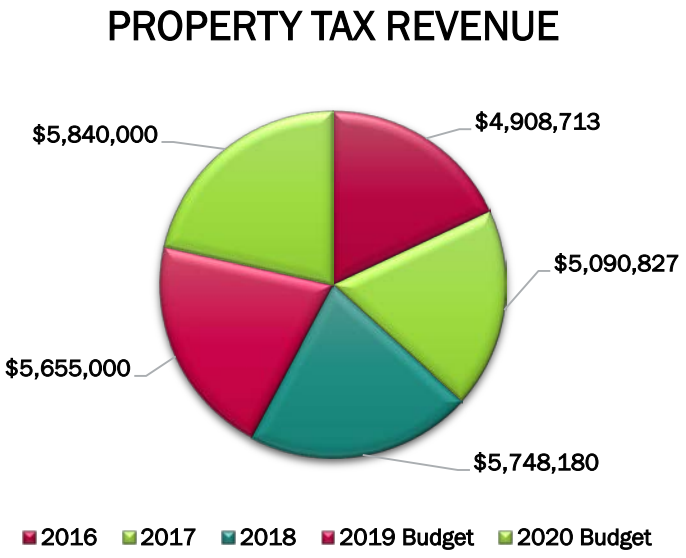
The City relies heavily on the Local Option Sales Tax (LOST) as is evidenced by the anticipated receipt of some $7,500,000 estimated from this source in 2020, which is an increase of $500,000 over the amount budgeted for 2019. In 2020, this source of revenue accounts for 27% of total general fund revenues, making this revenue source the largest for General Fund operations. The chart to the right illustrates the changes in sales tax collections from 2010 to projected FY 2020.



3. Property Taxes

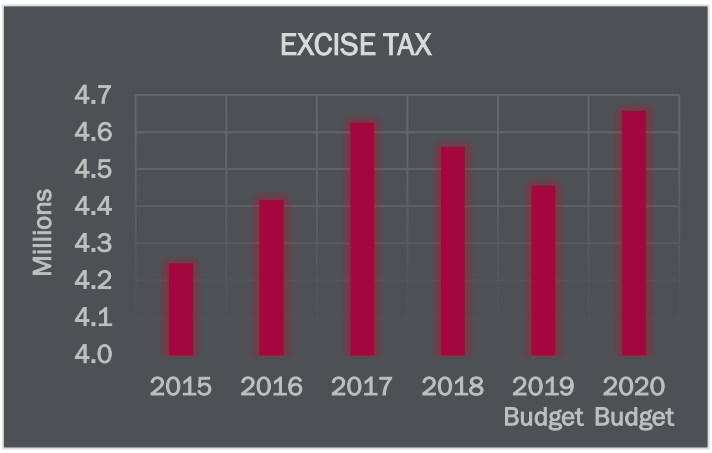
Property tax revenues are comprised of the ad valorem tax on property and its associated penalties for delinquent tax, intangible taxes, motor vehicle tax and public Real property is assessed at 40% of its fair market value. Public utility assessments are finalized by the State of Georgia each year. The charts below illustrates five (5) year history of millage rates and property tax revenue from FY 2016 through the FY 2020 budget.

Description	2015 Tax Rate	2016 Tax Rate	2017 Tax Rate	2018 Tax Rate	2019 Tax Rate
Gross Millage Rate	8.988	9.241	8.709	8.707	**8.707**
Rollback For LOST	4.938	5.191	4.839	4.707	**8.905**
Net Millage Rate	4.050	4.050	3.870	4.000	**3.989**
Local Sales Tax Rate	1%	1%	1%	1%	**1%**
Special Sales Tax Rate	1%	1%	1%	1%	**1%**



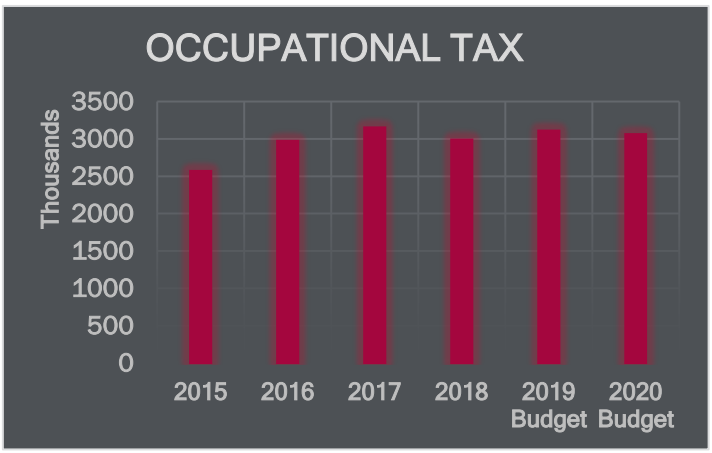
4. Excise (Franchise) Taxes

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.



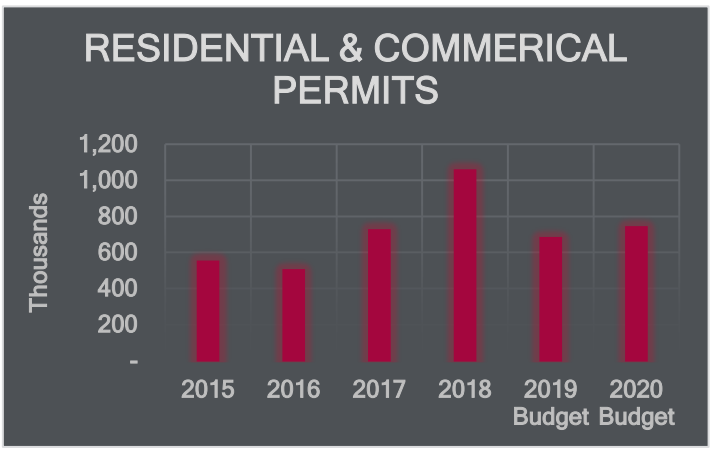
5. Occupational Tax and Alcohol Licenses

In FY 2020, the City expects to collect $3,065,000 in occupational taxes. The chart to the right shows the past 4 years of actual Occupational Tax revenue and FY 2019 and FY 2020 budgeted. 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 2020. Buildable residential property is becoming scarce in the City of Newnan unless the City receives a major or multiple annexation request.

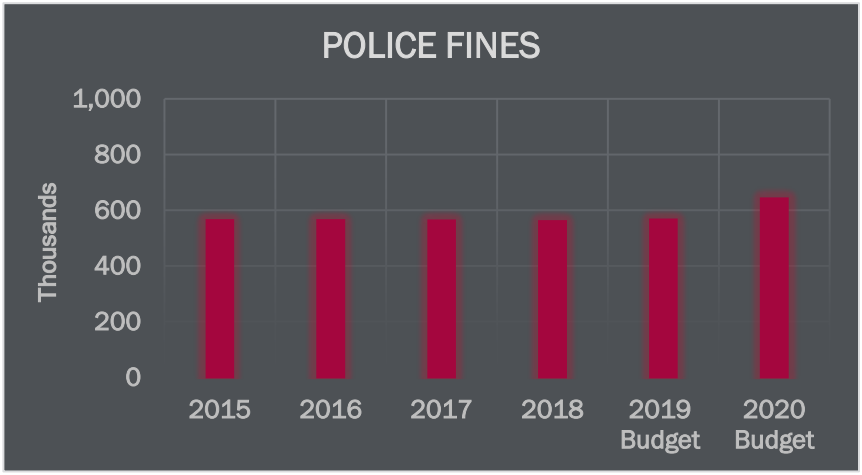


7. Service Charges

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. The total budgeted for these type services is $541,000.

8. Fines and Forfeitures

Fines and forfeitures are projected to produce a total of $642,000 in FY 2020. This is a 12% increase from the FY 2019 budget of $567,000. Revenues are related to fines and forfeitures resulting from tickets and investigations by the City of Newnan Police Department, some in conjunction with Coweta County Sheriff's Department. The chart to the right depicts Police Fines and Parking Tickets combined since 2015.



9. Other Local Revenue

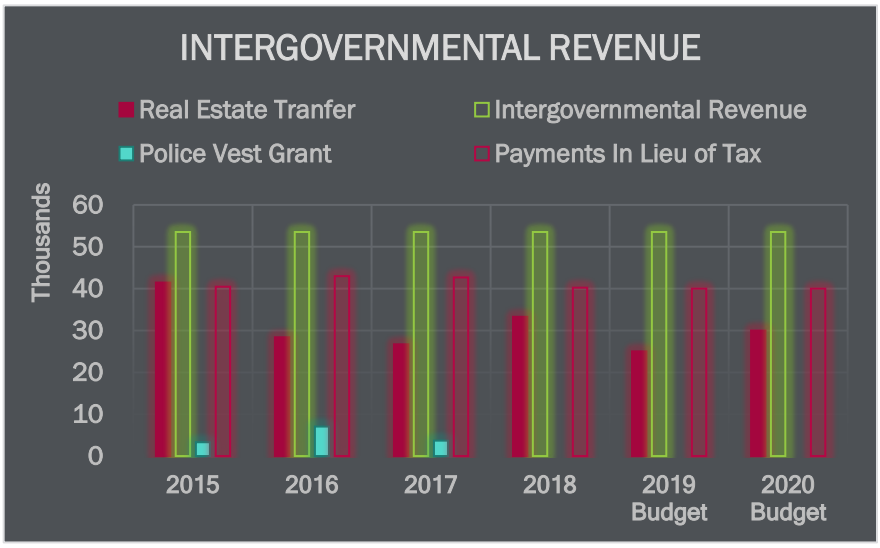
In 2019, this category was budgeted for $601,400 in revenue. For 2020, there is an increase of $106,000, totaling $707,400. In the past ten years there has been a 58% increase in this category. The main increase for 2020 is investment revenue; the City plans to make additional investments in 2020.

Among revenues in this category include:

Other Local Revenue		2010 Actual	2020 Budget	10 YR Change
33.4113	Cultural Arts Commission	23,104	20,000	-3,104
33.4114	Veterans Memorial Bricks Sales	0	0	0
34.4130	Sale of Recyclables	1,528	1,000	-528
34.6901	Admin Fee for Impact Fee Coll.	4,333	15,000	10,667
34.6902	Host Fee for Sanitation Collection Services	0	85,000	85,000
34.7901	City Store Sales	968	1,200	232
34.9110	Cemetery Lot Sales	70,493	65,000	-5,493
34.9120	Monument Setting Fee	705	200	-505
34.9130	Cemetery Services	65,500	85,000	19,500
34.9901	Rental Fees	11,917	30,000	18,083
36.1000	Interest on investments	24,008	325,000	300,992
38.0000	Miscellaneous Revenue	96,352	40,000	-56,352
38.3001	Insurance Recoveries	0	40,000	40,000
Total Other Local Revenue		298,908	707,400	408,492

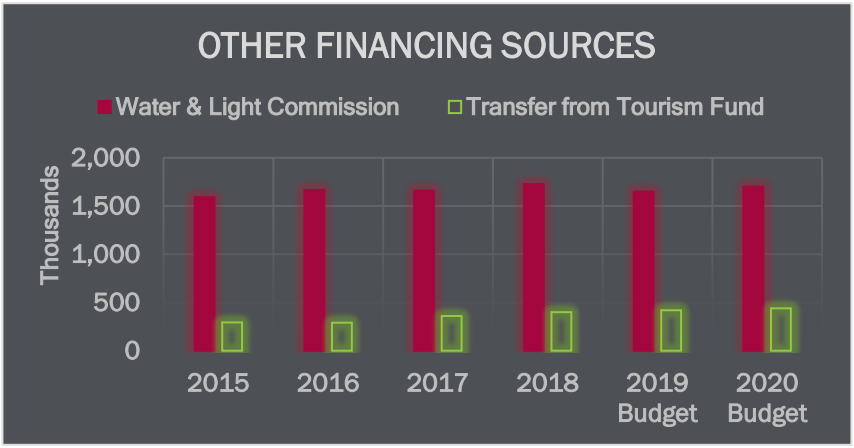
10. Intergovernmental Revenue

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 2020, intergovernmental revenue is estimated to increase by $5,000 from FY 2019.

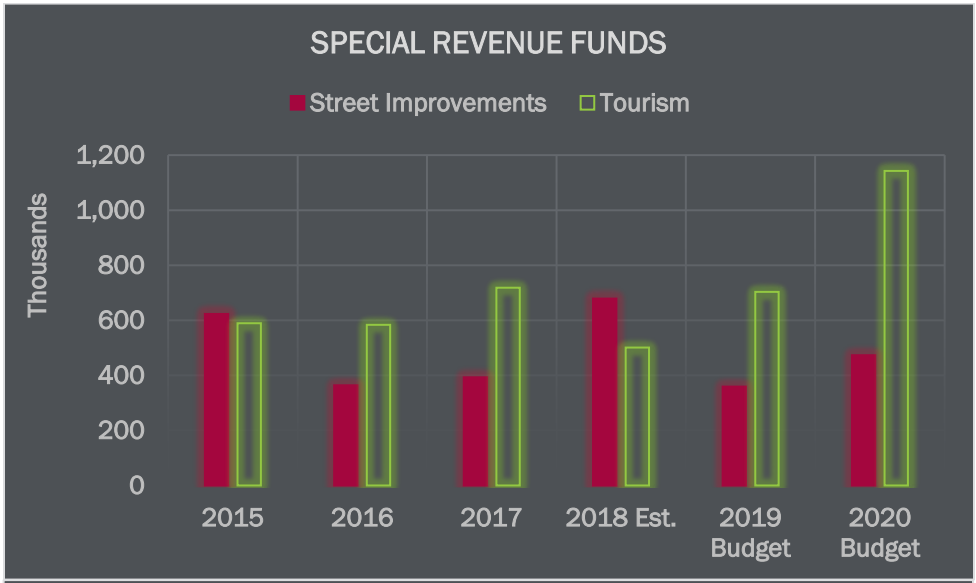


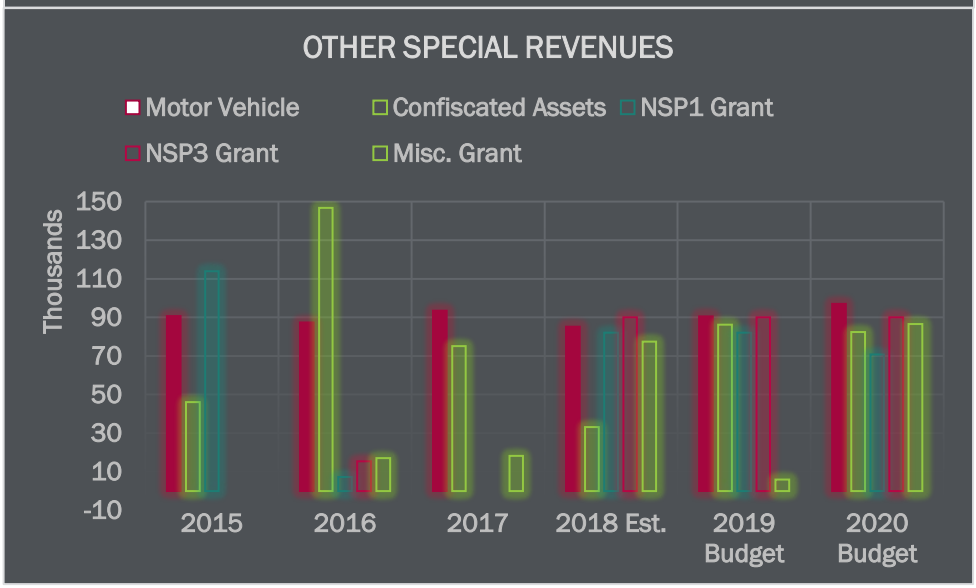
12. Other Financing Sources

Other financing sources of revenue include a transfer from Water and Light of $1,700,000, an increase of $50,000 over FY 2019. The Hotel/Motel Tourism Fund of $1,160,200 has increased by 38% over the FY 2019 Budget. 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.



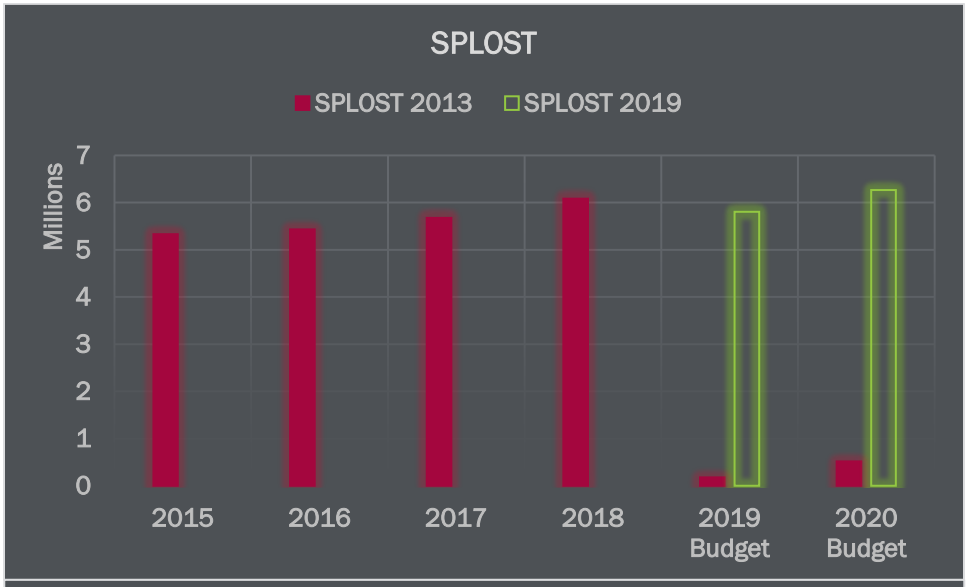
The majority of these funds have remained consistent in revenues over the past five (5) years. The chart below includes Street Improvement Fund, Tourism Fund, Motor Vehicle Rental Fund, NSP1 Grant Fund, NSP3 Grant Fund, Miscellaneous Grant Fund and Confiscated Assets Fund.

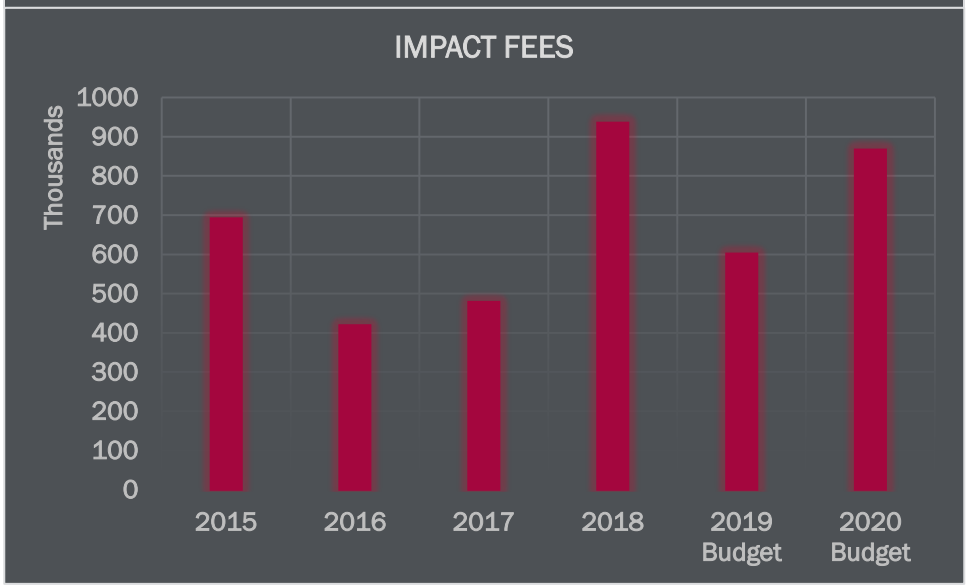




Section III – CAPITAL FUNDS REVENUE TRENDS

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 2020 Revenue & Expenditures

SECTION IV. GENERAL FUND – MAJOR FUND

The chart spread over the next five (5) pages illustrates the detail of General Fund Revenues and Expenditures for FY 2018 Actual, FY 2019 Budget and FY 2020 Budget. The charts are spread over several pages in order for it to legible to the reader.

General Fund Revenue

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget	FY 2019 vs FY 2020	% Change
	Property Taxes					
31.1100	Property Taxes	5,532,347	5,460,000	5,650,000	190,000	3%
31.1110	Public Utility Tax	1,735	0	1,700	1,700	100%
31.1200	Delinquent Property Tax	161,552	150,000	140,000	-10,000	-7%
31.1310	Vehicle Ad Valorem Tax	46,661	40,000	35,000	-5,000	-14%
31.1315	Title Ad Valorem Tax (TAVT)	1,360,700	1,100,000	1,100,000	0	0%
31.1340	Intangible Tax	52,546	45,000	50,000	5,000	10%
31.9100	Interest and Penalties	12,288	7,000	7,000	0	0%
	Total Property Taxes	7,167,828	6,802,000	6,983,700	181,700	3%
	Sales Tax					
31.3100	Local Option Sales Tax	7,310,624	7,000,000	7,500,000	500,000	7%
	Total Sales Tax	7,310,624	7,000,000	7,500,000	500,000	7%
	Franchise Taxes					
31.1710	Franchise Tax - Georgia Power	407,310	390,000	410,000	20,000	5%
31.1711	Franchise Tax - EMC	377,567	365,000	380,000	15,000	4%
31.1730	Franchise Tax - Gas	274,895	268,000	290,000	22,000	8%
31.1750	Franchise Tax - Cable TV	408,239	325,000	300,000	-25,000	-8%
31.1760	Franchise Tax - Telephone	31,001	30,000	25,000	-5,000	-20%
31.4200	Beer and Wine Tax	736,616	740,000	730,000	-10,000	-1%
31.4300	Alcoholic Beverage Excise Tax	144,924	135,000	145,000	10,000	7%
31.6200	Insurance Premiums Tax	2,357,604	2,200,000	2,375,000	175,000	7%
	Total Franchise Taxes	4,738,156	4,453,000	4,655,000	202,000	4%
	Occupational Tax and Alcohol Licenses					
31.6100	Occupational Tax	2,704,503	2,650,000	2,600,000	-50,000	-2%
31.6102	Professional Tax	64,000	55,000	60,000	5,000	8%
31.6300	Financial Institution Tax	166,810	166,000	160,000	-6,000	-4%
31.6400	Insurance Agents Tax	57,455	55,000	55,000	0	0%
32.1110	Beer/Wine Licenses	38,525	35,000	35,000	0	0%
32.1120	Liquor Licenses - Pouring/Pkg.	157,500	150,000	155,000	5,000	3%
	Total Occupational Tax and Alcohol Licenses	3,188,793	3,111,000	3,065,000	-46,000	-2%
	Permitting Fees					
32.2100	Residential Construction Permits	565,792	375,000	390,000	15,000	4%
32.2110	Commercial Construction Permits	121,426	80,000	90,000	10,000	11%
32.2150	Plan Review Fees	109,292	60,000	75,000	15,000	20%
32.2215	Planning & Zoning Regulatory Fees	39,450	15,000	20,000	5,000	25%

32.2901	Site Improvement Fees	61,377	50,000	50,000	0	0%
32.3101	Utility Inspection Fees	131,495	90,000	100,000	10,000	10%
32.3135	FM - Inspections	26,570	10,000	15,000	5,000	33%
	Total Permitting Fees	1,055,401	680,000	740,000	60,000	8%
	Police Fines					
35.1171	Police Fines	573,810	550,000	625,000	75,000	12%
35.1172	Parking Fines	10	1,000	1,000	0	0%
35.1173	Tech Fees from Fines	24,362	16,000	16,000	0	0%
	Total Police Fines	598,182	567,000	642,000	75,000	12%
	Other Local Revenue					
33.4113	Cultural Arts Commission	24,292	20,000	20,000	0	0%
33.4114	Veterans Memorial Bricks Sales	100	0	0	0	0%
34.3010	House Demolition by City Forces	4,392	1,000	1,000	0	0%
34.4130	Sale of Recyclables	921	1,000	1,000	0	0%
34.6901	Admin Fee for Impact Fee Coll.	25,639	15,000	15,000	0	0%
34.6902	Host Fee for Sanitation Collection Services	86,784	83,000	85,000	2,000	2%
34.7901	City Store Sales	1,103	1,200	1,200	0	0%
34.9110	Cemetery Lot Sales	93,738	60,000	65,000	5,000	8%
34.9120	Monument Setting Fee	80	200	200	0	0%
34.9130	Cemetery Services	92,750	85,000	85,000	0	0%
34.9901	Rental Fees	24,063	30,000	30,000	0	0%
38.0000	Miscellaneous Revenue	64,545	40,000	40,000	0	0%
38.3001	Insurance Recoveries	73,879	40,000	40,000	0	0%
	Total Other Local Revenue	492,285	376,400	383,400	7,000	2%
	Intergovernmental Revenue					
33.1600	Real Estate Transfer Tax	33,257	25,000	30,000	5,000	17%
33.1601	Intergovernmental Revenue	53,500	53,500	53,500	0	0%
33.4155	Grant Funds	90,000	0	0	0	0%
33.6000	School Resource Officer	250,088	525,000	540,000	15,000	3%
33.6001	West Metro RDEO Reimbursement	6,681	0	0	0	0%
33.8001	Payments in Lieu of Tax	40,247	40,000	40,000	0	0%
39.1101	Transfer from NU for Bus Dev Activities	25,000	25,000	25,000	0	0%
	Total Intergovernmental Revenue	498,772	668,500	688,500	20,000	3%
	Other Financing Sources					
36.1000	Interest on Bank/Pool Accts	118,774	225,000	325,000	100,000	31%
38.1000	Rents and Royalties	0	0	15,000	15,000	100%
39.1105	Water & Light Commission	1,725,507	1,650,000	1,700,000	50,000	3%
39.1205	Transfer from Tourism Fund	430,578	420,000	438,000	18,000	4%
39.2100	Proceeds of Capital Asset Disposition	3,900	10,000	10,000	0	0%
	Total Other Financing Sources	2,278,759	2,305,000	2,488,000	183,000	7%
	Total General Fund Revenue	27,328,801	25,962,900	27,145,600	1,182,700	4%

General Fund Expenditures

Account Number	Account Description	2018 Actual	2019 Budget	2020 Budget	Net Change	% Change
	Salaries & Benefits					
51.1100	Wages - Full Time Employees	11,933,708	12,575,723	13,473,499	897,776	7%
51.1200	Wages - Part Time/Temp Employees	191,840	264,947	300,706	35,759	11%
51.1300	Wages - Overtime	290,484	124,300	124,300	0	0%
51.2100	Employee Ins (Life/Health/Dent)	2,804,553	3,589,744	3,952,721	362,977	9%
51.2100A	Employee Opt-Out Insurance Payments	63,125	69,000	39,000	-30,000	-77%
51.2100B	Cancer Insurance for Firemen	11,633	17,100	17,955	855	5%
51.2150	Employee Flexible Spending Accounts	2,537	2,166	2,481	315	13%
51.2200	FICA (Soc. Sec.)	900,468	1,008,393	1,066,462	58,069	5%
51.2400	Retirement	994,519	1,257,755	1,403,596	145,841	10%
51.2500	Tuition Reimbursement	1,350	13,500	13,550	50	0%
51.2600	Unemployment Insurance	6,937	4,558	4,766	208	4%
51.2700	Worker's Compensation	334,391	519,585	559,369	39,784	7%
51.2910	Employee Recognition	21,039	21,700	22,786	1,086	5%
	Total Salaries & Benefits	17,556,584	19,468,471	20,976,607	1,508,136	7%
	Operating Expenses					
51.1200A	Contracted Labor - Non-Employees	179,876	156,928	156,928	0	0%
51.2900	Taxable Employee Benefits	28,172	29,526	30,066	540	2%
51.2900A	Non-Taxable Employee Benefits	109,192	120,185	133,266	13,081	10%
52.1200	Professional Services	420,645	401,105	468,605	67,500	14%
52.1201	Public Relations	32,885	55,669	66,469	10,800	16%
52.1300	Other Contractual Services	480,001	860,648	863,643	2,995	0%
52.1301	Elections	50	2,800	0	-2,800	N/A
52.2110	Solid Waste Disposal	9,761	20,000	20,000	0	0%
52.2200	Repairs and Maintenance	543,741	661,894	584,806	-77,088	-13%
52.2300	Equipment & Vehicle Rental	3,003	6,500	6,500	0	0%
52.3101	Vehicle Insurance	64,940	93,538	93,538	0	0%
52.3102	Bldg. & Pers. Liability Insurance	222,623	301,531	296,831	-4,700	-2%
52.3103	Surety Bonds	100	100	100	0	0%
52.3200	Communications	219,979	225,748	248,108	22,360	9%
52.3300	Advertising	16,771	34,855	30,855	-4,000	-13%
52.3400	Printing & Binding	19,828	24,944	28,914	3,970	14%
52.3500	Travel Expenses	94,961	126,864	137,514	10,650	8%
52.3600	Dues and Fees	37,187	46,721	55,326	8,605	16%
52.3700	Training	41,329	69,485	72,945	3,460	5%
53.1100	Materials and Supplies	184,696	126,220	122,905	-3,315	-3%
53.1101	Office Supplies	34,709	35,138	36,938	1,800	5%
53.1102	Cleaning Supplies & Chemicals	25,258	23,900	27,400	3,500	13%
53.1103	Medical Supplies	9,657	15,175	15,925	750	5%
53.1104	Dog Food & Supplies	90	250	250	0	0%
53.1105	Minor Street Rprs./Maint. Asphalt, Hot Mix & Gravel	19,971	42,000	42,000	0	0%
53.1106	Protective Equipment	51,460	61,750	56,400	-5,350	-9%
53.1107	Concrete Repairs: S/W, Curb & Gutter	41,340	40,000	45,870	5,870	13%

53.1108	Traffic Signs & Devices	21,839	37,000	37,000	0	0%
53.1220	Natural Gas	15,104	23,500	23,500	0	0%
53.1230	Electricity	330,772	332,000	332,000	0	0%
53.1270	Vehicle Gasoline/Diesel	397,849	408,750	410,870	2,120	1%
53.1300	Food Supplies	16,267	12,320	16,090	3,770	23%
53.1400	Books & Periodicals	14,078	17,183	16,058	-1,125	-7%
53.1600	Minor Equipment	75,443	117,420	105,640	-11,780	-11%
53.1600A	Vehicle Equipment Add-Ons	87,856	116,288	108,688	-7,600	-7%
53.1601	Computer Hardware & Software	179,439	164,639	72,089	-92,550	-128%
53.1602	Office Furniture	8,191	11,313	5,890	-5,423	-92%
53.1603	Fire Arms	4,180	2,200	2,750	550	20%
53.1700	Other Supplies/Uniform Rental	18,222	16,533	17,132	599	3%
53.1701	Vehicle Maintenance	368,930	326,100	326,500	400	0%
53.1705	Landscaping Supplies	53,882	60,000	70,000	10,000	14%
53.1706	Miscellaneous	24,219	100,450	60,601	-39,849	-53%
53.1707	Planning Commission	0	350	350	0	0%
53.1708	Other Boards & Commissions	11,380	11,500	21,500	10,000	47%
53.1708A	Newnan Youth Council	19,394	18,500	18,500	0	0%
53.1709	Grounds Repair & Maintenance	80,154	93,500	96,000	2,500	3%
	Total Operating Expenditures	4,619,424	5,453,020	5,388,209	-64,811	-1%
	Appropriations to DDA	1,239,181	0	0	0	0%
	Capital Expenditures					
54.1200	Site Improvements	103,855	0	0	0	
54.1211	Bldgs. & Grounds Rep/Maint.	563,372	0	40,000	40,000	100%
54.1300	Buildings/Building Improvements	265,746	31,500	19,000	-12,500	-66%
54.1302	Other Improvements	20,477	0	17,000	17,000	100%
54.1317	Storage Facility	0	55,000	0	-55,000	N/A
54.2100	Machinery	0	0	11,000	11,000	100%
54.2200	Vehicles	465,119	402,000	347,000	-55,000	-16%
54.2400	Computer Hardware & Software	12,185				
54.2201	Vehicles/Equipment	0	30,500	12,500	-18,000	-144%
54.2500	Other Equipment	19,262	6,000	0	-6,000	N/A
54.2503	Protective Equipment	78,002	78,000	94,000	16,000	17%
54.2504	Other Equipment	26,056	0	6,500	6,500	100%
	Total Capital Expenditures	1,554,074	603,000	547,000	-56,000	-10%
	Other Financing Uses					
57.2000	Payments to Other Agencies	11,250	16,500	11,500	-5,000	-43%
57.2006	Cultural Arts Commission	63,935	42,500	42,500	0	0%
57.2010	Three Rivers Regional Commission	38,909	38,909	39,784	875	2%
61.1200	Transfer to Street Fund	225,000	200,000	0	-200,000	0%
61.1540	Transfer to Sanitation Fund	149,999	140,000	140,000	0	0%
	Total Other Financing Uses	489,093	437,909	233,784	-204,125	-87%
	Total General Fund Expenditures	25,458,356	25,962,400	27,145,600	1,183,200	4%

Special Funds
FY 2020 Revenue & Expenditures

SECTION V. 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 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.

1. Street Fund - The Street Improvement Fund is utilized to account for state grants and contracts for the purpose of maintaining City streets and roads. In FY 2020 the revenue stream consists of fees that are accessed for contractors for paving some subdivision streets and a Local Maintenance Improvement Grant for the Georgia Department of Revenue.

Street Fund Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
32.2990	Undeveloped Lot Assessment for Final Paving of SD Streets	41,863	35,000	35,000
33.4111	State DOT Contracts/LMIG	0	396,982	437,676
36.1001	Interest - LMIG/Maintenance	3,226	1,000	0
36.1002	Interest - New SD Street Paving Acct	4,780	1,500	0
39.1200	Transfer from General Fund	225,000	225,000	0
	Total Revenues	274,870	659,482	472,676
54.1406	Major Street Maintenance & Repairs	445,121	250,000	437,676
54.1425	LMIG Projects	0	396,983	0
	Total Expenditures	445,121	646,983	437,676
	Revenues Over Expenditures	-170,252	12,499	35,000

2. Confiscated Assets - 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 2020 budget for these funds is for various equipment and supplies.

Confiscated Assets Fund Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
35.1320	Other Police Seizures	9,830	10,000	10,800
35.1321	Department of Justice Condemnations	49,617	40,000	5,000
35.1322	Department of Treasury Condemnations	82,322	35,000	64,000
36.1150	Interest - Other Police Seizures	17	10	11
36.1151	Interest - DOJ Condemnations	690	200	180
36.1152	Interest - DOT Condemnations	1,634	1,000	2,414
	Total Revenues	144,110	86,210	82,405
35.1320A	Other Seizures Expenditures	8,888	7,000	10,800
35.1321A	DOJ Expenditures	45,522	6,500	8,000
35.1322A	DOT Expenditures	59,299	80,000	72,600
	Total Expenditures	113,708	93,500	91,400
	Revenues Over Expenditures	30,403	-7,290	-8,995

3. NSP 1 Grant Fund - The NSP1 Grant Funds are used to account for the federal Neighborhood Stabilization Program (NSP). These funds are used to acquire and rehabilitate housing for citizens who meet the income and other established guidelines. The City of Newnan is the recipient of the grants. Newnan Housing Authority (HAN) and Newnan-Coweta Habitat for Humanity (NCHFH) are sub recipients. All remaining fund balances are carried over to the next year for budgeting purposes.

NSP 1 Grant Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
33.4155	Grant Funds	0	2,000	0
33.1150	NSP Program Income Revenue	60,624	80,000	70,000
36.1000	Interest on Bank/Pool Accts	663	40	750
	Total Revenues	61,287	80,040	70,750
52.2000	Program Income Expenditures	61,287	82,040	300,000
	Total Expenditures	61,287	82,040	300,000
	Revenues Over Expenditures	0	0	-229,250

4. NSP 3 Grant Fund - 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.

NSP 3 Grant Fund Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
33.1150	NSP Program Income Revenue	28,688	90,000	90,000
36.1000	Interest on Bank/Pool Accts	440	200	800
	Total Revenues	29,128	90,200	90,800
52.2000	Program Income Expenditures	29,128	90,200	300,000
	Total Expenditures	29,128	90,200	300,000
	Revenue Over Expenditures	0	0	-209,200

5. Miscellaneous Grant Fund - 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 with grant funds carried over from the previous year to be expensed by the Police Department, Human Resources and Fire Department.

Miscellaneous Grant Funds Budget

Account #	Account Description	2018 Actual Amount	2019 Adopted Budget	2020 Budget
37.0000	Contribution/Donations (Private)	29,486	0	81,500
33.4155	Grant Funds	24,940	19,675	5,000
	Total Revenues	54,426	19,675	86,500
Human Resources				
51.2900A	Non-Taxable Employee Benefits	321	0	2,000
		321	0	2,000
Police				
51.2910	Employee Recognition	664	1,000	1,200
52.1201	Public Relations	28,647	18,000	37,900
52.1300	Other Contractual Services	0	0	20,000
52.3700	Training	0	0	1,100
53.1106	Protective Equipment	0	675	1,000
		29,311	19,675	61,200
Fire Department				
53.1100	Materials and Supplies	0	0	1,435
	Total Expenditures	29,632	19,675	64,635
	Revenues Over Expenditures	24,794	0	21,865

6. Motor Vehicle Tax Fund - 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.

Motor Vehicle Tax Fund Budget

Account Number	Account Description	2018 Actual	2019 Budget	2020 Budget
31.4400	Motor Vehicle Rental Excise Tax	101,574	94,000	96,000
36.1000	Interest on Bank/Pool Accts	1,011	800	1,000
	Total Revenues	102,584	94,800	97,000
52.1200	Professional Services	983	0	0
61.2001	Transfer to Newnan Convention Center	101,602	96,000	96,000
	Total Expenditures	102,584	96,000	96,000
	Revenues Over Expenditures	0	-1,200	1,000

7. Hotel/Motel Tax Fund - 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. The City will increase collections from 5% to 8% of this revenue in FY 2020. Of the revenue projected $292,000 will be transferred to the Newnan Centre (EXHIBIT A – Newnan Centre Budget), $438,000 will be transferred to the General Fund and $213,600 will be transferred to a newly formed entity; Explore Newnan – Coweta; a joint entity formed between the City of Newnan and Coweta County. The remaining funds, $213,600 will be budgeted strictly for capital expenditures related to tourism. FY 2020 will be the first year this entity is formed and it will be solely for the promotion of tourism in Newnan and surrounding Coweta County.

Hotel Motel Tax Fund Budget

Account Number	Account Description	2018 Actual	2019 Budget	2020 Budget
31.4100	Hotel/Motel Tax	717,630	700,000	1,168,000
36.1000	Interest on Bank/Pool Accts	3,604	3,200	5,000
	Total Revenues	721,234	703,200	1,173,000
53.1220	Natural Gas	2,754	3,000	3,000
61.1100	Transfer to General Fund	430,578	420,000	438,000
61.2001	Transfer to Newnan Convention Center	282,052	280,000	292,000
	Total Operating Expenditures	715,384	703,000	733,000
54.1211	Bldgs. & Grounds Rep/Maintenance	5,000	0	0
54.1426	Tourism Capital	0	0	213,600
	Total Capital	5,000	0	213,600
61.2002	Transfer to Explore Newnan - Coweta	0	0	213,600
	Total Other Uses	0	0	427,200
	Total Expenditures	720,384	703,000	1,160,200
	Revenues Over Expenditures	850	200	12,800

EXHIBIT A
Newnan Centre Budget

The Newnan Centre
Profit & Loss Budget Overview
January through December 2020

	Jan - Dec 20
Ordinary Income/Expense	
Income	
10.0000 · Charges For Services	
10.1000 · Rental Fee	225,000.00
10.1002 · Food & Beverage - Alcohol	50,000.00
10.1003 · Food & Beverage - Catering	22,000.00
10.1004 · Equipment Rent	25,000.00
10.1005 · Personnel Reimbursements	8,000.00
10.1006 · Utility Reimbursements	1,200.00
10.1007 · Miscellaneous Revenues	100.00
Total 10.0000 · Charges For Services	331,300.00
20.0000 · Investment Income	
20.2000 · Interest on Investments	70.00
Total 20.0000 · Investment Income	70.00
30.0000 · Transfers In	
30.2000 · Transfer from H/M & Motor Taxes	388,000.00
Total 30.0000 · Transfers In	388,000.00
Total Income	719,370.00
Cost of Goods Sold	
50000 · Cost of Goods Sold	
Alcohol and Mixer Purchases	20,000.00
Bartenders	4,000.00
Beverage Manager	8,000.00
Payroll Taxes for Beverage Mgr	612.00
Total 50000 · Cost of Goods Sold	32,612.00
Total COGS	32,612.00
Gross Profit	686,758.00
Expense	
50.0000 · Personnel Svc & Emp Benefit	
50.1100 · Salaries and Wages	236,396.00
50.1101 · Overtime Earnings	0.00
50.1103 · Part-time Salaries and Wages	6,000.00
50.1104 · Health Insurance Premiums	42,000.00
50.1106 · Social Security & Medicare Expe	21,000.00
50.1107 · Unemployment	700.00
50.1108 · Uniforms	1,000.00
50.1109 · Retirement Contributions	10,000.00
50.1110 · Contract Labor	9,000.00
Total 50.0000 · Personnel Svc & Emp Benefit	326,096.00
51.0000 · Professional & Other Services	
51.2101 · Board Administrative Expenses	2,500.00
51.2102 · Training and Professional Devel	18,000.00
51.2103 · Advertising and Marketing	40,000.00
51.2105 · Insurance - Liability/Workers C	6,000.00
51.2106 · Maintenance Contracts	76,000.00
51.2107 · Dues	3,200.00
51.2108 · Rent - Equipment	2,000.00
51.2109 · Contractual Services	35,000.00
51.2110 · Event Personnel	6,000.00
51.2111 · Professional Fees - Accounting	6,000.00
51.2112 · Awards & Recognition Expenses	500.00
51.2113 · Licensing Expenses	500.00
Total 51.0000 · Professional & Other Services	195,700.00

The Newnan Centre
Profit & Loss Budget Overview
January through December 2020

	Jan - Dec 20
52.0000 · Supplies & Operating Charges	
52.3101 · Printing	1,200.00
52.3102 · Subscriptions and Publications	800.00
52.3103 · Postage and Freight	700.00
52.3104 · Office Supplies	1,000.00
52.3105 · Supplies, Tools & Small Equip	9,000.00
52.3107 · Janitorial & Operational Suppli	4,500.00
52.3108 · Utilities - Gas	4,500.00
52.3110 · Utilities - Electric	28,000.00
52.3112 · Other Operational Costs	3,000.00
52.3113 · Bank Service Charges	300.00
52.3115 · Credit Card Fees	6,000.00
Total 52.0000 · Supplies & Operating Charges	59,000.00
53.0000 · Repairs & Maintenance	
53.4101 · Repairs and Maintenance	16,000.00
53.4102 · Equipment Repairs & Maintenance	5,000.00
53.4103 · Vehicle Repairs & Maintenance	3,000.00
53.4104 · Fuel and Lubricants	200.00
Total 53.0000 · Repairs & Maintenance	24,200.00
56.8000 · Depreciation & Amortization	3,500.00
Total Expense	608,496.00
Net Ordinary Income	78,262.00
Net Income	**78,262.00**

Enterprise Fund
FY 2020 Revenues & Expenditures

SECTION VI. SANITATION FUND

The Sanitation Fund will track all revenues, transfers and expenditures associated with the collection of brush (yard debris) and bulk efforts in the City of Newnan. Beginning in FY 2018 the City implemented a new collection for downtown commercial garbage. The following pages will show FY 2020 budgets for both the Brush & Bulk and Refuse divisions within the Sanitation Fund.

Account Number	Account Description	2018 Actual	2019 Budget	2020 Budget
	Sanitation Revenues			
34.4111	Garbage Fees - Commercial	76,479	55,000	65,000
34.4115	Yard Debris & Bulk Collection Fees	688,989	650,000	690,000
34.4130	Sale of Recyclables	322	0	0
36.1000	Interest on Bank/Pool Accts	8,446	5,000	10,000
39.1200	Transfer from General Fund	150,000	150,000	140,000
	Total Sanitation Fund Revenues	924,236	860,000	905,000
	Sanitation - Refuse Salaries & Benefits			
51.1100	Wages - Full Time Employees	101,153	68,114	71,533
51.1300	Wages - Overtime	6,951	5,000	5,000
51.2100	Employee Ins (Life/Health/Dent)	32,809	35,085	38,057
51.2150	Employee Flexible Spending Accounts	0	57	42
51.2200	FICA (Soc. Sec.)	6,746	5,232	5,472
51.2400	Retirement	9,707	6,811	7,296
51.2600	Unemployment Insurance	2	4	4
51.2700	Worker's Compensation	9,406	9,660	8,687
51.2910	Employee Recognition	0	300	300
	Total Sanitation Refuse - Salaries & Benefits	166,775	130,263	136,391
	Sanitation - Refuse Operating Expenses			
51.2900	Taxable Employee Benefits	293	0	0
51.2900A	Non-Taxable Employee Benefits	393	300	300
52.1300	Other Contractual Services	2,355	5,000	6,000
52.2110	Solid Waste Disposal	28,407	28,000	28,000
52.2200	Repairs and Maintenance	1,995	400	400
52.3101	Vehicle Insurance	1,200	1,000	1,000
52.3102	Bldg. & Pers. Liability Insurance	1,352	1,500	1,500
52.3200	Communications	758	1	0
52.3400	Printing & Binding	0	300	300
53.1100	Materials and Supplies	1,490	2,500	2,500
53.1101	Office Supplies	117	500	500
53.1270	Vehicle Gasoline/Diesel	6,352	7,500	7,500
53.1600	Minor Equipment	377	500	500
53.1601	Computer Hardware & Software	1,449	0	0
53.1700	Other Supplies/Uniform Rental	1,071	1,150	1,150
53.1701	Vehicle Maintenance	7,544	3,500	3,500
	Total Sanitation - Refuse Operating Expenses	55,152	52,151	53,150

	Other Uses			
56.1000	Depreciation Expenses	0	20,000	20,000
	Total Sanitation - Refuse Other Uses	0	20,000	20,000
	Total Sanitation Refuse Expenses	221,926	202,414	209,541
	Sanitation - Brush & Bulk Salaries & Benefits			
51.1100	Wages - Full Time Employees	170,931	234,107	212,759
51.1300	Wages - Overtime	9,936	6,000	6,000
51.2100	Employee Ins (Life/Health/Dent)	43,088	84,730	73,871
51.2100A	Employee Opt-Out Insurance Payments	875	1,500	0
51.2150	Employee Flexible Spending Accounts	0	57	0
51.2200	FICA (Soc. Sec.)	13,807	18,389	16,756
51.2400	Retirement	15,924	23,411	22,341
51.2600	Unemployment Insurance	3	12	10
51.2700	Worker's Compensation	14,628	31,665	24,571
51.2910	Employee Recognition	0	0	500
	Total Sanitation Brush & Bulk - Salaries & Benefits	269,193	399,871	356,808
	Sanitation - Brush & Bulk Operating Expenses			
51.2900	Taxable Employee Benefits	293	540	540
51.2900A	Non-Taxable Employee Benefits	262	1,400	1,400
52.2110	Solid Waste Disposal	225,243	182,019	199,200
52.2200	Repairs and Maintenance	2,400	2,104	2,104
52.3101	Vehicle Insurance	1,622	3,000	3,000
52.3102	Bldg. & Pers. Liability Insurance	2,028	3,500	3,500
52.3200	Communications	1,193	1,584	1,584
52.3300	Advertising	0	500	500
53.1100	Materials and Supplies	1,100	3,000	3,000
53.1101	Office Supplies	114	250	250
53.1270	Vehicle Gasoline/Diesel	46,059	50,000	50,000
53.1600	Minor Equipment	123	0	0
53.1700	Other Supplies/Uniform Rental	1,664	2,288	2,288
53.1701	Vehicle Maintenance	37,820	25,000	25,000
	Total Sanitation - Brush & Bulk Operating Expenses	319,921	275,185	292,366
	Sanitation - Brush & Bulk Capital			
54.2200	Vehicles	0	189,000	0
	Total Sanitation - Brush & Bulk Capital	0	189,000	0
	Other Uses			
56.1000	Depreciation Expenses	62,716	20,000	20,000
	Total Sanitation - Brush & Bulk Other Uses	62,716	20,000	20,000
	Total Sanitation Brush & Bulk Expenditures	651,830	884,056	669,174
	Revenues Over Expenditures	50,480	-226,470	26,285

Capital Project Funds
FY 2020 Revenue & Expenditures

SECTION VII. CAPITAL PROJECTS 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 2020: SPLOST 2013 Fund, SPLOST 2019 and Impact Fees Fund.

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.

1. SPLOST 2013 - SPLOST 2013 expired at the end of 2018. FY 2020 budget includes Lower Fayetteville Road, Sign Upgrades, and Street Maintenance.

Account Number	Account Description	2018 Actual	2019 Budget	2020 Budget
	SPLOST 2013 Revenues			
33.7100	SPLOST Receipts	6,084,317	0	0
33.0003	Reimbursement for Projects	41,434	85,000	0
33.4155	Grant Funds	5,780	85,000	500,000
36.1000	Interest on Bank/Pool Accts	11,405	5,000	3,500
36.1000B	Interest - Certificate of Deposit Investments	0	0	12,000
	Total SPLOST 2013 Revenues	6,142,936	175,000	515,500
	SPLOST 2013 Expenditures			
54.1323A	Network & Software Improvements	38,047	0	0
54.1300B	Fire Station #4 Construction	151,095	2,025,000	0
54.1322B	Fire Engine	749,923	0	0
54.1401A	Major Street, Sidewalk & Drainage Maintenance	597,130	600,000	750,000
54.1401B	McIntosh Parkway	1,062,800	400,000	0
54.1401C	Lower Fayetteville Road	0	500,000	685,000
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	595,112	93,750	0
54.1415A	Sign Upgrades	0	40,000	150,000
54.2504D	Public Works/Street Equipment	0	39,535	0
54.2504E	Street Sweepers	242,786	0	0
54.1215A	Recreation Improvements	50,814	350,000	0
54.2504A	Trolley	100,000	0	0
	Total SPLOST 2013 Expenses	150,814	4,048,285	1,585,000

	SPLOST 2013 Other Uses			
61.2000	Transfer to Newnan W & L	973,491	0	0
	Total SPLOST 2013 Other Uses	973,491	0	0
	Total SPLOST 2013 Expenses	1,124,305	4,048,285	1,585,000
	Revenues Over Expenses	6,142,936	-3,873,285	-1,069,500

2. SPLOST 2019 - SPLOST 2019 projects include the continuation of the LINC, street maintenance, CJ Smith Park Design/Build, and heavy equipment.

Account Number	Account Description	2018 Actual	2019 Budget	2020 Budget
	SPLOST 2019 Revenues			
33.7100	SPLOST Receipts	0	5,802,461	6,262,000
36.1000	Interest on Bank/Pool Accts	0	3,000	5,000
	Total SPLOST 2019 Revenues	0	5,805,461	6,267,000
54.2400	Computer Hardware and Software	0	46,000	5,000
54.1401A	Major Street, Sidewalk & Drainage Maintenance	0	1,150,000	500,000
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	0	400,000	1,000,000
54.2504D	Public Works/Street Equipment	0	121,466	147,000
54.1201	CJ Smith Park	0	0	2,900,000
54.1203	Pickett Field	0	0	65,000
54.1207	Path and Linear Parks	0	3,500,000	4,500,000
	Total SPLOST 2019 Expenses	0	5,217,466	9,117,000
	SPLOST 2019 Other Uses			
61.2000	Transfer to Newnan W & L	0	580,246	626,200
	Total SPLOST 2019 Other Uses	0	580,246	626,200
	Total SPLOST 2019 Expenses	0	5,797,712	9,743,200
	Revenue Over Expenditures	0	7,749	-3,476,200

3. Impact Fees - Impact Fees budget for FY 2020 include the continuation of the LINC phase II.

Account Number	Account Description	2018 Actual	2019 Budget	2020 Budget
	Impact Fees Revenues			
34.1323	Road/St/Bridges Impact Fee	131,993	100,000	150,000
34.1324	Fire Services Impact Fee	245,301	200,000	240,000
34.1326	Parks/Recreation Impact Fee	553,389	300,000	475,000
36.1003	Interest - Roads/Streets/Bridges	243	300	300
36.1004	Interest - Fire Services	1,324	1,000	800
36.1006	Interest - Parks/Recreation	3,419	750	800
	Total Impact Fees Revenues	935,669	602,050	866,900
	Impact Fees Expenses			
54.1300	Buildings/Building Improvements	260,634	650,000	0
54.1400	Streets, Sidewalks, Lights, Etc.	173,767	0	0
54.1215A	Recreation Improvements	2,335,837	300,000	750,000
	Total Impact Fees Expenses	2,770,238	950,000	750,000
	Revenues Over Expenses	-1,834,569	-347,950	116,900

Fund Balance & Consolidated Schedule

Section VIII – FUND BALANCE

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 2019 Budget Beginning Fund Balance	FY 2019 Projected Revenues	FY 2019 Projected Expenditures	2020 Budget Projected Beginning Fund Balance	% Change	$$ Change
Major Funds						
General Fund	25,940,613	27,980,907	25,458,411	28,463,109	10%	2,522,496
SPLOST 2007	1,009,703	1,300	1,011,003	0	-100%	-1,009,703
SPLOST 2013	6,135,395	262,500	4,650,000	1,747,895	-72%	-4,387,500
SPLOST 2019	0	6,451,733	860,000	5,591,733	N/A	N/A
Impact Fees	638,048	963,985	635,800	966,233	51%	328,185
Non-Major Funds						
Street Improvement	398,013	435,000	410,000	423,013	6%	25,000
Confiscated Assets	122,906	14,000	87,900	49,006	-60%	-73,900
NSP1 Grant Fund	0	450,000	450,000	0	N/A	0
NSP3 Grant Fund	0	590,000	590,000	0	N/A	0
Miscellaneous Grants	0	20,000	20,000	0	N/A	0
Tourism Enhancement	120,746	616,000	619,000	117,746	-2%	-3,000
Motor Vehicle Rental	34,979	111,000	111,000	34,979	0%	0
Sanitation Fund	532,867	710,077	796,259	446,685	-16%	-86,182

1. SPLOST 2007 – It's projected that SPLOST 2007 will be close to being exhausted by the end of 2019 due to expenditures on McIntosh Parkway and some additional City Hall renovations.

2. SPLOST 2013 – The 72% decrease in fund balance is expenditures on Fire Station #4, LMIG match and McIntosh Parkway.

3. SPLOST 2019 – SPLOST 2019 Fund revenue began in FY 2019 therefore there was no beginning balance for FY 2019.

4. Impact Fees – Impact Fees Fund Balance is increased as revenues are up and expenditures are down. In FY 2020 this fund balance should decrease.

5. Confiscated Assets fund decreased due to decreased revenue for FY 2019.

6. Sanitation Fund decreased by 16% due to 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 2020 budget reflects a subsidizing transfer from the General Fund.

Section IX – 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 2019 in comparison to the FY 2020 Budget. Details on revenue sources and expenditures can be found throughout this document.

All Funds
Revenue and Expenditures Summary

	2018 Actual	2019 Budget	2020 Budget	$ Change	% Change
General Fund (100)					
RESOURCES	27,328,801	25,962,900	**27,145,600**	$1,182,700	5%
USES	25,458,356	25,962,900	**27,145,600**	$1,182,700	5%
Street Fund (200)					
RESOURCES	274,870	659,482	**474,176**	($185,306)	-28%
USES	445,121	646,983	**437,676**	($209,307)	-32%
Confiscated Assets Fund (210)					
RESOURCES	144,110	86,210	**82,405**	($3,805)	-4%
USES	113,708	93,500	**91,400**	($2,100)	-2%
NSP1 Grant (221)					
RESOURCES	61,287	82,040	**70,750**	($11,290)	-14%
USES	61,287	82,040	**300,000**	$217,960	266%
NSP3 Grant (222)					
RESOURCES	29,128	90,200	**90,800**	$600	1%
USES	29,128	90,200	**300,000**	$209,800	233%
Hotel/Motel Fund (275)					
RESOURCES	721,234	703,200	**1,173,000**	$469,800	67%
USES	720,384	703,200	**1,160,200**	$457,000	65%
Motor Vehicle Excise Tax (280)					
RESOURCES	102,584	94,800	**97,000**	$2,200	2%
USES	102,584	96,000	**96,000**	$0	0%
Misc. Grant Fund (240)					
RESOURCES	54,426	19,675	**86,500**	$66,825	340%
USES	29,632	19,675	**64,635**	$44,960	229%
SPLOST 2007 (322)					
RESOURCES	2,351,094	4,500	**0**	($4,500)	-100%
USES	3,488,911	1,822,141	**0**	($1,822,141)	-100%
SPLOST 2013 (323)					
RESOURCES	6,142,936	175,000	**515,500**	$340,500	195%
USES	150,814	4,048,285	**1,585,000**	($2,463,285)	-61%
SPLOST 2019 (310)					
RESOURCES	0	5,805,461	**6,267,000**	$461,539	N/A
USES	0	5,797,712	**9,743,200**	$3,945,488	N/A
Impact Fees (375)					
RESOURCES	935,669	602,050	**866,900**	$264,850	44%
USES	2,770,238	950,000	**750,000**	($200,000)	-21%
Sanitation Fund (540)					
RESOURCES	924,236	860,000	**905,000**	$45,000	5%
USES	873,756	1,086,470	**878,715**	($207,755)	-19%
All Funds Totals					
RESOURCES	38,146,139	34,285,518	**37,774,631**	$3,489,113	10%
USES	35,721,257	40,317,136	**42,552,426**	$2,235,290	6%

1. General Fund – There was a 5% increase in resources/uses from the FY 2019 budget mainly due to the current economy and residential and commercial growth within the City.

2. Street Fund – The 28% decrease in resources and 32 % increase in uses can be explained by the fact this fund has been depleted through projects. Now the only income going into this fund is the LMIG funding from GDOT.

3. Hotel/Motel Fund – There is a slight increase in both resources and uses of around 63%. This increase is due to an additional 3% collections of hotel/motel tax that will be used only for tourism through a newly to be formed entity "Explore Newnan-Coweta".

4. SPLOST 2007 – As of 2012 the City no longer receives resources from the referendum. The fund was completely expensed out in FY 2019, thus showing the significant decrease in this fund.

5. SPLOST 2013 – As of the end of FY 2018 the City will no longer receive resources from this referendum. However, the increase in resources is due to a grant that will reimburse the City for the Lower Fayetteville Road study.

6. SPLOST 2019 – This fund is showing a slight increase in resources primarily due to a strong economy. However the 40% increase in uses is due to the projects that were budgeted for FY 2019, not expensed, and therefore budgeted in FY 2020.

7. Impact Fees – There is an increase for FY 2020 of 44% due to the increase in permit activity in both residential and commercial areas. The decrease in uses can be explained by the fact that the projects are nearing completion. The only project in the Impact Fee budget for FY 2020 is in the second phase of the LINC.

8. Sanitation Fund – There is a decrease in uses for FY 2020 due to no capital in this fund budgeted for FY 2020.



DEPARTMENTAL SUMMARIES

Personnel

SECTION I. PERSONNEL POSITION COUNTS

The following charts depict the City's personnel position counts beginning with full-time. There were 6 full-time employees added to the City of Newnan staff. One (1) position was added to the Facilities Maintenance Department, two (2) officers were added to the Police Department bringing the police force to a total of 86 officers. A part-time municipal court clerk was moved from a part-time position to a full time. Two employees were added to the Street Department. There was also a part-time employee added to the Carnegie. And lastly, another part-item employee in Leisure Services was moved to full-time status. As the City continues to grow so does the need to increase staff in order for the City to maintain the high level of services it currently extends to our citizens.

CITY OF NEWNAN, GEORGIA
FULL-TIME EMPLOYEES BY DEPARTMENT

Department	FY 2018	FY 2019	Positions Added for FY 2020	FY 2020	Variance FY 2019 vs FY 2020
City Manager	6	6		6	0
Finance	7	7		7	0
Human Resources	3	3		3	0
Information Technology	3	3		3	0
Facilities Maintenance	3	3	1	4	1
Police:		0		0	0
Officers	84	84	2	86	2
Civilians	6	7		7	0
Administrative	5	5		5	0
Municipal Court	1	1	1	2	1
Fire Department:		0		0	0
Firefighters	57	63	1	64	1
Administrative	1	1		1	0
Planning & Zoning	5	5		5	0
Parks & ROW Beautification	16	18		18	0
Building Inspection	11	11		11	0
Public Works Administration	3	3		3	0
Streets	19	19	2	21	2
Garage	6	6		6	0
Cemetery	8	8		8	0
Sanitation Refuse	2	2		2	0
Sanitation Brush & Bulk	6	6		6	0
Engineering	3	3		3	0
Carnegie Building	2	2		2	0
Business Development & Main	3	3		3	0
Street (& Special Events)		0		0	0
Leisure Services	1	2	1	3	1
Total Full-Time Employees	261	271	8	279	8

CITY OF NEWNAN, GEORGIA
PART - TIME EMPLOYEES BY DEPARTMENT

Department	FY 2018	FY 2019	Positions Added for FY 2020	FY 2020	Variance FY 2019 vs FY 2020
City Council	7	7		7	0
Finance	1	1		1	
Facilities Maintenance	4			0	0
Police:					0
Crossing Gua	2	2		2	0
Administrativ	3	3		3	0
Municipal Court		2	-1	1	-1
Building Inspection	1	1		1	0
Cemetery	3	3		3	0
Carnegie Building	3	3	1	4	1
Leisure Services	0	4	-1	3	-1
Total Part-Time Emp	**24**	**26**	**-1**	**25**	**-1**

SECTION II. STAFF CHANGES IMPACTS

The following chart shows the monetary impact that the staffing changes have on the City's salaries and benefits package. The totals for full-time include hourly wages, health/dental insurance benefits, uniforms if applicable, social security taxes, workers comp and retirement cost. The impacts for part-time will only include the hourly wages and workers comp.

2020 Staffing Changes Impact

Position	Function	Department	Wages & Benefits	Type of Change
Maintenance Worker (2)	Public Works	Street	109,391	Addition
Firefighter	Public Safety	Fire	67,410	Addition
Detective	Pub Safety	Police	75,103	Addition
Patrol Officer	Pub Safety	Police	68,937	Addition
Maintenance Tech	General Govt.	Facilities	66,247	Addition
Carnegie Asst. (PT)	Other	Carnegie	7,710	Addition
Municipal Court Clerk (PT)	Pub Safety	Municipal Court	33,388	PT - FT
Facilities Attendant	Other	Leisure Svc	19,990	PT - FT
	Net Impact on Operations		$448,176	

Departmental Budgets

SECTION III. DEPARTMENT DETAILS

CITY COUNCIL

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.

100.1110.10 – City Council Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1200	Wages - Part Time/Temp Employees	39,827	43,000	43,000
51.2100	Employee Ins (Life/Health/Dent)	90,477	104,310	118,475
51.2200	FICA (Soc. Sec)	3,041	3,290	3,290
51.2400	Retirement	3,591	4,300	4,386
51.2700	Worker's Compensation	85	129	129
	Salaries & Benefits	137,022	155,029	169,280
51.2900A	Non-Taxable Employee Benefits	0	350	350
52.1201	Public Relations	8,564	26,000	23,500
52.3200	Communications	60	0	0
52.3400	Printing & Binding	116	250	250
52.3500	Travel Expenses	32,879	40,000	40,000
52.3600	Dues and Fees	8,636	15,500	15,500
52.3700	Training	10,357	10,000	10,000
53.1101	Office Supplies	107	150	150
53.1300	Food Supplies	278	1,800	1,800
53.1600	Minor Equipment	660	1,200	0
	Operating Expenses	61,657	95,250	91,550
57.2000	Payments to Other Agencies	11,250	11,500	11,500
57.2010	Three Rivers Regional Commission	38,909	38,909	39,784
	Other Financing Uses	50,159	50,409	51,284
	Total City Council	248,838	300,688	312,114

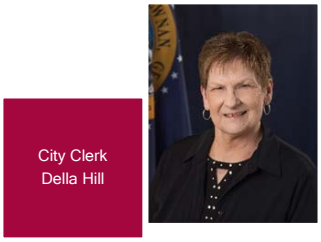
CITY MANAGER

Department Description

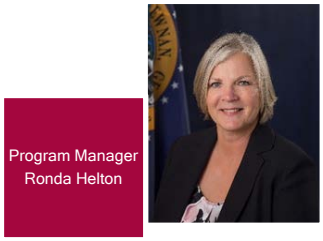
The Office of the City Manager is responsible for coordinating the varied functions of the city. Appointed by and reporting to the City Council, the City Manager serves as the Chief Administrative Officer, charged with the implementation of City Council adopted policies and directives and the day-to-day operations of the City. Below are managers within this department. Assistant City Manager Hasco Craver, is responsible assisting the City Manager with the day-to-day operations as well as directing some of the other departments. Mr. Craver is also involved in Business Development for the City. City Clerk Della Hill is responsible for all record keeping for the City as well as the retirement pension secretary. Ashley Copeland is responsible for providing public information to residents, businesses and to the media for City programs, initiatives, and other important affairs. Program Manager, Ronda Helton is responsible for managing capital projects, capital project budgets and assisting the City Manager's Office with the annual budget document.











100.1320.11 – City Manager Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	532,235	518,268	548,757
51.2100	Employee Ins (Life/Health/Dent)	62,859	66,493	77,013
51.2100A	Employee Opt-Out Insurance Payments	3,000	3,000	0
51.2150	Employee Flexible Spending Accounts	57	57	84
51.2200	FICA (Soc. Sec)	39,642	39,956	43,118
51.2400	Retirement	42,103	51,850	57,491
51.2600	Unemployment Insurance	8	12	12
51.2700	Worker's Compensation	9,220	5,118	5,420
51.2910	Employee Recognition	14,031	12,000	12,600
	Salaries & Benefits	703,154	696,754	744,495
51.2900	Taxable Employee Benefits	13,953	13,176	13,716
51.2900A	Non-Taxable Employee Benefits	350	450	450
52.1200	Professional Services	36,104	10,000	65,000
52.1201	Public Relations	5,282	4,050	5,050
52.1300	Other Contractual Services	8,793	10,050	10,050
52.1301	Elections	50	2,800	0
52.2200	Repairs and Maintenance	146	10,000	10,000
52.2300	Equipment & Vehicle Rental	0	3,000	3,000
52.3102	Bldg & Pers Liability Insurance	908	1,350	1,350
52.3103	Surety Bonds	100	100	100
52.3200	Communications	20,996	2,000	2,000
52.3300	Advertising	2,017	2,000	2,000
52.3400	Printing & Binding	10,508	9,250	13,250
52.3500	Travel Expenses	9,090	15,250	18,000
52.3600	Dues and Fees	9,292	7,570	8,850
52.3700	Training	2,862	13,000	5,500
53.1100	Materials and Supplies	550	1,500	1,500
53.1101	Office Supplies	2,895	2,650	2,650
53.1270	Vehicle Gasoline/Diesel	134	200	200
53.1300	Food Supplies	1,755	1,500	4,500
53.1400	Books & Periodicals	292	380	380
53.1600	Minor Equipment	742	750	0
53.1601	Computer Hardware & Software	1,473	5,000	5,000
53.1602	Office Furniture	0	1,500	0
53.1701	Vehicle Maintenance	392	500	500
53.1706	Miscellaneous	24,199	100,000	65,100
53.1708	Other Boards & Commissions	0	5,000	5,000
	Operating Expenses	152,882	223,026	243,146
57.1001	Appropriations to DDA for UWG	1,239,181	0	0
57.2000	Appropriations to FOL	0	0	15,000
57.2006	Cultural Arts Commission	63,935	42,500	42,500
61.1200	Transfer to Street Fund	225,000	200,000	0
61.1540	Transfer to Sanitation Fund	150,000	140,000	140,000
	Other Financing Uses	1,678,116	382,500	197,500
	Total City Manager	2,534,152	1,302,280	1,185,141

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

Objectives:

- To disseminate and provide information to print, social and local broadcast media outlets. (A. Copeland ongoing)
- To produce a monthly newsletter (via subscription) for the public regarding city information, news and events. (A. Copeland 12/31/2019)
- To produce a new marketing/communications plan for SeeClickFix (A. Copeland 12/31/2020)

Goal 2: Provide communication materials to the general public, residents, customers and visitors to our City via printed media, speaking engagements and the City's website.

Objectives:

- To update and maintain city's website as needed. (A. Copeland ongoing)
- To promote and participate in GMA's Georgia Cities Week. (A. Copeland 12/31/2020)
- To host annual Newnan Citizen Academy program. (A. Copeland ongoing)
- Implement a newly, updated Social Media Policy for the City (A. Copeland 12/31/2020)
- To produce a new communications/marketing plan for city tourism/information (i.e. City Trolley, history, parks etc.) (A. Copeland ongoing)

Goal 4: Assist with internal communications.

Objectives:

- To print a monthly employee newsletter. (A. Copeland 12/31/2020)
- To encourage information sharing among management staff by publishing monthly and annual reports. (A. Copeland 12/31/2020)
- To coordinate with employee special events. (A. Copeland 12/31/2020)

Goal 5: Enhance communications at City Council meetings.

Objectives:

- Live stream and archive City Council meetings via social media. (A. Copeland ongoing)

Goal 6: To provide essential legislative support and liaison services to City Council enabling effective and efficient decisions and actions and to provide access to the City's official records and documents utilizing the best available technologies in a courteous, professional manner.

Objectives:

- Attend all council meetings and record minutes. Prepare official records for Council approval, scan to archives and make available to general public, staff and Council. (D. Hill 12/31/2020)
- Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (D. Hill 12/31/2020)

Goal 7: To administer municipal elections and serve as filing officer for the City.

Objectives:

- File all required reports for elected officials with the State Ethics Board. (D. Hill 12/31/2020)
- Assist Coweta County with coordination of elections as required. (D. Hill 12/31/2020)

Goal 8: To accurately process employee bi-weekly payroll, including taxes and withholdings, and required reporting for City employees efficiently and effectively.

Objectives:

- Process biweekly payroll, including deductions, taxes and other withholdings, after-hours approval and entry into system. Distribute withholdings and taxes to appropriate third party. (D. Hill 12/31/2020)
- Complete all associated monthly, quarterly and annual reporting requirements associated with payroll processing. (D. Hill 12/31/2020)

Goal 9: To serve as Retirement Secretary for the City of Newnan and provide assistance to staff in processing applications for retirement and related activities. (D. Hill On-going)
Goal 10: To efficiently deliver projects that will enhance the quality of life for our citizens. (R. Helton On-going)
Goal 11: To serve as a Liaison between the City Manager and Department Heads to assure that everyone is well informed as to Project Status.

Objectives:

- Provide an accurate and thorough monthly projects report as to projects status. (R. Helton – Quarterly)

Goal 12: To deliver an Annual Budget Document that our citizens can read and clearly understand as to how the City utilizes their tax dollars. (R. Helton-annually)

Goal 13: To monitor capital projects funding/budgets so that the City will have a clear picture of the total costs of projects in order to enhance the capital planning and budgeting process. (R. Helton On-going)

FY 2019 Goals Accomplished

- ✓ Received the "Distinguished Budget Award" for the 30th consecutive year.
- ✓ Substantially completed or initiated 16 projects.
- ✓ Completed comprehensive quarterly projects reports for posting on the website for citizen review.
- ✓ Created a link on website to "Projects 411" for weekly updates on projects for Citizens
- ✓ Developed a new format and content requirements for the city's quarterly reports.
- ✓ Re-launched the City's Instagram social media profile.

FINANCE DEPARTMENT

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.

100.1510.13 – Finance Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	342,819	349,404	368,449
51.1200	Wages - Part Time/Temp Employees	8,738	18,253	18,979
51.1300	Wages - Overtime	0	500	500
51.2100	Employee Ins (Life/Health/Dent)	46,614	54,086	59,318
51.2100A	Employee Opt-Out Insurance Payments	3,000	3,000	3,000
51.2150	Employee Flexible Spending Accounts	10	57	84
51.2200	FICA (Soc. Sec.)	26,257	28,435	29,947
51.2400	Retirement	28,176	34,940	39,930
51.2500	Tuition Reimbursement	0	1,000	1,050
51.2600	Unemployment Insurance	9	14	14
51.2700	Worker's Compensation	700	1,100	1,159
	Salaries & Benefits	456,322	490,789	522,430
51.2900A	Non-Taxable Employee Benefits	1,388	1,675	1,675
52.1200	Professional Services	51,417	52,100	52,100
52.1300	Other Contractual Services	35,428	39,172	39,172
52.2200	Repairs and Maintenance	17,760	23,500	25,000
52.3102	Bldg. & Pers. Liability Insurance	237	350	350
52.3200	Communications	646	732	732
52.3300	Advertising	2,438	4,315	4,315
52.3400	Printing & Binding	871	825	825
52.3500	Travel Expenses	1,936	4,800	4,800
52.3600	Dues and Fees	1,403	1,475	1,475
52.3700	Training	799	2,125	2,125
53.1100	Materials and Supplies	990	1,450	1,450
53.1101	Office Supplies	2,938	3,200	3,200
53.1400	Books & Periodicals	153	160	160
53.1600	Minor Equipment	382	300	300
53.1601	Computer Hardware & Software	4,885	6,600	5,100
53.1706	Miscellaneous	20	250	250
	Operating Expenses	123,690	143,029	143,029
	Total Finance	580,012	633,818	665,459

FY 2020 Goals and Objectives

Goal 1: Provide a healthy work environment for staff emphasizing excellent, seamless customer service and expertise in the collection of City revenues and delinquent accounts.

Objectives:

- Maintain cross-training for all positions so that every position has at least one back-up at all times. (K. Cline, 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. Adams, Ongoing)
- Monitor procurement activities to ensure that the City obtains quality goods and services at the lowest cost within specified time frames. (K. Adams, 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. Adams, 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. Adams, 12/31/20)

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

Objectives:

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

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

Objectives:

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

FY 2019 Goals Accomplished

- ✓ Completed and filed the City's 2018 Comprehensive Annual Financial Report (CAFR). The City received a clean report and also was granted the GFOA "Excellence in Financial Reporting" award for the CAFR. We have submitted the CAFR to GFOA for consideration eight times and won the award eight times.
- ✓ 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 98.3%. We expect to end 2019 somewhere around 97.0%. .
- ✓ 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 four (4) quarterly staff meetings during the year, focusing on teamwork, job performance, and issues relevant to the Finance department.
- ✓ Prepared reports, scenarios and projections for various processes during the year to support operations and provide information to City Manager for decision-making, reporting and budgeting purposes.
- ✓ Staff attended several training sessions and c*onferences* throughout the year, covering topics such as Occupational Taxes, GASB & GAAP Changes and/or requirements, and various courses and conferences sponsored by CVIOG, GFOA, GATBO and/or GGFOA.
- ✓ Completed implementation of the SeamlessGov document and payment portal for the City. Adding new forms and workflow as time permits. Recently added online forms for the annual car show, police and fire games, meeting room rental, City parade application and special event permits.
- ✓ Recorded and tagged all assets added during 2019. Capitalized projects upon completion.
- ✓ Continued working with Ramaker and Associates towards the eCIMS Cemetery Software implementation. We expect to complete the mapping and begin the implementation in late 2019. We plan to complete the implementation and training by the end of 2020.
- ✓ Worked with Davenport & Company to develop and implement an Investment policy for the City resulting in substantial increased interest earnings.
- ✓ Worked with Govt. Portal to consolidate and reduce the number of credit card processing companies used for City provided services from 6 to 2. This standardized and streamlined payment processing across multiple departments and reduced service fees and reconciliation time required by staff.
- ✓ Installed credit card kiosks in several departments to make payment by debit/credit card easier and more efficient for the customer.
- ✓ Issued an RFP for banking services to ensure that the City is receiving the best selection of services, products and tools at the most cost effective price.
- ✓ Established an internal payment portal for credit card payments for use by all revenue clerks and stations throughout the City.
- ✓ Established an online payment portal where customers, citizens and visitors to Newnan can pay virtually any type of payment to the City, from any device, and at any time, via credit card.

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Total Assessed Property Tax Valuation (40%)	$1,422,494,603	$1,475,094,477	**$1,500,000,000**
Percentage of total collected at year-end	98.3%	97.00%	**97.00%**
Number of Occupational Tax Certificates Issued (includes renewals and new applications)	1,793	1,925	**2,067**
Occupational Taxes collected	$2,992,768	$3,020,306	**$3,025,000**
Number of Alcohol Licenses issued	90	99	**100**
Alcohol License revenue collected	$196,025	$194,500	**$195,000**
Alcohol Excise Taxes collected	$881,540	$867,069	**$890,000**
Number of Accounts Payable checks issued	3,699	3,699	**3,700**
Number of A/P Checks voided	25	16	**16**
Received GFOA Excellence in Financial Reporting Award – CAFR	Yes	Yes	**Yes**
Number of Bank/Investment accounts maintained	31	34	**35**
Total Annual Expenditures managed including capital and transfers (all funds)	$40,637,489	$39,668,405	**$41,000,000**
Total Annual Revenues managed including capital and transfers (all funds)	$37,186,532	$35,142,518	**$39,000,000**

CITY ATTORNEY



Department Description

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.

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
52.1200	Professional Services	68,712	80,000	80,000
52.3500	Travel Expenses	5,297	8,500	8,500
52.3700	Training	765	800	800
	Operating Expenses	74,774	89,300	89,300
	Total City Attorney	74,774	89,300	89,300

INFORMATION TECHNOLOGY



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.

100.1535.21 – Information Technology Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	168,491	167,107	175,463
51.2100	Employee Ins (Life/Health/Dent)	23,453	19,896	22,440
51.2150	Employee Flexible Spending Accounts	14	57	45
51.2200	FICA (Soc. Sec.)	12,680	12,908	13,547
51.2400	Retirement	14,101	16,711	18,524
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	331	500	525
	Salaries & Benefits	219,073	217,185	230,550
51.2900	Taxable Employee Benefits	1,620	1,620	1,620
52.1300	Other Contractual Services	10,037	5,000	5,000
52.2200	Repairs and Maintenance	141,079	158,800	163,200
52.2300	Equipment & Vehicle Rental	3,003	3,500	3,500
52.3101	Vehicle Insurance	135	200	200
52.3102	Bldg. & Pers. Liability Insurance	135	200	200
52.3200	Communications	101,253	106,912	113,632
52.3500	Travel Expenses	5,206	6,000	6,000
52.3600	Dues and Fees	993	1,720	1,720
52.3700	Training	800	2,000	2,000
53.1100	Materials and Supplies	185	500	500
53.1101	Office Supplies	937	1,500	1,500
53.1270	Vehicle Gasoline/Diesel	191	200	200
53.1400	Books & Periodicals	0	200	200
53.1600	Minor Equipment	1,171	2,500	2,500
53.1601	Computer Hardware & Software	27,423	45,600	27,500
53.1602	Office Furniture	138	250	250
53.1701	Vehicle Maintenance	19	500	500
	Operating Expenses	294,326	337,202	330,342
54.2400	Computer Hardware and Software	5,625	0	0
	Capital	5,625	0	0
	Total Information Technology	519,024	554,387	560,892

FY 2020 Goals and Objectives

Goal 1: Develop, enhance and modify the City's technological assets and investments in a sufficient manner to minimize data loss and ensure back-up data exists and is available in the event of natural disaster or equipment failure.

Objectives:

- Consistently check server health via diagnostics to replace equipment as needed prior to failure. (B. Lee 12/31/2020)
- Monitor and maintain backups daily to ensure data integrity is preserved. (B. Lee, A. Simpkins 12/31/2020)
- Review current contracts to ensure the best price is being given and features we are paying for are being utilized. (B. Lee 12/31/2020)

Goal 2: Replace aging critical infrastructure where budget permits.

Objectives:

- Replace edge network switches in City as budget permits. (B. Lee 12/31/2020)
- Replace/Upgrade all workstations currently running Windows 7 to Windows 10. (B. Lee, J. Chambers, A. Simpkins 12/31/2020)

Goal 3: Network Infrastructure mapping and monitoring.

Objectives:

- Develop documentation of all infrastructure including location and how it interconnects. (B. Lee 12/31/2020)
- Configure a network monitoring solution to alert IT staff of problems before the phone rings. (B. Lee 12/31/2020)

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 12/31/2020)
- Review our group policy in accordance with NIST.(National Institute of Standards and Technology) (B. Lee 12/31/2020)

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, J. Chambers, A. Simpkins 12/31/2020)
- Provide technical assistance to staff in the development of custom reports, databases, and processes to improve efficiency and effectiveness. (B. Lee, J. Chambers, A. Simpkins 12/31/2020)
- Monitor equipment age and keep systems up-to-date by replacing aging hardware as needed. (B. Lee, J. Chambers, A. Simpkins 12/31/2020)

FY 2019 Goals Accomplished

- ✓ Installed an enterprise wireless solution for all city staffed buildings.
- ✓ Created a guest network to provide easy access to visitors isolated from internal network.
- ✓ Deployed new endpoint security solution.
- ✓ Implemented monthly phishing attack simulation for all e-mail users.
- ✓ Maintained backups and firewall/spam/group policy in accordance with industry standards.

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of Help desk problem tickets received	921	645	**900**
Number of Help Desk tickets resolved in 72 hours	649	425	**700**
Number of computers maintained city-wide	235	250	**285**

HUMAN RESOURCES



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.

100.1540.20 – Human Resources

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	153,033	181,247	192,808
51.2100	Employee Ins (Life/Health/Dent)	21,546	17,563	19,686
51.2100A	Employee Opt-Out Insurance Payments	2,500	6,000	6,000
51.2150	Employee Flexible Spending Accounts	100	57	42
51.2200	FICA (Soc. Sec.)	11,508	14,389	15,250
51.2400	Retirement	14,350	17,975	20,334
51.2500	Tuition Reimbursement	1,350	12,500	12,500
51.2600	Unemployment Insurance	1,983	6	6
51.2700	Worker's Compensation	246	538	577
51.2910	Employee Recognition	5,255	5,150	5,408
	Salaries & Benefits	211,870	255,425	272,611
51.2900	Taxable Employee Benefits	540	1,080	540
51.2900A	Non-Taxable Employee Benefits	3,589	4,875	4,875
52.1200	Professional Services	11,325	8,475	9,975
52.1300	Other Contractual Services	101	300	300
52.2200	Repairs and Maintenance	1,995	2,500	2,500
52.3101	Vehicle Insurance	465	5,000	5,000
52.3102	Bldg. & Pers. Liability Insurance	58,122	70,650	70,650
52.3300	Advertising	0	300	300
52.3400	Printing & Binding	192	850	250
52.3500	Travel Expenses	987	2,200	2,600
52.3600	Dues and Fees	309	360	360
52.3700	Training	164	1,800	2,200
53.1100	Materials and Supplies	72	200	200
53.1101	Office Supplies	1,018	800	600
53.1103	Medical Supplies	0	75	75
53.1300	Food Supplies	52	200	200
53.1400	Books & Periodicals	0	100	100
53.1600	Minor Equipment	136	150	150
53.1601	Computer Hardware & Software	552	350	350
	Operating Expenses	79,620	100,265	101,225
	Total Human Resources	291,490	355,690	373,836

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

Objectives:

- Utilize LGRMS and other resources to provide employees with opportunities to become healthier, which not only improve their lives but can result in lower insurance costs for the City. (M. Blubaugh, 10/1/2020)
- Explore utilizing more Social Media platforms to reach a wider audience of job candidates and increase the number of qualified applicants. (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 quarterly to review incidents, determine whether employee action or inaction contributed to the incident, and recommend corrective actions as appropriate. (M. Blubaugh, Ongoing)
- Provide Department Heads with Quarterly report about liability and worker's compensation losses. (M. Blubaugh, Ongoing)
- Continue to administer the City's Risk Management programs, including working with other drivers and insurers when loss occurs and recovering any money owed to the City. (M. Blubaugh, Ongoing).
- Update Emergency Plans and continue with practice emergency drills (M. Blubaugh, and others, 12/31/2020).

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 in the Human Resources Department 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, S. Watson 12/31/2020)

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

Objectives:

- Use available technology to streamline the payment process for COBRA and other payments to Human Resources

FY 2019 Goals Accomplished

- ✓ The City received grants totaling $98,878 from Georgia Municipal Association and LGRMS.
- ✓ Created forms the employees can complete online and submit directly to Human Resources rather than having to make a trip to HR.
- ✓ Conducted a Dependent Audit resulting in removal of ineligible dependents
- ✓ Flu Immunizations were offered to employees.
- ✓ Conducted Harassment Awareness Training to all employees hired since 2018 training dates.
- ✓ The City received over 3,000 applications and filled approximately 42 positions.
- ✓ 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.
- ✓ Provided a number of wellness opportunities to employees including Blood Pressure classes, skin cancer screening, fitness classes including both yoga classes and a boot camp.
- ✓ Conducted review of Motor Vehicle Histories for employees who drive for City business.

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Applications received and processed	3694	4000	**3500**
Annual employee turnover	6.50%	9.52	**7.5**
Annual City-paid health care cost per employee	$11,168	12,992	**14,011**
Total number of liability claims city-wide	51	45	**45**
Total number of Worker's Compensation claims city-wide	27	25	**26**
Number of employees utilizing FMLA	30	44	**32**

FACILITIES MAINTENANCE



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.

100.1565.23 – Facilities Maintenance

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	143,518	143,477	187,114
51.1200	Wages - Part Time/Temp Employees	47,868	0	26,400
51.1300	Wages - Overtime	0	500	500
51.2100	Employee Ins (Life/Health/Dent)	32,920	39,722	62,409
51.2150	Employee Flexible Spending Accounts	114	57	0
51.2200	FICA (Soc. Sec.)	14,079	11,014	14,352
51.2400	Retirement	12,676	14,348	19,137
51.2600	Unemployment Insurance	9	6	8
51.2700	Worker's Compensation	12,757	12,248	15,973
	Salaries & Benefits	263,941	221,372	325,893
51.2900A	Non-Taxable Employee Benefits	1,935	2,500	3,000
52.1300	Other Contractual Services	134,028	181,950	191.710
52.2200	Repairs and Maintenance	175,123	171,000	134,500
52.3101	Vehicle Insurance	1,352	2,000	2,000
52.3102	Bldg. & Pers. Liability Insurance	18,253	27,000	27,000
52.3200	Communications	2,725	2,500	3,200
52.3500	Travel Expenses	0	750	750
52.3600	Dues and Fees	455	600	600
52.3700	Training	0	2,500	2,500
53.1100	Materials and Supplies	1,677	1,200	1,200
53.1101	Office Supplies	576	800	800
53.1102	Cleaning Supplies & Chemicals	6,971	7,000	7,700
53.1220	Natural Gas	11,338	16,000	16,000
53.1270	Vehicle Gasoline/Diesel	7,530	8,500	8,500
53.1300	Food Supplies	558	750	750
53.1600	Minor Equipment	4,328	7,000	15,750
53.1601	Computer Hardware & Software	1,371	1,500	1,500
53.1602	Office Furniture	299	2,000	1,000
53.1700	Other Supplies/Uniform Rental	7	0	0
53.1701	Vehicle Maintenance	5,916	7,500	7,500
	Operating Expenses	374,440	443,050	425,960
54.1300	Buildings/Building Improvements	265,846	31,500	19,000
54.1302	Other Improvements	1,061	0	0
54.2200	Vehicles	46,272	0	0
	Capital	313,179	31,500	19,000
	Total Facilities Maintenance	951,560	695,922	770,853

Goal 1: Preserve and improve City facilities, along with City-owned structures, ensuring quality of life, and cultivating an environment of security for the citizens and employees of the City of Newnan. (M. Johnston)

Objectives:

- Repair Roof issue at 30 Temple Ave. (M. Johnston 6/30/2020)
- Paint 27 Clark St/8 Carmichael St. (M. Johnston 12/31/2020)
- Replace Bard Units at Fire Training Classroom (M. Johnston 12/31/2020)
- Replace Roof at Station 1 Bunk House (M. Johnston 12/31/2020)
- Replace Carpet in Council Chamber (M. Johnston 12/31/2020)
- Update HVAC at 91 Savannah St. (M. Johnston 6/30/2020)

Goal 2: Expand departmental duties by allowing for more cost control initiatives and oversight of various projects, thus decreasing reliance of contractual services. (M. Johnston)

Objectives:

- Backflow testing throughout City (M. Johnston 12/31/2020)
- Charging our own HVAC Systems (M. Johnston 12/31/2020)
- Integrate a key reproduction system. (M. Johnston 12/31/2020)

Goal 3: Continue to update and expand our Preventative Maintenance programs to extend the life of the City's buildings, grounds, and Traffic Management System. (M. Johnston)

Objectives:

- Implement a plan for gates at PSC. (M. Johnston 06/30/2020)
- Develop a plan for exhaust fan at Storage Bldg. (M. Johnston 06/30/2020)

Goal 4: Work jointly with the YMCA to enhance the swimming experience for all who enjoy the Lynch Park Pool. (M. Johnston)

Objectives:

- Upgrade Pool filtration system (M. Johnston 06/30/2020)
- Plaster and repair any issues within Pool cavity if needed. (M. Johnston 6/30/2020)
- Update hardware on Pool slide/Tower (M. Johnston 6/30/2020)
- Repair door frames in facility (M. Johnston 6/30/2020)

FY 2019 Goals Accomplished

- ✓ Gutters and New Awnings at 30 Temple Ave.
- ✓ New Bathroom Stalls at Boys and Girls Club-Wesley St.
- ✓ Painted Dressing Rooms at Wadsworth Auditorium
- ✓ Repaired Vandalism issue at Warner
- ✓ Repaired Pavers at City Hall Entrance
- ✓ New bathroom stalls at Hope Center-Verona Rosser
- ✓ New Fencing at Warner, Verona Rosser, and Maintenance Office
- ✓ Attached hose reels at Garage and added power/air lines
- ✓ Repair roof issue at Warner Gym
- ✓ Painted offices at City Hall
- ✓ Moved thermostat at Station 3 and added return duct
- ✓ Added thermostat lock boxes at Warner Community Center
- ✓ Moved thermostat at 27 Clark St
- ✓ Added dehumidifiers and drain lines at 27 Clark St
- ✓ Placed new vanities is City Hall Fitness Center restrooms
- ✓ Painted interior of Warner Community Center
- ✓ Rebuilt electrical panels at Temple Fountain

- ✓ Added Meter base, conduit, lights at LINC Tunnel
- ✓ Added power to training rooms at the PSC
- ✓ New Fence at Little People's daycare-Verona Rosser
- ✓ Repaired tree lights around Square
- ✓ Painted interior doors lower level City Hall
- ✓ Rebuilt Fountain pumps at Greenville St. Park
- ✓ Replaced front door at Little People's-Verona Rosser
- ✓ Installed New doors at Wesley St. Gym
- ✓ Added New water Station in Wesley St Gym
- ✓ Repaired/Updated front doors at Municipal bldg.
- ✓ Replaced Rood at 6 First Ave
- ✓ Replaced damaged stool/sill at City Hall
- ✓ Concrete raised on Pool deck
- ✓ Replaced Bard Unit at Wesley St Gym
- ✓ Installed New HVAC unit at 30 Temple Ave
- ✓ Installed two new shade sails at Pool
- ✓ Painted exterior of Carnegie Building
- ✓ Installed Access Control at Warner Gym
- ✓ Assisted with Finance Department Renovation
- ✓ Added Cameras to Warner Complex
- ✓ Add 20 Lounge Chairs for Pool deck

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Buildings Maintained	44	47	48
Traffic Signals Maintained	19	18	16
Work Order Requests	488	600	650

POLICE DEPARTMENT
MUNICIPAL COURT



Departments Description

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.

Chief Meadows is also over the Municipal Court Department. 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.

100.3200.40 – Police Department Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	4,550,206	4,845,503	5,077,842
51.1200	Wages - Part Time/Temp Employees	20,218	24,810	25,982
51.1300	Wages - Overtime	231,704	73,300	73,300
51.2100	Employee Ins (Life/Health/Dent)	1,073,244	1,440,731	1,534,804
51.2100A	Employee Opt-Out Insurance	20,625	21,000	3,000
51.2150	Employee Flexible Spending Accounts	912	798	966
51.2200	FICA (Soc. Sec.)	345,926	379,914	392,730
51.2400	Retirement	372,002	484,100	531,117
51.2600	Unemployment Insurance	4,747	4,200	218
51.2700	Worker's Compensation	145,547	240,939	252,494
51.2910	Employee Recognition	515	750	788
	Salaries & Benefits	6,765,645	7,516,045	7,893,241
51.2900	Taxable Employee Benefits	500	500	500
51.2900A	Non-Taxable Employee Benefits	62,794	65,800	69,700
52.1200	Professional Services	26,543	31,250	31,250
52.1201	Public Relations	5,032	5,000	5,000
52.1300	Other Contractual Services	146,676	346,255	324,346
52.2200	Repairs and Maintenance	120,891	160,400	166,150
52.3101	Vehicle Insurance	27,650	37,000	37,000
52.3102	Bldg. & Pers. Liability Insurance	124,010	174,700	170,000
52.3200	Communications	65,410	75,130	75,330
52.3210	Cable TV	0	500	0
52.3300	Advertising	340	6,000	2,000
52.3400	Printing & Binding	6,521	7,349	7,419
52.3500	Travel Expenses	17,486	17,000	22,000
52.3600	Dues and Fees	5,484	7,765	9,430
52.3700	Training	6,459	8,000	16,000
53.1100	Materials and Supplies	51,063	40,600	39,685
53.1101	Office Supplies	13,784	12,000	12,000
53.1102	Cleaning Supplies & Chemicals	3,202	3,500	3,500

53.1104	Dog Food & Supplies	90	250	250
53.1106	Protective Equipment	23,385	34,500	27,800
53.1270	Vehicle Gasoline/Diesel	242,921	242,000	242,000
53.1300	Food Supplies	8,496	3,000	3,000
53.1400	Books & Periodicals	770	2,250	1,125
53.1600	Minor Equipment	33,815	28,200	34,800
53.1600A	Vehicle Equipment Add-ons	87,856	116,288	108,688
53.1601	Computer Hardware & Software	50,225	14,400	15,900
53.1603	Fire Arms	4,180	2,200	2,750
53.1700	Other Supplies/Uniform Rental	266	0	0
53.1701	Vehicle Maintenance	174,104	154,500	154,500
	Operating Expenses	1,309,954	1,596,337	1,597,123
54.2200	Vehicles	288,942	331,000	272,000
54.2500	Other Equipment	19,262	6,000	0
	Capital	308,204	337,000	272,000
	Total Police Department	8,383,803	9,449,382	9,747,364

100.2650.14 – Municipal Court Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	44,095	43,469	71,130
51.1200	Wages - Part Time/Temp Employees	17,369	27,261	14,336
51.1300	Wages - Overtime	593	0	0
51.2100	Employee Ins (Life/Health/Dent)	228	228	18,979
51.2100A	Employee Opt-Out Insurance	3,000	3,000	3,000
51.2200	FICA (Soc. Sec.)	4,977	5,640	6,768
51.2400	Retirement	3,592	4,347	7,561
51.2600	Unemployment Insurance	1	6	6
51.2700	Worker's Compensation	85	212	256
	Salaries & Benefits	73,941	84,163	122,036
51.2900A	Non-Taxable Employee Benefits	762	1,800	1,800
52.1200	Professional Services	194,634	200,000	200,000
52.1300	Other Contractual Services	5,108	8,400	5,000
52.2200	Repairs and Maintenance	15,239	19,600	1,600
52.3400	Printing & Binding	141	250	250
52.3500	Travel Expenses	253	1,500	1,500
52.3600	Dues and Fees	87	150	150
52.3700	Training	1,148	1,950	1,950
53.1101	Office Supplies	2,304	2,500	3,000
53.1600	Minor Equipment	2,776	1,550	800
53.1601	Computer Hardware & Software	2,900	3,300	1,500
	Operating Expenses	225,353	241,000	217,550
	Total Municipal Court	299,294	325,163	339,586

Note: In order to remain healthy in a hypercompetitive marketplace, the FY 2020 budget reflects 12% starting pay of police officers and fire fighters. The City of Newnan recognizes the importance of a viable public safety community. Therefore, a modernization of the public safety pay plan has been instituted.

Police Department Goals, Objectives and Performance Measures

FY 2020 Goals and Objectives

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

Objective:

- Reduce violent, high, and aggravated 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 12/31/2020)
  - To maintain parking lot details during high crime/seasonal locations by the placement of Officers and Detectives for high visibility in areas prone to entering autos (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2020)
  - To actively investigate suspicious activities by individuals. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2020)
  - To pursue the prosecution of offenders. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2020)
  - To increase drug and gang arrests with the advanced training of Officers. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2020)

Objective:

- Reduce motor vehicle accidents by the continued enforcement of State and Local Laws by all divisions.
  - To aggressively enforce traffic laws in high accident locations. (Patrol, Traffic 12/31/2020)
  - To actively enforce hands-free law and distracted driving offenses. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2020)
  - Conduct Fatal Vision classes and traffic safety awareness classes (Traffic, SRO 12/31/2020)

Objective:

- Reduce DUI incidents by aggressive enforcement.
  - To continue the advanced DUI Enforcement Training for Officers. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2020)

Goal 2: Conduct responsible decision awareness training for adults and children.

Objective:

- Increase the awareness to adults and children of the dangers and signs of destructive decisions.
  - To schedule adult awareness classes at the Newnan Police Department Training Room. (Drug and Vice Unit, CRO, Training Division, Patrol 12/31/2020)
  - To schedule training sessions at area schools for students in elementary, middle, and high school. (SRO, CRO, Patrol, Drug and Vice 12/31/2020)

Goal 3: Maintain social media networks.

Objective:

- Broaden social media networks to better communicate with businesses and citizens of ongoing activities and public safety concerns. (CID, CRO, Admin Staff 12/31/2020)

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

Objective:

- *Protect and ensure the safety of the students, visitors, and faculty at assigned schools.*
  - Train officers and faculty in the observance of suspicious persons and activity. (SRO, Patrol 12/31/2020)

- Continue the "See Something Say Something" campaign. (SRO 12/31/2020)

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

Objective:

- To educate the public on proper care of their pets.
  - Educate the public on the importance of having proper tags and installing microchips on their animals. (AW 12/31/2020)
  - Educate the public about the importance of having their pets spayed or neutered. (AW 12/31/2020)

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

Objectives:

- To trap feral cats and dispose of humanely. (AW 12/31/2020)
- 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 12/31/2020)

FY 2019 Goals Accomplished

- ✓ Due to the active patrol in crime areas, violent, high, and aggravated crimes have been estimated to reduce by 2 % from 2018. This is due to the combined operations of the whole department, the citizens willing to share information on crimes, and aggressive prosecution.
- ✓ In 2018, there were a total of 533 criminal investigation cases cleared with 177 arrests/ prosecutions. During 2019, 500 criminal investigation cases are projected to be cleared with 110 arrests/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 2019 motor vehicle accidents have decreased by an estimate of 7.85% from 2018. This is due to the aggressive enforcement and the prosecution in court to the highest prosecution that the judges will allow.
- ✓ The DUI arrests are estimated to decrease from 2018 by 18.26% are due to 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.
- ✓ Continued the Gang Intelligence Network with surrounding agencies.
- ✓ Maintained an Officer on the West Georgia Regional Taskforce.
- ✓ Conducted responsible decision awareness training for adults and children through the Community Resource Officer, 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 60.4% completed in August. The goal is for 75% of all personnel to complete the training by December.
- ✓ Continued a community outreach program for youth.
- ✓ Used social media outlets for posting public safety announcements to the citizens of Newnan.
- ✓ Continued a City of Newnan Police Department website to inform citizens about the department, pay fines and fees, and request open records.
- ✓ 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.
- ✓ Reaccredited the Georgia Association Chief of Police State Certification.
- ✓ Officers were recognized with the Piedmont Newnan First Friday Program.
- ✓ Hosted the Georgia Police and Fire Olympics.
- ✓ Implemented a Physical Fitness Program for the department.
- ✓ The return of animals to homeowners has increased due to proper tags or chips on animals.
- ✓ 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.

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of violent, high, and aggravated crimes	1,788	1,752	**1,717**
Average response time	5	5	**5**
Number of calls for service	75,657	77,170	**78,714**
Number of miles patrolled	682,780	652,897	**665,954**
Number of traffic stops	10,061	10,198	**10,707**
Number of traffic violations	6,628	7,513	**8,398**
Number of DUI's issued	115	94	**90**
Number of motor vehicle accidents	2,331	2,148	**2,040**
Number of criminal investigations	1,386	1,480	**1,550**
Number of retail thefts reported	260	287	**295**
Number of SRO student contacts	2,674	2,198	**2,307**
Number of SRO criminal investigations	104	118	**124**
Number of SRO instructional periods	24	26	**28**
Number of training hours attended by Officers	9,395	9,500	**9,700**
Number of Animal Warden public education classes	4	6	**12**
Number of animals taken to the shelter	228	225	**300**
Number of Animal Warden calls for service	2,244	2,250	**5,000**
Number of Animal Warden citations issued	19	20	**40**
Number of feral cats cases handled	100	100	**150**

Municipal Court Goals, Objectives and Performance Measures

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

Objective:

- Ensure defendants are aware of the rights afforded them during hearings/trials.
  - Provide an Indigent Defense Program. (Municipal Judges and Public Defenders Office 12/31/2020)
  - Provide defendants an opportunity for Bench Trial. (Municipal Judges, Solicitor, and Public Defenders Office 12/31/2020)
  - Provide the means to transfer a case to State Court for Jury Trial. (Municipal Judges 12/31/2020)

Objective:

- Provide and maintain first appearance program as prescribed by law. (Municipal Judges 12/31/2020)

  - Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring the progress of participants. (Court Administration, Solicitor, and CRSA Probation 12/31/2020)

Goal 2: Adopt and maintain the State of Georgia's Retention schedule.

Objective:

- Shred/Destroy all documents outside the mandatory schedule. (Court Administration 12/31/2020)

FY 2019 Goals Accomplished

- ✓ The rights afforded to each defendant during their trials and hearings are displayed before court on a tv monitor, in English as well as Spanish. 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.
- ✓ 84% of cases in 2018 were 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 2018, we had 38 Pretrial Diversion members. 80% completed the program successfully. We are projected to have 60 Pretrial Diversion members in 2019.
- ✓ Following the retention schedule from the Georgia Department of Archives, we shredded citations from years 1999-2012.

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of indigent Defense Attorney's assigned	76	120	145
Number of scheduled bench trails	1,204	1,115	1,200
Number of requests for jury trails	47	144	125
Pre-Trail diversion programs successfully completed	30	50	70

FIRE DEPARTMENT



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 four Stations: 23 Jefferson Street (Station #1), 1516 Lower Fayetteville Road (McKenzie Station #2), 138 Temple Ave (Station #3) and 3 Farmer Commercial Park Drive (Station #4).

NFD currently protects and provides services to a population of approximately 39,697 citizens.

100.3500.50 – Fire Department Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	2,883,817	2,988,962	3,321,314
51.1300	Wages - Overtime	18,143	16,500	16,500
51.2100	Employee Ins (Life/Health/Dent)	680,659	881,527	956,874
51.2100A	Employee Opt-Out Insurance	18,000	18,000	15,000
51.2100B	Cancer Insurance for Firemen	11,633	17,100	17,955
51.2150	Employee Flexible Spending Accounts	371	342	420
51.2200	FICA (Soc. Sec.)	208,617	231,525	256,986
51.2400	Retirement	236,923	298,746	342,623
51.2600	Unemployment Insurance	76	128	128
51.2700	Worker's Compensation	56,092	88,912	98,912
	Salaries & Benefits	4,114,332	4,541,742	5,026,712
51.2900	Taxable Employee Benefits	3,195	3,240	3,240
51.2900A	Non-Taxable Employee Benefits	23,949	28,585	34,506
52.1300	Other Contractual Services	8,456	17,043	18,251
52.2200	Repairs and Maintenance	37,502	53,800	25,875
52.3101	Vehicle Insurance	12,168	18,000	18,000
52.3102	Bldg. & Pers. Liability Insurance	5,746	8,500	8,500
52.3200	Communications	6,160	12,200	30,000
52.3500	Travel Expenses	315	1,500	1,500
52.3600	Dues and Fees	1,683	4,100	9,600
52.3700	Training	3,331	4,500	5,000
53.1100	Materials and Supplies	6,418	7,200	10,000
53.1101	Office Supplies	2,593	2,500	3,500
53.1102	Cleaning Supplies & Chemicals	7,753	6,200	9,000
53.1103	Medical Supplies	9,657	15,000	15,750
53.1106	Protective Equipment	25,180	23,400	24,750
53.1220	Natural Gas	3,766	7,500	7,500
53.1230	Electricity	10,496	12,000	12,000
53.1270	Vehicle Gasoline/Diesel	29,221	30,000	33,000
53.1300	Food Supplies	2,883	1,800	2,500
53.1400	Books & Periodicals	491	1,000	1,000
53.1600	Minor Equipment	7,359	15,400	16,170
53.1601	Computer Hardware & Software	5,460	9,800	1,300
53.1602	Office Furniture	2,323	4,000	4,000
53.1701	Vehicle Maintenance	51,923	50,000	51,000
	Operating Expenses	268,027	337,268	345,942
54.2200	Vehicles	0	0	45,000
54.2503	Protective Equipment	78,002	78,000	94,000
	Capital	97,414	78,000	139,000
	Total Fire Department	4,479,773	4,957,010	5,511,654

FY 2020 Goals and Objectives

Goal 1: **Provide for the health, safety and wellness of fire personnel in an on-going effort to meet the growing demands of the City and Fire Department.**

Objectives:

- Review SOGs for update (Batt. Chief – Feb 2020)
- Replace bunker gear. (Fire Chief Apr 2020 ongoing)
- Hold monthly safety meeting with guidance from HR (Batt. Chief – monthly 2020 ongoing)
- Review SOG's on health and wellness program (Batt. Chief – 2020)
- Work-out Program (Capt. Hall – daily ongoing)

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

Objectives:

- Captain Travis Hall to work with Ray Norton at City Shop on daily maintenance issues (Capt. Travis Hall 2020 ongoing)
- Purchase New Fire Engine/Pumper to replace Eng. 1 to place as reserve Eng. (Chief Brown – ongoing)
- Purchase new BA's to update and replace out of date BA's (Chief Brown – ongoing)
- Purchase new Rescue tools to replace out of date current rescue tools (Chief Brown – ongoing)

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

Objectives:

- Revise training schedule to address ISO requirements (Capt. Travis Hall Feb 2020 on going)
- Use the Rescue 1 Training System to maintain all EMS certifications (Capt. Travis Hall 2020 ongoing)
- Assign Captain on each shift to work along with Captain Travis Hall to maintain all training records and reports. (Shift Captain's ongoing)

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

Objectives:

- 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. 2020 ongoing)
- All fires will be investigated in the city to determine cause and origin. (Fire Marshall Cox, Chain of Command, 2020 ongoing)
- Begin placing all pre-fire plans on Firehouse software for easy access. (Fire Marshall Cox, Batt. Chief 2020 ongoing)
- Schedule events upon request for the public (Renee Windom 2020 ongoing)
- Continue training personnel for backup arson investigations and building inspections. (Fire Marshall Cox and Fire Chief 2020 ongoing)
- Conduct on-site fire inspections to 120 businesses per month/1440 per year (Fire Marshal, Battalion and shift members 2020 ongoing)

Goal 5: **Maintain an average response time (ART) that provides our citizens with the best chance of a positive outcome in the event of fire or medical emergency. City Goal pg. 2–Goal 1. (a, b, f, g)**

Objectives:

- Continue to maintain 5 minute response time. (all Shifts 2020 ongoing)
- Drivers training Program (Capt. Hall – 2020 ongoing)
- Continue training with street and building familiarization, update all electronic equipment on fleet. (Chief Jan. 2020)

FY 2019 Goals Accomplished

- ✓ Completed inspections and maintenance of all fire hydrants in the city.
- ✓ Third Party inspection of ladder and Aerial Platform.
- ✓ Activated Newnan Fire Department Facebook Page and Twitter Page.
- ✓ Completed Station 4, October 2019.
- ✓ Put in service new Hurst Extrication tools/JAWS of Life.
- ✓ Formed Preventative Fire Education Team.
- ✓ Hired 6 new Fire Fighters
- ✓ Promoted 3 New Lieutenants.
- ✓ New Quint Ladder truck delivered for Station 4.
- ✓ Secured new Pumper to replaced Eng. 1
- ✓ Purchased new exercise equipment for wellness program.
- ✓ Joint training with Coweta Co Fire Department
- ✓ Purchased and put into service new BA's and rescue tools
- ✓ Updated Chainsaws and K12
- ✓ Purchased new fire hose
- ✓ Received Operation Round-up grant from EMS for new AED's
- ✓ Updated electronic devices on all fire apparatus'
- ✓ Fire Inspection Program

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of Annual building inspections	225	300	**375**
Number of training hours provided	400	400	**400**
Average Response time (ART) (minutes)	5	5	**5**
Total numbers of fires reported	83	93	**150**
Total EMS calls answered	3297	3300	**3800**
Total calls (all inclusive) for service	5158	5300	**5600**
% of personnel who completed 240 hours of mandatory training	100	100	**100**

Note: In order to remain healthy in a hypercompetitive marketplace, the FY 2020 budget reflects 12% starting pay of police officers and fire fighters. The City of Newnan recognizes the importance of a viable public safety community. Therefore, a modernization of the public safety pay plan has been instituted.

PUBLIC WORKS ADMINSTRATION
ENGINEERING



Departments Description

Public Works Administration: The Public Works Administration consists of several Departments; Engineering, Cemetery, Streets, Garage, and Sanitation Divisions. Public Works Administration and Engineering operates under the immediate direction of Michael Klahr, Public Works Director. The staff in all 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.

Engineering: Michael Klahr, Public Works Director/City Engineer along with his team is also 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.

100.4100.67 – Public Works Administration Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	199,745	203,301	213,455
51.1300	Wages - Overtime	373	0	0
51.2100	Employee Ins (Life/Health/Dent)	29,499	34,645	38,007
51.2150	Employee Flexible Spending Accounts	114	114	84
51.2200	FICA (Soc. Sec.)	14,752	15,594	16,371
51.2400	Retirement	14,636	20,330	21,827
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	2,180	3,664	3,847
	Salaries & Benefits	261,303	277,654	293,597
51.2900	Taxable Employee Benefits	540	540	540
52.2200	Repairs and Maintenance	1,123	1,506	1,705
52.3101	Vehicle Insurance	74	110	110
52.3102	Bldg. & Pers. Liability Insurance	184	272	272
52.3200	Communications	1,216	1,080	1,080
52.3400	Printing & Binding	0	100	100
52.3500	Travel Expenses	1,309	2,400	2,900
52.3600	Dues and Fees	196	400	400
52.3700	Training	975	990	1,050
53.1100	Materials and Supplies	15	200	200
53.1101	Office Supplies	0	100	100
53.1270	Vehicle Gasoline/Diesel	5,189	5,500	5,500
53.1400	Books & Periodicals	153	250	250
53.1701	Vehicle Maintenance	1,858	2,500	2,500
	Operating Expenses	12,833	15,948	16,707
	Total Public Works Administration	274,136	293,602	310,304

100.1575.22 – City Engineer Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	174,353	172,442	181,064
51.2100	Employee Ins (Life/Health/Dent)	44,588	49,857	54,897
51.2150	Employee Flexible Spending Accounts	57	57	42
51.2200	FICA (Soc. Sec)	12,452	13,233	13,893
51.2400	Retirement	13,985	17,244	18,524
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	2,296	3,579	3,758
	Salaries & Benefits	247,734	256,418	272,184
51.2900	Taxable Employee Benefits	540	540	540
52.1200	Professional Services	28,415	0	0
52.1300	Other Contractual Services	1,405	5,900	5,900
52.2200	Repairs and Maintenance	2,425	9,914	3,405
52.3101	Vehicle Insurance	320	480	480
52.3102	Bldg. & Pers. Liability Insurance	412	610	610
52.3200	Communications	5,154	7,480	7,480
52.3400	Printing & Binding	550	850	850
52.3500	Travel Expenses	995	2,224	2,224
52.3600	Dues and Fees	1,254	1,355	1,355
52.3700	Training	779	2,000	2,000
53.1100	Materials and Supplies	650	1,200	1,200
53.1101	Office Supplies	510	500	500
53.1270	Vehicle Gasoline/Diesel	2,428	2,000	2,000
53.1400	Books & Periodicals	415	250	250
53.1600	Minor Equipment	310	24,000	1,000
53.1601	Computer Hardware & Software	1,373	1,340	500
53.1701	Vehicle Maintenance	229	1,600	1,000
	Operating Expenses	48,164	62,243	31,294
54.2200	Vehicles	0	30,000	0
	Capital	0	30,000	0
	Total City Engineer	295,898	348,661	303,478

Public Works Goals, Objectives and Performance Measures

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, 12/31/2020)
- 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, 12/31/2020)
- 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, 12/31/2020)

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

Objective:

- Conduct a series of monthly meetings involving all employees within Public Works on safety issues and safety-related policies and procedures. (M. Klahr, 12/31/2020)

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 12/31/2020)

Goal 4: Implement and manage each annual budget as adopted by the Mayor and City Council, and to operate each department within Public Works within the adopted budget.
Objectives:

- Procure, review/approve and monitor purchasing for needed goods and services and prepare and submit invoices in a timely manner to the Finance Department for payments. (M. Klahr 12/31/2020)
- 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 12/31/2020)

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

- Maintain a list of streets, prioritized for resurfacing, sidewalks and other accessibility improvements. (M. Klahr 12/31/2020)
- Maintain a list of culverts, prioritized for needed repairs/replacement. (M. Klahr 12/31/2020)
- Manage capital public works projects. (M. Klahr 12/31/2020)
-

Goal 6: Attract and maintain a competent and well-trained staff dedicated to serving the needs of residents and businesses by meeting the goals and objectives of the departments.
Objective:

- Identify, recruit, and retain personnel for the various positions within the departments of Public Works. (M. Klahr 12/31/2020)

FY 2019 Goals Accomplished

- ✓ Completed traffic signal upgrades, system wide:
- ✓ Implemented Gridsmart detection technology
- ✓ Converted to MaxTime controller software
- ✓ Completed Intersection evaluation and Warrant Study for Newnan Crossing Blvd E at Summerlin Blvd/ Diplomat Pkwy
- ✓ Designed upgrades to signal at LaGrange St/ Boone Dr
- ✓ Evaluated and designed updated timing along Newnan Crossing Bypass
- ✓ Milled, deep patched and paved 19 streets, 3.09 centerline miles (LMIG)
- ✓ Repaired and completed paving for 3 subdivisions; Summerlin, Stonebridge, and Madison Park
- ✓ Replaced culverts at Greison Tr to accommodate Newnan LINC
- ✓ Completed construction of East Washington St extension- 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

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**

Engineering Goals, Objectives and Performance Measures

FY 2020 Goals and Objectives

Goal 1: **Maintain our Memorandum of Agreement (MOA) with the EPD and Georgia Soil and Water Conservation Commission (GSWCC) for reviewing and approving soil erosion, sedimentation and pollution control plans in-house.**

Objectives:

- Implement, on a continual basis, our erosion, sedimentation and pollution control program documenting all aspects of erosion, sedimentation and pollution control issues from permitting to final inspection and completion of a project.
- Maintain a Complaint Resolution Process tracked in a database and used as a measure of efficiency and service. (D. Johnson/ M. Kessler 12/31/2020)
- 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 12/31/2020)
- 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 12/31/2020)
- 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 12/31/2020)

Goal 2: **Maintain and monitor a permit and notification system for all underground utility work which requires a City street to be cut open and patched.**

Objectives:

- 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 12/31/2020)

- Coordinate with IT department to maintain the process of submitting electronic notifications to the engineering department for follow up and inspections. (D. Johnson 12/31/2020)

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

- To review and revise as needed the ordinances and standards for engineering design and construction.
- Revise ordinances to incorporate any needed revisions and updates to reflect current generally accepted practices and principles. (M. Klahr/ D. Johnson 12/31/2020)
- Revise as necessary any ordinance to incorporate proposed revisions and updates and present any proposed revisions to Council for adoption. (M. Klahr/ D. Johnson 12/31/2020)
- 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 12/31/2020)
- Make new checklist available as online changes are made. (D. Johnson 12/31/2020)

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 12/31/2020)
- 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 12/31/2020)
- Investigate the identified intersections or road segments to determine if pavement markings, striping, signage or lighting changes could improve operation. (M. Klahr/ D. Johnson 12/31/2020)
- Investigate the identified intersections or road segments for alignment and geometry to determine if physical changes could improve operation. (M. Klahr/ D. Johnson 12/31/2020)
- Make minor changes or present proposed major recommendations to the City Manager. (M. Klahr 12/31/2020)

Goal 5: Coordinate the continued maintenance of our GIS layers which include updating them to reflect the most current information for use in evaluation of data in our planning projects.
Objectives:

- The goal is to have an accurate inventory of city owned property and city work completed. These layers include but are not limited to traffic signs, traffic studies, storm water system, city owned streets, floodplains, etc.
- To identify information that needs to be collected and to make sure we have the resources to collect this data on a regular and consistent basis.
- Make an inventory of the layers we currently maintain. (R. Hill 12/31/2020)
- Make an inventory of the layers we need to add that are not currently in our system, coordinate with GIS analyst to have those layers added in our system.(R. Hill/ D. Johnson 12/31/2020)
- Continue to update these layers as data is made available and to continue to look for better and easier ways to capture this data. (R. Hill/ D. Johnson 12/31/2020)

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

Objectives:

- Using the GIS inventory of storm water facilities to conduct the required inspections of at least 20% of our system each year and update the inventory accordingly. (M. Kessler/R. Hill 12/31/2020)
- Using the GIS inventory of storm water facilities to conduct yearly required inspections of all our outfalls and ponds and update inventory accordingly. (R. Hill/ M. Kessler 12/31/2020)
- Continue to capture yearly inspection data and update our GIS layers while coordinating with Public Works on work orders for required system maintenance and reporting. (R. Hill/ M. Kessler 12/31/2020)
- To obtain EPD approval to reduce Water Supply Watershed stream buffers as part of an increased Storm Water Management Program. (D. Johnson/R. Hill 12/31/2020)
- To implement the additional water quality testing and education and outreach to the general public and development community. (D. Johnson/R. Hill 12/31/2020)

FY 2019 Goals Accomplished

- ✓ We have continued to maintain our MOA with the Georgia Environmental Protection Division (EPD) and Georgia Soil and Water Conservation Commission (GSWCC).
- ✓ We have continued to keep our ordinances up to date with State and Federal regulations.
- ✓ We continue to monitor both the 811 locate tickets and the street cut notification system. By monitoring these we were able to use the 811 locate tickets to identify proposed piping of a stream that would require not only a local stream buffer variance but also a state stream buffer variance and we were able to educate the owners and contractors before the work ever began about the necessary permits to remain compliant with our ordinances.
- ✓ Our GIS system has been kept up to date and we now have a full time GIS analyst with whom we coordinate and help maintain our GIS data.
- ✓ We have added additional radar feedback signs and are now up to 15 signs in total. We continue to perform traffic studies around the City as needed and we move these radar feedback signs to different places in an effort to slow down drivers by educating them of their speed with the visual feedback from the radar sign.
- ✓ We updated our zoning ordinance to allow for alternative minimum stream buffers if approved by the EPD which will likely also require additional water quality testing as well as developing a plan to increase educational outreach in the future.

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of plans reviews (including single family lot plans)	189	275	325
Number of environmental investigations	1	1	1
Number of land disturbance permits (Issued)	23	23	23
Number of stormwater infrastructure inspections	1500	1500	1500
Number of environmental citations issued	0	1	1
Number of permit inspections	2000	1600	1700
Number of traffic studies	6	6	6

STREET DEPARTMENT
GARAGE
SANITATION – BRUSH & BULK
SANITATION – REFUSE



Departments Description

Street Department: 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.

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

Sanitation Brush & Bulk This department (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.

Sanitation Refuse: Lastly this department (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.

On the following pages are the Street Dept., Garage, Sanitation Brush & Bulk and Sanitation Refuse budgets.

100.4200.60 - Street Department Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	626,065	659,431	747,469
51.1200	Wages - Part Time/Temp Employees	0	0	26,000
51.1300	Wages - Overtime	22,543	20,000	20,000
51.2100	Employee Ins (Life/Health/Dent)	156,696	198,097	276,917
51.2150	Employee Flexible Spending Accounts	399	171	336
51.2200	FICA (Soc. Sec.)	46,796	59,455	60,764
51.2400	Retirement	61,971	65,943	78,366
51.2600	Unemployment Insurance	25	38	46
51.2700	Worker's Compensation	58,715	78,982	90,687
51.2910	Employee Recognition	956	3,000	3,150
	Salaries & Benefits	974,165	1,085,117	1,303,735
51.1200A	Contracted Labor - Non-Employees	90,805	96,928	96,928
51.2900	Taxable Employee Benefits	1,580	2,160	2,160
51.2900A	Non-Taxable Employee Benefits	7,093	8,500	10,000
52.2110	Solid Waste Disposal	9,761	20,000	20,000
52.2200	Repairs and Maintenance	5,913	6,500	6,500
52.3101	Vehicle Insurance	10,331	10,500	10,500
52.3102	Bldg. & Pers. Liability Insurance	2,028	3,000	3,000
52.3200	Communications	6,796	6,644	3,144
52.3500	Travel Expenses	1,227	2,000	2,000
52.3700	Training	898	2,000	2,000
53.1100	Materials and Supplies	50,048	20,000	20,000
53.1101	Office Supplies	479	500	500
53.1105	Minor Street Repairs/Maintenance - Asphalt, Hot Mix & Gravel	19,971	42,000	42,000
53.1106	Protective Equipment	2,692	3,000	3,000
53.1107	Concrete Repairs: S/W, Curb & Gutter	41,340	40,000	45,870
53.1108	Traffic Signs & Devices	21,839	37,000	37,000
53.1230	Electricity	320,227	320,000	320,000
53.1270	Vehicle Gasoline/Diesel	63,009	70,000	70,000
53.1600	Minor Equipment	1,139	8,800	4,500
53.1601	Computer Hardware & Software	192	0	0
53.1701	Vehicle Maintenance	110,706	75,000	75,000
	Operating Expenses	768,073	774,532	774,102
54.2200	Vehicles	54,895	0	30,000
	Capital	54,895	0	30,000
	Total Street Department	1,797,133	1,859,649	2,107,837

100.4900.68 - Garage Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	215,884	225,793	236,509
51.1300	Wages - Overtime	4,261	1,500	1,500
51.2100	Employee Ins (Life/Health/Dent)	64,641	82,403	107,946
51.2100A	Employee Opt-Out Insurance	1,500	3,000	3,000
51.2150	Employee Flexible Spending	147	114	42
51.2200	FICA (Soc. Sec.)	15,895	17,659	18,479
51.2400	Retirement	18,694	22,579	24,638
51.2600	Unemployment Insurance	8	12	12
51.2700	Worker's Compensation	4,245	6,524	6,832
51.2910	Employee Recognition	282	800	840
	Salaries & Benefits	325,558	360,384	399,798
51.2900	Taxable Employee Benefits	1,173	2,340	2,340
51.2900A	Non-Taxable Employee Benefits	600	0	0
52.1300	Other Contractual Services	330	540	540
52.2200	Repairs and Maintenance	16,370	15,739	15,738
52.3101	Vehicle Insurance	1,014	1,500	1,500
52.3102	Bldg. & Pers. Liability Insurance	845	1,250	1,250
52.3500	Travel Expenses	142	2,000	2,000
52.3700	Training	249	1,500	1,500
53.1100	Materials and Supplies	27,599	20,000	25,000
53.1101	Office Supplies	678	650	650
53.1106	Protective Equipment	0	500	500
53.1270	Vehicle Gasoline/Diesel	3,067	4,000	4,000
53.1600	Minor Equipment	7,349	5,000	5,000
53.1601	Computer Hardware & Software	0	1,400	0
53.1700	Other Supplies/Uniform Rental	8,679	8,733	8,732
53.1701	Vehicle Maintenance	2,023	3,000	3,000
	Operating Expenses	70,117	68,152	71,750
54.2504	Other Equipment	26,056	0	6,500
	Capital	26,056	0	6,500
	Total Garage	421,732	428,536	478,048

540.4565.85 Sanitation - Brush & Bulk Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	170,931	234,107	212,759
51.1300	Wages - Overtime	9,936	6,000	6,000
51.2100	Employee Ins (Life/Health/Dent)	43,088	84,730	73,871
51.2100A	Employee Opt-Out Insurance Payments	875	1,500	0
51.2150	Employee Flexible Spending Accounts	0	57	0
51.2200	FICA (Soc. Sec.)	13,807	18,389	16,756
51.2400	Retirement	15,924	23,411	22,341
51.2600	Unemployment Insurance	3	12	10
51.2700	Worker's Compensation	14,628	31,665	24,571
	Salaries & Benefits	269,193	399,871	356,308
51.2900	Taxable Employee Benefits	293	540	540
51.2900A	Non-Taxable Employee Benefits	262	1,400	1,400
52.2110	Solid Waste Disposal	225,243	182,019	199,200
52.2200	Repairs and Maintenance	2,400	2,104	2,104
52.3101	Vehicle Insurance	1,622	3,000	3,000
52.3102	Bldg. & Pers. Liability Insurance	2,028	3,500	3,500
52.3200	Communications	1,193	1,584	1,584
52.3300	Advertising	0	500	500
53.1100	Materials and Supplies	1,100	3,000	3,000
53.1101	Office Supplies	114	250	250
53.1270	Vehicle Gasoline/Diesel	46,059	50,000	50,000
53.1600	Minor Equipment	123	0	0
53.1700	Other Supplies/Uniform Rental	1,664	2,288	2,288
53.1701	Vehicle Maintenance	37,820	25,000	25,000
	Operating Expenses	319,921	275,185	292,366
54.2200	Vehicles	0	189,000	0
56.1000	Depreciation Expenses	62,716	20,000	0
	Capital	62,716	209,000	0
	Total Sanitation – Brush & Bulk	651,830	884,056	838,715

540.4520.63 - Sanitation – Refuse Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	101,153	68,114	71,533
51.1300	Wages - Overtime	6,951	5,000	5,000
51.2100	Employee Ins (Life/Health/Dent)	32,809	35,085	38,057
51.2150	Employee Flexible Spending Accounts	0	57	42
51.2200	FICA (Soc. Sec.)	6,746	5,232	5,472
51.2400	Retirement	9,707	6,811	7,296
51.2600	Unemployment Insurance	2	4	4
51.2700	Worker's Compensation	9,406	9,660	8,687
51.2910	Employee Recognition	0	300	315
	Salaries & Benefits	166,775	130,263	136,406
51.2900	Taxable Employee Benefits	293	0	0
51.2900A	Non-Taxable Employee Benefits	393	300	300
52.1300	Other Contractual Services	2,355	5,000	6,000
52.2110	Solid Waste Disposal	28,407	28,000	28,000
52.2200	Repairs and Maintenance	1,995	400	400
52.3101	Vehicle Insurance	1,200	1,000	1,000
52.3102	Bldg. & Pers. Liability Insurance	1,352	1,500	1,500
52.3200	Communications	758	1	0
52.3400	Printing & Binding	0	300	300
53.1100	Materials and Supplies	1,490	2,500	2,500
53.1101	Office Supplies	117	500	500
53.1270	Vehicle Gasoline/Diesel	6,352	7,500	7,500
53.1600	Minor Equipment	377	500	500
53.1601	Computer Hardware & Software	1,449	0	0
53.1700	Other Supplies/Uniform Rental	1,071	1,150	1,150
53.1701	Vehicle Maintenance	7,544	3,500	3,500
	Operating Expenses	55,152	52,151	53,150
56.1000	Depreciation Expenses	0	20,000	0
	Capital	0	20,000	0
	Total Sanitation - Refuse	221,926	202,414	189,541

Street Department Goals, Objectives and Performance Measures

FY 2020 Goals and Objectives

Goal 1: Maintain the City's Stormwater infrastructure; including meeting all the requirements of the City's approved Stormwater Management Plan, as assigned to the Street Department.

Objectives:

- Inspect, clean and repair, as needed, 20 percent of the storm sewer infrastructure annually. (R. Norton, 12/31/2020)
- Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency. (R. Norton, 12/31/2020)

Goal 2: Bring into compliance with the Manual on Uniform Traffic Control Devices (MUTCD) all traffic control devices including regulatory, warning, street name and guidance signs, as well as pavement markings.

Objectives:

- Create an inventory of all existing regulatory, warning, street name and guidance signs. (M. Klahr, R. Norton 12/31/2020)
- Implement an approved assessment or management method to maintain traffic sign retro reflectivity at or above the established minimum levels (FHWA mandated deadline is January 22, 2017). (M. Klahr, R. Norton 1/22/2020)
- Replace regulatory, warning, and ground-mounted guide (except street name) signs that are identified using the assessment or management method as failing to meet the established minimum levels of retro reflectivity. (M. Klahr, R. Norton, 1/22/2020)

Goal 3: Achieve zero lost time accidents.

Objectives:

- Measured from September through August. (R. Norton, 08/31/2020)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection, and wearing visible reflective clothing when working within the right-of-way or operating equipment. (R. Norton, 12/31/2020)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2020)

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

Objective:

- To maintain a prioritized list of street segments that would benefit from improved accessibility. (M. Klahr, R. Norton, D. McCauley 12/31/2020)

FY 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	2018 Actual	2019 Estimate	2020 Projected
Street Sweeping (miles)	750+	1000+	1000+
Cubic yards of concrete poured for sidewalks & Driveways	334	350	350
New compliant accessibility ramps	21	25	25
Tons of asphalt placed for utility cuts and pot holes	127	120	120

Garage Goals, Objectives and Performance Measures

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 12/31/2020)
- To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement. (R. Norton 12/31/2020)

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 12/31/2020)
- Quarterly facility inspection reports to be submitted to the Human Resources Department. (R. Norton 12/31/2020)

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

Objectives:

- To assign inventory control numbers for each unit in the fleet. (R. Norton, 12/31/2020)
- 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 12/31/2020)

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

Objectives:

- To be measured from September through August. (R. Norton, 08/31/2020)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (R. Norton, 12/31/2020)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2020)

FY 2019 Goals Accomplished

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

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of service request performed	1231	1400	**1500**
Number of vehicles/major pieces of equipment maintained by the City Garage	315	325	**330**
Number of worker's Comp claim/lost days of work	1/0	1/0	**0/0**
Number of quarterly safety inspections conducted	4	4	**4**

Sanitation Brush & Bulk & Refuse Goals, Objectives and Performance Measures

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 12/31/2020)
- Develop a door knob hanger style flier for distribution and education purposes. (M. Klahr, 12/31/2020)

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

Objective:

- Conduct a series of monthly meetings involving all employees within the Sanitation Department on safety issues and safety related policies and procedures. (R. Norton, 12/31/2020)

Goal 3: Minimize missed pick-ups.

Objective:

- Maintain a log of reported missed pick-ups. (R. Norton, 12/31/2020)

Goal 4: Minimize complaints.

Objective:

- Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (R. Norton 12/31/2020)

FY 2019 Goals Accomplished

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

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of report missed pick-ups	70	80	**50**
Yard waste & bulk items collected (tons)	4724	4900	**5000**

CEMETERY



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.

100.4950.69 - Cemetery Department Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	298,824	296,595	311,465
51.1200	Wages - Part Time/Temp Employees	11,508	23,040	17,459
51.1300	Wages - Overtime	11,872	12,000	12,000
51.2100	Employee Ins (Life/Health/Dent)	76,337	77,901	85,425
51.2100A	Employee Opt-Out Insurance Payments	2,000	3,000	0
51.2200	FICA (Soc. Sec.)	23,473	25,132	26,352
51.2400	Retirement	27,444	29,509	33,356
51.2600	Unemployment Insurance	10	22	4200
51.2700	Worker's Compensation	10,778	15,877	16,331
	Salaries & Benefits	462,246	483,076	506,588
51.1200A	Contracted Labor - Non-Employees	2,004	0	0
51.2900	Taxable Employee Benefits	547	550	550
52.1300	Other Contractual Services	29,793	37,804	37,804
52.2200	Repairs and Maintenance	654	1,153	1,152
52.3101	Vehicle Insurance	2,704	4,000	4,000
52.3102	Bldg. & Pers. Liability Insurance	2,704	4,000	4,000
52.3600	Dues and Fees	0	100	100
53.1100	Materials and Supplies	6,843	6,500	6,500
53.1101	Office Supplies	341	350	350
53.1102	Cleaning Supplies & Chemicals	612	500	500
53.1103	Medical Supplies	0	100	100
53.1106	Protective Equipment	203	350	350
53.1270	Vehicle Gasoline/Diesel	9,111	9,750	9,750
53.1300	Food Supplies	0	500	500
53.1600	Minor Equipment	1,227	3,700	3,700
53.1700	Other Supplies/Uniform Rental	9,270	7,800	8,400
53.1701	Vehicle Maintenance	5,498	7,500	7,500
53.1705	Landscaping Supplies	2,527	10,000	10,000
	Operating Expenses	74,036	94,657	95,256
54.1200	Site Improvements	103,855	0	0
54.2200	Vehicles	0	30,000	0
54.2201	Vehicles/Equipment	0	12,500	12,500
	Capital	103,855	42,500	12,000
	Total Cemetery	640,137	620,233	614,344

FY 2020 Goals and Objectives

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

- To quantify burials, available inventory, and prepare for additional inventory by developing new blocks and sections when approximately 75% of current inventory is utilized. (J. Hemmings 12/31/2020)

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 12/31/2020)
- To address special needs identified in routine inspections of the grounds. (J. Hemmings, 12/31/2020)

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

- To be measured from September 2011 through August 2019. (J. Hemmings, 08/31/2020)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Hemmings, 12/31/2020)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Hemmings, 12/31/2020)

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

- All new cemetery records are to be added to an electronic database and backed up by hard copy. (J. Hemmings 12/31/2020)

FY 2019 Goals Accomplished

- ✓ Maintained digital records for burials and spaces in all cemeteries
- ✓ Maintained membership in the Georgia Municipal Cemetery Association
- ✓ Continued selling spaces and conducting burials in the expansion of Oak Hill Cemetery
- ✓ Continued turf improvement/ ant control program, installed quality sod
- ✓ Paved several streets at Oak Hill Cemetery

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Average number of working days to complete a mowing/ trimming cycle	14	14	**15**
Number of gravesites prepared for burials	160	160	**160**
Number of burial spaces sold	130	150	**150**
Number of acres maintained	92	104	**104**

BEAUTIFICATION



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.

100.6200.61 - Beautification Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	566,779	627,360	643,100
51.1300	Wages - Overtime	996	0	0
51.2100	Employee Ins (Life/Health/Dent)	161,770	223,054	199,518
51.2100A	Employee Opt-Out Insurance	1,750	0	0
51.2150	Employee Flexible Spending Accounts	114	114	84
51.2200	FICA (Soc. Sec.)	40,917	52,583	53,787
51.2400	Retirement	46,621	62,736	65,596
51.2600	Unemployment Insurance	21	36	36
51.2700	Worker's Compensation	21,424	36,782	37,613
	Salaries & Benefits	840,392	1,002,665	999,734
51.1200A	Contracted Labor - Non-Employees	74,820	60,000	60,000
51.2900A	Non-Taxable Employee Benefits	5,990	2,800	5,300
52.1300	Other Contractual Services	95,821	196,600	196,600
52.2200	Repairs and Maintenance	4,613	23,760	23,760
52.3101	Vehicle Insurance	3,826	5,700	5,700
52.3102	Bldg. & Pers. Liability Insurance	953	1,450	1,450
52.3200	Communications	1,098	1,100	1,100
52.3500	Travel Expenses	196	500	500
52.3600	Dues and Fees	325	800	800
52.3700	Training	1,305	1,500	1,500
53.1100	Materials and Supplies	1,892	2,520	2,520
53.1101	Office Supplies	291	500	500
53.1102	Cleaning Supplies & Chemicals	5,851	5,700	5,700
53.1270	Vehicle Gasoline/Diesel	24,561	20,000	20,000
53.1300	Food Supplies	566	1,000	1,000
53.1400	Books & Periodicals	30	100	100
53.1600	Minor Equipment	7,771	16,550	16,550
53.1601	Computer Hardware & Software	225	0	0
53.1701	Vehicle Maintenance	8,821	13,000	13,000
53.1705	Landscaping Supplies	51,355	50,000	60,000
53.1708	Other Boards & Commissions	9,275	0	0
53.1708A	Newnan Youth Council	19,394	18,500	18,500
53.1709	Grounds Repair & Maintenance	80,154	93,500	96,000
	Operating Expenses	399,132	515,580	530,580
54.1211	Bldg. & Grounds Rep/Maintenance	563,372	0	40,000
54.1317	Storage Facility	0	55,000	0
54.1302	Other Improvements	0	0	17,000
54.2100	Machinery	0	0	12,000
54.2200	Vehicles	75,011	11,000	0
	Capital	638,383	66,000	68,000
	Total Beautification	1,877,907	1,584,245	1,598,314

FY 2020 Goals and Objectives

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

Objective:

- To evaluate the possibility of any additional streetscapes type projects within the City of Newnan. (M. Furbush, May 2020)

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

Objectives:

- To reduce worker's compensation incidents and their severity by being safety conscious and informed. (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. (J. Payne, Ongoing)
- To continue to provide twice a year self-inspections and evaluations of departmental facilities (J. Payne, Ongoing)

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

Objectives:

- To discuss and clarify overall procedures and consistent enforcement of the two year landscape establishment maintenance bond agreements. (M. Furbush, February 2020)
- 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 2020)
- To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance costs and operations. (M. Furbush, March 2020)
- To research and pursue possible 2020 DOT grant funding for additional phases of the GATEway landscape improvements along Interstate 85 interchange. (M. Furbush, May 2020)
- 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 2020)
- 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 2020)
- To continue to monitor & evaluate the five year lawn improvement & maintenance plan for Bullsboro Drive. Currently in the fourth year of five year plan. (M. Furbush, March 2020)

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 2020)
- To designate and evaluate locations for possible pocket parks along the LINC (M. Furbush – February 2020)
- To begin and complete construction of various park improvements to C. J. Smith Park as LINC proceeds to and through the park. (M. Furbush – March (begin) thru November (end) 2020)

- To determine the feasibility of improving drainage and erosion control adjacent to First Avenue Park playground and parking lot. (M. Furbush, April 2020)
- To establish, observe, evaluate, and improve operating and maintenance procedures at Sprayberry Road Park. (M. Furbush, June 2020)
- To continue to improve public awareness *and communication through brochures and updating the City website. (M. Furbush, February 2020)*
- To redesign and construct hardscape, landscape and drainage improvements at Temple Park wedding gazebo area. (M. Furbush, May 2020)
- To present conceptual design and cost estimate for possible complete baseball field renovation project at Pickett Field. (M. Furbush, February 2020)

FY 2019 Goals Accomplished

- ✓ Received the 29th consecutive Tree City USA award designation.
- ✓ Successfully completed the 10th year of the Newnan Youth Council.
- ✓ Successfully completed the design and construction of the Sprayberry Road Park.
- ✓ Successfully completed design, bid, and construction of metal truck storage building at Beatification Facility.
- ✓ Successfully completed the re-powder coating of 26 existing metal decorative park benches.
- ✓ Successfully coordinated community outreach event to garner public input for design elements for the proposed park improvements at CJ Smith Park.
- ✓ Entered fourth year of a five year plan to chemically treat and fully establish lawn areas within select City parks and public grounds.

Performance Measures	2018 Actual	2019 Estimate	2020 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%	95%	**95%**
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	10	**11**
Number of public grounds maintained	41	50	**53**
Number of Worker's Comp incidents reported	1	1	**0**

PLANNING AND ZONING



Department Description

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.

100.7400.70 - Planning & Zoning Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	277,829	283,115	297,283
51.1200	Wages - Part Time/Temp Employees	890	0	0
51.2100	Employee Ins (Life/Health/Dent)	65,450	73,192	80,524
51.2200	FICA (Soc. Sec.)	20,558	21,641	22,742
51.2400	Retirement	22,836	28,162	30,323
51.2600	Unemployment Insurance	6	10	10
51.2700	Worker's Compensation	1,278	1,992	2,100
	Salaries & Benefits	388,848	408,112	432,982
52.1200	Professional Services	0	0	11,000
52.2200	Repairs and Maintenance	0	500	500
52.3101	Vehicle Insurance	541	800	800
52.3102	Bldg. & Pers. Liability Insurance	3,625	1,600	1,600
52.3200	Communications	814	850	850
52.3300	Advertising	850	1,800	1,800
52.3400	Printing & Binding	591	1,800	1,800
52.3500	Travel Expenses	1,394	1,700	1,700
52.3600	Dues and Fees	956	1,000	1,000
52.3700	Training	1,514	1,500	1,500
53.1100	Materials and Supplies	1,641	3,390	3,390
53.1101	Office Supplies	650	1,000	1,000
53.1270	Vehicle Gasoline/Diesel	225	600	600
53.1400	Books & Periodicals	153	175	175
53.1601	Computer Hardware & Software	5,730	8,500	4,000
53.1602	Office Furniture	0	1,100	0
53.1701	Vehicle Maintenance	506	200	200
53.1707	Planning Commission	0	350	350
53.1708	Other Boards & Commissions	2,105	6,500	6,500
	Operating Expenses	21,294	33,365	38,765
54.2400	Computer Hardware and Software	6,560	0	0
	Capital	6,560	0	0
	Total Planning & Zoning	416,701	441,477	471,747

FY 2020 Goals and Objectives

Goal 1: Identify training opportunities which will allow staff to build upon existing skills and keep current on changing trends within the Planning profession.

Objectives:

- Ensure that each staff member attends at least one Planning or Zoning - related training or conference relevant to issues currently or potentially impacting the city. (Planning Director, 12/31/2020)
- Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training. (Planning Director, 12/31/2020)

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

Objectives:

- Monitor staff's interaction with the public and provide guidance as to how they can improve their level of service. (Planning Director, 12/31/2020)
- Solicit input from Staff on ways to improve customer service. (Planning Director, 12/31/2020)

Goal 3: Continue to be responsive to the City Council as well as the other Boards, Commissions and volunteer groups who deal with planning related issues.

Objectives:

- Research planning related topics and provide information to these groups relevant to their role in the planning process. (Department Staff, 12/31/2020)
- Offer training opportunities to members to further assist them in making decisions and better understanding their role. (Planning Director, 12/31/2020)

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

Objectives:

- Update the Comprehensive Plan's Capital Improvement Element to ensure that it reflects current programs, policies and the overall vision for the City of Newnan. (Department Staff, 10/31/2020)
- 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, 12/31/2020)
- Review and amend the Livable Centers Initiative (LCI) Plan as needed to address changes in the downtown and its surrounding areas. (Department/Staff, 12/31/2020)

Goal 5: Further address housing needs throughout the City.

Objectives:

- Work with the Urban Redevelopment Authority to identify areas of need, specific programs, and available tools to promote housing. (Department Staff, 12/31/2020)
- Continue to implement the Neighborhood Stabilization Programs. (Planning Director, 12/31/2020)
- Develop an overall housing strategy for the City based on the City's recently completed housing study. (Department Staff, NURA members, 12/31/2020)

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

Objectives:

- Submit applications for grants related to projects identified in the City's planning documents. (Department Staff, 12/31/2020)
- Continue to submit applications for additional LCI funding related to transportation improvements. (Department Staff, 06/30/2020)

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

Objectives:

- Continue to manage and implement the storm drain marker program. (Department Staff, 10/31/2020)
- Work with various youth organizations and clubs in the implementation of the program. (Department Staff, 10/31/2020)

Goal 8: Identify opportunities to utilize GIS capabilities to enhance City services.

Objectives:

- Identify ways to expand citizen and department accessibility to GIS via the City's. (Department Staff, 12/31/2020)
- Continue to meet with City departments to ascertain GIS needs and provide information on how GIS can assist in meeting departmental goals and objectives. (Department Staff, 12/31/2020)

FY 2019 Goals Accomplished

- ✓ Adopted the Capital Improvement Element and Short Term Work Program update of the Comprehensive Plan that allows the City to collect impact fees.
- ✓ Continued the storm drain marking program by working with several student organizations (East Coweta's BETA Club, NHS and the Newnan Youth Council) on installing 100 markers.
- ✓ Continued to rehab and sell/rent houses to low income families through the Neighborhood Stabilization Programs.
- ✓ Amended the City's Zoning Ordinance to include new uses and reflect changing policies
- ✓ Submitted the preliminary eligibility application for the Chalk Level National Register District
- ✓ Developed interactive GIS maps that are accessible to the public via the City's website

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of training classes or seminars attended by staff	9	8	9
Number of customer service meetings	2	2	2
Number of Ordinance updates	2	1	2
Number of Storm Drain Markers installed	128	100	100
Percent of major projects completed	90%	90%	95%
Number of grants applied for	1	0	1

BUILDING INSPECTION



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.

100.7200.71 - Building Inspection Department Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	518,080	527,128	539,013
51.1200	Wages - Part Time/Temp Employees	3,671	16,132	18,346
51.2100	Employee Ins (Life/Health/Dent)	116,247	134,192	124,794
51.2100A	Employee Opt-Out Insurance Payments	4,750	6,000	6,000
51.2150	Employee Flexible Spending Accounts	57	57	126
51.2200	FICA (Soc. Sec.)	38,248	42,320	43,221
51.2400	Retirement	43,660	52,563	55,757
51.2600	Unemployment Insurance	13	22	22
51.2700	Worker's Compensation	6,577	10,365	10,589
	Salaries & Benefits	731,303	788,779	797,868
51.1200A	Contracted Labor - Non-Employees	12,247	0	0
51.2900	Taxable Employee Benefits	1,620	1,620	1,620
51.2900A	Non-Taxable Employee Benefits	576	810	810
52.1300	Other Contractual Services	1,329	900	9,900
52.3101	Vehicle Insurance	4,359	6,448	6,448
52.3102	Bldg. & Pers. Liability Insurance	2,535	3,750	3,750
52.3200	Communications	7,636	8,700	8,700
52.3300	Advertising	655	1,200	1,200
52.3400	Printing & Binding	134	480	480
52.3500	Travel Expenses	4,915	3,720	5,720
52.3600	Dues and Fees	1,010	540	700
52.3700	Training	4,979	5,520	7,520
53.1100	Materials and Supplies	388	1,260	1,260
53.1101	Office Supplies	874	1,188	1,188
53.1270	Vehicle Gasoline/Diesel	10,263	12,000	12,000
53.1300	Food Supplies	679	720	720
53.1400	Books & Periodicals	1,763	1,600	1,600
53.1600	Minor Equipment	161	220	220
53.1601	Computer Hardware & Software	63,773	53,900	1,500
53.1602	Office Furniture	1,107	0	0
53.1701	Vehicle Maintenance	6,935	7,300	7,300
	Operating Expenses	127,936	111,876	72,636
	Total Building Inspection	859,239	900,655	870,504

FY 2020 Goals and Objectives

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

Objectives:

- Design and maintain checklists for each type of inspection performed, and have available to customers (BS, BP, PS)
- Provide personnel to operate Mid-West Georgia Inspector Association
- Provide software that allows contractors and others to pull and pay for permits on-line (BS, PS, IT)
- Provide avenue for electronic submittal of plans and the ability to conduct plan review on-line

Goal 2: Preserve the historical character of the community.

Objectives:

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

Goal 3: Provide continuing education and training opportunities to inspectors to enhance the quality and efficiency of inspections.

Objectives:

- Fund and require building inspectors to attend continuing education classes and obtain certifications
- 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 pictures of individual inspections process, with notes, to include in meetings and discussions. (BS, CA).

Goal 5: Provide a software system that integrate existing Building Department processes into one system. (BS, KC, IT)

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

Objectives:

- Establish and maintain procedure for the process of electronically recoding of inspections
- Maintain electronic devices for inspectors with capability of accessing forms from the field
- Store commercial plans electronically (IT, JW)

FY 2019 Goals Accomplished

- ✓ Purchased Monitor for electronic plan reviews
- ✓ Implemented fully integrated Building Department Software
- ✓ 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 and obtain certifications

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Percentage commercial plans submitted electronically	10%	10%	90%
Number of training/CE hours attended by staff total hours	184	100	200
Number of participants in MWGIA	N/A	40	60
Number of Certifications obtained	N/A	5	5

BUSINESS DEVELOPMENT & MAINSTREET



Department Description

Courtney Harcourt and her team 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.

100.7500.80 – Business Development & Main St. Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	92,177	92,262	98,861
51.2100	Employee Ins (Life/Health/Dent)	30,637	34,214	37,022
51.2200	FICA (Soc. Sec.)	6,530	7,123	7,646
51.2400	Retirement	7,400	9,076	10,194
51.2600	Unemployment Insurance	3	4	4
51.2700	Worker's Compensation	1,215	1,844	2,052
	Salaries & Benefits	137,962	144,523	155,779
51.2900	Taxable Employee Benefits	1,080	1,080	1,080
51.2900A	Non-Taxable Employee Benefits	28	0	0
52.1200	Professional Services	0	3,500	3,500
52.1201	Public Relations	22	2,000	2,000
52.2200	Repairs and Maintenance	2,272	1,040	1,040
52.3102	Bldg. & Pers. Liability Insurance	554	820	820
52.3300	Advertising	3,500	5,000	5,000
52.3400	Printing & Binding	0	1,250	1,250
52.3500	Travel Expenses	6,365	7,500	7,500
52.3600	Dues and Fees	3,434	1,350	1,350
52.3700	Training	2,734	3,300	3,300
53.1100	Materials and Supplies	0	400	400
53.1101	Office Supplies	853	750	750
53.1400	Books & Periodicals	389	500	500
53.1600	Minor Equipment	250	250	250
53.1601	Computer Hardware & Software	5,375	5,340	5,340
53.1706	Miscellaneous	0	200	200
	Operating Expenses	26,855	34,280	34,280
57.2000	Payments to Other Agencies	0	5,000	0
	Other Expenditures	0	5,000	0
	Total Business Development & Main Street	164,817	183,803	190,059

KEEP NEWNAN BEAUTIFUL

Department Description



Page Beckwith's service to the community is to educate, motivate, and empower the individuals of Newnan, Ga to take greater responsibility for improving our local community environment through litter prevention, waste reduction, recycling, and beautification. As an affiliate of the Keep America Beautiful program and the Keep Georgia Beautiful program, KNB has access to grants and other programs that assist with helping achieve our goals. KNB sponsors electronics recycling, paper shredding, tire recycling, and paint recycling programs on site at City Hall. KNB also hosts the Great American Cleanup for our community. KNB works closely with the Coweta County School system to assist with environmental education classes and activities. KNB partners with various businesses in the city and county to help incorporate the KNB mission throughout our community. KNB manages the Adopt- A- Street program and two downtown gardens. KNB also works as a resource for hard to recycle items like batteries, electronics, house hazardous waste, and other various items that should not be placed in the landfill.

100.7500.82 - Keep Newnan Beautiful Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	26,941	38,911	40,841
51.1200	Wages - Part Time/Temp Employees	4,915	0	0
51.2100	Employee Ins (Life/Health/Dent)	8,656	16,627	18,271
51.2200	FICA (Soc. Sec.)	2,245	2,982	3,147
51.2400	Retirement	2,536	3,741	4,196
51.2600	Unemployment Insurance	1	2	2
51.2700	Worker's Compensation	373	777	848
	Salaries & Benefits	45,668	63,040	67,305
51.2900	Taxable Employee Benefits	473	540	540
51.2900A	Non-Taxable Employee Benefits	76	0	0
52.1201	Public Relations	10,965	11,420	11,420
52.1300	Other Contractual Services	0	1,200	1,200
52.3102	Bldg. & Pers. Liability Insurance	270	400	400
52.3300	Advertising	6,380	9,240	9,240
52.3400	Printing & Binding	204	1,000	1,000
52.3500	Travel Expenses	2,678	3,100	3,100
52.3600	Dues and Fees	1,457	700	700
52.3700	Training	380	1,000	1,000
53.1100	Materials and Supplies	24,598	4,500	4,500
53.1101	Office Supplies	247	200	200
53.1400	Books & Periodicals	22	100	100
53.1600	Minor Equipment	43	150	150
53.1601	Computer Hardware & Software	1,892	1,334	475
53.1708	Other Boards & Commissions	0	0	10,000
	Operating Expenses	49,687	34,884	44,025
	Total Keep Newnan Beautiful	95,355	97,924	111,330

FY 2020 Goals and Objectives

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 8 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.: composting, pest control, recycling, and gardening.
  - Provide at least two programs / activities onsite at Community Garden and Outdoor Classroom.
  - Participate in at least 3 Main Street Events with KNB activities for children or adults when possible
  - Establish a new monthly "green" email newsletter
  - Collaborate with DDA and Beautification to stock dog waste stations with dog bags on the LINC, in downtown, and at the parks.

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.
  - Maintain the Presidential Certification with KAB.
- 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.
- Host educational seminars and presentations to local community organizations
  - Utilize Enviroscape model.
  - Collaborate with Engineering, assisting with Storm Water Management classes.
  - Participate in Coweta County Water Team's Teacher Training workshops.
- Clean at least 2 local streams
- Continue to organize and host the following events: Electronic Recycling(1), Paper Shredding (4), Tire Amnesty Day(1), Bring 1 for the Chipper(1), Great American Cleanup Event(1), Paint Recycling(2).
- Maintain Outdoor Classroom, Pollinator Garden, and Community Garden.
- Compile some appropriate activities that can be "checked out" by local schools and groups to be used at KNB locations.

- Collaborate with local groups to assist in growing the Community Garden movement.

FY 2019 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: 35,000 lbs.; Tires: 23 TONS; Electronics: 12,446 lbs.; 3186 gallons of paint; Bring one for the Chipper: 119 trees; and 250 lbs. of alkaline batteries.
- ✓ Hosted Great American Clean-up event
- ✓ Implemented increased Marketing/Public Relations Campaign to include PSA, TV, Print; Radio.
- ✓ Continued to implement new logo and started adding new signage to Adopt- A- Street program.
- ✓ Created a Cigarette Litter PSA and billboard program to assist with cigarette litter reduction. KAB grant covered expense of PSA filming.
- ✓ Collaborated with Engineering Department to teach Enviroscape classes.
- ✓ Maintained Community Orchard at 121 Spring St by adding additional plants and new signage.
- ✓ Taught 32 classes to educate students about recycling, waste reduction, litter prevention, water conservation and green activities at Middle and Elementary schools.
- ✓ Recruited 6 new Adopt- A- Street sponsors
- ✓ Hosted a booth at 3 Main Street events to educate citizens on the KNB program.
- ✓ Brought in $67,229.49 worth of donated time, goods, funds, in-kind goods and services to the City of Newnan between July of 2018 and June 2019 equaling a cost benefit ratio of $7.43 for every tax dollar spent on the program.

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Number of Electronic Recycling Events Hosted	1	2	**2**
Number of Document Shredding Events Hosted	4	4	**4**
Number of new Adopt-A-Street groups	5	5	**8**
Maintained Memberships in CWET & STEM teams	YES	YES	**YES**
Keep Newnan Beautiful certification maintained?	YES	YES	**YES**
President's Circle Achieved?	YES	YES	**YES**
Number of classes taught with Enviroscape	12	15	**15**

LEISURE SERVICES



Department Description

Katie Mosley and her staff strives 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.

100.6100.95 - Leisure Services Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	29,767	122,916	130,697
51.1200	Wages - Part Time/Temp Employees	0	73,920	63,495
51.2100	Employee Ins (Life/Health/Dent)	2,545	23,815	33,691
51.2150	Employee Flexible Spending Accounts	14	57	42
51.2200	FICA (Soc. Sec.)	2,253	13,813	13,857
51.2400	Retirement	0	9,652	10,393
51.2600	Unemployment Insurance	0	12	12
51.2700	Worker's Compensation	0	9,131	8,869
	Salaries & Benefits	34,580	253,316	261,056
51.2900	Taxable Employee Benefits	270	0	540
51.2900A	Non-Taxable Employee Benefits	65	2,040	800
52.1200	Professional Services	0	12,000	12,000
52.1201	Public Relations	0	3,500	15,800
52.2200	Repairs and Maintenance	0	1,000	1,000
52.3101	Vehicle Insurance	0	1,800	1,800
52.3200	Communications	0	400	840
52.3300	Advertising	592	5,000	5,000
52.3400	Printing & Binding	0	0	500
52.3500	Travel Expenses	1,728	3,500	3,500
52.3600	Dues and Fees	0	1,000	1,000
52.3700	Training	235	2,500	2,500
53.1100	Materials and Supplies	49	10,500	0
53.1101	Office Supplies	768	1,500	2,000
53.1270	Vehicle Gasoline/Diesel	0	4,000	3,000
53.1600	Minor Equipment	4,950	1,500	3,500
53.1601	Computer Hardware & Software	2,811	3,000	0
53.1602	Office Furniture	4,193	1,500	0
53.1701	Vehicle Maintenance	0	3,000	3,000
	Operating Expenses	15,660	57,740	56,780
54.2201	Vehicles/Equipment	0	18,000	0
	Capital	0	18,000	0
	Total Leisure Services	50,240	329,056	317,836

FY 2020 Goals and Objectives

Goal 1: Continue to increase usage of parks and facilities by 10%.

Objectives:

- Work with the Finance Department to implement online pay for rentals.
- Create a rental brochure for each type of rental (parks, HW, gyms, Wadsworth).
- Purchase and install signage for park pavilions for rental information.
- Work with communications manager to establish a social media marketing plan for rentals.

Goal 2: Evaluate and address Wadsworth Auditorium needs.

Objectives:

- Work with Facilities Maintenance to regulate cleaning routine and schedule
- Remove and replace old signage (from Police Department)
- Coordinate with A/V tech to organize closets, equipment, etc. and make inventory list
- Create inventory checklist for each event
- Work with Ronda Helton to finalize digital sign and learn how to use the sign's software
- Complete A/V upgrades upon receipt of possible Fox Theatre Institute Grant

Goal 3: Create and implement community programming in parks and facilities.

Objectives:

- Provide attractive events for the citizens and visitors of Newnan – Plan 5 events by end of 2020.
- Plan regular programming such as yoga, paint classes, game nights, etc. to encourage citizens to attend, see, and use the facilities – Establish at least 3 regular program by end of 2020.
- Purchase equipment such as bubble soccer balls, kick balls, and tents that are available for rent and will improve the renters' overall experiences.

Goal 4: 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.

Goal 5: Update Park Attendant Job Description and Title

Objectives:

- Rewrite Park Attendant job description to include their duties at the Howard Warner facilities, Wesley Street Gym, and Wadsworth Auditorium
- Update the job title to City of Newnan Facilities Attendant
- Work with Hasco to establish reasonable compensation that reflects additional job responsibilities
- Establish a regular meeting schedule with attendants

Performance Measures	2018 Actual	2019 Estimated	2020 Projected
Number of rentals in the parks	150	170	185
Number of rentals at Howard Warner Facility	57	150	175
Number of Standing Agreements (weekly programming) Howard Warner Facility	4	6	8
Number of rentals at Wadsworth Auditorium	36	62	70
Number of rentals at Wesley Street Gym	2	10	15
Number of Standing Agreements (weekly programming) Wesley Street Gymnasium	5	6	8
Number of programs sponsored by Leisure Services	0	1	7
Number of Newnan Cultural Arts Commissions Events	11	10	12

Types of Rentals & Targeted Populations	2018 Actual	2019 Estimated	2020 Projected
Individual/Private Rentals @ HW, Parks, and Gyms (Showers, Birthday Parties, etc.)	209	330	375
Youth Involvement Programs/Events Birth - 17 years old	31	37	42
Adult Involvement Programs/Events 18 - 55 years old	17	25	32
Senior Involvement Programs/Events 55+ years old	1	1	2

CARNEGIE

Department Description



Susan Crutchfield and her staff at 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.

100.6500.90 - Carnegie Library Budget

Account #	Account Description	2018 Actual	2019 Budget	2020 Budget
51.1100	Wages - Full Time Employees	89,050	89,032	90,865
51.1200	Wages - Part Time/Temp Employees	36,836	38,531	46,709
51.2100	Employee Ins (Life/Health/Dent)	15,487	17,191	25,711
51.2100A	Employee Opt-Out Insurance Payments	3,000	3,000	0
51.2150	Employee Flexible Spending Accounts	57	57	84
51.2200	FICA (Soc. Sec.)	9,625	9,787	10,566
51.2400	Retirement	7,220	8,903	9,323
51.2600	Unemployment Insurance	6	10	12
51.2700	Worker's Compensation	245	372	412
	Salaries & Benefits	161,525	166,883	178,733
51.2900	Taxable Employee Benefits	540	540	540
52.1200	Professional Services	3,495	3,780	3,780
52.1201	Public Relations	3,019	3,699	3,699
52.1300	Other Contractual Services	2,697	9,534	2,870
52.2200	Repairs and Maintenance	636	1,182	1,181
52.3102	Bldg. & Pers. Liability Insurance	1,101	1,629	1,629
52.3200	Communications	2	20	20
52.3400	Printing & Binding	0	690	690
52.3500	Travel Expenses	563	720	720
52.3600	Dues and Fees	214	236	236
52.3700	Training	599	1,000	1,000
53.1100	Materials and Supplies	10,020	3,100	3,400
53.1101	Office Supplies	1,866	1,800	1,800
53.1102	Cleaning Supplies & Chemicals	868	1,000	1,000
53.1300	Food Supplies	1,000	1,050	1,120
53.1400	Books & Periodicals	9,449	10,118	10,118
53.1600	Minor Equipment	876	200	300
53.1601	Computer Hardware & Software	3,779	3,275	2,124
53.1602	Office Furniture	132	963	640
	Operating Expenses	40,856	44,536	36,867
	Total Carnegie	202,381	211,419	215,600

FY 2020 Goals and Objectives

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

Objectives:

- Use professional sources to help determine collection development decisions.
  - Evaluate recommendations in Library Journal & online resources. (S. Crutchfield Ongoing)
  - Review collections of comparable facilities. (S. Crutchfield, T. Anderson, E. Ruppel Ongoing)
  - Monitor listservs such as CHLIB-L and GLA. (S. Crutchfield, T. Anderson Ongoing)
- Collect information from community regarding print and electronic needs.
  - Provide purchase suggestion cards to request materials. (S. Crutchfield, T. Anderson, B. Partington, E. Ruppel Ongoing)
  - Conduct annual survey to solicit community feedback. (S. Crutchfield 4th quarter 2020)

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. (S. Crutchfield Ongoing)
  - Maintain display in building and advertise through websites, mailings and programs. (S. Crutchfield - 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. (S. Crutchfield Ongoing)
  - Schedule adequate staff and volunteers to cover services and programs. (S. Crutchfield 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. (S. Crutchfield Ongoing)
  - Answer reference questions accurately and efficiently. (S. Crutchfield, T. Anderson, B. Partington, E. Ruppel, C. Madaris Ongoing)

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

Objectives:

- Offer a variety of programs to children, young adults, and adults. (S. Crutchfield, T. Anderson, B. Partington, E. Ruppel Ongoing)
- Increase the number of participants in children, adult and young adult programs. (T. Anderson, B. Partington, E. Ruppel Ongoing)
- Coordinate meeting rooms and display areas. (S. Crutchfield, E. Ruppel Ongoing)
- Offer both print and electronic resources. (S. Crutchfield Ongoing)

Goal 5: Assist in City events and programs.

Objectives:

- Participate in committees. (S. Crutchfield, E. Ruppel Ongoing)
- Create program(s) for Georgia Cities Week. (T. Anderson, B. Partington)
- Participate in Main Street Newnan special events (S. Crutchfield, E. Ruppel, T. Anderson, B. Partington, C. Madaris)

Goal 6: Create and maintain community partnerships

Objectives:

- Partner with community organizations and non-profits (S. Crutchfield, T. Anderson, E. Ruppel, B. Partington)
- Participate in community outreach (S. Crutchfield, T. Anderson, B. Partington, E. Ruppel Ongoing)

Goal 7: Strengthen partnership and communication between NCLF & Library

Objectives:

- Participate in NCLF Board meetings (S. Crutchfield, E. Ruppel Ongoing)
- Participate in NCLF special events (S. Crutchfield, E Ruppel Ongoing)

FY 2019 Goals Accomplished

- ✓ 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, Oasis of Serenity Counseling and Consulting Services Personal Development Series, The Other Night School, Hometown Novel Nights, AARP Driver Safety Course, Coweta County Master Gardeners, and Essential Matters Wellness 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 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 fourteen new and returning providers with new themes as well as four staff-led programs. New adult programs for 2019 included Personal Development Series, Recycling and Composting, and Newnan Novel Nights. Young adult programs we offered during the summer included Writing workshop with Darian Kuxhouse, Puppet Workshop, Juggling Workshop, Hoop Dance, Rube Goldberg Day and Movie Night. (Goal 4)
- ✓ Rentals remain steady for 2019. For January – July 2018 the total rentals were 33 compared to 27 for January – July 2019. (Goal 4)
- ✓ Added Carnegie Library items to the City Store based on patron requests. (Goal 2)
- ✓ Annual survey will be conducted in 4th quarter. (Goal 1)
- ✓ Director will attend library conference and training webinars. Staff attended webinars and in person training. (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)

Performance Measures	2018 Actual	2019 Estimate	2020 Projected
Reference questions answered	12,301	13,000	**13,250**
Meeting room usage	477	486	**480**
Meeting Room fees collected	8,350	6,700	**8,000**
Number of programs	320	417	**420**
Number of program attendees	12,862	13,000	**13,150**
Computer Usage	6,293	7,000	**7,000**
Public Fax, copier usage	11,916	11,500	**11,000**
Cost of speakers	1,625	3,500	**3,750**
Number of materials in collection	14,980	15,000	**15,350**
Dollar volume of store sales	1,097	1,200	**1,300**

CAPITAL & DEBT

FY 2020 Budgeted Capital

SECTION I. INTRODUCTION TO CAPITAL

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.

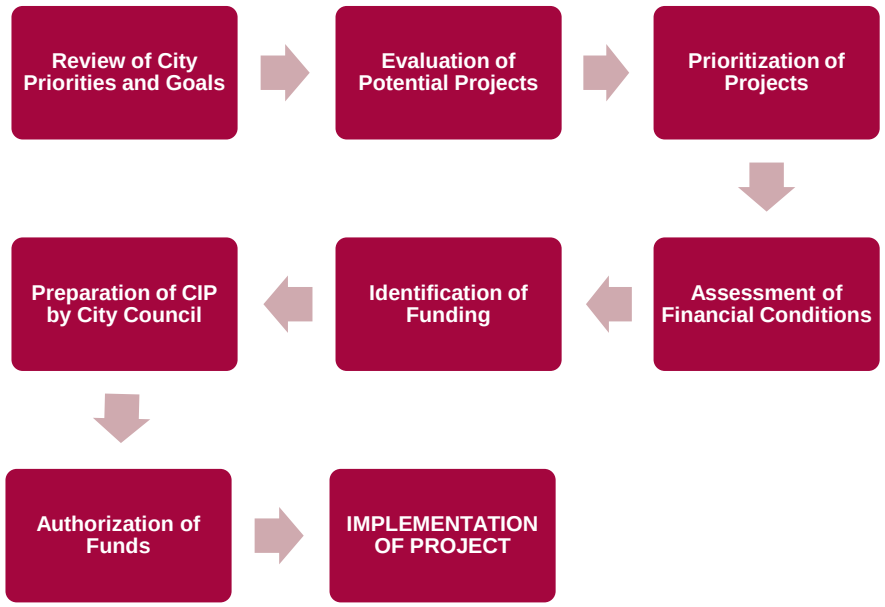
B. CIP Process

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 below, the City has invested $45,502,188 into capital improvements during the past five (5) years of the CIP plus the budgeted $12,650,267 for FY 2020; bringing a six (6) year total to $58,152,455. Based upon an estimated 2020 population of 38,793, the average capital investment was $1,499.00 per city resident over the 6 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.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
General Fund	567,200	3,179,014	2,864,629	1,554,172	603,000	547,000
Street Improvement Fund	378,211	575,219	232,349	445,121	646,983	437,676
LMIG Fund	320,000	269,900	562,945	185,817	0	0
SPLOST 2019	0	0	0	0	5,217,466	9,117,000
SPLOST 2007	1,184,256	611,826	3,491,000	606,711	91,640	0
SPLOST 2013	3,560,031	2,804,594	1,558,339	3,587,706	4,048,285	1,585,000
Impact Fees Fund	255,128	926,557	107,370	2,770,238	950,000	750,000
Tourism	0	0	0	5,000	0	213,600
Sanitation Fund	0	144,818.51	0	151,521	189,000	0
Total Capital	6,264,826	8,368,071	8,816,631	9,306,286	11,746,374	12,650,267

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 two special revenue funds for capital expenditures: Street Improvement Fund, Confiscated Assets 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 2020: 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

SECTION II. FY 2020 Budgeted Capital

A. Summary of FY 2020 Capital Expenditures

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 2020 Budget total $12,650,276. The City will also transfer $626,200 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 2020.

The FY 2020 Capital Improvements Program (CIP) encompasses six (6) funds: SPLOST 2013, SPLOST 2019, Impact Fees, General Fund, and Street Fund. Spending projections were calculated by analyzing expenditures during 2019, 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 2013 will add $1,585,000 and SPLOST 2019 increases the FY 2020 Capital Budget by $9,117,000 (not including transfers to Newnan Utilities). Additionally, Impact Fees will provide $750,000 for use during 2020. $213,600 is budgeted for tourism related capital expenditures. Lastly, there is $547,000 budgeted in the General Fund for capital expenditures. The chart below shows a summary of the approved capital budget and sources in which the capital expenditures are funded. On the following pages will detail the FY 2020 capital budget by projects and capital purchases.

Fund Source	Expenditures
General Fund	547,000
Impact Fees	750,000
Street Fund	436,676
SPLOST 2013	1,585,000
SPLOST 2019	9,117,000
Tourism Capital	$213,600
Total Capital Expenditures FY 2020	$12,650,276

B. FY 2020 CAPITAL EXPENDITURES AND OPERATING IMPACTS

Account Number	Account Description	2018 Actual	2019 Budget	2020 Budget	FY 2020 O & M	New/Replacement
	General Fund Capital Projects					
	IT Dept.					
54.2400	Computer Hardware and Software	5,625	0	0	N/A	
	Facilities Maintenance Dept.					
54.1300	Buildings/Building Improvements	265,846	31,500	19,000	N/A	
54.1302	Other Improvements	1,061	0	0	N/A	
54.2200	Vehicles	46,272	0	0	N/A	
	City Engineer Dept.					
54.2200	Vehicles	0	30,000	0	N/A	
	Police Dept.					
54.2200	Vehicles	288,942	331,000	272,000	8,000	New
54.2500	Other Equipment	19,262	6,000	0	N/A	
	Fire Dept.					
54.1302	Other Improvements	19,412	0	0	N/A	
54.2200	Vehicles	0	0	45,000		
54.2503	Protective Equipment	78,002	78,000	94,000	N/A	
	Street Dept.					
54.2200	Vehicles	54,895	0	30,000	1,500	New
	Garage					
54.2504	Other Equipment	26,056	0	6,500	N/A	
	Cemetery					
54.1200	Site Improvements	103,855	0	0		
54.2200	Vehicles	0	30,000	0	1,500	New
54.2201	Vehicles/Equipment	0	12,500	12,500	400	New
	Leisure Services					
54.2201	Vehicles/Equipment	0	18,000	0		
	Parks & ROW Beautification					
54.1211	Bldgs & Grounds Rep/Maint	563,372	0	40,000	N/A	
54.1302	Other Improvements	0	0	17,000	N/A	
54.1317	Storage Facility	0	55,000	0		
54.2100	Machinery	0	0	11,000	400	New
54.2200	Vehicles	75,011	11,000	0	1,500	New
	Planning & Zoning Dept.					
54.2400	Computer Hardware and Software	6,560	0	0	N/A	
	Total General Fund Capital	1,554,172	603,000	547,000	13,300	
	Street Fund Capital Projects					
54.1406	Major Street Maint & Repairs	445,121	250,000	437,676	N/A	
54.1425	LMIG Projects	0	396,983	0	N/A	
	Total Street Fund Capital	445,121	646,983	437,676	0	
	LMIG Fund Capital Projects					
54.1406	Major Street Maint & Repairs	185,817	0	0	0	
	Total LMIG Fund Capital	185,817	0	0	0	
	SPLOST 2019 Capital Projects					
	Information Technology					
54.2400	Computer Hardware and Software	0	46,000	5,000	N/A	

	Streets					
54.1401A	Major Street, Sidewalk & Drainage Maintenance	0	1,150,000	500,000	N/A	
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	0	400,000	1,000,000	N/A	
54.2504D	Public Works/Street Equipment	0	121,466	147,000	1,500	New
	Leisure Services					
54.1201	CJ Smith Park	0	0	2,900,000	0	
54.1203	Pickett Field	0	0	65,000	0	
54.1207	LINC Phase II	0	3,500,000	4,500,000	6,000	New
	Total SPLOST 2019 Capital	0	5,217,466	9,117,000	7,500	
	SPLOST 2007 Capital Projects					
	Buildings					
54.1303	Buildings & Maintenance	121,893	91,640	0	N/A	
	Total SPLOST 2007 Capital	121,893	91,640	0	0	
	SPLOST 2013 Capital Projects					
	Information Technology					
54.1323A	Network & Software Improvements	38,047	0	0	N/A	
	Public Safety					
54.1300B	Fire Station #4 Construction	151,095	2,025,000	0	N/A	
54.1322B	Fire Engine	749,923	0	0	N/A	
	Streets					
54.1401	Streets, Drains & Sidewalks	475,862	0	0	N/A	
54.1401A	Major Street, Sidewalk & Drainage Maintenance	597,130	600,000	750,000	N/A	
54.1401B	McIntosh Parkway	1,062,800	400,000	0	N/A	
54.1401C	Lower Fayetteville Road	0	500,000	685,000	N/A	
54.1401D	Street, Intersection, Sidewalk & Parking Imp.	595,112	93,750	0	N/A	
54.1415A	Sign Upgrades	0	40,000	150,000	N/A	
54.2504D	Public Works/Street Equipment	0	39,535	0	N/A	
54.2504E	Street Sweepers	242,786	0	0	N/A	
	Parks				N/A	
54.1215	Parks & Recreation	8,955	0	0	N/A	
54.1215A	Recreation Improvements	50,814	350,000	0	N/A	
54.2504A	Trolley	100,000	0	0	N/A	
	Total SPLOST 2013 Capital	4,072,524	4,048,285	1,585,000	0	
	Impact Fees Capital Projects					
	Fire					
54.1300	Buildings/Building Improvements	260,634	650,000	0	N/A	
	Streets					
54.1400	Streets, Sidewalks, Lights, Etc.	173,767	0	0	N/A	
	Parks					
54.1215A	Recreation Improvements	2,335,837	300,000	750,000	3,000	New
	Total Impact Fees Capital	2,770,238	950,000	750,000	3,000	
	Tourism Fund Capital					
54.1211A	Tourism Related Capital	5,000	0	213,600	N/A	
	Total Tourism Capital	5,000	0	213,600	0	
	Sanitation Fund Capital					
54.2200	Vehicles	0	189,000	0	N/A	
	All Funds - Total Capital & Operating Impacts	9,249,765	11,746,374	12,650,276	23,800	

SECTION II. FY 2020 MAJOR BUDGETED CAPITAL PROJECTS

A. LINC Phase II – Downtown Connector

The City is currently in the design phase of Phase II. Phase II will pick up at Summerlin Blvd., cross I85 (120' bridge) go around the Cancer Treatment Center over to McIntosh and eventually end at the Train Depot on East Broad. The budget for Phase II is $10,000,000 and is funded mostly using the new SPLOST 2019. There is some Impact Fees also budgeted to assist with construction in the amount of $750,000. The construction will most likely continue for approximately 2 years. The City is also applying for a grant through the Department of Natural Resources to assist in funding this project.



B. CJ Smith Park Renovations

The City is currently in a Design-Build contract to renovate an existing ball field. The newly renovated park will consist of an adventure playground, skate park, pump track, a connecting section of the LINC and splash pad. A public meeting was held on site and City staff was able to gain insight on what the community was wanting to see in the park. Also, in the design-build contract is to upgrade Pickett Field to a more desirable baseball field with new restrooms and sitting areas. However, the budget currently allocated may not cover both parks. The City will most likely need to utilize other funding sources for Pickett Field. Below is a concept of the park, but this will likely change some throughout the design process.









SECTION III. FY 2019 PROJECT ACCOMPLISHMENTS

A. Fire Station #4



Fire Station #4 construction began in October 2018 and was completed October 2019. The total project cost including construction, design, and FFE items was $3.5M. The funding sources were SPLOST 2013 and Impact Fees.

B. Sprayberry Road Park



The picture on the previous page was the ribbon cutting for Newnan's first dog park which open in fall of 2019. Sprayberry Road Park is a nice addition to the City's parks. The main focal point of the park is that it's designed with dogs in mind. The park contains 1 large dog area and a small dog area for off leash dogs. There are also public restrooms, pavilions and a playground. The budget for the park was $1M and the funding source was SPLOST 2013 and the General Fund. The picture to the right was one of our happy guest that attended the grand opening. ☺



C. Phase I – Newnan Centre LINC



The picture above is the ribbon cutting for the first section of the LINC. This project was completed early 2019. Project budget was $3.35M. Project came in slightly under budget at $3.1. Funding sources were SPLOST 2013, Impact Fees and General Fund Reserves. This project has had much community support and will enhance the quality of life for our citizens for many years to come!

Debt Summary

SECTION I. PRIMARY GOVERNMENT

A. Long –Term Debt

The City of Newnan normally operates on a pay-as-you-go basis. As of December 31, 2018 the City's governmental activities had no outstanding long-term debt, other than compensated absences and net pension liabilities as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Due Within One Year
Governmental Activities:					
Net pension liability	$ 5,655,243	$ 3,731,992	$ 3,073,690	$ 6,313,545	$ -
Compensated Absences	$ 813,208	$ 1,232,162	$ 1,263,417	$ 781,953	$ 599,097
	$ 6,468,451	$ 4,964,154	$ 4,337,107	$ 7,095,498	$ 599,097
Business Type Activities:					
Net pension liability	$ 97,802	$ 64,541	$ 53,157	$ 109,186	$ -
Compensated Absences	$ 13,260	$ 14,796	$ 15,663	$ 12,393	$ 10,338
	$ 111,062	$ 79,337	$ 68,820	$ 121,579	$ 10,338

For governmental activities, compensated absences and net pension liabilities are generally liquidated by the general fund. For the business-type activities, compensated absences and net pension liabilities are generally liquidated by the proprietary fund.

B. 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 2019, the assessed value of taxable property in the City was $1,487,085,497. Therefore, the City's long-term obligations payable could not exceed $148,708,549.70 (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.

SECTION II. COMPONENT UNITS

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

The Newnan Water, Sewerage and Light Commission had one type of long-term debt outstanding at December 31, 2018: revenue bonds.

a) Long-Term Debt – The Newnan Water, Sewerage and Light Commission had three types of long-term debt outstanding at December 31, 2018.

B. Revenue Bonds

1. Series 2006 Bonds

During the year 2006, the NWSL Commission issued revenue bonds, Series 2006A, 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%.

As of December 31, 2018, total debt service requirements to maturity for the Series 2006A Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
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	$0	$172,725	$172,725
2024-2026	$3,290,000	$264,863	$3,554,863
Totals	$3,290,000	$1,128,488	$4,418,488

2. 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
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	10,000	258,350	268,350
2024-2028	1,230,000	1,030,326	2,260,326
2029-2033	3,375,000	967,076	4,342,076
2034-2036	2,350,000	289,850	2,639,850
Totals	$10,655,000	$3,783,982	$14,438,982

3. 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, 2018, total debt service requirements to maturity for the Series 2017 Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
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	2,371,430	146,462	2,517,892
2024-2028	2,624,871	333,165	2,958,036
2029-2031	1,236,139	47,176	1,283,315
Totals	$13,511,000	$1,417,845	$12,913,376

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

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.

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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