

FY 2021
Annual Budget

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EXECUTIVE SUMMARY

The City of Newnan Approved FY 2021 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 2021 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 2021. 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 2021 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 2021 Approved Budget. Within the Manager's Message is a narrative of the FY 2021 budget assumptions, overview, highlights and a list of prior year accomplishments. Within this section is the City's goals, initiatives and a matrix showing the which department is responsible for these goals. Within the Budget Overview 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 Revenue and Expenditure Details section in addition to data found within the Departmental Summaries section. Such information is typically listed in three columns: FY 2019 Actual, FY 2020 Budget, and FY 2021 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 2021 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 2021. 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 2021 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, 2020

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, 2020. This is the City's thirty first 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.

City of Newnan
CITY COUNCIL

MAYOR, L. KEITH BRADY



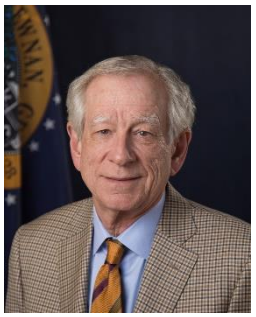
District 1
Council Members
Dustin K. Koritko
Paul L. Guillaume





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





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





NEWNAN GOALS

Goals and Initiatives

The mission of the City of Newnan is "to provide cost effective programs and services while continuously focusing on preserving and enhancing the quality of life that is enjoyed by all Newnan citizens." 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 2021 Budget clearly aligns the City's mission, goals and initiatives with spending and shows the impact of operations and proposed capital projects.

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.

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.

On the following pages are list of strategic goals and initiatives which influenced the development of the FY 2021 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.

Strategies

- 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 positive identity throughout the community.

Strategies

- 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.

Strategies

- 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 highly qualified work force.

Strategies

- 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.

Strategies

- 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 2021 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	

BUDGET ORDINANCE

AN ORDINANCE TO PROVIDE FOR THE ADOPTION OF A BUDGET, ITS EXECUTION AND EFFECT FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2021 AND ENDING DECEMBER 31, 2021.

Section I.

There is hereby adopted for the fiscal year January 1, 2021 through December 31, 2021, 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 $27,857,000 for the general operation and legal obligation in 2021.

General Fund Revenues	
Property Taxes	$7,134,300
Sales Taxes	$8,100,000
Excise (Franchise) Taxes	$4,893,000
Occp. Tax & Alcohol Licenses	$3,129,000
Inspections & Permits	$615,000
Fines & Forfeitures	$641,000
Other Local Revenue	$386,450
Intergovernmental	$645,000
Water & Light Transfers	$1,750,000
Other Financing Sources	$563,250
	$27,857,000
General Fund Expenditures	
General Government	$7,698,898
Public Safety	$13,540,640
Public Works	$3,352,451
Community Development	$2,499,870
Other Services	$765,141
	$27,857,000

Section III. Street Improvement Fund (200).

There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $388,555 for street improvements.

Street Improvements Revenue	
Street Improvements	$10,500
LMIG Contract Revenue	$388,555
Interest Earnings	2,000
Fund Balance Reserves	($12,500)
	$388,555
Street Improvements Expenditures	
Major Streets Maintenance	$388,555
	$388,555

Section IV. Confiscated Assets Fund (210)

There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of $179,574 for Public Safety operations. This fund consists of confiscated and condemned funds released by the Superior Court for Police Department purchases.

Confiscated Assets Revenue	
DOT Condemnations	$64,000
DOJ Condemnations	$5,000
Other Police Seizures	$10,800
Grant Funds	$61,000
Interest Earnings	$2,019
Fund Balance Reserves	($36,755)
	$179,574
Confiscated Assets Expenditures	
Other Seizures Expenditures	$10,800
Dept. of Justice Expenditures	$57,419
Dept. of Treasury Expenditures	$74,600
Vehicle (SRO)	$36,755
	$179,574

Section V. NSP1 Grant Fund (221)

There is hereby established a NSP1 Grant Fund for the City of Newnan with an appropriation of $117,600. 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	$175,000
Interest Earnings	$250
Fund Balance Reserves	($57,650)
	$117,600
NSP1 Expenditures	
Program Expenses	$117,600
	$117,600

Section VI. NSP3 Grant Fund (222)

There is hereby established a NSP3 Grant Fund for the City of Newnan with an appropriation of $90,000. This fund is utilized to account for a Neighborhood Stabilization Program grant received by the City from the Georgia Department of Community Affairs to purchase and rehabilitate housing for low income recipients who meet the eligibility guidelines for assistance. Newnan Housing Authority (HAN) is the sub-recipient of the grant.

NSP3 Revenue	
Program Income	$90,000
Interest Income	$480
Fund Balance Reserves	($480)
	$90,000
NSP3 Expenditures	
Program Expenses	$90,000
	$90,000

Section VII. Miscellaneous Grants Fund (240)

There is hereby established a Miscellaneous Grants Fund for the City of Newnan with an appropriation of $45,000. 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 & Donations	$45,000
	$45,000
Misc. Grants Expenditures	
Employee Benefits	$2,000
Employee Recognition	$1,200
Public Relations	$5,000
Materials & Supplies	$7,965
Training	$1,835
Protective Equipment	$23,500
Minor Equipment	$2,500
Landscaping Supplies	$1,000
	$45,000

Section VII. Hotel/Motel Tourism Fund (275)

There is hereby established a Hotel/Motel Tourism Fund for the City of Newnan with an appropriation of $742,000 for Tourism Enhancement activities.

Hotel/Motel Tourism Revenues	
Hotel/Motel Tax	$742,000
Interest Earnings	$1,500
Fund Balance Reserves	($1,500)
	$742,000
Hotel/Motel Tourism Expenditures	
Transfer to Explore Newnan - Coweta	$185,500
Tourism Capital Expenditures	$92,750
Transfer to General Fund	$278,250
Transfer to Newnan Centre	$185,500
	$742,000

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 $83,000 for Newnan Centre activities.

Motor Vehicle Rental Excise Tax Revenues	
Excise Tax	$80,000
Interest Earnings	$1,000
Fund Balance Reserves	$2,000
	$83,000
Motor Vehicle Rental Excise Tax Expenditures	
Natural Gas	$3,000
Transfer to Newnan Centre	$80,000
	$83,000

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 $1,890,000 for capital projects.

SPLOST 2013 Revenues	
Interest Earnings	$1,000
Grant Funds	$500,000
Fund Balance Reserves	($1,389,000)
	$1,890,000
SPLOST 2013 Expenditures	
Lower Fayetteville Road	$500,000
Intelligent Traffic Operations	$190,000
Recreation Improvements	$1,200,000
	$1,890,000

Fund 310, **SPLOST 2019,** was established in 2019 and will expire in 2024. This year's budget includes an appropriation of $11,270,935 for capital projects and a transfer to Newnan Utilities in the amount of $635,000 for a total of $11,905,935.

SPLOST 2019 Revenue:	
SPLOST 2019 Receipts	$6,350,000
Interest Earnings	$7,000
Fund Balance Reserves	($5,548,935)
	$11,905,935

SPLOST 2019 Expenditures:	
Network Improvements	$10,000
Leisure Services	$8,610,000
Streets, Drainage & Sidewalks	$2,000,000
Public Works Equipment	$91,000
Fire Engine	$559,935
Transfer to Newnan Utilities	$635,000
	$11,905,935

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	$175,000
Fire Services	$150,000
Parks/Recreation	$200,000
Interest Earnings	$3,500
Fund Balance Reserves	($221,500)
	$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 $976,060. These funds will be used for Brush & Bulk and Refuse (downtown commercial district).

Sanitation Revenues	
Yard Debris & Bulk Collections	$675,000
Garbage Fees - Commercial	$65,000
Interest Earnings	$6,500
Transfer from General Fund	$140,000
Fund Balance Reserves	($89,560)
	$976,060

Sanitation Expenditures Brush & Bulk	
Wages & Benefits	$375,770
Operations	$345,144
Depreciation Expenses	$60,000
	$780,914

Sanitation Expenditures Refuse	
Wages & Benefits	$142,396
Operations	$52,750
	$195,146

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 twelfth day of January 2021.

ATTEST:

Megan Shea, City Clerk

L. Keith Brady, Mayor

REVIEWED AS TO FORM:

Cynthia E. Jenkins, Councilmember

C. Bradford Sears, Jr., City Attorney

George M. Alexander, Mayor Pro-Tem

Councilmember

Cleatus Phillips, City Manager

Ray F. Dubose, Councilmember

Rhodes H. Shell, Councilmember

Mayor Pro Tem

Dustin K. Koritko, Councilmember

Paul L. Guillaume, Councilmember

MANAGER'S MESSAGE

CITY OF NEWNAN
OFFICE OF THE CITY MANAGER

TO: Mayor and Council

FROM: Cleatus Phillips, City Manager

SUBJECT: FY 2021 Proposed Budget

DATE: November 04, 2021

I am pleased to present staff's proposal for the FY2021 Budget. As in years past, the budget was established after much collaboration with our staff and using conservative techniques to insure continued financial stability for the City of Newnan. A significant amount of time was dedicated to identifying area where we could reduce our operating costs. We are able to do so and present a balanced budget without the use of fund balance.

The largest question surrounding this budget is the impact of COVID-19. During the previous budget cycle, our local economy remained strong despite the pandemic. Our revenue for 2020, without Cares Act Funding, is estimated to be 106% of budget. A significant portion of this increase is attributed directly to the collection of Local Option Sales Tax (LOST). Despite the overall increase in revenue, there were several revenue categories that saw a decrease, such as permits, fines, hotel-motel taxes, and interest income. Due to concerns that the increase of LOST may not be sustainable, a conservative approach was taken to project revenues and appropriate necessary expenditures. Despite these concerns, the FY2021 Budget is submitted to the Newnan City Council with confidence that the resources allocated will still allow our employees to provide first-class services to our citizens.

The budget document was again prepared by Ms. Ronda Helton and I am very pleased with the results. The document continues to be further streamlined each year in an effort to assist our citizens with both readability and transparency. While the requirements of the 'Distinguished Budget Award' often make it difficult to prepare an 'easy to read' document, I am confident we will receive the award for a 32nd consecutive year. Highlights of the FY 2021 budget are as follows:

General Fund - Highlights

- $27,857,000 Balanced Budget. No reserves were used to balance the budget.
- The budget increased $711,400 or 3% from the previous year. In comparison, the 2020 budget increased $1,182,600 which was a 5% increase from the prior year.
- Sales Tax represents 29% of the budget, followed by Property Taxes at 26%, Franchise Fee at 18%, Occupational Licenses at 11%, and all other sources totaling 16%.

- Property tax revenues are budgeted at $5,825,000, compared to $5,650,000 from the prior year. The 2021 budget number is based on a combination of: a millage rate at 3.64, net Digest Growth of 3.86%, and a 91% collection rate for current year billing.
- 2020 Revenue, without Cares Act Funding, is currently projected at $28,763,000 therefore the 2021 budget is a conservative 97% of prior year projected revenue. For reference purposes, the 2020 budget was also 97% of 2019 projected revenues at the time of budget presentation.
- Local Option Sales Tax budget of $8,100,000 is an increase of $600,000 over the 2020 budget. Sales tax collections have been trending $1,100,000 over budget during 2020. $343,877 of this is attributed to a one-time audit of a larger retailer. The unknown is the impact of COVID-19 and if this increase is sustainable.
- Title Ad Valorem Tax (TAVT) revenue remains unchanged with a budget of $1,100,000. Revenue for 2020 is projected at $1,069,000 but a change in the state law that went into effect in July 2020 may increase our revenue for FY2021.
- The budget for permit fees was decreased from $740,000 to $615,000. While there is still demand for residential homes in our market, the supply of lots has diminished from the previous years. There are some subdivisions in the development process, but it isn't certain when those lots will become available.
- Despite COVID and temporary business closures, Occupational Tax Receipts increased by 5.9% in 2020. The budget for 2021 was increased by $125,000, to $2,725,000 to reflect this increase.
- Franchise fees saw a slight increase during 2020, continuing a trend of the past few years. The budget is increased slightly to $1,473,000, up from $1,405,000 in 2020.
- Insurance premium tax budget increased by $150,000 to $2,525,000. The budgeted amount is 1% less than 2020 projected revenue.
- Water & Light revenue is budgeted at $1,750,000, an increase of $50,000 from 2020. This revenue source had been increasing steadily but trends over the last year or so are showing that growth rates are slowing somewhat. Revenue for 2020 is projected at $1,750,000.
- No new personnel are included in the budget. Full-time employees remain at 278.
- The budget does not include a pay raise for employees and therefore the pay scales will not be adjusted from the previous year.
- The budget does include a 'One-Time' mid-year pay check for employees, provided our economy remains strong. The one-time check will range from 1.5% to 3.0% of base pay, based upon length of service to the City of Newnan. Employees must have a minimum of 1-year with the City.
- After healthcare premiums increased by 10% in 2018, 2019 and 2020, we were notified of an additional 19% increase for 2021. Instead of renewing with GMA, Council has approved a self-funding platform using the Cigna Network. We have budgeted an additional 8% for this change. The budget impact is $285,847 instead of $712,608 that we would have encountered under the old program.
- All insurance expenses were moved into the Human Resources Budget as a result of moving to the self-insured platform. This was done in order to simplify the accounting process. Without making this change, all insurance claims would have been coded back to the specific departments.
- Recommended contributions to the Retirement Plan increased 24% from 2020, going from $1,403,596 to $1,740,041. This represents a contribution of 13.16% of expected payroll, an increase from 10.94% from the prior year. Overall, the plan remains in good financial position but staff is exploring all options for upcoming years.
- Salaries and Benefits totals 78% of General Fund Expenditures, with full-time salaries being 49% of the budget. This is compared to 77% and 49% in 2020. This indicates that benefit costs continue to increase faster that operating costs.
- Public Safety accounts for 48% of the budget, followed by General Government at 28%, Public Works at 12%, and Community Development at 9%.
- An allocation of $257,285 was included to purchase seven (7) police vehicles. Police vehicles are the only vehicles budgeted for 2021. Eight (8) police vehicles were purchased in 2020.
- $140,000 was included as a transfer from the General Fund to the Sanitation Fund to supplement the Downtown Sanitation Program.

All Other Funds – Highlights

- $45,024,724 Budget for ALL FUNDS COMBINED, an increase of $2,472,478 (5%) from 2020.
- 2013 SPLOST – An increase of 16%, from $1,585,000 to $1,890,000. These funds will be expensed in the Streets Category and for the construction of the LINC – Downtown Connector. It is anticipated this fund will be depleted in 2021.
- 2019 SPLOST –The largest projects for 2021 include the LINC ($1,500,000), C. Jay Smith Park renovations ($5,300,000) and Pickett Field renovations ($1,810,000). Total budget for 2020 is $11,905,935.
- IMPACT FEE FUND – This budget remains consistent with 2020. $750,000 is allocated to assist in funding Phase II of the LINC.
- SANITATION FUND – An increase of 9%, from $878,715 to $976,060. The significant portion of the increase is related to increased volume and related landfill fees. $780,914 is budgeted for Brush and Bulk and $195,146 for Downtown Sanitation. The financial status of this fund will need to be closely reviewed in the upcoming years.
- STREET FUND – A decrease of 11% from $437,676 to $388,555. The decrease is due to the LMIG project being the only project budgeted in 2021 in this fund.
- TOURISM FUND – A decrease of 36% from $1,160,200 to $742,000. Of this amount $278,250 is transferred to the General Fund, $185,500 is transferred to the Newnan Centre, $185,500 will be transferred to Explore Newnan – Coweta and the remaining $92,750 is budgeted for capital tourism expenditures. The decrease in this fund can be attributed to the affects of COVID-19 on the hotel industry.
- The total Capital Improvements Budget is $14,832,890, compared to $12,650,276 in 2020. This includes twenty-two (22) projects or capital purchases funded through seven (7) separate funds. Many of the larger projects are mentioned below.
- SPLOST 2019 is the funding source for 75% of the capital budget, while SPLOST 2013 makes up only 12% as this fund continues to be exhausted. As a comparison, the General Fund is responsible for only 2% of the capital needs within the budget.

FY 2021 Projects and Operational Priorities

- Paving of various streets and sidewalk repair. (on-going)
- Enhance overall employee benefit and recruitment package.
- Complete construction of Phase II of the LINC.
- Complete construction of CJ Smith Park renovations
- Complete construction of Pickett Field
- Complete construction 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 2021. To illustrate their level of significance, of the total capital expenditures of $14,832,890; SPLOST 13 and SPLOST 19 comprise 88% of the revenue expended in the capital budget.

Prior Year Operating Results and Accomplishments

Revenue collections for FY 2020 are projected to be 107% of the adopted budget. Expenditure control was maintained extraordinarily well at the department level. This will lead to another strong financial year and

provide some opportunity to address some long-term capital investments.

During 2020, the City was able to accomplish many projects, some of which are listed below. The list provided is not all-inclusive and is shown in no particular order. A complete listing of prior year accomplishments is presented by department in the General Fund Departmental Budgets section of this document.

- Completed design and initiated construction of Phase II – Newnan LINC.
- Purchased 2 Fire trucks funded by SPLOST 2019.
- Received the Distinguished Budget Presentation Award and Excellence in Financial Reporting Award from GFOA.
- Substantially completed 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.
- Substantially completed repaving of various streets under the LMIG 2020 Program.
- Substantially completed full depth reclamation of two local streets.
- Initiated repaving of various streets under the LMIG 2021 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 design and initiated renovations at Boone Drive, LaGrange Street and Cougar Way.
- Initiated construction renovations of C. Jay Smith Park.
- Initiated construction renovations of Pickett Field.
- Initiated construction of a new pickleball facility.

In Conclusion

I am very excited to present the FY2021 Budget. This document achieves many goals set by the City, provides our employees with the resources to excel in the delivery of services to our constituents, and strengthens our position to recruit and retain a professional workforce. This position also positions us very well to make in the event the economy shows lasting impacts due to COVID-19.

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 am available to discuss the budget and answer any questions you may have, so as in years past, please contact Megan Shea to schedule a time to meet with me.

Respectfully Submitted,



Cleatus Phillips, City Manager

CITY INTRODUCTION

CITY GOVERNMENT

SECTION I. City 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.

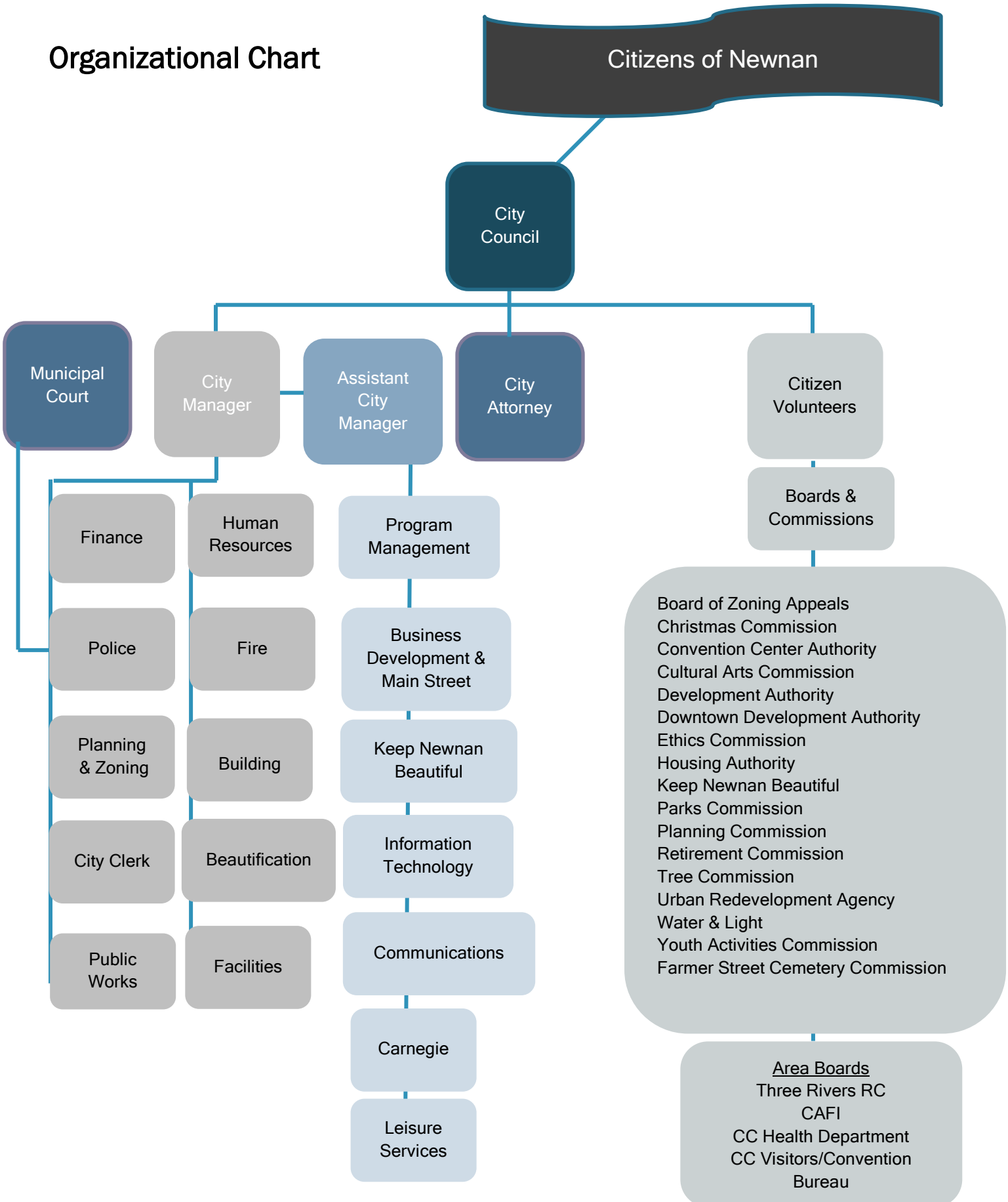
The City Manager, who is appointed by and reports to the City Council, serves as the Chief Administrative Officer and is charged with the implementation of City Council adopted policies and directives and the day-to-day operations of the City. The City Manager is responsible for hiring directors to oversee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

The City currently employs 301 (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, Farmer Street Cemetery Commission and Water & Light Commission. Members of these boards, commissions, and authorities aid in the effectiveness of local government. On the following page is the City's current organizational chart.

Organizational Chart



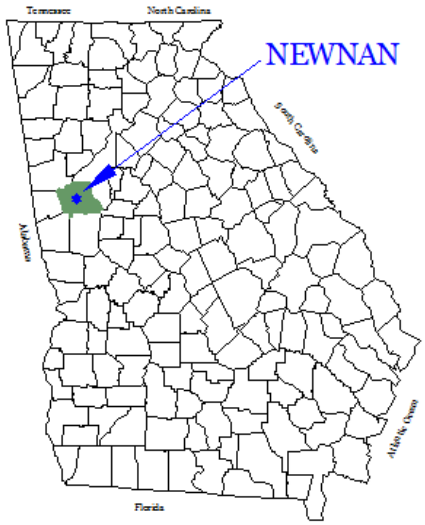
City of Newnan
P. O. Box 1193
25 LaGrange Street
Newnan, Georgia 30264
Fax #: 770-254-2353

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

INTRODUCTION

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.

The 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.

Supplemental

Section III: Community Overview & Demographics

Newnan's estimated population for 2020 is 41,628. The following charts were obtained from various sources but can be found at https://worldpopulationreview.com/us-cities/newnan-ga-population along with a lot of other interesting statistics for the City of Newnan.

Overall	
State	Georgia
Land Area	19.3 sq mi
Density	2,155.0/sq mi
2020 Growth Rate	2.27%
Growth Since 2010	26.00%
Rank in State	22nd
Rank in Country	938th

Race Composition	Precentage	Count
White	62.05%	23,465
Black or African American	29.96%	11,332
Asian	3.75%	1,417
Two or more races	2.68%	1,012
Other race	1.31%	497
Native American	0.20%	74
Native Hawaiian or Pacific Islander	0.06%	21

Age Compostion	
Median Male	33.6
Median Female	35.7
Age Dependency Ratio	60.3
Old Age Dependency Ratio	17.5
Child Dependency Ratio	42.8

Sex Ratio	Count	Percentage
Female	20,176	53.35%
Male	17,642	46.65%

Newnan Renter vs Owner Occupied by Type	Owner	Renter
Married	73.70%	26.30%
All	53.80%	46.20%
Male	41.30%	58.70%
Non Family	40.70%	59.30%
Female	29.80%	70.20%

Newnan Households	Count	Average Size
Married	6,721	3.19
All	14,771	2.53
Male	463	3.39
Non Family	4,921	1.23
Female	2,666	3.11

Education Attained	Count	Percentage
Some College	6,073	24.94%
Less than 9th Grade	1,168	4.80%
High School Graduate	6,236	25.62%
Graduate Degree	2,367	9.72%
Bachelors Degree	4,841	19.88%
Associates Degree	1,601	6.57%
9th to 12th Grade	2,064	8.48%

Earnings by Education	Average	Male	Female
Overall	$ 41,144	$ 52,117	$ 31,626
Less than high school	$ 20,803	$ 21,329	$ 19,398
High School Grad	$ 31,286	$ 45,692	$ 24,701
Some College	$ 37,438	$ 49,069	$ 32,877
Bachelors Degree	$ 63,526	$ 83,231	$ 34,650
Graduate Degree	$ 61,400	$ 74,840	$ 58,351

City Trolley Service

The City of Newnan trolley is a FREE, fixed-route service that is accessible to all and is offered by the City of Newnan. Riders are able to explore Downtown Newnan shops, businesses, restaurants, and Ashley Park with this free service connection!

The City of Newnan trolley provides easy access to:

- Newnan City Hall
- Dillard's @ Ashley Park (West Entrance)
- Regal Cinemas @ Ashley Park



IMPORTANT: City Trolley Services Suspended: As we continue to navigate through COVID-19, the safety and well-being of our valued riders and employees remain our top priority. We have made the decision to suspend operations for the City Trolley's service until further notice. However, we are committed to reinstating the services when we can ensure a safe environment for our employees, riders, and the community.

POLICIES & PROCESSES

Financial Policies

Section I. 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 purchasing policies within our financial policies are adopted by City Council and are updated as needed through ordinances. Our budget process is driven by the City Charter.

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 2019 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 over $50,000 require an ITB/RFP process. For those expenditures between $5,001 and $50,000, three (3) written quotes are required, as well as the City Manager's approval. Most purchases over $50,000 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 does not have a centralized purchasing function. Each department enters requisitions in the City's operating program, LOGOs 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 II. 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.

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 III. 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 IV. Long-Term Financial Planning

A. Strategic Long-Term Planning

The City of Newnan has initiated processes to provide for the future and plan for services, programs and facilities to meet the needs of the citizens, visitors and businesses in the community. The most current budget process addresses both revenues and expenditures for operating programs for the current year. The five–year capital plan is developed to address future needs and project financial trends in order to plan for long-term needs of the City including personnel, equipment, facilities, operations and maintenance. This program establishes a continuing five-year look at facility and equipment needs.

The City also maintains a twenty-year Comprehensive Plan which provides a review of the issues and opportunities that will affect the future of the City, delineates and discusses character areas and areas of special concern, and provides a detailed analysis of existing conditions as well as future projections. The Comprehensive Plan can be viewed on the City of Newnan's website at www.cityofnewnan.org.

Financial analysis and planning are 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 2% each year. The trend has decreased from 3-4% to 2%. This is due to the impacts of COVID 19. We feel it is going to take a few years to begin gaining momentum again. The City is remaining in a strong financial position due to the conservative planning efforts of the leadership. As mentioned the City has diversified revenue sources and operates on a lean budget while still maintaining excellent customer service. 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	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook	2024 Outlook
100 General Fund	$27,328,801	$28,897,864	$27,145,600	$27,857,000	$28,692,710	$29,553,491	$30,440,096
322 SPLOST 2007	$27,534	$1,148	$0	$0	$0	$0	$0
323 SPLOST 2013	$6,142,936	$5,456,500	$515,500	$501,000	$0	$0	$0
310 SPLOST 2019	$0	$6,563,334	$6,267,000	$6,357,000	$6,484,140	$6,613,823	$6,746,099
375 Impact Fees	$930,683	$963,287	$633,100	$528,500	$533,785	$539,123	$544,514
Totals	$34,429,954	$41,882,133	$34,561,200	$35,243,500	$35,710,635	$36,706,437	$37,730,709

Major Funds Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook	2024 Outlook
100 General Fund	$25,458,411	$26,347,291	$27,145,600	$27,857,000	$28,692,710	$29,553,491	$30,440,096
322 SPLOST 2007	$60,671	$1,010,581	$0	$0	$0	$0	$0
323 SPLOST 2013	$4,561,197	$6,809,179	$1,585,000	$1,890,000	$0	$0	$0
310 SPLOST 2019	$0	$2,094,357	$9,743,200	$11,905,935	$5,265,000	$3,645,000	$3,645,000
375 Impact Fees	$2,770,329	$497,951	$750,000	$750,000	$500,000	$500,000	$0
Totals	$32,850,608	$36,759,359	$39,223,800	$42,402,935	$34,457,710	$33,698,491	$34,085,096

1. Mobilization Phase & Analysis Phase

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



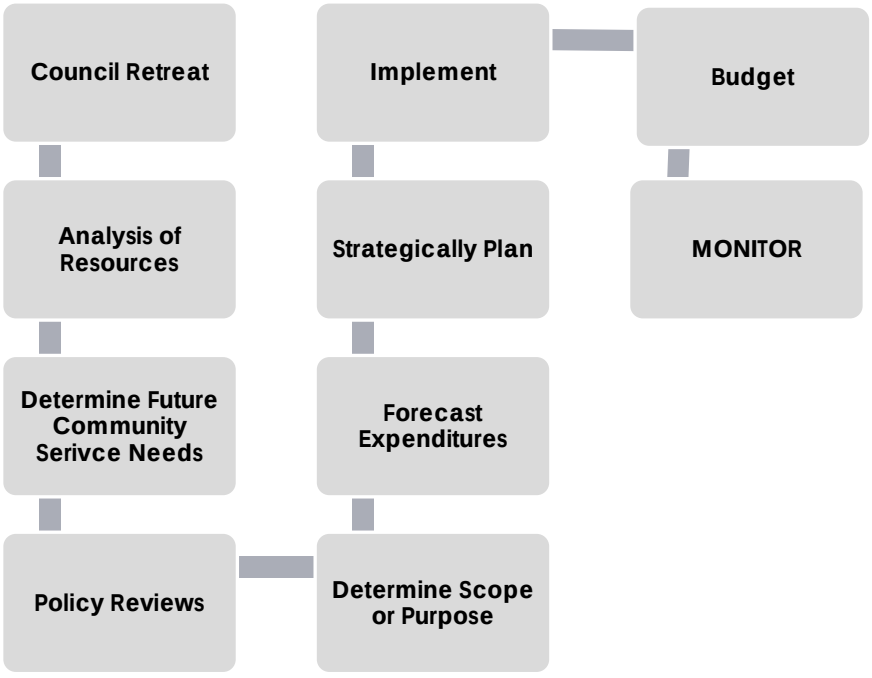
The Management Team has ample time before the retreat to put together data on financial trends, crime statistics, environmental factors, and if any, policy weaknesses. The team breaks up by Function and each Council Member gets the opportunity to sit down with the Department Heads of each function for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

2. Decision Phase

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

3. Execution Phase

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















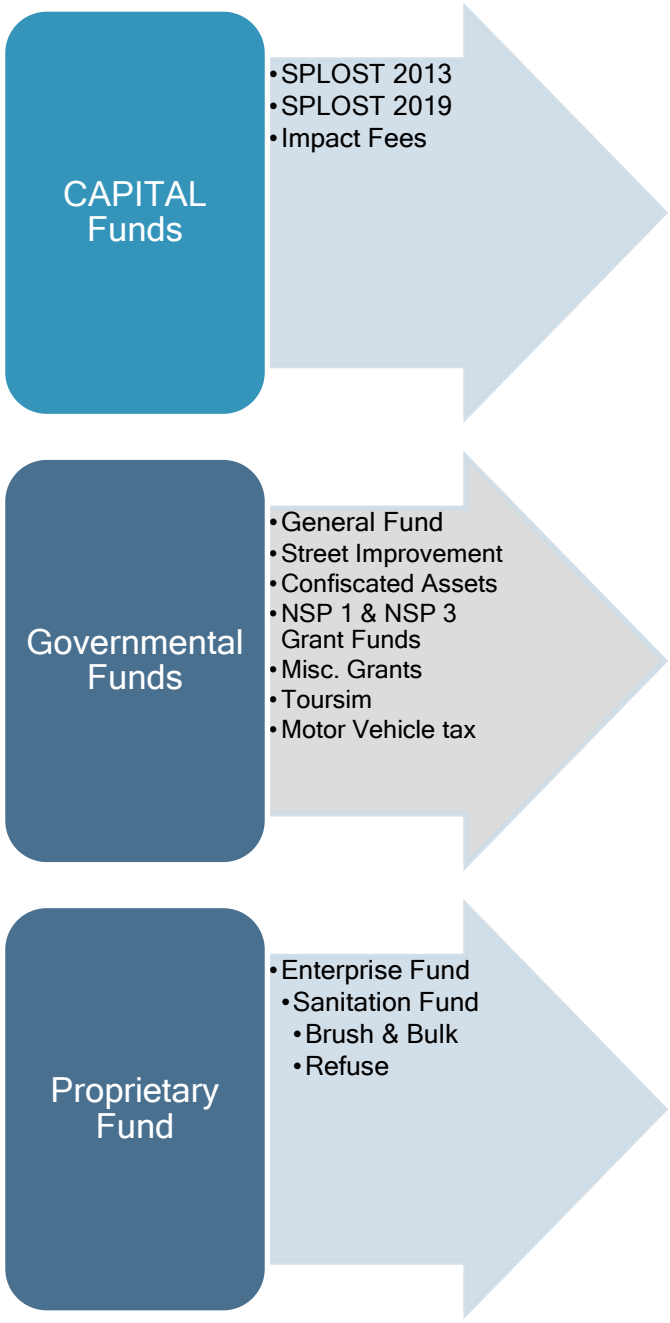


BUDGET OVERVIEW

Fund Structure & Major Fund Descriptions

Section I. Fund Structure and Major Funds 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 three capital project funds for FY 2021: SPLOST 2013, SPLOST 2019, Impact Fees Fund.

Section II. Department/Fund Relationships

A. Major Funds

The relationship between the City's various departments and 2021 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
Public Works	X	X	X	
Streets	X	X		X
Garage	X		X	
Cemetery	X			
Planning & Zoning	X			
Beautification	X	X	X	X
Engineering	X	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							
Planning & Zoning				X			
Beautification							
Engineering							
Bldg. Inspection							
Facilities Maintenance					X	X	
Bus. Development							
Keep Newnan Beautiful							
Carnegie							
Housing			X				

FY 2021 Budget – All Funds

SECTION III. FY 2021 ALL FUNDS BUDGET HIGHLIGHTS

As mandated by the City Charter (§6.15), the FY 2021 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 depict all funds revenues and expenditures in the FY 2021 Budget.

All Funds Revenues

Fund	Description	2020 Budget	2021 Budget
100	General Fund	27,145,600	27,857,000
200	Street Fund	474,176	401,055
210	Confiscated Assets Fund	82,405	142,819
221	NSP1 Grant	70,750	175,250
222	NSP3 Grant	90,800	90,480
275	Hotel/Motel Fund	1,173,000	743,500
280	Motor Vehicle Excise Tax	97,000	81,000
240	Misc. Grant Fund	86,500	45,000
323	SPLOST 2013	515,500	501,000
310	SPLOST 2019	6,267,000	6,357,000
375	Impact Fees	866,900	528,500
540	Sanitation Fund	905,000	886,500
	Total Revenues	37,774,631	37,809,104

All Funds Expenditures

Fund	Description	2020 Budget	2021 Budget
100	General Fund	27,145,600	27,857,000
200	Street Fund	437,676	388,555
210	Confiscated Assets Fund	91,400	179,574
221	NSP1 Grant	300,000	117,600
222	NSP3 Grant	300,000	90,000
275	Hotel/Motel Fund	1,160,200	742,000
280	Motor Vehicle Excise Tax	96,000	83,000
240	Misc. Grant Fund	64,635	45,000
323	SPLOST 2013	1,585,000	1,890,000
310	SPLOST 2019	9,743,200	11,905,935
375	Impact Fees	750,000	750,000
540	Sanitation Fund	878,715	976,060
	Total Expenditures	42,552,426	45,024,724

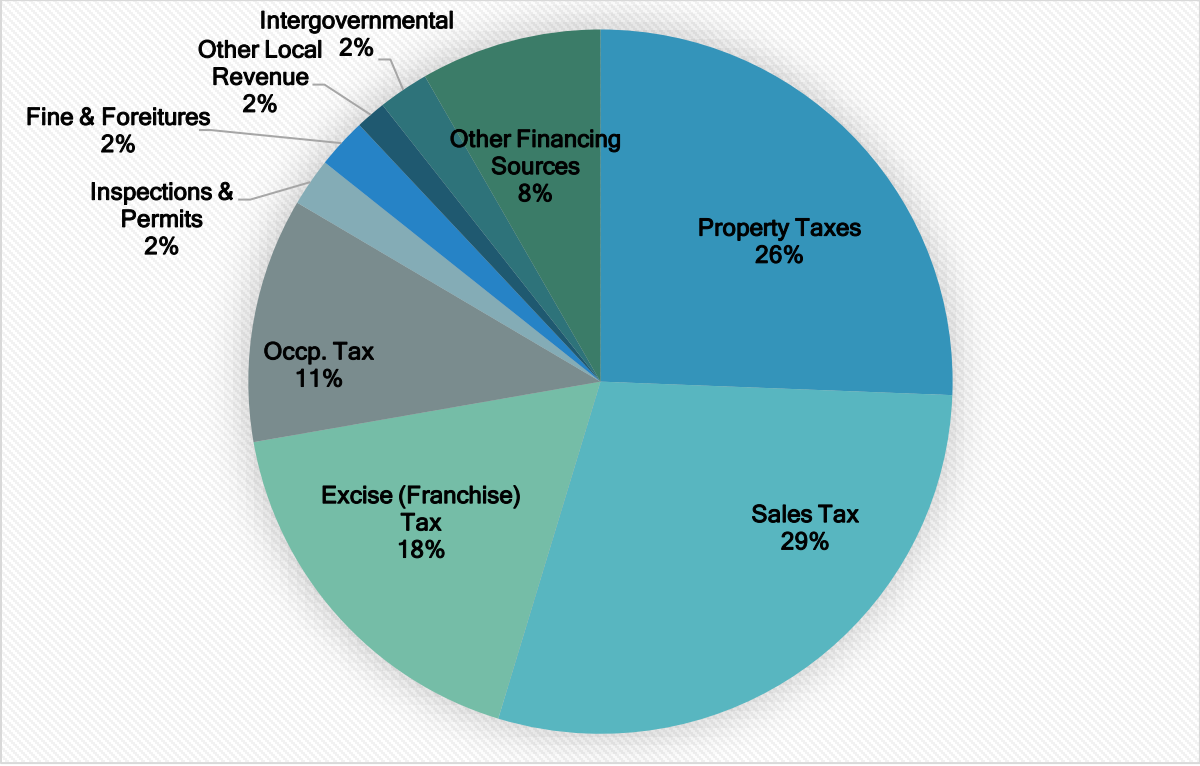
The FY 2021 Proposed Annual Budget allows the City to continue to provide quality services and capital improvements to enhance the quality of life for its citizenry. All services provided by the City in FY 2020 are incorporated into the FY 2021 Budget.

FY 2021 Budgeted Revenues

SECTION IV. FY 2021 REVENUES

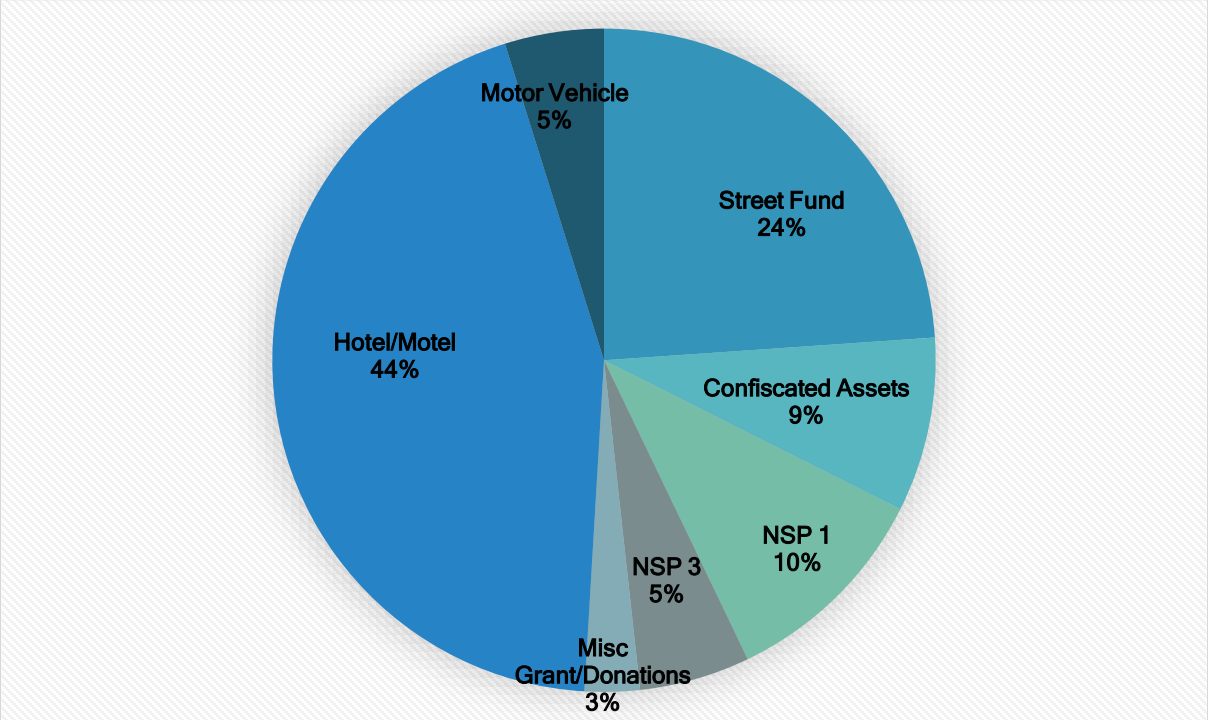
A. General Fund Revenues

The four (4) largest revenue categories in the General Fund for the FY 2021 Budget are Property Taxes (all property tax categories) estimated at $7,134,300; Sales Tax at $8,100,000; Excise Tax at $4,893,000 and Occupational Tax & Licensing at $3,129,000. Other Financing Sources is the next highest at $2,313,000. This includes $1,750,000 in revenue from the City of Newnan's Component Unit, Water & Light Commission; $278,250 transfer from the Tourism Fund; and a transfer from Newnan Utilities for Business Development activities.



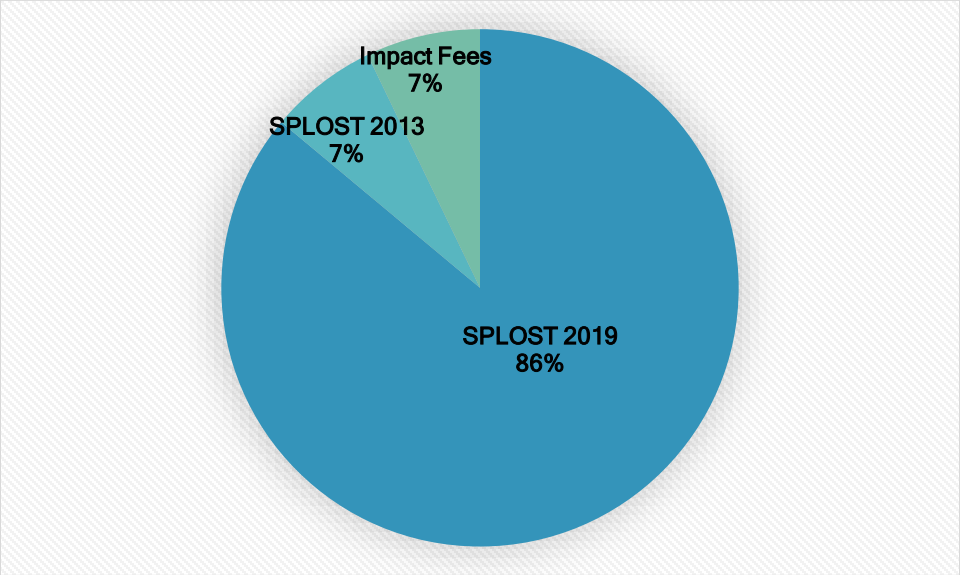
B. Special Revenue Funds

The FY 2021 Special Revenue Funds includes seven (7) funds. The Street Fund revenue consists of topping fees collected from developers in the amount of $10,500 and Local Maintenance Improvement Grant monies from GDOT in the amount of $388,555. 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 $276,730. The Tourism Fund is expected to garner $743,500 in revenue to be with the City receiving $278,250, the Newnan Centre receiving $185,500 and $185,500 being transferred to Explore Newnan-Coweta. The remaining $91,750 will be used for capital expenditures related to tourism. The chart reflects the revenues as well as the interest income for each fund.



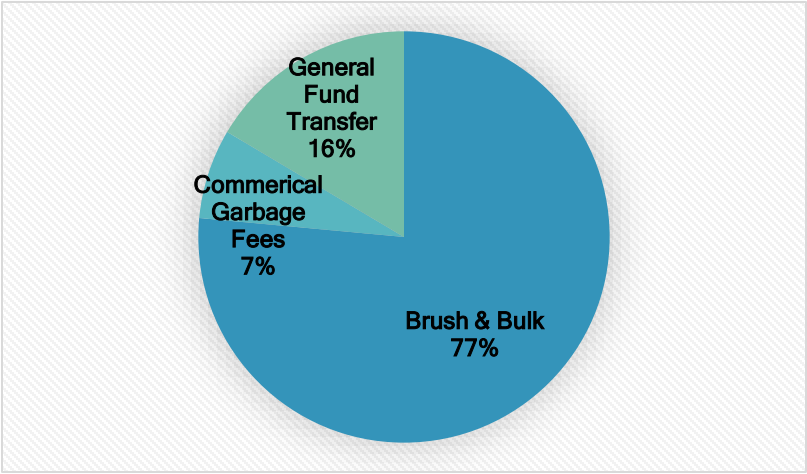
C. Capital Projects Funds Revenue

SPLOST 2013 expired at the end of 2018 and interest is budgeted at $1,000 along with $500,000 in Grant Funds. SPLOST 2019 revenue for FY 2021 is budgeted at $6,357,000. This amount includes $7,000 estimated in interest. Impact Fees revenue is budgeted at $528,000.



D. Enterprise Fund Revenues

For FY 2021 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 $650,000. Not included on the chart to the right is $6,500 of interest income. The second revenue source is from collection fees for downtown commercial garbage in the amount of $60,000. And lastly, there is a $140,000 transfer from the General Fund to subsidize this division.

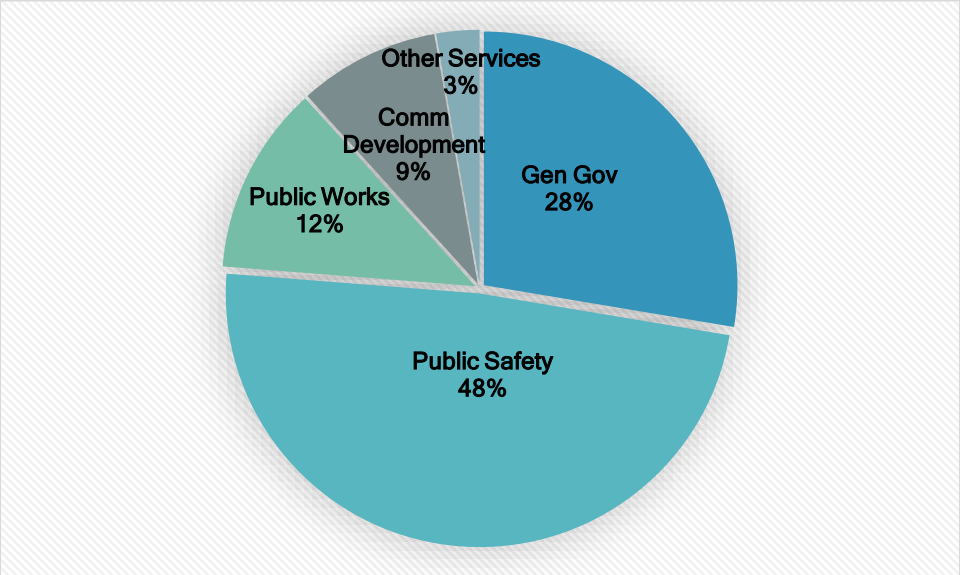


FY 2021 Budgeted Expenditures

Section V. FY 2021 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 2021 Public Safety expenditures are 48% of the total budget. General Government is second at 28%. General Government Function is responsible for implementing the services. Public Works is at 12% and Community Development is 9%. 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	2019 Actual	2020 Budget	2021 Budget	Net Change	% Change
City Council	287,722	312,114	264,610	-47,504	-18%
City Manager	1,798,837	1,180,192	993,863	-186,329	-19%
Finance	623,044	665,459	620,007	-45,452	-7%
City Attorney	109,177	89,300	0	-89,300	-100%
IT	546,366	560,892	556,434	-4,458	-1%
*HR	317,449	373,836	4,591,132	4,217,296	92%
Facilities Maint.	666,530	770,853	672,852	-98,001	-15%
Total General Govern.	4,349,125	3,952,646	7,698,898	3,746,252	49%

Public Safety	2019 Actual	2020 Budget	2021 Budget	Net Change	% Change
Police Department	9,363,590	9,747,364	8,549,088	-1,198,276	-14%
Municipal Court	320,958	339,586	345,171	5,585	2%
Fire Department	4,939,765	5,511,654	4,646,381	-865,273	-19%
Total Public Safety	14,624,313	15,598,604	13,540,640	-2,057,964	-15%

Public Works	2019 Actual	2020 Budget	2021 Budget	Net Change	% Change
City Engineer	393,075	303,478	273,928	-29,550	-11%
Public Works Admin.	295,625	310,304	278,668	-31,636	-11%
Garage	370,738	478,048	380,555	-97,493	-26%
Cemetery	577,776	614,344	563,767	-50,577	-9%
Streets	1,823,322	2,107,837	1,855,533	-252,304	-14%
Total Public Works	3,460,536	3,814,011	3,352,451	-461,560	-14%

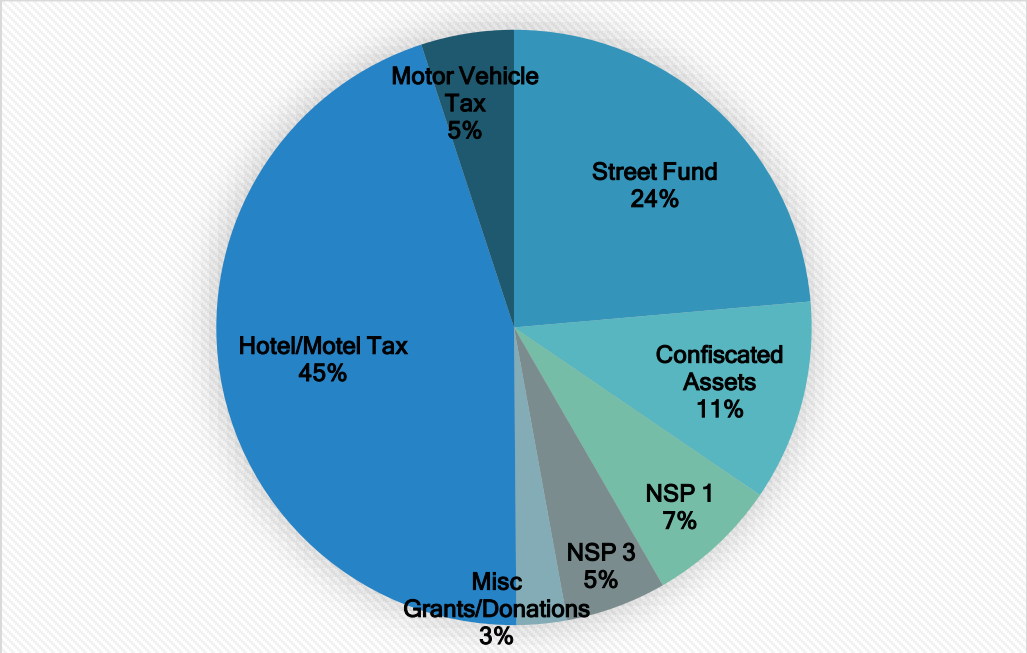
Community Devel.	2019 Actual	2020 Budget	2021 Budget	Net Change	% Change
Beautification	1,805,136	1,598,314	1,347,376	-250,938	-19%
Planning & Zoning	439,588	471,747	392,607	-79,140	-20%
Building Dept.	826,737	870,504	759,887	-110,617	-15%
Total Community Devel.	3,071,461	2,940,565	2,499,870	-440,695	-18%

Other Services	2019 Actual	2020 Budget	2021 Budget	Net Change	% Change
Leisure Services	260,458	317,836	328,365	10,529	3%
Carnegie	216,618	220,549	195,270	-25,279	-13%
Busi. Devel. & Main Street	158,958	190,059	149,136	-40,923	-27%
Keep Newnan Beautiful	205,820	111,330	92,370	-18,960	-21%
Total Other Services	841,854	839,774	765,141	-74,633	-10%

NOTE: * All General Fund insurance including, Health, Life, Dental and other supplemental are accounted for in the Human Resource Department in FY2021. This will explain the decrease in most other department budgets.

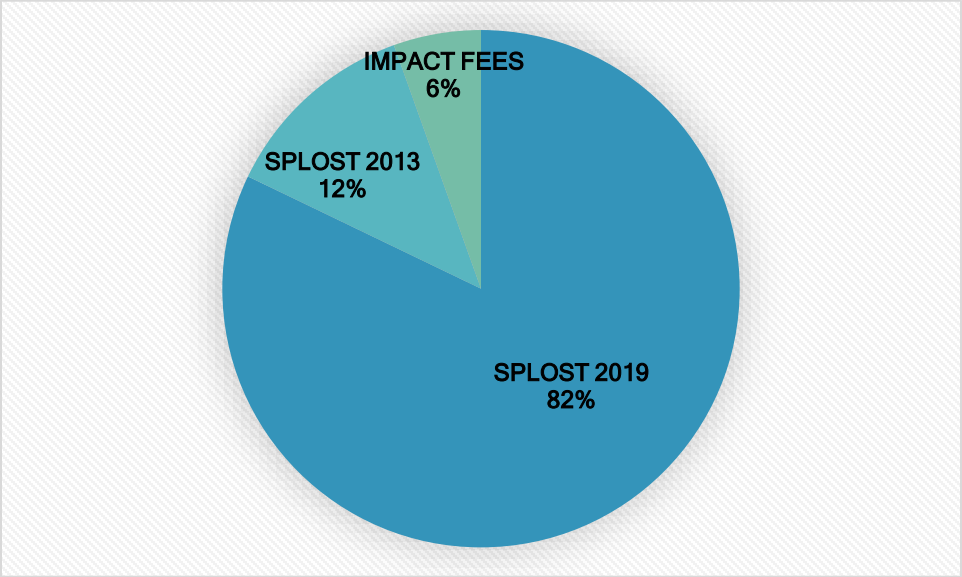
B. Special Revenue Funds Expenditures

Special Revenue Funds expenditures for FY 2021 includes major street repairs totaling $388,555. This amount comes from the LMIG (Local Maintenance Improvement Program funded through GDOT. Confiscated Assets Fund includes $179,574 of various expenditures for Police operations. NSP 1 and NSP3 Grants total $207,600. 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 $742,000. This amount consists of transfers to the General Fund for operations of $278,250 and $185,500 to be transferred to the Newnan Centre for operations. An additional $185,500 is budgeted to transfer to Explore Newnan-Coweta and $92,750 for capital expenditures exclusively for capital tourism projects. The Motor Vehicle Tax Fund is budgeted at $83,000 with this total being transferred to the Newnan Centre for operations.



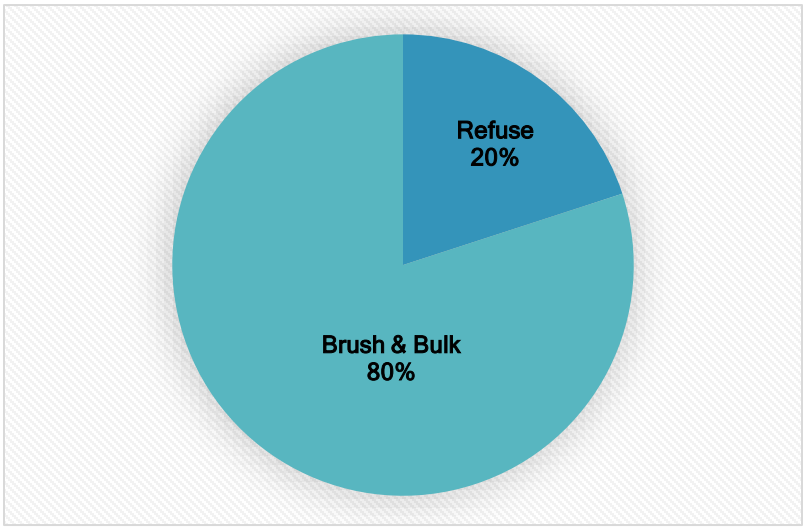
C. Capital Projects Funds Expenditures

For FY 2021 there are three (3) funds to be utilized. The remaining funds in SPLOST 2013 are allocated for Lower Fayetteville Road, and the continuation of the LINC, SPLOST 2019 funds are allocated for Phase II of the LINC, network upgrades, heavy equipment, CJ Smith Park construction, Pickett Field construction and major street maintenance for a total of $11,270,935. Not shown is the 10% transfer to Newnan Utilities in the amount of $635,000 Impacts Fees are budgeted to expense in the Phase II LINC construction in 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 2021 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 $976,060. A more detailed budget for each department is located in the Revenues and Expenditures Detail section of this document.



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.

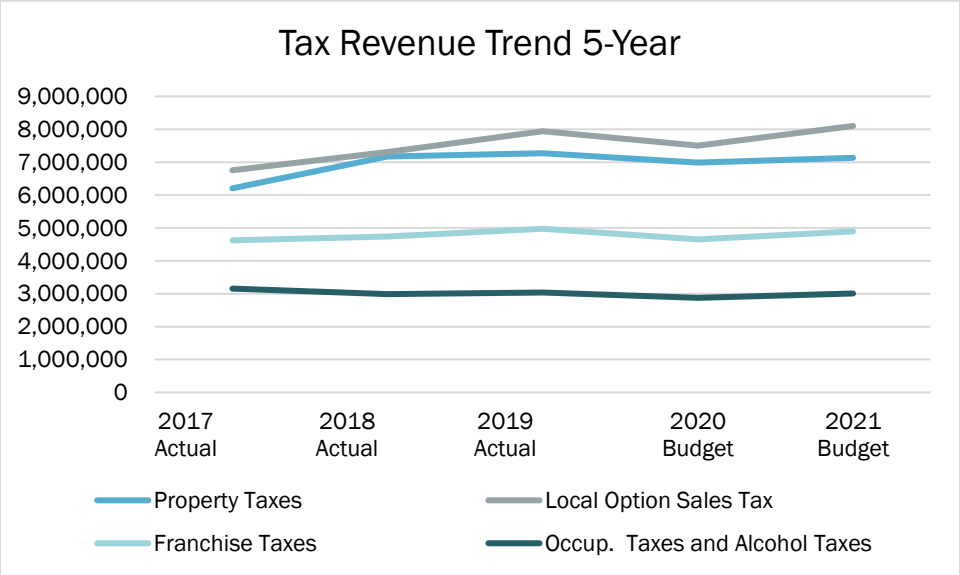
Overall, FY 2021 total budgeted revenues are projected to increase by 2.5% over the $27,145,600 budgeted in FY 2020 which equals $711,400. General Fund resources available to the City of Newnan in 2021 include "revenues" of $25,803,750 and an "operating transfer in" from Newnan Water & Light of $1,750,000, an "operating transfer in" from the Hotel/Motel Tourism Fund of $278,250 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 - $8,100,000, Property Taxes - $7,134,300 and Excise (Franchise) Taxes - $4,893,000. Occupational Taxes and Alcohol Licenses make up the fourth largest source at $3,129,000 totaling $23,256,300 or 83% of total General Fund Revenues. Other Financing Sources is the fifth largest source of revenue at $2,313,250. 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

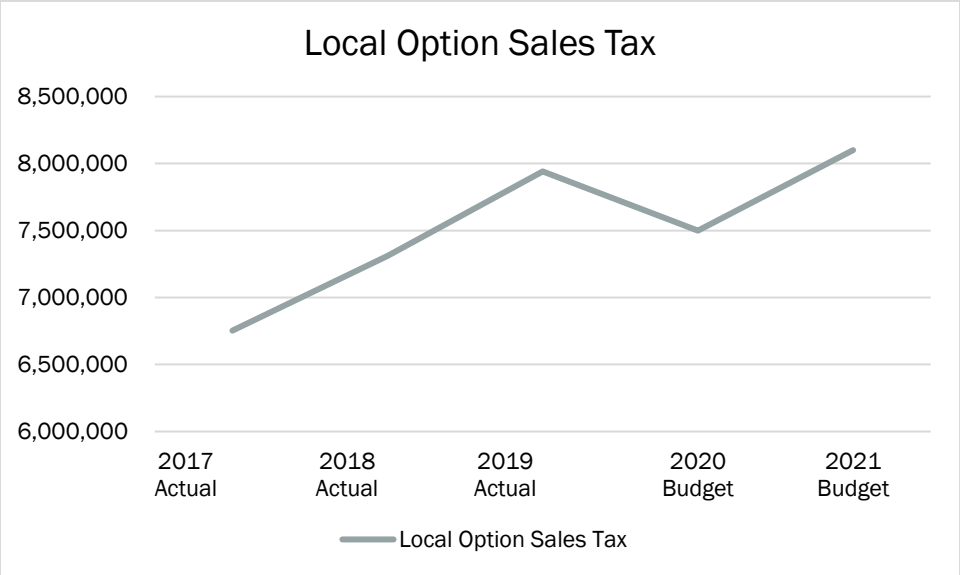
The chart below shows the history of the City's actual tax revenues from 2017-2019, as well as the 2020 and 2021 Budget. Overall there has been an increase of 34%. A discussion of the individual revenue streams follow.

General Fund Tax Categories	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Property Taxes	6,204,542	7,167,828	7,271,646	6,983,700	7,134,300	929,758	15%
Local Option Sales Tax	6,753,211	7,310,624	7,940,851	7,500,000	8,100,000	1,346,789	20%
Franchise Taxes	4,623,078	4,738,156	4,975,416	4,655,000	4,893,000	269,922	6%
Occupational Tax	3,340,780	3,188,793	3,238,515	3,065,000	3,129,000	(211,780)	-6%



2. Local Option Sales Tax

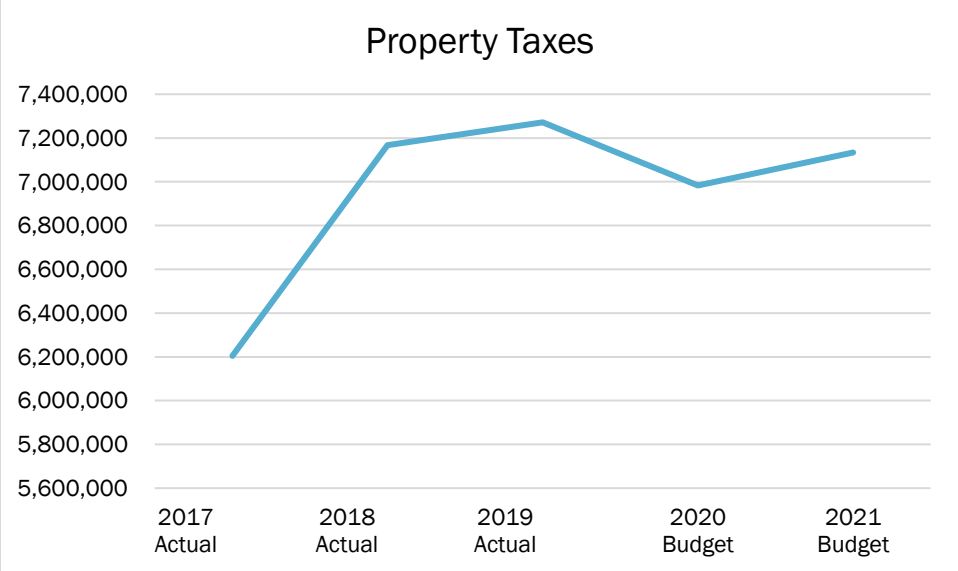
The City relies heavily on the Local Option Sales Tax (LOST) as is evidenced by the anticipated receipt of some $8,100,000 estimated from this source in 2021, which is an increase of $600,000 over the amount budgeted for 2020. In 2021, this source of revenue accounts for 29% of total general fund revenues, making this revenue source the largest for General Fund operations. The chart below illustrates the changes in sales tax collections from 2017 to projected FY 2021.



3. Property Taxes

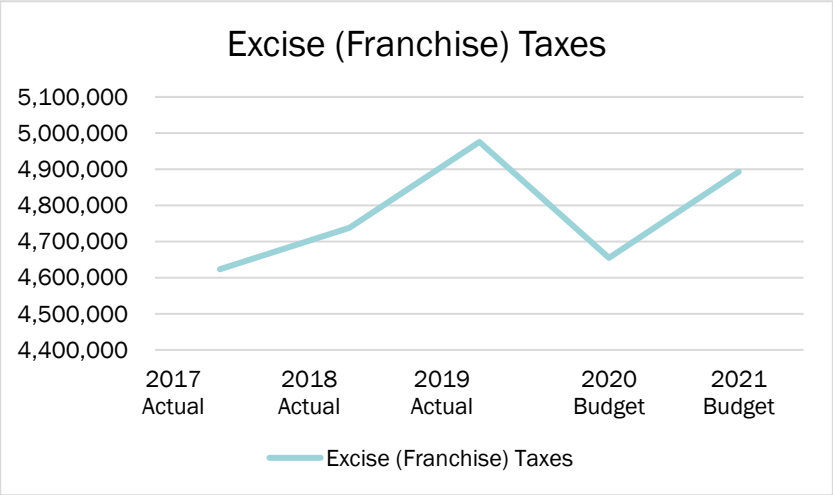
Property tax revenues are comprised of the ad valorem tax on property and its associated penalties for delinquent tax, intangible taxes, motor vehicle tax and public Real property is assessed at 40% of its fair market value. Public utility assessments are finalized by the State of Georgia each year. The charts below illustrate five (5) year history of millage rates from 2016 through 2020 and property tax revenue from FY 2017 through the FY 2021 budget.

	2016	2017	2018	2019	2020
Gross Millage Rate	9.241	8.709	8.707	8.905	8.304
Rollback For LOST	5.191	4.839	4.707	4.916	4.661
Net Millage Rate	4.050	3.870	4.000	3.989	3.643
Local Sales 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.



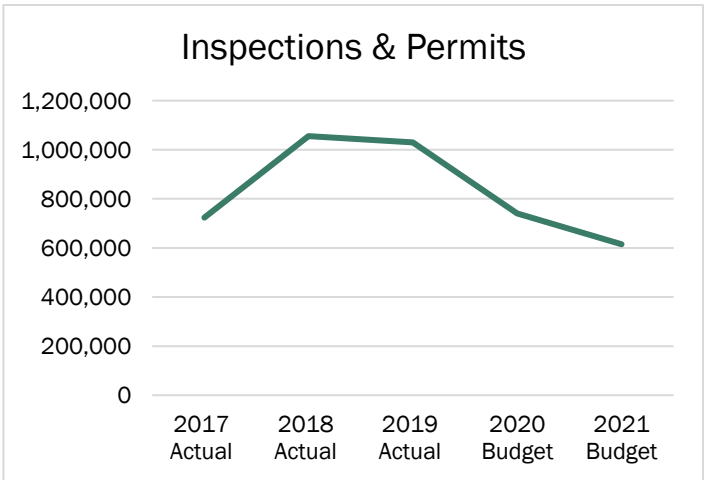
5. Occupational Tax and Alcohol Licenses

In FY 2021, the City expects to collect $3,129,000 in occupational taxes. The chart to the right shows the past 4 years of actual Occupational Tax revenue and FY 2020 and FY 2021 budgeted. There have 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 2021. Buildable residential property is becoming scarce in the City of Newnan unless the City receives a major or multiple annexation request.

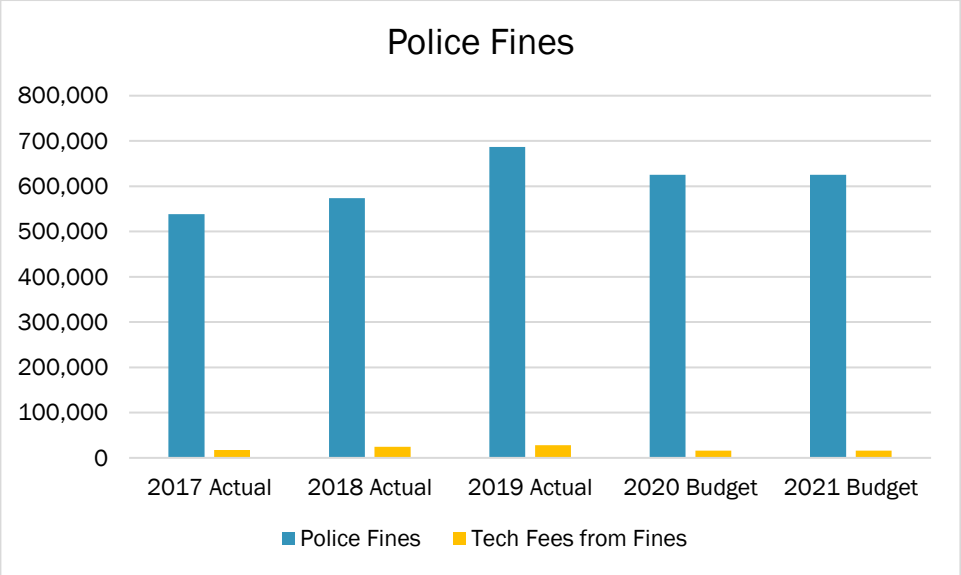


7. Service Charges

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 $641,000 in FY 2021. This is a fractional decrease from the FY 2020 budget of $642,000. 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 Tech Fees combined since 2017.



9. Other Local Revenue

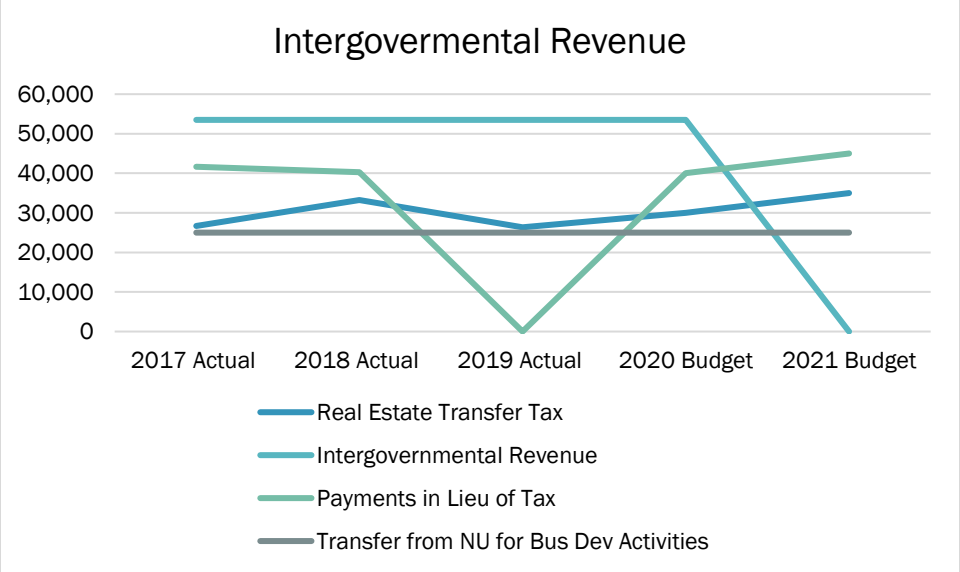
In 2020, this category was budgeted for $383,400 in revenue. For 2021, there is a minimal increase of $3,050. In the past ten years there has been a 38% decrease in this category.

Among revenues in this category include:

Other Local Revenue		2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
33.4113	Cultural Arts Commission	30,134	24,292	19,160	20,000	20,000
34.3010	House Demolition by City Forces	19,176	4,392	(3,974)	1,000	0
34.4130	Sale of Recyclables	810	921	2,212	1,000	1,000
34.6901	Admin Fee for Impact Fee Coll	11,984	25,639	27,637	15,000	9,000
34.6902	Host Fee for Sanitation Collection Services	81,270	86,784	87,960	85,000	90,000
34.7901	City Store Sales	1,142	1,103	1,556	1,200	1,250
34.9110	Cemetery Lot Sales	73,033	93,738	95,831	65,000	75,000
34.9120	Monument Setting Fee	400	80	180	200	200
34.9130	Cemetery Services	113,550	92,750	95,100	85,000	85,000
34.9901	Rental Fees	30,175	24,063	36,900	30,000	25,000
38.0000	Miscellaneous Revenue	96,402	64,545	234,104	40,000	40,000
38.3001	Insurance Recoveries	77,888	73,879	29,790	40,000	40,000
		535,965	492,185	626,456	383,400	386,450

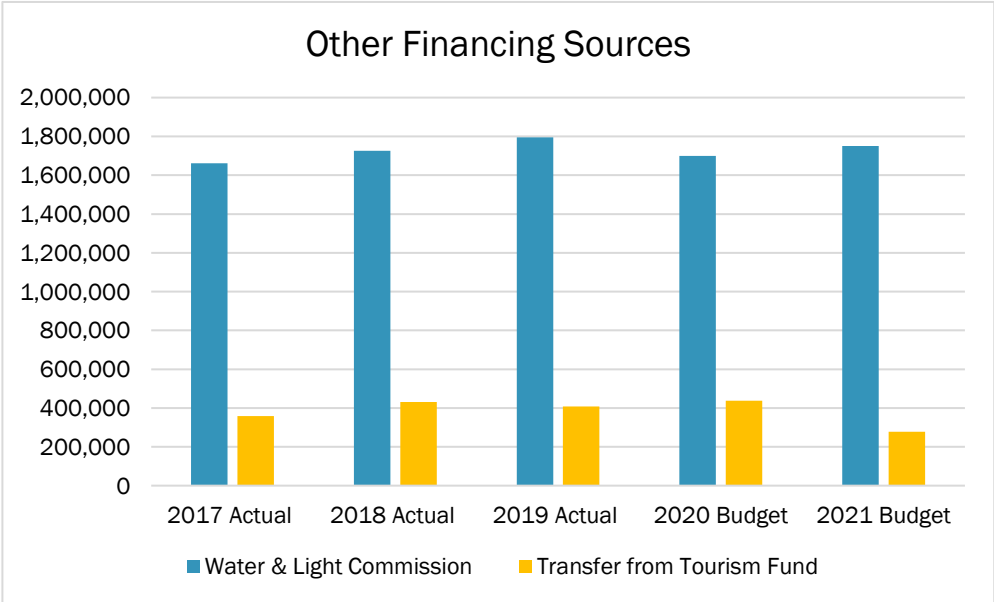
10. Intergovernmental Revenue

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 2021, intergovernmental revenue is estimated to decrease by $53,500 from FY 2020. This is due to an obligation previously committed from Coweta County with the assistance of the renovations for the UWG campus being met in FY 2020.



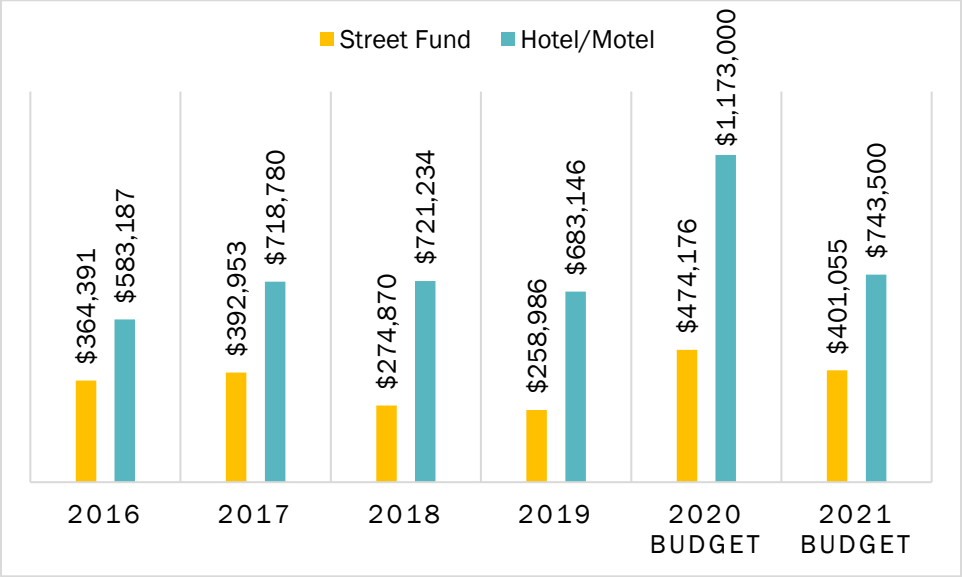
12. Other Financing Sources

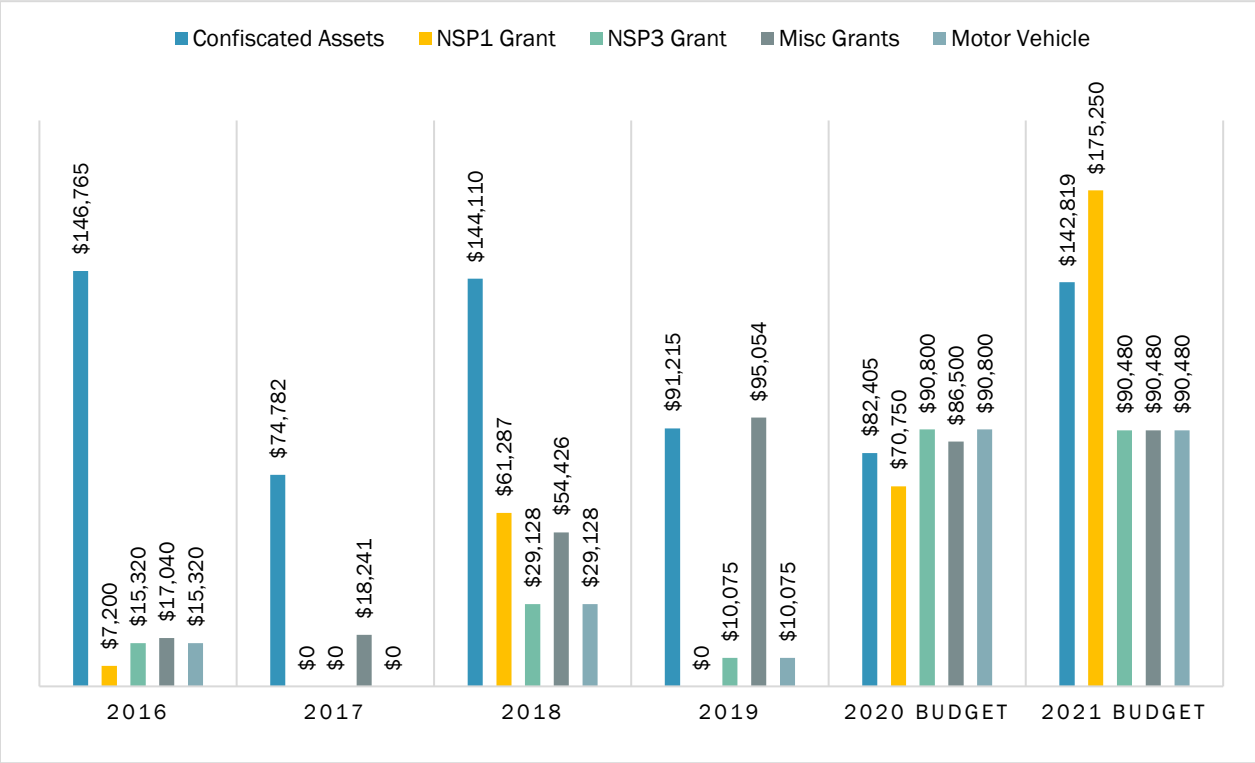
Other financing sources of revenue include a transfer from Water and Light of $1,750,000, an increase of $50,000 over FY 2020. The Hotel/Motel Tourism Fund of $278,250 has decreased by 36% over the FY 2020 Budget due to the affects of COVID 19 on the hotel/motel industry.



Section II – SPECIAL REVENUE FUNDS TRENDS

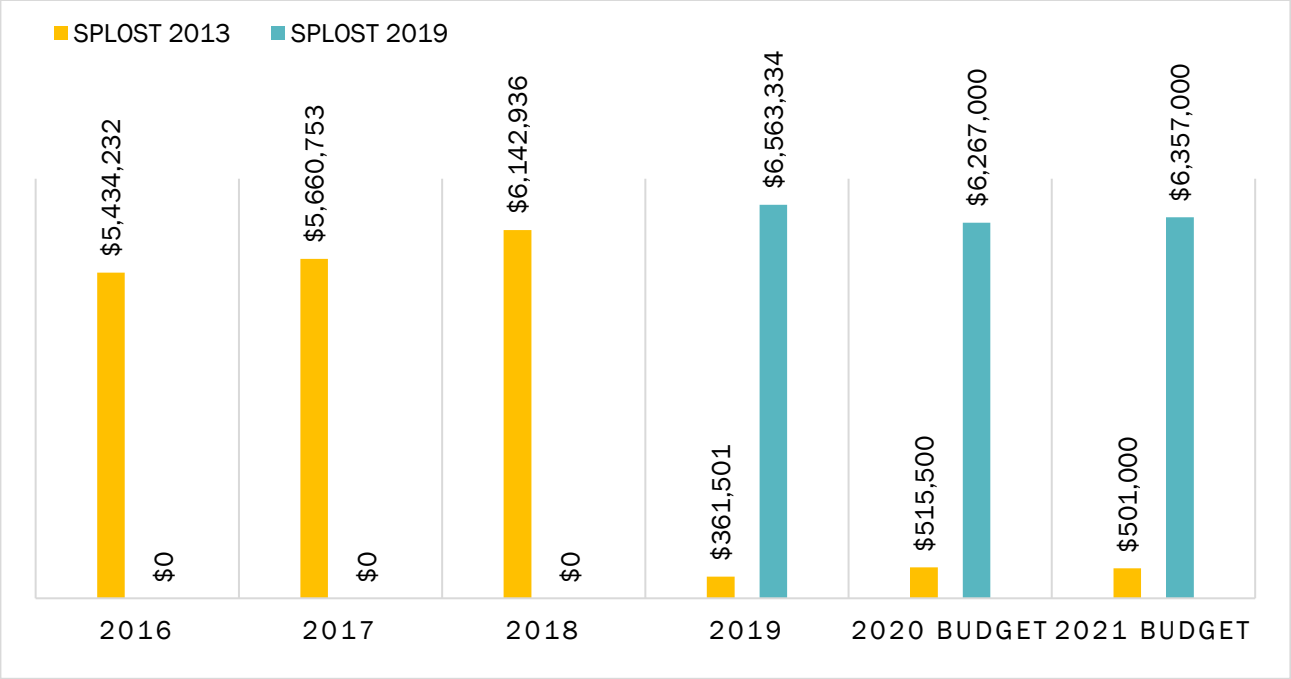
The majority of these funds have remained consistent in revenues over the past five (5) years. The chart below includes Street Improvement Fund, Tourism Fund, Motor Vehicle Rental Fund, NSP1 Grant Fund, NSP3 Grant Fund, Miscellaneous Grant Fund and Confiscated Assets Fund.

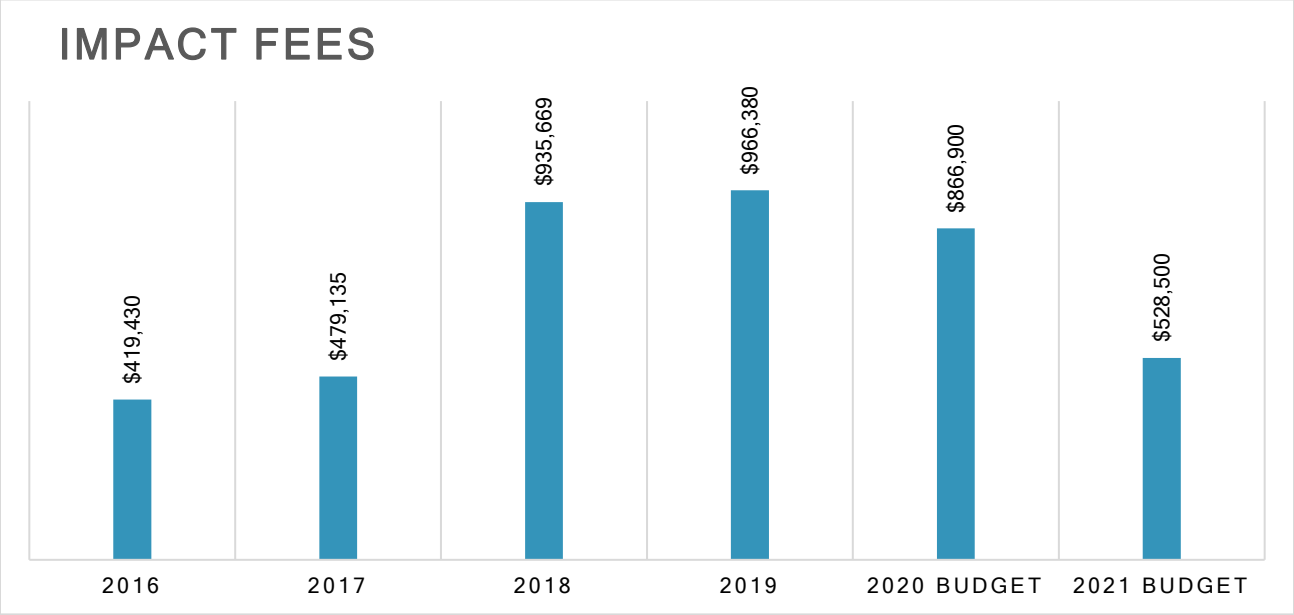




Section III – CAPITAL FUNDS REVENUE TRENDS

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 show the revenue from SPLOST Funds (2013 and 2020) 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 2021 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 2019 Actual, FY 2020 Budget and FY 2021 Budget. The charts are spread over several pages in order for it to legible to the reader.

General Fund Revenue

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget	FY 2020 vs FY 2021	% Change
Property Taxes						
31.1100	Property Taxes	5,753,450	5,650,000	5,825,000	175,000	3%
31.1110	Public Utility Tax	1,812	1,700	1,800	100	6%
31.1200	Delinquent Property Tax	125,955	140,000	100,000	(40,000)	-40%
31.1310	Vehicle Ad Valorem Tax	36,520	35,000	25,000	(10,000)	-40%
31.1315	Title Ad Valorem Tax (TAVT)	1,262,119	1,100,000	1,100,000	0	0%
31.1340	Intangible Tax	74,439	50,000	75,000	25,000	33%
31.9100	Interest and Penalties	15,624	7,000	7,500	500	7%
31.9500	Fi Fa for Property Taxes	1,727	0	0	0	
	Property Taxes	7,271,646	6,983,700	7,134,300	150,600	2%
Sales Tax						
31.3100	Local Option Sales Tax	7,940,851	7,500,000	8,100,000	600,000	7%
	Sales Tax	7,940,851	7,500,000	8,100,000	600,000	7%
Excise (Franchise) Taxes						
31.1710	Franchise Tax - Georgia Power	441,935	410,000	440,000	30,000	7%
31.1711	Franchise Tax - EMC	396,073	380,000	395,000	15,000	4%
31.1730	Franchise Tax - Gas	294,025	290,000	290,000	0	0%
31.1750	Franchise Tax - Cable TV	415,550	300,000	325,000	25,000	8%
31.1760	Franchise Tax - Telephone	27,140	25,000	23,000	(2,000)	-9%
31.4200	Beer and Wine Tax	738,223	730,000	740,000	10,000	1%
31.4300	Alcoholic Beverage Excise Tax	157,789	145,000	155,000	10,000	6%
31.6200	Insurance Premiums Tax	2,504,681	2,375,000	2,525,000	150,000	6%
	Excise (Franchise) Taxes	4,975,416	4,655,000	4,893,000	238,000	5%
Occupational Taxes and Alcohol Licensing						
31.6100	Occupational Tax	2,747,086	2,600,000	2,725,000	125,000	5%
31.6102	Professional Tax	67,620	60,000	67,000	7,000	10%
31.6300	Financial Institution Tax	162,981	160,000	162,000	2,000	1%
31.6400	Insurance Agents Tax	55,169	55,000	55,000	0	0%
32.1110	Beer/Wine Licenses	35,960	35,000	35,000	0	0%
32.1120	Liquor Licenses - Pouring/Pkg	169,700	155,000	85,000	(70,000)	-82%
	Occupational Taxes and Alcohol Licensing	3,238,515	3,065,000	3,129,000	64,000	2%
Inspections and Permits						
32.2100	Residential Construction Permits	518,257	390,000	320,000	(70,000)	-22%

GENERAL FUND REVENUES Continues...						
32.2110	Commercial Construction Permits	164,900	90,000	80,000	(10,000)	-13%
32.2150	Plan Review Fees	82,178	75,000	60,000	(15,000)	-25%
32.2215	Planning & Zoning Regulatory Fees	26,017	20,000	20,000	0	0%
32.2901	Site Improvement Fees	77,290	50,000	45,000	(5,000)	-11%
32.3101	Utility Inspection Fees	135,900	100,000	80,000	(20,000)	-25%
32.3125	FM - Plan Review	0	0	5,000	5,000	100%
32.3135	FM - Inspections	25,528	15,000	5,000	(10,000)	-200%
	Inspections and Permits	1,030,070	740,000	615,000	(125,000)	-20%
Fines & Forfeitures						
35.1171	Police Fines	686,730	625,000	625,000	0	0%
35.1172	Parking Fines	0	1,000	0	(1,000)	-100%
35.1173	Tech Fees from Fines	28,272	16,000	16,000	0	0%
	Fines & Forfeitures	715,002	642,000	641,000	(1,000)	0%
Other Local Revenue						
33.4113	Cultural Arts Commission	19,160	20,000	20,000	0	0%
34.3010	House Demolition by City Forces	(3,974)	1,000	0	(1,000)	0%
34.3020	Grass Cutting/Lot Clearing	(250)	0	0	0	0%
34.4130	Sale of Recyclables	2,212	1,000	1,000	0	0%
34.6901	Admin Fee for Impact Fee Coll	27,637	15,000	9,000	(6,000)	-67%
34.6902	Host Fee for Sanitation Collection	87,960	85,000	90,000	5,000	6%
34.7901	City Store Sales	1,556	1,200	1,250	50	4%
34.9110	Cemetery Lot Sales	95,831	65,000	75,000	10,000	13%
34.9120	Monument Setting Fee	180	200	200	0	0%
34.9130	Cemetery Services	95,100	85,000	85,000	0	0%
34.9901	Rental Fees	36,900	30,000	25,000	(5,000)	-20%
38.0000	Miscellaneous Revenue	234,104	40,000	40,000	0	0%
38.3001	Insurance Recoveries	29,790	40,000	40,000	0	0%
	Other Local Revenue	626,206	383,400	386,450	3,050	1%
Intergovernmental Revenue						
33.1600	Real Estate Transfer Tax	26,353	30,000	35,000	5,000	14%
33.1601	Intergovernmental Revenue	53,500	53,500	0	(53,500)	-100%
33.4155	Grant Funds	3,958	0	0	0	0%
33.6000	School Resource Officer	458,809	540,000	540,000	0	0%
33.6001	West Metro RDEO Reimbursement	15,184	0	0	0	0%
33.6010	Police Vest Grant	10,482	0	0	0	0%
33.8001	Payments in Lieu of Tax	0	40,000	45,000	5,000	11%
39.1101	Transfer from NU for Bus Dev Activities	25,000	25,000	25,000	0	0%
	Intergovernmental Revenue	593,285	688,500	645,000	(43,500)	-7%
Other Financing Sources						
36.1000	Interest on Bank/Pool Accts	195,475	325,000	50,000	(275,000)	-550%
36.1000A	Interest - BNY Mellon Custodial Accts	43,307	0	200,000	200,000	100%
38.1000	Rents and Royalties	29,630	15,000	20,000	5,000	25%
39.1105	Water & Light Commission	1,794,897	1,700,000	1,750,000	50,000	3%
39.1205	Transfer from Tourism Fund	407,386	438,000	278,250	(159,750)	-57%
39.2100	Proceeds of Capital Asset Disposition	14,318	10,000	15,000	5,000	33%
	Other Financing Sources	2,485,013	2,488,000	2,313,250	(174,750)	-8%
	REVENUES Total	28,876,005	27,145,600	27,857,000	711,400	3%

General Fund Expenditures

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget	FY 2020 vs FY 2021	% Change
Salaries and Benefits						
51.1100	Wages - Full Time Employees	12,718,798	13,473,499	13,748,574	275,075	2%
51.1200	Wages - Part Time/Temp Employees	232,089	300,706	261,171	(39,535)	-15%
51.1300	Wages - Overtime	306,529	124,300	227,470	103,170	45%
51.2100	Employee Ins (Life/Health/Dent)	3,301,090	3,952,721	4,209,907	257,186	6%
51.2100A	Employee Opt-Out Insurance Payments	60,500	39,000	40,400	1,400	3%
51.2100B	Cancer Insurance for Firemen	11,857	17,955	12,500	(5,455)	-44%
51.2150	Employee Flexible Spending Accounts	2,904	2,481	2,436	(45)	-2%
51.2200	FICA (Soc Sec)	960,869	1,066,813	1,086,931	20,118	2%
51.2400	Retirement	1,188,215	1,403,596	1,740,041	336,445	19%
51.2500	Tuition Reimbursement	1,350	13,550	12,000	(1,550)	-13%
51.2600	Unemployment Insurance	4,094	4,766	4,770	4	0%
51.2700	Worker's Compensation	308,666	559,383	529,254	(30,129)	-6%
51.2910	Employee Recognition	20,470	22,786	22,686	(100)	0%
	Salaries and Benefits	19,117,430	20,981,556	21,898,140	916,584	4%
Operating Expenses						
51.1200A	Contracted Labor - Non-Employees	133,352	156,928	156,928	0	0%
51.2900	Taxable Employee Benefits	30,823	30,066	30,979	913	3%
51.2900A	Non-Taxable Employee Benefits	103,297	133,266	119,343	(13,923)	-12%
52.1200	Professional Services	536,242	468,605	469,125	520	0%
52.1201	Public Relations	41,938	66,469	63,919	(2,550)	-4%
52.1300	Other Contractual Services	913,835	848,643	877,683	29,040	3%
52.1301	Elections	170	0	6,500	6,500	100%
52.2110	Solid Waste Disposal	8,884	20,000	20,000	0	0%
52.2200	Repairs and Maintenance	604,996	584,806	571,869	(12,937)	-2%
52.2205	Traffic Signal Maintenance/Repairs	0	0	5,000	5,000	100%
52.2300	Equipment & Vehicle Rental	3,118	6,500	3,500	(3,000)	-86%
52.3101	Vehicle Insurance	68,531	93,538	88,538	(5,000)	-6%
52.3102	Bldg & Pers Liability Insurance	207,450	296,831	291,605	(5,226)	-2%
52.3103	Surety Bonds	100	100	100	0	0%
52.3200	Communications	217,983	248,108	242,284	(5,824)	-2%
52.3300	Advertising	19,153	30,855	28,615	(2,240)	-8%
52.3400	Printing & Binding	11,679	28,914	22,710	(6,204)	-27%
52.3500	Travel Expenses	114,456	137,514	101,420	(36,094)	-36%
52.3600	Dues and Fees	36,767	55,326	49,337	(5,989)	-12%
52.3700	Training	52,118	72,945	50,925	(22,020)	-43%
53.1100	Materials and Supplies	200,472	122,905	119,575	(3,330)	-3%
53.1101	Office Supplies	32,159	36,938	35,538	(1,400)	-4%
53.1102	Cleaning Supplies & Chemicals	26,881	27,400	26,600	(800)	-3%
53.1103	Medical Supplies	9,241	15,925	15,925	0	0%
53.1104	Dog Food & Supplies	73	250	250	0	0%
53.1105	Minor St. Rprs/Maint: Asphalt, Hot Mix & Gravel	17,934	42,000	42,000	0	0%
53.1106	Protective Equipment	57,294	56,400	52,934	(3,466)	-7%
53.1107	Concrete Repairs: S/W, Curb & Gutter	54,681	45,870	45,870	0	0%
53.1108	Traffic Signs & Devices	46,336	37,000	37,000	0	0%

GENERAL FUND EXPENDITURES Continues...

53.1111	COVID-19 Pandemic Expenses	0	0	16,000	16,000	100%
53.1220	Natural Gas	11,951	23,500	20,500	(3,000)	-15%
53.1230	Electricity	339,478	332,000	332,000	0	0%
53.1270	Vehicle Gasoline/Diesel	406,110	410,870	409,520	(1,350)	0%
53.1300	Food Supplies	13,957	16,090	13,340	(2,750)	-21%
53.1400	Books & Periodicals	16,265	16,058	13,885	(2,173)	-16%
53.1600	Minor Equipment	104,796	105,640	93,806	(11,834)	-13%
53.1600A	Vehicle Equipment Add Ons	115,479	108,688	99,592	(9,096)	-9%
53.1601	Computer Hardware & Software	126,131	72,089	59,850	(12,239)	-20%
53.1602	Office Furniture	8,356	5,890	4,750	(1,140)	-24%
53.1603	Fire Arms	2,096	2,750	3,850	1,100	29%
53.1700	Other Supplies/Uniform Rental	13,432	17,132	23,800	6,668	28%
53.1701	Vehicle Maintenance	465,376	326,500	401,850	75,350	19%
53.1705	Landscaping Supplies	37,951	70,000	65,000	(5,000)	-8%
53.1706	Miscellaneous	123,861	60,601	50,450	(10,151)	-20%
53.1707	Planning Commission	0	350	350	0	0%
53.1708	Other Boards & Commissions	89,177	21,500	15,350	(6,150)	-40%
53.1708A	Newnan Youth Council	18,631	18,500	18,500	0	0%
53.1709	Grounds Repair & Maintenance	129,754	96,000	102,000	6,000	6%
	Operating Expenses	5,572,763	5,368,260	5,320,465	(47,795)	-1%
Capital Outlays						
54.1100	Land Purchases	218,105	0	0	0	N/A
54.1211	Bldgs & Grounds Rep/Maint	1,200	40,000	0	(40,000)	-100%
54.1215	Parks & Recreation	319,475	0	0	0	N/A
54.1300	Buildings/Building Improvements	68,091	19,000	0	(19,000)	-100%
54.1302	Other Improvements	50,583	17,000	0	(17,000)	-100%
54.1317	Storage Facility	2,500	0	0	0	0%
54.2100	Machinery	0	11,000	36,000	25,000	69%
54.2200	Vehicles	388,584	347,000	257,285	(89,715)	-35%
54.2201	Vehicles/Equipment	28,103	12,500	0	(12,500)	-100%
54.2400	Computer Hardware and Software	0	0	5,000	5,000	100%
54.2500	Other Equipment	6,334	0	0	0	N/A
54.2503	Protective Equipment	76,188	94,000	88,000	(6,000)	-7%
54.2504	Other Equipment	0	6,500	17,610	11,110	63%
	Capital Outlays	1,159,163	547,000	403,895	(143,105)	-35%
Other Financing Uses						
57.2000	Payments to Other Agencies	15,651	26,500	26,500	0	0%
57.2006	Cultural Arts Commission	42,500	42,500	28,000	(14,500)	-52%
57.2010	Three Rivers Regional Commission	39,784	39,784	40,000	216	1%
61.1200	Transfer to Street Fund	200,000	0	0	0	N/A
61.1540	Transfer to Sanitation Fund	200,000	140,000	140,000	0	0%
	Other Financing Uses	497,935	248,784	234,500	(14,284)	-6%
	EXPENSES Total	26,347,291	27,145,600	27,857,000	711,400	3%

Special Funds
FY 2021 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 2021 the revenue stream consists of fees that are accessed for contractors for paving some subdivision streets and a Local Maintenance Improvement Grant (LIMG) from the Georgia Department of Revenue.

Street Fund Budget - 200

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
32.2990	Undeveloped Lot Assessment for Final Paving of SD Streets	9,326	35,000	10,500
33.4111	State DOT Contracts/LMIG	35,000	437,676	388,555
36.1000	Interest on Bank/Pool Accts	14,660	0	2,000
36.1001	Interest - LMIG/Maintenance	0	1,000	0
36.1002	Interest - New SD Street Paving Acct	0	500	0
39.1200	Transfer from General Fund	200,000	0	0
	Total Revenues	258,986	474,176	401,055
54.1406	Major Street Maint. & Repairs	250,000	437,676	0
54.1425	LMIG Projects	384,676	0	388,555
	Total Expenditures	634,676	437,676	388,555

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 2021 budget for these funds is for various equipment and supplies.

Confiscated Assets Fund - 210

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
35.1320	Other Police Seizures	22,159	10,800	10,800
35.1321	Dot Justice Condemnations	0	5,000	5,000
35.1322	Dot Treasury Condemnations	33,746	64,000	64,000
38.3001	Insurance Recoveries	28,334	0	0
33.4155	Grant Funds	4,776	0	61,000
36.1150	Interest - Other Police Seizures	13	11	11
36.1151	Interest - DOJ Condemnations	153	180	180
36.1152	Interest - DOT Condemnations	2,033	2,414	1,828
	Total Revenues	91,215	82,405	142,819
35.1320A	Other Seizures Expenditures	10,634	10,800	10,800
35.1321A	DOJ Expenditures	6,118	8,000	57,419
35.1322A	DOT Expenditures	65,398	72,600	74,600
54.2200	Vehicles	0	0	36,755
	Total Expenditures	82,150	91,400	179,574

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 Funds Budget - 221

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
33.1150	NSP Program Income Revenue	0	70,000	175,000
36.1000	Interest on Bank/Pool Accts	0	750	250
	Total Revenues	0	70,750	175,250
52.2000	Program Income Expenditures	0	300,000	117,600
	Total Expenditures	0	300,000	117,600

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 Funds Budget - 222

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
33.1150	NSP Program Income Revenue	8,554	90,000	90,000
36.1000	Interest on Bank/Pool Accts	1,522	800	480
	Total Revenues	10,075	90,800	90,480
52.2000	Program Income Expenditures	10,075	300,000	90,000
	Total Expenditures	10,075	300,000	90,000

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.

Miscellaneous Grant Funds Budget - 240

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
37.0000	Contribution/Donations (Private)	91,734	81,500	15,000
33.4155	Grant Funds	3,320	5,000	30,000
	Total Revenues	95,054	86,500	45,000
	Human Resources			
51.2900A	Non-Taxable Employee Benefits	3,070	2,000	2,000
53.1106	Protective Equipment	0	0	20,000
	Police			
51.2910	Employee Recognition	0	1,200	1,200
52.1201	Public Relations	34,538	37,900	5,000
52.1300	Other Contractual Services	18,792	20,000	0
52.3700	Training	250	1,100	1,835
53.1100	Materials and Supplies	191	0	2,965
53.1106	Protective Equipment	632	1,000	1,000
53.1300	Food Supplies	460	0	0
	Fire			
53.1100	Materials and Supplies	0	1,435	5,000
53.1106	Protective Equipment	0	0	2,500
53.1600	Minor Equipment	0	0	2,500
	Beautification			
53.1705	Landscaping Supplies	15,600	0	1,000
	Total Expenditures	73,532	64,635	45,000

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 Rental Fund - 280

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
31.4400	Motor Vehicle Rental Excise Tax	103,808	96,000	80,000
36.1000	Interest on Bank/Pool Accts	1,290	1,000	1,000
	Total Revenues	105,098	97,000	81,000
52.1200	Professional Services	3,355	0	0
53.1220	Natural Gas	0	0	3,000
61.2001	Transfer to Newnan Convention Center	101,743	96,000	0
54.1315	Convention Center	0	0	80,000
	Total Expenditures	105,098	96,000	83,000

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. COVID 19 has affected this budget due to travel restrictions and event gatherings. Of the revenue projected $185,500 will be transferred to the Newnan Centre, $278,250 will be transferred to the General Fund and $185,500 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, $92,750 will be budgeted strictly for capital expenditures related to tourism. On the following two (2) pages depict the Newnan Centre budget for FY 2021.

Hotel/Motel Tax Fund - 275

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
31.4100	Hotel/Motel Tax (Conv Ctr/Gen Fund Portion)	678,977	1,168,000	463,750
31.4100A	Hotel/Motel Tax (Tourism Capital Portion)	0	0	92,750
31.4100B	Hotel/Motel Tax (Explore Newnan-Coweta Portion)	0	0	185,500
36.1000	Interest on Bank/Pool Accts	4,170	5,000	1,500
	Total Revenues	683,146	1,173,000	743,500
53.1220	Natural Gas	2,310	3,000	0
61.1100	Transfer to General Fund	407,386	438,000	278,250
61.2001	Transfer to Newnan Convention Center	271,591	292,000	185,500
61.2002	Transfer to Explore Newnan-Coweta	0	213,600	185,500
54.1426	Tourism Capital Projects	0	213,600	92,750
	Total Expenditures	681,287	1,160,200	742,000

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Accrual Basis

The Newnan Centre
Profit & Loss Budget Overview
January through December 2021

	Jan - Dec 21
Ordinary Income/Expense	
Income	
10.0000 · Charges For Services	
10.1000 · Rental Fee	125,000.00
10.1002 · Food & Beverage - Alcohol	35,000.00
10.1003 · Food & Beverage - Catering	15,000.00
10.1004 · Equipment Rent	8,000.00
10.1005 · Personnel Reimbursements	8,000.00
10.1006 · Utility Reimbursements	1,000.00
10.1007 · Miscellaneous Revenues	200.00
Total 10.0000 · Charges For Services	192,200.00
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	242,500.00
30.2001 · Capital Reserve Transfer	75,000.00
Total 30.0000 · Transfers In	317,500.00
Total Income	509,770.00
Cost of Goods Sold	
50000 · Cost of Goods Sold	
Alcohol and Mixer Purchases	14,000.00
Barback	1,000.00
Bartenders	3,000.00
Beverage Manager	8,000.00
Payroll Taxes for Beverage Mgr	612.00
Total 50000 · Cost of Goods Sold	26,612.00
Total COGS	26,612.00
Gross Profit	483,158.00
Expense	
50.0000 · Personnel Svc & Emp Benefit	
50.1100 · Salaries and Wages	246,848.00
50.1103 · Part-time Salaries and Wages	5,000.00
50.1104 · Health Insurance Premiums	42,000.00
50.1106 · Social Security & Medicare Expe	21,000.00
50.1107 · Unemployment	500.00
50.1108 · Uniforms	600.00
50.1109 · Retirement Contributions	9,000.00
50.1110 · Contract Labor	7,000.00
Total 50.0000 · Personnel Svc & Emp Benefit	331,948.00
51.0000 · Professional & Other Services	
51.2101 · Board Administrative Expenses	2,000.00
51.2102 · Training and Professional Devel	14,000.00
51.2103 · Advertising and Marketing	25,000.00
51.2105 · Insurance - Liability/Workers C	12,500.00
51.2106 · Maintenance Contracts	68,000.00
51.2107 · Dues	3,200.00
51.2108 · Rent - Equipment	2,000.00
51.2109 · Contractual Services	30,000.00
51.2110 · Event Personnel	6,000.00
51.2111 · Professional Fees - Accounting	6,000.00
51.2113 · Licensing Expenses	200.00
Total 51.0000 · Professional & Other Services	168,900.00
52.0000 · Supplies & Operating Charges	
52.3101 · Printing	500.00

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Accrual Basis

The Newnan Centre
Profit & Loss Budget Overview
January through December 2021

	Jan - Dec 21
52.3102 · Subscriptions and Publications	650.00
52.3103 · Postage and Freight	300.00
52.3104 · Office Supplies	1,000.00
52.3105 · Supplies, Tools & Small Equip	6,000.00
52.3107 · Janitorial & Operational Suppli	4,000.00
52.3108 · Utilities - Gas	4,000.00
52.3110 · Utilities - Electric	26,000.00
52.3112 · Other Operational Costs	2,000.00
52.3113 · Bank Service Charges	400.00
52.3115 · Credit Card Fees	5,000.00
Total 52.0000 · Supplies & Operating Charges	49,850.00
53.0000 · Repairs & Maintenance	
53.4101 · Repairs and Maintenance	6,000.00
53.4102 · Equipment Repairs & Maintenance	5,000.00
53.4103 · Vehicle Repairs & Maintenance	1,000.00
53.4104 · Fuel and Lubricants	200.00
Total 53.0000 · Repairs & Maintenance	12,200.00
56.8000 · Depreciation & Amortization	13,200.00
60.1000 · Reserve Fund for Future Repairs	0.00
Total Expense	576,098.00
Net Ordinary Income	-92,940.00
Net Income	-92,940.00

FY 2021 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 2021 budgets for both the Brush & Bulk and Refuse divisions within the Sanitation Fund.

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
34.4111	Garbage Fees - Commercial	85,275	65,000	65,000
34.4115	Yard Debris & Bulk Collection Fees	696,829	690,000	675,000
36.1000	Interest on Bank/Pool Accts	12,189	10,000	6,500
39.1200	Transfer from General Fund	200,000	140,000	140,000
	Total Sanitation Fund Revenues	994,293	905,000	886,500
	Refuse Salaries & Benefits			
51.1100	Wages - Full Time Employees	72,454	71,533	72,975
51.1300	Wages - Overtime	5,214	5,000	5,000
51.2100	Employee Ins (Life/Health/Dent)	35,089	38,057	41,620
51.2150	Employee Flexible Spending Accounts	47	42	42
51.2200	FICA (Soc Sec)	5,288	5,472	5,583
51.2400	Retirement	6,434	7,296	9,015
51.2600	Unemployment Insurance	10	4	4
51.2700	Worker's Compensation	5,739	8,687	7,857
51.2910	Employee Recognition	0	300	300
	Salaries and Benefits	130,276	136,391	142,396
	Refuse Operating Expenses			
51.2900A	Non-Taxable Employee Benefits	250	300	0
52.1300	Other Contractual Services	4,754	6,000	6,000
52.2110	Solid Waste Disposal	25,855	28,000	28,000
52.2200	Repairs and Maintenance	147	400	300
52.3101	Vehicle Insurance	666	1,000	1,000
52.3102	Bldg. & Pers Liability Insurance	1,000	1,500	1,500
52.3200	Communications	912	0	0
52.3400	Printing & Binding	0	300	300
53.1100	Materials and Supplies	1,725	2,500	2,500
53.1101	Office Supplies	286	500	500
53.1270	Vehicle Gasoline/Diesel	6,163	7,500	7,500
53.1600	Minor Equipment	0	500	500
53.1700	Other Supplies/Uniform Rental	1,210	1,150	1,150
53.1701	Vehicle Maintenance	1,957	3,500	3,500
	Operating Expenses	$44,926	$53,150	$52,750
	Other Expenditures			
56.1000	Depreciation Expenses	$0	$20,000	$0
	Capital Outlays	$0	$20,000	$0

SANITATION BUDGET Continues...

	Total Sanitation Refuse	$175,202	$209,541	$195,146
Brush & Bulk				
Brush & Bulk Salaries and Benefits				
51.1100	Wages - Full Time Employees	208,292	212,759	218,950
51.1300	Wages - Overtime	5,728	6,000	8,701
51.2100	Employee Ins (Life/Health/Dent)	62,285	73,871	79,651
51.2150	Employee Flexible Spending Accounts	0	0	42
51.2200	FICA (Soc Sec)	15,153	16,756	17,450
51.2400	Retirement	26,050	22,341	28,128
51.2600	Unemployment Insurance	0	10	10
51.2700	Worker's Compensation	18,811	24,571	22,838
51.2910	Employee Recognition	322	500	0
	Total Salaries & Benefits	336,641	356,808	375,770
51.1200A	Contracted Labor - Non-Employees	766	0	0
51.2900	Taxable Employee Benefits	540	540	0
51.2900A	Non-Taxable Employee Benefits	1,088	1,400	0
52.2110	Solid Waste Disposal	248,898	199,200	250,000
52.2200	Repairs and Maintenance	502	2,104	1,750
52.3101	Vehicle Insurance	7,104	3,000	3,000
52.3102	Bldg & Pers Liability Insurance	2,332	3,500	3,500
52.3200	Communications	1,772	1,584	1,584
52.3300	Advertising	0	500	500
52.3500	Travel Expenses	191	0	0
53.1100	Materials and Supplies	894	3,000	3,000
53.1101	Office Supplies	0	250	250
53.1270	Vehicle Gasoline/Diesel	46,114	50,000	50,000
53.1601	Computer Hardware & Software	1,808	0	0
53.1700	Other Supplies/Uniform Rental	2,252	2,288	1,560
53.1701	Vehicle Maintenance	29,959	25,000	30,000
	Operating Expenses	344,221	292,366	345,144
Other Uses				
56.1000	Depreciation Expenses	66,988	20,000	60,000
	Total Brush & Bulk Other Uses	66,988	20,000	60,000
	Total Brush & Bulk Expenditures	747,849	669,174	780,914

Capital Project Funds
FY 2021 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 2021: SPLOST 2013 Fund, SPLOST 2020 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 2021 budget includes Lower Fayetteville Road, Sign Upgrades, and Street Maintenance.

SPLOST 2013 - 323

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
33.0003	Reimbursement for Projects	251,476	0	0
33.4155	Grant Funds	87,212	500,000	500,000
36.1000	Interest on Bank/Pool Accts	10,827	3,500	1,000
36.1000B	Interest - Certificate of Deposit Investments	11,985	12,000	0
	Total Revenues	361,501	515,500	501,000
54.1300B	Fire Station #4 Construction	1,875,996	0	0
54.1300D	Intelligent Traffic Operations Center	9,950	0	190,000
54.1401A	Major Street, Sidewalk & Drainage Maintenance	485,449	750,000	0
54.1401B	McIntosh Parkway	495,161	0	0
54.1401C	Lower Fayetteville Road	93,793	685,000	500,000
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	567,986	0	0
54.1415A	Sign Upgrades	0	150,000	0
54.2504D	Public Works/Street Equipment	39,535	0	0
54.1215A	Recreation Improvements	598,467	0	1,200,000
	Total Expenditures	4,166,337	1,585,000	1,890,000

2. SPLOST 2019 projects include the continuation of the LINC, street maintenance, fire engine purchase, CJ Smith Park and Pickett Field construction, network upgrades and heavy equipment.

SPLOST 2019 - 310

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
33.7100	SPLOST Receipts	6,550,859	6,262,000	6,350,000
36.1000	Interest on Bank/Pool Accts	6,159	5,000	7,000
36.1000B	Interest - Certificate of Deposit Investments	6,316	0	0
	Total Revenues	6,563,334	6,267,000	6,357,000
54.2400	Computer Hardware and Software	29,018	5,000	10,000
54.1322B	Fire Engine	0	0	559,935
54.1401A	Major Street, Sidewalk & Drainage Maintenance	422,466	500,000	1,800,000
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	0	1,000,000	200,000
54.2504D	Public Works/Street Equipment	123,997	147,000	91,000
54.1201	CJ Smith Park	95,582	2,900,000	5,300,000
54.1203	Pickett Field	12,750	65,000	1,810,000
54.1204	Pickle Ball Facility	18,900	0	0
54.1207	Path and Linear Parks	701,718	4,500,000	1,500,000
54.1208	Diplomat Park	19,000	0	0
54.1302	Other Improvements	15,840	0	0
61.2000	Transfer to Newnan W & L	655,086	626,200	635,000
	Total Expenditures	2,094,357	9,743,200	11,905,935

3. Impact Fees - Impact Fees budget for FY 2021 include the continuation of the LINC Phase II.

Impact Fees - 375

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
34.1323	Road/St/Bridges Impact Fee	210,240	150,000	175,000
34.1324	Fire Services Impact Fee	244,547	240,000	150,000
34.1326	Parks/Recreation Impact Fee	508,501	475,000	200,000
36.1003	Interest - Roads/Streets/Bridges	535	300	900
36.1004	Interest - Fire Services	1,019	800	1,200
36.1006	Interest - Parks/Recreation	1,540	800	1,400
	Total Revenues	966,380	866,900	528,500
54.1300	Buildings/Building Improvements	433,764	0	0
54.1400	Streets, Sidewalks, Lights, Etc.	31,915	0	0
54.1215A	Recreation Improvements	32,272	750,000	750,000
	Total Expenditures	497,951	750,000	750,000

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 2020 Budget Beginning Fund Balance	FY 2020 Projected Revenues	FY 2020 Projected Expenditures	2021 Budget Projected Beginning Fund Balance	% Change	$$ Change
Major Funds						
General Fund	28,483,982	30,200,836	27,793,069	30,891,749	8%	2,407,767
SPLOST 2013	2,330,559	315,000	833,000	1,812,559	-22%	-518,000
SPLOST 2019	4,468,977	6,531,417	5,120,000	5,880,394	32%	1,411,417
Impact Fees	1,106,477	425,000	55,000	1,476,477	33%	370,000
Non-Major Funds						
Street Improvement	419,551	440,500	560,000	300,051	-28%	-119,500
Confiscated Assets	131,222	14,000	87,900	57,322	-56%	-73,900
NSP1 Grant Fund	0	507,000	507,000	0	N/A	0
NSP3 Grant Fund	0	580,000	580,000	0	N/A	0
Miscellaneous Grants	0	17,700	17,700	0	N/A	0
Tourism Enhancement	122,606	656,275	656,275	122,606	0%	0
Motor Vehicle Rental	34,979	97,000	97,000	34,979	0%	0
Sanitation Fund	483,928	823,598	953,544	353,982	-27%	-129,946

1. SPLOST 2013 – The 22% decrease in fund balance is expenditures on McIntosh Parkway, sign upgrades and Traffic Operation Center. This fund is anticipated to be exhausted at the end of 2021.

2. SPLOST 2019 – There is a 32% increase simply due to revenues exceeding expenditures. This will not most likely be the case in 2022 as there are many projects budgeted for 2021.

3. Impact Fees – Impact Fees Fund Balance is increased as revenues are up and expenditures are down. In FY 2021 this fund balance should decrease due to expenditures relating to the LINC Project.

4. Confiscated Assets fund decreased due to decreased revenue for FY 2020.

5. Sanitation Fund decreased by 27%. Staff feels this may be related to the COVID 19 epidemic as many businesses has to close and there were those that were unemployed resulting in slow collections.

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 2020 in comparison to the FY 2021 Budget. Details on revenue sources and expenditures can be found throughout this document.

All Funds Revenue and Expenditures Summary	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
General Fund (100)					
RESOURCES	28,876,005	27,145,600	**27,857,000**	$711,400	3%
USES	26,347,291	27,145,600	**27,857,000**	$711,400	3%
Street Fund (200)					
RESOURCES	258,986	474,176	**401,055**	($73,121)	-15%
USES	634,676	437,676	**388,555**	($49,121)	-11%
Confiscated Assets Fund (210)					
RESOURCES	91,215	82,405	**142,819**	$60,414	73%
USES	82,150	91,400	**179,574**	$88,174	96%
NSP1 Grant (221)					
RESOURCES	0	70,750	**175,250**	$104,500	148%
USES	0	300,000	**117,600**	($182,400)	-61%
NSP3 Grant (222)					
RESOURCES	10,075	90,800	**90,480**	($320)	0%
USES	10,075	300,000	**90,000**	($210,000)	-70%
Hotel/Motel Fund (275)					
RESOURCES	683,146	1,173,000	**743,500**	($429,500)	-37%
USES	681,287	1,160,200	**742,000**	($418,200)	-36%
Motor Vehicle Excise Tax (280)					
RESOURCES	105,098	97,000	**81,000**	($16,000)	-16%
USES	105,098	96,000	**83,000**	($13,000)	-14%
Misc. Grant Fund (240)					
RESOURCES	95,054	86,500	**45,000**	($41,500)	-48%
USES	73,532	64,635	**45,000**	($19,635)	-30%
SPLOST 2013 (323)					
RESOURCES	361,501	515,500	**501,000**	($14,500)	-3%
USES	4,166,337	1,585,000	**1,890,000**	$305,000	19%
SPLOST 2019 (310)					
RESOURCES	6,563,334	6,267,000	**6,357,000**	$90,000	1%
USES	2,094,357	9,743,200	**11,905,935**	$2,162,735	22%
Impact Fees (375)					
RESOURCES	966,380	866,900	**528,500**	($338,400)	-39%
USES	497,951	750,000	**750,000**	$0	0%
Sanitation Fund (540)					
RESOURCES	994,293	905,000	**886,500**	($18,500)	-2%
USES	923,052	878,715	**976,060**	$97,345	11%
All Funds Totals					
RESOURCES	39,005,087	37,774,631	**37,809,104**	$34,473	0%
USES	35,615,806	42,552,426	**45,024,724**	$2,472,298	6%

1. General Fund – There was a slight 3% increase in resources/uses from the FY 2020 budget. Some funding sources are flat, some show a slight decrease, but many of the City's man funding sources are up, such as sales tax.

2. Street Fund – The 15% decrease in resources and 11 % increase in uses can be explained by the fact this fund has been depleted through projects and the fees that are collected in the fund is starting to go away as the subdivision streets are being paved. In FY 2021 the majority of income going into this fund is the LMIG funding from GDOT.

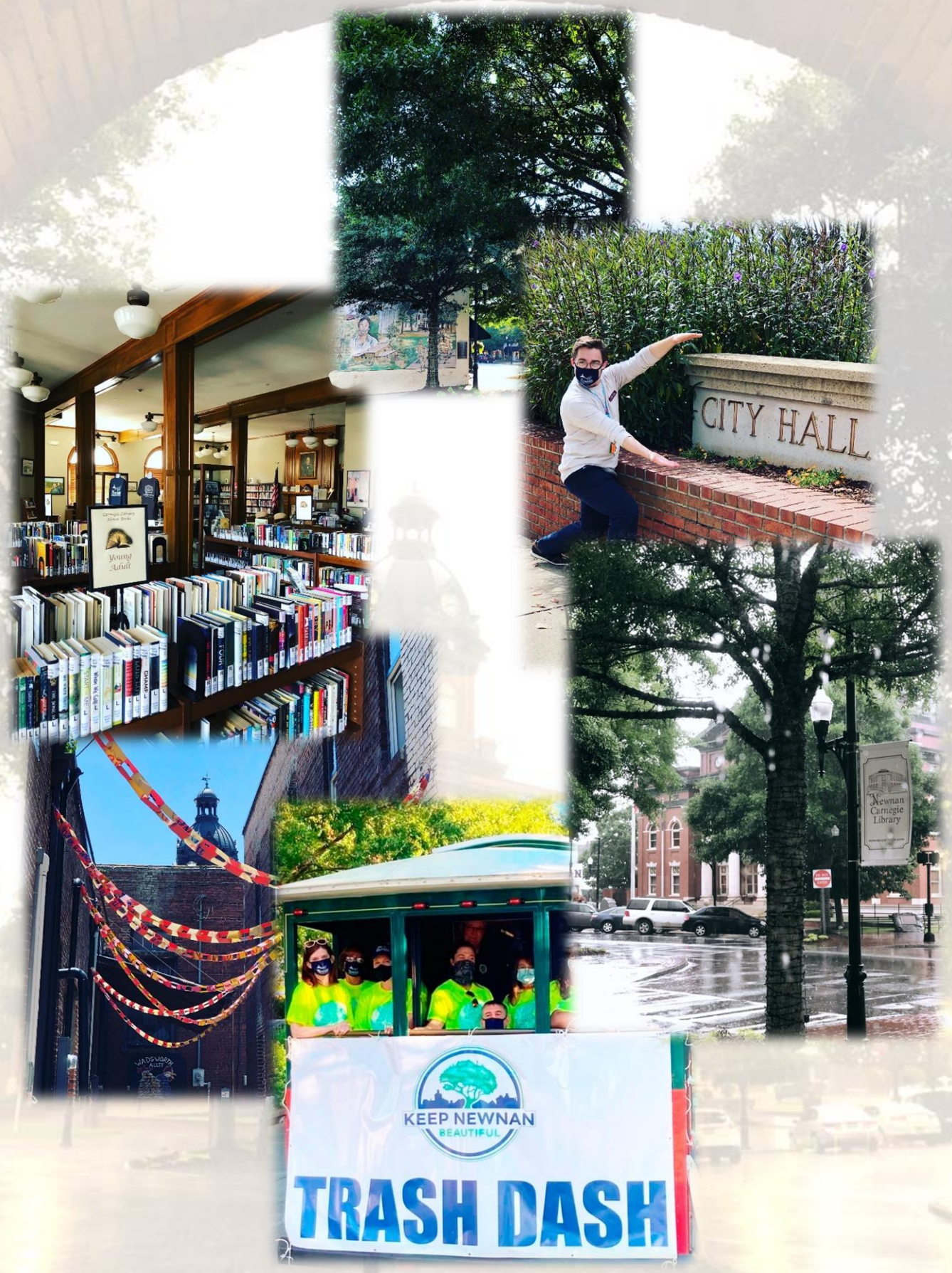
3. Hotel/Motel Fund – There is 37% decrease in both resources and uses of around 36%. This decrease is due to the effects of COVID 19 on this industry.

4. SPLOST 2013 – The current resources are due to a grant from GDOT and FHWA for Lower Fayetteville Road study. This fund is anticipated to be depleted in FY 2021.

5. SPLOST 2019 – This fund is showing a slight increase in resources primarily due to sales tax revenue being strong. The 22% increase in uses is due to the projects that were budgeted for FY 2020, not expensed, and therefore budgeted in FY 2021.

6. Impact Fees – There is a decrease for FY 2021 of 39% due to the decrease in permit activity in both residential and commercial areas. The percentage in uses has not changed and can be explained by the fact that the projects are nearing completion. The only project in the Impact Fee budget for FY 2021 is in the second phase of the LINC.

7. Sanitation Fund – This fund is showing an annual loss. Collections are slow, some businesses had to close due to COVID 19.


CITY HALL
Young Adult
Newnan Carnegie Library
KEEP NEWNAN BEAUTIFUL
TRASH DASH

DEPARTMENTAL SUMMARIES

Personnel

SECTION I. PERSONNEL POSITION COUNTS

The following charts depict the City's personnel position counts beginning with full-time.

CITY OF NEWNAN, GEORGIA
FULL-TIME PERSONNEL BY DEPARTMENT

Department	FY 2019	FY 2020	Positions Added for FY 2021	FY 2021	Variance FY 2020 vs FY 2021
City Manager	6	6	-1	5	-1
Finance	7	7	0	7	0
Human Resources	3	3	0	3	0
Information Technology	3	3	0	3	0
Facilities Maintenance	3	4	0	4	0
Police:	0	0	0	0	0
Officers	84	86	0	86	0
Civilians	7	7	0	7	0
Administrative	5	5	0	5	0
Municipal Court	1	2	0	2	0
Fire Department:	0	0	0	0	0
Firefighters	63	64	0	64	0
Administrative	1	1	0	1	0
Planning & Zoning	5	5	0	5	0
Parks & ROW Beautification	18	18	0	18	0
Building Inspection	10	10	0	10	0
Public Works Administration	3	3	0	3	0
Streets	19	23	0	23	0
Garage	6	6	0	6	0
Cemetery	8	8	0	8	0
Sanitation Refuse	2	2	0	2	0
Sanitation Brush & Bulk	5	5	0	5	0
Engineering	3	3	0	3	0
Carnegie Building	2	2	0	2	0
Business Development & Main	3	3	0	3	0
Street (& Special Events)	0	0	0	0	0
Leisure Services	2	3	0	3	0
Total Full-Time Employees	269	279	-1	278	-1

CITY OF NEWNAN, GEORGIA
PART - TIME PERSONNEL BY DEPARTMENT

Department	FY 2019	FY 2020	Positions Added for FY 2021	FY 2021	Variance FY 2020 vs FY 2021
City Council	7	7	0	7	0
Finance	1	1	0	1	0
Facilities Maintenance	0	0	0	0	0
Police:					
Crossing Guards	2	2	0	2	0
Administrative	3	3	0	3	0
Municipal Court	2	1	0	1	0
Building Inspection	1	1	0	1	0
Cemetery	2	2	0	2	0
Carnegie Building	3	3	0	3	0
Leisure Services	4	3	0	3	0
Total Part-Time Employees	**25**	**23**	**0**	**23**	**0**

There were no positions or personnel added for FY 2021. There was one deletion in the City Manager's Office. The Executive Administrative Assistant and the City Clerk have been combined into one position.

The following chart depicts General Fund salaries and benefits by function. General Government Function includes: City Council, City Manager, Information Technology, Human Resources, Finance and Facilities Maintenance. Public Works includes: Garage, Streets, Public Works Admin., Engineering, Sanitation and Cemetery. Public Safety includes: Police, Fire and Municipal Court. Community Development includes: Parks and ROW Beautification, Planning & Zoning and Building Inspection. Lastly, Other Services includes: Library, Leisure Services, Business Development, Main Street and Keep Newnan Beautiful.

Salaries & Benefits by Function

	2019 Actual	2020 Budget	2021 Budget
General Government*	2,082,812	2,273,477	6,108,364
Public Works	2,432,310	2,884,970	2,887,663
Public Safety	12,122,245	13,150,947	11,150,404
Community Development	2,163,303	2,298,314	1,942,067
Other Services	563,762	671,322	612,072
	19,364,432	21,279,030	22,700,570

*NOTE: Other than Sanitation and Firemen Cancer Ins., all insurance expenses were moved to HR's Department as a result the City moving to a Self-Insured Program causing an increase General Government Functions budget but yet reducing Public Works, Public Safety, Community Development and Other Services Budgets.

SECTION II. 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.

The City Attorney's professional services are also included in the City Council's budget. In previous years the City Attorney had his own budget, but was not considered a department. Therefore to simply the process, it was decide to allocated these costs as a City Council expense.

100.1110.10 – City Council Budget

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1200	Wages - Part Time/Temp Employees	43,000	43,000	43,000
51.2100	*Employee Ins (Life/Health/Dent)	114,422	118,475	0
51.2200	FICA (Soc Sec)	3,283	3,290	3,290
51.2400	Retirement	4,062	4,386	5,659
51.2700	Worker's Compensation	77	129	117
51.2900A	Non-Taxable Employee Benefits	1,108	350	350
	Salaries and Benefits	165,952	169,630	52,175
52.1200	Professional Services	0	0	80,000
52.1201	Public Relations	7,445	23,500	21,000
52.3400	Printing & Binding	52	250	150
52.3500	Travel Expenses	36,898	40,000	35,950
52.3600	Dues and Fees	14,248	15,500	15,500
52.3700	Training	11,065	10,000	7,785
53.1101	Office Supplies	0	150	50
53.1300	Food Supplies	220	1,800	500
53.1600	Minor Equipment	1,058	0	0
	Operating Expenses	70,986	91,200	160,935
57.2000	Payments to Other Agencies	11,000	11,500	11,500
57.2010	Three Rivers Regional Commission	39,784	39,784	40,000
	Other Uses	50,784	51,284	51,500
	Total City Council	287,722	312,114	264,610

* City Council health insurance was moved to HR budget as a result of the City moving to a Self-Insured program.

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 Megan Shea 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.

City Manager
Cleatus Phillips



Assistant City Manager
Hasco Craver



City Clerk
Megan Shea



Communications Manager
Ashley Copeland



Program Manager
Ronda Helton



100.1320.11 - City Manager Budget

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	546,625	548,757	488,498
51.2100	*Employee Ins (Life/Health/Dent)	76,736	77,013	0
51.2150	*Employee Flexible Spending Accounts	95	84	0
51.2200	FICA (Soc Sec)	39,474	43,118	38,550
51.2400	Retirement	48,983	57,491	62,249
51.2600	Unemployment Insurance	8	12	12
51.2700	Worker's Compensation	3,040	5,420	4,604
51.2910	Employee Recognition	14,147	12,600	12,500
	Salaries and Benefits	729,109	744,495	606,413
51.2900	Taxable Employee Benefits	14,726	13,716	15,120
51.2900A	Non-Taxable Employee Benefits	312	450	150
52.1200	Professional Services	73,281	65,000	50,000
52.1201	Public Relations	8,722	5,050	3,500
52.1300	Other Contractual Services	136,788	10,050	10,000
52.1301	Elections	170	0	6,500
52.2200	Repairs and Maintenance	2,538	10,000	7,500
52.2300	Equipment & Vehicle Rental	0	3,000	0
52.3102	Bldg & Pers Liability Insurance	900	1,350	2,000
52.3103	Surety Bonds	100	100	100
52.3200	Communications	1,426	2,000	6,250
52.3300	Advertising	3,441	2,000	2,000
52.3400	Printing & Binding	1,989	13,250	8,500
52.3500	Travel Expenses	15,145	18,000	16,000
52.3600	Dues and Fees	5,165	8,850	8,550
52.3700	Training	5,358	5,500	3,850
53.1100	Materials and Supplies	1,999	1,500	1,500
53.1101	Office Supplies	3,651	2,650	2,700
53.1270	Vehicle Gasoline/Diesel	100	200	150
53.1300	Food Supplies	2,044	4,500	1,750
53.1400	Books & Periodicals	379	380	80
53.1600	Minor Equipment	430	0	500
53.1601	Computer Hardware & Software	5,946	5,000	2,500
53.1602	Office Furniture	128	0	0
53.1701	Vehicle Maintenance	683	500	250
53.1706	Miscellaneous	123,701	60,151	50,000
53.1708	Other Boards & Commissions	0	5,000	5,000
	Operating Expenses	409,124	238,197	204,450
54.1100	Land Purchases	218,105	0	0
	Capital Outlays	218,105	0	0
57.2000	Payments to Other Agencies	0	15,000	15,000
57.2006	Cultural Arts Commission	42,500	42,500	28,000
61.1200	Transfer to Street Fund	200,000	0	0
61.1540	Transfer to Sanitation Fund	200,000	140,000	140,000
	Other Financing Uses	442,500	197,500	183,000
	Total City Manager	1,798,838	1,180,192	993,863

* City Manager's health, life insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

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 12/31/2021)
- Update the city's media content (i.e, basic stock photography, videos, PSAs and etc). (A. Copeland ongoing)
- Ensure social media verification for all city social media channels (i.e., Newnan Police Department, Newnan Fire Department and Main Street Newnan) (A.Copeland 12/31/2021)
- To produce a new marketing/communications plan for SeeClickFix and NextDoor (A. Copeland 12/31/2021)

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 12/31/2021)
- To host annual Newnan Citizen Academy program. (A. Copeland ongoing)
- To produce a new communications/marketing plan for city tourism/information (i.e. City Trolley, history, parks etc.) (A. Copeland ongoing)
- To host and produce new communication vehicles for city residents via video and podcasts formats. (A. Copeland ongoing)

Goal 4: Assist with internal communications.

Objectives:

- To print a monthly employee newsletter. (A. Copeland 12/31/2021)
- To encourage information sharing among management staff by publishing monthly and annual reports. (A. Copeland 12/31/2021)
- To coordinate with employee special events. (A. Copeland 12/31/2021)

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. (M. Shea 12/31/2021)
- Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (M. Shea 12/31/2021)

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. (M. Shea 12/31/2021)
- Assist Coweta County with coordination of elections as required. (M. Shea 12/31/2021)

Goal 8: To serve as Retirement Secretary for the City of Newnan and provide assistance to staff in processing applications for retirement and related activities. (M. Shea On-going)
Goal 9: To efficiently deliver projects that will enhance the quality of life for citizens. (R. Helton On-going)
Goal 10: 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 projects report as to projects status. (R. Helton – Quarterly)

Goal 11: 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 12: 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 2020 Goals Accomplished

- ✓ Received the "Distinguished Budget Award" for 31 consecutive years.
- ✓ 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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	365,393	368,449	382,185
51.1200	Wages - Part Time/Temp Employees	6,950	18,979	19,359
51.1300	Wages - Overtime	0	500	500
51.2100	*Employee Ins (Life/Health/Dent)	54,080	59,318	0
51.2100A	*Employee Opt-Out Insurance Payments	3,000	3,000	0
51.2150	*Employee Flexible Spending Accounts	100	84	0
51.2200	FICA (Soc Sec)	27,530	29,947	30,991
51.2400	Retirement	33,008	39,930	47,720
51.2500	Tuition Reimbursement	0	1,050	0
51.2600	Unemployment Insurance	3,775	14	14
51.2700	Worker's Compensation	653	1,159	1,071
51.2900A	Non-Taxable Employee Benefits	1,584	1,675	1,675
	Salaries and Benefits	496,074	524,105	483,515
52.1200	Professional Services	53,054	52,100	54,600
52.1300	Other Contractual Services	39,369	39,172	28,880
52.2200	Repairs and Maintenance	18,570	25,000	29,000
52.3102	Bldg & Pers Liability Insurance	233	350	350
52.3200	Communications	560	732	732
52.3300	Advertising	1,184	4,315	4,315
52.3400	Printing & Binding	724	825	825
52.3500	Travel Expenses	3,005	4,800	3,300
52.3600	Dues and Fees	1,187	1,475	1,405
52.3700	Training	894	2,125	1,825
53.1100	Materials and Supplies	1,246	1,450	1,650
53.1101	Office Supplies	3,710	3,200	3,800
53.1400	Books & Periodicals	153	160	160
53.1600	Minor Equipment	0	300	300
53.1601	Computer Hardware & Software	3,072	5,100	5,100
53.1706	Miscellaneous	10	250	250
	Operating Expenses	126,970	141,354	136,492
	Total Finance Budget	623,044	665,459	620,007

* Finance Department's health, life insurance, Insurance Opt Out payments and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

FY 2021 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)
- Effectively monitor and manage all investments for the City to ensure maximum returns while minimizing risk to Capital resources

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, 12/31/21)

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)

Goal 6: To accurately process employee bi weekly payroll, including taxes and withholdings, and required reporting for City employees efficiently and effectively.

Objectives:

- Process bi-weekly payroll, including deductions, taxes and other withholdings, after-hours approval and entry into the system. Distribute withholdings and taxes to appropriate associated third party (R. White 12/31/2021)
- Complete all associated monthly, quarterly and annual reporting requirements associated with payroll processing (R. White 12/31/2021)

FY 2020 Goals Accomplished

- ✓ Completed and filed the City's 2019 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 nine times and won the award nine 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 98.5%. We expect to end 2020 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 virtual training sessions and co*nferences* throughout the year, covering topics such as Cares Act Administration and Accounting, navigating Financial Crisis, 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 2020. We plan to complete the implementation and training by the end of 2021.
- ✓ The ability to conduct City business online was vital for offering services to business owners, citizens and employees during the COVID 19 crisis.
- ✓ Recorded and tagged all assets added during 2020. Capitalized projects upon completion.
- ✓ Successfully transitioned to a staggered/ remote work schedule during the COVID 19 crisis, which allowed the Finance department to provide excellent customer service and manage all finance related functions while City Hall was closed to the public.
- ✓ Established standards and deadlines City wide, as well as the administration and timely submission of all required documents for the Cares Act Grant.
- ✓ Researched best practices and GASB guidelines to correctly establish and account for the City's newly created Self Insurance fund.
- ✓ Actively managed and diversified the City's investment portfolio to maximize interest earnings while ensuring the preservation of Capital and maintaining sufficient liquidity to meet operating requirements.
- ✓ Trained and job shadowed City Clerk for 6+ months to sufficiently learn all payroll related functions. Beginning in January 2021, the Finance department will absorb payroll administration for the City.
- ✓ Assisted Component Units establish bank accounts and credit cards required to operate efficiently.
- ✓ Implemented ACH payment option for quicker and more cost-effective Accounts Payable payment processing.

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Total Assessed Property Tax Valuation (40%)	$1,464,853,540	$1,703,808,781	**$1,746,167,718**
Percentage of total collected at year-end	98.5%	97.00%	**97.00%**
Number of Occupational Tax Certificates Issued (includes renewals and new applications)	1,965	2,137	**2,223**
Occupational Taxes collected	$3,032,855	$2,922,190	**$2,915,000**
Number of Alcohol Licenses issued	103	105	**107**
Alcohol License revenue collected	$205,660	$216,210	**$221,750**
Alcohol Excise Taxes collected	$896,012	$910,000	**$920,000**
Number of Accounts Payable payments issued	3,764	3,685	**3,700**
Number of A/P Checks voided	19	16	**16**
Received GFOA Excellence in Financial Reporting Award – CAFR	Yes	Yes	**Yes**
Number of Bank/Investment accounts maintained	33	34	**34**
Total Annual Expenditures managed including capital and transfers (all funds)	$42,077,349	$42,552,426	**$41,000,000**
Total Annual Revenues managed including capital and transfers (all funds)	$39,425,323	$37,774,631	**$39,000,000**

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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	174,046	175,463	178,985
51.2100	*Employee Ins (Life/Health/Dent)	20,496	22,440	0
51.2150	*Employee Flexible Spending Accounts	47	45	0
51.2200	FICA (Soc Sec)	13,258	13,547	13,362
51.2400	Retirement	15,787	18,524	22,314
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	297	525	477
51.2900	Taxable Employee Benefits	1,620	1,620	1,620
	Salaries and Benefits	225,556	232,170	215,144
52.1300	Other Contractual Services	8,220	5,000	5,000
52.2200	Repairs and Maintenance	158,273	163,200	172,300
52.2300	Equipment & Vehicle Rental	3,118	3,500	3,500
52.3101	Vehicle Insurance	2,408	200	200
52.3102	Bldg & Pers Liability Insurance	133	200	200
52.3200	Communications	94,289	113,632	112,720
52.3500	Travel Expenses	2,996	6,000	4,200
52.3600	Dues and Fees	985	1,720	1,880
52.3700	Training	1,600	2,000	1,400
53.1100	Materials and Supplies	39	500	500
53.1101	Office Supplies	173	1,500	1,500
53.1270	Vehicle Gasoline/Diesel	429	320	320
53.1400	Books & Periodicals	0	200	200
53.1600	Minor Equipment	1,246	2,500	2,500
53.1601	Computer Hardware & Software	46,544	27,500	27,500
53.1602	Office Furniture	0	250	250
53.1701	Vehicle Maintenance	357	500	500
	Operating Expenses	320,810	328,722	334,670
54.2400	Computer Hardware and Software	0	0	5,000
	Capital Outlays	0	0	5,000
	Total Information Technology	546,366	560,892	556,434

* Information Technology's health/life insurance, insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program

FY 2021 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 12/31/2021)
- Monitor and maintain backups daily to ensure data integrity is preserved. (B. Lee, A. Simpkins 12/31/2021)
- Review current contracts to ensure the best price is being given and features we are paying for are being utilized. (B. Lee 12/31/2021)

Goal 2: Replace aging critical infrastructure where budget permits.

Objectives:

- Replace edge network switches in City as budget permits. (B. Lee 12/31/2021)
- Replace/Upgrade all workstations currently running Windows 7 to Windows 10. (B. Lee, J. Chambers, A. Simpkins 12/31/2021)
- Consider moving all workstation purchasing and budgeting under IT and implement a replacement schedule. (B. Lee 12/31/2021)

Goal 3: Network Infrastructure mapping and monitoring.

Objectives:

- Develop documentation of all infrastructure including location and how it interconnects. (B. Lee 12/31/2021)
- Continue utilizing a network monitoring solution to alert IT staff of problems before the phone rings. (B. Lee 12/31/2021)

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 12/31/2021)
- Review our group policy in accordance with NIST (National Institute of Standards and Technology) (B. Lee 12/31/2021)

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 12/31/2021)
- 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 12/31/2021)
- Monitor equipment age and keep systems up-to-date by replacing aging hardware as needed. (B. Lee, J. Chambers, A. Simpkins 12/31/2021)
- Research adding a secondary internet connection for when our primary has problems. (B. Lee 12/31/2021)

FY 2020 Goals Accomplished

- ✓ Added another layer of security in the form of DNS filtering.
- ✓ Created IoT network to provide internet only access to IoT devices.
- ✓ Deployed new network monitoring solution.
- ✓ Continued monthly phishing attack simulation for all e-mail users.
- ✓ Maintained backups and firewall/spam/group policy in accordance with industry standards.
- ✓ Extended backup system to include archival backups therefor greatening our recovery period.

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Number of Help desk problem tickets received	725	550	**700**
Number of Help Desk tickets resolved in 72 hours	473	440	**500**
Number of computers maintained city-wide	235	250	**285**



Human Resources

Department Description

The HR Director and team will provide 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	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	181,736	192,808	195,655
51.2100	Employee Ins (Life/Health/Dent)	17,525	19,686	0
51.2100A	Employee Opt-Out Insurance Payments	5,500	6,000	0
51.2150	Employee Flexible Spending Accounts	47	42	0
51.2200	FICA (Soc Sec)	13,823	15,250	15,436
51.2400	Retirement	16,981	20,334	24,993
51.2500	Tuition Reimbursement	1,350	12,500	12,000
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	320	577	597
51.2910	Employee Recognition	3,966	5,408	5,408
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	4,284	4,875	375
	Salaries and Benefits	241,791	273,151	298,407
52.1200	Professional Services	12,361	9,975	9,675
52.1300	Other Contractual Services	180	300	300
52.2200	Repairs and Maintenance	1,995	2,500	2,500
52.3101	Vehicle Insurance	3,332	5,000	0
52.3102	Bldg. & Pers. Liability Insurance	49,789	70,650	64,774
52.3300	Advertising	0	300	300
52.3400	Printing & Binding	271	250	350
52.3500	Travel Expenses	985	2,600	1,820
52.3600	Dues and Fees	239	360	395
52.3700	Training	75	2,200	1,540
53.1100	Materials and Supplies	0	200	200
53.1101	Office Supplies	256	600	600
53.1103	Medical Supplies	0	75	75
53.1300	Food Supplies	44	200	250
53.1400	Books & Periodicals	0	100	100
53.1600	Minor Equipment	35	150	150
53.1601	Computer Hardware & Software	1,811	350	350
	HR Operating Expenses	*75,658*	*100,685*	*83,754*
51.2100	*Employee Insurance (Life/ Health)	0	0	4,209,997
51.2100A	*Employee Opt Out Ins	0	0	40,400
51.2150	*Employee Flexible Spending Accts	0	0	2,346
	Total Employee Insurance	0	0	4,252,743
	Total Human Resources	317,449	373,836	4,591,132

* NOTE: HR's budget now captures all insurances and related accounts for each department as a result of the City moving to as a Self-Insured program with the exception of Firemen Cancer Insurance and Sanitation Fund insurances.

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. (S. Watson, HR Coordinator - Ongoing)
- Explore utilizing more Social Media platforms to reach a wider audience of job candidates and increase the number of qualified applicants. (HR Coordinator, 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. (S. Watson, Ongoing)
- Provide Department Heads with Quarterly report about liability and worker's compensation losses. (S. Watson, 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. (S. Watson, Ongoing).
- Conduct periodic safety visits to high risk departments to increase safety awareness and identify opportunities for safety improvement. (S. Watson, Ongoing.)

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)
- Develop a standardized procedures manual to ensure compliance and consistency in operations. (M. Blubaugh, HR Coordinator, 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 12/31/2021)

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

Objectives:

- Develop a process to automate the Family and Medical Leave (FMLA) process for increased efficiency. (M. Blubaugh, HR Coordinator, 12/31/2021.

FY 2020 Goals Accomplished

- ✓ The City received grants totaling $20,000 from Georgia Municipal Association and LGRMS. The grant funded four Automatic Defibrillators and various other safety equipment.
- ✓ Utilized additional online forms to increase efficiency and allow employees to access forms while maintaining social distancing.
- ✓ Provided quarterly updates on liability incidents
- ✓ LGRMS provided Defensive Driver training for sixty-five employees
- ✓ All Employees received virtual Harassment Awareness Training.
- ✓ The City received over 1,500 applications and filled approximately 42 positions.
- ✓ The employee first day processing has been modified allowing completion of forms either in person or online.
- ✓ Provided benefit information in advance so employees have an opportunity to examine the various plans and decide on the benefits they desired prior to the first day of work
- ✓ Director completed Crisis Coordinator Training through CrisisRisk and Local Government Risk Management Services
- ✓ Risk Manger completed Safety Coordinator I, II and III training.
- ✓ Risk Manager completed LGRMS Risk Manager training

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Applications received and processed	3114	1350	**2500**
Annual employee turnover	6.50%	3.8%	**6.0%**
Annual City-paid health care cost per employee	$11,168	12,992	**14,011**
Total number of liability claims city-wide	81	65	**60**
Total number of Worker's Compensation claims city-wide	27	35	**32**
Number of employees utilizing FMLA	30	97	**45**

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	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	148,789	187,114	189,013
51.1200	Wages - Part Time/Temp Employees	1,023	26,400	0
51.1300	Wages - Overtime	0	500	500
51.2100	*Employee Ins (Life/Health/Dent)	39,148	62,409	0
51.2150	*Employee Flexible Spending Accounts	32	0	0
51.2200	FICA (Soc Sec)	10,851	14,352	14,499
51.2400	Retirement	13,555	19,137	23,412
51.2600	Unemployment Insurance	4	8	8
51.2700	Worker's Compensation	7,276	15,973	14,450
51.2900A	Non-Taxable Employee Benefits	2,445	3,000	2,500
	Salaries and Benefits	223,122	328,893	244,382
52.1300	Other Contractual Services	148,344	191,710	191,770
52.2200	Repairs and Maintenance	164,959	134,500	134,500
52.3101	Vehicle Insurance	1,333	2,000	2,000
52.3102	Bldg & Pers Liability Insurance	17,993	27,000	27,000
52.3200	Communications	2,108	3,200	3,200
52.3500	Travel Expenses	111	750	500
52.3600	Dues and Fees	49	600	500
52.3700	Training	185	2,500	1,000
53.1100	Materials and Supplies	1,583	1,200	1,200
53.1101	Office Supplies	353	800	800
53.1102	Cleaning Supplies & Chemicals	8,022	7,700	7,500
53.1111	COVID-19 Pandemic Expenses	0	0	16,000
53.1220	Natural Gas	11,464	16,000	16,000
53.1270	Vehicle Gasoline/Diesel	6,900	8,500	8,500
53.1300	Food Supplies	748	750	1,000
53.1600	Minor Equipment	6,040	15,750	7,500
53.1601	Computer Hardware & Software	1,162	1,500	2,000
53.1602	Office Furniture	0	1,000	500
53.1701	Vehicle Maintenance	3,962	7,500	7,000
	Operating Expenses	375,317	422,960	428,470
54.1300	Buildings/Building Improvements	68,091	19,000	0
	Capital Outlays	68,091	19,000	0
	Total Facilities Maintenance	666,530	770,853	672,852

* Facilities Maintenance's health/life insurance, insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program

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 12/31/2021)

Objectives:

- Repair Roof issue at 30 Temple Ave.
- Paint 27 Clark St/8 Carmichael St.
- Replace Roof at Station 1 Bunk House
- Re-tile City Hall restrooms
- Begin the addition of Needlepoint Bipolar Ionization equipment to HVAC systems throughout the City Facilities

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 12/31/2021)

Objectives:

- Backflow testing throughout City
- Charging our own HVAC Systems
- Integrate a key reproduction system

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 12/31/2021)

Objectives:

- Expand ice machine preventive maintenance program
- Initiate a cataloging process of City equipment

Goal 4: Work jointly with the YMCA to enhance the swimming experience for all who enjoy the Lynch Park Pool. (M. Johnston 12/31/2021)

Objectives:

- Replace automatic fill valve in surge tank
- Update Unistrut in pump room.
- Repair gate at flume
- Add 20 lounge chairs for pool deck

Goal 5: Work to ensure all guidelines pertaining to COVID 19 adherence procedures, at the guidance of Mayor and Council are applied and sustained throughout 2021 or until pandemic is exhausted. (M. Johnston 12/31/2021)

Objectives:

- Maintain an adequate amount of cleaning supplies and hand sanitizer for City buildings
- Work with City Manager to ensure a secure atmosphere in City facilities for citizenry and staff
- Work in conjunction with Leisure Services, making sure City buildings are cleaned thoroughly after major events

FY 2020 Goals Accomplished

- ✓ Installed new fence at Little People's Daycare
- ✓ Repaired the flume at the Lynch Park Pool
- ✓ Repaired filtration system at Lynch Park Pool
- ✓ Built/Installed windows at Leisure Services office
- ✓ Repaired boiler piping at Municipal building
- ✓ Added Cork board for Leisure Services at office
- ✓ Ran wiring for message center at Leisure Services office.
- ✓ Painted entrance to City Hall
- ✓ Installed new kitchen cabinets at Little People's Daycare
- ✓ Added power and TV for message center at City Hall entrance
- ✓ Added FRP to mop sink at Station 4
- ✓ Built/installed chase above oven/cabinets at Station 4
- ✓ Had new Handrails installed at City Hall entrances
- ✓ Added new doors to Wesley St Gym
- ✓ Added Access Control to Wesley St Gym
- ✓ Repaired roof at Public Works
- ✓ Painted the interior of the Main Street Offices
- ✓ Added interior sump pump/drain at Warner Main Bldg.
- ✓ Added new Storefront door at CAFI Bldg.
- ✓ Replaced windows around City Hall
- ✓ Painted dressing rooms at Wadsworth Auditorium
- ✓ Painted hallways at the Wadsworth Auditorium
- ✓ Ran all electrical components to Digital sign
- ✓ Repaired automatic doors at entrance to City Hall
- ✓ Retrofitted bulkhead/Canopy lighting at City Hall with LED lighting.
- ✓ Updated wiring at the Wadsworth Stage area, removing defective wiring, along with dimmer packs
- ✓ Rewired/Repaired 800 amp disconnect at Wadsworth Stage area.
- ✓ Repaired roofs at Station 3 and Station 2.
- ✓ Removed counter and redesigned wall for new counter in Finance.
- ✓ Added water purifier in Fitness Center at City Hall
- ✓ Repaired HVAC in Hope Center at Verona Rosser building.
- ✓ Repaired air quality issue at 27 Clark St.
- ✓ Installed new wiring and new receptacles for new LED lighting in Wadsworth Auditorium.
- ✓ Replace defective Air Handler at Public Works Office.
- ✓ Had Doors repaired at Lynch Park Pool
- ✓ Had VCT cleaned at City Hall, Municipal Building and Facilities Maintenance offices.
- ✓ Installed Plexiglas barrier protectors for countertops throughout City.

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Buildings Maintained	44	47	48
Traffic Signals Maintained	19	18	16
Work Order Requests	600	516	600

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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	4,874,221	5,077,842	5,197,984
51.1200	Wages - Part Time/Temp Employees	24,454	25,982	26,407
51.1300	Wages - Overtime	263,205	73,300	175,000
51.2100	Employee Ins (Life/Health/Dent)	1,266,242	1,534,804	0
51.2100A	Employee Opt-Out Insurance Payments	26,125	3,000	0
51.2150	Employee Flexible Spending Accounts	1,177	966	0
51.2200	FICA (Soc Sec)	373,132	392,730	402,241
51.2400	Retirement	457,335	531,117	678,649
51.2600	Unemployment Insurance	123	218	220
51.2700	Worker's Compensation	143,133	252,494	238,276
51.2910	Employee Recognition	811	788	788
51.2900	Taxable Employee Benefits	500	500	540
	Salaries and Benefits	7,430,457	7,893,741	6,720,105
51.2900A	Non-Taxable Employee Benefits	54,862	69,700	66,800
52.1200	Professional Services	15,257	31,250	21,250
52.1201	Public Relations	4,814	5,000	12,500
52.1300	Other Contractual Services	347,657	324,346	336,890
52.2200	Repairs and Maintenance	153,943	166,150	146,395
52.3101	Vehicle Insurance	26,440	37,000	37,000
52.3102	Bldg. & Pers Liability Insurance	118,361	170,000	170,000
52.3200	Communications	78,991	75,330	76,030
52.3300	Advertising	619	2,000	2,000
52.3400	Printing & Binding	4,914	7,419	7,265

Police Department Budget Continues...

52.3500	Travel Expenses	32,882	22,000	15,400
52.3600	Dues and Fees	4,229	9,430	8,455
52.3700	Training	15,000	16,000	11,200
53.1100	Materials and Supplies	59,960	39,685	32,215
53.1101	Office Supplies	11,488	12,000	10,000
53.1102	Cleaning Supplies & Chemicals	2,836	3,500	3,000
53.1104	Dog Food & Supplies	73	250	250
53.1106	Protective Equipment	28,404	27,800	24,400
53.1270	Vehicle Gasoline/Diesel	248,537	242,000	242,000
53.1300	Food Supplies	4,300	3,000	3,000
53.1400	Books & Periodicals	1,802	1,125	750
53.1600	Minor Equipment	19,278	34,800	35,656
53.1600A	Vehicle Equipment Add Ons	115,479	108,688	99,592
53.1601	Computer Hardware & Software	26,498	15,900	5,800
53.1603	Fire Arms	2,096	2,750	3,850
53.1701	Vehicle Maintenance	223,915	154,500	200,000
	Operating Expenses	1,602,633	1,581,623	1,571,698
54.2200	Vehicles	324,166	272,000	257,285
54.2500	Other Equipment	6,334	0	0
	Capital Outlays	330,500	272,000	257,285
	Total Police Department	9,363,590	9,747,364	8,549,088

* Police Department's health/life insurance, Opt Out Insurance Payments and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

100.2650.14 - Municipal Court

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	45,026	71,130	72,662
51.1200	Wages - Part Time/Temp Employees	20,739	14,336	13,927
51.1300	Wages - Overtime	125	0	0
51.2100	*Employee Ins (Life/Health/Dent)	228	18,979	0
51.2100A	*Employee Opt-Out Insurance Payments	3,000	3,000	0
51.2200	FICA (Soc Sec)	5,270	6,768	7,083
51.2400	Retirement	4,107	7,561	9,717
51.2600	Unemployment Insurance	1	6	6
51.2700	Worker's Compensation	126	256	231
51.2900A	Non-Taxable Employee Benefits	1,119	1,800	1,800
	Salaries and Benefits	79,742	123,836	105,426
52.1200	Professional Services	203,393	200,000	225,000
52.1300	Other Contractual Services	10,912	5,000	5,000
52.2200	Repairs and Maintenance	18,000	1,600	1,600
52.3400	Printing & Binding	61	250	250
52.3500	Travel Expenses	390	1,500	1,050
52.3600	Dues and Fees	100	150	150
52.3700	Training	1,665	1,950	1,395
53.1101	Office Supplies	2,813	3,000	3,000
53.1600	Minor Equipment	1,952	800	800

Municipal Court Budget Continues…				
53.1601	Computer Hardware & Software	1,930	1,500	1,500
	Operating Expenses	241,217	215,750	239,745
	Total Municipal Court	320,958	339,586	345,171

*Municipal Court's health/life insurance, and Opt Out Insurance Payments were moved to HR budget as a result of the City moving to a Self-Insured program.

Police Department Goals, Objectives and Performance Measures

FY 2021 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 12/31/2021)
  - 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 12/31/2021)
  - To actively investigate suspicious activities by individuals. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2021)
  - To pursue the prosecution of offenders. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2021)
  - To increase drug and gang arrests with the advanced training of Officers. (Deputy Chiefs, Patrol Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2021)

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 12/31/2021)
  - To actively enforce hands-free law and distracted driving offenses. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2021)
  - Conduct Fatal Vision classes and traffic safety awareness classes (Traffic, SRO 12/31/2021)

Objective:

- Reduce DUI incidents by aggressive enforcement.
  - To continue the advanced DUI Enforcement Training for Officers. (Patrol Officers, Shift Commanders, Traffic Unit 12/31/2021)

Goal 2: Provide an environment that fosters a positive relationship with the community that we serve.

Objective:

- Increase positive public relations and contacts
  - Command and Administration staff will educate and encourage staff to increase positive public relational contacts. (Command Staff 12/31/2021)
  - Continue the partnership with the Newnan Community Resource Inc. to promote free community programs to at-risk youth. (Command Staff, Patrol, Traffic, SRO, CID, CRO, Drug and Vice Unit, Training Division 12/31/2021)
  - Encourage staff to attend community events while on duty to foster positive relationships. (Command Staff, Patrol, Traffic, SRO, CID, CRO, Drug and Vice Unit, Training Division 12/31/2021)

- Encourage staff to attend City-sponsored events. (Command Staff, Patrol, Traffic, SRO, CID, CRO, Drug and Vice Unit, Training Division 12/31/2021)
- Provide opportunity and time for community relations. (Command Staff, Patrol, Traffic, SRO, CID, CRO, Drug and Vice Unit, Training Division 12/31/2021)

- Provide programs for adults and children that bring awareness and understanding of police encounters.
  - Conduct citizen academy and awareness classes at the Newnan Police Department Training Room based on community needs. (Drug and Vice Unit, CRO, Training Division, Patrol 12/31/2021)
  - To schedule training sessions at area schools for students in elementary, middle, and high school. (SRO, CRO, Patrol, Drug and Vice 12/31/2021)
  - Create Public Service Announcements and videos about safety and police encounters.

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 12/31/2021)

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 12/31/2021)
  - Continue the "See Something Say Something" campaign. (SRO 12/31/2021)
- Provide a positive resource and approachable role model for students. (SRO 12/31/2021)

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

Objective:

- Provide staff the opportunity to receive advanced training and education. (Command Staff, Patrol, Traffic, SRO, CID, CRO, Drug and Vice Unit, Training Division 12/31/2021)
- Seek opportunity for supervisory staff to attend the Professional Management Program. (PMP) (Command Staff 12/31/2021)
- Encourage officers to work towards attaining their Intermediate and Advanced Certifications. (Command Staff, Patrol, Traffic, SRO, CID, CRO, Drug and Vice Unit, Training Division 12/31/2021)

Goal 6: 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 12/31/2021)
  - Educate the public about the importance of having their pets spayed or neutered. (AW 12/31/2021)

Goal 7: Decrease the number of feral cats in the City.

Objectives:

- To trap feral cats and dispose of humanely. (AW 12/31/2021)
- 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 12/31/2021)

FY 2020 Goals Accomplished

- ✓ Successfully transitioned to NIBRS network for crime data reporting, which captures additional data in 2020. Additionally, we educated City personnel and elected officials on the interpretation of statistical data.
- ✓ In 2019, there were a total of 504 criminal investigation cases cleared with 109 arrests/ prosecutions. During 2020, 667 criminal investigation cases are projected to be cleared with 172 arrests/prosecutions.
- ✓ Successfully managed large crowd control and gathering issues.
- ✓ Conducted Concentrated Patrol on texting and driving during the Teen Driving Safety Week.
- ✓ Patrolled the parking lots for vehicle safety for the shoppers over 285 hours during the 2019 holiday season.
- ✓ The estimated 2020 motor vehicle accidents have decreased to 1,375 due to COVID response procedures and reduction of motor vehicle traffic during the pandemic.
- ✓ The DUI arrests are estimated to increase from 2019 by 29.2% are due to aggressive traffic enforcement. This is due to full staffing in the traffic unit.
- ✓ 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 training for adults and children through the Community Resource Unit, 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 CIT training.
- ✓ CIT training for all Law Enforcement personnel with 78% completed in August. The goal is for 75% of all personnel to complete the training by December so the goal was accomplished 5 months in advance for 2020.
- ✓ The SRO's took advanced training in Criminal Procedures, Criminal Investigation, Alert Level I, Interviews and Interrogations.
- ✓ 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.
- ✓ Continued NARCAN Training for all sworn new hires.
- ✓ Successfully utilized NARCAN for 5 incidents in 2019, and so far in 2020, there have been 8 uses with 5 successes.
- ✓ Maintained the Georgia Association Chief of Police State Certification.
- ✓ Continued a yearly Physical Fitness Program and testing 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.
- ✓ Created a strategy for maintaining a large inventory of personal protective equipment.
- ✓ Upgraded AED equipment and artificial breathing equipment for life-saving measures of the public.
- ✓ During COVID Newnan Police Department staff encouraged citizens by driving by their houses and assisted living during their birthdays. They also traveled to all City schools to encourage staff.

- ✓ We increased the use of Social Media by allowing more personnel to post to Facebook information about the Newnan Police Department's activities.

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Number of violent, high, and aggravated crimes	1,630	2,412	**2,607**
Average response time	4	4	**4**
Number of calls for service	84,381	88,743	**90,924**
Number of miles patrolled	620,352	652,393	**668,414**
Number of traffic stops	12,221	10,987	**12,458**
Number of traffic violations	7,857	5,713	**7,903**
Number of DUI's issued	80	113	**128**
Number of motor vehicle accidents	2,693	2,214	**2,454**
Number of criminal investigations	1,337	1,400	**1,450**
Number of retail thefts reported	288	200	**220**
Number of SRO student contacts	3,068	1,628	**2,636**
Number of SRO criminal investigations	138	62	**115**
Number of SRO instructional periods	261	35	**65**
Number of training hours attended by Officers	12,082	12,120	**12,258**
Number of Animal Warden public education classes	5	0	**5**
Number of animals taken to the shelter	166	142	**130**
Number of Animal Warden calls for service	2,056	2,160	**2,212**
Number of Animal Warden citations issued	12	29	**38**
Number of feral cats cases handled	116	113	**110**

Municipal Court Goals, Objectives and Performance Measures

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

Objectives:

- Ensure defendants are aware of the rights afforded them during hearings/trials.
  - Provide an Indigent Defense Program. (Municipal Judges and Public Defenders Office 12/31/2021)
  - Provide defendants an opportunity for Bench Trial. (Municipal Judges, Solicitor, and Public Defenders Office 12/31/2021)
  - Provide the means to transfer a case to State Court for Jury Trial. (Municipal Judges 12/31/2021)
- Provide and maintain first appearance program as prescribed by law. (Municipal Judges 12/31/2021)
- Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring the progress of participants. (Court Administration, Solicitor, and CRSA Probation 12/31/2021)

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

Objective:

- Shred/Destroy all documents outside the mandatory schedule. (Court Administration 12/31/2021)

FY 2020 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.
- ✓ Newnan Municipal Court maintained 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 successful. 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 2019, we had 48 Pretrial Diversion members. 81% completed the program successfully. Due to COVID, this number will be significantly lower in 2020.
- ✓ Adopted Resumption of Open Court and Court Operational Guidelines to comply with all Judicial Orders regarding the pandemic.

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Number of indigent Defense Attorney's assigned	72	60	75
Number of scheduled bench trails	1,371	850	1,000
Number of requests for jury trails	111	120	130
Pre-Trail diversion programs successfully completed	48	8	50

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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	3,097,398	3,321,314	3,406,333
51.1300	Wages - Overtime	21,562	16,500	18,350
51.2100	*Employee Ins (Life/Health/Dent)	824,805	956,874	0
51.2100A	*Employee Opt-Out Ins. Payments	13,250	15,000	0
51.2100B	Cancer Insurance for Firemen	11,857	17,955	12,500
51.2150	*Employee Flexible Spending Accounts	458	420	0
51.2200	FICA (Soc Sec)	224,002	256,986	263,847
51.2400	Retirement	282,229	342,623	426,459
51.2600	Unemployment Insurance	75	128	130
51.2700	Worker's Compensation	52,819	98,912	90,419
51.2900	Taxable Employee Benefits	3,240	3,240	3,240
51.2900A	Non-Taxable Employee Benefits	26,300	34,506	37,583
	Salaries and Benefits	4,557,995	5,064,458	4,258,861
52.1300	Other Contractual Services	14,949	18,251	20,929
52.2200	Repairs and Maintenance	51,231	25,875	25,875
52.3101	Vehicle Insurance	12,582	18,000	18,000
52.3102	Bldg. & Pers Liability Insurance	7,484	8,500	8,500
52.3200	Communications	10,220	30,000	21,800
52.3500	Travel Expenses	89	1,500	1,050
52.3600	Dues and Fees	4,535	9,600	4,762
52.3700	Training	3,685	5,000	3,500
53.1100	Materials and Supplies	9,732	10,000	10,000
53.1101	Office Supplies	2,829	3,500	3,500
53.1102	Cleaning Supplies & Chemicals	9,805	9,000	10,000
53.1103	Medical Supplies	9,241	15,750	15,750
53.1106	Protective Equipment	27,197	24,750	24,684
53.1220	Natural Gas	486	7,500	4,500
53.1230	Electricity	11,202	12,000	12,000
53.1270	Vehicle Gasoline/Diesel	28,272	33,000	33,000
53.1300	Food Supplies	3,373	2,500	3,500
53.1400	Books & Periodicals	1,312	1,000	1,000
53.1600	Minor Equipment	19,506	16,170	16,170
53.1601	Computer Hardware & Software	10,837	1,300	2,000
53.1602	Office Furniture	4,735	4,000	4,000
53.1701	Vehicle Maintenance	62,281	51,000	55,000
	Operating Expenses	305,582	308,196	299,520
54.2200	Vehicles	0	45,000	0
54.2503	Protective Equipment	76,188	94,000	88,000
	Capital Outlays	76,188	139,000	88,000
	Total Fire Department	4,939,765	5,511,654	4,646,381

* Fire Department's health/life insurance, Opt Out Insurance Payments and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

FY 2021 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 2021)
- Replace bunker gear. (Fire Chief Apr 2021 ongoing)
- Hold monthly safety meeting with guidance from HR (Batt. Chief – monthly 2021 ongoing)
- Review SOG's on health and wellness program (Batt. Chief – 2021)
- 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 2021 ongoing)
- Purchase New Fire Engine/Pumper to replace Eng. 2 (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 2021 on going)
- Use the Rescue 1 Training System to maintain all EMS certifications (Capt. Travis Hall 2021 ongoing)
- Assign Captain on each shift to work along with Captain Travis Hall to maintain all training records and reports. (Shift Captain's ongoing)
- Evaluating Training Facility. (Chief Brown and Captain Hall, 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. 2021 ongoing)
- All fires will be investigated in the city to determine cause and origin. (Fire Marshall Cox, Chain of Command, 2021 ongoing)
- Begin placing all pre-fire plans on Firehouse software for easy access. (Fire Marshall Cox, Batt. Chief 2021 ongoing)
- Schedule events upon request for the public (Renee Windom 2021 ongoing)
- Continue training personnel for backup arson investigations and building inspections. (Fire Marshall Cox and Fire Chief 2021 ongoing)
- Conduct on-site fire inspections to 120 businesses per month/1440 per year (Fire Marshal, Battalion and shift members 2021 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 2021 ongoing)
- Drivers training program (Capt. Hall – 2021 ongoing)
- Continue training with street and building familiarization, update all electronic equipment on fleet. (Chief Jan. 2021)

FY 2020 Goals Accomplished

- ✓ Completed inspections and maintenance of all fire hydrants in the city.
- ✓ Third Party inspection of ladder and Aerial Platform.
- ✓ Put in service new Hurst Extrication tools/JAWS of Life.
- ✓ New Pumper to replace Eng. 1 delivered.
- ✓ Purchased and put into service new BA's and rescue tools
- ✓ Fire Inspection Program
- ✓ Sold 2014 Pierce Pumper (Engine 6) to a third-party vendor.
- ✓ Approved the purchase of New Fire Engine to replace Eng. 2.
- ✓ All personnel were fitted with new BA Face Masks.
- ✓ Purchased new administrative vehicle.
- ✓ Implemented new uniform purchasing process.
- ✓ Hired 1 new fire fighter.
- ✓ Purchased 2 mobile radios and 6 portable radios.
- ✓ Completed Hose test and pump service test.
- ✓ All personnel were certified in Traffic Incident Management.
- ✓ Trained with Atlanta Gas Light for natural gas safety.

Performance Measures	2020 Actual	2021 Estimate	2022 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	91	95	100
Total EMS calls answered	3297	3400	3600
Total calls (all inclusive) for service	5069	5700	6000
% of personnel who completed 240 hours of mandatory training	100	100	100

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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	211,814	213,455	217,724
51.2100	*Employee Ins (Life/Health/Dent)	34,634	38,007	0
51.2150	*Employee Flexible Spending Accounts	95	84	0
51.2200	FICA (Soc Sec)	15,622	16,371	16,656
51.2400	Retirement	19,206	21,827	26,963
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	2,177	3,847	3,497
51.2900	Taxable Employee Benefits	540	540	540
	Salaries and Benefits	284,091	294,137	264,306
52.2200	Repairs and Maintenance	220	1,705	1,400
52.3101	Vehicle Insurance	73	110	110
52.3102	Bldg. & Pers Liability Insurance	221	272	272
52.3200	Communications	2,430	1,080	1,080
52.3400	Printing & Binding	0	100	100
52.3500	Travel Expenses	2,227	2,900	1,680
52.3600	Dues and Fees	202	400	400
52.3700	Training	525	1,050	990
53.1100	Materials and Supplies	0	200	200
53.1101	Office Supplies	104	100	100
53.1270	Vehicle Gasoline/Diesel	4,427	5,500	4,200
53.1400	Books & Periodicals	0	250	250
53.1701	Vehicle Maintenance	1,105	2,500	2,500
	Operating Expenses	11,534	16,167	13,282
	Total Public Works	295,625	310,304	278,668

* Public Work's health/life insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

100.1575.22 - City Engineer

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	179,856	181,064	189,838
51.2100	*Employee Ins (Life/Health/Dent)	49,856	54,897	0
51.2150	*Employee Flexible Spending Accounts	47	42	0
51.2200	FICA (Soc Sec)	12,811	13,893	14,523
51.2400	Retirement	16,291	18,524	23,451
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	2,126	3,758	3,512
51.2900	Taxable Employee Benefits	540	540	540
	Salaries and Benefits	261,531	272,724	231,870
52.1200	Professional Services	57,505	0	0
52.1300	Other Contractual Services	13	5,900	4,000
52.2200	Repairs and Maintenance	6,728	3,405	3,000
52.3101	Vehicle Insurance	320	480	480
52.3102	Bldg & Pers Liability Insurance	407	610	610
52.3200	Communications	7,195	7,480	7,480
52.3400	Printing & Binding	626	850	850
52.3500	Travel Expenses	723	2,224	1,924
52.3600	Dues and Fees	1,280	1,355	1,654
52.3700	Training	447	2,000	1,200
53.1100	Materials and Supplies	63	1,200	1,200
53.1101	Office Supplies	368	500	500
53.1270	Vehicle Gasoline/Diesel	2,205	2,000	2,000
53.1400	Books & Periodicals	0	250	250
53.1600	Minor Equipment	22,884	1,000	1,200
53.1601	Computer Hardware & Software	640	500	3,000
53.1701	Vehicle Maintenance	1,681	1,000	1,600
	Operating Expenses	103,085	30,754	30,948
54.2200	Vehicles	28,459	0	0
54.2504	Other Equipment	0	0	11,110
	Capital Outlays	28,459	0	11,110
	Total City Engineer	393,075	303,478	273,928

*City Engineer's health/life insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

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, 12/31/2021)

- 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, 12/31/2021)
- 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, 12/31/2021)

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, 12/31/2021)

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 12/31/2021)**

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 12/31/2021)
- 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 12/31/2021)

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 12/31/2021)
- Maintain a list of culverts, prioritized for needed repairs/replacement. (M. Klahr 12/31/202)
- Manage capital public works projects. (M. Klahr 12/31/2021)

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 12/31/2021)

FY 2020 Goals Accomplished

- ✓ Continued traffic signal upgrades, system wide:
  - Removed signal at Brown St/ W Washington St, converted to ALL-WAY stop control, and made improvements to the streetscape at this intersection
  - Contracted for the replacement of an existing signal at Boone Dr/ LaGrange St/ Cougar Way

- Implemented split phased timing for signal at Newnan Crossing Bypass/ Entrance to Ashley Park
- Added left turn phase at Newnan Crossing Bypass/ McIntosh Pkwy

✓ Milled, deep patched and paved 11 streets, 2.08 centerline miles (LMIG)
✓ Completed reconstruction of Sprayberry Rd and Werz Industrial Drive
✓ Completed comprehensive pavement analysis for system wide network of streets
✓ Relined existing concrete pipe, C Jay Smith Park
✓ Started Phase I, Preliminary Engineering, Scoping, for improvements to Lower Fayetteville Rd, from Greison Tr to Lora Smith Rd
✓ Continued the development of alternative concepts for intersection improvements at Jefferson St/ Clark St/ Jackson St
✓ Continued turf improvements in all City maintained cemeteries
✓ Received a successful review of our Stormwater Management Program Annual Report by the Georgia Environmental Protection Division
✓ Successfully recertified with the Georgia Department of Transportation for managing Federally funded transportation projects, locally, (LAP)
✓ Conducted monthly safety meetings and training
✓ Minimized injuries and worker's compensation claims

Performance Measures	2019 Actual	2020 Estimate	2021 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 2021 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 12/31/2021)
  - 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 12/31/2021)

- 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 12/31/2021)
- 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 12/31/2021)

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. (D. Johnson 12/31/2021)
  - Monitor and maintain electronically submitted notifications that include required information on the anticipated work, location, and schedules. (D. Johnson 12/31/2021)
  - Coordinate with IT department to maintain the process of submitting electronic notifications to the engineering department for follow up and inspections. (D. Johnson 12/31/2021)

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. (D. Johnson 12/31/2021)
  - Revise ordinances to incorporate any needed revisions and updates to reflect current generally accepted practices and principles. (M. Klahr/ D. Johnson 12/31/2021)
  - Revise as necessary any ordinance to incorporate proposed revisions and updates and present any proposed revisions to Council for adoption. (M. Klahr/ D. Johnson 12/31/2021)
- 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 12/31/2021)
  - Make new checklist available as online changes are made. (D. Johnson 12/31/2021)

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 12/31/2021)
- 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 12/31/2021)

- Investigate the identified intersections or road segments to determine if pavement markings, striping, signage or lighting changes could improve operation. (M. Klahr/ D. Johnson 12/31/2021)
- Investigate the identified intersections or road segments for alignment and geometry to determine if physical changes could improve operation. (M. Klahr/ D. Johnson 12/31/2021)
- Make minor changes or present proposed major recommendations to the City Manager. (M. Klahr 12/31/2021)

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. 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.

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 12/31/2021)
- 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 12/31/2021)
- 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 12/31/2021)

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 12/31/2021)
- 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 12/31/2021)
- 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 12/31/2021)
- To obtain EPD approval to reduce Water Supply Watershed stream buffers as part of an increased Storm Water Management Program. (D. Johnson/R. Hill 12/31/2021)
- To implement the additional water quality testing and education and outreach to the general public and development community. (D. Johnson/R. Hill 12/31/2021)

FY 2020 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	2019 Actual	2020 Estimate	2021 Projected
Number of plans reviews (including single family lot plans)	336	320	**330**
Number of environmental investigations	2	1	**1**
Number of land disturbance permits (Issued)	17	12	**15**
Number of stormwater infrastructure inspections	1500	1500	**1500**
Number of environmental citations issued	0	1	**1**
Number of permit inspections	1597	1100	**1200**
Number of traffic studies	3	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 2019. 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 2019 and was combined with the Sanitation Brush & Bulk Department. In the middle of FY 2019 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 - Streets

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	640,654	747,469	758,854
51.1200	Wages - Part Time/Temp Employees	22,248	26,000	27,846
51.1300	Wages - Overtime	9,114	20,000	18,920
51.2100	*Employee Ins (Life/Health/Dent)	210,448	276,917	0
51.2150	*Employee Flexible Spending Accounts	411	336	0
51.2200	FICA (Soc Sec)	47,959	60,764	60,991
51.2400	Retirement	62,297	78,366	85,955
51.2600	Unemployment Insurance	25	46	46
51.2700	Worker's Compensation	46,920	90,687	90,772
51.2910	Employee Recognition	1,030	3,150	3,150
51.2900	Taxable Employee Benefits	1,893	2,160	2,169
51.2900A	Non-Taxable Employee Benefits	3,379	10,000	2,500
	Salaries and Benefits	1,046,377	1,315,895	1,051,203
51.1200A	Contracted Labor - Non-Employees	69,685	96,928	96,928
52.2110	Solid Waste Disposal	8,884	20,000	20,000
52.2200	Repairs and Maintenance	1,780	6,500	9,100
52.2205	Traffic Signal Maintenance/Repairs	0	0	5,000
52.3101	Vehicle Insurance	8,550	10,500	10,500
52.3102	Bldg. & Pers Liability Insurance	1,999	3,000	3,000
52.3200	Communications	11,184	3,144	1,632
52.3500	Travel Expenses	0	2,000	1,400
52.3700	Training	122	2,000	1,400
53.1100	Materials and Supplies	21,519	20,000	25,000
53.1101	Office Supplies	656	500	500
53.1105	Minor Street Rprs/Maint: Asphalt, Hot Mix & Gravel	17,934	42,000	42,000
53.1106	Protective Equipment	896	3,000	3,000
53.1107	Concrete Repairs: S/W, Curb & Gutter	54,681	45,870	45,870
53.1108	Traffic Signs & Devices	46,336	37,000	37,000
53.1230	Electricity	328,276	320,000	320,000
53.1270	Vehicle Gasoline/Diesel	65,843	70,000	70,000
53.1600	Minor Equipment	8,667	4,500	4,500
53.1700	Other Supplies/Uniform Rental	0	0	7,500
53.1701	Vehicle Maintenance	129,930	75,000	100,000
	Operating Expenses	776,945	761,942	804,330
54.2200	Vehicles	0	30,000	0
	Capital Outlays	0	30,000	0
	Total - Streets	1,823,322	2,107,837	1,855,533

* Streets Department's health/life insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

100.4900.68 - Garage

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	192,936	236,509	245,128
51.1300	Wages - Overtime	1,217	1,500	3,000
51.2100	*Employee Ins (Life/Health/Dent)	65,529	107,946	0
51.2100A	*Employee Opt-Out Insurance Payments	500	3,000	0
51.2150	*Employee Flexible Spending Accounts	28	42	0
51.2200	FICA (Soc Sec)	13,924	18,479	19,659
51.2400	Retirement	21,331	24,638	31,744
51.2600	Unemployment Insurance	8	12	12
51.2700	Worker's Compensation	3,876	6,832	6,574
51.2910	Employee Recognition	515	840	840
51.2900	Taxable Employee Benefits	2,042	2,340	2,880
51.2900A	Non-Taxable Employee Benefits	11	0	0
	Salaries and Benefits	301,917	402,138	309,837
52.1300	Other Contractual Services	360	540	540
52.2200	Repairs and Maintenance	10,588	15,738	15,828
52.3101	Vehicle Insurance	1,000	1,500	1,500
52.3102	Bldg & Pers Liability Insurance	833	1,250	1,250
52.3500	Travel Expenses	1,967	2,000	1,400
52.3700	Training	360	1,500	1,050
53.1100	Materials and Supplies	27,640	25,000	20,000
53.1101	Office Supplies	66	650	650
53.1106	Protective Equipment	797	500	500
53.1270	Vehicle Gasoline/Diesel	3,575	4,000	4,000
53.1600	Minor Equipment	5,974	5,000	5,000
53.1601	Computer Hardware & Software	2,956	0	0
53.1700	Other Supplies/Uniform Rental	4,743	8,732	8,500
53.1701	Vehicle Maintenance	7,961	3,000	4,000
	Operating Expenses	68,821	69,410	64,218
54.2504	Other Equipment	0	6,500	6,500
	Capital Outlays	0	6,500	6,500
	Total Garage	370,738	478,048	380,555

* Garage Department's health/life insurance, Opt Out Insurance Payments and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

540.4585. 65 - Brush & Bulk

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	208,292	212,759	218,950
51.1300	Wages - Overtime	5,728	6,000	8,701
51.2100	Employee Ins (Life/Health/Dent)	62,285	73,871	79,651
51.2150	Employee Flexible Spending Accounts	0	0	42
51.2200	FICA (Soc Sec)	15,153	16,756	17,450
51.2400	Retirement	26,050	22,341	28,128
51.2600	Unemployment Insurance	0	10	10
51.2700	Worker's Compensation	18,811	24,571	22,838
51.2910	Employee Recognition	322	500	0
51.2900	Taxable Employee Benefits	540	540	0
51.2900A	Non-Taxable Employee Benefits	1,088	1,400	0
	Salaries and Benefits	338,269	358,748	375,770
51.1200A	Contracted Labor - Non-Employees	766	0	0
52.2110	Solid Waste Disposal	248,898	199,200	250,000
52.2200	Repairs and Maintenance	502	2,104	1,750
52.3101	Vehicle Insurance	7,104	3,000	3,000
52.3102	Bldg & Pers Liability Insurance	2,332	3,500	3,500
52.3200	Communications	1,772	1,584	1,584
52.3300	Advertising	0	500	500
52.3500	Travel Expenses	191	0	0
53.1100	Materials and Supplies	894	3,000	3,000
53.1101	Office Supplies	0	250	250
53.1270	Vehicle Gasoline/Diesel	46,114	50,000	50,000
53.1601	Computer Hardware & Software	1,808	0	0
53.1700	Other Supplies/Uniform Rental	2,252	2,288	1,560
53.1701	Vehicle Maintenance	29,959	25,000	30,000
	Operating Expenses	342,592	290,426	345,144
56.1000	Depreciation Expenses	66,988	20,000	60,000
	Other Uses	66,988	20,000	60,000
	Total Brush & Bulk	747,849	669,174	780,914

540.4520.63 - Sanitation Refuse

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	72,454	71,533	72,975
51.1300	Wages - Overtime	5,214	5,000	5,000
51.2100	Employee Ins (Life/Health/Dent)	35,089	38,057	41,620
51.2150	Employee Flexible Spending Accounts	47	42	42
51.2200	FICA (Soc Sec)	5,288	5,472	5,583
51.2400	Retirement	6,434	7,296	9,015
51.2600	Unemployment Insurance	10	4	4
51.2700	Worker's Compensation	5,739	8,687	7,857
51.2910	Employee Recognition	0	300	300
51.2900A	Non-Taxable Employee Benefits	250	300	0
	Salaries and Benefits	130,526	136,691	142,396
52.1300	Other Contractual Services	4,754	6,000	6,000
52.2110	Solid Waste Disposal	25,855	28,000	28,000
52.2200	Repairs and Maintenance	147	400	300
52.3101	Vehicle Insurance	666	1,000	1,000
52.3102	Bldg & Pers Liability Insurance	1,000	1,500	1,500
52.3200	Communications	912	0	0
52.3400	Printing & Binding	0	300	300
53.1100	Materials and Supplies	1,725	2,500	2,500
53.1101	Office Supplies	286	500	500
53.1270	Vehicle Gasoline/Diesel	6,163	7,500	7,500
53.1600	Minor Equipment	0	500	500
53.1700	Other Supplies/Uniform Rental	1,210	1,150	1,150
53.1701	Vehicle Maintenance	1,957	3,500	3,500
	Operating Expenses	44,676	52,850	52,750
56.1000	Depreciation Expenses	0	20,000	0
	Other Uses	0	20,000	0
	Total Sanitation Refuse	175,202	209,541	195,146

Street Department Goals, Objectives and Performance Measures

FY 2021 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, 12/31/2021)
- Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency. (R. Norton, 12/31/2021)

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 12/31/2021)
- Implement an approved assessment or management method to maintain traffic sign retro reflectivity at or above the established minimum levels (Federal Highway Association, (FHWA) mandated deadline is January 22, 2017). (M. Klahr, R. Norton 1/22/2021)
- 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, 1/22/2021)

Goal 3: Achieve zero lost time accidents.

Objectives:

- Measured from September through August. (R. Norton, 08/31/2021)
- 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, 12/31/2021)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2021)

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 12/31/2021)

FY 2020 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	2019 Actual	2020 Estimate	2021 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 12/31/2021)
- To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement. (R. Norton 12/31/2021)

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 12/31/2021)
- Quarterly facility inspection reports to be submitted to the Human Resources Department. (R. Norton 12/31/2021)

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, 12/31/2021)
- 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 12/31/2021)

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

Objectives:

- To be measured from September through August. (R. Norton, 08/31/2021)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (R. Norton, 12/31/2021)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2021)

FY 2020 Goals Accomplished

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

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Number of service request performed	1241	1400	**1500**
Number of vehicles/major pieces of equipment maintained by the City Garage	330	345	**345**
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 12/31/2021)
- Develop a door knob hanger style flier for distribution and education purposes. (M. Klahr, 12/31/2021)

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, 12/31/2021)

Goal 3: Minimize missed pick-ups.

Objective:

- Maintain a log of reported missed pick-ups. (R. Norton, 12/31/2021)

Goal 4: Minimize complaints.

Objective:

- Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (R. Norton 12/31/2021)

FY 2020 Goals Accomplished

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

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Number of missed pick-ups	47	50	**50**
Yard waste & bulk items collected (tons)	4898	6050	**6000**

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 aiding 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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	301,493	311,465	324,063
51.1200	Wages - Part Time/Temp Employees	10,756	17,459	0
51.1300	Wages - Overtime	11,306	12,000	11,200
51.2100	*Employee Ins (Life/Health/Dent)	81,671	85,425	0
51.2100A	*Employee Opt-Out Insurance Payments	3,000	0	0
51.2200	FICA (Soc Sec)	23,757	26,352	25,183
51.2400	Retirement	27,877	33,356	38,513
51.2600	Unemployment Insurance	10	4,200	4,200
51.2700	Worker's Compensation	9,432	16,331	14,854
51.2900	Taxable Employee Benefits	952	550	550
	Salaries and Benefits	470,254	507,138	418,563
52.1300	Other Contractual Services	28,517	37,804	89,404
52.2200	Repairs and Maintenance	586	1,152	400
52.3101	Vehicle Insurance	2,666	4,000	4,000
52.3102	Bldg & Pers Liability Insurance	2,666	4,000	4,000
52.3600	Dues and Fees	0	100	100
53.1100	Materials and Supplies	6,803	6,500	6,500
53.1101	Office Supplies	50	350	500
53.1102	Cleaning Supplies & Chemicals	738	500	600
53.1103	Medical Supplies	0	100	100
53.1106	Protective Equipment	0	350	350
53.1270	Vehicle Gasoline/Diesel	8,681	9,750	9,750
53.1300	Food Supplies	423	500	500
53.1600	Minor Equipment	792	3,700	3,700
53.1601	Computer Hardware & Software	851	0	0
53.1700	Other Supplies/Uniform Rental	8,690	8,400	7,800
53.1701	Vehicle Maintenance	7,685	7,500	7,500
53.1705	Landscaping Supplies	2,699	10,000	10,000
	Operating Expenses	71,846	94,706	145,204
54.2200	Vehicles	25,996	0	0
54.2201	Vehicles/Equipment	9,679	12,500	0
	Capital Outlays	35,675	12,500	0
	Total Cemetery	577,776	614,344	563,767

* Cemetery Department's health/life insurance, and Opt Out Insurance Payments were moved to HR budget as a result of the City moving to a Self-Insured program.

FY 2021 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 12/31/2021)

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 12/31/2021)
- To address special needs identified in routine inspections of the grounds. (J. Hemmings, 12/31/2021)

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

- To be measured from September 2011 through August 2019. (J. Hemmings, 08/31/2021)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Hemmings, 12/31/2021)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Hemmings, 12/31/2021)

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 12/31/2021)

FY 2020 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 one street at Oak Hill Cemetery

Performance Measures	2019 Actual	2020 Estimate	2021 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 rights-of-way. Their activities include, but are not limited to, general lawn and grounds maintenance, planting design and installation and overall beautification.

100.6200.61 – Parks & ROW Beautification Budget

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	617,734	643,100	643,100
51.2100	*Employee Ins (Life/Health/Dent)	171,573	199,518	0
51.2150	*Employee Flexible Spending Accts	91	84	0
51.2200	FICA (Soc Sec)	45,074	53,787	53,787
51.2400	Retirement	59,267	65,596	83,889
51.2600	Unemployment Insurance	21	36	36
51.2700	Worker's Compensation	21,851	37,613	33,862
51.2900A	Non-Taxable Employee Benefits	4,244	5,300	4,000
	Salaries & Benefits	919,855	1,005,034	822,846
51.1200A	Contracted Labor - Non-Employees	57,052	60,000	60,000
52.1300	Other Contractual Services	172,696	196,600	171,250
52.2200	Repairs and Maintenance	11,486	23,760	18,000
52.3101	Vehicle Insurance	3,798	5,700	5,700
52.3102	Bldg. & Pers Liability Insurance	966	1,450	1,450
52.3200	Communications	1,037	1,100	1,100
52.3500	Travel Expenses	322	500	300
52.3600	Dues and Fees	165	800	800
52.3700	Training	710	1,500	1,000
53.1100	Materials and Supplies	2,209	2,520	2,520
53.1101	Office Supplies	383	500	400
53.1102	Cleaning Supplies & Chemicals	4,742	5,700	4,500
53.1270	Vehicle Gasoline/Diesel	24,641	20,000	20,000
53.1300	Food Supplies	749	1,000	1,000
53.1400	Books & Periodicals	0	100	100
53.1600	Minor Equipment	15,075	16,550	11,910
53.1701	Vehicle Maintenance	22,266	13,000	13,000
53.1705	Landscaping Supplies	35,252	60,000	55,000
53.1708	Other Boards & Commissions	208	0	0
53.1708A	Newnan Youth Council	18,631	18,500	18,500
53.1709	Grounds Repair & Maintenance	129,754	96,000	102,000
	Operating Expenses	502,143	525,280	488,530
54.1211	Bldgs. & Grounds Rep/Main.	1,200	40,000	0
54.1215	Parks & Recreation	319,475	0	0
54.1302	Other Improvements	50,000	17,000	0
54.1317	Storage Facility	2,500	0	0
54.2100	Machinery	0	11,000	36,000
54.2200	Vehicles	9,963	0	0
	Capital	383,138	68,000	36,000
	Total Parks & ROW Beautification	1,805,136	1,598,314	1,347,376

* Parks & ROW Beautification Department's health/life insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

FY 2021 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 2021)

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 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 2021)
- To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance costs and operations. (M. Furbush, March 2021)
- To research and pursue possible 2021 DOT grant funding for additional phases of the GATEway landscape improvements along Interstate 85 interchange. (M. Furbush, May 2021)
- To monitor 2021 DOT grant funding opportunities for additional phases of the GATEway landscape improvements along I85 interchange. (M. Furbush, February 2021)
- 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 2021)
- 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 2021)
- 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 2021)

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 2021)
- To designate and evaluate locations for possible pocket parks along the LINC (M. Furbush – February 2021)

- To begin, monitor and complete construction of various park improvements to C. Jay Smith Park as LINC proceeds to and through the park. (M. Furbush – March (begin) thru November (end) 2021)
- To begin, monitor and complete construction of the Pickleball Facility (M. Furbush, June 2021)
- To begin, monitor and complete construction of the baseball filed renovation project at Pickett Field at Lynch park (M. Furbush, April 2021)
- To design, monitor, and complete construction of sidewalks that link McKoon's Funeral Home to the Veteran's Plaza within Temple Park (M. Furbush, May 2021)
- To determine the feasibility of improving drainage and erosion control adjacent to First Avenue Park playground and parking lot. (M. Furbush, June 2021)
- To establish, observe, evaluate, and improve operating and maintenance procedures at Sprayberry Road Park. (M. Furbush, April 2021)
- To continue to improve public awareness and communication through brochures and updating the City website. (M. Furbush, February 2021)

FY 2020 Goals Accomplished

- ✓ Received the 30th consecutive Tree City USA award designation.
- ✓ Successfully completed the 11th year of the Newnan Youth Council.
- ✓ Successfully completed the design and construction of the wedding gazebo in Temple Park.
- ✓ Successfully completed the redesign and installation of the Temple Park renovation project.
- ✓ Completed and applied for DOT GATEway Grant for additional phase of landscape improvements along Interstate 85 interchange.
- ✓ Participated in the planning efforts for the design and pricing of various park improvements to C. Jay Smith Park.
- ✓ Participated in the planning efforts for the design and pricing of the baseball field renovation project at Pickett Field within Lynch Park.
- ✓ Participated in the planning efforts for the design and pricing of proposed Pickleball Facility.
- ✓ Successfully completed the re-powder coating of 26 existing metal decorative park benches.
- ✓ Entered fifth year of a five-year plan to chemically treat and fully establish lawn areas within select City parks and public grounds.

Performance Measures	2019 Actual	2020 Estimate	2021 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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	294,847	297,283	303,228
51.2100	*Employee Ins (Life/Health/Dent)	73,190	80,524	0
51.2150	*Employee Flexible Spending Accounts	0	0	0
51.2200	FICA (Soc Sec)	21,267	22,742	23,197
51.2400	Retirement	26,605	30,323	37,458
51.2600	Unemployment Insurance	6	10	10
51.2700	Worker's Compensation	1,183	2,100	1,909
	Salaries and Benefits	417,099	432,982	365,802
52.1200	Professional Services	0	11,000	7,000
52.2200	Repairs and Maintenance	0	500	1,250
52.3101	Vehicle Insurance	533	800	800
52.3102	Bldg. & Pers Liability Insurance	1,066	1,600	1,600
52.3200	Communications	560	850	700
52.3300	Advertising	1,260	1,800	1,800
52.3400	Printing & Binding	2,192	1,800	500
52.3500	Travel Expenses	1,420	1,700	1,100
52.3600	Dues and Fees	996	1,000	1,000
52.3700	Training	1,505	1,500	1,050
53.1100	Materials and Supplies	1,599	3,390	3,330
53.1101	Office Supplies	927	1,000	1,000
53.1270	Vehicle Gasoline/Diesel	281	600	600
53.1400	Books & Periodicals	153	175	175
53.1601	Computer Hardware & Software	6,645	4,000	4,000
53.1602	Office Furniture	1,070	0	0
53.1701	Vehicle Maintenance	41	200	200
53.1707	Planning Commission	0	350	350
53.1708	Other Boards & Commissions	2,242	6,500	350
	Operating Expenses	22,489	38,765	26,805
	Total Planning & Zoning	439,588	471,747	392,607

* Planning & Zoning Department's health/life insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program

FY 2021 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, 12/31/2021)
- Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training. (Planning Director, 12/31/2021)

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, 12/31/2021)
- Solicit input from Staff on ways to improve customer service. (Planning Director, 12/31/2021)

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, 12/31/2021)
- Offer training opportunities to members to further assist them in making decisions and better understanding their role. (Planning Director, 12/31/2021)

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 to ensure that it reflects current programs, policies and the overall vision for the City of Newnan. (Department Staff, 10/31/2021)
- 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, 12/31/2021)

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, 12/31/2021)
- Continue to implement the Neighborhood Stabilization Programs. (Planning Director, 12/31/2021)
- Construct and sell affordable homes on City owned lots within the NURA's identified redevelopment areas in an effort to promote homeownership. (Department Staff, NURA members, 12/31/2021)
- Work toward maintaining GICH alumni certification. (Department Staff, 12/31/2021)
- Complete and submit the Chalk Level National Register District application to the State Historic Preservation Commission. (Department Staff, 06/30/2021)

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, 12/31/2021)
- Continue to submit applications for additional LCI funding related to transportation improvements. (Department Staff, 06/30/2021)

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, 10/31/2021)
- Work with various youth organizations and clubs in the implementation of the program. (Department Staff, 10/31/2021)

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, 12/31/2021)
- 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, 12/31/2021)

FY 2020 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.
- ✓ Submitted a Community Development Block Grant application for the Chalk Level area.
- ✓ Began rehabbing the house at 100 East Washington Street with plans to use the proceeds from the sell (minus the loan from the City Council) to fund NURA's affordable home ownership program.
- ✓ Continued to improve GIS interactive maps that are available on the City's website.

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Number of training classes or seminars attended by staff	8	6	7
Number of customer service meetings	2	2	2
Number of Ordinance updates	1	1	2
Number of Storm Drain Markers installed	100	100	100
Percent of major projects completed	85%	90%	90%
Number of grants applied for	0	1	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

Account Number	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	526,671	539,013	549,793
51.1200	Wages - Part Time/Temp Employees	14,592	18,346	18,713
51.2100	*Employee Ins (Life/Health/Dent)	118,766	124,794	0
51.2100A	*Employee Opt-Out Insurance Payments	5,000	6,000	0
51.2150	*Employee Flexible Spending Accounts	142	126	0
51.2200	FICA (Soc Sec)	39,810	43,221	43,959
51.2400	Retirement	49,657	55,757	68,876
51.2600	Unemployment Insurance	14	22	22
51.2700	Worker's Compensation	6,157	10,589	9,626
51.2900	Taxable Employee Benefits	1,620	1,620	1,620
51.2900A	Non-Taxable Employee Benefits	1,008	810	810
	Salaries and Benefits	763,437	800,298	693,419
51.1200A	Contracted Labor - Non-Employees	5,859	0	0
52.1300	Other Contractual Services	1,590	9,900	9,650
52.3101	Vehicle Insurance	4,297	6,448	6,448
52.3102	Bldg & Pers Liability Insurance	2,499	3,750	3,750
52.3200	Communications	7,297	8,700	8,700
52.3300	Advertising	463	1,200	1,200
52.3400	Printing & Binding	6	480	480
52.3500	Travel Expenses	6,217	5,720	3,972
52.3600	Dues and Fees	1,081	700	700
52.3700	Training	4,865	7,520	5,280
53.1100	Materials and Supplies	455	1,260	1,260
53.1101	Office Supplies	769	1,188	1,188
53.1270	Vehicle Gasoline/Diesel	11,085	12,000	12,000
53.1300	Food Supplies	1,045	720	720
53.1400	Books & Periodicals	2,236	1,600	1,600
53.1600	Minor Equipment	577	220	220
53.1601	Computer Hardware & Software	9,691	1,500	2,000
53.1701	Vehicle Maintenance	3,269	7,300	7,300
	Operating Expenses	63,300	70,206	66,468
	Total Building Inspection	826,737	870,504	759,887

* Building Inspection Department's health/life insurance, Opt Out Insurance Payments and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

FY 2021 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 2020 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	2019 Actual	2020 Estimate	2021 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 Dev & MainStreet

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	86,178	98,861	100,839
51.2100	*Employee Ins (Life/Health/Dent)	34,213	37,022	0
51.2200	FICA (Soc Sec)	6,106	7,646	7,714
51.2400	Retirement	8,574	10,194	12,593
51.2600	Unemployment Insurance	3	4	4
51.2700	Worker's Compensation	1,095	2,052	1,866
51.2900	Taxable Employee Benefits	990	1,080	0
	Salaries and Benefits	137,159	156,859	123,016
51.1200A	Contracted Labor - Non-Employees	755	0	0
52.1200	Professional Services	0	3,500	3,500
52.1201	Public Relations	0	2,000	2,000
52.2200	Repairs and Maintenance	3,301	1,040	1,040
52.3102	Bldg. & Pers Liability Insurance	546	820	820
52.3300	Advertising	3,500	5,000	5,000
52.3400	Printing & Binding	0	1,250	1,250
52.3500	Travel Expenses	3,366	7,500	5,250
52.3600	Dues and Fees	1,130	1,350	1,350
52.3700	Training	559	3,300	2,310
53.1100	Materials and Supplies	455	400	400
53.1101	Office Supplies	209	750	750
53.1400	Books & Periodicals	0	500	500
53.1600	Minor Equipment	0	250	250
53.1601	Computer Hardware & Software	2,503	5,340	1,500
53.1602	Office Furniture	674	0	0
53.1706	Miscellaneous	150	200	200
	Operating Expenses	17,149	33,200	26,120
57.2000	Payments to Other Agencies	4,651	0	0
	Other Financing Uses	4,651	0	0
	Total Business Dev & Main Street	158,958	190,059	149,136

* Business Development & Main Street Department's health/life insurance was moved to HR budget as a result of the City moving to a Self-Insured program.

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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	40,293	40,841	41,668
51.2100	Employee Ins (Life/Health/Dent)	16,627	18,271	0
51.2200	FICA (Soc. Sec)	2,777	3,147	3,188
51.2400	Retirement	3,534	4,196	5,185
51.2600	Unemployment Insurance	1	2	2
51.2700	Worker's Compensation	462	848	771
51.2900	Taxable Employee Benefits	540	540	540
	Salaries and Benefits	64,234	67,305	51,354
52.1201	Public Relations	14,340	11,420	8,620
52.1300	Other Contractual Services	1,840	1,200	1,200
52.3102	Bldg & Pers Liability Insurance	267	400	400
52.3300	Advertising	8,342	9,240	8,000
52.3400	Printing & Binding	194	1,000	1,000
52.3500	Travel Expenses	1,963	3,100	2,170
52.3600	Dues and Fees	953	700	700
52.3700	Training	1,055	1,000	700
53.1100	Materials and Supplies	46,151	4,500	7,300
53.1101	Office Supplies	161	200	200
53.1400	Books & Periodicals	70	100	100
53.1600	Minor Equipment	0	150	150
53.1601	Computer Hardware & Software	1,261	475	476
53.1708	Other Boards & Commissions	64,991	10,000	10,000
	Operating Expenses	142,126	43,485	41,556
	Total Keep Newnan Beautiful	205,819	111,330	92,370

* Keep Newnan Beautiful health/life insurance was moved to HR budget as a result of the City moving to a Self-Insured program.

FY 2021 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 2020 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 2019 and June 2019 equaling a cost benefit ratio of $7.43 for every tax dollar spent on the program.

Performance Measures	2019 Actual	2020 Estimate	2021 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

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	98,486	130,697	163,236
51.1200	Wages - Part Time/Temp Employees	53,033	63,495	64,765
51.2100	*Employee Ins (Life/Health/Dent)	12,532	33,691	0
51.2150	*Employee Flexible Spending Accounts	47	42	0
51.2200	FICA (Soc Sec)	11,525	13,857	17,442
51.2400	Retirement	9,118	10,393	16,535
51.2600	Unemployment Insurance	3	12	12
51.2700	Worker's Compensation	5,424	8,869	11,395
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	1,184	800	800
	Salaries and Benefits	191,892	262,396	274,725
52.1200	Professional Services	10,755	12,000	15,000
52.1201	Public Relations	3,339	15,800	13,000
52.2200	Repairs and Maintenance	0	1,000	1,000
52.3101	Vehicle Insurance	1,200	1,800	1,800
52.3200	Communications	675	840	840
52.3300	Advertising	345	5,000	4,000
52.3400	Printing & Binding	0	500	500
52.3500	Travel Expenses	1,578	3,500	2,450
52.3600	Dues and Fees	0	1,000	800
52.3700	Training	1,321	2,500	1,750
53.1100	Materials and Supplies	3,564	0	1,500
53.1101	Office Supplies	1,400	2,000	2,000
53.1270	Vehicle Gasoline/Diesel	1,133	3,000	3,000
53.1600	Minor Equipment	1,247	3,500	3,000
53.1601	Computer Hardware & Software	621	0	0
53.1602	Office Furniture	990	0	0
53.1701	Vehicle Maintenance	239	3,000	3,000
53.1708	Other Boards & Commissions	21,736	0	0
	Operating Expenses	50,142	55,440	53,640
54.2201	Vehicles/Equipment	18,424	0	0
	Capital Outlays	18,424	0	0
	Total Leisure Services	260,458	317,836	328,365

* Leisure Services Department health/life insurance and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

FY 2021 Goals and Objectives

Goal 1: Continue to work with Assistant City Manager to implement reopening plan and increase safe usage of facilities through the COVID-19 pandemic. If the pandemic ends, we will work towards our 10% usage increase goal.

Objectives:

- Maintain social distancing and encourage e-mail and phone call communication with customers until the pandemic ends
- Promote and monitor safe usage of facilities by communicating social distancing and maximum number recommendations
- Provide reserved signage on pavilions for park goers to see and know if/when the pavilions are reserved
- Finalize rental brochure and include CJ Smith Park and Pickett Field future plans

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)
- With the help of the AV techs, create inventory checklist for each event to ensure we are keeping track of all mics, cords, etc.

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 2021
- Plan regular programming such as yoga, paint classes, game nights, movie nights etc. to encourage citizens to attend, see, and use the facilities – Establish at least 3 regular program by end of 2021.
- Purchase necessary equipment to hold nontraditional recreation tournaments – ex. Kickball

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.
- Help commission stablish a budget & event planning structure and encourage regular use of structure to avoid non-inclusive planning and discussions of new events
- Attend and assist in the coordination of events.

Goal 5: Pursue non-travel related professional development opportunities

Objectives:

- Research and review parks and leisure services trends
- Search and attend informational webinars that pertain to learning about new trends
- Take time to (socially distant) visit cities to view facilities and parks to gain new ideas
- Build in regular time to review and study previously purchased parks, recreation, and leisure services literature

Performance Measures	2019 Actual	2020 Estimated	2021 Projected
Number of rentals in the parks	228	150*	200
Number of rentals at Howard Warner Facility	141	75*	100
Number of Standing Agreements (weekly programming) Howard Warner Facility	7	9	9
Number of rentals at Wadsworth Auditorium	64	60*	70
Number of rentals at Wesley Street Gym	10	5	10
Number of Standing Agreements (weekly programming) Wesley Street Gymnasium	5	3	3
Number of programs sponsored by Leisure Services	1	3	5
Number of Newnan Cultural Arts Commissions Events	8	5	5

* Many of these events were cancelled due to COVID 19

Types of Rentals & Targeted Populations	2019 Actual	2020 Estimated	2021 Projected
Individual/Private Rentals @ HW, Parks, and Gyms (Showers, Birthday Parties, etc.)	379	230	310
Youth Involvement Programs/Events Birth - 17 years old	41	35	40
Adult Involvement Programs/Events 18 - 55 years old	25	15	20
Senior Involvement Programs/Events 55+ years old	3	5	10

- Worked with Finance Department to create online payment portal for reservations
- Created parks and facilities rental brochure- will finalize and print in 2021 with plans included for C Jay Smith Park and Pickett Field
- Remove incorrect restroom signage at Wadsworth and replace with new
- Wadsworth Auditorium A/V techs organized and rearranged equipment and closet to better maintain an inventory list.
- Digital sign had been installed and is being regularly used and maintained.
- Completed Wadsworth Auditorium house lighting upgrade
- We established social media chairpersons for Newnan Cultural Arts Commission
- Park attendant job description has been rewritten to include the community center and gyms and job title was changed to Facility Attendant. Full time Facility Attendant position was created and filled.
- Increases in facility reservations for 2019:

Facility	Increase Percentage
Parks	65%
Howard Warner Facility	40%
Wadsworth Auditorium	56%
Wesley Street Gym	20%
Standing Agreements	57%

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 Building

Account #	Account Description	2019 Actual	2020 Budget	2021 Budget
51.1100	Wages - Full Time Employees	94,603	90,865	92,683
51.1200	Wages - Part Time/Temp Employees	35,294	46,709	47,154
51.2100	*Employee Ins (Life/Health/Dent)	18,369	25,711	0
51.2100A	*Employee Opt-Out Insurance Payments	1,125	0	0
51.2150	*Employee Flexible Spending Accounts	87	84	0
51.2200	FICA (Soc Sec)	9,612	10,566	10,697
51.2400	Retirement	8,411	9,323	11,517
51.2600	Unemployment Insurance	3	12	12
51.2700	Worker's Compensation	221	412	374
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	1,458	0	0
	Salaries and Benefits	169,722	184,222	162,977
52.1200	Professional Services	3,552	3,780	3,100
52.1201	Public Relations	3,278	3,699	3,299
52.1300	Other Contractual Services	2,400	2,870	2,870
52.2200	Repairs and Maintenance	796	1,181	1,181
52.3102	Bldg. & Pers Liability Insurance	1,086	1,629	1,629
52.3200	Communications	12	20	20
52.3400	Printing & Binding	648	690	690
52.3500	Travel Expenses	605	720	504
52.3600	Dues and Fees	224	236	236
52.3700	Training	597	1,000	700
53.1100	Materials and Supplies	15,456	3,400	3,100
53.1101	Office Supplies	1,794	1,800	1,800
53.1102	Cleaning Supplies & Chemicals	738	1,000	1,000
53.1300	Food Supplies	1,011	1,120	1,120
53.1400	Books & Periodicals	10,160	10,118	8,620
53.1600	Minor Equipment	35	300	300
53.1601	Computer Hardware & Software	3,163	2,124	2,124
53.1602	Office Furniture	758	640	0
	Operating Expenses	46,312	36,327	32,293
54.1302	Other Improvements	583	0	0
	Capital Outlays	583	0	0
	Total Library	216,618	220,549	195,270

*Library Department's health/life insurance, Opt Out Insurance Payments and flexible spending accounts were moved to HR budget as a result of the City moving to a Self-Insured program.

FY 2021 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, T. Anderson, E. Rupple 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)
  - Maintain a relevant collection through purchases, donations, and periodic weeding. (S. Crutchfield, T. Anderson, E. Ruppel)
- Collect information from community regarding print and electronic needs.
  - Take purchase suggestions to request materials. (S. Crutchfield, T. Anderson, C. Madaris, E. Ruppel, K. Stout, A. Urda Ongoing)
  - Conduct annual survey to solicit community feedback. (S. Crutchfield 4th quarter 2021)

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)
  - Staff will attend online conferences, trainings, and webinars for professional development (S. Crutchfield, T. Anderson, E. Ruppel, A. Urda 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)
- Increase programs offered on nights and weekends (E. Ruppel, A. Urda, Ongoing)
- Maintain an online presence after in person programs resume by recording in person programs and lectures. (S. Crutchfield, A. Urda 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)
- Participate with other City departments such as Leisure Services & Keep Newnan Beautiful to provide programming and marketing support. (S. Crutchfield, A. Urda Ongoing)
- Participate creatively in City Hall Selfie Day (S. Crutchfield, T. Anderson, E. Ruppel, A. Urda August 2021)

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)
- Provide marketing support for NCLF special events (S. Crutchfield, A. Urda Ongoing)

FY 2020 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. (The Other Night School, Hometown Novel Nights, AARP Driver Safety Course, Don't Get Hacked Cyber Security Class, UGA Coweta County Extension office, Grant Writing Partners are some of the examples). (Goal 4, Goal 6)
- ✓ Provided a variety of children's, young adult and adult programming both in person and pivoting to virtual due to the Covid-19 pandemic. Summer children's programs consisted of all virtual programs from outside providers as well as staff-led programs. New adult in person programs for 2020 included Intro to Bridge, Archeology of Israel led by the Biblical History Center, Downton Abbey Afternoon Tea & Movie, Aging in Cities led by Dr. Anabel Pelham, Grant Ready for Non-Profits. Young adult online programs we offered during the summer included Advanced Puppet Making Workshop, Rainbow Meditation Bottle Craft, Felt Bookmarks, Melted Crayon Painting and Duct Tape Creations. (Goal 4, Goal 6)
- ✓ Staff pivoted to a virtual program model in April 2020. We had to learn to adapt to new technology and new ways of providing value to our patrons. April-August 2020 staff provided 275 virtual programs. Adult programs included two online EIM classes, Beginners Yoga with Rachel Murrel, and many series including, Carnegie Cooks, Crafting at the Carnegie, Outdoor Skills, Carnegie Book Reviews, Carnegie Book Recommendations, Carnegie Chats Book Club, Social Media and Technology, and Photography Tips with Susan. Children's programs included STEM Craft Time, Chapter Book Storytime for School Age

Children, Preschool Storytime, In the Kitchen with Kids, and Spanish Storytime. Began offering Grab & Go Craft Kits to supplement online tutorials in summer 2020. (Goal 4)

- ✓ Began opening on Saturdays starting February 29, 2020 with our kick off program, Leap Into Saturdays, attended by over 70 people. (Goal 4)
- ✓ Partnered with the Newnan Carnegie Library Foundation to offer Children's Summer Fun Kits to supplement our virtual summer program offerings. (Goal 4, Goal 7)
- ✓ Partnered with Watercrest Senior Living, East Coweta High to School, and Insignia of Newnan to establish two mobile libraries (Goal 6)
- ✓ The weekly Carnegie Crochet class donated over 100 handmade hats to Bridging the Gap. (Goal 6)
- ✓ Rentals declined in 2020 due to the Covid-19 pandemic. We had a total of six rentals from January-March (Goal 4)
- ✓ Annual survey will be conducted in 4th quarter. (Goal 1)
- ✓ Director attended virtual ALA library conference and training webinars. Staff attended webinars and online courses. (Goal 3)
- ✓ Facilitated planning for 2020 NCLF Southern LitFest. Although, this was postponed to 2021 due to the Covid-19 pandemic, staff was heavily involved in planning, marketing, and scheduling of the LitFest (Goal 4 and Goal 7)
- ✓ Director participated in Christmas Parade committee. (Goal 5)
- ✓ Director, Carnegie Assistant-Young Adult, Carnegie Assistant- Children attended collection development webinars. (Goal 1)
- ✓ Partnered with the NCLF to being two local authors to the Carnegie: Carl Ware and Pat McKee (Goal 4, Goal 7)
- ✓ Conducted virtual programs survey in June 2020 to solicit community feedback on virtual programs (Goal 1)
- ✓ Partnered with Keep Newnan Beautiful and Leisure Services for virtual programs. (Goal 4, Goal 5)

Performance Measures	2019 Actual	2020 Estimate	2021 Projected
Reference questions answered	14,531	8,250	**12,750**
Meeting room usage	477	100	**250**
Meeting Room fees collected	$7,625	$675	**$3,800**
Number of programs	452	492	**450**
Number of program attendees	13,580	51,188*	**18,850**
Computer Usage	5,918	2,511	**6,000**
Public Fax, copier usage	9,183	7,612	**9,500**
Cost of speakers	$3,551	$1,050	**$3,750**
Number of materials in collection	14,918	15,600	**15,780**
Dollar volume of store sales	$1,561	$600	**$1,400**

*Includes Virtual Programs

CAPITAL & DEBT

FY 2021 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.

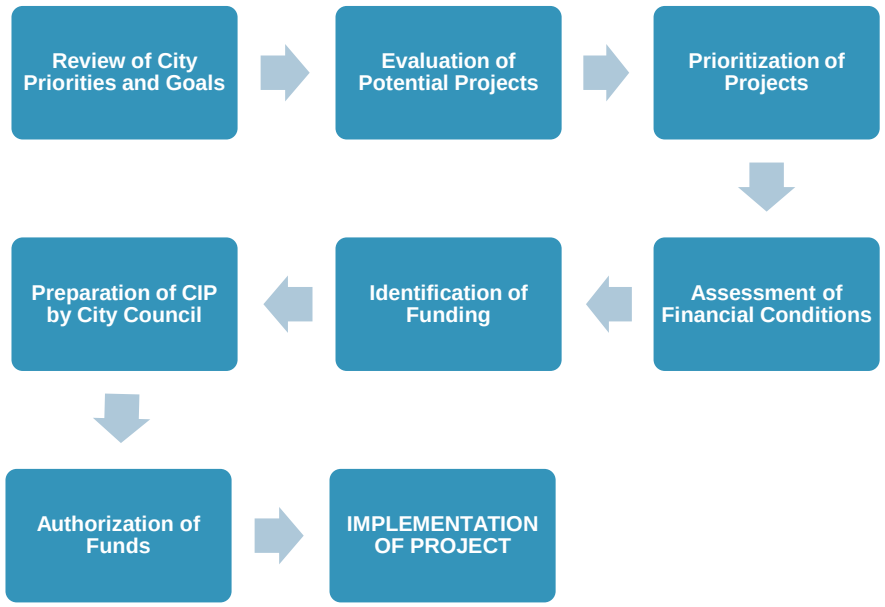
B. CIP Process

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 $47,372,305 into capital improvements during the past five (5) years of the CIP plus the budgeted $14,832,890 for FY 2021; bringing a six (6) year total to $62,205,196. Based upon an estimated 2021 population of 38,793, the average capital investment was $1,603.52 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.

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
General Fund	3,181,639	2,864,629	1,554,172	1,159,163	547,000	403,895
Street Improvement Fund	575,219	232,349	445,121	634,676	437,676	388,555
LMIG Fund	269,900	562,945	185,817	0	0	0
SPLOST 2019	0	0	0	1,439,271	9,117,000	11,270,935
SPLOST 2007	611,826	3,491,000	606,711	0	0	0
SPLOST 2013	2,804,594	1,558,339	3,587,706	4,166,337	1,585,000	1,890,000
Impact Fees Fund	926,557	107,370	2,770,238	497,951	750,000	750,000
Tourism	0	0	5,000	0	213,600	92,750
Sanitation Fund	144,819	0	151,521	187,169	0	0
Confiscated Assets	0	0	0	0	0	36,755
Total Capital	8,514,554	8,816,631	9,306,287	8,084,567	12,650,267	14,832,890

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 2021: 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 2021 Budgeted Capital

A. Summary of FY 2021 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 2021 Budget total $14,832,890. The following table, therefore, details the capital improvement expenditures for all City funds in FY 2021.

The FY 2021 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 2021, 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 $1,890,000 and SPLOST 2019 increases the FY 2021 Capital Budget by $11,270,935 (not including transfers to Newnan Utilities). Additionally, Impact Fees will provide $750,000 for use during 2021. $92,750 is budgeted for tourism related capital expenditures. Lastly, there is $403,895 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 2021 capital budget by projects and capital purchases.

Fund Source	Expenditures
General Fund	403,895
Impact Fees	750,000
Street Fund	388,555
SPLOST 2013	1,890,000
SPLOST 2019	11,270,935
Tourism Capital	92,750
Confiscated Assets	36,000
Total Capital Expenditures FY 2021	14,832,890

B. FY 2021 Capital Expenditures and Operating Impacts

The 2021 budget is absorbing an estimated $17,500 in operating expenses for additional maintenance. There are 2 new parks to maintain that is slightly increasing Parks & Beautifications maintenance budget. LINC construction is adding an additional $2,000 to this department's budget as well. The remaining impacts are in fleet maintenance.

Account Number	Account Description	2019 Actual	2020 Budget	2021 Budget	FY 2021 O & M	New/ Replacement
General Fund Capital Expenditures						
	City Manager					
54.1100	Land Purchases	218,105	0	0	0	
	Information Technology					
54.2400	Network Improv.	0	0	5,000	0	Replacement
	Facilities					
54.1300	Building Improvements	68,091	19,000	0	0	
	City Engineer					
54.2200	Vehicles	28,459	0	0	0	
54.2504	Other Equipment	0	0	11,110	0	New
	Police Department					
54.2200	Vehicles	324,166	272,000	257,285	8,000	New
54.2500	Other Equipment	6,334	0	0	0	
	Fire Department					
54.2200	Vehicles	0	45,000	0	0	
54.2503	Protective Equipment	76,188	94,000	88,000	0	Replacement
	Streets					
54.2200	Vehicles	0	30,000	0	0	
	Garage					
54.2504	Other Equipment	0	6,500	6,500	50	New
	Cemetery					
54.2200	Vehicles	25,996	0	0	0	
54.2201	Vehicles/Equipment	9,679	12,500	0	0	
	Leisure Services					
54.2201	Vehicles/Equipment	18,424	0	0	0	
	Beautification					
54.1211	Bldgs. & Grounds Rep/Maint.	1,200	40,000	0	0	
54.1215	Parks & Recreation	319,475	0	0	0	
54.1302	Other Improvements	50,000	17,000	0	0	
54.1317	Storage Facility	2,500	0	0	0	
54.2100	Machinery	0	11,000	36,000	200	New
54.2200	Vehicles	9,963	0	0	0	
	Total General Fund Capital	940,475	547,000	403,895	8,250	
Street Improvement Fund						
	Streets					
54.1406	Major Street Maint & Repairs	250,000	437,676	0	0	
54.1425	LMIG Projects	384,676	0	388,555	0	Replacement
	Total Street Fund Capital	634,676	437,676	388,555	0	
Confiscated Assets Fund						
	Police Department					

54.2200	Vehicles	0	0	36,755	0	Replacement
Total Confiscated Assets Fund Capital		0	0	36,755	0	
Hotel/Motel Tourism Fund						
54.1426	Tourism Capital Projects	0	213,600	92,750	500	New
Total Hotel/Motel Tourism Fund Capital		0	213,600	92,750	500	
SPLOST 2019 Fund						
	Information Technology					
54.2400	Computer Hardware and Software	29,018	5,000	10,000	0	Replacement
	Fire Department					
54.1322B	Fire Engine	0	0	559,935	1,200	New
	Streets					
54.1401A	Major Street, Sidewalk & Drainage Maintenance	422,466	500,000	1,800,000	0	Replacement
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	0	1,000,000	200,000	0	Replacement
54.2504D	Public Works/Street Equipment	123,997	147,000	91,000	750	New
	Leisure Services					
54.1201	CJ Smith Park	95,582	2,900,000	5,300,000	2,000	New
54.1203	Pickett Field	12,750	65,000	1,810,000	1,000	New
54.1204	Pickle Ball Facility	18,900	0	0	0	
54.1207	Path and Linear Parks	701,718	4,500,000	1,500,000	2,000	New
54.1208	Diplomat Park	19,000	0	0	0	
54.1302	Other Improvements	15,840	0	0	0	
Total SPLOST 2019 Fund Capital		1,439,271	9,117,000	11,270,935	6,200	
SPLOST 2013 Fund						
	Fire Department					
54.1300B	Fire Station #4 Construction	1,875,996	0	0	0	
	Streets					
54.1300D	Intelligent Traffic Operations Center	9,950	0	190,000	500	New
54.1401A	Major Street, Sidewalk & Drainage Maintenance	485,449	750,000	0	0	
54.1401B	McIntosh Parkway	495,161	0	0	0	
54.1401C	Lower Fayetteville Road	93,793	685,000	500,000		
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	567,986	0	0	0	
54.1415A	Sign Upgrades	0	150,000	0	0	
54.2504D	Public Works/Street Equipment	39,535	0	0	0	
	Beautification					
54.1215A	LINC Construction	598,467	0	1,200,000	1300	New
Total SPLOST 2013 Fund Capital		4,166,337	1,585,000	1,890,000	1,800	
Impact Fees Fund						
	Fire Department					
54.1300	Buildings/Building Improvements	433,764	0	0	0	
	Streets					

54.1400	Streets, Sidewalks, Lights, Etc.	31,915	0	0	0	
	Leisure Services					
54.1215A	LINC Construction	32,272	750,000	750,000	750	New
	Total Impact Fees Fund Capital	497,951	750,000	750,000	750	
Total Capital Fund Expenditures/ O & M		7,897,399	12,650,276	14,832,890	17,500	

Section III. FY 2021 Major Budgeted Capital Projects

A. LINC Phase II – Downtown Connector

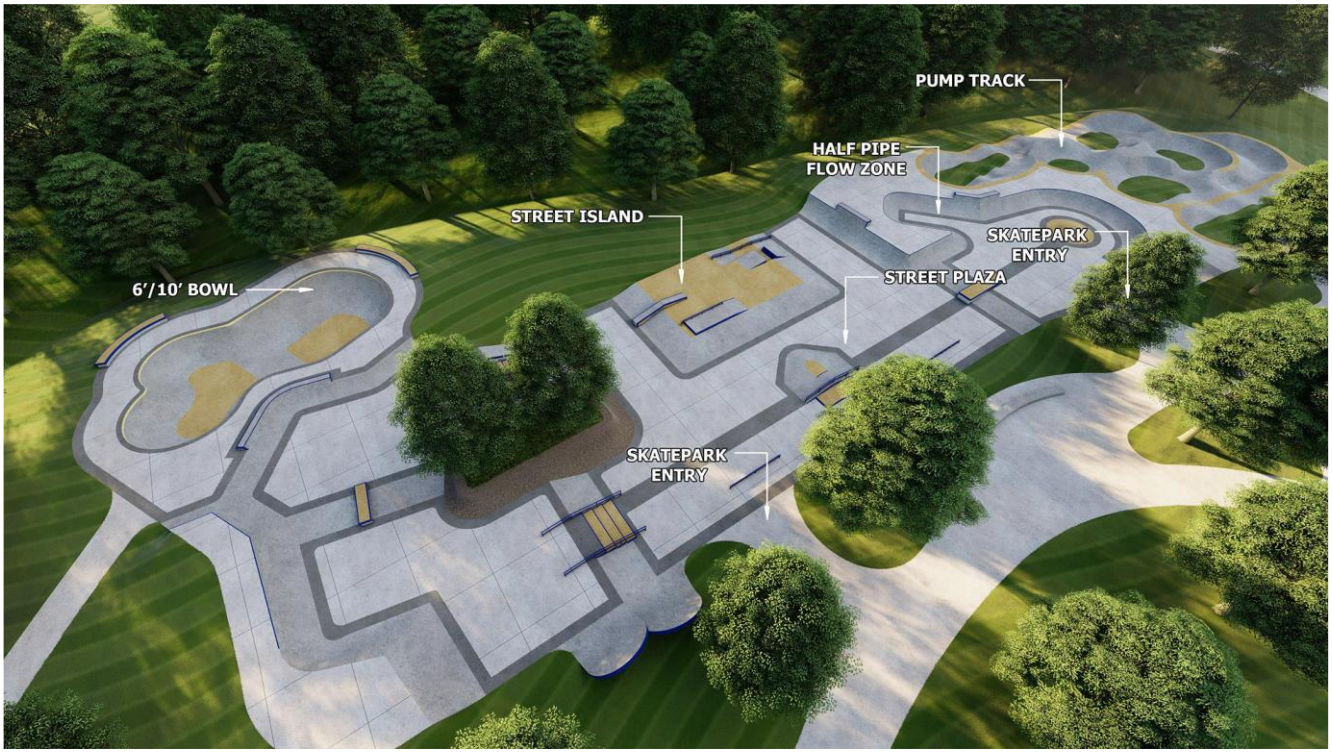
The design for Phase II of the LINC was complete in 2020. Phase II construction will pick up at Summerlin Blvd., cross I85 (120' bridge) go around the Cancer Treatment Center over to McIntosh and eventually end at the Train Depot on East Broad. The budget for Phase II is $8,000,000 and is funded mostly using the new SPLOST 2019. There are 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.



Bridge under construction over I85

B. C. Jay 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. Construction started in the fall of 2020 with a desired completion by late Spring 2021. Also, in the design-build contract is to upgrade Pickett Field to a more desirable baseball field with new restrooms and sitting areas. Below is a concept of the park, but this will likely change some throughout the design process. Below are the finish design concepts of C Jay Smith Park amenities.



Skate Park & Pump Track



Pavilion



Splash Pad

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, 2019, 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	$ 6,131,545	$ 3,224,470	$ 1,764,851	$ 7,773,164	$ -
Compensated Absences	$ 781,953	$ 1,300,967	$ 1,263,417	$ 819,503	$ 636,046
	$ 6,913,498	$ 4,525,437	$ 3,028,268	$ 8,592,667	$ 636,046
Business Type Activities:					
Net pension liability	$ 109,186	$ 55,764	$ 30,521	$ 134,429	$ -
Compensated Absences	$ 12,393	$ 16,223	$ 15,663	$ 12,953	$ 10,907
	$ 121,579	$ 71,987	$ 46,184	$ 147,382	$ 10,907

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 2020, the assessed value of taxable property in the City was $1,703,808,781. Therefore, the City's long-term obligations payable could not exceed $170,380,878 (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 long-term debt outstanding at December 31, 2019: revenue bonds.

a) Long-Term Debt – The Newnan Water, Sewerage and Light Commission had three types of long-term debt outstanding at December 31, 2019.

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, 2019, total debt service requirements to maturity for the Series 2006A Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
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	1,040,000	172,725	1,212,725
2025-2026	2,250,000	178,500	2,428,500
Totals	$3,290,000	$1,042,125	$4,332,125

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, 2019, total debt service requirements to maturity for the Series 2015 Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
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	10,000	258,150	268,150
2025-2029	1,845,000	1,229,602	3,074,602
2030-2034	3,505,000	711,150	4,216,150
2035-2036	1,595,000	88,350	1,683,350
Totals	$10,565,000	$3,443,750	$14,008,750

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, 2019, total debt service requirements to maturity for the Series 2017 Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
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	500.874	90,734	591,608
2025-2029	2,686,555	271,480	2,958,036
2030-2031	673,581	18,127	691,708
Totals	$9,421,000	$1,160,355	$10,581,355


NEWNAN
COMMUNITY PRIDE

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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