



BIENNIAL BUDGET
FY 2018 & FY 2019

**CITY OF DOTHAN
FISCAL YEAR 2018 & 2019 BUDGET
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City of Dothan **DOTHAN, ALABAMA**

Honorable Mayor and Members
of the Dothan City Commission

Board of Commissioners:

In accordance with my responsibilities as City Manager, I am charged with the duty of preparing an operating budget of estimated funds necessary to defray the expenses for each ensuing fiscal year for the City of Dothan. In 2003, the City of Dothan amended the Code of Ordinances to allow for the submission and approval of a Biennial Budget; thus, I am submitting to you the following recommended Fiscal Years 2018 and 2019 budgeted revenues and expenditures for your review, which when adopted will be our City's eighth Biennial Operating Budget.

Obviously, some of the biggest challenges in developing the Fiscal Years 2018 and 2019 budgets for the City of Dothan is the reality of issues in the country that may affect the national and local economy, funding the facility maintenance needs city-wide, and funding the various requirements of the EPA Administrative Order. Sales tax revenues have shown growth in Fiscal Year 2017 exceeding both the conservative budget projections and last year's (FY 2016) collections year to date. Currently, we are \$5,737,921 over budget as of July receipts; and \$1,580,791 over year-to-date Fiscal Year 2016 collections.

The City departments were allocated a fixed dollar amount for operating expenses as in previous years, excluding personal services (salaries and fringes), electrical energy purchased for resale, insurance expenses and debt service. The operating expenses, or target amounts, were determined to be those expenditures appropriated for Fiscal Year 2017 with any one-time and non-recurring expenses removed. Any additions were a direct result of contractual agreements, reorganization, known price increases or decreases, and additional programs; thus increasing their target marginally. This has been the case for the past twelve years and operating cost increases have been minimized because of this.

As occurs during the biennial budget process, I, in conjunction with the Finance Director, establish goals for the upcoming budget development. These goals were:

1. *Be Fiscally Responsible* - Numerous factors create uncertainty, especially as it relates to revenue projections for the next two years. Some of these factors include stability in the economy, federal and state budget issues, possible cutbacks at Fort Rucker, and the weather's impact on electric, water and sewer sales. These issues make it paramount that we focus (1) to maintain

service levels, (2) control cost, and (3) ensure the City has the necessary reserves to handle any drop in revenue and handle any emergency that should arise. We feel the budget developed meets those criteria.

2. *Live Within the Available Revenues in the General Fund* - It is imperative that basic City services be able to operate with the revenues provided. As always, we budget revenues very conservatively to ensure that we are not faced with a shortfall should the economy take a downturn. The Lodging Tax increase of 3%, which went into effect in January, will generate approximately \$930,000 and will assist with the operational costs for James Oates Park.
3. *Fund the Action Items in the Annual Strategic Plan* - Since the City Commission started the Strategic Planning Process in 2006, most of the major accomplishments were identified in the annual plan. The projects in the 2017 plan have either been funded, included in the budget being presented or funds will be appropriated from the undesignated fund balance at a later date.
4. *Comply with the EPA Administrative Order on Consent (AOC)* - This process can be best described as a journey that the City is undertaking to correct deficiencies in the sewer system and take action in the future which assures the system is operated in compliance with the various clean water statutory requirements. Many components of the system have long reached their useful life; and the City committed to the EPA in the AOC that it would repair and properly maintain the sewer infrastructure. To the extent that revenues are available, the budget is undertaking actions to comply with the AOC.
5. *Maintain Fleet Replacement Schedule* - With the additional one percent sales tax (effective January 2007), one of the objectives of the City Commission, as well as the staff, was to fund on a regular basis needed vehicle and equipment replacements in the City fleet. The total budget for fleet replacements for 2018 and 2019 is \$2,750,000 each year. The total amount for each year includes \$750,000 for the Utility Fund. Based on the capital budget we presented to you in April 2017, this amount does not allow us to replace all the vehicles and equipment that have been identified in need of replacement. The current estimate for Fiscal Year 2018 is \$3.57 million.
6. *Maintain Resurfacing Schedule* - Over the past few years, the price of asphalt has increased to the point that it is impacting the miles of roads being resurfaced annually. Because of this, we began increasing the budget amount by \$500,000 beginning in Fiscal Year 2016. We are able to continue funding the increase in Fiscal Years 2018 and 2019 by budgeting \$2,000,000 each year. Resurfacing is one of the most visible signs to residents that the City is making an honest effort to upgrade infrastructure and attempting to spend their tax dollars wisely, especially since numerous roads are long past the schedule for resurfacing.
7. *Maintain Building Maintenance Schedule* - The budget for 2018 increased to \$750,000, an increase of \$150,000, in order to fund an upgrade to the jail including painting, plumbing and fixtures. Fiscal Year 2019 budget remains at the current level of \$600,000. Additionally, \$250,000 has been included to work on facilities which need modifications to comply with the Americans with Disabilities Act. As you know, we have numerous repairs and maintenance needs at our public buildings. The \$600,000 will not begin to provide for all our needs; however, it is very important to

continue such repairs for the public building infrastructure of the City.

8. *Maintain a Competitive Salary Structure* - The success in providing quality services to the citizens of Dothan is directly tied to the ability to attract and keep good employees. It is therefore imperative that we maintain a competitive salary and benefits structure. The budget includes funding for a 2% cost of living adjustment and funding for the Pay for Performance Program. I am recommending the COLA per fiscal year for employees to begin with the first pay period in October 2017 and October 2018. Based on the cost of health insurance and projected cost for Fiscal Year 2018, there will be a proposed increase in the amount employees and retirees pay for health insurance. Prior to the increases in 2016 and 2017, employees had not had an increase in what they paid for premiums since 2003. However, there have been changes in the program which have increased copays and other out of pocket expenses employees are required to pay over the past few years. The increase in premiums employees and retirees pay will generate an additional \$250,000 for the health insurance fund. These changes are designed to offset cost as well as maintain adequate reserve levels in the self-insurance fund.

After an in-depth review of each department's budget, I am presenting to the Commission a **Balanced Budget for Fiscal Years 2018 and 2019**. The total budget for all funds is increasing \$7.8 million (3.73%) in 2018. However, after increasing the budget for debt service payments, depreciation, capital expenditures, and one-time appropriations the increase is reduced to \$5.0 million or 2.40% for personal services and department target budgets. The increase in 2019 is \$2.6 million (1.23%).

GENERAL FUND

REVENUE PROJECTIONS

Revenue in the General Fund is projected to increase by \$3.6 million. Below are the significant changes for the new budget:

- **Sales Tax** – To date sales tax collections in Fiscal Year 2017 are 3.7% (\$1.6 million) above the Fiscal Year 2016 collections for the same period. Although revenue has increased this year, we continue to have months that the collections are below 2016 collections. The projected numbers for Fiscal Years 2018 and 2019 are \$3 million above the budgeted numbers in Fiscal Year 2017 budget. Additionally, the sales tax on automobile sales is budgeted to increase by \$200,000 each year. This continues the practice of being very conservative in our budget estimates. There are still concerns about the economy and the impact of federal and state budget shortfalls, and numerous other domestic and international issues that could have an impact on the local economy.
- **Other Taxes** – Based on collections over the past two years, and the increase to the Lodging Tax, the budget estimates for this category have been increased by \$900,000 for both Fiscal Years 2018 and 2019. This category consists of motor vehicle ad valorem taxes, lodging taxes, and franchise taxes.
- **Wiregrass Foundation Funding Commercial Jet Project** – The Wiregrass Foundation committed to paying one half of the debt service for five years (2014-2018) on the \$6.0 million borrowed to upgrade Airport facilities to receive the commitment from Commercial Jet. The contribution of \$338,717 has been added to the Fiscal Year 2018 budget. The impact is a reduction,

in the amount provided by the City to the Airport in Fiscal Year 2018; however, the City will be responsible for the entire debt payment of \$687,179 in Fiscal Year 2019.

- **Wiregrass Foundation Funding Dothan Regional Public Safety Training Center** – The Wiregrass Foundation has committed to paying \$1,000,000 per year in years one through ten and \$1,100,000 in years eleven through twenty on the \$17 million borrowed to construct the Dothan Regional Public Safety Training Center. This amount is in addition to the initial payment of \$4,000,000, which will be reduced by an amount equal to the design costs paid directly by the Foundation.
- **Landfill/Disposal Fees** – Because of the temporary closure of the City's landfill, the revenue from disposal fees charged to other users was reduced \$900,000 for Fiscal Year 2018 and increased by \$900,000 for Fiscal Year 2019. It is anticipated that the expansion will be completed and opened in the fall of 2018 and disposal fees will be generated in Fiscal Year 2019.
- **Transfer from Utilities Fund** – While not technically a revenue to the General Fund, net income from the electricity sales has and will continue to be used to reduce the tax burden of residents. This is accomplished while Dothan remains one of the lowest cost providers of electricity in the state. The transfer from the Utility Fund to the General Fund for Fiscal Years 2018 and 2019 is \$5,319,801 and \$5,429,781, respectively.

MAJOR EXPENDITURE CHANGES

- **Personnel Cost** – Funding was included in the budget for a 2% Cost of Living Adjustment for employees and the continuation of

the Pay for Performance increases for both Fiscal Years 2018 and 2019. One vacant position of Battalion Chief will be eliminated and provide funding for a Deputy Fire Chief in the Fire Department; one vacant Environmental Service Worker will be eliminated and provide funding for a secretary in the Environmental Division of the Public Works Department; one vacant position of Asset Manager will be eliminated and provide funding for a Senior Civil Engineer in the Public Works Department; and the vacant Street Maintenance Manager position will be eliminated and provide funding for a Traffic Engineer in the Public Works Department.

In addition, funding has been provided to establish these positions: a Maintenance Construction Worker and Easement Crew Leader for the Force Main/Easement Crew; a Pump Station Foreman; two additional Landscape Technician I for the Landscaping Crew; one Equipment Operator II position for the Asphalt Crew; and a One Stop Shop Supervisor to serve as a liaison for businesses to conduct City requirements as recommended by Blue Print Dothan.

- **Health Insurance** - The City is self-insured for employee health insurance and over the years has maintained a healthy reserve to handle spikes in claims. Unfortunately over the past few years, we have had several covered members who have had significant claims and reserves have been used to offset the spike in cost. The City does have specific stop loss protection of \$200,000 per insured. This stop loss limits claims to the City for those who have a significant health issue. The bottom line is that the City has increased the participation of our employees by raising their monthly premiums and increasing their share of cost by adjusting deductibles, copays and out of pocket maximums. This has assisted with restoring a modest reserve.

Health insurance claims expense has averaged \$11.8 million over the last three years with funding by the City, employees, and retirees averaging \$11.2 million. Therefore, the Employee Insurance Fund reserve has been used to pay for additional claims expenses not covered by the premiums paid by the City, employees, and retirees. The balance in the Employee Insurance Fund reserve is \$1.8 million as of July 2017. Over the years, the City Commission has been proactive in budgeting for employee and retiree health insurance. Our goal is to maintain a \$2 million reserve in the health insurance fund.

The City will maintain its compliance with the Affordable Care Act and provide funding for the Comparative Effective Research Fee and the Transitional Re-insurance program of approximately \$190,000 per year. For Fiscal Year 2018, it is projected that the cost of claims will remain the same as 2017. Health insurance is a major benefit to employees and helps provide needed healthcare to keep our workers on the job.

- **Travel and Training** – Based on concerns expressed by the City Commission in 2015, we reduced the amount allocated for travel and training in the various budgets by \$100,000 in 2016 and 2017. This funding reduction continues in 2018 and 2019 with the exception of \$17,500 being restored to the Fire Department’s budget to be used for paramedic training. Be assured that staff continues to understand the importance of being accountable for this as well as all other expenditures.
- **James Oates Park & Wellness Pool** – Funding was provided for operations of these two facilities; \$285,000 for James Oates Park and \$57,750 annually for the Westgate Wellness Pool. The salaries and benefits for both facilities have been funded as well.

- **Body Worn Camera System Data Storage** – In March of this year, the City Commission approved the purchase of body worn cameras for the police officers. The budget was increased \$259,200 in 2018 and 2019 to cover the cost of storing the video obtained from each device.
- **Disposal Fees** - When the budget was developed in Fiscal Year 2013, \$1.2 million was projected as revenue for tipping fees from outside parties disposing of waste in the City's landfill. As the plans for expansion of the landfill moved forward, the decision was made to stop disposal at the landfill to conserve space to ensure the expansion was a viable option. Because of this, the City has had to take its garbage and trash to private landfills for the past year. It is anticipated that the City will continue to use private landfills for Fiscal Year 2018. In Fiscal Year 2018, \$1,050,000 has been budgeted to cover this cost. The expansion of the City's landfill should be completed by the fall of 2018. However, we are still awaiting approval by the Alabama Department of Environmental Management (ADEM) for the landfill permits.
- **RSA Payments** – The percentage required by the City has decreased for the third year in a row. Our City’s contribution rate as of October 2017 will be reduced to 20.36% (-.66%) of covered payroll for Tier 1 employees and to 19.82% (-.80%) for Tier 2 employees (hired after January 1, 2013). This is a decrease from 21.02% and 20.62% and will result in a savings in the 2018 budget of approximately \$300,000. Decreases in required percentages to date have been because of employees paying more and the elimination of the Drop Program. Hopefully, these decreases will continue. However, this reduction is directly tied to the economy and RSA’s return on investments. In Fiscal Year 2017, annual RSA payments are estimated to be \$10.0 million for filled positions; for Fiscal Years 2018 and 2019, all qualified

positions (filled and unfilled) are budgeted at \$10,307,727 and \$10,709,360, respectively.

- **Troy University** – In July 2015, the City Commission made a commitment to provide \$400,000 to Troy University’s new Coleman Hall. These funds were to be provided over a four year period once the University is ready to begin construction. Coleman Hall will house the new Center for Entrepreneurship which is directly tied to the region’s economic development efforts. The budget includes \$100,000 for 2018 and 2019.
- **Wallace Community College** – In February 2016, the City Commission made a commitment to provide \$400,000 to Wallace Community College to purchase instructional equipment for the new Health Science Building. The budget includes \$100,000 for 2018 and 2019.
- **Economic Development** – In June of this year, the City Commission committed to provide four annual payments of \$125,000 to the Industrial Development Board to meet obligations with the Alabama Municipal Electric Authority (AMEA) to facilitate the IB XLAM USA, LLC project. The budget includes \$125,000 for 2018 and 2019.
- **Fuel/Gasoline** – The price of fuel has dropped significantly over the past few years. In 2016 and 2017, this reduction enabled us to reduce the budget by \$525,200. We were able to continue with the reduction in 2018 and 2019 as well. The impact on all funds is over \$600,000.
- **Information Technology Upgrades** – The Commission has expressed a desire to increase Wi-Fi access at public facilities. In the 2018 budget, \$175,000 was included for wireless access points

and backend controllers. To address security concerns for city-wide data, \$60,000 was included in 2018 to replace the firewalls.

- **Commitments During Fiscal Year 2017** – There were several items which the City committed to during the past two years which were added to the budget at a level we felt should be identified in our presentation to you. Due to the increase in the volume of hotel reservations, the budget increased \$150,000 for the distribution to the Convention & Visitor’s Bureau. In addition, the salary for three public defenders was increased by \$18,000 per year (\$6,000 per defender).
- **Maintenance/Improvement Infrastructure Funding** – The budget for maintenance activities will remain as in past years:

Facilities Maintenance	\$	600,000
ADA Compliance	\$	250,000
Road and Bridge Improvements	\$	1,000,000
Sidewalks	\$	250,000
Park Maintenance	\$	350,000

- **Outside Agencies** – The City Commission initiated a new process for the review and allocation of funding for outside agencies with the Fiscal Years 2016 and 2017 budget. Since that process is being undertaken at this time and is a separate process than the development of the City budget, we have allocated a flat amount (\$1,675,000) for distribution to the various agencies as the City Commission chooses. As in past years, each allocation will be authorized by resolution to appropriate funds for payment.

Additional funding by the City to other entities is as follows:

Convention & Visitors Bureau-Tourist Promotion	\$ 1,200,000
Chamber of Commerce-Economic Development	\$ 300,000
DDRA-Downtown Redevelopment	\$ 285,000
Dothan Industrial Development Board	\$ 125,000
Troy University-Coleman Hall	\$ 100,000
Wallace Community College Health Science Equip	\$ 100,000
SARCOA-Senior Resource Center	\$ 50,000

UTILITY FUND

REVENUE PROJECTIONS

- **Utility Revenues** - Electric revenues are projected to decrease for both Fiscal Years 2018 and 2019 by \$2,000,000. Over the past several years, electrical revenues have essentially been flat. Obviously, power sales are greatly impacted by weather. Mild winters and summers reduce consumption. There is also a budget decrease in power purchases of \$4,000,000. In the past, the goal for electricity sales has been to have \$19.5 million after the purchase cost. Fortunately, we will be able to achieve that for the next two years based on current rates.

Water revenues have been marginally increasing because of the annual 2.85% inflationary increase. There has been no significant increase in sales for a number of years. This represents the loss of some industrial users as well as an increase in rates which have made our customers more conscience of water conservation efforts. The good news is the peak demands are down significantly from the peaks of 2005. This is a positive step as it provides capacity for the City to grow without additional water

wells. Of course, one major industrial user could change this quickly.

While sewer charges are based on water usage and track water sales closely, sewer revenue has been increased by \$2.0 million. This increase is the result of a \$0.30 per 1000 gallon increase effective October 2017 and a \$0.35 per 1000 gallon increase effective October 2018 that was approved in 2015. The rate adjustments were approved at that time to help fund part, but not all, of the requirements stemming from the EPA Administrative Order on Consent, Omussee Wastewater Treatment Plant Improvements and other capital needs.

- **Fats, Oils & Grease (FOG) Fees** – In 2015, the City Commission approved the Fats, Oils and Grease monthly surcharge with an increase of 2.85% scheduled for each October beginning in 2017. The budget estimate for this category has been increased by \$90,000 for both Fiscal Years 2018 and 2019.
- **Interest Earned** – Due to the increase in reserves and interest rates, the budget estimate for this category has been increased by \$35,000 for both Fiscal Years 2018 and 2019
- **Utilization of Fund Balance** – For Fiscal Year 2017, the budget was approved assuming funds would not be required from the Utility Fund Balance to cover the expenditures in the budget. Unfortunately, for Fiscal Years 2018 and 2019, we were not able to balance the budget without taking funds from the fund balance.

MAJOR EXPENDITURE CHANGES

- **Personnel Cost** - As previously stated, funds were included in both Fiscal Years 2018 and 2019 for a 2% cost of living adjustment and the continuation of Pay for Performance increases. Also, there was a decrease in funding for RSA payments.
- **Debt Service** – Debt service payments for the Utility Fund are increasing \$2,233,286 in Fiscal Year 2018 and \$1,794 for Fiscal Year 2019. This is associated with the \$41.0 million State Revolving Loan the City received in the summer of 2016 for the improvements to the Omussee WWTP and for the \$17.0 million General Obligation Warrant for the Dothan Regional Public Safety Training Center that was closed on September 1, 2017. As of September 30, 2017, the outstanding sewer debt will be \$101,934,135 which is 79.3% of the total outstanding debt of \$128,535,639.
- **Electric Transformers – Electric Capital Program** – Many of the substations and transformers in the City’s electric system were installed in the 60s and 70s and have reached the end of their useful life. The large transformers at the substations cost in the neighborhood of \$600,000. It is our plan to replace and rebuild these before they fail. Dothan residents take significant pride in Dothan Utilities and the work that is performed. Our customers are accustomed to a superior service level and an exceptional electric system which needs to be maintained adequately to ensure such service levels continue. Each year, the City budgets \$500,000 for the replacement of transformers. This is to replace ones with maintenance issues as well as ones damaged during storms. Because of the federal requirement to remove all transformers which contain PCBs by 2025, staff has developed a program to replace one-tenth of these each year to ensure our compliance

which started in Fiscal Year 2016. Because of this, included in this budget is \$300,000 in the Fiscal Years 2018 and 2019 to carry on this change out program. Staff estimated that it would take \$3.0 million over ten years to comply with the federal requirements. Total budgeted amount for each year is \$800,000 for electrical transformers.

- **Energy Purchases** – Based on cost of purchases for the past few years, the budget for both Fiscal Years 2018 and 2019 has been decreased by \$4.0 million. This is partially offset by a \$2.0 million decrease in sales.
- **Advanced Metering Infrastructure** – The next generation of electric meters will allow many current manual functions (meter reading, cut on and off, notification of outages, and other problems) to be performed electronically. The total estimated cost to go city-wide with the electric side of this program is \$5.9 million. There is also technology which would allow the advanced electric meter to read the water meter. However, it would require the use of a compatible water meter. The estimated cost to complete partial (water meters 2” or below) implementation of the water side of this program is \$8.4 million. Due to the additional cost of the water meters, a cost benefit analysis will be prepared to determine feasibility of converting the water meters. The benefits of this infrastructure are enormous and \$1 million that was set aside in Fiscal Year 2017 will be rolled over to Fiscal Year 2018 to assist with the cost of the pilot program and to begin conversion of the electric meters. In addition, the Fiscal Year 2019 budget contains \$5.0 million for the purchase of meters, hardware, software and installation.
- **Tree Trimming** – Over the years, many outages can be attributed to tree limbs due to rapid vegetation growth. Additional

funds of \$1,200,000 in 2018 will allow enough funding to complete the cutting of the system resulting in increased system reliability.

- **Direct Buried Secondary Replacement** – The City’s electrical system has a number of residential customers with a direct buried secondary wire without conduit in the ground which will corrode and decay. Funding of \$500,000 is budgeted in 2018 to begin the replacement process.
- **Transformer Rebuild** – Funding of \$250,000 was provided in 2018 to rebuild a failed power transformer. Once completed, a load can be transferred from one substation to the other without interruption to the customer in the event of an issue or maintenance with the adjacent units.
- **Recloser Replacement** – Funding of \$200,000 was budgeted for the replacement of recloser distribution devices. This will allow for the oil filled, 40 year old devices to be replaced with a vacuum insulated device that can be monitored and remotely controlled through the SCADA system and therefore reduce the number of outages.
- **Red Water Program** – The number of areas with aging galvanized water lines has prompted the budgeting of \$100,000 per year to systematically address these issues. In 2018 and 2019, the budget was increased by \$500,000 each year to help alleviate these problems. However, in a lot of these areas, the homes also have aging galvanized piping so our efforts may not totally eliminate the problem.
- **Water Distribution Extensions** – Funding of \$360,000 and \$170,000 has been provided for the 12” Water Main Loop on

Omussee Road in 2018 and for the 12” Water Main Connector on N. Beverlye Road in 2019 which will eliminate water clarity issues.

- **Chlorine Storage Building and Well Chemical Dry Feed Systems** – Additional funding of \$100,000 was included for a chlorine storage building to meet EPA requirements and \$195,000 for chemical dry feed systems for 26 well sites. This will be a safety benefit to employees and the public.
- **AOC Point Repair & Rehabilitation Materials** – Funding of \$100,000 has been included to continue with the repairs and improvements identified during the inspection program as required by the AOC.
- **Sludge Disposal** – Several years ago the EPA received a complaint about the City’s land application of sewer sludge and we were informed that we could no longer handle it that way. The City now takes the sludge to the Waste Management Landfill in Campbellton, Florida. Based on cost for the past several years, the budget contains an additional \$200,000 per year for this disposal.
- **Wastewater Treatment Plant Compliance** - \$60,000 was included in 2018 and 2019 for ultraviolet bulbs for the disinfection system at Little Choctawhatchee and Cypress Wastewater Treatment Plants. In addition, \$200,000 was included in 2018 and 2019 for filter media at Little Choctawhatchee WWTP to ensure compliance with discharge; \$16,000 in 2018 for automatic samplers at Cypress WWTP; and \$70,000 in 2018 and 2019 to upgrade the existing sludge drying beds at Omussee WWTP.

While the above listed items will continue to ensure the City’s compliance with required regulations, we felt it was essential to

include in the budget \$200,000 in 2018 for electric gates and cameras at each of the City's three wastewater treatment plants to allow for secure access at these facilities. A major topic under discussion with public utilities is protection against terrorism.

CAPITAL EXPENDITURES

- **Funding for Water Capital Program** – The City Commission adopted the Long Range Water Study completed by Polyengineering in 2013. This adoption signifies the long-term commitment the City Commission has had of ensuring a source of potable water for Dothan's future. The most cost effective provision of water continues to be wells. After drilling a Tuscaloosa Aquifer well and a pilot study, it has been determined that the Tuscaloosa Aquifer Well with reverse osmosis treatment is a feasible option for the City. Currently the City has more than adequate capacity to meet the needs of Dothan for the next few years. Currently, there is \$2,670,571 reserved for long-term water needs. The next improvements as defined in the long range study are the drilling of two additional wells in five years. Each year an additional \$500,000 is added to the reserve.

ITEMS NOT INCLUDED IN THE BUDGET

- **Additional Police Officers for City Parks** – A COPS Grant application has been submitted for police officers in our City parks and recreational facilities and is pending approval. However, additional funding for the match would be required if approved.
- **Rip Hewes Stadium Renovations & Parking Lot** – After a discussion about the condition of the Rip Hewes Stadium, some

commissioners have stated a desire to have a study to determine what improvements are needed. This is not included in the budget.

- **Eastgate Multi-Purpose Center** – The commission has approved the design for the replacement of the farm house at Eastgate Park. The plan will be to fund from the undesignated fund balance.
- **Traffic Signal Upgrades** – Based on improvements in technology and age of our traffic controllers, the City will be required over the next few years to update. From Fiscal Year 2017, \$500,000 will be rolled over to Fiscal Year 2018 for this purpose. However, additional funds will be needed in the future.
- **Funding for the EPA ACO Programs as Recommended by Barge, Waggoner, Sumner and Cannon, Inc.** - There are a number of programs that the EPA AOC requires the City to implement as it relates to the operation and maintenance of the sewer system. Many of these programs have been approved by US EPA and are in the process of being implemented such as the Sewer Overflow Report Plan (SORP), Fats, Oils and Grease Program (FOG), Capacity Assurance Program (CAP), Pump Station Operations and Preventive Maintenance Program, Force Main Preventive Maintenance Program, Gravity Line Preventive Maintenance Program, Information Management System Program (IMS), and Inter-Jurisdictional Agreement Program. The engineering recommendations included 14 positions to meet these obligations. Six of these positions have been established from either creating the positions or reclassifying existing vacant positions. This leaves 2 crews (4 positions) and 4 support positions recommended by the consultant that are not funded. With this budget, the Force Main/Easement Crew (2 positions) and

Pump Station Foreman Position have been funded at an annual cost of \$173,660. The remaining program recommended positions should be reviewed over the 2018 year to determine if the consulting services should continue to support the requirements of the recommended positions or if the positions should be funded. The ability to fund and implement these programs has been directly tied to the sewer revenues and approved sewer rate increases. Based on the revenues currently being generated, the budget does not appear to be able to support the remaining recommended positions.

CITY SCHOOLS

The Fiscal Years 2018 and 2019 School Fund Budgets are explained under the tab for "Schools" of this document. We are proposing level or no increased funding to the Dothan City Schools. Debt service payments and in-kind services will remain the same. Cash appropriations total \$3,738,286 of which \$2,696,036 is undesignated. Each year end, the schools provide documentation for the remaining \$1,042,250 to substantiate that the school expended the funds as designated. You will see an analysis that shows not only cash appropriations, but payments made on behalf of the schools for school crossing guards, debt service, printing of tobacco tax stamps and property insurance. The School Fund debt service expenditures are reflected in the Debt Service Fund, with all other General Fund debt (\$1,290,750 and \$1,284,000 for Fiscal Year 2018 and Fiscal Year 2019, respectively).

Revenues from the sale of tobacco tax stamps and interest income are the only source of revenue which is budgeted at \$225,000 toward these appropriations. Without the yearly operating transfers from the Utility Fund to the School Fund, the School Fund would show a large

deficit. In addition to the above, in-kind services are rendered to the schools; such as, resource officers in schools, lighting for ball fields, road or small resurfacing projects, sewer work, security lighting, underground facilities, and the transformer to the multipurpose building that was constructed with bond funds. Also, the City continuously provides security, electricity, restroom supplies, field/facility preparation and cleanup of recreation facilities and ball fields provided by Leisure Services staff.

DEBT SERVICE

The Debt Service Fund expenditures are \$4,136,704 for Fiscal Year 2018 and \$3,085,704 for Fiscal Year 2019. These budgeted funds reflect the General Fund debt only. The school debt requirements, which are a part of this General Fund debt, are \$1,290,750 and \$1,284,000 for Fiscal Years 2018 and 2019, respectively. The City recorded \$673,995 as revenue for Fiscal Year 2018 and \$673,013 as revenue for Fiscal Year 2019. This revenue is a reimbursement commitment by the City of Dothan School Board to refund one-half (1/2) of the school portion of the 1999 General Obligation Warrant Issue. The debt for the Dothan Regional Public Safety Training Center, which is part of this General Fund debt, is \$1,089,375 for both Fiscal Years 2018 and 2019. The City recorded \$1,000,000 as revenue for Fiscal Years 2018 and 2019. This revenue is a reimbursement commitment by the Wiregrass Foundation to fund \$1 million per year for the first ten years and then total debt service for the remaining ten years of the 2017 General Obligation Warrant Issue. All utility debt is reflected in the Utility Fund with \$9,586,632 for Fiscal Year 2018 and \$9,588,426 for Fiscal Year 2019. The total debt service (general, school and utility) requirements for the City of Dothan are \$13,723,336 for Fiscal Year 2018 (\$3,318,611 increase from FY 2017 original budget) and \$12,674,130 (\$1,049,206 decrease from FY 2018) for

Fiscal Year 2019. These totals reflect general obligation bonded debt, notes payable, state revolving loans, accrued interest in the Utility Fund, and exchange expenses or paying agent fees.

Based on my experience, I understand that Dothan, like other cities, needs to closely monitor the outstanding debt. In previous years, it was smart to develop a conservative debt service strategy. The Constitutional Debt Limit was \$179.7 million as of September 30, 2016. The outstanding debt as of September 30, 2017, will total \$128,535,639. However, the majority of Dothan's outstanding debt which is sewer debt (\$101.9 million - 79.3%) is not even applicable to the limit. The total outstanding debt includes \$3,575,000 (2.8%) for the School Fund portion of this outstanding debt. In addition, this total includes the recent \$17.0 million (13.2%) borrowed for the Public Safety Training Center, which will all be paid by the Wiregrass Foundation except for approximately \$1,000,000 (\$100,000 for 10 years).

Including debt service payments on the \$17 million, the City will pay principal payments totaling \$10,154,235 and \$9,422,397 and interest payments totaling \$3,291,246 and \$2,993,745 in Fiscal Years 2018 and 2019, respectively.

After the principal payments are made on September 1, 2017, the outstanding balance at the end of this fiscal year will total \$128,535,639. Without any additional debt, the outstanding debt will decrease to \$118,381,404 as of the 2018 fiscal year-end and \$108,959,007 as of the 2019 fiscal year-end.

FUND BALANCE

The fund balance for the City of Dothan continues to remain strong. Hard work and existing policies have allowed the City to establish adequate reserves. This was a major factor in our Bond Rating upgrade by S & P (from AA- to AA). Additionally, it is important to have adequate reserves to ensure obligations are met and service levels are maintained in case the economy has another downturn. The uncertainty of the future requires financial prudence by maintaining reserve levels.

Dothan's current bond ratings are categorized as **Excellent Financial Security** as follows:

- Moody's Investors Service ~ Aa2
- S & P Global Ratings ~ AA

Our goal is to obtain the highest bond rating possible thus assuring the lowest rate possible when borrowing money. When an entity is rated, the bond-rating agency looks to the financial statements to ensure that each year stands alone. In other words, the annual operating revenues meet or exceed the operating expenditures. Also, the rating agency rates highly an entity that relies on stable sources of revenue, rather than revenue sources that are vulnerable to changes in the economy. If the entity does not reflect the previous two guidelines in a positive manner, then the rating agency looks for escrow monies that are set aside or earmarked for debt retirement. The City has set a reserve strategy requiring an 8% minimum of General Fund expenditures and 8% of Utility Fund expenditures. These goals have been set to ensure the ability to retire debt in a time of economic recession and allow the City to be responsive to emergencies, storms and other events which will require the City to react immediately and have the resources to get the City

back to normal as soon as practical.

SUPPLEMENTAL BUDGET

This Biennial Budget process has saved preparation time, money (printing, work hours, etc.) and afforded the City the opportunity to adopt two operating budgets at once. Keep in mind that the Commission can and does make adjustments during the year as necessary for capital, grants and operational needs. Before April 15th of each year, and in compliance with our City Code, I present to you a supplemental budget that will consider new programs and/or activities, capital expenditures and, when justified, new personnel additions. I call this the "**Community Investment Program**". A five-year forecast document is also provided and discussed in detail as well as a complete ten-year history of actual revenues and expenditures by department.

SUMMARY

I have reviewed all expenditures and departmental requests. We have continued with the budget reductions which would not impact services which began in Fiscal Year 2016. At the same time, we have been able to fund technology upgrades, facility improvements, tree trimming, water operational needs and sewer improvements. During the budget review process, we eliminated over \$33 million of requests from the various departments. Many of these requests had merit but with all the issues facing the City, which require funding, I could not move forward with them. Each service such as electricity, water, sewage and garbage has been closely reviewed and an analysis showing revenues and expenditures is compiled by the Finance Department for your review, monthly. As previously stated,

developing the Fiscal Years 2018 and 2019 budgets has been a challenge because of the number of issues facing the City which require funding; sewer and electrical improvements, City facility issues, needed road improvements, etc.

For the past ten months, sales tax growth has improved modestly and continues to provide some sense of relief from the past sluggish economy. Hopefully the trend has changed, but we continue to take a very conservative approach to ensure the financial integrity of the City. The decision to raise the sales tax in 2007 enabled the City to weather the worst economic downturn since the great depression. However, sewer problems and EPA Actions mean the City faces other economic concerns as we move the City forward. While there is much to be done ahead, everyone can take pride in what has been accomplished in the past ten years in both the sewer system and water system, such as the decommissioning of the Beaver Creek WWTP, the expansion of the Little Choctawhatchee WWTP, the Troy Water Tank, two new Water Wells, the success of the Tuscaloosa Test Well, and now the upgrade to Omussee WWTP. I am proud to have been a small part of this and I know you, as well as all of our employees, feel the same way.

The successes in economic development over the past two years have built a foundation for the future. The City, Houston County, the Chamber of Commerce, and the many regional partners involved in growing the economy speaks well for leadership and the commitment to improving the standard of living in the Wiregrass. Obviously, success in these areas ensures the financial stability of the City of Dothan and all of the surrounding communities. These efforts continue on a daily basis and the hard work and dedication of those who came before us, the current leaders, and those of the future ensure that Dothan continues to be a Great Place to Live, Work and Play. The history of spaces like the Opera House, Civic Center, Westgate Park, and Water World speaks of leaders who understood that quality of life

matters. Your efforts with recent park capital projects and utility system upgrades maintain that commitment to ensure Dothan has an exceptional standard of living. The good news is that tradition continues. Community leaders must never forget that investment in infrastructure and quality of life will pay dividends for years to come. Such investments pave the way for the jobs of tomorrow as we are providing jobs for residents which increases the standard of living for all.

With your leadership and guidance, Dothan is a very strong and well managed City. Our ending cash balances, reserves, and budget controls are exceptional and the annual audit reflects sound financial management policies. Economic development successes and the growth in Dothan are a testament to previous strategic actions taken by City officials to prepare the City for growth. This strong financial base enables the provision of high quality public services and facilities to the citizens of Dothan. The legacy of the past requires that we stay focused on the future and continue to move this community forward.

Fiscal Years 2018 and 2019 reflect our attempt at providing exceptional public services for our citizens and ensuring stability of our infrastructure. While we face some major needs related to sewer improvements, I am confident we will continue to make progress to satisfy the City's commitment to the EPA and be good stewards of the citizens' money. It is imperative that we ensure that the City's sewer system is operated in an environmentally appropriate manner. Ensuring the quality of our water for years to come is what we owe future generations. While looking at the water problems in so many areas today, we realize how fortunate we are.

I am recommending this prepared Biennial Budget for Fiscal Years 2018 and 2019 to you for adoption. I would like to express my appreciation to the Finance Director, Lisa Reeder, the Assistant

Finance Director, Romona Marcus and to my Department Heads for a job well done. I feel confident that our management team is capable and prepared to ensure the City navigates whatever obstacles they face. We are prepared to take whatever steps necessary to keep the City financially sound and continue to provide the residents of Dothan with the highest level of municipal services.

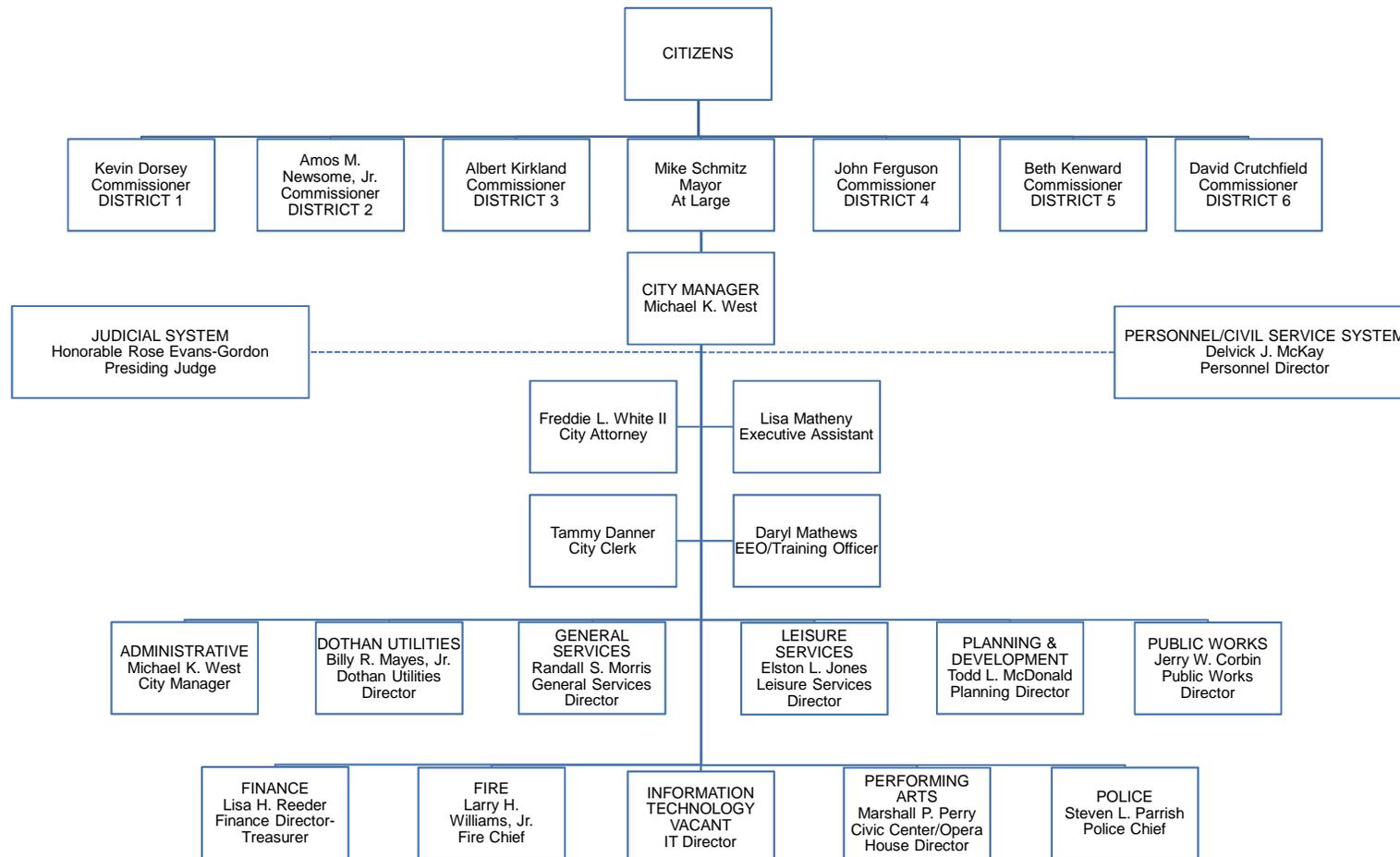
Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Mike West", written in a cursive style.

Michael K. West
City Manager

CITY OF DOTHAN, ALABAMA

ORGANIZATIONAL CHART



ADMINISTRATIVE DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

CITY MANAGER
Michael K. West



ADMINISTRATION

- City-Wide Departmental Management
- Public Relations Program
- EEO Relations Program
- Economic Development Program
- Internal Auditing Program
- Legal Services Program
- Downtown Improvement Program

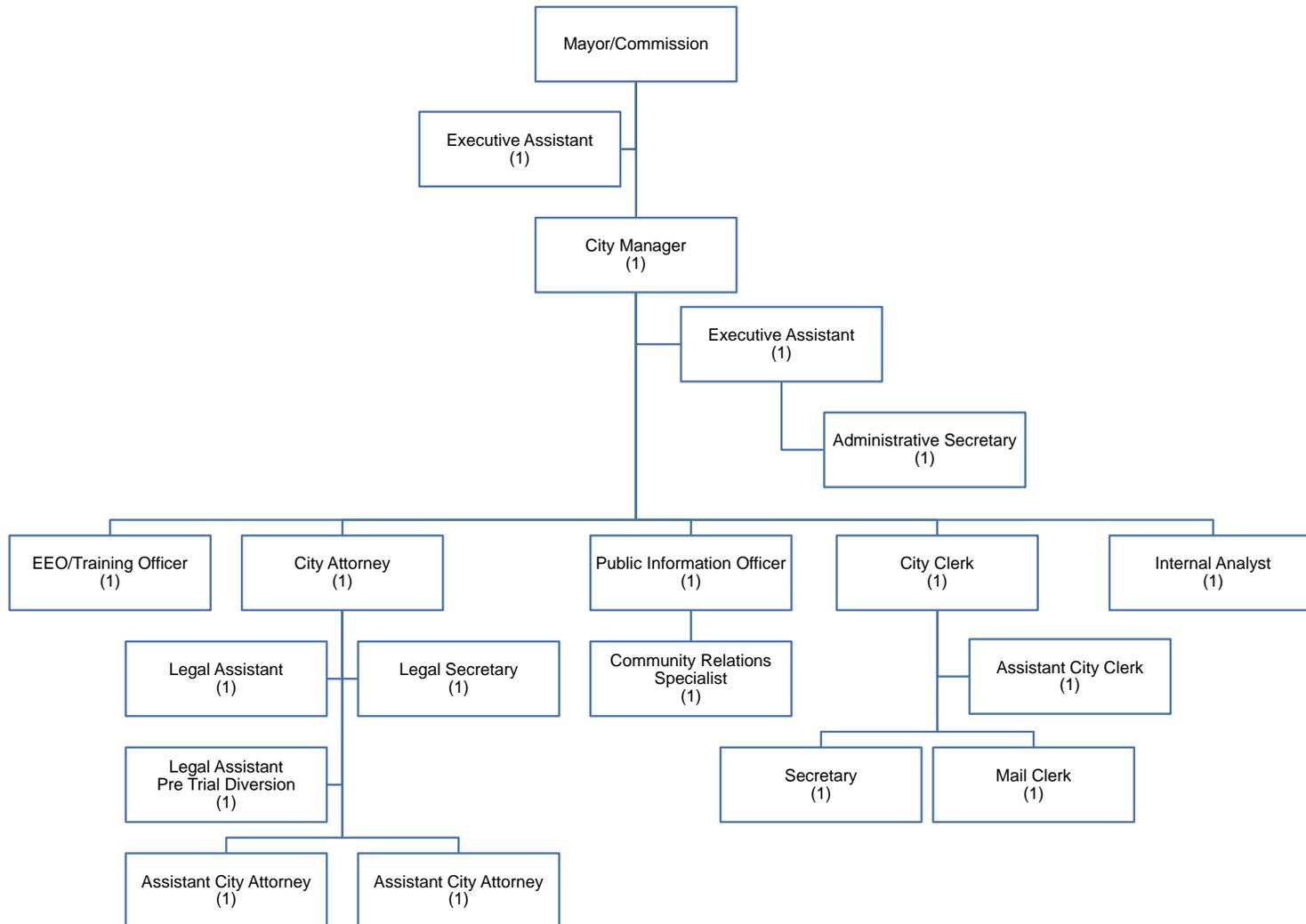


CITY CLERK

- Records Management Program
- Commission Agenda Program
- Mail Management Program
- Election Management Program
- Advertising/Publication Program
- Tobacco Stamp Distribution

ADMINISTRATIVE DEPARTMENT

STAFFING ORGANIZATIONAL CHART



INFORMATION TECHNOLOGY DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

INTERIM IT DIRECTOR

Robb Meredith

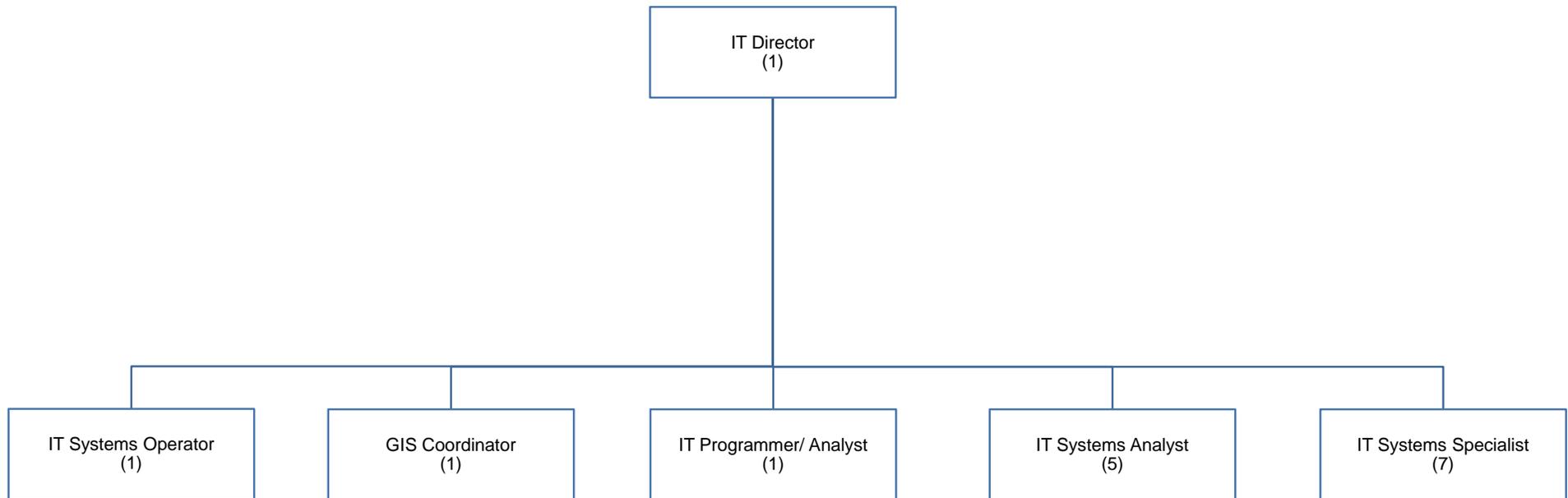


ADMINISTRATION & CITY-WIDE SUPPORT

- iSeries Maintenance Program
- Server Infrastructure Program
- Communications Program
- Desktop & Mobile Data Terminal Support Program
- Wireless Network Access Program
- Disaster Recovery & Backup Program

INFORMATION TECHNOLOGY DEPARTMENT

STAFFING ORGANIZATIONAL CHART



FINANCE DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

FINANCE DIRECTOR-TREASURER

Lisa H. Reeder



ACCOUNTING

- Cash Management
- Budget Preparation
- Financial Reporting
- Grant Management
- Accounts Payable
- Accounts Receivable
- Investments
- CAFR Preparation
- Utility Billing



UTILITY COLLECTIONS

- Utility Payment Collection Program
- Initiation/Termination of Service
- Past Due Collection Accounts
- Collection of Returned Items
- Bankruptcy Processing Program
- Payment Plan Program



UTILITY SERVICES

- Meter Reading Program
- Connection/Disconnection
- Theft of Service Program

PURCHASING

- Purchasing
- Bid Awards

COMBINED UTILITY EXPENSE DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

FINANCE DIRECTOR-TREASURER

Lisa H. Reeder

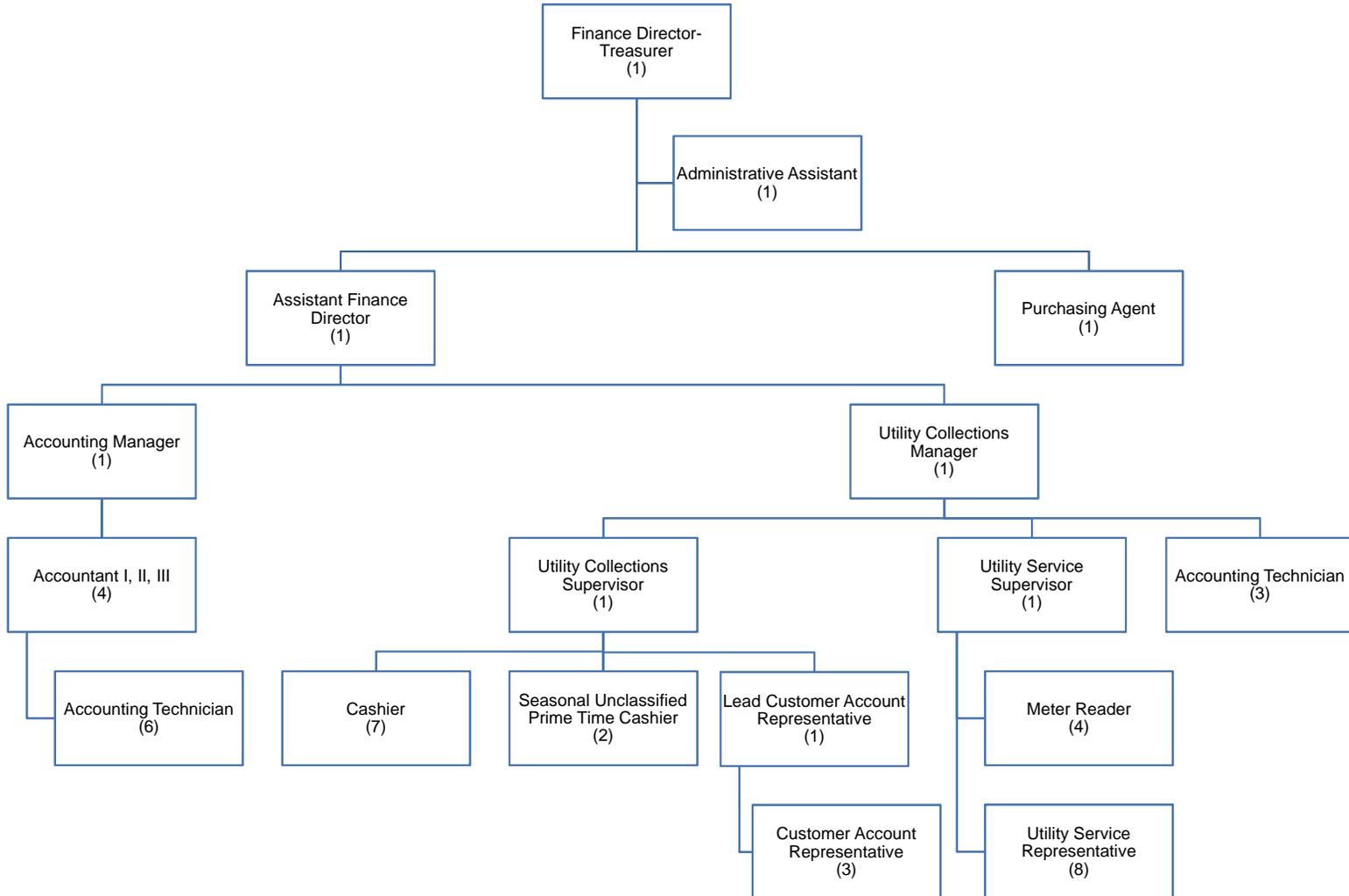


COMBINED UTILITIES

- Bad Debt Expense
- Depreciation Expense
- Gov-Deals Online Auction Program
- Radio Read Meter Replacement Program

FINANCE DEPARTMENT

STAFFING ORGANIZATIONAL CHART



PERSONNEL DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

PERSONNEL DIRECTOR

Delvick J. McKay



ADMINISTRATION

- Payroll Administration Program
- Benefit Administration Program
- Classification & Compensation Program
- Recruitment & Hiring Program
- Performance Management System
- Grievance & Disciplinary Program
- Records Retention Program
- Personnel Policies & Regulations Program
- Personnel Board Admin. Management Program
- Citizens Supervisory Committee Program
- Legal Appeals & Litigation Program

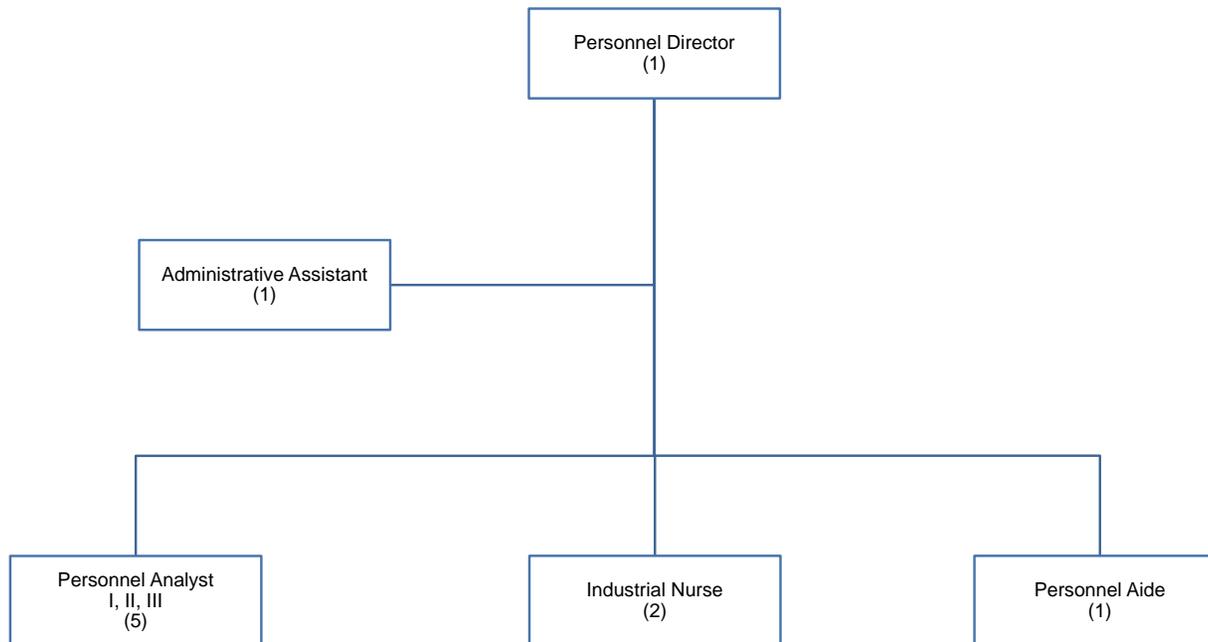


EMPLOYEE HEALTH CLINIC

- Pre-Employment Physical Program
- Preventive Health & Wellness Program
- Vaccine Administration Program
- Drug & Alcohol Testing Program
- Annual Physical Program
- Workers Compensation Program
- ADA Accommodation Program
- FMLA Management Program
- Light Duty Assessment Program

PERSONNEL DEPARTMENT

STAFFING ORGANIZATIONAL CHART



JUDICIAL DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

MUNICIPAL JUDGE

Rose Evans-Gordon

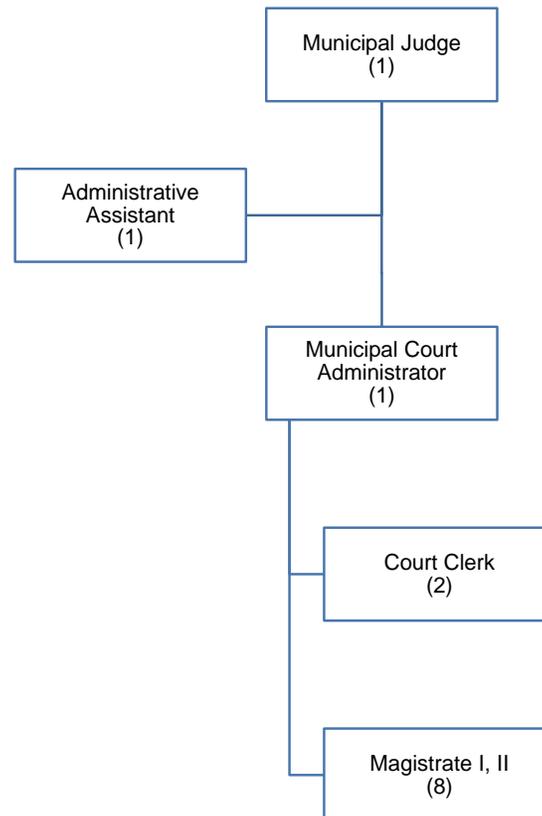


ADMINISTRATION

- Municipal Court Operation Program
- Fine Collection Program
- National Crime Information Center Maintenance Program
- Warrant Issuance Program
- Interpreter Availability Program
- Public Defender Service Program

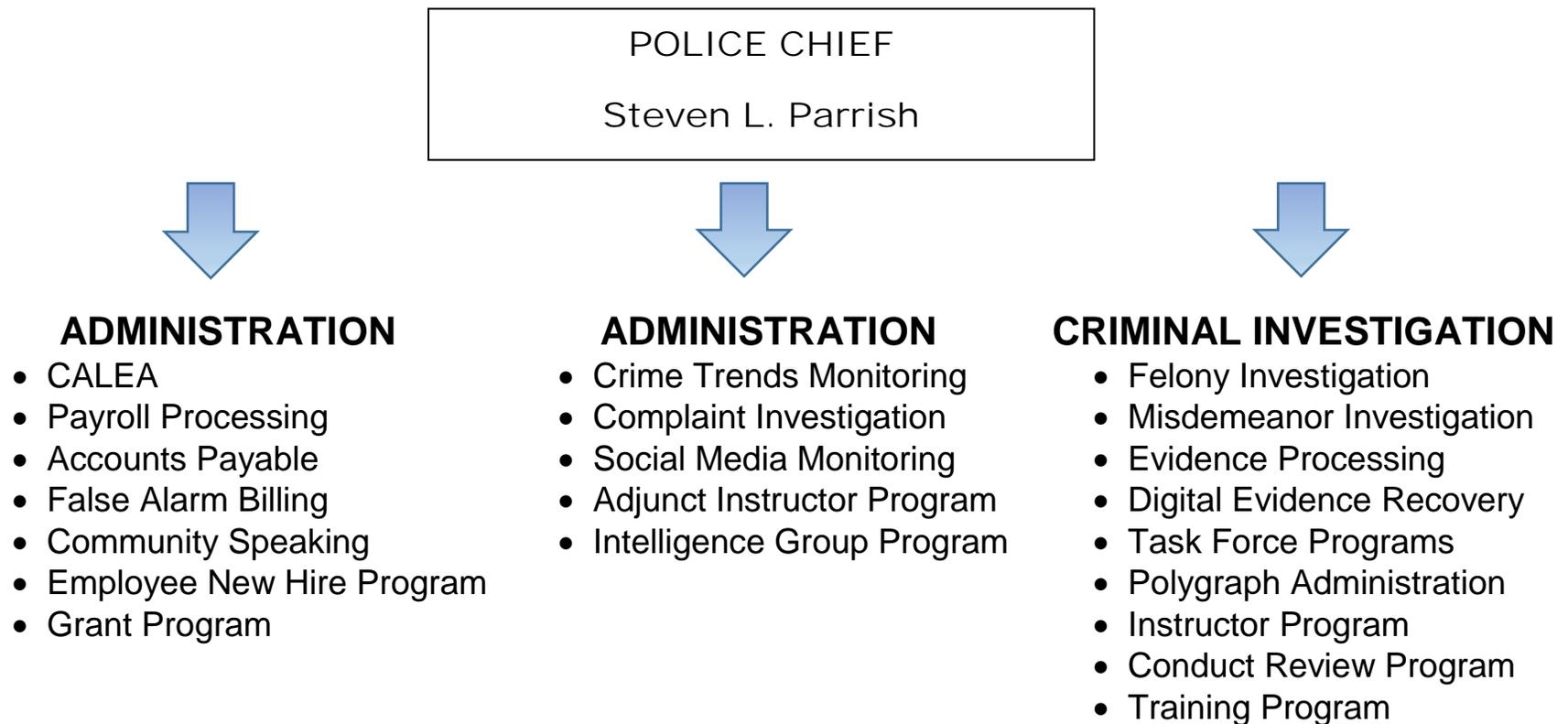
JUDICIAL DEPARTMENT

STAFFING ORGANIZATIONAL CHART



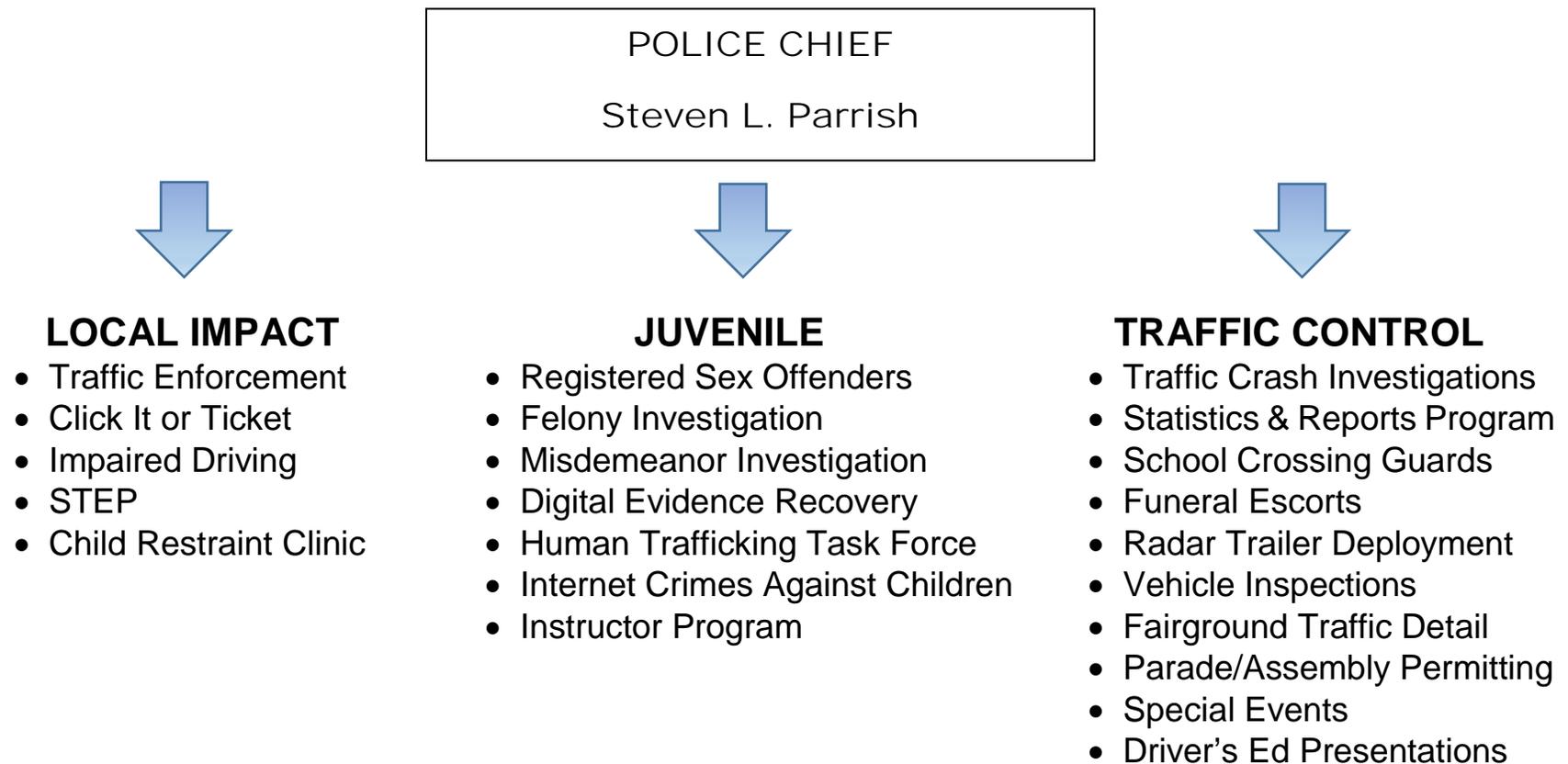
POLICE DEPARTMENT

PROGRAM ORGANIZATIONAL CHART



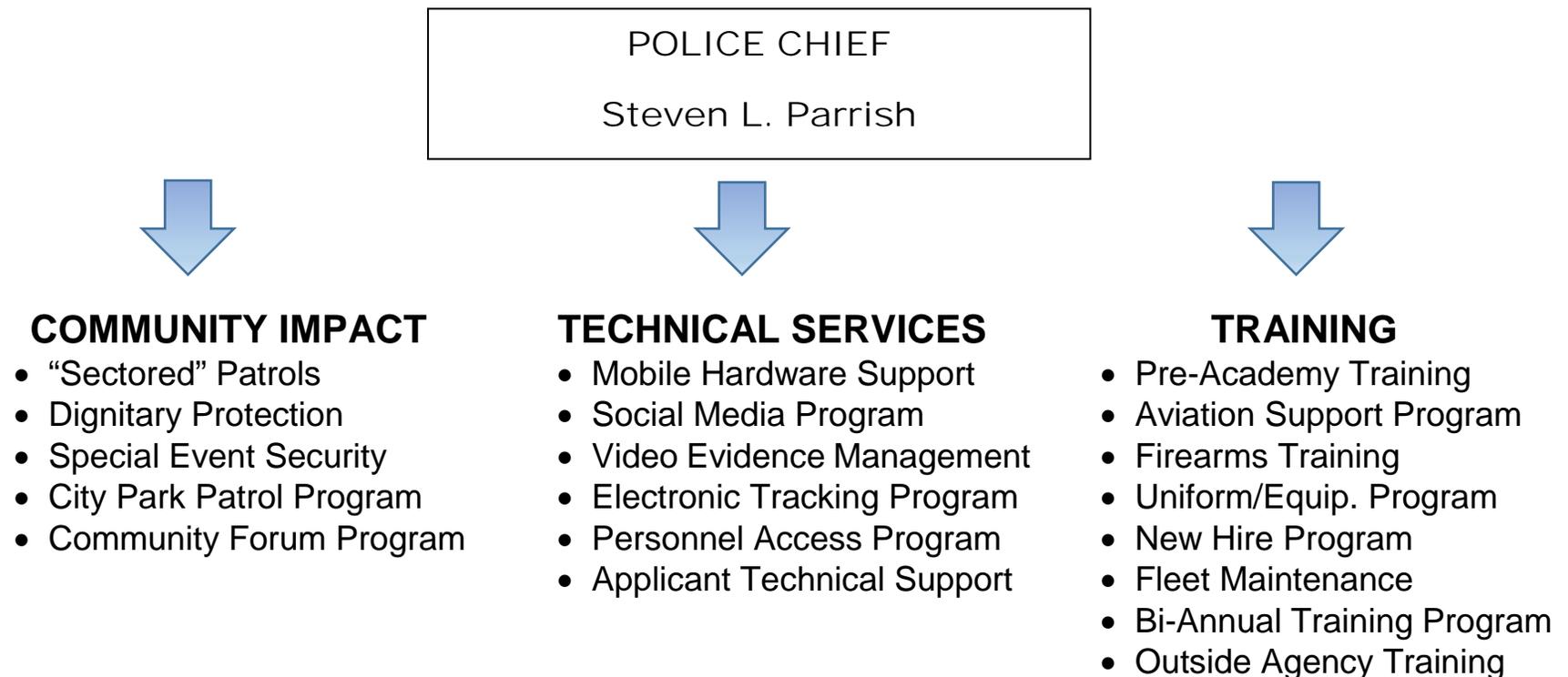
POLICE DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART



POLICE DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART



POLICE DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

POLICE CHIEF
Steven L. Parrish



PATROL

- Neighborhood Watch Patrol
- Medical Call Response
- Prisoner Transport
- Government/Dignitary Escort
- Special Event Security
- Honor Guard Program
- National Night Out
- Death Notification
- Instructional Program



DETENTION

- Jail Operations Program
- Commissary Program
- Medical Services Program
- Inmate Meal Program
- Ministry Services Program
- Trustee Program



COMMUNITY SERVICES

- School Resource Officer
- Community Watch Program
- National Night Out Program
- Citizen Observer Program
- Bridging the Gap Program
- Jr. Police Summer Program
- Rape Defense Training
- Coffee With a Cop Program
- Kid Escape Program
- Child Car Seat Safety Program

POLICE DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

POLICE CHIEF
Steven L. Parrish



RECORDS

- Records Management Program
- Evidence Program
- Unclaimed Property Program
- Ordinance Compliance
- Courtroom Security Program
- Off-Duty Officer Program
- Drug Take Back Program
- Internet Report Program



ELECTRONIC EQUIPMENT

- Body Camera Program
- In-Car Camera Program
- Car Equipment Program
- Weather Siren Program
- Motorola Radio Upgrade
- Security Camera Program

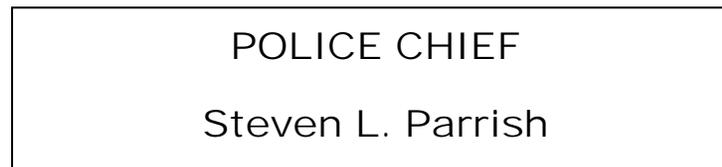


COMMUNICATIONS

- E911 Dispatching Program
- City-Wide Call Program
- Emergency Contact Program
- TERT Dispatch Program
- Autism Awareness Program

POLICE DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

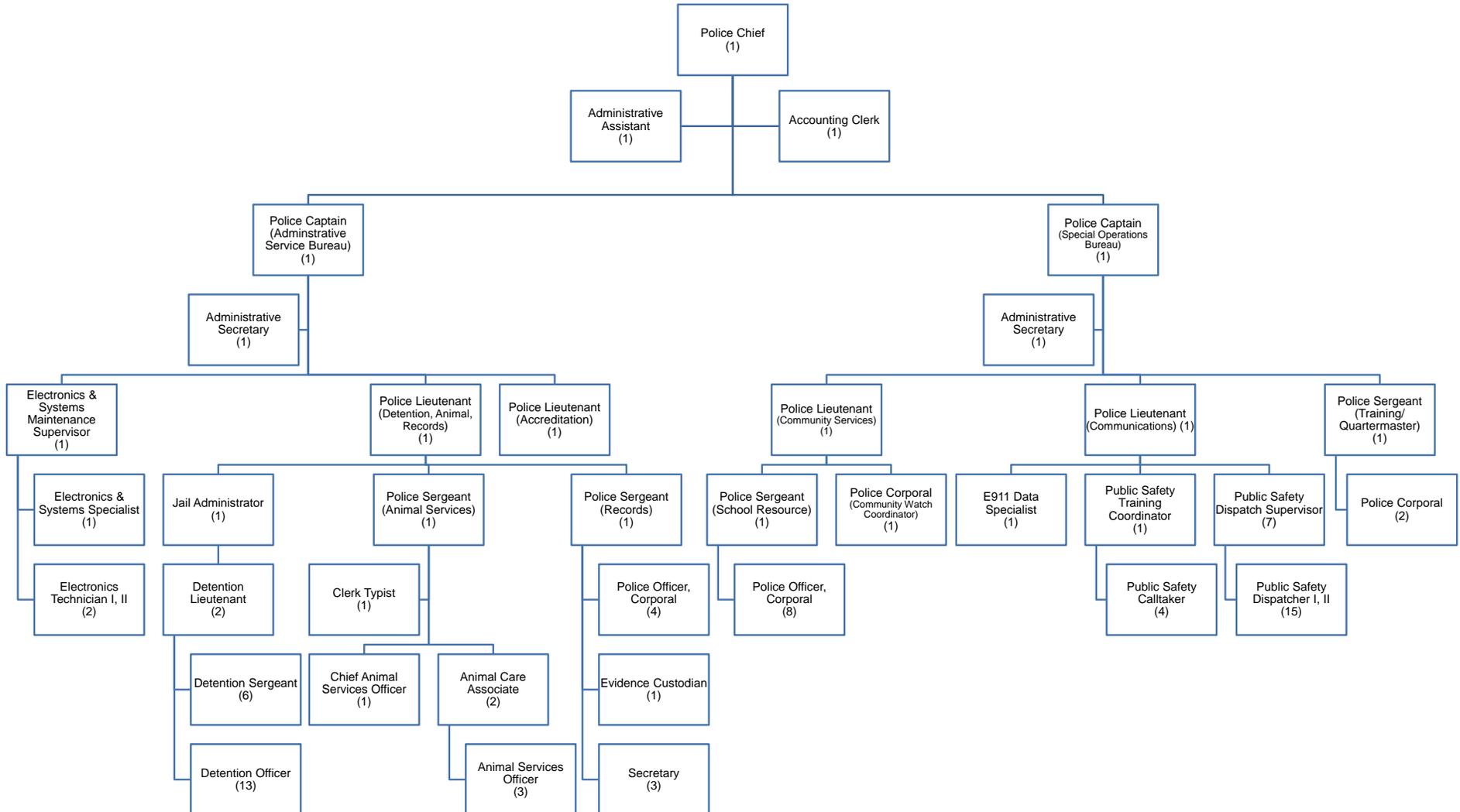


ANIMAL SERVICES

- Ordinance Enforcement
- Missing Animal Program
- Adoption Fair Program
- Bark In the Park Program
- Education Program
- Transport Program

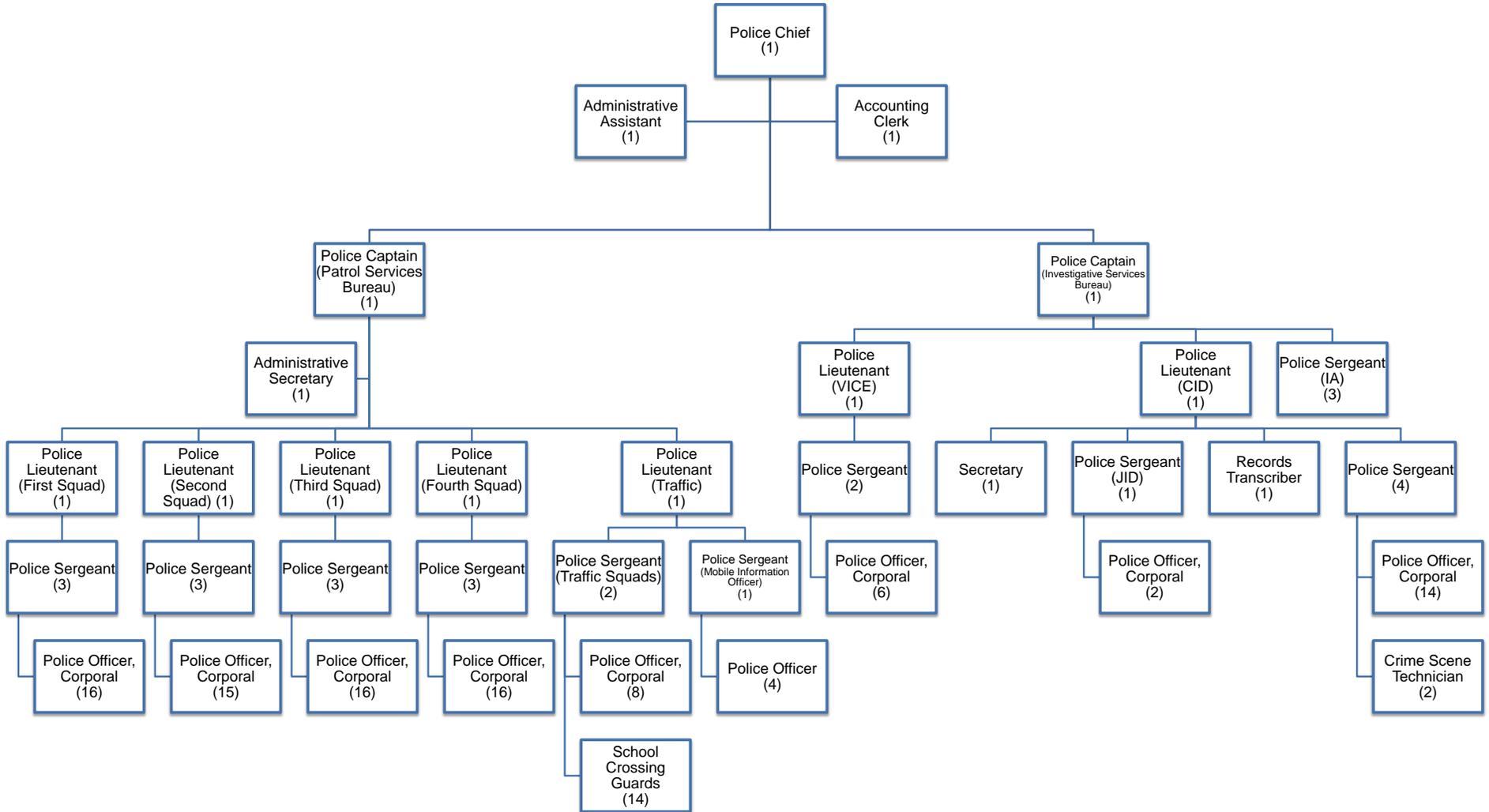
POLICE DEPARTMENT

STAFFING ORGANIZATIONAL CHART



POLICE DEPARTMENT (continued)

STAFFING ORGANIZATIONAL CHART



FIRE DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

FIRE CHIEF
Larry H. Williams, Jr.



ADMINISTRATION

- Staffing/Payroll Program
- Inventory Control & Management Program
- Facility & Ground Maintenance Program
- Facility Supply Coordination Program
- Fleet Maintenance Program
- Procurement & Payable Program



TRAINING

- Training Development Program
- Alabama Fire College Regional Training Ctr.
- Community CPR Training Program
- Candidate Physical Ability Testing Program
- Employee Annual Physical/Fitness Program
- City Jail Medical Program
- City-Wide Respiratory Protection Program
- City-Wide AED Program

FIRE DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

FIRE CHIEF
Larry H. Williams, Jr.



OPERATIONS

- Fire Suppression Program
- Emergency Medical Response Program
- Hazardous Materials Response Program
- Technical Rescue Response Program

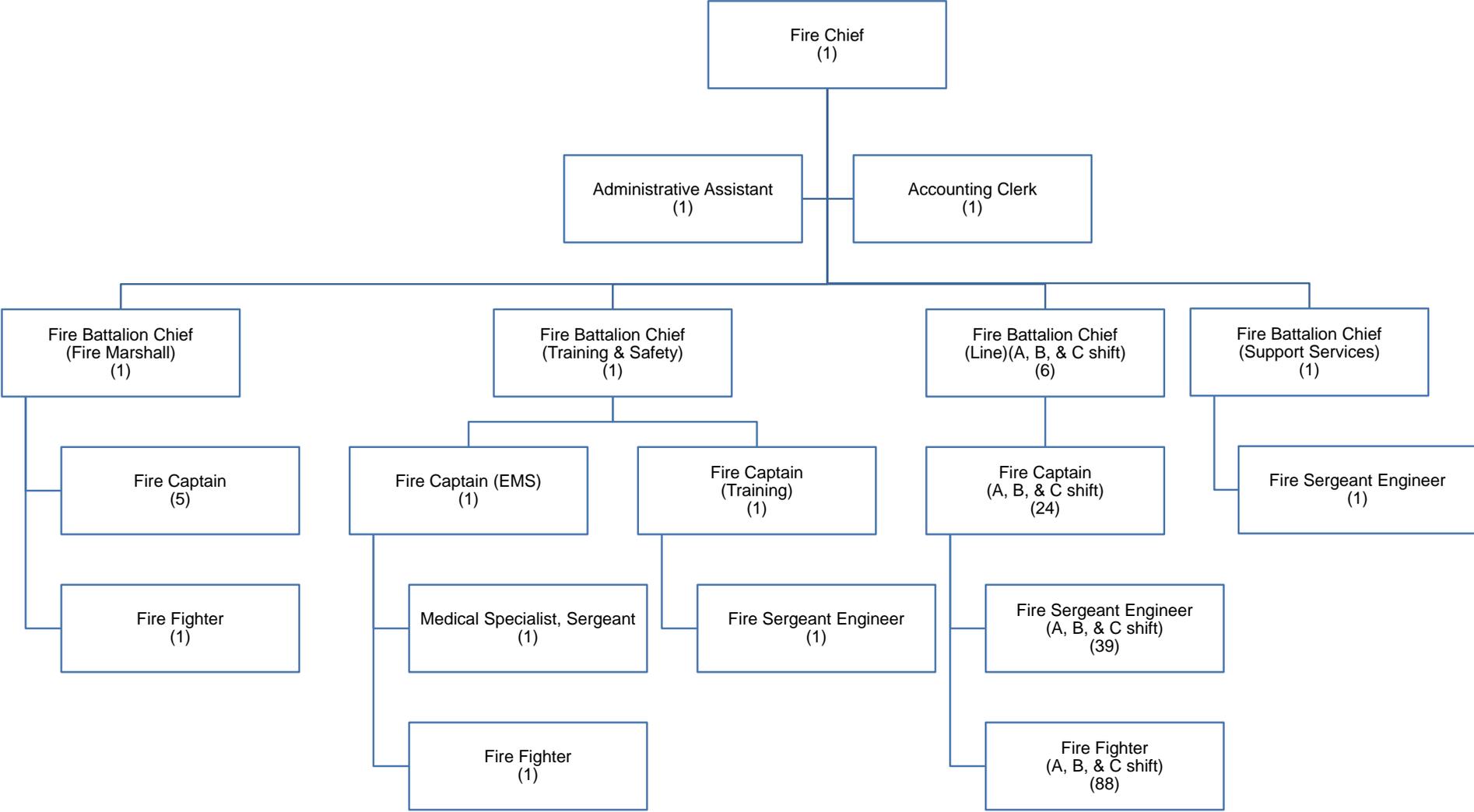


PREVENTION

- Fire Investigation Program
- Commercial Fire Inspection Program
- Development & Building Plan Review
- Knox Box Program
- Community Smoke Alarm Program
- Fire Code Management Program
- Fire & Life Safety Education Program
- Target Hazard Management Program
- Community Outreach Program

FIRE DEPARTMENT

STAFFING ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

PUBLIC WORKS DIRECTOR

Jerry W. Corbin



ENGINEERING SERVICES

- Storm Water & Floodplain Management
- Construction Inspection Program
- Plan Development Review Program
- CADD/GIS Program
- Engineering Design/Project Management
- Surveying Program



TRAFFIC ENGINEERING

- Signal Maintenance Program
- Signal Upgrade Program
- Sign Maintenance & Installation Program
- Pavement Marking Maintenance Program
- Signal Synchronization Program

PUBLIC WORKS DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

PUBLIC WORKS DIRECTOR

Jerry W. Corbin



STREET

- Storm Drainage Maintenance Program
- Asphalt/Roadway Maintenance Program
- Mowing ROW Program
- Sidewalk & Curbing Maintenance Program
- Drainage Easement Maintenance Program
- Street Sweeping Program

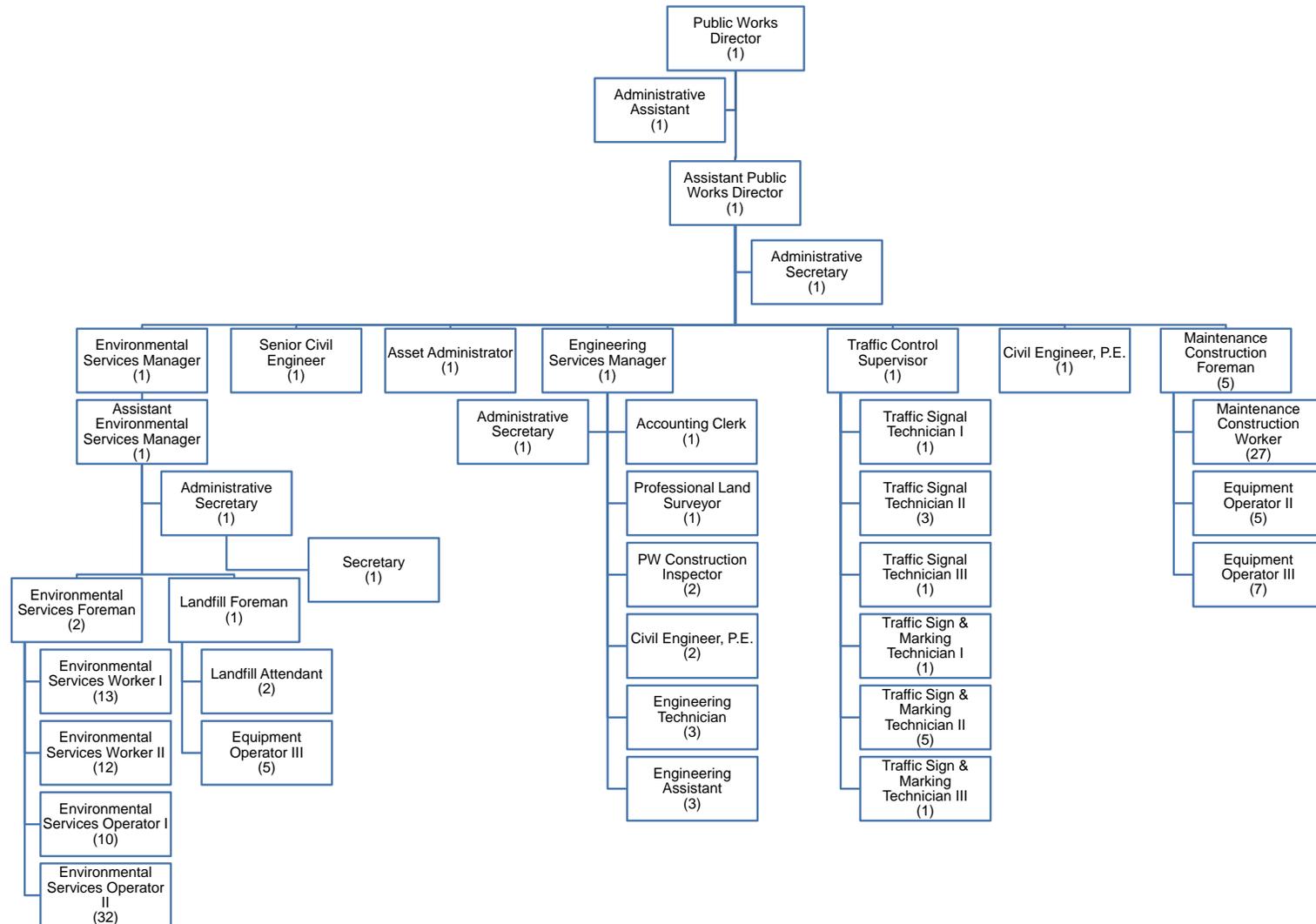


ENVIRONMENTAL SERVICES

- Garbage Pickup Program
- Trash Pickup Program
- Recycling Pickup Program
- Landfill Operation Program
- Mosquito Spraying Program
- Litterbug Program

PUBLIC WORKS DEPARTMENT

STAFFING ORGANIZATIONAL CHART



PLANNING & DEVELOPMENT DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

PLANNING DIRECTOR

Todd L. McDonald



ADMINISTRATION

- Board Support Program
- Budget Management Program
- Personnel Management Program
- Training Program
- Operations Program



PERMITS & INSPECTIONS

- Permit Issuing Program
- Inspections Program
- Fats, Oils & Grease Program
- Structure Abatement Program
- Weed Abatement Program

PLANNING & DEVELOPMENT DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

PLANNING DIRECTOR

Todd L. McDonald



LICENSE

- Business License Administration Program
- Business License Enforcement Program
- Alcohol Tax Collection Program



TRANSPORTATION PLANNING

- Transportation Planning Program
- Unified Planning Work Program
- Transportation Improvements Program

PLANNING & DEVELOPMENT DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

PLANNING DIRECTOR

Todd L. McDonald



PLANNING & ZONING

- Subdivision Regulation Program
- Zoning Ordinance Program
- Long Range Planning Program
- Brownfields Assessment Program

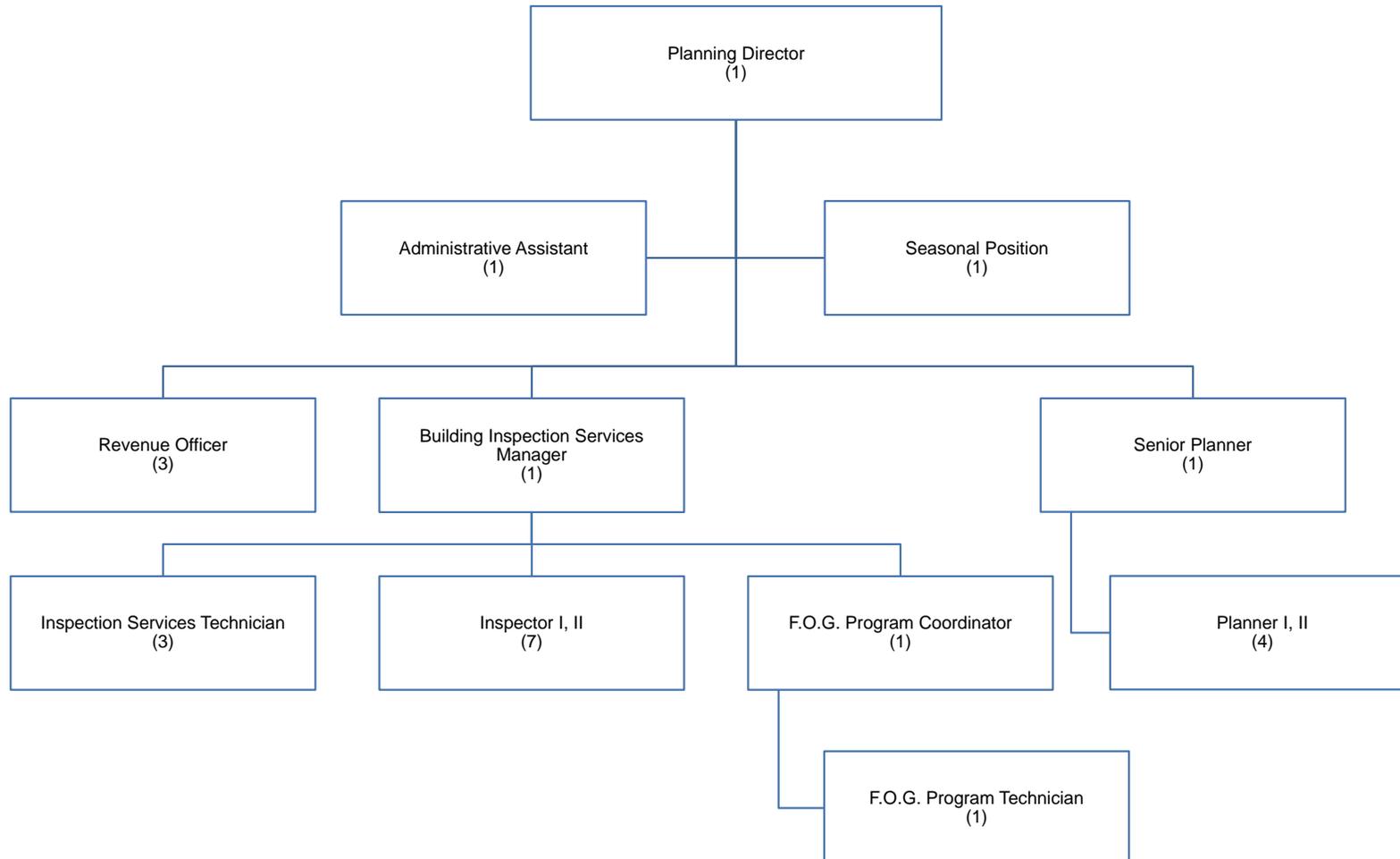


COMMUNITY DEVELOPMENT

- CDBG Funds Allocation Program
- CDBG Administration Program
- Affordable Housing Program

PLANNING & DEVELOPMENT DEPARTMENT

STAFFING ORGANIZATIONAL CHART



LEISURE SERVICES DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

LEISURE SERVICES DIRECTOR

Elston L. Jones



ADMINISTRATION

- Staffing
- Registration
- Rentals
- New Hire Training/Orien.



RECREATION

- Baseball Program
- Basketball Program
- Softball Program
- Cheerleading Program
- Soccer Program
- Tennis Program
- Adult Softball Program
- Volleyball Program



RECREATION

- Football Program
- Track Program
- Archery Program
- Disc Golf Program
- Instructional Program
- Cub-Mobile Derby Program
- Tournament Operations
- Biking Program

LEISURE SERVICES DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

LEISURE SERVICES DIRECTOR

Elston L. Jones



THERAPEUTICS

- Athletic Program
- Friends Choir Program
- Bowling Program
- Life Skills/Cooking
- Camp Smile Program
- Fitness Program
- Swim Team/Lessons
- Special Olympics
- Camp ASCCA
- Youth Fishing Program



AQUATICS

- Public Swimming Program
- Lifeguard Training Program
- Water Safety Program
- Swim Lessons Program
- Water Aerobics Program
- Aqua Zumba Program
- Swim Team Program
- Lap Swim Program



SENIOR CITIZENS

- Transportation Program
- Meals Program
- Fitness/Exercise Program
- State Masters Games
- Computer Program
- Craft Program
- Woodworking Program
- Sewing Program
- My Little Christmas Shoppe
- Special Events Program

LEISURE SERVICES DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

LEISURE SERVICES DIRECTOR

Elston L. Jones



COMMUNITY

- Playground Program
- After School Program
- Camp Choctaw Program
- Concession Program
- At-Risk Feeding Program
- Summer Feeding Program



MAINTENANCE

- Playground Maint. Program
- Field Maintenance Program
- Trail Maintenance Program
- Tennis Court Maint. Program
- Pool Maintenance Program

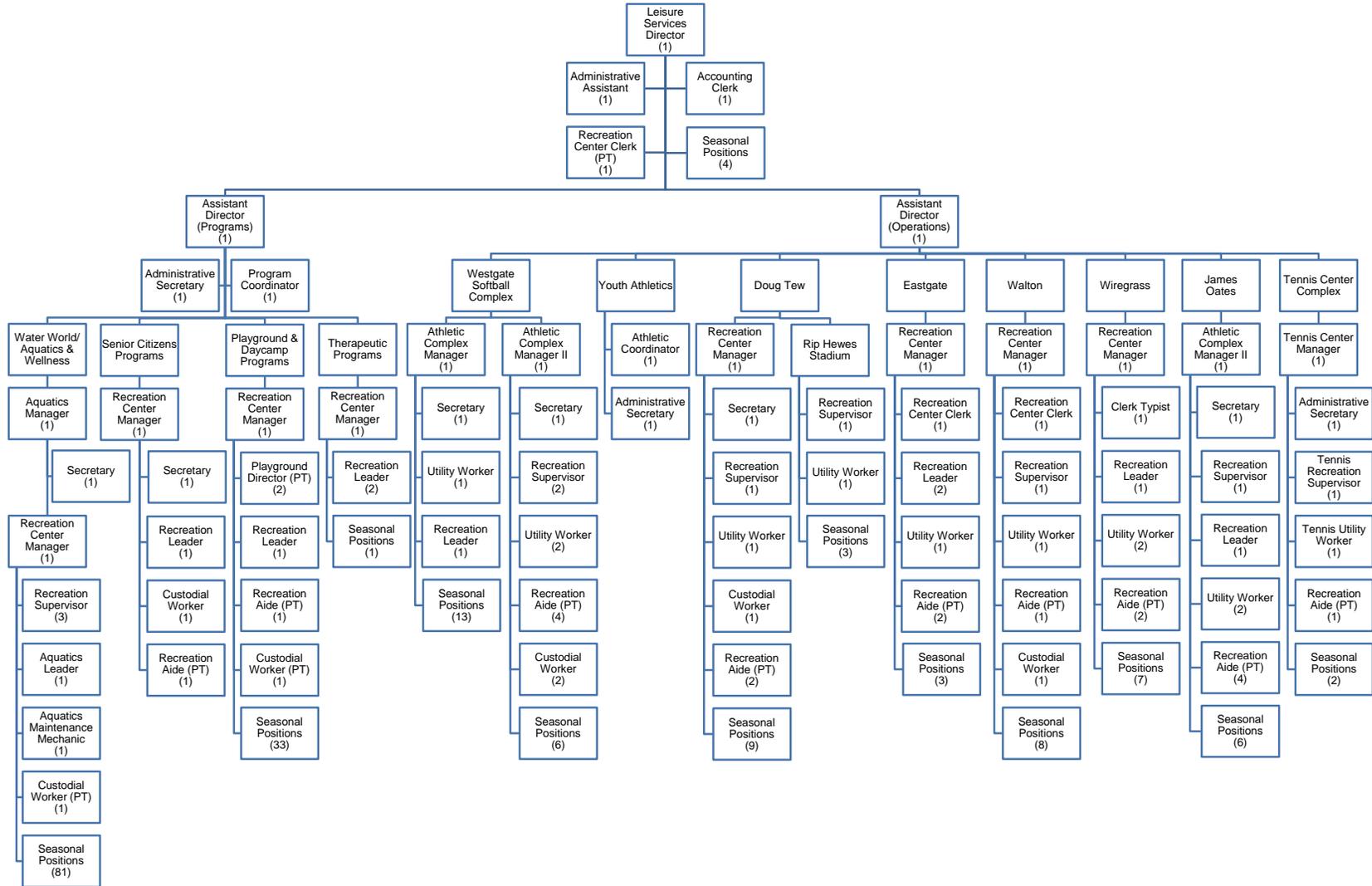


SPECIAL EVENTS

- USTA Tennis
- Downtown HOOPS Classic
- AHSAA Basketball Tourn.
- Travel Team Tournaments
- Karate Tournament

LEISURE SERVICES DEPARTMENT

STAFFING ORGANIZATIONAL CHART



PERFORMING ARTS DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

CIVIC CENTER/OPERA HOUSE DIRECTOR

Marshall P. Perry



ADMINISTRATION

- Contract/Rental Program
- Box Office Ticket Sales Program
- Event Management Program
- Event Staffing/Payroll Program
- Event Marketing Program
- Training Program
- Procurement of Supplies & Resale Items



CIVIC CENTER ARENA

- Light and Sound Program
- Safety/Security Program
- Stagehand Program
- Concession Sales Program
- Liquor Sales Program
- Venue Maintenance Program

PERFORMING ARTS DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

CIVIC CENTER/OPERA HOUSE DIRECTOR

Marshall P. Perry



OPERA HOUSE

- Light and Sound Program
- Safety/Security Program
- Stagehand Program
- Liquor Sales Program
- Venue Maintenance Program
- Grounds Maintenance Program

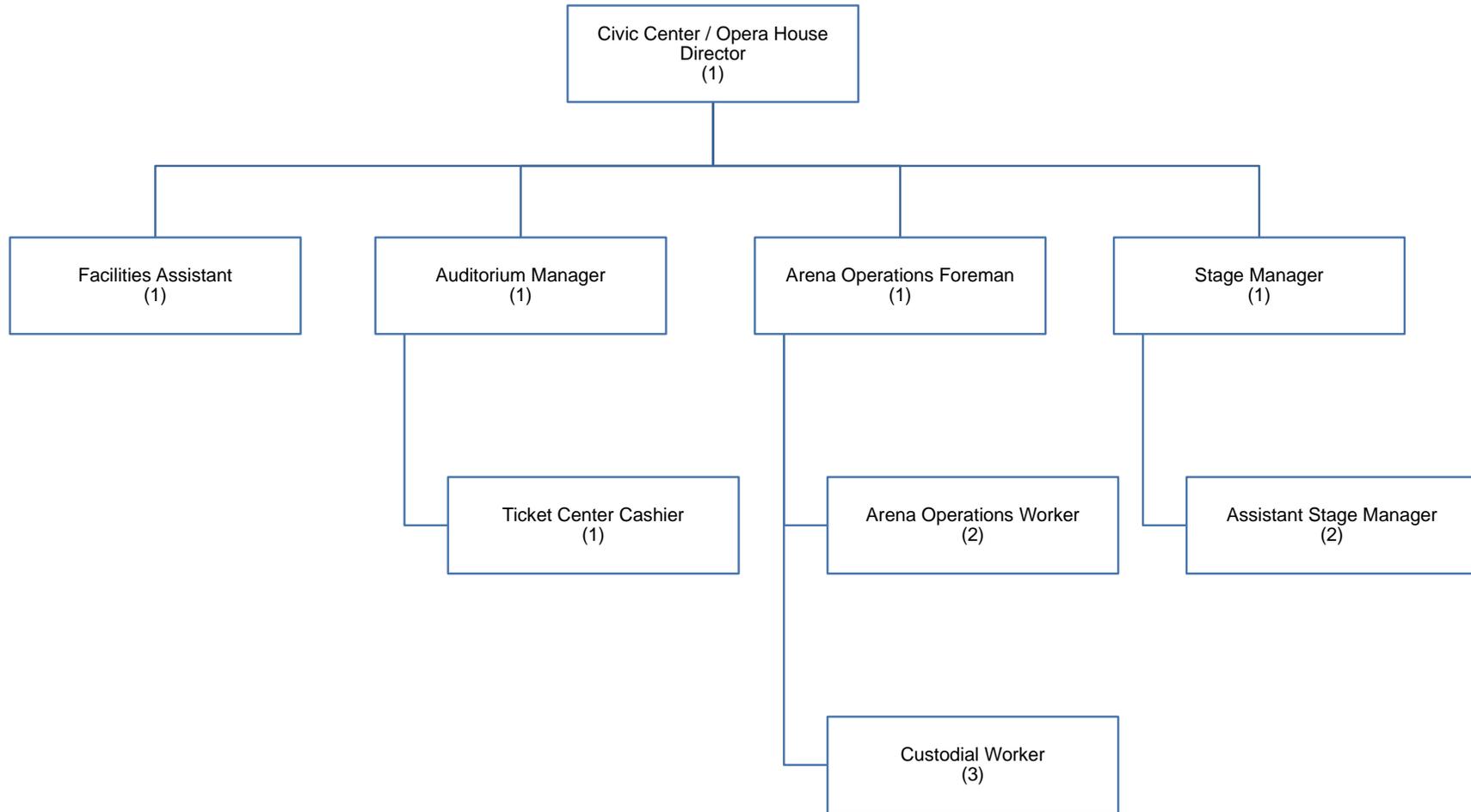


ROY DRIGGERS

- Office Maintenance Program
- Restroom Maintenance Program
- Grounds Maintenance Program
- Utility Collections Maintenance Program

PERFORMING ARTS DEPARTMENT

STAFFING ORGANIZATIONAL CHART



GENERAL SERVICES DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

GENERAL SERVICES DIRECTOR

Randall S. Morris



FLEET

- Fleet/Equipment Maintenance Program
- Fleet/Equipment Repair Program
- Parts Inventory Management Program
- Procurement Specification Program
- Fuel Station Management Program
- Fleet/Equipment Disposal Program



FACILITIES

- HVAC Maintenance/Repair Program
- Plumbing Maintenance/Repair Program
- Electrical Maintenance/Repair Program
- Remodeling City Facility Program
- Carpentry Maintenance/Repair Program
- Bid Specifications Program
- Contract Administration

GENERAL SERVICES DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

GENERAL SERVICES DIRECTOR
Randall S. Morris



RISK MANAGEMENT/SAFETY

- Safety Policies & Procedures Program
- Claim, Accident & Injury Investigations
- Employee Safety Committee Program
- Insurance Program
- Safety Training Program



LANDSCAPING

- City Property Mowing/Maintenance Program
- Median Mowing/Maintenance Program
- Commercial Landscape Design Approval
- Commercial Tree Removal Approval
- City Property Landscaping Design Program
- City Property Irrigation System Installation
- Seasonal Planting Program
- Downtown Christmas Decorating Program

GENERAL SERVICES - INSURANCE DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

GENERAL SERVICES DIRECTOR

Randall S. Morris

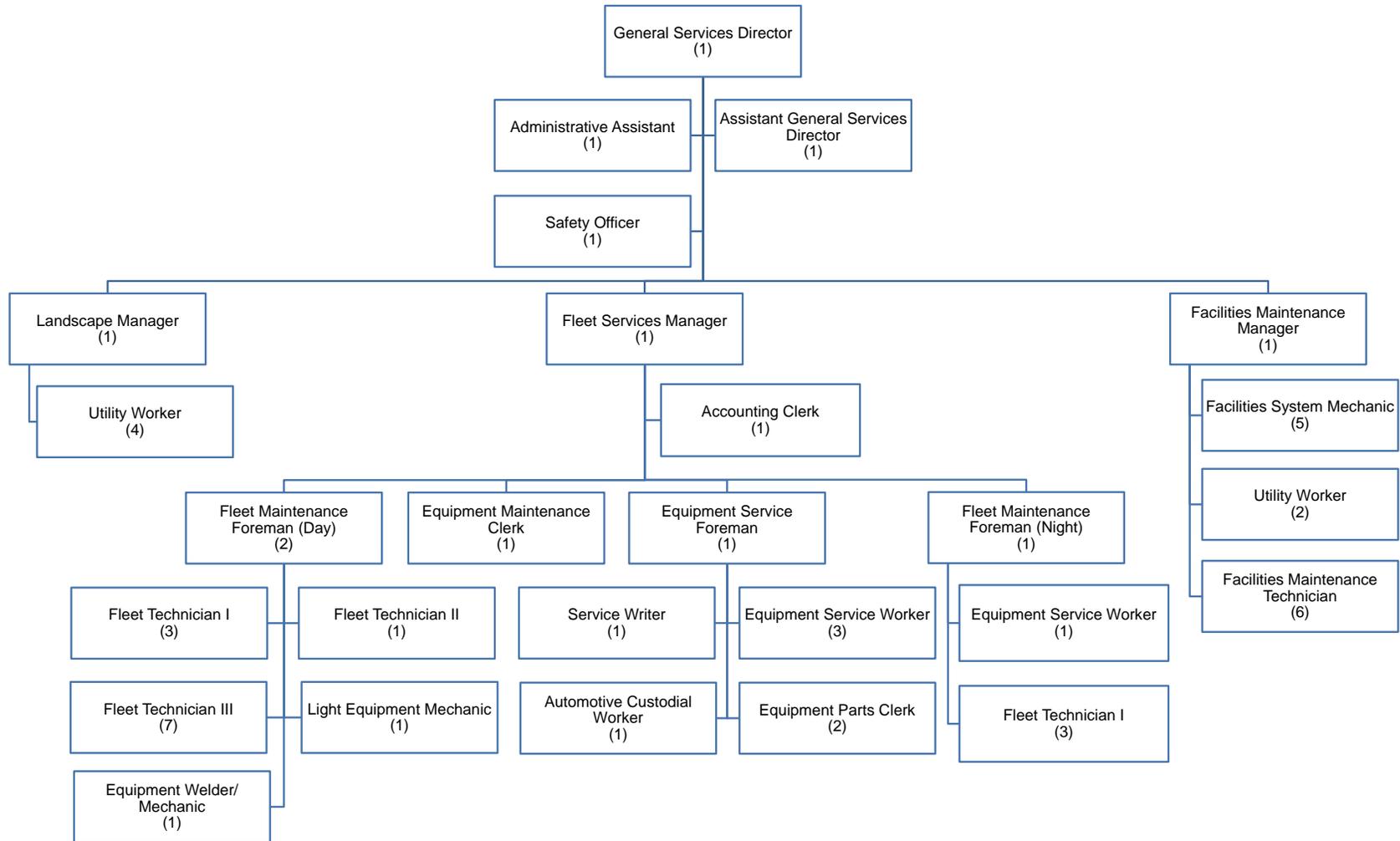


INSURANCE

- Employee & Retiree Health Insurance Program
- Worker's Compensation Program
- Self-Insured Program

GENERAL SERVICES DEPARTMENT

STAFFING ORGANIZATIONAL CHART



DOTHAN UTILITIES - ELECTRIC DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

DOTHAN UTILITIES DIRECTOR

Billy R. Mayes, Jr.



ELECTRIC

- Distribution System Extension Program
- Distribution System Maintenance Program
- Substation Extension Program
- Substation Maintenance Program
- Metering Program
- Planning & Design Program
- Lighting Maintenance & Extension Program
- SCADA Monitoring & Control Program
- Advanced Metering Infrastructure Program
- Outage & Storm Response Program
- Vehicle & Equipment Program
- Complex & Grounds Maintenance Program
- Vegetation Control Program

DOTHAN UTILITIES - WATER DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

DOTHAN UTILITIES DIRECTOR

Billy R. Mayes, Jr.



WATER

- Distribution System Extension Program
- Distribution System Maintenance Program
- Tank Operation & Maintenance Program
- Well Operation & Maintenance Program
- Metering Program
- Planning & Design and Compliance Program
- Risk Management Program
- Pettus Water Plant Operation, Maintenance & Monitoring and Control Program
- SCADA Monitoring & Control Program
- Advanced Metering Infrastructure Program
- Leaks/Odor/Storm Response Program
- Vehicle & Equipment Maintenance Program
- Red Water Program
- Water Quality Testing & Flushing Program
- Cross Connection Control Program

DOTHAN UTILITIES – WASTEWATER COLLECTIONS DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

DOTHAN UTILITIES DIRECTOR

Billy R. Mayes, Jr.



WASTEWATER COLLECTIONS

- Sewer System Extension Program
- Sewer System Maintenance Program
- Lift Station Operation & Maint. Program
- Internal Sewer Maintenance Program
- Planning & Design and Compliance Program
- SCADA Monitoring & Control Program
- ROW Spraying & Clearing Program
- Lift Station Rehabilitation Program
- Overflow/Storm Response Program
- Vehicle & Equipment Maintenance Program

DOTHAN UTILITIES – WASTEWATER TREATMENT DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

DOTHAN UTILITIES DIRECTOR

Billy R. Mayes, Jr.

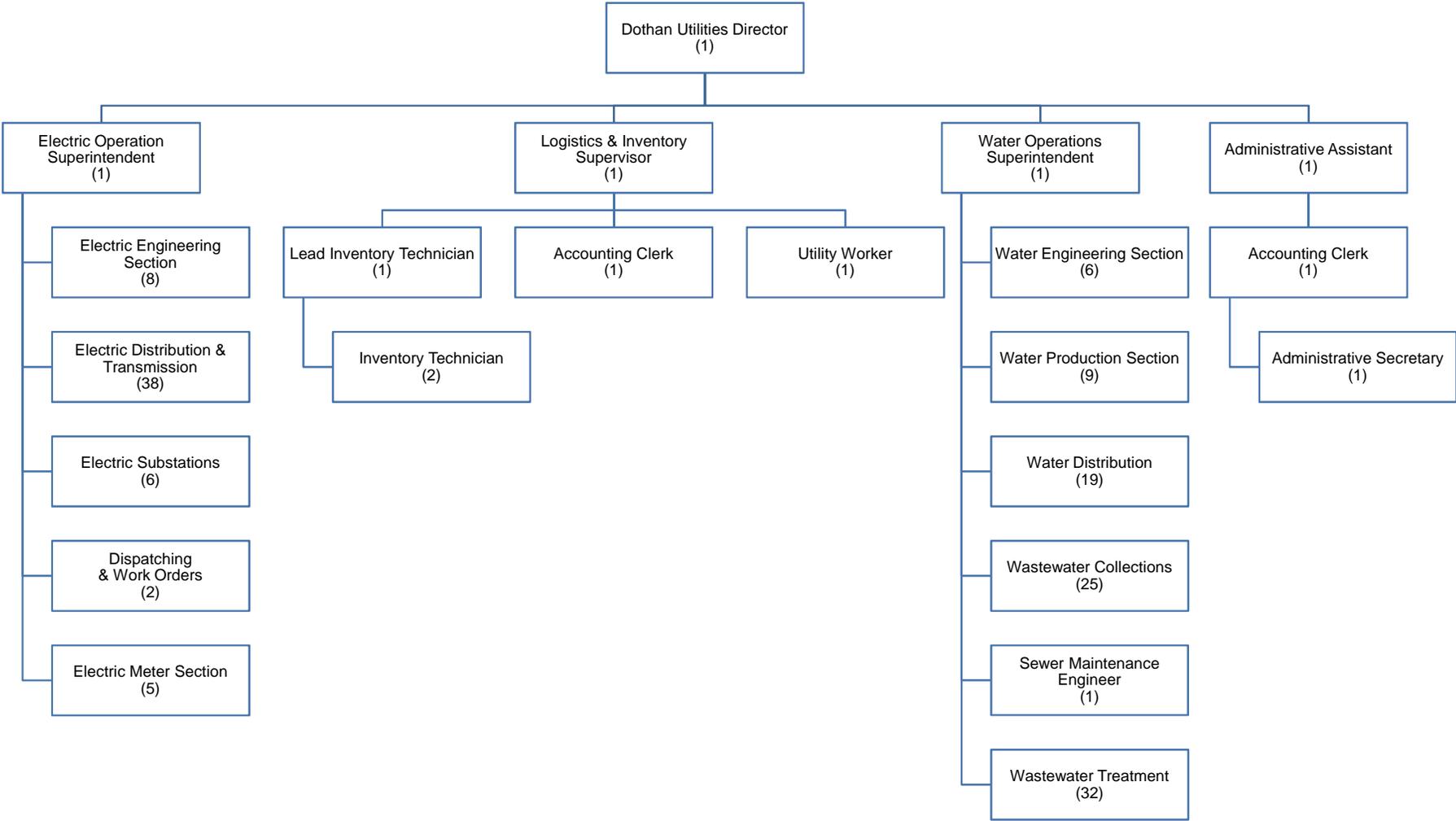


WASTEWATER TREATMENT

- Plant Operation & Maintenance Program
- Sludge Pressing Operation & Maint. Program
- Industrial Discharge Program
- Fats, Oils & Grease Program
- Planning & Design and Compliance Program
- Compliance Monitoring & Testing Program
- Biosolid Disposal Program
- Stream Monitoring & Testing Program
- Vehicle & Equipment Maintenance Program

DOTHAN UTILITIES DEPARTMENT

STAFFING ORGANIZATIONAL CHART





CITY OF DOTHAN: STRATEGIC PLAN

DOTHAN VISION 2032

IN 2032,
Dothan is the *MOST BEAUTIFUL,*
LIVABLE CITY in Alabama.

Dothan is the *HUB OF THE*
WIREGRASS REGION with
CONVENIENT ACCESS AND MOBILITY.

Dothan has a *VIBRANT 24 HOURS*
DOWNTOWN - the heart of the community
and a *STRONG DIVERSE ECONOMY.*

Dothan is a *FAMILY FRIENDLY COMMUNITY*
with EXCEPTIONAL LEISURE
AMENITIES FOR ALL, and an
INCLUSIVE COMMUNITY FOR ALL.



CITY OF DOTHAN: STRATEGIC PLAN

POLICY AGENDA 2017

Top Priority

Public Safety Training Facility
IT/Technology Master Plan and Position
Communications Plan and Position
Pre-Trial Diversion Program
Dothan Blueprint: Report and City Actions
Leisure Services Master Plan

High Priority

Howell School Development
Medical/Healthcare Business Development
Stormwater "Utility" Direction
Adaptive Traffic Signalization System/Advanced
Traffic Controllers
Eastgate Park House Replacement
Minimum Property Maintenance Ordinance

Moderate Priority

City Buildings Condition Assessment, Plan and Funding
Porter Hardware Project: Phase 1, Phase 2
Fats - Oils - Grease Appeal Process and Incentives
Civic Center Replacement Study (Long Term)



CITY OF DOTHAN: STRATEGIC PLAN

GOALS 2022

Maintain a Financially Sound City and
a High Performance Team

Expand the Local Economy

Plan for Dothan's Future

Improve Mobility

Make Dothan a More Livable City



CITY OF DOTHAN: STRATEGIC PLAN

MANAGEMENT AGENDA 2017

Top Priority

Landfill Permitting
EPA Compliance with Administrative Order
Sanitary Sewer Overflows Plan & Projects
City Owned Properties Inventory & Direction
Honeysuckle Road Corridor Study

High Priority

Utility Code: Update
AS400/Cloud Options
Water Meter: Upgrades
EPA Brownfield Assessment Grant
Employee Retirements & Succession Planning
Finance and Revenue Plan: Update



CITY OF DOTHAN: STRATEGIC PLAN

OUR MISSION

The Mission of the Dothan City Government
is to provide
the *BEST MUNICIPAL SERVICES*,
in a *CUSTOMER FRIENDLY MANNER*,
and to be *FINANCIALLY SOUND*
while *INVESTING IN THE CITY'S FUTURE*
and *ENGAGING OUR RESIDENTS*.

CITY OF DOTHAN

BUSINESS PLAN

This document explains projects that departments will undertake in fiscal year 2018 to serve the City of Dothan. It is not all inclusive but provides performance measurements to determine successful completions.

City of Dothan Departments

FY 2018

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ADMINISTRATION - CITY MANAGER

Mission Statement: To provide administrative, legal, organizational and communications support to advance Dothan City Government's vision, core values, and priorities for citizens and employees.

Objective 1: Continue to keep the Strategic Plan Current for Management and the City Commission.

This objective will continue through Fiscal Year 2018.

This objective relates to all goals of the Strategic Plan.

Strategies:

- Work with Department Heads to keep Strategic Plan projects moving forward.
- Work with the Commission to organize and update the Strategic Plan for fiscal year 2018.
- Update action plan and make departmental assignments by February 2018.

Performance Targets:

- ❑ Set work sessions with the Commission, Department Heads and Lyle Sumek to update Strategic Goals in January, 2018.
- ❑ Develop power point presentation reflecting the updated Strategic Plan (February 2018).
- ❑ Assign Action Items to Departments in February 2018.
- ❑ Publish the Strategic Plan documents by July 2018.
- ❑ Monitor Action Item progress with monthly reports, in bi-monthly departmental meeting and at quarterly retreats.

Objective 2: To Make the City Function More Effectively and Efficiently Through the Implementation of Performance Measurements Throughout the City Departments.

This objective will continue through Fiscal Year 2018.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Continue to focus on Departmental Business Plans as a means of improving service delivery, effectiveness and efficiency in City Government.
- Determine which data is the most informative for management purposes and develop systems to record it.
- Continue to improve City functions by measuring data.

- Continue to improve Performance Measures for each Departmental Division and include in the Monthly Report.
- Monitor positive/negative changes due to the business plan.
- Build communication links and teamwork mentality by having bi-monthly meetings with Department Heads.
- Conduct Quarterly Department Head retreats to discuss progress on Strategic Plan Action Items and Business Plan Goals and Objectives.

Performance Targets:

- Complete FY 2018 Business Plans.
- Meet with Department Heads bi-monthly to discuss the progress with their Business Plans and Strategic Plan Action Items.
- Review performance data with Department Heads during bi-monthly meeting.

Objective 3: Build a 5 year Capital Program Using City Priorities and Anticipated Funding.

This objective will continue through Fiscal Year 2018.

This objective relates to all goals of the Strategic Plan.

Strategies:

- Work with Department Heads to update the five year needs for capital in each department.
- Meet with the Finance Director to establish projected revenues that would be available for the Capital Program.
- Once monetary amounts are determined, meet with all Department Heads to prioritize and establish the recommended 5 year plan.
- Work with City Commission at the 2018 Strategic Planning session to set priorities.
- Search out additional funding (grants, etc.) that can be used for specific needs.

Performance Targets:

- Have Department Heads provide their list of capital needs for the next five years by February 2018.
- Present 5 year capital plan to the City Commission by April 15, 2018.
- Establish monies anticipated over the next five years for the Five Year Capital Program by June 2018.
- Complete Capital Program report by August 2018 to begin implementation for fiscal year 2019.

<u>Objective 4: Recruit and Select the Communications Director.</u>
--

Policy Agenda – Top Priority

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Finalize the Communications Director job description.
- Complete a national recruitment for the position.
- Select candidate for appointment and City Commission approval.

Performance Targets:

- Finalize job description by August 2017.
- Nationwide recruitment September 2017.
- Interview and selection October 2017.
- Communications Director on board and working by January 2018.

<u>Objective 5: New Mayor and Commissioner Orientation.</u>
--

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Update New Mayor/Commissioner materials and presentation.
- Conduct Orientations with new Elected Officials.

Performance Targets:

- Update Orientation materials and presentation by September 2017.
- Conduct all Orientation sessions by end of October 2017.

ADMINISTRATION-Equal Employment Opportunity Office

Mission Statement: It is the mission of the Equal Employment Opportunity office to ensure affirmative action in providing equal employment opportunities without regard to race, creed, religion, color, sex, age, disabled persons or national origin, except where age or sex is a bona fide occupational qualification. The EEO Office will also provide strategic workforce development training, to include small business developmental training, to all departments as needed.

Objective 1: Develop a Comprehensive Training Program for Administrative Support Job Classifications.

Goal: Maintain a Financially Sound City and High Performance Team.

Strategies:

- Establish an Advisory Committee to solicit feedback from Administrative Support job classification employees in need of training on fundamental core competencies.
- Canvas department heads on training in fundamental core competencies needed for their staff for efficient operation of their respective departments.
- Identify fundamental core competencies Internal Staff can serve as the Trainer and their subject areas for training and the training format.
- Identify outsourced Trainers on fundamental core competencies for training and training format.
- Develop the curriculum and presentation format for the core competencies identified by the Advisory Committee.
- Identify schedule, location and frequency of the training program for Administrative Support Job Classification employees.
- Develop a Communication Network for Administrative Support Job Classifications.

Performance Targets:

- ❑ Establish an Advisory Committee and canvas Department Heads for the Comprehensive Training program for Administrative Support Job Classifications, October 2017.
- ❑ Identify Internal and External Staff for the Comprehensive Training program, November 2017.
- ❑ Develop the curriculum and presentation format for the fundamental core competencies identified by the Advisory Committee, December 2017.
- ❑ Identify schedule, location and frequency of the training program, December 2017.
- ❑ Implement the Comprehensive Training Program for Administrative Support Job Classifications, January 2018.

ADMINISTRATION - Internal Analyst

Mission Statement: The role of the Internal Analyst is to provide management information regarding operations, perform internal audits as requested by City Manager and to coordinate and facilitate projects as directed.

Objective 1: Develop Performance Measurements Throughout the City Departments

This objective will continue through Fiscal Year 2018.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Continue to focus on Departmental Business Plans as a means of improving service delivery, effectiveness and efficiency in City Government.
- Determine which data is the most informative for management purposes and develop systems to record it.
- Continue to improve City functions by measuring data.
- Continue to improve Performance Measures for each Departmental Division and include in the Monthly Report.
- Monitor positive/negative changes due to the business plan.
- Discuss monthly with City Manager

Performance Targets:

- Complete FY 2018 Business Plans, September 2017
- Research other cities performance measurements to identify possible new data to obtain, December 2017
- Review performance data with City Manager on a monthly basis

Objective 2: Software for monthly Performance Measurements

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Investigate options for developing and reporting monthly data
- Discuss with users of the software
- Discuss monthly with City Manager

Performance Targets:

- Investigate the options available to develop and report performance measurements, December 2017
- Discuss with users of the software to communicate pros and cons of the software, January 2018
- Present findings to City Manager, March 2018

ADMINISTRATION - City Attorney's Office

Mission Statement: To provide legal advice and services to the City of Dothan, Dothan City Commission, City Manager and Department Heads. Represent the City of Dothan in civil actions in the State and Federal Courts. Prosecute criminal cases in Dothan Municipal Court and cases appealed to the Circuit Court of Houston County. Oversee the City of Dothan's Pretrial Diversion Program.

Objective 1: Assist Dothan Utilities and Public Works in Meeting Compliance Requirements in Environmental Protection Agency's Order of Consent for the Next Fiscal Year.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Continue to assist in the implementation of the objectives identified in the Administrative Order of Consent.
- Assist with Quarterly reports to the EPA pursuant to the Administrative Order on Consent (AOC).
- Provide legal support to Dothan Utilities to complete evaluation of the waste water collection system in accordance the U.S. EPA Administrative Order on Consent (AOC).
- Work closely with the Dothan Utilities, the program manager, and outside counsel ("Consent Order Team") in the development, review and submittal of the above-referenced items to EPA under the Consent Order.

Performance Targets:

- ❑ Coordinating monthly status conferences with the Consent Order Team to discuss status of deliverables
- ❑ Submit all of the deliverables required under the Consent Order to EPA in a timely manner
- ❑ Avoid any notices of violation for failure to submit required deliverables under the Consent Order

Objective 2: Assist Public Works Department in Obtaining a Land Fill Expansion Permit.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Assist the Public Works Department in obtaining the necessary State Permit for the expansion of the land fill.

- Provide legal support to the Public Works Department for the land fill expansion.

Performance Targets:

- Obtain Permit by November/ December 2017.

Objective 3: Assist the Planning and Development Department with the Enforcement of the Fats, Oils and Grease (FOG) Program.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Assist the Planning Development Department with enforcement of the (FOG) program pursuant to the Municipal Ordinance.

Performance Targets:

- Bring enforcement proceeding in a timely manner to ensure compliance with the City Ordinance and the Administrative Order of Consent.

Objective 4: Assist the Assist the Dothan Police Department with in Service Training for Police Officers.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Assist the Police Department with training to insure all officers receive mandatory yearly training.
- Assist the Police Department in maintaining accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Performance Targets:

- Have in service training completed by November 1, 2017.

Objective 5: Review Pretrial Diversion Program.

Policy Agenda – Top Priority

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Review Pretrial Diversion Programs in other jurisdictions, to determine if our program could be improved.

Performance Targets:

- Complete review by November 30, 2017.

Administration - Public Information Office

Mission Statement: To proactively, accurately and effectively convey information about City issues, programs and services to the public to enhance their awareness, interest, understanding and involvement; assist and promote city-wide special events.

Objective 1: Better communicate City information to a cross section of citizens to shape their perception about the value of their government

Goal: Make Dothan a More Livable City

Strategies:

- Provide updates to the media and citizens regarding city functions, policy updates/changes, programs and services.
- Continue to promote the City's website, Facebook and Twitter page.

Performance Targets:

- Create and distribute at least (75) press releases and/or feature story articles/ideas.
- Update social media outlets on a weekly basis.
- Attend at least one public relations seminar to stay abreast of the most current communication practices.
- Whether through traditional or online outlets, complete at least five (5) media buys a month.

Objective 2: Assist various departments with the development of marketing strategies and/or marketing materials to inform and educate our citizens regarding new programs and services

Goal: Make Dothan a More Livable City

Strategies:

- Assist with the planning and creation of educational materials at the residential level regarding the City's F.O.G. Program.
- Assist with the planning and creation of educational materials regarding the City's Outage Management System that will integrate with the recently implemented IVR System.
- Serve as the media liaison for the promotion of new systems, programs and services.
- Create press releases and marketing materials as needed.

Performance Targets:

- ❑ Create one (1) marketing strategy for residential education of the F.O.G. Program, March 2018
- ❑ Assist with the development of at least one (1) printed and one (1) digital / online educational piece regarding the F.O.G. Program at the residential level, March 2018
- ❑ Create one (1) marketing strategy for promotion and education of the new Outage Management System, January 2018
- ❑ Create one (1) marketing strategy for re-introducing the IVR system following its integration with the completed Outage Management System in order to increase registration numbers, January 2018

Objective 3: Assist with the marketing and promotion of events at the Dothan Civic Center and Dothan Opera House

Goal: Make Dothan a More Livable City

Strategies:

- Assist event promoters with the creation of posters, flyers, web graphics and social media graphics for events.
- Create and distribute press releases, ticket information, discount information, etc.

Performance Targets:

- ❑ Assist with the creation and / or distribution of printed marketing materials for at least seven (7) events at the Dothan Civic Center/Opera House.
- ❑ Assist with the creation and / or distribution of web and social media graphics for at least seven (7) events at the Dothan Civic Center/Opera House.

City Clerk Department

Mission Statement: To record and archive statutory and designated official information, resolutions and ordinances of the City of Dothan, certify to the actions of the City Commission and ensure that businesses operating within the city limits are properly licensed and operating per the Code of Ordinances.

Objective 1: Proceed with scanning of archived ordinances and resolutions adopted by the Dothan City Commission from hardcopy to LaserVault.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- As time allows, scan archived resolutions and ordinances into LaserVault by City Clerk personnel to the point that the hardcopies can be scanned without destroying. This is a very time consuming job. On average, 2 to 3 years of material can be scanned in one year.

Performance Targets:

- ☐ Scan through year 1976 by September 2018.

Objective 2: Compile inventory of stored records from City Clerk's Office located at the Old Fire Station at 281 E. Burdeshaw Street; determine which records can be destroyed through the archive destruction process.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Work through the archive destruction process to eliminate old records kept by the City Clerk's Office at the Old Fire Station on E. Burdeshaw Street.

Performance Targets:

- ☐ Inventory destruction process should be completed by September 2018.

Dothan Fire Department

Mission Statement: To provide for the protection and safety of our community by preparing and promoting fire prevention and education and preserving life, property and the environment through fire suppression, emergency medical service, technical rescue and hazardous material mitigation, while recognizing that our people are the key to our success.

Objective 1: Continue to Develop, Enhance and Create New Opportunities to Provide Community Risk Reduction through the Fire Prevention Division.

Goal: Make Dothan a More Livable City

Strategies:

- Develop and implement Junior Fire Academy (summer program) or partner with existing Police program to create a Public Safety Academy.
- Develop and deliver regular fire safety and risk reduction programming through all local media outlets.
- Implement home fire safety inspection program.
- Identify and evaluate, along with building official, dilapidated buildings that pose a hazard to the public as well as Fire Department personnel.

Performance Targets:

- ❑ Work with Police Department to establish if a path forward for joint academy is practical no later than November 30, 2017.
- ❑ Develop curriculum for Fire Academy or Public Safety Academy no later than January 31, 2018.
- ❑ Conduct at least one (1) presentation or media interview regarding fire safety or injury prevention each month.
- ❑ Develop, educate, and implement Home Fire Safety Inspection program by January 1, 2018.
- ❑ Work with Building Official to develop a quarterly presentation to City Manager of continued efforts of dilapidated building program.

Objective 2: Implement New Training Programs to Enhance Operational Efficiency of the Organization and Improve Safety of our Members.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Continue delivery of Dothan Fire Department Officers Academy.
- Develop educational opportunities for our community partners and local agencies such as volunteer fire and rescue departments.
- Develop and implement more simulations and hands-on training opportunities for our members.

- Continue to promote and deliver educational programs as a regional training center for the Alabama Fire College.

Performance Targets:

- ❑ Develop a quarterly volunteer educational day offering at our training division to assist Houston County and other departments to begin delivery January 1, 2018.
- ❑ Develop simulation-based training to include tabletop exercises, human resource (conflict resolution) situations, Command and Control and others by March 1, 2018.
- ❑ Fire Chief to deliver Officer’s Academy program to obtain 100% of current officers trained by June 30, 2018.
- ❑ Deliver educational programs as scheduled through the Alabama Fire College throughout the year.

Objective 3: Develop and Implement Strategies and Programs to Enhance Organizational Communications.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Develop and distribute regular organizational updates to the membership through electronic media.
- Continue to enhance delivery of quarterly officer development meetings to meet organizational needs.
- Evaluate need and implement, if required, other means of disseminating information throughout the organization to all members.

Performance Targets:

- ❑ Record and distribute Fire Chief’s “VLOG” (video message) each month.
- ❑ Provide email updates from Fire Chief and each division to all members semi-monthly.
- ❑ Distribute all monthly schedules (training, prevention, education, etc.) to all company officers one (1) week prior to beginning of the month.
- ❑ Continue to evaluate other opportunities to enhance internal and external communications.

Objective 4: Review, Update, and Reformat all Department Standard Operating Guidelines and Policies.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Update the format of all guidelines and policies to be more consistent with national standards and enhance the member’s ability to effectively use the documents.

- Rewrite, combine or eliminate guidelines or policies that are no longer applicable.
- Create any new policies or guidelines as recommended through the review process.

Performance Targets:

- ❑ Update formatting of all written policies / guidelines prior to December 31, 2017.
- ❑ Complete review, educational and implementation process of 50% of guidelines by March 31, 2018.
- ❑ Complete remaining 50% of policy /guideline review by September 30, 2018.

Objective 5: Develop and Implement Strategy to Overcome our Current Paramedic Staffing Shortage.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Work with Wallace Community College to enhance delivery options of Paramedic program.
- Provide incentive for current licensed Advanced EMTs to promote them seeking further licensure as a Paramedic.
- Continue to recruit Paramedic and Advanced EMT candidates in the hiring process.

Performance Targets:

- ❑ Conduct a meeting with Wallace Community College leadership to explore opportunities to improve (short Certificate and additional education formats) the program by October 31, 2017.
- ❑ Develop staff study and present to the Personnel Board requesting a 3% educational incentive for current Advanced EMTs by October 31, 2017.
- ❑ Provide a minimum of two (2) Paramedic / Advanced EMT recruiting programs per quarter throughout the year.

Objective 6: Complete the Development of our "Acting out of Position" Certifications and Current Career Ladder Guideline.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Develop a committee to review current procedure and develop new acting certification programs.
- Educate and implement "Acting out of Position" certification programs.
- Assemble a committee to review and update our current career ladder guideline to aid our members in advancement.

Performance Targets:

- Develop and assemble the Acting Certification committee by October 31, 2017.
- Finalize development and education of certification program by January 31, 2018.
- Develop and assemble committee to review Career Ladder guideline by January 31, 2018.
- Review, update, and implement any changes needed to Career Ladder by June 30, 2018.

Dothan Police Department

Mission Statement: To preserve the peace and public order while enhancing quality of life in cooperation with all who share in the common interest of this wonderful City.

Objective 1: Achieve CALEA 2nd Re-Accreditation.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Accreditation Manager attend GPAC meeting to recruit Mock Assessors.
- Complete year 3 proofs.
- Conduct off-site assessment utilizing Power DMS.
- Complete on-site awareness training for all personnel.
- CALEA assessment
- Appearance before CALEA Commission and receive re-accreditation award.

Performance Targets:

- October 2017- GPAC meeting
- October 2017 – Proofs completed NLT October 30th
- November 2017 – Mock Assessment
- February 2018 – Department employees briefed about CALEA on-site assessment
- March 2018 – CALEA conducts on-site assessment
- July 2018 – CALEA Conference Grand Rapids Michigan

Objective 2: Address Evidence Vault Space Requirements.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Obtain three quotes for purchase of cargo container.
- Purchase Cargo Container
- Pour a concrete pad inside fenced area at forensic lab.
- Schedule General Services to wire, light, alarm, climate control, build shelving and modify to add a steel door.
- Identify evidence to be moved into secondary storage.

Performance Targets:

- November 2017– Quotes collected
- December 2017 – Pour concrete pad

- ❑ January 2018 – Purchase container
- ❑ February 2018 – Renovate container
- ❑ April 2018 – Renovations complete
- ❑ May 2018 – Evidence/property relocated to secondary storage

Objective 3: Conduct Community/Patrol Updates on National Trending Drug Use/Abuse Concern.

Goal: Make Dothan a More Livable City

Strategies:

- Hold two community meetings to discuss current trends in narcotics that affect youth and young adults. These may be taught by Narcotics personnel or qualified Patrol elements and will be attended by PSB Commander, CIT and PSB Shift Commander.
- Organize quarterly briefings concerning trending narcotics issues that affect street officers such as the recent spike in Fentanyl related deaths.

Performance Targets:

- ❑ October 2017 – Begin community biannual meetings
- ❑ October 2017 – Begin patrol quarterly meetings
- ❑ January 2018 – Quarterly patrol meeting
- ❑ April 2018 – Biannual community meeting
- ❑ April 2018 – Quarterly patrol meeting
- ❑ July 2018 – Quarterly patrol meeting

Objective 4: Streamline Hiring Sworn Officers Process and Develop Retention.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Solicit input from staff and develop a plan.
- Meet with Personnel Director to discuss obstacles and ideas for hiring and retention.
- Develop a written implementation plan.
- Present proposed plan to City Manager for review.
- Implement plan

Performance Targets:

- December 2017– Collect data on hiring matrix
- February 2018 – De-conflict plan with Personnel Director
- May 2018 – City Manager Approval
- June 2018 – Update General Order to comply with plan and standards
- August 2018 – Implement Plan

Dothan Utilities Department

Mission Statement: To provide efficient, effective, and economical electrification, potable water, fire protection and wastewater services to the citizens of Dothan.

Objective 1: Maintain Reliable Water System-Production and Storage.

***This objective was started in fiscal year 2008 and targets were completed. Current strategies will continue for several years to provide a reliable water system.*

Goal: Make Dothan a More Livable City

Strategies:

- Continue implementing objectives identified in the Long Range Plan.
- Maintain the water supply wells based upon a ten year schedule and maintain the water storage tanks based upon a fifteen to twenty year schedule. \$500,000 is currently appropriated in the 2018 Fiscal Year budget for well and tank maintenance.
- Maintain water production facilities and equipment to provide reliable water production.

Performance Targets:

- ❑ Continue "As-Built" survey of the Dothan Water System to be 50% complete by September 30, 2018.
- ❑ Complete rehabilitation of Wells 10, 11, 12, 20, and 35 with current budget funds by May 31, 2018.
- ❑ Obtain bids and Commission approval to complete the repairs of Hodgesville Road Tank #11 as recommended by Polyengineering's Tank Inspection Report with needed appropriations by September 30, 2017 and complete construction by May 31, 2018.
- ❑ Obtain approval and start AMI Electric and Water Pilot Test by December 31, 2017.

<i>Objective 2: Maintain Water Distribution System Quality and Reliability.</i>
--

***This objective was started in fiscal year 2008 and targets were completed. The current strategies will continue for several years to complete the required performance targets.*

Goal: Make Dothan a More Livable City

Strategies:

- Continue implementing objectives identified in the Long Range Plan.
- Maintain water distribution system infrastructure.
- Improve water distribution system flows.
- Improve water distribution system water quality.

Performance Targets:

- ❑ Replace 5,000 feet of galvanized or cast iron water lines by September 30, 2018, with current budget funds.
- ❑ Obtain bids and Commission approval to replace galvanized or cast iron water lines with current reserved funds of \$500,000 by September 30, 2017 and complete construction by March 31, 2018.

<i>Objective 3: Maintain Reliable Wastewater Treatment Plant Electrical Equipment.</i>

***This objective was started in fiscal year 2008 with the collection of thermal imaging data. Current strategies will continue for several years to provide a reliable baseline for the wastewater treatment.*

Goal: Make Dothan a More Livable City

Strategies:

- Thermal Image motors, motor control centers, starters and connections to identify problem areas and establish baseline data to avert electrical equipment failures.
- Review performance data (hours of operation, motor data, starter data and pumping records) to determine priority maintenance items.

Performance Targets:

- ❑ Thermal Image major electrical components and establish baselines on annual basis at Omussee Wastewater Treatment Plant (WWTP) by September 30, 2018.
- ❑ Thermal Image major pumping equipment and establish baselines on annual basis at Omussee Creek WWTP by September 30, 2018.

- ❑ Log and track equipment failures and compile list quarterly for Omussee WWTP in the 2018 fiscal year.

Objective 4: Maintain Reliable Wastewater Treatment.

***This objective is starting in fiscal year 2014 with the development of a 201 Facilities Plan for the Omussee WWTP and Long Range Biosolids Management Plan. Current strategies will continue for several years to provide reliable wastewater treatment.*

Goal: Make Dothan a More Livable City

Strategies:

- Provide for upgrades to the Omussee Wastewater Treatment Plant (WWTP) including provisions for capacity and equipment improvements and planning for future regulatory requirements.
- Ensure industrial sewer discharges are complying with pretreatment requirements and providing correct flow data to the City of Dothan for billing purposes.

Performance Targets:

- ❑ Continue construction inspection and reviews of the Omussee Wastewater Treatment Plant with the assistance of BWSC to meet the substantial completion date of August 29, 2018.
- ❑ Study the clarifier ultraviolet damping equipment at Little Choctawhatchee Wastewater Treatment Plant to determine its effectiveness in retarding algae growth by December 31, 2017.
- ❑ Monitor wastewater contributors quarterly, review diagrams, and description of the pretreatment process and check for the proper operation/calibration of flow/pH meters by September 30, 2018.

Objective 5: Maintain Reliable Wastewater Collections Lift Station Pumping.

***This objective was started in fiscal year 2008 and the current strategies will continue for several years to provide a reliable baseline for the wastewater collections system.*

Goal: Make Dothan a More Livable City

Strategies:

- Review lift station performance data (hours of operation, pumping, motor data, starter data and lift station records) to determine priority replacement or rebuilds.
- Thermal Image motors, motor control centers, starters and connections to identify problem areas and establish baseline data to avert electrical equipment failures.

Performance Targets:

- ❑ Continue to perform a pump station evaluation study to develop a 5-year pump station priority list for rebuild and replacement by September 30, 2018.
- ❑ Rebuild/replace pumps and associated equipment at lift stations (Dunleith, Spann Farms #2 and Mobile Street lift stations) by September 30, 2018, with current budget funds.
- ❑ Thermal Image major electrical components and establish baselines on annual basis for lift stations and review with past history by September 30, 2018.

Objective 6: Improve Wastewater Collection System.

***This objective was started in fiscal year 2008 and the current strategies will continue for several years to provide a reliable baseline for the wastewater collections system.*

Goal: Make Dothan a More Livable City

Strategies:

- Continue to implement objectives identified in the City's Administrative Order of Consent (AOC).
- Eliminate Sanitary Sewer Overflow (SSO) points.
- Identify sources of Inflow & Infiltration (I&I).
- Provide access to wastewater interceptor lines.

Performance Targets:

- ❑ Smoke test a minimum of 10,000 feet of the sewer collection system and perform Close Circuit Television (CCTV) inspections of a minimum of 150,000 feet of the sewer collection system in Fiscal Year 2018 and develop a listing of needed repairs/corrections.
- ❑ Inspect sanitary sewer trunk lines in one (1) sewer basin by May 31, 2018.
- ❑ Continue contract Engineering Services with Barge Waggoner Sumner & Cannon to comply with the US EPA Administrative Order of Consent through September 30, 2018, with current funds.
- ❑ Complete communications for Satellite System Flow Meters by January 1, 2018.

Objective 7: Maintain and Improve Power Supply for the City of Dothan.

***This objective was started in fiscal year 2009 and targets were completed. The current strategies will continue for several years to complete the required performance targets.*

Goal: Make Dothan a More Livable City

Strategies:

- Replace aging equipment to maintain system reliability.
- Improve existing electrical infrastructure.
- Utilize existing fiscal year 2018 budget funds.

Performance Targets:

- ❑ Perform maintenance on Haven and Hodgesville Substations by September 30, 2018 from current funds.
- ❑ Update five year plan for substations capital and maintenance needs by December 31, 2017.
- ❑ Obtain approval to start AMI Electric and Water Pilot Test by December 31, 2017.

Objective 8: Improve the Reliability of the City's Communication System.

***This objective was started in fiscal year 2012 and targets were revised due to enlargement of the project. The current strategies will continue for several years to complete the required performance targets.*

Goal: Make Dothan a More Livable City

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Assist Information Technology Department in completing additional fiber communications for City facilities.

Performance Targets:

- ❑ Work with IT, Street and DU to determine Phase III fiber priorities by May, 2018.

Objective 9: Improve Customer Communications During Power Outages.

***This objective was started in fiscal year 2013 and targets started but will extend through the 2018 year to completed targets. The current strategies will continue for several years to complete the required performance targets.*

Goal: Make Dothan a More Livable City

Strategies:

- Determine communication and data needs during power outages to better serve Dothan Utilities Customers.

Performance Targets:

- ❑ Continue Outage Management system implementation by completing setup using inventory data by September 30, 2018.

Finance Department

Mission Statement: The Finance Department's mission is to provide internal management with a biennial budget and accurate and timely reports to assist with their department operations; to support City departments in the procurement of goods and services; and, to conduct utility business with citizens in a courteous and pleasant environment.

Objective 1: City-Wide Implementation of Procurement Cards Beginning with an Individual Department (General Services). Once Up and Running, We Will Start Implementing Other Departments.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Submit file formats to I.T. from Regions Bank to work with Superior on establishing parameters for transaction files to be utilized each month.
- Select vendors for direct payment.
- Establish policy and procedures for purchasing cards.
- Train staff on P-card module, statement processing, employee usage, and purchasing policies.

Performance Targets:

- Create procedures for proper use of P-cards by October 1, 2017.
- Determine employee and number of cards needed for General Services by October 15, 2017 and then each department as implementation progresses.
- Complete data transfer set up in live environment by October 31, 2017.
- Complete set up of online direct payment for selected vendors by November 10, 2017.
- Complete training for purchasing card process and begin individual department implementation by November 30, 2017.

Objective 2: Clarify Procedures and Options for Disposal of City Assets Regardless of Original Cost to Ensure the Most Efficient and Beneficial Method of Disposal.

Goal: Maintain a Financially Sound City and a High Performance Team.

Strategies:

- Determine methods of disposal available.
- Determine a calculated process to efficiently dispose of assets.

- Re-evaluate user friendly options for departments to report items that need to be disposed of.
- Clarify approval process and proper authority.

Performance Targets:

- ❑ Request from each department an assigned employee to train on proper procedures by October 31, 2017.
- ❑ Immediately begin evaluation process and procedures, review reporting and communication by December 31, 2017.
- ❑ Re-evaluate documentation requirements by February 28, 2018.
- ❑ Schedule training for employees to be completed by May 31, 2018.

Objective 3: Verify and Update all City Owned Real Property (land). Ensure Fixed Assets Accurately Reflect Parcel Descriptions to Match County Records.

Goal: Maintain a Financially Sound City and a High Performance Team.

Strategies:

- Utilize Houston County’s GIS property search system online to update as many properties as available.
- Research any record discrepancies with Public Works and Houston County.
- Update City records to tie to GIS records.

Performance Targets:

- ❑ Online research completed by October 31, 2017.
- ❑ Research search with Public Works and Houston County completed by December 31, 2017.
- ❑ Update records by May 31, 2018.

Objective 4: Review Additional Payment Methods Such as Mobile Apps and Pay by Text in Order to Improve Upon Available Payment Methods and Reduce Foot Traffic in the Utility Collections Office.

Goal: Improve Mobility & Maintain A Financially Sound City and a High Performance Team.

Strategies:

- Determine focus areas for additional payment methods that are conducive to both the governmental and utility environments.

- Determine customer demand for additional payment methods by focus area.
- Review focus payment areas based on customer demand, gather information from vendors, and make recommendations to management.

Performance Targets:

- ❑ Determined focus areas of additional payment methods by February 15, 2017.
- ❑ Develop and submit customer survey to determine level of interest in specific payment methods by focus area by September 30, 2017.
- ❑ Review survey responses, research and contact specific service providers, and gather specific information on products. Schedule and begin reviewing demonstrations of products by December 31, 2017.
- ❑ Evaluate products, make recommendations to upper management, and schedule and attend additional demonstrations, if applicable, by February 28, 2018.

Objective 5: Review of Fiscal Year 2017 Field Purchase Orders.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Identify items purchased that require a purchase order instead of a field purchase order (FPO).
- Identify any like items requiring a bid.
- Notify departments of findings.
- Bid any items necessary.

Performance Targets:

- ❑ Identify purchases made by FPO by December 31, 2017.
- ❑ Group the purchases into like items by March 31, 2018.
- ❑ Notify departments of findings by May 31, 2018.
- ❑ Let any required bids by September 30, 2018.

Objective 6: Training of City Personnel in Purchasing.

Goal: Maintain A Financially Sound City & A High Performance Team.

Strategies:

- Host Purchasing Training for Employees
- Update the 2017 Purchasing Guide

Performance Targets:

- Identify areas to be updated in purchasing training materials by December 1, 2017.
- Update the 2017 Purchasing Guide by December 1, 2017.
- Determine Employees Requiring Training by Coordinating with Department
- Hold training for Employees by January 31, 2018.

General Services Department

Mission Statement: The mission of General Services is to provide exceptional support and exceptional service to all City Departments for maintenance of equipment and facilities, landscaping of grounds and safety oversight.

Objective 1: Public Safety Training Facility.

Policy Agenda – Top Priority

Goal: Plan for Dothan’s Future.

Strategies:

- Work with Police Department, Fire Department, and consultants to create a Strategic Business Plan to determine needed buildings and props for now and future growth.
- Work with design consultants to develop construction plans for facility to meet City standards and stay within budget.

Performance Targets:

- Advertise for bids October 27, 2017.
- Open bids November 30, 2017.
- Begin construction January 2018.
- Construction complete August 2019.

Objective 2: Eastgate Park Community Center.

Policy Agenda – Moderate Priority

Goal: Plan for Dothan’s Future, Make Dothan a More Livable City.

Strategies:

- Work with Leisure Services Department to determine needed space for now and future growth.
- Work with design consultants to develop construction plans for facility to meet City standards and stay within budget.

Performance Targets:

- Advertise for bids August 13, 2017.
- Open bids September 5, 2017.
- Construction complete September 2018.

Objective 3: City Owned Property - Inventory, Condition Assessments, Plan, and Funding.***Policy Agenda – High Priority***

Goal: Plan for Dothan’s Future.

Strategies:

- Review existing documents and records to ensure all properties are accounted for.
- Discuss needs with General Services’ staff and Departments that use/occupy buildings.
- Develop cost estimates based off previous construction and industry standards.

Performance Targets:

- Met with individual departments to discuss needs on April 2017.
- Developed five year facility repair recommendations by May 2017.
- Prepare inventory document by September 2017.
- Discuss funding need of approximately \$4M by December of 2017.

Information Technology Department

Mission Statement: To provide the City of Dothan employees the tools and information they need, when they need it, to conduct City business in an efficient and effective manner. We are committed to work with our users to determine the best solutions for their communication, technology and information needs while providing outstanding and timely service

Objective 1: Maintain and Improve Server Infrastructure for Windows Based Systems.

**This objective began in 2014 and targets have been completed each year. These strategies will continue in order to provide a reliable platform for City business.*

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Determine Hardware and software needs to accommodate additional demands as new servers are required.
- Expand Clustered VMware Environment and SAN to accommodate compute and storage needs.

Performance Targets:

- Determine and implement additional storage needs by Feb 2018.
- Determine and implement additional CPU needs by April 2018.

Objective 2: Improve and Maintain City Fiber Optic Network.

**This objective began in fiscal year 2013. The current strategies will continue for the foreseeable to provide a robust and stable communications network.*

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Continue to work with Dothan Utilities and Public Works to expand the installed fiber optic lines to service more City facilities.
- Continue to migrate existing city facilities from legacy fiber to the Fiber Optic Ring.

Performance Targets:

- Work with Dothan Utilities and Public Works to complete Phase I of the implementation by July 2018.

- ❑ Work with all parties to determine Phase II fiber priorities by September 2018.

Objective 3: Maintain, Improve, or Replace IBM iSeries Software and Hardware.

** This objective began in fiscal year 2014. The current strategies will continue for several years to provide a stable and reliable platform for City software applications.*

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Work with vendors to determine a roadmap for the iSeries Hardware, whether cloud or local.
- Work with user departments to evaluate possible replacement software packages where necessary

Performance Targets:

- ❑ Identify and evaluate possible hardware strategies for the iSeries by Nov 2017.
- ❑ Identify and evaluate possible replacements for in-house maintained software by Feb 2018.
- ❑ Further targets to be determined based on above.

Objective 4: Expand Disaster Recovery System.

**This objective began in fiscal year 2014 and current strategies will continue for several years to ensure a solid Business Continuity Plan for the City.*

Goal: Maintain a Financially Sound City & A High Performance Team

Strategies:

- Implement redundant data circuits.
- Geographically disperse critical hardware.
- Evaluate 3rd party Cloud backup and recovery.
- Work with 911 and city departments to design a failover drill.

Performance Targets:

- ❑ Relocate more critical hardware to fiber optic huts by Jan 2018.
- ❑ Test failover drill with 911 and city departments by August 2018.

Objective 5: Cyber Security Program.

**This objective began in fiscal year 2015 and should continue annually to ensure optimal protection for City resources.*

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Replace aging Juniper Firewalls with modern next-generation hardware.
- Work with outside vendors that specialize in Cybersecurity to evaluate the City's external and internal vulnerabilities.
- Replace legacy hardware and software with known vulnerabilities.
- Evaluate vulnerabilities in data access, storage, and networking.

Performance Targets:

- ❑ Put out RFP for NG firewalls based on the current needs of the city – Nov 2017.
- ❑ Install and configure replacement Firewalls – Jan 2018.
- ❑ Determine systems, authentication, and data vulnerabilities July 2018.
- ❑ Work with staff to develop recommendations to remediate issues as needed.

Objective 6: Wireless Networking

**This objective is new this year and should continue annually to ensure that the wireless needs of the City are kept up to the latest technology.*

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Work with wireless vendors to better understand the technology available.
- Create an RFP to cover wireless communication and security for City Employees as well as guests in all appropriate City facilities in addition to selected outdoor spaces.
- Work with vendor that is awarded the contract to design and implement a phased installation.

Performance Targets:

- Determine coverage and feature needs – December 2017.
- Award RFP and begin design – Jan 2018
- Begin installation and configuration – March 2018.
- More performance targets to be determined based on above.

Objective 7: IT Master Plan.

**This objective began in fiscal year 2015 and should continue annually to ensure optimal protection for City resources. Performance targets for this objective have been pushed back as more of the scope has been determined.*

Policy Agenda – Top Priority

Goal: Maintain a Financially Sound City & A High Performance Team

Strategies:

- Work with an outside vendor with experience in the area.
- Develop an IT Strategic 5 Year Plan.
- Prepare recommendations and roadmap for IT.

Performance Targets:

- Determine Technology directions for IT – December 2017.
- Present preliminary report to City Manager – Jan 2018.
- Present complete report to City Manager – June 2018.

Judicial Department

Mission Statement: The Judicial Department's mission is to effectuate the speedy adjudication of cases, provide a fair and impartial tribunal and an efficient body to address municipal ordinance violations. As most citizens get their first impressions of the Alabama Judicial System in municipal court, it is the mission of this department to promote an atmosphere of respect for the Judicial System and the laws of the State of Alabama.

Objective 1: Coordinate with City Attorney's Office Regarding Recalling Warrants over Ten Years Old.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Determine age of warrants.
- Determine procedure for recalling warrants.

Performance Targets:

- Reduce the number of outstanding warrants, November 1, 2017

Objective 2: Coordinate Amnesty Day.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Determine requirements.
- Determine logistics.
- Discuss how to publish.

Performance Targets:

- Submit information packet regarding Amnesty Court to City Manager, October 1, 2017
- Post Notice of Amnesty Dates (February and March Dates in local newspaper, January 1, 2018
- Conduct Amnesty Day February and March 2018

Objective 3: Investigate innovative means for collecting fines/Court costs.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Investigate feasibility of accepting debit/credit cards on line.
- Provide findings to City Manager
- Implement service

Performance Targets:

- Send memo to City Manager regarding findings, September 1, 2017
- Implement this service by installing software for debit/credit payments on-line, December 2017

Objective 4: Implement a Paperless System for the Judicial Department.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Work with Municipal Software Group to establish a program that will assist in going paperless.

Performance Targets:

- Present findings to City Manager, November 2017
- Coordinate with Municipal Software Group to establish operating procedures for a paperless court, January 2018

Leisure Services Department

Mission Statement: Dothan Leisure Services shall enhance the quality of life of Dothan’s citizens by: maintaining quality parks and recreation facilities; providing comprehensive and customer friendly leisure activities for citizens of all ages; creating tourism through events; and planning future programs and facilities as area needs change.

Objective 1: Activate Phase I of the Programs Master Plan.

Policy Agenda – Top Priority

Goal: Make Dothan a More Livable City

Strategies:

- Add Diabetes Prevention program to enhance the Diabetes Wellness Workshop.
- Add workshop series “Understanding Alzheimer’s Disease”.
- Partner with Dothan Eagle for National Senior Appreciation Day.
- Partner with Living Well Fitness to bring senior fitness to Rose Hill Sr. Center.
- Host annual Senior Showcase Pageant highlighting seniors in the Wiregrass Area ages 50 and older.
- Establish Senior bowling league.
- Establish a chess program within our afterschool and senior programs.
- Establish a theater program within our afterschool programs.
- Introduce the sport of bocce for special needs citizens, seniors and their peers.

Performance Targets:

- Diabetes Prevention sessions July 20-November 2, 2017.
- First planning session with Alzheimer’s Resource Center June, 2017, workshop “Understanding Alzheimer’ Disease begins July 2017.
- National Senior Appreciation Day will be held August 23, 2017.
- Begin senior fitness classes by August 2017.
- Advertise/register for senior pageant by February 2018, hold pageant in April 2018.
- Advertise/register senior bowling by February 2018.
- Advertise/register for chess program by August 2017.

- ❑ Advertise/register for theater program by August 2017.
- ❑ Start a unified bocce programs by May 2018.
- ❑ Advertise/register special needs pageant by December 2017, host pageant by February 2018.
- ❑ Recruit volunteers with expertise in sports areas where there is a need such as swimming and basketball by March 2018.

Objective 2: Promote Trails at Forever Wild by Cooperation with Southeast Alabama Mountain Bikers.

Goal: Make Dothan a More Livable City

Strategies:

- Provide programming for Leisure Services after school and camp programs also Boys’ and Girls’ club for mountain biking.
- Provide community wide event annually “Take a Kid Mountain Biking Day” to promote bike fitness for families.
- Share responsibilities for maintenance of parks.
 - Leisure Services to mow trail heads and service roads and spray roundup/crossbow once per year.
 - Southeast Alabama Mountain bikers will clip vines and branches and maintain trail surface.
- Leisure Services will share responsibilities with SAM for at least one joint race event.

Performance Targets:

- ❑ The children’s programs with Leisure Services and the Boys’ and Girls’ club will be year round.
- ❑ Take a Kid Mountain Biking Day will take place in October 2017.
- ❑ Once a year maintenance performed July 2017.
- ❑ Clipping vines and branches will be done year round.
- ❑ The joint event with SAM will be December 2017.

Objective 3: Continue to Develop a Facility Maintenance Program for Major Repairs and Improvements.

Goal: Maintain a Financially Sound City and a High Performance Team

Strategies:

- Establish a priority repair list for each recreation center, neighborhood park, and athletic facility.
- Review budget and identify affordable projects.

- Develop schedule of repairs with General Services or outside sources.
- Develop a strategic repair plan for Doug Tew and Wiregrass Park pools.

Performance Targets:

- Estimate cost for Doug Tew and Wiregrass Park pool repairs by August 1, 2017.
- Compile a priority repair list of facilities by September 1, 2017.
- Review budget by November 1, 2017.
- Schedule repairs by January 2018 and complete by
- Complete pool repairs by April 1, 2018.

Objective 4: To establish a schedule of classes at the new Westgate Wellness Indoor Pool and encourage citizen participation through promotion of water aerobics classes and swimming lessons.

Goal: Make Dothan a More Livable City

Strategies:

- Plan a grand opening to include special guests, citizens, and the media.
- Provide a comprehensive schedule of classes for summer, fall, winter/spring, and summer 2018.
- Develop new classes such as water cycling, water walking/jogging, and senior games (eg. water volleyball) to appeal to more citizens.
- Advertise each schedule through Press Releases in the local media.
- Continually evaluate participation numbers and adjust classes as demand changes.

Performance Targets:

- Grand opening September, 2017.
- Establish a fall schedule of classes by August 11, 2017, winter/spring schedule of classes by November 17, 2017 and summer schedule of classes by April 13, 2018.
- Develop new classes by summer 2018.
- Advertise new schedules at least two weeks prior to registration dates.
- Evaluate participation quarterly.

Objective 5: Promote tourism opportunities by providing quality sports tournaments for James Oates Park, Westgate Softball Complex, Westgate Dixie Youth Complex, Eastgate Dixie Youth Complex, Westgate Soccer Facilities and Eastgate Archery Range.

Goal: Make Dothan a More Livable City

Strategies:

- Study the available tournament organizations and tournament promoters that fit Dothan's facilities and needs.
- Determine tournaments that will be offered by invitation and the tournaments that we will bid.
- Maintain existing partnerships and develop new partnerships to assist us in obtaining the appropriate tournaments.

Performance Targets:

- ❑ Completed bid for Alabama Recreation and Parks Association events-(Soccer, and Archery) by June 31, 2017.
- ❑ Seek Amateur Softball Association, Independent Softball Association, USSSA, WSL, etc. tournaments-(Men, Women, Boys, and Girls) by January 1, 2018.
- ❑ Work with local athletic associations to bring additional events by May 1, 2018.
- ❑ Review previously held tournaments to determine the economic impact by November 1, 2017.
- ❑ Determine how many tournament dates will be allotted for local recreational opportunities and how many will be set aside for tournaments identified as economic drivers by November 15, 2017.

Objective 6: Improving Services for our Seniors, Programming 2017-18.

Goal: Make Dothan a More Livable City

Strategies:

- Adding out of town field trips and tours to the Rosehill calendar.
- Advancing computer training and health education.
- Offer in house workshops: wood shop, drum circle, sewing room, Cord Buddy guitar lessons.
- Add new exercise programs: senior Zumba, LSF fitness program, distance walk challenge, photography.
- Senior forums on senior housing, Medicare, Social Security, and Veteran Affairs.

Performance Targets:

- The out of town trip will be held by January and June 2018.
- Computer classes will begin in June 2017, and ongoing educational sessions.
- Workshop will be held quarterly starting October 1, 2017.
- Start programs September 1, 2017.
- Forums start January 2018.

Performing Arts Department

Mission Statement: The Performing Arts Department oversees the rental and use of the Civic Center and Opera House. Our mission is to seek and improve the quality of life for citizens of Dothan by providing entertainment through cultural and leisure activities. This division of the City of Dothan ensures the facilities are maintained in a condition that allows for community and social events, touring shows and concerts to have a place to perform which benefits the residents not only in Dothan but also the region.

Objective 1: Review Policy 16 in the Following Areas:

Goal: Maintain a Financially Sound City and High Performance Team

Strategies:

- To review Civic Center & Opera House Rates & Services.
- To review the Policy and Guidelines for Requesting a Waiver of Expenses to use the Civic Center and Opera House.

Performance Targets:

- ☐ Complete review and present results to City Manager by April 2018.

Objective 2: Prepare a Revenue Projection Analysis for the Next Five Years for the Facilities Based Upon the Items Listed Below.

Goal: Maintain a Financially Sound City and High Performance Team

Strategies:

- Current schedule and tentative holds with the rental revenue from use of facilities and events.
- Other revenue expectations on events scheduled which is based upon current rates and services fees.
- Cost/Expenditure and revenue needs to offset supplement received from City of Dothan.
- Develop proposed new rates for concessions based upon similar venues and markets.

Performance Targets:

- ☐ Initial report April 1, 2018 through 2023 completing quarterly updates.

<i>Objective 3: Marketing Items for Both Venues.</i>

Goal: Maintain a Financially Sound City and High Performance Team

Strategies:

- Annual updating of the branding of the facility in the region and in the industry.
- Annual updating of the video and audio products used to market the venues and advertise upcoming events.
- Produce a print product that can also be sent electronically which will showcase the features of the venues, also providing rates and services to potential promoters of events at the Civic Center or Opera House.

Performance Targets:

- Complete all items by July 1, 2018

<i>Objective 4: Marquee replacement for Civic Center and Opera House</i>

Goal: Maintain a Financially Sound City and High Performance Team

Policy Agenda – High Priority

Working with General Services department

Strategies:

- Research and procure a Marquee to advertise upcoming events at the Civic Center and Opera House.

Performance Targets:

- Completed by July 1, 2018

Personnel Department

Mission Statement: To carry out the provisions of the Civil Service System for the City of Dothan, be a strategic partner with city management in all areas of municipal human resource management, benefit administration and employee relations, and be a service oriented department serving as a resource to management and the workforce on employment and employee relations issues.

Objective 1: Maintain Competitive Market-Based Salaries.

Goal: Maintaining a Financially Sound City and High Performance Team.

Strategies:

- Systematic review of salary plan and position allocations.
- Schedule review of benchmark jobs for salary – market and ERI’s salary and geographic assessor.
- Monitor CPI-W for Southern Region and prepare recommendation for general pay structure adjustment and performance awards to maintain competitive salary plan and employee retention.
- Annual review of salary survey from Auburn University-Center for Governmental Services.

Performance Targets:

- ❑ Develop and publish internal schedule of benchmark job review and examine current salary structure against market demand and make recommendation for General Wage Increase by October 2017 for FY18-FY19.
- ❑ Make recommendations on employee performance awards in March 2018.

Objective 2: Consistent Delivery of Comprehensive Benefit Package.

Goal: Maintaining a Financially Sound City and High Performance Team.

Strategies:

- Continue aggressive management of group health insurance plan design to ensure steady growth in fund reserve.
 - Monitor weekly and monthly and quarterly claims expense.
 - Analyze claims experience for increase in use and expense.
 - Recommended premium increase and adequate funding for proposed increase to claims expense in January 2018.

Performance Targets:

- ❑ Continue to monitor, analyze, and report claims experience for increases in usage and expenses on a monthly basis. Continue analyses of implementing wellness program and monthly departmental health initiatives.
- ❑ Implement new Employee/Retiree/City premium pricing and deductibles in January 2018, if necessary.

Objective 3: Succession Planning Implementation.**Management Agenda – High Priority**

Goal: Maintaining a Financially Sound City and High Performance Team.

Strategies:

- Proactively assist with departments in identifying future vacancies and performing job analysis and succession planning.
- Continue to identify critical areas of employee retention.
- Continue to analyze retirement eligible employees (1, 3, and 5 years).

Performance Targets:

- ❑ Providing leadership development/performance management training on quarterly basis as supervisors are promoted.
- ❑ Monthly recruiting efforts to fill critical vacancies due to retirements, and provide guidance in promotion opportunities within departments/City.
- ❑ Developed and implement Promotional Assessment Centers for Public Safety (Police and Fire) in May 2017.
- ❑ Developed job description for the position of Communications Director by April 2017.

Objective 4: Manage Performance Management System.

Goal: Maintaining a Financially Sound City and High Performance Team.

Strategies:

- Continue to assist departments in performance management training and leadership development.
- Monitor and gather feedback throughout implementation and provide on-going training.
- Present options for Performance Awards according to budgetary resources.

Performance Targets:

- ❑ Ongoing training for new supervisors as they are promoted and refresher training for supervisors on a quarterly basis in 2018.
- ❑ Perform trend analysis and monitor utilization and effectiveness of Performance Management System in March 2018.
- ❑ Develop performance awards and strategies in March 2018.

Planning and Development Department

Mission Statement: It is the mission of the Department of Planning and Development to protect and encourage the vitality and livability of the city's residential neighborhoods; promote the sustainability of the city's commercial and industrial economic base; improve regional mobility through transportation planning initiatives and enhance the safety, health and the quality of life of the residents of the City of Dothan through planning.

Objective 1: Howell School Senior Housing (Planning Division: Land Development).

Policy Agenda – Moderate Priority

Goal: Make Dothan a More Livable City.

Strategies:

- Staff will take the lead in shepherding the project through the development review/zoning process. Project dependent upon developer's ability to obtain funding, and timeframe for such is therefore uncertain.

Performance Targets:

- ❑ The developer expects to hear from the Alabama Housing Finance Authority around June 15th if tax credits were awarded. Depending on that decision, additional milestones will be determined.

Objective 2: Restoration of Porter Hardware Building (Planning Division: Land Development).

Policy Agenda – Moderate Priority

Goal: Make Dothan a More Livable City.

Goal: Expand the Local Economy.

Strategies:

- Staff will take the lead position in shepherding the project through the development review/zoning process which includes Historic Preservation Commission approval.

Performance Targets:

- ❑ Historic Preservation Commission approval granted 1/12/17.

<p>Objective 3: Provide Project Oversight for Dothan's Brownfields Redevelopment Grant (Planning Division: Long Range Planning).</p>

Management Agenda – High Priority

Goal: Make Dothan a More Livable City.

Goal: Expand the Local Economy.

Strategies:

- Following grant award, a press release was issued, stakeholders, and community based organizations (CBO's) were notified of EPA's grant award.
- Develop RFQ, Seek Commission approval and distribute.
- Develop Commission Staff Report for approval to hire consultant, Sept 5 & 19th CC meeting.
- Following consulting contract execution, formalize grant project calendar and work program.
- Review/approve Phase 1 reports, AAI Documents, site eligibility documents, FS-424 financial report. Submit all reports to EPA.

Performance Targets:

- ❑ *A press release was issued; stakeholders and community based organizations (CBO's) were notified of EPA's grant selection award - June 2017.*
- ❑ *An RFQ was developed, approved by the City Commission and distributed in July 2017.*
- ❑ *A staff report was developed and submitted to the City Commission recommending a consultant, at the Sept 5 & 19th meetings.*
- ❑ *Following consultant contract execution, a formalized grant project calendar and work program will be developed – October 2017.*
- ❑ *Review/approve Phase 1 reports, AAI Documents, site eligibility documents, FS-424 financial report. Submit all reports to EPA (Sept 2018).*

<p>Objective 4: Provide Project Oversight for the Hwy 84 Corridor Planning Project (Planning Division: Long Range Planning).</p>

Goal: Make Dothan a More Livable City.

Goal: Expand the Local Economy.

Goal: Plan for Dothan's Future.

Policy Agenda (2016) – Top Priority

Strategies:

- Develop RFP, review proposals, select consultant (Design Workshop – DW).
- Presented plan proposal to City Commission.
- Identify possible private and grant sources of funding.
- Develop Staff Report requesting project funding.
- Execute contract with DW and coordinate kick-off meeting. Develop public engagement plan. Prep for Charrette#1.
- Schedule monthly project review meetings and Charrettes.
- Prep Final Presentation.

Performance Targets:

- ❑ *RFP developed, proposals reviewed, consultant selected (Design Workshop – DW) - Dec. 2016.*
- ❑ *Plan proposal presented to City Commission - April 2017.*
- ❑ *Identified possible private and grant sources of funding – April to June 2017.*
- ❑ *Staff report presented requesting project funding - Aug. 15, 2017.*
- ❑ *Execute contract with DW and coordinate kick-off meeting. Develop public engagement plan. Prep for Charrette#1 (Oct. 2017).*
- ❑ *Schedule monthly project review meetings. Prep and facilitate Charrette #1 (Nov. 2017).*
- ❑ *Prep and facilitate Charrette #2 (Feb. 2018).*
- ❑ *Prep and facilitate Charrette #3 (Mar. 2018).*
- ❑ *Prep and facilitate Charrette #4 (July 2018).*
- ❑ *Prep Final Presentation (Sept. 2018)*

Note: Performance targets are subject to change pending consultant input and public involvement.

Objective 5: Online Business License Renewal (Business License Division).

Goal: Make Dothan a More Livable City.

Goal: Expand the Local Economy.

Goal: Plan for Dothan's Future.

Strategies:

- Determine Feasibility
- Contract with SunGard to identify programming and system changes
- Contract with SunGard to develop programming and system changes and staff training
- Adjust business license records to convert issuance fee from a "license" to an administrative fee.
- Implement program modifications
- Test system
- Go live

Performance Targets:

- Feasibility determined - November 2016*
- Contracted with SunGard to identify program and system changes - December 2016.*
- Contracted with SunGard to develop program, system changes and for staff training - March 2017.*
- Staff converted issuance fee from a "license" to an administrative fee - August 2017.*
- Implement program modifications and train staff by September 2017*
- Test system by October 2017.*
- Go live December 2017 for 2018 license year.*

Objective 6: Develop Minimum Property Standards Ordinance (Permits and Inspection/Land Development).

Policy Agenda – Moderate Priority

Goal: Make Dothan a More Livable City.

Goal: Plan for Dothan’s Future.

Strategies:

- Determine best practice in cities that are of like size and geography.
- Create/review system of standards that can be adopted into the City of Dothan codes.
- Develop and examine an enforcement regime that is fair and equitable.
- Create a working group with key members of the community that would meet regularly.

Performance Targets:

- Determined best practices used in other cities of like size and geography - June 2017.*
- Compared the International Property Maintenance Code standards (IPMC) and HUD standards - July 2017.*
- Prepare staff report, ordinance outline and implementation strategy for City Commission consideration by October 2017.
- Hold work session with City Commission if necessary by November, 2017.
- Present ordinance to the City Commission for adoption by January 2018.

Objective 7: FOG Appeals (Determine Alternative GCE) and Incentives (Permits and Inspection Division).

Policy Agenda – Medium Priority

Goal: Plan for Dothan’s Future.

Strategies:

- Develop application process for proposed alternative GCE.
- Develop alternative GCE worksheet to determine alternative GCE and post online.
- Prepare memo identifying existing installation assistance available and proposing installation assistance possibilities.

Performance Targets:

- Developed application process for proposed alternative GCE - June 2017.*

- ❑ *Developed alternative GCE worksheet - August 2017.*
- ❑ *Post Application and Alternative GCE Worksheet online by September 2017.*
- ❑ *Send press release outlining alternative GCE approval process by September 2017.*
- ❑ *Prepare memo describing possible installation assistance by October 2017.*

Objective 8: Dothan Blueprint Report (Business License Division).
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Policy Agenda – Top Priority

Goal: Make Dothan a More Livable City.

Goal: Expand the Local Economy.

Strategies:

- *Meet with Blueprint Dothan Committee to assess business license compliance process and ascertain the most advantageous lines of communicating the process to the public.*
- *Discuss idea of a one-stop shop “concierge” as a point of contact for question, help and guidance.*
- *Investigate creating an electronic business license application process.*

Performance Targets:

- ❑ *Implemented blue print recommendation 1 & part of 3 (post to the web a user friendly version of the business license process) - May 2017.*
- ❑ *Requested a new FTE position in the FY 18-19 budget for a one-stop shop concierge - July 2017.*
- ❑ *Seek a software solution to create an online business license application process by November 2017.*
- ❑ *Evaluate and recommend a software application by January 2018.*

Objective 9: Implement the Affordable Housing Plan (Planning Division: Community Development).**Policy Agenda – High Priority**

Goal: Make Dothan a More Livable City & Plan For Dothan's Future

Strategies:

- Identify housing developers interested in creating housing units affordable for families and individuals to rent or own at the 80% AMI level and below.
- Identify City owned land suitable for work force housing or purchase land and make it available for redevelopment.
- Develop a Request for Proposal criteria for developers to submit applications to use City owned land, along with other City incentives, to build a Model Housing Development, which could include mixed use development, mini PUD and other ideas for the project development.
- Request budget appropriation for land acquisition in 2018 and in 2019 from General Fund.
- Seek favorable construction and permanent financing for the developer from local financial institutions.
- Select a developer based on a criteria of past performance, creativity project design, and experience to meet requirements in the RFP.

Performance Targets:

- Plan completion by February 2018.
- Identify potential sites in the City by July 2018.
- Invite developers to discuss the Model Housing Development idea by October 2018.
- Acquire housing site with CDBG November 2018.
- Develop a Request for Proposal for the Model Housing Development proposal by November 2018.
- Advertise the RFP and make available to developers interested in the Model Housing Development application process by December 2018.
- Establish a Housing Committee to select the top three applications by January 2019.
- Final selection of housing developer based on the RFP criteria by March 2019.
- Submit formal Developer's Agreement to the City Commission for approval and release of site to implement the Model Housing Development by April 2019.
- Project start date by June 2019.

Note: At this point in the process, the only funding we know will be available is CDBG

<p>Objective 10: Develop an ADA Transition Plan for Curbs and Sidewalks in Dothan (Planning Division: Transportation Planning).</p>
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Goal: Make Dothan a More Livable City.

Goal: Plan for Dothan's Future.

Goal: Improve Mobility.

Strategies:

- Send RFP's to consultants on ALDOT's pre-approved consultant list.
- Evaluate proposals from interested consultants and make a recommendations.
- Negotiate fee proposal.
- Present to MPO for funding in the UPWP June.
- Present to City Commission for match funding.
- Begin plan development.
- Hold public meetings.
- Evaluate field results.
- Develop implementation strategies & draft plan.
- Present the Final Draft Plan to the City Commission for adoption.

Performance Targets:

- Commission approval of the RFP – June 2017.*
- Evaluate proposals and recommend consultant to the MPO – August 2017.*
- Evaluate proposals from interested consultants and make a selection recommendation to the City Commission by September 2017.
- Negotiate fee proposal by September 2017.
- Present to MPO for funding in the UPWP by August 2017.
- Present to City Commission for match funding by September 2017.
- Begin plan development by October 2017.
- Hold 3 public meetings by November 2017.
- Evaluate field results by January 2018.
- Develop implementation strategies & draft plan by April 2018.
- Present the Final Plan to the City Commission for adoption June 2018.

Note: Performance targets subject to change based on consultant scheduling

Public Works Department

Mission Statement: Plan for and provide safe and adequate services and infrastructure for the City to include street right of way maintenance, traffic control, collection and disposal of solid waste, and engineering services.

Objective 1: Construct the 2017 Transportation Alternatives Program (TAP) East Main ACOM shared use trail using TAP funding.

Goal: Improve Mobility & Make Dothan a More Livable City

Strategies:

- Use consultant (Polyengineering) to design shared use trail from the entrance of the proposed Dothan Village Commercial Center to the Alabama College of Osteopathic Medicine (ACOM) campus.
- Develop plans to relocate utilities as required.
- Develop plans to provide storm drainage extensions as required.
- Develop plans for ALDOT approval.

Performance Targets:

- ALDOT approval by November 2017.
- Select CE&I consultant, December 2017.
- Bid project February 2018.
- Complete construction by August 2018.

Objective 2: Work on Sidewalks Using City/CDBG Funds.

Goal: Improve Mobility & Make Dothan a More Livable City

Strategies:

- Use in-house engineers to design construction plans for new sidewalks.
- Coordinate with Bike/Pedestrian Plan.
- Construct projects with available funds using contractor/force account.
- Look at possible sidewalk location repair/replacement needs.
- Identify future CDBG projects and request funds.

Performance Targets:

- Have 2015 CDBG sidewalk (Alexander & Haven Drive) constructed by August 2017.
- Have City sidewalk project (Lake Street) constructed by December 2017.
- Have 2016 CDBG sidewalks bid by April 2018.
- Have 2016 CDBG sidewalk (Lake Street) constructed by August 2018.

- ❑ Repair/replace 10,000 LF of sidewalk by September 2018.

Objective 3: Manage and Maintain Storm Water Management Plan (SWMPP).

Policy Agenda – Moderate Priority

Goal: Make Dothan a More Livable City

Strategies:

- Determine additional staff required to maintain the Storm water Management Program.
- Research other municipalities' storm water management programs and funding sources/permit charges.
- Hire storm water engineer/additional staff.
- Provide additional training as needed.
- Continue Girard Avenue drainage improvements.
- Continue storm water management studies for possible improvements for Beaver Creek Tributary, Poplar Spring Branch, and Limestone Creek Tributary.

Performance Targets:

- ❑ *Submitted the Phase II Small Municipal Separate Storm and Sewer Systems (MS4) Annual Report to ADEM May 2017.*
- ❑ Involve other City departments in their responsibilities in the SWMPP.
- ❑ Hire a Senior Civil Engineer to manage the Storm water Plan by January 2018.
- ❑ Have additional staff in place by January 2018.
- ❑ Provide additional training on a yearly basis as needed.
- ❑ *Girard Avenue Basin Phase I Conditional Letter of Map Revision (CLOMR) submitted to FEMA for approval June 2017.*
- ❑ Complete Beaver Creek Tributary, Poplar Spring Branch, and Limestone Creek Tributary hydraulic studies by August-September 2017.
- ❑ Complete construction Girard Avenue Phase I by January 2018.
- ❑ Have findings of other municipalities SWMPP and funding sources evaluations completed by April 2018.

Objective 4: Maintain and Improve the City's Traffic Signal Systems.

Policy Agenda – Moderate Priority

Goal: Improve Mobility

Strategies:

- Continue upgrading the communications between each master controller and central computer by replacing dial-up modems with wireless Ethernet connections.
- Continue installing pan, tilt, and zoom cameras and connecting with the City's server so that live video can be viewed remotely from phone, laptop, or desktop computer.
- Continue installing battery backup systems for signalized intersections to improve safety and minimize traffic congestion during power outages.
- Begin analysis of various brands of ATC controllers and adaptive traffic signal systems.
- Begin installation of ATC signal upgrades.

Performance Targets:

- ❑ Install City fiber and connect to the City network at the following two signal systems by January 2018. (W. Main and Woodburn System & Ross Clark Circle and Hartford Hwy System)
- ❑ Select/Bid ATC controller and adaptive traffic signal system manufacturer by December 2017.
- ❑ Begin installation of ATC controller and adaptive traffic signal system on U.S. 231 North, W. Main and Woodburn, Ross Clark Circle and S. Oates St., Ross Clark Circle and Hartford Hwy. by January 2018.
- ❑ Upgrade traffic cabinets to TS II Type II cabinets. (Upgrade 30 intersections per year) by September 2018.
- ❑ Install pan, tilt, and zoom cameras and connect via Ethernet to the following signalized intersections by September 2018. (Roundabout at James Oates Park & S. Oates Street and Cottonwood Road)
- ❑ Install battery backup systems for the following signalized intersections by September 2018. (E. Main and Foster Street, E. Main and Saint Andrews Street, & E. Main and Museum Avenue)
- ❑ Funding for PTZ cameras and battery backups will be from existing budget. A request for an increase to the 2018 budget has been requested in order to provide funding for other needed traffic signal system upgrades.

*All communication and fiber upgrades will be contingent upon Dothan Utilities, IT, and ALDOT's assistance with equipment installation and pulling fiber.

Objective 5: Develop a GIS Street Sign Inventory and Pavement Management Program.
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Goal: Improve Mobility

Strategies:

- Develop scope of work.
- Hire consultant/vendor to perform field work.

Performance Targets:

- Write specifications for sign inventory and pavement condition data collection by November 2017.
- Bid/Select qualified firm by January 2018.
- Integrate collected data with the City's own GIS software by June 2018.
- Fund with City money – The cost estimate for this project is projected between \$150,000 and \$200,000.

Objective 6: Continue Roadway and Pedestrian Improvements on Denton Road Widening Project.

Goal: Improve Mobility

Strategies:

- Continue acquiring right-of-way (ROW).
- Develop plans to relocate utilities.
- Develop and have ALDOT approve construction plans for roadway and pedestrian improvements.

Performance Targets:

- Acquire right-of-way as needed for Denton Road Widening project by March 2018.
- Relocate utilities by March 2019.
- Complete construction by September 2020.

Objective 7: Replace Brookside Bridge.

Goal: Improve Mobility

Strategies:

- Acquire right of way.
- Develop and have ALDOT approve construction plans for bridge replacement.

Performance Targets:

- Receive ALDOT approval of bridge plans in October 2017.
- Acquire ROW in October 2017.
- ALDOT project letting in December 2017.

Objective 8: Continue Providing Cost Effective Solid Waste Handling.

Management Agenda – Top Priority

Policy Agenda – High Priority

Goal: Make Dothan a More Livable City

Strategies:

- Continue using intermediate private disposal for MSW, yard/bulk waste and recycling.
- Begin construction phase of landfill expansion/new cell.
- Evaluate and adjust solid waste and recycling collection routes and daily schedules.
- Continue evaluating alternative solid waste handling and disposal methods.

Performance Targets:

- Complete construction of and reopen the new landfill cell by August 2018.
- Meet a threshold of 75% of all households participating in the curbside collection program utilizing 95 gallon carts in lieu of 18 gallon bins by September 2018.
- Select consultant to evaluate alternative solid waste handling methods by September 2018.

Objective 9: Phase III of EPA Administrative Order on Consent (AOC)**Management Agenda – Top Priority**

Goal: Make Dothan a More Livable City

Strategies:

- Continue using BWSC as program manager.
- Use other local engineering firms to do basin/sub-basin field work, analysis and design of sewer rehabilitation and repair projects.
- Prepare contract documents and bid projects.
- Use SRF/Reserve funding.
- Hire a sewer engineer for the Capacity Assurance Program (CAP).

Performance Targets:

- Finish construction of rehab/replacement of various areas by June 2018.
- Select and hire a Senior Civil Engineer to manage the Capacity Assurance Program (CAP) by February 2018.
- Bid additional rehabilitation projects by September 2018.

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
RECAP**

	<u>2018</u>	<u>2019</u>
General Fund	\$ 86,745,775	\$ 87,307,056
Civic Center Fund	1,063,500	1,063,500
School Fund (Special Revenue)	225,000	225,000
Debt Service Fund	-	-
Utility Fund	117,360,895	117,359,913
Street Paving Fund	<u>600</u>	<u>600</u>
 Total	 <u>\$ 205,395,770</u>	 <u>\$ 205,956,069</u>

*Non-Revenue Receipts are not included.

1. Utilization of Fund Balance
2. Proceeds from Notes
3. Proceeds from Bond Sales
4. Residual Equity Transfers
5. Assessments Levied

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Taxes						
Ad Valorem Tax	\$ 3,705,189	\$ 3,746,379	\$ 3,799,056	\$ 3,886,773	\$ 3,700,000	\$ 3,700,000
Motor Vehicle Tax	721,928	706,664	782,186	550,279	700,000	700,000
General Sales Tax	57,155,160	59,063,980	61,315,423	52,886,314	60,000,000	60,000,000
Automotive Sales Tax	2,184,054	2,311,439	2,321,108	2,056,424	2,000,000	2,000,000
Lodging Tax	1,683,150	1,861,592	1,953,346	2,161,566	2,700,000	2,700,000
Manufacturing/Machinery Sales Tax	168,396	185,097	215,938	173,846	150,000	150,000
Farm/Agriculture Sales Tax	84,155	76,163	74,750	68,548	50,000	50,000
Malt Beverage Tax	983,054	944,056	1,011,573	832,039	950,000	950,000
Whiskey/Wine/Liquor Tax	195,869	207,585	212,601	186,179	200,000	200,000
Wholesale Wine Tax	45,151	73,800	52,073	44,090	45,000	45,000
Cable TV Franchise Tax	995,802	877,817	893,772	876,967	800,000	800,000
Gas District Franchise Tax	<u>972,644</u>	<u>885,000</u>	<u>1,138,231</u>	<u>132,097</u>	<u>750,000</u>	<u>750,000</u>
Total Taxes	<u>\$ 68,894,552</u>	<u>\$ 70,939,572</u>	<u>\$ 73,770,057</u>	<u>\$ 63,855,122</u>	<u>\$ 72,045,000</u>	<u>\$ 72,045,000</u>
Licenses and Permits						
Privilege License	\$ 2,870,595	\$ 2,888,708	\$ 2,922,392	\$ 3,020,602	\$ 2,700,000	\$ 2,700,000
Insurance License	638,004	721,504	706,732	755,293	600,000	600,000
Ambulance Permits	190	330	365	-	200	200
Building Permits	229,284	244,695	256,981	238,697	200,000	200,000
Gas Permits/Inspections	10,774	10,535	9,800	7,306	7,000	7,000
Heating & A/C Permits/Inspections	20,285	30,766	21,634	14,558	20,000	20,000
Electrical Permits/Inspections	49,300	44,794	50,644	41,218	45,000	45,000
Plumbing Permits/Inspections	33,865	39,590	33,761	32,539	34,000	34,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Licenses and Permits (Cont'd)						
Tree Cutting Permits	\$ 4,480	\$ 4,715	\$ 6,910	\$ 3,865	\$ 3,000	\$ 3,000
Taxi Driver Permits	430	330	460	305	500	500
Swimming Pool Permits	2,830	2,804	2,659	3,403	2,000	2,000
Penalty	164	497	277	162	-	-
Plan/Permit/C.O. Copies	358	531	1,124	986	-	-
Penalties/Citations/Fees	<u>75,826</u>	<u>65,327</u>	<u>87,983</u>	<u>66,661</u>	<u>50,000</u>	<u>50,000</u>
 Total Licenses and Permits	 <u>\$ 3,936,385</u>	 <u>\$ 4,055,126</u>	 <u>\$ 4,101,722</u>	 <u>\$ 4,185,595</u>	 <u>\$ 3,661,700</u>	 <u>\$ 3,661,700</u>
 Intergovernmental Revenues						
Proceeds from Grants	\$ 5,500	\$ 76	\$ 24,195	\$ 2,345	\$ -	\$ -
FBI Violent Crime Task	6,339	53,395	21,876	10,791	-	-
Houston County EMA Grant	22,888	-	-	-	-	-
Justice Grant - Bullet Vest	13,082	6,960	12,827	-	-	-
Bureau of Justice Grant	76,938	71,643	27,870	25,818	-	-
Public Housing Drug Grant (HUD)	175,000	175,000	175,000	-	175,000	175,000
Solid Waste Recycling Grant	298,500	150,000	50,000	-	-	-
USTA Grant	-	2,000	4,000	4,000	-	-
ADECA - Recreational Trails	35,761	12,988	86,840	-	-	-
Community Development Funds	547,017	603,228	465,686	248,947	-	-
ALDOT-Trans Enhancement	72,397	35,927	1,891	-	-	-
U.S. Marshals Services	17,482	13,620	22,163	6,226	-	-
Wiregrass Foundation	343,719	843,719	1,710,794	338,719	1,338,719	1,000,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Intergovernmental Revenues (Cont'd)						
MPO Grant - Planning Fund	\$ 66,595	\$ 169,963	\$ 69,300	\$ 66,158	\$ -	\$ -
MPO Grant - Construction	114,569	87,633	339,346	-	-	-
Federal EMA - Firefighters Grant	45	-	-	-	-	-
US Dept Homeland Security	19,778	428,294	16,586	10,455	-	-
US Dept of Transportation	16,232	239,698	44,116	-	-	-
Allocation-AL ABC Profits	18,987	32,739	26,721	-	20,000	20,000
Financial Institution Tax	196,438	186,153	241,499	-	125,000	125,000
7 Cent Gasoline Excise Tax	142,330	147,822	152,741	126,157	130,000	130,000
4 to 6 Cent Gasoline Excise Tax	82,648	85,753	88,547	73,171	80,000	80,000
Petroleum Inspection Fee	29,603	31,023	30,935	26,089	28,000	28,000
5 Cent Gasoline Tax	40,666	42,235	43,640	36,045	40,000	40,000
Alcoholic Beverage State Sales Tax	78,913	85,988	83,526	67,618	70,000	70,000
Alabama Trust Fund	557,109	555,925	572,067	556,355	500,000	500,000
IRP Vehicle Registration	68,475	67,903	67,529	49,120	50,000	50,000
Local Impact	29,367	24,581	46,135	60,527	-	-
Summer/At Risk Food Program	75,721	112,475	145,760	33,690	-	-
Walden Gas & Excise Tax	520,908	414,941	615,502	358,568	500,000	500,000
Share Tax 18.87% - Domestic Corp	58,999	59,442	59,888	-	55,000	55,000
Total Intergovernmental Revenues	<u>\$ 3,732,006</u>	<u>\$ 4,741,124</u>	<u>\$ 5,246,980</u>	<u>\$ 2,100,799</u>	<u>\$ 3,111,719</u>	<u>\$ 2,773,000</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
General Government Revenues						
Zoning Certification Fees	\$ 300	\$ 110	\$ 185	\$ 120	\$ -	\$ -
Planning/Zoning Application Fees	13,331	13,256	9,789	9,973	8,000	8,000
Sale of Maps/Publications	415	282	169	68	1,000	1,000
House Moving Permits	-	-	140	100	500	500
Demolition and Removal	41,516	55,565	22,151	17,911	17,000	17,000
Fire Dept Service Calls	1,649	300	800	500	-	-
Fire Re-inspection Fees	50	-	-	-	-	-
False Burglar Alarm Fees	33,610	29,990	33,593	28,209	20,000	20,000
Burn Permits	100	50	320	510	-	-
Weather Sirens	1,274	273	-	-	-	-
Weed Abatement Liens	25,915	24,755	16,773	18,508	-	-
Ambulance Franchise Violation	500	-	-	-	-	-
Solid Waste	4,255,345	4,265,497	4,316,295	3,627,327	4,000,000	4,000,000
Auditorium Use Fees	37,364	42,705	46,130	21,999	35,000	35,000
Civic Center Use Fees	103,811	149,860	129,329	56,655	125,000	125,000
Rental Rec Facilities	102,465	104,653	107,694	96,206	90,000	90,000
Swimming Pool Fees	36,095	37,601	46,890	39,192	30,000	30,000
Other Income	26,015	25,177	26,265	20,543	35,000	35,000
Auditorium/Civic Center Concessions	39,726	54,472	43,525	20,116	40,000	40,000
Water World Admission Fees	451,699	533,724	492,998	405,279	400,000	400,000
Water World Raft Rental-Misc	25,117	26,904	34,713	28,465	20,000	20,000
Water World Resale Items	119,522	153,377	153,784	114,181	100,000	100,000
Softball Complex Fees	35,552	36,818	34,156	22,997	60,000	60,000
Softball Complex Concessions	69,183	60,933	46,080	37,992	50,000	50,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
General Government Revenues (Cont'd)						
Oates Softball Concessions	\$ -	\$ -	\$ -	\$ 26,029	\$ 20,000	\$ 20,000
Dothan Kiwanis Club	3,000	3,000	3,000	4,000	3,000	3,000
SARCOA-AAA-1 & Tobacco Tax	19,183	18,717	19,655	17,235	20,000	20,000
Archery	2,995	1,995	1,707	1,000	2,500	2,500
Baseball	4,959	10,373	15,519	16,524	5,000	5,000
Basketball	7,286	3,553	4,785	8,509	3,500	3,500
Concessions	75,393	69,095	76,915	31,534	75,000	75,000
Crafts - Rose Hill	2,187	1,637	2,960	1,992	2,500	2,500
Day Camp - Instructional	77,148	87,295	113,821	101,407	90,000	90,000
Football - Cheerleading	5,249	4,035	4,446	3,790	4,000	4,000
Soccer	19,089	11,877	24,151	24,393	20,000	20,000
Swimming	8,760	8,347	11,187	14,040	9,000	9,000
Tennis	129,152	145,514	127,805	104,350	100,000	100,000
Therapeutics	1,800	1,725	-	35	1,500	1,500
Volleyball	2,952	2,712	1,213	850	2,000	2,000
Youth Softball	18,580	19,489	20,126	17,232	25,000	25,000
Track	500	500	500	500	500	500
Miscellaneous - Other Revenue	<u>28,558</u>	<u>28,295</u>	<u>27,220</u>	<u>25,467</u>	<u>20,000</u>	<u>20,000</u>
 Total Gen Government Revenues	 <u>\$ 5,827,345</u>	 <u>\$ 6,034,461</u>	 <u>\$ 6,016,789</u>	 <u>\$ 4,965,738</u>	 <u>\$ 5,435,000</u>	 <u>\$ 5,435,000</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Fines and Forfeitures						
Registration Training Fee	\$ -	\$ 1,080	\$ -	\$ -	\$ -	\$ -
Dothan/State Drug Seizure Income	103,157	39,252	79,831	20,509	-	-
Federal Drug Seizures	10,804	12,275	-	33,238	-	-
Mun Court Judicial Admin Fund	108,967	108,343	68,770	47,432	75,000	75,000
Court Costs	109,827	146,899	98,259	73,663	100,000	100,000
Corrections Fund	258,381	320,607	231,325	173,925	250,000	250,000
Court Fines	923,872	857,832	784,762	643,479	800,000	800,000
Other Police Related Income	2,270	1,262	770	260	500	500
Housing - Federal Prisoners	(364)	24	72	-	-	-
Alarm Application Fees	8,066	5,925	9,843	7,689	10,000	10,000
Drug Deferred Prosecution	7,783	5,100	4,887	9,110	10,000	10,000
P.A.S.S. Academy	-	-	33,998	-	-	-
Inmate Welfare Commission	4,163	4,629	1,311	1,393	5,000	5,000
Sex Offender Registration	2,965	3,047	3,528	2,494	2,000	2,000
Pretrial Diversion Fees	320,313	370,901	246,010	242,934	300,000	300,000
Inmate Welfare	-	289	689	623	-	-
	<u>-</u>	<u>289</u>	<u>689</u>	<u>623</u>	<u>-</u>	<u>-</u>
Total Fines and Forfeitures	\$ 1,860,204	\$ 1,877,465	\$ 1,564,055	\$ 1,256,749	\$ 1,552,500	\$ 1,552,500

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Miscellaneous Revenues						
Funds Invested-Interest	\$ 99,563	\$ 91,203	\$ 80,381	\$ 77,101	\$ 80,000	\$ 80,000
Demolition and Removal-Interest	6,105	6,029	4,114	2,581	4,000	4,000
Employee Medical Insurance-Interest	5,988	2,843	1,238	3,086	3,000	3,000
Workers Compensation-Interest	5,462	4,792	5,149	6,344	5,000	5,000
Self - Insured-Interest	11,300	5,587	4,565	6,228	5,000	5,000
Post Office Building	55,938	61,856	61,856	56,701	61,856	61,856
Other Rentals	6,500	5,775	7,165	8,465	10,000	10,000
Contributions and Donations	113,457	2,019,609	486,625	84,035	50,000	50,000
Photocopy Printing	67,768	71,518	65,984	57,676	65,000	65,000
Bad Check Collection Fee	1,025	1,165	525	640	1,000	1,000
Junk Sales	133,044	163,252	165,589	128,568	125,000	125,000
Sale of Confiscated Items	571	34	842	61	-	-
Emergency 911 Revenue	252,648	265,113	236,116	167,699	200,000	200,000
Cash Over or Short	(814)	(1,330)	(1,931)	(159)	-	-
Miscellaneous Income	274,678	44,446	77,183	52,140	50,000	50,000
Property Damage Recovery	313,592	17,246	18,221	24,704	10,000	10,000
Refunds-Accts Receivable	5,532	(4,746)	16,563	170	-	-
Landfill Use Fees	996,380	-	-	38,552	100,000	1,000,000
Landfill Garbage Cans	5,480	4,560	5,100	4,951	4,000	4,000
Recycling Revenue	5,065	2,279	1,249	257	-	-
Animal Control Fees	38,929	34,701	29,123	19,802	30,000	30,000
Animal Adoption Fees	3,645	2,655	2,315	1,345	5,000	5,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Miscellaneous Revenues (Cont'd)						
Reimbursement by Schools	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pilot Fees Housing Authority	12,639	11,331	10,836	-	12,000	12,000
Knox Box Sales	8,954	6,244	5,602	9,551	5,000	5,000
Telephone Commission-Jail	18,207	22,185	6,795	5,027	5,000	5,000
Disaster Relief - FEMA	-	-	-	-	-	-
Disaster - Mutual Aid	472	-	-	-	-	-
Subrogation Recovery/Ins	-	449,937	-	1,000	-	-
Overpayment Refund/Ins	71,206	451,193	1,192,100	119,257	100,000	100,000
ATM Surcharge	5,292	5,897	6,128	2,920	5,000	5,000
Convenience Fee/Credit Card	4,400	4,760	5,414	5,483	4,000	4,000
Bad Account Recoveries	160	-	-	-	-	-
	<u>2,523,186</u>	<u>3,750,134</u>	<u>2,494,847</u>	<u>884,185</u>	<u>939,856</u>	<u>1,839,856</u>
Total Miscellaneous Revenues	\$	\$	\$	\$	\$	\$
Total General Fund Revenues	<u>\$ 86,773,678</u>	<u>\$ 91,397,882</u>	<u>\$ 93,194,450</u>	<u>\$ 77,248,188</u>	<u>\$ 86,745,775</u>	<u>\$ 87,307,056</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
CIVIC CENTER FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
General Government Revenues						
Concessions Sales	\$ 101,109	\$ 124,983	\$ 128,454	\$ 126,070	\$ 125,000	\$ 125,000
Facility Fee-Opera House	6,862	8,581	8,378	5,150	7,500	7,500
Ticket Sales-Opera House	107,308	140,667	141,713	80,944	100,000	100,000
Facility Fee-Civic Center	33,066	57,026	46,186	30,332	25,000	25,000
Ticket Sales-Civic Center	536,828	831,502	773,480	607,523	650,000	650,000
Rental - Arena	138,787	145,010	171,822	132,953	125,000	125,000
Rental - Other	39,520	39,849	47,986	27,366	15,000	15,000
Miscellaneous - Other Revenue	<u>20,732</u>	<u>16,120</u>	<u>15,943</u>	<u>10,796</u>	<u>10,000</u>	<u>10,000</u>
Total Gen Government Revenues	<u>\$ 984,212</u>	<u>\$ 1,363,738</u>	<u>\$ 1,333,962</u>	<u>\$ 1,021,134</u>	<u>\$ 1,057,500</u>	<u>\$ 1,057,500</u>
Miscellaneous Revenues						
Interest Earned	\$ 133	\$ 107	\$ 119	\$ 150	\$ 100	\$ 100
Contributions and Donations	18,600	23,750	27,100	17,750	-	-
Bad Check Collection Fee	-	-	25	-	-	-
Cash Over or Short	1	178	940	445	100	100
C/C Sales Tax Discounts	1,145	1,412	1,508	1,097	800	800
Convenience Fee/Credit Card	4,081	4,883	4,669	3,177	5,000	5,000
Bad Account Recoveries	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Miscellaneous Revenues	<u>\$ 23,960</u>	<u>\$ 30,330</u>	<u>\$ 34,361</u>	<u>\$ 22,619</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>
Total Civic Center Fund	<u>\$ 1,008,172</u>	<u>\$ 1,394,068</u>	<u>\$ 1,368,323</u>	<u>\$ 1,043,753</u>	<u>\$ 1,063,500</u>	<u>\$ 1,063,500</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
SCHOOL FUND (SPECIAL REVENUE)**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Taxes						
Tobacco Tax Stamps	\$ 257,850	\$ 256,500	\$ 226,850	\$ 202,600	\$ 225,000	\$ 225,000
Total Taxes	<u>\$ 257,850</u>	<u>\$ 256,500</u>	<u>\$ 226,850</u>	<u>\$ 202,600</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>
Miscellaneous Revenues						
Interest Earned	\$ 259	\$ 52	\$ 70	\$ 116	\$ -	\$ -
Bad Check Collection Fee	-	-	-	-	-	-
Miscellaneous Income	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Miscellaneous Revenues	<u>\$ 259</u>	<u>\$ 52</u>	<u>\$ 70</u>	<u>\$ 116</u>	<u>\$ -</u>	<u>\$ -</u>
Total School Fund	<u>\$ 258,109</u>	<u>\$ 256,552</u>	<u>\$ 226,920</u>	<u>\$ 202,716</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
DEBT SERVICE FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Miscellaneous Revenues						
Interest 2005 G/O Warrant Fd	\$ 8,430	\$ 4	\$ -	\$ -	\$ -	\$ -
Total Miscellaneous Revenues	<u>\$ 8,430</u>	<u>\$ 4</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Debt Service Fund	<u>\$ 8,430</u>	<u>\$ 4</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
UTILITY FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Electric Revenues						
Elec Sales-General Customer	\$ 88,130,109	\$ 88,061,457	\$ 86,370,795	\$ 70,413,997	\$ 86,500,000	\$ 86,500,000
Elec Sales-City Used	3,100,981	2,974,402	3,155,330	2,874,917	3,000,000	3,000,000
Elec Connection Fees	374,983	349,259	344,214	337,243	300,000	300,000
Equipment Rental	544,404	555,276	553,822	551,273	500,000	500,000
Junk Sales	61,968	49,532	38,775	22,905	50,000	50,000
Installation/Repair Fees	28,158	44,975	44,336	30,743	15,000	15,000
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Electric Revenues	<u>\$ 92,240,603</u>	<u>\$ 92,034,901</u>	<u>\$ 90,507,272</u>	<u>\$ 74,231,078</u>	<u>\$ 90,365,000</u>	<u>\$ 90,365,000</u>
Water Revenues						
Water Sales-General Customer	\$ 8,467,308	\$ 8,816,393	\$ 9,012,257	\$ 8,353,086	\$ 9,000,000	\$ 9,000,000
Water Sales-City Used	13,887	13,273	14,215	14,436	10,000	10,000
Water Connection Fees	146,115	176,295	150,821	125,755	150,000	150,000
Equipment Rental	-	14	1,583	-	-	-
Junk Sales	8,196	12,661	1,268	14,610	5,000	5,000
Installation/Repair Fees	2,250	4,022	5,210	3,500	4,000	4,000
Water Sales-Town of Cowarts	4,467	4,588	4,726	3,853	4,500	4,500
Water Sales-Town of Kinsey	1,644	5,099	1,399	-	-	-
Water Sales-Town of Napier Field	49,250	72,828	91,991	69,922	50,000	50,000
Water Sales-Town of Taylor	10,365	7,440	-	-	-	-
Water Sales-Houston County	201	329	200	110	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Water Revenues	<u>\$ 8,703,683</u>	<u>\$ 9,112,942</u>	<u>\$ 9,283,670</u>	<u>\$ 8,585,272</u>	<u>\$ 9,223,500</u>	<u>\$ 9,223,500</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
UTILITY FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Sewer Revenues						
Sewer Service Fees	\$ 13,283,293	\$ 13,351,586	\$ 14,567,835	\$ 14,272,060	\$ 15,000,000	\$ 15,000,000
Sewer Connection Fees	14,097	8,750	24,860	9,860	10,000	10,000
Sewer Sales-City Used	88,783	98,604	128,230	135,728	90,000	90,000
Impact Fees	11,847	165,996	22,912	1,840	10,000	10,000
Junk Sales	14,645	30,260	26,488	15,161	5,000	5,000
Sewer Fees-Town of Napier Field	30,518	61,829	82,754	73,938	50,000	50,000
Sewer Fees-Town of Taylor	134,582	130,678	140,921	131,432	125,000	125,000
Sewer Fees-Town of Kinsey	104,731	119,751	121,901	120,676	100,000	100,000
Sewer Fees-Midland City	193,589	193,757	234,057	194,087	200,000	200,000
Sewer Fees-Town of Cowarts	81,658	75,730	97,586	77,285	75,000	75,000
Sewer Fees-Houston County	39,504	46,416	51,494	54,431	40,000	40,000
Fats, Oils, & Grease - FOG	-	-	68,590	86,080	90,000	90,000
Total Sewer Revenues	<u>\$ 13,997,247</u>	<u>\$ 14,283,357</u>	<u>\$ 15,567,628</u>	<u>\$ 15,172,578</u>	<u>\$ 15,795,000</u>	<u>\$ 15,795,000</u>
Combined Revenues						
Delinquent Fees	\$ 1,068,799	\$ 1,077,910	\$ 1,040,333	\$ 863,172	\$ 950,000	\$ 950,000
Bad Check Collection Fees	24,175	21,825	21,900	18,585	20,000	20,000
Rereads/Meter Test Fees	425	380	790	765	400	400
Other Revenue	-	8,627	28,791	6,860	5,000	5,000
Disaster Relief - FEMA	-	-	-	130,891	-	-
Property Damage Recovery	6,476	65,229	29,950	28,345	-	-

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
UTILITY FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Combined Revenues (Cont'd)						
Interest from Utility Funds Invested	\$ 90,472	\$ 68,359	\$ 114,181	\$ 159,825	\$ 100,000	\$ 100,000
Bad Account Recoveries	-	-	928	1,401	5,000	5,000
School Warrant Reimbursement	675,563	675,538	676,158	69,104	673,995	673,013
Bad Debt Collection Fees	11,238	4,693	11,210	12,623	15,000	15,000
Photocopy Printing	-	-	220	277	-	-
Miscellaneous Income	9,043	14,360	22,174	26,037	5,000	5,000
ATM Surcharge	3,705	4,307	3,590	2,430	3,000	3,000
Convenience Fee/Credit Card	<u>178,619</u>	<u>197,909</u>	<u>220,643</u>	<u>210,854</u>	<u>200,000</u>	<u>200,000</u>
 Total Combined Revenues	 <u>\$ 2,068,515</u>	 <u>\$ 2,139,137</u>	 <u>\$ 2,170,868</u>	 <u>\$ 1,531,169</u>	 <u>\$ 1,977,395</u>	 <u>\$ 1,976,413</u>
 Total Utility Fund	 <u>\$ 117,010,048</u>	 <u>\$ 117,570,337</u>	 <u>\$ 117,529,438</u>	 <u>\$ 99,520,097</u>	 <u>\$ 117,360,895</u>	 <u>\$ 117,359,913</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2018 & FY 2019
STREET PAVING FUND**

<u>SOURCE</u>	<u>FY 2014 (ACTUAL)</u>	<u>FY 2015 (ACTUAL)</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (YTD 07-31-17)</u>	<u>FY 2018 (BUDGET)</u>	<u>FY 2019 (BUDGET)</u>
Miscellaneous Revenues						
Interest Earned Regular Saving	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest from St. Paving #32	137	-	275	-	-	-
Bad Check Collection Fee	-	-	-	-	-	-
Cash Over or Short	-	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-	-
Total Miscellaneous Revenues	<u>\$ 137</u>	<u>\$ -</u>	<u>\$ 275</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Special Assessments						
Street Paving # 32	<u>\$ 1,338</u>	<u>\$ 690</u>	<u>\$ 440</u>	<u>\$ -</u>	<u>\$ 600</u>	<u>\$ 600</u>
Total Special Assessments	<u>\$ 1,338</u>	<u>\$ 690</u>	<u>\$ 440</u>	<u>\$ -</u>	<u>\$ 600</u>	<u>\$ 600</u>
Total Street Paving Fund	<u>\$ 1,475</u>	<u>\$ 690</u>	<u>\$ 715</u>	<u>\$ -</u>	<u>\$ 600</u>	<u>\$ 600</u>

**CITY OF DOTHAN
BUDGET SUMMARY BY FUND - FY 2018 BUDGET**

	GENERAL	CIVIC CENTER	SCHOOL	DEBT SERVICE	UTILITY	ST PAVING	TOTAL
Revenues	FUND	FUND	FUND	FUND	FUND	FUND	
Current Revenues	\$ 26,745,775	\$ 1,063,500	\$ 225,000	\$ -	\$ 27,860,895	\$ 600	\$ 55,895,770
Sales Tax	60,000,000	-	-	-	-	-	60,000,000
Electric Sales	-	-	-	-	89,500,000	-	89,500,000
Utilization of Fund Balance	-	-	-	-	3,665,818	-	3,665,818
Accumulated Depreciation	-	-	-	-	8,650,000	-	8,650,000
Total Revenues	\$ 86,745,775	\$ 1,063,500	\$ 225,000	\$ -	\$ 129,676,713	\$ 600	\$ 217,711,588
Expenditures							
Expenses-Excluding Debt Service & Payroll	\$ 14,632,761	\$ 872,868	\$ 196,526	\$ -	\$ 22,474,740	\$ 600	\$ 38,177,495
Payroll Exp-Salaries/OT/Benefits	61,512,571	190,632	97,437	-	14,548,098	-	76,348,738
Electric Energy for Resale	-	-	-	-	70,000,000	-	70,000,000
Advanced Metering Infrastructure	-	-	-	-	-	-	-
Electric - Transformers	-	-	-	-	800,000	-	800,000
Inform. Tech - Upgrades, Software, etc.	500,000	-	-	-	-	-	500,000
Sidewalk Project	250,000	-	-	-	-	-	250,000
Resurfacing	2,000,000	-	-	-	-	-	2,000,000
Road & Bridge Improvements	1,000,000	-	-	-	-	-	1,000,000
Vehicle Replacement	2,000,000	-	-	-	750,000	-	2,750,000
Facility Mtnce (ADA \$250,000)	1,000,000	-	-	-	-	-	1,000,000
Economic Development IB XLAM USA	125,000	-	-	-	-	-	125,000
DDRA	285,000	-	-	-	-	-	285,000
SARCOA	50,000	-	-	-	-	-	50,000
C&VB	1,200,000	-	-	-	-	-	1,200,000
Troy University Building	100,000	-	-	-	-	-	100,000
Wallace Health & Science Building	100,000	-	-	-	-	-	100,000
Chamber of Commerce	300,000	-	-	-	-	-	300,000
Agencies	1,732,490	-	-	-	-	-	1,732,490
Schools - Appropriation	-	-	3,738,286	-	-	-	3,738,286
Medical/Self/Worker's Comp/Retiree's Ins	3,501,200	-	-	-	30,043	-	3,531,243
Debt Service Expenses	-	-	-	4,136,704	9,586,632	-	13,723,336
Total Expenditures	\$ 90,289,022	\$ 1,063,500	\$ 4,032,249	\$ 4,136,704	\$ 118,189,513	\$ 600	\$ 217,711,588
Transfers In (Out)							
From General Fund to PS Training Ctr	\$ (1,089,375)	\$ -	\$ -	\$ 1,089,375	\$ -	\$ -	\$ -
From General Fund to Debt Service (Airport)	(687,179)	-	-	687,179	-	-	-
From Utility Fund to General Fund	5,319,801	-	-	-	(5,319,801)	-	-
From Utility Fund to School Fund	-	-	3,807,249	-	(3,807,249)	-	-
From Utility Fund to Debt Service	-	-	-	2,360,150	(2,360,150)	-	-
Total Transfers	\$ 3,543,247	\$ -	\$ 3,807,249	\$ 4,136,704	\$ (11,487,200)	\$ -	\$ -
Surplus Estimated Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF DOTHAN
BUDGET SUMMARY BY FUND - FY 2019 BUDGET**

	GENERAL	CIVIC CENTER	SCHOOL	DEBT SERVICE	UTILITY	ST PAVING	TOTAL
Revenues	FUND	FUND	FUND	FUND	FUND	FUND	
Current Revenues	\$ 27,307,056	\$ 1,063,500	\$ 225,000	\$ -	\$ 27,859,913	\$ 600	\$ 56,456,069
Sales Tax	60,000,000	-	-	-	-	-	60,000,000
Electric Sales	-	-	-	-	89,500,000	-	89,500,000
Utilization of Fund Balance	-	-	-	-	5,773,216	-	5,773,216
Accumulated Depreciation	-	-	-	-	8,650,000	-	8,650,000
Total Revenues	\$ 87,307,056	\$ 1,063,500	\$ 225,000	\$ -	\$ 131,783,129	\$ 600	\$ 220,379,285
Expenditures							
Expenses-Excluding Debt Service & Payroll	\$ 13,197,761	\$ 872,868	\$ 196,526	\$ -	\$ 20,018,740	\$ 600	\$ 34,286,495
Payroll Exp-Salaries/OT/Benefits	63,618,832	190,632	101,413	-	15,045,764	-	78,956,641
Electric Energy for Resale	-	-	-	-	70,000,000	-	70,000,000
Advanced Metering Infrastructure	-	-	-	-	5,000,000	-	5,000,000
Electric - Transformers	-	-	-	-	800,000	-	800,000
Inform. Tech - Upgrades, Software, etc.	500,000	-	-	-	-	-	500,000
Sidewalk Project	250,000	-	-	-	-	-	250,000
Resurfacing	2,000,000	-	-	-	-	-	2,000,000
Road & Bridge Improvements	1,000,000	-	-	-	-	-	1,000,000
Vehicle Replacement	2,000,000	-	-	-	750,000	-	2,750,000
Facility Mtnce (ADA \$250,000)	1,000,000	-	-	-	-	-	1,000,000
Economic Development IB XLAM USA	125,000	-	-	-	-	-	125,000
DDRA	285,000	-	-	-	-	-	285,000
SARCOA	50,000	-	-	-	-	-	50,000
C&VB	1,200,000	-	-	-	-	-	1,200,000
Troy University Building	100,000	-	-	-	-	-	100,000
Wallace Health & Science Building	100,000	-	-	-	-	-	100,000
Chamber of Commerce	300,000	-	-	-	-	-	300,000
Agencies	1,732,490	-	-	-	-	-	1,732,490
Schools - Appropriation	-	-	3,738,286	-	-	-	3,738,286
Medical/Self/Worker's Comp/Retiree's Ins	3,501,200	-	-	-	30,043	-	3,531,243
Debt Service Expenses	-	-	-	3,085,704	9,588,426	-	12,674,130
Total Expenditures	\$ 90,960,283	\$ 1,063,500	\$ 4,036,225	\$ 3,085,704	\$ 121,232,973	\$ 600	\$ 220,379,285
Transfers In (Out)							
From General Fund to PS Training Ctr	\$ (1,089,375)	\$ -	\$ -	\$ 1,089,375	\$ -	\$ -	\$ -
From General Fund to Debt Service (Airport)	(687,179)	-	-	687,179	-	-	-
From Utility Fund to General Fund	5,429,781	-	-	-	(5,429,781)	-	-
From Utility Fund to School Fund	-	-	3,811,225	-	(3,811,225)	-	-
From Utility Fund to Debt Service	-	-	-	1,309,150	(1,309,150)	-	-
Total Transfers	\$ 3,653,227	\$ -	\$ 3,811,225	\$ 3,085,704	\$ (10,550,156)	\$ -	\$ -
Surplus Estimated Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF DOTHAN
FY 2018 & FY 2019
GENERAL FUND**

	<u>FY 2014</u> <u>(ACTUAL)</u>	<u>FY 2015</u> <u>(ACTUAL)</u>	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(YTD 07-31-17)</u>	<u>FY 2018</u> <u>(BUDGET)</u>	<u>FY 2019</u> <u>(BUDGET)</u>
Revenues						
Taxes	\$ 68,894,552	\$ 70,939,572	\$ 73,770,057	\$ 63,855,122	\$ 72,045,000	\$ 72,045,000
Licenses and Permits	3,936,385	4,055,126	4,101,722	4,185,595	3,661,700	3,661,700
Intergovernmental Revenue	3,732,006	4,741,124	5,246,980	2,100,799	3,111,719	2,773,000
General Government Revenue	5,827,345	6,034,461	6,016,789	4,965,738	5,435,000	5,435,000
Fines and Forfeitures	1,860,204	1,877,465	1,564,055	1,256,749	1,552,500	1,552,500
Miscellaneous Revenue	2,523,186	3,750,134	2,494,847	884,185	939,856	1,839,856
Utilization of Fund Balance	-	-	-	-	-	-
Total Revenue	<u>\$ 86,773,678</u>	<u>\$ 91,397,882</u>	<u>\$ 93,194,450</u>	<u>\$ 77,248,188</u>	<u>\$ 86,745,775</u>	<u>\$ 87,307,056</u>
Expenses						
General Admin Department	\$ 4,278,435	\$ 2,623,575	\$ 3,059,242	\$ 3,183,001	\$ 5,351,489	\$ 5,422,751
Information Sys/Tech Department	4,613,710	5,058,713	3,846,633	3,879,027	4,303,771	4,124,633
Finance and Budgeting	1,073,705	1,083,491	1,076,356	970,072	1,190,272	1,226,553
Personnel Department	2,049,092	2,067,964	2,172,017	1,865,503	1,811,279	1,850,109
Judicial Department	1,048,054	1,075,186	1,049,206	902,017	1,160,660	1,195,535
Police Department	18,536,051	19,020,367	19,117,287	17,568,100	19,596,436	20,182,059
Fire Department	14,163,225	15,442,915	15,576,620	13,095,848	14,979,630	15,458,458
Public Works/Street Dept	6,220,738	9,561,901	7,124,037	6,162,282	7,043,813	7,142,166
Public Works/Engineering Dept	2,967,075	3,543,399	2,906,506	2,609,348	3,141,333	3,236,423
Public Works/Environmental Dept	9,147,640	8,691,882	8,507,296	7,083,106	7,196,067	6,301,314
Planning and Development	2,338,649	2,450,471	2,117,536	1,985,598	2,273,566	2,344,972
Health and Welfare	3,959,138	4,843,508	3,580,357	3,080,877	3,482,490	3,482,490

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
GENERAL FUND**

	<u>FY 2014</u> <u>(ACTUAL)</u>	<u>FY 2015</u> <u>(ACTUAL)</u>	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(YTD 07-31-17)</u>	<u>FY 2018</u> <u>(BUDGET)</u>	<u>FY 2019</u> <u>(BUDGET)</u>
Expenses (Cont'd)						
Leisure Services Department	\$ 8,809,815	\$ 9,401,248	\$ 19,503,694	\$ 12,045,339	\$ 8,713,190	\$ 8,933,159
Performing Arts	1,703,275	1,046,405	1,212,738	916,980	1,172,254	1,197,952
Recreation Department	459,209	486,533	476,671	408,575	420,509	420,509
General Services Admin	346,511	430,746	416,661	422,235	471,910	487,857
General Services Facility	1,358,067	1,893,946	1,778,856	1,323,658	2,595,245	2,487,959
General Services Fleet	2,327,617	2,360,021	2,386,718	2,078,280	2,510,084	2,590,360
Insurance	452,688	3,696,583	3,681,011	(3,621,249)	2,875,024	2,875,024
Total Expenses	<u>\$ 85,852,694</u>	<u>\$ 94,778,854</u>	<u>\$ 99,589,442</u>	<u>\$ 75,958,597</u>	<u>\$ 90,289,022</u>	<u>\$ 90,960,283</u>
Transfers In (Out)						
School Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Fund	-	(9)	-	-	-	-
Debt Service	(687,178)	(687,178)	(706,319)	(358,150)	(1,776,553)	(1,776,552)
Utility Fund	691,840	4,491,630	625,642	535,114	5,319,800	5,429,779
Total Transfers	<u>\$ 4,662</u>	<u>\$ 3,804,443</u>	<u>\$ (80,677)</u>	<u>\$ 176,964</u>	<u>\$ 3,543,247</u>	<u>\$ 3,653,227</u>
ENDING BALANCE	<u>\$ 925,646</u>	<u>\$ 423,471</u>	<u>\$ (6,475,669)</u>	<u>\$ 1,466,555</u>	<u>\$ -</u>	<u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
CIVIC CENTER FUND**

	<u>FY 2014</u> <u>(ACTUAL)</u>	<u>FY 2015</u> <u>(ACTUAL)</u>	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(YTD 07-31-17)</u>	<u>FY 2018</u> <u>(BUDGET)</u>	<u>FY 2019</u> <u>(BUDGET)</u>
Revenues						
General Government Revenues	\$ 984,212	\$ 1,363,738	\$ 1,333,962	\$ 1,021,134	\$ 1,057,500	\$ 1,057,500
Miscellaneous Revenues	23,960	30,330	34,361	22,619	6,000	6,000
Utilization of Fund Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
 Total Revenues	 <u>\$ 1,008,172</u>	 <u>\$ 1,394,068</u>	 <u>\$ 1,368,323</u>	 <u>\$ 1,043,753</u>	 <u>\$ 1,063,500</u>	 <u>\$ 1,063,500</u>
 Expenses						
Civic Center Shows	\$ 634,158	\$ 923,377	\$ 909,785	\$ 728,282	\$ 650,368	\$ 650,368
Concessions	65,067	72,105	87,652	89,404	92,000	92,000
Opera House	117,717	121,699	166,559	119,687	116,132	116,132
Vendor Sales	-	-	-	-	5,000	5,000
Bad Debt Expense	-	-	-	190	-	-
Use Fees-Civic Center	97,717	139,497	121,572	53,539	115,000	115,000
Use Fees-Concessions	39,726	54,472	45,640	20,116	40,000	40,000
Use Fees-Opera House	37,364	42,705	43,709	21,999	35,000	35,000
Use Fees-Vendors	<u>6,094</u>	<u>10,363</u>	<u>7,757</u>	<u>3,116</u>	<u>10,000</u>	<u>10,000</u>
 Total Expenses	 <u>\$ 997,843</u>	 <u>\$ 1,364,218</u>	 <u>\$ 1,382,674</u>	 <u>\$ 1,036,333</u>	 <u>\$ 1,063,500</u>	 <u>\$ 1,063,500</u>
 Transfers In (Out)	 <u>\$ -</u>	 <u>\$ -</u>	 <u>\$ -</u>	 <u>\$ -</u>	 <u>\$ -</u>	 <u>\$ -</u>
 ENDING BALANCE	 <u><u>\$ 10,329</u></u>	 <u><u>\$ 29,850</u></u>	 <u><u>\$ (14,351)</u></u>	 <u><u>\$ 7,420</u></u>	 <u><u>\$ -</u></u>	 <u><u>\$ -</u></u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
SCHOOL FUND (SPECIAL REVENUE)**

	<u>FY 2014</u> <u>(ACTUAL)</u>	<u>FY 2015</u> <u>(ACTUAL)</u>	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(YTD 07-31-17)</u>	<u>FY 2018</u> <u>(BUDGET)</u>	<u>FY 2019</u> <u>(BUDGET)</u>
Revenues						
Taxes - Tobacco Stamps	\$ 257,850	\$ 256,500	\$ 226,850	\$ 202,600	\$ 225,000	\$ 225,000
Miscellaneous Revenue	259	52	70	116	-	-
Utilization of Fund Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
 Total Revenues	 <u>\$ 258,109</u>	 <u>\$ 256,552</u>	 <u>\$ 226,920</u>	 <u>\$ 202,716</u>	 <u>\$ 225,000</u>	 <u>\$ 225,000</u>
 Expenses						
City Schools	<u>\$ 3,879,170</u>	<u>\$ 3,897,123</u>	<u>\$ 3,943,814</u>	<u>\$ 3,321,668</u>	<u>\$ 4,032,249</u>	<u>\$ 4,036,225</u>
 Total Expenses	 <u>\$ 3,879,170</u>	 <u>\$ 3,897,123</u>	 <u>\$ 3,943,814</u>	 <u>\$ 3,321,668</u>	 <u>\$ 4,032,249</u>	 <u>\$ 4,036,225</u>
 Transfers In (Out)						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Fund	<u>3,140,000</u>	<u>3,660,000</u>	<u>3,680,000</u>	<u>3,150,000</u>	<u>3,807,249</u>	<u>3,811,225</u>
 Total Transfers	 <u>\$ 3,140,000</u>	 <u>\$ 3,660,000</u>	 <u>\$ 3,680,000</u>	 <u>\$ 3,150,000</u>	 <u>\$ 3,807,249</u>	 <u>\$ 3,811,225</u>
 ENDING BALANCE	 <u>\$ (481,061)</u>	 <u>\$ 19,429</u>	 <u>\$ (36,894)</u>	 <u>\$ 31,048</u>	 <u>\$ -</u>	 <u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
DEBT SERVICE**

	<u>FY 2014</u> <u>(ACTUAL)</u>	<u>FY 2015</u> <u>(ACTUAL)</u>	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(YTD 07-31-17)</u>	<u>FY 2018</u> <u>(BUDGET)</u>	<u>FY 2019</u> <u>(BUDGET)</u>
Revenues						
Interest Income	\$ 8,430	\$ 4	\$ -	\$ -	\$ -	\$ -
Utilization of Fund Balance	-	-	-	-	-	-
Proceeds from Bond Sales	-	-	-	-	-	-
Bond Issue Premium	-	-	-	-	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Revenues	<u>\$ 8,430</u>	<u>\$ 4</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Expenses						
Debt Service	<u>\$ 16,513,498</u>	<u>\$ 4,974,632</u>	<u>\$ 4,483,098</u>	<u>\$ 495,650</u>	<u>\$ 4,136,704</u>	<u>\$ 3,085,704</u>
Total Expenses	<u>\$ 16,513,498</u>	<u>\$ 4,974,632</u>	<u>\$ 4,483,098</u>	<u>\$ 495,650</u>	<u>\$ 4,136,704</u>	<u>\$ 3,085,704</u>
Transfers In (Out)						
General Fund	\$ 687,178	\$ 687,178	\$ 706,319	\$ 358,150	\$ 1,776,554	\$ 1,776,554
Capital Imp Fund	(8,881)	-	-	-	-	-
Utility Fund	<u>4,176,529</u>	<u>4,287,279</u>	<u>3,776,779</u>	<u>137,500</u>	<u>2,360,150</u>	<u>1,309,150</u>
Total Transfers	<u>\$ 4,854,826</u>	<u>\$ 4,974,457</u>	<u>\$ 4,483,098</u>	<u>\$ 495,650</u>	<u>\$ 4,136,704</u>	<u>\$ 3,085,704</u>
ENDING BALANCE	<u>\$ (11,650,242)</u>	<u>\$ (171)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
UTILITY FUND**

	<u>FY 2014</u> <u>(ACTUAL)</u>	<u>FY 2015</u> <u>(ACTUAL)</u>	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(YTD 07-31-17)</u>	<u>FY 2018</u> <u>(BUDGET)</u>	<u>FY 2019</u> <u>(BUDGET)</u>
Revenues						
Electric						
Electric Sales	\$ 91,231,090	\$ 91,035,859	\$ 89,526,125	\$ 73,288,914	\$ 89,500,000	\$ 89,500,000
Other Revenues	<u>1,009,513</u>	<u>999,042</u>	<u>981,147</u>	<u>942,164</u>	<u>865,000</u>	<u>865,000</u>
Total Electric Revenues	<u>\$ 92,240,603</u>	<u>\$ 92,034,901</u>	<u>\$ 90,507,272</u>	<u>\$ 74,231,078</u>	<u>\$ 90,365,000</u>	<u>\$ 90,365,000</u>
Water						
Water Sales	\$ 8,547,122	\$ 8,919,950	\$ 9,124,788	\$ 8,441,407	\$ 9,064,500	\$ 9,064,500
Other Revenues	<u>156,561</u>	<u>192,992</u>	<u>158,882</u>	<u>143,865</u>	<u>159,000</u>	<u>159,000</u>
Total Water Revenues	<u>\$ 8,703,683</u>	<u>\$ 9,112,942</u>	<u>\$ 9,283,670</u>	<u>\$ 8,585,272</u>	<u>\$ 9,223,500</u>	<u>\$ 9,223,500</u>
Sewer						
Sewer Fees	\$ 13,982,602	\$ 14,253,097	\$ 15,472,550	\$ 15,071,337	\$ 15,700,000	\$ 15,700,000
Other Revenues	<u>14,645</u>	<u>30,260</u>	<u>95,078</u>	<u>101,241</u>	<u>95,000</u>	<u>95,000</u>
Total Sewer Revenues	<u>\$ 13,997,247</u>	<u>\$ 14,283,357</u>	<u>\$ 15,567,628</u>	<u>\$ 15,172,578</u>	<u>\$ 15,795,000</u>	<u>\$ 15,795,000</u>
Combined Revenues	<u>\$ 2,068,515</u>	<u>\$ 2,139,137</u>	<u>\$ 2,170,868</u>	<u>\$ 1,531,169</u>	<u>\$ 1,977,395</u>	<u>\$ 1,976,413</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
UTILITY FUND**

	FY 2014 (ACTUAL)	FY 2015 (ACTUAL)	FY 2016 (ACTUAL)	FY 2017 (YTD 07-31-17)	FY 2018 (BUDGET)	FY 2019 (BUDGET)
Utilization of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 3,665,818	\$ 5,773,216
Proceeds from Bond Sales	19,245,000	-	41,140,000	-	-	-
Bond Premium Amortization	109,413	-	-	-	-	-
Accumulated Depreciation	-	-	-	-	8,650,000	8,650,000
Gain/Loss on FA Disposals	<u>(670,495)</u>	<u>(205,266)</u>	<u>(459,404)</u>	<u>(320,084)</u>	<u>-</u>	<u>-</u>
 Total Utilization	 <u>\$ 18,683,918</u>	 <u>\$ (205,266)</u>	 <u>\$ 40,680,596</u>	 <u>\$ (320,084)</u>	 <u>\$ 12,315,818</u>	 <u>\$ 14,423,216</u>
 Total Revenues	 <u>\$ 135,693,966</u>	 <u>\$ 117,365,071</u>	 <u>\$ 158,210,034</u>	 <u>\$ 99,200,013</u>	 <u>\$ 129,676,713</u>	 <u>\$ 131,783,129</u>
 Expenses						
Debt Service	<u>\$ 4,036,246</u>	<u>\$ 5,178,019</u>	<u>\$ 5,836,973</u>	<u>\$ 3,886,730</u>	<u>\$ 9,586,632</u>	<u>\$ 9,588,426</u>
 Dothan Utilities-Electric						
Elec Energy Purchase for Resale	\$ 73,641,678	\$ 74,438,889	\$ 67,734,845	\$ 54,267,272	\$ 70,000,000	\$ 70,000,000
Other	<u>9,265,857</u>	<u>10,022,428</u>	<u>10,617,660</u>	<u>10,192,578</u>	<u>14,875,240</u>	<u>18,123,890</u>
 Total Electric	 <u>\$ 82,907,535</u>	 <u>\$ 84,461,317</u>	 <u>\$ 78,352,505</u>	 <u>\$ 64,459,850</u>	 <u>\$ 84,875,240</u>	 <u>\$ 88,123,890</u>
 Dothan Utilities-Water	 \$ 6,444,437	 \$ 5,993,881	 \$ 5,706,916	 \$ 4,809,268	 \$ 7,691,079	 \$ 7,499,452
Dothan Utilities-Wastewater Collection	7,029,249	4,422,800	10,195,915	5,230,274	2,939,103	3,000,859
Dothan Utilities-Wastewater Treatment	4,045,949	6,159,777	5,811,554	21,369,636	4,843,515	4,703,403
Finance-Utility Collections	1,931,361	1,911,614	1,843,860	1,442,579	1,860,088	1,897,502

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
UTILITY FUND**

	FY 2014 (ACTUAL)	FY 2015 (ACTUAL)	FY 2016 (ACTUAL)	FY 2017 (YTD 07-31-17)	FY 2018 (BUDGET)	FY 2019 (BUDGET)
Finance-Utility Services	\$ 893,052	\$ 829,100	\$ 808,903	\$ 691,179	\$ 843,856	\$ 869,441
Combined Utility Expense	<u>4,937,510</u>	<u>4,913,197</u>	<u>5,407,721</u>	<u>3,877,295</u>	<u>5,550,000</u>	<u>5,550,000</u>
 Total Expenses	 <u>\$ 112,225,339</u>	 <u>\$ 113,869,705</u>	 <u>\$ 113,964,347</u>	 <u>\$ 105,766,811</u>	 <u>\$ 118,189,513</u>	 <u>\$ 121,232,973</u>
 Transfers In (Out)						
General Fund	\$ (691,840)	\$ (4,491,630)	\$ (625,642)	\$ (535,114)	\$ (5,319,801)	\$ (5,429,781)
Special Assessment Fund	1,470	755	440	410	-	-
Debt Service Fund	(4,176,529)	(4,287,279)	(3,776,779)	(137,500)	(2,360,150)	(1,309,150)
School Fund	<u>(3,140,000)</u>	<u>(3,660,000)</u>	<u>(3,680,000)</u>	<u>(3,150,000)</u>	<u>(3,807,249)</u>	<u>(3,811,225)</u>
 Total Transfers	 <u>\$ (8,006,899)</u>	 <u>\$ (12,438,154)</u>	 <u>\$ (8,081,981)</u>	 <u>\$ (3,822,204)</u>	 <u>\$ (11,487,200)</u>	 <u>\$ (10,550,156)</u>
 ENDING BALANCE	 <u>\$ 15,461,728</u>	 <u>\$ (8,942,788)</u>	 <u>\$ 36,163,706</u>	 <u>\$ (10,389,002)</u>	 <u>\$ -</u>	 <u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
STREET PAVING FUND**

	<u>FY 2014</u> <u>(ACTUAL)</u>	<u>FY 2015</u> <u>(ACTUAL)</u>	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(YTD 07-31-17)</u>	<u>FY 2018</u> <u>(BUDGET)</u>	<u>FY 2019</u> <u>(BUDGET)</u>
Revenues						
Miscellaneous Revenue	\$ 137	\$ -	\$ 275	\$ -	\$ -	\$ -
Special Assessments	1,338	690	440	-	600	600
Utilization of Fund Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
 Total Revenues	 <u>\$ 1,475</u>	 <u>\$ 690</u>	 <u>\$ 715</u>	 <u>\$ -</u>	 <u>\$ 600</u>	 <u>\$ 600</u>
 Expenses						
Total Expenses	<u>\$ 68</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 600</u>	<u>\$ 600</u>
 Transfers In (Out)	 <u>\$ (1,470)</u>	 <u>\$ (755)</u>	 <u>\$ (440)</u>	 <u>\$ (410)</u>	 <u>\$ -</u>	 <u>\$ -</u>
 ENDING BALANCE	 <u><u>\$ (63)</u></u>	 <u><u>\$ (65)</u></u>	 <u><u>\$ 275</u></u>	 <u><u>\$ (410)</u></u>	 <u><u>\$ -</u></u>	 <u><u>\$ -</u></u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2018 & FY 2019
SCHOOL FUND (SPECIAL REVENUE)**

	<u>2018</u>	<u>2019</u>
Dothan City Schools - Cash Appropriations		
Undesignated Cash	\$ 2,696,036	\$ 2,696,036
Band/Academic Travel and Athletic Programs (Suggested)	50,275	50,275
Repairs & Maintenance Supplies	130,453	130,453
Water, Electricity, & Sewer	<u>861,522</u>	<u>861,522</u>
Total Cash Appropriations Paid to Schools	<u>\$ 3,738,286</u>	<u>\$ 3,738,286</u>
 Monies paid by the City of Dothan on behalf of the Dothan City Schools		
Insurance	\$ 163,526	\$ 163,526
Printing (Tobacco Stamps)	33,000	33,000
School Crossing Guards	97,437	101,413
Debt Service: Principal, Interest & Exchange Expense	<u>1,290,750</u>	<u>1,284,000</u>
Total Paid on Behalf of Schools - (In the City's Budget)	<u>\$ 1,584,713</u>	<u>\$ 1,581,939</u>
Total School Appropriation	\$ 5,322,999	\$ 5,320,225
Less Amount Paid by Schools for 1999 Debt Service	<u>(673,995)</u>	<u>(673,013)</u>
	<u>\$ 4,649,004</u>	<u>\$ 4,647,212</u>

CITY OF DOTHAN
FY 2018 & FY 2019
TARGET OPERATING BUDGETS & PERSONAL SERVICES
(BY DEPARTMENT)

<u>DEPARTMENT</u>	<u>TARGET OPERATING BUDGET (TOB)</u>			<u>PERSONAL SERVICES*</u>		
	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
General Administrative Department	\$ 772,666	\$ 629,666	\$ 629,666	\$ 2,076,820	\$ 2,020,213	\$ 2,091,475
Information Sys/Tech Department	1,765,465	2,053,189	2,053,189	1,618,305	1,572,427	1,628,289
Finance Department/Accounting	148,201	148,201	148,201	985,080	1,042,071	1,078,352
Personnel Department	218,138	218,138	218,138	1,007,975	1,063,141	1,101,971
Judicial Department	152,610	170,610	170,610	942,578	989,330	1,024,205
Police Department	2,181,762	2,181,762	2,181,762	17,186,543	17,404,464	17,990,087
Fire Department	861,632	879,132	879,132	13,639,863	14,091,093	14,569,921
Public Works Dept/Street	687,572	892,572	892,572	2,769,135	2,895,086	2,993,439
Public Works Dept/Engineering	454,011	479,011	479,011	2,616,982	2,661,224	2,756,314
Public Works Dept/Environmental	1,605,750	1,450,750	1,450,750	4,474,641	4,685,367	4,840,614
Planning and Development	255,805	255,805	255,805	1,923,984	2,017,761	2,089,167
Leisure Services Department	2,492,158	2,834,908	2,834,908	5,704,329	6,264,899	6,484,868
Performing Arts Department	368,856	368,856	368,856	804,848	800,410	826,108
General Services Dept/Admin	27,950	27,950	27,950	415,289	443,960	459,907
General Services Dept/Facility	335,166	335,166	335,166	1,141,339	1,260,079	1,302,793
General Services Dept/Fleet	193,535	203,535	203,535	2,270,879	2,301,046	2,381,322
Dothan Utilities Dept/Electric	3,462,121	3,462,121	3,462,121	5,576,006	5,791,328	5,989,978
Dothan Utilities Dept/Water	2,671,764	2,671,764	2,671,764	2,737,578	2,861,755	2,960,128
Dothan Utilities Dept/WWC	673,550	673,550	673,550	1,266,037	1,864,506	1,926,262
Dothan Utilities Dept/WWT	1,921,059	1,981,059	1,981,059	2,178,590	2,171,811	2,247,699
Finance Dept/Utility Collections	705,537	759,512	759,512	1,061,702	1,100,576	1,137,990
Finance Dept/Utility Services	85,734	85,734	85,734	725,217	758,122	783,707
Total	\$ 22,041,042	\$ 22,762,991	\$ 22,762,991	\$ 73,123,720	\$ 76,060,669	\$ 78,664,596

* Salaries and Fringe Benefits (FICA, Retirement, Worker's Compensation, FUI, Insurance and Employee Assistance Program).

CITY OF DOTHAN
FY 2018 & 2019
BUDGETED FUNDS OTHER THAN DEPARTMENTAL TARGET BUDGET

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
General Administration-City Wide Projects	\$ 307,527	\$ 100,000	\$ 100,000
Fleet Replacement	2,750,000	2,750,000	2,750,000
Economic Development	150,000	275,000	275,000
Lobbyist	60,000	-	-
Downtown Improvements	11,000	11,000	11,000
Computer Upgrades and Software	500,000	500,000	442,510
Wireless Access Points & Backend Controllers	-	117,510	-
Firewall Replacement	-	60,000	-
Training-City Wide	15,000	15,000	15,000
Police/Fire Training Center	250,000	-	-
Street Resurfacing	2,000,000	2,000,000	2,000,000
Sidewalks	250,000	250,000	250,000
Road and Bridge Improvements	1,000,000	1,000,000	1,000,000
Tipping, Transportation & Disposal of Solid Waste	-	925,000	-
Curbside Trash Waste Disposal	-	125,000	-
Andrew Belle Pool & Wiregrass Wellness Pool Equipment	13,000	-	-
Facility Repairs	600,000	600,000	600,000
Upgrade Plumbing & Paint for Jail	-	150,000	-
ADA Compliance	250,000	250,000	250,000
Electric Transformers	800,000	800,000	800,000
Advanced Metering Infrastructure	1,000,000	-	5,000,000
Emergency Operations Center	75,000	-	-
Tree Trimming	-	1,200,000	-
Rebuild Transformers	-	250,000	-
Reclosure Replacements	-	200,000	200,000
Direct Buried Secondary Replacement	-	500,000	-
Red Water Project	100,000	600,000	600,000

**CITY OF DOTHAN
FY 2018 & 2019
BUDGETED FUNDS OTHER THAN DEPARTMENTAL TARGET BUDGET**

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Chemical Dry Feed Systems	-	195,000	195,000
Chlorine Storage Building	-	100,000	-
12" Water Main Loop on Omussee Road	-	360,000	-
12" Water Main Connector on N. Beverlye	-	-	170,000
Point Repair & Rehab Materials for AOC	-	100,000	100,000
Sludge Drying Bed Upgrades	-	70,000	70,000
Regional Sludge Landfill Disposal	-	200,000	200,000
Electric Gates w/Cameras & Communications	-	200,000	-
Filter Media at Little Choctawhatchee WWTP	-	200,000	200,000
Auto Sampler at Cypress WWTP	-	16,000	-
Depreciation/Electric	2,100,000	1,900,000	1,900,000
Depreciation/Water	900,000	900,000	900,000
Depreciation/WWC	300,000	300,000	300,000
Depreciation/Combined Utility	5,000,000	5,550,000	5,550,000
	<u>\$ 18,431,527</u>	<u>\$ 22,769,510</u>	<u>\$ 23,878,510</u>

**CITY OF DOTHAN
FY 2018 & 2019
RECAP**

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
General & Utility Funds - City Departments			
Personal Services	\$ 73,123,720	\$ 76,060,669	\$ 78,664,596
Target Operating Budget	22,041,042	22,762,991	22,762,991
Electric Energy Purchased for Resale	74,000,000	70,000,000	70,000,000
Budgeted Funds Other Than Departmental Target Budget	18,431,527	22,769,510	23,878,510
Insurance			
Property Insurance - City Departments	172,450	141,219	141,219
Aggregate and Specific Insurance	325,000	325,000	325,000
Transitional Reinsurance-Affordable Care Act	190,000	190,000	190,000
City's Contribution to Retiree's Health/Medical Insurance	600,000	600,000	600,000
Employee Ins, Workers Compensation and Self Insured	2,275,024	2,275,024	2,275,024
Dothan Downtown Redevelopment Authority	225,000	285,000	285,000
Convention & Visitors Bureau	1,050,000	1,200,000	1,200,000
Chamber of Commerce	300,000	300,000	300,000
Troy University	100,000	100,000	100,000
Wallace Health & Science Building	-	100,000	100,000
SARCOA-Senior Resource Center	50,000	50,000	50,000
Agencies	1,671,662	1,732,490	1,732,490
Debt Service	10,404,725	13,723,336	12,674,130
Civic Center	933,500	1,063,500	1,063,500
School Fund	3,987,452	4,032,249	4,036,225
Street Paving	<u>1,500</u>	<u>600</u>	<u>600</u>
 Total Operating Budget	 <u>\$ 209,882,602</u>	 <u>\$ 217,711,588</u>	 <u>\$ 220,379,285</u>