2024



ANNUAL
PROPOSED **BUDGET**

CITY OF NEWNAN

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EXECUTIVE SUMMARY

The City of Newnan Approved 2024 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 2024 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 2024. 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 2024 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 2024 Approved Budget. Within the Manager's Message is a narrative of the 2024 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: 2022 Actual, 2023 Budget, and 2024 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 2024 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 2024. 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 2024 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.newnanga.gov.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Newnan

Georgia

For the Fiscal Year Beginning

January 01, 2023

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, 2023. This is the City's thirty fourth 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
Jim Thomasson
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 2024 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 2024 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 2024 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 Governmen	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		
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	
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 Library	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, 2024 AND ENDING DECEMBER 31, 2024.

Section I.

There is hereby adopted for the fiscal year January 1, 2024 through December 31, 2024, 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 $36,733,650 for the general operation and legal obligation in 2024.

General Fund Revenues	
Property Taxes	$9,154,900
Sales Taxes	$12,000,000
Excise (Franchise) Taxes	$6,618,000
Occp. Tax & Alcohol Licenses	$3,317,000
Inspections & Permits	$627,750
Fines & Forfeitures	$941,000
Other Local Revenue	$440,500
Intergovernmental	$892,000
Water & Light Transfers	$1,800,000
Other Financing Sources	$942,000
	$36,733,650
General Fund Expenditures	
General Government	$9,785,950
Public Safety	$18,328,585
Public Works	$3,570,385
Community Development	$3,964,576
Other Services	$1,084,154
	$36,733,650

Section III. Street Improvement Fund (200).

There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of $478,576 for street improvements.

Street Improvements Revenue	
LMIG Contract Revenue	$478,576
Interest Earnings	20,000
Fund Balance Reserves	($20,000)
	$478,576
Street Improvements Expenditures	
Major Streets Maintenance	$478,576
	$478,576

Section IV. Confiscated Assets Fund (210)

There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of $25,200 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	$40,000
DOJ Condemnations	$15,000
Other Police Seizures	$30,000
Interest Earnings	$60
Fund Balance Reserves	($59,860)
	$25,200
Confiscated Assets Expenditures	
Other Seizures Expenditures	$6,000
Dept. of Justice Expenditures	$19,200
	$25,200

Section V. Hotel/Motel Tourism Fund (275)

There is hereby established a Hotel/Motel Tourism Fund for the City of Newnan with an appropriation of $1,440,000 for Tourism Enhancement activities.

Hotel/Motel Tourism Revenues	
Hotel/Motel Tax	$1,440,000
Interest Earnings	$14,000
Fund Balance Reserves	($14,000)
	$1,440,000
Hotel/Motel Tourism Expenditures	
Transfer to Explore Newnan - Coweta	$540,000
Transfer to General Fund	$540,000
Transfer to Newnan Centre	$360,000
	$1,440,000

Section VI. 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 $99,800 for Newnan Centre activities.

Motor Vehicle Rental Excise Tax Revenues	
Excise Tax	$98,000
Interest Earnings	$1,800
	$99,800
Motor Vehicle Rental Excise Tax Expenditures	
Transfer to Newnan Centre	$99,800
	$99,800

Section VII. Special Purpose Local Option Sales Tax Fund (310)

Fund 310, **SPLOST 2019,** was established in 2019 and will expire in 2024. This year's budget includes an appropriation of $11,727,000 for capital projects and a transfer to Newnan Utilities in the amount of $920,000 for a total of $12,647,000.

SPLOST 2019 Revenue:	
SPLOST 2019 Receipts	$9,200,000
Interest Earnings	$20,000
Fund Balance Reserves	$3,427,000
	$12,647,000
SPLOST 2019 Expenditures:	
Public Safety	$889,000
Streets, Drainage & Sidewalks	$2,300,000
Lower Fayetteville Road	$250,000
Street, Intersection & Parking Improvements	$7,750,000
Public Works Equipment	$178,000
Parks & Recreation	$360,000
Transfer to Newnan Utilities	$920,000
	$12,647,000

Section VIII. Impact Fees (375)

There is hereby established an Impact Fees Fund for the City of Newnan with an appropriation of $376,599. 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	$75,000
Fire Services	$75,000
Parks/Recreation	$150,000
Interest Earnings	$16,500
Fund Balance Reserves	$60,099
	$376,599
Impact Fees Expenditures	
Fire Truck	$376,599
	$376,599

Section IX. Sanitation Fund (540)

There is hereby established a Sanitation Fund for the City of Newnan with an appropriation of $4,883,624. These funds will be used for Brush & Bulk, Administration and Refuse (downtown commercial district).

Sanitation Revenues	
Yard Debris & Bulk Collections	$1,389,000
Garbage Fees - Commercial	$90,000
Garbage Fees Residential	$3,900,000
Sanitation Administration	$300,000
Interest Earnings	$9,000
Transfer from General Fund	$150,000
Fund Balance Reserves	($515,376)
	$4,883,624

Sanitation Expenditures Brush & Bulk	
Wages & Benefits	$399,850
Operations	$454,740
Depreciation Expense	$85,000
	$939,590

Sanitation Expenditures Refuse	
Wages & Benefits	$147,666
Operations	$54,650
	$202,316

Sanitation Expenditures Administration	
Wages & Benefits	$379,897
Operations	$3,361,821
	$3,741,718

Section X. 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 ninth day of January 2024.

ATTEST:

Megan Shea, City Clerk

REVIEWED AS TO FORM:

C. Bradford Sears Jr., City Attorney

Cleatus Phillips, City Manager

L. Keith Brady, Mayor

Cynthia E. Jenkins, Councilmember

Rhodes H. Shell, Councilmember

Raymond F. Dubose, Councilmember

Dustin K. Koritko, Councilmember

Paul L. Guillaume, Councilmember

James J. Thomasson III, Councilmember


THE CITY OF NEWNAN, GEORGIA
18
28
City of Homes

MANAGER'S MESSAGE

CITY OF NEWNAN
OFFICE OF THE CITY MANAGER

TO: Mayor and Council
FROM: Cleatus Phillips, City Manager
SUBJECT: 2024 Proposed Budget
DATE: November 13, 2023

I am pleased to present the 2024 proposed budget for the City of Newnan. As in years past, the budget was established after lengthy 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 addressing salary and benefits, while asking our department directors to limit operational spending where practical. We were able to do so and present a balanced budget without the use of fund balance.

2024 Budget Issues and Priorities

The last few years have been challenging in terms of recruiting and maintaining workforce in several departments. We have higher than normal vacancy and turnover rates in the police department and in several public works functions. This trend is occurring in all forms of government and private enterprise. We have seen significant salary and benefit adjustments occur from other local governments in our market area. In June of 2023, City Council committed to a series of changes that were implemented immediately and other changes that would be implemented within the 2024 budget. These changes include: hiring and retention bonuses for police officers, immediate contribution towards public safety annuity and benefit fund, and a commitment to adjust salaries in 2024 to market competitive rates. All of these commitments have been provided for within the proposed budget.

Proposes salary adjustments for 2024 is based upon a four-part process. First, there is an across-the-board 4% cost of living adjustment (COLA). Second, there is an opportunity for a longevity increase up to 2%. Third, there is a merit-based process up to 2%. And, fourth, there is potential market adjustment that was determined if an employee was still out of the pay range for their position. Pay adjustments ranged from a minimum of 6% to a high of 21.5% for some public safety employees. The average pay adjustment is 10.5%.

The 2024 budget also proposes five (5) new staffing positions. A Probation Officer position has been created for the new in-house probation services. A new Fire Inspection position has been added within the Fire Department. The part-time Open Records Clerk within the Police Department has been moved to full-time. A position has been

created within Leisure Services to mange events at the Wadsworth Auditorium. The recently created position of Assistant City Manager of Finance and Human Resources has also been included within the proposed budget.

Our local economy remains very strong and vibrant. Sales tax collections continue to grow, permit activity has rebounded, and franchise fee revenue is steady. While revenue collections overall are strong, we are also seeing pretty substantial increases in our costs of services. For example, materials, supplies, and services are all seeing increases of as much as 20%. The average cost of a new police car, fully outfitted, now exceeds more than $60,000. The cost of providing a competitive benefit package exceeds $9,500,000 and is 26% of the proposed budget.

The 2024 Budget is submitted to the Newnan City Council with confidence that resources will be allocated to best serve the needs of our community. It should be noted that the 2024 budget has been balanced with an increase of property taxes in the amount of $797,900. This projection will almost certainly not fit within a 'rollback millage rate' unless there is digest growth much larger than anticipated.

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 35th consecutive year. Highlights of the 2024 budget are as follows:

General Fund - Highlights

- $36,733,650 Balanced Budget. No reserves were used to balance the budget.
- The budget increased $3,643,400 or 11% from the previous budget. In comparison, the 2023 budget increased $1,521,560 which was a 4.8% increase from the prior year.
- Sales Tax represents 33% of the budget, followed by Property Taxes at 25%, Occupational Licenses at 10%, Franchise Fee at 20%, and all other sources totaling 12%.
- Property tax revenues are budgeted at $7,419,900, compared to $6,622,000 from the prior year. The 2024 budget number is based on a combination of: a millage rate at 2.752, net Digest Growth of 8.10%, and a 94% collection rate for current year billing.
- 2023 Revenue, minus FEMA reimbursements, is currently projected at $36,319,166 therefore the 2024 budget is a conservative 98% of prior year projected revenue. For reference purposes, the 2023 budget was 97% of 2022 projected revenues at the time of budget presentation.
- Local Option Sales Tax budget of $12,000,000 is an increase of $1,000,000 over the 2023 budget amount. Sales tax collections have been trending $1,300,000 over budget during 2023.
- Title Ad Valorem Tax (TAVT) revenue remains the same for 2024.
- The budget for permit fees was increased from $505,750 to $627,750. The increase is attributed to an increase of residential lot inventory.
- Occupational Tax Receipts is budgeted with a slight increase. The change of City of Hope from 'for profit' status to 'non-profit' status has been incorporated into this budget category.
- Franchise fees saw a minimal increase during 2023, continuing a trend of the past few years. The budget is increased slightly to $1,803,000, up from $1,558,000 in 2023.
- Insurance premium tax budget increased to $3,650,000 as a result of statewide population distribution ratios.
- Water & Light revenue is budgeted at $1,800,000, reflecting a slight increase from 2023.
- The budget includes pay adjustments as described above in the opening paragraphs. Total cost of the adjustment is estimated to be $1,562,979.
- The pay plan is proposed to be moved by 4%, which is consistent with the COLA. This method allows starting pay to remain competitive in the market.

- A total of 5 new positions are included in the budget at a cost of $302,864. These positions are described in the opening paragraphs above.
- Health/Life Insurance budget was increased 9% from 2023. This represents a change of $444,076 for a total budget of $5,105,384. This increase includes the cost of 5 new fulltime employees.
- Benefits within the Health/Life Plan remain unchanged for the employees.
- The Stop-Loss Deductible for the Health Plan is being kept at $250,000. This appears to be a balanced amount that keeps the premium less but also minimizes our exposure to a high-cost claim.
- Salaries and Benefits totals 79% of General Fund Expenditures, with full-time salaries being 51% of the budget. This is compared to 78% and 50% in 2023.
- Public Safety accounts for 50% of the budget, followed by General Government at 27%, Public Works at 10%, and Community Development at 11%. Other Services make up the additional 3%.
- An allocation of $385,352 was included to purchase and outfit six (6) police vehicles. These purchases include an SRO vehicle that will be reimbursed by the Board of Education. Capital overall purchases increased slightly from $818,600 to $924,107. There are three (3) high mileage vehicles in the City's fleet that needs to be replaced for a total of $125,000. The remaining $511,707 in the General Fund capital will be utilized for building repairs/maintenance and for purchase of protective equipment.
- $150,000 was included as a transfer from the General Fund to the Sanitation Fund to supplement the Downtown Sanitation Program. This remains the same as 2023.

All Other Funds – Highlights

- $56,684,446 Budget for ALL FUNDS COMBINED, a slight increase of $861,370 (2%) from 2023.
- 2019 SPLOST –The largest projects for 2024 include Street Improvement Projects (10,478,000). Total budget for 2024 is $11,727,000, up from $14,905,000 in 2023.
- IMPACT FEE FUND – $376,599 is allocated for Fire Truck purchase. SPLOST 2019 is covering the remaining cost. This budget decreased from the $1,350,000 in 2023.
- SANITATION FUND –Sanitation budget increased from $4,621,796 to $4,883,624. The total budget includes $939,590 in Brush & Bulk, $202,318 in Refuse and the remaining funds of $3,741,718 in Administration. The largest expense of this fund will be the payments made to AmWaste, budgeted at $3,307,001.
- STREET FUND – This fund increased slightly from $437,033 to $498,576. The annual LMIG project is the only project budgeted in 2024.
- TOURISM FUND – An increase of 16% from $1,250,000 to $1,440,000. Of this amount $540,000 is transferred to the General Fund, $360,000 is transferred to the Newnan Centre, and $540,000 will be transferred to Explore Newnan Coweta.
- The total Capital Improvements Budget is $13,512,162, compared to $16,640,633 in 2023. This includes nine (9) projects and capital purchases funded through four (4) separate funds. Many of the larger projects are mentioned below.
- SPLOST 2019 is the funding source for 87% of the capital budget. The General Fund is responsible for 7% of the capital needs within the budget. Street Fund and Impact Fees make up the additional 6%.

2024 Projects

- Paving of various streets per the 3 Year Paving Plan approved by Council.
- Complete the construction of the Newnan Crossing Blvd Roundabout.
- Complete construction of intersection improvements at Jefferson/Clark/Bullsboro/Jackson
- Initiate design of Phase I, Operational Improvements on Lower Fayetteville Road.
- Construct ADA playground at the Sprayberry Road Park.
- Construct various traffic signal improvements

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 2024.

Prior Year Operating Results and Accomplishments

Revenue collections for 2023 are projected to be 109% of the adopted budget. Expenditure control was maintained extraordinarily well at the department level and FEMA reimbursed the city a total of $664,600 during 2023. This will lead to another strong financial year and provide opportunity to address some long-term capital investments such a roadway maintenance.

During 2023, 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 construction of the Fire Training Facility.
- Purchased an emergency response unit utilizing SPLOST 2019.
- Purchased an aerial pumper truck utilizing SPLOST 2019.
- Received the Distinguished Budget Presentation Award.
- 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 2023 Program.
- Initiated repaving of various streets under the LMIG 2024 program.
- Completed the design for intersection improvements of Clark St., Jackson St., Jefferson St. and Bullsboro Dr.
- Initiated construction resulting from the aforementioned design.
- Purchased and renovated a new Sanitation Billing office.
- Completed design of the Newnan Crossing BLVD Roundabout.

In Conclusion

I am very excited to present the 2024 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 provide first class services to our citizens and to our visitors.

A tremendous amount of time and effort has gone into producing this budget document. Staff members from the City Manager's Office, and Human Resources dedicate themselves to see that the budget process is successful each and every year. I would like to thank all of them for their tremendous commitment to this process.

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

Respectfully Submitted,



Cleatus Phillips, City Manager

CITY INTRODUCTION

CITY GOVERNMENT

SECTION I. City Government

Since 1960, the City of Newnan has operated under the Council-Manager form of government. The City Council sets policies and relies on the City Manager to implement policy direction. The City Council consists of a Mayor and six Council members. The Mayor is elected at large and serves a four-year term. Council members are elected by district and serve four-year staggered terms. The City Council represents the interests of citizens of Newnan by adopting public policies. City Council also determines the City's mission, scope of services, and tax levels, passing ordinances, approving new projects and programs and ratifying the budget.

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

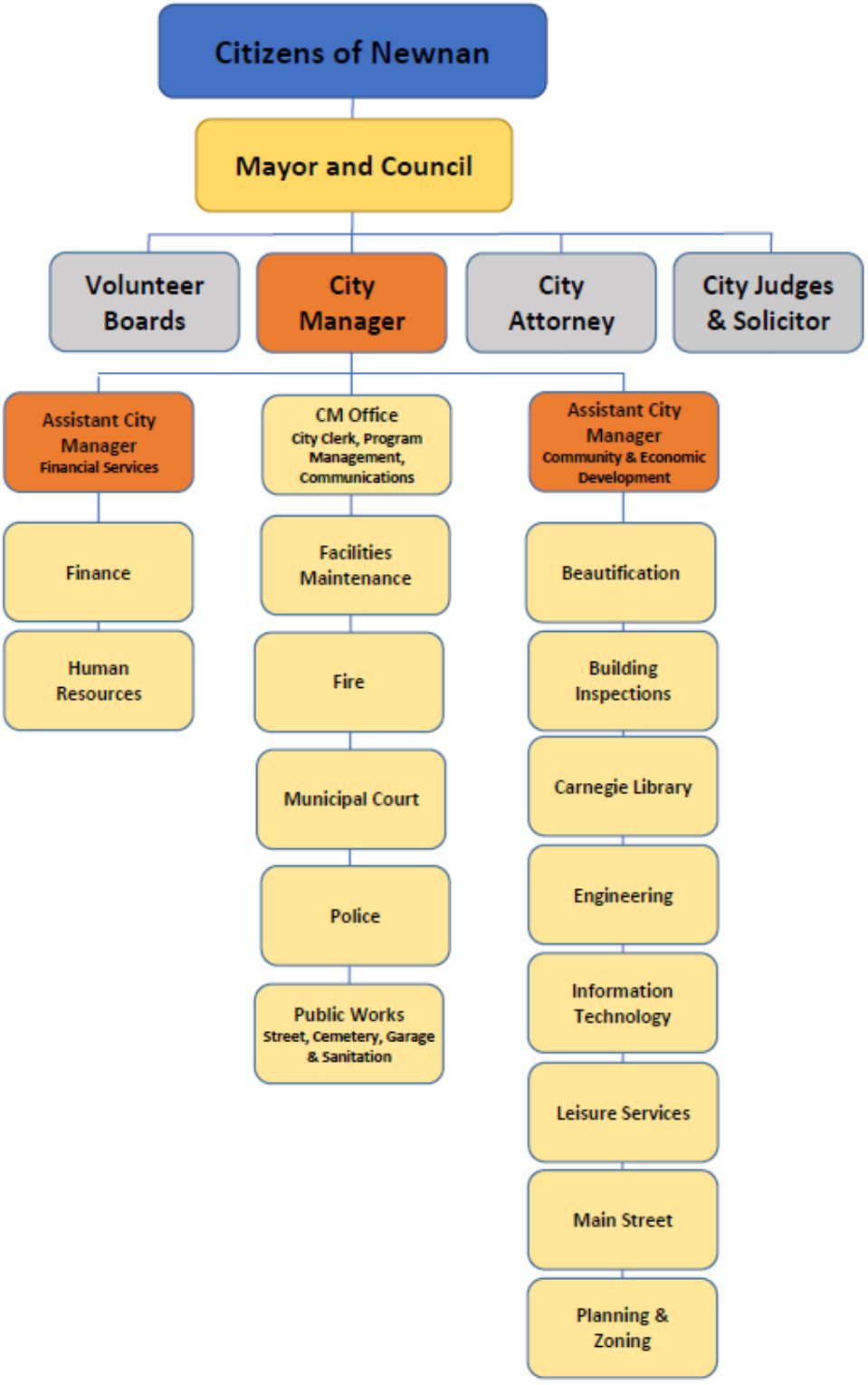
The City currently employs 324 (including part-time) staff organized into five functions: General Government, Public Safety, Public Works, Community Development and Other Services.



- 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

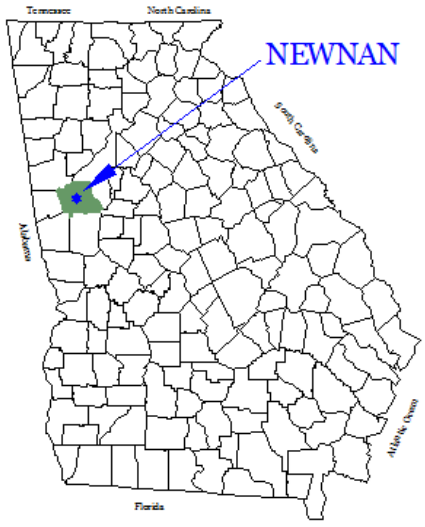


City of Newnan
P. O. Box 1193
25 LaGrange Street
Newnan, Georgia 30264
Fax #: 770-254-2353
City website: www.newnan.ga.gov

Department	Contact	Physical Address	Phone
Assistant City Manager	Hasco Craver	25 LaGrange Street	770-253-2358
Assistant City Manager		25 LaGrange Street	770-253-2358
Building Inspection	Bill Stephenson	25 LaGrange Street	770-254-2362
Carnegie Library	Susan Crutchfield	1 LaGrange Street	770-683-1347
Cemetery	John Martin	70 Jefferson Street	770-253-3744
City Clerk	Megan Shea	25 LaGrange Street	770-253-2358
City Council		25 LaGrange Street	770-253-2358
City Hall		25 LaGrange Street	770-253-2682
City Manager	Cleatus Phillips	25 LaGrange Street	770-253-2658
Communications	Aimee Hadden	25 LaGrange Street	770-253-2658
Engineering	Michael Klahr	25 LaGrange Street	770-253-2354
Facilities Maintenance	Mark Johnston	55B Boone Drive	678-673-5528
Finance		25 LaGrange Street	770-253-2351
Fire	Stephen Brown	23 Jefferson Street	770-253-1851
Human Resources	Nanette Freeman	25 LaGrange Street	770-254-2358
Information Technology	Bryan Lee	25 LaGrange Street	770-254-2358
Keep Newnan Beautiful	Page Beckwith	25 LaGrange Street	770-253-2354
Leisure Services	Katie Mosley	25 Jefferson Street	770-253-2682
Main Street	Abilgail Strickland	6 First Avenue	770-253-2682
Mayor	Keith Brady	25 LaGrange Street	770-254-2358
Municpal Court	Jada Blankenship	1 Joseph Hannah Blvd	770-254-2358
Newnan Utilities		70 Sewell Road	770-263-5516
Planning & Zoning	Tracy Dunnavant	25 LaGrange Street	770-254-2354
Police	Brent Blankenship	1 Joseph Hannah Blvd	770-254-2355
Program Manager	Ronda Helton	25 LaGrange Street	770-253-2358
Public Works	Ray Norton	55 Boone Drive	770-253-1823
ROW Beautification	Mike Furbush	57 Boone Drive	770-251-3455
Santiation	Jason Burdette	27 Jefferson Street	770-253-0327
Street & 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.



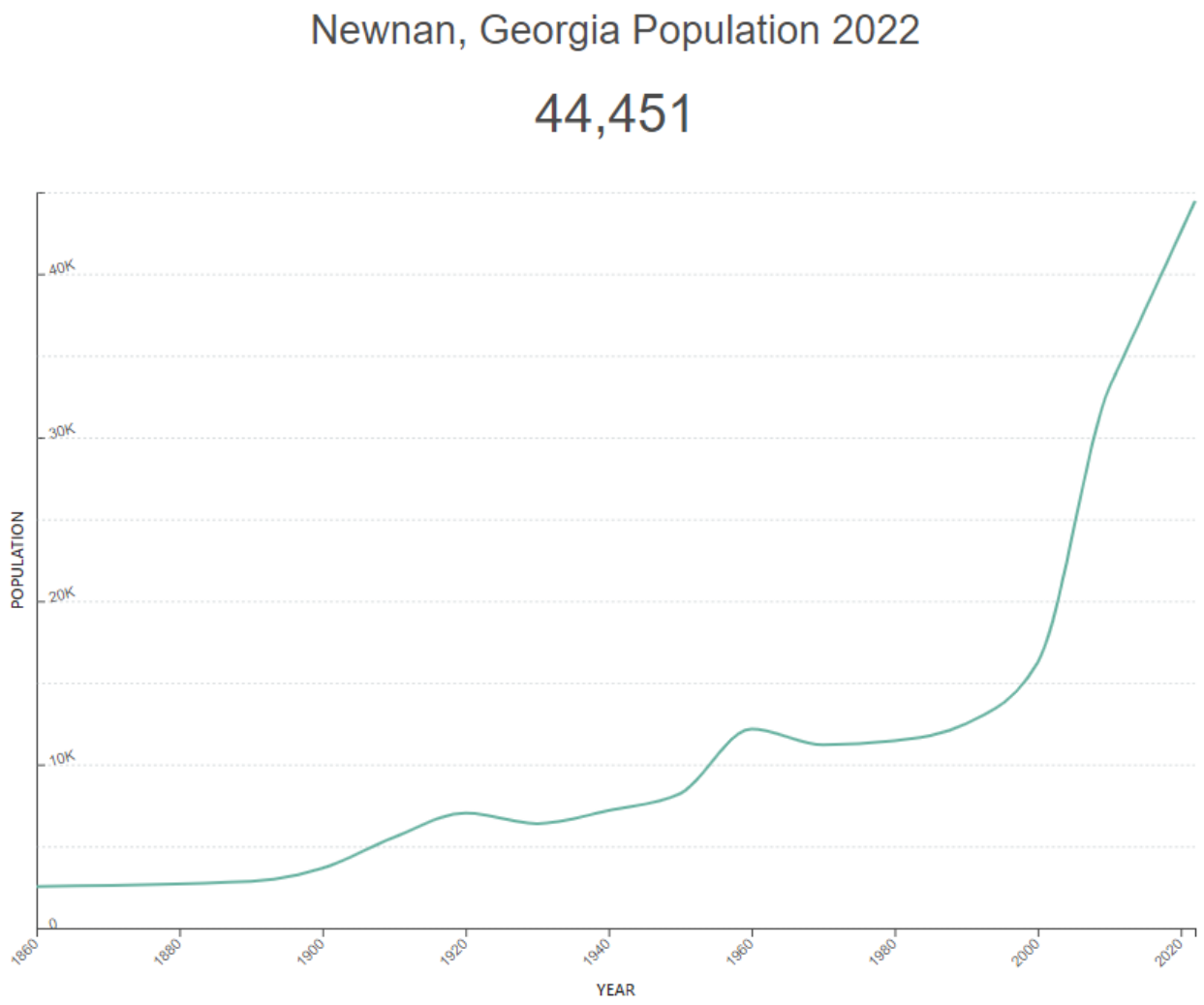
3. Newnan Convention Center Authority

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 2022 is 44,451. 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.



State	Georgia
County	Coweta County
Land Area (mi²)	19.3 sq mi
Density (mi²)	2,301.10/sq mi
2022 Growth Rate	2.19% (951)
Growth Since 2020	4.47% (1,902)
Rank in State	16th
Rank in Country	1002nd

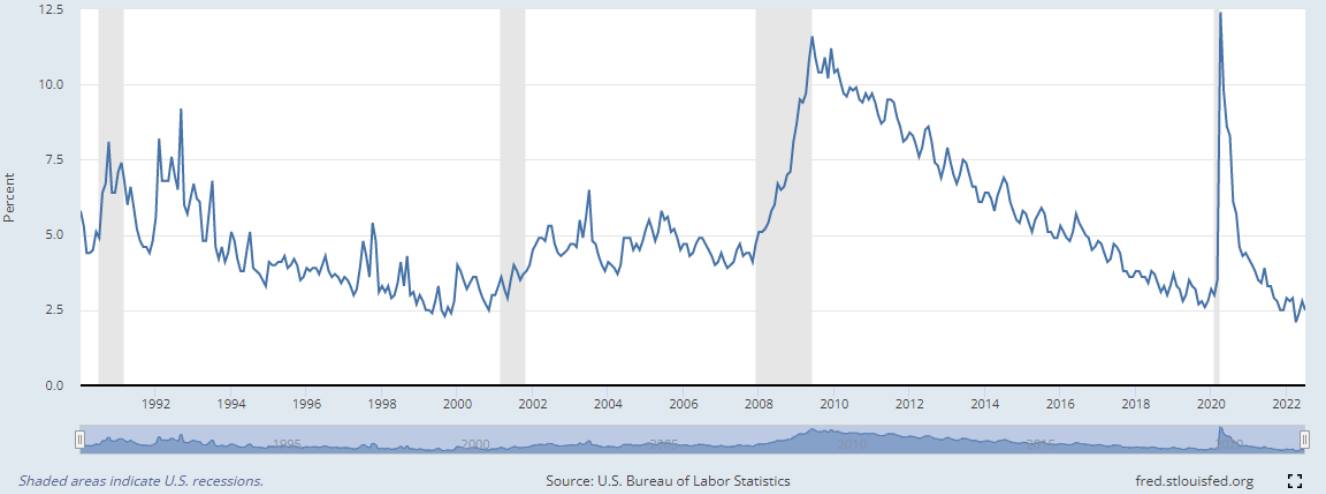
Top Employers

Employer	Type of Industry	Employees	Rank	Percentage of Employment
Coweta County Schools	Education	3,600	1	32.04%
Cancer Treatment Center	Healthcare	2,000	2	17.80%
Yamaha Motor Mfg.	Manufacturing	1,600	3	14.24%
Piedmont Newnan Hospital	Healthcare	1,200	4	10.68%
Coweta, County GA	Government	950	5	8.46%
Pet Smart Distribution Center	Retail Distribution	400	6	3.56%
Wal-Mart Supercenter	Retail	400	7	3.56%
Cargill Meat Solutions	Packaging	390	8	3.47%
Yokogawa Corporation	Manufacturing	380	9	3.38%
Bonnell Aluminum	Manufacturing	315	10	2.80%

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 In Coweta County



Parks – Link to City Park Information: http://www.newnan.ga.gov/residents/park/index.php
Parks – Link to Reserve a Park:
http://www.newnan.ga.gov/residents/park/to_book_a_city_park.php

Age and Sex	
Persons under 5 years, percent	7.90%
Persons under 18 years, percent	25.30%
Persons 65 years and over, percent	12.30%
Female persons, percent	54.00%
Race and Hispanic Origin	
White alone, percent	56.50%
Black or African American alone, percent	34.00%
American Indian and Alaska Native alone, percent	0.20%
Asian alone, percent	3.40%
Native Hawaiian and Other Pacific Islander alone, percent	0.10%
Two or More Races, percent	3.90%
Hispanic or Latino, percent	8.90%
White alone, not Hispanic or Latino, percent	50.10%
Education	
High school graduate or higher, percent of persons age 25 years+, 2016-2020	91.30%
Bachelor's degree or higher, percent of persons age 25 years+, 2016-2020	36.10%


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POLICIES & PROCESSES

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 appropriation 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.newnanga.gov

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.newnanga.gov.

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.

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 revise 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.newnanga.gov.

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	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2025 Outlook	2026 Outlook
100 General Fund	$32,241,417	$33,263,654	$42,602,349	$33,090,250	$36,733,650	$37,835,660	$38,970,729
323 SPLOST 2013	$335,590	$282,463	$14,735	$0	$0	$0	$0
310 SPLOST 2019	$7,607,303	$8,707,625	$9,814,421	$8,705,000	$9,220,000	$9,404,400	$9,592,488
375 Impact Fees	$553,606	$1,000,179	$242,894	$453,250	$316,500	$319,665	$322,862
Totals	$40,737,916	$43,253,921	$52,674,399	$42,248,500	$46,270,150	$47,559,725	$48,886,079

Major Funds Expenditures	2020 Budget	2021 Budget	2022 Actual	2023 Budget	2024 Outlook	2024 Outlook	2024 Outlook
100 General Fund	$27,793,442	$40,568,101	$35,501,433	$33,090,250	$36,733,650	$37,835,660	$38,970,729
323 SPLOST 2013	$1,079,281	$1,844,965	$43,348	$0	$0	$0	$0
310 SPLOST 2019	$8,134,653	$9,629,406	$3,697,993	$14,905,000	$12,647,000	$3,645,000	$3,645,000
375 Impact Fees	$50,875	$858,663	$726,740	$1,350,000	$376,599	$4,000,000	$4,000,000
Totals	$37,058,251	$52,901,135	$39,969,514	$49,345,250	$49,757,249	$45,480,660	$46,615,729

1. Mobilization Phase & Analysis Phase

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



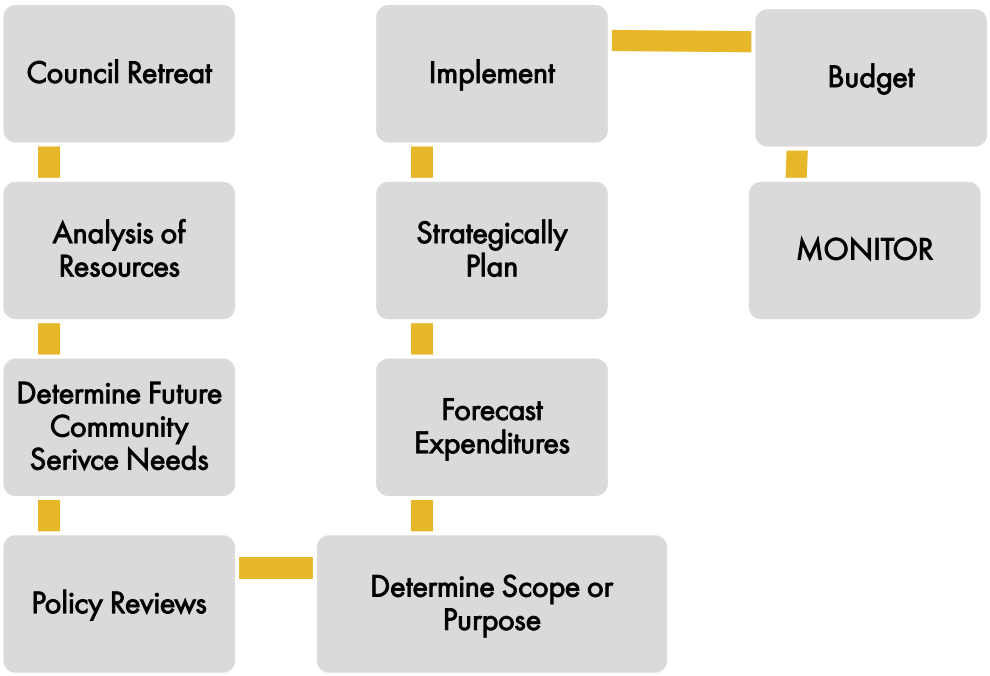
The Management Team has ample time before the retreat to put together data on financial trends, crime statistics, environmental factors, and if any, policy weaknesses. The team breaks up by Function and each Council Member gets the opportunity to sit down with the Department Heads of each function for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

2. Decision Phase

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

3. Execution Phase

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

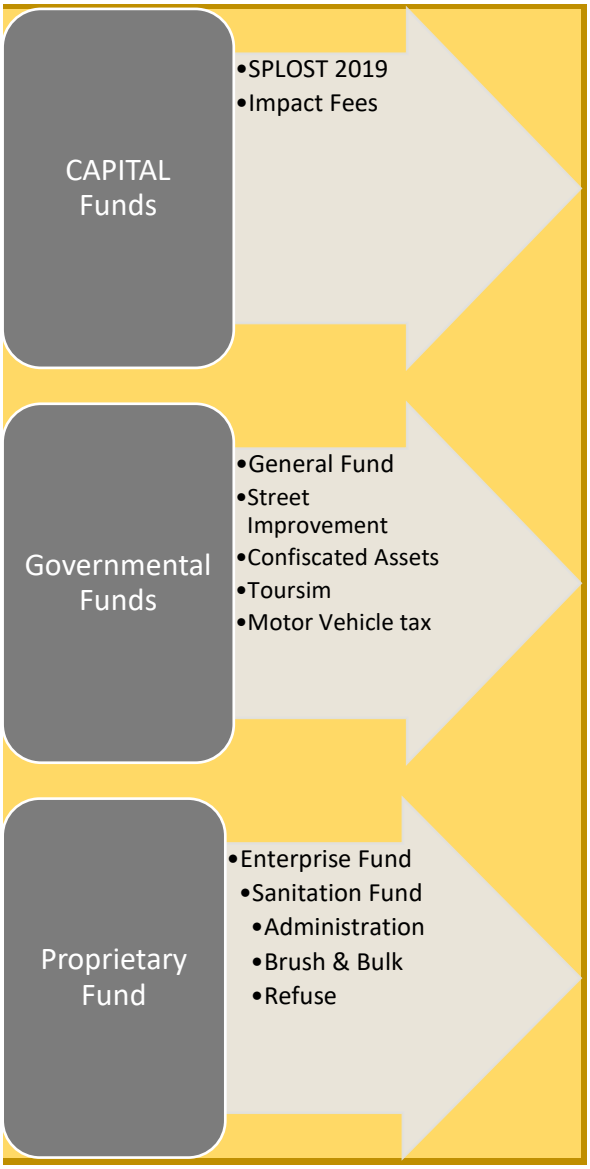


BUDGET OVERVIEW

FUND STRUCTURE & MAJOR FUND DESCRIPTIONS

Section I. Fund Structure and Major Funds Descriptions

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise the City's assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriated. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. Below is an organizational chart showing each fund and a description of the major funds.



MAJOR FUND DESCRIPTIONS:

General Fund: The General Fund (GF) is the main operating fund of the City. It accounts for all transactions of the City which pertain to the general administration and services provided to citizens, including police and fire protection. This fund is used to account for all financial resources except those required to be in another fund. This fund accounts for the collection of most tax revenues, excise taxes, permits and licenses, fines and forfeitures, service charges and other local and intergovernmental revenues.

Capital Funds: Capital Project Funds are used to budget and account for the acquisition or construction of all capital equipment or facilities, costing $5,000 or more and having an economic useful life of one- year or more (other than those financed by Proprietary Funds, Special Assessment Funds, and Trust Funds). The City uses two capital project funds for 2024: SPLOST 2019, Impact Fees Fund.

SECTION II. DEPARTMENT/FUND RELATIONSHIPS

A. Major Funds

The relationship between the City's various departments and 2024 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 2019	Impact Fees
City Manager	X		
City Clerk	X		
Assistant City Manager	X		
Communications	X		
Program Manager	X		
Finance	X		
Info Technology	X	X	
Human Resources	X		
Leisure Services	X	X	
Police	X		
Fire	X	X	X
Public Works	X	X	
Streets	X		X
Garage	X	X	
Cemetery	X		
Planning & Zoning	X		
Beautification	X	X	X
Engineering	X		
Bldg. Inspection	X		
Facilities Maintenance	X		
Bus. Development	X		
Keep Newnan Beautiful	X		
Carnegie	X		

B. Non-Major Funds

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

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

SECTION III. 2024 ALL FUNDS BUDGET HIGHLIGHTS

As mandated by the City Charter (§6.15), the 2024 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 four (4) funds that is not budgeted for 2024 and they are:

- ARP (American Rescue Plan) 2021 Fund. The City received $15.40m. The majority of these funds have been allocated. The City hired a Special Projects Manager to manage the disbursement of the funds.
- NSP Grants 1 & 2. The NSP1 and NSP3 are difficult funds to budget. It's impossible to know how much grant money will be receive in any given year. Therefore, these funds are not included in the 2024 Budget. The NSP 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.
- Miscellaneous Grants. This is another fund that is difficult to budget for. Grant opportunities varies from year to year and are typically applied for and received in the current year. Therefore, not included in the 2024 Budget.

All Funds Revenues & Expenditures

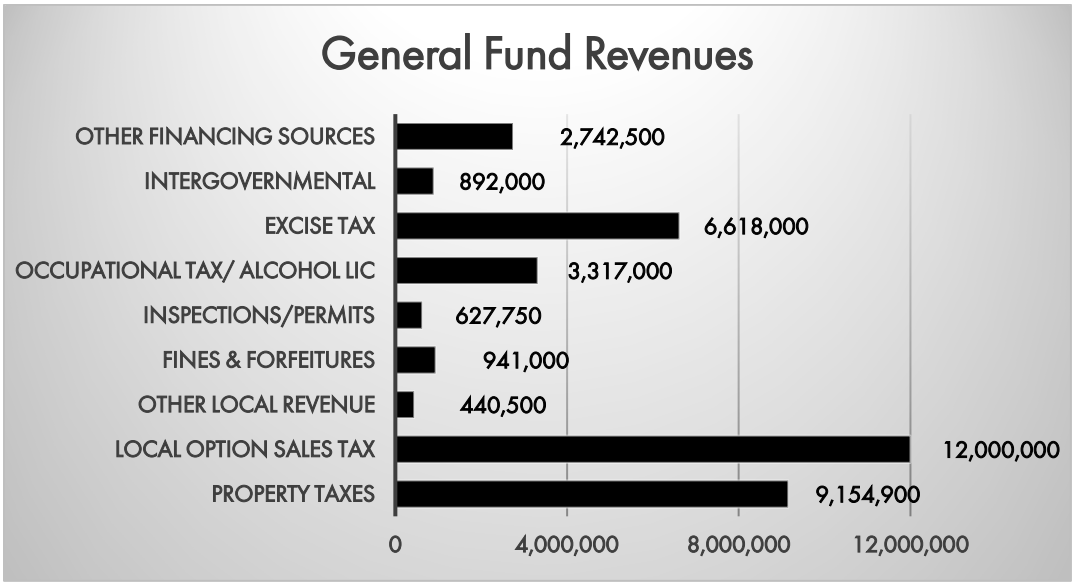
Revenues Fund	Description	2022 Actual	2023 Budget	2024 Budget
100	General Fund	42,581,353	33,090,250	36,733,650
200	Street Fund	876,066	439,033	498,576
210	Confiscated Assets	56,960	67,061	85,060
275	Hotel/Motel	1,418,837	1,251,000	1,454,000
280	Motor Vehicle Excise Tax	93,647	84,300	99,800
310	SPLOST 2019	9,814,421	8,705,500	9,220,000
375	Impact Fees	242,894	453,250	316,500
540	Sanitation Fund	1,010,951	4,985,280	5,399,000
	Total Revenues	56,095,131	49,075,674	53,806,586

Expenditures Fund	Description	2022 Actual	2023 Budget	2024 Budget
100	General Fund	35,110,559	33,090,250	36,733,650
200	Street Fund	428,193	437,033	478,576
210	Confiscated Assets	66,710	85,000	25,200
275	Hotel/Motel	1,396,652	1,250,000	1,440,000
280	Motor Vehicle Excise Tax	93,800	84,000	99,800
310	SPLOST 2019	3,697,993	14,905,000	12,647,000
375	Impact Fees	726,740	1,350,000	376,599
540	Sanitation Fund	1,373,848	4,621,796	4,883,624
	Total Expenditures	42,894,494	55,823,079	56,684,449

SECTION IV. 2024 REVENUES

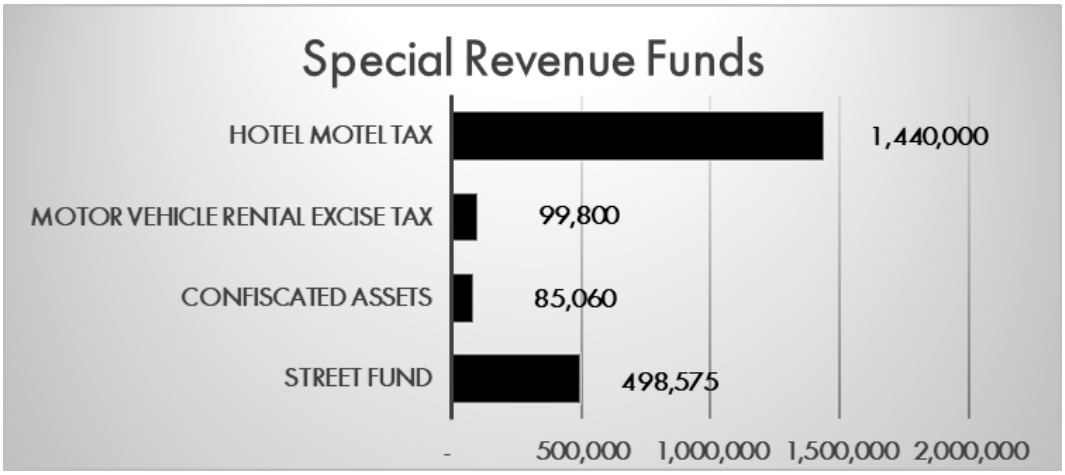
A. General Fund Revenues

The four (4) largest revenue categories in the General Fund for the 2024 Budget are Property Taxes (all property tax categories) estimated at $9,154,900 Sales Tax at $12,000,000; Excise tax (Franchise Tax) at $6,618,000 and Occupational Tax & Licensing at $3,317,000. Other Financing Sources is the next highest at $2,742,500. This includes $1,800,000 in revenue from the City of Newnan's Component Unit, Water & Light Commission; $540,000 transfer from the Tourism Fund; and a transfer from Newnan Utilities for Business Development activities.



B. Special Revenue Funds

The 2024 Special Revenue Funds includes four (4) funds. The Street Fund revenue consists of Local Maintenance Improvement Grant monies from GDOT in the amount of $498,575. Confiscated Assets Fund includes Other Police Seizures, Dept. of Justice Condemnation, Dept. of Treasury Condemnations and minimal interest. Tourism Fund is expected to garner $1,440,000 in revenue to be with the City receiving $540,000, the Newnan Centre receiving $312,500 and $540,000 being transferred to Explore Newnan-Coweta. The chart reflects the revenues as well as the interest income for each fund.



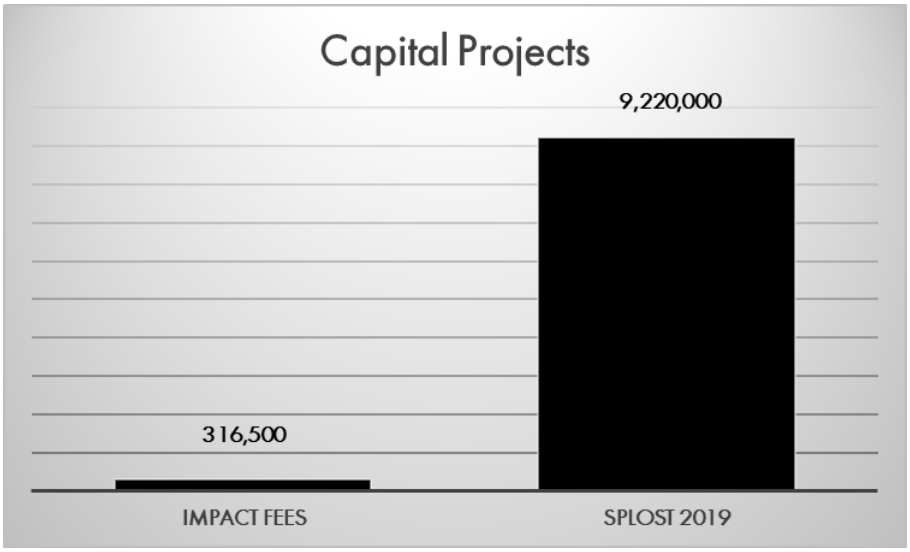


Newnan Centre – 1515 Lower Fayetteville Road

https://newnancentre.com/

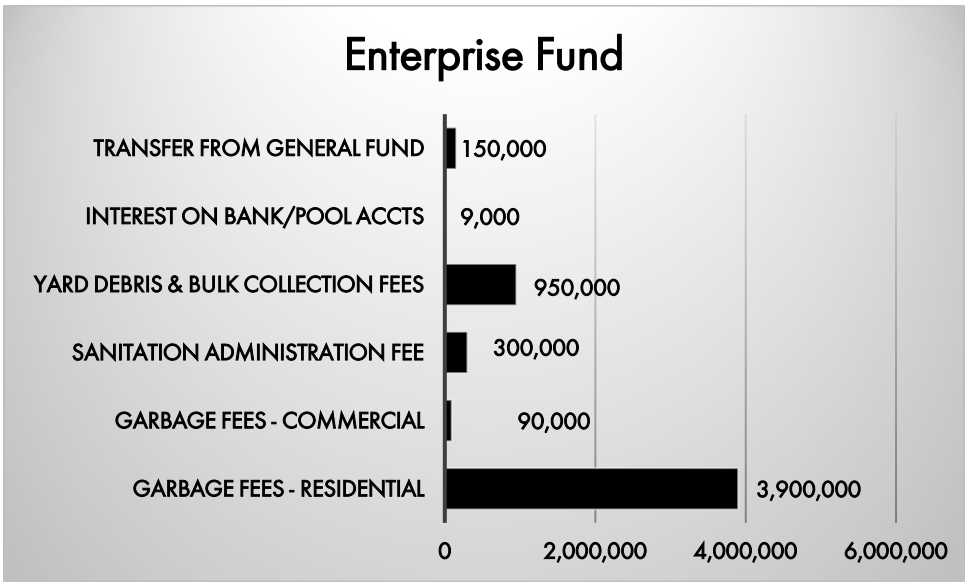
C. Capital Projects Funds Revenue

SPLOST 2019 revenue for 2024 is budgeted at 9,220,000. This amount includes estimated $20,000 in interest income. Impact Fees is budgeted at 316,500.



D. Enterprise Fund Revenues

For 2024 the Enterprise Fund consists of five (5) difference revenue sources. These sources include a transfer from General Fund in the amount of 150,000. Additionally, there is an estimated 950,000 in Yard Debris & Brush & Bulk, Sanitation Administration fees, Commercial Garbage fees as well as 3,900,000 in Residential Garbage fees. In 2022 the City Council decided to change garbage collector from GFL to AmWaste as well as the decision to begin in-house residential garbage fee collections, thus creating a new department, Sanitation Administration. This particular move was to allow for better customer service and garbage collector accountability.

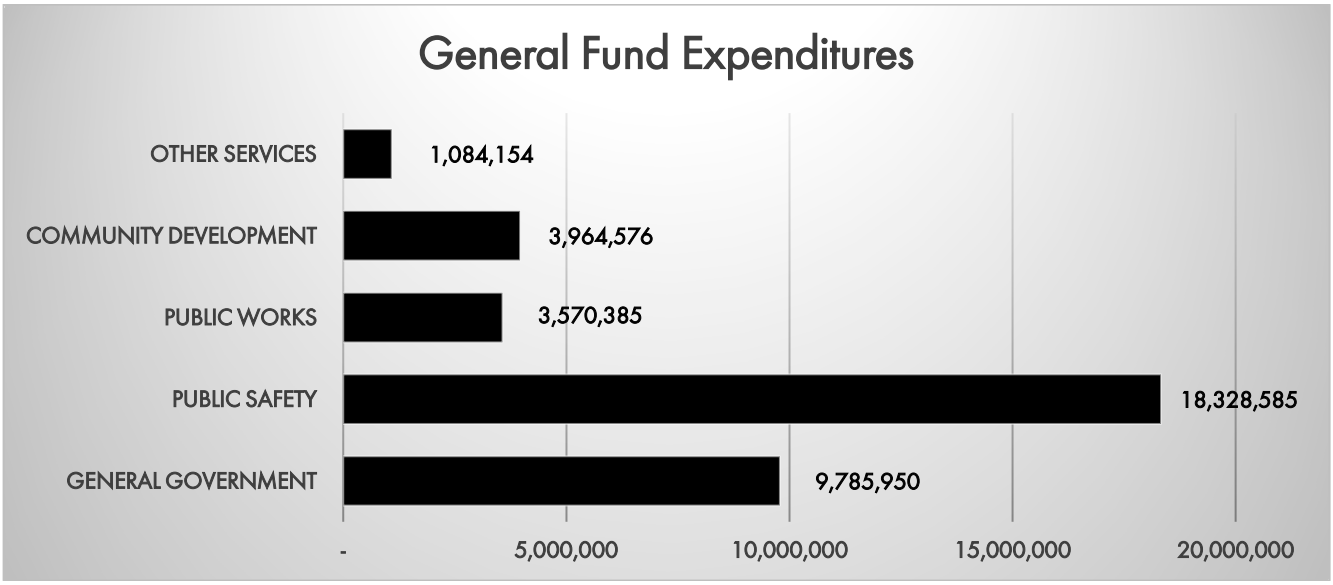


2024 BUDGETED EXPENDITURES

Section V. 2024 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 2024 Public Safety expenditures are 50% 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	2022 Actual	2023 Budget	2024 Budget	$$ Change
City Council	349,828	284,051	294,426	10,375
City Manager	3,393,762	1,239,562	1,561,180	321,618
Finance	549,032	648,263	640,454	-7,809
IT	679,203	630,439	775,700	145,261
HR	288,528	360,039	316,421	-43,618
HR (Employee Insurance	4,633,873	4,722,929	5,167,005	444,076
Facilities Maint.	1,071,325	875,284	1,030,764	155,480
Total General Govern.	10,965,551	8,760,567	9,785,950	1,025,383

Community Dev.	2022 Actual	2023 Budget	2024 Budget	$$ Change
Beautification	1,602,561	1,651,422	1,710,225	58,803
Planning & Zoning	426,567	560,668	566,952	6,284
City Engineer	575,717	472,308	581,797	109,489
Keep Newnan Beautiful	165,588	152,280	140,574	-11,706
Building Dept.	874,793	903,536	965,028	61,492
Total Community Dev.	3,645,225	3,740,214	3,964,576	224,362

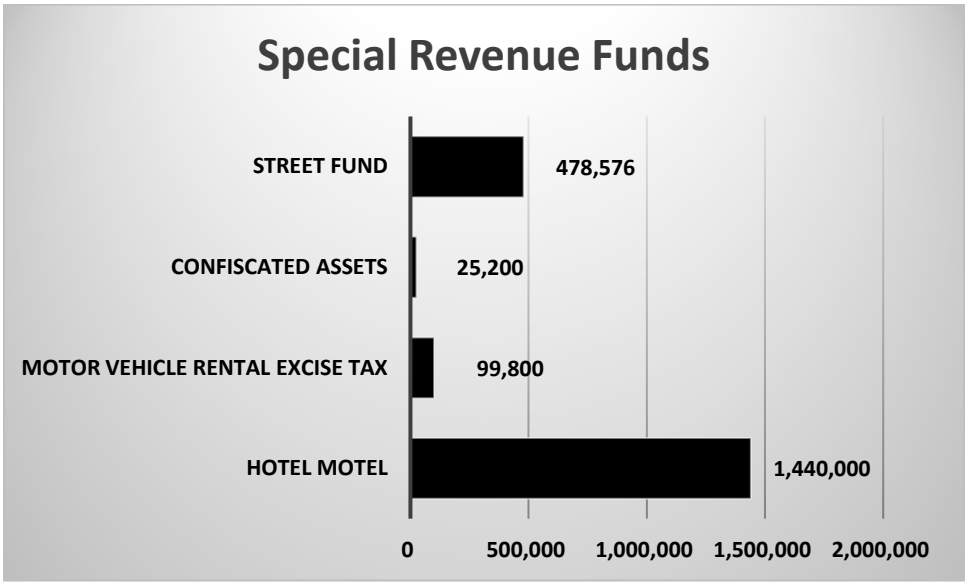
Public Safety	2022 Actual	2023 Budget	2024 Budget	$$ Change
Police Department	9,234,453	9,980,812	11,028,879	1,048,067
Municipal Court	446,794	494,232	583,331	89,099
Fire Department	5,364,534	5,746,061	6,716,375	970,314
Total Public Safety	15,045,781	16,221,105	18,328,585	2,107,480

Public Works	2022 Actual	2023 Budget	2024 Budget	$$ Change
Public Works Admin.	161,195	203,513	298,379	94,866
Garage	323,549	497,149	417,394	-79,755
Cemetery	564,075	655,287	662,053	6,766
Streets	3,558,174	2,014,793	2,192,559	177,766
Total Public Works	4,606,993	3,370,742	3,570,385	199,643

Other Services	2022 Actual	2023 Budget	2024 Budget	$$ Change
Leisure Services	506,684	596,105	632,658	36,553
Carnegie	211,657	228,352	272,858	44,506
Busi. Dev. & Main Street	161,588	173,165	178,638	5,473
Total Other Services	879,929	997,622	1,084,154	86,532

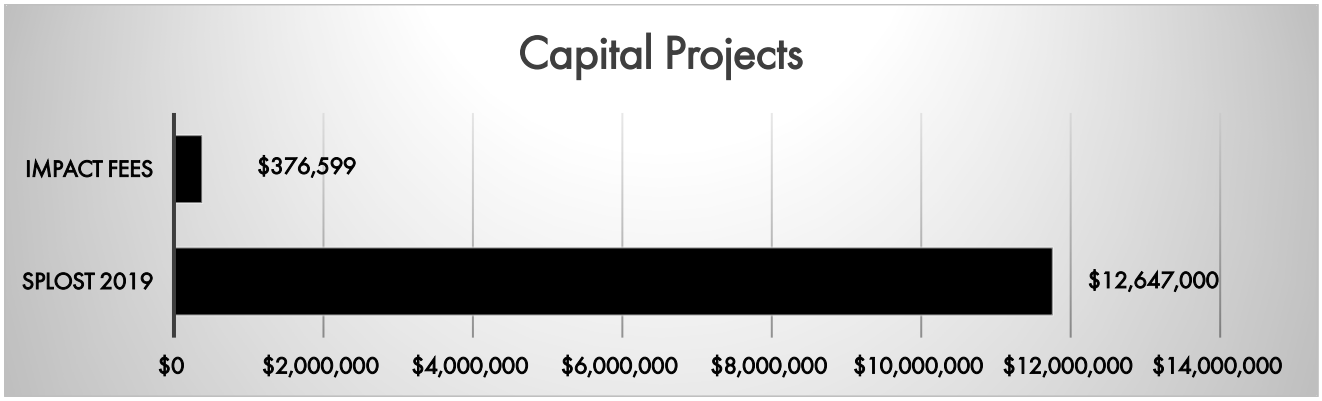
B. Special Revenue Funds Expenditures

Special Revenue Funds expenditures for 2024 includes major street repairs totaling 478,576. This amount comes from the LMIG (Local Maintenance Improvement Program) funded through GDOT. Confiscated Assets Fund includes 25,200 of various expenditures for Police operations. Hotel/Motel Tax Fund expenditures is budgeted at 1,440,000. This amount consists of transfers to the General Fund for operations of 540,000 and 360,000 to be transferred to the Newnan Centre for operations. An additional 540,000 is budgeted to transfer to Explore Newnan-Coweta. The Motor Vehicle Tax Fund is budgeted at 99,800 with 100% being transferred to the Newnan Centre for operations.



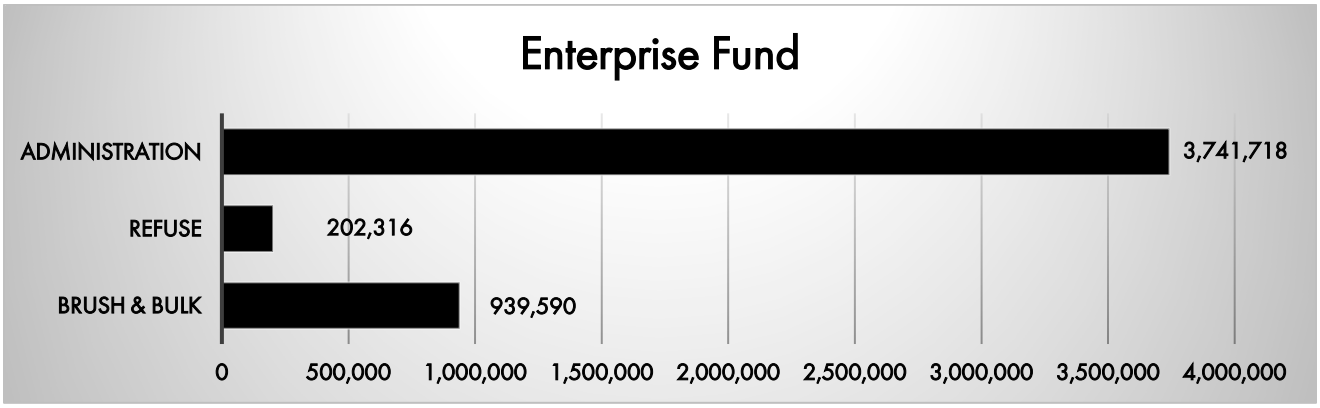
C. Capital Projects Funds Expenditures

For 2024 there are two (2) funds to be utilized. The majority of the SPLOST 2019 fund will be for transportation projects, namely Newnan Crossing Blvd Roundabout, Jefferson/Jackson/Bullsboro/Clark intersection improvements, heavy equipment, major street maintenance as well as major street operation improvements for a total of 11,727,000. A 10% transfer is included to Newnan Utilities in the amount of 920,000. Impact Fees is budgeted solely to expensed encumbered funds for an Aerial Truck. These vehicles take a couple of years to build. We anticipate receiving the vehicle late 2024 and possibly not until 2025.



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 2024 funds are budgeted for Administration, Brush & Bulk and Refuse include all operating expenses for the day-to-day operation of the Sanitation Fund. The total amount for all departments is 4,883,624. A more detailed budget for each department is located in the Revenues and Expenditures Detail section of this document as well as in the Departmental Summaries Section.





REVENUE & EXPENDITURE DETAILS

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, 2024 total budgeted revenues are projected to increase by 11% over the $33,090,250 budget in 2023. which is an increase of $3,643,400. General Fund resources available to the City of Newnan in 2024 include "revenues" of $34,368,650 and an "operating transfer in" from Newnan Water & Light of $1,800,000, an "operating transfer in" from the Hotel/Motel Tourism Fund of $540,000 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 - $12,000,000, Property Taxes - $9,154,900 and Excise (Franchise) Taxes - $6,618,000. Excise tax includes $3,650,000 in Insurance Premiums Tax. Occupational Taxes and Alcohol Licenses make up the fourth largest source at $3,317,000 totaling $31,089,900 or 93% of total General Fund Revenues. Other Financing Sources is the fifth largest source of revenue at $2,742,500. 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.

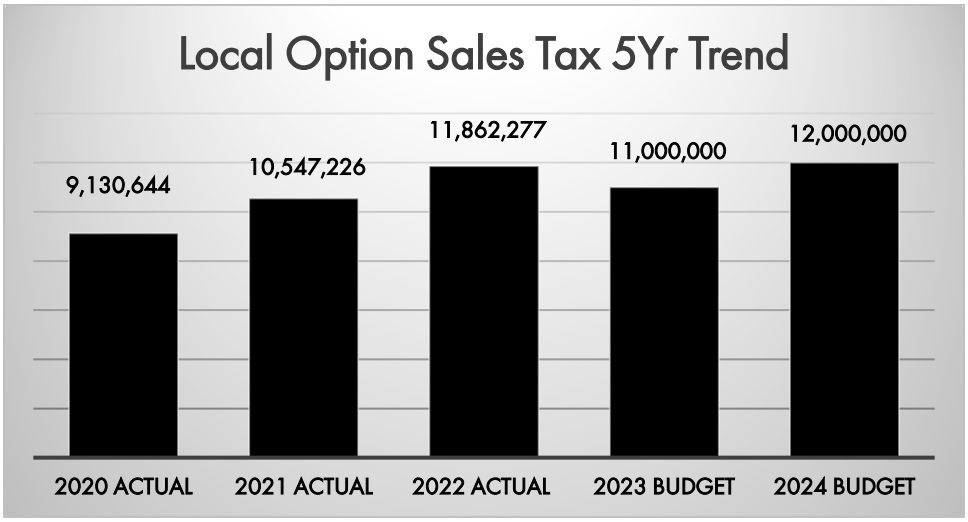
1. Tax Revenues

The chart below shows the history of the City's actual tax revenues from 2020-2022, as well as the Amended 2023 Budget and 2024 Budget. There has been an increase of $2,784,400 in tax revenues from the 2023 budget to 2024. A discussion of these individual revenue streams follows.

General Fund Tax Categories	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Property Tax	7,271,646	7,367,128	8,061,824	8,379,500	9,154,900
Local Option Sales Tax	7,940,851	9,130,645	11,862,277	11,000,000	12,000,000
Franchise Tax	4,975,416	5,115,500	6,349,148	5,673,000	6,618,000
Occupational Tax	3,238,515	3,326,775	3,688,206	3,253,000	3,317,000

2. Local Option Sales Tax

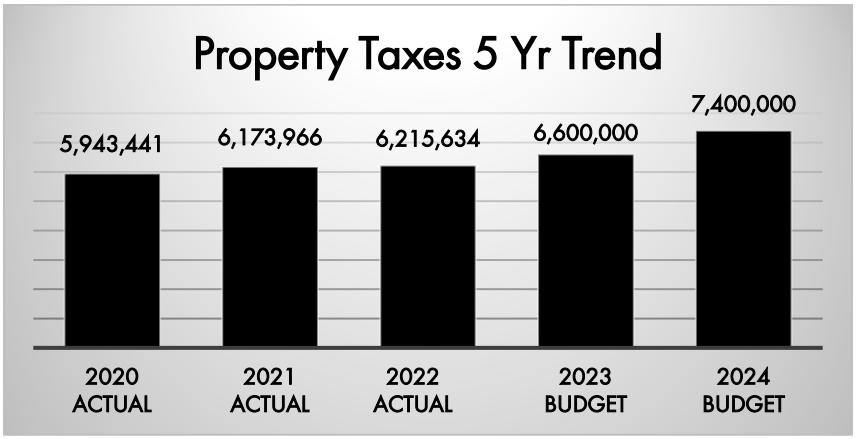
The City relies heavily on the Local Option Sales Tax (LOST) as is evidenced by the anticipated receipt of some $12,000,000 estimated from this source in 2024, which is an increase of $1,000,000 over the budget for 2023. In 2024, this source of revenue accounts for 33% of total general fund revenues, making this revenue source the largest for General Fund operations. The chart below illustrates the changes in sales tax collections from 2020 to projected 2024.



3. Property Taxes

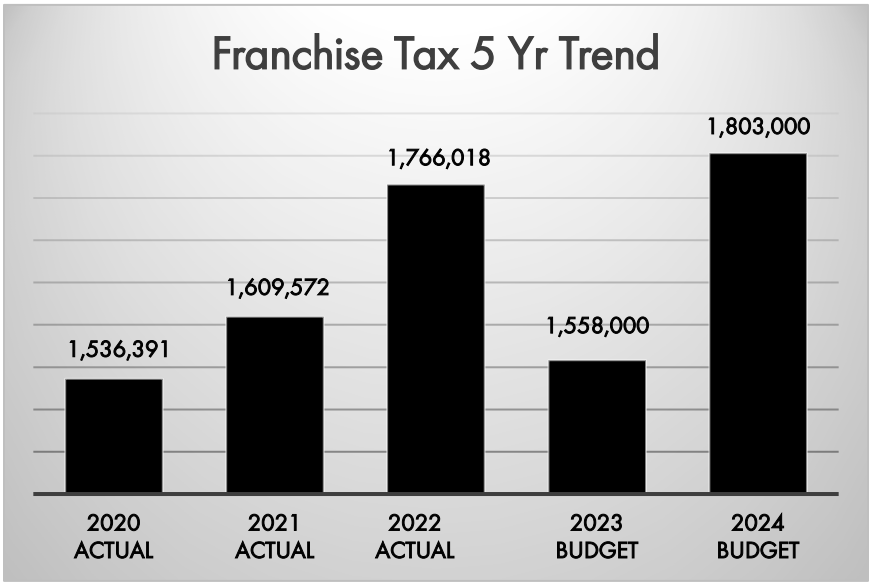
Property tax revenues are comprised of the ad valorem tax on property and its associated penalties for delinquent tax, intangible taxes, motor vehicle tax and public Real property is assessed at 40% of its fair market value. Public utility assessments are finalized by the State of Georgia each year. The following chart illustrates five (5) year history of millage rates from 2018 through 2023 and on the following page, property tax revenue from 20120 through 2024 Budget.

Property Tax Millage Rate	2018	2019	2020	2021	2022	2023
Gross M & O Millage	8.626	88.707	8.060	8.119	7.867	7.291
Less Rollback	4.626	4.718	4.417	4.545	4.817	4.539
Net M & O Millage	4.000	3.989	3.643	3.574	3.050	2.752



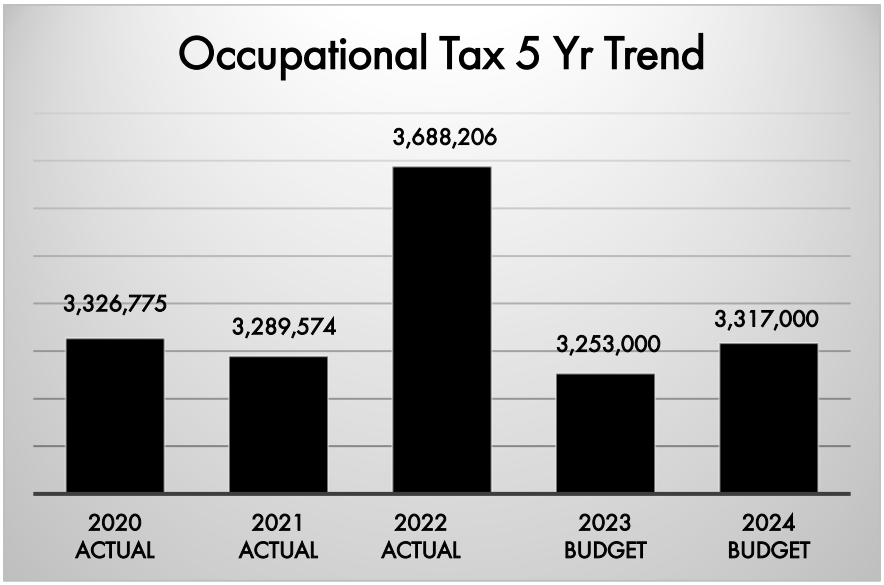
4. Excise (Franchise) Taxes

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 2024, the City expects to collect $3,317,000 in occupational taxes. The chart below shows the past 3 years of actual Occupational Tax revenue and 2023 and 2024 budgets.



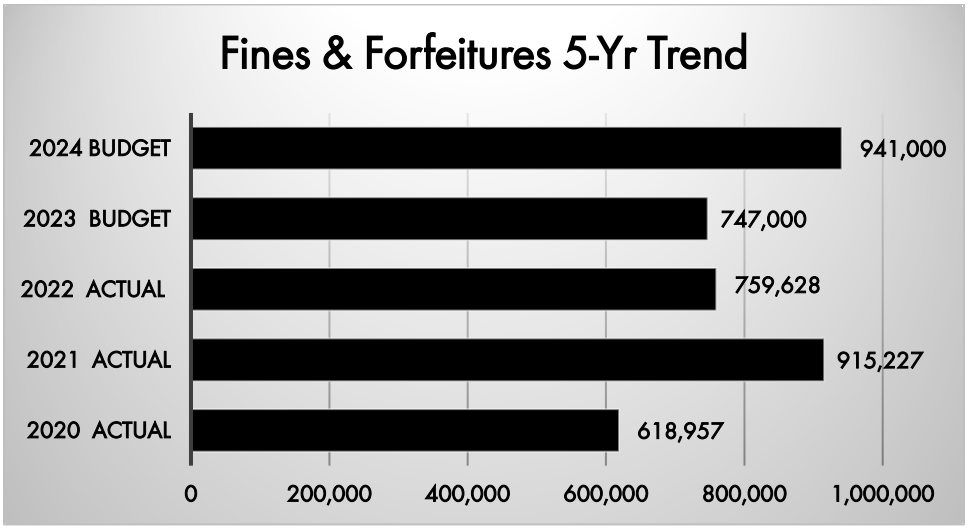
6. Inspections and Permits

We are projecting a slight increase in inspections and permits in FY 2024 due to various new developments.



7. Fines and Forfeitures

Fines and forfeitures are projected to produce a total of $941,000 in FY 2024. This is a slight increase from the 2023 budget of $747,000. 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. Also, includes in the 2024 budget is revenue from Probation Services. The City of Newnan is now handling probation in-house. The chart below depicts Police Fines and Tech Fees combined since 2020.



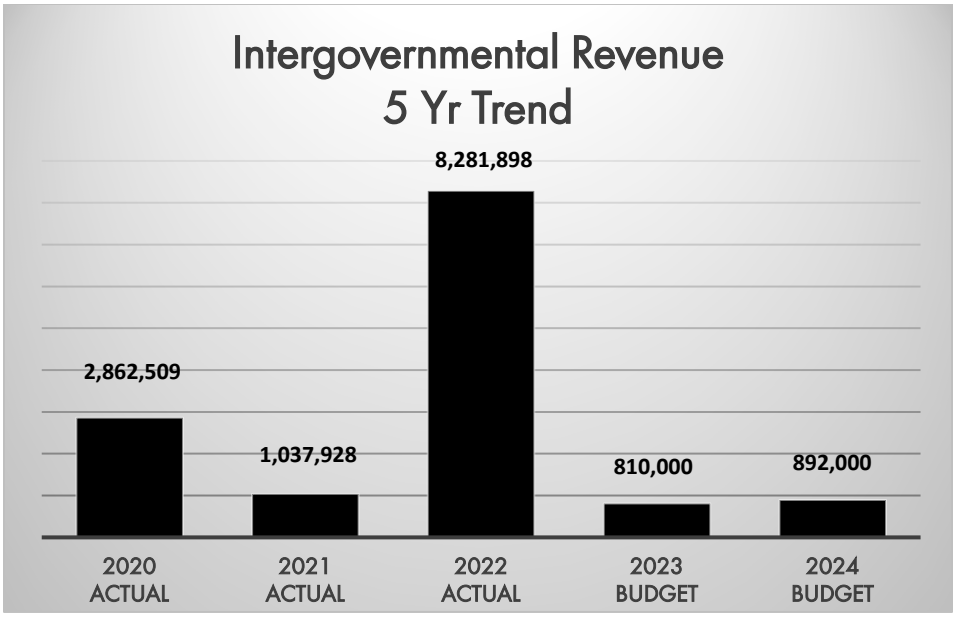
8. Other Local Revenue

In 2024, this category was budgeted for $440,500 in revenue which is a slight increase over FY 2023.

Other Local Revenue	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Cultural Arts Commission	17,125	32,000	34,495	20,000	0
House Demolition by City Forces	(4,756)	50	3,454	0	0
Sale of Recyclables	988	3,242	1,326	2,000	2,000
Admin Fee for Impact Fee Coll	11,099	29,999	7,196	10,000	7,500
Host Fee for Sanitation Collection Services	89,490	83,168	92,412	0	0
City Store Sales	739	1,777	486	1,000	500
Cemetery Lot Sales	126,543	154,985	137,503	100,000	120,000
Monument Setting Fee	310	580	560	250	500
Cemetery Services	110,750	123,750	113,350	100,000	100,000
Rental Fees	16,309	48,097	59,209	50,000	85,000
Miscellaneous Revenue	67,490	85,730	119,131	50,000	50,000
Contractor Registration Fees	0	28,300	0	0	0
Insurance Recoveries	181,002	186,126	122,708	75,000	75,000
Totals	617,089	777,805	691,830	408,250	440,500

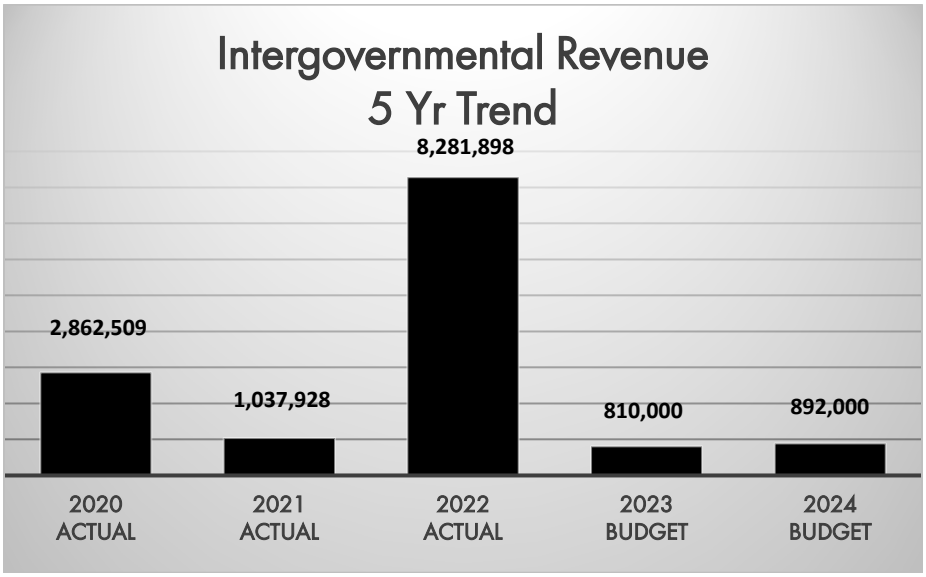
9. Intergovernmental Revenue

Intergovernmental revenues have totaled less than 1% of total governmental revenues over the past five years other than 2022. In 2022 the City received a large portion from GEMA as reimbursements related to the March EF 4 Tornado that left major destruction in portions of the City. Normally, 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.



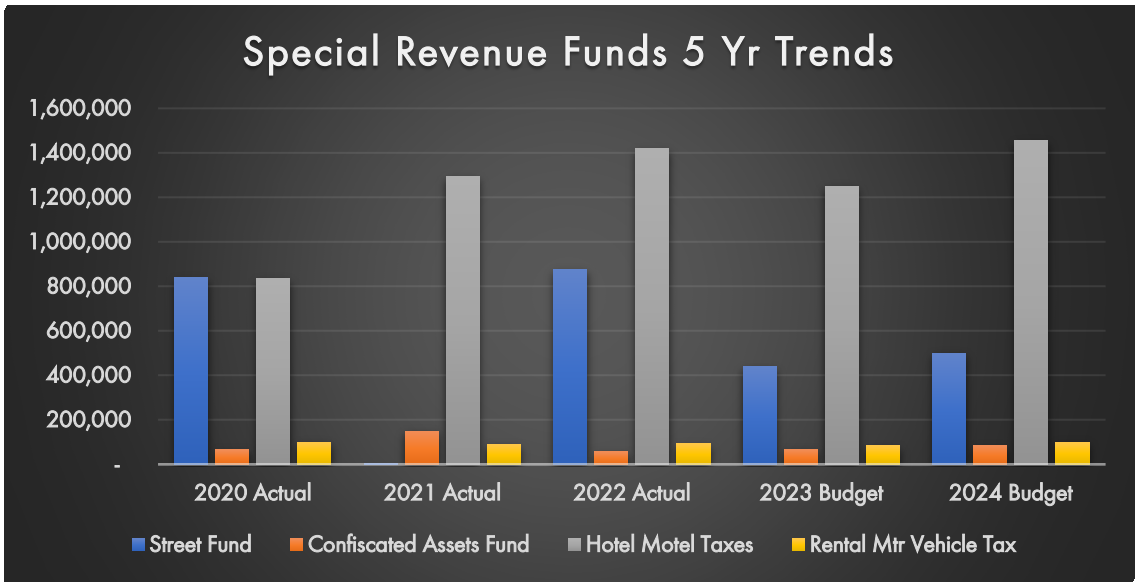
10. Other Financing Sources

Other financing sources of revenue include a transfer from Water and Light of $1,800,000. The Hotel/Motel Tourism Fund of $540,000 is a slight increase of over the 2023 Budget. Total increase in this category is $428,750.



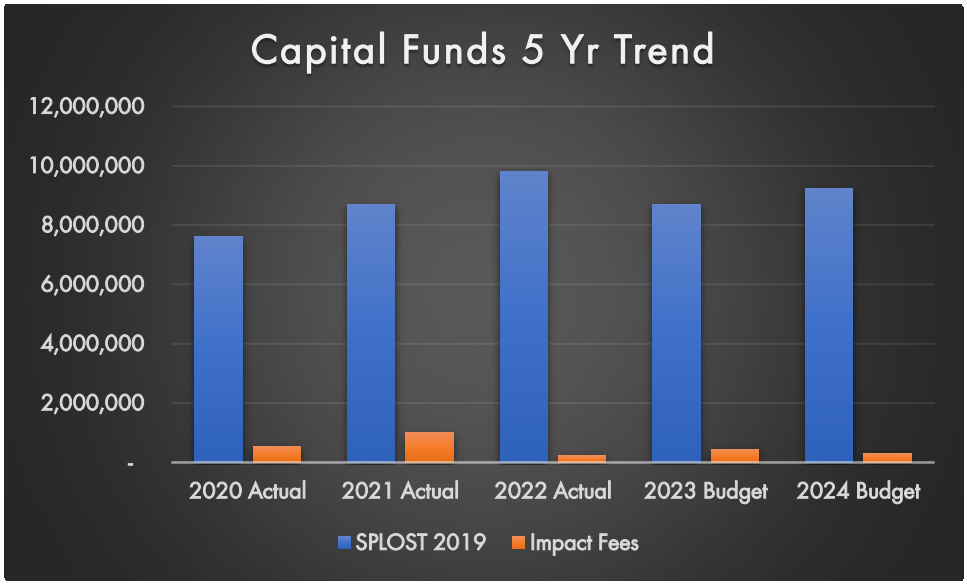
Section II – SPECIAL REVENUE FUNDS TRENDS

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, 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 actual revenue from SPLOST 2019 Fund over the past three (3) years and the budgeted 2023 and 2024. SPLOST Funds as well as Impact Fees assist in funding many capital projects. Impact Fees fluctuates depending on commercial and residential development activities.



General Fund
2024 Revenue & Expenditures

SECTION IV. GENERAL FUND – MAJOR FUND

The chart spread over the next four (4) pages illustrates the detail of General Fund Revenues and Expenditures for 2022 Actual, 2023 Amended Budget and 2024 Budget. In 2023 City Council approved a Mid-Year Market Adjustment Compensation change. There were two (2) adjustments in revenue and adjustments for Full-time, Part-time, FICA, and Retirement adjustments in each department in expenditures.

General Fund Revenue

REVENUES		2022 Actual	2023 Budget	2024 Budget
31.1100	Property Taxes	6,215,634	6,600,000	7,400,000
31.1110	Public Utility Tax	1,898	2,000	1,900
31.1200	Delinquent Property Tax	156,279	100,000	125,000
31.1310	Vehicle Ad Valorem Tax	24,061	20,000	18,000
31.1315	Title Ad Valorem Tax (TAVT)	1,530,158	1,500,000	1,500,000
31.1340	Intangible Tax	123,753	150,000	100,000
31.9100	Interest and Penalties	10,042	7,500	10,000
	Property Taxes	**8,061,824**	**8,379,500**	**9,154,900**
31.3100	Local Option Sales Tax	11,862,277	11,000,000	12,000,000
	Sales Tax	**11,862,277**	**11,000,000**	**12,000,000**
31.1710	Franchise Tax - Georgia Power	570,060	460,000	600,000
31.1711	Franchise Tax - EMC	451,029	405,000	475,000
31.1730	Franchise Tax - Gas	407,846	350,000	410,000
31.1750	Franchise Tax - Cable TV	315,762	325,000	300,000
31.1760	Franchise Tax - Telephone	21,320	18,000	18,000
31.4200	Beer and Wine Tax	789,052	790,000	850,000
31.4250	Distilled Spirits Excise Tax	0	0	65,000
31.4300	Mixed Drinks Excise Tax	246,123	225,000	250,000
31.6200	Insurance Premiums Tax	3,547,957	3,100,000	3,650,000
	Excise Taxes (Franchise)	**6,349,149**	**5,673,000**	**6,618,000**
31.6100	Occupational Tax	3,298,239	2,850,000	2,900,000
31.6102	Professional Tax	72,800	68,000	70,000
31.6300	Financial Institution Tax	124,827	135,000	132,000
31.6400	Insurance Agents Tax	55,439	55,000	55,000
32.1110	Beer/Wine Licenses	39,600	40,000	40,000
32.1120	Liquor Licenses - Pouring/Pkg	97,300	105,000	120,000
	Occupational Taxes and Alcohol Licensing	**3,688,206**	**3,253,000**	**3,317,000**
32.2100	Residential Construction Permits	182,523	250,000	375,000
32.2110	Commercial Construction Permits	72,127	60,000	60,000
32.2150	Plan Review Fees	43,542	40,000	40,000
32.2215	Planning & Zoning Regulatory Fees	39,689	35,000	25,000
32.2901	Site Improvement Fees	31,800	45,000	35,000
32.3101	Utility Inspection Fees	62,991	65,000	85,000
32.3125	FM - Plan Review	9,129	7,500	5,000
32.3135	FM - Inspections	4,375	3,000	2,500
32.3145	FM - Operational/Annual Licenses	1,500	250	250
	Inspections and Permits	**447,676**	**505,750**	**627,750**

General Fund Revenues Continues...				
35.1100	Probation Service Fees	0	0	94,000
35.1171	Police Fines	734,998	725,000	825,000
35.1173	Tech Fees from Fines	24,630	22,000	22,000
	Fines & Forfeitures	**759,628**	**747,000**	**941,000**
33.4113	Cultural Arts Commission	34,495	20,000	0
33.4114	Veterans Memorial Bricks Sales	150	0	0
34.3010	House Demolition by City Forces	3,454	0	0
34.4130	Sale of Recyclables	1,327	2,000	2,000
34.6901	Admin Fee for Impact Fee Coll	7,196	10,000	7,500
34.6902	Host Fee for Sanitation Collection Services	92,412	0	0
34.7901	City Store Sales	486	1,000	500
34.9110	Cemetery Lot Sales	137,503	100,000	120,000
34.9120	Monument Setting Fee	560	250	500
34.9130	Cemetery Services	113,350	100,000	100,000
34.9901	Rental Fees	59,209	50,000	85,000
38.0000	Miscellaneous Revenue	119,131	50,000	50,000
38.3001	Insurance Recoveries	122,708	75,000	75,000
	Other Local Revenue	**691,981**	**408,250**	**440,500**
33.1151	Indirect Grant - State of Georgia Pass Thru Funds	7,459,845	0	0
33.1600	Real Estate Transfer Tax	43,393	60,000	40,000
33.6000	School Resource Officer	693,611	675,000	775,000
33.6001	West Metro RDEO Reimbursement	8,428	0	0
33.8001	Payments in Lieu of Tax	51,345	50,000	52,000
39.1101	Transfer from NU for Bus Dev Activities	25,000	25,000	25,000
	Intergovernmental Revenue	**8,281,622**	**810,000**	**892,000**
36.1000	Interest on Bank/Pool Accts	97,761	25,000	175,000
36.1000A	Interest - BNY Mellon Custodial Accts	1	25,000	175,000
38.1000	Rents and Royalties	28,935	25,000	27,500
39.1105	Water & Light Commission	1,788,223	1,750,000	1,800,000
39.1205	Transfer from Tourism Fund	523,704	468,750	540,000
39.2100	Proceeds of Capital Asset Disposition	0	20,000	25,000
	Other Financing Sources	**2,438,624**	**2,313,750**	**2,742,500**
	REVENUES Total	**42,580,985**	**33,090,250**	**36,733,650**

General Fund Expenditures

EXPENSES		2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	15,180,151	16,680,488	18,607,835
51.1200	Wages - Part Time/Temp Employees	257,325	327,022	302,332
51.1300	Wages - Overtime	269,686	227,500	274,000
51.2100	Employee Ins (Health/Basic Life)	4,511,944	4,661,308	5,105,384
51.2100A	Employee Opt-Out Insurance Payments	56,800	57,000	57,000
51.2100B	Cancer Insurance for Firemen	14,872	11,500	12,000
51.2150	Employee Flexible Spending Accounts	4,621	4,621	4,621
51.2200	FICA (Soc Sec)	1,155,319	1,313,053	1,476,751
51.2400	Retirement	1,962,062	2,076,655	2,327,578
51.2500	Tuition Reimbursement	10,311	15,000	15,000
51.2600	Unemployment Insurance	333	604	590
51.2700	Worker's Compensation	458,543	475,893	517,881
51.2910	Employee Recognition	19,409	30,800	35,200
	Salaries & Benefits	**23,901,376**	**25,881,444**	**28,736,172**
51.1200A	Contracted Labor - Non-Employees	105,054	115,215	137,215
51.2900	Taxable Employee Benefits	36,842	40,140	51,300
51.2900A	Non-Taxable Employee Benefits	121,640	152,908	203,760
52.1200	Professional Services	775,555	584,900	630,753
52.1201	Public Relations	51,038	63,880	66,755
52.1300	Other Contractual Services	839,398	900,987	1,101,434
52.1301	Elections	0	3,000	0
52.2110	Solid Waste Disposal	13,528	10,000	10,000
52.2200	Repairs and Maintenance	646,027	656,277	720,826
52.2205	Traffic Signal Maintenance/Repairs	9,978	5,000	25,000
52.2300	Equipment & Vehicle Rental	3,304	3,500	3,500
52.3101	Vehicle Insurance	144,486	142,950	143,450
52.3102	Bldg & Pers Liability Insurance	253,867	291,811	297,961
52.3103	Surety Bonds	0	100	0
52.3200	Communications	257,127	265,232	324,708
52.3300	Advertising	29,481	35,990	32,675
52.3400	Printing & Binding	17,058	16,545	15,890
52.3500	Travel Expenses	90,307	114,445	132,711
52.3600	Dues and Fees	39,535	52,191	60,311
52.3700	Training	51,490	78,282	89,357
53.1100	Materials and Supplies	167,389	146,634	174,246
53.1101	Office Supplies	31,065	36,139	37,020
53.1102	Cleaning Supplies & Chemicals	34,214	40,005	45,886
53.1103	Medical Supplies	11,253	18,130	19,300
53.1104	Dog Food & Supplies	1,117	1,450	1,450
53.1105	Minor Street Rprs/Maint: Asphalt, Hot Mix & Gravel	23,267	42,000	42,000
53.1106	Protective Equipment	21,158	84,562	67,000
53.1107	Concrete Repairs: S/W, Curb & Gutter	36,596	45,870	70,000
53.1108	Traffic Signs & Devices	30,651	37,000	37,000
53.1111	COVID-19 Pandemic Expenses	3,270	0	0
53.1112	March 2021 Tornado	1,713,288	0	0
53.1220	Natural Gas	16,218	28,500	22,500
53.1230	Electricity	376,996	350,000	370,000
53.1270	Vehicle Gasoline/Diesel	625,731	632,800	628,400
53.1300	Food Supplies	14,571	17,921	19,626
53.1400	Books & Periodicals	9,725	15,343	17,055

General Fund Expenditures Continues....				
53.1600	Minor Equipment	69,079	111,560	100,779
53.1600A	Vehicle Equipment Add Ons	63,850	112,171	105,496
53.1601	Computer Hardware & Software	104,084	113,484	233,497
53.1602	Office Furniture	10,917	5,750	7,900
53.1603	Fire Arms	3,840	21,326	8,030
53.1700	Other Supplies/Uniform Rental	14,860	24,700	25,400
53.1701	Vehicle Maintenance	426,879	407,350	440,500
53.1705	Landscaping Supplies	72,937	75,000	94,000
53.1706	Miscellaneous	15,404	25,600	15,600
53.1707	Planning Commission	0	350	350
53.1708	Other Boards & Commissions	65,010	53,208	31,350
53.1708A	Newnan Youth Council	15,148	18,500	18,500
53.1709	Grounds Repair & Maintenance	183,049	132,000	125,000
	Operating Expenses	**7,647,282**	**6,130,706**	**6,805,491**
54.1101	Caldwell Tanks Property	2,047,191	0	0
54.1200	Site Improvements	5,000	0	25,000
54.1300	Buildings/Building Improvements	407,944	63,000	217,000
54.1302	Other Improvements	25,127	0	32,000
54.1317	Storage Facility	1,522	0	0
54.2100	Machinery	84,859	0	32,000
54.2200	Vehicles	407,295	598,100	412,400
54.2201	Vehicles/Equipment	48,598	27,500	35,380
54.2400	Computer Hardware/Software	24,300	0	28,059
54.2500	Other Equipment	55,341	85,000	0
54.2503	Protective Equipment	123,479	45,000	139,648
54.2504	Other Equipment	16,099	0	8,500
	Capital	**3,246,755**	**818,600**	**929,987**
57.2000	Payments to Other Agencies	31,500	26,500	29,000
57.2006	Cultural Arts Commission	50,842	40,000	40,000
57.2010	Three Rivers Regional Commission	42,602	43,000	43,000
61.1540	Transfer to Sanitation Fund	190,000	150,000	150,000
	Other Financing Uses	**314,944**	**259,500**	**262,000**
	EXPENSES Total	**35,110,357**	**33,090,250**	**36,733,650**

Special Funds
2024 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 four (4) special revenue funds: Street Improvement Fund, Confiscated Assets 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 2024 the revenue stream consists of a Local Maintenance Improvement Grant (LIMG) from the Georgia Department of Revenue.

Street Improvement Fund - 200		2022	2023	2024
Account #	Description	Actual	Budget	Budget
33.4111	State DOT Contracts/LMIG	865,226	437,033	478,576
36.1000	Interest on Bank/Pool Accts	10,840	2,000	20,000
	REVENUES Total	**876,066**	**439,033**	**498,576**
54.1425	LMIG Projects	428,193	437,033	478,576
	EXPENSES Total	**428,193**	**437,033**	**478,576**

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 2024 budget for these funds is for various equipment and supplies.

Confiscated Assets Fund - 210		2022	2023	2024
Account #	Description	Actual	Budget	Budget
35.1320	Other Police Seizures	36,027	22,000	30,000
35.1321	Dept. of Justice Condemnations	0	15,000	15,000
35.1322	Dept. of Treasury Condemnations	20,452	30,000	40,000
36.1150	Interest - Other Police Seizures	42	33	30
36.1151	Interest - DOJ Condemnations	3	5	5
36.1152	Interest - DOT Condemnations	435	23	25
	REVENUES Total	**56,961**	**67,061**	**85,060**
35.1320A	Other Seizures Expenditures	49,515	40,000	6,000
35.1321A	DOJ Expenditures	132	20,000	19,200
35.1322A	DOT Expenditures	17,064	25,000	0
	EXPENSES Total	**66,710**	**85,000**	**25,200**

3. 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.

Rental Motor Vehicle Excise Taxes - 280		2022	2023	2024
Account #	Description	Actual	Budget	Budget
31.4400	Motor Vehicle Rental Excise Tax	99,889	84,000	98,000
36.1000	Interest on Bank/Pool Accts	758	300	1,800
	REVENUES Total	**93,647**	**84,300**	**99,800**
61.2001	Transfer to Newnan Convention Center	93,800	84,000	99,800
	EXPENSES Total	**93,800**	**84,000**	**99,800**

4. 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. Of the revenue projected for 2024 $360,000 will be transferred to the Newnan Centre, $540,000 will be transferred to the General Fund and $540,000 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		2022	2023	2024
Account #	Description	Actual	Budget	Budget
31.4100	Hotel/Motel Tax (Conv Ctr/Gen Fund Portion)	532,413	781,250	0
31.4100B	Hotel/Motel Tax (Explore Newnan-Coweta Portion)	528,939	468,750	0
31.4100D	Hotel/Motel Tax	0	0	1,440,000
36.1000	Interest on Bank/Pool Accts	3,848	500	4,000
36.1000C	Interest (Tourism Capital Portion)	4,082	0	8,000
36.1000D	Interest (Explore Newnan-Coweta Portion)	402	500	2,000
	REVENUES Total	**1,418,837**	**1,251,000**	**1,454,000**
61.1100	Transfer to General Fund	523,714	468,750	540,000
61.2001	Transfer to Newnan Convention Center	349,152	312,500	360,000
61.2002	Transfer to Explore Newnan-Coweta	523,786	468,750	540,000
	EXPENSES Total	**1,396,652**	**1,250,000**	**1,440,000**

2024 Revenues & Expenditures
SECTION VI. SANITATION FUND

The Sanitation Fund will track all revenues, transfers and expenditures associated with the collection of brush (yard debris) and bulk and the collection for downtown commercial garbage. In 2023 the created a new department – Sanitation Administration. This department will be responsible for billing for residential refuse. Also, beginning in 2024 the City will be utilizing AmWaste, for the collection of residential refuse. This change is based on the need for better customer service for our Citizens as well as accountability of the collector.

Sanitation Fund - 540		2022	2023	2024
Account #	Description	Actual	Budget	Budget
34.4110	Garbage Fees - Residential	0	3,140,880	3,900,000
34.4111	Garbage Fees - Commercial	79,203	90,000	90,000
34.4112	Sanitation Administration Fee	0	213,900	300,000
34.4115	Yard Debris & Bulk Collection Fees	738,064	1,389,000	950,000
36.1000	Interest on Bank/Pool Accts	3,685	1,500	9,000
39.1200	Transfer from General Fund	190,000	150,000	150,000
	REVENUES Total	1,010,951	4,985,280	5,399,000
51.1100	Wages - Full Time Employees	387,430	495,463	550,644
51.1300	Wages -Overtime	21,089	13,800	15,900
51.2100	Employee Ins (Health/Basic Life)	107,380	190,000	209,000
51.2150	Employee Flexible Spending Acct	84	220	220
51.2200	FICA (Soc Sec)	28,427	38,222	42,839
51.2400	Retirement	42,349	60,807	67,774
51.2600	Unemployment Insurance	10	24	20
51.2700	Worker's Compensation	23,562	37,695	40,516
51.2910	Employee Recognition	478	1,000	500
	Salaries and Benefits	610,810	837,231	927,413
51.1200A	Contracted labor – Non-Employee	0	0	5,000
51.2900	Taxable Employee Benefits	648	1,080	1,080
52.1300	Other Contractual Services	105,449	3,210,680	3,307,001
52.2110	Solid Waste Disposal	341,449	329,000	352,000
52.2200	Repairs & Maintenance	2,100	2,400	2,400
52.3101	Vehicle Insurance	3,328	4,000	4,000
52.3102	Bldg. & Pers Liability Insurance	4,160	5,000	6,6000
52.3200	Communications	700	1,080	1,080
52.3300	Advertising	0	2,000	2,000
52.3400	Printing & Binding	0	300	40,000
52.3500	Travel Expenses	0	0	2,000
52.3600	Dues & Fees	0	0	500
52.3700	Training	0	2,000	1,500
53.1100	Materials and Supplies	48,184	7,000	1,500
53.1101	Office Supplies	686	750	600
53.1112	March 21 Tornado	13,406	0	0
53.1270	Vehicle Gasoline	93,957	83,625	89,500
53.1300	Food Supplies	250	0	0
53.1600	Minor Equipment	0	500	500
53.1601	Computer Hardware/Software	10,541	0	0
53.1700	Other Supplies/Uniform Rental	2,932	2,850	2,950
53.1701	Vehicle Maintenance	49,683	35,500	45,500
53.1706	Miscellaneous	0	1,000	0
	Operating Expenses	678,125	3,689,565	3,871,211
	EXPENDITURES Total			

Capital Project Funds
2024 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 currently uses 2 capital project funds for 2024: SPLOST 2020 and Impact Fees Fund.

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

1. SPLOST projects include the continuation of street maintenance, intersection improvements, street operational improvements, fire training facility renovations, heavy equipment and an all-inclusive playground.

SPLOST Fund - 310		2022	2023	2024
Account #	Description	Actual	Budget	Budget
33.7100	SPLOST Receipts	9,802,898	8,700,000	9,200,000
36.1000	Interest on Bank/Pool Accts	11,523	5,500	20,000
	REVENUES Total	**9,814,421**	**8,705,500**	**9,220,000**
54.1300	Fire Training Facility Renovations	387,944	5,000,000	0
54.1322B	Fire Engine	0	0	889,000
54.1401A	Major Street, Sidewalk & Drainage Maintenance	680,843	2,00,000	2,300,000
54.1401C	Lower Fayetteville Road	0	0	250,000
54.1401D	Street, Intersection, Sidewalk & Parking Improvements	498,218	6,300,000	7,750,000
54.2504D	Public Works/Street Equipment	0	485,000	178,000
54.1201	CJ Smith Park	25,648	0	0
54.1203	Pickett Field	9,531	0	0
54.1207	Path and Linear Parks	1,115,776	0	10,000
54.1302	Other Improvements	0	250,000	350,000
61.2000	Transfer to Newnan W & L	980,034	870,000	920,000
	EXPENSES Total	**3,697,993**	**14,905,000**	**12,647,000**

2. Impact Fees - Impact Fees budget for 2024 include the purchase of a fire truck and the design of Lower Fayetteville Widening Project.

Impact Fees Fund - 375		2022	2023	2024
Account #	Description	Actual	Budget	Budget
34.1323	Road/St/Bridges Impact Fee	70,999	175,000	75,000
34.1324	Fire Services Impact Fee	44,325	100,000	75,000
34.1326	Parks/Recreation Impact Fee	123,413	175,000	150,000
36.1003	Interest - Roads/Streets/Bridges	1,339	1,000	6,000
36.1004	Interest - Fire Services	2,015	1,500	7,500
36.1006	Interest - Parks/Recreation	802	750	3,000
	REVENUES Total	242,894	453,250	316,500
54.2200	Vehicles	249,500	453,250	316,500
54.1400	Streets, Sidewalks, Lights, Etc.	0	600,000	0
54.1215A	Recreation Improvements	477,239	0	0
	EXPENSES Total	726,740	1,350,000	376,599

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%.

	2023 Budget Beginning Fund Balance (non audited)	2023 Projected Revenues	2023 Projected Expenditures	2024 Budget Projected Beginning Fund Balance	% Change	$$ Change
Major Funds						
General Fund	30,572,261	36,724,040	32,078,023	35,218,278	15%	4,646,017
SPLOST 2019	8,221,394	10,791,200	3,895,200	15,117,394	84%	6,896,000
Impact Fees	1,328,037	325,000	570,720	1,082,317	-19%	-245,720
Non-Major Funds						
Street Improvement	719,147	437,033	437,033	719,147	0%	0
Confiscated Assets	99,962	94,215	66,784	127,393	27%	27,431
Tourism Enhancement	0	1,405,335	1,405,335	0	0%	0
Motor Vehicle Rental	0	112,526	112,526	0	0%	0

1. General Fund – The 15% increase can be basically be attributed to the current economy.

2. SPLOST 2019 - – There is an 84% increase simply due to revenues exceeding expenditures. This will not most likely be the case in 2024 as there are expensive transportation projects budgeted for 2024.

3. Impact Fees – Impact Fees Fund Balance is a decrease as revenues are down and expenditures are up.

4. Confiscated Assets fund increased due to less expenditures planned for 2024.

Section IX – CONSOLIDATED SCHEDULES

This chart illustrates major funds resources and expenditures for 2024 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 2024					
	General Fund	Sanitation Fund	SPLOST 2019	Impact Fees	Total
Revenues					
Grants					
Sanitation Fees		5,249,000			5,249,000
Impact Fees				316,500	316,500
SPLOST			9,220,000		9,220,000
Property Taxes	9,154,900				9,154,900
Local Option Sales Tax	12,000,000				12,000,000
Excise Taxes	6,618,000				6,618,000
Occupational Taxes	3,317,000				3,317,000
Inspections & Permits	627,750				627,750
Fines & Forfeitures	941,000				941,000
Other Local Revenue	440,500				440,500
Intergovernmental	892,000				892,000
Other Financing Sources	402,500				402,500
Total Revenues	**34,393,650**	**5,249,000**	**9,220,000**	**316,500**	**49,179,150**
Operating Transfers In					
Water & Light	1,800,000				1,800,000
General Fund		150,000			150,000
Hotel/Motel Tourism	540,000				540,000
Total Transfers In	**2,340,000**	**150,000**			**2,490,000**
TOTAL RESOURCES	**36,733,650**	**5,399,000**	**9,220,000**	**316,500**	**51,669,150**
Expenditures					
General Government	9,635,950				9,635,950
Public Safety	18,328,585		889,000	376,599	19,594,184
Public Works	3,570,385	4,883,624	10,478,000		18,932,009
Community Development	3,964,576		360,000		4,324,576
Other Services	1,084,154				1,084,154
Tourism Capital					
Total Expenditures	**36,583,650**	**4,883,624**	**11,727,000**	**376,599**	**53,570,873**
Operating Transfers Out					
Convention Center					
Explore Newnan Coweta					
General Fund					
Street Improvement Fund					
Sanitation Fund	150,000				150,000
Water & Light			920,000		920,000
Total Transfers Out	**150,000**		**920,000**		**1,070,000**
TOTAL USES	**36,733,650**	**4,883,624**	**12,647,000**	**376,599**	**54,640,873**
Net Resources	-	**515,376**	**(3,427,000)**	**(60,099)**	**(2,971,723)**

The chart below illustrates minor funds revenues and expenditures budgeted for 2024.

Minor Funds Consolidated Schedule 2024					
	Hotel/Motel Tourism	Confiscated Assets	Motor Vehicle Rental	Street Fund	Total
Revenues					
Confiscated Assets		85,060			85,060
Grants				498,576	498,576
Hotel / Motel Tax	1,454,000				1,454,000
Motor Vehicle Tax			99,800		99,800
Total Revenues	1,454,000	85,060	99,800	498,576	2,137,436
TOTAL RESOURCES	1,454,000	85,060	99,800	498,576	2,137,436
General Government					-
Public Safety		25,200			25,200
Public Works				478,576	478,576
Community Development					
Other Services					
Tourism Capital					
Total Expenses		25,200		478,576	503,776
Convention Center	540,000		99,800		639,800
Explore Newnan Coweta	360,000				360,000
General Fund	540,000				540,000
Total Transfers	1,440,000		99,800		1,539,800
TOTAL USES	1,440,000	25,200	99,800	478,576	2,043,576
Net Resources	14,000	59,860	-	20,000	93,860

DEPARTMENTAL BUDGETS

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 2022	FY 2023	Positions Added for FY 2024	FY 2024	Variance FY 2023 vs FY 2024
City Manager	7	8	0	8	0
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	94	96	0	96	0
Civilians	7	7	1	8	1
Administrative	5	5	0	5	0
Municipal Court	4	4	1	5	1
Fire Department:	0	0	0	0	0
Firefighters	66	69	1	70	1
Administrative	1	1	0	1	0
Planning & Zoning	5	5	0	5	0
Parks & ROW Beautification	18	20	0	20	0
Building Inspection	10	10	0	10	0
Public Works Administration	2	2	0	2	0
Streets	21	21	0	21	0
Garage	6	6	0	6	0
Cemetery	8	8	0	8	0
Sanitation Admin	3	4	0	4	0
Sanitation Refuse	2	2	0	2	0
Sanitation Brush & Bulk	5	4	0	4	0
Engineering	4	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	4	4	1	5	1
Full-Time Employees	293	301	4	305	4

CITY OF NEWNAN, GEORGIA
PART - TIME PERSONNEL BY DEPARTMENT

Department	FY 2022	FY 2023	Positions Added for FY 2024	FY 2024	Variance FY 2023 vs FY 2024
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	-1	0	-1
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	0	4	1
Part-Time Employees	**25**	**24**	**-1**	**23**	**-1**

There were 3 full time positions and 1 Part time to Full Time added during the FY 2024 budget process. The chart below depicts

2023 Staffing Changes Impact

Position	Function	Dept	Wages
Fire Inspector	FIre	FIre	66,560
Probation Officer	Court	Municipal Court	46,800
Auditorium Event Coordinator	Events	Leisure Services	49, 795
Police Clerk	Police		18,993

Net Impact on Operations 132,353

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 2024 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.

https://www.newnanga.gov/258/City-Council

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.

City Council 100.1110.10

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1200	Wages - Part Time/Temp Employees	44,654	43,000	43,000
51.2200	FICA (Soc Sec)	3,363	2,869	2,869
51.2400	Retirement	5,836	5,458	16,433
51.2700	Worker's Compensation	120	124	124
	Salaries & Benefits	**53,973**	**51,451**	**62,426**
51.2900A	Non-Taxable Employee Benefits	737	350	700
52.1200	Professional Services	168,833	105,000	105,000
52.1201	Public Relations	12,339	13,000	10,500
52.3400	Printing & Binding	196	250	300
52.3500	Travel Expenses	30,294	28,000	32,000
52.3600	Dues and Fees	15,954	16,500	16,500
52.3700	Training	7,751	8,000	7,000
53.1300	Food Supplies	250	3,000	3,000
53.1600	Minor Equipment	400	4,000	500
53.1601	Computer Hardware & Software	0	0	2,000
	Operating Expenses	**236,753**	**178,100**	**177,500**
57.2000	Payments to Other Agencies	16,500	11,500	11,500
57.2010	Three Rivers Regional Commission	42,602	43,000	43,000
	Other Uses	**59,102**	**54,500**	**54,500**
		349,828	**284,051**	**294,426**

https://www.newnanga.gov/259/City-Manager

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. He also has several direct report departments shown in the organizational chart within the City Introduction Section of this document. The Assistant City Manager, Hasco Craver, is responsible for Community & Economic Development. Assistant City Manager, over Financial Services, is responsible for the Finance Department and Human Resource Department's day-to-day operations.



Cleatus Phillips
City Manager



Hasco Craver
Assistant
City Manager



Meg Kelsey
Assistant
City Manager

City Manager 100.1320.11

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	589,892	658,426	850,579
51.1200	Wages - Part Time/Temp Employees	2,016	0	0
51.2200	FICA (Soc Sec)	42,048	51,641	66,841
51.2400	Retirement	78,873	82,561	104,849
51.2600	Unemployment Insurance	8	14	0
51.2700	Worker's Compensation	5,230	5,550	7,904
51.2910	Employee Recognition	46	0	0
	Salaries & Benefits	**718,112**	**798,192**	**1,030,173**
51.2900	Taxable Employee Benefits	15,980	16,620	24,240
51.2900A	Non-Taxable Employee Benefits	0	150	550
52.1200	Professional Services	211,211	120,000	147,803
52.1201	Public Relations	1,667	5,000	4,000
52.1300	Other Contractual Services	51,521	8,400	10,000
52.1301	Elections	0	3,000	0
52.2200	Repairs and Maintenance	836	2,500	2,750
52.3102	Bldg. & Pers Liability Insurance	1,664	2,000	1,750
52.3103	Surety Bonds	0	100	0
52.3200	Communications	13,723	6,250	30,750
52.3300	Advertising	2,008	1,500	1,500
52.3400	Printing & Binding	1,781	1,500	1,700
52.3500	Travel Expenses	18,988	17,000	17,550
52.3600	Dues and Fees	7,019	7,850	16,855
52.3700	Training	5,957	5,750	8,000
53.1100	Materials and Supplies	797	750	500
53.1101	Office Supplies	3,276	2,500	1,000
53.1270	Vehicle Gasoline/Diesel	479	1,000	700
53.1300	Food Supplies	2,315	3,500	3,500
53.1400	Books & Periodicals	884	700	1,700
53.1600	Minor Equipment	404	500	500
53.1601	Computer Hardware & Software	6,702	2,000	4,600
53.1602	Office Furniture	9,858	0	0
53.1701	Vehicle Maintenance	290	300	500
53.1706	Miscellaneous	15,256	25,000	15,000
53.1708	Other Boards & Commissions	0	2,500	0
	Operating Expenses	**372,617**	**236,370**	**295,448**
54.1101	Caldwell Tanks Property	2,047,191	0	0
54.2400	Computer Hardware and Software	0	0	28,059
	Capital	**2,047,191**	**0**	**28,059**
57.2000	Payments to Other Agencies	15,000	15,000	17,500
57.2006	Cultural Arts Commission	50,843	40,000	40,000
61.1540	Transfer to Sanitation Fund	190,000	150,000	150,000
	Other Uses	**255,843**	**205,000**	**207,500**
		3,393,762	**1,239,562**	**1,561,180**

Goal 1: Promote Community Engagement

- Continue to connect citizens and media to the city through regularly scheduled reminders of meetings, events, and general information through our social media platforms (A. Urda ongoing)
- Provide regular highlights of city council, city services, initiatives, the trolley, parks, etc. on our social media platforms (A. Urda ongoing)
- Produce a weekly newsletter via email subscription and also share the newsletter on our website and social media channels listing the upcoming city events, meetings and news (A. Urda ongoing)
- Participate in Georgia Cities Week (A. Hadden)
- Share city council meetings on social media and add recordings of all city council meetings to an external hard drive (A. Hadden ongoing)
- Offer the Newnan Citizens Academy twice a year (spring and fall) (A. Hadden ongoing)
- Feature the artist of the month at City Hall and share with the media and the citizens via social media and the newsletter (A. Hadden/A. Urda ongoing)
- Enhanced communication regarding boards and commissions, highlighting their meeting times and encouraging citizen participation (A. Urda ongoing)
- Begin the process of creating a free online game starring a City of Newnan mascot in which participants may explore the City of Newnan and learn about its history and how the City government operates.

Goal 2: Enhance Internal Communications

- Provide a monthly internal email update for staff regarding any and all news articles featuring the City of Newnan (A. Hadden ongoing)
- Provide First Amendment Audits training to City Council and other relevant staff (A. Hadden)
- Create brief videos introducing each City Council member and add to their respective pages on the website (A. Urda)
- Update City Council bios (A. Hadden)
- Update headshots of City Council members and Management Team (A. Hadden)

Goal 3: Provide External Communications

- Regularly update and maintain the city's website and calendar (A. Urda ongoing)
- Produce the quarterly report and continue to encourage departments to provide photos and relevant information to highlight the important work of the city (A. Hadden ongoing)
- Provide important updates to the media and citizens using the News Flash section of our website (A. Hadden)
- Respond to all media requests in a professional, timely manner (A. Hadden ongoing)
- Provide highlight reels featuring city services and staff (A. Urda)
- Manage filming requests (A. Hadden, ongoing)
- Use City Production Company for streaming and recording all City Council meetings (A. Hadden)

Goal 4: Serve as City of Newnan's Brand Manager

- Serve as the city's brand manager (A. Hadden ongoing)
- Continuously update city documents to reflect the current logo (A. Hadden ongoing)
- Install logo behind reception desk in City Hall (A. Hadden

Goal 5: 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 12/31/2024)
- Assist Coweta County with coordination of elections as required. (M. Shea 12/31/2024)
- Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (M. Shea 12/31/2024)
- Ensure all open records requests are responded to within the required 3 business days and continue to try and streamline the open records process to make it more efficient and easier for citizens. (M.Shea 12/31/2024)

Goal 6: To administer municipal elections and serve as filing officer for the City when applicable.

Objectives:

- File all required reports for elected officials with the State Ethics Board. (M. Shea 12/31/2024)
- Assist Coweta County with coordination of elections as required. (M. Shea 12/31/2024)

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 project 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)

2023 Goals Accomplished

- ✓ Received the "Distinguished Budget Award" for 33 consecutive years.
- ✓ Completed comprehensive quarterly project reports for posting on the website for citizen review.
- ✓ Completed construction of the renovations of the Fire Training Facility
- ✓ Regularly updated information on the website and city calendar.
- ✓ Provided information and support for citizens by sharing valuable content on our social media channels.
- ✓ Routinely highlighted on our social media the various members of our City Council.
- ✓ Responded to media requests in a timely manner and with professional courtesy.
- ✓ Provided strategic guidance regarding media relations to city departments.
- ✓ Prepared press releases and news alerts, sharing vital information to the media and citizens.
- ✓ Promoted the Artist of the Month program at City Hall.
- ✓ Participated in Georgia Cities Week and connected with citizens via a water pop-up on the LINC, attended coffee with a cop, highlighted a proclamation for Mayor Brady as he recognized Cities Week at the City Council meeting, hosted a "pizza in the park" event at CJ Smith Skate Park, featured Mayor Brady's art contest, and hosted a well-attended movie night at the Carnegie featuring "Murder in Coweta."

- ✓ Assisted city departments by taking photos and highlighting their community events on our social media platforms.
- ✓ Live streamed and archived City Council meetings.
- ✓ Produced the Quarterly Reports, highlighting the important work occurring in the city.
- ✓ Responded to filming requests and coordinated filming within the city of Newnan.
- ✓ Facilitated ribbon cutting ceremony for the LINC and the Wadsworth Auditorium Parking Lot.
- ✓ Coordinated the Groundbreaking Ceremony of the future Fire Training Facility.
- ✓ Recognized the promotion of leadership within the Fire Dept.
- ✓ Participated in the Events Committee and assisted Human Resources with various staff events.
- ✓ Attended Explore Newnan-Coweta Meetings.
- ✓ Staff support for the Mayor at events in which he was the guest speaker.
- ✓ Hired receptionist.
- ✓ Provided staff support to the Ayrshire Fiddle Orchestra Steering Committee and the Ayrshire Fiddle Orchestra throughout their visit.
- ✓ Posted career opportunities and information regarding events and meetings on our socials and the City Hall lobby TV.
- ✓ Created social media content to celebrate and publicly recognize city departments and staff.
- ✓ Updated internal phone directory for staff.
- ✓ Provided Town Hall style opportunities for the City Council.
- ✓ Recognized and provided important information to citizens regarding the impact ARPA has made on our community.
- ✓ Advertised the Christmas Parade to the public and provided staff support for event.
- ✓ In conjunction with the county, shared information regarding the impact of SPLOST on our community.
- ✓ Participated in multiple training sessions with the Georgia Municipal Association to enhance staff skills.

https://www.newnanga.gov/169/Finance

Finance Department

Department Description

The 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.

Finance 100.1510.13

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	283,250	402,000	322,404
51.1200	Wages - Part Time/Temp Employees	13,303	22,002	23,382
51.1300	Wages - Overtime	0	500	0
51.2200	FICA (Soc Sec)	22,676	32,933	26,991
51.2400	Retirement	53,197	49,962	39,533
51.2600	Unemployment Insurance	9	14	14
51.2700	Worker's Compensation	1,144	1,045	823
	Salaries and Benefits	**373,579**	**508,456**	**413,147**
51.1200A	Contracted Labor - Non-Employees	0	0	25,000
51.2900	Taxable Employee Benefits	225	540	600
51.2900A	Non-Taxable Employee Benefits	611	1,875	0
52.1200	Professional Services	109,347	55,800	68,550
52.1300	Other Contractual Services	24,539	29,830	107,300
52.2200	Repairs and Maintenance	24,751	14,000	0
52.3102	Bldg & Pers Liability Insurance	291	350	0
52.3200	Communications	54	0	0
52.3300	Advertising	0	4,315	0
52.3400	Printing & Binding	2,131	1,600	1,600
52.3500	Travel Expenses	2,175	5,800	5,800
52.3600	Dues and Fees	1,003	1,280	1,250
52.3700	Training	2,080	6,717	5,007
53.1100	Materials and Supplies	493	1,900	1,500
53.1101	Office Supplies	4,163	4,600	5,700
53.1300	Food Supplies	0	0	900
53.1400	Books & Periodicals	125	350	350
53.1600	Minor Equipment	0	500	500
53.1601	Computer Hardware & Software	2,466	10,100	3,000
53.1706	Miscellaneous	0	250	250
	Operating Expenses	**174,453**	**139,807**	**227,307**
		548,032	**648,263**	**640,454**

2024 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. (Staff Ongoing)
- Maintain Standard Operating Procedures to guide and assist staff in the performance of their duties. (Staff Ongoing)
- Maintain guidelines, training and codes of conduct for superior customer service. (Director)

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. (Accounts Receivable, Ongoing)
- Monitor procurement activities to ensure that the City obtains quality goods and services at the lowest cost within specified periods. (Staff, Ongoing)
- Reconcile all bank accounts monthly; ensure that all accounts maintain healthy balances to provide the City with necessary funding for operations. (Staff Accountant, Ongoing)
- Effectively monitor and manage all investments for the City to ensure maximum returns while minimizing risk to capital resources. (Director)

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. (Accounts Payable, On-going)
- Ensure that all Receivable accounts are managed effectively and efficiently. (Accounts Receivable, 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. (Licensing Technician, Ongoing)
- Ensure that all required reporting requirements, including the annual audit, are followed and deadlines are met both internally and externally. (Director, Staff as needed)
- 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. (Director and Staff, 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. (Staff Accountant, Ongoing)
- Complete all associated monthly, quarterly and annual reporting requirements associated with payroll processing by due dates. (Staff Accountant and Director, Ongoing)

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. (Director and Staff, Ongoing)
- Ensure that CAFR is prepared and submitted by June 30 due date annually. (Director, 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. (Director and 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. (Director and 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. (Director, 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. (Director, Ongoing)
- Provide training opportunities for subordinate staff when needed, which are pertinent to government entities and operations and job-related. (Director and Staff Ongoing)

2023 Goals Accomplished

- ✓ The property tax collection rate for the prior year was 97.94%. We expect to end 2023 somewhere around 97.0%.
- ✓ Researched best practices, Federal and GASB guidelines to correctly establish and account for the City's new ARPA (American Rescue Plan Act) Fund. (in process)
- ✓ Finance Department hired 2 positions in May and August to fill 2 of 3 vacant positions.
- ✓ 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. (in process)
- ✓ 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.
- ✓ Finance Department is working with McNair, McLemore,Middlebrooks & Co. to complete the Annual Audit and CAFR.

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Total Assessed Property Tax Valuation (40%)	$1,782,815,630	$2,133,703,530	**$2,245,679,850**
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.

Information Technology 100.1535.21

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	199,467	206,125	220,852
51.2200	FICA (Soc Sec)	15,216	15,892	17,019
51.2400	Retirement	24,748	25,408	26,697
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	506	508	526
	Salaries and Benefits	**239,941**	**247,939**	**265,100**
51.2900	Taxable Employee Benefits	1,620	1,620	1,620
52.1300	Other Contractual Services	5,096	5,000	13,000
52.2200	Repairs and Maintenance	265,302	209,350	245,450
52.2300	Equipment & Vehicle Rental	3,304	3,500	3,500
52.3101	Vehicle Insurance	166	200	200
52.3102	Bldg. & Pers Liability Insurance	166	200	200
52.3200	Communications	110,045	118,000	140,500
52.3500	Travel Expenses	4,247	6,000	6,000
52.3600	Dues and Fees	1,677	1,780	1,780
52.3700	Training	5,130	1,800	1,800
53.1100	Materials and Supplies	251	500	500
53.1101	Office Supplies	1,598	1,500	1,500
53.1270	Vehicle Gasoline/Diesel	239	600	600
53.1400	Books & Periodicals	0	200	200
53.1600	Minor Equipment	2,490	2,500	2,500
53.1601	Computer Hardware & Software	37,628	29,000	90,500
53.1602	Office Furniture	0	250	250
53.1701	Vehicle Maintenance	302	500	500
	Operating Expenses	**439,262**	**382,500**	**510,600**
		679,203	**630,439**	***775,700***

FY 2024 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 12/31/2024)
- Monitor and maintain backups daily to ensure data integrity is preserved. (B. Lee, A. Simpkins 12/31/2024)
- Review current contracts to ensure the best price is being given and features we are paying for are being utilized. (B. Lee 12/31/2024)

Goal 2: Replace aging critical infrastructure where budget permits.

Objectives:

- Replace edge network switches in City as budget permits. (B. Lee 12/31/2024)
- Maintain the 5-year replacement cycle on office workstations. (B. Lee 12/31/2024)

Goal 3: Network Infrastructure mapping and monitoring.

Objectives:

- Develop documentation of all infrastructure including location and how it interconnects. (B. Lee 12/31/2024)
- Expand our network monitoring solution to alert IT staff of problems before the phone rings. (B. Lee 12/31/2024)

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 12/31/2024)
- Review our group policy in accordance with CIS Controls (B. Lee 12/31/2024)
- Monitor existing MDR system for threat detection and response. (B. Lee 12/31/2024)
- Deploy a Vulnerability scanner to maintain controls. (B. Lee 12/31/2024)

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 12/31/2024)
- 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 12/31/2024)
- Research adding a secondary internet connection for when our primary has problems. (B. Lee 12/31/2024)

2023 Goals Accomplished

- ✓ Replaced 32 workstations according to the 5-year replacement cycle.
- ✓ Upgraded endpoint protection to an MDR solution.
- ✓ Deployed new Durabook tablets in the NPD Fleet.
- ✓ Installed new A/V streaming equipment in Council Chambers.
- ✓ Configured an IoT network for devices needing internet and no City resources.
- ✓ Setup new networks for Sanitation Billing, Facilities Maintenance, and Fire Training Facilities.

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Number of Help desk problem tickets received	570	550	**600**
Number of Help Desk tickets resolved in 72 hours	422	350	**475**
Number of computers maintained city-wide	245	255	**260**

https://www.newnanga.gov/219/Human-Resources

Human Resources

Department Description

The HR Director and team provides administrative support to city departments in the recruitment, selection, development, and retention of staff through the design and implementation of an equitable personnel management system. The department is also responsible for providing risk management services including employee group insurance programs, workers' compensation administration, general liability insurance programs, and safety and loss control efforts.

Human Resources 100.1540.20

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	173,233	194,497	154,952
51.2200	FICA (Soc Sec)	12,815	14,920	11,895
51.2400	Retirement	26,529	24,617	18,659
51.2500	Tuition Reimbursement	10,311	15,000	15,000
51.2600	Unemployment Insurance	4	6	6
51.2700	Worker's Compensation	546	479	369
51.2910	Employee Recognition	16,541	24,800	28,000
	Salaries and Benefits	**239,980**	**274,319**	**228,881**
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	321	300	300
52.1200	Professional Services	8,323	8,200	10,000
52.1300	Other Contractual Services	160	300	300
52.3102	Bldg & Pers Liability Insurance	59,145	65,000	68,000
52.3300	Advertising	150	300	300
52.3400	Printing & Binding	0	350	350
52.3500	Travel Expenses	1,134	2,375	3,000
52.3600	Dues and Fees	679	375	500
52.3700	Training	2,259	2,150	3,000
53.1100	Materials and Supplies	302	200	150
53.1101	Office Supplies	558	600	600
53.1103	Medical Supplies	0	30	0
53.1300	Food Supplies	1,026	300	300
53.1400	Books & Periodicals	0	100	100
53.1600	Minor Equipment	0	100	100
53.1601	Computer Hardware & Software	140	4,500	0
	Operating Expenses	**74,737**	**85,720**	**87,540**
	Total Human Resources Dept Budget	**314,717**	**360,039**	**316,421**
51.2100	Employee Ins (Health/Basic Life)	4,511,944	4,661,308	5,105,384
51.2100A	Employee Opt-Out Insurance Payments	57,000	57,000	57,000
51.2150	Employee Flexible Spending Accounts	4,621	4,621	4,621
	Total Health Insurance Budget	**4,573,565**	**4,722,929**	**5,167,005**

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

Objectives:

- Continue utilizing Social Media platforms to reach a broader, more diverse group of candidates and increase the number of qualified applicants. (Ongoing)
- Utilize Cigna and other resources to provide employees with opportunities to become healthier to improve quality of life, but may result in lower insurance exposure for the City. (Ongoing)
- Work with Department Heads to update job descriptions, job postings, skill testing, background review and pre-employment screenings. (Ongoing)

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

Objectives:

- Assist City Manager, Assistant City Manager and all Department Heads with employee related issues and legal issues. (Ongoing)
- Reduce Liability Claims through training, risk awareness and sharing information with Department Heads. (Ongoing)
- Administer the City's Risk Management Liability programs when loss occurs and recovering any money owed to the City. (Ongoing)
- Provide Monthly Risk Management Newsletter and conduct periodic safety visits to all 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:

- Update Human Resources Standard Operating Procedures (SOP) to ensure consistency in processes and compliance with all applicable laws. (Ongoing)
- Review and update all Job Descriptions (Ongoing)
- Review, evaluate and update 2016 Personnel Policy Manual (N Freeman)

Goal 4: Increase knowledge and skill in the Human Resources Department while keeping abreast of the changing legal environment.

Objectives:

- Attend GMA trainings, GLGPA conferences and webinars, LGRMS Risk Management Control training, online training, and other programs and conferences as available. (Ongoing)

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

Objectives:

- Increase knowledge and usage of ApplicantPro Applicant Tracking & Hiring System.
- Continued implementation of Employee Exit Process to include Exit Clearance Form and HR Offboarding.
- Automate new hire onboarding process for required documentation.
- Increase safety awareness, compliance and practices throughout City of Newnan through education, training

- ✓ City received grants totaling $25,000 from Georgia Municipal Association. $20,000 from LGRMS funded Police radios, Fire equipment and safety equipment through the City. $5,000 from LGRMS for Firefighter Cancer Awareness for purchase of protective hoods.
- ✓ Newnan Police Department Training Unit began Police Officer Trainee Applicant Testing to include Basic Aptitude Test (BAT) and Physical Abilities Test (PAT), improving the quality of applicants entering into the NPD new hire background screening. HR department proxies and scores BAT.
- ✓ Managed and tracked property and liability incidents and claims, worker's compensation and FMLA
- ✓ Coordinated multiple training programs with LGRMS to increase sensitivity and safety awareness.
- ✓ The City received over 2,700 applications and filled approximately 59 positions.
- ✓ 2023 Revised Pay Plan to reflect overall increase of 2.0%, Implemented COLA (2.5%) and Longevity (up to 2.0%) January 2023
- ✓ Ongoing updates to New Hire Orientation designed to welcome new employees to the organization, communicate important policy and culture information, and introduce employees to their new place of work.
- ✓ Provided individual enrollment benefit meetings for all departments to inform employees of benefit option changes and all supplemental voluntary benefits available.
- ✓ Assist employees with questions regarding authorization and payment of claims through all lines of coverage
- ✓ Coordinated Wellness events and activities to pro-actively encourage improved overall health of employees and their families with Cigna MotivateMe program.
- ✓ Actively participating with NPD and Department of Veterans Affairs for certification of training hours for actively employed veterans.
- ✓ Attended multiple GMA, LGRMS, Worker's Compensation NCIC/GCIC and Safety trainings.
- ✓ Increased employee awareness of GMEBS retirement and 457 Retirement option.
- ✓ Worked with employees and increased awareness of Tuition Reimbursement Program.
- ✓ Coordinated Employee Recognition Events to include Spring/Fall/Holiday luncheons and Appreciation gifts.

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Applications received and processed	1796	1850	1900
Annual employee turnover	14.5%	14.8%	15.0%
Annual City-paid health care estimate per/ee	14,500	15,300	16,500
Total number of liability claims city-wide	80	65	60
Number of Work Comp claims (record/report)	37/16	25/15	30/15
Number of employees utilizing FMLA	21	25	25

http://www.newnanga.gov/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.

Facilities Maintenance 100.1565.23

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	205,503	219,874	237,722
51.1300	Wages - Overtime	0	500	500
51.2100A	Employee Opt-Out Insurance Payments	(200)	0	0
51.2200	FICA (Soc Sec)	15,049	16,859	18,224
51.2400	Retirement	26,451	26,953	28,587
51.2600	Unemployment Insurance	4	8	8
51.2700	Worker's Compensation	17,263	17,185	17,922
	Salaries and Benefits	**264,070**	**281,379**	**302,963**
51.2900A	Non-Taxable Employee Benefits	2,118	2,000	2,000
52.1300	Other Contractual Services	141,917	201,905	219,451
52.2200	Repairs and Maintenance	140,805	145,000	165,500
52.2205	Traffic Signal Maintenance/Repairs	6,433	5,000	25,000
52.3101	Vehicle Insurance	1,664	2,000	2,000
52.3102	Bldg & Pers Liability Insurance	22,466	27,000	27,000
52.3200	Communications	3,080	3,300	3,500
52.3500	Travel Expenses	0	500	500
52.3600	Dues and Fees	622	700	900
52.3700	Training	425	3,000	2,200
53.1100	Materials and Supplies	1,176	1,100	1,200
53.1101	Office Supplies	709	700	750
53.1102	Cleaning Supplies & Chemicals	7,539	7,000	7,500
53.1220	Natural Gas	15,670	27,500	18,500
53.1270	Vehicle Gasoline/Diesel	16,024	15,000	15,000
53.1300	Food Supplies	1,104	1,000	1,100
53.1600	Minor Equipment	14,086	10,850	8,200
53.1601	Computer Hardware & Software	1,356	3,000	1,500
53.1602	Office Furniture	1,059	0	0
53.1700	Other Supplies/Uniform Rental	(5)	0	0
53.1701	Vehicle Maintenance	12,118	9,350	9,000
	Operating Expenses	**390,365**	**465,905**	**510,801**
54.1300	Buildings/Building Improvements	407,944	63,000	217,000
54.2200	Vehicles	0	65,000	0
54.2500	Other Equipment	8,945	0	0
	Capital	**416,889**	**128,000**	**217,000**
		1,071,324	**875,284**	**1,030,764**

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 12/31/2024)

Objectives:

- Have New Cooling Tower installed at City Hall
- Install New Mini-splits for Wadsworth Foyer Area
- Cover parapet walls (roof line) with metal at Wesley Boys and Girls Club and Wesley St Gym.
- Paint Interior at Cemetery Building
- Replace Roof at 54 Perry St

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 12/31/2024)

Objectives:

- Backflow testing throughout City
- Continue Staff certification for Water testing
- Work with I.T. Department to expand City Access Control/Camera installations

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 12/31/2024)

Objectives:

- Keep necessary stock of Traffic Control parts

Goal 4: Work jointly with the YMCA to enhance the swimming experience for all who enjoy the Lynch Park Pool. (M. Johnston 12/31/2024)

Objectives:

- Paint Pump Room exterior
- Work with contractors through potential pool upgrades.
- Remove inactive piping from former Chlorine Feeder

Goal 5: Provide support to city staff in creating a safe and energetic atmosphere for our guests in our new parks, making their experience enjoyable and memorable. (M. Johnston 12/31/2024)

Objectives:

- Keeping the Splash Pad free of debris and the water chemically balanced.
- Visually inspecting the skating area once a week.
- Continue to support the Leisure Services Department to provide quality events for Newnan citizens.

FY 2023 Goals Accomplished

- ✓ Painted Floor inside Wadsworth Auditorium
- ✓ Repaired issues with seating in the Wadsworth Auditorium
- ✓ Replaced Fire Panel at the PSC
- ✓ Had carpet replaced on the First Floor at the Carnegie Library
- ✓ Worked with Trane to install new parts to City Hall SWUD Units
- ✓ Had door closures replaced at the entrance to City Hall
- ✓ Supervised repairs to Park restroom facilities after freeze
- ✓ Assisted/Supervised with Pool House repairs after freeze
- ✓ Repaired drain on Pool deck
- ✓ Supervised remodel of Pool Pump room and pool upgrades
- ✓ Wired Pole Barn for Beautification
- ✓ Painted upstairs area at 54 Perry St
- ✓ Painted interior at 92 Farmer St
- ✓ Coordinated the repair of the 85 Bridge lighting
- ✓ Had the Wadsworth basement waterproofed with sump pump installation
- ✓ Replaced 3 HVAC systems at 54 Perry St
- ✓ Replaced HVAC system at CAFI Building
- ✓ Replaced 2 HVAC systems at Station #3
- ✓ Supervised the renovation of new Sanitation Department at 26 Jefferson St
- ✓ Replaced Roof at new Sanitation Department
- ✓ Replaced HVAC system at new Sanitation Department
- ✓ Installed Camera's at New Sanitation Department
- ✓ Added Wheelchair Lift at the Wadsworth Auditorium
- ✓ Rewired Disconnects for RTU's at 54 Perry St
- ✓ Replaced Compressor IN HVAC unit at Howard Warner
- ✓ Replaced a window at Little People's Daycare
- ✓ Moved/reinstalled 2 Condenser Units for Wadsworth Parking Lot job
- ✓ Installed Sign with Lighting at new Sanitation Department
- ✓ Completed move to new Offices at 55B Boone Dr
- ✓ Wired new disconnects for Tree Lights on the Square
- ✓ Installed/Wired LED lighting and display boxes in the Carnegie Alley
- ✓ Installed a new Ice Machine for Station 4
- ✓ Replaced toilet diaphragms at the Carnegie Library
- ✓ Provided the wiring for the new Lift at the Wadsworth
- ✓ Replaced EV Charging Station at City Hall
- ✓ Added Windows to new Wadsworth Concession area
- ✓ Wired all Access Control Devices at new Facility Maintenance Offices
- ✓ Installed a Kitchen in new Facility Maintenance Offices
- ✓ Remodeled Office for Concession Area at Wadsworth Auditorium

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Buildings/Structures Maintained	48	57	52
Traffic Signals Maintained	17	17	17
Work Order Requests	560	650	700

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 2024 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.

https://www.newnanga.gov/157/Police



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.

Police Department 100.3200.40

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	5,689,627	6,145,390	6,898,138
51.1200	Wages - Part Time/Temp Employees	33,477	33,416	16,120
51.1300	Wages - Overtime	212,649	175,000	200,000
51.2200	FICA (Soc Sec)	437,739	474,285	547,304
51.2400	Retirement	735,321	775,588	880,582
51.2600	Unemployment Insurance	126	220	220
51.2700	Worker's Compensation	208,121	215,316	240,013
51.2910	Employee Recognition	915	1,500	2,000
	Salaries and Benefits	**7,317,976**	**7,820,715**	**8,784,377**
51.2900	Taxable Employee Benefits	1,080	1,620	2,700
51.2900A	Non-Taxable Employee Benefits	68,243	79,300	109,300
52.1200	Professional Services	19,222	25,250	27,750
52.1201	Public Relations	11,491	14,000	17,500
52.1300	Other Contractual Services	282,336	299,338	317,595
52.2200	Repairs and Maintenance	146,856	189,452	221,951
52.3101	Vehicle Insurance	86,045	91,000	95,000
52.3102	Bldg & Pers Liability Insurance	143,938	170,000	178,000
52.3200	Communications	97,443	96,480	95,580
52.3300	Advertising	2,752	3,000	3,000
52.3400	Printing & Binding	6,046	7,265	7,265
52.3500	Travel Expenses	16,476	15,400	19,900
52.3600	Dues and Fees	3,873	8,550	8,930
52.3700	Training	9,121	19,190	19,200
53.1100	Materials and Supplies	31,496	46,785	51,595
53.1101	Office Supplies	9,217	10,000	10,000
53.1102	Cleaning Supplies & Chemicals	3,071	3,500	4,500
53.1104	Dog Food & Supplies	1,117	1,450	1,450
53.1106	Protective Equipment	8,620	24,400	28,300
53.1270	Vehicle Gasoline/Diesel	351,143	387,000	377,000
53.1300	Food Supplies	4,074	3,000	3,500
53.1400	Books & Periodicals	90	720	720
53.1600	Minor Equipment	4,745	22,100	22,840
53.1600A	Vehicle Equipment Add On	63,850	112,171	105,496
53.1601	Computer Hardware & Software	14,958	18,200	20,000
53.1603	Fire Arms	3,840	21,326	8,030
53.1701	Vehicle Maintenance	228,833	200,000	200,000
	Operating Expenses	**1,619,977**	**1,870,497**	**1,957,102**

Police Department Budget Continues...				
54.2200	Vehicles	296,500	289,600	287,400
	Capital	296,500	289,600	287,400
		9,234,453	9,980,812	11,028,879

Police Department Goals, Objectives, and Performance Measures

FY 2024 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 implementing Operation Safe Streets 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 12/31/2024)
  - 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 12/31/2024)
  - To actively investigate suspicious activities by individuals. (Deputy Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2024)
  - To pursue the prosecution of offenders. (Deputy Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2024)
  - 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 12/31/2024)

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 12/31/2024)
  - To actively enforce hands-free law and distracted driving offenses. (Uniform Division, Shift Commanders, Traffic Unit 12/31/2024)
  - Conduct Fatal Vision classes and traffic safety awareness classes (Traffic Unit, SRO Unit 12/31/2024)
  - Conduct road checks and develop programs to actively reduce DUI cases and traffic accidents. (Uniform Division, Traffic Unit, Bike Unit 12/31/2024)
  - To continue the advanced DUI Enforcement Training for Officers. (Uniform Division Officers, Shift Commanders, Traffic Unit 12/31/2024)

Goal 2: Provide an environment that foster a positive relationship with the community 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 12/31/2024)
  - 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 & OPS 12/31/2024)

    - 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 & OPS 12/31/2024)
    - Encourage staff to attend City-sponsored events. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division & OPS 12/31/2024)
    - Provide opportunity and time for community relations. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division & OPS 12/31/2024)
- 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 & OPS, Uniform Division 12/31/2024)
    - To schedule training sessions at area schools for students in elementary, middle, and high school. (SRO Unit, CRO Unit, Uniform Division, Drug and Vice 12/31/2024)
    - Create Public Service Announcements and videos about safety and police encounters. (Command Staff 12/31/2024)
    - Continue a Community Connection Program with further development of our Community Connection Group that was implemented in 2023 (Community Relations Division 12/31/2024)

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 12/31/2024)

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 on school safety and security. (SRO Unit 12/31/2024)
    - Train officers and faculty in the observance of suspicious persons and activity. (SRO Unit, Uniform Division 12/31/2024)
    - Continue the "See Something Say Something" campaign. (SRO Unit 12/31/2024)
- Provide a positive resource and approachable role model for students. (SRO Unit 12/31/2024)
    - Make positive contact with students. (Community Relations Division 12/31/2024)
    - Work on developing new programs to implement with students that educates them on police procedures and policies. (Community Relations Division 12/31/2024)

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 & OPS 12/31/2024)
- Seek opportunity for supervisory staff to attend the Professional Management Program. (PMP) (Command Staff 12/31/2024)

- 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 & OPS 12/31/2024)
- Promote the city offered tuition assistance program in continuing education. (Command Staff and Supervisors 12/31/2024)

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. (ACO 12/31/2024)
  - Educate the public on the importance of having proper tags and installing microchips on their animals. (ACO 12/31/2024)
  - Educate the public about the importance of having their pets spayed or neutered. (ACO 12/31/2024)

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

Objectives:

- To trap feral cats and dispose of them humanely. (ACO 12/31/2024)
- Educate the public and special interest groups on the proper use of trap, neuter, and release and the dangers posed by wild cats running loose. (ACO 12/31/2024)

FY 2023 Goals Accomplished

- ✓ Successfully implemented a Community Connection Group.
- ✓ Successfully continued Operation Safe Streets in our Citizen Connection Program.
- ✓ In 2023, 1,189 criminal investigation cases are projected to be assigned, with 528 cleared, 220 arrests/ prosecutions. In 2024, 1,308 criminal investigation cases are projected to be assigned, 580 cases are projected to be cleared, 242 by arrests/prosecutions.
- ✓ Conducted Concentrated Patrol on texting and driving during the Teen Driving Safety Week, Move Over law and Hands-Free Awareness.
- ✓ Successfully conducted road checks throughout the city for DUI enforcement and other traffic violations.
- ✓ Patrolled the parking lots for vehicle safety for the shoppers over 550 hours during the 2022 holiday season. With the combined efforts of both extra patrol on the on-duty shifts, only 6 entering auto case was reported.
- ✓ All Officers are continuing certification to do Field Sobriety Testing for DUI.
- ✓ Continued the Gang Intelligence Network with surrounding agencies.
- ✓ 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, and public safety announcements.
- ✓ CIT training for all Law Enforcement personnel, with 86% completed in August. The goal for 2024 is to maintain 86% and increase it to 90%.
- ✓ 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, Defensive Driving Awareness, and School Resource Officer Training.
- ✓ School Resource Officers attended Active Shooter and Door Breaching Training.

- ✓ The Drug and Vice Unit attended the Georgia Gang Investigator Association Training in Athens, Ga.
- ✓ The Chief, Deputy Chief, and Captains attended Executive Training, including the GACP Chief Conference and District Meetings.
- ✓ The Chief, Deputy Chief, and Captain have participated in Community Service Programs, including the Rotary Club, Kiwanis Club, and the Boys and Girls Club.
- ✓ Continued a community outreach program for youth.
- ✓ Used social media outlets to post public safety announcements to the citizens of Newnan.
- ✓ Successfully obtained new Open Records software and implemented the new portal on City of Newnan website.
- ✓ Responded to citizens' requests 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 2022, and so far, in 2023, there have been 11 uses.
- ✓ Maintained the Georgia Association Chief of Police State Certification.
- ✓ Continued a yearly Physical Fitness Program and testing for the department.
- ✓ The return of animals to homeowners has increased due to proper tags or microchips on animals.
- ✓ The Animal Control Officers promote spay and neuter clinics to help reduce the number of unwanted pets in the City of Newnan.
- ✓ Newnan Police Department staff encouraged citizens by driving by their houses and assisted living during their birthdays.
- ✓ We continued an increase use of Social Media by allowing more personnel to post to Facebook information about the Newnan Police Department's activities.
- ✓ Command Staff continues an annual policy review and updates all Newnan Police Department's policies and procedures.
- ✓ Continued implementation on Mental Health and Resiliency Training with the Peer Support Team.
- ✓ Continued implementation of a program strategy to review all Open Records and Record Retentio

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Number of violent, high, and aggravated crimes	2,593	2,617	2,650
Average response time	6	6	6
Number of calls for service	73,090	73,558	73,792
Number of miles patrolled	619,707	625,207	627,707
Number of traffic stops	11,654	14,124	15,359
Number of traffic violations	7,351	7,958	8,261
Number of DUI's issued	132	135	140
Number of motor vehicle accidents	1,947	1,868	1,833
Number of criminal investigations	1,208	1,189	1,200
Number of retail thefts reported	183	240	304
Number of SRO student contacts	3,343	3,500	3,605
Number of SRO criminal investigations	101	104	107
Number of SRO instructional periods	291	302	313
Number of training hours attended by Officers	9,814	9,900	11,000
Number of Animal Warden public education classes	8	8	10
Number of animals taken to the shelter	466	475	480
Number of Animal Warden calls for service	3,068	3,400	3,500
Number of Animal Warden citations issued	63	80	90
Number of feral cats cases handled	48	42	40

https://www.newnanga.gov/237/Municipal-Court

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.

Municipal Court 100.2650.14

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	179,018	190,434	251,516
51.1200	Wages - Part Time/Temp Employees	842	0	0
51.1300	Wages - Overtime	149	0	0
51.2200	FICA (Soc Sec)	13,817	15,027	19,741
51.2400	Retirement	22,382	24,793	30,967
51.2600	Unemployment Insurance	1	8	8
51.2700	Worker's Compensation	445	470	599
		216,655	230,732	302,831
51.2900	Taxable Employee Benefits	180	540	540
51.2900A	Non-Taxable Employee Benefits	1,216	1,300	1,600
52.1200	Professional Services	216,741	246,000	246,500
52.1300	Other Contractual Services	0	0	12,000
52.2200	Repairs and Maintenance	1,600	1,700	1,850
52.3200	Communications	0	140	150
52.3400	Printing & Binding	43	550	750
52.3500	Travel Expenses	0	1,500	1,000
52.3600	Dues and Fees	92	120	160
52.3700	Training	300	1,450	1,500
53.1101	Office Supplies	3,093	3,000	4,000
53.1300	Food Supplies	163	150	200
53.1600	Minor Equipment	1,162	1,600	600
53.1601	Computer Hardware & Software	5,402	5,300	9,500
53.1706	Miscellaneous	148	150	150
		230,139	263,500	280,500
		446,794	494,232	583,331

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 they have during hearings/trials.
  - Provide an Indigent Defense Program. (J. Blankenship, Taylor & Strickland, LLC 12/31/2024)
  - Provide defendants an opportunity for a Bench Trial. (Judge, 12/31/2024)
  - Provide the means to transfer a case to State Court for a Jury Trial. (Judge, 12/31/2024)
- Maintain first appearance program as prescribed by law. (J. Blankenship, Judge, 12/31/2024)
- Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring the progress of participants. (D. Sewell, PPS Probation 12/31/2024)
- Complete Record Restrictions. Assure accurate and timely updates in GCIC. (M. Shirley, 12/31/2024)

Goal 2: Maintain the State of Georgia's Retention schedule.

Objective:

- Shred/Destroy all documents outside the mandatory schedule. (Court Administration, 12/31/2024)
- Dead Docket standard misdemeanor cases after 2 years, and all high and aggravated misdemeanors after 5 years. This will assist in keeping our outstanding balances to a minimum. (J. Blankenship, 12/31/2024)
-

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, 12/31/2024)
- Attend open records training updates (A. Davis, 12/31/2024)

Goal 4: Electronic citations and maintenance of citation program

Objective:

- Collaboration between NPD and Municipal Court to establish successful SOP. (I. Sutton, J. Blankenship 12/31/2024)

Goal 5: Open Records Maintenance

Objective:

- Work to monitor all open records request through the Next Request software system. Gather statistical data on records. (A. Davis, 12/31/2024)

Goal 6: In-house Probation

Objective:

- Create in-house, Newnan Probation entity. (J. Blankenship, 12/31/2024)

2023 Accomplishments

- ✓ The rights afforded to each defendant during their trials and hearings are displayed before Court on a television monitor. The judge verbally reads the rights before Court, and an interpreter presents the rights to non-English speaking defendants in Court.
- ✓ During the reading of the defendant's rights, they are advised that they have an opportunity to be represented by an attorney, the opportunity for a bench trial, and the ability to transfer their case for a jury trial.
- ✓ Those that desire an attorney, but cannot afford one, may complete an application for an Indigent Defense Attorney. If the judge approves the application, then the Indigent Defense Attorney is 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 2022, we had 19 Pretrial Diversion members. 84% completed the program successfully.
- ✓ All 2014 citations, except DUI's, were shredded and destroyed. 2012 DUI case were destroyed.
- ✓ Attended ICJE training in person on 7/14/2023.
- ✓ Restructured, replaced and improved all audio/video equipment and software in the courtroom.

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Number of indigent Defense Attorney's assigned	125	152	160
Number of scheduled bench trails	221	220	225
Number of requests for jury trails	100	86	90
Pre-Trail diversion programs successfully completed	19	25	30

https://www.newnanga.gov/221/Fire



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).

Fire Department 100.3500.50

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	3,920,430	4,256,930	4,934,400
51.1300	Wages - Overtime	34,647	18,000	40,000
51.2100B	Cancer Insurance for Firemen	14,872	11,500	12,000
51.2200	FICA (Soc Sec)	288,151	328,322	381,914
51.2400	Retirement	474,939	524,910	599,081
51.2600	Unemployment Insurance	77	134	134
51.2700	Worker's Compensation	77,928	84,459	94,571
	Salaries and Benefits	**4,811,045**	**5,224,255**	**6,062,100**
51.2900	Taxable Employee Benefits	4,725	4,860	4,860
51.2900A	Non-Taxable Employee Benefits	38,811	55,668	76,100
52.1300	Other Contractual Services	44,069	34,650	54,720
52.2200	Repairs and Maintenance	43,287	30,125	28,875
52.3101	Vehicle Insurance	14,977	18,000	18,000
52.3102	Bldg. & Pers Liability Insurance	7,072	8,500	8,500
52.3200	Communications	6,213	15,000	25,800
52.3500	Travel Expenses	0	2,000	2,000
52.3600	Dues and Fees	2,780	6,001	4,321
52.3700	Training	3,407	6,500	8,100
53.1100	Materials and Supplies	12,730	14,000	14,000
53.1101	Office Supplies	2,163	3,500	3,500
53.1102	Cleaning Supplies & Chemicals	13,076	15,000	17,000
53.1103	Medical Supplies	10,785	18,000	19,200
53.1106	Protective Equipment	11,417	56,312	34,800
53.1220	Natural Gas	549	1,000	4,000
53.1270	Vehicle Gasoline/Diesel	54,065	46,000	50,000
53.1300	Food Supplies	3,807	3,500	3,500
53.1400	Books & Periodicals	94	1,500	1,500
53.1600	Minor Equipment	22,286	31,690	20,150
53.1601	Computer Hardware & Software	4,853	6,000	8,701
53.1602	Office Furniture	0	5,000	5,000
53.1701	Vehicle Maintenance	40,955	55,000	57,000
	Operating Expenses	**342,123**	**437,806**	**469,627**
54.1302	Other Improvements	25,127	0	0
54.2200	Vehicles	38,461	39,000	45,000
54.2400	Computer Hardware and Software	24,300	0	0
54.2503	Protective Equipment	123,479	45,000	139,648
	Capital	**211,367**	**84,000**	**184,648**
		5,364,534	**5,746,061**	**6,716,375**

FY 2024 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 2024 ongoing)
- Replace bunker gear. (Fire Chief Apr 2024 ongoing)
- Hold monthly safety meeting with guidance from HR (Batt. Chief – monthly 2024 ongoing)
- Review SOG's on health and wellness program (Batt. Chief – 2024)
- 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 have all Engines at City Shop on daily maintenance issues (Capt. Travis Hall 2024 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 fire hoses (Captain Hall)

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 2024 on going)
- Use the Rescue 1 Training System to maintain all EMS certifications (Capt. Travis Hall 2024 ongoing)
- Assign Captain on each shift to work along with Captain Travis Hall to maintain all training records and reports. (Shift Captain's ongoing)
- Opened new Training Facility. (Chief Brown and Captain Hall, ongoing)
- Host Regional State Level classes at new Training facility (Captain Hall)

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. 2024 ongoing)
- All fires will be investigated in the city to determine cause and origin. (Fire Marshall Cox, Chain of Command, 2024 ongoing)
- Begin placing all pre-fire plans on Imagine Trend software for easy access. (Fire Marshall Cox, Batt. Chief 2024 ongoing)
- Schedule events upon request for the public (Renee Windom 2024 ongoing)
- Continue training personnel for backup arson investigations and building inspections. (Fire Marshall Cox and Fire Chief 2024 ongoing)
- Conduct on-site fire inspections to 120 businesses per month/1440 per year (Fire Marshal, Battalion and shift members 2024 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 a safe and timely response time. (all Shifts 2024 ongoing)
- Drivers training program (Capt. Hall – 2024 ongoing)

- Continue training with street and building familiarization, update all electronic equipment on fleet. (Chief Jan. 2024)

2023 Accomplishments

- ✓ Completed inspections and maintenance of all fire hydrants in the city.
- ✓ Third Party inspection of ladder and Aerial Platform.
- ✓ New Rescue was put in service at Station 1.
- ✓ Purchased and put into service new BA's.
- ✓ Fire Inspection Program
- ✓ Completed Hose test and pump service test.
- ✓ Pre-Incident Tours.
- ✓ Specialized Training with Williams Gas; transmission pipe line.
- ✓ LZ training with Air Life
- ✓ Received State Grant for Fire Fighting protection equipment.
- ✓ Broke ground on new Training Facility.
- ✓ Ordered 70 ft. Sutphen Quint for Station 2.
- ✓ Ordered New Recue Unit for Station 2.
- ✓ Purchased new portable radios for new hired personnel.
- ✓ Hired 3 new fire fighters.
- ✓ Approved updated new tornado sirens to be placed City wide; 8 to be installed.
- ✓ Implemented West Net; new alerting system.

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Number of Annual building inspections	200	300	375
Number of training hours provided	400	400	400
Total numbers of fires reported	94	100	120
Total EMS calls answered	3724	4000	4500
Total calls (all inclusive) for service	6106	6300	6500
% 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
    - Administration
    - 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 2024 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.

https://www.newnanga.gov/268/Public-Works

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 Administration: This department will be responsible for sanitation billing for all of Sanitation as well as providing customer service to all citizens. They will also monitor the garbage collection services to make sure they are providing the best possible service.

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 2023. 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 2023 and was combined with the Sanitation Brush & Bulk Department. In the middle of FY 2023 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.

Public Works 100.4100.67

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	121,066	151,333	176,823
51.2200	FICA (Soc Sec)	8,708	11,618	13,568
51.2400	Retirement	14,771	18,575	21,284
51.2600	Unemployment Insurance	4	4	4
51.2700	Worker's Compensation	1,543	1,821	2,038
	Salaries and Benefits	**146,092**	**183,351**	**213,717**
51.2900	Taxable Employee Benefits	432	540	540
52.2200	Repairs and Maintenance	1,050	1,600	1,600
52.3101	Vehicle Insurance	92	110	110
52.3102	Bldg. & Pers Liability Insurance	226	272	272
52.3200	Communications	1,456	1,440	1,440
52.3400	Printing & Binding	2,551	0	0
52.3500	Travel Expenses	347	4,000	5,000
52.3600	Dues and Fees	122	600	600
52.3700	Training	1,165	1,500	1,500
53.1100	Materials and Supplies	272	400	400
53.1101	Office Supplies	0	200	200
53.1270	Vehicle Gasoline/Diesel	5,977	5,000	5,500
53.1601	Computer Hardware & Software	0	2,000	65,000
53.1701	Vehicle Maintenance	1,412	2,500	2,500
	Operating Expenses	**15,103**	**20,162**	**84,662**
		161,195	**203,513**	**298,379**

Streets 100.4200.60

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	794,679	880,649	943,753
51.1200	Wages - Part Time/Temp Employees	22,735	0	0
51.1300	Wages - Overtime	6,211	10,500	10,500
51.2200	FICA (Soc Sec)	59,295	68,338	73,207
51.2400	Retirement	107,808	109,256	114,834
51.2600	Unemployment Insurance	25	42	42
51.2700	Worker's Compensation	60,116	57,233	58,998
51.2910	Employee Recognition	955	2,500	3,000
	Salaries and Benefits	**1,051,824**	**1,128,518**	**1,204,334**
51.1200A	Contracted Labor - Non-Employees	77,557	100,215	100,215
51.2900	Taxable Employee Benefits	2,520	2,700	2,700
51.2900A	Non-Taxable Employee Benefits	3,175	3,500	3,500
52.2110	Solid Waste Disposal	13,528	10,000	10,000
52.2200	Repairs and Maintenance	3,850	11,200	11,200
52.2205	Traffic Signal Maintenance/Repairs	3,546	0	0
52.3101	Vehicle Insurance	9,290	10,500	10,500
52.3102	Bldg. & Pers Liability Insurance	6,010	3,000	3,000
52.3200	Communications	3,641	2,640	2,460
52.3500	Travel Expenses	0	2,000	4,000
52.3700	Training	135	2,000	6,000
53.1100	Materials and Supplies	33,386	30,000	45,000
53.1101	Office Supplies	297	750	750
53.1102	Cleaning Supplies & Chemicals	0	0	500
53.1105	Minor Street Rprs/Maint: Asphalt, Hot Mix & Gravel	23,267	42,000	42,000
53.1106	Protective Equipment	941	3,000	3,000
53.1107	Concrete Repairs: S/W, Curb & Gutter	36,596	45,870	70,000
53.1108	Traffic Signs & Devices	30,651	37,000	37,000
53.1109	Pavement Markings	3,270	0	0
53.1112	March 2021 Tornado	1,597,591	0	0
53.1230	Electricity	376,996	350,000	370,000
53.1270	Vehicle Gasoline/Diesel	112,649	85,000	85,000
53.1600	Minor Equipment	5,771	4,500	7,500
53.1601	Computer Hardware & Software	1,828	2,000	0
53.1700	Other Supplies/Uniform Rental	8,013	8,400	8,900
53.1701	Vehicle Maintenance	102,046	95,000	120,000
	Operating Expenses	**2,456,553**	**851,275**	**943,225**
54.2200	Vehicles	36,597	35,000	45,000
54.2504	Other Equipment	13,200	0	0
	Capital	**49,797**	**35,000**	**45,000**
		3,558,174	**2,014,793**	**2,192,559**

Garage 100.4900.68

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	220,338	305,722	256,467
51.1300	Wages - Overtime	575	12,000	12,000
51.2200	FICA (Soc Sec)	16,378	24,503	20,735
51.2400	Retirement	36,878	39,174	32,526
51.2600	Unemployment Insurance	8	12	12
51.2700	Worker's Compensation	4,809	4,888	3,984
51.2910	Employee Recognition	107	1,000	1,000
	Salaries and Benefits	**279,092**	**387,299**	**326,724**
51.2900	Taxable Employee Benefits	1,980	3,780	4,320
52.1300	Other Contractual Services	574	720	1,500
52.2200	Repairs and Maintenance	11,108	17,500	18,500
52.3101	Vehicle Insurance	1,248	1,500	1,500
52.3102	Bldg & Pers Liability Insurance	1,040	1,250	1,250
52.3500	Travel Expenses	0	4,000	6,000
52.3700	Training	0	2,000	3,000
53.1100	Materials and Supplies	14,055	20,000	22,000
53.1101	Office Supplies	161	600	600
53.1106	Protective Equipment	63	500	500
53.1270	Vehicle Gasoline/Diesel	3,027	4,000	4,000
53.1600	Minor Equipment	1,823	5,000	5,000
53.1601	Computer Hardware & Software	0	2,000	2,000
53.1700	Other Supplies/Uniform Rental	3,482	8,500	8,500
53.1701	Vehicle Maintenance	1,748	3,500	3,500
	Operating Expenses	**40,309**	**74,850**	**82,170**
54.2200	Vehicles	1,249	35,000	0
54.2504	Other Equipment	2,899	0	8,500
	Capital	**4,148**	**35,000**	**8,500**
		323,549	**497,149**	**417,394**

Sanitation Administration 540.4510.62

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	0	204,706	239,020
51.1300	Wages - Overtime	0	0	1,500
51.2100	Employee Ins (Health/Basic Life)	0	60,000	76,000
51.2200	FICA (Soc Sec)	0	15,701	18,326
51.2400	Retirement	0	24,491	28,747
51.2600	Unemployment Insurance	0	8	8
51.2700	Worker's Compensation	0	13,781	16,296
51.2910	Employee Recognition	0	500	0
	Salaries and Benefits	**0**	**319,187**	**379,897**
51.1200A	Contracted Labor - Non-Employees	0	0	5,000
51.2900	Taxable Employee Benefits	0	540	540
52.1300	Other Contractual Services	171	3,210,680	3,307,001
52.3102	Bldg & Pers Liability Insurance	0	0	1,600
52.3200	Communications	0	540	1,080
52.3300	Advertising	0	2,000	2,000
52.3400	Printing & Binding	0	300	40,000
52.3500	Travel Expenses	0	0	2,000
52.3600	Dues and Fees	0	0	500
52.3700	Training	0	2,000	1,500
53.1100	Materials and Supplies	0	500	0
53.1101	Office Supplies	0	500	600
53.1706	Miscellaneous	0	1,000	0
	Operating Expenses	**171**	**3,218,060**	**3,361,821**
		171	**3,537,247**	**3,741,718**

Sanitation Refuse 540.4520.63

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	113,744	78,231	81,291
51.1300	Wages - Overtime	4,888	4,800	5,400
51.2100	Employee Ins (Health/Basic Life)	31,929	50,000	38,000
51.2150	Employee Flexible Spending Accounts	42	55	55
51.2200	FICA (Soc Sec)	8,098	5,590	6,219
51.2400	Retirement	10,808	9,907	10,331
51.2600	Unemployment Insurance	10	4	0
51.2700	Worker's Compensation	6,068	5,590	5,870
51.2910	Employee Recognition	187	500	500
	Salaries and Benefits	**175,774**	**154,677**	**147,666**
51.2900	Taxable Employee Benefits	54	0	0
51.2900A	Non-Taxable Employee Benefits	225	0	0
52.1300	Other Contractual Services	100,272	0	0
52.2110	Solid Waste Disposal	29,514	29,000	32,000
52.2200	Repairs and Maintenance	0	400	400
52.3101	Vehicle Insurance	832	1,000	1,000
52.3102	Bldg & Pers Liability Insurance	1,248	1,500	1,500
52.3200	Communications	510	0	0
53.1100	Materials and Supplies	46,761	2,500	3,000
53.1101	Office Supplies	514	0	0
53.1270	Vehicle Gasoline/Diesel	12,130	8,625	9,500
53.1600	Minor Equipment	0	500	500
53.1601	Computer Hardware & Software	10,451	0	0
53.1700	Other Supplies/Uniform Rental	1,191	1,150	1,250
53.1701	Vehicle Maintenance	9,548	5,500	5,500
	Operating Expenses	**213,250**	**50,175**	**54,650**
56.1000	Depreciation Expenses	0	15,000	0
	Other Uses	**0**	**15,000**	**0**
		389,024	**219,852**	**202,316**

Sanitation Brush & Bulk 540.4585.65

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	273,686	212,526	230,333
51.1300	Wages - Overtime	16,201	9,000	9,000
51.2100	Employee Ins (Health/Basic Life)	75,451	80,000	95,000
51.2150	Employee Flexible Spending Accounts	42	165	165
51.2200	FICA (Soc Sec)	20,330	16,931	18,294
51.2400	Retirement	31,541	26,409	28,696
51.2600	Unemployment Insurance	0	12	12
51.2700	Worker's Compensation	17,494	18,324	18,350
51.2910	Employee Recognition	291	0	0
	Salaries and Benefits	**435,036**	**363,367**	**399,850**
51.2900	Taxable Employee Benefits	594	540	540
51.2900A	Non-Taxable Employee Benefits	832	800	0
52.1300	Other Contractual Services	4,600	0	0
52.2110	Solid Waste Disposal	311,935	300,000	320,000
52.2200	Repairs and Maintenance	2,100	2,000	2,000
52.3101	Vehicle Insurance	2,496	3,000	3,000
52.3102	Bldg & Pers Liability Insurance	2,912	3,500	3,500
52.3200	Communications	190	540	0
53.1100	Materials and Supplies	1,423	4,000	4,000
53.1101	Office Supplies	172	250	0
53.1112	March 2021 Tornado	13,406	0	0
53.1270	Vehicle Gasoline/Diesel	81,828	75,000	80,000
53.1300	Food Supplies	250	0	0
53.1601	Computer Hardware & Software	90	0	0
53.1700	Other Supplies/Uniform Rental	1,741	1,700	1,700
53.1701	Vehicle Maintenance	40,135	30,000	40,000
	Operating Expenses	**464,704**	**421,330**	**454,740**
56.1000	Depreciation Expenses	84,914	80,000	85,000
	Other Uses	**84,914**	**80,000**	**85,000**
		984,653	**864,697**	**939,590**

Public Works - Goals, Objectives and Performance Measures

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

- Identify individual employees who need training and other requirements for certification/re-certification and facilitate enrollment, payment of fees and other logistics for each department in Public Works. (R. Norton, 12/31/2024)
- Coordinate between departments, not only within Public Works, but Citywide, to ensure the requirements for our NPDES, Phase II Permit for discharging stormwater into a separate storm sewer system are met. (R. Norton, 12/31/2024)
- Review and prepare revisions to City ordinances as needed for compliance with agencies of the State of Georgia, to be submitted to the Mayor and City Council for adoption. (R. Norton, 12/31/2024)

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

- Conduct a series of monthly meetings involving all employees within Public Works on safety issues and safety-related policies and procedures. (R. Norton, 12/31/2024)

Goal 3: **Implement and manage each annual budget as adopted by the Mayor and City Council, and to operate each department within Public Works within the adopted budget.**
Objectives:

- Procure, review/approve and monitor purchasing for needed goods and services and prepare and submit invoices in a timely manner to the Finance Department for payments. (R. Norton, 12/31/2024)
- Submit monthly progress reports for capital projects to the City Manager, or as directed, and submit monthly updates of the activities of the departments within Public Works to the Public Information Office for distribution to the Mayor and City Council. (R. Norton, 12/31/2024)

Goal 4: **Maintain the City's investment in its garage and maintenance facilities, cemeteries, streets, bridges, sidewalks, and storm sewer infrastructure.**
Objectives:

- Maintain a list of streets, prioritized for resurfacing, sidewalks and other accessibility improvements. (R. Norton, 12/31/2024)
- Maintain a list of culverts, prioritized for needed repairs/replacement. (R. Norton, 12/31/2024)
- Manage capital public works projects. (R. Norton, 12/31/2024)

Goal 5: **Attract and maintain a competent and well-trained staff dedicated to serving the needs of residents and businesses by meeting the goals and objectives of the departments.**

Objective:

- Identify, recruit, and retain personnel for the various positions within the departments of Public Works. (R. Norton, 12/31/2024)

2023 Goals Accomplished

- ✓ Conducted monthly safety meetings and training
- ✓ Minimized injuries and worker's compensation claims
- ✓ Created billing/customer service department in Sanitation

Performance Measures	2021 Actual	2022 Estimate	2023 Projected
Number of monthly capital projects progress reports submitted	12	12	12
Number of monthly financial progress reports submitted	12	12	12
Number of quarterly progress reports of departmental goals submitted	4	4	4
Number of Certifications Maintained	6	6	6
Number of Monthly Safety Meetings conducted	12	12	12

Street Department Goals, Objectives and Performance Measures

FY 2024 Goals and Objectives

Goal 1: Maintain the City's Stormwater infrastructure; including meeting, all the requirements of the City has 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. (C. King, 12/31/2024)
- Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency. (C. King, 12/31/2024)

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, C. King, 12/31/2024)
- 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, C. King, 1/22/2024)
- 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, C. King, 1/22/2024)

Goal 3: Achieve zero lost time accidents.

Objectives:

- Measured from September through August. (C. King, 08/31/2024)
- 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. (C. King, 12/31/2024)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (C King, 12/31/2024)

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. (C. King, 12/31/2024)

Goal 5: Expand on responsibilities for the newly created position of Street Maintenance Inspector/Trainer.

Objective:

- Improve communication with local contractors/telecommunication companies. (C. Rushton, 12/31/2024)
- Reduce Right of Way damage caused by contractors. (C. Rushton, 12/31/2024)
- In compliance with the new Early Learning Driver Training (ELDT), regulations a in house driver-training program was implemented. (C. Rushton, 12/31/2024)

Street Dept Goals Accomplished

- ✓ Inspecting storm drains during winter months.
- ✓ Replaced non-conforming traffic/street signs
- ✓ Identified and repaired damaged sidewalks/driveway aprons

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Street Sweeping (miles)	1000+	1000 +	1000+
Cubic yards of concrete poured for sidewalks & Driveways	115	150	300
New compliant accessibility ramps	10	19	30
Tons of asphalt placed for utility cuts and pot holes	70	85	125

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. (J. Burdette, 12/31/2024)
- To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement. (J. Burdette, 12/31/2024)

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. (J. Burdette, 12/31/2024)
- Quarterly facility inspection reports to be submitted to the Human Resources Department. (J. Burdette, 12/31/2024)

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

Objectives:

- To assign inventory control numbers for each unit in the fleet. (J. Burdette, 12/31/2024
- 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. (J. Burdette, 12/31/2024)

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

Objectives:

- To be measured from September through August. (J. Burdette, 08/31/2024)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Burdette, 12/31/2024)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Burdette, 12/31/2024)
- To inspect all vehicles involved in an accident for safety (J. Burdette, 12/31/2024)
- To cross train employees for personal and professional growth.

2023 Accomplishments

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

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Number of service request performed	1296	1200	1500
Number of vehicles/major pieces of equipment maintained by the City Garage	254	372	380
Number of worker's Comp claim/lost days of work	0/0	0/0	0/0
Number of quarterly safety inspections conducted	4	4	4

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. (J. Burdette, 12/31/2024)
- Develop a door knob hanger style flier for distribution and education purposes. (J. Burdette, 12/31/2024)

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. (J. Burdette, 12/31/2024)

Goal 3: **Minimize missed pick-ups.**

Objective:

- Maintain a log of reported missed pick-ups. (J. Burdette, 12/31/2024)

Goal 4: **Minimize complaints.**

Objective:

- Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (J. Burdette, 12/31/2024)
- To cross train employees for personal and professional growth (J. Burdette, 12/31/2024

2023 Accomplishments

- ✓ Door hangers are currently being distributed informing customer of rules.
- ✓ Complaint log was maintained.
- ✓ Continued response to the March 2021 Tornado clean-up
- ✓ Created billing/customer service department

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Number of missed pick-ups	53	35	20
Yard waste & bulk items collected (tons)	4909	5100	6000

https://www.newnanga.gov/270/Cemetery-Departmentwnanga

Cemetery

Department Description

The 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.

Cemetery 100.4950.69

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	318,852	348,290	357,819
51.1200	Wages - Part Time/Temp Employees	0	21,528	21,222
51.1300	Wages - Overtime	15,455	11,000	11,000
51.2200	FICA (Soc Sec)	24,334	29,364	29,962
51.2400	Retirement	43,884	44,140	44,453
51.2600	Unemployment Insurance	10	20	20
51.2700	Worker's Compensation	13,111	12,925	12,677
51.2910	Employee Recognition	845	1,000	1,200
	Salaries and Benefits	**416,492**	**468,267**	**478,353**
51.1200A	Contracted Labor - Non-Employees	5,113	0	0
51.2900	Taxable Employee Benefits	1,620	840	1,620
51.2900A	Non-Taxable Employee Benefits	194	0	0
52.1300	Other Contractual Services	61,498	92,830	92,830
52.2200	Repairs and Maintenance	0	10,400	2,200
52.3101	Vehicle Insurance	3,328	4,000	0
52.3102	Bldg & Pers Liability Insurance	3,328	4,000	0
52.3200	Communications	0	700	600
52.3600	Dues and Fees	0	100	0
53.1100	Materials and Supplies	9,546	6,500	8,000
53.1101	Office Supplies	196	500	600
53.1102	Cleaning Supplies & Chemicals	672	700	750
53.1103	Medical Supplies	59	100	100
53.1106	Protective Equipment	117	350	400
53.1270	Vehicle Gasoline/Diesel	16,236	11,500	12,000
53.1600	Minor Equipment	3,230	3,700	9,880
53.1601	Computer Hardware & Software	1,635	0	1,720
53.1700	Other Supplies/Uniform Rental	3,371	7,800	8,000
53.1701	Vehicle Maintenance	12,393	7,500	8,000
53.1705	Landscaping Supplies	5,181	8,000	12,000
	Operating Expenses	**127,718**	**159,520**	**152,820**
54.1200	Site Improvements	5,000	0	25,000
54.2201	Vehicles/Equipment	14,865	27,500	0
	Capital	**19,865**	**27,500**	**30,880**
		564,075	**655,287**	**662,053**

FY 2024 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. Martin, 12/31/2024)

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. Martin, 12/31/2024)
- To address special needs identified in routine inspections of the grounds. (J. Martin, 12/31/2024)

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

- To be measured from September through August (J. Martin, 08/31/2024)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Martin, 12/31/2024)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Martin, 12/31/2024)

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. Martin, 12/31/2024)

2023 Accomplishments

- ✓ Maintained digital records for burials and spaces in all cemeteries
- ✓ Maintained membership in the Georgia Municipal Cemetery Association
- ✓ Continued turf improvement/ ant control program, installed quality sod
- ✓ Maintained essential burial services via timely grave opening and closing

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Average number of working days to complete a mowing/ trimming cycle	14	14	12
Number of gravesites prepared for burials	179	185	190
Number of burial spaces sold	114	90	95
Number of acres maintained	105	105	105

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 2024 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.

https://www.newnanga.gov/162/Beautification-Parks



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.

Beautification 100.6200.61

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	740,273	853,763	912,758
51.2200	FICA (Soc Sec)	55,661	65,772	70,285
51.2400	Retirement	93,510	105,153	110,250
51.2600	Unemployment Insurance	21	36	36
51.2700	Worker's Compensation	30,407	33,698	34,706
	Salaries and Benefits	**919,872**	**1,058,422**	**1,128,035**
51.1200A	Contracted Labor - Non-Employees	22,384	15,000	12,000
51.2900	Taxable Employee Benefits	0	0	540
51.2900A	Non-Taxable Employee Benefits	4,895	5,200	6,300
52.1300	Other Contractual Services	170,027	182,050	191,000
52.2200	Repairs and Maintenance	4,706	18,000	18,000
52.3101	Vehicle Insurance	18,537	5,700	5,700
52.3102	Bldg & Pers Liability Insurance	1,207	1,450	1,450
52.3200	Communications	843	1,100	600
52.3500	Travel Expenses	924	300	1,000
52.3600	Dues and Fees	165	850	850
52.3700	Training	540	1,000	2,000
53.1100	Materials and Supplies	379	2,550	4,250
53.1101	Office Supplies	452	400	400
53.1102	Cleaning Supplies & Chemicals	7,134	7,800	8,000
53.1103	Medical Supplies	409	0	0
53.1112	March 2021 Tornado	32,650	0	0
53.1270	Vehicle Gasoline/Diesel	40,956	45,000	45,000
53.1300	Food Supplies	720	1,000	1,000
53.1400	Books & Periodicals	0	100	100
53.1600	Minor Equipment	9,910	18,000	9,000
53.1601	Computer Hardware & Software	0	0	1,500
53.1701	Vehicle Maintenance	13,516	13,000	15,000
53.1705	Landscaping Supplies	67,755	67,000	82,000
53.1708	Other Boards & Commissions	0	0	1,000
53.1708A	Newnan Youth Council	15,148	18,500	18,500
53.1709	Grounds Repair & Maintenance	183,049	132,000	125,000
	Operating Expenses	**596,308**	**536,000**	**550,190**
54.1317	Storage Facility	1,522	0	0
54.2100	Machinery	84,859	0	32,000
54.2200	Vehicles	0	57,000	0
	Capital	**86,381**	**57,000**	**32,000**
		1,602,561	**1,651,422**	**1,710,225**

FY 2024 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 2024)

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 2024)
- To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance costs and operations. (M. Furbush, March 2024)
- Identify and follow up on sites that have sub-standard landscaping and are not compliant with the City's newly revamped Tree Conservation and Landscape Ordinance. (M. Furbush, August 2024)
- To continue to monitor & evaluate the five-year lawn improvement & maintenance plan for Bullsboro Drive. Currently in the fifth year of five-year plan. (M. Furbush, March 2024)
- To continue to install new trees and shrubs within Greenville Street Park and First Avenue Park in areas that were adversely affected by the 2021 tornado. (M. Furbush, April 2024)
- To continue to design and install 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.
- To continue to make site and program improvements to the Sprayberry Road Dog Park including sod, drainage, mulch, and second additional pavilion and gated entrance.

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 east to west first four phases of the LINC (M. Furbush, February 2024)

- To designate and evaluate locations for possible pocket parks along the LINC (M. Furbush – February 2024)
- To continue to observe, evaluate and maintain recently constructed park improvements to C. Jay Smith Park (M. Furbush – January 2024)
- To continue to observe, evaluate, and maintain the recently constructed Pickleball Facility (M. Furbush, January 2024)
- To continue to observe, evaluate, and improve operating and maintenance procedures at Sprayberry Road Dog Park. (M. Furbush, April 2024)
- To continue to improve public awareness and communication through brochures and updating the City website. (M. Furbush, February 2024)
- To construct a fully accessible ADA Playground at Sprayberry Road Dog Park (M. Furbush, March 2024)

2023 Accomplishments

- ✓ Received the 33rd consecutive Tree City USA award designation.
- ✓ Participated in the 16th year of the annual Kindergarten Tree Planting Program.
- ✓ Successfully completed the 14th year of the Newnan Youth Council.
- ✓ Implemented recently revised Tree Conservation and Landscape Ordinance, including Tree Management Plans as part of the overall rezoning and annexation process.
- ✓ Completed site improvements at the Hill Slide at C Jay Smith.
- ✓ Completed minor landscape improvements to new City Sanitation offices
- ✓ Assisted Plant Newnan in preliminary plans for possible arboretum. Purchased trees for future arboretum.
- ✓ Completed various major maintenance issues at several existing parks.
- ✓ Completed design collaboration on ADA playground at Sprayberry Road Park.

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
% of man hours devoted to maintenance activities	85%	85%	85%
% of man hours devoted to installation activities	9%	6%	8%
% of man hours devoted to misc. activities	6%	9%	7%
% of tree inspections completed w/in 48 hours	95%	96%	98%
Percentage of total major City grounds maintenance completed w/in 10 day working cycle	85%	82%	85%
Miles of planted medians maintained	3.7 miles	3.7 miles	3.7 miles
Number of City parks maintained	10	11	12
Number of public grounds maintained	50	53	57
Number of Worker's Comp incidents reported	1	1	1

https://www.newnanga.gov/244/Planning-Zoning

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.

Planning and Zoning 100.7400.70

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	333,504	410,948	441,929
51.2200	FICA (Soc Sec)	24,219	31,438	33,808
51.2400	Retirement	41,502	40,222	53,031
51.2600	Unemployment Insurance	6	12	12
51.2700	Worker's Compensation	2,024	2,153	2,232
	Salaries and Benefits	**401,255**	**484,773**	**531,012**
52.2200	Repairs and Maintenance	654	1,200	1,200
52.3101	Vehicle Insurance	666	800	800
52.3102	Bldg & Pers Liability Insurance	1,331	1,600	1,600
52.3200	Communications	544	660	660
52.3300	Advertising	4,922	3,675	3,675
52.3400	Printing & Binding	445	500	645
52.3500	Travel Expenses	3,591	5,250	5,500
52.3600	Dues and Fees	1,335	2,255	2,155
52.3700	Training	2,177	2,250	3,100
53.1100	Materials and Supplies	0	3,305	3,305
53.1101	Office Supplies	420	1,300	1,300
53.1270	Vehicle Gasoline/Diesel	219	500	600
53.1400	Books & Periodicals	125	200	200
53.1601	Computer Hardware & Software	8,774	11,200	10,000
53.1701	Vehicle Maintenance	108	500	500
53.1707	Planning Commission	0	350	350
53.1708	Other Boards & Commissions	0	350	350
	Operating Expenses	**25,311**	**35,895**	**35,940**
54.2200	Vehicles	0	40,000	0
	Capital	**0**	**40,000**	**0**
		426,567	**560,668**	**566,952**

FY 2024 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, Housing and GIS professions.

Objectives:

- Ensure that each staff member attends at least one Planning or Zoning, Housing or GIS related training or conference (either in person or virtually) relevant to issues currently or potentially impacting the city. (Planning Director, 12/31/2024)
- Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training. (Planning Director, 12/31/2024)

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, 12/31/2024)
- Solicit input from Staff on ways to improve customer service. (Planning Director, 12/31/2024)

Goal 3: Continue to be responsive to the City Council as well as the other Boards, Commissions, Departments and volunteer groups who work 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, 12/31/2024)
- Offer training opportunities to board members to further assist them in making decisions and better understanding their role. (Planning Director, 12/31/2024)

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

Objectives:

- Update the Comprehensive Plan's CIE and Short-Term Work Program to ensure that it adequately reflects the projects identified by the department staff and City Council. (Department Staff, 10/31/2024)
- 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, 12/31/2024)

Goal 5: Further address housing needs throughout the City.

Objectives:

- Work with the Newnan Urban Redevelopment Agency (NURA) to identify areas of need, specific programs, and available tools to promote housing. (Department Staff, 12/31/2024)
- Continue to implement the Neighborhood Stabilization and CHIP Programs. (Planning Director, 12/31/2024)
- Construct and sell affordable homes on City owned lots within identified redevelopment areas in an effort to promote homeownership using seed money from the American Rescue Plan Act (ARPA) funding. (Department Staff, NURA members, 12/31/2024)
- Work toward maintaining GICH alumni certification. (Department Staff, 06/30/2024)
- Identify potential amendments to the zoning ordinance that will further workforce housing needs. (Department Staff, 12/21/2024)

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, 12/31/2024)
- Continue to submit applications for additional funding related to housing needs. (Department Staff, 12/31/2024)

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, 10/31/2024)
- Work with various youth organizations and clubs in the implementation of the program and educate them on its benefits. (Department Staff, 10/31/2024)

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 website. (Department Staff, 12/31/2024)
- 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, 12/31/2024)

2023 Accomplishments

- ✓ Updated the Zoning Ordinance to address changes in state law and 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, CHIP program and ARPA funding.
- ✓ Received Transportation, Housing and Urban Development (THUD) funding to allow for the rehabilitation and construction of affordable homes in the Chalk Level area.
- ✓ Continued to improve GIS interactive maps on the City's website and developed a specific map to assist with the redistricting process.
- ✓ Collaborated on the implementation of a process for the issuance of right-of-way permits and developed an online system for citizens to report issues to various departments.
- ✓ Submitted revisions to the application form for the Chalk Level national register district nomination.
- ✓ Adopted updates to the Comprehensive Plan's Capital Improvement Element and Short-Term Work Program that allows the City to collect impact fees.

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Number of training classes or seminars attended by staff	9	9	10
Number of customer service meetings	2	2	2
Number of Ordinance updates	1	2	2
Number of Storm Drain Markers installed	100	100	100
Percent of major projects completed	90%	95%	95%
Number of houses rehabbed/constructed	2	5	12
Number of grants applied for	1	0	2

https://www.newnanga.gov/163/Building-Department

Building Inspection

Department Description

Chief Building Official, Bill Stephenson 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.

Building Inspection 100.7200.71

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	345,202	355,932	380,289
51.2200	FICA (Soc Sec)	25,371	27,311	29,175
51.2400	Retirement	43,054	43,663	52,057
51.2600	Unemployment Insurance	4	8	8
51.2700	Worker's Compensation	6,152	6,773	7,629
		419,783	433,687	469,158
51.2900	Taxable Employee Benefits	1,080	1,080	1,080
52.1200	Professional Services	23,550	0	0
52.1300	Other Contractual Services	19,051	4,001	30,250
52.2200	Repairs and Maintenance	1,115	2,500	0
52.3101	Vehicle Insurance	533	640	640
52.3102	Bldg. & Pers Liability Insurance	508	610	610
52.3200	Communications	10,913	10,650	12,620
52.3400	Printing & Binding	797	850	600
52.3500	Travel Expenses	1,332	4,150	4,650
52.3600	Dues and Fees	1,214	820	820
52.3700	Training	1,884	3,200	3,200
53.1100	Materials and Supplies	1,621	1,200	1,200
53.1101	Office Supplies	707	550	750
53.1112	March 2021 Tornado	83,047	0	0
53.1270	Vehicle Gasoline/Diesel	3,497	4,000	3,000
53.1400	Books & Periodicals	0	750	500
53.1600	Minor Equipment	166	1,000	13,719
53.1601	Computer Hardware & Software	2,279	620	2,000
53.1701	Vehicle Maintenance	2,642	2,000	2,000
		155,934	38,621	77,639
54.2200	Vehicles	0	0	35,000
		0	0	35,000
		575,717	472,308	581,797

FY 2024 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 (BP, JC)
- Maintain an association for inspectors to obtain CEU's in the inspection industry and post inspector qualifications for public review (BP, JC)
- Provide software that allows contractors and others to pull and pay for permits on-line (BP, JC, IT)
- Provide avenue for electronic submittal of plans and the ability to conduct plan review on-line (BP, VK, IT, JC)

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 4: Provide an electronic format for customers to apply and pay for Building Permits on-line

Objectives:

- Establish and maintain procedure for the process of electronically accepting, processing and paying for permit on-line (BP, VK)
- Maintain electronic devices for inspectors with capability of accessing forms from the field
- Store commercial plans electronically (Staff)

2023 Accomplishments

- ✓ Designed and Instructed 4 code classes for the Inspector Association (Georgia Association of Building Inspectors), GABI, in which we provide an environment to learn and maintain CEU's for Building Inspectors and Contractors in the area
- ✓ We continue to implement new permit application forms and update existing ones
- ✓ Established Incentive Program for Inspector Certifications and Provided funding and opportunity for inspectors to attend code educational classes in order to obtain and keep certifications

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Percentage commercial plans submitted electronically	80%	95%	100%
Number of training/CE hours attended by staff total hours	214	178	150
Number of participants in GABI	138	160	170
Number of Certifications obtained	6	15	15

https://www.newnanga.gov/172/City-Engineer

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.

City Engineer 100.1575.22

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	345,202	355,932	380,289
51.2200	FICA (Soc Sec)	25,371	27,311	29,175
51.2400	Retirement	43,054	43,663	52,057
51.2600	Unemployment Insurance	4	8	8
51.2700	Worker's Compensation	6,152	6,773	7,629
	Salaries and Benefits	**419,783**	**433,687**	**469,158**
51.2900	Taxable Employee Benefits	1,080	1,080	1,080
52.1200	Professional Services	23,550	0	0
52.1300	Other Contractual Services	19,051	4,001	30,250
52.2200	Repairs and Maintenance	1,115	2,500	0
52.3101	Vehicle Insurance	533	640	640
52.3102	Bldg. & Pers Liability Insurance	508	610	610
52.3200	Communications	10,913	10,650	12,620
52.3400	Printing & Binding	797	850	600
52.3500	Travel Expenses	1,332	4,150	4,650
52.3600	Dues and Fees	1,214	820	820
52.3700	Training	1,884	3,200	3,200
53.1100	Materials and Supplies	1,621	1,200	1,200
53.1101	Office Supplies	707	550	750
53.1112	March 2021 Tornado	83,047	0	0
53.1270	Vehicle Gasoline/Diesel	3,497	4,000	3,000
53.1400	Books & Periodicals	0	750	500
53.1600	Minor Equipment	166	1,000	13,719
53.1601	Computer Hardware & Software	2,279	620	2,000
53.1701	Vehicle Maintenance	2,642	2,000	2,000
	Operating Expenses	**155,934**	**38,621**	**77,639**
54.2200	Vehicles	0	0	35,000
	Capital	**0**	**0**	**35,000**
		575,717	**472,308**	**581,797**

Engineering Goals, Objectives and Performance Measures

FY 2024 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 75, in accordance with standard evaluation techniques and methods. City Council, at their 2022 workshop, committed additional resources with the goal of raising the network rating from 70 to 75 in the next three years. (M. Klahr 12/31/2024)
- 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 street and road network, equitably (M. Klahr 12.31.2024)
- To maintain LAP (Local Administered Projects) certification with GDOT, to be eligible to administer transportation projects, locally, utilizing Federal funding (M. Klahr, S. Henriquez 12.31.2024)
- 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 12.31.2024)
- 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 12.31.2024)
- 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 12.31.2024)
- 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 12.31.2024)
- 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 12.31.2024)

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 12.31.2024)
- 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 12.31.2024)
  - 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 12.31.2024)
- To investigate complaints relating to stormwater runoff and offer assistance to property owners, in accordance with the adopted *Extent of Service Policy* (EOS) (M. Klahr, R. Hill 12.31.2024)
- To maintain certification as Certified Floodplain Manager (M. Klahr, S. Henriquez 12.31.2024)

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 12.31.2024)
  - 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 12.31.2024)
  - To ensure timely reporting to appropriate agencies, documenting regulatory activities, complaints and complaint resolutions, violations, and LDA permitting (M. Klahr, M. Kessler 12031.2024)
- 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 12.31.2024)
  - To ensure timely reporting to appropriate agencies, documenting the level of permit activity within the City of Newnan (M. Klahr, M. Kessler 12.31.2024)

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 12.31.2024)

- 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 12.31.2024)
- To assist in the permitting process for Site Prep, Land Disturbance Activities, and for work within the public Right-of-Way (M. Klahr 12.31.2024)
    - To conduct inspections for conformance with development plans (S. Henriquez, R. Hill, M. Kessler 12.31.2024)
    - To conduct inspections for compliance with ADA standards (S. Henriquez, R. Hill 12.31.2024)
    - To ensure any additional permits are obtained from outside agencies, when applicable, including FEMA, USACOE, EPD, and GDOT (M. Klahr, S. Henriquez 12.31.2024)
    - To review variance requests from standards, and provide commentary and recommendation for consideration (M. Klahr 12.31.2024)

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 12.31.2024)
- Continue an advisory position for the Technical Coordinating Committee for the Metropolitan North Georgia Water Planning District (M. Klahr, S. Henriquez, R. Hill 12.31.2024)
- Continue participation with meetings of the Georgia Soil and Water Conservation Commission (R. Hill, M. Kessler, S. Henriquez 12.31.2024)
- Continue leadership positions with the Georgia Utility Coordinating Council (R. Hill, M. Kessler 12.31.2024)

2023 Accomplishments

- ✓ 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 ASFPM floodplain managers (2)
- ✓ 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
- ✓ Successful in obtaining Federal funding for Preliminary Engineering for a roundabout intersection at Sprayberry Rd/ Greison Tr/ Jefferson St
- ✓ Successful in obtaining Federal funding for Preliminary Engineering for Improvement to Lower Fayetteville Rd
- ✓ Continue to upgrade existing traffic signals to include the latest hardware and software

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Land Disturbance Activities (LDP), permits, issued	14	9	11
Total acres disturbed, development*	164	336	200
Storm Sewer pipes, inventory, miles	88	89	90
Number of drainage investigations	25	15	20
Number of traffic volume and speed studies	35	20	20
Overall Network Pavement Condition Rating	70.0	73.5	75.0

- 2022: DENOTES ACRES ACCOCIATED WITH PERMITS PULLED
- 2023 AND 2024: DENOTES ACRES, ACTIVE PERMITS

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. Page reports directly to the City Engineer.

Keep Newnan Beautiful 100.1575.82

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	48,718	50,046	53,548
51.2200	FICA (Soc Sec)	3,206	3,870	4,138
51.2400	Retirement	5,783	6,186	6,491
51.2600	Unemployment Insurance	1	2	2
51.2700	Worker's Compensation	819	856	885
	Salaries and Benefits	**58,528**	**60,960**	**65,064**
51.2900	Taxable Employee Benefits	540	540	540
52.1201	Public Relations	8,364	10,100	12,100
52.1300	Other Contractual Services	1,275	1,000	1,000
52.3102	Bldg. & Pers Liability Insurance	333	400	400
52.3300	Advertising	7,675	9,500	10,500
52.3400	Printing & Binding	3,069	2,000	1,000
52.3500	Travel Expenses	2,431	3,400	4,497
52.3600	Dues and Fees	806	800	800
52.3700	Training	1,120	1,135	1,360
53.1100	Materials and Supplies	47,487	9,255	12,320
53.1101	Office Supplies	284	549	200
53.1400	Books & Periodicals	18	0	50
53.1600	Minor Equipment	237	100	0
53.1601	Computer Hardware & Software	639	2,183	743
53.1708	Other Boards & Commissions	32,782	50,358	30,000
	Operating	**107,060**	**91,320**	**75,510**
		165,588	**152,280**	**140,574**

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 KNB Water Education programs at 2 local elementary schools. These may also be virtual programs.
  - Assist schools in establishing on-site garden programs; provide recycling information and establishing on-site recycling programs where able.

- 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 8 new groups to participate in a Clean Team litter pickup project within the city limits.
  - Continue to remove the old Adopt a street signs and replace with new logo signs. Create a live GIS map with adopted streets on it.
  - Work with existing and new groups to educate them on litter prevention, water conservation, recycling, and beautification.
  - Provide Away from Home recycling bins and bags to businesses and groups as needed.
  - Conduct "Green" Adult classes based on environmentally friendly ways to do everyday things i.e.: composting, pest control, recycling, and gardening. Create 4 classes that can be presented virtually.
  - Conduct Water in Your World programing. Host 4 community information sessions that will educate residents on storm water systems, local water supply, the water utility, water conservation activities for home owners, recycling and trash how they affect the water supply.
  - 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.

- 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.
- Maintain memberships in appropriate environmental and nonprofit groups.

- Collaborate with Chattahoochee River Keepers to sample creeks and streams within the city limits of Newnan.
- Host educational seminars and presentations to local community organizations
  - Utilize Enviroscape model.
  - Create 6 online classes for website/ social media
  - Collaborate with Engineering; assist with Storm Water Management classes.
- Participate in Coweta County Water Team's Teacher Training workshops.
- Clean at least 2 local streams
- Provide battery recycling drop off
- Provide HHW (household hazardous waste) recycling or disposal information to residents and businesses.
- Continue to organize and host the following events: Electronic Recycling (1), Paper Shredding (4), Tire Amnesty Day (1), Great American Cleanup Event (1), Paint Recycling (2).
- Maintain Outdoor Classroom, Pollinator Garden, and Community Garden.
- Facilitate upkeep and registry for Little Libraries at First Ave Park, Ray Park, and Cranford Park
- 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.

2023 Accomplishments

- ✓ 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: 46,377 lbs; Tires: 54 TONS; Electronics: 21,425 lbs. ; 3,783 gallons of paint; and 342 lbs. of alkaline batteries.
- ✓ Implemented increased Marketing/Public Relations Campaign to include PSA, TV, Print, Social Media
- ✓ Continued to implement new logo and started adding new signage to Adopt- A- Street program.
- ✓ Collaborated with Engineering Department to teach Enviroscape classes. Collaborated with teachers @ Ruth Hill, Evans Middle, East Coweta Middle School, Elm Street, East Coweta High to teach additional classes.
- ✓ Maintained Community Orchard at 121 Spring St by adding additional plants.
- ✓ Taught 18 classes to educate students about recycling, waste reduction, litter prevention, water conservation and green activities at Middle, Elementary, and High schools.
- ✓ Recruited 10 new Adopt- A- Street sponsors
- ✓ Brought in $ worth of donated time, goods, funds, in-kind goods and services to the City of Newnan between July of 2021 and June 2022 equaling a cost benefit ratio of $6.27 for every tax dollar spent on the program.

Performance Measures	2021 Actual	2022 Estimate	2023 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**

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.

Business Development & Main Street 100.7500.80

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	116,733	117,823	125,565
51.2200	FICA (Soc Sec)	9,154	9,326	9,918
51.2400	Retirement	14,916	14,879	15,557
51.2600	Unemployment Insurance	3	4	4
51.2700	Worker's Compensation	2,059	2,013	2,074
	Salaries and Benefits	**142,865**	**144,045**	**153,118**
51.2900	Taxable Employee Benefits	1,080	1,080	1,080
52.1200	Professional Services	1,875	2,500	2,500
52.1201	Public Relations	228	2,000	2,000
52.2200	Repairs and Maintenance	106	1,000	1,000
52.3102	Bldg. & Pers Liability Insurance	666	800	800
52.3200	Communications	339	240	240
52.3300	Advertising	4,000	5,000	5,000
52.3400	Printing & Binding	0	1,200	1,200
52.3500	Travel Expenses	4,029	5,000	5,000
52.3600	Dues and Fees	675	1,000	1,000
52.3700	Training	1,328	2,500	2,900
53.1100	Materials and Supplies	39	400	400
53.1101	Office Supplies	336	750	750
53.1400	Books & Periodicals	0	250	250
53.1600	Minor Equipment	182	200	200
53.1601	Computer Hardware & Software	3,858	5,000	1,000
53.1706	Miscellaneous	0	200	200
	Operating Expenses	**18,741**	**29,120**	**25,520**
		161,606	**173,165**	**178,638**

2024 Goals & Objectives

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 (Collaboration with Explore-Newnan Coweta).
- Prepare for Future Development (Including Branding/Development Prep of the Eastside District).

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.
- Focus on Second Story Activation.

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.
- Grow our Experience Economy.

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.
- Garner Volunteer Support.

2022 Goals Accomplished

- ✓ 1/22 – 12/22, $10,840,178 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 1 Brick & Click Grant improvement project
- ✓ MS Program hosted 30+ Events, drawing >25,000 visitors to historic downtown.
- ✓ Utilized "I 'Heart' Local" Advertising Campaign.
- ✓ Secured Main Street program and event sponsors.
- ✓ Assisted with downtown relocation/expansion/redevelopment for 14 new businesses.

https://www.newnanga.gov/231/Leisure-Services



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.

Leisure Services 100.6100.95

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	190,474	193,737	256,813
51.1200	Wages - Part Time/Temp Employees	68,775	130,427	137,214
51.2200	FICA (Soc Sec)	19,915	25,843	30,414
51.2400	Retirement	23,091	24,128	31,242
51.2600	Unemployment Insurance	3	20	20
51.2700	Worker's Compensation	15,587	17,728	18,900
	Salaries and Benefits	**317,845**	**391,883**	**474,603**
51.2900	Taxable Employee Benefits	540	540	540
51.2900A	Non-Taxable Employee Benefits	914	2,500	2,560
52.1200	Professional Services	14,329	18,500	19,000
52.1201	Public Relations	15,251	17,000	17,850
52.1300	Other Contractual Services	16,525	18,652	19,000
52.2200	Repairs and Maintenance	0	750	750
52.3101	Vehicle Insurance	1,498	2,000	2,000
52.3200	Communications	973	1,420	1,420
52.3300	Advertising	5,898	7,500	7,500
52.3500	Travel Expenses	3,821	3,000	3,150
52.3600	Dues and Fees	577	1,360	1,360
52.3700	Training	1,300	2,000	2,100
53.1100	Materials and Supplies	2,092	3,500	3,500
53.1101	Office Supplies	1,232	1,500	1,575
53.1102	Cleaning Supplies & Chemicals	1,972	5,000	6,500
53.1270	Vehicle Gasoline/Diesel	5,788	15,000	15,000
53.1600	Minor Equipment	1,935	5,000	5,250
53.1601	Computer Hardware & Software	0	3,000	1,500
53.1602	Office Furniture	0	0	2,000
53.1701	Vehicle Maintenance	3,637	11,000	16,000
53.1708	Other Boards & Commissions	32,428	0	0
	Operating Expenses	**110,711**	**119,222**	**128,555**
54.2201	Vehicles/Equipment	33,733	0	29,500
54.2500	Other Equipment	46,396	85,000	0
	Capital	**80,129**	**85,000**	**29,500**
		508,684	**596,105**	**632,658**

FY 2024 Goals and Objectives

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

Objectives:

- Continue working with facility attendants to ensure facilities remain clean, stocked, and prepared for reservations.
- Communicate effectively with Facility Maintenance about any repairs or maintenance issues within our parks and facilities.
- Maintain individual and standing use rental agreements for available facilities and keep those spots full to ensure maximum facility usage
- Promote and manage to new food/beverage policy for the Wadsworth Auditorium

Goal 2: Continue to create, grow, and build upon a diverse set of programs and activities

Objectives:

- Provide attractive and well-planned events for the citizens and visitors of Newnan
  - Plan a variety of programs and events targeting multiple interests, demographics, and abilities
  - Utilize different facilities for each program/event
- Place focus on building successful, reoccurring programs such as leagues and annual events
  - Ex. Senior Programs and Adaptive Sports

Goal 3: Market and advertise CivicRec to maximize usage for facility rentals and program registration

Objectives:

- Regularly communicate how to use CivicRec via phone, e-mail, and social media
- Assist customers who come into the office by creating accounts at kiosk and giving detailed instructions on how to use the program
- Maintain updates to software and maximize usage of all available features

Goal 4: Increase usage and awareness of City Trolley (L. Denney)

Objectives:

- Provide consistent and regular customer service to those who ride the trolley
- Promote and advertise through social media, trolley swag, and video production
- Continue to review and evaluate the trolley route and service areas to determine if more stops are necessary

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
- Continue to support and maintain the use of the event planning and budget structure
- Continue to encourage and promote the event proposal process to gain more community input and feedback

FY 2023 Accomplishments

- Successfully maintained and operated all City owned parks, pavilions, and facilities
- Retained and managed all current standing agreement times for all facilities
- Created and implemented a new successful Trolley route to include a hotel stop
- Continued work and communication with Facility Maintenance to address necessary repairs in a timely manner as the needs arise.
- Worked with the Communications Manager and Coordinator to successful transfer Leisure Services social media advertising to the Communications Department and implemented a marketing plan
- Continued to promote the use of our online facility management system and have successfully moved the majority of our reservations to digital form
- Upgraded and installed a new audio system at the Wadsworth Auditorium
- Successfully grew our Adaptive Sports Program this year which included to include basketball, soccer, kickball, and swimming for adults with disabilities
- Successfully hosted the following Leisure Services events:
    - 7 free movie events at the Wadsworth Auditorium
        - Black Panther, Minions: Rise of Gru, Puss in Boots: The Last Wish, DC League of Super Pets, Clifford the Big Red Dog, The Munsters, and Polar Express
    - Lucky Ducks (promoted participation within the parks)
    - Glow Golf at Wesley Street Gym
    - Family Health Day at First Ave Park
    - Movie Night at Lynch Park Pool
    - Superhero Show and Meet n Greet at Greenville Street Park
    - Howloween at C Jay Smith Park – LINC Event
    - Santa on the Square and Christmas Carnival with Main Street Newnan
    - Bring on the Gnome
    - Polar Express Day to include Trolley Rides with Santa
- Assisted the Newnan Cultural Arts Commission with the following:
    - Maintaining the event proposal, planning, and implementation structure
    - Developed an event season and timeframe for events
    - Successfully hosted a number of events including Jazz in the Park, a sold out Ayrshire Fiddle Orchestra Concert, a holiday comedy show
    - Development a plan with the City's Communication Department to assist with and continue to successfully promote NCAC events
- Conducted the following related professional development:
    - Attended webinars as they pertain to Leisure Services trends
    - Completed the playground safety inspector training – Michael Smith
    - Attended 3 Georgia Recreation and Parks Association Round Table Meetings
        - 2 programmer's meetings – Lori Denney
        - 1 director's meeting – Katie Mosley
    - Attended the Georgia Recreation and Parks Association Annual Conference

Leisure Services

*Numbers shown for 2023-2024 are report generated numbers & this report will be used for all future reporting. This reporting system is new as of February 2023 so prior numbers were not ran in this report and do not reflect current reporting abilities.

Performance Measures	2022 Actual	2023 Estimated	2024 Projected
Number of rentals in the parks	280	297	310
Number of Standing Agreements (weekly programming) Parks – Including Pickett Field	14	15	16
Number of rentals at Howard Warner Facility	162	327	350
Number of Standing Agreements (weekly programming) Howard Warner Facility	9	9	9
Number of rentals at Wadsworth Auditorium	85	216	220
Number of rentals at Wesley Street Gym	5	660	665
Number of Standing Agreements (weekly programming) Wesley Street Gymnasium	8	8	8
Number of programs sponsored by Leisure Services	13	33	35
Number of Newnan Cultural Arts Commissions Events	8	8	10
Trolley Rentals	14	9 *out of service for several months	18
Individual/Private Rentals @ HW, Parks, and Gyms (Showers, Birthday Parties, etc.)	447	500	510
Youth Involvement Programs/Events Birth - 17 years old	44	47	50
Adult Involvement Programs/Events 18 - 55 years old	21	35	40
Senior Involvement Programs/Events 55+ years old	4	5	10

https://www.newnancarnegie.com/

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.



Carnegie 100.6500.90

Account #	Description	2022 Actual	2023 Budget	2024 Budget
51.1100	Wages - Full Time Employees	105,328	107,748	115,286
51.1200	Wages - Part Time/Temp Employees	47,397	58,171	61,394
51.2200	FICA (Soc Sec)	11,321	12,696	13,557
51.2400	Retirement	12,754	13,245	13,899
51.2600	Unemployment Insurance	3	12	12
51.2700	Worker's Compensation	400	408	420
	Salaries and Benefits	**177,203**	**192,280**	**204,568**
51.2900	Taxable Employee Benefits	540	540	540
52.1200	Professional Services	2,125	3,650	3,650
52.1201	Public Relations	1,697	2,780	2,805
52.1300	Other Contractual Services	0	3,511	3,488
52.3102	Bldg & Pers Liability Insurance	1,355	1,629	1,629
52.3200	Communications	265	252	948
52.3500	Travel Expenses	516	770	964
52.3600	Dues and Fees	268	275	305
52.3700	Training	1,078	890	890
53.1100	Materials and Supplies	11,205	3,289	3,426
53.1101	Office Supplies	1,129	1,452	1,585
53.1102	Cleaning Supplies & Chemicals	749	1,005	1,136
53.1300	Food Supplies	263	875	1,006
53.1400	Books & Periodicals	8,043	9,273	10,185
53.1601	Computer Hardware & Software	5,220	5,881	3,733
	Operating Expenses	**34,454**	**36,072**	**36,290**
54.1302	Other Improvements	0	0	32,000
	Capital	**0**	**0**	**32,000**
		211,657	**228,352**	**272,858**

FY 2023 Goals and Objectives

Goal 1: Build and maintain quality collections 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, S. Phelps)
- Collect information from community regarding print and electronic needs.
  - Take purchase suggestions to request materials. (S. Crutchfield, T. Anderson, E. Ruppel, J. Dunnington, S. Phelps Ongoing)
  - Conduct annual survey to solicit community feedback. (S. Crutchfield 4th quarter 2024)

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 is upcoming at the library (S. Crutchfield, T. Anderson, E. Ruppel, J. Dunnington Ongoing)
  - Discussing programs that have happened in the past with patrons in person and via social media (S. Crutchfield, T. Anderson, E. Ruppel, J. Dunnington, S. Phelps Ongoing)
  - Maintain an ongoing archive and record of the library through scrapbooks (S. Crutchfield Ongoing)
  - Maintain an active and friendly relationship with local media with the support of the City Communications Department (S. Crutchfield, T. Anderson, E. Ruppel, J. Dunnington Ongoing)
- Use monthly newsletter/email lists to share what the library is doing and what is upcoming
  - Send out quarterly email to patrons. (S. Crutchfield Quarterly)
  - Send out specific adult, young adult and children program emails to mailing lists (S. Crutchfield Ongoing)
- Maintain a strong website and social media presence
  - Maintain the library website and keep it up to date and fresh (S. Crutchfield, J. Dunnington Ongoing)
  - Maintain a strong Facebook and Instagram presence and keep it updated (S. Crutchfield, T. Anderson, E. Ruppel, J. Dunnington Ongoing)
  - Maintain an online presence by recording in-person programs and lectures and creating virtual content. (S. Crutchfield, T. Anderson, E. Ruppel, J. Dunnington Ongoing)
- Create a new mission statement and strategic plan
  - Collect patron, staff, and community input to format these documents. (1st & 2nd quarter 2024 S. Crutchfield)

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

- Maintain display in building and advertise through websites, mailings and programs. (S. Crutchfield, E. Ruppel, T. Anderson, J. Dunnington Ongoing)
- Track what merchandise patrons would like by doing a yearly survey (S. Crutchfield, 1st quarter 2024)

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, J. Dunnington, S. Phelps Ongoing)
  - Staff will attend online conferences, trainings, and webinars for professional development (S. Crutchfield, T. Anderson, E. Ruppel, J. Dunnington, S. Phelps 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, J. Dunnington, E. Ruppel Ongoing)
- Increase the number of participants in children, adult, and young adult programs. (T. Anderson, J. Dunnington, E. Ruppel Ongoing)
- Coordinate meeting rooms and display areas. (S. Crutchfield, E. Ruppel Ongoing)
- Offer both print and electronic resources. (S. Crutchfield, T. Anderson Ongoing)
- Increase programs offered on nights and weekends (E. Ruppel, J. Dunnington, T. Anderson Ongoing)

Goal 6: Assist in City events and programs.

Objectives:

- Participate in committees. (S. Crutchfield, E. Ruppel Ongoing)
- Create program(s) for Georgia Cities Week. (T. Anderson, J. Dunnington, E. Ruppel)
- Participate in Main Street Newnan special events (S. Crutchfield, E. Ruppel, T. Anderson, J. Dunnington, S. Phelps)
- Participate with other City departments to provide programming and marketing support. (S. Crutchfield, J. Dunnington, T. Anderson, E. Ruppel Ongoing)
- Participate creatively in City Hall Selfie Day (S. Crutchfield, T. Anderson, E. Ruppel, J. Dunnington, S. Phelps August 2024)

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, J. Dunnington Ongoing)
- Participate in community outreach with non-profits, community organizations, and local businesses (S. Crutchfield, E. Ruppel, T. Anderson, J. Dunnington, Ongoing)

Goal 8: Strengthen partnership and communication between Newnan Carnegie Library Foundation & Library

Objectives:

- Participate in NCLF Board meetings (S. Crutchfield, E. Ruppel Ongoing)
- Participate in NCLF special events (S. Crutchfield, E Ruppel, J. Dunnington, T. Anderson Ongoing)
- Provide marketing support for NCLF special events (S. Crutchfield, J. Dunnington Ongoing)

2023 Accomplishments

- ✓ Partnered with other City of Newnan departments by hosting the following meetings and events: Newnan Fire Department Lieutenant Training, Newnan Citizen Academy, Murder in Coweta County Screening for Georgia Cities Week, Summer Wined Up check in, Community Meeting with City Manager's Office, Ayrshire Fiddle Orchestra Lunch (Goal 2, Goal 5, Goal 6, Goal 7)
- ✓ Provided a variety of children's, young adult and adult programming. New adult programs for 2023 included Financial Check Up, Inflation Seminar, Misadventures in English, Seller Seminar, Pearl Harbor History Program, Hotspots to Watch Around the World, Sound Journey, Badwater Ultramarathon with Scott Ludwig, Armchair Travelers- Crete and Paris and Invasion of Normandy History Program. New young adult programs we offered in 2023 were Improv for Teens, DIY Self Care, and Making a List. Summer children's programs were sponsored by the Newnan Carnegie Library Foundation and Newnan Kiwanis Club and included new programs/performers Pottery with Ms. Tammy, Mad Science with Dr. White, and Zoo Pro Adventures (all new summer programs were local performers). We also offered new staff-led programs including Tween Craft Day, Pastries with Parents, Build a Trebuchet, and Toddler & Preschool Craft Day, Macrame for Tweens, Preschool Open Art, and Toddler Open Play (Goal 2, Goal 5, Goal 8)
- ✓ Collaborated with community organizations and partners: The University of West Georgia, Hometown Novel Nights, Kiwanis Club of Coweta County, Sworney & Associates, AARP, Coweta Master Gardeners, Warrior Defenders, Newnan Coweta Humane Society, Newnan Kiwanis Club, Hometown Novel Writers Association, Newnan Coweta Art Association Commemorative Air Force, Berkshire Hathaway, and SSL Sound (Goal 2, Goal 5, Goal 7)
- ✓ We had a total of 22 rentals scheduled through August 2023 (Goal 5, Goal 7)
- ✓ Annual survey will be conducted in the 4th quarter. We had 82 respondents for the 2022 survey (Goal 1)
- ✓ Director will attend state library conferences and has attended numerous training webinars throughout the year. Staff attended webinars and online courses. (Goal 4)
- ✓ S. Crutchfield participated in Christmas Parade Committee (Goal 2, Goal 6)
- ✓ S. Crutchfield, E. Ruppel, T. Anderson attended collection development webinars. (Goal 1, Goal 4)

- ✓ Partnered with the NCLF to hold Friday Lunch & Learn programs including USC Professor Patrick James and Atlanta Journal Constitution journalist, Chris Joyner. (Goal 2, Goal 5, Goal 8)
- ✓ Hometown Novel Writers Association Programs in 2023 included New Year, New Novels, Fresh Voices New Books, Georgia Authors Rock, and Writers Workshops. (Goal 2, Goal 5, Goal 7)
- ✓ Created new quarterly rotating artwork display with the Newnan Coweta Art Association in a downstairs display case (Goal 2, Goal 5, Goal 7)
- ✓ S. Crutchfield attended Sharpsburg Book Fair with Newnan Carnegie Library Foundation (Goal 2, Goal 5, Goal 7, Goal 8)

Performance Measures	2022 Actual	2023 Estimate	2024 Projected
Reference questions answered	13,765	10,047	**10,200**
Meeting room usage	360	343	**360**
Meeting Room fees collected	$4,075	$5,575	**$6,000**
Number of programs	383	363	**385**
Number of program attendees	11,538	11,602	**12,000**
Computer Usage	4,482	5,100	**5,200**
Public Fax, copier usage	12,002	12,000	**12,500**
Cost of speakers	$2,125	$3,500	**$3,750**
Number of materials in collection	16,874	17,500	**17,700**
Dollar volume of store sales	$522.50	$550	**$850**

CAPITAL & DEBT

2024 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:

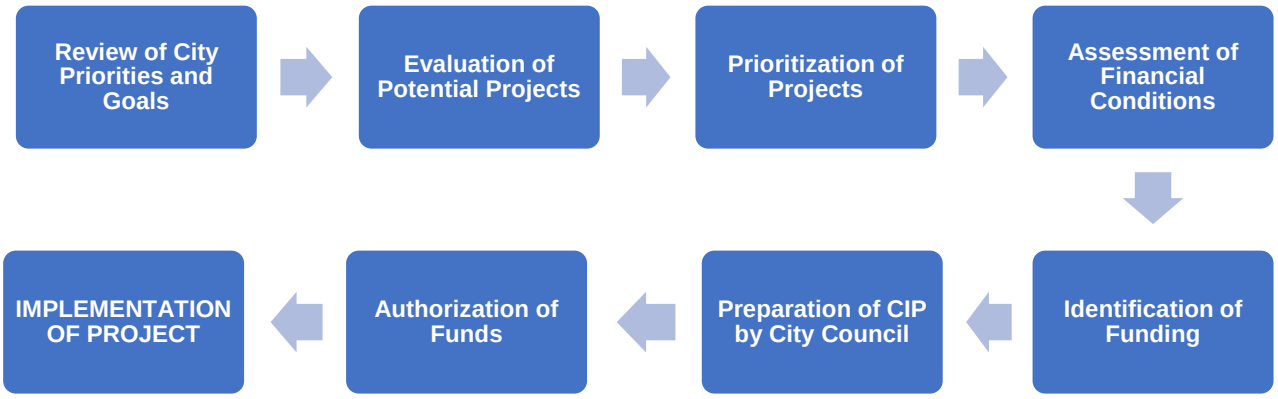
- Promotes advance planning and programming by department heads.
- Provides for orderly replacement of facilities and equipment.
- Forecasts need for new capital investments.
- Helps the City Council and administrative staff gain an overall view of growth and development within the City; and, coordinates 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 $60,515,140 into capital improvements during the past five (5) years of the CIP plus the budgeted $13,512,162 for 2024; bringing a six (6) year total to $74,027,302. Based upon an estimated 2024 population of 44,087, the average capital investment was $1,679 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.

Fund	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
General Fund	1,159,163	1,054,780	6,698,195	3,246,755	818,600	929,987
Street Improvement Fund	634,676	617,746	388,555	428,193	437,033	478,576
Hotel/Motel Tourism Fund	0	60,415	0	0	0	0
SPLOST 2013 Fund	4,166,337	1,079,281	1,840,718	43,348	0	0
SPLOST 2019 Fund	1,439,271	7,379,670	8,785,216	2,717,959	14,035,000	11,727,000
Impact Fees Fund	497,951	50,875	858,663	726,740	1,350,000	376,599
Total Capital	7,897,398	10,242,767	18,571,347	7,162,995	16,640,633	13,512,162

6-Year Total Capital $74,027,302

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 2024: Street 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. 2024 Budgeted Capital

A. Summary of 2024 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 2024 Budget total $16,640,633. The following tables detail the capital improvement expenditures for all City funds in 2024.

The 2024 Capital Improvements Program (CIP) encompasses four (4) funds: 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 2019s allocation for the 2024 Capital Budget is $11,727,000 (not including transfers to Newnan Utilities). Additionally, Impact Fees will provide $376,599 for use during 2024. There is also $478,576 in the Street Fund for repaving of streets. Lastly, there is $927,987 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 2024 capital budget by projects and capital purchases.

Fund Source	Expenditures
General Fund	929,987
Impact Fees	376,599
Street Fund	478,576
SPLOST 2019	11,727,000
Total Capital Expenditures 2024	13,512,162

B. 2024 Capital Expenditures

General Fund Capital			2024	
Acct #	Dept.	Description	Budget	
54.2400	City Manager	Hardware/Software	28,059	City Council Chambers Streaming Upgrades
54.1300	Facilities	Buildings/Building Imp.	32,000	Replace HVAC at Wadsworth Auditorium
54.1300	Facilities	Buildings/Building Imp.	185,000	Replace Cooling Tower at City Hall
54.2200	City Engineer	Vehicles	35,000	Replace High Mileage Vehicle
54.2200	Police	Vehicles	287,400	Replace High Mileage Vehicles
54.2200	Fire	Vehicles	45,000	Replace High Mileage Vehicle
54.2503	Fire	Protective Equipment	42,000	Replace Breathing Apparatus
54.2503	Fire	Protective Equipment	47,648	Replace Cascade System
54.2503	Fire	Protective Equipment	50,000	*New* Rescue Extraction Tools
54.2200	Streets	Vehicles	45,000	Replace High Mileage Vehicle
54.2504	Garage	Other Equipment	8,500	Replace AC Machine for 134a Refrigerant
54.1200	Cemetery	Sire Improvements	25,000	Tree Removal and Irrigation
54.2201	Leisure Services	Vehicles/Equipment	29,500	Replace ATV for park Attendants
54.2100	Parks & ROW Beautification	Machinery	20,000	Replace 2 Riding Mowers
54.2100	Parks & ROW Beautification	Machinery	12,000	Replace Rolling Blower
54.1302	Carnegie Library	Other Improvements	32,000	Audio and Control Update
		Total General Fund Capital	924,107	

Street Fund			2024	
Acct #	Dept./Function	Description	Budget	
54.1425		LMIG Projects	478,575	Repaving of Streets
		Total Street Fund Capital	437,033	

SPLOST 2019			2024	
Acct #	Dept./Function	Description	Budget	
54.1322B	Public Safety	Fire Engine	889,000	Replacement Aerial Truck
54.1401A	Streets	Major Street, Sidewalk & Drainage Maintenance	200,000	Cut-in Repairs
54.1401A	Streets	Major Street, Sidewalk & Drainage Maintenance	150,000	Sidewalk Lifting/Repairs
54.1401A	Streets	Street, Intersection, Major Street, Sidewalk & Drainage Maintenance	1,950,000	LMIG Match
54.1401C	Streets	Lower Fayetteville Road	250,000	Professional Engineering ARC Match
54.1401D	Streets	Street, Intersection, Sidewalk & Parking Improvements	1,500,000	Jefferson/Jackson/Clark Intersection
54.1401D	Streets	Street, Intersection, Sidewalk & Parking Improvements	250,000	Sprayberry Road Alignment/PE Match
54.1401D	Streets	Street, Intersection, Sidewalk & Parking Improvements	2,500,000	Stillwood Roundabout Construction
54.1401D	Streets	Street, Intersection, Sidewalk & Parking Improvements	500,000	Traffic Signal Improvements
54.1401D	Streets	Street, Intersection, Sidewalk & Parking Improvements	3,000,000	Various Intersection Improvements
54.2504D	Streets	Equipment/Machinery	178,000	
54.1302	Parks	Other Improvements	300,000	All-Inclusive Playground

54.1302	Parks	Other Improvements	50,000	Sprayberry Rd Dog Park Improvements
54.1207	Parks	Parks & Linear Path	10,000	LINC Amenities
		Total SPLOST 2019	11,727,000	

Impact Fees			2024	
Acct #	**Dept./Function**	**Description**	**Budget**	
54.2200	Fire	Vehicles	376,599	Fire Truck Replacement
		Total Impact Fees	376,599	

C. Operating Impacts

The 2024 budget is absorbing an estimated $6,000 in operating expenses for maintenance due to the addition of the all-inclusive playground, intersection improvements, roundabout and rescue tools for the Fire Department. 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 Gold are the capital expenditures deemed to have some operating cost as projected in this section.

Section III. 2024 Major Budgeted Capital Projects

A. Jefferson/Jackson/Clark/Bullsboro Intersection Improvements

The design to reconfigure the intersection at Jefferson/Clark/Bullsboro/Jackson was complete in 2022. This project will alleviate the confusion in the particular intersection. The construction is estimated to be complete by Summer 2024.



B. 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.

Funding Source	Project	2025 Estimate	2026 Estimate	2027 Estimate
General Fund				
	Network improvements	10,000	10,000	10,000
	Equipment - Machinery	60,000	70,000	80,000
	Vehicles	634,579	450,000	525,000
	Building Improvements	165,000	50	160,000
	Equipment - Protective	90,000	90,000	167,000
	Total General Fund Capital	959,579	620,050	942,000
Street Fund				
	Major Street Repairs (LMIG)	495,000	525,000	550,000
	Total Street Fund Capital	495,000	525,000	550,000
SPLOST				
	Network Improvements	50,000	50,000	50,000
	Street Improvements	2,750,000	3,077,534	5,927,195
	Fire Truck	0	800,000	0
	Equipment - Machinery	225,000	300,000	375,002
	Total SPLOST 2019 Capital	3,025,000	4,227,534	6,352,197
Impact Fees				
	Street Improvements	0	400,000	0
	Heavy Rescue Unit	0	750,000	0
	Total Impact Fees Capital	0	1,000,000	0
3 - Year Capital Expenditure Estimates		**4,479,579**	**6,372,584**	**7,844,197**

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, 2021, (audited) 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	14,617,201	-	5,382,786	9,234,415	-
Compensated Absences	945,636	2,179,810	2,183,089	942,357	747,416
	$ 15,562,837	$ 2,179,810	$ 7,565,875	$ 10,176,772	$ 747,416
Business Type Activities:					
Net Pension Liability	252,790	-	93,090	159,700	-
Compensated Absences	14,146	14,452	16,582	12,016	9,423
	$ 266,936	$ 14,452	$ 109,672	$ 171,716	$ 9,423

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 2023, the assessed value of taxable property in the City was $2,423,515,876 Therefore, the City's long-term obligations payable could not exceed $242,351,587 (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, 2021 revenue bonds.

a) Long-Term Debt – The Newnan Water, Sewerage and Light Commission had three types of long-term debt outstanding at December 31, 2021.

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, 2021, total debt service requirements to maturity for the Series 2006A Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2022	0	172,725	172,725
2024	0	172,725	172,725
2024	0	172,725	172,725
2024	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, 2021, total debt service requirements to maturity for the Series 2015 Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2022	1,775,000	338,432	2,113,432
2024	1,815,000	301,166	2,116,166
2024	10,000	258,550	268,550
2024	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, 2021, total debt service requirements to maturity for the Series 2017 Bonds were as follows:

YEAR	PRINCIPAL	INTEREST	TOTAL
2022	431,217	221,394	652.611
2024	440,945	211,260	652,205
2024	2,316,398	200,898	2,517,296
2024	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


CITY OF NEWNAN
CITY OF NEWNAN
CITY OF NEWNAN FIRE TRAINING COMPLEX

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.


THE CITY OF NEWNAN, GEORGIA
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City of Homes