



**2023**

---

Annual  
**BUDGET**

**CITY OF  
NEWNAN**



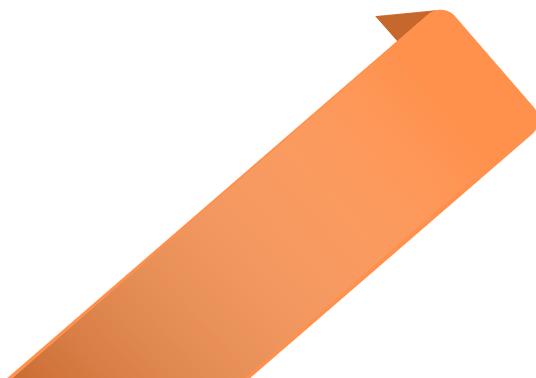
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# Executive Summary



The City of Newnan Approved 2023 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 2023 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 2023. 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 2023 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 2023 Approved Budget. Within the Manager's Message is a narrative of the 2023 budget assumptions, overview, highlights and a list of prior year accomplishments. Within the Executive Summary 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: 2021 Actual, 2022 Budget, and 2023 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 2023 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 2023. 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 2023 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](http://www.newnanga.gov).



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Newnan  
Georgia**

For the Fiscal Year Beginning

**January 01, 2022**

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, 2022. This is the City's thirty third 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.

*Christopher P. Morill*

# City of Newnan CITY COUNCIL

MAYOR, KEITH BRADY



District 1  
Council Members  
Dustin Koritko  
Paul Guillaume



District 2  
Council Members  
Ray Dubose  
Rhodes Shell



District 3  
Council Members  
George Alexander  
Cynthia Jenkins



## NEWNAN GOALS

### Goals and Strategies

The mission of the City of Newnan is “to provide cost effective programs and services while continuously focusing on preserving and enhancing the quality of life that is enjoyed by all Newnan citizens.” All departments are charged with action plans that maintain programs, create new programs based on current needs and services which support the mission and goals of the City. Each department has developed and monitors specific performance measures which provides us with a tool to accurately measure outputs and efficiencies. The 2023 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 2023 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 2023 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.

| <b>Department</b>      | Provide High Quality of Life | Provide Quality Services | Maintain Quality Workforce | Provide Responsive Open Government | Promote Community Participation in Local Government |
|------------------------|------------------------------|--------------------------|----------------------------|------------------------------------|---|
| City Manager's Office  | X                            | X                        | X                          | X                                  | X   |
| Finance                |                              | X                        | X                          | X                                  |   |
| Information Technology |                              | X                        | X                          | X                                  | X   |
| Human Resources        |                              | X                        | X                          | X                                  |   |
| Leisure Services       |                              | X                        | X                          |                                    |   |
| 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, 2023 AND ENDING DECEMBER 31, 2023.

### Section I.

There is hereby adopted for the fiscal year January 1, 2023 through December 31, 2023, 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 \$33,090,250 for the general operation and legal obligation in 2023.

|                                  |                     |
|----------------------------------|---------------------|
| <b>General Fund Revenues</b>     |                     |
| Property Taxes                   | \$8,379,500         |
| Sales Taxes                      | \$11,000,000        |
| Excise (Franchise) Taxes         | \$5,673,000         |
| Occp. Tax & Alcohol Licenses     | \$3,253,000         |
| Inspections & Permits            | \$505,750           |
| Fines & Forfeitures              | \$747,000           |
| Other Local Revenue              | \$408,250           |
| Intergovernmental                | \$810,000           |
| Water & Light Transfers          | \$1,750,000         |
| Other Financing Sources          | \$563,750           |
|                                  | <u>\$33,090,250</u> |
| <b>General Fund Expenditures</b> |                     |
| General Government               | \$8,610,567         |
| Public Safety                    | \$16,221,105        |
| Public Works                     | \$3,370,742         |
| Community Development            | \$3,740,214         |
| Other Services                   | \$997,622           |
|                                  | <u>\$33,090,250</u> |

### Section III. Street Improvement Fund (200).

There is hereby established a Street Improvement Fund for the City of Newnan with an appropriation of \$437,033 for street improvements.

|   |                         |
|---|-------------------------|
| <b>Street Improvements Revenue</b>      |                         |
| LMIG Contract Revenue                   | \$437,033               |
| Interest Earnings                       | 2,000                   |
| Fund Balance Reserves                   | <u>(\$2,000)</u>        |
|   | <b><u>\$437,033</u></b> |
| <b>Street Improvements Expenditures</b> |                         |
| Major Streets Maintenance               | <u>\$437,033</u>        |
|   | <b><u>\$437,033</u></b> |

### Section IV. Confiscated Assets Fund (210)

There is hereby established a Confiscated Assets Fund for the City of Newnan with an appropriation of \$85,000 for Public Safety operations. This fund consists of confiscated and condemned funds released by the Superior Court for Police Department purchases.

|  |                        |
|--|------------------------|
| <b>Confiscated Assets Revenue</b>      |                        |
| DOT Condemnations                      | \$30,000               |
| DOJ Condemnations                      | \$15,000               |
| Other Police Seizures                  | \$22,000               |
| Interest Earnings                      | \$61                   |
| Fund Balance Reserves                  | <u>\$17,939</u>        |
|  | <b><u>\$85,000</u></b> |
| <b>Confiscated Assets Expenditures</b> |                        |
| Other Seizures Expenditures            | \$40,000               |
| Dept. of Justice Expenditures          | \$20,000               |
| Dept. of Treasury Expenditures         | <u>\$25,000</u>        |
|  | <b><u>\$85,000</u></b> |

### 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 \$1,250,000 for Tourism Enhancement activities.

|   |                           |
|---|---------------------------|
| <b>Hotel/Motel Tourism Revenues</b>     |                           |
| Hotel/Motel Tax                         | \$1,250,000               |
| Interest Earnings                       | \$1,000                   |
| Fund Balance Reserves                   | <u>(\$1,000)</u>          |
|   | <b><u>\$1,250,000</u></b> |
| <b>Hotel/Motel Tourism Expenditures</b> |                           |
| Transfer to Explore Newnan - Coweta     | \$468,750                 |
| Transfer to General Fund                | \$468,750                 |
| Transfer to Newnan Centre               | <u>\$312,500</u>          |
|   | <b><u>\$1,250,000</u></b> |

### 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 \$84,000 for Newnan Centre activities.

|   |                        |
|---|------------------------|
| <b>Motor Vehicle Rental Excise Tax Revenues</b>     |                        |
| Excise Tax  | \$84,000               |
| Interest Earnings                                   | \$500                  |
| Fund Balance Reserves                               | <u>(\$500)</u>         |
|   | <b><u>\$84,000</u></b> |
| <b>Motor Vehicle Rental Excise Tax Expenditures</b> |                        |
| Transfer to Newnan Centre                           | <u>\$84,000</u>        |
|   | <b><u>\$84,000</u></b> |

### 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 \$14,035,000 for capital projects and a transfer to Newnan Utilities in the amount of \$870,000 for a total of \$14,905,000.

#### SPLOST 2019 Revenue:

|                       |                     |
|-----------------------|---------------------|
| SPLOST 2019 Receipts  | \$8,700,000         |
| Interest Earnings     | \$5,500             |
| Fund Balance Reserves | \$6,199,500         |
|                       | <u>\$14,905,000</u> |

#### SPLOST 2019 Expenditures:

|  |                     |
|--|---------------------|
| Public Safety                                  | \$5,000,000         |
| Streets, Drainage & Sidewalks                  | \$2,000,000         |
| Street, Intersection & Parking<br>Improvements | \$6,300,000         |
| Public Works Equipment                         | \$485,000           |
| Parks & Recreation                             | \$250,000           |
| Transfer to Newnan Utilities                   | \$870,000           |
|  | <u>\$14,905,000</u> |

### Section VIII. Impact Fees (375)

There is hereby established an Impact Fees Fund for the City of Newnan with an appropriation of \$1,350,000. In 2004, the City established an impact fee program with funds to be paid into the fund for four major areas of development: Roads and Bridges, Fire, Police and Parks.

#### Impact Fees Revenues

|                       |                    |
|-----------------------|--------------------|
| Roads/Streets/Bridges | \$175,000          |
| Fire Services         | \$100,000          |
| Parks/Recreation      | \$175,000          |
| Interest Earnings     | \$3,250            |
| Fund Balance Reserves | \$896,750          |
|                       | <u>\$1,350,000</u> |

#### Impact Fees Expenditures

|                         |                    |
|-------------------------|--------------------|
| Fire Truck              | \$750,000          |
| Lower Fayetteville Road | \$600,000          |
|                         | <u>\$1,350,000</u> |

### Section IX. Sanitation Fund (540)

There is hereby established a Sanitation Fund for the City of Newnan with an appropriation of \$4,686,022. 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       | \$3,140,880               |
| Sanitation Administration      | \$213,900                 |
| Interest Earnings              | \$1,500                   |
| Transfer from General Fund     | \$150,000                 |
| Fund Balance Reserves          | <u>(\$299,258)</u>        |
|                                | <u><b>\$4,686,022</b></u> |

#### Sanitation Expenditures Brush & Bulk

|                      |                         |
|----------------------|-------------------------|
| Wages & Benefits     | \$427,593               |
| Operations           | \$421,330               |
| Depreciation Expense | <u>\$80,000</u>         |
|                      | <u><b>\$826,757</b></u> |

#### Sanitation Expenditures Refuse

|                      |                         |
|----------------------|-------------------------|
| Wages & Benefits     | \$154,677               |
| Operations           | \$55,015                |
| Depreciation Expense | <u>\$15,000</u>         |
|                      | <u><b>\$219,852</b></u> |

#### Sanitation Expenditures Administration

|                  |                           |
|------------------|---------------------------|
| Wages & Benefits | \$319,187                 |
| Operations       | <u>\$3,218,060</u>        |
|                  | <u><b>\$3,537,247</b></u> |

**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 tenth day of January 2023.

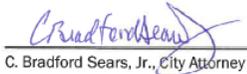
1st Reading January 9, 2023

  
Megan Shea, City Clerk

  
L. Keith Brady, Mayor

**DONE, RATIFIED AND PASSED** in regular session, on second reading this the 10<sup>th</sup> day of JANUARY 2023.

REVIEWED AS TO FORM:

  
C. Bradford Sears, Jr., City Attorney

  
Raymond F. DuBose, Mayor Pro Tem

ATTEST:  
  
Megan Shea, City Clerk

  
L. Keith Brady, Mayor

REVIEWED AS TO FORM:

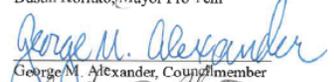
  
C. Bradford Sears, Jr., City Attorney

  
Dustin Koritko, Mayor Pro Tem

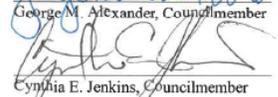
  
Cleatus Phillips, City Manager

(ABSENT)  
Cynthia E. Jenkins, Councilmember

  
Cleatus Phillips, City Manager

  
George M. Alexander, Councilmember

  
Rhodes H. Shell, Councilmember

  
Cynthia E. Jenkins, Councilmember

  
Dustin K. Koritko, Councilmember

  
Rhodes Shell, Councilmember

  
Paul L. Guillaume, Councilmember

  
Raymond F. DuBose, Councilmember  
  
Paul Guillaume, Councilmember



# Manager's Message





CITY OF NEWNAN  
OFFICE OF THE CITY MANAGER

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TO: Mayor and Council  
FROM: Cleatus Phillips, City Manager  
SUBJECT: 2023 Proposed Budget  
DATE: November 14, 2022

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I am pleased to present staff's proposal for the 2023 Budget. As in years past, the budget was established after much collaboration with our staff and using conservative techniques to insure continued financial stability for the City of Newnan. A significant amount of time was dedicated to 'holding costs, while still addressing service needs within our community. We are able to do so and present a balanced budget without the use of fund balance.

### 2023 Budget Issues and Priorities

The last few years have been challenging as the organization responded to the COVID-19 pandemic and the impacts of an EF-4 tornado. In 2022, we saw things return to some level of normal. We were very fortunate that during this period, the City's financial position remained very strong. While new construction permit numbers dropped significantly in 2022, our local economy remained very strong as we saw double digit growth in sales tax collections. Because of this strong economy and our conservative approach to budgeting, we were again able to address our service demands within the 2023 Budget. In addition to providing necessary day-to-day resources, the proposed budget adds three new firefighters, two new police officers, and two new employees in the Beautification Department. The budget also includes a cost-of-living adjustment (COLA) ranging from 2.5% to 4.5% based upon longevity. This COLA is necessary to remain competitive in the job market and to maintain the positive results that were associated with the mid-year compensation adjustment that was made in 2022. The 2023 Budget is submitted to the Newnan City Council with confidence that resources will be allocated to best serve the needs of our community.

The budget document was again prepared by Ms. Ronda Helton and I am very pleased with the results. The document continues to be further streamlined each year in an effort to assist our citizens with both readability and transparency. While the requirements of the 'Distinguished Budget Award' often make it difficult to prepare an 'easy to read' document, I am confident we will receive the award for a 34<sup>th</sup> consecutive year. Highlights of the 2023 budget are as follows:

## General Fund - Highlights

- \$33,090,250 Balanced Budget. No reserves were used to balance the budget.
- The budget increased \$1,521,560 or 4.8% from the previous amended budget. In comparison, the 2022 budget increased \$2,932,700 which was a 10% 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 17%, and all other sources totaling 15%.
- Property tax revenues are budgeted at \$8,379,500, compared to \$7,704,500 from the prior year. The 2023 budget number is based on a combination of: a millage rate at 3.051, net Digest Growth of 2.17%, and a 91% collection rate for current year billing.
- 2022 Revenue, minus FEMA reimbursements, is currently projected at \$34,512,676 therefore the 2023 budget is a conservative 96% of prior year projected revenue. For reference purposes, the 2022 budget was 97% of 2021 projected revenues at the time of budget presentation.
- Local Option Sales Tax budget of \$11,000,000 is an increase of \$800,000 over the 2022 amended budget amount. Sales tax collections have been trending \$1,300,000 over budget during 2022. Staff isn't confident this growth rate can be sustained, but we are confident with the budgeted increase.
- Title Ad Valorem Tax (TAVT) revenue increased by 13% with a budget of \$1,500,000. Revenue for 2022 is projected at \$1,510,000.
- The budget for permit fees was decreased from \$685,000 to \$505,750. The decrease is attributed to the reduction in inventory of residential housing. We are expecting a slight rebound in permitting numbers but not to unprecedented levels.
- Occupational Tax Receipts is budgeted the same as 2022. While we have seen an increase in this line item, we are planning for the eventual change of CTCA from 'for profit' status to 'non-profit' status which eliminate their remittance.
- Franchise fees saw a minimal increase during 2022, continuing a trend of the past few years. The budget is increased slightly to \$1,558,000, up from \$1,480,000 in 2022.
- Insurance premium tax budget increased to \$3,100,000 as a result of updated distribution formulas.
- Water & Light revenue is budgeted at \$1,750,000, reflects no change from 2022.
- The budget includes a minimum 2.5% cost of living adjustments (COLA) for all employees plus a longevity increase depending on length of service to a maximum of 4.5%.
- The pay plan is proposed to be moved by 2%, which is .5% less than the COLA. This method allows a higher starting pay, but also helps to avoid pay compression.
- A total of 7 new positions are included in the budget at a cost of \$423,027 which also includes some position adjustments. The new positions include 2 police officers, 3 firefighters, and 2 beautification workers.
- Health/Life Insurance budget was increased 3% from 2022. This represents a change of \$149,366 for a total budget of \$4,661,308. This increase includes the cost of 7 new fulltime employees. We have been very fortunate with our health care costs.
- 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 loss but also minimizes our exposure to a high-cost claim.
- Salaries and Benefits totals 78% of General Fund Expenditures, with full-time salaries being 50% of the budget. This is compared to 72% and 45% in 2022.
- Public Safety accounts for 49% 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 \$289,600 was included to purchase eight (8) police vehicles. These purchases include an SRO vehicle that will be reimbursed by the Board of Education. Capital overall purchases decreased from \$1,368,818 to \$818,600. There are seven (7) high mileage vehicles in the City's fleet that needs to be replaced for a total of \$288,500. The remaining \$240,500 in the General Fund capital will be utilized for minor 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 is a \$40,000 decrease from 2022.

## All Other Funds – Highlights

- \$55,823,079 Budget for ALL FUNDS COMBINED, an increase of \$11,683,111 (21%) from 2022.
- 2019 SPLOST –The largest projects for 2023 include Street Improvement Projects (8,300,000), and the Fire Training Facility Renovations Project (\$5,000,000). Total budget for 2023 is \$14,905,000, up from \$9,200,000 in 2022.
- IMPACT FEE FUND – \$1,350,000 is allocated for Lower Fayetteville Road (\$600,000) and Fire Truck purchase (\$750,000). This budget increased from the \$625,000 in 2022
- SANITATION FUND –In 2022 Council approved the creation of a new department within Sanitation; Sanitation Administration. This department is responsible for Sanitation billing and customer service. This addition increased the overall Sanitation budget from \$1,028,278 to \$4,621,796. The total budget includes \$826,757 in Brush & Bulk, \$219,852 in Refuse and the remaining funds of \$3,537,247 in Administration. The largest expense of this fund will be the payments made to AmWaste, budgeted at \$3,210,680.
- STREET FUND – This fund increased slightly from \$429,000 to \$437,033. The annual LMIG project is the only project budgeted in 2023.
- TOURISM FUND – An increase of 16% from \$1,053,000 to \$1,250,000. Of this amount \$468,750 is transferred to the General Fund, \$312,500 is transferred to the Newnan Centre, and \$468,750 will be transferred to Explore Newnan Coweta.
- The total Capital Improvements Budget is \$16,640,633, compared to \$11,697,818 in 2022. This includes fourteen (14) 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 84% of the capital budget. The General Fund is responsible for 5% of the capital needs within the budget. Street Fund and Impact Fees make up the additional 11%.

## 2023 Projects

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

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 2023. To illustrate their level of significance, of the total capital expenditures of \$16,640,633; SPLOST 19 comprise 84% of the revenue expended in the capital budget.

## Prior Year Operating Results and Accomplishments

Revenue collections for 2022 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 \$6,884,063 during 2022. This will lead to another strong financial year and provide opportunity to address some long-term capital investments.

During 2022, 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 LINC connecting Downtown Newnan to Summergrove.
- Implemented a successful ARPA Program.
- Purchased an emergency response unit utilizing SPLOST 2019.
- Received the Distinguished Budget Presentation Award

- Completed traffic improvement study of Lower Fayetteville Road.
- Maintained an Insurance Services Offices (ISO) Fire Rating of 2.
- Maintained an average 5-minute response time for the Fire Department.
- Completed repaving of various streets under the LMIG 2022 Program.
- Substantially completed full depth reclamation of two local streets.
- Initiated repaving of various streets under the LMIG 2023 program.
- Completed the design for intersection improvements of Clark St., Jackson St., Jefferson St. and Bullsboro Dr.
- Initiated construction resulting from the aforementioned design.
- Completed design and initiated renovations of the Fire Training Facility.
- Developed a new Sanitation Billing Department
- Completed design and initiated construction of the Newnan Crossing BLVD Roundabout.
- Completed design of a new sidewalk project along Sprayberry Road.

### In Conclusion

I am very excited to present the 2023 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,

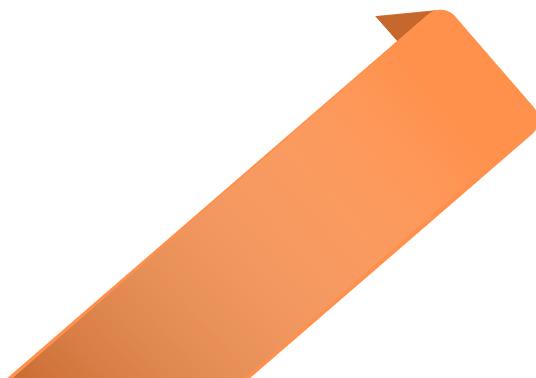


Cleatus Phillips, City Manager





# 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.

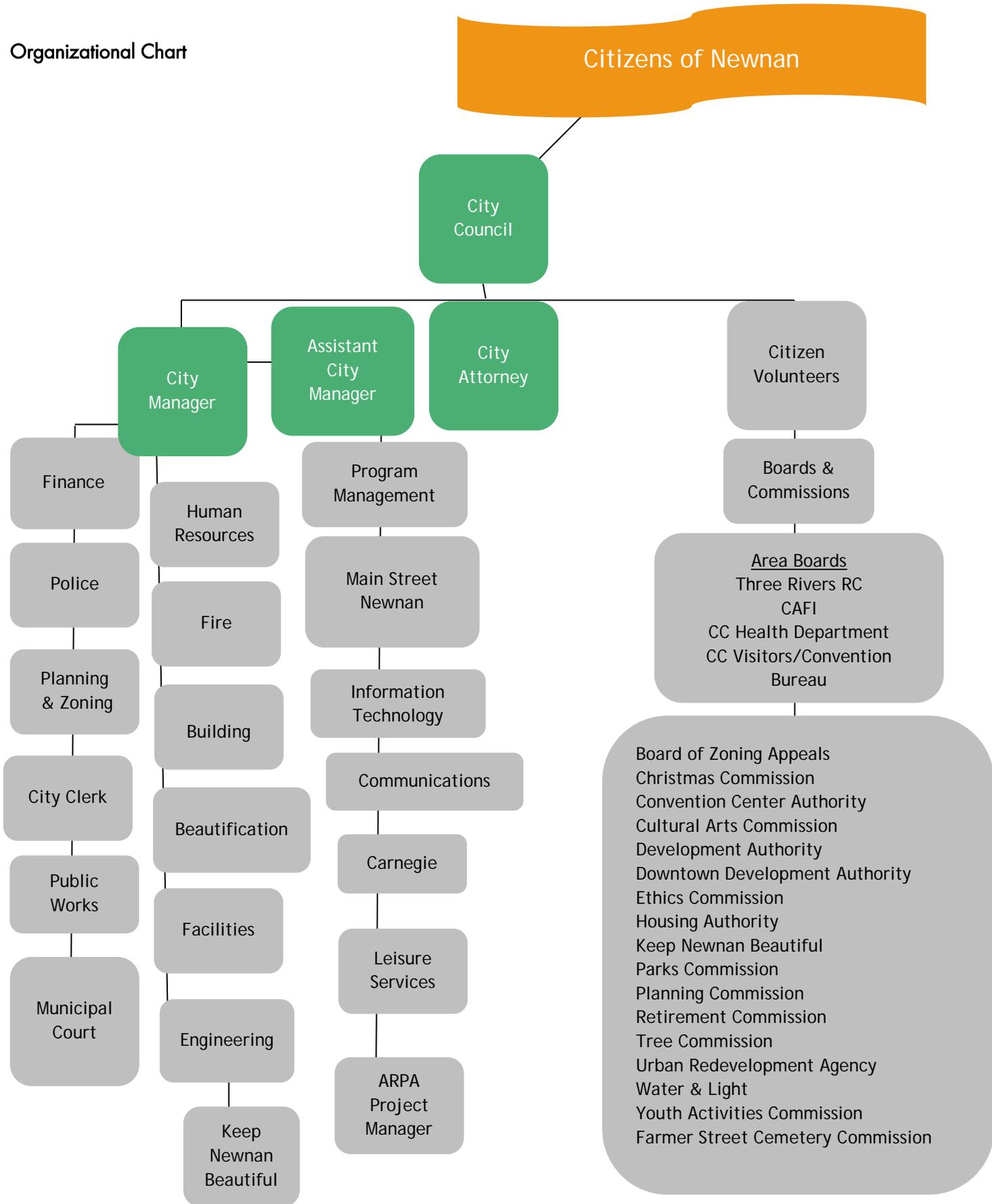
The City currently employs 324 (including part-time) staff organized into five functions: General Government, Public Safety, Public Works, Community Development and Other Services.



- 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](http://www.newnan.ga.gov)



**NEWNAN**  
 GEORGIA • CITY OF HOMES

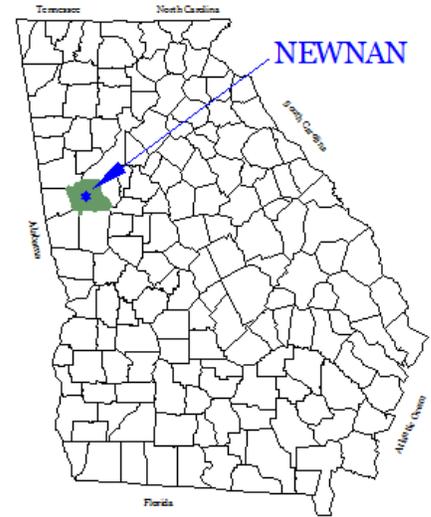
| <u>Department</u>      | <u>Contact</u>     | <u>Physical Address</u>  | <u>Phone</u> |
|------------------------|--------------------|--------------------------|--------------|
| Assistant City Manager | Hasco Craver       | 25 LaGrange Street       | 770-253-2358 |
| Building Inspection    | Bill Stephenson    | 25 LaGrange Street       | 770-254-2362 |
| Carnegie Building      | Susan Crutchfeild  | 1 LaGrange Street        | 770-683-1347 |
| Cemetery               | Jimmy Hemmings     | 70 Jefferson Street      | 770-253-3744 |
| City Clerk             | Megan Shea         | 25 LaGrange Street       | 770-254-2358 |
| City Council           |                    | 25 LaGrange Street       | 770-254-2358 |
| City Hall              |                    | 25 LaGrange Street       | 770-253-2682 |
| City Manager           | Cleatus Phillips   | 25 LaGrange Street       | 770-253-2358 |
| Communications Manager | Aimee Hadden       | 25 LaGrange Street       | 770-254-2358 |
| Engineering            | Michael Klahr      | 25 LaGrange Street       | 770-254-2354 |
| Facilities Maintenance | Mark Johnston      | 54 Perry Street          | 678-673-5528 |
| Finance                | Nicole Hall        | 25 LaGrange Street       | 770-254-2351 |
| 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      | 6 First Avenue           | 770-253-8283 |
| Leisure Services       | Katie Mosley       | 25 Jefferson Street      | 770-253-2682 |
| Main Street            | Abigail Strickland | 6 First Avenue           | 770-253-8283 |
| Mayor                  | L. Keith Brady     | 25 LaGrange Street       | 770-254-2358 |
| Municipal Court        | Jada Blankenship   | 1 Joseph Hanna Boulevard | 770-254-2355 |
| Newnan Utilities       |                    | 70 Sewell Road           | 770-263-5516 |
| Planning & Zoning      | Tracy Dunnavant    | 25 LaGrange Street       | 770-254-2354 |
| Police                 | Brent Blankenship  | 1 Joseph Hanna Boulevard | 770-254-2355 |
| Program Manager        | Ronda Helton       | 25 LaGrange Street       | 678-673-5479 |
| Public Works           | Ray Norton         | 55 Boone Drive           | 770-253-1823 |
| ROW Beautification     | Mike Furbush       | 57 Boone Drive           | 770-251-3455 |
| Sanitation             | John Martin        | 55 Boone Drive           | 770-253-0327 |
| Streets & Garage       | Ray Norton         | 55 Boone Drive           | 770-253-1823 |

## INTRODUCTION

### SECTION II. Introduction to the City of Newnan

The City of Newnan is the county seat of Coweta County located in the west-central part of Georgia. The City is located approximately thirty-five miles southwest of Atlanta, with Interstate 85 running through the eastern part of the City.

The City of Newnan was carved out of the homeland of the proud Indian Creek Nation. Newnan stands in the preserved natural beauty of its surroundings, while thriving as an independent commercial and industrial trade center. As a residential community, Newnan has become widely known for its shady tree-lined streets and a large number of historic homes. Victorian and Classical Revival styles houses are prevalent, but Eclectic, Plantation Plain, and Plantation Variant styles are also common. Local builders have strived to maintain this quality in Newnan's modern homes, creating an aesthetic balance of old and new. A large number of recreational areas and the preservation of natural settings are the finishing touches to the City's picturesque landscape.



In 1828, eight streets were surveyed to form what would become downtown Newnan. The City was laid out in a grid pattern, and six of the streets still bear their original names, which honor famous Americans such as Jackson, Jefferson, Washington, and Madison. The new town was named in honor of General Daniel Newnan of Georgia. As one of the campaign leaders of the War of 1812, he survived severe wounds at Camp Defiance in 1813 to later become Georgia Adjutant General, Secretary of State, and a member of the United States Congress.

Newnan is home to six National Register historic districts, which contain some of Georgia's most beautiful houses and commercial buildings. Many houses are in the Antebellum and Victorian styles that dominated Newnan's early and mid-19<sup>th</sup>-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 Commercial Park Drive.

## B. Component Units of the City of Newnan

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

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

### 1. Newnan Water, Sewerage and Light Commission/Newnan Utilities

The Newnan Water, Sewerage and Light Commission, also known as Newnan Utilities, is completely responsible for the control and management of the water, sewerage and lights of the City of Newnan.

The Newnan Water, Sewerage and Light Commission's governing board is appointed by the 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.



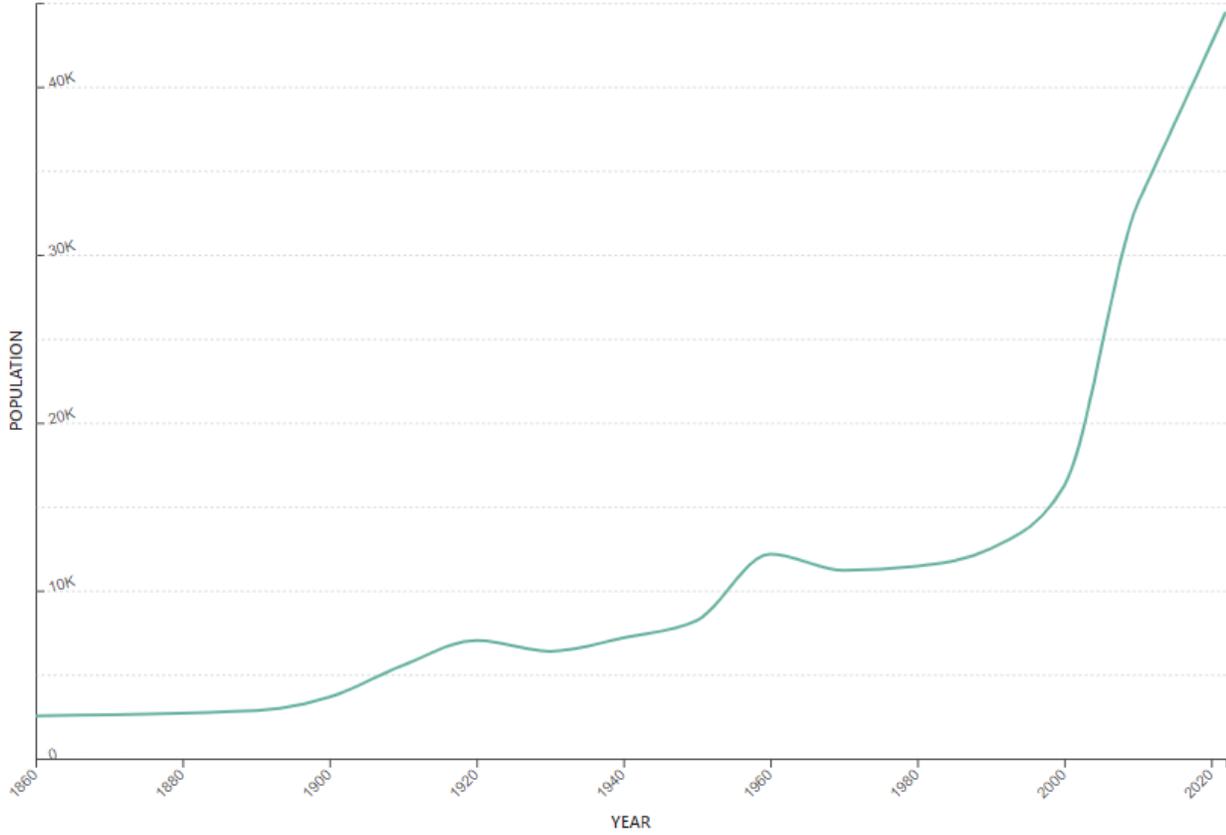
### Supplemental

#### 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.

### Newnan, Georgia Population 2022

44,451



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

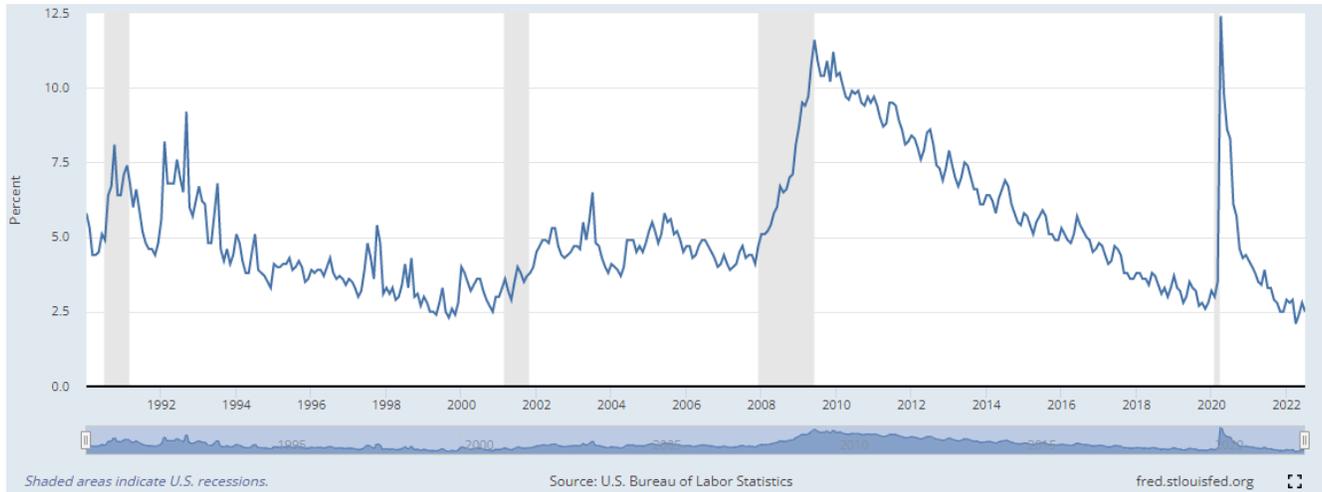
#### Top Employers

| 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

| <u>Entity</u>                   | <u>Service</u>            | <u>Physical Address</u>      | <u>Phone</u> |
|---------------------------------|---------------------------|------------------------------|--------------|
| <b>Newnan Utilities</b>         | Sewer, Water, Electricity | 70 Sewell Road               | 770-683-5516 |
| <b>Coweta-Fayette EMC</b>       | Electricity               | 14 Hospital Road             | 770-502-0226 |
| <b>The Newnan Centre</b>        | Convention Center         | 1515 Lower Fayetteville Road | 678-673-5486 |
| <b>NuLink</b>                   | Cable TV                  | 70-B Sewell Road             | 770-683-6988 |
| <b>Piedmont Newnan Hospital</b> | 136 Bed Hospital          | 745 Poplar Road              | 770-400-1000 |
| <b>Cancer Treatment Center</b>  | Cancer Specialist         | 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](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% |

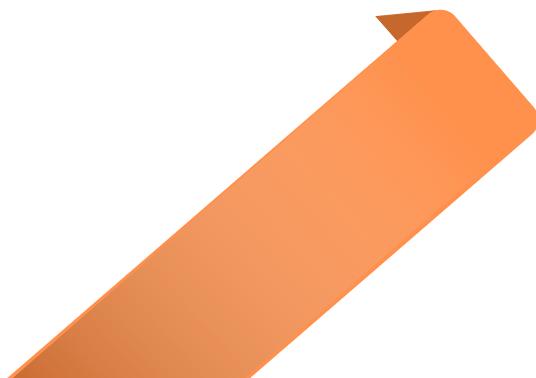
### Education

|   |        |
|---|--------|
| 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% |





# Policies & Processes



## Financial Policies

### SECTION I. Financial Policies

The City of Newnan has a great responsibility to its citizens to provide quality services with adequate funding, manage growth, and account for public funds. The purchasing policies within our financial policies are adopted by City Council and are updated as needed through ordinances. Our budget process is driven by the City Charter.

The purpose of this section is to present the policies that the City follows in managing its financial and budgetary affairs. These policies represent long-standing principles, traditions, and practices that have guided the City in maintaining financial stability over the years.

#### A. Fiscal Policies

The following long-term financial policies and goals are employed by the City of Newnan. The City shall strive to maintain a broad and diversified revenue base that will equitably distribute the burden of supporting City services and will protect the City from short-term fluctuations in any one revenue source.

- The City will actively support economic and industrial development, recruitment and retention efforts to expand the revenue base.
- The City will maintain timely collection systems and implement necessary enforcement strategies to collect revenues.
- The City will project revenues on a conservative basis so that actual revenues will consistently meet or exceed budgeted revenues.
- Basic and essential services provided by the City will receive priority funding.
- The City will provide access to medical, dental and life insurance for its employees. The cost for these benefits will be shared between the City and its employees.
- The City will provide access to appropriate retirement plans for its employees. The City will make contributions for eligible employees at the percentage defined.
- The City will operate annually utilizing a balanced budget. The City defines a balanced budget as one where total 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](http://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](http://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<br>Prepaid Items<br>Long-term<br>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<br>Statute Debt,<br>Covenants<br>Revenues restricted<br>by enabling<br>legislation Grants<br>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<br>sets aside by<br>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<br>delegates authority to<br>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](http://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 | 2019<br>Actual      | 2020<br>Actual      | 2021<br>Actual      | 2022<br>Budget      | 2023<br>Budget      | 2024<br>Outlook     | 2025<br>Outlook     |
|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 100 General Fund     | \$28,876,005        | \$32,241,417        | \$33,263,654        | \$30,789,700        | \$33,090,250        | \$34,082,958        | \$35,105,446        |
| 323 SPLOST 2013      | \$361,501           | \$335,590           | \$282,463           | \$500               | \$0                 | \$0                 | \$0                 |
| 310 SPLOST 2019      | \$6,563,334         | \$7,607,303         | \$8,707,625         | \$7,207,000         | \$8,705,000         | \$8,879,100         | \$9,056,682         |
| 375 Impact Fees      | \$966,380           | \$553,606           | \$1,000,179         | \$945,220           | \$453,250           | \$457,783           | \$462,360           |
| <b>Totals</b>        | <b>\$36,767,220</b> | <b>\$40,737,916</b> | <b>\$43,253,921</b> | <b>\$38,942,420</b> | <b>\$42,248,500</b> | <b>\$43,419,840</b> | <b>\$44,624,489</b> |

| Major Funds Expenditures | 2019<br>Actual      | 2020<br>Budget      | 2021<br>Budget      | 2022<br>Budget      | 2023<br>Budget      | 2024<br>Outlook     | 2024<br>Outlook     |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 100 General Fund         | \$26,141,471        | \$27,793,442        | \$40,568,101        | \$30,674,356        | \$33,090,250        | \$34,082,958        | \$35,105,446        |
| 323 SPLOST 2013          | \$4,166,337         | \$1,079,281         | \$1,844,965         | \$800,000           | \$0                 | \$0                 | \$0                 |
| 310 SPLOST 2019          | \$2,094,357         | \$8,134,653         | \$9,629,406         | \$9,200,000         | \$14,905,000        | \$3,645,000         | \$3,645,000         |
| 375 Impact Fees          | \$497,951           | \$50,875            | \$858,663           | \$625,000           | \$1,350,000         | \$400,000           | \$4,000,000         |
| <b>Totals</b>            | <b>\$32,900,116</b> | <b>\$37,058,251</b> | <b>\$52,901,135</b> | <b>\$41,299,356</b> | <b>\$49,345,250</b> | <b>\$38,127,958</b> | <b>\$42,750,446</b> |

### 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.

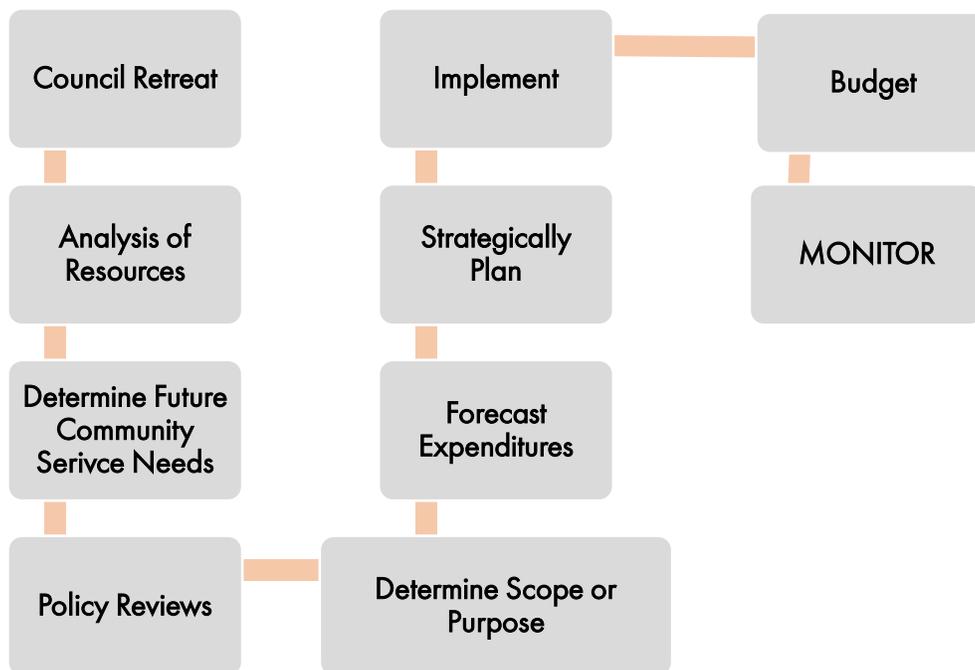


### 2. Decision Phase

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

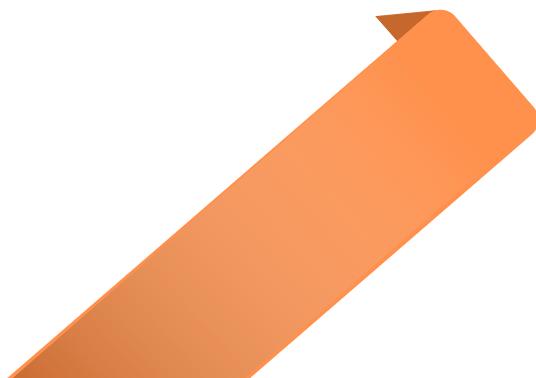
This phase can be implemented in many ways, depending on the project or task to be achieved. For example: during the Mobilization & Analysis Phase of an upcoming SPLOST referendum, the same concerns are addressed but with a specific funding source on the table. A budget is derived from the anticipated 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.







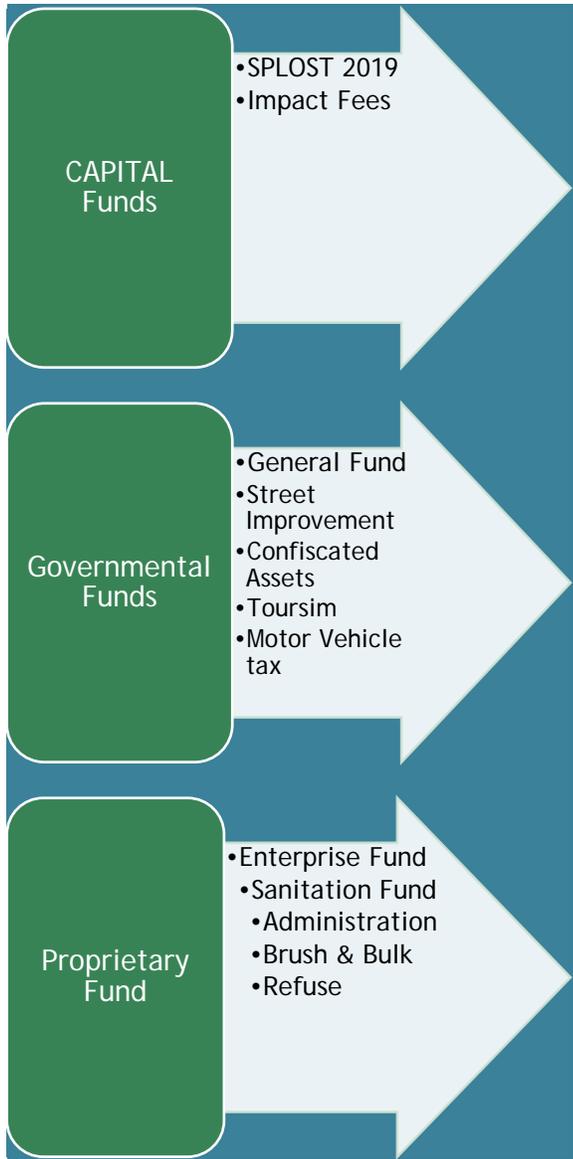
# Budget Overview



## 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 2023: SPLOST 2019, Impact Fees Fund.

## SECTION II. DEPARTMENT/FUND RELATIONSHIPS

### A. Major Funds

The relationship between the City's various departments and 2023 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                |             |              |         |                       |            |

## 2023 BUDGET – ALL FUNDS

### SECTION III. 2023 ALL FUNDS BUDGET HIGHLIGHTS

As mandated by the City Charter (§6.15), the 2023 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 2023 and they are:

- ARPA (American Rescue Plan Act) 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 and the reporting requirements.
- 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 2023 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 2023 Budget.

### All Funds Revenues & Expenditures

| Revenues           |                          | 2021       | 2022           | 2023       |
|--------------------|--------------------------|------------|----------------|------------|
| Fund               | Description              | Actual     | Amended Budget | Budget     |
| 100                | General Fund             | 33,263,654 | 31,568,690     | 33,090,250 |
| 200                | Street Fund              | 1,891      | 434,692        | 439,033    |
| 210                | Confiscated Assets       | 148,974    | 85,547         | 67,061     |
| 275                | Hotel/Motel              | 1,293,578  | 1,054,000      | 1,251,000  |
| 280                | Motor Vehicle Excise Tax | 89,671     | 95,500         | 84,300     |
| 310                | SPLOST 2019              | 8,707,625  | 7,270,000      | 8,705,500  |
| 375                | Impact Fees              | 1,000,179  | 945,220        | 453,250    |
| 540                | Sanitation Fund          | 968,360    | 951,500        | 4,935,280  |
| Total Revenues     |                          | 45,473,932 | 42,405,149     | 49,025,674 |
| Expenditures       |                          | 2021       | 2022           | 2023       |
| Fund               | Description              | Actual     | Amended Budget | Budget     |
| 100                | General Fund             | 40,568,101 | 31,568,690     | 33,090,250 |
| 200                | Street Fund              | 388,555    | 429,000        | 437,033    |
| 210                | Confiscated Assets       | 109,302    | 138,000        | 85,000     |
| 275                | Hotel/Motel              | 1,190,272  | 1,053,000      | 1,250,000  |
| 280                | Motor Vehicle Excise Tax | 83,064     | 98,000         | 84,000     |
| 310                | SPLOST 2019              | 9,629,406  | 9,200,000      | 14,905,000 |
| 375                | Impact Fees              | 858,663    | 625,000        | 1,350,000  |
| 540                | Sanitation Fund          | 1,199,631  | 1,028,278      | 4,621,796  |
| Total Expenditures |                          | 54,026,994 | 44,139,968     | 55,823,079 |

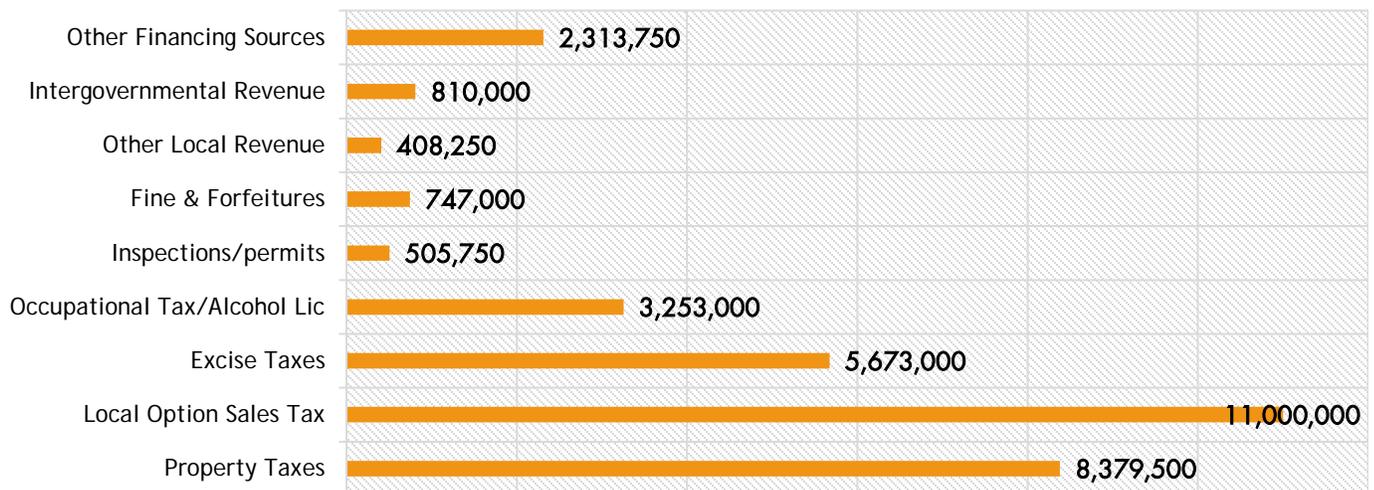
2023 BUDGETED REVENUES

SECTION IV. 2023 REVENUES

A. General Fund Revenues

The four (4) largest revenue categories in the General Fund for the 2023 Budget are Property Taxes (all property tax categories) estimated at 8,379,500 Sales Tax at 11,000,000; Excise tax (Franchise Tax) at 5,673,000 and Occupational Tax & Licensing at 3,253,000. Other Financing Sources is the next highest at 2,313,750. This includes \$1,750,000 in revenue from the City of Newnan’s Component Unit, Water & Light Commission; 468,750 transfer from the Tourism Fund; and a transfer from Newnan Utilities for Business Development activities.

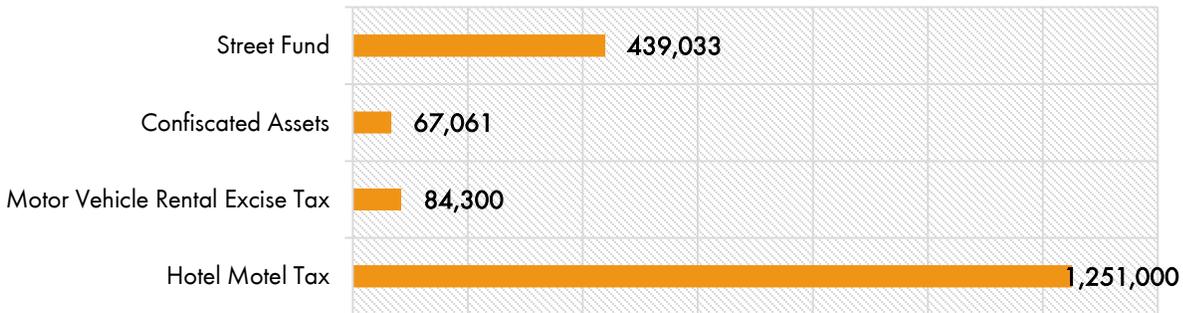
General Fund Revenues



**B. Special Revenue Funds**

The 2023 Special Revenue Funds includes four (4) funds. The Street Fund revenue consists of Local Maintenance Improvement Grant monies from GDOT in the amount of 439,033. Confiscated Assets Fund includes Other Police Seizures, Dept. of Justice Condemnation, Dept. of Treasury Condemnations and minimal interest. Tourism Fund is expected to garner 1,251,000 in revenue to be with the City receiving 468,750, the Newnan Centre receiving 312,500 and 468,750 being transferred to Explore Newnan-Coweta. The chart reflects the revenues as well as the interest income for each fund.

**Special Revenue Funds**

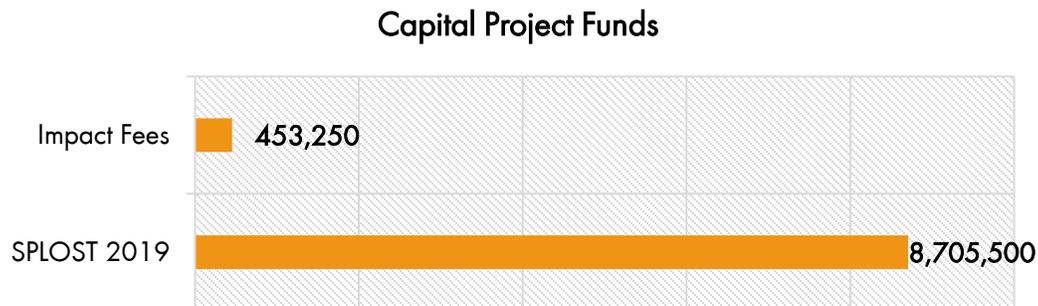


Newnan Centre - 1515 Lower Fayetteville Road

<https://newnancentre.com/>

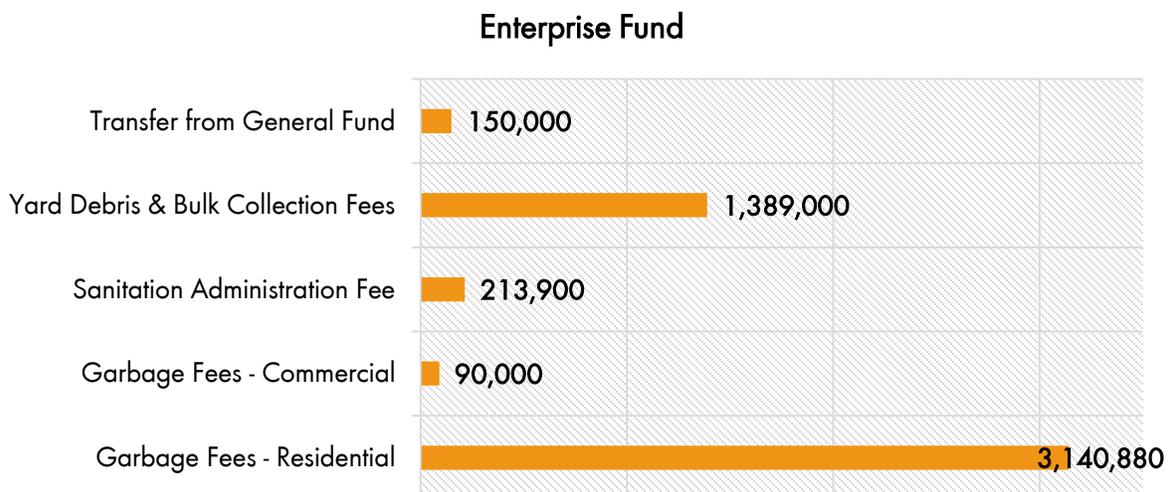
### C. Capital Projects Funds Revenue

SPLOST 2019 revenue for 2023 is budgeted at 8,705,500. This amount includes estimated interest income. Impact Fees revenue is budgeted at 453,250.



### D. Enterprise Fund Revenues

For 2023 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 1,389,000 in Yard Debris & brush & Bulk, Sanitation Administration fees, Commercial Garbage fees as well as 3,140,880 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.



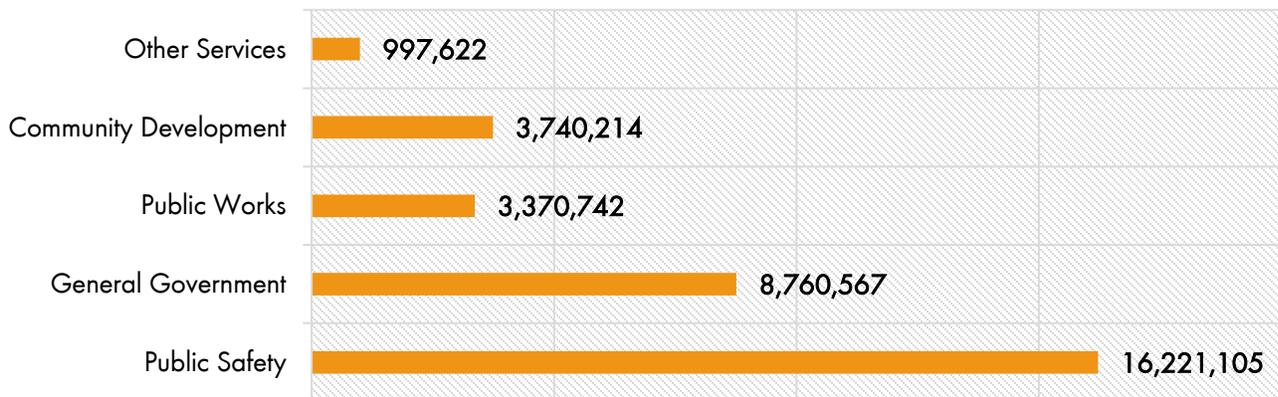
## 2023 BUDGETED EXPENDITURES

### SECTION V. 2023 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 2023 Public Safety expenditures are 49% 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.

**General Fund Expenses**



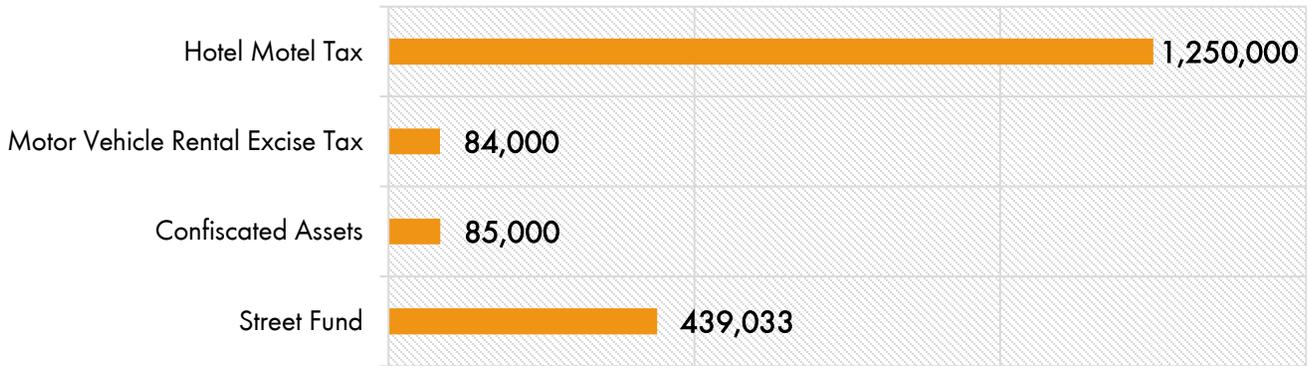
In the charts below are the departments under each function's heading, as well as each function's General Fund expenditures summaries.

| <b>General Government</b>    | <b>2021<br/>Actual</b> | <b>2022<br/>Amended<br/>Budget</b> | <b>2023<br/>Budget</b> | <b>\$\$<br/>Change</b> |
|------------------------------|------------------------|------------------------------------|------------------------|------------------------|
| City Council                 | 280,218                | 273,663                            | 284,051                | 10,388                 |
| City Manager                 | 6,293,872              | 1,315,413                          | 1,239,562              | -75,851                |
| Finance                      | 614,902                | 659,704                            | 648,263                | -11,441                |
| IT                           | 521,772                | 584,574                            | 630,439                | 45,865                 |
| HR                           | 288,528                | 367,875                            | 360,039                | -7,836                 |
| HR (Employee Insurance       | 4,633,873              | 4,573,565                          | 4,722,929              | 149,364                |
| Facilities Maint.            | 642,069                | 727,330                            | 875,284                | 147,954                |
| <b>Total General Govern.</b> | <b>13,275,234</b>      | <b>8,502,124</b>                   | <b>8,760,567</b>       | <b>258,443</b>         |
| <b>Community Dev.</b>        | <b>2021<br/>Actual</b> | <b>2022<br/>Budget</b>             | <b>2023<br/>Budget</b> | <b>\$\$<br/>Change</b> |
| Beautification               | 1,328,727              | 1,624,316                          | 1,651,422              | 27,106                 |
| Planning & Zoning            | 400,958                | 502,688                            | 560,668                | 57,980                 |
| City Engineer                | 463,053                | 461,858                            | 472,308                | 10,450                 |
| Keep Newnan Beautiful        | 80,909                 | 117,057                            | 91,320                 | -25,737                |
| Building Dept.               | 809,976                | 850,962                            | 903,536                | 52,574                 |
| <b>Total Community Dev.</b>  | <b>3,083,623</b>       | <b>3,556,881</b>                   | <b>3,679,254</b>       | <b>122,373</b>         |
| <b>Public Safety</b>         | <b>2021<br/>Actual</b> | <b>2022<br/>Budget</b>             | <b>2023<br/>Budget</b> | <b>\$\$<br/>Change</b> |
| Police Department            | 8,855,740              | 9,170,618                          | 9,980,812              | 810,194                |
| Municipal Court              | 373,099                | 498,337                            | 494,232                | -4,105                 |
| Fire Department              | 4,760,360              | 5,452,484                          | 5,746,061              | 293,577                |
| <b>Total Public Safety</b>   | <b>13,989,199</b>      | <b>15,121,439</b>                  | <b>16,221,105</b>      | <b>1,099,666</b>       |
| <b>Public Works</b>          | <b>2021<br/>Actual</b> | <b>2022<br/>Budget</b>             | <b>2023<br/>Budget</b> | <b>\$\$<br/>Change</b> |
| Public Works Admin.          | 222,154                | 156,589                            | 203,513                | 46,924                 |
| Garage                       | 344,142                | 441,890                            | 497,149                | 55,259                 |
| Cemetery                     | 501,802                | 644,141                            | 655,287                | 11,146                 |
| Streets                      | 9,273,004              | 1,976,987                          | 2,014,793              | 37,806                 |
| <b>Total Public Works</b>    | <b>10,341,102</b>      | <b>3,219,607</b>                   | <b>3,370,742</b>       | <b>151,135</b>         |
| <b>Other Services</b>        | <b>2021<br/>Actual</b> | <b>2022<br/>Budget</b>             | <b>2023<br/>Budget</b> | <b>\$\$<br/>Change</b> |
| Leisure Services             | 297,038                | 791,098                            | 596,105                | -194,993               |
| Carnegie                     | 185,422                | 210,581                            | 228,352                | 17,771                 |
| Busi. Dev. & Main Street     | 138,114                | 166,960                            | 173,165                | 6,205                  |
| <b>Total Other Services</b>  | <b>620,574</b>         | <b>1,168,639</b>                   | <b>997,622</b>         | <b>-171,017</b>        |

**B. Special Revenue Funds Expenditures**

Special Revenue Funds expenditures for 2023 includes major street repairs totaling 439,033. This amount comes from the LMIG (Local Maintenance Improvement Program) funded through GDOT. Confiscated Assets Fund includes 85,000 of various expenditures for Police operations. Hotel/Motel Tax Fund expenditures is budgeted at 1,250,000. This amount consists of transfers to the General Fund for operations of 468,750 and 312,500 to be transferred to the Newnan Centre for operations. An additional 468,750 is budgeted to transfer to Explore Newnan-Coweta. The Motor Vehicle Tax Fund is budgeted at 85,000 with 100% being transferred to the Newnan Centre for operations.

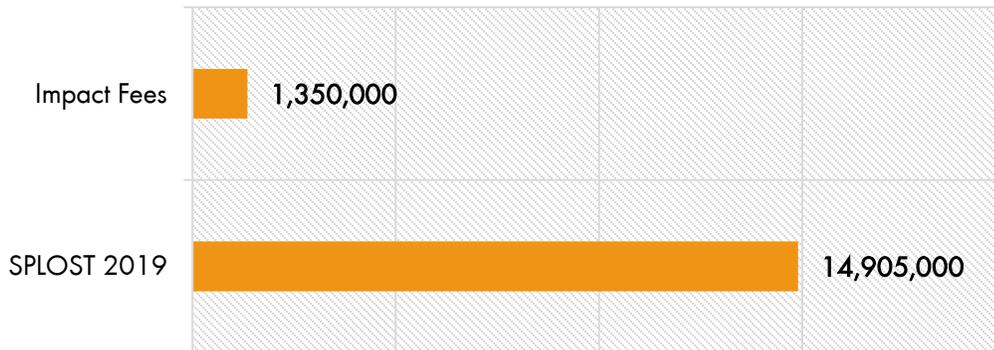
**Special Revenue Funds Expenditures**



**C. Capital Projects Funds Expenditures**

For 2023 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, Fire Training Facility renovations, major street maintenance as well as major street operation improvements for a total of 14,905,000. A 10% transfer is included to Newnan Utilities in the amount of 870,000. Impacts Fees are budgeted to be expensed in transportation projects as well as the purchase of a public safety vehicle.

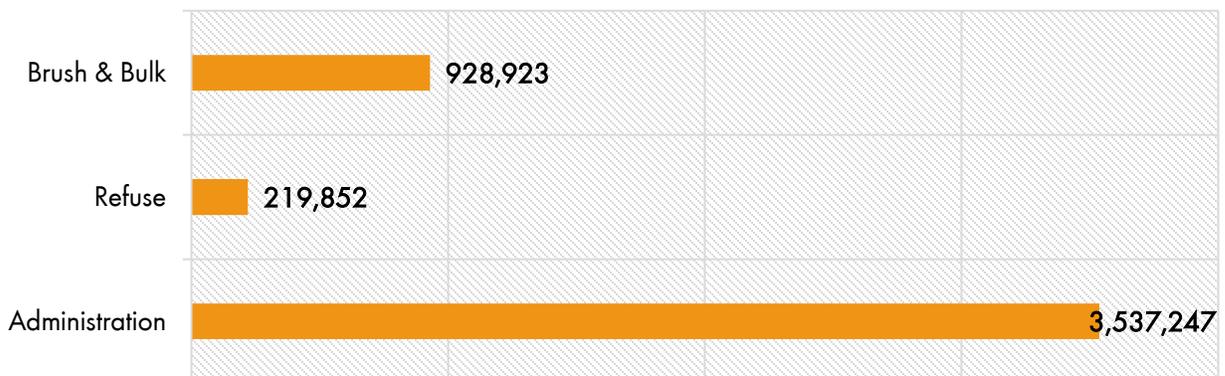
**Capital Projects Funds**



**D. Enterprise Fund**

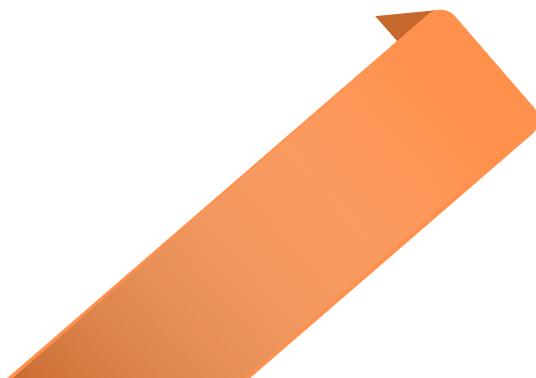
An Enterprise Fund permits an organization to budget and account for a specific activity “like a business” and therefore represents the economic results of said activities. The City established the Sanitation Fund in FY 2001 as an Enterprise Fund. The Sanitation fund, the only non-governmental fund type, is a proprietary fund, which is structured more like a business than a governmental fund. In 2023 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 4,686,022. 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.

**Enterprise Fund**





# Revenues & Expenditures Detail



## Revenues & Expenditures Detail

### SECTION I. GENERAL FUND REVENUE TRENDS

Financial Trends offer a practical approach for monitoring the economic health of the City. This trend summary of General Fund Revenues provides a global view of the past and present financial resource of the City.

Overall, 2023 total budgeted revenues are projected to increase by 5% over the \$31,568,690 budgeted in 2022 which is \$1,521,560 equaling a total budget of \$33,090,250. General Fund resources available to the City of Newnan in 2023 include "revenues" of \$30,871,500 and an "operating transfer in" from Newnan Water & Light of \$1,750,000, an "operating transfer in" from the Hotel/Motel Tourism Fund of \$468,750 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 - \$11,000,000, Property Taxes - \$8,379,500 and Excise (Franchise) Taxes - \$5,673,000. Occupational Taxes and Alcohol Licenses make up the fourth largest source at \$3,253,000 totaling \$28,305,500 or 85% of total General Fund Revenues. Other Financing Sources is the fifth largest source of revenue at \$2,313,750. 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 2019-2021, as well as the Amended 2022 Budget and 2023 Budget. There has been an increase of \$1,570,010 in tax revenues from the Amended 2022 budget to 2023. A discussion of these individual revenue streams follows.

| General Fund Tax Categories | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|-----------------------------|----------------|----------------|----------------|---------------------------|----------------|
| Property Tax                | 7,271,646      | 7,367,128      | 8,123,232      | 7,704,500                 | 8,379,500      |
| Local Option Sales Tax      | 7,940,851      | 9,130,645      | 10,547,226     | 10,200,000                | 11,000,000     |
| Franchise Tax               | 4,975,416      | 5,115,500      | 5,358,253      | 5,563,990                 | 5,673,000      |
| Occupational Tax            | 3,238,515      | 3,326,775      | 3,289,574      | 3,267,000                 | 3,253,000      |

## 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 \$11,000,000 estimated from this source in 2023, which is an increase of \$800,000 over the amended budget for 2022. In 2023, 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 2019 to projected 2023.

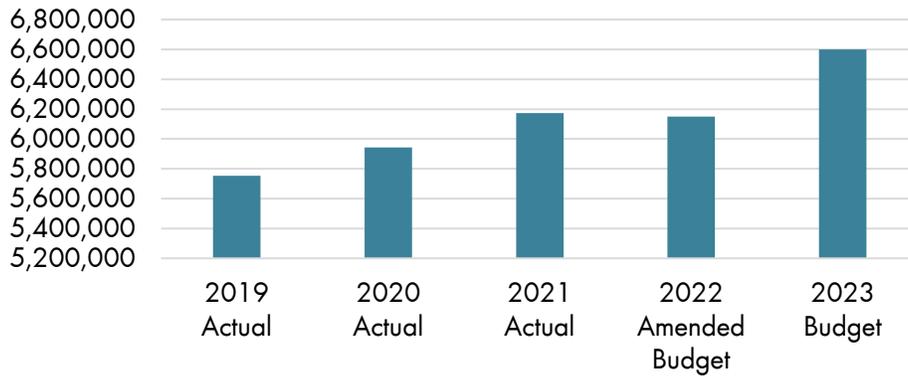


## 3. Property Taxes

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 2017 through 2022 and on the following page, property tax revenue from 2018 through the 2023 estimated budget.

| Property Tax Millage Rate | 2017  | 2018  | 2019  | 2020  | 2021  | 2022  |
|---------------------------|-------|-------|-------|-------|-------|-------|
| Gross M & O Millage       | 8.709 | 8.707 | 8.905 | 8.304 | 8.695 | 7.831 |
| Less Rollback             | 4.839 | 4.707 | 4.916 | 4.661 | 5.121 | 4.780 |
| Net M & O Millage         | 3.780 | 4.000 | 3.989 | 3.643 | 3.574 | 3.051 |

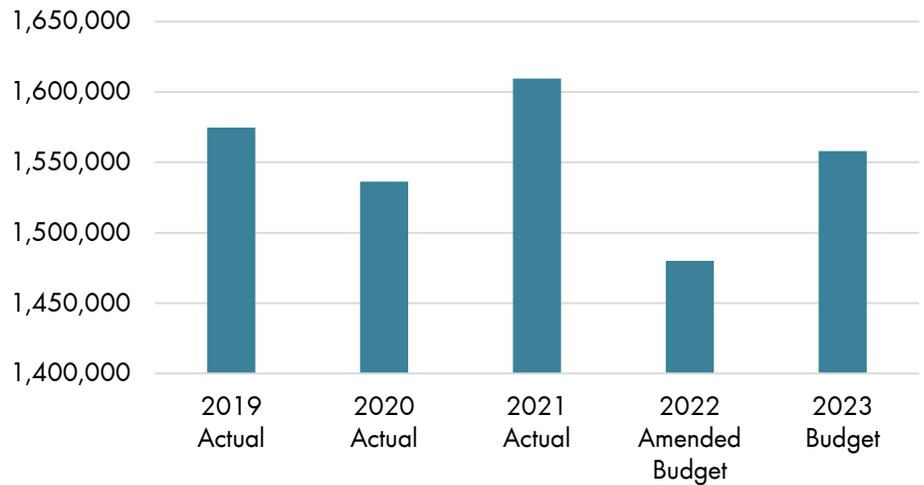
Property Taxes 5 Year Trend



4. Excise (Franchise) Taxes

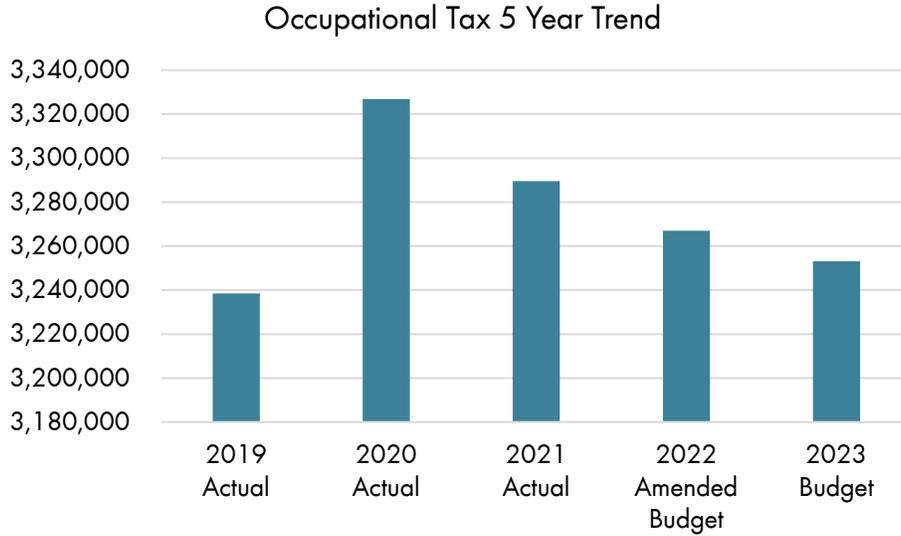
Taxes in the Excise tax category include: Insurance Premiums, Beer and Wine Tax, Alcoholic Beverage Tax and Franchise Taxes (Gas, Cable TV, Telephone and Electricity). Franchise taxes are typically collected by utility companies and remitted to the City. Fees are usually based on gross revenues of the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

Franchise Tax 5 Year Trend



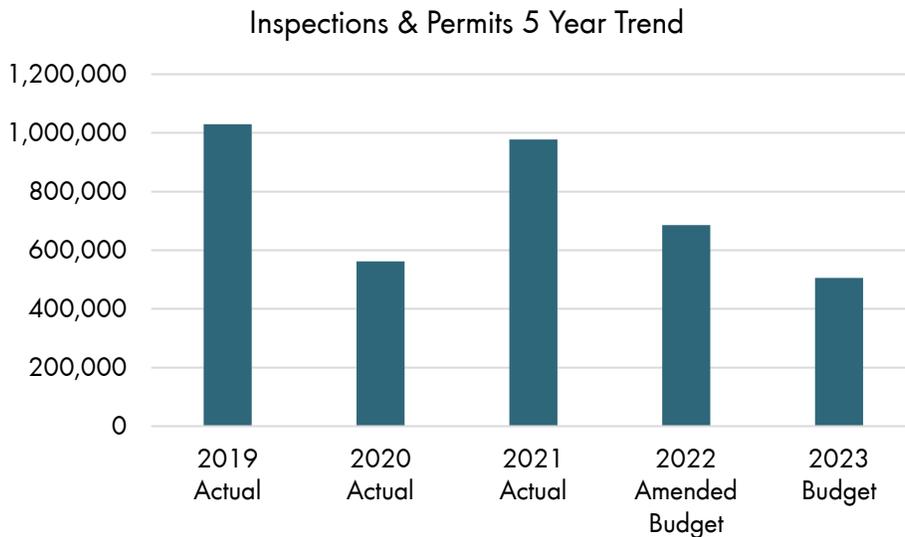
5. Occupational Tax and Alcohol Licenses

In 2023, the City expects to collect \$3,253,000 in occupational taxes. The chart below shows the past 3 years of actual Occupational Tax revenue and 2022 Amended - 2023 budgeted.



6. Inspections and Permits

We are projecting a decrease in inspections and permits in 2023 due to inventory of residential properties.



## 7. Fines and Forfeitures

Fines and forfeitures are projected to produce a total of \$747,000 in 2023. This is a slight increase from the 2022 Amended budget of \$745,000. Revenues are related to fines and forfeitures resulting from tickets and investigations by the City of Newnan Police Department, some in conjunction with Coweta County Sheriff's Department. The chart below depicts Police Fines and Tech Fees combined since 2019.



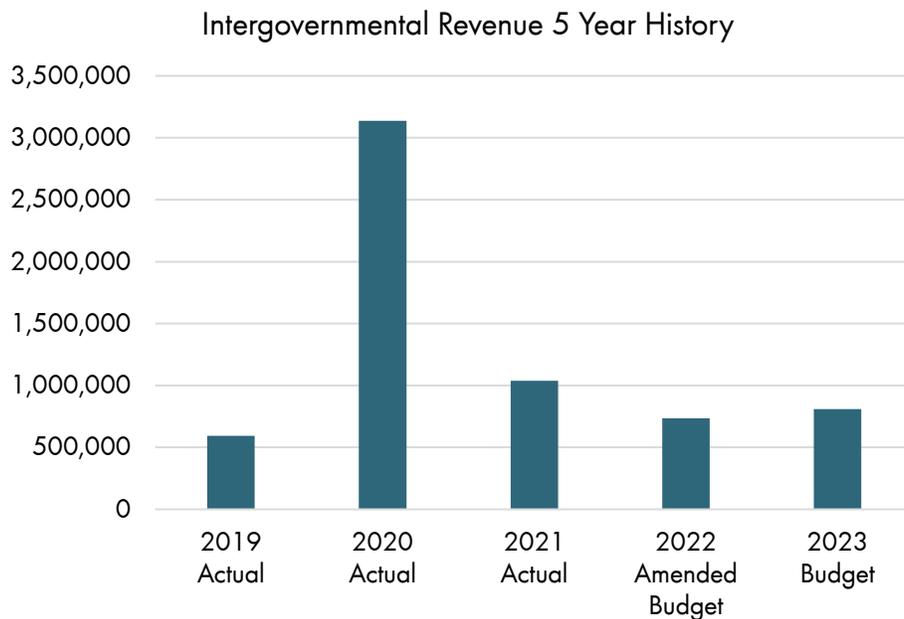
## 8. Other Local Revenue

In 2023, this category was budgeted for \$408,250 in revenue which is a decrease of \$28,950 over 2022. The decrease can mainly be attributed to the creation of a new Department – Sanitation Administration. The Host Fee for Sanitation Collection Services was removed from these revenue sources.

|   | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|---|----------------|----------------|----------------|---------------------------|----------------|
| <b>Other Local Revenue</b>                  |                |                |                |                           |                |
| Cultural Arts Commission                    | 19,160         | 17,125         | 0              | 20,000                    | 20,000         |
| House Demolition by City Forces             | (3,974)        | (4,756)        | 50             | 0                         | 0              |
| Grass Cutting/Lot Clearing                  | (250)          | (185)          | 0              | 0                         | 0              |
| Sale of Recyclables                         | 2,212          | 988            | 3,242          | 1,000                     | 2,000          |
| Admin Fee for Impact Fee Coll               | 27,637         | 11,099         | 29,999         | 10,000                    | 10,000         |
| Host Fee for Sanitation Collection Services | 87,960         | 89,490         | 83,168         | 90,000                    | 0              |
| City Store Sales                            | 1,556          | 739            | 1,777          | 1,000                     | 1,000          |
| Cemetery Lot Sales                          | 95,831         | 126,543        | 154,985        | 85,000                    | 100,000        |
| Monument Setting Fee                        | 180            | 310            | 580            | 200                       | 250            |
| Cemetery Services                           | 95,100         | 110,750        | 123,750        | 100,000                   | 100,000        |
| Rental Fees                                 | 36,900         | 16,309         | 48,097         | 30,000                    | 50,000         |
| Miscellaneous Revenue                       | 234,104        | 67,490         | 49,395         | 50,000                    | 50,000         |
| Contractor Registration Fees                | 0              | 0              | 28,300         | 0                         | 0              |
| Insurance Recoveries                        | 29,790         | 181,002        | 186,126        | 50,000                    | 75,000         |
| <b>Totals</b>                               | <b>626,206</b> | <b>616,904</b> | <b>709,470</b> | <b>437,200</b>            | <b>408,250</b> |

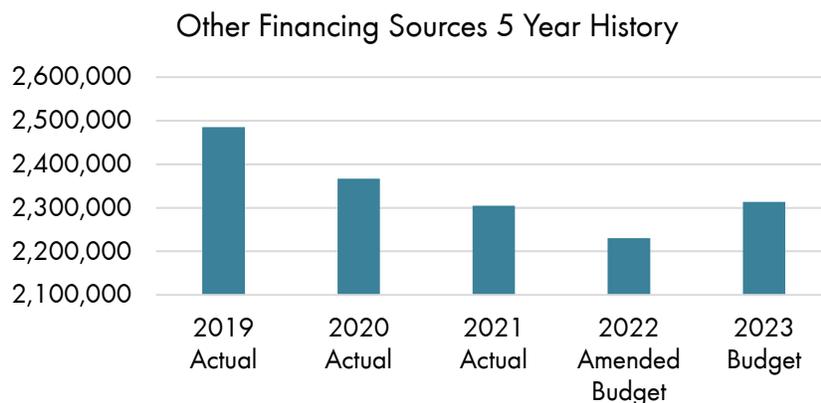
## 9. Intergovernmental Revenue

Intergovernmental revenues have totaled less than 1% of total governmental revenues over the past five years other than 2020 and 2021. The City received payments from the CARES ACT Funding due to COVID 19 in 2020. In 2021 the City received a small amount from GEMA 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

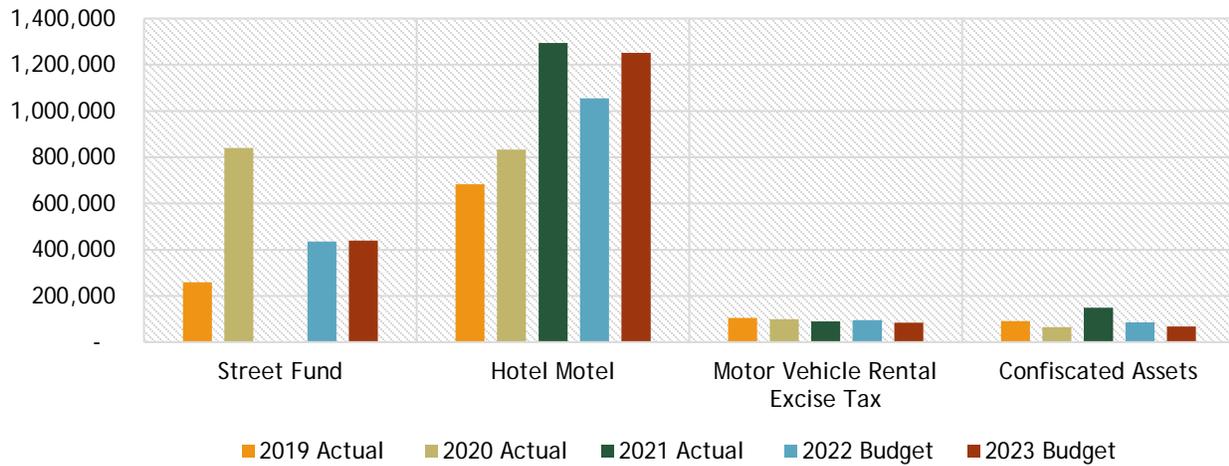
Other financing sources of revenue include a transfer from Water and Light of \$1,750,000. The Hotel/Motel Tourism Fund of \$468,750 is a slight increase of over the 2022 Amended Budget.



SECTION II – SPECIAL REVENUE FUNDS TRENDS

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

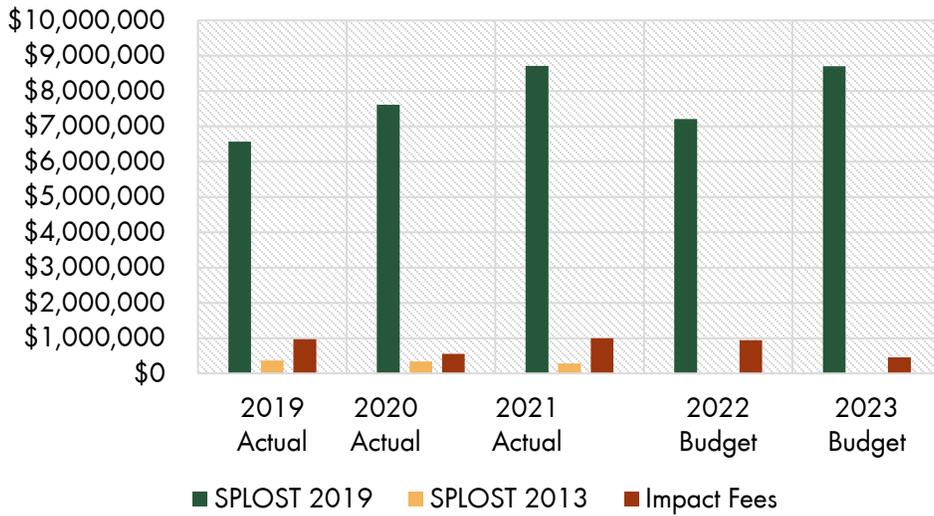
Special Revenue Funds 5 Year History



**SECTION III – CAPITAL FUNDS REVENUE TRENDS**

The City of Newnan has been fortunate to be supported by its Citizens. The Citizens continue to vote for the 1% Special Purpose Local Option Sales tax to fund infrastructure needs and other capital improvements. The charts below show the revenue from SPLOST Funds (2013 and 2019) over the past four (4) years to fund major projects as well as Impact Fees. SPLOST 2013 is not budgeted in 2023 as this fund has been exhausted. Impact Fees fluctuates depending on commercial and residential development activities.

**Capital Funds 5 Year History**



## General Fund

## 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 2021 Actual, 2022 Amended Budget and 2023 Budget. The charts are spread over several pages in order for it to be legible to the reader.

## General Fund Revenue

| REVENUES |   | 2021<br>Actual    | 2022<br>Amended<br>Budget | 2023<br>Budget    |
|----------|---|-------------------|---------------------------|-------------------|
| 31.1100  | Property Taxes                                  | 6,173,966         | 6,150,000                 | 6,600,000         |
| 31.1110  | Public Utility Tax                              | 1,970             | 2,000                     | 2,000             |
| 31.1200  | Delinquent Property Tax                         | 164,866           | 100,000                   | 100,000           |
| 31.1310  | Vehicle Ad Valorem Tax                          | 24,825            | 20,000                    | 20,000            |
| 31.1315  | Title Ad Valorem Tax (TAVT)                     | 1,575,170         | 1,300,000                 | 1,500,000         |
| 31.1340  | Intangible Tax                                  | 174,650           | 125,000                   | 150,000           |
| 31.9100  | Interest and Penalties                          | 7,767             | 7,500                     | 7,500             |
| 31.9500  | Fi Fa for Property Taxes                        | 17                | 0                         | 0                 |
|          | <b>Property Taxes</b>                           | <b>8,123,232</b>  | <b>7,704,500</b>          | <b>8,379,500</b>  |
| 31.3100  | Local Option Sales Tax                          | 10,547,226        | 10,200,000                | 11,000,000        |
|          | <b>Sales Tax</b>                                | <b>10,547,226</b> | <b>10,200,000</b>         | <b>11,000,000</b> |
| 31.1710  | Franchise Tax - Georgia Power                   | 457,586           | 440,000                   | 460,000           |
| 31.1711  | Franchise Tax - EMC                             | 399,169           | 395,000                   | 405,000           |
| 31.1730  | Franchise Tax - Gas                             | 378,964           | 300,000                   | 350,000           |
| 31.1750  | Franchise Tax - Cable TV                        | 350,427           | 325,000                   | 325,000           |
| 31.1760  | Franchise Tax - Telephone                       | 23,426            | 20,000                    | 18,000            |
| 31.4200  | Beer and Wine Tax                               | 795,917           | 790,000                   | 790,000           |
| 31.4300  | Alcoholic Beverage Excise Tax                   | 226,162           | 215,000                   | 225,000           |
| 31.6200  | Insurance Premiums Tax                          | 2,726,602         | 3,078,990                 | 3,100,000         |
|          | <b>Excise Taxes (Franchise)</b>                 | <b>5,358,253</b>  | <b>5,563,990</b>          | <b>5,673,000</b>  |
| 31.6100  | Occupational Tax                                | 2,890,281         | 2,850,000                 | 2,850,000         |
| 31.6102  | Professional Tax                                | 68,000            | 67,000                    | 68,000            |
| 31.6300  | Financial Institution Tax                       | 140,460           | 150,000                   | 135,000           |
| 31.6400  | Insurance Agents Tax                            | 53,758            | 55,000                    | 55,000            |
| 32.1110  | Beer/Wine Licenses                              | 41,025            | 40,000                    | 40,000            |
| 32.1120  | Liquor Licenses - Pouring/Pkg                   | 96,050            | 105,000                   | 105,000           |
|          | <b>Occupational Taxes and Alcohol Licensing</b> | <b>3,289,574</b>  | <b>3,267,000</b>          | <b>3,253,000</b>  |
| 32.2100  | Residential Construction Permits                | 612,005           | 400,000                   | 250,000           |
| 32.2110  | Commercial Construction Permits                 | 69,111            | 70,000                    | 60,000            |
| 32.2150  | Plan Review Fees                                | 60,669            | 50,000                    | 40,000            |
| 32.2215  | Planning & Zoning Regulatory Fees               | 30,497            | 30,000                    | 35,000            |
| 32.2901  | Site Improvement Fees                           | 62,344            | 45,000                    | 45,000            |
| 32.3101  | Utility Inspection Fees                         | 116,610           | 80,000                    | 65,000            |
| 32.3125  | FM - Plan Review                                | 23,533            | 7,500                     | 7,500             |
| 32.3135  | FM - Inspections                                | 2,310             | 3,000                     | 3,000             |
| 32.3145  | FM - Operational/Annual Licenses                | 500               | 0                         | 250               |
|          | <b>Inspections and Permits</b>                  | <b>977,580</b>    | <b>685,500</b>            | <b>505,750</b>    |
| 35.1171  | Police Fines                                    | 884,615           | 725,000                   | 725,000           |
| 35.1173  | Tech Fees from Fines                            | 30,612            | 20,000                    | 22,000            |

## General Fund Revenue Continues

|                                  |   | <b>Fines &amp; Forfeitures</b> | <b>915,227</b>    | <b>745,000</b>    | <b>747,000</b> |
|----------------------------------|---|--------------------------------|-------------------|-------------------|----------------|
| 33.4113                          | Cultural Arts Commission                          | 0                              | 20,000            | 20,000            |                |
| 34.3010                          | House Demolition by City Forces                   | 50                             | 0                 | 0                 |                |
| 34.4130                          | Sale of Recyclables                               | 3,242                          | 1,000             | 2,000             |                |
| 34.6901                          | Admin Fee for Impact Fee Coll                     | 29,999                         | 10,000            | 10,000            |                |
| 34.6902                          | Host Fee for Sanitation Collection Services       | 83,168                         | 90,000            | 0                 |                |
| 34.7901                          | City Store Sales                                  | 1,777                          | 1,000             | 1,000             |                |
| 34.9110                          | Cemetery Lot Sales                                | 154,985                        | 85,000            | 100,000           |                |
| 34.9120                          | Monument Setting Fee                              | 580                            | 200               | 250               |                |
| 34.9130                          | Cemetery Services                                 | 123,750                        | 100,000           | 100,000           |                |
| 34.9901                          | Rental Fees                                       | 48,097                         | 30,000            | 50,000            |                |
| 38.0000                          | Miscellaneous Revenue                             | 49,395                         | 50,000            | 50,000            |                |
| 38.0001                          | Contractor Registration Fees                      | 28,300                         | 0                 | 0                 |                |
| 38.3001                          | Insurance Recoveries                              | 186,126                        | 50,000            | 75,000            |                |
| <b>Other Local Revenue</b>       |   | <b>709,470</b>                 | <b>437,200</b>    | <b>408,250</b>    |                |
| 33.1151                          | Indirect Grant - State of Georgia Pass Thru Funds | 230,404                        | 0                 | 0                 |                |
| 33.1600                          | Real Estate Transfer Tax                          | 101,022                        | 40,000            | 60,000            |                |
| 33.6000                          | School Resource Officer                           | 618,015                        | 625,000           | 675,000           |                |
| 33.6001                          | West Metro RDEO Reimbursement                     | 12,142                         | 0                 | 0                 |                |
| 33.8001                          | Payments in Lieu of Tax                           | 51,345                         | 45,000            | 50,000            |                |
| 39.1101                          | Transfer from NU for Bus Dev Activities           | 25,000                         | 25,000            | 25,000            |                |
| <b>Intergovernmental Revenue</b> |   | <b>1,037,928</b>               | <b>735,000</b>    | <b>810,000</b>    |                |
| 36.1000                          | Interest on Bank/Pool Accts                       | 33,885                         | 30,000            | 25,000            |                |
| 36.1000A                         | Interest - BNY Mellon Custodial Accts             | 109                            | 500               | 25,000            |                |
| 38.1000                          | Rents and Royalties                               | 27,353                         | 25,000            | 25,000            |                |
| 39.1105                          | Water & Light Commission                          | 1,737,788                      | 1,750,000         | 1,750,000         |                |
| 39.1205                          | Transfer from Tourism Fund                        | 485,031                        | 405,000           | 468,750           |                |
| 39.2100                          | Proceeds of Capital Asset Disposition             | 21,000                         | 20,000            | 20,000            |                |
| <b>Other Financing Sources</b>   |   | <b>2,305,165</b>               | <b>2,230,500</b>  | <b>2,313,750</b>  |                |
| <b>REVENUES Total</b>            |   | <b>33,263,654</b>              | <b>31,568,690</b> | <b>33,090,250</b> |                |

## General Fund Expenditures

| EXPENSES                       |  | 2021<br>Actual    | 2022<br>Amended<br>Budget | 2023<br>Budget    |
|--------------------------------|--|-------------------|---------------------------|-------------------|
| 51.1100                        | Wages - Full Time Employees                        | 13,922,561        | 15,024,095                | 16,680,488        |
| 51.1200                        | Wages - Part Time/Temp Employees                   | 214,856           | 306,883                   | 327,022           |
| 51.1300                        | Wages - Overtime                                   | 430,666           | 227,500                   | 227,500           |
| 51.2100                        | Employee Ins (Health/Basic Life)                   | 4,585,992         | 4,511,944                 | 4,661,308         |
| 51.2100A                       | Employee Opt-Out Insurance Payments                | 47,775            | 57,000                    | 57,000            |
| 51.2100B                       | Cancer Insurance for Firemen                       | 10,218            | 13,000                    | 11,500            |
| 51.2150                        | Employee Flexible Spending Accounts                | 2,731             | 4,621                     | 4,621             |
| 51.2200                        | FICA (Soc Sec)                                     | 1,068,354         | 1,187,268                 | 1,313,053         |
| 51.2400                        | Retirement   | 1,730,696         | 2,113,940                 | 2,076,655         |
| 51.2500                        | Tuition Reimbursement                              | 6,592             | 30,000                    | 15,000            |
| 51.2600                        | Unemployment Insurance                             | 13,145            | 604                       | 604               |
| 51.2700                        | Worker's Compensation                              | 358,870           | 471,849                   | 475,893           |
| 51.2910                        | Employee Recognition                               | 24,212            | 28,340                    | 30,800            |
| <b>Salaries &amp; Benefits</b> |  | <b>22,416,669</b> | <b>23,976,936</b>         | <b>25,881,444</b> |
| 51.1200A                       | Contracted Labor - Non-Employees                   | 107,117           | 228,109                   | 115,215           |
| 51.2900                        | Taxable Employee Benefits                          | 30,906            | 35,070                    | 40,140            |
| 51.2900A                       | Non-Taxable Employee Benefits                      | 110,239           | 128,778                   | 152,908           |
| 52.1200                        | Professional Services                              | 624,010           | 551,550                   | 584,900           |
| 52.1201                        | Public Relations                                   | 45,211            | 55,971                    | 63,880            |
| 52.1300                        | Other Contractual Services                         | 716,575           | 908,622                   | 900,987           |
| 52.1301                        | Elections  | 675               | 0                         | 3,000             |
| 52.2110                        | Solid Waste Disposal                               | 6,698             | 20,000                    | 10,000            |
| 52.2200                        | Repairs and Maintenance                            | 510,768           | 608,173                   | 656,277           |
| 52.2205                        | Traffic Signal Maintenance/Repairs                 | 3,085             | 10,000                    | 5,000             |
| 52.2300                        | Equipment & Vehicle Rental                         | 2,252             | 3,500                     | 3,500             |
| 52.3101                        | Vehicle Insurance                                  | 145,360           | 128,750                   | 142,950           |
| 52.3102                        | Bldg & Pers Liability Insurance                    | 245,403           | 291,411                   | 291,811           |
| 52.3103                        | Surety Bonds                                       | 0                 | 100                       | 100               |
| 52.3200                        | Communications                                     | 216,738           | 268,387                   | 265,232           |
| 52.3300                        | Advertising  | 11,275            | 22,215                    | 35,990            |
| 52.3400                        | Printing & Binding                                 | 12,105            | 19,650                    | 16,545            |
| 52.3500                        | Travel Expenses                                    | 67,261            | 114,985                   | 114,445           |
| 52.3600                        | Dues and Fees                                      | 39,911            | 48,239                    | 52,191            |
| 52.3700                        | Training   | 36,010            | 57,475                    | 78,282            |
| 53.1100                        | Materials and Supplies                             | 124,315           | 113,520                   | 146,634           |
| 53.1101                        | Office Supplies                                    | 36,184            | 34,738                    | 36,139            |
| 53.1102                        | Cleaning Supplies & Chemicals                      | 30,612            | 27,050                    | 40,005            |
| 53.1103                        | Medical Supplies                                   | 17,418            | 15,925                    | 18,130            |
| 53.1104                        | Dog Food & Supplies                                | 186               | 850                       | 1,450             |
| 53.1105                        | Minor Street Rprs/Maint: Asphalt, Hot Mix & Gravel | 34,231            | 42,000                    | 42,000            |
| 53.1106                        | Protective Equipment                               | 35,890            | 70,420                    | 84,562            |
| 53.1107                        | Concrete Repairs: S/W, Curb & Gutter               | 26,140            | 45,870                    | 45,870            |
| 53.1108                        | Traffic Signs & Devices                            | 17,978            | 37,000                    | 37,000            |
| 53.1111                        | COVID-19 Pandemic Expenses                         | 2,356             | 2,000                     | 0                 |
| 53.1112                        | March 2021 Tornado                                 | 7,847,525         | 0                         | 0                 |
| 53.1220                        | Natural Gas  | 15,818            | 17,000                    | 28,500            |
| 53.1230                        | Electricity  | 350,029           | 332,000                   | 350,000           |
| 53.1270                        | Vehicle Gasoline/Diesel                            | 493,121           | 492,350                   | 632,800           |
| 53.1300                        | Food Supplies                                      | 15,366            | 16,115                    | 17,921            |
| 53.1400                        | Books & Periodicals                                | 10,754            | 14,728                    | 15,343            |

|                                     |                                    |                   |                   |                   |
|-------------------------------------|------------------------------------|-------------------|-------------------|-------------------|
| General Fund Expenditures Continues |                                    |                   |                   |                   |
| 53.1600                             | Minor Equipment                    | 69,402            | 100,400           | 111,560           |
| 53.1600A                            | Vehicle Equipment Add-Ons          | 128,671           | 93,594            | 112,171           |
| 53.1601                             | Computer Hardware & Software       | 54,184            | 117,047           | 113,484           |
| 53.1602                             | Office Furniture                   | 4,495             | 6,750             | 5,750             |
| 53.1603                             | Fire Arms                          | 3,633             | 3,850             | 21,326            |
| 53.1700                             | Other Supplies/Uniform Rental      | 14,720            | 24,300            | 24,700            |
| 53.1701                             | Vehicle Maintenance                | 451,043           | 403,700           | 407,350           |
| 53.1705                             | Landscaping Supplies               | 52,487            | 63,000            | 75,000            |
| 53.1706                             | Miscellaneous                      | 74,388            | 71,092            | 25,600            |
| 53.1707                             | Planning Commission                | 190               | 350               | 350               |
| 53.1708                             | Other Boards & Commissions         | 0                 | 12,850            | 53,208            |
| 53.1708A                            | Newnan Youth Council               | 6,118             | 18,500            | 18,500            |
| 53.1709                             | Grounds Repair & Maintenance       | 103,227           | 102,000           | 132,000           |
| 53.1709A                            | I-85 Landscape Enhancement Project | 5,608             | 0                 | 0                 |
| <b>Operating Expenses</b>           |                                    | <b>12,957,686</b> | <b>5,779,984</b>  | <b>6,130,706</b>  |
| 54.1100                             | Land Purchases                     | 4,287,826         | 0                 | 0                 |
| 54.1101                             | Caldwell Tanks Property            | 172,116           | 0                 | 0                 |
| 54.1200                             | Site Improvements                  | 0                 | 16,500            | 0                 |
| 54.1300                             | Buildings/Building Improvements    | 10,589            | 175,000           | 63,000            |
| 54.1302                             | Other Improvements                 | 0                 | 24,217            | 0                 |
| 54.1316                             | Downtown Parking                   | 0                 | 300,000           | 0                 |
| 54.1405                             | Drainage Improvements              | 0                 | 100,000           | 0                 |
| 54.2100                             | Machinery                          | 34,698            | 20,300            | 0                 |
| 54.2200                             | Vehicles                           | 342,974           | 457,701           | 598,100           |
| 54.2201                             | Vehicles/Equipment                 | 0                 | 47,000            | 27,500            |
| 54.2500                             | Other Equipment                    | 0                 | 41,000            | 85,000            |
| 54.2501                             | Furniture & Office Equipment       | 6,170             | 0                 | 0                 |
| 54.2503                             | Protective Equipment               | 85,615            | 149,100           | 45,000            |
| 54.2504                             | Other Equipment                    | 16,657            | 33,000            | 0                 |
| <b>Capital</b>                      |                                    | <b>4,956,645</b>  | <b>1,363,818</b>  | <b>818,600</b>    |
| 57.2000                             | Payments to Other Agencies         | 26,500            | 61,500            | 26,500            |
| 57.2006                             | Cultural Arts Commission           | 28,000            | 40,000            | 40,000            |
| 57.2010                             | Three Rivers Regional Commission   | 42,602            | 42,000            | 43,000            |
| 61.1540                             | Transfer to Sanitation Fund        | 140,000           | 190,000           | 150,000           |
| <b>Other Financing Uses</b>         |                                    | <b>237,102</b>    | <b>333,500</b>    | <b>259,500</b>    |
| <b>EXPENSES Total</b>               |                                    | <b>40,568,101</b> | <b>31,568,690</b> | <b>33,090,250</b> |

## 2023 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 2023 the revenue stream consists of a Local Maintenance Improvement Grant (LMIG) from the Georgia Department of Revenue.

| Street Improvement Fund - 200 |   | 2021           | 2022           | 2023           |
|-------------------------------|---|----------------|----------------|----------------|
| Account #                     | Description   | Actual         | Budget         | Budget         |
| 32.2990                       | Undeveloped Lot Assessment for Final Paving of SD Streets | 1,622          | 5,000          | 0              |
| 33.4111                       | State DOT Contracts/LMIG                                  | 0              | 428,192        | 437,033        |
| 36.1000                       | Interest on Bank/Pool Accts                               | 270            | 1,500          | 2,000          |
| <b>REVENUES Total</b>         |   | <b>1,891</b>   | <b>434,692</b> | <b>439,033</b> |
| 54.1425                       | LMIG Projects   | 388,555        | 429,000        | 437,033        |
| <b>EXPENSES Total</b>         |   | <b>388,555</b> | <b>429,000</b> | <b>437,033</b> |

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 2023 budget for these funds is for various equipment and supplies.

| Confiscated Assets Fund - 210 |                                  | 2021           | 2022           | 2023          |
|-------------------------------|----------------------------------|----------------|----------------|---------------|
| Account #                     | Description                      | Actual         | Budget         | Budget        |
| 35.1320                       | Other Police Seizures            | 120,683        | 12,500         | 22,000        |
| 35.1321                       | Dept. of Justice Condemnations   | 0              | 5,000          | 15,000        |
| 35.1322                       | Dept. of Treasury Condemnations  | 28,236         | 68,000         | 30,000        |
| 36.1150                       | Interest - Other Police Seizures | 34             | 21             | 33            |
| 36.1151                       | Interest - DOJ Condemnations     | 0              | 2              | 5             |
| 36.1152                       | Interest - DOT Condemnations     | 21             | 24             | 23            |
| <b>REVENUES Total</b>         |                                  | <b>148,974</b> | <b>85,547</b>  | <b>67,061</b> |
| 35.1320A                      | Other Seizures Expenditures      | 55,856         | 81,000         | 40,000        |
| 35.1321A                      | DOJ Expenditures                 | 0              | 5,000          | 20,000        |
| 35.1322A                      | DOT Expenditures                 | 53,446         | 52,000         | 25,000        |
| <b>EXPENSES Total</b>         |                                  | <b>109,302</b> | <b>138,000</b> | <b>85,000</b> |

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 |                                      | 2021          | 2022          | 2023          |
|---|--------------------------------------|---------------|---------------|---------------|
| Account #                               | Description                          | Actual        | Budget        | Budget        |
| 31.4400                                 | Motor Vehicle Rental Excise Tax      | 89,648        | 95,000        | 84,000        |
| 36.1000                                 | Interest on Bank/Pool Accts          | 22            | 500           | 300           |
| <b>REVENUES Total</b>                   |                                      | <b>89,671</b> | <b>95,500</b> | <b>84,300</b> |
| 52.1200                                 | Professional Services                | 1,398         | 0             | 0             |
| 53.1220                                 | Natural Gas                          | 0             | 3,000         | 0             |
| 61.2001                                 | Transfer to Newnan Convention Center | 81,666        | 95,000        | 84,000        |
| <b>EXPENSES Total</b>                   |                                      | <b>83,064</b> | <b>98,000</b> | <b>84,000</b> |

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 2023 \$312,500 will be transferred to the Newnan Centre, \$468,750 will be transferred to the General Fund and \$468,750 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 |   | 2021             | 2022             | 2023             |
|--------------------------------|---|------------------|------------------|------------------|
| Account #                      | Description                                     | Actual           | Budget           | Budget           |
| 31.4100                        | Hotel/Motel Tax (Conv Ctr/Gen Fund Portion)     | 808,385          | 648,000          | 781,250          |
| 31.4100A                       | Hotel/Motel Tax (Tourism Capital Portion)       | 161,677          | 0                | 0                |
| 31.4100B                       | Hotel/Motel Tax (Explore Newnan-Coweta Portion) | 323,354          | 405,000          | 468,750          |
| 36.1000                        | Interest on Bank/Pool Accts                     | 88               | 500              | 500              |
| 36.1000C                       | Interest (Tourism Capital Portion)              | 61               | 250              | 0                |
| 36.1000D                       | Interest (Explore Newnan-Coweta Portion)        | 13               | 250              | 500              |
| <b>REVENUES Total</b>          |   | <b>1,293,578</b> | <b>1,054,000</b> | <b>1,251,000</b> |
| 61.1100                        | Transfer to General Fund                        | 485,031          | 405,000          | 468,750          |
| 61.2001                        | Transfer to Newnan Convention Center            | 323,354          | 243,000          | 312,500          |
| 61.2002                        | Transfer to Explore Newnan-Coweta               | 381,887          | 405,000          | 468,750          |
| <b>EXPENSES Total</b>          |   | <b>1,190,272</b> | <b>1,053,000</b> | <b>1,250,000</b> |

## 2023 Revenues &amp; 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 2022 the created a new department – Sanitation Administration. This department will be responsible for billing for residential refuse. Also, beginning in 2023 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. The following pages will show 2023 budgets for Administration, Refuse and Brush & Bulk divisions within the Sanitation Fund.

| Sanitation Fund - 540                                   |                                     | 2021           | 2022           | 2023             |
|---|-------------------------------------|----------------|----------------|------------------|
| Account #   | Description                         | Actual         | Budget         | Budget           |
| 34.4110   | Garbage Fees - Residential          | 0              | 0              | 3,140,880        |
| 34.4111   | Garbage Fees - Commercial           | 87,039         | 60,000         | 90,000           |
| 34.4112   | Sanitation Administration Fee       | 0              | 0              | 213,900          |
| 34.4115   | Yard Debris & Bulk Collection Fees  | 740,923        | 700,000        | 1,389,000        |
| 34.4130   | Sale of Recyclables                 | 258            | 0              | 0                |
| 36.1000   | Interest on Bank/Pool Accts         | 141            | 1,500          | 1,500            |
| 39.1200   | Transfer from General Fund          | 140,000        | 190,000        | 150,000          |
| <b>REVENUES Total</b>                                   |                                     | <b>968,360</b> | <b>951,500</b> | <b>4,985,280</b> |
| 51.1100   | Wages - Full Time Employees         | 0              | 0              | 204,706          |
| 51.2100   | Employee Ins (Health/Basic Life)    | 0              | 0              | 60,000           |
| 51.2200   | FICA (Soc Sec)                      | 0              | 0              | 15,701           |
| 51.2400   | Retirement                          | 0              | 0              | 24,491           |
| 51.2600   | Unemployment Insurance              | 0              | 0              | 8                |
| 51.2700   | Worker's Compensation               | 0              | 0              | 13,781           |
| 51.2910   | Employee Recognition                | 0              | 0              | 500              |
| <b>Salaries and Benefits</b>                            |                                     | <b>0</b>       | <b>0</b>       | <b>319,187</b>   |
| 51.2900   | Taxable Employee Benefits           | 0              | 0              | 540              |
| 52.1300   | Other Contractual Services          | 0              | 0              | 3,210,680        |
| 52.3200   | Communications                      | 0              | 0              | 540              |
| 52.3300   | Advertising                         | 0              | 0              | 2,000            |
| 52.3400   | Printing & Binding                  | 0              | 0              | 300              |
| 52.3700   | Training                            | 0              | 0              | 2,000            |
| 53.1100   | Materials and Supplies              | 0              | 0              | 500              |
| 53.1101   | Office Supplies                     | 0              | 0              | 500              |
| 53.1706   | Miscellaneous                       | 0              | 0              | 1,000            |
| <b>Operating Expenses</b>                               |                                     | <b>0</b>       | <b>0</b>       | <b>3,218,060</b> |
| <b>Department 62 - Sanitation Administration Totals</b> |                                     | <b>0</b>       | <b>0</b>       | <b>3,537,247</b> |
| 51.1100   | Wages - Full Time Employees         | 70,503         | 78,635         | 78,231           |
| 51.1300   | Wages - Overtime                    | 3,277          | 4,800          | 4,800            |
| 51.2100   | Employee Ins (Health/Basic Life)    | 45,137         | 42,200         | 50,000           |
| 51.2150   | Employee Flexible Spending Accounts | 84             | 42             | 55               |
| 51.2200   | FICA (Soc Sec)                      | 5,056          | 5,901          | 5,590            |
| 51.2400   | Retirement                          | 8,993          | 11,472         | 9,907            |
| 51.2600   | Unemployment Insurance              | 10             | 4              | 4                |
| 51.2700   | Worker's Compensation               | 5,335          | 6,255          | 5,590            |
| 51.2910   | Employee Recognition                | 0              | 0              | 500              |
| <b>Salaries and Benefits</b>                            |                                     | <b>138,396</b> | <b>149,309</b> | <b>154,677</b>   |
| 51.2900   | Taxable Employee Benefits           | 41             | 540            | 0                |

## Sanitation Fund Continues...

|          |   |                  |                  |                  |
|----------|---|------------------|------------------|------------------|
| 52.1300  | Other Contractual Services                      | 5,530            | 6,000            | 0                |
| 52.2110  | Solid Waste Disposal                            | 33,052           | 29,000           | 29,000           |
| 52.2200  | Repairs and Maintenance                         | 0                | 350              | 400              |
| 52.3101  | Vehicle Insurance                               | 1,334            | 1,000            | 1,000            |
| 52.3102  | Bldg & Pers Liability Insurance                 | 1,382            | 1,500            | 1,500            |
| 52.3200  | Communications                                  | 859              | 0                | 0                |
| 53.1100  | Materials and Supplies                          | 1,460            | 2,500            | 2,500            |
| 53.1101  | Office Supplies                                 | 51               | 500              | 0                |
| 53.1270  | Vehicle Gasoline/Diesel                         | 7,790            | 8,625            | 8,625            |
| 53.1600  | Minor Equipment                                 | 76               | 500              | 500              |
| 53.1700  | Other Supplies/Uniform Rental                   | 1,180            | 1,000            | 1,150            |
| 53.1701  | Vehicle Maintenance                             | 6,579            | 3,500            | 5,500            |
|          | <b>Operating Expenses</b>                       | <b>59,333</b>    | <b>55,015</b>    | <b>50,175</b>    |
| 56.1000  | Depreciation Expenses                           | 0                | 0                | 15,000           |
|          | <b>Department 63 - Sanitation Refuse Totals</b> | <b>197,730</b>   | <b>204,324</b>   | <b>219,852</b>   |
| 51.1100  | Wages - Full Time Employees                     | 228,910          | 235,900          | 275,332          |
| 51.1300  | Wages - Overtime                                | 19,916           | 8,800            | 9,000            |
| 51.2100  | Employee Ins (Health/Basic Life)                | 86,406           | 81,056           | 80,000           |
| 51.2150  | Employee Flexible Spending Accounts             | 84               | 42               | 165              |
| 51.2200  | FICA (Soc Sec)                                  | 17,658           | 18,774           | 21,775           |
| 51.2400  | Retirement                                      | 28,061           | 33,709           | 26,409           |
| 51.2600  | Unemployment Insurance                          | 0                | 10               | 12               |
| 51.2700  | Worker's Compensation                           | 15,508           | 18,034           | 14,900           |
| 51.2910  | Employee Recognition                            | 179              | 0                | 0                |
|          | <b>Salaries and Benefits</b>                    | <b>396,723</b>   | <b>396,325</b>   | <b>427,593</b>   |
| 51.2900  | Taxable Employee Benefits                       | 581              | 540              | 540              |
| 51.2900A | Non-Taxable Employee Benefits                   | 0                | 800              | 800              |
| 52.2110  | Solid Waste Disposal                            | 322,052          | 250,000          | 300,000          |
| 52.2200  | Repairs and Maintenance                         | 1,777            | 1,750            | 2,000            |
| 52.3101  | Vehicle Insurance                               | 2,013            | 3,000            | 3,000            |
| 52.3102  | Bldg & Pers Liability Insurance                 | 2,256            | 3,500            | 3,500            |
| 52.3200  | Communications                                  | 0                | 574              | 540              |
| 53.1100  | Materials and Supplies                          | 3,969            | 4,000            | 4,000            |
| 53.1101  | Office Supplies                                 | 0                | 250              | 250              |
| 53.1112  | March 2021 Tornado                              | 167,441          | 0                | 0                |
| 53.1270  | Vehicle Gasoline/Diesel                         | 54,761           | 57,500           | 75,000           |
| 53.1601  | Computer Hardware & Software                    | 0                | 2,000            | 0                |
| 53.1700  | Other Supplies/Uniform Rental                   | 1,198            | 1,700            | 1,700            |
| 53.1701  | Vehicle Maintenance                             | 49,131           | 30,000           | 30,000           |
|          | <b>Operating Expenses</b>                       | <b>605,179</b>   | <b>355,614</b>   | <b>421,330</b>   |
| 56.1000  | Depreciation Expenses                           | 0                | 85,000           | 80,000           |
|          | <b>Department 65 - Brush &amp; Bulk Totals</b>  | <b>1,001,902</b> | <b>836,939</b>   | <b>928,923</b>   |
|          | <b>Sanitation Fund Total Expenses</b>           | <b>1,199,631</b> | <b>1,041,263</b> | <b>4,686,022</b> |

**Capital Project Funds**  
**2023 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 2023: SPLOST 2019 and Impact Fees Fund.

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

1. SPLOST 2019 projects include the continuation of street maintenance, intersection improvements, street operational improvements, fire training facility renovations, heavy equipment and an all-inclusive playground.

| SPLOST 2019 Fund - 310 |   | 2021             | 2022             | 2023              |
|------------------------|---|------------------|------------------|-------------------|
| Account #              | Description   | Actual           | Budget           | Budget            |
| 33.7100                | SPLOST Receipts                                       | 8,707,292        | 7,200,000        | 8,700,000         |
| 36.1000                | Interest on Bank/Pool Accts                           | 332              | 7,000            | 5,500             |
| <b>REVENUES Total</b>  |   | <b>8,707,625</b> | <b>7,207,000</b> | <b>8,705,500</b>  |
| 54.1300                | Fire Training Facility Renovations                    | 0                | 1,500,000        | 5,000,000         |
| 54.1322B               | Fire Engine   | 559,933          | 0                | 0                 |
| 54.1401A               | Major Street, Sidewalk & Drainage Maintenance         | 790,322          | 1,000,000        | 2,000,000         |
| 54.1401C               | Lower Fayetteville Road                               | 0                | 400,000          | 0                 |
| 54.1401D               | Street, Intersection, Sidewalk & Parking Improvements | 230,352          | 3,600,000        | 6,300,000         |
| 54.2504D               | Public Works/Street Equipment                         | 257,407          | 180,000          | 485,000           |
| 54.1201                | CJ Smith Park   | 4,470,649        | 0                | 0                 |
| 54.1203                | Pickett Field   | 1,751,400        | 0                | 0                 |
| 54.1204                | Pickle Ball Facility                                  | 25,068           | 0                | 0                 |
| 54.1207                | Path and Linear Parks                                 | 673,603          | 1,800,000        | 0                 |
| 54.1302                | Other Improvements                                    | 0                | 0                | 250,000           |
| 61.2000                | Transfer to Newnan W & L                              | 870,672          | 720,000          | 870,000           |
| <b>EXPENSES Total</b>  |   | <b>9,629,406</b> | <b>9,200,000</b> | <b>14,905,000</b> |

2. Impact Fees - Impact Fees budget for 2023 include the purchase of a fire truck and the design of Lower Fayetteville Widening Project.

| Impact Fees Fund - 375 |                                  | 2021             | 2022           | 2023             |
|------------------------|----------------------------------|------------------|----------------|------------------|
| Account #              | Description                      | Actual           | Budget         | Budget           |
| 34.1323                | Road/St/Bridges Impact Fee       | 179,923          | 250,000        | 175,000          |
| 34.1324                | Fire Services Impact Fee         | 259,663          | 295,000        | 100,000          |
| 34.1326                | Parks/Recreation Impact Fee      | 560,374          | 400,000        | 175,000          |
| 36.1003                | Interest - Roads/Streets/Bridges | 45               | 50             | 1,000            |
| 36.1004                | Interest - Fire Services         | 69               | 70             | 1,500            |
| 36.1006                | Interest - Parks/Recreation      | 105              | 100            | 750              |
| <b>REVENUES Total</b>  |                                  | <b>1,000,179</b> | <b>945,220</b> | <b>453,250</b>   |
| 54.2200                | Vehicles                         | 0                | 0              | 750,000          |
| 54.1400                | Streets, Sidewalks, Lights, Etc. | 342              | 0              | 600,000          |
| 54.1215A               | Recreation Improvements          | 858,321          | 625,000        | 0                |
| <b>EXPENSES Total</b>  |                                  | <b>858,663</b>   | <b>625,000</b> | <b>1,350,000</b> |

## 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%.

|                        | 2022 Budget<br>Beginning Fund<br>Balance<br>(non audited) | 2022<br>Projected<br>Revenues | 2022<br>Projected<br>Expenditures | 2023 Budget<br>Projected Beginning<br>Fund Balance | %<br>Change | \$\$ Change |
|------------------------|---|-------------------------------|-----------------------------------|--|-------------|-------------|
| <b>Major Funds</b>     |   |                               |                                   |  |             |             |
| General Fund           | 24,389,629  | 39,945,598                    | 32,551,365                        | 31,783,862   | 30%         | 7,394,233   |
| SPLOST 2013            | 173,316   | 0                             | 173,316                           | 0  | -100%       | -173,316    |
| SPLOST 2019            | 1,564,148   | 7,946,267                     | 2,802,681                         | 6,707,734  | 329%        | 5,143,586   |
| Impact Fees            | 1,106,477   | 425,000                       | 55,000                            | 1,476,477  | 33%         | 370,000     |
| <b>Non-Major Funds</b> |   |                               |                                   |  |             |             |
| Street Improvement     | 254,868   | 428,192                       | 0                                 | 683,060  | 168%        | 428,192     |
| Confiscated Assets     | 125,619   | 142,819                       | 175,751                           | 92,687   | -26%        | -32,932     |
| Tourism Enhancement    | 181,478   | 1,310,000                     | 1,240,000                         | 251,478  | 39%         | 70,000      |
| Motor Vehicle Rental   | 46,931  | 81,000                        | 81,000                            | 46,931   | 0%          | 0           |

1. General Fund – The 30% increase can be basically be attributed to the current economy as well as FEMA reimbursements for the expenditures incurred in 2021 by the EF Tornado that came through Downtown Newnan in March.
2. SPLOST 2013 – This fund was exhausted in 2022.
3. SPLOST 2019 – There is a 329% 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 2023.
4. Street Fund – There is 428,192 encumbered in 2022 that most likely will not get expensed until 2023.
5. Impact Fees – Impact Fees Fund Balance is increased as revenues are up and expenditures are down. In 2023 this fund balance should decrease due to expenditures relating to the LINC Project.
6. Confiscated Assets fund decreased due to decreased revenue for 2023.

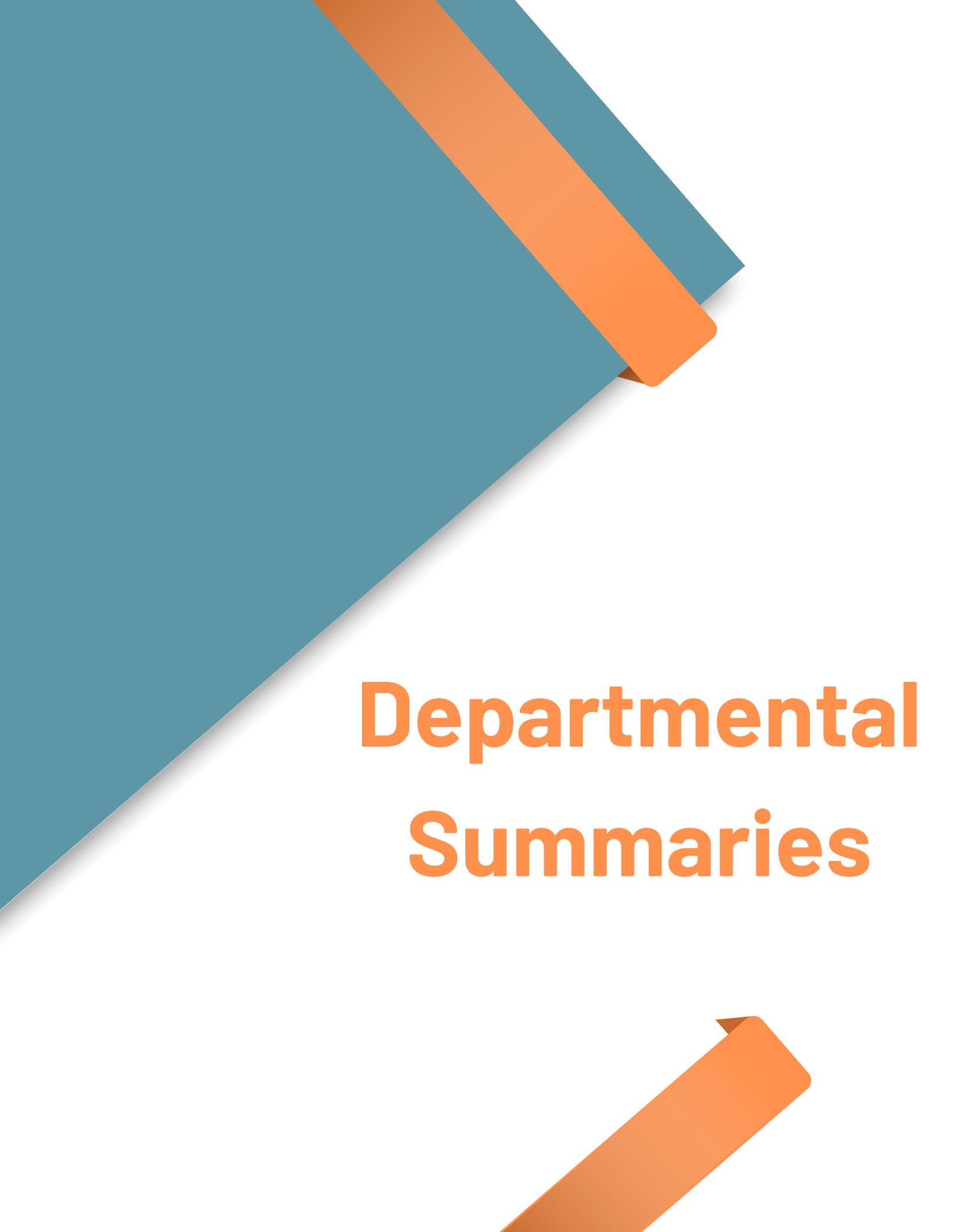
## SECTION X - CONSOLIDATED SCHEDULES

This chart illustrates major funds resources and expenditures for 2023 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<br>2023 |                   |                    |                    |                  |                    |
|---|-------------------|--------------------|--------------------|------------------|--------------------|
|   | General<br>Fund   | Sanitation<br>Fund | SPLOST<br>2019     | Impact<br>Fees   | Total              |
| <b>Resources</b>  |                   |                    |                    |                  |                    |
| <b>Revenues</b>   |                   |                    |                    |                  |                    |
| Grants  |                   |                    |                    |                  |                    |
| Sanitation Fees   |                   | 4,785,280          |                    |                  | 4,785,280          |
| Impact Fees   |                   |                    |                    | 453,250          | 453,250            |
| SPLOST  |                   |                    | 8,705,500          |                  | 8,705,500          |
| Property Taxes  | 8,379,500         |                    |                    |                  | 8,379,500          |
| Fines & Forfeitures   | 747,000           |                    |                    |                  | 747,000            |
| Other Local Revenue   | 408,250           |                    |                    |                  | 408,250            |
| Intergovernmental   | 810,000           |                    |                    |                  | 810,000            |
| Other Financing Sources                                     | 95,000            |                    |                    |                  | 95,000             |
| <b>Total Revenues</b>                                       | <b>10,439,750</b> | <b>4,785,280</b>   | <b>8,705,500</b>   | <b>453,250</b>   | <b>24,383,780</b>  |
| <b>Operating Transfers In</b>                               |                   |                    |                    |                  |                    |
| Water & Light   | 1,750,000         |                    |                    |                  | 1,750,000          |
| General Fund  |                   | 150,000            |                    |                  | 150,000            |
| Hotel/Motel Tourism   | 468,750           |                    |                    |                  | 468,750            |
| <b>Total Transfers In</b>                                   | <b>2,218,750</b>  | <b>150,000</b>     |                    |                  | <b>2,368,750</b>   |
| <b>TOTAL RESOURCES</b>                                      | <b>12,658,500</b> | <b>4,935,280</b>   | <b>8,705,500</b>   | <b>453,250</b>   | <b>26,752,530</b>  |
| <b>Expenditures</b>   |                   |                    |                    |                  |                    |
| General Government  | 8,610,567         |                    |                    |                  | 8,610,567          |
| Public Safety   | 16,221,105        |                    | 5,000,000          | 750,000          | 21,971,105         |
| Public Works  | 3,370,742         | 4,621,796          | 8,785,000          | 600,000          | 17,377,538         |
| Community Development                                       | 3,740,214         |                    | 250,000            |                  | 3,990,214          |
| Other Services  | 997,622           |                    |                    |                  | 997,622            |
| Tourism Capital   |                   |                    |                    |                  |                    |
| <b>Total Expenditures</b>                                   | <b>32,940,250</b> | <b>4,621,796</b>   | <b>14,035,000</b>  | <b>1,350,000</b> | <b>52,947,046</b>  |
| <b>Operating Transfers Out</b>                              |                   |                    |                    |                  |                    |
| Convention Center   |                   |                    |                    |                  |                    |
| Explore Newnan Coweta                                       |                   |                    |                    |                  |                    |
| General Fund  |                   |                    |                    |                  |                    |
| Street Improvement Fund                                     |                   |                    |                    |                  |                    |
| Sanitation Fund   | 150,000           |                    |                    |                  | 150,000            |
| Water & Light   |                   |                    | 870,000            |                  | 870,000            |
| <b>Total Transfers Out</b>                                  | <b>150,000</b>    |                    | <b>870,000</b>     |                  | <b>1,020,000</b>   |
| <b>TOTAL USES</b>   | <b>33,090,250</b> | <b>4,621,796</b>   | <b>14,905,000</b>  | <b>1,350,000</b> | <b>53,967,046</b>  |
| <b>Net Resources</b>  | <b>-</b>          | <b>313,484</b>     | <b>(6,199,500)</b> | <b>(896,750)</b> | <b>(6,782,766)</b> |

The chart below illustrates minor funds revenues and expenditures budgeted for 2023.

| Minor Funds Consolidated Schedule<br>2023 |                        |                       |                         |                |                  |
|---|------------------------|-----------------------|-------------------------|----------------|------------------|
|   | Hotel/Motel<br>Tourism | Confiscated<br>Assets | Motor Vehicle<br>Rental | Street<br>Fund | Total            |
| <b>Resources</b>                          |                        |                       |                         |                |                  |
| Confiscated Assets                        |                        | 67,061                |                         |                | 67,061           |
| Grants                                    |                        |                       |                         | 439,033        | 439,033          |
| Hotel / Motel Tax                         | 1,251,000              |                       |                         |                | 1,251,000        |
| Motor Vehicle Tax                         |                        |                       | 84,300                  |                | 84,300           |
| <b>Total Revenues</b>                     | <b>1,251,000</b>       | <b>67,061</b>         | <b>84,300</b>           | <b>439,033</b> | <b>1,841,394</b> |
| <b>TOTAL RESOURCES</b>                    | <b>1,251,000</b>       | <b>67,061</b>         | <b>84,300</b>           | <b>439,033</b> | <b>1,841,394</b> |
| General Government                        |                        |                       |                         |                | -                |
| Public Safety                             |                        | 85,000                |                         |                | 85,000           |
| Public Works                              |                        |                       |                         | 437,033        | 437,033          |
| Community Development                     |                        |                       |                         |                |                  |
| Other Services                            |                        |                       |                         |                |                  |
| Tourism Capital                           |                        |                       |                         |                |                  |
| <b>Total Expenses</b>                     |                        | <b>85,000</b>         |                         | <b>437,033</b> | <b>522,033</b>   |
| Convention Center                         | 312,500                |                       | 84,000                  |                | 396,500          |
| Explore Newnan Coweta                     | 468,750                |                       |                         |                | 468,750          |
| General Fund                              | 468,750                |                       |                         |                | 468,750          |
| <b>Total Transfers</b>                    | <b>1,250,000</b>       |                       | <b>84,000</b>           |                | <b>1,334,000</b> |
| <b>TOTAL USES</b>                         | <b>1,250,000</b>       | <b>85,000</b>         | <b>84,000</b>           | <b>437,033</b> | <b>1,856,033</b> |
| <b>Net Resources</b>                      | <b>1,000</b>           | <b>(17,939)</b>       | <b>300</b>              | <b>2,000</b>   | <b>(14,639)</b>  |



# Departmental Summaries

## Personnel

### SECTION I. PERSONNEL POSITION COUNTS

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

| CITY OF NEWNAN, GEORGIA<br>FULL-TIME PERSONNEL BY DEPARTMENT |            |            |                                   |            |                          |
|--|------------|------------|-----------------------------------|------------|--------------------------|
| Department   | FY<br>2021 | FY<br>2022 | Positions<br>Added for<br>FY 2023 | Variance   |                          |
|  |            |            |                                   | FY<br>2023 | FY 2022<br>vs<br>FY 2023 |
| City Manager   | 5          | 7          | 0                                 | 7          | 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   | 93         | 94         | 2                                 | 96         | 2                        |
| Civilians  | 8          | 7          | 0                                 | 7          | 0                        |
| Administrative   | 5          | 5          | 0                                 | 5          | 0                        |
| Municipal Court  | 3          | 4          | 0                                 | 4          | 0                        |
| Fire Department:   | 0          | 0          | 0                                 | 0          | 0                        |
| Firefighters   | 64         | 66         | 3                                 | 69         | 3                        |
| Administrative   | 1          | 1          | 0                                 | 1          | 0                        |
| Planning & Zoning  | 5          | 5          | 0                                 | 5          | 0                        |
| Parks & ROW Beautification                                   | 18         | 18         | 2                                 | 20         | 2                        |
| 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   | 0          | 3          | 1                                 | 4          | 1                        |
| Sanitation Refuse  | 2          | 2          | 0                                 | 2          | 0                        |
| Sanitation Brush & Bulk                                      | 5          | 5          | -1                                | 4          | -1                       |
| 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          | 0                                 | 4          | 0                        |
| <b>Full-Time Employees</b>                                   | <b>285</b> | <b>293</b> | <b>7</b>                          | <b>300</b> | <b>7</b>                 |

## PART - TIME PERSONNEL BY DEPARTMENT

| Department                       | FY 2021   | FY 2022   | Positions Added for |           | Variance           |
|----------------------------------|-----------|-----------|---------------------|-----------|--------------------|
|                                  |           |           | FY 2023             | FY 2023   | FY 2022 vs FY 2023 |
| City Council                     | 7         | 7         | 0                   | 7         | 0                  |
| Finance                          | 1         | 1         | 0                   | 1         | 0                  |
| Streets                          | 0         | 2         | 0                   | 2         | 0                  |
| Police:                          |           |           |                     |           |                    |
| Crossing Guards                  | 2         | 2         | 0                   | 2         | 0                  |
| Administrative                   | 3         | 1         | 0                   | 1         | 0                  |
| Municipal Court                  | 2         | 1         | 0                   | 0         | -1                 |
| Building Inspection              | 1         | 1         | 0                   | 1         | 0                  |
| Cemetery                         | 2         | 2         | 0                   | 2         | 0                  |
| Carnegie Building                | 3         | 4         | 0                   | 4         | 0                  |
| Leisure Services                 | 4         | 3         | 0                   | 4         | 1                  |
| <b>Total Part-Time Employees</b> | <b>25</b> | <b>24</b> | <b>0</b>            | <b>24</b> | <b>0</b>           |

There were 7 full time positions added during the FY 2023 budget process. The chart below depicts those additional staff member impacts.

## 2023 Staffing Changes Impact

| <u>Position</u>       | <u>Function</u> | <u>Dept</u>    | <u>Wages &amp; Benefits</u> |
|-----------------------|-----------------|----------------|-----------------------------|
| Police Officer        | Police          | Police         | 63,251                      |
| Police Officer        | Police          | Police         | 63,251                      |
| Fire Fighter/EMT      | Fire            | Fire           | 69,995                      |
| Fire Fighter/EMT      | Fire            | Fire           | 69,995                      |
| Fire Fighter/EMT      | Fire            | Fire           | 69,995                      |
| Beautification Worker | Beautification  | Beautification | 43,270                      |
| Beautification Worker | Beautification  | Beautification | 43,270                      |

Net Impact on Operations

423,027

## 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 2023 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.

## 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 a separate budget, but was not considered a department. Therefore to simplify the process, it was decided to allocate these costs as a City Council expense.

| City Council - 100.1110.10     |                                  | 2021           | 2022           | 2023           |
|--------------------------------|----------------------------------|----------------|----------------|----------------|
| Account #                      | Description                      | Actual         | Budget         | Budget         |
| 51.1200                        | Wages - Part Time                | 43,000         | 43,000         | 43,000         |
| 51.2200                        | FICA (Soc Sec)                   | 3,238          | 2,869          | 2,869          |
| 51.2400                        | Retirement                       | 5,405          | 6,020          | 5,458          |
| 51.2700                        | Worker's Compensation            | 79             | 124            | 124            |
| 51.2900A                       | Non-Taxable Employee Benefits    | 0              | 350            | 350            |
| <b>Salaries &amp; Benefits</b> |                                  | <b>51,722</b>  | <b>52,363</b>  | <b>51,801</b>  |
| 52.1200                        | Professional Services            | 119,089        | 80,000         | 105,000        |
| 52.1201                        | Public Relations                 | 10,377         | 19,500         | 13,000         |
| 52.3400                        | Printing & Binding               | 279            | 300            | 250            |
| 52.3500                        | Travel Expenses                  | 21,872         | 40,000         | 28,000         |
| 52.3600                        | Dues and Fees                    | 15,448         | 15,500         | 16,500         |
| 52.3700                        | Training                         | 6,817          | 10,000         | 8,000          |
| 53.1300                        | Food Supplies                    | 511            | 2,500          | 3,000          |
| 53.1600                        | Minor Equipment                  | 0              | 0              | 4,000          |
| <b>Operating Expenses</b>      |                                  | <b>174,393</b> | <b>167,800</b> | <b>177,750</b> |
| 57.2000                        | Payments to Other Agencies       | 11,500         | 11,500         | 11,500         |
| 57.2010                        | Three Rivers Regional Commission | 42,602         | 42,000         | 43,000         |
| <b>Other Uses</b>              |                                  | <b>54,102</b>  | <b>53,500</b>  | <b>54,500</b>  |
| <b>Department Total</b>        |                                  | <b>280,218</b> | <b>273,663</b> | <b>284,051</b> |

<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. With the City Manager's Department are Assistant City Manager Hasco Craver, who is responsible assisting the City Manager with the day-to-day operations as well as directing some of the other departments. Mr. Craver is also involved in Business Development for the City. City Clerk, Megan Shea is responsible for all record keeping for the City. Communications Manager, Aimee Hadden is responsible for providing public information to residents, businesses and to the media for City programs, initiatives, and other important affairs. Program Manager, Ronda Helton is responsible for managing capital projects and assisting the City Manager's Office with the annual budget document. Andrew Moody Special Project's Manager, is on long term, but temporarily assigned to program the distribution of the ARPA funds.



## City Manager - 100.1320.11

| Account #                      | Description                         | 2021<br>Actual   | 2022<br>Amended<br>Budget | 2023<br>Budget   |
|--------------------------------|-------------------------------------|------------------|---------------------------|------------------|
| 51.1100                        | Wages - Full Time Employees         | 530,249          | 600,031                   | 658,426          |
| 51.1200                        | Wages - Part Time Employees         | 1,110            | 0                         | 0                |
| 51.1300                        | Wages - Overtime                    | 9,112            | 0                         | 0                |
| 51.2100A                       | Employee Opt-Out Insurance Payments | 125              | 0                         | 0                |
| 51.2200                        | FICA (Soc Sec)                      | 38,735           | 46,188                    | 51,641           |
| 51.2400                        | Retirement                          | 62,100           | 84,527                    | 82,561           |
| 51.2600                        | Unemployment Insurance              | 8                | 14                        | 14               |
| 51.2700                        | Worker's Compensation               | 3,126            | 5,391                     | 5,550            |
| 51.2900                        | Taxable Employee Benefits           | 14,880           | 16,620                    | 16,620           |
| 51.2900A                       | Non-Taxable Employee Benefits       | 554              | 0                         | 150              |
| <b>Salaries &amp; Benefits</b> |                                     | <b>660,724</b>   | <b>752,771</b>            | <b>814,962</b>   |
| 51.2910                        | Employee Recognition                | 16,159           | 0                         | 0                |
| 52.1200                        | Professional Services               | 119,876          | 100,000                   | 120,000          |
| 52.1201                        | Public Relations                    | 5,647            | 5,000                     | 5,000            |
| 52.1300                        | Other Contractual Services          | 9,739            | 26,500                    | 8,400            |
| 52.1301                        | Elections                           | 675              | 0                         | 3,000            |
| 52.2200                        | Repairs and Maintenance             | 0                | 5,000                     | 2,500            |
| 52.3102                        | Bldg & Pers Liability Insurance     | 1,552            | 2,000                     | 2,000            |
| 52.3103                        | Surety Bonds                        | 0                | 100                       | 100              |
| 52.3200                        | Communications                      | 1,438            | 6,750                     | 6,250            |
| 52.3300                        | Advertising                         | 2,582            | 2,000                     | 1,500            |
| 52.3400                        | Printing & Binding                  | 1,750            | 6,500                     | 1,500            |
| 52.3500                        | Travel Expenses                     | 12,971           | 18,000                    | 17,000           |
| 52.3600                        | Dues and Fees                       | 8,154            | 8,850                     | 7,850            |
| 52.3700                        | Training                            | 5,441            | 4,750                     | 5,750            |
| 53.1100                        | Materials and Supplies              | 3,707            | 1,500                     | 750              |
| 53.1101                        | Office Supplies                     | 4,611            | 2,550                     | 2,500            |
| 53.1112                        | March 2021 Tornado                  | 51,875           | 0                         | 0                |
| 53.1270                        | Vehicle Gasoline/Diesel             | 153              | 1,000                     | 1,000            |
| 53.1300                        | Food Supplies                       | 4,382            | 3,000                     | 3,500            |
| 53.1400                        | Books & Periodicals                 | 470              | 0                         | 700              |
| 53.1600                        | Minor Equipment                     | 1,080            | 500                       | 500              |
| 53.1601                        | Computer Hardware & Software        | 3,367            | 5,150                     | 2,000            |
| 53.1701                        | Vehicle Maintenance                 | 193              | 500                       | 300              |
| 53.1706                        | Miscellaneous                       | 74,388           | 70,492                    | 25,000           |
| 53.1708                        | Other Boards & Commissions          | 0                | 12,500                    | 2,500            |
| <b>Operating Expenses</b>      |                                     | <b>330,209</b>   | <b>282,642</b>            | <b>219,600</b>   |
| 54.1100                        | Land Purchases                      | 4,287,826        | 0                         | 0                |
| 54.1101                        | Caldwell Tanks Property             | 172,116          | 0                         | 0                |
| <b>Capital</b>                 |                                     | <b>4,459,942</b> | <b>0</b>                  | <b>0</b>         |
| 57.2000                        | Payments to Other Agencies          | 15,000           | 50,000                    | 15,000           |
| 57.2006                        | Cultural Arts Commission            | 28,000           | 40,000                    | 40,000           |
| 61.1540                        | Transfer to Sanitation Fund         | 140,000          | 190,000                   | 150,000          |
| <b>Other Uses</b>              |                                     | <b>183,000</b>   | <b>280,000</b>            | <b>205,000</b>   |
| <b>Department Total</b>        |                                     | <b>6,293,873</b> | <b>1,315,413</b>          | <b>1,239,562</b> |
| <b>2022 Adopted Budget</b>     |                                     |                  | <b>1,287,923</b>          |                  |

## 2023 Goals & Objectives

### **Goal 1: Complete the launching of the City of Newnan's Brand**

- Serve as the city's brand manager (A. Hadden ongoing)
- Update the city's website to reflect the current logo. Replace any and all online documents which still feature the old logo (A. Hadden ongoing)
- Install logo behind reception desk in City Hall (A. Hadden)
- Add logo to any new vehicles and replace old logo on any current city vehicles (?)
- Add logo to doors of City Manager, Finance, Building, Planning & Zoning and Human Resources (A. Hadden)

### **Goal 2: Promote Community Engagement**

- Continue to connect citizens and media to the city through regularly scheduled reminders of city council meetings, city events, and general information through our social media platforms (A. Hadden ongoing)
- Provide regular highlights of staff members, city council members, services, ARPA recipients, the trolley, parks, etc. on our social media platforms (A. Hadden 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 helpful tips (A. Hadden)
- Participate in Georgia Cities Week and sponsor our second annual art contest for city elementary schools (A. Hadden)
- Livestream and archive City Council meetings via social media. Save all city council meetings to an external hard drive (A. Hadden ongoing)
- Produce an updated version of the Newnan Citizens Academy and launch in the spring (A. Hadden)
- Feature the artist of the month at City Hall and share with the media and the citizens via social media (A. Hadden ongoing)

### **Goal 3: Enhance Internal Communication**

- Create a weekly internal email update for staff regarding any and all news articles featuring the City of Newnan (A. Hadden)
- Create a Media Relations policy highlighting best practices and share with relevant parties (A. Hadden)
- Create a City Social Media Policy for all staff and include a list of best practices and a brief training video (A. Hadden)
- Update City Council bios (A. Hadden)
- Create brief videos introducing each City Council member and add to their respective pages on the website (A. Hadden)
- Update headshots of City Council members and Management Team (A. Hadden)
- Add Management Team bios to the website (A. Hadden)

### **Goal 4: Provide External Communications to the Media and Citizens**

- Regularly update and maintain the city's website and calendar (A. Hadden 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 regular updates to the media via the News Flash section of our website (A. Hadden)
- Respond to all media requests in a timely manner (A. Hadden ongoing)

**Goal 5: To provide essential legislative support and liaison services to City Council enabling effective and efficient decisions and actions and to provide access to the City's official records and documents utilizing the best available technologies in a courteous, professional manner.**

**Objectives:**

- Attend all council meetings and record minutes. Prepare official records for Council approval, scan to archives and make available to general public, staff and Council. (M. Shea 12/31/2023)
- Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (M. Shea 12/31/2023)

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

**Objectives:**

- File all required reports for elected officials with the State Ethics Board. (M. Shea 12/31/2023)
- Assist Coweta County with coordination of elections as required. (M. Shea 12/31/2023)
- Prepare all ordinance and resolution documents for Council's approval. Record and file as required. (M. Shea 12/31/2023)
- 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 12/31/2023)

**Goal 7: 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 12/31/2023)
- Assist Coweta County with coordination of elections as required. (M. Shea 12/31/2023)

**Goal 8: To efficiently deliver projects that will enhance the quality of life for citizens. (R. Helton On-going)**

**Goal 9: 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 10: 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 11: 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)**

## 2022 Goals Accomplished

- ✓ Received the "Distinguished Budget Award" for 33 consecutive years.
- ✓ Completed comprehensive monthly projects reports for posting on the website for citizen review.
- ✓ Completed Phase A & B and C of the LINC. (3 sections of multipurpose trail)
- ✓ Completed design and initiated construction of the renovations of the Fire Training Facility
- ✓ Extensive editing and updating of information on the website as we prepared to migrate to a new platform. Launched new website and created calendar for any and all city sponsored events and meetings.
- ✓ Provided regular information and support for citizens by sharing valuable content on our social media.
- ✓ Responded to media requests in a timely manner.
- ✓ Relaunched the Artist of the Month program at City Hall and created a gallery in the entryway.
- ✓ Assisted Leisure Services with summer programming for special needs adults.
- ✓ Participated in Georgia Municipal Association's Georgia Cities Week, highlighting our beautiful parks.
- ✓ Sponsored our first annual Mayor Brady's art content for city schools.
- ✓ Live streamed and archived City Council meetings.
- ✓ Produced the Quarterly Reports, highlighting the important work occurring in the city.
- ✓ Produced press releases.
- ✓ Responded to filming requests and coordinated with studios filming within the city of Newnan.
- ✓ Facilitated ribbon cutting ceremony for the A & B sections of the LINC.

- ✓ Provided staff support to Beautification Department for State Arbor Day.
- ✓ Participated in the Events Committee and assisted Human Resources with various events.
- ✓ Attended Explore Newnan-Coweta Meetings.
- ✓ Ordered swag featuring the new logo.
- ✓ Facilitated the ordering of new city polo shirts for City Council and staff members.
- ✓ Staff support for the Mayor at events in which he was the guest speaker.
- ✓ Hired Receptionist.
- ✓ Hired Communications Coordinator.
- ✓ Tour of Fire Stations with Chief Brown.
- ✓ Created content to feature on our socials for Public Works Appreciation Week.
- ✓ Provided staff support to the Ayrshire Fiddle Orchestra Steering Committee.
- ✓ Posted Job Openings on our socials and the lobby TV.
- ✓ Created content to celebrate Municipal Clerk's week.
- ✓ Highlighted on our social media the various members of our City Council.

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

## Finance Department

### Department Description

Nicole Hall, 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                         | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|-------------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees         | 393,996        | 404,428                   | 402,000        |
| 51.1200                      | Wages - Part Time                   | 18,945         | 20,674                    | 22,002         |
| 51.1300                      | Wages - Overtime                    | 0              | 500                       | 500            |
| 51.2100A                     | Employee Opt-Out Insurance Payments | 125            | 0                         | 0              |
| 51.2200                      | FICA (Soc Sec)                      | 30,957         | 32,788                    | 32,933         |
| 51.2400                      | Retirement                          | 47,606         | 56,054                    | 49,962         |
| 51.2600                      | Unemployment Insurance              | 9              | 14                        | 14             |
| 51.2700                      | Worker's Compensation               | 727            | 1,179                     | 1,045          |
| <b>Salaries and Benefits</b> |                                     | <b>492,365</b> | <b>515,637</b>            | <b>508,456</b> |
| 51.2900                      | Taxable Employee Benefits           | 0              | 0                         | 540            |
| 51.2900A                     | Non-Taxable Employee Benefits       | 1,654          | 1,675                     | 1,875          |
| 52.1200                      | Professional Services               | 67,473         | 56,100                    | 55,800         |
| 52.1300                      | Other Contractual Services          | 19,151         | 29,830                    | 29,830         |
| 52.2200                      | Repairs and Maintenance             | 21,820         | 30,000                    | 14,000         |
| 52.3102                      | Bldg & Pers Liability Insurance     | 272            | 350                       | 350            |
| 52.3200                      | Communications                      | 545            | 732                       | 0              |
| 52.3300                      | Advertising                         | 875            | 4,315                     | 4,315          |
| 52.3400                      | Printing & Binding                  | 1,141          | 1,475                     | 1,600          |
| 52.3500                      | Travel Expenses                     | 1,087          | 4,800                     | 5,800          |
| 52.3600                      | Dues and Fees                       | 1,258          | 1,405                     | 1,280          |
| 52.3700                      | Training                            | 295            | 1,825                     | 6,717          |
| 53.1100                      | Materials and Supplies              | 652            | 1,650                     | 1,900          |
| 53.1101                      | Office Supplies                     | 3,712          | 4,100                     | 4,600          |
| 53.1400                      | Books & Periodicals                 | 0              | 160                       | 350            |
| 53.1600                      | Minor Equipment                     | 270            | 300                       | 500            |
| 53.1601                      | Computer Hardware & Software        | 2,332          | 5,100                     | 10,100         |
| 53.1706                      | Miscellaneous                       | 0              | 250                       | 250            |
| <b>Operating Expenses</b>    |                                     | <b>122,537</b> | <b>144,067</b>            | <b>139,807</b> |
| <b>Department Total</b>      |                                     | <b>614,902</b> | <b>659,704</b>            | <b>648,263</b> |
| <b>2022 Adopted Budget</b>   |                                     |                | <b>648,679</b>            |                |

### 2023 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. (N Hall, Staff Ongoing)
- Maintain Standard Operating Procedures to guide and assist staff in the performance of their duties. (N. Hall, K. Adams, Staff Ongoing)
- Maintain guidelines, training and codes of conduct for superior customer service. (N. Hall)

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

**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. (G. Dial, N. Hall On-going)
- Ensure that all Receivable accounts are managed effectively and efficiently. (K. Adams, I. McClung, N.Hall Ongoing)
- Ensure that all Licensing and Occupational Tax renewals, including Alcohol, are processed and maintained effectively and efficiently. Ensure that business tax returns are audited as necessary. (I. McClung, N.Hall Ongoing)
- Ensure that all required reporting requirements, including the annual audit, are followed and deadlines are met both internally and externally. (N.Hall, M. Geter, 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. (M. Geter, N.Hall, Ongoing)
- 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. (M.Geter Ongoing)
- Complete all associated monthly, quarterly and annual reporting requirements associated with payroll processing by due dates. (M. Geter, N Hall 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. (N. Hall, M. Geter, Ongoing)
- Ensure that CAFR is prepared and submitted by June 30 due date annually. (N. Hall, 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. (N. Hall, M.Geter, 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. (N.Hall, M.Geter, Staff Ongoing)
- Retain membership in GGFOA and GFOA so that all training opportunities are immediately available to the department, along with the awards programs for the annual CAFR and Budget documents. (N.Hall 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. (N. Hall Ongoing)
- Provide training opportunities for subordinate staff when needed, which are pertinent to government entities and operations and job-related. (N. Hall, Staff Ongoing)

## 2022 Goals Accomplished

- ✓ The property tax collection rate for the prior year was 97.94%. We expect to end 2021 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   | 2021<br>Actual  | 2022<br>Estimate | 2023<br>Projected      |
|--|-----------------|------------------|------------------------|
| Total Assessed Property Tax Valuation (40%)  | \$1,782,815,630 | \$2,133,703,530  | <b>\$2,245,679,850</b> |
| Percentage of total collected at year-end  | 97.94%          | 97.00%           | <b>97.00%</b>          |
| Number of Occupational Tax Certificates Issued<br>(includes renewals and new applications) | 1,829           | 1,857            | <b>1,885</b>           |
| Occupational Taxes collected   | \$3,192,890     | \$3,009,000      | <b>\$3,010,000</b>     |
| Number of Alcohol Licenses issued  | 106             | 110              | <b>114</b>             |
| Alcohol License revenue collected  | \$133,885       | \$120,000        | <b>\$125,000</b>       |
| Alcohol Excise Taxes collected   | \$936,460       | \$895,000        | <b>\$920,000</b>       |
| Number of Accounts Payable payments issued   | 3,251           | 3,300            | <b>3,300</b>           |
| Number of A/P Checks voided  | 22              | 20               | <b>20</b>              |
| Received GFOA Excellence in Financial Reporting<br>Award - CAFR                            | Yes             | Yes              | <b>Yes</b>             |
| Number of Bank/Investment accounts maintained  | 31              | 32               | <b>32</b>              |
| Total Annual Expenditures managed including capital<br>and transfers (all funds)           | \$45,326,289    | \$45,024,724     | <b>\$41,000,000</b>    |
| Total Annual Revenues managed including capital and<br>transfers (all funds)               | \$43,533,374    | \$37,809,104     | <b>\$39,000,000</b>    |

## 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                      | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|----------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees      | 186,321        | 192,139                   | 206,125        |
| 51.1300                      | Wages - Overtime                 | 437            | 0                         | 0              |
| 51.2200                      | FICA (Soc Sec)                   | 14,257         | 14,822                    | 15,892         |
| 51.2400                      | Retirement                       | 22,260         | 26,635                    | 25,408         |
| 51.2600                      | Unemployment Insurance           | 4              | 6                         | 6              |
| 51.2700                      | Worker's Compensation            | 324            | 522                       | 508            |
| <b>Salaries and Benefits</b> |                                  | <b>223,604</b> | <b>234,124</b>            | <b>247,939</b> |
| 51.2900                      | Taxable Employee Benefits        | 1,620          | 1,620                     | 1,620          |
| 52.1300                      | Other Contractual Services       | 0              | 5,000                     | 5,000          |
| 52.2200                      | Repairs and Maintenance          | 148,515        | 175,300                   | 209,350        |
| 52.2300                      | Equipment & Vehicle Rental       | 2,252          | 3,500                     | 3,500          |
| 52.3101                      | Vehicle Insurance                | 155            | 200                       | 200            |
| 52.3102                      | Bldg. & Pers Liability Insurance | 155            | 200                       | 200            |
| 52.3200                      | Communications                   | 106,585        | 109,600                   | 118,000        |
| 52.3500                      | Travel Expenses                  | 2,140          | 6,000                     | 6,000          |
| 52.3600                      | Dues and Fees                    | 1,438          | 1,780                     | 1,780          |
| 52.3700                      | Training                         | 1,232          | 1,800                     | 1,800          |
| 53.1100                      | Materials and Supplies           | 539            | 500                       | 500            |
| 53.1101                      | Office Supplies                  | 1,414          | 1,500                     | 1,500          |
| 53.1270                      | Vehicle Gasoline/Diesel          | 459            | 1,000                     | 600            |
| 53.1400                      | Books & Periodicals              | 0              | 200                       | 200            |
| 53.1600                      | Minor Equipment                  | 2,498          | 2,500                     | 2,500          |
| 53.1601                      | Computer Hardware & Software     | 28,361         | 39,000                    | 29,000         |
| 53.1602                      | Office Furniture                 | 31             | 250                       | 250            |
| 53.1701                      | Vehicle Maintenance              | 774            | 500                       | 500            |
| <b>Operating Expenses</b>    |                                  | <b>298,169</b> | <b>350,450</b>            | <b>382,500</b> |
| <b>Department Total</b>      |                                  | <b>521,772</b> | <b>584,574</b>            | <b>630,439</b> |
| <b>2022 Adopted Budget</b>   |                                  |                | <b>574,967</b>            |                |

### 2023 Goals & 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 12/31/2023)
- Monitor and maintain backups daily to ensure data integrity is preserved. (B. Lee, A. Simpkins 12/31/2023)
- Review current contracts to ensure the best price is being given and features we are paying for are being utilized. (B. Lee 12/31/2023)

**Goal 2: Replace aging critical infrastructure where budget permits.**

**Objectives:**

- Replace edge network switches in City as budget permits. (B. Lee 12/31/2023)
- Replace/Upgrade all workstations currently running Windows 7 to Windows 10. (B. Lee, J. Chambers, A. Simpkins 12/31/2023)
- Maintain the 5-year replacement cycle on office workstations. (B. Lee 12/31/2023)

**Goal 3: Network Infrastructure mapping and monitoring.**

**Objectives:**

- Develop documentation of all infrastructure including location and how it interconnects. (B. Lee 12/31/2023)
- Expand our network monitoring solution to alert IT staff of problems before the phone rings. (B. Lee 12/31/2023)

**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 12/31/2023)
- Review our group policy in accordance with NIST (National Institute of Standards and Technology) (B. Lee 12/31/2023)
- Upgrade our endpoint protection to an MDR system for better threat detection and response.

**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 12/31/2023)
- 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 12/31/2023)
- Research adding a secondary internet connection for when our primary has problems. (B. Lee 12/31/2023)

## 2022 Goals Accomplished

- ✓ Implemented a 5-year replacement cycle for office workstations.
- ✓ Deployed two factor authentication for VPN, webmail, and all workstation access.
- ✓ Replaced aging backup system with a solution consisting of immutable backups and cloud archives.
- ✓ Consolidated our two access control systems into a new cloud-based system.
- ✓ Migrated our firewall to a "Next Generation Firewall".
- ✓ Setup new billing department with an inbound call center and a fully mobile workstation solution.

| <b>Performance Measures</b>                      | <b>2021<br/>Actual</b> | <b>2022<br/>Estimate</b> | <b>2023<br/>Projected</b> |
|--|------------------------|--------------------------|---------------------------|
| Number of Help desk problem tickets received     | 748                    | 575                      | 750                       |
| Number of Help Desk tickets resolved in 72 hours | 636                    | 475                      | 675                       |
| Number of computers maintained city-wide         | 245                    | 255                      | 260                       |

## Human Resources

### Department Description

Nanette Freeman, 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                         | 2021<br>Actual   | 2022<br>Amended<br>Budget | 2023<br>Budget   |
|-------------------------------------|-------------------------------------|------------------|---------------------------|------------------|
| 51.1100                             | Wages - Full Time Employees         | 150,987          | 191,358                   | 194,497          |
| 51.1300                             | Wages - Overtime                    | 1,004            | 0                         | 0                |
| 51.2100A                            | Employee Opt-Out Insurance Payments | 250              | 0                         | 0                |
| 51.2200                             | FICA (Soc Sec)                      | 11,474           | 14,680                    | 14,920           |
| 51.2400                             | Retirement                          | 24,933           | 28,128                    | 24,617           |
| 51.2500                             | Tuition Reimbursement               | 6,592            | 30,000                    | 15,000           |
| 51.2600                             | Unemployment Insurance              | 4                | 6                         | 6                |
| 51.2700                             | Worker's Compensation               | 405              | 563                       | 479              |
| 51.2910                             | Employee Recognition                | 4,910            | 23,000                    | 24,800           |
| <b>Salaries and Benefits</b>        |                                     | <b>200,560</b>   | <b>287,735</b>            | <b>274,319</b>   |
| 51.2900                             | Taxable Employee Benefits           | 315              | 540                       | 540              |
| 51.2900A                            | Non-Taxable Employee Benefits       | 4,407            | 450                       | 300              |
| 52.1200                             | Professional Services               | 11,903           | 7,700                     | 8,200            |
| 52.1300                             | Other Contractual Services          | 2,255            | 300                       | 300              |
| 52.3102                             | Bldg & Pers Liability Insurance     | 65,496           | 65,000                    | 65,000           |
| 52.3300                             | Advertising                         | 0                | 300                       | 300              |
| 52.3400                             | Printing & Binding                  | 124              | 350                       | 350              |
| 52.3500                             | Travel Expenses                     | 325              | 1,800                     | 2,375            |
| 52.3600                             | Dues and Fees                       | 348              | 375                       | 375              |
| 52.3700                             | Training                            | 953              | 1,600                     | 2,150            |
| 53.1100                             | Materials and Supplies              | 710              | 200                       | 200              |
| 53.1101                             | Office Supplies                     | 833              | 600                       | 600              |
| 53.1103                             | Medical Supplies                    | 0                | 75                        | 30               |
| 53.1300                             | Food Supplies                       | 299              | 250                       | 300              |
| 53.1400                             | Books & Periodicals                 | 0                | 100                       | 100              |
| 53.1600                             | Minor Equipment                     | 0                | 150                       | 100              |
| 53.1601                             | Computer Hardware & Software        | 0                | 350                       | 4,500            |
| <b>Operating Expenses</b>           |                                     | <b>87,968</b>    | <b>80,140</b>             | <b>85,720</b>    |
| <b>Department Total</b>             |                                     | <b>288,528</b>   | <b>367,875</b>            | <b>360,039</b>   |
| <b>Employee Insurance - 1540.30</b> |                                     |                  |                           |                  |
| 51.2100                             | Employee Ins (Health/Basic Life)    | 4,585,992        | 4,511,944                 | 4,661,308        |
| 51.2100A                            | Employee Opt-Out Insurance Payments | 45,150           | 57,000                    | 57,000           |
| 51.2150                             | Employee Flexible Spending Accounts | 2,731            | 4,621                     | 4,621            |
| <b>Department Total</b>             |                                     | <b>4,633,873</b> | <b>4,941,440</b>          | <b>4,722,929</b> |
| <b>2022 Adopted Budget</b>          |                                     |                  | <b>4,934,825</b>          |                  |

### 2023 Goals & Objectives

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

**Objectives:**

- Explore 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 can 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 and create Human Resources Standard Operating Procedures (SOP) to ensure consistency in processes and compliance with all applicable laws. (Ongoing)
- Review and update all Job Descriptions (N Freeman)
- 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 GLGPA conferences and webinars, LGRMS Risk Management Control training, online training, and other programs and conferences as available. (N. Miller 12/31/2023)

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

**Objectives:**

- Develop process to automate Family and Medical Leave Act (FMLA) process for increased understanding and efficiency in record keeping.
- Develop process for Employee Exit Clearance to include HR Director Interview.
- Increase knowledge and usage of ApplicantPro Applicant Tracking & Hiring System.

## 2022 Goals Accomplished

- ✓ Managed and tracked property and liability incidents and claims throughout City.
- ✓ Coordinated multiple training programs with LGRMS to increase safety awareness.
- ✓ Newnan Police Department Training Unit provided Driving Training/Back up Precautions training.
- ✓ LGRMS Harassment Awareness Training for all active and new employees.
- ✓ Newnan Fire Department provided Fire Extinguisher Safety and Usage Training to employees.
- ✓ The City received over 2,200 applications and filled approximately 45 positions.
- ✓ Revised Pay Plan to reflect 2.5% increase January 2022 and adjusted position grades July 2022.
- ✓ Implemented COLA January 2022 and Market Adjustment July 2022.
- ✓ New Hire Orientation developed to welcome new employees to the organization, communicate important policy and culture information, and introduce employees to their new place of work.
- ✓ Scheduled individual enrollment benefit meetings to all departments to inform employees of Health, Dental, Vision, FSA, Life Insurance benefit options and all supplemental voluntary benefits.
- ✓ HR Coordinator completed LGRMS Safety Coordinator I, II and III training.
- ✓ Created Retirement 411 program to explain GMEBS retirement and 457 Option Retirement option.
- ✓ Revised Tuition Reimbursement Program and increased employee awareness.

| <b>Performance Measures</b>                            | <b>2021<br/>Actual</b> | <b>2022<br/>Estimate</b> | <b>2023<br/>Projected</b> |
|--|------------------------|--------------------------|---------------------------|
| Applications received and processed                    | 1878                   | 2150                     | <b>2400</b>               |
| Annual employee turnover                               | 6.50%                  | 3.8%                     | <b>6.0%</b>               |
| Annual City-paid health care cost per employee         | 12,992                 | 14,011                   | <b>15,000</b>             |
| Total number of liability claims city-wide             | 81                     | 65                       | <b>60</b>                 |
| Total number of Worker's Compensation claims city-wide | 27                     | 35                       | <b>32</b>                 |
| Number of employees utilizing FMLA                     | 30                     | 97                       | <b>45</b>                 |

[http://www.newnanga.gov/business/facility\\_maintenance.php](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 - 100.1565.23

| Account #                    | Description                        | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|------------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees        | 196,089        | 203,678                   | 219,874        |
| 51.1300                      | Wages - Overtime                   | 1,517          | 500                       | 500            |
| 51.2200                      | FICA (Soc Sec)                     | 14,686         | 15,619                    | 16,859         |
| 51.2400                      | Retirement                         | 23,356         | 28,200                    | 26,953         |
| 51.2600                      | Unemployment Insurance             | 4              | 8                         | 8              |
| 51.2700                      | Worker's Compensation              | 9,812          | 17,796                    | 17,185         |
| <b>Salaries and Benefits</b> |                                    | <b>245,464</b> | <b>265,801</b>            | <b>281,379</b> |
| 51.2900                      | Taxable Employee Benefits          | 30             | 0                         | 0              |
| 51.2900A                     | Non-Taxable Employee Benefits      | 860            | 2,000                     | 2,000          |
| 52.1300                      | Other Contractual Services         | 146,830        | 186,729                   | 201,905        |
| 52.2200                      | Repairs and Maintenance            | 128,615        | 133,500                   | 145,000        |
| 52.2205                      | Traffic Signal Maintenance/Repairs | 0              | 5,000                     | 5,000          |
| 52.3101                      | Vehicle Insurance                  | 1,552          | 2,000                     | 2,000          |
| 52.3102                      | Bldg. & Pers Liability Insurance   | 20,955         | 27,000                    | 27,000         |
| 52.3200                      | Communications                     | 2,478          | 3,000                     | 3,300          |
| 52.3500                      | Travel Expenses                    | 0              | 500                       | 500            |
| 52.3600                      | Dues and Fees                      | 0              | 100                       | 700            |
| 52.3700                      | Training                           | 20             | 500                       | 3,000          |
| 53.1100                      | Materials and Supplies             | 1,311          | 1,000                     | 1,100          |
| 53.1101                      | Office Supplies                    | 216            | 700                       | 700            |
| 53.1102                      | Cleaning Supplies & Chemicals      | 9,166          | 4,000                     | 7,000          |
| 53.1111                      | COVID-19 Pandemic Expenses         | 1,237          | 2,000                     | 0              |
| 53.1112                      | March 2021 Tornado                 | 5,944          | 0                         | 0              |
| 53.1220                      | Natural Gas                        | 15,321         | 16,000                    | 27,500         |
| 53.1270                      | Vehicle Gasoline/Diesel            | 13,214         | 14,500                    | 15,000         |
| 53.1300                      | Food Supplies                      | 837            | 1,000                     | 1,000          |
| 53.1600                      | Minor Equipment                    | 25,017         | 12,000                    | 10,850         |
| 53.1601                      | Computer Hardware & Software       | 613            | 500                       | 3,000          |
| 53.1602                      | Office Furniture                   | 0              | 1,000                     | 0              |
| 53.1700                      | Other Supplies/Uniform Rental      | 155            | 0                         | 0              |
| 53.1701                      | Vehicle Maintenance                | 5,477          | 8,500                     | 9,350          |
| <b>Operating Expenses</b>    |                                    | <b>379,847</b> | <b>421,529</b>            | <b>465,905</b> |
| 54.1300                      | Buildings/Building Improvements    | 10,589         | 40,000                    | 63,000         |
| 54.2200                      | Vehicles                           | 0              | 0                         | 65,000         |
| 54.2501                      | Furniture & Office Equipment       | 6,170          | 0                         | 0              |
| <b>Capital</b>               |                                    | <b>16,759</b>  | <b>40,000</b>             | <b>128,000</b> |
| <b>Department Total</b>      |                                    | <b>642,069</b> | <b>727,330</b>            | <b>875,284</b> |
| <b>2022 Adopted Budget</b>   |                                    |                | <b>719,388</b>            |                |

2023 Goals & Objectives

**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 12/31/2023)**

**Objectives:**

- Renovate Pergola at Greenville St Park.
- Replace carpet on first floor at Carnegie Bldg.
- Cover parapet walls (roof line) with metal at Wesley Boys and Girls Club and Wesley St Gym.
- Update lighting in Wesley St Gym.
- Update/repair back entrance at Fire Station 3.

**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 12/31/2023)**

**Objectives:**

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

**Goal 3: Continue to update and expand our Preventative Maintenance programs to extend the life of the City's buildings, grounds, and Traffic Management System. (M. Johnston 12/31/2023)**

**Objectives:**

- Expand air compressor preventive maintenance program

**Goal 4: Work jointly with the YMCA to enhance the swimming experience for all who enjoy the Lynch Park Pool. (M. Johnston 12/31/2023)**

**Objectives:**

- Replace chemical feeders in the pump room.
- Work with contractors through potential pool upgrades.

**Goal 5: Work to ensure all guidelines pertaining to COVID 19 adherence procedures, at the guidance of Mayor and Council are applied and sustained throughout 2023 or until pandemic is exhausted. (M. Johnston 12/31/2023)**

**Objectives:**

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

## 2022 Goals Accomplished

- ✓ Added fencing around CJ Smith playground
- ✓ Added gates inside Pickleball courts
- ✓ Replaced 15-ton HVAC unit Little People's Daycare
- ✓ Installed power at new reception area at City Hall
- ✓ Rebuilt slide at the Pool
- ✓ Added Camera's at CJ Smith Park
- ✓ Moved Pool table light at Station 4
- ✓ Replaced lock assemblies in the PSC
- ✓ Added backboard bumpers/guards at Wesley St Gym
- ✓ Routed a new screen switch to balcony in Wadsworth Auditorium
- ✓ Added LED lighting in tunnel at Greison Trl
- ✓ Retrofitted Gym lights in Warner Gym
- ✓ Rebuilt HW heater at Station 4
- ✓ Replaced garage door sensors at Station 3
- ✓ Painted Park Restrooms
- ✓ Painted interior of Wadsworth Auditorium
- ✓ Painted the Cemetery Bldg.
- ✓ Added fence toppers on Pickleball courts at HOP
- ✓ Repaired water damage on Colonnade at Greenville St Park
- ✓ Added countertops in PSC Clerk office
- ✓ Installed 2-ton mini-split at pickleball facility
- ✓ Replaced metal doors at Wadsworth auditorium fire exits
- ✓ Replaced water probe at Splash Pad
- ✓ Repaired door at Cemetery Bldg.
- ✓ Remodeled Station 2 Kitchen/Dayroom/bathrooms
- ✓ Remodeled kitchen at Station 3
- ✓ Installed new HW heater at Station 2
- ✓ Replaced carpet in Wadsworth auditorium
- ✓ Started process for SWUD units to be replaced at City Hall
- ✓ Remodeled offices for new Sanitation Dept
- ✓ Replaced all HVAC units at Carnegie Bldg.
- ✓ Replaced air compressor for Dry Sprinkler system at Warner
- ✓ Added toilet fixtures at Station 2
- ✓ Replaced mini-split in server room at PSC
- ✓ Painted interior at Warner Community Center
- ✓ Wired new Squad area at PSC
- ✓ Added camera's at Lynch Park
- ✓ Rewired new screen in Wadsworth auditorium
- ✓ Managed the construction of new Maintenance office at Public Works

| Performance Measures       | 2021 Actual | 2022 Estimate | 2023 Projected |
|----------------------------|-------------|---------------|----------------|
| Buildings Maintained       | 47          | 48            | 49             |
| Traffic Signals Maintained | 17          | 16            | 16             |
| Work Order Requests        | 600         | 547           | 600            |

### SECTION III. Public Safety

Public Safety consist of 3 Functions/Departments:

- Police Department
- Municipal Court
- Fire Department

The following is a list of the City's short and long-term priorities and goals for the Public Safety function of the City of Newnan. These priorities and goals support the mission of the City of Newnan. Departmental goals for the 2023 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                         | 2021<br>Actual   | 2022<br>Amended<br>Budget | 2023<br>Budget   |
|-----------|-------------------------------------|------------------|---------------------------|------------------|
| 51.1100   | Wages - Full Time Employees         | 5,335,899        | 5,584,000                 | 6,145,390        |
| 51.1200   | Wages - Part Time/Temp Employees    | 26,950           | 30,310                    | 33,416           |
| 51.1300   | Wages - Overtime                    | 273,911          | 175,000                   | 175,000          |
| 51.2100A  | Employee Opt-Out Insurance Payments | 750              | 0                         | 0                |
| 51.2200   | FICA (Soc Sec)                      | 412,471          | 435,179                   | 474,285          |
| 51.2400   | Retirement                          | 677,022          | 795,771                   | 775,588          |
| 51.2600   | Unemployment Insurance              | 123              | 224                       | 220              |
| 51.2700   | Worker's Compensation               | 161,803          | 214,543                   | 215,316          |
| 51.2910   | Employee Recognition                | 2,311            | 1,000                     | 1,500            |
|           | <b>Salaries and Benefits</b>        | <b>6,891,239</b> | <b>7,236,027</b>          | <b>7,820,715</b> |
| 51.2900   | Taxable Employee Benefits           | 225              | 540                       | 1,620            |
| 51.2900A  | Non-Taxable Employee Benefits       | 60,881           | 66,800                    | 79,300           |
| 52.1200   | Professional Services               | 15,715           | 22,250                    | 25,250           |
| 52.1201   | Public Relations                    | 11,471           | 11,500                    | 14,000           |
| 52.1300   | Other Contractual Services          | 244,050          | 287,790                   | 299,338          |
| 52.2200   | Repairs and Maintenance             | 147,610          | 173,497                   | 189,452          |
| 52.3101   | Vehicle Insurance                   | 92,563           | 77,000                    | 91,000           |
| 52.3102   | Bldg. & Pers Liability Insurance    | 135,578          | 170,000                   | 170,000          |
| 52.3200   | Communications                      | 64,456           | 105,874                   | 96,480           |
| 52.3300   | Advertising                         | 1,440            | 2,000                     | 3,000            |
| 52.3400   | Printing & Binding                  | 7,276            | 7,265                     | 7,265            |
| 52.3500   | Travel Expenses                     | 15,633           | 15,400                    | 15,400           |
| 52.3600   | Dues and Fees                       | 4,565            | 8,805                     | 8,550            |
| 52.3700   | Training                            | 10,120           | 11,200                    | 19,190           |
| 53.1100   | Materials and Supplies              | 32,672           | 32,315                    | 46,785           |
| 53.1101   | Office Supplies                     | 11,115           | 10,000                    | 10,000           |
| 53.1102   | Cleaning Supplies & Chemicals       | 3,037            | 3,000                     | 3,500            |
| 53.1104   | Dog Food & Supplies                 | 186              | 850                       | 1,450            |
| 53.1106   | Protective Equipment                | 21,198           | 24,400                    | 24,400           |
| 53.1112   | March 2021 Tornado                  | 2,349            | 0                         | 0                |
| 53.1270   | Vehicle Gasoline/Diesel             | 305,866          | 278,000                   | 387,000          |
| 53.1300   | Food Supplies                       | 3,650            | 3,000                     | 3,000            |
| 53.1400   | Books & Periodicals                 | 192              | 500                       | 720              |
| 53.1600   | Minor Equipment                     | 1,739            | 24,460                    | 22,100           |
| 53.1600A  | Vehicle Equipment Add-Ons           | 128,671          | 93,594                    | 112,171          |
| 53.1601   | Computer Hardware & Software        | 7,492            | 18,200                    | 18,200           |
| 53.1603   | Fire Arms                           | 3,633            | 3,850                     | 21,326           |
| 53.1701   | Vehicle Maintenance                 | 288,142          | 200,000                   | 200,000          |

## Police Department Budget Continues...

|         |          |                            |                  |                  |                  |
|---------|----------|----------------------------|------------------|------------------|------------------|
|         |          | <b>Operating Expenses</b>  | <b>1,621,527</b> | <b>1,652,090</b> | <b>1,870,497</b> |
| 54.2200 | Vehicles |                            | 342,974          | 282,501          | 289,600          |
|         |          | <b>Capital Outlays</b>     | <b>342,974</b>   | <b>282,501</b>   | <b>289,600</b>   |
|         |          | <b>Department Total</b>    | <b>8,855,740</b> | <b>9,170,618</b> | <b>9,980,812</b> |
|         |          | <b>2022 Adopted Budget</b> |                  | <b>8,901,741</b> |                  |

**2023 Goals and Objectives****Goal 1: Provide safe and secure neighborhoods and street environments for citizens, employees, and visitors to our City.****Objective:**

- Reduce violent, high, and aggravated crimes by maintaining an aggressive patrol and undercover operations in high crime areas within the City of Newnan.
  - To maintain patrol and undercover surveillance in high crime areas. (Deputy Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2023)
  - 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 12/31/2023)
  - To actively investigate suspicious activities by individuals. (Deputy Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2023)
  - To pursue the prosecution of offenders. (Deputy Chief, Captains, Uniform Division Supervisors, Traffic, CID, Newnan Drug and Vice Unit 12/31/2023)
  - 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 12/31/2023)

**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 12/31/2023)
  - To actively enforce hands-free law and distracted driving offenses. (Uniform Division, Shift Commanders, Traffic Unit 12/31/2023)
  - Conduct Fatal Vision classes and traffic safety awareness classes (Traffic Unit, SRO Unit 12/31/2023)
  - Conduct road checks and develop programs to actively reduce DUI cases and traffic accidents. (Uniform Division, Traffic Unit, Bike Unit 12/31/2023)
  - To continue the advanced DUI Enforcement Training for Officers. (Uniform Division Officers, Shift Commanders, Traffic Unit 12/31/2023)

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

- Increase positive public relations and contacts
  - Command and Administration staff will educate and encourage staff to increase positive public relational contacts. (Command Staff 12/31/2023)
  - Continue the partnership with the Newnan Community Resource Inc. to promote free community programs to at-risk youth. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division 12/31/2023)
  - Encourage staff to attend community events while on duty to foster positive relationships. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division 12/31/2023)
  - Encourage staff to attend City-sponsored events. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division 12/31/2023)
  - Provide opportunity and time for community relations. (Command Staff, Uniform Division, Community Relations Division, CID, Drug and Vice Unit, Training Division 12/31/2023)

- Provide programs for adults and children that bring awareness and understanding of police encounters.
  - Conduct citizen academy and awareness classes at the Newnan Police Department Training Room based on community needs. (Drug and Vice Unit, CRO, Training Division, Uniform Division 12/31/2023)
  - To schedule training sessions at area schools for students in elementary, middle, and high school. (SRO Unit, CRO Unit, Uniform Division, Drug and Vice 12/31/2023)
  - Create Public Service Announcements and videos about safety and police encounters. (Command Staff 12/31/2023)
  - Develop a Community Connection Program and start a Community Connection Committee (Community Relations Division 12/31/2023)

**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 12/31/2023)

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

**Objective:**

- Protect and ensure the safety of the students, visitors, and faculty at assigned schools.
  - Advanced training for School Resource Officers with an emphasis in school safety and security. (SRO Unit 12/31/2023)
  - Train officers and faculty in the observance of suspicious persons and activity. (SRO Unit, Patrol 12/31/2023)
  - Continue the "See Something Say Something" campaign. (SRO Unit 12/31/2023)
- Provide a positive resource and approachable role model for students. (SRO Unit 12/31/2023)
  - Make a positive contact with students. (Community Relations Division 12/31/2023)

**Goal 5: Increase education and training for staff.**

**Objective:**

- Provide staff the opportunity to receive advanced training and education. (Command Staff, Uniform Division, CID, Community Relations Division, Drug and Vice Unit, Training Division 12/31/2023)
- Seek opportunity for supervisory staff to attend the Professional Management Program. (PMP) (Command Staff 12/31/2023)
- Encourage officers to work towards attaining their Intermediate and Advanced Certifications. (Command Staff, Uniform Division, CID, Community Relations Division, Drug and Vice Unit, Training Division 12/31/2023)

**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. (AWCO 12/31/2023)
  - Educate the public on the importance of having proper tags and installing microchips on their animals. (ACO 12/31/2023)
  - Educate the public about the importance of having their pets spayed or neutered. (ACO 12/31/2023)

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

**Objectives:**

- To trap feral cats and dispose of them humanely. (ACO 12/31/2023)
- Educate public and special interest groups in the proper use of trap, neuter, and release and the dangers posed by wild cats running loose. (ACO 12/31/2023)

## 2022 Goals Accomplished

- ✓ Promoted personnel to the rank of Captain over Training and Professional Standards.
- ✓ Successfully implemented Operation Safe Streets in our Citizen Connection Program.
- ✓ In 2021, there were a total of 1,157 criminal investigation cases cleared, with 135 arrests/ prosecutions. In 2022, 1,259 criminal investigation cases are projected to be cleared, with 127 arrests/prosecutions.
- ✓ Conducted Concentrated Patrol on texting and driving during the Teen Driving Safety Week, and Hands-Free Awareness.
- ✓ Patrolled the parking lots for vehicle safety for the shoppers over 550 hours during the 2021 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 being certified 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, public safety announcements, and CIT training.
- ✓ CIT training for all Law Enforcement personnel, with 95% completed in August. The goal for 2023 is to maintain 95% and increase it to 96%.
- ✓ 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, and School Resource Officer Training.
- ✓ School Resource Officers attended county-wide Active Shooter Training.
- ✓ The Drug and Vice Unit attended the Georgia Gang Investigator Association Training in Savannah, 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.
- ✓ Continued a City of Newnan Police Department website to inform citizens about the department, pay fines and fees, and request open records.
- ✓ 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 18 incidents in 2021, and so far, in 2022, there have been 14 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 chips on animals.
- ✓ The Animal Control Officers promote spay and neuter clinics to help reduce the number of unwanted pets in the City of Newnan.
- ✓ Continue a strategy for maintaining a large inventory of personal protective equipment.
- ✓ Newnan Police Department staff encouraged citizens by driving by their houses and assisted living during their birthdays.
- ✓ We increased the use of Social Media by allowing more personnel to post to Facebook information about the Newnan Police Department's activities.
- ✓ Command Staff completed a full policy review and updated all Newnan Police Department's policies and procedures.
- ✓ Developed and began implementation on Mental Health and Resiliency Training with the Peer Support Team.
- ✓ Implemented a program strategy to review all Open Records and Record Retention.

| Performance Measures                             | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|--|----------------|------------------|-------------------|
| Number of violent, high, and aggravated crimes   | 2558           | 2616             | <b>2587</b>       |
| Average response time                            | 5              | 5                | <b>5</b>          |
| Number of calls for service                      | 79,709         | 86,308           | <b>89,608</b>     |
| Number of miles patrolled                        | 758,861        | 762,655          | <b>766,468</b>    |
| Number of traffic stops                          | 12,469         | 13,126           | <b>13,455</b>     |
| Number of traffic violations                     | 8,750          | 7,150            | <b>7,950</b>      |
| Number of DUI's issued                           | 117            | 166              | <b>186</b>        |
| Number of motor vehicle accidents                | 2,141          | 2,114            | <b>2,095</b>      |
| Number of criminal investigations                | 1,157          | 1,259            | <b>1,370</b>      |
| Number of retail thefts reported                 | 138            | 184              | <b>244</b>        |
| Number of SRO student contacts                   | 2,749          | 3,179            | <b>3,394</b>      |
| Number of SRO criminal investigations            | 68             | 86               | <b>95</b>         |
| Number of SRO instructional periods              | 81             | 286              | <b>286</b>        |
| Number of training hours attended by Officers    | 11,513         | 12,593           | <b>13,133</b>     |
| Number of Animal Warden public education classes | 2              | 5                | <b>10</b>         |
| Number of animals taken to the shelter           | 197            | 200              | <b>250</b>        |
| Number of Animal Warden calls for service        | 2,180          | 4,362            | <b>4,580</b>      |
| Number of Animal Warden citations issued         | 19             | 45               | <b>50</b>         |
| Number of feral cats cases handled               | 55             | 50               | <b>45</b>         |

<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                         | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|-----------|-------------------------------------|----------------|---------------------------|----------------|
| 51.1100   | Wages - Full Time Employees         | 99,570         | 171,989                   | 190,434        |
| 51.1200   | Wages - Part Time/Temp Employees    | 6,587          | 0                         | 0              |
| 51.1300   | Wages - Overtime                    | 823            | 0                         | 0              |
| 51.2100A  | Employee Opt-Out Insurance Payments | 250            | 0                         | 0              |
| 51.2200   | FICA (Soc Sec)                      | 8,386          | 13,706                    | 15,027         |
| 51.2400   | Retirement                          | 9,694          | 24,410                    | 24,793         |
| 51.2600   | Unemployment Insurance              | 1              | 8                         | 8              |
| 51.2700   | Worker's Compensation               | 157            | 459                       | 470            |
|           | <b>Salaries and Benefits</b>        | <b>125,467</b> | <b>210,572</b>            | <b>230,732</b> |
| 51.2900   | Taxable Employee Benefits           | 0              | 0                         | 540            |
| 51.2900A  | Non-Taxable Employee Benefits       | 807            | 1,300                     | 1,300          |
| 52.1200   | Professional Services               | 240,161        | 264,500                   | 246,000        |
| 52.1300   | Other Contractual Services          | 0              | 5,000                     | 0              |
| 52.2200   | Repairs and Maintenance             | 1,600          | 1,600                     | 1,700          |
| 52.3200   | Communications                      | 0              | 690                       | 140            |
| 52.3400   | Printing & Binding                  | 177            | 400                       | 550            |
| 52.3500   | Travel Expenses                     | 0              | 1,500                     | 1,500          |
| 52.3600   | Dues and Fees                       | 0              | 200                       | 120            |
| 52.3700   | Training                            | 0              | 1,450                     | 1,450          |
| 53.1101   | Office Supplies                     | 3,452          | 3,000                     | 3,000          |
| 53.1300   | Food Supplies                       | 0              | 250                       | 150            |
| 53.1600   | Minor Equipment                     | 595            | 1,200                     | 1,600          |
| 53.1601   | Computer Hardware & Software        | 840            | 6,525                     | 5,300          |
| 53.1706   | Miscellaneous                       | 0              | 150                       | 150            |
|           | <b>Operating Expenses</b>           | <b>247,632</b> | <b>287,765</b>            | <b>263,500</b> |
|           | <b>Department Total</b>             | <b>373,099</b> | <b>498,337</b>            | <b>494,232</b> |
|           | <b>2022 Adopted Budget</b>          |                | <b>486,856</b>            |                |

## 2023 Goals & Objectives

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

#### Objectives:

- Ensure defendants are aware of the rights afforded them during hearings/trials.
  - Provide an Indigent Defense Program. (J. Blankenship, Taylor & Strickland, LLC 12/31/2023)
  - Provide defendants an opportunity for Bench Trial. (Judge, 12/31/2023)
  - Provide the means to transfer a case to State Court for Jury Trial. (Judge, 12/31/2023)
- Provide and maintain first appearance program as prescribed by law. (J. Blankenship, H.C. Collins 12/31/2023)
- Provide and maintain a Pre-Trial Diversion Program by screening candidates and monitoring the progress of participants. (D. Sewell, PPS Probation 12/31/2023)

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

#### Objective:

- Shred/Destroy all documents outside the mandatory schedule. (Court Administration, American Document Securities, 12/31/2023)

### 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, 12/31/2023)
- Attend open records training updates (A. Davis, 12/31/2023)

### Goal 4: Track percentage rate of filed-to-adjudicated citations (case closure rate)

#### Objective:

- NPD converting to e-ticketing will allow for better accuracy, making data entry much more efficient. Work with Justice One and Sunguard to perfect electronic conversion process. (I. Sutton, J. Blankenship 12/31/2023)

### Goal 5: Maintain Strict Compliance with all Judicial Orders

#### Objective:

- Dead Docket standard misdemeanor cases after 2 years, and all high and aggravated misdemeanors after 5 years. This will assist in keep our outstanding balances to a minimum. (J. Blankenship, 12/31/2023)

## 2022 Goals Accomplished

- ✓ 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. Implemented web-based video hearings using Webex software.
- ✓ 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 2021, we had 23 Pretrial Diversion members. 87% completed the program successfully.
- ✓ All 2013 citations, except DUI's, were shredded and destroyed. 2011 DUI case were destroyed.

- ✓ Closely monitored number of open cases. We closed more cases in 2021 than we docketed.
- ✓ Attended ICJE training in person on 3/10/2022.
- ✓ Strictly complied with all Judicial Orders issued by the Chief Justice, Coweta Superior Court Justice and Judge Collins, concerning the COVID-19 pandemic, followed masking and social distancing mandates among others.
- ✓ Strictly complied with all Judicial Orders issued by the Chief Justice, Coweta Superior Court Justice and Judge Collins, concerning the COVID-19 pandemic, followed masking and social distancing mandates among others.

| Performance Measures                                       | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|--|----------------|------------------|-------------------|
| Number of indigent Defense Attorney's assigned             | 220            | 144              | <b>182</b>        |
| Number of scheduled bench trails                           | 407            | 429              | <b>454</b>        |
| Number of requests for jury trails                         | 137            | 87               | <b>112</b>        |
| Pre-Trial diversion programs successfully completed        | 20             | 15               | <b>20</b>         |
| Rate of filed-to-adjudicated citations (case closure rate) | 117%           | 107%             | <b>112%</b>       |

## 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                         | 2021<br>Actual   | 2022<br>Amended<br>Budget | 2023<br>Budget   |
|------------------------------|-------------------------------------|------------------|---------------------------|------------------|
| 51.1100                      | Wages - Full Time Employees         | 3,490,371        | 3,774,435                 | 4,256,930        |
| 51.1300                      | Wages - Overtime                    | 63,897           | 18,000                    | 18,000           |
| 51.2100A                     | Employee Opt-Out Insurance Payments | 875              | 0                         | 0                |
| 51.2100B                     | Cancer Insurance for Firemen        | 10,218           | 13,000                    | 11,500           |
| 51.2200                      | FICA (Soc Sec)                      | 259,292          | 291,870                   | 328,322          |
| 51.2400                      | Retirement                          | 425,436          | 521,202                   | 524,910          |
| 51.2600                      | Unemployment Insurance              | 75               | 134                       | 134              |
| 51.2700                      | Worker's Compensation               | 61,400           | 80,333                    | 84,459           |
| <b>Salaries and Benefits</b> |                                     | <b>4,311,565</b> | <b>4,698,974</b>          | <b>5,224,255</b> |
| 51.2900                      | Taxable Employee Benefits           | 3,195            | 3,240                     | 4,860            |
| 51.2900A                     | Non-Taxable Employee Benefits       | 34,260           | 46,138                    | 55,668           |
| 52.1300                      | Other Contractual Services          | 20,725           | 38,999                    | 34,650           |
| 52.2200                      | Repairs and Maintenance             | 28,441           | 28,125                    | 30,125           |
| 52.3101                      | Vehicle Insurance                   | 14,730           | 18,000                    | 18,000           |
| 52.3102                      | Bldg. & Pers Liability Insurance    | 6,597            | 8,500                     | 8,500            |
| 52.3200                      | Communications                      | 18,043           | 17,600                    | 15,000           |
| 52.3500                      | Travel Expenses                     | 28               | 2,000                     | 2,000            |
| 52.3600                      | Dues and Fees                       | 3,935            | 4,801                     | 6,001            |
| 52.3700                      | Training                            | 2,047            | 5,000                     | 6,500            |
| 53.1100                      | Materials and Supplies              | 19,505           | 10,500                    | 14,000           |
| 53.1101                      | Office Supplies                     | 2,660            | 3,500                     | 3,500            |
| 53.1102                      | Cleaning Supplies & Chemicals       | 11,712           | 9,000                     | 15,000           |
| 53.1103                      | Medical Supplies                    | 17,351           | 15,750                    | 18,000           |
| 53.1106                      | Protective Equipment                | 14,445           | 42,170                    | 56,312           |
| 53.1112                      | March 2021 Tornado                  | 31,857           | 0                         | 0                |
| 53.1220                      | Natural Gas                         | 496              | 1,000                     | 1,000            |
| 53.1230                      | Electricity                         | 7,414            | 12,000                    | 0                |
| 53.1270                      | Vehicle Gasoline/Diesel             | 38,981           | 46,000                    | 46,000           |
| 53.1300                      | Food Supplies                       | 2,867            | 3,500                     | 3,500            |
| 53.1400                      | Books & Periodicals                 | 334              | 1,500                     | 1,500            |
| 53.1600                      | Minor Equipment                     | 17,899           | 25,170                    | 31,690           |
| 53.1601                      | Computer Hardware & Software        | 1,475            | 6,000                     | 6,000            |
| 53.1602                      | Office Furniture                    | 4,239            | 5,000                     | 5,000            |
| 53.1701                      | Vehicle Maintenance                 | 59,943           | 55,000                    | 55,000           |
| <b>Operating Expenses</b>    |                                     | <b>363,180</b>   | <b>408,493</b>            | <b>437,806</b>   |
| 54.1300                      | Buildings/Building Improvements     | 0                | 135,000                   | 0                |
| 54.1302                      | Other Improvements                  | 0                | 24,217                    | 0                |
| 54.2200                      | Vehicles                            | 0                | 36,700                    | 39,000           |
| 54.2503                      | Protective Equipment                | 85,615           | 149,100                   | 45,000           |

## Fire Department Budget Continues...

|                     |           |           |           |
|---------------------|-----------|-----------|-----------|
| Capital Outlays     | 85,615    | 345,017   | 84,000    |
| Department Total    | 4,760,360 | 5,452,484 | 5,746,061 |
| 2022 Adopted Budget |           | 5,180,808 |           |

**2023 Goals & 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 2023)
- Replace bunker gear. (Fire Chief Apr 2023 ongoing)
- Hold monthly safety meeting with guidance from HR (Batt. Chief – monthly 2023 ongoing)
- Review SOG's on health and wellness program (Batt. Chief – 2023)
- Work-out Program (Capt. Hall – daily ongoing)

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

**Objectives:**

- Captain Travis Hall to work with Ray Norton at City Shop on daily maintenance issues (Capt. Travis Hall 2023 ongoing)
- Purchase new BA's to update and replace out of date BA's (Chief Brown – ongoing)
- Purchase new Rescue tools to replace out of date current rescue tools (Chief Brown – ongoing)
- Purchase new Rescue Engine and rescue tools for Station 1

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

**Objectives:**

- Revise training schedule to address ISO requirements (Capt. Travis Hall Feb 2023 on going)
- Use the Rescue 1 Training System to maintain all EMS certifications (Capt. Travis Hall 2023 ongoing)
- Assign Captain on each shift to work along with Captain Travis Hall to maintain all training records and reports. (Shift Captain's ongoing)
- Evaluating Training Facility. (Chief Brown and Captain Hall, ongoing)

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

**Objectives:**

- Send Fire Marshall Cox and 1 fire fighter from each shift to schools, assisted living facilities, nursing homes businesses, etc. for public fire education. (Fire Marshall Cox, Jan. 2023 ongoing)
- All fires will be investigated in the city to determine cause and origin. (Fire Marshall Cox, Chain of Command, 2023 ongoing)
- Begin placing all pre-fire plans on Firehouse software for easy access. (Fire Marshall Cox, Batt. Chief 2023 ongoing)
- Schedule events upon request for the public (Renee Windom 2023 ongoing)
- Continue training personnel for backup arson investigations and building inspections. (Fire Marshall Cox and Fire Chief 2023 ongoing)
- Conduct on-site fire inspections to 120 businesses per month/1440 per year (Fire Marshal, Battalion and shift members 2023 ongoing)

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

**Objectives:**

- Continue to maintain 5-minute response time. (all Shifts 2023 ongoing)

- Drivers training program (Capt. Hall - 2023 ongoing)
- Continue training with street and building familiarization, update all electronic equipment on fleet. (Chief Jan. 2023)

## 2022 Goals Accomplished

- ✓ Completed inspections and maintenance of all fire hydrants in the city.
- ✓ Third Party inspection of ladder and Aerial Platform.
- ✓ Put in service new Hurst Extrication tools/JAWS of Life.
- ✓ New Rescue was put in service.
- ✓ Purchased and put into service new BA's and rescue tools
- ✓ Fire Inspection Program.
- ✓ All personnel were fitted with new BA Face Masks.
- ✓ Purchased 1 mobile radios and 6 portable radios.
- ✓ Completed Hose test and pump service test.
- ✓ All personnel were certified in Traffic Incident Management.
- ✓ Structure Fire Control
- ✓ Pre-Incident Tours
- ✓ Cancer Awareness Incentive Program

| Performance Measures   | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|--|----------------|------------------|-------------------|
| Number of Annual building inspections                        | 200            | 300              | <b>375</b>        |
| Number of training hours provided                            | 400            | 400              | <b>400</b>        |
| Average Response time (ART) (minutes)                        | 5              | 5                | <b>5</b>          |
| Total numbers of fires reported                              | 82             | 125              | <b>138</b>        |
| Total EMS calls answered                                     | 3641           | 4000             | <b>4400</b>       |
| Total calls (all inclusive) for service                      | 6053           | 6300             | <b>6900</b>       |
| % of personnel who completed 240 hours of mandatory training | 100            | 100              | <b>100</b>        |

## 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 2023 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 2022. 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 2022 and was combined with the Sanitation Brush & Bulk Department. In the middle of FY 2022 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                     | 2021           | 2022           | 2023           |
|------------------------------|---------------------------------|----------------|----------------|----------------|
|                              |                                 | Actual         | Amended Budget | Budget         |
| 51.1100                      | Wages - Full Time Employees     | 139,416        | 114,894        | 151,333        |
| 51.1300                      | Wages - Overtime                | 8,516          | 0              | 0              |
| 51.2200                      | FICA (Soc Sec)                  | 10,747         | 8,831          | 11,618         |
| 51.2400                      | Retirement                      | 26,898         | 15,867         | 18,575         |
| 51.2600                      | Unemployment Insurance          | 4              | 4              | 4              |
| 51.2700                      | Worker's Compensation           | 2,375          | 1,591          | 1,821          |
| <b>Salaries and Benefits</b> |                                 | <b>187,956</b> | <b>141,187</b> | <b>183,351</b> |
| 51.2900                      | Taxable Employee Benefits       | 459            | 540            | 540            |
| 52.2200                      | Repairs and Maintenance         | 1,185          | 1,400          | 1,600          |
| 52.3101                      | Vehicle Insurance               | 85             | 110            | 110            |
| 52.3102                      | Bldg & Pers Liability Insurance | 211            | 272            | 272            |
| 52.3200                      | Communications                  | 1,108          | 1,080          | 1,440          |
| 52.3400                      | Printing & Binding              | 67             | 100            | 0              |
| 52.3500                      | Travel Expenses                 | 2,101          | 2,800          | 4,000          |
| 52.3600                      | Dues and Fees                   | 200            | 200            | 600            |
| 52.3700                      | Training                        | 854            | 1,000          | 1,500          |
| 53.1100                      | Materials and Supplies          | 909            | 400            | 400            |
| 53.1101                      | Office Supplies                 | 180            | 0              | 200            |
| 53.1112                      | March 2021 Tornado              | 18,990         | 0              | 0              |
| 53.1270                      | Vehicle Gasoline/Diesel         | 5,403          | 5,000          | 5,000          |
| 53.1601                      | Computer Hardware & Software    | 0              | 0              | 2,000          |
| 53.1701                      | Vehicle Maintenance             | 2,446          | 2,500          | 2,500          |
| <b>Operating Expenses</b>    |                                 | <b>34,197</b>  | <b>15,402</b>  | <b>20,162</b>  |
| <b>Department Total</b>      |                                 | <b>222,154</b> | <b>156,589</b> | <b>203,513</b> |
| <b>2022 Adopted Budget</b>   |                                 |                | <b>151,117</b> |                |

## Streets - 100.4200.60

| Account #                    | Description  | 2021             | 2022             | 2023             |
|------------------------------|--|------------------|------------------|------------------|
|                              |  | Actual           | Amended Budget   | Budget           |
| 51.1100                      | Wages - Full Time Employees                        | 736,902          | 822,265          | 880,649          |
| 51.1200                      | Wages - Part Time/Temp Employees                   | 15,139           | 28,864           | 0                |
| 51.1300                      | Wages - Overtime                                   | 33,748           | 10,500           | 10,500           |
| 51.2200                      | FICA (Soc Sec)                                     | 56,453           | 66,121           | 68,338           |
| 51.2400                      | Retirement   | 85,749           | 114,581          | 109,256          |
| 51.2600                      | Unemployment Insurance                             | 6,154            | 46               | 42               |
| 51.2700                      | Worker's Compensation                              | 61,639           | 61,971           | 57,233           |
| 51.2910                      | Employee Recognition                               | 420              | 2,500            | 2,500            |
| <b>Salaries and Benefits</b> |  | <b>996,204</b>   | <b>1,106,848</b> | <b>1,128,518</b> |
| 51.1200A                     | Contracted Labor - Non-Employees                   | 72,897           | 88,109           | 100,215          |
| 51.2900                      | Taxable Employee Benefits                          | 1,982            | 2,160            | 2,700            |
| 51.2900A                     | Non-Taxable Employee Benefits                      | 1,130            | 3,500            | 3,500            |
| 52.2110                      | Solid Waste Disposal                               | 6,698            | 20,000           | 10,000           |
| 52.2200                      | Repairs and Maintenance                            | 11,239           | 9,800            | 11,200           |
| 52.2205                      | Traffic Signal Maintenance/Repairs                 | 3,085            | 5,000            | 0                |
| 52.3101                      | Vehicle Insurance                                  | 8,149            | 10,500           | 10,500           |
| 52.3102                      | Bldg & Pers Liability Insurance                    | 2,328            | 3,000            | 3,000            |
| 52.3200                      | Communications                                     | 3,110            | 2,700            | 2,640            |
| 52.3500                      | Travel Expenses                                    | 0                | 2,000            | 2,000            |
| 52.3700                      | Training   | 215              | 2,000            | 2,000            |
| 53.1100                      | Materials and Supplies                             | 24,753           | 25,000           | 30,000           |
| 53.1101                      | Office Supplies                                    | 344              | 500              | 750              |
| 53.1105                      | Minor Street Rprs/Maint: Asphalt, Hot Mix & Gravel | 34,231           | 42,000           | 42,000           |
| 53.1106                      | Protective Equipment                               | 247              | 3,000            | 3,000            |
| 53.1107                      | Concrete Repairs: S/W, Curb & Gutter               | 26,140           | 45,870           | 45,870           |
| 53.1108                      | Traffic Signs & Devices                            | 17,978           | 37,000           | 37,000           |
| 53.1111                      | COVID-19 Pandemic Expenses                         | 956              | 0                | 0                |
| 53.1112                      | March 2021 Tornado                                 | 7,583,448        | 0                | 0                |
| 53.1230                      | Electricity  | 342,616          | 320,000          | 350,000          |
| 53.1270                      | Vehicle Gasoline/Diesel                            | 67,461           | 80,500           | 85,000           |
| 53.1600                      | Minor Equipment                                    | 1,714            | 7,500            | 4,500            |
| 53.1601                      | Computer Hardware & Software                       | 0                | 2,000            | 2,000            |
| 53.1700                      | Other Supplies/Uniform Rental                      | 6,840            | 8,000            | 8,400            |
| 53.1701                      | Vehicle Maintenance                                | 59,241           | 100,000          | 95,000           |
| <b>Operating Expenses</b>    |  | <b>8,276,801</b> | <b>820,139</b>   | <b>851,275</b>   |
| 54.2200                      | Vehicles   | 0                | 35,000           | 35,000           |
| 54.2504                      | Other Equipment                                    | 0                | 15,000           | 0                |
| <b>Capital Outlays</b>       |  | <b>0</b>         | <b>50,000</b>    | <b>35,000</b>    |
| <b>Department Total</b>      |  | <b>9,273,004</b> | <b>1,976,987</b> | <b>2,014,793</b> |
| <b>2022 Adopted Budget</b>   |  |                  | <b>1,946,916</b> |                  |

## Garage - 100.4900.68

| Account #                    | Description                      | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|----------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees      | 218,025        | 275,144                   | 305,722        |
| 51.1300                      | Wages - Overtime                 | 11,700         | 12,000                    | 12,000         |
| 51.2200                      | FICA (Soc Sec)                   | 16,742         | 22,143                    | 24,503         |
| 51.2400                      | Retirement                       | 31,668         | 39,764                    | 39,174         |
| 51.2600                      | Unemployment Insurance           | 8              | 12                        | 12             |
| 51.2700                      | Worker's Compensation            | 4,464          | 4,957                     | 4,888          |
| 51.2910                      | Employee Recognition             | 412            | 840                       | 1,000          |
| <b>Salaries and Benefits</b> |                                  | <b>283,017</b> | <b>339,896</b>            | <b>387,299</b> |
| 51.2900                      | Taxable Employee Benefits        | 2,235          | 3,330                     | 3,780          |
| 52.1300                      | Other Contractual Services       | 1,008          | 50                        | 720            |
| 52.2200                      | Repairs and Maintenance          | 13,107         | 16,300                    | 17,500         |
| 52.3101                      | Vehicle Insurance                | 1,116          | 1,500                     | 1,500          |
| 52.3102                      | Bldg. & Pers Liability Insurance | 1,019          | 1,250                     | 1,250          |
| 52.3500                      | Travel Expenses                  | 0              | 2,000                     | 4,000          |
| 52.3700                      | Training                         | 102            | 2,000                     | 2,000          |
| 53.1100                      | Materials and Supplies           | 21,160         | 20,000                    | 20,000         |
| 53.1101                      | Office Supplies                  | 608            | 600                       | 600            |
| 53.1106                      | Protective Equipment             | 0              | 500                       | 500            |
| 53.1111                      | COVID-19 Pandemic Expenses       | 163            | 0                         | 0              |
| 53.1112                      | March 2021 Tornado               | 2,131          | 0                         | 0              |
| 53.1270                      | Vehicle Gasoline/Diesel          | 2,323          | 4,500                     | 4,000          |
| 53.1600                      | Minor Equipment                  | 3,091          | 5,000                     | 5,000          |
| 53.1601                      | Computer Hardware & Software     | 0              | 0                         | 2,000          |
| 53.1700                      | Other Supplies/Uniform Rental    | 4,425          | 8,500                     | 8,500          |
| 53.1701                      | Vehicle Maintenance              | 2,993          | 3,500                     | 3,500          |
| <b>Operating Expenses</b>    |                                  | <b>55,481</b>  | <b>69,030</b>             | <b>74,850</b>  |
| 54.2200                      | Vehicles                         | 0              | 0                         | 35,000         |
| 54.2504                      | Other Equipment                  | 5,644          | 18,000                    | 0              |
| <b>Capital</b>               |                                  | <b>5,644</b>   | <b>18,000</b>             | <b>35,000</b>  |
| <b>Department Total</b>      |                                  | <b>344,142</b> | <b>441,890</b>            | <b>497,149</b> |
| <b>2022 Adopted Budget</b>   |                                  |                | <b>426,926</b>            |                |

| Sanitation Administration - 540.4510.62 |                                  | 2021     | 2022     | 2023             |
|---|----------------------------------|----------|----------|------------------|
| Account #                               | Description                      | Actual   | Budget   | Budget           |
| 51.1100                                 | Wages - Full Time Employees      | 0        | 0        | 204,706          |
| 51.2100                                 | Employee Ins (Health/Basic Life) | 0        | 0        | 60,000           |
| 51.2200                                 | FICA (Soc Sec)                   | 0        | 0        | 15,701           |
| 51.2400                                 | Retirement                       | 0        | 0        | 24,491           |
| 51.2600                                 | Unemployment Insurance           | 0        | 0        | 8                |
| 51.2700                                 | Worker's Compensation            | 0        | 0        | 13,781           |
| 51.2910                                 | Employee Recognition             | 0        | 0        | 500              |
| <b>Salaries and Benefits</b>            |                                  | <b>0</b> | <b>0</b> | <b>319,187</b>   |
| 51.2900                                 | Taxable Employee Benefits        | 0        | 0        | 540              |
| 52.1300                                 | Other Contractual Services       | 0        | 0        | 3,210,680        |
| 52.3200                                 | Communications                   | 0        | 0        | 540              |
| 52.3300                                 | Advertising                      | 0        | 0        | 2,000            |
| 52.3400                                 | Printing & Binding               | 0        | 0        | 300              |
| 52.3700                                 | Training                         | 0        | 0        | 2,000            |
| 53.1100                                 | Materials and Supplies           | 0        | 0        | 500              |
| 53.1101                                 | Office Supplies                  | 0        | 0        | 500              |
| 53.1706                                 | Miscellaneous                    | 0        | 0        | 1,000            |
| <b>Operating Expenses</b>               |                                  | <b>0</b> | <b>0</b> | <b>3,218,060</b> |
| <b>Department Total</b>                 |                                  | <b>0</b> | <b>0</b> | <b>3,537,247</b> |

| Sanitation Refuse - 540.4520.63 |                                     | 2021           | 2022           | 2023           |
|---------------------------------|-------------------------------------|----------------|----------------|----------------|
| Account #                       | Description                         | Actual         | Amended Budget | Budget         |
| 51.1100                         | Wages - Full Time Employees         | 70,503         | 78,635         | 78,231         |
| 51.1300                         | Wages - Overtime                    | 3,277          | 4,800          | 4,800          |
| 51.2100                         | Employee Ins (Health/Basic Life)    | 45,137         | 42,200         | 50,000         |
| 51.2150                         | Employee Flexible Spending Accounts | 84             | 42             | 55             |
| 51.2200                         | FICA (Soc Sec)                      | 5,056          | 5,901          | 5,590          |
| 51.2400                         | Retirement                          | 8,993          | 11,472         | 9,907          |
| 51.2600                         | Unemployment Insurance              | 10             | 4              | 4              |
| 51.2700                         | Worker's Compensation               | 5,335          | 6,255          | 5,590          |
| 51.2910                         | Employee Recognition                | 0              | 0              | 500            |
| <b>Salaries and Benefits</b>    |                                     | <b>138,396</b> | <b>149,309</b> | <b>154,677</b> |
| 51.2900                         | Taxable Employee Benefits           | 41             | 540            | 0              |
| 52.1300                         | Other Contractual Services          | 5,530          | 6,000          | 0              |
| 52.2110                         | Solid Waste Disposal                | 33,052         | 29,000         | 29,000         |
| 52.2200                         | Repairs and Maintenance             | 0              | 350            | 400            |
| 52.3101                         | Vehicle Insurance                   | 1,334          | 1,000          | 1,000          |
| 52.3102                         | Bldg & Pers Liability Insurance     | 1,382          | 1,500          | 1,500          |
| 52.3200                         | Communications                      | 859            | 0              | 0              |
| 53.1100                         | Materials and Supplies              | 1,460          | 2,500          | 2,500          |
| 53.1101                         | Office Supplies                     | 51             | 500            | 0              |
| 53.1270                         | Vehicle Gasoline/Diesel             | 7,790          | 8,625          | 8,625          |
| 53.1600                         | Minor Equipment                     | 76             | 500            | 500            |
| 53.1700                         | Other Supplies/Uniform Rental       | 1,180          | 1,000          | 1,150          |
| 53.1701                         | Vehicle Maintenance                 | 6,579          | 3,500          | 5,500          |
| <b>Operating Expenses</b>       |                                     | <b>59,333</b>  | <b>55,015</b>  | <b>50,175</b>  |
| 56.1000                         | Depreciation Expenses               | 0              | 0              | 15,000         |
| <b>Department Total</b>         |                                     | <b>197,730</b> | <b>204,324</b> | <b>219,852</b> |
| <b>2022 Adopted Budget</b>      |                                     |                | <b>201,521</b> |                |

## Brush &amp; Bulk - 540.4585.65

| Account #                    | Description                         | 2021<br>Actual   | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|-------------------------------------|------------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees         | 228,910          | 235,900                   | 212,526        |
| 51.1300                      | Wages - Overtime                    | 19,916           | 8,800                     | 9,000          |
| 51.2100                      | Employee Ins (Health/Basic Life)    | 86,406           | 81,056                    | 80,000         |
| 51.2150                      | Employee Flexible Spending Accounts | 84               | 42                        | 165            |
| 51.2200                      | FICA (Soc Sec)                      | 17,658           | 18,134                    | 16,931         |
| 51.2400                      | Retirement                          | 28,061           | 33,709                    | 26,409         |
| 51.2600                      | Unemployment Insurance              | 0                | 10                        | 12             |
| 51.2700                      | Worker's Compensation               | 15,508           | 18,034                    | 18,324         |
| 51.2910                      | Employee Recognition                | 179              | 0                         | 0              |
| <b>Salaries and Benefits</b> |                                     | <b>396,723</b>   | <b>396,325</b>            | <b>363,367</b> |
| 51.2900                      | Taxable Employee Benefits           | 581              | 540                       | 540            |
| 51.2900A                     | Non-Taxable Employee Benefits       | 0                | 800                       | 800            |
| 52.2110                      | Solid Waste Disposal                | 322,052          | 250,000                   | 300,000        |
| 52.2200                      | Repairs and Maintenance             | 1,777            | 1,750                     | 2,000          |
| 52.3101                      | Vehicle Insurance                   | 2,013            | 3,000                     | 3,000          |
| 52.3102                      | Bldg. & Pers Liability Insurance    | 2,256            | 3,500                     | 3,500          |
| 52.3200                      | Communications                      | 0                | 574                       | 540            |
| 53.1100                      | Materials and Supplies              | 3,969            | 4,000                     | 4,000          |
| 53.1101                      | Office Supplies                     | 0                | 250                       | 250            |
| 53.1112                      | March 2021 Tornado                  | 167,441          | 0                         | 0              |
| 53.1270                      | Vehicle Gasoline/Diesel             | 54,761           | 57,500                    | 75,000         |
| 53.1601                      | Computer Hardware & Software        | 0                | 2,000                     | 0              |
| 53.1700                      | Other Supplies/Uniform Rental       | 1,198            | 1,700                     | 1,700          |
| 53.1701                      | Vehicle Maintenance                 | 49,131           | 30,000                    | 30,000         |
| <b>Operating Expenses</b>    |                                     | <b>605,179</b>   | <b>355,614</b>            | <b>421,330</b> |
| 56.1000                      | Depreciation Expenses               | 0                | 85,000                    | 80,000         |
| <b>Department Total</b>      |                                     | <b>1,001,902</b> | <b>836,939</b>            | <b>864,697</b> |
| <b>2022 Adopted Budget</b>   |                                     |                  | <b>826,757</b>            |                |

## **2023 Goals & Objectives – Public Works**

**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, 12/31/2023)
- ✓ 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, 12/31/2023)
- ✓ 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, 12/31/2023)

**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, 12/31/2023)

**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, 12/31/2023)
- ✓ 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, 12/31/2023)

**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, 12/31/2023)
- ✓ Maintain a list of culverts, prioritized for needed repairs/replacement. (R. Norton, 12/31/2023)
- ✓ Manage capital public works projects. (R. Norton, 12/31/2023)

**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, 12/31/2023) Maintain the City’s Stormwater infrastructure; including meeting all the requirements of the City’s approved Stormwater Management Plan, as assigned to the Street Department.

## 2022 Goals Accomplished

- ✓ Conducted monthly safety meetings and training
- ✓ Minimized injuries and worker's compensation claims
- ✓ Responded and managed the March 2021 Tornado clean-up and FEMA reimbursement process
- ✓ Set up process for new billing department

| 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             |

### 2023 Goals & Objectives - Streets

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

**Objectives:**

- Inspect, clean and repair, as needed, 20 percent of the storm sewer infrastructure annually. (R. Norton, 12/31/2023)
- Sweep and clean City streets with curb and gutter, per approved plan, schedule and frequency. (R. Norton, 12/31/2023)

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

**Objectives:**

- Create an inventory of all existing regulatory, warning, street name and guidance signs. (M. Klahr, R. Norton 12/31/2023)
- Implement an approved assessment or management method to maintain traffic sign retro reflectivity at or above the established minimum levels. (M. Klahr, R. Norton 1/22/2023)
- Replace regulatory, warning, and ground-mounted guide (except street name) signs that are identified using the assessment or management method as failing to meet the established minimum levels of retro reflectivity. (M. Klahr, R. Norton, 1/22/2023)

**Goal 3: Achieve zero lost time accidents.**

**Objectives:**

- Measured from September through August. (R. Norton, 08/31/2023)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection, and wearing visible reflective clothing when working within the right-of-way or operating equipment. (R. Norton, 12/31/2023)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2023)

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

**Objective:**

- To maintain a prioritized list of street segments that would benefit from improved accessibility. (R. Norton, D. McCauley 12/31/2023)

## 2022 Goals Accomplished

- ✓ Continue Tornado Clean-up
- ✓ Inspecting storm drains during winter months.
- ✓ Managed NRCS Clean-up effort

| Performance Measures                                     | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|--|----------------|------------------|-------------------|
| Street Sweeping (miles)                                  | 1000+          | 1000+            | 1000+             |
| Cubic yards of concrete poured for sidewalks & Driveways | 115            | 150              | 300               |
| New compliant accessibility ramps                        | 6              | 15               | 25                |
| Tons of asphalt placed for utility cuts and pot holes    | 45             | 40               | 120               |

## 2023 Goals & Objectives - Garage

**Goal 1: Track the preventative maintenance and repairs on all City-owned equipment.**

**Objectives:**

- To maintain service records for each vehicle and motorized piece of equipment. (R. Norton 12/31/2023)
- To monitor service and repair costs for each vehicle and piece of equipment in order to recommend appropriate time for replacement. (R. Norton 12/31/2023)

**Goal 2: Conduct weekly housekeeping inspections of the Garage facility to insure safety, cleanliness and organization in the Garage area.**

**Objectives:**

- Weekly inspections to be made by the Garage Supervisor and noted deficiencies corrected. (R. Norton 12/31/2023)
- Quarterly facility inspection reports to be submitted to the Human Resources Department. (R. Norton 12/31/2023)

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

**Objectives:**

- To assign inventory control numbers for each unit in the fleet. (R. Norton, 12/31/2023)
- To obtain certification of compliance with clean-fueled emission standards through the Georgia Clean Fuel Fleet Program (CFFP) for the current model year ending August 3, as established by the Georgia Environmental Protection Division (EPD), by documenting and reporting that the appropriate number of Clean Fueled Vehicles purchased and added to the fleet for the model year. (R. Norton 12/31/2023)

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

**Objectives:**

- To be measured from September through August. (R. Norton, 08/31/2023)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (R. Norton, 12/31/2023)

- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (R. Norton, 12/31/2023)
- 

## 2022 Goals Accomplished

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

| Performance Measures   | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|--|----------------|------------------|-------------------|
| Number of service request performed  | 1241           | 1400             | 1500              |
| Number of vehicles/major pieces of equipment maintained by the City Garage | 330            | 345              | 345               |
| Number of worker's Comp claim/lost days of work                            | 1/0            | 1/0              | 0/0               |
| Number of quarterly safety inspections conducted                           | 4              | 4                | 4                 |

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

### 2023 Goals & Objectives - Sanitation

**Goal 1: Provide education and public outreach to the citizens and other stakeholders in Newnan regarding the proper disposal of waste items.**

**Objectives:**

- Maintain the web page for the Sanitation Department within the City's website to include important information regarding the collection of yard waste and bulk items. (M. Klahr 12/31/2023)
- Develop a door knob hanger style flier for distribution and education purposes. (M. Klahr, 12/31/2023)

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

**Objective:**

- Conduct a series of monthly meetings involving all employees within the Sanitation Department on safety issues and safety related policies and procedures. (R. Norton, 12/31/2023)

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

**Objective:**

- Maintain a log of reported missed pick-ups. (R. Norton, 12/31/2023)

**Goal 4: Minimize complaints.**

**Objective:**

- Maintain a log of complaints, complete with a resolution and time to resolve a complaint. (R. Norton 12/31/2023)

## 2022 Goals Accomplished

- ✓ Door hangers are currently being distributed informing customer of rules.
- ✓ Complaint log was created and maintained.
- ✓ Continue response to the March 2021 tornado clean-up
- ✓ Set up process for new billing department

| Performance Measures                     | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|--|----------------|------------------|-------------------|
| Number of missed pick-ups                | 53             | 45               | 50                |
| Yard waste & bulk items collected (tons) | 5322           | 5100             | 6000              |



<https://www.newnanga.gov/270/Cemetery-Department>

## Cemetery

### Department Description

Jimmy Hemmings, Cemetery Director and his team operates and maintains Oak Hill, Presbyterian, East View and East View Annex Cemeteries. Additionally, general maintenance of West View Cemetery (Boone Drive) is now routinely provided. Operating responsibilities include aiding in the selection and purchase of a burial site (Presbyterian excluded), coordinating logistics with the family and the funeral home, preparing gravesites for interment, inurnment, or exhumation as may be needed and aiding visitors in locating specific gravesites. Maintenance activities include grooming of the grounds and landscaping and repairing gravesites.



| Cemetery - 100.4950.69       |                                  | 2021           | 2022           | 2023           |
|------------------------------|----------------------------------|----------------|----------------|----------------|
| Account #                    | Description                      | Actual         | Amended Budget | Budget         |
| 51.1100                      | Wages - Full Time Employees      | 305,501        | 327,589        | 348,290        |
| 51.1200                      | Wages - Part Time/Temp Employees | 0              | 19,762         | 21,528         |
| 51.1300                      | Wages - Overtime                 | 17,837         | 11,000         | 11,000         |
| 51.2200                      | FICA (Soc Sec)                   | 23,636         | 27,575         | 29,364         |
| 51.2400                      | Retirement                       | 38,421         | 46,715         | 44,140         |
| 51.2600                      | Unemployment Insurance           | 10             | 20             | 20             |
| 51.2700                      | Worker's Compensation            | 10,087         | 13,516         | 12,925         |
| 51.2910                      | Employee Recognition             | 0              | 1,000          | 1,000          |
| <b>Salaries and Benefits</b> |                                  | <b>395,492</b> | <b>447,177</b> | <b>468,267</b> |
| 51.1200A                     | Contracted Labor - Non-Employees | 4,186          | 0              | 0              |
| 51.2900                      | Taxable Employee Benefits        | 1,375          | 1,620          | 840            |
| 52.1300                      | Other Contractual Services       | 59,239         | 96,904         | 92,830         |
| 52.2200                      | Repairs and Maintenance          | 387            | 10,400         | 10,400         |
| 52.3101                      | Vehicle Insurance                | 3,104          | 4,000          | 4,000          |
| 52.3102                      | Bldg. & Pers Liability Insurance | 3,104          | 4,000          | 4,000          |
| 52.3200                      | Communications                   | 0              | 0              | 700            |
| 52.3600                      | Dues and Fees                    | 0              | 100            | 100            |
| 53.1100                      | Materials and Supplies           | 9,275          | 6,500          | 6,500          |
| 53.1101                      | Office Supplies                  | 644            | 500            | 500            |
| 53.1102                      | Cleaning Supplies & Chemicals    | 434            | 700            | 700            |
| 53.1103                      | Medical Supplies                 | 67             | 100            | 100            |
| 53.1106                      | Protective Equipment             | 0              | 350            | 350            |
| 53.1270                      | Vehicle Gasoline/Diesel          | 9,828          | 11,500         | 11,500         |
| 53.1300                      | Food Supplies                    | 998            | 0              | 0              |
| 53.1600                      | Minor Equipment                  | 2,038          | 3,700          | 3,700          |
| 53.1601                      | Computer Hardware & Software     | 0              | 1,790          | 0              |
| 53.1700                      | Other Supplies/Uniform Rental    | 3,300          | 7,800          | 7,800          |
| 53.1701                      | Vehicle Maintenance              | 4,228          | 7,500          | 7,500          |
| 53.1705                      | Landscaping Supplies             | 4,101          | 8,000          | 8,000          |
| <b>Operating Expenses</b>    |                                  | <b>106,310</b> | <b>165,464</b> | <b>159,520</b> |
| 54.1200                      | Site Improvements                | 0              | 16,500         | 0              |
| 54.2201                      | Vehicles/Equipment               | 0              | 15,000         | 27,500         |
| <b>Capital</b>               |                                  | <b>0</b>       | <b>31,500</b>  | <b>27,500</b>  |
| <b>Department Total</b>      |                                  | <b>501,802</b> | <b>644,141</b> | <b>655,287</b> |
| <b>2022 Adopted Budget</b>   |                                  |                | <b>630,927</b> |                |

### 2023 Goals & Objectives

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

##### **Objective:**

- To quantify burials, available inventory, and prepare for additional inventory by developing new blocks and sections when approximately 75% of current inventory is utilized. (J. Hemmings 12/31/2023)

#### **Goal 2: Provide excellence in cemetery grounds and maintenance of landscaping during growth season.**

##### **Objectives:**

- To ensure grounds are mowed and trimmed in a 12-day cycle, maximum, weather permitting. (J. Hemmings 12/31/2023)
- To address special needs identified in routine inspections of the grounds. (J. Hemmings, 12/31/2023)

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

##### **Objectives:**

- To be measured from September 2011 through August 2022. (J. Hemmings, 08/31/2023)
- To ensure that personnel are issued and use appropriate protective equipment, including eye and ear protection. (J. Hemmings, 12/31/2023)
- To conduct monthly safety meetings reinforcing policies and procedures for safely performing work and operating equipment. (J. Hemmings, 12/31/2023)

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

##### **Objective:**

- All new cemetery records are to be added to an electronic database and backed up by hard copy. (J. Hemmings 12/31/2023)

## 2022 Goals Accomplished

- ✓ 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

| <b>Performance Measures</b>   | <b>2021<br/>Actual</b> | <b>2022<br/>Estimate</b> | <b>2023<br/>Projected</b> |
|---|------------------------|--------------------------|---------------------------|
| Average number of working days to complete a mowing/ trimming cycle | 14                     | 14                       | 15                        |
| Number of gravesites prepared for burials                           | 179                    | 190                      | 190                       |
| Number of burial spaces sold  | 200                    | 225                      | 225                       |
| Number of acres maintained  | 105                    | 105                      | 105                       |

## SECTION V. Community Development & Other Services

Community Development consist of 5 Functions/Departments and Other Services consists of 3 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 2023 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.

## 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                        | 2021<br>Actual   | 2022<br>Amended<br>Budget | 2023<br>Budget   |
|------------------------------|------------------------------------|------------------|---------------------------|------------------|
| 51.1100                      | Wages - Full Time Employees        | 642,175          | 733,761                   | 853,763          |
| 51.1200                      | Wages - Part Time/Temp Employees   | 1,520            | 0                         | 0                |
| 51.1300                      | Wages - Overtime                   | 4,639            | 0                         | 0                |
| 51.2200                      | FICA (Soc Sec)                     | 48,125           | 56,362                    | 65,772           |
| 51.2400                      | Retirement                         | 80,127           | 99,712                    | 105,153          |
| 51.2600                      | Unemployment Insurance             | 21               | 36                        | 36               |
| 51.2700                      | Worker's Compensation              | 22,994           | 31,345                    | 33,698           |
| <b>Salaries and Benefits</b> |                                    | <b>799,601</b>   | <b>921,216</b>            | <b>1,058,422</b> |
| 51.1200A                     | Contracted Labor - Non-Employees   | 30,033           | 60,000                    | 15,000           |
| 51.2900A                     | Non-Taxable Employee Benefits      | 3,848            | 4,800                     | 5,200            |
| 52.1300                      | Other Contractual Services         | 192,222          | 182,050                   | 182,050          |
| 52.2200                      | Repairs and Maintenance            | 6,285            | 18,000                    | 18,000           |
| 52.3101                      | Vehicle Insurance                  | 11,375           | 5,700                     | 5,700            |
| 52.3102                      | Bldg. & Pers Liability Insurance   | 1,744            | 1,450                     | 1,450            |
| 52.3200                      | Communications                     | 1,091            | 1,100                     | 1,100            |
| 52.3500                      | Travel Expenses                    | 0                | 300                       | 300              |
| 52.3600                      | Dues and Fees                      | 200              | 850                       | 850              |
| 52.3700                      | Training                           | 410              | 1,000                     | 1,000            |
| 53.1100                      | Materials and Supplies             | 1,575            | 2,550                     | 2,550            |
| 53.1101                      | Office Supplies                    | 430              | 400                       | 400              |
| 53.1102                      | Cleaning Supplies & Chemicals      | 5,377            | 4,500                     | 7,800            |
| 53.1112                      | March 2021 Tornado                 | 22,028           | 0                         | 0                |
| 53.1270                      | Vehicle Gasoline/Diesel            | 32,743           | 28,500                    | 45,000           |
| 53.1300                      | Food Supplies                      | 593              | 1,000                     | 1,000            |
| 53.1400                      | Books & Periodicals                | 0                | 100                       | 100              |
| 53.1600                      | Minor Equipment                    | 8,230            | 13,500                    | 18,000           |
| 53.1701                      | Vehicle Maintenance                | 12,906           | 13,000                    | 13,000           |
| 53.1705                      | Landscaping Supplies               | 48,386           | 55,000                    | 67,000           |
| 53.1708A                     | Newnan Youth Council               | 6,118            | 18,500                    | 18,500           |
| 53.1709                      | Grounds Repair & Maintenance       | 103,227          | 102,000                   | 132,000          |
| 53.1709A                     | I-85 Landscape Enhancement Project | 5,608            | 0                         | 0                |
| <b>Operating Expenses</b>    |                                    | <b>494,429</b>   | <b>514,300</b>            | <b>536,000</b>   |
| 54.1405                      | Drainage Improvements              | 0                | 100,000                   | 0                |
| 54.2100                      | Machinery                          | 34,698           | 20,300                    | 0                |
| 54.2200                      | Vehicles                           | 0                | 68,500                    | 57,000           |
| <b>Capital</b>               |                                    | <b>34,698</b>    | <b>188,800</b>            | <b>57,000</b>    |
| <b>Department Total</b>      |                                    | <b>1,328,727</b> | <b>1,624,316</b>          | <b>1,651,422</b> |
| <b>2022 Adopted Budget</b>   |                                    |                  | <b>1,596,082</b>          |                  |

### 2023 Goals & 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 2023)

**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 2023)
- To continue to evaluate existing parks and public grounds for potential areas of reductions in maintenance costs and operations. (M. Furbush, March 2023)
- 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 2023)
- 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 2023)
- To design and 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 2023)
- 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.

**Goal 4: Improve the quality of life of City residents through improved recreational improvements and public awareness.**

**Objectives:**

- To continue evaluation and determination of the maintenance requirements for the constructed initial phase and subsequent phases of the LINC (M. Furbush, February 2023)
- To designate and evaluate locations for possible pocket parks along the LINC (M. Furbush - February 2023)
- To begin, monitor and complete construction of various park improvements to C. Jay Smith Park as LINC proceeds to and through the park. (M. Furbush - March (begin) thru November (end) 2023)
- To continue to observe, evaluate and maintain newly constructed park improvements to C. Jay Smith Park (M. Furbush - January 2023)
- To continue to observe, evaluate, and maintain the newly constructed Pickleball Facility (M. Furbush, January 2023)
- To design, monitor, and complete construction of sidewalks that link McKoon's Funeral Home to the Veteran's Plaza within Temple Park (M. Furbush, May 2023)
- To determine the feasibility of improving drainage and erosion control adjacent to First Avenue Park playground and parking lot. (M. Furbush, June 2023)

- To continue to observe, evaluate, and improve operating and maintenance procedures at Sprayberry Road Dog Park. (M. Furbush, April 2023)
- To continue to improve public awareness and communication through brochures and updating the City website. (M. Furbush, February 2023)
- To evaluate, design, and construct a fully accessible ADA Playground at a park location to be determined (M. Furbush, January 2023)

## 2022 Goals Accomplished

- ✓ Received the 32nd consecutive Tree City USA award designation.
- ✓ Participated in the 15th year of the annual Kindergarten Tree Planting Program.
- ✓ Successfully completed the 13th year of the Newnan Youth Council.
- ✓ Received DOT GATEway Grant and completed the second phase of landscape improvements along Interstate 85 interchange. Planted almost 750 trees.
- ✓ Completed and adopted newly revamped Tree Conservation and Landscape Ordinance.
- ✓ Assisted Plant Newnan in their inaugural year by unloading, transporting, planting, and giving away over 1,500 new trees in response to the adverse effects of the 2021 tornado.
- ✓ Regraded and re-sodded lawn area at the Temple Park outdoor venue to improve drainage issues.

| Performance Measures   | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|--|----------------|------------------|-------------------|
| % of man hours devoted to maintenance activities                                       | 85%            | 85%              | 83%               |
| % of man hours devoted to installation activities                                      | 9%             | 6%               | 10%               |
| % 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               | 55                |
| 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.



| Account #                    | Description                      | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|----------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees      | 315,686        | 321,487                   | 410,948        |
| 51.1300                      | Wages - Overtime                 | 390            | 0                         | 0              |
| 51.2200                      | FICA (Soc Sec)                   | 22,962         | 24,608                    | 31,438         |
| 51.2400                      | Retirement                       | 37,368         | 44,177                    | 40,222         |
| 51.2600                      | Unemployment Insurance           | 6              | 10                        | 12             |
| 51.2700                      | Worker's Compensation            | 1,296          | 2,086                     | 2,153          |
| <b>Salaries and Benefits</b> |                                  | <b>377,708</b> | <b>392,368</b>            | <b>484,773</b> |
| 51.1200A                     | Contracted Labor - Non-Employees | 0              | 80,000                    | 0              |
| 52.1200                      | Professional Services            | 6,250          | 0                         | 0              |
| 52.2200                      | Repairs and Maintenance          | 595            | 1,000                     | 1,200          |
| 52.3101                      | Vehicle Insurance                | 737            | 800                       | 800            |
| 52.3102                      | Bldg & Pers Liability Insurance  | 1,125          | 1,600                     | 1,600          |
| 52.3200                      | Communications                   | 546            | 660                       | 660            |
| 52.3300                      | Advertising                      | 2,858          | 2,400                     | 3,675          |
| 52.3400                      | Printing & Binding               | 680            | 500                       | 500            |
| 52.3500                      | Travel Expenses                  | 1,191          | 3,650                     | 5,250          |
| 52.3600                      | Dues and Fees                    | 1,027          | 1,405                     | 2,255          |
| 52.3700                      | Training                         | 817            | 1,800                     | 2,250          |
| 53.1100                      | Materials and Supplies           | 1,918          | 3,305                     | 3,305          |
| 53.1101                      | Office Supplies                  | 685            | 1,000                     | 1,300          |
| 53.1270                      | Vehicle Gasoline/Diesel          | 165            | 800                       | 500            |
| 53.1400                      | Books & Periodicals              | 175            | 200                       | 200            |
| 53.1601                      | Computer Hardware & Software     | 3,775          | 10,000                    | 11,200         |
| 53.1701                      | Vehicle Maintenance              | 516            | 500                       | 500            |
| 53.1707                      | Planning Commission              | 190            | 350                       | 350            |
| 53.1708                      | Other Boards & Commissions       | 0              | 350                       | 350            |
| <b>Operating Expenses</b>    |                                  | <b>23,251</b>  | <b>110,320</b>            | <b>35,895</b>  |
| 54.2200                      | Vehicles                         | 0              | 0                         | 40,000         |
| <b>Capital Outlays</b>       |                                  | <b>0</b>       | <b>0</b>                  | <b>40,000</b>  |
| <b>Department Total</b>      |                                  | <b>400,958</b> | <b>502,688</b>            | <b>560,668</b> |
| <b>2022 Adopted Budget</b>   |                                  |                | <b>490,835</b>            |                |

### 2023 Goals & Objectives

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

**Objectives:**

- Ensure that each staff member attends at least one Planning or Zoning - related training or conference relevant to issues currently or potentially impacting the city. (Planning Director, 12/31/2023)
- Identify potential courses, conferences, etc. that are cost efficient in an effort to minimize budget impact while providing quality training. (Planning Director, 12/31/2023)

**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, 12/31/2023)
- Solicit input from Staff on ways to improve customer service. (Planning Director, 12/31/2023)

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

**Objectives:**

- Research planning related topics and provide information to these groups relevant to their role in the planning process. (Department Staff, 12/31/2023)
- Offer training opportunities to members to further assist them in making decisions and better understanding their role. (Planning Director, 12/31/2023)

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

**Objectives:**

- Update the Comprehensive Plan to ensure that it reflects current programs, policies and the overall vision for the City of Newnan. (Department Staff, 10/31/2023)
- 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, 12/31/2023)

**Goal 5: Further address housing needs throughout the City.**

**Objectives:**

- Work with the Urban Redevelopment Authority to identify areas of need, specific programs, and available tools to promote housing. (Department Staff, 12/31/2023)
- Continue to implement the Neighborhood Stabilization Programs. (Planning Director, 12/31/2023)
- Construct and sell affordable homes on City owned lots within the NURA's identified redevelopment areas in an effort to promote homeownership. (Department Staff, NURA members, 12/31/2023)
- Work toward maintaining GICH alumni certification. (Department Staff, 12/31/2023)
- Identify potential amendments to the zoning ordinance that will further workforce housing needs. (Department Staff, 12/21/2023)

**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, 12/31/2023)
- Continue to submit applications for additional LCI funding related to transportation improvements. (Department Staff, 12/31/2022)

**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, 10/31/2023)

- Work with various youth organizations and clubs in the implementation of the program. (Department Staff, 10/31/2023)

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

**Objectives:**

- Identify ways to expand citizen and department accessibility to GIS via the City's. (Department Staff, 12/31/2023)
- 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, 12/31/2023)

## 2022 Goals Accomplished

- ✓ 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.
- ✓ Continued to improve GIS interactive maps on the City's website including enhancing the Zoning Map to include information related to zoning conditions, overlays, future land use map designations, etc.
- ✓ Completed the application form for the Chalk Level national register district nomination process. Updated the initial application to include the Farmer's Street cemetery.
- ✓ Adopted updates to the Comprehensive Plan's Capital Improvement Element and Short-Term Work Program that allows the City to collect impact fees.
- ✓ Received recognition from the Georgia Association of Zoning Administrator's (GAZA) for the City's public participation efforts related to the Comprehensive Plan update.
- ✓ Created a staff position to assist with the City's housing efforts

| Performance Measures                                     | 2021 Actual | 2022 Estimate | 2023 Projected |
|--|-------------|---------------|----------------|
| Number of training classes or seminars attended by staff | 7           | 7             | 8              |
| Number of customer service meetings                      | 2           | 2             | 2              |
| Number of Ordinance updates                              | 1           | 1             | 1              |
| Number of Storm Drain Markers installed                  | 100         | 100           | 100            |
| Percent of major projects completed                      | 90%         | 95%           | 95%            |
| Number of houses rehabbed/constructed                    | -           | 2             | 8              |
| Number of grants applied for                             | 1           | 1             | 2              |

## 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                         | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|-------------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees         | 548,638        | 581,953                   | 630,821        |
| 51.1200                      | Wages - Part Time/Temp Employees    | 11,970         | 20,007                    | 18,478         |
| 51.1300                      | Wages - Overtime                    | 1,540          | 0                         | 0              |
| 51.2100A                     | Employee Opt-Out Insurance Payments | 250            | 0                         | 0              |
| 51.2200                      | FICA (Soc Sec)                      | 42,323         | 46,673                    | 50,226         |
| 51.2400                      | Retirement                          | 68,711         | 80,996                    | 77,784         |
| 51.2600                      | Unemployment Insurance              | 14             | 22                        | 22             |
| 51.2700                      | Worker's Compensation               | 6,537          | 10,528                    | 10,261         |
| <b>Salaries and Benefits</b> |                                     | <b>679,983</b> | <b>740,179</b>            | <b>787,592</b> |
| 51.2900                      | Taxable Employee Benefits           | 1,665          | 1,620                     | 2,160          |
| 51.2900A                     | Non-Taxable Employee Benefits       | 1,092          | 765                       | 765            |
| 52.1300                      | Other Contractual Services          | 17,890         | 11,800                    | 18,800         |
| 52.3101                      | Vehicle Insurance                   | 10,004         | 6,500                     | 6,500          |
| 52.3102                      | Bldg. & Pers Liability Insurance    | 2,910          | 3,750                     | 3,750          |
| 52.3200                      | Communications                      | 6,977          | 6,960                     | 6,960          |
| 52.3300                      | Advertising                         | 604            | 1,200                     | 1,200          |
| 52.3400                      | Printing & Binding                  | 274            | 480                       | 480            |
| 52.3500                      | Travel Expenses                     | 2,215          | 4,000                     | 4,000          |
| 52.3600                      | Dues and Fees                       | 1,221          | 600                       | 975            |
| 52.3700                      | Training                            | 2,953          | 5,250                     | 5,250          |
| 53.1100                      | Materials and Supplies              | 0              | 1,000                     | 1,000          |
| 53.1101                      | Office Supplies                     | 1,324          | 1,188                     | 1,188          |
| 53.1112                      | March 2021 Tornado                  | 59,752         | 0                         | 0              |
| 53.1270                      | Vehicle Gasoline/Diesel             | 10,621         | 13,800                    | 13,200         |
| 53.1300                      | Food Supplies                       | 815            | 750                       | 1,596          |
| 53.1400                      | Books & Periodicals                 | 734            | 1,200                     | 1,200          |
| 53.1600                      | Minor Equipment                     | 155            | 220                       | 220            |
| 53.1601                      | Computer Hardware & Software        | 199            | 7,500                     | 1,500          |
| 53.1602                      | Office Furniture                    | 0              | 0                         | 500            |
| 53.1701                      | Vehicle Maintenance                 | 8,588          | 7,200                     | 7,200          |
| <b>Operating Expenses</b>    |                                     | <b>129,993</b> | <b>75,783</b>             | <b>78,444</b>  |
| 54.2200                      | Vehicles                            | 0              | 35,000                    | 37,500         |
| <b>Capital</b>               |                                     | <b>0</b>       | <b>35,000</b>             | <b>37,500</b>  |
| <b>Department Total</b>      |                                     | <b>809,976</b> | <b>850,962</b>            | <b>903,536</b> |
| <b>2022 Adopted Budget</b>   |                                     |                | <b>825,790</b>            |                |

### 2023 Goals & 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, PS, 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-**

##### **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)

## 2022 Goals Accomplished

- ✓ Established an 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
- ✓ Provided funding and opportunity for inspectors to attend code educational classes in order to obtain and keep certifications

| <b>Performance Measures</b>                               | <b>2021<br/>Actual</b> | <b>2022<br/>Estimate</b> | <b>2023<br/>Projected</b> |
|---|------------------------|--------------------------|---------------------------|
| Percentage commercial plans submitted electronically      | 75%                    | 80%                      | 100%                      |
| Number of training/CE hours attended by staff total hours | 40                     | 112                      | 140                       |
| Number of participants in GABI                            | N/A                    | 50                       | 60                        |
| Number of Certifications obtained                         | 4                      | 15                       | 10                        |

## 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  |                                 | 2021           | 2022           | 2023           |
|------------------------------|---------------------------------|----------------|----------------|----------------|
| Account #                    | Description                     | Actual         | Amended Budget | Budget         |
| 51.1100                      | Wages - Full Time Employees     | 283,524        | 332,662        | 355,932        |
| 51.1300                      | Wages - Overtime                | 1,288          | 0              | 0              |
| 51.2200                      | FICA (Soc Sec)                  | 20,801         | 25,531         | 27,311         |
| 51.2400                      | Retirement                      | 23,395         | 45,865         | 43,663         |
| 51.2600                      | Unemployment Insurance          | 4              | 8              | 8              |
| 51.2700                      | Worker's Compensation           | 2,385          | 6,342          | 6,773          |
| <b>Salaries and Benefits</b> |                                 | <b>331,396</b> | <b>410,408</b> | <b>433,687</b> |
| 51.2900                      | Taxable Employee Benefits       | 855            | 1,080          | 1,080          |
| 52.1200                      | Professional Services           | 26,011         | 0              | 0              |
| 52.1300                      | Other Contractual Services      | 2,815          | 17,100         | 4,001          |
| 52.2200                      | Repairs and Maintenance         | 842            | 2,500          | 2,500          |
| 52.3101                      | Vehicle Insurance               | 391            | 640            | 640            |
| 52.3102                      | Bldg & Pers Liability Insurance | 455            | 610            | 610            |
| 52.3200                      | Communications                  | 9,318          | 9,580          | 10,650         |
| 52.3400                      | Printing & Binding              | 112            | 850            | 850            |
| 52.3500                      | Travel Expenses                 | 606            | 2,050          | 4,150          |
| 52.3600                      | Dues and Fees                   | 685            | 1,200          | 820            |
| 52.3700                      | Training                        | 1,184          | 1,200          | 3,200          |
| 53.1100                      | Materials and Supplies          | 369            | 1,200          | 1,200          |
| 53.1101                      | Office Supplies                 | 623            | 550            | 550            |
| 53.1112                      | March 2021 Tornado              | 68,686         | 0              | 0              |
| 53.1270                      | Vehicle Gasoline/Diesel         | 2,877          | 3,750          | 4,000          |
| 53.1400                      | Books & Periodicals             | 0              | 1,740          | 750            |
| 53.1600                      | Minor Equipment                 | 1,186          | 1,000          | 1,000          |
| 53.1601                      | Computer Hardware & Software    | 2,570          | 3,900          | 620            |
| 53.1602                      | Office Furniture                | 0              | 500            | 0              |
| 53.1701                      | Vehicle Maintenance             | 1,059          | 2,000          | 2,000          |
| <b>Operating Expenses</b>    |                                 | <b>120,644</b> | <b>51,450</b>  | <b>38,621</b>  |
| 54.2504                      | Other Equipment                 | 11,013         | 0              | 0              |
| <b>Capital</b>               |                                 | <b>11,013</b>  | <b>0</b>       | <b>0</b>       |
| <b>Department Total</b>      |                                 | <b>463,053</b> | <b>461,858</b> | <b>472,308</b> |
| <b>2022 Adopted Budget</b>   |                                 |                | <b>449,244</b> |                |

### 2023 Goals & Objectives

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

Objectives:

- To assess the conditions of the pavements of the street and road network, with a goal Pavement Condition Index (PCI) rating of 70, in accordance with standard evaluation techniques and methods (M. Klahr 12/31/2023)
- To determine and plan for funding needs and utilize available funding, including Federal Highway funds, Georgia Department of Transportation (GDOT) grant funds, SPLOST funds, and General funds, to maintain a safe and efficient streets and road network, equitably (M. Klahr 12.31.2023)
- To maintain LAP (Local Administered Projects) certification with GDOT, to be eligible to administer transportation projects, locally, utilizing Federal funding (M. Klahr, S. Henriquez 12.31.2023)
- 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 12.31.2023)
- 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 12.31.2023)
- 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 12.31.2023)
- 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 12.31.2023)
- 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 12.31.2023)

**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 12.31.2023)
- 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 12.31.2023)
  - 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 12.31.2023)
- To investigate complaints relating to stormwater runoff and aid property owners, in accordance with the adopted *Extent of Service Policy* (EOS) (M. Klahr, R. Hill 12.31.2023)
- To maintain certification as Certified Floodplain Manager (M. Klahr, S. Henriquez 12.31.2023)

**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 12.31.2023)
  - 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 12.31.2023)
  - To ensure timely reporting to appropriate agencies, documenting regulatory activities, complaints and complaint resolutions, violations, and LDA permitting (M. Klahr, M. Kessler 12.31.2023)
- 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 12.31.2023)
  - To ensure timely reporting to appropriate agencies, documenting the level of permit activity within the City of Newnan (M. Klahr, M. Kessler 12.31.2023)

**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 12.31.2023)
- 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 12.31.2023)
- To assist in the permitting process for Site Prep, Land Disturbance Activities, and for work within the public Right-of-Way (M. Klahr 12.31.2023)
  - To conduct inspections for conformance with development plans (S. Henriquez, R. Hill, M. Kessler 12.31.2023)
  - To conduct inspections for compliance with ADA standards (R. Hill 12.31.2023)
  - To ensure any additional permits are obtained from outside agencies, when applicable, including FEMA, USACOE, EPD, and GDOT (M. Klahr, S. Henriquez 12.31.2023)
  - To review variance requests from standards, and provide commentary and recommendation for consideration (M. Klahr 12.31.2023)

### 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 12.31.2023)
- Continue an advisory position for the Technical Coordinating Committee for the Metropolitan North Georgia Water Planning District (M. Klahr, S. Henriquez, R. Hill 12.31.2023)
- Continue participation with meetings of the Georgia Soil and Water Conservation Commission (R. Hill, M. Kessler, S. Henriquez 12.31.2023)
- Continue leadership positions with the Georgia Utility Coordinating Council (R. Hill, M. Kessler, S. Henriquez 12.31.2023)

## 2022 Goals Accomplished

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

| Performance Measures                               | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|--|----------------|------------------|-------------------|
| Land Disturbance Activities (LDP), permits, issued | 17             | 15               | 11                |
| Total acres disturbed, development                 | 120            | 164              | 161               |
| Storm Sewer pipes, inventory, miles                | 91             | 91               | 93                |
| Number of drainage investigations                  | 28             | 28               | 34                |
| Number of traffic volume and speed studies         | 35             | 35               | 39                |
| Overall Network Pavement Condition Rating          | 70.0           | 71.1             | 72.0              |

<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 |                                 | 2021           | 2022           | 2023           |
|-------------------------------------|---------------------------------|----------------|----------------|----------------|
| Account #                           | Description                     | Actual         | Amended Budget | Budget         |
| 51.1100                             | Wages - Full Time Employees     | 42,335         | 44,227         | 50,046         |
| 51.2200                             | FICA (Soc Sec)                  | 2,758          | 3,596          | 3,870          |
| 51.2400                             | Retirement                      | 5,173          | 9,163          | 6,186          |
| 51.2600                             | Unemployment Insurance          | 1              | 2              | 2              |
| 51.2700                             | Worker's Compensation           | 524            | 844            | 856            |
| <b>Salaries and Benefits</b>        |                                 | <b>50,791</b>  | <b>54,832</b>  | <b>60,960</b>  |
| 51.2900                             | Taxable Employee Benefits       | 540            | 540            | 540            |
| 52.1201                             | Public Relations                | 9,592          | 8,995          | 10,100         |
| 52.1300                             | Other Contractual Services      | 249            | 800            | 1,000          |
| 52.3102                             | Bldg & Pers Liability Insurance | 310            | 400            | 400            |
| 52.3300                             | Advertising                     | 6,130          | 8,000          | 9,500          |
| 52.3400                             | Printing & Binding              | 2,574          | 1,000          | 2,000          |
| 52.3500                             | Travel Expenses                 | 112            | 2,170          | 3,400          |
| 52.3600                             | Dues and Fees                   | 620            | 700            | 800            |
| 52.3700                             | Training                        | 288            | 600            | 1,135          |
| 53.1100                             | Materials and Supplies          | 9,009          | 8,000          | 9,255          |
| 53.1101                             | Office Supplies                 | 71             | 200            | 549            |
| 53.1600                             | Minor Equipment                 | 0              | 100            | 100            |
| 53.1601                             | Computer Hardware & Software    | 1,007          | 620            | 2,183          |
| 53.1708                             | Other Boards & Commissions      | 50,407         | 30,000         | 50,358         |
| <b>Operating Expenses</b>           |                                 | <b>80,909</b>  | <b>62,125</b>  | <b>91,320</b>  |
| <b>Department Total</b>             |                                 | <b>131,700</b> | <b>117,057</b> | <b>152,280</b> |
| <b>2022 Adopted Budget</b>          |                                 |                | <b>115,344</b> |                |

## 2023 Goals & Objectives

### **Goal 1: Enhance and Develop New and Existing Community-Wide Partnerships.**

#### **Objectives:**

- Continue to develop existing partnership with Coweta County Schools collaborating on projects that improve our community.
  - Identify student volunteer groups to assist in aiding with projects and city events.
  - Provide support and coordination for school related recycling events.
  - Provide Away from Home recycling bins and bags to schools as needed.
  - Maintain membership on the Coweta Water Extension Team and the Coweta Stem Institute.
  - Conduct at least 2 KNB Water Education programs at 2 local elementary schools. These may also be virtual programs.
  
- Build and maintain relationships with businesses, groups and individuals.
  - Recruit a minimum of 8 additional volunteers or volunteer groups to participate in Adopt-A-Street program.
  - Engage 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 environmental 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.

### **Goal 2: Improve and Maintain the Integrity of the Keep Newnan Beautiful Program.**

#### **Objectives:**

- Complete Affiliate Certification.
  - Attend required training.
  - Complete Semi-Annual and Annual Reports.
  - Complete Litter Index Survey.
  - Maintain the Presidential Certification with KAB.
- Participate in Keep America Beautiful Great American Cleanup.
- Maintain memberships in appropriate environmental and nonprofit groups.
- Collaborate with Chattahoochee
- Host educational seminars and presentations to local community organizations
  - Utilize Enviroscope model.
  - Create 6 online classes for website /social media
  - Collaborate with Engineering, assisting with Storm Water Management classes.
- Participate in Coweta County Water Team's Teacher Training workshops.
- Clean at least 2 local streams
- Participate in Coweta County Water Team's Teacher Training workshops.

- 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.

## 2022 Goals Accomplished

- ✓ Obtained Keep Georgia Beautiful certification & Keep America Beautiful Presidential certification along with required reporting.
- ✓ Completed Litter Index Survey.
- ✓ Coordinated 10 City Hall On-Site Recycling Events. These events recycled the following amounts: Paper: 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 Enviroscope 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 Enviroscope       | 15          | 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 Dev & MainStreet - 100.7500.80

| Account #                    | Description                      | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|----------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees      | 101,546        | 111,073                   | 117,823        |
| 51.2200                      | FICA (Soc Sec)                   | 7,652          | 8,815                     | 9,326          |
| 51.2400                      | Retirement                       | 12,563         | 15,825                    | 14,879         |
| 51.2600                      | Unemployment Insurance           | 3              | 4                         | 4              |
| 51.2700                      | Worker's Compensation            | 1,267          | 2,123                     | 2,013          |
| <b>Salaries and Benefits</b> |                                  | <b>123,030</b> | <b>137,840</b>            | <b>144,045</b> |
| 51.2900                      | Taxable Employee Benefits        | 990            | 1,080                     | 1,080          |
| 52.1200                      | Professional Services            | 0              | 2,500                     | 2,500          |
| 52.1201                      | Public Relations                 | 508            | 2,000                     | 2,000          |
| 52.2200                      | Repairs and Maintenance          | 0              | 1,000                     | 1,000          |
| 52.3102                      | Bldg. & Pers Liability Insurance | 636            | 800                       | 800            |
| 52.3200                      | Communications                   | 277            | 240                       | 240            |
| 52.3300                      | Advertising                      | 0              | 5,000                     | 5,000          |
| 52.3400                      | Printing & Binding               | 124            | 1,200                     | 1,200          |
| 52.3500                      | Travel Expenses                  | 5,808          | 5,000                     | 5,000          |
| 52.3600                      | Dues and Fees                    | 975            | 1,000                     | 1,000          |
| 52.3700                      | Training                         | 1,736          | 2,500                     | 2,500          |
| 53.1100                      | Materials and Supplies           | 231            | 400                       | 400            |
| 53.1101                      | Office Supplies                  | 777            | 750                       | 750            |
| 53.1400                      | Books & Periodicals              | 150            | 250                       | 250            |
| 53.1600                      | Minor Equipment                  | 0              | 200                       | 200            |
| 53.1601                      | Computer Hardware & Software     | 2,647          | 5,000                     | 5,000          |
| 53.1602                      | Office Furniture                 | 225            | 0                         | 0              |
| 53.1706                      | Miscellaneous                    | 0              | 200                       | 200            |
| <b>Operating Expenses</b>    |                                  | <b>15,084</b>  | <b>29,120</b>             | <b>29,120</b>  |
| <b>Department Total</b>      |                                  | <b>138,114</b> | <b>166,960</b>            | <b>173,165</b> |
| <b>2022 Adopted Budget</b>   |                                  |                | <b>163,157</b>            |                |

### 2023 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.

**Goal 3: Catalyze Redevelopment of Existing Assets.**

**Objectives:**

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

**Goal 4: Market Newnan's Competitive Advantages.**

**Objectives:**

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

**Goal 5: Improve Capacity of Business Development.**

**Objectives:**

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

## 2022 Goals Accomplished

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

## 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                      | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|----------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees      | 150,442        | 180,805                   | 193,737        |
| 51.1200                      | Wages - Part Time/Temp Employees | 45,538         | 92,630                    | 130,427        |
| 51.1300                      | Wages - Overtime                 | 308            | 0                         | 0              |
| 51.2200                      | FICA (Soc Sec)                   | 14,918         | 21,129                    | 25,843         |
| 51.2400                      | Retirement                       | 16,495         | 24,620                    | 24,128         |
| 51.2600                      | Unemployment Insurance           | 6,692          | 16                        | 20             |
| 51.2700                      | Worker's Compensation            | 7,738          | 16,068                    | 17,728         |
| <b>Salaries and Benefits</b> |                                  | <b>242,131</b> | <b>335,268</b>            | <b>391,883</b> |
| 51.2900                      | Taxable Employee Benefits        | 540            | 540                       | 540            |
| 51.2900A                     | Non-Taxable Employee Benefits    | 747            | 1,000                     | 2,500          |
| 52.1200                      | Professional Services            | 15,283         | 15,000                    | 18,500         |
| 52.1201                      | Public Relations                 | 14,297         | 15,500                    | 17,000         |
| 52.1300                      | Other Contractual Services       | 0              | 18,150                    | 18,652         |
| 52.2200                      | Repairs and Maintenance          | 465            | 750                       | 750            |
| 52.3101                      | Vehicle Insurance                | 1,396          | 1,800                     | 2,000          |
| 52.3200                      | Communications                   | 765            | 1,590                     | 1,420          |
| 52.3300                      | Advertising                      | 2,916          | 5,000                     | 7,500          |
| 52.3500                      | Travel Expenses                  | 1,248          | 2,450                     | 3,000          |
| 52.3600                      | Dues and Fees                    | 189            | 800                       | 1,360          |
| 52.3700                      | Training                         | 470            | 1,750                     | 2,000          |
| 53.1100                      | Materials and Supplies           | 2,821          | 2,500                     | 3,500          |
| 53.1101                      | Office Supplies                  | 1,455          | 1,500                     | 1,500          |
| 53.1102                      | Cleaning Supplies & Chemicals    | 460            | 5,000                     | 5,000          |
| 53.1112                      | March 2021 Tornado               | 465            | 0                         | 0              |
| 53.1270                      | Vehicle Gasoline/Diesel          | 3,027          | 3,500                     | 15,000         |
| 53.1600                      | Minor Equipment                  | 3,826          | 3,000                     | 5,000          |
| 53.1601                      | Computer Hardware & Software     | 0              | 0                         | 3,000          |
| 53.1701                      | Vehicle Maintenance              | 4,537          | 3,000                     | 11,000         |
| <b>Operating Expenses</b>    |                                  | <b>54,907</b>  | <b>82,830</b>             | <b>119,222</b> |
| 54.1316                      | Downtown Parking                 | 0              | 300,000                   | 0              |
| 54.2201                      | Vehicles/Equipment               | 0              | 32,000                    | 0              |
| 54.2500                      | Other Equipment                  | 0              | 41,000                    | 85,000         |
| <b>Capital Outlays</b>       |                                  | <b>0</b>       | <b>373,000</b>            | <b>85,000</b>  |
| <b>Department Total</b>      |                                  | <b>297,038</b> | <b>791,098</b>            | <b>596,105</b> |
| <b>2022 Adopted Budget</b>   |                                  |                | <b>781,055</b>            |                |

## 2023 Goals & Objectives

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

#### **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

### **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. Adult kickball 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.

| Performance Measures  | 2021 Actual   | 2022 Estimated | 2023 Projected |
|---|---|----------------|----------------|
| Number of rentals in the parks  | 219<br>*Some reservations were cancelled due to tornado damage<br>*3 parks closed for 7 months for construction | 280            | 290            |
| Number of Standing Agreements (weekly programming)<br>Parks                           | 13  | 14             | 15             |
| Number of rentals at Howard Warner Facility   | 159   | 162            | 165            |
| Number of Standing Agreements (weekly programming)<br>Howard Warner Facility          | 9   | 9              | 9              |
| Number of rentals at Wadsworth Auditorium   | 76  | 85             | 87             |
| Number of rentals at Wesley Street Gym  | 10  | 5              | 8              |
| Number of Standing Agreements (weekly programming)<br>Wesley Street Gymnasium         | 8   | 8              | 8              |
| Number of programs sponsored by Leisure Services                                      | 6   | 13             | 15             |
| Number of Newnan Cultural Arts Commissions Events                                     | 8   | 8              | 10             |
| <b>Types of Rentals &amp; Targeted Populations</b>                                    |   |                |                |
| Individual/Private Rentals @ HW, Parks, and Gyms<br>(Showers, Birthday Parties, etc.) | 388   | 447            | 463            |
| Youth Involvement Programs/Events<br>Birth - 17 years old                             | 41  | 44             | 45             |
| Adult Involvement Programs/Events<br>18 - 55 years old                                | 19  | 21             | 28             |
| Senior Involvement Programs/Events<br>55+ years old                                   | 4   | 4              | 6              |

## 2022 Goals Accomplished

- ✓ Successfully maintained and operated 3 new parks (C Jay Smith Park, the HOP, and Pickett Field)
- ✓ Promoted and filled all available standing agreement times for all facilities including Pickett Field
- ✓ Obtained management and supervision of the trolley operations and drivers and successfully implemented Standing Operating Procedures
- ✓ Continued work and communication with Facility Maintenance to address necessary repairs in a timely manner as the needs arise.
- ✓ Worked with Communications Manager to create and effectively use Leisure Services social media for event advertisement and facility promotion
- ✓ In conjunction with the Communications Manager and IT Director, we successfully implemented and launch our new facility management software program - CivicRec
- ✓ Hired a part time Facility Attendant (new position)
- ✓ Installed a new high-quality projector and screen at the Wadsworth Auditorium
- ✓ Created and successfully implemented an Adaptive Sports Program to include wiffleball, basketball, kickball, and swimming for adults with disabilities
- ✓ Successfully hosted the following Leisure Services events:
  - 7 free movie events at the Wadsworth Auditorium
    - Valentine's Day, Classic Movie, 3 summer movies for kids, Halloween movie, and holiday themed movie
  - Indoor Glow in the Dark Laser Tag at Howard Warner Gym
  - Summer theatre camp at the Wadsworth Auditorium in partnership with Newnan Theatre Company
  - Disney Sing A Long at Greenville Street Park
  - Adult Co Ed Kickball Tournament at Pickett Field
  - Howloween at C Jay Smith Park - LINC Event
  - Santa on the Square and Christmas Carnival with Main Street Newnan
- ✓ Assisted the Newnan Cultural Arts Commission with the following:
  - Maintaining the event proposal, planning, and implementation structure
  - Successfully hosted a number of events including Jazz in the Park, Friends of Wadsworth Concert, Orchestra Noir, and holiday programming
  - Continued successful discussions and planning to promote NCAC and its events:
    - Increased social media presence
    - Nominated and appointed social media chairperson
    - Continued use of marketing plan for events
    - Updated and built upon the patron list
- ✓ Conducted the following related professional development:
  - Attended webinars as they pertain to Leisure Services trends
  - Attended the Georgia Recreation and Parks Association Annual Conference
    - Applied for and became a certified member agency of GRPA

<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                         | 2021<br>Actual | 2022<br>Amended<br>Budget | 2023<br>Budget |
|------------------------------|-------------------------------------|----------------|---------------------------|----------------|
| 51.1100                      | Wages - Full Time Employees         | 97,225         | 98,996                    | 107,748        |
| 51.1200                      | Wages - Part Time/Temp<br>Employees | 44,097         | 51,636                    | 58,171         |
| 51.2200                      | FICA (Soc Sec)                      | 10,500         | 11,651                    | 12,696         |
| 51.2400                      | Retirement                          | 11,489         | 13,674                    | 13,245         |
| 51.2600                      | Unemployment Insurance              | 3              | 12                        | 12             |
| 51.2700                      | Worker's Compensation               | 254            | 412                       | 408            |
| <b>Salaries and Benefits</b> |                                     | <b>163,567</b> | <b>176,381</b>            | <b>192,280</b> |
| 51.2900                      | Taxable Employee Benefits           | 540            | 540                       | 540            |
| 52.1200                      | Professional Services               | 2,250          | 3,500                     | 3,650          |
| 52.1201                      | Public Relations                    | 2,912          | 2,471                     | 2,780          |
| 52.1300                      | Other Contractual Services          | 650            | 2,420                     | 3,511          |
| 52.2200                      | Repairs and Maintenance             | 63             | 1                         | 0              |
| 52.3102                      | Bldg. & Pers Liability Insurance    | 1,264          | 1,629                     | 1,629          |
| 52.3200                      | Communications                      | 0              | 231                       | 252            |
| 52.3400                      | Printing & Binding                  | 100            | 230                       | 0              |
| 52.3500                      | Travel Expenses                     | 34             | 735                       | 770            |
| 52.3600                      | Dues and Fees                       | 268            | 268                       | 275            |
| 52.3700                      | Training                            | 344            | 850                       | 890            |
| 53.1100                      | Materials and Supplies              | 2,209          | 3,000                     | 3,289          |
| 53.1101                      | Office Supplies                     | 1,103          | 1,800                     | 1,452          |
| 53.1102                      | Cleaning Supplies & Chemicals       | 426            | 850                       | 1,005          |
| 53.1300                      | Food Supplies                       | 414            | 865                       | 875            |
| 53.1400                      | Books & Periodicals                 | 8,700          | 8,778                     | 9,273          |
| 53.1600                      | Minor Equipment                     | 65             | 0                         | 0              |
| 53.1601                      | Computer Hardware & Software        | 514            | 6,032                     | 5,881          |
| <b>Operating Expenses</b>    |                                     | <b>21,855</b>  | <b>34,200</b>             | <b>36,072</b>  |
| <b>Department Total</b>      |                                     | <b>185,422</b> | <b>210,581</b>            | <b>228,352</b> |
| <b>2022 Adopted Budget</b>   |                                     |                | <b>203,457</b>            |                |

## 2023 Goals & Objectives

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

#### **Objectives:**

- Use professional sources to help determine collection development decisions.
  - Evaluate recommendations in Library Journal & online resources. (S. Crutchfield, T. Anderson, E. Ruppel Ongoing)
  - Review collections of comparable facilities. (S. Crutchfield, T. Anderson, E. Ruppel Ongoing)
  - Monitor listservs such as CHLIB-L and GLA. (S. Crutchfield, T. Anderson, E. Ruppel Ongoing)
  - Maintain a relevant collection through purchases, donations, and periodic weeding. (S. Crutchfield, T. Anderson, E. Ruppel)
- Collect information from community regarding print and electronic needs.
  - Take purchase suggestions to request materials. (S. Crutchfield, T. Anderson, C. Madaris, E. Ruppel, Program Associate, S. Hendricks Ongoing)
  - Conduct annual survey to solicit community feedback. (S. Crutchfield 4th quarter 2023)

### **Goal 2: Communicating the value of the library.**

#### **Objectives:**

- Use ongoing programs to discuss the impact of the library
  - Making announcements at the beginning of programs on what programs are upcoming at the library (S. Crutchfield, T. Anderson, E. Ruppel Ongoing)
  - Discussing programs that have happened in the past with patrons (S. Crutchfield, T. Anderson, E. Ruppel, Program Associate Ongoing)
  - Maintain an ongoing archive and record of the library through scrapbooks (S. Crutchfield, Program Associate, E. Ruppel Ongoing)
  - Maintain an active and friendly relationship with local media with the support of the City Communication Manager (S. Crutchfield, T. Anderson, E. Ruppel, Program Associate)
- Use monthly newsletter/email lists to share what the library is doing and what is upcoming
  - Send out monthly email to patrons. (S. Crutchfield Monthly)
  - Send out specific adult, young adult and children emails to mailing lists (S. Crutchfield, T. Anderson, E. Ruppel)
- Maintain a strong website and social media presence
  - Maintain the library website and keep it up to date and fresh (S. Crutchfield, Program Associate Ongoing)
  - Maintain a strong Facebook and Instagram presence and keep it updated (S. Crutchfield, T. Anderson, E. Ruppel, Program Associate Ongoing)
  - Audit social media twice a year to make sure we are using the correct tools and platforms for the library's benefit (S. Crutchfield, Program Associate Ongoing)
  - Maintain an online presence by recording in-person programs and lectures. (S. Crutchfield, Program Associate Ongoing)
- Create a new mission statement and strategic plan
  - Collect patron, staff and community input to format these documents. (1<sup>st</sup> & 2<sup>nd</sup> quarter 2023 S. Crutchfield, Program Associate)

### **Goal 3: Offer City of Newnan merchandise for sale to public.**

#### **Objectives:**

- Monitor City Store inventory and keep public informed of items available.
- Track merchandise currently available and consider other items to be sold. (S. Crutchfield Ongoing)

- Maintain display in building and advertise through websites, mailings and programs. (S. Crutchfield - Ongoing)
- Track what merchandise patrons would like by doing a yearly survey (S. Crutchfield, 1<sup>st</sup> quarter 2023)

**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, Program Associate, S. Hendricks Ongoing)
  - Staff will attend online conferences, trainings, and webinars for professional development (S. Crutchfield, T. Anderson, E. Ruppel, Program Associate Ongoing)

**Goal 5: Provide a multi-use facility for diverse community needs.**

**Objectives:**

- Offer a variety of programs to children, young adults, and adults. (S. Crutchfield, T. Anderson, A. Urda, E. Ruppel Ongoing)
- Increase the number of participants in children, adult and young adult programs. (T. Anderson, Program Associate, E. Ruppel Ongoing)
- Coordinate meeting rooms and display areas. (S. Crutchfield, E. Ruppel Ongoing)
- Offer both print and electronic resources. (S. Crutchfield Ongoing)
- Increase programs offered on nights and weekends (E. Ruppel, Program Associate, T. Anderson Ongoing)

**Goal 6: Assist in City events and programs.**

**Objectives:**

- Participate in committees. (S. Crutchfield, E. Ruppel, Program Associate Ongoing)
- Create program(s) for Georgia Cities Week. (T. Anderson, Program Associate, E. Ruppel)
- Participate in Main Street Newnan special events (S. Crutchfield, E. Ruppel, T. Anderson, Program Associate)
- Participate with other City departments such as Leisure Services & Keep Newnan Beautiful to provide programming and marketing support. (S. Crutchfield, Program Associate, T. Anderson, E. Ruppel Ongoing)
- Participate creatively in City Hall Selfie Day (S. Crutchfield, T. Anderson, E. Ruppel, Program Associate August 2023)

**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, Program Associate)
- Participate in community outreach with non-profits, community organizations, and local businesses (S. Crutchfield, Program Associate, Ongoing)

**Goal 8: Strengthen partnership and communication between NCLF & Library**

**Objectives:**

- Participate in NCLF Board meetings (S. Crutchfield, E. Ruppel Ongoing)
- Participate in NCLF special events (S. Crutchfield, E Ruppel Ongoing)
- Provide marketing support for NCLF special events (S. Crutchfield, Program Associate Ongoing)

## 2022 Goals Accomplished

- ✓ Partnered with other City of Newnan departments by hosting the following meetings: Newnan Youth Council, Race Justice & Equity for Newnan/Coweta, and Downtown Designs Public Meeting. Participated in the Spring and Fall Main Street Newnan Art Walk. Collaborated with Keep Newnan Beautiful and the Engineering Department for Water Info Session (Goal 2, Goal 5, Goal 6, Goal 7)
- ✓ Provided a variety of children's, young adult and adult programming both in-person and virtual. New adult programs for 2022 included Philosophy 10X, Entrepreneur Storytime, Superhero Writing Workshop, Summer T-Shirt Transformation, Guided Meditation & Breathing, Self Defense for Women, Vision Board Creation, Popcorn Day, Fairy Tale Creation Workshop, Pickled Eggs, Spring Plant Info Session, Intro to Canva, Neighborhood Barre, Community Water Info Session, Grief Coping Strategies, and Pine Cone Succulent Garden. New young adult programs we offered in 2022 included Free Comic Book Day, Balloon Making Workshop, and Teen Drum Circle. Summer children's programs were sponsored by the Newnan Carnegie Library Foundation and Coweta Kiwanis Club and including new performers Mahleahini's Polynesian Dance and Sewing 101 class. We also offered new staff-led programs including Embroidery for Kids, No Sew Sock Mouse, and Salt Dough Caterpillar Craft. New children's programs during the year included Children's Yoga, Jellybean Counting Contest, Elementary Craft Day, Toddler Craft Days, Family Puzzle Day, Washer Craft, Pipe Cleaner Craft, Open Art Studio, Preschool Craft Day, and Musical Storytime (Goal 2, Goal 5, Goal 8)
- ✓ Returned to regular summer programming for the first time since 2019. We had a variety of performers and programs including 20,000 Laughs Under the Sea with Barry Mitchell, Doc Magic Variety Show, Petting Zoo, Puppet Show with Damon Young, Beatin' Path International Drums, Ventriloquist Gene Cordova, and Ken Scott Magic Show. (Goal 2, Goal 5, Goal 8)
- ✓ Collaborated with community organizations and partners: The University of West Georgia, Hometown Novel Nights, Newnan ArtRez, Explore Newnan-Coweta, Inc., Artist Max Kauffman, Gallopade Publishing, Columbus State University, Kiwanis Club of Coweta County, Sworney & Associates, AARP, Disabled Veterans of America, Coweta Master Gardeners, Warrior Defenders, Neighborhood Barre, Hometown Novel Writers Association, Sea Glass Therapy and The Gathering Place Table. (Goal 2, Goal 5, Goal 7)
- ✓ Rentals not returned to pre Covid-19 levels but we had a total of twelve rentals through August 2022 (Goal 5, Goal 7)
- ✓ Annual survey will be conducted in the 4th quarter. We had 29 respondents for the 2021 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)
- ✓ Sr. Carnegie Assistant-Adult participated in Events Committee (Goal 2, Goal 6)
- ✓ Director, Sr. Carnegie Assistant-Young Adult, Sr. Carnegie Assistant- Children attended collection development webinars. (Goal 1)
- ✓ Partnered with the NCLF to bring local authors to the Carnegie: Susie Berta and Alex McRae (Goal 2, Goal 5, Goal 8)
- ✓ Partnered with the NCLF to hold Southern LitFest in Downtown Newnan. Southern Lifest included Local Author Event, Author Karen White, Big Bad Wolf Children's Program, Lewis Grizzard Impersonator, Sean Dietrich, Author Chris Joyner, Bourbon on the Porch, Dr. Wayne Clough and Bible Exhibit. We had over 700 attendees. (Goal 2, Goal 5, Goal 8)
- ✓ Partnered with the NCLF to hold Friday Lunch & Learn programs including Bear Creek Nature Center, Industry in World War II, and Historical Impersonator Kathryn Smith. (Goal 2, Goal 5, Goal 8)
- ✓ Sr. Carnegie Assistant-Young Adult and Sr. Carnegie Assistant- Children debuted a new Homeschool Hangout Program (Goal 2, Goal 5)

| Performance Measures              | 2021<br>Actual | 2022<br>Estimate | 2023<br>Projected |
|-----------------------------------|----------------|------------------|-------------------|
| Reference questions answered      | 9,944          | 10,905           | 10,000            |
| Meeting room usage                | 247            | 344              | 360               |
| Meeting Room fees collected       | \$600*         | \$2,499          | \$5,500           |
| Number of programs                | 428            | 395              | 400               |
| Number of program attendees       | 17,148         | 14,340           | 18,000            |
| Computer Usage                    | 5,268          | 5,100            | 5,200             |
| Public Fax, copier usage          | 13,973         | 12,900           | 13,000            |
| Cost of speakers                  | \$1,050        | \$1,800          | \$2,200           |
| Number of materials in collection | 15,976         | 16,500           | 16,700            |
| Dollar volume of store sales      | \$1,760        | \$890            | \$1,600           |

\*Due to COVID-19





# Capital & Debt



## 2023 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 \$55,045,781 into capital improvements during the past five (5) years of the CIP plus the budgeted \$16,640,633 for 2023; bringing a six (6) year total to \$71,686,414. Based upon an estimated 2023 population of 44,087, the average capital investment was \$1,626 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.

|                     | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Budget | 2023<br>Budget |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>General Fund</b> | 1,554,172      | 1,159,163      | 1,054,780      | 4,956,645      | 1,363,818      | 818,600        |
| <b>Street Fund</b>  | 445,121        | 634,676        | 617,746        | 388,555        | 429,000        | 437,033        |
| <b>Grants</b>       | -              | -              | -              | 37,500         | -              | -              |
| <b>Tourism</b>      | 5,000          | -              | 60,415         | -              | -              | -              |
| <b>SPLOST 2019</b>  | -              | 1,439,271      | 7,379,970      | 8,758,733      | 8,480,000      | 14,035,000     |
| <b>SPLOST 2013</b>  | 3,587,706      | 4,166,337      | 1,079,281      | 1,844,965      | 800,000        | -              |
| <b>Impact Fees</b>  | 2,770,238      | 497,951        | 50,875         | 858,663        | 625,000        | 1,350,000      |
| <b>Totals</b>       | 8,362,237      | 7,897,399      | 10,243,066     | 16,845,061     | 11,697,818     | 16,640,633     |

#### 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 2023: 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. 2023 Budgeted Capital

### A. Summary of 2023 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 2023 Budget total \$16,640,633. The following tables detail the capital improvement expenditures for all City funds in 2023.

The 2023 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 2023 Capital Budget is \$14,035,000 (not including transfers to Newnan Utilities). Additionally, Impact Fees will provide \$1,350,000 for use during 2023. There is also \$437,033 in the Street Fund for repaving of streets. Lastly, there is \$818,600 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 2023 capital budget by projects and capital purchases.

| Fund Source                     | Expenditures |
|---------------------------------|--------------|
| General Fund                    | 818,600      |
| Impact Fees                     | 1,350,000    |
| Street Fund                     | 437,033      |
| SPLOST 2019                     | 14,035,000   |
| Total Capital Expenditures 2023 | 16,640,633   |

## B. 2023 Capital Expenditures

| General Fund Capital              |                            |                         | 2023           |                                |
|-----------------------------------|----------------------------|-------------------------|----------------|--------------------------------|
| Acct #                            | Dept.                      | Description             | Budget         |                                |
| 54.1300                           | Facilities                 | Buildings/Building Imp. | 25,000         | Replace Carpet at Carnegie     |
| 54.1300                           | Facilities                 | Buildings/Building Imp. | 38,000         | Courtroom Matrix               |
| 54.2200                           | Facilities                 | Vehicles                | 65,000         | Replace Service Body Truck     |
| 54.2200                           | Police                     | Vehicles                | 289,600        | Replace High Mileage Vehicles  |
| 54.2200                           | Fire                       | Vehicles                | 36,700         | Replace High Mileage Vehicle   |
| 54.2503                           | Fire                       | Protective Equipment    | 45,000         | Replace Breathing Apparatus    |
| 54.2200                           | Streets                    | Vehicles                | 35,000         | Replace High Mileage Vehicle   |
| 54.2200                           | Garage                     | Vehicles                | 35,000         | Replace High Mileage Vehicles  |
| 54.2201                           | Cemetery                   | Vehicles/Equipment      | 15,500         | Replace 52" Mower              |
| 54.2201                           | Cemetery                   | Vehicles/Equipment      | 12,000         | New Stand on Blower            |
| 54.2500                           | Leisure Services           | Other Equipment         | 85,000         | Replace Wadsworth Sound System |
| 54.2200                           | Parks & ROW Beautification | Vehicles                | 37,000         | Replace High Mileage Vehicle   |
| 54.2200                           | Parks & ROW Beautification | Vehicles                | 20,000         | Replace Utility Vehicle        |
| 54.2200                           | Building Inspection        | Vehicles                | 37,500         | Replace High Mileage Vehicle   |
| 54.2200                           | Planning & Zoning          | Vehicles                | 40,000         | Replace High Mileage Vehicle   |
| <b>Total General Fund Capital</b> |                            |                         | <b>818,600</b> |                                |

| Street Fund                      |                |               | 2023           |                     |
|----------------------------------|----------------|---------------|----------------|---------------------|
| Acct #                           | Dept./Function | Description   | Budget         |                     |
| 54.1425                          |                | LMIG Projects | 437,033        | Repaving of Streets |
| <b>Total Street Fund Capital</b> |                |               | <b>437,033</b> |                     |

| SPLOST 2019              |                |   | 2023              |   |
|--------------------------|----------------|---|-------------------|---|
| Acct #                   | Dept./Function | Description   | Budget            |   |
| 54.1300                  | Public Safety  | Buildings/Building Improvements                                     | 5,000,000         | Fire Training Facility Renovations                          |
| 54.1401A                 | Streets        | Major Street, Sidewalk & Drainage Maintenance                       | 1,700,000         | LMIG Matching Funds   |
| 54.1401A                 | Streets        | Major Street, Sidewalk & Drainage Maintenance                       | 150,000           | Sidewalk Lifting/Repairs                                    |
| 54.1401A                 | Streets        | Street, Intersection, Major Street, Sidewalk & Drainage Maintenance | 150,000           | Utility Cut-in Street Repair                                |
| 54.1401D                 | Streets        | Street, Intersection, Sidewalk & Parking Improvements               | 1,300,000         | Jefferson/Clark/Jackson/Bullsboro Intersection Improvements |
| 54.1401D                 | Streets        | Street, Intersection, Sidewalk & Parking Improvements               | 2,500,000         | Newnan Crossing Blvd Roundabout                             |
| 54.1401D                 | Streets        | Street, Intersection, Sidewalk & Parking Improvements               | 2,500,000         | Sprayberry Road Sidewalks                                   |
| 54.2504D                 | Streets        | Public Works/Equipment  | 485,000           | Street Sweeper & Skid Steer                                 |
| 54.1302                  | Parks          | Other Improvements  | 250,000           | All-Inclusive Playground                                    |
| <b>Total SPLOST 2019</b> |                |   | <b>14,035,000</b> |   |

| Impact Fees              |                |                         | 2023             |                                     |
|--------------------------|----------------|-------------------------|------------------|-------------------------------------|
| Acct #                   | Dept./Function | Description             | Budget           |                                     |
| 54.2200                  | Fire           | Vehicles                | 750,000          | Fire Truck Replacement              |
| 54.1400                  | Streets        | Lower Fayetteville Road | 600,000          | Lower Fayetteville Road Improvement |
| <b>Total Impact Fees</b> |                |                         | <u>1,350,000</u> |                                     |

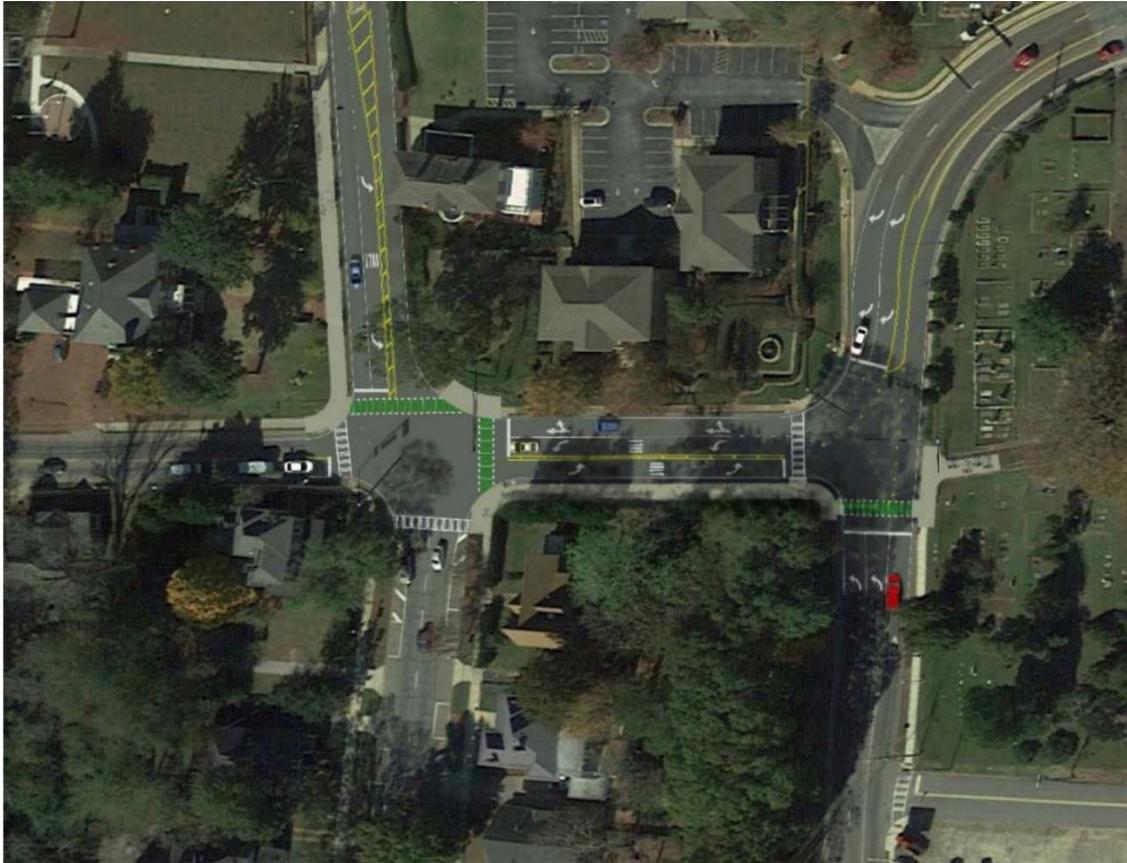
### C. Operating Impacts

The 2023 budget is absorbing an estimated \$900 in operating expenses for maintenance due to the addition of the all-inclusive playground and adding a new stand on blower in the Cemetery 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 **Green** are the capital expenditures deemed to have some operating cost as projected in this section.

## SECTION III. 2023 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 2023.



## B. Fire Training Facility

The City is currently in an Architectural Design/Engineering contract to renovate the existing fire training facility located at 473 Greison Trail. The project will add a new classroom, burn building, and driver training course. There is \$5,000,000 budget in 2023 SPLOST 2019 to complete design and begin construction.



## C. Newnan Crossing Blvd. Roundabout



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

## SECTION IV. Capital Planning

The chart below is the estimation of capital needs three years past the current budget. As technology changes there is always a need to budget for network upgrades. The equipment – machinery category includes various items needed in different departments such as lawnmowers for maintaining facility grounds, equipment needed for maintenance of the City’s fleet, and other equipment. There is always a need for replacement of vehicles, thus a line items for vehicles will be proposed in each budget cycle. Protective equipment is budgeted in our Public Safety departments. These include breathing apparatus for first responders and other safety equipment. As long as GDOT continues to provide the LMIG program, the City will budget for the required match in the SPLOST fund and the LMIG monies in the Street Fund. SPLOST 2019 projects are listed as projects that were approved and voted on by Coweta County/Newnan Citizens. Lastly, Impacts Fees that are collected are allocated to certain categories. These funds are slow to be collected and are collected as new housing and developments erect in Newnan.

| Funding Source                                | Project                           | 2024<br>Estimate | 2025<br>Estimate | 2026<br>Estimate |
|---|-----------------------------------|------------------|------------------|------------------|
| <b>General Fund</b>                           |                                   |                  |                  |                  |
|   | 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          |
|   | <b>Total General Fund Capital</b> | <b>959,579</b>   | <b>620,050</b>   | <b>942,000</b>   |
| <b>Street Fund</b>                            |                                   |                  |                  |                  |
|   | Major Street Repairs (LMIG)       | 450,000          | 450,000          | 475,000          |
|   | <b>Total Street Fund Capital</b>  | <b>450,000</b>   | <b>450,000</b>   | <b>475,000</b>   |
| <b>SPLOST 2019</b>                            |                                   |                  |                  |                  |
|   | 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          |
|   | <b>Total SPLOST 2019 Capital</b>  | <b>3,025,000</b> | <b>4,227,534</b> | <b>6,352,197</b> |
| <b>Impact Fees</b>                            |                                   |                  |                  |                  |
|   | Street Improvements               | 0                | 400,000          | 0                |
|   | Heavy Rescue Unit                 | 0                | 600,000          | 0                |
|   | <b>Total Impact Fees Capital</b>  | <b>0</b>         | <b>1,000,000</b> | <b>0</b>         |
| <b>3 - Year Capital Expenditure Estimates</b> |                                   | <b>4,434,579</b> | <b>6,297,584</b> | <b>7,769,197</b> |

## 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, the City's governmental activities had no outstanding long-term debt, other than compensated absences and net pension liabilities as follows:

|                                  | Beginning<br>Balance | Additions           | Reductions          | Ending Balance<br>Balance | Due Within<br>One Year |
|----------------------------------|----------------------|---------------------|---------------------|---------------------------|------------------------|
| <b>Governmental Activities:</b>  |                      |                     |                     |                           |                        |
| Net pension liability            | \$ 6,131,545         | \$ 3,224,470        | \$ 1,764,851        | \$ 7,773,164              | \$ -                   |
| Compensated Absences             | \$ 781,953           | \$ 1,300,967        | \$ 1,263,417        | \$ 819,503                | \$ 636,046             |
|                                  | <u>\$ 6,913,498</u>  | <u>\$ 4,525,437</u> | <u>\$ 3,028,268</u> | <u>\$ 8,592,667</u>       | <u>\$ 636,046</u>      |
| <b>Business Type Activities:</b> |                      |                     |                     |                           |                        |
| Net pension liability            | \$ 109,186           | \$ 55,764           | \$ 30,521           | \$ 134,429                | \$ -                   |
| Compensated Absences             | \$ 12,393            | \$ 16,223           | \$ 15,663           | \$ 12,953                 | \$ 10,907              |
|                                  | <u>\$ 121,579</u>    | <u>\$ 71,987</u>    | <u>\$ 46,184</u>    | <u>\$ 147,382</u>         | <u>\$ 10,907</u>       |

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 2022, the assessed value of taxable property in the City was \$2,126,593,750 Therefore, the City's long-term obligations payable could not exceed \$212,659,375 (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:

| <u>YEAR</u> | <u>PRINCIPAL</u> | <u>INTEREST</u> | <u>TOTAL</u> |
|-------------|------------------|-----------------|--------------|
| 2022        | 0                | 172,725         | 172,725      |
| 2023        | 0                | 172,725         | 172,725      |
| 2023        | 0                | 172,725         | 172,725      |
| 2023        | 0                | 172,725         | 172,725      |
| 2024        | 1,040,000        | 172,725         | 1,212,725    |
| 2025-2026   | 2,250,000        | 178,500         | 2,428,500    |
| Totals      | \$3,290,000      | \$1,042,125     | \$4,332,125  |

#### 2. Series 2015

On April 21, 2015 the Commission issued \$7,050,000 of City of Newnan, Georgia Water, Sewage and Light Commission Public Utilities Refunding Revenue Bonds (the "Series 2015A Bonds") and \$3,860,000 of City of Newnan, Georgia Water, Sewage and Light Commission Public Utilities Refunding Revenue Bonds (the Series 2015B Bonds" and together with the Series 2015A Bonds, the Series 2015 Bonds") jointly with the City.

The Series 2015 Revenue Bonds were issued to provide funds to (i) refund and defease a portion of the City and Commissions outstanding Public Utilities Revenue Bonds, Series 2006 (the "refunding Bonds"), (ii) pay the premium for a debt service reserve surety bond respecting the Series 2015 Bonds, and (iii) pay the costs of issuance of the Series 2015 Bonds.

The Series Bonds bear interest at rates ranging from 2.00 percent to 4.00 percent and mature at various dates through January 1, 2036. The Series 2015 Bonds are payable solely from the net revenues of the System, as defined.

The net proceeds of \$11,508,370 were used to purchase securities that were deposited in an irrevocable trust with an escrow agent to provide for future debt service payments on the 2006 Series Bonds. As a result, the portions of the Series 2006 Bonds refunded are considered legally defeased and have been removed from Commission's books.

As of December 31, 2021, total debt service requirements to maturity for the Series 2015 Bonds were as follows:

| <u>YEAR</u> | <u>PRINCIPAL</u> | <u>INTEREST</u> | <u>TOTAL</u> |
|-------------|------------------|-----------------|--------------|
| 2022        | 1,775,000        | 338,432         | 2,113,432    |
| 2023        | 1,815,000        | 301,166         | 2,116,166    |
| 2023        | 10,000           | 258,550         | 268,550      |
| 2023        | 10,000           | 258,350         | 268,350      |
| 2024        | 10,000           | 258,150         | 268,150      |
| 2025-2029   | 1,845,000        | 1,229,602       | 3,074,602    |
| 2030-2034   | 3,505,000        | 711,150         | 4,216,150    |
| 2035-2036   | 1,595,000        | 88,350          | 1,683,350    |
| Totals      | \$10,565,000     | \$3,443,750     | \$14,008,750 |

### 3. Series 2017

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

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

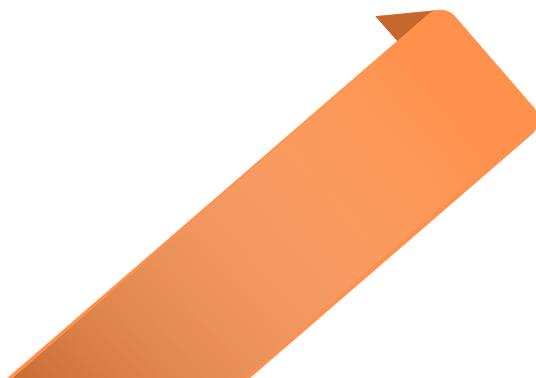
As of December 31, 2021, total debt service requirements to maturity for the Series 2017 Bonds were as follows:

| <u>YEAR</u> | <u>PRINCIPAL</u> | <u>INTEREST</u> | <u>TOTAL</u> |
|-------------|------------------|-----------------|--------------|
| 2022        | 431,217          | 221,394         | 652,611      |
| 2023        | 440,945          | 211,260         | 652,205      |
| 2023        | 2,316,398        | 200,898         | 2,517,296    |
| 2023        | 2,371,430        | 146,462         | 2,517,892    |
| 2024        | 500,874          | 90,734          | 591,608      |
| 2025-2029   | 2,686,555        | 271,480         | 2,958,036    |
| 2030-2031   | 673,581          | 18,127          | 691,708      |
| Totals      | \$9,421,000      | \$1,160,355     | \$10,581,355 |





# 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 balanced 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 statutes.

**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** - Proprietary 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 1<sup>st</sup>.

**OPERATING TRANSFER** - Legally authorized inter-fund transfers from a fund receiving revenue to the fund that makes expenditures.

**ORDINANCE** - A formal legislative enactment by the governing body of a municipality. It is not in conflict with

any higher form of law, such as state statute or constitutional provision; it has the full force and effect of law within the boundaries of the municipality to which it applies.

**OUTPUT** - The number or amount of services, units or work produced within a given time.

**PAFR** - Popular Annual Financial Report. This is prepared as a supplement to the CAFR, but is typically much easier to read and understand. Its primary focus is the general fund and governmental functions and statistics, rather than complete fund reporting.

**PART-TIME** - Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

**PATROL** - The act of moving about an area especially by an authorized and trained person or group, for purposes of observation, inspection, or security.

**PAYABLE** - Money which a company owes to vendors for products and services purchased on credit.

**PER ANNUM** - By the year, or annually.

**PER CAPITA** - By or for each individual person.

**PERMIT** - A legal document giving official permission to do something.

**PERFORMANCE MEASURES** - Measures which identify how an organization defines and measures progress toward its goals; typically measured as efficiency, effectiveness or output.

**PERSONNEL** - The body of persons employed by or active in an organization, business, or service.

**PERSONNEL COST** - Refers to all costs directly associated with employee, including salaries and fringe benefits.

**PRIORITIES** - (1) The most important thing that must be dealt with first. (2) Precedence, especially established by order of importance or urgency.

**PROFESSIONAL SERVICES** - Expenditures incurred by the City to obtain the services of recognized, licensed professionals such as Doctors, Engineers, Certified Public Accountants, etc.

**PROPRIETARY FUND** - One having profit and loss aspects; therefore it uses the *accrual* rather than modified accrual accounting method. The two types of proprietary funds are the enterprise fund and the internal service fund.

**RDC** - Regional Development Center; a focal point for regional issues concerning local government and a resource for those governments in a variety of specialized areas, such as planning, economic development and grants.

**RATIFIED** - Formally approved and invested with legal authority.

**RECEIVABLE** - Money which is owed to a company by a customer for products and services provided on credit.

**REFERENDUM** - A vote by the whole of an electorate on a specific question or questions put to it by a

government or similar body.

**REFORESTED** - To replant an area with trees after its original trees have been cut down.

**RESERVE** - (1) An account used to earmark a portion of fund balance to indicate that it has been earmarked for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a future use.

**RESIDENTIAL** - Used or designed for residence or limited to residences.

**RESIDUAL EQUITY TRANSFERS** - Additions to or deductions from the beginning fund balance of governmental funds.

**RESTRICTED ASSET** - Account or other balance with limited right of access or withdrawal.

**RETENTION** - The act of retaining something or the condition of being retained.

**RETROREFLECTIVITY** - A device or surface that reflects light back to its source with a minimum scattering of light.

**RETURN "A" CRIME** - Aggravated felony such as rape, murder, drug trafficking, sexual abuse of a minor, etc.

**REVENUE** - Additions to fund financial resources other than from inter-fund transfers and debt issue proceeds.

**REVENUE BONDS** - Revenue bonds are issued to finance industrial and commercial growth projects. Projects can include land acquisition, new-facility construction, improvements to existing facilities, and purchase and renovation of existing structures.

**REVISION** - The act of revising or rewriting.

**REVITALIZATION** - Renew somebody or something: to give new life or energy to somebody or something.

**REVOLVING LOAN** - Arrangement which allows for the loan amount to be withdrawn, repaid, and redrawn again in any manner and any number of times, until the arrangement expires.

**SALARIES & BENEFITS** - The cost of all salaries, wages, and associated fringe benefits required to provide a governmental service.

**SOG** - Standard Operating Guidelines, typically in reference to public safety.

**SBA** - Small Business Administration. This agency is a business development program created to help small disadvantaged businesses compete in the American economy and access the federal procurement market.

**SEDIMENTATION** - The removal, transport, and deposition of detached soil particles by flowing water or wind.

**SOIL EROSION** - The washing away of soil by the flow of water.

**SOP** - Standard Operating Procedures.

**SPLOST** - Special Purpose Local Option Sales Tax, approved by the citizens of the City and allocated to certain

capital projects which were identified in the original referendum and usually limited to five (5) years, but may run longer on some capital projects.

**SPECIAL REVENUE FUND** - A fund established to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

**SRO** - School Resource Officer.

**STANDARDS** - An established norm or requirement; it is usually a formal document that establishes uniform engineering or technical criteria, methods, processes and practices.

**STEWARDSHIP** - The conducting, supervising, or managing of something.

**STORMWATER UTILITY** - A Utility which has primary authority and responsibility for carrying out the City's comprehensive drainage and storm sewer plan, maintenance, administration, and operation of all City storm and surface water facilities, as well as establishing standards for design, construction, and maintenance of improvements on private property where these may affect storm and surface water and management.

**STRATEGY**. - An elaborate and systematic plan of action.

**STREETSCAPES** - The visual elements of a street, including the road, adjoining buildings, trees, sidewalks, street furniture and open spaces, that combine to form the street's character.

**STREET MILES** - Total square miles.

**SUBDIVISION** - An area composed of subdivided lots.

**SUPPRESSION** - Conscious and forceful action to put an end to something, destroy it, or prevent it from becoming known.

**TASK** - An activity that needs to be accomplished within a defined period of time.

**TAX** - A compulsory charge levied by a governmental unit for the purpose of raising revenue. These revenues are used to pay for services or improvements provided for the general public benefit.

**TEA** - The Transportation Economic Assistance (TEA) program provides state grants to governing bodies, private businesses, and consortiums for road, rail, harbor and airport projects that help attract employers, or encourage business and industry to remain and expand in the state.

**TEMPORARY POSITION** - A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

**TOURISM ENHANCEMENT FUND** - Commonly referred to as the Hotel/Motel Tax fund; created in 1999 for the purpose of promoting tourism in the City of Newnan. Revenues are raised from taxes imposed on hotels/motels conducting business in the City. Appropriations are strictly designated for promotional purposes as detailed in O.C.G.A., section 48-13-51 (a) (3), with 60% transferred to the General Fund and 40% retained.

**TREND ANALYSIS** - Method of time series data (information in sequence over time) analysis involving comparison of the same item (such as monthly or annual revenue figures) over a significantly long period to (1) detect general pattern of a relationship between associated factors or variables, and (2) project the future direction of this pattern.

**UNRESERVED FUND BALANCE** - The amount remaining in a fund that is not designated for some future use and which is available for further appropriation or expenditure.

**UNAPPROPRIATED FUND BALANCE** - The amount remaining in a fund that is not designated for some future use and which is available for further appropriation or expenditure.

**UNIFORM STRENGTH** - Capacity in terms of personnel available.

**UNINCORPORATED** - Outside the legal boundaries of the City.

**USER CHARGES** - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**VARIANCE** - A measure of the difference between two data points. In Accounting, this can be defined as the difference in a set of numbers from one fiscal year to the next, actual versus budget, or budget versus budget.

**VESTED** - Having the rights of ownership, although enjoyment of those rights may be delayed until a future date.

**VoIP** - Voice Over Internet Protocol; a general term for a family of transmission technologies for delivery of voice communications over IP networks such as the Internet or other packet-switched networks.

**W & L** - Water and Light Commission of the City of Newnan; more formally Newnan Utilities.

**WRIT** - A written court order demanding that the addressee do or stop doing whatever is specified in the order.

**ZONING** - Legislative action, usually at the municipal level, that divides municipalities into districts for the purpose of regulating the use of private property and the construction of buildings within the zones established. Zoning is said to be part of the state **police power**, and therefore must be for the furthering of the health, morals, safety, or general welfare of the community.





**NEWNAN**  
CITY OF HOMES