

2022
ANNUAL BUDGET

THE CITY OF
NEWNAN

TABLE OF CONTENTS

City of Newnan City Council 5
Newnan Goals 6-9
FY 2022 Annual Budget Ordinance 10-17
Manager's Message
City Manager's Message 19-22
City Introduction
City Government 25
Organizational Chart 26
City Contacts 27
Introduction 28-30
Supplemental Information 31-33
Policies & Processes
Financial Policies 35-46
Budget Process 41-43
Basis of Budgeting ..... 41 (A)
Budget Calendar 43
Long-Range Financial Planning 44-46
Budget Overview
Fund Structure & Major Fund Descriptions 49
Department/Fund Relationships 50-51
FY 2022 Budget – All Funds 52
FY 2022 Budgeted Revenues 53-55
FY 2022 Budgeted Expenditures 56-59
Revenues & Expenditure Details
Revenue Trends 61-68
General Fund Revenues & Expenditures 69-72
Special Funds Revenues & Expenditures 73-76
Enterprise Funds Revenues & Expenditures 77-78
Capital Projects Revenues & Expenditures 79-81
Fund Balance 82
Consolidated Schedule 83-84
Departmental Budgets
Personnel 87-88
General Government Function 89-90
City Council Budget 91
City Manager Budget 92-96
Finance Budget 97-100
Information Technology Budget 101-103
Human Resources Budget 104-106
Facilities Maintenance Budget 107-109
Public Safety Function 110
Police Department Budget 111-115
Municipal Court Budget 116-118
Fire Department Budget 119-121
Public Works Function 122-123
Public Works Administration Budget 124

Street Department Budget 125
Garage Budget 126
Sanitation Budgets..... 127-128
Cemetery Budget 133-134
Community Development and Other Services Function..... 135
Beautification Budget 136-138
Planning & Zoning Budget 139-141
Building Inspection Budget 142-143
Engineering Budget 144-147
Business Development and Special Events Budget..... 148-149
Keep Newnan Beautiful Budget..... 150-152
Leisure Services Budget..... 153-156
Carnegie Library Budget..... 157-161
Capital & Debt
Capital Improvement Introduction..... 163-166
FY 2022 Capital Improvements..... 167-169
Impacts of Capital on Operations 169
FY 2022 Major Budgeted Projects..... 170-171
Capital Planning..... 172
Debt Summary..... 173-176
Limitations on Debt..... 173 (B)
Glossary 179-193



Executive Summary

The City of Newnan Approved FY 2022 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 2022 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 2022. 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 2022 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 2022 Approved Budget. Within the Manager's Message is a narrative of the FY 2022 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 2020 Actual, FY 2021 Budget, and FY 2022 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 2022 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 2022. 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 2022 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 01, 2021

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Newnan, Georgia, for its annual budget for the fiscal year beginning January 1, 2021. This is the City's thirty second 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, KEITH BRADY



District 1
Council Members
Dustin Koritko
Paul Guillaume





District 2
Council Members
Ray Dubose
Rhodes Shell





District 3
Council Members
George Alexander
Cynthia Jenkins





NEWNAN GOALS

Goals and Strategies

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 action plans that maintain programs, create new programs based on current needs 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 2022 Budget clearly aligns the City's mission, goals and strategies 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.

In making decision on creating goals and strategies, the City relies upon documents such as our Comprehensive Plan, Greenway Master Plan, Parks Master Plan, Master Retreat Strategy, other planning documents created through professional consulting on current needs and future needs of the City that will maintain quality of life and what will allow the staff to continue to provide the best of services. These various studies are implemented depending on current environment.

On the following pages are list of strategic goals and strategies which influenced the development of the FY 2022 Budget for the City of Newnan. The goals and strategies 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 2022 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 Building	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, 2022 AND ENDING DECEMBER 31, 2022.

Section I.

There is hereby adopted for the fiscal year January 1, 2022 through December 31, 2022, 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 $30,789,700 for the general operation and legal obligation in 2022.

General Fund Revenues	
Property Taxes	$7,704,500
Sales Taxes	$9,500,000
Excise (Franchise) Taxes	$5,485,000
Occp. Tax & Alcohol Licenses	$3,267,000
Inspections & Permits	$685,500
Fines & Forfeitures	$745,000
Other Local Revenue	$437,200
Intergovernmental	$735,000
Water & Light Transfers	$1,750,000
Other Financing Sources	$480,500
	$30,789,700
General Fund Expenditures	
General Government	$8,439,445
Public Safety	$14,569,405
Public Works	$3,155,886
Community Development	$3,361,951
Other Services	$1,263,013
	$30,789,700

Section III. Street Improvement Fund (200).

There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $429,000 for street improvements.

Street Improvements Revenue	
Street Improvements	$5,000
LMIG Contract Revenue	$428,192
Interest Earnings	1,500
Fund Balance Reserves	($5,692)
	$429,000
Street Improvements Expenditures	
Major Streets Maintenance	$429,000
	$429,000

Section IV. Confiscated Assets Fund (210)

There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of $138,000 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	$68,000
DOJ Condemnations	$5,000
Other Police Seizures	$12,500
Interest Earnings	$47
Fund Balance Reserves	$52,453
	$138,000
Confiscated Assets Expenditures	
Other Seizures Expenditures	$81,000
Dept. of Justice Expenditures	$5,000
Dept. of Treasury Expenditures	$52,000
	$138,000

Section V. NSP1 Grant Fund (221)

There is hereby established a NSP1 Grant Fund for the City of Newnan with an appropriation of $125,000. This fund is utilized to account for a Neighborhood Stabilization Program grant received by the City from the Georgia Department of Community Affairs to purchase and rehabilitate housing for low income recipients who meet the eligibility guidelines for assistance. Newnan Housing Authority (HAN) and Newnan-Coweta Habitat for Humanity (NCHFH) are the sub-recipients of the grant.

NSP1 Revenues	
Program Income	$185,000
Interest Earnings	$100
Fund Balance Reserves	($60,100)
	$125,000
NSP1 Expenditures	
Program Expenses	$125,000
	$125,000

Section VI. NSP3 Grant Fund (222)

There is hereby established a NSP3 Grant Fund for the City of Newnan with an appropriation of $125,000. 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	$125,000
Interest Income	$100
Fund Balance Reserves	($100)
	$125,000
NSP3 Expenditures	
Program Expenses	$125,000
	$125,000

Section VII. Miscellaneous Grants Fund (240)

There is hereby established a Miscellaneous Grants Fund for the City of Newnan with an appropriation of $44,050. 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
Fund Balance Reserves	($950)
	$44,050
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
	$44,050

Section VII. Hotel/Motel Tourism Fund (275)

There is hereby established a Hotel/Motel Tourism Fund for the City of Newnan with an appropriation of $1,053,000 for Tourism Enhancement activities.

Hotel/Motel Tourism Revenues	
Hotel/Motel Tax	$1,053,000
Interest Earnings	$1,000
Fund Balance Reserves	($1,000)
	$1,053,000
Hotel/Motel Tourism Expenditures	
Transfer to Explore Newnan - Coweta	$405,000
Transfer to General Fund	$405,000
Transfer to Newnan Centre	$243,000
	$1,053,000

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 $98,000 for Newnan Centre activities.

Motor Vehicle Rental Excise Tax Revenues	
Excise Tax	$95,000
Interest Earnings	$500
Fund Balance Reserves	$2,500
	$98,000
Motor Vehicle Rental Excise Tax Expenditures	
Natural Gas	$3,000
Transfer to Newnan Centre	$95,000
	$98,000

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 $800,000 for capital projects.

SPLOST 2013 Revenues	
Interest Earnings	$500
Fund Balance Reserves	$799,500
	$800,000
SPLOST 2013 Expenditures	
Intelligent Traffic Operations	$200,000
Recreation Improvements	$600,000
	$800,000

Fund 310, **SPLOST 2019,** was established in 2019 and will expire in 2024. This year's budget includes an appropriation of $8,480,000 for capital projects and a transfer to Newnan Utilities in the amount of $720,000 for a total of $9,200,000.

SPLOST 2019 Revenue:	
SPLOST 2019 Receipts	$7,200,000
Interest Earnings	$7,000
Fund Balance Reserves	$1,993,000
	$9,200,000

SPLOST 2019 Expenditures:	
Public Safety	$1,500,000
Streets, Drainage & Sidewalks	$1,000,000
Street, Intersection & Parking Improvements	$3,600,000
Lower Fayetteville Road	$400,000
Public Works Equipment	$180,000
Path & Linear Parks	$1,800,000
Transfer to Newnan Utilities	$720,000
	$9,200,000

Section XI. Impact Fees (375)

There is hereby established an Impact Fees Fund for the City of Newnan with an appropriation of $625,000. 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	$250,000
Fire Services	$295,000
Parks/Recreation	$400,000
Interest Earnings	$220
Fund Balance Reserves	($320,220)
	$625,000

Impact Fees Expenditures	
Parks/Recreation	$625,000
	$625,000

Section XII. Sanitation Fund (540)

There is hereby established a Sanitation Fund for the City of Newnan with an appropriation of $1,028,278. These funds will be used for Brush & Bulk and Refuse (downtown commercial district).

Sanitation Revenues	
Yard Debris & Bulk Collections	$700,000
Garbage Fees - Commercial	$60,000
Interest Earnings	$1,500
Transfer from General Fund	$190,000
Fund Balance Reserves	$76,778
	$1,028,278

Sanitation Expenditures Brush & Bulk	
Wages & Benefits	$386,143
Operations	$355,614
Depreciation Expenses	$85,000
	$826,757

Sanitation Expenditures Refuse	
Wages & Benefits	$146,506
Operations	$55,015
	$201,521

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 eleventh day of January 2022.

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, Councilmember

_____
Cleatus Phillips, City Manager

_____
Ray F. Dubose, Councilmember

_____
Rhodes H. Shell, 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 2022 Proposed Budget

DATE: November 04, 2021

I am pleased to present staff's proposal for the FY2022 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 staffing needs and resource issues. We are able to do so and present a balanced budget without the use of fund balance.

2022 Budget Issues and Priorities

2021 was certainly a year of unprecedented events. While staff expected the continuation of the COVID-19 pandemic, no one imagined that our community would be impacted by a catastrophic EF-4 tornado. These events impacted and will continue to impact our financial status. While our economy remained very strong throughout the pandemic, the tornado created the need to utilize approximately $8,000,000 of Unassigned Fund Balance. The events also challenged our resources and provided an opportunity to assess our operational needs. Because of our strong economy, we were able to address several of these needs in the FY2022 Budget. This budget adds personal in several departments including Police, Fire, Leisure Service, and the City Manager's Office. The budget also reclasses several positions in Police, Beautification, Municipal Court, Facilities Maintenance, Street, Sanitation, and the Garage. The FY2022 Budget is submitted to the Newnan City Council with confidence that resources will be allocated to best serve the needs of our community.

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 33rd consecutive year. Highlights of the FY 2022 budget are as follows:

General Fund - Highlights

- $30,789,700 Balanced Budget. No reserves were used to balance the budget.
- The budget increased $2,932,700 or 10% from the previous year. In comparison, the 2020 budget increased $711,400 which was a 3% increase from the prior year.
- Sales Tax represents 31% of the budget, followed by Property Taxes at 25%, Franchise Fee at 18%, Occupational Licenses at 11%, and all other sources totaling 16%.
- Property tax revenues are budgeted at $6,150,000, compared to $5,825,000 from the prior year. The 2022 budget number is based on a combination of: a millage rate at 3.574, net Digest Growth of 3.86%, and a 91% collection rate for current year billing.
- 2021 Revenue is currently projected at $28,763,000 therefore the 2022 budget is a conservative 97% of prior year projected revenue. For reference purposes, the 2021 budget was also 97% of 2020 projected revenues at the time of budget presentation.
- Local Option Sales Tax budget of $9,500,000 is an increase of $1,400,000 over the 2021 budget. Sales tax collections have been trending $1,100,000 over budget during 2021. The continued unknown is the impact of COVID-19 and if this increase is sustainable.
- Title Ad Valorem Tax (TAVT) revenue increased by 15% with a budget of $1,300,000. Revenue for 2021 is projected at $1,500,000. The increase is due to a change in state law.
- The budget for permit fees was increased from $615,000 to $685,500. The increase is attributed to some subdivisions that will come online during 2022.
- Occupational Tax Receipts increased by 4% in 2021. The budget for 2022 was increased by $125,000, to $2,850,000 to reflect this increase.
- Franchise fees saw a minimal increase during 2021, continuing a trend of the past few years. The budget is increased slightly to $1,480,000, up from $1,473,000 in 2021.
- Insurance premium tax budget increased by $475,000 to $3,000,000. This increase is attributed to the new census figures which determines distribution of such revenue.
- Water & Light revenue is budgeted at $1,750,000, reflects no change from 2021. 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 2021 is projected at $1,750,000.
- The budget includes a 5% cost of living adjustments for all employees.
- Minimum starting pay at the City of Newnan has been moved to PG9, which is a minimum of $15.33 per hour. This adjustment is necessary in todays employment market. This meant that all existing employees below PG9 will be adjusted as well. Estimated costs of $99,750 to make this adjustment to existing employees.
- A total of 6 new positions are included in the budget at a cost of $379,500. These positions include a police officer, 2 firefighters, municipal court clerk, a communication specialist, and a city hall receptionist.
- Personnel adjustments and reclassifications were performed in 7 departments at a cost of $100,500.
- Health/Life Insurance budget was increased 6.7% from 2021. This represents a change of $302,944 for a total budget of $4,511,944. This increase includes the cost of 6 new fulltime employees.
- Benefits within the Health/Life Plan remain unchanged for the employees. Employee contributions for the Silver and Bronze Plan remain unchanged, but contributions for the Gold Plan will increase $20 per month for families and $10 per month for employee only coverage.
- The Stop-Loss Deductible for the Health Plan is being proposed to change from $100,000 to $250,000. This change will save the City about $475,000 on the annual premium.
- 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 2021.
- Public Safety accounts for 47% of the budget, followed by General Government at 27%, Public Works at 10%, and Community Development at 11%. Other Services make up the additional 4%.
- An allocation of $282,501 was included to purchase eight (8) police vehicles. These purchases include an SRO vehicle that will be reimbursed by the Board of Education. Capital overall purchases

increased from $403,895 to $1,363,818. There are four (4) high mileage vehicles in the City's fleet that needs to be replaced for a total of $138,700, a water truck/dump truck is budgeted at $68,500 for the Beautification Dept. and there are City facilities that need repairs/renovations, namely Fire Station 2, Verona Rosser building, Wadsworth parking lot, and First Avenue Park. These four (4) projects make up a total of $575,000 of the budgeted capital in the General Fund.

- $190,000 was included as a transfer from the General Fund to the Sanitation Fund to supplement the Downtown Sanitation Program. This is a $50,000 increase from 2021 but necessary to cover increasing costs.

All Other Funds – Highlights

- $44,317,028 Budget for ALL FUNDS COMBINED, a decrease of $707,696 (2%) from 2021.
- 2013 SPLOST – A decrease of 58%, from $1,890,000 to $800,000. 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 2022.
- 2019 SPLOST –The largest projects for 2022 include the LINC ($1,800,000), Street Improvement Projects (3,600,000), and the initiation Fire Training Facility Renovations Project ($1,500,000). Total budget for 2021 is $9,200,000.
- IMPACT FEE FUND – This budget remains consistent with 2021. $625,000 is allocated to assist in funding Phase II of the LINC if needed.
- SANITATION FUND – An increase of 4%, from $976,060 to $1,028,278. The significant portion of the increase is related to increased volume and related landfill fees. $826,757 is budgeted for Brush and Bulk and $201,521 for Downtown Sanitation. The financial status of this fund will need to be closely reviewed in during 2022.
- STREET FUND – An increase of 10% from $388,555 to $429,000 The LMIG project is the only project budgeted in 2022 in this fund.
- TOURISM FUND – An increase of 29% from $742,000 to $1,053,000. Of this amount $405,000 is transferred to the General Fund, $243,000 is transferred to the Newnan Centre, $405,000 will be transferred to Explore Newnan – Coweta. The hotel occupancy in the City has bounced back very quickly from the impacts of COVID-19.
- The total Capital Improvements Budget is $11,697,818, compared to $14,832,890 in 2021. This includes twenty-two (22) projects or capital purchases funded through five (5) separate funds. Many of the larger projects are mentioned below.
- SPLOST 2019 is the funding source for 72% of the capital budget, while SPLOST 2013 makes up only 7% as this fund continues to be exhausted. The General Fund is responsible for 12% of the capital needs within the budget.

FY 2022 Projects

- Paving of various streets and sidewalk repair.
- Complete construction of the Phase II of the LINC, the downtown connector
- Initiate the construction of the Fire Training Facility Renovations.
- Initiate the construction of the Newnan Crossing Blvd Roundabout.
- Initiate construction of intersection improvements at Jefferson/Clark/Bullsboro/Jackson
- Initiate construction of sidewalk improvements along Sprayberry Road.
- Initiate construction of Phase I, Operational Improvements on Lower Fayetteville Road.
- Continue design development of improvements along Jackson Street.

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 2022. To illustrate their level of

significance, of the total capital expenditures of $11,697,818; SPLOST 13 and SPLOST 19 comprise 79% of the revenue expended in the capital budget.

Prior Year Operating Results and Accomplishments

Revenue collections for FY 2021 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 2021, 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 continued 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.
- Completed traffic improvement study of Lower Fayetteville Road.
- Maintained an Insurance Services Offices (ISO) Fire Rating of 2.
- Maintained an average 5-minute response time for the Fire Department.
- Completed repaving of various streets under the LMIG 2021 Program.
- Substantially completed full depth reclamation of two local streets.
- Initiated repaving of various streets under the LMIG 2022 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 renovations at Boone Drive, LaGrange Street and Cougar Way.
- Completed renovations of C. Jay Smith Park.
- Completed renovations of Pickett Field.
- Completed construction of a new pickleball facility.

In Conclusion

I am very excited to present the FY2022 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 proposed budget also positions us very well to provide necessary services that will enable us to recover from the impacts of the tornado.

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


THE CITY OF NEWNAN, GEORGIA
18
28
City of Homes



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.

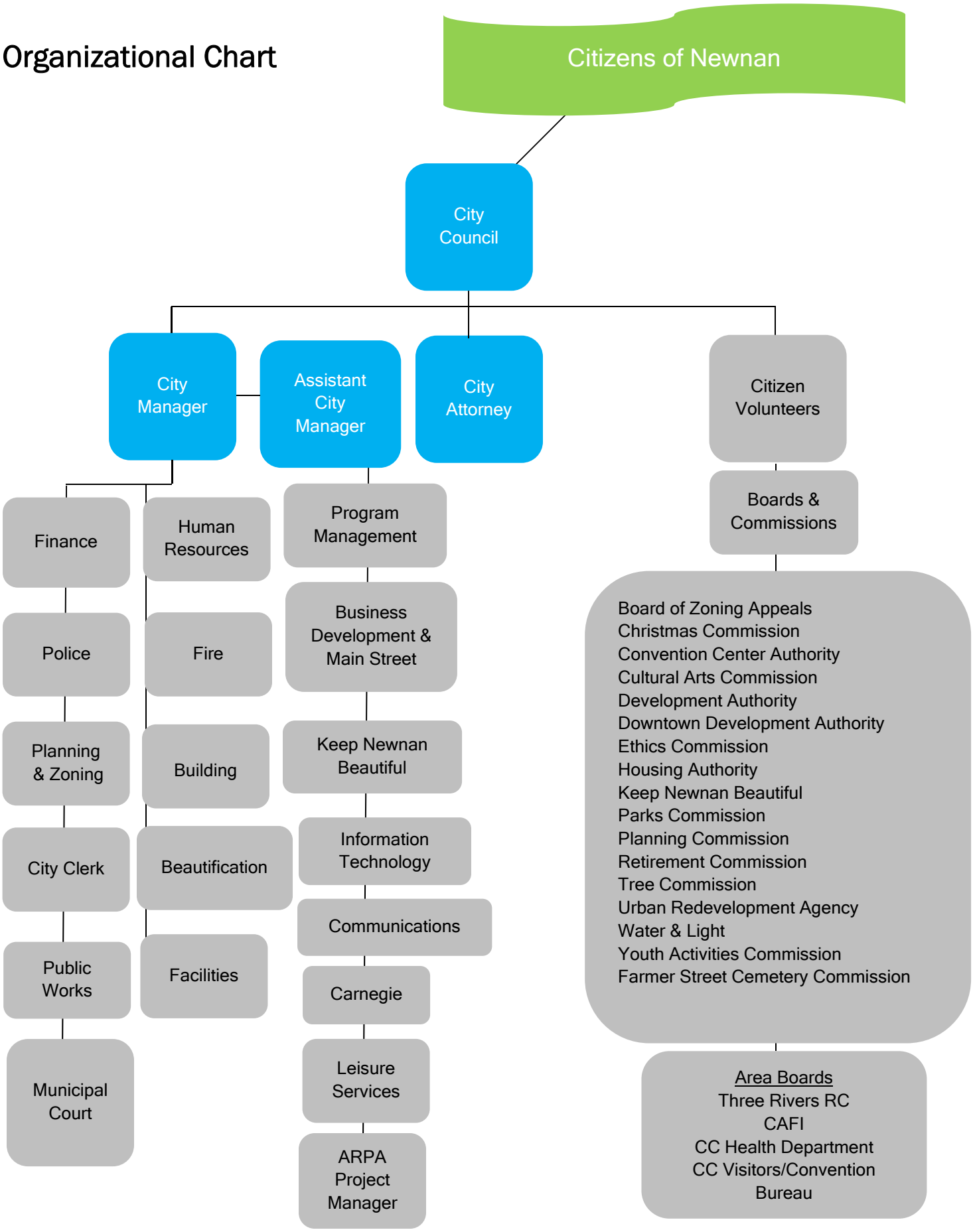
The City Manager, who is appointed by and reports to the City Council, serves as the Chief Administrative Officer and is charged with the implementation of City Council adopted policies and directives and the day-to-day operations of the City. The City Manager is responsible for hiring directors to oversee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



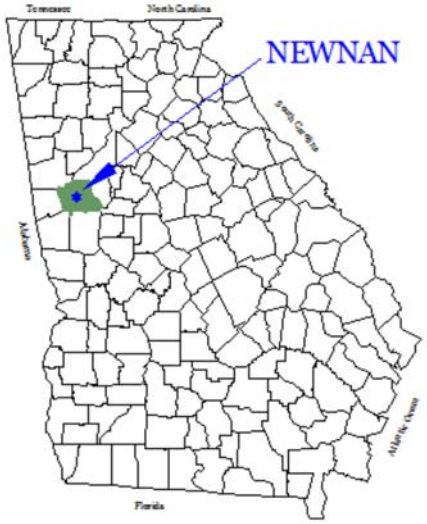
City of Newnan
P. O. Box 1193
25 LaGrange Street
Newnan, Georgia 30264
Fax #: 770-254-2353

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 Crutchfeild	1 LaGrange Street	770-683-1347
Cemetery	Jimmy Hemmings	70 Jefferson Street	770-253-3744
City Clerk	Megan Shea	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	Vacant	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	Abigail Strickland	6 First Avenue	770-253-8283
Mayor	L. Keith Brady	25 LaGrange Street	770-254-2358
Municipal Court	Jada Blankenship	1 Joseph Hanna Boulevard	770-254-2355
Newnan Utilities		70 Sewell Road	770-263-5516
Planning & Zoning	Tracy Dunnavant	25 LaGrange Street	770-254-2354
Police	Brent Blankenship	1 Joseph Hanna Boulevard	770-254-2355
Program Manager	Ronda Helton	25 LaGrange Street	678-673-5479
Public Works	Ray Norton	55 Boone Drive	770-253-1823
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

Top Employers

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

Local Services

Entity	Service	Physical Address	Phone
Newnan Utilities	Sewer, Water, Electricity	70 Sewell Road	770-683-5516
Coweta-Fayette EMC	Electricity	14 Hospital Road	770-502-0226
The Newnan Centre	Convention Center	1515 Lower Fayetteville Road	678-673-5486
NuLink	Cable TV	70-B Sewell Road	770-683-6988
Piedmont Newnan Hospital	136 Bed Hospital	745 Poplar Road	770-400-1000
Cancer Treatment Center	Cancer Specialtist	600 Celebrate Life Parkway	770-343-7692

Unemployment Rate of Surrounding Counties

County	Rate	Date Recorded
Coweta County	4.70%	Dec-20
Carroll County	5.10%	Dec-20
Heard County	5.10%	Dec-20
Troup County	5.70%	Dec-20
Fayette County	4.00%	Dec-20
Spalding County	6.60%	Dec-20
Meriwether County	7.20%	Dec-20
Douglas County	6.00%	Dec-20

democratandchronical.com

2021 Top Ten Taxpayers	Market Value	Assessed Value	%	Rank
Coweta County Development Authority	$ 184,873,682	$ 73,949,473	4.44%	1
Ashley Park Property Owner LLC	$ 56,714,610	$ 22,685,844	1.36%	2
Ashley Park Blvd Owner LLC	$ 51,632,377	$ 20,652,951	1.24%	3
Progress Residential	$ 46,103,479	$ 18,441,392	1.11%	4
VR Newnan Holdings Limited Partnership	$ 38,690,482	$ 15,476,193	0.93%	5
RPAI Newnan Crossing	$ 36,363,059	$ 14,545,224	0.87%	6
Bon L Manufacturing	$ 35,840,221	$ 14,336,088	0.86%	7
Stillwood Farms Venture	$ 24,978,198	$ 9,991,279	0.60%	8
WPRE I Calumet LLC	$ 24,111,591	$ 9,644,636	0.58%	9
NGI-BCDC POH Newnan LLC	$ 23,869,297	$ 9,547,719	0.57%	10
	$ 523,176,997	$ 209,270,799	12.56%	

Parks – Link to City Parks Information:
http://www.cityofnewnan.org/residents/park/index.php

Parks – Link to Reserve a Park:
http://www.cityofnewnan.org/residents/park/to_book_a_city_park.php



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 through advertising on our website, through social media and local paper.

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 as well assisting the city in being able to achieve strategic goals outline in this document. 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.

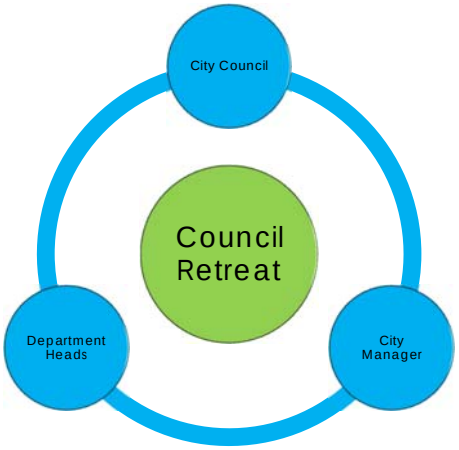
The projected General Fund revenue is an increase of 2% each year. The trend has decreased from 3-4% to 2%. This is due to the impacts of COVID 19. We feel it is going to take a few years to begin gaining momentum again. The City is remaining in a strong financial position due to the conservative planning 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 Budget	2023 Outlook	2024 Outlook
100 General Fund	$27,328,801	$28,897,864	$27,145,600	$27,857,000	$30,789,700	$31,713,391	$32,664,793
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	$7,200,000	$7,344,000	$7,490,880
375 Impact Fees	$930,683	$963,287	$633,100	$528,500	$945,220	$954,672	$964,219
Totals	$34,429,954	$41,882,133	$34,561,200	$35,243,500	$38,934,920	$40,012,063	$41,119,892

Major Funds Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Outlook	2024 Outlook
100 General Fund	$25,458,411	$26,347,291	$27,145,600	$27,857,000	$30,789,700	$31,713,391	$32,664,793
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	$800,000	$0	$0
310 SPLOST 2019	$0	$2,094,357	$9,743,200	$11,905,935	$9,200,000	$3,645,000	$3,645,000
375 Impact Fees	$2,770,329	$497,951	$750,000	$750,000	$625,000	$500,000	$0
Totals	$32,850,608	$36,759,359	$39,223,800	$42,402,935	$41,414,700	$35,858,391	$36,309,793

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.



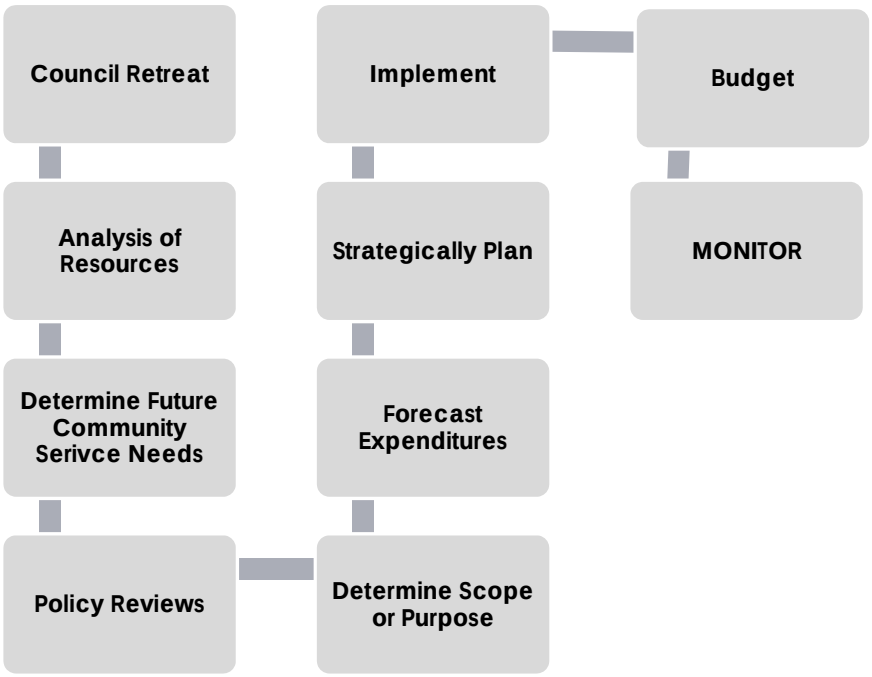
The Management Team has ample time before the retreat to put together data on financial trends, crime statistics, environmental factors, and if any, policy weaknesses. The team breaks up by Function and each Council Member gets the opportunity to sit down with the Department Heads of each function for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




NEWNAN
SK8 SUPPLY

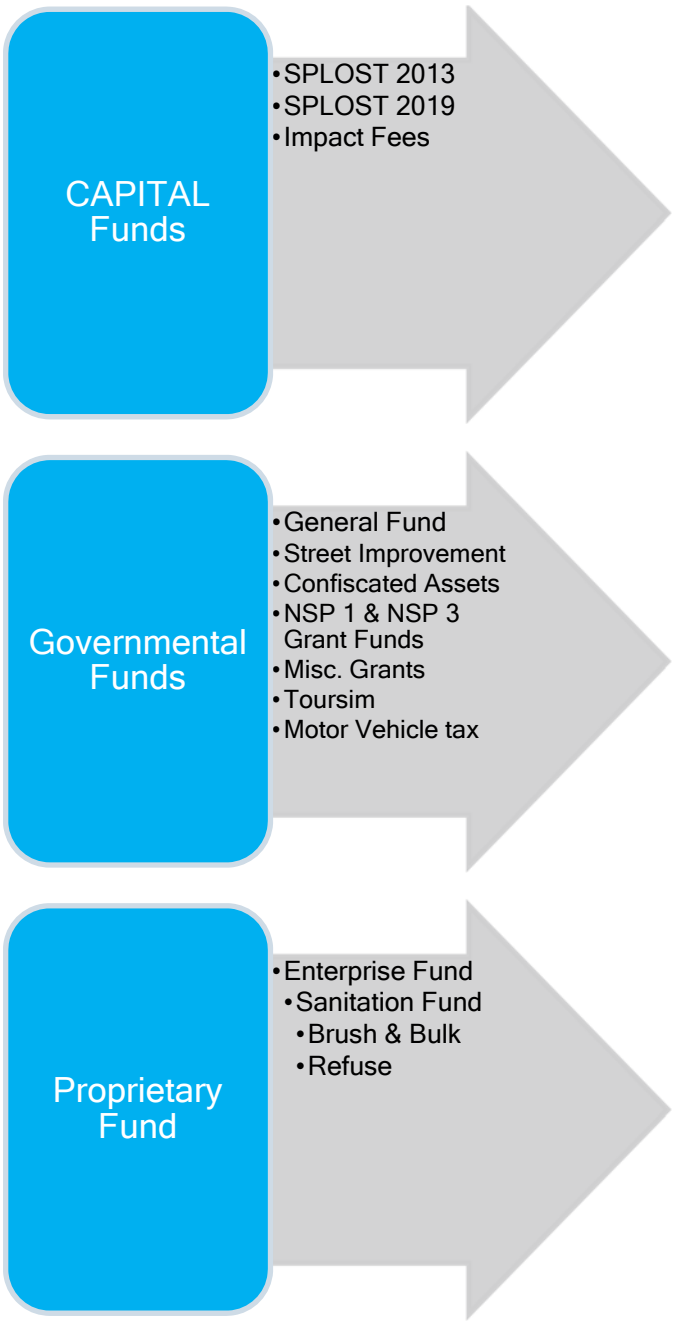


Budget Overview

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 2022: SPLOST 2013, SPLOST 2019, Impact Fees Fund.

Section II. Department/Fund Relationships

A. Major Funds

The relationship between the City's various departments and 2022 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 2022 Budget – All Funds

SECTION III. FY 2022 ALL FUNDS BUDGET HIGHLIGHTS

As mandated by the City Charter (§6.15), the FY 2022 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 City of Newnan has one fund that is not budgeted and this is the ARP (American Rescue Plan) 2021 Fund. The City received $7.7m in the first round of disbursements and will receive another round in 2022 at the same amount. The City if currently in the programming phase of determining how to disburse the funds within the community. The charts below depict the prior year, current year, and budget year for all appropriated funds in total.

All Funds Revenues & Expenditures

		2020	2021	2022
Fund	Description	Actual	Budget	Budget
100	General Fund	28,876,005	27,857,000	30,789,700
200	Street Fund	258,986	401,055	434,692
210	Confiscated Assets Fund	62,880	142,819	85,547
221	NSP1 Grant	-	175,250	185,100
222	NSP3 Grant	10,075	90,480	125,100
275	Hotel/Motel Fund	283,146	743,500	1,054,000
280	Motor Vehicle Excise Tax	105,098	81,000	95,500
240	Misc. Grant Fund	95,054	45,000	45,000
323	SPLOST 2013	361,501	501,000	500
310	SPLOST 2019	6,563,334	6,357,000	7,207,000
375	Impact Fees	966,380	528,500	945,220
540	Sanitation Fund	994,293	886,500	931,500
	Total Revenues	38,977,901	37,809,104	41,898,859

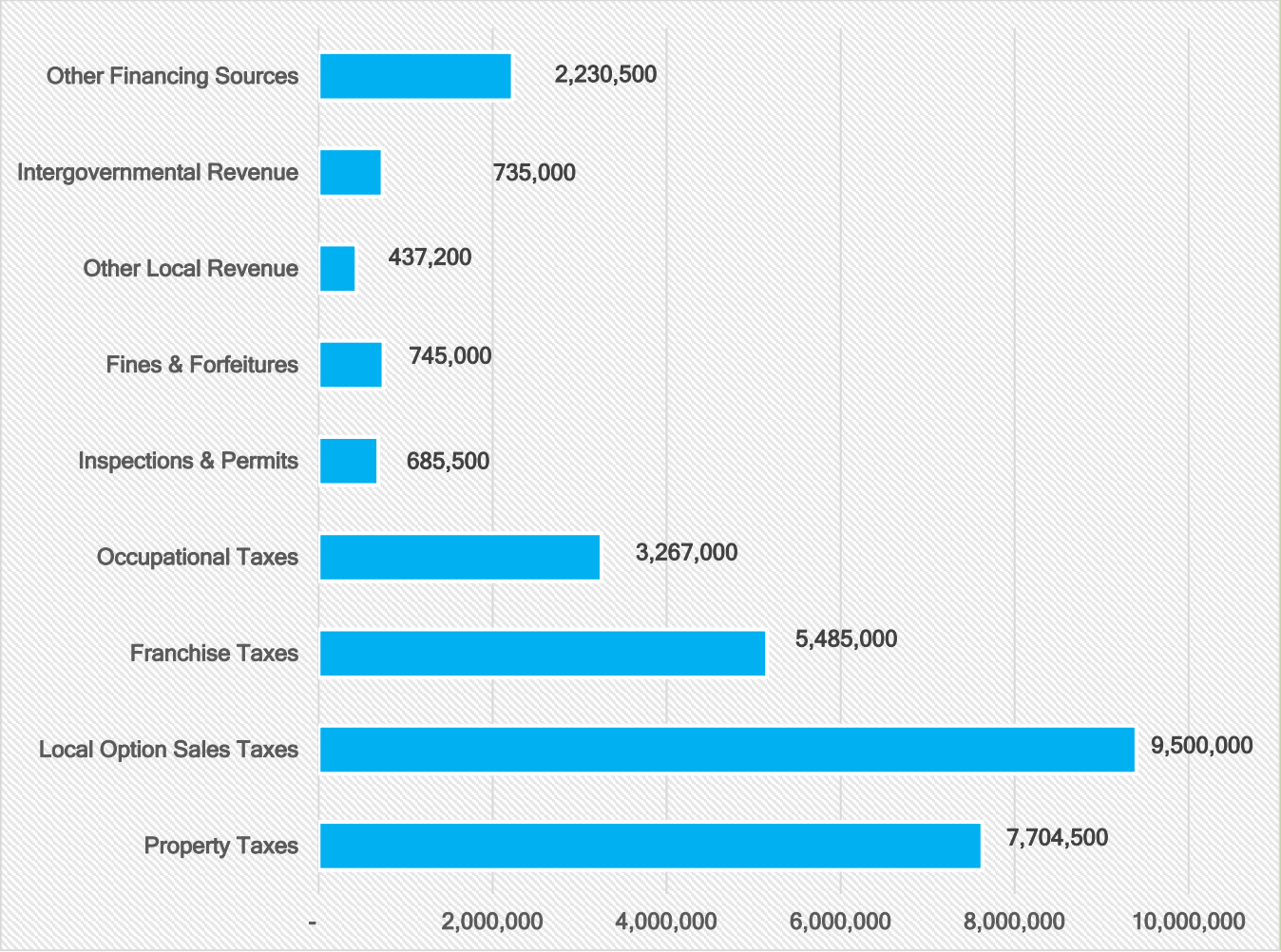
		2020	2021	2022
Fund	Description	Actual	Budget	Budget
100	General Fund	26,004,822	27,857,000	30,789,700
200	Street Fund	634,676	388,555	429,000
210	Confiscated Assets Fund	82,150	179,574	138,000
221	NSP1 Grant	-	117,600	125,000
222	NSP3 Grant	10,075	90,000	125,000
275	Hotel/Motel Fund	681,287	742,000	1,053,000
280	Motor Vehicle Excise Tax	105,098	83,000	98,000
240	Misc. Grant Fund	94,863	45,000	44,050
323	SPLOST 2013	4,166,337	1,890,000	800,000
310	SPLOST 2019	2,094,357	11,905,935	9,200,000
375	Impact Fees	497,951	750,000	625,000
540	Sanitation Fund	923,052	976,060	1,028,278
	Total Expenditures	36,035,519	45,024,724	44,317,028

FY 2022 Budgeted Revenues

SECTION IV. FY 2022 REVENUES

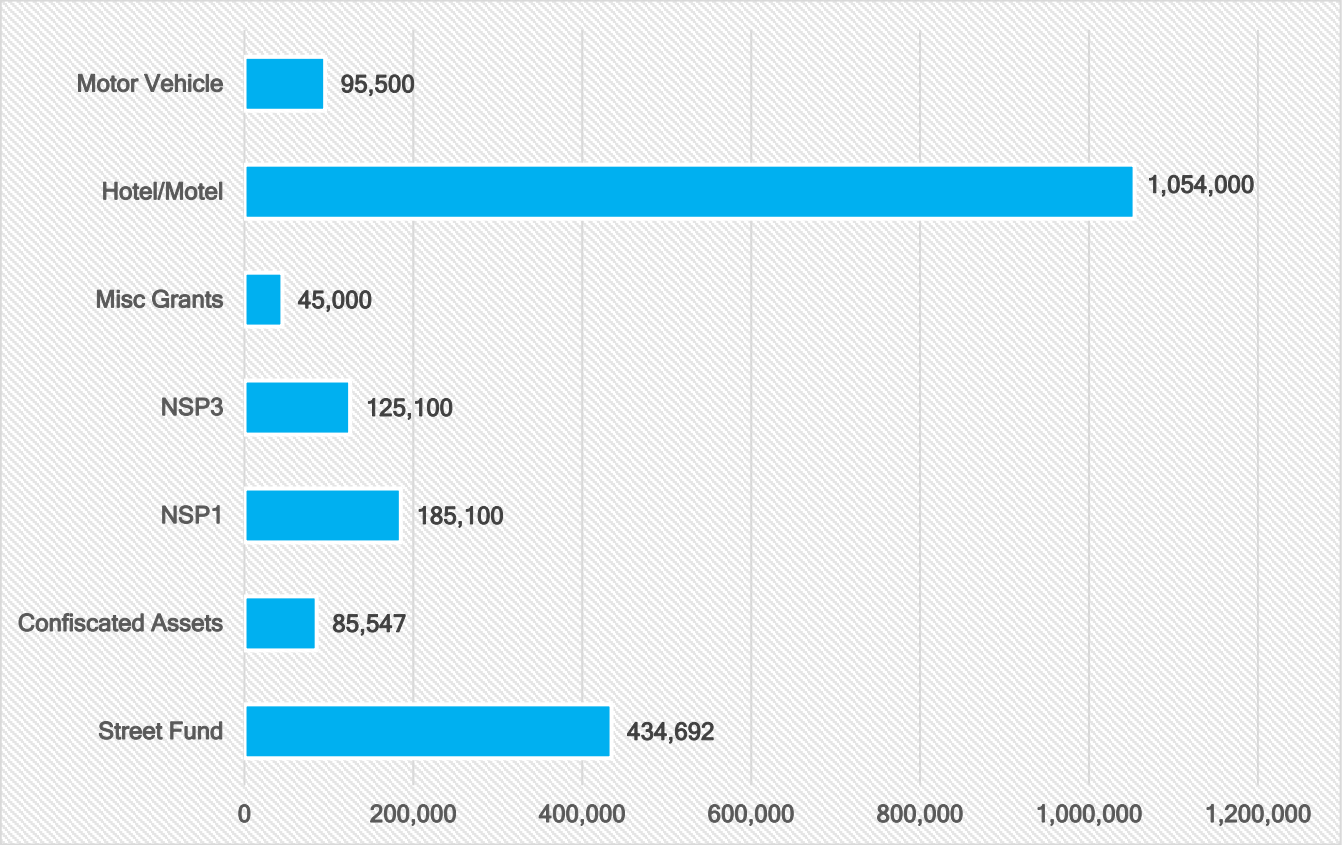
A. General Fund Revenues

The four (4) largest revenue categories in the General Fund for the FY 2022 Budget are Property Taxes (all property tax categories) estimated at $7,704,500 Sales Tax at $9,500,000; Franchise Tax at $5,485,000 and Occupational Tax & Licensing at $3,267,000. Other Financing Sources is the next highest at $2,230,500. This includes $1,750,000 in revenue from the City of Newnan's Component Unit, Water & Light Commission; $405,000 transfer from the Tourism Fund; and a transfer from Newnan Utilities for Business Development activities.



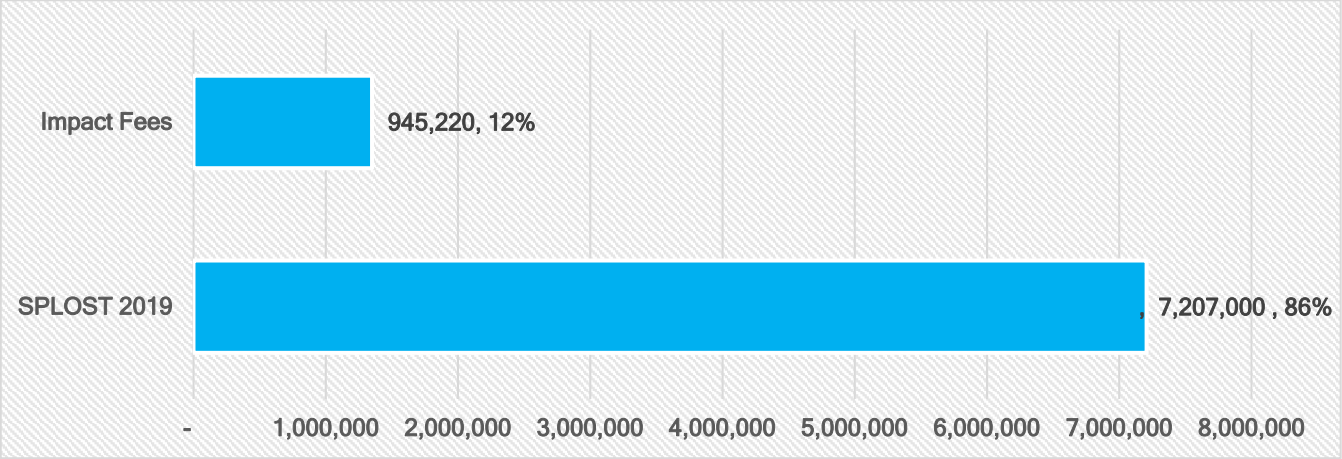
B. Special Revenue Funds

The FY 2022 Special Revenue Funds includes seven (7) funds. The Street Fund revenue consists of topping fees collected from developers in the amount of $5,000 and Local Maintenance Improvement Grant monies from GDOT in the amount of $428,192. 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 $250,000. The Tourism Fund is expected to garner $1,054,000 in revenue to be with the City receiving $405,000, the Newnan Centre receiving $243,000 and $405,000 being transferred to Explore Newnan-Coweta. The chart reflects the revenues as well as the interest income for each fund.



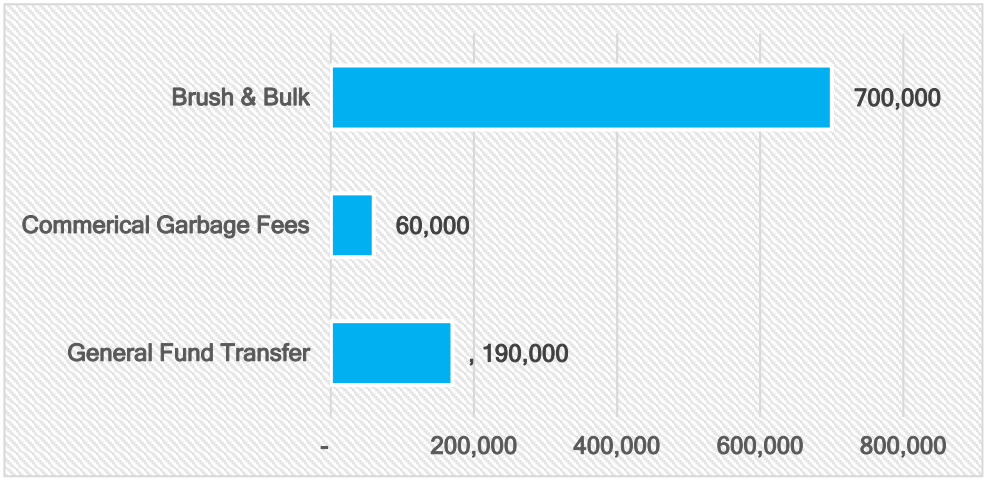
C. Capital Projects Funds Revenue

SPLOST 2013 expired at the end of 2019 and only interest is budgeted at $500. SPLOST 2019 revenue for FY 2022 is budgeted at $7,207,000. This amount includes $7,000 estimated in interest. Impact Fees revenue is budgeted at $945,220.



D. Enterprise Fund Revenues

For FY 2022 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 $700,000. The second revenue source is from collection fees for downtown commercial garbage in the amount of $60,000. And lastly, there is a $190,000 transfer from the General Fund to subsidize the commercial garbage division.

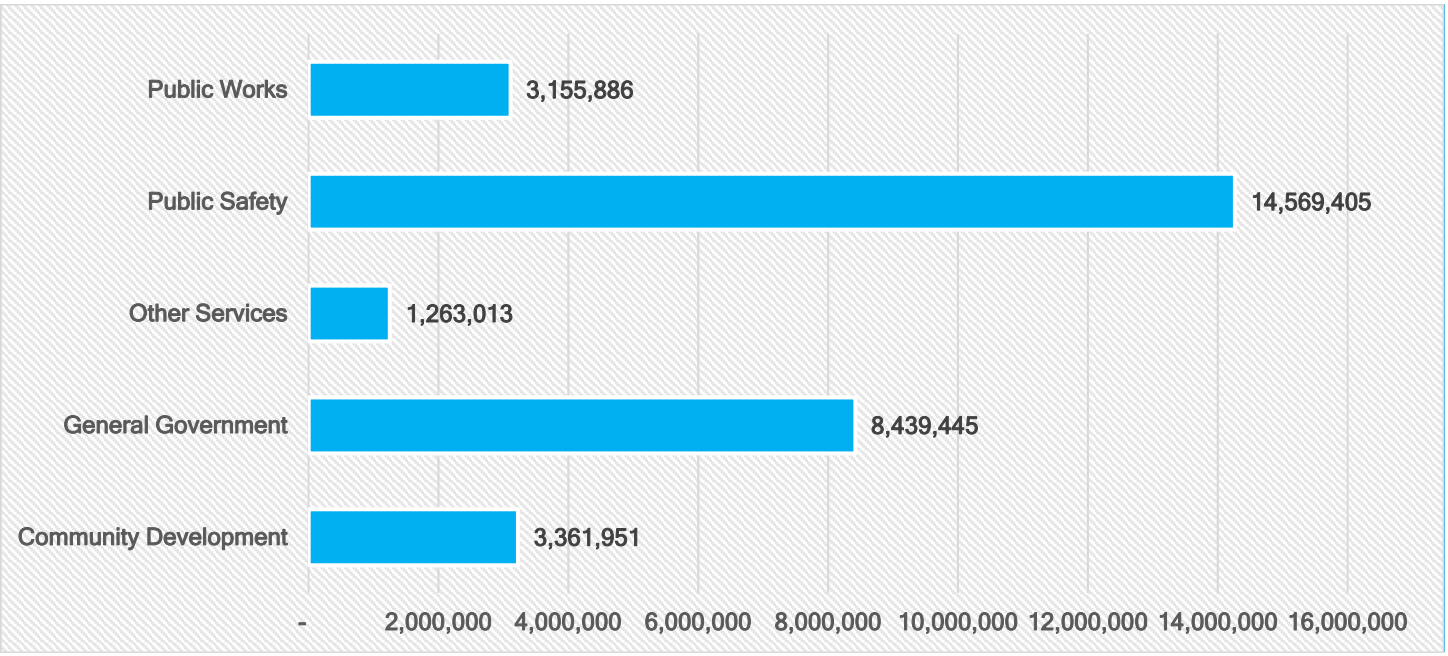


FY 2022 Budgeted Expenditures

Section V. FY 2022 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 2022 Public Safety expenditures are 47% of the total budget. General Government is second at 27%. General Government Function is responsible for implementing the services. Public Works is at 10% and Community Development is 11%. 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	2020 Actual	2021 Budget	2022 Budget	Net Change	% Change
City Council	251,894	264,610	273,663	9,053	3%
City Manager	1,517,097	993,863	1,287,923	294,060	23%
Finance	644,421	620,007	648,679	28,672	4%
IT	562,824	556,434	574,967	18,533	4%
HR	359,683	338,389	370,969	22,871	6%
HR (Employee Insurance	0	4,252,743	4,573,565	343,693	7%
Facilities Maint.	757,022	672,852	714,430	719,388	6%
Total General Govern.	4,092,941	7,698,898	8,439,445	740,103	9%

Community Dev.	2020 Actual	2021 Budget	2022 Budget	Net Change	% Change
Beautification	1,692,601	1,347,376	1,596,082	248,706	16%
Planning & Zoning	462,955	392,607	490,835	98,228	20%
City Engineer	348,632	273,928	449,244	175,316	39%
Building Dept.	867,948	759,887	825,790	65,903	8%
Total Community Dev.	3,372,136	2,773,798	3,361,951	588,153	17%

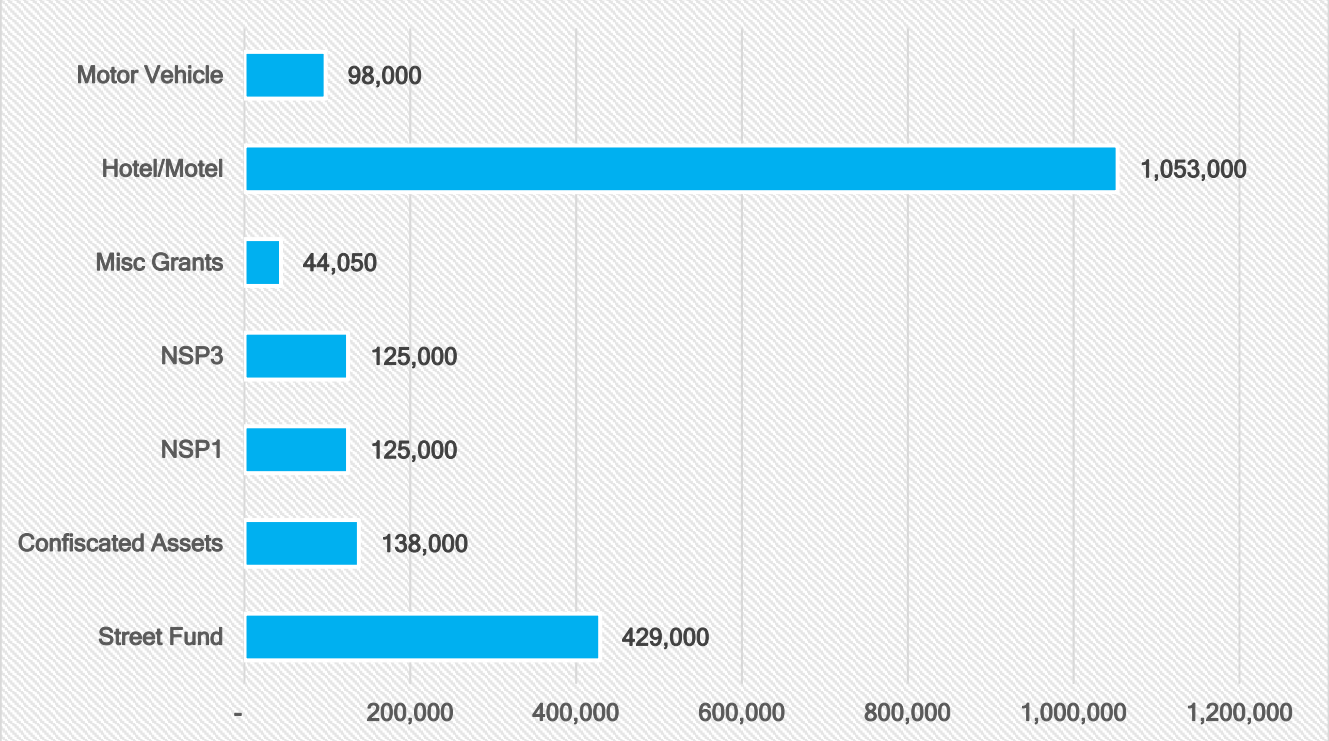
Public Safety	2020 Actual	2021 Budget	2022 Budget	Net Change	% Change
Police Department	10,197,992	8,549,088	8,901,741	352,653	4%
Municipal Court	314,648	345,171	486,856	141,685	29%
Fire Department	5,621,594	4,646,381	5,180,808	534,427	10%
Total Public Safety	16,134,234	13,540,640	14,569,405	1,028,765	7%

Public Works	2020 Actual	2021 Budget	2022 Budget	Net Change	% Change
Public Works Admin.	309,722	278,668	151,117	-127,551	-84%
Garage	431,035	380,555	426,926	46,371	11%
Cemetery	654,122	563,767	630,927	67,160	11%
Streets	2,013,700	1,855,533	1,946,916	91,383	5%
Total Public Works	3,408,579	3,078,523	3,155,886	77,363	2%

Other Services	2020 Actual	2021 Budget	2022 Budget	Net Change	% Change
Leisure Services	297,155	328,365	774,481	446,116	58%
Carnegie	206,209	195,270	203,457	8,187	4%
Busi. Dev. & Main Street	175,203	149,136	163,157	14,021	9%
Keep Newnan Beautiful	139,972	92,370	115,344	22,974	20%
Total Other Services	818,539	765,141	1,263,013	497,872	39%

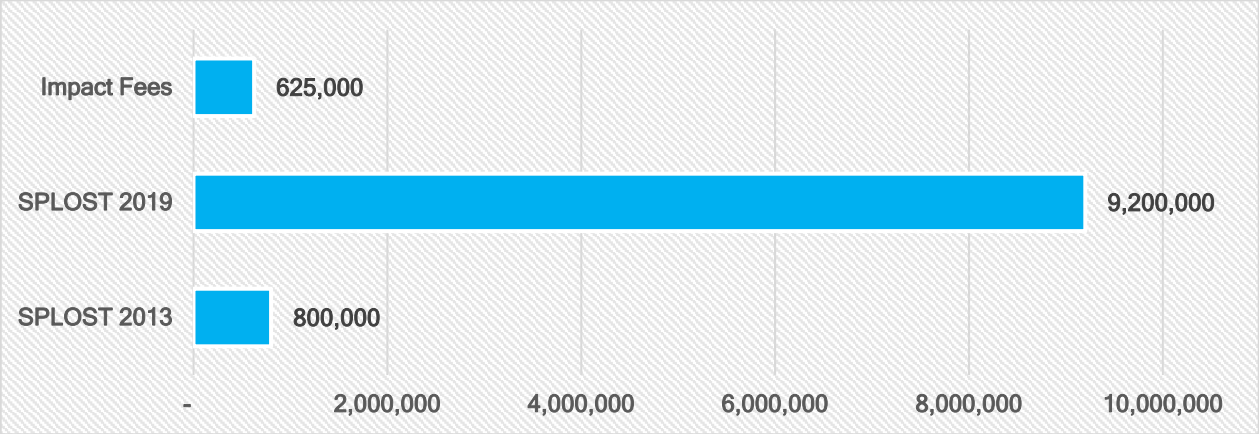
B. Special Revenue Funds Expenditures

Special Revenue Funds expenditures for FY 2022 includes major street repairs totaling $429,000. This amount comes from the LMIG (Local Maintenance Improvement Program funded through GDOT. Confiscated Assets Fund includes $138,000 of various expenditures for Police operations. NSP 1 and NSP3 Grants total $250,000. This fund is used to account for housing expenditures for low income families through the Neighborhood Stabilization Program. Hotel/Motel Tax Fund expenditures is budgeted at $1,053,000. This amount consists of transfers to the General Fund for operations of $405,000 and $243,000 to be transferred to the Newnan Centre for operations. An additional $405,000 is budgeted to transfer to Explore Newnan-Coweta. The Motor Vehicle Tax Fund is budgeted at $98,000 with this total being transferred to the Newnan Centre for operations.



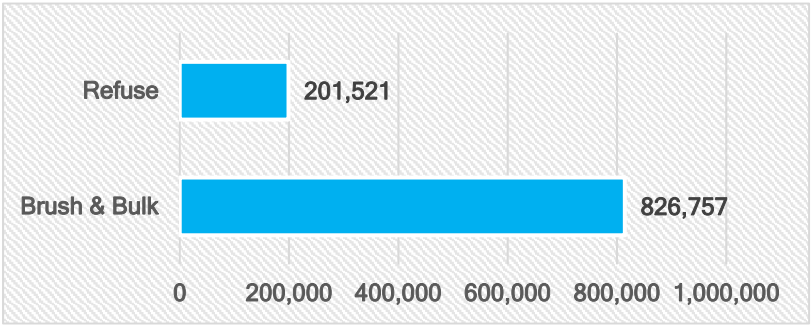
C. Capital Projects Funds Expenditures

For FY 2022 there are three (3) funds to be utilized. The remaining funds in SPLOST 2013 are allocated for Traffic Signal Improvements, and the continuation of the LINC, SPLOST 2019 funds are also allocated for Phase II of the LINC, heavy equipment, Fire Training Facility renovations, major street maintenance as well as major street operation improvements for a total of $10,625,000. A 10% transfer is included to Newnan Utilities in the amount of $720,000. Impacts Fees are budgeted to expense in the Phase II LINC construction in recreation improvements in the amount of $625,000.



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 2022 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 $1,028,278. A more detailed budget for each department is located in the Revenues and Expenditures Detail section of this document.





Revenue & 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 2022 total budgeted revenues are projected to increase by 10% over the $27,857,000 budgeted in FY 2021 which equals $2,932,700. General Fund resources available to the City of Newnan in 2022 include "revenues" of $28,609,700 and an "operating transfer in" from Newnan Water & Light of $1,750,000, an "operating transfer in" from the Hotel/Motel Tourism Fund of $405,000 and also an operating transfer in from Newnan Utilities for Business Development Activities of $25,000.

The largest sources of General Fund resources are: Local Option Sales Tax - $9,500,000, Property Taxes - $7,704,500 and Excise (Franchise) Taxes - $5,485,000. Occupational Taxes and Alcohol Licenses make up the fourth largest source at $3,267,000 totaling $25,956,500 or 84% of total General Fund Revenues. Other Financing Sources is the fifth largest source of revenue at $2,230,500. 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.

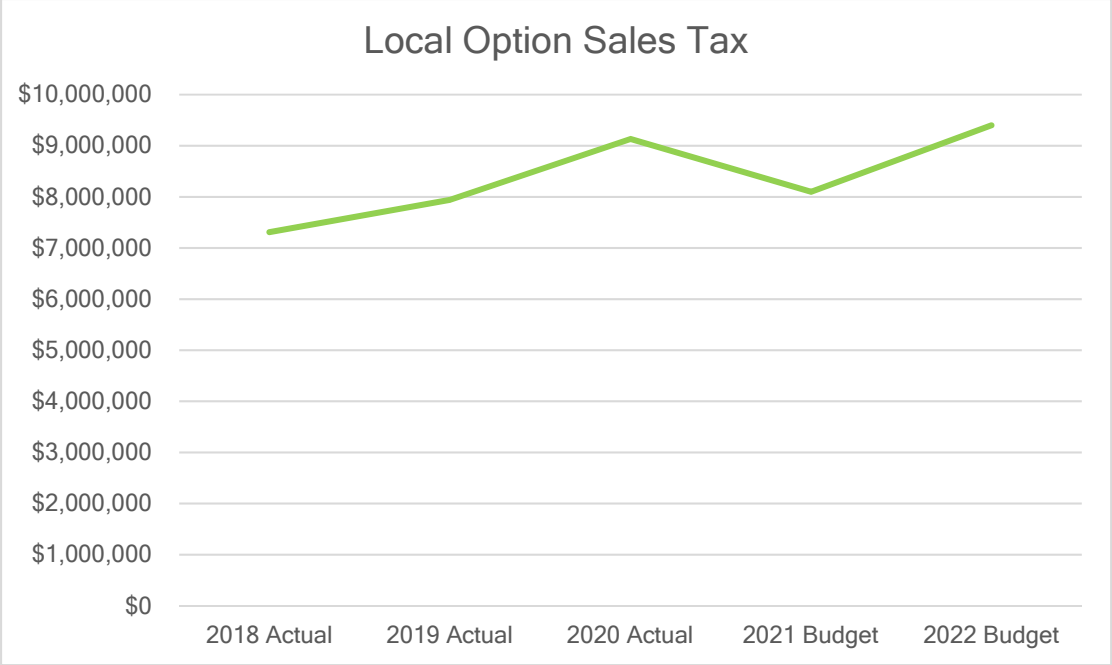
1. Tax Revenues

The chart below shows the history of the City's actual tax revenues from 2018-2020, as well as the 2021 and 2022 Budget. Overall there has been an increase of 16% or $3,551,099 over the five year period. A discussion of the individual revenue streams follows.

General Fund Tax Categories	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget	$ Change	% Change
Property Taxes	7,167,828	7,271,646	7,367,128	7,134,300	7,704,500	536,672	7%
Local Option Sales Tax	7,310,624	7,940,851	9,130,645	8,100,000	9,500,000	2,189,376	23%
Franchise Taxes	4,738,156	4,975,416	5,115,500	4,893,000	5,485,000	746,844	14%
Occupational Tax	3,188,793	3,238,515	3,326,775	3,129,000	3,267,000	78,207	2%
Totals	22,405,401	23,426,428	24,940,048	23,256,300	25,956,500	3,551,099	16%

2. Local Option Sales Tax

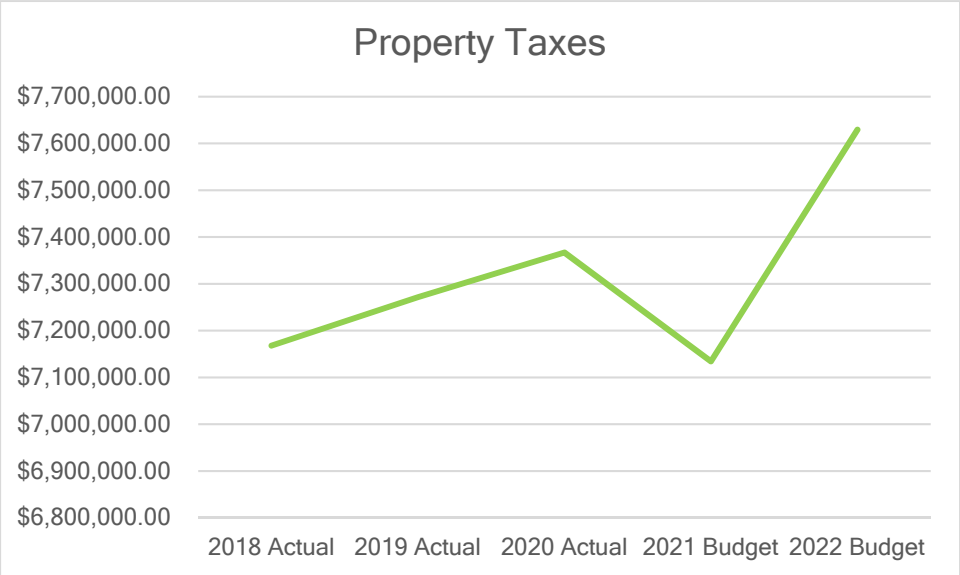
The City relies heavily on the Local Option Sales Tax (LOST) as is evidenced by the anticipated receipt of some $9,500,000 estimated from this source in 2022, which is an increase of $1,400,000 over the amount budgeted for 2021. In 2022, this source of revenue accounts for 31% of total general fund revenues, making this revenue source the largest for General Fund operations. The chart below illustrates the changes in sales tax collections from 2018 to projected FY 2022.



3. Property Taxes

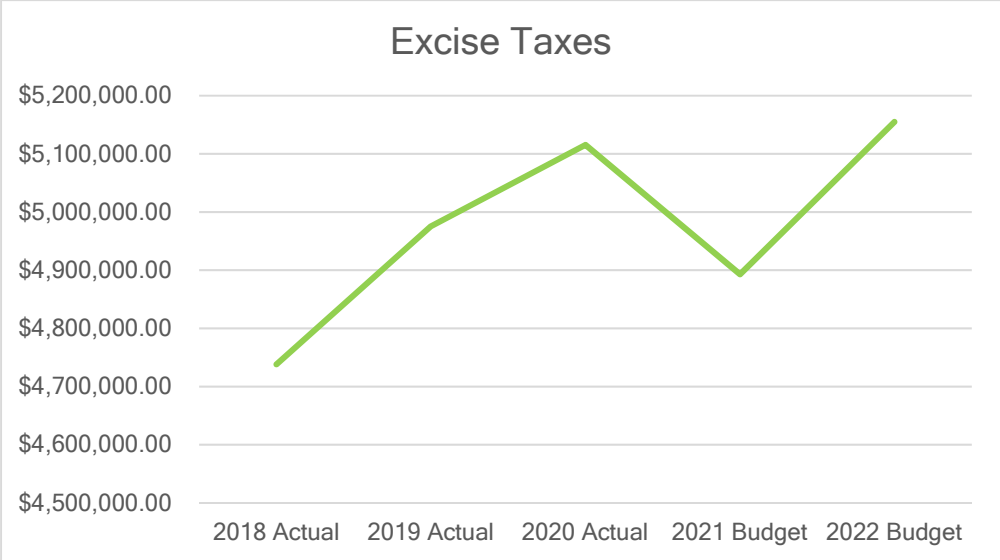
Property tax revenues are comprised of the ad valorem tax on property and its associated penalties for delinquent tax, intangible taxes, motor vehicle tax and public Real property is assessed at 40% of its fair market value. Public utility assessments are finalized by the State of Georgia each year. The following charts illustrate five (5) year history of millage rates from 2017 through 2021 and property tax revenue from FY 2018 through the FY 2022 estimated budget.

	2017	2018	2019	2020	2021
Gross Millage Rate	8.709	8.707	8.905	8.304	8.695
Rollback For LOST	4.839	4.707	4.916	4.661	5.121
Net Millage Rate	3.870	4.000	3.989	3.643	3.574
Local Sales Rate	1%	1%	1%	1%	1%
Special Sales Tax Rate	1%	1%	1%	1%	1%



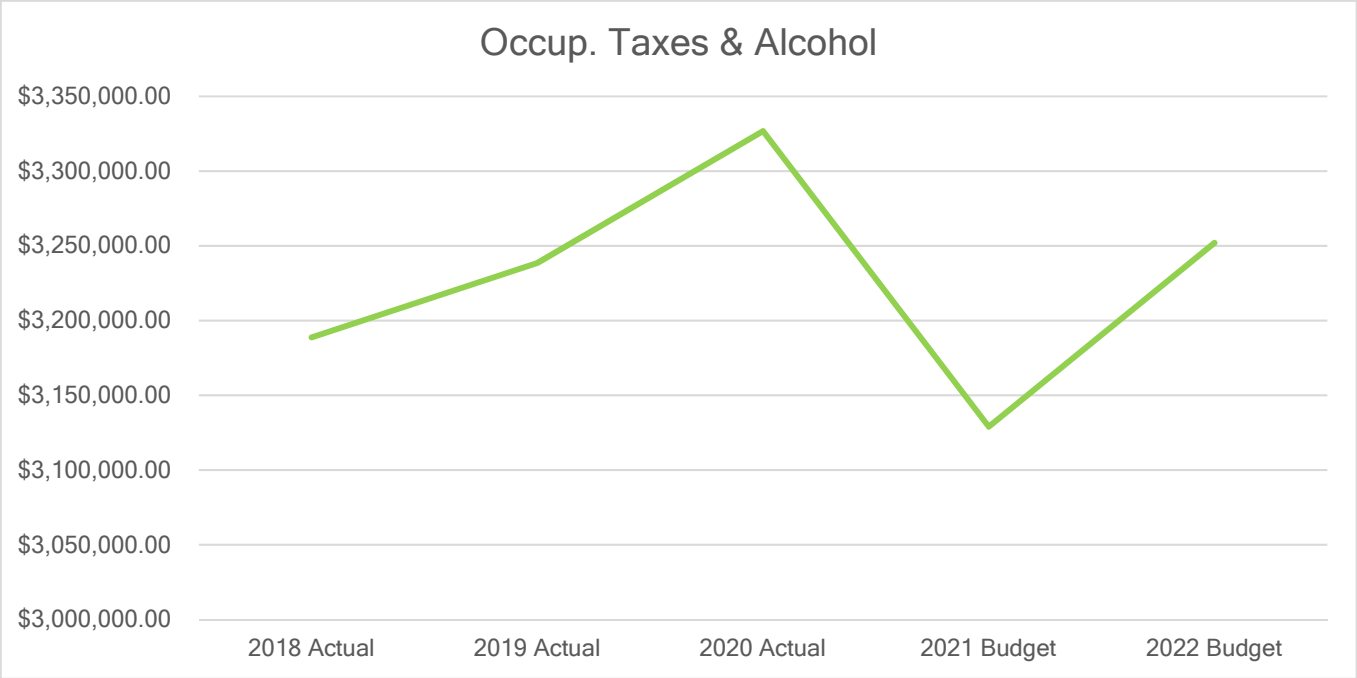
4. Excise (Franchise) Taxes

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.



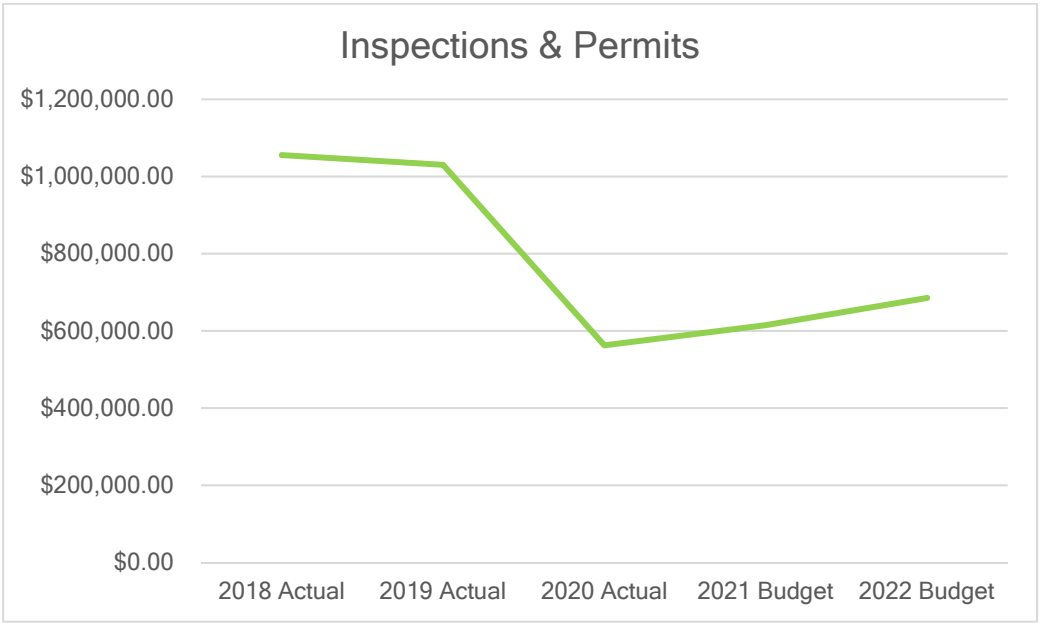
5. Occupational Tax and Alcohol Licenses

In FY 2022, the City expects to collect $3,267,000 in occupational taxes. The chart on the following page shows the past 4 years of actual Occupational Tax revenue and FY 2021 and FY 2022 budgeted. There have been steady increases in businesses in Newnan; particularly in the Health Industry.



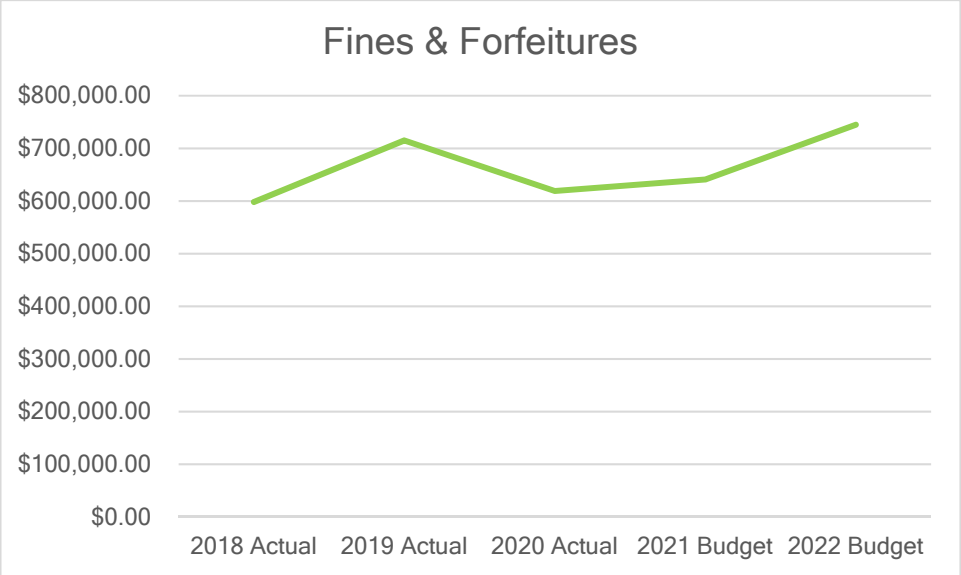
6. Inspections and Permits

We are projecting a slight increase in inspections and permits in FY 2022 as the City continues to grow in residential. Currently the City is experiencing an uptick in multi-use development as well as multi-family units.



7. Fines and Forfeitures

Fines and forfeitures are projected to produce a total of $745,000 in FY 2022. This is a 14% increase from the FY 2021 budget of $641,000. 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 2018.



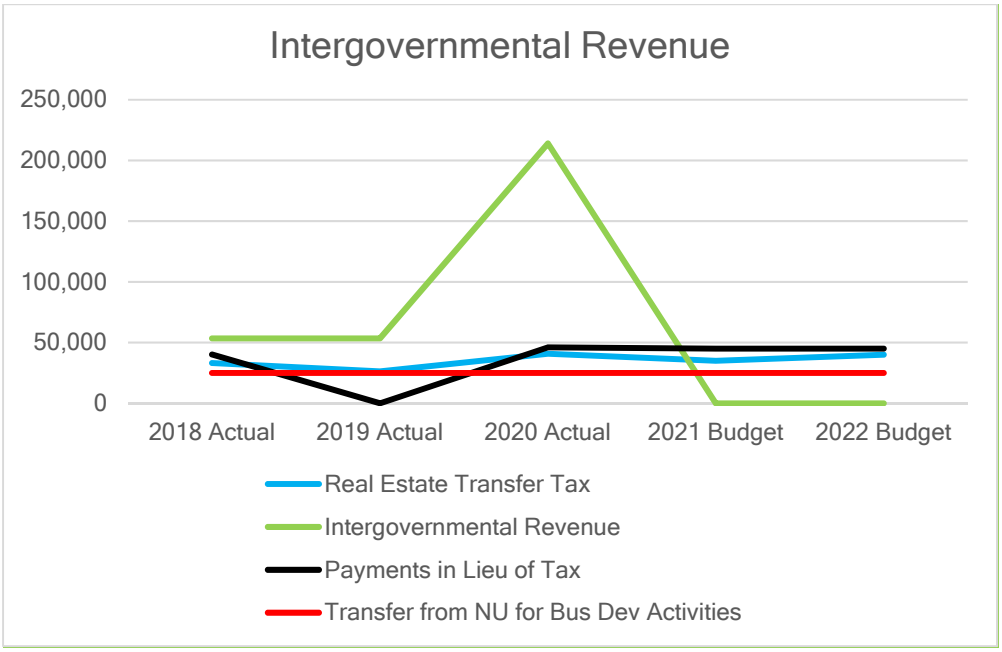
8. Other Local Revenue

In 2022, this category was budgeted for $437,200 in revenue. There is an increase of $50,750 or 12% over FY 2021.

Other Local Revenue		2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
33.4113	Cultural Arts Commission	24,292	19,160	17,125	20,000	20,000
33.4114	Veterans Memorial Bricks Sales	100	0	0	0	0
34.3010	House Demolition by City Forces	4,392	(3,974)	(4,756)	0	0
34.3020	Grass Cutting/Lot Clearing	0	(250)	(185)	0	0
34.4130	Sale of Recyclables	921	2,212	988	1,000	1,000
34.6901	Admin Fee for Impact Fee Coll	25,639	27,637	11,099	9,000	10,000
34.6902	Host Fee for Sanitation Collection Services	86,784	87,960	89,490	90,000	90,000
34.7901	City Store Sales	1,103	1,556	739	1,250	1,000
34.9110	Cemetery Lot Sales	93,738	95,831	126,543	75,000	85,000
34.9120	Monument Setting Fee	80	180	310	200	200
34.9130	Cemetery Services	92,750	95,100	110,750	85,000	100,000
34.9901	Rental Fees	24,063	36,900	16,309	25,000	30,000
38.0000	Miscellaneous Revenue	64,545	234,104	67,490	40,000	50,000
38.3001	Insurance Recoveries	73,879	29,790	181,002	40,000	50,000
		492,285	**626,206**	**616,904**	**386,450**	**437,200**

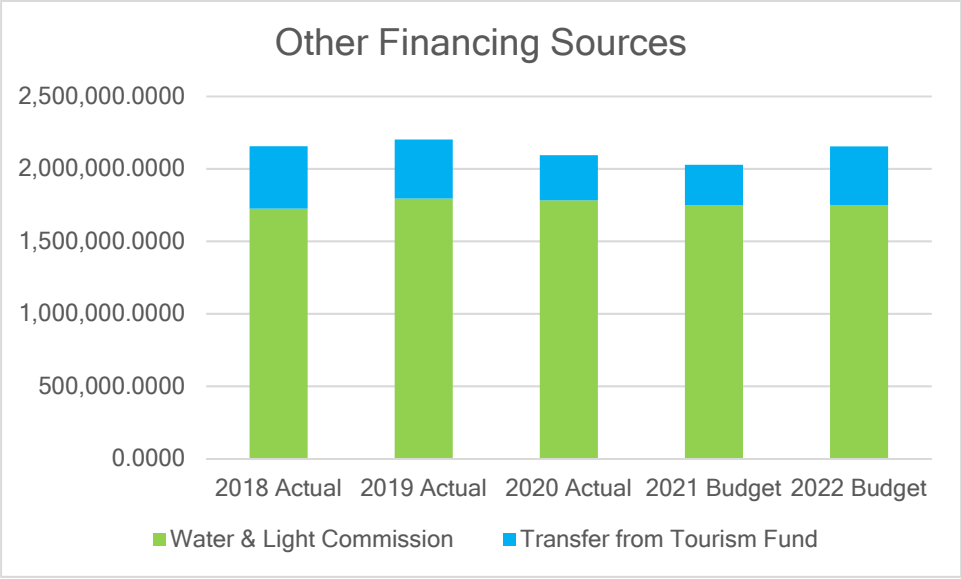
9. Intergovernmental Revenue

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 and revenue to support school resource officers.



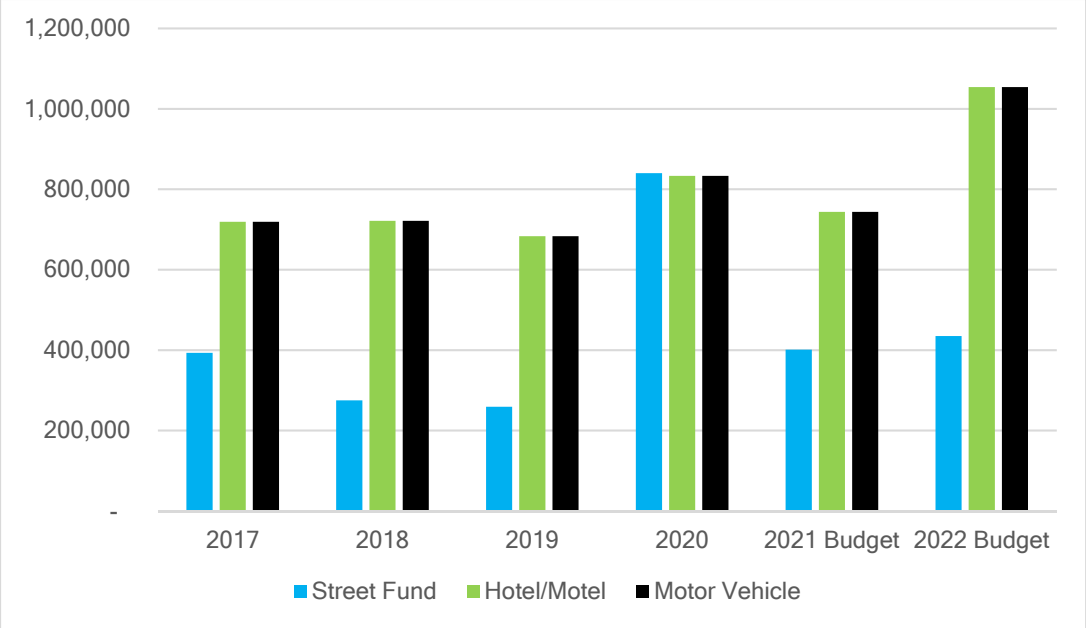
10. Other Financing Sources

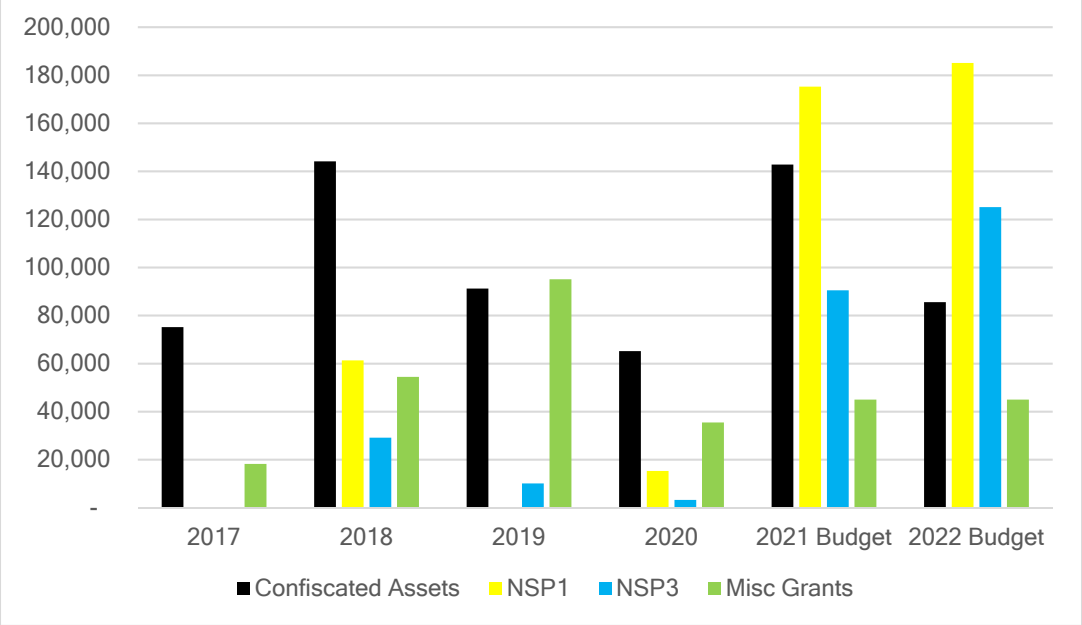
Other financing sources of revenue include a transfer from Water and Light of $1,750,000. The Hotel/Motel Tourism Fund of $405,000, is an increase of 31% over the FY 2021 Budget.



Section II – SPECIAL REVENUE FUNDS TRENDS

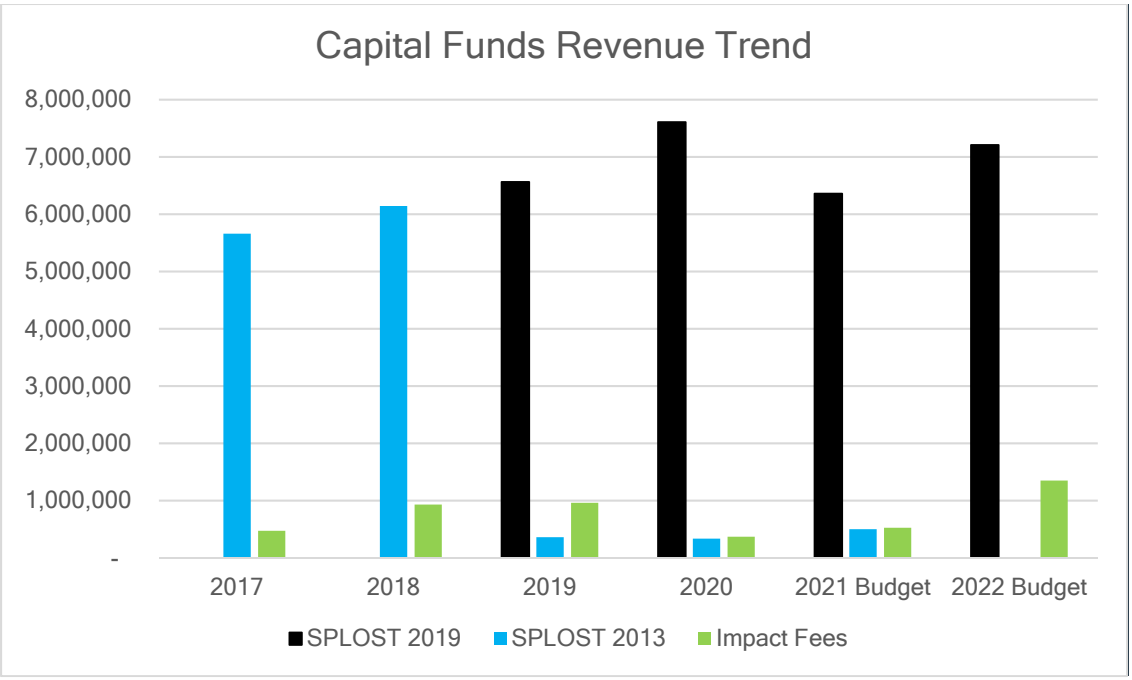
The majority of these funds have remained consistent in revenues over the past five (5) years. The chart below includes Street Improvement Fund, Tourism Fund, Motor Vehicle Rental Fund, NSP1 Grant Fund, NSP3 Grant Fund, Miscellaneous Grant Fund and Confiscated Assets Fund.





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 2019) over the past five (5) years to fund major projects as well as Impact Fees. Impact Fees fluctuates depending on commercial and residential development activities.



General Fund
FY 2022 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 2020 Actual, FY 2021 Budget and FY 2022 Budget. The charts are spread over several pages in order for it to legible to the reader.

General Fund Revenue

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget	FY 2021 vs FY 2022	% Change
Property Taxes						
31.1100	Property Taxes	5,943,441	5,825,000	6,150,000	325,000	5%
31.1110	Public Utility Tax	1,928	1,800	2,000	200	10%
31.1200	Delinquent Property Tax	109,457	100,000	100,000	0	0%
31.1310	Vehicle Ad Valorem Tax	30,307	25,000	20,000	(5,000)	-25%
31.1315	Title Ad Valorem Tax (TAVT)	1,132,364	1,100,000	1,300,000	200,000	15%
31.1340	Intangible Tax	139,561	75,000	125,000	50,000	40%
31.9100	Interest and Penalties	10,071	7,500	7,500	0	0%
	Total Property Taxes	**7,367,128**	**7,134,300**	**7,704,500**	**570,200**	**7%**
Sales Tax						
31.3100	Local Option Sales Tax	9,130,645	8,100,000	9,500,000	1,400,000	15%
	Total Sales Tax	**9,130,645**	**8,100,000**	**9,500,000**	**1,400,000**	**15%**
Excise Taxes						
31.1710	Franchise Tax - Georgia Power	411,268	440,000	440,000	0	0%
31.1711	Franchise Tax - EMC	378,873	395,000	395,000	0	0%
31.1730	Franchise Tax - Gas	313,631	290,000	300,000	10,000	3%
31.1750	Franchise Tax - Cable TV	407,211	325,000	325,000	0	0%
31.1760	Franchise Tax - Telephone	25,407	23,000	20,000	(3,000)	-15%
31.4200	Beer and Wine Tax	797,814	740,000	790,000	50,000	6%
31.4300	Alcoholic Beverage Excise Tax	138,646	155,000	215,000	60,000	28%
31.6200	Insurance Premiums Tax	2,642,649	2,525,000	3,000,000	475,000	16%
	Total Excise Taxes	**5,115,500**	**4,893,000**	**5,485,000**	**592,000**	**11%**
Occupational Taxes & Alcohol Licensing						
31.6100	Occupational Tax	2,905,229	2,725,000	2,850,000	125,000	4%
31.6102	Professional Tax	67,999	67,000	67,000	0	0%
31.6300	Financial Institution Tax	162,482	162,000	150,000	(12,000)	-8%
31.6400	Insurance Agents Tax	57,180	55,000	55,000	0	0%
32.1110	Beer/Wine Licenses	41,635	35,000	40,000	5,000	13%
32.1120	Liquor Licenses - Pouring/Pkg	92,250	85,000	105,000	20,000	19%
Total Occupational Taxes & Alcohol Licensing		**3,326,775**	**3,129,000**	**3,267,000**	**138,000**	**4%**
Inspections & Permits						
32.2100	Residential Construction Permits	305,296	320,000	400,000	80,000	20%
32.2110	Commercial Construction Permits	60,355	80,000	70,000	(10,000)	-14%
32.2150	Plan Review Fees	38,107	60,000	50,000	(10,000)	-20%
32.2215	Planning & Zoning Regulatory Fees	32,855	20,000	30,000	10,000	33%
32.2901	Site Improvement Fees	43,325	45,000	45,000	0	0%
32.3101	Utility Inspection Fees	71,860	80,000	80,000	0	0%
32.3125	FM - Plan Review	6,860	5,000	7,500	2,500	33%
32.3135	FM - Inspections	3,858	5,000	3,000	(2,000)	-67%
	Total Inspections & Permits	**562,516**	**615,000**	**685,500**	**70,500**	**10%**

General Fund Revenues Continue...

Fines & Forfeitures						
35.1171	Police Fines	601,514	625,000	725,000	100,000	14%
35.1173	Tech Fees from Fines	17,443	16,000	20,000	4,000	20%
	Total Fines & Forfeitures	**618,957**	**641,000**	**745,000**	**104,000**	**14%**
Other Local Revenue						
33.4113	Cultural Arts Commission	17,125	20,000	20,000	0	0%
34.3010	House Demolition by City Forces	(4,756)	0	0	0	0%
34.3020	Grass Cutting/Lot Clearing	(185)	0	0	0	0%
34.4130	Sale of Recyclables	988	1,000	1,000	0	0%
34.6901	Admin Fee for Impact Fee Coll	11,099	9,000	10,000	1,000	10%
34.6902	Host Fee for Sanitation Collection Services	89,490	90,000	90,000	0	0%
34.7901	City Store Sales	739	1,250	1,000	(250)	-25%
34.9110	Cemetery Lot Sales	126,543	75,000	85,000	10,000	12%
34.9120	Monument Setting Fee	310	200	200	0	0%
34.9130	Cemetery Services	110,750	85,000	100,000	15,000	15%
34.9901	Rental Fees	16,309	25,000	30,000	5,000	17%
38.0000	Miscellaneous Revenue	67,490	40,000	50,000	10,000	20%
38.3001	Insurance Recoveries	181,002	40,000	50,000	10,000	20%
	Total Other Local Revenue	**616,904**	**386,450**	**437,200**	**50,750**	**12%**
Intergovernmental Revenue						
33.1151	Indirect Grant - State of Georgia Pass Thru Funds	2,175,307	0	0	0	0%
33.1600	Real Estate Transfer Tax	40,847	35,000	40,000	5,000	13%
33.1601	Intergovernmental Revenue	214,000	0	0	0	0%
33.4155	Grant Funds	52,953	0	0	0	0%
33.6000	School Resource Officer	560,940	540,000	625,000	85,000	14%
33.6001	West Metro RDEO Reimbursement	14,281	0	0	0	0%
33.6010	Police Vest Grant	6,354	0	0	0	0%
33.8001	Payments in Lieu of Tax	46,134	45,000	45,000	0	0%
39.1101	Transfer from NU for Bus Dev Activities	25,000	25,000	25,000	0	0%
	Total Intergovernmental Revenue	**3,135,815**	**645,000**	**735,000**	**90,000**	**12%**
Other Financing Sources						
36.1000	Interest on Bank/Pool Accts	73,235	50,000	30,000	(20,000)	-67%
36.1000A	Interest - BNY Mellon Custodial Accts	160,215	200,000	500	(199,500)	-39900%
38.1000	Rents and Royalties	25,100	20,000	25,000	5,000	20%
39.1105	Water & Light Commission	1,782,475	1,750,000	1,750,000	0	0%
39.1205	Transfer from Tourism Fund	312,091	278,250	405,000	126,750	31%
39.2100	Proceeds of Capital Asset Disposition	14,061	15,000	20,000	5,000	25%
	Total Other Financing Sources	**2,367,178**	**2,313,250**	**2,230,500**	**(82,750)**	**-4%**
	Total General Fund Revenue	**32,241,418**	**27,857,000**	**30,789,700**	**2,932,700**	**10%**

General Fund Expenditures

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget	FY 2021 vs FY 2022	% Change
Salaries & Benefits						
51.1100	Wages - Full Time Employees	14,049,960	13,748,574	14,444,839	696,265	5%
51.1200	Wages - Part Time/Temp	206,450	261,171	297,432	36,261	12%
51.1300	Wages - Overtime	355,702	227,470	227,500	30	0%
51.2100	Employee Ins (Health/Life)	3,679,941	4,209,997	4,511,944	301,947	7%
51.2100A	Employee Opt-Out Insurance	58,375	40,400	57,000	16,600	29%
51.2100B	Cancer Insurance for Firemen	10,457	12,500	13,000	500	4%
51.2150	Employee FSA	2,828	2,346	4,621	2,275	49%
51.2200	FICA (Soc Sec)	1,063,024	1,086,931	1,138,183	51,252	5%
51.2400	Retirement	1,373,100	1,740,041	2,024,015	283,974	14%
51.2500	Tuition Reimbursement	9,159	12,000	30,000	18,000	60%
51.2600	Unemployment Insurance	3,198	4,770	606	(4,164)	-687%
51.2700	Worker's Compensation	342,493	529,254	472,596	(56,658)	-12%
51.2910	Employee Recognition	19,192	22,686	28,340	5,654	20%
	Total Salaries and Benefits	**21,173,880**	**21,898,140**	**23,250,173**	**1,352,033**	**6%**
Operating Expenses						
51.1200A	Contracted Labor	75,328	156,928	228,109	71,181	31%
51.2900	Taxable Employee Benefits	29,994	30,979	35,610	4,631	13%
51.2900A	Non-Taxable Employee Benefits	105,797	119,343	128,778	9,435	7%
52.1200	Professional Services	582,068	469,125	551,550	82,425	15%
52.1201	Public Relations	33,244	63,919	64,966	1,047	2%
52.1300	Other Contractual Services	880,081	877,683	909,422	31,739	3%
52.1301	Elections	0	6,500	0	(6,500)	-100%
52.2110	Solid Waste Disposal	8,622	20,000	20,000	0	0%
52.2200	Repairs and Maintenance	483,947	571,869	608,173	36,304	6%
52.2205	Traffic Signal Maintenance	16,839	5,000	10,000	5,000	50%
52.2300	Equipment & Vehicle Rental	3,003	3,500	3,500	0	0%
52.3101	Vehicle Insurance	118,481	88,538	128,750	40,212	31%
52.3102	Bldg & Pers Liability Insurance	213,533	291,605	291,811	206	0%
52.3103	Surety Bonds	100	100	100	0	0%
52.3200	Communications	269,917	242,284	268,387	26,103	10%
52.3300	Advertising	19,649	28,615	30,215	1,600	5%
52.3400	Printing & Binding	14,093	22,710	20,650	(2,060)	-10%
52.3500	Travel Expenses	39,921	101,420	117,155	15,735	13%
52.3600	Dues and Fees	39,582	49,337	48,939	(398)	-1%
52.3700	Training	25,847	50,925	58,075	7,150	12%
53.1100	Materials and Supplies	173,678	119,575	121,520	1,945	2%
53.1101	Office Supplies	34,551	35,538	34,938	(600)	-2%
53.1102	Cleaning Supplies & Chemicals	24,739	26,600	27,050	450	2%
53.1103	Medical Supplies	10,728	15,925	15,925	0	0%
53.1104	Dog Food & Supplies	127	250	850	600	71%
53.1105	Minor Street Rprs/Maint:	9,280	42,000	42,000	0	0%
53.1106	Protective Equipment	43,948	52,934	70,420	17,486	25%
53.1107	Concrete Repairs	31,532	45,870	45,870	0	0%
53.1108	Traffic Signs & Devices	25,243	37,000	37,000	0	0%
53.1111	COVID-19 Pandemic	254,339	16,000	2,000	(14,000)	-700%
53.1220	Natural Gas	15,315	20,500	17,000	(3,500)	-21%
53.1230	Electricity	343,138	332,000	332,000	0	0%
53.1270	Vehicle Gasoline/Diesel	335,045	409,520	492,350	82,830	17%
53.1300	Food Supplies	19,187	13,340	16,115	2,775	17%
53.1400	Books & Periodicals	11,977	13,885	14,828	943	6%
53.1600	Minor Equipment	95,580	93,806	100,500	6,694	7%
53.1600A	Vehicle Equipment Add Ons	119,051	99,592	93,594	(5,998)	-6%
53.1601	Computer Hardware/Software	65,259	59,850	117,667	57,817	49%
53.1602	Office Furniture	2,374	4,750	6,750	2,000	30%
53.1603	Fire Arms	4,441	3,850	3,850	0	0%

General Fund Expenditures Continues...						
53.1700	Other Supplies/Uniform Rental	12,679	23,800	24,300	500	2%
53.1701	Vehicle Maintenance	534,896	401,850	403,700	1,850	0%
53.1705	Landscaping Supplies	62,950	65,000	63,000	(2,000)	-3%
53.1706	Miscellaneous	63,436	50,450	71,092	20,642	29%
53.1707	Planning Commission	297	350	350	0	0%
53.1708	Other Boards & Commissions	83,652	15,350	42,850	27,500	64%
53.1708A	Newnan Youth Council	4,356	18,500	18,500	0	0%
53.1709	Grounds Repair & Maintenance	119,666	102,000	102,000	0	0%
	Total Operating Expenses	**5,461,507**	**5,320,465**	**5,841,765**	**521,300**	**9%**
Capital Outlays						
54.1100	Land Purchases	90,292	0	0	0	0%
54.1101	Caldwell Tanks Property	89,292	0	0	0	0%
54.1200	Site Improvements	0	0	16,500	16,500	100%
54.1211	Bldgs. & Grounds Rep/Maint.	8,962	0	0	0	0%
54.1215	Parks & Recreation	248,299	0	0	0	0%
54.1300	Buildings/Building Improvements	89,746	0	175,000	175,000	100%
54.1302	Other Improvements	0	0	24,217	24,217	100%
54.1316	Downtown Parking	0	0	300,000	300,000	100%
54.1405	Drainage Improvements	0	0	100,000	100,000	100%
54.1406	Major Street Maint. & Repairs	9,693	0	0	0	0%
54.2100	Machinery	7,749	36,000	20,300	(15,700)	-77%
54.2200	Vehicles	337,384	257,285	457,701	200,416	44%
54.2201	Vehicles/Equipment	75,500	0	47,000	47,000	100%
54.2400	Computer Hardware and Software	0	5,000	0	(5,000)	-100%
54.2500	Other Equipment	0	0	41,000	41,000	100%
54.2503	Protective Equipment	92,244	88,000	149,100	61,100	41%
54.2504	Other Equipment	5,620	17,610	33,000	15,390	47%
	Total Capital Outlays	**1,054,780**	**403,895**	**1,363,818**	**959,923**	**70%**
Other Financing Uses						
57.2000	Payments to Other Agencies	17,500	26,500	61,500	35,000	57%
57.2006	Cultural Arts Commission	42,500	28,000	40,000	12,000	30%
57.2010	Three Rivers Regional Commission	41,581	40,000	42,000	2,000	5%
61.1540	Transfer to Sanitation Fund	140,000	140,000	190,000	50,000	26%
	Total Other Financing Uses	**241,581**	**234,500**	**333,500**	**99,000**	**30%**
	EXPENSES Total	**27,931,749**	**27,857,000**	**30,789,700**	**2,932,700**	**10%**

Special Funds
FY 2022 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 2022 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	2020 Actual	2021 Budget	2022 Budget
32.2990	Undeveloped Lot Assessment for Final Paving of SD Streets	925	10,500	5,000
38.0000	Miscellaneous Revenue	9,087	0	0
33.4111	State DOT Contracts/LMIG	826,230	388,555	428,192
36.1000	Interest on Bank/Pool Accts	3,484	2,000	1,500
	Total Revenues	**839,727**	**401,055**	**434,692**
54.1406	Major Street Maint & Repairs	617,746	0	0
54.1425	LMIG Projects	0	388,555	429,000
	Total Expenses	**617,746**	**388,555**	**429,000**

2. Confiscated Assets - The Confiscated Assets Fund consists solely of confiscated, condemned funds released by the Superior Court. The monies are used by the City of Newnan Police Department to purchase necessary equipment and supplies; it cannot be utilized for wages and benefits. Any projected fund balance automatically carries over the next year for budgeting purposes. The FY 2022 budget for these funds is for various equipment and supplies.

Confiscated Assets Fund - 210

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
35.1320	Other Police Seizures	10,467	10,800	12,500
35.1321	DOJ Justice Condemnations	0	5,000	5,000
35.1322	DOT Treasury Condemnations	52,868	64,000	68,000
33.4155	Grant Funds	0	61,000	0
36.1150	Interest - Other Police Seizures	52	11	21
36.1151	Interest - DOJ Condemnations	3	180	2
36.1152	Interest - DOT Condemnations	416	1,828	24
39.2100	Proceeds of Capital Asset Disposition	1,351	0	0
	Total Revenues	**65,156**	**142,819**	**85,547**
35.1320A	Other Seizures Expenditures	11,655	10,800	81,000
35.1321A	DOJ Expenditures	539	57,419	5,000
35.1322A	DOT Expenditures	113,932	74,600	52,000
54.2200	Vehicles	0	36,755	0
	Total Expenses	**126,127**	**179,574**	**138,000**

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.

NSP1 Grant Fund - 221

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
33.1150	NSP Program Income Revenue	15,277	175,000	185,000
36.1000	Interest on Bank/Pool Accts	0	250	100
	Total Revenues	**15,277**	**175,250**	**185,100**
52.2000	Program Income Expenditures	11,277	117,600	125,000
57.2009	Disbursements to HAN	4,000	0	0
	Total Expenses	**15,277**	**117,600**	**125,000**

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.

NSP3 Grant Fund - 222

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
33.1150	NSP Program Income Revenue	3,256	90,000	125,000
36.1000	Interest on Bank/Pool Accts	0	480	100
	Total Revenues	**3,256**	**90,480**	**125,100**
52.2000	Program Income Expenditures	3,256	90,000	125,000
	Total Expenses	**3,256**	**90,000**	**125,000**

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.

Misc. Grants/Donations Fund - 240

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
37.0000	Contribution/Donations (Private)	2,800	15,000	0
33.4155	Grant Funds	32,677	30,000	45,000
	Total Revenues	**35,477**	**45,000**	**45,000**
51.2910	Employee Recognition	0	1,200	1,200
51.2900A	Non-Taxable Employee Benefits	169	2,000	2,000
52.1201	Public Relations	0	5,000	5,000
52.3700	Training	0	1,835	1,850
53.1100	Materials and Supplies	2,800	7,965	3,000
53.1106	Protective Equipment	32,508	23,500	21,000
53.1600	Minor Equipment	0	2,500	0
53.1705	Landscaping Supplies	0	1,000	10,000
	Total Expenses	**35,477**	**45,000**	**44,050**

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 Rental Vehicle Excise Taxes - 280

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
31.4400	Motor Vehicle Rental Excise Tax	98,703	80,000	95,000
36.1000	Interest on Bank/Pool Accts	312	1,000	500
	Total Revenues	**99,015**	**81,000**	**95,500**
52.1200	Professional Services	1,484	0	0
53.1220	Natural Gas	2,173	3,000	3,000
61.2001	Transfer to Newnan Convention Center	95,358	80,000	95,000
	Total Expenses	**99,015**	**83,000**	**98,000**

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 industry due to travel restrictions and event gatherings but it is estimated that in 2022 this continue to pick up. Of the revenue projected $243,000 will be transferred to the Newnan Centre, $405,000 will be transferred to the General Fund and $405,000 will be transferred to a newly formed entity; Explore Newnan – Coweta; a joint entity formed between the City of Newnan and Coweta County.

Hotel/Motel Tourism Fund - 275

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
31.4100	Hotel/Motel Tax (Conv Ctr/Gen Fund Portion)	520,152	463,750	648,000
31.4100A	Hotel/Motel Tax (Tourism Capital Portion)	156,046	92,750	0
31.4100B	Hotel/Motel Tax (Explore Newnan-Coweta Portion)	156,046	185,500	405,000
36.1000	Interest on Bank/Pool Accts	912	1,500	500
36.1000C	Interest (Tourism Capital Portion)	53	0	250
36.1000D	Interest (Explore Newnan-Coweta Portion)	59	0	250
	Total Revenues	**833,267**	**743,500**	**1,054,000**
61.1100	Transfer to General Fund	312,091	278,250	405,000
61.2001	Transfer to Newnan Convention Center	208,973	185,500	243,000
61.2002	Transfer to Explore Newnan-Coweta	97,585	185,500	405,000
54.1426	Tourism Capital Projects	60,415	92,750	0
	Total Expenses	**679,064**	**742,000**	**1,053,000**

FY 2022 Revenues & Expenses

SECTION VI. SANITATION FUND – Proprietary Fund

The Sanitation Fund will track all revenues, transfers and expenses associated with the collection of brush (yard debris) and bulk efforts in the City of Newnan. Beginning in FY 2019 the City implemented a new collection for downtown commercial garbage. The following pages will show FY 2022 budgets for both the Brush & Bulk and Refuse divisions within the Sanitation Fund.

Sanitation Fund - 540

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
34.4111	Garbage Fees - Commercial	57,157	65,000	60,000
34.4115	Yard Debris & Bulk Collection Fees	702,988	675,000	700,000
36.1000	Interest on Bank/Pool Accts	2,774	6,500	1,500
39.1200	Transfer from General Fund	140,000	140,000	190,000
	Total Revenue	902,919	886,500	951,500
Sanitation Refuse - Dept 63				
Salaries and Benefits				
51.1100	Wages - Full Time Employees	80,259	72,975	76,331
51.1300	Wages - Overtime	3,454	5,000	4,800
51.2100	Employee Ins (Health/Basic Life)	38,537	41,620	42,200
51.2150	Employee Flexible Spending Accounts	51	42	42
51.2200	FICA (Soc Sec)	5,557	5,583	5,725
51.2400	Retirement	7,137	9,015	11,149
51.2600	Unemployment Insurance	10	4	4
51.2700	Worker's Compensation	5,319	7,857	6,255
51.2910	Employee Recognition	0	300	0
	Salaries and Benefits	140,325	142,396	146,506
Operating Expenses				
51.2900	Taxable Employee Benefits	0	0	540
51.2900A	Non-Taxable Employee Benefits	(0)	0	0
52.1300	Other Contractual Services	4,697	6,000	6,000
52.2110	Solid Waste Disposal	24,203	28,000	29,000
52.2200	Repairs and Maintenance	0	300	350
52.3101	Vehicle Insurance	712	1,000	1,000
52.3102	Bldg & Pers Liability Insurance	1,068	1,500	1,500
52.3200	Communications	912	0	0
52.3400	Printing & Binding	0	300	0
53.1100	Materials and Supplies	11,184	2,500	2,500
53.1101	Office Supplies	243	500	500
53.1270	Vehicle Gasoline/Diesel	5,463	7,500	8,625
53.1600	Minor Equipment	0	500	500
53.1700	Other Supplies/Uniform Rental	920	1,150	1,000
53.1701	Vehicle Maintenance	8,168	3,500	3,500
	Operating Expenses	57,569	52,750	55,015
	Sanitation Refuse Total	197,894	195,146	201,521

Brush & Bulk - Dept. 65				
Salaries and Benefits				
51.1100	Wages - Full Time Employees	231,018	218,950	227,530
51.1300	Wages - Overtime	5,495	8,701	8,800
51.2100	Employee Ins (Health/Basic Life)	56,109	79,651	81,056
51.2150	Employee Flexible Spending Accounts	51	42	42
51.2200	FICA (Soc Sec)	16,688	17,450	18,134
51.2400	Retirement	70,770	28,128	32,537
51.2600	Unemployment Insurance	0	10	10
51.2700	Worker's Compensation	15,044	22,838	18,034
51.2910	Employee Recognition	392	0	0
	Salaries and Benefits	**395,567**	**375,770**	**386,143**
Operating Expenses				
51.2900	Taxable Employee Benefits	540	0	540
51.2900A	Non-Taxable Employee Benefits	0	0	800
52.2110	Solid Waste Disposal	325,637	250,000	250,000
52.2200	Repairs and Maintenance	2,450	1,750	1,750
52.3101	Vehicle Insurance	2,135	3,000	3,000
52.3102	Bldg. & Pers Liability Insurance	2,491	3,500	3,500
52.3200	Communications	0	1,584	574
52.3300	Advertising	0	500	0
53.1100	Materials and Supplies	2,842	3,000	4,000
53.1101	Office Supplies	114	250	250
53.1270	Vehicle Gasoline/Diesel	45,536	50,000	57,500
53.1601	Computer Hardware & Software	0	0	2,000
53.1700	Other Supplies/Uniform Rental	937	1,560	1,700
53.1701	Vehicle Maintenance	40,323	30,000	30,000
	Total Operating Expenses	**423,005**	**345,144**	**355,614**
Other Expenses				
56.1000	Depreciation Expenses	86,205	60,000	85,000
	Department Total: 65 - Brush & Bulk	**904,777**	**780,914**	**826,757**

Capital Project Funds
FY 2022 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 2022: SPLOST 2013 Fund, SPLOST 2019 and Impact Fees Fund.

Consequentially, the City of Newnan relies on SPLOST funding for the majority of its capital projects requirements. Without the additional revenue generated by this tax, the City would have to find alternate means of funding such projects. This could potentially lead to increased property taxes and other fees, along with a decrease in the quality and types of services the City is able to offer. The City will continue to utilize these revenues as long as possible to minimize the impact on its citizens.

1. SPLOST 2013 - SPLOST 2013 expired at the end of 2018. FY 2022 budget includes traffic signal improvements and to complete the current contract of Phases A & B of the LINC (a multi-use linear path)

SPLOST 2013 - 323

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
33.4155	Grant Funds	323,520	500,000	0
36.1000	Interest on Bank/Pool Accts	4,542	1,000	500
36.1000B	Interest - Certificate of Deposit Investments	7,527	0	0
	Total Revenues	**335,590**	**501,000**	**500**
54.1300D	Intelligent Traffic Operations Center	82,161	190,000	200,000
54.1401A	Major Street, Sidewalk & Drainage Maintenance	350,571	0	0
54.1401B	McIntosh Parkway	1,387	0	0
54.1401C	Lower Fayetteville Road	499,831	500,000	0
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	82,608	0	0
54.1415A	Sign Upgrades	62,724	0	0
54.1215A	Recreation Improvements	0	1,200,000	600,000
	Total Expenses	**1,079,281**	**1,890,000**	**800,000**

2. SPLOST 2019 projects include the continuation of the LINC, street maintenance, intersection improvements, street operational improvements, fire training facility renovations and heavy equipment.

SPLOST 2019 - 310

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
33.7100	SPLOST Receipts	7,546,838	6,350,000	7,200,000
33.0003	Reimbursement for Projects	41,798	0	0
36.1000	Interest on Bank/Pool Accts	12,234	7,000	7,000
36.1000B	Interest - Certificate of Deposit Investments	6,434	0	0
	Total Revenue	**7,607,303**	**6,357,000**	**7,207,000**
54.2400	Computer Hardware and Software	4,490	10,000	0
54.1300	Buildings/Building Improvements	24,120	0	1,500,000
54.1322B	Fire Engine	551,801	559,935	0
54.1401A	Major Street, Sidewalk & Drainage Maintenance	1,452,617	1,800,000	1,000,000
54.1401C	Lower Fayetteville Road	0	0	400,000
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	41,679	200,000	3,600,000
54.2504D	Public Works/Street Equipment	143,352	91,000	180,000
54.1201	CJ Smith Park	1,799,636	5,300,000	0
54.1203	Pickett Field	167,994	1,810,000	0
54.1204	Pickle Ball Facility	169,648	0	0
54.1207	Path and Linear Parks	3,024,634	1,500,000	1,800,000
61.2000	Transfer to Newnan W & L	754,684	635,000	720,000
	Total Expenses	**8,134,653**	**11,905,935**	**9,200,000**

3. Impact Fees - Impact Fees budget for FY 2022 include the continuation of the LINC Phase II – Segment C.

Impact Fees Fund - 375

Account #	Account Description	2020 Actual	2021 Budget	2022 Budget
34.1323	Road/St/Bridges Impact Fee	143,357	175,000	250,000
34.1324	Fire Services Impact Fee	79,320	150,000	295,000
34.1326	Parks/Recreation Impact Fee	147,290	200,000	400,000
36.1003	Interest - Roads/Streets/Bridges	813	900	50
36.1004	Interest - Fire Services	822	1,200	70
36.1006	Interest - Parks/Recreation	2,004	1,400	100
39.2100	Proceeds of Capital Asset Disposition	180,000	0	0
	Total Revenues	**553,606**	**528,500**	**945,220**
54.1300	Buildings/Building Improvements	2,236	0	0
54.1400	Streets, Sidewalks, Lights, Etc.	48,330	0	0
54.1215A	Recreation Improvements	309	750,000	625,000
	Total Expenses	**50,875**	**750,000**	**625,000**

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 2021 Budget Beginning Fund Balance	FY 2021 Projected Revenues	FY 2021 Projected Expenditures	2022 Budget Projected Beginning Fund Balance	% Change	$$ Change
Major Funds						
General Fund	32,736,277	31,841,853	40,188,501	24,389,629	-25%	-8,346,648
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	434,692	429,000	425,243	1%	5,692
Confiscated Assets	131,222	142,819	179,574	94,467	-28%	-36,755
NSP1 Grant Fund	0	175,250	175,250	0	N/A	0
NSP3 Grant Fund	0	90,480	90,480	0	N/A	0
Miscellaneous Grants	0	45,000	45,000	0	N/A	0
Tourism Enhancement	122,606	743,500	742,000	124,106	1%	1,500
Motor Vehicle Rental	34,979	81,000	83,000	32,979	-6%	-2,000
Sanitation Fund	907,864	886,500	976,060	818,304	-10%	-89,560

1. General Fund – The decrease in the General Fund is due to an unprecedented natural disaster. Early hours of March 26th an EF4 tornado ripped through the downtown area leaving a wide path of destruction costing the City of Newnan roughly $8,200,000 in clean-up efforts. The City is currently in the processing efforts of getting some reimbursement from FEMA. Another one-time expenditure was the purchase of a dilapidated facility in the downtown area at a cost of $4,427,825. The City will at some point recoup this monies as the redevelopment progresses.

2. 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 2022.

3. 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 2022.

4. Impact Fees – Impact Fees Fund Balance is increased as revenues are up and expenditures are down. In FY 2022 this fund balance should decrease due to expenditures relating to the LINC Project.

5. Confiscated Assets fund decreased due to decreased revenue for FY 2021.

6. Sanitation Fund decreased by 10%. 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 SCHEDULES

This chart illustrates major funds resources and expenditures for FY 2022 and also includes the Sanitation Fund. The major fund and minor funds schedules were separated in order for the charts to be smaller and more legible. Additional details on revenue sources and expenditures can be found throughout this document.

Major Funds Consolidated Schedule & Sanitation Fund FY 2022						
	General Fund	Sanitation Fund	SPLOST 2013	SPLOST 2019	Impact Fees	Total
Resources						
Revenues						
Grants						-
Sanitation Fees		761,500				761,500
Impact Fees					945,220	945,220
SPLOST			500	7,207,000		7,207,500
Property Taxes	7,704,500					7,704,500
Sales Taxes	95,000					95,000
Excise (Franchise) Tax	5,485,000					5,485,000
Occp Tax/Alcohol License	3,267,000					3,267,000
Inspections & Permits	685,500					685,500
Fines & Forfeitures	745,000					745,000
Other Local Revenue	437,200					437,200
Intergovernmental	735,000					735,000
Other Financing Sources	75,500					75,500
Total Revenues	**19,229,700**	**761,500**	**500**	**7,207,000**	**945,220**	**28,143,920**
Operating Transfers In						
Water & Light	1,750,000					1,750,000
General Fund		190,000				190,000
Hotel/Motel Tourism	405,000					405,000
Total Transfers In	**2,155,000**	**190,000**				**2,345,000**
TOTAL RESOURCES	**21,384,700**	**951,500**	**500**	**7,207,000**	**945,220**	**30,488,920**
Expenditures						
General Government	8,249,445					8,249,445
Public Safety	14,569,405			1,500,000		16,069,405
Public Works	3,155,886	1,028,278	200,000	5,180,000		9,564,164
Community Development	3,361,951		600,000	1,800,000	625,000	6,386,951
Other Services	1,263,013					1,263,013
Tourism Capital						
Total Expenditures	**30,599,700**	**1,028,278**				**31,627,978**
Operating Transfers Out						
Convention Center						-
Explore Newnan Coweta						-
General Fund						-
Street Improvement Fund						-
Sanitation Fund	190,000					190,000
Water & Light				720,000		720,000
Total Transfers Out	**190,000**					**910,000**
TOTAL USES	**30,789,700**	**1,028,278**	**800,000**	**9,200,000**	**625,000**	**42,442,978**
Net Resources	-	**(76,778)**	**(799,500)**	**(1,993,000)**	**320,220**	**(2,549,058)**

The chart below illustrates minor funds revenues and expenditures budgeted for FY 2022.

Minor Funds Consolidated Schedule FY 2022	NSP1 Grant	NSP3 Grant	Misc. Grants	Hotel/Motel Tourism	Confiscated Assets	Motor Vehicle Rental	Street Fund	Total
Resources								
Revenues								
Confiscated Assets					85,547			**85,547**
Grants	185,100	125,100	45,000				434,692	**789,892**
Hotel / Motel Tax				1,054,000				**1,054,000**
Motor Vehicle Tax						95,500		**95,500**
Total Revenues	**185,100**	**125,100**	**45,000**	**1,054,000**	**85,547**	**95,500**	**434,692**	**2,024,939**
Operating Transfers In								
Water & Light								-
General Fund								-
Hotel/Motel Tourism								-
Total Transfers In								-
TOTAL RESOURCES	**185,100**	**125,100**	**45,000**	**1,054,000**	**85,547**	**95,500**	**434,692**	**2,024,939**
Expenditures								
General Government			22,000					**22,000**
Public Safety			12,050		138,000			**150,050**
Public Works							429,000	**429,000**
Community Development	125,000	125,000	10,000					**260,000**
Other Services						3,000		**3,000**
Tourism Capital								
Total Expenditures	**125,000**	**125,000**	**44,050**		**138,000**	**3,000**	**429,000**	**864,050**
Operating Transfers Out								
Convention Center				243,000		95,000		**338,000**
Explore Newnan Coweta				405,000				**405,000**
General Fund				405,000				**405,000**
Street Improvement Fund								-
Sanitation Fund								-
Water & Light								-
Total Transfers Out				**1,053,000**		**95,000**		**1,148,000**
TOTAL USES	**125,000**	**125,000**	**44,050**	**1,053,000**	**138,000**	**98,000**	**429,000**	**2,012,050**
Net Resources	**60,100**	**100**	**950**	**1,000**	**(52,453)**	**(2,500)**	**5,692**	**12,889**



C Jay Smith Memorial Park
Ribbon Cutting
Summer 2021



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 2020	FY 2021	Positions Added for FY 2022	FY 2022	Variance FY 2021 vs FY 2022
City Manager	6	5	2	7	2
Finance	6	6	0	6	0
Human Resources	3	3	0	3	0
Information Technology	3	3	0	3	0
Facilities Maintenance	4	4	0	4	0
Police:	0	0	0	0	0
Officers	93	95	1	96	1
Civilians	7	8	0	8	0
Administrative	5	5	0	5	0
Municipal Court	2	3	0	4	1
Fire Department:	0	0	0	0	0
Firefighters	64	64	2	66	2
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	2	0	2	0
Streets	23	21	0	21	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	4	0	4	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	3	4	0	4	0
Total Full-Time Employees	285	287	5	293	6

CITY OF NEWNAN, GEORGIA
PART - TIME PERSONNEL BY DEPARTMENT

Department	FY 2020	FY 2021	Positions Added for FY 2022	FY 2022	Variance FY 2021 vs FY 2022
City Council	7	7	0	7	0
Finance	1	1	0	1	0
Streets	0	2	0	2	0
Police:					
Crossing Guards	2	2	0	2	0
Administrative	3	1	0	1	0
Municipal Court	2	1	0	0	-1
Building Inspection	1	1	0	1	0
Cemetery	2	2	0	2	0
Carnegie Building	3	4	0	4	0
Leisure Services	4	3	1	4	1
Total Part-Time Employees	**25**	**24**	**1**	**24**	**0**

There were 6 full-time positions added during the FY 2022 budget process. The chart below depicts those additional staff member impacts. *However, it does not include various promotions, a 5% raise to employees, and pay plan adjustments to certain employees.

In addition, a Construction Manager is planned in 2022. However, it is not yet determined whether this position will be hired as a Full-time Employee or Contracted Labor – Non-Employee. The position is currently budgeted under Contracted Labor Non-Employee in the Planning & Zoning Department until it is determined which is the most beneficial to the City as this will be a short-term position. The budgeted amount is $80,000.

2022 Staffing Changes Impact

Position	Function	Dept	Wages & Benefits
Receptionist	General Gov't	City Manager	38,884
Communications Specialist	General Gov't	City Manager	52,047
Police Officer	Public Saftey	Police	51,165
Fire Fighter/EMT	Public Saftey	Fire	51,674
Fire Fighter/EMT	Public Saftey	Fire	51,674
Facilities Attendant (PT)	Leisure Ser	Leisure Services	26,861
Municipal Court Clerk	Public Saftey	Municipal Court	26,154
***Net Impact on Operations**			**298,459**

SECTION II. General Government

General Government consist of 6 Functions/Departments:

- City Council
  - City Attorney
- City Manager
  - City Clerk
  - Program Management
  - Communications
- Information Technology
- Finance
- Human Resources
- Facilities Maintenance

The following is a list of the City's short and long-term priorities and goals for the General Government function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2022 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

- Work with the City Council to provide necessary resources to develop programs that will enhance the quality of living in the City of Newnan.
- Monitor operations of City's departments to see that services are provided in the most efficient and cost-effective manner.
- Provide and monitor City's financial data to ensure that revenues and expenditures are within the ranges appropriated by Council.

Short Term Goals

- Procure and pay for needed goods and services in a timely, efficient manner, including processing payments to, and on behalf of, City staff and all associated reporting.
- Bill and collect all revenues due to the City in a professional and timely manner.
- Utilize new technologies to develop cost effective means of interactive communications between staff and citizens.
- Provide an annual CAFR for the Citizens and Council of the City of Newnan in accordance with GAAP and GASB requirements.
- Prepare high-quality budget documents worthy of the GFOA Distinguished Budget Presentation Award annually.
- Increase visibility of the City and its operations and services through positive and consistent communication with the public and staff.
- Maintain a City of Newnan Listserv through the City's website for public alerts and announcements to increase awareness and provide transparency of governmental practices to its citizens.

Long Term Priorities

- Develop programs to improve the delivery of city services and to expand services as required by city growth for Council's consideration.
- Focus on quality customer service in all contacts with citizens and customers.
- Offer a work environment which allows the city to recruit, attract and support quality employees dedicated to serving the citizens and businesses in the City of Newnan.
- Develop and maintain policies and procedures to govern the employees of the City of Newnan.
- Continue to add programs that will enhance the quality of life for all residence.
- Continue to provide and maintain outdoor recreation amenities through capital projects

Long Term Goals

- Provide opportunities for staff members to develop themselves in order to better serve the citizens of the City.
- Develop and maintain policies and procedures to govern the employees of the City of Newnan.
- Provide coordinated, accurate information to the City, media and general public in a timely and effective fashion through news releases and other forms of communication.
- Maintain compliance with all state and federal regulations.
- Develop programs to enhance risk management effectiveness.
- Continuously update and enhance current operating practices and procedures utilizing new technologies to increase efficiency and effectiveness.
- Utilize volunteer boards, authorities and commissions to their fullest extent.
- Utilize plans, studies, projections and reports to formulate long-term plans, both programmatic and financial, in order to effectively handle growth in the City.
- Continue to work toward retro fitting all facilities and to make all new facilities ADA compliant.

http://www.cityofnewnan.org/government/city_council/index.php

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

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1200	Wages - Part Time/Temp Employees	43,000	43,000	43,000
51.2100	Employee Ins (Health/Basic Life)	123,420	0	0
51.2200	FICA (Soc Sec)	3,283	3,290	2,869
51.2400	Retirement	4,291	5,418	6,020
51.2700	Worker's Compensation	79	117	124
	Salaries & Benefits	**174,074**	**51,825**	**52,013**
51.2900A	Non-Taxable Employee Benefits	454	350	350
52.1200	Professional Services	0	80,000	80,000
52.1201	Public Relations	3,428	21,000	19,500
52.3400	Printing & Binding	142	150	300
52.3500	Travel Expenses	12,258	35,950	40,000
52.3600	Dues and Fees	14,690	15,500	15,500
52.3700	Training	3,610	7,785	10,000
53.1101	Office Supplies	0	50	0
53.1300	Food Supplies	157	500	2,500
	Operating Expenses	**34,739**	**161,285**	**168,150**
57.2000	Payments to Other Agencies	1,500	11,500	11,500
57.2010	Three Rivers Regional Commission	41,581	40,000	42,000
	Other Uses	**43,081**	**51,500**	**53,500**
	Total City Council Budget	**251,894**	**264,610**	**273,663**

http://www.cityofnewnan.org/government/city_manager_s_office.php

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. 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 and assisting the City Manager's Office with the annual budget document. Not picture here is Andrew Moody. He is our ARPA Project Manager. He is on long term, but temporary assignment to program the distribution of the ARPA funds.



100.1320.11 City Manager's Office

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	571,435	488,498	577,434
51.2100	Employee Ins (Health/Basic Life)	74,907	0	0
51.2150	Employee Flexible Spending Accounts	55	0	0
51.2200	FICA (Soc Sec)	41,265	38,550	44,459
51.2400	Retirement	56,242	62,249	81,363
51.2600	Unemployment Insurance	8	12	14
51.2700	Worker's Compensation	3,318	4,604	5,391
51.2910	Employee Recognition	11,048	12,500	0
51.2900	Taxable Employee Benefits	14,880	15,120	16,620
51.2900A	Non-Taxable Employee Benefits	1,085	150	0
	Salaries & Benefits	773,158	621,533	725,281
52.1200	Professional Services	70,573	50,000	100,000
52.1201	Public Relations	2,483	3,500	5,000
52.1300	Other Contractual Services	128,966	10,000	26,500
52.1301	Elections	0	6,500	0
52.2200	Repairs and Maintenance	0	7,500	5,000
52.3102	Bldg & Pers Liability Insurance	961	2,000	2,000
52.3103	Surety Bonds	100	100	100
52.3200	Communications	11,528	6,250	6,750
52.3300	Advertising	1,734	2,000	2,000
52.3400	Printing & Binding	6,059	8,500	6,500
52.3500	Travel Expenses	2,997	16,000	18,000
52.3600	Dues and Fees	6,474	8,550	8,850
52.3700	Training	1,612	3,850	4,750
53.1100	Materials and Supplies	2,046	1,500	1,500
53.1101	Office Supplies	3,431	2,700	2,550
53.1111	COVID-19 Pandemic Expenses	9,181	0	0
53.1270	Vehicle Gasoline/Diesel	14	150	1,000
53.1300	Food Supplies	3,374	1,750	3,000
53.1400	Books & Periodicals	276	80	0
53.1600	Minor Equipment	0	500	500
53.1601	Computer Hardware & Software	1,544	2,500	5,150
53.1701	Vehicle Maintenance	(307)	250	500
53.1706	Miscellaneous	63,285	50,000	70,492
53.1708	Other Boards & Commissions	49,438	5,000	12,500
	Operating Expenses	366,855	189,330	282,642
54.1100	Land Purchases	90,292	0	0
54.1101	Caldwell Tanks Property	89,292	0	0
	Capital Outlays	179,584	0	0
57.2000	Payments to Other Agencies	15,000	15,000	50,000
57.2006	Cultural Arts Commission	42,500	28,000	40,000
61.1540	Transfer to Sanitation Fund	140,000	140,000	190,000
	Other Uses	197,500	183,000	280,000
	Total City Manager's Office Budget	1,517,097	993,863	1,287,923

Goal 1: Define, launch the City of Newnan's Brand

- Launch Newnan101, the internal/external communication support hub for City of Newnan officials, administration, leadership and staff (A. Copeland ongoing)
- Educate and introduce city's new brand to city officials, administration, leaders and staff (A. Copeland ongoing)
- Serve as the city's brand manager, liaison throughout the duration of the city brand launch (A. Copeland ongoing)
- Update the city's website and social media platforms to reflect under the city's new branding (A. Copeland ongoing)
- Update the city's media content (i.e. basic stock photography, videos, PSAs and etc.) to reflect along with the city's new branding (A. Copeland ongoing)
- Continue to disseminate and provide information to print, social and local broadcast media outlets sharing the city's new brand and story. (A. Copeland ongoing)

Goal 2: Create Opportunities for Enhanced, Effective Community Engagement & Outreach

- Ensure social media verification for all city social media channels (i.e., Newnan Police, Newnan Fire, Main Street and etc.) (A. Copeland 12/31/2022)
- Work with Leisure Services Department to launch social media channels for growing program initiatives and outreach efforts (A. Copeland ongoing)
- Produce a monthly newsletter (via subscription) for the public regarding city information, news, projects and events. (A. Copeland ongoing)
- To produce a new marketing/communications plan for See Click Fix and Next Door. (A. Copeland 12/31/2022)
- Promote and participate in Georgia Municipal Association's Georgia Cities Week. (A. Copeland ongoing)
- Live stream and archive City Council meetings via social media. (A. Copeland ongoing)
- Continue to host the city's annual Citizen Academy program (A. Copeland ongoing)

Goal 3: Streamline Internal Communications, Engagement

- Develop a communications request program/form for consistent communications and communication support (A. Copeland ongoing) (A. Copeland 12/31/2022)
- Work in conjunction with City Administration, Leadership and Human Resources to coordinate and design streamlined communication efforts for internal communication efforts (A. Copeland 12/31/2022)
- Create and design a communications ambassador program across the city to develop and maintain consistent communication goals and priorities (A. Copeland ongoing)
- Update and maintain the city's website as needed. (A. Copeland ongoing)
- Encourage information sharing among management staff by publishing monthly and annual reports as needed. (A. Copeland ongoing)
- Coordinate with HR for consistent, successful employee engagement goals and efforts. (A. Copeland ongoing)

Goal 4: Bring New Opportunities to Newnan

- Research and provide new partnership opportunities for the city and communication resources. (A. Copeland ongoing)
- Host and produce new communication vehicles for city residents via video, podcast and radio segments. (A. Copeland ongoing)
- Produce, develop new communications/marketing plans for city tourism/information (i.e. City Trolley, history, parks and etc.). (A. Copeland ongoing)

- 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 12/31/2022)
- 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 12/31/2022)
- To produce a new marketing/communications plan for SeeClickFix and NextDoor (A. Copeland 12/31/2022)

Goal 5: **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 12/31/2022)
- Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (M. Shea 12/31/2022)

Goal 6: **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 12/31/2022)
- Assist Coweta County with coordination of elections as required. (M. Shea 12/31/2022)

Goal 7: **To efficiently deliver projects that will enhance the quality of life for citizens. (R. Helton On-going)**

Goal 8: **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 – Monthly)

Goal 9: **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 10: **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 2021 Goals Accomplished

- ✓ Received the "Distinguished Budget Award" for 32 consecutive years.
- ✓ Completed comprehensive monthly projects reports for posting on the website for citizen review.
- ✓ Developed a new format and content requirements for the city's quarterly reports.
- ✓ Re-launched the City's Instagram social media profile.
- ✓ Produced more than 300+ press releases, media pitches, and local media coverage for the City of Newnan, Newnan Police Department, Newnan Fire Department and Newnan Carnegie Library.
- ✓ Worked with Smallwood, Inc. to develop and re-brand the city's brand and logo. To be launched in Oct. 2021

- ✓ Increased City Trolley ridership by 15% over FY2020.
- ✓ Launched KNOWing Newnan, a community engagement outreach effort for the city of Newnan between staff and residents
- ✓ Worked with GIS to connect with new SeeClickFix representative and discover new ROI (return of investment) opportunities, and updates to the program
- ✓ Led and developed strategic communication strategy/plan and efforts for the City of Newnan's 2021-2041 Comprehensive Plan with the city's Planning and Zoning Department; increasing its participation number to more than 1,000+ responses compared to the previous plan's participation rate of 60+ participants.
- ✓ Received the 2021 #CityHallSelfie Award for "Most Unique" from Engaging Local Government Leaders (ELGL) and Bang the Table
- ✓ Re-developed the Citizen Academy program with new goals, objectives and participation requirements
- ✓ Re-developed the social media strategy for the Newnan Police Department's Facebook page to meet requirements for a verified social media page (A. Copeland)
- ✓ Developed social media training for Newnan Fire Department (A. Copeland)
- ✓ Completed comprehensive quarterly projects reports for posting on the website for citizen review.
- ✓ Developed Employee Kudos email blast, to share employee news and updates internally to all city employees.
- ✓ Completed C. Jay Smith Park renovations, which includes skate park, pump track, splash pad, pavilion, restrooms, and playground.
- ✓ Completed Pickett Field renovations, which includes artificial turf, restrooms, new dug outs and fencing.
- ✓ Completed Pickleball Facility, which includes 15 courts, restrooms, showers, green space and picnic areas under the pavilions.
- ✓ Completed Phase A & B of the LINC. (2 sections of multipurpose trail)

http://www.cityofnewnan.org/business/finance/index.php

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 occupational taxes, alcohol licensing, banking, grants, revenue collections, accounts payable, accounts receivable, capital assets and purchasing. The Finance Department handles the year-end closing and adjustments and prepares the annual CAFR.

100.1510.13 Finance

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	385,415	382,185	388,481
51.1200	Wages - Part Time/Temp Employees	16,453	19,359	19,549
51.1300	Wages - Overtime	0	500	500
51.2100	Employee Ins (Health/Basic Life)	59,653	0	0
51.2100A	Employee Opt-Out Insurance Payments	3,000	0	0
51.2150	Employee Flexible Spending Accounts	103	0	0
51.2200	FICA (Soc Sec)	29,965	30,991	31,482
51.2400	Retirement	39,062	47,720	54,877
51.2600	Unemployment Insurance	9	14	14
51.2700	Worker's Compensation	710	1,071	1,179
	Salaries & Benefits	534,370	481,840	504,612
51.2900A	Non-Taxable Employee Benefits	1,424	1,675	1,675
52.1200	Professional Services	53,975	54,600	56,100
52.1300	Other Contractual Services	21,952	28,880	29,830
52.2200	Repairs and Maintenance	20,248	29,000	30,000
52.3102	Bldg & Pers Liability Insurance	249	350	350
52.3200	Communications	544	732	732
52.3300	Advertising	1,365	4,315	4,315
52.3400	Printing & Binding	924	825	1,475
52.3500	Travel Expenses	282	3,300	4,800
52.3600	Dues and Fees	1,283	1,405	1,405
52.3700	Training	630	1,825	1,825
53.1100	Materials and Supplies	934	1,650	1,650
53.1101	Office Supplies	2,876	3,800	4,100
53.1111	COVID-19 Pandemic Expenses	277	0	0
53.1400	Books & Periodicals	204	160	160
53.1600	Minor Equipment	0	300	300
53.1601	Computer Hardware & Software	2,840	5,100	5,100
53.1706	Miscellaneous	45	250	250
	Operating Expenses	110,052	138,167	144,067
	Total Finance Budget	644,421	620,007	648,679

FY 2022 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. (P. Knowles, 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)
- Review and process biweekly payrolls, including deductions, taxes and other withholdings, after hours approval and entry into system. Distribute withholdings and taxes to appropriate third party as necessary. (R. White Ongoing)
- Complete all associated monthly, quarterly and annual reporting requirements associated with payroll processing by due dates. (R. White Ongoing)
- Complete implementation and training for eCIMS system and module for citizens' access to cemetery information. (K. Cline, J. McCrary, J. Hemmings, K. Adams, 12/31/22)

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)

2021 Goals Accomplished

- ✓ Completed and filed the City's 2020 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 ten times and won the award ten times.
- ✓ The property tax collection rate for the prior year was 97.94%. We expect to end 2021 somewhere around 97.0%.
- ✓ Continued to add online forms for various departments through the SeamlessGov document and payment portal for the City. The ability to conduct City business remotely (online) has been vital for continuing services to business owners, citizens and employees without interruption during the COVID 19 crisis.
- ✓ Researched best practices, Federal and GASB guidelines to correctly establish and account for the City's new ARPA (American Rescue Plan Act) Fund.
- ✓ Prepared and provided necessary documentation required for FEMA reimbursement for the March 2021 EF-4 tornado.
- ✓ 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.
- ✓ Beginning in January 2021, the Finance department absorbed payroll administration for all City employees.
- ✓ Continued working with Ramaker and Associates towards the eCIMS Cemetery Software implementation. We expect to complete the mapping and begin the implementation in late 2021. We plan to complete the implementation and training by the end of 2022.
- ✓ Satisfied all annual financial 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.
- ✓ Staff met all reporting requirements and cross-trained employees on various processes.
- ✓ Conducted four (4) quarterly staff meetings during the year, focusing on teamwork, job performance, and issues relevant to the Finance department and city operations.

- ✓ 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.
- ✓ Recorded and tagged all assets added during 2021. Capitalized projects upon completion.
- ✓ Staff attended several virtual training sessions and conferences throughout the year, covering topics such as Hotel/Motel Tax Changes, GASB & GAAP Changes and/or requirements, and various courses and conferences sponsored by CVIOG, GFOA, GABTO and/or GGFOA.

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
Total Assessed Property Tax Valuation (40%)	$1,666,757,538	$1,703,808,781	**$1,738,225,718**
Percentage of total collected at year-end	97.94%	97.00%	**97.00%**
Number of Occupational Tax Certificates Issued (includes renewals and new applications)	1,829	1,857	**1,885**
Occupational Taxes collected	$3,192,890	$3,009,000	**$3,010,000**
Number of Alcohol Licenses issued	106	110	**114**
Alcohol License revenue collected	$133,885	$120,000	**$125,000**
Alcohol Excise Taxes collected	$936,460	$895,000	**$920,000**
Number of Accounts Payable payments issued	3,251	3,300	**3,300**
Number of A/P Checks voided	22	20	**20**
Received GFOA Excellence in Financial Reporting Award – CAFR	Yes	Yes	**Yes**
Number of Bank/Investment accounts maintained	31	32	**32**
Total Annual Expenditures managed including capital and transfers (all funds)	$45,326,289	$45,024,724	**$41,000,000**
Total Annual Revenues managed including capital and transfers (all funds)	$43,533,374	$37,809,104	**$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, keeping the network secure, phone systems and various other computer programming and support systems. IT staff reports to the Assistant City Manager.

100.1535.21 Information Technology

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	183,214	178,985	184,242
51.2100	Employee Ins (Health/Basic Life)	22,440	0	0
51.2150	Employee Flexible Spending Accounts	8	0	0
51.2200	FICA (Soc Sec)	13,973	13,362	14,218
51.2400	Retirement	18,122	22,314	25,529
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	321	477	522
51.2900	Taxable Employee Benefits	1,620	1,620	1,620
51.2900A	Non-Taxable Employee Benefits	(440)	0	0
	Salaries & Benefits	**239,261**	**216,764**	**226,137**
52.1300	Other Contractual Services	3,000	5,000	5,000
52.2200	Repairs and Maintenance	148,363	172,300	175,300
52.2300	Equipment & Vehicle Rental	3,003	3,500	3,500
52.3101	Vehicle Insurance	142	200	200
52.3102	Bldg & Pers Liability Insurance	142	200	200
52.3200	Communications	95,605	112,720	109,600
52.3500	Travel Expenses	0	4,200	6,000
52.3600	Dues and Fees	1,335	1,880	1,780
52.3700	Training	200	1,400	1,800
53.1100	Materials and Supplies	36	500	500
53.1101	Office Supplies	1,437	1,500	1,500
53.1111	COVID-19 Pandemic Expenses	44,433	0	0
53.1270	Vehicle Gasoline/Diesel	271	320	1,000
53.1400	Books & Periodicals	0	200	200
53.1600	Minor Equipment	282	2,500	2,500
53.1601	Computer Hardware & Software	24,918	27,500	39,000
53.1602	Office Furniture	0	250	250
53.1701	Vehicle Maintenance	396	500	500
	Operating Expenses	**323,563**	**334,670**	**348,830**
54.2400	Computer Hardware and Software	0	5,000	0
	Capital Outlays	**0**	**5,000**	**0**
	Total Information Technology Budget	**562,824**	**556,434**	**574,967**

FY 2022 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 12/31/2022)
- Monitor and maintain backups daily to ensure data integrity is preserved. (B. Lee, A. Simpkins 12/31/2022)
- Review current contracts to ensure the best price is being given and features we are paying for are being utilized. (B. Lee 12/31/2022)

Goal 2: Replace aging critical infrastructure where budget permits.

Objectives:

- Replace edge network switches in City as budget permits. (B. Lee 12/31/2022)
- Replace/Upgrade all workstations currently running Windows 7 to Windows 10. (B. Lee, J. Chambers, A. Simpkins 12/31/2022)
- Maintain the 5-year replacement cycle on office workstations. (B. Lee 12/31/2022)

Goal 3: Network Infrastructure mapping and monitoring.

Objectives:

- Develop documentation of all infrastructure including location and how it interconnects. (B. Lee 12/31/2022)
- Expand our network monitoring solution to alert IT staff of problems before the phone rings. (B. Lee 12/31/2022)

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 12/31/2022)
- Review our group policy in accordance with NIST (National Institute of Standards and Technology) (B. Lee 12/31/2022)
- Explore adding two-factor authentication to workstation access. (B. Lee 12/31/2022)

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 12/31/2022)
- 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 12/31/2022)
- Research adding a secondary internet connection for when our primary has problems. (B. Lee 12/31/2022)

FY 2021 Goals Accomplished

- ✓ Formulated a 5-year replacement cycle for office workstations.
- ✓ Created new networks at C.J. Smith Skatepark and Howard Warner Gym.
- ✓ Installed new 60 GHz wireless link with Coweta County to increase uptime of shared services.
- ✓ 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	2020 Actual	2021 Estimate	2022 Projected
Number of Help desk problem tickets received	607	600	**650**
Number of Help Desk tickets resolved in 72 hours	461	530	**575**
Number of computers maintained city-wide	245	250	**250**

http://www.cityofnewnan.org/business/human_resources/index.php

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

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	204,027	195,655	185,920
51.2100	Employee Ins (Health/Basic Life)	23,385	0	0
51.2100A	Employee Opt-Out Insurance Payments	3,500	0	0
51.2150	Employee Flexible Spending Accounts	47	0	0
51.2200	FICA (Soc Sec)	15,481	15,436	14,264
51.2400	Retirement	19,892	24,993	27,367
51.2500	Tuition Reimbursement	9,159	12,000	30,000
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	353	597	563
51.2910	Employee Recognition	5,713	5,408	23,000
	Salaries & Benefits	281,560	254,095	281,120
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	8,266	375	450
52.1200	Professional Services	9,492	9,675	7,700
52.1300	Other Contractual Services	275	300	300
52.2200	Repairs and Maintenance	1,995	2,500	0
52.3101	Vehicle Insurance	3,558	0	0
52.3102	Bldg & Pers Liability Insurance	51,328	64,774	65,000
52.3300	Advertising	0	300	300
52.3400	Printing & Binding	383	350	350
52.3500	Travel Expenses	548	1,820	1,800
52.3600	Dues and Fees	100	395	375
52.3700	Training	435	1,540	1,600
53.1100	Materials and Supplies	17	200	200
53.1101	Office Supplies	516	600	600
53.1103	Medical Supplies	50	75	75
53.1111	COVID-19 Pandemic Expenses	86	0	0
53.1300	Food Supplies	276	250	250
53.1400	Books & Periodicals	6	100	100
53.1600	Minor Equipment	0	150	150
53.1601	Computer Hardware & Software	252	350	350
	Operating Expenses	78,122	84,294	80,140
51.2100	Employee Ins (Health/Basic Life)	0	4,209,997	4,511,944
51.2100A	Employee Opt-Out Insurance Payments	0	40,400	57,000
51.2150	Employee Flexible Spending Accounts	0	2,346	4,621
	Total Employee Insurance	0	4,252,743	4,573,565
	Total Human Resources	359,683	4,591,132	4,934,825

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

Objectives:

- Utilize LGRMS and other resources to provide employees with opportunities to become healthier, which not only improve their lives but can result in lower insurance costs for the City. (N Miller, Ongoing)
- Explore utilizing more Social Media platforms to reach a wider audience of job candidates and increase the number of qualified applicants. (N. Miller, 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. (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. (Ongoing)
- Provide Department Heads with Quarterly report about liability and worker's compensation losses. (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. (Ongoing).
- Conduct periodic safety visits to high risk departments to increase safety awareness and identify opportunities for safety improvement. (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. (HR Director, Ongoing)
- Develop a standardized procedures manual to ensure compliance and consistency in operations. (N. Miller, 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. (N. Miller 12/31/2022)

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. (N. Miller, 12/31/2022)

FY 2021 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	2020 Actual	2021 Estimate	2022 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**

http://www.cityofnewnan.org/business/facility_maintenance.php

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

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	168,857	189,013	197,149
51.1300	Wages - Overtime	0	500	500
51.2100	Employee Ins (Health/Basic Life)	45,526	0	0
51.2150	Employee Flexible Spending Accounts	51	0	0
51.2200	FICA (Soc Sec)	12,403	14,499	15,120
51.2400	Retirement	18,721	23,412	27,286
51.2600	Unemployment Insurance	4	8	8
51.2700	Worker's Compensation	9,780	14,450	17,796
51.2900A	Non-Taxable Employee Benefits	2,136	2,500	2,000
	Salaries & Benefits	**257,479**	**244,382**	**259,859**
52.1300	Other Contractual Services	144,844	191,770	186,729
52.2200	Repairs and Maintenance	139,195	134,500	133,500
52.2205	Traffic Signal Maintenance/Repairs	0	0	5,000
52.3101	Vehicle Insurance	1,423	2,000	2,000
52.3102	Bldg & Pers Liability Insurance	19,216	27,000	27,000
52.3200	Communications	2,417	3,200	3,000
52.3500	Travel Expenses	0	500	500
52.3600	Dues and Fees	209	500	100
52.3700	Training	0	1,000	500
53.1100	Materials and Supplies	831	1,200	1,000
53.1101	Office Supplies	1,015	800	700
53.1102	Cleaning Supplies & Chemicals	6,603	7,500	4,000
53.1111	COVID-19 Pandemic Expenses	38,639	16,000	2,000
53.1220	Natural Gas	14,745	16,000	16,000
53.1270	Vehicle Gasoline/Diesel	6,667	8,500	14,500
53.1300	Food Supplies	1,122	1,000	1,000
53.1600	Minor Equipment	18,185	7,500	12,000
53.1601	Computer Hardware & Software	2,452	2,000	500
53.1602	Office Furniture	0	500	1,000
53.1701	Vehicle Maintenance	12,236	7,000	8,500
	Operating Expenses	**409,798**	**428,470**	**419,529**
54.1300	Buildings/Building Improvements	89,746	0	40,000
	Capital Outlays	**89,746**	**0**	**40,000**
	Total Facilities Maintenance Budget	**757,022**	**672,852**	**719,388**

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 12/31/2022)

Objectives:

- Add adjustable goals at Wesley St Gym.
- Paint Cemetery Building.
- Paint interior of Wesley St Gym
- Install new HVAC package unit at Verona Rosser Bldg.
- Paint upper room in the Carnegie

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 12/31/2022)

Objectives:

- Backflow testing throughout City
- Condenser/evaporator repair implementing a new torch set for brazing HVAC equipment
- Continue installation of Needlepoint Bipolar Ionization equipment to HVAC systems throughout the City Facilities

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 12/31/2022)

Objectives:

- Expand air compressor preventive maintenance program

Goal 4: Work jointly with the YMCA to enhance the swimming experience for all who enjoy the Lynch Park Pool. (M. Johnston 12/31/2022)

Objectives:

- Renovate pool tower/slide
- Install new shade sails
- Update lighting around 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 2022 or until pandemic is exhausted. (M. Johnston 12/31/2022)

Objectives:

- Keeping the Splash Pad free of debris and the water chemically balanced
- Visually inspecting the skating area once a week

FY 2021 Goals Accomplished

- ✓ Replaced Auto fill valve in pool surge tank
- ✓ Updated Unistrut in pool pump room
- ✓ Repaired gate at pool
- ✓ Added 75 lounge chairs to pool deck
- ✓ Added cameras to pool entrance
- ✓ Repaired roof issue at 30 Temple Ave
- ✓ Rebuilt back steps/painted decks at 30 Temple Ave
- ✓ Replaced wood above windows at Wesley St Boys and Girls Club
- ✓ Installed conduit/power/receptacles back parking lot at PSC
- ✓ Repaired evaporator coil at PSC
- ✓ Added access door in ceiling within Council Chambers
- ✓ Installed returns within bunk rooms at Station 2
- ✓ Renovated Fountain in Greenville St Park
- ✓ Replaced sewer line at Verona Rosser Building
- ✓ Replaced Fire Alarm panel at Carnegie
- ✓ Added counter tops in Clerks office at PSC
- ✓ Added water cooler to Leisure Services area at Wadsworth
- ✓ Removed rear fence at Lynch Park
- ✓ Upgraded pump at Greenville St Fountain
- ✓ Painted front entrance to Wesley St Gym
- ✓ Installed conduit/wire for Lynch Park field lighting
- ✓ Added timers for lighting at CJ Smith Park
- ✓ Remolded first floor restrooms at City Hall
- ✓ Added conduit/wiring in floor at the Council Chambers
- ✓ Added a dehumidifier to the bunk room HVAC system at Station 2
- ✓ Installed antique ceiling fan at Station 4
- ✓ Installed new window at Leisure Services
- ✓ Had Public Works building pressure washed
- ✓ Installed a vapor barrier at 6 First Ave
- ✓ Updated canopy lights at Wesley St Gym entrance
- ✓ Replaced defective wood beams on bridge at Ray Park
- ✓ Oversaw design/remodel of Temple Park fountain
- ✓ Oversaw remodel of Station 2 bunk rooms
- ✓ Installed wire at City Hall for City/County I.T. interconnection
- ✓ Had Wesley St Gym Floor sanded/polished
- ✓ Removed dilapidated fence at Lynch Park
- ✓ Added new fence at Lynch Park

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
Buildings Maintained	47	48	49
Traffic Signals Maintained	17	16	16
Work Order Requests	600	547	600

SECTION III. Public Safety

Public Safety consist of 3 Functions/Departments:

- Police Department
- Municipal Court
- Fire Department

The following is a list of the City's short and long-term priorities and goals for the Public Safety function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2022 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

- Provide proper education, training, equipment and materials so that staff can perform their duties in the safest, most proactive manner possible utilizing the best and most cost-effective technology and equipment.

Short Term Goals

- Ensure that all fire personnel complete the mandated 240 hours of certified core competency training annually.
- Establish a Professional Standards Division to conduct internal investigations and maintain certification guidelines in the police department.
- Update and replace equipment as needed and specified by manufacturers' guidelines.
- Maintain a full-time in-house Drug and Vice Unit which focuses mainly on street-level drug dealers and other vices.

Long Term Priorities

- Promote the safety and security of the community and citizens through tough proactive law enforcement operations and strategies.
- Minimize the loss and suffering of our community through public education, code enforcement and high standards of training in fire suppression, hazardous materials and emergency medical calls.
- Ensure acceptable response times through the acquisition of additional personnel, equipment and create designated zones and satellite locations as required by the continuing growth of the city.
- Provide security and maintain standard of living conditions at all fire stations.

Long Term Goals

- Maintain Standard Operating Guidelines (SOG's) to ensure quality training and safety of personnel.
- Promote health and wellness of all Fire personnel through physical fitness and health programs.
- Aggressively promote public education programs through school visits, public events and station tours.
- Maintain the Certified Law Enforcement Agency certification status for the State of Georgia.
- Maintain a full-time in-house Drug and Vice Unit which focuses mainly on street-level drug dealers and other vices.

http://www.newnanpolice.com/index.php

Police Department

Department Description



Brent Blankenship, 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.

100.3200.20 Police

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	5,370,669	5,197,984	5,373,768
51.1200	Wages - Part Time/Temp Employees	20,803	26,407	29,316
51.1300	Wages - Overtime	294,503	175,000	175,000
51.2100	Employee Ins (Health/Basic Life)	1,403,467	0	0
51.2100A	Employee Opt-Out Insurance Payments	16,875	0	0
51.2150	Employee Flexible Spending Accounts	1,098	0	0
51.2200	FICA (Soc Sec)	412,435	402,241	414,759
51.2400	Retirement	519,577	678,649	758,540
51.2600	Unemployment Insurance	123	220	224
51.2700	Worker's Compensation	154,592	238,276	214,543
51.2910	Employee Recognition	717	788	1,000
	Salaries & Benefits	**8,194,858**	**6,719,565**	**6,967,150**
51.2900	Taxable Employee Benefits	0	540	540
51.2900A	Non-Taxable Employee Benefits	50,712	66,800	66,800
52.1200	Professional Services	49,837	21,250	22,250
52.1201	Public Relations	4,041	12,500	11,500
52.1300	Other Contractual Services	339,163	336,890	287,790
52.2200	Repairs and Maintenance	131,032	146,395	173,497
52.3101	Vehicle Insurance	79,423	37,000	77,000
52.3102	Bldg & Pers Liability Insurance	122,221	170,000	170,000
52.3200	Communications	89,471	76,030	105,874
52.3300	Advertising	160	2,000	2,000
52.3400	Printing & Binding	4,455	7,265	7,265
52.3500	Travel Expenses	19,649	15,400	15,400
52.3600	Dues and Fees	4,754	8,455	8,805
52.3700	Training	12,418	11,200	11,200
53.1100	Materials and Supplies	42,227	32,215	32,315
53.1101	Office Supplies	14,130	10,000	10,000
53.1102	Cleaning Supplies & Chemicals	3,041	3,000	3,000
53.1104	Dog Food & Supplies	127	250	850
53.1106	Protective Equipment	17,758	24,400	24,400
53.1111	COVID-19 Pandemic Expenses	75,812	0	0
53.1270	Vehicle Gasoline/Diesel	203,595	242,000	278,000
53.1300	Food Supplies	7,931	3,000	3,000

Police Budget Continues...				
53.1400	Books & Periodicals	521	750	500
53.1600	Minor Equipment	23,899	35,656	24,460
53.1600A	Vehicle Equipment Add Ons	119,051	99,592	93,594
53.1601	Computer Hardware & Software	20,514	5,800	18,200
53.1603	Fire Arms	4,441	3,850	3,850
53.1701	Vehicle Maintenance	297,461	200,000	200,000
	Operating Expenses	1,737,843	1,572,238	1,652,090
54.2200	Vehicles	265,291	257,285	282,501
	Capital Outlays	265,291	257,285	282,501
	Total Police Budget	10,197,992	8,549,088	8,901,741

FY 2022 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 Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2022)
  - 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 Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2022)
  - To actively investigate suspicious activities by individuals. (Deputy Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2022)
  - To pursue the prosecution of offenders. (Deputy Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2022)
  - To increase drug and gang arrests with the advanced training of Officers. (Deputy Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2022)

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. (Uniform Division, Traffic Unit 12/31/2022)
  - To actively enforce hands-free law and distracted driving offenses. (Uniform Division, Shift Commanders, Traffic Unit 12/31/2022)
  - Conduct Fatal Vision classes and traffic safety awareness classes (Traffic Unit, SRO Unit 12/31/2022)
  - Conduct road checks and develop programs to actively reduce DUI cases and traffic accidents. (Uniform Division, Traffic Unit, Bike Unit 12/31/2022)
  - To continue the advanced DUI Enforcement Training for Officers. (Uniform Division Officers, Shift Commanders, Traffic Unit 12/31/2022)

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 12/31/2022)

- Continue the partnership with the Newnan Community Resource Inc. to promote free community programs to at-risk youth. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division 12/31/2022)
- Encourage staff to attend community events while on duty to foster positive relationships. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division 12/31/2022)
- Encourage staff to attend City-sponsored events. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division 12/31/2022)
- Provide opportunity and time for community relations. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division 12/31/2022)

- 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, Uniform Division 12/31/2022)
  - To schedule training sessions at area schools for students in elementary, middle, and high school. (SRO Unit, CRO Unit, Uniform Division, Drug and Vice 12/31/2022)
  - Create Public Service Announcements and videos about safety and police encounters. (Command Staff 12/31/2022)
  - Develop a Community Connection Program and start a Community Connection Committee (Community Relations Division 12/31/2022)

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, Community Relations Division, Uniform Division, Command Staff 12/31/2022)

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.
  - Advanced training for School Resource Officers with an emphasis in school safety and security. (SRO Unit 12/31/2022)
  - Train officers and faculty in the observance of suspicious persons and activity. (SRO Unit, Patrol 12/31/2022)
  - Continue the "See Something Say Something" campaign. (SRO Unit 12/31/2022)
- Provide a positive resource and approachable role model for students. (SRO Unit 12/31/2022)
  - Make a positive contact with students. (Community Relations Division 12/31/2022)

Goal 5: Increase education and training for staff.

Objective:

- Provide staff the opportunity to receive advanced training and education. (Command Staff, Uniform Division, CID, Community Relations Division, Drug and Vice Unit, Training Division 12/31/2022)
- Seek opportunity for supervisory staff to attend the Professional Management Program. (PMP) (Command Staff 12/31/2022)
- Encourage officers to work towards attaining their Intermediate and Advanced Certifications. (Command Staff, Uniform Division, CID, Community Relations Division, Drug and Vice Unit, Training Division 12/31/2022)

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. (AW 12/31/2022)

- Educate the public on the importance of having proper tags and installing microchips on their animals. (AW 12/31/2022)
- Educate the public about the importance of having their pets spayed or neutered. (AW 12/31/2022)

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

Objectives:

- To trap feral cats and dispose of them humanely. (AW 12/31/2022)
- 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 12/31/2022)

FY 2021 Goals Accomplished

- ✓ Successfully transitioned to a new Chief of Police on July 1, 2021.
- ✓ Promoted personnel to the rank of Captain over Uniform Division and Community Relations Division.
- ✓ Successfully implemented a Citizen Contact Program.
- ✓ In 2020, there were a total of 1,211 criminal investigation cases cleared with 202 arrests/ prosecutions. During 2021, 1,392 criminal investigation cases are projected to be cleared with 238 arrests/prosecutions.
- ✓ Successfully coordinated with multiple agencies for joint security of the City during the aftermath of the EF4 tornado of March 2021.
- ✓ Conducted Concentrated Patrol on texting and driving during the Teen Driving Safety Week.
- ✓ Patrolled the parking lots for vehicle safety for the shoppers over 1,796 hours during the 2020 holiday season. With the combined efforts of both extra patrol on the on-duty shifts, only 1 entering auto case was reported.
- ✓ 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 94% completed in August. The goal is for 95% of all personnel to complete the training by December 2021.
- ✓ The School Resource Unit took advanced training in Criminal Procedures, Criminal Investigation, Alert Active Shooter, Interviews and Interrogations, First Responder, Officer Survival, Health and Wellness, Stress Management, Advanced Firearms, and Crisis Intervention, Annual SRO Training, Georgia Gang Investigator Association Conference, and School Resource Officer Training.
- ✓ 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 7 incidents in 2020, and so far in 2021, there have been 8 uses with 7 successes.
- ✓ Maintained the Georgia Association Chief of Police State Certification.
- ✓ Successfully completed the three-year assessment for state recertification.
- ✓ 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.
- ✓ Created a strategy for maintaining a large inventory of personal protective equipment.
- ✓ Newnan Police Department staff encouraged citizens by driving by their houses and assisted living during their birthdays.
- ✓ 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	2020 Actual	2021 Estimate	2022 Projected
Number of violent, high, and aggravated crimes	2,549	2,578	**2,607**
Average response time	4	4	**4**
Number of calls for service	84,621	82,527	**90,924**
Number of miles patrolled	714,4119	773,180	**802,710**
Number of traffic stops	12,922	13,241	**13,400**
Number of traffic violations	7,897	9,824	**10,788**
Number of DUI's issued	119	106	**112**
Number of motor vehicle accidents	2,095	2,088	**2,092**
Number of criminal investigations	1,211	1,225	**1,250**
Number of retail thefts reported	172	200	**215**
Number of SRO student contacts	2,060	2,346	**2,632**
Number of SRO criminal investigations	50	56	**56**
Number of SRO instructional periods	8	38	**65**
Number of training hours attended by Officers	9,697	12,714	**13,010**
Number of Animal Warden public education classes	1	1	**5**
Number of animals taken to the shelter	179	190	**200**
Number of Animal Warden calls for service	1718	2,345	**2,658**
Number of Animal Warden citations issued	21	49	**80**
Number of feral cats cases handled	26	65	**85**

Municipal Court



Department Description

In the Municipal Court, Jada Blankenship and her team conduct hearings over traffic cases arising within the city limits, cases involving municipal ordinances, and certain specified misdemeanor offenses. This court 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. They also have jurisdiction over certain high and aggravated misdemeanors that mandate a fine up to $5,000.

100.2650.14 Municipal Court

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	73,448	72,662	162,551
51.1200	Wages - Part Time/Temp Employees	639	13,927	0
51.1300	Wages - Overtime	148	0	0
51.2100	Employee Ins (Health/Basic Life)	418	0	0
51.2100A	Employee Opt-Out Insurance Payments	5,500	0	0
51.2200	FICA (Soc Sec)	6,073	7,083	12,984
51.2400	Retirement	7,397	9,717	23,089
51.2600	Unemployment Insurance	1	6	8
51.2700	Worker's Compensation	157	231	459
	Salaries & Benefits	**93,781**	**103,626**	**199,091**
51.2900A	Non-Taxable Employee Benefits	915	1,800	1,300
52.1200	Professional Services	208,575	225,000	264,500
52.1300	Other Contractual Services	3,700	5,000	5,000
52.2200	Repairs and Maintenance	1,917	1,600	1,600
52.3200	Communications	0	0	690
52.3400	Printing & Binding	0	250	400
52.3500	Travel Expenses	0	1,050	1,500
52.3600	Dues and Fees	100	150	200
52.3700	Training	325	1,395	1,450
53.1101	Office Supplies	2,629	3,000	3,000
53.1300	Food Supplies	0	0	250
53.1600	Minor Equipment	202	800	1,200
53.1601	Computer Hardware & Software	2,504	1,500	6,525
53.1706	Miscellaneous	0	0	150
	Operating Expenses	**220,867**	**241,545**	**287,765**
	Total Municipal Court	**314,648**	**345,171**	**486,856**

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. (J. Blankenship, Taylor & Strickland, LLC 12/31/2022)
  - Provide defendants an opportunity for Bench Trial. (Judge, 12/31/2022)
  - Provide the means to transfer a case to State Court for Jury Trial. (Judge, 12/31/2022)
- Provide and maintain first appearance program as prescribed by law. (J. Blankenship, H.C. Collins 12/31/2022)
- Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring the progress of participants. (D. Sewell, PPS Probation 12/31/2022)

Goal 2: Maintain the State of Georgia's Retention schedule.
Objective:
- Shred/Destroy all documents outside the mandatory schedule. (Court Administration, American Document Securities, 12/31/2022)

Goal 3: Provide Annual Skills-based training for staff
Objective:
- Attend 8 hour continuing education for all court clerk's through UGA's Institute of Continuing Judicial Education (Court Administration, 12/31/2022)
- Attend open records training updates (M. Shirley, 12/31/2022)

Goal 4: Track percentage rate of filed-to-adjudicated citations (case closure rate)
Objective:
- Track the number of citations filed and the rate at which they are being successfully adjudicated (J. Blankenship, 12/31/2022)
- Audit all filed citations for 100% accountability (M. Shirley, 12/31/2022)

Goal 5: Maintain Strict Compliance with all Judicial Orders
Objective:
- Follow guidance from the Chief Justice of the Supreme Court of Georgia on any and all Orders provided through the GMCCCA or AOC (J. Blankenship, 12/3/2022)

FY 2021 Goals Accomplished

- ✓ The rights afforded to each defendant during their trials and hearings are displayed before Court on a television 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 assigned.
- ✓ Maintained the 24-hour first appearance hearing immediately after an arrest, but strictly complied 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 2020, we had 8 Pretrial Diversion members. 88% completed the program successfully.
- ✓ All 2012 citations, except DUI's, were shredded and destroyed. 2010 DUI case were destroyed.
- ✓ Established independence from Newnan Police Department.
- ✓ Attended ICJE training online. All staff attended open records training in person on 8/31/2021.
- ✓ Strictly complied with all Judicial Orders issued by the Chief Justice, Coweta Superior Court Justice and Judge Collins, concerning the COVID-19 pandemic, followed masking and social distancing mandates among others.

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
Number of indigent Defense Attorney's assigned	92	126	**140**
Number of scheduled bench trails	506	676	**750**
Number of requests for jury trails	171	139	**150**
Pre-Trail diversion programs successfully completed	7	15	**25**
Rate of filed-to-adjudicated citations (case closure rate)	78%	111%	**90%**

http://www.cityofnewnan.org/business/fire/index.php

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).

100.3500.50 Fire

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	3,515,885	3,406,333	3,551,109
51.1300	Wages - Overtime	39,599	18,350	18,000
51.2100	Employee Ins (Health/Basic Life)	896,023	0	0
51.2100A	Employee Opt-Out Insurance Payments	23,375	0	0
51.2100B	Cancer Insurance for Firemen	10,457	12,500	13,000
51.2150	Employee Flexible Spending Accounts	557	0	0
51.2200	FICA (Soc Sec)	257,839	263,847	274,786
51.2400	Retirement	335,179	426,459	489,936
51.2600	Unemployment Insurance	75	130	134
51.2700	Worker's Compensation	60,560	90,419	80,333
	Salaries & Benefits	**5,139,549**	**4,218,038**	**4,427,298**
51.2900	Taxable Employee Benefits	3,240	3,240	3,240
51.2900A	Non-Taxable Employee Benefits	34,650	37,583	46,138
52.1300	Other Contractual Services	12,854	20,929	38,999
52.2200	Repairs and Maintenance	11,058	25,875	28,125
52.3101	Vehicle Insurance	11,631	18,000	18,000
52.3102	Bldg & Pers Liability Insurance	6,049	8,500	8,500
52.3200	Communications	48,875	21,800	17,600
52.3500	Travel Expenses	92	1,050	2,000
52.3600	Dues and Fees	6,504	4,762	4,801
52.3700	Training	1,674	3,500	5,000
53.1100	Materials and Supplies	10,409	10,000	10,500
53.1101	Office Supplies	1,329	3,500	3,500
53.1102	Cleaning Supplies & Chemicals	10,004	10,000	9,000
53.1103	Medical Supplies	10,678	15,750	15,750
53.1106	Protective Equipment	24,585	24,684	42,170
53.1111	COVID-19 Pandemic Expenses	42,799	0	0
53.1220	Natural Gas	571	4,500	1,000
53.1230	Electricity	10,801	12,000	12,000
53.1270	Vehicle Gasoline/Diesel	25,378	33,000	46,000
53.1300	Food Supplies	3,914	3,500	3,500
53.1400	Books & Periodicals	600	1,000	1,500
53.1600	Minor Equipment	15,635	16,170	25,170
53.1601	Computer Hardware & Software	116	2,000	6,000
53.1602	Office Furniture	75	4,000	5,000
53.1701	Vehicle Maintenance	53,187	55,000	55,000
	Operating Expenses	**346,708**	**340,343**	**402,493**

Fire Budget Continues...				
54.1300	Buildings/Building Improvements	0	0	135,000
54.1302	Other Improvements	0	0	24,217
54.2200	Vehicles	43,093	0	36,700
54.2503	Protective Equipment	92,244	88,000	149,100
	Capital Outlays	135,337	88,000	345,017
	Total Fire Budget	5,621,594	4,646,381	5,180,808

FY 2022 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 2022)
- Replace bunker gear. (Fire Chief Apr 2022 ongoing)
- Hold monthly safety meeting with guidance from HR (Batt. Chief – monthly 2022 ongoing)
- Review SOG's on health and wellness program (Batt. Chief – 2022)
- 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 2022 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)
- Purchase new Rescue Engine and rescue tools for Station 1

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 2022 on going)
- Use the Rescue 1 Training System to maintain all EMS certifications (Capt. Travis Hall 2022 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. 2022 ongoing)
- All fires will be investigated in the city to determine cause and origin. (Fire Marshall Cox, Chain of Command, 2022 ongoing)
- Begin placing all pre-fire plans on Firehouse software for easy access. (Fire Marshall Cox, Batt. Chief 2022 ongoing)
- Schedule events upon request for the public (Renee Windom 2022 ongoing)
- Continue training personnel for backup arson investigations and building inspections. (Fire Marshall Cox and Fire Chief 2022 ongoing)
- Conduct on-site fire inspections to 120 businesses per month/1440 per year (Fire Marshal, Battalion and shift members 2022 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 2022 ongoing)
- Drivers training program (Capt. Hall – 2022 ongoing)
- Continue training with street and building familiarization, update all electronic equipment on fleet. (Chief Jan. 2022)

FY 2021 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 was put in service.
- ✓ Purchased and put into service new BA's and rescue tools
- ✓ Fire Inspection Program.
- ✓ Purchased new Fire Truck 2, put in service
- ✓ All personnel were fitted with new BA Face Masks.
- ✓ Purchased 1 mobile radios and 6 portable radios.
- ✓ Completed Hose test and pump service test.
- ✓ All personnel were certified in Traffic Incident Management.
- ✓ Hosted Heavy Rescue and extrication training with 16 other agencies participating; Georgia Fire and Rescue conducted the class.

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
Number of Annual building inspections	200	300	**375**
Number of training hours provided	400	400	**400**
Average Response time (ART) (minutes)	5	5	**5**
Total numbers of fires reported	84	100	**120**
Total EMS calls answered	3175	3700	**4200**
Total calls (all inclusive) for service	5141	6200	**6700**
% of personnel who completed 240 hours of mandatory training	100	100	**100**

Section IV. Public Works

Public Works consist of 7 Functions/Departments:

- Public Works Administration
- City Garage
- Streets
- Cemetery
- Sanitation
    - Brush & Bulk
    - Refuse

The following is a list of the City's short and long-term priorities and goals for the Public Works function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2022 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

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

Short Term Goals

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

Long Term Priorities

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

Long Term Goals

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

http://www.cityofnewnan.org/business/public_works/index.php

Public Works



Department Descriptions

Public Works Administration: Ray Norton, Public Works Director and staff in the Public Works Administration Department, oversee the operations of all departments within the Public Works Function. These departments include, Garage, Streets, Cemetery, Sanitation – Brush & Bulk as well as Refuse. Below is a description of each department in which Mr. Norton is directly responsible for budgeting. The only department not included in the descriptions below would be the Cemetery Department. Although the Cemetery is considered a Public Works Function and reports directly to the Public Works Director, the budgeting within this department is the responsibility of the Cemetery Director and will be detailed separately.

Street Department: Ray Norton, 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 2021. 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 2021 and was combined with the Sanitation Brush & Bulk Department. In the middle of FY 2021 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 Public Works Administration, Street Dept., Garage, Sanitation Brush & Bulk and Sanitation Refuse budgets as well as Goals, Objectives and Performance Measures.

100.4100.67 Public Works

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	223,046	217,724	110,396
51.1300	Wages - Overtime	36	0	0
51.2100	Employee Ins (Health/Basic Life)	38,005	0	0
51.2150	Employee Flexible Spending Accounts	103	0	0
51.2200	FICA (Soc Sec)	16,400	16,656	8,487
51.2400	Retirement	21,353	26,963	15,237
51.2600	Unemployment Insurance	4	6	4
51.2700	Worker's Compensation	2,355	3,497	1,591
	Salaries & Benefits	301,302	264,846	135,715
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	60	0	0
52.2200	Repairs and Maintenance	1,400	1,400	1,400
52.3101	Vehicle Insurance	78	110	110
52.3102	Bldg & Pers Liability Insurance	194	272	272
52.3200	Communications	1,000	1,080	1,080
52.3400	Printing & Binding	0	100	100
52.3500	Travel Expenses	453	1,680	2,800
52.3600	Dues and Fees	208	400	200
52.3700	Training	0	990	1,000
53.1100	Materials and Supplies	0	200	400
53.1101	Office Supplies	0	100	0
53.1270	Vehicle Gasoline/Diesel	3,205	4,200	5,000
53.1400	Books & Periodicals	0	250	0
53.1701	Vehicle Maintenance	1,281	2,500	2,500
	Operating Expenses	8,420	13,822	15,402
	Total Public Works Budget	309,722	278,668	151,117

100.4200.60 Streets

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	742,691	758,854	798,205
51.1200	Wages - Part Time/Temp Employees	14,850	27,846	28,119
51.1300	Wages - Overtime	8,614	18,920	10,500
51.2100	Employee Ins (Health/Basic Life)	246,955	0	0
51.2150	Employee Flexible Spending Accounts	411	0	0
51.2200	FICA (Soc Sec)	54,453	60,991	64,224
51.2400	Retirement	76,663	85,955	111,212
51.2600	Unemployment Insurance	25	46	46
51.2700	Worker's Compensation	55,530	90,772	61,971
51.2910	Employee Recognition	861	3,150	2,500
	Salaries & Benefits	1,201,053	1,046,534	1,076,777
51.1200A	Contracted Labor - Non-Employees	74,435	96,928	88,109
51.2900	Taxable Employee Benefits	1,893	2,169	2,160
51.2900A	Non-Taxable Employee Benefits	1,595	2,500	3,500
52.2110	Solid Waste Disposal	8,622	20,000	20,000
52.2200	Repairs and Maintenance	3,850	9,100	9,800
52.2205	Traffic Signal Maintenance/Repairs	16,839	5,000	5,000
52.3101	Vehicle Insurance	7,473	10,500	10,500
52.3102	Bldg & Pers Liability Insurance	2,135	3,000	3,000
52.3200	Communications	2,829	1,632	2,700
52.3500	Travel Expenses	31	1,400	2,000
52.3700	Training	260	1,400	2,000
53.1100	Materials and Supplies	50,055	25,000	25,000
53.1101	Office Supplies	563	500	500
53.1105	Minor Street Rprs/Maint: Asphalt, Hot Mix & Gravel	9,280	42,000	42,000
53.1106	Protective Equipment	834	3,000	3,000
53.1107	Concrete Repairs: S/W, Curb & Gutter	31,532	45,870	45,870
53.1108	Traffic Signs & Devices	25,243	37,000	37,000
53.1111	COVID-19 Pandemic Expenses	5,395	0	0
53.1230	Electricity	332,338	320,000	320,000
53.1270	Vehicle Gasoline/Diesel	56,982	70,000	80,500
53.1300	Food Supplies	133	0	0
53.1600	Minor Equipment	5,069	4,500	7,500
53.1601	Computer Hardware & Software	(5)	0	2,000
53.1700	Other Supplies/Uniform Rental	5,813	7,500	8,000
53.1701	Vehicle Maintenance	130,763	100,000	100,000
	Operating Expenses	773,954	808,999	820,139
54.1406	Major Street Maint & Repairs	9,693	0	0
54.2200	Vehicles	29,000	0	35,000
54.2504	Other Equipment	0	0	15,000
	Capital Outlays	38,693	0	50,000
	Total Streets Budget	2,013,700	1,855,533	1,946,916

100.4200.68 Garage

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	231,134	245,128	262,843
51.1300	Wages - Overtime	258	3,000	12,000
51.2100	Employee Ins (Health/Basic Life)	80,436	0	0
51.2200	FICA (Soc Sec)	16,613	19,659	21,202
51.2400	Retirement	24,103	31,744	38,042
51.2600	Unemployment Insurance	8	12	12
51.2700	Worker's Compensation	4,183	6,574	4,957
51.2910	Employee Recognition	853	840	840
	Salaries & Benefits	**357,587**	**306,957**	**339,896**
51.2900	Taxable Employee Benefits	1,380	2,880	3,330
51.2900A	Non-Taxable Employee Benefits	899	0	0
52.1300	Other Contractual Services	1,221	540	50
52.2200	Repairs and Maintenance	14,564	15,828	16,300
52.3101	Vehicle Insurance	1,068	1,500	1,500
52.3102	Bldg & Pers Liability Insurance	890	1,250	1,250
52.3500	Travel Expenses	0	1,400	2,000
52.3700	Training	120	1,050	2,000
53.1100	Materials and Supplies	26,362	20,000	20,000
53.1101	Office Supplies	856	650	600
53.1106	Protective Equipment	300	500	500
53.1111	COVID-19 Pandemic Expenses	375	0	0
53.1270	Vehicle Gasoline/Diesel	2,128	4,000	4,500
53.1600	Minor Equipment	1,024	5,000	5,000
53.1700	Other Supplies/Uniform Rental	3,498	8,500	8,500
53.1701	Vehicle Maintenance	13,144	4,000	3,500
	Operating Expenses	**67,828**	**67,098**	**69,030**
54.2504	Other Equipment	5,620	6,500	18,000
	Capital Outlays	**5,620**	**6,500**	**18,000**
	Total Garage Budget	**431,035**	**380,555**	**426,926**

540.4585.65 Brush & Bulk

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	231,018	218,950	227,530
51.1300	Wages - Overtime	5,495	8,701	8,800
51.2100	Employee Ins (Health/Basic Life)	56,109	79,651	81,056
51.2150	Employee Flexible Spending Accounts	51	42	42
51.2200	FICA (Soc Sec)	16,688	17,450	18,134
51.2400	Retirement	70,770	28,128	32,537
51.2600	Unemployment Insurance	0	10	10
51.2700	Worker's Compensation	15,044	22,838	18,034
51.2910	Employee Recognition	392	0	0
	Salaries & Benefits	**395,567**	**375,770**	**381,327**
51.2900	Taxable Employee Benefits	540	0	540
51.2900A	Non-Taxable Employee Benefits	0	0	800
52.2110	Solid Waste Disposal	325,637	250,000	250,000
52.2200	Repairs and Maintenance	2,450	1,750	1,750
52.3101	Vehicle Insurance	2,135	3,000	3,000
52.3102	Bldg & Pers Liability Insurance	2,491	3,500	3,500
52.3200	Communications	0	1,584	574
52.3300	Advertising	0	500	0
53.1100	Materials and Supplies	2,842	3,000	4,000
53.1101	Office Supplies	114	250	250
53.1270	Vehicle Gasoline/Diesel	45,536	50,000	57,500
53.1601	Computer Hardware & Software	0	0	2,000
53.1700	Other Supplies/Uniform Rental	937	1,560	1,700
53.1701	Vehicle Maintenance	40,323	30,000	30,000
	Operating	**423,005**	**345,144**	**355,614**
56.1000	Depreciation Expenses	86,205	60,000	85,000
	Depreciation	**86,205**	**60,000**	**85,000**
	Total Sanitation Brush & Bulk Budget	**904,777**	**780,914**	**826,757**

540.4520.63 Sanitation Refuse

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	80,259	72,975	76,331
51.1300	Wages - Overtime	3,454	5,000	4,800
51.2100	Employee Ins (Health/Basic Life)	38,537	41,620	42,200
51.2150	Employee Flexible Spending Accounts	51	42	42
51.2200	FICA (Soc Sec)	5,557	5,583	5,725
51.2400	Retirement	7,137	9,015	11,149
51.2600	Unemployment Insurance	10	4	4
51.2700	Worker's Compensation	5,319	7,857	6,255
51.2910	Employee Recognition	0	300	0
	Salaries & Benefits	140,325	142,396	146,506
51.2900	Taxable Employee Benefits	0	0	540
51.2900A	Non-Taxable Employee Benefits	(0)	0	0
52.1300	Other Contractual Services	4,697	6,000	6,000
52.2110	Solid Waste Disposal	24,203	28,000	29,000
52.2200	Repairs and Maintenance	0	300	350
52.3101	Vehicle Insurance	712	1,000	1,000
52.3102	Bldg & Pers Liability Insurance	1,068	1,500	1,500
52.3200	Communications	912	0	0
52.3400	Printing & Binding	0	300	0
53.1100	Materials and Supplies	11,184	2,500	2,500
53.1101	Office Supplies	243	500	500
53.1270	Vehicle Gasoline/Diesel	5,463	7,500	8,625
53.1600	Minor Equipment	0	500	500
53.1700	Other Supplies/Uniform Rental	920	1,150	1,000
53.1701	Vehicle Maintenance	8,168	3,500	3,500
	Operating	57,569	52,750	55,015
	Total Sanitation Refuse Budget	197,894	195,146	201,521

Public Works Goals, Objectives and Performance Measures

FY 2022 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, C. King 12/31/2022)
- Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency. (R. Norton, C. King 12/31/2022)

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:

Goal 3: Achieve zero lost time accidents.

Objectives:

- Measured from September through August. (R. Norton, 08/31/2022)
- 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, 12/31/2022)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, C King 12/31/2022)

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. (R. Norton, C. King 12/31/2022)

Street Department Goals, Objectives and Performance Measures

FY 2022 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, 12/31/2022)
- Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency. (R. Norton, 12/31/2022)

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 12/31/2022)
- 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 1/22/2022)
- 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, 1/22/2022)

Goal 3: Achieve zero lost time accidents.

Objectives:

- Measured from September through August. (R. Norton, 08/31/2022)
- 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, 12/31/2022)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2022)

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. (R. Norton, D. McCauley 12/31/2022)

FY 2021 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	2020 Actual	2021 Estimate	2022 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 12/31/2022)
- To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement. (R. Norton 12/31/2022)

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 12/31/2022)
- Quarterly facility inspection reports to be submitted to the Human Resources Department. (R. Norton 12/31/2022)

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, 12/31/2022)
- 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 12/31/2022)

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

Objectives:

- To be measured from September through August. (R. Norton, 08/31/2022)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (R. Norton, 12/31/2022)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2022)

FY 2021 Goals Accomplished

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

Performance Measures	2020 Actual	2021 Estimate	2022 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 12/31/2022)
- Develop a door knob hanger style flier for distribution and education purposes. (M. Klahr, 12/31/2022)

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, 12/31/2022)

Goal 3: Minimize missed pick-ups.

Objective:

- Maintain a log of reported missed pick-ups. (R. Norton, 12/31/2022)

Goal 4: Minimize complaints.

Objective:

- Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (R. Norton 12/31/2022)

FY 2021 Goals Accomplished

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

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
Number of missed pick-ups	47	50	50
Yard waste & bulk items collected (tons)	4898	6050	6000



http://www.cityofnewnan.org/business/public_works/index.php

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 aiding visitors in locating specific gravesites. Maintenance activities include grooming of the grounds and landscaping and repairing gravesites.

100.4950.69 Cemetery

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	293,041	324,063	317,270
51.1200	Wages - Part Time/Temp Employees	12,365	0	19,149
51.1300	Wages - Overtime	12,545	11,200	11,000
51.2100	Employee Ins (Health/Basic Life)	99,210	0	0
51.2100A	Employee Opt-Out Insurance Payments	125	0	0
51.2200	FICA (Soc Sec)	22,985	25,183	26,738
51.2400	Retirement	32,631	38,513	45,270
51.2600	Unemployment Insurance	2,880	4,200	20
51.2700	Worker's Compensation	9,999	14,854	13,516
51.2910	Employee Recognition	0	0	1,000
	Salaries & Benefits	**485,781**	**418,013**	**433,963**
51.2900	Taxable Employee Benefits	1,130	550	1,620
52.1300	Other Contractual Services	37,816	89,404	96,904
52.2200	Repairs and Maintenance	0	400	10,400
52.3101	Vehicle Insurance	2,847	4,000	4,000
52.3102	Bldg & Pers Liability Insurance	2,847	4,000	4,000
52.3600	Dues and Fees	125	100	100
53.1100	Materials and Supplies	6,193	6,500	6,500
53.1101	Office Supplies	611	500	500
53.1102	Cleaning Supplies & Chemicals	499	600	700
53.1103	Medical Supplies	0	100	100
53.1106	Protective Equipment	471	350	350
53.1111	COVID-19 Pandemic Expenses	19,572	0	0
53.1270	Vehicle Gasoline/Diesel	6,814	9,750	11,500
53.1300	Food Supplies	613	500	0
53.1600	Minor Equipment	1,520	3,700	3,700
53.1601	Computer Hardware & Software	0	0	1,790
53.1700	Other Supplies/Uniform Rental	3,368	7,800	7,800
53.1701	Vehicle Maintenance	5,203	7,500	7,500
53.1705	Landscaping Supplies	3,211	10,000	8,000
	Operating Expenses	**92,841**	**145,754**	**165,464**
54.1200	Site Improvements	0	0	16,500
54.2201	Vehicles/Equipment	75,500	0	15,000
	Capital Outlays	**75,500**	**0**	**31,500**
	Total Cemetery Budget	**654,122**	**563,767**	**630,927**

FY 2022 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 12/31/2022)

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 12/31/2022)
- To address special needs identified in routine inspections of the grounds. (J. Hemmings, 12/31/2022)

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

- To be measured from September 2011 through August 2021. (J. Hemmings, 08/31/2022)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Hemmings, 12/31/2022)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Hemmings, 12/31/2022)

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 12/31/2022)

FY 2021 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	2020 Actual	2021 Estimate	2022 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**

Section V. Community Development & Other Services

Community Development consist of 9 Functions/Departments:

- Parks & ROW Beautification
- Planning & Zoning
- Building Inspection
- Engineering
- Business Development
    - Main Street
- Keep Newnan Beautiful
- Leisure Services
- Carnegie

The following is a list of the City's short and long-term priorities and goals for the Community Development function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2022 budget year are located in this section of the budget document underneath each respective department's budget information.

Short Term Priorities

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

Short Term Goals

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

Long Term Priorities

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

Long Term Goals

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

http://www.cityofnewnan.org/business/community_development/beautification_department/index.php

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

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	656,335	650,205	710,551
51.2100	Employee Ins (Health/Basic Life)	206,239	0	0
51.2150	Employee Flexible Spending Accounts	59	0	0
51.2200	FICA (Soc Sec)	47,587	54,423	54,587
51.2400	Retirement	64,171	80,320	96,463
51.2600	Unemployment Insurance	21	36	36
51.2700	Worker's Compensation	23,029	33,862	31,345
	Salaries & Benefits	**997,440**	**818,846**	**892,982**
51.1200A	Contracted Labor - Non-Employees	894	60,000	60,000
51.2900A	Non-Taxable Employee Benefits	2,946	4,000	4,800
52.1300	Other Contractual Services	172,240	171,250	182,050
52.2200	Repairs and Maintenance	9,011	18,000	18,000
52.3101	Vehicle Insurance	4,057	5,700	5,700
52.3102	Bldg & Pers Liability Insurance	1,032	1,450	1,450
52.3200	Communications	1,140	1,100	1,100
52.3500	Travel Expenses	11	300	300
52.3600	Dues and Fees	275	800	850
52.3700	Training	150	1,000	1,000
53.1100	Materials and Supplies	1,760	2,520	2,550
53.1101	Office Supplies	193	400	400
53.1102	Cleaning Supplies & Chemicals	4,162	4,500	4,500
53.1111	COVID-19 Pandemic Expenses	6	0	0
53.1270	Vehicle Gasoline/Diesel	18,689	20,000	28,500
53.1300	Food Supplies	802	1,000	1,000
53.1400	Books & Periodicals	0	100	100
53.1600	Minor Equipment	14,951	11,910	13,500
53.1701	Vehicle Maintenance	14,072	13,000	13,000
53.1705	Landscaping Supplies	59,739	55,000	55,000
53.1708A	Newnan Youth Council	4,356	18,500	18,500
53.1709	Grounds Repair & Maintenance	119,666	102,000	102,000
	Operating Expenses	**430,151**	**492,530**	**514,300**
54.1211	Bldgs & Grounds Rep/Maint	8,962	0	0
54.1215	Parks & Recreation	248,299	0	0
54.1405	Drainage Improvements	0	0	100,000
54.2100	Machinery	7,749	36,000	20,300
54.2200	Vehicles	0	0	68,500
	Capital Outlays	**265,010**	**36,000**	**188,800**
	Total Parks & ROW Beautification Budget	**1,692,601**	**1,347,376**	**1,596,082**

FY 2022 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 2022)

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 2022)
- To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance costs and operations. (M. Furbush, March 2022)
- To research and pursue possible 2022 DOT grant funding for additional phases of the GATEway landscape improvements along Interstate 85 interchange. (M. Furbush, May 2022)
- To monitor 2022 DOT grant funding opportunities for additional phases of the GATEway landscape improvements along I85 interchange. (M. Furbush, February 2022)
- 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 2022)
- 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 2022)
- 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 2022)
- To identify specific areas within Greenville Street Park and First Avenue Park that were adversely affected by the 2021 tornado that need to be replanted. (M. Furbush, April 2022)
- To evaluate additional landscaping needs at all three of the new park projects (C. Jay Smith, Pickleball, and Pickett Field) that were unable to be completed during construction.

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 2022)
- To designate and evaluate locations for possible pocket parks along the LINC (M. Furbush – February 2022)

- 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) 2022)
- To begin, monitor and complete construction of the Pickleball Facility (M. Furbush, June 2022)
- To begin, monitor and complete construction of the baseball filed renovation project at Pickett Field at Lynch park (M. Furbush, April 2022)
- 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 2022)
- To determine the feasibility of improving drainage and erosion control adjacent to First Avenue Park playground and parking lot. (M. Furbush, June 2022)
- To establish, observe, evaluate, and improve operating and maintenance procedures at Sprayberry Road Park. (M. Furbush, April 2022)
- To continue to improve public awareness and communication through brochures and updating the City website. (M. Furbush, February 2022)

FY 2021 Goals Accomplished

- ✓ Received the 31st consecutive Tree City USA award designation.
- ✓ Successfully completed the 12th year of the Newnan Youth Council.
- ✓ Received DOT GATEway Grant for additional phase of landscape improvements along Interstate 85 interchange.
- ✓ Participated in completing the construction of various park improvements to C. Jay Smith Park.
- ✓ Participated in completing the construction of the baseball field renovation project at Pickett Field within Lynch Park.
- ✓ Participated in the completing the construction of the new Pickleball Facility.
- ✓ Successfully established operating and maintenance procedures at Sprayberry Road *Dog* Park.
- ✓ Completed the fifth year of a five-year plan to chemically treat and fully establish lawn areas within select City parks and public grounds.

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
% of man hours devoted to maintenance activities	82%	85%	**80%**
% of man hours devoted to installation activities	8%	10%	**05%**
% of man hours devoted to misc. activities	10%	10%	**10%**
% of tree inspections completed w/in 48 hours	92%	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	11	**12**
Number of public grounds maintained	41	50	**53**
Number of Worker's Comp incidents reported	1	1	**1**

http://www.cityofnewnan.org/business/community_development/planning_and_zoning/index.php

Planning & 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

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	305,454	303,228	311,744
51.2100	Employee Ins (Health/Basic Life)	80,522	0	0
51.2150	Employee Flexible Spending Accounts	47	0	0
51.2200	FICA (Soc Sec)	22,407	23,197	23,862
51.2400	Retirement	29,664	37,458	42,813
51.2600	Unemployment Insurance	6	10	10
51.2700	Worker's Compensation	1,286	1,909	2,086
	Salaries & Benefits	439,387	365,802	380,515
51,1200A	Contracted Labor Non-Employee	0	0	80,000
52.1200	Professional Services	11,500	7,000	0
52.2200	Repairs and Maintenance	0	1,250	1,000
52.3101	Vehicle Insurance	569	800	800
52.3102	Bldg & Pers Liability Insurance	1,139	1,600	1,600
52.3200	Communications	544	700	660
52.3300	Advertising	2,138	1,800	2,400
52.3400	Printing & Binding	991	500	500
52.3500	Travel Expenses	0	1,100	3,650
52.3600	Dues and Fees	922	1,000	1,405
52.3700	Training	450	1,050	1,800
53.1100	Materials and Supplies	54	3,330	3,305
53.1101	Office Supplies	593	1,000	1,000
53.1270	Vehicle Gasoline/Diesel	155	600	800
53.1400	Books & Periodicals	125	175	200
53.1601	Computer Hardware & Software	3,700	4,000	10,000
53.1701	Vehicle Maintenance	36	200	500
53.1707	Planning Commission	297	350	350
53.1708	Other Boards & Commissions	355	350	350
	Operating Expenses	23,568	26,805	110,320
	Total Planning & Zoning Budget	462,955	392,607	490,835

FY 2022 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, 12/31/2022)
- Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training. (Planning Director, 12/31/2022)

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, 12/31/2022)
- Solicit input from Staff on ways to improve customer service. (Planning Director, 12/31/2022)

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, 12/31/2022)
- Offer training opportunities to members to further assist them in making decisions and better understanding their role. (Planning Director, 12/31/2022)

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, 10/31/2022)
- 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, 12/31/2022)

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, 12/31/2022)
- Continue to implement the Neighborhood Stabilization Programs. (Planning Director, 12/31/2022)
- 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, 12/31/2022)
- Work toward maintaining GICH alumni certification. (Department Staff, 12/31/2022)
- Complete and submit the Chalk Level National Register District application to the State Historic Preservation Commission. (Department Staff, 12/31/2022)

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, 12/31/2022)
- Continue to submit applications for additional LCI funding related to transportation improvements. (Department Staff, 12/31/202

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, 10/31/2022)
- Work with various youth organizations and clubs in the implementation of the program. (Department Staff, 10/31/2022)

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, 12/31/2022)
- 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, 12/31/2022)

FY 2021 Goals Accomplished

- ✓ Adopted the full Comprehensive Plan update including the Capital Improvement Element and Short-Term Work Program that allows the City to collect impact fees.
- ✓ Updated the Zoning Ordinance to address reoccurring issues that have arisen throughout the last year.
- ✓ Continued to rehab and sell/rent houses to low income families through the Neighborhood Stabilization Programs.
- ✓ Received a CHIP Grant application for the renovation of 8 homes in the Chalk Level area.
- ✓ Continued to improve GIS interactive maps on the City's website by enhancing the Zoning Map to include a field for zoning conditions.
- ✓ Completed the preliminary eligibility form for the Chalk Level national register district nomination process.

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
Number of training classes or seminars attended by staff	6	6	8
Number of customer service meetings	2	2	2
Number of Ordinance updates	2	1	1
Number of Storm Drain Markers installed	0**	100	100
Percent of major projects completed	90%	95%	90%
Number of grants applied for	1	1	1

** storm drain marking cancelled due to covid.

http://www.cityofnewnan.org/business/community_development/building/index.php

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

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	563,837	549,793	562,177
51.1200	Wages - Part Time/Temp Employees	20,996	18,713	18,971
51.2100	Employee Ins (Health/Basic Life)	124,792	0	0
51.2100A	Employee Opt-Out Insurance Payments	6,000	0	0
51.2150	Employee Flexible Spending Accounts	95	0	0
51.2200	FICA (Soc Sec)	43,392	43,959	45,081
51.2400	Retirement	54,546	68,876	78,228
51.2600	Unemployment Insurance	14	22	22
51.2700	Worker's Compensation	6,483	9,626	10,528
	Salaries & Benefits	**820,155**	**690,989**	**715,007**
51.2900	Taxable Employee Benefits	1,620	1,620	1,620
51.2900A	Non-Taxable Employee Benefits	482	810	765
52.1300	Other Contractual Services	9,240	9,650	11,800
52.3101	Vehicle Insurance	4,589	6,448	6,500
52.3102	Bldg & Pers Liability Insurance	2,669	3,750	3,750
52.3200	Communications	6,915	8,700	6,960
52.3300	Advertising	180	1,200	1,200
52.3400	Printing & Binding	32	480	480
52.3500	Travel Expenses	627	3,972	4,000
52.3600	Dues and Fees	550	700	600
52.3700	Training	2,756	5,280	5,250
53.1100	Materials and Supplies	416	1,260	1,000
53.1101	Office Supplies	581	1,188	1,188
53.1270	Vehicle Gasoline/Diesel	7,714	12,000	12,000
53.1300	Food Supplies	633	720	750
53.1400	Books & Periodicals	2,155	1,600	1,200
53.1600	Minor Equipment	260	220	220
53.1601	Computer Hardware & Software	1,973	2,000	7,500
53.1701	Vehicle Maintenance	4,403	7,300	7,200
	Operating Expenses	**47,794**	**68,898**	**73,983**
54.2200	Vehicles	0	0	35,000
	Capital Outlays	**0**	**0**	**35,000**
	Total Building Inspection Budget	**867,948**	**759,887**	**825,790**

FY 2022 Goals and Objectives

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

Objectives:

- Update and maintain checklists for each type of inspection performed, and have available to customers (BS, BP, PS)
- Establish an association for inspectors to obtain CEU's in the inspection industry and post inspector qualifications for public review
- 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 (BS, VK)

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
- Create non-profit organization to professionalize our inspectors' group and become an ICC preferred provide for inspection courses
- Design course material for approval by ICC and the teaching of classes
- Provide location to hold meetings at the Newnan Centre and hold 4 classes annually
- Continue to budget and schedule training opportunities for the inspectors to attend and renew their membership to the Midwest Georgia Inspectors Association

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 2021 Goals Accomplished

- ✓ Implemented fully integrated Building Department Software, to include the integration of inspection software with the permitting software
- ✓ We continue to implement new permit application forms and update existing ones
- ✓ Provided funding and opportunity for inspectors to attend code educational classes and obtain certifications

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
Percentage commercial plans submitted electronically	10%	90%	100%
Number of training/CE hours attended by staff total hours	40	50	200
Number of participants in GABI	N/A	N/A	60
Number of Certifications obtained	4	12	10

http://www.cityofnewnan.org/business/city_engineer.php

Engineering



Department Description

Michael Klahr, 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.

100.1575.22 City Engineer

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	174,618	189,838	322,293
51.2100	Employee Ins (Health/Basic Life)	51,857	0	0
51.2150	Employee Flexible Spending Accounts	40	0	0
51.2200	FICA (Soc Sec)	12,474	14,523	24,268
51.2400	Retirement	18,122	23,451	44,413
51.2600	Unemployment Insurance	4	6	8
51.2700	Worker's Compensation	2,301	3,512	6,342
	Salaries & Benefits	**259,414**	**231,330**	**397,794**
51.2900	Taxable Employee Benefits	450	540	1,080
51.2900A	Non-Taxable Employee Benefits	(170)	0	0
52.1200	Professional Services	61,960	0	0
52.1300	Other Contractual Services	2,786	4,000	17,100
52.2200	Repairs and Maintenance	0	3,000	2,500
52.3101	Vehicle Insurance	342	480	640
52.3102	Bldg. & Pers Liability Insurance	434	610	610
52.3200	Communications	8,244	7,480	9,580
52.3400	Printing & Binding	0	850	850
52.3500	Travel Expenses	155	1,924	2,050
52.3600	Dues and Fees	934	1,654	1,200
52.3700	Training	251	1,200	1,200
53.1100	Materials and Supplies	719	1,200	1,200
53.1101	Office Supplies	320	500	550
53.1270	Vehicle Gasoline/Diesel	2,000	2,000	3,750
53.1400	Books & Periodicals	0	250	1,740
53.1600	Minor Equipment	9,858	1,200	1,000
53.1601	Computer Hardware & Software	247	3,000	3,900
53.1602	Office Furniture	0	0	500
53.1701	Vehicle Maintenance	689	1,600	2,000
	Operating Expenses	**89,217**	**31,488**	**51,450**
54.2504	Other Equipment	0	11,110	0
	Capital Outlays	**0**	**11,110**	**0**
	Total City Engineer Budget	**348,632**	**273,928**	**449,244**

FY 2022 Goals and Objectives

Goal 1: **To maintain in good repair, an attractive, efficient transportation network, improving the safety of all users of the system for all modes of travel**

Objectives:

- To assess the conditions of the pavements of the street and road network, with a goal Pavement Condition Index (PCI) rating of 70, in accordance with standard evaluation techniques and methods (M. Klahr 12/31/2022)
- To determine and plan for funding needs and utilize available funding, including Federal Highway funds, Georgia Department of Transportation (GDOT) grant funds, SPLOST funds, and General funds, to maintain a safe and efficient streets and road network, equitably (M. Klahr 12.31.2022)
- To maintain LAP (Local Administered Projects) certification with GDOT, to be eligible to administer transportation projects, locally, utilizing Federal funding (M. Klahr, S. Henriquez 12.31.2022)
- To coordinate and manage capital improvement projects that will improve the safety, operations, and capacity of the street and road network (M. Klahr, S. Henriquez 12.31.2022)
- To assess walkability, bicycle and other modes of transportation to identify the needs for sidewalks, bicycle facilities and pathways, in compliance with ADA (Americans with Disabilities Act) standards (M. Klahr, S. Henriquez 12.31.2022)
- To evaluate warrants for traffic signals, coordinate signals, and upgrade existing signals, utilizing the latest technology to optimize operations at intersections (ITS, Intelligent Traffic Systems) (M. Klahr 12.31.2022)
- To maintain an MUTCD (Manual on Uniform Traffic Control Devices) compliant inventory of traffic control devices, including regulatory and warning signs, and pavement markings (M. Klahr 12.31.2022)
- To conduct traffic volume and speed studies, to ensure that posted speed limits are appropriate, and to identify the needs for traffic calming measures, including the use of radar feedback speed limit systems (M. Klahr, S Henriquez 12.31.2022)

Goal 2: **To manage stormwater runoff in order to protect the environment; reduce flooding to protect people and property; reduce the demand on public stormwater drainage systems, supporting healthy streams and rivers, creating a healthier, more sustainable community**

Objectives:

- To review development plans for compliance with State of Georgia, the Metropolitan North Georgia Water Planning District, and standards and regulations per City of Newnan ordinances for post- construction stormwater management, and floodplain management (M. Klahr, R. Hill, S. Henriquez 12.31.2021)
- To maintain a Municipal Separate Storm Sewer System (MS4) Permit with the EPD, permitting the City of Newnan to discharge stormwater runoff to waters of the State
    - To meet the annual requirements for reporting stormwater management activities in accordance with the approved Stormwater Management Plan (SWMP), to the Georgia Environmental Protection Division (GaEPD)
    - To ensure the required ordinances are adopted in a timely manner (M. Klahr 12.31.2021)
    - To inspect the various physical facilities and components of the stormwater management system, completion of which in a five (5) year cycle, in compliance with the SWMP, including mapping and recording additions and other changes to the existing system (M. Klahr, R. Hill, M. Kessler 12.31.2022)
- To investigate complaints relating to stormwater runoff and aid property owners, in accordance with the adopted *Extent of Service Policy* (EOS) (M. Klahr, R. Hill 12.31.2022)

- To maintain certification as Certified Floodplain Manager (M. Klahr, S. Henriquez 12.31.2022)

Goal 3: To manage the prevention and reduction of the movement of eroded soil sediments off-site through an Erosion Sedimentation and Pollution Control plan, supporting healthy streams and rivers, creating a healthier, more sustainable community
Objectives:

- To maintain status as a Local Issuing Authority (LIA), for issuance of permits for land-disturbing activities (LDA) in the City of Newnan
    - To ensure the required ordinances are adopted in a timely manner (M. Klahr 12.31.2021)
    - To maintain certifications (Georgia Soil and Water Conservation Commission, GSWCC, Level Ib) for regulatory enforcement inspections, to inspect land disturbance areas for compliance with State erosion and sedimentation regulations (M. Klahr 12.31.2021)
    - To ensure timely reporting to appropriate agencies, documenting regulatory activities, complaints and complaint resolutions, violations, and LDA permitting (M. Klahr, M. Kessler 12031.2022)
- To maintain a Memorandum of Agreement (MOA) with the Georgia Soil and Water Conservation Commission (GSWCC), for in-house review and approval of Erosion Sedimentation & Pollution Control Plans as submitted for permit for land- disturbing activities (LDA) in the City of Newnan
    - To maintain certifications (GSWCC, Level II) for plan review and approval for compliance with EPD established minimum requirements for design and plan presentation (M. Klahr 12.31.2021)
    - To ensure timely reporting to appropriate agencies, documenting the level of permit activity within the City of Newnan (M. Klahr, M. Kessler 12.31.2022)

Goal 4: To ensure good engineering principles and practices are utilized in proposed development and redevelopment, through a review and permitting process
Objectives:

- To develop a set of design standards in accordance with generally accepted engineering principles and standards
    - To maintain a list of general notes, details, check lists and other standards and requirements for engineers and design professionals to utilize in preparing site and construction drawings for proposed development in the City of Newnan (M. Klahr 12.31.2022)
- To review development plans in a timely manner, providing clear and concise review comments when applicable, including traffic impact studies (M. Klahr, S. Henriquez, R. Hill, M. Kessler 12.31.2022)
- To assist in the permitting process for Site Prep, Land Disturbance Activities, and for work within the public Right-of-Way (M. Klahr 12.31.2022)
    - To conduct inspections for conformance with development plans (S. Henriquez, R. Hill, M. Kessler 12.31.2022)
    - To conduct inspections for compliance with ADA standards (R. Hill 12.31.2022)
    - To ensure any additional permits are obtained from outside agencies, when applicable, including FEMA, USACOE, EPD, and GDOT (M. Klahr, S. Henriquez 12.31.2022)
    - To review variance requests from standards, and provide commentary and recommendation for consideration (M. Klahr 12.31.2022)

Goal 5: Maintain associations with professional and technical groups for networking and sharing of knowledge

Objectives:

- Continue memberships with professional organizations, including the American Society of Civil Engineers (ASCE), the Institute of Transportation Engineers (ITE), the Association of State Floodplain Managers (ASFPM), the American Public Works Association (APWA) (M. Klahr, S. Henriquez 13.31.2022)
- Continue an advisory position for the Technical Coordinating Committee for the Metropolitan North Georgia Water Planning District (M. Klahr, S. Henriquez, R. Hill 12.31.2022)
- Continue participation with meetings of the Georgia Soil and Water Conservation Commission (R. Hill, M. Kessler, S. Henriquez 12.31.2022)
- Continue leadership positions with the Georgia Utility Coordinating Council (R. Hill, M. Kessler, S. Henriquez 12.31.2021)

FY 2021 Goals Accomplished

- ✓ Maintained our Local Issuing Authority for permitting land- disturbing activities
- ✓ Maintained our Memorandum of Agreement with the Georgia EPD and the GSWCC for in-house review of erosion, sedimentation and pollution control plans
- ✓ Maintained certification as ASFM floodplain managers
- ✓ All required environmental ordinances are up to date
- ✓ Continue to monitor both the 811 locate tickets and the street cut notification system
- ✓ Continue the expansion and use of radar feedback speed limit signs as effective measures for speed calming
- ✓ Revised and updated development check lists
- ✓ Received approval for the Annual Report of activities of the Stormwater Management Plan

Performance Measures	2020 Actual	2021 Estimate	2022 Projected
Land Disturbance Activities (LDP), permits, issued	9	17	13
Total acres disturbed, development	55.90	240.18	148
Storm Sewer pipes, inventory, miles	90	91	93
Number of drainage investigations	39	28	34
Number of traffic volume and speed studies	24	35	39
Overall Network Pavement Condition Rating	68	70	70

https://www.mainstreetnewnan.com/

Business Development & Mainstreet

Department Description



Abigail Strickland 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. & Main Street

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	102,029	100,839	107,947
51.2100	Employee Ins (Health/Basic Life)	37,501	0	0
51.2200	FICA (Soc Sec)	7,196	7,714	8,576
51.2400	Retirement	9,972	12,593	15,387
51.2600	Unemployment Insurance	3	4	4
51.2700	Worker's Compensation	1,256	1,866	2,123
	Salaries & Benefits	**157,957**	**123,016**	**134,037**
51.2900	Taxable Employee Benefits	1,080	0	1,080
52.1200	Professional Services	0	3,500	2,500
52.1201	Public Relations	5	2,000	2,000
52.2200	Repairs and Maintenance	615	1,040	1,000
52.3102	Bldg. & Pers Liability Insurance	584	820	800
52.3200	Communications	20	0	240
52.3300	Advertising	0	5,000	5,000
52.3400	Printing & Binding	68	1,250	1,200
52.3500	Travel Expenses	730	5,250	5,000
52.3600	Dues and Fees	179	1,350	1,000
52.3700	Training	178	2,310	2,500
53.1100	Materials and Supplies	14	400	400
53.1101	Office Supplies	170	750	750
53.1111	COVID-19 Pandemic Expenses	5,638	0	0
53.1400	Books & Periodicals	0	500	250
53.1600	Minor Equipment	0	250	200
53.1601	Computer Hardware & Software	3,057	1,500	5,000
53.1602	Office Furniture	1,904	0	0
53.1706	Miscellaneous	106	200	200
53.1708	Other Boards & Commissions	1,898	0	0
	Operating Expenses	**16,246**	**26,120**	**29,120**
57.2000	Payments to Other Agencies	1,000	0	0
	Other Financing Uses	**1,000**	**0**	**0**
	Total Business Dev. & Main Street Budget	**175,203**	**149,136**	**163,157**

FY 2022 Goals and Objective (H. Craver 12/31/2022)

Goal 1: Retain & Expand Existing Businesses.

Objectives:

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

Goal 2: Recruit Quality Employment and Investment Opportunities.

Objectives:

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

Goal 3: Catalyze Redevelopment of Existing Assets.

Objectives:

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

Goal 4: Market Newnan's Competitive Advantages.

Objectives:

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

Goal 5: Improve Capacity of Business Development.

Objectives:

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

FY 2021 Goals Accomplished

- ✓ 1/20 – 12/20, $3,509,561 Private/Public Investment – Downtown District
- ✓ Obtained National Main Street Certification
- ✓ Redesignated as a GEMS (Georgia Exceptional Main Street) Community
- ✓ Adopted Main Street Annual Work Plan in conjunction with the Downtown Development Authority (DDA)
- ✓ Increased Main Street event vendor participation and satisfaction.
- ✓ Funded 2 Façade Grant improvement projects
- ✓ Facilitated 34/36 Madison Downtown Development Revolving Loan Fund (DDRLF) / Georgia Cities Foundation Project.
- ✓ Facilitated 35 Jackson Downtown Development Revolving Loan Fund (DDRLF). Investment $415,000
- ✓ MS Program hosted 40+ Events, drawing >35,000 visitors to historic downtown.
- ✓ Utilizing "I 'Heart' Local" Advertising Campaign.
- ✓ Secured Main Street program sponsors
- ✓ Assisted with downtown relocation/expansion/redevelopment for 20 new businesses.

https://www.keepnewnanbeautiful.org/

Keep Newnan Beautiful (KNB)

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 (KNB)

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	43,372	41,668	42,819
51.2100	Employee Ins (Health/Basic Life)	18,271	0	0
51.2200	FICA (Soc Sec)	2,980	3,188	3,488
51.2400	Retirement	4,105	5,185	5,966
51.2600	Unemployment Insurance	1	2	2
51.2700	Worker's Compensation	519	771	844
	Salaries & Benefits	69,248	50,814	53,119
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	52	0	0
52.1201	Public Relations	12,883	8,620	8,995
52.1300	Other Contractual Services	2,025	1,200	800
52.3102	Bldg & Pers Liability Insurance	285	400	400
52.3300	Advertising	8,807	8,000	8,000
52.3400	Printing & Binding	1,038	1,000	1,000
52.3500	Travel Expenses	1,782	2,170	2,170
52.3600	Dues and Fees	709	700	700
52.3700	Training	0	700	600
53.1100	Materials and Supplies	26,427	7,300	8,000
53.1101	Office Supplies	347	200	200
53.1400	Books & Periodicals	0	100	100
53.1600	Minor Equipment	0	150	100
53.1601	Computer Hardware & Software	496	476	620
53.1708	Other Boards & Commissions	15,332	10,000	30,000
	Operating Expenses	70,724	41,556	62,225
	Total KNB Budget	139,972	92,370	115,344

FY 2022 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.
  - Conduct at least 2 KGB Water Field Trips (children's water festival) at 2 local elementary schools. These may also be virtual programs.
  - 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.
  - Engage 5 new groups to participate in a Clean Team litter pickup project within the city limits.
  - Acquire contractor to help remove/ replace the old Adopt a street signs and replace with new logo group signs.
  - 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. Create 5 classes that can be presented virtually.
  - 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
  - Collaborate with DDA and Beautification to stock the 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.
  - Create 8 online classes for website /social media
  - 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
- 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 2021 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: 31,772 lbs.; Tires: 55 TONS; Electronics: 43,966 lbs.; 4,348 gallons of paint; Bring one for the Chipper: 62 trees; and 271 lbs. of alkaline batteries.

✓ Implemented increased Marketing/Public Relations Campaign to include PSA, TV, Print;.

✓ Continued to implement new logo and started adding new signage to Adopt- A- Street program.

✓ Collaborated with Engineering Department to teach Enviroscape classes. Partnered with teacher @ Ruth Hill to teach additional classes.

✓ Maintained Community Orchard at 121 Spring St by adding additional plants.

✓ Taught 20 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

✓ Brought in $27,108 worth of donated time, goods, funds, in-kind goods and services to the City of Newnan between July of 2019 and June 2020 equaling a cost benefit ratio of $2.22 for every tax dollar spent on the program. This is still positive despite the reduction of classes and activities due to the covid pandemic.

Performance Measures	2020 Actual	2021 Estimate	2022 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**

http://www.cityofnewnan.org/business/leisure_services.php

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

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	142,510	163,236	175,089
51.1200	Wages - Part Time/Temp Employees	37,314	64,765	89,760
51.2100	Employee Ins (Health/Basic Life)	21,204	0	0
51.2150	Employee Flexible Spending Accounts	51	0	0
51.2200	FICA (Soc Sec)	13,601	17,442	20,472
51.2400	Retirement	10,167	16,535	23,820
51.2600	Unemployment Insurance	3	12	16
51.2700	Worker's Compensation	5,430	11,395	16,068
	Salaries & Benefits	**230,281**	**273,385**	**325,225**
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	731	800	1,000
52.1200	Professional Services	21,860	15,000	15,000
52.1201	Public Relations	9,056	13,000	15,500
52.1300	Other Contractual Services	0	0	18,150
52.2200	Repairs and Maintenance	0	1,000	750
52.3101	Vehicle Insurance	1,281	1,800	1,800
52.3200	Communications	785	840	1,590
52.3300	Advertising	5,265	4,000	5,000
52.3400	Printing & Binding	0	500	0
52.3500	Travel Expenses	305	2,450	2,450
52.3600	Dues and Fees	0	800	800
52.3700	Training	0	1,750	1,750
53.1100	Materials and Supplies	601	1,500	2,500
53.1101	Office Supplies	1,643	2,000	1,500
53.1102	Cleaning Supplies & Chemicals	0	0	5,000
53.1270	Vehicle Gasoline/Diesel	1,434	3,000	3,500
53.1600	Minor Equipment	4,415	3,000	3,000
53.1701	Vehicle Maintenance	2,331	3,000	3,000
53.1708	Other Boards & Commissions	16,628	0	0
	Operating Expenses	**66,875**	**54,980**	**82,830**
54.1316	Downtown Parking	0	0	300,000
54.2201	Vehicles/Equipment	0	0	32,000
54.2500	Other Equipment	0	0	41,000
	Capital Outlays	**0**	**0**	**373,000**
	Total Leisure Services Budget	**297,155**	**328,365**	**781,055**

FY 2022 Goals and Objectives

Goal 1: Continue to promote safe usage of our facilities and strive to increase public use

Objectives:

- Place a focus on the newly opened parks (C Jay Smith, Pickett Field, and the HOP) to advertise and fill reservation availability
- Work with facility attendants to ensure facilities continue to remain clean, stocked, and prepared for reservations in response to adding 3 new parks
- Work with Facility Maintenance to place reservation notices at pavilions
- Finalize printed and digital advertisement for facilities to include new parks
- Maintain regular standing user agreements for available facilities and keep those spots full to ensure maximum facility usage

Goal 2: Create and implement community programming in parks and facilities

*continued goal from previous years as COVID-19 pandemic has limited programming

Objectives:

- Provide attractive events for the citizens and visitors of Newnan
- Plan a variety of programs and events targeting multiple interests and demographics
- Focus on utilizing multiple facilities for each program/event
- Purchase necessary equipment needed to implement various programs/events in each facility
- Ex. Projector for movies in the Wadsworth

Goal 3: Establish and implement a regular advertising and marketing plan

Objectives:

- Upon the release of the new City logo, work with Communications Manager to create a Leisure Services social media presence
- Create and maintain a consistent posting schedule to build followers and keep followers informed and interested.
- Continue to provide sign up lists at events to collect information for regular newsletter communication and send regular e-mails with event details

Goal 4: Develop a communication plan for Wadsworth Auditorium promotions and patron community

Objectives:

- In conjunction with the Newnan Cultural Arts Commission, establish a patron list for advertising Wadsworth Events
- Improve social media presence for the Wadsworth Auditorium Facebook page and promote/share events that are open to the public

Goal 5: Continue to provide support to the Newnan Cultural Arts Commission

Objectives:

- Work with the commission chairperson to put out timely communication to the commission about meetings and upcoming events
- Help with maintaining the newly established event planning and budget structure
- Continue to encourage use of the structure to avoid non-inclusive planning and discussion of commission events

* Many of these events were cancelled due to COVID 19

Performance Measures	2020 Actual	2021 Estimated	2022 Projected
Number of rentals in the parks	218 *24% of reservations were canceled due to the COVID-19 pandemic closures	230	250
Number of Standing Agreements (weekly programming) Parks	5	9	12
Number of rentals at Howard Warner Facility	88 *43% of reservations were canceled due to the COVID-19 pandemic closures	120	150
Number of Standing Agreements (weekly programming) Howard Warner Facility	9	6	6
Number of rentals at Wadsworth Auditorium	62 *41% of reservations were canceled due to the COVID-19 pandemic closures	55	75
Number of rentals at Wesley Street Gym	2	7	10
Number of Standing Agreements (weekly programming) Wesley Street Gymnasium	5	3	4
Number of programs sponsored by Leisure Services	3	6	10
Number of Newnan Cultural Arts Commissions Events	5	13	10
Types of Rentals & Targeted Populations	**2020 Actual**	**2021 Estimated**	**2022 Projected**
Individual/Private Rentals @ HW, Parks, and Gyms (Showers, Birthday Parties, etc.)	308	357	370
Youth Involvement Programs/Events Birth - 17 years old	33	36	40
Adult Involvement Programs/Events 18 - 55 years old	17	21	28
Senior Involvement Programs/Events 55+ years old	3	5	8

FY 2021 Goals Accomplished

- ✓ In conjunction with the Assistant City Manager, we fully reopened all facilities safely with the use of our COVID-19 reopening plan.
- ✓ In conjunction with the Assistant City Manager, we established and presented a Standing Agreement User model to City Council which was adopted and implemented to ensure equal and on-going effective use of our facilities.
- ✓ Worked with Facility Maintenance to establish and maintain a routine cleaning schedule to accommodate the growing usage at the Wadsworth Auditorium.
- ✓ Continued work and communication with Facility Maintenance to address necessary repairs in a timely manner as the needs arise.
- ✓ Continued work on a printed and digital brochure for all facilities including newly opened C Jay Smith Park, Pickett Field, and The HOP.
- ✓ Successfully opened 3 new parks – C Jay Smith Park, Pickett Field, and The HOP
- ✓ Hired a full time Facility Attendant
- ✓ Created and implemented a reservation plan and calendar for Pickett Field and The HOP
- ✓ Successfully hosted the following Leisure Services events:
    - Summer Kickoff at Greenville Street Park
    - 2 Free Movie Mondays at the Wadsworth Auditorium
    - Animal Connect Show with Keep Newnan Beautiful at the Howard Warner Gym
    - Magic Show at Howard Warner Gym
    - Santa on the Square and Christmas Carnival with Main Street Newnan
- ✓ Assisted the Newnan Cultural Arts Commission with the following:
    - Established deadlines for event proposals
    - Created an event planning and implementation structure
    - Successfully hosted virtual and in person events including Jazz in the Park, A.R.T. Facebook programs, and holiday programming
    - Facilitated discussions and planning to promote NCAC and its events:
        - Increased social media presence
        - Established and implemented a marketing plan for events
        - Attended community events with tent, volunteers, and giveaways
        - Secured booth for Market Days and provided an activity as requested by Main Street Newnan
- ✓ Conducted non-travel related professional development:
    - Attended webinars as they pertain to Leisure Services trends
    - Initiated phone and Zoom call meetings with other Leisure Services and Recreation leaders to discuss their management facilities, in particular their skate parks and pickleball facilities

http://www.cityofnewnan.org/business/carnegie_building/index.php

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

Acct #	Account Description	2020 Actual	2021 Budget	2022 Budget
51.1100	Wages - Full Time Employees	98,944	92,683	95,307
51.1200	Wages - Part Time/Temp Employees	40,030	47,154	49,188
51.2100	Employee Ins (Health/Basic Life)	25,711	0	0
51.2150	Employee Flexible Spending Accounts	103	0	0
51.2200	FICA (Soc Sec)	10,220	10,697	11,181
51.2400	Retirement	9,120	11,517	13,157
51.2600	Unemployment Insurance	3	12	12
51.2700	Worker's Compensation	252	374	412
	Salaries & Benefits	184,382	162,437	169,257
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	0	0	0
52.1200	Professional Services	750	3,100	3,500
52.1201	Public Relations	1,349	3,299	2,471
52.1300	Other Contractual Services	0	2,870	2,420
52.2200	Repairs and Maintenance	698	1,181	1
52.3102	Bldg & Pers Liability Insurance	1,159	1,629	1,629
52.3200	Communications	0	20	231
52.3400	Printing & Binding	0	690	230
52.3500	Travel Expenses	0	504	735
52.3600	Dues and Fees	232	236	268
52.3700	Training	778	700	850
53.1100	Materials and Supplies	4,575	3,100	3,000
53.1101	Office Supplies	1,313	1,800	1,800
53.1102	Cleaning Supplies & Chemicals	430	1,000	850
53.1111	COVID-19 Pandemic Expenses	353	0	0
53.1300	Food Supplies	233	1,120	865
53.1400	Books & Periodicals	8,090	8,620	8,778
53.1600	Minor Equipment	280	300	0
53.1601	Computer Hardware & Software	652	2,124	6,032
53.1602	Office Furniture	395	0	0
	Operating Expenses	21,826	32,833	34,200
	Total Carnegie Budget	206,209	195,270	203,457

FY 2022 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. Ruppel 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, E. Ruppel 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, A. Urda, S. Hendricks Ongoing)
    - Conduct annual survey to solicit community feedback. (S. Crutchfield 4th quarter 2022)

Goal 2: Communicating the value of the library.

Objectives:

- Use ongoing programs to discuss the impact of the library
    - Making announcements at the beginning of programs on what programs are upcoming at the library (S. Crutchfield, T. Anderson, E. Ruppel Ongoing)
    - Discussing programs that have happened in the past with patrons (S. Crutchfield, T. Anderson, E. Ruppel, A. Urda Ongoing)
    - Maintain an ongoing archive and record of the library through scrapbooks (S. Crutchfield, A. Urda, E. Ruppel Ongoing)
    - Maintain an active and friendly relationship with local media with the support of the City Communication Manager (S. Crutchfield, T. Anderson, E. Ruppel, A. Urda)
- Use monthly newsletter/email lists to share what the library is doing and what is upcoming
    - Send out monthly email to patrons. (S. Crutchfield Monthly)
    - Send out specific adult, young adult and children emails to mailing lists (S. Crutchfield, T. Anderson, E. Ruppel)
- Maintain a strong website and social media presence
    - Maintain the library website and keep it up to date and fresh (S. Crutchfield, A. Urda) Ongoing)
    - Maintain a strong Facebook and Instagram presence and keep it updated (S. Crutchfield, T. Anderson, E. Ruppel, A. Urda Ongoing)
    - Audit social media twice a year to make sure we are using the correct tools and platforms for the library's benefit (S. Crutchfield, A. Urda Ongoing)
    - Maintain an online presence by recording in-person programs and lectures. (S. Crutchfield, A. Urda Ongoing)
- Create a new mission statement and strategic plan
    - Collect patron, staff and community input to format these documents. (1st & 2nd quarter 2022 S. Crutchfield, A. Urda)

Goal 3: 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)

- Track what merchandise patrons would like by doing a yearly survey (S. Crutchfield, 1st quarter 2022)

- Stock City Store with items featuring new City Branding

Goal 4: 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, E. Ruppel, A. Urda, C. Madaris, S. Hendricks Ongoing)
  - Staff will attend online conferences, trainings, and webinars for professional development (S. Crutchfield, T. Anderson, E. Ruppel, A. Urda Ongoing)

Goal 5: 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, A. Urda, E. Ruppel Ongoing)
- Increase the number of participants in children, adult and young adult programs. (T. Anderson, A. Urda, 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, T. Anderson Ongoing)

Goal 6: Assist in City events and programs.

Objectives:

- Participate in committees. (S. Crutchfield, E. Ruppel, A. Urda Ongoing)
- Create program(s) for Georgia Cities Week. (T. Anderson, A. Urda, E. Ruppel)
- Participate in Main Street Newnan special events (S. Crutchfield, E. Ruppel, T. Anderson, A. Urda)
- Participate with other City departments such as Leisure Services & Keep Newnan Beautiful to provide programming and marketing support. (S. Crutchfield, A. Urda, T. Anderson, E. Ruppel Ongoing)
- Participate creatively in City Hall Selfie Day (S. Crutchfield, T. Anderson, E. Ruppel, A. Urda August 2022)
-

Goal 7: Create and maintain community partnerships

Objectives:

- Partner with community organizations and non-profits to support and enhance artistic, cultural and technological activities which benefit the local community. (S. Crutchfield, T. Anderson, E. Ruppel, A. Urda)
- Participate in community outreach with non-profits, community organizations, and local businesses (S. Crutchfield, A. Urda, Ongoing)

Goal 8: 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 2021 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 2022 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	2020 Actual	2021 Estimate	2022 Projected
Reference questions answered	9,181	9,000	**14,600**
Meeting room usage	98	260	**450**
Meeting Room fees collected	$725	$350	**$7,000**
Number of programs	532	445	**450**
Number of program attendees	61,854*	22,497*	**13,500**
Computer Usage	2,767	3,732	**5,800**
Public Fax, copier usage	9,501	12,000	**9,000**
Cost of speakers	$200	$2,000	**$3,500**
Number of materials in collection	16,801	16,700	**17,050**
Dollar volume of store sales	$739	$600	**$1,700**

*Includes Virtual Programs



Capital & Debt

FY 2022 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.

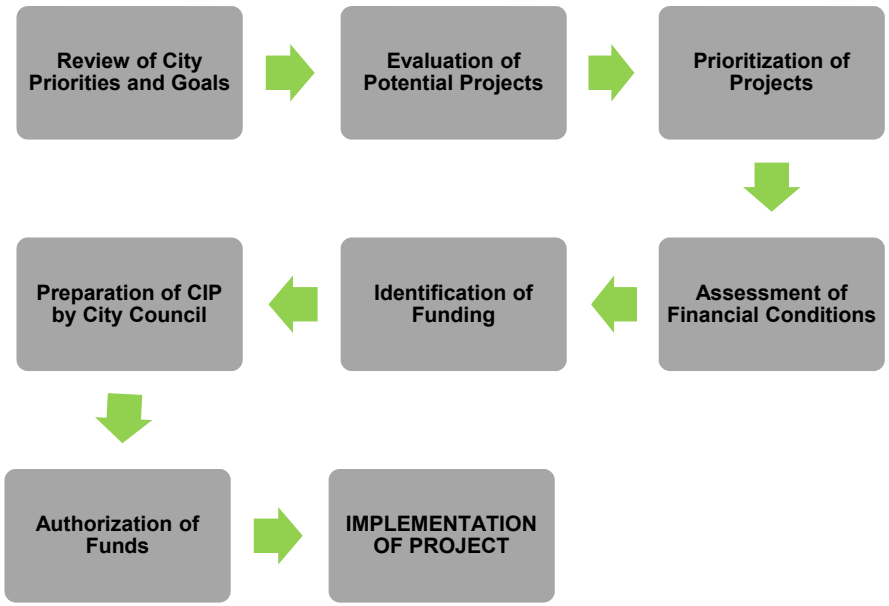
B. CIP Process

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 $46,089,218 into capital improvements during the past five (5) years of the CIP plus the budgeted $11,697,818 for FY 2022; bringing a six (6) year total to $57,787,036. Based upon an estimated 2022 population of 38,793, the average capital investment was $1,489.63 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.

	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
General Fund	2,864,629	1,547,611	1,156,663	1,054,780	403,895	1,363,818
Street Fund	232,349	445,121	634,676	617,746	388,555	429,000
Confiscated Assets	0	0	0	0	36,755	0
Tourism	0	5,000	0	60,415	92,750	0
SPLOST 2019	0	0	1,439,271	7,379,970	11,270,935	8,480,000
SPLOST 2013	1,558,339	3,587,706	4,166,337	1,079,281	1,890,000	800,000
Impact Fees	107,370	2,770,238	497,951	50,875	750,000	625,000
Total Capital	4,762,686	8,355,677	7,894,899	10,243,066	14,832,890	11,697,818

6 - Year Total Capital $57,787,036

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 2022: 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 2022 Budgeted Capital

A. Summary of FY 2022 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 2022 Budget total $11,697,818. The following tables detail the capital improvement expenditures for all City funds in FY 2022.

The FY 2022 Capital Improvements Program (CIP) encompasses five (5) funds: SPLOST 2013, SPLOST 2019, Impact Fees, General Fund, and Street Fund. Spending projections were calculated by analyzing expenditures during 2022, 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 $800,000 and SPLOST 2019s allocation for the FY 2022 Capital Budget is $8,480,000 (not including transfers to Newnan Utilities). Additionally, Impact Fees will provide $625,000 for use during 2022. There is also $429,000 in the Street Fund for repaving of streets. Lastly, there is $1,363,818 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 2022 capital budget by projects and capital purchases.

Fund Source	Expenditures
General Fund	1,363,818
Impact Fees	625,000
Street Fund	429,000
SPLOST 2013	800,000
SPLOST 2019	8,480,000
Total Capital Expenditures FY 2022	11,697,818

B. FY 2022 Capital Expenditures

General Fund Capital			2022	
Acct #	*Dept.*	*Description*	Budget	
54.1300	Facilities	Buildings/Building Imp.	40,000	HVAC replacement for Verona Rosser Bldg.
54.2200	Police	Vehicles	282,501	Replace High Mileage Vehicles
54.1300	Fire	Buildings/Building Imp.	135,000	Renovations for Station 2
54.1302	Fire	Other Improvements	24,217	New Gear Lockers
54.2200	Fire	Vehicles	36,700	Replace High Mileage Vehicle
54.2503	Fire	Protective Equipment	149,100	This includes breathing apparatus, Replacing a 30-year-old cascade system and rescue tools
54.2200	Streets	Vehicles	35,000	Replace High Mileage Vehicle
54.2504	Streets	Other Equipment	15,000	Pressure Washer for Sidewalks
54.2504	Garage	Other Equipment	18,000	Vehicle Lift and Welder
54.1200	Cemetery	Site Improvements	16,500	Eastview Paving and Rock Wall Replacement
54.2201	Cemetery	Vehicles/Equipment	15,000	Six-Seater Golf Cart
54.1316	Leisure Services	Downtown Parking	300,000	Parking Lot Improvements
54.2201	Leisure Services	Vehicles/Equipment	32,000	Replace High Mileage Vehicle
54.2500	Leisure Services	Other Equipment	41,000	Auditorium Projector
54.1405	Parks & ROW Beautification	Drainage Improvements	100,000	1st Avenue Park Drainage Repairs
54.2100	Parks & ROW Beautification	Machinery	20,300	Replacing Riding Blower and Mower
54.2200	Parks & ROW Beautification	Vehicles	68,500	F350 Dump/Water Truck
54.2200	Building Inspection	Vehicles	35,000	Replace High Mileage Vehicle
		Total General Fund Capital	1,363,818	

Street Fund			2022	
Acct #	*Dept./Function*	*Description*	Budget	
54.1425		LMIG Projects	429,000	Repaving of Streets
		Total Street Fund Capital	429,000	

SPLOST 2019			2022	
Acct #	*Dept./Function*	*Description*	Budget	
54.1300	Public Safety	Buildings/Building Improvements	1,500,000	Fire Training Facility Renovations
54.1401A	Streets	Major Street, Sidewalk & Drainage Maintenance	1,000,000	LMIG Matching Funds
54.1401C	Streets	Lower Fayetteville Road	400,000	Intersection Improvements @ Newnan Crossing Blvd.
54.1401D	Streets	Street, Intersection, Sidewalk & Parking Improvements	3,600,000	Clark/Jackson/Bullsboro/Jefferson Improvements, NCBLVD Roundabout, Sidewalk Leveling, Utility Cut-in Street Repair
54.2504D	Streets	Public Works/Street Equipment	180,000	Sanitation Boom Truck

54.1207	Parks/Leisure Services	Path and Linear Parks	1,800,000	Phase C of the LINC
		Total SPLOST 2019	8,480,000	

SPLOST 2013			2022	
Acct #	*Dept./Function*	*Description*	Budget	
54.1300D	Streets	Intelligent Traffic Operations Center	200,000	Traffic Light Improvements
54.1215A	Parks/Leisure Services	Recreation Improvements	600,000	Completion of Phase A & B of the LINC
		Total SPLOST 2013	800,000	

Impact Fees			2022	
Acct #	*Dept./Function*	*Description*	Budget	
54.1215A	Parks/Leisure Services	Recreation Improvements	625,000	Phase C of the LINC
		Total Impact Fees	625,000	

C. Operating Impacts

The 2022 budget is absorbing an estimated $10,900 in operating expenses for maintenance due to adding 3 additional vehicles to the City's fleet. LINC construction is adding an additional $3,000 to this department's budget as well. The remaining impacts are minimal due to the minor equipment. Also, the majority of the budget capital is replacing equipment that have surpassed useful life. This action in turns reduces operational cost by reducing short term cost. Highlighted in the charts above in RED are the capital expenditures deemed to have some operating cost as projected in this section. It is estimated a total of $13,900 in additional operating cost.

Section III. FY 2022 Major Budgeted Capital Projects

A. LINC Phase II – Downtown Connector

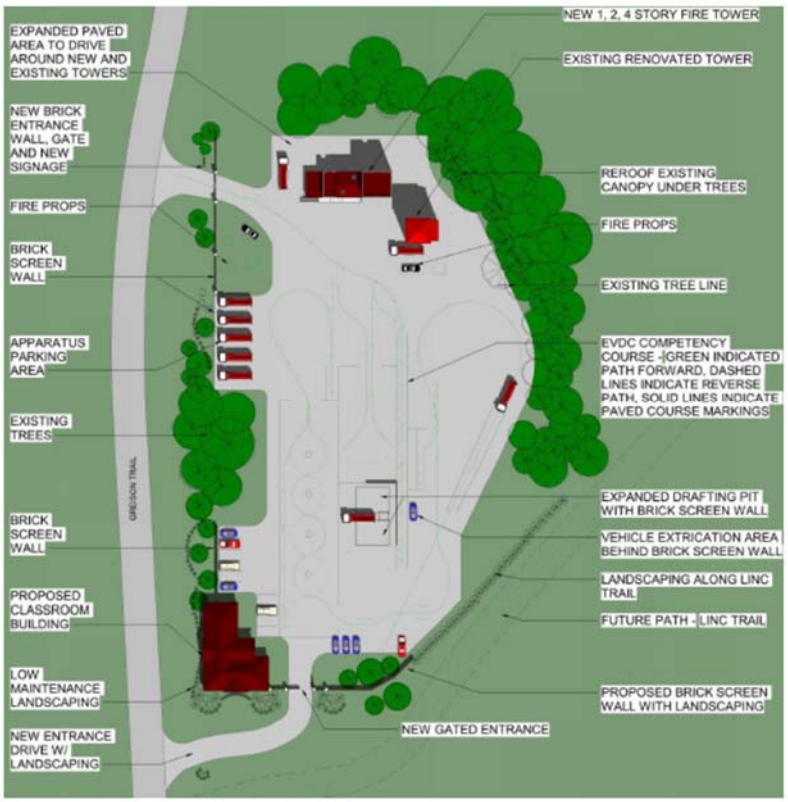
The design for Phase II of the LINC was complete in 2020. Phase II construction picked up at Summerlin Blvd., cross I85 (120' bridge) went around the Cancer Treatment Center over to McIntosh and eventually end at the Train Depot on East Broad. The total budget for Phase II is $8,000,000 and is funded mostly using the new SPLOST 2019. There are some Impact Fees also budgeted to assist with construction in the amount of $625,000. The construction is estimated to be complete by Spring/Summer 2022.



Picture above is a culvert under Greison Trail so the trail user can enjoy an uninterrupted experience.

B. Fire Training Facility

The City is currently in an Architectural Design/Engineering contract to renovate the existing fire training facility located at 473 Greison Trail. Staff engaged an Architectural firm in 2020 to study the existing site, present a conceptual design and provide cost estimating. The image below is a concept derived from that contract. During programming the design may change. However, the image below details the needs of any fire training facility in order to make it operationally efficient. There is $1,500,00 budget in FY 2022 SPLOST 2019 to design and begin construction.



C. Newnan Crossing Blvd. Roundabout



This project consists of constructing a roundabout at Stillwood Drive, eliminating the 3 way stop and creating access for a future development. The Funding will be SPLOST 2019.

Section IV. Capital Planning

The chart below is the estimation of capital needs three years past the current budget. As technology changes there is always a need to budget for network upgrades. The equipment – machinery category includes various items needed in different departments such as lawnmowers for maintaining facility grounds, equipment needed for maintenance of the City's fleet, and other equipment. There is always a need for replacement of vehicles, thus a line items for vehicles will be proposed in each budget cycle. Protective equipment is budgeted in our Public Safety departments. These include breathing apparatus for first responders and other safety equipment. As long as GDOT continues to provide the LMIG program, the City will budget for the required match in the SPLOST fund and the LMIG monies in the Street Fund. SPLOST 2019 projects are listed as projects that were approved and voted on by Coweta County/Newnan Citizens. Lastly, Impacts Fees that are collected are allocated to certain categories. These funds are slow to be collected and are collected as new housing and developments erect in Newnan. Recreation is the only category that shows no budgeted items and this is due to those fees being depleted during the construction of the LINC. As these funds are collected and build up again, there will be additional projects planned in this category.

Funding Source	Project	2023 Estimate	2024 Estimate	2025 Estimate
General Fund				
	Network improvements	10,000	10,000	10,000
	Equipment - Machinery	60,000	70,000	80,000
	Vehicles	275,000	300,000	325,000
	Equipment - Protective	90,000	90,000	90,000
	Total General Fund Capital	435,000	470,000	505,000
Street Fund				
	Major Street Repairs (LMIG)	430,000	450,000	475,000
	Total Street Fund Capital	430,000	450,000	475,000
SPLOST 2019				
	Network Improvements	50,000	50,000	47,469
	Street Improvements	2,750,000	3,077,534	5,927,195
	Fire Training Facility	1,800,000	0	0
	Fire Truck	0	400,000	0
	Equipment - Machinery	0	300,000	375,002
	Total SPLOST 2019 Capital	4,600,000	3,927,534	6,349,666
Impact Fees				
	Street Improvements	0	400,000	0
	Fire Truck	600,000	0	0
	Total Impact Fees Capital	600,000	400,000	0
	3 Year Capital Expenditure Estimates	**6,065,000**	**5,247,534**	**7,329,666**

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, 2020, 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 2021, the assessed value of taxable property in the City was $1,782,815,630. Therefore, the City's long-term obligations payable could not exceed $178,281,563 (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, 2020: revenue bonds.

a) Long-Term Debt – The Newnan Water, Sewerage and Light Commission had three types of long-term debt outstanding at December 31, 2020.

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, 2020, total debt service requirements to maturity for the Series 2006A Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2021	0	172,725	172,725
2022	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, 2020, total debt service requirements to maturity for the Series 2015 Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2021	1,775,000	338,432	2,113,432
2022	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, 2020, total debt service requirements to maturity for the Series 2017 Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2021	431,217	221,394	652.611
2022	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



Pickleball Facility Ribbon Cutting
Summer 2021



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.

ARPA – American Rescue Plan Act.

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.

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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