



BIENNIUM BUDGET
FY 2020 & FY 2021

**CITY OF DOTHAN
FISCAL YEAR 2020 & 2021 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. This year, several changes have been made to the budget process. A Six-Year Capital Improvement Plan has been developed and included in the budget documents, capital items have been funded, and a Solid Waste Fund has been created.

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 2019 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.

As occurs during the biennium budget process, I, in conjunction with the Finance Director, established 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 to (1) 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. A Fund Balance Policy will be presented for your approval during the Mid-Biennium Budget. This policy will recommend a minimum Unassigned Fund Balance of 8% to 17% of the previous year's budgeted expenditures and transfers for the General, Utility, and Solid Waste Funds. This amount will represent one to two months of expenditures.
2. *Convert Current Reserves to a Capital Improvement Fund* – Although Dothan has been diligent in setting aside reserves for specific projects in the last several years, I proposed a new Capital Improvement Fund for the General, Utility, and Solid Waste Funds. The reserves will be combined in order to create an account for each fund to be used for capital projects citywide.

After the audited financial statements are presented each year, any funds above the goal of the Fund Balance Policy can be transferred into this Capital Improvement Fund to be used for future capital investments.

3. *Develop a Six-Year Capital Improvement Projects Plan* – In previous years, Dothan has presented a Five-Year Capital Improvement Plan. We initiated a six-year plan this year to coincide with our two-year budget cycle. For all funds, \$40,737,234 is proposed for capital projects in Fiscal Year 2020 and \$13,883,690 in Fiscal Year 2021. In the future, at any given time, we will be able to look forward and know what our needs are for the next six years and plan accordingly.
4. *Present By April 15th a Mid-Biennium Budget* – Each year a Mid-Biennium Budget will be presented by April 15th. If funds are available, recommendations will be made to fund the conditional projects that were outlined in the Biennium Budget.
5. *Create a Solid Waste Fund* – As you know, the City currently records the electric, water and sewer operations in an Enterprise Fund, or better known as the Utility Fund. A new Solid Waste Fund has been established to begin October 1st to record all financial transactions for the collections and disposal of garbage, trash, and recycling.
6. *Fund the Action Items in the Annual Strategic Plan* – Many of the top priority items identified in the City's Strategic Plan are discussed in this budget. Multiple projects are under design, implementation, or preparing to kick off. Others will be addressed during the upcoming

fiscal years with financing from general obligation warrants.

7. *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.
8. *Maintain Fleet Replacement Schedule* – One of the objectives of the City Commission, as well as the staff, is to fund, on a regular basis, needed vehicle and equipment replacements. The total budget for fleet replacements for 2020 is \$2,600,000 and for 2021 is \$3,250,000. The total amount for 2020 includes \$1,550,000 for the General Fund, \$750,000 for the Utility Fund and \$300,000 for the Solid Waste Fund. The total amount for 2021 includes \$2,200,000 for the General Fund, \$750,000 for the Utility Fund and \$300,000 for the Solid Waste Fund. An additional \$500,000 was added in 2020 and 2021 for the purchase of additional police vehicles and the equipment for those vehicles.
9. *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 and continuing through Fiscal Year 2019. This year

we were able to continue funding the increase and add an additional \$250,000 in Fiscal Years 2020 and 2021 by budgeting \$2,250,000 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.

10. *Maintain Building Maintenance Schedule* — The budget for 2020 is \$910,000, an increase of \$310,000, in order to fund additional facility maintenance to include the renovations of the courtroom. In 2021, the budget is \$800,000, an increase of \$200,000, to continue with facility maintenance projects. 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 \$910,000 and \$800,000 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.
11. *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. In 2020, the budget includes funding for a 2% Cost of Living Adjustment (COLA) for all non-public safety employees and a 3% COLA for public safety employees and funding for the Pay for Performance Program. I am recommending that the Fiscal Year 2020 COLA for employees to begin with the first pay date in October 2019. Funding for a compensation study has been

placed in the 2020 budget. Implementation of the study is expected in Fiscal Year 2021.

12. *Maintain Financial Integrity of Self-Insured Programs* – It has been the City's policy to maintain financial integrity of the Employee Insurance Fund, Workers' Compensation Fund, and the Self-Insured Fund. These funds are financially stable. Based on the cost of health insurance and projected cost for Fiscal Year 2020, there will not be a proposed increase in the amount employees and retirees pay for health insurance.

GENERAL FUND

REVENUE PROJECTIONS

Revenue in the General Fund is projected to increase by a net of \$38,000. This includes a \$5.442 million increase in sales tax, lodging tax, license fees, interest income, and a decrease of \$5.404 million due to fines and forfeitures from the municipal court and due to the transfer to the new Solid Waste Fund. Below are the significant changes for the new budget:

- **Sales Tax** – To date sales tax collections in Fiscal Year 2019 are 10.8% (\$6.04 million) above the Fiscal Year 2018 collections for the same period. The projected numbers for Fiscal Years 2020 and 2021 are \$4.3 million above the budgeted numbers in the Fiscal Year 2019 budget. 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 \$450,000 for both Fiscal Years 2020 and 2021.
- **Interest Income** – The City has been able to generate additional revenue compared to prior years when interest rates were not favorable. Along with our traditional money market accounts, funds have been invested in recent years in short term and long term certificates of deposit. This allowed us to increase our interest income by \$592,000 in both Fiscal Year 2020 and 2021.
- **Solid Waste & Landfill Disposal Fees** – Because of the creation of the Solid Waste Fund, \$5.04 million generated from monthly customer charges and tipping fees was moved from the General Fund.
- **Utilization of Fund Balance** – For Fiscal Years 2020 and 2021, we are budgeting \$10,830,510 and \$2,184,810 from utilization of fund balance. These funds will allow us to complete numerous capital projects identified in the Capital Improvement Plan.
- **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 2020 and 2021 is \$8,867,290 and \$9,456,659, respectively.

MAJOR EXPENDITURE CHANGES

As mentioned earlier, capital funding in the amount of \$14,394,234 is included for the General Fund. Of this amount, \$7,489,490 had previously been funded in the annual operating budgets. Some of the items previously funded include vehicle replacement, resurfacing, bridge replacement/maintenance, facility maintenance, and computer replacements. In addition to newly funded capital items, these previously funded items are now included in the Six-Year Capital Improvement Plan which is included in this document beginning on page 126.

Other significant items that were added to the departments' annual operating budgets include the following:

- **Personnel Cost** – Funding was included in the budget for a 2% and 3% COLA for non-public safety employees and for public safety employees, respectively and for the continuation of the Pay for Performance for Fiscal Year 2020. Funds were also budgeted in Fiscal Year 2021 for implementation of a compensation study and for Pay for Performance. One vacant position of Management & Productivity Analyst was removed from the budget and an Assistant City Manager position was included. Position upgrades to include Revenue Enforcement Officer, Lead Inspection Services Technician, Aquatics Maintenance Technician, and Recreation Clerk were also funded.
- **Overtime** – Based on overtime expenses for previous years, the overtime budgets for each department were evaluated and increased based on actual expenditures for normal operations; this excludes overtime related to major storms such as Hurricane Michael. Any budgeted payroll expenditures remaining at year-end will be rolled back into the Fund Balance.

- **Compensation Study & Assessment Centers** – Funding was provided for a city-wide compensation study in the amount of \$100,000 and \$46,500 for police and fire promotional assessment centers. The compensation study will give the City guidance on where public safety employees, along with other employees fall compared to similar market levels. Implementation of the study is planned for Fiscal Year 2021.
- **Information Technology** – With technology changing rapidly, it is imperative that our computer infrastructure remain strong and secure. Additional items included for technology maintenance and upgrades include AMI hosting site annual fees, disaster recovery cloud services, city-wide telephone services, Microsoft Suite licensing, network switches, a digital document workflow solution, a digital evidence storage solution, and fiber optic improvements.
- **Public Safety** – Additional funds were included in the Police Department budget for the body worn camera system, radio system maintenance and annual contract, veterinarian services and medicine for the animal shelter, and corpse delivery to and from Montgomery. The Fire Department's budget includes additional funding for medical supplies and equipment, uniforms and safety shoes, air bag replacement, and training for special operations. In addition, a new operating budget was incorporated for the Wiregrass Public Safety Center.
- **Public Works** – Due to the continuing increase of the cost of asphalt, concrete, and equipment rental fees, the Public Works budget was increased to allow for continued roadway and sidewalk maintenance.
- **Other Items Included in Fiscal Years 2020 and 2021** – Additional funds were added to the budget for the

implementation of an employee safety shoe program for non-public safety employees and new uniform requirements for employees handling electrical equipment. Budgets for electric, water and sewer were also adjusted based on usage costs. Other various operating costs in Leisure Services, Performing Arts, and General Services were adjusted as required.

- **RSA Payments** – Our City's contribution rate for Tier I employees as of October 2019 will remain the same as Fiscal Year 2019 at a rate of 20.47% of covered payroll. The Tier II rate (hired after January 1, 2013) will be reduced to 20.72% (-.03%). Beginning October 2020, the rate for Tier I employees will decrease to 20.24% (-.23%) and the rate for Tier II employees will decrease to 20.48% (-.24%). This decrease will result in a savings in the 2021 budget of approximately \$100,000. Decreases in required percentages to date have been because of employees paying more and the elimination of the Drop Program. Legislation to allow conversion of Tier II employees to Tier I was passed this summer. We anticipate RSA providing the City with a cost estimate in the near future. This will be presented to you for discussion at that time. In Fiscal Year 2019, annual RSA payments are estimated to be \$11 million for filled positions; for Fiscal Years 2020 and 2021, all qualified positions (filled and unfilled) are budgeted at \$12,012,698 and \$12,649,685, respectively.
- **Economic Development** – In June 2017, 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 2020 and 2021.

- **Outside Agencies** – Applications were sent to agencies that previously received funding and any agencies requesting funding for the first time. Staff reviewed the applications and the funding requests were presented to the Commission. There is \$4,083,850 in the budget for agencies. As in past years, each allocation will be authorized by resolution to appropriate funds for payment. The following organizations that support City services and various other agencies recommended for funding are as follows:

Convention & Visitors Bureau-Tourist Promotion	\$	1,400,000
Chamber of Commerce-Economic Development	\$	300,000
DDRA-Downtown Redevelopment	\$	400,000
Dothan Industrial Development Board	\$	125,000
Dothan Houston County Library	\$	730,000
Wiregrass Museum of Art	\$	293,750
Wiregrass Transit Authority	\$	109,000
Various Agencies	\$	726,100

UTILITY FUND

REVENUE PROJECTIONS

- **Utility Revenues** - Electric sales revenues are projected to increase by \$500,000 for both Fiscal Years 2020 and 2021. In addition, AMEA has committed \$1.7 million for the construction of a City Operations Center to be located at Dothan Utilities Complex. 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. If revenues come in as projected, we anticipate net income from electric sales to total \$15 million, excluding capital purchases.

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 \$2,185,000. This increase is the result of a \$0.30 per 1000 gallon increase effective October 2019 and a \$0.20 per 1000 gallon increase effective October 2020 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 \$10,000 for a total budget of \$100,000 for both Fiscal Years 2020 and 2021.
- **Interest Earned** – Due to the increase in interest rates, the budget estimate for this category has been increased by \$1 million for both Fiscal Years 2020 and 2021.
- **Utilization of Fund Balance** – For Fiscal Years 2020 and 2021, we are budgeting \$18,628,901 and \$3,993,052 from utilization of fund balance. These funds will allow us to

complete numerous capital projects identified in the Capital Improvement Plan.

MAJOR EXPENDITURE CHANGES

As mentioned earlier, capital funding in the amount of \$21,580,000 is included for the Utility Fund. Of this amount, \$3,837,000 had previously been funded in the annual operating budgets. Some of these items previously funded include power transformers for substations, PCB transformer change out program, tree trimming, recloser replacements, red water replacements, point repairs and rehabilitation for AOC, and vehicle replacements. In addition to newly funded capital items, these previously funded items are now included in the Six-Year Capital Improvement Plan which is included in this document beginning on page 126.

Other significant items that were added to the departments' annual operating budgets include the following:

- **Personnel Cost** - As previously stated, funds for a 2% COLA for non-public safety employees and the continuation of the Pay for Performance have been included for Fiscal Year 2020. Funds were also budgeted in Fiscal Year 2021 for Pay for Performance increases and for the implementation of a compensation study. One additional position of Line Foreman was funded and upgrades for four lead lineman positions were also funded.
- **Wastewater Collections & Treatment** – Additional funding for monitoring permanent and satellite customer flow meters, sewer modeling support, sewer cost of service study update, ultraviolet bulbs at treatment plants, and electric, water, and sewer charges for the treatment plants has been provided.

- **Debt Service** – Debt service payments for the Utility Fund are decreasing \$23,922 in Fiscal Year 2020 and \$1,591 for Fiscal Year 2021. As of September 30, 2019, the outstanding sewer debt will be \$88,472,191, which is 81.14% of the total outstanding debt of \$109,034,007.

SOLID WASTE FUND

REVENUE PROJECTIONS

Solid Waste Revenues – As mentioned previously, a new Solid Waste Fund was created to account for collections and disposal of garbage, trash, and recycling. The landfill is expected to reopen by May 2020; thus revenues for landfill tipping fees in the amount of \$500,000 have been included in the Fiscal Year 2020 budget and \$1,200,000 in the Fiscal Year 2021 budget. Customer collection fees of \$4.3 million are included in both years. Total revenue of \$4,804,000 and \$5,504,000 have been budgeted in Fiscal Year 2020 and 2021, respectively.

MAJOR EXPENDITURE CHANGES

As mentioned earlier, capital funding in the amount of \$4,763,000 is included for the Solid Waste Fund for Fiscal Year 2020. This includes engineering fees, construction, and equipment to reopen the landfill. In Fiscal Year 2021, \$300,000 has been funded for annual vehicle replacement.

- **Personnel Cost** - As previously stated, funds for a 2% COLA for non-public safety employees and the continuation of the Pay for Performance have been included in the budget for Fiscal Year 2020. Funds were also budgeted in Fiscal Year 2021 for Pay for Performance increases and for the implementation of a compensation study.

- **Transfer from General Fund** – With the implementation of the new fund, the transfer from the General Fund to the Solid Waste Fund for Fiscal Years 2020 and 2021 is \$6,684,982 and \$1,170,041, respectively.

ITEMS NOT INCLUDED IN THE BUDGET

As discussed during the budget work session, we anticipate borrowing approximately \$34.5 million for major capital investment projects such as Honeysuckle Roadway Improvements, City Track and Field Facility, and Rip Hewes Stadium and Parking Lot Renovations.

Items not included in the budget, but designated for “conditional funding” can be found listed in the Capital Improvement Plan which is included in this document beginning on page 126. These items will be addressed during the Mid-Biennium Budget presented in April.

CITY SCHOOLS

The Fiscal Years 2020 and 2021 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. Annual cash appropriations total \$3,738,286 which is undesignated and paid monthly. Each year end, the schools provide documentation to substantiate that the school expended the funds distributed. You will see an analysis that shows not only cash appropriations, but payments made on behalf of the schools for school crossing guards, school protection officers, 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 (\$1,306,000 for Fiscal Year 2020).

Revenues from the sale of tobacco tax stamps, interest income, and reimbursement for one-half of the school protection officers are the only source of revenue, which is budgeted at \$382,426 and \$391,640, respectively, 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, and security lighting. 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 \$3,096,455 for Fiscal Year 2020 and \$1,776,554 for Fiscal Year 2021. These budgeted funds reflect the General Fund debt only for principal and interest payments. The school debt requirement, which is a part of this General Fund debt, is \$1,306,000 for Fiscal Year 2020. The City recorded \$675,113 as revenue for Fiscal Year 2020. This revenue is a reimbursement commitment by the City of Dothan School Board to refund one-half (½) of the school portion of the 1999 General Obligation Warrant Issue. The debt for the Wiregrass Public Safety Center, which is part of this General Fund debt, is \$1,089,374 for both Fiscal Years 2020 and 2021. The City recorded \$1,000,000 as revenue for Fiscal Years 2020 and 2021. 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 \$9,564,504 for Fiscal Year 2020 and \$9,566,095 for Fiscal Year 2021. The total debt service (general, school, and utility)

requirements for the City of Dothan are \$12,660,959 for Fiscal Year 2020 (\$13,171 decrease from FY 2019 original budget) and \$11,342,649 (\$1,319,310 decrease from FY 2020) for Fiscal Year 2021. These totals reflect general obligation bonded debt, notes payable, state revolving loans, accrued interest in the Utility Fund, exchange expenses, and paying agent fees.

Based on my experience, I understand that Dothan, like other cities, needs to closely monitor the outstanding debt. The Constitutional Debt Limit was \$166.7 million as of September 30, 2018. The outstanding debt as of September 30, 2019, will total \$109,034,007 (principal only). However, the majority of Dothan's outstanding debt which is sewer debt (\$88.4 million – 81.14%) is not even applicable to the limit. The total outstanding debt includes \$1,255,000 (1.15%) for the School Fund portion. In addition, this total includes the \$15.6 million (14.3%) for the Wiregrass Public Safety Center, which will all be paid by the Wiregrass Foundation except for approximately \$1,000,000 (\$100,000 for 10 years).

The City will pay principal and interest payments totaling \$12,427,292 and \$11,131,886 in Fiscal Years 2020 and 2021, respectively. After the principal payments are made on September 1, 2019, the outstanding balance at the end of this fiscal year will total \$109,034,007. Without any additional debt, the outstanding debt will decrease to \$99,290,642 as of the 2020 fiscal year-end and \$90,557,880 as of the 2021 fiscal year-end.

FUND BALANCE

The City recognizes that the maintenance of a fund balance is essential to the preservation of the financial integrity of the City and is fiscally advantageous for both the City and the taxpayers. A policy that provides established goals and

guidance concerning the desired level of fund balance maintained by the City to mitigate financial risk that can occur from unforeseen revenue fluctuations and unanticipated expenditures is being developed. It is our goal to achieve and maintain an unassigned fund balance in the General Fund and Utility Fund at fiscal year-end from 8% to 17% (\$18m - \$38m) of the subsequent year's budgeted expenditures and outgoing transfers. Fiscal Year 2020's estimated Fund Balance for the General Fund and Utility Fund, respectively, is \$29 million and \$26 million. Fiscal Year 2021's estimated Fund Balance for the General Fund and Utility Fund, respectively, is \$26 million and \$22 million. These balances are within our goals set.

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 fund balance reserve will 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.

MID-BIENNIUM BUDGET

This Biennium Budget process has afforded the City the opportunity to adopt two operating budgets, including capital, at one time. Keep in mind that the Commission can and does make adjustments during the year as necessary for additional capital, grants and operations. However, by adding the planned capital funding to this budget, additional appropriations throughout the year should be limited. By April 15th of each year, I will present to you a Mid-Biennium Budget that will consider items included in the Capital Improvement Plan that were labeled as "conditional funding" during this budget process. A six-year forecast document will also be provided and discussed in detail as well as a complete ten-year history of actual revenues and expenditures by department.

SUMMARY

After an in-depth review of each department's budget and budgeting for capital improvement projects, I am presenting to the Commission a balanced budget for Fiscal Years 2020 and 2021. Although the capital plan I am proposing is ambitious, I believe we can accomplish what we have planned. Further, I am confident that we have the resources necessary to fund the capital plan, including servicing additional debt for those projects such as Honeysuckle Roadway Improvements, City Track and Field Facility, and Rip Hewes Stadium Renovations. At the same time, we have been able to fund the additional operating needs of the departments. As has been the City's practice, revenue projections continue to be appropriately conservative while our expenditures projects are realistic. Although many requests warrant funding, not all could be funded, or expected to be completed during the next two years. Once all financial data is compiled and the audit is completed for Fiscal Year 2019, the

ending fund balances for each fund will be evaluated to determine the level of funding permitted for the conditional projects identified in this budget process and will be presented to you during the Mid-Biennium Budget cycle. All capital projects will be monitored and the progress of each reported to you monthly. In addition, each service such as electricity, water, sewage, and garbage will continue to be closely reviewed and an analysis showing revenues and expenditures will be compiled by the Finance Department for your review monthly.

I am recommending this Biennium Budget for Fiscal Years 2020 and 2021 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 our 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.

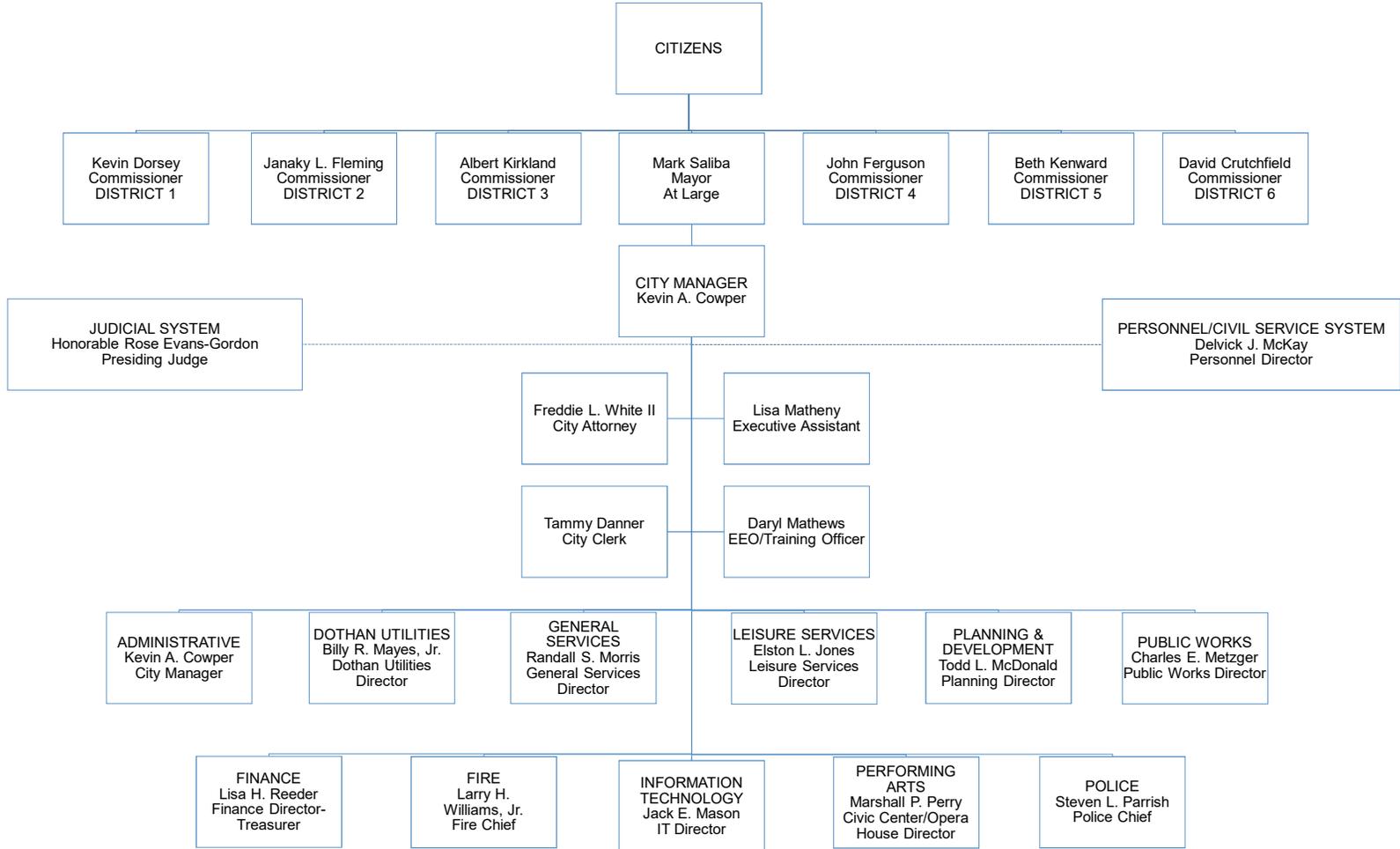
Respectfully Submitted,



Kevin A. Cowper
City Manager

CITY OF DOTHAN, ALABAMA

ORGANIZATIONAL CHART



ADMINISTRATIVE DEPARTMENT

PROGRAM ORGANIZATIONAL CHART

CITY MANAGER

Kevin A. Cowper



ADMINISTRATION

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

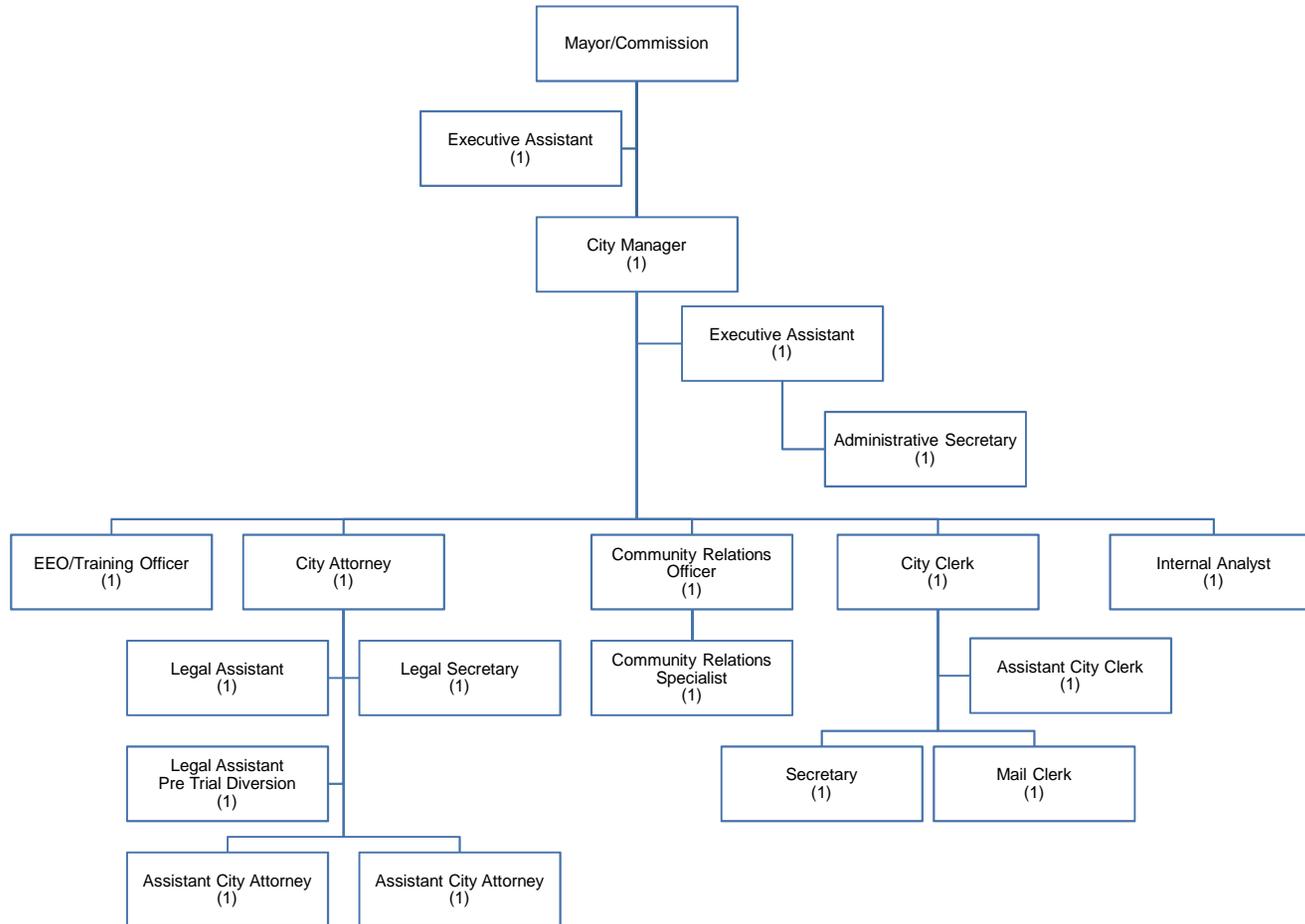


CITY CLERK

- 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

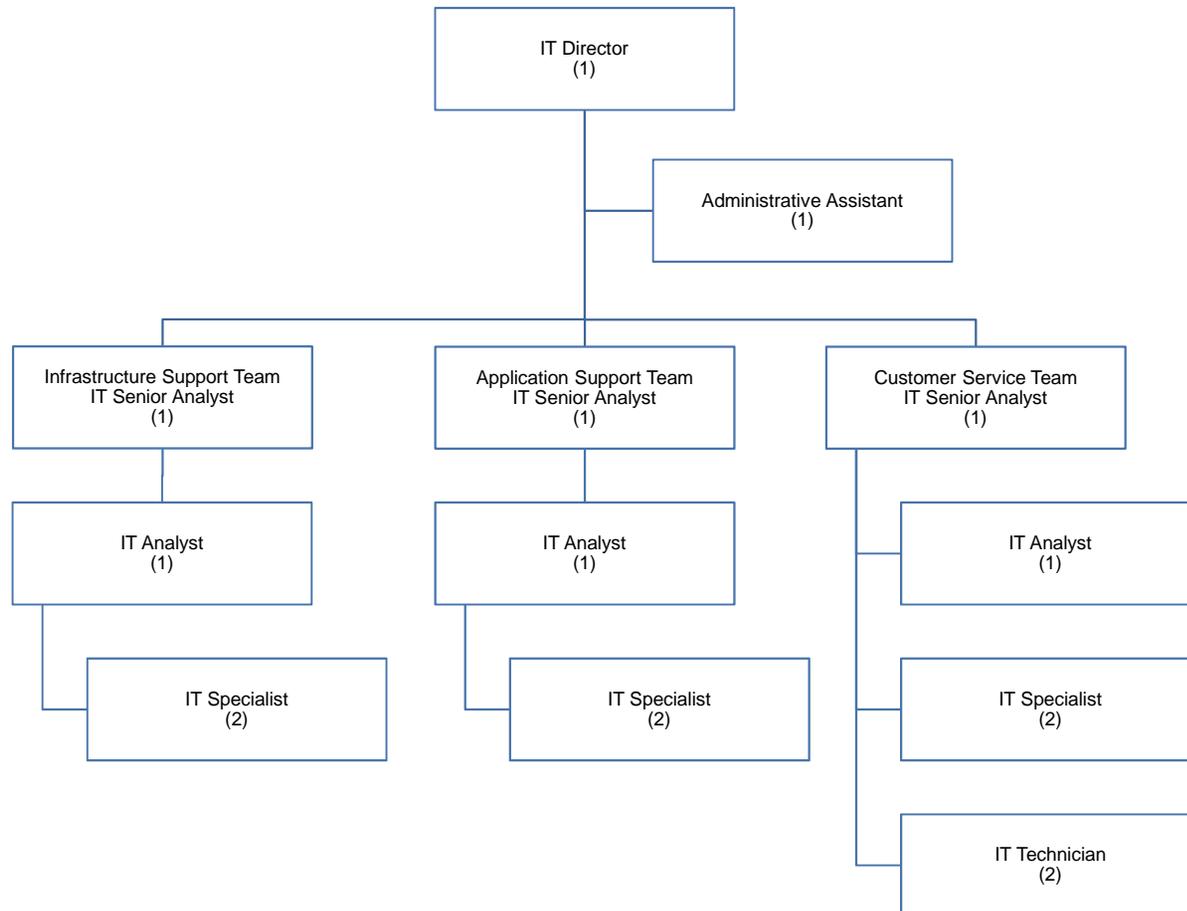


ADMINISTRATION & CITY-WIDE SUPPORT

- 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

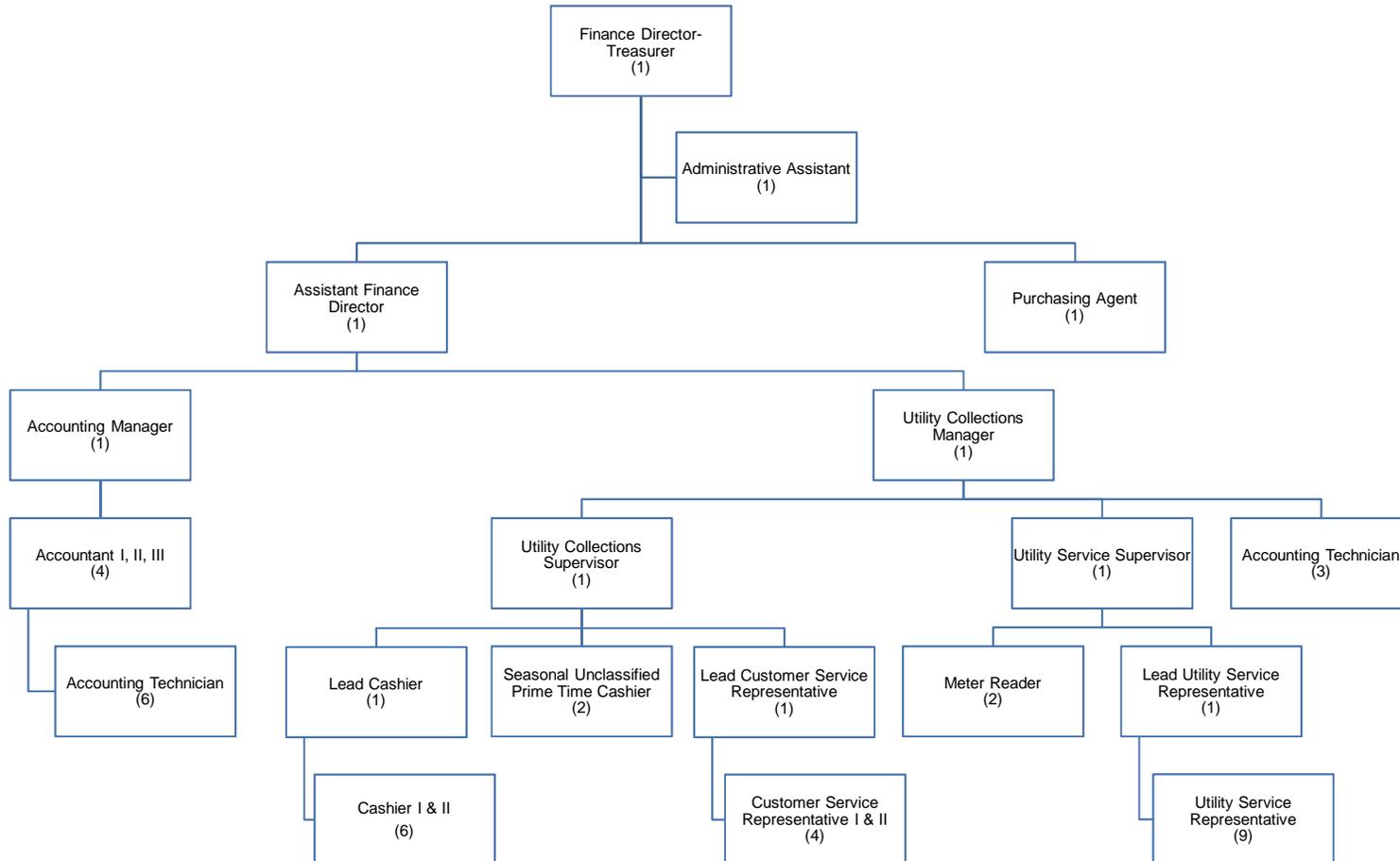


COMBINED UTILITIES

- 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

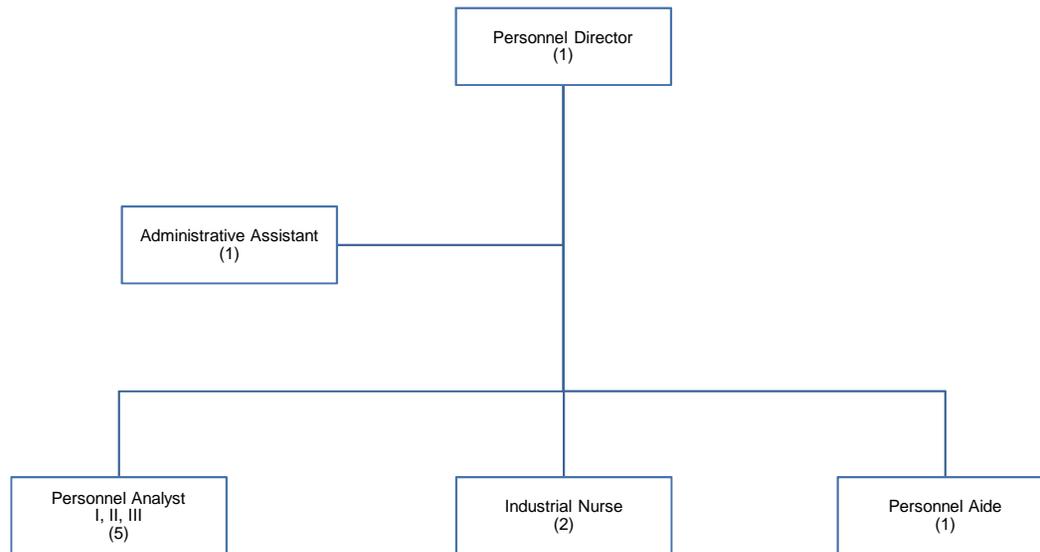


EMPLOYEE HEALTH CLINIC

- 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

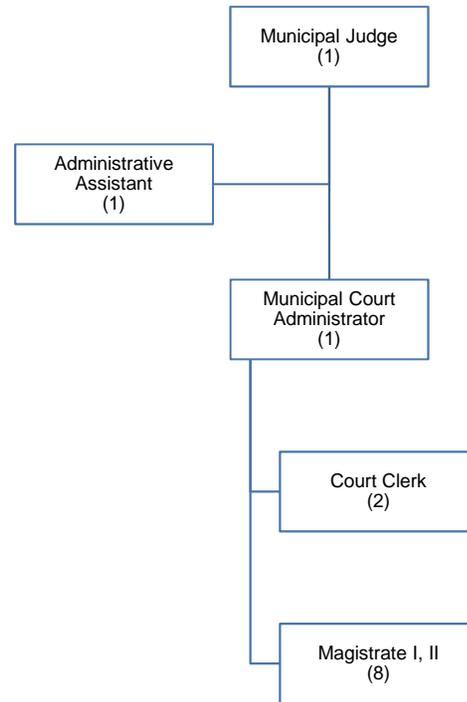


ADMINISTRATION

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

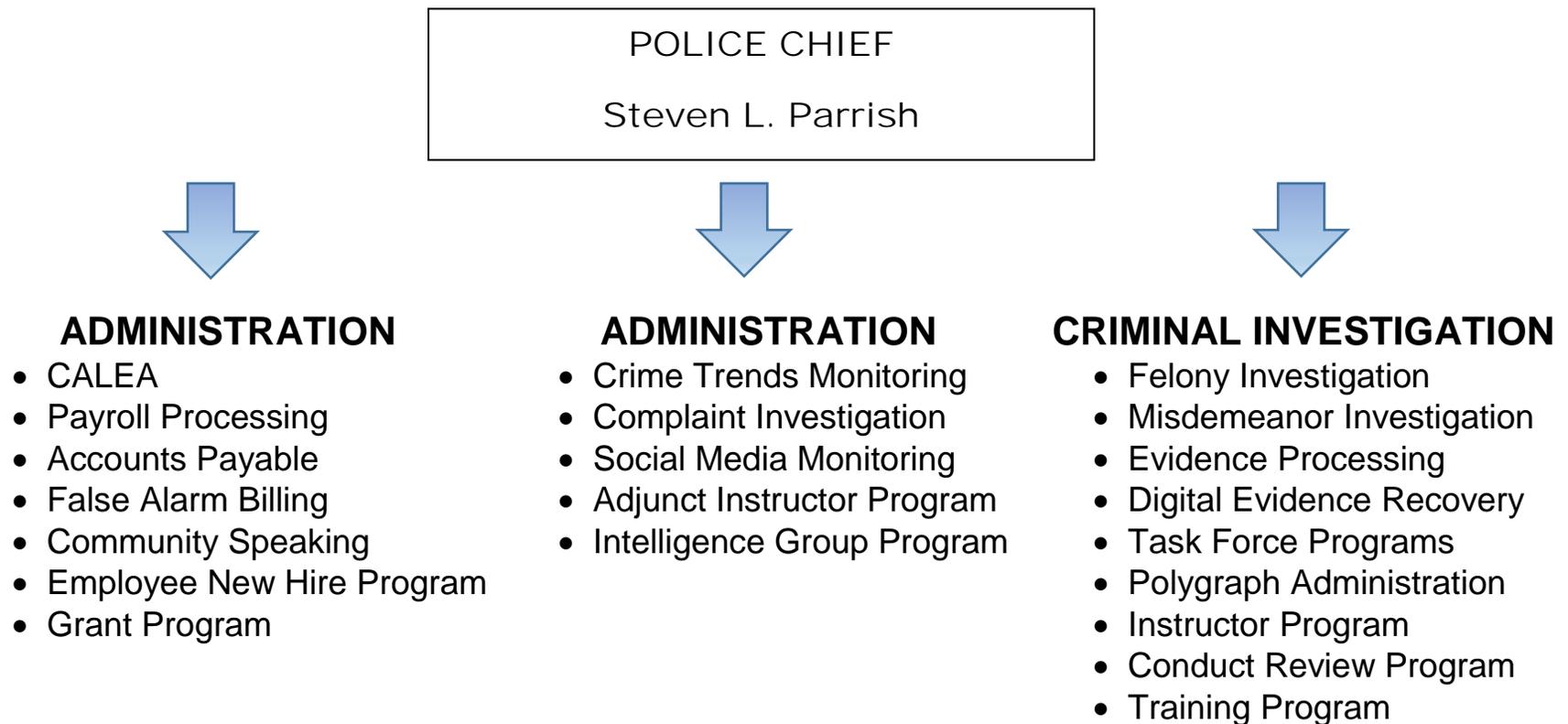
JUDICIAL DEPARTMENT

STAFFING ORGANIZATIONAL CHART



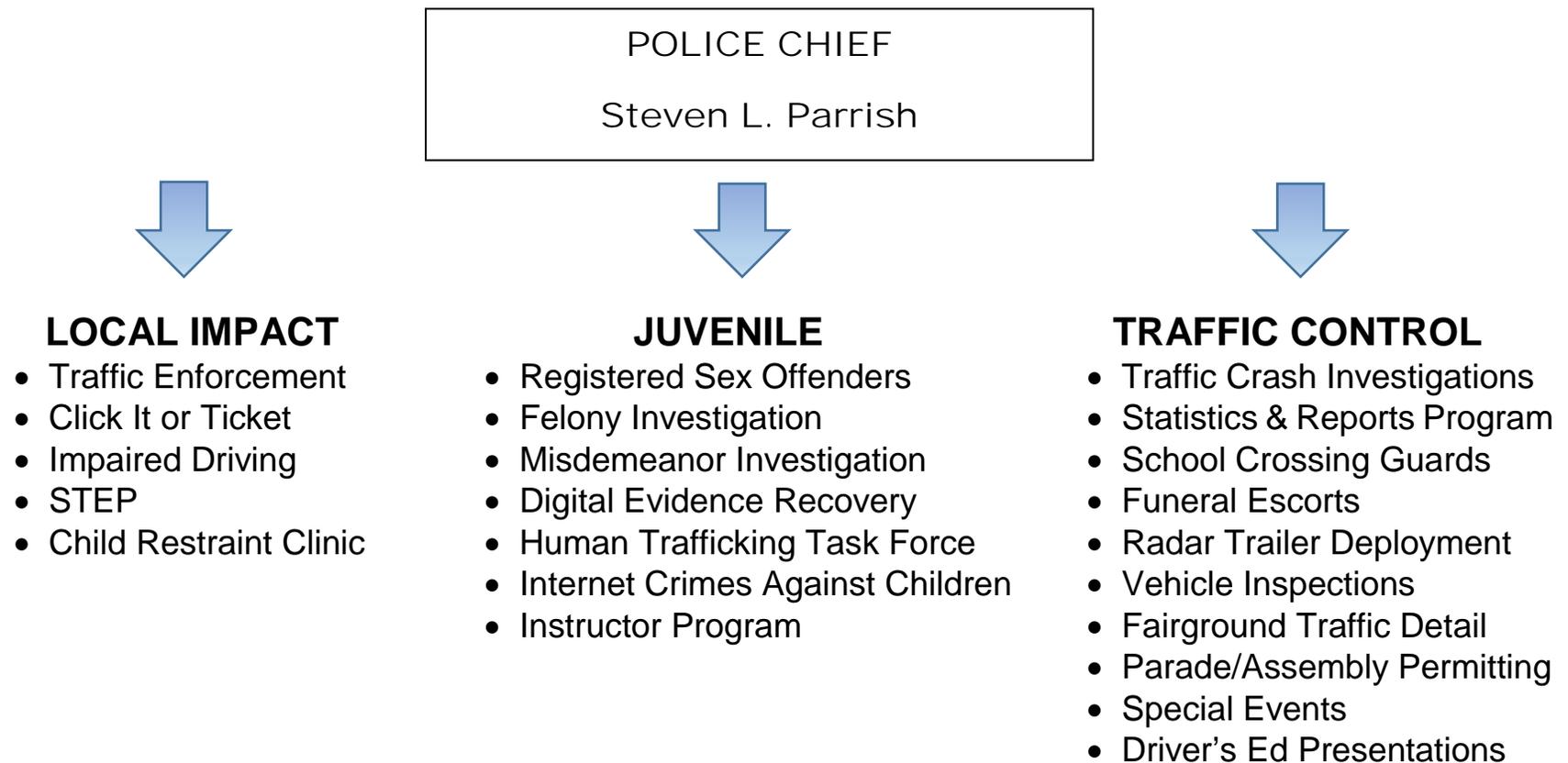
POLICE DEPARTMENT

PROGRAM ORGANIZATIONAL CHART



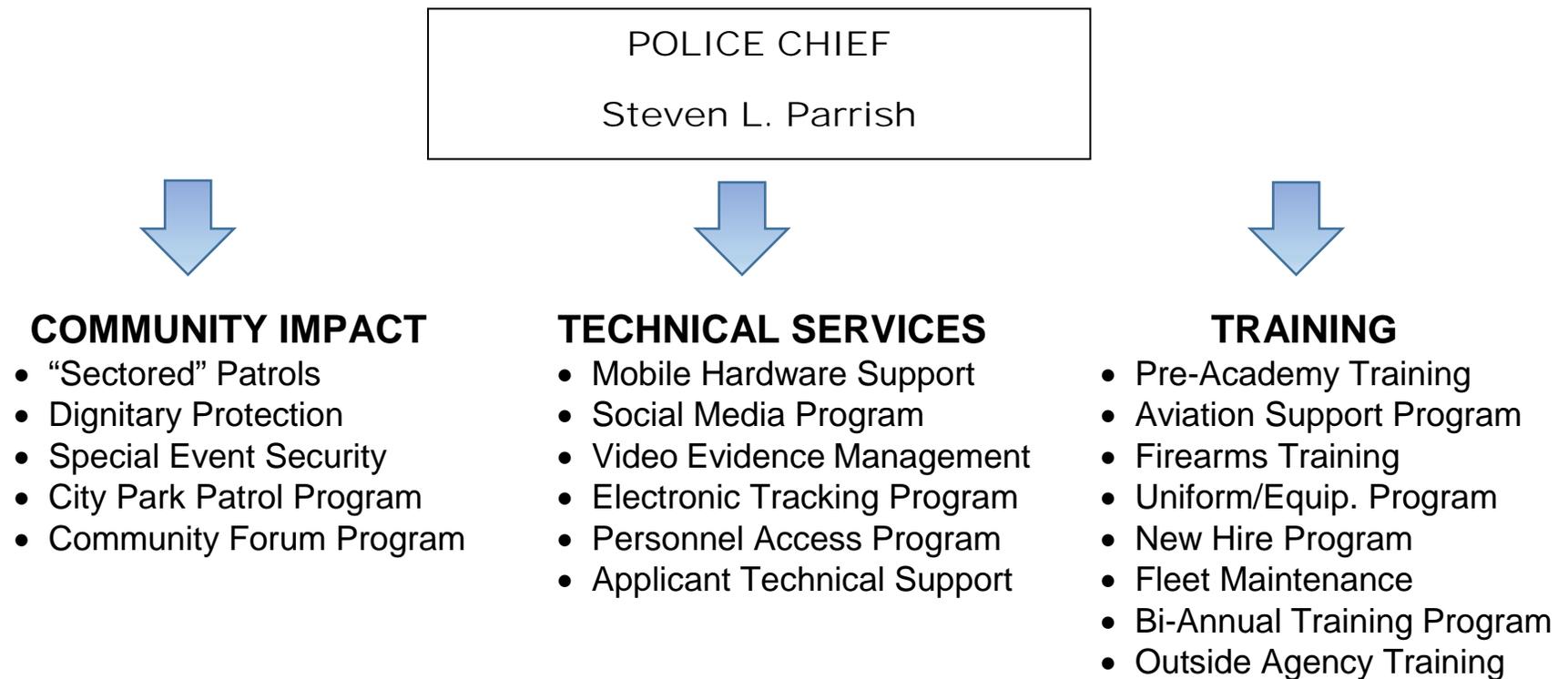
POLICE DEPARTMENT (continued)

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

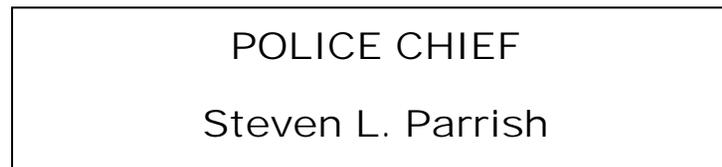


COMMUNICATIONS

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

POLICE DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

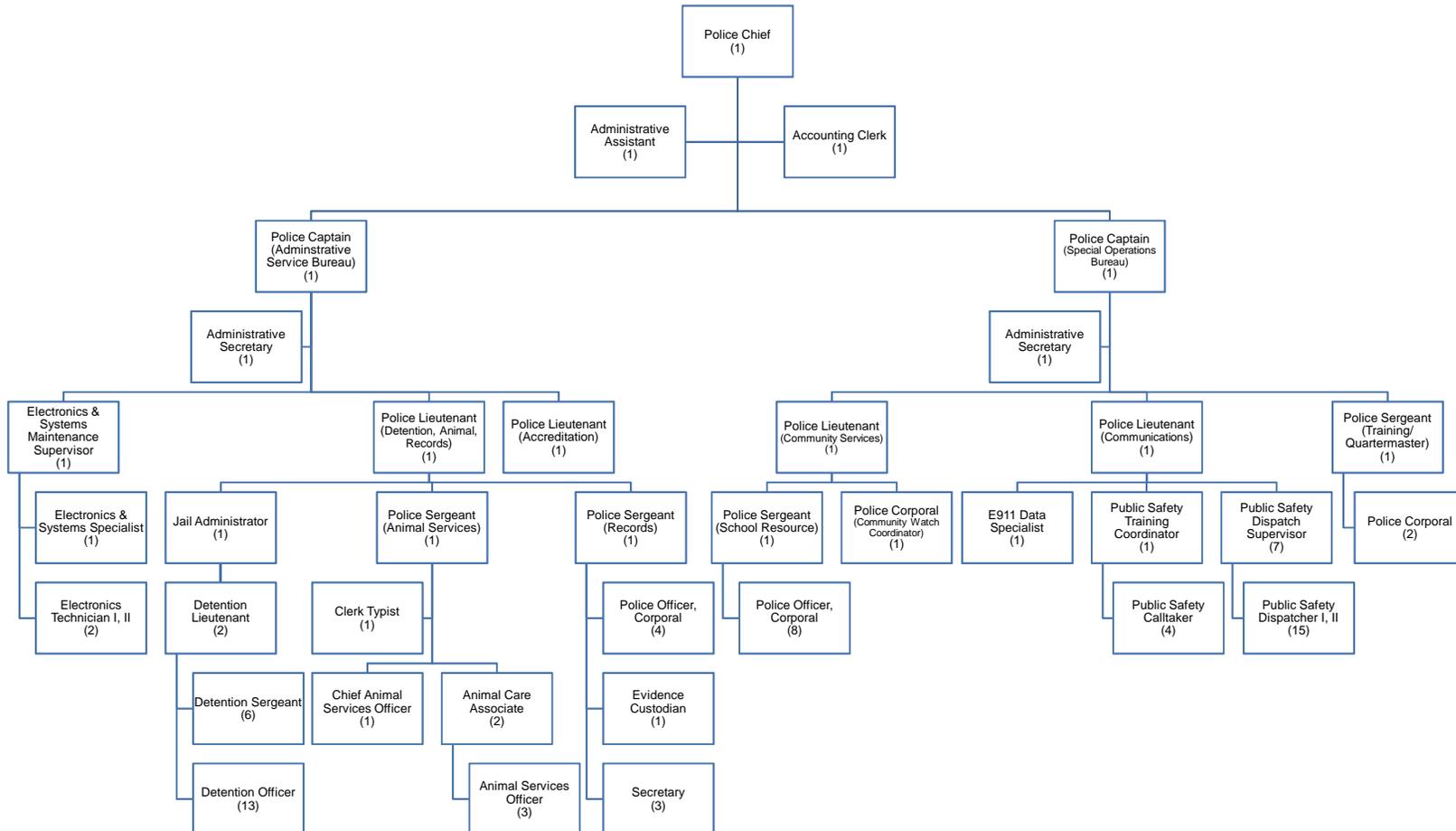


ANIMAL SERVICES

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

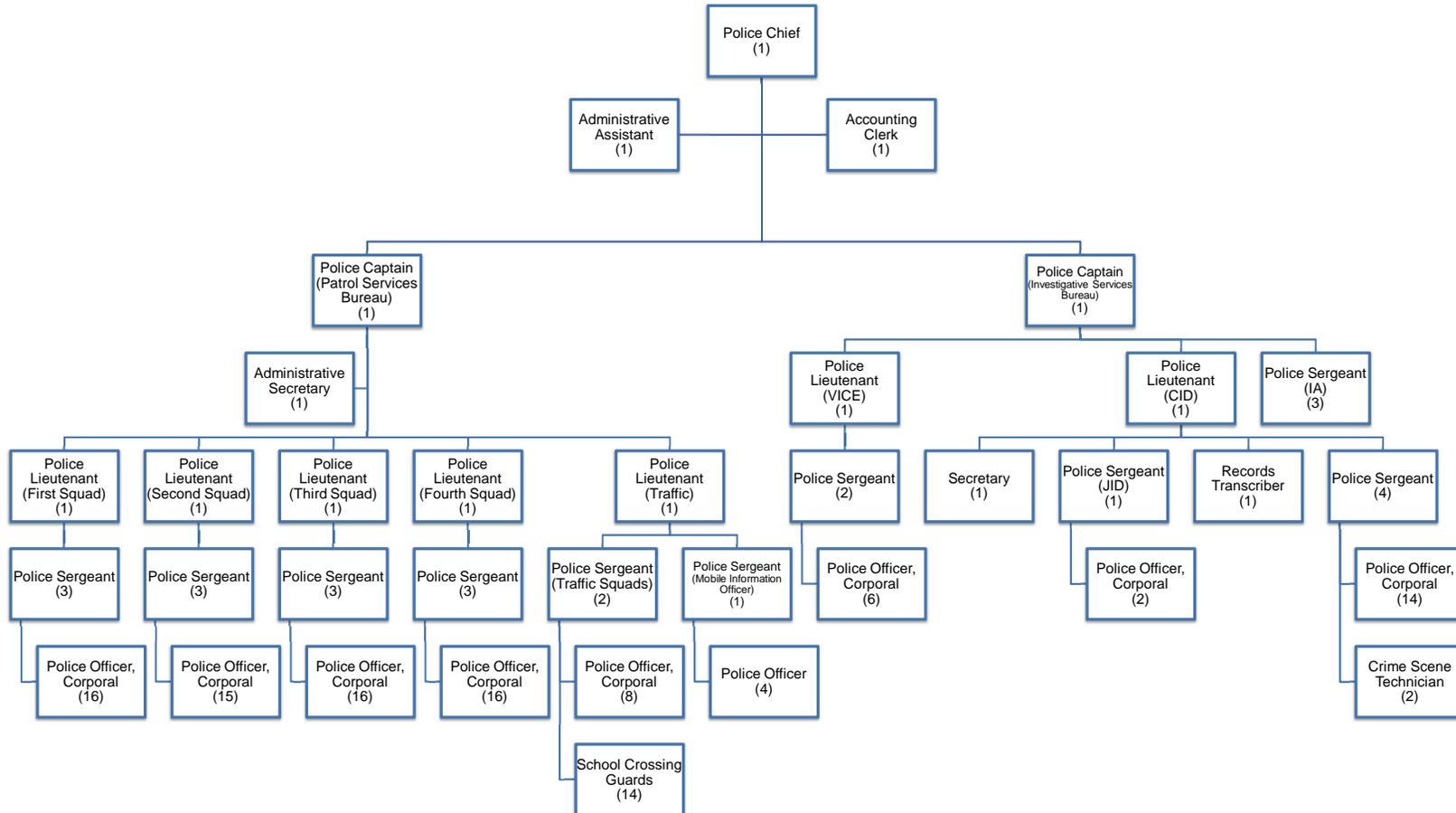
POLICE DEPARTMENT

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

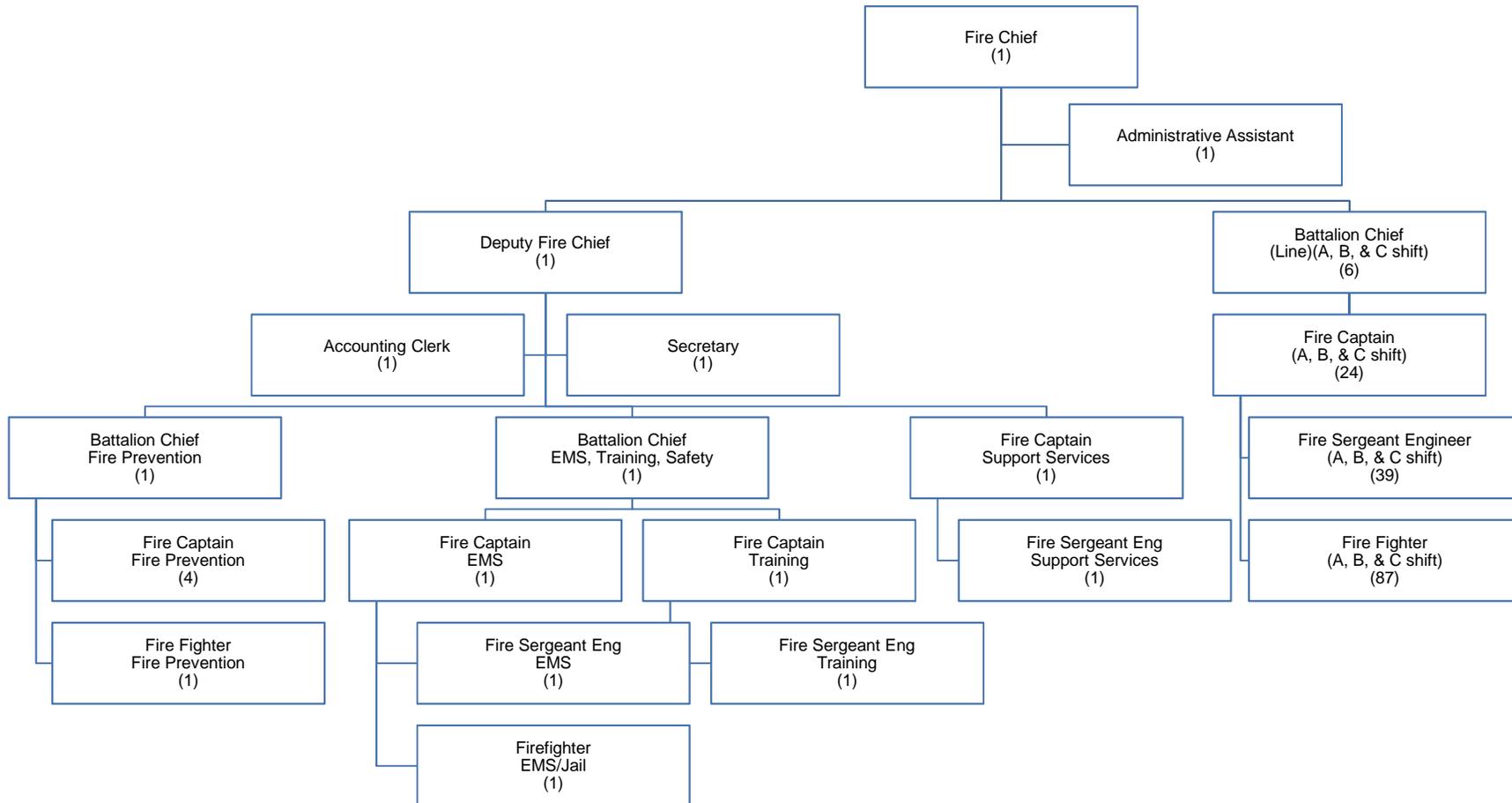


PREVENTION

- 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

Charles E. Metzger



ENGINEERING SERVICES

- Storm Water & Floodplain Management
- Construction Inspection Program
- Plan Development Review Program
- CADD/GIS Program
- Engineering Design/Project Management
- Sanitary Sewer Assurance Program
- Surveying Program
- Bridge Inspection Program
- ROW/Easement Acquisition Program
- Utility Locates Program
- E911 Addressing Program

PUBLIC WORKS DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

PUBLIC WORKS DIRECTOR
Charles E. Metzger



TRAFFIC ENGINEERING

- Signal Maintenance Program
- Signal Upgrade Program
- Sign Maintenance & Installation Program
- Pavement Marking Maintenance Program
- Signal Synchronization Program
- Fiber Optic Network Maintenance Program



STREET

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

PUBLIC WORKS DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

PUBLIC WORKS DIRECTOR

Charles E. Metzger

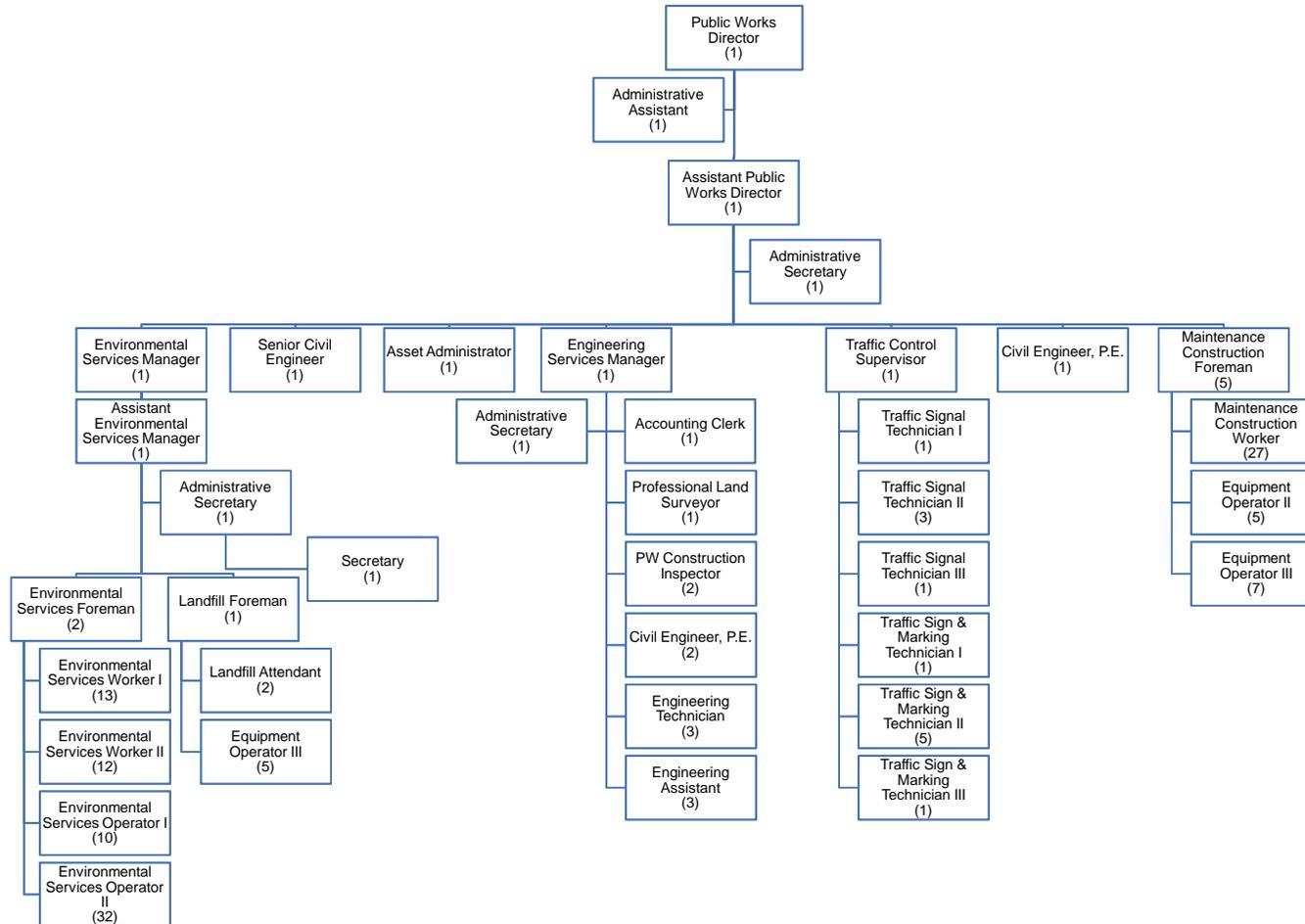


ENVIRONMENTAL SERVICES

- 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
- Operations Program

PLANNING & DEVELOPMENT DEPARTMENT (continued)

PROGRAM ORGANIZATIONAL CHART

PLANNING DIRECTOR

Todd L. McDonald



LICENSE

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



TRANSPORTATION PLANNING

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

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

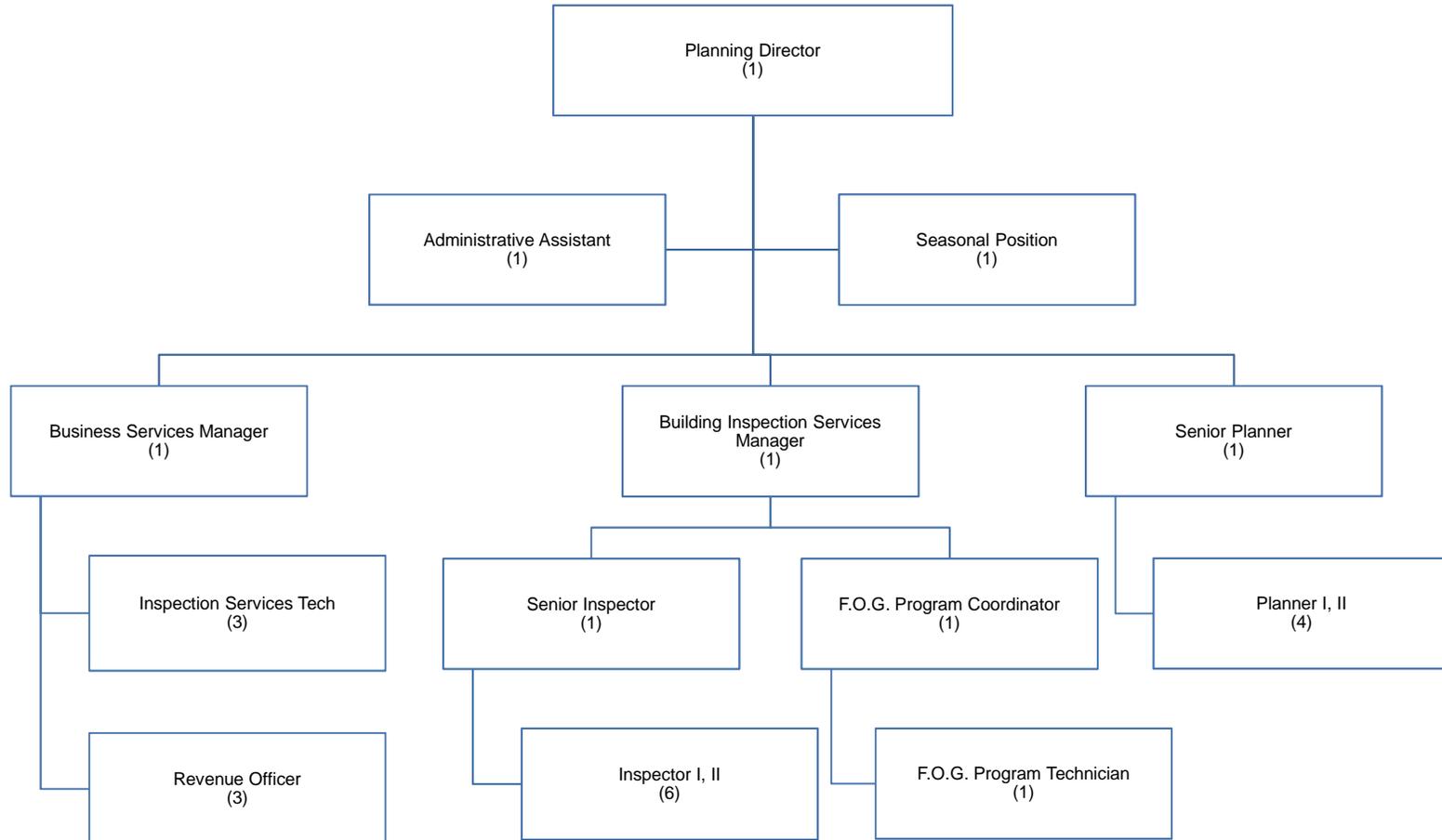


COMMUNITY DEVELOPMENT

- 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

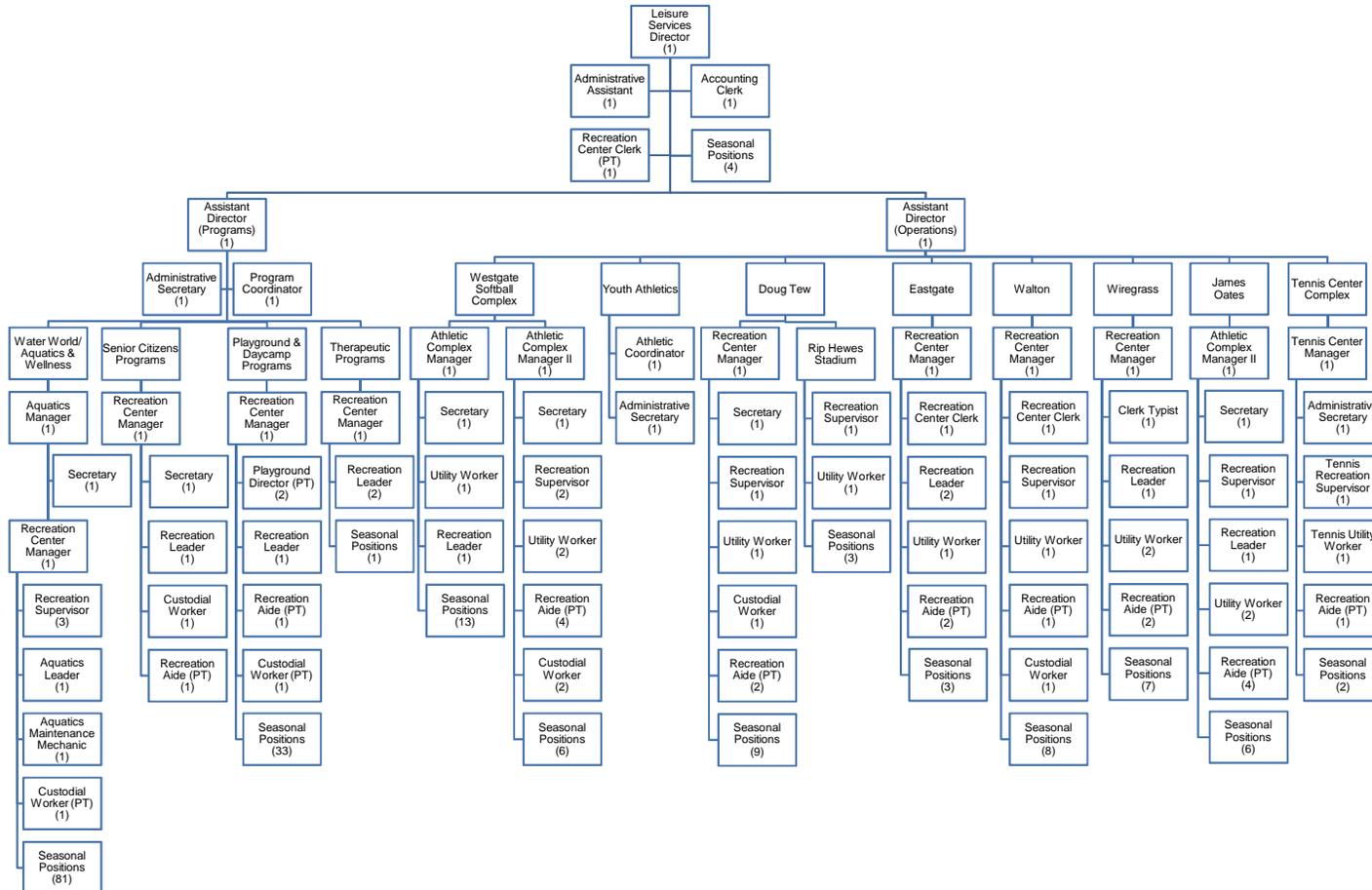


SPECIAL EVENTS

- 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

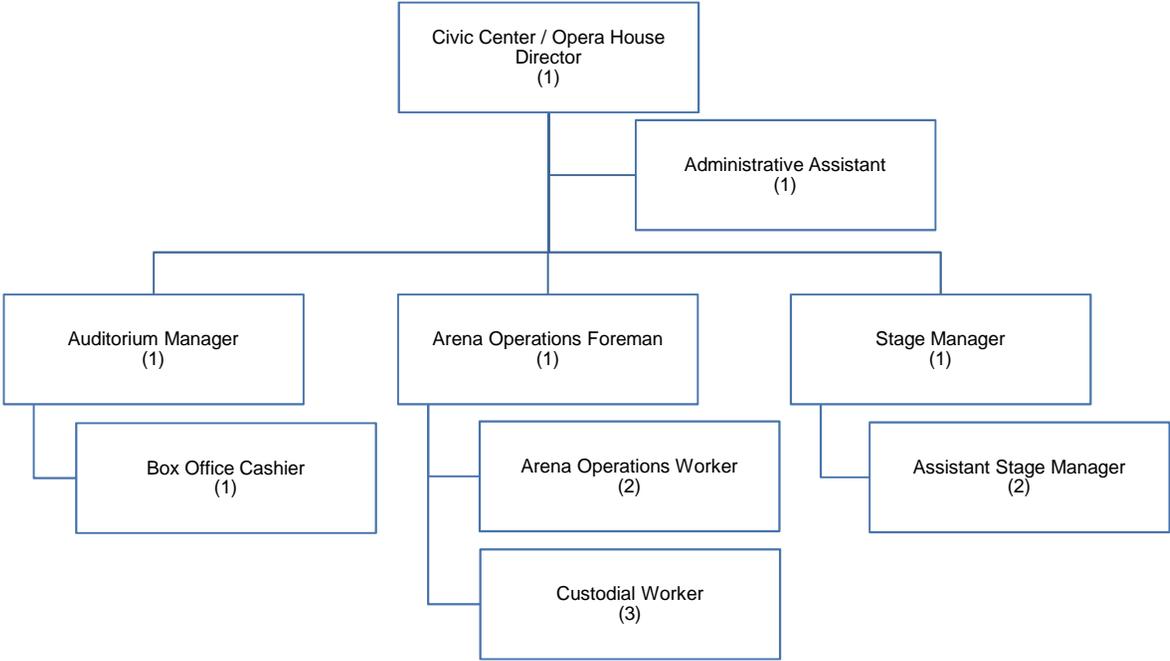


ROY DRIGGERS

- 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

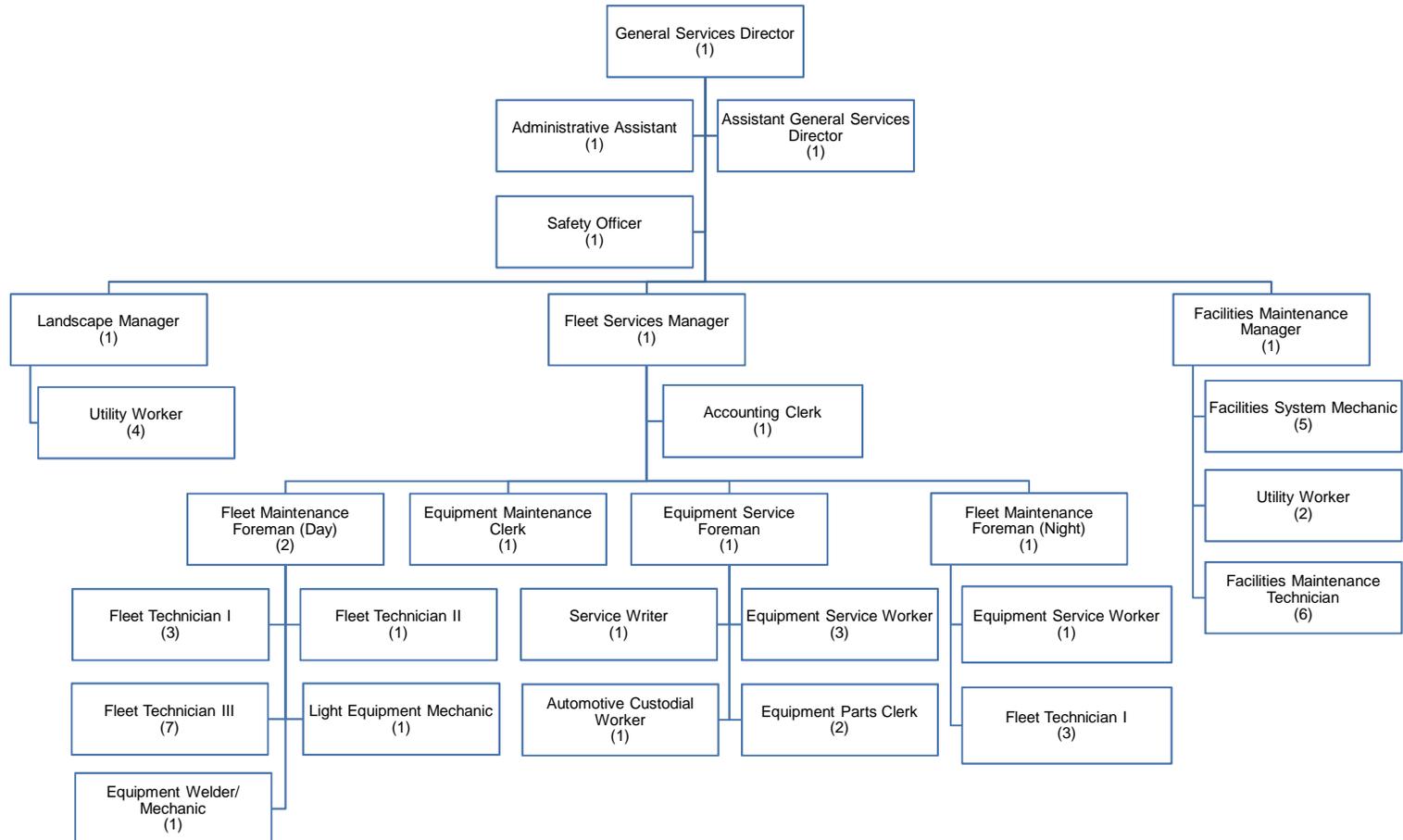


INSURANCE

- 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.

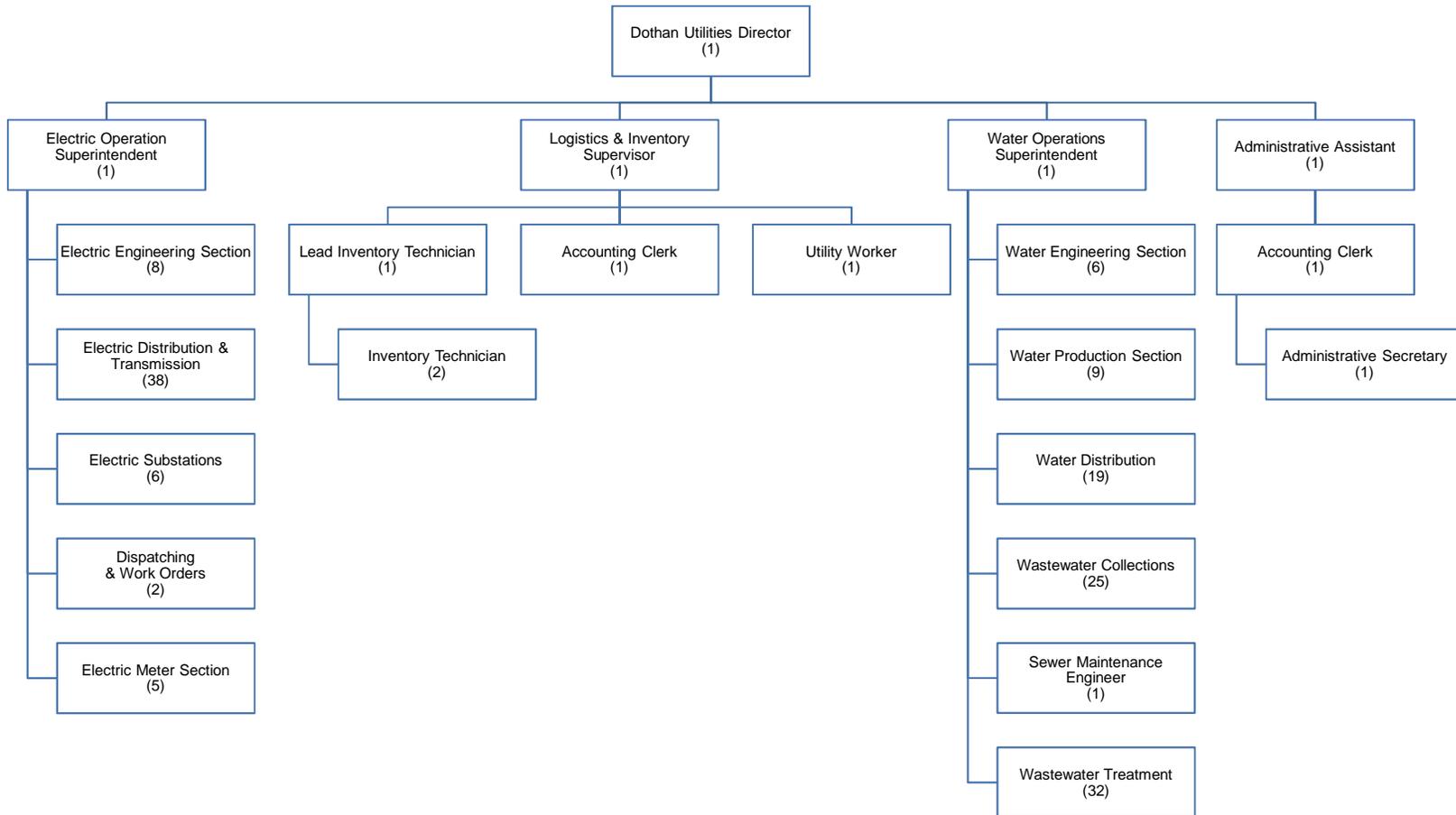


WASTEWATER TREATMENT

- 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 2034

IN 2034,
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 2019

Top Priority

Assistant City Manager

Police Staffing Compensation and Benefits

Animal Shelter and Services

Rip Hewes Football Stadium

Track Facility

Honeysuckle Road Improvements

Adaptive Traffic Signals and Enforcement

High Priority

Customer Service Enhancements

City Owned Property: Direction

Sewer Projects: Funding

School Property: Direction

Technical/Trade School Development: Advocacy

Schools Strategy

Highway 84 West Expansion



CITY OF DOTHAN: STRATEGIC PLAN

GOALS 2024

Maintain a Financially Sound City and
a High Performance Team

Expand the Local Economy

Plan for Dothan's Future

Make Dothan a More Livable City

Improve Mobility



CITY OF DOTHAN: STRATEGIC PLAN

MANAGEMENT AGENDA 2019

Top Priority

Landfill: Permitting and Construction
City Entrance Beautification Plan/ROW Maintenance
Communications and Marketing Expansion
IT Upgrade Plan Implementation
Alcohol Ordinance Modification
Girard Basin Follow-Up

High Priority

AMI Implementation
EPA Compliance with Administrative Order
Red Water Program/Projects: Implementation
Leisure Services Program Master Plan: Completion
National Guard Armory: Direction
Capacity Assurance Policy Review: Sewer



CITY OF DOTHAN: STRATEGIC PLAN

DOTHAN CITY GOVERNMENT: 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 years 2020 and 2021 to serve the City of Dothan. It is not all inclusive but provides performance measurements to determine successful completions.

City of Dothan Departments

FY 2020-2021

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City of Dothan

Goals 2020-2021

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 & Inclusive City

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: Build a transparent, high performing, customer service focused City organization

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

Strategies:

- Introduce and implement the high performing organization (HPO) concept to improve interdepartmental coordination and internal/external customer service.
- Develop and implement a system of employee teams built around priority themes.
- Recruit and hire an Assistant City Manager, Community Relations Officer and Community Relations Specialist.
- Evaluate the benefits of implementing an "Open Checkbook" or similar program so that all financial information is readily available to the public.
- Enhance communication with the City Commission.
- Enhance communication with school board, planning commission, Dothan Downtown Redevelopment Authority (DDRA) and other boards/commissions with period public reports.
- Ensure that departmental operating and capital budgets are aligned with the strategic vision of the City and organize the strategic planning and budgeting process on a two-year cycle.

Performance Targets:

- Hire Community Relations Officer by December 2019.
- Hire Assistant City Manager by January 2020.
- Send key department heads to HPO training beginning 2020.
- Meet personally on an ongoing basis with County Commission, Dothan City Schools, DDRA, Grow Dothan, Visit Dothan, Chamber of Commerce, and Wiregrass Foundation.
- Meet personally on an ongoing basis with the Mayor and City Commissioners.
- Provide a weekly or bi-weekly City Manager newsletter update for the City Commission beginning 2020.
- Provide consistent forums for the City Commission to communicate with constituents beginning 2020.
- Make decision to implement "Open Checkbook" or similar program in 2020.
- Develop and implement a capital project monitoring system with public interface available beginning 2020.

Objective 2: Improve the condition and appearance of mature/declining neighborhoods

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Create a neighborhood based planning program to strategically redevelop blighted neighborhoods and systematically address neighborhood concerns.
- Develop and implement a comprehensive neighborhood improvement program that concentrates City resources to bring about sustainable improvement including housing maintenance, property maintenance, infrastructure improvements, public safety and improved relations.

Performance Targets:

- ❑ Create a neighborhood improvement employee team to serve as a coordinating group for neighborhood improvement beginning 2020.
- ❑ Hold at least one comprehensive neighborhood clean-up event beginning 2020.

Objective 3: Improve Neighborhood relations and communication

Goals: Make Dothan a More Livable and Inclusive City

Strategies:

- Develop and implement a neighborhood based communication system to improve neighborhood relations and communication pertaining to planning, infrastructure and development issues.
- Create and manage programs designed to enhance neighborhood capacity and information sharing.

Performance Targets:

- ❑ Develop and implement a neighborhood based communication system to improve neighborhood relations and communication pertaining to planning, infrastructure and development issues beginning 2020.
- ❑ Initiate a program to form and register neighborhood associations beginning 2020.

<i>Objective 4: Revitalize older commercial corridors</i>
--

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Make infrastructure improvements consistent with redevelopment plans to improve roadway conditions, drainage, lighting, signage, sidewalks, landscaping and the like
- Remove regulatory barriers to redevelopment.
- Develop and implement a system of financial and/or regulatory incentives to facilitate redevelopment in target areas consistent with redevelopment plans.

Performance Targets:

- Implement commercial (re)development incentive program beginning 2020.

<i>Objective 5: Enhance Downtown as the center of the community</i>
--

Goal: Plan for Dothan's Future

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Update New Mayor/Commissioner materials and presentation.
- Develop a redevelopment incentives program for use by target businesses/property owners.
- Maintain landscaping, sidewalks, crosswalks, pedestrian lights and remove unnecessary sidewalk obstacles including utility poles, signs, hydrants etc.
- Develop and implement strategies to liven public park spaces such as interactive art and similar tactical projects.
- Develop and implement strategies to energize public sidewalks and alleys with outdoor cafes, merchandise displays, canopies/awnings, string lighting and similar tactical projects.

Performance Targets:

- Implement commercial (re)development incentive program beginning 2020.
- Upgrade lighting and repair sidewalks by March 2020.
- Perform a market study to identify potential target business opportunities in 2020.
- Amend city code to enable sidewalk cafes / outdoor dining by March 2020.

<i>Objective 6: Improve growth management</i>
--

Goal: This objective relates to all the strategic planning goals

Strategies:

- Enhance the quality and timing of new City infrastructure concurrent with growth.
- Promote coordination between planning, economic development and infrastructure related departments and agencies.
- Strategically invest in new and improved infrastructure in target redevelopment areas.
- Evaluate the development review and permitting process to ensure predictable and timely outcomes.

Performance Targets:

- ❑ Create an employee team to serve as a coordinating group for growth management beginning 2020.
- ❑ Design and implement a development agreement program for developments to define Developer, City (possibly County) and Utility responsibilities and obligations beginning 2020.

<i>Objective 7: Enhance the function and appearances of existing infrastructure and major transportation routes</i>
--

Goal: Make Dothan a More Livable and Inclusive City, Improve Mobility

Strategies:

- Utilize the resurfacing program to advance neighborhood improvement and redevelopment initiatives in coordination with Public Works, Planning & Development and Dothan Utilities.
- Upgrade all deficient infrastructure in association with resurfacing projects.
- Improve wayfinding including lighted street signs and standardized decorative streetlights on major corridors.
- Improve maintenance of State Roads.
- Set the community standard at City facilities for building and grounds maintenance.
- Divest City of surplus properties in a manner that produces the best community benefit.
- Coordinate with Visit Dothan to aggressively market sports recreation facilities.

Performance Targets:

- ❑ Create an employee team to serve as a coordinating group for infrastructure projects beginning 2020.
- ❑ Initiate discussion with ALDOT regarding maintenance of key State Roads in 2020.

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.

****This objective is being carried forward from previous Business Plan, strategies and performance targets were not available at the time of completing plan.***

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: 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 2019
- ❑ Discuss with users of the software to communicate pros and cons of the software, January 2020
- ❑ Present findings to City Manager, March 2020

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 with the EPA Administrative Order on Compliance

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

Strategies:

- Assist and ensure that all quarterly reports and other reports to the EPA are complete and on time pursuant to the Administrative Order on Compliance

Performance Targets:

- Ensure the submission of the quarterly reports in a timely manner until the City is released from the Administrative Order of Compliance
- Assist with the AOC Final Report to satisfy the requirements with a target completion date of June 2020.
- Estimated completion November 2020

Objective 2: Review Pretrial Diversion Program

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

Strategies:

- Review the Pretrial Diversion Program in other jurisdictions to determine if our program could be improved, streamlined or expanded in any manner

Performance Targets:

- Estimated to be completed by November 2020

Objective 3: Assist the Planning and Development Department in revising the Ordinances regarding nuisance and weeds

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Assist in revising and/or drafting new municipal ordinances regarding nuisance and overgrown lots

Performance Targets:

- ❑ Estimated to be completed by August 2020

Objective 4: Coordinate with the Magistrate’s office to review outstanding warrants that are over ten (10) years old

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

Strategies:

- Assist the Magistrate’s Office in reviewing warrants that have been outstanding for over ten (10) years

Performance Targets:

- ❑ Estimated to be completed by November 2020

Administration - City Clerk

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

Objective 1: Stay on top of updated Elections Laws in anticipation of City of Dothan Municipal Elections August 3, 2021 and Municipal Run-off Election September 14, 2021, if necessary

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

Strategies:

- Attend training sessions and conferences that present new election laws and changes
- Update Elections Packets for candidates with new forms and procedures
- Maintain updated Voters List obtained from Houston County
- Recruit Poll Workers for each Polling location within the City of Dothan (there are twelve polling locations)

- Purchase Election Supplies to include absentee ballots and regular Election Day ballots
- Inspect and Seal Voting machines
- Submit required ordinances and resolutions required by law pertaining to the election to the City Commission for approval at the required times
- Oversee day of election
- Present results to Commission for canvassing as required by law

Performance Targets:

- Attend Alabama Municipal Clerks Conference in Gulf Shores, Alabama that will address new election laws and updates. (December, 2019)
- Attend additional conferences or classes in 2020 that will address new election laws and updates if necessary.
- Update Election Packets for candidates qualifying for the August 3, 2021 Municipal Election. (April, 2021)
- Construct and mail out updated polling locations for each registered voter within the Dothan City limits. (July, 2021)
- Recruit up to twelve (12) Poll Workers for each polling location (twelve polling locations). (July, 2021)
- Hold Poll Worker School of Election. (July, 2021)
- Verify Absentee Applications as they are received by the City Clerk's Office and process absentee ballots accordingly. (July, 2021)(August, 2021 for Run-off, if necessary)
- Inspect and Seal Voting machines. Voting machines are rented from Houston County. Invite public to view inspection. (August, 2021)
- Process all ordinances and resolutions approved by City Commission at the appropriate time to include publications in the local newspaper as required by law. (May – September, 2021)
- Verify delivery of voting machines and election supplies, including ballots, to each polling location day before election. (August 2, 2021)
- Verify all Poll Workers show up for Election Day. Oversee the delivery of ballots, election supplies, and election results on election night after polls close. (August 3, 2021)
- Tally results from each voting machines and present to Commission to canvass and announce winners of election and/or announce Run-off election.

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 and Inclusive 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 a path forward for joint academy no later than February 2020.
- ❑ Develop curriculum for Fire Academy or Public Safety Academy no later than March 31, 2020.
- ❑ Conduct at least two (2) presentations or media interview regarding fire safety or injury prevention each month.
- ❑ Develop, educate and implement Home Fire Safety Inspection program by June 1, 2020.
- ❑ Work with Building Official to develop a quarterly presentations to City Manager of continued efforts of dilapidated building program.

Objective 2: Partner with Police Department to develop timeline and process for moving-in to new Wiregrass Public Safety Training Center, developing management protocols, determining new training programs that will enhance operational efficiency of the organization and improve safety of our members

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

Strategies:

- Develop a working plan of the process we will utilize to transition from Westgate Training to the WPSC.
- Develop educational opportunities for our community partners and local agencies such as volunteer fire and rescue departments.
- Develop and implement more simulations and hand-on training opportunities for our members.
- Continue to promote and deliver educational programs as a regional training center of the Alabama Fire College.
- Assemble a committee, representing both Departments, to provide input and suggestions on the layout of the facility.

Performance Targets:

- ❑ Continue to work with PD to develop a move-in plan for both Training Divisions by October 1, 2019.
- ❑ Develop a Grand Opening Program with PD, General Services, and Wiregrass Foundation prior to opening – projected January 2020.
- ❑ Develop a Training Committee to work with Coordinator and Departments for creating a training schedule for 2020-2021 – July 2019.

Objective 3: Develop architectural design for new Fire Station #10 located on West Main Street

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

Strategies:

- Solicit proposals and select an architectural firm to provide the design plans for the lots and structures.
- Assemble a committee, representing a cross section of our Department, to provide input and suggestions on the design of the station.
- Review plans as developed by the firm to ensure compliance with Departmental needs.
- Continue to work with City Manager and General Services to determine funding options for Station construction.

Performance Targets:

- ❑ The FD will work with General Services to begin bidding for architectural design as soon as the funding is provide for the 2021 budget cycle

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:

- Complete formatting of all guidelines and policies into new system so members can easily retrieve the correct/current information. Decrease clutter!
- 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:

- ❑ Complete review, educational and implementation process of 50% of guidelines by June, 2020
- ❑ Complete remaining 50% of policy /guideline review by June 2021.

Objective 5: Develop and Implement Strategy to Overcome our Current Staffing Shortage, Emphasizing the Importance of attracting Advanced EMT's and Paramedics

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

Strategies:

- Develop a recruitment committee to develop a video that supports shortage of paramedics and firefighter applicants.
- Determine the correct path forward regarding all recruiting efforts.
- Provide incentive for current licensed Paramedics to promote members and others for seeking the opportunity to become a Paramedic with the DFD.
- Continue to recruit Paramedic and Advanced EMT candidates in the hiring process.

Performance Targets:

- ❑ Provide a minimum of two (2) Paramedic / Advanced EMT recruiting programs per quarter throughout the year beginning August 2019.
- ❑ Convene Recruitment Committee to develop path forward and recruitment video by December 31, 2019.

- ❑ Continue to work with Personnel to determine additional incentives that will assist in recruitment and retention (Move to Tier 1 RSA, Payment for % of Sick Leave, and Educational incentives).

Objective 6: Develop Mass Gathering Ordinance and improve overall preparedness efforts of DFD to any mass casualty response

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Implement preparedness improvement for all medical standbys
- Develop ASHER program for any mass shooting
- Develop and implement pre-staging program for Houston County Mass Casualty Trailers
- Review and revise all Mass Casualty Guidelines, Policies, Procedures
- Develop School Protection Education Plan (Stop the Bleed, CPR, Basic First Aid) ...set up meetings with DCS and Private Schools.

Performance Targets:

- ❑ Created ASHER Program with Dothan Police and other response agencies by September 1, 2019
- ❑ Conduct Disaster Drill at Dothan Airport and evaluate any Mass Casualty Training improvements required by October 1, 2019.
- ❑ Met with Dothan City Schools to begin developing Stop the Bleed Program for Teachers and Students by January 1, 2020.
- ❑ Implement Stop the Bleed Program during the 2020 School Year – June 2020.
- ❑ Continue to enhance staffing for all mass gatherings in our City and provide funding as required.
- ❑ Evaluate need for a Mass Gathering Ordinance with City Manager.

Objective 7: Implement improvements in operations that standardize response; enhance performance to our customers and supports safety/wellness of our members

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Establish a committee to evaluate, develop guidelines, develop education and information sharing process, to achieve all recommended actions of the IAFC Yellow Ribbon Report
- Establish a committee to evaluate, develop guidelines, develop education and information sharing process, to achieve all recommended best practices of the IAFC Lavender Ribbon Report

- Evaluate options for decreasing workload (without additional personnel) of busy stations, without negatively impacting our expected response capabilities

Performance Targets:

- ❑ Determine and implement program that will address PTSD (CISM) for all members in 2020.
- ❑ Participate in Regional and National programs that will provide information and methods of reducing members risk to cancer during 2020 and 2021.
- ❑ Develop a plan to increase the number of PPE for every member during this biennial budget.

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: Development of City Facilities and Park Security Plan

Goals: Make Dothan a More Livable and Inclusive City, Plan for Dothan's Future

Strategies:

- Ongoing deployment of cameras in city parks
- Develop centralized camera organization
- Park staffing plan development with Leisure Services

Performance Targets:

- ❑ March 2020 – Provide report to City Manager on percentages of camera installs completed.
- ❑ August 2020 – Completed centralized camera structure plan
- ❑ December 2020 – Completed 50% of camera installs in all City Parks and Facilities.
- ❑ March 2021- Completed assessment of Park Police staffing.
- ❑ October 2021 – Evaluate Park Police presence and determine needs.

Objective 2: Enhance School Protection and Response Initiative

Goal: Make Dothan a More Livable and Inclusive City

Goal: Plan for Dothan's Future

Strategies:

- Continue hiring School Protection Officers
- Increase Active Shooter Training for Police Officers
- Migrate Active Shooter Training to School Officials
- Work with Fire Department and DCS to conduct training exercises

Performance Targets:

- March 2020 – Have SPO status at 50% of required officers.
- June 2020 – Completed development of a Certified School Protection Officer Certification program.
- February 2021 – Initialize SPO certification program for other law enforcement agencies.
- June 2021 – Evaluate certification program.
- August 2021– Completed first joint exercise for Active Shooter in conjunction with Fire Department and DCS.

Objective 3: Strategic Planning for new Animal Shelter

Policy Agenda – Top Priority

Goal: Make Dothan a More Livable and Inclusive City, Plan for Dothan's Future

Strategies:

- Work with City leaders and other departments to fulfill the vision of the Commission and community to build a new animal shelter to serve our area (county and city)
- Identify funding opportunities
- Site location and plan development
- Initiate fundraising efforts

Performance Targets:

- April 2020 – Have a clear understanding of stakeholder vision.
- May 2020 – Initiate fund-raising efforts to collect \$4.3 million dollars.
- November 2020 – Assess funding and adjust strategies as necessary to achieve goal.
- March 2021 – Have location identified for construction.

Objective 4: Development of Aggressive Recruiting Initiative for Police Officers

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

Strategies:

- Coordinate with Personnel Department to actively recruit applicants
- Identify internal “recruiter/mentors” for applicants.
- Create a practice program for applicants to prepare for application

Performance Targets:

- March 2020 – Work with Personnel to obtain information on applicants.
- July 2020 – Identify departmental recruiting team to complete outreach program with applicants.
- September 2020 – Recruiting officer training for the team.
- February 2021 – Full implementation of Recruit/Mentoring Program (RMP).
- July 2021 – Evaluate success of the Recruit/Mentoring Program.
- December 2021 – 80% success rate on recruiting because of RMP.

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: 84 East Lighting Plan

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Provide 84 East Lighting from RCC to ACOM Drive

Performance Targets:

- ❑ Complete project construction by September 30, 2019

Objective 2: Maintain and Improve Water System

Goal: Make Dothan a More Livable and Inclusive 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 2020 Fiscal Year budget for well and tank maintenance.
- Maintain water production facilities and equipment to provide reliable water production.
- Maintain water distribution system and equipment to convey potable water.

Performance Targets:

- ❑ Complete rehabilitation of Wells S-1, S-2, S-4, 7, 23, and 33 with current budget funds by May 31, 2020.
- ❑ Complete tank inspections for 6 and 9 by September 30, 2020.
- ❑ Complete Well 29 generator installation by September 30, 2020.
- ❑ Complete City internal red water projects by September 30, 2020.
- ❑ Hire Consultant to Update the Long Range Water Plan and Model by September 30, 2021-Conditional.
- ❑ Complete Well 35 generator installation by September 30, 2021-Conditional.
- ❑ Hire Consultant to Integrate CityWorks for Water Distribution by September 30, 2020-Conditional.

Objective 3: Red Water Program

Management Agenda – High Priority

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Obtain Contract Services for Approximately \$1.6 Million
- Complete City Internal Red Water Projects

Performance Targets:

- ❑ 2019 Project A Construction completion by September 30, 2020 (Booker Street, Tuskegee Street, Carver Street, Bayshore Avenue, Hutchins Street, Monroe Street, Parker Street, and East Newton Street areas).
- ❑ 2019 Project B Construction completion by September 30, 2020 (Choctaw Street, Tacoma Street, Whiddon Street, Montana Street, Linden Street, Alice Street and Lena Street areas).
- ❑ 2019 Project C Construction completion by September 30, 2020 (Evergreen Street, Whatley Drive and Victoria Avenue area).
- ❑ 2020 Project construction started by September 30, 2020.
- ❑ City Internal Project started by September 30, 2020.

Objective 4: Maintain and Improve Wastewater Treatment Facilities

Goal: Make Dothan a More Livable and Inclusive 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.
- Ensure industrial sewer discharges are complying with pretreatment requirements and providing correct flow data to the City of Dothan for billing purposes.
- Maintain plant equipment to provide reliable wastewater treatment and ADEM compliance.
- Renew Cypress Creek and Little Choctawhatchee WWTP NPDES permits.

Performance Targets:

- ❑ Thermal Image major electrical components and establish baselines on annual basis at Omussee Wastewater Treatment Plant (WWTP) by September 30, 2020.
- ❑ Thermal Image major pumping equipment and establish baselines on annual basis at Omussee Creek WWTP by September 30, 2020.
- ❑ Log and track equipment failures and compile list quarterly for Omussee WWTP in the 2020 fiscal year.
- ❑ 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, 2020.
- ❑ Renew Cypress Creek and Little Choctawhatchee WWTP permits expiring on 1/31/2021, application due 180 days prior to expiration.
- ❑ Hire Consultant to Update the New Cypress Creek WWTP 201 Plan by September 30, 2021-Conditional.

Objective 5: Sanitary Sewer Overflow (SSO) Abatement

Policy Agenda – High Priority

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Continue work on capital projects to reduce SSO's
- Continue efforts to determine and obtain funding approvals

Performance Targets:

- ❑ B0-21 Sewer Basin Rehab Project-construction started and complete construction by June 1, 2020.
- ❑ Academy/Spring Project-construction started and complete construction by June 1, 2020.
- ❑ Lakewood Rehab Project-construction started and complete construction by June 1, 2020.
- ❑ Indian Hills Rehab Project-construction started and complete construction by June 1, 2020.
- ❑ Lakewood P/S and Force-main Replacement Project-design completed and ready to bid by October 31, 2019.
- ❑ CSSAP Repairs Project-design completed and ready to bid by December 31, 2019.
- ❑ Omussee Trunk Project-design completed and ready to bid August 31, 2020.
- ❑ B4-52 Sewer Basin Rehab Project-complete design by September 30, 2020-Conditional.

<i>Objective 6: Maintain and Improve Wastewater Collections System</i>

Goal: Make Dothan a More Livable and Inclusive 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.
- Continue to implement objectives identified in the City's Administrative Order of Consent (AOC).
- Eliminate Sanitary Sewer Overflows (SSO).
- Identify sources of Inflow & Infiltration (I&I).
- Provide access to wastewater interceptor lines.
- Update Sewer Cost of Service Study

Performance Targets:

- ❑ Rebuild/replace pumps and associated equipment at lift stations (PS 6-Bocage #1, PS 37-Napier Field, and PS 47-Robindale) by September 30, 2020, 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, 2020.
- ❑ Inspect 10% of sewer system annually via CCTV, smoke testing, dye testing, or sonar inspections in Fiscal Year 2020 and develop a listing of needed repairs/corrections.
- ❑ Perform modified Level 2 manhole inspections (MACP) of 10% of total manholes annually in Fiscal Year 2020 and develop a listing of needed repairs/corrections.
- ❑ Inspect sanitary sewer trunk lines in one (1) sewer basin by May 31, 2020.
- ❑ Continue contract Engineering Services with Barge Waggoner Sumner & Cannon to comply with the US EPA Administrative Order of Consent through April 30, 2021, with current funds.
- ❑ Continue to monitor Satellite System Flow Meters for Peaks by September 30, 2020.
- ❑ Update the Sewer Cost of Service Study last updated in 2014 and provide training to DU staff to perform intermediate cost of service updates for both water and electric by September 30, 2020.
- ❑ Upgrade the Napier Field Lift Station by September 30, 2020.
- ❑ Purchase a 3D Manhole Inspection Scanner by September 30, 2020.

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

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Replace aging equipment to maintain system reliability.
- Improve existing electrical infrastructure.
- Utilize existing fiscal year 2020 budget funds.

Performance Targets:

- ❑ Perform maintenance on Flynn and North Dothan Substations by September 30, 2020 from current funds.
- ❑ Update five-year plan for substations capital and maintenance needs by December 31, 2019.
- ❑ Write work orders for Omore inspection pole change-outs by September 30, 2020.

Objective 8: Compliance with EPA Administrative Order on Consent**Management Agenda – High Priority**

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Quarterly Reports
- CMOM Programs
- Final Report
- ADEM Order

Performance Targets:

- ❑ Complete and submit quarterly reports within 30 days of the end of the quarter until the City is released from the AOC.
- ❑ Continue Preventative Maintenance Program (PMP) activities.
- ❑ Continue Inter-jurisdictional Agreement Program activities.
- ❑ Work on the AOC Final Report details to satisfy requirements with additional assessment by September 30, 2019, and a target completion date of June 30, 2020.
- ❑ Meet ADEM Order on Partial Settlement key dates: 1) Omore WWTP Compliance Plan Certification by December 22, 2019, and 2) Complete Capital Projects by May 22, 2020.

Objective 9: AMI Electric and Water Meter Program Implementation***Management Agenda – High Priority***

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Receive and install electric meters, water meters, and other AMI equipment
- Continue and complete water contractor installs

Performance Targets:

- ❑ Start Electric Meter installations by July 8, 2019, and complete installations by July 31, 2021.
- ❑ Start Water Meter installations by July 31, 2019, and complete installations by July 31, 2021.

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: Publish the Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Reporting (PAFR)

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

Strategies:

- To provide credibility to the financial reporting of the City of Dothan.
- The CAFR is designed to keep the citizens of the City of Dothan informed as to how their tax dollars are spent.
- The PAFR summarizes the financial activities of the City's funds drawn from information found in the CAFR in terms that are understandable by the average citizen.

Performance Targets:

- Submit application for the Certificate of Achievement for CAFR by March 31, 2020 and March 31, 2021.
- Submit application for the Certificate for Outstanding Achievement for PAFR by March 31, 2020 and March 31, 2021.
- Release CAFR and PARF to the citizens by March 31, 2020 and 2021.

Objective 2: Develop six-year capital projects plan and monitor status of each project

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

Strategies:

- Evaluate citywide needs to ensure adequate funding is available.
- Monitor Fund Balance and Cash Flow to determine most advantageous method of funding projects.

Performance Targets:

- Update Capital Projects Plan by February 28, 2020 and 2021.
- Submit Plan to City Manager by March 15, 2020 and 2021.

<i>Objective 3: Review fixed assets to determine useful life and description</i>

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

Strategies:

- Re-evaluate user-friendly options for departments to report items that need to be disposed of to include training.
- Re-evaluate fixed assets to determine if useful life is accurate.
- Review fixed assets and update description, location, and add notes on each asset for better tracking.

Performance Targets:

- ❑ Request from each department and assigned employee to train on proper procedures by October 31, 2019.
- ❑ Review fixed assets and useful life by December 31, 2019.
- ❑ Update fixed asset description and location of asset in the system by January 31, 2020.

<i>Objective 4: Process meter change-outs for AMI installation</i>

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

Strategies:

- Perform quality control review prior to uploading electric and water meter exchange files into utility billing software.
- Verify work orders are entered, completed and unitized in fixed assets for meter change out thru monthly reconciliations.
- Continuously keep staff aware of meter change outs until electric and water are completed.

Performance Targets:

- ❑ Review files daily during implementation by billing staff after installation of meters. Installation is expected to be 18 to 36 months.
- ❑ Fixed assets will be reconciled monthly to ensure meter removal and installs per installation schedule.
- ❑ Update and distribute spreadsheet to staff weekly with cycle and route percentages of electric and water change outs.

***Objective 5:* Implement Pre-pay software, mobile app, pay by phone and install kiosks as additional customer payment methods in order to provide better service to citizens and reduce foot traffic in the Utility Collections office**

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

Strategies:

- Begin testing payment acceptance via Exceleron with the Utility Collections Office cashiering staff.
- Determine primary target customer base for Prepay.
- Install and train staff on kiosk payments and balancing.
- Complete and review procedures for Aclara software and the Exceleron software to include training of staff.
- Work with Community Relations Officer to prepare marketing campaign for Prepay Service to include bill inserts, bill message, and social media notifications.
- Monitor Aclara, Exceleron and kiosk for operation accuracy. Monitor processes and procedures for completeness.
- Develop guides to be available for staff to use when discussing benefits of prepay as well as additional benefits for non-prepay customers with AMI meters.

Performance Targets:

- Complete testing Exceleron payments with cashiers by October 1, 2019.
- Determine target base for prepay services by October 31, 2019 and roll-out Prepay Service by cycle and routes saturated with AMI meters by November 30, 2019.
- Prepare training schedule and instructions for staff on kiosk by October 31, 2019.
- Complete final Aclara procedures, Exceleron procedures and Kiosk procedures by February 28, 2020.
- Work with Community Relations Officer to determine best promotional methods for IVR and retail payments by March 31, 2020.
- Make ongoing adjustments to processes and procedures as they relate to Aclara, Exceleron and kiosk as needed throughout FY 2020 and FY 2021.

Objective 6: Collaborate with SEACAP and Leisure Services to assist Senior Citizens and other citizens to ensure they receive all benefits they are eligible for related to Utility Service

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

Strategies:

- Establish a community outreach program, focusing on senior citizens, as a means of educating citizens with regards to utility services.
- Provide utility staff at sign-up location to accept and record vouchers and review customer accounts for completeness.

Performance Targets:

- ❑ Coordinate with Southeast Alabama Community Action Program (SEACAP) to participate in bi-annual awarding of heating and cooling assistance beginning fall 2019.
- ❑ Participate at Diabetes Workshop annually beginning in October 2019 and provide citizen awareness of products available with Dothan Utility service.
- ❑ Obtain booth and participate in Older American's Day event in May 2020.
- ❑ Coordinate with Leisure Services to visit senior citizen centers annually beginning in August 2020.

Objective 7: Replace End-of-Life Meter Reading Software

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

Strategies:

- Evaluate meter reading software solutions.
- Determine staff required to complete monthly meter reading after installation of AMI meters

Performance Targets:

- ❑ Compile number of meters that must be read manually each month by December 31, 2020.
- ❑ Complete evaluation of software options by January 31, 2021.
- ❑ Submit recommendation for software purchase by February 28, 2021.
- ❑ Go live with new software by April 30, 2021.
- ❑ Develop procedures encompassing reading and uploading of data by June 30, 2021.
- ❑ Solicit other ITRON users to purchase meter reading equipment no longer needed by Utility Services and Dothan Utilities. Determine estimated sale price and place on GovDeals, if applicable, by August 30, 2021.

Objective 8: Increase competition by increasing bidder database to ensure that the citizens of Dothan receive the most advantageous value of all expenditures

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

Strategies:

- Perform regular review to ensure registered bidders are receiving bid invitations.
- Respond to solicitations by asking sales representative to register to be included in City of Dothan bids.
- Host bidder seminars to encourage new companies to register to bid.
- Encourage vendors to participate in doing business with the City of Dothan.

Performance Targets:

- Determine the number of active bidders by October 30, 2019.
- Host bidder seminars quarterly for Fiscal Years 2020 and 2021.
- Evaluate bidder registrations to determine if successful by July 31, 2021.

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: Track Facility

Policy Agenda – Top Priority

Goal: Plan for Dothan's Future.

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Work with Leisure Services, Public Works and Dothan Utilities Departments to develop request for proposal for services.
- Work with design consultants to develop construction plans for track facility to meet City standards and stay within budget.

Performance Targets:

- Develop RFP July 24, 2018
- Contract with Architect September 01, 2018.
- Develop various schematics May 2019
- Submit Staff Report of various locations and costs June 01, 2019.

Objective 2: City Owned Property - Direction

Policy Agenda – High Priority

Goal: Plan for Dothan's Future

Strategies:

- Discuss needs with various Departments that use/occupy buildings.
- Develop list of all property approved for disposal.

Performance Targets:

- Discuss various Departmental needs August 2018.
- Develop property disposal list August 2018.
- Submit Staff Report with method of disposal August 2019.
- Start disposal process September 2019.

Objective 3: School Property - Direction

Policy Agenda – High Priority

Goal: Plan for Dothan's Future.

Strategies:

- Draft a request for proposal (RFP) for entities interested in the properties.
- Evaluate proposals for best use of property at each location and make recommendation for disposal.

Performance Targets:

- RFP for interested entities March 2019.
- Receive and review proposals August 2019.
- Start disposal process December 2019.

Objective 4: National Guard Armory – Future Use

Management Agenda – High Priority

Goal: Plan for Dothan's Future.

Strategies:

- Remediation of the property is not complete. Currently attempting to obtain a possible date for when it may be complete. This property could not be sold without restrictions at this time.
- Have property remediated so that there are no restrictions for use.

Performance Targets:

- Obtain target date to restart remediation August 2019.
- Future performance targets based on information obtained above.

Objective 5: Dothan Utilities – Replace Fire Sprinkler System

Goal: Plan for Dothan's Future.

Strategies:

- Sprinkler system in Warehouse at DU complex is in need of replacement or rehabilitation – assess condition and devise plan.
- Work with design consultants to develop plans for sprinkler system for warehouse facility to meet City standards and stay within budget.

Performance Targets:

- Contract with Engineer June 2019.
- Develop plan October 2019.
- Bid project November 2019.
- Project complete June 2020.

Objective 6: Civic Center – Replace Fire Alarm System

Goal: Plan for Dothan's Future.

Strategies:

- Replacement of fire alarm panel entails that all fire alarm systems will need to be brought up to current code.
- Work with current vendor to assess condition.
- Hire a design professional to prepare and bid project.

Performance Targets:

- Estimate for replacement of system June 2019.
- Hire design professional October 2019.
- Bid project March 2020.
- Project complete October 2020.

Objective 7: City Operations Center

Goal: Plan for Dothan's Future.

Strategies:

- Work with Dothan Utilities, Fire, and Information Technology Departments to develop schematic for Center.
- Hire architect and prepare bid documents.
- Oversee construction.

Performance Targets:

- Bid project November 2019.
- Start Construction February 2019.
- Project complete December 2020.

Objective 8: Civic Center – Restroom Renovation (Administration Side)

Goal: Plan for Dothan's Future.

Strategies:

- Hire architect to renovate existing restrooms to ADA standards and investigate possible locations for additional restrooms.
- Work with Departments located on Administration side to develop best plan.

Performance Targets:

- Bid project November 2019.
- Start Construction February 2019.
- Project complete December 2020.

Information Technology Department

Mission Statement: To actively sustain partnerships with the City of Dothan Departments to bring guidance in the selection, maintenance and use of advanced technology as a means to elevate their people, the city's most valuable resource. Technology determines how people communicate, share knowledge, and develop reliable information to influence decision-making. The IT Department develops and implements cost-effective strategies and technical solutions to provide city employees with the knowledge and tools necessary to achieve the city's mission.

Objective 1: Maintain and Improve Infrastructure 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: Improve Mobility, Plan for Dothan's Future

Strategies:

- Continue to work with Dothan Utilities and Public Works to expand the installed fiber optic lines to service additional City facilities
- Continue to migrate existing city facilities from legacy fiber to the Fiber Optic Ring
- Maintain and expand wired and wireless network coverage to support increasing mobile workforce
- Partner with network and telephone equipment vendors to understand new technologies available and how they can benefit the City
- Continue partnership with city departments to assist with phone, network, wireless, and cellular needs
- Research and implement efficient communication solutions to provide long-term lower-cost of operation
- Begin migrating City cellular data devices from VPN to carrier Private Network technology for increasingly secure communications at a lower cost

Performance Targets:

- ❑ Work with Dothan Utilities and Public Works to complete Phase II of the Fiber Project implementation by end of 2020.
- ❑ Work with all stakeholders to determine Phase III fiber priorities by 3rd quarter 2021.
- ❑ Research and test Secure communications with a Private network pilot with cellular carriers by 1st quarter FY20
- ❑ Implement a proactive health monitoring solution for network communications by 2nd quarter FY20
- ❑ Implement and improve network automation to improve reliability, reduce cost, and expedite configuration time by end of FY20

- ❑ Document and map details of entire network by end of FY21

Objective 2: Maintain and Improve Server Infrastructure and Disaster Recovery for Windows Based Systems

Goal: Maintain a Financially Sound City and a High Performance Team, Plan for Dothan's Future

Strategies:

- Assess/Analyze needs for hardware and software to accommodate the growing demands of city business
- Continually evaluate the available virtual server platforms and restructure to best fit the City's needs.
- Migrate all system backups to the cloud-based backup and recovery solution
- Keep all server environments patched and secure to safeguard all City and User data

Performance Targets:

- ❑ Analyze current virtual platforms and determine the best go-forward strategy by 1st Quarter FY20
- ❑ Provide analysis on new/upgraded applications to determine server and licensing requirements, capacity and storage needs to meet growing demands of city business within 1 week of project notification
- ❑ Move all servers to the cloud-based backup and recovery solution by 1st quarter FY20
- ❑ Implement automated alerting techniques for proactive monitoring of server systems and environments before FY21
- ❑ Relocate critical safety servers to the new hardened City Operations Facility before EOY 2021

Objective 3: Provide Best-of-Class technology for operating efficient and effective advanced applications for city

Goal: Maintain a Financially Sound City & A High Performance Team, Plan for Dothan's Future

Strategies:

- Provide industry and market based strategies to guide the replacement of the City's enterprise software
- Work closely with key department leadership to evaluate, select, and implement solutions to replace current IBM-based enterprise software
- Provide departments with information and guidance to promote common enterprise software solutions in order to minimize integration risk and reduce costs

- Coordinate an orderly and timely migration from the current enterprise software to ensure operational stability and minimize the duration of operating both platforms

Performance Targets:

- ❑ Determine by the end of 1st quarter FY20 the disposition of “archived” applications located on the current platform
- ❑ Partner with the Planning & Development department to evaluate and make recommendation of a replacement solution by the end of 2020.
- ❑ Partner with the City Clerk division to evaluate, select and implement a replacement for the Voter database application by the first quarter 2021.
- ❑ Partner with the Public Works department to evaluate, select and implement replacements for the E911 database and Landfill Billing applications by the first quarter of 2021.
- ❑ Partner with the Leisure Service department to evaluate, select and implement a replacement for the Leisure Service application by the first quarter of 2021.
- ❑ Provide technical guidance in the evaluation and selection of a common go-forward platform for existing IBM based enterprise applications by the end of fiscal year 2021.

Objective 4: Maintain vigilant 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, Plan for Dothan's Future

Strategies:

- Continue to implement advanced security network equipment with more secure platforms that minimize vulnerabilities
- Work with outside vendors that specialize in Cybersecurity to evaluate the City's external and internal vulnerabilities
- Replace vulnerable hardware and software with more secure systems
- Analyze and proactive monitoring for vulnerabilities in data access, storage, and network
- Implement dashboard style monitoring and proactive alerting systems
- Implement behavioral monitoring systems to identify potential threats
- Provide ongoing communications and cyber awareness training to City employees
- Develop and implement secure deployment standards and practices for all new installs
- Develop and maintain an enhanced security posture for all City systems

Performance Targets:

- ❑ Analyze Firewall logs and dashboards to establish baseline performance metrics and isolate anomalous traffic by end of 2nd quarter FY20
- ❑ Design and implement proactive alerting systems and develop basic artificial intelligence for automated remediation by 3rd quarter FY 21
- ❑ Work with staff to develop recommendations to remediate issues on a quarterly basis as the city grows
- ❑ Maintain systems to current release levels and security update patch levels on all city servers, endpoints, and traffic management nodes monthly
- ❑ Implement secure multifactor authentication for city user access by 2020
- ❑ Implement Mobile device management by 3rd quarter FY20
- ❑ Implement annual Cyber Security User program – 1st quarter FY20
- ❑ Document written Backup and DR plan 1st quarter FY20 and begin annual backup and DR testing by end of FY20

Objective 5: Deliver professional and timely I.T. Service to City of Dothan employees and interdepartmental customers

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

Strategies:

- To deliver fast and accurate IT service to all city departments through single point of contact approach via a common help desk service platform
- To provide a high performance technical staff to help with the needs of growing technology
- To be available through a single contact phone number to support all City of Dothan departments and divisions
- To monitor city systems in order to maximize application up-time and increase predictive & pro-active responses
- Implement 24/7 automatic alerting of critical monitored systems
- To maintain active partnerships with each Department to ensure optimized delivery of IT services
- To gather and analyze customer feedback on delivered IT services from all departments to ensure improved customer experience
- To maintain and secure customer endpoint hardware/software in order to economically meet the needs of the city and its departments

Performance Targets:

- ❑ Conduct a minimum of 1 annual customer survey and analyze results to determine action plans to improve the IT department's delivery of customer service and IT services
- ❑ Develop and expand the IT operations center for improved predictive and proactive threat monitoring by 3rd quarter 2020

- ❑ Develop predictive and preventative action procedures for providing increased performance to City of Dothan systems by end of 2020
- ❑ Continue IT Maintenance weekends to ensure security and performance patches are updated on all servers and endpoints 1 weekend each month
- ❑ Develop standards for analyzing city endpoint hardware/software to maintain/improve equipment performance for the customer at cost-effective levels by 3rd quarter 2021

Objective 6: City Website and Public Communications Technology

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Work with vendor and City Departments to move current website to new mobile-responsive platform
- Continually optimize user experience through analytical analysis of current city website trends
- To provide an exciting new look and improved mobile responsive site for citizens and users
- After implementation of new website platform, evaluate the need for a mobile App and functionality

Performance Targets:

- ❑ Migration of current website to new platform: Jan 2019 – Sept 2019
- ❑ Complete training of administrative users: July 2019 – Sept 2019
- ❑ Go Live with new mobile responsive website: Sept 2019
- ❑ Provide technical training and resources to City Website Content Owners: Sept 2019
- ❑ Evaluate potential City App solutions to compliment the new website: FY 2020
- ❑ Evaluate need for City Mobile App solution several months after mobile-responsive website is operational and determine direction by FY 2021

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, 2019

Objective 2: Establish an Amnesty Date for Outstanding Warrants

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, January 1, 2020
- Post Notice of Amnesty Dates (February and March Dates in local newspaper, February 1, 2020
- Conduct Amnesty Day February and March 2020

Objective 3: Increase Community Service Assistance

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Work with House of Ruth, Department of Veterans Affairs, bilingual interpreters and other community agencies as needed

Performance Targets:

- ❑ Assist defendants by addressing underlying needs that might contribute to their criminality, December 2020

Objective 4: Document Scanning for Municipal Court

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

Strategies:

- Solicit company's bids for the most economical means of achieving this goal

Performance Targets:

- ❑ Coordinate with awarding company to establish operating procedures for a paperless court, October 2019

Objective 5: Coordinate with Police Department on Court dates

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

Strategies:

- Communicate with supervising officers
- Create policy to ensure officers are being notified of court dates

Performance Targets:

- ❑ Implement policy August 2019

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: Provide and maintain comprehensive and unique events in our playground, therapeutics and senior adult programs

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Create one new event for playground, therapeutics, and senior adult programs
- Maintain and improve existing programs
- Generate funds for playground, therapeutics and senior adult programs
- Maintain existing partnerships and develop new partnerships to assist us in providing quality programs

Performance Targets:

- Introduce Computer Coding class at Andrew Belle playground by November 2019 and Wiregrass program by November 2020
- Introduce Computer Coding class at Wiregrass playground by November 2020
- Start Smart Phone class at Rose Hill for Senior Adults by November 2019
- Introduce Pickle Ball and Bocce to playgrounds, therapeutics and senior adult programs by October 2019
- Introduce Disc Golf to therapeutics program by October 2019
- Present a Senior Adult Prom by August 2019
- Host Citywide Fall Fling by October 2019
- Sponsor Howling at the Moon Dog Pageant by September 2019
- Head up a Citywide Motorcycle Ride by September 2019
- Apply for After School Feeding Program by October 2019 and Summer Feeding Program by May 2020
- Apply for 5310 bus replacement for seniors by August 2019
- Host Houston County Special Olympics by April 2020
- Maintain Special Olympics Archery, Rhythmic Gymnastics, Basketball, Bowling, and Biking therapeutic programs by August 2020
- Host Camp Smile and Therapeutic Life Skills camps by July 2020

<p>Objective 2: Construct Four additional miles of trail at Forever Wild property in Dothan</p>
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Goal: Make Dothan a More Livable and Inclusive City, Plan for Dothan's Future

Strategies:

- Utilize \$100,000 RTP grant for majority funding of the trails.
- Utilize \$15,000 from the Forever Wild match for rock and lumber to augment the soil on the trails and to create interest.
- Utilize \$10,000 from The Convention and Visitors Bureau's match to provide additional funding for the trail builder's contract and trail materials.
- Utilize the flagging and GPS track on property to identify trail locations.
- Create a design and specification package in-house and put it out for bid to obtain a trail building contractor. Evaluate bids and award a contract.
- Supervise trail building to assure quality.
- Evaluate results and apply for reimbursement of expenses from ADECA through Finance Department.

Performance Targets:

- ❑ Have a bid package out by September 15, 2019 and returned by October 1, 2019.
- ❑ Begin trail construction by November 1, 2019.
- ❑ Have trail complete by March 15 in order to be available for the "Beaver Creek Bash" April 3-5, 2020.
- ❑ By March 15, 2020 have a trail system that appeals to all levels of Mountain Biking from beginner to advanced and have the necessary length and variety to entice visitors to come to Dothan for weekend visits; also to come repeatedly for annual events like "Beaver Creek Bash".

Objective 3: Establish and activate a Facility Maintenance Program for Major Repairs and Improvements

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

Strategies:

- Develop a priority repair list for each recreation center, neighborhood park and athletic facility
- Review budget and identify affordable projects
- Establish schedule of repairs with General Services, Public Works or outside sources
- Establish a strategic repair and replacement plan for City-wide playgrounds

Performance Targets:

- Compile a priority repair list of facilities by September 1, 2019
- Review budget by November 1, 2019
- Schedule repairs by January 2020
- Evaluate repairs and projects by August 2020

Objective 4: Add new Water Slides at Water World

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Use the study done by Aquatic Design Group as a guide, we aim to execute Phase I recommendations along with any other additions that the Commission wishes to move forward with for the 2020 season

Performance Targets:

- Commission votes on project – July 16, 2019
- Release Architectural and Engineering Request for Proposals, Release slide request for proposals – July 22, 2019
- Proposals due – August 12, 2019
- Award A/E Team and Slides Vendor – August 26, 2019
- Construction documents complete – December 7, 2019
- Bid General Contractor – January 15, 2020
- Open new slides – May 2020

Objective 5: Promote tourism and provide economic impact and recreational opportunities by recruiting, bidding on and providing quality sport tournaments for all Dothan Leisure Services sports facilities

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Maintain relationships with successful tournament organizations and promoters that are meeting Dothan's needs and study additional tournament organizations and 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 State Events (Soccer & Archery) by June 31, 2020 and June 31, 2021.
- ❑ Host USTA Women's Professional Tennis Tournament in April 2020 & 2021, USTA State Mixed Doubles Tennis Tournament in September 2020 & 2021 and USTA Southern 65 & Over Tennis Tournament in November 2020 & 2021.
- ❑ Host Chip George Classic Swim Meet in April of 2020 & 2021, Water World Classic Swim Meet in June of 2020 & 2021, ARPA District Swim Meet in July of 2020 & 2021 and Peanut Festival Swim Meet in November of 2020 & 2021.
- ❑ In conjunction with Visit Dothan and Dothan American League Youth Baseball Organization, submit bid and perform presentation to the Dixie Youth Baseball National Board of Directors on August 6, 2019 to host the 2021 Dixie Youth Division 2 (Coach Pitch) World Series at James Oates Park.
- ❑ Confirm tournament dates for TravelBall USA (travel baseball) and USSSA Fastpitch (travel softball) as follows: 2020 dates by November 1, 2019 and 2021 dates by November 1, 2020.
- ❑ Seek additional tournament organizations (Men, Women, Boys & Girls) for varying sports (baseball, softball, basketball, volleyball, etc...) as follows: 2020 dates by December 1, 2019 and 2021 dates by December 1, 2020.

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, Plan for Dothan's Future

Strategies:

- To review Civic Center & Opera House Rates & Services.
- To review rental, box office and staffing fees charged to promoters (For profit and Not for profit)
- To review the Policy and Guidelines for requesting a Waiver of Expenses to use the Civic Center and Opera House

Performance Targets:

- ❑ Draft an updated and accurate Civic Center & Opera House Rates & Services packet by January 1, 2020. Legal review and commission approval projected by March 2020.
- ❑ Create report of rental, box office and staffing fees charged for both profit and Not for Profit for comparison by December 1, 2019.
- ❑ Evaluate the Policy and Guidelines for requesting a Waiver of Expenses to use the Civic Center and Opera House by December 1, 2019

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

Goal: Plan for Dothan's Future, Make Dothan a More Livable and Inclusive City

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:

- ❑ Prepare revenue projections with current schedule and holds by October 1, 2019
- ❑ Evaluate and compare cost/expenditures and revenue needs by October 1, 2019
- ❑ Compare cost of concessions with similar markets to make necessary adjustments to rates by January 1, 2020

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

Goal: Expand the Local Economy

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:

- ❑ Annual updated of the branding to be completed by January 1st of every year
- ❑ Updating of video/audio products to be completed by FY 2021 with regular maintenance each year
- ❑ Evaluation and comparison of print product to be completed by January 1, 2020

Objective 4: Review of job descriptions and salaries of all personnel in the Performing Arts Department to ensure fair and equitable pay for all employees

Goal: Maintain a Financially Sound City and High Performance Team

Strategies:

- Work with IAVM (International Auditorium Venue Managers Association) studies and City of Dothan Personnel staff concerning market size to establish proper rates of pay for staff.
- Seek for staff in the following areas
 - Production – training and certifications in Sound, Lighting and Rigging
 - Operations – training and certifications in MSDS, equipment and safety
 - Administration/Box Office – new trends in events, marketing and ticketing options
- Succession Planning – seek to develop a plan for replacing staffing in an effective manner

Performance Targets:

- ❑ Attend conference for IAVM in October 2019 to discuss staffing concerns such as pay rates as well as bring in additional/new events
- ❑ Seek, attend, and obtain certifications for staff in various areas of venue maintenance is currently being applied and will continue to be an ongoing project for the future
- ❑ Succession planning is an ongoing project

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 geographic assessor/cost of living comparisons
 - 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.
 - City-wide pay study and compensation survey

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 for FY20.
- ❑ Receive Compensation Study results and recommend options by May 2020.
- ❑ Make recommendations on employee performance awards in March 2020 and 2021.

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, if necessary, by September 2020 and 2021

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 2021, if necessary.

Objective 3: Succession Planning Implementation.

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.
- ❑ Develop and implement Promotional Assessment Centers for Public Safety (Police and Fire) in September 2019 and April 2020.
- ❑ Develop job description for the position of Assistant City Manager and other position realignments in Administration by December 2019.

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.
- Train Supervisors on anti-discrimination and sexual harassment training and launch an on-line training platform through Central Square with required courses annually for supervisors.
- 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 2020 and 2021.
- ❑ Online training platform to be launched by March 2020 for Professional Development (Leadership/Anti-Harassment/Discrimination, etc.)
- ❑ Perform trend analysis and monitor utilization and effectiveness of Performance Management System in March 2020 and 2021.
- ❑ Develop performance awards and strategies in March 2020 and 2021.

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: Brownfields (Planning Division)

This project started in 2017. Cleanup grants are competitively awarded on an 80/20 basis

Goal: Make Dothan a More Livable and Inclusive City.

Strategies:

- Secure access agreement on suspected contaminated site.
- Justify and seek approval from EPA to conduct Phase I environmental Assessment.
- Based on results from the Phase I EA, seek approval from EPA to conduct Phase II EA.
- If Phase II results indicate the presence on contamination, determine if site cleanup is warranted.
- Seek City Commission approval for cleanup grants as appropriate.
- If grant awarded, develop and execute property transfer agreement.
- Execute grant agreement and proceed with cleanup.
- Transfer property back to owner.
- Apply for a 2nd round of assessment funding.

Performance Targets:

- Complete Phase III's currently pending approval from EPA by January of 2020.
- Reapply for clean-up grant funding for the substation site in December 2019.
- Apply for a 2nd round of assessment funding in December 2019.

*Timelines for Brownfields projects are subject to review and approval by EPA/ADEM. The grant has a three year window to accomplish the tasks set out in the project application. Consultant is seeking to maximize available grant funds.

Objective 2: Minimum Standards (rental registration and licensing) Ordinance (Permits Division)
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Goal: Make Dothan a More Livable and Inclusive City.

Strategies:

- Determine if implementation of rental registration program and habitability standards will proceed.
- Create rental registration program with incentives.
- Seek guidance from the Legal Department.
- Hold second stakeholders meeting to outline proposed changes to the Bus. License ordinance and introduce the Landlord in Good Standing.
- Amend the Bus. License ordinance incorporating a gradual increase of the fee amount, require unit registration and habitability standards.

Performance Targets:

- ❑ Determine if implementation of rental registration program and habitability standards will proceed by Oct. 1, 2019.
- ❑ Create rental registration program with incentives by January, 2020.
- ❑ Secure guidance from the Legal Department by March, 2020.
- ❑ Hold second stakeholders meeting to outline proposed changes to the bus. License ordinance and introduce the Landlord in Good Standing by June, 2020.
- ❑ Amend the Bus. License ordinance incorporating proposed changes by Oct, 2020.

Objective 3: Abandoned/Vacant Building Inventory, Review of Best Practices & Action Plan (Permits Division)
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Goal: Make Dothan a More Livable and Inclusive City.

Goal: Plan for Dothan's Future.

Strategies:

- Review Inventory document. Reduce or add structures requiring inspection.
- In conjunction for the Fire Marshal, inspect structures for life safety and structural code requirements.
- Catalogue results.
- Notify owner of deficiencies.
- Enforce repair requirement or pursue demolition as appropriate.
- Proactive: Add structures as necessary.

Performance Targets:

- Review inventory document. Reduce or add structures requiring inspection by July 2019.
- Inspect structures for life safety and structural code requirements by October 2019 Catalogue results.
- Notify owner of deficiencies upon inspections.
- Enforce repair requirement or pursue demolition as appropriate.

Objective 4: Customer Service Enhancements (Planning, Business Services, Permits Division)**Policy Agenda – High Priority**

Goal: Make Dothan a More Livable and Inclusive City.

Goal: Plan for Dothan's Future.

Strategies:

- Revise zoning, subdivision, development plan and building permit applications and application procedures.
- Develop flowcharts, brochures and a video overview of each process for the website.
- Purchase/implement next gen software solution to replace NaviLine for permitting and development plan review.

Performance Targets:

- RFP developed, proposals reviewed, consultant selected (Design Workshop – DW) - Dec. 2016.*
- Review/Revise/Develop rezoning applications and procedures by 10/1/19.
- Review/Revise/Develop development plan applications and procedures by 11/1/19.
- Review/Revise/Develop subdivision applications and procedures by 1/1/20.
- Review/Revise/Develop building permit applications and procedures 3/1/20
- Purchase and electronic office software by 10/1/20 (**dependent on approval of conditional funding**).

Objective 5: Evaluate/revise Development/Permit Fees (Planning Division)

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

Strategies:

- Identify target cities that employ permitting technology to survey.
- Survey identified cities.
- Demonstrate fully burdened rates (Cost vs. Capture - Enterprise vs. Subsidized).
- Create proposed list of fees.
- Breakout development fees vs. building fees (i.e. boards vs. buildings).

Performance Targets:

- Identify target cities that employ permitting technology to survey by AUG. 15, 2019.
- Survey identified cities by OCT. 15, 2019.
- Demonstrate full burdened rates (Cost vs. Capture) by OCT. 15, 2019.
- Create proposed list of fees by FEB. 15, 2020.
- Breakout development fees vs. building fees (i.e. boards vs. buildings) by MAR. 15, 2020.

Objective 6: Develop guidelines for the acquisition and demolition houses in the Strategic Affordable Housing Implementation Plan (AHP) pilot areas (Planning Division)

Goal: Make Dothan a More Livable and Inclusive City.

Goal: Plan for Dothan's Future.

Strategies:

- Identify site selection criteria.
- Identify a realtor who can assist the city to discreetly acquire properties meeting approved selection criteria.
- Conduct environmental reviews per HUD requirements.
- Close on the property and proceed with demolition.

Performance Targets:

- Identify site selection criteria by September 2, 2019.
- Identify a realtor who can assist the city to discreetly acquire properties meeting approved selection criteria by October 1, 2019.
- Realtor to provide first round of possible sites for purchase or option by December 2, 2019.

- ❑ Conduct environmental reviews (EAR) per HUD requirements 60 days after contract.
- ❑ Close on the property and proceed with demolition 60 days after EAR clearance.

Objective 7: US 84E Plan Implementation (Planning Division)

Goal: Make Dothan a More Livable and Inclusive City.

Goal: Expand the Local Economy

****Note this entire objective is dependent on approval of conditional funding***

Strategies:

- Project #1-Develop Scope of Work and negotiate professional services contract with Design Workshop, Inc., for Project #1 to develop the Hwy 84 Corridor Overlay District code revision and design guidelines
- Project #2-Develop Project #2-Landscape Plan and Pedestrian Trail-addressing 4.2 acres fronting Hwy 84 East and Dothan City Cemetery: Present RFQ for City Commission approval
- Project #2-Distribute RFQ for Project #2 professional services to develop construction documents and revision and refinement of landscape/trail concept for the 4.2 acre site
- Project #1-Present project #1 deliverables to Planning Commission and City Commission for adoption
- Project #2-Oversee construction and completion of Project #2
- Project #3-Develop Scope of Work and RFQ for Professional Services -Project #4- Hwy 84 East Landscape Master Plan, present to city commission for approval, distribute RFQ select consultant and execute contract

Performance Targets:

- ❑ Project #1- Present contract proposal to City Commission for approval on 10-1-19
- ❑ Project #2- Present RFQ for City Commission approval by 1-30-20
- ❑ Project #2- Present consultant selection and contract to City Commission by 3-30-20
- ❑ Project #1- Present revised ordinances for adoption by 5-30-20
- ❑ Project #2- Present final design by 11-30-20
- ❑ Project #2- Initiate construction by 2-30-21
- ❑ Project #2- Installation completed by 3-30-22
- ❑ Project #3- Present RFQ for City Commission approval by 5-30-22
- ❑ Project #3- Execute Contract for Landscape Master Plan by 9-30-22
- ❑ Project #3- Present Final Landscape Master Plan for Approval by 9-30-23

Objective 8: Priority Neighborhood Planning (Planning Division)

Goal: Make Dothan a More Livable and Inclusive City.

Goal: Expand the Local Economy.

Strategies:

- Discuss plan initiative with the planning commission
- Develop plan development team with city staff
- Establish boundaries and assess conditions for a North Priority Neighborhood Plan
- Conduct design/information charrettes to determine plan goals/objectives/policies/program/projects
- Conduct plan alternatives forum
- Adopt plan

Performance Targets:

- Discuss plan initiative with the planning commission by October 1, 2019
- Develop plan development team with city staff by November 1, 2019
- Submit boundaries and conditions report to planning commission on 1-15-20
- Conduct design/information charrette with the community by 2-30-20
- Conduct plan alternatives forum with the community by 4-30-20
- Submit Plan to planning commission for adoption by 9-16-20

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 Denton Road Widening Project

Goal: Improve Mobility, Make Dothan a More Livable and Inclusive City

Strategies:

- Have ALDOT approve construction plans for roadway and pedestrian improvements.
- Award the bid to a qualified contractor.
- Hire a CE&I consultant for the project.
- Start Construction

Performance Targets:

- ALDOT to let the project in November 2019
- Award bid in November/December 2019
- Hire a CE&I consultant by December 2019
- Start project by February 2020.
- Complete construction by December 2020.

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

Goal: Improve Mobility, Make Dothan a More Livable and Inclusive City

Strategies:

- Use in-house engineers to design construction plans for new CDBG sidewalks.
- Coordinate with Bike/Pedestrian Plan.
- Construct projects with available funds using contractor and/or city forces.
- Look at possible sidewalk location repair/replacement needs.
- Identify future CDBG projects and request funds.
- Develop a transition plan to address ADA compliance

Performance Targets:

- Have 2018 CDBG sidewalk (Alexander Drive Extension) constructed by August 2019.
- Bid 2019 CDBG Third Ave. sidewalk project April 2020.
- Complete construction of 2019 CDBG sidewalk project July 2020.
- Apply for 2020 CDBG Hedstorm Drive sidewalk funding March 2020.

- ❑ Use City funds to assist with construction of Hedstorm Drive sidewalk.
- ❑ Continue to repair existing sidewalks issues identified from citizen complaints.

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

Goal: Make Dothan a More Livable City

Strategies:

- Determine additional staff required to maintain the Storm water Management Program.
- Provide additional training as needed.
- Continue Girard Avenue drainage improvements.
- Complete a City-Wide Storm Drainage Inventory.
- Complete a City-Wide Storm Drainage Hydrological Analysis

Performance Targets:

- ❑ Submit the Phase II Small Municipal Separate Storm and Sewer Systems (MS4) Annual Report to ADEM May 2020.
- ❑ Involve other City departments in their responsibilities in the SWMPP.
- ❑ Complete BMPs training videos with other City departments.
- ❑ Girard Avenue Basin Phase II & III design and easement acquisition completed in 2020. Prepare bid documents Fall 2020. Start construction late fall 2020 and complete Spring 2021.
- ❑ Hire a consultant to complete a Storm Drainage Inventory January 2020.
- ❑ Hire a consultant to complete a Storm Drainage Condition Assessment 2021.

Objective 4: Honeysuckle Road Project

Policy Agenda – Top Priority

Goal: Improve Mobility

Strategies:

- Have a public involvement meeting to show plans and layout of project
- Work with consultants on Wetlands Mitigation.
- Work with consultants to complete design.
- Work with consultants to acquire right-of-way.

Performance Targets:

- ❑ Public Involvement meeting schedule for November 2019. (Phases 1&2)
- ❑ Design scheduled to be completed by August 2020. (Phases 1&2)

- ❑ Right-of-way to be acquired by October 2020. (Phases 1&2)
- ❑ Complete Wetlands Mitigation October 2020. (Phase 2)
- ❑ Begin roadway construction October 2020. (Phase 2)
- ❑ Request bids for Construction of Utilities November 2020. (Phase 1)
- ❑ Complete construction of utilities December 2021. (Phase 1)
- ❑ Begin roadway construction January 2022. (Phase 1)

Objective 5: ATRIP-II-W. Main Street West Bound Lane Addition Phase I

Goal: Improve Mobility

Strategies:

- Apply for 2019 ATRIP-II Funding for an additional West bound lane from Bel Aire Drive to N. Shady Lane (Phase I).
- Hire a consultant for design if awarded ATRIP funding.
- Bid the project in an Alabama Department of Transportation (ALDOT) letting after completed design and approval from ALDOT.
- Hire a consultant to perform CE&I.
- Work with ALDOT to determine phasing and matching for remainder of project.

Performance Targets:

- ❑ Recieve award of ATRIP-II funds by Spring 2020.
- ❑ Hire a consultant to begin design by Spring 2020.
- ❑ Bid documents ready for a Fall/Winter 2020 ALDOT Letting.
- ❑ Start construction Phase I beginning in 2021.
- ❑ Discuss with City and ALDOT personnel for future project expansion Fall 2020.

Objective 6: Upgrade City's traffic infrastructure

Goal: Improve Mobility

Strategies:

- Continue upgrading all traffic signal controllers and cabinets to McCain ATCs.
- Continue converting existing 5-section, protected permissive left turn signals to flashing yellow arrows.
- Continue to improve fiber optic communication to traffic signals as part of the city-wide fiber upgrade project.
- Continue to install pan-tilt-zoom cameras and/or fixed cameras to monitor all signalized intersections.

- Begin installing newly purchased battery backup systems at critical intersections.
- Update striping at all signalized intersections that are being upgraded to ATC cabinets.
- Begin to re-evaluate time of day signal timing plans for each signal system that has been upgraded to ATC controllers as a preliminary step towards running “adaptive” signal operations.

Performance Targets:

- ❑ Upgrade three traffic signal cabinets and controllers each month. Funding for this new equipment is a capitol account providing \$500,000 per year.
 - Dothan High System
 - US-231 South
 - Eastern Quadrant of Ross Clark Circle
 - Westgate Pkwy
- ❑ Replace any 5-section left turn signal heads with Flashing Yellow Arrows at intersections being upgraded to McCain ATC equipment. Funding for these upgrades will come from current operating budget.
- ❑ Continue to install fiber-optic cable per the city-wide fiber installation plan. Currently working on Phase 2 of the plan. Typically, Traffic Engineering installs all pole hardware, assists in pulling fiber and installs any tie-ins to traffic signal equipment. Progress will proceed with support of all departments involved. Phase 3 will include an eastern portion of Ross Clark Circle. Also, as part of this project, the City is going to install a fiber optic cable run to ALDOT’s district office on Hwy 52 East. This will be the first step to integrate the City’s camera network into ALDOT’s statewide system (ALGO)
- ❑ Additional traffic monitoring cameras will be strategically installed to observe each signal system as they are upgraded as well as at other locations as needed. Funding for cameras will come from current operating budget.
- ❑ New battery backup systems will be installed at intersections that currently do not have battery backups and that are deemed “critical” to moving traffic during power outages. All 15 new battery backup systems will be installed this year.
- ❑ Traffic Engineering will update any striping that had deteriorated at each signalized intersection that is being upgraded. This striping work will be in addition to every work that is performed to keep up with maintenance activities, stripe city parks, maintain DCS striping and striping the new Public Safety Center.

Objective 7: Develop a GIS street sign inventory and pavement management program

Goal: Improve Mobility

Strategies:

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

Performance Targets:

- Bid/Select qualified firm by January 2020.
- Integrate collected data with the City's own GIS software by June 2020.
- Review and reconcile data by December 2020.

Objective 8: Equip Environmental Services Fleet with Fleet Management Software and Video Surveillance
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Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Develop guidelines for selection of Fleet Management Software and Video Surveillance.
- Determine which units Environmental Services will utilize Fleet Management Software and Video Surveillance.
- Research various Fleet Management Software and Video Surveillance providers to determine the product that suits the City's needs.

Performance Targets:

- Select Fleet Management Software and Video Surveillance providers to participate in short term pilot programs by October 2019
- Conduct and complete pilot programs by November 2019
- Select and enter into contract with chosen provider by January 2020.

Objective 9: Continue providing cost effective solid waste handling

Goal: Make Dothan a More Livable and Inclusive City

Strategies:

- Continue using intermediate private disposal for MSW, yard/bulk waste and recycling.
- Transition from private disposal of MSW, yard/bulk waste back to use of City operated landfill
- Update recycling collection methods to provide for more efficient use of labor and time.
- Evaluate and adjust solid waste and recycling collection routes and daily schedules.
- Evaluate all fees associated with collection and disposal of solid waste to ensure that Environmental Service's financial efficiency.

Performance Targets:

- Begin construction of landfill expansion by September 2019.
- Meet a threshold of 75% of all households participating in the curbside recycling program utilizing 95-gallon carts in lieu of 18-gallon bins by September 2019.
- Maintain overtime hours at or below 75 hours per pay period. (Contingent on no unexpected event that may necessitate additional labor hours.)
- Select consultant to provide a rate study for current City-wide garbage fee and landfill tipping fee.

CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025

Conditional Funding
General Fund Bond Issue

	2020	2021	2022	2023	2024	2025
ADMINISTRATION						
Economic Development	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
City Wide Special Projects	100,000	100,000	100,000	100,000	100,000	100,000
Voter Registration Software (Replace Customer Program-County Import)	-	35,000	-	-	-	-
Total Administration	\$ 250,000	\$ 285,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
INFORMATION TECHNOLOGY						
Computer, Laptops, Tablets, Servers & Storage Upgrades	\$ 515,000	\$ 515,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 540,000
Mobile Friendly City Website Upgrade	13,200	13,200	13,200	13,200	13,200	13,200
Microsoft SQL & Server License Growth Requirements	50,000	50,000	50,000	50,000	50,000	50,000
Security Monitoring & Threat Assessment/Alerting System	20,000	20,000	20,000	20,000	20,000	20,000
City Training Room Equipment & Renovations	76,000	-	-	-	-	-
Proactive Monitoring System Solution	15,000	-	-	-	-	-
UPS Backup Power, Monitor & Alert System						
8 Fire Stations @ \$1,500 Each	12,000	-	-	-	-	-
Magistrates/Pretrial Building & PC's	1,500	-	-	-	-	-
Fiber Infrastructure Phase 3	-	400,000	-	-	-	-
Virtual Server Environment Migration	-	140,000	-	-	-	-
Central Square Upgrade/Replacement	-	-	4,500,000	-	-	-
Mobile App	-	-	30,000	16,000	16,000	16,000
Total Information Technology	\$ 702,700	\$ 1,138,200	\$ 5,143,200	\$ 629,200	\$ 629,200	\$ 639,200
FINANCE						
Meter Reading Software	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Total Finance	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -
PERSONNEL						
Digital Solution (HRIS)	\$ -	\$ 350,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Total Personnel	\$ -	\$ 350,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

**Conditional Funding
General Fund Bond Issue**

	2020	2021	2022	2023	2024	2025
POLICE						
Animal Shelter Design	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Mobile Data Replacements (5 Year Refresh Cycle)	125,000	125,000	125,000	125,000	125,000	125,000
Motorola Radio System Annual Contracts & Maintenance	519,490	515,190	503,029	510,702	518,642	526,654
Motorola Radio Equipment Replacements	-	500,000	500,000	500,000	-	-
Evidentiary Data Management System (Cloud Solution)	65,000	65,000	65,000	65,000	70,000	70,000
Traffic Division Relocation (IT Equipment & Infrastructure)	15,000	3,000	-	-	-	-
Relocate Video Servers (IT Infrastructure)	20,000	5,000	-	-	-	-
Tracker Products (Physical Evidence Tracking in Vault)	5,800	5,800	5,800	5,800	5,800	5,800
Motorola Radio System - Battery & UPS Replacement, Tower Repairs, Etc.	80,000	50,000	50,000	50,000	50,000	80,000
Security Servers Citywide for Camera Surveillance	20,000	40,000	40,000	40,000	40,000	40,000
PanoVu Cameras at Intersections	26,000	-	-	-	-	-
Security Cameras City-Wide	81,162	52,435	60,974	47,927	52,882	50,000
Replacement of Security Cameras Citywide	35,000	40,000	40,000	40,000	40,000	40,000
Weather Sirens	-	50,000	-	-	-	-
Total Police	\$ 1,092,452	\$ 1,451,425	\$ 1,389,803	\$ 1,384,429	\$ 902,324	\$ 937,454
FIRE						
Fire Station #10 Design	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Simulation Mannequins for Emergency Medical Services	25,000	-	-	-	-	-
Target Solutions Performance Mgt (Cloud Software)	14,000	14,000	14,000	14,000	14,000	14,000
SCBA Mobile Cascade System - Applied for a FEMA funded grant to fund this purchase on a 90/10 match agreement	-	130,000	-	-	-	-
Fire Station #10 Construction - New station will require an additional 18 employees at an estimated annual cost of \$1.5 million	-	-	4,000,000	-	-	-
Pumper & Equipment for Station #10	-	-	1,200,000	-	-	-
Fire Station #3 Relocation Design	-	-	400,000	-	-	-
Fire Station #3 Relocation Construction (Whatley/John D. Odom Road)	-	-	-	4,000,000	-	-
Future Fire Station #11 Land Purchase	-	-	-	-	1,000,000	-
Future Fire Station #11 Design	-	-	-	-	-	500,000
Total Fire	\$ 39,000	\$ 544,000	\$ 5,614,000	\$ 4,014,000	\$ 1,014,000	\$ 514,000

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

**Conditional Funding
General Fund Bond Issue**

	2020	2021	2022	2023	2024	2025
PUBLIC WORKS						
CITY STREET, TRAFFIC & BRIDGE IMPROVEMENTS						
Street Resurfacing	\$ 2,250,000	\$ 2,250,000	\$ 2,500,000	\$ 2,500,000	\$ 2,750,000	\$ 2,750,000
Sidewalk Projects	250,000	250,000	500,000	500,000	500,000	500,000
Bridge Repair – Coe Dairy Road, Timbers Drive, Westgate Parkway (bridge & culvert), and other bridge maintenance	100,000	100,000	100,000	100,000	100,000	100,000
Flowers Chapel Road Bridge Replacement	-	-	500,000	-	-	-
Brannon Stand Road Bridge Replacement	-	-	2,000,000	-	-	-
Denton Road Widening from Circle to Westgate (Construction & Utilities) MPO Will Fund Remaining \$4,987,889	3,050,744	-	-	-	-	-
McCain Traffic Controller Upgrades/Intelligent Transportation System	500,000	500,000	500,000	500,000	500,000	500,000
Transparency Traffic Signal Management Software	6,300	6,300	43,785	40,635	13,000	13,000
ALDOT Coordination: Integrate Dothan Traffic Cameras w/ALGO System	15,000	-	-	-	-	-
Engineering Video Board for Plan Review	15,000	-	-	-	-	-
Access Controls - Public Works Complex Office Buildings	55,000	-	-	-	-	-
Vehicle for Senior Civil Engineer	26,000	-	-	-	-	-
Vehicle for Street Maint Manager	26,000	-	-	-	-	-
Honeysuckle Roadway Improvements (Honeysuckle Road to Fortner St)	2,000,000	18,000,000	-	-	-	-
CityWorks Expansion to Pavement Infrastructure	200,000	-	-	-	-	-
CityWorks Expansion to Signal Maintenance/Inventory	-	150,000	-	-	-	-
Real Time Traffic Management	-	160,000	100,000	100,000	-	-
Napier Field Road Resurfacing	-	-	1,000,000	-	-	-
John D. Odom Road Turn Lanes	-	-	750,000	-	-	-
Highway 84 West Bound Lane Addition (Ginnalou to John D. Odom)	-	-	4,000,000	-	-	-
GPS Traffic Signal Preemption - Fire & EMS	-	-	200,000	-	-	-
Bucket Truck for Traffic	-	-	175,000	-	-	-
Ross Clark Circle (Fortner to 231 South)	-	-	-	-	3,000,000	10,000,000
Total City Street, Traffic & Bridge Improvements	\$ 8,494,044	\$ 21,416,300	\$ 12,368,785	\$ 3,740,635	\$ 6,863,000	\$ 13,863,000

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

**Conditional Funding
General Fund Bond Issue**

	2020	2021	2022	2023	2024	2025
STORM DRAINAGE						
Girard Avenue Drainage Basin	\$ 400,000	\$ 1,350,000	\$ 250,000	\$ 1,000,000	\$ 350,000	\$ 2,000,000
Storm Drainage Condition Assessment	-	400,000	-	-	-	-
Ditch along west side of South Park Avenue south of West Carroll Street to Ross Clark Circle	-	250,000	-	-	-	-
CityWorks Expansion to Storm Water Infrastructure	-	200,000	-	-	-	-
Storm Water Management Hydrological Analysis	-	-	500,000	-	-	-
Storm Drainage Projects (E.Newton \$50K; Deerpath \$250K; Dunn \$350K)	-	-	5,000,000	5,000,000	5,000,000	5,000,000
Total Storm Drainage	\$ 400,000	\$ 2,200,000	\$ 5,750,000	\$ 6,000,000	\$ 5,350,000	\$ 7,000,000
PLANNING						
Wayfinding Signage Expansion - Phase 2 & 3	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Brownfield Remediation	100,000	100,000	100,000	100,000	100,000	100,000
Housing Rehabilitation Projects	100,000	100,000	100,000	100,000	100,000	100,000
84 East Corridor Plan Pedestrian Improvements-Design & Construction	50,000	250,000	150,000	100,000	100,000	100,000
Civic Center Street	400,000	-	-	-	-	-
US 84 East Overlay District & Design Guidelines	250,000	-	-	-	-	-
Planning & Business Development Software Solution	700,000	-	-	-	-	-
Civic Center Block Design, Parking Deck Design & Construction	-	-	6,500,000	-	-	-
Design & Construction to Remodel Permit Office & One Stop Customer Service Counter	-	-	50,000	100,000	-	-
Total Planning	\$ 1,650,000	\$ 500,000	\$ 6,900,000	\$ 400,000	\$ 300,000	\$ 300,000
LEISURE SERVICES						
Water World Phase I&II (Phase I includes 3 flume slides, 1 bowl slide, kiddie pool renovation, carpet, landscaping, Great White bumpers, concession renovations, repainting entrance & picnic pavilion, waterpark management software & sand filter.)	\$ 2,771,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
Citywide - Playground Replacement	50,000	50,000	50,000	50,000	50,000	50,000
Replace Sand Pool Filtration - Doug Tew, Walton Westgate, & Wiregrass	-	170,000	-	-	-	-
Recreation Activity Registration Software	35,000	-	-	-	-	-
Citywide - Ballfield Light Repairs (Softball Complex 2020:Northcutt SB 2021)	500,000	100,000	100,000	100,000	100,000	100,000
Citywide - Track and Field Complex & Stadium Renovations	-	1,400,000	14,000,000	-	-	-

CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025

Conditional Funding
General Fund Bond Issue

	2020	2021	2022	2023	2024	2025
LEISURE SERVICES (con't)						
Pine Hills Pickleball Courts	\$ 75,000	\$ -	\$ -		\$ -	\$ -
Northcutt Locker Room Renovations	150,000	-	-	-	-	-
James Oates Park - Land	-	100,000	-	-	-	-
James Oates Park - Activity Center	-	-	-	4,500,000	-	-
Water World/Westgate Park - Sidewalk Lights Replaced	-	-	-	-	50,000	-
Renovate Water World Locker Rooms	-	-	-	75,000	-	-
Fairlane Park Walk Bridge Replacement	-	-	35,000	-	-	-
Westgate Tennis Center - Replace Shade Shelters	-	-	35,000	-	-	-
Eastgate Ballfield Lights	-	-	-	-	-	500,000
Dixie Youth Field Lights	-	-	-	500,000	-	-
Additional Parking at Water World	-	-	150,000	-	-	-
Miracle Playground - Replace Shade Shelters	-	-	30,000	-	-	-
Miracle Playground Replacement	-	-	-	-	600,000	-
Northcutt Football Field - Replace Lights	-	-	600,000	-	-	-
Rip Hewes Stadium - Tennis Courts/Build Pickle Ball Courts	-	-	240,000	-	-	-
Walton Park - Replace Wood Outfield Poles with Concrete Poles	-	-	55,000	-	-	-
Walton Park - Tennis Court Repairs	-	-	50,000	-	-	-
Skate Park	-	-	-	-	800,000	-
Pickleball Courts at Beauchamp Field Phase I	-	-	240,000	-	-	-
Pickleball Courts at Beauchamp Field Phase II	-	-	-	240,000	-	-
Doug Tew Swimming Pool Replacement	-	-	-	-	1,500,000	-
Andrew Belle Convert Splash Pad	-	-	-	-	35,000	-
Total Leisure Services	\$ 3,581,000	\$ 1,820,000	\$ 15,585,000	\$ 5,465,000	\$ 3,135,000	\$ 4,650,000
PERFORMING ARTS						
Civic Center Replace Stage Curtains	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Opera House Replace Stage Curtains	-	50,000	-	-	-	-
Opera House Upgrade Light & Sound Program	21,000	-	-	-	-	-
Opera House Upgrade Aisle Lighting for Safety	5,000	-	-	-	-	-
Opera House - Recable and Certify	30,000	-	-	-	-	-
Ford Mid-Roof Transit Cargo Van	32,000	-	-	-	-	-
Civic Center Light & Sound Systems	645,000	-	-	-	-	-

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

Conditional Funding
General Fund Bond Issue

	2020	2021	2022	2023	2024	2025
PERFORMING ARTS (con't)						
Civic Center Projection Screens	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
Civic Center Aisle Lighting	25,000	-	-	-	-	-
Civic Center Concourse Flooring	-	30,000	-	-	-	-
Civic Center Renovate Downstairs Dressing Rooms	250,000	250,000	-	-	-	-
Total Performing Arts	\$ 1,088,000	\$ 330,000	\$ -	\$ -	\$ -	\$ -
GENERAL SERVICES						
Fuel Monitoring System	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet GPS System Upgrade	155,000	-	-	-	-	-
Asset Management Software System	-	100,000	-	-	-	-
City Shop Replacement	-	-	500,000	5,000,000	-	-
CITY-WIDE VEHICLES & FACILITY IMPROVEMENTS						
Vehicle Replacement (Current Funding: GF \$2.2M; UF \$750K; SW \$300K)	1,550,000	2,200,000	4,135,000	4,135,000	4,135,000	4,135,000
Facility Improvements (Funds to be Used for Projects Below in FY 20-21; Adjustments Will Be Made Based on Needs; Due to Ongoing Studies Some Items May Not be Completed)	910,000	800,000	800,000	800,000	800,000	800,000
Facility Improvements - ADA Compliance	250,000	250,000	250,000	250,000	250,000	250,000
Administration:						
Renovate Admin Restrooms						
Information Technology:						
Renovate IT Offices						
Renovations for Training Rooms						
Judicial:						
Renovate Courtroom						
Police:						
Replace Jail Toilets & Sinks						
Replace Exterior Lighting						
Renovate Evidence Storage (Jail Block Converted)						
Renovate Appletree for Traffic Division						
Renovate Patrol Weight Room (Offices for Community Services)						

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

Conditional Funding
General Fund Bond Issue

	2020	2021	2022	2023	2024	2025
GENERAL SERVICES (con't)						
Fire:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Station #1: Replace Concrete Drive						
Fire Station #2: Replace Roof						
Fire Station #4: Upgrade Lighting						
Fire Station #4: Repaint Interior						
Fire Station #6: Replace Concrete Drive						
Fire Station #8: Upgrade Lighting						
Public Works:						
City Complex Traffic: Replace Warehouse Lighting						
City Complex Traffic: Replace Gutters						
City Complex Traffic: Emergency Generator						
Landfill: Replace Dirt Shed						
Leisure Services:						
Doug Tew: Pool Dressing Room Renovations						
Doug Tew: Handicap Ramp at Recreation Center						
Walton Park: Façade Renovation & Repaint Exterior						
Westgate Park: Replace Insulation at Maintenance Building						
Wiregrass Park: Façade Renovations & Repaint Exterior						
General Services:						
Fire Alarm Systems City-Wide						
Emergency Generators at Fuel Pumps						
City Complex GS Ops Building						
City Complex GS Warehouse Fence & Drive						
City Complex GS City Shop Repair Sinking Slab						
S. Park Fuel Station Upgrade Lighting						
Poplar Head Park						
Greentree Storage Bldg Remove & Replace Roof & Siding						
Parking Lot Lighting Upgrades at Facilities						
Replace R22 Freon HVAC Units as Needed						
Post Office: Replace Lighting & Soffit						
Post Office: Replace Roof Over Back Dock						
Post Office: Repaint Interior						
Museum of Art: Roof Replacement in Rear						

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

**Conditional Funding
General Fund Bond Issue**

	2020	2021	2022	2023	2024	2025
GENERAL SERVICES (con't)						
Museum of Art: Replace HVAC & Dehumidifier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Museum of Art: Replace Windows & Repaint Ext.						
Cultural Arts: Replace Roof on Back Building						
A. Saliba Family Services: HVAC/Interior Repairs						
Repair Sprinklers City-Wide						
Electric:						
Fire Sprinkler Replace/Rehab at DU						
Upgrade Building Lighting						
Resurface DU Front Parking Lot						
Water:						
Dirt Shed on NW Side of Town						
Replace Doors & Windows at Well Houses						
Fence Replacement						
Wastewater Treatment:						
Little Choctawhatchee: Paving Improvements						
Little Choctawhatchee: Compost Plant Upgrade Lighting						
Little Choctawhatchee: Compost Plant Painting						
Little Choctawhatchee: Maint Building Upgrade Lighting						
Little Choctawhatchee: Maint Old IPS Roof Replacement						
Little Choctawhatchee: Maint Old IPS Repaint						
Little Choctawhatchee: Maint Lab & Control Bldg Repaint						
Total General Services	\$ 2,875,000	\$ 3,350,000	\$ 5,685,000	\$ 10,185,000	\$ 5,185,000	\$ 5,185,000
ELECTRIC						
Vegetation Management - Tree Trimming of Electric System	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
Transformers for Substations	500,000	500,000	500,000	500,000	500,000	500,000
PCB Transformer Change Out Program	228,000	240,000	300,000	300,000	300,000	300,000
Reclosure Replacement	200,000	200,000	-	-	-	-
Advanced Metering Infrastructure	4,000,000	-	-	-	-	-
City Emergency Operations Facility	1,700,000	-	-	-	-	-
Downtown Lighting & Improvements	150,000	150,000	150,000	150,000	150,000	150,000

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

**Conditional Funding
General Fund Bond Issue**

	2020	2021	2022	2023	2024	2025
ELECTRIC (con't)						
Refinish Downtown Decorative Poles	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Substation Ground Grid Testing	72,000	60,000	-	-	-	-
SCADA	10,000	10,000	10,000	10,000	10,000	10,000
Vehicle Replacement for Electric, Water & Wastewater	750,000	750,000	750,000	750,000	750,000	750,000
Replacement of Direct Buried Secondary and Existing Underground - Continuous Project	250,000	250,000	500,000	500,000	500,000	500,000
Convert Overhead Electric Conductor to Underground - Continuous	250,000	250,000	500,000	500,000	500,000	500,000
Transmission Line Switches - 6 Year Project	180,000	180,000	180,000	180,000	180,000	180,000
Padmounted Transformer Inspections - Continuous	200,000	200,000	200,000	200,000	200,000	200,000
Convert To Underground in 300 Block of N. Foster St.	125,000	-	-	-	-	-
DU Complex Driving Surface Repair/Replace Phase III	250,000	-	-	-	-	-
Pole Attachment Agreement Update / Negotiations	-	50,000	-	-	-	-
Electric System Work Plan / Coordination Services / Misc EL. Eng.	-	-	100,000	50,000	50,000	50,000
Exacter (Freq Analysis) Contract Services	-	-	160,000	160,000	-	-
Relay Tester Replacement	-	-	90,000	-	-	-
Emergency Electric Source Station	-	-	2,000,000	-	-	-
Pole Attachment Inventory Services - Every 5 Years	-	-	300,000	-	-	-
Cost of Service Update	-	-	-	100,000	-	-
Michelin Power Transformer Replacements	-	-	200,000	200,000	-	-
Large Line Truck for Concrete Distribution Poles	-	-	250,000	-	-	-
Transmission System Improvements	-	-	100,000	100,000	100,000	100,000
Cityworks for Electric Assets	-	-	250,000	-	-	-
Cityworks Server Expansion	-	-	100,000	-	-	-
Milsoft Software Solution for Pole Staking	-	-	-	250,000	-	-
Total Electric	\$ 9,715,000	\$ 3,590,000	\$ 7,390,000	\$ 4,700,000	\$ 3,990,000	\$ 3,990,000
WATER						
Red Water Repairs	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
SCADA	10,000	10,000	10,000	10,000	10,000	10,000
Well Electrical Equipment Upgrades - 14 Year Project	100,000	100,000	100,000	100,000	100,000	100,000
12" Transmission Main Loop Park/Moore	252,000	-	-	-	-	-
CityWorks Integration for Water Distribution	180,500	-	300,000	-	-	-

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

**Conditional Funding
General Fund Bond Issue**

	2020	2021	2022	2023	2024	2025
WATER (con't)						
12" Transmission Main on Hodgesville Rd	\$ 436,100	\$ -	\$ -	\$ -	\$ -	\$ -
Long Range Plan & Model Update - 10 Year Cycle	-	200,000	-	-	-	-
Generator at Lingo Road Well #35	-	150,000	-	-	-	-
12" Transmission Main Loop Kinsey Rd to 431	-	-	-	1,000,000	-	-
Well 11 Building Replacement	-	-	240,000	-	-	-
24" Westside Connector to Honeysuckle Tank	-	-	-	750,000	-	-
10" Main Loop on Southeast Circle	-	-	-	-	670,000	-
12" Wesley Way Loop	-	-	-	-	-	100,000
Pettus Tank Rehab	-	-	900,000	-	-	-
52E Tank Rehab	-	-	-	900,000	-	-
Honeysuckle Tank Rehab	-	-	-	-	900,000	-
Wallace Tank Rehab	-	-	-	-	-	900,000
Vehicles & Equipment for Red Water Crew (if additional staff is funded)	-	-	155,550	-	-	-
Vehicle for Construction Inspector (if additional staff is funded)	-	-	20,500	-	-	-
Total Water	\$ 2,578,600	\$ 2,060,000	\$ 3,326,050	\$ 4,360,000	\$ 3,280,000	\$ 2,710,000
WASTEWATER COLLECTION						
3D Manhole Inspection Scanner	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Generator at Golf Creek Lift Station	150,000	-	-	-	-	-
Napier Field Lift Station Replacement	150,000	-	-	-	-	-
Lakewood Lift Station and Forcemain	400,000	-	-	-	-	-
CSSAP Repairs	2,050,000	-	-	-	-	-
Point Repair & Rehab for AOC	100,000	100,000	100,000	100,000	100,000	100,000
Omussee Trunk Line Replacement/Rehab	8,500,000	-	-	-	-	-
Basin B4-52 Sewer Repair and Rehab per AOC	350,000	3,500,000	-	-	-	-
Sanitary Sewer Extensions to Existing Subdivisions	100,000	100,000	100,000	100,000	100,000	100,000
Indian Hills Lift Station Elimination	120,000	-	-	-	-	-
Baywood Lift Station Elimination	-	1,000,000	-	-	-	-
Beaver Creek Trunk Line	-	-	800,000	6,900,000	-	-
Little Choctawhatchee Trunk Line	-	-	1,050,000	10,100,000	-	-
Sewer Rehabs	-	-	4,000,000	4,000,000	4,000,000	4,000,000
Manhole Improvements	-	-	200,000	200,000	200,000	200,000
Vehicle for Sewer Maint Engineer (if additional staff is funded)	-	-	20,500	-	-	-
Total Wastewater Collection	\$ 12,020,000	\$ 4,700,000	\$ 6,270,500	\$ 21,400,000	\$ 4,400,000	\$ 4,400,000

**CITY OF DOTHAN
SIX -YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2020-2025**

**Conditional Funding
General Fund Bond Issue**

	2020	2021	2022	2023	2024	2025
WASTEWATER TREATMENT						
Omussee WWTP Sludge Drying Bed Upgrades	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Little Choctawhatchee WWTP IPS Pump Rehabilitation (4)	200,000	200,000	-	-	-	-
Omussee WWTP Sludge Drying Bed Covers	170,000	-	-	-	-	-
Omussee Upgrade Switches for Transfer to Generator	40,000	-	-	-	-	-
Cypress WWTP Dewatering Box	50,000	-	-	-	-	-
Cypress UV Refurbishment	200,000	-	-	-	-	-
Cypress WWTP 201 Update (20 Years In-Service)	-	250,000	-	-	-	-
Cypress WWTP Upgrade	-	-	-	10,000,000	-	-
SCADA Mobile Solution for Remote Operation of Omussee WWTP	-	-	25,000	-	-	-
SCADA Mobile Solution for Remote Operation of Little Choct. WWTP	-	-	25,000	-	-	-
Total Wastewater Treatment	\$ 720,000	\$ 450,000	\$ 50,000	\$ 10,000,000	\$ -	\$ -
SOLID WASTE						
Landfill Engineering/Permitting/Construction/Equipment	\$ 4,263,000	\$ -	\$ -	\$ -	\$ -	\$ -
Automated Route Management System	200,000	-	-	-	-	-
Vehicle Replacements	300,000	300,000	300,000	300,000	300,000	300,000
Landfill Cell 7 Expansion	-	-	-	-	-	3,000,000
Total Solid Waste	\$ 4,763,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 3,300,000
CAPITAL PROJECTS - TOTALS	\$ 49,968,796	\$ 44,514,925	\$ 76,102,338	\$ 72,908,264	\$ 35,678,524	\$ 47,818,654

General Fund	\$ 14,394,234	\$ 9,213,690				
Utility Fund	21,580,000	4,370,000				
Solid Waste Fund	4,763,000	300,000				
Total Funded in FY 2020-2021	\$ 40,737,234	\$ 13,883,690				
General Fund Conditional Funding	\$ 3,777,962	\$ 4,771,235				
Utility Fund Conditional Funding	3,453,600	6,460,000				
Total Conditional Funding	\$ 7,231,562	\$ 11,231,235				
Total General Fund Bond Issue	\$ 2,000,000	\$ 19,400,000	\$ 14,000,000			

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
RECAP**

	<u>2020</u>	<u>2021</u>
General Fund	\$ 87,345,056	\$ 87,345,056
Civic Center Fund	1,063,500	1,063,500
School Fund (Special Revenue)	382,436	391,640
Utility Fund	122,842,013	120,466,900
Solid Waste Fund	<u>4,804,000</u>	<u>5,504,000</u>
Total	<u>\$216,437,005</u>	<u>\$214,771,096</u>

*Non-Revenue Receipts are not included.

1. Utilization of Fund Balance
2. Proceeds from Notes
3. Proceeds from Bond Sales

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Taxes						
Ad Valorem Tax	\$ 3,799,056	\$ 3,886,902	\$ 3,963,170	\$ 3,999,709	\$ 3,700,000	\$ 3,700,000
Motor Vehicle Tax	782,186	752,950	773,148	527,347	700,000	700,000
General Sales Tax	61,315,423	63,400,486	64,294,153	53,908,560	64,000,000	64,000,000
Automotive Sales Tax	2,321,108	2,496,195	2,481,668	1,908,635	2,300,000	2,300,000
Lodging Tax	1,953,346	2,816,800	3,127,058	2,997,192	3,150,000	3,150,000
Manufacturing/Machinery Sales Tax	215,938	225,466	197,477	113,572	150,000	150,000
Farm/Agriculture Sales Tax	74,750	81,643	86,460	62,555	50,000	50,000
Malt Beverage Tax	1,011,573	1,002,888	970,418	734,098	950,000	950,000
Whiskey/Wine/Liquor Tax	212,601	223,592	229,284	195,311	200,000	200,000
Wholesale Wine Tax	52,073	52,589	50,755	40,711	45,000	45,000
Cable TV Franchise Tax	893,772	889,598	898,079	869,080	800,000	800,000
Gas District Franchise Tax	1,138,231	669,704	1,114,297	77,948	750,000	750,000
	<u>1,138,231</u>	<u>669,704</u>	<u>1,114,297</u>	<u>77,948</u>	<u>750,000</u>	<u>750,000</u>
Total Taxes	\$ 73,770,057	\$ 76,498,813	\$ 78,185,967	\$ 65,434,718	\$ 76,795,000	\$ 76,795,000
Licenses and Permits						
Privilege License	\$ 2,922,392	\$ 3,059,185	\$ 3,039,598	\$ 3,034,065	\$ 2,800,000	\$ 2,800,000
Insurance License	706,732	760,678	721,530	728,325	600,000	600,000
Ambulance Permits	365	-	-	-	-	-
Building Permits	256,981	274,132	229,809	181,547	200,000	200,000
Gas Permits/Inspections	9,800	9,206	9,950	7,261	7,000	7,000
Heating & A/C Permits/Inspections	21,634	17,885	29,052	14,453	20,000	20,000
Electrical Permits/Inspections	50,644	55,551	47,062	32,282	45,000	45,000
Plumbing Permits/Inspections	33,761	37,931	34,709	22,276	34,000	34,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Licenses and Permits (Cont'd)						
Tree Cutting Permits	\$ 6,910	\$ 4,880	\$ 5,860	\$ 3,782	\$ 3,000	\$ 3,000
Taxi Driver Permits	460	415	325	215	500	500
Swimming Pool Permits	2,659	4,211	3,109	2,251	2,000	2,000
Penalty	277	192	479	303	-	-
Plan/Permit/C.O. Copies	1,124	1,188	1,058	361	200	200
Penalties/Citations/Fees	<u>87,983</u>	<u>76,180</u>	<u>51,166</u>	<u>44,860</u>	<u>50,000</u>	<u>50,000</u>
 Total Licenses and Permits	 <u>\$ 4,101,722</u>	 <u>\$ 4,301,634</u>	 <u>\$ 4,173,707</u>	 <u>\$ 4,071,981</u>	 <u>\$ 3,761,700</u>	 <u>\$ 3,761,700</u>
Intergovernmental Revenues						
Proceeds from Grants	\$ 24,195	\$ 23,755	\$ 229,160	\$ -	\$ -	\$ -
FBI Violent Crime Task	21,876	36,592	42,991	32,999	-	-
Houston County EMA Grant	-	-	-	-	-	-
Justice Grant - Bullet Vest	12,827	4,298	17,840	-	-	-
Bureau of Justice Grant	27,870	198,380	42,549	4,727	-	-
Public Housing Drug Grant (HUD)	175,000	175,000	175,000	-	175,000	175,000
Solid Waste Recycling Grant	50,000	-	-	-	-	-
USTA Grant	4,000	4,000	4,000	3,000	-	-
ADECA - Recreational Trails	86,840	-	-	-	-	-
Community Development Funds	465,686	465,455	484,553	65,449	-	-
ALDOT-Trans Enhancement	1,891	-	-	-	-	-
U.S. Marshals Services	22,163	13,597	10,831	6,373	-	-
Wiregrass Foundation	1,710,794	343,719	1,338,719	500,000	1,000,000	1,000,000
MPO Grant - Planning Fund	69,300	129,876	129,219	33,909	-	-

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Intergovernmental Revenues (Cont'd)						
MPO Grant - Construction	\$ 339,346	\$ 229,794	\$ 174,398	\$ -	\$ -	\$ -
Federal EMA - Firefighters Grant	-	-	-	-	-	-
US Dept Homeland Security	16,586	19,035	86,574	13,817	-	-
US Dept of Transportation	44,116	348,682	76,819	323,581	-	-
Environmental Protection Agency	-	-	132,559	6,522	-	-
Allocation-AL ABC Profits	26,721	17,630	19,492	-	20,000	20,000
Financial Institution Tax	241,499	267,278	279,916	-	125,000	125,000
7 Cent Gasoline Excise Tax	152,741	154,182	154,085	115,670	130,000	130,000
4 to 6 Cent Gasoline Excise Tax	88,547	89,396	89,496	67,182	80,000	80,000
Petroleum Inspection Fee	30,935	31,529	31,365	23,788	28,000	28,000
5 Cent Gasoline Tax	43,640	44,052	44,024	33,049	40,000	40,000
Alcoholic Beverage State Sales Tax	83,526	79,754	81,230	73,980	70,000	70,000
Alabama Trust Fund	572,067	556,355	557,272	588,785	500,000	500,000
IRP Vehicle Registration	67,529	70,873	58,020	29,589	50,000	50,000
Transportation Companies	-	-	-	850	-	-
Local Impact	46,135	85,824	64,995	30,082	-	-
Summer/At Risk Food Program	145,760	200,142	340,226	142,757	-	-
Walden Gas & Excise Tax	615,502	541,685	542,184	348,226	500,000	500,000
Share Tax 18.87% - Domestic Corp	59,888	60,337	60,789	-	55,000	55,000
Total Intergovernmental Revenues	\$ 5,246,980	\$ 4,191,220	\$ 5,268,306	\$ 2,444,335	\$ 2,773,000	\$ 2,773,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
General Government Revenues						
Zoning Certification Fees	\$ 185	\$ 145	\$ 115	\$ 115	-	-
Planning/Zoning Application Fees	9,789	12,404	47,888	24,992	8,000	8,000
Sale of Maps/Publications	169	73	64	50	1,000	1,000
House Moving Permits	140	100	700	600	500	500
Demolition and Removal	22,151	17,911	9,549	-	17,000	17,000
Fire Dept Service Calls	800	600	599	400	-	-
False Burglar Alarm Fees	33,593	32,668	24,938	24,466	20,000	20,000
Burn Permits	320	510	260	600	-	-
Weed Abatement Liens	16,773	18,508	19,022	18,830	-	-
Solid Waste	4,316,295	4,355,990	4,376,204	3,309,256	-	-
Installation/Repair Fees	-	-	770	795	-	-
Auditorium Use Fees	46,130	30,174	29,378	23,813	35,000	35,000
Civic Center Use Fees	129,329	65,390	139,773	143,607	125,000	125,000
Rental Rec Facilities	107,694	115,100	124,817	92,654	90,000	90,000
Swimming Pool Fees	46,890	44,373	52,785	34,815	30,000	30,000
Other Income	26,265	25,312	40,307	30,349	35,000	35,000
Auditorium/Civic Center Concessions	43,525	36,999	40,146	32,891	40,000	40,000
Water World Admission Fees	492,998	467,700	534,658	205,469	400,000	400,000
Water World Raft Rental-Misc	34,713	33,219	31,255	12,699	20,000	20,000
Water World Resale Items	153,784	135,808	151,450	51,096	100,000	100,000
Softball Complex Fees	34,156	32,563	24,676	15,945	60,000	60,000
Softball Complex Concessions	46,080	40,531	26,307	34,675	50,000	50,000
Oates Softball Concessions	-	30,102	44,060	36,422	20,000	20,000
Dothan Kiwanis Club	3,000	4,000	4,000	4,000	3,000	3,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
General Government Revenues (Cont'd)						
SARCOA-AAA-1 & Tobacco Tax	\$ 19,655	\$ 20,485	\$ 20,748	\$ 16,615	\$ 20,000	\$ 20,000
Archery	1,707	1,900	1,447	663	2,500	2,500
Baseball	15,519	16,524	4,807	4,150	5,000	5,000
Basketball	4,785	8,509	8,435	8,019	3,500	3,500
Concessions	76,915	32,585	10,953	8,791	75,000	75,000
Crafts - Rose Hill	2,960	1,992	-	-	2,500	2,500
Day Camp - Instructional	113,821	128,240	168,245	130,332	90,000	90,000
Football - Cheerleading	4,446	3,940	2,254	-	4,000	4,000
Soccer	24,151	25,530	24,545	11,633	20,000	20,000
Swimming	11,187	22,534	14,734	14,956	9,000	9,000
Tennis	127,805	125,840	166,893	138,991	100,000	100,000
Therapeutics	-	35	-	2,430	1,500	1,500
Volleyball	1,213	2,121	1,040	308	2,000	2,000
Youth Softball	20,126	17,232	30,110	55,239	25,000	25,000
Track	500	500	500	500	500	500
Miscellaneous - Other Revenue	<u>27,220</u>	<u>26,322</u>	<u>18,412</u>	<u>1,055</u>	<u>20,000</u>	<u>20,000</u>
Total Gen Government Revenues	\$ 6,016,789	\$ 5,934,469	\$ 6,196,844	\$ 4,492,221	\$ 1,435,000	\$ 1,435,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Fines and Forfeitures						
Dothan/State Drug Seizure Income	\$ 79,831	\$ 31,503	\$ 129,674	\$ 9,031	\$ -	\$ -
Federal Drug Seizures	-	36,822	24,227	20,000	-	-
Mun Court Judicial Admin Fund	68,770	53,417	42,149	48,611	75,000	75,000
Court Costs	98,259	84,211	59,836	47,099	50,000	50,000
Corrections Fund	231,325	199,138	141,526	111,774	150,000	150,000
Court Fines	784,762	743,108	586,863	447,950	600,000	600,000
Other Police Related Income	770	3,151	20,305	15,553	500	500
Housing - Federal Prisoners	72	-	-	-	-	-
Alarm Application Fees	9,843	9,114	8,775	6,195	10,000	10,000
Drug Deferred Prosecution	4,887	10,842	10,377	9,559	10,000	10,000
P.A.S.S. Academy	33,998	-	-	-	-	-
Inmate Welfare Commission	1,311	2,089	2,217	3,046	5,000	5,000
Sex Offender Registration	3,528	2,977	2,467	1,602	2,000	2,000
Pretrial Diversion Fees	246,010	280,967	279,656	209,047	250,000	250,000
Inmate Welfare	689	859	681	1,057	-	-
Total Fines and Forfeitures	\$ 1,564,055	\$ 1,458,198	\$ 1,308,753	\$ 930,524	\$ 1,152,500	\$ 1,152,500
Miscellaneous Revenues						
Funds Invested-Interest	\$ 80,381	\$ 94,013	\$ 349,598	\$ 170,200	\$ 300,000	\$ 300,000
Money Market-Interest	-	-	-	189,020	250,000	250,000
Demolition and Removal-Interest	4,114	3,347	3,018	1,377	4,000	4,000
Employee Medical Insurance-Interest	1,238	4,734	21,781	52,943	50,000	50,000
Workers Compensation-Interest	5,149	8,209	22,212	49,182	50,000	50,000

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Miscellaneous Revenues (Cont'd)						
Self - Insured Interest	\$ 4,565	\$ 8,069	\$ 21,778	\$ 31,358	\$ 35,000	\$ 35,000
Post Office Building	61,856	61,856	61,856	51,546	61,856	61,856
Other Rentals	7,165	11,066	8,759	9,048	10,000	10,000
Contributions and Donations	486,625	91,041	173,559	59,818	50,000	50,000
Photocopy Printing	65,984	70,397	75,648	59,787	65,000	65,000
Bad Check Collection Fee	525	700	870	540	1,000	1,000
Junk Sales	165,589	165,011	146,437	121,363	125,000	125,000
Sale of Confiscated Items	842	61	70,872	21,630	-	-
Emergency 911 Revenue	236,116	192,699	150,000	112,594	150,000	150,000
Cash Over or Short	(1,931)	(343)	(1,565)	(826)	-	-
Miscellaneous Income	77,183	57,323	43,711	18,201	50,000	50,000
Property Damage Recovery	18,221	24,704	8,430	14,894	10,000	10,000
Workers Compensation Recovery	-	-	-	2,793	-	-
Refunds-Accts Receivable	16,563	732	12,380	(1,093)	-	-
Landfill Use Fees	-	38,702	357	-	-	-
Landfill Garbage Cans	5,100	5,951	4,700	3,700	-	-
Recycling Revenue	1,249	307	89	35	-	-
Animal Control Fees	29,123	25,433	29,512	20,716	30,000	30,000
Animal Adoption Fees	2,315	1,540	2,225	1,963	5,000	5,000
Reimbursement by Schools	-	-	-	-	-	-
Pilot Fees Housing Authority	10,836	12,457	10,176	-	12,000	12,000
Knox Box Sales	5,602	10,501	9,440	7,100	5,000	5,000
Telephone Commission-Jail	6,795	6,172	6,402	10,870	5,000	5,000
Disaster Relief - FEMA	-	58,382	(1,608)	15,794	-	-

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Miscellaneous Revenues (Cont'd)						
Disaster - Mutual Aid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subrogation Recovery/Ins	-	1,000	16,256	2,576	-	-
Overpayment Refund/Ins	1,192,100	119,257	446,915	312,267	100,000	100,000
ATM Surcharge	6,128	3,415	3,332	2,195	5,000	5,000
Convenience Fee/Credit Card	5,414	6,373	9,043	6,768	4,000	4,000
Purchasing Card Rebate	-	-	27,557	-	50,000	50,000
Bad Account Recoveries	-	-	186	-	-	-
Total Miscellaneous Revenues	<u>\$ 2,403,965</u>	<u>\$ 972,806</u>	<u>\$ 1,337,317</u>	<u>\$ 885,637</u>	<u>\$ 1,427,856</u>	<u>\$ 1,427,856</u>
Total General Fund Revenues	<u>\$ 93,103,568</u>	<u>\$ 93,357,140</u>	<u>\$ 96,470,894</u>	<u>\$ 78,259,416</u>	<u>\$ 87,345,056</u>	<u>\$ 87,345,056</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
CIVIC CENTER FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
General Government Revenues						
Concessions Sales	\$ 128,454	\$ 136,246	\$ 134,864	\$ 89,561	\$ 125,000	\$ 125,000
Facility Fee-Opera House	8,378	6,539	7,070	5,107	7,500	7,500
Ticket Sales-Opera House	141,713	103,640	137,096	97,784	100,000	100,000
Facility Fee-Civic Center	46,186	33,309	50,945	35,956	25,000	25,000
Ticket Sales-Civic Center	773,480	710,377	1,023,130	646,715	650,000	650,000
Rental - Arena	171,822	148,014	151,599	139,334	125,000	125,000
Rental - Other	47,986	31,306	31,849	16,623	15,000	15,000
Miscellaneous - Other Revenue	15,943	11,227	19,649	15,475	10,000	10,000
Total Gen Government Revenues	<u>\$ 1,333,962</u>	<u>\$ 1,180,658</u>	<u>\$ 1,556,202</u>	<u>\$ 1,046,555</u>	<u>\$ 1,057,500</u>	<u>\$ 1,057,500</u>
Miscellaneous Revenues						
Interest Earned	\$ 119	\$ 198	\$ 917	\$ 2,122	\$ 100	\$ 100
Contributions and Donations	27,100	31,500	31,585	21,935	-	-
Bad Check Collection Fee	25	-	-	-	-	-
Cash Over or Short	940	478	132	198	100	100
C/C Sales Tax Discounts	1,508	1,252	2,256	1,325	800	800
Convenience Fee/Credit Card	4,669	3,974	6,089	3,305	5,000	5,000
Bad Account Recoveries	-	-	-	-	-	-
Total Miscellaneous Revenues	<u>\$ 34,361</u>	<u>\$ 37,402</u>	<u>\$ 40,979</u>	<u>\$ 28,885</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>
Total Civic Center Fund	<u>\$ 1,368,323</u>	<u>\$ 1,218,060</u>	<u>\$ 1,597,181</u>	<u>\$ 1,075,440</u>	<u>\$ 1,063,500</u>	<u>\$ 1,063,500</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
SCHOOL FUND (SPECIAL REVENUE)**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Taxes						
Tobacco Tax Stamps	\$ 226,850	\$ 247,150	\$ 218,700	\$ 171,450	\$ 200,000	\$ 200,000
Total Taxes	<u>\$ 226,850</u>	<u>\$ 247,150</u>	<u>\$ 218,700</u>	<u>\$ 171,450</u>	<u>\$ 200,000</u>	<u>\$ 200,000</u>
Miscellaneous Revenues						
Interest Earned	\$ 70	\$ 167	\$ 374	\$ 793	\$ -	\$ -
Bad Check Collection Fee	-	-	-	-	-	-
Miscellaneous Income	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>182,436</u>	<u>191,640</u>
Total Miscellaneous Revenues	<u>\$ 70</u>	<u>\$ 167</u>	<u>\$ 374</u>	<u>\$ 793</u>	<u>\$ 182,436</u>	<u>\$ 191,640</u>
Total School Fund	<u>\$ 226,920</u>	<u>\$ 247,317</u>	<u>\$ 219,074</u>	<u>\$ 172,243</u>	<u>\$ 382,436</u>	<u>\$ 391,640</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
DEBT SERVICE FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Miscellaneous Revenues						
Interest 2014 G/O Warrant Fd	\$ -	\$ -	\$ -	\$ 401	\$ -	\$ -
Total Miscellaneous Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 401</u>	<u>\$ -</u>	<u>\$ -</u>
Total Debt Service Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 401</u>	<u>\$ -</u>	<u>\$ -</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
UTILITY FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Electric Revenues						
Elec Sales-General Customer	\$ 86,370,795	\$ 88,311,565	\$ 90,388,031	\$ 62,967,441	\$ 86,500,000	\$ 86,500,000
Elec Sales-City Used	3,155,330	3,495,180	3,681,208	2,596,911	3,500,000	3,500,000
Elec Connection Fees	344,214	470,153	574,999	415,560	300,000	300,000
Equipment Rental	553,822	552,390	681,138	694,734	500,000	500,000
Junk Sales	38,775	37,501	24,325	53,736	50,000	50,000
Installation/Repair Fees	44,336	33,171	10,085	17,990	15,000	15,000
AMEA Revenue	-	-	-	4,269,183	1,700,000	-
Total Electric Revenues	<u>\$ 90,507,272</u>	<u>\$ 92,899,960</u>	<u>\$ 95,359,786</u>	<u>\$ 71,015,555</u>	<u>\$ 92,565,000</u>	<u>\$ 90,865,000</u>
Water Revenues						
Water Sales-General Customer	\$ 9,012,257	\$ 10,044,201	\$ 9,778,878	\$ 7,264,043	\$ 9,000,000	\$ 9,000,000
Water Sales-City Used	14,215	17,469	16,155	10,664	10,000	10,000
Water Connection Fees	150,821	145,821	178,356	111,415	150,000	150,000
Equipment Rental	1,583	-	4,787	34	-	-
Junk Sales	1,268	14,610	580	9,370	5,000	5,000
Installation/Repair Fees	5,210	38,429	10,632	1,348	4,000	4,000
Water Sales-Town of Cowarts	4,726	4,624	4,756	3,668	4,500	4,500
Water Sales-Town of Kinsey	1,399	-	1,036	-	-	-
Water Sales-Town of Napier Field	91,991	80,548	68,642	54,165	50,000	50,000
Water Sales-Town of Taylor	-	5,110	13,483	2,097	-	-
Water Sales-Houston County	200	285	214	2,967	-	-
Total Water Revenues	<u>\$ 9,283,670</u>	<u>\$ 10,351,097</u>	<u>\$ 10,077,519</u>	<u>\$ 7,459,771</u>	<u>\$ 9,223,500</u>	<u>\$ 9,223,500</u>

CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
UTILITY FUND

<u>SOURCE</u>	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(ACTUAL)</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(YTD 06-30-19)</u>	<u>FY 2020</u> <u>(BUDGET)</u>	<u>FY 2021</u> <u>(BUDGET)</u>
Sewer Revenues						
Sewer Service Fees	\$ 14,567,835	\$ 17,166,747	\$ 17,727,390	\$ 13,747,394	\$ 17,000,000	\$ 17,000,000
Sewer Connection Fees	24,860	10,360	16,970	15,255	10,000	10,000
Sewer Sales-City Used	128,230	160,162	178,591	101,542	125,000	125,000
Impact Fees	22,912	9,323	17,000	18,948	10,000	10,000
Junk Sales	26,488	15,161	35,233	17,598	5,000	5,000
Installation/Repair Fees	-	-	333	5,019	-	-
Equipment Rental	-	-	343	4,776	-	-
Sewer Fees-Town of Napier Field	82,754	89,067	109,177	95,812	100,000	100,000
Sewer Fees-Town of Taylor	140,921	160,765	173,904	116,957	150,000	150,000
Sewer Fees-Town of Kinsey	121,901	148,295	177,519	136,027	150,000	150,000
Sewer Fees-Midland City	234,057	238,793	251,811	201,504	250,000	250,000
Sewer Fees-Town of Cowarts	97,586	92,983	89,651	68,605	75,000	75,000
Sewer Fees-Houston County	51,494	64,898	60,467	57,850	50,000	50,000
Fats, Oils, & Grease - FOG	68,590	103,640	108,861	85,652	100,000	100,000
Total Sewer Revenues	<u>\$ 15,567,628</u>	<u>\$ 18,260,194</u>	<u>\$ 18,947,250</u>	<u>\$ 14,672,939</u>	<u>\$ 18,025,000</u>	<u>\$ 18,025,000</u>
Combined Revenues						
Delinquent Fees	\$ 1,040,333	\$ 1,041,610	\$ 949,348	\$ 680,988	\$ 950,000	\$ 950,000
Bad Check Collection Fees	21,900	22,965	20,825	14,190	20,000	20,000
Rereads/Meter Test Fees	790	935	1,360	925	400	400
Other Revenue	28,791	7,460	5,230	4,635	5,000	5,000
Disaster Relief - FEMA	-	268,312	(1,169)	-	-	-
Property Damage Recovery	29,950	28,345	2,042	-	-	-

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
UTILITY FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Combined Revenues (Cont'd)						
Interest from Utility Funds Invested	\$ 114,181	\$ 227,902	\$ 694,750	\$ 379,717	\$ 600,000	\$ 600,000
Interest from Money Market	-	-	111,872	462,912	500,000	500,000
Bad Account Recoveries	928	1,495	2,230	-	5,000	5,000
School Warrant Reimbursement	676,158	675,708	673,995	36,506	675,113	-
Bad Debt Collection Fees	11,210	18,415	14,621	7,295	15,000	15,000
Photocopy Printing	220	333	210	652	-	-
Miscellaneous Income	22,174	29,004	25,756	12,507	5,000	5,000
ATM Surcharge	3,590	2,885	2,102	1,513	3,000	3,000
Convenience Fee/Credit Card	<u>220,643</u>	<u>262,999</u>	<u>298,636</u>	<u>238,919</u>	<u>250,000</u>	<u>250,000</u>
Total Combined Revenues	<u>\$ 2,170,868</u>	<u>\$ 2,588,368</u>	<u>\$ 2,801,808</u>	<u>\$ 1,840,759</u>	<u>\$ 3,028,513</u>	<u>\$ 2,353,400</u>
Total Utility Fund	<u>\$ 117,529,438</u>	<u>\$ 124,099,619</u>	<u>\$ 127,186,363</u>	<u>\$ 94,989,024</u>	<u>\$ 122,842,013</u>	<u>\$ 120,466,900</u>

**CITY OF DOTHAN
REVENUE PROJECTIONS - FY 2020 & FY 2021
SOLID WASTE FUND**

<u>SOURCE</u>	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Revenues						
Solid Waste Fees	\$ -	\$ -	\$ -	\$ -	\$ 4,300,000	\$ 4,300,000
Landfill Use Fees	-	-	-	-	500,000	1,200,000
Garbage Cans	-	-	-	-	4,000	4,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Solid Waste Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,804,000</u>	<u>\$ 5,504,000</u>

**CITY OF DOTHAN
BUDGET SUMMARY BY FUND - FY 2020 BUDGET**

	<u>GENERAL FUND</u>	<u>UTILITY FUND</u>	<u>SOLID WASTE FUND</u>	<u>CIVIC CENTER FUND</u>	<u>SCHOOL FUND</u>	<u>DEBT SERVICE FUND</u>	<u>TOTAL</u>
Beginning Fund Balance Estimated	\$ 40,000,000	\$ 45,000,000					
Revenues							
Current Revenues	\$ 87,345,056	\$ 122,842,013	\$ 4,804,000	\$ 1,063,500	\$ 382,436	\$ -	\$ 216,437,005
Accumulated Depreciation	-	9,650,000	-	-	-	-	9,650,000
Total Revenues	\$ 87,345,056	\$ 132,492,013	\$ 4,804,000	\$ 1,063,500	\$ 382,436	\$ -	\$ 226,087,005
Other Financing Sources (Transfers In)							
From General Fund	\$ -	\$ -	\$ 6,684,982	\$ -	\$ -	\$ 1,776,554	\$ 8,461,536
From Utility Fund	8,867,290	-	-	-	4,023,113	1,319,901	14,210,304
Total Other Financing Sources	\$ 8,867,290	\$ -	\$ 6,684,982	\$ -	\$ 4,023,113	\$ 3,096,455	\$ 22,671,840
Total Available Resources	\$ 96,212,346	\$ 132,492,013	\$ 11,488,982	\$ 1,063,500	\$ 4,405,549	\$ 3,096,455	\$ 248,758,845
Expenditures							
Operating							
Departmental & Insurance	\$ 80,103,236	\$ 105,766,106	\$ 6,725,982	\$ 1,063,500	\$ 667,263	\$ -	\$ 194,326,087
Outside Agency Support	4,083,850	-	-	-	3,738,286	-	7,822,136
Debt Service	-	9,564,504	-	-	-	3,096,455	12,660,959
Total Operating	\$ 84,187,086	\$ 115,330,610	\$ 6,725,982	\$ 1,063,500	\$ 4,405,549	\$ 3,096,455	\$ 214,809,182
Capital Outlay & Projects							
Departmental	\$ 14,394,234	\$ 21,580,000	\$ 4,763,000	\$ -	\$ -	\$ -	\$ 40,737,234
Total Capital Outlay & Projects	\$ 14,394,234	\$ 21,580,000	\$ 4,763,000	\$ -	\$ -	\$ -	\$ 40,737,234
Other Financing Uses (Transfers Out)							
From General Fund to Debt Service	\$ 1,776,554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,776,554
From General Fund to Solid Waste Fund	6,684,982	-	-	-	-	-	6,684,982
From Utility Fund to General Fund	-	8,867,290	-	-	-	-	8,867,290
From Utility Fund to School Fund	-	4,023,113	-	-	-	-	4,023,113
From Utility Fund to Debt Service	-	1,319,901	-	-	-	-	1,319,901
Total Other Financing Uses	\$ 8,461,536	\$ 14,210,304	\$ -	\$ -	\$ -	\$ -	\$ 22,671,840
Total Expenditures & Uses (Transfers)	\$ 107,042,856	\$ 151,120,914	\$ 11,488,982	\$ 1,063,500	\$ 4,405,549	\$ 3,096,455	\$ 278,218,256
Ending Fund Balance Estimated	\$ 29,169,490	\$ 26,371,099					
Less Permanent Reserves 8%	7,500,000	10,500,000					
Net Ending Fund Balance Estimated	\$ 21,669,490	\$ 15,871,099					
Reserves Above Minimum	23.37%	12.04%					

**CITY OF DOTHAN
BUDGET SUMMARY BY FUND - FY 2021 BUDGET**

	<u>GENERAL FUND</u>	<u>UTILITY FUND</u>	<u>SOLID WASTE FUND</u>	<u>CIVIC CENTER FUND</u>	<u>SCHOOL FUND</u>	<u>DEBT SERVICE FUND</u>	<u>TOTAL</u>
Beginning Fund Balance Estimated	\$ 29,169,490	\$ 26,371,099					
Revenues							
Current Revenues	\$ 87,345,056	\$ 120,466,900	\$ 5,504,000	\$ 1,063,500	\$ 391,640	\$ -	\$ 214,771,096
Accumulated Depreciation	-	9,650,000	-	-	-	-	9,650,000
Total Revenues	\$ 87,345,056	\$ 130,116,900	\$ 5,504,000	\$ 1,063,500	\$ 391,640	\$ -	\$ 224,421,096
Other Financing Sources (Transfers In)							
From General Fund	\$ -	\$ -	\$ 1,170,041	\$ -	\$ -	\$ 1,776,554	\$ 2,946,595
From Utility Fund	9,456,659	-	-	-	4,037,988	-	13,494,647
Total Other Financing Sources	\$ 9,456,659	\$ -	\$ 1,170,041	\$ -	\$ 4,037,988	\$ 1,776,554	\$ 16,441,242
Total Available Resources	\$ 96,801,715	\$ 130,116,900	\$ 6,674,041	\$ 1,063,500	\$ 4,429,628	\$ 1,776,554	\$ 240,862,338
Expenditures							
Operating							
Departmental & Insurance	\$ 82,742,390	\$ 106,679,210	\$ 6,374,041	\$ 1,063,500	\$ 691,342	\$ -	\$ 197,550,483
Outside Agency Support	4,083,850	-	-	-	3,738,286	-	7,822,136
Debt Service	-	9,566,095	-	-	-	1,776,554	11,342,649
Total Operating	\$ 86,826,240	\$ 116,245,305	\$ 6,374,041	\$ 1,063,500	\$ 4,429,628	\$ 1,776,554	\$ 216,715,268
Capital Outlay & Projects							
Departmental	\$ 9,213,690	\$ 4,370,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 13,883,690
Total Capital Outlay & Projects	\$ 9,213,690	\$ 4,370,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 13,883,690
Other Financing Uses (Transfers Out)							
From General Fund to Debt Service	\$ 1,776,554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,776,554
From General Fund to Solid Waste Fund	1,170,041	-	-	-	-	-	1,170,041
From Utility Fund to General Fund	-	9,456,659	-	-	-	-	9,456,659
From Utility Fund to School Fund	-	4,037,988	-	-	-	-	4,037,988
Total Other Financing Uses	\$ 2,946,595	\$ 13,494,647	\$ -	\$ -	\$ -	\$ -	\$ 16,441,242
Total Expenditures & Uses (Transfers)	\$ 98,986,525	\$ 134,109,952	\$ 6,674,041	\$ 1,063,500	\$ 4,429,628	\$ 1,776,554	\$ 247,040,200
Ending Fund Balance Estimated	\$ 26,984,680	\$ 22,378,047					
Less Permanent Reserves 8%	7,500,000	10,500,000					
Net Ending Fund Balance Estimated	\$ 19,484,680	\$ 11,878,047					
Reserves Above Minimum	21.01%	9.01%					

**CITY OF DOTHAN
FY 2020 & FY 2021
GENERAL FUND**

	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(ACTUAL)</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(YTD 06-30-19)</u>	<u>FY 2020</u> <u>(BUDGET)</u>	<u>FY 2021</u> <u>(BUDGET)</u>
Revenues						
Taxes	\$ 73,770,057	\$ 76,498,813	\$ 78,185,967	\$ 65,434,718	\$ 76,795,000	\$ 76,795,000
Licenses and Permits	4,101,722	4,301,634	4,173,707	4,071,981	3,761,700	3,761,700
Intergovernmental Revenue	5,246,980	4,191,220	5,268,306	2,444,335	2,773,000	2,773,000
General Government Revenue	6,016,789	5,934,469	6,196,844	4,492,221	1,435,000	1,435,000
Fines and Forfeitures	1,564,055	1,458,198	1,308,753	930,524	1,152,500	1,152,500
Miscellaneous Revenue	2,403,965	972,806	1,337,317	885,637	1,427,856	1,427,856
Utilization of Fund Balance	-	-	-	-	10,830,510	2,184,810
Total Revenues	<u>\$ 93,103,568</u>	<u>\$ 93,357,140</u>	<u>\$ 96,470,894</u>	<u>\$ 78,259,416</u>	<u>\$ 98,175,566</u>	<u>\$ 89,529,866</u>
Expenses						
General Admin Department	\$ 3,059,242	\$ 3,651,645	\$ 3,094,056	\$ 2,724,628	\$ 3,385,000	\$ 3,604,288
Information Sys/Tech Department	3,846,633	4,497,078	4,771,735	3,713,789	5,365,442	5,284,781
Finance and Budgeting	1,076,356	1,152,318	1,173,947	946,231	1,298,477	1,353,207
Personnel Department	2,172,017	2,248,447	2,313,437	1,739,969	1,875,633	1,830,868
Judicial Department	1,049,206	1,083,253	1,151,322	900,728	1,292,454	1,305,805
Police Department	19,117,287	21,391,090	20,448,130	15,365,705	22,247,926	23,049,692
Fire Department	15,576,620	15,443,426	17,314,688	12,372,580	16,601,071	17,691,826
Public Works/Street Dept	7,124,037	7,810,190	6,223,222	6,236,552	10,413,124	6,806,417
Public Works/Engineering Dept	2,906,506	3,064,620	3,168,138	2,972,176	4,047,214	4,599,780
Public Works/Environmental Dept	8,507,296	8,369,628	7,545,716	6,223,383	162,681	167,303
Planning and Development	2,117,536	2,398,061	2,761,248	2,049,432	2,589,461	2,695,568
Health and Welfare	3,580,357	3,616,487	3,631,996	3,213,834	4,083,850	4,083,850

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
GENERAL FUND**

	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(ACTUAL)</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(YTD 06-30-19)</u>	<u>FY 2020</u> <u>(BUDGET)</u>	<u>FY 2021</u> <u>(BUDGET)</u>
Expenses (Cont'd)						
Leisure Services Department	\$ 19,503,694	\$ 13,709,544	\$ 10,423,114	\$ 7,440,242	\$ 12,360,260	\$ 10,100,498
Performing Arts	1,212,738	1,310,710	1,484,559	1,065,904	1,325,636	1,386,462
Recreation Department	476,671	493,064	552,279	398,042	512,009	512,009
General Services Admin	416,661	495,466	465,107	368,189	516,830	541,891
General Services Facility	1,778,856	1,567,439	1,784,908	1,241,794	3,085,125	2,933,943
General Services Fleet	2,386,718	2,447,285	2,972,424	1,966,374	4,279,103	4,951,718
Insurance	<u>3,681,011</u>	<u>(279,055)</u>	<u>216,427</u>	<u>(4,130,485)</u>	<u>3,140,024</u>	<u>3,140,024</u>
 Total Expenses	 <u>\$ 99,589,442</u>	 <u>\$ 94,470,696</u>	 <u>\$ 91,496,453</u>	 <u>\$ 66,809,067</u>	 <u>\$ 98,581,320</u>	 <u>\$ 96,039,930</u>
Transfers In (Out)						
School Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Fund	-	-	(500,000)	-	-	-
Debt Service	(706,319)	(702,768)	(1,779,020)	(889,099)	(1,776,554)	(1,776,554)
Solid Waste Fund	-	-	-	-	(6,684,982)	(1,170,041)
Utility Fund	<u>625,642</u>	<u>641,792</u>	<u>726,789</u>	<u>985,707</u>	<u>8,867,290</u>	<u>9,456,659</u>
 Total Transfers	 <u>\$ (80,677)</u>	 <u>\$ (60,976)</u>	 <u>\$ (1,552,231)</u>	 <u>\$ 96,608</u>	 <u>\$ 405,754</u>	 <u>\$ 6,510,064</u>
 ENDING BALANCE	 <u><u>\$ (6,566,551)</u></u>	 <u><u>\$ (1,174,532)</u></u>	 <u><u>\$ 3,422,210</u></u>	 <u><u>\$ 11,546,957</u></u>	 <u><u>\$ -</u></u>	 <u><u>\$ -</u></u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
CIVIC CENTER FUND**

	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(ACTUAL)</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(YTD 06-30-19)</u>	<u>FY 2020</u> <u>(BUDGET)</u>	<u>FY 2021</u> <u>(BUDGET)</u>
Revenues						
General Government Revenues	\$ 1,333,962	\$ 1,180,658	\$ 1,556,202	\$ 1,046,555	\$ 1,057,500	\$ 1,057,500
Miscellaneous Revenues	34,361	37,402	40,979	28,885	6,000	6,000
Utilization of Fund Balance	-	-	-	-	-	-
Total Revenues	<u>\$ 1,368,323</u>	<u>\$ 1,218,060</u>	<u>\$ 1,597,181</u>	<u>\$ 1,075,440</u>	<u>\$ 1,063,500</u>	<u>\$ 1,063,500</u>
Expenses						
Civic Center Shows	\$ 909,785	\$ 842,317	\$ 1,139,549	\$ 707,223	\$ 650,368	\$ 650,368
Concessions	87,652	94,602	94,779	61,893	92,000	92,000
Opera House	166,559	124,220	152,317	91,270	116,132	116,132
Vendor Sales	-	-	-	-	5,000	5,000
Bad Debt Expense	-	190	-	-	-	-
Use Fees-Civic Center	121,572	61,038	130,778	135,302	115,000	115,000
Use Fees-Concessions	45,640	36,999	40,146	32,891	40,000	40,000
Use Fees-Opera House	43,709	30,174	29,378	25,613	35,000	35,000
Use Fees-Vendors	7,757	4,352	8,994	6,506	10,000	10,000
Total Expenses	<u>\$ 1,382,674</u>	<u>\$ 1,193,892</u>	<u>\$ 1,595,941</u>	<u>\$ 1,060,698</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>\$ (14,351)</u>	<u>\$ 24,168</u>	<u>\$ 1,240</u>	<u>\$ 14,742</u>	<u>\$ -</u>	<u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
SCHOOL FUND (SPECIAL REVENUE)**

	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(ACTUAL)</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(YTD 06-30-19)</u>	<u>FY 2020</u> <u>(BUDGET)</u>	<u>FY 2021</u> <u>(BUDGET)</u>
Revenues						
Taxes - Tobacco Stamps	\$ 226,850	\$ 247,150	\$ 218,700	\$ 171,450	\$ 200,000	\$ 200,000
Miscellaneous Revenue	70	167	374	793	182,436	191,640
Utilization of Fund Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>\$ 226,920</u>	<u>\$ 247,317</u>	<u>\$ 219,074</u>	<u>\$ 172,243</u>	<u>\$ 382,436</u>	<u>\$ 391,640</u>
Expenses						
City Schools	<u>\$ 3,943,814</u>	<u>\$ 3,953,470</u>	<u>\$ 3,994,050</u>	<u>\$ 3,162,328</u>	<u>\$ 4,405,549</u>	<u>\$ 4,429,628</u>
Total Expenses	<u>\$ 3,943,814</u>	<u>\$ 3,953,470</u>	<u>\$ 3,994,050</u>	<u>\$ 3,162,328</u>	<u>\$ 4,405,549</u>	<u>\$ 4,429,628</u>
Transfers In (Out)						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Fund	<u>3,680,000</u>	<u>3,737,452</u>	<u>3,807,249</u>	<u>2,900,000</u>	<u>4,023,113</u>	<u>4,037,988</u>
Total Transfers	<u>\$ 3,680,000</u>	<u>\$ 3,737,452</u>	<u>\$ 3,807,249</u>	<u>\$ 2,900,000</u>	<u>\$ 4,023,113</u>	<u>\$ 4,037,988</u>
ENDING BALANCE	<u>\$ (36,894)</u>	<u>\$ 31,299</u>	<u>\$ 32,273</u>	<u>\$ (90,085)</u>	<u>\$ -</u>	<u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
DEBT SERVICE**

	<u>FY 2016 (ACTUAL)</u>	<u>FY 2017 (ACTUAL)</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (YTD 06-30-19)</u>	<u>FY 2020 (BUDGET)</u>	<u>FY 2021 (BUDGET)</u>
Revenues						
Interest Income	\$ -	\$ -	\$ -	\$ 401	\$ -	\$ -
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>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 401</u>	<u>\$ -</u>	<u>\$ -</u>
Expenses						
Debt Service	<u>\$ 4,483,098</u>	<u>\$ 3,104,059</u>	<u>\$ 4,139,169</u>	<u>\$ 950,099</u>	<u>\$ 3,096,455</u>	<u>\$ 1,776,554</u>
Total Expenses	<u>\$ 4,483,098</u>	<u>\$ 3,104,060</u>	<u>\$ 4,139,167</u>	<u>\$ 950,099</u>	<u>\$ 3,096,455</u>	<u>\$ 1,776,554</u>
Transfers In (Out)						
General Fund	\$ 706,319	\$ 702,768	\$ 1,779,020	\$ 889,099	\$ 1,776,554	\$ 1,776,554
Capital Imp Fund	-	38,442	-	-	-	-
Utility Fund	<u>3,776,779</u>	<u>2,362,850</u>	<u>2,360,147</u>	<u>60,599</u>	<u>1,319,901</u>	<u> </u>
Total Transfers	<u>\$ 4,483,098</u>	<u>\$ 3,104,060</u>	<u>\$ 4,139,167</u>	<u>\$ 949,698</u>	<u>\$ 3,096,455</u>	<u>\$ 1,776,554</u>
ENDING BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
UTILITY FUND**

	FY 2016 (ACTUAL)	FY 2017 (ACTUAL)	FY 2018 (ACTUAL)	FY 2019 (YTD 06-30-19)	FY 2020 (BUDGET)	FY 2021 (BUDGET)
Revenues						
Electric						
Electric Sales	\$ 89,526,125	\$ 91,806,745	\$ 94,069,239	\$ 65,564,352	\$ 90,000,000	\$ 90,000,000
Other Revenues	<u>981,147</u>	<u>1,093,215</u>	<u>1,290,547</u>	<u>5,451,203</u>	<u>2,565,000</u>	<u>865,000</u>
Total Electric Revenues	<u>\$ 90,507,272</u>	<u>\$ 92,899,960</u>	<u>\$ 95,359,786</u>	<u>\$ 71,015,555</u>	<u>\$ 92,565,000</u>	<u>\$ 90,865,000</u>
Water						
Water Sales	\$ 9,026,472	\$ 10,061,670	\$ 9,795,033	\$ 7,274,707	\$ 9,010,000	\$ 9,010,000
Other Revenues	<u>257,198</u>	<u>289,427</u>	<u>282,486</u>	<u>185,064</u>	<u>213,500</u>	<u>213,500</u>
Total Water Revenues	<u>\$ 9,283,670</u>	<u>\$ 10,351,097</u>	<u>\$ 10,077,519</u>	<u>\$ 7,459,771</u>	<u>\$ 9,223,500</u>	<u>\$ 9,223,500</u>
Sewer						
Sewer Fees	\$ 14,696,065	\$ 17,326,909	\$ 17,905,981	\$ 13,848,936	\$ 17,125,000	\$ 17,125,000
Other Revenues	<u>871,563</u>	<u>933,285</u>	<u>1,041,269</u>	<u>824,003</u>	<u>900,000</u>	<u>900,000</u>
Total Sewer Revenues	<u>\$ 15,567,628</u>	<u>\$ 18,260,194</u>	<u>\$ 18,947,250</u>	<u>\$ 14,672,939</u>	<u>\$ 18,025,000</u>	<u>\$ 18,025,000</u>
Combined Revenues	<u>\$ 2,170,868</u>	<u>\$ 2,588,368</u>	<u>\$ 2,801,808</u>	<u>\$ 1,840,759</u>	<u>\$ 3,028,513</u>	<u>\$ 2,353,400</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
UTILITY FUND**

	FY 2016 (ACTUAL)	FY 2017 (ACTUAL)	FY 2018 (ACTUAL)	FY 2019 (YTD 06-30-19)	FY 2020 (BUDGET)	FY 2021 (BUDGET)
Revenues (cont'd)						
Utilization of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 18,628,901	\$ 3,993,052
Proceeds from Bond Sales	41,140,000	-	-	110,000	-	-
Bond Premium Amortization	-	-	-	-	-	-
Accumulated Depreciation	-	-	-	-	9,650,000	9,650,000
Gain/Loss on FA Disposals	<u>(459,404)</u>	<u>(404,560)</u>	<u>(264,511)</u>	<u>-</u>	<u>-</u>	<u>-</u>
 Total Utilization	 <u>\$ 40,680,596</u>	 <u>\$ (404,560)</u>	 <u>\$ (264,511)</u>	 <u>\$ 110,000</u>	 <u>\$ 28,278,901</u>	 <u>\$ 13,643,052</u>
 Total Revenues	 <u>\$ 158,210,034</u>	 <u>\$ 123,695,059</u>	 <u>\$ 126,921,852</u>	 <u>\$ 95,099,024</u>	 <u>\$ 151,120,914</u>	 <u>\$ 134,109,952</u>
Expenses						
Debt Service	<u>\$ 5,836,973</u>	<u>\$ 9,621,593</u>	<u>\$ 9,291,642</u>	<u>\$ 3,946,639</u>	<u>\$ 9,564,504</u>	<u>\$ 9,566,095</u>
 Dothan Utilities-Electric						
Elec Energy Purchase for Resale	\$ 67,734,845	\$ 67,833,425	\$ 69,623,777	\$ 45,243,910	\$ 70,000,000	\$ 70,000,000
Other	<u>10,617,660</u>	<u>12,914,876</u>	<u>10,045,646</u>	<u>10,361,861</u>	<u>20,231,711</u>	<u>14,749,127</u>
 Total Electric	 <u>\$ 78,352,505</u>	 <u>\$ 80,748,301</u>	 <u>\$ 79,669,423</u>	 <u>\$ 55,605,771</u>	 <u>\$ 90,231,711</u>	 <u>\$ 84,749,127</u>
 Dothan Utilities-Water	 \$ 5,706,916	 \$ 6,015,071	 \$ 8,075,717	 \$ 5,920,101	 \$ 8,259,057	 \$ 8,401,453
Dothan Utilities-Wastewater Collection	10,195,915	7,842,950	9,254,455	4,466,023	14,456,062	3,354,403
Dothan Utilities-Wastewater Treatment	5,811,554	29,500,717	17,829,452	6,015,506	4,919,111	4,971,321

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
UTILITY FUND**

	FY 2016 (ACTUAL)	FY 2017 (ACTUAL)	FY 2018 (ACTUAL)	FY 2019 (YTD 06-30-19)	FY 2020 (BUDGET)	FY 2021 (BUDGET)
Expenses (cont'd)						
Finance-Utility Collections	\$ 1,843,860	\$ 1,779,199	\$ 1,532,271	\$ 1,395,726	\$ 2,026,839	\$ 2,080,846
Finance-Utility Services	808,903	822,117	858,948	668,637	903,326	942,060
Combined Utility Expense	<u>5,407,721</u>	<u>5,672,984</u>	<u>6,652,206</u>	<u>4,449,334</u>	<u>6,550,000</u>	<u>6,550,000</u>
 Total Expenses	 <u>\$ 113,964,347</u>	 <u>\$ 142,002,932</u>	 <u>\$ 133,164,114</u>	 <u>\$ 82,467,737</u>	 <u>\$ 136,910,610</u>	 <u>\$ 120,615,305</u>
 Transfers In (Out)						
General Fund	\$ (625,642)	\$ (641,792)	\$ (726,789)	\$ (985,707)	\$ (8,867,290)	\$ (9,456,659)
Special Assessment Fund	440	460	391	-	-	-
Debt Service Fund	(3,776,779)	(2,362,850)	(2,360,147)	(60,599)	(1,319,901)	-
School Fund	<u>(3,680,000)</u>	<u>(3,737,452)</u>	<u>(3,807,249)</u>	<u>(2,900,000)</u>	<u>(4,023,113)</u>	<u>(4,037,988)</u>
 Total Transfers	 <u>\$ (8,081,981)</u>	 <u>\$ (6,741,634)</u>	 <u>\$ (6,893,794)</u>	 <u>\$ (3,946,306)</u>	 <u>\$ (14,210,304)</u>	 <u>\$ (13,494,647)</u>
 ENDING BALANCE	 <u>\$ 36,163,706</u>	 <u>\$ (25,049,507)</u>	 <u>\$ (13,136,056)</u>	 <u>\$ 8,684,981</u>	 <u>\$ -</u>	 <u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
SOLID WASTE FUND**

	<u>FY 2016</u> <u>(ACTUAL)</u>	<u>FY 2017</u> <u>(ACTUAL)</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(YTD 06-30-19)</u>	<u>FY 2020</u> <u>(BUDGET)</u>	<u>FY 2021</u> <u>(BUDGET)</u>
Revenues						
Solid Waste Fees	\$ -	\$ -	\$ -	\$ -	\$ 4,300,000	\$ 4,300,000
Landfill Use Fees	-	-	-	-	500,000	1,200,000
Garbage Cans	-	-	-	-	4,000	4,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,000</u>	<u>4,000</u>
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,804,000</u>	<u>\$ 5,504,000</u>
Expenses						
Administrative Support	\$ -	\$ -	\$ -	\$ -	\$ 704,106	\$ 721,811
Garbage & Refuse Collection	-	-	-	-	3,863,564	4,040,934
WEC Solid Waste Billing	-	-	-	-	3,100	3,100
Garbage & Refuse Disposal	-	-	-	-	5,655,948	645,932
Grinder/Chipper	-	-	-	-	61,100	61,100
Recycling	-	-	-	-	106,500	106,500
Clean Up Dothan Now	-	-	-	-	77,614	77,614
Water/Electric/Sewer	-	-	-	-	17,700	17,700
Vehicle & Equipment	-	-	-	-	988,000	988,000
Insurance Expense	-	-	-	-	11,350	11,350
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>11,350</u>	<u>11,350</u>
Total Expenses	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 11,488,982</u>	<u>\$ 6,674,041</u>
Transfers In (Out)						
General Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,684,982</u>	<u>\$ 1,170,041</u>
ENDING BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN
FY 2020 & FY 2021
SCHOOL FUND (SPECIAL REVENUE)**

	<u>2020</u>	<u>2021</u>
Dothan City Schools - Cash Appropriations		
Total Cash Appropriations Paid to Schools	\$ 3,738,286	\$ 3,738,286
Monies paid by the City of Dothan on behalf of the Dothan City Schools		
Insurance	\$ 166,836	\$ 166,836
Printing (Tobacco Stamps)	33,000	33,000
School Crossing Guards	102,554	108,226
School Protection Officers	364,872	383,280
Debt Service: Principal, Interest & Exchange Expense	<u>1,306,000</u>	<u>-</u>
Total Paid on Behalf of Schools - (In the City's Budget)	<u>\$ 1,973,263</u>	<u>\$ 691,342</u>
Total School Appropriation	\$ 5,711,549	\$ 4,429,628
Less Amount Reimbursed by Schools for Debt and SPOs	<u>(857,549)</u>	<u>(191,640)</u>
	<u>\$ 4,854,000</u>	<u>\$ 4,237,988</u>

CITY OF DOTHAN
FY 2020 & FY 2021
TARGET OPERATING BUDGETS & PERSONAL SERVICES
(BY DEPARTMENT)

<u>DEPARTMENT</u>	<u>TARGET OPERATING BUDGET (TOB)</u>			<u>PERSONAL SERVICES*</u>		
	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
General Administrative Department	\$ 640,666	\$ 640,666	\$ 740,666	\$ 2,091,475	\$ 2,413,724	\$ 2,533,012
Information Sys/Tech Department	1,983,189	2,889,164	2,871,847	1,628,289	1,557,633	1,633,789
Finance Department/Accounting	148,201	151,001	148,201	1,078,352	1,147,476	1,205,006
Personnel Department	233,138	379,638	279,638	1,101,971	1,063,995	1,119,230
Judicial Department	170,610	212,410	172,410	1,024,205	1,079,324	1,132,675
Police Department	1,662,272	2,387,164	2,391,464	17,990,087	19,231,062	20,132,828
Fire Department	879,132	1,067,527	1,067,527	14,569,921	15,499,139	16,214,894
Public Works Dept/Street	892,572	1,327,291	1,027,291	2,993,439	3,026,889	3,170,926
Public Works Dept/Engineering	479,011	494,411	494,411	2,756,314	3,050,705	3,203,271
Public Works Dept/Environmental	1,650,750	60,482	60,482	4,840,614	102,199	106,821
Planning and Development	255,805	279,705	279,705	2,089,167	2,109,756	2,215,863
Leisure Services Department	2,784,908	3,032,558	3,032,558	6,484,868	6,984,819	7,326,057
Performing Arts Department	368,856	406,610	429,610	826,108	866,038	903,864
General Services Dept/Admin	27,950	28,700	28,700	459,907	488,130	513,191
General Services Dept/Facility	335,166	468,166	468,166	1,302,793	1,345,959	1,410,777
General Services Dept/Fleet	203,535	212,955	212,955	2,381,322	2,416,645	2,533,260
Dothan Utilities Dept/Electric	3,145,121	3,199,121	3,199,121	5,989,978	6,650,799	6,968,215
Dothan Utilities Dept/Water	2,661,764	2,766,264	2,766,264	2,960,128	2,979,733	3,122,129
Dothan Utilities Dept/WWC	673,550	696,800	851,800	1,926,262	2,008,215	2,101,556
Dothan Utilities Dept/WWT	2,181,059	2,463,559	2,463,559	2,247,699	2,390,407	2,502,617
Finance Dept/Utility Collections	759,512	774,962	767,012	1,137,990	1,251,877	1,313,834
Finance Dept/Utility Services	85,734	93,034	92,434	783,707	810,292	849,626
Solid Waste	-	1,972,268	1,397,268	-	4,742,364	4,965,423
Total	\$ 22,222,501	\$ 26,004,456	\$ 25,243,089	\$ 78,664,596	\$ 83,217,180	\$ 87,178,864

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

CITY OF DOTHAN
FY 2020 & 2021
CAPITAL IMPROVEMENT PROJECTS

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
General Administration-City Wide Projects	\$ 100,000	\$ 100,000	\$ 100,000
Fleet Replacement	2,750,000	2,600,000	3,250,000
Economic Development	150,000	150,000	150,000
Voter Database Software	-	-	35,000
Computer Upgrades and Software	442,510	515,000	515,000
Proactive Monitoring System Solution	-	15,000	-
City Training Room Equipment & Renovations	-	76,000	-
Mobile Friendly Website Upgrade	-	13,200	13,200
Microsoft SQL & Server License Growth	-	50,000	50,000
Security Monitoring & Threat Assessment Sys	-	20,000	20,000
Fiber Huts UPS	-	-	-
8 Fire Stations @ \$1,500 Each	-	12,000	-
Magistrates/Pretrial Building & PC's	-	1,500	-
Mobile Data Terminals	70,000	125,000	125,000
Animal Shelter Architect Fees & Design	-	100,000	-
Motorola Radio Contract	519,490	519,490	515,190
Fire Station #10 & #11 Design	-	-	400,000
Target Solutions Performance Mgt (Cloud Software)	-	14,000	14,000
Simulation Mannequins for EMS	-	25,000	-
Street Resurfacing	2,000,000	2,250,000	2,250,000
Sidewalks	250,000	250,000	250,000
Girard Drainage Basin	-	400,000	-
Storm Drainage Condition Assessment	-	-	400,000
Denton Road Widening	-	3,050,744	-
Bridge Repair/Improvements	1,000,000	100,000	100,000

**CITY OF DOTHAN
FY 2020 & 2021
CAPITAL IMPROVEMENT PROJECTS**

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Transparity Traffic Signal Management Software	\$ -	\$ 6,300	\$ 6,300
ALDOT: Integrate Traffic Cameras w/ALGO System	-	15,000	-
Engineering Video Board for Plan Review	-	15,000	-
Access Controls - PW Complex Office Buildings	-	55,000	-
McCain Traffic Controller Upgrades	-	500,000	500,000
Vehicle for Senior Civil Engineer	-	26,000	-
Vehicle for Street Maintenance Manager	-	26,000	-
Brownfield Remediation	-	100,000	100,000
Housing Rehabilitation Project	-	100,000	100,000
Wayfinding Signage Expansion - Phase 2 & 3	-	50,000	50,000
Indoor Pool Replace Sand Filter	-	-	70,000
Doug Tew Replace Sand Filter	-	-	40,000
Walton Park Replace Sand Filter	-	-	30,000
Wiregrass Park Replace Sand Filter	-	-	30,000
Water World Phase I	-	2,771,000	-
Recreation Activity Registration Software	-	35,000	-
Playground Equipment	50,000	50,000	50,000
Civic Center Replace Stage Curtains	-	50,000	-
Opera House Replace Stage Curtains	-	-	50,000
Opera House Upgrade Light & Sound Program	-	21,000	-
Opera House Upgrade Aisle Lighting for Safety	-	5,000	-
Opera House - Recable and Certify	-	30,000	-
Ford Mid-Roof Transit Cargo Van	-	32,000	-
Facility Repairs	600,000	800,000	800,000
ADA Compliance	250,000	250,000	250,000

**CITY OF DOTHAN
FY 2020 & 2021
CAPITAL IMPROVEMENT PROJECTS**

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Courtroom Renovations	\$ -	\$ 110,000	\$ -
Fuel Monitoring System	-	10,000	-
Advanced Metering Infrastructure	5,000,000	4,000,000	-
Tree Trimming	307,000	750,000	750,000
Recloser Replacements	200,000	200,000	200,000
SCADA Electric	10,000	10,000	10,000
Transformers for Substations	500,000	500,000	500,000
Substation Ground Grid Testing	-	72,000	60,000
PCB Transformer Change Out Program	300,000	228,000	240,000
City Emergency Operations Facility	-	1,700,000	-
Downtown Lighting & Improvements	-	150,000	150,000
Refinish Downtown Decorative Poles	-	100,000	-
Red Water Project	600,000	1,600,000	1,600,000
SCADA Water	10,000	10,000	10,000
Chemical Dry Feed Systems	195,000	-	-
12" Water Main Connector on N. Beverlye	170,000	-	-
Point Repair & Rehab Materials for AOC	100,000	100,000	100,000
3D Manhole Inspection Scanner	-	100,000	-
Omussee Trunk Line Replacement/Rehab	-	8,500,000	-
Generator at Golf Creek Lift Station	-	150,000	-
Napier Field Lift Station Replacement	-	150,000	-
Lakewood Lift Station and Forcemain	-	400,000	-
CSSAP Repairs	-	2,050,000	-
Sludge Drying Bed Upgrades	70,000	60,000	-
Automated Route Management System - Env	-	200,000	-
Landfill Engineering/Permitting/Const/Equipment	-	4,263,000	-
	<u>\$ 15,644,000</u>	<u>\$ 40,737,234</u>	<u>\$ 13,883,690</u>

**CITY OF DOTHAN
FY 2020 & 2021
RECAP**

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
General, Utility and Solid Waste Funds - City Departments			
Personal Services	\$ 78,664,596	\$ 83,217,180	\$ 87,178,864
Target Operating Budget	22,222,501	26,004,456	25,243,089
Electric Energy Purchased for Resale	70,000,000	70,000,000	70,000,000
Depreciation	8,650,000	9,650,000	9,650,000
Capital Improvement Projects	15,644,000	40,737,234	13,883,690
Insurance			
Property Insurance - City Departments	141,219	151,664	151,664
Aggregate and Specific Insurance	325,000	425,000	425,000
Transitional Reinsurance-Affordable Care Act	190,000	7,000	7,000
City's Contribution to Retiree's Health/Medical Insurance	600,000	700,000	700,000
Employee Ins, Workers Compensation and Self Insured	2,275,024	2,440,024	2,440,024
Dothan Downtown Redevelopment Authority	285,000	400,000	400,000
Convention & Visitors Bureau	1,200,000	1,400,000	1,400,000
Chamber of Commerce	300,000	300,000	300,000
Dothan-Houston County Library	729,050	730,000	730,000
Industrial Development Board	125,000	125,000	125,000
Wiregrass Museum of Art	293,640	293,750	293,750
Wiregrass Transit Authority	108,640	109,000	109,000
Agencies	851,160	726,100	726,100
Debt Service	12,674,130	12,660,959	11,342,649
Civic Center	1,063,500	1,063,500	1,063,500
School Fund	4,036,225	4,405,549	4,429,628
Street Paving	600	-	-
Total Operating Budget	<u>\$ 220,379,285</u>	<u>\$ 255,546,416</u>	<u>\$ 230,598,958</u>